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A VISION FOR OUR CITY



HAMILTON'S

COMMUNITY PLAN

2004-14

VOLUME I



Hamilton City Council

Te kaunihera o Kirikiriroa



0405060708 AVISIONFOROURCITY

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.*

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Hamilton City Council

Te kaunihera o Kirikiriroa

INTRODUCTION (Koorero Whakataki)

Welcome to Hamilton City Council's first Community Plan. The plan covers a 10 year period (from 1 July 2004–30 June 2014), and is a requirement of the Local Government Act 2002.

The plan comprises:

- a series of outcomes that Hamilton residents have identified as being critical for the city to become more sustainable and to improve residents' quality of life
- key means of monitoring and reporting on the city's progress towards achieving the community outcomes
- projects and programmes that Council proposes to undertake over the 10 year period of the plan that will contribute towards achieving the community outcomes.

The plan effectively replaces Hamilton's Strategic Plan 2002–2012 as a long-term community visionary document and a focus for Council's planning and service delivery.

Although referred to as a Long-Term Council Community Plan in the Local Government Act 2002, Council has decided that our plan will be called Hamilton's Community Plan 2004–14.

The plan has been divided into two volumes.

Volume I contains all of the overview information of the city, key Council projects and programmes for the next three years, the structure of Council and how Council operates, as well as information on Hamilton's community outcomes and how Council intends to address them through its Significant Services and projects and programmes.

Volume II contains Council's Funding and Financial Policy 2004–14, which includes key financial policies, such as the Revenue and Financing Policy and the Investment Policy. It also lists the projects and programmes that Council supports and proposes to undertake over the 10 year period of the plan.

Commitment to the Treaty of Waitangi—Te Tiriti O Waitangi

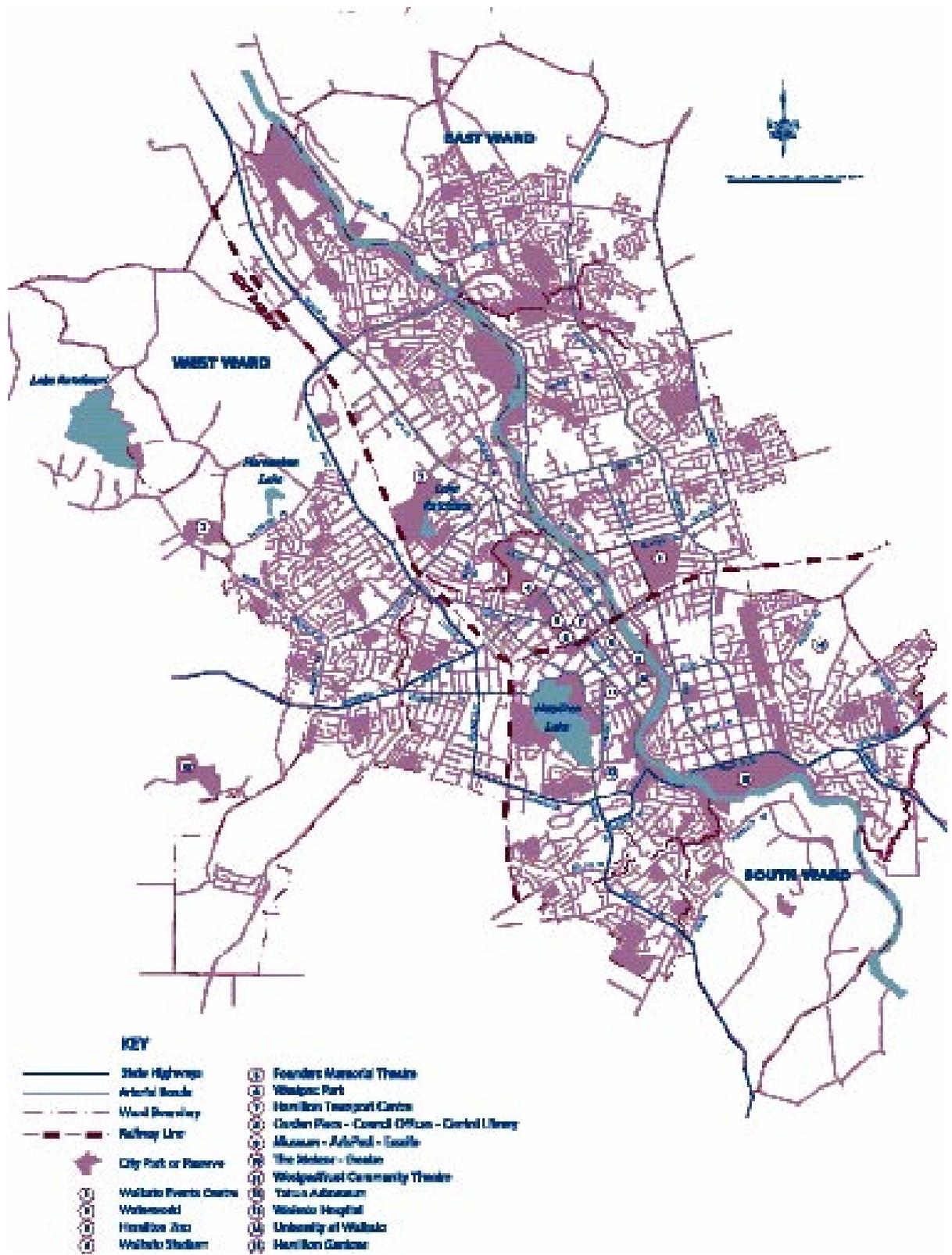
Hamilton City Council supports the principles of justice and partnership offered and agreed to in the Treaty of Waitangi (Te Tiriti), which can be encapsulated from Articles II and III as recognising Maori as tangata whenua with kaitiakitanga (guardianship) and ownership rights regarding land, and assuring Maori of the same rights as other citizens.

To this end, Council enjoys partnerships of long-standing with Nga Mana Toopu o Kirikiriroa representing the views of mana whenua (Maori with historic ties to the area) and Te Runanga O Kirikiriroa providing the views of maataa waka (other canoes: 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 our community.

The Local Government Act 2002 reinforces and reminds all of us of the importance of continuing to foster these relationships, the necessity of good communication, and the value of our Maori heritage in our progress as a distinctive nation. Local government has an important role in supporting our community, and continually working to improve the opportunity for Maori along with other citizens to contribute to decision-making, and to play an active role in the city's development.



HAMILTON CITY MAP (Mahere whenua mo te taane nui o Kirikiriroa)



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MAYOR AND CHIEF EXECUTIVE'S OVERVIEW

Hamilton is witnessing staggering growth with 1200 new homes being built last year, and it's continuing. This development has influenced the agenda for Council's future planning.

Our city has benefited today from the farsighted investment in infrastructure in the 1970s. Our job is to continue the long-term framework planning for land use, roading and infrastructure that will meet the city's growth demands for the next 30–40 years.

This document sets out the future planning necessary to facilitate the city's continued growth, with a rate rise of only 1.79 per cent to existing ratepayers. This is a significant achievement, made possible in part due to the influx of new residents.

This year's highlights include an investment of \$5 million to begin what is expected to be a 10 year process to upgrade our water treatment station. This project dovetails into planned construction of a new water reservoir in Hamilton south (\$4.68m) and water supply reticulation trunks in the Rototuna area (\$394,000).

Other significant projects which reflect the city's growth include:

- extension of Resolution Drive north to Borman Road (\$1.4m in 2004/05)
- upgrade of Riverlea Road (\$777,000 in 2004/05)
- Hamilton Lake redevelopment (\$540,000 over the next three years)
- development of grounds at Claudelands Park (\$410,000 in 2004/05 and \$1.11m over four years)
- development of riverside walkways and cycleways (\$370,000 in 2004/05 and \$2.171m over 10 years)
- expansion to the Pukete project stage 2 upgrade (\$300,000 in 2004/05 and \$7.95m over six years)
- central business district development and improvements (\$250,000 in 2004/05 and \$1.6m over 10 years)

However, the city is about more than growth, it is about meeting the needs of our present community as well as making Hamilton a great place to live. Significant initiatives this year include:

- Council's strategy on equity and access for people with disabilities (\$10,000 in 2004/05)
- upgrade interiors of older Council houses for older persons (\$350,000 in 2004/05)
- convention/events centre feasibility study (\$75,000) for Waikato Events Centre.

It is also pleasing to see the successful completion of projects in which Council was a catalyst. While Waikato Innovation Park was only opened in February 2004 (which Council invested \$2m into) demand for space is outstripping supply with the park fully tenanted and plans for an expansion being rushed to the drawing board.

On 10 May 2004 Council also approved the Waikato Regional Airport Development Plan and Commercial Area Development Plan, which will result in a \$52.5 million development of Hamilton International Airport to be staged over the next five years.

This year Council received 157 submissions to the Proposed Community Plan 2004–14. Some of the main issues raised in the submissions included transport/roading, rates/financial, Hayes Paddock, cycling facilities, fluoridation of the water supply, water/drainage, parks and gardens, pools/stadium, Minogue Park, and recycling/waste. A number of groups specifically requested additional or new financial assistance.

The key changes made to the Community Plan 2004–14 as a result of the submission process are noted in the section Outcomes from the Public Submission Process, page 21. In considering the public submissions, Council met and made its decisions on 28–29 June 2004 and set the rates strike for the 2004/05 financial year on 7 July 2004.

Council's website www.hcc.govt.nz/communityplan/ includes a digital copy of the community plan.



DAVID BRAITHWAITE OBE, JP, FACA, Hon. TCL
Mayor



TONY MARRYATT
Chief Executive

HAMILTON'S COMMUNITY PLAN 2004–14 WAS ADOPTED BY COUNCIL ON 7 JULY 2004

TE TUMUAKI ME TE RANGATIRA KAIWHAKAHAERE TIROHANGA WHAANUI

Kei te piki tonu ngaa Whare Hou o Kirikiriroa, mai i wheera tau tae atu ki teeneki tau. Mai i teeneki ahu whakamua, ka haangai tonu te hotaka mo ngaa tau e tu mai raka.

He maha ngaa hua i puta mai i ngaa tau pahure ake nei, wheenei ngaa tau 1970s, to maatou mahi ka haere tonu wheenei aahuatanga mo ngaa tau toru tekau neke atu i te wha tekau.

Ko wheenei pepa whai tikanga hei whakatutuki i ngaa wawata mo ngaa raa kei te haere mai, ka piki ngaa reeti 1.79 pai heeneti mo ngaa hunga noho mai nei ki Kirikiriroa, he mea nui teeneki, no te mea toko maha ngaa taangata e uru atu ki roto teeneki taaone nui.

Nгаа whakaputaina mo teeneki tau \$5 Miriona taara hei whakamarumaruru mo ngaa tau tekau e pa ana ki te Kurawai Nui o Kirikiriroa. Ngeetehi ona putea e awihina teeneki kaupapa (\$4.68) Miriona ki te tonga o Kirikiriroa, ngeetehi putea hei awihina ki te Rohe o Rototuna (\$394,000).

Aanei ngeetehi atu kaupapa hei whakaaturanga mo taatou:

- Te Nukuhanga o Te Hurahi Resolution ki Te Hurahi Bornman (\$1.4m, 2004/05)
- Whakatika te hurahi o Riverlea (\$777,000, 2004/05)
- Rotoroa Ahu Whakamua mo ngaa tau e toru (\$540,000)
- Te Paaka o Claudelands Ahu Whakamua mo ngaa tau e wha (\$1.11m) mo ngaa tau 2004/05, \$410,000)
- Ngaa Whikoitanga/Paihikara ki te taha o te awa (\$370,000, 2004/05) mo ngaa tau tekau (\$2.171m)
- Whakanuitia a Pukete taumata 2 (\$300,000, 2004/05) mo ngaa tau e ono (\$7.95m)
- Ngaa Whakapainga ki waenganui i te Taaone-Nui (\$250,000, 2004/05) mo ngaa tau tekau (\$1.6m)

Ahako te nuinga o ngaa kaupapa e whakaatu mai na e pa ana ki ngaa painga mo Kirikiriroa, aanei ngeetehi atu kaupapa whakahirahira mo teeneki tau:

- Te Kaunihera Waahi Kuhu mo ngaa taangata Hauaa (\$10,000, 2004/05)
- Whakapai ngaa Whare Kaumatua mo ngaa Kaumatua (\$350,000, 2004/05)
- Te Taiwhainga o Waikato Whai Kiko Rangahau (\$75,000)

I tuuwhera nei te Taiwhainga o Waikato i te marama o Pepuere 2004, (na Te Kaunihera o Kirikiriroa i taakohangia \$2m) ka whakanuitia e maatou, ko te take he maha ngaa kaupapa e kawea nei naa.

I te 10 o Mei 2004 e whakaae ana Te Kaunihera o Kirikiriroa ki te whakatau he waahi papa rererangi te mutunga ake \$52.5 miriona taara te utu, mo ngaa tau e rima heke mai nei.

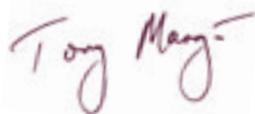
Teeneki tau i whiwhi maatou 157 ngaa tono i tonohia e koutou e pa ana ki ngaa take Hapori 2004–14. Ko ngeetehi o ngaa kaupapa i whaarikingia koutou, ko ngaa haria e te tangata, ngaa huarahi, ngaa reeti, whai putea, Te Papa o Hayes, waahi paihikara, waimaori, ngaa paaka/maara, waahi kaukau, taiwhanga, Te Paaka o Minogue, whakahoutia ngaa parawhakakino. Ko ngeetehi o ngaa roopuu kei te kimi rapu raanei i ngaa putea.

Kua tinihia i ngaa kaupapa ki runga i ngaa take Hapori 2004–14 te take, i puta mai ngaa hua e koorerohia ake nei ki runga ra, aakuanei ka uru ki teeneki pukapuka ngaa take Hapori. Koinei te take ka aata titiro ki ngaa kaupapa raka ka hui ngaa tahi maatou, 28–29 o Hune tutuki ngaa mea reeti 2004/05 kei te waahanga whai putea te 7 o Huurua 2004.

Kei roto to maatou pae tukutuku www.hcc.govt.nz/communityplan/ wheenei kape o ngaa take Hapori o Kirikiriroa.



DAVID BRAITHWAITE OBE, JP, FACA, Hon. TCL
Te Tumuaiki o te Kaunihera o Kirikiriroa



TONY MARRYATT
Rangatira Kaiwhakahaere o Te Kaunihera
whakahaere o Kirikiriroa

NGA TAKE HAPORI O KIRIKIRIROA I POTAENGIA E TE TUA WHITU O HURUA 2004

HAMILTON: KEY FACTS (Nga mea e moohiotia ana mo Kirikiriroa)

HAMILTON'S HISTORY: (Nga Koorero Neheraa o Kirikiriroa)

- Hamilton's earliest settlers—Maori from the Tainui waka—called the area Kirikiriroa, which means long strip of gravel.
- In the 1860s the New Zealand Wars and the policy of raupatu (land confiscation) resulted in subsequent European settlement.
- A military outpost was established mainly in Hamilton East.
- Formal European settlement was established on 24 August 1864, when Captain William Steele disembarked from the gunboat Rangiriri and established the first redoubt near today's Memorial Park.
- The name Kirikiriroa was changed to Hamilton in honour of Captain John Charles Fane Hamilton, a Crimean and Waikato war veteran and commander of the Esk, who was killed at Gate Pa in 1864.
- In 1867 the road was opened to Auckland and a regular coach service commenced, followed by railway from Auckland in 1877.
- The Borough of Hamilton was established on 27 October 1877 with a population of 1245 and an area of 752 hectares, through the combining of East and West Hamilton settlements.
- Sixty-eight years later, on 13 December 1945, Hamilton became a city with 20,000 citizens.

HAMILTON TODAY: (Kirikiriroa Teenei Raa)

- The land area of Hamilton at 1 July 2004 is 98.6km². This has increased from the previous size of 94.3km² since Temple View became part of Hamilton on 1 July 2004.
- Has 3.1 per cent of the total population of New Zealand, with 125,000 people (June 2003) and is projected to grow to around 150,000 by the year 2021.
- Had the fifth fastest growing population out of New Zealand's 15 cities over the 1996 to 2001 period, with 30 per cent of the population in 2001 having moved to the city from overseas or elsewhere in New Zealand since 1996.
- Has a youthful population, with a median age of 30.8 years in 2001, compared with the national median age of 34.8 years.
- Has a largely New Zealand European/Pakeha population, 78.7 per cent, and a higher proportion of Asian people (7.2 per cent) compared to the national average of 6.6 per cent.
- Has a substantial and increasing proportion of Maori (19.1 per cent of the city's population), both mana whenua (of the local area) and maataa waka (urban Maori). Forty-seven per cent of Maori in Hamilton in 2001 were under 20 years of age. The major hapu of Hamilton/Kirikiriroa and the surrounding area are Ngati Wairere, Ngati Haua and Ngati Mahanga.
- Provides a civic, commercial and cultural centre for the Waikato region, and has excellent transport links with other cities in New Zealand.
- Has a mild climate, with moderate annual rainfall in both winter and summer.
- Has considerable recreational opportunities—the Waikato River flows through the centre of the city, and trout fishing, sailing, wind-surfing, rowing, waka ama, dragon-boating, rafting, and water-skiing are all available on the region's rivers and lakes.
- Has a stadium that can hold a crowd of 26,500 (Waikato Stadium), and numerous parks and high quality venues for sports such as athletics, bowls, rugby, league, touch rugby, soccer, cycling, badminton, cricket, shooting, tennis, ten-pin bowling, and many others.

HAMILTON'S ECONOMY: (Nga ohanga o Kirikiriroa)

- Hamilton is the heart of dairy research, production, and export in New Zealand.
- Hamilton is the major service centre for the Waikato, which is New Zealand's highest export region, accounting for around 20 per cent of the country's total exports.
- The surrounding dairy industry strengthens Hamilton's economy and its wide business base. There were 9483 businesses operating in the city in 2003.
- The city's five largest sectors of employment sectors are manufacturing, health and community services, retail trade, property and business services, and education.
- The education sector is a key economic driver for the city, with the student populations of the University of Waikato (14,044) and Waikato Institute of Technology (Wintec) (16,072) together accounting for 25 per cent of the total population of Hamilton in 2002.

- About 25 per cent of New Zealand's science research is undertaken in a major agritech cluster based in or around Hamilton, and particularly at the internationally renowned Ruakura Research Centre complex and at the newly developed Waikato Innovation Park.
- Hamilton is central to a number of key attractions (including events), e.g., the National Agricultural Fieldays, which is the largest exhibition of its type in the southern hemisphere, attracted around 128,000 visitors to the area in 2003. The annual event is worth around \$150 million to the national economy, and brings approximately \$57 million to the Waikato economy.

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)	125,000 ¹ (estimate)	126,940 ² (estimate)
HOUSING (number of permanent private dwellings)	46,283 (Sept 03 estimate)	46,933 (March 04 estimate)
EMPLOYMENT ³	56,240 (Feb 03)	56,240 (Feb 03)
BUSINESSES ⁴	9483 (Feb 03)	9483 (Feb 03)
ENVIRONMENT		
Number/area of parks and gardens	128 (544.4 hectares)	129 (541 hectares, estimate)
Number/area of sports areas	59 (428 hectares)	57 (423 hectares, estimate)
Number of play areas	75	78
Number of swimming pools	3	3
Walkways in parks and reserves	49km	49km (estimate)
Number of street trees	29,000 (estimate)	29,000 (estimate)
INFRASTRUCTURE		
Traffic bridges over Waikato River	6	6
Number of bridges ⁵	55	55
Length of streets (road centreline length)	550km	553km (estimate)
Length of footpaths	852km	852km
Length of cycleways ⁶	25km	27km
Length of wastewater pipes	717km	725km (estimate)
Length of stormwater pipes	566km	577km (estimate)
Length of open stormwater drains and natural watercourses	86km	86km
Length of water pipes	931km	954km (estimate)
REFUSE DISPOSAL (tonnes deposited at the Horotiu Landfill)		
City	80,700 (estimate)	83,600 (estimate)
Other areas ⁷	13,200 (estimate)	13,200 (estimate)
RATING DATA		
Rating system	land value	land value
Rateable properties (all excluding not-rated)	46,700	48,002
Rateable land value (all excluding not-rated)	\$3432m	\$4175m
Rateable capital value (all excluding not-rated)	\$9862m	\$12,085m
Date of city revaluation	1 Sept 2000	1 Sept 2003
Years of rate revenue to repay net city debt	1.77 years	1.89 years
Rates Revenue	\$70.3m	\$73.6m
Net City Debt (including internal borrowing)	\$124.2m	\$138.8m

¹ Statistics New Zealand estimate.

² Hamilton City Council estimate.

³ Full-time equivalents (i.e., the total number of full-time employees and working proprietors plus half of the number of part-time employees and working proprietors. Those working less than 30-hours per week are defined to be part-time). Source: Statistics New Zealand (Annual Business Frame Update Survey).

⁴ Source: Statistics New Zealand (Annual Business Frame Update Survey).

⁵ Bridges includes traffic bridges, large culverts, and pedestrian bridges/underpasses.

⁶ Includes on-road and off-road cycling facilities.

⁷ Includes waste from other districts.

KEY COUNCIL PROJECTS AND PROGRAMMES (Nga Take o Te Kaunihera)

A Growing and Dynamic City

Hamilton is a growing and dynamic city, shown by the 10,000 additional residents gained between 2001 (115,000) and 2003 (125,000). Just on 150,000 people are projected to live in Hamilton by 2021. Business growth has also increased significantly, i.e., from 9078 businesses in 2001 to 9483 businesses in 2003.

Such growth requires Council to plan for and carefully manage the city's social, economic, environmental and cultural health through provision of a range of projects and programmes.

The projects and programmes listed in the Looking Ahead sections of Council's Plan of Action under each of the 25 significant services give a broad flavour over the next three years (2004/05, 2005/06 and 2006/07) of the full list of projects and programmes outlined in Volume II of the plan (the Funding and Financial Policy 2004–14).

While this plan covers a 10 year period, the focus on the projects and programmes in this volume is on the next three years, given that the plan is required by the Local Government Act 2002 to be reviewed every three years.

HIGHLIGHTS OF PROJECTS AND PROGRAMMES OVER THE NEXT THREE YEARS

The following is a list of highlights of Council projects and programmes planned to be undertaken over the next three years.

Note:

- Each project or programme is given a number (where applicable) known as a Strategic Action Plan (SAP) number. These numbers correspond with the SAP numbers shown in Volume II of the Community Plan (the Funding and Financial Policy 2004–14).
- Costs are shown for a range of selected projects or programmes, some of which are of a capital nature and some that are classified as operating costs. Full details of operating and maintenance costs, and special and capital projects and programmes, are located in the appendices of Volume II of the Community Plan (the Funding and Financial Policy 2004–14).
- The budget allocation for some projects or programmes is not shown as they form part of the operating and maintenance component of a larger project or programme.
- As the work for some projects and programmes extends beyond 2006/07, the total capital project cost for the 10 year period 2004/05–2013/14 is also shown.

OUTCOME AREA A: SUSTAINING HAMILTON'S ENVIRONMENT

WASTEWATER MANAGEMENT

Land-based treatment of Hamilton's wastewater – TERRA 21

Strategic Action Plan # 237

The TERRA 21 project involves the planning and installation of a landbased treatment system for wastewater in addition to the recently upgraded wastewater treatment plant. The outline of this project was originally planned as a result of consultation with the community in 2000. Council will liaise with the community to confirm the details of this project as part of its resource consent application in 2006.

Funding has therefore been amended from \$7.6 million from 2004–2010, to \$50,000 in 2004/05, along with \$50,000 previously funded in 2003/04 (a total of \$100,000). The funding in future years will now be subject to the results of this further liaison.

Council has confirmed its intention to pursue the option of land disposal of effluent via a habitat wetland at Pukete Farm Park as part of its next wastewater resource consent application in 2006. Council will review with Tainui/Nga Mana Toopu O Kirikiriroa and other interested parties alternative technology available to achieve this outcome. Staff will report back to Council on the scope of the project and the funding required prior to consideration of the 2005/06 Annual Plan.

2004/05	2005/06	2006/07	Total 2004/05–2013/14
\$50,000			\$50,000

Pump Station Pipe Renewals

- Strategic Action Plan # 250

This project involves the replacement of aging asbestos-cement pipes installed at wastewater pump stations. The replacement of these deteriorating rising mains is part of an annual renewal programme to ensure the city's pump stations continue to maintain their operation and performance.

2004/05	2005/06	2006/07	Total 2004/05–2013/14
\$120,000	\$80,000	\$80,000	\$520,000

Rotokauri Growth Investigation

- Strategic Action Plan # 243

This study will investigate, determine and provide the wastewater reticulation requirements for the Rotokauri growth area of the city.

2004/05	2005/06	2006/07	Total 2004/05–2013/14
\$40,000	\$300,000	\$300,000	\$1.64m

Pump Station Storage Chambers

- Strategic Action Plan # 253

This annual programme continues the installation of storage chambers for wastewater pump stations around the city. These chambers help prevent wastewater overflows during times of heavy rain and hence provide further protection to the city's streams and rivers.

2004/05	2005/06	2006/07	Total 2004/05–2013/14
	\$95,000	\$95,000	\$855,000

Biosolids Reuse Investigation

This project will investigate the reuse of biosolids from the wastewater treatment process in the rehabilitation of the Horotiu Landfill.

Wastewater Treatment Plant Upgrade

- Strategic Action Plan # 238

Planning will continue on the stage 2 development of the Wastewater Treatment Plant to further cater for urban growth. A new resource consent is required in 2006/07 for operating the city's wastewater treatment plant. The project provides for increased capacity and may also involve changes to the treatment process.

2004/05	2005/06	2006/07	Total 2004/05–2013/14
\$300,000	\$300,000	\$350,000	\$7.95m

STORMWATER MANAGEMENT

Rotokauri Catchment Management Plan

- Strategic Action Plan # 502

An initial stormwater catchment management plan for the Rotokauri growth area will be prepared. This study will also identify land not suitable for development due to potential flooding. It is expected that urban development will occur from 2006, with an emphasis on low impact urban design stormwater systems.

2004/05	2005/06	2006/07	Total 2004/05–2013/14
\$77,000			\$107,000



Stormwater Customer Charter Plan

- Strategic Action Plan # 183

This project will provide better clarity between Council and its customers on the levels of public stormwater service to be provided within the city.

2004/05	2005/06	2006/07	Total 2004/05–2013/14
		\$10,000	\$25,000

RECYCLING/REFUSE COLLECTION

Electricity from Landfill Gas

A gas to energy plant will be commissioned at Horotiu Landfill in the 2004 calendar year. This plant will use methane from the closed areas of the landfill to generate 920kW of electricity, which will serve the equivalent of approximately 1000 households. It is anticipated that there will be sufficient methane to economically run the plant for 15 years. Electricity generated from the plant will be used to supply Council facilities.

Closed Refuse Disposal Sites

Resource consents for the control of discharges from two closed landfill sites in the city (Willoughby and Rototuna) are expected to be issued by Environment Waikato this year.

Closure of Horotiu Landfill

- Strategic Action Plan # 412

An aftercare plan for Horotiu landfill will be finalised prior to its closure in 2006. Following this, the refuse transfer station in Lincoln Street will be the main Council provided refuse disposal point for both residential and commercial customers in Hamilton. From there refuse will continue to be transported to a consented landfill.

2004/05	2005/06	2006/07	Total 2004/05–2013/14
	\$5000		\$5000

WATER SUPPLY

Upgrade of Hamilton's Water Treatment Station

- Strategic Action Plan # 455

The works programme for this project provides for meeting the requirements of the Drinking-Water Standards for New Zealand 2000 that will become mandatory after the Health Bill is passed by parliament. The standards are also set to become more stringent in 2005.

This project involves the design and construction of an upgrade to Hamilton's water treatment station. The objectives of the Water Treatment Station upgrade are summarised as follows:

- Ensure optimal capacity for Hamilton's residential and industrial growth.
- Retention of 'A' 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 upgrade will improve the aesthetic quality of Hamilton's drinking water, that is, it will improve the taste of the water, particularly in relation to avoiding the tainting caused by recent algal blooms in the Waikato River.

The predesign phase of the upgrade will commence in 2004. Physical construction is planned to start in 2005 with the installation of an ultra-violet disinfection system. The installation of granular activated carbon (GAC) is scheduled for 2006/07, as well as automation and renewal upgrades. In 2013/14 \$7 million is budgeted for possible ozonation.

The Water Treatment Station upgrade is intended to achieve an outcome the community has indicated strong support for—in Council's 2003 Annual Residents Survey, drinking water was ranked third of the five most important issues respondents thought Council should be looking at.

2004/05	2005/06	2006/07	Total 2004/05–2013/14
\$5m	\$10.5m	\$3m	\$25.5m

Hamilton South Reservoir and Bulk mains

- Strategic Action Plan # 268

Construction of the Hamilton South Reservoir will commence in 2004, with full commissioning scheduled for early 2006. This new reservoir will increase water supply to areas of Hamilton located on the east of the Waikato River and provide further security of supply for the whole city.

The construction of the pipeline connecting the reservoir to the water treatment station which started in 2003, will continue.

2004/05	2005/06	2006/07	Total 2004/05–2013/14
\$4.7m	\$2.4m		\$7.1m

Rototuna Urban Growth

- Strategic Action Plan # 262

Extension of the Rototuna water supply reticulation trunks is continued. This ongoing project will ensure the development of essential water supply infrastructure to meet the demands of residential growth and expansion in the city's northern area.

2004/05	2005/06	2006/07	Total 2004/05–2013/14
\$394,000	\$457,000	\$522,000	\$3.47m

SUSTAINABLE ENVIRONMENT

Gully Restoration Programme

- Strategic Action Plan # 208

Hamilton has only a few tiny remnants of the former indigenous forest cover, perhaps less than 20 hectares in total, of high quality indigenous habitat. The Gully Restoration Programme is an initiative that aims to encourage private gully owners to attempt 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 restoration database members.

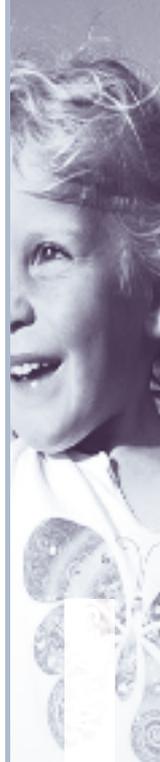
2004/05	2005/06	2006/07	Total 2004/05–2013/14
\$15,000	\$15,000	\$15,000	\$100,000

Waste Management Plan Review

- Strategic Action Plan # 206

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 is to ensure that by December 2004, procedures for waste minimisation will have been addressed for all Council managed facilities, and a reduction target set.



2004/05	2005/06	2006/07	Total 2004/05–2013/14
\$5000	\$10,000	\$5000	\$35,000

Purchase of Equipment for Environmental Noise Monitoring

- Strategic Action Plan # 449

This project involves the measurement and recording of city background noise levels using state of the art sound level measuring equipment and noise mapping software. Key sites are identified throughout the city at which these background noise levels are measured.

The results will provide much needed information on the city's noise environment, and how it compares with an ideal situation. They will also provide information on the suitability of the current noise levels documented in the district plan. The course of the project will also identify individual noise sources that constitute, or have the potential to constitute, a public health nuisance, or otherwise exceed the levels in the district plan.

2004/05	2005/06	2006/07	Total 2004/05–2013/14
\$40,000			\$40,000

OUTCOME AREA B: GROWING HAMILTON

ROAD NETWORK MANAGEMENT

Commuter Parking Buildings

Commuter parking in and around the Central Business District (CBD) is a significant issue for Council. On every weekday there are at least 2200 commuter cars parked on free, time-unlimited kerbside spaces all around the CBD.

The objectives of the Hamilton Integrated Transportation Strategy (HITS) include encouraging commuters to consider alternatives to the car for getting to work (or study).

Council is pursuing a proposal that will provide new parking buildings—at Knox Street and River Road. This will allow Council to impose time-limits on the streets around the CBD, while also providing more appropriate replacement parking spaces, at little cost to Council. It offers the opportunity to move towards a user-pays philosophy for commuter parking, encouraging the consideration of alternative modes of travel. It will also improve access to residential properties in streets surrounding the CBD.

This proposal is part of a broader strategy to address transport issues in Hamilton, over the short, medium and long-term.

Extension of Resolution Drive north of Discovery Drive

- Strategic Action Plan # 8

This project involves the extension of Resolution Drive from the existing roundabout at Discovery Drive to a point where it meets the proposed Borman Road extension. The road is needed to meet the demand for development in the Rototuna growth area.

The Resolution Drive extension will be constructed to match the existing section of Resolution Drive. It will include two lanes of median divided restricted access carriageway with off-road shared use cycling and walking paths and underpasses. The project also features a bridge/culvert at its northern end. This facility will accommodate a drain and floodway as well as provide grade separation for pedestrians and cyclists.

2004/05	2005/06	2006/07	Total 2004/05–2013/14
\$1.4m			\$1.4m

Northern River Crossing Investigations

- Strategic Action Plan # 500

This project investigates the need for another bridge across the Waikato River to accommodate future growth in the north of the city. The bridge will link the Rototuna and northern Te Rapa growth areas. The investigation will

determine the best location for a bridge and will involve option evaluation based on land use and growth predictions. These will in turn be applied to the city's traffic model to determine optimum location and timing for construction of the bridge and the associated links to the current and future arterial road network. The work will also involve consultation with the community and be the basis for future designation of the chosen route.

2004/05	2005/06	2006/07	Total 2004/05–2013/14
\$50,000		\$50,000	\$150,000

Central Business District Development and Improvements

- Strategic Action Plan # 228

Council has recently been working with the community, particularly central city retailers and business groups, through a series of consultation workshops, to determine the best course for improvements to the CBD. Council believes that the central city area is indeed the heart of the city and that this should be supported through improvements which will provide a pleasant and safe environment that attracts people to the city. The workshop sessions have been keenly attended by a wide variety of people and interest groups. An improvement strategy will be developed and the first of a series of projects will commence in the 2004/05 financial year with further funding identified for the next 10 years.

2004/05	2005/06	2006/07	Total 2004/05–2013/14
\$250,000	\$150,000	\$150,000	\$1.6m

Extension of Wairere Drive from Hukanui Road to Tramway Road

- Strategic Action Plan # 15

This project involves the extension of Wairere Drive east of Hukanui Road to Tramway Road. The road will assist access to the rapidly developing residential area and allow for the installation of services. The first stage involves extending the road to Huntington Drive. The section through to Tramway Road is scheduled for completion in 2007/08.

2004/05	2005/06	2006/07	Total 2004/05–2013/14
	\$1.5m		\$4.8m

Construction of Borman Road East of Cate Road

- Strategic Action Plan # 497

This project involves the construction of a section of the proposed Borman Road extension from a point just east of Cate Road to connect to a subdivisional road 500 metres east of Cate Road. This work will facilitate development in the Rototuna growth area and is the first stage of a series of road construction projects that will eventually see Borman Road extend from the current city boundary in the east to Kay Road near River Road.

2004/05	2005/06	2006/07	Total 2004/05–2013/14
\$70,000	\$840,000		\$910,000

Construction of Brymer Road Realignment and Upgrade

- Strategic Action Plan # 18

This involves the upgrade and realignment of Brymer Road from Highgrove Drive to Bagust Road. The work includes realignment of the existing Brymer Road further to the east. As well as addressing poor vertical and horizontal alignments the new road will allow subdivisional development to proceed. It also addresses safety issues at the existing Brymer Road/Baverstock Road intersection. Council owns the land for the new road and this work provides the completion of longstanding proposals.

2004/05	2005/06	2006/07	Total 2004/05–2013/14
\$75,000	\$540,000	\$250,000	\$865,000

E1 East Hamilton Roading Project

- Strategic Action Plan # 375 and 447

The East Hamilton Arterial Road (formerly known as E1 or the Fairview Downs to Dey Street route) is a new road link operating in a north-south direction on the eastern side of the city. It will serve to relieve congestion that occurs daily on the existing north-south routes east of the Waikato River and will also form part of the proposed ring-road arterial network. Council already owns a substantial part of the land required having purchased it from the Crown in 2003. The remaining land required is all owned by Tainui.

The project covered by Strategic Action Plan # 375 carries on work begun in 2003/04 and provides for the investigation and designation of the East Hamilton Arterial Road route. The work will require the consideration of options, an assessment of environmental effects, and public consultation. The designation process will provide an opportunity for submissions from any affected parties.

Strategic Action Plan # 447 provides for the purchase of the remaining land that is required for the proposed road.

Construction of the road north of Ruakura Road is scheduled to commence in 2009/10, while the section to the south of Ruakura Road is not programmed within the 10 year Community Plan period.

East Hamilton Arterial Road designation, design and construction

2004/05	2005/06	2006/07	Total 2004/05–2013/14
\$50,000			\$12.45m

East Hamilton Arterial Road land purchase

2004/05	2005/06	2006/07	Total 2004/05–2013/14
	\$1.27m		\$1.27m

Riverlea Road Upgrade

Riverlea Road will be upgraded from a rural standard to an urban standard road in 2004/05. The construction plan for Riverlea Road will be amended by removing the proposed parallel car parks south of the Riverlea Theatre site, and by confirming the proposed footpath to one side of the road only.

Note: The total cost is \$1.53m, of which \$750,000 was allocated in previous years.

2004/05	2005/06	2006/07	Total 2004/05–2013/14
\$777,000			\$777,000

Mill Street Deviation

The new section of Mill Street between Norton Road and Seddon Road will be constructed in 2004/05. While the project was featured in an earlier Annual Plan, actual delivery of the project was delayed while all land acquisitions were completed and consents obtained. The project includes provision of a new playing field which will be the home ground for Fraser Tech Rugby Club, a pedestrian underpass and an upgrade of part of Seddon Road. This will complete Mill Street to 4-lane standard between Norton Road and Victoria Street.

- Project Cost = \$2.5 million

State Highway Projects in Hamilton

The state highways within Hamilton are a key part of the arterial road network. Transit New Zealand is proposing to carry out a number of projects on these highways during the period covered of this Community Plan. All of these projects are developed in full partnership with Council so that the highways are integrated with the city's network. These are:

Avalon Drive Bypass – a new high efficiency road will be constructed between Rotokauri Road and Norton Road separate from the existing road. Construction is programmed to start in 2005/06 and completion expected in 2006/07.

- Project Cost \$22.8 million

Te Rapa Bypass – A new road to overcome congestion on Te Rapa Road is proposed. An investigation into the best option is underway and the requirement for designation is expected to be submitted early in 2005. Council is a funding partner in this investigation. Construction is programmed to occur between 2008/09 and 2010/11.

- Project Cost \$39.5 million

Intersection upgrades are programmed at the two Hillcrest roundabouts (Ohaupo Road/Kahikatea Drive and at Killarney Road/Greenwood Street) during the next three year period.

- Project Cost \$8.46 million

Te Rapa Road between Church Road and Avalon Drive is programmed to be upgraded to 4 lanes during the next 3 years.

- Project Cost \$2 million

Cycle paths or lanes are proposed on Avalon Drive north of Rotokauri Road and on Massey Street during the next 3 years.

- Project Cost \$300,000

PLANNING GUIDANCE

Landonline TA Online Certification

Land Information New Zealand has developed an 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 interim systems will be put in place to accommodate surveyors (and territorial authorities) still working with paper plans.

ANIMAL CARE AND CONTROL

Microchipping of Dogs

In 2005/06 Council will undertake a process review on the microchipping of dogs as required by the Dog Control Amendment Act 2003. Council needs to analyse the impact of the new Act, particularly in regard to microchipping requirements (which will come into force 1 July 2006) on Council's animal care and control operations.

OUTCOME AREA C: PROMOTING HAMILTON

ECONOMIC DEVELOPMENT

Waikato Economic Development organisation support

- Strategic Action Plan # 439

Council will assist and support the Waikato Economic Development organisation on ongoing economic development projects in order to facilitate and stimulate sustainable economic growth in Hamilton and Waikato. The new organisation will provide a cohesive approach towards economic development and be in a position to obtain increased third party funding to achieve goals and strategies.

2004/05	2005/06	2006/07	Total 2004/05–2013/14
\$750,000	\$750,000	\$750,000	\$7.50m

Waikato Innovation Park

Council will support Waikato Innovation Park through Business2Hamilton and Waikato Economic Development. Assistance will primarily be through representation at board level, funding and assistance with individual projects on a case-by-case basis.



PROMOTING HAMILTON

www.myhamilton.org.nz

Last year saw the successful launch of www.myhamilton.org.nz as an invitation and challenge to residents to understand their city, and discover how they can make a difference to its performance and making it a better place to live in. Council continues to recognise myhamilton's value as a powerful means of encouraging people to understand Hamilton issues, and with pride for their city, work out how best they can help shape our direction.

www.myhamilton.org.nz is a friendly window to key Council information, with the scope to embrace other vital community agencies. myhamilton is hoped to be a catalyst for building partnerships to achieve change.

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

WAIKATO MUSEUM OF ART AND HISTORY

Development of a vibrant identity for Waikato Museum

The combination of an innovative marketing campaign, an exciting exhibitions programme and a rich set of public programmes, will further position the museum as the arts and cultural destination of the Waikato.

Redevelopment of Waikato Museum's collection storage areas

Redevelopment of the museum collection storage areas, combined with new policy and procedures, will ensure the collection, which represents the artistic and cultural heritage of the Waikato, is documented and well preserved.

HAMILTON CITY LIBRARIES

Information and Technology Plan

- Strategic Action Plan # 480

A focus on technology in the libraries will provide customers with the opportunity to access a wide range of digital information and new electronic services. This, coupled with an exciting information literacy training initiative, will ensure library customers are able to obtain maximum benefit from the wealth of information available.

2004/05	2005/06	2006/07	Total 2004/05–2013/14
\$45,000	\$105,000	\$165,000	\$1.47m

Information Kiosks

- Strategic Action Plan # 495

High profile kiosks featuring Council information will be established at all the libraries. These kiosks will ensure easy and convenient access to key information pertaining to Council activities and the community.

2004/05	2005/06	2006/07	Total 2004/05–2013/14
\$48,000			\$48,000

OUTCOME AREA E: LIVING IN HAMILTON

COMMUNITY SUPPORT

Youth Strategy

Council is to develop a youth strategy that provides a clear direction for addressing the needs of all youth in Hamilton in collaboration with government agencies, youth and relevant service providers.

Council's Strategy on Equity and Access for People with Disabilities

- Strategic Action Plan # 440

Central government's Disability Strategy 2001 requires all government organisations to have a disability strategy with an implementation plan. In keeping with the spirit of central government's strategy, Council will develop a strategy that focuses on how its operations can take account of, and integrate the needs of people with disabilities.

Key stakeholders will be consulted, and existing policies/documents from other councils researched, to enable the formulation of the proposed equity/disability strategy. The proposed strategy will then be made available for public comment prior to being adopted by Council.

2004/05	2005/06	2006/07	Total 2004/05–2013/14
\$10,000			\$10,000

COMMUNITY FACILITIES

Community Centre/House Partnerships

- Strategic Action Plan # 73

Council is committed to developing robust and supportive partnerships in the holistic delivery of community development. Partnerships will be developed with at least four centres/houses in 2004/05. This ongoing project includes funding for the development of community centres based on feasibility and needs analysis studies.

2004/05	2005/06	2006/07	Total 2004/05–2013/14
\$25,000	\$400,000	\$25,000	\$2.12m

Older Persons Housing

- Strategic Action Plan # 507

Council will upgrade its existing older person's housing stock based on a needs assessment. It is likely that the funding will be allocated to a specific site of Council's 26 older person's housing facilities, based on the results of that assessment.

2004/05	2005/06	2006/07	Total 2004/05–2013/14
\$350,000			\$350,000

EMERGENCY MANAGEMENT

Regional Support and Coordination role for Emergency Management

In partnership with Environment Waikato, Council will develop a regional support and coordination role for civil defence activities in the greater Waikato region. These activities will be undertaken in line with the requirements of the new Civil Defence and Emergency Management Act 2002.

A number of transitional arrangements to ensure a coordinated emergency response will be put in place, and in particular the establishment of a new Emergency Operations Centre at Duke Street.

REPRESENTATION AND CIVIC AFFAIRS

Community Consultation for Hamilton's Community Plan 2006–16

During 2004 and 2005, Council will commence the consultation for the city's full Community Plan 2006–16. The community outcomes that result will be the drivers for what Council and other organisations do in future. These outcomes will indicate how people think the city should progress socially, environmentally, economically and culturally (known as the four well-beings). This feedback will be used to form the city's Community Plan 2006–16 that will outline the outcomes identified by our community, and how they will be achieved.

Planning for the community outcomes process for the Community Plan 2006–16 to date has been largely at the

regional level. The first priority is to employ a regional Community Outcomes Coordinator who will oversee and develop the process at the regional level. This process and the outcomes derived from it will then be used to feed into the local level processes.

Triennial Elections

Council will undertake the triennial election in October 2004 for the election of mayor and councillors. The election will be held using the first-past-the-post system of voting.

OUTCOME AREA F: ENJOYING HAMILTON

SPORTS AREAS

Minogue Park Development

As the city grows to the north Minogue Park will become increasingly important as a venue for sport and recreation. During the 2006/07 financial year Council will further develop the park by providing additional car parking near Waterworld, developing sports fields and resurfacing the existing netball courts.

Minogue Park Car Park

- Part of Strategic Action Plan # 135

2004/05	2005/06	2006/07	Total 2004/05–2013/14
		\$200,000	\$200,000

Minogue Park Sports Fields Development

- Part of Strategic Action Plan # 157

2004/05	2005/06	2006/07	Total 2004/05–2013/14
		\$570,000	\$570,000

Resurfacing Netball Courts at Minogue Park

- Strategic Action Plan # 158

2004/05	2005/06	2006/07	Total 2004/05–2013/14
		\$69,000	\$69,000

PARKS AND GARDENS

Claudlands Park

- Strategic Action Plan # 131

Council purchased the Claudlands Showgrounds site in 1999. Since then Council has been developing Claudlands Park as a major passive recreation venue. This development will continue with pedestrian and cycleway paths, and open space and landscape development over the next three years. Jubilee Bush is currently being cleared of plant pests and replanted with eco-sourced native plants. The development of a pond in Claudlands Park is proposed to begin in 2006/07.

2004/05	2005/06	2006/07	Total 2004/05–2013/14
\$410,000	\$200,000	\$250,000	\$1.1m

Walkways and Cycleways

- Strategic Action Plan # 122, 133, 136, 481, 482

Hamilton offers landscapes and environment that are conducive to walking and cycling. Council has several proposals

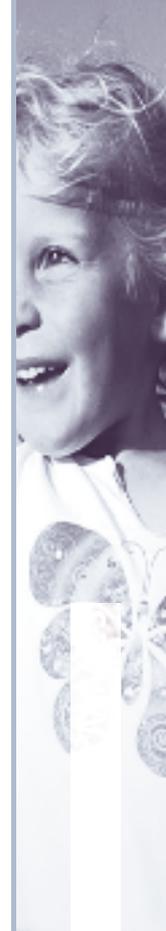
that initiate improvements and extensions to off-road walkways and cycleways within the city. These include upgrade and development of routes on the riverside reserves, and the development of routes through Kirikiriroa Gully and on Flagstaff Park and the eastern town belt.

2004/05	2005/06	2006/07	Total 2004/05–2013/14
\$722,000	\$615,000	\$550,000	\$6.15m

Hamilton Gardens Entrance Sculptures

- Strategic Action Plan # 479

The WEL Energy Trust and Council have jointly sponsored a substantial sculpture designed by international sculptors



Chris Booth and Diggeress Te Kanawa. A broken wall of Hinuera stone stacks alongside Cobham Drive will define the Hungerford Crescent entrance into Hamilton Gardens. Some of the stacks will be covered by an 'earth blanket' of woven pebbles depicting Maori symbols relevant to the site. It is anticipated that the sculpture will be unveiled in February 2005 during the annual Hamilton Gardens Summer Festival.

2004/05	2005/06	2006/07	Total 2004/05–2013/14
\$45,000			\$45,000

EVENT FACILITIES

World Indigenous Peoples Conference in Education at Waikato Stadium

On 1 December 2005, Waikato Stadium is hosting the World Indigenous Peoples Conference in Education's closing ceremony and cultural extravaganza. This involves the gathering of up to 6000 delegates from around the world assembling together to celebrate the conclusion of this international conference of workshops, seminars and activities all conducted within Hamilton and the Waikato region.

This will be a great opportunity for the community to experience and see a variety of cultural entertainment all in one location.

Feasibility study of the convention/events facility, Waikato Events Centre, at Claudelands Park

- Strategic Action Plan # 505

Purchased by Council in 1999 from the Waikato Show Trust, the Waikato Events Centre, located within Claudelands Park is an ideal inner city venue for mid sized conventions, shows, events and exhibitions.

The feasibility study will enable a strategy to be formulated on the required ongoing refurbishment and development of the venue including the possibility of a larger indoor sporting facility. It will also identify the future demands and best use of the site for the variety of events and activities that may take place.

2004/05	2005/06	2006/07	Total 2004/05–2013/14
\$75,000			\$75,000

SWIMMING FACILITIES

Upgrade of the Hydroslide at Waterworld

- Strategic Action Plan # 348

The hydroslide at Waterworld is an extremely popular facility, particularly with youth. The intense use of the hydroslide has resulted in the need for a major upgrade in 2005/06 of \$300,000.

2004/05	2005/06	2006/07	Total 2004/05–2013/14
	\$300,000		\$300,000

Refurbishment of the Dive Tower at Waterworld

- Strategic Action Plan # 349

The dive tower at Waterworld is an extremely popular facility. The conditions within Waterworld have resulted in the need for a major upgrade in 2005/06 of \$160,000.

2004/05	2005/06	2006/07	Total 2004/05–2013/14
	\$160,000		\$160,000

OUTCOMES FROM THE PUBLIC SUBMISSION PROCESS

(Ngāa hua i puta mai nei mo te katoa)

Consultation on Council's Proposed Community Plan 2004–14 was open to the public from 1 April 2004 until 30 April 2004.

Council received 157 written submissions on the Proposed Community Plan 2004–14. Of these, 82 submitters asked to make a verbal presentation in support of their submission to councillors at the public hearings, which were held on 8–10 June 2004. Most of the 157 submissions were posted, with the majority using the freepost submission form included in the special April edition of City News. In addition, 4 were emailed, 18 were faxed, and 36 used the online submission form on Council's website.

The submissions covered a wide range of topics. They were categorised under one of Council's six outcome areas, or under the headings of rates/financial or multiple issues.

Outcome Area Category	No. of submissions
Sustaining Hamilton's Environment	17
Growing Hamilton	28
Promoting Hamilton	4
Experiencing Arts, Culture and Heritage in Hamilton	23
Living in Hamilton	9
Enjoying Hamilton	34
Rates/Financial	13
Multiple issues	29
Total	157

Some of the main issues raised in the submissions included: transport/roading, rates/financial, Hayes Paddock, cycling facilities, fluoridation of the water supply, water/drainage, parks and gardens, pools/stadium, Minogue Park, and recycling/waste. A number of groups specifically requested additional or new financial assistance.

In considering the public submissions, Council met and made its decisions on 28–29 June 2004 and set the rates strike for the 2004/05 year on 7 July 2004.

The following is a summary of key changes to Council's projects and programmes as a result of the 2004 public submission process.

OUTCOME AREA A: SUSTAINING HAMILTON'S ENVIRONMENT

Land-Based Treatment of Hamilton's Wastewater – Terra 21

- Council confirmed its intention to pursue the option of land disposal of effluent via a habitat wetland at the Pukete Farm Park as part of its next wastewater resource consent application in 2006.
- Council will review with Tainui, Nga Mana Toopu O Kirikiriroa and other interested parties, alternative technology available to achieve the outcome detailed above.
- Staff will report back to Council on the scope of the project and the funding required prior to consideration of the 2005/06 Annual Plan.

Gully Restoration Programme

- Additional funding of \$90,000 was allocated to Council's Gully Restoration Programme, i.e., from \$10,000 over the ten year period 2004/05 – 2013/14 to a total of \$100,000 over the same period.

Hamilton Permaculture Trust

- Council will undertake discussions with the Hamilton Permaculture Trust and the Waikato Institute of Technology to facilitate the continued presence of the trust and the Sustainable Backyard Gardens at Hamilton Gardens.

OUTCOME AREA B: GROWING HAMILTON

Riverlea Road Upgrade

- Riverlea Road will be upgraded to urban standard in 2004/05.
- The total project cost is \$1.53 million, of which \$777,000 is allocated in 2004/05 (\$750,000 was allocated in previous years).
- The construction plan for Riverlea Road will be amended by removing the proposed parallel car parks south of the Riverlea Theatre site, and by confining the proposed footpath to one side of the road only.

Old Farm Road

- \$230,000 has been allocated in 2004/05 to complete the footpath and road reconstruction of a section of Old Farm Road.

Lake Domain Drive

- An additional speed cushion (of a higher triangular style) will be installed on Lake Domain Drive in 2004/05 (\$8500).
- Over the next 12 months Council will investigate an alternative lower cost design for Lake Domain Drive for the 2006/07 financial year.

Peachgrove Road Pedestrian Crossing

- Council will investigate the introduction of a new pedestrian crossing on Peachgrove Road (between Five Cross Roads and Davies Corner) within existing budgets.

Cycle Facilities

- Council will consider progress with the design of the Pembroke Street – Ohaupo Road cycle corridor (including the feasibility of extending it to include Collins Road).

Waikato Institute of Technology/University of Waikato

- All of Council's direction signs are to be changed to read Waikato University in place of University.
- Council will work with Transit New Zealand to achieve a similar outcome on the Transit New Zealand signs in the city.

Plant and Animal Pests

- Council and Environment Waikato will establish a joint working party to manage animal and plant pests in the city.
- Consultation will be undertaken with the Waikato branch of the SPCA to identify options to address the growing problem of feral cats, ferrets, fitches, and other pests in the city.

OUTCOME AREA C: PROMOTING HAMILTON

Key City Icon Events

- Council will investigate the scope for establishing a funding programme to support identified key city icon events that are unable, or unlikely to be capable of financially breaking even.

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

Riverlea Theatre

- Council will gift, at no cost, the buildings currently known as Riverlea Theatre to the Riverlea Trust.
Note: A condition of the theatre building transfer is that if the Riverlea Trust is unable to meet its lease commitments, the buildings will revert to the ownership of Council.
- The Riverlea Theatre will be listed on Council's website.

Hamilton Community Arts Council

- The annual administration grant to the Hamilton Community Arts Council has been increased by \$5000 (to a total of \$85,500 for the period 2004/05 – 2013/14) to assist with increased administration costs.
- Council will also review the operational costs of the Hamilton Community Arts Council.

Refurbishment of the Fletcher Aircraft (formerly at the entrance of Hamilton Airport)

- Council recommended that the Royal Aeronautical Society continue to explore options for refurbishment of the Fletcher aircraft with MOTAT, who have expressed interest in funding its completion.
- Council will also consider the future siting of the plane or an alternative plane.

OUTCOME AREA E: LIVING IN HAMILTON

Surf Life Saving

- The grant to Surf Life Saving Bay of Plenty was increased by \$10,000 per annum (to a total of \$15,000 per annum) for the period 2004/05 – 2013/14.
- The grant to Surf Life Saving Northern Region was increased by \$1700 per annum (to a total of \$20,000 per annum) for the period 2004/05 – 2013/14.

Waikato Disability Expo

- Council made a grant of \$5000 to the Waikato Disability Expo as a Goal 3 Event through the 2004/05 Community Events Sponsorship Fund.

Hamilton East Business Association/Steele Park Working Group

- Council approved a combined seeding grant of \$5000 to the Hamilton East Business Association and the Steele Parking Working Group to develop a joint plan for the development of Hamilton East Village. Council will work with the two groups to complete the proposed plan.

Glenview Community Activities Centre

- Council will work with the Glenview Community Activity Centre to determine whether they could be eligible to receive operational funding as a Community House from 1 July 2005.

Hamilton VIP (Violence Intervention Project) Project

- Council made a grant of \$25,000 in 2004/05 towards the Hamilton VIP project to assist with the project's promotion to central government for core funding and support.
- Council considers that it is a fundamental responsibility of central government to support these initiatives.
- Council endorses the work of Hamilton VIP Working Party and its constituent organisations, and offers its professional and political support in their endeavours to access central government funding for this and similar programmes.

Youth Service/Centre Working Party

- Council will work closely with the Youth Service/Centre Working Group to investigate a possible community based youth focused facility in the city.
- The outcome of these investigations will be incorporated into Council's upcoming review of Youth Zone.

Public Toilet Facilities

- Council will work with the owners of the Dinsdale Shopping Centre (New World site) to enable the location of the toilets on private land (at no cost to Council). \$130,000 has been allocated to this project.
- The establishment of public toilets on the Matakano Reserve in Ann Street has been deferred from 2004/05 to 2005/06 (\$115,000).

OUTCOME AREA F: ENJOYING HAMILTON

Waikato Hockey Association

- Council approved a grant of \$300,000 to the Waikato Hockey Association in 2005/06 to complete the construction of a second water turf at the Gallagher Hockey Centre.

Hamilton Cricket Association

- Council expresses its support in principle for the use of Galloway Park as a home for the Cricket Association, including the provision of an administration facility on the park at no cost to Council.

Workers Memorial Park

- The triangle of land (between Victoria and Grantham Streets, up to the south edge of Knox Street), contains a tree and plaque as a workers memorial. This piece of the park is to be renamed 'Workers Memorial Park'.



Friends of Hamilton Gardens

- Council granted the Friends of Hamilton Gardens an additional \$15,000 in 2004/05 to assist with the employment of a manager for the Hamilton Gardens Information Centre.

Hammond Park Linkages

- Council will investigate the feasibility, costs, and options to connect Hammond Park to Hamilton Gardens, and to develop a safe pedestrian connection between Hammond Park and Riverlea Road (the latter connection to be specifically addressed in the review of Council's Walkway Strategy).

Playgrounds

- Funding provision for Council's Recreation Equipment Programme was increased by \$25,000 per annum (to a total of \$100,000 per annum) for the period 2004/05–2013/14. This will enable the development of four neighbourhood playgrounds per annum (at an average cost of \$25,000 per playground).
- Council will also review the priorities, funding and distribution of new and improved playground facilities in Hamilton.

Hamilton City Leisure Centre in Pembroke Street

- The lease with the YMCA Auckland for the Hamilton City Leisure Centre has been extended for nine years (to expire in 2016).

Swimming Facilities

- Council approved a grant of \$8500 to the Fairfield Swimming Club to assist in the cost of installing solar heating at the Fairfield College Pool (subject to suitable arrangements being agreed with Council as to the extended opening of the pool to the public under the Partner Pool Programme).
- Council will liaise with the University of Waikato on the operation of the university partner pool, including options for the refurbishment of the university pool to enhance its public use.

Rates/Financial

- Council will phase the change in rating from a "Small Rural" to a "Rural Residential" property over a two year period, with a differential factor of 0.70 in 2004/05, and a differential factor of 0.88 in 2005/06.
- Council's Funding and Financial Policy 2004–14 was amended to provide further information on the rationale used to determine the rating differentials.

INTRODUCTION TO THE COMMUNITY PLAN 2004–14 (He whakataki kaupapa nohonga taangata 2004–14)

The Local Government Act 2002 has brought many changes to the way local government interacts with the local community. One of the main changes for people in Hamilton is that in the future Council's annual plan and strategic plan will not only look different but will also be developed with far more community input than has occurred previously.

What is the Community Plan 2004–14?

Under the Local Government Act 2002 Council will produce the Community Plan (Long-Term Council Community Plan) every three years, beginning 1 July 2004. Although referred to as a Long-Term Council Community Plan in the Local Government Act 2002, Council has decided that our plan will be called the Community Plan. This document will be the main planning document that Council will produce, and is similar to Hamilton's Strategic Plan 2002–2012 in that it is a long-term planning document put together by the community and Council that 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 Local Government Act 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 Community Plan is required to state the outcomes identified by the community and how the outcomes were identified. Council has to explain what it will be doing to progress the outcomes and how it will be working with other key stakeholders/organisations to achieve them. The activities that Council undertakes need to be linked as much as possible to specific community outcomes in the Community Plan.

What about the Annual Plan and Annual Report?

An annual plan is still required for the two years between community plans, and is required to provide an update on progress towards the community outcomes and any changes to the planned projects and programmes that have occurred. The Community Plan consultation every six years to review and evaluate community outcomes will be a comprehensive process, while the annual plan consultation for the years between the three yearly community plans will be a much smaller consultation exercise and will focus on amendments to the Community Plan. As with Council's previous annual plans, a summary document will be distributed to all households as part of the annual plan consultation process.

Council will still produce an annual report at the completion of each financial year (June) to show how the actual activities, services and performance of Council measured up to the intended activities, services and level of performance as set out in that year's community plan or annual plan.

How will Community Consultation and Participation Change?

In the past the main opportunity that the community had to comment on Council plans and programmes was through the annual plan submission process, or through specific consultation strategies related to the development of particular Council programmes or policies (e.g., the Recreation and Leisure Plan).

The Community Plan process will be different in that the community will be the key player in identifying community outcomes, and planning and prioritising community activities and actions required to achieve particular community outcomes. To attain the level of community participation and feedback necessary to identify the community outcomes that are important to all sectors of the community, Council will provide opportunities that are appropriate for all members of the community to participate. This may include such methods as surveys, focus groups, hui, public meetings, etc. Council will also be joining with surrounding district councils and the regional council (Environment Waikato) wherever possible to conduct consultation processes that relate to the region as a whole. A major component of the consultation process will be specific consultation with community groups, government agencies and other key stakeholder groups.

Many local authorities have already been progressively incorporating more community consultation into their planning processes in response to international trends. As an example, Hamilton's Strategic Plan 2002–2012 was developed based on an extensive community consultation and participation process that took place between 1994 and 1997. (For further information on this process, see section below).



Council is required by the Local Government Act 2002 to produce its first full Community Plan commencing 1 July 2006. This will require a comprehensive consultation process with Hamilton's community to identify the community outcomes that Council is to be a partner in achieving along with other identified organisations. Along with the identification of desired community outcomes, the consultation process needs to determine which groups in the community will be responsible for contributing towards particular outcomes—this will require a partnership process.

Council is also required to establish a monitoring and reporting programme to enable the community to keep track of progress towards the achievement of the community outcomes. Some of the monitoring processes that Council already has in place that can be used to do that are Hamilton's Sustainability Indicators and the Quality of Life in New Zealand's Eight Largest Cities Project.

This Year's Community Plan 2004–14

Although the Local Government Act 2002 requires all councils to produce an interim Long-Term Council Community Plan for the 10 year period commencing 1 July 2004, it does not require them to use a full community consultation process. However, the Local Government Act 2002 does require councils to use such information concerning community outcomes as they hold or could obtain in the time available.

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 has been used to develop the community outcomes outlined in this Community Plan 2004–14.

Council will be engaging in a full community consultation process in 2004 and 2005 to determine the community outcomes for its 2006–16 Community Plan.

HAMILTON'S COMMUNITY OUTCOMES (Ngaa hua mo ngaa nohonga taangata o Kirikiriroa)

IDENTIFYING THE COMMUNITY OUTCOMES

The key Council documents that served as a base for the development of the community outcomes identified in this Community Plan 2004–14 are:

- Hamilton's Strategic Plan 2002–2012
- Hamilton's Sustainability Indicators
- Council's Annual Residents Survey
- The Quality of Life '03 in New Zealand's Eight Largest Cities Report
- Community profiles conducted by youth and community workers within their local community areas in 2003.

A brief overview of the consultation processes used to develop each of these documents is outlined below.

Hamilton's Strategic Plan 2002–2012

Hamilton's Strategic Plan 2002–2012 documents the community's vision for the Hamilton of the future. The vision and goals in the plan are the community's view of what a more sustainable Hamilton should be like. Given that the strategic plan is based on the principles of Agenda 21 (and in particular sustainable development) it is also known as Hamilton's Local Agenda 21 plan. The plan's process and desired outcomes are very much in alignment with the sustainable development philosophy of the Local Government Act 2002.

Hamilton's first strategic plan, launched in 1997, arose from an extensive process of community participation that began in 1994. This included workshops involving Council and key planning partners to identify long-term visions, the establishment of taskforces to look at specific development issues, and public consultation using a variety of communication channels. A parallel process was also conducted by Maori, specifically for Maori. Both processes were then merged and formed the basis of the first Hamilton's Strategic Plan 1997–2017.

Altogether, more than 4500 people participated in the development of Hamilton's first strategic plan. Following feedback from users of Hamilton's Strategic Plan the plan has since undergone two revisions to make it easier to read and use.

Hamilton's Strategic Plan 2002–2012 contains all the same essential elements as the original plan, and was the primary base document from which the community outcomes in this Community Plan 2004–14 were derived.

Hamilton's Sustainability Indicators

Sustainability Indicators provide ways of measuring, directly or indirectly, changes to Hamilton's environmental, social, economic and cultural well-being. They are a key means of guiding future planning. Hamilton's first Sustainability Indicators Report published in September 2002 was based on an extensive community consultation exercise, and comprised a base set of 25 sustainability indicators and 65 sub-indicators, which helped shape the community outcomes outlined in this Community Plan 2004–14.

The sustainability indicators and the September 2002 indicators report can be viewed/downloaded at www.myhamilton.org.nz.

Council's Annual Residents Survey

Each year since 1984 Hamilton City Council has undertaken a survey of the city's residents. The Annual Residents Survey (ARS) provides Council with information on the utilization of and satisfaction with Council provided facilities and services, overall attitudes, and community needs and priorities. A number of measures from the ARS have been used in all of Council's annual plans since 1990. The ARS also provides background information for a number of Council studies and decisions.

Around 700 residents (aged 18 years or older) from Hamilton are interviewed by telephone for the Annual Residents Survey, which is conducted by an independent research company. Some of the key information from the past two surveys that was used to develop the community outcomes was based on the question "What in your opinion are the three main issues that Council should be looking at?" Responses included such things as drinking water quality, law and order, and traffic congestion.



The Quality of Life in New Zealand's Eight Largest Cities Project

The first report on quality of life in large cities of New Zealand was published in March 2001. The second report on quality of life in large cities of New Zealand (entitled The Quality of Life '03 in New Zealand's Eight Largest Cities) was developed by the councils of North Shore, Waitakere, Auckland, Manukau, Hamilton, Wellington, Christchurch and Dunedin. The agenda in preparing the report was to advocate for quality of life and sustainable development in the largest metropolitan centres of New Zealand.

The report includes 56 key quality of life indicators and their associated measures. Many data sources were used, including government departments, council records and census data.

To gain qualitative data for the report a joint Quality of Life Survey was carried out in September and October 2002 by the eight participating cities. This was a telephone survey of 4000 residents (aged 18 years and over) from randomly selected households across the eight cities, with 500 interviews conducted per city.

Data for the 56 indicators will continue to be updated.

Information from the report (in particular survey results of Hamilton residents) was used to refine the community outcomes and the sustainability indicators for this Community Plan 2004–14. (Refer www.bigcities.govt.nz to view both reports).

Hamilton's Community Profiles

Community Profiles were developed in 2003 by the neighbourhood development workers and youth development workers employed by Hamilton City Council for each of the five areas in Hamilton represented by the former city wards. The profiles included any demographic and local information that could be used to encourage and support community development. Data for the most recent profiles was collected using a participatory appraisal approach. Residents were also asked to identify assets and liabilities within their local environment. This information was taken into account in defining the community outcomes for this Community Plan 2004–14.

Other Key Community Derived Plans Reviewed

Other Council documents that had been developed in partnership with the community were also reviewed in the compilation of the community outcomes for Hamilton's Community Plan 2004–14, and the outcomes revised where necessary. These documents included:

- Hamilton's Integrated Transport Strategy (HITS) (July 1999)
- Hamilton's Waste Management Plan (October 1998)
- Hamilton's Recreation and Leisure Plan 2002–2012 (September 2002)
- Hamilton's Community Development Plan 2000–2006 (May 2000)
- Hamilton's Economic Development Strategy (March 2000)

A copy of these documents can be obtained from Council's Strategic Group: phone 838 6810, fax 838 6464, email strategic@hcc.govt.nz.

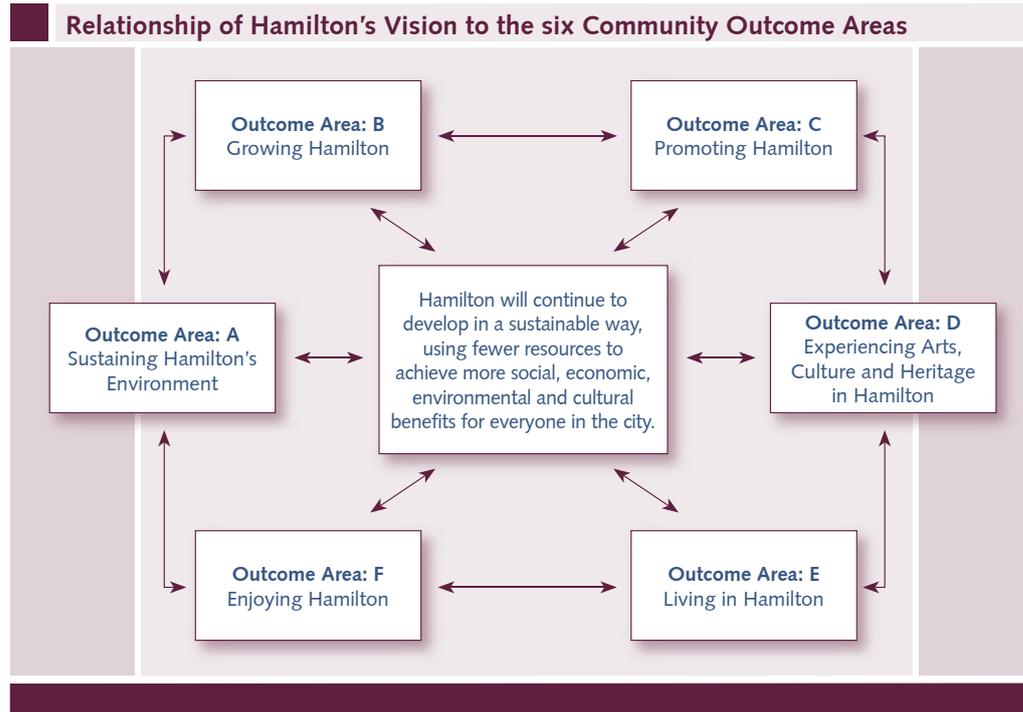
HAMILTON'S VISION AND COMMUNITY OUTCOMES

The community's overall vision for Hamilton as outlined in Hamilton's Strategic Plan 2002–2012 is that:

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

The community vision for Hamilton states that the city is committed to the principles of sustainability as promoted in Agenda 21 and emphasised in the Local Government Act 2002.

Since 1997, Council has grouped its significant services into six outcome areas. The following diagram shows the relationship of the community's overall vision for Hamilton to Council's six outcome areas.



Hamilton's community outcomes for the 2004–14 period in the following table comprise 15 primary outcomes and 62 outcomes, which are grouped into the six outcome areas outlined above.



Outcome Area A: Sustaining Hamilton's Environment

- 1 Hamilton's air, water and soils are unpolluted, and the environment is free from excessive noise.**
 - 1.1 Air pollution in Hamilton from motor vehicles, industry and homes is minimised.
 - 1.2 The Waikato River, Hamilton's lakes, and waterways within the city are managed to ensure their water quality is of the highest possible standard.
 - 1.3 Water supplied to Hamilton's community is high quality, used efficiently and meets community expectations.
 - 1.4 Contaminated sites in Hamilton are remediated, and no further contamination occurs.
 - 1.5 Nuisance noise in Hamilton is minimised.

- 2 Hamilton's healthy ecosystems display improving biodiversity with a strong indigenous component.**
 - 2.1 Hamilton's community understands and values the importance of biodiversity (particularly indigenous biodiversity).
 - 2.2 Hamilton's natural environment is enhanced and native biodiversity improved through community management and protection of city ecosystems.
 - 2.3 Hamilton's green network is further developed through ongoing linkage of green spaces.

- 3 Hamilton's energy resources are used in a sustainable manner.**
 - 3.1 Energy in Hamilton is conserved and used efficiently, and more sustainable energy options are adopted.
 - 3.2 Hamilton's sources of greenhouse gas emissions are identified and minimised.
 - 3.3 Energy efficiency is incorporated in the construction of buildings and infrastructure in Hamilton.
 - 3.4 A range of energy efficient transport options in Hamilton is made accessible and utilized.

- 4 Production of solid and liquid waste (including hazardous substances) is minimised, and its disposal is environmentally sustainable.**
 - 4.1 Hamilton's waste is recognised as a resource, and reduced, reused, recycled, or composted.
 - 4.2 Hamilton has an integrated system that manages waste from its source through to disposal.
 - 4.3 Disposal of waste in Hamilton (including wastewater and hazardous substances) has minimal impact on the environment and is treated in a way that is consistent with kaitiakitanga (stewardship).

Outcome Area B: Growing Hamilton

- 5 Hamilton is a compact city with a well distributed mix of residential, employment and service activities, interconnected through a safe, effective and sustainable transport system.**
 - 5.1 New development at Hamilton's periphery is managed and distributed in a manner that reflects the principles of consolidation.
 - 5.2 Hamilton is made up of a mixture of residential densities, styles, and forms.
 - 5.3 Retail areas in Hamilton are built and maintained to a high standard, and the needs of all groups are taken into account in their design and location.
 - 5.4 Business activity, employment, and community services are integrated and distributed in a balanced way throughout Hamilton.
 - 5.5 Hamilton's transportation network is well designed, well maintained and efficiently caters for all modes of transport.
 - 5.6 Hamilton's transportation network meets community expectations, with vehicle congestion kept to a minimum and people's safety paramount.
 - 5.7 Hamilton is easily negotiated, pedestrian-friendly, and has a well connected street and walkway system.
 - 5.8 Convenient, modern and affordable public transportation is accessible throughout Hamilton.
-

6 Hamilton's central area is distinctive, vibrant and people-friendly.

- 6.1 Hamilton's central area is the principal business, boutique/specialised retail, civic, entertainment, and arts and cultural centre for the city and region.
- 6.2 Hamilton's vibrant central area is a clean, and well-presented public space that is safe and accessible for everyone at all times, has appropriate and adequate amenities available, and contributes positively to the image of the city.
- 6.3 Ongoing development of Hamilton's central area is built on an integrated design philosophy that incorporates pedestrian needs and activities, the Waikato River, the heritage of the area, the existing built environment and the breadth of functions in the area.

Outcome Area C: Promoting Hamilton

7 Hamilton's economy is developing sustainably.

- 7.1 Hamilton's economic diversity is built on a sustainable, progressive and innovative business sector that includes a range of internationally competitive business clusters.
- 7.2 Hamilton's comparative and competitive economic advantage is underpinned by the emergence of value added opportunities based on the region's agricultural sector.
- 7.3 Hamilton attracts and retains businesses, with a particular focus on those that use sustainable business practices.
- 7.4 Economic conditions in Hamilton are conducive to ongoing business development and sustainable employment levels.

8 Hamilton has a positive internal and external image.

- 8.1 The advantages and benefits of visiting, living, learning, working, and playing in Hamilton are known locally, nationally and internationally.
- 8.2 Hamilton is a base for sustainable tourism opportunities, and a growing destination choice for visitors to the city and region.
- 8.3 Hamilton is widely known for an extensive range of draw card events, activities and attractions.

Outcome Area D: Experiencing Arts, Culture and Heritage in Hamilton

9 Hamilton values and nurtures its rich cultural and artistic capacity.

- 9.1 The community values and celebrates the arts, culture, and heritage of all cultural groups within Hamilton, and hosts local, national and international events and exhibitions.
- 9.2 A strong tangata whenua arts and cultural presence is promoted in Hamilton and activities are delivered in culturally appropriate ways.
- 9.3 Hamilton's local artistic and cultural heritage (European/Pakeha and tangata whenua) is valued, protected and promoted.
- 9.4 The development of local contemporary arts and culture is encouraged and promoted in Hamilton.
- 9.5 Public art enriches and enhances Hamilton's built environment.

10 Hamilton has a range of suitable venues for the display, performance and appreciation of artistic and cultural endeavours.

- 10.1 A range of quality arts and cultural venues, resources and programmes is available and accessible that meets the changing needs of artists and cultural groups, and Hamilton's community at large.
- 10.2 A range of artistic and cultural events (including international performances) is held or exhibited in Hamilton on a regular basis.
- 10.3 Public libraries, theatres, art galleries and museums in Hamilton are well resourced and accessible to the whole community.

11 Hamilton's cultural and built heritage is widely appreciated and protected.

- 11.1 Items, sites and areas within Hamilton of cultural/heritage value to Maori and European are identified, protected, conserved and enhanced.
 - 11.2 Owners of heritage buildings and sites in Hamilton are encouraged and supported in the upkeep and protection of these assets.
 - 11.3 Heritage values are incorporated in Hamilton's ongoing development.
-



Outcome Area E: Living in Hamilton

12 Education is recognised both as a key to enable people to realise their full potential as individuals and as a major contributor to Hamilton's economy.

- 12.1 The value of lifelong learning is recognised throughout Hamilton.
 - 12.2 A wide range of educational opportunities and facilities is provided to all sectors and age groups in Hamilton in a coordinated and affordable manner.
 - 12.3 Educational and training (or retraining) programmes are developed and provided in Hamilton in response to local employment demands.
 - 12.4 Hamilton is recognised locally, nationally and internationally as a significant learning, research and training centre.
-

13 Hamilton's caring neighbourhood communities support and value members of all ages, backgrounds and abilities.

- 13.1 Hamilton's communities are welcoming, supportive and caring, and promote positive neighbourhood interaction.
 - 13.2 Residents of Hamilton enjoy a good standard of living and optimum physical and mental health.
 - 13.3 A wide range of accessible community health and social facilities and services is provided in a coordinated and culturally appropriate way within Hamilton's local neighbourhoods in response to locally identified needs.
 - 13.4 Hamilton's residents are aware of and have access to a variety of quality affordable housing options.
 - 13.5 Youth and children are valued, supported and nurtured as Hamilton's future custodians and leaders, and their rights and needs are taken into account when services and developments are planned.
-

14 All people are enabled and encouraged to participate in the development of Hamilton.

- 14.1 All individuals and groups within Hamilton's community have the resources and opportunity to participate in a wide range of city matters, and can influence outcomes.
 - 14.2 Effective community participation in Hamilton occurs on neighbourhood, citywide, regional and national issues.
 - 14.3 Council and mana whenua partnerships ensure that the Treaty of Waitangi is recognised and honoured in all community processes within Hamilton.
 - 14.4 Tangata whenua are recognised and supported in their role of kaitiaki (stewards) and kaitiakitanga (stewardship) in Hamilton.
-

Outcome Area F: Enjoying Hamilton

15 Hamilton provides a full range of recreational land, facilities and services to meet the community's passive and active leisure needs.

- 15.1 Hamilton has sufficient well-located accessible public open space, appropriately developed and linked by walkways and cycleways.
 - 15.2 Hamilton offers a diverse range of accessible, quality, safe and affordable recreation and leisure facilities and programmes at a community level that encourage residents of all ages and levels of ability to participate.
 - 15.3 Recreation and leisure facilities and activities in Hamilton are provided and developed in a participatory and coordinated manner.
 - 15.4 Hamilton's recreation and sporting facilities are capable of attracting and hosting regional, national and international events.
 - 15.5 Hamilton's recreation opportunities, and the benefits and success of using them are promoted.
-

MONITORING PROGRESS TOWARDS ACHIEVING THE COMMUNITY OUTCOMES (Nga rarangi me te taatari ki nga whaainga hei tuutuki mo nga nohonga taangata)

Monitoring how the city is progressing towards achieving the community outcomes is a key component of the community outcomes process under the Local Government Act 2002. For Hamilton's Community Plan 2006–16 it is envisaged that this monitoring will be undertaken using a variety of community and Council techniques.

The key methods that will be used to monitor and report on the city's progress towards achieving the community outcomes in Hamilton's Community Plan 2004–14 are:

- Hamilton's Sustainability Indicators (incorporating relevant indicators from the 2003 Quality of Life in New Zealand's Eight Largest Cities report).
- Council's Annual Residents Survey 2003.

The latest results from these two monitoring programmes are outlined below.

HAMILTON'S SUSTAINABILITY INDICATORS

The Local Government Act 2002 outlines how local government should operate and requires Councils to adopt a Sustainable Development approach. This means that when making decisions Council must take into account social, economic, environmental and cultural well-being to ensure that the foreseeable needs of future generations are met. Councils have in the past been concerned with the general health of their communities; however, little routine high level monitoring has been done.

In September 2002, Hamilton's Sustainability Indicators was published. 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 indicators has been regularly updated and evaluated as showing either an improving or deteriorating sustainability trend. The indicators themselves have also been modified in response to community feedback. Note: some of the numbers and titles of indicators will have changed accordingly since the 2002 report. Information from the sustainability indicator monitoring feeds into the decision-making processes of Council.

While Council is taking a community leadership role in this respect, the real key to the long-term sustainability of Hamilton is the effect of the collective actions of the city's residents. Recognising the importance of individual action for sustainable development, Council launched the myhamilton campaign www.myhamilton.org.nz in November 2003. myhamilton aims to encourage residents to adopt sustainable practices by providing information and outlining simple everyday actions people can do to make Hamilton a more sustainable place. Sustainable development is an important community issue that requires action at both the Council and individual scale. A summary of recent trends for Hamilton's sustainability indicators is included below.

Key to Indicator Trends	
☺	Improving trend
☹	Deteriorating trend
☹	No change in trend
✦	Insufficient data to determine trend
★	Proposed new indicator
<i>Note: The indicator trends shown were derived from datasets at April 2004.</i>	

Outcome Area A: Sustaining Hamilton's Environment	
1. Air Quality	☹ Particulate Matter (PM10) levels ✦ Benzene levels ☹ Maximum Carbon Monoxide levels ☹ Maximum Nitrogen Dioxide levels ☹ Resident's perception of air pollution
2. Water Quality	☺ <i>Waikato River</i> ☹ Enterococci levels ☹ Dissolved oxygen levels ☺ Total ammonia levels



		<i>Hamilton's Drinking water</i>
	☹	Drinking water standard
	☹	Residents satisfaction with taste of drinking water
		<i>Hamilton Lake</i>
	☹	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	☺	☺ Percent of confirmed contaminated sites remediated
5. Noise	☺	☺ Number of excessive noise complaints to Council ☺ Resident's 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 will begin in the winter of 2004)
7. Energy	☺	☺ Annual household expenditure on energy
8. Solid Waste	☹	☹ Residential and industrial/commercial waste to Horotiu landfill ☹ Waste per person from household kerbside collection ★ Recyclables per person from household kerbside collection ☺ Materials collected for reuse/recycling at Hamilton Refuse Transfer Station
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
10. Transport	☹	☹ Means of travel to work ☹ Car ownership per household ☺ Total passenger numbers using public transport ☹ Resident's satisfaction with Council provided cycling facilities and support ☺ Distance travelled by all transport modes ☹ Cycle use in the central city
11. Housing Affordability	☹	☹ Proportion of dwellings owned and rented by the occupants ☹ House sale price index ☹ CPI adjusted median rent for houses and flats in Hamilton
Outcome Area C: Promoting Hamilton		
12. Work	☺	☺ Unemployment rate ☺ Labour force participation rate ☺ Number of job vacancy advertisements ☹ Ratio of those in the working age group to those in the non-working age groups
13. Income	☺	☺ Average hourly income ☺ Annual number of food parcels supplied to Hamilton residents
14. Business	☺	☺ Number of businesses and full time equivalent employment ☺ Number of businesses of different sizes ☺ Business gains and losses, and survival rates
15. Visitor accommodation	☺	☺ Visitor guest nights and hotel/motel occupancy rates in Hamilton ☺ Origin of guests

Outcome Area D: Experiencing Arts, Culture and Heritage in Hamilton		
16. Historic structures/sites	☹	☹ Number of built heritage and sites of archaeological, historic and cultural significance in current District Plan
17. Arts and Culture	☺	☺ Resident's use and satisfaction with Council's community facilities (arts and culture)
Outcome Area E: Living in Hamilton		
18. Education	☺	☺ Enrolments at the University of Waikato and Wintec ☹ Participation in school based community education courses ✦ Hamilton school leavers without a formal qualification
19. Public Involvement in Decision-making	☹	☹ Voter turnout at general and local authority elections ☹ Number of candidates standing in local authority elections ☹ Community satisfaction with Council's provision of opportunities for community involvement in decision-making
20. Youth Well-being	☺	☺ Number of offences in Hamilton committed by juveniles ☺ Hospitalisations of Hamilton children for injuries
21. Partnership with Maori	☹	★ Maori involvement in public decision-making
22. Crime and Safety	☹	☺ Rate of reported burglaries ☹ Rate of reported sexual offences ☹ Rate of violent offences ☹ Number of Care and Protection notifications to CYFS ☺ 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 ☹ Resident perception that the community works together and people support each other ★ Residents involved in volunteer work
24. Health	☺	☺ Life expectancy in Waikato region ☺ Hospitalisations due to motor vehicle crashes and poisoning ✦ Resident's perception of own health status
Outcome Area F: Enjoying Hamilton		
25. Sport and Participation	☺	☺ Resident's use of Council community facilities (sport and participation) ☺ Greenspace in the city ★ Participation in sporting activities

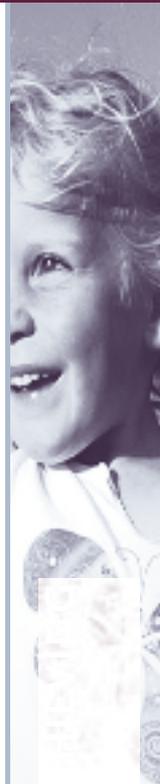
COUNCIL'S ANNUAL RESIDENTS SURVEY

Facilities and Services

Council's Annual Residents Survey (ARS) measures the community's use and satisfaction with a range of Council provided facilities and services. These facilities and services span the six outcome areas in Hamilton's Community Plan 2004–14 and are Council's main means of actioning the community outcomes.

Results from the 2002 and 2003 Annual Residents Survey for a number of these key facilities and services are outlined below. The use of the Customer Satisfaction Index (CSI score) to compare results has been the practice in previous surveys. Satisfaction ratings are used to convert each respondent's answer across a five-point satisfaction scale to an index out of 100. In the commercial arena a benchmark CSI score of 85 reflects truly excellent customer service. Council has previously used across the board a CSI score of 75 to reflect truly excellent customer service in the local government arena.

As part of its ongoing improvement programme the organisation has adopted a more refined Customer Satisfaction Index (CSI) scale. The new scoring system will differentiate between services which customers have a choice about using, and those where Council is the only provider. A revised scoring system will be introduced for the 2004 ARS which will both reflect the different type of services, and also raise the threshold by which Council describes service excellence. The new CSI scores will be used to identify opportunities for improvement.



The revised CSI scoring matrix is as follows:

CSI Description	Customer Choice?	
	Yes	No
Exceptional performance	>84 CSI	>80 CSI
Excellent service	82 – 83 CSI	78 – 79 CSI
Very good service	78 – 81 CSI	74 – 77 CSI
Good service: potential for improvement	73 – 77 CSI	67 – 73 CSI
Fair: needs improvement	67 – 72 CSI	63 – 66 CSI
Needs significant improvement	<66 CSI	<62 CSI

Satisfaction with Council provided facilities and services in 2002 and 2003

Facility/Service	CSI Score	
	2002	2003
Outcome Area A: Sustaining Hamilton's Environment		
City's wastewater system	76.0	69.9
City's stormwater system	67.5	65.9
Hamilton Refuse Transfer Station	76.0	76.6
Recycling Centre (Transfer Station)	74.2	76.5
Hamilton Organic Centre	83.8	80.5
Household refuse collection	79.3	81.7
Kerbside recyclable collection		81.4
Continuity of water supply	81.5	84.1
Water pressure	77.2	81.5
Clarity of the water	73.5	69.2
Taste of the water	62.0	57.7
Outcome Area B: Growing Hamilton		
Streets in general	72.5	72.3
Streets where you live	73.5	73.1
Traffic management	66.9	67.1
Street lighting in general	70.3	75.2
Street lighting in your area	70.2	72.5
Footpaths in general	69.4	72.3
Footpaths in your area	70.3	73.1
Pedestrian facilities	69.8	69.3
Cycling facilities and support	59.9	60.3
Hamilton Transport Centre	80.8	79.0
Central city car parking in general	56.3	63.2
Off-street car parking	65.7	67.6
Animal Care and Control Service	76.0	74.2
Outcome Area C: Promoting Hamilton		
City News	74.1	73.6
The events Hamilton website	69.8	72.8
Hamilton City Council website	68.6	69.8

Outcome Area D: Experiencing Arts, Culture and Heritage in Hamilton	2002	2003
Founders Memorial Theatre	77.0	77.0
WestpacTrust Community Theatre	72.7	72.0
The Meteor theatre	63.5	64.2
Central library	85.5	83.2
Your branch library	80.1	79.6
Waikato Museum of Art and History	78.3	77.7
ArtsPost	78.4	77.3
Exscite Centre	87.4	79.1
Outcome Area E: Living in Hamilton		
Cemetery—overall environment	79.5	81.3
Toilet general design and appearance		65.7
Cleanliness and working order of toilets	65.0	63.5
Public toilet facilities	63.2	62.5
Councillors and Mayor	65.7	68.8
Opportunities Council provides for community involvement in decision-making	58	58.6
Outcome Area F: Enjoying Hamilton		
Sports areas	76.0	73.8
Parks and gardens in the city	83.7	78.8
Hamilton Gardens	92.4	88.0
Children's playgrounds – general	74.7	73.1
City beautification	76.5	74.6
Overall appearance of the city	74.2	73.1
Neighbourhood park	70.8	70.4
City walkways	81.5	80.0
Waikato Stadium	93.6	84.4
Westpac Park	85.3	74.6
Waikato Events Centre	57.8	63.7
Hamilton City Leisure Centre	66.2	67.6
Waterworld	79.5	76.8
Gallagher Aquatic Centre	79.5	75.0
Hamilton Zoo	87.4	82.1



Overall Performance of Council

In addition to measuring usage and satisfaction with key facilities and services the Annual Residents Survey also looks at a number of measures that depict Council's overall performance. These are:

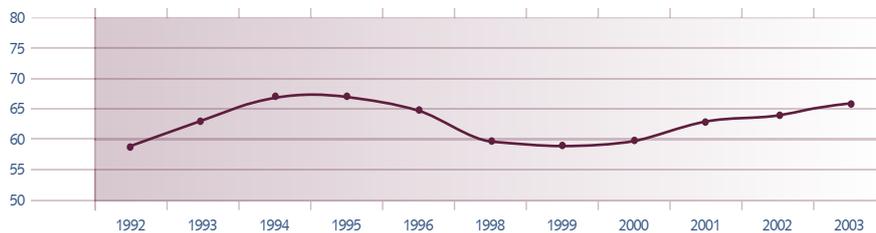
- value for rates
- quality of Council provided facilities and services
- overall performance of Council
- overall staff service.

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

Comparing Value for Rates by Year

There has been little variance over the past 10 years¹ in ratepayers' perception of 'value for rates'. However, there has been an increase in the Customer Satisfaction Index² (CSI) score from 59 in 1999 to 66.4 in 2003.

- CSI Score



Quality of Council Provided Facilities and Services

There has been little variance over the past eight years³ in residents' perception 'overall quality of Council provided facilities and services'. However there has been an increase in the CSI score from 57 in 1999 to 63.3 in 2003.

- CSI Score



¹ The question was not asked in 1997.

² Satisfaction ratings are based on a weighted mean of the distribution of respondents across a satisfaction scale. The CSI score is calculated to provide a better understanding of the overall picture and to make comparisons of data from year-to-year much simpler. In the commercial arena a CSI score of 85 reflects truly excellent customer service. However, for local authorities respondents usually have no choice of which council they use (as customers have more choice). A CSI score of 75 is the acceptable rating for truly excellent customer service in the local government arena.

³ The question was not asked in 1997.

Overall Performance of Council

Residents were asked how they rated Council's (management and staff, and elected representatives) overall performance over the 2002/03 year.

There has been little variance over the past 10 years⁴ in residents' perception of the 'overall performance of Council'. However, there has been an increase in the CSI score from 53 in 1998 to 58.3 in 2003.

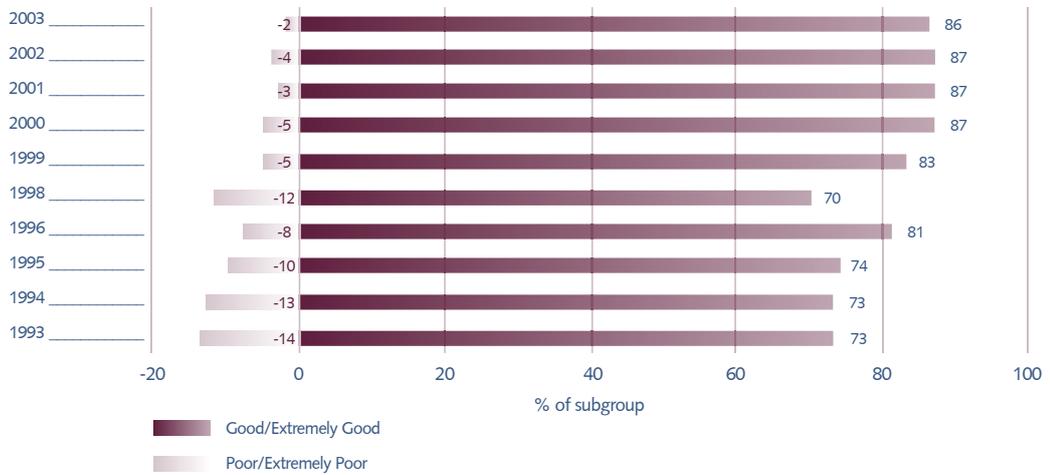


Overall Staff Service

The following graph compares the overall service ratings for Council staff over the period 1993 to 2003.

Satisfaction with the staff's overall service has continued to improve. The proportion of those dissatisfied (poor/extremely poor) has decreased from 14 per cent (1993) to 2 per cent (2003).

Eighty-six per cent of respondents rated the overall service of staff as good or extremely good in 2003 compared to 70 per cent in 1998.



⁴ The question was not asked in 1997.



INTRODUCTION TO COUNCIL (Whakataki 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 the long-term direction of the city, and ensuring that Council acts in the best interests of its community.

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

Council's elected members are responsible for:

- law-making (bylaws) and have a regulatory role (Acts of Parliament), i.e., overseeing that the regulations of relevant Acts of Parliament (e.g., Building Act 1991), are complied with.
- developing and approving Council policy.
- determining the expenditure and funding requirements of Council through the Community Plan and Annual Plan processes.
- monitoring the performance of Council against its stated objectives and policies (in particular through the Annual Report).
- employing the Chief Executive and monitoring their performance.

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

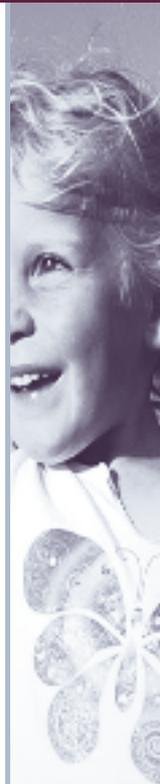
Local elections will be held in October 2004, to elect the councillors and mayor for the next three-year period.

ELECTED MEMBERS (Ngaa Pootitia Mema)



DAVID BRAITHWAITE

His Worship the Mayor
Phone: 838 6976
Home: 855 7599
Email: mayor@hcc.govt.nz
Council Committees: His Worship the Mayor is an ex-officio member of all committees, however, he is specifically appointed to committees 8 and 13 as chairman.



EAST WARD COUNCILLORS



PETER BOS

Home: 854 0621
Mobile: 021 285 7019
Email: peter.bos@hcc.govt.nz
Council Committees: 1, 4 (C), 5, 6, 11 (C), 13



JODY GARRETT

Home: 853 5234
Mobile: 021 764 440
Email: jody.garrett@hcc.govt.nz
Council Committees: 1, 3



ROGER HENNEBRY

Home: 854 0223
Mobile: 021 318 439
Email: roger.hennebry@hcc.govt.nz
Council Committees: 1, 2, 3, 6 (DC), 9 (C)



SOUTH WARD COUNCILLORS



PIPPA MAHOOD

Home: 856 3218
Mobile: 021 809 964
Email: pippa.mahood@hcc.govt.nz
Council Committees: 1, 3 (C), 5, 11, 13



JOCELYN MARSHALL

Home: 834 3374
Email: jocelyn.marshall@hcc.govt.nz
Council Committees: 1, 2, 3, 5



GRANT THOMAS

(Deputy Mayor)
Home: 843 5594
Email: grant.thomas@hcc.govt.nz
Council Committees: 1, 2 (DC), 3, 6, 8, 12 (DC), 13



BILL WARD

Home: 858 3611
Mobile: 021 318 774
Email: bill.ward@hcc.govt.nz
Council Committees: 1, 3 (DC), 5



EWAN WILSON

Home: 839 1551
Mobile: 021 904 079
Email: ewan.wilson@hcc.govt.nz
Council Committees: 1, 2 (C), 5 (DC), 6, 10 (C), 12 (C), 13



WEST WARD COUNCILLORS



TED ARMSTRONG

Home: 839 4483
Mobile: 021 317 079
Email: ted.armstrong@hcc.govt.nz
Council Committees: 1, 5 (C), 6, 7, 13



JOHN GOWER

Home: 847 7465
Mobile: 021 318 789
Email: john.gower@hcc.govt.nz
Council Committees: 1 (DC), 2, 3, 6, 10, 11



MAVORA HAMILTON

Home: 849 1017
Mobile: 021 318 780
Email: mavora.hamilton@hcc.govt.nz
Council Committees: 1, 2, 3, 5



BRIAN IMPSON

Mobile: 021 894 373
Email: brian.impson@hcc.govt.nz
Council Committees: 1, 2, 5, 6 (C), 9, 13



DAVE MACPHERSON

Home: 824 5992
Mobile: 021 477 388
Email: dave.macpherson@hcc.govt.nz
Council Committees: 1 (C), 2, 3, 6, 8, 9, 10 (DC), 13

KEY TO COUNCIL COMMITTEES

1. Strategic Planning and Policy Co-ordination Committee
2. Economic Development Committee
3. Social and Community Committee
4. Stadiums Management Board
5. Statutory Management Committee
6. Works and Services Committee
7. Applications Sub-committee
8. Chief Executive's Performance Assessment Panel

9. Contracts Sub-committee
 10. Dog Control Appeal Sub-committee
 11. Emergency Management Sub-committee
 12. Event Sponsorship Sub-committee
 13. Property Sub-committee
- (C) = Chairperson (DC) = Deputy Chairperson
 His Worship the Mayor is an ex-officio member of all committees.

A fuller description of what the Council Committees are responsible for is outlined in mycouncil 2003 (Council's governance statement), which is available from the main municipal building or any branch of Hamilton City Libraries. It can also be viewed and or downloaded from Council's website www.hcc.govt.nz/mycouncil/ .

COUNCIL'S VISION, GOALS AND PURPOSE (*Ngaa tirohanga, ngaa whaainga, ngaa tikanga mo te kaunihera o Kirikiriroa*)

Vision

Council's vision for the city (revised in October 2003) is:

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

Goals

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

Purpose

Council, as the level of government closest to the people of Hamilton, operates and enforces a range of legislation, with the primary legislation being the Local Government Act 2002. Section 10 of this Act outlines the purpose of local government in New Zealand as being:

- To enable democratic local decision-making and action by, and on behalf of, communities, and
- To promote the social, economic, environmental, and cultural well-being of communities, in the present and for the future.

In order to achieve this, Council has a pivotal role in ensuring that its operation and service delivery is in line with the community's expectations and aspirations.

COUNCIL ORGANISATIONS (Ngaa roopuu whakariterite mo te kaunihera)

Council also has some involvement in two Council Controlled Organisations, and 21 Council Organisations within Hamilton, through having shares, voting rights and/or the right to appoint directors.

The two Council Controlled Organisations are:

- Hamilton Properties Ltd
Note: Council has retained Hamilton Properties Ltd as a non-operating company. That is, it is no longer trading, with the view to utilizing its tax losses in the future.
- Waikato Regional Airport Ltd.

Council approved the Waikato Regional Airport Development Plan on 10 May 2004. This authorises the Board of Directors of the Waikato Regional Airport Ltd to issue further shares to the existing shareholders with a total liability for uncalled capital of \$21.6 million. The split of this uncalled capital being:

Hamilton City Council	\$10,800,000
Matamata City Council	\$3,375,000
Waikato City Council	\$3,375,000
Waipa District Council	\$3,375,000
Otorohanga District Council	\$675,000

The Waikato Regional Airport Development Plan will result in a \$20.5 million development of Hamilton International Airport to be staged over the next five years.

The 21 Council Organisations are:

- Business2Hamilton (B2H)
- Business Development Centre
- Community Well-Being Grants Allocation Committee
- Creative Fund Communities New Zealand Allocation Committee
- Hamilton City Crime Prevention Trust
- Hamilton Community Arts Council
- Hamilton Community Environmental Programme
- Hamilton Riverview Hotel Ltd
- Keep Hamilton Beautiful
- Lake Rotokauri Advisory Committee
- Road Safety Working Group
- Te Runanga o Kirikiriroa Joint Venture Committee
 - Tourism Waikato*
 - Tourism Waikato Advisory Industry Board
 - Tourism Waikato Management Board
 - University of Waikato*
 - University of Waikato Council
 - University of Waikato Ethics Committee: On the Welfare of Experimental Animals
 - University of Waikato Institutional Biological Safety Committee
- Waikato Civil Defence Emergency Management Group
- Waikato Institute of Technology (Wintec)
- Waikato Society for the Protection of Cruelty to Animals (SPCA) Trust
- WEL Energy Trust Joint Territorial Capital Beneficiaries Working Party.

For further information on these please refer to the Financial Section of this document, or to pages 25–29 of mycouncil 2003 (Council's governance statement) which is available from the main municipal building or any branch of Hamilton City Libraries. It can also be viewed and/or downloaded from Council's website www.hcc.govt.nz/mycouncil/.

COUNCIL'S PARTNERSHIP WITH MAORI

Joint Statement by Council, Nga Mana Toopu o Kirikiriroa and Te Runanga o Kirikiriroa

Hamilton City Council (Te kaunihera o Kirikiriroa), Nga Mana Toopu o Kirikiriroa (NaMTOK), and Te Runanga o Kirikiriroa (TeROK) are proud to work, individually and together, at continuing to develop Hamilton as a city where all cultures work in partnership, and respect and share each other's views, heritage, culture, and strengths.

Maori have a significant influence in the city, both as part of our community, and because of the distinctive contribution of Maori heritage and culture to the unique identity of New Zealand and our city. As part of Tainui's historic Raupatu settlement in 1995, Waikato/Tainui is now a significant landowner and ratepayer within Hamilton and the greater Waikato region.

The Treaty of Waitangi (Te Tiriti O Waitangi) establishes a basis for partnership between Maori and other New Zealanders. This mutual relationship is also the basis of the partnerships and protocols agreed between Council and both NaMTOK and TeROK.

The city also recognises and respects the kawa/customary protocol and associations of Waikato/Tainui and the importance of that role within the city, and the mutual welcoming of Maori, Pacific peoples, Asians, Europeans and other New Zealanders alike.

It is estimated that 40 per cent of those identifying as Maori in the city are from hapu with close ties to the Hamilton area, while 60 per cent are originally from other areas around the country. Together, Maori make up around 20 per cent of the people in Hamilton.

Council partnerships and service agreements with NaMTOK and TeROK are long-term and mutually beneficial. They provide a mana whenua perspective on issues relating to article II of the treaty, and an urban Maori/Pacific (maataa waka) view relating to article III of the treaty respectively.

NaMTOK provide Council, developers and other business organisations with resource management consultation, and cultural advice, being the primary cultural authority for kawa and protocol for Waikato/Tainui within the city and its environs. NaMTOK assists and provides historical information, and assistance with management plans for Council reserves, for the benefit of the community. NaMTOK was a crucial partner in the development of the Whatanoa Gateway at Waikato Stadium, which provides a link to the past and a unique identity for the stadium, and welcomes visitors to the grounds. NaMTOK is also partnering with Council in the development of a new pre-European Maori theme garden for Hamilton Gardens. The garden will showcase ancient features and traditions associated with gardening pre-dating Hamilton/Kirikiroa as a city. The addition of a Maori theme garden to complement the many international garden showcases is a welcome reflection of local influences. NaMTOK also regards Council's partnership with these unique projects and initiatives within the city in honouring article II of the Treaty of Waitangi.

TeROK provides Council with a number of support services and access to urban Maori perspectives on a wide range of social issues. The two organisations are working together to provide information on election processes to the community, and to provide support for a range of community support and housing services. Council and TeROK meet together regularly on 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 TeROK administers on behalf of Council, provides valuable funding for a range of projects, including capacity building for Rauawaawa (Maori community support groups) in the city.

Both TeROK and NaMTOK worked with Council to facilitate a more inclusive process for Maori submitters during Council's 2003/04 draft annual plan hearings. Senior Ngati Wairere kaumatua Hare Puke from NaMTOK gave a mihi (welcome) and karakia (prayer), and led a waiata (song) to welcome a number of community-focused submissions by TeROK and other groups and individuals who indicated they wished to provide a perspective on Maori issues.

In line with the spirit of the Local Government Act 2002, Council will continue consultation with these two organisations and other key community stakeholders in order to foster positive community and city initiatives.

Triennial Agreement

The Local Government Act 2002 requires all councils within a region to reach agreement on how they intend to communicate and coordinate, and work with each other over the next three years. This is known as a Triennial Agreement. The first triennial agreement for councils within the Waikato region became effective on 31 December 2003. A new triennial agreement is required within six months after each territorial authority election.

MANAGEMENT STRUCTURES AND RELATIONSHIPS (He anga roopuu whakahaere hononga)

The elected members and Council staff work together at different levels to decide what activities Council can undertake or assist with to achieve the community's vision and outcomes. This takes place on consultative basis with the community and/or affected parties, competing priorities, timeframes, resources, and decisions of Council. This occurs within the overall framework of growing and developing the city in a way that enhances our social, economic, environmental and cultural well-being.

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. They are:

- Communication and Marketing
- Community Services
- Corporate
- Environmental Services
- Strategic
- Works and Services.

The management executive team (MX) comprises the general managers of the six groups and is headed by the chief executive. MX considers organisation-wide issues and provides the link between councillors and staff. They ensure that what is undertaken within the six groups to achieve the projects outlined in the Community Plan/Annual Plan and Corporate Plan (refer below for description of the Corporate Plan) is consistent with Council's vision, goals and purpose, the decisions of Council, and the community outcomes.



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

The roles of the organisation's six operational groups are:

- to provide facilities and services to ratepayers and residents.
- to provide quality policy advice to the Mayor and Councillors.

The Corporate Plan

The Corporate Plan provides direction for how the organisation operates and how staff continually improve the way things are done. This is programmed mainly through organisational development, quality management and other improvement strategies. It outlines the vision, mission and values of management and staff, the key strategic, operational and people challenges facing the organisation, provides a blueprint for the next five years, and helps the organisation become a world-class leader in local government.

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

Council and management have reviewed the messages being delivered to the community and the organisation about the vision for the city, the contribution of Council to the vision, and the framework that would continue the journey towards business excellence.

Council's vision for the city is:

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

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.*

In continuing its drive towards business excellence the organisation is currently identifying its strengths and weaknesses, and those strategic, operational and people challenges that will help shape our organisational development strategy. Once confirmed these will be addressed through organisational objectives and action plans, and be reported on regularly.

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.

Council's key staffing policies are outlined on the next page.

STAFF POLICIES (Ngaa kaimahi take whakahaere)

Equal Employment Opportunities (EEO)

Hamilton City Council is committed to equal opportunity in all its employment policies and procedures. Equal Employment Opportunity principles are included in all areas of the organisation's human resource policies, particularly recruitment, selection and appointment practices, training, career development, performance management, conditions of employment and the work environment.

For further information on EEO at Hamilton City Council please refer to Council's Governance Statement (mycouncil 2003) which is available from the main municipal building or any Council public library. It can also be viewed/downloaded from Council's website www.hcc.govt.nz/myhamilton/.

Quality Management

The quality system supports Council's focus on business excellence and developing the organisation to achieve better outcomes for our customers by providing a framework from which key areas can be identified for development or improvement activity.

Hamilton City Council is the only New Zealand council to have all of its operations certified to the international standard ISO 9001:2000 quality management system.

The quality system is the foundation for ensuring processes are consistent across the organisation, with a focus on excellent service, continuous improvement and meeting customers needs. Regular reviews of the quality systems by external assessors (Telarc) gives confidence that these requirements are being met.

ISO 14001 Environmental Management Systems have been introduced at the Hamilton Zoo, the first zoo in the world to become certified, using Telarc. In so doing Council has set an example to others by minimising its own impact on the local environment.

Organisational Development

Council is continuing to implement a programme of organisational development, which aims to assist the organisation to achieve its vision and mission. To achieve this, the principles of performance excellence and best practice are incorporated at all levels of the organisation.

Council has been using the international Baldrige performance excellence criteria, used by the New Zealand Business Excellence Foundation, to measure performance and identify opportunities for improvement.

Application of best practice will have a positive impact on organisational performance. This can be identified by increased outputs, improved organisational capabilities, 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.

Several ongoing initiatives support the continuous improvement process, including: leadership development programme; organisational values; review and monitoring of key performance indicators; mapping key processes; staff climate survey; and customer surveys. While internal assessments have been completed previously, Council is going to be externally assessed toward the end of 2004.

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.

The Health and Safety in Employment Amendment Act 2002 came into force on 5 May 2003. Coverage under this Act is extended to include volunteers, and a culture change to a participative regime is strongly advocated with enforcement changes increasing the scope of penalties and who can apply them. Stress and fatigue causing harm (physical or mental) is identified as a hazard, and will need to be managed appropriately.

Information Management

Council has an ongoing programme to modernise its information technology and communication systems. This programme will improve the quality of information available to customer services staff and enhance Council's ability to improve customer service. Key projects include upgrades to the telecommunication and data networks.



KEY COUNCIL DOCUMENTS (Ngaa pepa wahanga nui o te kaunihera)

This section outlines a range of existing key Council plans, reports, policies and strategies that form a key means of structuring Council's contribution towards achievement of Hamilton's community outcomes.

mycouncil 2003

Council produced its first local governance statement in December 2003, which is a legally required document under the Local Government Act 2002. Entitled mycouncil the document contains information about the processes through which Council engages with the community, how Council makes decisions, and how residents can influence those processes. It outlines:

- the functions, responsibilities, and activities of Council
- electoral arrangements
- governance structures and processes
- the way Council makes decisions and how its members relate to one another and to Council's management
- Council's key policies
- Contact details for elected members, staff, and key facilities/services.

Copies of mycouncil 2003 can be obtained from the main municipal building or any branch of Hamilton City Libraries. It can also be viewed and/or downloaded from Council's website www.hcc.govt.nz/mycouncil/.

Community Plan 2004–14

The Community Plan 2004–14 is Council's Long-Term Council Community Plan, which is required to be produced under the new Local Government Act 2002. The Community Plan is the key accountability and planning document for Council activity covering a 10 year period. Volume I of the Community Plan 2004–14 includes the community outcomes for Hamilton and how they will be monitored and reported on, how Council is structured and what it does, and how Council's 25 significant services contribute towards the achievement of the community outcomes.

Volume II contains the Funding and Financing Policy 2004–14, which comprises:

- Introduction to the Revenue and Financing Policy
- Revenue and Financing Policy
- Funding Impact Statement
- Investment Policy
- Liability Borrowing Management Policy
- Rating Policy
- Significance Policy
- Partnerships with Private Sector Policy
- Development and Financial Contributions Policy
- Appointment and Remuneration of Directors of Council Organisations Policy
- Freeholding of Council Domain and Municipal Endowment Leases Policy
- Asset Management Plan Summary
- Appendices.

Other existing Key Council Plans, Reports, Policies and Strategies

Publication	Published/Adopted	Reviewed
Council's Policy Manual	2003	2006
Hamilton's Strategic Plan 2002–2012	July 2002	Replaced by the Community Plan 2004–14
Annual Plan	1 July	Intervening years between Community Plans
Annual Report	October each year	Annually
Aquatic Facilities Strategic Plan	2001	2004
Asset Management Plans	July 2001	2003
Cycling in Hamilton 2000	2000	2003
Economic Development Strategy for Hamilton	March 2000	2004/05
Energy Strategy <ul style="list-style-type: none"> (Council is a member of the Energy-wise Council's for Local Government Agencies) 	January 1997	
Environmental Education Strategy	1999	2005
Environmental Policy	May 1999	3 yearly
Hamilton City Libraries Strategic Plan: 2001–2011	November 2002	3 yearly
Hamilton City Proposed District Plan <ul style="list-style-type: none"> (References Version, November 2001) (notified October 1999. Once the plan is made operative, it must be reviewed at least every 10 years) 	November 2001	10 yearly
Waikato Valley–Combined District Civil Defence Emergency Plan	September 2003	Will be replaced in 2005 by the Waikato Regional Civil Defence Emergency Management Plan
Hamilton's Integrated Transport Strategy (HITS)	July 1999	2004
Hamilton's Sustainability Indicators <ul style="list-style-type: none"> base report Summary document/updates 	September 2002	prepared annually
People and Well-Being: Community Development Plan	May 2000	3 yearly
Policy and Guidelines for Community Consultation	December 1999	2004/05
Recreation and Leisure Plan 2002–2012	September 2002	3 yearly
Waikato Museum of Art and History Strategic Plan	February 2002	3 yearly
Waste Management Plan	October 1998	2003/04

To view or find out more about these plans, reports, policies and strategies, contact Hamilton City Council's Strategic Group in the first instance, phone 838 6810, fax 838 6464 or email strategic@hcc.govt.nz.



RECENT LEGISLATIVE CHANGES THAT IMPACT ON COUNCIL'S OPERATIONS

The following lists some of the significant pieces of current and potential legislation that have been identified as of potential interest to the community. It is not intended to be a comprehensive guide, and other Bills/Acts/Amendments/Regulations may also have an effect on the community and on the operation of Council, in terms of changes to bylaws, standards, or day-to-day operating procedures.

Council has made submissions on a number of these Acts when they were in the Bill stage. Council has also put in place a number of strategies to ensure that new legislation will be integrated and applied to its day-to-day operations.

Local Government Act 2002

The major piece of recent legislation affecting Council and the way it interacts with the community and conducts its business is the Local Government Act 2002. Many procedures have been simplified, but there have been new requirements raised in terms of how and when Council consults with the community. This Act is also the driving force behind councils developing long-term council community plans.

Local Government (Rating) Act 2002

The Local Government (Rating) Act 2002 links closely with the Local Government Act 2002 to provide local authorities with flexible powers to set, assess, and collect rates to fund local government activities. The Act ensures that rates are set in accordance with decisions that are made in a transparent and consultative manner, and provides for processes and information to enable ratepayers to identify and understand their liability for rates.

Local Electoral Act 2001

The Local Electoral Act 2001, its amendments and regulations, is the presiding legislation for local government elections. It covers all matters pertaining to the conduct of the elections including voting methods, voting systems, nomination requirements, electoral roll requirements, length of voting period and progressive processing period, candidate profiles, offences, and campaign expenditure limits.

Civil Defence Emergency Management Act 2002

This Act requires local authorities to coordinate planning, programmes, and activities related to civil defence emergency management, through regional groups. Hamilton City Council plays an active role in civil defence in the Waikato region.

Gambling Act 2003, and the Racing Act 2003

Council consulted with the public on Class 4 gambling (gambling machines) and Board (TAB) venue policies between December 2003 and February 2004. The Gambling Act 2003 and the Racing Act 2003 (introduced in September 2003) required these policies to be in place by March 2004. The policies will be open for review within the next three years.

Prostitution Reform Act 2003

The Prostitution Reform Act 2003 decriminalised prostitution in New Zealand and gave Council specific powers to control the location of brothels and signs advertising commercial sexual services. Council has consulted widely on this issue with the community and developed a specific Prostitution Bylaw based on community feedback.

Land Transport Management Act 2003

The Land Transport Management Act 2003 provides for an integrated approach for all modes of transport combined with a longer-term planning period. The Act takes into account the objectives of the New Zealand Transport Strategy, and is aligned to the Local Government Act 2002.

Dog Control Amendment Act 2003

The Dog Control Amendment Act 2003, which comes into force progressively from 1 December 2003, adds a range of safety measures to the controls on dogs, with the goal of making New Zealand a safer place, particularly for children.

Impending Legislative/Regulatory Changes

- Review of the Health Act 1956, and related regulations
- Building Bill

COUNCIL'S CONTRIBUTION TO THE COMMUNITY OUTCOMES (Ngaa taakoha o te kaunihera ki te nohoanga taangata)

Council's Significant Services

Council undertakes the service delivery of the projects and programmes outlined in the six outcome areas of the Community Plan 2004–14 through its 25 significant services. Each significant service can provide a variety of roles in its service delivery. These roles include:

(a) *Service Provider*

- Takes full responsibility for funding and carrying out these services.

(b) *Advocate*

- Represents and promotes the views of its residents and community to a range of organisations, e.g., territorial local authorities, central government.

(c) *Facilitator*

- Encourages individuals and organisations to participate in a range of key city projects, programmes, processes, and issues.

(d) *Support Funder*

- Provides financial assistance (e.g., grants and service delivery contracts) to a range of organisations for various projects and programmes.

(e) *Monitor*

- Coordinates monitoring and reporting on Hamilton's Sustainability Indicators, as well as conducting other forms of monitoring (e.g., monitoring conditions of resource consents) and uses this information to check our progress towards achieving the community outcomes.

(f) *Regulator*

- Operates under and enforces a range of legislation, e.g., the Local Government Act 2002, the Resource Management Act 1991, and the Building Act 1991.

Impact of Council's Activities on the Local Community

Council makes a significant contribution towards achievement of the community outcomes outlined in this Community Plan's six outcome areas through the service delivery of a range of projects and programmes. These are delivered via Council's 25 significant services, which in turn are supported by a range of internal support services.

Schedule 10 (section 2) of the Local Government Act 2002 requires Council to outline any significant negative effects that its activities may have on the four well-beings of the local community (i.e., social, environmental, economic and cultural). These well-beings are reflective of the concept of sustainable development, which is the cornerstone of Agenda 21.

In adopting the principles and philosophy of Agenda 21 in March 1993, Council committed itself to encourage and provide for sustainable social, economic, environmental and cultural development of the city through delivery of its policies, projects and programmes.

Council coordinated the development of Hamilton's first Strategic Plan, which was adopted in February 1997. The Strategic Plan, which has undergone two revisions, is underpinned by a series of desired community outcomes of what a more sustainable Hamilton should be. The Strategic Plan is in effect Hamilton's local Agenda 21.

Since February 1997, Council's significant services have been aligned under the Strategic Plan's six outcome areas to ensure optimum service delivery to the community. The six outcome areas and their desired outcomes form the basis of this first Community Plan.

While acknowledging that all activities can have negative impacts of one form or another on the local community, Council seeks to minimise these through various means. For example, Council's significant services undergo a programme of continual improvement through reviews and organisational development that ensure ongoing performance excellence and best practice methodology. Council also minimises negative impacts of its activities through listening to and actioning feedback from customers of its significant services via a comprehensive customer satisfaction survey programme, e.g., the Annual Residents Survey and more focused surveys of customers undertaken by Council's significant services.

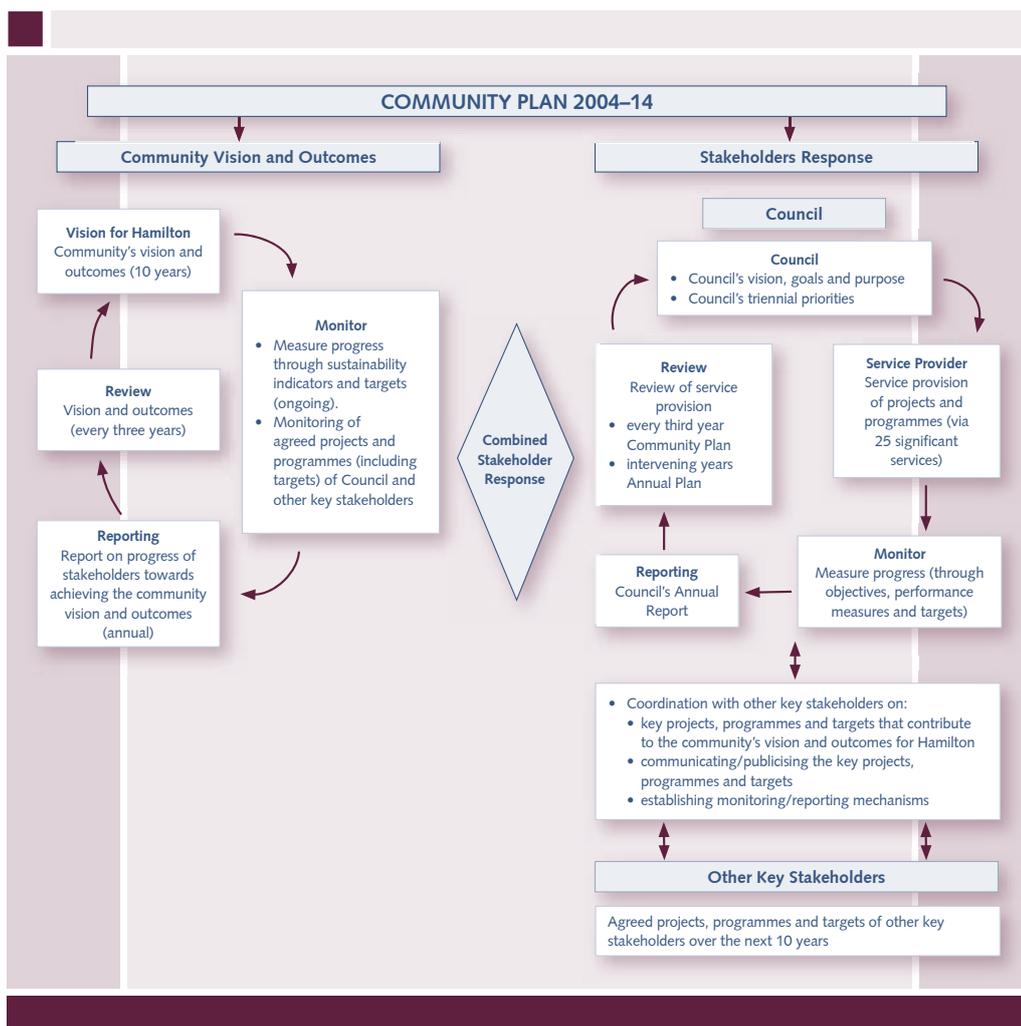


In identifying the projects and programmes undertaken by the 25 significant services, Council has endeavoured to meet a wide range of competing community needs.

The projects and programmes in Volume II of Hamilton's Community Plan (Council's Funding and Financing Policy 2004–14) are first and foremost based on the community outcomes in Volume I of the plan. While Council acknowledges that each project and programme within a significant service will vary in its contribution towards the plan's community outcomes, it has endeavoured to produce a programme that maximises the return to the community in regard to the Local Government Act's four well-beings.

LINKING THE COMMUNITY OUTCOMES PROCESS WITH COUNCIL'S PLANNING CYCLE

Progress towards achieving the community outcomes will require Council and other key organisations to work together. The following diagram provides a snapshot of how this collaboration could occur.



Linking the Community Outcomes with Hamilton's Sustainability Indicators and Council's Significant Services

Council's 25 significant services undertake service delivery and projects and programmes towards achieving the community outcomes. The diagram below shows the primary community outcomes, the relevant sustainability indicators that will be used to monitor and report on progress towards achieving the community outcomes, and Council's significant services grouped under each outcome area.

Hamilton's Community Plan 2004–14

Council's Vision:

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

Outcome Area A: Sustaining Hamilton's Environment

Primary Community Outcomes	Hamilton's Sustainability Indicators	Significant Services
<ol style="list-style-type: none"> Hamilton's air, water and soils are unpolluted, and the environment is free from excessive noise Hamilton's healthy ecosystems display improving biodiversity with a strong indigenous component. Hamilton's energy resources are used in a sustainable manner. Production of solid and liquid waste (including hazardous substances) is minimised, and its disposal is environmentally sustainable. 	<ol style="list-style-type: none"> Air quality Water quality Water usage Soil health Noise Urban trees Energy Solid waste 	<ul style="list-style-type: none"> Wastewater management Stormwater management Recycling/refuse collection Water supply Sustainable environment Environmental health

Outcome Area B: Growing Hamilton

Primary Community Outcomes	Hamilton's Sustainability Indicators	Significant Services
<ol style="list-style-type: none"> Hamilton is a compact city with a well distributed mix of residential, employment and service activities, interconnected through a safe, effective and sustainable transport system. Hamilton's central area is distinctive, vibrant and people-friendly. 	<ol style="list-style-type: none"> Urban development Transport Housing affordability 	<ul style="list-style-type: none"> Road network management Hamilton Transport Centre Environmental services Endowment and Investment Property Portfolio Management

Outcome Area C: Promoting Hamilton

Primary Community Outcomes	Hamilton's Sustainability Indicators	Significant Services
<ol style="list-style-type: none"> Hamilton's economy is developing sustainably Hamilton has a positive internal and external image 	<ol style="list-style-type: none"> Work Income Business Visitor accommodation 	<ul style="list-style-type: none"> Economic development City promotion

Outcome Area D: Experiencing Arts, Culture and Heritage in Hamilton

Primary Community Outcomes	Hamilton's Sustainability Indicators	Significant Services
<ol style="list-style-type: none"> Hamilton values and nurtures its rich cultural and artistic capacity. Hamilton has a range of suitable venues for the display, performance and appreciation of artistic and cultural endeavours. Hamilton's cultural and built heritage is widely appreciated and protected. 	<ol style="list-style-type: none"> Historic structures and sites Arts and Culture 	<ul style="list-style-type: none"> Hamilton theatre services Hamilton City Libraries Waikato Museum of Art and History

Outcome Area E: Living in Hamilton

Primary Community Outcomes	Hamilton's Sustainability Indicators	Significant Services
<ol style="list-style-type: none"> Education is recognised both as a key to enable people to realise their full potential as individuals and as a major contributor to Hamilton's economy. Hamilton's caring neighbourhood communities support and value members of all ages, backgrounds and abilities. All people are enabled and encouraged to participate in the development of Hamilton. 	<ol style="list-style-type: none"> Education Public involvement in decision-making Youth well-being Partnership with Maori Crime and safety Community Diversity and Cohesion Health 	<ul style="list-style-type: none"> Community support Community facilities Emergency management Partnership with Maori Representation and civic affairs

Outcome Area F: Enjoying Hamilton

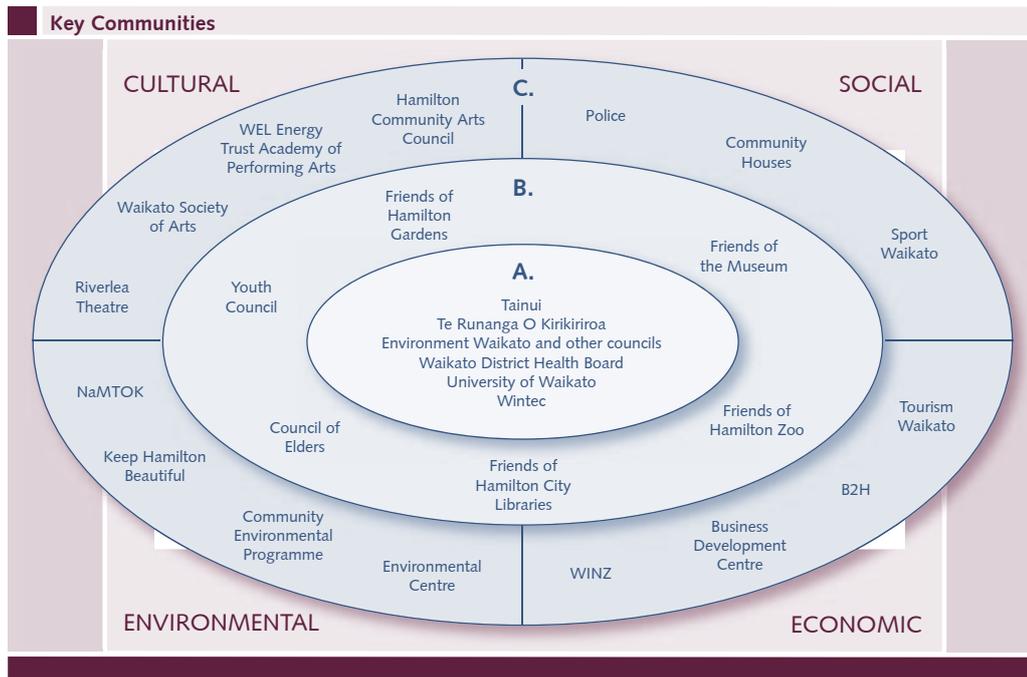
Primary Community Outcome	Hamilton's Sustainability Indicators	Significant Services
<ol style="list-style-type: none"> Hamilton provides a full range of recreational land, facilities and services to meet the community's passive and active leisure needs. 	<ol style="list-style-type: none"> Sport and Participation 	<ul style="list-style-type: none"> Sports areas Parks and gardens Stadiums and events facilities Swimming facilities Hamilton Zoo



The diagram below sets out the key relationships and groups that Council supports. In the centre are the groups that deliver community outcomes that are not Council's core business, with whom Council continues to build and foster relationships. In the middle circle are groups that enable communities of interest to be represented in planning and decision making processes, therefore building a strong bridge between Council and the wider community. In the outer circle are groups supported by Council funding.

Council also provides support to community groups, stakeholders and partners through representation on other community assets and institutions. This reflects both Council's leadership in the community, and its wider contribution to the city's development.

It should be noted that the diagram below does not depict an exhaustive list of organisations, i.e., there are many others that Council will work in partnership with when consulting on and developing the community outcomes for Hamilton's 2006–16 Community Plan.





GUIDE TO COUNCIL'S PLAN OF ACTION (Ngaa take aarahi o te kaunihera)

1 **OUTCOME AREA F: ENJOYING HAMILTON**
(Te rohe whakapūāwai F: Harikoa o Kirikiriroa)
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 programmes also provide for internal leisure, help protect our biodiversity, 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.

2 **Primary Community Outcomes**

15. Hamilton provides a full range of recreational land, facilities and services to meet the community's passive and active leisure needs.

3 **Measuring the city's progress towards achieving the Community Outcomes**

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

25. Sport and participation.

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 Provider	Monitor	Service Provider
Sports Areas				✓
Parks and Gardens				✓
Stadiums and Events Facilities				✓
Swimming Facilities				✓
Hamilton Zoo				✓

✓ Primary role • Role.

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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 **Primary Community Outcome(s)** are those outcomes that are the key action focus for each particular outcome area.
3. **Hamilton's Sustainability Indicator(s)** are key indicators used to monitor and report on the city's progress to achieve the community outcomes. They were developed by the community for the community.
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.

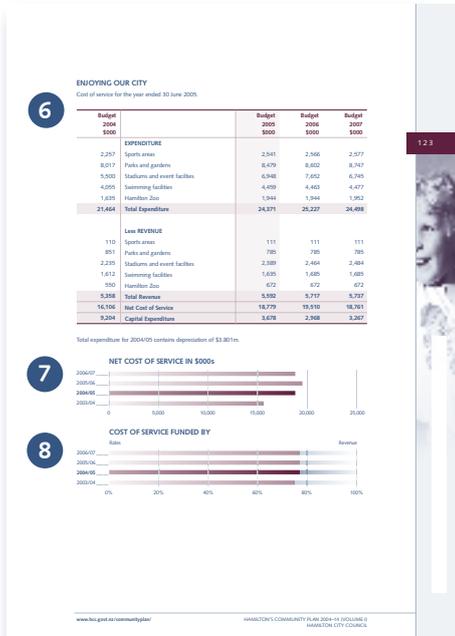
5 **Improving Council's and Hamilton's Sustainability**

Examples of specific projects and programmes undertaken by Council in this outcome area 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"> • Environmental Management Systems (EMS) ISO14001 • Training of staff for Environmental Management System auditing • Development of on-site recycling • Construction and use of worm bins for food waste • Development, implementation and review of asset management plans (in particular the plans for sports areas, parks and gardens, and city beautification) 	<ul style="list-style-type: none"> • Council's Recreation and Leisure Plan 2002-2012 • Provision and maintenance of walkways • Installation and maintenance of local green infrastructure such as: • Business management plans programme • Planting trees through the Community Planting Programme • Council's Proposed Control Plan policies that promote open space and vegetation in the city • Ongoing upgrading of playgrounds to New Zealand safety standards • Aquatic Facilities Plan (2007) • Swimming programme, e.g., pool lifeguard training programme • Hamilton Zoo's participation in cooperative breeding programmes for endangered New Zealand native and exotic species • Monitoring, reporting, and promotion of Hamilton's Sustainability Indicators www.hamilton.govt.nz • Monitoring, reporting, and promotion of the Quality of Life in New Zealand's Eight Largest Cities project www.lgipollan.govt.nz

www.hcc.govt.nz/communityplan/ HAMILTON'S COMMUNITY PLAN 2004-14 (VOLUME 3) HAMILTON CITY COUNCIL

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.



Cost of Service Budget

- The **Cost of Service** table shows the proposed cost centre accounts for this Outcome Area for the next three years. The table shows how much revenue and expenditure is budgeted for each of the operational Significant Services in the cost centre.
- The graph illustrates the **net cost of service** for this Outcome Area over the period 2004/05 to 2006/07.
- The graph illustrates how the **net cost of service** is funded, i.e., Rates/Revenue for this Outcome Area over the period 2004/05 to 2006/07.

Significant Service

- Shows the **Community Outcome(s)** that the particular significant service contributes towards.
- Gives a brief **Description** of what the significant service does.
- Outlines a selection of **Projects and Programmes** for each significant service that Council proposes to undertake during the next three years.

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.

- The **Key Objective(s)** for this significant service that contribute towards the relevant community outcomes.
- 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.
- The **Long-Term Performance Measure Target** to be achieved by 2013/14.
- 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.
- The **Service Delivery Performance Measure Target** to be achieved each year over the period 2004/05–2006/07.
- Reference Information for further enquiries.

SPORTS AREAS (Waahi haakinakina)
Outcomes we contribute to

PRIMARY COMMUNITY OUTCOME

15. Hamilton provides a full range of recreational land, facilities and services to meet the community's positive and active leisure needs.

COMMUNITY OUTCOMES

15.2 Hamilton offers a diverse range of accessible, quality, safe and affordable recreation and leisure facilities and programmes at a community level that encourage residents of all ages and levels of ability to participate. Recreation and leisure facilities and activities in Hamilton are provided and developed in a participatory and coordinated manner.

15.4 Hamilton's recreation and sporting facilities are capable of attracting and hosting regional, national and international events.

What we do

- Sports Area contributes towards the community outcomes outlined above through the provision of developed open space with participant and public facilities (e.g., changing rooms).
- Council maintains 975 hectares of open space in the city. Of this, 43 per cent (424ha) is Sports Areas.

Looking ahead

2004/05

- Completion of the Sports Parks Management Plan
- Extension of our park leas Greenway Hockey Centre (SAP # 135 – \$100,000)

2005/06

- Asset in-line hockey centre development (SAP # 420 – \$203,000)
- Surface movement and car park at Pukekohe Road (SAP # 120 – \$130,000)

2006/07

- Provision of our park, Morningside Park (SAP # 135 – \$200,000)
- Develop playing fields, Morningside Park (SAP # 137 – \$170,000)
- Resurface tennis courts, Morningside Park (SAP # 105 – \$65,000)

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	Key Performance Measures	Target
12. To meet the community's need for active recreational opportunities as identified through user consultation by the expansion, development and maintenance of sports areas.	1. Achieved a CSI score for sports areas of 75	75 CSI
	2. Achieved a CSI score for satisfaction of 75	75 CSI
	3. Achieved the provision of 8 hectares of open space per 1000 residents.	✓
	4. Achieved the provision of 1 playing field per 400 residents.	✓
15. Developed sports fields sufficient to meet demand for participation through meeting of user survey needs.	5. Developed sports fields sufficient to meet demand for participation through meeting of user survey needs.	✓
	6. Developed sports fields sufficient to meet demand for participation through meeting of user survey needs.	✓

Unless otherwise stated, all performance measures will be compared on an annual 30 June to date financial year. All specified targets shown for the key performance measures (Long-Term and Service Delivery) are the minimum achievement level for, e.g., a CSI (Customer Satisfaction Index) score of 75 or greater.

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HAMILTON'S COMMUNITY PLAN 2004–14 (VOLUME II)
HAMILTON CITY COUNCIL

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



OUTCOME AREA A: SUSTAINING HAMILTON'S ENVIRONMENT

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

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.

Primary Community Outcomes

1. Hamilton's air, water and soils are unpolluted, and the environment is free from excessive noise.
2. Hamilton's healthy ecosystems display improving biodiversity with a strong indigenous component.
3. Hamilton's energy resources are used in a sustainable manner.
4. Production of solid and liquid waste (including hazardous substances) is minimised, and its disposal is environmentally sustainable.

Measuring the city's progress towards achieving the Community Outcomes

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

1. Air quality.
2. Water quality.
3. Water usage.
4. Soil health.
5. Noise.
6. Urban trees.
7. Energy.
8. Solid waste.

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
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 in this outcome area 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"> • Environmental Management Systems/ISO 14001 • Council's Energy Management Programme • Internal Waste Management Policy (including in-house paper recycling scheme) • Green Procurement Policy • Development, implementation and review of asset management plans (in particular the plans for Wastewater Management, Stormwater Management, Recycling/Refuse Collection, and Water Supply) • The Corporate Environmental Policy • Membership of and participation in EECA's (Energy Efficiency and Conservation Authority) Energy Wise Council's Forum • Membership of ICLEI (International Council for Local Environmental Initiatives) 	<ul style="list-style-type: none"> • Participation in Project Watershed (a major project aimed at providing better, more coordinated management of river-based works and services in the greater Waikato catchment) • Implementation and review of Hamilton's Waste Management Plan (1998) • Participation in the Regional Waste Strategy • Kerbside recycling (Sort it Out) • Participation in a national programme to reduce the amount of construction and demolition waste disposed of • Support for the Hamilton Permaculture Trust • Implementation of the Environmental Education Strategy (e.g., Enviroschools, Environmental Education for Sustainable Living Programme) • Gully Restoration Programme (e.g., Gully Restoration Guide) • Waikato Festival of the Environment • Production of Hamilton's Green Map • Support for the Environmental Business Network (EBN) and sponsoring Business and Environment Awards • Keep Hamilton Beautiful (KHB) Programme • Support of Hamilton's Environment Centre • Administration of Council's Envirofund • Monitoring, reporting and promotion of Hamilton's Sustainability Indicators www.myhamilton.org.nz • Monitoring, reporting and promotion of the Quality of Life in New Zealand's Eight Largest Cities project www.bigcities.govt.nz • Contaminated Sites Management Strategy • Food Safety Awards programme • Community Environmental Programme and newsletter • A household guide to improving water quality and managing water use in Hamilton • A household guide to reducing our rubbish • The green guide to organisations working to protect the environment

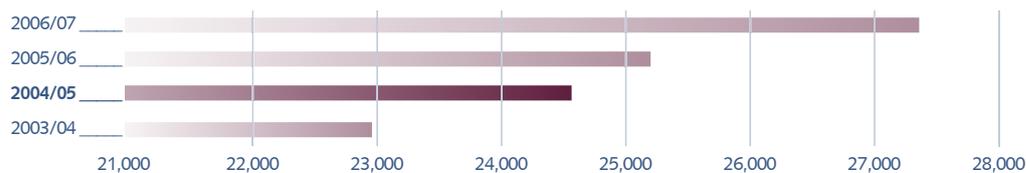
SUSTAINING HAMILTON'S ENVIRONMENT

Cost of service for the year ended 30 June 2005.

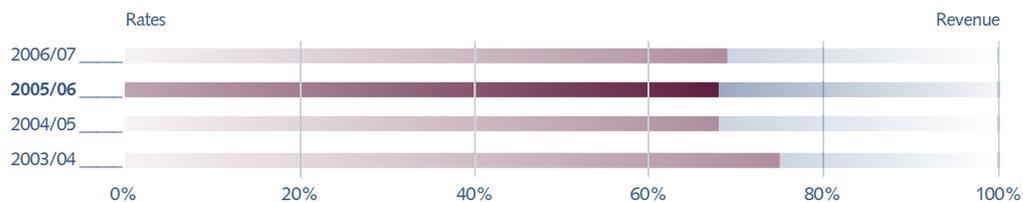
Budget 2004 \$000		Budget 2005 \$000	Budget 2006 \$000	Budget 2007 \$000
	EXPENDITURE			
10,272	Wastewater management	11,359	11,361	11,555
5,051	Stormwater management	5,204	5,030	5,127
9,402	Recycling/refuse collection	9,614	9,624	8,077
6,825	Water supply	7,878	9,290	9,998
622	Sustainable environment	603	598	585
1,099	Environmental health	1,284	1,280	1,283
33,271	Total Expenditure	35,942	37,183	36,625
	Less REVENUE			
924	Wastewater management	1,251	1,231	1,231
143	Stormwater management	2	2	2
6,256	Recycling/refuse collection	6,547	6,580	3,535
2,601	Water supply	3,126	3,726	4,049
390	Environmental health	453	453	453
10,314	Total Revenue	11,379	11,992	9,270
22,957	Net Cost of Service	24,563	25,191	27,355
10,805	Capital Expenditure	16,617	22,523	12,879

Total expenditure for 2004/05 contains depreciation of \$10.411m

NET COST OF SERVICE IN \$000s



COST OF SERVICE FUNDED BY



WASTEWATER MANAGEMENT (Te Roopuu Whakahaere Parawhakakino)

Outcomes we contribute to

PRIMARY COMMUNITY OUTCOME

1. Hamilton's air, water and soils are unpolluted, and the environment is free from excessive noise.

COMMUNITY OUTCOME

- 1.2 The Waikato River, Hamilton's lakes, and waterways within the city are managed to ensure their water quality is of the highest possible standard.

What we do

- 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.
- 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.
- Solids are disposed of to ensure that there is no degradation of soils.
- A comprehensive asset management plan for Wastewater Management is in place.
- The wastewater reticulation system includes:
 - 725km of pipes ranging from 100mm to 1800mm in diameter
 - 13,333 manholes
 - 115 pumping stations
 - 5 major wastewater pipe bridges.

Looking ahead

2004/05	<ul style="list-style-type: none">• Annual programme begins for renewal of deteriorating pump station rising mains (SAP # 250 – \$120,000 in 2004/05 then \$80,000 per year)• Investigation and planning for wastewater network to initial stages of Rotokauri growth cell (SAP # 243 – \$40,000)
2005/06	<ul style="list-style-type: none">• Annual programme begins for installation of storage chambers to prevent overflows of wastewater at pump stations (SAP # 253 – \$95,000 per year)• Investigation of the use of biosolids for Horotiu Landfill rehabilitation• A new resource consent is required for the Wastewater Treatment Plant

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	Key Performance Measures	Target		
	Long-Term	10 Year Horizon (2013/14)		
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).	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).	✓		
	2. No wastewater overflows from pumping stations occurred through mechanical or electrical equipment failure.	✓		
	Service Delivery	2004/05	2005/06	2006/07
	3. No more than 60 wastewater blockages per 100km of reticulation system per year.	✓	✓	✓
4. Achieved a CSI score for the city's wastewater system of 75, as measured by Council's Annual Residents Survey.	✓	✓	✓	

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)

Outcomes we contribute to

PRIMARY COMMUNITY OUTCOME

1. Hamilton's air, water and soils are unpolluted, and the environment is free from excessive noise.

COMMUNITY OUTCOME

- 1.2 The Waikato River, Hamilton's lakes, and waterways within the city are managed to ensure their water quality is of the highest possible standard.

What we do

- 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.
- A comprehensive asset management plan for Stormwater Network Management is in place.
- The stormwater system comprises:
 - 577km of piping (ranging from 225mm to 2300mm in diameter)
 - 10,536 manholes
 - 86km of open drains and natural watercourses.

Looking ahead

2004/05	<ul style="list-style-type: none">• Stormwater Management Plan for the Rotokauri Growth Cell (SAP # 502 – \$77,000 and then \$10,000 every three years)
2005/06	<ul style="list-style-type: none">• Initial urban development in Rotokauri including low impact urban design concepts
2006/07	<ul style="list-style-type: none">• Begin development of a Customer Charter for stormwater services (SAP # 183 – \$10,000 in 2006/07 and \$15,000 in 2007/08)

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	Key Performance Measures	Target		
	Long-Term	10 Year Horizon (2013/14)		
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.	1. Achieved a CSI score for the city's stormwater system of 70 as measured by Council's Annual Residents Survey.	70 CSI		
	2. No major concerns raised by Environment Waikato around stormwater consent compliance.	✓		
	Service Delivery	2004/05	2005/06	2006/07
	3. Ensured that all new stormwater systems in the city comply with standards in the Hamilton City Development Manual.	✓	✓	✓
	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	Programme developed	Programme developed
5. Completed the annual programme of watercourse maintenance.	✓	✓	✓	

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.



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

Outcomes we contribute to

PRIMARY COMMUNITY OUTCOME

4. Production of solid and liquid waste (including hazardous substances) is minimised, and its disposal is environmentally sustainable.

COMMUNITY OUTCOMES

- 4.1 Hamilton's waste is recognised as a resource, and reduced, reused, recycled, or composted.
- 4.2 Hamilton has an integrated system that manages waste from its source through to disposal.
- 4.3 Disposal of waste in Hamilton (including wastewater and hazardous substances) has minimal impact on the environment and is treated in a way that is consistent with kaitiakitanga (stewardship).

What we do

- Recycling/Refuse Collection contributes towards the community outcomes identified above through the collection of household recyclables and refuse from over 45,000 residential properties, operation of the Refuse Transfer Station (including the recycling centre) and the Horotiu Landfill.
- A composting facility is provided as a sustainable means of disposing of garden waste.
- Closed landfills are managed to minimise adverse effects on health and the environment.
- A comprehensive asset management plan for Recycling, Refuse Collection and Disposal is in place.

Looking ahead

2004/05	<ul style="list-style-type: none">• Electricity generation from Horotiu landfill gas• Implement the five targets of Council's Waste Management Plan• Implement management plans for two closed landfills
2005/06	<ul style="list-style-type: none">• Develop closure plan for Horotiu landfill (SAP # 412 – \$5000)
2006/07	<ul style="list-style-type: none">• Closure of Horotiu landfill• Commence commercial lease of the Refuse Transfer Station• Continue refuse disposal to a consented landfill

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	Key Performance Measures	Target			
	Long-Term	10 Year Horizon (2013/14)			
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.	1. Achieved a CSI score for the: <ul style="list-style-type: none"> • Refuse Transfer Station of 77 • Hamilton Organic Centre of 84 • Household refuse collection of 83 • Household kerbside recyclable collection of 82 as measured by Council's Annual Residents Survey.	77 CSI	84 CSI	83 CSI	82 CSI
	Service Delivery	2004/05	2005/06	2006/07	
	2. Satisfied 90% of requests relating to non-collection of household refuse within 24 hours.	✓	✓	✓	
	3. Satisfied 90% of requests relating to non-collection of household recyclables within 24 hours.	✓	✓	✓	
	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).	✓	✓	✓	
	5. Closed landfills comply with resource consent conditions.	✓	✓	✓	
	6. Diverted 20,000 tonnes of waste for recycling through kerbside recycling, recycling centre operations and greenwaste composting at the Hamilton Organic Centre.	✓	✓	✓	
	7. Achieved waste reduction targets in Council's Waste Management Plan within agreed timeframes.	✓	✓	✓	

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 Kaunihera o Kirikiriroa

Ph: 838 6999

Fax: 838 6998

Email: WaterAndWasteServices@hcc.govt.nz



Kerbside Recycling & Refuse service queries

Ph: 0800 10 10 10

Hamilton Organic Centre

Ph: 846 1514



WATER SUPPLY (Tukua Wai)

Outcomes we contribute to

PRIMARY COMMUNITY OUTCOME

1. Hamilton's air, water and soils are unpolluted and the environment is free from excessive noise.

COMMUNITY OUTCOME

- 1.3 Water supplied to Hamilton's community is high quality, used efficiently and meets community expectations.

What we do

- 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:
 - Over 125,000 Hamilton residents (through more than 45,000 household connections)
 - Over 3000 commercial and industrial properties in Hamilton.
- The water supplied complies with standards set out in the:
 - New Zealand Drinking-Water Standards 2000
 - New Zealand Fire Service Code of Practice
 - Hamilton City Water Supply Bylaws 1999
 - Hamilton City Development Manual.
- A comprehensive asset management plan for Water Supply is in place.
- The service provides for water treatment, storage and distribution through the operation and maintenance of the water treatment station, nine pump stations, eight reservoirs and over 954km of reticulation.
- 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.

Looking ahead

2004/05	<ul style="list-style-type: none">• Construction of the Hamilton south reservoir and the pipeline connecting it to the Water Treatment Station will begin (SAP # 268 – \$4.68m)• First stage of construction of the Water Treatment Station upgrade (SAP # 455 – \$5m)• Bulkmain links and extensions from River Road through to the Rototuna area (SAP # 277 – \$1.86m)
2005/06	<ul style="list-style-type: none">• Commissioning of the Hamilton South reservoir to provide increased water supply capacity to the east side of Hamilton, east of the Waikato River (SAP # 268 – \$2.42m)• Water Treatment Station modified to include granulated activated carbon treatment process (will improve taste and odour) (SAP # 455 – \$10.5m)• Bulkmain extensions continue through the Ruakura and Dinsdale areas (SAP # 277 – \$1.85m)
2006/07	<ul style="list-style-type: none">• Water Treatment Station higher level of automation (SAP # 455 – \$3m)

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	Key Performance Measures	Target		
	Long-Term	10 Year Horizon (2013/14)		
To provide a continuous supply of high quality water that caters for Hamilton's ongoing development, meets community expectations and complies with legislative requirements.	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		
	2. Achieved a CSI score of 67 for the taste and odour of water, as measured by Council's Annual Residents Survey.	67 CSI		
	Service Delivery	2004/05	2005/06	2006/07
	3. Flows and pressures complied with the standards set out in the Hamilton City Development Manual.	✓	✓	✓
	4. Achieved a CSI score of:			
	• 82 for water pressure	✓	✓	✓
	• 73 for clarity of the water	✓	✓	✓
	• 60 for taste and odour of water as measured by Council's Annual Residents Survey.	✓	✓	✓

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)

Outcomes we contribute to

PRIMARY COMMUNITY OUTCOMES

1. Hamilton's air, water and soils are unpolluted, and the environment is free from excessive noise.
2. Hamilton's healthy ecosystems display improving biodiversity with a strong indigenous component.
3. Hamilton's energy resources are used in a sustainable manner.
4. Production of solid and liquid waste (including hazardous substances) is minimised, and its disposal is environmentally sustainable.

COMMUNITY OUTCOMES

- 1.2 The Waikato River, Hamilton's lakes, and waterways within the city are managed to ensure their water quality is of the highest possible standard.
- 2.2 Hamilton's natural environment is enhanced and native biodiversity improved through community management and protection of city ecosystems.
- 2.3 Hamilton's green network is further developed through ongoing linkage of green spaces.
- 3.1 Energy in Hamilton is conserved and used efficiently, and more sustainable energy options are adopted.
- 4.1 Hamilton's waste is recognised as a resource, and reduced, reused, recycled, or composted.
- 4.2 Hamilton has an integrated system that manages waste from its source through to disposal.

What we do

- 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.

Looking ahead

2004/05	<ul style="list-style-type: none">• 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)• Completion of the Waste Management Plan Review (SAP # 206 – \$5000)• Continued implementation of the Know it? Live it! community based education programme (SAP # 203 – part of \$83,000)• Administration and distribution of the Envirofund
2005/06	<ul style="list-style-type: none">• Development of an environmental education programme for Council staff (SAP # 203 – part of \$83,000)• Review of the liquid component of Hamilton's Waste Management Plan (SAP # 206 – \$10,000)• Administration and distribution of the Envirofund
2006/07	<ul style="list-style-type: none">• Continued development of an environmental education programme for Council staff (SAP # 203 – part of \$83,000)• Administration and distribution of the Envirofund

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	Key Performance Measures	Target		
	Long-Term	10 Year Horizon (2013/14)		
To increase community knowledge and awareness of environmental issues and empower people to take environmental action in their daily lives.	1. Achieved a CSI score of 50 for residents taking positive environmental actions.	50 CSI		
	Service Delivery	2004/05	2005/06	2006/07
	2. Gully Restoration Programme membership increased by 10%.	✓	✓	✓
	3. Actioned high levels of involvement in community-based environmental education programmes as demonstrated by participation records.	✓	✓	✓
	4. Implemented and reviewed components of the 10 year Waste Management Plan.	Solid waste component of plan implemented	Reviewed the liquid waste component of the plan	Liquid waste component of plan implemented

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.



ENVIRONMENTAL HEALTH (Te Whaiiao Hauora)

PRIMARY COMMUNITY OUTCOME

1. Hamilton's air, water and soils are unpolluted, and the environment is free from excessive noise.

COMMUNITY OUTCOMES

- 1.1 Air pollution in Hamilton from motor vehicles, industry and homes is minimised.
- 1.2 The Waikato River, Hamilton's lakes, and waterways within the city are managed to ensure their water is of the highest possible standard.
- 1.3 Water supplied to Hamilton's community is high quality, used efficiently, and meets community expectations.
- 1.4 Contaminated sites in Hamilton are remediated, and no further contamination occurs.
- 1.5 Nuisance noise in Hamilton is minimised.

What we do

- 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).
- 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.

Looking ahead

2004/05	<ul style="list-style-type: none">• Purchase of sound level measuring equipment for environmental noise monitoring, and associated noise mapping software to record and analyse results. (SAP # 449 – \$40,000)
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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	Key Performance Measures			
	Long-Term	Target		
To protect and promote public health and safety through legislative requirements, education and/or enforcement techniques.	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		
	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		
	Service Delivery	2004/05	2005/06	2006/07
	3. The average risk factor for food businesses maintained at no more than 5.5, derived from Council's risk assessment programme.	✓	✓	✓
	4. All complaints regarding excessive noise investigated within 30 minutes of the time of complaint.	✓	✓	✓
	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.	✓	✓	✓
	6. Ensured remediation of contaminated sites as identified by the contaminated sites management strategy.	✓	✓	✓
	7. Ensured that programmes outlined in the crime prevention monitoring contract are undertaken.	✓	✓	✓

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 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.

Primary Community Outcomes

5. Hamilton is a compact city with a well-distributed mix of residential, employment and service activities, interconnected through a safe, effective and sustainable transport system.
6. Hamilton's central area is distinctive, vibrant and people-friendly.

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 report on the city's progress towards achieving the 10 year community outcomes.

9. Urban development.
10. Transport.
11. Housing affordability.

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 in this outcome area 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"> • Initiatives to improve the efficiency and safety of Council's vehicle fleet • Promotion of Bike Wise week • Investigation of a ride share scheme for Council employees • Development, implementation and review of asset management plans (in particular, plans for Roads and Traffic) 	<ul style="list-style-type: none"> • New and upgraded bus shelters (Adshel) • Cycling in Hamilton 2000 Strategy • Hamilton's Integrated Transport Strategy (HITS) (1999) • Road Safety campaigns (e.g., Merge like a Zip) • Easy Guide to Eco-Building (2001) • Safety awareness campaign for swimming pool owners • Hamilton City's Proposed District Plan (References Version, November 2001) • Establishment/implementation of structure plans for the city's future growth areas • Money back guarantee programme for non-notified resource consents not issued within the statutory timeframe • A Dog's Life—Good Dog Owner's Guide (2001) • Organisation and facilitation of 'A Dog Day Afternoon' • Monitoring, reporting and promotion of Hamilton's Sustainability Indicators www.myhamilton.org.nz • Monitoring, reporting and promotion of the Quality of Life in New Zealand's Eight Largest Cities project www.bigcities.govt.nz

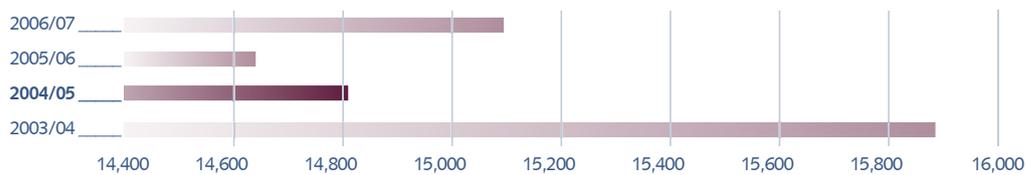
GROWING HAMILTON

Cost of service for the year ended 30 June 2005.

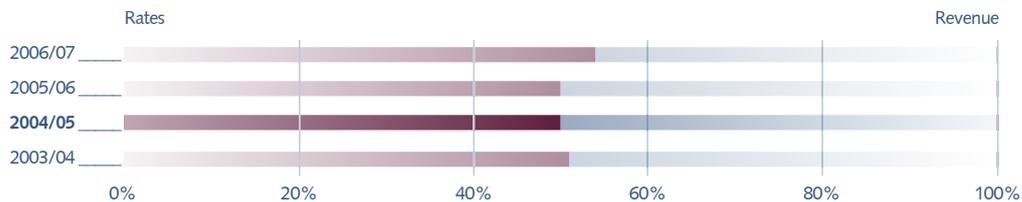
Budget 2004 \$000		Budget 2005 \$000	Budget 2006 \$000	Budget 2007 \$000
	EXPENDITURE			
19,836	Road network management	19,629	19,374	19,953
6,823	Environmental services	7,607	7,419	7,279
543	Hamilton Transport Centre	532	516	519
2,202	Endowment and investment property portfolio management	2,020	1,970	1,983
29,404	Total Expenditure	29,788	29,279	29,734
	Less REVENUE			
3,181	Road network management	3,397	3,237	3,309
5,690	Environmental services	6,837	6,657	6,585
188	Hamilton Transport Centre	190	190	190
4,482	Endowment and investment property portfolio management	4,556	4,556	4,556
13,541	Total Revenue	14,980	14,640	14,640
15,863	Net Cost of Service	14,808	14,639	15,094
12,283	Capital Expenditure	11,692	11,426	7,490

Total expenditure for 2004/05 contains depreciation of \$9.159m.

NET COST OF SERVICE IN \$000s



COST OF SERVICE FUNDED BY



ROAD NETWORK MANAGEMENT (Te Roopuu whakahaere tuuhonotanga Huarahi)

Outcomes we contribute to

PRIMARY COMMUNITY OUTCOME

- Hamilton is a compact city with a well-distributed mix of residential, employment and service activities, interconnected through a safe, effective and sustainable transport system.

COMMUNITY OUTCOMES

- Hamilton's transportation network is well designed, well maintained and efficiently caters for all modes of transport.
- Hamilton's transportation network meets community expectations, with vehicle congestion kept to a minimum and people's safety paramount.
- Hamilton is easily negotiated, pedestrian-friendly, and has a well-connected street and walkway system.

What we do

Road Network Management contributes towards the community outcomes identified above through:

- professional and technical work involved in ongoing management of growth and development of the city's roading network
- 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
- general maintenance, rehabilitation and construction of the carriageway component of the roading assets
- improvement and day-to-day operation and maintenance of the traffic network facilities
- improvement and maintenance of the city's footpaths, cycleways and verges
- 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
- provision and management of six off-street parking facilities in and around the central city

The road network comprises:

- 553km of carriageways
- 973km of kerb and channel (excluding state highway)
- 55 traffic bridges, large culverts, pedestrian/cycle bridges and underpasses
- traffic signals at 43 intersections (including state highways)
- 13,317 signs
- 14,626 street lights
- 128 bus shelters
- 852km of footpaths
- 27km of on-road cycle lanes and off-road cycle paths
- 682 off-street car park spaces
- 450 metered and 1020 time controlled on-street parking spaces in the CBD.

Looking ahead

2004/05	<ul style="list-style-type: none"> Extension of Resolution Drive north of Discovery Drive (SAP # 8 – \$1.4m) Commencement of northern river crossing investigations Central Business District development and improvements (SAP # 228 – \$250,000 and \$1.6m over 10 years) Completion of a commuter car parking building in Knox Street
2005/06	<ul style="list-style-type: none"> Extension of Wairere Drive from Hukanui Road to Tramway Road (SAP # 15 – \$1.5m in 2005/06 and then \$3.3m in 2007/08) Construction of a portion of Borman Road to the east of Cate Road (SAP # 497 – \$840,000)
2006/07	<ul style="list-style-type: none"> Completion of Brymer Road upgrade (SAP # 18 – \$865,000 in total over three years)

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	Key Performance Measures	Target			
	Long-Term	10 Year Horizon (2013/14)			
To develop and maintain a safe, efficient and sustainable transport system that meets the community's needs.	1. Achieved a CSI score for: <ul style="list-style-type: none"> streets throughout the city of 70 streets around here of 73 traffic management of 70 street lighting throughout the city of 70 street lighting around here of 68 footpaths in general throughout the city of 70 footpaths around here of 70 pedestrian facilities of 70 as measured by Council's Annual Residents Survey.	70 CSI	73 CSI	70 CSI	70 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.	70 CSI			
	3. Achieved a CSI score for cycle facilities throughout the city of 60, as measured by Council's Annual Residents Survey.	60 CSI			
	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.	70 CSI			
	Service Delivery	2004/05	2005/06	2006/07	
	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.	✓	✓	✓	
	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.	✓	✓	✓	
	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.	✓	✓	✓	
	8. Implementation of Council's Parking Strategy.	Knox Street car park building completed	✓	✓	
	9. Implemented the 10 year comprehensive transport ACCESS programme.	✓	✓	✓	
	10. Road safety managed in accordance with Council's safety management system and road safety plan.	✓	✓	✓	
	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.	✓	✓	✓	

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 TRANSPORT CENTRE (Te waahi hari waka o Kirikiriroa)

Outcomes we contribute to

PRIMARY COMMUNITY OUTCOMES

5. Hamilton is a compact city with a well-distributed mix of residential, employment and service activities, interconnected through a safe, effective and sustainable transport system.
6. Hamilton's central area is distinctive, vibrant and people-friendly.

COMMUNITY OUTCOMES

- 5.5 Hamilton's transportation network is well designed, well maintained and efficiently caters for all modes of transport.
- 5.6 Hamilton's transportation network meets community expectations, with vehicle congestion kept to a minimum and people's safety paramount.
- 5.8 Convenient, modern and affordable public transportation is accessible throughout Hamilton.
- 6.2 Hamilton's vibrant central area is a clean, and well-presented public space that is safe and accessible for everyone at all times, has appropriate and adequate amenities available, and contributes positively to the image of the city.

What we do

- 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).
- 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.

Measuring our progress

Objective	Key Performance Measures	Target		
	Long-Term	10 Year Horizon (2013/14)		
To provide an efficient transport centre for Hamilton's residents and visitors.	1. Achieved a CSI score for the Hamilton Transport Centre of 79, as measured by Council's Annual Residents Survey.	79 CSI		
	2. Achieved a usage measure for the Hamilton Transport Centre of 39.8%, as measured by Council's Annual Residents Survey.	40%		
	Service Delivery	2004/05	2005/06	2006/07
	3. Achieved all performance measures and targets in the Transport Centre annual maintenance contract.	✓	✓	✓

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.



ENVIRONMENTAL SERVICES (Nga raatonga taiao)

Outcomes we contribute to

PRIMARY COMMUNITY OUTCOMES

5. Hamilton is a compact city with a well-distributed mix of residential, employment and service activities, interconnected through a safe, effective and sustainable transport system.
6. Hamilton's central area is distinctive, vibrant and people-friendly.

COMMUNITY OUTCOMES

- 5.1 New development at Hamilton's periphery is managed and distributed in a manner that reflects the principles of consolidation.
- 5.2 Hamilton is made up of a mixture of residential densities, styles, and forms.
- 5.3 Retail areas in Hamilton are built and maintained to a high standard, and the needs of all groups are taken into account in their design and location.
- 5.4 Business activity, employment, and community services are integrated and distributed in a balanced way throughout Hamilton.
- 5.6 Hamilton's transportation network meets community expectations, with vehicle congestion kept to a minimum and people's safety paramount.
- 6.1 Hamilton's central area is the principal business, boutique/specialised retail, civic, entertainment, and arts and cultural centre for the city and region.
- 6.2 Hamilton's vibrant central area is a clean, and well-presented public space that is safe and accessible for everyone at all times, has appropriate and adequate amenities available, and contributes positively to the image of the city.
- 6.3 Ongoing development of Hamilton's central area is built on an integrated design philosophy that incorporates pedestrian needs and activities, the Waikato River, the heritage of the area, the existing built environment and the breadth of functions in the area.

What we do

- 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.
- Environmental Services comprises:
 - Parking Enforcement
 - Building Control
 - Planning Guidance
 - Animal Care and Control.These are outlined on the following pages.



PARKING ENFORCEMENT (Uruhi (na) waahi tuu o ngaa waka)

What we do

- 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.
- The service operates under the:
 - Land Transport Act 1998
 - Traffic Regulations 1962
 - Hamilton City Council Parking Bylaw 1996.

Looking ahead

2004/05	<ul style="list-style-type: none"> • Replacement of parking meters (SAP # 117 – \$20,000) • Provision for the extension of metered facilities aiding access to the central city (SAP # 115 – \$65,000) • Purchase and programming of handheld infringement computers to improve efficiency of the service (SAP # 116 – \$80,000) • Production of a map showing parking locations and time limits in the inner city
2005/06	<ul style="list-style-type: none"> • Replacement of parking meters (SAP # 117 – \$20,000)
2006/07	<ul style="list-style-type: none"> • Replacement of parking meters (SAP # 117 – \$20,000)

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	Key Performance Measures	Target			
	Long-Term	10 Year Horizon (2013/14)			
To ensure maximum availability of parking spaces within the city and that motor vehicles comply with Land Transport Safety Authority Standards.	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%			
	Service Delivery		2004/05	2005/06	2006/07
	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%	75%	75%	
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%	Less than 4%	Less than 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.



BUILDING CONTROL (Mana whakahaere Whare)

What we do

- 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).

Looking ahead

2004/05	<ul style="list-style-type: none"> • 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 • Safety awareness campaign for swimming pool owners
2005/06	<ul style="list-style-type: none"> • Safety awareness campaign for swimming pool owners
2006/07	<ul style="list-style-type: none"> • Safety awareness campaign for swimming pool owners

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	Key Performance Measures	Target		
	Long-Term	10 Year Horizon (2013/14)		
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.	1. Processed 100% of all building consents and project information memoranda in accordance with timeframes set out in the Building Regulations.	✓		
	2. Audited 100% of the fire safety records of all buildings identified (approx 3000 in total) on Council's compliance schedule matrix: <ul style="list-style-type: none"> • 900 high risk buildings – annually ✓ • 190 low risk buildings – once every 5 years. ✓ 			
	3. Inspected all buildings that were subject to a building consent in accordance with timeframes set out in the Building Regulations.	✓		
	Service Delivery	2004/05	2005/06	2006/07
	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.	✓	✓	✓
	5. Coordinated a workshop with local building industry representatives on the new Building Act.	✓	✓	✓
	6. Ran a public awareness campaign to educate swimming pool owners on pool fencing requirements and ongoing maintenance.	✓	✓	✓

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.



PLANNING GUIDANCE (Hanga tikanga arahitanga)

What we do

- 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.

Looking ahead

2004/05	<ul style="list-style-type: none"> • Adoption of an online certification process developed by Land Information NZ (<i>Landonline</i>) for territorial authority certification of Land Transfer Survey Plans
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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	Key Performance Measures	Target		
	Long-Term	10 Year Horizon (2013/14)		
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).	1. All resource consent applications and certificates processed within the statutory time limits of the: <ul style="list-style-type: none"> • Resource Management Act 1991 • Hamilton City District Plan(s). 	✓		
	2. Inspected and effectively monitored at least 65 resource consents per month.	65 per month		
	Service Delivery	2004/05	2005/06	2006/07
	3. Non-notified resource consent customers refunded 100% of fees application if not issued within the statutory timeframes.	✓	✓	✓
	4. Achieved a 50% recovery of total costs through fees and charges.	✓	✓	✓
	5. Achieved 90% satisfaction by Council's Statutory Management Committee of all notified applications.	✓	✓	✓
	6. 95% of cases taken to the Environment Court and supported by staff were successful.	✓	✓	✓

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.



ANIMAL CARE AND CONTROL (Mana whakahaere kararehe)

What we do

- 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.

Looking ahead

2004/05	<ul style="list-style-type: none"> Completed a review of the Dog Control Policy 1997, revised Policy adopted by Council, effective on 1 September 2004 Completed a review of the Animal and Bird Bylaw 1994 and 1999 Amendment Bylaw, Bylaw passed by Council, effective on 1 September 2004 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
2005/06	<ul style="list-style-type: none"> Completed process review in relation to the micro-chipping of dogs as prescribed by the Dog Control Amendment Act 2003 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
2006/07	<ul style="list-style-type: none"> Achieved initial implementation of micro-chipping requirements in accordance with the provisions of the Dog Control Amendment Act 1996 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

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	Key Performance Measures	Target		
	Long-Term	10 Year Horizon (2013/14)		
To protect and promote public safety and well-being through legislative requirements, education and/or enforcement techniques.	1. Achieved a CSI score for animal care and control services of 76, as measured by Council's Annual Residents Survey.	76 CSI		
	Service Delivery	2004/05	2005/06	2006/07
	2. Completed a minimum of 40 community presentations in accordance with the requirements of Council's Dog Control Policy 1997.	✓	✓	✓
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.	✓	✓	✓	

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 Kaunihera o Kirikiriroa

☎ Ph: 846 1861

📠 Fax: 846 1876

✉ Email: 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)

Outcomes we contribute to

PRIMARY COMMUNITY OUTCOME

5. Hamilton is a compact city with a well-distributed mix of residential, employment and service activities, interconnected through a safe, effective and sustainable transport system.

COMMUNITY OUTCOME

- 5.4 Business activity, employment, and community services are integrated and distributed in a balanced way throughout Hamilton.

What we do

- 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 125 properties in Hamilton.
- 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.
- Other properties include small perpetual leases, Council owned and occupied buildings, Council owned and leased buildings, and stakes in significant city development.

Looking ahead

2004/05	<ul style="list-style-type: none">• Further development of a basic level Asset Management Plan for Endowment and Investment Property Portfolio Management• Ongoing management of property funds to maximise financial returns
2005/06	<ul style="list-style-type: none">• Development of an advanced level Asset Management Plan for Endowment and Investment Property Portfolio Management• Ongoing management of property funds to maximise financial returns
2006/07	<ul style="list-style-type: none">• Implementation of an advanced level Asset Management Plan for Endowment and Investment Property Portfolio Management• Ongoing management of property funds to maximise financial returns

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	Key Performance Measures													
	Long-Term	Target												
<p>A. 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).</p> <p>B. To manage Council's property portfolio to ensure returns are in line with the current market average for similar properties.</p>	1. Achieved a gross return on Municipal Endowment Fund investment properties within 1% of average market returns.	✓												
	2. Domain Endowment Fund ground leases achieved a return in line with the average market return of similar properties.	✓												
	<table border="1"> <thead> <tr> <th>Service Delivery</th> <th>2004/05</th> <th>2005/06</th> <th>2006/07</th> </tr> </thead> <tbody> <tr> <td>3. Developed and implemented an Asset Management Plan for Property Portfolio Management.</td> <td>Developed basic level Asset Management Plan.</td> <td>Implemented basic level Asset Management Plan/ developed Advanced Asset Management Plan.</td> <td>Implemented Advanced Asset Management Plan.</td> </tr> <tr> <td>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.</td> <td>✓</td> <td>✓</td> <td>✓</td> </tr> </tbody> </table>		Service Delivery	2004/05	2005/06	2006/07	3. Developed and implemented an Asset Management Plan for Property Portfolio Management.	Developed basic level Asset Management Plan.	Implemented basic level Asset Management Plan/ developed Advanced Asset Management Plan.	Implemented Advanced Asset Management 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.	✓	✓	✓
	Service Delivery	2004/05	2005/06	2006/07										
3. Developed and implemented an Asset Management Plan for Property Portfolio Management.	Developed basic level Asset Management Plan.	Implemented basic level Asset Management Plan/ developed Advanced Asset Management Plan.	Implemented Advanced Asset Management 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.	✓	✓	✓											

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 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.

Primary Community Outcomes

7. Hamilton's economy is developing sustainably.
8. Hamilton has a positive internal and external image.

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.

12. Work.
13. Income.
14. Business.
15. Visitor accommodation.

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 in this outcome area 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"> • Buy Local Policy • Council is a key contributor towards local employment • Hard Copy (monthly staff magazine) 	<ul style="list-style-type: none"> • Support/coordination of key city events, e.g., the website www.hamiltonevents.co.nz • Partnerships with economic development agencies (e.g., Waikato Economic Development) • Promotion/support of Waikato Innovation Park • Provision of economic information to a range of organisations e.g., Hamilton Quarterly Review, Hamilton Economic Update • Connect2Hamilton economic development newsletter • City News • Development of Council's website www.hcc.govt.nz as a communication and promotional tool for the city • Hamilton's Economic Development Strategy (2000) • Monitoring, reporting and promotion of Hamilton's Sustainability Indicators www.myhamilton.org.nz • Monitoring, reporting and promotion of the Quality of Life in New Zealand's Eight Largest Cities project www.bigcities.govt.nz

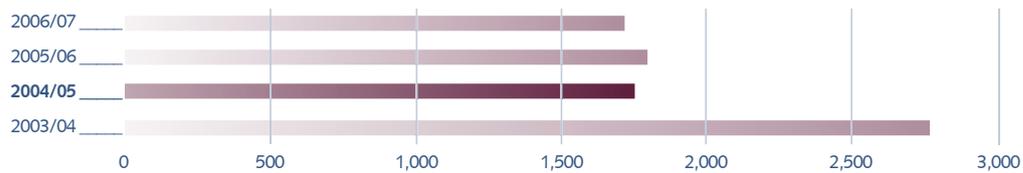
PROMOTING HAMILTON

Cost of service for the year ended 30 June 2005.

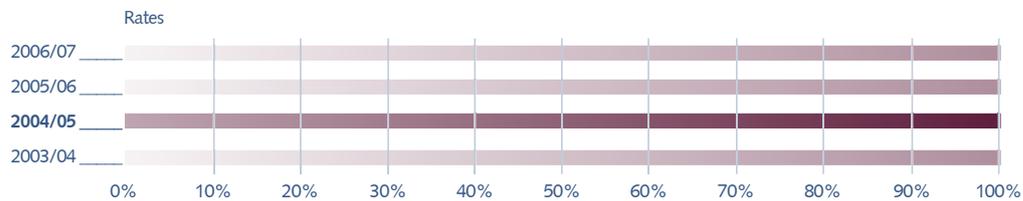
Budget 2004 \$000		Budget 2005 \$000	Budget 2006 \$000	Budget 2007 \$000
	EXPENDITURE			
1,669	Economic development	1,106	1,129	1,067
1,102	City promotion	650	670	650
2,771	Total Expenditure	1,756	1,799	1,717
2,771	Net Cost of Service	1,756	1,799	1,717
15	Capital Expenditure	15	15	15

Total expenditure for 2004/05 contains depreciation of \$0.002m.

NET COST OF SERVICE IN \$000s



COST OF SERVICE FUNDED BY



ECONOMIC DEVELOPMENT (Nga ratonga Taiao)

Outcomes we contribute to

PRIMARY COMMUNITY OUTCOME

7. Hamilton's economy is developing sustainably.

COMMUNITY OUTCOMES

- 7.1 Hamilton's economic diversity is built on a sustainable, progressive and innovative business sector that includes a range of internationally competitive business clusters.
- 7.2 Hamilton's comparative and competitive economic advantage is underpinned by the emergence of value added opportunities based on the region's agricultural sector.
- 7.3 Hamilton attracts and retains businesses, with a particular focus on those that use sustainable business practices.
- 7.4 Economic conditions in Hamilton are conducive to ongoing business development and sustainable employment levels.

What we do

- 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.

Looking ahead

2004/05	<ul style="list-style-type: none">• Provision of ongoing support and impetus to the economic development umbrella organisation Waikato Economic Development (SAP # 439 – \$750,000)• Continued partnership with Waikato Innovation Park to create economic development opportunities for the city
2005/06	<ul style="list-style-type: none">• Provision of ongoing support and impetus to the economic development umbrella organisation Waikato Economic Development (SAP # 439 – \$750,000)• Review of Hamilton's Economic Development Strategy• Continued partnership with Waikato Innovation Park to create economic development opportunities for the city
2006/07	<ul style="list-style-type: none">• Provision of ongoing support and impetus to the economic development umbrella organisation Waikato Economic Development (SAP # 439 – \$750,000)• Continued partnership with Waikato Innovation Park to create economic development opportunities for the city

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	Key Performance Measures	Target		
	Long-Term	10 Year Horizon (2013/14)		
To support organisations and initiatives that contribute to the city's ongoing sustainable economic development.	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.	✓		
	Service Delivery	2004/05	2005/06	2006/07
	2. Reviewed and implemented Hamilton's Economic Development Strategy.		Reviewed strategy	Implemented strategy
	3. Assisted Innovation Waikato Ltd with stage 2 of Waikato Innovation Park.	✓	✓	✓
	4. Assisted with the establishment and ongoing operation of the business incubator component of Waikato Innovation Park.	✓	✓	✓
	5. Economic information about Hamilton published, distributed quarterly and available on the internet at www.hcc.govt.nz and www.b2h.co.nz .	✓	✓	✓
	6. Allocated at least 20% of the Event Sponsorship Fund to the growth or development of significant 'icon' events for the city.	✓	✓	✓

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.



CITY PROMOTION (Nga ratonga whakapiki)

Outcomes we contribute to

PRIMARY COMMUNITY OUTCOME

8. Hamilton has a positive internal and external image.

COMMUNITY OUTCOMES

- 8.1 The advantages and benefits of visiting, living, learning, working, and playing in Hamilton are known locally, nationally and internationally.
- 8.2 Hamilton is a base for sustainable tourism opportunities, and a growing destination choice for visitors to the city and region.
- 8.3 Hamilton is widely known for an extensive range of draw card events, activities and attractions.

What we do

- 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.
- 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).
- 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.

Looking ahead

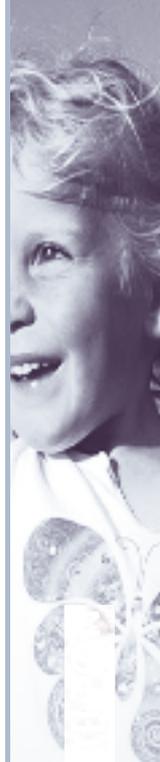
2004/05	<ul style="list-style-type: none">• Development of iconic imaging to promote Hamilton, e.g., additional photographic data on Council's website (ongoing)• Ongoing promotion of www.myhamilton.org.nz as a friendly window to key Council information and as a catalyst for building partnerships within and beyond the city
2005/06	<ul style="list-style-type: none">• Development of iconic imaging to promote Hamilton, e.g., additional photographic data on Council's website (ongoing)• Ongoing promotion of www.myhamilton.org.nz as a friendly window to key Council information and as a catalyst for building partnerships within and beyond the city
2006/07	<ul style="list-style-type: none">• Development of iconic imaging to promote Hamilton, e.g., additional photographic data on Council's website (ongoing)• Ongoing promotion of www.myhamilton.org.nz as a friendly window to key Council information and as a catalyst for building partnerships within and beyond the city

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	Key Performance Measures	Target		
	Long-Term	10 Year Horizon (2013/14)		
To promote Hamilton to the city's residents and to those living outside Hamilton, and to keep them informed about Council and city activities.	1. Achieved a resident satisfaction rating of 90% for overall quality of life in Hamilton, as measured through Council's Annual Residents Survey.	90%		
	2. Achieved an average of 10,000 visitors per month to the Hamilton City Council website www.hcc.govt.nz .	10,000		
	3. Achieved a CSI score for Hamilton City Council's website www.hcc.govt.nz of 75, as measured by Council's Annual Residents Survey.	75 CSI		
	Service Delivery	2004/05	2005/06	2006/07
	4. Council's free publication City News distributed to all Hamilton households eight times per year.	✓	✓	✓
	5. Produced two six-monthly calendars, which promote Hamilton events to visitors, events businesses and overseas markets.	✓	✓	✓

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



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)

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.

Primary Community Outcomes

9. Hamilton values and nurtures its rich cultural and artistic capacity.
10. Hamilton has a range of suitable venues for the display, performance and appreciation of artistic and cultural endeavours.
11. Hamilton's cultural and built heritage is widely appreciated and protected.

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 report on the city's progress towards achieving the 10 year community outcomes.

16. Historic structures and sites.
17. Arts and culture.

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.



Improving Council's and Hamilton's Sustainability

Examples of specific projects and programmes undertaken by Council in this outcome area 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"> • Management of Council (and community) archives in the central library • Information Communication Technology Strategy (2003) for the libraries • Development, implementation and review of asset management plans (in particular the plans for Hamilton Theatre Services, Hamilton City Libraries and the Waikato Museum of Art and History) 	<ul style="list-style-type: none"> • Assistance to community-based performing arts groups • Hamilton City Libraries Strategic Plan (2002) • Summer/school holiday reading programmes at Council libraries • Implementation of a strategy to ensure more new books appear faster on library shelves • Libraries and Museum Communication Channel Management Strategy (identifies the most effective means of customer access to services provided by these facilities) • Waikato Museum of Art and History's Strategic Plan (2002) • Exhibitions at the Waikato Museum of Art and History • Exhibitions Policy for the museum (ensures a systematic means of programming exhibitions) • School-focused educational programmes at the museum and Exscite • Provision of an historic sites register in Hamilton's Proposed District Plan (References Version, November 2001) • Maintenance of Beale Cottage • Monitoring, reporting and promotion of Hamilton's Sustainability Indicators www.myhamilton.org.nz • Monitoring, reporting and promotion of the Quality of Life in New Zealand's Eight Largest Cities project www.bigcities.govt.nz

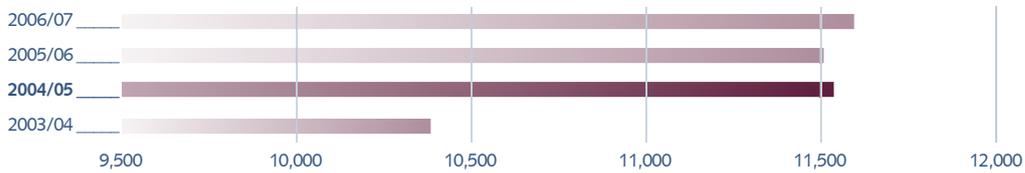
EXPERIENCING ARTS, CULTURE AND HERITAGE IN HAMILTON

Cost of service for the year ended 30 June 2005.

Budget 2004 \$000		Budget 2005 \$000	Budget 2006 \$000	Budget 2007 \$000
	EXPENDITURE			
1,758	Hamilton theatre services	2,171	2,173	2,185
6,597	Hamilton City Libraries	7,031	7,044	7,112
3,597	Waikato Museum of Art and History	3,951	3,906	3,915
11,952	Total Expenditure	13,153	13,123	13,212
	Less REVENUE			
599	Hamilton theatre services	624	622	624
662	Hamilton City Libraries	676	676	676
307	Waikato Museum of Art and History	313	313	313
1,568	Total Revenue	1,613	1,611	1,613
10,384	Net Cost of Service	11,540	11,512	11,599
1,569	Capital Expenditure	1,233	1,191	1,135

Total expenditure for 2004/05 contains depreciation of \$1.61m.

NET COST OF SERVICE IN \$000s



COST OF SERVICE FUNDED BY



HAMILTON THEATRE SERVICES (Te Whare Tapere o Kirikiriroa)

Outcomes we contribute to

PRIMARY COMMUNITY OUTCOMES

9. Hamilton values and nurtures its rich cultural and artistic capacity.
10. Hamilton has a range of suitable venues for the display, performance and appreciation of artistic and cultural endeavours.

COMMUNITY OUTCOMES

- 9.1 The community values and celebrates the arts, culture, and heritage of all cultural groups within Hamilton, and hosts local, national and international events and exhibitions.
- 9.4 The development of local contemporary arts and culture is encouraged and promoted in Hamilton.
- 10.1 A range of quality arts and cultural venues, resources and programmes is available and accessible that meets the changing needs of artists and cultural groups, and Hamilton's community at large.
- 10.2 A range of artistic and cultural events (including international performances) is held or exhibited in Hamilton on a regular basis.

What we do

- Hamilton Theatre Services contributes towards the community outcomes identified above through the management and operation of three different live performance venues i.e.:
 - Founders Memorial Theatre
 - WestpacTrust Community Theatre
 - The Meteor.
- These venues cater for a diverse range of entertainment, from community presentations to commercial and professional events, using a range of spaces within the venues.
- Hamilton Theatre Services also provide specialised theatre equipment and professional services for the presentation of events within the community.

Looking ahead

2004/05	<ul style="list-style-type: none">• Annual equipment renewal programme (SAP # 220 – \$140,000), as per the Hamilton Theatre Services Asset Management Plan• Contribute 25% of net operating cost towards the University of Waikato Academy of Performing Arts complex
2005/06	<ul style="list-style-type: none">• Annual equipment renewal programme (SAP # 220 – \$140,000), as per the Hamilton Theatre Services Asset Management Plan• Contribute 25% of net operating cost towards the University of Waikato Academy of Performing Arts complex
2006/07	<ul style="list-style-type: none">• Annual equipment renewal programme (SAP # 220 – \$140,000), as per the Hamilton Theatre Services Asset Management Plan• Contribute 25% of net operating cost towards the University of Waikato Academy of Performing Arts complex

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	Key Performance Measures	Target		
	Long-Term	10 Year Horizon (2013/14)		
To provide and maintain quality performance facilities and services to meet community needs and expectations.	1. Achieved a CSI score for: <ul style="list-style-type: none"> • Founders Memorial Theatre of 75 • WestpacTrust Community Theatre of 74 • The Meteor of 70 as measured by a survey of theatre patrons.	75 CSI	74 CSI	70 CSI
	2. Achieved a combined total patronage of 150,000 for Hamilton Theatre Services venues, as measured by attendance records.	150,000 patrons		
	Service Delivery	2004/05	2005/06	2006/07
	3. Hamilton residents increased patronage of Hamilton Theatre Services venues to the following levels: <ul style="list-style-type: none"> • Founders Memorial Theatre 60% • WestpacTrust Community Theatre 24% • The Meteor 12% as measured by Council's Annual Residents Survey.	✓	✓	✓
	4. Achieved a combined percentage occupancy days for all Hamilton Theatre Services venues of 50%, as measured by attendance records.	✓	✓	✓
	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.	✓	✓	✓

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

WestpacTrust Theatre

The Meteor



Ph: 838 6603



Fax: 838 6601



Email: TheatreServices@hcc.govt.nz



HAMILTON CITY LIBRARIES (Te Whare Pukapuka o Kirikiriroa)

Outcomes we contribute to

PRIMARY COMMUNITY OUTCOMES

10. Hamilton has a range of suitable venues for the display, performance and appreciation of artistic and cultural endeavours.
12. Education is recognised both as a key to enable people to release their full potential as individuals and as a major contribution to Hamilton's economy.

COMMUNITY OUTCOMES

- 10.3 Public libraries, theatres, art galleries and museums in Hamilton are well resourced and accessible to the whole community.
- 12.2 A wide range of educational opportunities and facilities is provided to all sectors and age groups in Hamilton in a coordinated and affordable manner.

What we do

- 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.
- Council provides five community libraries situated at Chartwell, Dinsdale, Hillcrest, St Andrews and Glenview, as well as the main central library in Garden Place.
- 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.

Looking ahead

2004/05	<ul style="list-style-type: none">• Complete installation of infrastructure for the Council and Community Archives in the central library (SAP # 105 – \$40,000)• Commence developing level one of the central library to better meet customer expectations (SAP # 104 – \$20,000)• 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)• Provide enhanced access to electronic resources in the Central Library (SAP # 480 – \$45,000)• Install self check peripherals in the Central and Chartwell libraries
2005/06	<ul style="list-style-type: none">• Complete level one development of the central library (SAP # 104 – \$10,000)• Extend the availability of electronic resources in community libraries (SAP # 480 – \$105,000)
2006/07	<ul style="list-style-type: none">• Commence planning for the development of level three of the central library as a heritage/research floor (SAP # 104 – \$40,000)• Increase the number of public access terminals in the Central Library (SAP # 480 – \$165,000)

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	Key Performance Measures	Target		
	Long-Term	10 Year Horizon (2013/14)		
To develop and maintain a libraries environment that delivers excellent resources and services to customers and that meets community needs and expectations.	1. Achieved a CSI score of: <ul style="list-style-type: none"> • 85 for the central library • 80 for community libraries as measured by the Council's Annual Residents Survey. 	85 CSI	80 CSI	
	2. Achieved a proportion of active borrowers to city residents of 60 per cent.	60%		
	Service Delivery	2004/05	2005/06	2006/07
	3. Achieved the following number of visits to the: <ul style="list-style-type: none"> • central library • community libraries as measured by attendance records.	460,000 450,000	460,000 450,000	460,000 450,000
	4. Issued 1.6 million items of library material across the central and community libraries.	✓	✓	✓
5. Achieved the following number of visitors to the Hamilton City Libraries website www.hamiltonlibraries.co.nz	118,000	125,000	135,000	

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 OF ART AND HISTORY (Te Whare Taonga o Waikato)

Outcomes we contribute to

PRIMARY COMMUNITY OUTCOMES

9. Hamilton values and nurtures its rich cultural and artistic capacity.
10. Hamilton has a range of suitable venues for the display, performance and appreciation of artistic and cultural endeavours.

COMMUNITY OUTCOMES

- 9.1 The community values and celebrates the arts, culture, and heritage of all cultural groups within Hamilton, and hosts local, national and international events and exhibitions.
- 10.3 Public libraries, theatres, art galleries and museums in Hamilton are well resourced and accessible to the whole community.

What we do

- 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.
- The museum houses the Exscite Science Centre, which provides and popularises science and technologies.
- 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.

Looking ahead

2004/05	<ul style="list-style-type: none">• Development of a fresh and vibrant identity for the museum• Extension of the museum's gallery space• Preservation of the Rangiriri (SAP # 339 – \$40,000)
2005/06	<ul style="list-style-type: none">• Establish and market a greater range of revenue earning activities for the museum• Use of new technology to provide a greater range of interactive experiences for visitors
2006/07	<ul style="list-style-type: none">• The museum is to sole host a major international exhibition• Evaluate the feasibility of developing a visual arts centre in Hamilton

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	Key Performance Measures	Target		
	Long-Term	10 Year Horizon (2013/14)		
To develop and maintain museum and arts facilities that deliver excellent resources and services to customers and that meets community needs and expectations.	1. Achieved a CSI score of: <ul style="list-style-type: none"> • 85 for the Waikato Museum of Art and History • 80 for ArtsPost as measured by Council's Annual Residents Survey. 	85 CSI		
	2. Achieved 200,000 visitors to the Waikato Museum of Art and History, as measured by attendance records.	80 CSI		
		200,000 visitors		
Service Delivery		2004/05	2005/06	2006/07
	3. Achieved the target visitor numbers to the Waikato Museum of Art and History, as measured by attendance records.	132,000	140,000	147,000
	4. Achieved a CSI score of 95 for the Waikato Museum of Art and History, as measured by a survey of Museum visitors.	✓	✓	✓
	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	Strategy Implemented	Strategy Implemented
	6. Achieved 30,000 visitors to ArtsPost, as measured by attendance records.	✓	✓	✓

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

Website: www.WaikatoMuseum.org.nz

EXSCITE

Ph: 838 3470 Fax: 839 3497 Email: mail@hcc.govt.nz

Website: www.exscite.org.nz

ArtsPost

Ph: 839 2315 Fax: 839 3869 Email: artspost@hcc.govt.nz

Website: www.WaikatoMuseum.org.nz/artspost



OUTCOME AREA E: LIVING IN HAMILTON
(Te rohe whakaputaina E: Nohonga ki roto o Kirikiriroa)



OUTCOME AREA E: LIVING IN HAMILTON (Te rohe whakaputaina E: Nohonga ki roto o Kirikiriroa)

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.

Primary Community Outcomes

12. Education is recognised both as a key to enable people to realise their full potential as individuals and as a major contributor to Hamilton's economy.
13. Hamilton's caring neighbourhood communities support and value members of all ages, backgrounds and abilities.
14. All people are enabled and encouraged to participate in the development of Hamilton.

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 report on the city's progress towards achieving the 10 year community outcomes.

18. Education.
19. Public involvement in decision-making.
20. Youth well-being.
21. Partnership with Maori.
22. Crime and safety.
23. Community diversity and cohesion.
24. Health.

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 in this outcome area 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"> • Equal Employment Opportunities Policy • Health and Safety Management Policy (e.g., back strain prevention programme) • Quality Management System (all Council's operations are currently certified to the ISO 9001/2000 international quality standard) • The Corporate Plan's vision, goals and values • The Organisational Development Programme—Make a Difference (to ensure Council becomes a world-class organisation) • Training programmes for more effective community consultation • Bi-cultural awareness training • Leadership development programme • Improved customer service measurement programme • Process mapping (electronically mapping the organisation's key processes to increase staff awareness and access) • 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) • Upgrade of Council's intranet to improve its functionality and usability • Development, implementation and review of asset management plans (in particular the plans for Community Support, Community Facilities, Emergency Management, Partnership with Maori and Representation and Civic Affairs) 	<ul style="list-style-type: none"> • Council's Ethnic Communities Coordinator • People and Well-Being: Community Development Plan (2002) • Support for inner city crime prevention and central city wardens • Activities undertaken by neighbourhood and youth development workers • Annual action plans of the youth policy, child and family policy, and older persons policy • School holiday programme and after-school programmes • Hamilton Directory for New Settlers 2003 • Distribution of Community Assistance grants and Creative New Zealand grants • Funding Hamilton 2003 (provides organisations in Hamilton with information on a range of funding sources) • Hamilton Youth Council • Support of community houses/centres • Hamilton Civil Defence Emergency Management Group Plan (2002) • Policy and Guidelines for Community Consultation (1999) • Council's Annual Residents Survey • Monitoring, reporting and promotion of Hamilton's Sustainability Indicators www.myhamilton.org.nz • Monitoring, reporting and promotion of the Quality of Life in New Zealand's Eight Largest Cities project www.bigcities.govt.nz

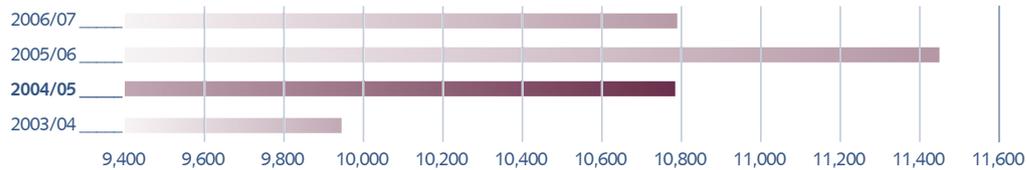
LIVING IN HAMILTON

Cost of service for the year ended 30 June 2005.

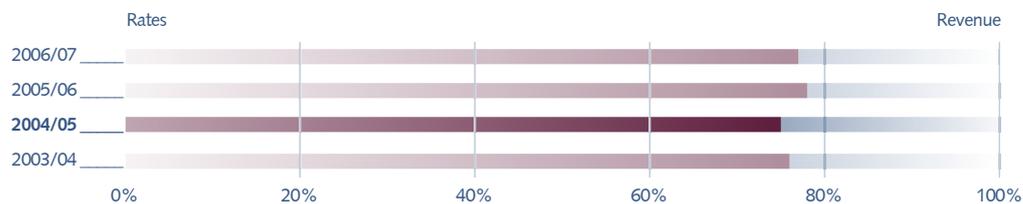
Budget 2004 \$000		Budget 2005 \$000	Budget 2006 \$000	Budget 2007 \$000
	EXPENDITURE			
3,085	Community support	3,270	3,775	3,284
4,648	Community facilities	5,201	5,581	5,318
541	Emergency management	565	561	563
265	Partnership with Maori	265	265	265
4,513	Representation and civic affairs	5,020	4,589	4,671
13,052	Total Expenditure	14,321	14,771	14,101
	Less REVENUE			
621	Community support	807	807	807
2,213	Community facilities	2,226	2,226	2,226
262	Emergency management	254	254	254
7	Representation and civic affairs	246	22	22
3,103	Total Revenue	3,533	3,309	3,309
9,949	Net Cost of Service	10,788	11,462	10,792
662	Capital Expenditure	612	115	130

Total expenditure for 2004/05 contains depreciation of \$0.058m.

NET COST OF SERVICE IN \$000s



COST OF SERVICE FUNDED BY



COMMUNITY SUPPORT (Te Roopuu tautoko hapori)

Outcomes we contribute to

PRIMARY COMMUNITY OUTCOMES

12. Education is recognised as a key to enable people to realise their full potential as individuals and as a major contributor to Hamilton's economy.
13. Hamilton's caring neighbourhood communities support and value members of all ages, backgrounds and abilities.

COMMUNITY OUTCOMES

- 12.2 A wide range of educational opportunities and facilities is provided to all sectors and age groups in Hamilton in a coordinated and affordable manner.
- 13.1 Hamilton's communities are welcoming, supportive and caring, and promote positive neighbourhood interaction.
- 13.2 Residents of Hamilton enjoy a good standard of living and optimum physical and mental health.
- 13.3 A wide range of accessible community health and social facilities is provided in a coordinated and culturally appropriate way within Hamilton's local neighbourhoods in response to locally identified needs.

What we do

- 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.

Looking ahead

2004/05	<ul style="list-style-type: none">• Undertake the three year review of the Older Persons Policy and Action Plan• Develop a Youth Strategy in collaboration with government agencies, youth and relevant service providers• Distribute funding by way of community funding grants• Establish robust partnerships with no less than four community centres
2005/06	<ul style="list-style-type: none">• Undertake the three year review of the People and Well-Being Plan• Produce community profiles that reflect valued information for community development• Re-elect a new Youth Council• Establish a Settlement Strategy for new migrants and refugees

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	Key Performance Measures	Target		
	Long-Term	10 Year Horizon (2013/14)		
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.	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.		
	2. Maintained partnerships to provide sustainable funding for employment initiatives programmes.	Maintained and received 50% of funding from training provider partners.		
	Service Delivery	2004/05	2005/06	2006/07
	3. 80% of cadets registered in the New Zealand Qualifications Authority training programme completed Level 1 requirements.	✓	✓	✓
	4. Achieved all projects in the action plans for: <ul style="list-style-type: none"> Hamilton's Older Person's Policy Hamilton's Youth Policy Hamilton's Child and Family Policy. 	✓	✓	✓
	5. Investigated and implemented new employment opportunities for the long-term unemployed.	Investigated	Implemented	Implemented

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.



COMMUNITY FACILITIES (Ngaā whare-aa-iwi)

Outcomes we contribute to

PRIMARY COMMUNITY OUTCOME

13. Hamilton's caring neighbourhood communities support and value members of all ages, backgrounds and abilities.

COMMUNITY OUTCOMES

- 13.1 Hamilton's communities are welcoming, supportive and caring, and promote positive neighbourhood interaction.
- 13.2 Residents of Hamilton enjoy a good standard of living and optimum physical and mental health.

What we do

Community Facilities contributes towards the community outcomes identified above by providing:

- Facilities that meet the needs of youth, older persons, and community groups
- Housing for older people (452 units at 26 locations throughout the city)
- Support to community groups through facility rental and subsidy
- A professional and caring service that represents best practice in attending to all burial and cremation services
- Public toilets in the central city and at sports grounds and major passive parks
- Halls and leased buildings (providing both short and long-term facilities for indoor recreation and cultural groups).

Looking ahead

2004/05	<ul style="list-style-type: none">• Upgrade existing older person's housing stock to address current needs (SAP # 507 – \$350,000)• Work with other agencies to undertake a needs analysis of housing for older persons• Complete the road maintenance plan for Hamilton Park Cemetery (SAP # 53 – \$72,000)• Allocate funding to the community centre/house development (SAP # 73 – \$25,000 on alternate years)
2005/06	<ul style="list-style-type: none">• Allocate capital funding for community centres/houses development (SAP # 73 – \$400,000 on alternate years)

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	Key Performance Measures	Target		
	Long-Term	10 Year Horizon		
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.	1. Achieved a 95% customer satisfaction rating for Council's housing for older people, as measured by the Housing Services Annual Tenants Survey.	95%		
	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		
	Service Delivery	2004/05	2005/06	2006/07
	3. Completed stage 2 of the road maintenance work at Hamilton Park Cemetery.	✓		
	4. Identified the needs of tenants by contacting them three times per year (through Council's Housing Liaison Officer).	✓	✓	✓
	5. Implemented an annual customer monitoring programme for community development.	✓	✓	✓

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)

Outcomes we contribute to

PRIMARY COMMUNITY OUTCOME

13. Hamilton's caring neighbourhood communities support and value members of all ages, backgrounds and abilities.

COMMUNITY OUTCOMES

- 13.1 Hamilton's communities are welcoming, supportive and caring, and promote positive neighbourhood interaction.
- 13.3 A wide range of accessible community health and social facilities and services is provided in a coordinated and culturally appropriate way within Hamilton's local neighbourhoods in response to locally identified needs.

What we do

- 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.

Looking ahead

2004/05	<ul style="list-style-type: none">• Completion of a new Emergency Operations Centre at Duke Street• Completion of a Civil Defence radio/telephone communication system• Ongoing development of best practice emergency management plans, processes and procedures• Develop and establish a Regional Support and Coordination role for emergency management
2005/06	<ul style="list-style-type: none">• Implementation of the Civil Defence Emergency Management Group (CDEMG) plan• Ongoing development of best practice emergency management plans, processes and procedures• Development of an Emergency Management Recovery Action Plan
2006/07	<ul style="list-style-type: none">• Ongoing development of best practice emergency management plans, processes and procedures

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

Objectives	Key Performance Measures	Target		
	Long-Term	10 Year Horizon (2013/14)		
<p>A. To develop a fully integrated, comprehensive emergency management system for the Waikato Valley Emergency Operating Area (WVEOA).</p> <p>B. To develop partnerships with all other emergency response agencies that will support WVEOA's response to and recovery from any declared emergency event.</p>	<p>1. Achieved a CSI score of 80 from key stakeholders representative of the emergency management community (e.g., fire, police, local authorities).</p> <p>2. Continuously reviewed emergency management operating procedures in line with best practice.</p> <p>3. Assisted in the development of the five yearly review of the CDEMG Plan approved in 2005.</p>	<p>80 CSI</p> <p>Maintained ISO 9002 registration</p> <p>Reviewed the CDEMG Plan by 2010/11</p>		
	Service Delivery	2004/05	2005/06	2006/07
4. Reviewed and implemented the annual service level agreement with both the WVEOA and the Regional Civil Defence and Emergency Management Group (CDEMG).	✓	✓	✓	
5. Implemented Emergency Management Training Plans.	110 staff trained	110 staff trained	110 staff trained	
6. Implemented Emergency Management Awareness Plans.	150 groups contacted	150 groups contacted	150 groups contacted	
7. Emergency operational response procedures in place and reviewed.	3 audits undertaken	3 audits undertaken	3 audits undertaken	
8. Undertook Radio/Telephone communication 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.



PARTNERSHIP WITH MAORI (Hononga ki te Iwi Maori)

Outcomes we contribute to

PRIMARY COMMUNITY OUTCOME

14. All people are enabled and encouraged to participate in the development of Hamilton.

COMMUNITY OUTCOMES

- 14.3 Council and mana whenua partnerships ensure that the Treaty of Waitangi is recognised and honoured in all community processes within Hamilton.
- 14.4 Tangata whenua are recognised and supported in their role of kaitiaki (stewards) and kaitiakitanga (stewardship) in Hamilton.

What we do

Partnership with Maori contributes towards the community outcomes identified above through:

- Embracing the principles of the Treaty of Waitangi, acknowledging the importance of Kingitanga in the Waikato, and valuing its partnerships with both mana whenua¹ and maataa waka².
- 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.
- 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.

Looking ahead

2004/05	<ul style="list-style-type: none">• Joint project with TeROK to ensure the ongoing development of Waitangi Day celebrations in Hamilton
2005/06	<ul style="list-style-type: none">• Review the capacity for contribution by Maori to decision-making processes in regard to land, water, historic sites, flora and fauna• Joint project with TeROK to assist with the review on wards and representation, and the electoral voting system for Council's 2007 triennial election
2006/07	<ul style="list-style-type: none">• Joint project with TeROK to assist with the review on wards and representation, and the electoral voting system for Council's 2007 triennial election

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).

¹ *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.*

² *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.)*

Measuring our progress

Objective	Key Performance Measures		Target		
	Long-Term	10 Year Horizon (2013/14)			
To promote and strengthen the partnership between Council and tangata whenua.	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 TeROK, NaMTOK, and Hamilton City Council.	✓			
	Service Delivery	2004/05	2005/06	2006/07	
	2. Joint Venture Committee meetings held on a regular basis and reported to Council.	8 meetings held	8 meetings held	8 meetings held	
	3. NaMTOK advice incorporated into notified resource consent applications.	✓	✓	✓	
	4. TeROK involved in discussions on review of wards and 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.	✓	✓	✓	

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)

Outcomes we contribute to

PRIMARY COMMUNITY OUTCOME

14. All people are enabled and encouraged to participate in the development of Hamilton.

COMMUNITY OUTCOMES

- 14.1 All individuals and groups within Hamilton's community have the resources and opportunity to participate in a wide range of city matters, and can influence outcomes.
- 14.2 Effective community participation in Hamilton occurs on neighbourhood, citywide, regional and national issues.

What we do

- 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.
- 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).
- The Mayor and Councillors are responsible for setting policy direction, monitoring Council's performance, and representing the interests of Hamilton.
- 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.
- 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.

Looking ahead

2004/05	<ul style="list-style-type: none">• Completed the city's interim Community Plan 2004–14 (Long-Term Council Community Plan)• Commenced community consultation for the city's full Community Plan 2006–16 (Long-Term Council Community Plan)• Undertake Hamilton City Council's 2004 triennial election• Hamilton City Proposed District Plan (November 2001—References Version) made operative• Prepared submissions to other organisations on issues/proposals that could impact on Council's operations and the city's development
2005/06	<ul style="list-style-type: none">• Commenced the review on wards and representation and the electoral voting system for Council's 2007 triennial election• Completed community consultation for the city's full Community Plan 2006–16 (Long-Term Council Community Plan)• Prepared submissions to other organisations on issues/proposals that could impact on Council's operations and the city's development
2006/07	<ul style="list-style-type: none">• Completed the review on wards and representation and the electoral voting system for Council's 2007 triennial election• Prepared submissions to other organisations on issues/proposals that could impact on Council's operations and the city's development

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	Key Performance Measures	Target		
	Long-Term	10 Year Horizon (2013/14)		
To maintain the democratic process of local government that meets community expectations and complies with legislation.	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.	✓		
	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		
	Service Delivery	2004/05	2005/06	2006/07
	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	Final 2005/06 Annual Plan, 2004/05 Annual Report, Proposed 2006–16 Community Plan	Final 2006–16 Community Plan, 2005/06 Annual Report, Proposed 2007/08 Annual Plan
	4. Hamilton City Council's 2004 triennial election conducted in accordance with legislative requirements.	✓	Review commenced	Review completed
	5. Undertook the review on wards and representation and the electoral voting system (FPP or STV) for Hamilton City Council's 2007 triennial election.	✓	✓	✓
	6. Council submissions prepared in response to key issues/proposals that could impact on Council's operations and the city's development.	✓	✓	✓

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)



OUTCOME AREA F: ENJOYING HAMILTON (Te rohe whakaputaina F: Harikoa o Kirikiriroa)

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 biodiversity, 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.

Primary Community Outcomes

15. Hamilton provides a full range of recreational land, facilities and services to meet the community's passive and active leisure needs.

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 report on the city's progress towards achieving the 10 year community outcomes.

25. Sport and participation.

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					✓
Stadiums and Events Facilities					✓
Swimming Facilities					✓
Hamilton Zoo					✓

- ✓ Primary role • Role.



Improving Council's and Hamilton's Sustainability

Examples of specific projects and programmes undertaken by Council in this outcome area 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"> • Environmental Management Systems/ISO 14001 • Training of staff for Environmental Management System auditing • Development of on-site recycling • Construction and use of worm bins for food wastes • Development, implementation and review of asset management plans (in particular the plans for sports areas, parks and gardens, and city beautification) 	<ul style="list-style-type: none"> • Council's Recreation and Leisure Plan 2002–2012 • Provision and maintenance of walkways • Restoration and maintenance of local green areas/native bush • Reserves management plans programme • Planting trees through the Community Planting Programme • Council's Proposed District Plan policies that promote open space and vegetation in the city • Ongoing upgrading of playgrounds to New Zealand safety standards • Aquatic Facilities Plan (2001) • Swimming programmes, e.g., pool lifeguard training programme • Hamilton Zoo's participation in cooperative breeding programmes for endangered New Zealand native and exotic species • Monitoring, reporting and promotion of Hamilton's Sustainability Indicators www.myhamilton.org.nz • Monitoring, reporting and promotion of the Quality of Life in New Zealand's Eight Largest Cities project www.bigcities.govt.nz

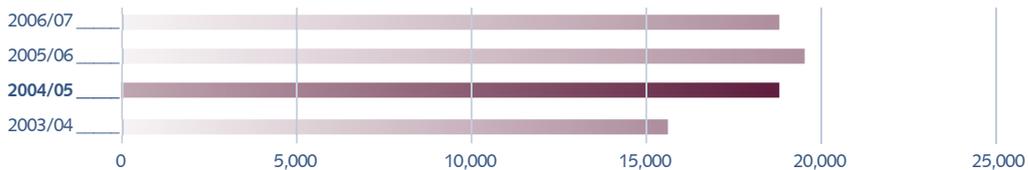
ENJOYING OUR CITY

Cost of service for the year ended 30 June 2005.

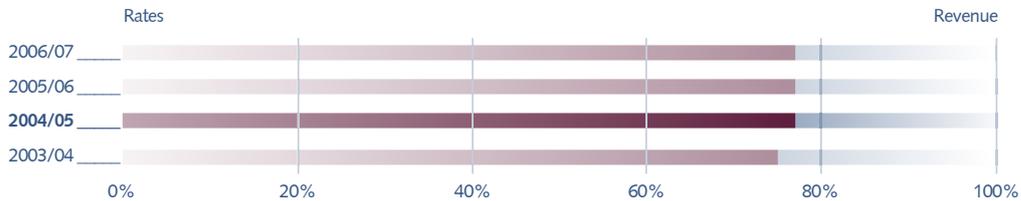
Budget 2004 \$000		Budget 2005 \$000	Budget 2006 \$000	Budget 2007 \$000
	EXPENDITURE			
2,257	Sports areas	2,541	2,566	2,577
8,017	Parks and gardens	8,479	8,602	8,747
5,500	Stadiums and event facilities	6,948	7,652	6,745
4,055	Swimming facilities	4,459	4,463	4,477
1,635	Hamilton Zoo	1,944	1,944	1,952
21,464	Total Expenditure	24,371	25,227	24,498
	Less REVENUE			
110	Sports areas	111	111	111
851	Parks and gardens	785	785	785
2,235	Stadiums and event facilities	2,389	2,464	2,484
1,612	Swimming facilities	1,635	1,685	1,685
550	Hamilton Zoo	672	672	672
5,358	Total Revenue	5,592	5,717	5,737
16,106	Net Cost of Service	18,779	19,510	18,761
9,204	Capital Expenditure	3,678	2,968	3,267

Total expenditure for 2004/05 contains depreciation of \$3.801m.

NET COST OF SERVICE IN \$000s



COST OF SERVICE FUNDED BY



SPORTS AREAS (Waahi haakinakina)

Outcomes we contribute to

PRIMARY COMMUNITY OUTCOME

15. Hamilton provides a full range of recreational land, facilities and services to meet the community's passive and active leisure needs.

COMMUNITY OUTCOMES

- 15.2 Hamilton offers a diverse range of accessible, quality, safe and affordable recreation and leisure facilities and programmes at a community level that encourage residents of all ages and levels of ability to participate.
- 15.3 Recreation and leisure facilities and activities in Hamilton are provided and developed in a participatory and coordinated manner.
- 15.4 Hamilton's recreation and sporting facilities are capable of attracting and hosting regional, national and international events.

What we do

- 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).
- Council maintains 975 hectares of open space in the city. Of this, 43 per cent (424ha) is Sports Areas.

Looking ahead

2004/05	<ul style="list-style-type: none"> • Completion of the Sports Parks Management Plan • Extension of car park Innes Common Hockey Centre (SAP # 135 – \$100,000)
2005/06	<ul style="list-style-type: none"> • Assist in-line hockey centre development (SAP # 420 – \$200,000) • Surface assessment and car park at Pukete boat ramp (SAP # 135 – \$130,000)
2006/07	<ul style="list-style-type: none"> • Provision of car park, Minogue Park (SAP # 135 – \$200,000) • Develop playing fields, Minogue Park (SAP # 157 – \$570,000) • Resurface netball courts, Minogue Park (SAP # 158 – \$69,000)

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	Key Performance Measures	Target		
	Long-Term	10 Year Horizon (2013/14)		
To meet the community's need for active recreational opportunities as identified through user consultation by the acquisition, development and maintenance of sports areas.	1. Achieved a CSI score for sports areas of 75 as measured by Council's Annual Residents Survey.	75 CSI		
	2. Achieved a CSI score for Porritt Stadium of 75 as measured by a survey of users.	75 CSI		
	3. Achieved the provision of 8 hectares of open space per 1000 residents.	✓		
	4. Achieved the provision of 1 playing field per 2000 residents.	✓		
	Service Delivery	2004/05	2005/06	2006/07
	5. Developed sports fields sufficient to meet demand as determined through meetings and regular liaison with codes.			✓

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)

Outcomes we contribute to

PRIMARY COMMUNITY OUTCOME

15. Hamilton provides a full range of recreational land, facilities and services to meet the community's passive and active leisure needs.

COMMUNITY OUTCOMES

- 15.1 Hamilton has sufficient well-located accessible public open space, appropriately developed and linked by walkways and cycleways.
- 15.2 Hamilton offers a diverse range of accessible, quality, safe and affordable recreation and leisure facilities and programmes at a community level that encourage residents of all ages and levels of ability to participate.

What we do

- 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.
- Council maintains a total of 975 hectares of open space in the city. Of this, 56 per cent (544 hectares, 128 green spaces) comprises parks and gardens. The system also contains 45km of walkways and 75 playgrounds.
- The open space system comprises:
 - 128 green spaces
 - 544 hectares
 - 49km of walkways
 - 75 playgrounds.
- It also includes the provision and maintenance of trees within open spaces, parks, streets, traffic islands and environmental plantings.

Looking ahead

2004/05	<ul style="list-style-type: none">• Completion of the Indian Char Bagh garden, Hamilton Gardens (SAP # 99 – \$180,000)• Extension of bush and walkways at Claudelands Park (SAP # 131 – \$410,000)
2005/06	<ul style="list-style-type: none">• Continue development of Te Parapara garden at Hamilton Gardens (SAP # 99 – Stage 1 of 5 \$75,000)• Complete reconstruction of Hamilton Lake Domain (SAP # 125 – \$540,000 in total over three years)• Protection of riverbank, Matakano Reserve, Awatere Avenue (SAP # 130 – \$100,000)
2006/07	<ul style="list-style-type: none">• Provision of play equipment on neighbourhood parks (SAP # 137 – \$75,000 per year ongoing)• Provision of furniture and signage at Taitua Arboretum (SAP # 134 – \$145,000)• Development of Rakautahi Park (SAP # 124 – \$110,000)

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	Key Performance Measures	Target			
	Long-Term	10 Year Horizon (2013/14)			
To provide and maintain parks, reserves, other forms of open space, city beautification areas, amenity trees and fountains.	1. Achieved a CSI score for <ul style="list-style-type: none"> • parks and gardens in general of 82 • Hamilton Gardens of 92 • Hamilton Lake of 75 • children's playgrounds in general of 75 • city beautification of 75 as measured by Council's Annual Residents Survey. 	82 CSI	92 CSI	75 CSI	75 CSI
	2. Achieved the provision of 8 hectares of open space per 1000 residents.	✓			
	3. Achieved the provision of a park with the ability to accommodate a neighbourhood playground within 500m of each home in Hamilton.	✓			
	4. Achieved the provision of a walkway within 500m of each home in Hamilton.	✓			
	5. Achieved the provision of a designated cycleway within 500m of each home in Hamilton.	✓			
	Service Delivery	2004/05	2005/06	2006/07	
	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.	✓	✓	✓	
	7. Achieved the acquisition as subdivision takes place of all major gully systems into public reserve land.	✓	✓	✓	
	8. Achieved acquisition as available of private land that includes waahi tapu into public reserve land.	✓	✓	✓	
	9. Contributed to the enhancement of biodiversity within Hamilton as measured through increased indigenous flora.	✓	✓	✓	
	10. Hamilton Gardens contributed \$5m of economic benefit to Hamilton, as measured by an annual economic impact assessment study.	✓	✓	✓	

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)

Outcomes we contribute to

PRIMARY COMMUNITY OUTCOME

15. Hamilton provides a full range of recreational land, facilities and services to meet the community's passive and active leisure needs.

COMMUNITY OUTCOMES

- 15.2 Hamilton offers a diverse range of accessible, quality, safe and affordable recreation and leisure facilities and programmes at a community level that encourage residents of all ages and levels of ability to participate.
- 15.3 Recreation and leisure facilities and activities in Hamilton are provided and developed in a participatory and coordinated manner.
- 15.4 Hamilton's recreation and sporting facilities are capable of attracting and hosting regional, national and international events.

What we do

- 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.

Looking ahead

2004/05	<ul style="list-style-type: none">• Waikato Stadium to host an international rugby match between the British Lions and NZ Maori in June 2005• Westpac Park will host two international cricket matches between the Black Caps and Australia and Sri Lanka• Utilization of the venues for a variety of non-cricket and non-rugby based events, functions, conferences and banquets
2005/06	<ul style="list-style-type: none">• Waikato Stadium to host the closing ceremony and cultural extravaganza of the WIPCE (World International Indigenous People's Conference in Education) in December 2005• Utilization of the venues for a variety of non-cricket and non-rugby based events, functions, conferences and banquets
2006/07	<ul style="list-style-type: none">• Utilization of the venues for a variety of non-cricket and non-rugby based events, functions, conferences and banquets

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



SWIMMING FACILITIES (Waahi Kaukau)

Outcomes we contribute to

PRIMARY COMMUNITY OUTCOME

15. Hamilton provides a full range of recreational land, facilities and services to meet the community's passive and active leisure needs.

COMMUNITY OUTCOMES

- 15.2 Hamilton offers a diverse range of accessible, quality, safe and affordable recreation and leisure facilities and programmes at a community level that encourage residents of all ages and levels of ability to participate.
- 15.3 Recreation and leisure facilities and activities in Hamilton are provided and developed in a participatory and coordinated manner.
- 15.4 Hamilton's recreation and sporting facilities are capable of attracting and hosting regional, national and international events.

What we do

- 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.
- Partner pool grants are also provided to:
 - the University of Waikato Campus Pool
 - Hillcrest Normal School
 - Te Rapa Primary School
 - Fairfield College.
- 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.
- A comprehensive asset management plan is in place for Swimming Facilities.

Looking ahead

2004/05	<ul style="list-style-type: none">• Ongoing provision of grants to partner pools (SAP # 214 – \$130,000)• Ongoing renewal of operating assets as outlined in the asset management plan (SAP # 212 and 213 – \$70,000)
2005/06	<ul style="list-style-type: none">• Ongoing provision of grants to partner pools (SAP # 214 – \$121,000)• Refurbishment of the dive tower at Waterworld (SAP # 349 – \$160,000)• Renewal of the hydrolide at Waterworld (SAP # 348 – \$300,000)• Ongoing renewal of operating assets as outlined in the asset management plan (SAP # 212 and 213 – \$70,000)
2006/07	<ul style="list-style-type: none">• Ongoing provision of grants to partner pools (SAP # 214 – \$121,000)• Ongoing renewal of operating assets as outlined in the asset management plan (SAP # 212 and 213 – \$98,000)

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	Key Performance Measures	Target		
	Long-Term	10 Year Horizon (2013/14)		
To ensure that the city's swimming facilities meet community expectations, attain optimum use, and comply with legislation.	1. Achieved a CSI score for: <ul style="list-style-type: none"> • Waterworld of 78.8 • Gallagher Aquatic Centre of 78.5 as measured by a survey of users. 	78.8 CSI	78.5 CSI	
	Service Delivery	2004/05	2005/06	2006/07
2. Achieved a usage measure for: <ul style="list-style-type: none"> • Waterworld of 50% • Gallagher Aquatic Centre of 20% as measured by Council's Annual Residents Survey. 	✓	✓	✓	
3. Achieved 700,000 visits across all Council-funded pools.	✓	✓	✓	
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.	✓	✓	✓	

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)

Outcomes we contribute to

PRIMARY COMMUNITY OUTCOME

15. Hamilton provides a full range of recreational land, facilities and services to meet the community's passive and active leisure needs.

COMMUNITY OUTCOMES

- 15.2 Hamilton offers a diverse range of accessible, quality, safe and affordable recreation and leisure facilities and programmes at a community level that encourage residents of all ages and levels of ability to participate.
- 15.3 Recreation and leisure facilities and activities in Hamilton are provided and developed in a participatory and coordinated manner.
- 15.4 Hamilton's recreation and sporting facilities are capable of attracting and hosting regional, national and international events.

What we do

- 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.
- The zoo, which is set on 20.8 hectares on the north-western boundary of the city, contributes towards the city's economic development through tourism and visitor attraction.
- Hamilton Zoo is committed to worldwide conservation programmes designed for the long-term protection and preservation of threatened and endangered species.

Looking ahead

2004/05	<ul style="list-style-type: none">• Completed the chimpanzee exhibit (SAP # 313 – \$350,000)• Rescue and rehabilitation programme for injured native wildlife (ongoing)• Provision of curriculum linked education programmes• Zoo development programme and asset renewals, e.g., various enclosures, exhibits and facilities (SAP # 310 and 311 – \$296,000)• Participate in a breeding programme for endangered species (ongoing)
2005/06	<ul style="list-style-type: none">• Rescue and rehabilitation programme for injured native wildlife (ongoing)• Provision of curriculum linked education programmes• Zoo development programme and asset renewals, e.g., various enclosures, exhibits and facilities (SAP # 310 and 311 – \$320,000)• Participate in a breeding programme for endangered species (ongoing)
2006/07	<ul style="list-style-type: none">• Rescue and rehabilitation programme for injured native wildlife (ongoing)• Provision of curriculum linked education programmes• Zoo development programme and asset renewals, e.g., various enclosures, exhibits and facilities (SAP # 310 and 311 – \$322,000)• Participate in a breeding programme for endangered species (ongoing)

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).

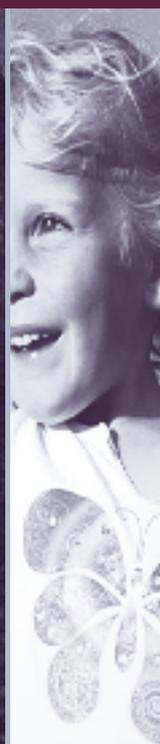


Measuring our progress

Objective	Key Performance Measures	Target		
	Long-Term	10 Year Horizon (2013/14)		
To ensure that Hamilton Zoo complies with legislative requirements, meets community expectations and attains optimum use.	1. Achieved 200,000 visits to Hamilton Zoo.	200,000 visits		
	2. Achieved a CSI score of 75 for Hamilton Zoo, as measured by a survey of zoo users.	75 CSI		
	Service Delivery	2004/05	2005/06	2006/07
	3. Received no non-compliance reports from audits carried out by the Ministry of Agriculture and Forestry and maintained a licence status.	✓	✓	✓
	4. Achieved a user satisfaction rating of 75% for Zoo education services, as measured by a continuous teacher survey.	✓	✓	✓
	5. Hamilton residents increased their usage of Hamilton Zoo to 50%, as measured by Council's Annual Residents Survey.	✓	✓	✓

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.





FINANCIAL OVERVIEW

For the 2004/05 financial year, the Council has budgeted income from rates of \$73.6m (2003/04 \$70.3m). Rates income will increase by 4.3 per cent over the 2004/05 year. Taking account of growth in the city's rating base, this represents an average increase of 1.79 per cent to existing Hamilton ratepayers.

Based on the annual budget for 2004/05, the rates levy on the average value Hamilton home will be around \$1241, that is about \$24 a week. The rates levy for 2004/05 on the average value for the other property sectors are: inner city \$782, commercial \$7538, multi-unit \$3220, rural residential \$2526, rural large \$3935 and rural small \$1888.

Council has budgeted for a surplus of \$4.4m in the 2004/05 financial year (2003/04 \$7.6m). Compared to 2003/04, total net operating expenditure from outcome areas will increase by \$4.1m to \$81m. The increase in net operating expenditure is partly due to an increase in depreciation allowance of \$3.1m as a result of revaluation and additional new assets.

Capital expenditure will increase by \$1.3m to \$38.6m. Interest costs incurred in servicing the debt will be \$9.3m, which is a \$0.8m increase on 2003/04. The overall level of net city debt will increase by \$13.4m to \$123.8m for the 2004/05 financial year. Council has budgeted for internal borrowing from special funds and other cash funds (\$15m), which when included, makes the net city debt position \$138.8m.

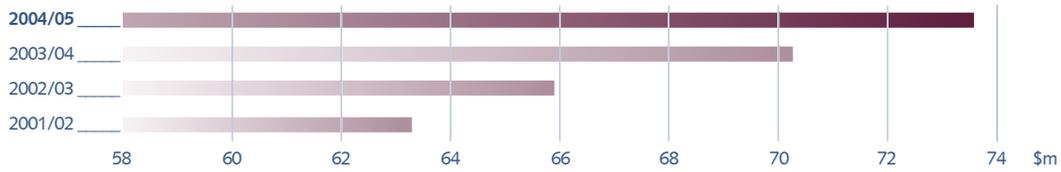
A number of significant special projects are planned during the 2004/05 financial year. These include:

- upgrade of water treatment station (\$5.0m in 2004/05 and \$25.5m over 10 years)
- construction of new water reservoir in Hamilton south (\$4.684m in 2004/05 and \$2.416m in 2005/06)
- extension of Resolution Drive north to Borman Road (\$1.4m in 2004/05)
- upgrade of Riverlea Rd (Hudson to Acorn Timber) (\$0.777m in 2004/05)
- Hamilton Lake redevelopment (\$0.54m over the next three years)
- development of grounds at Claudelands Park (\$0.41m in 2004/05 and \$1.11m over four years)
- water supply reticulation trunks in the Rototuna area (\$0.394m in 2004/05 and \$3.477m over seven years)
- development of riverside walkways and cycleways (\$0.37m in 2004/05 and \$2.171m over 10 years)
- upgrade interiors of older Council houses (\$0.35m in 2004/05)
- expansion to the Pukete wastewater treatment plant stage 2 upgrade (\$0.3m in 2004/05 and \$7.95m over six years)
- central business district development and improvements (\$0.25m in 2004/05 and \$1.6m over 10 years)
- convention/events centre feasibility study (\$0.075m in 2004/05).

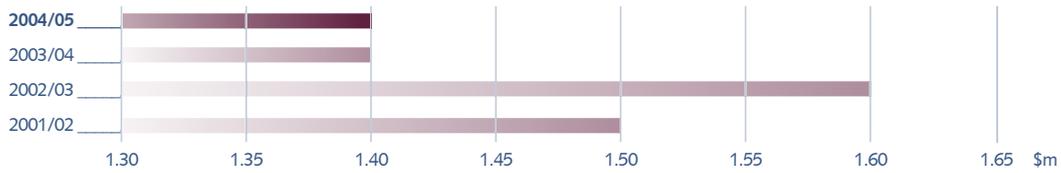
FINANCIAL SUMMARY

A graphical presentation of key financial statistics from June 2002 to June 2005 is shown as follows

RATES



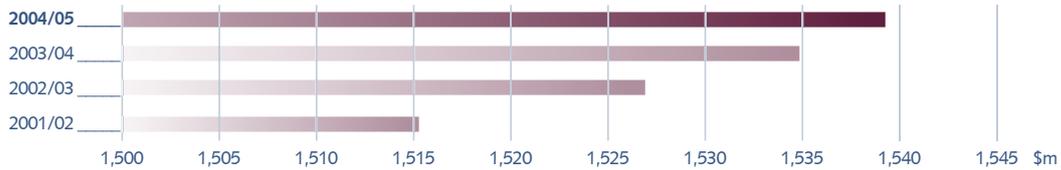
RATES OUTSTANDING



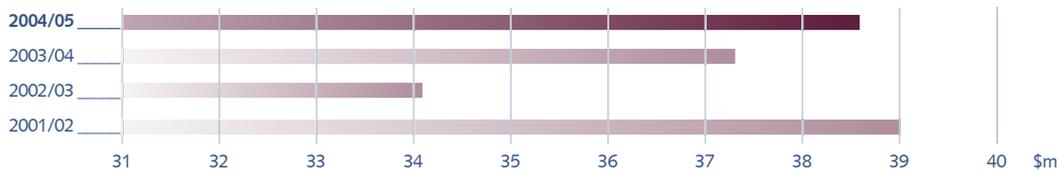
TOTAL FIXED ASSETS



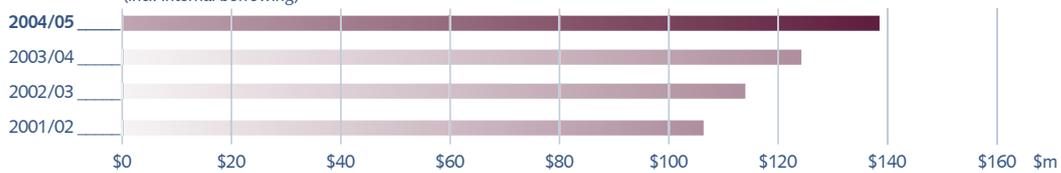
EQUITY



CAPITAL EXPENDITURE



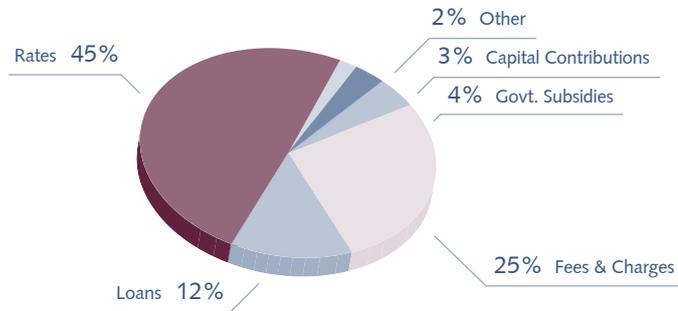
NET CITY DEBT (incl. internal borrowing)



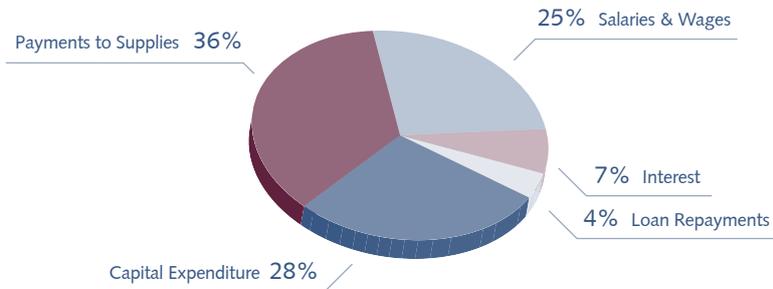
CASH FLOW

The estimated sources and uses of cash for the year ended 30 June 2005 is summarised as follows:

Sources of Cash (\$134m)



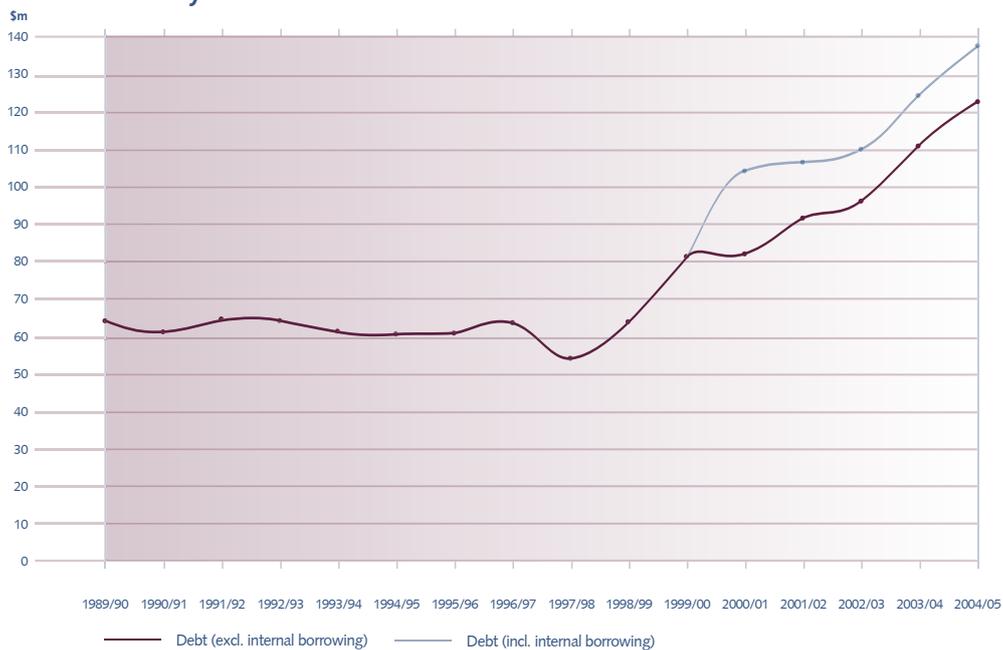
Uses of Cash (\$136m)



CITY DEBT

The graph below shows the net city debt levels from June 1989 to June 2005.

Net City Debt Levels



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 to reduce external borrowing and charges an internal interest rate on these funds, which is then added to the reserves.

Council has six key financial performance targets for the management of city debt. These are:

1. The net city debt shall not exceed 15 per cent of total equity.

Council's proposed net city debt as at 30 June 2005 is \$123.8m, compared with equity of \$1539.3m.

- The target has been met at 8.0 per cent.

If internal borrowing of \$15m is included, the net city debt position for the same period is \$138.8m and the net city debt to total equity ratio is 9.0 per cent.

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

Council's proposed net city debt as at 30 June 2005 is \$123.8m, compared with total revenue of \$119.0m.

- The target has been met at 104.0 per cent.

If internal borrowing of \$15m is included, the net city debt position for the same period is \$138.8m and the net city debt to total revenue ratio is 116.6 per cent.

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

Total interest costs for 2004/05 are \$8.4m, compared with total revenue of \$119.0m.

- The target has been met at 7.1 per cent.

If internal borrowing of \$15m is included, the interest costs for the same period is \$9.3m and the interest costs to total revenue ratio is 7.8 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 \$8.4m, compared with rates levied of \$73.6m.

- The target has been met at 11.4 per cent.

If internal borrowing of \$15m is included, the interest costs for the same period is \$9.3m and the interest costs to rates levied ratio is 12.7 per cent.

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

Council's proposed net city debt as at 30 June 2005 is \$123.8m, compared with the population projection of 125,000.

- The target has been met at \$990.

If internal borrowing of \$15m is included, the net city debt position for the same period is \$138.8m and the net debt per capita is \$1110.

6. Liquidity—the term debt and committed loan facilities as a percentage of 12 month forecast net debt shall not be less than 110 per cent.

Council's proposed term debt and committed loan facilities as at 30 June 2005 is \$149.6m, compared with the 12 month forecast net city debt of \$125.8m.

- The target has been met at 118.9 per cent.



FINANCIAL SUMMARY

	2001/02	2002/03	2003/04	2004/05
Rates levied	\$63.3m	\$65.9m	\$70.3m	\$73.6m
Rates outstanding	\$1.5m	\$1.6m	\$1.4m	\$1.4m
Total fixed assets	\$1,615.5m	\$1,620.2m	\$1,646.2m	\$1,664.7m
Equity	\$1,515.4m	\$1,527.0m	\$1,534.9m	\$1,539.3m
Capital expenditure	\$39.0m	\$34.1m	\$37.3m	\$38.6m
City debt repaid during year	\$5.4m	\$7.9m	\$4.7m	\$5.2m
Net city debt*	\$91.0m	\$94.1m	\$110.2m	\$123.8m
Net city debt (incl. internal borrowing)	\$106.4m	\$113.9m	\$124.2m	\$138.8m

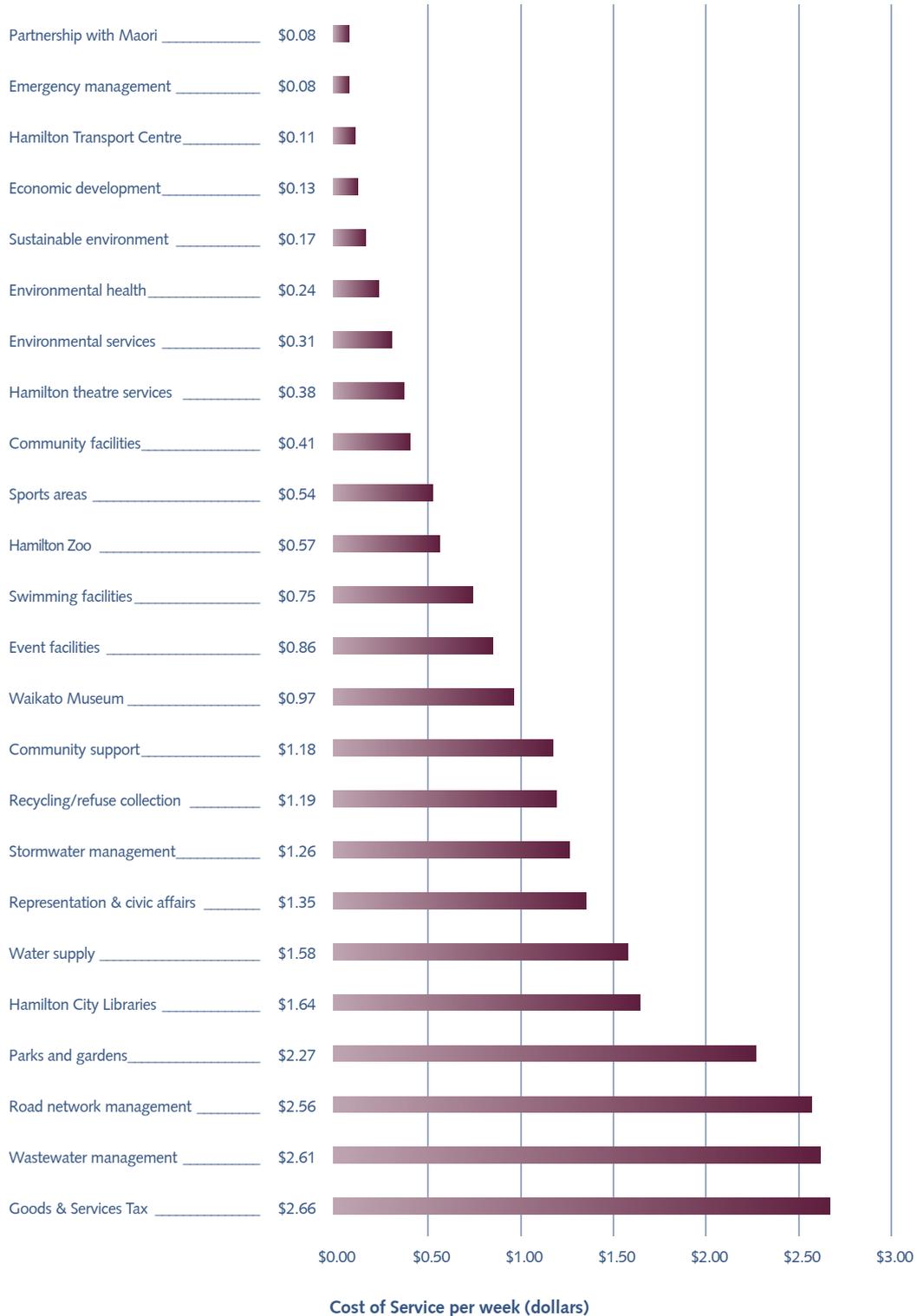
FINANCIAL INDICATORS

	2001/02	2002/03	2003/04	2004/05
% Rates outstanding to rates levied	2.4%	2.4%	2.0%	1.9%
Net city debt* per rateable property	\$1,979	\$1,931	\$2,261	\$2,579
Net city debt* per capita	\$767	\$763	\$893	\$990
Net city debt* as % of rates levied	143.8%	142.8%	156.8%	168.2%
Interest payment as % of rates levied	11.9%	11.7%	12.1%	12.7%
Interest payment* as % of rates levied	10.7%	10.6%	10.9%	11.4%
Loan principal repayment as % of rates levied	8.5%	12.0%	6.7%	7.1%
Net city debt* as % of equity	6.0%	6.2%	7.2%	8.0%
Net city debt (incl. internal borrowing) as % of equity	7.0%	7.5%	8.1%	9.0%
Liquidity-term debt and committed loan facilities to 12 month peak net debt	n.a.	134.8%	134.2%	118.9%

* Excluding internal borrowing.

INDICATIVE RESIDENTIAL RATES

For 2004/05, the rates levy on the average value Hamilton home will be \$1241, that is, about \$24 a week. The indicative rates levy per week is presented graphically below for each significant service of Council.



COUNCIL CONTROLLED ORGANISATIONS (CCO)

In order to achieve its objectives for Hamilton City Council, Council operates two Council-Controlled Organisations (CCOs). Hamilton Properties Ltd, and Waikato Regional Airport.

The following table explains what the organisations do and how their performance is measured.

- any organisation that Council controls, directly or indirectly, 50 per cent or more of the votes at any meeting of the members or controlling body of the organisation.
- any organisation that Council has the right to directly or indirectly, appoint 50 per cent or more of the trustees, directors, or managers of the organisation.

Organisation	Owner /ship	Representation (Total members)	Why does it exist? (Why we own/control it)	What does it do? (Nature and scope of activities)	What are its performance measures? (Key performance targets)
Hamilton Properties Ltd	100%		Council has retained this company with the view to utilizing its tax losses in the future.	This is a non-operating company that is no longer trading.	Nil Exempted as a CCO for performance monitoring under S7(3-5) Local Government Act 2002 by Council resolution on 2 July 2003.
Waikato Regional Airport Ltd	50%	0 (5)	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.	Statement of Corporate Intent, Interim Report and Annual Report is presented to Strategic Planning and Policy Co-ordination Committee. Performance Targets 2004/05: <ul style="list-style-type: none"> • Net profit after tax to average shareholders funds. Target: 1.12% • Net profit before tax/interest to total assets. Target: 2.43% • Net profit after tax to total assets. Target: 0.67% • Net profit before tax/interest to average shareholders funds. Target: 4.03% • Percentage of non-landing charges revenue. Target: 77.81% • Total liabilities/shareholders funds: (debt/equity ratio). Target: 32:68 • Interest rate cover. Target 1.7. This does not comply with clause 22.2 of the Constitution requiring that the interest rate coverage ratio does not fall below 2.0.

COUNCIL ORGANISATIONS (CO)

In order to achieve its objectives for Hamilton City Council, Council is involved and represented in a number of organisations.

The following table explains what the organisations do.

- any organisation that Council controls, directly or indirectly, one or more of the votes at any meeting of the members or controlling body of the organisation.
- any organisation that Council has the right to directly or indirectly, appoint one or more of the trustees, directors or managers of the organisation.

Organisation	Owner /ship	Representation (Total members)	Why does it exist? (Why we own/control it)	What does it do? (Nature and scope of activities)
Business 2 Hamilton		1 (9)	Constitution requires appointment of one member of Council. To champion economic development in Hamilton and surrounding areas.	Promotional activities in line with the economic development strategy that helps promote Hamilton and surrounding areas as a business centre.
Community Well-being Grants Allocation Committee		2 (6)	Representation is by Council policy. To provide financial assistance to not-for-profit community groups.	To allocate funds annually.
Creative Fund Communities NZ Allocation Committee		1 (9)	Representation is by Council policy. To administer funds on behalf of Creative NZ.	To allocate funds annually.
Business Development Centre		2 (8)	To promote and assist small business.	Mentoring and advice to assist small businesses.
Hamilton City Crime Prevention Trust		1 (4)	Constitution allows for the appointment of one member of Council. To promote safety and security for the public in the central city areas of Hamilton.	The trust owns 16 cameras together with control system installed at the Hamilton police headquarters. The security camera network including transmission cable assists NZ Police with crime prevention. This network has now been transferred to Council.
Hamilton Community Arts Council		1 (12)	Constitution requires appointment of one member of Council. To promote the arts and culture in the community.	To distribute funds, acts as an advisory agency for the arts, manages projects and events in relation to the arts and culture.
Hamilton Community Environmental Programme		1 (34)	Representation is by Council request. To represent Council's interest in the affairs of a community-based programme supported by Council. It consists of representatives from community groups, environmental organisations business and industry, educational authorities and interested individuals.	Its purpose is to address and resolve environmental issues through collective action.



Organisation	Owner /ship	Representation (Total members)	Why does it exist? (Why we own/control it)	What does it do? (Nature and scope of activities)
Hamilton Riverview Hotel Ltd	42%	1 & CEO (6)	In May 1998, Council entered into a joint venture agreement for the purposes of developing a hotel and conference centre on Victoria Street Hamilton.	The objective of the company is to own an international standard, 4 star, 177 room hotel and conference centre located on the riverside in the central business district.
Keep Hamilton Beautiful		1 (12)	Representation is by Council request. To raise environmental awareness and encourage action within the local community.	To undertake programmes and projects that encourage individuals and organisations to take responsibility for their environment.
Lake Rotokauri Advisory Committee		1 (8)	Council representation requested. The committee was set up by the Waikato District Council in 2001, after it gained powers from the Department of Conservation to control and manage Rotokauri Lake reserve.	The committee oversees the management of the lake in line with the Rotokauri Lake Management Plan. (the reserve is vested in the Crown).
NZ Local Government Insurance Corporation Ltd (Trading as Civic Assurance)	3.17%	0 (6)	Established by local government and owned by local authorities for the purposes of providing insurance, mutual funding and alternative risk financing products for local government and public sector organisations. Specifically exempted as a CCO in accordance with Section 6(4)(f) of the LGA 2002.	Provides tailored insurance policies for local government organisations, but competing in the open tender market. It is Council's primary insurer for the majority of its insurance policies.
Te Runanga O Kirikiriroa Joint Committee		3 (6)	To promote the partnership established between Hamilton City Council and Te Runanga O Kirikiriroa and administer the Maori Project Fund.	The committee oversees the service delivery contract between the two agencies and works to promote the well-being of Maori and Pacific people in Hamilton city. A subcommittee of the Joint Venture Committee is also responsible for the allocation of the Maori project fund.
Tourism Waikato Advisory Industry Board		1 (17)	To provide advice and support to the Tourism Waikato Management Board.	Volunteers from the industry provide support and on issues concerning tourism.
Tourism Waikato Management Board		1 (7)	Council representation requested. To promote tourism and visitors to the region.	To initiate, co-ordinate and monitor effective visitor marketing and encourage development of the Waikato region as a desirable, quality visitor destination.
University of Waikato Institutional Biological Safety Committee		1 (9)	Constitution requires Council representation on the basis that a lay person, not associated with the institution, who can consider wider community interests, is nominated by a territorial authority or regional council. The university has a statutory obligation to ensure that all genetically modified organisms developed or imported into containment have approval from the Environmental Management Authority.	To put in place processes to consider applications to develop genetically modified organisms. To approve or decline such applications. To keep a register of approved experiments. To notify any conflict of interest.

Organisation	Owner /ship	Representation (Total members)	Why does it exist? (Why we own/control it)	What does it do? (Nature and scope of activities)
University of Waikato Council		Mayor (13)	Constitution requires one member appointed by Council in the capacity as the Mayor. The university is constituted under provisions of the Education Act.	The functions, duties and powers of the university are defined under the Education Act.
University of Waikato Ethics Committee: On the Welfare of Experimental Animals		1 (7)	Constitution requires Council representation, on the basis that a lay person, who is not a member of staff or otherwise associated with community or any animal welfare agency, is the scientific nominated by a territorial authority or council. Established in accordance with the regional provisions of the Animal Welfare Act 1999.	To have an approved code of ethical conduct, and to ensure that individual projects are approved by the Animal Ethics Council and carried out in accordance with any conditions imposed.
Waikato Civil Defence Emergency Management Group*		1 (11)	Constitution requires appointment of one member of Council. The group is set up under the provisions of the Civil Defence Emergency Management Act 2002.	Coordinates civil defence response and recovery for the whole region.
Waikato Institute of Technology (Wintec)		1 (22)	Constitution requires appointment of one member of Council. Established as the governing body to manage the functions of the institute.	Offers courses of study for the national and international student community.
Waikato SPCA Trust		1 (8)	Council representation requested. The trust is responsible for the rent at the animal care and control centre.	To manage the investment funds arising from the sale of Higgins Road.
WEL Energy Trust Joint Territorial Capital Beneficiaries Working Party*		Mayor & 1 (6)	A body constituted by the three councils. Jointly with representatives from Waikato and Waipa district councils to monitor and influence WEL Energy Trust.	To act in the best interests of the capital beneficiaries and the communities they represent.

* Hamilton City Council and other councils jointly control 50 per cent or more of the votes or controlling body of the organisation. These organisations however do not operate as a trading undertaking.

STATEMENT OF FINANCIAL PERFORMANCE

For the year ended 30 June 2005

Council and Consolidated

Budget 2004 \$000		Note	Budget 2005 \$000	Budget 2006 \$000	Budget 2007 \$000
	REVENUE				
30,384	Revenue from outcome areas	1	33,597	33,769	31,069
70,441	Rates	2	73,500	74,630	76,031
12,822	Revenue assigned to asset development	3	10,345	10,838	10,010
1,256	Other revenue	4	1,572	1,381	1,308
114,903	Total Operating Revenue		119,014	120,618	118,418
	EXPENDITURE				
107,206	Expenditure from outcome areas	1	114,556	116,622	115,101
110	Other expenditure		40	40	40
107,316	Total Operating Expenditure		114,596	116,662	115,141
7,587	Net Surplus		4,418	3,956	3,277

STATEMENT OF MOVEMENTS IN EQUITY

For the year ended 30 June 2005

Council and Consolidated

Budget 2004 \$000		Note	Budget 2005 \$000	Budget 2006 \$000	Budget 2007 \$000
7,587	Net surplus for the year		4,418	3,956	3,277
7,587	Total Recognised Revenues and Expenses for the Year		4,418	3,956	3,277
1,527,299	Equity at Beginning of Year		1,534,886	1,539,304	1,543,260
1,534,886	Equity at End of Year	5	1,539,304	1,543,260	1,546,537

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 FINANCIAL POSITION

As at 30 June 2005

Council and Consolidated

Budget 2004 \$000		Note	Budget 2005 \$000
	EQUITY		
1,292,184	Accumulated funds	5	1,293,060
222,210	Revaluation reserves	5	222,210
5,976	Restricted reserves	5	6,401
14,516	Council created reserves	5	17,633
1,534,886	Total Equity		1,539,304
	ASSETS		
	Current Assets		
853	Investments	6	0
10,000	Accounts receivable and prepayments		10,000
400	Inventories		400
11,253	Total Current Assets		10,400
	Non-Current Assets		
34,048	Investment properties		34,048
18,873	Investments	6	19,512
1,612,185	Fixed assets		1,630,674
1,665,106	Total Non-Current Assets		1,684,234
1,676,359	Total Assets		1,694,634
	LIABILITIES		
	Current Liabilities		
300	Bank overdraft		300
14,000	Accounts payable and income in advance		14,000
3,500	Employee entitlements		3,500
5,956	Term debt	7	5,718
300	Finance lease liabilities		300
24,056	Total Current Liabilities		23,818
	Non-Current Liabilities		
1,500	Employee entitlements		1,500
109,917	Term debt	7	123,512
1,000	Finance lease liabilities		1,000
5,000	Landfill aftercare provision		5,500
117,417	Total Non-Current Liabilities		131,512
141,473	Total Liabilities		155,330
1,534,886	Net Assets		1,539,304

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

Council and Consolidated

Budget 2004 \$000		Budget 2005 \$000
	CASHFLOWS FROM OPERATING ACTIVITIES	
	Cash will be provided from:	
70,791	Rates	73,500
900	Petrol tax	900
3,049	Government operating subsidies and grants	3,480
2,168	Government capital subsidies and grants	2,384
30,835	Fees, rents and charges	33,617
6,529	Other capital contributions	3,836
2	Interest on investments	2
354	Interest on sinking funds	247
0	Dividends	200
114,628		118,166
	Cash will be applied to:	
31,281	Salaries and wages	34,108
43,610	Payments for supplies and services	50,304
8,623	Interest paid	9,394
83,514		93,806
31,114	Net Cash Inflow from Operating Activities	24,360
	CASH FLOWS FROM INVESTING ACTIVITIES	
	Cash will be provided from:	
160	Sale of fixed assets	180
441	Investments withdrawn	1,622
601		1,802
	Cash will be applied to:	
37,288	Purchase of fixed assets	38,607
37,288		38,607
(36,687)	Net Cash (Outflow) from Investing Activities	(36,805)
	CASH FLOWS FROM FINANCING ACTIVITIES	
	Cash will be provided from:	
10,564	Loans uplifted	16,455
10,564		16,455
	Cash will be applied to:	
5,125	Loan repayments	5,283
307	Finance lease repayments	349
5,432		5,632
5,132	Net Cash Inflow from Financing Activities	10,823
(441)	Net increase (decrease) in cash held	(1,622)
1,763	Plus opening cash balance 1 July	1,322
1,322	Closing Cash Balance 30 June	(300)
	Made up of:	
1,622	Investments at call	0
(300)	Bank overdraft	(300)
1,322	Closing Cash Balance 30 June	(300)

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 95 of the Act, which includes the requirement under Section 111 to comply with generally accepted accounting practice.

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, 42 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 over, but not control, over operating and financial policies.

The results of Waikato Regional Airport Ltd and Hamilton Riverview Hotel 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. Transfund roading subsidies are recognised as revenue upon entitlement, which is when conditions pertaining to eligible expenditure have been fulfilled.

Other grants and bequests, and assets vested in Council (with or without conditions) are recognised as revenue when control over the assets is obtained.

4. Goods and Services Tax (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:

Buildings	40 – 100 years
Plant and Vehicles	3 – 15 years
Furniture, Fittings and Equipment	5 – 10 years
Library Books	14 years
Zoo Animals	10 years
Roads and Traffic Network:	
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
Wastewater Reticulation:	
pipes	60 – 100 years
manholes	75 years
treatment plant	5 – 100 years
bridges	75 – 100 years
pump-stations	15 – 100 years
Stormwater System:	
pipes	100 years
manholes, cesspits	100 years
service connections and outlets	30 – 100 years
Water Reticulation:	
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 services of Council.

Expenditure includes an allocation of support services and an allocation of interest.

- Support services are those activities, which are not considered to be direct services to the public and are allocated across the significant services on a usage 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. Prospective Financial Information

The financial information contained within this document is prospective financial information in terms of accounting standard FRS 29. The purpose for which it has been prepared is to enable ratepayers, residents and any other interested parties to obtain information about the expected future financial performance, position and cash flow of Council for the 2004/05 financial year.

In relation to that standard, the financial information for the 2004/05 financial year is considered to be a 'forecast', while the financial information relating to subsequent years is considered to be a 'projection'.

The actual results achieved for the 2004/05 financial year are also likely to vary from the information presented, and may vary materially depending upon the circumstances that arise during the period.

The following assumptions have been made in preparing this plan:

- interest rates on new loans raised during the 2004/05 year will be 7.05 per cent
- interest rates on new loans raised during the 2005/06 year will be 7.20 per cent
- interest rates on new loans raised during the 2006/07 year will be 7.40 per cent
- interest earned on funds invested will be 5.75 per cent

These assumptions are subject to the normal volatility of financial markets.

Eighty four per cent of borrowed funds are subject to fixed interest charges. Over a full year period, the sensitivity to a half per cent change in interest rates on borrowed funds that are not subject to fixed interest charges would be \$194,000.

Total funds invested (sinking funds) are expected to average approximately \$5.5 million throughout the year, giving sensitivity in interest earnings to a half per cent change in interest rates of \$27,500 over a full year.

22. Impact of Adoption of International Accounting Standards

The forecast financial information contained within this document has been prepared in accordance with the Council's current accounting policies as specified above. The Council is aware that it may have to alter some of its accounting policies in the future as a result of the Accounting Standards Review Board's decision to adopt International Financial Reporting Standards as the basis for new New Zealand financial reporting standards, for periods commencing 1 January 2007. However, the forecast financial information presented does not take account of the potential impact on the Council of the new New Zealand financial reporting as this impact is not yet known.

CHANGES IN ACCOUNTING POLICIES

There have been no other changes from the accounting policies adopted in the last audited financial statements. All policies, other than those noted above, have been applied on a basis consistent with the previous period.



CAPITAL EXPENDITURE STATEMENT

For the year ended 30 June 2005

Budget 2004 \$000	Project No	Expenditure						FUNDING BY Revenue Depreciation	Funding Source	Expenditure 2006 \$000	Expenditure 2007 \$000
		2005 \$000	Reserves	Loans	Subsidies	Revenue	Depreciation				
	Outcome Area A: SUSTAINING HAMILTON'S ENVIRONMENT										
	Wastewater management										
	239	150					150		UC	150	150
	240										500
	241									50	
	242	350	350						IR	580	450
	243	40					40			300	300
	244										100
	245	215						215		215	215
	250	120						120		80	80
	251	150						150		150	155
	253									95	95
	255									40	20
	469	15					15			15	15
	470	5						5			
	471									20	
	472	10						10			
	238	300		300						300	350
	305	50						50		40	55
	306									860	
	237	50		50							
	307	41						41		36	110
	Stormwater management										
	165	200					200		UC	200	200
	167	50						50		70	170
	168	50						50		50	50
	170	350	350						IR	300	350
	171										348
	172										100
	175	150						150		200	180
	176	265						265		265	265
	177	210						210		210	210
	178	10						10		10	10
	179									50	50
	180									30	30
	388	85	85						PW	85	85
	508	36						36			
	Recycling/refuse collection										
	151										1,270
	413	10	10						HR	10	
	414	10	10						HR	10	10
	152									230	
	Water supply										
	261	140					140		UC	140	140
	262	394	394						IR	457	522
	263									171	
	266	97	97						IR	480	663
	267	603						603		653	603
	269	295						295		345	345
	272									20	40
	277	1,863	1,863							1,845	
	264									20	
	270	300						300		375	375
	271	35						35		35	35
	274	13						13		13	13
	476	20						20		20	20
	477									30	1,070
	295	40						40			
	296	80						80			
	455	5,000	5,000							10,500	3,000
	265	23						23			
	276	30						30			
	268	4,684	4,684							2,416	
	278	13						13		260	130
	304	40						40		30	
	422	25						25			
10,160	Total Sustaining Hamilton's Environment										
		16,617	1,296	11,897	0	490	2,934			22,411	12,879

Budget 2004 \$000	Project No	Expenditure						FUNDED BY Revenue Depreciation	Funding Source	Expenditure 2006 \$000	Expenditure 2007 \$000
		2005 \$000	Reserves	Loans	Subsidies	Revenue	Depreciation				
	Outcome Area B: GROWING HAMILTON										
	Road Network Management										
	497	70		70						840	
	8	1,400		1,400							
	13										50
	15									1,500	
	17	115					115			115	115
	18	75						75		540	250
	25										50
	27										50
	30	50						50		50	50
	33	777		388				389			
	37	9						9			
	38	230		200				30			
	39	25						25		115	
	40	665			156			509	T	665	665
	41	670				308		362	T	822	830
	44	2,261				1,040		1,221	T	2,304	2,348
	46	50				23		27	T	50	50
	92	322						322		322	322
	93	481						481		481	481
	94	20						20		20	20
	96	205			115			90	T	205	205
	97	50						50		50	50
	461	11						11		11	16
	222	286			160			126	T	288	291
	223	150						150	T	150	150
	224	150			46			104	T	150	100
	226	10						10		10	10
	227	200				112		88	T	200	200
	228	250						250		150	150
	229	9	9						PT	9	9
	230	20						20		20	20
	231	322			138			184	T	322	333
	232	90			41			49	T	90	90
	233	176			81			95	T	176	184
	234	50			23			27	T	50	50
	235	25			11			14	T	25	25
	236	8	8						PT		
	447	50						50		1,270	
	416	80			37			43	T	80	
	452	135			76			59	T		
	456	100						100			
	457									250	250
	467									20	
	458	18						18		18	18
	459	38			17			21		38	38
	Environmental services										
	115	65	65						PT		
	116	80						80			
	117	20	20						PT	20	20
	445	12						12			
	446	12						12			
	449	40						40			
12,028	Total Growing Hamilton		9,882	102	2,058	2,384	0	5,338		11,426	7,490
	Outcome Area C: PROMOTING HAMILTON										
	City promotion										
	85	15						15		15	15
15	Total Promoting Hamilton		15	0	0	0	0	15		15	15
	Outcome Area D: EXPERIENCING ARTS, CULTURE AND HERITAGE IN HAMILTON										
	Hamilton theatre services										
	219	28						28		23	40
	220	140						140		140	140
	Hamilton City Libraries										
	106	899						899		908	917
	462	31						31		30	8
	105	40						40			
	Waikato Museum of Art and History										
	110	10						10			
	111										30
	112	85						85		90	
1,569	Total Experiencing Arts, Culture and Heritage in Hamilton		1,233	0	0	0	0	1,233		1,191	1,135



Budget 2004 \$000	Project No	Expenditure						FUNDING BY Revenue Depreciation	Funding Source	Expenditure 2006 \$000	Expenditure 2007 \$000
		2005 \$000	Reserves	Loans	Subsidies	Revenue	Depreciation				
Outcome Area E: LIVING IN HAMILTON											
Community facilities											
	507	350					350				
	221	130					130				
	221								115		
	221									130	
	51	10					10				
	53	72					72				
	57	50					50				
662	Total Living in Hamilton	612	0	0	0	0	612		115	130	
Outcome Area F: ENJOYING OUR CITY											
Sports areas											
	157									570	
	158									69	
	163	30					30		30	30	
Parks and gardens											
	118	200	200					SR			
	120	20	20					SR	20	20	
	121	50	50					SR			
	121								60	60	
	122	120	120					SR/PW	120	120	
	124	85	85					SR	110	110	
	125	240					240		240	60	
	129	37					37		37	37	
	131	410					410		200	250	
	133	90	90					SR	156	160	
	134	98	98					SR	78	145	
	135	100					100				
	135								130		
	135									200	
	136	42	42					SR	34	30	
	137	100					100		100	100	
	138	10					10		40	30	
	139	58					58		33	32	
	143	80					80		80	80	
	463	33					33				
	481	250	250					SR			
	481	120	120					SR			
	481								205		
	481									240	
	482	100	100					SR	100		
	483	10					10		10	10	
	484									15	
	65	10					10		10	10	
	99	180				80	100	CO			
	99	70					70		125	125	
	478									34	
	479	45					45				
Event facilities											
	284	30					30		30	30	
Swimming facilities											
	209	100					100		100		
	212	58					58		58	58	
	213	12					12		12	40	
	348								300		
	349								160		
	486								40		
Hamilton Zoo											
	310	229					229		234	233	
	313	350					350				
	311	67					67		86	89	
	426								30	175	
	489	24					24			25	
	490	220					220				
	493									80	
8,954	Total Enjoying our City	3,678	1,175	0	0	80	2,423		2,968	3,267	

Budget 2004 \$000	Project No	Expenditure						Funding Source	Expenditure		
		2005 \$000	Reserves	Loans	FUNDED BY		2006 \$000		2007 \$000		
					Subsidies	Revenue	Depreciation				
	SUPPORT SERVICES										
	Property and risk management										
	Vehicles and plant replacement	149	789	64		75	650	VR/AS	789	733	
	Strategic land purchases	192	900		900				1,000	1,000	
	Northern City Parks works depot	400								200	
	Staff facilities Hamilton Gardens	401	366				366				
	Duke St compound covered storage	402	4				4		40		
	Duke St compound security	450	95				95				
	Asset renewal	150	2,426				2,426		2,476	2,476	
	Information management										
	System upgrades	444	159				159		221	291	
	Design services										
	Survey equipment	442	21				21				
2,750	Total Support Services		4,760	64	900	0	75	3,721	0	4,526	4,700
	REPAYMENT OF FUNDING ADVANCED BY DEVELOPERS										
	Road network management										
	Thomas Rd	427	1,600		1,600						
	Maui St extension	431	210	210				IR			
	Stormwater management										
	Pipeline (The Boulevard)	433							112		
1,150	Total Advanced Funding		1,810	210	1,600	0	0	0	112	0	
37,288	Total Capital Expenditure		38,607	2,847	16,455	2,384	645	16,276		42,764	29,616

Key to Sources of Funding:

Asset Sales	AS
Contributions	CO
Horotiu Reserve	HR
Infrastructural Reserve	IR
Public Transport and Parking Reserve	PT
Project Watershed Reserve	PW
Subdivisional Reserve	SR
Transfund NZ	T
User Charges	UC
Vehicles and Plant Reserve	VR



NOTES TO THE FINANCIAL STATEMENTS

For the year ended 30 June 2005

NOTE 1: Summary of Cost of Services

Budget 2004 \$000		Council and Consolidated		
		Budget 2005 \$000	Budget 2006 \$000	Budget 2007 \$000
	Revenue from Outcome Areas			
10,314	Sustaining Hamilton's Environment	11,379	11,992	9,270
13,541	Growing Hamilton	14,980	14,640	14,640
0	Promoting Hamilton	0	0	0
1,568	Experiencing Arts, Culture and Heritage in Hamilton	1,613	1,611	1,613
3,103	Living in Hamilton	3,533	3,309	3,309
5,358	Enjoying our City	5,592	5,717	5,737
33,884		37,097	37,269	34,569
(3,500)	Less internal revenue	(3,500)	(3,500)	(3,500)
30,384	Total Revenue from Outcome Areas	33,597	33,769	31,069
	Expenditure from Outcome Areas			
33,271	Sustaining Hamilton's Environment	35,942	37,183	36,625
29,404	Growing Hamilton	29,788	29,279	29,734
2,771	Promoting Hamilton	1,756	1,799	1,717
11,952	Experiencing Arts, Culture and Heritage in Hamilton	13,153	13,123	13,212
13,052	Living in Hamilton	14,321	14,771	14,101
21,464	Enjoying our City	24,371	25,227	24,498
111,914		119,331	121,382	119,887
(3,500)	Less internal expenditure	(3,500)	(3,500)	(3,500)
(350)	Less rates charged to Council properties	(350)	(350)	(350)
(858)	Less interest on internal borrowing	(925)	(910)	(936)
107,206	Total Expenditure from Outcome Areas	114,556	116,622	115,101

Revenue from outcome areas includes fees, rents and charges, and government operating subsidies and grants.

NOTE 2: Rates

Budget 2004 \$000		Council and Consolidated		
		Budget 2005 \$000	Budget 2006 \$000	Budget 2007 \$000
70,256	Rates	73,138	74,272	75,676
400	Rates penalties	450	450	450
225	Targeted rates – 100% non-rateable land	300	300	300
0	Targeted rates – Temple View loans	139	135	132
0	Targeted rates – 50% non-rateable land	40	40	40
(90)	Rates remissions	(217)	(217)	(217)
(350)	Less rates charged to Council properties	(350)	(350)	(350)
70,441	Total Rates	73,500	74,630	76,031

NOTE 3: Revenue Assigned to Asset Development

		Council and Consolidated		
Budget 2004 \$000		Budget 2005 \$000	Budget 2006 \$000	Budget 2007 \$000
2,168	Transfund NZ capital subsidies	2,384	3,090	2,239
4,125	Contributions – vested assets	4,125	4,125	4,125
	Other capital contributions			
800	Contributions to subdivision reserves	900	900	900
1,738	Contributions to infrastructural reserves	1,800	1,600	1,700
52	Cemetery fees	55	55	55
3,939	General contributions	1,081	1,068	991
6,529		3,836	3,623	3,646
12,822	Total Revenue Assigned to Asset Development	10,345	10,838	10,010

NOTE 4: Other Revenue

		Council and Consolidated		
Budget 2004 \$000		Budget 2005 \$000	Budget 2006 \$000	Budget 2007 \$000
900	Petrol tax	900	900	900
356	Investment income	249	281	208
0	Sundry revenue	223	0	0
0	Dividends	200	200	200
1,256	Total Other Revenue	1,572	1,381	1,308



NOTE 5: Equity

Council and Consolidated

Budget 2004 \$000				Budget 2005 \$000
	Accumulated funds			
1,284,597	Opening balance			1,292,184
7,587	Net surplus			4,418
0	Transfers from restricted and Council created reserves			3,520
0	Transfers to restricted and Council created reserves			(7,062)
1,292,184	Total Accumulated Funds			1,293,060
	Revaluation Reserves			
217,507	General asset revaluation reserves			217,507
4,703	Property revaluation reserves			4,703
222,210	Total Revaluation Reserves			222,210
	Restricted Reserves	Transfers to	Transfers from	
1,313	Cemetery plot maintenance in perpetuity	117	62	1,368
1,028	Domain sales endowment	146	0	1,174
3,607	Municipal crown endowment	222	0	3,829
28	Waikato art gallery endowment	2	0	30
5,976	Total Restricted Reserves	487	62	6,401
	Council Created Reserves			
65	Bus shelter (Adshel)	4	9	60
2	Dame Hilda Ross library memorial	0	0	2
2,381	Disaster recovery	273	0	2,654
47	General interest	3	50	0
1,207	Horotiu aftercare	249	0	1,456
177	Horotiu landfill	1,634	20	1,791
993	Infrastructural subdivision	1,871	1,478	1,386
112	Lake Domain Drive	7	0	119
5,474	Loan repayment	247	0	5,721
69	Project Watershed	436	401	104
744	Public transport and parking	696	211	1,229
4	Roman Catholic schools library	0	0	4
236	Storm damage	15	0	251
2,688	Subdivisional	1,056	1,225	2,519
0	Vehicle and plant	64	64	0
32	Waitawhiriwhiri plant	2	0	34
285	Wastewater treatment plant sludge lagoon	18	0	303
14,516	Total Council Created Reserves	6575	3458	17,633
20,492	Total Restricted and Council Created Reserves	7,062	3,520	24,034
1,534,886	Total Equity			1,539,304

NOTE 6: Investments

Council and Consolidated

Budget 2004 \$000		Budget 2005 \$000
853	Sinking fund commissioners	0
853	Current Investments	0
4,804	Sinking fund commissioners	5,443
14,069	Shares and investments in other organisations*	14,069
18,873	Non-Current Investments	19,512
19,726	Total Investments	19,512

*Shares and investments in other organisations are comprised as follows:

	Number of shares	% Holding	Balance Date	Budget 2005 \$000
Hamilton Riverview Hotel Ltd (Novotel)	42	42.00	31 Dec	3,309
Hamilton Properties Ltd	1,000	100.00	30 Jun	0
NZ Local Government Insurance Co Ltd	202,729	3.17	31 Dec	361
Waikato Regional Airport Ltd	1,430,000	50.00	30 Jun	10,399
Total Shares and Investments in Other Organisations				14,069

NOTE 7: Term Debt

The city's debt has been issued in accordance with the Local Government Act 1974. 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

Budget 2004 \$000		Budget 2005 \$000
20,676	Payable no later than one year	17,718
5,585	Later than one, not later than two years	5,138
22,245	Later than two, not later than five years	26,676
67,367	Later than five years	79,698
115,873	Total Term Liabilities	129,230
20,676	Payable with one year	17,718
14,720	Less renewal loans to be raised	12,000
5,956	Current	5,718
109,917	Non-current	123,512
115,873	Total Term Liabilities	129,230

Under authority of the Local Government Act 1974 (Local Authority Loans Act 1956), sinking funds to the value of \$5.443m (2004, \$5.657m) are held to provide for the repayment of debt.

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 is projected to be \$15m at 30 June 2005 (2004, \$14m). If this is added to Council's net debt of \$123.787m (2004, \$110.217m) the overall net city debt at 30 June 2005 will be \$138.787m (2004, \$124.217m).



NOTE 8: 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. Surpluses or deficits on operation of the business units are transferred to relevant outcome areas.

Council and Consolidated		
Budget 2004 \$000		Budget 2005 \$000
Roads and traffic business unit		
1,805	Operating costs	1,826
	Less revenue:	
460	In-house professional services	620
1,340	Other revenue	1,197
5	Net (Surplus)/Deficit	9
Design services business unit		
2,271	Operating costs	2,462
	Less revenue:	
348	In-house professional services	380
1,917	Other revenue	2,113
6	Net (Surplus)/Deficit	(31)

NOTE 9: Commitments and Contingencies

Council and Consolidated		
Budget 2004 \$000		Budget 2005 \$000
Commitments		
4,000	Capital expenditure commitments	4,000
0	Non cancellable operating lease commitments	3,000
4,000	Total Commitments	7,000
Contingencies		
1,000	Loan guarantees ¹	1,000
0	Uncalled capital Waikato Regional Airport Ltd ²	10,800
400	Insurance claim excess and other claims	350
1,400	Total Contingencies	12,150

¹ Council is at times requested to act as Guarantor to loans raised by community organisations and sports clubs for the construction of facilities on reserve land.

² During May 2004 the shareholders of Waikato Regional Airport Limited (of which Council has a 50 per cent shareholding) authorised the company to issue 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 the next 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.

NOTE 10: Depreciation

Council and Consolidated

Budget 2004 \$000		Budget 2005 \$000
27,534	Depreciation	30,601
27,534	Total Depreciation	30,601

NOTE 11: External Consultants

Costs for external consultants (comprising legal and professional fees) have been included in the statement of financial performance.

Council and Consolidated

Budget 2004 \$000		Budget 2005 \$000
143	Chief executive's office	143
355	Community services	446
166	Corporate	197
151	Environmental services	160
137	Works and services	110
952	Total External Consultants	1,056

FEES AND CHARGES

The Council has reviewed fees and charges for the 2004/05 financial year. The changes to fees and charges affect the following services:

- Animal Care and Control
- Business Support
- Cemeteries and Crematorium
- Environmental Health
- Hamilton Gardens
- Hamilton City Libraries
- Planning Guidance
- Sports Areas
- Swimming Facilities
- Hamilton Theatre Services
- Waikato Events Centre
- Waikato Stadium
- Wastewater
- Water Supply
- Hamilton Zoo.

Full details of fees and charges are available on request from the Finance and Administration Unit, 1st floor, Council offices, Garden Place.



PROJECTS UNFUNDED

While the merit of the projects listed in the table below is recognised, the Council's financial resources do not allow these projects to proceed this year.

Some will be considered for funding in subsequent years, while for others, the Council will endeavour to find an alternative funding source or pursue partnerships with other organisations.

References identified in the Projects Unfunded table are:

SAP No. - Strategic Action Plan number C – capital expenditure on projects
M – operating and maintenance costs R – renewals

Unfunded Special and Capital Projects by Service

IN \$000'S UNFUNDED	SAP No	Type	Total Cost		
			2004/05 Yr 1	2005/06 Yr 2	2006/07 Yr 3
Cemeteries and crematorium					
	317.0	C		40	
	318.0	C			50
City parks					
	399.0	C	20		
Community development					
	320.0	C	12		
Economic development					
	321.0	M	100	100	100
	323.0	C	5350		
	325.0	M	5	5	5
Footpaths, cycleways and verges					
	328.0	C		40	410
	329.0	C	730		
Housing services					
	331.0	R			30
Stormwater network management					
	344.0	C		290	290
Strategic					
	345.0	M	20		
	345.1	M	5	5	5
	346.0	M	25		25
Swimming facilities					
	350.0	C	300		
	352.0	C	200		
	353.0	C	36	1200	
Hamilton theatre services					
	342.0	C	285		
Traffic services					
	359.0	C	1240		
	360.0	C		500	4500
Waikato Museum of Art and History					
	338.0	C	19	70	
	418.0	C	280	230	
	418.1	M	15	30	30
Westpac Park					
	365.0	C	500		
Hamilton Zoo					
	374.0	C			900
	492.0	C		45	
	494.0	C	155		
Total			9297	2555	6345

SUMMARY OF FUNDING AND FINANCIAL POLICY (VOLUME II)

The following table outlines the policies and statements that Hamilton City Council has adopted this year. Full versions of the policies and summaries are in the Community Plan 2004–14 (Volume II) – Funding and Financial Policy. Refer to the contents page for more information on places where you can look in Volume II.

Policy	Outline
Funding and Financial Policy	Sets out Council's policy parameters, targets and guidelines concerning the policies outlined below, and sets out the guidelines of how Council plans for, and acquires funds to finance its operations, and the projects and programmes planned.
Revenue and Financing Policy	Shows how Council's operational and capital expenditure will be funded or financed for each significant service, after taking into consideration a number of different factors.
Funding Impact Statement	Discloses the revenue, operational and capital expenditure requirements and financing mechanisms of Council. It also discloses in detail the rating system and funding sources for Council for 2004/05.
Investment Policy	Sets out how Council will manage its cash investments, trust funds, special and reserve funds, sinking funds and investment in shares and property, recognising that Council is a net borrower for the foreseeable future.
Liability Management Policy	Sets out how Council will manage its borrowing, funding and interest rate risks, recognising that Council is a net borrower for the foreseeable future. The policy guides Council on the specific borrowing limits and funding facilities, debt repayment parameters, credit exposure and foreign exchange risk management.
Rating Policy	<p>Sets out how Council will determine the setting and collecting of rates, types of rates, rate systems, differential rating, rating levels, and remission and postponement policies.</p> <p>In setting the budget for the 2004/05 year, Council has approved an overall increase in the total Council rate take of 4.30 per cent, with 1.79 per cent of this being payable by existing ratepayers. A change has also been made to the rating differential between property sectors.</p>
Rates Remission Policies	Sets out Council's criteria for remitting rates, which involves reducing the amount of rates owing or waiving collection of rates under certain circumstances.
Rates Postponement Policies	Sets out Council's criteria for postponing rates which involves the payment of rates that is not waived in the first instance, but delayed until a certain time, or until certain events occur.
Remission and Postponement of Rates on Maori Freehold Land	Sets out Council's criteria for remitting and postponing rates on Maori freehold land, which involves situations where there is no occupier, no economic or financial benefit capable of being derived from the land and there is no practical means of enforcing the rates assessed.
Significance Policy	Sets out how Council will decide on the significance of proposals and decisions. The policy guides Council on how to consult when making decisions of varying importance to the community. It also lets the community know what is expected in terms of consultation.
Partnerships with Private Sector Policy	Sets out Council's policy on committing resources to partnerships between Council and the private sector. It also guides Council on the circumstances Council will enter into partnership arrangements with private businesses, what conditions will be imposed and what consultation will take place.



Development and Financial Contributions Policy	Sets out how Council will determine the financial contributions to be taken from developers, to develop infrastructure and services to support the provision of services as the city develops and to mitigate the economic, environmental and community impacts of additional development in the city.
Appointment and Remuneration of Directors of Council Organisations Policy	Sets out an objective and process for the identification and consideration of skills, knowledge and experience required of directors of a Council organisation, and the appointment of directors and the remuneration of directors.
Freeholding of Council Domain and Municipal Endowment Leases Policy	Sets out the process Council will follow relating to the sale (freeholding) of Council domain and municipal endowment leases. It also sets out how Council will use the proceeds from the sales of such property.
Asset Management Plan Summary	Sets out summary information about Council's major assets based on asset management plans prepared in 2003.

SALE OF MUNICIPAL ENDOWMENT INVESTMENT PROPERTIES

Council holds commercial investment properties listed in the table below, which were acquired by Council with funds from the Municipal Endowment Investment Fund to provide revenue for the general purposes of the district of Hamilton City Council. Council may dispose of any individual property listed in the table below at any time to take advantage of market conditions or commercial opportunities as and when they may arise and the proceeds shall be reinvested in the Municipal Endowment Investment Fund. Such disposals shall be effected in accordance with the relevant provisions of the Local Government Act 2002 at current market value based on independent valuation.

MUNICIPAL ENDOWMENT INVESTMENT FUND PROPERTIES

Property Reference	Property Address	Legal Description	Land Area
21100	354 Victoria Street BNZ Building	Lot 2 DPS 80554	4459m ²
21300	455 Te Rapa Road National Bank, Te Rapa	Lot 1 DPS 26345	1465m ²
21400	445 Victoria Street Beggs Wiseman Building	Lot 1 DPS 15240	276m ²
21600	32 Kaimiro Street Steel Tube Building	Lot 1 DPS 76960	1.46ha
21700	49 Foreman Road Carter Holt Harvey Building	Lot 2 DPS 88522	1.7ha
21900	378 Avalon Drive Allied Building	Lot 4 DPS 91882	7655m ²
20027	58 Masters Avenue Masters Avenue Shops	Lots 11 & 12 DPS 8656	417m ²



GLOSSARY OF TERMS (Raarangi Kupa)

Agenda 21

Agenda 21 is the title of a document that resulted from the 1992 Rio Earth Summit. Agenda 21 is a global plan for sustainable development in the twenty-first century, and recognises that global issues need to be addressed at the local level—hence the expression think globally, act locally.

Annual Residents Survey

This survey is Council's key barometer of gauging community opinion on use and satisfaction with Council provided facilities and services, overall attitudes and community needs and priorities. An independent research company conducts the survey annually.

Asset Management Plans

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

Capital Expenditure

Expenditure on assets: purchase, construction or upgrading.

Carriageways

The part of roads intended for vehicles to travel on.

Central Business District (CBD)

The main commercial and retail centre of Hamilton.

Community Outcomes

Section 5 of the Local Government Act 2002 defines community outcomes in relation to a district as meaning:

- The outcomes for that district that are identified as priorities for the time being through a process under section 91; and
- Any additional outcomes subsequently identified through community consultation by the local authority as important to the current or future social, economic, environmental, or cultural well-being of the community.

Some of the factors that influence a community outcome may be outside Council's control.

Consultation

Consultation is a key term in the Local Government Act 2002 and is imbedded within the planning of the Long-Term Council Community Plan process. A definition of consultation being used by other local authorities in New Zealand is that consultation is the dialogue that precedes decision-making. Consultation can be described as a genuine exchange of information, points of view and options for decisions between affected and interested people and decision-makers before a decision has been made.

Current Assets

Assets that can be readily converted to cash, or will be used up during the year.

Depreciation

The charge representing consumption or use of an asset assessed by spreading the asset cost over its estimated economic life.

Direct/Indirect Benefits

Direct benefits are what people get out of a service they pay for. For example, enjoying a visit to the zoo. Indirect benefits are what the community or city gets out of having those services provided.

District Plan

The Hamilton City District Plan is a legal document prepared under the Resource Management Act 1991 (RMA). The district plan defines the way in which the city's natural and physical resources will be managed to achieve the purpose and principles of the RMA. The plan provides a framework of resource management policy and implementation methods to manage the effects of the use, development or protection of land and associated natural and physical resources in the city.

Funding and Financial Policy (FFP)

The Funding and Financial Policy sets out the guidelines of how Council plans for, and acquires funds, to finance its operation, and the projects and programmes in the Community Plan.

Financial Management Policy (FMP)

The former Local Government Act 1974 required Council to produce a Financial Management Policy, which set out the guidelines of how Council planned for, and acquired funds, to finance its operation, and the projects and programmes in the Annual Plan. Council's Long-Term Financial Strategy underpinned the Financial Management Policy and set out Council's projects and programmes, and the means by which they would be funded over the next 10 years. The new Funding and Financial Policy has replaced the Financial Management Policy under the new Local Government Act 2002.

Goal

A long-term organisational target or direction of development. Goals state what the organisation wants to accomplish or become.

Infrastructural Assets

These are essential services such as water, stormwater, wastewater and roading. They also include associated assets such as pump stations, treatment plants, street lighting and bridges.

Joint Venture

A form of arrangement in which there is a contractual association, other than a partnership, between two or more parties to undertake a specific business project.

Levels of Service

The standard to which services are provided, e.g., speed of response times to information requests, the standard of the stormwater drainage system to prevent incidents of surface water flooding, etc.

Local Authorities

A local authority is either a regional council or a territorial authority whose role is to put into effect the purpose of local government and to perform specific duties and exercise rights conferred to it from central government. A territorial authority is a city council or a district council. There are 86 local authorities in New Zealand, of which there are 74 territorial authorities and 12 regional councils.

Local Government Act 2002 (LGA)

The Act of Parliament that legally defines the powers and responsibilities of all territorial local authorities. The purpose of this new Act is to provide for democratic and effective local government that recognises the diversity of New Zealand communities through: providing a framework; promoting accountability; and providing for local authorities to play a broad role in promoting the social, economic, environmental and cultural well-being of their communities, taking a sustainable development approach.

Long-Term Council Community Plan (LTCCP)

The new Local Government Act 2002 requires Council to adopt a Long-Term Council Community Plan, which is to be the key accountability and planning document for Council activity. It covers a period of 10 years, and requires extensive community consultation, the identification of community outcomes and priorities, and the establishment of monitoring and review mechanisms.



Objective

A measurable target that must be met on the way to attaining a goal.

Operating Surplus

Operating surplus is an accounting term that means the excess of operating income over operating costs. An operating surplus is inclusive of non-cash items such as income and expenditure owing but not paid (debtors and creditors) and depreciation.

Outcome Area

Key areas in the Community Plan 2004–14 that encapsulate the community's vision for a more sustainable city. The six outcome areas are: Sustaining Hamilton's Environment; Growing Hamilton; Promoting Hamilton; Experiencing Arts, Culture and Heritage in Hamilton; Living in Hamilton; and Enjoying Hamilton. Council's annual plan is also arranged under these six areas.

Partnerships between Council and the Private Sector Policy

Section 107 of the new Local Government Act 2002 requires Council to introduce a policy on partnerships between Council and the private sector. The policy must state Council's policies in respect of the commitment of its resources to partnerships between Council and the private sector. The focus of this policy is on commercial relationships with entities engaged in trading activities undertaken for the purpose of making a profit.

Performance Measure

Performance measures provide a way to gauge the achievement of the objectives.

Resource Management Act 1991 (RMA)

The Resource Management Act 1991 (RMA) is the core of the legislation intended to help achieve sustainability in New Zealand. By bringing together laws governing land, air and water resources and concentrating on the environmental effects of human activities, the Resource Management Act introduced a new approach to environmental management. The Act's purpose is to promote the sustainable management of natural and physical resources.

SAP (Strategic Action Plan)

A Strategic Action Plan (SAP) is a specific project or programme that forms part of Council's Revenue and Finance Policy (refer to the Funding and Financial Policy 2004–14 in Volume II of the plan). SAPs can be for capital (c), operating and maintenance (m) or renewal (r).

Service

Those areas of Council activity within a significant service where it is helpful to break down the significant service to a lower level.

Significance Policy

Section 90 of the new Local Government Act 2002 requires councils to adopt a significance policy that sets out conditions that ascertain the significance of proposals and decisions. Councils will have special consultative obligations to comply with when decisions or proposals are deemed to be significant.

Significant Service

The cost centres of Council that are classified under each Outcome Area.

Solid Waste

Waste products of non-liquid or gaseous nature, e.g., building materials, used packaging, etc.

Special Consultative Procedure

The Special Consultative Procedure (SCP) is a formal consultation process defined in the Local Government Act 2002 that sets out a series of steps that a local authority must follow when consulting on particular types of decisions.

Sustainable Development

Sustainable development is the cornerstone of Agenda 21 and can be interpreted as providing the following:

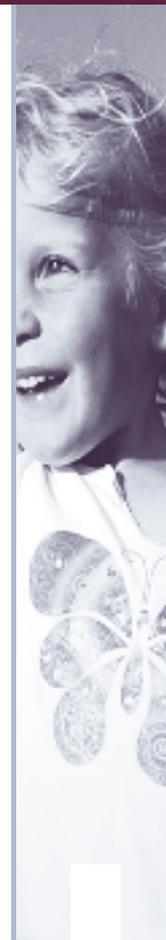
- a viable natural environment capable of supporting life systems, now and in the future
- a sufficient economy that provides sustainable livelihoods for all
- nurturing communities that provide opportunities for meeting social, cultural and spiritual needs.

A report from the Office of the Parliamentary Commissioner for the Environment notes that sustainable development can be thought of as 'Getting more, from less, for longer'.

The concept of sustainable development is now an integral part of the Local Government Act 2002.

Vision, goals and purpose

Conveys the function and purpose of Hamilton City Council. It includes why the organisation exists and what it seeks to accomplish.



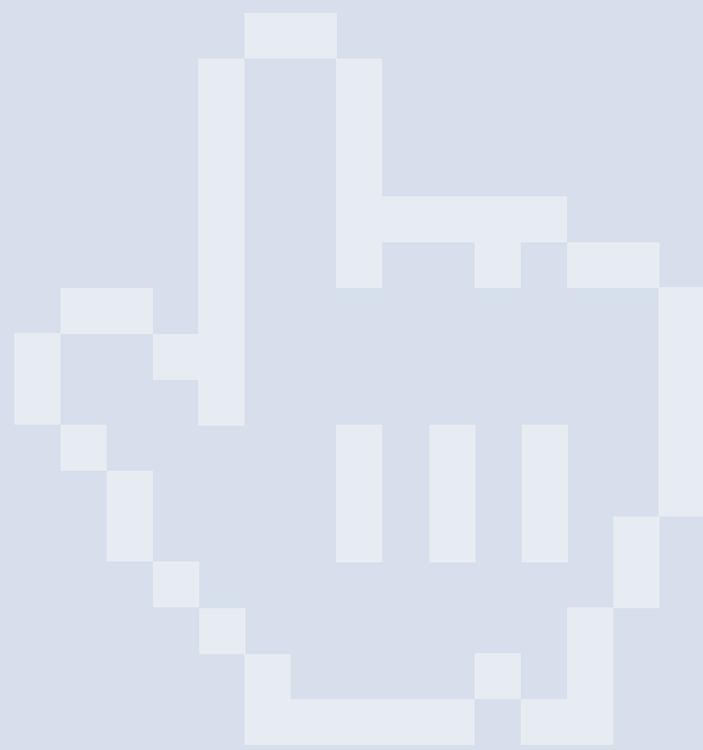




www.hcc.govt.nz/communityplan/

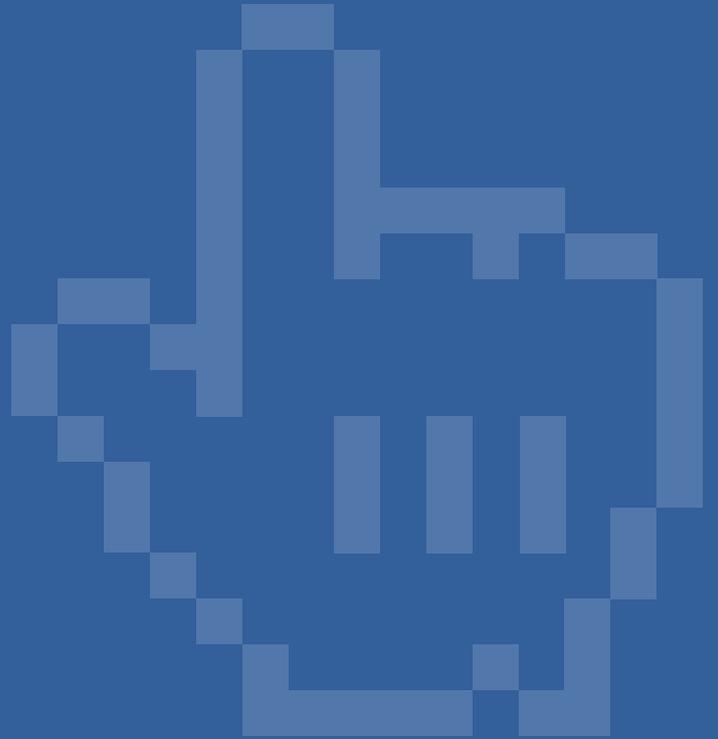
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A VISION FOR OUR CITY





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Hamilton City Council

Te kaunihera o Kirikiriroa