



[www.hcc.govt.nz](http://www.hcc.govt.nz)

0405060708  
A VISION FOR OUR CITY



ANNUAL REPORT

2004 / 05





# 0405060708 A VISION FOR OUR CITY

## Whakatauki

Kotahi ano te kohao te ngira  
E kuhuna ai te miro ma, te miro whero  
Me te miro pango.  
A muri I a au kia mau ki te ture,  
Ki te whakapono, ki te aroha.  
Hei aha te aha! Hei aha te aha!

*There is but one eye of the needle  
Through which the white, red and black threads must pass.  
After me obey the commandments, keep faith,  
And hold fast to love and charity  
Forsake all else.*

*Na Potatau Te Wherowhero, 1858*

## He Mihi

Na take i korerohia e tatau i mua  
Tui ai te kupu korero I korerotia  
Kia tu te winiwini kia tu te wanawana  
I nga pu korero I wanangatia  
I roto I te whai ao I te ao marama

*We bring our combined history and past discussions  
Into our plans here for the future.  
Be open and stand strongly  
For the issues considered and discussed,  
To benefit the world, now and in the future.*

Hamilton City Council  
Municipal Offices  
Garden Place  
Private Bag 3010  
Hamilton 2020  
New Zealand  
Phone +64 (0)7 838 6699  
Fax +64 (0)7 838 6599  
Email [info@hcc.govt.nz](mailto:info@hcc.govt.nz)  
Internet [www.hcc.govt.nz](http://www.hcc.govt.nz)

ISSN 1171-316X

## CONTENTS (Raarangi Koorero)

Introduction	2
Mayor and Chief Executive's Overview	4
Te Tumuaki Me Te Rangatira Kaiwhakahaere Tirohanga Whaanui (Mayor and Chief Executive's Overview)	5
Highlights of Projects and Programmes for 2004/05	6
Awards and Nominations	24
Introduction to Council	25
Council's Vision for the city	29
Council's Management Structure	30
Monitoring Council's Performance for 2004/05	34
Commitment to the Treaty of Waitangi/Council's Partnership with Maori	46
Looking Forward: 2005/06 and Beyond	48
<b>Statement of Services</b>	
Guide to the Statement of Services	52
Outcome Area A: Sustaining Hamilton's Environment	55
Wastewater Management	60
Stormwater Management	61
Recycling/Refuse Collection	62
Water Supply	63
Sustainable Environment	64
Environmental Health	65
Outcome Area B: Growing Hamilton	67
Road Network Management	72
Hamilton Transport Centre	74
Environmental Services (Parking Enforcement, Building Control, Planning Guidance, Animal Care and Control)	75
Endowment and Investment Property Portfolio Management	80
Outcome Area C: Promoting Hamilton	82
Economic Development	85
City Promotion	86
Outcome Area D: Experiencing Arts, Culture and Heritage in Hamilton	88
Hamilton Theatre Services	92
Hamilton City Libraries	93
Waikato Museum of Art and History	94
Outcome Area E: Living in Hamilton	96
Community Support	100
Community Facilities	102
Emergency Management	103
Partnership with Maori	104
Representation and Civic Affairs	105
Outcome Area F: Enjoying Hamilton	108
Sports Areas	112
Parks and Gardens	113
Event Facilities	115
Swimming Facilities	117
Hamilton Zoo	118
<b>Financial Section</b>	
Financial Section Contents	120
Audit Report	121
Financial Overview	123
Statement of Financial Performance	128
Statement of Movement in Equity	128
Statement of Financial Position	129
Statement of Cash Flows	130
Statement of Accounting Policies	131
Notes to the Financial Statements	137
Information on Council-Controlled Organisations and Council Organisations	158
Report on the Funding and Financial Policies	160
Statement of Compliance and Responsibility	164
Hamilton City: a Profile	165

## INTRODUCTION (Koorero Whakatauki)

### What is the Annual Report?

Council is required by the Local Government Act 2002 (LGA 2002) to produce an annual report at the completion of each June financial year. The annual report shows how the actual activities, services and performance of Council measured up to the intended levels of service and performance as set out in a specific year of the Long-Term Council Community Plan (LTCCP) or the annual plan.

This year's annual report looks at year 1 (2004/05) of Council's first Long-Term Council Community Plan (known as Hamilton's Community Plan 2004–14).

### What is Hamilton's Community Plan 2004–14?

Under the LGA 2002 Council is required to produce a Long-Term Council Community Plan (LTCCP) every three years, beginning 1 July 2004. Although referred to as a LTCCP in the LGA 2002, Council has called its plan Hamilton's Community Plan 2004–14. It is Council's primary long-term strategic framework as to how it wants Hamilton to develop over the next 10 years. The plan was developed in partnership with the community and sets out the community's desired outcomes for the following 10 year period. The community plan will be reviewed and evaluated every three years, and every six years the community outcomes will be reviewed and evaluated by the community.

### What are Community Outcomes?

The LGA 2002 requires local authorities to get their local communities thinking about the long-term priorities for the city that people want to work towards for the coming 10 year period. The outcomes identified by the community indicate the community's desire for how the city should progress socially, economically, environmentally and culturally (known as the four well-beings). These outcomes and the processes required to achieve them will serve as a focal point for Council and organisational planning for the city.

The LGA 2002 required councils to use such information concerning community outcomes as they hold or could obtain in the time available for inclusion in their 2004–14 LTCCPs.

Council already has a number of key documents in place that have involved a high degree of community consultation and participation. The community feedback that resulted from these processes (in particular Hamilton's Strategic Plan 1997–2017 and the subsequent revisions of this plan) was used to develop the community outcomes outlined in Hamilton's Community Plan 2004–14.

Council is engaging in a full community consultation process in 2004/05 and 2005/06 to determine the community outcomes that will be included in its 2006–16 LTCCP.

### What about the Annual Plan?

The purpose of the Annual Plan is to:

- support the 10 year LTCCP
- identify any amendments and variations for that year of the LTCCP
- detail the budget and funding impact statement for that year
- provide a basis for accountability of Council to the community
- provide an opportunity for the public to participate in decision-making processes on the activities to be undertaken by Council for that year.

The annual plan provides the accountability base for the setting and assessing of rates (rates cannot be set until the annual plan has been adopted) and can be described as a budgetary instrument.

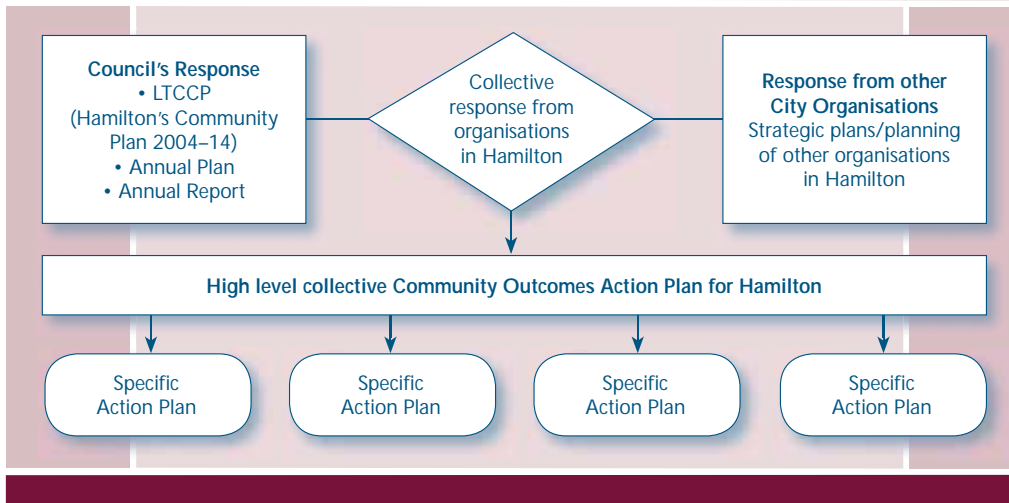
The annual plan's focus is on financial matters in the year to which it relates and not on the role, scope, service levels and priority of Council's activities. These wider matters are intended to be dealt with through the preparation and adoption of Council's LTCCP (every three years), and any subsequent amendment or variation if necessary. To this end, the annual plan is intended to be a companion document to be read in conjunction with the base LTCCP. The LTCCP also serves as the annual plan for year one of its 10 year focus.

The relationship of the annual report to Hamilton's Community Plan 2004–14 and the Annual Plan is shown in the diagram below.

Relationship of the Community Outcomes Framework to Council's LTCCP, Annual Plan, and Annual Report

**HAMILTON'S COMMUNITY OUTCOMES AND PRIORITIES**

(How the community wants Hamilton to develop over the next 10–20 years)



Further information on Council's plans and policies can be found in Council's governance statement (known as mycouncil 2005). This publication guides people through how Council is structured and how Council works with its communities to make decisions for the future of Hamilton. You can pick up a copy of mycouncil 2005 from any Hamilton City Libraries branch, or contact the Strategic Group Reception on 838 6810 (or email [strategic@hcc.govt.nz](mailto:strategic@hcc.govt.nz)). The publication is also on Council's website: [www.hcc.govt.nz/](http://www.hcc.govt.nz/) – under publications/strategic plans and policies .





## MAYOR AND CHIEF EXECUTIVE'S OVERVIEW

Hamilton's growth continues at a rapid rate. Our city's growth isn't a new phenomenon but Hamilton approached a watershed in terms of its development and pace in the 2004/05 financial year.

Elections in 2004 saw a new Mayor and Council bring fresh direction and vision to Hamilton city. Council's Annual Residents Survey returned the highest ever satisfaction levels, across a range of areas, in the 14 years that the survey has been conducted. Elected members enjoyed the biggest increase in satisfaction, indicating that Hamiltonians are pleased with the direction the new Council is taking for the city.

A new Hamilton events brand was launched in June as a promotional tool for the city. The brief for the creation of the brand called for an identity that positions Hamilton as a confident, modern city that's moving ahead.

Access Hamilton dominated submissions to the Proposed 2005/06 Annual Plan. Of the 574 submissions received, 465 were specifically concerned with transport issues relating to Access Hamilton. In striking the 4.73 per cent rates increase for 2005/06, Council included 3.48 per cent to be allocated specifically to Access Hamilton transportation and traffic congestion issues.

On 1 March 2005, Council signed off on the building of a new commuter car parking building in Knox Street. Construction began on 25 July 2005. The five-level commuter car parking building will provide approximately 480 car parks and is due to open in January 2006.

Much time and resource was invested during the year by Council into securing funding arrangements to respond to city growth, which led to implementation of the Development and Financial Contributions Policy taking effect from 1 July 2005. The policy allows for the cost of infrastructural growth to be more directly targeted towards the property development sector rather than spread across all ratepayers.

Strong commercial growth has triggered a period of significant capital investment in Hamilton from all sectors, showing Hamilton's increased significance in the greater Waikato region.

Council has continued to undertake major infrastructural projects to support this continued growth.

The 750mm bulk watermain pipe, which runs 3.6km from the Water Treatment Station to the South Hamilton Reservoir site on Chinaman's Hill, is nearly complete. The reservoir itself is on target to be completed in November 2005.

The predesign phase of the Water Treatment Station upgrade began in 2004 and construction started this year with the installation of an ultra-violet disinfection system. Already, the upgrade has improved the taste of Hamilton's drinking water.

The Mill Street deviation opened for traffic in May 2005. This 1.3km arterial route is set to make a big difference to Hamilton.

Two prominent pieces of public art were commissioned and completed. Riff Raff was unveiled in Victoria Street and Nga Uri O Hinetuparimaunga, the stunning new sculpture at the entranceway to Hamilton Gardens, was officially presented to the city on 5 April. These two pieces of public art culminated in Hamilton winning the Creative New Zealand Arts Provision: City and Regional Councils Award 2005.

The Annual Report paints a clear picture of how, in the 2004/05 financial year, Council has responded across the board to Hamilton's growth from a provincial city to a vibrant, metropolitan centre.

Michael Redman  
Hamilton Mayor

Tony Marryatt  
Chief Executive

THE ANNUAL REPORT 2004/05 WAS ADOPTED BY COUNCIL ON 14 SEPTEMBER 2005

## TE TUMUAKI ME TE RANGATIRA KAIWHAKAHAERE TIROHANGA WHAANUI

Te Tumuaki me Te Rangatira Kaiwhakahaere Tirohanga Whaanui 2004/05

Kei te piki tonu to taatou taaone nui o Kirikiriroa engari ehake i te mea hou teeneki aahuatanga. Heoi anoo, he nunui rawa atu te ahu whakamua mo ngaa tau puutea 2004/05.

Naa ngaa pooti o te tau 2004 i uru mai to taatou Tumuaki hou me ngeetehi mema hou o te kaunihera kia tootika te huarahi tirohanga whaanui o Kirikiriroa. Noo ngaa tau 14 kua pahure ake nei, e tohu mai ana ngaa haapori o Kirikiriroa kua ea katoa oo maatou Tirohanga Whaanui – aa - Tau. Kei te piki ngaa tatuutanga mai i ngaa iwi katoa o Kirikiriroa moo ngaa mema hou kua pootitia ki runaga i te kaunihera, e whakaae ana raatou kei te tootika te huarahi o te kaunihera.

Kua waihangaia he tohu hou hei momo tokonga moo te taone matua nei, aa, noo te marama o Hune i whakawahangia ai ki te katoa. E ai ki ngaa tohutohu waihangaatanga o te tohu nei, me whakapuaki teeneki tohu i te mataara, te pakari, te maia me te anga whakamua o to maatou taaone nui.

Ko ngaa huarahi ki Kirikiriroa te take whaanui o ngaa tuhituhi tono ki Tirohanga Whaanui – aa - Tau o te tau 2005/06. O ngaa tuhituhi tono 574 i whiwhi ai maatou, 465 o eeraa e pa ana ki ngaa kawenga waka mo te take Hurahi ki Kirikiriroa. No te pikinga o ngaa reiti ki te 4.73 pai heneti, kua whakataungia ko te 3.48 pai heneti ka noho hei puutea mo te Huarahi ki Kirikiriroa, araa, ngaa take kawenga waka me te puni-waka.

I te rangi tuatahi o Maehe 2005, i whakamanahia e te Kaunihera teetehi whare waka hou ki te hurahi o Knox moo te hunga here maa runga waka. I timata ai ngaa mahi hanga i taua whare i te 25 o Hurae 2005. E rima ngaa momo apaapa o teenei whare, aa, 480 ngaa turanga waka. Tuwhera ai te whare waka a te marama o Haanuere 2006.

Kua roa te waa e whakarite ana maatou i te kaupapa whai puutea mo te whakapikinga tangata o te taaone nui, nawai ra ka puta ake ko te kaupapa Koha Putea Whanaketanga i timata ake i te raa tuatahi o Hurae 2005. Ko te tirohanga penapena o teeneki kaupapa he toha i ngaa puutea ki te whakawhaanuitanga o te taone, kaore ki ngaa kaiutu reiti.

Naa te piki tonu o ngaa hua hokohoko i kaha hoki te tau moni whakangao o Kirikiriroa huri noa i te takiwa o Waikato. Ma te kaunihera e whai hua, e tautoko mo teeneki kaupapa nui.

Kua timata te mahi anga whakamua o te Kaunihera hei tautoko i teeneki whanaketanga.

Kua tata te mutu o te hanganga o te paipa 750 mm te roa, 3.6 km te roanga mai te whare wai manaaki teihana ki Kirikiriroa i te tonga, paatata ana ki Hainamana puke. Ko te tuumanako tuuwhera nei te Kura Wainui a te Noema 2005.

I timata te taura tuatahi o te hihikatinga mo te Whare Manaaki Wai i te tau 2004. Ko ngaa hua kua puta kee mai e tohu ana he pai to taatou wai maori hei inu.

I tuwhera te huarahi o Mill mo ngaa waka i te marama o Mei 2005. 1.3km te roa o teeneki huarahi, katahi ano ka kitea ai oona painga mo Kirikiriroa.

E rua ngaa mahi toi kua tutuki, ko 'Riff Raff' te ingoa o teetehi, aa, kei te huarahi o Victoria e tuu ana. Ko Ngaa Uri O Hinetuparimaunga te ingoa o teetehi atu, kei te waharoa o Ngaa Maara o Kirikiriroa e tu ana, i whakatuwherangia ai i te 5 2005. I toa ngeenei mahi toa i te tohu Creative New Zealand Arts: Ngaa Tohu Taaone Kaunihera 2005.

Kei te whakamaarama pai te riipoata o teeneki tau e ahu pewhea ana te huarahi puutea mo ngaa tau 2004/05, kua whakautungia e te Kaunihera ngaa take pikinga whakapakari whanaketanga, kua ea, kua tutuki noa atu.



Michael Redman  
Te Tumuaki o te Kaunihera o Kirikiriroa



Tony Marryatt  
Te Rangatira Kaiwhakahaere o Te Kaunihera whakahaere o Kirikiriroa

NGA TAKE HAPORI O KIRIKIROA I POTAENGIA E TE TUA WHITU O HURAE 2005

## HIGHLIGHTS OF PROJECTS AND PROGRAMMES FOR 2004/05

### FEATURE STRATEGY: SUSTAINABLE ENERGY AND GREENHOUSE GAS EMISSIONS REDUCTION

Council is playing a key leadership role in demonstrating how organisations can develop more sustainable and efficient use of energy in their operations, while at the same time reducing greenhouse gas emissions. This section features outcomes arising from Council's ongoing Energy Management Programme and the strategic framework that will be delivered to Hamilton as part of the Communities for Climate Protection™ New Zealand Programme.

#### Energy Management Programme

Hamilton City Council is one of a growing number of local authorities in New Zealand that operate an energy management programme and employ a full-time energy manager. Council's energy management programme is focused primarily on corporate activities. It commenced in 1999 and the success of the programme has been recognised nationally (the programme has received three awards from New Zealand's Energy Efficiency and Conservation Authority).

#### Horotiu Landfill Gas to Energy Facility

Council and its partner WEL Green Energy successfully installed and commissioned a landfill gas powered engine at the Horotiu Landfill in October 2004. The engine drives an electricity generator (920 kW) that provides power to a range of Council facilities. To the year ending June 2005, Council purchased over 4,000,000 kWh of renewable electricity from WEL Green Energy, representing 16 per cent of Council's total electricity requirements.

#### Wastewater Treatment Plant Cogeneration Facility

The cogeneration facility blends bio-gas (produced by the wastewater treatment plant (WWTP) digestors) and natural gas to run two gas engines at Council's WWTP. A new record was achieved this year with over 33,000 GJ of bio-gas being used in the gas engines. This is a 24 per cent increase over the previous year's bio-gas production. Bio-gas supplies almost 40 per cent of the WWTP's energy requirements.

#### Energy Efficiency Initiatives

A range of initiatives were undertaken this year, including two particularly innovative projects. In the first project, the installation of enhanced controls to the WWTP's aeration blowers is expected to lead to a reduction in energy use of 380,000 kWh per annum. The second project involved an extensive review of heating systems at the Waterworld swimming complex. Improved burners, controls and a flue recovery system (to be installed in September 2005) are expected to save over 700,000 kWh per annum. Both projects were funded from interest free loans administered by the Energy Efficiency and Conservation Authority and have a simple payback of under five years.



Enhanced controls installed on the blowers ensure that exactly the right amount of air is blown through the aeration tanks resulting in significant cost savings at the Wastewater Treatment Plant.

#### Overall Gains

Since Council's corporate energy management programme began in 1999, Council has reduced energy costs by \$1,260,000, saved 9,250,000 kWh, and cut CO<sub>2</sub> emissions by 10,100 tonnes.

Actual cost savings arising from Council's generation facilities and energy efficiency initiatives for 2004/05 were \$570,000, equivalent to 14 per cent of Council's energy costs. The programme continues to deliver extensive savings.

#### Communities For Climate Protection Programme

Council joined the Communities for Climate Protection™ New Zealand (CCP™-NZ) in October 2004. The programme provides a strategic framework by which Council and the community of Hamilton can take action to reduce greenhouse gas emissions.

CCP™-NZ is funded by the Climate Change Office of the Ministry for the Environment and delivered by the International Council for Local Environmental Initiatives (ICLEI), a not-for-profit local government association.

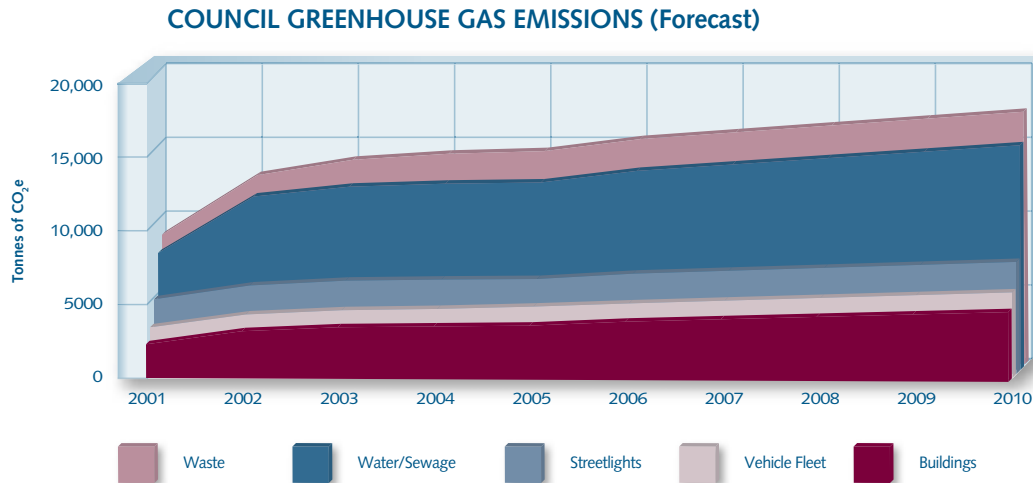
The CCP™-NZ programme consists of a number of milestone steps:

- develop emission inventories
- set targets for emission reductions
- agree action plans for achieving these
- monitor progress towards targets on an ongoing basis.

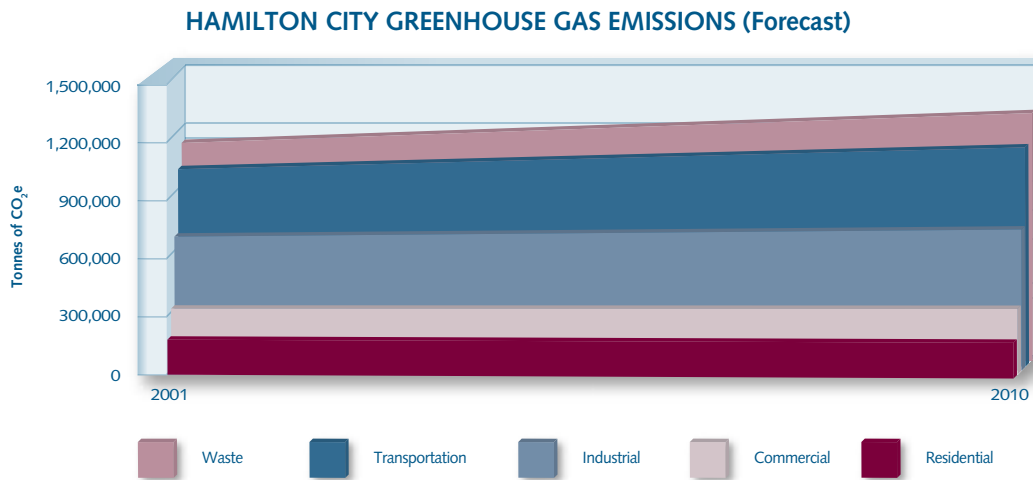


Milestone 1 of the CCP™-NZ programme requires Council to calculate and forecast emission inventories both corporately and for the local city from 2000/01 through to 2009/10 on a business as usual basis. This was completed in March 2005. The results from Milestone 1 show that Council's greenhouse gas emissions were 9000 tonnes of carbon dioxide equivalent (CO<sub>2</sub>e) in 2000/01, and on a business as usual basis are forecast to grow to 17,400 tonnes CO<sub>2</sub>e by 2010 (a 93 per cent increase). For the community, Hamilton greenhouse gas emissions were estimated to be 1,144,000 tonnes of CO<sub>2</sub>e in 2000/01 and are forecast to rise to 1,301,000 tonnes of CO<sub>2</sub>e in 2009/10 (a 14 per cent increase).

**Council Greenhouse Gas Emissions (Forecast)**



**Hamilton City Greenhouse Gas Emissions (Forecast)**

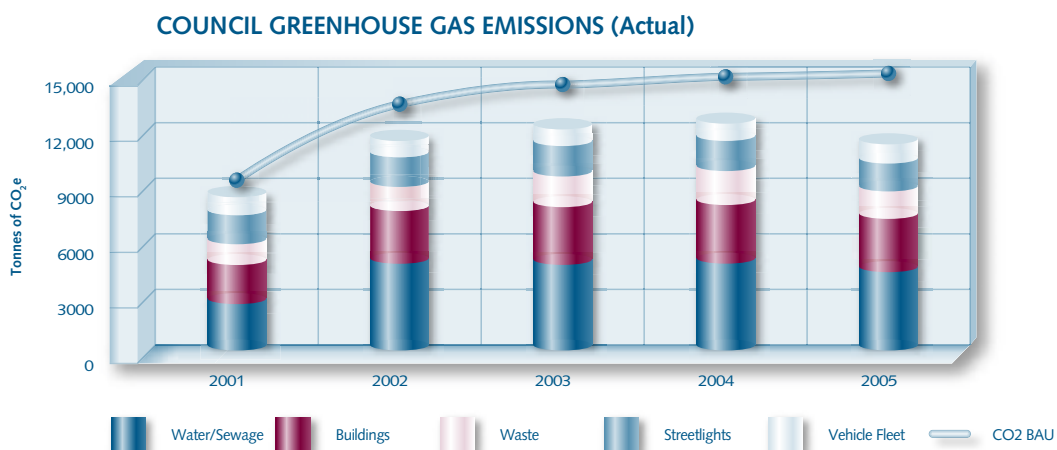


Actual greenhouse gas emissions arising from corporate activities from 2000/01 to 2004/05 were calculated and compared against the emissions forecast. Significant reductions in emissions have already occurred as a result of energy efficiency initiatives, supply of non-fossil electricity from Council's electricity generators, and a reduction in refuse arising from Council's corporate waste minimisation strategy. Collectively these initiatives have reduced greenhouse gas emissions by 10,270 tonnes of CO<sub>2</sub> equivalents over the last six years. For the 2004/05 year a 24 per cent reduction in emissions was achieved against forecast.



HIGHLIGHTS OF PROJECTS AND PROGRAMMES FOR 2004/05

### Council Greenhouse Gas Emissions (Actual)



Preliminary work has commenced to achieve the objectives for Milestones 2 and 3, i.e. setting a goal for reduction of greenhouse gas emissions and development of a local action plan to achieve these. The local action plan will complement and broaden Council's existing sustainable development work.

### PROJECTS AND PROGRAMMES BY THE COMMUNITY PLAN'S SIX OUTCOME AREAS

Hamilton is a growing and dynamic city, as shown by the 11,000 additional residents gained between June 2001 (121,000) and June 2005 (132,000). Over 162,000 people are projected to live in Hamilton by 2026. Business growth has also increased significantly, i.e., from 8891 businesses in 2000 to 10,313 businesses in 2004.

Such growth requires Council to plan for and carefully manage the city's social, economic, environmental and cultural well-being through the provision of a variety of roles, e.g., service provider, funder/support funder, regulator.

The projects and programmes listed below (grouped under the Community Plan's six outcome areas) are some of the key ones that Council completed/undertook in 2004/05.

**Note:** Where applicable, each highlight is shown with its appropriate Strategic Action Plan (SAP) number, i.e., these numbers correspond with the SAP numbers in Hamilton's Community Plan 2004-14. The costs shown next to each SAP number represents the actual amount spent on the particular project in the 2004/05 financial year.

## OUTCOME AREA A: SUSTAINING HAMILTON'S ENVIRONMENT

(Page 58 of Hamilton's Community Plan 2004-14)



### WASTEWATER MANAGEMENT (Page 62 of Hamilton's Community Plan 2004-14)

#### Rototuna Wastewater Trunks

- Strategic Action Plan # 242.0 (\$502,000 for 2004/05)

This SAP focused on the following two projects:

#### Ashmore Stage 8 Wastewater Trunkmain

This stage fell within current urban Rototuna growth area and entailed the laying of 324m of 675mm diameter concrete wastewater pipes. The contract progressed at a rapid rate and was completed in September 2004.

#### Sylvester Road/River Road Trunk Wastewater

Work on installing the trunk wastewater main from Sylvester Road to River Road was completed. This project provides wastewater facilities for the Rototuna growth area bounded by Sylvester Road, the Waikato River and Te Awa o Kaiti Stream.

### Far Eastern Interceptor Stage 5

- Strategic Action Plan # 240.0 (\$243,000 for 2004/05)  
This project consists of the installation of 554m of 1050mm diameter wastewater main from Huntington Drive to Wairere Drive. The works were completed in October 2004. The next stage of the interceptor will be included in the design and construction of Wairere Drive.
- For further information on the projects for Wastewater Management, contact the Water and Waste Services Unit (phone 838 6999, email [waterandwasteservices@hcc.govt.nz](mailto:waterandwasteservices@hcc.govt.nz)).



### STORMWATER MANAGEMENT (Page 64 of Hamilton's Community Plan 2004-14)

#### Network Upgrade to Assist in Flood Prevention

- Strategic Action Plan # 176.0 (\$376,000)  
This SAP focused on the following two projects:  
**Malcolm Street stormwater improvements**  
Upgrading of the stormwater main in Malcolm Street was completed. This work will assist in reducing the likelihood of flooding of several homes in the area, which previously occurred during extreme rain events.  
**River Road Stormwater Main**  
Good progress was made on installing a new stormwater line between Swarbrick Landing and Glen Lynne Avenue. The work was designed to relieve surface flooding that occurs during extreme rain events, which results in damage to private property.
- For further information on the projects for Stormwater Management, contact the Water and Waste Services Unit (phone 838 6999, email [waterandwasteservices@hcc.govt.nz](mailto:waterandwasteservices@hcc.govt.nz)).



### RECYCLING/REFUSE COLLECTION (Page 66 of Hamilton's Community Plan 2004-14)

#### Horotiu Landfill Stages 4 and 6

- Strategic Action Plan # 151.0 (\$2.116m for 2004/05)  
Work is progressing towards developing the final stage 6 cell of the Horotiu Landfill. The landfill will be closed in December 2006. Council's recycling and refuse contractor (Waste Management New Zealand Ltd) is currently investigating options for Hamilton's future refuse disposal.

#### Recycling Initiatives for Primary and Intermediate Schools

As a result of a trial co-ordinated by the EnviroSchools Foundation, Carter Holt Harvey and Council, Hamilton's primary and intermediate schools were supplied with recycling bins and included in Council's household recycling collection in February 2005. The programme, which is funded by Council, has been a great success as evidenced by the extensive use of the recycling bins. This programme will be reviewed in 2005/06.

- For further information on the projects for Recycling/Refuse Collection, contact the Water and Waste Services Unit (phone 838 6999, email [waterandwasteservices@hcc.govt.nz](mailto:waterandwasteservices@hcc.govt.nz)).



### WATER SUPPLY (Page 68 of Hamilton's Community Plan 2004-14)

#### Upgrade of Hamilton's Water Treatment Station

- Strategic Action Plan # 455.0 (\$7.599m for 2004/05)  
This project assists in meeting the requirements of the Drinking-Water Standards New Zealand 2000 that will become mandatory after the Health Bill is passed by Parliament. In addition, the requirements became more stringent in 2005.  
This project involved the design and construction of an upgrade to Hamilton's Water Treatment Station. The objectives of the Water Treatment Station upgrade are to ensure:
  - the optimal capacity for Hamilton's residential and industrial growth



- retention of the 'Aa' grade water supply rating
- advanced pathogen (Cryptosporidium) protection
- removal of odour and ensure optimal taste
- management of potential toxins
- control of corrosivity of the treated water on the pipes and network
- effective automation and control.

The temporary works installed and operated prior to the upgrade has improved the aesthetic quality of Hamilton's drinking water (i.e., improvement of the water's taste), particularly in relation to avoiding the tainting caused by algal blooms in the Waikato River in 2003.

#### Customer Satisfaction Index (CSI) results from Council's Annual Residents Survey

Facility/Service	2003	2004	2005
Clarity of the water	69.2	70.0	78.0
Taste and odour of the water	57.7	60.1	70.0
Continuity of Water Supply	84.1	80.4	85.4
Water Pressure	81.5	79.1	85.1

The predesign phase of the upgrade commenced in 2004, and construction started in 2005. The installation of granular activated carbon is scheduled for 2006/07, as well as automation and renewal upgrades. In 2013/14 \$7 million is budgeted for possible ozonation.

#### Hamilton South Reservoir Project and Bulk Watermain

- Strategic Action Plan # 268.0 (\$5.131m for 2004/05)

The tender for design and construction of the new 21 megalitre concrete reservoir, which is currently being constructed on Chinaman's Hill, Ohaupo Road, just south of the city boundary was awarded to Brian Perry Civil of Hamilton. Construction of the reservoir is progressing well, and is due for completion by November 2005.



The reservoir will primarily assist in providing more water to the north east area of the city and improve levels of service to the elevated areas in Hillcrest. It will also increase the overall water storage capacity in the city to a more acceptable level to accommodate the growing demand for water and also in case of emergency events.

Good progress is being made on the construction of a 750mm diameter bulk watermain which runs 3.6km between the Water Treatment Station and Hamilton South Reservoir on Chinaman's Hill.

#### Valve and hydrant replacements

Work is underway on a checking programme of valves and hydrants in the Hamilton East area to verify that they are in good working order. This area has been selected because the fittings are some of the oldest in the city. Any faulty hydrants and valves will be replaced as required.

#### Wairere Drive/Resolution Drive Bulk Watermain

- Strategic Action Plan # 277.0 (\$1.055m for 2004/05)

Good progress is being made on installation of the 600mm diameter bulk watermain in Resolution Drive and Wairere Drive. This work will help provide water to the northeast growth area of the city.

- For further information on the projects for Water Supply contact the Water and Waste Services Unit (phone 838 6999, email [waterandwasteservices@hcc.govt.nz](mailto:waterandwasteservices@hcc.govt.nz)).



#### SUSTAINABLE ENVIRONMENT (Page 70 of Hamilton's Community Plan 2004-14)

##### Gully Restoration Programme

Hamilton has only a few tiny remnants of its former indigenous forest cover and over 80 per cent of the city's gullies are privately owned. The Gully Restoration Programme is an initiative that aims to encourage and support private gully owners to undertake restorations on their own gully sections and to contribute to the overall vision of ecological restoration for Hamilton.

The programme supports a range of initiatives that provide the necessary resources for the private gully restorer. This includes the provision of native plants through the Plants for Gullies Scheme, workshops and seminars, and an on-site suggestion service. There are now close to 500 people that are gully restoration database members.



### Waste Management Plan Review

On 18 September 2003 Council resolved to adopt the New Zealand Waste Strategy 2002 as a guide, and the relevant targets in the strategy as the basis for the review of Council's Waste Management Plan. A waste industry working group was established in September 2004 to assist with the review process.

One of the key outcomes of the review was to ensure that by December 2004, procedures for waste minimisation were addressed for all Council managed facilities, and a reduction target set.

In July 2004, Management Executive adopted an Internal Waste Management Policy to address a target in the Hamilton City Council Waste Management Plan 2004–2010.

The purpose of the policy is, in line with the New Zealand Waste Strategy, to ensure that Council achieves a reduction in waste generation of 20 per cent by September 2005 and a further 10 per cent by September 2006 (based on 2004 levels).

The policy requires the development of a six monthly audit programme to monitor progress against this target. Week long audits are undertaken at four key locations representative of Council's services and facilities. The results from the municipal building alone shows a reduction of approximately 38 per cent from a daily average of 78kg (August 2004) down to a daily average of 48kg (June 2005). Much of this reduction can be attributed to the establishment of an in-house recycling scheme (plastics 1 and 2, glass and cans) and more vigilant recycling of paper and cardboard.

### Environmental Education Programme – Transport and Energy booklets

The Know it...? Live it! community education programme was furthered with the production of Transport and Energy household booklets. The booklets were supported by a series of events and educational opportunities to learn about Hamilton's urban issues. A 'Commuter Challenge' event, for example, was held to improve community knowledge of the wide range of travel options in Hamilton, prompt residents to question their travel behaviour and choices, and highlight the benefits of sustainable forms of transport, such as cycling and walking during periods of high road congestion. The event pitted competitor against competitor on different forms of transport, to highlight their various efficiencies when making a journey during peak hour morning traffic to Hamilton's city centre. The final booklet in the series will cover the issue of green retail.



### Procurement Policy

In 2000 Council's Procurement Policy was extended to include environmental standards.

In accordance with Council's Environmental Policy, goods and services supplied must meet high environmental standards in their production and operational performance. The overall environmental performance of the company concerned is also taken into consideration.

Council's involvement in a toner cartridge recycling scheme continues to support this policy and has featured as a case study for the Ministry for the Environment ([www.mfe.govt.nz/sustainable-industry](http://www.mfe.govt.nz/sustainable-industry)) as well as internationally with the Accounting for Sustainability Group. A recycling box can now be found on every floor and at all Council facilities. Council has also introduced re-manufactured toner cartridges.

In 2005, the request for proposal (RFP) for cleaning services, sanitation service and janitorial consumables considered, and was tendered on, good performance on a range of sustainability issues such as energy efficiency, waste minimisation, and biodegradable and non-toxic products.

A review of Council's print suppliers is another green procurement initiative currently in the development process.

- For further information on the projects for Sustainable Environment, please contact the Strategic Group (phone 838 6810, email [strategic@hcc.govt.nz](mailto:strategic@hcc.govt.nz)).



**ENVIRONMENTAL HEALTH (Page 72 of Hamilton's Community Plan 2004–14)****Environmental Noise Monitoring**

- Strategic Action Plan # 449.0 (\$25,000 for 2004/05)

Council's Environmental Health Unit purchased specialised sound level measuring equipment as part of its noise monitoring programme.

Customer Satisfaction Index (CSI) results from Council's Annual Residents Survey			
Facility/Service	2003	2004	2005
The handling of noise complaint	*	*	80.6
Outcome of noise complaint	*	*	76.5

- \* Question not asked in 2003 and 2004.

Ambient noise levels will be recorded at various locations throughout the city to develop a noise contour map. This in turn will assist in reviewing noise standards in the city's District Plan.

**Youth-at-risk Co-ordinator – Making Hamilton a Safer Place for Residents and Visitors**

Central City Safety's mandate to develop collaborative initiatives to reduce crime and increase safety in the central city has been furthered by a new youth-at-risk initiative. A collaborative project, involving Council, Police and CYFS, commenced in December 2004 to reduce the numbers of youth-at-risk in the city late at night. At-risk youth are removed from the streets and then provided with a quality service to address their at-risk activities, reduce their offending and improve their well-being. Taiohi Toa have been contracted by Council to supply a fully trained youth worker to co-ordinate the project and to provide support and follow-up to at-risk youth.

Customer Satisfaction Index (CSI) results from Council's Annual Residents Survey			
Facility/Service	2003	2004	2005
The night patrol in the central city	*	77.2	76.8

- \* Question not asked in 2003.

**24/7 Alcohol Ban in the Central City**

During 2004/05 the existing Hamilton City Council Public Places Liquor Control Bylaw 2003 was reviewed and updated to reflect changing patterns of alcohol use in the Central Business District. The Hamilton City Council Public Places Liquor Control Bylaw 2005 repealed the Hamilton City Council Public Places Liquor Control Bylaw 2003 and provides for the better regulation of uncontrolled drinking in public places with a view to prevent incidences of violence and disorderly behaviour. The new bylaw prohibits the carrying of alcohol in the central city at all times (i.e., 24 hours a day and seven days a week).

- For further information on the projects for Environmental Health, contact the Environmental Health Unit (phone 838 6633, email [EnvironmentalHealth@hcc.govt.nz](mailto:EnvironmentalHealth@hcc.govt.nz)).

**OUTCOME AREA B: GROWING HAMILTON**

(Page 75 of Hamilton's Community Plan 2004–14)

**ROAD NETWORK MANAGEMENT (Page 78 of Hamilton's Community Plan 2004–14)****Access Hamilton**

In Council's 2004 and 2005 Residents Survey, 'traffic' (including congestion) was the most important issue that residents felt Council should be addressing, i.e., this was mentioned by 27 and 46 per cent of survey respondents respectively.

Council has responded by developing Access Hamilton, which focuses on enabling good access in and around the city by managing the issues of traffic congestion, travel times, safety, risk, parking, and ensuring good networks for all

travellers who walk, cycle or use passenger transport and cars. It is about balancing choices in relation to the demands placed on transport infrastructure, with the supply of transport infrastructure.

Access Hamilton integrates many of Council's existing strategies and construction programmes. In summary, the key elements of Access Hamilton are:

- Ring road and cross-city connector
- Arterial road and intersection upgrades
- Alternatives to the car (public transport, ferries, park and ride, trains, walking, cycling)
- Provision of commuter parking in the Central Business District
- Travel demand management.

Council distributed an Access Hamilton Information Sheet to all Hamilton households in March 2005 seeking residents' views on the Access Hamilton proposals. These views were considered as part of Council's 2005/06 Annual Plan process.

On 27 June 2005 Council resolved to introduce a targeted rate for 2005/06 to fund the Access Hamilton initiatives. The amount proposed to be levied by the new targeted rate for 2005/06 is \$2,559,840 (GST exclusive) and commenced on 1 July 2005.

Customer Satisfaction Index (CSI) results from Council's Annual Residents Survey			
Facility/Service	2003	2004	2005
Streets in general	72.3	67.8	74.6
Traffic management	67.1	68.4	73.8
Cycling facilities	60.3	65.6	67.5

### Mill Street Deviation

Over 22,000 motorists are forecast to use the four lane arterial road linking Mill Street to the Norton Road/Hall Street intersection. The deviation is expected to have a major impact on freeing up traffic flows and less time spent in the car.

The Mill Street deviation opened for traffic in May 2005. The widening of Norton Road and rebuilding of Seddon Road was completed in June.

The deviation features a new pedestrian underpass and a dedicated cycle lane. Fraser Tech Rugby Club has also been shifted. A lot of attention has been paid to getting the look and feel of the environment right, with five-year old scarlet oaks flanking the reserve and mass plantings, cobblestones and cherry trees being a feature.



The project has involved moving around 18,000m<sup>3</sup> of fill to create the new road and adjacent playing field, and 1500m<sup>3</sup> of clay has come from the Hamilton South reservoir construction site and Thomas Road.

The \$6m project has been complex but this 1.3km arterial route is set to make a big difference to Hamilton.

### Completion of Asphalt Pavement Resurfacing Programme

During 2004/05 Council completed approximately 8 kilometers (8000 tonnes) of programmed asphalt resurfacing of streets in the city (total cost \$1.480m).

The programme involves resurfacing using asphalt for selected streets with high traffic volumes and cul-de-sac turning heads. Key Council projects undertaken in the year as part of the programme included resurfacing the south end of Victoria Street, and significant sections of Ulster and Grey streets.

### New Commuter Car Park Building in Knox Street

On 1 March 2005 Council signed off on the construction of a new commuter car park building in Knox Street. Construction began on 25 July 2005. The five-level commuter car parking building will provide approximately 480 car parks at an opening rate of \$4 for all-day parking, and is due to open in January 2006.



**Customer Satisfaction Index (CSI) results from Council's Annual Residents Survey**

Facility/Service	2003	2004	2005
Central city car parking in general	63.2	56.2	59.1

- For further information on the projects for Road Network Management, please contact the Roads and Traffic Unit (phone 838 6868, email [RoadsAndTraffic@hcc.govt.nz](mailto:RoadsAndTraffic@hcc.govt.nz)).

**PARKING ENFORCEMENT (Page 82 of Hamilton's Community Plan 2004-14)****Electronic Ticketing Machines**

- Strategic Action Plan # 116.0 (\$110,000 for 2004/05)

Encouraging overdue parkers to move on in time is part of the bigger picture to relieve parking, particularly in the Central Business District.

Electronic hand-held ticketing machines were introduced so that parking wardens do not have to handwrite parking tickets. This enables the wardens to complete their rounds more frequently and attend to more of the other public services that they perform.

- For further information on the projects for Parking Enforcement, contact the Parking Enforcement Unit (phone 838 6888, email [ParkingEnforcement@hcc.govt.nz](mailto:ParkingEnforcement@hcc.govt.nz)).

**BUILDING CONTROL (Page 83 of Hamilton's Community Plan 2004-14)****Registered Inspection Body**

Central Government is encouraging councils to work in 'clusters' where a larger council can support a number of smaller ones. In conjunction with the Department of Building and Housing (DBH) Hamilton City Council (along with the district councils of Waipa, Waikato, Matamata-Piako and Otorohanga) is being used as a pilot module for the rest of New Zealand. Council will be making an application to the DBH for Building Control Authority status.

**New Building Hamilton Website**

Council's Building Control Unit is leading Hamilton in information for the building industry – making information and resources even more accessible. The Building Control Unit launched a new, comprehensive website ([www.buildhamilton.co.nz](http://www.buildhamilton.co.nz)) on 16 March 2005. The website brings a host of relevant up-to-date information to the fingertips of residential or commercial builders and developers.

From ordering a LIM report online to electronic forms, legislation links to seminar and workshop listings, fees and charges to news – [www.buildhamilton.co.nz](http://www.buildhamilton.co.nz) centralises a diverse range of helpful resources.

- For further information on the projects for Building Control, contact the Building Control Unit (phone 838 6444, email [BuildingControl@hcc.govt.nz](mailto:BuildingControl@hcc.govt.nz)).

**PLANNING GUIDANCE (Page 84 of Hamilton's Community Plan 2004-14)****Landonline TA Online Certification**

Land Information New Zealand has developed online certification process in Landonline for territorial authority certification of land transfer survey plans. The flexibility of the system allows for all combinations of manual/paper and digital processes between the surveyor and the territorial authority.

With the eSurvey, digital datasets will be viewed instead of paper plans and certifications will be undertaken online. This is a significant move away from the current manual process, although systems have been put in place to accommodate surveyors (and territorial authorities) that are still working with paper plans.

- For further information on the projects for Planning Guidance, please contact the Planning Guidance Unit (phone 838 6800, email [PlanningGuidance@hcc.govt.nz](mailto:PlanningGuidance@hcc.govt.nz)).



## ANIMAL CARE AND CONTROL (Page 85 of Hamilton's Community Plan 2004-14)

### New Dog Control Bylaw

The Dog Control Bylaw 2004 was introduced on 29 September 2004 and repealed the Animal and Bird Bylaw and the Amendment Bylaw 1999. The Dog Control Policy 1997 was also reviewed and was adopted by Council on 13 May 2005.

Customer Satisfaction Index (CSI) results from Council's Annual Residents Survey			
Facility/Service	2003	2004	2005
Dog Control Service	74.2	71.9	80.4

The new policy and bylaw places considerable emphasis on ensuring public safety, while at the same time acknowledging the recreational needs of dogs and their owners. The new bylaw contains more specific objectives around dog control and greater enforcement powers. For example, all dogs classified as 'menacing' have to be neutered within one month of receipt of notice of classification.

- For further information on the projects for Animal Care and Control, contact the Animal Care and Control Unit (phone 846 1861, email [AnimalControl@hcc.govt.nz](mailto:AnimalControl@hcc.govt.nz)).



## OUTCOME AREA C: PROMOTING HAMILTON

### (PAGE 88 OF HAMILTON'S COMMUNITY PLAN 2004-14)



## ECONOMIC DEVELOPMENT (Page 92 of Hamilton's Community Plan 2004-14)

### CTC Aviation Pilot Training Centre Opening

Council worked with other economic development agencies in the city to help secure a major airline pilot training operation for Hamilton International Airport. CTC Aviation is the largest trainer of airline pilots in the world and has established its first base outside of the United Kingdom at Hamilton International Airport. One hundred and twenty pilots will be trained per year.

It is estimated that CTC's establishment will inject approximately \$90 million into the local economy over the next 10 years. This figure includes CTC's own expenditure, employment of local labour during construction, spending by CTC cadets and instructors, as well as injection from ongoing operators.

- For further information on the projects for Economic Development, contact the Communication and Marketing Group (phone 838 6679, email [CommunicationAndMarketing@hcc.govt.nz](mailto:CommunicationAndMarketing@hcc.govt.nz)).



## CITY PROMOTION (Page 94 of Hamilton's Community Plan 2004-14)

### Launch of New Hamilton Brand

A new Hamilton logo has been launched as a promotional tool for the city. The new look was developed primarily as an events brand for the city but is also being used in a wider context to promote Hamilton.

The brief for the creation of the logo called for an identity that positions Hamilton as a confident, modern city that's moving ahead.

Some of the first uses of the new brand have been on the city entranceway billboards and on pole banners promoting events in Hamilton.

- For further information on the projects for City Promotion, contact the Communication and Marketing Group (phone 838 6679, email [CommunicationAndMarketing@hcc.govt.nz](mailto:CommunicationAndMarketing@hcc.govt.nz)).



## OUTCOME AREA D: EXPERIENCING ARTS, CULTURE AND HERITAGE IN HAMILTON (PAGE 97 OF HAMILTON'S COMMUNITY PLAN 2004-14)



### HAMILTON THEATRE SERVICES (page 100 of Hamilton's Community Plan 2004-14)

#### New Sound System for Founders Memorial Theatre

- Part of Strategic Action Plan # 220.0 (\$185,000 for 2004/05)

A major project from the asset renewal programme for theatres was the installation and commissioning of the new sound system for Founders Memorial Theatre in time for the musical *The Full Monty*. The latest Meyer line array powered speakers have replaced the previous stereo and centre speakers and amplifiers installed in the 1980s and is the first installation of its type in New Zealand. Meyer is the one of the world's leading speaker manufacturers often requested by top musical acts. Use of its technology ensures an even sound level over the entire auditorium.

Customer Satisfaction Index (CSI) results from Council's Annual Residents Survey			
Facility/Service	2003	2004	2005
Founders Memorial Theatre	77.0	76.4	76.1
Westpac Community Theatre	72.0	72.4	70.8
The Meteor theatre	64.2	69.5	65.5

- For further information on the projects for Hamilton Theatre Services, contact the Arts and Culture Unit (phone 838 6829, email [ArtsAndCulture@hcc.govt.nz](mailto:ArtsAndCulture@hcc.govt.nz)).



### HAMILTON CITY LIBRARIES (page 102 of Hamilton's Community Plan 2004-14)

#### New look for Hamilton City Libraries Website

The Hamilton City Libraries' website [www.hamiltonlibraries.co.nz](http://www.hamiltonlibraries.co.nz) was revamped in keeping with the revised colour scheme of the central and community libraries. The homepage now features a 'quick selection menu' comprising:

- What's New
- Kids Corner
- Teen Zone
- Sound/Vision
- Links/Database
- Our Heritage
- Adult Fiction
- Adult Non-Fiction

The revised website went live in November 2004 and is the primary reason for the significant increase in visitor numbers to the site, i.e., an 866 per cent increase between 2003/04 (118,000) and 2004/05 (1.14m).

#### Digitisation of the Historic Photograph Collection



Hamilton City Libraries' best kept secret is now out of the bag! Its collection of historic photographs is set to join the digital revolution and a sample of this collection is now available online from the Hamilton City Libraries' website [www.hamiltonlibraries.co.nz](http://www.hamiltonlibraries.co.nz).

At the click of a mouse, you can peruse photographs portraying the Union Bridge in the 1880s, Hamilton Lake in the 1930s, the devastation caused by the Frankton Tornado, paddle-steamers on the Waikato River and much more.

The internet enables library users to surf snapshots of Hamilton's history without having to make a physical trip to the library.

While Hamilton City Libraries is aiming to extend the online collection, the central library houses 13,000 historic photographs in hard copy. Visit [www.hamiltonlibraries.co.nz](http://www.hamiltonlibraries.co.nz) and click on the link on the homepage to see the new digital collection of historic photographs.



Customer Satisfaction Index (CSI) results from Council's Annual Residents Survey			
Facility/Service	2003	2004	2005
Central library	83.2	82.1	83.2
Your branch library	79.6	79.9	80.1

- For further information on the projects for Hamilton City Libraries, contact the Arts and Culture Unit (phone 838 6829, email [ArtsAndCulture@hcc.govt.nz](mailto:ArtsAndCulture@hcc.govt.nz)).

 **WAIKATO MUSEUM OF ART AND HISTORY (page 104 of Hamilton's Community Plan 2004–14)**

**Public Art**

This year two significant pieces of public art were unveiled to the public: the monumental sculpture *Nga Uri o Hinetuparimaunga* by Chris Booth and *Diggeress Te Kanawa* and a statue of Riff Raff (the Rocky Horror Picture Show icon created by Hamiltonian Richard O'Brien) created by Weta Workshops. Both works were commissioned in advance of Council endorsing an Art in Public Places Policy. The implementation of this policy and increased dialogue around the arts led to Hamilton receiving the Creative New Zealand, Creative Places Award. The Art in Public Places Policy is administered by the Waikato Museum, which manages the city's public art collection.

**Trust Waikato Art Gallery**

The establishment of a new gallery space dedicated to exhibiting the museum's permanent art collection, in the immediate entrance to the museum, was opened with support from Trust Waikato this year. The development addressed the keen interest from the public in seeing the valuable art collection, which is held in storage between exhibitions, leading to an increased percentage of the permanent collection being available to visitors.

**Extended Collection Stores**

- Strategic Action Plan # 110.0 (\$97,000 for 2004/05)  
 Severe congestion in the museum collection store has been addressed by the extension of existing storage space. This was made possible by the rationalisation of space for technical studios and has resulted in the development of world class storage facilities for the city's valuable arts and heritage collection.
- For further information on the projects for the Waikato Museum of Art and History, contact the Arts and Culture Unit (phone 838 6829, email [ArtsAndCulture@hcc.govt.nz](mailto:ArtsAndCulture@hcc.govt.nz)).

**OUTCOME AREA E: LIVING IN HAMILTON**  
**(PAGE 106 OF HAMILTON'S COMMUNITY PLAN 2004–14)**

 **COMMUNITY SUPPORT (Page 110 of Hamilton's Community Plan 2004–14)**

**Community Centre/House Relationship Agreements**

Relationship agreements were established with eight community centres/houses throughout the year. The Western Community Centre capital project was completed with support from Council's Community Centre House Capital Fund. The new centre was opened in November 2004.

**Developing a Disability Strategy for Council**

A working group comprising Council staff and representatives from the disability community was established in September 2004 to facilitate the development of a Disability Strategy for Hamilton City Council.

A draft strategy was developed following workshops held with the disability community during March 2005. This document was considered by Council in August 2005 and public feedback will be sought before final decisions on the strategy and adoption in late 2005.

- For further information on the projects for Community Support, contact the Community Support Unit (phone 838 6626, email [CommunitySupport@hcc.govt.nz](mailto:CommunitySupport@hcc.govt.nz)).





## COMMUNITY FACILITIES (Page 112 of Hamilton's Community Plan 2004–14)

### Upgrade of Graham Street Units

- Strategic Action Plan # 507.0 (\$425,000 for 2004/05)

Refurbishment of seven bed-sits in the Graham Street housing complex in Hamilton East commenced in March and was completed in June 2005.



Three of the bed-sits were refurbished and made into two units that are two bedroom accommodation. The remaining four bed-sits were refurbished into four, one bedroom self-contained units.

The refurbishing included level access showers, wheelchair friendly ramps, modern kitchen units suitable for older people and people with disabilities, extra two way lighting, smoke detectors and many other features.

The project is an investment by Council in recognising the future needs of an increasing older population by providing suitable and affordable accommodation within the city. Refurbished units will be more attractive and easier to tenant, thereby reducing the long waiting lists as demand increases.

- For further information on the projects for Community Facilities, contact the Community Support Unit (phone 838 6626, email [CommunitySupport@hcc.govt.nz](mailto:CommunitySupport@hcc.govt.nz)).



## EMERGENCY MANAGEMENT (Page 114 of Hamilton's Community Plan 2004–14)

### Regional Support and Co-ordination Role for Emergency Management

In partnership with Environment Waikato, Council has developed a regional support and co-ordination role for civil defence activities in the greater Waikato region. These activities are being undertaken in line with the requirements of the new Civil Defence and Emergency Management Act 2002.

A number of transitional arrangements to ensure a co-ordinated emergency response have been put in place, including the establishment of a new Emergency Operations Centre at Duke Street. The centre is fully functional and is supported by trained staff and a RT communications system.

- For further information on the projects for Emergency Management, contact the Property and Risk Management Unit (phone 838 6736, email [PropertyAndRiskManagement@hcc.govt.nz](mailto:PropertyAndRiskManagement@hcc.govt.nz)).



## REPRESENTATION AND CIVIC AFFAIRS (Page 118 of Hamilton's Community Plan 2004–14)

### New Community Outcomes for Hamilton

The community's vision for Hamilton is currently being updated to reflect changing aspirations for the city, and to meet Council's obligations under the Local Government Act 2002. The Act requires Council to initiate a process to identify community outcomes for the intermediate and long-term future of the city.



During May and June 2005, more than 3000 people had their say about what would make Hamilton a better place. Opportunities were provided through focus groups, surveys and a hui hosted by mana whenua. Consultation was also undertaken by Council's neighbourhood and youth development workers to identify issues and opportunities at the neighbourhood level in Hamilton; and by Choosing Futures Waikato ([www.choosingfutures.co.nz](http://www.choosingfutures.co.nz)) to identify community outcomes for the Waikato region as a whole.

All these community ideas and opinions were used to identify a draft set of community outcomes – statements of what Hamilton communities want to work towards over the coming 10 years. The draft community outcome statements were developed by a Consultation Steering Group who represent the city's social, economic, environmental and cultural well-being.

- For further information please visit [www.myhamilton.org.nz](http://www.myhamilton.org.nz).

### Council's Governance Statement

Council's new Governance Statement (known as mycouncil 2005) was produced in March 2005. The publication guides people through how Council is structured, and how Council works with its communities to make decisions for

the future of Hamilton. mycouncil 2005 contains information that will help people understand how to keep informed of Council's initiatives and planning processes, to enable them to influence Council's decision-making through community consultation.

In a nutshell, Council has made mycouncil 2005 available to make it easier for them to become more involved in Council's decision-making.

If you'd like to learn more, pick up a copy of mycouncil 2005 from any Hamilton City Libraries branch or download a copy from Council's website ([www.hcc.govt.nz/publications/strategic plans and policies](http://www.hcc.govt.nz/publications/strategic_plans_and_policies)). Alternatively you can order a copy by contacting the Strategic Group on 838 6810 or emailing [strategic@hcc.govt.nz](mailto:strategic@hcc.govt.nz).



### Prostitution Bylaw

The Hamilton City Prostitution Bylaw came into effect on 1 October 2004. This bylaw was in response to the Prostitution Reform Act 2003 and is designed to enable commercial sexual service providers to operate within Hamilton in a manner that both meets community demand for services and addresses community concerns and sensitivities.

The bylaw requires that all brothels in the city are located in one of the main commercial or industrial areas of the city, are not near a recognised sensitive site and have signage that meets certain criteria.

### Temple View becomes part of Hamilton

Around 1400 new residents were welcomed into Hamilton, when the Temple View community became a part of the West Ward of Hamilton on 1 July 2004. Temple View is the eleventh extension to the Hamilton boundary, and incorporates 433 hectares of land, bringing the total city area to 9860 hectares.

Council is proposing to make a variation to Hamilton's Proposed District Plan to accommodate the Temple View area. Until this occurs Council is required to administer the relevant provisions of the Waipa District Plan for Temple View.

In preparation of the proposed variation, Council will be talking with stakeholders in the community to gain a clear understanding of the natural and physical resources of the area and to investigate what constraints and opportunities exist for its future use and development. From this point Council can then determine the most appropriate policy response to integrating the area into the Proposed District Plan.

Investigations and consultation are underway. Once a proposed variation is finalised, it will be publicly notified and the public will have further opportunity to make a submission to the proposal with their ideas and comments regarding the proposed zoning for the different land use activities within Temple View, at this time.



### Review of Council's Development and Financial Contributions Policy

Council's Development and Financial Contributions Policy has been reviewed and a new policy has been prepared under the Local Government Act 2002 that will enable the recovery of growth related capital expenditure from new development throughout the city. The policy allows for the cost of infrastructural growth to be more directly targeted towards the property development sector rather than spread across all ratepayers.

The objective of the new policy is:

To enable financial and development contributions to be taken that ensures that developers make a fair contribution to the development of infrastructure and services to maintain accepted levels of service for infrastructure in response to increasing demand generated by ongoing city growth.

Council adopted the reviewed policy on 27 June 2005. From 1 July 2005 the following development contribution rates will apply:

Residential Rate per dwelling	Industrial Rate per 100 <sup>2</sup> /GFA*	Commercial Rate per 100 <sup>2</sup> /GFA*
\$2491.71	\$936.52	\$1159.31

\* GFA Gross Floor Area

### 2004 Triennial Elections

The elections for the new Council were held in October 2004. Although the number of registered voters increased from 78,674 in 2001 to 83,961 in 2004 (and candidate nominations increased from 40 to 44), voter turnout decreased





slightly (from 46.9 per cent turnout in 2001 to 45.1 per cent in 2004).

The close off for voting was 12 noon Saturday 9 October 2004. Processing of results went smoothly, with results being available by 5pm that day. The elections were also carried out within budget.

Customer Satisfaction Index (CSI) results from Council's Annual Residents Survey			
Facility/Service	2003	2004	2005
Elected Members	68.8	57.8	74.4

- For further information on the projects for Representation and Civic Affairs, contact the Strategic Group (phone 838 6810, email [strategic@hcc.govt.nz](mailto:strategic@hcc.govt.nz)).

## OUTCOME AREA F: ENJOYING HAMILTON

(PAGE 120 OF HAMILTON'S COMMUNITY PLAN 2004-14)



### SPORTS AREAS (Page 124 of Hamilton's Community Plan 2004-14)

#### Sports Parks Management Plan

The Sports Parks Management Plan was adopted by Council on 29 September 2004. It is a document designed to provide a strategic framework for the management of 55 sports parks administered by Council. It also assists with the day-to-day planning and development of sports parks, while meeting long-term management objectives.

Key features of the plan include:

- Changes to seasonal allocation of sports parks to allow for overlapping winter/summer sports seasons
- Establishing the frequency of use that is possible without damaging sports parks
- Establishing policy for the renewal of assets, eg. grounds on peat soils
- Providing for partnerships between schools and Council
- Setting policy for public toilet provision on sports parks.

Customer Satisfaction Index (CSI) results from Council's Annual Residents Survey			
Facility/Service	2003	2004	2005
Sports Areas	73.8	78.0	69.2

- For further information on the projects for Sports Areas, contact the Parks and Gardens Unit (phone 838 6622, email [ParksAndGardens@hcc.govt.nz](mailto:ParksAndGardens@hcc.govt.nz)).



### PARKS AND GARDENS (Page 125 of Hamilton's Community Plan 2004-14)

#### Riverside Routes Available for Cycling



The routes alongside the Waikato River in Hamilton are now available for shared use by both cyclists and walkers.

An event launching the new usage was held on 17 October 2004. Cycling is both a growing recreational past time and a commuter option for many Hamilton residents. Shared use of the riverside routes means that one of the city's greatest recreation resources and central commuter routes is now available to many more users.

Routes have been grouped into three categories. The categories and the level of care required on each are clearly signposted:



- Category 1 users must "share with care"
- Category 2 users must use "extra care"
- Category 3 users must use "extreme care" and it is recommended that cyclists dismount.

In all situations users should be aware of and respect the safety of themselves and other route users. Groups of walkers are asked to be conscious of the space they occupy on the routes, particularly near blind corners. Cyclists should be aware of the potential to startle other route users when they are approached from behind.

Customer Satisfaction Index (CSI) results from Council's Annual Residents Survey			
Facility/Service	2003	2004	2005
City Walkways	80.0	81.4	80.8
Cycling Facilities	60.3	65.6	67.5

### Indian Char Bagh Garden

In February 2005 Stage III of the development programme completed the basic Indian Char Bagh Garden which was officially opened by Prime Minister Helen Clark. This stage (\$30,000 in 2004/05) included the completion of the Indian Char Bagh Garden Pavilion. Further enhancements to the garden are planned to be undertaken as sponsorship is obtained.



### Claudlands Park Development

- Strategic Action Plan # 131.0 (\$306,000 for 2004/05)
- The development of Claudlands Park as a public park continued in 2004/05 with the integration of Jubilee Park (Claudlands Bush) through the connection of internal pathways with those in Claudlands Park. The completion of further stages of the playground (in partnership with Fairfield Rotary Club) was also undertaken.
- For further information on the projects for Parks and Gardens, please contact the Parks and Gardens Unit (phone 838 6622, email [ParksAndGardens@hcc.govt.nz](mailto:ParksAndGardens@hcc.govt.nz)).



### EVENT FACILITIES (Page 127 of Hamilton's Community Plan 2004-14)

#### NZ Maori Versus British Lions

Waikato Stadium hosted the New Zealand Maori vs British and Irish Lions rugby game on 11 June 2005, with a capacity crowd of 30,500.

Customer Satisfaction Index (CSI) results from Council's Annual Residents Survey			
Facility/Service	2003	2004	2005
Waikato Stadium	84.4	85.1	84.6

#### Waikato Stadium's first NRL Match

Waikato Stadium hosted its first ever NRL Rugby League premier match, Pirtek Parramatta Eels vs New Zealand Warriors on 18 June 2005.



#### International Cricket Practise Facility at Westpac Park

Westpac Park has confirmed the establishment of an international standard cricket practise facility and sand carpet outfield to ensure that International One Day and Test Cricket matches can be played at the ground.

- For further information on the above events, contact the Event Facilities Unit (phone 958 5800, email [WaikatoStadium@hcc.govt.nz](mailto:WaikatoStadium@hcc.govt.nz)).



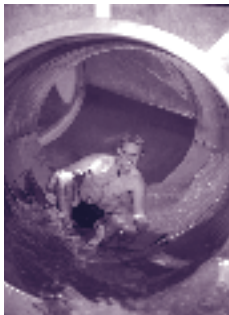


## SWIMMING FACILITIES (Page 129 of Hamilton's Community Plan 2004–14)

### Increased Usage of Council's Swimming Facilities

Patronage at Council's swimming facilities continued its steady increase. Visitor numbers to Waterworld increased from 528,884 in 2003/04 to 535,650 in 2004/05 (an increase of 6766 visitors). The Gallagher Aquatic Centre has experienced particularly strong visitor growth, i.e., 117,750 visitors in 2003/04 to 132,658 in 2004/05 (a 12.7 per cent increase or 14,908 additional visitors).

Customer Satisfaction Index (CSI) results from Council's Annual Residents Survey			
Facility/Service	2003	2004	2005
Gallagher Aquatic Centre	75.0	77.8	76.1
Waterworld	76.8	75.4	74.8



Council swimming facilities have, therefore, enjoyed a total overall increase of 21,674 patrons between 2003/04 and 2004/05.

The marked increase in visitor numbers appears to be a clear indication that more people are attracted to swimming as a way of keeping fit, rehabilitating and learning to swim. Nationally, there continues to be much promotion of the benefits of healthy living and physical activity by government, non-government and research organisations alike.

Exercising in water provides a number of unique advantages to anyone wishing to lose weight or rehabilitate after an injury, i.e., it offers resistance to exercisers while also easing the impact on muscles and joints.

- For further information on the projects for Swimming Facilities, contact the Leisure Facilities Unit (phone 838 6760, email [LeisureFacilities@hcc.govt.nz](mailto:LeisureFacilities@hcc.govt.nz)).



## HAMILTON ZOO (Page 131 of Hamilton's Community Plan 2004–14)

### Chimpanzee Exhibit

- Strategic Action Plan # 313.0 (\$331,000 for 2004/05)



The chimpanzee exhibit (officially opened on 29 November 2004) contains six chimps – Lucifer, Lucy, Luka, Mike, Sally and Suzie.

The indoor dens have internal heating, hammocks, hanging ropes and climbing poles. Outside, the fun continues as the chimps have free run of a large area with more climbing frames plus wet and dry river beds.

The chimps are now set to be TV stars as Hamilton again becomes the venue for a television film crew. Trilogy Productions, an Auckland-based independent production house, has been filming a TV3 documentary called 'Pecking Order'. The documentary examines the subject of birth order, that is, how a person's place in the family affects aspects of their lives, including health, education, personality, earning capacity and relationships.

Professor Peter Gluckman from the Liggins Institute is an interviewee for the documentary and comments about certain behaviours in the chimpanzee world being reflected in the human world. Trilogy wanted to capture relevant footage of chimps at work and at play so found the nearest chimp 'family' in Hamilton.

The chimpanzee exhibit is one of the main reasons for the significant increase in visitor numbers to the zoo (from 99,506 in 2003/04 to 121,721 in 2004/05).

### New Branding for Hamilton Zoo

The new 'Zoo with Personality' branding is starting to show results and increased recognition. The branding links closely with a number of new projects on-the-go that facilitate closer interaction and involvement of patrons with the zoo and its many residents.

One project is targeted towards children 8–12 years old. It's called Club Zoo, where children get to learn about the animals at the zoo and gain an appreciation of endangered species and conservation.

Another project is the eye-to-eye encounters, where visitors get a behind the scenes animal experience which allows them to meet the animals, and support the conservation programme at the zoo. Some visitors have come face to face with the tiger, felt the mud covered skin of a rhino, or sat quietly with a troop of lemurs while they feed.

Education visitor numbers have consistently increased on a month-by-month basis since the arrival of the chimps last September. More students are also going to the zoo, i.e., student numbers increased by 35.8 per cent (from 6519 in 2003/04 to 8851 in 2004/05).

Customer Satisfaction Index (CSI) results from Council's Annual Residents Survey			
Facility/Service	2003	2004	2005
Hamilton Zoo	82.1	83.1	83.0

- For further information on the projects for Hamilton Zoo, contact the Leisure Facilities Unit (phone 838 6760, email [LeisureFacilities@hcc.govt.nz](mailto:LeisureFacilities@hcc.govt.nz)).



# HAPPY OLD YEAR!

2004 was a great year for all Hamilton Zoo! It started with the arrival of 14 baby chevron eared white tigers, the first 40 and breeding dogs, and the arrival of our new kiwi. Thanks to your support we were able to:

- open 3 new galleries, including the world of Zoro and the world of the chevron eared white tigers
- open our new public house
- open a whole new world of experiences that you won't be able to miss. Happy New Year!

**Hamilton Zoo**  
 THE ZOO WITH PERSONALITY

## AWARDS AND NOMINATIONS (Nga tohu me nga tapatanga)



The following outlines some of the key awards/nominations that Council received during 2004/05.

- Won the Local Government sector of the PESA awards (Performance Excellence Study Award). The awards are jointly sponsored by the government and the private sector to help foster the use of performance excellence criteria in all New Zealand organisations.
- Won a New Zealand Business Excellence Progress Award in November 2004 from the New Zealand Business Excellence Foundation.
- Received a Bronze Paua Award in the 2004/05 Waikato Business and Environment Awards. This award recognised Council's efforts in achieving waste reduction and using resources efficiently.
- Was recognised by the Convenor of the Ministerial Group on Climate Change, Pete Hodgson in March 2005 for its work in achieving Milestone 1 of the Communities for Climate Protection programme. Milestone 1 was achieved by conducting an inventory of greenhouse gas emissions arising from both Council operations and activities in Hamilton.
- Won an award in the Not for Profit Section for PRINZ (Public Relations Institute of New Zealand) for the Dog Day Afternoon event. This event aimed to create a greater awareness of Council's Animal Care and Control Unit and their role in the community. It presented an opportunity to further inform the public on appropriate care of dogs, to celebrate good dog ownership and for dog owners to gather together and share their experiences.
- Won the Creative New Zealand, Creative Places Award for Arts Provision, which saw Council compete against all other local authorities in the country. It was awarded at the Christchurch Local Government Conference in August 2005 to Hamilton mayor Michael Redman by Creative New Zealand.
- Winner of the EECA (Energy Efficiency and Conservation Authority) National Bikewise Business Battle in February 2004 for the large business 'Rookie Award' for the organisation with the greatest percentage of new cyclists who participated in cycling activities during national Bike Wise Week. This event saw a number of Council employees using pedal power for their journey to work.
- One of five finalists in the Environmental Reporting Section by a Crown or Local Authority Organisation at the 2003/04 Annual Report Awards run by the Institute of Chartered Accountants of New Zealand in June 2005.
- Council's Sustainable Environment Team was nominated for their work in 2004/05 with regard to cycling encouragement and promotions. The results are to be announced at this year's New Zealand Cycling Conference in October 2005.
- Council's Gully Restoration Programme was nominated for a Ministry for the Environment Green Ribbon Award in June 2004.

## INTRODUCTION TO COUNCIL (Whakatauki ki te kaunihera o Kirikiriroa)

### COUNCIL'S GOVERNANCE STRUCTURE

Hamilton City Councillors are members of the Hamilton community who have been elected by the community and given responsibility for the overall governance of the city. This includes setting Hamilton's long-term direction, and ensuring that Council acts in the best interests of its community.

Hamilton City Council comprises 13 councillors elected from three wards, and the mayor who is elected from the city as a whole.

Council's elected members are responsible for:

- law-making (bylaws) and overseeing that the relevant Acts of Parliament (e.g., the Local Government Act 2002) are complied with
- developing and approving Council policy
- determining the expenditure and funding requirements of Council through the LTCCP and Annual Plan processes
- monitoring the performance of Council against its stated objectives and policies (in particular through the Annual Report)
- employing and monitoring the performance of the chief executive.

Council may borrow money, purchase assets, and dispose of assets for the purposes of performing its role in terms of the Local Government Act 2002 (and other relevant statutes) and may delegate any such activities to a committee or other subordinate decision-making body, or member or officer of the local authority.

The mayor and councillors are represented on various Council committees and subcommittees. These committees consider and recommend policy to Council, and monitor the implementation of policy and the operation of services relating to the committee functions.

The local authority elections held in October 2004 resulted in a new Council comprising the following elected members:



## ELECTED MEMBERS (Ngaa pootitia mema)

### Hamilton Mayor



#### Michael Redman

**Phone:** 838 6976  
**Home:** 854 6031  
**Email:** mayor@hcc.govt.nz

**Council Committees/Subcommittees:**  
His Worship the Mayor is an ex-officio member of all committees. He is specifically appointed to subcommittee 8 (Chief Executive's Performance Assessment Panel) as chairman.

#### Key to Council Committees

1. City Development Committee
2. Community and Leisure Committee
3. Statutory Management Committee
4. Transport Committee
5. Finance and Audit Committee
6. Stadiums Management Board

(C) = Chairperson  
(DC) = Deputy Chairperson  
His Worship the Mayor is an ex-officio member of all committees.

#### Subcommittees

7. Applications Subcommittee
8. Chief Executive's Performance Assessment Panel
9. Community Centre Capital Funding Subcommittee
10. Community Well-being Grant Allocation Subcommittee
11. Contracts Subcommittee
12. Event Sponsorship Subcommittee
13. Parking Management Subcommittee
14. Passenger Transport Subcommittee
15. Speed Limits Subcommittee
16. Traffic Calming Subcommittee
17. Cycling Subcommittee



### East Ward Councillors



#### Daphne Bell

**Phone:** 838 6859  
**Home:** 854 5555  
**Mobile:** 021 341 767  
**Email:** daphne.bell@council.hcc.govt.nz

**Council Committees/Subcommittees:**  
2 (DC), 3, 4, 9, 10, 17 (C)



#### Peter Bos

**Phone:** 838 6986  
**Home:** 854 0621  
**Mobile:** 021 285 7019  
**Email:** peter.bos@council.hcc.govt.nz

**Council Committees/Subcommittees:**  
2, 3 (DC), 5



#### Roger Hennebry

**Phone:** 838 6519  
**Home:** 854 0223  
**Mobile:** 021 318 439  
**Email:** roger.hennebry@council.hcc.govt.nz

**Council Committees/Subcommittees:**  
1, 3, 5 (C), 11 (C)



### South Ward Councillors



#### Glenda Saunders

**Phone:** 838 6980  
**Home:** 839 7165  
**Mobile:** 021 733 191  
**Email:** glenda.saunders@council.hcc.govt.nz

**Council Committees/Subcommittees:**  
1, 3, 4, 6 (C), 8, 16 (C)



#### Gordon Chesterman

**Phone:** 838 6981  
**Home:** 854 9851  
**Mobile:** 021 922 927  
**Email:** gordon.chesterman@council.hcc.govt.nz

**Council Committees/Subcommittees:**  
1 (C), 2, 4, 11, 12, 13 (C)



#### Pippa Mahood

**Phone:** 838 6662  
**Home:** 856 3218  
**Mobile:** 021 809 964  
**Email:** pippa.mahood@council.hcc.govt.nz

**Council Committees/Subcommittees:**  
2 (C), 3, 4, 9, 10



#### Grant Thomas

**Phone:** 838 6983  
**Home:** 843 5594  
**Mobile:** 021 341 780  
**Email:** grant.thomas@council.hcc.govt.nz

**Council Committees/Subcommittees:**  
1, 3 (DC), 5



#### Ewan Wilson

**Phone:** 838 6985  
**Home:** 839 1551  
**Mobile:** 021 904 079  
**Email:** ewan.wilson@council.hcc.govt.nz

**Council Committees/Subcommittees:**  
1, 3, 5



### West Ward Councillors



#### Dave Macpherson

**Phone:** 838 6438  
**Home:** 824 5992  
**Mobile:** 021 477 388  
**Email:** dave.macpherson@council.hcc.govt.nz

**Council Committees/Subcommittees:**  
1, 4 (C), 5, 14 (C)



#### Joe Di Maio

**Phone:** 838 6653  
**Home:** 849 3472  
**Mobile:** 021 493 472  
**Email:** joe.dimaio@council.hcc.govt.nz

**Council Committees/Subcommittees:**  
2, 3, 5



#### John Gower

**Phone:** 838 6450  
**Home:** 847 7465  
**Mobile:** 021 318 789  
**Email:** john.gower@council.hcc.govt.nz

**Council Committees/Subcommittees:**  
1, 3 (C), 4, 7 (C), 14, 15 (C)



#### Bob Simcock

**Phone:** 838 6982  
**Home:** 838 0661  
**Mobile:** 021 991 071  
**Email:** bob.simcock@council.hcc.govt.nz

**Council Committees/Subcommittees:**  
1 (DC), 2, 4, 8, 11  
DEPUTY MAYOR



#### Maria Westphal

**Phone:** 838 6657  
**Home:** 849 6803  
**Mobile:** 021 341 782  
**Email:** maria.westphal@council.hcc.govt.nz

**Council Committees/Subcommittees:**  
1, 2, 5 (DC)



## COUNCIL COMMITTEES

Committees 1–4 meet every six-weeks, and committees 5 and 6 quarterly.

1. **City Development** – This new committee focuses on the strategic direction of the city (i.e., District Plan, city growth, provision of infrastructure) and also the continued facilitation of the economic development strategy.  
Role: To consider and recommend policy to Council on all matters that are of either a strategic nature or that relate to the economic development of the city.
2. **Community and Leisure** – This committee has the same role as the previous Social and Community Committee, but with a change of name to more clearly represent the role of the committee.  
Role: To consider and recommend policy to Council, and to monitor the effective and efficient implementation of that policy for the community and leisure fields of activity.
3. **Statutory Management** – This committee has the same role as the Statutory Management Committee of the previous Council.  
Role: To hear and consider applications under the Health Act 1956, Local Government Act 2002, Reserves Act 1977, Sale of Liquor Act 1989, Building Act 1991, Resource Management Act 1991 and any other Act and bylaws, other applications and objections to applications.  
To consider and recommend to Council on regulatory matters.
4. **Transport** – This new committee focuses solely on the review and implementation of Access Hamilton. (Access Hamilton being the brand for an integrated transportation strategy for the city.)  
Role: To consider and recommend policy to Council and to monitor the effective and efficient implementation of that policy in the area of integrated transportation.
5. **Finance and Audit** – This new committee will monitor the financial performance of Council against the community/annual plan, and audit coordination and the management of commercial properties funded from the Municipal Endowment and Domain Fund.  
Role: To monitor the financial performance of Council.
6. **Stadiums Management Board** – There is no change to the role of this committee due to arrangements entered into with the Waikato Rugby Union and Northern Districts Cricket Association.  
Role: To maximise the multi-purpose use of the facilities.  
To maintain to a high standard the amenities and facilities at both grounds.  
To manage the grounds in an efficient and effective manner.

## SUBCOMMITTEES

7. **Applications Subcommittee**  
This subcommittee reports to the Statutory Management Committee. Its role is to consider and resolve as expediently as possible all minor planning matters where there is agreement of all parties involved in the application.
8. **Chief Executive's Performance Assessment Panel**  
This panel reports to Council. Its role is to maintain an overview of the performance of the Chief Executive.
9. **Community Centre Capital Funding Subcommittee**  
This subcommittee reports to the Community and Leisure Committee. Its function is to disburse capital grants on behalf of Council, and to recommend operational grants to the community/annual plan.
10. **Community Well-being Grant Allocation Subcommittee**  
This subcommittee reports to the Community and Leisure Committee. Its function is to disburse grants on behalf of Council.
11. **Contracts Subcommittee**  
This subcommittee reports to the Finance and Audit Committee. Its role is to approve all contracts for supply and services in excess of the delegated sum (\$500,000 excluding GST) and when the amount of work involved in a decision not to go to tender exceeds \$100,000 (GST excluded).

#### 12. Event Sponsorship Subcommittee

This subcommittee reports to the City Development Committee. Its function is to evaluate and make recommendations on which events should receive Council funding and to what value.

#### 13. Parking Management Subcommittee

The Transport Committee is to receive petitions and refer to the Parking Management Subcommittee, which is delegated to make recommendations to the Transport Committee and Council in line with policy.

#### 14. Passenger Transport Subcommittee

The role of this subcommittee is to recommend to the Transport Committee and to Environment Waikato:

- new and altered Hamilton passenger transport routes, times and related issues
- passenger transport infrastructure provision
- passenger transport promotional campaigns
- passenger transport policy issues
- funding for the above
- make recommendations on matters arising from comments and complaints received about Hamilton passenger transport from passengers and the public
- advocacy of the Hamilton passenger transport strategy.

#### 15. Speed Limits Subcommittee

The Transport Committee sets policy in line with Land Transport New Zealand rules. The Speed Limits Subcommittee is delegated to make decisions.

#### 16. Traffic Calming Subcommittee

The Transport Committee reviews and receives petitions. Decisions are then referred to the Traffic Calming Subcommittee, which is delegated to make decisions in line with policy.

#### 17. Cycling Subcommittee

The primary purpose of this subcommittee will be to oversee the implementation of Council's 2000 Cycling Strategy and to review and propose recommendations to the Transport Committee relating to this strategy.

**Note:** Further detail on Council's committees (including fields of activity, meeting dates/times, agendas/minutes etc) can be viewed/downloaded from Council's website [www.hcc.govt.nz](http://www.hcc.govt.nz) .

## COUNCIL'S VISION FOR THE CITY (Te Tirohanga whanui o te kaunihera o Kirikiriroa)

Council's vision for the city (adopted on 10 October 2003) is:

*Vibrant Hamilton  
Pride of the Waikato, Achieving for New Zealand  
Investing in our People, Creating Prosperity, Protecting our Future*

The new Council has worked through this to bring further meaning to the vision, and on 1 March 2005 established its commitment for each component of the vision for Hamilton:

### Vibrant Hamilton

- Generate a spirit of cooperation, innovation, celebration and achievement.
- Help build local capacity and encourage the active and energetic participation of all residents.
- Ensure through good planning and urban design, that our built environment, and the city's gateways and CBD in particular, reflect our spirit of energy, innovation and identity.
- Maintain and strengthen a sense of connection with our history and place, through the protection of heritage, environment and the celebration of arts and culture.
- Help to create a dynamic lifestyle environment through recreation and leisure opportunities, and city events.

### Pride of the Waikato

- Meet its responsibility to the wider Waikato region by providing leadership and advocating on its behalf
- Develop and maintain strong partnerships with key stakeholders in the region.
- Set high standards for governance, planning and development in the region.
- Enhance Hamilton's position as the logical 'hub' of the region.
- Ensure that Hamilton continues to provide core skills, services, facilities and industry for the region.

### Achieving for New Zealand

- Support and promote Hamilton as New Zealand's export growth capital.
- Encourage the establishment of centres of excellence in this region.
- Encourage the city's institutions to play a key role in solving New Zealand's problems and leading national debate.
- Promote the development of innovative local solutions that will become models for the rest of the country.

### Investing in Our People

- Place a high value on our people, communities and organisations.
- Develop processes that enable the wider community to contribute to decisions about the city's future.
- Focus on finding local solutions through the use of innovative processes of consultation and collaboration.
- Support services and processes that enhance the sense of connectedness, belonging and safety for all residents.
- Encourage values and behaviour that reflect a truly multi-cultural society.
- Measure our success and progress using quality of life indicators.

### Creating Prosperity

- Promote strategies for the development of the regional economy and the effective management of key strategic assets.
- Create a flexible and responsive business environment that encourages positive investment decisions.
- Encourage links between education providers and industry to ensure that there are appropriately skilled people to meet the needs of our economy and future growth strategy.
- Gather and distribute information that will assist economic and social development.

### Protecting Our Future

- Focus on sustainable growth.
- Develop and maintain a robust framework of policies and strategies that balance the short-term and long-term interests of the city.
- Take a visionary yet disciplined approach to long-term planning and decision-making.
- Maintain prudent financial management.
- Ensure that social infrastructure keeps pace with community growth and needs.



## COUNCIL'S MANAGEMENT STRUCTURE

### (Nga kaupapa whakahaere o te kaunihera)

Council is supported by a professional corporate organisation, led by the chief executive. The chief executive and staff are responsible for managing day-to-day issues and implementing Council's decisions and policies. The organisation is structured under six groups, each of which is headed by a general manager, i.e.:

- Communication and Marketing Group – (Philip Burton, General Manager)
- Strategic Group – (Michael Theelen, General Manager)
- Corporate Group – (Mike Garrett, General Manager)
- Environmental Services Group – (Graeme Fleming, General Manager)
- Community Services Group – (Sue Duignan, General Manager)
- Works and Services Group – (Sally Davis, General Manager)

The mission of the organisation is:

#### Making a difference in our community by:

- Focusing on our customers
- Developing a strong motivated workforce
- Incorporating our values in the way we work.

The organisation's values guide the way management and staff work together, with Council, and with the public. Our organisation's values are:

#### 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.

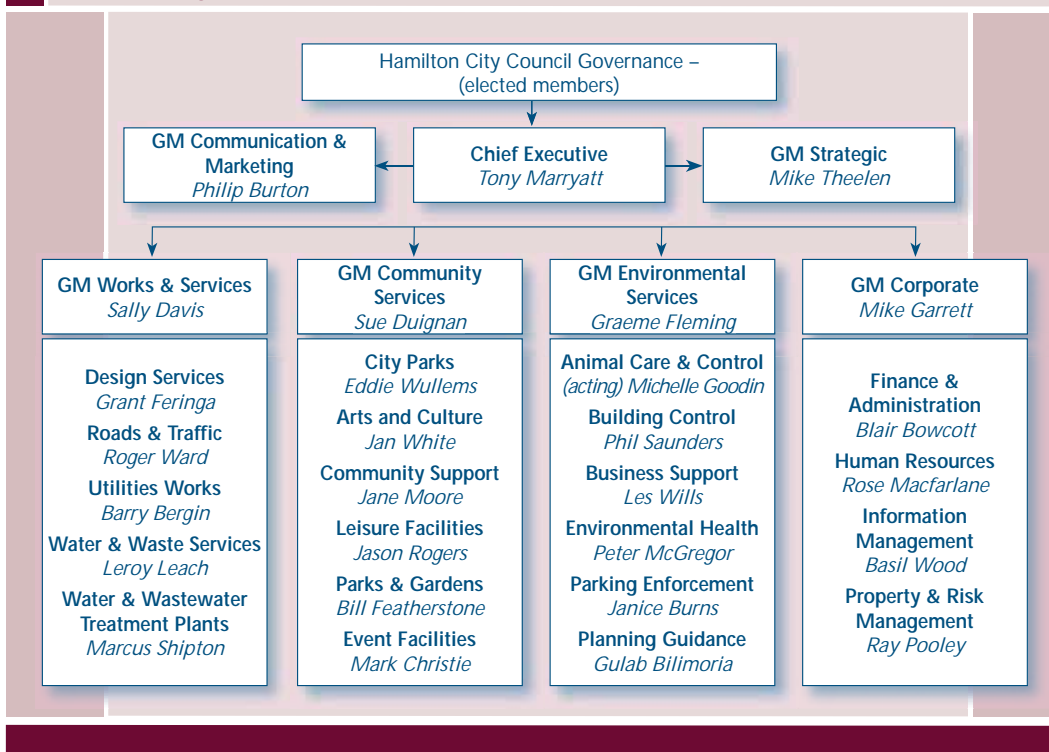
## RELATIONSHIP OF MANAGEMENT TO THE ELECTED MEMBERS

The chief executive and the six general managers make up the Management Executive team (known as MX). This team considers organisationwide issues and provide the link between the elected members and staff. They are responsible for monitoring operational performance, giving policy advice, implementing policy, strategic planning and service delivery. By working in partnership, the MX team ensures that what action is undertaken within the six groups is consistent with Council's vision, mission, goals and values, the long-term council community plan, the annual plan and the corporate plan.

Council's elected members, management and staff work together at different levels to decide what activities should be undertaken by Council to help achieve the community's vision and goals as outlined in the Hamilton's Community Plan 2004–14, and to plan how the activities can best be undertaken. This takes place within a framework of consultation with the community and affected parties, competing priorities, timeframes, resources, and decisions of Council. It occurs within the overall framework of growing and developing the city in a way that enhances its social, economic, environmental and cultural well-being.

The following diagram shows MX's relationship to the elected members, as well as how the units and facilities are structured under each of the six key management groups.

**Council's Organisational Structure**



**QUALITY MANAGEMENT**

Hamilton City Council uses ISO 9001:2000 as its Quality Management system. Hamilton Zoo is the first New Zealand zoo to be ISO 14001 certified in Environmental Management Systems. This provides an excellent framework for the management of environmental issues. The quality system uses management reviews, documented procedures, process mapping, internal and external audits, and quality systems training to provide a systematic approach to improvement throughout the organisation.

**ORGANISATIONAL DEVELOPMENT**

Council is continuing to implement a programme of organisational development, which aims to assist the organisation to achieve its vision and mission. The principles of business excellence and best practice are incorporated throughout all levels of the organisation on an ongoing basis. Continued involvement with the New Zealand Business Excellence Foundation provides Council with opportunities to measure its performance with other organisations using the New Zealand Business Excellence Criteria. The framework is internationally recognised, and being non-prescriptive is equally applicable to diverse industries. External evaluation using the Business Excellence Criteria is recognised as the toughest business assessment an organisation can subject themselves to.



In 2004 Hamilton City Council was awarded a Progress Award for its commitment to improvement using this framework. This clearly indicates that Council is performing at a level twice that of the average New Zealand organisation and making progress in a measured and managed fashion. Hamilton City Council is one of only five local authorities in New Zealand that has won any level of award against this international business model. This is a noteworthy achievement.

The 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 improvement in key organisational processes and improved customer and employee satisfaction.

Organisational development is specifically focused on developing best practice under the umbrella of Business Excellence through the ongoing improvement of key organisational processes. Key areas of focus over the last year have been leadership development, ensuring staff are informed of organisational strategy and direction and key performance measures. Many of these projects and activities will continue into 2005/06.



### Staff Profile as at 30 June 2005

Employment Status	Male	Female	Total
Permanent Full-time	358	247	605
Permanent Part-time	24	170	194
Temporary	26	29	55
Casual/On-call	94	106	200
<b>Total</b>	<b>502</b>	<b>552</b>	<b>1054</b>

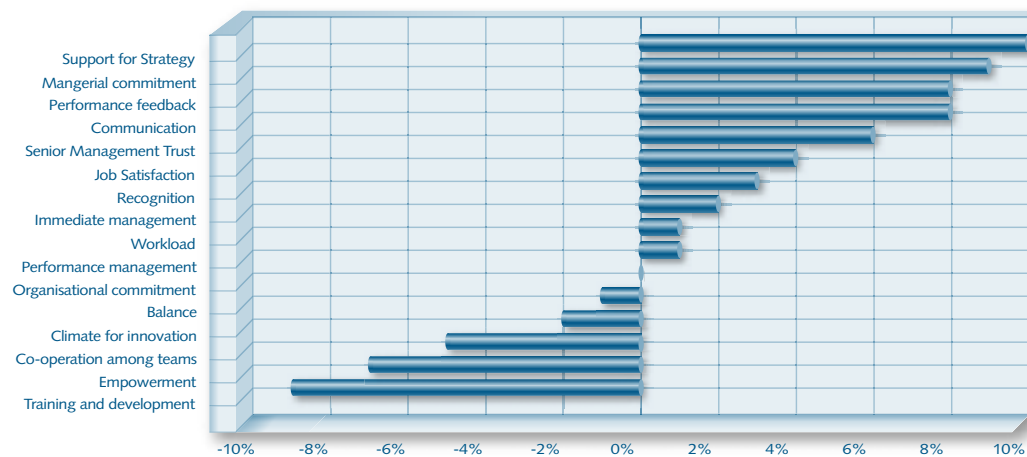
### CLIMATE SURVEY OF COUNCIL STAFF

This year's climate survey drew an 88 per cent response rate from Council employees. The average satisfaction score for over 17,500 other employees employed throughout New Zealand is 47 per cent (this is our benchmark figure against which we compare ourselves) and this year we scored 51 per cent satisfaction.

While this is a pleasing score, Council, as an organisation, is seeking to continually improve. While satisfaction overall remained the same as last year, there have been some losses and gains within this which has given some clear areas for improvement and work.

The following graph provides a snapshot of where the organisation is at.

#### COUNCIL COMPARED TO BENCHMARK



This ranks 14 topics that were surveyed with the 66 benchmark questions. At the top of the graph, topics such as Support for Strategy, Managerial Commitment and Performance Feedback are rated highly.

Some of these higher rating topics are areas that Management Executive has concentrated on improving. There are many other topics through the middle part of the graph which are ranked fairly close to the benchmark. There are also some areas that haven't done so well, such as Training and Development, Empowerment and Co-operation Among Teams.

Training and Development has again fallen short of the benchmark as it did last year. Though it may seem to many that not much has changed, there has already been some attention and resources invested into improving this. Council has introduced a scholarship programme and greatly improved tertiary study arrangements. Currently the Human Resources Unit is recruiting a Learning and Development Leader who will assist the organisation to improve in this area.

The five main sources of satisfaction for staff were: Challenging Work; People Contact; Working for the City; Job Security; and Pay. The five main sources of dissatisfaction for staff were: Pay; Working Within a Political Environment; Other (i.e., a wide collection of views with no common theme); Recognition for a Job Well Done; and Organisational Change.

The third highest form of dissatisfaction was listed as 'Other'. This will need further investigation. However, workload, management skills and a lack of co-operation between units have all been mentioned in this section.

Interestingly, Pay featured as a key source of satisfaction but was also the highest rated source of dissatisfaction. Already some work has been done in this area and more is planned for 2005/06.

#### HEALTH AND SAFETY MANAGEMENT

Council is continuing its commitment in 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.

#### INFORMATION MANAGEMENT

Council's computer systems have been upgraded to support the new Development and Financial Contributions Policy and the requirements brought about by the Building Act 2004. Additional projects to improve the accessibility of information, particularly LIM (Land Information Memorandum) information, have also been undertaken and will improve customer service. In addition, Council's data and telecommunications network to the libraries, museum, ArtsPost, and remote sites ha been upgraded to improve service in these areas.



## MONITORING COUNCIL'S PERFORMANCE FOR 2004/05

(Nga aromatawai o te kaunihera)

### MONITORING MECHANISMS

The performance of Council is independently assessed each year primarily through Council's:

- Annual Residents Survey
- Customer Satisfaction Survey Programme.

In addition, Council receives feedback from the community on its performance and issues in the community that need to be addressed through a range of other feedback mechanisms such as consultation/submission processes, meetings with partner organisations and requests for service.

### COUNCIL'S ANNUAL RESIDENTS SURVEY

Council's Annual Residents Survey (ARS) is one of the main methods of ascertaining residents' views on how effectively Council is operating, and whether or not it is meeting community needs. Specifically the ARS provides a number of performance measures and targets for Council's long-term council community plan/annual plan, as well as providing background information for a number of Council studies/decisions. Information from this survey (primarily customer satisfaction indices and usage data) are included among the performance measures and targets for most of Council's significant services, many of which are reported on in the Statements of Service Performance section.

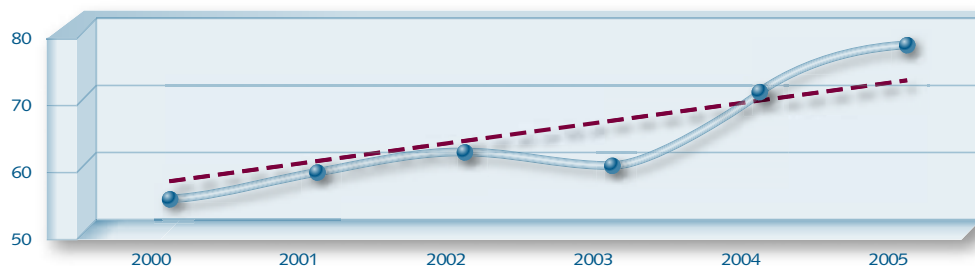
The survey has been carried out each year since 1984 by an independent research company, and provides a useful measure of community opinion over time. This year the survey was undertaken by International Research Consultants Ltd and Digipoll Ltd between 19 May 2005 and 12 June 2005. The survey was conducted by telephone interview and gained responses from 701 residents. It has a margin of error of plus or minus 3.7 per cent of the 95 per cent confidence level.

Results from the 2005 survey show the highest results satisfaction levels recorded to date for most facilities and services.

### Overall Performance of Council

Residents were asked how they rated Council's overall performance over the 2004/05 year (when answering this question residents take into account management and staff, elected representatives, improvements in facilities/services etc.). This year the Customer Satisfaction Index (CSI) score was the highest achieved yet, with an increase from 68.5 in 2004 to 76.5 in 2005.

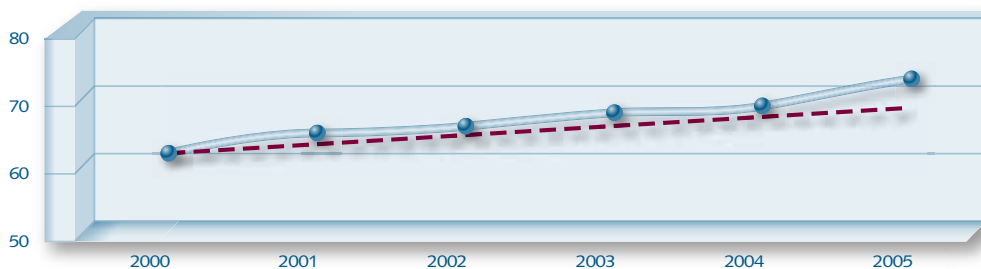
#### OVERALL PERFORMANCE OF COUNCIL



### Value from Residential Rates

If respondents self-identified as paying residential rates to Council, they were asked to evaluate the value they received from these residential rates. This year the Value Index was the highest achieved since at least 1991, with an increase from 66.8 in 2004 to 70.8 in 2005.

VALUE FROM RESIDENTIAL RATES



Council is striving to be a world-class organisation and to provide Hamilton with facilities and services of the same high standard. These results show that Council is continuing to maintain the high standard set last year, with its continual drive toward making a difference in the community, and the dedication of elected members and staff to that vision, being major factors of the organisation being so highly regarded.

**Main Issues Council Should Be Looking At**

Respondents to the ARS are also asked to identify the three most important issues Council should be looking at. Responses to this question provide important data for Council when considering service levels for Council projects and programmes. A summary of the responses from the last five years is provided below.

Main issues Council should be looking at from Council's Annual Residents Surveys 2001–2005				
2001	2002	2003	2004	2005
Recreational facilities (including upgrading Rugby Park, comments about the show grounds, pools, playgrounds and wanting more for youth) (22%)	Law and Order (including safety, crime and other law and order) (22%)	Law and Order (including safety, crime and other law and order) (21.8%)	Traffic, including congestion (26.9%)	Traffic, including congestion (45.3%)
Roads (including road maintenance, development of roads and bypasses and footpaths) (15%)	Recreational facilities (including upgrading Rugby Park, comments about the show grounds, pools, playgrounds and wanting more for youth) (17%)	Roads (including road maintenance, development of roads and bypasses) (16%)	Law and Order (including safety, crime and other law and order) (18.4%)	Roads (including road maintenance, development of roads and bypasses) (21.6%)
Law and Order (including safety, crime and other law and order) (15%)	Roads (including road maintenance, development of roads and bypasses and footpaths) (16%)	Water or drinking water (14.1%)	Roads (including road maintenance, development of roads and bypasses) (17.1%)	Public Transport (21.6%)
Rates (including reducing rates and getting more value for money from rates) (13%)	Rates (including reducing rates and getting more value for money from rates) (12%)	Traffic, including congestion (12.3%)	Water or drinking water (11.3%)	Law and Order (including safety, crime and other law and order) (16.5%)
Recycling (11%)	Car parking (10%)	Political in-fighting or lack of Councillor teamwork (10.7%)	Car parking (9.9%)	Car parking (12.5%)
			Public Transport (9.7%)	City Development/ Planning (14.7%)

Over the last three years, respondents have identified traffic and transportation issues with increased frequency. This result



has contributed to Council's adoption of a 3.5 per cent targeted rate in the 2005/06 Annual Plan to generate revenue to address transportation in the city.

Council has also responded in recent years by introducing a suite of central city safety initiatives to address concerns relating to crime and safety.

### Customer Satisfaction with Specific Facilities and Services

Council measures its performance against community satisfaction then uses the survey results to plan future services tailored to the community's needs.

Overall, of the 63 facilities and services surveyed in the 2005 Annual Residents Survey, 40 increased their satisfaction rating between 2004 and 2005 and 23 recorded a decreased rating.

#### Satisfaction (CSI score) with Council's facilities and services (by significant service) 2003–05

Outcome Area A: Sustaining Hamilton's Environment			
Facility/Service	2003	2004	2005
<b>Wastewater management</b>			
City's Wastewater System	69.9	71.9	77.4
<b>Stormwater management</b>			
City's Stormwater System	65.9	68.0	72.2
<b>Recycling/refuse collection</b>			
Household Refuse Collection	81.7	79.5	82.1
Kerbside Recyclable Collection	81.4	78.4	81.1
Hamilton Organic Centre	80.5	78.2	82.8
Hamilton Refuse Transfer Station	76.5	77.2	81.4
<b>Water supply</b>			
Continuity of Water Supply	84.1	80.4	85.4
Water Pressure	81.5	79.1	85.1
Clarity of the Water	69.2	70.0	78.0
Taste of the water	57.7	60.1	70.0
<b>Sustainable environment</b>			
Hamilton Environment Centre	*	74.0	76.2

Outcome Area B: Growing Hamilton			
Facility/Service	2003	2004	2005
<b>Road network management</b>			
Street lighting in general	75.2	70.8	77.7
Footpaths in your area	73.1	71.0	77.2
Footpaths in general	72.3	71.0	76.6
Streets where you live	73.1	70.2	76.7
Street lighting in your area	72.5	68.6	76.1
Traffic Management	67.1	68.4	73.8
Streets in general	72.3	67.8	74.6
Pedestrian facilities	69.3	68.3	76.9
Cycling facilities and support	60.3	65.6	67.5
Off street car parking	67.6	59.3	65.7
Central City Car parking in general	63.2	56.2	59.1
<b>Hamilton Transport Centre</b>			
Hamilton Transport Centre	79.0	73.2	83.4

\* Question not asked in that year



Outcome Area B: Growing Hamilton			
Facility/Service	2003	2004	2005
<b>Environmental services</b>			
Animal Care and Control Service	74.2	71.9	80.4

Outcome Area C: Promoting Hamilton			
Facility/Service	2003	2004	2005
<b>City promotion</b>			
City News	73.6	74.9	77.8
The Events Hamilton Website	72.8	74.5	78.5
myhamilton website	*	73.7	68.0
Hamilton City Council Website	69.8	70.5	73.1

Outcome Area D: Experiencing Arts, Culture and History in Hamilton			
Facility/Service	2003	2004	2005
<b>Hamilton theatre services</b>			
Founders Memorial Theatre	77.0	76.4	76.1
The Community Theatre	72.0	72.4	70.8
The Meteor theatre	64.2	69.5	65.5
<b>Hamilton City Libraries</b>			
Central Library	83.2	82.1	83.2
Your Branch Library	79.6	79.9	80.1
<b>Waikato Museum of Art and History</b>			
ArtsPost	77.3	79.2	73.9
Waikato Museum of Art and History	77.7	79.3	75.5

Outcome Area E: Living in Hamilton			
Facility/Service	2003	2004	2005
<b>Community facilities</b>			
Cemetery-overall environment	81.3	82.9	79.9
<b>Community support</b>			
Citizens Advice Bureau <sup>1</sup>	*	*	86.3
<b>Representation and civic affairs</b>			
Opportunities Council provides for Community participation in decision-making	58.6	59.8	67.2
Councillors and Mayor	68.8	57.8	74.4

Outcome Area F: Enjoying Hamilton			
Facility/Service	2003	2004	2005
<b>Sports areas</b>			
Sports areas	73.8	78.0	69.2
Porritt Stadium	*	76.9	69.3
<b>Parks and gardens</b>			
Hamilton Gardens	88.0	89.4	87.2
Parks and Gardens in the City	78.8	83.7	74.7

1 The Citizens advice Bureau is not a Council service, although Council does contribute to the Bureau hence its inclusion in this survey  
\* Question not asked in that year



Outcome Area F: Enjoying Hamilton			
Facility/Service	2003	2004	2005
Hamilton Lake	*	83.8	79.9
City Walkways	80.0	81.4	80.8
Children's playgrounds – general	73.1	77.1	66.0
Neighbourhood Park	70.4	77.1	70.4
City Beautification	74.6	76.4	76.8
Overall Appearance of the City	73.1	75.6	75.8
Public Toilet facilities	62.5	64.3	66.1
<b>Event facilities</b>			
Waikato Stadium	84.4	85.1	84.6
Westpac Park	74.6	78.2	69.4
Hamilton City Leisure Centre	67.6	68.8	65.1
Waikato Events Centre	63.7	68.2	61.6
<b>Swimming facilities</b>			
Waterworld	76.8	75.4	74.8
Gallagher Aquatic Centre	75.0	77.8	76.1
<b>Hamilton Zoo</b>			
Hamilton Zoo	82.1	83.1	83.0

Where respondents give particularly negative ratings for many of the above services and facilities, they are asked a further question to provide comment on why they gave a negative score. Council uses the in-depth feedback gained from the Annual Residents Survey to identify, consider and make improvements to facilities and services.

### Customer Satisfaction Survey Programme

Council also operates a comprehensive system of Customer Satisfaction surveys (around 40 in total) for most Council activities to gain detailed feedback from residents/customers on perceptions of variations to the performance of individual Council services and facilities on an ongoing basis. The methodologies of these surveys vary depending on the customer characteristics. For example, Hamilton Theatre Service uses face-to-face interviews with theatre patrons immediately after a performance has finished, while Water and Waste Services use mail return questionnaires using a random sample drawn from their 'request for service' database. A large number of the customer satisfaction surveys are undertaken on a quarterly basis.

### Ongoing Requests for Service

Council operates an integrated request for service system (organised by specific units of Council – known as MAXIMO) to log and track issues raised by customers.

Requests for service by Council units can be made 24 hours a day, seven days a week by using Council's main telephone line 838 6699.

### Consumer Magazine Survey

Council also featured in the January/February 2005 'Consumer' magazine survey of local authorities. Consumer sent 12,000 questionnaires to a random sample of Consumer subscribers, and received 7501 usable responses (a 62.5 per cent response rate).

Subscribers were asked to rate their councils on five overall measures:

- Household services (e.g., household rubbish collection, noise control, building consents and resource consents)

- Community services (such as water supply, sewerage, road and footpath maintenance and street lighting)
- Community facilities (e.g., sports fields, parks and gardens, libraries and public toilets)
- Staff (including the attitude and availability of council staff)
- Public relations (consultation with the public, communicating decisions, handling complaints).

Results of the Consumer Magazine Survey for Hamilton City Council and the other councils that participate in the Quality of Life Project are shown below:

Consumer Magazine Survey – Council Rating							
Council (survey responses)	Performance <sup>1</sup>					Net Assests (\$ per person) <sup>2</sup>	Rates (\$ per annum) <sup>3</sup>
	Household Services	Community Services	Community Facilities	Staff	Public Relations		
Rodney District Council (161)	●	●	●	○	●	13,429	1545
North Shore City Council (387)	○	●	●	●	○	13,218	1643
Auckland City Council (653)	●	●	●	●	●	16,046	1774
Waitakere City Council (218)	○	○	●	●	○	7734	1666
Manukau City Council (306)	○	○	●	●	●	15,279	1554
Hamilton City Council (209)	★	★	○	○	●	11,875	1232
Tauranga City Council (221)	○	○	●	○	○	9893	1294
Porirua City Council (102)	○	★	★	★	★	10,260	1591
Hutt City Council (250)	○	○	○	○	●	7293	1362
Wellington City Council (583)	○	○	○	●	○	25,781	1412
Christchurch City Council (585)	★	★	★	★	★	11,735	1015
Dunedin City Council (245)	○	●	★	○	○	15,885	1175

<sup>1</sup> Performance – based on responses to the survey. Each criterion was compared with the proportion of respondents who rated their council either 'good' or 'very good' with the total proportion of all respondents. These proportions were used to generate the following categories:

- ★ Council was rated significantly better than average.
- Council was rated average
- Council was rated significantly worse than average

<sup>2</sup> Net assets per person – Figures were taken from each council's financial statements in the annual report (using 'group' or 'consolidated' accounts); population figures are estimates sourced from Statistics New Zealand.

<sup>3</sup> Rates – Figures for rates and charges were supplied by the councils, that applied their rating formula and fixed charges to the average valued urban house in their district. Where water and wastewater services were supplied by a separate council-owned enterprise, the value of a typical water bill was added.

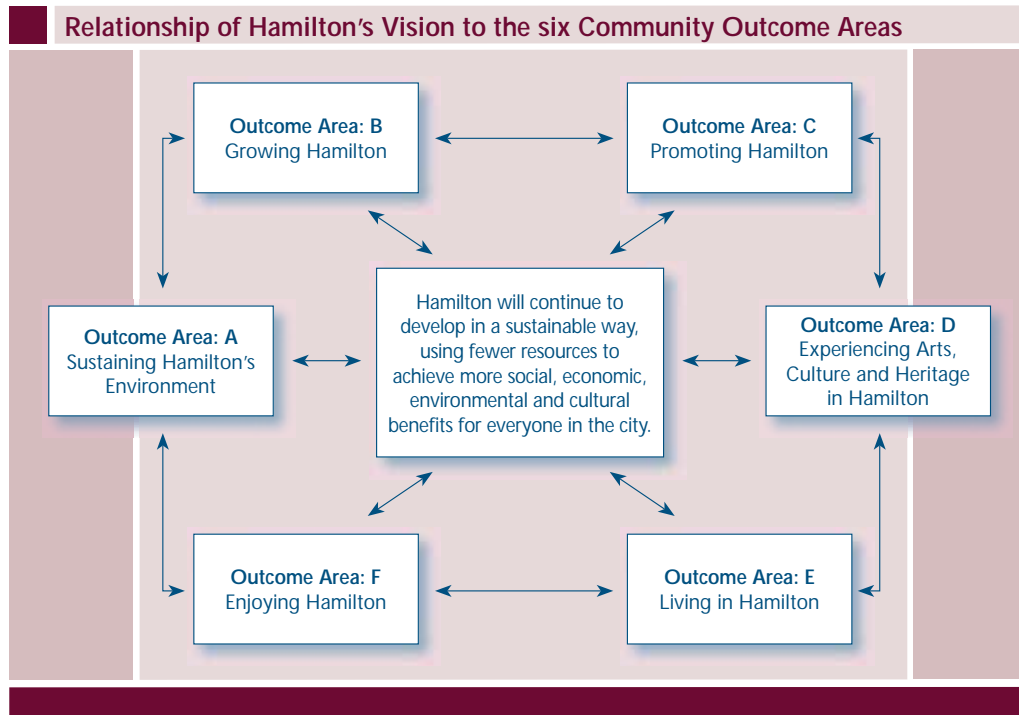
Rates figures do not include regional rates, with the exception of rates for unitary authorities which have both territorial and regional responsibilities.

## A Community Vision for the City

The community's current vision for the city is that:

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

This vision is divided into six outcome areas as shown in the following diagram.



The community's vision for Hamilton is currently being updated to reflect changing aspirations for the city, and to meet Council's obligations under the Local Government Act 2002. The Act requires Council to initiate a process to identify community outcomes for the intermediate and long-term future of the city.

During May and June 2005, more than 3000 people had their say about what would make Hamilton a better place. Opportunities were provided through focus groups, surveys and a hui hosted by mana whenua. Consultation was also undertaken by Council's neighbourhood and youth development workers to identify issues and opportunities at the neighbourhood level in Hamilton; and by Choosing Futures Waikato ([www.choosingfutures.co.nz](http://www.choosingfutures.co.nz)) to identify community outcomes for the Waikato region as a whole.

All these community ideas and opinions were used to identify a draft set of community outcomes – statements of what Hamilton communities want to work towards over the coming 10 years. The draft community outcome statements were developed by a Consultation Steering Group of representatives from the following groups and organisations:

- Hamilton Arts Sector Group
- Hamilton Environment Centre Trust
- Ministry of Social Development
- Sport Waikato
- Te Runanga o Kirikiriroa
- Waikato Chamber of Commerce
- Waikato Raupatu Lands Trust
- Hamilton City Council
- Hamilton Youth Council
- Nga Mana Toopu o Kirikiriroa
- Social Services Waikato
- Tertiary Education Alliance
- Waikato District Health Board

The draft community outcomes are currently open for public feedback before being 'signed off' in October 2005. They will then be available to help guide long-term planning in the city by any organisation or group over the coming years. They will be the foundation for a community outcomes strategy that can be shared all Hamilton stakeholders. They will also be the basis for an updated set of sustainability indicators for Hamilton.

Further information on the Community Outcomes process, visit: [www.myhamilton.org.nz](http://www.myhamilton.org.nz).

## Monitoring Progress towards achieving the Community Vision

To plan for the optimum development of the city, and as a means to assess our progress towards achieving the community's vision, key components of Hamilton's economy, environment and society need to be monitored to measure the affect of our actions. The key methods that are used to monitor and report on the city's progress are:

- Hamilton's Sustainability Indicators
- The Quality of Life Project of New Zealand's largest cities
- Involvement in national and regional monitoring programmes.

Council's involvement in these monitoring programmes during 2004/05 and results where appropriate are outlined below.

### Hamilton's Sustainability Indicators

As part of putting Agenda 21 into action, Council worked with the community between 1998 and 2000 to develop Sustainability Indicators for the city. The inaugural Hamilton Sustainability Indicators report was published as a printed document in September 2002. This document used 25 indicator themes to provide a snapshot of sustainability in Hamilton. To effectively determine if development is sustainable these issues need to be consistently monitored over the long-term.

Since the 2002 report, data for each of the measures comprising the 25 indicators has been annually updated and evaluated, showing either an improving or deteriorating sustainability trend. Some of the measures have been modified in response to community feedback (note: some of the numbers and titles of measures will have changed accordingly since the 2002 report). Council updated the Sustainability Indicators in late 2003, September 2004 and August 2005 and since 2004 has published indicator trend updates on the [www.myhamilton.org.nz](http://www.myhamilton.org.nz) website.

The Hamilton Sustainability Indicators have provided a way to measure directly or indirectly, changes to Hamilton's environmental, social, economic and cultural well-being. Information from the monitoring of Hamilton's Sustainability Indicators feeds into the decision-making processes of Council. The summary of results from the 2005 update outlined below show that although Hamilton is doing well on a number of counts, traffic and its impact on the city is still a key area of concern.

#### Key to Indicator Trends:

- ☺ Improving trend
- ⊖ No change in trend
- ⊗ Deteriorating trend
- + Insufficient data to determine trend
- ★ Proposed new indicator

#### Overall Summary of Trends

Overall Summary of Indicator Trends		
<b>Improving Trend</b>		
☺ 9 Indicators	Water Quality	Education
	Soil Health	Youth Well-being
	Urban Trees	Crime and Safety
	Business	Health
	Visitor Accommodation	
<b>No change in Trend</b>		
⊖ 12 Indicators	Air Quality	Arts and Culture
	Water Usage	Public Involvement in Decision-making
	Noise	Partnership with Maori
	Solid Waste	Community Diversity and Cohesion
	Urban Development	
	Work	Sports and Participation
	Income	
<b>Deteriorating Trend</b>		
⊗ 2 Indicators	Transport	Housing Affordability
<b>Insufficient Data to Determine a Trend</b>		
+ 2 Indicators	Energy	Historic Structures/Sites



## Summary of Trends by the Community Plan's Six Outcome Areas

Summary of Trends by Outcome Areas	
Outcome Area A: Sustaining Hamilton's Environment	
☹ 1. Air Quality	☹ Particulate Matter (PM <sub>10</sub> ) levels ☹ Benzene levels ☹ Maximum Carbon Monoxide levels ☹ Maximum Nitrogen Dioxide levels + Resident's perception of air pollution
☺ 2. Water Quality	<b>Waikato River</b> ☹ Ecological health ☹ Recreational health <b>Hamilton's Drinking water</b> ☺ Drinking water standard ☺ Residents' satisfaction with taste of drinking water <b>Hamilton Lake</b> ☺ Trophic index of Lake Rotoroa
☹ 3. Water Usage	☹ Total water usage in Hamilton City ☹ Average daily water usage per person ☹ Total commercial and industrial water usage per annum
☺ 4. Soil Health	☺ Per cent of confirmed contaminated sites remediated
☹ 5. Noise	☹ Number of excessive noise complaints to Council ☹ Residents' perception of neighbourhood noise
☺ 6. Urban Trees	☺ Number of trees planted and protected in Hamilton ☹ Area of significant stands of native trees within Hamilton ☺ Participation in native tree restoration projects in Hamilton + Bird counts – (sampling for this indicator began in the winter of 2004)
+ 7. Energy	+ Annual household expenditure on energy
☹ 8. Solid Waste	☹ Residential and industrial/commercial waste to Horotiu Landfill ☹ Waste from household kerbside collection ☹ Waste recycled
Outcome Area B: Growing Hamilton	
☹ 9. Urban Development	☹ Building consents for new dwellings ☹ Average size of new dwellings ☹ Population densities in residential areas ☹ Average number of people per house ☹ Ratio of greenfield to infill development

Summary of Trends by Outcome Areas	
⊗ 10. Transport	<ul style="list-style-type: none"> <li>⊗ Road Trauma</li> <li>⊗ Car ownership per household</li> <li>⊙ Total passenger numbers using public transport</li> <li>⊙ Residents' satisfaction with Council provided cycling facilities</li> <li>⊙ Cycle use in the central city</li> </ul>
⊗ 11. Housing Affordability	<ul style="list-style-type: none"> <li>⊗ Home ownership rate</li> <li>⊗ House sale price index</li> <li>⊗ Home mortgage affordability index</li> <li>⊗ CPI adjusted median rent</li> </ul>
Outcome Area C: Promoting Hamilton	
⊙ 12. Work	<ul style="list-style-type: none"> <li>⊙ Unemployment rate</li> <li>⊙ Number of job vacancy advertisements</li> <li>⊙ Ratio of those in the non-working age group to those in the working age groups</li> </ul>
⊙ 13. Income	<ul style="list-style-type: none"> <li>⊙ Average hourly earnings</li> <li>⊙ Annual number of food parcels supplied to Hamilton residents</li> </ul>
⊙ 14. Business	<ul style="list-style-type: none"> <li>⊙ Number of businesses and full-time equivalent employment</li> <li>⊙ Number of businesses of different sizes</li> <li>⊙ Business gains and losses</li> </ul>
⊙ 15. Visitor accommodation	<ul style="list-style-type: none"> <li>⊙ Visitor guest nights and hotel/motel occupancy rates in Hamilton</li> <li>⊙ Origin of guests</li> </ul>
Outcome Area D: Experiencing Arts, Culture and Heritage in Hamilton	
✦ 16. Historic structures/sites	<ul style="list-style-type: none"> <li>✦ Number of built heritage and sites of archaeological, historic and cultural significance in current District Plan</li> </ul>
⊙ 17. Arts and Culture	<ul style="list-style-type: none"> <li>⊙ Residents' use and satisfaction with Council's community facilities (arts and culture)</li> <li>⊙ Number of items issued at Hamilton City Libraries</li> </ul>
Outcome Area E: Living in Hamilton	
⊙ 18. Education	<ul style="list-style-type: none"> <li>⊙ Enrolments at the University of Waikato, Wintec and Te Wananga</li> <li>⊙ Participation in school based community education courses</li> <li>⊙ Hamilton school leavers with no formal qualification</li> </ul>
⊙ 19. Public Involvement in decision-making	<ul style="list-style-type: none"> <li>⊗ Voter turnout at general and local authority elections</li> <li>⊙ Number of candidates standing in local authority elections</li> <li>⊙ Community satisfaction with Council's provision of opportunities for community involvement in decision-making</li> </ul>
⊙ 20. Youth Well-being	<ul style="list-style-type: none"> <li>⊙ Number of offences in Hamilton committed by juveniles</li> </ul>
⊙ 21. Partnership with Maori	<ul style="list-style-type: none"> <li>★ Maori involvement in public decision-making</li> </ul>



## Summary of Trends by Outcome Areas

☺ 22. Crime and Safety	☺ Rate of reported burglaries
	☺ Rate of reported sexual offences
	☺ Rate of violent offences
	☺ Perceptions of safety in the CBD and in neighbourhoods
☺ 23. Community Diversity and Cohesion	☺ Resident perception of ethnic diversity in Hamilton
	☺ Number of discrimination complaints to the Human Rights Commission
	☺ Residents' sense of community within local neighbourhood
	★ Residents involved in volunteer work
☺ 24. Health	☺ Life expectancy in Waikato region
	☺ Frequency of physical activity
	★ Residents' perception of own health status
Outcome Area F: Enjoying Hamilton	
☺ 25. Sport and Participation	☺ Residents' use of Council community facilities (sport and participation)
	☺ Greenspace in the city
	★ Participation in sporting activities

**Note:** The indicator trends shown were derived from datasets at August 2005.

During 2006 Hamilton's sustainability indicators are scheduled to be reviewed to ensure they are still relevant. This process will be guided by Hamilton's newly identified community outcomes, which paint a picture of the sort of city that residents wish to work towards over the coming 10 years. The Local Government Act 2002 requires Council to report not less than once every three years on progress made towards Hamilton's community outcomes. Community outcomes are a way of thinking about community well-being, similar to the triple-bottom line framework of environment, society and economy. Public consultation is expected to be part of the process of turning Hamilton's sustainability indicators into community outcome progress indicators.

### The Quality of Life Project

Hamilton City Council is a contributing member council of the Quality of Life Project. The purpose of the project is to monitor and report on Quality of Life issues that affect residents living in New Zealand's largest urban areas.

The latest substantive report from the project was published in 2003 and can be accessed online at [www.bigcities.govt.nz](http://www.bigcities.govt.nz) or in hardcopy from Council's Strategic Group (phone 838 6810, email [strategic@hcc.govt.nz](mailto:strategic@hcc.govt.nz)). The report details results for 56 indicators comprising official statistics from Statistics New Zealand, statistics from government agencies, community organisations and results from the residents survey programme that is commissioned by the project.

The latest Quality of Life survey was undertaken during the period from September to November 2004. This was a telephone survey of 7500 residents (aged 18 years and over) – comprising at least 500 randomly selected households from each of the 12 project member councils and 1500 households from other non-urban areas throughout New Zealand. Results from this survey are available on the above website and will be included in the next substantive Quality of Life Project Report following the Census of Population and Dwellings in 2006.

One of the key measures from the 2004 Quality of Life Survey is people's perception of their overall quality of life. As shown in the following graph, Hamilton residents rate their overall quality of life relatively highly (sixth highest out of the 12 council areas in the project).

**PERCENTAGE OF RESIDENTS RATING THEIR OVERALL QUALITY OF LIFE AS 'GOOD' OR 'VERY GOOD': 2004**



Important trends and results from the project are reported to the Chief Executives of member councils. Hamilton City Council is represented on the project's working group that is responsible for the collection of information from a range of sources and the production of reports from the project.

The 12 member councils are:

- Rodney District Council
- North Shore City Council
- Auckland City Council
- Waitakere City Council
- Manukau City Council
- Hamilton City Council
- Tauranga City Council
- Porirua City Council
- Hutt City Council
- Wellington City Council
- Christchurch City Council
- Dunedin City Council

**Involvement in National and Regional Monitoring Programmes**

Staff from Hamilton City Council have also been involved in contributing to the establishment of national and regional monitoring frameworks.

The Monitoring and Reporting of Community Outcomes (MARCO) group is a multi-agency working group (comprising representatives from the Waikato Regional Council and its constituent councils) that was established in mid 2004 to develop and maintain a core set of indicators for monitoring progress toward community outcomes at a regional level and to establish an integrated regional monitoring plan.

The Linked Indicators Project (LIP) is a whole of government project led by Statistics New Zealand that has identified a core set of indicators that measure sustainable development for New Zealand. The LIP framework is part of the government's Sustainable Development Programme of Action and will ultimately provide data for the core set of sustainable development measures and indicators at a national, regional and eventually local scale. During 2004/05 Council staff have been closely watching the development of the LIP framework and have provided detailed feedback on the process to local government representatives on the national working team.

## COMMITMENT TO THE TREATY OF WAITANGI

### (Kaingaakau ki te Tiriti o Waitangi)

Hamilton City Council (Te Kaunihera o Kirikiriroa) supports the principles of justice and partnership offered and agreed to in the Treaty of Waitangi (Te Tiriti o Waitangi) by Maori and the Crown. Through Articles II and III the Hamilton City Council recognises Maori as tangata whenua with kaitiakitanga (guardianship) status and ownership rights regarding land, and that Maori are assured the same rights as other citizens. To this end, Council enjoys partnerships of long-standing with:

- Waikato Raupatu Trustee Company Ltd – an iwi authority representing the views of Waikato-Tainui across the Waikato and King Country regions
- Nga Mana Topu o Kirikiriroa – an iwi group representing the views of local mana whenua (Maori with historic ties to the Hamilton/Kirikiriroa area)
- Te Runanga o Kirikiriroa – an urban iwi authority representing the views of mata waka (Maori from other areas).

The city enjoys the benefits of the historic knowledge, experience and views of Maori and the inclusive role that Maori play in Hamilton communities. The Local Government Act 2002 reinforces and reminds the community of the importance of continuing to foster such relationships, the necessity of good communication and the value of Maori heritage and values in New Zealand's progress as a distinctive nation.

Maori people comprise around 20 per cent of Hamilton residents. It is estimated that 40 per cent of those identifying as Maori are from hapu with close ties to the Hamilton area, while 60 per cent are originally from other areas of the country. Hamilton City Council has an important role in supporting its local communities, including working to improve the opportunities for Maori and other citizens to contribute to decision-making and playing an active role in the city's development.

### COUNCIL'S PARTNERSHIP WITH MAORI (Te kaunihera mahi ngatahi ki te iwi Maori)

In 1995 Hamilton City Council commissioned the 'Shane Jones Report' which gave clear guidelines for Council to consult with Maori within the city in respect to their responsibilities under the Treaty of Waitangi, the Waikato-Tainui Raupatu Settlement 1995 and the Resource Management Act 1991.

In the ten years since the Shane Jones Report was adopted Maori have played an increasing influence in the city, both as part of the community and through the distinctive contribution of Maori heritage and culture to Hamilton city.

Hamilton City Council, Waikato Raupatu Trustee Company Ltd, Nga Mana Topu o Kirikiriroa and Te Runanga o Kirikiriroa are proud to work, individually and collectively at continuing to develop Hamilton as a city where all cultures work in partnership and respect each others' views, heritage, culture and strengths. Council recognises and respects the kawa/protocols and associations of Waikato-Tainui and the importance of that role within the city, and the mutual welcoming of Maori, Pacific people, Asian people, European people and other New Zealanders alike.

Council partnerships and service agreements with Te Runanga o Kirikiriroa and Nga Mana Topu o Kirikiriroa are long-term and mutually beneficial. They provide a mana whenua perspective and a mata waka (urban Maori/Pacific) view on issues relating to the treaty.

In line with the spirit of the Local Government Act 2002, Council will continue consultation with these three organisations and other key community stakeholders in order to foster positive community and city initiatives. The relationship, roles and functions of each of the partnerships is outlined below.

#### Waikato Raupatu Trustee Company Ltd

Waikato Raupatu Trustee Company Ltd is the principal constitutional and legally mandated iwi authority for the Waikato-Tainui tribe within the Waikato-King Country region, encompassing some 33 hapu and 63 marae across several local authority boundaries.

Waikato-Tainui as a whole takes on the overall umbrella governance focus for its people, its tribal culture and their maintenance. In terms of its people, Waikato-Tainui regards the sustainable development of local communities as being of utmost importance. To this end it participates in commercial business activities to provide for housing, employment and training and the necessary funding for education and marae grants.

In terms of Waikato-Tainui culture the Waikato River is regarded as te tupuna awa (the ancestral river), representing the mana (authority) and mauri (life-force) of the iwi. A key environmental issue for the Raupatu Lands Trust is to monitor any pollutant effects on the river and lakes within the city.



The Waikato Raupatu Trustee Company is in the process of strengthening its relationship with Council. Both parties are seeking a partnership approach to ensure that consultation is robust and positive. The intention is to ensure an effective and durable working relationship that will supplement and reinforce the existing partnerships Council has with Nga Mana Topu o Kirikiriroa and Te Runanga o Kirikiriroa.

### **Nga Mana Topu o Kirikiriroa**

Nga Mana Topu o Kirikiriroa (NaMTOK) advocates the views and opinions of Hamilton's mana whenua people (a subset of Waikato-Tainui) who have a strong affinity with the natural and physical resources within the boundaries of Hamilton city and neighbouring local authorities. They carry out this function with the blessings of the iwi authority and Te Runanga o Kirikiriroa, by virtue of being able to bring forward their local historical and cultural knowledge of the natural resources to any issue.

As a result Nga Mana Topu o Kirikiriroa is seen as the primary authority for such knowledge, kawa and protocol within the city and its environs. Nga Mana Topu o Kirikiriroa regards its partnership with Council as honouring Article II of the Treaty of Waitangi, preserving and commemorating traditional landmarks from a mana whenua perspective in order to assist with positive community dialogue between Maori and non-Maori.

### **Te Runanga o Kirikiriroa**

Te Runanga o Kirikiriroa (TeROK) provides Council with a number of support services, and access to urban Maori (Waikato-Tainui and other Maori) perspectives on a wide range of social issues (Article III). Council and Te Runanga o Kirikiriroa are working together to provide information on election processes to Hamilton communities, and are providing support for a range of community support and housing services. The two organisations meet regularly through the Joint Venture Committee to discuss Maori contribution to decision-making, to facilitate Council consultation with Maori and to support Maori social services and organisations. The Maori Project Fund, which Te Runanga o Kirikiriroa administers on behalf of Council, provides valuable funding for a range of projects, including capacity building for Rauawawa (Maori community support groups in the city).

### **ACHIEVEMENTS FOR 2004/05**

As noted previously, Hamilton City Council has two established partnerships; one with the local mana whenua of Hamilton, through Nga Mana Toopu o Kirikiriroa, and one with tau iwi and Pacific peoples, through Te Runanga o Kirikiriroa. Both these partnerships include annual financial contracts that support and enable these groups to participate in the democratic and decision-making processes of Council.

For the 2004/05 year Council funded NaMTOK \$80,000 for a range of Resource Management related services. This included the review and reporting on 14 resource consents which were identified to be of specific interest to Maori. Feedback from NaMTOK is directly reported to the Statutory Management Committee, which ensures that the opinions of tangata whenua are taken into account in resource management decision-making.

In addition to this Council has ensured that it specifically consults with Maori as part of any major planning and development exercises so that the views of Maori are incorporated in recommendations to, and decisions by Council.

TeROK received \$180,000 funding from Council for the 2004/05 year. The funding (like that for NaMTOK) includes both payment for services, and an element of capacity building funding to support the engagement by TeROK in local government processes.

Council and TeROK operate a Joint Venture Committee, which meets and discusses issues of partnership. The minutes of this committee are reported to Council's Community and Leisure Committee. In addition, TeROK provides policy advice to Council on matters of relevance to Maori and Pacific peoples. TeROK also conduct specific training for Council's elected members and senior management. This includes discussion and dialogue on topical issues for Maori in the community.

TeROK also administer Council's Maori Project Fund under delegated authority. This is a capacity building fund introduced to assist Maori organisations working with community groups on social and cultural matters.

## LOOKING FORWARD: 2005/06 AND BEYOND (He tirohanga whakamua 2005/06)

The following gives an overview of some of the key projects that Council will be developing and considering in the 2005/06 financial year and beyond.

### NEW COMMUNITY OUTCOMES FOR HAMILTON

As noted previously, a Consultation Steering Group comprising representatives from a range of Hamilton organisations is facilitating the development of a new set of community outcomes for the city. The draft community outcomes will be 'signed off' in October 2005.

The new community outcomes will be an integral part of Council's 2006–16 LTCCP, and will also be available to help guide long-term planning in the city by any organisation or group over the coming years. They will be the foundation for a Community Outcomes Strategy that can be shared by all Hamilton stakeholders. They will also be the basis for an updated set of Sustainability Indicators for Hamilton.

### FUTURE MONITORING AND REPORTING OF HAMILTON'S COMMUNITY OUTCOMES

During 2005/06 Council will be working with key community stakeholders to consider how Hamilton's existing Sustainability Indicators can be modified to monitor progress towards Hamilton's Community Outcomes. The Local Government Act 2002 requires that progress towards community outcomes needs to be monitored and reported to the community by 2007.

A number of synergies exist between the Hamilton Sustainability Indicators, Quality of Life, MaRCO and Linked Indicator projects and further work will be undertaken in the 2005/06 year to capitalise on common outputs from these projects and contribute to local decision-making processes on how to monitor and report on Hamilton's Community Outcomes.

- For further information on the Community Outcomes process, visit: [www.myhamilton.org.nz](http://www.myhamilton.org.nz).

### 2006–16 LONG TERM COUNCIL COMMUNITY PLAN

Council will be developing its 2006–16 Long Term Council Community Plan (LTCCP) in the 2005/06 financial year. This document will be Council's primary long-term strategic framework outlining its contribution to the city's development over the next 10 years.

A key feature of the 2006–16 LTCCP will be the inclusion of new set of community outcomes for Hamilton (refer above), and a clear demonstration of Council's contribution towards the outcomes.

The Council's Proposed 2006–16 LTCCP will be available for public submissions in April 2006.

### ACTIVITY MANAGEMENT PLANS

In 2004/05 Council commenced preparing a series of activity management plans, which represent the next generation of asset management planning. Prior to this, Council has produced asset management plans. Asset management plans describe the infrastructural assets of Hamilton City Council and outline the financial, engineering and technical practices (as well as strategies adopted) to ensure that the assets are maintained and developed to meet the requirements of the community over the long-term. A collection of 22 asset management plans were prepared in 2003. The 2004–14 Community Plan (Volume II, Appendix 12) sets out summary information concerning Council's 22 asset management plans.

Activity management plans focus on the service that is delivered as well as the physical assets. This change in focus brings together all activities of Council, and not just those that use physical assets.

Due to the relatively large number of Council activities, activity management plans will be developed in a staged process, with the first 10 to be completed by September 2005. These 10 include the key infrastructural services provided in the city, plus a selection of other services provided by Council. The 10 activity management plans being prepared are:

- Aquatic Facilities
- Cemeteries and Crematorium
- Parks and Gardens (including sports fields, city beautification, toilets and Hamilton Gardens)
- Planning Guidance
- Property (including managing building assets for other activities)
- Roads and Traffic (including the Hamilton Transport Centre)

- Recycling and Refuse (including Horotiu Landfill)
- Stormwater
- Wastewater (including treatment)
- Water Supply (including treatment).

Activity management plans for all other activities of Council are planned for preparation over the following two years, with an estimated completion target of July 2007.

The work undertaken for the activity management plans will provide key baseline information for development of the 2006–16 Long-Term Council Community Plan.

## ACCESS HAMILTON

In Council's 2004 and 2005 Annual Residents Survey, 'traffic' (including congestion) was the most important issue that residents felt Council should be addressing, i.e., this was mentioned by 27 and 46 per cent of survey respondents respectively.

Council has responded by developing Access Hamilton, which focuses on enabling good access in and around the city by managing the issues of traffic congestion, travel times, safety, risk, parking, and ensuring good networks for all travellers who walk, cycle or use passenger transport and cars. It is about balancing choices in relation to the demands placed on transport infrastructure, with the supply of transport infrastructure.

Access Hamilton integrates many of Council's existing strategies and construction programmes. In summary, the key elements of Access Hamilton are:

- Ring road and cross-city connector
- Arterial road and intersection upgrades
- Alternatives to the car (public transport, ferries, park and ride, trains, walking, cycling)
- Provision of commuter parking in the Central Business District
- Travel demand management.

Council distributed an Access Hamilton Information Sheet to all Hamilton households in March 2005 seeking residents views on the Access Hamilton proposals. These views were considered as part of Council's 2005/06 Annual Plan process.

On 27 June Council resolved to introduce a targeted rate for 2005/06 to fund the Access Hamilton initiatives. The amount proposed to be levied by the new targeted rate for 2005/06 is \$2,559,840 (GST exclusive) and commenced on 1 July 2005. The targeted rate signals Council's intention to commit to spending up to \$50 million on Access Hamilton in Years 2–4 (2005/06 to 2007/08) of Hamilton's Community Plan 2004–14, and the commitment of \$22 million of future new debt.

Council considered a range of projects and programmes at its August 2005 workshop to form the basis of the proposed Access Hamilton strategy. Council considered these projects and programmes further through the Transport Committee meeting and full Council meeting held in September 2005. At this latter meeting Council endorsed the policy that Access Hamilton focus on four key areas:

- Completion of the ring road and cross city connector
- Arterial intersection improvements
- Community awareness (Travel Demand Management and Education)
- Travel choice.

Full costings for the proposed programme (from 1 July 2006 onwards) as presented to the August 2005 Workshop will be considered by Council when it develops the 2006-16 LTCCP.

## REPRESENTATION REVIEW

During 2005/06 Hamilton City Council will review its representation arrangements for at least the 2007 local authority triennial elections. A review of electoral arrangements is required under the Local Electoral Act 2001, to be undertaken at least once every six years.

A review of electoral arrangements and representation must include:

- a decision on what electoral system to use for the election of members. Council can resolve to remain with a First Past the Post (FPP) electoral system or changes to a Single Transferable Vote (STV) system for the next election

- the number of elected members (within the legal requirement to have a minimum of six and a maximum of 30 members, including the mayor)
- whether the elected members (other than the mayor) shall be elected by the entire city (called 'at large' representation), or whether the city will be divided into wards for electoral purposes, or whether there will be a mix of at large and ward representation
- if election by wards is preferred, to determine the boundaries and names of those wards and the number of members that will represent each ward
- whether or not to have separate wards for electors on the Maori roll (electors can request Council to hold a poll on this issue)
- whether to have community boards and if so how many, their boundaries and membership, and whether to subdivide a community for electoral purposes. Hamilton City Council currently has no community boards.

The Local Electoral Act 2001 requires decisions to be made on the electoral system by 12 September 2005, establishment of Maori wards by 23 November 2005, and changes to the number of wards, councillors and boundaries by 31 August 2006. It is likely that as the three issues are connected, they will be considered together by Council during 2005.

Members of the public will have the opportunity to provide feedback on Council's proposal on the number of wards, elected members and ward boundaries during the second half of 2005. The public also has the ability to force the commissioning of a public poll on Council's decision, in relation to the electoral system to be used in subsequent elections and the establishment of Maori wards, by presenting a petition to Council containing not less than 5 per cent of registered electors by 28 February 2006.

### **COUNCIL'S DEVELOPMENT AND FINANCIAL CONTRIBUTIONS POLICY**

As noted in the Highlights of Projects and Programmes for 2004/05 section, Council's Development and Financial Contributions Policy was reviewed and a new policy prepared under the Local Government Act 2002 that will enable the recovery of growth related capital expenditure from new development throughout the city. The policy allows for the cost of infrastructural growth to be more directly targeted towards the property development sector rather than spread across all ratepayers.

The objective of the new policy is:

To enable financial and development contributions to be taken that ensures that developers make a fair contribution to the development of infrastructure and services to maintain accepted levels of service for infrastructure in response to increasing demand generated by ongoing city growth.

Council adopted the reviewed policy on 27 June 2005, and the new policy came into force on 1 July 2005. Council will be undertaking a further review of the policy in 2005/06, and will release the second policy review as part of its Proposed 2006-16 LTCCP (which will be available for public submissions in April 2006).







# GUIDE TO THE STATEMENT OF SERVICES (Ngaa take aarahi o te kaunihera)

**82** OUTCOME AREA C: PROMOTING HAMILTON  
Te rohe whakaputaina C: Ngaa whakaturanga o Kirikiriroa

**OUTCOME AREA C: PROMOTING HAMILTON**  
(Te rohe whakaputaina C: Ngaa whakaturanga o Kirikiriroa)

**1 OUTCOME AREA 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 enhance the city and region's long-term image. Promoting the quality of the local Hamilton offers will help to attract and retain business in the city. Opportunities such as tourism and benchmarking, 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, the Waikato Museum of Art and History and Hamilton Gardens, as well as a variety of recreational and cultural opportunities.

**2 OUTCOMES AND INDICATORS**

The table below shows Council's contribution of the significant services to the relevant community outcomes and sustainability indicators.

Significant Service	Primary Community Outcomes	Community Outcomes	Outcome Area Sustainability Indicators
Economic development	7	7.1, 7.2, 7.3, 7.4	12. Work, 13. Income
City promotion	6	6.1, 6.2, 6.3	14. Business, 15. Visitor accommodation

Pages 30-32 of Hamilton's Community Plan 2004-14 | Page 42-44 of this Annual Report

**Primary Community Outcomes**

Measuring the city's progress towards achieving the Community Outcomes

The following community-sustained sustainability indicators will be a key mechanism that enables Council, other organisations and the community to monitor and measure the city's progress towards achieving the 10 year community outcomes.

**3 SIGNIFICANT SERVICES**

<b>Economic development</b>	<ul style="list-style-type: none"> <li>Economic development contributes towards the community outcomes identified above through being a key component that contributes to the quality of life of Hamilton's residents. Communicating, marketing and supporting Hamilton's economic development activities are also key aspects of creating an environment that is conducive to ensuring the ongoing sustainable economic development of the city.</li> </ul>
<b>City promotion</b>	<ul style="list-style-type: none"> <li>City Promotion contributes towards the community outcomes identified above through promoting the quality of life advantages Hamilton offers. This includes communicating with, and marketing to, audiences within and outside Hamilton through a variety of promotional opportunities.</li> <li>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, Salerna (Italy), Wuai (China) and Sacramento (USA).</li> <li>Hamilton City Council is a strong supporter of events in the city through its Tourism Sponsorship Fund. Events are regarded as an important way to promote the city and foster economic development. In particular Council is working to establish and support new events (Bathhouse 26, Ballroom One Waikato, Hamilton Gardens Summer Festival) which add to the vibrancy of the city.</li> </ul>

ANNUAL REPORT 2004/05  
HAMILTON CITY COUNCIL | www.hcc.govt.nz

## Outcome Area Overview

1. The **Outcome Area Overview** provides a more detailed explanation of the specific primary community outcomes within each outcome area.
2. The **Outcomes and Indicators** show Council's contribution of the significant services to the relevant community outcomes and sustainability indicators.
3. The **Significant Services** describes how the significant service contributes to the community outcomes, gives a brief description of what the significant service does, and lists a number of key attributes of the significant service.

**83** OUTCOME AREA C: PROMOTING HAMILTON  
Te rohe whakaputaina C: Ngaa whakaturanga o Kirikiriroa

**4 COUNCIL'S CONTRIBUTION TOWARDS THE COMMUNITY OUTCOMES**

Council is contributing towards achievement of the community outcomes in this outcome area through provision of the following significant services in a variety of roles:

Significant Service	Facilitator	Support Funder	Monitor	Regulator	Service Provider
Economic development	-	✓	-	-	-
City promotion	✓	-	✓	-	-

✓ Primary role | Role

**5 Improving Council's and Hamilton's Sustainability**

Examples of specific projects and programmes undertaken by Council for the Community Plan's outcome areas that focus on making its own operations more sustainable (internal), or that have a community/city focus (external), towards improving Hamilton's sustainability are shown below.

Internal Projects/Programmes	External Projects/Programmes
<ul style="list-style-type: none"> <li>Bay Local Policy (part of the Corporate Policy)</li> <li>Council is a key contributor towards local employment</li> <li>Hard Copy (monthly staff magazine)</li> </ul>	<ul style="list-style-type: none"> <li>Development of the Hamilton website portal <a href="http://www.hamilton.govt.nz">www.hamilton.govt.nz</a> is a significant promotional tool for Hamilton</li> <li>Development of Council's website <a href="http://www.hcc.govt.nz">www.hcc.govt.nz</a> as a communication and promotional tool for Council with the Hamilton public</li> <li>Support the celebration of key city events e.g., development of the website <a href="http://www.hamiltonevents.co.nz">www.hamiltonevents.co.nz</a></li> <li>Partnerships with economic development agencies (e.g., The Rabbit Control)</li> <li>Promotion/Support of Waikato Innovation Park</li> <li>Provision of economic information for a range of organisations (in particular developers and businesses) e.g., Hamilton Quarterly Review, Hamilton Economic Update</li> <li>City News (delivered to all Hamilton households eight times a year)</li> <li>Hamilton Economic Development Strategy (2002) and pending update</li> <li>Facilitation of economic development clusters</li> <li>Monitoring, reporting and promotion of Hamilton's Sustainability Indicators (<a href="http://www.hamilton.govt.nz">www.hamilton.govt.nz</a>)</li> <li>Monitoring, reporting and promotion of the Quality of Life Project for New Zealand's largest city (<a href="http://www.bayplm.govt.nz">www.bayplm.govt.nz</a>)</li> </ul>

ANNUAL REPORT 2004/05  
HAMILTON CITY COUNCIL | www.hcc.govt.nz

4. Lists Council's **Significant Services** in each outcome area and the various role/s (including the primary role) that the significant service has in contributing towards achievement of the community outcomes.
5. **Improving Council's and Hamilton's Sustainability** outlines examples of specific projects and programmes undertaken by Council in each outcome area. The examples show Council's focus on making its own operations more sustainable (internal), or that have a community/city focus (external) towards improving Hamilton's sustainability.

8.4 OUTCOME AREA C: PROMOTING HAMILTON  
Te rohe whakapūāma C: Ngā whākaturanga o Kirikiriroa

**6 PROMOTING HAMILTON**  
Cost of service for the year ended 30 June 2005

	Actual 2005 \$000	Budget 2005 \$000	Actual 2004 \$000
<b>OPERATING EXPENDITURE</b>			
Economic Development	956	1,126	2,022
City promotion	956	726	839
<b>TOTAL OPERATING EXPENDITURE</b>	<b>1,513</b>	<b>1,852</b>	<b>2,861</b>
<b>NET COST OF SERVICE</b>	<b>1,513</b>	<b>1,852</b>	<b>2,861</b>
<b>Total operating expenditure funded by:</b>			
Operating revenue	0	0	0
Rate	1,513	1,852	2,861
<b>Total Operating Expenditure</b>	<b>1,513</b>	<b>1,852</b>	<b>2,861</b>
<b>Total capital expenditure funded by:</b>			
Reserves	0	0	0
Loans	0	0	0
Subsidies	0	0	0
Revenue	0	0	0
Rate	1	21	9
<b>Total Capital Expenditure</b>	<b>1</b>	<b>21</b>	<b>9</b>

ANNUAL REPORT 2004/05  
HAMILTON CITY COUNCIL

**Cost of Service**

6. The **Cost of Service** table shows the cost centre accounts for this Outcome Area comparing actual against budget. The table shows how much revenue and expenditure (budget/actual) for each of the operational Significant Services in the cost centre.

**Significant Service**

7. Outlines a selection of **Highlight Projects of 2004/05** for each significant service that Council has undertaken and shows the results achieved in 2004/05.

Note: If it is a special and capital project or programme, then the dollar amount is shown along with the Strategic Action Plan (SAP) number. Further details of the special and capital projects are outlined in the appendices of the Funding and Financial Policy 2004–14 in Volume II of the Community Plan.

8. The **Key Objective(s)** for this significant service that contribute towards the relevant community outcomes.

9. **Long-Term Performance Measures** that encapsulate the significant service's core business and cover the period 2004–14. They relate to the objective(s) and are relevant and measurable.

10. The **Long-Term Performance Measure Target** to be achieved by 2013/14.

11. **Service Delivery Performance Measures** are some of the main means of measuring actions that contribute towards achievement of the long-term performance measures. They relate to the objective(s) and are relevant and measurable.

12. The **Service Delivery Performance Measure Target** to be achieved each year over the period 2004/05–2006/07.

13. The **Results Achieved in 2004/05** specify the results achieved and note any variance of interest.

14. Reference Information for further enquiries.

8.5 OUTCOME AREA C: PROMOTING HAMILTON  
Economic Development

**ECONOMIC DEVELOPMENT (Ngā ratonga Taiāo)**  
(Page 92 of Hamilton's Community Plan 2004–14)

**7 Highlight Projects of 2004/05**

Highlight Project	Results achieved in 2004/05
<ul style="list-style-type: none"> <li>Provision of ongoing support and input to the economic development centre, organisation 'Hub and Economic Development (SAP # 439 - \$700,000)</li> <li>Continued partnership with Waikato Innovation Park to create economic development opportunities for the city</li> </ul>	<ul style="list-style-type: none"> <li>Completed Council's Economic Development Executive was seconded to Kaitiaki to assist with business development</li> <li>Completed Council's Economic Development Executive was seconded to Kaitiaki to assist with business development</li> </ul>

A full list of the projects and programmes that Council proposes to undertake for Economic Development during 2004–14 (including the budget provision for each financial year) is shown in the Funding and Financial Policy (Volume II).

**8 Measuring our progress**

**Objective**  
To support organisations and initiatives that contribute to the city's ongoing sustainable economic development.

Key Performance Measures	Target	Results achieved in 2004/05
<b>Long-Term (10 Year Horizon)</b>	<b>2013/14</b>	
1. Achieved five key performance indicators of Waikato Economic Development, as outlined in the annual service level agreement between Hamilton City Council and Waikato Economic Development.	10	1. Two performance indicators (50%) were not achieved as Kaitiaki (formerly Waikato Economic Development) was established in May 2005. The new Council is playing a more active role in the development of Kaitiaki's KPI, which are currently being formulated. It is anticipated that the new KPI will be adopted by Council in 2006/07.
<b>Service Delivery</b>	<b>2004/05</b>	<b>Results achieved in 2004/05</b>
2. Reviewed and implemented Hamilton's Economic Development Strategy.	✓	2. Not achieved. Council has engaged in an internal consultation process through Kaitiaki. The reviewed strategy is to be considered by Council in late 2005.
3. Assisted Innovation Waikato Ltd with stage 2 of Waikato Innovation Park.	✓	3. Achieved.
4. Assisted with the establishment and ongoing operation of the business incubator component of Waikato Innovation Park.	✓	4. Achieved.
5. Economic information about Hamilton published, 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.hcc.govt.nz">www.hcc.govt.nz</a> .	✓	5. Achieved.
6. Allocated at least 20% of the Event Sponsorship Fund to the growth or development of significant 'local' events for the city.	✓	6. Achieved (20%).

Unless otherwise stated, all key performance measures will be completed on or before 30 June for each financial year. All specified targets shown for the key performance measures (Long-Term and Service Delivery) are the maximum achievement aimed for, e.g. A CS (Customer Satisfaction Index) score of 75 or greater.

14 Hamilton City Council  
Ph: 018 6479 Fax: 018 6761 Email: [Communications@hcc.govt.nz](mailto:Communications@hcc.govt.nz)  
[www.hcc.govt.nz](http://www.hcc.govt.nz) ANNUAL REPORT 2004/05  
HAMILTON CITY COUNCIL





## OUTCOME AREA A: SUSTAINING HAMILTON'S ENVIRONMENT (Te rohe whakaputaina A: Tautoko te taiao o Kirikiriroa)

(Page 58 of Hamilton's Community Plan 2004–14)

### OUTCOME AREA OVERVIEW

The city is a complex environmental system, and impacts significantly 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 natural surroundings is a considerable undertaking.

Air quality ultimately affects all life forms within Hamilton, in particular its residents. Air quality can be improved through increased efficiency of our vehicles, the promotion of renewable, non-polluting energy resources and the increasing availability of more sustainable transportation networks and means of travel.

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.

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 waste will also minimise the city's impact on the natural and built environment.

### OUTCOMES AND INDICATORS

The table below shows Council's contribution of the significant services to the relevant community outcomes and sustainability indicators.

Significant Services	Primary Community Outcomes	Community Outcomes	Outcome Area Sustainability Indicators
Wastewater management	1	1.2	1. Air quality
Stormwater management	1	1.2	2. Water quality
Recycling/refuse management	4	4.1, 4.2, 4.3	3. Water usage
Water supply	1	1.3	4. Soil health
Sustainable environment	1, 2, 3, 4	1.2, 2.2, 2.3, 3.1, 4.1, 4.2	5. Noise
Environmental health	1	1.1, 1.2, 1.3, 1.4, 1.5	6. Urban trees
			7. Energy
			8. Solid waste
	Pages 30–32 of Hamilton's Community Plan 2004–14		Pages 42–44 of this Annual Report



### SIGNIFICANT SERVICES

<p><b>Wastewater management</b></p>	<ul style="list-style-type: none"> <li>• Wastewater Management contributes towards the community outcomes identified above through the collection and treatment of urban wastewater, thus ensuring protection of public health and the environment.</li> <li>• Wastewater is piped to the Wastewater Treatment Plant, where it is treated to a very high standard including nutrient removal and disinfection, prior to the wastewater being discharged into the Waikato River.</li> <li>• Solids are disposed of to ensure that there is no degradation of soils.</li> <li>• A comprehensive asset management plan for Wastewater Management is in place.</li> <li>• The wastewater reticulation system includes:             <ul style="list-style-type: none"> <li>• 743km of pipes ranging from 100mm to 1800mm in diameter</li> <li>• 13,916 manholes</li> <li>• 117 pumping stations</li> <li>• 5 major wastewater pipe bridges.</li> </ul> </li> </ul>
<p><b>Stormwater management</b></p>	<ul style="list-style-type: none"> <li>• Stormwater Management contributes towards the community outcomes identified above through drainage of stormwater from roadways and public land. The stormwater system ensures community safety and the protection of property by draining stormwater through pipes and open watercourses to the city's streams, lakes and the Waikato River.</li> <li>• A comprehensive asset management plan for Stormwater Network Management is in place.</li> <li>• The stormwater system comprises:             <ul style="list-style-type: none"> <li>• 598km of piping (ranging from 225mm to 2300mm in diameter)</li> <li>• 11,170 manholes</li> <li>• 85km of open drains and natural watercourses.</li> </ul> </li> </ul>
<p><b>Recycling/refuse management</b></p>	<ul style="list-style-type: none"> <li>• Recycling/Refuse Collection contributes towards the community outcomes identified above through the collection of household recyclables and refuse from approximately 48,000 residential properties, operation of the Refuse Transfer Station (including the recycling centre) and the Horotiu Landfill.</li> <li>• A composting facility is provided as a sustainable means of disposing of garden waste.</li> <li>• Closed landfills are managed to minimise adverse effects on health and the environment.</li> <li>• A comprehensive asset management plan for Recycling, Refuse Collection and Disposal is in place.</li> </ul>
<p><b>Water supply</b></p>	<ul style="list-style-type: none"> <li>• Water Supply contributes towards the community outcomes identified above through the supply of treated water (which currently has an 'Aa' water quality grading from the Ministry of Health) to:             <ul style="list-style-type: none"> <li>• Around 132,000 Hamilton residents (through more than 48,000 household connections)</li> <li>• Over 3000 commercial and industrial properties in Hamilton.</li> </ul> </li> <li>• Upgrades to Hamilton's water supply network comply with the:             <ul style="list-style-type: none"> <li>• New Zealand Drinking-Water Standards 2000</li> <li>• New Zealand Fire Service Code of Practice</li> <li>• Hamilton City Water Supply Bylaws 1999</li> <li>• Hamilton City Development Manual.</li> </ul> </li> <li>• A comprehensive asset management plan for Water Supply is in place.</li> <li>• The service provides for water treatment, storage and distribution through the operation and maintenance of the water treatment station, seven pump stations, seven reservoirs and over 994km of reticulation.</li> <li>• Residential properties account for approximately 70 per cent of the city's water usage, with the remaining 30 per cent used by commerce and industry.</li> </ul>
<p><b>Sustainable environment</b></p>	<ul style="list-style-type: none"> <li>• Sustainable Environment contributes towards the above community outcomes identified above through actions that focus on facilitating community action to protect and enhance Hamilton's environment. This actively contributes to urban sustainability.</li> </ul>



<b>Environmental health</b>	<ul style="list-style-type: none"> <li>• Environmental Health contributes towards the community outcomes identified above through the protection and promotion of public health by undertaking monitoring, inspection, and enforcement of standards in regard to all food premises, licensed premises, hairdressers, and recreational water quality (including public pools).</li> <li>• Environmental Health also investigates any incidences of communicable diseases; licences, inspects and monitors premises storing hazardous substances; controls noise pollution; carries out environmental noise monitoring; investigates contaminated sites and monitors and undertakes a range of central city safety initiatives.</li> </ul>
-----------------------------	--

### COUNCIL'S CONTRIBUTION BY ROLE TOWARDS THE COMMUNITY OUTCOMES

Council is contributing towards achievement of the community outcomes in this outcome area through provision of the following significant services in a variety of roles:

Significant Service	Role				
	Facilitator	Support Funder	Monitor	Regulator	Service Provider
Wastewater management			•		✓
Stormwater management			•		✓
Recycling/refuse collection			•		✓
Water supply			•		✓
Sustainable environment	✓	•	•		
Environmental health	•		•	✓	

✓ Primary role      • Role.

### Improving Council's and Hamilton's Sustainability

Examples of specific projects and programmes undertaken by Council by the Community Plan's six outcome areas that focus on making its own operations more sustainable (internal), or that have a community/city focus (external), towards improving Hamilton's sustainability are shown below.

Internal Projects/Programmes	External Projects/Programmes
<ul style="list-style-type: none"> <li>• Environmental Management Systems/ISO 14001 operating at Hamilton Zoo</li> <li>• Training of staff for Environmental System Auditing</li> <li>• Council's Energy Management Programme</li> <li>• Internal waste minimisation policy (including waste reduction targets and six monthly audits)</li> <li>• Corporate Procurement Policy with a focus on environmental standards</li> <li>• Development, implementation and review of Activity Management Plans (in particular the plans for Wastewater, Stormwater, Water Supply and Solid Wastes – including Horotiu Landfill)</li> <li>• Membership of and participation in EECA's (Energy Efficiency and Conservation Authority) Energy Wise Council's Forum</li> <li>• Membership of ICLEI (International Council for Local Environmental Initiatives)</li> <li>• Membership of ICLEI's Sustainability Reporting Alliance</li> <li>• Membership of the Communities for Climate Protection Programme (Milestone I)</li> </ul>	<ul style="list-style-type: none"> <li>• Participation in Project Watershed (a major project aimed at providing better, more co-ordinated management of river-based works and services in the greater Waikato catchment)</li> <li>• Implementation of Hamilton's Waste Management Plan 2004 (solid component)</li> <li>• Participation in the Regional Waste Strategy</li> <li>• Kerbside recycling ('Sort it Out')</li> <li>• Kerbside recycling for primary and intermediate schools</li> <li>• The Horotiu Landfill gas to energy project</li> <li>• Contaminated Sites Management Strategy</li> <li>• Food Safety Awards programme</li> <li>• Support of the Enviroschool's programme</li> <li>• Participation in a national programme to reduce the amount of construction and demolition waste disposed of</li> <li>• Support of Hamilton's Environment Centre</li> <li>• Membership of the Communities for Climate Protection Programme (Milestone I)</li> <li>• Administration of Council's Envirofund</li> <li>• Gully Restoration Programme</li> <li>• Plants for Gullies scheme</li> <li>• Community Planting programme</li> <li>• Sponsorship of Pohutukawa Award in Waikato Business and Environment Awards</li> <li>• Support Keep Hamilton Beautiful annual garden competition</li> <li>• Know it?...Live it! community environmental education programme:               <ul style="list-style-type: none"> <li>– Energy booklet</li> <li>– Transport booklet</li> <li>– Water booklet</li> <li>– Waste booklet</li> <li>– The Green Who's Who Guide</li> </ul> </li> <li>• Monitoring, reporting and promotion of Hamilton's Sustainability Indicators (<a href="http://www.myhamilton.org.nz">www.myhamilton.org.nz</a>)</li> <li>• Monitoring, reporting and promotion of the Quality of Life Project for New Zealand's largest cities (<a href="http://www.bigcities.govt.nz">www.bigcities.govt.nz</a>)</li> </ul>

**SUSTAINING HAMILTON'S ENVIRONMENT**

Cost of service for the year ended 30 June 2005

	Actual 2005 \$000	Budget 2005 \$000	Actual 2004 \$000
<b>OPERATING EXPENDITURE</b>			
Wastewater management	11,345	11,485	11,115
Stormwater management	4,839	5,344	4,884
Recycling/refuse collection	11,792	9,731	10,677
Water supply	7,916	7,991	6,785
Sustainable environment	522	637	529
Environmental health	1,556	1,310	1,194
<b>TOTAL OPERATING EXPENDITURE</b>	<b>37,970</b>	<b>36,498</b>	<b>35,184</b>
<b>Less OPERATING REVENUE</b>			
Wastewater management	1,594	1,251	1,075
Stormwater management	6	2	7
Recycling/refuse collection	8,499	6,547	7,056
Water supply	3,091	3,126	2,619
Sustainable environment	4	0	3
Environmental health	534	453	448
<b>TOTAL OPERATING REVENUE</b>	<b>13,728</b>	<b>11,379</b>	<b>11,208</b>
<b>NET COST OF SERVICE</b>	<b>24,242</b>	<b>25,119</b>	<b>23,976</b>

**Total operating expenditure funded by:**

Operating revenue	13,728	11,379	11,208
Rates	24,242	25,119	23,976
<b>Total Operating Expenditure</b>	<b>37,970</b>	<b>36,498</b>	<b>35,184</b>

**Total capital expenditure funded by:**

Reserves	3,138	2,267	2,703
Loans	14,663	13,700	4,319
Subsidies	0	0	0
Revenue	1,181	876	614
Rates	2,612	4,330	3,091
<b>Total Capital Expenditure</b>	<b>21,594</b>	<b>21,173</b>	<b>10,727</b>

### WASTEWATER MANAGEMENT (Te Roopuu Whakahaere Parawhakakino)

(Page 62 of Hamilton's Community Plan 2004–14)

#### Highlight Projects of 2004/05

Highlight Projects	Results achieved in 2004/05
<ul style="list-style-type: none"> <li>Annual programme begins for renewal of deteriorating pump station rising mains (SAP # 250 – \$120,000 in 2004/05 then \$80,000 per year).</li> <li>Investigation and planning for wastewater network to initial stages of Rotokauri growth cell (SAP # 243 – \$40,000).</li> </ul>	<ul style="list-style-type: none"> <li>Project delayed due to unavailability of a specialised contractor. Work will be completed in 2005/06.</li> <li>Completed.</li> </ul>

A full list of the projects and programmes that Council proposes to undertake for Wastewater Management during 2004–14 (including the budget provision for each financial year) is shown in the Funding and Financial Policy (Volume II).

#### Measuring our progress

Objective		
To provide a wastewater system that caters for Hamilton's ongoing development, complies with legislative requirements, and is consistent with the principles of Kaitiakitanga (stewardship).		
Key Performance Measures	Target	Results achieved in 2004/05
Long-Term (10 Year Horizon)	2013/14	
1. Achieved a high level of compliance for the Wastewater Treatment Plant's resource consents as identified each year in an interim report by the Water and Wastewater Treatment Plants Unit (Environment Waikato to be provided with a final report by 30 September).	✓	1. Achieved.
2. No wastewater overflows from pumping stations occurred through mechanical or electrical equipment failure.	✓	2. 42 overflows. There is an ongoing programme to provide additional storage at key sites.
Service Delivery	2004/05	Results achieved in 2004/05
3. No more than 60 wastewater blockages per 100km of reticulation system per year.	✓	3. Achieved (53).
4. Achieved a CSI score for the city's wastewater system of 75, as measured by Council's Annual Residents Survey.	✓	4. Achieved (77.4 CSI).

Unless otherwise stated, all key performance measures will be completed on or before 30 June for each financial year. All specified targets shown for the key performance measures (Long-Term and Service Delivery) are the minimum achievement aimed for, e.g., A CSI (Customer Satisfaction Index) score of 75 or greater.



## STORMWATER MANAGEMENT (Te Roopuu Whakahaere Wai-aawha)

(Page 64 of Hamilton's Community Plan 2004–14)

### Highlight Project of 2004/05

Highlight Project	Results achieved in 2004/05
<ul style="list-style-type: none"> <li>Stormwater Management Plan for the Rotokauri Growth Cell (SAP # 502 – \$77,000 and then \$10,000 every three years).</li> </ul>	<ul style="list-style-type: none"> <li>Project is underway.</li> </ul>

A full list of the projects and programmes that Council proposes to undertake for Stormwater Network Management during 2004–14 (including the budget provision for each financial year) is shown in the Funding and Financial Policy (Volume II).

### Measuring our progress

Objective		
To provide a stormwater drainage system for Hamilton that provides for community safety and the protection of public property, that minimises flooding, and that complies with legislative requirements.		
Key Performance Measures	Target	Results achieved in 2004/05
Long-Term (10 Year Horizon)	2013/14	
1. Achieved a CSI score for the city's stormwater system of 70 as measured by Council's Annual Residents Survey.	70 CSI	1. 72.2 CSI.
2. No major concerns raised by Environment Waikato around stormwater consent compliance.	✓	2. Achieved.
Service Delivery	2004/05	Results achieved in 2004/05
3. Ensured that all new stormwater systems in the city comply with standards in the Hamilton City Development Manual.	✓	3. Achieved.
4. Ensured that existing stormwater systems in the city comply with standards in the Hamilton City Development Manual in accordance with a staged work programme.	Programme developed	4. Achieved.
5. Completed the annual programme of watercourse maintenance.	✓	5. Achieved.

Unless otherwise stated, all key performance measures will be completed on or before 30 June for each financial year. All specified targets shown for the key performance measures (Long-Term and Service Delivery) are the minimum achievement aimed for, e.g., A CSI (Customer Satisfaction Index) score of 75 or greater.



OUTCOME AREA A: SUSTAINING HAMILTON'S ENVIRONMENT





### RECYCLING/REFUSE COLLECTION (Whakahou (tia)/Koohinga Raapihi)

(Page 66 of Hamilton's Community Plan 2004–14)

#### Highlight Projects of 2004/05

Highlight Projects	Results achieved in 2004/05
<ul style="list-style-type: none"> <li>Begin electricity generation from Horotiu landfill gas.</li> <li>Implement the five targets of Council's Waste Management Plan.</li> <li>Implement management plans for two closed landfills.               <ul style="list-style-type: none"> <li>Further investigation and reporting is being undertaken in 2005/06 to obtain resource consents for the Rototuna and Wilmoughby Street closed landfills.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Completed.</li> <li>Completed.</li> <li>Additional gas extraction equipment was installed at the former Rototuna Landfill.</li> </ul>

A full list of the projects and programmes that Council proposes to undertake for Recycling/Refuse Collection during 2004–14 (including the budget provision for each financial year) is shown in the Funding and Financial Policy (Volume II).

#### Measuring our progress

Objective		
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, and management of closed landfills.		
Key Performance Measures	Target	Results achieved in 2004/05
Long-Term (10 Year Horizon)	2013/14	
1. Achieved a CSI score for the: <ul style="list-style-type: none"> <li>Refuse Transfer Station of 77</li> <li>Hamilton Organic Centre of 84</li> <li>Household refuse collection of 83</li> <li>Household kerbside recyclable collection of 82 as measured by Council's Annual Residents Survey.</li> </ul>	77 CSI 84 CSI 83 CSI 82 CSI	1. 81.4 CSI 82.8 CSI 82.1 CSI 81.1 CSI.
Service Delivery in 2004/05	2004/05	Results achieved in 2004/05
2. Satisfied 90% of requests relating to non-collection of household refuse within 24 hours.	✓	2. Achieved (100%).
3. Satisfied 90% of requests relating to non-collection of household recyclables within 24 hours.	✓	3. Achieved (100%).
4. Achieved a high level of compliance for the Horotiu Landfill's resource consents as identified in an interim annual report by the Water and Waste Services Unit (Environment Waikato and Waikato District Council provided with a final report by 30 September each year).	✓	4. Not achieved. There are some issues with absolute compliance with leachate levels, which is being addressed with Environment Waikato.
5. Closed landfills comply with resource consent conditions.	✓	5. The Cobham Drive closed landfill consent conditions are currently being reviewed. Resource consent applications have been made to Environment Waikato for the Rototuna and Wilmoughby Street closed landfills.
6. Diverted 20,000 tonnes of waste for recycling through kerbside recycling, recycling centre operations and greenwaste composting at the Hamilton Organic Centre.	✓	6. Achieved (23,101 tonnes).
7. Achieved waste reduction targets in Council's Waste Management Plan within agreed timeframes.	✓	7. Achieved.

Unless otherwise stated, all key performance measures will be completed on or before 30 June for each financial year. All specified targets shown for the key performance measures (Long-Term and Service Delivery) are the minimum achievement aimed for, e.g., A CSI (Customer Satisfaction Index) score of 75 or greater.



**Hamilton City Council**  
Te kaumihera o Kirikiriroa



Ph: 838 6999



Fax: 838 6998



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



Kerbside Recycling & Refuse service queries



Ph: 0800 10 10 10

Hamilton Organic Centre



Ph: 846 1514

## WATER SUPPLY (Tukua Wai)

(Page 68 of Hamilton's Community Plan 2004–14)

### Highlight Projects of 2004/05

Highlight Project	Results achieved in 2004/05
<ul style="list-style-type: none"> <li>Construction of the Hamilton south reservoir and the pipeline connecting it to the Water Treatment Station will begin (SAP # 268 – \$4.68m).</li> </ul>	<ul style="list-style-type: none"> <li>Completed.</li> </ul>
<ul style="list-style-type: none"> <li>First stage of construction of the Water Treatment Station upgrade (SAP # 455 – \$5m).</li> </ul>	<ul style="list-style-type: none"> <li>Completed.</li> </ul>
<ul style="list-style-type: none"> <li>Bulkmain links and extensions from River Road through to the Rototuna area (SAP # 277 – \$1.86m).</li> </ul>	<ul style="list-style-type: none"> <li>Project underway. Anticipated to be completed by August 2005.</li> </ul>

A full list of the projects and programmes that Council proposes to undertake for Water Supply during 2004–14 (including the budget provision for each financial year) is shown in the Funding and Financial Policy (Volume II).

### Measuring our progress

Objective		
To provide a continuous supply of high quality water that caters for Hamilton's ongoing development, meets community expectations and complies with legislative requirements.		
Key Performance Measures	Target	Results achieved in 2004/05
Long-Term (10 Year Horizon)	2013/14	
1. 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'.	Water supply grading Aa	1. Aa. The grading was undertaken in 2005. The standard is now more stringent as a result of changes made by the Ministry of Health. The Temple View water supply is currently graded as 'u' as it is being assessed.
2. Achieved a CSI score of 67 for the taste and odour of water, as measured by Council's Annual Residents Survey.	67 CSI	2. 70.0 CSI.
Service Delivery	2004/05	Results achieved in 2004/05
3. Flows and pressures complied with the standards set out in the Hamilton City Development Manual.		3. Achieved.
4. Achieved a CSI score of: <ul style="list-style-type: none"> <li>82 for water pressure</li> <li>73 for clarity of the water</li> <li>60 for taste and odour of water as measured by Council's Annual Residents Survey.</li> </ul>	✓ ✓ ✓	4. <ul style="list-style-type: none"> <li>Achieved (85.4CSI)</li> <li>Achieved (78.0 CSI)</li> <li>Achieved (70.0 CSI).</li> </ul>

Unless otherwise stated, all key performance measures will be completed on or before 30 June for each financial year. All specified targets shown for the key performance measures (Long-Term and Service Delivery) are the minimum achievement aimed for, e.g., A CSI (Customer Satisfaction Index) score of 75 or greater.



### SUSTAINABLE ENVIRONMENT (Tautoko te taiao)

(Page 70 of Hamilton's Community Plan 2004–14)

#### Highlight Projects of 2004/05

Highlight Project	Results achieved in 2004/05
<ul style="list-style-type: none"> <li>Extension of the Gully Restoration Programme (SAP #2 08 – \$15,000 per annum 2004/05–2006/07, \$10,000 per annum for 2007/08, and 2008/09 and \$7000 per annum for 2009/10–2013/14).</li> </ul>	<ul style="list-style-type: none"> <li>Completed.</li> </ul>
<ul style="list-style-type: none"> <li>Completion of the Waste Management Plan Review (SAP # 206 – \$5000).</li> </ul>	<ul style="list-style-type: none"> <li>Completed.</li> </ul>
<ul style="list-style-type: none"> <li>Continued implementation of the Know it? Live it! community based education programme (SAP # 203 – part of \$83,000).</li> </ul>	<ul style="list-style-type: none"> <li>Completed.</li> </ul>
<ul style="list-style-type: none"> <li>Administration and distribution of the Envirofund (\$50,000).</li> </ul>	<ul style="list-style-type: none"> <li>Completed. 22 applications funded.</li> </ul>

A full list of the projects and programmes that Council proposes to undertake for Sustainable Environment during 2004–14 (including the budget provision for each financial year) is shown in the Funding and Financial Policy (Volume II).

#### Measuring our progress

Objective		
To increase community knowledge and awareness of environmental issues and empower people to take environmental action in their daily lives.		
Key Performance Measures	Target	Results achieved in 2004/05
Long-Term (10 Year Horizon)	2013/14	
1. Achieved a CSI score of 50 for residents taking positive environmental actions.	50 CSI	1. This question not asked in Council's 2005 ARS. A more relevant performance measure is residents awareness of Council's Environmental Education Programmes, which promote positive environmental actions. The result from the 2005 ARS was 39.7% resident awareness.
Service Delivery	2004/05	Results achieved in 2004/05
2. Gully Restoration Programme membership increased by 10%.	✓	2. Achieved (14% increase).
3. Actioned high levels of involvement in community-based environmental education programmes as demonstrated by participation records.	✓	3. Achieved. The Know it?...Live it! community education programme database (started in 2002) now comprises 550 residents. These residents learnt of the city's urban issues through a series of events and educational opportunities.
4. Implemented and reviewed components of the 10 year Waste Management Plan.	Solid waste component of plan implemented	4. Achieved. Council's Waste Management Plan (2004–2010) was adopted on 18 August 2004. Focusing on solid waste and using the National Waste Strategy targets, an industry waste working group prioritised five targets as the focus and developed initiatives to enable these targets to be met.

Unless otherwise stated, all key performance measures will be completed on or before 30 June for each financial year. All specified targets shown for the key performance measures (Long-Term and Service Delivery) are the minimum achievement aimed for, e.g., A CSI (Customer Satisfaction Index) score of 75 or greater.



**Hamilton City Council**  
Te kaumhera o Kirikiriroa



Ph: 838 6810



Fax: 838 6464



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

## ENVIRONMENTAL HEALTH (Te Whaiiao Hauora)

(Page 72 of Hamilton's Community Plan 2004–14)

### Highlight Project of 2004/05

Highlight Project	Results achieved in 2004/05
<ul style="list-style-type: none"> <li>Purchase of sound level measuring equipment for environmental noise monitoring, and associated noise mapping software to record and analyse results. (SAP # 449 – \$40,000).</li> </ul>	<ul style="list-style-type: none"> <li>Completed.</li> </ul>

A full list of the projects and programmes that Council proposes to undertake for Environmental Health during 2004–14 (including the budget provision for each financial year) is shown in the Funding and Financial Policy (Volume II).

### Measuring our progress

Objective		
To protect and promote public health and safety through legislative requirements, education and/or enforcement techniques.		
Key Performance Measures	Target	Results achieved in 2004/05
Long-Term (10 Year Horizon)	2013/14	
1. Approximately 1500 inspections of food premises completed in accordance with regulations under the Health Act 1956 and Council's monthly inspection schedules.	1500 inspections	1. 810 inspections undertaken (due to a staff vacancy).
2. Approximately 200 inspections of licensed premises completed in accordance with regulations under the Sale of Liquor Act 1989 and Council's monthly inspection schedules.	200 inspections	2. 307 inspections undertaken.
Service Delivery	2004/05	Results achieved in 2004/05
3. The average risk factor for food businesses maintained at no more than 5.5, derived from Council's risk assessment programme.	✓	3. Achieved (5.1).
4. All complaints regarding excessive noise investigated within 30 minutes of the time of complaint.	✓	4. Achieved 95% (7344 of 7730 complaints received). The remaining 5% occurred when a number of noise complaints were received together and had to be prioritised.
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.	✓	5. Not achieved. The performance measure is now redundant as the transition period for dangerous goods under the Hazardous Substances and New Organisms Act 1996 expired in March 2004.
6. Ensured remediation of contaminated sites as identified by the contaminated sites management strategy.	✓	6. Achieved. A total of 61 contaminated sites have been remediated or managed since monitoring began in 1999. Sites are remediated/managed on a priority basis through land information memorandum and planning/building consents. Four sites were remediated/managed in 2004/05.
7. Ensured that programmes outlined in the crime prevention monitoring contract are undertaken.	✓	7. Achieved (as per the Central City Safety 2004/05 Business Plan).

Unless otherwise stated, all key performance measures will be completed on or before 30 June for each financial year. All specified targets shown for the key performance measures (Long-Term and Service Delivery) are the minimum achievement aimed for, e.g., A CSI (Customer Satisfaction Index) score of 75 or greater.









## OUTCOME AREA B: GROWING HAMILTON

(Te rohe whakaputaina B: Te whakatupu o Kirikiriroa)

### OUTCOME AREA OVERVIEW

Hamilton's increasing population, and changing population composition, have a range of implications for the city's development in areas such as housing, transport, industrial and commercial activities.

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. The accessibility of facilities and services (both central city and suburban) for all groups within the community is a key concern in their development, design and location.

Hamilton's current structure/layout results in significant commuter traffic flows across the city. More flexible forms of urban development, advances in telecommunications (e.g., enabling more people to work from home), and increased integration of business activity, employment and services throughout the city, linked with a more sustainable transport system options will change this over time.

Hamilton's central area is the focal point of the city and region's retail, commercial, arts, cultural 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 that encompasses pedestrian friendliness and accessibility, safety, the river, local heritage, and recognises the diversity of functions located in the area.

The table below shows Council's contribution of the significant services to the relevant community outcomes and sustainability indicators.

Significant Services	Primary Community Outcomes	Community Outcomes	Outcome Area Sustainability Indicators
Road network management	5	5.5, 5.6, 5.7	9. Urban development
Hamilton Transport Centre	5, 6	5.5, 5.6, 5.8, 6.2	10. Transport
Environmental services	5, 6	5.1, 5.2, 5.3, 5.4, 5.6, 6.1, 6.2, 6.3	11. Housing affordability
Endowment and investment property portfolio management	5	5.4	
	Pages 30–32 of Hamilton's Community Plan 2004–14		Pages 42–44 of this Annual Report



### SIGNIFICANT SERVICES

<p><b>Road network management</b></p>	<p>Road Network Management contributes towards the community outcomes identified above through:</p> <ul style="list-style-type: none"> <li>• professional and technical work involved in ongoing management of growth and development of the city's roading network</li> <li>• provision of a comprehensive asset management plan, safety management system, and road safety strategy. Road Network Management activities will be delivered in accordance with these documents</li> <li>• general maintenance, rehabilitation and construction of the carriageway component of the roading assets</li> <li>• improvement and day-to-day operation and maintenance of the traffic network facilities</li> <li>• improvement and maintenance of the city's footpaths, cycleways and verges</li> <li>• provision of roading programmes consistent with Council's road safety strategy. Note: this strategy will be reviewed at the same time that Council's Community Plan is reviewed</li> <li>• provision and management of six off-street parking facilities in and around the central city</li> <li>• administration of the Hamilton City Speed Limit Bylaw 2004 which provides a mechanism for Council to establish and maintain speed limits in Hamilton.</li> </ul> <p>The road network comprises:</p> <ul style="list-style-type: none"> <li>• 575km of carriageways</li> <li>• 1017km of kerb and channel (excluding state highway)</li> <li>• 56 traffic bridges, large culverts, pedestrian/cycle bridges and underpasses</li> <li>• traffic signals at 47 intersections (including state highways)</li> <li>• 13,103 signs</li> <li>• 14,223 street lights</li> <li>• 135 bus shelters</li> <li>• 863km of footpaths</li> <li>• 45km of on-road cycle lanes and off-road cycle paths</li> <li>• 682 off-street car park spaces</li> <li>• 600 metered and 870 time controlled on-street parking spaces in the CBD.</li> </ul>
<p><b>Hamilton Transport Centre</b></p>	<ul style="list-style-type: none"> <li>• The Hamilton Transport Centre contributes towards the community outcomes identified above through being an integral part of the city and the region's transportation network, and supporting the objectives of Hamilton's Integrated Transport Strategy (HITS).</li> <li>• 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.</li> </ul>
<p><b>Environmental services</b></p>	<ul style="list-style-type: none"> <li>• Environmental Services contributes towards the community outcomes identified above through provision of a range of services that implement education and enforcement techniques to promote compliance with legislation, both internally within Council and externally in the city.</li> <li>• Environmental Services comprises:             <ul style="list-style-type: none"> <li><b>Parking enforcement</b> <ul style="list-style-type: none"> <li>• Parking Enforcement contributes towards the community outcomes identified above through the provision of on-street parking space turnover availability and control, and promotion of vehicle safety by ensuring that vehicles have a current licence, Warrant or Certificate of Fitness, and safe tyres. Parking Officers also enforce heavy motor vehicle parking regulations, abandoned vehicle removal, and give aid and assistance to the public where appropriate or requested in the course of their duties.                     <ul style="list-style-type: none"> <li>• The service operates under the:                             <ul style="list-style-type: none"> <li>• Land Transport Act 1998</li> <li>• Traffic Regulations 1962</li> <li>• Hamilton City Council Parking Bylaw 2004.</li> </ul> </li> </ul> </li> </ul> </li> </ul> </li></ul>

	<p><b>Building control</b></p> <ul style="list-style-type: none"> <li>Building Control contributes towards the community outcomes identified above through the application of laws relating to the construction and maintenance of new and existing buildings. Approximately 2800 building consents are processed annually, of which 800 are for new dwellings, with the balance being made up of commercial and industrial buildings, and alterations and additions (e.g., garages, swimming pools).</li> </ul>
	<p><b>Planning guidance</b></p> <ul style="list-style-type: none"> <li>Planning Guidance contributes towards the community outcomes identified above through the provision of planning advice, receipt and processing of applications for land use and subdivision consents, making recommendations to Council, and monitoring of compliance with the Hamilton City District Plan(s) and the Resource Management Act 1991.</li> </ul>
	<p><b>Animal care and control</b></p> <ul style="list-style-type: none"> <li>Animal Care and Control contributes towards the community outcomes identified above through addressing compliance with public place and litter control bylaws, and in particular focusing on dog and animal control issues.</li> </ul>
<p><b>Endowment and investment property portfolio management</b></p>	<ul style="list-style-type: none"> <li>Endowment and Investment Property Portfolio Management contributes towards the community outcomes identified above by managing Council's Endowment Fund properties and investment properties. It provides for the management and investment of 120 properties in Hamilton.</li> <li>Returns from the Domain Endowment Fund are used for the improvement, development and creation of reserves. The Municipal Endowment Fund is invested in commercial properties and income from the fund is used to reduce the rates requirement of the city. Both funds are required by legislation to be invested in property in order to maximise the return to the city.</li> <li>Other properties include small perpetual leases, Council owned and occupied buildings, Council owned and leased buildings, and stakes in significant city development.</li> </ul>

### COUNCIL'S CONTRIBUTION TOWARDS THE COMMUNITY OUTCOMES

Council is contributing towards achievement of the community outcomes in this outcome area through provision of the following significant services in a variety of roles:

Significant Service	Role				
	Facilitator	Support Funder	Monitor	Regulator	Service Provider
Road network management			•		✓
Hamilton Transport Centre					✓
Environmental services			•	✓	
Endowment and investment property portfolio Management	✓				

✓ Primary role      • Role.



### Improving Council's and Hamilton's Sustainability

Examples of specific projects and programmes undertaken by Council by the Community Plan's six outcome areas that focus on making its own operations more sustainable (internal), or that have a community/city focus (external), towards improving Hamilton's sustainability are shown below.

Internal Projects/Programmes	External Projects/Programmes
<ul style="list-style-type: none"> <li>• Initiatives to improve the efficiency of Council's vehicle fleet</li> <li>• Participation in the national Bike to Work day</li> <li>• Recognition and reward for Council employees who carpool</li> <li>• Development, implementation and review of Activity Management Plans (in particular, the plans for Roads and Traffic and Planning Guidance)</li> <li>• Introduction of fleet bikes to Council's vehicle pool</li> </ul>	<ul style="list-style-type: none"> <li>• New and upgraded bus shelters (Adshel)</li> <li>• Cycling in Hamilton 2000 Strategy</li> <li>• Hamilton's Integrated Transport Strategy (HITS) (1999) and development of Access Hamilton</li> <li>• Road Safety campaigns (e.g., Merge like a Zip, Give Way at Intersections)</li> <li>• Production of city cycling map aimed at households</li> <li>• Establishment of a carpool campaign which recognises and rewards carpoolers</li> <li>• Appointment of a walking school bus (WSB) co-ordinator and establishment of WSB routes for five primary schools</li> <li>• Easy Guide to Eco-Building (2005)</li> <li>• Safety awareness campaign for swimming pool owners</li> <li>• Development towards a World Class Building Consent Programme</li> <li>• Development and use of the standardised Waikato Building Consent Group Application form for all building consent applications throughout the Waikato</li> <li>• Development of the website <a href="http://www.buildhamilton.co.nz">www.buildhamilton.co.nz</a> which provides a wealth of information to residential or commercial builders and developers</li> <li>• Hamilton City's Proposed District Plan (References Version, November 2001)</li> <li>• Establishment/implementation of structure plans for the city's future growth areas</li> <li>• Money back guarantee programme for non-notified resource consents not issued within the statutory timeframe</li> <li>• Landonline TA (territorial authority) Online Certification</li> <li>• A Dog's Life – Good Dog Owner's Guide (2005)</li> <li>• Organisation and facilitation of the A Dog Day Afternoon event</li> <li>• Monitoring, reporting and promotion of Hamilton's Sustainability Indicators (<a href="http://www.myhamilton.org.nz">www.myhamilton.org.nz</a>)</li> <li>• Monitoring, reporting and promotion of the Quality of Life Project for New Zealand's largest cities (<a href="http://www.bigcities.govt.nz">www.bigcities.govt.nz</a>)</li> </ul>

**GROWING HAMILTON**

Cost of service for the year ended 30 June 2005

	Actual 2005 \$000	Budget 2005 \$000	Actual 2004 \$000
<b>OPERATING EXPENDITURE</b>			
Road network management	19,303	19,850	23,181
Environmental services	7,991	7,802	7,688
Hamilton Transport Centre	544	542	549
Endowment and investment property portfolio management	1,909	2,099	2,322
<b>TOTAL OPERATING EXPENDITURE</b>	<b>29,747</b>	<b>30,293</b>	<b>33,740</b>
<b>Less OPERATING REVENUE</b>			
Road network management	3,319	3,470	3,178
Environmental services	7,424	6,961	6,647
Hamilton Transport Centre	229	190	176
Endowment and investment property portfolio management	4,207	4,555	4,178
<b>TOTAL OPERATING REVENUE</b>	<b>15,179</b>	<b>15,176</b>	<b>14,179</b>
<b>NET COST OF SERVICE</b>	<b>14,568</b>	<b>15,117</b>	<b>19,561</b>
<b>Total operating expenditure funded by:</b>			
Operating revenue	15,179	15,176	14,179
Rates	14,568	15,117	19,561
<b>Total Operating Expenditure</b>	<b>29,747</b>	<b>30,293</b>	<b>33,740</b>
<b>Total capital expenditure funded by:</b>			
Reserves	264	769	1,178
Loans	3,597	3,806	2,041
Subsidies	5,043	3,618	2,692
Revenue	483	200	129
Rates	4,991	7,393	6,395
<b>Total Capital Expenditure</b>	<b>14,378</b>	<b>15,786</b>	<b>12,435</b>



OUTCOME AREA B: GROWING HAMILTON



### ROAD NETWORK MANAGEMENT (Te Roopuu whakahaere tuuhonotanga Huarahi)

(Page 78 of Hamilton's Community Plan 2004–14)

#### Highlight projects for 2004/05

Highlight Project	Results achieved in 2004/05
<ul style="list-style-type: none"> <li>Extension of Resolution Drive north of Discovery Drive (SAP # 8 – \$1.4m)</li> <li>Commencement of northern river crossing investigations</li> <li>Central Business District development and improvements (SAP # 228 – \$250,000 and \$1.6m over 10 years)</li> <li>Completion of a commuter car parking building in Knox Street</li> </ul>	<ul style="list-style-type: none"> <li>Initial tendered prices exceeded the budgetary provision. Tenders were readvertised and will be evaluated during August 2005.</li> <li>Investigation of the Northern River Crossing was delayed until the impacts from the joint Hamilton City Council/Transit New Zealand Te Rapa Bypass Study are available.</li> <li>Initial consultation with key stakeholders was undertaken. A draft strategy for the CBD will be considered by Council in late 2005.</li> <li>A proposal for a commuter car park building in Knox Street was developed. Council awarded a contract and construction of the facility commenced in late July 2005.</li> </ul>

A full list of the projects and programmes that Council proposes to undertake for Road Network Management during 2004–14 (including the budget provision for each financial year) is shown in the Funding and Financial Policy (Volume II).

#### Measuring our progress

Objective		
To develop and maintain a safe, efficient and sustainable transport system that meets the community's needs.		
Key Performance Measures	Target	Results achieved in 2004/05
Long-Term (10 Year Horizon)	2013/14	
1. Achieved a CSI score for: <ul style="list-style-type: none"> <li>streets throughout the city of 70</li> <li>streets around here of 73</li> <li>traffic management of 70</li> <li>street lighting throughout the city of 70</li> <li>street lighting around here of 68</li> <li>footpaths in general throughout the city of 70</li> <li>footpaths around here of 70</li> <li>pedestrian facilities of 70</li> </ul> as measured by Council's Annual Residents Survey.	70 CSI 73 CSI 70 CSI 70 CSI 68 CSI 70 CSI 70 CSI 70 CSI	1. 74.6 CSI 76.7 CSI 73.8 CSI 77.7 CSI 76.1 CSI 76.6 CSI 77.2 CSI 76.9 CSI.
2. Achieved a CSI score of 70 for resident's perception about traffic congestion when driving on Hamilton's roads, as measured by Council's Annual Residents Survey (ARS).	70 CSI	2. 53.5 CSI. This result is a reflection of traffic congestion being regarded as the highest priority issue that residents feel Council should be looking at (Council's 2005 ARS).
3. Achieved a CSI score for cycle facilities throughout the city of 60, as measured by Council's Annual Residents Survey.	60 CSI	3. 67.5 CSI.

<p>4. Achieved a CSI score of 70 for pedestrian safety and efficiency/ negotiation of the road network as measured by Council's Annual Residents Survey.</p>	<p>70 CSI</p>	<p>4. This question was not asked in Council's 2005 ARS. However, similar questions in the 2005 survey included satisfaction with pedestrian facilities (76.9 CSI) and satisfaction with Traffic Management (73.8 CSI). In addition, 'Pedestrian facilities upgrade' did not feature highly as an issue of concern in submissions received to the Access Hamilton Information Sheet delivered to all Hamilton households in March 2005 (8.4% of 465 submissions).</p>
Service Delivery	2004/05	Results achieved in 2004/05
<p>5. Achieved a Smooth Travel Exposure (% of vehicle kilometres travelled on roads defined as smooth) of 85% for all Hamilton's roads in line with Transfund New Zealand standards.</p>	<p>✓</p>	<p>5. Achieved (86%).</p>
<p>6. Established and implemented a monitoring process for measuring the network efficiency by use of a peak hour travel time survey, including baseline travel time and peak travel time on specified routes.</p>	<p>✓</p>	<p>6. Achieved.</p>
<p>7. 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.</p>	<p>✓</p>	<p>7. Achieved (80.3% to 30 March 2005).</p>
<p>8. Implementation of Council's Parking Strategy.</p>	<p>Knox Street car park building completed.</p>	<p>8. Not achieved. A proposal for the commuter car park building was developed during 2004/05. Council awarded a contract and construction of the facility commenced in late July 2005.</p>
<p>9. Implemented the 10 year comprehensive transport access Hamilton programme.</p>	<p>✓</p>	<p>9. A comprehensive programme of transportation related projects was developed. This programme is to be confirmed by Council in September 2005. In addition an Access Hamilton Information Sheet was distributed to all Hamilton households in March 2005. The public were invited to make submissions on the information sheet as part of the 2005/06 Annual Plan process. Council resolved on 27 June 2005 to introduce a targeted rate to fund a range of Access Hamilton initiatives (refer page 13 of Council's final 2005/06 Annual Plan).</p>
<p>10. Road safety managed in accordance with Council's safety management system and road safety plan.</p>	<p>✓</p>	<p>10. Achieved.</p>
<p>11. Worked with key road safety partners (e.g., NZ Police, Land Transport Safety Authority, and community groups such as Te Runanga O Kirikiriroa) to achieve objectives of the Road Safety Strategy.</p>	<p>✓</p>	<p>11. Achieved.</p>

Unless otherwise stated, all key performance measures will be completed on or before 30 June for each financial year. All specified targets shown for the key performance measures (Long-Term and Service Delivery) are the minimum achievement aimed for, e.g., A CSI (Customer Satisfaction Index) score of 75 or greater.



OUTCOME AREA B: GROWING HAMILTON



## HAMILTON TRANSPORT CENTRE (Te waahi hari waka o Kirikiriroa)

(Page 80 of Hamilton's Community Plan 2004–14)

### Measuring our progress

Objective		
To provide an efficient transport centre for Hamilton's residents and visitors.		
Key Performance Measures	Target	Results achieved in 2004/05
Long-Term (10 Year Horizon)	2013/14	
1. Achieved a CSI score for the Hamilton Transport Centre of 79, as measured by Council's Annual Residents Survey.	79 CSI	1. 83.4 CSI.
2. Achieved a usage measure for the Hamilton Transport Centre of 39.8%, as measured by Council's Annual Residents Survey.	40%	2. 37.7%.
Service Delivery	2004/05	Results achieved in 2004/05
3. Achieved all performance measures and targets in the Transport Centre annual maintenance contract.	✓	3. Achieved.

Unless otherwise stated, all key performance measures will be completed on or before 30 June for each financial year. All specified targets shown for the key performance measures (Long-Term and Service Delivery) are the minimum achievement aimed for, e.g., A CSI (Customer Satisfaction Index) score of 75 or greater.



## PARKING ENFORCEMENT (Uruhi (na) waahi tuu o nga waka)

(Page 82 of Hamilton's Community Plan 2004-14)

### Highlight Projects of 2004/05

Highlight Project	Results achieved in 2004/05
<ul style="list-style-type: none"> <li>Replacement of parking meters (SAP # 117 – \$20,000)</li> <li>Provision for the extension of metered facilities aiding access to the central city (SAP # 115 – \$65,000)</li> <li>Purchase and programming of handheld infringement computers to improve efficiency of the service (SAP # 116 – \$80,000)</li> <li>Production of a map showing parking locations and time limits in the inner city</li> </ul>	<ul style="list-style-type: none"> <li>Completed.</li> <li>Completed.</li> <li>Completed.</li> <li>Not completed. Awaiting Council's decision on the CBD redevelopment.</li> </ul>

A full list of the projects and programmes that Council proposes to undertake for Parking Enforcement during 2004-14 (including the budget provision for each financial year) is shown in the Funding and Financial Policy (Volume II).

### Measuring our progress

Objective		
To ensure maximum availability of parking spaces within the city and that motor vehicles comply with Land Transport Safety Authority Standards.		
Key Performance Measures	Target	Results achieved in 2004/05
Long-Term (10 Year Horizon)	2013/14	
1. Parking warden patrols are provided on a continuous scheduled basis through the central business district and other key areas in the city during the hours stated in each annual service level agreement between the Parking Enforcement Unit and Hamilton City Council.	Percentage of patrols as stated in service level agreement 75%.	1. 86%.
Service Delivery	2004/05	Results achieved in 2004/05
2. Achieved a turnover of parking space in the city that is equal to or better than the time limits set for these areas.	75%	2. Achieved (77%).
3. Limited the number of motor vehicles displaying an out-of-date licence and/or Warrant or Certificate of Fitness within the city to less than 4% (through standardised annual surveys conducted by the Parking Enforcement Unit).	Less than 4%.	3. Achieved (2.5%).

Unless otherwise stated, all key performance measures will be completed on or before 30 June for each financial year. All specified targets shown for the key performance measures (Long-Term and Service Delivery) are the minimum achievement aimed for, e.g., A CSI (Customer Satisfaction Index) score of 75 or greater.



### BUILDING CONTROL (Mana whakahaere Whare)

(Page 83 of Hamilton's Community Plan 2004–14)

#### Highlight Projects of 2004/05

Highlight Project	Results achieved in 2004/05
<ul style="list-style-type: none"> <li>Building Control will work with the Building Industry Authority to gain approval by the International Accreditation Body of New Zealand as a registered inspection organisation</li> </ul>	<ul style="list-style-type: none"> <li>Central Government is encouraging councils to work in 'clusters' where a larger council can support a number of smaller ones. In conjunction with the Department of Building and Housing (DBH) Hamilton City Council (along with the district councils of Waipa, Waikato, Matamata-Piako and Otorohanga) is being used as a pilot module for the rest of New Zealand. Council will be making application to the DBH for 'Building Control Authority' status.</li> </ul>
<ul style="list-style-type: none"> <li>Safety awareness campaign for swimming pool owners</li> </ul>	<ul style="list-style-type: none"> <li>Completed.</li> </ul>

A full list of the projects and programmes that Council proposes to undertake for Building Control during 2004–14 (including the budget provision for each financial year) is shown in the Funding and Financial Policy (Volume II).

#### Measuring our progress

Objective		
To protect and promote public safety and well-being relating to the construction and maintenance of new and existing buildings through legislative techniques, and to educate people to comply with legislation.		
Key Performance Measures	Target	Results achieved in 2004/05
Long-Term (10 Year Horizon)	2013/14	
1. Processed 100% of all building consents and project information memoranda in accordance with timeframes set out in the Building Regulations.	✓	1. Under the Building Act 1991 the timeframe was 10 or 20 days (depending on the value of the building consent). Since the introduction of the Building Act 2004 (on 31 March 2005), councils now have 20 days to process building consents, regardless of the dollar value. Although targets have now changed, the Building Control Unit is generally processing applications well within the 20 day timeframe. It is estimated that over 90% are processed within specified timeframes.
2. Audited 100% of the fire safety records of all buildings identified (approx 3000 in total) on Council's compliance schedule matrix:	✓	2.
<ul style="list-style-type: none"> <li>900 high risk buildings – annually</li> </ul>	✓	<ul style="list-style-type: none"> <li>Not achieved (630 buildings audited), as in most cases multiple inspections of individual buildings were required.</li> </ul>
<ul style="list-style-type: none"> <li>190 low risk buildings – once every 5 years.</li> </ul>	✓	<ul style="list-style-type: none"> <li>Achieved (380 buildings audited).</li> </ul>



3. Inspected all buildings that were subject to a building consent in accordance with timeframes set out in the Building Regulations.	✓	3. Not achieved (due to staff shortages and an increase in inspections).
<b>Service Delivery</b>	<b>2004/05</b>	<b>Results achieved in 2004/05</b>
4. Processed 100% of all land information memoranda (LIMS) in accordance with timeframes set out in the Local Government Official Information and Meetings Act 1987.	✓	4. Achieved.
5. Coordinated a workshop with local building industry representatives on the new Building Act.	✓	5. Achieved.
6. Ran a public awareness campaign to educate swimming pool owners on pool fencing requirements and ongoing maintenance.	✓	6. Achieved.

Unless otherwise stated, all key performance measures will be completed on or before 30 June for each financial year. All specified targets shown for the key performance measures (Long-Term and Service Delivery) are the minimum achievement aimed for, e.g., A CSI (Customer Satisfaction Index) score of 75 or greater.



OUTCOME AREA B: GROWING HAMILTON



### PLANNING GUIDANCE (Hanga tikanga aarahitanga)

(Page 84 of Hamilton's Community Plan 2004–14)

#### Highlight Projects of 2004/05

Highlight Project	Results achieved in 2004/05
<ul style="list-style-type: none"> <li>Adoption of an online certification process developed by Land Information NZ (<i>Landonline</i>) for territorial authority certification of Land Transfer Survey Plans</li> </ul>	<ul style="list-style-type: none"> <li>Completed.</li> </ul>

A full list of the projects and programmes that Council proposes to undertake for Planning Guidance during 2004–14 (including the budget provision for each financial year) is shown in the Funding and Financial Policy (Volume II).

#### Measuring our progress

Objective		
To provide quality service, advice and interpretation when dealing with applications for new subdivisions (as well as new and existing land uses in the city) to comply with the requirements of the Resource Management Act 1991 and the Hamilton City District Plan(s).		
Key Performance Measures	Target	Results achieved in 2004/05
Long-Term (10 Year Horizon)	2013/14	
1. All resource consent applications and certificates processed within the statutory time limits of the: <ul style="list-style-type: none"> <li>Resource Management Act 1991</li> <li>Hamilton City District Plan(s).</li> </ul>	✓	1. Processed 99.8% of all resource consent applications (notified, non-notified, controlled, discretionary, and subdivision applications). 0.2% were not processed within the time limits as staff had to assess applications under two district plans, i.e., more time was involved in giving advice to customers and assessing applications. Processed 100% of all certificate applications.
2. Inspected and effectively monitored at least 65 resource consents per month.	65 per month	2. 105 per month.
Service Delivery	2004/05	Results achieved in 2004/05
3. Non-notified resource consent customers refunded 100% of fees application if not issued within the statutory timeframes.	✓	3. Not achieved (534 out of 537), i.e., only three (0.6%) of the total applications were out of time (0.31% of total fees were refunded). This small number of applications were not processed within the timeframe as staff had to assess applications under two district plans, i.e., more time was involved in giving advice to customers and assessing applications. Complex subdivision applications take a longer time to process as staff have to obtain comments from other units of Council.
4. Achieved a 50% recovery of total costs through fees and charges.	✓	4. Achieved (52%).
5. Achieved 90% satisfaction by Council's Statutory Management Committee of all notified applications.	✓	5. Achieved (100%).
6. 95% of cases taken to the Environment Court and supported by staff were successful.	✓	6. Achieved (100%).

Unless otherwise stated, all key performance measures will be completed on or before 30 June for each financial year. All specified targets shown for the key performance measures (Long-Term and Service Delivery) are the minimum achievement aimed for, e.g., A CSI (Customer Satisfaction Index) score of 75 or greater.



**Hamilton City Council**  
Te kaumhera o Kiriikiriroa



Ph: 838 6800



Fax: 838 6819



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

## ANIMAL CARE AND CONTROL (Mana whakahaere kararehe)

(Page 85 of Hamilton's Community Plan 2004–14)

### Highlight Projects of 2004/05

Highlight Project	Results achieved in 2004/05
<ul style="list-style-type: none"> <li>Completed a review of the Dog Control Policy 1997, revised Policy adopted by Council, effective on 1 September 2004</li> <li>Completed a review of the Animal and Bird Bylaw 1994 and 1999 Amendment Bylaw, Bylaw passed by Council, effective on 1 September 2004</li> <li>Completed annual reporting requirements regarding Dog Control Policy and Practices in accordance with the requirements of the Dog Control Amendment Act 2003, year ending 30 June 2004 and every year thereafter</li> </ul>	<ul style="list-style-type: none"> <li>Completed.</li> <li>The Dog Control Bylaw 2004 repealed the Animal and Bird Bylaw 1994 and Amendment Bylaw 1999.</li> <li>Completed.</li> </ul>

A full list of the projects and programmes that Council proposes to undertake for Animal Care and Control during 2004–14 (including the budget provision for each financial year) is shown in the Funding and Financial Policy (Volume II).

### Measuring our progress

Objective		
To protect and promote public safety and well-being through legislative requirements, education and/or enforcement techniques.		
Key Performance Measures	Target	Results achieved in 2004/05
Long-Term (10 Year Horizon)	2013/14	
1. Achieved a CSI score for animal care and control services of 76, as measured by Council's Annual Residents Survey.	76 CSI	1. 80.4 CSI.
Service Delivery	2004/05	Results achieved in 2004/05
2. Completed a minimum of 40 community presentations in accordance with the requirements of Council's Dog Control Policy 1997.	✓	2. Not achieved (39). Many community groups declined the offer of being given a presentation.
3. Responded to all urgent requests for services involving public safety in relation to offences against public place bylaws (e.g., dogs, litter, skateboarding, advertising signs) within one hour of receipt and to all routine requests for service within 48 hours, as measured by Council's customer action request process.	✓	3. Achieved.

Unless otherwise stated, all key performance measures will be completed on or before 30 June for each financial year. All specified targets shown for the key performance measures (Long-Term and Service Delivery) are the minimum achievement aimed for, e.g., A CSI (Customer Satisfaction Index) score of 75 or greater.



OUTCOME AREA B: GROWING HAMILTON



**Hamilton City Council**  
Te Kaunihera o Kiriakiroa



Ph: 838 6632



Fax: 838 6915



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

Website for dog adoption



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

## ENDOWMENT AND INVESTMENT PROPERTY PORTFOLIO MANAGEMENT (Te Taiao whai tikanga roopuu whakahaere)

(Page 86 of Hamilton's Community Plan 2004–14)

### Highlight Projects of 2004/05

Highlight Project	Results achieved in 2004/05
<ul style="list-style-type: none"> <li>Further development of a basic level Asset Management Plan for Endowment and Investment Property Portfolio Management</li> <li>Ongoing management of property funds to maximise financial returns</li> </ul>	<ul style="list-style-type: none"> <li>Commenced development of an Activity Management Plan for 'Properties' (which includes managing building assets for other activities). The plan will be finished late 2005.</li> <li>Completed.</li> </ul>

A full list of the projects and programmes that Council proposes to undertake for Endowment and Investment Property Portfolio Management during 2004–14 (including the budget provision for each financial year) is shown in the Funding and Financial Policy (Volume II).

### Measuring our progress

Objective		
To manage Council's property portfolio in a manner that fulfils legislative requirements (primarily the Building Act 1991 and the Health and Safety in Employment Amendment Act 2002).		
To manage Council's property portfolio to ensure returns are in line with the current market average for similar properties.		
Key Performance Measures	Target	Results achieved in 2004/05
Long-Term (10 Year Horizon)	2013/14	
1. Achieved a gross return on Municipal Endowment Fund investment properties within 1% of average market returns.	✓	1. Achieved. Financial returns were assessed by an independent registered valuer, who confirmed them as being typical for the Hamilton market.
2. Domain Endowment Fund ground leases achieved a return in line with the average market return of similar properties.	✓	2. Achieved.
Service Delivery	2004/05	Results achieved in 2004/05
3. Developed and implemented an Asset Management Plan for Property Portfolio Management	Developed basic level Asset Management Plan.	3. An Activity Management Plan for 'Properties' (which includes managing building assets for other activities) was commended in 2004/05. This plan will be finalised late 2005 and will be a key component in the development of Councils 2006–16 Long Term Council Community Plan.
4. Ensured statutory compliance with the Building Act 1991 and the Health and Safety in Employment Amendment Act 2002 in respect of all Council owned buildings.	✓	4. Achieved.

Unless otherwise stated, all key performance measures will be completed on or before 30 June for each financial year. All specified targets shown for the key performance measures (Long-Term and Service Delivery) are the minimum achievement aimed for, e.g., A CSI (Customer Satisfaction Index) score of 75 or greater.









## OUTCOME AREA C: PROMOTING HAMILTON (Te rohe whakaputaina C: Ngaa whakaaturanga o Kirikiriroa)

### OUTCOME AREA 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 quality of life that Hamilton offers will help to attract and retain business in the city. 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, the Waikato Museum of Art and History and Hamilton Gardens, as well as a variety of recreational and cultural opportunities.

### OUTCOMES AND INDICATORS

The table below shows Council's contribution of the significant services to the relevant community outcomes and sustainability indicators.

Significant Services	Primary Community Outcomes	Community Outcomes	Outcome Area Sustainability Indicators
Economic development	7	7.1, 7.2, 7.3, 7.4	12. <b>Work.</b>
City promotion	8	8.1, 8.2, 8.3	13. <b>Income.</b> 14. <b>Business.</b> 15. <b>Visitor accommodation.</b>
	Pages 30–32 of Hamilton's Community Plan 2004–14		Pages 42–44 of this Annual Report

### Primary Community Outcomes

#### Measuring the city's progress towards achieving the Community Outcomes

The following community determined sustainability indicators will be a key mechanism that enables Council, other organisations and the community to monitor and measure the city's progress towards achieving the 10 year community outcomes.

#### SIGNIFICANT SERVICES

Economic development	<ul style="list-style-type: none"> <li>Economic development contributes towards the community outcomes identified above through being a key component that contributes to the quality of life of Hamilton's residents. Communicating, marketing and supporting Hamilton's economic development activities are also key aspects of creating an environment that is conducive to ensuring the ongoing sustainable economic development of the city.</li> </ul>
City promotion	<ul style="list-style-type: none"> <li>City Promotion contributes towards the community outcomes identified above through promoting the quality of life advantages Hamilton offers. This includes communicating with, and marketing to, audiences within and outside Hamilton through a variety of promotional opportunities.</li> <li>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).</li> <li>Hamilton City Council is a strong supporter of events in the city through its Events Sponsorship Fund. Events are regarded as an important way to promote the city and foster economic development. In particular Council is seeking to establish and support icon events (Boathouse 8s, Balloons Over Waikato, Hamilton Gardens Summer Festival) which add to the vibrancy of the city.</li> </ul>

### COUNCIL'S CONTRIBUTION TOWARDS THE COMMUNITY OUTCOMES

Council is contributing towards achievement of the community outcomes in this outcome area through provision of the following significant services in a variety of roles:

Significant Service	Role				
	Facilitator	Support Funder	Monitor	Regulator	Service Provider
Economic development	•	✓	•		
City promotion	•	✓	•		

✓ Primary role      • Role.

### Improving Council's and Hamilton's Sustainability

Examples of specific projects and programmes undertaken by Council by the Community Plan's six outcome areas that focus on making its own operations more sustainable (internal), or that have a community/city focus (external), towards improving Hamilton's sustainability are shown below.

Internal Projects/Programmes	External Projects/Programmes
<ul style="list-style-type: none"> <li>Buy Local Policy (part of the Corporate Procurement Policy)</li> <li>Council is a key contributor towards local employment</li> <li>Hard Copy (monthly staff magazine)</li> </ul>	<ul style="list-style-type: none"> <li>Development of the Hamilton website portal <a href="http://www.hamilton.co.nz">www.hamilton.co.nz</a> as a significant promotional tool for Hamilton</li> <li>Development of Council's website <a href="http://www.hcc.govt.nz">www.hcc.govt.nz</a> as a communication and promotional tool for Council with the Hamilton portal</li> <li>Support/co-ordination of key city events e.g., development of the website <a href="http://www.hamiltonevents.co.nz">www.hamiltonevents.co.nz</a></li> <li>Partnerships with economic development agencies (e.g., The Katolyst Group)</li> <li>Promotion/support of Waikato Innovation Park</li> <li>Provision of economic information to a range of organisations (in particular developers and businesses) e.g., Hamilton Quarterly Review, Hamilton Economic Update</li> <li>City News (delivered to all Hamilton households eight times a year)</li> <li>Hamilton's Economic Development Strategy (2000) and pending update</li> <li>Facilitation of economic development clusters</li> <li>Monitoring, reporting and promotion of Hamilton's Sustainability Indicators (<a href="http://www.myhamilton.org.nz">www.myhamilton.org.nz</a>)</li> <li>Monitoring, reporting and promotion of the Quality of Life Project for New Zealand's largest cities (<a href="http://www.bigcities.govt.nz">www.bigcities.govt.nz</a>)</li> </ul>



### PROMOTING HAMILTON

Cost of service for the year ended 30 June 2005

	Actual 2005 \$000	Budget 2005 \$000	Actual 2004 \$000
<b>OPERATING EXPENDITURE</b>			
Economic development	958	1,126	2,002
City promotion	595	726	839
<b>TOTAL OPERATING EXPENDITURE</b>	<b>1,553</b>	<b>1,852</b>	<b>2,841</b>
<b>NET COST OF SERVICE</b>	<b>1,553</b>	<b>1,852</b>	<b>2,841</b>

**Total operating expenditure funded by:**

Operating revenue	0	0	0
Rates	1,553	1,852	2,841
<b>Total Operating Expenditure</b>	<b>1,533</b>	<b>1,852</b>	<b>2,841</b>

**Total capital expenditure funded by:**

Reserves	0	0	0
Loans	0	0	0
Subsidies	0	0	0
Revenue	0	0	0
Rates	1	21	9
<b>Total Capital Expenditure</b>	<b>1</b>	<b>21</b>	<b>9</b>

## ECONOMIC DEVELOPMENT (Ngaa ratonga Taiao)

(Page 92 of Hamilton's Community Plan 2004–14)

### Highlight Projects of 2004/05

Highlight Project	Results achieved in 2004/05
<ul style="list-style-type: none"> <li>Provision of ongoing support and impetus to the economic development umbrella organisation Waikato Economic Development (SAP # 439 – \$750,000)</li> <li>Continued partnership with Waikato Innovation Park to create economic development opportunities for the city</li> </ul>	<ul style="list-style-type: none"> <li>Completed. Council's Economic Development Executive was seconded to Katolyst to assist with business development.</li> <li>Completed. Council's Economic Development Executive was seconded to Katolyst to assist with business development.</li> </ul>

A full list of the projects and programmes that Council proposes to undertake for Economic Development during 2004–14 (including the budget provision for each financial year) is shown in the Funding and Financial Policy (Volume II).

### Measuring our progress

Objective		
To support organisations and initiatives that contribute to the city's ongoing sustainable economic development.		
Key Performance Measures	Target	Results achieved in 2004/05
Long-Term (10 Year Horizon)	2013/14	
1. Achieved the key performance indicators of Waikato Economic Development, as outlined in the annual service level agreement between Hamilton City Council and Waikato Economic Development.	✓	1. Key performance indicators (KPIs) were not achieved as Katolyst (formally Waikato Economic Development) was established in May 2005. The new Council is playing a more active role in the development of Katolyst's KPIs, which are currently being formulated. It is anticipated that the new KPIs will be adopted by Council in 2005/06.
Service Delivery	2004/05	Results achieved in 2004/05
2. Reviewed and implemented Hamilton's Economic Development Strategy.	✓	2. Not achieved. Council has engaged in an increased consultation process through Katolyst. The reviewed strategy is to be considered by Council in late 2005.
3. Assisted Innovation Waikato Ltd with stage 2 of Waikato Innovation Park.	✓	3. Achieved.
4. Assisted with the establishment and ongoing operation of the business incubator component of Waikato Innovation Park.	✓	4. Achieved.
5. Economic information about Hamilton published, 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> .	✓	5. Achieved.
6. Allocated at least 20% of the Event Sponsorship Fund to the growth or development of significant 'icon' events for the city.	✓	6. Achieved (30%).

Unless otherwise stated, all key performance measures will be completed on or before 30 June for each financial year. All specified targets shown for the key performance measures (Long-Term and Service Delivery) are the minimum achievement aimed for, e.g., A CSI (Customer Satisfaction Index) score of 75 or greater.



OUTCOME AREA C: PROMOTING HAMILTON



### CITY PROMOTION (Ngaa ratonga whakapiki)

(Page 94 of Hamilton's Community Plan 2004–14)

#### Highlight Projects of 2004/05

Highlight Project	Results achieved in 2004/05
<ul style="list-style-type: none"> <li>Development of iconic imaging to promote Hamilton, e.g., additional photographic data on Council's website (ongoing)</li> <li>Ongoing promotion of <a href="http://www.myhamilton.org.nz">www.myhamilton.org.nz</a> as a friendly window to key Council consultation information and as a catalyst for building partnerships within and beyond the city</li> </ul>	<ul style="list-style-type: none"> <li>Completed. Launched new Hamilton brand/logo to be used in association with events and wider Hamilton promotion. Currently establishing photographic material in support of the new brand.</li> <li>Council launched the website <a href="http://www.myhamilton.org.nz">www.myhamilton.org.nz</a> in 2003 to encourage residents to adopt more sustainable practices. Factsheets were updated on the website in September 2004 and progress data will be updated in September 2005.</li> </ul>

A full list of the projects and programmes that Council proposes to undertake for City Promotion during 2004–14 (including the budget provision for each financial year) is shown in the Funding and Financial Policy (Volume II).

#### Measuring our progress

Objective		
To promote Hamilton to the city's residents and to those living outside Hamilton, and to keep them informed about Council and city activities.		
Key Performance Measures	Target	Results achieved in 2004/05
Long-Term (10 Year Horizon)	2013/14	
1. Achieved a resident satisfaction rating of 90% for overall quality of life in Hamilton, as measured through Council's Annual Residents Survey.	90%	1. 82.4 CSI. Although this rating is for the city overall (including non-Council related services) Council provides a significant number of facilities/services that make up inputs to this CSI.
2. Achieved an average of 10,000 visitors per month to the Hamilton City Council website <a href="http://www.hcc.govt.nz">www.hcc.govt.nz</a> .	10,000	2. 12,500.
3. Achieved a CSI score for Hamilton City Council's website <a href="http://www.hcc.govt.nz">www.hcc.govt.nz</a> of 75, as measured by Council's Annual Residents Survey.	75 CSI	3. 73.1 CSI. A significant redevelopment project of Council's website is currently underway. This will include the launch of <a href="http://www.hamilton.co.nz">www.hamilton.co.nz</a> as a portal for access to the Council website and other Hamilton information.
Service Delivery	2004/05	Results achieved in 2004/05
4. Council's free publication City News distributed to all Hamilton households eight times per year.	✓	4. Achieved (8 issues).
5. Produced two six-monthly calendars, which promote Hamilton events to visitors, events businesses and overseas markets.	✓	5. Achieved.

Unless otherwise stated, all key performance measures will be completed on or before 30 June for each financial year. All specified targets shown for the key performance measures (Long-Term and Service Delivery) are the minimum achievement aimed for, e.g., A CSI (Customer Satisfaction Index) score of 75 or greater.



**Hamilton City Council**  
Te kaumhara o Kiriakira

Ph: 838 6679

Fax: 838 6761

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





OUTCOME AREA D: EXPERIENCING ARTS,  
CULTURE AND HERITAGE IN HAMILTON

## OUTCOME AREA D: EXPERIENCING ARTS, CULTURE AND HERITAGE IN HAMILTON

(Te rohe whakaputaina D: Ngaa mahi toi, tikanga-aa-lwi, taonga tuku iho o Kirikiriroa)

(Page 96 of Hamilton's Community Plan 2004–14)

### OUTCOME AREA OVERVIEW

Hamilton's community is enriched by the opportunity to engage in a wide range of artistic and cultural activities. The community's ability to build on this variety 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). The utilization of arts and cultural product within the community will enliven aesthetic appeal and create a sense of community belonging.

The city's reputation as an arts and cultural centre is growing in relation to our capacity to host local, national and international events or performances on a regular basis. The provision of suitable facilities, including libraries, theatres, art galleries and museums, is vital to achieve the outcome of an artistic and creative community.

Hamilton 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.

### OUTCOMES AND INDICATORS

The table below shows Council's contribution of the significant services to the relevant community outcomes and sustainability indicators.

Significant Services	Primary Community Outcomes	Community Outcomes	Outcome Area Sustainability Indicators
Hamilton theatre services	9, 10	9.1, 9.4, 10.1, 10.2	16. Historic structures and sites
Hamilton City Libraries	10, 12	10.3, 12.2	17. Arts and culture
Waikato Museum of Art and History	9, 10	9.1, 10.3	
	Pages 30–32 of Hamilton's Community Plan 2004–14		Pages 42–44 of this Annual Report

### SIGNIFICANT SERVICES

Hamilton theatre services	<ul style="list-style-type: none"> <li>Hamilton Theatre Services contributes towards the community outcomes identified above through the management and operation of three different live performance venues i.e.:               <ul style="list-style-type: none"> <li>Founders Memorial Theatre</li> <li>The Community Theatre</li> <li>The Meteor.</li> </ul> </li> <li>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.</li> <li>Hamilton Theatre Services also provide specialised theatre equipment and professional services for the presentation of events within the community.</li> </ul>
---------------------------	--



<p><b>Hamilton City Libraries</b></p>	<ul style="list-style-type: none"> <li>• The city's library network contributes towards the community outcomes identified above by providing facilities that help to grow a strong, intelligent community with a passion for knowledge.</li> <li>• Council provides five community libraries situated at Chartwell, Dinsdale, Hillcrest, St Andrews and Glenview, as well as the main central library in Garden Place.</li> <li>• The libraries are currently being transformed into dynamic, innovative learning environments where people can be stimulated and challenged, or can sit back, relax and enjoy their library experience.</li> </ul>
<p><b>Waikato Museum of Art and History</b></p>	<ul style="list-style-type: none"> <li>• The Waikato Museum of Art and History (Te Whare Taonga o Waikato) is located at the southern end of Hamilton's Central Business District. It contributes towards the community outcomes identified above by providing a rich and diverse exhibition, education and research programme in the areas of art, history, Tainui history, and science. 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.</li> <li>• The museum houses the Excite Science Centre, which provides and popularises science and technologies.</li> <li>• ArtsPost is a community arts facility adjacent to the Waikato Museum of Art and History. Its purpose is to encourage, support and promote the arts in Hamilton.</li> </ul>

### COUNCIL'S CONTRIBUTION TOWARDS THE COMMUNITY OUTCOMES

Council is contributing towards achievement of the community outcomes in this outcome area through provision of the following significant services in a variety of roles:

Significant Service	Role				
	Facilitator	Support Funder	Monitor	Regulator	Service Provider
Hamilton theatre services	•	•			✓
Hamilton City Libraries					✓
Waikato Museum of Art and History					✓

✓ Primary role      • Role.



OUTCOME AREA D: EXPERIENCING ARTS, CULTURE AND HERITAGE IN HAMILTON

### Improving Council's and Hamilton's Sustainability

Examples of specific projects and programmes undertaken by Council by the Community Plan's six outcome areas that focus on making its own operations more sustainable (internal), or that have a community/city focus (external), towards improving Hamilton's sustainability are shown below.

Internal Projects/Programmes	External Projects/Programmes
<ul style="list-style-type: none"> <li>• Management of Council (and community) archives in the central library</li> <li>• Information Communication Technology Strategy (2003) for the libraries</li> </ul>	<ul style="list-style-type: none"> <li>• Assistance to community-based performing arts groups</li> <li>• Revised Hamilton City Libraries website <a href="http://www.hamiltonlibraries.co.nz">www.hamiltonlibraries.co.nz</a></li> <li>• Hamilton City Libraries Strategic Plan (2002)</li> <li>• Summer/school holiday reading programmes at Council libraries</li> <li>• Implementation of a strategy to ensure more new books appear faster on library shelves</li> <li>• Libraries and Museum Communication Channel Management Strategy (identifies the most effective means of customer access to services provided by these facilities)</li> <li>• Waikato Museum of Art and History's Strategic Plan (2002)</li> <li>• Exhibitions at the Waikato Museum of Art and History</li> <li>• Exhibitions Policy for Waikato Museum (ensures a systematic means of programming exhibitions)</li> <li>• School-focused educational programmes at Waikato Museum and Exscite</li> <li>• Provision of an historic sites register in Hamilton's Proposed District Plan (References Version, November 2001)</li> <li>• Maintenance of Beale Cottage</li> <li>• Monitoring, reporting and promotion of Hamilton's Sustainability Indicators (<a href="http://www.myhamilton.org.nz">www.myhamilton.org.nz</a>)</li> <li>• Monitoring, reporting and promotion of the Quality of Life Project for New Zealand's largest cities (<a href="http://www.bigcities.govt.nz">www.bigcities.govt.nz</a>)</li> </ul>

**EXPERIENCING ARTS, CULTURE AND HERITAGE IN HAMILTON**

Cost of service for the year ended 30 June 2005

	Actual 2005 \$000	Budget 2005 \$000	Actual 2004 \$000
<b>OPERATING EXPENDITURE</b>			
Hamilton theatre services	2,434	2,215	2,027
Hamilton City Libraries	6,425	7,101	7,032
Waikato Museum of Art and History	4,021	4,022	3,743
<b>TOTAL OPERATING EXPENDITURE</b>	<b>12,880</b>	<b>13,338</b>	<b>12,802</b>
<b>Less OPERATING REVENUE</b>			
Hamilton theatre services	829	624	774
Hamilton City Libraries	740	676	705
Waikato Museum of Art and History	310	313	268
<b>TOTAL OPERATING REVENUE</b>	<b>1,879</b>	<b>1,613</b>	<b>1,747</b>
<b>NET COST OF SERVICE</b>	<b>11,001</b>	<b>11,725</b>	<b>11,055</b>

**Total operating expenditure funded by:**

Operating revenue	1,879	1,613	1,747
Rates	11,001	11,725	11,055
<b>Total Operating Expenditure</b>	<b>12,880</b>	<b>13,338</b>	<b>12,802</b>

**Total capital expenditure funded by:**

Reserves	0	0	0
Loans	0	0	22
Subsidies	0	0	0
Revenue	38	39	88
Rates	1,606	1,563	1,303
<b>Total Capital Expenditure</b>	<b>1,644</b>	<b>1,602</b>	<b>1,413</b>



OUTCOME AREA D: EXPERIENCING ARTS,  
CULTURE AND HERITAGE IN HAMILTON



## HAMILTON THEATRE SERVICES (Te Whare Tapere o Kirikiriroa)

(Page 100 of Hamilton's Community Plan 2004–14)

### Highlight Projects of 2004/05

Highlight Project	Results achieved in 2004/05
<ul style="list-style-type: none"> <li>Annual equipment renewal programme (SAP # 220 – \$140,000), as per the Hamilton Theatre Services Asset Management Plan.</li> <li>Contribute 25% of net operating cost towards the University of Waikato Academy of Performing Arts complex.</li> </ul>	<ul style="list-style-type: none"> <li>Completed.</li> <li>Completed.</li> </ul>

A full list of the projects and programmes that Council proposes to undertake for Hamilton Theatre Services during 2004–14 (including the budget provision for each financial year) is shown in the Funding and Financial Policy (Volume II).

### Measuring our progress

Objective		
To provide and maintain quality performance facilities and services to meet community needs and expectations.		
Key Performance Measures	Target	Results achieved in 2004/05
Long-Term (10 Year Horizon)	2013/14	
1. Achieved a CSI score for: <ul style="list-style-type: none"> <li>Founders Memorial Theatre of 75</li> <li>The Community Theatre of 74</li> <li>The Meteor of 70</li> </ul> as measured by a survey of theatre patrons.	75 CSI 74 CSI 70 CSI	1. 76.1 CSI 70.8 CSI 65.5 CSI.
2. Achieved a combined total patronage of 150,000 for Hamilton Theatre Services venues, as measured by attendance records.	150,000 patrons	2. 132,000 patrons – a 12% increase over the previous year.
Service Delivery	2004/05	Results achieved in 2004/05
3. Hamilton residents increased patronage of Hamilton Theatre Services venues to the following levels: <ul style="list-style-type: none"> <li>Founders Memorial Theatre 60%</li> <li>The Community Theatre 24%</li> <li>The Meteor 12%</li> </ul> as measured by Council's Annual Residents Survey.	✓ ✓ ✓	3. Achieved (59.6%) Achieved (33.7%) Achieved (14.2%).
4. Achieved a combined percentage occupancy days for all Hamilton Theatre Services venues of 50%, as measured by attendance records.	✓	4. Not achieved (38%) – due to a reduced number of local performances.
5. '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.	✓	5. Not achieved (89%) – business improvements are in progress.

Unless otherwise stated, all key performance measures will be completed on or before 30 June for each financial year. All specified targets shown for the key performance measures (Long-Term and Service Delivery) are the minimum achievement aimed for, e.g., A CSI (Customer Satisfaction Index) score of 75 or greater.



Founders Theatre

The Community Theatre

The Meteor



Ph: 838 6603



Fax: 838 6601



Email: HamiltonTheatreServices@hcc.govt.nz

## HAMILTON CITY LIBRARIES (Te Whare Pukapuka o Kirikiriroa)

(Page 102 of Hamilton's Community Plan 2004–14)

### Highlight Projects of 2004/05

Highlight Project	Results achieved in 2004/05
<ul style="list-style-type: none"> <li>Complete installation of infrastructure for the Council and Community Archives in the central library (SAP # 105 – \$40,000).</li> </ul>	<ul style="list-style-type: none"> <li>Due for completion in November 2005.</li> </ul>
<ul style="list-style-type: none"> <li>Commence developing level one of the central library to better meet customer expectations (SAP # 104 – \$20,000).</li> </ul>	<ul style="list-style-type: none"> <li>Completed.</li> </ul>
<ul style="list-style-type: none"> <li>Provision and display of Council documents and resources that will enable greater community awareness and participation in local democratic processes (ongoing) (SAP # 495 – \$48,000).</li> </ul>	<ul style="list-style-type: none"> <li>Deferred due to development of Hamilton brand. Roll out expected to begin in late 2005.</li> </ul>
<ul style="list-style-type: none"> <li>Provide enhanced access to electronic resources in the Central Library (SAP # 480 – \$45,000).</li> </ul>	<ul style="list-style-type: none"> <li>Completed.</li> </ul>
<ul style="list-style-type: none"> <li>Install self check peripherals in the Central and Chartwell libraries.</li> </ul>	<ul style="list-style-type: none"> <li>Completed.</li> </ul>

A full list of the projects and programmes that Council proposes to undertake for Hamilton City Libraries during 2004–14 (including the budget provision for each financial year) is shown in the Funding and Financial Policy (Volume II).

### Measuring our progress

Objective		
To develop and maintain a libraries environment that delivers excellent resources and services to customers and that meets community needs and expectations.		
Key Performance Measures	Target	Results achieved in 2004/05
Long-Term (10 Year Horizon)	2013/14	
1. Achieved a CSI score of: <ul style="list-style-type: none"> <li>85 for the central library</li> <li>80 for community libraries</li> </ul> as measured by the Council's Annual Residents Survey.	85 CSI 80 CSI	1. 83.2 CSI 80.1 CSI.
2. Achieved a proportion of active borrowers to city residents of 60 per cent.	60%	2. 53%.
Service Delivery	2004/05	Results achieved in 2004/05
3. Achieved the following number of visits to the: <ul style="list-style-type: none"> <li>central library</li> <li>community libraries</li> </ul> as measured by attendance records.	460,000 450,000	3. Not achieved (402,000) Achieved (690,000) <ul style="list-style-type: none"> <li>Overall libraries visits have increased by 19% to 1.09m.</li> </ul>
4. Issued 1.6 million items of library material across the central and community libraries.	✓	4. Achieved (1,716,453).
5. Achieved the following number of visitors to the Hamilton City Libraries website <a href="http://www.hamiltonlibraries.co.nz">www.hamiltonlibraries.co.nz</a> .	118,000	5. Achieved (an increase of 866% to 1.14m visits).

Unless otherwise stated, all key performance measures will be completed on or before 30 June for each financial year. All specified targets shown for the key performance measures (Long-Term and Service Delivery) are the minimum achievement aimed for, e.g., A CSI (Customer Satisfaction Index) score of 75 or greater.



OUTCOME AREA D: EXPERIENCING ARTS, CULTURE AND HERITAGE IN HAMILTON



## WAIKATO MUSEUM OF ART AND HISTORY (Te Whare Taonga o Waikato)

(Page 104 of Hamilton's Community Plan 2004–14)

### Highlight Projects of 2004/05

Highlight Project	Results achieved in 2004/05
<ul style="list-style-type: none"> <li>Development of a fresh and vibrant identity for the museum.</li> <li>Extension of the museum's gallery space.</li> <li>Preservation of the Rangiriri (SAP # 339 – \$40,000).</li> </ul>	<ul style="list-style-type: none"> <li>Completed.</li> <li>Completed.</li> <li>Conservation options still under investigation.</li> </ul>

A full list of the projects and programmes that Council proposes to undertake for the Waikato Museum during 2004–14 (including the budget provision for each financial year) is shown in the Funding and Financial Policy (Volume II).

### Measuring our progress

Objective		
To develop and maintain museum and arts facilities that deliver excellent resources and services to customers and that meets community needs and expectations.		
Key Performance Measures	Target	Results achieved in 2004/05
Long-Term (10 Year Horizon)	2013/14	
1. Achieved a CSI score of: <ul style="list-style-type: none"> <li>85 for the Waikato Museum of Art and History</li> <li>80 for ArtsPost</li> </ul> as measured by Council's Annual Residents Survey.	85 CSI 80 CSI	1. 75.5 CSI 73.9 CSI.
2. Achieved 200,000 visitors to the Waikato Museum of Art and History, as measured by attendance records.	200,000 visitors	2. 108,538 – a 15.2% increase on previous year.
Service Delivery	2004/05	Results achieved in 2004/05
3. Achieved the target visitor numbers to the Waikato Museum of Art and History, as measured by attendance records.	132,000	3. Not achieved (108,538) – visitor numbers have increased by 15% over previous year.
4. Achieved a CSI score of 95 for the Waikato Museum of Art and History, as measured by a survey of Museum visitors.	✓	4. Not achieved (93.2 CSI).
5. Developed and implemented a marketing/branding strategy for the Museum and ArtsPost that promotes them as enjoyable, fun and dynamic facilities for the whole community.	Strategy developed/implemented	5. Achieved – ArtsPost. Not achieved – Museum: strategy has been developed, implementation to follow.
6. Achieved 30,000 visitors to ArtsPost, as measured by attendance records.	✓	6. Achieved (30,748).

Unless otherwise stated, all key performance measures will be completed on or before 30 June for each financial year. All specified targets shown for the key performance measures (Long-Term and Service Delivery) are the minimum achievement aimed for, e.g., A CSI (Customer Satisfaction Index) score of 75 or greater.



**Waikato Museum**



Ph: 838 6603



Fax: 838 6751



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



Website: [www.WaikatoMuseum.org.nz](http://www.WaikatoMuseum.org.nz)

**EXSCITE**



Ph: 838 3470



Fax: 839 3497



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



Website: [www.exscite.org.nz](http://www.exscite.org.nz)

**ArtsPost**



Ph: 839 2315



Fax: 839 3869



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



Website: [www.WaikatoMuseum.org.nz/artspost](http://www.WaikatoMuseum.org.nz/artspost)

OUTCOME AREA D: EXPERIENCING ARTS, CULTURE AND HERITAGE IN HAMILTON







## OUTCOME AREA E: LIVING IN HAMILTON

### (Te rohe whakaputaina E: Nohonga ki roto o Kirikiriroa)

(Page 106 of Hamilton's Community Plan 2004–14)

#### OUTCOME AREA OVERVIEW

Education is an investment in Hamilton's greatest resource, its people. Educational facilities and programmes that offer a variety of life-long learning and training opportunities, as well as ready access to information, provide the best means of achieving full community participation. The provision of world-class research and educational institutions is a strong basis for Hamilton's economic diversity. Embracing information technology, and responding to the changing patterns of work and learning that it is creating, are important for the ongoing upskilling of Hamilton's community.

Hamilton seeks to be a supportive community where all people, including families, older people and youth are valued. The well-being of our community members is affected by the encouragement of community spirit and pride within local neighbourhoods. 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.

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

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. Council partnerships within the community are vital to ensure that participation is meaningful and can affect outcomes.

#### OUTCOMES AND INDICATORS

The table below shows Council's contribution of the significant services to the relevant community outcomes and sustainability indicators.

Significant Services	Primary Community Outcomes	Community Outcomes	Outcome Area Sustainability Indicators
Community support	12, 13	12.2, 13.1, 13.2, 13.3	18. Education
Community facilities	13	13.1, 13.2	19. Public involvement in decision-making
Emergency management	13	13.1, 13.3	20. Youth well-being
Partnership with Maori	14	14.3, 14.4	21. Partnership with Maori
Representation and civic affairs	14	14.1, 14.2	22. Crime and safety
			23. Community diversity and cohesion
			24. Health
	Pages 30–32 of Hamilton's Community Plan 2004–14		Pages 42–44 of this Annual Report

#### SIGNIFICANT SERVICES

Community support	<ul style="list-style-type: none"> <li>Community Support contributes towards the community outcomes identified above by providing employment programmes, implementing social policy, and developing and supporting community capacity building for the communities within Hamilton.</li> </ul>
-------------------	--

<p><b>Community facilities</b></p>	<p>Community Facilities contributes towards the community outcomes identified above by providing:</p> <ul style="list-style-type: none"> <li>• Facilities that meet the needs of youth, older persons, and community groups</li> <li>• Housing for older people (452 units at 26 locations throughout the city)</li> <li>• Support to community groups through facility rental and subsidy</li> <li>• A professional and caring service that represents best practice in attending to all burial and cremation services</li> <li>• Public toilets in the central city and at sports grounds and major passive parks</li> <li>• Halls and leased buildings (providing both short- and long-term facilities for indoor recreation and cultural groups).</li> </ul>
<p><b>Emergency management</b></p>	<ul style="list-style-type: none"> <li>• Emergency Management contributes towards the community outcomes identified above by preparing strategies, programmes and plans that minimise, reduce or eliminate the impact of the consequences of a major disaster.</li> </ul>
<p><b>Partnership with Maori</b></p>	<p>Partnership with Maori contributes towards the community outcomes identified above through:</p> <ul style="list-style-type: none"> <li>• Embracing the principles of the Treaty of Waitangi, acknowledging the importance of Kingitanga in the Waikato, and valuing its partnerships with both mana whenua<sup>1</sup> and maataa waka<sup>2</sup>.</li> <li>• The partnership with Te Runanga O Kirikiriroa (TeROK) embodies a commitment by both parties to work toward a strong community for all people. It is achieved through the operation of a Joint Venture Committee (comprising representatives of Council and TeROK) to discuss partnership reports and issues, and to continue building the capacity of Maori to contribute towards Council's decision-making processes.</li> <li>• Council recognises Nga Mana Toopu O Kirikiriroa (NaMTOK) as the representative of Hamilton/Kirikiriroa iwi with regard to natural and physical resource management issues under the Resource Management Act 1991.</li> </ul> <p><sup>1</sup> <i>Mana whenua: Maori who are tied to the area/land by whakapapa (genealogy) whose ancestors have lived and died there. As a result they are kaitiaki (guardians) of that area of land. For instance mana whenua in Kirikiriroa and the outlying districts include several hapu (sub tribes) of Waikato/Tainui, i.e., Ngati Wairere, Ngati Mahanga, Ngati Haua, Ngati Mahuta, Ngati Koroki, Ngati Tamainu po, Ngati Te Wehi.</i></p> <p><sup>2</sup> <i>Maataa waka: Maori of different tribal affiliations who are living within the area/land of the mana whenua group, i.e., Maori living outside their own tribal boundaries. (Te Runanga O Kirikiriroa also represents Pacific Island peoples in Kirikiriroa/Hamilton under a broad application of this concept.)</i></p>
<p><b>Representation and civic affairs</b></p>	<ul style="list-style-type: none"> <li>• Representation and Civic Affairs contributes towards the community outcomes identified above by enabling democratic local decision-making to promote the social, cultural, economic and environmental well-being of Hamilton and its residents, both now and in the future.</li> <li>• Council, which comprises the mayor and 13 councillors. The Mayor is elected 'at large' across the city, whereas Councillors are elected by a ward system, East Ward (3), West Ward (5), and South Ward (5).</li> <li>• The mayor and councillors are responsible for setting policy direction, monitoring Council's performance, and representing the interests of Hamilton.</li> <li>• Representation and Civic Affairs 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.</li> <li>• Council oversees the development, consultation and implementation of the organisation's umbrella documents, i.e., the mycouncil (Governance Statement), Community Plan (Long-Term Council Community Plan), Annual Plan, Annual Report, and District Plan.</li> </ul>

### COUNCIL'S CONTRIBUTION TOWARDS THE COMMUNITY OUTCOMES

Council is contributing towards achievement of the community outcomes in this outcome area through provision of the following significant services in a variety of roles:



Significant Service	Role				
	Facilitator	Support Funder	Monitor	Regulator	Service Provider
Community support	•	•			✓
Community facilities		•			✓
Emergency management	•				✓
Partnership with Maori	•	✓			
Representation and civic affairs	•				✓

✓ Primary role      • Role.

### Improving Council's and Hamilton's Sustainability

Examples of specific projects and programmes undertaken by Council by the Community Plan's six outcome areas that focus on making its own operations more sustainable (internal), or that have a community/city focus (external), towards improving Hamilton's sustainability are shown below.

Internal Projects/Programmes	External Projects/Programmes
<ul style="list-style-type: none"> <li>• Equal Employment Opportunities Policy</li> <li>• Health and Safety Management Policy (e.g., back-strain prevention programme)</li> <li>• Quality Management System (all Council's operations are currently certified to the ISO 9001/2000 international quality standard)</li> <li>• The Corporate Plan's vision, goals and values</li> <li>• The Organisational Development Programme—Make a Difference (to ensure Council becomes a world-class organisation)</li> <li>• Training programmes for more effective community consultation</li> <li>• Bi-cultural awareness training</li> <li>• Leadership development programme</li> <li>• Improved customer service measurement programme</li> <li>• Process mapping (electronically mapping the organisation's key processes to increase staff awareness and access)</li> <li>• Participation in the Benchmarking Club—administered by the Centre for Organisational Excellence and Research, Massey University (sharing best practice processes and procedures with 23 other organisations)</li> <li>• Upgrade of Council's intranet to improve its functionality and usability</li> <li>• Development, implementation and review of asset management plans (in particular the plan for Cemeteries and Crematorium)</li> </ul>	<ul style="list-style-type: none"> <li>• Council's Ethnic Communities Co-ordinator</li> <li>• People and Well-Being: Community Development Plan (2002)</li> <li>• Support for inner city crime prevention and central city wardens</li> <li>• Liquor ban bylaw for the central city</li> <li>• Activities undertaken by neighbourhood and youth development workers</li> <li>• Action plans of the Youth Policy, Child and Family Policy, and Older Persons Policy</li> <li>• School holiday programme and after-school programmes</li> <li>• Hamilton Directory for New Settlers 2005</li> <li>• Distribution of Community Assistance grants and Creative New Zealand grants</li> <li>• Funding Hamilton and the Waikato Region 2005 (provides organisations in Hamilton and the Waikato with information on a range of funding sources)</li> <li>• Current development of Council's Disability Strategy</li> <li>• Hamilton Youth Council</li> <li>• Council of Elders</li> <li>• Support of community houses/centres</li> <li>• Rates Remission Policy of residential rates for those on low incomes</li> <li>• Hamilton Civil Defence Emergency Management Plan (2002)</li> <li>• Policy and Guidelines for Community Consultation (1999) (currently under review)</li> <li>• Council's Annual Residents Survey</li> <li>• Collaborative process to consult with the community to identify Hamilton's Community Outcomes</li> <li>• Monitoring, reporting and promotion of Hamilton's Sustainability Indicators (<a href="http://www.myhamilton.org.nz">www.myhamilton.org.nz</a>)</li> <li>• Monitoring, reporting and promotion of the Quality of Life Project for New Zealand's largest cities (<a href="http://www.bigcities.govt.nz">www.bigcities.govt.nz</a>)</li> </ul>

**LIVING IN HAMILTON**

Cost of service for the year ended 30 June 2005.

	Actual 2005 \$000	Budget 2005 \$000	Actual 2004 \$000
<b>OPERATING EXPENDITURE</b>			
Community support	2,991	3,304	2,939
Community facilities	6,059	6,479	4,614
Emergency management	548	576	406
Partnership with Maori	265	265	265
Representation and civic affairs	5,132	5,284	4,489
<b>TOTAL OPERATING EXPENDITURE</b>	<b>14,995</b>	<b>15,908</b>	<b>12,713</b>
<b>Less OPERATING REVENUE</b>			
Community support	504	807	428
Community facilities	2,273	2,226	2,248
Emergency management	275	254	120
Representation and civic affairs	217	246	0
<b>TOTAL OPERATING REVENUE</b>	<b>3,269</b>	<b>3,533</b>	<b>2,796</b>
<b>NET COST OF SERVICE</b>	<b>11,726</b>	<b>12,375</b>	<b>9,917</b>

**Total operating expenditure funded by:**

Operating revenue	3,269	3,533	2,796
Rates	11,726	12,375	9,917
<b>Total Operating Expenditure</b>	<b>14,995</b>	<b>15,908</b>	<b>12,713</b>

**Total capital expenditure funded by:**

Reserves	0	0	0
Loans	384	358	0
Subsidies	0	0	0
Revenue	0	0	5
Rates	734	731	187
<b>Total Capital Expenditure</b>	<b>1,118</b>	<b>1,089</b>	<b>192</b>





### COMMUNITY SUPPORT (Te Roopuu Tautoko Hapori)

(Page 110 of Hamilton's Community Plan 2004–14)

#### Highlight Projects of 2004/05

Highlight Project	Results achieved in 2004/05
<ul style="list-style-type: none"> <li>Undertake the three year review of the Older Persons Policy and Action Plan.</li> <li>Develop a Youth Strategy in collaboration with government agencies, youth and relevant service providers.</li> <li>Distribute funding by way of community funding grants.</li> <li>Establish robust partnerships with no less than four community centres.</li> </ul>	<ul style="list-style-type: none"> <li>Completed.</li> <li>Completed in February 2005.</li> <li>Completed.</li> <li>Partnerships established with eight community centres.</li> </ul>

A full list of the projects and programmes that Council proposes to undertake for Community Support during 2004–14 (including the budget provision for each financial year) is shown in the Funding and Financial Policy (Volume II).

#### Measuring our progress

##### Objective

To support the community by providing funding, resources, research, designated liaison advisors, development workers, and services that promote the well-being of Hamilton's residents.

Key Performance Measures	Target	Results achieved in 2004/05
Long-Term (10 Year Horizon)	2013/14	
1. Achieved effective monitoring and evaluation of Community Support Services, projects and activities.	75% of all services, projects and activities have an effective monitoring and reporting process in place.	1. 75%, i.e.: <ul style="list-style-type: none"> <li>8 community houses</li> <li>3 policies (Older Persons, Youth, Child and Family)</li> <li>Community Assistance Programme funding</li> <li>Sports fund</li> <li>Community Development Workers Project fund</li> <li>After School Care</li> <li>Holiday Programmes.</li> </ul>
2. Maintained partnerships to provide sustainable funding for employment initiatives programmes.	Maintained and received 50% of funding from training provider partners.	2. 34%.
Service Delivery	2004/05	Results achieved in 2004/05
3. 80% of cadets registered in the New Zealand Qualifications Authority training programme completed Level 1 requirements.	✓	3. Achieved (96%).

<p>4. Achieved all projects in the action plans for:</p> <ul style="list-style-type: none"> <li>• Hamilton's Older Person's Policy</li>   <li>• Hamilton's Youth Policy</li> <li>• Hamilton's Child and Family Policy.</li> </ul>	<p>✓ ✓ ✓</p>	<p>4.</p> <ul style="list-style-type: none"> <li>• Not achieved (95%). Advocacy process still to be developed and implemented.</li> <li>• Achieved.</li> <li>• Not achieved (82%). Child advocacy group and child and family forums to be established. Impact Assessment tool still to be developed.</li> </ul>
<p>5. Investigated and implemented new employment opportunities for the long-term unemployed</p>	<p>Investigated</p>	<p>5. Achieved. A memorandum of understanding was reached with the Ministry of Social Development to implement a youth transition programme.</p>

Unless otherwise stated, all key performance measures will be completed on or before 30 June for each financial year. All specified targets shown for the key performance measures (Long-Term and Service Delivery) are the minimum achievement aimed for, e.g., A CSI (Customer Satisfaction Index) score of 75 or greater.



OUTCOME AREA E: LIVING IN HAMILTON



### COMMUNITY FACILITIES (Ngaa whare-aa-iwi)

(Page 112 of Hamilton's Community Plan 2004–14)

#### Highlight Projects of 2004/05

Highlight Project	Results achieved in 2004/05
<ul style="list-style-type: none"> <li>Upgrade existing older person's housing stock to address current needs (SAP # 507 – \$350,000).</li> <li>Work with other agencies to undertake a needs analysis of housing for older persons.</li> <li>Complete the road maintenance plan for Hamilton Park Cemetery (SAP # 53 – \$72,000).</li> <li>Allocate funding to the community centre/house development (SAP # 73 – \$25,000 on alternate years).</li> </ul>	<ul style="list-style-type: none"> <li>Project completed. A block of Council units in Graham Street was upgraded to meet disability access compliance requirements.</li> <li>Forward planning is underway for the 2006–16 Long Term Council Community Plan.</li> <li>Project completed.</li> <li>A \$15,000 grant was allocated to the Youth Development Trust for a youth needs analysis.</li> </ul>

A full list of the projects and programmes that Council proposes to undertake for Community Facilities during 2004–14 (including the budget provision for each financial year) is shown in the Funding and Financial Policy (Volume II).

#### Measuring our progress

Objective		
To provide a burial and cremation service, housing for older people, community houses/centres, community halls and leased buildings, and public toilets, that meet legislative requirements and community needs and expectations.		
Key Performance Measures	Target	Results achieved in 2004/05
Long-Term (10 Year Horizon)	2013/14	
1. Achieved a 95% customer satisfaction rating for Council's housing for older people, as measured by the Housing Services Annual Tenants Survey.	95%	1. 93%.
2. Achieved a CSI score of 80 for the overall environment at Hamilton Park Cemetery and Crematorium, as measured by Council's Annual Residents Survey.	80 CSI	2. 79.9 CSI.
Service Delivery	2004/05	Results achieved in 2004/05
3. Completed stage 2 of the road maintenance work at Hamilton Park Cemetery.	✓	3. Achieved.
4. Identified the needs of tenants by contacting them three times per year (through Council's Housing Liaison Officer).	✓	4. Achieved. Housing Liaison Officers have visited tenants according to their needs and demands.
5. Implemented an annual customer monitoring programme for community development. <ul style="list-style-type: none"> <li>This survey covers the overall performance of the Community Support Team, and includes the neighbourhood/youth development workers.</li> </ul>	✓	5. Achieved (CSI 68.2).

Unless otherwise stated, all key performance measures will be completed on or before 30 June for each financial year. All specified targets shown for the key performance measures (Long-Term and Service Delivery) are the minimum achievement aimed for, e.g., A CSI (Customer Satisfaction Index) score of 75 or greater.



## EMERGENCY MANAGEMENT (Roopuu whakahaere ohorere)

(Page 114 of Hamilton's Community Plan 2004–14)

### Highlight Projects of 2004/05

Highlight Project	Results achieved in 2004/05
<ul style="list-style-type: none"> <li>Completion of a new Emergency Operations Centre at Duke Street.</li> </ul>	<ul style="list-style-type: none"> <li>Completed.</li> </ul>
<ul style="list-style-type: none"> <li>Completion of a Civil Defence radio/telephone communication system.</li> </ul>	<ul style="list-style-type: none"> <li>Completed.</li> </ul>
<ul style="list-style-type: none"> <li>Ongoing development of best practice emergency management plans, processes and procedures.</li> </ul>	<ul style="list-style-type: none"> <li>Completed.</li> </ul>
<ul style="list-style-type: none"> <li>Develop and establish a Regional Support and Coordination role for emergency management.</li> </ul>	<ul style="list-style-type: none"> <li>Completed.</li> </ul>

A full list of the projects and programmes that Council proposes to undertake for Emergency Management during 2004–14 (including the budget provision for each financial year) is shown in the Funding and Financial Policy (Volume II).

### Measuring our progress

Objective		
To develop a fully integrated, comprehensive emergency management system for the Waikato Valley Emergency Operating Area (WVEOA).		
To develop partnerships with all other emergency response agencies that will support WVEOA's response to and recovery from any declared emergency event.		
Key Performance Measures	Target	Results achieved in 2004/05
Long-Term (10 Year Horizon)	2013/14	
1. Achieved a CSI score of 80 from key stakeholders representative of the emergency management community (e.g., fire, police, local authorities).	80 CSI	1. No result available for 2004/05 as the survey is being redeveloped to include all key stakeholders. Results will be available in 2005/06.
2. Continuously reviewed emergency management operating procedures in line with best practice.	Maintained ISO 9002 registration	2. Currently reviewing existing and developing new standard operating procedures and manuals in support of maintaining ISO 9002.
3. Assisted in the development of the five yearly review of the CDEMG Plan approved in 2005.	Reviewed the CDEMG Plan by 2010/11	3. The CDEMG Plan was approved in May 2005. Work for the next review is underway and on target.
Service Delivery	2004/05	Results achieved in 2004/05
4. Reviewed and implemented the annual service level agreement with both the WVEOA and the Regional Civil Defence and Emergency Management Group (CDEMG).	✓	4. Achieved.
5. Implemented Emergency Management Training Plans.	110 staff trained	5. Achieved (334).
6. Implemented Emergency Management Awareness Plans.	150 groups contacted	6. Achieved (408).
7. Emergency operational response procedures in place and reviewed.	3 audits undertaken	7. Not achieved. The quality management system is currently being developed.
8. Undertook Radio/Telephone communication review.	✓	8. Achieved.

Unless otherwise stated, all key performance measures will be completed on or before 30 June for each financial year. All specified targets shown for the key performance measures (Long-Term and Service Delivery) are the minimum achievement aimed for, e.g., A CSI (Customer Satisfaction Index) score of 75 or greater.





### PARTNERSHIP WITH MAORI (Hononga ki te Iwi Maori)

(Page 116 of Hamilton's Community Plan 2004–14)

#### Highlight Projects of 2004/05

Highlight Project	Results achieved in 2004/05
<ul style="list-style-type: none"> <li>Joint project with Te Runanga o Kirikiriroa to ensure the ongoing development of Waitangi Day celebrations in Hamilton).</li> </ul>	<ul style="list-style-type: none"> <li>Completed.</li> </ul>

A full list of the projects and programmes that Council proposes to undertake for Partnership with Maori during 2004–14 (including the budget provision for each financial year) is shown in the Funding and Financial Policy (Volume II).

#### Measuring our progress

Objective		
To promote and strengthen the partnership between Council and tangata whenua.		
Key Performance Measures	Target	Results achieved in 2004/05
Long-Term (10 Year Horizon)	2013/14	
1. Fostered processes that provide opportunities for Maori to contribute to Council's decision-making (in accordance with the Treaty of Waitangi and the Local Government Act 2002), as demonstrated through performance targets set in annual service level agreements between Te Runanga o Kirikiriroa, Nga Mana Topu o Kirikiriroa, and Hamilton City Council.	✓	1. Achieved.
Service Delivery	2004/05	Results achieved in 2004/05
2. Joint Venture Committee meetings held on a regular basis and reported to Council.	8 meetings held	2. Not achieved (3 meetings were held). The meeting cycle was altered during the election period.
3. Nga Mana Topu o Kirikiriroa advice incorporated into notified resource consent applications.	✓	3. Achieved.
4. Te Runanga o Kirikiriroa involved in discussions on review of wards and representation, and the electoral voting system for Council's 2007 triennial election.		4. No target for 2004/05. However, Te Runanga o Kirikiriroa was invited and provided input to Council on the review of wards, representation, and the electoral voting system for Council's 2007 triennial election.
5. Distribution of grants from the Maori Project Fund contributes to the capacity building of Maori as demonstrated through half yearly reports.	✓	5. Achieved.

Unless otherwise stated, all key performance measures will be completed on or before 30 June for each financial year. All specified targets shown for the key performance measures (Long-Term and Service Delivery) are the minimum achievement aimed for, e.g., A CSI (Customer Satisfaction Index) score of 75 or greater.



## REPRESENTATION AND CIVIC AFFAIRS (Manatuu maangai whakatinana)

(Page 118 of Hamilton's Community Plan 2004–14)

### Highlight Projects of 2004/05

Highlight Project	Results achieved in 2004/05
<ul style="list-style-type: none"> <li>Completed the city's interim Community Plan 2004–14 (Long-Term Council Community Plan).</li> </ul>	<ul style="list-style-type: none"> <li>Completed.</li> </ul>
<ul style="list-style-type: none"> <li>Commenced community consultation for the city's full Community Plan 2006–16 (Long-Term Council Community Plan).</li> </ul>	<ul style="list-style-type: none"> <li>Completed.</li> </ul>
<ul style="list-style-type: none"> <li>Undertake Hamilton City Council's 2004 triennial election.</li> </ul>	<ul style="list-style-type: none"> <li>Completed.</li> </ul>
<ul style="list-style-type: none"> <li>Hamilton City Proposed District Plan (November 2001—References Version) made operative.</li> </ul>	<ul style="list-style-type: none"> <li>Not completed.</li> </ul>
<ul style="list-style-type: none"> <li>Prepared submissions to other organisations on issues/proposals that could impact on Council's operations and the city's development.</li> </ul>	<ul style="list-style-type: none"> <li>Completed.</li> </ul>

A full list of the projects and programmes that Council proposes to undertake for Representation and Civic Affairs during 2004–14 (including the budget provision for each financial year) is shown in the Funding and Financial Policy (Volume II).

### Measuring our progress

Objective		
To maintain the democratic process of local government that meets community expectations and complies with legislation		
Key Performance Measures	Target	Results achieved in 2004/05
Long-Term (10 Year Horizon)	2013/14	
1. Council, committee and subcommittee meetings were notified and held in accordance with the provisions of the Local Government Official Information and Meetings Act 1987.	✓	1. Achieved.
2. Achieved a CSI score for the opportunities Council provides for community involvement in decision-making of 60, as measured by Council's Annual Residents Survey.	60 CSI	2. 67.2 CSI.
Service Delivery	2004/05	Results achieved in 2004/05
3. Community Plan (Long-Term Council Community Plan), Annual Plan, Annual Report and Hamilton City District Plan produced in compliance with legislative requirements.	Final 2004–14 Community Plan, 2003/04 Annual Report, Proposed 2005/06 Annual Plan, District Plan made operative	3. <ul style="list-style-type: none"> <li>Final 2004–14 Community Plan – Achieved (completed and met legislative requirements)</li> <li>2003 /04 Annual Report – Achieved (completed and met legislative requirements)</li> <li>Proposed 2005/06 Annual Plan – Achieved (completed and met legislative requirements)</li> <li>District Plan – Not achieved (i.e., not made operative) Council has continued to actively negotiate with parties to resolve appeals to the District Plan. The plan still met legislative requirements.</li> </ul>



OUTCOME AREA E: LIVING IN HAMILTON

4. Hamilton City Council's 2004 triennial election conducted in accordance with legislative requirements.	✓	4. Achieved.
5. Undertook the review on wards and representation and the electoral voting system (FPP or STV) for Hamilton City Council's 2007 triennial election.	✓	5. Initial investigation work undertaken in 2004/05. Outcomes were reported to Council in September 2005.
6. Council submissions prepared in response to key issues/proposals that could impact on Council's operations and the city's development.	✓	6. Achieved.

Unless otherwise stated, all key performance measures will be completed on or before 30 June for each financial year. All specified targets shown for the key performance measures (Long-Term and Service Delivery) are the minimum achievement aimed for, e.g., A CSI (Customer Satisfaction Index) score of 75 or greater.









## OUTCOME AREA F: ENJOYING HAMILTON

### (Te rohe whakaputaina F: Harikoa o Kirikiriroa)

(Page 120 of Hamilton's Community Plan 2004–14)

#### OUTCOME AREA OVERVIEW

The provision of sufficient open space, recreational facilities and services, is essential to meet the community's growing recreation and leisure needs. Recreational facilities and greenspace also provide for informal leisure, help protect our bio-diversity, and add form and vitality to the city's structure. A flexible approach to the development, and the creation of an interconnected network of open and recreational space, will contribute to our community's well-being.

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.

#### OUTCOMES AND INDICATORS

The table below shows Council's contribution of the significant services to the relevant community outcomes and sustainability indicators.

Significant Services	Primary Community Outcomes	Community Outcomes	Outcome Area Sustainability Indicators
Sports areas	15	15.2, 15.3, 15.4	25. Sport and participation
Parks and gardens	15	15.1, 15.2	
Event facilities	15	15.2, 15.3, 15.4	
Swimming facilities	15	15.2, 15.3, 15.4	
Hamilton Zoo	15	15.2, 15.3, 15.4	
	Pages 30–32 of Hamilton's Community Plan 2004–14		Pages 42–44 of this Annual Report

#### SIGNIFICANT SERVICES

Sports areas	<ul style="list-style-type: none"> <li>Sports Areas contributes towards the community outcomes outlined above through the provision of developed open space with participant and public facilities (e.g., changing rooms).</li> <li>Council maintains 989 hectares of open space in the city. Of this, 43 per cent (426ha) is managed as 58 separate sports areas.</li> </ul>
Parks and gardens	<ul style="list-style-type: none"> <li>Parks and Gardens contributes towards the community outcomes outlined above through the provision of open space for passive and active recreation (ranging from small neighbourhood parks through to key city parks such as Hamilton Gardens and Hamilton Lake Domain), and enhancing Hamilton's urban ecology through development of a green network.</li> <li>Council maintains a total of 989 hectares of open space in the city. Of this, 563 hectares (139 green spaces) comprises parks and gardens. The open space system also contains 43.8km of walkways within parks and reserves and 83 play areas.</li> <li>It also includes the provision and maintenance of trees within open spaces, parks, streets, traffic islands and environmental plantings. Council maintains over 28,600 street trees.</li> </ul>
Event facilities	<ul style="list-style-type: none"> <li>Stadiums and Events Facilities contributes towards the community outcomes outlined above through the provision of Waikato Stadium, Westpac Park, the Waikato Events Centre, and the Hamilton City Leisure Centre as key city facilities designed to attract local, national and international sports fixtures as well as other events, exhibitions and conferences.</li> </ul>

<p><b>Swimming facilities</b></p>	<ul style="list-style-type: none"> <li>Swimming Facilities contributes towards the community outcomes outlined above through the provision of Waterworld at Te Rapa, and the Gallagher Aquatic Centre at Melville. The Municipal Pool (southern end of the CBD) is operated under contract to the Hamilton Amateur Swimming Club.</li> <li>Partner pool grants are also provided to:             <ul style="list-style-type: none"> <li>the University of Waikato Campus Pool</li> <li>Hillcrest Normal School</li> <li>Te Rapa Primary School</li> <li>Fairfield College.</li> </ul> </li> <li>Swimming Facilities encourages an appreciation of water safety education through Learn to Swim Safe programmes, while also addressing intergenerational needs through related health and fitness programmes.</li> <li>A comprehensive asset management plan is in place for Swimming Facilities.</li> </ul>
<p><b>Hamilton Zoo</b></p>	<ul style="list-style-type: none"> <li>Hamilton Zoo contributes towards the community outcomes outlined above by providing Hamilton with a key recreation and leisure facility, a conservation base, and an educational experience.</li> <li>The zoo, which is set on 25.7 hectares on the north-western boundary of the city, contributes towards the city's economic development through tourism and visitor attraction.</li> <li>Hamilton Zoo is committed to worldwide conservation programmes designed for the long-term protection and preservation of threatened and endangered species.</li> <li>Hamilton Zoo comprises 14 hectares of natural animal enclosures and 7 hectares of ponds. The 28 enclosures, housing approximately 440 animals, are serviced by 2km of internal service routes and 3.5km of cobblestone and general paths, boardwalks, bridges and viewing platforms.</li> </ul>

**COUNCIL'S CONTRIBUTION TOWARDS THE COMMUNITY OUTCOMES**

Council is contributing towards achievement of the community outcomes in this outcome area through provision of the following significant services in a variety of roles:

Significant Service	Role				
	Facilitator	Support Funder	Monitor	Regulator	Service Provider
Sports areas				•	✓
Parks and gardens					✓
Event facilities					✓
Swimming facilities					✓
Hamilton Zoo					✓

✓ Primary role      • Role.



OUTCOME AREA F: ENJOYING HAMILTON

### Improving Council's and Hamilton's Sustainability

Examples of specific projects and programmes undertaken by Council by the Community Plan's six outcome areas that focus on making its own operations more sustainable (internal), or that have a community/city focus (external), towards improving Hamilton's sustainability are shown below.

Internal Projects/Programmes	External Projects/Programmes
<ul style="list-style-type: none"> <li>• Environmental Management Systems/ISO 14001 operating at Hamilton Zoo</li> <li>• Construction and use of worm bins for food wastes at Hamilton Zoo</li> <li>• Development of on-site recycling at Hamilton Zoo</li> <li>• Development and review of Activity Management Plans (in particular the plans for Parks and Gardens and Aquatic Facilities)</li> <li>• Energy efficiency projects at Waterworld</li> </ul>	<ul style="list-style-type: none"> <li>• Council's Recreation and Leisure Plan 2002–2012</li> <li>• Provision and maintenance of walkways</li> <li>• Restoration and maintenance of local green areas/native bush</li> <li>• Reserves management plans programme</li> <li>• Planting trees through the Community Planting Programme</li> <li>• Council's Proposed District Plan policies that promote open space and vegetation in the city</li> <li>• Ongoing upgrading of playgrounds to New Zealand safety standards</li> <li>• Aquatic Facilities Strategy 2002–2012</li> <li>• Swimming programmes, e.g., Swimsafe and Riversafe</li> <li>• Hamilton Zoo's participation in co-operative breeding programmes for endangered New Zealand native and exotic species</li> <li>• Zoo Animal Encounters (enables people to 'get close' to animals such as Rhinos and Chimpanzees)</li> <li>• Aquatic exercise programme for 50's Forward</li> <li>• Monitoring, reporting and promotion of Hamilton's Sustainability Indicators (<a href="http://www.myhamilton.org.nz">www.myhamilton.org.nz</a>)</li> <li>• Monitoring, reporting and promotion of the Quality of Life Project for New Zealand's largest cities (<a href="http://www.bigcities.govt.nz">www.bigcities.govt.nz</a>)</li> </ul>

## ENJOYING HAMILTON

Cost of service for the year ended 30 June 2005.

	Actual 2005 \$000	Budget 2005 \$000	Actual 2004 \$000
<b>OPERATING EXPENDITURE</b>			
Sports areas	2,528	2,601	2,356
Parks and gardens	8,599	8,739	8,261
Event facilities	7,268	6,986	6,310
Swimming facilities	4,601	4,492	4,404
Hamilton Zoo	2,037	2,013	1,874
<b>TOTAL OPERATING EXPENDITURE</b>	<b>25,033</b>	<b>24,831</b>	<b>23,205</b>
<b>Less OPERATING REVENUE</b>			
Sports areas	121	111	112
Parks and gardens	755	786	776
Event facilities	2,944	2,389	2,472
Swimming facilities	2,017	1,635	1,785
Hamilton Zoo	714	672	528
<b>TOTAL OPERATING REVENUE</b>	<b>6,551</b>	<b>5,593</b>	<b>5,673</b>
<b>NET COST OF SERVICE</b>	<b>18,482</b>	<b>19,238</b>	<b>17,532</b>

### Total operating expenditure funded by:

Operating revenue	6,551	5,593	5,673
Rates	18,482	19,238	17,532
<b>Total Operating Expenditure</b>	<b>25,033</b>	<b>24,831</b>	<b>23,205</b>

### Total capital expenditure funded by:

Reserves	1,272	2,910	884
Loans	501	539	1,319
Subsidies	0	0	0
Revenue	585	233	792
Rates	2,698	3,687	3,827
<b>Total Capital Expenditure</b>	<b>5,056</b>	<b>7,369</b>	<b>6,822</b>



### SPORTS AREAS (Waahi haakinakina)

(Page 124 of Hamilton's Community Plan 2004–14)

#### Highlight Projects of 2004/05

Highlight Project	Results achieved in 2004/05
<ul style="list-style-type: none"> <li>Completion of the Sports Parks Management Plan.</li> </ul>	<ul style="list-style-type: none"> <li>Completed. Adopted in September 2004.</li> </ul>
<ul style="list-style-type: none"> <li>Extension of car park Innes Common Hockey Centre (SAP # 135 – \$100,000).</li> </ul>	<ul style="list-style-type: none"> <li>Completed.</li> </ul>

A full list of the projects and programmes that Council proposes to undertake for Sports Areas during 2004–14 (including the budget provision for each financial year) is shown in the Funding and Financial Policy (Volume II).

#### Measuring our progress

Objective		
To meet the community's need for active recreational opportunities as identified through user consultation by the acquisition, development and maintenance of sports areas.		
Key Performance Measures	Target	Results achieved in 2004/05
Long-Term (10 Year Horizon)	2013/14	
1. Achieved a CSI score for sports areas of 75 as measured by Council's Annual Residents Survey.	75 CSI	1. 69.2 CSI.
2. Achieved a CSI score for Porritt Stadium of 75 as measured by a survey of users.	75 CSI	2. 69.3 CSI.
3. Achieved the provision of 8 hectares of open space per 1000 residents.	✓	3. Achieved.
4. Achieved the provision of 1 playing field per 2000 residents.	✓	4. Achieved provision of approximately 2.5 playing fields per 2000 residents.
Service Delivery	2004/05	Results achieved in 2004/05
5. Developed sports fields sufficient to meet demand as determined through meetings and regular liaison with codes.		5. No performance target for 2004/05.

Unless otherwise stated, all key performance measures will be completed on or before 30 June for each financial year. All specified targets shown for the key performance measures (Long-Term and Service Delivery) are the minimum achievement aimed for, e.g., A CSI (Customer Satisfaction Index) score of 75 or greater.



## PARKS AND GARDENS (Waahi Paaka me ngaa Maara)

(Page 125 of Hamilton's Community Plan 2004–14)

### Highlight Projects of 2004/05

Highlight Project	Results achieved in 2004/05
<ul style="list-style-type: none"> <li>Completion of the Indian Char Bagh garden, Hamilton Gardens (SAP # 99 – \$180,000).</li> <li>Extension of bush and walkways at Claudelands Park (SAP # 131 – \$410,000).</li> </ul>	<ul style="list-style-type: none"> <li>Completed.</li> <li>Not completed. Extension of bush and walkways at Claudelands Park 40% completed, pending a report on the future of Waikato Events Centre.</li> </ul>

A full list of the projects and programmes that Council proposes to undertake for Parks and Gardens during 2004–14 (including the budget provision for each financial year) is shown in the Funding and Financial Policy (Volume II).

### Measuring our progress

Objective		
To provide and maintain parks, reserves, other forms of open space, city beautification areas, amenity trees and fountains.		
Key Performance Measures	Target	Results achieved in 2004/05
Long-Term (10 Year Horizon)	2013/14	
1. Achieved a CSI score for <ul style="list-style-type: none"> <li>parks and gardens in general of 82</li> <li>Hamilton Gardens of 92</li> <li>Hamilton Lake of 75</li> <li>children's playgrounds in general of 75</li> <li>city beautification of 75</li> </ul> as measured by Council's Annual Residents Survey.	82 CSI 92 CSI 75 CSI 75 CSI 75 CSI	1. 74.7 CSI 87.2 CSI 79.9 CSI 66.0 CSI 76.8 CSI.
2. Achieved the provision of 8 hectares of open space per 1000 residents.	✓	2. Achieved.
3. Achieved the provision of a park with the ability to accommodate a neighbourhood playground within 500m of each home in Hamilton.	✓	3. Achieved as planned for 2004/05 with new playgrounds provided at Waiwherowhero Park and Mangaiti Park and upgrades of existing playgrounds at Nawton Domain and Chartwell Park.
4. Achieved the provision of a walkway within 500m of each home in Hamilton.	✓	4. Achieved as planned for 2004/05 with walkways developed at Hammond Park and Te Hikuwai Reserve.
5. Achieved the provision of a designated cycleway within 500m of each home in Hamilton.	✓	5. Achieved as planned for 2004/05 with walkways upgraded along the river path to shared use walkway/cycleway standard.
Service Delivery	2004/05	Results achieved in 2004/05
6. Planted trees on public open space with the involvement of not less than 60 representatives from community organisations, adjacent property owners or interested stakeholders.	✓	6. Achieved with 85 organisations and property owners planting trees.
7. Achieved the acquisition as subdivision takes place of all major gully systems into public reserve land.	✓	7. Achieved with additional gully land acquired at Mangaiti Stream.



8. Achieved acquisition as available of private land that includes waahi tapu into public reserve land.	✓	8. Not achieved. No additional land acquired.
9. Contributed to the enhancement of biodiversity within Hamilton as measured through increased indigenous flora.	✓	9. Achieved. Approximately 139,000 native trees and shrubs were planted.
10. Hamilton Gardens contributed \$5m of economic benefit to Hamilton, as measured by an annual economic impact assessment study.	✓	10. Achieved. The previous study undertaken in 2003 reports the target as achieved. <ul style="list-style-type: none"> <li>• Estimated incremental expenditure (mid-level and base weighting scenario) \$7,800,000.</li> <li>• Estimated total economic output (mid-level and base weighting scenario) \$12,900,000.</li> </ul> <p>The economic impact assessment was carried out by Horwath Asia Pacific Ltd and University of Waikato Management School. It was based on 807 interviews of out of region visitors to Hamilton Gardens during 2003/04.</p>

Unless otherwise stated, all key performance measures will be completed on or before 30 June for each financial year. All specified targets shown for the key performance measures (Long-Term and Service Delivery) are the minimum achievement aimed for, e.g., A CSI (Customer Satisfaction Index) score of 75 or greater.



## EVENT FACILITIES (Waahi Taiwhanga)

(Page 127 of Hamilton's Community Plan 2004–14)

### Highlight Projects of 2004/05

Highlight Project	Results achieved in 2004/05
<ul style="list-style-type: none"> <li>Waikato Stadium to host an international rugby match between the British Lions and NZ Maori in June 2005.</li> </ul>	<ul style="list-style-type: none"> <li>Completed.</li> </ul>
<ul style="list-style-type: none"> <li>Westpac Park will host two international cricket matches between the Black Caps and Australia and Sri Lanka.</li> </ul>	<ul style="list-style-type: none"> <li>Not completed. International cricket matches were redirected to alternative venues outside of Hamilton due to issues with the cricket block. These issues have subsequently been rectified.</li> </ul>
<ul style="list-style-type: none"> <li>Utilization of the venues for a variety of non-cricket and non-rugby based events, functions, conferences and banquets.</li> </ul>	<ul style="list-style-type: none"> <li>Completed.</li> </ul>

A full list of the projects and programmes that Council proposes to undertake for Events Facilities during 2004–14 (including the budget provision for each financial year) is shown in the Funding and Financial Policy (Volume II).

### Measuring our progress

Objective		
To ensure that Waikato Stadium, Westpac Park, Waikato Events Centre and Hamilton City Leisure Centre meet community expectations and attain optimum use.		
Key Performance Measures	Target	Results achieved in 2004/05
Long-Term (10 Year Horizon)	2013/14	
1. Achieved a CSI score for the: <ul style="list-style-type: none"> <li>Waikato Stadium of 80</li> <li>Westpac Park of 75</li> <li>Waikato Events Centre of 65</li> </ul> as measured by a survey of users.	80 CSI 75 CSI 65 CSI	1. 84.6 CSI 69.4 CSI 61.6 CSI.
2. Achieved a CSI score from venue hirers of the: <ul style="list-style-type: none"> <li>Waikato Stadium of 80</li> <li>Westpac Park of 75</li> </ul> as measured by a continuous hirers' survey.	80 CSI 75 CSI	2. 88.9 CSI. Not achieved. International cricket matches were redirected to alternative venues outside of Hamilton due to issues with the cricket block. These issues have subsequently been rectified.
3. Achieved annual event day usage for: <ul style="list-style-type: none"> <li>Waikato Stadium of 30 days</li> <li>Westpac Park of 30 days</li> </ul>	30 days 30 days	3. Achieved (30 days). Not achieved (4). International cricket matches were redirected to alternative venues outside of Hamilton due to issues with the cricket block. These issues have subsequently been rectified.
<ul style="list-style-type: none"> <li>Waikato Events Centre of 25 days</li> </ul> as measured by usage records.	25 days	Achieved (158 days).



OUTCOME AREA F: ENJOYING HAMILTON



Service Delivery	2004/05	Results achieved in 2004/05
4. Achieved hours used for functions for: <ul style="list-style-type: none"> <li>• Waikato Stadium of 2700 hours</li> <li>• Westpac Park of 500 hours</li> </ul> as measured by usage records.	✓ ✓	4. <ul style="list-style-type: none"> <li>Achieved (3799 hours)</li> <li>Achieved (828 hours).</li> </ul>

Unless otherwise stated, all key performance measures will be completed on or before 30 June for each financial year. All specified targets shown for the key performance measures (Long-Term and Service Delivery) are the minimum achievement aimed for, e.g., A CSI (Customer Satisfaction Index) score of 75 or greater.



Ph: 958 5800

Fax: 958 5815

Email: [admin@WaikatoStadium.co.nz](mailto:admin@WaikatoStadium.co.nz)

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

## SWIMMING FACILITIES (Waahi Kaukau)

(Page 129 of Hamilton's Community Plan 2004–14)

### Highlight Projects of 2004/05

Highlight Project	Results achieved in 2004/05
<ul style="list-style-type: none"> <li>Ongoing provision of grants to partner pools (SAP # 214 – \$130,000).</li> <li>Ongoing renewal of operating assets as outlined in the asset management plan (SAP # 212 and 213 – \$70,000).</li> </ul>	<ul style="list-style-type: none"> <li>Completed.</li> <li>Completed.</li> </ul>

A full list of the projects and programmes that Council proposes to undertake for Swimming Facilities during 2004–14 (including the budget provision for each financial year) is shown in the Funding and Financial Policy (Volume II).

### Measuring our progress

Objective		
To ensure that the city's swimming facilities meet community expectations, attain optimum use, and comply with legislation.		
Key Performance Measures	Target	Results achieved in 2004/05
Long-Term (10 Year Horizon)	2013/14	
1. Achieved a CSI score for: <ul style="list-style-type: none"> <li>Waterworld of 78.8</li> <li>Gallagher Aquatic Centre of 78.5</li> </ul> as measured by a survey of users.	78.8 CSI 78.5 CSI	1. 74.8 CSI 76.1 CSI
Service Delivery	2004/05	Results achieved in 2004/05
2. Achieved a usage measure for: <ul style="list-style-type: none"> <li>Waterworld of 50%</li> <li>Gallagher Aquatic Centre of 20%</li> </ul> as measured by Council's Annual Residents Survey.	✓ ✓	2. Achieved (57.0%). Achieved (26.0%).
3. Achieved 700,000 visits across all Council-funded pools.	✓	3. Achieved (835,783).
4. 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.	✓	4. Grants provided on an annual basis to Hillcrest Normal Pool, the Campus Pool, Fairfield College Pool, and Te Rapa School Pool. Technical assistance has been given to these pools that have requested assistance. A review is currently being undertaken to determine the extent that Council delivers assistance to partner pools. All partner pools are being involved in the review.

Unless otherwise stated, all key performance measures will be completed on or before 30 June for each financial year. All specified targets shown for the key performance measures (Long-Term and Service Delivery) are the minimum achievement aimed for, e.g., A CSI (Customer Satisfaction Index) score of 75 or greater.



**Waterworld**

Ph: 849 4389

Fax: 849 3510

Email: Waterworld@hcc.govt.nz

**Gallagher Aquatic Centre**

Ph: 843 9476

Fax: 843 4678

Email: GallagherAquaticCentre@hcc.govt.nz

### HAMILTON ZOO (Te Whare Kararehe)

(Page 131 of Hamilton's Community Plan 2004–14)

#### Highlight Projects of 2004/05

Highlight Project	Results achieved in 2004/05
<ul style="list-style-type: none"> <li>Completed the chimpanzee exhibit (SAP # 313 – \$350,000).</li> <li>Rescue and rehabilitation programme for injured native wildlife (ongoing).</li> <li>Provision of curriculum linked education programmes.</li> <li>Zoo development programme and asset renewals, e.g., various enclosures, exhibits and facilities (SAP # 310 and 311 – \$296,000).</li> <li>Participate in a breeding programme for endangered species (ongoing).</li> </ul>	<ul style="list-style-type: none"> <li>Completed.</li> <li>Completed.</li> <li>Completed.</li> <li>Completed.</li> <li>Completed.</li> </ul>

A full list of the projects and programmes that Council proposes to undertake for Hamilton Zoo during 2004–14 (including the budget provision for each financial year) is shown in the Funding and Financial Policy (Volume II).

#### Measuring our progress

Objective		
To ensure that Hamilton Zoo complies with legislative requirements, meets community expectations and attains optimum use.		
Key Performance Measures	Target	Results achieved in 2004/05
Long-Term (10 Year Horizon)	2013/14	
1. Achieved 200,000 visits to Hamilton Zoo.	200,000 visits	1. 121,721 visits.
2. Achieved a CSI score of 75 for Hamilton Zoo, as measured by a survey of zoo users.	75 CSI	2. 83.0 CSI.
Service Delivery	2004/05	Results achieved in 2004/05
3. Received no non-compliance reports from audits carried out by the Ministry of Agriculture and Forestry and maintained a licence status.	✓	3. Achieved.
4. Achieved a user satisfaction rating of 75% for zoo education services, as measured by a continuous teacher survey.	✓	4. Achieved (90%).
5. Hamilton residents increased their usage of Hamilton Zoo to 50%, as measured by Council's Annual Residents Survey.	✓	5. Achieved (60.4%).

Unless otherwise stated, all key performance measures will be completed on or before 30 June for each financial year. All specified targets shown for the key performance measures (Long-Term and Service Delivery) are the minimum achievement aimed for, e.g., A CSI (Customer Satisfaction Index) score of 75 or greater.



Hamilton Zoo

Ph: 838 6720

Fax: 849 0293

Email: hamzoos@wave.co.nz

Website: HamiltonZoo.co.nz







## FINANCIAL STATEMENT CONTENTS For the year ended 30 June 2005

Audit Report .....	121
Financial Overview.....	123
Statement of Financial Performance.....	128
Statement of Movement in Equity .....	128
Statement of Financial Position .....	129
Statement of Cash Flows.....	130
Statement of Accounting Policies .....	131
Notes to the financial statements	
Note 1 Summary of cost of services .....	137
Note 2 Rates .....	138
Note 3 Revenue assigned to asset development .....	138
Note 4 Other revenue.....	138
Note 5 Operating surplus before taxation.....	139
Note 6 Taxation .....	139
Note 7 Equity.....	140
Note 8 Investments and loans.....	141
Note 9 Shares in other organisations.....	141
Note 10 Accounts receivable and prepayments .....	142
Note 11 Properties intended for resale.....	142
Note 12 Investment properties.....	142
Note 13 Fixed assets .....	143
Note 14 Bank overdraft .....	144
Note 15 Accounts payable and income in advance.....	144
Note 16 Employee entitlements .....	145
Note 17 Term debt.....	145
Note 18 Finance lease liabilities.....	147
Note 19 Landfill aftercare provision .....	147
Note 20 Reconciliation of net surplus to net cash inflow from operating activities.....	148
Note 21 Related parties .....	149
Note 22 Financial instruments.....	149
Note 23 Currency risk .....	150
Note 24 Remuneration of mayor, councillors and chief executive.....	151
Note 25 Severance payments .....	152
Note 26 Statement of commitments.....	153
Note 27 Contingencies .....	153
Note 28 Transit New Zealand Act disclosures.....	155
Note 29 External consultants .....	155
Note 30 Statements of service performance .....	155
Note 31 Reconciliation of approved to restated budget.....	156
Note 32 Major budget variances.....	157
Note 33 Events after balance date .....	157
Information on Council Controlled Organisations and Council Organisations.....	158
Report on the Funding and Financial Policies .....	160
Statement of Compliance and Responsibility.....	164

## AUDIT REPORT



**Audit New Zealand**

**AUDIT REPORT**

**TO THE READERS OF  
HAMILTON CITY COUNCIL AND GROUP'S  
ANNUAL REPORT  
FOR THE YEAR ENDED 30 JUNE 2005**

The Auditor-General is the auditor of Hamilton City Council (the City Council) and group. The Auditor-General has appointed me, B E Halford, using the staff and resources of Audit New Zealand to carry out an audit on his behalf. The audit covers the requirements of Schedule 10 of the Local Government Act 2002 that apply to the annual report of the City Council and group for the year ended 30 June 2005, including the financial statements.

**Unqualified opinion**

**Our opinion:**

- ▲ The financial statements of the City Council and group on pages 138 to 157:
  - comply with generally accepted accounting practice in New Zealand; and
  - fairly reflect:
    - the City Council and group's financial position as at 30 June 2005, and
    - the results of operations and cash flows for the year ended on that date.
- ▲ The service provision information of the City Council and group on pages 55 to 118 and pages 138 to 159 fairly reflects the levels of service provision as measured against the intended levels of service provision adopted, as well as the reasons for any significant variances, for the year ended on that date; and
- ▲ The Council has complied with the other requirements of Schedule 10 of the Local Government Act 2002 that apply to the annual report (the "other requirements"), including the provisions of Clause 17(c) of Schedule 10 relating to the significant acquisitions or replacements of assets.

The audit was completed on 14 September 2005, and is the date on which our opinion is expressed.

The basis of our opinion is explained below. In addition, we outline the responsibilities of the Council and the Auditor, and explain our independence.

**Basis of opinion**

We carried out the audit in accordance with the Auditor-General's Auditing Standards, which incorporate the New Zealand Auditing Standards.

We planned and performed the audit to obtain all the information and explanations we considered necessary in order to obtain reasonable assurance that the financial statements and the other requirements did not have material misstatements, whether caused by fraud or error.

Material misstatements are differences or omissions of amounts and disclosures that would affect a reader's overall understanding of the financial statements and the other requirements. If we had found material misstatements that were not corrected, we would have referred to them in our opinion.



The audit involved performing procedures to test the information presented in the financial statements and the other requirements. We assessed the results of these procedures in forming our opinion.

Audit procedures generally include:

- determining whether significant internal and management controls are working and can be relied on to produce complete and accurate data;
- verifying samples of transactions and account balances;
- performing analyses to identify anomalies in the reported data;
- reviewing significant estimates and judgements made by the Council;
- confirming year-end balances;
- determining whether accounting policies are appropriate and consistently applied; and
- determining whether all required disclosures are adequate.

We did not examine every transaction, nor do we guarantee complete accuracy of the financial statements and the other requirements.

We evaluated the overall adequacy of the presentation of information in the financial statements and the other requirements. We obtained all the information and explanations we required to support our opinion above.

#### Responsibilities of the Council and the Auditor

The Council is responsible for preparing financial statements in accordance with generally accepted accounting practice in New Zealand. These financial statements must fairly reflect the financial position of the City Council and group as at 31 June 2005 – they must also fairly reflect the results of operations and cash flows and the levels of service provision for the year ended on that date. The Council is also responsible for preparing the information in the other requirements. The Council's responsibilities arise from Schedule 10 of the Local Government Act 2002.

We are responsible for expressing an independent opinion on the financial statements and the other requirements and reporting that opinion to you. This responsibility arises from section 15 of the Public Audit Act 2001 and section 59 of the Local Government Act 2002.

#### Independence

When carrying out the audit we followed the independence requirements of the Auditor-General, which incorporate the independence requirements of the Institute of Chartered Accountants of New Zealand.

Other than the audit, we have no relationship with or interests in the City Council, or any of its subsidiaries.



B.H. Hillard  
Auditor-General  
On behalf of the Auditor-General  
Hamilton, New Zealand



## FINANCIAL OVERVIEW

Council has reported a net surplus after tax of \$20.3m for the 2004/05 financial year (2003/04, \$6.2m). The net surplus for 2004/05 includes non cash vested assets \$11.4m, and capital subsidies/other capital contributions \$12.1m used to fund capital expenditure.

The significant variances to the financial result for 2003/04 included:

- rates levied were \$73.3m, an increase of \$3.0m over last year (2003/04, \$70.3m), of which \$1.8m was from city growth (new rateable properties)
- Transfund capital subsidies received were \$5.0m, an increase of \$2.3m over last year (2003/04, \$2.7m). The major project for which subsidy was received was \$2.5m for the Mill Street roading development
- 2003/04 included a one off accounting writedown of the library book collection asset of \$4.34m
- the net operating cost of providing services excluding the depreciation allowance decreased by \$2.8m to \$49.6m compared to 2003/04. The significant item comprising this decrease was the previous year's accounting writeoff on disposal of roading assets resulting from the asset renewal programme of \$3.8m.

Interest cost incurred in servicing debt (excluding internal borrowing interest) increased to \$6.91m (2003/04, \$6.78m).

Overall net debt (including internal borrowing) increased to \$135.2m (2003/04, \$119.6m) due to loan funded capital expenditure.

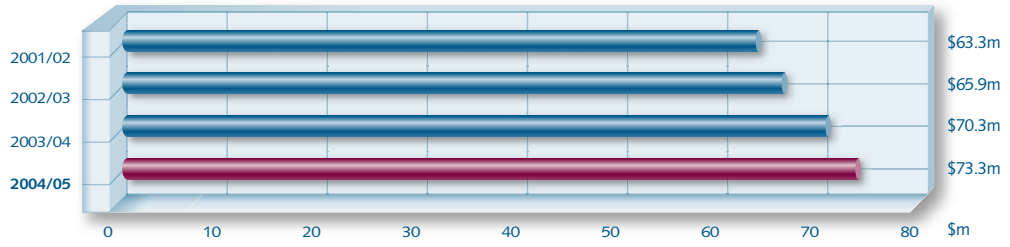
Capital expenditure for the 2004/05 financial year was \$49.7m (2003/04, \$35.6m). A number of significant projects were undertaken during the 2004/05 financial year. These include the first year of the programme to upgrade the water treatment station (\$7.6m), construction of a new water reservoir in Hamilton South – including bulk water mains (\$5.13m), construction of Horotiu Landfill stages 4 and 6 (\$2.12m), major roading projects at Mill Street (\$3.55m) and Thomas Road (\$1.02m), Wairere Drive/Resolution Drive bulk watermain (\$1.05m), and new wastewater trunks in Rototuna (\$0.50m).



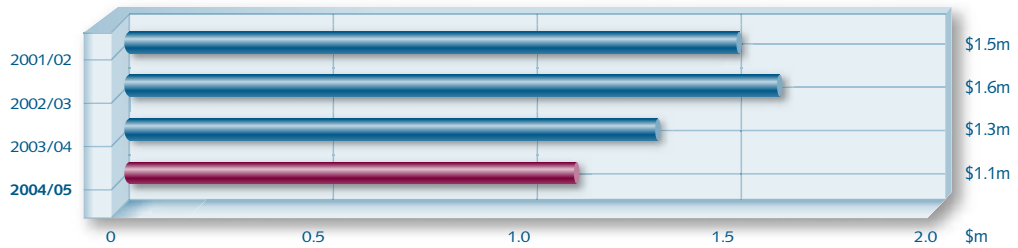
**FINANCIAL SUMMARY**

The financial summary of key items from June 2002 to June 2005 is shown as follows:

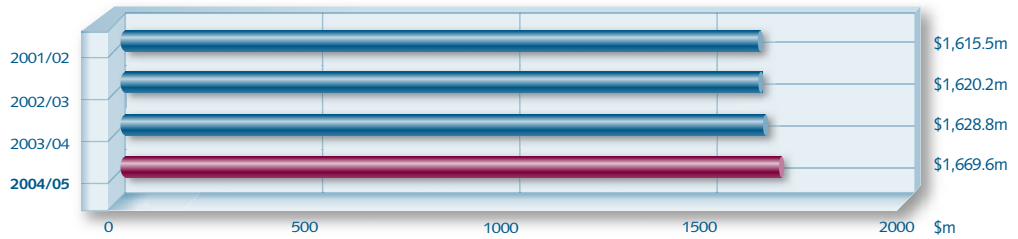
**RATES**



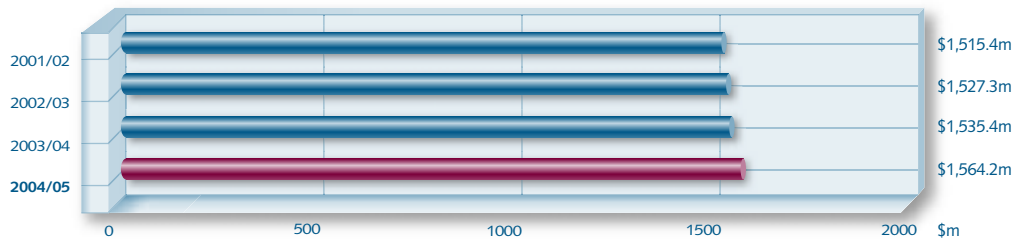
**RATES OUTSTANDING**



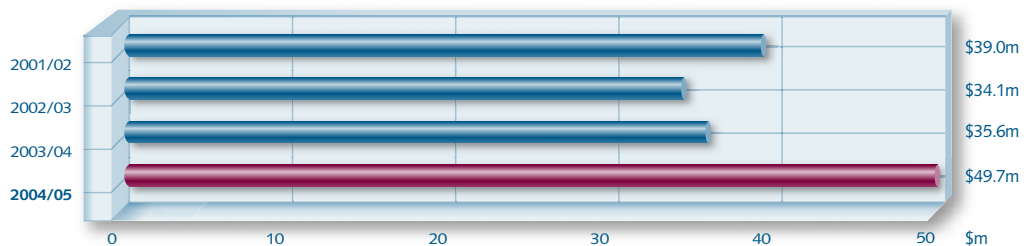
**TOTAL FIXED ASSETS**



**RATEPAYERS EQUITY**



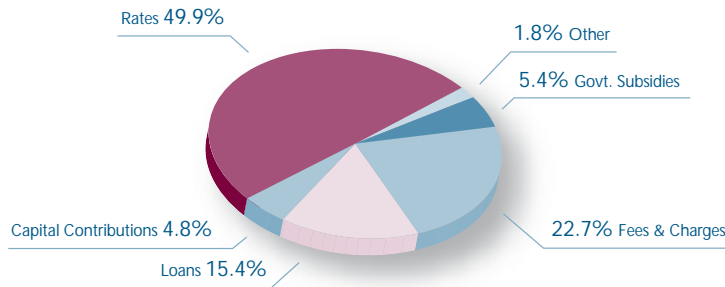
**CAPITAL EXPENDITURE**



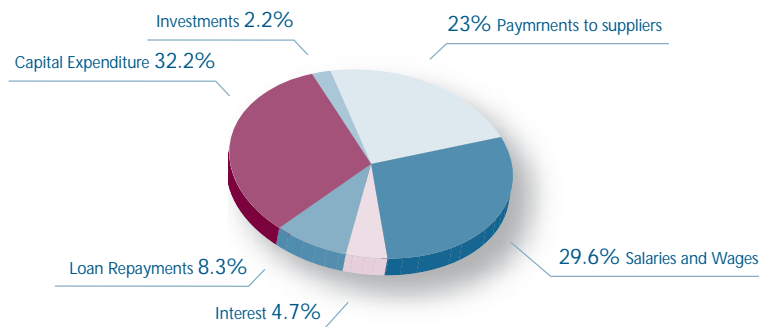
**CASH FLOW**

The sources and uses of cash for the year ended 30 June 2005 is summarised as follows:

**SOURCES OF CASH (\$147.74M)**



**USES OF CASH (\$147.65M)**

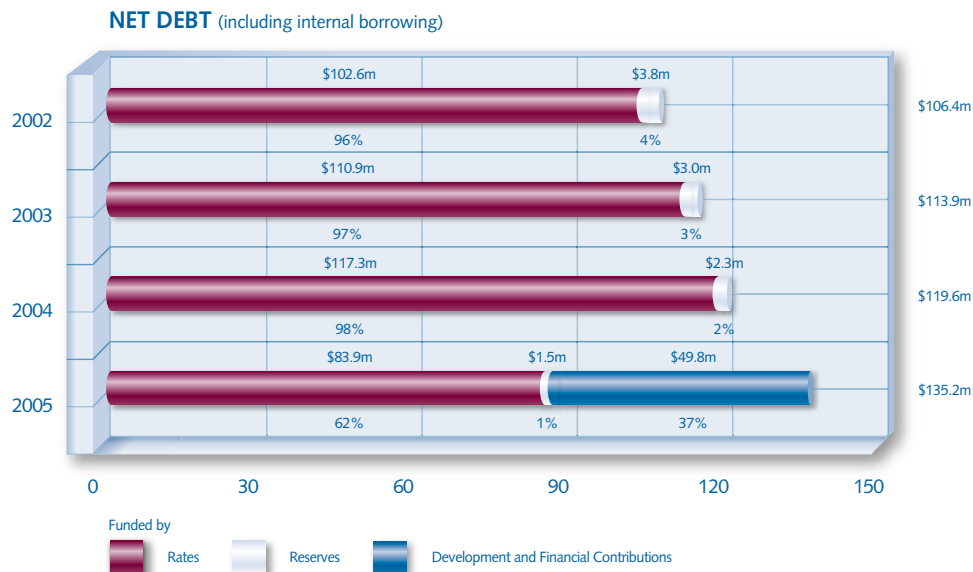


**NET DEBT**

Council introduced an internal borrowing programme during the 2000/01 financial year. Rather than sourcing all its borrowing externally, Council utilizes funds from reserves and working capital cash to reduce external borrowing and charges an internal interest rate on these funds, which is then added to the reserves.

Council has introduced a new policy of development and financial contributions as from 1 July 2005 which will provide a dedicated funding stream to support urban growth. In line with the introduction of this policy, Council has analysed the overall net debt based on sources of funding used to repay the principal and interest costs for subsequent years.

The graph below shows the net debt levels (including internal borrowing) from June 2002 to June 2005 and how it is funded in subsequent years.



FINANCIAL SECTION

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 equity.**

Council's net debt (excluding internal borrowing) as at 30 June 2005 is \$100.9m, compared with ratepayers' equity of \$1,564.2m.

- The target has been met at 6.5 per cent.

If internal borrowing of \$34.3m is included, the net debt position for the same period is \$135.2m and the net debt to total ratepayers' equity ratio is 8.6 per cent.

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

Council's net debt (excluding internal borrowing) as at 30 June 2005 is \$100.9m, compared with total revenue of \$136.0m.

- The target has been met at 74.2 per cent.

If internal borrowing of \$34.3m is included, the net debt position for the same period is \$135.2 and the net debt to total revenue ratio is 99.4 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 2004/05 are \$8.45m, compared with total revenue of \$136.0m.

- The target has been met at 6.2 per cent.

If internal borrowing of \$34.3m is excluded, the interest cost for the same period is \$6.91m, and the interest cost to total revenue ratio is 5.1 per cent.

**4. The total cost of servicing the interest payments shall not exceed 20 per cent of rates levied for that year.**

Total interest costs for 2004/05 are \$8.45m, compared with rating revenue of \$73.3m.

- The target has been met at 11.5 per cent.

If internal borrowing of \$34.3m is excluded, the interest cost for the same period is \$6.91m, and the interest cost to rating revenue ratio is 9.4 per cent.

**5. The net debt per capita shall not exceed \$1,500 for that year.**

Council's net debt (excluding internal borrowing) as at 30 June 2005 is \$100.9m, compared with the estimated population of 132,000.

- The target has been met at \$764.

If internal borrowing of \$34.3m is included, the net debt position for the same period is \$135.2m and the net debt per capita is \$1,024.

**6. Liquidity – the term debt and committed loan facilities as a percentage of current net debt shall not be less than 110 per cent.**

Council's term debt and committed loan facilities as at 30 June 2005 is \$155.6m, compared with the current net debt (including working capital requirements) of \$111.0m.

- The target has been met at 140.2 per cent.

<b>FINANCIAL SUMMARY</b>	<b>2001/02</b>	<b>2002/03</b>	<b>2003/04</b>	<b>2004/05</b>
Rates levied	\$63.3 m	\$65.9 m	\$70.3 m	\$73.3 m
Rates outstanding	\$1.5 m	\$1.6 m	\$1.3 m	\$1.1 m
Total fixed assets	\$1,615.5 m	\$1,620.2 m	\$1,628.8 m	\$1,669.6 m
Ratepayers' equity	\$1,515.4 m	\$1,527.3 m	\$1,535.4 m	\$1,564.2 m
Capital expenditure	\$39.0 m	\$34.1 m	\$35.6 m	\$49.7 m
Debt repaid during year	\$ 5.4 m	\$ 7.9 m	\$ 5.1 m	\$ 5.8 m
Net debt*	\$91.0 m	\$94.1 m	\$91.2 m	\$100.9 m
Net debt (including internal borrowing)	\$106.4 m	\$113.9 m	\$119.6 m	\$135.2 m

**FINANCIAL INDICATORS**

% Rates outstanding to rate levied	2.4%	2.4%	1.9%	1.5%
Net debt* per rateable property	\$1,979	\$1,931	\$1,953	\$2,102
Net debt* per capita	\$767	\$763	\$730	\$764
Net debt* as % of rates levied	143.8%	142.8%	129.7%	137.7%
Interest payment as % of rates levied	11.9%	11.7%	11.0%	11.5%
Interest payment* as % of rates levied	10.7%	10.6%	9.6%	9.4%
Loan principal repayment as % of rating levied	8.5%	12.0%	7.3%	7.9%
Net debt* as % of ratepayers' equity	6.0%	6.2%	5.9%	6.5%
Net debt (including internal borrowing) as % of ratepayers' equity	7.0%	7.5%	7.8%	8.6%
Liquidity-term debt and committed loan facilities as % to current net debt (including working capital requirements)	NA	150.9%	151.8%	140.2%

\*Excluding internal borrowing



## STATEMENT OF FINANCIAL PERFORMANCE

For the year ended 30 June 2005

	Note	Council and Consolidated		
		Actual	Budget	Actual
		2005	2005	2004
		\$000	\$000	\$000
<b>REVENUE</b>				
Revenue from outcome areas	1	36,848	33,794	31,911
Rates	2	73,433	73,500	70,515
Revenue assigned to asset development	3	23,525	12,277	20,111
Other revenue	4	2,169	1,572	2,580
<b>Total revenue</b>		<b>135,975</b>	<b>121,143</b>	<b>125,117</b>
<b>EXPENDITURE</b>				
Expenditure from outcome areas	1	116,297	117,881	115,178
Library books asset writedown		0	0	4,337
Other expenditure		12	40	19
<b>Total expenditure</b>		<b>116,309</b>	<b>117,921</b>	<b>119,534</b>
Surplus before taxation	5	19,666	3,222	5,583
Less tax expense	6	0	0	0
<b>Net surplus after taxation</b>		<b>19,666</b>	<b>3,222</b>	<b>5,583</b>
Share of associate's retained surplus	9	667	0	613
<b>Net surplus</b>		<b>20,333</b>	<b>3,222</b>	<b>6,196</b>

## STATEMENT OF MOVEMENTS IN EQUITY

For the year ended 30 June 2005

	Note	Council and Consolidated		
		Actual	Budget	Actual
		2005	2005	2004
		\$000	\$000	\$000
Net surplus		20,333	3,222	6,196
Net increase/(decrease) in revaluation of assets	7	4,386	0	(3,189)
Net increase/(decrease) in revaluation of investment properties	7	4,110	0	5,824
Net increase/(decrease) in revaluation of shareholdings	7	0	0	(526)
Transfer from revaluation reserve to accumulated funds on disposal of assets	7	(62)	0	(213)
<b>Total recognised revenues and expenses for the year</b>		<b>28,767</b>	<b>3,222</b>	<b>8,092</b>
<b>Equity at beginning of year</b>		<b>1,535,391</b>	<b>1,553,474</b>	<b>1,527,299</b>
<b>Equity at end of year</b>		<b>1,564,158</b>	<b>1,556,696</b>	<b>1,535,391</b>

The accompanying statement of accounting policies and notes to the financial statements form part of, and should be read in conjunction with these financial statements.

	Note	Council and Consolidated		
		Actual 2005 \$000	Budget 2005 \$000	Actual 2004 \$000
<b>EQUITY</b>				
Accumulated funds	7	1,301,457	1,310,452	1,286,928
Revaluation reserves	7	232,815	222,210	224,319
Restricted reserves	7	7,107	6,401	6,590
Council created reserves	7	22,779	17,633	17,554
<b>Total Equity</b>		<b>1,564,158</b>	<b>1,556,696</b>	<b>1,535,391</b>
<b>ASSETS</b>				
<b>Current Assets</b>				
Cash and bank		107	0	18
Investments and loans	8	37	0	881
Accounts receivable and prepayments	10	9,176	10,000	9,044
Inventories		571	400	514
Mortgages		5	0	5
Properties intended for sale	11	545	0	550
<b>Total Current Assets</b>		<b>10,441</b>	<b>10,400</b>	<b>11,012</b>
<b>Non-Current Assets</b>				
Mortgages		12	0	18
Investment properties	12	42,201	34,048	38,337
Investments and loans	8	23,855	19,512	19,179
Fixed assets	13	1,626,903	1,648,066	1,589,915
<b>Total Non-Current Assets</b>		<b>1,692,971</b>	<b>1,701,626</b>	<b>1,647,449</b>
<b>Total Assets</b>		<b>1,703,412</b>	<b>1,712,026</b>	<b>1,658,461</b>
<b>LIABILITIES</b>				
<b>Current Liabilities</b>				
Bank overdraft	14	0	300	0
Accounts payable and income in advance	15	18,673	14,000	15,214
Employee entitlements	16	3,255	3,500	2,873
Term debt	17	6,458	5,718	5,465
Finance lease liabilities	18	504	300	329
<b>Total Current Liabilities</b>		<b>28,890</b>	<b>23,818</b>	<b>23,881</b>
<b>Non-Current Liabilities</b>				
Employee entitlements	16	1,377	1,500	1,427
Term debt	17	100,213	123,512	91,466
Finance lease liabilities	18	1,527	1,000	980
Landfill aftercare provision	19	7,247	5,500	5,316
<b>Total Non-Current Liabilities</b>		<b>110,364</b>	<b>131,512</b>	<b>99,189</b>
<b>Total Liabilities</b>		<b>139,254</b>	<b>155,330</b>	<b>123,070</b>
<b>Net Assets</b>		<b>1,564,158</b>	<b>1,556,696</b>	<b>1,535,391</b>

The accompanying statement of accounting policies and notes to the financial statements form part of, and should be read in conjunction with these financial statements.

# STATEMENT OF CASH FLOWS

For the year ended 30 June 2005

	Note	Council and Consolidated		
		Actual 2005 \$000	Budget 2005 \$000	Actual 2004 \$000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>				
<b>Cash was provided from:</b>				
Rates		73,787	73,500	71,102
Petrol tax		972	900	967
Government operating subsidies and grants		2,930	3,480	2,455
Government capital subsidies and grants		5,043	2,384	2,692
Fees, rents and charges		33,471	33,617	29,213
Other capital contributions		7,119	3,836	8,105
Interest on investment and special funds		8	2	25
Interest on sinking funds		244	247	322
Net GST received		0	0	285
Dividends		237	200	0
		<b>123,811</b>	<b>118,166</b>	<b>115,166</b>
<b>Cash was applied to:</b>				
Salaries and wages		33,928	34,108	32,703
Payments for supplies and services		43,470	50,304	40,379
Interest paid		6,991	9,394	6,904
Net GST paid		220	0	0
		<b>84,609</b>	<b>93,806</b>	<b>79,986</b>
<b>Net Cash Inflow/(Outflow) from Operating Activities</b>	<b>20</b>	<b>39,202</b>	<b>24,360</b>	<b>35,180</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>				
<b>Cash was provided from:</b>				
Sale of properties		912	0	2,488
Sale of other fixed assets		151	180	106
Sale of shares in Pirongia Mountain Afforestation		0	0	277
Mortgage principal and investment withdrawn		103	1,622	731
		<b>1,166</b>	<b>1,802</b>	<b>3,602</b>
<b>Cash was applied to:</b>				
Investments and loans made		3,262	0	0
Purchase of fixed assets		47,500	38,607	35,136
		<b>50,762</b>	<b>38,607</b>	<b>35,136</b>
<b>Net Cash Inflow/(Outflow) from Investing Activities</b>		<b>(49,596)</b>	<b>(36,805)</b>	<b>(31,534)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>				
<b>Cash was provided from:</b>				
Loans uplifted		21,614	16,455	13,514
Finance leases raised		1,151	0	193
		<b>22,765</b>	<b>16,455</b>	<b>13,707</b>
<b>Cash was applied to:</b>				
Loan repayments		11,873	5,283	17,253
Finance lease repayments		409	349	294
		<b>12,282</b>	<b>5,632</b>	<b>17,547</b>
<b>Net Cash Inflow/(Outflow) from Financing Activities</b>		<b>10,483</b>	<b>10,823</b>	<b>(3,840)</b>
Net increase/(decrease) in cash held		89	(1,622)	(194)
Plus opening cash balance 1 July		18	1,322	212
<b>Closing Cash Balance 30 June</b>		<b>107</b>	<b>(300)</b>	<b>18</b>
<b>Made up of:</b>				
Cash and bank		107	0	18
Bank overdraft		0	(300)	0
Investments at call		0	0	0
<b>Closing Cash Balance 30 June</b>		<b>107</b>	<b>(300)</b>	<b>18</b>

The accompanying statement of accounting policies and notes to the financial statements form part of, and should be read in conjunction with these financial statements.

## STATEMENT OF ACCOUNTING POLICIES

FOR THE YEAR ENDED 30 JUNE 2005

### REPORTING ENTITY

Hamilton City Council is a territorial local authority governed by the Local Government Act 2002 (the Act). The financial statements of Hamilton City Council and Group are prepared in accordance with the requirements of Section 98 and Part 3 of Schedule 10 of the Act.

The financial statements cover all the activities of Hamilton City Council and its 100 per cent owned Council-Controlled Organisation (CCO), Hamilton Properties Ltd. As this CCO is non-trading, Council and consolidated figures have not been disclosed separately in the financial statements.

Hamilton City Council's 50 per cent share in the Waikato Regional Airport Ltd, 41.38 per cent share in Hamilton Riverview Hotel Ltd (Novotel), and 3.17 per cent share in New Zealand Local Government Insurance Company Ltd, is equity accounted.

### MEASUREMENT BASE

The financial statements have been prepared 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. Basis of 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.

#### 2. Associate Companies

These are entities which the group has significant influence, but not control, over operating and financial policies.

The results of Waikato Regional Airport Ltd, Hamilton Riverview Hotel Ltd and New Zealand Local Government Insurance Company Ltd 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. Land Transport New Zealand 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 (GST)

The financial statements have been prepared exclusive of GST with the exception of accounts receivable and accounts payable, 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

These assets consist of:

### Operational Assets

These include land, buildings, improvements, plant and equipment, vehicles, library books and zoo animals.

### 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.

### Heritage Assets

These are museum collections and library collections (New Zealand Room).

### 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

Unless stated valuations are carried out or reviewed by independent qualified valuers and are carried at least five yearly. Valuations will be undertaken more regularly if necessary to ensure no individual item of property, plant and equipment within a class is at a valuation that is materially different from its fair value.

Assets have been valued in accordance with FRS-3 as follows:

**OPERATIONAL BUILDINGS** were revalued by Beca Valuations Ltd effective 1 July 2001 at market value where possible otherwise depreciated replacement cost.

**PLANT AND EQUIPMENT** (excluding vehicles) were 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.

**LIBRARY BOOKS** were valued at cost by Council's professionally qualified library staff at 30 June 1992 ('deemed cost'). 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.

**ZOO ANIMALS** were revalued effective 1 July 2001 at estimated replacement cost by the zoo manager.

**HERITAGE ASSETS** were revalued effective 1 July 2001 by professionally qualified library staff (library collection) and an independent consultant, Robin Watt & Associates (museum collection).

**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.

**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.

**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.

Additions between valuations are recorded at cost. Changes on revaluation of assets are included in the appropriate asset revaluation reserve.

## 7. Investment Properties and Properties for Resale

These assets consist of investment properties owned by Council, funded either from Corporate Funds, the Domain Sales Endowment Fund or the Municipal Crown Endowment Fund. Council properties surplus to requirements are identified as properties for resale.

### Valuation

Investment properties are revalued annually at net current value by independent registered valuers. 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.

Properties for resale are valued at the lower of cost or net realisable value.

## 8. 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:

<b>Buildings</b>	40–100 years
<b>Plant and Vehicles</b>	3–15 years
<b>Furniture, Fittings and Equipment</b>	5–10 years
<b>Library Books</b>	14 years
<b>Zoo Animals</b>	10 years
<b>Roads and Traffic Network:</b>	
top surface (seal)	6–18 years
pavement (basecourse)	25–50 years
catchpits	50 years
culverts	60–80 years
footpaths	50–70 years
kerbs and traffic islands	70 years
signs	12 years
street lights	25 years
bridges	150 years
traffic signals	15 years
barriers	25–40 years
bus shelters and parking meters	4–10 years
verge, embankment and retaining walls	60 years
<b>Wastewater Reticulation:</b>	
pipes	60–100 years
manholes	75 years
treatment plant	5–100 years
bridges	75–100 years
pump-stations	15–100 years
<b>Stormwater System:</b>	
pipes	100 years
manholes, cesspits	100 years
service connections and outlets	30–100 years
<b>Water Reticulation:</b>	
pipes	60–80 years
butterfly valves	50–75 years
treatment plant	10–120 years
meters	20 years
hydrants	50 years
reservoirs	30–80 years

**Heritage assets** are depreciated by a nominal amount to reflect their extremely long life and heritage value.



Depreciation is not provided in these statements on the following assets:

- Land
- Formation costs associated with roading
- Investment properties
- Properties for resale
- Work in progress and assets under construction.

Any work undertaken on infrastructural assets to reinstate (termed 'renewal') or add to the service potential is capitalised.

## 9. Investments

All investments are stated at cost, except for shares in other organisations, which are at the lower of cost or net realisable value.

## 10. 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 2005.

## 11. Leases

Leases consist of:

### Finance Leases

Leases which effectively transfer to the lessee substantially all the risks and benefits incident to ownership of the leased item are classified as finance leases. These are capitalised at the lower of the fair value of the asset or the present value of the minimum lease payments. The leased assets and corresponding lease liabilities are recognised in the Statement of Financial Position. The leased assets are depreciated over the period Council is expected to benefit from their use.

### Operating Leases

Leases where the lessor effectively retains substantially all the risks and benefits of ownership of the leased items are classified as operating leases. Payments under these leases are charged as expenses in the periods in which they are incurred.

## 12. Landfill Post-Closure Costs

Council, as operator of the Horotiu landfill, has a legal obligation under the resource consent to provide ongoing maintenance and monitoring services at the landfill site after closure. A provision for post-closure costs is recognised as a liability when the obligation for post-closure arises.

The provision is measured based on the present value of future cash flows expected to be incurred, taking into account future events including legal requirements and known improvements in technology. The provision includes all costs associated with landfill post-closure.

Amounts provided for landfill post-closure are capitalised to the landfill asset where they give rise to future economic benefits to be obtained. Components of the capitalised landfill asset are depreciated over their useful lives.

The discount rate used is a rate that reflects current market assessments of the time value of money and the risks specific to Council.

Within reserves a transfer is made to Horotiu Aftercare Reserve, which exists to fund the aftercare costs of the Horotiu Landfill after the site closes in December 2006.

## 13. 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.

#### 14. Accounts Receivable

Accounts receivable are stated at expected realisable value after providing for doubtful and uncollectable debts.

#### 15. Mortgage Assets

Mortgages are held over a number of properties. These mortgages are valued at cost.

#### 16. Inventories

Inventories are valued at the lower of cost (determined on a first-in-first-out basis) and net realisable value.

#### 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.

Investing activities are those activities relating to the acquisition and disposal of non-current assets.

Financing activities comprise the change in debt capital structure of Council.

#### 18. Cost of Service Statements

The Cost of Service Statements report the costs and revenues relating to the significant activities 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 activities 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 outcome area 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 outcome area.

#### 19. 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.

#### 20. 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 are covered by a separate accounting policy.

#### 21. Budget Figures

The budget figures are based on those approved by Council at the beginning of the year after a period of consultation with the public as part of the Annual Plan process and subsequent Council approved adjustments. The budget figures have been prepared in accordance with the accounting policies adopted by the Council for the preparation of the financial statements. A reconciliation of the approved budget to the restated budget is shown in the notes to the financial statements.



**CHANGES IN ACCOUNTING POLICIES**

There have been no changes from the accounting policies adopted in the last audited financial statements. All policies have been applied on a basis consistent with the previous period.

**PROPOSED CHANGES IN ACCOUNTING POLICIES**

Council proposes to adopt the new NZ International Financial Reporting Standards (NZ IFRS) for the 30 June 2007 financial statements. This means that the 30 June 2006 financial statements, and the 1 July 2005 opening financial position will be restated to NZ IFRS.

Prior to 30 June 2005, Council reviewed the NZ International Accounting Standard 39 (NZ IAS 39) on financial instruments and made the decision not to hedge account. This will mean that change in fair values will be taken to statement of financial performance rather than equity for 2006/07. Note 22 of the financial statements reflected the revaluation of interest swaps held by Council shows an unrealised mark-to-market revaluation loss of \$753,505 as at 30 June 2005 (2004 unrealised gain \$545,638). Due to interest rate fluctuations there is no certainty of the mark-to market revaluation impact on the statement of financial performance in future.

As Council is in the early stages of assessing the other NZ IFRS's, the key differences in accounting policies and impact on the financial statements is not yet known as at 30 June 2005.



**NOTE 1: SUMMARY OF COST OF SERVICES**

	Council and Consolidated		
	Actual 2005 \$000	Budget 2005 \$000	Actual 2004 \$000
<b>Revenue from Outcome Areas</b>			
Sustaining Hamilton's environment	13,728	11,379	11,208
Growing Hamilton	15,179	15,176	14,179
Promoting Hamilton	0	0	0
Experiencing arts, culture and heritage in Hamilton	1,879	1,613	1,747
Living in Hamilton	3,269	3,533	2,796
Enjoying Hamilton	6,551	5,593	5,673
	<b>40,606</b>	<b>37,294</b>	<b>35,603</b>
Less internal revenue	(3,758)	(3,500)	(3,692)
<b>Total Revenue from Outcome Areas</b>	<b>36,848</b>	<b>33,794</b>	<b>31,911</b>
<b>Expenditure from Outcome Areas</b>			
Sustaining Hamilton's environment	37,970	36,498	35,184
Growing Hamilton	29,747	30,293	33,740
Promoting Hamilton	1,553	1,852	2,841
Experiencing arts, culture and heritage in Hamilton	12,880	13,338	12,802
Living in Hamilton	14,995	15,908	12,713
Enjoying Hamilton	25,033	24,831	23,205
	<b>122,178</b>	<b>122,720</b>	<b>120,485</b>
Less internal expenditure	(3,758)	(3,500)	(3,692)
Less rates charged to Council properties	(519)	(350)	(529)
Less internal transfers to reserves	(64)	(64)	(164)
Less interest on internal borrowing	(1,540)	(925)	(922)
<b>Total Expenditure from Outcome Areas*</b>	<b>116,297</b>	<b>117,881</b>	<b>115,178</b>

Revenue from outcome areas includes fees, rents and charges, and government operating subsidies and grants.

\* Refer to note 32 for explanation of major budget variances.



**NOTE 2: RATES**

	Council and Consolidated		
	Actual	Budget	Actual
	2005	2005	2004
	\$000	\$000	\$000
Rates	73,295	73,277	70,306
Rates penalties and service charges	794	790	758
Rates remissions	(137)	(217)	(20)
Less rates charged to Council properties	(519)	(350)	(529)
<b>Total Rates</b>	<b>73,433</b>	<b>73,500</b>	<b>70,515</b>

**NOTE 3: REVENUE ASSIGNED TO ASSET DEVELOPMENT**

	Council and Consolidated		
	Actual	Budget	Actual
	2005	2005	2004
	\$000	\$000	\$000
Transfund NZ capital subsidies	5,043	3,618	2,692
Contributions – vested assets	11,363	4,125	11,314
<b>Other capital contributions</b>			
Contributions to subdivision reserves	2,260	900	1,795
Contributions to infrastructural reserves	2,079	1,800	2,189
Cemetery fees	62	55	61
General contributions	2,718	1,779	2,060
	<b>7,119</b>	<b>4,534</b>	<b>6,105</b>
<b>Total Revenue Assigned to Asset Development</b>	<b>23,525</b>	<b>12,277</b>	<b>20,111</b>

**NOTE 4: OTHER REVENUE**

	Council and Consolidated		
	Actual	Budget	Actual
	2005	2005	2004
	\$000	\$000	\$000
Petrol tax	987	900	967
Investment income	252	249	278
Sundry revenue	693	223	1,335
Dividends	237	200	0
<b>Total Other Revenue</b>	<b>2,169</b>	<b>1,572</b>	<b>2,580</b>

**NOTE 5: OPERATING SURPLUS BEFORE TAXATION**

The following items are included in the Statement of Financial Performance:

	Council and Consolidated	
	Actual 2005 \$000	Actual 2004 \$000
<b>Audit fees</b>		
Fees paid to principal auditor	93	93
Other services provided by the principal auditor	0	20
<b>Cost of offering credit</b>		
Bad debts written off	27	14
Increase/(decrease) in provision for doubtful debts	44	(24)
<b>Depreciation</b>		
Buildings	6,285	6,199
Improvements – parks and gardens	1,830	1,982
Plant and equipment	2,347	2,289
Vehicles	385	399
Library books	659	1,151
Zoo animals	97	97
Museum and library	27	26
Refuse	2,415	2,436
Roads and traffic network	7,695	8,157
Stormwater system	2,112	2,116
Wastewater system	1,811	1,750
Wastewater treatment plant	1,537	1,543
Water system	2,189	2,191
Water treatment statement	506	557
<b>Total depreciation</b>	<b>29,895</b>	<b>30,893</b>
<b>Other expenditure</b>		
Operating leases rental expense	1,223	1,490
Finance charges on leased assets	101	87
Interest expense	6,910	6,777
Loss/(gain) on disposal of assets	288	4,694
Insurance premiums	1,115	1,009

**NOTE 6: TAXATION**

	Actual 2005 \$000	Actual 2004 \$000
Surplus before taxation	20,333	6,196
Prima facie taxation at 33%	6,710	2,045
Plus/(less) tax effect of:		
Permanent differences	(6,711)	(2,047)
Taxation loss not recognised	1	2
<b>Taxation Expense</b>	<b>0</b>	<b>0</b>

The group has no deferred tax balance on timing differences. The total tax losses of the group are \$544,513 (2004 \$540,649). This is made up of losses to carry forward from Council \$64,804 (2004 \$60,940) and from Hamilton Properties Ltd \$479,709 (2004 \$479,709). The total tax effect of the losses of the Group are \$179,689 (2004 \$178,414) and have not been recognised.



**NOTE 7: EQUITY**

	Council and Consolidated			
			Actual 2005 \$000	Actual 2004 \$000
<b>Accumulated Funds</b>				
Opening balance			1,286,928	1,284,597
Net surplus			20,333	6,196
Transfer from revaluation reserve on disposal of assets			(62)	(213)
Transfers from restricted and Council created reserves			32,304	25,065
Transfers to restricted and Council created reserves			(38,046)	(28,717)
<b>Total Accumulated Funds</b>			<b>1,301,457</b>	<b>1,286,928</b>
<b>Revaluation Reserves</b>				
<b>General Asset Revaluation Reserves</b>				
Opening balance			213,792	217,507
Transfer to accumulated funds on disposal of assets			62	213
Transfer from investment property revaluation reserve on recategorisation			(155)	0
Increase/(decrease) in revaluation of assets			4,479	(3,402)
Increase/(decrease) in revaluation of shareholdings			0	(526)
<b>Closing balance</b>			<b>218,178</b>	<b>213,792</b>
<b>Investment Property Revaluation Reserves</b>				
Opening balance			10,527	4,703
Transfer to statement of financial performance on disposal of assets			(409)	(866)
Transfer to general asset revaluation reserve on recategorisation			155	0
Increase in revaluation of investment properties			4,364	6,690
<b>Closing balance</b>			<b>14,637</b>	<b>10,527</b>
<b>Total Revaluation Reserves</b>			<b>232,815</b>	<b>224,319</b>
<b>Restricted Reserves</b>				
	<b>Transfers to</b>	<b>Transfers from</b>		
Cemetery plot maintenance in perpetuity	154	92	1,379	1,317
Domain sales endowment reserve	450	216	1,801	1,567
Municipal crown endowment reserve	481	262	3,897	3,678
Waikato art gallery endowment reserve	2	0	30	28
<b>Total Restricted Reserves</b>	<b>1,087</b>	<b>570</b>	<b>7,107</b>	<b>6,590</b>
<b>Council Created Reserves</b>				
Bus shelter (Adshel) reserve	4	11	58	65
CBD improvement reserve	843	151	692	0
Dame Hilda Ross library memorial	1	0	2	1
Debt repayment reserve	4,096	4,096	0	0
Disaster recovery fund	298	0	2,691	2,393
EECA loan	214	82	132	0
General interest reserve	105	104	105	104
Horotiu aftercare reserve	342	0	1,571	1,229
Horotiu landfill reserve	2,392	2,186	(111)	(317)
Infrastructural subdivision reserve	2,303	980	3,009	1,686
Lake Domain Drive reserve	7	3	117	113
Loan funds	21,400	21,400	0	0
Loan repayment reserve	752	848	5,536	5,632
Museum collection reserve	73	0	73	0
Peachgrove lounge site development	0	68	(73)	(5)
Project watershed – Environment Waikato	450	352	356	258
Public transport and parking reserve	604	196	1,580	1,172
Roman catholic schools library fund	1	0	5	4
Storm damage reserve	17	0	254	237
Subdivisional reserve	2,911	1,187	6,297	4,573
Vehicle and plant reserve	64	64	0	0
Waikato Stadium events	6	0	96	90
Waitawhiriwhiri plant reserve	2	0	34	32
Wastewater treatment plant sludge lagoon reserve	20	0	307	287
Wintec recreation area development	0	2	(2)	0
Zoo animal purchases reserve	54	4	50	0
<b>Total Council Created Reserves</b>	<b>36,959</b>	<b>31,734</b>	<b>22,779</b>	<b>17,554</b>
<b>Total Restricted and Council Created Reserves</b>	<b>38,046</b>	<b>32,304</b>	<b>29,886</b>	<b>24,144</b>
<b>Total Equity</b>			<b>1,564,158</b>	<b>1,535,391</b>

**NOTE 8: INVESTMENTS AND LOANS**

	Council and Consolidated	
	Actual 2005 \$000	Actual 2004 \$000
Sinking fund commissioners	0	847
Other investments	37	34
<b>Current Investments and Loans</b>	<b>37</b>	<b>881</b>
Sinking fund commissioners	5,536	4,786
Loan to CTC Aviation Training (NZ) Ltd	3,259	0
Shares in other organisations (refer note 9)	15,060	14,393
<b>Non-Current Investments and Loans</b>	<b>23,855</b>	<b>19,179</b>
<b>Total Investments and Loans</b>	<b>23,892</b>	<b>20,060</b>

The weighted average effective interest rates on investments and loans (current and non-current) and the maturities were:

Weighted average effective interest rate	Council and Consolidated	
	2005	2004
Short-term deposits	7.00%	5.97%
Sinking funds	6.84%	5.84%
Loan to CTC Aviation Training (NZ) Ltd	6.84%	0.00%

Maturities	Less than 6 months	6-12 months	1-2 years	2-5 years	> 5 years	Total
	\$000	\$000	\$000	\$000	\$000	\$000
Short-term deposits	37	0	0	0	0	37
Sinking funds	0	0	4,325	1,211	0	5,536
Loan to CTC Aviation Training (NZ) Ltd	0	0	0	3,259	0	3,259
	<b>37</b>	<b>0</b>	<b>4,325</b>	<b>4,470</b>	<b>0</b>	<b>8,832</b>

Council has loaned CTC Aviation Training (NZ) Ltd \$3,259,135 to construct an aviation training facility at Hamilton International Airport. This is an interest only loan with the principal repayable on 15 October 2008. The loan is secured by a registered first mortgage over the building including all fixtures, partitions and fittings included in the original construction.

**NOTE 9: SHARES IN OTHER ORGANISATIONS**

Shares in other organisations are comprised as follows:

	Number of Shares	% Holding	Balance Date	2005 \$000	2004 \$000
	Hamilton Riverview Hotel Ltd (Novotel)	6,000	41.38	31 Dec	4,223
Hamilton Properties Ltd	1,000	100.00	30 Jun	0	0
NZ Local Government Insurance Co Ltd	202,729	3.17	31 Dec	464	401
Waikato Regional Airport Ltd	1,430,000	50.00	30 Jun	10,373	10,257
<b>Total Shares and Investments in Other Organisations</b>				<b>15,060</b>	<b>14,393</b>

Council investments include a \$1,000 investment in Hamilton Properties Ltd which has been eliminated on consolidation.

Council's share of associates surplus/(loss) is as follows:

	Council and Consolidated	
	Actual 2005 \$000	Actual 2004 \$000
Hamilton Riverview Hotel Ltd (Novotel)	487	426
NZ Local Government Insurance Co Ltd	63	41
Pirongia Mountain Afforestation	0	(31)
Waikato Regional Airport Ltd	117	177
	<b>667</b>	<b>613</b>





### NOTE 10: ACCOUNTS RECEIVABLE AND PREPAYMENTS

	Council and Consolidated	
	Actual 2005 \$000	Actual 2004 \$000
Rates debtors	1,021	1,265
Transfund New Zealand	1,060	1,258
Water by meter	920	850
Sundry debtors	5,028	4,333
GST refund due	661	720
Prepayments	668	776
	9,358	9,202
Less provision for doubtful debts	(182)	(158)
<b>Total Accounts Receivable and Prepayments</b>	<b>9,176</b>	<b>9,044</b>

### NOTE 11: PROPERTIES INTENDED FOR SALE

	Council and Consolidated 2005			Council and Consolidated 2004		
	Cost/Val \$000	Acc Depn \$000	Book Value \$000	Cost/Val \$000	Acc Depn \$000	Book Value \$000
At cost – current	545	0	545	550	0	550

### NOTE 12: INVESTMENT PROPERTIES

	Council and Consolidated 2005			Council and Consolidated 2004		
	Cost/Val \$000	Acc Depn \$000	Book Value \$000	Cost/Val \$000	Acc Depn \$000	Book Value \$000
At valuation	42,201	0	42,201	38,337	0	38,337

Investment properties have been valued by Attewell Gerbich Havill Ltd, Registered Valuers and Property Consultants, as at 30 June 2005. This has resulted in an increase in the investment property revaluation reserve of \$4.364m (refer note 7).

**NOTE 13: FIXED ASSETS**

	Council and Consolidated 2005			
	Cost \$000	Val \$000	Acc Deprn \$000	Book Value \$000
<b>Operational Assets</b>				
Land	583	21,323	0	21,906
Buildings	44,382	94,570	(21,507)	117,445
Land – parks and gardens	3,545	98,251	0	101,796
Improvements – parks and gardens	11,566	20,713	(7,096)	25,183
Plant and equipment	10,627	7,023	(8,000)	9,650
Vehicles	3,873	0	(2,030)	1,843
Library books	9,862	0	(3,288)	6,574
Zoo animals	0	971	(389)	582
	<b>84,438</b>	<b>242,851</b>	<b>(42,310)</b>	<b>284,979</b>
<b>Restricted Assets</b>				
Land	1,406	4,098	0	5,504
<b>Heritage Assets</b>				
Museum and library	291	21,951	(106)	22,136
<b>Infrastructural Assets</b>				
Land	0	3,392	0	3,392
Refuse	10,172	10,049	(8,456)	11,765
Roads and traffic network	47,327	838,760	(34,068)	852,019
Stormwater system	6,611	144,225	(8,367)	142,469
Wastewater system	6,453	81,432	(7,015)	80,870
Wastewater treatment plant	24,655	16,106	(5,636)	35,125
Water system	6,029	89,617	(8,679)	86,967
Water treatment station	2,347	21,460	(2,057)	21,750
	<b>103,594</b>	<b>1,205,041</b>	<b>(74,278)</b>	<b>1,234,357</b>
<b>Work in Progress</b>	<b>79,927</b>	<b>0</b>	<b>0</b>	<b>79,927</b>
<b>Total Fixed Assets</b>	<b>269,656</b>	<b>1,473,941</b>	<b>(116,694)</b>	<b>1,626,903</b>

Despite the movements in the producers price index for construction and property, the valuation of assets undertaken at 1 July 2001 is considered reasonable as at 30 June 2005. Council will consider revaluing certain classes of property, plant and equipment in the next financial year 2005/06, one year earlier than planned.



FINANCIAL SECTION

## Council and Consolidated 2004

	Cost \$000	Val \$000	Acc Depn \$000	Book Value \$000
<b>Operational Assets</b>				
Land	348	20,500	0	20,848
Buildings	38,887	94,442	(15,232)	118,097
Land – parks and gardens	2,870	98,287	0	101,157
Improvements – parks and gardens	11,035	20,642	(5,266)	26,411
Plant and equipment	9,467	7,117	(5,722)	10,862
Vehicles	4,093	0	(2,027)	2,066
Library books	8,900	0	(2,629)	6,271
Zoo animals	0	971	(291)	680
	<b>75,600</b>	<b>241,959</b>	<b>(31,167)</b>	<b>286,392</b>
<b>Restricted Assets</b>				
Land	1,405	4,103	0	5,508
<b>Heritage Assets</b>				
Museum and library	39	21,951	(79)	21,911
<b>Infrastructural Assets</b>				
Land	0	3,492	0	3,492
Refuse	6,950	10,049	(6,042)	10,957
Roads and traffic network	36,767	837,320	(26,629)	847,458
Stormwater system	5,125	144,258	(6,256)	143,127
Wastewater system	4,468	81,407	(5,205)	80,670
Wastewater treatment plant	24,655	16,106	(4,099)	36,662
Water system	5,037	89,617	(6,490)	88,164
Water treatment station	2,347	21,460	(1,551)	22,256
	<b>85,349</b>	<b>1,203,709</b>	<b>(56,272)</b>	<b>1,232,786</b>
<b>Work in Progress</b>	<b>43,318</b>	<b>0</b>	<b>0</b>	<b>43,318</b>
<b>Total Fixed Assets</b>	<b>205,711</b>	<b>1,471,722</b>	<b>(87,518)</b>	<b>1,589,915</b>

**NOTE 14: BANK OVERDRAFT**

The bank overdraft on the daily trading account is secured by way of debenture trust deed over general rates. The facility totals \$500,000. At 30 June 2005 the interest rate on the facility was 9.0 per cent per annum.

The bank overdraft on the direct fees account is also secured by way of a debenture trust deed over general rates. The facility totals \$10,000. At 30 June 2005 the interest rate on the facility was 10.6 per cent per annum.

**NOTE 15: ACCOUNTS PAYABLE AND INCOME IN ADVANCE**

## Council and Consolidated

	Actual 2005 \$000	Actual 2004 \$000
Trade creditors and accruals	16,421	13,131
Agency funds	370	331
	<b>16,791</b>	<b>13,462</b>
Income in advance	1,882	1,752
<b>Total Accounts Payable and Income in Advance</b>	<b>18,673</b>	<b>15,214</b>

**NOTE 16: EMPLOYEE ENTITLEMENTS**

	Council and Consolidated	
	Actual	Actual
	2005	2004
	\$000	\$000
Accrued pay	556	366
Annual leave and long service leave	2,407	2,288
Retirement gratuities	1,669	1,646
<b>Total Employee Entitlements</b>	<b>4,632</b>	<b>4,300</b>
Made up of:		
Current	3,255	2,873
Non-current	1,377	1,427
<b>Total Employee Entitlements</b>	<b>4,632</b>	<b>4,300</b>

**NOTE 17: TERM DEBT**

Council's debt has been issued in accordance with the Local Government Act 2002. The loans are secured through the debenture trust deed over all rates with one exception. The \$5.204m loan used to purchase Claudelands Park is secured by way of a mortgage over the Claudelands Park property.

	Council and Consolidated	
	Actual	Actual
	2005	2004
	\$000	\$000
Payable no later than one year	26,696	37,317
Later than one, not later than two years	28,044	797
Later than two, not later than five years	10,227	33,113
Later than five years	41,704	25,704
<b>Total Term Liabilities</b>	<b>106,671</b>	<b>96,931</b>

	Council and Consolidated	
	Actual	Actual
	2005	2004
	\$000	\$000
Payable within one year	26,696	37,317
Less renewal loans to be raised*	(20,238)	(31,852)
Current	6,458	5,465
Non-current	100,213	91,466
<b>Total Term Liabilities</b>	<b>106,671</b>	<b>96,931</b>

\* Renewal loans to be raised are registered stock and bank funding to be refinanced within the next 12 months, less assets sales and cash payments to bring the debt repayments to 4 per cent of opening net debt balance.

The weighted average effective interest rate on borrowings (current and non-current) was 6.69 per cent including the impact of synthetic instruments (2004, 6.56 per cent).

Council uses synthetic instruments (swaps and FRAs) to manage its interest rate risk profile based on independent professional advice (see note 22).

Term liabilities include an interest free loan from the Energy Efficiency and Conservation Authority (EECA) \$0.244m (2004 \$0.114m)

Under authority of the Local Government Act 1974 (Local Authorities Loans Act 1956), Sinking Funds to the value of \$5.536m (2004, \$5.633m) are held to provide for the repayment of debt.

Under the Local Government Act 2002, Section 98(1), there have been no significant variations or material departures from Council's Liability Management Policy.



Council reduces its financing costs by utilizing an internal borrowing programme. Rather than sourcing all its borrowing externally, Council utilizes funds from reserves and working capital cash to reduce external borrowing and charges an internal interest rate on these funds. Provision for the repayment of internal borrowing is covered via committed external bank funding facilities

Internal borrowing from cash held for special funds and working capital as at 30 June 2005 is \$34.318m (2004, \$28.414m). If this is added to Council's net debt of \$100.891m (2004, \$91.184m) the overall net debt (excluding EECA) at 30 June 2005 is \$135.209m (2004, \$119.598m).

Council has introduced a new policy of development and financial contributions as from 1 July 2005 which will provide a dedicated funding stream to support urban growth. In line with the introduction of this policy, Council has analysed the overall net debt based on the sources of funding used to repay the principal and interest cost for subsequent financial years. The overall net debt of \$135.209m (2004, \$119.658m) will be funded in future years by: rates \$83.893m (2004, \$117.343m), reserves \$1.492m (2004, \$2.255m) and development and financial contributions \$49.824m (2004, nil).

	Council and Consolidated	
	Actual	Actual
	2005	2004
	\$000	\$000
Total term liabilities	106,671	96,931
Less sinking funds	(5,536)	(5,633)
Less EECA loans	(244)	(114)
<b>Net debt (excluding internal borrowing)</b>	<b>100,891</b>	<b>91,184</b>
Add internal borrowings	34,318	28,414
<b>Net debt (including internal borrowing)</b>	<b>135,209</b>	<b>119,598</b>
Overall net debt will be funded in subsequent years as follows:		
Rates	83,893	117,343
Reserves	1,492	2,255
Development and financial contributions	49,824	0
	<b>135,209</b>	<b>119,598</b>

The statement of financial performance, reflects a net off of internal borrowing interest of \$1.540m (2004, \$0.922m) to eliminate the internal interest charged to outcome areas.



**NOTE 18: FINANCE LEASE LIABILITIES**

	Council and Consolidated	
	Actual	Actual
	2005	2004
	\$000	\$000
Payable no later than one year	691	424
Later than one, not later than two years	608	424
Later than two, not later than five years	1,013	637
Later than five years	0	0
	2,312	1485
Future finance charges	(281)	(176)
<b>Total Finance Lease Liabilities</b>	<b>2,031</b>	<b>1309</b>
Made up of:		
Current	504	329
Non-current	1,527	980
<b>Total Finance Lease Liabilities</b>	<b>2,031</b>	<b>1,309</b>

The interest rates applying to lease liabilities for 2005 ranges from 5.23 per cent to 7.94 per cent (2004 ranges from 5.23 per cent to 7.94 per cent).

**NOTE 19: LANDFILL AFTERCARE PROVISION**

Hamilton City Council gained resource consent in October 1985 to operate the Horotiu landfill. Council has the responsibility under the resource consent to provide ongoing maintenance and monitoring of the landfill after the site is closed. There are closure and post-closure responsibilities such as the following:

**Closure Responsibilities:**

- final cover application and vegetation
- incremental drainage control features
- completing facilities for leachate collection and monitoring
- completing facilities for water quality monitoring
- completing facilities for monitoring and recovery of gas.

**Post-closure Responsibilities:**

- treatment and monitoring of leachate
- groundwater and surface monitoring
- gas monitoring and recovery
- implementation of remedial measures such as needed for cover, and control systems
- ongoing site maintenance for drainage systems, final cover and control.

**Capacity of the Site**

Under the term of the resource consent Horotiu is required to close no later than 31 December 2006. As at 30 June 2005 the remaining capacity was 73,216 cubic metres. During the 2005/06 financial year an extension will be completed that will add a further 315,000 cubic meters to the landfill capacity.

The cashflow outflows for landfill post closure are expected to occur between 2007 and 2056. The long-term nature of the liability means that there are inherent uncertainties in estimating costs that will be incurred. The provision has been estimated taking into account existing technology and is discounted using a discount rate of 7 per cent.

	Council and Consolidated	
	Actual	Actual
	2005	2004
	\$000	\$000
<b>Statement of Movements in Landfill Aftercare Provision</b>		
Opening Balance	5,316	4,432
Increase due to relative volume assumption	822	0
Increase due to aftercare cost assumption	737	574
Increase in discount amount from passage of time	372	310
<b>Closing Balance</b>	<b>7,247</b>	<b>5,316</b>



**NOTE 20: RECONCILIATION OF NET SURPLUS TO NET CASH  
INFLOW FROM OPERATING ACTIVITIES**

	Council and Consolidated	
	Actual 2005 \$000	Actual 2004 \$000
<b>Net surplus</b>	<b>20,333</b>	<b>6,196</b>
<b>Add/(less) non-cash items:</b>		
Contributions – fixed assets vested	(11,363)	(11,314)
Depreciation	29,895	30,893
Landfill aftercare interest	372	310
Library books asset writedown	0	4,337
Net loss/(gain) on disposal of assets	288	4,694
Net loss/(gain) on revaluation of investments	(667)	(613)
Realisation of revaluation reserve on disposal of investment properties	(409)	(866)
Realisation of revaluation reserve on disposal of shares	0	(207)
	<b>18,116</b>	<b>27,234</b>
<b>Add/(less) movements in working capital:</b>		
Change in accounts receivable and prepaid expenditure	(132)	1,937
Change in inventory	(57)	(81)
Change in accounts payable and income in advance	3,459	1,310
Change in employee entitlements (including non-current portion)	332	(617)
	<b>3,602</b>	<b>2,549</b>
<b>Add/(less) Items classified as investing activities:</b>		
Change in capital expenditure accruals	(2,849)	(799)
	<b>(2,849)</b>	<b>(799)</b>
<b>Net Cash Inflow/(Outflow) from Operating Activities</b>	<b>39,202</b>	<b>35,180</b>

## NOTE 21: RELATED PARTIES

Council's wholly owned subsidiary, Hamilton Properties Ltd which previously managed Council's property portfolio and received most of its income from management fees, ceased trading as at 31 October 1998. As a result, there are no related party transactions included in these accounts.

No elected members or senior management were involved in any transactions with Council apart from payments of rates, use of Council services as part of the normal customer relationship and Council's involvement with Sport and Uniform (2004) Ltd.

Prior to the 2004 Triennial Election Michael Redman became a Director and shareholder of Sport and Uniform (2004) Ltd which historically provided some of the staff uniforms to Council. This role has continued when Michael Redman was elected as His Worship the Mayor in October 2004. He had no involvement in the decisions concerning the proposed contracts with Council.

The actual spend with Sport and Uniform (2004) Ltd for the year ended 30 June 2005 was \$39,701, which has been approved by the Office of The Controller and Auditor General.

## NOTE 22: FINANCIAL INSTRUMENTS

### Credit Risk

In the normal course of business, Council incurs credit risk from trade debtors and financial institutions. Council has placed its cash, interest bearing deposits and funds to be managed with financial institutions of high credit worthiness and limits its amount of credit exposure to any one such institution.

### Interest Rate Risk

In the normal course of business, most long-term debt is at fixed interest rates. Interest rate risk is managed using synthetic instruments. Short-term debt and investments are subject to normal market fluctuations. Long-term debt is detailed in Note 17.

### Synthetic Contracts Held

Instrument	Maturity Date	98,146	\$000
Interest rate swaps	15 July 2005	6.56	450
	15 July 2005	6.59	700
	15 July 2005	6.50	516
	15 July 2005	6.55	612
	15 July 2005	6.63	420
	15 July 2005	6.82	395
	15 July 2005	6.62	162
	15 February 2006	6.49	6,000
	24 February 2006	5.62	2,000
	1 August 2006	5.45	3,000
	24 October 2006	5.59	2,000
	13 November 2006	5.16	6,000
	11 December 2006	6.33	2,000
	23 January 2007	6.52	4,000
	20 February 2007	6.05	5,000
	15 October 2008	6.62	3,255
	15 April 2009	6.61	10,000
	25 February 2010	6.64	16,000
	14 November 2012	6.59	5,000
	5 February 2013	7.08	5,500
25 February 2013	6.09	4,000	
10 March 2014	6.71	6,000	
15 March 2014	6.68	5,000	
1 December 2014	6.85	7,500	
20 January 2015	6.78	5,000	
25 February 2015	6.68	16,000	
			<b>116,510</b>



#### Fair Value

The fair value of financial instruments is shown as follows:

	Council and Consolidated 2005		Council and Consolidated 2004	
	Carrying Amount \$000	Fair value \$000	Carrying Amount \$000	Fair value \$000
<b>Assets</b>				
Cash and bank	107	107	18	18
Current investments and loans	37	37	881	881
Non-current investments and loans*	23,855	23,855	19,179	19,179
<b>Liabilities</b>				
Term debt	106,671	106,828	96,931	97,164
Finance lease liabilities	2,031	2,031	1,309	1,309

\* Shares in other organisations are carried at values as stated in Note 9. It is not practical to estimate fair values of Council's shareholdings as there are no quoted market prices for the shares.

The revaluation of interest rate swaps held by Council shows an unrealised mark-to-market revaluation loss of \$753,505 as at 30 June 2005 (2004 unrealised gain \$545,638). This is a non-cash revaluation loss brought about by the comparison of the swap fixed rate with the negative interest rate yield curve. The revaluation loss is increased by the lengthening of several of the swap maturities during the year. The Money Market expects the yield curve to rise during the next year and this will reverse the revaluation losses. This non-cash revaluation loss has not been recognised in the Statement of Financial Performance.

In conjunction with Council's treasury advisors it was considered prudent to lock in these rates to provide Council with interest rates in the medium- and long-term that are below historical averages and to also manage interest rate risk.

#### NOTE 23: CURRENCY RISK

Currency risk is the risk that the value of a financial instrument will fluctuate due to changes in foreign exchange rates. Foreign currency forward exchange rates are used to manage foreign currency exposure. Council's policy is that foreign currency exposure of amounts greater than \$25,000 are to be covered by way of forward exchange contracts. Council held foreign currency forward exchange contracts of \$505,858 as at 30 June 2005 (2004, \$nil).

	Council and Consolidated 2005		Council and Consolidated 2004	
	Carrying Amount \$000	Fair value \$000	Carrying Amount \$000	Fair value \$000
Foreign currency forward exchange contracts	506	497	0	0

**NOTE 24: REMUNERATION OF MAYOR, COUNCILLORS AND CHIEF EXECUTIVE**

**Mayor and Councillors**

The following people held office as elected members of Council during the year ended June 2005. The total remuneration received by elected members during the year totalled \$808,853 (2004, \$782,538). Remuneration includes salary, statutory meeting allowances, directors fees, motor vehicle allowance and other taxable allowances.

	Council and Consolidated	
	2005	2004
	\$	\$
<b>Mayor</b>		
Michael Redman		
Salary and taxable allowances	73,293	0
Motor vehicle	2,838	0
<b>Councillors</b>		
Daphne Bell	35,898	0
Peter Bos (2005 includes payment of Novotel directors fees \$4,070)	57,307	57,619
Gordon Chesterman	39,514	0
Joe Di Maio	35,652	0
John Gower	55,590	47,877
Roger Hennebry	51,590	45,437
Dave Macpherson	56,736	55,443
Pippa Mahood	57,525	56,764
Glenda Saunders	38,003	0
Bob Simcock	39,214	0
Grant Thomas	51,278	55,399
Maria Westphal	34,850	0
Ewan Wilson	52,786	56,985
<b>Mayor and Councillors paid up to Oct 2004 (not re-elected)</b>		
Mayor – David Braithwaite	31,461	104,469
Ted Armstrong	18,518	59,090
Jody Garrett	13,683	45,565
Mavora Hamilton	13,923	46,652
Brian Impson	16,683	56,644
Jocelyn Marshall	14,853	47,567
Bill Ward	14,658	47,027
<b>Total cost</b>	<b>805,853</b>	<b>782,538</b>





#### Chief Executive

The Chief Executive of Hamilton City Council, Tony Marryatt was appointed under section 42(1) of the Local Government Act 2002. For the year ended June 2005, the total annual cost to Hamilton City Council of the remuneration package being received by Tony Marryatt was \$266,207 (2004, \$251,596).

	Council and Consolidated	
	Actual 2005 \$	Actual 2004 \$
Salary	242,036	230,137
Motor vehicle	17,682	15,419
Superannuation subsidy	6,489	6,040
<b>Total cost</b>	<b>266,207</b>	<b>251,596</b>

Tony Marryatt is also a Director of Hamilton Riverview Hotel Ltd (appointed by Hamilton City Council) and received directors fees of \$18,433 (2004, \$12,600) for his work in that capacity.

#### NOTE 25: SEVERANCE PAYMENTS

For the year ended 30 June 2005 Council made severance payments to five employees totalling \$52,818. The individual value of each of these severance payments is: \$3,791; \$7,062; \$8,034; \$8,769; \$25,162.

**NOTE 26: STATEMENT OF COMMITMENTS**

	Council and Consolidated	
	Actual	Actual
	2005	2004
	\$000	\$000
<b>Capital Expenditure Commitments</b>		
Approved and committed	22,281	6,468
<b>Non Cancellable Operating Lease Commitments</b>		
Not later than one year	994	1,116
Later than one year and not later than two years	650	510
Later than two years and not later than five years	229	206
Later than five years	136	144
	<b>2,009</b>	<b>1,976</b>
<b>Total Commitments</b>	<b>24,290</b>	<b>8,444</b>

In addition to the above commitments, Council has authorised the following capital projects:

	Council and Consolidated	
	Actual	Actual
	2005	2004
	\$000	\$000
Roading	12,805	5,529
Stormwater	718	522
Wastewater	1,863	1,025
Water supply	3,294	2,341
Parks and gardens	2,821	2,333
Other activities	4,420	5,637
	<b>25,921</b>	<b>17,387</b>

**NOTE 27: CONTINGENCIES**

**Guarantees**

Council is at times requested to act as Guarantor to loans raised by community organisations and sports clubs to construct facilities on Council reserve land. These structures form part of the reserve but are not included in the fixed asset figures. Council's potential liability under the guarantees is as follows:

Lending Institution	Council and Consolidated	
	Actual	Actual
	2005	2004
	\$000	\$000
ANZ	268	0
ASB Bank	296	490
Bank of New Zealand	118	129
Westpac	239	398
	<b>921</b>	<b>1,017</b>

#### Insurance and Liability Claims

Council was involved as defendant in various public liability and professional indemnity claims at 30 June 2005. Council's potential liability, if at all, would be its insurance excess. Council has also estimated its other liability claims.

	Council and Consolidated	
	Actual	Actual
	2005	2004
	\$000	\$000
Insurance claim excess	316	349
Other liability claims	260	132
	<b>576</b>	<b>481</b>

Thirty-four claims have been lodged with the Weathertight Home Resolution Service for buildings located within Hamilton city. It is yet to be determined whether each claim is in fact valid and/or against whom action will be taken and whether it will be pursued.

#### Uncalled Capital or Loan

During May 2004, the shareholders of Waikato Regional Airport Ltd (WRAL) of which Hamilton City Council has a 50 per cent shareholding, authorised the company issuing further shares totalling \$21.6m to existing shareholders. This capital restructure is part of the WRAL Airport Development and allows WRAL to borrow at commercially favourable interest rates.

The WRAL Airport Development is estimated to cost \$20.5m over five years, which is being funded by new external borrowings of \$14.6m and retained earnings. Whilst there are no plans to call up the capital, Council has a contingent liability for \$10.8m for uncalled capital.

During March 2005, Council gave a commitment to WRAL to provide if necessary a further \$1m by way of uncalled capital or by loan for the proposed purchase of land for future runway development. WRAL proposes to fund this purchase from sale of commercial land. Council's liability is contingent upon WRAL not securing \$2m funding by 30 June 2007 or if the purchase by WRAL causes it to breach its covenants with the bank.

	Council and Consolidated	
	Actual	Actual
	2005	2004
	\$000	\$000
Uncalled capital – Waikato Regional Airport Ltd	10,800	10,800
Uncalled capital or loan – Waikato Regional Airport Ltd	1,000	0
	<b>11,800</b>	<b>10,800</b>

#### WEL Energy Trust

Council is a 63 per cent capital beneficiary of the WEL Energy Trust. The life of the trust ends in 2073 unless terminated earlier if its purpose is completed. Given the uncertainties surrounding the life of the trust, Council is unable to accurately establish the appropriate value of its 63 per cent share.

**NOTE 28: TRANSIT NEW ZEALAND ACT DISCLOSURES**

This information is presented in accordance with section 31 of the Transit New Zealand Act which requires Council to separately disclose those activities that use their own staff or assets in providing in-house professional services for which funding is received from the Land Transport Disbursement Account.

	Council and Consolidated	
	Actual 2005 \$000	Actual 2004 \$000
<b>Roads and Traffic Business Unit</b>		
Revenue		
In-house professional services	814	847
Other revenue	1,096	1,133
Less Operating Expenditure	(1,872)	(1,823)
<b>Net surplus</b>	<b>38</b>	<b>157</b>

The net surplus on operation of the roads and traffic business unit is allocated to relevant outcome areas.

	Council and Consolidated	
	Actual 2005 \$000	Actual 2004 \$000
<b>Design Services Business Unit</b>		
Revenue		
In-house professional services	766	972
Other revenue	2,070	1,920
Less Operating Expenditure	(2,744)	(2,623)
<b>Net surplus</b>	<b>92</b>	<b>269</b>

The net surplus on operation of the design services business unit is allocated to relevant outcome areas.

**NOTE 29: EXTERNAL CONSULTANTS**

The following payments comprising legal and professional fees were made to external consultants:

	Council and Consolidated	
	Actual 2005 \$000	Actual 2004 \$000
Chief executive's office	41	91
Community services	133	135
Corporate	183	363
Environmental services	243	197
Works and services	301	148
	<b>901</b>	<b>934</b>

**NOTE 30: STATEMENTS OF SERVICE PERFORMANCE**

During the period 19 May to 12 June 2005 International Research Consultants Ltd carried out a survey on public perceptions and interpretation of Council services and representation. The survey is prepared on a scientific basis with a margin of error of plus or minus 3.7 per cent at the 95 per cent confidence level, having a random sample of 701 residents in the city of Hamilton. The survey results have been reported in the Statements of Service Performance.

All physical maintenance and capital works are carried out under contract. Planning, programming, management, supervision and auditing the standards of the roading and utilities networks are carried out by Council's in-house engineering business units or independent consultants. All design work is undertaken by registered engineers. These contracts remain in maintenance until the required performance is achieved and only then is the contract fully paid.



**NOTE 31: RECONCILIATION OF APPROVED TO RESTATED BUDGET**

STATEMENT OF FINANCIAL PERFORMANCE	Approved Budget \$000	Carryover from 03/04 \$000	Other \$000	Restated Budget \$000
<b>Revenue from Outcome Areas</b>				
Sustaining Hamilton's environment	11,379	0	0	11,379
Growing Hamilton	14,980	71	125	15,176
Promoting Hamilton	0	0	0	0
Experiencing arts, culture and heritage in Hamilton	1,613	0	0	1,613
Living in Hamilton	3,533	0	0	3,533
Enjoying Hamilton	5,592	0	1	5,593
Less internal revenue	(3,500)	0	0	(3,500)
<b>Total Revenue from Outcome Areas</b>	<b>33,597</b>	<b>71</b>	<b>126</b>	<b>33,794</b>
<b>Rates</b>	<b>73,850</b>	<b>0</b>	<b>0</b>	<b>73,850</b>
Less rates charged to Council properties	(350)	0	0	(350)
<b>Total Rates</b>	<b>73,500</b>	<b>0</b>	<b>0</b>	<b>73,500</b>
<b>Revenue Assigned to Asset Development</b>				
Transfund NZ capital subsidies	2,384	1,234	0	3,618
Contributions – vested assets	4,125	0	0	4,125
Other capital contributions	3,836	778	(80)	4,534
<b>Total Revenue Assigned to Asset Development</b>	<b>10,345</b>	<b>2,012</b>	<b>(80)</b>	<b>12,277</b>
<b>Other Revenue</b>	<b>1,572</b>	<b>0</b>	<b>0</b>	<b>1,572</b>
<b>Total Operating Revenue</b>	<b>119,014</b>	<b>2,083</b>	<b>46</b>	<b>121,143</b>
<b>Expenditure from Outcome Areas</b>				
Sustaining Hamilton's environment	35,942	554	2	36,498
Growing Hamilton	29,788	440	65	30,293
Promoting Hamilton	1,756	96	0	1,852
Experiencing arts, culture and heritage in Hamilton	13,153	190	(5)	13,338
Living in Hamilton	14,321	1,566	21	15,908
Enjoying Hamilton	24,371	417	43	24,831
Less internal expenditure	(3,500)	0	0	(3,500)
Less rates charged to Council properties	(350)	0	0	(350)
Less internal transfers to reserves	0	0	(64)	(64)
Less interest on internal borrowing	(925)	0	0	(925)
<b>Total Expenditure from Outcome Areas</b>	<b>114,556</b>	<b>3,263</b>	<b>62</b>	<b>117,881</b>
<b>Other Expenditure</b>	<b>40</b>	<b>0</b>	<b>0</b>	<b>40</b>
<b>Total Operating Expenditure</b>	<b>114,596</b>	<b>3,263</b>	<b>62</b>	<b>117,921</b>
<b>Net Surplus</b>	<b>4,418</b>	<b>(1,180)</b>	<b>(16)</b>	<b>3,222</b>

This is a reconciliation of the community plan budgets to restated budgets as presented in the Statement of Financial Performance and notes 1 to 4. Restated amounts relate to approved carryover budgets from 2003/04, transfers of budgets, and presentation of internal charges that were not included in the community plan.

STATEMENT OF FINANCIAL POSITION	Approved Budget \$000	Carryover from 03/04 \$000	Other \$000	Restated Budget \$000
<b>Equity</b>	<b>1,539,304</b>	<b>17,392</b>	<b>0</b>	<b>1,556,696</b>
Fixed Assets	1,630,674	17,392	0	1,648,066
<b>Net Assets</b>	<b>1,630,674</b>	<b>17,392</b>	<b>0</b>	<b>1,648,066</b>

The annual plan budgets as presented in the Statement of Financial Position have been restated as above. Restated amounts relate to approved carryover budgets from 2003/04, and transfers of budgets. All other budgets not shown are as per the community plan.



## NOTE 32: MAJOR BUDGET VARIANCES

### Statement of financial performance

Council made a net surplus of \$20.33m, an increase of \$17.11m over the budgeted net surplus of \$3.22m.

The major reasons for this favourable variance were: additional level of assets vested to Council \$7.24m, higher contribution from subdividers and other capital contributions \$2.58m, higher level of Transfund subsidy \$1.42m, lower level of interest expense \$1.48m (after eliminating internal borrowing interest), lower level of depreciation \$0.71m, share in associate's surpluses \$0.67m, and favourable net expenditure of \$2.96m due to timing of expenditure between financial years.

Major items offsetting these favourable variances were: the net writeoff on disposal of assets \$0.29m and provision for landfill \$0.37m which are favourable to budget.

### Statement of movements in equity

The level of equity as at 30 June 2005 was \$7.46m higher than budget. The favourable net surplus noted above, and net increase in revaluation reserves \$8.49m, offset the lower than budgeted opening equity balance.

### Statement in financial position

The level of net assets as at 30 June 2004 was \$7.46m higher than budget.

Term debt was lower than budget by \$22.55m, primarily due to an increase in internal borrowing \$5.90m, which was used to offset external borrowing requirements during the 2004/05 financial year, and also various loan funded projects deferred to the 2005/06 financial year.

Fixed assets was \$21.16m lower than budget, primarily due to capital projects deferred to 2005/06.

Investment properties was higher than budget, mainly due to an adjustment to recognise a revaluation increase of \$4.36m.

Investment was \$4.22m higher than budget, primarily due a \$3.26 loan made to CTC Aviation Training (NZ) Ltd – refer note 8.

### Statement of cash flows

The overall movement in cash held was \$1.71m higher than budget.

Net cash inflows from operating activities was \$14.82m higher than budget. Major favourable variances were higher transfunds capital subsidies and other capital contributions received, lower interest paid, and lower level of payment to suppliers due to year end creditors being higher than last year.

Net cash outflows from investing activities was \$12.79m higher than budget. Major variances were the higher spend on capital expenditure \$8.8m mainly due to carryover of projects from 2003/04 to 2004/05, and the loan to CTC Aviation Training (NZ) Ltd \$3.26m, which was not budgeted.

Net cash inflows from financing activities was \$0.34m lower than budget. Gross borrowings were higher than budget due the timing of refinancing requirements, but this was offset by higher than budgeted loan repayments.

## NOTE 33: EVENTS AFTER BALANCE DATE

Council received a dividend of \$212,891 from Hamilton Riverview Hotel Ltd (Novotel) on 19 July 2005. This will be recognised in Council's statement of financial performance for the year ended 30 June 2006.



## INFORMATION ON COUNCIL CONTROLLED ORGANISATIONS AND COUNCIL ORGANISATIONS

Council operates two Council Controlled Organisations (CCOs), Hamilton Properties Ltd and Waikato Regional Airport Ltd.

In addition, Council has interests in Council Organisations (CO's) including a shareholding in a Joint Venture in Hamilton Review Hotel Ltd (Novotel) and a minor shareholding in NZ Local Government Insurance Co. Ltd. The later organisation has been specifically exempted as a CCO in accordance with section 6(4)(f) of the Local Government Act 2002).

The following explains what the organisations do and the performance:

### HAMILTON PROPERTIES LTD

Hamilton Properties Ltd is no longer trading and is 100 per cent owned by Council. Council has retained Hamilton Properties Ltd as a non-operating company, with the view to utilizing its tax losses in the future.

- For more information on the activities of Hamilton Properties Ltd, contact Mike Garrett, General Manager Corporate, Hamilton City Council, Private Bag 3010, Hamilton.

### WAIKATO REGIONAL AIRPORT LTD

Waikato Regional Airport Ltd replaced the Airport Authority in 1989, which previously ran Hamilton Airport (and in which Council had a shareholding).

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 Matamata-Piako, Otorohanga, Waikato and Waipa district councils.

Waikato Regional Airport Ltd reported a net surplus of \$238,377 for the year ended 30 June 2005 (2004, \$350,234).

No dividend was paid in 2005 (2004, nil).

Refer to Note 9 of the financial statements for investment details and Council's share of the net surplus.

A comparison of the company's financial and performance measures for the year ended 30 June 2005 is shown below.

	Actual	Statement of Corporate Intent Targets
Operating surplus after taxation to shareholders' funds	1.16%	1.12%
Operating surplus before taxation and interest to total assets	3.24%	2.43%
Operating surplus after taxation to total assets	0.74%	0.67%
Operating surplus before taxation and interest to shareholders' funds	5.04%	4.03%
Percentage of non-landing charges revenue to total revenue	76.50%	77.81%
Net asset backing per share	\$7.25	\$9.88
Interest rate cover	3.4	1.7
Total liabilities to shareholders' funds	35:65	32:68

- For more information on the activities of the Waikato Regional Airport Ltd, contact: Hugh McCarroll, Chief Executive, Airport Road, RD2, Hamilton.

### HAMILTON RIVERVIEW HOTEL LTD (NOVOTEL)

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 41.38 per cent of the shares in the Hamilton Riverview Hotel Ltd. Tainui Development Ltd and AAPC NZ PTY Ltd hold the remaining shares.

Hamilton Riverview Hotel Ltd reported a net surplus of \$1,691,828 for the year ended 31 December 2004 (2003, net surplus \$1,028,872).

A dividend of \$514,486 was paid in the year ended 31 December 2004 (2003, nil). Council's share of \$212,891 has been recognised in note 4 of the financial statements for year ended 30 June 2005.

Subsequent to balance date Hamilton Riverview Hotel Ltd declared a dividend \$514,486. Council received a dividend \$212,891 on 19 July 2005. This will be recognised in the Council's financial performance for the year ended 30 June 2006.

Refer to Note 9 of the financial statements for investment details and Council's share of the net surplus.

- For more information on the activities of Hamilton Riverview Hotel Ltd, contact Mike Garrett, General Manager Corporate, Hamilton City Council, Private Bag 3010, Hamilton.

### **NZ LOCAL GOVERNMENT INSURANCE CO. LTD**

NZ Local Government Insurance Co. Ltd's prime objective is to ensure the long-term provision of stable and cost effective risk financing products for local government in New Zealand.

Council holds 3.17 per cent of the shares in the NZ Local Government Insurance Co. Ltd. The remaining shares are held by other councils in New Zealand.

NZ local Government Insurance Co. Ltd reported a net surplus of \$1,978,555 for the year ended 31 December 2004 (2003, net surplus \$1,262,931).

No dividend was paid in the year ended 31 December 2004 (2003, nil), although a dividend was declared on 24 June 2005. Councils received a net dividend of \$24,327 – this has been recognised in note 4 of the financial statements for the year ended 30 June 2005.

Refer to Note 9 of the financial statements for investment details and Council's share of the net surplus.

- For more information on the activities of NZ Local Government Insurance Co. Ltd, contact Mike Garrett, General Manager Corporate, Hamilton City Council, Private Bag 3010, Hamilton.



## REPORT ON FUNDING AND FINANCIAL POLICES

### INTRODUCTION

Each local authority is required to prepare and adopt a Revenue and Financing Policy, Funding Impact Statement, Investment Policy, and Liability Management Policy as part of its Long-Term Council Community Plan (LTCCP).

Schedule 10 of the Local Government Act 2002 specifies that every local authority must provide in its annual report sufficient information about each of the documents listed above to enable an informed assessment of the extent to which the objectives and provisions of the strategy and policies have been met during that year.

The information required should include an explanation of any significant variation between:

- the objectives and policies of the Funding and Financial Policy set out in the LTCCP for the financial year, and
- the actual achievement of those objectives and policies.

### OVERVIEW

During 2004/05 Council made significant progress towards the achievement of objectives and policies for the year as set out in the Funding and Financing Policy of the LTCCP relating to its Revenue and Financing Policy, Funding Impact Statement, Investment Policy and Liability Management Policy.

Details of achievement against the objectives and policy are set out below.

#### 1. Revenue and Financing Policy

##### Background

The Long-Term Council Community Plan (LTCCP) identifies significant activities of Council and provides for the associated estimated future expenses, revenues, cashflows and other movements in the Statement of Financial Performance and Statement of Financial Position. The general aim of the LTCCP is to ensure that Council has adequately considered and accounted for its future operations in accordance with the following six principles:

- prudent management of Council activities in the interest of the city and its inhabitants
- adequate provision for expenditure needs of Council
- adequate consideration and assessment of benefits and costs of different options
- lawful funding mechanisms that on reasonable grounds can be considered as appropriate
- maintaining prudent levels of debt in accordance with the Liability Management Policy, and
- operating revenue to cover all projected operating expenses.

##### Overall Performance

The net surplus for the year 2004/05 was \$20.33m, which is \$15.91m more than that outlined in the LTCCP of \$4.42m.

However after adjusting for carryover budgets from 2003/04 and other adjustments, the LTCCP net surplus has been restated at \$3.22m. This results in the net surplus for the year 2004/05 exceeding the restated LTCCP net surplus by \$17.11m. (Refer to note 31 of the financial statements – reconciliation of approved to restated budget).

Major variations to the restated LTCCP are explained in note 32 of the financial statements.

**Specific Objectives and Targets**

Objective	2005 Targets	Performance	Significant Variations, Comments
To maintain the direction specified in the Long-Term Council Community Plan (LTCCP).	Achieve the budgeted figures specified in the LTCCP.	Net surplus of \$20.33m against a restated LTCCP of \$3.22m.	Refer to note 32 of the financial statements for explanation of major variations
To manage the level of commitments and contingencies.	Total contractual commitments do not exceed \$2m.  Total contingencies do not exceed 2% of the general rate levied or 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).	This target was not met. Contractual commitments totalled \$22.28m. Significant contracts include the Water treatment station upgrade, Hamilton South Reservoir. Refer to the note 26 of the financial statements.  Achieved. Current contingencies are 0.9% of the general rate levied for the 2004/05 financial year. This figure is based on the total annual contingent loan servicing charges on loans Council has guaranteed, plus any insurance claim excess and other liability claims, as disclosed in note 27 of the financial statements, and outlined in Section 2.9 of the Revenue and Financing Policy.	Council has a number of projects that were committed but not completed in the 2004/05 financial year. Funding for these projects in the 2004/05 financial year will be carried forward to 2005/06.  No significant variation.
To maintain a mix of funding mechanisms to meet the total funding requirements of the city.	Fees and charges comprise at least 20% of total revenue.  Differentials on property sectors maintained to achieve the rate recovery specified in the LTCCP.	Achieved. Fees and charges comprised 27.1% of total revenue.  Achieved.	No significant variation.  Rate revenue is higher than budgeted by \$18,000 – refer note 2 of the financial statements.

**2. Funding Impact Statement**

**Background**

The Revenue and Financing Policy, as outlined in the LTCCP, is designed to ensure that the allocation of costs by function is met by the people or groups benefiting from the function. The Funding Impact Statement disclosed in the LTCCP outlines the funding and rating mechanisms of Council for the following year, in accordance with the policies outlined in the Revenue and Financing Policy.

**Overall Performance**

Council has generally achieved the planned mix of funding and rating.

The actual allocation of the costs of Council's functions is not significantly changed from the LTCCP.

**3. Investment Policy**

**Background**

Council delegates responsibility for management, monitoring and reporting of Council's investments and activities to its Finance and Audit Committee, and its Finance and Administration Unit.

The investment policy document sets out the parameters for the operation of the Finance and Administration Unit, and the volume of investments that Council will be involved with. The mix of investments between current and non-current is determined according to Council's working capital needs. Refer to the LTCCP for detailed outline of the policy.



FINANCIAL SECTION



### Overall Performance

There are no significant variations or material departures from Council's Investment Policy as reported in the LTCCP or as revised by Council during the year.

### Specific Objectives and Targets

Objective	2005 Targets	Performance	Significant Variations, Comments
To manage risks associated with investments.	Any operating cash flow surpluses to be managed on a prudent cash management basis. Synthetic instruments may be used to manage interest rate and exchange rate risk.	Achieved.  No synthetic instruments currently used for investments.	No significant variations.
Use of proceeds of asset sales (excluding vehicles and light plant).	Proceeds to be used for reduction of debt except as specifically authorised by Council or subject to legislative restrictions	Achieved.	

## 4. Liability Management Policy

### Background

Council delegates responsibility for the management, monitoring and reporting of Council's debt and associated risks to its Finance and Audit Committee and its Finance and Administration Unit.

The main function of the Liability Management Policy is to ensure that Council's debt and its associated risks are maintained at prudent levels. Refer to the LTCCP for a detailed outline of the policy.

## Overall Performance

There are no significant variations or material departures from Council's Liability Management Policy as reported in the LTCCP or as revised by Council during the year.

## Specific Objectives and Targets

Objective	2005 Targets	Performance	Significant Variations, Comments
To manage interest rate and credit risk exposure.	Minimum (50%) and maximum (95%) levels of fixed borrowing are not exceeded.	Achieved.	No significant variations.
To maintain debt within specified limits and ensure adequate provision for repayments to maintain adequate liquidity.	Net debt does not exceed 15% of total ratepayers' equity.	Achieved: 6.5% (8.6%, if internal borrowing included). Refer to Financial Overview.	
	Net debt does not exceed 150% of total income for the year.	Achieved: 74.2% (99.4%, if internal borrowing included). Refer to Financial Overview.	
	Debt interest payments do not exceed 15% of the total income for the year.	Achieved: 6.2% (5.1%, if internal borrowing is excluded). Refer to Financial Overview.	
	Debt interest payments do not exceed 20% of the rating income for the year.	Achieved: 11.5% (9.4%, if internal borrowing is excluded). Refer to Financial Overview.	
	Term debt and committed borrowing facilities is not less than 110% of existing net debt, including working capital requirements.	Achieved: 140.2%. Refer to Financial Overview.	
	Net debt does not exceed \$1,500 per capita.	Achieved: \$764 (\$1,024, if internal borrowing included). Refer to Financial Overview.	
To maintain security for public debt by way of a charge over rates through the Debenture Trust Deed, or registered mortgage over specific assets.	Security documentation is reviewed to ensure compliance.	Achieved.	
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.	Achieved. All known foreign currency payments hedged.	

## STATEMENT OF COMPLIANCE AND RESPONSIBILITY

### Compliance

Council and management of Hamilton City Council confirm that all the statutory requirements of the Local Government Act 2002 have been complied with.

### Responsibility

Council and management of Hamilton City Council accept responsibility for the preparation of the financial statements in accordance with generally accepted accounting practice in New Zealand.

Council and management of Hamilton City Council considers that the financial statements have been prepared using appropriate accounting policies, which have been consistently applied and adequately disclosed and supported by reasonable judgements and estimates, and that all relevant financial reporting and accounting standards have been followed.

Council and management of Hamilton City Council accept responsibility for establishing and maintaining a system of internal control designed to provide reasonable assurance as to the integrity and reliability of financial reporting.

In the opinion of Council and management of Hamilton City Council, the financial statements fairly reflect the financial position of Council and the group as at 30 June 2005, and the results of its operations and cash flows and the service performance achievements for year ended on that date.



Michael Redman  
Mayor  
14 September 2005



Tony Marrayatt  
Chief Executive  
14 September 2005



Mike Garrett  
General Manager Corporate  
14 September 2005

## HAMILTON CITY: A PROFILE (He whakaaturanga mo te taone nui o Kirikiriroa)

A selection of comparisons	2003/04	2004/05
POPULATION (usually resident in Hamilton)	129,300 <sup>1</sup> (estimate)	132,000 <sup>2</sup>
HOUSING (number of permanent private dwellings)	46,933 (March 04)	48,000 <sup>2</sup>
CITY AREA	9427ha	9860ha
BUSINESSES <sup>3</sup>	10,313 (Feb 04)	not available
EMPLOYEES <sup>4</sup>	64,330 (Feb 04)	not available
<b>ENVIRONMENT</b>		
Number/area of parks and gardens	131 (549ha)	139 (563ha)
Number/area of sports areas	57 (423ha)	58 (426ha)
Number of play areas	78	83
Number of swimming pools	3	3
Walkways in parks and reserves	49km (estimate)	43.8km (actual)
Number of street trees	29,000 (estimate)	28,645 (actual)
<b>INFRASTRUCTURE</b>		
Traffic bridges over Waikato River	6	6
Number of bridges <sup>6</sup>	56	56
Length of streets (road centreline length)	560km	575km
Length of footpaths	857km	863km
Length of cycleways <sup>7</sup>	27km	45km
Length of wastewater pipes	731km	743km
Length of stormwater pipes	583km	598km
Length of open stormwater drains and natural water-courses	86km	85km
Length of water pipes	967km	994km
<b>REFUSE DISPOSAL</b>		
Hamilton's residential and industrial/commercial waste sent to Horotiu landfill <sup>8</sup>	87,848 tonnes	103,045 tonnes
Waste recycled through kerbside recycling, recycling centre operations and greenwaste composting at the Hamilton Organic Centre <sup>9</sup>	22,802 tonnes	23,101 tonnes
<b>RATING DATA</b>		
Rating system	land value	land value
Rateable properties (all excluding not-rated)	46,700	48,002
Rateable land value (all excluding not-rated)	\$4175m	\$4238m
Rateable capital value (all excluding not-rated)	\$12,085m	\$12,590m
Date of city revaluation	1 Sept 2003	1 Sept 2003
Years of rate revenue to repay net city debt	1.70 years	1.84 years
Rates Revenue	\$70.3m	\$73.3m
Net Debt (including internal borrowing)	\$119.6m	\$135.2m

**Notes:**

- 1 Statistics New Zealand estimates
- 2 Hamilton City Council estimates
- 3 Source: Statistics New Zealand (Business Frame Survey)
- 4 Employee count includes all part-time and full-time workers
- 5 In addition Council has partner pool relationships and provides funding to the University of Waikato Campus Pool, Hillcrest Normal School, Te Rapa Primary School and Fairfield College
- 6 Includes traffic bridges, large culverts, and pedestrian bridges/underpasses
- 7 Includes on-road cycle lanes and off-road cycle paths
- 8 For year ending 30 June
- 9 For year ending 30 June



[www.hcc.govt.nz](http://www.hcc.govt.nz)

0405060708  
**A VISION FOR OUR CITY**







[www.hcc.govt.nz](http://www.hcc.govt.nz)

0405060708

# AVISIONFOROURCITY



Hamilton City Council  
Municipal Offices  
Garden Place  
Private Bag 3010  
Hamilton 2020  
New Zealand  
Phone +64 (0)7 838 6699  
Fax +64 (0)7 838 6599  
Email [info@hcc.govt.nz](mailto:info@hcc.govt.nz)  
Internet [www.hcc.govt.nz](http://www.hcc.govt.nz)

ISSN 1171-316X



**Hamilton City Council**

Te kaunihera o Kirikiriroa