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1.0 INTRODUCTION TO THE 2006–16 LONG-TERM PLAN

1.0 INTRODUCTION TO THE 2006–16 LONG-TERM PLAN

(KUPU WHAKATAKI MO NGA TAU 2006–16 MO TE TIROHANGA WHANUI)

1.1 Welcome

Welcome to Hamilton City Council's second Long-Term Plan which is called 'Council's 2006–16 Long-Term Plan'. Council's first Long-Term Plan under the Local Government Act 2002 (known as Hamilton's Community Plan 2004–14) was in force for the two-year period 1 July 2004 to 30 June 2006. The 2006–16 Long-Term Plan covers the 10-year period 1 July 2006 to 30 June 2016 and is a requirement of the Local Government Act 2002 (LGA 2002).

The LGA 2002 came into force on 1 July 2003 and provides the framework for the development of Council's 2006–16 Long-Term Plan.

The purpose of this Act is to provide for democratic and effective local government that recognises the diversity of New Zealand communities. The LGA 2002 also:

- provides a framework and powers for local authorities to decide which activities they undertake and the manner in which they will undertake them
- promotes the accountability of local authorities to their communities
- provides 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.

The LGA 2002 states that the purpose of local government is to:

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

Council's 2006–16 Long-Term Plan comprises two volumes:

Volume I (this volume) contains:

- Changes to the Long-Term Plan resultant from the submission process
- The Mayor and Chief Executive's Overview
- Highlights of projects and programmes over the next 10 years

- Social and economic trends in the city
- Council's new Strategic Framework for the city
- Hamilton's Community Outcomes and how they will be monitored
- The Treaty of Waitangi and Council's partnership with Maori
- Council's elected members, committee structure and roles
- The organisation, its structure and how it operates
- Council's 25 significant services – their primary contribution to Hamilton's Community Outcomes; their service level provision; the reason for providing the significant service; guiding legislation, plans and documents; a selection of key projects and programmes; any significant negative effects that could occur as a result of providing the significant service; and key performance measures and targets that are regarded as important to maintain and enhance the intended levels of service
- The Financial Section for 2006–16 comprising the financial overview, and financial statements for the 10-year period of the Long-Term Plan.

Volume II contains:

The Funding and Financial Policy 2006–16, which sets out the guidelines of how Council plans for and acquires funds to finance its operation, and the projects and programmes in the Long-Term Plan. It also sets out Council's policy parameters, targets and guidelines concerning a number of policies. The Funding and Financial Policy contains the following policies and summaries:

- Revenue and Financing Policy
- Other Financial Policies and Long-Term Plan Assumptions
- Investment Policy
- Liability Management Policy
- Rating Policy
 - Rates Remission Policies
 - Rates Postponement Policies
 - Remission and Postponement of Rates on Maori Freehold Land Policy
- Funding Impact Statement
- Significance Policy
- Partnerships with the 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

- Activity Management Plan Summary
- Summary Assessment of Water and Other Sanitary Services
- Summary of Hamilton City Council's Waste Management Plan
- Appendices, including the full list of costed projects and programmes that Council proposes to undertake over the 10-year period of the Long-Term Plan.

Copies of Volume I and II of Council's 2006–16 Long-Term Plan can be obtained from the main Council office in Garden Place or any branch of Hamilton City Libraries. You can also view/download a copy from Council's website www.hamilton.co.nz/LongTermPlan. Alternatively you can order a copy by contacting the Strategic Group on 838 6810 or emailing strategic@hcc.govt.nz.

1.2 What is Council's 2006–16 Long-Term Plan?

Under the Local Government Act 2002 Council is required to produce a Long-Term Plan. This is Council's primary long-term planning document that outlines its contribution to Hamilton's development over the next 10 years.

As noted previously, Council's first Long-Term Plan (known as Hamilton's Community Plan 2004–14) was in force for the two-year period 1 July 2004 to 30 June 2006. All councils in New Zealand are required to produce a Long-Term Plan for the period 1 July 2006 to 30 June 2016. The Long-Term Plan must then be reviewed every three years. Council's 2006–16 Long-Term Plan includes Council's new Strategic Framework for the city, a new set of community outcomes for Hamilton, the identification of the community outcomes that Council's main activities primarily contribute to, and a list showing a number of costed projects and programmes (that are inflation adjusted – refer Section 4.16) that Council proposes to undertake over the next 10 years.

1.3 What is Council's City Strategic Framework?

Council has developed a new Strategic Framework for Hamilton which builds on the components outlined in its March 2005 Vision for the city – Vibrant Hamilton. The framework will:

- provide a focus for Council's planned direction for the city's development
- provide a mechanism to integrate Council's plans and policies
- communicate Council's direction to other key stakeholders and enable them to align their strategic planning with Council's Vision.

The Vision contained in the Strategic Framework comprises three key strands. Each strand highlights a series of statements of strategic intent that outline Council's Vision for planning and managing the city's ongoing sustainable development.

The Strategic Framework's three strands and their accompanying introductions are shown below.

Strand A: Investing in Our People

Hamilton is a diverse city of many cultures, ages, and backgrounds. Our vision is to build a city that celebrates our diversity, building strong communities which excites us to achieve great things.

Strand B: Creating Identity and Prosperity

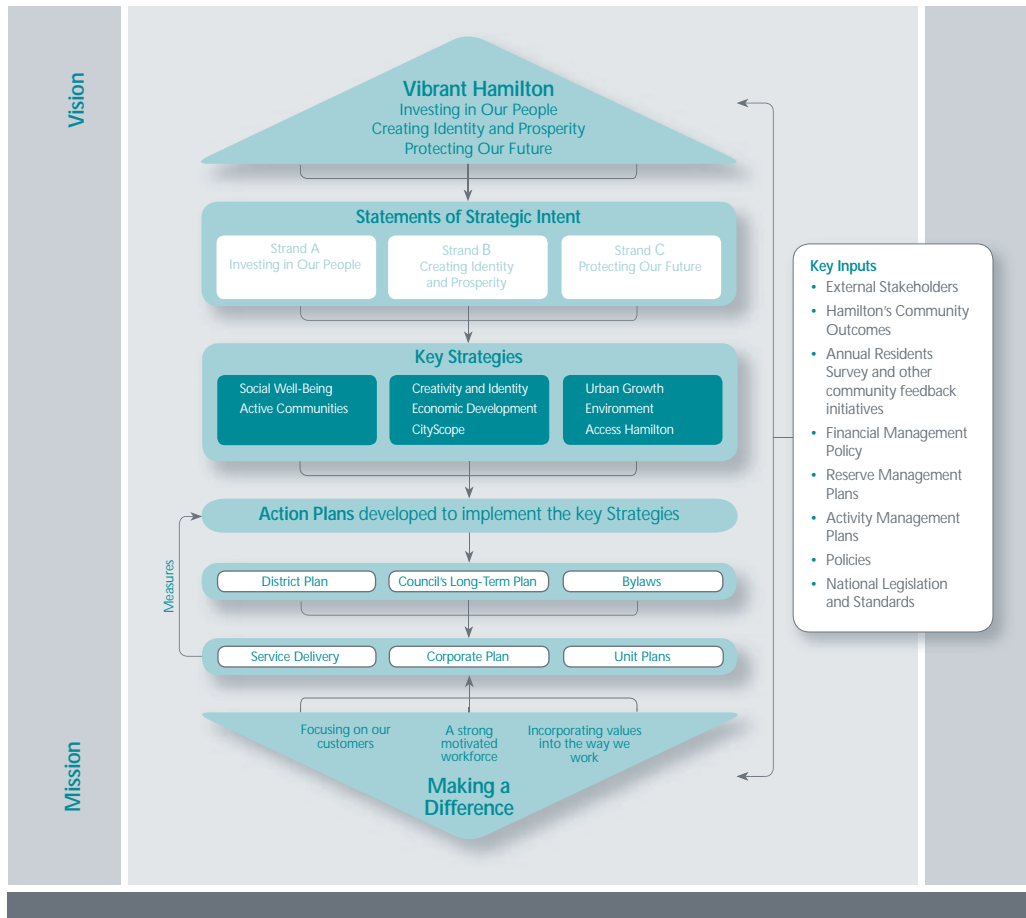
Hamilton is a city that is making its mark on the political, social, cultural, and economic maps of New Zealand. Our vision is for a place of entertainment, celebration, and culture, enabled by a sharp and wealthy economy built on the city's strategic advantages, innovation, and entrepreneurial spirit.

Strand C: Protecting Our Future

Hamilton is a city experiencing rapid and sustained growth. Our vision for the city is to see development achieved sustainably, efficiently and creatively. Good planning today will benefit the city of tomorrow.

The relationship of Council's Vision to its key plans and policies is outlined in the following diagram. The vision will also be influenced by a range of key external inputs including Hamilton's Community Outcomes, other community feedback, and national legislation.

RELATIONSHIP OF THE CITY STRATEGIC FRAMEWORK TO COUNCIL'S KEY PLANS AND POLICIES



Note: Section 6.0 provides more detail on Council's new Strategic Framework for Hamilton.

1.4 What are Community Outcomes?

The Local Government Act 2002 requires local authorities to get their local communities thinking about long-term priorities for the city that people want to

work towards over the next 10 years. 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). Community outcomes then can be thought of as the things the community thinks are important for its well-being and for Hamilton's future, i.e., the community's goals. The community outcomes and the processes required to work towards them will serve as decision-making inputs for Council and other organisations when undertaking their activities and when planning for the city's overall and ongoing sustainable development.

Note: Section 7.0 outlines the community outcomes for Hamilton, the process used in their development, how they will be used, and how the city's progress towards them will be monitored.

1.5 What about the Annual Plan?

Council is still required to produce an Annual Plan in the two intervening years between each three-yearly Long-Term Plan.

The purpose of the Annual Plan is to:

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

The Annual Plan provides the accountability base for the setting and assessing of rates for that year (rates cannot be set until the Annual Plan has been adopted).

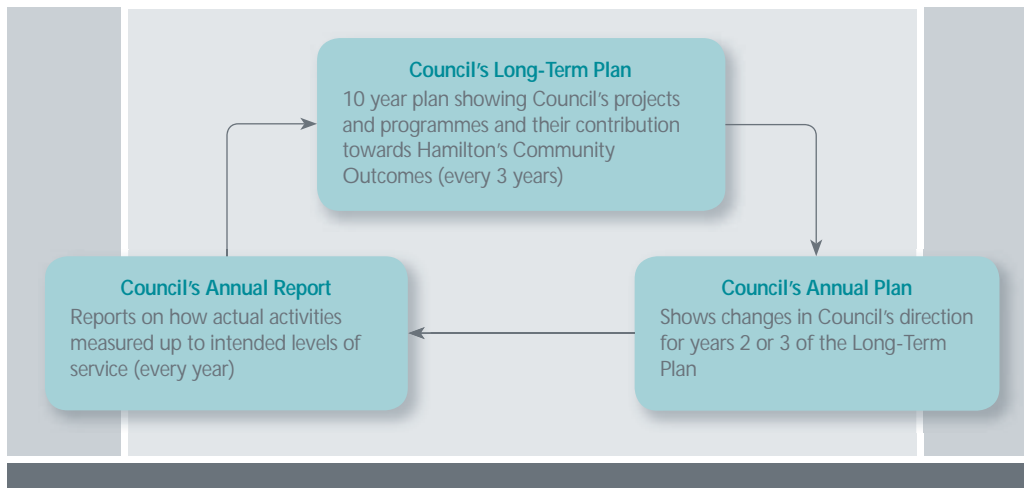
The Annual Plan's primary focus is on financial matters in the year to which it relates and not on the role, scope, service levels and priority of Council's activities. These wider matters are dealt with through the preparation and adoption of Council's Long-Term Plan (produced every three years), and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

1.6 And the Annual Report?

Council is still required to produce an Annual Report at the completion of each June financial year. The Annual Report shows how the actual activities, services and performance of Council measured up to the intended levels of service and performance as set out in a specific year of the Long-Term Plan or the Annual Plan.

The relationship of Council's 2006–16 Long-Term Plan to the Annual Plan and Annual Report is shown in the following diagram.

RELATIONSHIP OF COUNCIL'S LONG-TERM PLAN TO THE ANNUAL PLAN AND ANNUAL REPORT



Note: Further information on Council's key plans and policies can be found in Council's Governance Statement (known as mycouncil 2005). This publication guides people through how Council is structured and how it works with its communities to make decisions for the future of Hamilton.

You can pick up a copy of mycouncil 2005 from the main Council office in Garden Place, any branch of Hamilton City Libraries, or contact the Strategic Group on 838 6810 (or email strategic@hcc.govt.nz). The publication is also on Council's website: www.hamilton.co.nz/mycouncil.



2.0 MAYOR AND CHIEF EXECUTIVE'S OVERVIEW



2.0 MAYOR AND CHIEF EXECUTIVE'S OVERVIEW

Hamilton is in the midst of a substantial growth phase in which it is emerging as a sophisticated metropolitan city. Council's 2006–16 Long-Term Plan provides a blueprint for the exciting development of Hamilton over the next 10 years. The plan is based on predicted growth of 11,000 new homes and a population increase of around 28,000 people over the next 10 years. This plan is distinct from its predecessors in that it both responds to and drives city growth with greater balance and flexibility.

Another first in this budget is the inclusion of an inflation adjustment in the financial estimates, which results in a cumulative impact of \$108m (a 24 per cent increase) in costs over the 10-year period.

To address the issue of the cost of funding growth, the Development and Financial Contributions Levy introduced in July 2005 will generate \$232.417m income over the next 10 years. Council has also agreed on a further debt repayment programme that will eliminate an additional \$1.8m per year of debt above the existing debt repayment levels, beginning in the 2009/10 financial year.

The plan outlines various changes to Council's rating system. An adjustment to the rates rebate scheme will enable greater eligibility for those experiencing financial hardship to claim a rates rebate. Council has also fixed anomalies in the rating system. Over a number of years, some commercial properties sitting as vacant land have been under-rated. Council will now charge these properties at the full commercial/industrial rate. Council is also removing rates discounts to several rating categories to ensure there are no inconsistencies in the Rating Policy from the 2007/08 rating year.

Rate increases over the 10-year period to existing ratepayers average just over 2 per cent above the CPI (Consumer Price Index), including additional Access Hamilton targeted rates in 2008/09, 2010/11 and 2011/12.

Some of the major developments planned for Hamilton over the next 10 years include the City Design Strategy – implementation of CityScope, the CBD Upgrade (\$25.845m) and the Access Hamilton transport strategy (\$195.299m). Access Hamilton projects include the E1 east Hamilton arterial route (\$48.066m – including land purchase), Wairere Drive (\$71.973m), River Road commuter car park (\$11.77m), bus infrastructure (\$806,100) and the development of city walkway and cycleway systems (\$15.92m).

Other key projects include major roading projects for the growth cells in Rotokauri (\$103.538m) and Rototuna (\$83.020m), redevelopment of Claudelands Events Centre which includes the new conference centre (\$17.324m) and a proposed 5000-seat indoor stadium (\$26.437m), land purchases for reserves (\$48.661m),

a new library (\$17.756m) and pool complex (\$15.616m) in the northeast sector, wastewater treatment plant upgrade (\$15.101m) and water treatment station upgrade (\$21.641m).

Provision has also been made in the Long-Term Plan to progress the Rotokauri, Rototuna and Peacocke growth cells. Council is providing for the initial development of around 500 sections in the Peacocke area commencing in 2008, four years ahead of the previously programmed start date. Council will be revisiting future growth in the Peacocke area at the review of the next Long-term Plan in three years time.

With a focus on growing the events dimension of the city Council has increased the Events Sponsorship Fund and secured, subject to resource consent, the Australian V8 Supercars Streetrace event as well as the World Rally Championships and is host city for the World Rowing Championships in 2010.

The 2006–16 Long-Term Plan was finalised on 13 June 2006 following a consultation and submission period which drew a strong response. Council received 202 written submissions to its Proposed 2006–16 Long-Term Plan of which 94 submitters made a verbal presentation in support of their submission. Council adopted its Long-Term Plan on 30 June 2006 with a clear opinion from Audit New Zealand.

Council extends its thanks to those who made a submission to its Proposed 2006–16 Long-Term Plan. The key changes made to the Long-Term Plan as a result of the submission process are outlined in Section 3.0. These include provision for upgrading The Meteor theatre, additional funding for ongoing development of Hamilton Gardens, a contribution towards the construction of an indoor tennis facility at Lugton Park and the design and conditional part-funding for construction of a hydrotherapy pool at Waterworld. Council has also made funding provision for a five hectare residential subdivision at Waiwhakareke Lake that showcases environmentally sustainable design and initiatives.

Council's website www.hamilton.co.nz/longtermplan includes a digital copy of the 2006–16 Long-Term Plan.



Hamilton City Council

Michael Redman
HAMILTON MAYOR

Tony Marratt
CHIEF EXECUTIVE



2.0 TE TIROHANGA WHANUI O TE KOROMATUA ME TE KAIWHAKAHAERE MATUA

Kei te pakari haere te taone nui o Kirikiriroa, ko te mutunga ake he taone matua tuatu ki ngetehi atu. Ko Te Tirohanga Whanui o Kirikiriroa 2006–16 hei whakatakatoranga kaupapa motuhake mo nga tau tekau nga tau e heke mai nei.

Kei te titiro whakamua ki nga piki o nga whare hou 11,000 me nga tangata hoki, 25,000 mo nga tau tekau te tau e heke mai nei. No reira, he rereke teneki kaupapa ki nga kaupapa no mua atu, no te mea he whakautu ki te tipuranga o te taone, ki nga mana orite, ki nga ngohengohe.

He mea hou ano, e uru ana he ekenga o te wariu e whakatikaina ki roto ki whenei ahuatanga, te mutunga iho \$108 miriona taara, 24 pai heneti mo nga tau tekau ranei.

Ka tuhi mai te kaupapa putea nama, a, kei te tirohia e te whakapakari whaiputea take mai te marama o Hurae 2005 \$232.417m nga moni i whakapau mo nga tau tekau te tau. E whakaae ana te kaunihera te whakautu te whakakore ranei whenei ahuatanga i te \$1.8 miriona ia tau, timata ai 2009/10 tau putea.

He rereke nga mahi o te kaunihera ki te taha reeti. Tuatahi, mama noa iho te whakautu nga reeti mehemea he rawakore koe, tuarua ma te kaunihera e kohikohiko ki runga i te reeti. I nga tau kua pahure, i watea ngetehi o nga whenua, ki runga i teneki ahuatanga ka piki te utu mo whena, mo whera whenua, kotahi tau noa iho te tuku whakaaturanga.

Kei te tangohia e te kaunihera te hekenga utu, no te mea kia kore e raru te reeti take whakahaere mo nga tau 2007/08.

Ko nga pikinga o nga reeti mo nga tekau tau mai ia tangata 2 pai heneti ki runga i te CPI (Consumer Price Index) tapiri atu ki te putanga o Kirikiriroa i nga tau 2008/09, 2010/11, 2011/12 nga tau.

Anei ngetehi o nga kaupapa e haere ake nei mo nga tau tekau raka. Ko te rautaki o te taone nui – Cityscope, ko te CBD whakapai ake (\$25.845m), ko te rautaki putanga hari waka (\$195.299m). Ko ngetehi ano, E1 tairawhiti huarahi (\$48.066m me ona whenua),

Ko te huarahi o Wairere (\$71.973m), ko te whare mau waka ki River huarahi (\$11.77m), ko te pakiaka o nga paahi (\$806,100) me nga waahi hikoi, waahi eke pahikara (\$15.92m).

Ko ngetehi kaupapa ano, ko nga huarahi matua ki Rotokauri (\$103.538m) Rototuna (\$83.020m) Te Tauwhainganga o Claudelands (\$17.324m) me nga turu 5000 taiwhanga hakinakina, (\$26.437m), te hoko whenua (\$48.661m) he whare pukapuka hou (\$17.756m), he puna wai kaukau (\$15.616m), te waahi tuku waikino (\$15.101m) te waahi tuku waiora (\$21.641m).

Ko nga tikanga ake e tapiri ana ki te Tirohanga Whanui kei te haere tonu ki Rotokauri, Rototuna me Peacocke. Ma te kaunihera e whakatinanatia e nga whare hou 500 timata a te tau 2008 te tau, wha tau i tomua nga tau e tirohia ana. Ma te kaunihera e ata tirohia ki whenei kaupapa te tipuranga ki roto i teneki waahi a Peacocke mo nga tau e toru nga tau.

Kei te piki ake nga tauwhainganga mo teneki taone nui, ma te kaunihera e neke atu nga putea mo whenei tu ahuatanga ki raro i te whakaaetanga rawa. Ko te Ahitereiria V8 Supercars huarahi tauwhainganga tetehi kaupapa nui mo teneki taone mo nga tau whitu te tau e uru atu \$175m putea. Ma te kaunihera e tonohia nei mo te whakaaetanga rawa, ma tetehi atu roopu e ata tirohia e te kaupapa nei, tapiri atu ko nga whiriwhiri korero ki te iwi nui tonu.

Ma te kaunihera ano e mau ana te manaaki te tautoko hoki te hui reihī waka mo nga topito katoa o te ao te tau 2010 te tau ki Aoteroa nei.

I te 13 o Hune 2006 e tutuki pai Te Tirohanga Whanui mai nga hui whakawhiti korero, tuku tuhi tuhi hoki. Kua whiwhi 202 nga tuhituhi 94 nga korero a waha kanohi ki te kanohi. E Whakamanahia e te kaunihera Te Tirohanga Whanui i te 30 o Hune 2006 mai Te Tari Taatari Kaute.

No reira nga whakawhetai ki nga tangata e tuku tuhituhi mo Te Tirohanga Whanui 2006–16. Ko nga hua e puta mai kei roto i te wahanga tuarua wheera i te whakapai whare tapere 'Meteor', nga mara o Kirikiriroa, he whare teenehi ki te paaka Lugton, he puna waiora ki Waterworld. Ma te kaunihera ano hei hanga putea mo te whenua ki Waiharakeke e whakaatu nei nga painga, nga raw o te taiao.

Ko te ipu kainga www.hamilton.co.nz/longtemplan me te kape o Te Tirohanga Whanui 2006–16 kei konei.



Michael Redman
KOROMATUA O KIRIKIROA



Tony Maryatt
KAIWHAKAHAERE MATUA

2.1 The Long-Term Plan's Strategic Direction

Hamilton is a growing and vibrant city, as evidenced by the 10,400 additional residents gained between 2001 (121,000) and 2005 (131,400). Council projects that just on 159,600 people will live in Hamilton by 2016. Business growth has also increased significantly over recent years (from 8970 businesses in 2001 to 10,693 businesses in 2005) and is anticipated to continue. Such growth requires Council to plan for and carefully manage the city's social, economic, environmental and cultural development through the provision of a range of projects and programmes.

Council maintains around \$1.9 billion of public infrastructure and property assets to enable the provision of a range of services to the community. This includes property, recreational facilities, roading and parking, stormwater, wastewater, waste management and water assets. Projected expenditure over the next 10 years is \$3 billion, of which special capital projects account for \$1.1 billion. Through this Long-Term Plan, Council is taking a lead role in ensuring that the city is well positioned to capitalise on opportunities offered through Hamilton's continuing growth. This plan is distinct from its predecessors in that it both responds to and drives city growth with greater balance and flexibility. One of the critical issues facing the city is managing the implications and costs associated with urban growth. Council has had to balance the costs of providing for future urban growth with managing existing facilities and services on a day to day basis. In addition, Council is also facilitating the progression of Hamilton into a metropolitan city with all of the core infrastructure, community facilities and events expected of a modern city.

Council has taken a financially prudent approach in developing the projects and programmes that form the basis of this plan. Council has balanced the rate increases across the 10-year period with debt, taking into account the overall affordability of the programme of works.

Council's proposed capital expenditure programme in the first five year period of this Long-Term Plan reflects major works associated with urban growth, a focus on key transport projects and major projects associated with progressing Hamilton into a metropolitan city. All urban growth projects will be partially or fully funded by development and financial contributions. Existing asset renewal and refurbishment projects are budgeted to increase over the 10-year period of the Long-Term Plan in line with the projected growth of the city.

Proposed rate increases over the 10-year period to existing ratepayers average just over 2 per cent per annum above the CPI (Consumer Price Index), including additional Access Hamilton targeted rates in 2008/09, 2010/11 and 2011/12. These increases are considered reasonable given Council's planned comprehensive work

programme. The programme includes the operation and maintenance of existing infrastructure as well as the addition of key signature projects (e.g., redevelopment of the Claudelands Events Centre) to meet the city's projected growth levels.

Debt is projected to increase from \$244m in 2006/07 to \$560m in 2015/16 largely due to costs associated with the infrastructure required to facilitate new urban growth, major transport projects and key signature projects for the city. Council has split this debt into two categories to identify debt that will be funded from the development and financial contributions separately from Council funded debt (i.e., funded from Reserves, Access Hamilton and general rates). Council has also agreed on a debt repayment programme that will eliminate an additional \$1.8m per year of debt above the existing debt repayment levels, beginning in the 2009/10 financial year. The projected debt levels throughout the plan's period remain within Council's new debt performance targets and are considered to be affordable. Council anticipates, based on current estimates, that the level of growth can be sustained and that revenue from development and financial contributions will be sufficient beyond the 10-year period to fund growth related debt.

Council acknowledges that the 2006–16 Long-Term Plan is based on the assumption of continuing growth and that these assumptions may change. Such changes may influence the financial projections of the Long-Term Plan in regards to affordability, funding sources and expenditure. If Council considers that this balance is compromised, the programme of works, levels of service, rates, and projected debt levels outlined in this Long-Term Plan may be amended through subsequent annual plans and at each three-yearly review of the Long-Term Plan.

3.0 CHANGES TO COUNCIL'S 2006–16 LONG-TERM PLAN AS A RESULT OF THE PUBLIC SUBMISSION PROCESS (NGA PUTA KE MO TE TIROHANGA WHANUI 2006–16 MAI I NGA HUA O TE IWI WHANUI)

Council's Proposed 2006–16 Long-Term Plan was open for public submissions between 31 March and 12 midday on 1 May 2006. Council received 202 written submissions to its Proposed 2006–16 Long-Term Plan. Of these, 94 submitters made a verbal presentation in support of their submission to the mayor and councillors at the public hearings, which were held on 23–25 May 2006. Most of the 202 submissions were posted, with the majority using the freepost submission form included in the summary of Council's Proposed 2006–16 Long-Term Plan (delivered to all Hamilton households in the April/May edition of City News). In addition, 25 used the online submission form on Council's website, 15 submissions were faxed and 13 were submitted via email.

Some of the main issues raised in the submissions process included:

SUBMISSIONS RECEIVED BY CATEGORY

| Submission Category | Percentage | Number |
|--|------------|------------|
| Transport | 20.8 | 42 |
| Rates/Financial | 13.4 | 27 |
| Parks and Gardens/Recreation | 9.9 | 20 |
| City Growth | 9.4 | 19 |
| Hydrotherapy Pool | 8.9 | 18 |
| Economic Development | 6.4 | 13 |
| Hamilton Gardens/Pavilion | 6.4 | 13 |
| Community Development | 5.4 | 11 |
| Request for Funding | 4.5 | 9 |
| Claudelands Development | 4.5 | 9 |
| Development and Financial Contributions Policy | 3.5 | 7 |
| CBD Upgrade | 2.5 | 5 |
| Other | 4.5 | 9 |
| Total | 100 | 202 |

The following is a summary of key changes to Council's projects and programmes in the final Long-Term Plan (grouped under the three strands of the City Strategic Framework) as a result of the public submission process and recent Council decisions.

Note: All figures shown in Section 3.0 are prior to inflation adjustment. Further references in the Long-Term Plan have been adjusted for inflation.

City Strategic Framework: Strand A – Investing in Our People

North-East Sector Pool

Funding provision of \$500,000 (part of the specification design stage) for the North East Sector Pool will be transferred from 2008/09 to 2011/12.

Playground Equipment

Funding provision of \$35,000 for playground equipment at Elliott Park will be brought forward from 2011/12 to 2007/08.

Funding provision of \$35,000 for playground equipment at Wiltshire Drive



Park (in the St James subdivision) will be brought forward from 2008/09 to 2006/07.

Parks and Gardens – Hamilton Gardens

Capital funding of \$32,000 in 2007/08 will enable the completion of the Char Bagh Garden at Hamilton Gardens.

Capital funding of \$64,800 per annum from 2010/11 to 2013/14 will also be provided for the development of the Fantasy Gardens (tropical, mythological and green egg gardens) in the enclosed sector at Hamilton Gardens.

Additional funding of \$108,000 in 2006/07 is provided for the Hamilton Gardens Information Centre and staff facilities project.

Funding provision of \$17,900 per annum (commencing 2006/07) will be made available for Council to take over the operation and maintenance of the Permaculture Garden at Hamilton Gardens.

Charging Tour Groups Visiting Hamilton Gardens

Council staff will investigate and report to Council by December 2006 on the feasibility and implications of charging tour groups for visiting Hamilton Gardens.

Hydrotherapy Pool

Funding provision of \$180,000 will be made available in 2006/07 for the design of a hydrotherapy pool to be located at Waterworld.

Council will contribute up to 33 per cent (\$590,000) of the capital funding required to construct a hydrotherapy pool in 2011/12 conditional upon Waikato District Health Board at least matching Council's financial contribution. The balance of the construction costs is to be raised from other community sources.

Council will also request a financial contribution from the Waikato District Health Board towards the ongoing cost of the operation and maintenance of the hydrotherapy pool once constructed.

Swimming Facilities

An 80 per cent contribution will be made to the University of Waikato Campus Pool in 2007/08 (\$211,200) and 2008/09 (\$182,600) to enable remedial works

and upgrades. This funding is subject to the agreement that:

- (a) The facility will remain open to the community for at least a further 10 years
- (b) Council approves any increase in attendance charges.

Council declined the University of Waikato's request for funding towards a proposed indoor stadium based at the university but will review this position following Council's decision on the scope of the indoor stadium proposal for Claudelands Events Centre and an assessment of current and proposed recreational facilities in the city.

City Strategic Framework: Strand B – Creating Identity and Prosperity

The Meteor Theatre Renewal

Funding provision of \$1.321m for The Meteor theatre development will be brought forward from 2009/10 to 2006/07. An additional \$279,000 will also be made available in 2006/07 (i.e., a total of \$1.6m) for the development of The Meteor theatre (subject to Wintec meeting the operating costs and lease payments for the Creative Hub Incubator for the arts and culture precinct).

Event Sponsorship Fund

Funding provision for the Event Sponsorship Fund will decrease by \$250,000 in 2006/07 and by \$350,000 per annum between 2007/08 and 2015/16, i.e., total funding provision of \$21.9m over the next 10 years. This reduction in funding recognises the reduced annual costs of staging the V8 Supercars Street Race.

World Rowing Championships

Council will provide \$300,000 from the Event Sponsorship Fund towards sponsorship of the World Rowing Championships to be held at Lake Karapiro in 2010 (refer Section 4.8 for more details on the World Rowing Championships).

Lugton Park Combined Sports Association Incorporated

Council will contribute \$320,000 in 2006/07 towards the construction of the proposed indoor tennis facility at Lugton Park.

The funding previously made by Council (\$200,000) towards construction of a new inline hockey stadium at Lugton Park (noting that the existing funding arrangement expires in June 2006) will be extended to June 2008. This will

enable sufficient time for the balance of the required funds of \$1.8m to be raised from other sources.

Council will provide \$390,000 funding towards the construction of bowling facilities at Lugton Park subject to:

- (a) Council receiving this amount of revenue from the sale of the existing Hillcrest Bowling Club site
- (b) Eastlink having obtained the full funding required for its new clubrooms
- (c) Support for the proposal from Bowls Waikato.

Claudlands Events Centre

Funding provision for the redevelopment of Claudlands Events Centre (comprising the upgrade and refurbishment of existing buildings and surrounds and the construction of an indoor stadium/major events hall) has been amended to reflect the likely construction timetable, which will see construction start in 2007/08 rather than 2006/07. Funding has been retained in 2006/07 for detailed design, resource consents and relevant levies.

Hamilton City Leisure Centre

Council will subsidise costs related to the operation of the Hamilton City Leisure Centre (and associated community programmes) commencing in 2006/07 (funding provision of \$90,000 per annum for the next 10 years).

City Strategic Framework: Strand C – Protecting Our Future

Waikato Biodiversity Forum

Funding provision of \$3500 per annum will be made to the Waikato Biodiversity Forum to contribute towards biodiversity work in Hamilton and the Waikato region.

Waiwhakareke Lake Subdivision

Council will invest \$4m (in 2006/07) in the development of five hectares of Council-owned land to create a residential subdivision adjacent to Waiwhakareke Lake that incorporates environmentally sustainable design and initiatives. Council plans to sell sections in the subdivision from 2007/08.

Temple View Water Supply Trunkmains Duplication

The water supply trunkmains duplication project for Temple View has been deferred from 2006/07 to 2008/09 (\$1.07m).

Improvements to the Cross-City Connector

Funding provision of \$9.88m has been made between 2006/07 and 2010/11 to continue improvements to the cross-city connector as part of the Access Hamilton strategy. This will provide relief from traffic congestion during peak times and improve pedestrian and cycling facilities.

Other Policy Changes

Council's Rating Policy

Council adopted the 'Rates Remission – Remission of Rates to 50% Non-Rateable Sporting and Cultural Organisations Policy'.

Note: A remission under this policy is only available from 1 July 2007 after the increased charges have been implemented.

Funding provision of \$25,000 will also be made in 2007/08 to implement the new policy.

Council's Development and Financial Contributions Policy

From 1 July 2006 the revised Development and Financial Contributions Policy will apply to all new resource and building consents and authorisations for service connections.

The policy distinguishes infill development costs (which generally related to the augmentation of existing infrastructure) from greenfield development costs (where higher costs reflect the need for new infrastructure). The development contribution rates now include the costs of reserves acquisition which was formerly funded through contributions taken under the Proposed District Plan.

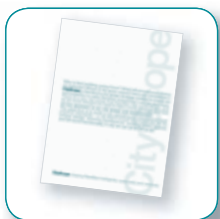
Development contributions apply at each stage of development but adjustments have been made to shift the burden to the subdivision stage, reducing the impact at the building consent stage.



4.0 HIGHLIGHTS OF PROJECTS AND PROGRAMMES OVER THE NEXT 10 YEARS (INCLUDING POLICY REVIEWS)

4.0 HIGHLIGHTS OF PROJECTS AND PROGRAMMES OVER THE NEXT 10 YEARS (INCLUDING POLICY REVIEWS) (NGA HOTAKA MO NGA TAU E HEKE MAI NEI (TEKAU TAU ME NGA TAKE WHAKAHAERE))

Sections 4.1 to 4.15 highlight some of the key projects and programmes planned over the next 10 years (including reviews of key policies) that will be of general interest to the community.



4.1 CityScope – City Design Strategy

In December 2005, a draft city design strategy for Hamilton – CityScope – was accepted by and received the support of Council. CityScope is an integral component of a range of initiatives (such as Access Hamilton and the CBD Upgrade – refer Sections 4.2 and 4.3) designed to ensure that Hamilton is well placed to positively address the challenges and opportunities that the city will face over the coming years.

The scale and pace of growth in Hamilton is at an unprecedented level. Economic, geographical, political and lifestyle advantages have aligned to underpin sustained growth and investment in the residential, commercial and industrial sectors.

At the same time Hamilton residents have become more confident and aspirational about their city. Renewed energy and optimism has translated into a new and distinctive expression of our unique local identity.

It is Council's vision that Hamilton's evolving urban form and built environment will deliver positive social, economic and environmental outcomes. Future development in Hamilton should embrace international practice in planning, urban design, and sustainability and play the central role in delivering on the Vibrant Hamilton Vision (refer Section 6.0).

To achieve meaningful change and outcomes Council must not only demonstrate leadership but also gain the buy-in and support of those involved in the design, planning and development sectors in Hamilton. In developing CityScope, Council engaged with a range of professional associations closely involved with development in the city. These included the:

- Property Council of New Zealand
- New Zealand Institute of Surveyors

- New Zealand Institute of Architects
- New Zealand Institute of Landscape Architects
- New Zealand Planning Institute
- New Zealand Historic Places Trust
- Hamilton Community Arts Council.

In line with this, Council has become a signatory to the New Zealand Urban Design Protocol and created an Urban Design Strategy Working Group to progress city design and lift the quality of urban form.

CityScope is a key mechanism through which a Distinctively Hamilton identity is formed and conveyed and will also enable delivery of Council's obligations under the New Zealand Urban Design Protocol.

CityScope is founded on six key principles or underlying philosophies:

- Principles – Principles underpinning the strategy
- People – Strategies that enable others to act
- Place – Ideas that inspire a shared vision
- Process – Initiatives that challenge the process
- Promotion – Initiatives that encourage the heart
- Projects – Projects that model the way.

The full realisation of CityScope can only be achieved with the support of the wider Hamilton community. CityScope is a positive and fundamental shift in strategic planning for how the city will grow and develop in the decades ahead. Public feedback has provided clear support for CityScope. Council has adopted CityScope and will embark on a comprehensive programme of actions to ensure its implementation.

For more information about CityScope contact:

| | | |
|--|----|--|
| Ian Johnson | or | Graeme Fleming |
| City Planning Manager | | General Manager Environmental Services |
| Phone 838 6558 | | Phone 838 6639 |
| Email ian.johnson@hcc.govt.nz | | Email graeme.fleming@hcc.govt.nz |

4.2 Access Hamilton

Access Hamilton provides for people to move around the whole city efficiently and effectively (whatever the means of transport) and aims to make that experience more pleasant.



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

Council distributed an Access Hamilton Information Sheet to all Hamilton households in March 2005 seeking residents' views on the Access Hamilton proposals. These views were considered as part of Council's 2005/06 Annual Plan process and formed the basis of the Access Hamilton projects and programmes contained in this Long-Term Plan.

Access Hamilton is tackling the city's congestion problems and providing for future population growth from a number of different angles, which are outlined below.

Improving the Roothing Infrastructure

This includes changes and extensions to existing roads and intersections, as well as expanding the network through new initiatives like the ring road and cross-city connector. The first priority is to ensure that the existing network is working as effectively as it can and traffic is flowing freely – currently there are opportunities to make improvements.

Providing Greater Travel Choice

For some trips, car travel is the best option, but for others, catching a bus, cycling or walking are more appropriate and will hold greater appeal. Access Hamilton will increase the range and standard of transport options. The strategy also promotes healthy choices that contribute to a low pollution environment and improves the personal health of the city's residents.

Managing Travel Demand for Better Lifestyle Options

Travel demand management is based on land use planning principles, engineered changes to the network, parking charges, walking strategies and staggered school and work start times to reduce the amount of travel undertaken and to promote the use of non-car options. An example is the new parking strategy and the provision of extra bus services which encourage commuters to use a range of transport modes to and from the CBD.

Community Awareness and Education

This includes activities that encourage people to rethink their usual behaviour and understand the consequence of their travel choices, as well as helping Council better understand residents' needs. One example is the Safer Routes Programme which works with communities to make their local area safer and more accessible from a transport viewpoint. Another is the introduction of walking school buses – 'commuter crocodiles' – for primary school students, supervised by parents.

The Programme

Access Hamilton comprises a range of key projects including:

Roothing infrastructure

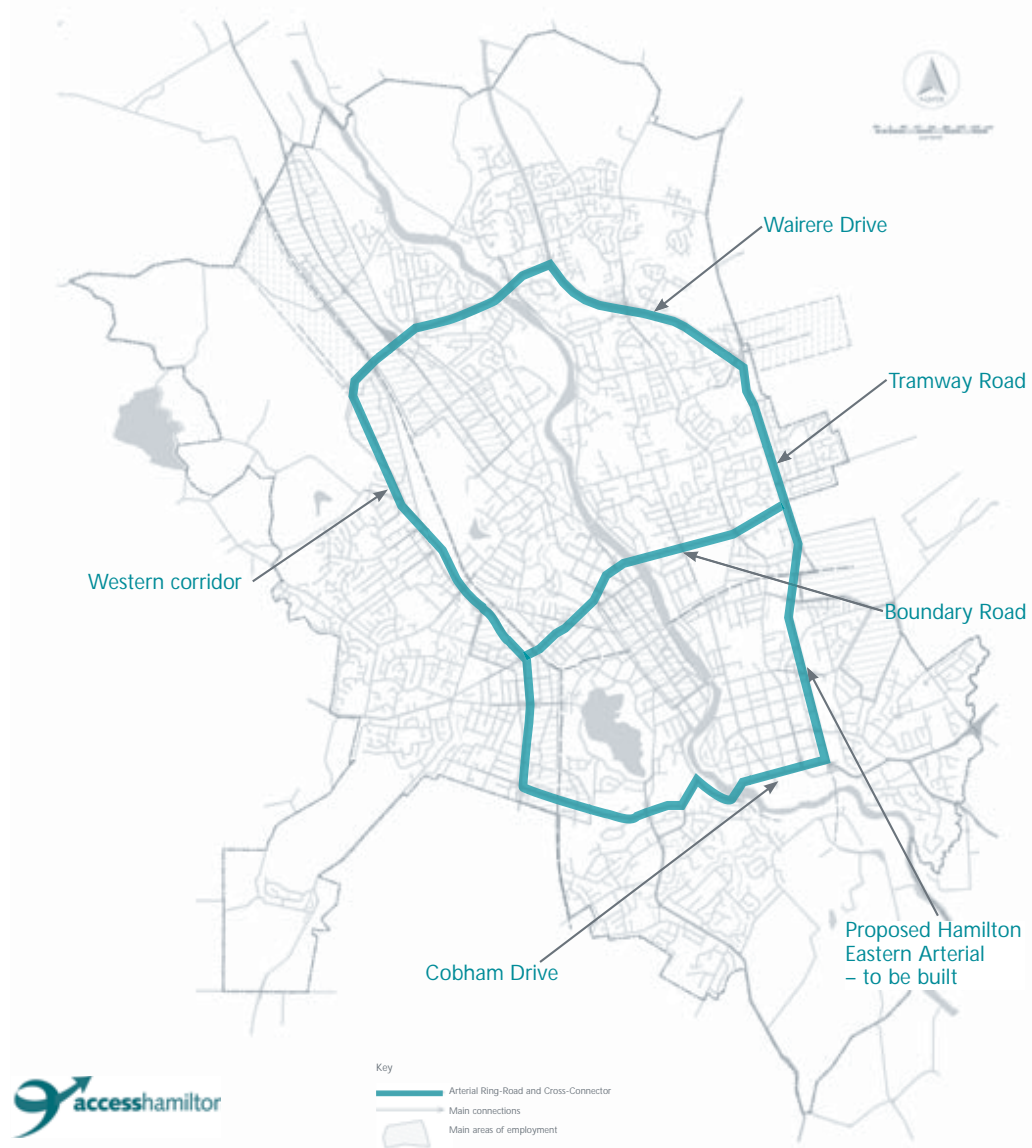
- Optimising use of the existing road network to ensure the smooth flow of traffic, e.g., use of clearways, improved traffic signal coordination.
- Improvements to major problem spots such as Fairfield Bridge and Bridge Street will get underway from June 2006.
- Three-laning of Boundary Road and Whitiara Bridge will begin around the same time, followed by intersection improvements along Wairere Drive.
- Wairere Drive will be extended through to Tramway Road as the first phase of the ring road system.
- Consultation on designating the Hamilton Eastern Arterial is underway and construction is expected to begin within the next three years.
- State Highway One – Transit New Zealand is working on new sections of road to bypass parts of Avalon Drive and Te Rapa Road.
- Council and Transit New Zealand are jointly investigating options for new links into the city from the south to ensure national and city networks are better integrated.

The Hamilton ring road is a high priority project, as it will enable easy movement between residential areas and employment areas. The ring road runs along Cobham Drive, Lorne Street, Kahikatea Drive, Greenwood Street, Avalon Drive, Wairere Drive, then along a new extension of Wairere Drive through to Gordonton Road. From there it will run along a new 5.3km road currently known as the Hamilton Eastern Arterial through the green space parallel with Tramway Road. It will then cross the railway line to link with Ruakura Road and run parallel with Dey Street to link back into Cobham Drive just to the east of Hamilton Gardens.

There will also be a cross city link (almost making a figure-8 out of the ring road system) running from Greenwood Street along Hall Street, Mill Street, Boundary Road and Fifth Avenue to rejoin the Hamilton Eastern Arterial link just north of the Ruakura Campus.

Connections to the ring road will be well controlled to make it easier for traffic to get on and off this main arterial. The following map shows the arterial ring road and cross-city connector.

ARTERIAL RING ROAD AND CROSS-CITY CONNECTOR IN RELATION TO KEY EMPLOYMENT AREAS



Greater Travel Choice

For reasons of convenience, security, speed, flexibility or comfort, the car will remain our dominant mode of transport for some time. But by investing in better public transport Council is also providing alternatives which may be more flexible and more appealing than the car without the environmental cost. Current activities include:

Buses

- A real time information system at bus stops will enable passengers to better plan their journey. A trial of this system is in place at 30 locations throughout the city. The system will eventually link with the computer that controls the city's traffic lights so that buses get priority at intersections.
- A new Chartwell Express bus service from Thomas Road to the CBD started in February 2006. This is a fast-track service aimed at commuters. A new Orbiter bus service starts in July 2006 and will continuously circle the city in both directions using the ring road circuit.
- Future plans include a major review of the entire bus network (including pricing) to provide a modern and efficient service throughout the city that better meets community needs.

Walking and Cycling

- All new developments and road upgrades are now required to make provision for pedestrians and cyclists.
- Off-road facilities for pedestrians and cyclists are a feature of the new northern development areas.
- Advanced stoplines for cyclists are in place at some intersections to improve cyclist safety.
- Council has made a \$1.7m commitment this financial year to improve the city's cycling network. Current work is targeted in the north-east sector of the city, with work in other sectors programmed over the coming years.
- Seven schools currently participate in the walking school bus programme, using 15 routes, and there are plans to extend the programme to all 37 city primary schools in the city.

Travel Demand Management

- The Knox Street commuter 'park and walk' building opened in April 2006, supported by a free inner city shuttle bus service. Council is also considering another new commuter parking building on the River Road car park site.

- Staff will begin working with major organisations and businesses next year to help them identify their travel issues and plan for improvements. These discussions may mean changes to public transport services to better accommodate their needs and will be incorporated into the citywide bus network review.

Education

- Council's environmental education programme encourages households to live more sustainably in every way. The Transport Choices for Families trial, where participating families agreed to use an alternative to the car for one journey a week, is one example.
- The Safer Routes project currently works with neighbourhoods and community groups in the Fairfield area to identify and meet their transport needs. If this trial is successful, it will be extended citywide.

Ferries

- A study into a water-based commuter service on the Waikato River has been done. It raised a number of social, engineering, environmental and financial issues that will need to be considered and resolved before ferry services would be viable.

Trains

- A reinstated commuter link between Hamilton and Auckland and Hamilton's role as a regional rail hub is being investigated as part of a joint Hamilton City Council/Environment Waikato passenger rail feasibility study, along with possible passenger links to Tauranga and Rotorua.

Total expenditure on projects and programmes comprising the Access Hamilton Strategy amounts to \$195.298m over the 10-year period of the Long-Term Plan.

For more information about Access Hamilton contact:

Philip Brelsford
Access Hamilton Project Director
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4.3 Central Business District Upgrade

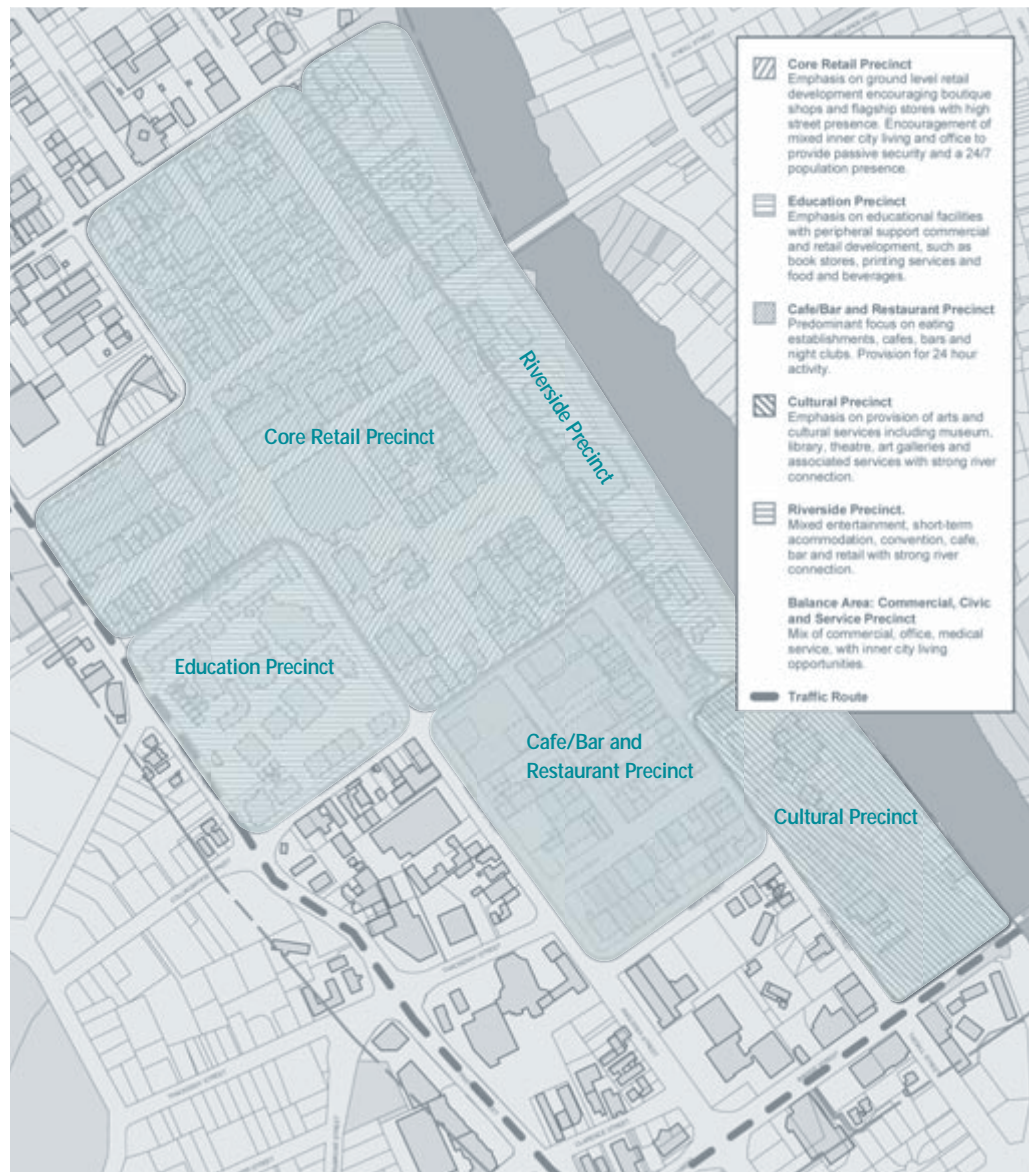
Over the next 10 years, Council plans to dramatically revitalise the Central Business District (CBD) and turn it into a vibrant, energetic place with a distinctly Hamilton flavour that celebrates the CBD as the retail, visitor, entertainment and civic heart of the city and region. The goal is to see the CBD transformed into people-friendly areas that are easy to get around for pedestrians, cars and service vehicles, is good for business and reflects local character. The \$25.845m upgrade of the CBD is expected to begin in earnest by the end of 2006 and includes the initial capital cost associated with hosting the V8 Supercars Street Race of \$7m.

Council has recently completed and adopted an indicative master plan for the CBD upgrade following an extensive consultation process (through use of workshops and focus groups) with key stakeholders. This stage of the planning process establishes the broad functional pattern of land uses in the CBD and identifies key projects and priorities for improvement. It identifies established and emerging features of the CBD, and includes a parking and circulation pattern to protect the long-term functionality of the area.

Key components of the CBD master plan include the central core, south end, riverside, and the Claudelands connection. While each of these parts has different characteristics, it is important to remember that the whole, the big picture, is greater than the sum of the parts and that they are all essentially connected to one another.

The next stage is the development of a more detailed concept design. The brief for the concept design stage is to create a significant and memorable urban centre for the city, which provides a model for effective urban design. A multi-disciplinary approach is being sought to address inter-related features including: urban design, planning, architecture, landscape architecture, heritage and arts. Megan Wraight and Associates, a Wellington-based consortium, have been engaged to take the project to the next stage. They are currently working on briefs for upgrading Hood Street and Garden Place and developing a pedestrian connection from Garden Place to Claudelands. The first project will be the Hood Street upgrade and construction is scheduled to start early in 2007.

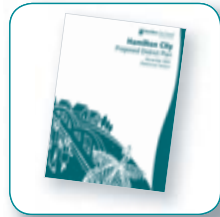
CENTRAL BUSINESS DISTRICT PRECINCTS



Sally Davis
General Manager Works and Services
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4.4 Hamilton City's Proposed District Plan

Council's focus on facilitating continued urban growth is being supported through the notification of a new structure plan¹ for Rotokauri, the revision of the Rototuna Structure Plan, and the preparation of proposals for the Peacocke growth area (refer Section 4.5). To ensure that growth will be sustainable over the long-term, the proposals are being developed in collaboration with neighbouring district councils and other stakeholders, and are being informed by work on the region's Land Transport Strategy and Council's Access Hamilton project.



Progress continues to be made on the resolution of the outstanding references (appeals) made to the plan and it is expected that the remaining references will be resolved and the District Plan will be made operative during 2006. Keeping the Proposed District Plan up-to-date with Council's Strategic Framework and with changing circumstances within the city requires a continuous programme of variations addressing numerous operational aspects as well as variations of strategic significance such as the incorporation and rezoning of Temple View.

For more information about Hamilton City's Proposed District Plan contact:

Ian Johnson
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Email ian.johnson@hcc.govt.nz
Web www.hamilton.co.nz/DistrictPlan

4.5 City Expansion

Future expansion of Hamilton requires significant planning and coordination to ensure that the necessary land and infrastructure is available to cater for the city's increasing and diverse population needs.

Council has prepared an Urban Growth Strategy to guide the future development of the city and assist the coordination of infrastructure and services. This will contribute to achieving a sustainable pattern of development that meets the changing demographic and economic needs of the city over the next 50 years.

¹ A structure plan provides indicative locations of key infrastructure and land uses within a new growth area of the city.

During the period of this Long-Term Plan three growth cells will be progressed.



Rototuna

A structure plan has been prepared for the Rototuna growth cell and the initial stages have already been rezoned. The market has shown strong interest in developing this northern sector of the city, and responded positively to the rezoning of land with high rates of residential development being experienced. Prior to rezoning, the final stages of the Rototuna Structure Plan are being reviewed to ensure that it is up to date and reflects current best practice. To meet the continuing high level of demand for residential development in the Rototuna area, the rezoning of Stages 3 and 4 will be notified in mid-2006.

Rotokauri

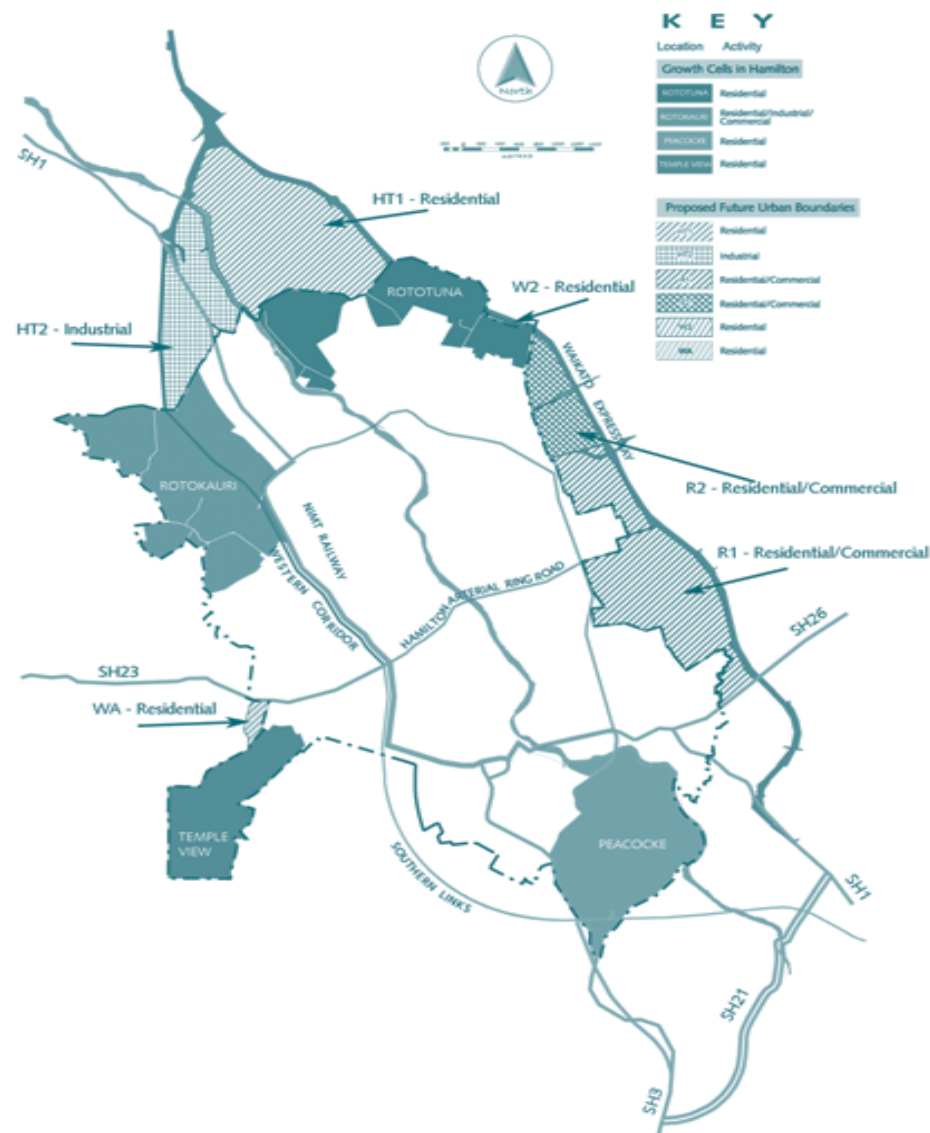
In order to ensure a continuous supply of land is available for economic development, Council has prepared a structure plan for the Rotokauri growth cell in the north-west of the city. This provides for a range of land uses to help achieve a sustainable pattern of development and integration with existing activities. It includes the Waiwhakareke Natural Heritage Park (Horseshoe Lake), a significant new reserve of citywide significance. Rezoning of Stage 1 of the structure plan has been notified. Hearings to consider and resolve submissions are anticipated to take place by mid-2006.

Peacocke

Council is preparing a new structure plan to guide the development of the Peacocke growth cell in the south of the city. This will be produced by mid-2006 and will make provision for the first stage of residential development to commence from 2008. This will assist in providing a degree of choice within the city's housing market. Council will make a commitment with regard to the Peacocke area in the 2009–19 Long-Term Plan (to be published in three years time). Meantime around 500 dwellings – four-to-five year's growth – can be developed in the Peacocke area which will be a catalyst to reinvigorate the area. Total expenditure on projects and programmes for the Peacocke area development amounts to \$10.96m over the 10-year period of this Long-Term Plan. Key components include a wastewater storage chamber (\$6.479m), roading (\$1.39m) and wastewater trunk mains (\$1.119m).

All of the current growth cells have capacity that is expected to last beyond the life of this Long-Term Plan. As a result of this, infrastructure programmes have been developed to achieve a balanced and coordinated approach to city growth whilst meeting the projected needs of the community over this 10-year period. The current infrastructure programmes will provide a platform from which future

GROWTH CELLS AND PROPOSED FUTURE URBAN BOUNDARIES FOR HAMILTON CITY



development can be sustainably rolled out in accordance with the Urban Growth Strategy.

The longer-term growth potential for the city has been secured through the signing of a Strategic Agreement with Waikato District Council in March 2005 (following a formal public consultation process) regarding the future urban boundaries of Hamilton city. This provides for the incorporation of land between the present city boundary and the proposed Waikato Expressway and Te Rapa Bypass. The trigger for the formal boundary change to commence will be the construction of the Expressway and the designation of the bypass.

The map on the previous page illustrates the city's growth strategy over the next 50 years. Council's view is that any significant urban development should not occur until the land comes within the city. Currently all 'rural land' in the city is zoned for future urban use.

For more information about city expansion contact:

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 City Planning Manager
 Phone 838 6558
 Email ian.johnson@hcc.govt.nz
 Web www.hamilton.co.nz/DistrictPlan



4.6 V8 Supercars Street Race

Hamilton has secured the rights to host the sole New Zealand round of the Australian V8 Supercars Street Race series. This event will launch the city onto the international stage with the first race planned for April 2008. The rights will enable Hamilton to run the event for a minimum of seven years. The race is subject to Council obtaining a resource consent.

The Hamilton V8 Supercars race is one round of the Asia Pacific V8 Supercars Championship. The race would take place annually over three days, and is likely to be held in the April school holidays each year. The other rounds of the Championship include Bathurst, Clipsal 500 in Adelaide and Bahrain.

The event is highly sought after and has the unanimous support of Council.

The V8 Supercars Street Race is a significant international event. The worldwide television audience is estimated at 600 million viewers and 155,000 spectators are likely to attend the street circuit during the three-day event.



Council's initial financial commitment is \$7m which will provide key infrastructural improvements such as roading upgrades and crash barriers for the proposed circuit. This upfront funding provision has been budgeted as part of the \$25.845m Central Business District Upgrade project. Ongoing costs for Council, which include the fee paid to the promoters to run the event, will be funded annually out of its increased Events Sponsorship Fund. The promoter's fee is currently under negotiation.

The economic benefits for Hamilton from this event through additional visitors and jobs are significant. The street race will be a catalyst for additional investment and associated industry growth in Hamilton. The event provides an excellent platform for providing profile internationally for Hamilton as well as excitement and enjoyment for city residents.

Expected benefits of a V8 Supercars Street Race held in Hamilton could include:

- 155,000 race spectator spread over three event days
- a worldwide television audience of nearly 600 million viewers
- corporate attendance of 20,000 people, generating 550 jobs for trained casual staff
- work for 60 event supply companies, with more than 1000 jobs
- associated community events. These could include concerts and entertainment, a school go-kart competition, street parade, and a host of smaller community style events
- widespread advantages to the hospitality and accommodation sectors
- significant overall economic impacts benefits (a study on the V8 racing proposed for Wellington showed a benefit of \$175m over seven years – there is no reason to believe that the return for Hamilton would be any less).

The Hamilton street circuit is expected to attract a greater level of spectator support than previous circuits that have been mooted in New Zealand. The proposed Hamilton circuit has more green space available with the potential for more general admissions and ancillary events, and will capitalise on the city's two international sports stadiums.

The event presents massive leverage opportunities for the city's profile through broadcasting, merchandise, networking and tourism and cements Hamilton's position as a vibrant and distinctive city with a complete events calendar that will be the envy of many other cities. Most importantly, it is evidence that Hamilton is a city with vision and the capability to achieve.

The 3.4 km street race course borders the city's Central Business District running largely adjacent to the central city greenbelt. It offers a host of opportunities for large general admissions, corporate hospitality and most importantly is commercially viable.

Council recognises there are issues that need to be worked through to ensure that any adverse effects of the race are minimised and that the event has widespread local support. Council will be required to apply for a resource consent under

the Resource Management Act 1991. This formal process will allow views to be heard and considered by an independent commissioner. In addition to the formal communication process, Council is committed to listening to all parties and responding to any and all requests for information and briefings.

For more information about the V8 Supercars Street Race contact:

Philip Burton
General Manager Communication and Marketing
Phone 838 6507
Email philip.burton@hcc.govt.nz
Web www.hamilton.co.nz/v8supercars

4.7 World Rally Championship

The Propecia Rally of New Zealand will be based in Hamilton this year as part of a three year deal between Council and Rally New Zealand. Council secured the sponsorship hosting rights for the World Rally Championship (WRC) event following negotiations that began last year.

The Mystery Creek venue will provide a 'one-base' concept for the rally, with all the teams returning in the middle and at the end of each day's special stages. It is anticipated that the official start of the rally will take place in the city's Central Business District.

The arrangement between Council and Rally New Zealand will see Hamilton becoming a sponsor of the event. Council's Event Sponsorship Fund will provide annual funding of \$125,000 for this event which is expected to bring an economic impact of around \$12m to the wider Hamilton economy.

The WRC rally is one of the largest sporting championships in the world with an estimated 880 million television viewers last year. The New Zealand leg of the WRC is one of 16 rounds, 11 of which are held in Europe with the other rallies in Mexico, Argentina, Japan and Australia.

The Propecia Rally of New Zealand will be held between the 17 and 19 November 2006.

For more information about the World Rally Championship contact:

Karen Watkins
Events Executive
Phone 838 6945
Email karen.watkins@hcc.govt.nz





4.8 World Rowing Championships

The World Rowing Championships at Lake Karapiro in 2010 means a major role for Hamilton as part of the staging of the event. Hamilton is the official host city for the world championships and as a significant sponsor will play a key part in supporting the regatta.

Council has had a close association with the bid for the world championships, having contributed to the bid fund, co-hosting a reception for the FISA delegates as well as agreeing to sponsorship of the event itself.

Hamilton's \$300,000 sponsorship of the World Rowing Championships (through its Event Sponsorship Fund) includes staging the opening ceremony, funding of special transport for athletes and spectators between Lake Karapiro and Hamilton, and creating a festival environment for athletes, delegates and visitors.

There is an opportunity to capitalise on having overseas visitors and a huge international television audience to promote Hamilton as both a tourist destination and a place of innovation and high value jobs. The opening ceremony will be staged in the city and a range of supporting events will be delivered for visitors' and residents' enjoyment.

Hamilton's strong historic association with rowing and the broad based support for the sport in the city makes it an ideal sponsor of the event.

For more information about the World Rowing Championships contact:

Karen Watkins
Events Executive
Phone 838 6945
Email karen.watkins@hcc.govt.nz

4.9 Council's Electoral System and Fluoridation of the Water Supply

Council decided at its meeting on 7 February 2006 to initiate a binding referendum to determine whether the First Past the Post (FPP) or Single Transferable Voting (STV) electoral system should be used for the 2007 and 2010 Triennial Council elections. At an extraordinary meeting on 20 February 2006, Council also voted in favour of a binding referendum to determine whether or not fluoride should continue to be added to Hamilton's water supply.

The referendum was conducted on 13 May 2006 and voting came out in favour of continuing with both the FPP electoral system and with fluoridation of the city's water. The FPP electoral system will now be used for the 2007 and 2010 Triennial Council elections. The referendum for the two issues was held by postal vote and had a voter turn out of 38 per cent. Of the people that voted, 70 per cent decided in favour of fluoride and 60 per cent for the FPP electoral system.

Council will also be moving to a two-ward electoral system with fewer councillors at the next local body election in 2007. Council voted in favour of moving from three wards to two wards at a meeting last year, but an appeal to the Local Government Commission had prevented the Council decision being confirmed. The appeal by the Temple View Residents Association was subsequently withdrawn, which allowed Council to implement its decision.

The two-ward system will mean the number of councillors for the next election in 2007 reducing from 13 to 12, with six councillors representing each ward. The two wards will be east and west of the Waikato River, mirroring the boundaries inside the city of the parliamentary seats.

For more information about Council's electoral system contact:

Blair Bowcott
Finance and Administration Manager
Phone 838 6742
Email blair.bowcott@hcc.govt.nz

For more information about fluoridation of Hamilton's water supply contact:

Sally Davis
General Manager Works and Services
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4.10 Communities for Climate Protection

Council joined the Communities for Climate Protection™ New Zealand (CCP™-NZ) in October 2004. The CCP™-NZ programme is a world-wide campaign and provides a strategic framework through which councils and their communities can take action to reduce greenhouse gas emissions.

Under the CCP™-NZ framework, participating councils commit to achieving five key milestones. Milestone 1 of the programme requires Council to calculate and forecast emission inventories (both corporately and for the local community) from 2000/01 through to 2009/10 on a business as usual basis.

Analysis undertaken has shown that Council's greenhouse gas emissions were 9,000 tonnes of carbon dioxide equivalent (CO₂e) in 2000/01. For the community, Hamilton city greenhouse gas emissions were estimated to be 1,144,000 tonnes of CO₂e in 2000/01 and based on statistical information are forecast to rise to 1,301,000 tonnes of CO₂e in 2009/10 (14 per cent increase).

Work has commenced to achieve the objectives of CCP™-NZ programme Milestones 2 and 3, i.e., setting a goal for reduction of greenhouse gas emissions and development of a Local Action Plan in consultation with key community partners to achieve these. The Local Action Plan will be Council's blueprint for putting together a set of effective and practical measures to reduce the greenhouse gas emissions generated from Council operations and the community and will complement and broaden Council's existing sustainable development work.

For more information about Communities for Climate Protection contact:

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 Sustainable Environment Manager
 Phone 838 6637
 Email tegan.mcintyre@hcc.govt.nz

4.11 Development and Financial Contributions Policy

As part of Council's 2005/06 Annual Plan the Development and Financial Contributions Policy was introduced on 1 July 2005 (as required by the Local Government Act 2002) to enable the recovery of growth related capital expenditure through contributions made by developers. This policy has been reviewed to reflect the wider programme of expenditure now proposed in this Long-Term Plan. It provides for the recovery of contributions towards the acquisition of reserves and also provides a fairer basis for recovery, recognising the differences in demand that arise from greenfield development as opposed to infill development.

The amended policy will be supported by a variation to the Proposed District Plan that will remove the basis for reserves contributions to be collected under the Resource Management Act 1991.

The amended development contribution rates are set out in the following table. These rates apply to all consents granted from 1 July 2006. The rates shown are GST exclusive.

| Development Type | Residential rate (\$) per dwelling | Industrial rate (\$) per 100m ² GFA* | Commercial rate (\$) per 100m ² GFA* |
|------------------|------------------------------------|---|---|
| Infill | 8132.60 | 3659.86 | 4518.08 |
| Greenfield | 21,823.84 | 4659.51 | 6022.21 |

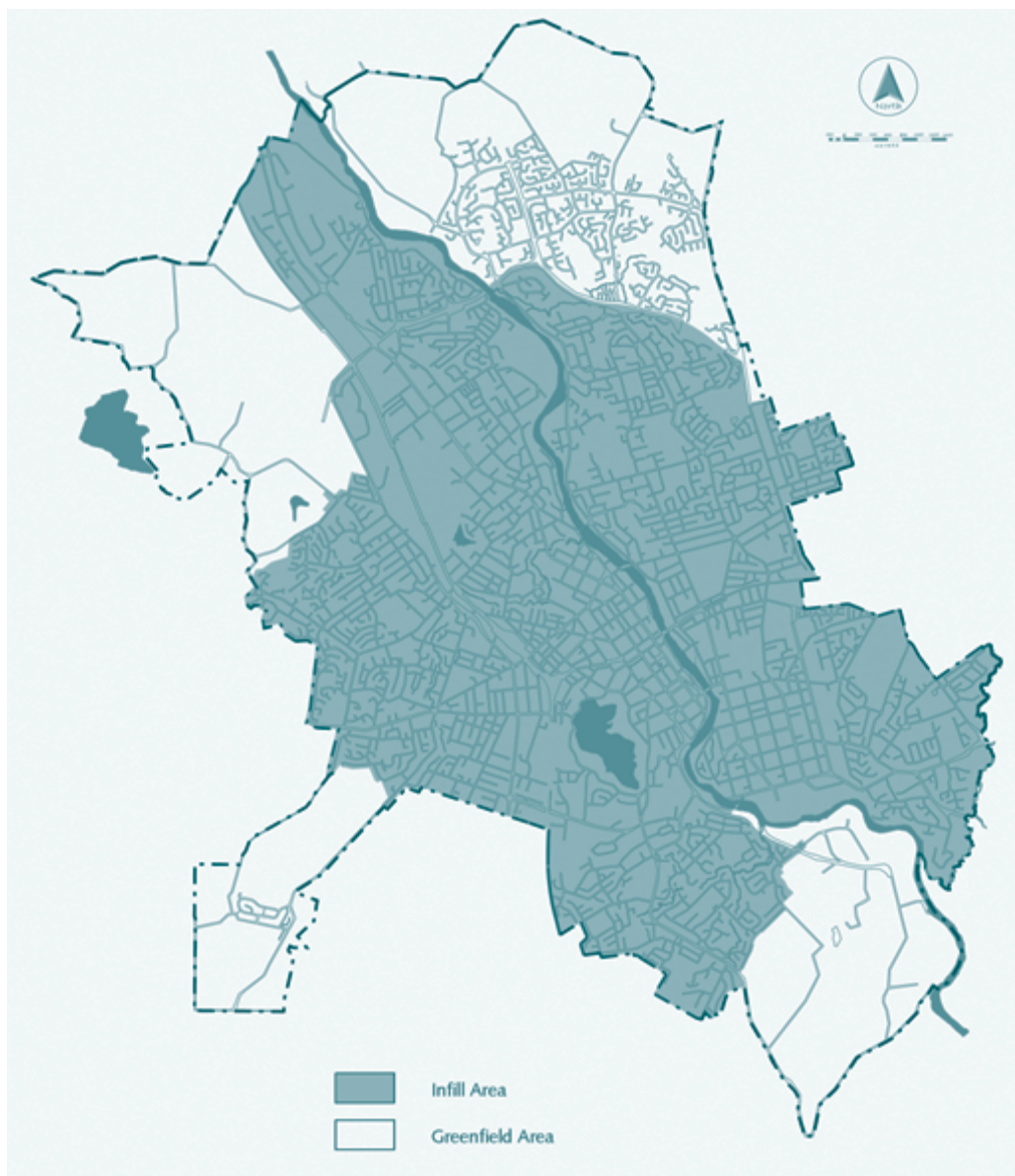
* GFA Gross Floor Area

The map (following page) indicates the areas defined as greenfield or infill for the purposes of this policy.

For more information about the proposed changes to Council's Development and Financial Contributions Policy contact:

Ian Johnson
 City Planning Manager
 Phone 838 6558
 Email ian.johnson@hcc.govt.nz
 Web www.hamilton.co.nz/DistrictPlan

BOUNDARIES OF INFILL/GREENFIELD AREAS IN HAMILTON CITY



4.12 Council's Rating Policy

Council's Rating Policy sets out in detail the types of rates, rate systems, differential rating categories and definitions, rating levels, and specific rating policies Council has adopted. The rating policy also includes the:

- Rates Remission Policies
- Rates Postponement Policies
- Remission and Postponement of Rates on Maori Freehold Land Policy.

a) Changes to the rating of some properties proposed to achieve a fairer system

Council is correcting anomalies in rating charges to some property categories to achieve a fairer and more consistent rating system.

Council has addressed several inconsistencies in the rating of a number of categories, including:

- Sports and cultural clubs
- Community groups
- Church groups
- Vacant commercial land
- Rural commercial land.

Commercial/Industrial Land

In particular, Council is addressing an anomaly that has developed over a number of years where some commercial/industrial properties sitting as vacant land have been under-rated.

From the 2006/07 rating year, Council will charge these properties at the full commercial/industrial rate as the properties have all Council services available and there is a cost to Council for provision of these services. If the ratepayer chooses to delay development on the land, commercial rates become part of the holding costs. Council wants commercial/industrial subdivisions to be developed not land banked.

Commercial properties operating from a rural location will be charged at full commercial/industrial rates with a remission for the services they do not receive, such as wastewater, street-lighting and footpaths. These properties are currently rated under the residential category. These changes take effect from 1 July 2006.



Sports and Cultural Clubs/Community and Church Groups

Council's rating system currently provides relief to certain rating categories. Under the Local Government (Rating) Act 2002, properties that fall under the 100 per cent non-rateable categories are only liable for targeted rates for the full cost of wastewater, water supply and refuse if the services are received.

Under Council's current rating system, these properties receive a further discount on the targeted rates as follows:

- Community rating (Needs-based) – 40 per cent discount
- Church (Place of Worship) – 66.6 per cent discount
- Other land such as public hospitals – 40 per cent discount.

In addition, Sporting and Cultural Organisations are rated at between nine per cent and 29 per cent of the residential general rate when the Local Government (Rating) Act 2002 prescribes that these properties should be rated at 50 per cent of the residential general rate.

Council wishes to apply the rates to these organisations in strict accordance with the Local Government (Rating) Act 2002 and remove the further discount to ensure there are no inconsistencies in the Rating Policy.

In the case of the non-rateable properties, rather than introduce the changes in the 2006/07 rating year, Council is providing affected ratepayers with one year's notice to adjust to the increased cost before the changes are implemented in the 2007/08 rating year. Council has also adopted remission policies for sporting and cultural/community groups that may experience financial hardship with these increased rates.

b) Changes to Council's rates rebate scheme to boost eligibility

Council has made two changes to its current rates rebate scheme to achieve greater eligibility for a rates rebate.

Council will:

- continue to provide a rates rebate of up to \$300 to residential ratepayers who are experiencing extreme financial hardship
- change the income threshold level from \$10,000 to \$12,000
- increase the asset test level from \$8000 to \$15,000.

The impetus behind Council's rates rebate scheme review is the government's announcement that changes will be made to the national Rates Rebate Scheme thresholds.

Early last year, the government announced that significant changes were to be made to the Rates Rebate Scheme thresholds to allow more ratepayers to qualify for a rebate. Council recognises that some ratepayers have limited financial means so find the burden of paying their rates extremely hard to meet. The changes to the rates rebate scheme aims to provide some relief for those experiencing significant financial hardship.

The changes to the Government Rates Rebate Scheme involve:

- increasing the maximum rates rebate from \$200 to \$500
- increasing the income abatement threshold from \$7400 to \$20,000
- increasing the additional allowable income for each dependant from \$156 to \$500.

The changes to the Government Rates Rebate Scheme will come into effect on 1 July 2006 for the 2006/07 rating year.

Applicants for a rates rebate can qualify under both the government scheme and/or Council's scheme according to their circumstances. The Government Rates Rebate Scheme is the primary source of rebate while Council's scheme should be considered a supplementary rebate scheme.

A full copy of the Rating Policy is contained of Volume II (Section 6) of Council's 2006–16 Long-Term Plan.

For more information about the proposed changes to Council's Rating Policy contact:

Blair Bowcott
Finance and Administration Manager
Phone 838 6742
Email blair.bowcott@hcc.govt.nz

4.13 Council's Revenue and Financing Policy

Council's Revenue and Financing Policy shows how Council's operational and capital expenditure will be funded or financed for each significant service.

The significant changes to the policy are as follows.

The layout and format of the policy was revised to incorporate the following:

- The introduction sections have been re-ordered to reflect the analysis that is required under the Local Government Act 2002.
- The policy has been reformatted to reflect the City Strategic Framework and significant services that will be used in the 2006–2016 Long-Term Plan. This has allowed for some aggregation as previously each service was examined in detail – these are now combined into significant services under the three strategic framework strands:
 - (a) Investing in our People
 - (b) Creating Identity and Prosperity
 - (c) Protecting our Future.

Additional information, which is required to be contained within the Long-Term Plan, but not within the Revenue and Financing Policy, has been removed, and is now presented in a separate Other Financial Policies and Long-Term Plan Assumptions document (Section 3.0 – Volume II of Council's 2006–16 Long-Term Plan).

The policy has been revised in accordance with the provisions of Sections 101–103 of the Local Government Act 2002 covering activity analysis and funding mechanisms. A full copy of the Revenue and Financing Policy is contained in Volume II (Section 2) of Council's 2006–16 Long-Term Plan.

For more information about the proposed changes to Council's Revenue and Financing Policy contact:

Blair Bowcott
Finance and Administration Manager
Phone 838 6742
Email blair.bowcott@hcc.govt.nz

4.14 Council's Liability Management Policy

Council's 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.

The Policy includes revised debt performance targets and funding and interest

rate risk limits in accordance with Council's independent treasury advisors' recommendations. A full copy of the Liability Management Policy is contained in Volume II (Section 5) of Council's 2006–16 Long-Term Plan.

For more information about the proposed changes to Council's Liability Management Policy contact:

Blair Bowcott
Finance and Administration Manager
Phone 838 6742
Email blair.bowcott@hcc.govt.nz

4.15 Council's Funding Impact Statement

Council's Funding Impact Statement discloses the revenue, operational and capital expenditure requirements and funding sources/financing mechanisms of Council. It sets out how Council will determine the setting and collecting of rates, types of rates, rate systems, differential rating, and rating levels for the 2006/07 financial year.

For more information about the Funding Impact Statement contact:

Blair Bowcott
Finance and Administration Manager
Phone 838 6742
Email blair.bowcott@hcc.govt.nz

4.16 Highlights of Other Key Projects and Programmes

The following section provides a brief descriptive and financial overview of a selection of other key projects and programmes (shown by each significant service under the three strands of Council's City Strategic Framework – refer Section 6.0) that Council plans to undertake over the next 10 years. The projects and programmes shown comprise a mixture of both infrastructural projects as well as non-capital projects that are considered to have widespread community interest.

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 (Section 16.4) of Council's 2006–16 Long-Term Plan, i.e., the Funding and Financial Policy 2006–16.
- 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 (Section 16.4) of Council's 2006–16 Long-Term Plan.

- 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. The total capital project cost for the 10-year period 2006/07 to 2015/16 is also shown.
- The 10-year budget has been adjusted for annual growth (due to population increases and vesting of assets from developers) and inflation. For further detail on these adjustments, refer to Volume II (Section 3) of Council's 2006–16 Long-Term Plan.
- For recurring grant programmes, the figures highlighted from 2007/08 have been adjusted for inflation as required by the Local Government Act 2002. These amounts will be reviewed as part of the Annual Plan applicable for that year and should therefore be treated as indicative only and funding may only be provided at the same level as 2006/07.



Strategic Framework: Strand A – Investing In Our People

Community Support

Recurring Grants

- Strategic Action Plan # 71.0

This programme provides ongoing financial assistance to programmes that directly contribute to the well-being of the people in Hamilton city. Recurring grants are: Community Bus, After School and Holiday Programmes, Age Concern, Senior and Youth Sports, Hamilton Citizens Advice, Hamilton West Citizens Advice, Family Violence, Youth Events, Youth Awards, Photocopying and other small grants, and Children's Day Celebrations.

| 2006/07 | 2007/08 | 2008/09 | Total 2006/07–2015/16 |
|-----------|-----------|-----------|-----------------------|
| \$304,000 | \$313,700 | \$323,500 | \$3.431m |

The Community Assistance Fund

- Strategic Action Plan # 72.0

The Community Assistance Fund is distributed annually to community organisations for projects and programmes that meet the criteria of non-

profit groups contributing to community well-being. Applications are received annually in March and funded according to set criteria. An allocation committee consisting of councillors and community members approves funding and reports to Council in July each year.

| 2006/07 | 2007/08 | 2008/09 | Total 2006/07–2015/16 |
|-----------|-----------|-----------|-----------------------|
| \$209,000 | \$215,700 | \$222,400 | \$2.359m |

Community Houses Operating Grants

- Strategic Action Plan # 76.0

This funding provides for operational grants to community houses/centres that work in partnership with Council to provide focal points for community and neighbourhood development.

| 2006/07 | 2007/08 | 2008/09 | Total 2006/07–2015/16 |
|-----------|-----------|-----------|-----------------------|
| \$407,000 | \$420,000 | \$433,000 | \$4.594m |

Community Facilities

Purchase of a Second Cremator Unit

- Strategic Action Plan # 513.0

This project provides for the purchase and installation of a second cremator unit at Hamilton Park Crematorium to meet increasing demand.

| 2006/07 | 2007/08 | 2008/09 | Total 2006/07–2015/16 |
|----------|-----------|----------------|-----------------------|
| \$10,000 | \$304,400 | No expenditure | \$237,000* |

* Reduced total due to savings from cremator maintenance (SAP # 613.0).

Hamilton West Cemetery Restoration

- Strategic Action Plan # 51.0

This funding provides for the implementation of a continuing cemetery and plot restoration programme at the historical Hamilton West Cemetery site.

| 2006/07 | 2007/08 | 2008/09 | Total 2006/07–2015/16 |
|----------------|----------|----------------|-----------------------|
| No expenditure | \$10,300 | No expenditure | \$57,100 |

Housing Upgrade Programme

- Strategic Action Plan # 654.0

This programme allows for the refurbishment of pensioner housing stock and proposes the disposal of three older sites (listed below) and the redevelopment of nine sites to bring them up to standard. The upgrade is dependent on receiving Housing New Zealand grants of \$5.7m.

- 2006/07 – Sale of Albert Street units and upgrade of Graham Street units.
- 2007/08 – Sale of Te Aroha Street units and commence refurbishing Sullivan Crescent units.
- 2008/09 – Sale of River Road units and commence redevelopment of Walker Terrace units.

| 2006/07 | 2007/08 | 2008/09 | Total 2006/07–2015/16 |
|---------|----------|----------|-----------------------|
| \$1.08m | \$3.552m | \$2.154m | \$11.074m |

Public Toilet Development

- Strategic Action Plan # 221.0

This programme provides for the development of public toilets at parks, sports areas and other locations within the city. Sites where public toilets are to be developed include Tauhara Park in 2006/07, Grosvenor Park and Five Cross Roads in 2007/08 and Kahikatea Park in 2008/09.

| 2006/07 | 2007/08 | 2008/09 | Total 2006/07–2015/16 |
|-----------|-----------|-----------|-----------------------|
| \$144,000 | \$287,900 | \$137,300 | \$1.673m |

Parks and Gardens

Hamilton Gardens Development Programme

- Strategic Action Plan # 99.0

Hamilton Gardens is a vital aspect of Hamilton's tourist industry. The Hamilton Gardens Development Programme provides for the further development of the Gardens as a regional attraction and events centre. The principal project in Years 1 to 4 is Te Parapara Garden, a Maori garden which will focus on the plants, techniques and technology associated with pre-European Maori horticulture. Funding has also been provided in 2006/07 in Year 1 to enable the completion of the Char Bagh Garden, and in 2010/11 to 2013/14 for the development of the Fantasy Gardens in the enclosed sector of Hamilton Gardens.



| 2006/07 | 2007/08 | 2008/09 | Total 2006/07–2015/16 |
|-----------|-----------|-----------|-----------------------|
| \$125,000 | \$156,900 | \$133,000 | \$1.144m |

Permaculture Garden

- Strategic Action Plan # 806.0

This project provides for the operation and maintenance of the Permaculture Garden at Hamilton Gardens.

| 2006/07 | 2007/08 | 2008/09 | Total 2006/07–2015/16 |
|----------|----------|----------|-----------------------|
| \$17,900 | \$18,500 | \$19,000 | \$202,100 |

Recreation Equipment Programme

- Strategic Action Plan # 137.0

This programme provides for the development of a destination playground at Tauhara Park in 2006/07. A destination playground offers a range of play attractions for people of different ages at an accessible and central location. New neighbourhood playgrounds will also be developed to serve the local residential community, including one at Wiltshire Drive Reserve in 2006/07 and one at Elliott Park in 2007/08.

The Recreation Equipment Programme also provides for the upgrade of existing playgrounds to current playground standards.

| 2006/07 | 2007/08 | 2008/09 | Total 2006/07–2015/16 |
|-----------|-----------|-----------|-----------------------|
| \$435,000 | \$201,200 | \$136,200 | \$1.983m |

Land Purchases for Reserves

- Strategic Action Plan # 118.0

The reserves covered by this programme are to provide for active recreation, neighbourhood parks and other purposes prescribed in the District Plan. This programme combines two elements: occasional payments for acquisition of small quantities of reserve land, and strategic land purchases to provide recreational open space in the city's new areas. All purchases will be funded by development contributions.

| 2006/07 | 2007/08 | 2008/09 | Total 2006/07–2015/16 |
|-----------|-----------|----------|-----------------------|
| \$17.756m | \$13.202m | \$1.424m | \$48.66m |





Tills Lookout to Taitua Arboretum Walkway

- Strategic Action Plan # 608.0

This project provides for the development of a walkway/cycleway between Tills Lookout and Taitua Arboretum, which gives residents within the city an opportunity to walk or cycle to Taitua Arboretum. This section of walkway forms a part of the Te Araroa walkway, a hiking trail that aims to span the length of New Zealand by 2008. The Tills Lookout to Taitua Arboretum walkway signifies Council's partnership in this initiative.

| 2006/07 | 2007/08 | 2008/09 | Total 2006/07–2015/16 |
|-----------|----------------|----------------|-----------------------|
| \$279,000 | No expenditure | No expenditure | \$279,000 |

Waiwhakareke Natural Heritage Park (Horseshoe Lake)

- Strategic Action Plan # 609.0

This programme provides for the development of the Waiwhakareke Natural Heritage Park (Horseshoe Lake). This 50 hectare site is to be restored to demonstrate a range of ecosystems characteristic of indigenous Waikato biodiversity. Developments in the first three years are focused on establishing native plantings.

| 2006/07 | 2007/08 | 2008/09 | Total 2006/07–2015/16 |
|-----------|-----------|-----------|-----------------------|
| \$160,000 | \$152,700 | \$177,700 | \$3.190m |

Replacement of Lake Domain Tearooms

- Strategic Action Plan # 341.0

This project allows for the replacement of the ice cream bar, tearooms and reception facilities comprising the Lakeside Tearooms and Reception Centre.

| 2006/07 | 2007/08 | 2008/09 | Total 2006/07–2015/16 |
|-----------|----------|----------------|-----------------------|
| \$150,000 | \$2.425m | No expenditure | \$2.575m |

Sports Areas

Sports Area Development Programme

- Strategic Action Plan # 157.0

This programme provides for the development of sports fields suitable for organised sports in response to community demand. In 2006/07 a sports ground is to be developed at Beetham Park.



| 2006/07 | 2007/08 | 2008/09 | Total 2006/07–2015/16 |
|----------|----------------|----------------|-----------------------|
| \$40,000 | No expenditure | No expenditure | \$750,700 |

Changing Room Development

- Strategic Action Plan # 162.0

This programme provides for the development of changing rooms on sports parks to meet the requirements set out in the Sports Parks Management Plan and to satisfy community demand. In 2007/08 changing rooms will be developed at Gower Park.

| 2006/07 | 2007/08 | 2008/09 | Total 2006/07–2015/16 |
|----------------|-----------|----------------|-----------------------|
| No expenditure | \$629,500 | No expenditure | \$1.510m |

Rotokauri and Rototuna Sports Parks Development Programmes

This programme provides for the development of sports parks (including neighbourhood play areas) with playing fields, changing rooms, car parking and access roads, paths, playgrounds and landscaping in the Rotokauri and Rototuna areas.

- Strategic Action Plan # 604.0 – Rotokauri

| 2006/07 | 2007/08 | 2008/09 | Total 2006/07–2015/16 |
|----------------|----------------|----------------|-----------------------|
| No expenditure | No expenditure | No expenditure | \$2.289m |

- Strategic Action Plan # 606.0 – Rototuna

| 2006/07 | 2007/08 | 2008/09 | Total 2006/07–2015/16 |
|----------------|----------------|----------------|-----------------------|
| No expenditure | No expenditure | No expenditure | \$9.923m |

Swimming Facilities

Lido and Hydroslide Leisure Pool (Waterworld)

- Strategic Action Plan # 216.0

This project will create leisure space for family and youth in the current Lido Pool at Waterworld. A key focus of this redevelopment will be the construction of a new hydroslide facility closer to the Lido Pool. A new toddlers play area will also be constructed, which will allow 'safe-play' in an area that will have splash pads and water fountains to entertain toddlers.

| 2006/07 | 2007/08 | 2008/09 | Total 2006/07–2015/16 |
|----------------|----------|----------------|-----------------------|
| No expenditure | \$3.271m | No expenditure | \$3.271m |



New North-East Sector Pool

- Strategic Action Plan # 351.0

The development of a new pool in the north-east sector is becoming an increasing priority due to the capacity issues placed on current facilities and the priority of city growth. The scope of the project includes an eight lane 25 metre pool, leisure fun pool, learners pool, toddlers pool, hydroslide, café, fitness gym and storage rooms for sports grounds. Stage One in 2008/09 is the specification design stage, with construction scheduled to begin in 2010/11.

| 2006/07 | 2007/08 | 2008/09 | Total 2006/07–2015/16 |
|----------------|----------------|----------|-----------------------|
| No expenditure | No expenditure | \$1.064m | \$15.616m |

Hydrotherapy Pool

- Strategic Action Plan # 714.0

This project provides for the design and construction of a hydrotherapy pool at Waterworld. Council will fund the design costs for the pool in 2006/07 and will contribute 33 per cent of the capital funding for construction in 2011/12. Council's capital contribution is conditional upon the Waikato District Health Board also funding 33 per cent of the capital cost of the pool and the balance to be raised from other community sources.

| 2006/07 | 2007/08 | 2008/09 | Total 2006/07–2015/16 |
|-----------|----------------|----------------|-----------------------|
| \$180,000 | No expenditure | No expenditure | \$857,900 |



Strategic Framework: Strand B – Creating Identity And Prosperity

Animal Care And Control

Wire Mesh Covering of Exercise Yards at the Animal Care and Control Centre

- Strategic Action Plan # 616.0

This project is to increase the security provisions at the Ellis Street Animal Care and Control Centre.

| 2006/07 | 2007/08 | 2008/09 | Total 2006/07–2015/16 |
|----------------|----------|----------------|-----------------------|
| No expenditure | \$41,300 | No expenditure | \$41,300 |

Additional Kennel Block at the Animal Care and Control Centre

- Strategic Action Plan # 615.0

With the increase in the city's population, it is envisaged that the dog population will also increase. This project is to provide additional kennel capacity at the Ellis Street Animal Centre.

| 2006/07 | 2007/08 | 2008/09 | Total 2006/07–2015/16 |
|----------------|----------------|----------------|-----------------------|
| No expenditure | No expenditure | No expenditure | \$234,800 |



Building Control

Policy on Earthquake-Prone, Dangerous and Insanitary Buildings

- Strategic Action Plan # 769.0 and # 798.0

All territorial authorities in New Zealand were required by the Building Act 2004 to adopt a policy on earthquake-prone, dangerous and insanitary buildings by 31 May 2006. The funding for this project covers the costs associated with developing and implementing the policy.

| 2006/07 | 2007/08 | 2008/09 | Total 2006/07–2015/16 |
|----------|----------|----------|-----------------------|
| \$80,000 | \$51,600 | \$53,200 | \$229,100 |

Parking Enforcement

Upgrade of Parking Meters for Coin Changes

- Strategic Action Plan # 774.0

Parking meters are required to be upgraded as a result of the July 2006 coinage changes.

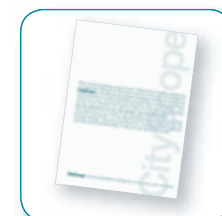
| 2006/07 | 2007/08 | 2008/09 | Total 2006/07–2015/16 |
|----------|----------------|----------------|-----------------------|
| \$60,000 | No expenditure | No expenditure | \$60,000 |



Planning Guidance

CityScope – City Design Strategy – Pre-application meetings

These meetings will allow for continued development of the initiative introduced by Council where resource consent pre-application meetings will be held to ensure future developments comply with Council's plans for the city. Areas in which Council will be focusing will include:



- CityScope (city design strategy)
- parking and traffic movement in the CBD (to balance the needs of pedestrians and those of commercial buildings)
- the Access Hamilton Strategy.



Economic Development

The Katolyst Group Funding

- Strategic Action Plan # 630.0

Council is the major funder and supporter of The Katolyst Group, the Waikato region's primary economic development agency. The goal of Katolyst (which was formed in March 2005) is to accelerate economic growth in Hamilton and the Waikato through increased development of strategic industries, and small businesses. Funding also comes from WEL Networks, Telecom, and central government funding. Katolyst brings together Waikato Innovation Park, B2H (Business to Hamilton) and the Business Development Centre.

| 2006/07 | 2007/08 | 2008/09 | Total 2006/07–2015/16 |
|-----------|-----------|-----------|-----------------------|
| \$721,000 | \$774,100 | \$767,100 | \$8.139m |

City Promotion

Hamilton Website Portal

The Hamilton website www.hamilton.co.nz is a significant information and promotional tool for Hamilton. It provides an opportunity to showcase the city to local residents and at a national and international level to people who want to find out more about Hamilton. The site currently has an extensive range of information, including a large searchable database of clubs and organisations, a self-populated business directory, a live camera image of the city, a searchable street map and a database of dogs available for adoption from Council's dog control service.



Events Promotion (Event Sponsorship Fund)

- Strategic Action Plan # 614.0

Council is committed to attracting and developing events in the city as a key mechanism for promoting Hamilton. In the next 10 years Council aims to increase the significance of large events (e.g., V8 Supercars Street Race, World Rally Championship, Boathouse 8s, Balloons Over Waikato, Hamilton Gardens Summer Festival, World Rowing Championships) that are staged in and around the city and to give greater exposure of these events to local, national and international audiences.



| 2006/07 | 2007/08 | 2008/09 | Total 2006/07–2015/16 |
|----------|----------|----------|-----------------------|
| \$1.113m | \$1.671m | \$2.447m | \$24.985m |

Performing Arts

Founders Memorial Theatre Air Conditioning

- Strategic Action Plan # 695.0

This project is for the installation of air conditioning systems for the auditorium at Founders Memorial Theatre. There is currently no air conditioning in the theatre.

| 2006/07 | 2007/08 | 2008/09 | Total 2006/07–2015/16 |
|----------|-----------|----------------|-----------------------|
| \$55,000 | \$510,800 | No expenditure | \$565,800 |

The Meteor Theatre Development

- Strategic Action Plan # 702.0

This project provides for refurbishment of The Meteor. Stage 1 involves structural work and fit out of the first floor in order to accommodate an innovation centre for arts development (known as an Arts Hub). Stages 2 and 3 will subsequently resolve some further engineering issues, establish dressing rooms, improve the performance and staging areas and improve the ground floor foyers to provide a cafe and improved function facilities.



| 2006/07 | 2007/08 | 2008/09 | Total 2006/07–2015/16 |
|---------|----------------|----------------|-----------------------|
| \$1.6m | No expenditure | No expenditure | \$5.299m |

Hamilton City Libraries

New Library in North-East Sector

- Strategic Action Plan # 107.0 and 783.0

These projects provide for the purchase of land for and construction of a new library in the north east sector of Hamilton to meet the demands of population growth. Construction of this library will ensure Hamilton continues to meet national population standards for library facility space. The library is expected to be built adjacent to commercial, community and educational development planned for this area.

| 2006/07 | 2007/08 | 2008/09 | Total 2006/07–2015/16 |
|----------------|----------|----------------|-----------------------|
| No expenditure | \$1.245m | No expenditure | \$17.756m |

Waikato Museum of Art and History

Museum Development Fund

- Strategic Action Plan # 708.0

These projects assist the museum to deliver the level of service required in the museum's strategic plan. In years 1–3 this includes an upgrade to the security system, which is necessary to attract international touring exhibitions.

| 2006/07 | 2007/08 | 2008/09 | Total 2006/07–2015/16 |
|----------|----------|----------|-----------------------|
| \$40,000 | \$41,300 | \$42,600 | \$451,600 |

Conservation of the Historic River Vessel Rangiriri

- Strategic Action Plan # 794.0

This vessel, berthed at Memorial Park adjacent to the Waikato River, represents the arrival of founding militia settlers to Hamilton. This project provides for the conservation of the Rangiriri, as a key part of the city's history and development. The proposal involves the lifting and preliminary conservation of the vessel.

| 2006/07 | 2007/08 | 2008/09 | Total 2006/07–2015/16 |
|-----------|----------------|----------------|-----------------------|
| \$120,000 | No expenditure | No expenditure | \$120,000 |

Beale Cottage Heritage Garden

- Strategic Action Plan # 705.0

This project provides for the restoration of the Beale Cottage Heritage Garden in accordance with the Historic Places Act 1993, as a building of historic value to Hamilton and as an ideally placed interpretative tool for Hamilton's built heritage.

| 2006/07 | 2007/08 | 2008/09 | Total 2006/07–2015/16 |
|----------|----------|----------------|-----------------------|
| \$19,000 | \$19,600 | No expenditure | \$38,600 |

Event Facilities

Proposed Redevelopment of Claudelands Events Centre

- Strategic Action Plan # 666.0

The proposed redevelopment of Claudelands Events Centre includes the upgrade and refurbishment of the existing buildings and surrounds to meet user and industry expectations. This redevelopment includes the additional construction of a conferencing kitchen, foyer and event/venue administration areas.

| 2006/07 | 2007/08 | 2008/09 | Total 2006/07–2015/16 |
|-----------|----------|----------|-----------------------|
| \$500,000 | \$7.598m | \$3.251m | \$17.324m |

Proposed Construction of an Indoor Stadium/Major Events Hall at Claudelands Park

- Strategic Action Plan # 524.0

This proposal will enable construction of an indoor stadium/major events hall at Claudelands Park with 3500 seats and a capacity for 5000 seats, that caters for national and international indoor sports, special events and exhibitions.

| 2006/07 | 2007/08 | 2008/09 | Total 2006/07–2015/16 |
|----------------|----------|-----------|-----------------------|
| No expenditure | \$2.322m | \$11.890m | \$26.437m |

Hamilton Zoo

Zoo Development Programme

- Strategic Action Plan # 310.0

The development of new exhibits for the Hamilton Zoo assists in maintaining and increasing visitor numbers. The Hamilton Zoo is part of an international animal lease programme for endangered species. The new exhibits planned for the next 10 years are the Cappuchian/South American exhibit in 2008/09 and the Siamang exhibit in 2011/12.



| 2006/07 | 2007/08 | 2008/09 | Total 2006/07–2015/16 |
|----------------|----------------|-----------|-----------------------|
| No expenditure | No expenditure | \$353,200 | \$749,700 |

Zoo Visitor Shelters

- Strategic Action Plan # 725.0

Hamilton Zoo does not currently have any covered area where visitors and groups can take shelter from the elements. This project allows sheltered spaces to be placed strategically throughout the zoo to allow customers to take shelter from the elements.

| 2006/07 | 2007/08 | 2008/09 | Total 2006/07–2015/16 |
|----------|----------------|----------|-----------------------|
| \$60,000 | No expenditure | \$63,800 | \$334,700 |



Security Perimeter Fencing

- Strategic Action Plan # 768.0

The zoo has a boundary perimeter of 3233.4 metres. It has been identified through various health and safety reports that a higher security fence needs to be erected around the perimeter of the zoo, not only to assist as another security measure for the animals, but to also ensure that no one has the ability to get into the zoo.

| 2006/07 | 2007/08 | 2008/09 | Total 2006/07–2015/16 |
|----------------|-----------|-----------|-----------------------|
| No expenditure | \$275,500 | \$284,100 | \$871,900 |



Strategic Framework: Strand C – Protecting Our Future

Wastewater Management

Wastewater Treatment Plant Upgrade

- Strategic Action Plan # 238.0

This project provides for the continuation of Stage 2 of the development of the Wastewater Treatment Plant to cater for urban growth. This will enable increased capacity and improvements to the treatment process.

| 2006/07 | 2007/08 | 2008/09 | Total 2006/07–2015/16 |
|-----------|----------|-----------|-----------------------|
| \$710,000 | \$4.011m | \$223,400 | \$15.101m |



Extension of the Far Eastern Interceptor

- Strategic Action Plan # 240.0

This project provides for extensions to the Far Eastern Interceptor to service urban growth in Rototuna and the eastern growth areas. The pipeline will be constructed along Wairere Drive from Huntington Drive to Crosby Road.

| 2006/07 | 2007/08 | 2008/09 | Total 2006/07–2015/16 |
|----------|----------------|----------------|-----------------------|
| \$1.339m | No expenditure | No expenditure | \$1.339m |

Rototuna Wastewater Trunks

- Strategic Action Plan # 242.0

This project provides for extensions to wastewater trunkmains to service urban growth in Rototuna. The wastewater system will be extended along River Road, Cumberland Drive, Cate Road, Te Manatu Drive, Barrington Drive and north of Borman Road.

| 2006/07 | 2007/08 | 2008/09 | Total 2006/07–2015/16 |
|-----------|-----------|-----------|-----------------------|
| \$426,000 | \$500,500 | \$920,400 | \$4.134m |



Rotokauri Wastewater Trunks

- Strategic Action Plan # 547.0

This project provides for the extension of wastewater trunkmains to service urban growth in Rotokauri. The wastewater system will be extended along Rotokauri Road, Baverstock Road, and Te Kowhai Road.

| 2006/07 | 2007/08 | 2008/09 | Total 2006/07–2015/16 |
|----------|-----------|-----------|-----------------------|
| \$1.044m | \$516,000 | \$521,400 | \$7.315m |

Refurbishment of Interceptors and Trunk Services

- Strategic Action Plan # 247.0

This project involves the refurbishment of deteriorating concrete pipelines, which is a cost effective means of extending their service lives.

| 2006/07 | 2007/08 | 2008/09 | Total 2006/07–2015/16 |
|-----------|-----------|-----------|-----------------------|
| \$350,000 | \$825,600 | \$851,200 | \$12.98m |



Replacement of Pump Station SCADA System

- Strategic Action Plan # 249.0

The wastewater SCADA (Supervisory Control and Data Acquisition) system monitors the city's wastewater pump stations to ensure correct operation and to prevent wastewater overflows. The electrical components and software have a predicted life of 15 years. This programme allows for their replacement.

| 2006/07 | 2007/08 | 2008/09 | Total 2006/07–2015/16 |
|----------|-----------|-----------|-----------------------|
| \$20,000 | \$258,000 | \$266,000 | \$1.978m |



Peacocke Wastewater Storage Chamber

- Strategic Action Plan # 797.0

Strategic Action Plan # 797.0 provides for the design and installation of a wastewater storage chamber to balance wet weather flows from the Peacocke growth area into Hamilton's wastewater network. This project will also include the installation of aeration treatment and odour management systems.

| 2006/07 | 2007/08 | 2008/09 | Total 2006/07–2015/16 |
|----------------|-----------|----------|-----------------------|
| No expenditure | \$361,200 | \$6.118m | \$6.479m |

Stormwater Management

Extension of Trunkmains to Service the Rototuna Growth Area

- Strategic Action Plan # 170.0

This project provides for the extension of stormwater trunkmains to enable urban growth in Rototuna. The stormwater system will be extended from Te Manatu Drive towards Borman and Cate Roads.

| 2006/07 | 2007/08 | 2008/09 | Total 2006/07–2015/16 |
|----------|----------|-----------|-----------------------|
| \$3.137m | \$2.099m | \$421,300 | \$10.58m |

Extension of Trunkmains to Service the Rotokauri Growth Area

- Strategic Action Plan # 548.0

This project provides for the extension of stormwater trunkmains to enable urban growth in Rotokauri. The stormwater system will be extended north from Avalon Drive to Lee Road, Ruffells Road and Te Kowhai Road.

| 2006/07 | 2007/08 | 2008/09 | Total 2006/07–2015/16 |
|----------|----------|-----------|-----------------------|
| \$2.351m | \$2.626m | \$997,000 | \$18.901m |

Stormwater Network Hydraulic Modelling

- Strategic Action Plan # 181.0

This project provides for the development of a new hydraulic model of Hamilton's stormwater network. This work ensures that the city's stormwater network is designed to best practice standards, thus minimising flooding of public property.



| 2006/07 | 2007/08 | 2008/09 | Total 2006/07–2015/16 |
|----------|----------|----------|-----------------------|
| \$52,000 | \$35,100 | \$36,200 | \$380,400 |

Stormwater Secondary Flowpath Citywide Assessment

- Strategic Action Plan # 570.0

The project will identify and assess the adequacy of all secondary flowpaths for stormwater in Hamilton's urban areas. Secondary flowpaths are necessary during periods of heavy rainfall to prevent flooding of properties.

| 2006/07 | 2007/08 | 2008/09 | Total 2006/07–2015/16 |
|----------------|-----------|-----------|-----------------------|
| No expenditure | \$129,000 | \$133,000 | \$262,000 |

Recycling/Refuse Collection

Horotiu Landfill – Capping of Stages 4 and 6

- Strategic Action Plan # 151.0

This project involves completing the final capping and reinstatement of Stages 4 and 6 (the final stages at Horotiu Landfill) which is due to close by 31 December 2006.

| 2006/07 | 2007/08 | 2008/09 | Total 2006/07–2015/16 |
|----------|----------------|----------------|-----------------------|
| \$1.745m | No expenditure | No expenditure | \$1.745m |

Horotiu Landfill – Stage 6b Gas Flare

- Strategic Action Plan # 745.0

An additional flare will be installed to capture the gas from Stage 6b at Horotiu Landfill as part of the gas-to-energy project.

| 2006/07 | 2007/08 | 2008/09 | Total 2006/07–2015/16 |
|-----------|----------------|----------------|-----------------------|
| \$165,000 | No expenditure | No expenditure | \$165,000 |

Horotiu Landfill – Aftercare Works

- Strategic Action Plan # 746.0

This project allows for the regular review of resource consent conditions and for annual upgrade works at Horotiu Landfill after its closure in 2006.

| 2006/07 | 2007/08 | 2008/09 | Total 2006/07–2015/16 |
|----------|----------|----------|-----------------------|
| \$34,000 | \$14,400 | \$14,900 | \$354,200 |



Closed Landfill Improvements

- Strategic Action Plan # 563.0

Improvements will be made to gas and leachate control systems at the Willoughby and Rototuna closed landfills to ensure compliance with resource consent conditions.

| 2006/07 | 2007/08 | 2008/09 | Total 2006/07–2015/16 |
|-----------|----------|----------------|-----------------------|
| \$110,000 | \$41,300 | No expenditure | \$151,300 |

Water Supply

Water Treatment Station Upgrades

- Strategic Action Plan # 556.0, 298.0, 519.0 and 764.0

SAP # 556.0 provides for additional improvements to existing treatment processes and the installation of new processes at the Water Treatment Station to meet growth predictions. These processes will be designed to increase production capacity while ensuring continued compliance with public health requirements and the Drinking Water Standards of New Zealand.

| 2006/07 | 2007/08 | 2008/09 | Total 2006/07–2015/16 |
|----------------|----------------|----------------|-----------------------|
| No expenditure | No expenditure | No expenditure | \$16.456m |

SAP # 298.0 provides for the upgrade of filter and sedimentation tanks at the Water Treatment Station to comply with the Drinking Water Standards of New Zealand 2005.

| 2006/07 | 2007/08 | 2008/09 | Total 2006/07–2015/16 |
|-----------|-----------|-----------|-----------------------|
| \$150,000 | \$154,800 | \$239,400 | \$2.203m |

SAP # 519.0 provides for various improvements to the water treatment process to comply with the Drinking Water Standards of New Zealand 2005 and resource consent conditions. Works include installation of a sludge dewatering system, pipeline improvements and pump variable speed drives.

| 2006/07 | 2007/08 | 2008/09 | Total 2006/07–2015/16 |
|-----------|-----------|----------|-----------------------|
| \$138,000 | \$536,600 | \$37,200 | \$2.212m |

SAP # 764.0 provides for various improvements to the water treatment process to increase process control and monitoring.



| 2006/07 | 2007/08 | 2008/09 | Total 2006/07–2015/16 |
|----------|----------|---------|-----------------------|
| \$21,000 | \$31,000 | \$2,100 | \$770,400 |

Rototuna Watermains

- Strategic Action Plan # 262.0

This project provides for extensions to water reticulation trunkmains and ridermains to service urban growth in Rototuna. Water supply will be provided to Borman Road, Cumberland Drive, Horsham Downs Road, Cate Road and Kay Road.

| 2006/07 | 2007/08 | 2008/09 | Total 2006/07–2015/16 |
|-----------|-----------|-----------|-----------------------|
| \$191,000 | \$391,100 | \$317,100 | \$3.332m |

Rotokauri Watermains

- Strategic Action Plan # 549.0

This project provides for extensions to water reticulation trunkmains and ridermains to service urban growth in Rotokauri. Water supply will be extended along and provided to Church Road, Avalon Drive and Te Kowhai Road.

| 2006/07 | 2007/08 | 2008/09 | Total 2006/07–2015/16 |
|-----------|-----------|-----------|-----------------------|
| \$115,000 | \$337,500 | \$244,700 | \$2.655m |

Bulkmain Augmentation and Extension

- Strategic Action Plan # 277.0

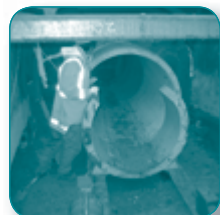
Bulkmains will be extended along Wairere Drive in 2007/08 and from Carrs Road to Ruakura Road in 2008/09. This project is necessary to ensure that the water supply meets urban growth requirements.

| 2006/07 | 2007/08 | 2008/09 | Total 2006/07–2015/16 |
|----------------|---------|----------|-----------------------|
| No expenditure | \$1.82m | \$2.383m | \$4.203m |

Temple View Security of Supply

- Strategic Action Plan # 477.0

Temple View is currently serviced by only one pipeline from Hamilton city. This project provides for an evaluation of the options available to improve water supply security at Temple View and to construct the preferred option.



| 2006/07 | 2007/08 | 2008/09 | Total 2006/07–2015/16 |
|----------------|----------------|----------|-----------------------|
| No expenditure | No expenditure | \$1.138m | \$1.138m |

Ruakura Water Supply Pipeline

- Strategic Action Plan # 584.0

This project will extend a trunkmain along Ruakura Road and complete the water supply to Innovation Park.

| 2006/07 | 2007/08 | 2008/09 | Total 2006/07–2015/16 |
|-----------|----------------|----------------|-----------------------|
| \$382,000 | No expenditure | No expenditure | \$382,000 |

Water Loss Study

- Strategic Action Plan # 591.0

This project will investigate causes of water loss from the reticulation network and determine methods to minimise these losses.

| 2006/07 | 2007/08 | 2008/09 | Total 2006/07–2015/16 |
|----------|----------|----------|-----------------------|
| \$45,000 | \$46,400 | \$26,600 | \$322,900 |

Sustainable Environment



Environmental Education Programme

- Strategic Action Plan # 203.0

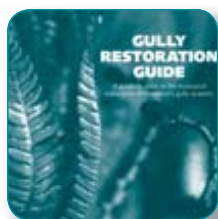
Council's Environmental Education Strategy 1999, 'Learning to Create a Sustainable City', is the primary vehicle to assist Council to encourage and empower the people of Hamilton to have positive impacts on the environment. The strategy targets a number of different environmental issues and focuses on partnerships with key groups. The programme currently includes the 'Know it?...Live it!' community education programme, the Enviroschools programme and corporate environmental education.

| 2006/07 | 2007/08 | 2008/09 | Total 2006/07–2015/16 |
|----------|----------|----------|-----------------------|
| \$83,000 | \$85,700 | \$88,300 | \$937,000 |

Gully Restoration Programme

- Strategic Action Plan # 208.0

The Gully Restoration Programme is an initiative that aims to encourage



private gully owners to undertake restorations on their own gully sections and to contribute to the overall vision of ecological restoration for Hamilton. This long-term funding will allow the Gully Restoration Programme to build on the last three years' work to increase the number of people participating in gully restorations. A key highlight of the programme will be the establishment of professional development opportunities for architects and landscapers with a view to creating 'preferred consultants' to meet the growing need by gully owners for professionals with a good knowledge of gully systems.

| 2006/07 | 2007/08 | 2008/09 | Total 2006/07–2015/16 |
|----------|----------|----------|-----------------------|
| \$15,000 | \$10,300 | \$10,600 | \$51,500 |

Consultation Programme

- Strategic Action Plan # 622.0

A recent review of Council's Consultation Policy, guidelines and practice has been undertaken to assist Council better understand and meet its requirements under the Local Government Act 2002 in relation to consultation. A range of opportunities for improvement were identified, in particular, developing clear procedures and establishing training for Council staff. As a result the policy and guidelines will be updated and a number of recommendations relating to practice will be considered and implemented by Council.

| 2006/07 | 2007/08 | 2008/09 | Total 2006/07–2015/16 |
|----------|---------|---------|-----------------------|
| \$10,000 | \$5,200 | \$5,300 | \$48,800 |

Transport: Road Network Management

Peacocke Roading Future Growth

- Strategic Action Plan # 553.0

This project provides for the investigation, design, property purchase and construction funding associated with transport infrastructure required to facilitate urban development of the Peacocke growth cell and the development of the State Highway network to the south of the city (Southern Links).



| 2006/07 | 2007/08 | 2008/09 | Total 2006/07–2015/16 |
|-----------|----------------|-----------|-----------------------|
| \$450,000 | No expenditure | \$284,100 | \$1.39m |



Rotokauri Rooding Future Growth

- Strategic Action Plan # 554.0

This project provides for the investigation, design, property purchase and construction funding associated with transport infrastructure required to facilitate urban development of the Rotokauri growth cell.

| 2006/07 | 2007/08 | 2008/09 | Total 2006/07–2015/16 |
|---------|-----------|-----------|-----------------------|
| \$4.99m | \$16.229m | \$16.927m | \$103.538m |

Rototuna Rooding Future Growth

- Strategic Action Plan # 555.0

This project provides for the investigation, design, property purchase and construction funding associated with transport infrastructure required to facilitate urban development of the Rototuna growth cell. This project also provides for the designation of a new northern bridge crossing over the Waikato River.

| 2006/07 | 2007/08 | 2008/09 | Total 2006/07–2015/16 |
|-----------|----------|-----------|-----------------------|
| \$17.423m | \$8.101m | \$20.436m | \$83.02m |

Implementation of Council's Disability Strategy – Transport Projects

- Strategic Action Plan # 765.0

This project provides for various access improvements including car parking, road crossings, and further audible and tactile devices to enable people with disabilities to participate in all city functions.

| 2006/07 | 2007/08 | 2008/09 | Total 2006/07–2015/16 |
|----------|----------|----------|-----------------------|
| \$25,000 | \$25,800 | \$10,600 | \$83,600 |

Bridge Refurbishment

- Strategic Action Plan # 45.0

This programme provides for refurbishment of the city's bridges and includes painting of the main structures. In 2006/07 the Fairfield Bridge concrete pile caps will be investigated and reinforced.

| 2006/07 | 2007/08 | 2008/09 | Total 2006/07–2015/16 |
|---------|----------------|----------------|-----------------------|
| \$1.2m | No expenditure | No expenditure | \$2.338m |



Transport: Access Hamilton

Hamilton Eastern Arterial

- Strategic Action Plan # 375.0

The Hamilton Eastern Arterial is a new 5.3km road to be constructed through the green space parallel to Dey Street. It is required to complete the eastern sector of the city's ring road transport network.

| 2006/07 | 2007/08 | 2008/09 | Total 2006/07–2015/16 |
|-----------|---------|-----------|-----------------------|
| \$600,000 | \$9.7m | \$12.768m | \$44.315m |

Wairere Drive – Including Designation, Land, Intersections, 4-laning

- Strategic Action Plan # 544.0

This programme provides for the extension, 4-laning and intersection improvements to Wairere Drive as part of improving the ring road network and providing strategic intersections to connect to the existing network and new access roads.

| 2006/07 | 2007/08 | 2008/09 | Total 2006/07–2015/16 |
|----------|----------|-----------|-----------------------|
| \$9.359m | \$9.502m | \$212,800 | \$71.973m |

Peachgrove, Hukanui Intersection Upgrades and Minor Improvements

- Strategic Action Plan # 528.0

This programme provides for the redesign and remodelling of road links and junctions along Peachgrove and Hukanui Roads, required to cope with city growth and network changes following construction of the Hamilton Eastern Arterial. The works will include providing better public transport corridor arrangements, cycle priority and safety measures and improved pedestrian crossing facilities.

| 2006/07 | 2007/08 | 2008/09 | Total 2006/07–2015/16 |
|----------------|----------------|----------------|-----------------------|
| No expenditure | No expenditure | No expenditure | \$4.123m |

River Road Commuter Car Park

- Strategic Action Plan # 731.0

The purpose of this project is to provide a commuter car park building on the existing River Road car park site, adjacent to Claudelands Bridge. In keeping with the CBD upgrade proposals, the car park would increase parking capacity and reduce the need for cars on the eastern side of the city to cross the river.

| 2006/07 | 2007/08 | 2008/09 | Total 2006/07–2015/16 |
|----------------|----------------|----------------|-----------------------|
| No expenditure | No expenditure | No expenditure | \$11.77m |

Bus Infrastructure, Bus Priority Lanes, Road Marking and Signal Priority

- Strategic Action Plan # 728.0 and 729.0

These projects provide for bus infrastructure, such as shelters, bus boarders and transfer stations to improve travel choices. The Orbiter bus service, which will continuously circle the city based on the ring road circuit, is a key contributor to this improved bus infrastructure.

| 2006/07 | 2007/08 | 2008/09 | Total 2006/07–2015/16 |
|-----------|-----------|----------|-----------------------|
| \$170,000 | \$154,800 | \$55,300 | \$806,100 |

Construction of On-Road Cycle Facilities

- Strategic Action Plan # 545.0

This programme provides for the construction of on-road cycle facilities at various locations throughout the city, in response to Council's Cycling Policy (1995).

| 2006/07 | 2007/08 | 2008/09 | Total 2006/07–2015/16 |
|-----------|-----------|-----------|-----------------------|
| \$634,400 | \$653,000 | \$713,100 | \$7.735m |



Development of Off-Road City Walkway/Cycleway Systems

- Strategic Action Plan # 778.0

This programme provides for the development of city walkway/cycleway systems (in the city's gullies, parks and riverside areas) as shown in the current Operative and Proposed District plans.

| 2006/07 | 2007/08 | 2008/09 | Total 2006/07–2015/16 |
|-----------|-----------|-----------|-----------------------|
| \$573,000 | \$574,800 | \$462,800 | \$5.335m |



Waiwhakareke Lake Subdivision

- Strategic Action Plan # 802.0

This programme provides for the development of a five hectare residential subdivision at Waiwhakareke Lake on Council-owned land that incorporates environmentally sustainable design and initiatives.

| 2006/07 | 2007/08 | 2008/09 | Total 2006/07–2015/16 |
|---------|----------------|----------------|-----------------------|
| \$4m | No expenditure | No expenditure | \$4m |



5.0 HAMILTON IN PERSPECTIVE (KIRIKIROA TIROHANGA WHAKAMUA)

5.1 Hamilton's Climate and Geography

Vibrant, diverse, green and thriving, Hamilton is one of New Zealand's fastest growing cities. Situated in the North Island, in the heart of the Waikato region, Hamilton is at the centre of one of the richest agricultural and pastoral areas in the world. Combining all the opportunities of a bustling and vibrant city with a relaxed, easy lifestyle, Hamilton provides a great environment in which to live, work and play.

Hamilton's relatively close location to two main sea ports (Auckland and Tauranga), four state highways, a strategic railway junction, the Auckland International Airport (just over an hour away by road), the South Auckland industrial base and the Hamilton International Airport provides significant opportunities for export and import businesses.

The topography of the city influences its climatic conditions. The Waikato basin area receives lower rainfall than the surrounding hills, while Hamilton's inland location promotes a greater range of temperatures than coastal areas. Hamilton has a mild climate with moderate annual rainfall in both summer and winter, which ensures good growing conditions all year round and is part of what makes the Waikato region so green. Mean temperatures are 18.3° Celsius in January and 8.7° Celsius in July.

The Waikato River, which is the chief source of water for Hamilton, flows for 16.5 kilometres through the city. The river holds great significance culturally and spiritually for Maori and is also a major focus for recreational pursuits. The Waikato River and its associated tributary streams form an extensive system of gullies, which are key natural features of the city.

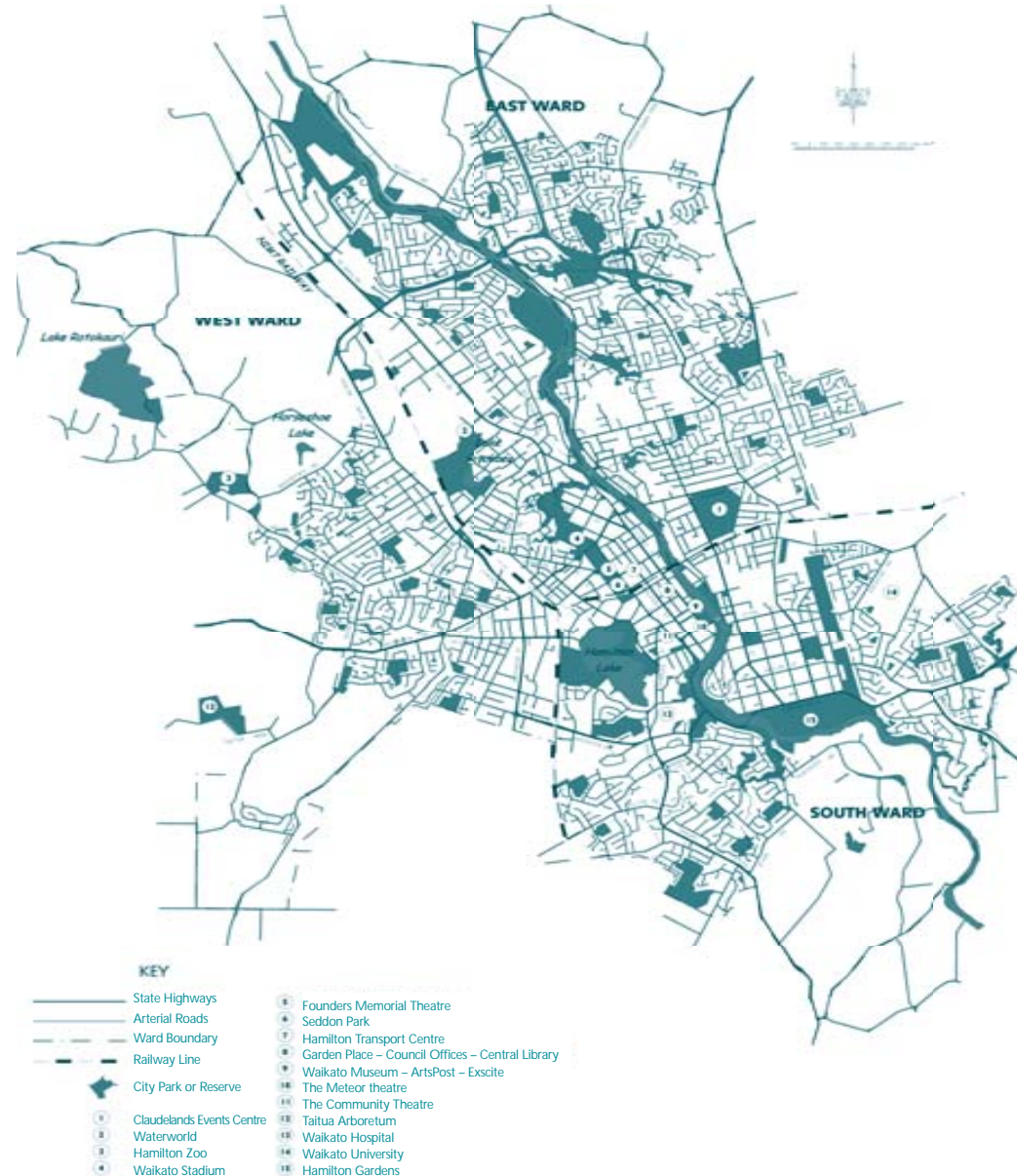
5.2 Hamilton's History

Hamilton's distinct history continues to shape the identity of the city today. Much of the city's character derives from its early settlement patterns and reflects the many different dimensions of the first contact between Maori and European cultures. Various events have contributed to the present social, environmental, cultural and economic make-up of the city, including the New Zealand Land Wars, missionary activities, early settlement and agricultural development. Hamilton's history holds much significance and will continue to influence how the city develops in the future.

KEY FACTS:

- The largest inland city in New Zealand.
- Has a land area of 98.6 km² (New Zealand's smallest city in terms of land area).
- Mean temperatures of 18.3° Celsius in January and 8.7° Celsius in July.
- The Waikato River flows for 16.5km through the city.
- Home to one of the richest agricultural and pastoral areas in the world.

HAMILTON CITY



5.0 HAMILTON IN PERSPECTIVE

KEY FACTS:

- Maori from the Tainui waka were the first recorded settlers in the Hamilton area.
- The Maori name for Hamilton is Kirikiriroa.
- Formal European settlement was established on 24 August 1864.
- The borough of Hamilton was established on 27 October 1877.
- Hamilton became a city on 13 December 1945.
- By 2001 Hamilton's population had exceeded 120,000 people.

The earliest recorded settlers in the Hamilton area were Maori from the Tainui waka. The Tainui people called an area on the west bank of the Waikato River Kirikiriroa (long stretch of gravel), which is the Maori name for Hamilton today. The area was later renamed Hamilton after Captain John Charles Fane Hamilton, who was killed at the battle of Gate Pa in Tauranga in 1864.

The Hamilton area has a history of some 700–800 years of Maori occupation and settlement, which is highlighted by pa sites, traditional gardens and agricultural features along the Waikato River. The main hapu of Hamilton/Kirikiriroa and the surrounding area are Ngati Wairere, Ngati Haua and Ngati Mahanga.

In 1863, the New Zealand Settlement Act enabled land to be taken from Maori by the Crown. This resulted in 1.2 million hectares of land being confiscated in the Waikato region, and part of this land provided the basis for European settlement in Hamilton.

Formal European settlement was established on 24 August 1864, when Captain William Steele disembarked from the gunboat Rangiriri and established the first redoubt near what is now known as Memorial Park.

A military outpost was set up in Hamilton East, which was originally destined to be the main street of Hamilton. Evidence of planning for the centre of the village can be seen in the 'village square' concept of Steele Park and the planting of 'English' trees along Grey Street.

The Borough of Hamilton was established on 27 October 1877 with a population of 1245 and an area of 752 hectares. The Borough of Hamilton combined the east and west Hamilton settlements. Sixty-eight years later, on 13 December 1945, Hamilton became a city with 20,000 citizens, and by 2001, the population had exceeded 120,000 people.

5.3 Hamilton's People

Today, Hamilton is the largest inland city, fourth largest urban area and the seventh largest out of the sixteen cities in New Zealand, with an estimated population of 131,400 as at June 2005. Hamilton accounts for 3.2 per cent of the total national population, and is one of the fastest growing cities in New Zealand.

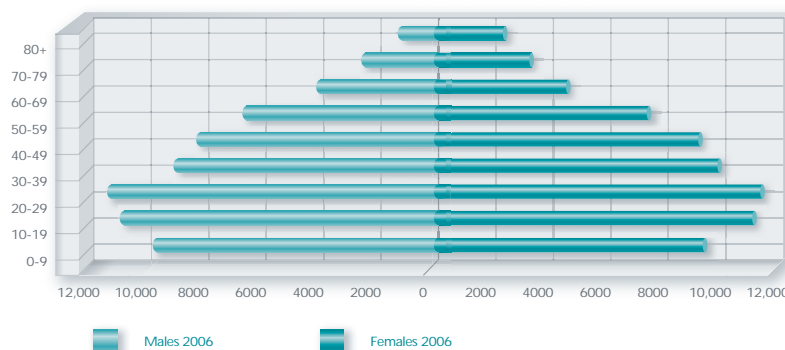
Hamilton has maintained an estimated average annual population increase of 2.1 per cent between June 2001 to June 2005, which is well above the national rate of 1.4 per cent.

The city had the fifth fastest growing population out of New Zealand's cities over the 1996 to 2001 period, and this growth is predicted to continue. Council estimates that Hamilton's population is projected to grow from 131,400 people in June 2005 to 159,600 people by 2016.

The main reason for Hamilton's projected population growth is people moving to Hamilton from other parts of New Zealand and overseas. An increase in the number of people that live in Hamilton has significant implications for the city in the future, particularly for transport infrastructure planning and future land use and development.

Hamilton has a higher proportion of young people than the national average, with nearly half (49 per cent) the city's population being under 30 years of age (compared to 43 per cent nationally). The median age of residents in Hamilton was 30.8 years in 2001, compared with the national median age of 34.8 years.

AGE AND GENDER PROJECTIONS 2006



Source: Statistics New Zealand – Subnational Family and Household Projections.

The youthful population of Hamilton is partly due to the presence of a number of tertiary education institutions in the city. This also provides for a large mobile population, including students from all around New Zealand and overseas.

The large number of young people in Hamilton also has implications for the provision of services that young people require, ranging from primary and secondary schools and other education institutions to recreation facilities such as skateboard parks and youth centres.

KEY FACTS:

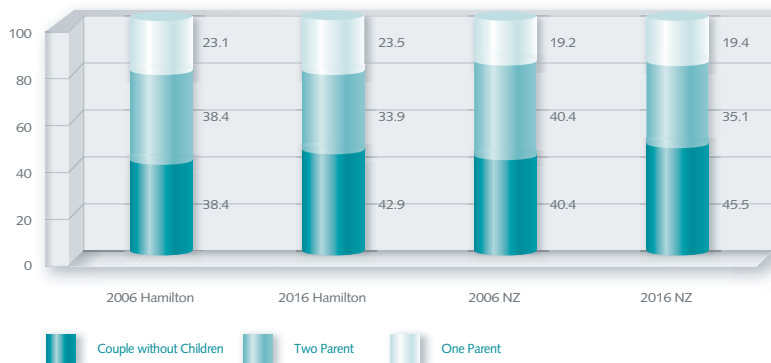
- Largest inland city, fourth largest urban area and seventh largest city.
- Population projected to increase from 131,400 in 2005 to 159,600 by 2016.
- Youthful population, with nearly half under 30 years of age.
- Annual population increase of around 2.1 per cent.

KEY FACTS:

- Hamilton is central to a number of key attractions and events eg.
- The National Agricultural Fieldays (the biggest agricultural trade show in the Southern Hemisphere - over 1000 exhibitors, and 116,000 attendees in 2006, worth approximately \$290 million nationally, and \$57 million to the Waikato economy)
- Hamilton has secured the rights to host the sole New Zealand round of the Australian V8 Supercars Street Race series (subject to Council obtaining a resource consent).



PROJECTED FAMILY TYPES



Source: Statistics New Zealand – Subnational Family and Household Projections.

Over the next 10 years it is projected that the proportion of households comprising couples without children will increase while the proportion of two parent households will decrease.

While Hamilton is home to more than 80 ethnic groups, the New Zealand European population (76.3 per cent) constitutes the largest ethnic group in Hamilton. Hamilton has a higher proportion of Maori (18.6 per cent) than the national figure (14.1 per cent). This figure is made up of both Mana Whenua (Maori of the local area) and Maataa Waka (Maori from other areas). The Maori population in Hamilton is also relatively young – 47 per cent of Maori in Hamilton in 2001 were under 20 years of age.

Hamilton also has a slightly higher proportion of Asian people (7 per cent) compared to the national average of 6.4 per cent.

5.4 Hamilton's Economy

Located in the heart of rich farmland, Hamilton has evolved into a home for hi-tech, innovative manufacturing and engineering industries that contribute to a flourishing local economy. The city is a major service centre for the Waikato region, which is New Zealand's highest export region, accounting for around 19 per cent of the country's total exports. The city's central location, modern infrastructure and its climate of research and development have made Hamilton the ideal choice for businesses to expand, start up or relocate their operations to.

New Zealand's dairy industry is centred around Hamilton and Waikato, with a strong technological based research and development capability. A significant amount of New Zealand's science research is also undertaken in and close to Hamilton. The city and wider Waikato region are home to major research facilities such as AgResearch, Livestock Improvement, Dexcel, Fonterra and HortResearch. The launch of Waikato Innovation Park in February 2004 was another step towards Hamilton becoming a world class centre of agricultural biotech excellence.

Major cluster industries being developed in the city include ag-biotech, light aviation, transport logistics, light engineering, science and research and education. Other sectors include tourism, equine, aluminium extrusion, plastics and manufacturing of water pleasure craft.

A total of 10,693 businesses were located within Hamilton as at February 2005. The city's largest sectors of employment are spread between health and community services (15.0 per cent), retail trade (13.4 per cent), manufacturing (12.9 per cent), property and business services (12.5 per cent), and education (10.0 per cent).

Hamilton is regarded as an important freight hub. The region's proximity to both the Tauranga and Auckland container shipping terminals, its expanding international airport, its location on four state highways and the main trunk railway junction are reasons why Hamilton is now regarded by exporters as New Zealand's 'inland port', and a major transportation, storage and distribution centre.

The tertiary education sector is another key economic driver for the city. Approximately 40,750 students were enrolled at the University of Waikato, Te Wananga o Aotearoa and the Waikato Institute of Technology (Wintec) in 2005.

Hamilton is central to a number of key attractions and events. The National Agricultural Fieldays, which is biggest agricultural trade show in the Southern Hemisphere, attracted over 1000 exhibitors and over 116,000 attendees in 2006. It is New Zealand's premier agribusiness event bringing buyers and sellers together to create an agricultural hypermarket. The annual event is worth around \$290 million in sales to the national economy, and brings approximately \$57 million to the Waikato economy.

Hamilton has secured the rights to host the sole New Zealand round of the Australian V8 Supercars Street Race series (subject to Council obtaining a resource consent). This event will launch the city onto the international stage with the first of seven years of racing planned to begin in April 2008. The rights would enable Hamilton to run the event for a minimum of seven years.

KEY FACTS:

- New Zealand's highest export region, accounting on average for around 19 per cent of the country's total exports.
- Key business clusters include ag-biotech, light aviation, transport logistics, light engineering, science and research and education.
- 10,693 businesses were located within Hamilton as at February 2005.
- Hamilton is now regarded by exporters as New Zealand's 'inland port' and a major transportation, storage and distribution centre.
- Approximately 40,750 students were enrolled at major Hamilton tertiary education institutions in 2005.



5.0 HAMILTON IN PERSPECTIVE

KEY FACTS:

- The Waikato River provides a major focus for recreational pursuits and water-based sports, including walking and running on the city's extensive riverside walkways.
- The south end of the central business district is home to a large number of diverse cafés, bars and restaurants.
- Health needs are catered for with a wide range of high-quality private and public health services, ranging from primary to highly specialised tertiary hospital services.
- Hamilton has a 26,350 capacity stadium (Waikato Stadium) and numerous parks and high quality venues for sports such as athletics, bowls, rugby, league, touch rugby, soccer, cycling, badminton, swimming, cricket, shooting, tennis and ten-pin bowling.

5.5 Hamilton's Lifestyle

Lifestyle is a big drawcard for Hamilton. Offering the diversity of a cosmopolitan city with a clean, green, natural environment and a relaxed and easy lifestyle, Hamilton provides a everything you would want in a city.

There are considerable recreation opportunities within Hamilton and its immediate surrounds. The Waikato River provides a major focus for recreational pursuits. Walking and running on the city's extensive riverside walkways is a popular pastime. The Waikato River hosts a number of water based sports, including fishing, rowing, waka ama (Maori outrigger canoe), dragonboating, rafting, and water skiing. The city has around 1000 hectares of open space, comprising 144 parks and gardens and 59 sports areas.

Hamilton offers a bustling and vibrant nightlife. The south end of the central business district is home to a large number of diverse cafés, bars and restaurants.

The city has a 26,350 capacity stadium (Waikato Stadium) and numerous parks and high quality venues for sports such as athletics, bowls, rugby, league, touch rugby, soccer, cycling, badminton, swimming, cricket, shooting, tennis and ten pin bowling.

Health needs are catered for with a wide range of high quality private and public services, ranging from primary to highly specialised tertiary hospital services. The Waikato District Health Board's provider of hospital and health services, Health Waikato, is one of New Zealand's largest in terms of revenue and the types and number of services provided.

Hamilton can rightly be called a clean, green city, with its extensive tree planting, good air quality and clean rivers and lakes. Hamilton City Council was the first local authority in New Zealand to produce an Environmental Policy. Pollution levels in the city are well below national guidelines and the drinking water is graded 'Aa' by the Ministry of Health, which is the highest possible grading.





6.0 COUNCIL'S NEW CITY STRATEGIC FRAMEWORK (NGA KAUPAPA HOU MO TENEI TAONE)

Council has developed a new Strategic Framework for Hamilton which builds on the components outlined in its March 2005 Vision for the city – Vibrant Hamilton. The framework will:

- provide a focus for Council's planned direction for the city's development
- provide a mechanism to integrate Council's plans and policies
- communicate Council's direction to other key stakeholders and enable them to align their strategic planning with Council's Vision.



The vision contained in the Strategic Framework comprises three key strands. Each strand highlights a series of statements of strategic intent that outline Council's Vision for planning and managing the city's ongoing sustainable development. The Strategic Framework provides a key reference point for Council's decision-making.



Council's Strategic Framework also aligns Council's key strategies under the City Vision and the Strategic Framework's three strands. The framework more transparently shows how each of Council's strategies and action plans contribute to working towards the City Vision. In this Long-Term Plan, Council's significant services have been grouped using the framework's structure.

The Strategic Framework will also enable key organisations in the city to better understand Council's intended direction for Hamilton and provide an opportunity for them, where appropriate, to align their planning and service delivery. This should lead to a more unified approach for Hamilton's development and provide a platform to both strengthen existing partnerships and develop new ones.

The diagram in Section 1.3 shows the relationship of Council's Vision to its key plans and policies.

The Strategic Framework for the city is outlined as follows.

Vibrant Hamilton

Hamilton is New Zealand's newest metropolitan city. The city is young, passionate, ambitious and is carving a distinctive and vibrant future for itself. Hamilton is a city at the forefront of science, industry, education, and commerce. Its energy is

reflected in its people, its 24-hour culture, iconic events and creativity. Hamilton is real; honest, relaxed, and down to earth, a rich blend of history, many cultures, and endless opportunity; it is the future face of New Zealand.

Hamilton is a centre of research, innovation and the capital of the country's most significant export region.

Our city's vision is expressed through the following strategic framework:

Strand A: Investing in Our People

Hamilton is a diverse city of many cultures, ages, and backgrounds. Our vision is to build a city that celebrates our diversity, building strong communities which excites us to achieve great things. As a city we invest in our people through:

- Developing processes that enable the wider community to participate in the life of the city and to contribute to decisions about the city's future.
- Focusing on finding local solutions through the use of innovative processes of consultation and collaboration.
- Supporting services and processes that enhance the sense of connectedness, belonging and safety for all residents.
- Encouraging values and behaviour that reflect a truly multi cultural society.
- Helping to create a dynamic lifestyle environment through recreation and leisure opportunities.
- Placing a high value on our people, communities and organisations.
- Gathering and distributing information that will assist social development.

Strand B: Creating Identity and Prosperity

Hamilton is a city that is making its mark on the political, social, cultural, and economic maps of New Zealand. Our vision is for a place of entertainment, celebration, and culture, enabled by a sharp, and wealthy economy built on the city's strategic advantages, innovation, and entrepreneurial spirit. As a city we create identity and prosperity through:

- Promoting strategies for the development of the regional economy based on our competitive advantage and the effective management of key strategic assets.
- Creating a flexible and responsive business environment that encourages positive and innovative investment decisions.

- Encouraging links between education providers and industry to ensure that there are appropriately skilled people to meet the needs of our economy and future growth strategy.
- Developing strong partnerships with key stakeholders to support the city's leadership and advocacy on behalf of the city and region.
- Ensuring that the city continues to provide the core skills, services, and industry that support the city as a centre of excellence, and prosperity for the region.
- Generating a spirit of innovation, cooperation, and problem solving that makes Hamilton a leader in local and national affairs.
- Ensuring through good planning and urban design, that our built environment, and the city's gateways and CBD in particular, reflect our spirit of energy, innovation and identity.
- Maintaining and strengthening a sense of connection with our history and place, through the protection of heritage, environment and the celebration of arts, culture and events.

Strand C: Protecting Our Future

Hamilton is a city experiencing rapid and sustained growth. Our vision for the city is to see development achieved sustainably, efficiently and creatively. Good planning today will benefit the city of tomorrow. As a city we are protecting our future by:

- Focusing on sustainable growth.
- Developing and maintaining a robust framework of policies and strategies that balance the short-term and long-term interests of the city.
- Taking a visionary yet disciplined approach to long-term planning and decision-making.
- Ensuring the provision of sustainable, well planned city infrastructure.
- Sustainably managing and enhancing our natural environment.
- Maintaining prudent financial management.
- Ensuring that social infrastructure keeps pace with community growth and needs.
- Setting high standards of governance, planning and development within the city and throughout the region.

The relationship of Council's Vision to its key plans and policies is outlined in the diagram shown in Section 1.3. The vision will also be influenced by a range of key external inputs including Hamilton's Community Outcomes, other community feedback and national legislation.



7.0 HAMILTON'S COMMUNITY OUTCOMES (NGA HUA I PUTA MAI I NGA HAPORI)

7.1 Background

The Local Government Act 2002 requires Council to carry out a process to identify community outcomes and priorities for the future of the city. This means developing vision statements, through community consultation, about how people want the city to develop over the coming 10 years or more.

Hamilton had a head start on many other parts of New Zealand in terms of identifying community outcomes. In 1993 Council adopted the principles of Agenda 21, a global charter to work towards more sustainable development.

Sustainable development, often referred to as sustainability, can be described as a desirable state of conditions that persist over time. Sustainable development is defined as: 'Development which meets the needs of the present without compromising the ability of future generations to meet their needs'².

In other words, we need to think hard about the effects of our actions. We need to make sure that we do not sacrifice a healthy environment and healthy people for a strong economy or vice versa, either now or in the future. It is about finding the right balance.

The following diagram is a widely accepted model of sustainable development, showing it to be an ideal balance between environmental, social, cultural and economic factors.

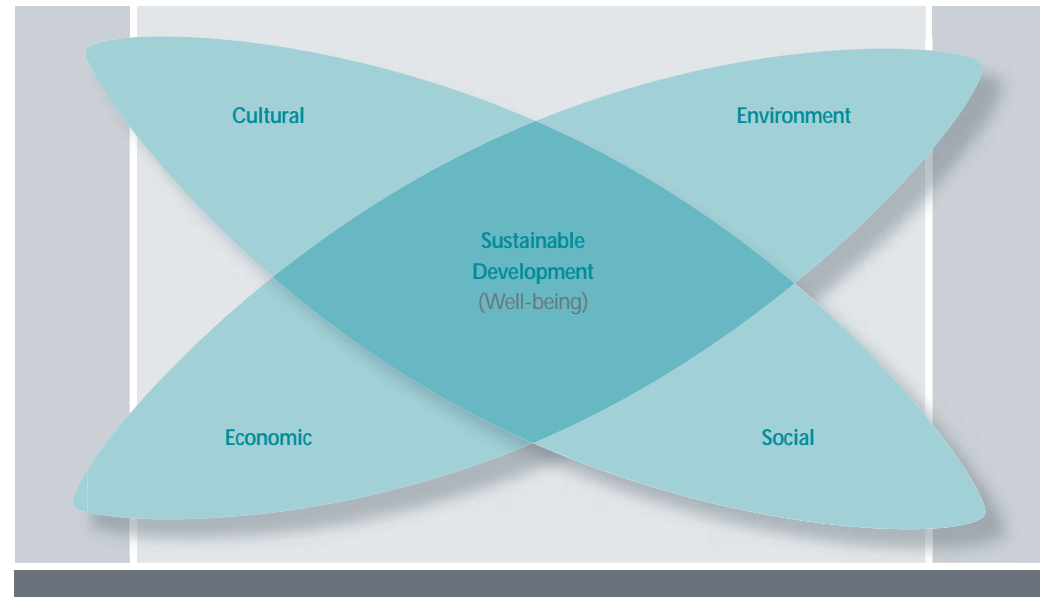
In simple terms, sustainable development can be thought of as: *Getting more, from less, for longer.*

Sustainable development, which is the cornerstone of Agenda 21, is also one of the key objectives of central government and an underlying principle of the Local Government Act 2002. It recognises that global issues need to be addressed at the local level – hence the expression: *Think globally – act locally.*

In the years that followed Council's 1993 adoption of Agenda 21, more than 4500 residents had input into developing Hamilton's first Strategic Plan (Hamilton's Strategic Plan 1997–2017), which identified a set of community outcomes for making Hamilton a more sustainable city. A set of sustainability indicators that

² Brundtland Report 1982 – Our Common Future. London, Earth Scan.

CONCEPT OF SUSTAINABLE DEVELOPMENT



measured the Strategic Plan's desired outcomes was also developed through an extensive community engagement process (refer Section 8.1). In subsequent years Council continued to revise the community outcomes from the first Strategic Plan based on feedback from a range of community engagement processes such as Hamilton's Recreation and Leisure Plan and Hamilton's Integrated Transport Strategy. This culminated in the community outcomes shown in the Council's first Long-Term Plan, known as Hamilton's Community Plan 2004–14.

7.2 Process to Identify Hamilton's Community Outcomes

In keeping with the spirit of the Local Government Act 2002, Council took a collaborative approach to the recent updating of Hamilton's Community Outcomes. In late 2004, Council invited a range of community-based organisations, iwi/Maori, central government and other representatives to develop and help implement an extensive community consultation process throughout 2005 to develop Hamilton's Community Outcomes. The Consultation Steering Group was made up of representatives from the following groups and organisations:

7.0 HAMILTON'S COMMUNITY OUTCOMES

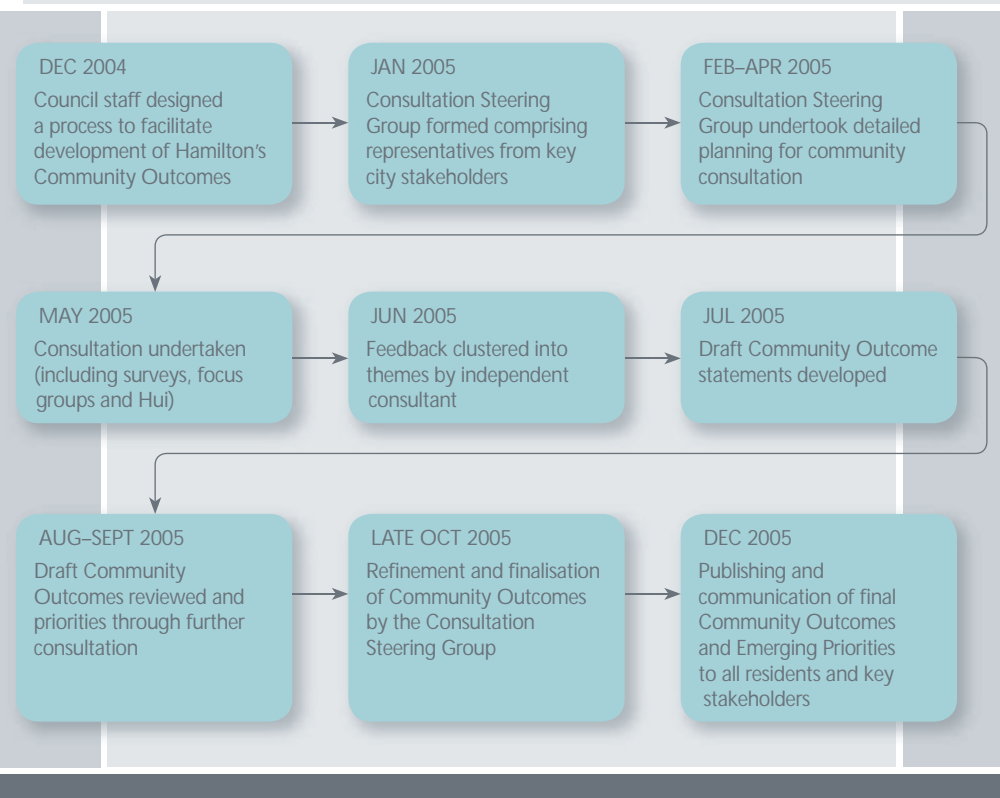
- Hamilton Arts Sector Group
- Hamilton City Council
- Ministry of Social Development
- Nga Mana Toopu o Kirikiriroa
- Te Runanga o Kirikiriroa
- Tertiary Education Alliance
- Hamilton Environment Centre Trust
- Hamilton Youth Council
- Sport Waikato
- Social Services Waikato
- Waikato Chamber of Commerce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

The Consultation Steering Group oversaw a visioning process that included focus groups, surveys and a hui hosted by mana whenua. Consultation was also undertaken by Council's Neighbourhood and Youth Development Workers to identify issues and opportunities at the neighbourhood level. In total, more than 3,000 people had their say about what would make Hamilton a better place.

All the ideas and opinions collected were used to identify a draft set of community outcomes statements. The draft statements were distributed in August 2005 for community feedback, which included a flyer delivered to all Hamilton households through the Hamilton Press (a local community newspaper). This community feedback was taken into account by the Steering Group before signing off the final set of statements in late October 2005. Reports from each stage of the consultation are available at www.myhamilton.org.nz.

The diagram opposite provides an outline of the key steps used to develop Hamilton's Community Outcomes.

KEY STEPS IN DEVELOPING HAMILTON'S COMMUNITY OUTCOMES



A separate process to develop sets of Iwi Outcomes for the region and sub-regional iwi authorities was also undertaken. This process comprised input from the five iwi authorities located within the Waikato region.

Both the Waikato Regional Community Outcomes and Waikato Region Iwi Outcomes are incorporated in Environment Waikato's 2006-16 Long-Term Council Community Plan (refer www.ew.govt.nz).

Work is ongoing to ensure that strategic planning at the city level is linked effectively with regional efforts. For further information about the Waikato Regional Community Outcomes and the Waikato Regional Iwi Outcomes processes, visit the website www.choosingfutures.co.nz.

7.3 Regional Community Outcomes



In parallel with consultation to identify Hamilton's Community Outcomes, additional consultation was also undertaken in 2005 to produce sets of outcomes for the Waikato region and iwi within the region. The regional community outcomes process is called 'Choosing Futures Waikato', which is a joint initiative of the district councils of Franklin; Hauraki; Matamata-Piako; Otorohanga; Rotorua; South Waikato; Taupo; Thames-Coromandel; Waikato; Waipa and Waitomo; as well as Environment Waikato and Hamilton City Council.

The Waikato Regional Community Outcomes were developed in consultation with key organisations including central government, businesses, industry groups and community organisations. In addition, information from the community outcomes processes of the councils listed above was a key component in developing the Waikato Regional Community Outcomes.

7.4 The Set of Community Outcomes for Hamilton

The set of community outcomes developed for Hamilton is outlined below.

HAMILTON'S COMMUNITY OUTCOMES

HAMILTON'S COMMUNITY OUTCOMES

| SUSTAINABLE AND WELL-PLANNED | VIBRANT AND CREATIVE | UNIQUE IDENTITY |
|--|---|--|
| <p>1 "An attractive city that is planned for the well-being of people and nature, now and in the future"</p> <p>HAMILTON PEOPLE WANT A CITY THAT:</p> <ul style="list-style-type: none"> 1.1 Is easy to get around so everybody can access services and facilities. 1.2 Is safe and enjoyable for walking and cycling, encourages innovative transport options and has quality public transport. 1.3 Has integrated transport systems that connect it to New Zealand and the world. 1.4 Protects and enhances its green spaces and natural environment for everyone to value and enjoy. 1.5 Uses processes of sustainable urban design that enhance neighbourhood communities. 1.6 Sustainably manages resources such as water and energy. 1.7 Encourages and enables people to recycle and minimise waste. | <p>2 "A city that encourages creativity for a vibrant lifestyle"</p> <p>HAMILTON PEOPLE WANT A CITY THAT:</p> <ul style="list-style-type: none"> 2.1 Is recognised for its wide range of events, activities, attractions and entertainment for everyone, including iconic events. 2.2 Has a vibrant arts and music scene and supports and celebrates its artists, festivals and facilities. 2.3 Acknowledges and celebrates the creativity of Maori arts and culture. 2.4 Respects and celebrates its diverse communities. 2.5 Values and protects heritage sites, buildings and landmarks. 2.6 Has an attractive and lively city centre. 2.7 Celebrates and promotes its talent and creativity. | <p>3 "A city with a strong identity that recognises the significance of its river and history"</p> <p>HAMILTON PEOPLE WANT A CITY THAT:</p> <ul style="list-style-type: none"> 3.1 Treasures and enjoys the Waikato River. 3.2 Acknowledges and celebrates the unique place of Waikato Maori. 3.3 Is not too big and not too small, providing everything that makes life convenient without the problems of other cities. 3.4 Fosters pride in its natural and built environments and encourages people to work together to keep these clean and tidy. 3.5 Is a great place to learn, work and play, where people are proud of the education sector and embrace student culture. 3.6 Supports research, education and innovation, and is recognised as a centre of excellence. 3.7 Supports its significant youth population by providing targeted activities and services. |
| SAFETY AND COMMUNITY SPIRIT | HEALTHY AND HAPPY | INTELLIGENT AND PROGRESSIVE CITY |
| <p>4 "A safe, friendly city where all people feel connected and valued"</p> <p>HAMILTON PEOPLE WANT A CITY THAT:</p> <ul style="list-style-type: none"> 4.1 Has safe roads and low crime rates, where people can feel secure at all times. 4.2 Promotes awareness and involvement in community activities and events. 4.3 Enables ethnic communities to feel connected and valued. 4.4 Addresses social issues and values volunteers. 4.5 Builds socially engaged, responsive communities. | <p>5 "Active and healthy people with access to affordable facilities and services"</p> <p>HAMILTON PEOPLE WANT A CITY THAT:</p> <ul style="list-style-type: none"> 5.1 Provides opportunities for people of all ages and abilities to access and participate in sport and leisure activities that meet their diverse needs. 5.2 Provides affordable, responsive and accessible activities and health care for people of all ages and abilities. 5.3 Is an ideal place for family and whanau, with lots of activities and places for tamaki and rangatahi to enjoy. 5.4 Provides access for all people to a range of healthy, affordable, quality housing. | <p>6 "Business growth that is in harmony with the city's identity and community spirit"</p> <p>HAMILTON PEOPLE WANT A CITY THAT:</p> <ul style="list-style-type: none"> 6.1 Is recognised as the thriving economic hub for the Waikato region and provider of regional services. 6.2 Attracts and retains sustainable, innovative businesses. 6.3 Offers a range of job opportunities throughout the city to suit all skill levels. 6.4 Is progressive and cosmopolitan, creating an environment for business success. 6.5 Attracts and retains people and investment and grows great ideas. |
| WORKING TOGETHER | | |
| <p>7 "Collaborative decision-making and planning are common practice"</p> <p>HAMILTON PEOPLE WANT A CITY THAT:</p> <ul style="list-style-type: none"> 7.1 Engages all local communities in planning and developing the city's future. 7.2 Ensures Maori are respected as a partner in decision-making and have a voice on issues that affect the city. 7.3 Has organisations that work together to achieve all community outcomes. | | |

LET'S TAKE
HAMILTON
FORWARD
TOGETHER

HAMILTON COMMUNITY OUTCOMES

Sustainable and Well-Planned

"An attractive city that is planned for the well-being of people and nature, now and in the future"

Hamilton people want a city that:

- 1.1 Is easy to get around so everybody can access services and facilities.
- 1.2 Is safe and enjoyable for walking and cycling, encourages innovative transport options and has quality public transport.
- 1.3 Has integrated transport systems that connect it to New Zealand and the world.
- 1.4 Protects and enhances its green spaces and natural environment for everyone to value and enjoy.
- 1.5 Uses processes of sustainable urban design that enhance neighbourhood communities.
- 1.6 Sustainably manages resources such as water and energy.
- 1.7 Encourages and enables people to recycle and minimise waste.

Vibrant and Creative

"A city that encourages creativity for a vibrant lifestyle"

Hamilton people want a city that:

- 2.1 Is recognised for its wide range of events, activities, attractions and entertainment for everyone, including iconic events.
- 2.2 Has a vibrant arts and music scene and supports and celebrates its artists, festivals and facilities.
- 2.3 Acknowledges and celebrates the creativity of Maori arts and culture.
- 2.4 Respects and celebrates its diverse communities.
- 2.5 Values and protects heritage sites, buildings and landmarks.
- 2.6 Has an attractive and lively city centre.
- 2.7 Celebrates and promotes its talent and creativity.

7.0 HAMILTON'S COMMUNITY OUTCOMES

| |
|---|
| <p>Unique Identity</p> <p>"A city with a strong identity that recognises the significance of its river and history"</p> <p>Hamilton people want a city that:</p> |
| <p>3.1 Treasures and enjoys the Waikato River.</p> <p>3.2 Acknowledges and celebrates the unique place of Waikato Maori.</p> <p>3.3 Is not too big and not too small, providing everything that makes life convenient without the problems of other cities.</p> <p>3.4 Fosters pride in its natural and built environments and encourages people to work together to keep these clean and tidy.</p> <p>3.5 Is a great place to learn, work and play, where people are proud of the education sector and embrace student culture.</p> <p>3.6 Supports research, education and innovation, and is recognised as a centre of excellence.</p> <p>3.7 Supports its significant youth population by providing targeted activities and services.</p> |
| <p>Safety and Community Spirit</p> <p>"A safe, friendly city where all people feel connected and valued"</p> <p>Hamilton people want a city that:</p> |
| <p>4.1 Has safe roads and low crime rates, where people can feel secure at all times.</p> <p>4.2 Promotes awareness and involvement in community activities and events.</p> <p>4.3 Enables ethnic communities to feel connected and valued.</p> <p>4.4 Addresses social issues and values volunteers.</p> <p>4.5 Builds socially engaged, responsive communities.</p> |
| <p>Healthy and Happy</p> <p>"Active and healthy people with access to affordable facilities and services"</p> <p>Hamilton people want a city that:</p> |
| <p>5.1 Provides opportunities for people of all ages and abilities to access and participate in sport and leisure activities that meet their diverse needs.</p> <p>5.2 Provides affordable, responsive and accessible activities and health care for people of all ages and abilities.</p> <p>5.3 Is an ideal place for family and whanau, with lots of activities and places for tamariki and rangatahi to enjoy.</p> <p>5.4 Provides access for all people to a range of healthy, affordable, quality housing.</p> |

| |
|---|
| <p>Intelligent and Progressive City</p> <p>"Business growth that is in harmony with the city's identity and community spirit"</p> <p>Hamilton people want a city that:</p> |
| <p>6.1 Is recognised as the thriving economic hub for the Waikato region and provider of regional services.</p> <p>6.2 Attracts and retains sustainable, innovative businesses.</p> <p>6.3 Offers a range of job opportunities throughout the city to suit all skill levels.</p> <p>6.4 Is progressive and cosmopolitan, creating an environment for business success.</p> <p>6.5 Attracts and retains people and investment and grows great ideas.</p> |
| <p>Working Together</p> <p>"Collaborative decision-making and planning are common practice"</p> <p>Hamilton people want a city that:</p> |
| <p>7.1 Engages all local communities in planning and developing the city's future.</p> <p>7.2 Ensures Maori are respected as a partner in decision-making and have a voice on issues that affect the city.</p> <p>7.3 Has organisations that work together to achieve all community outcomes.</p> |

7.5 Hamilton's Emerging Priorities

In addition to identifying community outcomes for Hamilton, the Local Government Act 2002 also requires that the process allows communities the opportunity to discuss and ascertain their priorities for the city.

A number of priorities have emerged from the community outcomes process to date. These were derived through giving the community the opportunity to provide feedback on the draft set of Hamilton's Community Outcomes and to identify what they felt were the top priorities for Hamilton's community over the next 10 years.

Results from the prioritisation process were also compared to:

- the most commonly raised issues in the initial consultation round (that involved nearly 3000 responses)
- feedback received on similar questions from 700 participants in Council's 2005 Residents Survey.

The emerging priorities identified below were consistent with the issues raised through these two processes.

- **Transport** (including traffic congestion, public transport, parking, cycleways)
- **City Safety** (including streets and neighbourhoods, policing, crime)

- **The Waikato River** (as a focus for the city)
- **Community Spirit** (through use of promotion, events and activities)
- **Arts and Culture** (including promotion)
- **Activities for Young People** (focusing on positive opportunities)
- **Urban Planning** (including suburban areas).

These priorities will assist in informing the ongoing planning and decision-making of Council and other key organisations.

7.6 Council's Contribution to the Community Outcomes

As noted in Section 1.0, every three years Council is required to prepare a Long-Term Plan describing its activities over the coming 10-year period and how they will be funded. The Long-Term Plan is also required to include a description of Council's main activities as well as the contribution they make to Hamilton's Community Outcomes.

The following table provides an overview of Council's contribution to Hamilton's Community Outcomes by its 25 significant services, which are the primary mechanism for ensuring the delivery of Council's key activities (refer to Section 15.0 for detail on Council's significant services).

Section 15.0 also identifies the community outcomes that each of Council's 25 significant services primarily contribute to.

COUNCIL'S CONTRIBUTION TO HAMILTON'S COMMUNITY OUTCOMES BY SIGNIFICANT SERVICE

| STRATEGIC FRAMEWORK STRAND A: INVESTING IN OUR PEOPLE | |
|---|--|
| Significant Service | Primary Contribution to the Community Outcomes |
| Community Support | 4. Safety and Community Spirit – 4.5 |
| Community Facilities | 5. Healthy and Happy – 5.4 |
| Emergency Management | 7. Working Together – 7.1 |
| Partnership With Maori | 7. Working Together – 7.2 |
| Representation and Civic Affairs | 7. Working Together – 7.1 |
| Environmental Health | 5. Healthy and Happy |
| Parks and Gardens | 1. Sustainable and Well Planned – 1.4 |
| Sports Areas | 5. Healthy and Happy – 5.1 |
| Swimming Facilities | 5. Healthy and Happy – 5.1 |

| STRATEGIC FRAMEWORK STRAND B: CREATING IDENTITY AND PROSPERITY | |
|--|--|
| Significant Service | Primary Contribution to the Community Outcomes |
| ENVIRONMENTAL SERVICES: | |
| Animal Care and Control | 4. Safety and Community Spirit |
| Building Control | 1. Sustainable and Well Planned |
| Parking Enforcement | 1. Sustainable and Well Planned – 1.1 |
| Planning Guidance | 1. Sustainable and Well Planned – 1.5 |
| Economic Development | 6. Intelligent and Progressive City – 6.2 |
| City Promotion | 2. Vibrant and Creative – 2.1 |
| Performing Arts | 2. Vibrant and Creative – 2.2 |
| Hamilton City Libraries | 3. Unique Identity – 3.6 |
| Waikato Museum of Art and History | 2. Vibrant and Creative – 2.1 |
| Event Facilities | 2. Vibrant and Creative – 2.1 |
| Hamilton Zoo | 5. Healthy and Happy – 5.1 |
| STRATEGIC FRAMEWORK STRAND C: PROTECTING OUR FUTURE | |
| Significant Service | Primary Contribution to the Community Outcomes |
| Wastewater Management | 1. Sustainable and Well Planned – 1.6 |
| Stormwater Management | 1. Sustainable and Well Planned – 1.6 |
| Recycling/Refuse Collection | 1. Sustainable and Well Planned – 1.7 |
| Water Supply | 1. Sustainable and Well Planned – 1.6 |
| Sustainable Environment | 1. Sustainable and Well Planned |
| Transport: Road Network Management | 1. Sustainable and Well Planned – 1.1 and 1.2 |
| Transport: Access Hamilton | 1. Sustainable and Well Planned – 1.1 and 1.2 |
| Endowment and Investment Property Portfolio Management | 6. Intelligent and Progressive City – 6.5 |

Note: Please refer to Section 7.4 for a full listing of Hamilton's Community Outcomes.

7.7 Relationship of Hamilton's Community Outcomes to Council's Planning Documents and Processes

Hamilton's Community Outcomes were a key input in the development of Council's Vision and Strategic Framework for the city. Consequently, many of the statements of strategic intent in the City Strategic Framework are reflective of Hamilton's

7.0 HAMILTON'S COMMUNITY OUTCOMES

Community Outcomes, e.g., enhancement of the city's Central Business District and Hamilton's economic development.

The diagram in Section 1.3 shows how Council's various strategies, plans and policies relate and contribute to the city's future direction. Key Council strategies have been aligned under each of the City Strategic Framework's three strands and are envisaged to give effect to the various statements of strategic intent.

Council intends to fully align its strategies, plans and policies under each of the City Strategic Framework's three strands to more transparently show their relationship and contribution to the city's future direction.

The following diagram provides an initial alignment of various high level Council strategies and plans using the City Strategic Framework's three strands. This initial alignment is based on the grouping of Council's 25 significant services under the three strands (refer Section 15.0) and the primary documents and plans that direct the operation of each significant service.

Section 15.0 also provides further detail on how each of Council's 25 significant services contribute to Hamilton's Community Outcomes and the primary role(s) undertaken (i.e., provision of facilities and services, funding assistance, regulation, and advocacy and promotion).

7.8 Contribution of Other Organisations to the Community Outcomes

Although Council performs a wide range of activities and contributes in different ways to a number of Hamilton's Community Outcomes, it is only one of many organisations that promote community well-being in the city. Other organisations such as the private sector, government agencies, health and social service agencies and iwi/Maori organisations also make a vital contribution and have the mandate, resources and ability to influence progress towards Hamilton's Community Outcomes. The community outcomes will enable increased participation and collaboration between these organisations and assist in making Hamilton a more sustainable city.

7.9 Council's Partnerships with Other Organisations

The Local Government Act 2002 requires Council to promote the social, economic, environmental and cultural well-being of the city's communities (now and in the future) and to undertake its activities as effectively and efficiently as possible. Working in partnership with other organisations provides a key means of achieving this.

Council already works in partnership (both formally and informally) on various projects and programmes with a number of organisations (such as central government departments, iwi/Maori (refer Section 9.0), community based organisations, non-government organisations and the private sector) in Hamilton to progress the city's social, economic, cultural and environmental well-being.

Examples of Council's partnerships with various organisations are provided in the table below.

| Project | Partner |
|--|---|
| City Central Safety Initiatives | New Zealand Police |
| Knox Street Commuter Car Park | Parking New Zealand Limited |
| Transport Projects (e.g., Access Hamilton) | Transit New Zealand, Land Transport New Zealand, Ministry of Transport, Environment Waikato |
| Employment Programmes | Work and Income New Zealand |
| Community Reference Groups | Hamilton City Council of Elders and Hamilton Youth Council |
| Maori Initiatives | Nga Mana Toopu o Kirikiriroa, Te Rununga o Kirikiriroa and Waikato Raupatu Trustee Company |
| Energy Efficiency Initiatives | WEL Green Energy, Communities for Climate Protection – New Zealand, and Energy and Energy Efficiency Conservation Authority |

Partnership arrangements are also in place with various local authorities (both locally and throughout New Zealand) on a number of projects. Examples of such partnerships are provided in the following table.

| Project | Partner |
|---|---|
| Community Outcomes for the Waikato region | Environment Waikato and district councils in the Waikato region |
| Strategic Land Agreement for Urban Expansion of Hamilton City | Waikato District Council |
| Quality of Life Project (refer Section 8.2) | 12 member councils of the New Zealand Metro Sector Group |
| Standardised Waikato Building Consent Form | The district councils of Waipa, Waikato, Otorohonga, and Matamata-Piako |

The Triennial Agreement for the Waikato region provides a framework for many of these projects, i.e., the purpose of this agreement is to encourage local authorities

to work together to promote the social, cultural, environmental and economic well-being of their communities within a sustainable development framework. This agreement provides an opportunity for improved communication and coordination at all levels of local government in the Waikato region. This agreement can be accessed at www.hamilton.co.nz/TriennialAgreement.

Council also works in partnership with a range of organisations through its representation on three Council Controlled Organisations and 18 Council Organisations (refer to Section 16.0, for details on ownership, representation, purpose, scope, and performance measures and targets of these organisations).

Another key mechanism that Council uses to promote the city's economic, social, environmental and cultural well-being is through submissions to a range of external organisations on matters that could impact on Council's own operations or the well-being of the residents of Hamilton.



8.0 MONITORING PROGRESS TOWARDS HAMILTON'S COMMUNITY OUTCOMES

8.0 MONITORING PROGRESS TOWARDS HAMILTON'S COMMUNITY OUTCOMES (NGA RARANGI ME TE TATARI KI NGA HAPORI O KIRIKIROA)

To plan for the optimum development of the city and as a means to assess our progress in working towards the community outcomes, key components of Hamilton's economy, environment and society need to be monitored to measure the effect of our actions.

There are a number of key monitoring programmes currently undertaken that will be valuable in measuring Hamilton's progress towards the community outcomes and becoming a more sustainable city, including:

- Hamilton's Sustainability Indicators
- The Quality of Life Project
- Involvement in other national and regional monitoring programmes
- Monitoring and reporting undertaken by other key organisations.

Council's involvement in these monitoring programmes is outlined in Sections 8.1 to 8.4.

Community Outcomes Progress Indicators

Since 2002 Council has maintained a comprehensive sustainability indicator monitoring programme. Hamilton's Sustainability Indicators comprise a set of 25 indicators that provide a way to measure (directly or indirectly) changes to Hamilton's environmental, social, economic and cultural well-being (www.myhamilton.org.nz).

Over the coming year Hamilton's Sustainability Indicators will be updated and extended to monitor progress towards Hamilton's new community outcomes through discussions with key stakeholders. A wide range of social, economic, environmental and cultural measures will be used and are likely to include:

- Traffic congestion and travel times
- Walking, cycling and public transport
- Community safety
- Environmental indicators
- Events and attractions
- Arts and culture
- Youth well-being
- Access to healthcare
- Sense of community.

Initial results of the community outcomes monitoring programme should be available in 2006 to assist Council and other stakeholders in their strategic planning and decision-making. The indicators will provide information about issues or problems that need addressing, and will also highlight areas where the city is doing well. We already know that Hamilton's economy has been growing strongly, but the city is not doing so well in some other areas. The community has already indicated that traffic is the main priority at present, and Council has initiated the Access Hamilton Transport Strategy to help address this over the coming years.

The Local Government Act 2002 requires Council to report not less than once every three years on progress made towards Hamilton's Community Outcomes. However, given the importance of the indicators for Hamilton, it is planned to report on the community outcomes progress indicators annually (as per the annual reporting protocol of Hamilton's Sustainability Indicators – refer Section 8.1).

8.1 Hamilton's Sustainability Indicators

As part of putting Agenda 21 into action, Council worked closely with the community between 1998 and 2000 to develop a set of sustainability indicators for Hamilton. The primary purpose of these indicators is to measure the city's environmental, social, economic and cultural well-being.

Information from the monitoring of Hamilton's Sustainability Indicators is reported annually and assists in informing the decision-making processes of Council. The indicators have also been extensively promoted to residents and organisations in the city through the likes of City News.

The inaugural Hamilton Sustainability Indicators Report was published in September 2002. This document used 25 indicator headings to provide a snapshot of sustainability in Hamilton. To effectively determine if the city's development is sustainable these indicators need to be consistently monitored over the long-term.

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

Council works closely with a range of organisations to obtain data that is used to

monitor and report on a number of the Sustainability Indicators (e.g., Environment Waikato (Air and Water Quality), New Zealand Police (Crime and Safety), local tertiary education providers (Education)).

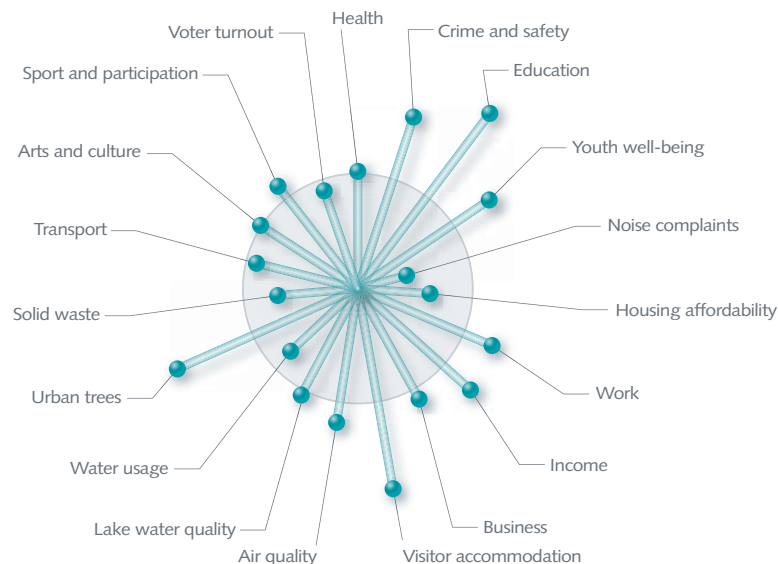
The Sustainability Indicators Programme also fulfils the requirements of the 2003 amendment to the Resource Management Act 1991 (Section 35) that Council monitor and report on the state of the city's environment.

The overall summary of results from the 2005 Sustainability Indicators update (outlined below) shows that although Hamilton is doing well on a number of counts, traffic and its impact on the city is still a key area of concern.

| OVERALL SUMMARY OF INDICATOR TRENDS | | |
|---|---|---|
| Improving Trend | | |
| ☺ 9 Indicators | <ul style="list-style-type: none"> Water Quality Soil Health Urban Trees Business Visitor Accommodation | <ul style="list-style-type: none"> Education Youth Well-being Crime and Safety Health |
| No change in Trend | | |
| ☺ 12 Indicators | <ul style="list-style-type: none"> Air Quality Water Usage Noise Solid Waste Urban Development Work Income | <ul style="list-style-type: none"> Arts and Culture Public Involvement in Decision-making Partnership with Maori Community Diversity and Cohesion Sports and Participation |
| Deteriorating Trend | | |
| ☹ 2 Indicators | <ul style="list-style-type: none"> Transport | <ul style="list-style-type: none"> Housing Affordability |
| Insufficient Data to Determine a Trend | | |
| ✦ 2 Indicators | <ul style="list-style-type: none"> Energy | <ul style="list-style-type: none"> Historic Structures/Sites |

Trends in Hamilton's Sustainability Indicators are also summarised in the following diagram. The small circle in the middle represents Hamilton's well-being in the mid-1990s, while the line forming the outer circle shows progress to the mid-2000s. Where the line extends outside the outer circle, this means performance today is better than the mid-1990s. Where it falls within the outer circle, performance is worse than the mid-1990s.

TRENDS OF SELECTED SUSTAINABILITY INDICATOR MEASURES



Summary of Indicators and their Measures

A more detailed summary of each of the 25 indicators and their constituent measures from the 2005 Sustainability Indicators update is outlined as follows.

| SUMMARY OF INDICATORS AND MEASURES | |
|------------------------------------|--|
| ☺ 1. Air Quality | <ul style="list-style-type: none"> ☺ Particulate Matter (PM₁₀) levels ☺ Benzene levels ☺ Maximum Carbon Monoxide levels ☺ Maximum Nitrogen Dioxide levels ✦ Residents' perception of air pollution |

| SUMMARY OF INDICATORS AND MEASURES | | |
|------------------------------------|--|--|
| ☺ 2. Water Quality | <ul style="list-style-type: none"> ☹ Ecological health ☹ Recreational health Hamilton's Drinking Water ☺ Drinking water standard ☺ Residents' satisfaction with taste of drinking water Hamilton Lake ☹ Trophic index of Lake Rotoroa (Hamilton Lake) | |
| ☹ 3. Water Usage | <ul style="list-style-type: none"> ☹ Total water usage in Hamilton ☹ Average daily water usage per person ☹ Total commercial and industrial water usage per annum | |
| ☺ 4. Soil Health | <ul style="list-style-type: none"> ☺ Percentage of confirmed contaminated sites remediated | |
| ☹ 5. Noise | <ul style="list-style-type: none"> ☹ Number of excessive noise complaints to Council ☹ Residents' perception of neighbourhood noise | |
| ☺ 6. Urban Trees | <ul style="list-style-type: none"> ☺ Number of trees planted and protected in Hamilton ☹ Area of significant stands of native trees within Hamilton ☺ Participation in native tree restoration projects in Hamilton ✦ Bird counts – (sampling for this indicator began in the winter of 2004) | |
| ✦ 7. Energy | <ul style="list-style-type: none"> ✦ Annual household expenditure on energy | |
| ☹ 8. Solid Waste | <ul style="list-style-type: none"> ☹ Residential and industrial/commercial waste to Horotiu Landfill ☹ Waste from household kerbside collection ☺ Waste recycled | |

| SUMMARY OF INDICATORS AND MEASURES | | |
|------------------------------------|--|--|
| ☹ 9. Urban Development | <ul style="list-style-type: none"> ☹ 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 | <ul style="list-style-type: none"> ☹ Road trauma ☹ Car ownership per household ☺ Total passenger numbers using public transport ☹ Residents' satisfaction with Council provided cycling facilities ☹ Cycle use in the central city | |
| ☹ 11. Housing Affordability | <ul style="list-style-type: none"> ☹ Home ownership rate ☹ House sale price index ☹ Home mortgage affordability index ☹ CPI adjusted median rent | |
| ☹ 12. Work | <ul style="list-style-type: none"> ☹ Unemployment rate ☹ Number of job vacancy advertisements ☹ Ratio of those in the non-working age group to those in the working age groups | |
| ☹ 13. Income | <ul style="list-style-type: none"> ☹ Average hourly earnings ☹ Annual number of food parcels supplied to Hamilton residents | |
| ☺ 14. Business | <ul style="list-style-type: none"> ☺ Number of businesses and full-time equivalent employment ☹ Number of businesses of different sizes ☺ Business gains and losses | |

| SUMMARY OF INDICATORS AND MEASURES | |
|---|---|
| ☹ 15. Visitor accommodation | ☹ Visitor guest nights and hotel/motel occupancy rates in Hamilton ☹ Origin of guests |
| ✦ 16. Historic structures/sites | ✦ Number of built heritage and sites of archaeological, historic and cultural significance in current District Plan |
| ☹ 17. Arts and Culture | ☹ Residents' use and satisfaction with Council's community facilities (arts and culture) ☹ Number of items issued at Hamilton City Libraries |
| ☹ 18. Education | ☹ Enrolments at the University of Waikato, Wintec and Te Wananga ☹ Participation in school based community education courses ☹ Hamilton school leavers with no 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 |
| ☹ 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 ☹ Perceptions of safety in the CBD and in neighbourhoods |

| SUMMARY OF INDICATORS AND MEASURES | |
|--|---|
| ☹ 23. Community Diversity and Cohesion | ☹ Resident perception of ethnic diversity in Hamilton ☹ Number of discrimination complaints to the Human Rights Commission ☹ Residents' sense of community within local neighbourhood ✦ Residents involved in volunteer work |
| ☹ 24. Health | ☹ Life expectancy in Waikato region ☹ Frequency of physical activity ✦ Residents' perception of own health status |
| ☹ 25. Sport and Participation | ☹ Residents' use of Council community facilities (sport and participation) ☹ Greenspace in the city ✦ Participation in sporting activities |

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

8.2 The Quality of Life Project

Hamilton City Council is a contributing member council of the Quality of Life Project. The purpose of this project is to provide information to decision-makers to improve the quality of life in major New Zealand urban areas. Involvement in this study allows Council to determine the effectiveness of current practices relevant to other metropolitan local authorities, and enables participating councils to identify the links of the four well-beings and to raise the profile of urban policy issues.

The 12 member councils are:

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

The latest substantive report from the project was published in 2003 and can be accessed online at www.bigcities.govt.nz or in hard copy from Council's Strategic Group (phone 838 6810, email strategic@hcc.govt.nz). The 2003 report details results for 56 indicators (and 147 measures) comprising official statistics from

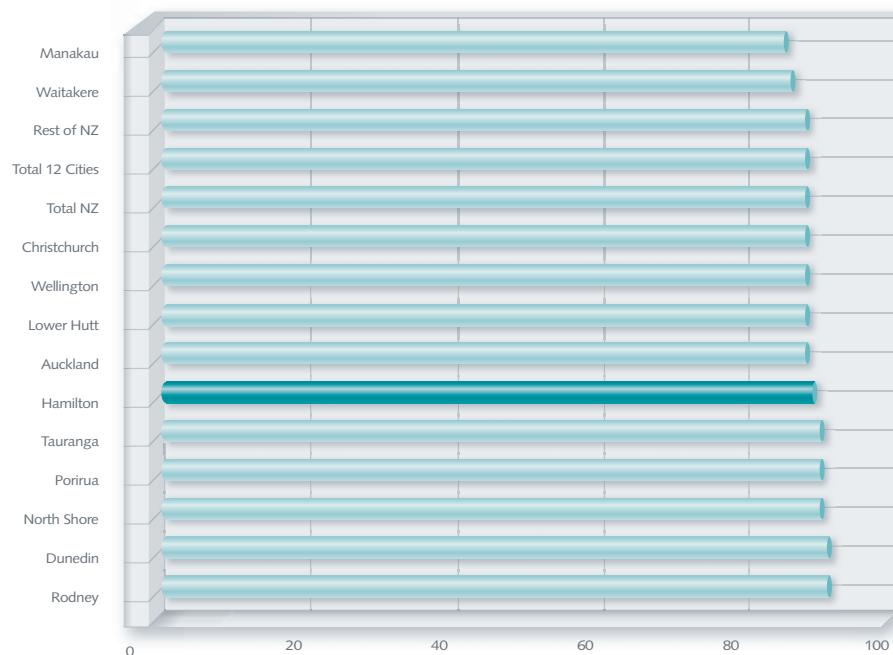
8.0 MONITORING PROGRESS TOWARDS HAMILTON'S COMMUNITY OUTCOMES

Statistics New Zealand, statistics from government agencies and community organisations, and results from the Quality of Life Residents Survey Programme.

The latest Quality of Life Residents Survey was undertaken during the period from September to November 2004 (the next survey will be undertaken in September 2006). This was a telephone survey of 7500 residents (aged 18 years and over) comprising at least 500 randomly selected households from each of the 12 project member councils plus 1,500 households from other non-urban areas throughout New Zealand. Results from this survey are available on the www.bigcities.govt.nz website and will be included in the next substantive Quality of Life Project Report following the Census of Population and Dwellings in 2006.

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

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



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

8.3 Involvement in other National and Regional Monitoring Programmes

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

The **Monitoring and Reporting Community Outcomes** (MARCO) group is a multi-agency working group (comprising representatives from the Waikato Regional Council and its constituent councils and the Waikato District Health Board) that was established in mid-2004 to develop and maintain a core set of indicators for monitoring progress toward community outcomes at a regional level and to establish an integrated regional monitoring plan. Environment Waikato's 2006–16 Long-Term Plan includes the 75 core indicators that have been identified to monitor the regional community outcomes. A baseline report of the core indicators will be produced and made available from August 2006 (www.choosingfutures.co.nz).

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

8.4 Monitoring and Reporting Undertaken by Other Key Organisations

Council recognises that other organisations also monitor key aspects of the city's well-being. As noted previously, Council will be working with a number of key stakeholders during 2006/07 to identify potential indicators to measure the new set of Hamilton's Community Outcomes. These data sources will supplement other information outlined in Sections 8.0 to 8.3 that are already collected by Council.



9.0 THE TREATY OF WAITANGI/COUNCIL'S PARTNERSHIP WITH MAORI (KO TE TIRITI O WAITANGI ME NGA HONONGA O TE KAUNIHERA KI TE IWI MAORI)

9.1 Introduction

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

- Waikato Raupatu Trustee Company Ltd – an iwi authority representing the views of Waikato-Tainui across the Waikato and King Country regions
- Nga Mana Toopu o Kirikiriroa (NaMTOK) – an iwi group representing the views of local mana whenua³ (Maori with historic ties to the Hamilton/Kirikiriroa area) on issues relating to the management of Hamilton's natural and physical resources
- Te Runanga o Kirikiriroa (TeROK) – an urban iwi authority representing the views of maataa waka⁴ (Maori from other areas) on social issues and Maori contribution to decision-making.

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

Maori people comprise around 20 per cent of Hamilton's residents. It is estimated that 40 per cent of those identifying as Maori are from hapu with close ties to the Hamilton area, while 60 per cent are originally from other areas of the country.

³ 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.

⁴ 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 people in Kirikiriroa/Hamilton under a broad application of this concept.

Council has an important role in supporting its local communities, including working to improve the opportunities for Maori and other citizens to contribute to decision-making and play an active role in the city's development.

9.2 Developing Council's Relationship with Maori

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

Since the Shane Jones Report was adopted Maori have played an increasing influence in the city, both as part of the community and through the distinctive contribution of Maori heritage and culture to Hamilton. Today, Hamilton City Council, Waikato Raupatu Trustee Company Ltd, NaMTOK and TeROK successfully work, individually and collectively, at continuing to develop Hamilton as a city where all cultures work in partnership and respect each others' views, heritage, culture and strengths.

In the immediate future, Council will undertake comprehensive consultation in order to strengthen its current relationship with Waikato-Tainui and develop it into a strategic partnership that reflects the importance of the iwi authority and its close connections to the Maori king movement (kingitanga).

Council recognises and respects the kawa/protocols and associations of Waikato-Tainui and the importance of that role within the city, and the mutual welcoming of Maori, Pacific people, Asian people, European people and other New Zealanders alike.

Council's partnerships and service agreements with NaMTOK and TeROK are long-term and mutually beneficial. They provide a mana whenua perspective and a maataa waka (urban Maori/Pacific) view on issues relating to the Treaty.

In line with the spirit of the Local Government Act 2002, Council will continue consultation with Waikato-Tainui, its current partner organisations and other key community stakeholders in order to foster positive community and city initiatives. The relationship, roles and functions of each of the partner relationships is outlined as follows.

9.0 THE TREATY OF WAITANGI/COUNCIL'S PARTNERSHIP WITH MAORI

9.3 Council's Relationship with Waikato Raupatu Trustee Company Ltd

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

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

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

The Waikato Raupatu Trustee Company is in the process of strengthening its relationship with Council. Both parties are seeking a partnership approach to ensure that consultation is robust and positive. The intention is to ensure a strategic affiliation that will complement the existing partnerships Council has in place.

9.4 Council's Relationship with Nga Mana Toopu o Kirikiriroa

NaMTOK advocates the views and opinions of Hamilton's mana whenua people (a subset of Waikato-Tainui) who have a strong affinity with the natural and physical resources within the boundaries of Hamilton City and neighbouring local authorities. They are able to bring forward their local historical and cultural knowledge of the natural resources to any issue.

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

9.5 Council's Relationship with Te Runanga o Kirikiriroa

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

Partnerships and service delivery contracts with NaMTOK and TeROK are annual contracts and provide for regular review by both parties. These reviews enable processes and programmes to be amended to ensure that the interaction of Council with Maori communities remains relevant and appropriate to community needs. Most recently, TeROK has provided input into Council's review of representation and the electoral system to be used at the 2007 triennial elections and is coordinating an educational handbook for elected members and staff on local Maori history and protocol.



10.0 INTRODUCTION TO COUNCIL (WHAKATAUKI TE KAUNIHERA O KIRIKIROA)

10.1 Council's Governance Structure

Hamilton City Councillors are members of the community who have been elected by the community and given responsibility for the overall governance of the city. This includes setting Hamilton's long-term direction and ensuring that Council acts in the best interests of the 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 overseeing that the relevant Acts of Parliament (e.g., the Local Government Act 2002) are complied with
- developing and approving Council policy
- determining the expenditure and funding requirements of Council through the Long-Term Plan and Annual Plan processes
- monitoring the performance of Council against its stated objectives and policies (in particular through the Annual Report)
- employing and monitoring the performance of the chief executive.

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

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

Hamilton Mayor



ELECTED MEMBERS (NGAA POOTITIA MEMA)

Michael Redman

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

Council Committees/Subcommittees:

His Worship the Mayor is an ex-officio member of all committees. He is specifically appointed to Subcommittee 7 (Chief Executive's Performance Assessment Panel), Subcommittee 17 (Te Runanga o Kirikiriroa Trust (Inc) Joint Subcommittee) as Chairman and Subcommittee 18 (Hamilton City Council/Environment Waikato Liaison Committee (Chairman)).

Key to Council Committees

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

Council Subcommittees

6. Applications Subcommittee
7. Chief Executive's Performance Assessment Panel
8. Community Centre Capital Funding Subcommittee
9. Community Well-being Grant Allocation Subcommittee
10. Contracts Subcommittee
11. Event Sponsorship Subcommittee
12. Parking Management Subcommittee

(C) = Chairperson

(DC) = Deputy Chairperson



East Ward Councillors



Daphne Bell

Phone: 838 6859 Home: 854 5555
Mobile: 021 341 767
Email: daphne.bell@council.hcc.govt.nz
Committees/Subcommittees: 2 (DC), 3, 4, 8, 9, 16 (C), 17



Peter Bos

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



Roger Hennebry

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Committees/Subcommittees: 1, 3, 5 (C), 10 (C)



West Ward Councillors



Joe Di Maio

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John Gower

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Committees/Subcommittees: 1, 3 (C), 4, 6 (C), 13, 14 (C)



Dave Macpherson

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Bob Simcock

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DEPUTY MAYOR



Maria Westphal

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



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Pippa Mahood

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Glenda Saunders

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Grant Thomas

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Committees/Subcommittees: 2, 4 (DC), 5, 11, 18



Ewan Wilson

Phone: 838 6985
Home: 839 1551
Mobile: 021 904 079
Email: ewan.wilson@council.hcc.govt.nz
Committees/Subcommittees: 1, 3, 5

Council Committees

Committees 1–4 meet every six weeks, and Committee 5 meets quarterly.

1. City Development Committee

The role of the City Development Committee is to consider and recommend policy to Council on all matters that are of either a strategic nature or that relate to the economic development of the city and the Waikato region.

Fields of Activity:

- Agenda 21 Policy
- Electoral Matters
- Emergency Management
- Environmental Matters
- Infrastructural Requirements (e.g., water, wastewater, roading)
- Policy coordination
- Strategic Planning
 - District Plan
 - Urban Design
 - Heritage
 - CBD
 - City Growth
 - Resource Management Policy.
- To review the performance of The Katolyst Group.
- Triennial Agreement for the Waikato region.

2. Community and Leisure Committee

The role of the Community and Leisure Committee is to consider and recommend policy to Council and to monitor the effective and efficient implementation of that policy for the community and leisure fields.

Fields of Activity:

- Arts and Culture
- Cemeteries
- Community Development
- Council of Elders

- Employment Programmes
- Ethnic/Multicultural Liaison
- Community Halls
- Housing for the Elderly
- Libraries
- Museums
- Parks and Gardens
- Recreation and Leisure
- Central City Safety
- Swimming Facilities
- Theatres
- Toilets
- Youth Council
- Zoo
- Waikato Stadium.

3. Statutory Management Committee

The role of the Statutory Management Committee is to consider and recommend policy to Council on regulatory matters, and to hear and consider applications and objections relating to the fields of activity and applications and objections not covered by any other committee's fields of activity.

Fields of Activity:

- Animal Control Policy
- Hearing of all applications and objections/appeals relating to:
 - Building Act
 - Dog Control Act
 - Health Act
 - Land Subdivision and Development
 - Reserves Act
 - Resource Management Act
 - Sale of Liquor Act
- Hearing of all notified consent applications
- Hearing of all objections concerning decisions made by staff relating to non-notified resource consent applications

- Parking and Traffic Regulation Enforcement
- Consideration of remission applications under Council's Development and Financial Contributions Policy.

4. Transport Committee

The role of the Transport Committee is to consider and recommend policy to Council and to monitor the efficient implementation of policy on integrated transportation. A key focus of this committee is on the review and implementation of the Access Hamilton Strategy.

Fields of Activity:

- Access Hamilton
- Footpaths, Cycleways and Verges
- Parking (except enforcement)
- Public Transport
- Traffic Management
- Hamilton Transport Centre.

5. Finance and Audit Committee

This committee monitors the financial performance of Council against the Long-Term Plan and Annual Plan, coordinates the audit process and oversees the management of commercial properties funded from the Municipal Endowment Fund and the Domain Endowment Fund.

Fields of Activity:

- Audit Coordination (financial aspects)
- Funds Management
- Debt Management
- Management of commercial properties (purchase, disposal or leasing) funded from the Municipal Endowment Fund and Domain Endowment Fund
- Quarterly monitoring of Council's performance against the Long-Term Plan and Annual Plan
- Quarterly monitoring of high level non-financial performance measures and significant one-off projects specified by Council.
 - Approval of forecast variances against the Annual Plan
- To receive the minutes from the Contracts Subcommittee

- To review the performance of all Council Controlled Organisations and Council Organisations in which Council has a significant financial involvement, namely:
 - Hamilton Riverview Hotel Ltd (Tainui Novotel)
 - New Zealand Local Government Insurance Corporation
 - Waikato Regional Airport Ltd
 - Local Authority Shared Services Limited.

Subcommittees

6. Applications Subcommittee

The Applications Subcommittee reports to the Statutory Management Committee. Its role is to consider and resolve as quickly and effectively as possible all minor planning matters.

7. Chief Executive's Performance Assessment Panel

The Chief Executive's Performance Assessment Panel reports to Council. Its role is to monitor the performance of the chief executive.

8. Community Centre Capital Funding Subcommittee

The Community Centre Capital Funding Subcommittee reports to the Community and Leisure Committee. Its function is to distribute capital grants on behalf of Council, and to recommend operational grants for community centres within the city to the Long-Term Plan and Annual Plan.

9. Community Well-being Grant Allocation Subcommittee

The Community Well-being Grant Allocation Subcommittee reports to the Community and Leisure Committee. Its function is to distribute grants to community organisations on behalf of Council.

10. Contracts Subcommittee

The Contracts Subcommittee reports to the Finance and Audit Committee. Its role is to approve all contracts for supply and services in excess of the delegated sum (\$500,000 excluding GST) and when the amount of work involved in a decision not to go to tender exceeds \$100,000 (GST excluded).

11. Event Sponsorship Subcommittee

The Event Sponsorship Subcommittee reports to the City Development Committee. Its function is to evaluate and make recommendations on which

events should receive Council funding and the level of funding Council is prepared to provide.

12. Parking Management Subcommittee

The Parking Management Subcommittee reports to the Transport Committee. The function of this committee is to make recommendations to the Transport Committee and Council on parking management issues.

13. Passenger Transport Subcommittee

The Passenger Transport Subcommittee reports to the Transport Committee and Environment Waikato on the following issues:

- new and altered Hamilton passenger transport routes, times and related issues (including funding)
- passenger transport infrastructure provision, promotional campaigns and policy issues
- recommendations on matters arising from comments and complaints received about Hamilton passenger transport from passengers and the public
- advocacy of the Waikato Regional Passenger Transport Plan.

14. Speed Limits Subcommittee

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

15. Traffic Calming Subcommittee

The Traffic Calming Subcommittee reviews and receives petitions from the public. Decisions are then referred to the Transport Committee, which is responsible for making decisions in line with Council policy.

16. Cycling Subcommittee

The Cycling Subcommittee reports to the Transport Committee. The purpose of this subcommittee is to examine the ways in which cycling can be promoted as a viable travel choice within Hamilton.

17. Te Runanga o Kirikiriroa Trust Inc. Joint Subcommittee

The Te Runanga o Kirikiriroa Joint Subcommittee considers matters of relevance to Maori in the city and to the development of Council's partnership with Te Runanga o Kirikiriroa. The committee also receives regular reports on the operation of community houses from a Maori perspective and administers,

through Te Runanga o Kirikiriroa, the Maori Project Fund. This joint subcommittee reports to the Community and Leisure Committee.

Joint Committees

18. Hamilton City Council/Environment Waikato Liaison Committee

The Hamilton City Council/Environment Waikato Liaison Committee acts as a forum for discussing and communicating issues that are of significance to both councils. The committee meets quarterly (or as required) and reports directly to Council.

Note: Further detail on Council's committees, subcommittees and joint committees (including meeting dates/times, agendas/minutes) can be viewed or downloaded from the website www.hamilton.co.nz (under Hamilton City Council/Representation/Meetings and Council Committees). Elected members are also appointed to a number of other collaborative working groups in addition to the committees listed above.

11.0 COUNCIL'S MANAGEMENT STRUCTURE



Hamilton City Council

11.0 COUNCIL'S MANAGEMENT STRUCTURE (NGA WHAKAHAERE O TE KAUNIHERA)

Council is supported by a corporate organisation, led by chief executive Tony Marryatt and six general managers – known as the management executive (MX).

MANAGEMENT EXECUTIVE TEAM



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

The management executive and staff are responsible for managing service delivery and implementing Council's decisions and policies.

The organisation is structured under six groups, each of which is headed by a general manager:

- Communication and Marketing Group (Philip Burton)
- Environmental Services Group (Graeme Fleming)
- Corporate Group (Mike Garrett)
- Strategic Group (Brent McAlister)
- Community Services Group (Sue Duignan)
- Works and Services Group (Sally Davis).

The Mission of the organisation is:

Making a difference in our community by:

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

The organisation's values shown below guide the way management and staff work together with Council and the public.

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.

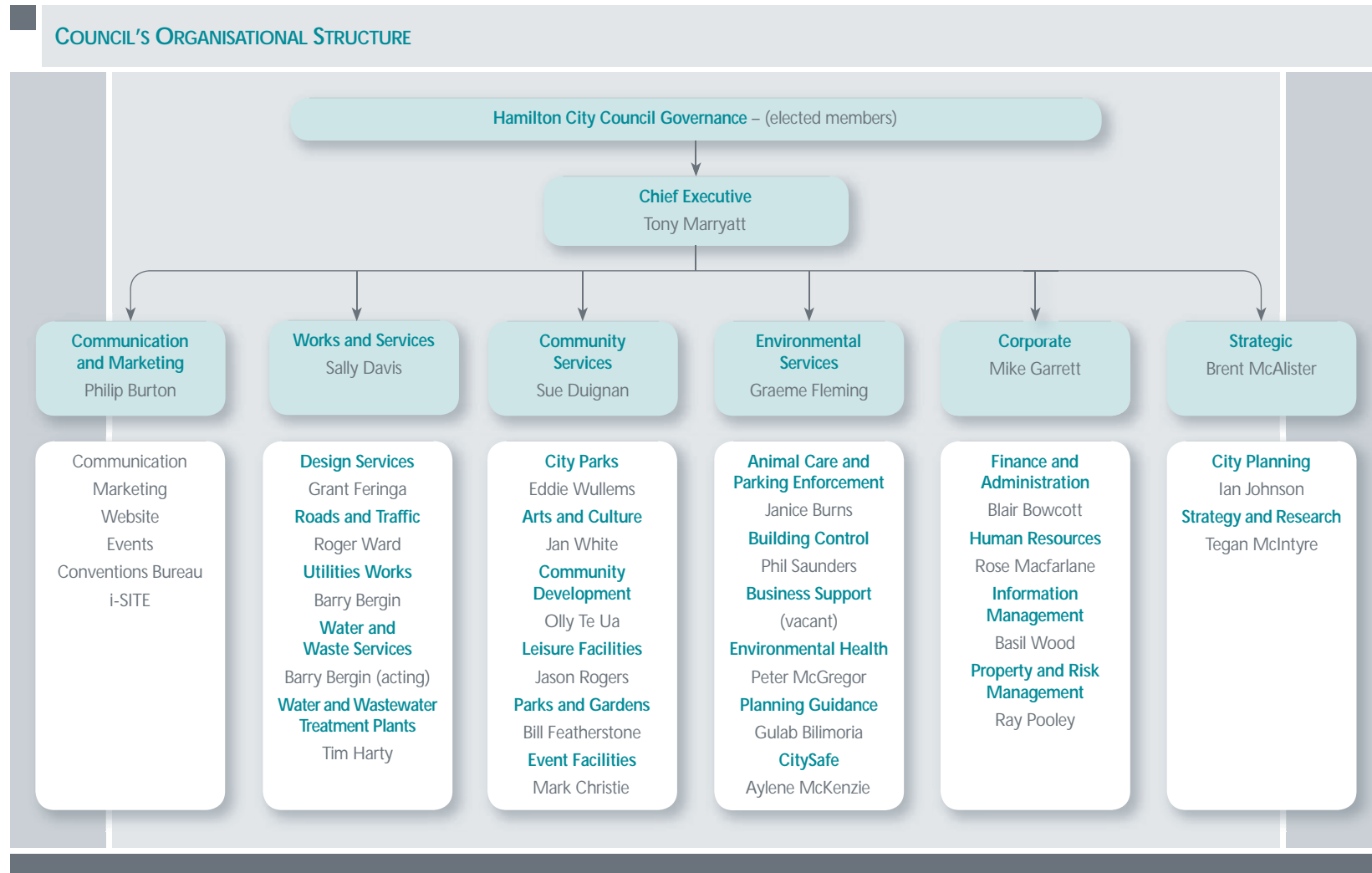
11.1 Relationship of Management Executive to the Elected Members

The chief executive and the six general managers make up the Management Executive team. This team manages organisation-wide issues and provides the link between the elected members and staff. They are responsible for monitoring operational performance, giving policy advice, implementing policy, strategic planning and service delivery. By working collaboratively, the Management Executive team ensures that action undertaken within all six groups is consistent with Council's Vision, Mission, Goals and Values, the Long-Term Plan, the Annual Plan and the Corporate Plan.

Council's elected members, management and staff work together at different levels to decide what activities should be undertaken by Council to help achieve Council's Vision for the city and Hamilton's Community Outcomes (as outlined in

this Long-Term Plan), and to plan how the activities can best be undertaken. This takes place within a framework of consultation with the community and affected parties, competing priorities, timeframes, resources and decisions of Council. It occurs within the overall framework of growing and developing the city in a way that enhances its social, economic, environmental and cultural well-being.

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



11.0 COUNCIL'S MANAGEMENT STRUCTURE

11.2 Quality Management

Hamilton City Council uses ISO 9001:2000 as its Quality Management System. The quality system uses management reviews, documented procedures (standard operating procedures for all key Council processes), process mapping, internal and external audits and quality systems training to provide a systematic approach to improvement throughout the organisation. Hamilton Zoo is the first New Zealand zoo to be ISO 14001 certified in Environmental Management Systems. This provides an excellent framework for the management of environmental issues. In addition, Council's Environmental Health Unit is a registered ISO 17020 Inspection Body.



11.3 Organisational Development

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

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

The application of best practice has a positive impact on organisational performance in terms of increased outputs, reduced expenditure and more efficient use of revenue. Best practice also brings benefits through improvement in key organisational processes and improved customer and employee satisfaction.

Organisational development is specifically focused on developing best practice under the umbrella of Business Excellence through the ongoing improvement of key organisational processes. A key area of focus over the last year has been leadership development, ensuring staff are informed of organisational strategy and direction and key performance measures. Many of these projects and activities will continue throughout the 10-year life of this Long-Term Plan and beyond.

11.4 Information Management

Strategies have been developed to provide a roadmap for creating an integrated information environment in which to capture, retrieve, communicate and exchange information electronically, both with Council's external stakeholders and internal staff, and support improved processes such as Land Information Memoranda, Council Agenda Management, e-Services, Submissions Management, and Images and Publications Management. The way forward encompasses Business Process Management, Records and Electronic Document Management, Content Management, and further integration of Council information into existing Database Management Systems.

The Telecommunications Strategy provides operationally resilient voice, video and data services and infrastructure to expand Hamilton's ability to host exhibitions and events.



12.0 MONITORING COUNCIL'S PERFORMANCE (NGA RARANGI ME TE TATARI O TE KAUNIHERA ME ONA KONOHETE)

12.1 Financial Monitoring Mechanisms

Quarterly financial reports to Council's Finance and Audit Committee include detailed variances on all expenditure to budget. In addition, the Finance and Audit Committee can request further information on any aspect of Council's finances as part of its monitoring role.

12.2 Non-Financial Monitoring Mechanisms

The 'non-financial' performance of Council is monitored and assessed each year primarily through:

- the Annual Residents Survey
- the Customer Satisfaction Survey Programme
- key performance measures and targets for Council's significant services (refer to Section 15.0), which are reported on each year through Council's Annual Report.

In addition, Council also receives feedback from the community on its performance and on issues facing Council and the city through a range of other feedback mechanisms such as consultation/submission processes, meetings with partner organisations and requests for service.

Options for reporting non-financial matters to Council on a regular basis are being investigated.

12.3 Council's Annual Residents Survey

Council's Annual Residents Survey (ARS) is one of the main methods of ascertaining Hamilton residents' views on how effectively Council is operating, particularly in regard to its provision of key facilities and services. Specifically, the ARS provides a number of performance measures and targets for Council's Long-Term Plan/Annual Plan, as well as providing background information for a number of Council investigations and decisions. Information from this survey (primarily customer satisfaction indices and usage data) is included among the performance measures and targets for most of Council's significant services, many of which are reported on in Section 15.0.

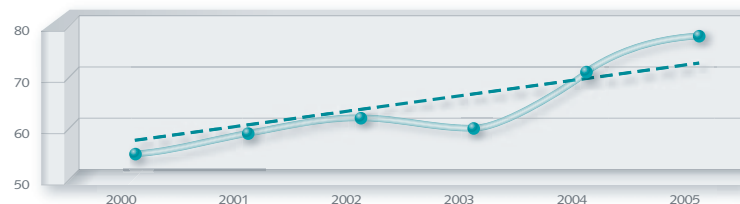
The ARS has been carried out annually since 1984 by an independent research company, and provides a useful measure of community opinion over time. The ARS is conducted by telephone and interviews 700 Hamilton residents. It has a margin of error of plus or minus 3.7 per cent at the 95 per cent confidence level.

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

Overall Performance of Council

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

OVERALL PERFORMANCE OF COUNCIL



Value from Residential Rates

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

Council is striving to be a world-class organisation and to provide Hamilton with facilities and services of the same high standard. The results outlined above show that Council is continuing to maintain a very high standard of operation. Its continual drive toward making a difference in the community, and the dedication of elected members and staff to Council's Vision for the city are major factors in the organisation being so highly regarded.

VALUE FROM RESIDENTIAL RATES



Main Issues Council Should be Looking at

Respondents to the ARS are also asked to identify the three most important issues Council should be looking at. Responses to this question provide important data for Council when considering service levels for Council projects and programmes. A summary of the responses between 2001 and 2005 is shown in the table below.

| | |
|-------------|---|
| 2001 | <ul style="list-style-type: none"> Recreational facilities (including upgrading Rugby Park, comments about the show grounds, pools, playgrounds and wanting more for youth) (22%) Roads (including road maintenance, development of roads and bypasses and footpaths) (15%) Law and order (including safety, crime and other law and order) (15%) Rates (including reducing rates and getting more value for money from rates) (13%) Recycling (11%) |
| 2002 | <ul style="list-style-type: none"> Law and order (including safety, crime and other law and order) (22%) Recreational facilities (including upgrading Rugby Park, comments about the show grounds, pools, playgrounds and wanting more for youth) (17%) Roads (including road maintenance, development of roads and bypasses and footpaths) (16%) Rates (including reducing rates and getting more value for money from rates) (12%) Car parking (10%) |
| 2003 | <ul style="list-style-type: none"> Law and order (including safety, crime and other law and order) (21.8%) Roads (including road maintenance, development of roads and bypasses) (16%) Water or drinking water (14.1%) Traffic, including congestion (12.3%) Political in-fighting or lack of councillor teamwork (10.7%) |

| | |
|-------------|---|
| 2004 | <ul style="list-style-type: none"> Traffic, including congestion (26.9%) Law and order (including safety, crime and other law and order) (18.4%) Roads (including road maintenance, development of roads and bypasses) (17.1%) Water or drinking water (11.3%) Car parking (9.9%) Public transport (9.7%) |
| 2005 | <ul style="list-style-type: none"> Traffic, including congestion (45.3%) Roads (including road maintenance, development of roads and bypasses) (21.6%) Public transport (21.6%) Law and order (including safety, crime and other law and order) (16.5%) Car parking (12.5%) City development/planning (14.7%) |

Over the last three years, respondents have identified traffic and transportation issues with increased frequency. This result has contributed to Council's adoption of a targeted rate commencing 2005/06 to generate revenue to address transportation in the city through the Access Hamilton Strategy.

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

Customer Satisfaction with Specific Services and Facilities

The ARS also asks respondents about their usage and satisfaction of over 60 Council provided facilities and services.

Where respondents give particularly negative ratings for a specific service or facility, they are asked a further question to provide comment on why they gave a negative score.

Council uses this in-depth feedback to assist in ensuring ongoing improvements to the particular facility/service and to plan future services tailored to the community's needs.

Council's 2005 ARS (which also provides comparative data going back to the early 1990s) can be viewed/downloaded on Council's website www.hamilton.co.nz/ResidentsSurvey.

12.4 Customer Satisfaction Survey Programme

Council operates a comprehensive Customer Satisfaction Survey Programme (around 40 surveys in total) for a large number of its activities to gain detailed customer feedback on an ongoing basis. This feedback is then used to implement changes that ensure continual improvement to Council's services and facilities.

The methodologies of these surveys vary depending on the customer characteristics. For example, Performing Arts uses face-to-face interviews with theatre patrons immediately after a performance has finished, while Water and Waste Services uses mail return questionnaires drawn from a random sample of their 'request for service' database. A number of the Customer Satisfaction Surveys are undertaken on a quarterly basis.

12.5 Performance Measures and Targets for Significant Services

Key performance measures and targets for each of Council's 25 significant services are shown in Section 15.0.

13.0 COMMUNITY PARTICIPATION IN COUNCIL DECISION-MAKING



13.0 COMMUNITY PARTICIPATION IN COUNCIL DECISION-MAKING (TE URUNGA O NGA HAPORI KI TE KAUNIHERA E PA ANA KI WHIRIWHIRINGA KAUPAPA)

Each year Council offers numerous opportunities for the community to participate in its decision-making processes, in particular through the Long-Term Plan or Annual Plan community consultation and submission process. Council also informs Hamilton residents of when its proposals are available for public submissions through City News, other media mechanisms and the website www.hamilton.co.nz.

The mayor, councillors, chief executive and relevant Council groups or unit staff may also be contacted throughout the year if people have information to contribute or areas of concern that they wish to discuss.

mycouncil 2005 is one of the key documents that outlines how Council is structured and how it works with its communities to make decisions for the future of Hamilton. You can pick up a copy of mycouncil 2005 from the main Council office in Garden Place, any Hamilton City Libraries branch, or contact the Strategic Group on 838 6810 (or email strategic@hcc.govt.nz). The publication is also on Council's website: www.hamilton.co.nz/mycouncil.

13.1 Council's Consultation Policy

Council adopted its own Consultation Policy in December 1999 entitled 'People and Participation' and produced a set of internal guidelines for community consultation.

A review of Council's Consultation Policy, guidelines and practice has been undertaken to assist Council better understand and meet its requirements under the Local Government Act 2002 in relation to consultation. A range of opportunities for improvement were identified, particularly around developing clear procedures and establishing staff training. As a result the policy and guidelines will be updated and a number of recommendations relating to practice will be considered and implemented by Council.

13.2 Requests for Council Services

Requests for Council services can be made in various ways including:

- visiting, phoning or writing (including emails and faxes) to the relevant Council group or unit, or to the chief executive

- contacting the mayor or a councillor. Contact details for elected members are shown in Section 10.0
- contacting Council's main public enquiries phone line 838 6699. This service is operated 24 hours a day, seven days a week.

All written enquiries should be addressed to:

Hamilton City Council
Municipal Offices
Private Bag 3010
Hamilton 3240

Public enquiries (24 hours):

Phone 838 6699
Fax 838 6599
Email info@hcc.govt.nz
Web www.hamilton.co.nz (under Hamilton City Council)



14.0 DEVELOPING COUNCIL'S PLAN OF ACTION (WHAKATAU KAUPAPA O TE KAUNIHERA ME ONA WHAKATAKOTO TIKANGA)

14.1 Introduction to the Significant Service Groups

To ensure alignment with the City Strategic Framework (as outlined in Section 6.0), Council has grouped each of its key activities under one of the framework's three strands to which they primarily contribute to (recognising that they often impact on other strands). The grouping of Council's activities is a requirement of Schedule 10 (clause 2) of the Local Government Act 2002. Council uses the terms 'significant service' and 'activities' interchangeably in this plan.

There are 25 significant services that are the primary mechanism for ensuring the delivery of Council's key activities. In turn, each significant service undertakes a range of more specific functions, e.g., the significant service of 'Transport: Road Network Management' comprises more specific services such as carriageways; footpaths, cycleways and verges; and road safety. The significant services are based on commonalities in the nature of their functions and have evolved over a considerable time period with the production of each year's budget.

A brief description of each of the 25 significant services grouped by the three framework strands is outlined below.

| COUNCIL'S VISION – VIBRANT HAMILTON | |
|---|---|
| City Strategic Framework: Strand A – Investing in Our People | |
| • Community Support | Coordinates, manages, operates and funds a range of community based programmes and initiatives. Often involves Council working in partnership with community organisations, government agencies and various services in Hamilton to benefit a number of sectors of the community. |
| • Community Facilities | Provides and maintains affordable housing for older people. Manages two large community centres and provides and maintains cemeteries and cremation services, public toilets, and community halls and leased buildings for community groups. |

| | |
|------------------------------------|---|
| • Emergency Management | Prepares strategies, programmes and plans that minimise, reduce or eliminate the impact of the consequences of a major disaster in Hamilton and the Waikato region. |
| • Partnership with Maori | Maintains a relationship with the Waikato Raupatu Trustee Company (Tainui). Also covers the partnerships with Nga Mana Toopu o Kirikiriroa (on natural and physical resource management issues) and Te Runanga o Kirikiriroa (which includes discussing relevant partnership issues, administration of Council's Maori project fund and the provision of services and policy advice on urban Maori issues). |
| • Representation and Civic Affairs | Provides services to enable democratic local decision-making, including elected member's remuneration, meetings, public consultation, communication and civic functions. Also covers elections and maintenance of the electoral roll. |
| • Environmental Health | Protects and promotes public health by undertaking monitoring, inspection and enforcement of various activities using relevant legislation and national standards. Also covers central city safety initiatives and activities. |
| • Parks and Gardens | Provides open space for passive and general active recreation including parks, walkways and playgrounds. Also maintains plantings within open spaces, parks, streets and traffic islands. |
| • Sports Areas | Provides developed open spaces with facilities for specific active leisure needs and general public use. |
| • Swimming Facilities | Funds and operates public swimming facilities throughout the city. |

City Strategic Framework: **Strand B – Creating Identity and Prosperity**

| | |
|--------------------------|---|
| • Environmental Services | Provides for management of the built environment primarily through consent, enforcement of relevant legislation and education techniques. Comprises Animal Care and Control, Building Control, Parking Enforcement and Planning Guidance. |
| • Economic Development | Communicating, marketing and supporting Hamilton's economic development activities through partnerships and financial support (primarily through the economic development agency The Catalyst Group). |
| • City Promotion | Communicates to local residents and those living outside the city the points of difference and advantages that Hamilton has to offer. Also includes news media relations, Council's participation in a Sister Cities Programme and providing support to key events. |

| | |
|---|--|
| <ul style="list-style-type: none"> Performing Arts | Provides theatre facility management and associated event support, ticketing agency services, specialised theatre equipment and services for events at three Hamilton theatres and within the community. |
| <ul style="list-style-type: none"> Hamilton City Libraries | Manages and operates five community libraries and the central library in Garden Place. |
| <ul style="list-style-type: none"> Waikato Museum of Art and History | Encourages, supports and promotes Hamilton's art and history (including Tainui iwi history), which includes operating a community arts group venue and managing exhibitions. Science and technology are also promoted through Exscite. Beale Cottage and the Rangiriri are also managed by the Museum. |
| <ul style="list-style-type: none"> Event Facilities | Operates and maintains Waikato Stadium, Seddon Park, Claudelands Events Centre and the Hamilton City Leisure Centre. |
| <ul style="list-style-type: none"> Hamilton Zoo | Operates and maintains Hamilton Zoo for conservation, education, recreation and scientific purposes. |
| City Strategic Framework: Strand C – Protecting Our Future | |
| <ul style="list-style-type: none"> Wastewater Management | Contributes to the protection of public health and the environment through the collection and treatment of urban wastewater. |
| <ul style="list-style-type: none"> Stormwater Management | Operates and maintains the stormwater network to ensure community safety and the protection of property by draining stormwater from roadways and public land through pipes and open watercourses to the city's streams, lakes and the Waikato River. |
| <ul style="list-style-type: none"> Refuse/Recycling Collection | Provides for the weekly collection of household recyclables and refuse from residential properties in the city. Manages the Refuse Transfer Station (including the Recycling Centre), the Horotiu Landfill, three closed landfills and also provides a composting facility at the Hamilton Organic Centre. |
| <ul style="list-style-type: none"> Water Supply | Provides for water treatment, storage and distribution in Hamilton. Raw water is drawn from the Waikato River into the Hamilton City Water Treatment Station where it is treated to provide a high standard of drinking water. |
| <ul style="list-style-type: none"> Sustainable Environment | Provides leadership for sustainable living and works to engage and support the different sectors of the Hamilton community (including schools, householders and community groups) to achieve positive environmental outcomes for the city. |

| | |
|--|--|
| <i>Transport: Introduction</i> | <i>Provides an outline of Council's 2006/07 Land Transport Programme as required by the Land Transport Management Act 2003 (Refer Section 14.7).</i> |
| <ul style="list-style-type: none"> Transport: Road Network Management | Provides for the ongoing management of the operation, maintenance, growth and development of the city's transportation network. |
| <ul style="list-style-type: none"> Transport: Access Hamilton | Provides a sustainable, integrated transport system for the city through infrastructure improvements and incentives to encourage the use of alternative travel modes. Also increases public awareness of options and effects of travel behaviour and travel choices. |
| <ul style="list-style-type: none"> Endowment and Investment Property Portfolio Management | Manages two funds: the Domain Endowment Fund and the Municipal Endowment Fund. Both funds are required by legislation to be invested in property. The Municipal Endowment Fund is invested in order to maximise the financial return to the city. The Domain Endowment Fund is used for the maintenance and improvement of reserves, purchase of land in the name of the Crown as Recreation Reserve, or purchase of land in the name of Council for the purposes of the Hamilton Domain Endowment Act 1979. |

14.2 Rationale for the Provision of Council's Significant Services

The Local Government Act 2002 (Schedule 10, clause 2) requires the Long-Term Plan to identify Council's rationale for why it provides the current range of significant services. In addition the Act also requires Council to show the community outcome(s) that each significant service primarily contributes to.

After each local authority triennial elections the new Council undertakes a full review of its activities. The most recent review was completed in July 2005, known as The Business We Are In. This involved a number of workshops coordinated by the elected members that focused on the activities undertaken by all areas of Council, and looked at:

- the activities undertaken by Council
- the level of service provided by the activity
- why the activity is undertaken
- what each activity does
- the cost of providing the activity (including assets)
- the cost of 'exiting' the activity (if Council were to make this decision).

Through these workshops Council confirmed its current range of activities and levels of service delivery. The review was an integral component in the development of this Long-Term Plan.

Council's rationale for why it provides each of its 25 significant services is outlined in detail in the relevant significant service sections of 'Council's Plan of Action' (refer Section 15.0). These sections also show the community outcome(s) that each significant service primarily contributes to.

14.3 Significant Negative Effects of Council's Activities

Schedule 10 (clause 2) of the Local Government Act 2002 requires the Long-Term Plan to outline any significant negative effects that Council's activities may have on the social, economic, environmental or cultural well-being of the local community.

Council acknowledges that its activities can potentially have negative effects of one form or another on the well-being of the local community. However, it seeks to minimise these through a range of mechanisms, including (but not limited to) the following:

- Council's significant services, business units and internal support services undergo a programme of continual improvement through reviews and organisational development that ensure ongoing performance excellence and best practise methodology.
- Council listens to and actions feedback from customers of its significant services via comprehensive customer feedback mechanisms, such as the Annual Residents Survey and the Customer Satisfaction Survey Programme of various activities/services.
- Council has comprehensive Standard Operating Procedures, which are continuously reviewed and updated to maintain Council's ISO accreditation (primarily ISO 9001, ISO 14001 and ISO 17020). Council's accreditation is undertaken on a six monthly basis by TELARC (Council's independent certifying organisation).
- An assessment of significant negative effects and development of mitigation strategies is a key component of Council's Activity Management Plans (refer to Volume II of the 2006–16 Long-Term Plan for a summary of Council's Activity Management Plans).
- Ensuring that all of Council's activities meet or exceed relevant legislative requirements and national standards.
- When undertaking significant projects, Council completes an Assessment of Environmental Effects (AEE) or Social Impact Assessment (SIA) to identify possible negative effects on the community. The information gathered from

the AEE and/or SIA process enables Council to mitigate the effects that a proposed activity may have on the community.

- Institutional knowledge of staff and elected members is a key means of mitigating negative effects of its activities.
- The operation of an integrated request for service system (organised by specific units of Council) to log and track issues raised by customers. This system includes a 'reminder' feature to ensure a prompt response to each customer request.
- Community engagement and consultation on various Council plans, strategies and issues through a range of methods (including submissions, surveys, meetings, forums, and focus groups).

A range of existing and potential significant negative effects is shown for each of Council's 25 significant services in Section 15.0. The significant negative effects shown in this section focus primarily on those that could or do result directly from provision of the significant service rather than external factors impacting on the significant service's operation. The following factors were considered in determining any existing or potential significant negative effects:

- the number of people who could be affected
- the degree to which they could be affected
- the extent to which public health and safety is or could be compromised
- the likelihood of the significant negative effect occurring.

14.4 Contribution Towards Hamilton's Community Outcomes

The overall contribution of Council's significant services (by the three strands of the City's Strategic Framework – refer Section 6.0) to Hamilton's Community Outcomes (refer Section 7.0) is shown in the table below.

14.0 DEVELOPING COUNCIL'S PLAN OF ACTION

THE OVERALL CONTRIBUTION OF COUNCIL'S SIGNIFICANT SERVICE GROUPS BY STRAND TO HAMILTON'S COMMUNITY OUTCOMES

| Significant Services within each Strand of the City Strategic Framework | Hamilton's Community Outcomes | | | | | | |
|---|---------------------------------|-------------------------|--------------------|--------------------------------|----------------------|-------------------------------------|---------------------|
| | 1. Sustainable and Well Planned | 2. Vibrant and Creative | 3. Unique Identity | 4. Safety and Community Spirit | 5. Healthy and Happy | 6. Intelligent and Progressive City | 7. Working Together |
| A. Investing in our People (9) | PRA | | | PFA | PFRA | | PFRA |
| B. Creating Identity and Prosperity (8) | PRA | PFA | PA | | PA | PFA | |
| C. Protecting our Future (8) | PFRA | | | | | P | |

Section 4.1 outlines which strand each significant service is categorised under.

Primary Role

- P Provision of Facilities and Services** – Takes full responsibility for funding and providing the facility/service.
- F Funding Assistance** – Provides financial assistance (e.g., grants) and/or support in kind towards organisations who provide services Council considers to be of key benefit to Hamilton residents.
- R Regulation** – Administers and enforces a range of national and local legislation.
- A Advocacy and Promotion**
- Promotes the role and benefits of the significant service to Hamilton's residents and visitors
 - Represents the views of its residents and communities to a range of organisations, e.g., territorial local authorities, central government.

14.5 Council's Business Units and Internal Support Services

Council's 25 significant services are supported in turn by four business units and 20 internal support services, i.e.:

| Business Units | |
|---|--|
| <ul style="list-style-type: none"> • City Parks • Design Services | <ul style="list-style-type: none"> • Roads and Traffic • Utilities |

| Internal Support Services | |
|--|---|
| <ul style="list-style-type: none"> • Performing Arts Administration • Chief Executive's Office • Communication and Marketing • Community Development Administration • Community Support • Corporate Group Management • Environmental Services Group Management • Event Facilities Administration • Finance and Administration | <ul style="list-style-type: none"> • Human Resources • Information Management • Internal Audit • Leisure Facilities Administration • Nursery • Parks and Gardens Administration • Property Management (support) • Health and Safety • Strategic • Water and Waste Services • Works and Services Management |

14.6 Development of Key Council Projects and Programmes to Maintain/Enhance Service Level Provision

Hamilton is a growing and vibrant city, as shown by the 10,400 additional residents gained between 2001 (121,000) and June 2005 (131,400). Over 159,600 people are projected to live in Hamilton by 2016. Business growth has also increased significantly (from 8970 businesses in 2001 to 10,693 businesses in 2005 – a 19.2 per cent increase).

Such growth requires Council to plan for and carefully manage the city's social, economic, environmental and cultural development through the provision of a range of projects and programmes. Council has used a standardised set of growth assumptions to assist in planning the delivery of services and related assets.

Development of Projects and Programmes

Council's projects and programmes are known as Strategic Action Plans (SAPs). These are individual projects and programmes and can be categorised into three types, i.e.:

- capital
- operating and maintenance
- renewals.

SAPs are developed using a best practice approach, i.e., options considered for individual SAPs that fall below an agreed minimum benchmark are not considered further.

This Long-Term Plan is based on a combination of operating and maintenance net costs, SAPs, financing costs and reserve/sundry net costs. Council seeks to prioritise its contribution to Hamilton's Community Outcomes by reviewing all the operating and maintenance net costs in detail, and grouping all the SAPs by the following project priority order:

1. Contractually committed
2. Resource consent compliance/legal requirement (mandatory)
3. Renewal
4. Growth (new areas of city development)
5. Discretionary/choice on timing.

All SAPs grouped as 'Discretionary/choice on timing' are ranked against the following four principles and project priorities:

- The project forms part of an action plan to achieve an existing policy/strategy
- Research or data (drawn from sources such as the Annual Residents Survey, Customer Satisfaction Survey Programme, and Quality of Life Project) indicates that it is a priority to address
- Does the capital expenditure provide a payback?
- Furthers the priorities in the Corporate Plan (which provides the direction for how staff do things as well as how they continually improve the way things are done).

The SAPs in the 2006–16 Long-Term Plan were considered carefully by Council and reflect a balanced, realistic and affordable approach to the city's environmental, social, cultural and economic development as reflected in Council's Vision for the city and Hamilton's Community Outcomes. A full list of the 379 SAPs is shown in Volume II (Section 16.4) of the Long-Term Plan. The plan also shows whether the SAP's expenditure is categorised as capital, maintenance/operating, or renewal. SAPs are also grouped under the relevant City Strategic Framework strand (by each service) and the community outcome(s) that each SAP primarily contributes to.

It should be noted that the financial information in Council's 2006–16 Long-Term Plan has been adjusted for annual growth (due to population increases and vesting of assets from developers) and inflation. For further detail on the assumptions informing these adjustments, refer to Volume II (Section 3) of Council's 2006–16 Long-Term Plan.

Key Inputs in the Development of Projects and Programmes

The majority of projects and programmes outlined over the 10-year period of Council's 2006–16 Long-Term Plan have been developed and refined over a considerable period of time through a number of processes, including:

- key Council plans/documents such as Hamilton's Community Plan 2004–14, previous Annual Plans and Reports, and Activity Management Plans/Asset Management Plans
- consideration of Council's Vision for the city and Hamilton's Community Outcomes
- legislative requirements/national standards/best practice
- direct feedback/discussions from Hamilton residents with the mayor and councillors
- ongoing resident correspondence/feedback to Council staff (such as requests for service and complaints)
- Council priorities/mandate
- involvement and discussions at key meetings such as Zone 2 Local Government New Zealand (LGNZ) meetings, Metro and Regional Mayoral Forums, the Regional Land Transport Committee, conferences/seminars (e.g., LGNZ)
- feedback through involvement on boards of 18 Council Organisations and three Council Controlled Organisations
- systems for managing and mitigating significant negative effects and risks
- community engagement/consultation on various Council plans and strategies (e.g., submissions, meetings, forums, focus groups)
- public feedback on various surveys (in particular Council's Annual Residents Survey and the Customer Satisfaction Survey Programme)
- feedback on topical issues via various media
- key economic, social, cultural and environmental data provided to Council (e.g., Quality of Life Project data (www.bigcities.co.nz), Hamilton's Sustainability Indicators (www.myhamilton.org.nz), and regular statistical updates such as the Hamilton Quarterly Review and Hamilton's Economic Update
- partnerships with various organisations (e.g., Transit New Zealand, New Zealand Police)
- reports on specific issues considered by Council committees and subcommittees/Council workshops
- the three-yearly review of Council's Policy Manual.

Highlighted Projects and Programmes

Given that Council is required by the Local Government Act 2002 to produce a new Long-Term Plan every three years, the focus on the projects and programmes in Volume I (this volume of the Long-Term Plan) is on the next three years. However, other key projects and programmes that occur in years 4–10 (i.e., 2009/10–2015/16) that are critical to maintaining and/or improving the ongoing outputs of a specific significant service are also highlighted.

The projects and programmes listed in Section 15.0 ('Council's Plan of Action' under the heading 'Looking Ahead') under each of the 25 significant services give a broad flavour over the next 10 years of the full list of projects and programmes outlined in Volume II of the Long-Term Plan, i.e., the Funding and Financial Policy 2006–16.

Planning for Changes in Service Delivery

Council monitors on an ongoing basis changes that can impact on the service delivery of its 25 significant services and related assets.

Council assets are primarily described and managed through Asset/Activity Management Plans (summaries of Council's Activity Management Plans are contained in Volume II of Council's 2006–16 Long-Term Plan). These plans are reviewed and updated on an ongoing basis taking into account a wide range of inputs that influence decisions relating to service level provision.

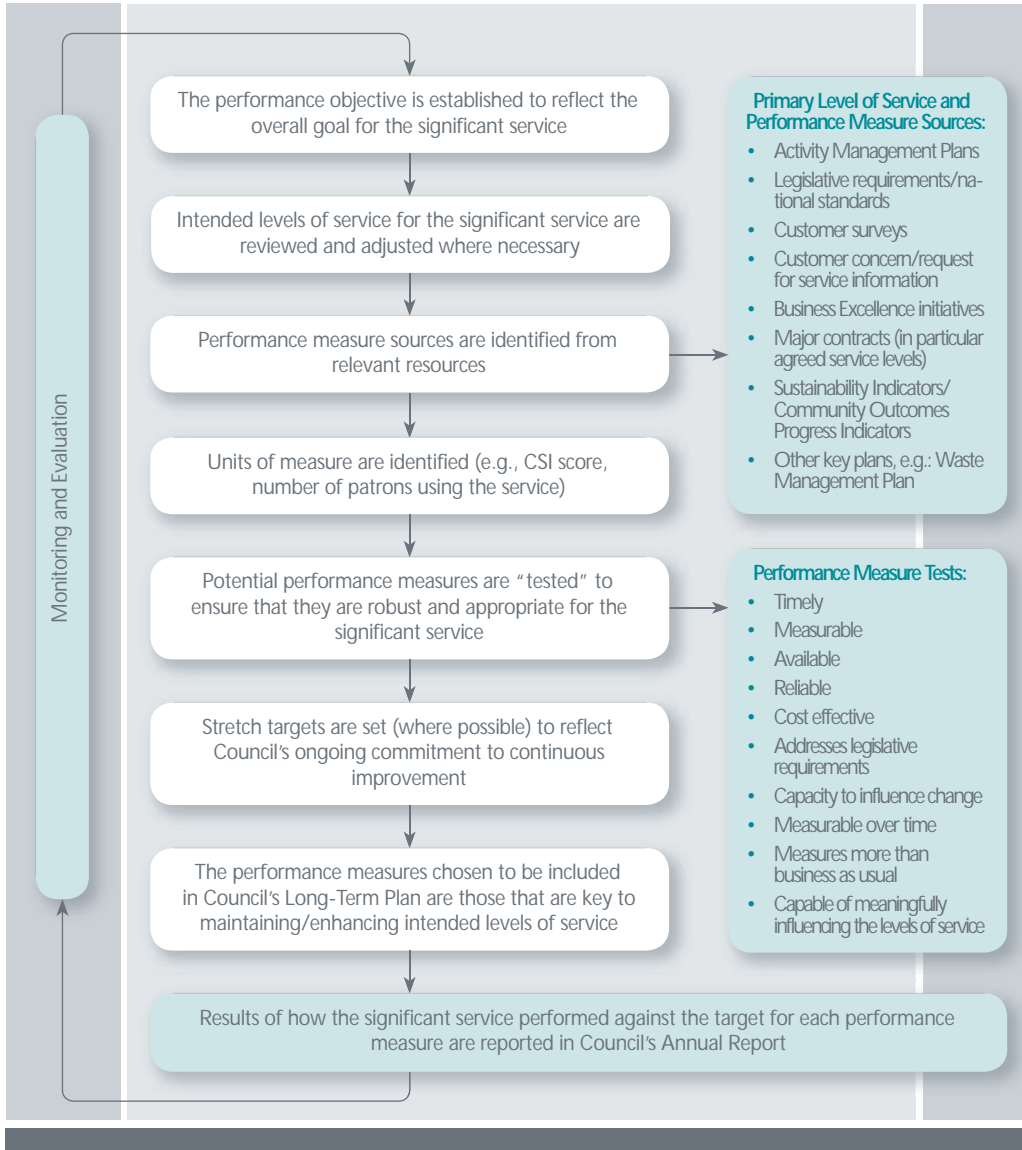
Additional asset capacity is primarily provided through the use of Council's Asset/Activity Management Plan process and the subsequent development of SAPs required to meet planned levels of service for Council activities (taking into consideration anticipated city growth and continuous improvements to service delivery). SAPs are also categorised as capital, maintenance/operating, or renewal.

Key performance measures and targets are also used to maintain and enhance the intended levels of service (primarily as a result of city growth over the 10-year period of the Long-Term Plan) for each of Council's 25 significant services (refer Section 15.0). In addition, a number of targets for these performance measures have been 'stretched' to reflect Council's ongoing commitment to continuously improve its service delivery.

The performance measures and targets take into account the diversity of Council's 25 significant services. These measures have been developed to appropriately measure the way in which the significant service is provided and take into account both qualitative and quantitative aspects.

The following diagram outlines the framework used for determining performance measures and targets for each of Council's 25 significant services. Council operates an ongoing process of monitoring and evaluation with a focus on continuous improvement to levels of service. The framework provides a process that ensures Council's performance measures and targets can meaningfully assess and reflect the planned levels of service.

FRAMEWORK FOR ESTABLISHING PERFORMANCE MEASURES AND TARGETS FOR COUNCIL'S SIGNIFICANT SERVICES



14.7 Council's 2006/07 Land Transport Programme

Council is required by Section 12 of the Land Transport Management Act 2003 to annually publish and consult on its Land Transport Programme. Council's 2006/07 Land Transport Programme comprises:

- the section entitled 'Transport: Introduction' in Section 15.0 (under Strand C)
- the significant service activity statements entitled 'Transport: Road Network Management' and 'Transport: Access Hamilton' in Section 15.0
- the information contained in Volume II of Council's 2006–16 Long-Term Plan that relates to the 'Transport: Road Network Management' and 'Transport: Access Hamilton' significant services.

15.0 COUNCIL'S PLAN OF ACTION



15.0 COUNCIL'S PLAN OF ACTION (WHAKATAKOTO TIKANGA O TE KAUNIHERA)

15.1 Guide to Council's Plan of Action

Strategic Strand Overview

The following sections in Council's Plan of Action are grouped under the three City Strategic Framework strands (Investing in our People, Creating Identity and Prosperity, and Protecting our Future). Each section starts with an explanation of the strand under which the significant services are grouped (also called a group of activities).



Council's Contribution (by Role) Towards Hamilton's Community Outcomes illustrates the main role that each of the significant services in the strand of the City Strategic Framework has and lists the community outcome(s) that each significant service primarily contributes to.

Improving Council's and Hamilton's Sustainability outlines a selection of specific projects and programmes undertaken by Council on an ongoing basis in each City Strategic Framework strand that either focus on making its own operations more sustainable (internal), or that have a community/city focus (external) towards improving Hamilton's sustainability.



15.0 COUNCIL'S PLAN OF ACTION – PROTECTING OUR FUTURE
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Key

Primary Community Outcome
The numbers shown in the table identify the community outcome that the significant service primarily contributes to.
Note: For the specific community outcome, refer to Section 7.4.

Primary Role

P Provision of Facilities and Services – Takes full responsibility for funding and providing the facility/service.

F Funding Assistance – Provides financial assistance (e.g. grants) and/or support in kind towards organisations who provide services Council considers to be of key benefit to Hamilton residents.

R Regulation – Administers and enforces a range of national and local legislation.

A Advocacy and Promotion

- Promotes the role and benefits of the significant service to Hamilton's residents and visitors
- Represents the views of its residents and communities to a range of organisations, e.g. territorial local authorities, central government.

Improving Council's and Hamilton's Sustainability
The following table provides examples of ongoing projects and programmes undertaken by Council in this strand of the City Strategic Framework that focus on making its own operations more sustainable (internal), or that have a community/city focus (external), towards improving Hamilton's sustainability.

| Internal projects/programmes | External projects/programmes |
|---|---|
| <ul style="list-style-type: none"> Council's Energy Management Programme Internal waste minimisation policy (including waste reduction targets and six monthly audits) Development, implementation and review of Activity Management Plans (in particular the plans for: <ul style="list-style-type: none"> Wastewater Stormwater Water Supply Refuse and Recycling – including Household and Roads and Traffic) Membership of and participation in ECOM's Energy Efficiency and Conservation Authority Energy Wise Council's Forum Membership of ICLEI (International Council for Local Environmental Initiatives) Introduction of Fleet Bikes to Council's vehicle pool | <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 of Hamilton's Waste Management Plan 2004 (liquid component) Participation in the Regional Waste Strategy Kerb-side recycling ('Sort it Out') Kerb-side recycling for primary and secondary schools Membership of Cities for Climate Protection (Milestone II) Community Environmental Programme and newsletter Support of the Enviro-school's programme Participation in a national programme to reduce the amount of construction and demolition waste disposed of Walking School Bus programme Support of Hamilton's Environment Centre |

Hamilton City Council's 2006–16 Long-Term Plan
www.hamilton.co.nz/LongTermPlan

CITY STRATEGIC FRAMEWORK: STRAND C – PROTECTING OUR FUTURE

Hamilton is a city experiencing rapid and sustained growth. Our vision for the city is to see development achieved sustainably, efficiently and creatively. Good planning today will benefit the city of tomorrow. As a city we are protecting our future by:

- Focusing on sustainable growth.
- Developing and maintaining a robust framework of policies and strategies that balance the short-term and long-term interests of the city.
- Taking a visionary yet disciplined approach to long-term planning and decision-making.
- Ensuring the provision of sustainable, well planned city infrastructure.
- Sustainably managing and enhancing our natural environment
- Maintaining prudent financial management.
- Ensuring that social infrastructure keeps pace with community growth and needs.
- Setting high standards of governance, planning and development within the city and throughout the region.

Council's Contribution (by Role) Towards Hamilton's Community Outcomes

The table below shows (by various roles) how each significant service in Strand C of the City Strategic Framework contributes towards Hamilton's Community Outcomes. In most cases a significant service will contribute to a number of community outcomes. However, the community outcomes shown are those that the significant service primarily contributes to.

| Significant Service | Hamilton's Community Outcomes | | | | | | |
|--|---------------------------------|-------------------------|--------------------|--------------------------------|----------------------|-------------------------------------|---------------------|
| | 1. Sustainable and Well Planned | 2. Vibrant and Creative | 3. Unique Identity | 4. Safety and Community Spirit | 5. Healthy and Happy | 6. Intelligent and Progressive City | 7. Working Together |
| Wastewater Management | 1,6 P, R, A | | | | | | |
| Stormwater Management | 1,6 P, R, A | | | | | | |
| Refuse/ Recycling Collection | 1,7 P, F, A | | | | | | |
| Water Supply | 1,6 P, R, A | | | | | | |
| Sustainable Environment | 1 P, F, A | | | | | | |
| Transport: Road Network Management | 1,1, 1,2 P, R, A | | | | | | |
| Transport: Access Hamilton | 1,1, 1,2 P, F, R, A | | | | | | |
| Environment and Investment Property Portfolio Management | | | | | | 6,5 P | |

15.0 COUNCIL'S PLAN OF ACTION – PROTECTING OUR FUTURE 160

PROTECTING OUR FUTURE
Projected cost of service for the years ended 30 June 2007–2016 (Inflation Adjusted)

| | 2006/07 | 2007/08 | 2008/09 | 2009/10 | 2010/11 | 2011/12 | 2012/13 | 2013/14 | 2014/15 | 2015/16 |
|---|---------------|---------------|---------------|---------------|---------------|---------------|---------------|----------------|----------------|----------------|
| | \$000 | \$000 | \$000 | \$000 | \$000 | \$000 | \$000 | \$000 | \$000 | \$000 |
| EXPENDITURE | | | | | | | | | | |
| Wastewater management | 12,806 | 13,452 | 14,416 | 15,805 | 16,644 | 17,123 | 17,706 | 17,984 | 18,439 | 19,128 |
| Stormwater management | 6,149 | 6,865 | 7,321 | 7,491 | 7,862 | 8,023 | 8,291 | 8,636 | 8,837 | 9,168 |
| Recycling/refuse collection | 9,761 | 6,788 | 5,861 | 6,078 | 6,317 | 6,533 | 6,761 | 6,986 | 7,200 | 7,409 |
| Water supply | 11,908 | 12,896 | 13,869 | 15,377 | 15,108 | 15,637 | 16,046 | 16,371 | 17,752 | 17,296 |
| Sustainable environment | 696 | 695 | 713 | 724 | 736 | 716 | 733 | 743 | 771 | 775 |
| Transport: Road network management | 23,569 | 26,552 | 29,748 | 34,006 | 36,968 | 39,305 | 41,311 | 42,588 | 43,621 | 45,218 |
| Transport: Access Hamilton | 3,223 | 4,109 | 4,333 | 4,525 | 5,445 | 6,068 | 6,490 | 6,511 | 6,523 | 6,567 |
| Endowment and investment property portfolio | 2,151 | 2,189 | 2,078 | 2,130 | 2,180 | 2,144 | 2,191 | 2,225 | 2,249 | 2,280 |
| Total Expenditure | 69,963 | 73,546 | 78,339 | 86,136 | 91,260 | 95,549 | 99,529 | 102,044 | 105,592 | 107,841 |
| Less REVENUE | | | | | | | | | | |
| Wastewater management | 2,048 | 2,114 | 2,179 | 2,241 | 2,298 | 2,354 | 2,404 | 2,451 | 2,495 | 2,538 |
| Stormwater management | 10 | 11 | 11 | 12 | 13 | 13 | 14 | 14 | 15 | 16 |
| Recycling/refuse collection | 4,958 | 1,031 | 1,102 | 1,134 | 1,162 | 1,191 | 1,217 | 1,240 | 1,262 | 1,283 |
| Water supply | 4,258 | 4,455 | 4,596 | 4,729 | 4,854 | 4,974 | 5,087 | 5,191 | 5,286 | 5,382 |
| Transport: Road network management | 3,718 | 3,948 | 4,225 | 4,434 | 4,767 | 5,138 | 5,558 | 5,739 | 6,249 | 6,435 |
| Transport: Access Hamilton | 149 | 411 | 275 | 132 | 261 | 152 | 142 | 145 | 147 | 144 |
| Endowment and investment property portfolio | 4,925 | 5,083 | 5,268 | 5,437 | 5,565 | 5,689 | 5,813 | 5,927 | 6,031 | 6,134 |
| Total Revenue | 20,066 | 17,053 | 17,656 | 18,099 | 18,910 | 19,511 | 20,235 | 20,707 | 21,485 | 21,952 |
| Net Cost of Service | 49,897 | 56,493 | 60,683 | 68,037 | 72,350 | 76,038 | 79,294 | 81,337 | 84,107 | 85,889 |
| Total operating expenditure funded by: | | | | | | | | | | |
| Operating revenue | 20,066 | 17,053 | 17,656 | 18,099 | 18,910 | 19,511 | 20,235 | 20,707 | 21,485 | 21,952 |
| Rates | 49,897 | 56,493 | 60,683 | 68,037 | 72,350 | 76,038 | 79,294 | 81,337 | 84,107 | 85,889 |
| Total Operating Expenditure | 69,963 | 73,546 | 78,339 | 86,136 | 91,260 | 95,549 | 99,529 | 102,044 | 105,592 | 107,841 |

Hamilton City Council's 2006–16 Long-Term Plan www.hamilton.co.nz/LongTermPlan

Cost of Service Budget for the years ended 30 June 2007–2016

The **Cost of Service** table shows the proposed costs for each group of activities in the City Strategic Framework strand for the next 10 years. The table shows how much operating revenue and operating expenditure is budgeted for the group of activities.

The table also illustrates the **Net Cost of Service** (operating expenditure minus operating revenue) for the group of activities over the period 2006/07 to 2015/16.

The table illustrates how the **Net Cost of Service** is funded over the period 2006/07 to 2015/16. The split of funding is shown between rates and revenue.

The **Capital Expenditure** table shows the proposed costs for each group of activities in the strategic framework strand for the next 10 years. The table shows how the total capital expenditure is funded and includes the following:


- reserves
- loans (Development Contributions Levy, reserves, rates and Access Hamilton)
- subsidies
- revenue
- rates.

15.0 COUNCIL'S PLAN OF ACTION – PROTECTING OUR FUTURE 161

PROTECTING OUR FUTURE CONT.
Projected cost of service for the years ended 30 June 2007–2016 (Inflation Adjusted)

| | 2006/07 | 2007/08 | 2008/09 | 2009/10 | 2010/11 | 2011/12 | 2012/13 | 2013/14 | 2014/15 | 2015/16 |
|---|---------------|---------------|----------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| | \$000 | \$000 | \$000 | \$000 | \$000 | \$000 | \$000 | \$000 | \$000 | \$000 |
| CAPITAL EXPENDITURE | | | | | | | | | | |
| Wastewater management | 5,404 | 9,020 | 11,668 | 9,758 | 7,790 | 9,282 | 4,399 | 5,844 | 5,648 | 6,928 |
| Stormwater management | 7,264 | 6,236 | 4,257 | 3,815 | 3,023 | 4,782 | 7,693 | 3,148 | 5,250 | 4,058 |
| Recycling/refuse collection | 2,236 | 84 | 41 | 45 | 77 | 53 | 46 | 49 | 65 | 201 |
| Water supply | 4,733 | 4,909 | 7,026 | 8,389 | 10,569 | 5,543 | 5,974 | 6,361 | 6,085 | 21,886 |
| Transport: Road network management | 36,157 | 36,896 | 54,054 | 32,903 | 32,661 | 37,674 | 26,963 | 24,842 | 19,075 | 18,482 |
| Transport: Access Hamilton | 16,035 | 24,493 | 24,647 | 32,177 | 30,603 | 23,673 | 6,337 | 8,339 | 7,687 | 10,051 |
| Endowment and investment property portfolio | 4,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Capital Expenditure | 75,827 | 83,548 | 102,893 | 87,887 | 84,723 | 81,007 | 51,612 | 48,983 | 44,710 | 61,608 |
| Total capital expenditure funded by: | | | | | | | | | | |
| Loans (Reserves & Access Hamilton) | 9,708 | 11,256 | 8,473 | 12,622 | 9,941 | 15,181 | 1,866 | 2,519 | 2,347 | 3,039 |
| Loans (DCL) | 22,896 | 30,625 | 37,670 | 26,772 | 30,054 | 22,596 | 13,715 | 9,851 | 12,648 | 26,678 |
| Loans (Rate) | 21,088 | 18,114 | 29,031 | 15,421 | 10,149 | 15,189 | 9,837 | 5,998 | 473 | 294 |
| Other Reserves | 2,473 | 136 | 112 | 388 | 398 | 608 | 458 | 425 | 128 | 130 |
| Subsidies | 6,947 | 11,098 | 15,395 | 18,905 | 19,033 | 10,763 | 7,469 | 8,786 | 8,214 | 9,355 |
| Other Revenue | 1,080 | 640 | 660 | 678 | 696 | 712 | 728 | 742 | 755 | 768 |
| Depreciation (Rates) | 11,425 | 11,679 | 11,252 | 12,301 | 14,452 | 16,158 | 17,339 | 20,262 | 20,205 | 21,342 |
| Total Capital Expenditure | 75,827 | 83,548 | 102,893 | 87,887 | 84,723 | 81,007 | 51,612 | 48,983 | 44,710 | 61,608 |

15.0 COUNCIL'S PLAN OF ACTION – PROTECTING OUR FUTURE
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ENDOWMENT AND INVESTMENT PROPERTY PORTFOLIO MANAGEMENT (TE TAIAO WHAI TIKANGA ROOPOU WHAKAHAERE)

Contact: Property and Risk Management
 838 6736
 838 6612
PropertyAndRiskManagement@hcc.govt.nz

Service Level Provision for Endowment and Investment Property Portfolio Management

This section outlines what the significant service does, including the levels of service currently provided and the key assets (including the value of key infrastructural assets where applicable).

Endowment and Investment Property Portfolio Management administers 114 Council owned properties throughout Hamilton.

This significant service manages two funds: the Domain Endowment Fund and the Municipal Endowment Fund. Both funds are required by legislation to be invested in property, in order to maximise the financial return to the city.

The Domain Endowment Fund proceeds are used for the purchase of land for reserves and for the creation, improvement and development of reserves and parks within Hamilton city. The Municipal Endowment Fund is invested in commercial properties and income from the fund is used to reduce the rates requirement of the city.

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

Reason For Providing Endowment and Investment Property Portfolio Management

Historically Council was provided land by the Crown for the purposes of assisting the city of Hamilton to grow and develop. Council maintains a portfolio of commercial investments as a means of reducing the rates requirement of ratepayers within the city.

Primary Contribution to Hamilton's Community Outcomes

Business growth that is in harmony with the city's identity and community spirit
 • 4.5 Attracts and retains people and investment and grows great ideas.

Guiding Legislation, Plans and Documents


| | Regional | National |
|---|--|----------|
| Council | | |
| POLICIES | | |
| <ul style="list-style-type: none"> • Framing of Council Domain and Municipal Endowment Issues Policy • Municipal Endowment Fund Investment Policy • Disability Strategy 2005 | <ul style="list-style-type: none"> • Building Act 2004 • Health and Safety in Employment Amendment Act 2002 • Hamilton Domain Endowment Act 1977 • Local Government Act 2002 | |

Note: All policies are reviewed three-yearly by each Incoming Council (the last review date was 13 May 2005). Council may also decide to review specific policies or strategies at any time.

Looking Ahead – Key Projects and Programmes

The following table shows a selection of projects and programmes for Endowment and Investment Property Portfolio Management from the Long-Term Plan. Projects and programmes have been developed to maintain and enhance service delivery taking into account anticipated changes to levels of service.

The full list of projects and programmes that Council proposes to undertake for Endowment and Investment Property Portfolio Management is shown in the appendices of Volume II (Section 16.4) of Council's 2006–16 Long-Term Plan. This list also shows whether the project's expenditure is categorised as capital, maintenance/operating, or renewal.


Hamilton City Council's 2006–16 Long-Term Plan
www.hamilton.co.nz/LongTermPlan

Significant Service

Provides contact details for the significant service.

Illustrates which of **Hamilton's Community Outcomes** the significant service **primarily** contributes to.

Service Level Provision for the Significant Service

Gives an explanation of what the significant service does. This information includes details on:

- the levels of service currently provided
- the value of key infrastructural assets (as at 30 June 2005). Note that not all significant services have infrastructural assets.

Note: Section 14.6 outlines how Council assesses and manages the asset implications of changes to service levels of significant services.

Reason for Providing the Significant Service

Explains why Council provides the significant service. Reasons for providing the significant service may include, but are not limited to, legislative requirements, community expectations, historical reasons, economic reasons, environmental reasons and public health reasons.

This section also mentions any relevant legislation that determines how Council provides the significant service.

Guiding Legislation, Plans and Documents outlines the main documents (and any further legislation not mentioned above) that direct the operation of the significant service. Documents are categorised under three levels: Council, regional or national.

Looking Ahead – Key Projects and Programmes shows a selection of projects and programmes for the significant service that Council proposes to undertake during the next 10 years, of which there is a focus on the first three years (2006/07–2008/09). Projects and programmes have been developed to maintain and enhance service delivery taking into account anticipated changes to levels of service.

The key projects and programmes shown in this section comprise a mixture of both infrastructural projects as well as non-capital projects that are considered to have widespread community interest.

Key projects and programmes that maintain and enhance planned levels of service for the significant service are also shown for 2009/10–2015/16. For further information on some of these projects and programmes, refer to Section 4.0.

Note: If it is a special capital project/programme, then expenditure is shown along with the relevant Strategic Action Plan (SAP) number.

Hamilton City Council's 2006–16 Long-Term Plan www.hamilton.co.nz/LongTermPlan

| Year | Description of project |
|---------|---|
| 2006/07 | <ul style="list-style-type: none"> Ongoing management of property funds to maximise financial returns. Source a suitable commercial property building investment for the balance 10.1ml of the Municipal Endowment Fund. Waiwakarano Lake subdivision (SAP # 802.0 – 54m). |
| 2007/08 | <ul style="list-style-type: none"> Ongoing management of property funds to maximise financial returns. Ongoing management of property funds to maximise financial returns. |
| 2008/09 | <ul style="list-style-type: none"> Ongoing management of property funds to maximise financial returns. |

Note: There are no capital projects scheduled for this significant service between 2006–2016.


Significant Negative Effects
No significant negative effects have been identified as a result of Council providing this significant service.

Key Performance Measures and Targets for intended Levels of Service
The following performance measures and targets are regarded as important to maintain and enhance the intended levels of service for Endowment and Investment Property Portfolio Management. In many cases, targets for performance measures have been 'stretched' to reflect Council's ongoing commitment to continuously improve its service delivery.

Objective: To manage Council's property portfolio in a manner that fulfils legislative requirements and ensures returns are in line with the current market average for similar properties.

| Performance measure | Target | | | | | | | | | |
|---|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| | 2006/07 | 2007/08 | 2008/09 | 2009/10 | 2010/11 | 2011/12 | 2012/13 | 2013/14 | 2014/15 | 2015/16 |
| 1. Achieve an annual gross return on Municipal Endowment Fund investment properties (as assessed by an independent registered valuer) that is typical for the Hamilton property market. | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| 2. Domain Endowment Fund ground leases achieve a return in line with the average market return of similar properties. | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| 3. Ensure statutory compliance with the Building Act 2004 and the Health and Safety in Employment Amendment Act 2002, in respect of all Council owned buildings. | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |

Note: Unless otherwise stated, all key performance measures will be completed on or before 30 June for each financial year.



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Significant Negative Effects outline the existing and/or potential significant negative effects that the significant service may have on social, cultural, economic and environmental well-being of the local community and the natural and built environment. This table also explains the steps Council takes to minimise and mitigate these effects.

The **Key Performance Measures and Targets for Intended Levels of Service** section focuses on the 10-year period of the Long-Term Plan. These measures and targets focus on those that are important to maintaining and/or enhancing the intended levels of service for the significant service. They include:

- the objective for the service
- the performance measures and targets that indicate how well the significant service is achieving its objective.

The performance measures relate to the objective, are relevant and measurable and focus on maintaining or improving the significant service over time.



15.0 COUNCIL'S PLAN OF ACTION – INVESTING IN OUR PEOPLE

15.2 Council's Plan of Action by Significant Service

CITY STRATEGIC FRAMEWORK: STRAND A – INVESTING IN OUR PEOPLE

Hamilton is a diverse city of many cultures, ages, and backgrounds. Our vision is to build a city that celebrates our diversity, building strong communities which excites us to achieve great things. As a city we invest in our people through:

- Placing a high value on our people, communities and organisations.
- Developing processes that enable the wider community to contribute to decisions about the city's future.
- Focusing on finding local solutions through the use of innovative processes of consultation and collaboration.
- Supporting services and processes that enhance the sense of connectedness, belonging and safety for all residents.
- Encouraging values and behaviour that reflect a truly multi cultural society.
- Measuring our success and progress using quality of life indicators.
- Helping to create a dynamic lifestyle environment through recreation and leisure opportunities.
- Helping build local capacity and encourage the active and energetic participation of all residents.
- Ensuring that social infrastructure keeps pace with community growth and needs.

Council's Contribution (by Role) Towards Hamilton's Community Outcomes

The following table shows (by various roles) how each significant service in Strand A of the City Strategic Framework contributes towards Hamilton's Community Outcomes. In most cases a significant service will contribute to a number of community outcomes. However, the community outcomes shown are those that the significant service primarily contributes to.

| Significant Service | Hamilton's Community Outcomes | | | | | | |
|----------------------------------|---------------------------------|-------------------------|--------------------|--------------------------------|----------------------|-------------------------------------|---------------------|
| | 1. Sustainable and Well Planned | 2. Vibrant and Creative | 3. Unique Identity | 4. Safety and Community Spirit | 5. Healthy and Happy | 6. Intelligent and Progressive City | 7. Working Together |
| Community Support | | | | 4,5 P, F, A | | | |
| Community Facilities | | | | | 5,4 P, F, A | | |
| Emergency Management | | | | | | | 7.1 P, R, A |
| Partnership with Maori | | | | | | | 7.2 P, F, A |
| Representation and Civic Affairs | | | | | | | 7.1 P, R, A |
| Environmental Health | | | | | 5 P, R, A | | |
| Parks and Gardens | 1.4 P, R, A | | | | | | |
| Sports Areas | | | | | 5.1 P, R, A | | |
| Swimming Facilities | | | | | 5.1 P, F, A | | |

Key:

Primary Community Outcome

The numbers shown in the table identify the community outcome that the significant service primarily contributes to.

Note: For the specific community outcome, refer to Section 7.4.

Primary Role

- P** **Provision of Facilities and Services** – Takes full responsibility for funding and providing the facility/service.
- F** **Funding Assistance** – Provides financial assistance (e.g., grants) and/or support in kind towards organisations who provide services Council considers to be of key benefit to Hamilton residents.
- R** **Regulation** – Administers and enforces a range of national and local legislation.
- A** **Advocacy and Promotion**
- Promotes the role and benefits of the significant service to Hamilton's residents and visitors
 - Represents the views of its residents and communities to a range of organisations, e.g., territorial local authorities, central government.

Improving Council's and Hamilton's Sustainability

The following table provides examples of ongoing projects and programmes undertaken by Council in this strand of the City Strategic Framework that focus on making its own operations more sustainable (internal), or that have a community/city focus (external), towards improving Hamilton's sustainability.

| Internal projects/programmes | External projects/programmes |
|--|--|
| <ul style="list-style-type: none"> • Equal Employment Opportunities Policy • Health and Safety Management Policy (e.g., backstrain prevention programme, Health and Safety Code of Practice, Health and Safety Handbook) • 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) | <ul style="list-style-type: none"> • Contaminated Sites Management Strategy • Food Safety Awards Programme • Easy Guide to Eco-Building (2001) • Monitoring, reporting and promotion of Hamilton's Sustainability Indicators (www.myhamilton.org.nz) • Monitoring, reporting and promotion of the Quality of Life Project for New Zealand's largest cities (www.bigcities.govt.nz) • Assistance to community based performing arts groups • Council's Ethnic Communities Coordinator • Update of People and Well-Being: Community Development Plan 2002 • Support for inner city crime prevention and central city wardens • Liquor ban bylaw for the central city (Public Places Liquor Control Bylaw 2005) • Activities undertaken by neighbourhood and youth development workers |

| Internal projects/programmes | External projects/programmes |
|--|---|
| <ul style="list-style-type: none"> • Bicultural awareness training • Leadership development programme • Comprehensive customer satisfaction survey programme • Process mapping (electronic mapping of 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) • Development and review of Activity Management Plans (in particular the plans for Parks and Gardens, Aquatic Facilities and Cemeteries and Crematorium) • Energy efficiency projects at Waterworld | <ul style="list-style-type: none"> • School holiday programme and after-school programmes • Hamilton Directory for New Settlers 2005 • Distribution of Community Assistance grants and Creative New Zealand grants • Funding Hamilton and the Waikato Region 2005 (provides organisations in Hamilton and the Waikato with information on a range of funding sources) • Hamilton Youth Council • Hamilton City Council of Elders • Support of community houses/centres • Hamilton Civil Defence Emergency Management Plan 2002 • Council's Annual Residents Survey • 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 Strategy 2002–2012 • Swimsafe Programme – school children learn water safety skills and techniques to survive in water • Riversafe Programme – in partnership with Water Safety New Zealand and ACC, Waterworld is offering this programme that focuses on teaching children survival techniques in rivers • Green Prescription – in partnership with Sport Waikato, Council offers specific programmes to help people become active and focus of health and well-being • Aquatic exercise programme for '50's Forward' |





15.0 COUNCIL'S PLAN OF ACTION – INVESTING IN OUR PEOPLE

INVESTING IN OUR PEOPLE

Projected cost of service for the years ended 30 June 2007–2016 (Inflation Adjusted)

| | 2006/07 | 2007/08 | 2008/09 | 2009/10 | 2010/11 | 2011/12 | 2012/13 | 2013/14 | 2014/15 | 2015/16 |
|---|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| | \$000 | \$000 | \$000 | \$000 | \$000 | \$000 | \$000 | \$000 | \$000 | \$000 |
| OPERATING EXPENDITURE | | | | | | | | | | |
| Community support | 3,441 | 3,197 | 3,267 | 3,330 | 3,395 | 3,450 | 3,512 | 3,577 | 3,617 | 3,677 |
| Community facilities | 5,464 | 5,717 | 5,809 | 6,016 | 6,259 | 6,435 | 6,623 | 6,788 | 6,974 | 7,185 |
| Emergency management | 785 | 812 | 828 | 846 | 860 | 871 | 890 | 910 | 925 | 945 |
| Partnership with Maori | 265 | 273 | 282 | 290 | 297 | 304 | 311 | 317 | 323 | 328 |
| Representation and civic affairs | 5,156 | 5,653 | 5,407 | 5,501 | 6,094 | 5,779 | 5,880 | 6,445 | 6,132 | 6,245 |
| Environmental health | 1,585 | 1,585 | 1,619 | 1,645 | 1,681 | 1,704 | 1,740 | 1,775 | 1,806 | 1,841 |
| Parks and gardens | 10,723 | 12,651 | 14,043 | 14,590 | 15,178 | 15,782 | 16,309 | 16,955 | 17,536 | 18,073 |
| Sports areas | 2,924 | 3,074 | 3,250 | 3,180 | 3,461 | 3,567 | 3,821 | 4,209 | 4,297 | 4,609 |
| Swimming facilities | 5,454 | 5,893 | 6,492 | 6,614 | 6,880 | 8,718 | 9,433 | 9,664 | 9,951 | 10,219 |
| Total Operating Expenditure | 35,797 | 38,855 | 40,997 | 42,012 | 44,105 | 46,610 | 48,519 | 50,640 | 51,561 | 53,122 |
| Less OPERATING REVENUE | | | | | | | | | | |
| Community support | 384 | 396 | 408 | 420 | 432 | 441 | 450 | 460 | 467 | 476 |
| Community facilities | 2,592 | 2,671 | 2,834 | 2,968 | 3,029 | 3,126 | 3,194 | 3,257 | 3,313 | 3,359 |
| Emergency management | 319 | 329 | 339 | 349 | 357 | 366 | 374 | 381 | 388 | 395 |
| Representation and civic affairs | 25 | 198 | 27 | 28 | 215 | 29 | 30 | 229 | 31 | 32 |
| Environmental health | 566 | 528 | 544 | 559 | 573 | 587 | 600 | 612 | 622 | 633 |
| Parks and gardens | 779 | 803 | 828 | 852 | 873 | 895 | 914 | 932 | 948 | 964 |
| Sports areas | 128 | 132 | 136 | 140 | 144 | 147 | 150 | 153 | 156 | 159 |
| Swimming facilities | 1,965 | 2,034 | 2,167 | 2,247 | 2,359 | 2,735 | 2,828 | 2,918 | 2,990 | 3,066 |
| Total Operating Revenue | 6,758 | 7,091 | 7,283 | 7,563 | 7,982 | 8,326 | 8,540 | 8,942 | 8,915 | 9,084 |
| Net Cost of Service | 29,038 | 31,764 | 33,714 | 34,450 | 36,123 | 38,284 | 39,979 | 41,698 | 42,646 | 44,039 |
| Total operating expenditure funded by: | | | | | | | | | | |
| Operating revenue | 6,758 | 7,091 | 7,283 | 7,563 | 7,982 | 8,326 | 8,540 | 8,942 | 8,915 | 9,084 |
| Rates | 29,039 | 31,764 | 33,714 | 34,449 | 36,123 | 38,284 | 39,979 | 41,698 | 42,646 | 44,038 |
| Total Operating Expenditure | 35,797 | 38,855 | 40,997 | 42,012 | 44,105 | 46,610 | 48,519 | 50,640 | 51,561 | 53,122 |

INVESTING IN OUR PEOPLE CONT.

Projected cost of service for the years ended 30 June 2007–2016 (Inflation Adjusted)

| | 2006/07 | 2007/08 | 2008/09 | 2009/10 | 2010/11 | 2011/12 | 2012/13 | 2013/14 | 2014/15 | 2015/16 |
|---|---------------|---------------|--------------|--------------|---------------|--------------|--------------|--------------|--------------|--------------|
| | \$000 | \$000 | \$000 | \$000 | \$000 | \$000 | \$000 | \$000 | \$000 | \$000 |
| CAPITAL EXPENDITURE | | | | | | | | | | |
| Community facilities | 1,257 | 4,337 | 2,429 | 555 | 1,591 | 451 | 932 | 1,864 | 164 | 571 |
| Parks and gardens | 21,491 | 17,620 | 3,062 | 2,595 | 13,955 | 2,297 | 3,740 | 2,756 | 3,350 | 2,389 |
| Sports areas | 456 | 870 | 53 | 2,059 | 857 | 2,413 | 4,319 | 60 | 3,161 | 2,391 |
| Swimming facilities | 370 | 3,643 | 1,335 | 263 | 11,601 | 4,642 | 282 | 587 | 426 | 483 |
| Total Capital Expenditure | 23,574 | 26,470 | 6,879 | 5,472 | 28,004 | 9,803 | 9,273 | 5,267 | 7,101 | 5,834 |
| Total capital expenditure funded by: | | | | | | | | | | |
| Loans (Reserves & Access Hamilton) | 432 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Loans (DCL) | 18,767 | 14,148 | 1,968 | 3,121 | 9,664 | 3,804 | 5,098 | 1,040 | 3,801 | 3,199 |
| Loans (Rates) | 302 | 5,394 | 883 | 0 | 9,313 | 3,444 | 0 | 0 | 0 | 0 |
| Other Reserves | (259) | 239 | 77 | 164 | 5,576 | 138 | 176 | 198 | 201 | 180 |
| Subsidies | 810 | 1,776 | 1,077 | 335 | 763 | 62 | 510 | 851 | 0 | 0 |
| Other Revenue | 1,143 | 1,722 | 1,225 | 93 | 67 | 69 | 364 | 72 | 378 | 74 |
| Depreciation (Rates) | 2,379 | 3,191 | 1,649 | 1,759 | 2,621 | 2,286 | 3,125 | 3,106 | 2,721 | 2,381 |
| Total Capital Expenditure | 23,574 | 26,470 | 6,879 | 5,472 | 28,004 | 9,803 | 9,273 | 5,267 | 7,101 | 5,834 |





15.0 COUNCIL'S PLAN OF ACTION – INVESTING IN OUR PEOPLE

COMMUNITY SUPPORT (TE ROOPUU TAUTOKO HAPORI)

Contact: Community Development



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838 6751



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Service Level Provision for Community Support

This section outlines what the significant service does, including the levels of service currently provided and the key assets (including the value of key infrastructural assets where applicable).

Community Support contributes towards building strong, inclusive and supportive communities within Hamilton to meet identified community needs through the provision of a diverse range of programmes and services.

Council employs a number of staff who work collaboratively within the community and with other support service agencies to provide employment programmes, implement social strategy and policy, and develop and support community capacity building for people in Hamilton. Community Support encompasses:

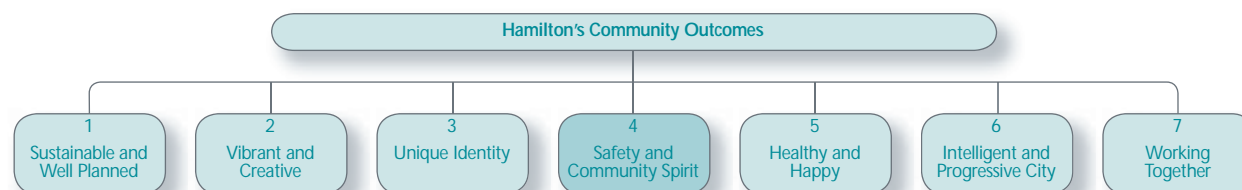
- Social Development (Social Development Advisors)
- Neighbourhood Development (Neighbourhood Development Advisors)
- Employment Preparation (work experience programme).

The Social Development Advisors' function includes monitoring of Council's social strategies and policies, administration of funding for community groups and providing funding information through the annual Funding Handbook publication. The team also works to promote the awareness of cultural diversity and enhance the well-being of ethnic communities and coordinate the Youth Council. In addition, Council provides funding and support for a number of other community houses/centres throughout the city.

Council's Neighbourhood Development Team is based in the community and includes five Neighbourhood Development Advisors and six Youth Development Advisors who are situated in various localities throughout Hamilton.

The Employment Preparation services provide work experience programmes in partnership with Ministry of Social Development and Work and Income New Zealand.

Primary Contribution to Hamilton's Community Outcomes



A safe, friendly city where all people feel connected and valued

- 4.5 Builds socially engaged, responsive communities.

The unit works collaboratively with community organisations, government agencies and various services in Hamilton on a range of projects and committees.

Value of Key Infrastructural Assets (as at 30 June 2005)

| Asset | \$(000) |
|---------------------------|---------|
| Total Value of Key Assets | 26 |

Reason For Providing Community Support

Council has a responsibility under the Local Government Act 2002 to promote the community's social and cultural well-being. Community Support plays an important role in the city by supporting community capacity building of neighbourhoods, employment and training and social development.

Guiding Legislation, Plans and Documents

| Council | Regional | National |
|--|----------|---|
| <p>STRATEGIES/PLANS</p> <ul style="list-style-type: none"> Disability Strategy 2005 People and Well-Being Plan 2000–2006 Recreation and Leisure Plan 2002–2012 <p>POLICIES</p> <ul style="list-style-type: none"> Child and Family Policy 2002–2007 Community Assistance Framework and Funding Policy Community Centre/ House Operational Grant Allocation Older Persons Policy 2005–2010 Youth Policy 2004–2009 | | <ul style="list-style-type: none"> Local Government Act 2002 |

Note: All policies are reviewed three-yearly by each incoming Council (the last review date was 13 May 2005). Council may also decide to review specific policies or strategies at any time.

Looking Ahead – Key Projects and Programmes

The following table shows a selection of projects and programmes for Community Support from the Long-Term Plan. Projects and programmes have been developed to maintain and enhance service delivery taking into account anticipated changes to levels of service.

The full list of projects and programmes that Council proposes to undertake for Community Support is shown in the appendices of Volume II (Section 16.4) of Council's 2006–16 Long-Term Plan. The list also shows whether the project's expenditure is categorised as capital, maintenance/operating, or renewal.



| Year | Description of project |
|---------|--|
| 2006/07 | <ul style="list-style-type: none"> Recurring grants (SAP # 71.0 – \$3.431m in the period 2006/07–2015/16), i.e., to provide ongoing financial assistance to programmes that directly contribute to the well-being of the people in Hamilton. Non-recurring grants (SAP # 72.0 – \$2.359m in the period 2006/07–2015/16), i.e., the Community Assistance Fund is distributed annually to community organisations for projects and programmes that meet the criteria of non-profit groups contributing to community well-being. Distribute community fund grants in line with Council's Community Assistance Framework and Funding Policy. Develop Council's Investing in People strategy. Implement and monitor Council's social strategies and policies. Maintain existing relationships with the community centres and houses. Maintain partnerships to support after school and holiday programmes. Community houses operating grants (SAP # 76.0 – \$4.594m in the period 2006/07–2015/16). |
| 2007/08 | <ul style="list-style-type: none"> Distribute community fund grants in line with Council's Community Assistance Framework and Funding Policy. Maintain existing relationships with the community centres and houses. Implement and monitor Council's social strategies and policies. Host the 2007 National Community Development Conference. Review the community profiles of the five neighbourhood areas to provide a resource enabling informed decision-making in the community. |
| 2008/09 | <ul style="list-style-type: none"> Distribute community fund grants in line with Council's Community Assistance Framework and Funding Policy. Implement and monitor Council's social strategies and policies. Maintain existing relationships with the community centres and houses. |

Significant Negative Effects

No significant negative effects have been identified as a result of Council providing this significant service.



15.0 COUNCIL'S PLAN OF ACTION – INVESTING IN OUR PEOPLE

Key Performance Measures and Targets for Intended Levels of Service

The following performance measures and targets are regarded as important to maintain and enhance the intended levels of service for Community Support. In many cases, targets for performance measures have been 'stretched' to reflect Council's ongoing commitment to continuously improve its service delivery.

Objective: To foster community strength and well-being through the provision of programmes and services to increase the capacity of community organisations and meet the needs of the community.

| Performance measure | | Target | | | | | | | | | |
|---------------------|--|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| | | 2006/07 | 2007/08 | 2008/09 | 2009/10 | 2010/11 | 2011/12 | 2012/13 | 2013/14 | 2014/15 | 2015/16 |
| 1. | Administer the following funding, for projects and programmes that contribute to the well-being of people in Hamilton: <ul style="list-style-type: none"> Recurring Community Grants The Community Assistance Fund. | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| 2. | Maintain partnerships with key organisations to provide sustainable funding for employment programmes. | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| 3. | Achieve effective monitoring and evaluation of Community Development services, projects and activities. | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| 4. | Achieve all projects in the action plans for the: <ul style="list-style-type: none"> Older Person's Policy Youth Policy Child and Family Policy Disability Strategy. | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | |
| 5. | Complete ongoing/regular consultation to identify community needs and inform decision-making with: <ul style="list-style-type: none"> Older persons Youth Ethnic groups. | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | |
| 6. | Review and update the Community Profiles of the five neighbourhood areas in Hamilton. | | ✓ | | | ✓ | | | ✓ | | |
| 7. | Council receive and consider six-monthly reports, detailing operational costs and performance outcomes, from community houses/centres that receive Council funding. | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | |

Note: Unless otherwise stated, all key performance measures will be completed on or before 30 June for each financial year.



COMMUNITY FACILITIES (NGAA WHARE-AA-IWI)

Contact: Community Development

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Service Level Provision for Community Facilities

This section outlines what the significant service does, including the levels of service currently provided and the key assets (including the value of key infrastructural assets where applicable).

Council aims to provide affordable facilities for the residents of Hamilton that meet the needs of a wide range of people and groups. Community Facilities encompasses:

- Cemeteries and crematorium
- Community centres
- Housing for older people
- Public toilets
- Community halls and leased buildings for community groups.

The cemeteries and crematorium service provides burial and cremation facilities for the deceased and appropriate environments for memorialisation. Facilities include the Hamilton West Cemetery, Hamilton East Cemetery and Hamilton Park Cemetery.

Housing for the Older Person provides suitable, affordable, self-contained housing to target groups within Hamilton who meet the eligibility criteria. There are 451 units in 26 locations throughout the city. Proactive management of these facilities ensures that costs are recovered and properties are maintained to a level fit for purpose for the target group.

Council provides 16 community halls and leased buildings as both short and long-term facilities for indoor recreation and groups and organisations. These facilities provide for a wide range of recreation, leisure and community activities.

Council owns and manages three community centres (Enderley Park Community Centre, Te Rapa Sportsdrome and the Celebrating Age Centre). Council provides public toilet facilities in areas where people are likely to visit or gather. Fifty-one public toilets are provided in total throughout the city, with 29 in sports areas, 16 in parks and gardens and six in other locations.



Primary Contribution to Hamilton's Community Outcomes



Active and healthy people with access to affordable facilities and services

- 5.4 Provides access for all people to a range of healthy, affordable, quality housing.

Value of Key Infrastructural Assets (as at 30 June 2005)

| Asset | \$(000) |
|---------------------------|---------|
| Total Value of Key Assets | 26,933 |

Reason For Providing Community Facilities

Council provides community facilities for a number of social and legislative reasons.

Council has a responsibility under the Local Government Act 2002 to promote the community's social and cultural well-being. The provision of housing for the older person meets an identified community need for residents to enjoy a good standard of living and be part of supportive, caring and welcoming neighbourhood communities within Hamilton. Council also contributes towards meeting the social and cultural needs of groups and organisations by providing community halls and leased buildings around the city. Community centres also provide a focal point for communities to engage in programmes and activities which will contribute to building strong, healthy communities, enhancing people's well-being and spirit.

Council has a legislative responsibility under the Burial and Cremation Act 1964 to establish and maintain a cemetery. In 1963, Council identified a need to provide a crematorium for the residents of Hamilton and those in the Waikato region as there were no other cremation providers at the time serving the region. Council also has a legislative responsibility under the Burial and Cremation Act 1964 for the burial or cremation of persons who are unable to pay for the service and for the control and management of closed cemeteries.



15.0 COUNCIL'S PLAN OF ACTION – INVESTING IN OUR PEOPLE

By providing public toilets in the central city, at sports grounds and major passive parks, community members of all ages, backgrounds and abilities are supported with accessible facilities.

Guiding Legislation, Plans and Documents

| Council | Regional | National |
|---|----------|---|
| <p>STRATEGIES/PLANS</p> <ul style="list-style-type: none"> Cemeteries and Crematorium Activity Management Plan 2005 Cemeteries Management Plan 1999–2008 Community Centres/Houses Strategy 2004 (under review) Halls and Leased Buildings Asset Management Plan 2003 Housing Services Asset Management Plan 2003 Parks and Gardens Activity Management Plan 2005 Property Activity Management Plan 2005 Recreation and Leisure Plan 2002–2012 Reserves Act Management Plans <p>POLICIES</p> <ul style="list-style-type: none"> Caro Street Occupancy Policy Community Building Rental Policy Community Organisations Lease Deed Policy Fees and Charges Affecting Community Halls and Similar Facilities Policy Housing, Elderly and Disabled Policy Lease of Council Property Policy Public Toilet Facilities and Services Policy Waiver of Fees and Charges for Council Community Facilities and Services Policy <p>BYLAWS</p> <ul style="list-style-type: none"> Cemetery and Crematorium Bylaw 1991 (to be reviewed by 30 June 2006) | | <ul style="list-style-type: none"> Burial and Cremation Act 1964 Local Government Act 2002 Reserves Act 1977 |

Note:

- All policies are reviewed three-yearly by each incoming Council (the last review date was 13 May 2005). Council may also decide to review specific policies or strategies at any time.
- Refer to the Funding and Financial Policy 2006–16 in Volume II for a summary of Council's Activity Management Plans.

Looking Ahead – Key Projects and Programmes

The following table shows a selection of projects and programmes for Community Facilities from the Long-Term Plan. Projects and programmes have been developed to maintain and enhance service delivery taking into account anticipated changes to levels of service.

The full list of projects and programmes that Council proposes to undertake for Community Facilities is shown in the appendices of Volume II (Section 16.4) of Council's 2006–16 Long-Term Plan. The list also shows whether the project's expenditure is categorised as capital, maintenance/operating, or renewal.

| Year | Description of project |
|---|--|
| 2006/07 | <ul style="list-style-type: none"> Purchase of a second cremator unit (SAP # 513.0 – \$237,000 in the period 2006/07–2015/16). Implementation of year 1 of the 10 year housing upgrade programme (SAP # 654.0 – \$11.074m in the period 2006/07–2015/16). Implementation and monitoring of the housing rental increase. Tauhara Park – Sports – public toilet (SAP # 221.0 – \$144,000). |
| 2007/08 | <ul style="list-style-type: none"> Hamilton Park Cemetery road maintenance (SAP # 53.0 – \$109,400). Hamilton West Cemetery restoration (SAP # 51.0 – \$57,100 in the period 2007/08–2015/16). Grosvenor Park public toilet (SAP # 221.0 – part of \$287,900). Five Cross Roads public toilet (SAP # 221.0 – part of \$287,900). |
| 2008/09 | <ul style="list-style-type: none"> Hamilton Park Cemetery ash burial extensions (SAP # 660.0 – \$63,800 in 2008/09, \$18,600 in 2015/06). Kahikatea Park public toilet (SAP # 221.0 – \$137,300). |
| Other key projects scheduled in the period 2009/10–2015/16 | |
| 2009/10 | <ul style="list-style-type: none"> Chartwell Park public toilet (SAP # 221.0 – \$146,600). |
| 2011/12 | <ul style="list-style-type: none"> Day's Park/Swarbricks Landing public toilet (SAP # 221.0 – \$152,800). |
| 2014/15 | <ul style="list-style-type: none"> Dominion Park public toilet (SAP # 221.0 – \$164,400). |
| 2015/16 | <ul style="list-style-type: none"> Hamilton Park Cemetery utilities compound (SAP # 664.0 – \$377,900). |

Significant Negative Effects

Council acknowledges that some of the services it provides can have either existing or potential negative effects of one form or another on the well-being of the local community and the natural and built environment. However, when planning for and carrying out its services, Council seeks to minimise and mitigate these effects through a range of mechanisms. The following factors were considered in determining the existing or potential significant negative effects:

- the number of people who could be affected
- the degree to which they could be affected
- the extent to which public health and safety is or could be compromised
- the likelihood of the significant negative effect occurring.

| Significant negative effect | Well-being | | | | How Council mitigates the effect |
|---|------------|----------|---------------|----------|--|
| | Social | Economic | Environmental | Cultural | |
| 1. Leachate to groundwater from burial grounds. | ✓ | | ✓ | ✓ | Development of new burial lawns is undertaken only after assessments of groundwater tables and proximity of waterways are carried out. The latest assessment suggests this risk is low. |
| 2. Discharge to air from cremator unit. | | | ✓ | ✓ | Planned maintenance regimes as per manufacturers guidelines are undertaken as are testing of soils and water as required by resource consent. The latest assessment suggests this risk is low. |
| 3. No cremation service available through a major cremator breakdown. | | ✓ | | ✓ | Approval is being sought for a second cremator unit as part of Council's 2006–16 Long-Term Plan. |
| 4. The use of halls and leased buildings may be a nuisance for adjoining residents. | ✓ | | | | The allocation of halls and leased buildings to community groups (including hours of use) is managed to ensure there is no nuisance created for adjoining land owners. |
| 5. The location of a public toilet on a park may create security and privacy issues for nearby residents and the wider community. | ✓ | | | | Public toilets are located, designed and constructed in a manner that has regard to public safety. |





15.0 COUNCIL'S PLAN OF ACTION – INVESTING IN OUR PEOPLE

Key Performance Measures and Targets for Intended Levels of Service

The following performance measures and targets are regarded as important to maintain and enhance the intended levels of service for Community Facilities. In many cases, targets for performance measures have been 'stretched' to reflect Council's ongoing commitment to continuously improve its service delivery.

Objective: To provide a burial and cremation service, housing for older people, community houses/centres, community halls and leased buildings, and public toilets that meet legislative requirements and community needs and expectations.

| Performance measure | | Target | | | | | | | | | |
|---------------------|---|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| | | 2006/07 | 2007/08 | 2008/09 | 2009/10 | 2010/11 | 2011/12 | 2012/13 | 2013/14 | 2014/15 | 2015/16 |
| 1. | Achieve the following CSI scores for the cemeteries and crematorium as measured by Council's customer satisfaction survey programme: | | | | | | | | | | |
| | <ul style="list-style-type: none"> Stakeholder groups Next of kin. | 92 | 92 | 92 | 92 | 92 | 92 | 92 | 92 | 92 | 92 |
| 2. | Stocks of cemetery plots on hand cater for a minimum of 5 years usage based on current consumption. | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| 3. | Achieve the following CSI score for housing tenants, as measured every two years by Council's customer satisfaction survey programme. | | 95 | | 95 | | 96 | | 96 | | 96 |
| 4. | The booking system for the hireage of all halls and leased building is clear and efficient. | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| 5. | All requirements for halls and leased buildings (license requirements, warrant of fitness, fire protocols) are met. | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| 6. | Achieve the following CSI score for public toilets, as measured by Council's Annual Residents Survey. | 69 | 71 | 73 | 75 | 75 | 75 | 75 | 75 | 75 | 75 |

Note:

- Unless otherwise stated, all key performance measures will be completed on or before 30 June for each financial year.
- A CSI (Customer Satisfaction Index) score is a measure of residents' or customers' overall satisfaction with a Council provided service or facility and is obtained through various Council surveys, e.g., Council's Annual Residents Survey.



EMERGENCY MANAGEMENT (ROOPUU WHAKAHAERE OHORERE)

Contact: CitySafe



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Service Level Provision for Emergency Management

This section outlines what the significant service does, including the levels of service currently provided and the key assets (including the value of key infrastructural assets where applicable).

Emergency Management focuses on developing and maintaining an appropriate level of planning and support to ensure that both the Waikato region and the Waikato Valley Emergency Operating Area (WVEOA) can respond to and recover from any disaster event.

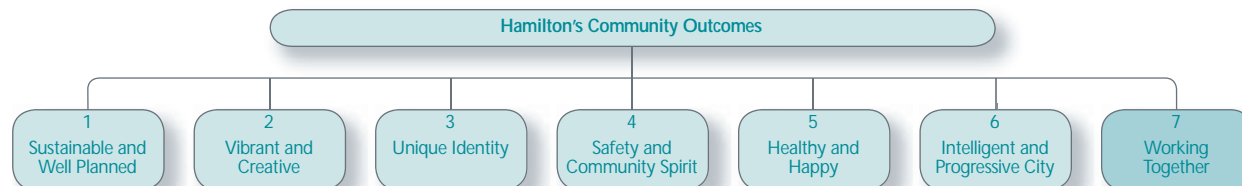
A cluster of neighbouring local authorities comprising Waikato, Waipa, Otorohanga, Waitomo and Hamilton City form the WVEOA. Hamilton City is the administering authority for the combined area and coordinates the response for any significant regional emergency events. The Emergency Operations Centre is located at the Duke Street Depot in Hamilton.

Staff work with many sectors of the community to develop and implement public awareness programmes, training and welfare systems that underpin and support the community's response to disasters. Close links are maintained with other emergency response agencies such as the Police, Fire Service and Red Cross.

Reason For Providing Emergency Management

Hamilton City Council is required to plan and provide for civil defence emergency management under the Civil Defence Emergency Management Act 2002.

Primary Contribution to Hamilton's Community Outcomes



Collaborative decision-making and planning are common practice

- 7.1 Engages all local communities in planning and developing the city's future.

Guiding Legislation, Plans and Documents

| Council | Regional | National |
|---------|---|---|
| | <ul style="list-style-type: none"> • Waikato Region Civil Defence Emergency Management Plan 2005 | <ul style="list-style-type: none"> • Civil Defence Emergency Management Act 2002 • National Civil Defence Emergency Management Plan |

Looking Ahead – Key Projects and Programmes

The following table shows a selection of projects and programmes for Emergency Management from the Long-Term Plan. Projects and programmes have been developed to maintain and enhance service delivery taking into account anticipated changes to levels of service.

The full list of projects and programmes that Council proposes to undertake for Emergency Management is shown in the appendices of Volume II (Section 16.4) of Council's 2006–16 Long-Term Plan. The list also shows whether the project's expenditure is categorised as capital, maintenance/operating, or renewal.





15.0 COUNCIL'S PLAN OF ACTION – INVESTING IN OUR PEOPLE

| Year | Description of project |
|---|--|
| 2006/07 | <ul style="list-style-type: none"> • Develop coordinated volunteer arrangements for Civil Defence Emergency Management (CDEM). • Implement a public awareness and education programme. • Develop group communications strategy. • Develop recovery plans/protocols and procedures. • Develop information management requirements. • Implement an annual training and exercise programme. |
| 2007/08 | <ul style="list-style-type: none"> • Implement a communications strategy. • Implement information management requirements. • Implement an annual training and exercise programme. |
| 2008/09 | <ul style="list-style-type: none"> • Update risk assessment programmes and operational arrangements. • Update all response and recovery standard operating procedures. • Implement an annual training and exercise programme. |
| Other key projects scheduled in the period 2009/10–2015/16 | |
| 2009/10 | <ul style="list-style-type: none"> • Assist in updating the CDEM Group plan. |
| 2015/16 | <ul style="list-style-type: none"> • Assist in updating the CDEM Group plan. |

Note: There are no capital projects scheduled for this significant service between 2006–2016.

Significant Negative Effects

No significant negative effects have been identified as a result of Council providing this significant service.

Key Performance Measures and Targets for Intended Levels of Service

The following performance measures and targets are regarded as important to maintain and enhance the intended levels of service for Emergency Management. In many cases, targets for performance measures have been 'stretched' to reflect Council's ongoing commitment to continuously improve its service delivery.

Objective: To maintain a fully integrated, comprehensive emergency management system and continue to develop partnerships with all other emergency response agencies that will support response and recovery from any declared emergency event.

| Performance measure | | Target | | | | | | | | | |
|---------------------|---|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| | | 2006/07 | 2007/08 | 2008/09 | 2009/10 | 2010/11 | 2011/12 | 2012/13 | 2013/14 | 2014/15 | 2015/16 |
| 1. | Achieve the following CSI scores from key stakeholders, as measured by Council's customer satisfaction survey programme. | 75 | 78 | 78 | 80 | 80 | 82 | 82 | 82 | 85 | 85 |
| 2. | Assist with the review and ongoing development of the CDEM Group Plan (every five years). | | | | ✓ | | | | | ✓ | |
| 3. | Annually review the Waikato Valley Emergency Operating Area (WVEOA) Service Level Agreement. | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| 4. | Develop in 2006/07 and then review annually, a service level agreement for the regional support and coordination role. | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| 5. | Volunteer training programme and mock exercise undertaken annually to continually assess preparedness for a disaster event. | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| 6. | Develop a contingency plan for the city in 2006/07 to prepare for the possibility of a pandemic and review every three years. | ✓ | | | ✓ | | | ✓ | | | ✓ |

Note:

- Unless otherwise stated, all key performance measures will be completed on or before 30 June for each financial year.
- A CSI (Customer Satisfaction Index) score is a measure of residents' or customers' overall satisfaction with a Council provided service or facility and is obtained through various Council surveys, e.g., Council's Annual Residents Survey.



15.0 COUNCIL'S PLAN OF ACTION – INVESTING IN OUR PEOPLE



PARTNERSHIP WITH MAORI (HONONGA KI TE IWI MAORI)

Contact: Strategic Group



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Service Level Provision for Partnership with Maori

This section outlines what the significant service does, including the levels of service currently provided and the key assets (including the value of key infrastructural assets where applicable).

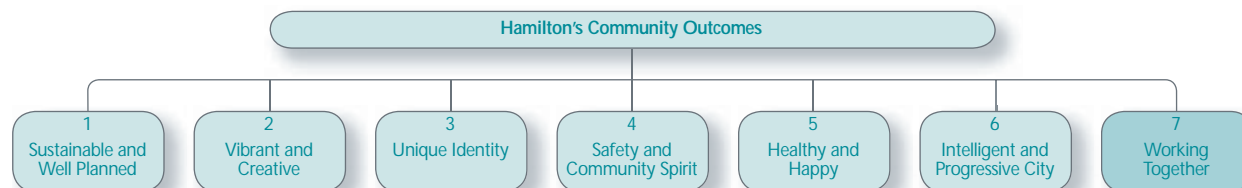
Council is committed to the principles of the Treaty of Waitangi and the partnership relationship between staff and Maori. Council also recognises the importance of Kingitanga in the Waikato, and values the distinctive contribution and complementary roles of both mana whenua⁵ and maataa waka⁶.

Council, through comprehensive consultation, seeks to grow and strengthen its emerging strategic relationship with Waikato Rauapatu Trustee Company (Tainui) as the iwi authority representing the views of Waikato-Tainui across the Waikato and King Country region. Council recognises Tainui's guardianship role over the Waikato River and acknowledges Tainui as a significant player in the future development of the city. Council has also established partnerships and service contracts (as outlined below) with two organisations that assist Council in ensuring Hamilton is a city where people from differing cultures work together and respect each others' views, heritage, culture and strengths.

Council recognises Nga Mana Toopu o Kirikiriroa (NaMTOK) as the representative of iwi and hapu (mana whenua) for the Hamilton/Kirikiriroa area. NaMTOK works with Council on natural and physical resource management issues under the Resource Management Act 1991 and contributes significantly to Council's resource consent and planning decision-making processes.

5 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.
6 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 people in Kirikiriroa/Hamilton under a broad application of this concept.

Primary Contribution to Hamilton's Community Outcomes



Collaborative decision-making and planning are common practice

- 7.2 Ensures Maori are respected as a partner in decision-making and have a voice on issues that affect the city.

Council's service partnership with Te Runanga o Kirikiriroa (TeROK) embodies a commitment by both parties to work toward a strong community for all people. This relationship is achieved through the operation of Te Runanga o Kirikiriroa Trust (Inc) Joint Subcommittee. Te Runanga o Kirikiriroa also administer Council's Maori Project Fund on behalf of Council. This fund is used to support community initiatives specifically targeting Maori and Pacific Island communities.

Reason For Providing Partnership with Maori

Council recognises that Maori constitute a significant part of the community within Hamilton, and seeks to uphold the principles of the Treaty of Waitangi. Council is of the view that its partnerships with Maori organisations add value to life in the city for all residents. Section 81 of the Local Government Act 2002 also requires that Council develop, foster and maintain opportunities for Maori to be involved in decision-making processes.

Guiding Legislation, Plans and Documents

| Council | Regional | National |
|--|----------|---|
| <ul style="list-style-type: none"> Hamilton City Council and Nga Mana Toopu o Kirikiriroa Principal Partnership Agreement Hamilton City Council and Te Runanga o Kirikiriroa Principal Partnership Agreement | | <ul style="list-style-type: none"> Local Electoral Act 2001 Local Government Act 2002 The Treaty of Waitangi |

Looking Ahead – Key Projects and Programmes

The following table shows a selection of projects and programmes for Partnership with Maori from the Long-Term Plan. Projects and programmes have been developed to maintain and enhance service delivery taking into account anticipated changes to levels of service.

The full list of projects and programmes that Council proposes to undertake for Partnership with Maori is shown in the appendices of Volume II (Section 16.4) of Council's 2006–16 Long-Term Plan. The list also shows whether the project's expenditure is categorised as capital, maintenance/operating, or renewal.

| Year | Description of project |
|---|---|
| 2006/07 | <ul style="list-style-type: none"> Formalise Council's strategic partner relationship with Waikato Raupatu Trustee Company (Tainui). Joint project with TeROK to ensure the ongoing development of Waitangi Day celebrations in Hamilton. Partnership with Maori grants (SAP # 108.0 – \$2.088m in the period 2006/07–2015/16). Maori project fund (SAP # 109.0 – \$903,100 in the period 2006/07–2015/16). |
| 2007/08 | <ul style="list-style-type: none"> Joint project with TeROK to ensure the ongoing development of Waitangi Day celebrations in Hamilton. |
| 2008/09 | <ul style="list-style-type: none"> Joint project with TeROK to ensure the ongoing development of Waitangi Day celebrations in Hamilton. |
| Other key projects scheduled in the period 2009/10–2015/16 | |
| 2011/12 | <ul style="list-style-type: none"> TeROK to assist Council in review of representation/ward arrangements for the 2013 Triennial Election. |

Significant Negative Effects

No significant negative effects have been identified as a result of Council providing this significant service.





15.0 COUNCIL'S PLAN OF ACTION – INVESTING IN OUR PEOPLE

Key Performance Measures and Targets for Intended Levels of Service

The following performance measures and targets are regarded as important to maintain and enhance the intended levels of service for Partnership with Maori. In many cases, targets for performance measures have been 'stretched' to reflect Council's ongoing commitment to continuously improve its service delivery.

Objective: To maintain processes that provide opportunities for Maori to contribute to Council's decision-making processes and foster the development of Maori capacity to contribute to these processes.

| Performance measure | | Target | | | | | | | | | |
|---------------------|--|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| | | 2006/07 | 2007/08 | 2008/09 | 2009/10 | 2010/11 | 2011/12 | 2012/13 | 2013/14 | 2014/15 | 2015/16 |
| 1. | Achieve all performance targets set in annual service level agreements between TeROK, NaMTOK, and Hamilton City Council. | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| 2. | Te Runanga o Kirikiriroa Trust (Inc) Joint Subcommittee meetings held on a regular basis and reported to Council. | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| 3. | NaMTOK advice incorporated into notified resource consent applications. | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| 4. | Undertake annually the following number of bicultural workshops for Council staff. | 2 | 2 | 2 | 3 | 3 | 3 | 3 | 3 | 4 | 4 |
| 5. | TeROK prepare and undertake a Treaty training programme for the elected members and senior management staff following each triennial election. | | ✓ | | | ✓ | | | ✓ | | |

Note: Unless otherwise stated, all key performance measures will be completed on or before 30 June for each financial year.



REPRESENTATION AND CIVIC AFFAIRS (MANATUU MAANGAI WHAKATINANA)

Contact: Finance and Administration

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Service Level Provision for Representation and Civic Affairs

This section outlines what the significant service does, including the levels of service currently provided and the key assets (including the value of key infrastructural assets where applicable).

Representation and Civic Affairs enables democratic local decision-making in order to promote the current and future social, cultural, economic and environmental well-being of Hamilton and its residents.

The elected wing of Council comprises the mayor and 13 councillors and operates under a ward system: East Ward (3 councillors), West Ward (5 councillors) and South Ward (5 councillors). For the 2007 election the number of councillors will be reduced to 12, who will be elected from two wards (the East Ward and the West Ward). The referendum conducted on 13 May 2006 determined that the First Past the Post voting system will be used for the 2007 and 2010 Council triennial elections.

Elected members make decisions on policy contained in the organisation's umbrella documents, e.g., Council's Long-Term Plan, Annual Plan and District Plan. The mayor and councillors are also responsible for monitoring Council's performance and representing the interests of Hamilton.

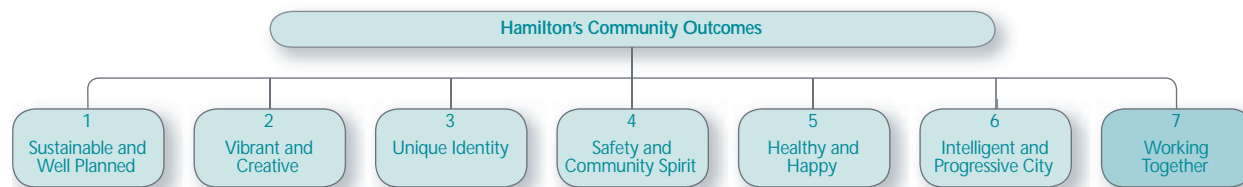
Representation and Civic Affairs provides for the costs of Council's democratic and decision-making processes, including elected members' remuneration, meetings, public consultation, communication and civic functions. Funding provision is also made for conducting elections and maintaining the electoral roll.

Reason For Providing Representation and Civic Affairs

Under the Local Government Act 2002, the members of Hamilton City Council are elected to represent the interests of Hamilton and its residents. Representation and Civic Affairs ensures that the people of Hamilton are able to be involved in decision-



Primary Contribution to Hamilton's Community Outcomes



Collaborative decision-making and planning are common practice

- 7.1 Engages all local communities in planning and developing the city's future.

making processes. Council is also required under the Local Government Act 2002 to consult with the public appropriately on matters that will affect them and ensure that it is transparent in its decision-making processes. Other key acts that determine how Representation and Civic Affairs is delivered include the Local Government Official Information and Meetings Act 1987 and the Local Electoral Act 2001.

Guiding Legislation, Plans and Documents

| Council | Regional | National |
|---|----------|--|
| POLICIES <ul style="list-style-type: none"> • Citizens' Initiated Referenda Policy • Code of Conduct Policy • Delegation Manual • Policy Manual OTHER <ul style="list-style-type: none"> • Governance Statement – mycouncil 2005 | | <ul style="list-style-type: none"> • Local Government Act 2002 • Local Government Official Information and Meetings Act 1987 • Local Electoral Act 2001 |

Note: All policies are reviewed three-yearly by each incoming Council (the last review date was 13 May 2005). Council may also decide to review specific policies or strategies at any time.

Looking Ahead – Key Projects and Programmes

The following table shows a selection of projects and programmes for Representation and Civic Affairs from the Long-Term Plan. Projects and programmes have been developed to maintain and enhance service delivery taking into account anticipated changes to levels of service.



15.0 COUNCIL'S PLAN OF ACTION – INVESTING IN OUR PEOPLE

The full list of projects and programmes that Council proposes to undertake for Representation and Civic Affairs is shown in the appendices of Volume II (Section 16.4) of Council's 2006–16 Long-Term Plan. The list also shows whether the project's expenditure is categorised as capital, maintenance/operating, or renewal.

| Year | Description of project |
|---------|--|
| 2006/07 | <ul style="list-style-type: none"> Publish Council's final 2006–16 LTCCP (known as Council's 2006–16 Long-Term Plan) (part of SAP # 186.0). Plan and prepare for Council's 2007 triennial election. Publish Council's Proposed 2007/08 Annual Plan, undertake community consultation and adopt the final 2007/08 Annual Plan (part of SAP # 186.0). Publish Council's 2005/06 Annual Report (part of SAP # 186.0). Prepare submissions to other organisations on issues/proposals that could impact significantly on Council's operations and/or the city's development. |
| 2007/08 | <ul style="list-style-type: none"> Undertake Council's 2007 triennial election. Publish Council's Proposed 2008/09 Annual Plan, undertake community consultation and adopt the Final 2008/09 Annual Plan (part of SAP # 186.0). Publish Council's 2006/07 Annual Report and finalised 2007/08 Annual Plan (part of SAP # 186.0). Publish Council's Governance Statement (mycouncil 2008) (SAP # 441.0 – \$15,500). Prepare submissions to other organisations on issues/proposals that could impact significantly on Council's operations and/or the city's development. |
| 2008/09 | <ul style="list-style-type: none"> Publish Council's Proposed 2009–19 LTCCP (known as Council's 2009–19 Long-Term Plan) (part of SAP # 186.0). Undertake community consultation and adopt the Final 2009–19 LTCCP (part of SAP # 186.0). Publish Council's 2007/08 Annual Report and Final 2008/09 Annual Plan (part of SAP # 186.0). Commence the review on wards and representation and the electoral voting system for Council's 2010 triennial election (optional). Prepare submissions to other organisations on issues/proposals that could impact significantly on Council's operations and/or the city's development. |

| Other key projects scheduled in the period 2009/10–2015/16 | |
|--|--|
| 2010/11 | <ul style="list-style-type: none"> Undertake Council's 2010 triennial election. |
| 2013/14 | <ul style="list-style-type: none"> Undertake Council's 2013 triennial election. |

Significant Negative Effects

Council acknowledges that some of the services it provides can have either existing or potential negative effects of one form or another on the well-being of the local community and the natural and built environment. However, when planning for and carrying out its services, Council seeks to minimise and mitigate these effects through a range of mechanisms. The following factors were considered in determining the existing or potential significant negative effects:

- the number of people who could be affected
- the degree to which they could be affected
- the extent to which public health and safety is or could be compromised
- the likelihood of the significant negative effect occurring.

| Significant negative effect | Well-being | | | | How Council mitigates the effect |
|---|------------|----------|---------------|----------|---|
| | Social | Economic | Environmental | Cultural | |
| 1. Decisions made through the democratic process have the potential to impact negatively across all four well-beings. | ✓ | ✓ | ✓ | ✓ | In addition to using formal and informal consultation, Council relies on a range of information and inputs to inform decision-making. The Local Government Act 2002 guides Council on how to conduct consultation in an open and transparent manner. Council's Consultation Policy also outlines processes that ensure that consultation with the community is meaningful, transparent, fair and honest. In decisions that do not require consultation, Council uses a range of information sources, e.g., previous Council decisions, resident feedback from Council's Annual Residents Survey and institutional knowledge of elected members and Council staff. Council seeks to make sound, balanced decisions that maximise the community's well-being and minimise negative effects. |

Key Performance Measures and Targets for Intended Levels of Service

The following performance measures and targets are regarded as important to maintain and enhance the intended levels of service for Representation and Civic Affairs. In many cases, targets for performance measures have been 'stretched' to reflect Council's ongoing commitment to continuously improve its service delivery.

Objective: To maintain the democratic processes of local government that comply with legislation and meet community expectations.

| Performance measure | | Target | | | | | | | | | |
|---------------------|---|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| | | 2006/07 | 2007/08 | 2008/09 | 2009/10 | 2010/11 | 2011/12 | 2012/13 | 2013/14 | 2014/15 | 2015/16 |
| 1. | Council, committee and subcommittee meetings are held in accordance with the provisions of the Local Government Official Information and Meetings Act 1987. | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| 2. | Achieve the following CSI scores, as measured by Council's Annual Residents Survey: <ul style="list-style-type: none"> • Opportunities Council provides for community involvement in decision-making • Elected members. | 60 | 60 | 60 | 65 | 65 | 65 | 65 | 70 | 70 | 70 |
| | | 75 | 75 | 76 | 76 | 76 | 77 | 78 | 79 | 80 | 80 |
| 3. | Council meets legislative requirements and receives an unqualified audit report from Audit New Zealand for the Long-Term Plan, Annual Plan and Annual Report. | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| 4. | No complaints received under the Local Government Official Information Meetings Act 1987 are upheld. | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| 5. | Council submissions prepared in response to key issues/ proposals that could significantly impact on Council's operations and/or the city's development. | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| 6. | Triennial election results are confirmed as follows: <ul style="list-style-type: none"> • Preliminary results are declared on polling night • Final results (including special votes) are confirmed one week later. | | ✓ | | | ✓ | | | ✓ | | |
| | | | | | | | | | | | |

Note:

- Unless otherwise stated, all key performance measures will be completed on or before 30 June for each financial year.
- A CSI (Customer Satisfaction Index) score is a measure of residents' or customers' overall satisfaction with a Council provided service or facility and is obtained through various Council surveys, e.g., Council's Annual Residents Survey.



15.0 COUNCIL'S PLAN OF ACTION – INVESTING IN OUR PEOPLE



ENVIRONMENTAL HEALTH (TE WHAIAO HAUORA)

Contact: Environmental Health



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Service Level Provision for Environmental Health

This section outlines what the significant service does, including the levels of service currently provided and the key assets (including the value of key infrastructural assets where applicable).

Environmental Health provides protection and promotion of public health by undertaking the monitoring, inspection, registration and enforcement of standards in relation to food businesses, premises licensed for the sale of liquor, hairdressers and other regulated businesses (under the Health Act 1956) and the monitoring of recreational water quality (including public swimming pools). The Environmental Health Unit is a registered ISO 17020 Inspection Body.

This significant service also investigates reported cases of communicable disease in order to identify the source and prevent the further spread of infection, provides a service for responding to complaints in relation to excessive noise, investigates complaints in relation to unreasonable noise (industrial and commercial), carries out an environmental noise monitoring programme, controls the use of contaminated land for specific uses and monitors and undertakes a range of central city safety initiatives.

Under the Central City Safety function, Council engages with crime prevention partners to develop and implement initiatives that effect a reduction in crime and improve people's safety in the central city. Council manages the central city crime prevention camera network, the City Safe Patrol Team, a vehicle crime reduction programme and a youth-at-risk initiative. A Liquor Control Bylaw is in effect in the central city 24 hours a day, seven days a week.

Primary Contribution to Hamilton's Community Outcomes



Active and healthy people with access to affordable facilities and services

Reason For Providing Environmental Health

Environmental Health is required to undertake Council's statutory responsibilities and duties in the areas of food safety, public health, liquor licensing, air pollution control, noise control, hazardous substances and contaminated sites. The purpose of each of these functions is to protect and promote public health in the areas that they cover.

Council is involved in central city safety programmes and initiatives as it is of the view that it has an important role in contributing towards the safety of people in the central city and reducing the opportunity for crime.

Guiding Legislation, Plans and Documents

| Council | Regional | National |
|---|----------|--|
| <p>STRATEGIES</p> <ul style="list-style-type: none"> CityScope (city design strategy) <p>POLICIES</p> <ul style="list-style-type: none"> Contaminated Sites Policy Crime Prevention Through Environmental Design (CPTED) Policy Liquor Licensing Policy Licensed Premises Policy Surveillance Cameras Policy <p>BYLAWS</p> <ul style="list-style-type: none"> Public Places Liquor Control Bylaw 2005 | | <ul style="list-style-type: none"> Health Act 1956 <ul style="list-style-type: none"> Food Hygiene Regulations 1974 Health (Hairdressers) Regulations 1980 Health (Infectious and Notifiable Diseases) Regulations 1966 Health (Registration of Premises) Regulations 1966 Camping Grounds Regulations 1985 Health (Burial) Regulations 1946 Housing Improvement Regulations 1947 Food Act 1981 Sale of Liquor Act 1989 <ul style="list-style-type: none"> Sale of Liquor Regulations 1990 Resource Management Act 1991 (contaminated land and noise) <ul style="list-style-type: none"> Resource Management Regulations Ministry for the Environment Contaminated Land Management Guidelines Hazardous Substances and New Organisms Act 1996 <ul style="list-style-type: none"> Public places and residential areas |

Note: All policies are reviewed three-yearly by each incoming Council (the last review date was 13 May 2005). Council may also decide to review specific policies or strategies at any time.

Looking Ahead – Key Projects and Programmes

The following table shows a selection of projects and programmes for Environmental Health from the Long-Term Plan. Projects and programmes have been developed to maintain and enhance service delivery taking into account anticipated changes to levels of service.

The full list of projects and programmes that Council proposes to undertake for Environmental Health is shown in the appendices of Volume II (Section 16.4) of Council's 2006–16 Long-Term Plan. The list also shows whether the project's expenditure is categorised as capital, maintenance/operating, or renewal.

| Year | Description of project |
|---|---|
| 2006/07 | <ul style="list-style-type: none"> A report that investigates ways in which Council and partner agencies could deliver effective crime prevention initiatives and improve public place safety beyond the central city will be presented to Council in August 2006. Develop a City Safety Strategy that maximises safety in public places. |
| Other key projects scheduled in the period 2009/10–2015/16 | |
| 2009/10 | <ul style="list-style-type: none"> Develop a City Noise Contour Map to measure and keep track of the changes in the city's background noise levels in order to compare these against noise levels in the District Plan. |

Note: There are no capital projects scheduled for this significant service between 2006–2016.





15.0 COUNCIL'S PLAN OF ACTION – INVESTING IN OUR PEOPLE

Significant Negative Effects

Council acknowledges that some of the services it provides can have either existing or potential negative effects of one form or another on the well-being of the local community and the natural and built environment. However, when planning for and carrying out its services, Council seeks to minimise and mitigate these effects through a range of mechanisms. The following factors were considered in determining the existing or potential significant negative effects:

- the number of people who could be affected
- the degree to which they could be affected
- the extent to which public health and safety is or could be compromised
- the likelihood of the significant negative effect occurring.

| Significant negative effect | Well-being | | | | How Council mitigates the effect |
|--|------------|----------|---------------|----------|---|
| | Social | Economic | Environmental | Cultural | |
| 1. Potential for adverse outcomes to arise if compliance monitoring of regulated businesses is not completed to set standards. | | | ✓ | | Use of standard operating procedures coupled with quality assurance practices such as auditing to ensure best practice. There is ongoing staff training in this area. |
| 2. Potential civil disorder by noisemakers following the investigation of complaints in relation to excessive noise. | ✓ | ✓ | | | Council provides for comprehensive staff training in the purpose and objectives of the noise control service and in relating these to the people responsible for making the noise. Customer confidentiality is maintained at all times. |
| 3. Potential adverse reactions by noisemakers towards affected parties following the investigation of unreasonable noise. | ✓ | | | | Process management – Council ensures that the people responsible for making the noise are fully aware of and understand the affects of the noise on the affected parties. Customer confidentiality is maintained at all times. |
| 4. Potential financial and health impact on owners of contaminated land if remediation or active management is required. | ✓ | ✓ | | | Advice is provided on requirements at an early stage of the process to minimise any adverse impacts. |
| 5. Potential adverse publicity where significant action is required to abate nuisance or adverse effects. | | ✓ | | | Council liaises with the relevant media to ensure clear lines of communication are maintained. Standard operating procedures are followed to ensure consistency. |

Key Performance Measures and Targets for Intended Levels of Service

The following performance measures and targets are regarded as important to maintain and enhance the intended levels of service for Environmental Health. In many cases, targets for performance measures have been 'stretched' to reflect Council's ongoing commitment to continuously improve its service delivery.

Objective: To protect and promote public health and safety through legislative requirements, education and/or enforcement techniques.

| Performance measure | | Target | | | | | | | | | |
|---------------------|--|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| | | 2006/07 | 2007/08 | 2008/09 | 2009/10 | 2010/11 | 2011/12 | 2012/13 | 2013/14 | 2014/15 | 2015/16 |
| 1. | Achieve the following CSI scores, as measured every two years by Council's customer satisfaction survey programme: <ul style="list-style-type: none"> • Food Safety • Liquor Licensing • Noise Control. | | 77 | | 78 | | 78 | | 79 | | 80 |
| | | | 77 | | 78 | | 78 | | 79 | | 80 |
| | | | 77 | | 78 | | 78 | | 79 | | 80 |
| 2. | Achieve the following CSI scores, as measured by Council's Annual Residents Survey: <ul style="list-style-type: none"> • Residents' perception of safety in central city area at night • Night patrol in the central city. | 68 | 68 | 68 | 68 | 70 | 70 | 70 | 70 | 70 | 70 |
| | | 76 | 76 | 77 | 77 | 77 | 77 | 77 | 77 | 77 | 77 |
| 3. | Complete 1500 inspections of food premises per year in accordance with regulations under the Health Act 1956 and monthly inspection schedules. | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| 4. | Complete 200 inspections of licensed premises per year in accordance with regulations under the Sale of Liquor Act 1989 and monthly inspection schedules. | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| 5. | Investigate 100% of the complaints received regarding excessive noise within 30 minutes. | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| 6. | City Night Patrol Team to achieve 1 business contact per hour per team and 10 public contacts per hour per team. | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |

Note:

- Unless otherwise stated, all key performance measures will be completed on or before 30 June for each financial year.
- A CSI (Customer Satisfaction Index) score is a measure of residents' or customers' overall satisfaction with a Council provided service or facility and is obtained through various Council surveys, e.g., Council's Annual Residents Survey.



15.0 COUNCIL'S PLAN OF ACTION – INVESTING IN OUR PEOPLE



PARKS AND GARDENS (WAAHI PAAKA ME NGAA MAARA)

Contact: Parks and Gardens



-  838 6622  838 6651
-  ParksAndGardens@hcc.govt.nz

Service Level Provision for Parks and Gardens

This section outlines what the significant service does, including the levels of service currently provided and the key assets (including the value of key infrastructural assets where applicable).

Parks and Gardens provide open space for recreation (ranging from small neighbourhood parks to key city parks such as Hamilton Gardens and Hamilton Lake Domain) and enhance Hamilton's urban ecology through the development of a green network, city beautification areas, trees and fountains.

Council maintains 144 parks and gardens totalling approximately 582 hectares. Provided within this area are:

- 34.3 kilometres of paths (which include pedestrian and cycle paths)
- 48 playgrounds (plus a further 37 playgrounds in sports areas)
- 21 Waahi Tapu (sacred) sites
- other assets including jetties, boat ramps and car parks.

Parks and Gardens also maintains plantings within open spaces, parks, streets and traffic islands.

Value of Key Infrastructural Assets (as at 30 June 2005)

| Asset | \$(000) |
|---------------------------|---------|
| Total Value of Key Assets | 137,701 |

Primary Contribution to Hamilton's Community Outcomes



An attractive city that is planned for the well-being of people and nature, now and in the future

- 1.4 Protects and enhances its green spaces and natural environment for everyone to value and enjoy

Reason for Providing Parks and Gardens

Council has a responsibility under the Local Government Act 2002 to provide open spaces for the community that promote social and cultural well-being.

Parks and Gardens are managed in accordance with the Reserves Act 1977 to provide areas where residents of all ages and abilities can meet and participate in both passive and active recreation, which brings the health benefits of activity and exercise to those within the community. Some parks and gardens such as Hamilton Gardens also provide significant economic benefits to the city through tourism opportunities.

Guiding Legislation, Plans and Documents

| Council | Regional | National |
|---|----------|--|
| STRATEGIES/PLANS <ul style="list-style-type: none"> Disability Strategy 2005 CityScope (city design strategy) Parks and Gardens Activity Management Plan 2005 Recreation and Leisure Plan 2002–2012 Reserves Act Management Plans POLICIES <ul style="list-style-type: none"> City Street Beautification Policy Community Land Rental Policy Community Organisations Lease Deed Policy Lighting on Parks Policy Naming Parks and Reserves Policy Park Furniture Policy Planting, Verges and Reserves Policy Playgrounds Policy Public Toilet Facilities and Services Policy Strategic Land Purchases Policy BYLAWS <ul style="list-style-type: none"> Parks, Domains and Reserves Bylaw 1999 | | <ul style="list-style-type: none"> Local Government Act 2002 Reserves Act 1977 |

Note:

- All policies are reviewed three-yearly by each incoming Council (the last review date was 13 May 2005). Council may also decide to review specific policies or strategies at any time.
- Refer to the Funding and Financial Policy 2006–16 in Volume II for a summary of Council's Activity Management Plans.

Looking Ahead – Key Projects and Programmes

The following table shows a selection of projects and programmes for Parks and Gardens from the Long-Term Plan. Projects and programmes have been developed to maintain and enhance service delivery taking into account anticipated changes to levels of service.



The full list of projects and programmes that Council proposes to undertake for Parks and Gardens is shown in the appendices of Volume II (Section 16.4) of Council's 2006–16 Long-Term Plan. The list also shows whether the project's expenditure is categorised as capital, maintenance/operating, or renewal.

| Year | Description of project |
|---|--|
| 2006/07 | <ul style="list-style-type: none"> Te Parapara Garden, Stages 1–4 – Hamilton Gardens (\$455,100 in the period 2006/07–2009/10 – part of SAP # 99.0). Tauhara Park destination playground (\$400,000 – part of SAP # 137.0). Tills Lookout to Taitua Arboretum Walkway (SAP # 608.0 – \$279,000). Riverbank stability programme (SAP # 130.0 – \$1.414m in period 2006/07–2015/16). Waiwhakareke Natural Heritage Park (SAP # 609.0 – \$3.190m in the period 2006/07–2015/16). Wiltshire Drive Reserve play equipment (\$35,000 – part of SAP # 137.0). |
| 2007/08 | <ul style="list-style-type: none"> Taitua Arboretum development (SAP # 134.0 – \$373,100 in the period 2007/08–2015/16). Replacement of Lake Domain tearooms (SAP # 341.0 – \$2.425m). Completion of Char Bagh Garden at the Hamilton Gardens (\$33,000 – SAP # 99.0) Elliott Park playground equipment (SAP # 137.0 – part of \$201,200). |
| Other key projects scheduled in the period 2009/10–2015/16 | |
| 2010/11 | <ul style="list-style-type: none"> Fantasy Gardens development at Hamilton Gardens (\$300,800 in the period 2010/11–2013/14 – part of SAP # 99.0). |
| 2011/12 | <ul style="list-style-type: none"> Rotokauri passive parks development (SAP # 603.0 – \$81,600). |
| 2012/13 | <ul style="list-style-type: none"> Green Egg Garden, Stage 1 – Hamilton Gardens (SAP # 99.0 – \$77,500). |
| 2014/15 | <ul style="list-style-type: none"> Tropical Garden Stages 1 and 2 – Hamilton Gardens (SAP # 99.0 – \$86,500 in 2014/15, \$100,400 in 2015/16). |



15.0 COUNCIL'S PLAN OF ACTION – INVESTING IN OUR PEOPLE

Significant Negative Effects

Council acknowledges that some of the services it provides can have either existing or potential negative effects of one form or another on the well-being of the local community and the natural and built environment. However, when planning for and carrying out its services, Council seeks to minimise and mitigate these effects through a range of mechanisms. The following factors were considered in determining the existing or potential significant negative effects:

- the number of people who could be affected
- the degree to which they could be affected
- the extent to which public health and safety is or could be compromised
- the likelihood of the significant negative effect occurring.

| Significant negative effect | | Well-being | | | | How Council mitigates the effect |
|-----------------------------|--|------------|----------|---------------|----------|--|
| | | Social | Economic | Environmental | Cultural | |
| 1. | Use of parks may create security, privacy and noise issues for park neighbours. | ✓ | | | | Park layout, planting and fencing minimise any negative effects on nearby residents as a result of the park being used. Noise levels are required to comply with District Plan requirements and potential effects are taken into consideration during the design of new parks. |
| 2. | Use of a park may create traffic problems in the vicinity of the park. | ✓ | | | | Plans to manage traffic are developed for affected parks and potential effects are considered during the design of new parks. |
| 3. | Chemical use on parks and gardens (e.g., spraying for weeds) may affect nearby residents and visitors. | ✓ | | | | Signage is used to inform visitors of the chemical use regime, and precautions are taken to ensure chemical use is conducted in optimum weather conditions. Public notices are published in local newspapers to inform the public of spraying programmes. |
| 4. | Chemical use may have negative effects on adjoining water bodies. | | | ✓ | | Fertiliser and spray regimes are kept to the minimum necessary to maintain standards. Where possible, drainage systems bypass sensitive aquatic areas. |
| 5. | Street trees may have negative effects on residents and road users, e.g., overhanging branches or dropping leaves. | ✓ | | ✓ | | Street trees are managed (e.g., trimmed) within City Beautification Guidelines, and Council operates a request for service system for residents to use. Council operates a regular leaf sweeping/collection programme for streets identified as high leaf drop areas. Council also operates a request for service system where leaf drop is excessive. |

Key Performance Measures and Targets for Intended Levels of Service

The following performance measures and targets are regarded as important to maintain and enhance the intended levels of service for Parks and Gardens. In many cases, targets for performance measures have been 'stretched' to reflect Council's ongoing commitment to continuously improve its service delivery.

Objective: To provide parks and gardens that meet the passive and active recreational needs of the community and enhance urban ecology through city beautification.

| Performance measure | | Target | | | | | | | | | |
|---------------------|---|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| | | 2006/07 | 2007/08 | 2008/09 | 2009/10 | 2010/11 | 2011/12 | 2012/13 | 2013/14 | 2014/15 | 2015/16 |
| 1. | Provide 8 hectares of open space per 1000 residents. | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| 2. | Provide one neighbourhood playground within 500m of every home. | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| 3. | Provide one walkway within 500m of every home. | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| 4. | Achieve the following number of out-of-city visitors to Hamilton Gardens, as measured by annual visitor surveys and vehicle counts. | 360,000 | 360,000 | 370,000 | 370,000 | 380,000 | 380,000 | 380,000 | 390,000 | 390,000 | 400,000 |
| 5. | Achieve the following CSI Scores, as measured by Council's Annual Residents Survey: | | | | | | | | | | |
| | • Parks and Gardens | 85 | 85 | 85 | 85 | 85 | 85 | 85 | 85 | 85 | 85 |
| | • Hamilton Gardens | 90 | 90 | 92 | 92 | 92 | 92 | 92 | 92 | 92 | 92 |
| | • Hamilton Lake Domain | 85 | 87 | 88 | 89 | 90 | 90 | 90 | 90 | 90 | 90 |
| | • Neighbourhood Parks | 82 | 82 | 85 | 85 | 85 | 87 | 87 | 88 | 88 | 90 |
| | • Children's Playgrounds | 78 | 78 | 79 | 79 | 79 | 79 | 79 | 80 | 80 | 80 |
| | • City Beautification | 78 | 78 | 79 | 79 | 79 | 79 | 79 | 80 | 80 | 80 |
| | • Walkways. | 82 | 82 | 82 | 82 | 82 | 82 | 82 | 82 | 82 | 82 |

Note:

- Unless otherwise stated, all key performance measures will be completed on or before 30 June for each financial year.
- A CSI (Customer Satisfaction Index) score is a measure of residents' or customers' overall satisfaction with a Council provided service or facility and is obtained through various Council surveys, e.g., Council's Annual Residents Survey.



15.0 COUNCIL'S PLAN OF ACTION – INVESTING IN OUR PEOPLE



SPORTS AREAS (WAAHI HAAKINAKINA)

Contact: Parks and Gardens

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ParksAndGardens@hcc.govt.nz



Service Level Provision for Sports Areas

This section outlines what the significant service does, including the levels of service currently provided and the key assets (including the value of key infrastructural assets where applicable).

Sports areas in Hamilton are developed and maintained to meet the community's active leisure needs. There are 59 sports areas in Hamilton comprising 441 hectares. Sports areas fit into three broad levels:

- The national level venues (including Seddon Park and Waikato Stadium – refer to the Event Facilities Significant Service in Strand B).
- Senior code headquarters parks such as Minogue Park, Innes Common, Galloway Park, Resthills Park, Gower Park and Porritt Stadium. Porritt Stadium (which seats around 600 people) is an athletics stadium which caters for club, regional and national athletics events. It has an eight-lane, 400 metre running track and a 100-metre sprint track. There is also a soccer field inside the running track.
- Community parks such as Grosvenor Park, Kahikatea Park and Bremworth Park. These parks cater predominantly for lower grade and junior sport and are located around the city to make them accessible to the community.

All sports areas provide an informal open space function as well as catering for a wide range of sports at all levels. Sports areas are complemented by participant and public facilities such as grandstands, clubrooms, changing rooms and public toilets.

Value of Key Infrastructural Assets (as at 30 June 2005)

| Asset | \$(000) |
|---------------------------|---------|
| Total Value of Key Assets | 2,033 |

Primary Contribution to Hamilton's Community Outcomes



Active and healthy people with access to affordable facilities and services

- 5.1 Provides opportunities for people of all ages and abilities to access and participate in sport and leisure activities that meet their diverse needs.

Reason For Providing Sports Areas

Council has a responsibility under the Local Government Act 2002 to promote the community's social and cultural well-being. Sports areas are managed in accordance with the Reserves Act 1977 to contribute to the well-being and health of communities by providing for active recreation.

Guiding Legislation, Plans and Documents

| Council | Regional | National |
|--|----------|--|
| <p>STRATEGIES/PLANS</p> <ul style="list-style-type: none"> Disability Strategy 2005 CityScope (city design strategy) Parks and Gardens Activity Management Plan 2005 Recreation and Leisure Plan 2002–2012 Reserves Act Management Plans Sports Parks Management Plan 2004 <p>POLICIES</p> <ul style="list-style-type: none"> Community Land Rental Policy Community Organisations Lease Deed Policy Lighting on Parks Policy Park Furniture Policy Playgrounds Policy Public Toilet Facilities and Services Policy Strategic Land Purchases Policy <p>BYLAWS</p> <ul style="list-style-type: none"> Parks, Domains and Reserves Bylaw 1999 | | <ul style="list-style-type: none"> Local Government Act 2002 Reserves Act 1977 |

Note:

- All policies are reviewed three-yearly by each incoming Council (the last review date was 13 May 2005). Council may also decide to review specific policies or strategies at any time.
- Refer to the Funding and Financial Policy 2006–16 in Volume II for a summary of Council's Activity Management Plans.

Looking Ahead – Key Projects and Programmes

The following table shows a selection of projects and programmes for Sports Areas from the Long-Term Plan. Projects and programmes have been developed to maintain and enhance service delivery taking into account anticipated changes to levels of service.

The full list of projects and programmes that Council proposes to undertake for Sports Areas is shown in the appendices of Volume II (Section 16.4) of Council's 2006–16 Long-Term Plan. The list also shows whether the project's expenditure is categorised as capital, maintenance/operating, or renewal.

| Year | Description of project |
|---|--|
| 2006/07 | <ul style="list-style-type: none"> Beetham Park Sports Area Development (SAP # 157.0 – \$40,000). Minogue Park netball courts re-surfacing (SAP # 158.0 – \$366,000 in 2006/07, \$188,900 in 2007/08). Asset renewals – sports areas (SAP # 163.0 – \$564,500 in the period 2006/07–2015/16), i.e., provides for the ongoing planned renewal of the existing assets in sports areas, e.g., playing surfaces, subsurface drainage. |
| 2007/08 | <ul style="list-style-type: none"> Gower Park Changing Room Development (SAP # 162.0 – \$629,500). |
| Other key projects scheduled in the period 2009/10–2015/16 | |
| 2009/10 | <ul style="list-style-type: none"> Rototuna Sports Park Development – Te Manatu Park (SAP # 606.0 – \$2.004m). |
| 2011/12 | <ul style="list-style-type: none"> Rototuna Sports Park Development – Mangaiti Park (SAP # 606.0 – \$2.355m). |
| 2012/13 | <ul style="list-style-type: none"> Rototuna Sports Park Development – Cate Road Reserve (SAP # 606.0 – \$3.234m). |
| 2014/15 | <ul style="list-style-type: none"> Rotokauri Sports Park Development – (SAP # 604.0 – \$2.289m). Porritt Stadium athletic track re-surfacing (SAP # 485.0 – \$761,300). |





15.0 COUNCIL'S PLAN OF ACTION – INVESTING IN OUR PEOPLE

Significant Negative Effects

Council acknowledges that some of the services it provides can have either existing or potential negative effects of one form or another on the well-being of the local community and the natural and built environment. However, when planning for and carrying out its services, Council seeks to minimise and mitigate these effects through a range of mechanisms. The following factors were considered in determining the existing or potential significant negative effects:

- the number of people who could be affected
- the degree to which they could be affected
- the extent to which public health and safety is or could be compromised
- the likelihood of the significant negative effect occurring.

| Significant negative effect | Well-being | | | | How Council mitigates the effect |
|--|------------|----------|---------------|----------|--|
| | Social | Economic | Environmental | Cultural | |
| 1. Use of sports areas in the evening may create lighting issues for nearby residents. | ✓ | | | | Council ensures that lighting provisions comply with the District Plan and that potential negative effects are taken into consideration during the design of new sports areas. |
| 2. Use of sports areas may create noise issues for nearby residents. | ✓ | | | | Noise levels are required to comply with the District Plan. Potential effects of noise are taken into consideration during the design of new sports areas. |
| 3. Use of sports areas may create security and privacy issues for nearby residents. | ✓ | | | | Park layout, planting and fencing minimise any negative effects on nearby residents as a result of the park being used. |
| 4. Use of sports areas may create traffic problems for nearby residents. | ✓ | | | | Traffic Management Plans are developed for existing affected parks and potential traffic issues are considered during the design of new sports areas. |
| 5. Chemical use in the management of sports areas may leach into nearby water bodies. | | | ✓ | | Fertiliser and spray regimes are kept to the minimum necessary to maintain standards. Where possible, sports park drainage systems bypass sensitive aquatic areas. |

Key Performance Measures and Targets for Intended Levels of Service

The following performance measures and targets are regarded as important to maintain and enhance the intended levels of service for Sports Areas. In many cases, targets for performance measures have been 'stretched' to reflect Council's ongoing commitment to continuously improve its service delivery.

Objective: To provide sports areas that are sufficient for the active recreational needs of the city's residents.

| Performance measure | | Target | | | | | | | | | |
|---------------------|--|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| | | 2006/07 | 2007/08 | 2008/09 | 2009/10 | 2010/11 | 2011/12 | 2012/13 | 2013/14 | 2014/15 | 2015/16 |
| 1. | Provide a ratio of one playing field per 2,000 residents. | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| 2. | Achieve the following CSI score for sports areas, as measured by Council's Annual Residents Survey. | 78 | 78 | 79 | 79 | 80 | 80 | 80 | 80 | 80 | 80 |
| 3. | Achieve the following usage for sports areas, as measured by Council's Annual Residents Survey. | 45% | 46% | 47% | 48% | 50% | 51% | 52% | 53% | 54% | 55% |
| 4. | The amount of time each sports field is unable to be used due to inclement weather totals no more than six times per season. | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| 5. | Achieve the following CSI score for Porritt Stadium, as measured by Council's Annual Residents Survey. | 69 | 69 | 69 | 70 | 71 | 72 | 73 | 74 | 74 | 75 |

Note:

- Unless otherwise stated, all key performance measures will be completed on or before 30 June for each financial year.
- A CSI (Customer Satisfaction Index) score is a measure of residents' or customers' overall satisfaction with a Council provided service or facility and is obtained through various Council surveys, e.g., Council's Annual Residents Survey.



15.0 COUNCIL'S PLAN OF ACTION – INVESTING IN OUR PEOPLE



SWIMMING FACILITIES

(WAAHI KAUKAU)

Contact: Waterworld



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Service Level Provision for Swimming Facilities

This section outlines what the significant service does, including the levels of service currently provided and the key assets (including the value of key infrastructural assets where applicable).

Council provides swimming facilities for the community at Waterworld and the Gallagher Aquatic Centre.

Waterworld is a large indoor/outdoor aquatic centre, providing a wide range of facilities and services that includes five pools (50 metre, 25 metre, toddlers pool, deep water pool and outdoor 50 metre pool), two hydrosides, dive towers, learn to swim classes, BBQs and a picnic area, a crèche and a children's playground.

The Gallagher Aquatic Centre has an indoor 25 metre pool and toddlers pool, BBQs and a picnic area, learn to swim classes and a children's playground.

In addition, the Municipal Pool (at the southern end of Victoria Street) is operated under contract to the Hamilton Amateur Swimming Club, and 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 Swim Safe programmes, while also addressing intergenerational needs through related health and fitness programmes. Swimming Facilities cater to the needs of the general community, clubs, sporting groups, societies and schools for water recreation.

Primary Contribution to Hamilton's Community Outcomes



Active and healthy people with access to affordable facilities and services

- 5.1 Provides opportunities for people of all ages and abilities to access and participate in sport and leisure activities that meet their diverse needs.

Value of Key Infrastructural Assets (as at 30 June 2005)

| Asset | \$(000) |
|---------------------------|---------|
| Total Value of Key Assets | 12,705 |

Reason For Providing Swimming Facilities

Council has a responsibility under the Local Government Act 2002 to promote the community's social well-being. Providing for aquatic recreation in a Hamilton context is extremely important.

- Hamilton is New Zealand's largest inland city. Its residents have no direct access to safe natural water features.
- Current facilities are already used more per capita than those in other smaller cities.
- 38 per cent of Hamilton's households (of 733 households surveyed) felt that enjoyment of swimming facilities in Hamilton was reduced because of overcrowding.

Swimming facilities within Hamilton play a major role in the community. The facilities provide a social focus for the community in which families, groups and individuals, young and old can gather and participate in recreation or leisure.

Guiding Legislation, Plans and Documents

| Council | Regional | National |
|---|----------|--|
| <p>STRATEGIES/PLANS</p> <ul style="list-style-type: none"> Aquatic Facilities Activity Management Plan 2005 Aquatic Facilities Strategic Plan 2001–2012 Disability Strategy 2005 Recreation and Leisure Plan 2002–2012 <p>POLICIES</p> <ul style="list-style-type: none"> Partner Pools Policy Swimming Facilities – Pool Lane and Allocation to Clubs Policy <p>BYLAWS</p> <ul style="list-style-type: none"> Public Swimming Pools Bylaw 1976 | | <ul style="list-style-type: none"> New Zealand Water Safety Standards New Zealand Pool Safe Standards 2000 |

Note:

- All policies are reviewed three-yearly by each incoming Council (the last review date was 13 May 2005). Council may also decide to review specific policies or strategies at any time.
- Refer to the Funding and Financial Policy 2006–16 in Volume II for a summary of Council's Activity Management Plans.

Looking Ahead – Key Projects and Programmes

The following table shows a selection of projects and programmes for Swimming Facilities from the Long-Term Plan. Projects and programmes have been developed to maintain and enhance service delivery taking into account anticipated changes to levels of service.

The full list of projects and programmes that Council proposes to undertake for Swimming Facilities is shown in the appendices of Volume II (Section 16.4) of Council's 2006–16 Long-Term Plan. The list also shows whether the project's expenditure is categorised as capital, maintenance/operating, or renewal.

| Year | Description of project |
|---|--|
| 2006/07 | <ul style="list-style-type: none"> Asset renewals – Waterworld (SAP # 212.0 – \$1.607m in the period 2006/07–2015/16), i.e., provides for the ongoing planned renewal of operational equipment in the facility. Asset renewals – Gallagher Aquatic Centre (SAP # 213.0 – \$631,800 in the period 2006/07–2015/16), i.e., provides for the ongoing planned renewal of operational equipment in the facility. Partner pool grants (SAP # 214.0 – \$1.704m in the period 2006/07–2015/16). Hydrotherapy pool – design (SAP # 714.0 – \$180,000) |
| 2007/08 | <ul style="list-style-type: none"> Lido and hydroslide leisure pool (SAP # 216.0 – \$3.271m) Changing room refurbishment – Gallagher Aquatic Centre (SAP # 713.0 – \$175,400). |
| 2008/09 | <ul style="list-style-type: none"> Construction of North-East Sector Pool – Stages 1 (specification design), 2 and 3 (construction) (SAP # 351.0 – \$1.064m in 2008/09, \$11.220m in 2010/11, \$3.332m in 2011/12). Car park extension – Gallagher Aquatic Centre (SAP # 712.0 – \$111,700). |
| Other key projects scheduled in the period 2009/10–2015/16 | |
| 2010/11 | <ul style="list-style-type: none"> Plant replacement – Gallagher Aquatic Centre (SAP # 715.0 – \$56,100 in 2010/11, \$57,500 in 2011/12, \$58,700 in 2012/13), i.e., replacement or renewal of plant equipment is required to maintain standards of water and air quality within the facility. |
| 2011/12 | <ul style="list-style-type: none"> Hydrotherapy pool – conditional part funding – (33 per cent) for construction of a hydrotherapy pool at Waterworld (SAP # 714.0 – \$677,900) |
| 2013/14 | <ul style="list-style-type: none"> Plant replacement – Waterworld (SAP # 716.0 – \$239,400 in 2013/14, \$243,600 in 2014/15 and \$247,800 in 2015/16), i.e., replacement or renewal of plant equipment is required to maintain standards of water and air quality within the facility. |





15.0 COUNCIL'S PLAN OF ACTION – INVESTING IN OUR PEOPLE

Significant Negative Effects

Council acknowledges that some of the services it provides can have either existing or potential negative effects of one form or another on the well-being of the local community and the natural and built environment. However, when planning for and carrying out its services, Council seeks to minimise and mitigate these effects through a range of mechanisms. The following factors were considered in determining the existing or potential significant negative effects:

- the number of people who could be affected
- the degree to which they could be affected
- the extent to which public health and safety is or could be compromised
- the likelihood of the significant negative effect occurring.

| Significant negative effect | | Well-being | | | | How Council mitigates the effect |
|-----------------------------|---|------------|----------|---------------|----------|--|
| | | Social | Economic | Environmental | Cultural | |
| 1. | The potential for a drowning to occur at either Waterworld or Gallagher Aquatic Centre. | ✓ | | | | Council ensures that staff receive comprehensive training and that all lifeguards are certified. The standard operating procedures for pool supervision are endorsed by Pool Safe Accreditation (New Zealand Recreation Association and Water Safety New Zealand accreditation). Health and safety protocols are in place. Staff are trained in first aid procedures. |
| 2. | The use and storage of dangerous chemicals on site. | | | ✓ | | Council ensures that staff are trained and certified in the correct dosing and handling procedures for chemicals. The standard operating procedures for chemical handling are endorsed by Pool Safe Accreditation (New Zealand Recreation Association and Water Safety New Zealand accreditation). Chemicals are stored in secure facilities and health and safety protocols are in place. |
| 3. | The potential for swimmers to have infectious diseases that may be passed on through contamination of the pool water. | ✓ | | | | Council ensures that staff are trained and certified in the correct chemical dosing procedures for pools. Health and safety protocols are in place. Communication links are also maintained with the Department of Health. |

Key Performance Measures and Targets for Intended Levels of Service

The following performance measures and targets are regarded as important to maintain and enhance the intended levels of service for Swimming Facilities. In many cases, targets for performance measures have been 'stretched' to reflect Council's ongoing commitment to continuously improve its service delivery.

Objective: To ensure that Council's swimming facilities meet community expectations, attain optimum use, and comply with legislation.

| Performance measure | | Target | | | | | | | | | |
|---------------------|---|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| | | 2006/07 | 2007/08 | 2008/09 | 2009/10 | 2010/11 | 2011/12 | 2012/13 | 2013/14 | 2014/15 | 2015/16 |
| 1. | Achieve a CSI score for Waterworld and the Gallagher Aquatic Centre of 80, as measured by Council's customer satisfaction survey programme. | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| 2. | Achieve 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. | Achieve 800,000 visits annually across all of the Council funded pools. | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| 4. | Achieve no non-compliances at Waterworld and Gallagher Aquatic Centre, to Pool Safe Audits conducted by New Zealand Recreation Association. | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |

Note:

- Unless otherwise stated, all key performance measures will be completed on or before 30 June for each financial year.
- A CSI (Customer Satisfaction Index) score is a measure of residents' or customers' overall satisfaction with a Council provided service or facility and is obtained through various Council surveys, e.g., Council's Annual Residents Survey.





15.0 COUNCIL'S PLAN OF ACTION – CREATING IDENTITY AND PROSPERITY

CITY STRATEGIC FRAMEWORK: STRAND B – CREATING IDENTITY AND PROSPERITY

Hamilton is a city that is making its mark on the political, social, cultural, and economic maps of New Zealand. Our vision is for a place of entertainment, celebration, and culture, enabled by a sharp, and wealthy economy built on the city's strategic advantages, innovation, and entrepreneurial spirit. As a city we create identity and prosperity through:

- Promoting strategies for the development of the regional economy based on our competitive advantage and the effective management of key strategic assets.
- Creating a flexible and responsive business environment that encourages positive investment decisions.
- Encouraging links between education providers and industry to ensure that there are appropriately skilled people to meet the needs of our economy and future growth strategy.
- Gathering and distributing information that will assist economic and social development.
- Generating a spirit of cooperation, innovation, celebration and achievement.
- Ensuring through good planning and urban design, that our built environment, and the city's gateways and CBD in particular, reflect our spirit of energy, innovation and identity.
- Maintaining and strengthening a sense of connection with our history and place, through the protection of heritage, environment and the celebration of arts, culture and events.

Council's Contribution (by Role) Towards Hamilton's Community Outcomes

The following table shows (by various roles) how each significant service in Strand B of the City Strategic Framework contributes towards Hamilton's Community Outcomes. In most cases a significant service will contribute to a number of community outcomes. However, the community outcomes shown are those that the significant service primarily contributes to.

| Significant Service | Hamilton's Community Outcomes | | | | | | |
|-----------------------------------|---------------------------------|-------------------------|--------------------|--------------------------------|----------------------|-------------------------------------|---------------------|
| | 1. Sustainable and Well Planned | 2. Vibrant and Creative | 3. Unique Identity | 4. Safety and Community Spirit | 5. Healthy and Happy | 6. Intelligent and Progressive City | 7. Working Together |
| Environmental Services | | | | 4 P, R, A | | | |
| • Animal Care and Control | | | | | | | |
| • Building Control | 1 P, R, A | | | | | | |
| • Parking Enforcement | 1.1 P, F, A | | | | | | |
| • Planning Guidance | 1.5 P, R, A | | | | | | |
| Economic Development | | | | | | 6.2 P, F, A | |
| City Promotion | | 2.1 P, F, A | | | | | |
| Performing Arts | | 2.2 P, F, A | | | | | |
| Hamilton City Libraries | | | 3.6 P, A | | | | |
| Waikato Museum of Art and History | | 2.1 P, A | | | | | |
| Event Facilities | | 2.1 P, A | | | | | |
| Hamilton Zoo | | | | | 5.1 P, A | | |

Key:

Primary Community Outcome

The numbers shown in the table identify the community outcome that the significant service primarily contributes to.

Note: For the specific community outcome, refer to Section 7.4.

Primary Role

- P Provision of Facilities and Services** – Takes full responsibility for funding and providing the facility/service.
- F Funding Assistance** – Provides financial assistance (e.g., grants) and/or support in kind towards organisations who provide services Council considers to be of key benefit to Hamilton residents.
- R Regulation** – Administers and enforces a range of national and local legislation.
- A Advocacy and Promotion**
 - Promotes the role and benefits of the significant service to Hamilton's residents and visitors
 - Represents the views of its residents and communities to a range of organisations, e.g., territorial local authorities, central government.

Improving Council's and Hamilton's Sustainability

The following table provides examples of ongoing projects and programmes undertaken by Council in this strand of the City Strategic Framework that focus on making its own operations more sustainable (internal), or that have a community/ city focus (external), towards improving Hamilton's sustainability.

| Internal projects/programmes | External projects/programmes |
|--|---|
| <ul style="list-style-type: none"> • Environmental Management Systems/ISO 14001 operating at Hamilton Zoo • In-house Procurement Policy with environmental standards • Development, implementation and review of Activity Management Plans (in particular, the plan for Planning Guidance) • Buy Local Policy • Council is a key contributor towards local employment • Hard Copy (monthly staff magazine) • Management of Council (and community) archives in the central library • Information Communication Technology Strategy 2003 for the libraries • 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) • Leadership development programme • Comprehensive customer satisfaction survey programme • Process mapping (electronically mapping the organisation's key processes to increase staff awareness and access) | <ul style="list-style-type: none"> • Hamilton City Proposed District Plan November 2001 (References Version) • 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 • Landonline TA (territorial authority) Online Certification • Safety awareness campaign for swimming pool owners • Development towards a World Class Building Consent Programme • Development and use of the Standardised Waikato Building Consent Group Application form for all building consent applications throughout the Waikato • A Dog's Life – Good Dog Owner's Guide (2005) • 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 Project for New Zealand's largest cities (www.bigcities.govt.nz) • Support/coordination of key city events, e.g., development of the website www.WhatsOnHamilton.co.nz • Partnerships with economic development agencies (e.g., The Katolyst Group) • Promotion/support of Waikato Innovation Park • Provision of economic information to a range of organisations (in particular developers and businesses), e.g., Hamilton Quarterly Review, Hamilton Economic Update • City News • Development of Council's website www.hamilton.co.nz as a communication and promotional tool for the city • Hamilton's Economic Development Strategy 2005 • Facilitation of economic development clusters • 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) |





15.0 COUNCIL'S PLAN OF ACTION – CREATING IDENTITY AND PROSPERITY

- | | |
|--|---|
| <ul style="list-style-type: none"> • 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) • Environmental Management Systems/ISO 14001 operating at Hamilton Zoo | <ul style="list-style-type: none"> • School-focused educational programmes at the Museum and Exscite • Provision of an historic sites register in Hamilton City's Proposed District Plan November 2001 (References Version) • Maintenance of Beale Cottage • Hamilton Zoo's participation in cooperative breeding programmes for endangered New Zealand native and exotic species • Zoo Animal Eye to Eye Encounters (enables people to 'get close' to animals such as Rhinos and Chimpanzees) • Conservation Fund – Hamilton Zoo is involved in gifting a percentage of profits made from Eye to Eye Encounters to various conservation funds worldwide to assist with the protection and research of endangered species |
|--|---|

CREATING IDENTITY AND PROSPERITY

Projected cost of service for the years ended 30 June 2007–2016 (Inflation Adjusted)

| | 2006/07 \$000 | 2007/08 \$000 | 2008/09 \$000 | 2009/10 \$000 | 2010/11 \$000 | 2011/12 \$000 | 2012/13 \$000 | 2013/14 \$000 | 2014/15 \$000 | 2015/16 \$000 |
|---|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| OPERATING EXPENDITURE | | | | | | | | | | |
| Environmental services | 9,164 | 9,321 | 9,554 | 9,747 | 9,921 | 10,081 | 10,325 | 10,592 | 10,790 | 11,029 |
| Economic development | 1,015 | 1,069 | 1,141 | 1,219 | 1,059 | 1,174 | 1,195 | 1,247 | 1,227 | 1,243 |
| City promotion | 1,280 | 1,827 | 2,633 | 2,735 | 3,105 | 2,901 | 3,052 | 3,113 | 3,197 | 3,222 |
| Performing arts | 2,727 | 3,075 | 3,159 | 3,289 | 3,500 | 3,616 | 3,760 | 3,841 | 3,929 | 4,035 |
| Hamilton City Libraries | 7,142 | 7,518 | 7,944 | 8,255 | 8,626 | 8,691 | 8,922 | 10,133 | 11,498 | 12,564 |
| Waikato Museum of Art and History | 4,533 | 4,768 | 4,910 | 5,093 | 5,281 | 5,428 | 5,585 | 5,715 | 5,875 | 6,022 |
| Event facilities | 8,213 | 8,409 | 9,264 | 10,301 | 12,958 | 13,157 | 13,231 | 13,439 | 13,631 | 13,823 |
| Hamilton Zoo | 2,540 | 2,701 | 2,797 | 2,906 | 2,972 | 2,908 | 2,964 | 3,034 | 3,078 | 3,148 |
| Total Operating Expenditure | 36,614 | 38,688 | 41,402 | 43,545 | 47,422 | 47,956 | 49,034 | 51,114 | 53,225 | 55,086 |
| Less OPERATING REVENUE | | | | | | | | | | |
| Environmental services | 8,984 | 9,358 | 9,745 | 10,058 | 10,362 | 10,611 | 10,843 | 11,057 | 11,251 | 11,446 |
| Performing arts | 895 | 1,057 | 1,154 | 1,219 | 1,251 | 1,282 | 1,309 | 1,334 | 1,358 | 1,382 |
| Hamilton City Libraries | 758 | 782 | 806 | 829 | 850 | 870 | 889 | 907 | 923 | 939 |
| Waikato Museum of Art and History | 441 | 455 | 469 | 482 | 495 | 507 | 518 | 528 | 537 | 546 |
| Event facilities | 3,206 | 3,297 | 3,415 | 3,524 | 4,125 | 4,343 | 4,499 | 4,650 | 4,735 | 4,822 |
| Hamilton Zoo | 694 | 716 | 738 | 764 | 784 | 803 | 814 | 830 | 845 | 859 |
| Total Operating Revenue | 14,978 | 15,665 | 16,327 | 16,876 | 17,867 | 18,416 | 18,872 | 19,306 | 19,649 | 19,994 |
| Net Cost of Service | 21,636 | 23,023 | 25,075 | 26,669 | 29,555 | 29,540 | 30,162 | 31,808 | 33,576 | 35,092 |
| Total operating expenditure funded by: | | | | | | | | | | |
| Operating revenue | 14,978 | 15,665 | 16,327 | 16,876 | 17,867 | 18,416 | 18,872 | 19,306 | 19,649 | 19,994 |
| Rates | 21,636 | 23,023 | 25,075 | 26,669 | 29,555 | 29,540 | 30,162 | 31,808 | 33,576 | 35,092 |
| Total Operating Expenditure | 36,614 | 38,688 | 41,402 | 43,545 | 47,422 | 47,956 | 49,034 | 51,114 | 53,225 | 55,086 |





15.0 COUNCIL'S PLAN OF ACTION – CREATING IDENTITY AND PROSPERITY

CREATING IDENTITY AND PROSPERITY CONT.

Projected and consolidated cost of service for the years ended 30 June 2007–2016 (Inflation Adjusted)

| | 2006/07 \$000 | 2007/08 \$000 | 2008/09 \$000 | 2009/10 \$000 | 2010/11 \$000 | 2011/12 \$000 | 2012/13 \$000 | 2013/14 \$000 | 2014/15 \$000 | 2015/16 \$000 |
|---|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| CAPITAL EXPENDITURE | | | | | | | | | | |
| Environmental services | 33 | 62 | 21 | 22 | 22 | 23 | 387 | 24 | 24 | 41 |
| Economic development | 50 | 52 | 53 | 22 | 22 | 23 | 23 | 24 | 24 | 25 |
| Performing arts | 1,960 | 800 | 334 | 1,835 | 962 | 1,815 | 305 | 303 | 332 | 331 |
| Hamilton City Libraries | 1,222 | 2,479 | 1,304 | 1,353 | 1,365 | 1,459 | 2,632 | 9,379 | 9,258 | 1,683 |
| Waikato Museum of Art and History | 244 | 167 | 178 | 72 | 201 | 151 | 156 | 134 | 113 | 176 |
| Event facilities | 834 | 10,414 | 15,959 | 18,891 | 448 | 220 | 434 | 199 | 184 | 176 |
| Hamilton Zoo | 845 | 451 | 882 | 274 | 275 | 592 | 582 | 203 | 298 | 211 |
| Total Capital Expenditure | 5,188 | 14,425 | 18,731 | 22,469 | 3,295 | 4,283 | 4,519 | 10,266 | 10,233 | 2,643 |
| Total capital expenditure funded by: | | | | | | | | | | |
| Loans (DCL) | 0 | 1,120 | 1,070 | 1,101 | 0 | 0 | 801 | 5,693 | 5,560 | 0 |
| Loans (Rates) | 2,155 | 10,557 | 14,071 | 18,608 | 911 | 1,513 | 296 | 2,106 | 2,056 | 0 |
| Depreciation (Rates) | 3,033 | 2,748 | 3,590 | 2,760 | 2,384 | 2,770 | 3,422 | 2,467 | 2,617 | 2,643 |
| Total Capital Expenditure | 5,188 | 14,425 | 18,731 | 22,469 | 3,295 | 4,283 | 4,519 | 10,266 | 10,233 | 2,643 |

ENVIRONMENTAL SERVICES (NGAA RATONGA TAIAO)

Environmental Services provides primarily for the management of the built environment through consent, enforcement of relevant legislation and education techniques. Environmental Services comprises:

- Animal Care and Control
- Building Control
- Parking Enforcement
- Planning Guidance.

Each of these services is outlined as follows.



15.0 COUNCIL'S PLAN OF ACTION – CREATING IDENTITY AND PROSPERITY



ANIMAL CARE AND CONTROL

(MANA WHAKAHAERE KARAREHE)

Contact: Animal Care and Parking Enforcement



838 6632

838 6915

AnimalCare@hcc.govt.nz

Service Level Provision for Animal Care and Control

This section outlines what the significant service does, including the levels of service currently provided and the key assets (including the value of key infrastructural assets where applicable).

Animal Care and Control contributes to making Hamilton a safe city by ensuring dog owners comply with dog legislation and by promoting responsible dog ownership through education initiatives.

Animal Care and Control is based at the Animal Centre in Ellis Street, Frankton. In their day to day operations, staff ensure that the number of dogs registered is maximised, investigate complaints, provide public education on dog ownership responsibilities and control and provide for the impounding of stray and seized dogs. They also deliver a range of additional functions and services, including a dog adoption programme and managing requirements for dogs classified as dangerous and menacing.

A number of education initiatives are undertaken, including presentations to schools and community groups, production of the 'Dog's Life' booklet – a handbook for responsible dog ownership – and the annual Dog Day Afternoon event.

Value of Key Infrastructural Assets (as at 30 June 2005)

| Asset | \$(000) |
|---------------------------|---------|
| Total Value of Key Assets | 936 |

Reason For Providing Animal Care and Control

Council is required to provide this service under the Dog Control Act 1996 and its Amendments for the purpose of protecting and promoting public safety.

Primary Contribution to Hamilton's Community Outcomes



A safe, friendly city where all people feel connected and valued

Guiding Legislation, Plans and Documents

| Council | Regional | National |
|--|----------|---|
| STRATEGIES/PLANS <ul style="list-style-type: none"> Animal Care and Control Asset Management Plan 2003 POLICIES <ul style="list-style-type: none"> Dog Control Policy BYLAWS <ul style="list-style-type: none"> Dog Control Bylaw 2004 Parks, Domains and Reserves Bylaw 1999 | | <ul style="list-style-type: none"> Dog Control Act 1996 and its 2003 and 2004 Amendments |

Note: All policies are reviewed three-yearly by each incoming Council (the last review date was 13 May 2005). Council may also decide to review specific policies or strategies at any time.

Looking Ahead – Key Projects and Programmes

The following table shows a selection of projects and programmes for Animal Care and Control from the Long-Term Plan. Projects and programmes have been developed to maintain and enhance service delivery taking into account anticipated changes to levels of service.

The full list of projects and programmes that Council proposes to undertake for Animal Care and Control is shown in the appendices of Volume II (Section 16.4) of Council's 2006–16 Long-Term Plan. The list also shows whether the project's expenditure is categorised as capital, maintenance/operating, or renewal.

| Year | Description of project |
|---|--|
| 2007/08 | <ul style="list-style-type: none"> Wire mesh covering of exercise yards at the Ellis Street Animal Centre (SAP # 616.0 – \$41,300). |
| Other key projects scheduled in the period 2009/10–2015/16 | |
| 2012/13 | <ul style="list-style-type: none"> Additional kennel block at the Ellis Street Animal Centre (SAP # 615.0 – \$234,800). |

Significant Negative Effects

No significant negative effects have been identified as a result of Council providing this significant service.

Key Performance Measures and Targets for Intended Levels of Service

The following performance measures and targets are regarded as important to maintain and enhance the intended levels of service for Animal Care and Control. In many cases, targets for performance measures have been 'stretched' to reflect Council's ongoing commitment to continuously improve its service delivery.

Objective: To protect and promote public safety in relation to animal control through legislative requirements, education and/or enforcement techniques.

| Performance measure | | Target | | | | | | | | | |
|---------------------|--|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| | | 2006/07 | 2007/08 | 2008/09 | 2009/10 | 2010/11 | 2011/12 | 2012/13 | 2013/14 | 2014/15 | 2015/16 |
| 1. | Achieve the following CSI score for the dog control service, as measured by Council's Annual Residents Survey. | 76 | 76 | 76 | 76 | 76 | 76 | 77 | 77 | 78 | 78 |
| 2. | To complete a minimum of 40 community presentations per year in accordance with the Dog Control Policy. | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| 3. | 100% of known dogs on record registered before the close of the registration year. | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| 4. | Respond to urgent requests for service involving public safety within 1 hour of receipt. | 80% | 80% | 80% | 82% | 82% | 82% | 82% | 84% | 84% | 84% |
| 5. | Respond to routine requests for service within 48 hours of receipt. | 90% | 90% | 90% | 90% | 92% | 92% | 92% | 94% | 94% | 94% |

Note:

- Unless otherwise stated, all key performance measures will be completed on or before 30 June for each financial year.
- A CSI (Customer Satisfaction Index) score is a measure of residents' or customers' overall satisfaction with a Council provided service or facility and is obtained through various Council surveys, e.g., Council's Annual Residents Survey.



15.0 COUNCIL'S PLAN OF ACTION – CREATING IDENTITY AND PROSPERITY



BUILDING CONTROL (MANA WHAKAHAERE WHARE)

Contact: Building Control



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 building@hcc.govt.nz

Service Level Provision for Building Control

This section outlines what the significant service does, including the levels of service currently provided and the key assets (including the value of key infrastructural assets where applicable).

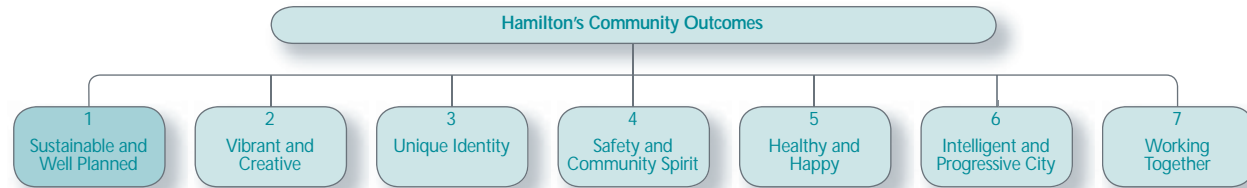
Building Control works with people to ensure that buildings meet the requirements of the Building Act 2004, the Building Regulations (which include the New Zealand Building Code) and Acceptable Solutions⁷, during their plan approval and construction phases. This is achieved by ensuring that the health and safety of building users is maintained through application of the following processes:

- The processing of project information memoranda (PIMs) and building consents to check for compliance with the New Zealand Building Code. Around 3,000 PIMs and building consents are processed each year.
- Undertaking inspections of buildings during their construction to check for compliance with the approved building consent documents. Approximately 26,000 inspections are undertaken each year.
- The monitoring of building warrant of fitness records for 1,800 buildings in the city containing essential health and safety systems such as lifts, air conditioning, sprinkler systems and emergency lighting.

The Building Control Unit works closely with customers and the general public in an advisory and education role and uses a number of ways to keep people informed, including pamphlets, seminars, awareness campaigns, customer advisory groups, the Waikato Building Consent initiative and their website www.BuildHamilton.co.nz.

⁷ Acceptable Solutions are approved by the Building Industry Authority (BIA). They contain building methods, which are intended to assist people to comply with the Building Code. Acceptable Solutions are not mandatory; alternative ways of building can also be used, provided these also come up to the required performance standards stipulated in the Building Code. These other methods are known as Alternative Solutions.

Primary Contribution to Hamilton's Community Outcomes



An attractive city that is planned for the well-being of people and nature, now and in the future

Reason For Providing Building Control

The Building Control Unit is required by the Building Act 2004 to ensure that buildings are constructed to an acceptable standard and comply with the New Zealand Building Code. Health and safety for people in and around buildings is essential to avoid injury and in the worst case, loss of life. If buildings are not constructed and maintained to an acceptable standard then the risk of a serious failure is magnified.

The Unit is required by Section 212 of the Building Act 2004 to achieve registration with the Department of Building and Housing (DBH) as a Building Consent Authority and to maintain that registration indefinitely. The DBH will audit the Unit to ensure that the appropriate quality standards, processes and number of qualified staff sufficient for the Unit to carry out its role are maintained.

Guiding Legislation, Plans and Documents

| Council | Regional | National |
|--|----------|--|
| STRATEGIES/PLANS <ul style="list-style-type: none"> • Hamilton City District Plan(s) POLICIES <ul style="list-style-type: none"> • Building Warrant of Fitness Policy • Disability Strategy 2005 • Earthquake-Prone, Dangerous and Insanitary Buildings Policy | | <ul style="list-style-type: none"> • Acceptable Solutions • Building Act 2004 • Local Government Official Information and Meetings Act 1987 • New Zealand Building Code • New Zealand Building Regulations • New Zealand Standards • Resource Management Act 1991 |

Note: All policies are reviewed three-yearly by each incoming Council (the last review date was 13 May 2005). Council may also decide to review specific policies or strategies at any time.

Looking Ahead – Key Projects and Programmes

The table below shows a selection of projects and programmes for Building Control from the Long-Term Plan. Projects and programmes have been developed to maintain and enhance service delivery taking into account anticipated changes to levels of service.

The full list of projects and programmes that Council proposes to undertake for Building Control is shown in the appendices of Volume II (Section 16.4) of Council's 2006–16 Long-Term Plan. The list also shows whether the project's expenditure is categorised as capital, maintenance/operating, or renewal.

| Year | Description of project |
|---------|--|
| 2006/07 | <ul style="list-style-type: none"> Registration as a Building Consent Authority. Policy on Earthquake-Prone, Dangerous and Insanitary Buildings (SAP # 769.0 – \$30,000 in 2006/07, \$20,600 in 2007/08 and \$21,300 in 2008/09). Engineering assessments for earthquake-prone buildings (SAP # 798.0 – \$157,200 in the period 2006/07 to 2010/11). Safety Awareness Campaign for swimming pool owners. |
| 2007/08 | <ul style="list-style-type: none"> Safety Awareness Campaign for swimming pool owners. |
| 2008/09 | <ul style="list-style-type: none"> Safety Awareness Campaign for swimming pool owners. |

Significant Negative Effects

Council acknowledges that some of the services it provides can have either existing or potential negative effects of one form or another on the well-being of the local community and the natural and built environment. However, when planning for and carrying out its services, Council seeks to minimise and mitigate these effects through a range of mechanisms. The following factors were considered in determining the existing or potential significant negative effects:

- the number of people who could be affected
- the degree to which they could be affected
- the extent to which public health and safety is or could be compromised
- the likelihood of the significant negative effect occurring.

| Significant negative effect | Well-being | | | | How Council mitigates the effect |
|--|------------|----------|---------------|----------|---|
| | Social | Economic | Environmental | Cultural | |
| 1. If the Building Control Unit does not meet the statutory timeframes for processing building consent applications, this may have adverse effects in the community. | | ✓ | ✓ | | The Building Control Unit is adequately resourced to meet statutory timeframes. The Unit Plan has stretch targets to achieve timeframes that are less than the minimum statutory timeframe. Achieving and maintaining registration with the Department of Building and Housing ensures that the Building Control Unit meets industry best practice standards. |
| 2. Possibility for failure of a structural building component could lead to subsequent damage to buildings. | ✓ | ✓ | ✓ | | Building consent processing and inspection of critical construction phases are documented and checked against performance measures and targets. Standard operating procedures ensure that specific design elements of building construction are checked at all stages. Effective monitoring of staff undertaking inspection processes ensures that a high level of consistency is maintained. |





15.0 COUNCIL'S PLAN OF ACTION – CREATING IDENTITY AND PROSPERITY

Key Performance Measures and Targets for Intended Levels of Service

The following performance measures and targets are regarded as important to maintain and enhance the intended levels of service for Building Control. In many cases, targets for performance measures have been 'stretched' to reflect Council's ongoing commitment to continuously improve its service delivery.

Objective: To protect and promote public safety relating to the construction and maintenance of new and existing buildings and to educate people to comply with relevant legislation.

| Performance measure | | Target | | | | | | | | | |
|---------------------|--|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| | | 2006/07 | 2007/08 | 2008/09 | 2009/10 | 2010/11 | 2011/12 | 2012/13 | 2013/14 | 2014/15 | 2015/16 |
| 1. | Achieve the following CSI score for overall customer satisfaction with the building consent process, as measured every two years by Council's customer satisfaction survey programme. | 80 | | 80 | | 80 | | 80 | | 80 | |
| 2. | Process 100% of all building consents and project information memoranda in less than the 20-day timeframe set out in the New Zealand Building Regulations. | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| 3. | Inspect all buildings that are subject to a building consent within timeframes set out in the New Zealand Building Regulations (48 hours for the initial inspection, 24 hours for all subsequent inspections). | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| 4. | Audit 100% of the building warrant of fitness records for buildings subject to a compliance schedule. | 1800 | 1850 | 1900 | 1950 | 2000 | 2200 | 2200 | 2300 | 2400 | 2500 |
| 5. | Process 100% of all Land Information Memoranda (LIMs) in accordance with timeframes set out in the Local Government Official Information and Meetings Act 1987. | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| 6. | Run a public awareness campaign to educate swimming pool owners on the pool fencing requirements and ongoing maintenance. | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |

Note:

- Unless otherwise stated, all key performance measures will be completed on or before 30 June for each financial year.
- A CSI (Customer Satisfaction Index) score is a measure of residents' or customers' overall satisfaction with a Council provided service or facility and is obtained through various Council surveys, e.g., Council's Annual Residents Survey.



PARKING ENFORCEMENT (URUHI (NA) WAAHI TUU O NGAA WAKA)

Contact: Animal Control and Parking Enforcement

838 6888

838 6429

ParkingEnforcement@hcc.govt.nz

Service Level Provision for Parking Enforcement

This section outlines what the significant service does, including the levels of service currently provided and the key assets (including the value of key infrastructural assets where applicable).

Parking Enforcement manages the turnover and availability of on-street and Council operated off-street parking spaces in Hamilton. This service also helps to ensure that vehicles in the city are safe for the roads by monitoring warrants of fitness and vehicle licenses.

In addition, parking officers enforce heavy motor vehicle parking regulations, abandoned vehicle removal and give aid and assistance to the public in the course of their duties. They also monitor compliance with the city's Public Places and Signs, Trading in Public Places and Skating Bylaws, ensuring that the footpaths are safe for pedestrians to use.

Reason For Providing Parking Enforcement

Council is required to provide parking enforcement under the Local Government Act 2002 and the Land Transport Act 1998. Ensuring the turnover and availability of parking spaces for the public means that residents and visitors have access to retail outlets and businesses in and around the CBD and that there is a safe and efficient flow of traffic in the city.

Primary Contribution to Hamilton's Community Outcomes



An attractive city that is planned for the well-being of people and nature, now and in the future

- 1.1 Is easy to get around so everybody can access services and facilities.

| Council | Regional | National |
|---|----------|---|
| POLICIES <ul style="list-style-type: none"> • Garden Place Use Control Policy BYLAWS <ul style="list-style-type: none"> • Hamilton City Council Parking Bylaw 2004 • Public Places and Signs Bylaw 1996 • Skating Bylaw 1996 • Trading in Public Places Bylaw 1999 | | <ul style="list-style-type: none"> • Land Transport Act 1998 • Local Government Act 2002 • Road User Rule 2004 • Traffic Regulations 1962 |

Note: All policies are reviewed three-yearly by each incoming Council (the last review date was 13 May 2005). Council may also decide to review specific policies or strategies at any time.





15.0 COUNCIL'S PLAN OF ACTION – CREATING IDENTITY AND PROSPERITY

Looking Ahead – Key Projects and Programmes

The table below shows a selection of projects and programmes for Parking Enforcement from the Long-Term Plan. Projects and programmes have been developed to maintain and enhance service delivery taking into account anticipated changes to levels of service.

The full list of projects and programmes that Council proposes to undertake for Parking Enforcement is shown in the appendices of Volume II (Section 16.4) of Council's 2006–16 Long-Term Plan. The list also shows whether the project's expenditure is categorised as capital, maintenance/operating, or renewal.

| Year | Description of project |
|---|--|
| 2006/07 | <ul style="list-style-type: none"> Replacement of Parking Meters (SAP # 117.0 – \$225,800 in the period 2006/07–2015/16). Replacement of Radio Telephones (SAP # 621.0 – \$13,000 in 2006/07 and \$16,100 in 2015/16). Upgrade of parking meters for coin changes (SAP # 774.0 – \$60,000). |
| Other key projects scheduled in the period 2009/10–2015/16 | |
| 2012/13 | <ul style="list-style-type: none"> Replacement of Handheld Ticket Machines (SAP # 620.0 – \$129,100). |

Significant Negative Effects

Council acknowledges that some of the services it provides can have either existing or potential negative effects of one form or another on the well-being of the local community and the natural and built environment. However, when planning for and carrying out its services, Council seeks to minimise and mitigate these effects through a range of mechanisms. The following factors were considered in determining the existing or potential significant negative effects:

- the number of people who could be affected
- the degree to which they could be affected
- the extent to which public health and safety is or could be compromised
- the likelihood of the significant negative effect occurring.

| Significant negative effect | Well-being | | | | How Council mitigates the effect |
|--|------------|----------|---------------|----------|---|
| | Social | Economic | Environmental | Cultural | |
| 1. Vehicles may not be able to flow freely along city streets due to number of vehicles seeking parking. | ✓ | ✓ | | | Council uses a range of measures to ensure a high level of parking turnover. Parking officer patrols are provided on a continuous scheduled basis throughout the city, ensuring turnover and availability of parking spaces. Time limits on parking spaces have been set to ensure maximum turnover of spaces in the central business district. Council also provides off-street parking spaces to ensure parking in the central business district is available to shoppers and visitors. The Hamilton City District Plan includes requirements for developments to make provision for off-street parking spaces. |

Key Performance Measures and Targets for Intended Levels of Service

The following performance measures and targets are regarded as important to maintain and enhance the intended levels of service for Parking Enforcement. In many cases, targets for performance measures have been 'stretched' to reflect Council's ongoing commitment to continuously improve its service delivery.

Objective: To ensure maximum availability of parking spaces within the city and that motor vehicles have a current warrant of fitness and vehicle license.

| Performance measure | | Target | | | | | | | | | |
|---------------------|---|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| | | 2006/07 | 2007/08 | 2008/09 | 2009/10 | 2010/11 | 2011/12 | 2012/13 | 2013/14 | 2014/15 | 2015/16 |
| 1. | Achieve the following coverage of parking officer patrols on a continuous scheduled basis throughout the central business district and suburbs. | 75% | 75% | 76% | 76% | 77% | 77% | 78% | 78% | 79% | 79% |
| 2. | Achieve a turnover of parking spaces in the city that is equal to or less than the time limits set for those areas. | 75% | 75% | 75% | 75% | 75% | 75% | 75% | 75% | 75% | 75% |
| 3. | 100% of abandoned vehicle complaints and responses to suburban complaints are actioned within 2 hours of any working day. | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| 4. | 100% of bylaws complaints and requests for service are actioned within 2 hours of any working day. | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |

Note:

- Unless otherwise stated, all key performance measures will be completed on or before 30 June for each financial year.





15.0 COUNCIL'S PLAN OF ACTION – CREATING IDENTITY AND PROSPERITY

PLANNING GUIDANCE (HANGA TIKANGA AARAHITANGA)

Contact: Planning Guidance



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Service Level Provision for Planning Guidance

This section outlines what the significant service does, including the levels of service currently provided and the key assets (including the value of key infrastructural assets where applicable).

Good city planning has many benefits for the city. It not only supports growth and development, but also protects the environment and residents' quality of life, now and in the future.

This service ensures that development is consistent with the intention of the District Plan(s), particularly in terms of the spatial distribution of activities and ensuring that activities are undertaken in a way that avoids, mitigates or remedies adverse effects on the environment.

The Planning Guidance Unit provides planning advice and processes applications for resource consents and subdivision consents in accordance with the District Plan(s) and the Resource Management Act 1991 (RMA). They also monitor and investigate compliance with resource consent conditions, the District Plan(s), the RMA, the Prostitution Bylaw 2004 and Gambling Venue Policies 2004.

Each year the Planning Guidance Unit issues approximately 950 consents and certificates, approves around 1000 scheme lots and issues around 400 certificates for approval of land Transfer Survey Plans.

As part of the city's new city design strategy – CityScope, pre-application meetings will be held with developers at the pre-design stage to foster more collaboration between Council and developers. The focus of these meetings is to promote the principles of good urban design and sustainability.

Primary Contribution to Hamilton's Community Outcomes



An attractive city that is planned for the well-being of people and nature, now and in the future

- 1.5 Uses processes of sustainable urban design that enhance neighbourhood communities.

Reason For Providing Planning Guidance

The Planning Guidance Unit administers Council's responsibilities under the Resource Management Act 1991. This includes the administration of the Hamilton City Council District Plan(s) and part of the Waipa District Plan (Temple View area), administration of policies developed under legislation, monitoring, response to complaints and enforcement action when necessary. In addition, Council is required to take into account policy plans of other authorities and other legislation that may have an impact on planning issues, e.g., the Building Act 2004, the Sale of Liquor Act 1989 and the Historic Places Act 1993.

| Council | Regional | National |
|--|--|--|
| <p>STRATEGIES/PLANS</p> <ul style="list-style-type: none"> • CityScope (city design strategy) • Hamilton City District Plan(s) • Planning Guidance Activity Management Plan 2005 • Waipa District Council District Plan (Temple View area) <p>POLICIES</p> <ul style="list-style-type: none"> • Changing Existing Road Names Policy • Development and Financial Contributions Policy • Gambling – Hamilton City Board (TAB) Venue Policy • Gambling – Hamilton City Class 4 Venue Policy • Hearing Commissioner(s) Policy • New Road Naming Policy <p>BYLAWS</p> <ul style="list-style-type: none"> • Prostitution Bylaw 2004 <p>OTHER</p> <ul style="list-style-type: none"> • Hamilton City Development Manual | <ul style="list-style-type: none"> • District Plans of Waikato and Waipa District Councils • The Waikato Regional Plan | <ul style="list-style-type: none"> • Building Act 2004 • Hazardous Substances and New Organisms Act 1996 • Historic Places Act 1993 • Land Transfer Act 1952 • Local Government Acts 1974 and 2002 • Local Government Official Information and Meetings Act 1987 • Overseas Investment Act 1973 • Reserves Act 1977 • Resource Management Act 1991 • Sale of Liquor Act 1989 • Survey Act 1986/Unit Titles Act 1972 |

Note:

- All policies are reviewed three-yearly by each incoming Council (the last review date was 13 May 2005). Council may also decide to review specific policies or strategies at any time.
- Refer to the Funding and Financial Policy 2006–16 in Volume II for a summary of Council's Activity Management Plans.



Looking Ahead – Key Projects and Programmes

The following table shows a selection of projects and programmes for Planning Guidance from the Long-Term Plan. Projects and programmes have been developed to maintain and enhance service delivery taking into account anticipated changes to levels of service.

The full list of projects and programmes that Council proposes to undertake for Planning Guidance is shown in the appendices of Volume II (Section 16.4) of Council's 2006–16 Long-Term Plan. The list also shows whether the project's expenditure is categorised as capital, maintenance/operating, or renewal.

| Year | Description of project |
|---------|--|
| 2006/07 | <ul style="list-style-type: none"> • Continued development of the initiative introduced by Council where resource consent pre-application meetings will be held with developers to foster more collaboration between Council and developers. Areas in which Council will be focusing will include: <ul style="list-style-type: none"> – CityScope – city design strategy – Parking and traffic movement in the CBD (to balance the needs of pedestrians and those of commercial buildings) – Access Hamilton. |

Note: There are no capital projects scheduled for this significant service between 2006–2016.



15.0 COUNCIL'S PLAN OF ACTION – CREATING IDENTITY AND PROSPERITY

Significant Negative Effects

Council acknowledges that some of the services it provides can have either existing or potential negative effects of one form or another on the well-being of the local community and the natural and built environment. However, when planning for and carrying out its services, Council seeks to minimise and mitigate these effects through a range of mechanisms. The following factors were considered in determining the existing or potential significant negative effects:

- the number of people who could be affected
- the degree to which they could be affected
- the extent to which public health and safety is or could be compromised
- the likelihood of the significant negative effect occurring.

| Significant negative effect | Well-being | | | | How Council mitigates the effect |
|---|------------|----------|---------------|----------|--|
| | Social | Economic | Environmental | Cultural | |
| 1. Resource consent conditions may not be met, which may cause adverse environmental effects. | | | ✓ | | Ongoing inspection and monitoring of resource consents is carried out as per a monthly monitoring schedule. A request for service facility is in place to respond to complaints. Enforcement provisions are also in place to ensure compliance with resource consent conditions. |
| 2. Activities permitted through the District Plan(s) may still be viewed by some as being incompatible with local surroundings. | ✓ | | ✓ | | As part of Council's CityScope – city design strategy, pre-application meetings are held for developments that do not tie in with Council's future plans for the city. Council's plans for the development of the city will be proactively discussed with property developers and architects to ensure a shared vision for what Hamilton will look like in the future. |

Key Performance Measures and Targets for Intended Levels of Service

The following performance measures and targets are regarded as important to maintain and enhance the intended levels of service for Planning Guidance. In many cases, targets for performance measures have been 'stretched' to reflect Council's ongoing commitment to continuously improve its service delivery.

Objective: To administer the District Plan(s) and Resource Management Act 1991 in relation to development within the city in a consistent, accurate and timely manner.

| Performance measure | | Target | | | | | | | | | |
|---------------------|---|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| | | 2006/07 | 2007/08 | 2008/09 | 2009/10 | 2010/11 | 2011/12 | 2012/13 | 2013/14 | 2014/15 | 2015/16 |
| 1. | Achieve the following CSI score for overall customer satisfaction, as measured every two years by Council's customer satisfaction survey programme. | 73 | | 75 | | 76 | | 77 | | 78 | |
| 2. | All resource consent applications and certificates processed within the statutory time limits of the Resource Management Act 1991 and Hamilton City District Plan(s). | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| 3. | Non-notified resource consent customers refunded 100% of application fees if the consent is not issued within the statutory timeframes. | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| 4. | 90% of all staff recommendations for notified resource consent applications are supported by Council's Statutory Management Committee. | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| 5. | 95% of cases taken to the Environment Court and supported by staff are successful. | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| 6. | Inspect and effectively monitor at least 65 resource consents per month. | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |

Note:

- Unless otherwise stated, all key performance measures will be completed on or before 30 June for each financial year.
- A CSI (Customer Satisfaction Index) score is a measure of residents' or customers' overall satisfaction with a Council provided service or facility and is obtained through various Council surveys, e.g., Council's Annual Residents Survey.



15.0 COUNCIL'S PLAN OF ACTION – CREATING IDENTITY AND PROSPERITY



ECONOMIC DEVELOPMENT (RATONGA PUTEA)

Contact: Strategic



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Service Level Provision for Economic Development

This section outlines what the significant service does, including the levels of service currently provided and the key assets (including the value of key infrastructural assets where applicable).

Council plays a crucial role in ensuring a citywide collaborative approach to fostering economic development in and around Hamilton. While many aspects of economic development in the city are a function of the whole of Council (e.g., provision of infrastructure, facility and amenity development, city planning, city promotion and events, and major shareholding in assets such as Hamilton International Airport), Council recognises the growth of key city partnerships is important for economic development. With this consideration Council funds and supports the economic development agency The Katolyst Group, which comprises:

- The Business Development Centre
- Waikato Innovation Park
- B2H (Business to Hamilton).

The relationship between Council and these organisations is managed through the Communication and Marketing Group of Council.

Hamilton's Economic Development Strategy (last updated in 2005) provides the framework and guidance for economic development priorities in and around the city. The strategy confirms that Ag-Biotech remains a priority for economic development in the city moving forward. In addition, Council provides key information about the city and its performance that is relevant in an economic development context.

Reason For Providing Economic Development

Council has an important role in making Hamilton a competitive, attractive and profitable place for businesses to operate. A healthy economy and employment

Primary Contribution to Hamilton's Community Outcomes



Business growth that is in harmony with the city's identity and community spirit

- 6.2 Attracts and retains sustainable, innovative businesses.

base will in turn contribute towards improved living standards across the city. To fulfill this role, Council fosters and facilitates economic development through partnerships and initiatives that contribute to the city's sustainable economic future.

Guiding Legislation, Plans and Documents

| Council | Regional | National |
|---|----------|----------|
| STRATEGIES/PLANS <ul style="list-style-type: none"> • Hamilton's Economic Development Strategy 2005 | | |
| POLICIES <ul style="list-style-type: none"> • Economic Development Fund Policy | | |

Note: All policies are reviewed three-yearly by each incoming Council (the last review date was 13 May 2005). Council may also decide to review specific policies or strategies at any time.

Looking Ahead – Key Projects and Programmes

The following table shows a selection of projects and programmes for Economic Development from the Long-Term Plan. Projects and programmes have been developed to maintain and enhance service delivery taking into account anticipated changes to levels of service.

The full list of projects and programmes that Council proposes to undertake for Economic Development is shown in the appendices of Volume II (Section 16.4) of Council's 2006–16 Long-Term Plan. The list also shows whether the project's expenditure is categorised as capital, maintenance/operating, or renewal.

| Year | Description of project |
|---------|---|
| 2006/07 | <ul style="list-style-type: none"> • Katolyst funding (SAP # 630.0 – \$8.139m in the period 2006/07–2015/16). • Economic development promotion (SAP # 398.0 – \$564,500 in the period 2006/07–2015/16). |

Significant Negative Effects

No significant negative effects have been identified as a result of Council providing this significant service.





15.0 COUNCIL'S PLAN OF ACTION – CREATING IDENTITY AND PROSPERITY

Key Performance Measures and Targets for Intended Levels of Service

The following performance measures and targets are regarded as important to maintain and enhance the intended levels of service for Economic Development. In many cases, targets for performance measures have been 'stretched' to reflect Council's ongoing commitment to continuously improve its service delivery.

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

| Performance measure | | Target | | | | | | | | | |
|---------------------|--|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| | | 2006/07 | 2007/08 | 2008/09 | 2009/10 | 2010/11 | 2011/12 | 2012/13 | 2013/14 | 2014/15 | 2015/16 |
| 1. | Develop sustainable industry cluster(s) in Hamilton's key industry sectors in conjunction with Katolyst, chiefly: ag-bio, light aviation, transport logistics and light engineering. | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| 2. | Key information about Hamilton's economic performance is distributed quarterly through the publication of Hamilton Economic Update and Hamilton Quarterly Review. | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| 3. | Complete ongoing annual funding of the Katolyst Group, including 6 monthly reviews of The Katolyst Group's key performance indicators. | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| 4. | Support development of Waikato Innovation Park, ensuring ongoing building occupancy of 90% minimum. | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| 5. | As a 50% shareholder in Waikato Regional Airport Limited, support ongoing infrastructure development, chiefly: <ul style="list-style-type: none"> extension of runway to 2500m (2006/07) terminal upgrade (2006/07) sealing car park (2007/08). | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| 6. | Manage City Development Committee funding to a minimum of 3 projects per year to support economic development in Hamilton. | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |

Note:

- Unless otherwise stated, all key performance measures will be completed on or before 30 June for each financial year.



CITY PROMOTION (NGAA RATONGA WHAKAPIKI)

Contact: Communication and Marketing

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Service Level Provision for City Promotion

This section outlines what the significant service does, including the levels of service currently provided and the key assets (including the value of key infrastructural assets where applicable).

City Promotion is about communicating to local residents and those living outside the city the points of difference and advantages that Hamilton has to offer. Council uses www.hamilton.co.nz and City News to communicate and market the city to a variety of audiences. News media relations are also an important function of City Promotion.

The attraction and support of events is a key strategy in city promotion. Council is a strong supporter of events through its Event Sponsorship Fund. In particular, Council is seeking to establish and support icon events (e.g., V8 Supercars Street Race, World Rally Championship, Boathouse 8s, Balloons Over Waikato, Hamilton Gardens Summer Festival) that add to the vibrancy of the city. Through the event strategy Council also supports the attraction of conventions and conferences as a key mechanism for bringing visitors to Hamilton.

The operation of the i-SITE Visitor Information Centre will form part of Council's direct service delivery from 1 July 2006. i-SITE had been run under contract by Tourism Waikato but now forms part of Council's Communication and Marketing Group. As well as offering a travel and accommodation booking service, i-SITE will also be a 'shop window' for the promotion of the city and be heavily involved in events and the leverage of the Hamilton brand.

Council participates in a Sister Cities Programme and has links with three cities (Saitama in Japan, Wuxi in China and Sacramento in the United States) as a way of promoting the city internationally. Council is committed to ongoing investment in the Hamilton brand as a crucial promotional mechanism. The communication reflects the substance of key Council strategies and projects that, when developed, contribute to a better quality of life in the city.



Primary Contribution to Hamilton's Community Outcomes



A city that encourages creativity for a vibrant lifestyle

- 2.1 Is recognised for its wide range of events, activities, attractions and entertainment for everyone, including iconic events.

Reason For Providing City Promotion

Promoting Hamilton to its residents has a positive influence on how people feel about their city and their quality of life. Promoting the city to people who live outside Hamilton (both nationally and internationally) also has a positive influence on the city's local economy. Attracting visitors, residents and jobs to the city through the promotion of Hamilton are all important contributors to city growth and add value to our economy.

Guiding Legislation, Plans and Documents

| Council | Regional | National |
|---|----------|----------|
| STRATEGIES/PLANS <ul style="list-style-type: none"> Hamilton's Economic Development Strategy 2005 | | |
| POLICIES <ul style="list-style-type: none"> Billboards Policy Event Participation Policy Event Sponsorship Policy Sister Cities and International Linkages Policy Street Banners Policy | | |



15.0 COUNCIL'S PLAN OF ACTION – CREATING IDENTITY AND PROSPERITY

Note: All policies are reviewed three-yearly by each incoming Council (the last review date was 13 May 2005). Council may also decide to review specific policies or strategies at any time.

Looking Ahead – Key Projects and Programmes

The following table shows a selection of projects and programmes for City Promotion from the Long-Term Plan. Projects and programmes have been developed to maintain and enhance service delivery taking into account anticipated changes to levels of service.

The full list of projects and programmes that Council proposes to undertake for City Promotion is shown in the appendices of Volume II (Section 16.4) of Council's 2006–16 Long-Term Plan. The list also shows whether the project's expenditure is categorised as capital, maintenance/operating, or renewal.

| Year | Description of project |
|---|--|
| 2006/07 | <ul style="list-style-type: none"> Development of Council owned commercial billboard sites in the city as a mechanism for city promotion. Further enhancement of www.WhatsOnHamilton.co.nz as a key tool for greater event publicity and promotion. Further investment in the creation of imagery of the city which can be used for a variety of promotional purposes. Continued development of the website portal www.hamilton.co.nz as a key promotional tool for the city. Investment in the Event Sponsorship Fund as a way of attracting and supporting events in the city (SAP # 614.0 – \$24.985m in the period 2006/07–2015/16). |
| 2007/08 | <ul style="list-style-type: none"> Expansion of both the frequency and circulation of City News. Continued investment in www.hamilton.co.nz as a crucial communication and marketing portal for Hamilton City Council and other key city stakeholders. |
| 2008/09 | <ul style="list-style-type: none"> Continued investment in www.hamilton.co.nz as a pivotal communication and marketing portal for Hamilton City Council and other key city stakeholders. |
| Other key projects scheduled in the period 2009/10–2015/16 | |
| 2009/10 | <ul style="list-style-type: none"> CBD entertainment fund (SAP # 788.0 – \$409,700 in the period 2009/10–2015/16). |

Significant Negative Effects

No significant negative effects have been identified as a result of Council providing this significant service.

Key Performance Measures and Targets for Intended Levels of Service

The following performance measures and targets are regarded as important to maintain and enhance the intended levels of service for City Promotion. In many cases, targets for performance measures have been 'stretched' to reflect Council's ongoing commitment to continuously improve its service delivery.

Objective: To provide a high level of city promotion through a variety of communication and marketing mechanisms.

| Performance measure | | Target | | | | | | | | | |
|---------------------|---|--------------|--------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| | | 2006/07 | 2007/08 | 2008/09 | 2009/10 | 2010/11 | 2011/12 | 2012/13 | 2013/14 | 2014/15 | 2015/16 |
| 1. | Attain the following average number of monthly visits to the website www.hamilton.co.nz | 50,000 | 55,000 | 60,000 | 65,000 | 70,000 | 75,000 | 80,000 | 85,000 | 90,000 | 100,000 |
| 2. | Achieve the following CSI score for City News, as measured by Council's Annual Residents Survey. | 78 | 78 | 78 | 80 | 80 | 80 | 80 | 80 | 80 | 80 |
| 3. | Increase the annual number of events held in and around Hamilton that bring \$1m or more in new money to the city economy. | 6 events | 6 events | 6 events | 8 events | 8 events | 8 events | 10 events | 10 events | 10 events | 12 events |
| 4. | Increase the annual number of event listings on www.WhatsOnHamilton.co.nz | 800 listings | 900 listings | 1000 listings | 1000 listings | 1000 listings | 1000 listings | 1100 listings | 1100 listings | 1200 listings | 1200 listings |
| 5. | Establish the following number of months of media time on central city billboards promoting events, Hamilton city and facilities. | 18 months | 18 months | 18 months | 24 months | 24 months | 24 months | 30 months | 30 months | 30 months | 30 months |
| 6. | Update 10% of the 100 promotional images of Hamilton city available for free download from www.hamilton.co.nz | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |

Note:

- Unless otherwise stated, all key performance measures will be completed on or before 30 June for each financial year.
- A CSI (Customer Satisfaction Index) score is a measure of residents' or customers' overall satisfaction with a Council provided service or facility and is obtained through various Council surveys, e.g., Council's Annual Residents Survey.



15.0 COUNCIL'S PLAN OF ACTION – CREATING IDENTITY AND PROSPERITY



PERFORMING ARTS

(NGA MAHI TOI)

Contact: Arts and Culture



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Service Level Provision for Performing Arts

This section outlines what the significant service does, including the levels of service currently provided and the key assets (including the value of key infrastructural assets where applicable).

Performing Arts facilitates theatre experiences and provides facility management and associated event support, ticketing agency services, specialised theatre equipment and services for events at Hamilton theatres and within the community. Council provides three performance venues in the city:

- Founders Memorial Theatre (large scale professional theatre and events)
- The Meteor theatre (contemporary professional theatre)
- The Community Theatre (community and educational productions).

Each performance venue provides a distinctive yet complementary range of performance experiences. Council also provides financial assistance to the Academy of Performing Arts at the University of Waikato.

Value of Key Infrastructural Assets (as at 30 June 2005)

| Asset | \$(000) |
|---------------------------|---------|
| Total Value of Key Assets | 10,266 |

Reason For Providing Performing Arts

Council has a responsibility under the Local Government Act 2002 to promote the community's social and cultural well-being. Performing Arts ensures that theatre experiences are within the reach of all of Hamilton's and the Waikato region's residents, and that the city has a thriving arts and culture sector.

Primary Contribution to Hamilton's Community Outcomes



A city that encourages creativity for a vibrant lifestyle

- 2.2 Has a vibrant arts and music scene and supports and celebrates its artists, festivals and facilities.

Guiding Legislation, Plans and Documents

| Council | Regional | National |
|--|----------|----------|
| STRATEGIES/PLANS <ul style="list-style-type: none"> • Draft Performing Arts Business Plan • Disability Strategy 2005 • Theatre Services Asset Management Plan 2003 | | |

Looking Ahead – Key Projects and Programmes

The following table shows a selection of projects and programmes for Performing Arts from the Long-Term Plan. Projects and programmes have been developed to maintain and enhance service delivery taking into account anticipated changes to levels of service.

The full list of projects and programmes that Council proposes to undertake for Performing Arts is shown in the appendices of Volume II (Section 16.4) of Council's 2006–16 Long-Term Plan. The list also shows whether the project's expenditure is categorised as capital, maintenance/operating, or renewal.

| Year | Description of project |
|---|--|
| 2006/07 | <ul style="list-style-type: none"> • Founders Theatre air conditioning (SAP # 695.0 – \$55,000 in 2006/07 and \$510,800 in 2007/08). • Academy of Performing Arts operating grant (SAP # 217.0 – \$2.065m in the period 2006/07–2015/16). • Theatre improvements programme (SAP # 219.0 – \$707,000 in the period 2006/07–2015/16). • Theatre equipment renewals (SAP # 220.0 – \$2.406m in the period 2006/07–2015/16). • Facilitate the development of a long-term programme across all venues that provides access to the best professional theatre productions for the people of the Waikato region and Hamilton. • Clearly position each venue as a distinctive theatre experience and ensure programmes and services are consistent with positioning strategy. • Develop performing arts places and spaces – The Meteor theatre development (SAP # 702.0 – \$1.6m). |
| 2007/08 | <ul style="list-style-type: none"> • Develop and maintain a critical mass of Waikato theatre audiences • Develop innovative access programmes that promote theatre-going among non-attendees. • Provide support for local performing arts creative industry development. |
| 2008/09 | <ul style="list-style-type: none"> • Support innovation in the creation of new theatre product within the Waikato region. |
| Other key projects scheduled in the period 2009/10–2015/16 | |
| 2009/10 | <ul style="list-style-type: none"> • Develop performing arts places and spaces – The Meteor theatre development (SAP # 702.0 – \$1.508m in 2009/10, \$677,700 in 2010/11, \$1.513m in 2011/12). |

Significant Negative Effects

No significant negative effects have been identified as a result of Council providing this significant service.





15.0 COUNCIL'S PLAN OF ACTION – CREATING IDENTITY AND PROSPERITY

Key Performance Measures and Targets for Intended Levels of Service

The following performance measures and targets are regarded as important to maintain and enhance the intended levels of service for Performing Arts. In many cases, targets for performance measures have been 'stretched' to reflect Council's ongoing commitment to continuously improve its service delivery.

Objective: To provide exciting theatre experiences to the people of Hamilton and the Waikato region.

| Performance measure | | Target | | | | | | | | | |
|---------------------|--|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| | | 2006/07 | 2007/08 | 2008/09 | 2009/10 | 2010/11 | 2011/12 | 2012/13 | 2013/14 | 2014/15 | 2015/16 |
| 1. | Achieve an annual utilisation of: <ul style="list-style-type: none"> • Founders Memorial Theatre • The Meteor theatre • The Community Theatre as measured by the percentage of available time each facility is hired for use. | 51% | 60% | 65% | 70% | 75% | 75% | 75% | 75% | 75% | 75% |
| 2. | Achieve the following percentage of available seats booked for shows at: <ul style="list-style-type: none"> • Founders Memorial Theatre • The Meteor theatre • The Community Theatre. | 35% | 40% | 45% | 50% | 55% | 60% | 65% | 70% | 70% | 70% |
| 3. | Achieve the following CSI scores, as measured by Council's Annual Residents Survey: <ul style="list-style-type: none"> • Founders Memorial Theatre* • The Meteor theatre • The Community Theatre.* | 75 | 75 | 74 | 73 | 72 | 71 | 70 | 70 | 70 | 70 |
| | | 65 | 65 | 65 | 65 | 70 | 70 | 75 | 75 | 75 | 75 |
| | | 71 | 70 | 70 | 70 | 70 | 65 | 65 | 65 | 65 | 65 |

Note:

- * CSI scores for these theatres are anticipated to reduce over the 10-year period due to limited capital expenditure on the facilities.
- Unless otherwise stated, all key performance measures will be completed on or before 30 June for each financial year.
- A CSI (Customer Satisfaction Index) score is a measure of residents' or customers' overall satisfaction with a Council provided service or facility and is obtained through various Council surveys, e.g., Council's Annual Residents Survey.



HAMILTON CITY LIBRARIES (TE WHARE PUKAPUKA O KIRIKIROA)

Contact: Hamilton City Libraries

838 6830 838 6858

HamiltonCityLibraries@hcc.govt.nz

Service Level Provision for Hamilton City Libraries

This section outlines what the significant service does, including the levels of service currently provided and the key assets (including the value of key infrastructural assets where applicable).

Council provides library services across the city through a central library in Garden Place and five community libraries at Chartwell, St Andrews, Dinsdale, Hillcrest and Glenview. The objective of the Hamilton City Libraries service is to assist in meeting the changing aspirations and expectations of an emerging knowledge society.

The library service reflects community values and provides an increasing range of electronic information and media in addition to traditional hard copy reading and research material. Free membership is offered to the city's residents. Hamilton City Libraries has a collection of 380,000 items and has 1.1 million visits per year.

Floating collections ensure clients can borrow and return from any library of their choice, while online databases allow web-based access to reference databases and catalogues.

Examples of items available from all Hamilton City Libraries include books, DVDs and CDs, magazines, newspapers and archives, e.g., digital historic photographs.

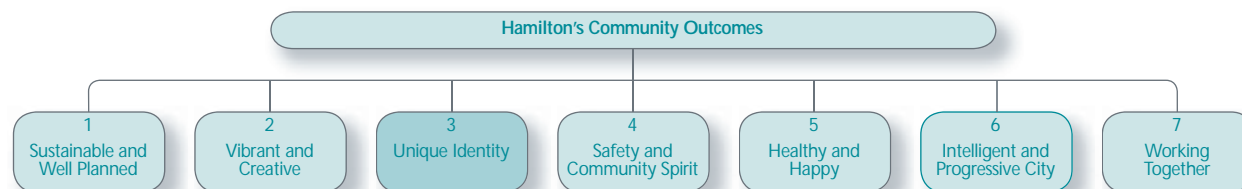
Library resources can be viewed and ordered from the library website www.HamiltonLibraries.co.nz.

Value of Key Infrastructural Assets (as at 30 June 2005)

| Asset | \$(000) |
|---------------------------|---------|
| Total Value of Key Assets | 9,871 |



Primary Contribution to Hamilton's Community Outcomes



A city with a strong identity that recognises the significance of its river and history

- 3.6 Supports research, education and innovation, and is recognised as a centre of excellence.

Reason For Providing Hamilton City Libraries

Council has a responsibility under the Local Government Act 2002 to promote the community's social and cultural well-being. Hamilton City Libraries are provided in response to community demand as they are used extensively by a wide cross-section of the community. Libraries benefit both individuals and the community as a whole, and Hamilton residents place a high value on them. The likelihood that libraries could be provided by a non-publicly funded organisation is very low, and user charges necessary to cover the full costs of such a library service would exclude most Hamilton residents.

Guiding Legislation, Plans and Documents

| Council | Regional | National |
|---|----------|--|
| STRATEGIES/PLANS <ul style="list-style-type: none"> Disability Strategy 2005 Information Technology Plan 2003–2008 Libraries Asset Management Plan 2003 Libraries Strategic Plan 2001–2006 POLICIES <ul style="list-style-type: none"> Library Censorship Policy BYLAWS <ul style="list-style-type: none"> Public Library Bylaw 1960 | | <ul style="list-style-type: none"> Local Government Act 2002 Standards for New Zealand Public Libraries 2004 |

Note: All policies are reviewed three-yearly by each incoming Council (the last review date was 13 May 2005). Council may also decide to review specific policies or strategies at any time.



15.0 COUNCIL'S PLAN OF ACTION – CREATING IDENTITY AND PROSPERITY

Looking Ahead – Key Projects and Programmes

The following table shows a selection of projects and programmes for Hamilton City Libraries from the Long-Term Plan. Projects and programmes have been developed to maintain and enhance service delivery taking into account anticipated changes to levels of service.

The full list of projects and programmes that Council proposes to undertake for Hamilton City Libraries is shown in the appendices of Volume II (Section 16.4) of Council's 2006–16 Long-Term Plan. The list also shows whether the project's expenditure is categorised as capital, maintenance/operating, or renewal.

| Year | Description of project |
|---|---|
| 2006/07 | <ul style="list-style-type: none"> Library collection purchases (SAP # 106.0 – \$12.944m in the period 2006/07–2015/16). Libraries improvement programme (SAP # 699.0 – \$612,200 in the period 2006/07–2015/16). Libraries asset renewal (SAP # 698.0 – \$594,600 in period 2006/07–2015/16). Participate in the development of greater Waikato shared library system. Extend Performing Arts Ticketing Services into Community Libraries to enhance public access and attract new clients into libraries. Libraries information and communication technology (SAP # 700.0 – \$224,900 in period 2006/07–2015/16). |
| 2007/08 | <ul style="list-style-type: none"> Purchase of land in north-east sector for new library (SAP # 107.0 – \$1.245m). Participate in the development of greater Waikato shared library system. |
| 2008/09 | <ul style="list-style-type: none"> Develop level three of the Central Library as a heritage research centre. Develop enhanced bicultural collections and services. |
| Other key projects scheduled in the period 2009/10–2015/16 | |
| 2012/13 | <ul style="list-style-type: none"> Planning and construction of new community library in north-east sector (SAP # 783.0 – \$16.511m in period 2012/13–2014/15). |

Significant Negative Effects

No significant negative effects have been identified as a result of Council providing this significant service.

Key Performance Measures and Targets for Intended Levels of Service

The following performance measures and targets are regarded as important to maintain and enhance the intended levels of service for Hamilton City Libraries. In many cases, targets for performance measures have been 'stretched' to reflect Council's ongoing commitment to continuously improve its service delivery.

Objective: To provide a customer-focused library service that supports and enables the expectations of a knowledge community.

| Performance measure | | Target | | | | | | | | | |
|---------------------|--|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| | | 2006/07 | 2007/08 | 2008/09 | 2009/10 | 2010/11 | 2011/12 | 2012/13 | 2013/14 | 2014/15 | 2015/16 |
| 1. | Achieve the following active registered borrowers as a percentage of city residents. | 60% | 61% | 62% | 63% | 64% | 65% | 65% | 65% | 65% | 65% |
| 2. | Achieve the following number of visits to the Hamilton City Libraries web site per year. | 240,000 | 250,000 | 260,000 | 270,000 | 280,000 | 290,000 | 300,000 | 310,000 | 320,000 | 330,000 |
| 3. | Achieve the following number of issues per 1000 of the population each year. | 13,000 | 13,000 | 13,000 | 13,000 | 13,000 | 13,000 | 13,000 | 13,000 | 13,000 | 13,000 |
| 4. | Achieve the following CSI scores, as measured by Council's Annual Residents Survey: | | | | | | | | | | |
| | • Central Library | 85 | 85 | 85 | 85 | 85 | 85 | 85 | 85 | 85 | 85 |
| | • Community libraries. | 80 | 80 | 80 | 80 | 80 | 80 | 80 | 80 | 80 | 80 |

Note:

- Unless otherwise stated, all key performance measures will be completed on or before 30 June for each financial year.
- A CSI (Customer Satisfaction Index) score is a measure of residents' or customers' overall satisfaction with a Council provided service or facility and is obtained through various Council surveys, e.g., Council's Annual Residents Survey.



15.0 COUNCIL'S PLAN OF ACTION – CREATING IDENTITY AND PROSPERITY



WAIKATO MUSEUM OF ART AND HISTORY

(TE WHARE TAONGA O WAIKATO)

Contact: **Waikato Museum**

838 6553

838 6571

WaikatoMuseum@hcc.govt.nz



Service Level Provision for Waikato Museum of Art and History

This section outlines what the significant service does, including the levels of service currently provided and the key assets (including the value of key infrastructural assets where applicable).

The Waikato Museum of Art and History (Te Whare Taonga o Waikato) provides a cultural and artistic showpiece for the people of Hamilton and the Waikato region. The Museum's collections are focused on the Waikato region and constitute a major part of our cultural heritage, as well as science and the fine arts. The Waikato Museum of Art and History is located at the southern end of Hamilton's Central Business District.

The Exscite Science Centre is located within the Museum and provides exhibitions and educational programmes based on science and technologies.

ArtsPost, a heritage building adjacent to the Museum, houses an art school, gallery and shop. Its purpose is to encourage, support and promote the arts in Hamilton.

Beale Cottage in Hamilton East, one of Hamilton's longest surviving examples of colonial architecture, and the historic vessel Rangiriri on the riverbank of Memorial Park (which represents the arrival of founding militia settlers to Hamilton) are also managed by the museum.

Value of Key Infrastructural Assets (as at 30 June 2005)

| Asset | \$(000) |
|---------------------------|---------|
| Total Value of Key Assets | 15,300 |

Primary Contribution to Hamilton's Community Outcomes



A city that encourages creativity for a vibrant lifestyle

- 2.1 Is recognised for its wide range of events, activities, attractions and entertainment for everyone, including iconic events.

Reason For Providing Waikato Museum of Art and History

Council has a responsibility under the Local Government Act 2002 to promote the community's social and cultural well-being. Council provides the Waikato Museum of Art and History to support the city and region's distinctive cultural and artistic identity. The Waikato Museum of Art and History preserves and cares for Hamilton's heritage and provides opportunities for the public to value the city's rich culture and artistic achievements.

Guiding Legislation, Plans and Documents

| Council | Regional | National |
|---|----------|----------|
| STRATEGIES/PLANS <ul style="list-style-type: none"> Disability Strategy 2005 Draft ArtsPost Business Plan Draft Beale Cottage Management Plan Waikato Museum of Art and History Asset Management Plan 2003 Waikato Museum Strategic Plan 2001–2011 POLICIES <ul style="list-style-type: none"> Art in Public Places Policy Waikato Museum Acquisitions Policy Waikato Museum Exhibitions Policy | | |

Note: All policies are reviewed three-yearly by each incoming Council (the last review date was 13 May 2005). Council may also decide to review specific policies or strategies at any time.

Looking Ahead – Key Projects and Programmes

The following table shows a selection of projects and programmes for Waikato Museum of Art and History from the Long-Term Plan. Projects and programmes have been developed to maintain and enhance service delivery taking into account anticipated changes to levels of service.

The full list of projects and programmes that Council proposes to undertake for Waikato Museum of Art and History is shown in the appendices of Volume II (Section 16.4) of Council's 2006–16 Long-Term Plan. The list also shows whether the project's expenditure is categorised as capital, maintenance/operating, or renewal.

| Year | Description of project |
|---------|---|
| 2006/07 | <ul style="list-style-type: none"> Upgrade Museum security system to allow for international touring exhibitions (SAP # 708.0 – part of \$40,000). Commence restoration of Beale Cottage garden (SAP # 705.0 – \$19,000). Museum recurring grants (SAP # 703.0 – \$1.450m in the period 2006/07–2015/16), i.e., comprising arts and culture grants and an ongoing annual grant to the Hamilton Community Arts Council. Museum renewals (SAP # 710.0 – \$981,700 in the period 2006/07–2015/16), i.e., provides for the ongoing planned renewal of operational equipment in the museum. Restoration of the historic vessel Rangiriri Stage 1 (SAP # 794.0 – \$120,000). |
| 2007/08 | <ul style="list-style-type: none"> Continue the upgrade of the Museum security system to allow for international touring exhibitions (SAP # 708.0 – \$41,300). Complete restoration of Beale Cottage garden (SAP # 705.0 – \$19,600). |
| 2008/09 | <ul style="list-style-type: none"> Complete the upgrade of the Museum security system to allow for international touring exhibitions (SAP # 708.0 – \$42,600). |

Significant Negative Effects

No significant negative effects have been identified as a result of Council providing this significant service.





15.0 COUNCIL'S PLAN OF ACTION – CREATING IDENTITY AND PROSPERITY

Key Performance Measures and Targets for Intended Levels of Service

The following performance measures and targets are regarded as important to maintain and enhance the intended levels of service for Waikato Museum of Art and History. In many cases, targets for performance measures have been 'stretched' to reflect Council's ongoing commitment to continuously improve its service delivery.

Objective: To provide a museum that creates a difference in our community by making the Waikato region renowned for its rich cultural heritage and artistic vibrancy.

| Performance measure | | Target | | | | | | | | | |
|---------------------|--|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| | | 2006/07 | 2007/08 | 2008/09 | 2009/10 | 2010/11 | 2011/12 | 2012/13 | 2013/14 | 2014/15 | 2015/16 |
| 1. | Achieve the following number of visitors, as measured by attendance records: <ul style="list-style-type: none"> Waikato Museum of Art and History ArtsPost. | 150,000 30,000 | 175,000 35,000 | 185,000 40,000 | 200,000 45,000 | 210,000 50,000 | 225,000 55,000 | 250,000 60,000 | 260,000 60,000 | 275,000 60,000 | 300,000 60,000 |
| 2. | Achieve a 25% exhibition balance for each of the following at the Waikato Museum of Art and History: <ul style="list-style-type: none"> Art History Maori Culture Science. | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| 3. | Achieve the following CSI scores, as measured by Council's Annual Residents Survey: <ul style="list-style-type: none"> Waikato Museum of Art and History ArtsPost. | 85 80 | 85 80 | 85 85 | 85 85 | 85 85 | 85 85 | 85 85 | 85 85 | 85 85 | 85 85 |
| 4. | Achieve the following CSI score for Museum visitors, as measured by Council's Customer Satisfaction Survey Programme. | 85 | 85 | 85 | 85 | 85 | 85 | 85 | 85 | 85 | 85 |

Note:

- Unless otherwise stated, all key performance measures will be completed on or before 30 June for each financial year.
- A CSI (Customer Satisfaction Index) score is a measure of residents' or customers' overall satisfaction with a Council provided service or facility and is obtained through various Council surveys, e.g., Council's Annual Residents Survey.



EVENT FACILITIES (WAAHI TAIWHANGA)

Contact: **Waikato Stadium**

☎ 958 5800

📍 958 5815

@ admin@waikatostadium.co.nz

Service Level Provision for Event Facilities

This section outlines what the significant service does, including the levels of service currently provided and the key assets (including the value of key infrastructural assets where applicable).

Waikato Stadium, Seddon Park, Claudelands Events Centre and the Hamilton Leisure Centre are event facilities that host local, national and international sporting and special events, exhibitions and functions.

Waikato Stadium has established itself as one of New Zealand's finest 'boutique' venues, hosting high profile sporting fixtures such as All Black internationals, National Rugby League (NRL), Super 14 and NPC Rugby. It has also hosted a wide range of other sporting and cultural events. A superbly equipped, modern venue with a capacity of 25,000, including 10,000 covered seats, the stadium has earned its reputation for providing quality events. Waikato Stadium also has a number of lounges for conferences, corporate functions, private banquets, seminars, product launches, receptions and weddings.

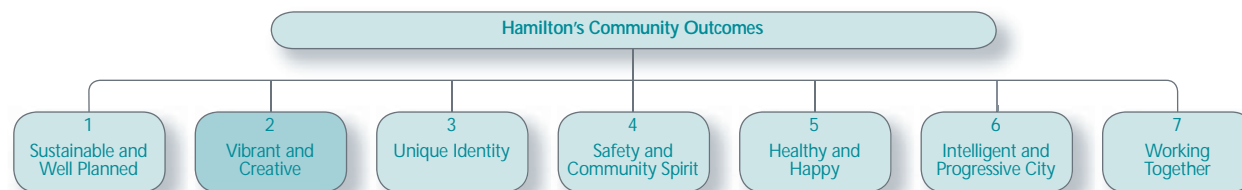
Claudelands Events Centre is a versatile events complex that caters for a wide range of events and functions ranging from indoor and outdoor expos, cultural shows and rallies to festivals, music performances and sporting fixtures.

Seddon Park is a purpose-built international quality cricket facility with a seating capacity of 11,500. With a village green setting and picnic like atmosphere, it is utilised for one day and test cricket internationals, domestic cricket, concerts, live outdoor productions, exhibitions, festivals and cultural events.

The Hamilton City Leisure Centre facility is owned by Council and leased to the YMCA (Metro Y) for provision of indoor sporting activities. The Leisure Centre is available to a broad cross section of the community with a wide range of cost effective, affordable health and fitness, sport and leisure programmes and activities that make best use of the leisure centre facilities.



Primary Contribution to Hamilton's Community Outcomes



A city that encourages creativity for a vibrant lifestyle

- 2.1 Is recognised for its wide range of events, activities, attractions and entertainment for everyone, including iconic events.

Value of Key Infrastructural Assets (as at 30 June 2005)

| Asset | \$(000) |
|----------------------------------|---------------|
| Seddon Park | 1,396 |
| Stadium | 33,813 |
| Claudelands | 7,449 |
| Hamilton Leisure Centre | 1,180 |
| Total Value of Key Assets | 43,838 |

Reason For Providing Event Facilities

Council has a responsibility under the Local Government Act 2002 to promote the community's social well-being. It is important that Council invests in facilities that provide people the opportunity to attend a variety of events. The facilities provided ensure that both national and international events are held in Hamilton, which in turn provides a range of economic and social benefits for the city.



15.0 COUNCIL'S PLAN OF ACTION – CREATING IDENTITY AND PROSPERITY

Guiding Legislation, Plans and Documents

| Council | Regional | National |
|--|----------|----------|
| <p>STRATEGIES/PLANS</p> <ul style="list-style-type: none"> Disability Strategy 2005 Hamilton City District Plan(s) Hamilton Leisure Centre Asset Management Plan 2003 Stadium and Event Facilities Asset Management Plan 2003 <p>POLICIES</p> <ul style="list-style-type: none"> Pyrotechnic Displays Policy Waikato Stadium Conditions of Entry Policy Waikato Stadium Smokefree Policy Waikato Stadium Use of Clarke Lounge Policy | | |

Note: All policies are reviewed three-yearly by each incoming Council (the last review date was 13 May 2005). Council may also decide to review specific policies or strategies at any time.

Looking Ahead – Key Projects and Programmes

The following table shows a selection of projects and programmes for Event Facilities from the Long-Term Plan. Projects and programmes have been developed to maintain and enhance service delivery taking into account anticipated changes to levels of service.

The full list of projects and programmes that Council proposes to undertake for Event Facilities is shown in the appendices of Volume II (Section 16.4) of Council's 2006–16 Long-Term Plan. The list also shows whether the project's expenditure is categorised as capital, maintenance/operating, or renewal.

| Year | Description of project |
|---|--|
| 2006/07 | <ul style="list-style-type: none"> Proposed redevelopment of Claudelands Events Centre (SAP # 666.0 – \$500,000 in 2006/07, \$7.598m in 2007/08, \$3.251m in 2008/09). New expanded NPC rugby competition commences at Waikato Stadium. Annual NRL Rugby League game Parramatta Eels vs. Vodafone Warriors hosted by Waikato Stadium. Annual international rugby programme at Waikato Stadium. Annual international cricket programme at Seddon Park. |
| 2007/08 | <ul style="list-style-type: none"> Proposed construction of an Indoor Stadium/Major Events hall at Claudelands Park (SAP # 524.0 – \$2.322m in 2007/08, \$11.890m in 2008/09, \$12.225m in 2009/10). Annual international rugby programme at Waikato Stadium. Annual international cricket programme at Seddon Park. |
| 2008/09 | <ul style="list-style-type: none"> Annual international rugby programme at Waikato Stadium. Annual international cricket programme at Seddon Park. |
| Other key projects scheduled in the period 2009/10–2015/16 | |
| 2011/12 | <ul style="list-style-type: none"> Rugby World Cup scheduled to be hosted by New Zealand with some of the pool games being hosted at Waikato Stadium. |

Significant Negative Effects

Council acknowledges that some of the services it provides can have either existing or potential negative effects of one form or another on the well-being of the local community and the natural and built environment. However, when planning for and carrying out its services, Council seeks to minimise and mitigate these effects through a range of mechanisms. The following factors were considered in determining the existing or potential significant negative effects:

- the number of people who could be affected
- the degree to which they could be affected
- the extent to which public health and safety is or could be compromised
- the likelihood of the significant negative effect occurring.

| Significant negative effect | Well-being | | | | How Council mitigates the effect |
|---|------------|----------|---------------|----------|--|
| | Social | Economic | Environmental | Cultural | |
| 1. Excessive noise from events and activities held at the venues. | | | ✓ | | The number of noisy events are limited as per the resource consent allowances. Events that are deemed noisy are managed via monitoring and contract conditions. The public and neighbours are advised of upcoming events that could generate noise. |
| 2. Pyrotechnic displays held during events at the venues. | | | ✓ | | Resource consent conditions, public and neighbourhood communication, Council policy and health and safety obligations are adhered to. |
| 3. Floodlight spill onto surrounding residents' properties. | | | ✓ | | Usage of floodlights is kept within resource consent conditions. The spill onto the neighbours' properties is measured on an annual basis. |
| 4. Traffic management, congestion and parking issues during events. | | | ✓ | | Traffic Management Plans are instigated for any event over 8,000 patrons. Road closures and 'no parking' areas are publicly notified along with neighbour communications. Pre 'no parking' notification is undertaken for roads affected by commuter parking if an event is held during the working week. |
| 5. Anti-social crowd behaviour with alcohol influences before, during and after events. | ✓ | | | | There are security patrols on the streets during and after an event to move patrons along and react to any neighbour complaints or needs for assistance. Patrons are not allowed to take alcohol out of the venues after an event. Risk Management and Health and Safety plans have been completed. |
| 6. Litter and debris on surrounding streets after an event. | | | ✓ | | Litter is cleared away from the streets by 7.00 am the following morning. |
| 7. Health and safety of patrons attending an event. | ✓ | | | | Staff are trained to react to any emergency. There are adequate numbers of security staff to handle any difficulties. There is a Police presence on site during most of the larger events. A Health and Safety officer is always on duty for any large events. Pre-venue checks are undertaken prior to and during events. Risk Management and Health and Safety Plans are completed for each venue. |





15.0 COUNCIL'S PLAN OF ACTION – CREATING IDENTITY AND PROSPERITY

Key Performance Measures and Targets for Intended Levels of Service

The following performance measures and targets are regarded as important to maintain and enhance the intended levels of service for Event Facilities. In many cases, targets for performance measures have been 'stretched' to reflect Council's ongoing commitment to continuously improve its service delivery.

Objective: To ensure that Waikato Stadium, Seddon Park, Claudelands Events Centre and the Hamilton City Leisure Centre meet community expectations and attain optimum use.

| Performance measure | | Target | | | | | | | | | |
|---------------------|---|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| | | 2006/07 | 2007/08 | 2008/09 | 2009/10 | 2010/11 | 2011/12 | 2012/13 | 2013/14 | 2014/15 | 2015/16 |
| 1. | Achieve the following CSI scores, as measured annually by Council's customer satisfaction survey programme: | | | | | | | | | | |
| | • Waikato Stadium | 84 | 85 | 86 | 87 | 87 | 88 | 89 | 90 | 90 | 95 |
| | • Seddon Park | 75 | 76 | 77 | 80 | 85 | 85 | 86 | 87 | 88 | 90 |
| | • Claudelands Events Centre. | 65 | 70 | 75 | 80 | 85 | 85 | 86 | 87 | 88 | 90 |
| 2. | Achieve the following CSI score for Waikato Stadium venue hirers, as measured annually by Council's customer satisfaction survey programme. | 85 | 85 | 88 | 88 | 90 | 90 | 90 | 90 | 92 | 92 |
| 3. | Achieve the following CSI score for the Hamilton City Leisure Centre, as measured by Council's Annual Residents Survey. | 65 | 65 | 68 | 68 | 68 | 68 | 70 | 70 | 70 | 70 |
| 4. | Achieve optimum utilisation of the facilities, as measured by the annual number or event days for: | | | | | | | | | | |
| | • Waikato Stadium | 30 | 31 | 32 | 33 | 34 | 35 | 36 | 37 | 38 | 40 |
| | • Seddon Park | 30 | 31 | 32 | 33 | 34 | 35 | 35 | 35 | 35 | 35 |
| | • Claudelands Events Centre. | 45 | 48 | 51 | 54 | 57 | 60 | 63 | 66 | 69 | 72 |
| 5. | Facilities are at a standard that attracts international and national events, as measured by the annual number of national and international events held at the facilities: | | | | | | | | | | |
| | • Waikato Stadium | 16 | 16 | 17 | 18 | 19 | 25 | 21 | 23 | 24 | 25 |
| | • Seddon Park | 6 | 6 | 6 | 6 | 7 | 7 | 8 | 8 | 9 | 10 |
| | • Claudelands Events Centre. | 5 | 6 | 7 | 8 | 9 | 10 | 10 | 10 | 11 | 12 |

Note:

- Unless otherwise stated, all key performance measures will be completed on or before 30 June for each financial year.
- A CSI (Customer Satisfaction Index) score is a measure of residents' or customers' overall satisfaction with a Council provided service or facility and is obtained through various Council surveys, e.g., Council's Annual Residents Survey.



HAMILTON ZOO (TE WHARE KARAREHE)

Contact: Hamilton Zoo

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zooinfo@hcc.govt.nz

Service Level Provision for Hamilton Zoo

This section outlines what the significant service does, including the levels of service currently provided and the key assets (including the value of key infrastructural assets where applicable).

Hamilton Zoo is committed to the delivery and further development of a high quality, modern zoo that emphasises conservation, education, recreation and scientific study, while progressively encouraging an understanding and appreciation of the living world.

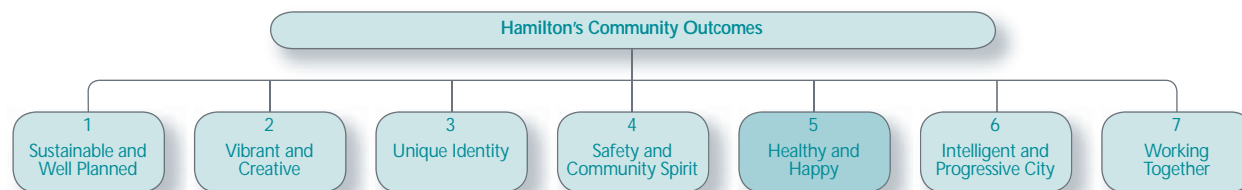
The zoo is home to over 600 native New Zealand and exotic animals in 25 hectares of tranquil surroundings, with the largest walk-through aviary in Australasia. It is renowned for its generous habitats and a New Zealand approach to conservation. It offers beautiful garden settings, paved pathways and boardwalks, and guided tours. Facilities also include a café, souvenir shop, barbeques and wheelchair access.

Hamilton Zoo is committed to worldwide conservation programmes designed for the long-term protection and preservation of threatened and endangered species. The zoo takes part in breeding programmes for native and exotic endangered species, is a member of the Australasian Regional Association of Zoo Parks and Aquaria and participates in Australasian Species Management Programmes. It was the first zoo in Australasia to achieve ISO 9001 and ISO 14001 quality management certifications.

With fully qualified teaching staff on site, the zoo provides resources and lessons for school students and community education for all. Other initiatives include Club Zoo – a zoo membership for children, holiday programmes, activity days and eye-to-eye encounters where visitors get a behind the scenes animal experience which allows them to meet the animals and support the conservation programme at the zoo.



Primary Contribution to Hamilton's Community Outcomes



Active and healthy people with access to affordable facilities and services

- 5.1 Provides opportunities for people of all ages and abilities to access and participate in sport and leisure activities that meet their diverse needs.

Value of Key Infrastructural Assets (as at 30 June 2005)

| Asset | \$(000) |
|---------------------------|---------|
| Total Value of Key Assets | 3,901 |

Reason For Providing Hamilton Zoo

Council has a responsibility under the Local Government Act 2002 to promote the community's social well-being.

Hamilton Zoo is one of the four major zoological facilities in New Zealand. The Hamilton Zoo is focused on maintaining and educating about conservation. The zoo aims to raise visitors' awareness of conservation issues facing its resident animal species. The zoo is also actively involved in international captive breeding programmes for both native and exotic endangered species. The aim is to maintain sufficient genetic diversity to sustain viable breeding populations.

The zoo allows residents to not only learn and appreciate the living world around us, but also see exotic and native animal species in a controlled environment.

Guiding Legislation, Plans and Documents

| Council | Regional | National |
|---|----------|---|
| STRATEGIES/PLANS <ul style="list-style-type: none"> • Disability Strategy 2005 • Recreation and Leisure Plan 2002–2012 • Zoo Asset Management Plan 2003 | | <ul style="list-style-type: none"> • MAF Biosecurity Standard 154.03.04 • World Conservation Strategy |



15.0 COUNCIL'S PLAN OF ACTION – CREATING IDENTITY AND PROSPERITY

Looking Ahead – Key Projects and Programmes

The following table shows a selection of projects and programmes for Hamilton Zoo from the Long-Term Plan. Projects and programmes have been developed to maintain and enhance service delivery taking into account anticipated changes to levels of service.

The full list of projects and programmes that Council proposes to undertake for Hamilton Zoo is shown in the appendices of Volume II (Section 16.4) of Council's 2006–16 Long-Term Plan. The list also shows whether the project's expenditure is categorised as capital, maintenance/operating, or renewal.

| Year | Description of project |
|---|--|
| 2006/07 | <ul style="list-style-type: none"> Renewal of animal enclosures (SAP # 718.0 – \$936,500 in the period 2006/07–2015/16), i.e., the programmed renewal of animal enclosures is necessary for animal welfare and the maintenance of the Biosecurity Zoological License. This programme ensures that fences, waterways, plants, climbing structures and animal dens are maintained. Renewal of building structures (SAP # 719.0 – \$1.032m in the period 2006/07–2015/16), i.e., this programme of renewal is to maintain a safe standard of buildings and structures, roadways, and pathways within the Hamilton Zoo. New visitor toilet block at the west end of the zoo (SAP # 722.0 – \$120,000). Zoo visitor shelters (SAP # 725.0 – \$334,700 in the period 2006/07–2015/16). |
| 2007/08 | <ul style="list-style-type: none"> Security perimeter fencing (SAP # 768.0 – \$275,500 in 2007/08, \$284,100 in 2008/09 and \$312,300 in 2012/13). |
| 2008/09 | <ul style="list-style-type: none"> Zoo development programme – Cappuchian/South American exhibit (SAP # 310.0 – \$353,200). |
| Other key projects scheduled in the period 2009/10–2015/16 | |
| 2011/12 | <ul style="list-style-type: none"> Zoo development programme – Siamang exhibit (SAP # 310.0 – \$396,400). |

Significant Negative Effects

Council acknowledges that some of the services it provides can have either existing or potential negative effects of one form or another on the well-being of the local community and the natural and built environment. However, when planning for and carrying out its services, Council seeks to minimise and mitigate these effects through a range of mechanisms. The following factors were considered in determining the existing or potential significant negative effects:

- the number of people who could be affected
- the degree to which they could be affected
- the extent to which public health and safety is or could be compromised
- the likelihood of the significant negative effect occurring.

| Significant negative effect | | Well-being | | | | How Council mitigates the effect |
|-----------------------------|--|------------|----------|---------------|----------|--|
| | | Social | Economic | Environmental | Cultural | |
| 1. | The potential of an animal escaping and causing harm to the public. | ✓ | | | | The Hamilton Zoo must adhere to the containment standards outlined by the Ministry of Agriculture and Forestry (MAF), for housing dangerous animals. MAF inspects enclosures to ensure the enclosure meets the standards. Council ensures that policies and procedures are in place, and that staff are trained and aware of the procedures if a situation like this occurs. There are also trained gun handlers at the zoo with specified procedures to follow. |
| 2. | The potential for the public to get into enclosures. | ✓ | | | | Enclosure fencing is checked on a regular basis to ensure that the enclosures are secure for animals staying in and the public staying out. There is also signage erected in key areas to ensure the public are made aware of the dangers of getting too close to the fence, and in some situations the fences are electrified. |
| 3. | The potential for the public to catch infectious diseases from imported animals. | ✓ | | | | Policies and procedures have been established to ensure that any new animal added to the collection is held in quarantine until the registered vet has passed the animal as a non-threat to the collection and the public. |





15.0 COUNCIL'S PLAN OF ACTION – CREATING IDENTITY AND PROSPERITY

Key Performance Measures and Targets for Intended Levels of Service

The following performance measures and targets are regarded as important to maintain and enhance the intended levels of service for Hamilton Zoo. In many cases, targets for performance measures have been 'stretched' to reflect Council's ongoing commitment to continuously improve its service delivery.

Objective: To ensure that Hamilton Zoo complies with legislation, meets community expectations and attains optimum use.

| Performance measure | | Target | | | | | | | | | |
|---------------------|---|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| | | 2006/07 | 2007/08 | 2008/09 | 2009/10 | 2010/11 | 2011/12 | 2012/13 | 2013/14 | 2014/15 | 2015/16 |
| 1. | Achieve the following CSI score for user satisfaction with Hamilton Zoo, as measured by Council's customer satisfaction survey programme. | 90 | 90 | 92 | 92 | 94 | 94 | 95 | 95 | 95 | 95 |
| 2. | Achieve the following usage of Hamilton Zoo, as measured by Council's Annual Residents Survey. | 50% | 50% | 55% | 55% | 60% | 60% | 60% | 60% | 60% | 60% |
| 3. | Achieve the following number of visits to Hamilton Zoo annually. | 120,000 | 120,000 | 150,000 | 150,000 | 170,000 | 170,000 | 200,000 | 200,000 | 200,000 | 200,000 |
| 4. | No non-compliance reports received from audits carried out by the Ministry of Agriculture and Forestry and license status maintained. | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| 5. | Achieve the following number of education visits to the zoo per year (including real or virtual visits). | 10,000 | 15,000 | 20,000 | 20,000 | 25,000 | 25,000 | 35,000 | 35,000 | 35,000 | 35,000 |

Note:

- Unless otherwise stated, all key performance measures will be completed on or before 30 June for each financial year.
- A CSI (Customer Satisfaction Index) score is a measure of residents' or customers' overall satisfaction with a Council provided service or facility and is obtained through various Council surveys, e.g., Council's Annual Residents Survey.

CITY STRATEGIC FRAMEWORK: STRAND C – PROTECTING OUR FUTURE

Hamilton is a city experiencing rapid and sustained growth. Our vision for the city is to see development achieved sustainably, efficiently and creatively. Good planning today will benefit the city of tomorrow. As a city we are protecting our future by:

- Focusing on sustainable growth.
- Developing and maintaining a robust framework of policies and strategies that balance the short-term and long-term interests of the city.
- Taking a visionary yet disciplined approach to long-term planning and decision-making.
- Ensuring the provision of sustainable, well planned city infrastructure.
- Sustainably managing and enhancing our natural environment
- Maintaining prudent financial management.
- Ensuring that social infrastructure keeps pace with community growth and needs.
- Setting high standards of governance, planning and development within the city and throughout the region.

Council's Contribution (by Role) Towards Hamilton's Community Outcomes

The table below shows (by various roles) how each significant service in Strand C of the City Strategic Framework contributes towards Hamilton's Community Outcomes. In most cases a significant service will contribute to a number of community outcomes. However, the community outcomes shown are those that the significant service primarily contributes to.

| Significant Service | Hamilton's Community Outcomes | | | | | | |
|--|---------------------------------|-------------------------|--------------------|--------------------------------|----------------------|-------------------------------------|---------------------|
| | 1. Sustainable and Well Planned | 2. Vibrant and Creative | 3. Unique Identity | 4. Safety and Community Spirit | 5. Healthy and Happy | 6. Intelligent and Progressive City | 7. Working Together |
| Wastewater Management | 1.6 P, R, A | | | | | | |
| Stormwater Management | 1.6 P, R, A | | | | | | |
| Refuse/ Recycling Collection | 1.7 P, F, A | | | | | | |
| Water Supply | 1.6 P, R, A | | | | | | |
| Sustainable Environment | 1 P, F, A | | | | | | |
| Transport: Road Network Management | 1.1, 1.2 P, R, A | | | | | | |
| Transport: Access Hamilton | 1.1, 1.2 P, F, R, A | | | | | | |
| Endowment and Investment Property Portfolio Management | | | | | | 6.5 P | |





15.0 COUNCIL'S PLAN OF ACTION – PROTECTING OUR FUTURE

Key:

Primary Community Outcome

The numbers shown in the table identify the community outcome that the significant service primarily contributes to.

Note: For the specific community outcome, refer to Section 7.4.

Primary Role

- P Provision of Facilities and Services** – Takes full responsibility for funding and providing the facility/service.
- F Funding Assistance** – Provides financial assistance (e.g., grants) and/or support in kind towards organisations who provide services Council considers to be of key benefit to Hamilton residents.
- R Regulation** – Administers and enforces a range of national and local legislation.
- A Advocacy and Promotion**
- Promotes the role and benefits of the significant service to Hamilton's residents and visitors
 - Represents the views of its residents and communities to a range of organisations, e.g., territorial local authorities, central government.

Improving Council's and Hamilton's Sustainability

The following table provides examples of ongoing projects and programmes undertaken by Council in this strand of the City Strategic Framework that focus on making its own operations more sustainable (internal), or that have a community/city focus (external), towards improving Hamilton's sustainability.

| Internal projects/programmes | External projects/programmes |
|---|---|
| <ul style="list-style-type: none"> • Council's Energy Management Programme • Internal waste minimisation policy (including waste reduction targets and six monthly audits) • Development, implementation and review of Activity Management Plans (in particular the plans for: <ul style="list-style-type: none"> – Wastewater – Stormwater – Water Supply – Refuse and Recycling – including Horotiu Landfill, and – Roads and Traffic) • 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) • Introduction of Fleet Bikes to Council's vehicle pool | <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 of Hamilton's Waste Management Plan 2004 (liquid component) • Participation in the Regional Waste Strategy • Kerbside recycling ('Sort it Out') • Kerbside recycling for primary and secondary schools • Membership of Cities for Climate Protection (Milestone I) • Community Environmental Programme and newsletter • Support of the EnviroSchool's programme • Participation in a national programme to reduce the amount of construction and demolition waste disposed of • Walking School Bus programme • Support of Hamilton's Environment Centre |

| Internal projects/programmes | External projects/programmes |
|---|--|
| <ul style="list-style-type: none"> • Membership of Cities for Climate Protection (Milestone I) • Member of ICEI's Sustainability Reporting Alliance • Initiatives to improve the efficiency of Council's vehicle fleet • Promotion of Bike Wise week • Investigation of a ride share scheme for Council employees • 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 • Leadership development programme • Comprehensive customer satisfaction survey 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) • Training of staff for Environmental System Auditing • Development of on-site recycling • Construction and use of worm bins for food wastes | <ul style="list-style-type: none"> • Membership of Cities for Climate Protection (Milestone I) • Administration of Council's Envirofund • Gully restoration programme • Know it? ...Live it! community environmental education programme: <ul style="list-style-type: none"> – Energy booklet – Transport booklet – Water booklet – Waste booklet – Shopping booklet – The Green Who's Who Guide • Policy and Guidelines for Community Consultation 1999 (currently under review) • Monitoring, reporting and promotion of Hamilton's Sustainability Indicators (www.myhamilton.org.nz) • Monitoring, reporting and promotion of the Quality of Life Project for New Zealand's largest cities (www.bigcities.govt.nz) • New and upgraded bus shelters (Adshel) • Cycling in Hamilton 2000 Strategy • Hamilton's Integrated Transport Strategy (HITS) (1999) and development of Access Hamilton • Road Safety campaigns (e.g., 'Merge like a Zip', 'Give Way at Intersections') • Production of city cycling map aimed at households |





15.0 COUNCIL'S PLAN OF ACTION – PROTECTING OUR FUTURE

PROTECTING OUR FUTURE

Projected cost of service for the years ended 30 June 2007–2016 (Inflation Adjusted)

| | 2006/07 \$000 | 2007/08 \$000 | 2008/09 \$000 | 2009/10 \$000 | 2010/11 \$000 | 2011/12 \$000 | 2012/13 \$000 | 2013/14 \$000 | 2014/15 \$000 | 2015/16 \$000 |
|---|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| EXPENDITURE | | | | | | | | | | |
| Wastewater management | 12,806 | 13,452 | 14,416 | 15,805 | 16,644 | 17,123 | 17,706 | 17,984 | 18,439 | 19,128 |
| Stormwater management | 6,149 | 6,865 | 7,321 | 7,491 | 7,862 | 8,023 | 8,291 | 8,636 | 8,837 | 9,168 |
| Recycling/refuse collection | 9,761 | 6,788 | 5,861 | 6,078 | 6,317 | 6,533 | 6,761 | 6,986 | 7,200 | 7,409 |
| Water supply | 11,908 | 12,896 | 13,869 | 15,377 | 15,108 | 15,637 | 16,046 | 16,371 | 17,752 | 17,296 |
| Sustainable environment | 696 | 695 | 713 | 724 | 736 | 716 | 733 | 743 | 771 | 775 |
| Transport: Road network management | 23,269 | 26,552 | 29,748 | 34,006 | 36,968 | 39,305 | 41,311 | 42,588 | 43,821 | 45,218 |
| Transport: Access Hamilton | 3,223 | 4,109 | 4,333 | 4,525 | 5,445 | 6,068 | 6,490 | 6,511 | 6,523 | 6,567 |
| Endowment and investment property portfolio | 2,151 | 2,189 | 2,078 | 2,130 | 2,180 | 2,144 | 2,191 | 2,225 | 2,249 | 2,280 |
| Total Expenditure | 69,963 | 73,546 | 78,339 | 86,136 | 91,260 | 95,549 | 99,529 | 102,044 | 105,592 | 107,841 |
| Less REVENUE | | | | | | | | | | |
| Wastewater management | 2,048 | 2,114 | 2,179 | 2,241 | 2,298 | 2,354 | 2,404 | 2,451 | 2,495 | 2,538 |
| Stormwater management | 10 | 11 | 11 | 12 | 13 | 13 | 14 | 14 | 15 | 16 |
| Recycling/refuse collection | 4,958 | 1,031 | 1,102 | 1,134 | 1,162 | 1,191 | 1,217 | 1,240 | 1,262 | 1,283 |
| Water supply | 4,258 | 4,455 | 4,596 | 4,729 | 4,854 | 4,974 | 5,087 | 5,191 | 5,286 | 5,382 |
| Transport: Road network management | 3,718 | 3,948 | 4,225 | 4,434 | 4,767 | 5,138 | 5,558 | 5,739 | 6,249 | 6,435 |
| Transport: Access Hamilton | 149 | 411 | 275 | 132 | 261 | 152 | 142 | 145 | 147 | 164 |
| Endowment and investment property portfolio | 4,925 | 5,083 | 5,268 | 5,417 | 5,555 | 5,689 | 5,813 | 5,927 | 6,031 | 6,134 |
| Total Revenue | 20,066 | 17,053 | 17,656 | 18,099 | 18,910 | 19,511 | 20,235 | 20,707 | 21,485 | 21,952 |
| Net Cost of Service | 49,897 | 56,493 | 60,683 | 68,037 | 72,350 | 76,038 | 79,294 | 81,337 | 84,107 | 85,889 |
| Total operating expenditure funded by: | | | | | | | | | | |
| Operating revenue | 20,066 | 17,053 | 17,656 | 18,099 | 18,910 | 19,511 | 20,235 | 20,707 | 21,485 | 21,952 |
| Rates | 49,897 | 56,493 | 60,683 | 68,037 | 72,350 | 76,038 | 79,294 | 81,337 | 84,107 | 85,889 |
| Total Operating Expenditure | 69,963 | 73,546 | 78,339 | 86,136 | 91,260 | 95,549 | 99,529 | 102,044 | 105,592 | 107,841 |

PROTECTING OUR FUTURE CONT.

Projected cost of service for the years ended 30 June 2007–2016 (Inflation Adjusted)

| | 2006/07 | 2007/08 | 2008/09 | 2009/10 | 2010/11 | 2011/12 | 2012/13 | 2013/14 | 2014/15 | 2015/16 |
|---|---------------|---------------|----------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| | \$000 | \$000 | \$000 | \$000 | \$000 | \$000 | \$000 | \$000 | \$000 | \$000 |
| CAPITAL EXPENDITURE | | | | | | | | | | |
| Wastewater management | 5,404 | 9,020 | 11,668 | 9,758 | 7,790 | 9,282 | 4,399 | 5,844 | 5,648 | 6,928 |
| Stormwater management | 7,264 | 6,236 | 4,257 | 3,815 | 3,023 | 4,782 | 7,693 | 3,148 | 5,250 | 4,058 |
| Recycling/refuse collection | 2,236 | 84 | 41 | 45 | 77 | 53 | 46 | 49 | 65 | 201 |
| Water supply | 4,731 | 6,909 | 7,926 | 8,389 | 10,569 | 5,543 | 5,974 | 6,361 | 6,985 | 21,886 |
| Transport: Road network management | 36,157 | 36,806 | 54,054 | 32,903 | 32,661 | 37,674 | 26,963 | 24,842 | 19,075 | 18,482 |
| Transport: Access Hamilton | 16,035 | 24,493 | 24,647 | 32,177 | 30,603 | 23,673 | 6,337 | 8,339 | 7,687 | 10,051 |
| Endowment and investment property portfolio | 4,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Capital Expenditure | 75,827 | 83,548 | 102,593 | 87,087 | 84,723 | 81,007 | 51,412 | 48,583 | 44,710 | 61,606 |
| Total capital expenditure funded by: | | | | | | | | | | |
| Loans (Reserves & Access Hamilton) | 9,708 | 11,256 | 8,473 | 12,622 | 9,941 | 15,181 | 1,866 | 2,519 | 2,347 | 3,039 |
| Loans (DCL) | 22,896 | 30,625 | 37,670 | 26,772 | 30,054 | 22,596 | 13,715 | 9,851 | 12,648 | 26,678 |
| Loans (Rates) | 21,098 | 18,114 | 29,031 | 15,421 | 10,149 | 15,189 | 9,837 | 5,998 | 413 | 294 |
| Other Reserves | 2,673 | 136 | 112 | 388 | 398 | 408 | 458 | 425 | 128 | 130 |
| Subsidies | 6,947 | 11,098 | 15,395 | 18,905 | 19,033 | 10,763 | 7,469 | 8,786 | 8,214 | 9,355 |
| Other Revenue | 1,080 | 640 | 660 | 678 | 696 | 712 | 728 | 742 | 755 | 768 |
| Depreciation (Rates) | 11,425 | 11,679 | 11,252 | 12,301 | 14,452 | 16,158 | 17,339 | 20,262 | 20,205 | 21,342 |
| Total Capital Expenditure | 75,827 | 83,548 | 102,593 | 87,087 | 84,723 | 81,007 | 51,412 | 48,583 | 44,710 | 61,606 |



15.0 COUNCIL'S PLAN OF ACTION – PROTECTING OUR FUTURE



WASTEWATER MANAGEMENT

(TE ROOPUU WHAKAHAERE
PARAWHAKAKINO)



Contact: Water and Waste Services

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WaterAndWasteServices@hcc.govt.nz

Service Level Provision for Wastewater Management

This section outlines what the significant service does, including the levels of service currently provided and the key assets (including the value of key infrastructural assets where applicable).

Wastewater Management contributes to the protection of public health and the environment through the collection and treatment of urban wastewater.

Wastewater is piped to the Wastewater Treatment Plant where it is treated to a 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.

An average of 40 million litres of wastewater is treated by the Wastewater Treatment Plant on a daily basis. The wastewater network includes:

- 760km of pipes ranging from 100mm to 1800mm in diameter
- 14,125 manholes
- 122 pumping stations
- Five major wastewater pipe bridges
- One wastewater treatment plant.

Value of Key Infrastructural Assets (as at 30 June 2005)

| Asset | \$(000) |
|----------------------------------|----------------|
| Wastewater Treatment Plant | 40,761 |
| Reticulation Network | 88,034 |
| Total Value of Key Assets | 128,795 |

Primary Contribution to Hamilton's Community Outcomes



An attractive city that is planned for the well-being of people and nature, now and in the future

- 1.6 Sustainably manages resources such as water and energy.

Reason For Providing Wastewater Management

A suitable wastewater collection, treatment and disposal system is essential for maintaining public health and minimising impacts on the environment.

There are several statutes that relate to Council's involvement in the management of wastewater services, including the:

- Health Act 1956
- Local Government Acts 1974 and 2002
- Resource Management Act 1991
- Building Act 2004
- Local Government (Rating) Act 2002.

The Health Act 1956 provides the Ministry of Health with the power to require a local authority to provide sanitary works, which include wastewater treatment systems. The Local Government Act 2002 requires every local authority to, from time to time, assess the provision of wastewater services within its district. The Local Government Act 2002 also provides local authorities with powers to control the discharge of wastewater within their area of jurisdiction.

Guiding Legislation, Plans and Documents

| Council | Regional | National |
|--|----------|--|
| STRATEGIES/PLANS <ul style="list-style-type: none"> Waste Management Plan 2004–2010 Wastewater Activity Management Plan 2005 POLICIES <ul style="list-style-type: none"> Advance Funding of New Infrastructure in City Growth Areas Policy Water and Wastewater Services to Private Properties Outside the City's Boundaries Policy Water, Wastewater and Stormwater Service Connection Charges Policy BYLAWS <ul style="list-style-type: none"> Hamilton City Trade Waste Bylaw 1999 OTHER <ul style="list-style-type: none"> Hamilton City Development Manual | | <ul style="list-style-type: none"> Building Act 2004 Health Act 1956 Local Government Acts 1974 and 2002 Local Government (Rating) Act 2002 Resource Management Act 1991 New Zealand Waste Strategy 2002 |

Note:

- All policies are reviewed three-yearly by each incoming Council (the last review date was 13 May 2005). Council may also decide to review specific policies or strategies at any time.
- Refer to the Funding and Financial Policy 2006–16 in Volume II for a summary of Council's Activity Management Plans.

Looking Ahead – Key Projects and Programmes

The following table shows a selection of projects and programmes for Wastewater Management from the Long-Term Plan. Projects and programmes have been developed to maintain and enhance service delivery taking into account anticipated changes to levels of service.

The full list of projects and programmes that Council proposes to undertake for Wastewater Management is shown in the appendices of Volume II (Section 16.4) of Council's 2006–16 Long-Term Plan. The list also shows whether the project's expenditure is categorised as capital, maintenance/operating, or renewal.

| Year | Description of project |
|---|---|
| 2006/07 | <ul style="list-style-type: none"> Extension of the Far Eastern Interceptor to facilitate urban growth in the Rototuna and future eastern land areas (SAP # 240.0 – \$1.339m). Refurbishment of interceptors and trunkmains to extend service life commences (SAP # 247.0 – \$350,000). Wastewater treatment plant upgrade commences (SAP # 238.0 – \$710,000). |
| 2007/08 | <ul style="list-style-type: none"> Refurbishment of interceptors and trunkmains to extend service life (SAP # 247.0 – \$825,600). Replacement of wastewater pump station monitoring and control systems commences (SAP # 249.0 – \$258,000). Wastewater treatment plant upgrade continues (SAP # 238.0 – \$4.011m). Extension of trunkmains to service the Peacockes area commences (SAP # 581.0 – \$103,200). Peacocke storage chamber (SAP # 797.0 – \$361,200). |
| 2008/09 | <ul style="list-style-type: none"> Refurbishment of interceptors and trunkmains to extend service life (SAP # 247.0 – \$851,200). Replacement of wastewater pump station monitoring and control systems continues (SAP # 249.0 – \$266,000). Wastewater treatment plant upgrade continues (SAP # 238.0 – \$223,400). Extension of trunkmains to service the Peacockes area (SAP # 581.0 – \$1.016m). Peacocke storage chamber (SAP # 797.0 – \$6.118m). |
| Other key projects scheduled in the period 2009/10–2015/16 | |
| 2009/10 | <ul style="list-style-type: none"> Wastewater treatment plant upgrade continues (SAP # 238.0 – \$10.156m in the period 2009/10–2011/12). Refurbishment of interceptors and trunkmains to extend service life (SAP # 247.0 – \$10.953m in the period 2009/10–2015/16). |





15.0 COUNCIL'S PLAN OF ACTION – PROTECTING OUR FUTURE

Significant Negative Effects

Council acknowledges that some of the services it provides can have either existing or potential negative effects of one form or another on the well-being of the local community and the natural and built environment. However, when planning for and carrying out its services, Council seeks to minimise and mitigate these effects through a range of mechanisms. The following factors were considered in determining the existing or potential significant negative effects:

- the number of people who could be affected
- the degree to which they could be affected
- the extent to which public health and safety is or could be compromised
- the likelihood of the significant negative effect occurring.

| Significant negative effect | | Well-being | | | | How Council mitigates the effect |
|-----------------------------|--|------------|----------|---------------|----------|--|
| | | Social | Economic | Environmental | Cultural | |
| 1. | Untreated wastewater is accidentally discharged into the Waikato River. | | | ✓ | ✓ | Council has an ongoing programme to install additional storage chambers to key pump stations within the network. All pump stations are monitored 24 hours per day. The wastewater treatment plant is being upgraded to provide sufficient capacity for the next 25 years. Preventative maintenance programmes, stormwater infiltration/inflow detection programmes and business continuity plans are in place for both the wastewater network and treatment plant. |
| 2. | As a result of failure in the wastewater network, untreated wastewater could contaminate various properties throughout the city. | ✓ | | ✓ | | Council has an ongoing programme to install additional storage chambers to key pump stations within the network. All pump stations are monitored 24 hours per day via telemetry. Preventative maintenance programmes, stormwater infiltration/inflow detection programmes and business continuity plans are in place for the wastewater network. |
| 3. | Trade waste costs may be perceived as too high and could adversely affect industries expanding within and/or relocating to Hamilton. | | ✓ | | | The cost of providing the wastewater service is benchmarked against five similar New Zealand local authorities. Businesses are charged for trade waste on a user-pays basis. |
| 4. | Operation of the wastewater treatment plant may cause odour and noise nuisance to surrounding residential properties. | ✓ | | ✓ | | The wastewater treatment plant is fully fenced and has a vegetation buffer zone to create distance from the surrounding residential properties. Treatment processes are designed to minimise odour and noise nuisance. |
| 5. | Discharge of treated wastewater into the Waikato River may be considered offensive by Maori. | | | | ✓ | Maori cultural values are considered as part of any resource consent process relating to the discharge of wastewater into the Waikato River. |

Key Performance Measures and Targets for Intended Levels of Service

The following performance measures and targets are regarded as important to maintain and enhance the intended levels of service for Wastewater Management. In many cases, targets for performance measures have been 'stretched' to reflect Council's ongoing commitment to continuously improve its service delivery.

Objective: To provide a wastewater network that caters for Hamilton's ongoing development, complies with legislative requirements, and is consistent with the principles of Kaitiakitanga (stewardship).

| Performance measure | | Target | | | | | | | | | |
|---------------------|--|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| | | 2006/07 | 2007/08 | 2008/09 | 2009/10 | 2010/11 | 2011/12 | 2012/13 | 2013/14 | 2014/15 | 2015/16 |
| 1. | Achieve the following CSI score for the wastewater system, as measured by Council's Annual Residents Survey. | 75 | 75 | 75 | 77 | 77 | 77 | 77 | 77 | 77 | 77 |
| 2. | Achieve a high level of compliance for the Wastewater Treatment Plant's resource consents reported to and audited by Environment Waikato annually. | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| 3. | The annual number of wastewater blockages per 100km of network is limited to the following. | 45 | 45 | 45 | 43 | 43 | 43 | 43 | 43 | 43 | 43 |
| 4. | No wastewater overflows from pump stations due to mechanical or electrical equipment failure. | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| 5. | 100% of urgent works responded to within 1 hour. | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| 6. | Cost of service is less than the median cost when compared with five other similar New Zealand local authorities. | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |

Note:

- Unless otherwise stated, all key performance measures will be completed on or before 30 June for each financial year.
- A CSI (Customer Satisfaction Index) score is a measure of residents' or customers' overall satisfaction with a Council provided service or facility and is obtained through various Council surveys, e.g., Council's Annual Residents Survey.



15.0 COUNCIL'S PLAN OF ACTION – PROTECTING OUR FUTURE



STORMWATER MANAGEMENT (TE ROOPUU WHAKAHAERE WAI-AAWHA)

Contact: Water and Waste Services



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838 6998

WaterAndWasteServices@hcc.govt.nz

Service Level Provision for Stormwater Management

This section outlines what the significant service does, including the levels of service currently provided and the key assets (including the value of key infrastructural assets where applicable).

The stormwater network ensures community safety and the protection of property by draining stormwater from roadways and public land through pipes and open watercourses to the city's streams, lakes and the Waikato River.

The stormwater network comprises:

- 607km of piping (ranging from 225mm to 2300mm in diameter)
- 11,388 manholes
- 90km of open drains and natural watercourses.

Value of Key Infrastructural Assets (as at 30 June 2005)

| Asset | \$(000) |
|---------------------------|---------|
| Total Value of Key Assets | 150,837 |

Primary Contribution to Hamilton's Community Outcomes



An attractive city that is planned for the well-being of people and nature, now and in the future

- 1.6 Sustainably manages resources such as water and energy.

Reason For Providing Stormwater Management

A suitable stormwater collection and disposal system is essential for maintaining public health and protecting property from flood damage.

There are several acts that impact on Council's management of stormwater services, including the:

- Land Drainage Act 1908
- Health Act 1956
- Local Government Acts 1974 and 2002
- Resource Management Act 1991
- Building Act 2004
- Local Government (Rating) Act 2002.

The Land Drainage Act 1908 provides for Land Drainage Boards and empowers their function in administering land drainage schemes. Hamilton City Council has this function within the city's boundary.

The Health Act 1956 provides the Ministry of Health with the power to require a local authority to provide sanitary works, which includes stormwater systems.

The Local Government Act 2002 requires every local authority to, from time to time, assess the provision of stormwater services within its district.

Guiding Legislation, Plans and Documents

| Council | Regional | National |
|--|----------|--|
| <p>STRATEGIES/PLANS</p> <ul style="list-style-type: none"> Stormwater Activity Management Plan 2005 Stormwater Management Plan (being prepared as part of the citywide stormwater resource consent process) <p>POLICIES</p> <ul style="list-style-type: none"> Advance Funding of New Infrastructure in City Growth Areas Policy Drains (Open) Policy Water, Wastewater and Stormwater Service Connection Charges Policy <p>OTHER</p> <ul style="list-style-type: none"> Hamilton City Development Manual | | <ul style="list-style-type: none"> Building Act 2004 Health Act 1956 Land Drainage Act 1908 Local Government Act 1974 and 2002 Local Government (Rating) Act 2002 Resource Management Act 1991 |

Note:

- All policies are reviewed three-yearly by each incoming Council (the last review date was 13 May 2005). Council may also decide to review specific policies or strategies at any time.
- Refer to the Funding and Financial Policy 2006–16 in Volume II for a summary of Council's Activity Management Plans.

Looking Ahead – Key Projects and Programmes

The following table shows a selection of projects and programmes for Stormwater Management from the Long-Term Plan. Projects and programmes have been developed to maintain and enhance service delivery taking into account anticipated changes to levels of service.

The full list of projects and programmes that Council proposes to undertake for Stormwater Management is shown in the appendices of Volume II (Section 16.4) of Council's 2006–16 Long-Term Plan. The list also shows whether the project's expenditure is categorised as capital, maintenance/operating, or renewal.

| Year | Description of project |
|---|--|
| 2006/07 | <ul style="list-style-type: none"> Development of a new stormwater network hydraulic model commences (SAP # 181.0 – \$52,000). Extension of trunkmains to service to the Rotokauri growth area (SAP # 548.0 – \$2.351m). Extension of trunkmains to service to the Rototuna growth area (SAP # 170.0 – \$3.137m). |
| 2007/08 | <ul style="list-style-type: none"> Rototuna Structure Plan review commences (SAP # 182.0 – \$10,300). Citywide investigation into secondary flowpaths commences (SAP # 570.0 – \$129,000). Extension of the stormwater network into the Peacocke growth area commences (SAP # 573.0 – \$23,700). Construction of stormwater mitigation wetlands in the Peacocke growth area commences (SAP # 574.0 – \$46,400). Extension of trunkmains to service to the Rotokauri growth area (SAP # 548.0 – \$2.626m). Extension of trunkmains to service to the Rototuna growth area (SAP # 170.0 – \$2.099m). |
| 2008/09 | <ul style="list-style-type: none"> Citywide investigation into secondary flowpaths is completed (SAP # 570.0 – \$133,000). Extension of the stormwater network into the Peacocke growth area (SAP # 573.0 – \$290,500). Construction of stormwater mitigation wetlands in the Peacocke growth area (SAP # 574.0 – \$573,500). Extension of trunkmains to service to the Rotokauri growth area (SAP # 548.0 – \$997,000). Extension of trunkmains to service to the Rototuna growth area (SAP # 170.0 – \$421,300). |
| Other key projects scheduled in the period 2009/10–2015/16 | |
| 2009/10 | <ul style="list-style-type: none"> Replacement of Waitawhiriwhiri Stream channel lining (SAP # 173.0 – \$1.434m in the period 2009/10–2013/14). Extension of trunkmains to service to the Rotokauri growth area (SAP # 548.0 – \$12.927m in the period 2009/10–2015/16). |
| 2011/12 | <ul style="list-style-type: none"> Extension of trunkmains to service to the Rototuna growth area (SAP # 170.0 – \$2.038m in 2011/12 and \$1.690m in 2012/13). |
| 2015/16 | <ul style="list-style-type: none"> Extension of trunkmains to service to the Rototuna growth area (SAP # 170.0 – \$1.194m). |





15.0 COUNCIL'S PLAN OF ACTION – PROTECTING OUR FUTURE

Significant Negative Effects

Council acknowledges that some of the services it provides can have either existing or potential negative effects of one form or another on the well-being of the local community and the natural and built environment. However, when planning for and carrying out its services, Council seeks to minimise and mitigate these effects through a range of mechanisms. The following factors were considered in determining the existing or potential significant negative effects:

- the number of people who could be affected
- the degree to which they could be affected
- the extent to which public health and safety is or could be compromised
- the likelihood of the significant negative effect occurring.

| Significant negative effect | | Well-being | | | | How Council mitigates the effect |
|-----------------------------|--|------------|----------|---------------|----------|---|
| | | Social | Economic | Environmental | Cultural | |
| 1. | Illness caused by contact with microbiological or chemical contaminants from stormwater in the streams and rivers used for recreational purposes. | ✓ | | | | Hamilton has separate wastewater and stormwater networks, which minimises the risk of wastewater entering streams and rivers. An annual programme is in place to identify illegal connections to the stormwater and wastewater networks. Catchpits provide a form of pre-treatment by screening and preventing objects from entering the stormwater system. Non-domestic waste producers are required to comply with provisions in Council's Trade Waste Bylaw 1999 and are monitored on a regular basis. Council must comply with resource consent conditions for all stormwater outlets to waterways. Open channels throughout the city are cleaned and maintained on a regular basis to prevent flooding and the establishment of vermin. Council consults with local iwi regarding stormwater management as part of the resource consent process for this activity. |
| 2. | Excessive quantities of stormwater being discharged from point sources during periods of heavy rain or contaminants entering rivers and streams and affecting fish and other aquatic life. | | | ✓ | | |
| 3. | Open channels in urban areas can become habitat for vermin, or a danger to life and property in some areas when streams rise rapidly and overflow during storm events. | ✓ | | | | |
| 4. | The mixing of water from different catchments is not considered appropriate by Maori. | | | | ✓ | |

Key Performance Measures and Targets for Intended Levels of Service

The following performance measures and targets are regarded as important to maintain and enhance the intended levels of service for Stormwater Management. In many cases, targets for performance measures have been 'stretched' to reflect Council's ongoing commitment to continuously improve its service delivery.

Objective: To provide a stormwater network for Hamilton that provides for community safety and the protection of property, minimises flooding and complies with legislative requirements.

| Performance measure | | Target | | | | | | | | | |
|---------------------|---|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| | | 2006/07 | 2007/08 | 2008/09 | 2009/10 | 2010/11 | 2011/12 | 2012/13 | 2013/14 | 2014/15 | 2015/16 |
| 1. | Achieve the following CSI score for the stormwater system, as measured by Council's Annual Residents Survey. | 70 | 70 | 70 | 72 | 72 | 72 | 72 | 72 | 72 | 72 |
| 2. | No major concerns raised by Environment Waikato for stormwater consent compliance. | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| 3. | 100% of urgent stormwater works responded to within 1 hour. | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| 4. | The cost of providing the service is less than the median cost when compared with five other similar New Zealand local authorities. | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |

Note:

- Unless otherwise stated, all key performance measures will be completed on or before 30 June for each financial year.
- A CSI (Customer Satisfaction Index) score is a measure of residents' or customers' overall satisfaction with a Council provided service or facility and is obtained through various Council surveys, e.g., Council's Annual Residents Survey.



15.0 COUNCIL'S PLAN OF ACTION – PROTECTING OUR FUTURE



RECYCLING/REFUSE COLLECTION (WHAKAHOU (TIA)/KOOHINGA RAAPIHI)

Contact: Water and Waste Services



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Service Level Provision for Recycling/Refuse Collection

This section outlines what the significant service does, including the levels of service currently provided and the key assets (including the value of key infrastructural assets where applicable).

Recycling and Refuse Collection provides for the weekly collection of household recyclables and refuse from over 48,000 residential properties in the city. Refuse and Recycling Collection also manages and operates the Refuse Transfer Station (including the recycling centre) and the Horotiu Landfill.

This significant service ensures that closed landfills (Rototuna, Cobham and Willoughby) are managed to minimise adverse effects on public health and the environment and provides a composting facility at the Hamilton Organic Centre as a means of sustainably disposing of garden waste.

Value of Key Infrastructural Assets (as at 30 June 2005)

| Asset | \$(000) |
|---------------------------|---------|
| Total Value of Key Assets | 21,767 |

Reason For Providing Recycling/Refuse Collection

A suitable waste collection and disposal system is essential for maintaining public health. Recyclables are also collected to minimise disposal impacts on the environment and to encourage environmental sustainability.

There are several statutes relevant to local authorities being involved in the management of refuse services, including the:

- Heath Act 1956
- Local Government Acts 1974 and 2002

Primary Contribution to Hamilton's Community Outcomes



An attractive city that is planned for the well-being of people and nature, now and in the future

- 1.7 Encourages and enables people to recycle and minimise waste.

- Resource Management Act 1991
- Building Act 2004
- Local Government (Rating) Act 2002.

The Health Act 1956 provides the Ministry of Health with the power to require a local authority to provide sanitary works, including the collection of refuse. The Local Government Acts 1974 and 2002 require local authorities to manage waste in their district and to have a Waste Management Plan.

The Local Government Act 2002 requires every local authority to, from time to time, assess the provision of refuse services within its district.

Guiding Legislation, Plans and Documents

| Council | Regional | National |
|---|----------|--|
| STRATEGIES/PLANS <ul style="list-style-type: none"> • Recycling/Refuse Activity Management Plan 2005 • Waste Management Plan 2004–2010 BYLAWS <ul style="list-style-type: none"> • Refuse Bylaw 2002 | | <ul style="list-style-type: none"> • Building Act 2004 • Health Act 1956 • Local Government Acts 1974 and 2002 • Local Government (Rating) Act 2002 • New Zealand Waste Strategy 2002 • Resource Management Act 1991 |

Note: Refer to the Funding and Financial Policy 2006–16 in Volume II for a summary of Council's Activity Management Plans.

Looking Ahead – Key Projects and Programmes

The following table shows a selection of projects and programmes for Recycling/Refuse Collection from the Long-Term Plan. Projects and programmes have been developed to maintain and enhance service delivery taking into account anticipated changes to levels of service.

The full list of projects and programmes that Council proposes to undertake for Recycling/Refuse Collection is shown in the appendices of Volume II (Section 16.4) of Council's 2006–16 Long-Term Plan. The list also shows whether the project's expenditure is categorised as capital, maintenance/operating, or renewal.

| Year | Description of project |
|---|--|
| 2006/07 | <ul style="list-style-type: none"> Completion of final capping and reinstatement upon closure of Horotiu Landfill in December 2006 (SAP # 151.0 – \$1.745m). Installation of another gas flare as part of the gas capture system for the final stages of Horotiu Landfill (SAP # 745.0 – \$165,000). Works associated with Horotiu Landfill aftercare plan commence (SAP # 746.0 – \$34,000). Further gas and leachate control works at closed landfills commence (SAP # 563.0 – \$110,000). |
| 2007/08 | <ul style="list-style-type: none"> Gas and leachate control works at closed landfills are completed (SAP #563.0 – \$41,300). Works associated with Horotiu Landfill aftercare plan (SAP # 746.0 – \$14,400). |
| 2008/09 | <ul style="list-style-type: none"> Works associated with Horotiu Landfill aftercare plan (SAP # 746.0 – \$14,900). |
| Other key projects scheduled in the period 2009/10–2015/16 | |
| 2009/10 | <ul style="list-style-type: none"> Works associated with Horotiu Landfill aftercare plan (SAP # 746.0 – \$290,900 in the period 2009/10–2015/16). |

Significant Negative Effects

Council acknowledges that some of the services it provides can have either existing or potential negative effects of one form or another on the well-being of the local community and the natural and built environment. However, when planning for and carrying out its services, Council seeks to minimise and mitigate these effects through a range of mechanisms. The following factors were considered in determining the existing or potential significant negative effects:

- the number of people who could be affected
- the degree to which they could be affected

- the extent to which public health and safety is or could be compromised
- the likelihood of the significant negative effect occurring.

| Significant negative effect | Well-being | | | | How Council mitigates the effect |
|---|------------|----------|---------------|----------|--|
| | Social | Economic | Environmental | Cultural | |
| 1. Uncollected or dumped refuse becoming a health risk to the public. | ✓ | | | | The Refuse Bylaw 2002 and collection contracts include provisions to minimise the risk of occurrence. |
| 2. Gas or leachate from landfill/transfer station site polluting the natural environment and entering natural watercourses. | | | ✓ | | The landfill has gas and leachate collection and treatment systems. Leachate is collected at the Refuse Transfer Station and disposed of via the wastewater network. |
| 3. Nuisance problems with vermin, odour, dust/litter or noise from landfills or transfer station sites. | ✓ | | ✓ | | Council has management plans and maintenance procedures in place to control nuisance problems at its landfill and transfer station sites. Both sites hold current resource consents. |
| 4. Recycling/refuse practices contradict Maori cultural beliefs or practices. | | | | ✓ | Council consults with local iwi regarding recycling/refuse management as part of the resource consent processes for this activity. |





15.0 COUNCIL'S PLAN OF ACTION – PROTECTING OUR FUTURE

Key Performance Measures and Targets for Intended Levels of Service

The following performance measures and targets are regarded as important to maintain and enhance the intended levels of service for Recycling/Refuse Collection. In many cases, targets for performance measures have been 'stretched' to reflect Council's ongoing commitment to continuously improve its service delivery.

Objective: To ensure that adequate and appropriate waste collection and reduction, re-use, recycling, recovery, treatment and disposal services are provided for the city in order to protect public health and the environment.

| Performance measure | | Target | | | | | | | | | |
|---------------------|---|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| | | 2006/07 | 2007/08 | 2008/09 | 2009/10 | 2010/11 | 2011/12 | 2012/13 | 2013/14 | 2014/15 | 2015/16 |
| 1. | Achieve the following CSI scores, as measured by Council's Annual Residents Survey: <ul style="list-style-type: none"> • Household Recyclable Collection • Household Refuse Collection • Refuse Transfer Station • Hamilton Organic Centre. | 83 | 83 | 83 | 85 | 85 | 85 | 85 | 85 | 85 | 85 |
| 2. | Percentage of requests relating to non-collection of household refuse resolved within 24 hours. | 90% | 90% | 90% | 95% | 95% | 95% | 95% | 95% | 95% | 95% |
| 3. | Percentage of requests relating to non-collection of household recyclables resolved within 24 hours. | 90% | 90% | 90% | 90% | 90% | 90% | 90% | 90% | 90% | 90% |
| 4. | Achieve a high level of compliance for the Horotiu Landfill resource consents as reported to and audited by Environment Waikato and Waikato District Council annually. | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| 5. | Closed landfills comply with resource consent conditions. | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| 6. | Achieve the following tonnes of waste diverted for recycling through kerbside recycling, recycling centre operations, and greenwaste composting at the Hamilton Organic Centre. | 25,000 | 25,000 | 25,000 | 27,000 | 27,000 | 27,000 | 27,000 | 27,000 | 27,000 | 27,000 |
| 7. | Achieve all waste reduction targets in Council's Waste Management Plan within agreed timeframes. | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |

Note:

- Unless otherwise stated, all key performance measures will be completed on or before 30 June for each financial year.
- A CSI (Customer Satisfaction Index) score is a measure of residents' or customers' overall satisfaction with a Council provided service or facility and is obtained through various Council surveys, e.g., Council's Annual Residents Survey.



WATER SUPPLY (TUKUA WAI)

Contact: Water and Waste Services



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Service Level Provision for Water Supply

This section outlines what the significant service does, including the levels of service currently provided and the key assets (including the value of key infrastructural assets where applicable).

The Water Supply service provides for water treatment, storage and distribution in Hamilton City. Raw water is drawn from the Waikato River into the Hamilton City Water Treatment Station where it is treated to provide a high standard of drinking water. Hamilton's water supply network (except for Temple View) maintains an 'Aa' grading by the Ministry of Health. The 'A' grades the water treatment process and the 'a' grades the water reticulation (distribution) network. It is expected that Temple View will be graded by the Ministry of Health in 2006.

An average of 50 million litres of water is produced by the Water Treatment Station on a daily basis. The system services over 130,000 Hamilton residents through more than 48,000 household connections and over 3000 commercial and industrial properties in Hamilton. Residential properties account for approximately 70 per cent of the city's water usage, and commercial and industrial properties are provided water on a user-pays basis. Water conservation programmes are also in place to encourage the efficient use of water and minimise wastage.

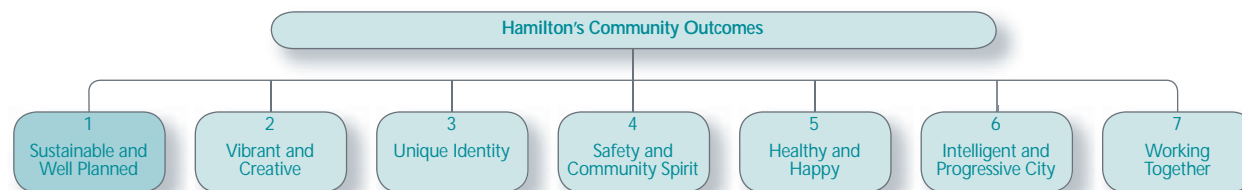
The water supplied complies with standards set out in the Drinking-Water Standards for New Zealand 2005, the New Zealand Fire Service Code of Practice for Firefighting Water Supplies, the Hamilton City Water Supply Bylaw 1999 and the Hamilton City Development Manual.

The water supply network includes:

- One water treatment station
- Eight reservoirs
- Nine pump stations
- 1011km of pipes ranging from 20mm to 620mm in diameter.



Primary Contribution to Hamilton's Community Outcomes



An attractive city that is planned for the well-being of people and nature, now and in the future

- 1.6 Sustainably manages resources such as water and energy.

Value of Key Infrastructural Assets (as at 30 June 2005)

| Asset | \$(000) |
|----------------------------------|----------------|
| Water Treatment Plant | 23,807 |
| Reticulation Network | 95,646 |
| Total Value of Key Assets | 119,453 |

Reason For Providing Water Supply

A reliable and plentiful supply of drinking water is essential for maintaining public health. Piped water is also a necessity for maintaining homes and businesses in a modern city. There are several acts relevant to Council's involvement in the management of water supply services. These include the:

- Health Act 1956
- Local Government Acts 1974 and 2002
- Resource Management Act 1991
- Building Act 2004
- Local Government (Rating) Act 2002.

The Health Act 1956 provides the Ministry of Health with the power to require a local authority to provide sanitary work, which includes water supply systems. The Local Government Act 2002 provides obligations and restrictions on the supply of water services, including the requirement for local authorities to maintain water supply services within their territory.



15.0 COUNCIL'S PLAN OF ACTION – PROTECTING OUR FUTURE

Guiding Legislation, Plans and Documents

| Council | Regional | National |
|--|----------|---|
| STRATEGIES/PLANS <ul style="list-style-type: none"> Water Supply Activity Management Plan 2005 | | <ul style="list-style-type: none"> Building Act 2004 Drinking-Water Standards for New Zealand 2005 |
| POLICIES <ul style="list-style-type: none"> Advance Funding of New Infrastructure in City Growth Areas Policy Fluoridation of Hamilton's Water Supply Policy Rural Restricted Water Supply to Properties Located within Waikato and Waipa Districts Policy Water and Wastewater Services to Private Properties Outside the City's Boundaries Policy Water, Wastewater and Stormwater Service Connection Charges Policy | | <ul style="list-style-type: none"> Health Act 1956 Local Government Acts 1974 and 2002 Local Government (Rating) Act 2002 New Zealand Fire Service Code of Practice for Firefighting Water Supplies Resource Management Act 1991 |
| BYLAWS <ul style="list-style-type: none"> Hamilton City Water Supply Bylaw 1999 | | |
| OTHER <ul style="list-style-type: none"> Hamilton City Development Manual | | |

Note:

- All policies are reviewed three-yearly by each incoming Council (the last review date was 13 May 2005). Council may also decide to review specific policies or strategies at any time.
- Refer to the Funding and Financial Policy 2006–16 in Volume II for a summary of Council's Activity Management Plans.

Looking Ahead – Key Projects and Programmes

The following table shows a selection of projects and programmes for Water Supply from the Long-Term Plan. Projects and programmes have been developed to maintain and enhance service delivery taking into account anticipated changes to levels of service.

The full list of projects and programmes that Council proposes to undertake for Water Supply is shown in the appendices of Volume II (Section 16.4) of Council's 2006–16 Long-Term Plan. The list also shows whether the project's expenditure is categorised as capital, maintenance/operating, or renewal.

| Year | Description of project |
|---|---|
| 2006/07 | <ul style="list-style-type: none"> Upgrades at the Water Treatment Station continue (SAP # 298 – \$150,000; SAP # 519.0 – \$138,000; SAP # 764.0 – \$21,000). Installation of a generator for emergency electricity supply at the Water Treatment Station (SAP # 520.0 – \$1.2m). |
| 2007/08 | <ul style="list-style-type: none"> Upgrades at the Water Treatment Station continue (SAP # 298.0 – \$154,800; SAP # 519.0 – \$536,600; SAP # 764.0 – \$31,000). Investigation into whether a second water treatment station is required for Hamilton (SAP # 454.0 – \$77,400). Extension of trunkmains to service the Peacocke area (SAP # 593.0 – \$12,400). |
| 2008/09 | <ul style="list-style-type: none"> Upgrades at the Water Treatment Station continue (SAP # 298.0 – \$239,400; SAP # 519.0 – \$37,200). Design and construction of the Rotokauri reservoir and associated bulkmain commences (SAP # 276.0 – \$532,000). Extension of trunkmains to service the Peacocke area (SAP # 593.0 – \$153,200). Construction of preferred option to secure water supply at Temple View (SAP # 477.0 – \$1.138m). |
| Other key projects scheduled in the period 2009/10–2015/16 | |
| 2009/10 | <ul style="list-style-type: none"> Upgrades at the Water Treatment Station continue (SAP # 298.0 – \$1.659m; SAP # 519.0 – \$1.5m; SAP # 764.0 – \$716,400 in the period 2009/10 – 2015/16). Design and construction of the Rototuna reservoir and associated bulkmain commences (SAP # 265.0 – \$2.009m in 2009/10 and \$3.289m in 2010/11). Design and construction of the Rotokauri reservoir and associated bulkmain (SAP # 276.0 – \$943,000 in 2009/10 and \$2.923m in 2010/11). |
| 2014/15 | <ul style="list-style-type: none"> Design of new membrane plant (SAP # 556.0 – \$1.461m). |
| 2015/16 | <ul style="list-style-type: none"> Review requirement for ozone treatment system at Water Treatment Station (SAP # 455.0 – \$62,000). Construction of new membrane plant (SAP # 556.0 – \$14.868m). |

Significant Negative Effects

Council acknowledges that some of the services it provides can have either existing or potential negative effects of one form or another on the well-being of the local community and the natural and built environment. However, when planning for and carrying out its services, Council seeks to minimise and mitigate these effects through a range of mechanisms. The following factors were considered in determining the existing or potential significant negative effects:

- the number of people who could be affected
- the degree to which they could be affected
- the extent to which public health and safety is or could be compromised
- the likelihood of the significant negative effect occurring.

| Significant negative effect | Well-being | | | | How Council mitigates the effect |
|---|------------|----------|---------------|----------|---|
| | Social | Economic | Environmental | Cultural | |
| 1. Lack of treated water supply may cause health problems in the community. | ✓ | | | | Preventative maintenance is carried out on the water treatment and supply network to ensure a treated water supply is maintained. A Public Health Risk Management Plan and business continuity plan is also in place. |
| 2. Malicious tampering of the water supply. | ✓ | | | | Security systems are in place. Sites are audited and the water supply is tested regularly. Risk management plans are in place to minimise the chances of this occurring. |
| 3. Water costs could potentially be too high and adversely affect industries expanding and/or relocating to Hamilton. | | ✓ | | | The cost of providing the water supply service is benchmarked against five similar New Zealand local authorities. Businesses are charged for water on a user-pays basis. |
| 4. Accidental discharge of chemicals used to treat water into the Waikato River. | | | ✓ | | Chemicals are stored in purpose-built facilities and audited on a regular basis. Risk management plans are in place to prevent this occurring. |
| 5. Discharge of reservoir water into local waterways. | | | ✓ | | Emergency shutoff valves are installed in all reservoirs. All reservoirs comply with New Zealand building standards and are subject to a regular maintenance programme. |
| 6. Water supply practices contradict Maori cultural beliefs or practices. | | | | ✓ | Council consults with local iwi regarding water supply management as part of the resource consent processes for this significant service. |





15.0 COUNCIL'S PLAN OF ACTION – PROTECTING OUR FUTURE

Key Performance Measures and Targets for Intended Levels of Service

The following performance measures and targets are regarded as important to maintain and enhance the intended levels of service for Water Supply. In many cases, targets for performance measures have been 'stretched' to reflect Council's ongoing commitment to continuously improve its service delivery.

Objective: To provide a continuous supply of high quality water that caters for Hamilton's ongoing development, meets community expectations and complies with legislative requirements.

| Performance measure | | Target | | | | | | | | | |
|---------------------|--|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| | | 2006/07 | 2007/08 | 2008/09 | 2009/10 | 2010/11 | 2011/12 | 2012/13 | 2013/14 | 2014/15 | 2015/16 |
| 1. | Retain the Ministry of Health's grading of the city's water treatment operation at 'A' and the city's water reticulation network at 'a'. | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| 2. | 100% of flow and pressure tests comply with the standards set out in the Hamilton City Development Manual. | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| 3. | Achieve the following CSI scores, as measured by Council's Annual Residents Survey: <ul style="list-style-type: none"> • Water pressure • Clarity of water • Taste and odour • Continuity of supply. | 82 | 82 | 82 | 84 | 84 | 84 | 84 | 84 | 84 | 84 |
| | | 76 | 76 | 76 | 78 | 78 | 78 | 78 | 78 | 78 | 78 |
| | | 68 | 68 | 68 | 70 | 70 | 70 | 70 | 70 | 70 | 70 |
| | | 84 | 84 | 84 | 86 | 86 | 86 | 86 | 86 | 86 | 86 |
| 4. | Average water supply interruptions are no more than: <ul style="list-style-type: none"> • 7 minutes per connection (unplanned shutdowns) per year • 4 hours per shutdown per year. | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| | | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| 5. | 100% of urgent works responded to within 1 hour. | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| 6. | Cost of service is less than the median cost when compared with five other similar New Zealand local authorities. | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |

Note:

- Unless otherwise stated, all key performance measures will be completed on or before 30 June for each financial year.
- A CSI (Customer Satisfaction Index) score is a measure of residents' or customers' overall satisfaction with a Council provided service or facility and is obtained through various Council surveys, e.g., Council's Annual Residents Survey.



SUSTAINABLE ENVIRONMENT (TAUTOKO TE TAIAO)

Contact: Strategic

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Service Level Provision for Sustainable Environment

This section outlines what the significant service does, including the levels of service currently provided and the key assets (including the value of key infrastructural assets where applicable).

Through creative partnerships and the delivery of a wide range of environmental education programmes, Sustainable Environment raises awareness about urban sustainability and the principles of Agenda 21. This significant service provides leadership for sustainable living and works to engage and support the different sectors of the Hamilton community (including schools, householders and community groups) to achieve positive environmental outcomes for the city.

Projects and programmes include:

- The Envirofund – financial assistance for individuals, groups and community agencies for projects which encourage sound environmental improvement in Hamilton and contribute to the sustainability of the city.
- The 'Know it?...Live it!' Community Environmental Education Programme.
- The Gully Restoration Programme – raising an awareness and appreciation of Hamilton's gully systems. Promotes and enables the restoration of gullies.
- The EnviroSchools Programme – a whole school approach to environmental education where staff, students and the wider school community work together to integrate sustainability into key areas of school life.
- Waste Management Plan development.
- Addressing corporate sustainability issues.

Reason For Providing Sustainable Environment

The Local Government Act 2002 requires Council to promote the community's environmental and social well-being. Council's Environmental Education Strategy, 'Learning to Create a Sustainable City', is the primary vehicle to assist Council to encourage and empower the people of Hamilton to have positive impacts on the



Primary Contribution to Hamilton's Community Outcomes



An attractive city that is planned for the well-being of people and nature, now and in the future

environment. Environmental education is essential in raising people's awareness of environmental issues and in enabling them to take action to create sustainable ways to live. An important part of Council's work is to ensure that Hamilton becomes a more sustainable city. The Local Government Amendment Act (No. 4) 1996 and the Local Government Act 2002 (Section 286) also requires Council to adopt and implement a Waste Management Plan.

Guiding Legislation, Plans and Documents

| Council | Regional | National |
|--|--|--|
| STRATEGIES/PLANS <ul style="list-style-type: none"> • Access Hamilton Strategy 2005 • CityScope (city design strategy) • Waste Management Plan 2004–2010 | <ul style="list-style-type: none"> • Regional Waste Strategy 2003 | <ul style="list-style-type: none"> • Environmental Education Strategy 1999 • Local Government Act 2002 • Local Government Amendment Act (No. 4) 1996 • New Zealand Urban Design Protocol 2005 • New Zealand Waste Strategy 2002 |
| POLICIES <ul style="list-style-type: none"> • Agenda 21 Policy • Consultation Policy (currently under review) • Cycling Policy • Environmental Policy (currently under review) • ICLEI Membership Policy • Procurement Policy | | |
| OTHER <ul style="list-style-type: none"> • Hamilton's Sustainability Indicators Programme/Community Outcomes Progress Indicators Programme | | |

Note: All policies and strategies are reviewed three-yearly by each incoming Council (the last review date was 13 May 2005). Council may also decide to review specific policies or strategies at any time.



15.0 COUNCIL'S PLAN OF ACTION – PROTECTING OUR FUTURE

Looking Ahead – Key Projects and Programmes

The following table shows a selection of projects and programmes for Sustainable Environment from the Long-Term Plan. Projects and programmes have been developed to maintain and enhance service delivery taking into account anticipated changes to levels of service.

The full list of projects and programmes that Council proposes to undertake for Sustainable Environment is shown in the appendices of Volume II (Section 16.4) of Council's 2006–16 Long-Term Plan. The list also shows whether the project's expenditure is categorised as capital, maintenance/operating, or renewal.

| Year | Description of project |
|---------|--|
| 2006/07 | <ul style="list-style-type: none"> Environmental Education Programme (SAP # 203.0 – \$937,000 in the period 2006/07 – 2015/16). SMART subdivision and urban design research (SAP # 205.0 – \$15,000). Extension of the Gully Restoration Programme (SAP # 208.0 – \$15,000). Update of Council's Consultation Policy and Guidelines (SAP # 622.0 – \$48,800 in the period 2006/07 – 2012/13). Waste Management Plan review – publication and promotion of liquid waste component (SAP # 206.0 – \$5,000). Waste Management Plan initiatives – liquid, solid and gaseous waste initiatives (SAP # 501.0 – \$116,900 in the period 2006/07–2010/11). Development of a workplace travel plan for Hamilton City Council staff. Administration and distribution of the Envirofund. Review of Council's Environmental Policy and development of a wider Environmental Strategy. |
| 2007/08 | <ul style="list-style-type: none"> Administration and distribution of the Envirofund. SMART subdivision and urban design research (SAP # 205.0 – \$5,200). Extension of the Gully Restoration Programme (SAP # 208.0 – \$10,300). Environmental Education Programme – Cities for Climate Protection Community Action Plan implementation (SAP # 203.0 – part of \$85,700). Waste Management Plan review – gaseous waste review (SAP # 206.0 – \$10,300). |

| | |
|---|---|
| 2008/09 | <ul style="list-style-type: none"> Environmental Education Programme – environmental education for the city's engineers, designers and developers (SAP # 203.0 – part of \$272,200 in the period 2008/09–2010/11). Open space review – This review will examine the concept and management of open space for the city and the enhancement of the City's biodiversity. Administration and distribution of the Envirofund. Extension of the Gully Restoration Programme (SAP # 208.0 – \$10,600). Waste Management Plan review – publication and promotion of gaseous waste component (SAP # 206.0 – \$5,300). |
| Other key projects scheduled in the period 2009/10–2015/16 | |
| 2009/10 | <ul style="list-style-type: none"> Extension of the Gully Restoration Programme (SAP # 208.0 – \$7,700 in 2009/10 and \$7,900 in 2010/11). Waste Management Plan review – full review (solid/liquid and gas) and undertake community consultation (SAP # 206.0 – \$10,900). |
| 2012/13 | <ul style="list-style-type: none"> Environmental Education Programme – environmental education with and for Maori/Marae (SAP # 203.0 – part of \$97,400). |
| 2014/15 | <ul style="list-style-type: none"> Waste Management Plan review – full review (solid/liquid and gas) and undertake community consultation (SAP # 206.0 – \$12,200). |

Significant Negative Effects

No significant negative effects have been identified as a result of Council providing this significant service.

Key Performance Measures and Targets for Intended Levels of Service

The following performance measures and targets are regarded as important to maintain and enhance the intended levels of service for Sustainable Environment. In many cases, targets for performance measures have been 'stretched' to reflect Council's ongoing commitment to continuously improve its service delivery.

Objective: To increase community knowledge and awareness of environmental issues and empower people to take environmental action in their daily lives.

| Performance measure | | Target | | | | | | | | | |
|---------------------|---|------------------------------|------------------------------------|---------------------------------------|--------------------------------------|---------|---------|---------|---------|---------|---------|
| | | 2006/07 | 2007/08 | 2008/09 | 2009/10 | 2010/11 | 2011/12 | 2012/13 | 2013/14 | 2014/15 | 2015/16 |
| 1. | 'Know It?!...Live it' community environmental education programme database membership increased by 10% annually. | 750 | 825 | 907 | 997 | 1096 | 1205 | 1325 | 1457 | 1602 | 1762 |
| 2. | Gully restoration programme membership increased by 10% annually. | 660 | 726 | 798 | 877 | 964 | 1060 | 1060 | 1060 | 1060 | 1060 |
| 3. | Achieve the following number of schools participating in the EnviroSchools programme. | 23 | 25 | 28 | 28 | 28 | 28 | 28 | 28 | 28 | 28 |
| 4. | Review and implement components of the 10-year Waste Management Plan. | Liquid component implemented | Gaseous component of plan reviewed | Gaseous component of plan implemented | Full review of Waste Management Plan | * | * | * | * | * | * |
| 5. | Achieve the following weights for Council's internal daily waste stream. | 48kg | 40kg | 38kg | 35kg | 30kg | 28kg | 28kg | 28kg | 28kg | 28kg |
| 6. | Administer and distribute the Envirofund to groups undertaking projects and programmes that contribute to environmental sustainability in the city. | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |

Note:

- * A full review of the Waste Management Plan is scheduled in 2009/10. Further reviews have not yet been scheduled beyond this date.
- Unless otherwise stated, all key performance measures will be completed on or before 30 June for each financial year.
- A CSI (Customer Satisfaction Index) score is a measure of residents' or customers' overall satisfaction with a Council provided service or facility and is obtained through various Council surveys, e.g., Council's Annual Residents Survey.





15.0 COUNCIL'S PLAN OF ACTION – PROTECTING OUR FUTURE

TRANSPORT: INTRODUCTION (KUPU WHAKATAKI MO NGA WAKA HARI)

Council is required by Section 12 of the Land Transport Management Act 2003 to annually publish and consult on its Land Transport Programme. Council's 2006/07 Land Transport Programme comprises:

- this preamble entitled 'Transport: Introduction'
- the significant service activity statements entitled 'Transport: Road Network Management' and 'Transport: Access Hamilton'
- the information contained in Council's 2006–16 Long-Term Plan – Volume II that relates to the 'Transport: Road Network Management' and 'Transport: Access Hamilton' significant services.

Council contributes to meeting the transport needs of the community by providing two complementary significant services – Road Network Management and Access Hamilton. Collectively these services reflect the enlarged aim of the Land Transport Management Act 2003 of achieving an integrated, safe, responsive and sustainable land transport system. Council's transport significant services move beyond the provision and maintenance of a traditional roading network to include projects that aim to provide increased travel choices, manage travel demand for better lifestyle options, and assist community awareness and education.

In setting the strategic approach for transportation in the city, Council considers a wide range of inputs from legislation and national and regional strategies including:

- Land Transport Management Act 2003
- Local Government Act 1974 and 2002
- Waikato Regional Land Transport Strategy
- New Zealand Transport Strategy
- Getting there – on foot, by cycle: A strategy to advance walking and cycling in New Zealand transport
- Road Safety to 2010
- National Energy Efficiency and Conservation Strategy 2001
- Transport Sector Strategic Directions Document 2006/07.

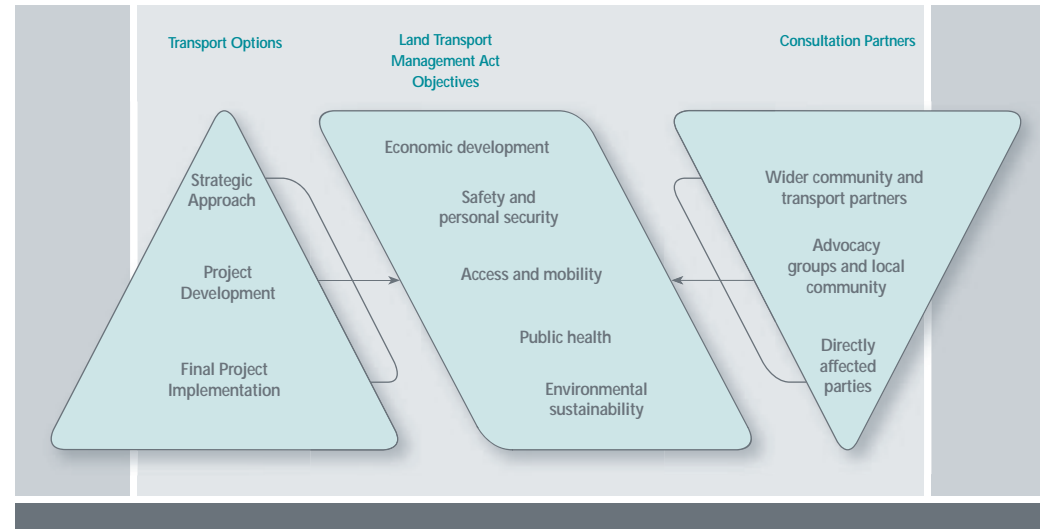
In considering and developing individual transport projects and programmes, Council also takes into account a number of local strategies and studies. Key inputs that inform Council's project development processes include:

- Hamilton Integrated Transportation Study 1999
- Hamilton Alternative to Roding Transportation Study (HARTS) 2005

- Hamilton Park and Ride Study 2005
- Hamilton Urban Growth Strategy 2005
- Access Hamilton Strategy 2005
- Hamilton City Safety Management System 2004
- Hamilton's Community Outcomes 2005
- Hamilton Cycling Policy 1999
- Hamilton City Disability Strategy 2005.

The diagram below outlines how consultation with the community, transport partners, advocacy groups and directly affected persons assists Council to set the city's strategic approach for transportation, develop projects and implement finalised project plans. Input is gained at each stage of this process to assist Council in considering various options to ensure that Council's transportation programme is integrated and consistent with the five objectives of the Land Transport Management Act 2003.

RELATIONSHIP OF THE CITY STRATEGIC FRAMEWORK TO COUNCIL'S KEY PLANS AND POLICIES



Council's Transport Committee oversees Council's provision of transportation services in the city. Transport partner organisations, including Environment Waikato, Transit New Zealand, Land Transport New Zealand and New Zealand Police, regularly attend

Council's Transport Committee meetings, as well as one-on-one meetings with staff and the Transport Committee's Chairperson. Ongoing collaboration with these organisations helps to ensure that Council's transportation programme is integrated, responsive, sustainable, and achieves successful outcomes for the city. Council also has five subcommittees that focus on transport related issues, i.e., Parking Management, Passenger Transport, Speed Limits, Traffic Calming, and Cycling.

In addition, at the time that Council prepares a funding application for Land Transport New Zealand, a full assessment of how the project contributes to the above five Land Transport Management Act objectives is provided.

Subsidised Projects and Programmes

The table below details the Council's land transport activities for which subsidy funding has been or is anticipated to be sought from Land Transport New Zealand in 2006/07. For a full understanding of Council's contribution to transportation in the city, the full list of projects and programmes detailed in Volume II of Council's Long-Term Plan should be considered. Financial details for each subsidised project are included in the relevant project or programme details contained in Volume II. The table also includes a high level assessment of how each subsidised activity contributes to the objectives of the Land Transport Management Act 2003. Projects and programmes are presented using the prescribed Land Transport New Zealand Activity Structure.

| Land Transport New Zealand Activity | Gross Expenditure 2006/07 (\$) | Anticipated Land Transport New Zealand Subsidy (\$) | Land Transport Management Act Objectives | | | | |
|---|--------------------------------|---|--|--------------------------------------|------------------------------|-------------------------------------|--------------------------------------|
| | | | Assists Economic Development | Assists Safety and Personal Security | Improves Access and Mobility | Protects and Promotes Public Health | Ensures Environmental Sustainability |
| Structural Maintenance | | | | | | | |
| Pavement Maintenance | 1,031,700 | 464,265 | | + | + | | |
| Area Wide Treatment | 990,900 | 445,905 | | + | + | | |
| Major Drainage | 455,000 | 204,750 | | + | | | + |
| Maintenance Chip Seal | 989,000 | 445,050 | | + | | | |
| Thin Asphaltic Surfacing | 1,043,000 | 469,350 | | + | | | |
| Bridge Maintenance | 1,160,000 | 522,000 | | + | | | |
| Corridor Maintenance | | | | | | | |
| Amenity Safety Maintenance | 481,900 | 216,855 | | + | | | |
| Street Cleaning | 312,000 | 140,400 | | | | + | |
| Traffic Services | 1,195,000 | 537,750 | + | + | + | | + |
| Carriageway Lighting | 1,685,300 | 758,385 | | + | + | | |
| Cycleway Maintenance | 9,400 | 4,230 | | + | | | |
| Level Crossing Warning Devices | 11,800 | 11,800 | | + | | | |
| Professional Services | 1,270,600 | 571,770 | + | + | + | + | + |
| Improvement and Replacement of Roads | 6,323,000 | 3,477,650 | + | | + | + | |
| Promotion of Walking and Cycling | 1,257,400 | 691,570 | | | | + | + |
| Travel Demand Management | 176,000 | 96,800 | + | | + | + | + |
| TOTAL | 18,392,000 | 9,058,530 | + | + | + | + | + |



15.0 COUNCIL'S PLAN OF ACTION – PROTECTING OUR FUTURE



TRANSPORT:

ROAD NETWORK MANAGEMENT (NGA WHAKAHAERE O NGA HARI WAKA)

Contact: Roads and Traffic



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838 6440



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Service Level Provision for Road Network Management

This section outlines what the significant service does, including the levels of service currently provided and the key assets (including the value of key infrastructural assets where applicable).

Road Network Management provides for ongoing management of the operation, maintenance, growth and development of the city's transportation network.

The goal is to provide and efficiently manage a safe, effective and sustainable transport system that integrates roads with other forms of transport such as public transport, walking and cycling.

Activities include the general maintenance, rehabilitation and construction of the carriageway component of roading projects, improvement and day-to-day operation and maintenance of the traffic network (including the Road Safety Programme), and maintenance and improvement of the city's footpaths, cycleways, and verges. The road network comprises:

- 582km of carriageways
- 1,029km of kerb and channel (excluding state highway)
- 57 traffic bridges, large culverts, pedestrian/cycle bridges and underpasses
- traffic signals at 49 intersections (including state highways)
- Hamilton Transport Centre
- 152 bus shelters
- 13,716 signs
- 15,206 street lights
- 882km of footpaths
- 45km of on-road cycle lanes and off-road cycle paths
- 1019 off-street car park spaces
- 830 metered and 490 time-controlled, on-street parking spaces in the CBD.

Primary Contribution to Hamilton's Community Outcomes



An attractive city that is planned for the well-being of people and nature, now and in the future

- 1.1 Is easy to get around so everybody can access services and facilities.
- 1.2 Is safe and enjoyable for walking and cycling, encourages innovative transport options and has quality public transport.

Value of Key Infrastructural Assets (as at 30 June 2005)

| Asset | \$(000) |
|----------------------------------|----------------|
| Transport Centre | 1,974 |
| Central Area Parking | 2,280 |
| Roads | 797,752 |
| Traffic | 1,788 |
| Footpaths, Cycleways and Verges | 76,181 |
| Streets | 7,137 |
| Total Value of Key Assets | 887,112 |

Reason For Providing Road Network Management

Council is the 'owner' and road controlling authority for all public roads (excluding State Highways) within the city and has a duty under Local Government Acts 1974 and 2002 to ensure that the roads are safe and sustainably managed, including planning for the future.

Guiding Legislation, Plans and Documents

| Council | Regional | National |
|--|---|---|
| <p>STRATEGIES/PLANS</p> <ul style="list-style-type: none"> • Access Hamilton Strategy 2005 • CityScope (city design strategy) • Disability Strategy 2005 • Hamilton City District Plan(s) • Hamilton City Road Safety Strategy 2004–2009 • Hamilton Integrated Transport Strategy 2002 • Hamilton Urban Growth Strategy 2005 • Roads and Traffic Activity Management Plan 2005 <p>POLICIES</p> <ul style="list-style-type: none"> • Advance Funding of New Infrastructure in City Growth Areas Policy • Cycling Policy • Graffiti Management Policy • Kerb Mounted Street Numbers (Reflectorised) Policy • Local Area Traffic Management Plans (LATM) Policy • Parking Control, Central Business District Policy • Parking for Physically Disadvantaged Motorists Policy • Pedestrian Road Crossing Facility Standards Policy • Road Resurfacing Policy • Street and Directional Signage Policy • Verges (Mowing) Policy <p>BYLAWS</p> <ul style="list-style-type: none"> • Road Traffic Bylaw 1996 • Speed Limit Bylaw 2004 • Through Truck Bylaw 2000 • Vehicle Crossing Bylaw 1994 <p>OTHER</p> <ul style="list-style-type: none"> • Hamilton Alternative to Roading Transportation Study (HARTS) 2005 • Hamilton City Development Manual • Road Safety Management System | <ul style="list-style-type: none"> • Waikato Regional Land Transport Strategy 2002 (under review) • Regional Passenger Transport Plan 2003 • Road Safety Plan for the Waikato Region | <ul style="list-style-type: none"> • Getting There – On Foot, By Cycle: A Strategy to Advance Walking and Cycling in New Zealand Transport 2005 • Land Transport Management Act 2003 • Land Transport New Zealand Procedures and Manuals • Local Government Acts 1974 and 2002 • National Energy Efficiency and Conservation Strategy 2001 • New Zealand Land Transport Management Plan • New Zealand Transport Strategy 2002 • Public Works Act 1981 • Resource Management Act 1991 • Road Safety to 2010 Strategy • Transport Sector Strategic Directions Document 2006/07 |

Note:

- All policies are reviewed three-yearly by each incoming Council (the last review date was 13 May 2005). Council may also decide to review specific policies or strategies at any time.
- Refer to the Funding and Financial Policy 2006–16 in Volume II for a summary of Council's Activity Management Plans.





15.0 COUNCIL'S PLAN OF ACTION – PROTECTING OUR FUTURE

Looking Ahead – Key Projects and Programmes

The following table shows a selection of projects and programmes for Road Network Management from the Long-Term Plan. Projects and programmes have been developed to maintain and enhance service delivery taking into account anticipated changes to levels of service.

The full list of projects and programmes that Council proposes to undertake for Road Network Management is shown in the appendices of Volume II (Section 16.4) of Council's 2006–16 Long-Term Plan. The list also shows whether the project's expenditure is categorised as capital, maintenance/operating, or renewal.

| Year | Description of project |
|---------|--|
| 2006/07 | <ul style="list-style-type: none"> Ongoing development of the road network in the Rotokauri growth area (SAP # 554.0 – \$4.99m). Ongoing development of the road network in the Rototuna growth area (SAP # 555.0 – \$17.423m). Investigate and designate a new northern bridge crossing over the Waikato River (part of SAP # 555.0). Investigation work associated with Southern Links and the Peacocke growth area (SAP # 553.0 – \$450,000). Implementation of Council's Disability Strategy (SAP # 765.0 – \$25,000). Repairs to the Fairfield Bridge concrete pile caps (SAP # 45.0 – \$1.2m). CBD Upgrade* (SAP # 228.0 – Hood Street Piazza, Victoria Street (Hood-Bryce) – investigation and design \$3.4m). |
| 2007/08 | <ul style="list-style-type: none"> Ongoing development of the road network in the Rotokauri growth area (SAP # 554.0 – \$16.229m). Ongoing development of the road network in the Rototuna growth area (SAP # 555.0 – \$8.101m). Implementation of Council's Disability Strategy (SAP # 765.0 – \$25,800). CBD Upgrade* (SAP # 228.0 – Garden Place (including Casino frontage and Civic Square) investigation & design, Victoria Street upgrade (Hood-Bryce) \$5.676m). |

| | |
|---|--|
| 2008/09 | <ul style="list-style-type: none"> Ongoing development of the road network in the Rotokauri growth area (SAP # 554.0 – \$16.927m). Ongoing development of the road network in the Rototuna growth area (SAP # 555.0 – \$20.436m). Ongoing development of the road network in the Peacocke growth area (SAP # 553.0 – \$284,100). Implementation of Council's Disability Strategy (SAP # 765.0 – \$10,600). CBD Upgrade* (SAP # 228.0 – Garden Place construction, Ward Street/Worley Place investigation and design \$9.31m). |
| Other key projects scheduled in the period 2009/10–2015/16 | |
| 2009/10 | <ul style="list-style-type: none"> Ongoing development of the road network in the Rotokauri growth area (SAP # 554.0 – \$65.391m in the period 2009/10–2015/16). Ongoing development of the road network in the Rototuna growth area (SAP # 555.0 – \$37.059m in the period 2009/10–2015/16). Ongoing development of the road network in the Peacocke growth area (SAP # 553.0 – \$656,000 in the period 2009/10–2012/13). CBD Upgrade* (SAP # 228.0 – \$7.459m in the period 2009/10–2011/12). |

* For a more comprehensive overview of the CBD Upgrade, please refer to Section 4.0 (4.3) – 'Highlights of Projects and Programmes Over the Next Ten Years'.

Significant Negative Effects

Council acknowledges that some of the services it provides can have either existing or potential negative effects of one form or another on the well-being of the local community and the natural and built environment. However, when planning for and carrying out its services, Council seeks to minimise and mitigate these effects through a range of mechanisms. The following factors were considered in determining the existing or potential significant negative effects:

- the number of people who could be affected
- the degree to which they could be affected
- the extent to which public health and safety is or could be compromised
- the likelihood of the significant negative effect occurring.

| Significant negative effect | | Well-being | | | | How Council mitigates the effect |
|-----------------------------|---|------------|----------|---------------|----------|--|
| | | Social | Economic | Environmental | Cultural | |
| 1. | Potential division of communities by roads. | ✓ | | | | Council consults the community over all roading projects using a range of mechanisms. It also ensures that provision is made for pedestrians and cyclists within the road network. |
| 2. | Perceived high levels of traffic noise, particularly in residential areas. | | | ✓ | | All arterial roads carrying greater than 10,000 vehicles per day are surfaced with quiet road surfacing. |
| 3. | Negative effect on air quality from vehicle emissions, particularly from busy intersections at peak travel times. | ✓ | | ✓ | | Best practice roading design ensures the efficient and effective movement of traffic throughout the city and minimises congestion points within the road network. Council operates a comprehensive transport model which is used to minimise congestion and assist in the smooth flow of traffic within the city. Alternative transport options are promoted and actioned through Access Hamilton community education initiatives. |
| 4. | Accidents occurring on the road network. | ✓ | ✓ | | | Engineering, education and enforcement programmes are developed in conjunction with Council's major transport partners, e.g., the Ministry of Transport, Transit New Zealand and Land Transport New Zealand. |
| 5. | Increasing amounts of land is used for roading. | | ✓ | | | Council ensures robust decision-making around land requirements and land use. Promotion of alternative forms of transport is undertaken (particularly through Access Hamilton) to maximise the existing road network. |





15.0 COUNCIL'S PLAN OF ACTION – PROTECTING OUR FUTURE

Key Performance Measures and Targets for Intended Levels of Service

The following performance measures and targets are regarded as important to maintain and enhance the intended levels of service for Road Network Management. In many cases, targets for performance measures have been 'stretched' to reflect Council's ongoing commitment to continuously improve its service delivery.

Objective: To operate and maintain a safe, efficient and sustainable transport system that caters for Hamilton's ongoing development, meets the community's needs, and complies with legislative requirements.

| Performance measure | | Target | | | | | | | | | | |
|---------------------|--|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|----|
| | | 2006/07 | 2007/08 | 2008/09 | 2009/10 | 2010/11 | 2011/12 | 2012/13 | 2013/14 | 2014/15 | 2015/16 | |
| 1. | Achieve the following CSI scores, as measured by Council's Annual Residents Survey: <ul style="list-style-type: none"> • Streets throughout the city • Streets around here • Traffic management • Street lighting throughout the city • Street lighting around here • Footpaths in general throughout the city • Footpaths around here • Pedestrian facilities. | 70 | 70 | 70 | 70 | 70 | 70 | 70 | 70 | 70 | 70 | 70 |
| 2. | Achieve the following satisfaction rating for acknowledgement of, and response to, requests for service, as measured by the Roads and Traffic Unit's monthly feedback surveys (reported six monthly). | 80% | 80% | 80% | 80% | 80% | 80% | 80% | 80% | 80% | 80% | |
| 3. | Achieve the following percentage of roads defined as smooth by land Transport New Zealand (in vehicle kilometres travelled). | 85% | 85% | 85% | 85% | 85% | 85% | 85% | 85% | 85% | 85% | |
| 4. | The number of potholes requiring repair is less than 250 per annum. | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | |
| 5. | The footpath and road resurfacing programmes are achieved to within 2km of the annual target. | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | |
| 6. | The total cost of service per km of road is less than the median cost of seven other selected NZ cities. | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | |

Note:

- Unless otherwise stated, all key performance measures will be completed on or before 30 June for each financial year.
- A CSI (Customer Satisfaction Index) score is a measure of residents' or customers' overall satisfaction with a Council provided service or facility and is obtained through various Council surveys, e.g., Council's Annual Residents Survey.



TRANSPORT: ACCESS HAMILTON (TE ROOPUU TAUTOKO HAPORI)

Contact: Roads and Traffic



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Service Level Provision for Access Hamilton

This section outlines what the significant service does, including the levels of service currently provided and the key assets (including the value of key infrastructural assets where applicable).

Access Hamilton is a strategy that addresses Hamilton's increasing traffic congestion and population growth, and aims to create a sustainable, integrated transport system for the city. A 10-year work programme has been developed for Access Hamilton, which includes financial contributions from Land Transport New Zealand and Environment Waikato to ensure a coordinated approach to Hamilton's transport system. This programme is based on Hamilton's Growth Strategy and Land Transport Management Act criteria.

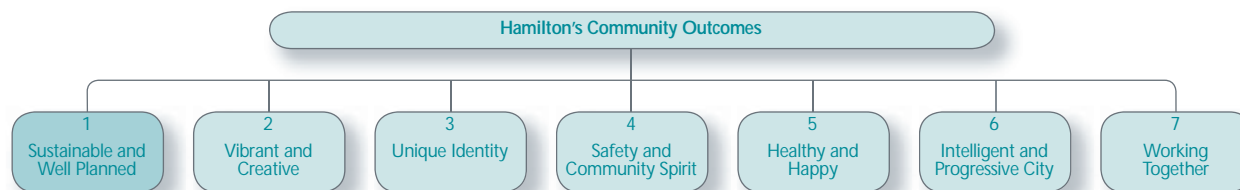
Access Hamilton includes both infrastructure improvements and incentives to encourage the use of alternative travel modes. It aims to increase public awareness of transport options and the effects of travel behaviour and travel choices. Access Hamilton focuses on four key areas:

- Key roading projects that will address current traffic congestion and future city growth, including arterial intersection improvements and completion of the ring road and cross-city connector
- Promoting public transport use and improving the priority for buses on our roads so that they become more attractive to commuters
- Encouraging active transport, such as walking and cycling
- Developing travel demand management plans and improving community education and awareness of travel choices.

Note: For a comprehensive overview of Access Hamilton, please refer to Section 4.0 (4.2) – 'Highlights of Projects and Programmes Over the Next Ten Years'.



Primary Contribution to Hamilton's Community Outcomes



An attractive city that is planned for the well-being of people and nature, now and in the future

- 1.1 Is easy to get around so everybody can access services and facilities.
- 1.2 Is safe and enjoyable for walking and cycling, encourages innovative transport options and has quality public transport.

Reason For Providing Access Hamilton

Hamilton City is growing rapidly and there is an increasing awareness that the city's roading networks are reaching capacity at peak times. Dealing with current traffic congestion levels and planning for future growth will ensure that Hamilton has an integrated transport system that functions effectively and enables people and goods to move in and around the city freely in years to come.



Guiding Legislation, Plans and Documents

| Council | Regional | National |
|--|---|---|
| <p>STRATEGIES/PLANS</p> <ul style="list-style-type: none"> • Access Hamilton Strategy 2005 • CityScope (city design strategy) • Disability Strategy 2005 • Hamilton City District Plan(s) • Hamilton City Road Safety Strategy 2004–2009 • Hamilton Integrated Transport Strategy 2002 • Hamilton Urban Growth Strategy 2005 • Roads and Traffic Activity Management Plan 2005 <p>POLICIES</p> <ul style="list-style-type: none"> • Cycling Policy • Local Area Traffic Management Plans (LATM) Policy • Parking Control, Central Business District Policy • Parking for Physically Disadvantaged Motorists Policy • Pedestrian Road Crossing Facility Standards Policy <p>BYLAWS</p> <ul style="list-style-type: none"> • Road Traffic Bylaw 1996 • Speed Limit Bylaw 2004 <p>OTHER</p> <ul style="list-style-type: none"> • Hamilton Alternative to Roving Transportation Study (HARTS) 2005 • Hamilton City Development Manual 2005 • Road Safety Management System | <ul style="list-style-type: none"> • Waikato Regional Land Transport Strategy 2002 (under review) • Regional Passenger Transport Plan 2003 • Road Safety Plan for the Waikato Region | <ul style="list-style-type: none"> • Getting There – On Foot, By Cycle: A Strategy to Advance Walking and Cycling in New Zealand Transport 2005 • Land Transport Management Act 2003 • Land Transport New Zealand Procedures and Manuals • Local Government Acts 1974 and 2002 • National Energy Efficiency and Conservation Strategy 2001 • New Zealand Land Transport Management Plan • New Zealand Transport Strategy 2002 • Public Works Act 1981 • Resource Management Act 1991 • Road Safety to 2010 Strategy • Transport Sector Strategic Directions Document 2006/07 |

Note:

- All policies are reviewed three-yearly by each incoming Council (the last review date was 13 May 2005). Council may also decide to review specific policies or strategies at any time.
- Refer to the Funding and Financial Policy 2006–16 in Volume II for a summary of Council's Activity Management Plans.

Looking Ahead – Key Projects and Programmes

The following table shows a selection of projects and programmes for Access Hamilton from the Long-Term Plan. Projects and programmes have been developed to maintain and enhance service delivery taking into account anticipated changes to levels of service.

The full list of projects and programmes that Council proposes to undertake for Access Hamilton is shown in the appendices of Volume II (Section 16.4) of Council's 2006–16 Long-Term Plan. The list also shows whether the project's expenditure is categorised as capital, maintenance/operating, or renewal.

| Year | Description of project |
|---------|--|
| 2006/07 | <ul style="list-style-type: none"> • Wairere Drive – construction from Hukanui to Tramway Road, Designation for 4-laning, Resolution Drive and Hukanui Road intersections 4-laning and 4-laning at intersections Resolution Drive to Hukanui Road (SAP # 544.0 – \$9.359m). • Ulster Street to Willoughby Street Link – Concept and Designation (SAP # 537.0 – \$100,000 in 2006/07 and \$72,200 in 2007/08). • Bus infrastructure (including shelters), bus priority lanes, road marking and signal priority (SAP # 728.0 – \$519,400 and SAP # 729.0 – \$286,700 in the period 2006/07–20015/16). • Construction of on-road cycle facilities (SAP # 545.0 – \$7.735m in the period 2006/07–2015/16). • Development of off-road city walkway/cycleway systems (SAP # 778.0 – \$5.335m in the period 2006/07–2015/16). • Central city shuttle (SAP # 732.0 – \$2.032m in the period 2006/07–2015/16). • Provide new bus infrastructure including shelters, bus boarders, and urban transfer stations (SAP # 728.0 – \$519,400 in the period 2006/07–2015/16). • Hamilton Eastern Arterial land purchase (SAP # 447.0 – \$3.75m). • Hamilton Eastern Arterial – design (SAP # 375.0 – \$600,000). • Safer Routes Programme (SAP # 440.0 – \$754,100 in the period 2006/07–2015/16). |

| Year | Description of project |
|---|--|
| 2007/08 | <ul style="list-style-type: none"> Hamilton Eastern Arterial – construction of Stage 1 – Fifth Avenue to Ruakura Road (SAP # 375 – \$9.7m). Upgrade Ruakura Road between Peachgrove Road and Hamilton Eastern Arterial (SAP # 530.0 – \$103,200). |
| 2008/09 | <ul style="list-style-type: none"> Remodelling of East Street and Te Aroha Street intersections with Peachgrove Road (SAP # 529.0 – \$1.915m). Hamilton Eastern Arterial – construction of Stage 1 – Fifth Avenue to Ruakura Road (SAP # 375 – \$12.768m). Upgrade Ruakura Road between Peachgrove Road and Hamilton Eastern Arterial (SAP # 530.0 – \$1.289m). |
| Other key projects scheduled in the period 2009/10–2015/16 | |
| 2009/10 | <ul style="list-style-type: none"> Hamilton Eastern Arterial – complete construction of Stage 1 – Fifth Avenue to Ruakura Road and construction of Stage 2 – Crosby Road to Fifth Avenue (SAP # 375.0 – \$6.181m in 2009/10, \$5.61m in 2010/11 and \$5.745m in 2011/12). Begin construction of Wairere Drive 4-laning – Te Rapa Road to Resolution Drive, including Bridge and design/construction of Hukanui Road to Tramway Road roundabout (SAP # 544.0 – \$11.104m in 2009/10 and \$14.586m in 2010/11). Redesign and remodel road links and junctions along Peachgrove Road and Hukanui Road (SAP # 528.0 – \$1.094m in 2009/10 and \$3.029m in 2010/11). Upgrade Ruakura Road between Peachgrove Road and Hamilton Eastern Arterial (SAP # 530.0 – \$1.094m). Remodelling of East Street and Te Aroha intersections with Peachgrove Road (SAP # 529.0 – \$1.859m). |
| 2010/11 | <ul style="list-style-type: none"> River Road commuter car park (SAP # 731.0 – \$280,500 in 2010/11 and \$11.49m in 2011/12). |
| 2011/12 | <ul style="list-style-type: none"> Complete construction of Wairere Drive 4-laning – Te Rapa Road to Resolution Drive, including Bridge and design/construction of River Road intersection (grade separation) (SAP # 544.0 – \$3.676m in 2011/12 and \$5.283m in 2012/13). |
| 2013/14 | <ul style="list-style-type: none"> Construct River Road Intersection (grade separation) and design/construction of Te Rapa intersection (grade separation) (SAP # 544.0 – \$18.249m in the period 2013/14–2015/16). |
| 2014/15 | <ul style="list-style-type: none"> Hamilton Eastern Arterial – design and construction of Stage 3 – Ruakura Road to Cobham Drive (SAP # 375.0 – \$365,400 in 2014/15 and \$3.345m in 2015/16). |





15.0 COUNCIL'S PLAN OF ACTION – PROTECTING OUR FUTURE

Significant Negative Effects

Council acknowledges that some of the services it provides can have either existing or potential negative effects of one form or another on the well-being of the local community and the natural and built environment. However, when planning for and carrying out its services, Council seeks to minimise and mitigate these effects through a range of mechanisms. The following factors were considered in determining the existing or potential significant negative effects:

- the number of people who could be affected
- the degree to which they could be affected
- the extent to which public health and safety is or could be compromised
- the likelihood of the significant negative effect occurring.

| Significant negative effect | | Well-being | | | | How Council mitigates the effect |
|-----------------------------|--|------------|----------|---------------|----------|--|
| | | Social | Economic | Environmental | Cultural | |
| 1. | The potential for separation of communities as a result of major arterial roading projects. | ✓ | | | ✓ | Council ensures that there is adequate provision of pedestrian and cycle access in any new roading developments and consults with local communities as part of the decision-making process. |
| 2. | <ul style="list-style-type: none"> • The possibility of a decrease in air quality from vehicle emissions as a result of an increase in the number of motor vehicles on Hamilton's roads (in particular from congestion at high volume intersections). • An increase in the capacity and quality of the road network could encourage more motor vehicle usage and in turn increase congestion levels. | ✓ | | ✓ | | <p>Council uses best practice roading design to ensure the efficient and effective movement of traffic throughout the city and to minimise congestion points within the road network.</p> <p>Council operates a transport model which is used to minimise congestion, assist in the smooth flow of traffic within the city and assist in the planning for efficient transport networks in the future. A computerised traffic signal system is also operated to assist in the efficiency of vehicle movement.</p> <p>Alternative transport options (e.g., bus service, cycle and pedestrian facilities) are promoted through Access Hamilton community education initiatives.</p> |
| 3. | The possibility of a poor response by the community to public education on transport alternatives and public transport initiatives. | ✓ | | | | Council consults with the community in the planning stages of any new transport initiatives to determine the needs and priorities of the community. Council will monitor any new transport initiatives under Access Hamilton and adjust their delivery where necessary. |

Key Performance Measures and Targets for Intended Levels of Service

The following performance measures and targets are regarded as important to maintain and enhance the intended levels of service for Access Hamilton. In many cases, targets for performance measures have been 'stretched' to reflect Council's ongoing commitment to continuously improve its service delivery.

Objective: To develop and support an integrated, safe, efficient and sustainable transport system that provides for ease of access in and around Hamilton City and ensures community awareness around travel choices.

| Performance measure | | Target | | | | | | | | | |
|---------------------|--|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| | | 2006/07 | 2007/08 | 2008/09 | 2009/10 | 2010/11 | 2011/12 | 2012/13 | 2013/14 | 2014/15 | 2015/16 |
| 1. | Achieve the following CSI scores, as measured by Council's Annual Residents Survey: | | | | | | | | | | |
| | • Residents' perception of traffic congestion when driving on Hamilton's roads | 55 | 57 | 59 | 61 | 63 | 65 | 67 | 69 | 69 | 70 |
| | • Cycle facilities throughout the city. | 60 | 60 | 62 | 65 | 70 | 72 | 74 | 76 | 78 | 80 |
| 2. | Achieve the following total number of kilometres of pedestrian and cycle networks in the city. | 45km | 45.5km | 46km | 46.5km | 47km | 47.5km | 48km | 48.5km | 49km | 49.5km |
| 3. | Maintain current journey times at 2006 levels, as measured at key intersections in the city. | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| 4. | Achieve the following number of schools participating in the walking school bus initiative. | 10 | 12 | 14 | 16 | 20 | 22 | 24 | 26 | 28 | 30 |
| 5. | Achieve the following usage of cycling facilities within the city, as measured by Council's Annual Residents Survey. | 25% | 25% | 27% | 28% | 28% | 30% | 30% | 32% | 32% | 35% |

Note:

- Unless otherwise stated, all key performance measures will be completed on or before 30 June for each financial year.
- A CSI (Customer Satisfaction Index) score is a measure of residents' or customers' overall satisfaction with a Council provided service or facility and is obtained through various Council surveys, e.g., Council's Annual Residents Survey.



15.0 COUNCIL'S PLAN OF ACTION – PROTECTING OUR FUTURE



ENDOWMENT AND INVESTMENT PROPERTY PORTFOLIO MANAGEMENT (TE TAIAO WHAI TIKANGA ROOPUU WHAKAHAERE)

Contact: Property and Risk Management

838 6736

838 6612

PropertyAndRiskManagement@hcc.govt.nz



Service Level Provision for Endowment and Investment Property Portfolio Management

This section outlines what the significant service does, including the levels of service currently provided and the key assets (including the value of key infrastructural assets where applicable).

Endowment and Investment Property Portfolio Management administers 114 Council owned properties throughout Hamilton.

This significant service manages two funds: the Domain Endowment Fund and the Municipal Endowment Fund. Both funds are required by legislation to be invested in property, in order to maximise the financial return to the city.

The Domain Endowment Fund proceeds are used for the purchase of land for reserves and for the creation, improvement and development of reserves and parks within Hamilton city. The Municipal Endowment Fund is invested in commercial properties and income from the fund is used to reduce the rates requirement of the city.

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

Reason For Providing Endowment and Investment Property Portfolio Management

Historically, Council was provided land by the Crown for the purposes of assisting the city of Hamilton to grow and develop. Council maintains a portfolio of commercial investments as a means of reducing the rates requirement of ratepayers within the city.

Primary Contribution to Hamilton's Community Outcomes



Business growth that is in harmony with the city's identity and community spirit

- 6.5 Attracts and retains people and investment and grows great ideas.

Guiding Legislation, Plans and Documents

| Council | Regional | National |
|---|----------|--|
| POLICIES <ul style="list-style-type: none"> Freeholding of Council Domain and Municipal Endowment Leases Policy Municipal Endowment Fund Investment Policy Disability Strategy 2005 | | <ul style="list-style-type: none"> Building Act 2004 Health and Safety in Employment Amendment Act 2002 Hamilton Domain Endowment Act 1977 Local Government Act 2002 |

Note: All policies are reviewed three-yearly by each incoming Council (the last review date was 13 May 2005). Council may also decide to review specific policies or strategies at any time.

Looking Ahead – Key Projects and Programmes

The following table shows a selection of projects and programmes for Endowment and Investment Property Portfolio Management from the Long-Term Plan. Projects and programmes have been developed to maintain and enhance service delivery taking into account anticipated changes to levels of service.

The full list of projects and programmes that Council proposes to undertake for Endowment and Investment Property Portfolio Management is shown in the appendices of Volume II (Section 16.4) of Council's 2006–16 Long-Term Plan. The list also shows whether the project's expenditure is categorised as capital, maintenance/operating, or renewal.

| Year | Description of project |
|---------|---|
| 2006/07 | <ul style="list-style-type: none"> Ongoing management of property funds to maximise financial returns. Source a suitable commercial property building investment for the balance (\$3.9m) of the Municipal Endowment Fund. Waivhakareke Lake subdivision (SAP # 802.0 – \$4m). |
| 2007/08 | <ul style="list-style-type: none"> Ongoing management of property funds to maximise financial returns. |
| 2008/09 | <ul style="list-style-type: none"> Ongoing management of property funds to maximise financial returns. |

Note: There are no capital projects scheduled for this significant service between 2006–2016.

Significant Negative Effects

No significant negative effects have been identified as a result of Council providing this significant service.

Key Performance Measures and Targets for intended Levels of Service

The following performance measures and targets are regarded as important to maintain and enhance the intended levels of service for Endowment and Investment Property Portfolio Management. In many cases, targets for performance measures have been 'stretched' to reflect Council's ongoing commitment to continuously improve its service delivery.

Objective: To manage Council's property portfolio in a manner that fulfils legislative requirements and ensures returns are in line with the current market average for similar properties.

| Performance measure | Target | | | | | | | | | |
|---|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| | 2006/07 | 2007/08 | 2008/09 | 2009/10 | 2010/11 | 2011/12 | 2012/13 | 2013/14 | 2014/15 | 2015/16 |
| 1. Achieve an annual gross return on Municipal Endowment Fund investment properties (as assessed by an independent registered valuer) that is typical for the Hamilton property market. | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| 2. Domain Endowment Fund ground leases achieve a return in line with the average market return of similar properties. | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| 3. Ensure statutory compliance with the Building Act 2004 and the Health and Safety in Employment Amendment Act 2002, in respect of all Council owned buildings. | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |

Note:

- Unless otherwise stated, all key performance measures will be completed on or before 30 June for each financial year.





16.0 LONG-TERM PLAN 2006–16 FINANCIALS

16.0 LONG-TERM PLAN 2006–16 FINANCIALS (WAHANGA MONI AWHINA)

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Financial Overview

Rates Levied

For the 2006/07 financial year, Council has budgeted income from rates of \$85.3m (2005/06 \$78.4m). Rates income will increase by 8.76 per cent for the 2006/07 year, which includes the Access Hamilton targeted rate. Taking account of growth in the city's rating base, this represents an average increase of 6.21 per cent to existing Hamilton ratepayers. The rate table below shows the total rates and rate increase for the ten year period 2006 to 2016 excluding and including the adjustment for growth in the city's rating base.

| | 2006/07 | 2007/08 | 2008/09 | 2009/10 | 2010/11 | 2011/12 | 2012/13 | 2013/14 | 2014/15 | 2015/16 |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|---------------|
| \$m | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
| Total rates levy | 85.3 | 91.9 | 99.5 | 107.4 | 115.5 | 121.4 | 126.7 | 131.8 | 136.0 | 140.2 |
| Rates levy (total increase) | 8.76% | 7.72% | 8.26% | 7.93% | 7.52% | 5.16% | 4.32% | 4.08% | 3.17% | 3.06% |
| less rating growth (new ratepayers) | -2.0 | -1.4 | -1.4 | -1.5 | -1.8 | -1.7 | -7.1 | -1.9 | -1.8 | -1.9 |
| Rates levy increase to existing ratepayers | 6.21% | 6.08% | 6.70% | 6.44% | 5.82% | 3.72% | 2.92% | 2.55% | 1.78% | 1.69% |
| Targeted rate – Access Hamilton | 0.00% | 0.00% | 3.20% | 0.00% | 0.84% | 1.11% | 0.00% | 0.00% | 0.00% | 0.00% |
| Inflation (CPI) adjustment | 3.10% | 3.20% | 3.10% | 2.82% | 2.56% | 2.41% | 2.17% | 1.96% | 1.76% | 1.73% |
| Rate increase to existing ratepayers above | 3.11% | 2.88% | 0.40% | 3.62% | 2.42% | 0.20% | 0.75% | 0.59% | 0.02% | -0.04% |

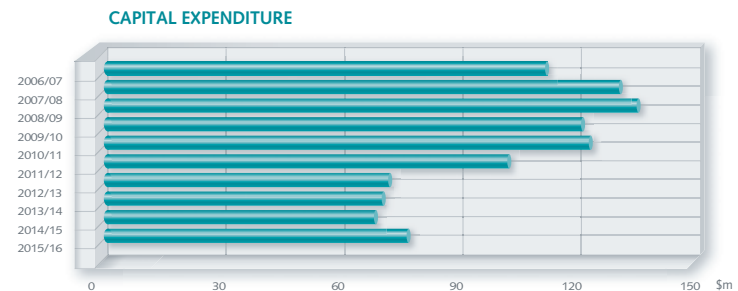
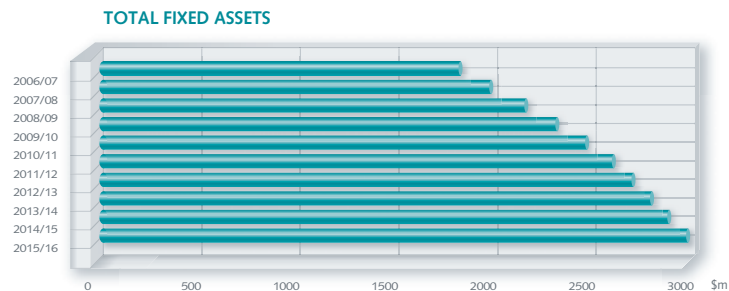
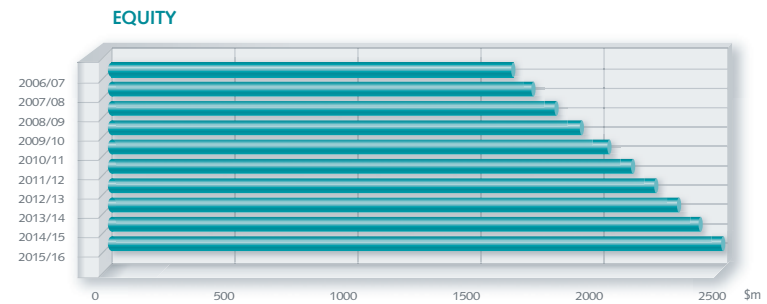
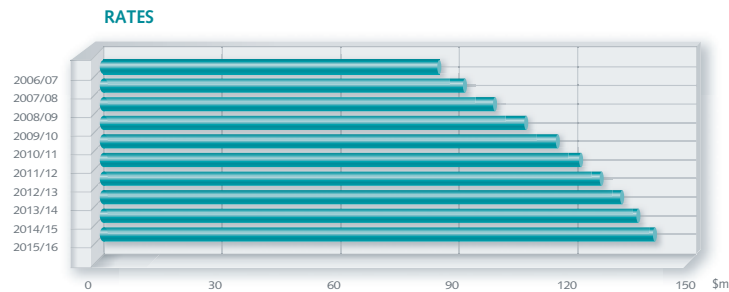
Rates by Property Sector

The indicative rates levy for 2006/07 on the average value property sectors are:

- residential \$1362
- inner city \$842
- commercial \$8363
- multi-unit \$3627
- rural residential \$3055
- rural large \$4316 and
- rural small \$1782.

Financial Summary

A graphical presentation of key financial statistics from June 2006 to June 2016 is shown as follows:

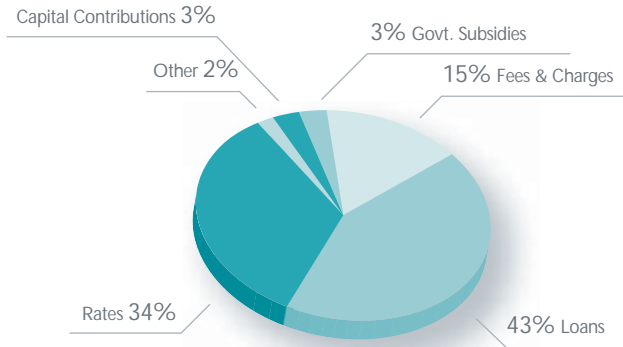


| Financial Summary | 2006/07 | 2007/08 | 2008/09 | 2009/10 | 2010/11 | 2011/12 | 2012/13 | 2013/14 | 2014/15 | 2015/16 |
|--|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| \$m | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
| Rates-(incl penalties less remissions and rates charged to Council properties) | 85.0 | 91.5 | 99.1 | 107.0 | 115.0 | 120.9 | 126.1 | 131.3 | 135.4 | 139.6 |
| Total Fixed Assets | 1812.1 | 1967.1 | 2145.5 | 2303.2 | 2454.0 | 2589.5 | 2689.2 | 2783.1 | 2870.5 | 2966.0 |
| Equity | 1630.7 | 1713.2 | 1807.0 | 1909.9 | 2021.9 | 2118.1 | 2212.1 | 2305.0 | 2392.5 | 2484.3 |
| Capital Expenditure | 111.3 | 130.0 | 134.4 | 120.4 | 122.3 | 101.7 | 71.5 | 69.9 | 68.0 | 76.2 |

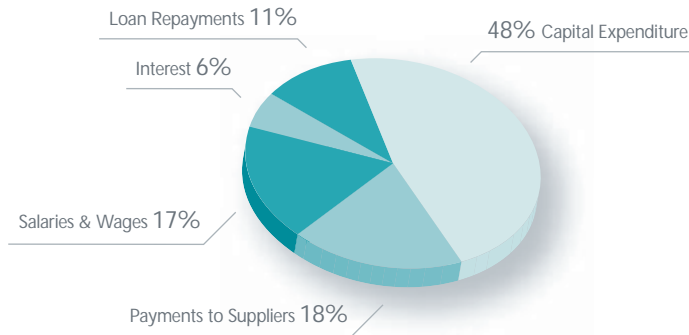
Cash Flow

The estimated sources and uses of cash for the year ended 30 June 2007 is summarised as follows:

SOURCES OF CASH (\$253M)



USES OF CASH (\$253M)



City Debt

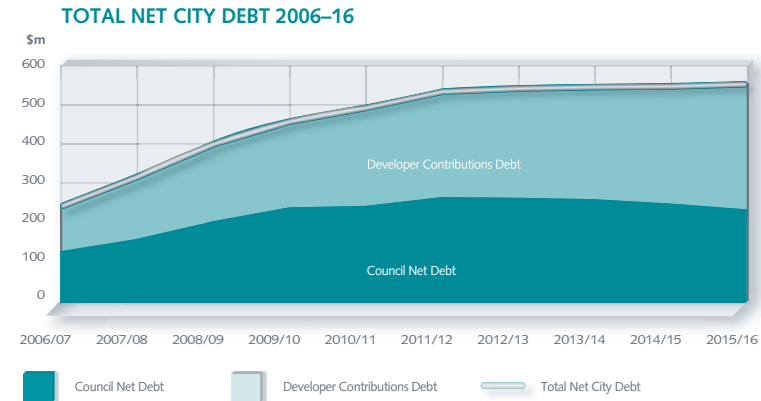
The overall level of net city debt including internal borrowing, will increase by \$81.4m to \$244.0m for the 2006/07 financial year. Council has budgeted for internal borrowing from special funds and other cash funds of \$20m. Rather than sourcing all its borrowing externally, Council utilises funds from reserves and working capital to reduce external borrowing and charges an interest rate on these funds, which is then added to the reserves.

There are two categories of Council debt. These being:

1. Council debt comprising debt funded by reserves and Access Hamilton (Knox Street Car Park), debt funded by Access Hamilton Reserve, and debt funded by rates, and
2. Debt funded by development contributions.

To address the issue of city debt, the Development and Financial Contributions Levy introduced in July 2005 will generate \$232.4m of new income over the next 10 years. Council has also agreed on a debt repayment programme that will eliminate an additional \$1.8m per year of debt above the existing debt repayment levels, beginning in the 2009/10 financial year.

The graph below shows the total net city debt levels from June 2006 to June 2016, split between Council net debt and debt to be funded by development contributions.



DEBT BALANCES (including internal borrowing)

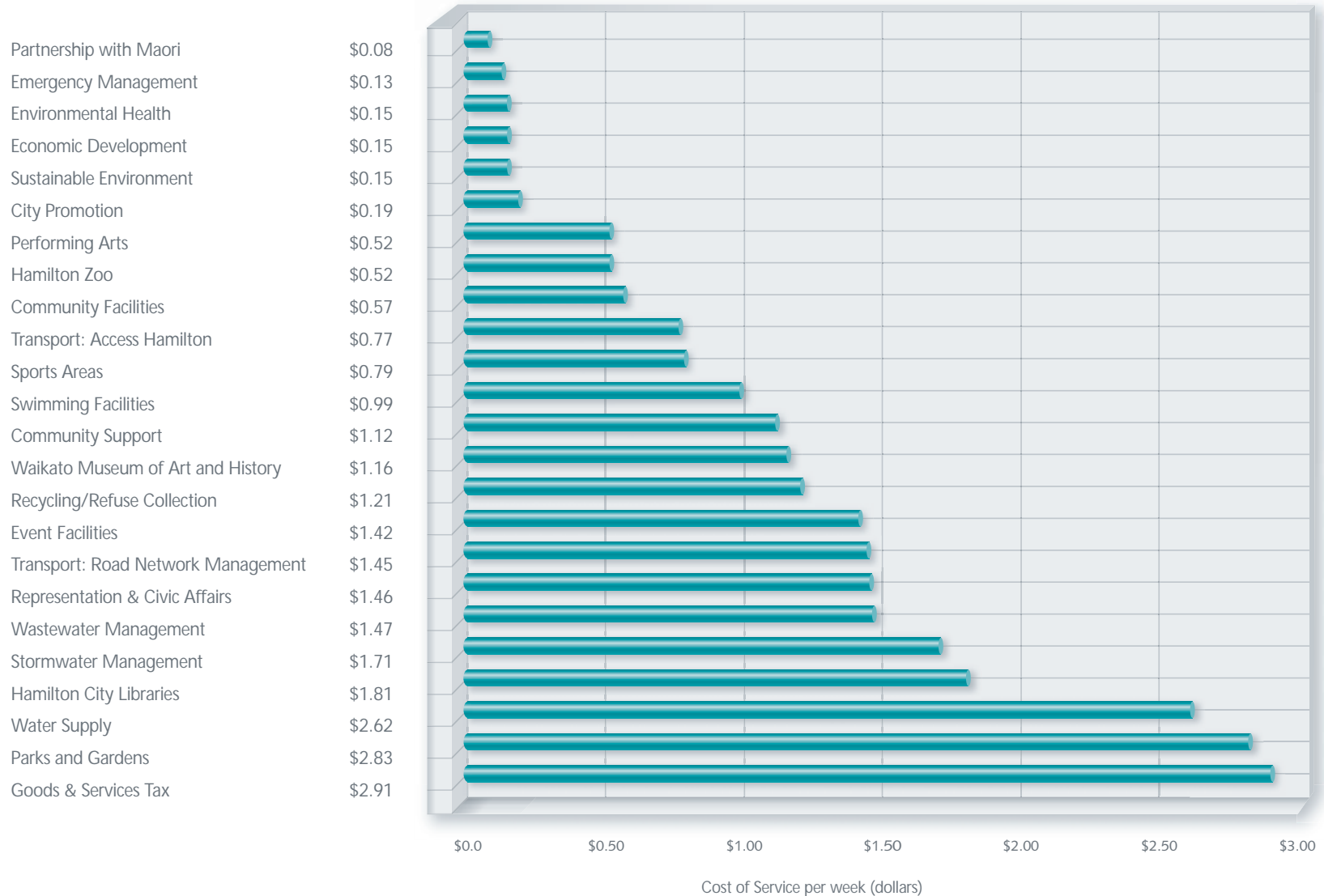
| | 2006/07 | 2007/08 | 2008/09 | 2009/10 | 2010/11 | 2011/12 | 2012/13 | 2013/14 | 2014/15 | 2015/16 |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| \$m | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
| Funded by Reserves & Access Hamilton (Knox Street Car Park) | 8.1 | 7.7 | 7.4 | 7.0 | 6.7 | 6.4 | 6.0 | 5.7 | 5.4 | 5.0 |
| Funded by Access Hamilton Reserve | 11.3 | 22.1 | 29.7 | 41.1 | 49.4 | 62.6 | 62.0 | 62.0 | 61.9 | 62.5 |
| Funded by Rates | 115.4 | 136.9 | 175.4 | 200.5 | 196.3 | 206.2 | 205.4 | 202.0 | 191.3 | 175.8 |
| Closing Balance – Council Net Debt | 134.8 | 166.7 | 212.4 | 248.6 | 252.4 | 275.2 | 273.5 | 269.8 | 258.6 | 243.3 |
| Funded by Development Contributions | 109.3 | 153.8 | 192.6 | 214.5 | 246.4 | 265.5 | 275.6 | 282.6 | 295.8 | 316.7 |
| TOTAL CLOSING BALANCE NET DEBT | 244.0 | 320.6 | 405.1 | 463.1 | 498.8 | 540.7 | 549.0 | 552.4 | 554.4 | 560.0 |

DEBT SERVICING PERFORMANCE TARGETS

| | 2006/07 | 2007/08 | 2008/09 | 2009/10 | 2010/11 | 2011/12 | 2012/13 | 2013/14 | 2014/15 | 2015/16 | |
|--|----------|---------|---------|---------|---------|---------|---------|---------|---------|---------|-------|
| Policy Limits – Council Net debt | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | |
| 1. Interest on Council debt (excluding interest on DCL debt) as % of total rating income | Max 20% | 9.5% | 11.3% | 13.3% | 15.1% | 15.3% | 15.4% | 15.2% | 14.5% | 13.7% | 12.7% |
| 2. Net debt (Council) as % of total income (excluding total DCL contributions received p.a. in income) | Max 180% | 96% | 114% | 138% | 155% | 141% | 161% | 156% | 148% | 138% | 125% |
| 3. Net debt (Council) per capita | | 989 | 1,204 | 1,509 | 1,737 | 1,733 | 1,856 | 1,811 | 1,754 | 1,650 | 1,524 |
| Policy Limits – Total Net debt | 2006/07 | 2007/08 | 2008/09 | 2009/10 | 2010/11 | 2011/12 | 2012/13 | 2013/14 | 2014/15 | 2015/16 | |
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | |
| 1. Net debt as a % of total assets | Max 25% | 13% | 16% | 18% | 19% | 20% | 20% | 20% | 19% | 19% | 18% |
| 2. Net debt as % of total income | Max 300% | 164% | 202% | 239% | 251% | 245% | 275% | 269% | 260% | 254% | 247% |
| 3. Interest (total) as % of total income (including total DCL contributions received p.a. in income) | Max 20% | 10.5% | 13.2% | 15.6% | 16.8% | 17.1% | 19.0% | 19.1% | 18.6% | 18.5% | 18.3% |
| 4. Liquidity (on total net debt & working capital) | Min 110% | 113% | n/a | n/a | n/a | n/a | n/a | n/a | n/a | n/a | n/a |

Indicative Residential Rates

For 2006/07, the rates levy on the average value Hamilton home will be \$1362, that is, about \$27 a week. The indicative rates levy per week is presented graphically below for each significant service of Council.



16.0 LONG-TERM PLAN 2006–16 FINANCIALS

Council Controlled Organisations (CCO)

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 and how performance is measured.

A Council-Controlled Organisation is:

- any organisation that Council controls and/or other local authorities, 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 | Ownership | 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 utilising 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 Finance & Audit Committee. Performance Targets are specified annually in the Statement of Corporate Intent |
| Local Authority Shared Services Ltd | 7.69% | 1 (9) | To provide local authorities within the Waikato region with shared services, particularly in respect of information collection and management, for those authorities that may from time-to-time participate in those services with the purpose of reducing the cost of performing those activities to the community at large. | The company is to be used as an umbrella company to investigate opportunities for future development of shared services. The specific objectives of the company will be agreed each year in accordance with the constitution and the Statement of Intent to be agreed between the board of the company and the shareholders. | Statement of Corporate Intent, Interim Report and Annual Report is presented to Finance & Audit Committee. |

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 organisation does and how its performance is measured.

The list of Organisations the Council is involved and represented in is based on:

- 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 | Ownership | 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) |
|--|-----------|-----------------------------------|---|--|---|
| 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. | Annually report to Community Development Unit and minutes to Community & Leisure Committee. |
| Creative Fund Communities New Zealand Allocation Committee | | 1 (9) | Representation is by Council policy. To administer funds on behalf of Creative New Zealand. | To allocate funds annually. | Annually report to Community Development Unit and Community & Leisure Committee. |
| 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 previously owned 16 cameras together with a control system installed at the Hamilton Police Headquarters. The security camera network including transmission cable assists New Zealand Police with crime prevention. This network has now been transferred to Council. | The trust is in remission. It oversees the contractual agreement with Council. Meets annually but does not report formally back 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. | Quarterly reports to Community Development Unit and Community & Leisure Committee. |

| Organisation | Ownership | 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 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. | Not applicable |
| 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 St 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. | Interim Report and Annual Report is presented to Finance & Audit Committee. |
| 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. | Annual plan is presented to City Development Committee. Annual Reports circulated to councillors. |
| 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) | Annually report to Community & Leisure Committee. |

| Organisation | Ownership | 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) |
|--|-----------|-----------------------------------|---|---|--|
| New Zealand 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 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. | Statement of Corporate Intent, Interim Report and Annual Report is presented to Finance & Audit Committee. |
| 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. | Meets every six weeks with minutes presented to Community & Leisure Committee. |
| The Katolyst Group (Katolyst) | | 1 (9) | Formed to bring together under one agency Business 2 Hamilton (B2H), Innovation Waikato Ltd (Innovation Park) and Business Development Centre. | An economic development agency formed with the goal of accelerating economic growth in Hamilton and the Waikato, through increased development of strategic industries and small business. | Report six monthly to Council through the City Development Committee on performance for the previous year and its business plan for the coming year. |
| University of Waikato Council | | Mayor (13) | Constitution requires one member appointed by the 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. | Annual budget and audited accounts publicly available and published |
| 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 the scientific community or any animal welfare agency, is nominated by a territorial authority or regional council. Established in accordance with the 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. | Not applicable |

| Organisation | Ownership | 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) |
|---|-----------|-----------------------------------|--|--|--|
| 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. | Not applicable |
| 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. | Quarterly reporting of minutes to City Development Committee. |
| 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. | Annual budget and audited accounts publicly available and published |
| Waikato SPCA Trust | | 1 (8) | Council representation requested. The trust is responsible for the rent at the animal centre. | To manage the investment funds arising from the sale of Higgins Rd. | Does not currently report formally to Council. |
| 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. | Reports to City Development Committee, although no formal report is presented. |

* 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. These organisations are CCO and need to obtain a section 7 LGA exemption for reporting as a CCO.

Statement of Accounting Policies

FOR THE YEARS ENDED 30 JUNE 2007–2016

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 New Zealand International Financial Reporting Standards (NZ IFRS).

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.

Under NZ IFRS, Hamilton City Council is a public benefit entity (PBE) and will be subject to policies and exemptions that may not apply to Hamilton Properties Ltd. Where PBE treatment of specific issues differs from the usual treatment, this fact is noted in each policy.

Measurement Base

The financial statements have been prepared in accordance with New Zealand International Financial Reporting Standards (NZ IFRS) for the first time. The disclosures required by NZ IFRS 1 concerning the transition from NZ GAAP to NZ IFRS at the 1 July 2005 are given in note 23 of these Accounting Policies.

The financial statements have been prepared on a historic cost basis, modified by the revaluation of certain property, plant and equipment, investment properties, financial liabilities (including derivative instruments), financial instruments classified as available for sale and financial instruments held for trading.

Accounting Policies

The following accounting policies, which materially affect the measurement of results and financial position, have been applied consistently to all years presented from 1 July 2006, unless otherwise stated:

1. Basis of Consolidation

i) Subsidiaries

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.

ii) Associate Companies

These are entities which Council has significant influence, but not control, over operating and financial policies.

The results of Waikato Regional Airport Ltd, Local Shared Services Ltd, New Zealand Local Government Insurance Company, 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 changes in net assets of the associates, in the Statement of Financial Position.

2. Foreign Currency Transactions

Items included in the financial statements of the Council and Group are measured using the currency of the primary economic environment in which Council operates ("the functional currency"). The consolidated financial statements are presented in New Zealand dollars, which is the functional and presentation currency of Council.

Transactions in currencies other than New Zealand dollars are recorded at the rates of exchange prevailing on the dates of the transactions. At each balance sheet date, monetary assets and liabilities that are denominated in foreign currencies are retranslated at the rates prevailing on the balance sheet date. The group does not hold non-monetary assets and liabilities denominated in foreign currencies. Exchange differences arising on the settlement of monetary items are included in the profit or loss for the period.

3. Revenue Recognition

Rates revenue is recognised when levied.

Water by meter revenue is recognised on an accrual basis with unread meters at year end accrued on an average usage basis.

Land Transport New Zealand roading subsidies are recognised as revenue upon entitlement, which is when conditions pertaining to eligible expenditure have been fulfilled.

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

Interest income is recognised in the Statement of Financial Performance as it accrues, using the effective interest method. The effective interest rate exactly discounts estimated future cash receipts through the expected life of the financial asset to that asset's net carrying amount. The method applies this rate to the principal outstanding to determine interest income each period.

Dividend income is recognised in the Statement of Financial Performance on the date the entity's right to receive payment have been established.

Development and Financial Contributions are recognised in the Statement of Financial Performance on the date the contributions are invoiced, on the basis these contributions relate to projects within the 2006–6 Long-Term Plan, and contributions have been taken in anticipation of these projects being undertaken.

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 profit, 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.

The main activities of the Council are not taxable as the Council is tax exempt.

6. Property, Plant and Equipment

i) These assets consist of:

Operational Assets

These include land, buildings (which includes cultural assets, community and leisure facilities), improvements, non-restricted parks and gardens, plant and equipment, vehicles, sports areas and library books.

Zoo animals

Zoo animals are held primarily for a social and recreational purpose.

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.

ii) Valuation

Unless stated, valuations are carried out or reviewed by independent qualified valuers and are carried at least on five yearly cycles. Valuations will be undertaken more regularly if necessary to ensure no individual item of property, plant and equipment within a class has a carrying value that is materially different from its fair value.

Revaluation increases and decreases relating to individual assets within a class of assets are offset. Revaluation increases and decreases in respect of assets in different classes are not offset.

Where the carrying amount of a class of assets is increased as a result of a revaluation, the net revaluation increase is credited to the revaluation reserve. The net revaluation increase shall be recognised in the Statement of Financial Performance to the extent that it reverses a net revaluation decrease of the same class of assets previously recognised in the Statement of Financial Performance.

A net revaluation decrease for a class of assets is recognised in the Statement of Financial Performance, except to the extent that it reverses a revaluation increase previously recognised in the revaluation reserve provided a credit balance exists for the same class of asset in the revaluation reserve.

Assets have been valued as follows:

- **Operational Buildings** have been valued at market value where possible otherwise depreciated replacement cost.
- **Plant and Equipment (excluding vehicles)** have been valued at market value where possible otherwise cost less depreciation.
- **Vehicles** have been valued at cost less depreciation.
- **Library Books** have been valued at cost less depreciation.
- **Zoo Animals** have been valued at estimated replacement cost by the zoo manager.
- **Heritage Assets** have been valued by professionally qualified library staff (library collection) and an independent consultant (museum collection).
- **Infrastructural Assets (excluding land)** have been valued at depreciated replacement cost.
- **Infrastructural Land** has been valued at market value.
- **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 and then depreciated.
- **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 appropriate 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.

iii) 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 Animal | 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.

7. Investment Properties and Properties for Resale

Investment properties, which are held to earn rental income and/or for capital appreciation, are stated at fair value. 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.

Gains or losses arising from changes in the fair value of investment property are included in the Statement of Financial Performance for the period in which they arise.

Properties for resale are valued at the lower of carrying amount or fair value.

Valuation

An external, independent valuer revalues the investment property portfolio and the properties held for resale on an annual basis.

8. Other Intangible Assets

Other intangible assets comprise of:

- (i) Computer software licences. They are capitalised at historic cost and are amortised over their estimated useful lives (5 years).
- (ii) Resource consents which are not attributed to a specific asset. They are capitalised at historic cost and are amortised over their estimated useful lives.

9. Impairment

The carrying amount of Council's assets, other than investment property and inventories are reviewed at each balance sheet date to determine whether there is any indication of impairment. If any such indication exists,

the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any). Where it is not possible to estimate the recoverable amount of an individual asset, Council estimates the recoverable amount of the cash-generating unit to which the asset belongs.

Where the future economic benefits of an asset are not primarily dependant on the asset's ability to generate net cash flows, and where Council, if deprived of the asset, replace its remaining future economic benefits, value in use shall be determined as the depreciated replacement cost of the asset.

Where Council accounts for revaluations of property, plant and equipment on a class of asset basis, an impairment loss on a revalued asset is recognised directly against any revaluation reserve in respect of the same class of asset to the extent that the impairment loss does not exceed the amount in the revaluation reserve for that same class of asset.

Where Council accounts for revaluations of property, plant and equipment on a class of asset basis, a reversal of an impairment loss on a revalued asset is credited directly to the revaluation reserve. However, to the extent that an impairment loss on the same class of asset was previously recognised in the Statement of Financial Performance, a reversal of that impairment loss is also recognised in the Statement of Financial Performance.

10. Borrowing Costs

Borrowing costs are recognised in the Statement of Financial Performance in the period in which they are incurred.

11. Employee Entitlements

Provision is made in respect of the liability for annual leave, long service leave, retirement gratuities and short-term compensated absences.

The provision for annual leave has been calculated on an actual entitlement basis at current rates of pay.

The provision for long service leave and 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 12 months after Statement of Financial Position date.

Payments to defined contribution retirement benefit plans are charged as an expense as they fall due. The retirement benefit obligation recognised in the Statement of Financial Position represents the present value of the defined benefit obligation as adjusted for unrecognised past service cost, and as reduced by the fair value of plan assets. Any asset resulting from this calculation is limited to unrecognised actuarial losses and past service cost, plus the present value of available refunds and reductions in future contributions to the plan.

The provision for short-term compensated absences (e.g., sick leave) has been measured as the amount of unused entitlement accumulated at the pay period ending immediately prior to the balance sheet date, that the entity anticipates employees will use in future periods, in excess of the days that they will be entitled to in each of those periods.

12. Leases

Leases consist of:

I) 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.

II) 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.

13. Provisions

A provision is recognised in the Statement of Financial Position when Council has a present obligation as a result of a past event, it is probable that an outflow of economic benefits, and the amount of which can be reliably estimated, Council will be required to settle that obligation. If the effect is material, provisions are determined by discounting the expected future cash flows at a pre-tax rate that reflects current market assessments of the time value of money and, where appropriate, the risks specific to the liability.

14. 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.

All subsequent changes in the liability shall be recognised in the Statement of Financial Performance and the periodic unwinding of the discount will also be recognised in the Statement of Financial Performance as a finance cost as it occurs.

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.

15. Contingent Assets and Contingent Liabilities

Contingent liabilities and contingent assets are recorded at the point at which the contingency is evident and if the possibility that they will materialise is not remote. Contingent assets are disclosed if it is probable that the benefits will be realised.

16. 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.

17. Inventories

Inventories are stated at the lower of cost and net realisable value. Net realisable value is the estimated selling price in the ordinary course of business, less any estimated costs of completion and selling expenses.

The cost of inventories is based on the first-in first-out principle and includes expenditure incurred in acquiring the inventories and bringing them to their existing location and condition.

18. Financial Instruments

Financial assets and liabilities are recognised on Council's Statement of Financial Position when Council becomes a party to the contractual provisions of the instrument.

I) Financial Assets

- **Accounts Receivable**

Accounts receivable are stated at cost less provision for impairment.

- **Investments**

Council classifies its investments in the following categories:

Loans and Receivables

Loans and receivables, such as general and community loans, mortgages, deposits and term deposits, are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. They are measured at initial recognition, at fair value, and subsequently carried at amortised cost less impairment losses.

Held-to-Maturity Investments

Held-to-maturity investments, such as the Sinking Fund, are non-

derivative financial assets with fixed or determinable payments and fixed maturities that management has the positive intention and ability to hold to maturity. They are measured at initial recognition at fair value, and subsequently carried at amortised cost less impairment losses.

Other Investments

Investments other than held-to-maturity are classed as either investments held-for-trading or as available-for-sale and are stated at cost less the annual test for impairment, such as the 7.69 per cent share in Local Shared Services Ltd and 3.17 per cent share in New Zealand Local Government Insurance Company Ltd. For assets designated as held-for-trading, any resultant gain or loss from changes in the value are recognised in the Statement of Financial Performance. For assets designated as available-for-sale which are measured at fair value, any resultant gain or loss from changes in the fair value is recognised in equity.

- **Cash and Cash Equivalents**

Cash and cash equivalents comprise cash on hand and demand deposits, and other short-term highly liquid investments that are readily convertible to a known amount of cash and are subject to an insignificant risk of changes in value.

II) Financial Liabilities and Equity

Financial liabilities and equity instruments are classified according to the substance of the contractual arrangements entered into and the definitions of a financial liability and equity instruments. An equity instrument is any contract that evidences a residual interest in the assets of Council after deducting all of its liabilities.

- **Bank Borrowings**

Interest-bearing bank loans and overdrafts are initially measured at fair value, and are subsequently measured at amortised cost, using the effective interest rate method. Finance charges, premiums payable on settlement or redemption and direct costs are accounted for on an accrual basis to the Statement of Financial Performance using the effective interest method and are added to the carrying amount of the instrument to the extent that they are not settled in the period in which they arise.

- **Net Debt**

Net debt will be reported in total (Total Net Debt), as well as under two subtotals:

(a) Council Net Debt, comprising debt which is to be funded from:

- Reserves,
- Access Hamilton, and
- Rates.

(b) Development Contributions Net Debt, which is to be funded from:

- Development and Financial Contributions (DCL)

Refer to Liability Management Policy in Section 5 of Volume II for more information.

- **Trade Payables**

Trade payables are initially measured at fair value, and where appropriate are subsequently measured at amortised cost, using the effective interest rate method.

- **Derivative Financial Instruments and Hedge Accounting**

Council's activities expose it primarily to the financial risks of changes in foreign exchange rates and interest rates. Council uses foreign exchange forward contracts and interest rate swaps to manage its foreign currency exposure. Derivative financial instruments are recognised initially at fair value. Council has elected not to hedge account for these derivative financial instruments.

Changes in the fair value of the derivative financial instruments that do not qualify for hedge accounting are recognised in the Statement of Financial Performance.

19. 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.

20. Cost of Service Statements

The Cost of Service Statements report the costs and revenues relating to the significant services of Council by the three strands of the city strategic framework.

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

- Support services are those activities, which are not considered to be direct services to the public and are allocated across the significant services on a basis, which reflects usage of the support services. Included in the allocation for support services is an allocation of the business unit surpluses/deficits. These are allocated where possible on a usage basis.
- Interest is allocated to the appropriate strand of the city strategic framework 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 relevant strand.

21. Critical Judgements and Estimations in Applying Council's Accounting Policies

The preparation of financial statements in conformity with NZ IFRS requires judgements, estimates and assumptions that affect the application of policies and reported amounts of assets and liabilities, income and expenses.

The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period or in the period of the revision and future periods if the revisions affect both current and future periods.

Management has made the following judgements and estimations that have the most significant effect on the amounts recognised in the financial statements:

Property Plant and Equipment

As Council is a Public Benefit Entity, property plant and equipment are valued at depreciated replacement cost that is based on an estimate of either fair value or current gross replacement costs of improvements less allowances for physical deterioration, and optimisation for obsolescence and relevant surplus capacity. There are certain assets such as wastewater or stormwater related assets which may be affected by changes in the measurement of qualitative standards which could affect the results of future periods.

The depreciation method used reflects the service potential of assets and is reviewed each year to ensure that there is no under maintenance of assets which could affect the results of future periods.

Landfill Post-closure Provision

The estimate of the provision for landfill post-closure costs is based on assumptions which may be influenced by changes in technology and society's expectations which could affect future results.

22. Prospective Financial Information

The purpose for the preparation of the prospective financial statements is to enable ratepayers, residents and any other interested parties to obtain information about the expected future financial performance, position and cash flows of Hamilton City Council for the ten years from 2006/07 to 2015/16. The information contained in these statements may not be appropriate for the purposes other than as previously described.

The preparation of prospective financial statements requires management to make judgements, estimates and assumptions that affect the application of policies and reported amounts of assets and liabilities, income and expenses. The estimates and associated assumptions are based on

historical experience and various other factors that are believed to be reasonable under the circumstances, the results of which form the basis of making the judgements about carrying values of assets and liabilities that are not readily apparent from other sources. Actual results may vary from these estimates and the variations may be material.

Note: The financial information contained in this document is prospective financial information. Significant forecasting assumptions are disclosed under Section 3 – Other Financial Policies and 2006–16 Long-Term Plan Assumptions (Volume II of the Funding and Financial Policy).

23. Changes in Accounting Policies

Council has changed its accounting policies to comply with NZ IFRS for periods on or after 1 July 2006, and has restated its balance sheet at 1 July 2005.

The significant financial effects from the changes on the balance sheet at 1 July 2005 have been to:

- increase the asset revaluation reserves by \$40 million to recognise a revaluation of assets;
- decrease retained earnings by \$0.9 million for the recognition of financial instruments;
- decrease the asset revaluation reserve and increase retained earnings by \$14.6 million for the transfer of investment property reserves to retained earnings; and
- reclassification of non-current assets within subcategories.

PROJECTED STATEMENT OF FINANCIAL PERFORMANCE (Inflation Adjusted)

For the years ended 30 June 2007– 2016

| | Note | 2006/07 \$000 | 2007/08 \$000 | 2008/09 \$000 | 2009/10 \$000 | 2010/11 \$000 | 2011/12 \$000 | 2012/13 \$000 | 2013/14 \$000 | 2014/15 \$000 | 2015/16 \$000 |
|---|------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| REVENUE | | | | | | | | | | | |
| Revenue from Strategic Framework Strands | 1 | 38,002 | 35,887 | 37,219 | 38,369 | 40,474 | 41,852 | 43,136 | 44,340 | 45,337 | 46,219 |
| Rates | 2 | 85,031 | 91,549 | 99,119 | 106,957 | 114,988 | 120,920 | 126,131 | 131,264 | 135,416 | 139,552 |
| Revenue assigned to Asset Development | 3 | 26,388 | 35,883 | 42,249 | 52,661 | 54,322 | 46,377 | 47,079 | 49,294 | 48,766 | 51,652 |
| Other revenue | 4 | 1,551 | 1,397 | 1,326 | 1,353 | 10,434 | 1,185 | 1,210 | 1,234 | 1,256 | 1,277 |
| Total Operating Revenue | | 150,972 | 164,716 | 179,913 | 199,340 | 220,218 | 210,334 | 217,556 | 226,132 | 230,775 | 238,700 |
| EXPENDITURE | | | | | | | | | | | |
| Expenditure from Strategic Framework Strands | 1 | 121,746 | 124,971 | 128,909 | 135,164 | 142,215 | 146,888 | 152,254 | 158,128 | 163,717 | 168,320 |
| Finance costs | | 15,081 | 20,414 | 25,998 | 30,531 | 34,418 | 36,922 | 38,388 | 39,087 | 39,949 | 40,891 |
| Other expenditure | | 30 | 31 | 33 | 34 | 34 | 34 | 35 | 36 | 37 | 37 |
| Total Operating Expenditure | | 136,857 | 145,416 | 154,940 | 165,729 | 176,667 | 183,844 | 190,677 | 197,251 | 203,703 | 209,248 |
| Revaluation of Investment Properties | | 0 | 1,350 | 1,350 | 1,266 | 1,182 | 1,139 | 1,055 | 971 | 886 | 886 |
| Share of Associate's Retained Surplus | 6 | 670 | 670 | 670 | 670 | 170 | 170 | 170 | 170 | 170 | 170 |
| Net Surplus | | 14,785 | 21,320 | 26,993 | 35,547 | 44,903 | 27,799 | 28,104 | 30,022 | 28,128 | 30,508 |
| Total Depreciation/Amortisation (included in Expenditure from City Strategic Framework Strands) | 10 | 33,746 | 34,357 | 35,300 | 37,937 | 40,828 | 42,655 | 44,710 | 46,111 | 48,053 | 50,187 |

PROJECTED STATEMENT OF MOVEMENTS IN EQUITY (Inflation Adjusted)

For the years ended 30 June 2007–2016

| | Note | 2006/07 \$000 | 2007/08 \$000 | 2008/09 \$000 | 2009/10 \$000 | 2010/11 \$000 | 2011/12 \$000 | 2012/13 \$000 | 2013/14 \$000 | 2014/15 \$000 | 2015/16 \$000 |
|--|------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| Net surplus for the year | | 14,785 | 21,320 | 26,993 | 35,547 | 44,903 | 27,799 | 28,104 | 30,022 | 28,128 | 30,508 |
| Net increase in revaluation of assets | 5 | 5,000 | 61,207 | 66,779 | 67,360 | 67,128 | 68,385 | 65,897 | 62,874 | 59,331 | 61,310 |
| Total Recognised Revenues and Expenses for the Year | | 19,785 | 82,527 | 93,774 | 102,907 | 112,031 | 96,184 | 94,001 | 92,896 | 87,459 | 91,818 |
| Equity at Beginning of Year | | 1,610,899 | 1,630,684 | 1,713,211 | 1,806,985 | 1,909,892 | 2,021,923 | 2,118,107 | 2,212,108 | 2,305,004 | 2,392,463 |
| Equity at End of Year | 5 | 1,630,684 | 1,713,211 | 1,806,985 | 1,909,892 | 2,021,923 | 2,118,107 | 2,212,108 | 2,305,004 | 2,392,463 | 2,484,281 |

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, and with the policies, assumptions and appendices of volume II, of the 2006–16 Long-Term Plan.

PROJECTED STATEMENT OF FINANCIAL POSITION (Inflation Adjusted)

As at 30 June 2007–2016

| | Note | 2006/07 \$000 | 2007/08 \$000 | 2008/09 \$000 | 2009/10 \$000 | 2010/11 \$000 | 2011/12 \$000 | 2012/13 \$000 | 2013/14 \$000 | 2014/15 \$000 | 2015/16 \$000 |
|-------------------------------------|------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| EQUITY | | | | | | | | | | | |
| Accumulated funds | 5 | 1,353,217 | 1,374,862 | 1,399,887 | 1,434,452 | 1,483,570 | 1,510,043 | 1,537,764 | 1,567,310 | 1,593,972 | 1,623,129 |
| Revaluation reserves | 5 | 263,178 | 324,385 | 391,165 | 458,524 | 525,652 | 594,037 | 659,934 | 722,808 | 782,139 | 843,449 |
| Restricted reserves | 5 | 3,816 | 3,891 | 4,074 | 4,151 | 4,229 | 4,423 | 4,504 | 4,586 | 4,792 | 4,877 |
| Council created reserves | 5 | 10,473 | 10,073 | 11,859 | 12,765 | 8,472 | 9,604 | 9,906 | 10,300 | 11,560 | 12,826 |
| Total Equity | | 1,630,684 | 1,713,211 | 1,806,985 | 1,909,892 | 2,021,923 | 2,118,107 | 2,212,108 | 2,305,004 | 2,392,463 | 2,484,281 |
| ASSETS | | | | | | | | | | | |
| Current Assets | | | | | | | | | | | |
| Cash and cash equivalents | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Investments held for trading | 6 | 351 | 1,513 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Accounts receivable and prepayments | | 10,000 | 10,320 | 10,640 | 10,940 | 11,220 | 11,490 | 11,740 | 11,970 | 12,180 | 12,390 |
| Inventories | | 571 | 571 | 571 | 571 | 571 | 571 | 571 | 571 | 571 | 571 |
| Derivative financial assets | | 543 | 543 | 543 | 543 | 543 | 543 | 543 | 543 | 543 | 543 |
| Total Current Assets | | 11,465 | 12,947 | 11,754 | 12,054 | 12,334 | 12,604 | 12,854 | 13,084 | 13,294 | 13,504 |
| Non-Current Assets | | | | | | | | | | | |
| Property, plant and equipment | | 1,812,057 | 1,967,123 | 2,145,487 | 2,303,173 | 2,454,004 | 2,589,539 | 2,689,202 | 2,783,094 | 2,870,509 | 2,966,027 |
| Investment properties | | 42,201 | 43,551 | 44,902 | 46,168 | 47,350 | 48,489 | 49,544 | 50,515 | 51,401 | 52,287 |
| Other intangible assets | | 5,039 | 6,808 | 8,149 | 9,506 | 10,542 | 11,613 | 12,589 | 13,421 | 14,130 | 14,823 |
| Held to maturity investments | 6 | 4,556 | 3,259 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Investment in associates | 6 | 14,597 | 15,217 | 15,837 | 16,457 | 10,854 | 10,974 | 11,094 | 11,214 | 11,334 | 11,454 |
| Other investments | 6 | 464 | 514 | 564 | 614 | 664 | 714 | 764 | 814 | 864 | 914 |
| Total Non-Current Assets | | 1,878,914 | 2,036,472 | 2,214,939 | 2,375,918 | 2,523,414 | 2,661,329 | 2,763,193 | 2,859,058 | 2,948,238 | 3,045,505 |
| Total Assets | | 1,890,379 | 2,049,419 | 2,226,693 | 2,387,972 | 2,535,748 | 2,673,933 | 2,776,047 | 2,872,142 | 2,961,532 | 3,059,009 |

PROJECTED STATEMENT OF FINANCIAL POSITION (Inflation Adjusted) CONT.

As at 30 June 2007–2016

| | Note | 2006/07 \$000 | 2007/08 \$000 | 2008/09 \$000 | 2009/10 \$000 | 2010/11 \$000 | 2011/12 \$000 | 2012/13 \$000 | 2013/14 \$000 | 2014/15 \$000 | 2015/16 \$000 |
|--|------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| LIABILITIES | | | | | | | | | | | |
| Current Liabilities | | | | | | | | | | | |
| Accounts payable and income in advance | | 20,000 | 20,640 | 21,280 | 21,880 | 22,440 | 22,980 | 23,480 | 23,940 | 24,360 | 24,780 |
| Employee entitlements | | 3,500 | 3,500 | 3,500 | 3,500 | 3,500 | 3,500 | 3,500 | 3,500 | 3,500 | 3,500 |
| Term debt | 7 | 14,684 | 8,655 | 19,593 | 34,364 | 19,824 | 23,314 | 23,841 | 24,828 | 27,641 | 9,867 |
| Finance lease liabilities | | 600 | 775 | 767 | 801 | 678 | 672 | 613 | 472 | 331 | 233 |
| Derivative financial liability | | 506 | 506 | 506 | 506 | 506 | 506 | 506 | 506 | 506 | 506 |
| Total Current Liabilities | | 39,290 | 34,076 | 45,646 | 61,051 | 46,948 | 50,972 | 51,940 | 53,246 | 56,338 | 38,886 |
| Non-Current Liabilities | | | | | | | | | | | |
| Employee entitlements | | 1,500 | 1,500 | 1,500 | 1,500 | 1,500 | 1,500 | 1,500 | 1,500 | 1,500 | 1,500 |
| Term debt | 7 | 210,899 | 293,372 | 365,466 | 408,772 | 458,979 | 497,407 | 505,178 | 507,557 | 506,742 | 530,102 |
| Finance lease liabilities | | 3,021 | 2,918 | 2,764 | 2,435 | 2,088 | 1,649 | 1,036 | 564 | 233 | 0 |
| Landfill aftercare provision | | 4,185 | 3,542 | 3,532 | 3,522 | 3,510 | 3,498 | 3,485 | 3,471 | 3,456 | 3,440 |
| Derivative financial liability | | 800 | 800 | 800 | 800 | 800 | 800 | 800 | 800 | 800 | 800 |
| Total Non-Current Liabilities | | 220,405 | 302,132 | 374,062 | 417,029 | 466,877 | 504,854 | 511,999 | 513,892 | 512,731 | 535,842 |
| Total Liabilities | | 259,695 | 336,208 | 419,708 | 478,080 | 513,825 | 555,826 | 563,939 | 567,138 | 569,069 | 574,728 |
| Net Assets | | 1,630,684 | 1,713,211 | 1,806,985 | 1,909,892 | 2,021,923 | 2,118,107 | 2,212,108 | 2,305,004 | 2,392,463 | 2,484,281 |

Note: 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, and with the policies, assumptions and appendices of volume II, of the 2006–16 Long-Term Plan.

PROJECTED STATEMENT OF CASH FLOWS (Inflation Adjusted)

For the years ended 30 June 2007– 2016

| | Note | 2006/07 \$000 | 2007/08 \$000 | 2008/09 \$000 | 2009/10 \$000 | 2010/11 \$000 | 2011/12 \$000 | 2012/13 \$000 | 2013/14 \$000 | 2014/15 \$000 | 2015/16 \$000 |
|---|------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| CASHFLOWS FROM OPERATING ACTIVITIES | | | | | | | | | | | |
| Cash will be provided from: | | | | | | | | | | | |
| Rates | | 85,031 | 91,549 | 99,119 | 106,957 | 114,988 | 120,920 | 126,131 | 131,264 | 135,416 | 139,552 |
| Revenue Assigned to Asset Development | 1 | 18,388 | 27,883 | 34,249 | 44,661 | 46,322 | 38,377 | 39,079 | 41,294 | 40,766 | 43,652 |
| Fees, rents and charges | 3 | 38,003 | 35,887 | 37,219 | 38,368 | 40,474 | 41,852 | 43,136 | 44,340 | 45,337 | 46,218 |
| Interest on investments | 4 | 6 | 6 | 6 | 7 | 7 | 7 | 7 | 7 | 7 | 7 |
| Petrol tax | 4 | 1,000 | 1,032 | 1,064 | 1,094 | 1,122 | 1,149 | 1,174 | 1,197 | 1,219 | 1,239 |
| Interest on sinking funds | | 294 | 108 | 4 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Dividends | | 250 | 251 | 252 | 252 | 28 | 29 | 29 | 30 | 30 | 31 |
| | | 142,972 | 156,716 | 171,913 | 191,339 | 202,941 | 202,334 | 209,556 | 218,132 | 222,775 | 230,699 |
| Cash will be applied to: | | | | | | | | | | | |
| Salaries and wages | | 42,605 | 44,421 | 45,657 | 46,813 | 47,958 | 49,077 | 50,247 | 51,470 | 52,663 | 53,915 |
| Payments for supplies and services | | 44,453 | 46,429 | 50,113 | 51,346 | 48,754 | 56,351 | 57,628 | 61,099 | 64,358 | 64,488 |
| Interest paid | | 14,493 | 19,839 | 25,457 | 30,005 | 33,907 | 36,430 | 37,895 | 38,594 | 39,461 | 41,426 |
| | | 101,551 | 110,689 | 121,227 | 128,164 | 130,619 | 141,858 | 145,770 | 151,163 | 156,482 | 159,829 |
| Net Cash Inflow from Operating Activities | | 41,421 | 46,027 | 50,686 | 63,175 | 72,322 | 60,476 | 63,786 | 66,969 | 66,293 | 70,870 |
| CASH FLOWS FROM INVESTING ACTIVITIES | | | | | | | | | | | |
| Cash will be provided from: | | | | | | | | | | | |
| Sale of Shares in Hamilton Riverview Hotel | | 0 | 0 | 0 | 0 | 15,000 | 0 | 0 | 0 | 0 | 0 |
| Sale of assets | | 500 | 8,255 | | | | | | | | |
| | | 500 | 8,255 | 0 | 0 | 15,000 | 0 | 0 | 0 | 0 | 0 |
| Cash will be applied to: | | | | | | | | | | | |
| | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Purchase of fixed assets | | 122,806 | 130,035 | 134,433 | 120,426 | 122,310 | 101,722 | 71,472 | 69,863 | 67,960 | 76,223 |
| | | 122,806 | 130,035 | 134,433 | 120,426 | 122,310 | 101,722 | 71,472 | 69,863 | 67,960 | 76,223 |
| Net Cash (Outflow) from Investing Activities | | (122,306) | (121,780) | (134,433) | (120,426) | (107,310) | (101,722) | (71,472) | (69,863) | (67,960) | (76,223) |

PROJECTED AND CONSOLIDATED STATEMENT OF CASH FLOWS (Inflation Adjusted) CONT.

For the years ended 30 June 2007–2016

| | Note | 2006/07 \$000 | 2007/08 \$000 | 2008/09 \$000 | 2009/10 \$000 | 2010/11 \$000 | 2011/12 \$000 | 2012/13 \$000 | 2013/14 \$000 | 2014/15 \$000 | 2015/16 \$000 |
|--|------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| CASH FLOWS FROM FINANCING ACTIVITIES | | | | | | | | | | | |
| Cash will be provided from: | | | | | | | | | | | |
| Loans uplifted | | 108,970 | 92,833 | 94,678 | 82,644 | 70,031 | 72,242 | 51,613 | 32,410 | 32,826 | 39,226 |
| | | 108,970 | 92,833 | 94,678 | 82,644 | 70,031 | 72,242 | 51,613 | 32,410 | 32,826 | 39,226 |
| Cash will be applied to: | | | | | | | | | | | |
| Loan repayments | | 27,592 | 16,304 | 10,165 | 24,593 | 34,364 | 30,324 | 43,314 | 29,045 | 30,828 | 33,641 |
| Finance lease repayments | | 600 | 776 | 766 | 800 | 679 | 672 | 613 | 471 | 331 | 232 |
| | | 28,192 | 17,080 | 10,931 | 25,393 | 35,043 | 30,996 | 43,927 | 29,516 | 31,159 | 33,873 |
| Net Cash Inflow from Financing Activities | | 80,778 | 75,753 | 83,747 | 57,251 | 34,988 | 41,246 | 7,686 | 2,894 | 1,667 | 5,353 |
| Net increase (decrease) in cash held | | (107) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Plus opening cash balance 1 July | | 107 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Closing Cash Balance 30 June | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Made up of: | | | | | | | | | | | |
| Cash and Bank | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Closing Cash Balance 30 June | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

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, and with the policies, assumptions and appendices of volume II, of the 2006–16 Long-Term Plan.

NOTES TO THE FINANCIAL STATEMENTS

For the years ended 30 June 2007–2016

NOTE 1: SUMMARY OF COST OF SERVICES (Inflation Adjusted)

| | 2006/07 \$000 | 2007/08 \$000 | 2008/09 \$000 | 2009/10 \$000 | 2010/11 \$000 | 2011/12 \$000 | 2012/13 \$000 | 2013/14 \$000 | 2014/15 \$000 | 2015/16 \$000 |
|---|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| Revenue from Strategic Framework Strands | | | | | | | | | | |
| Investing in our people | 6,758 | 7,091 | 7,283 | 7,563 | 7,982 | 8,326 | 8,540 | 8,942 | 8,915 | 9,084 |
| Creating identity and prosperity | 14,978 | 15,665 | 16,327 | 16,876 | 17,867 | 18,416 | 18,872 | 19,306 | 19,649 | 19,994 |
| Protecting our future | 20,066 | 17,053 | 17,656 | 18,099 | 18,910 | 19,511 | 20,235 | 20,707 | 21,485 | 21,952 |
| | 41,802 | 39,809 | 41,266 | 42,538 | 44,759 | 46,253 | 47,647 | 48,955 | 50,049 | 51,030 |
| Less internal revenue | (3,800) | (3,922) | (4,047) | (4,169) | (4,285) | (4,401) | (4,511) | (4,615) | (4,712) | (4,811) |
| Total Revenue from Strategic Framework Strands | 38,002 | 35,887 | 37,219 | 38,369 | 40,474 | 41,852 | 43,136 | 44,340 | 45,337 | 46,219 |
| Expenditure from Strategic Framework Strands | | | | | | | | | | |
| Investing in our people | 35,797 | 38,855 | 40,997 | 42,012 | 44,105 | 46,610 | 48,519 | 50,640 | 51,561 | 53,122 |
| Creating identity and prosperity | 36,614 | 38,688 | 41,402 | 43,545 | 47,422 | 47,956 | 49,034 | 51,114 | 53,225 | 55,086 |
| Protecting our future | 69,963 | 73,546 | 78,339 | 86,136 | 91,260 | 95,549 | 99,529 | 102,044 | 105,592 | 107,841 |
| | 142,374 | 151,089 | 160,738 | 171,693 | 182,787 | 190,115 | 197,082 | 203,798 | 210,378 | 216,049 |
| Less internal expenditure | (3,800) | (3,922) | (4,047) | (4,169) | (4,285) | (4,401) | (4,511) | (4,615) | (4,712) | (4,811) |
| Less rates charged to Council properties | (628) | (678) | (714) | (774) | (829) | (864) | (904) | (943) | (975) | (1,007) |
| Less interest on internal borrowing | (1,119) | (1,104) | (1,070) | (1,055) | (1,040) | (1,040) | (1,025) | (1,025) | (1,025) | (1,020) |
| Total Expenditure from Strategic Framework Strands | 136,827 | 145,385 | 154,907 | 165,695 | 176,633 | 183,810 | 190,642 | 197,215 | 203,666 | 209,211 |

Revenue from Strategic Framework Strands includes fees, rents and charges, and government operating subsidies and grants.

NOTE 2: RATES (Inflation Adjusted)

| | 2006/07 \$000 | 2007/08 \$000 | 2008/09 \$000 | 2009/10 \$000 | 2010/11 \$000 | 2011/12 \$000 | 2012/13 \$000 | 2013/14 \$000 | 2014/15 \$000 | 2015/16 \$000 |
|--|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| Rates | 82,341 | 88,911 | 93,553 | 101,428 | 108,595 | 113,261 | 118,494 | 123,650 | 127,818 | 131,971 |
| Rates penalties | 550 | 568 | 585 | 602 | 617 | 632 | 646 | 658 | 670 | 681 |
| Targeted rates – Access Hamilton | 2,560 | 2,560 | 5,500 | 5,500 | 6,400 | 7,680 | 7,680 | 7,680 | 7,680 | 7,680 |
| Targeted rates – 100% non-rateable land | 380 | 392 | 404 | 416 | 426 | 437 | 446 | 455 | 463 | 471 |
| Targeted rates – 50% non-rateable land | 40 | 41 | 43 | 44 | 45 | 46 | 47 | 48 | 49 | 50 |
| Less rates remissions | (212) | (245) | (252) | (259) | (266) | (272) | (278) | (284) | (289) | (294) |
| Less rates charged to Council properties | (628) | (678) | (714) | (774) | (829) | (864) | (904) | (943) | (975) | (1,007) |
| Total Rates | 85,031 | 91,549 | 99,119 | 106,957 | 114,988 | 120,920 | 126,131 | 131,264 | 135,416 | 139,552 |

NOTE 3: REVENUE ASSIGNED TO ASSET DEVELOPMENT (Inflation Adjusted)

| | 2006/07 | 2007/08 | 2008/09 | 2009/10 | 2010/11 | 2011/12 | 2012/13 | 2013/14 | 2014/15 | 2015/16 |
|--|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| | \$000 | \$000 | \$000 | \$000 | \$000 | \$000 | \$000 | \$000 | \$000 | \$000 |
| Land Transport New Zealand capital subsidies | 6,947 | 11,098 | 15,395 | 18,905 | 19,033 | 10,763 | 7,469 | 8,786 | 8,214 | 9,355 |
| Housing New Zealand subsidies | 810 | 1,776 | 1,077 | 335 | 763 | 62 | 510 | 851 | 0 | 0 |
| Connection Fees | 620 | 641 | 659 | 678 | 695 | 713 | 728 | 742 | 755 | 768 |
| Other Contributions/Grants | 1,603 | 1,722 | 1,225 | 93 | 67 | 69 | 364 | 72 | 378 | 74 |
| Contributions – vested assets | 8,000 | 8,000 | 8,000 | 8,000 | 8,000 | 8,000 | 8,000 | 8,000 | 8,000 | 8,000 |
| Other capital contributions | | | | | | | | | | |
| Contributions for Project Watershed Reserve | 602 | 621 | 641 | 659 | 675 | 692 | 707 | 721 | 733 | 746 |
| Contributions for DCL Reserve | 7,749 | 11,966 | 15,191 | 23,929 | 25,025 | 26,013 | 29,234 | 30,054 | 30,617 | 32,638 |
| Contributions for Bus Shelter (Adsheel) Reserve | 57 | 59 | 61 | 62 | 64 | 65 | 67 | 68 | 69 | 71 |
| Sub-total capital contributions | 8,408 | 12,646 | 15,893 | 24,650 | 25,764 | 26,770 | 30,008 | 30,843 | 31,419 | 33,455 |
| Total Revenue Assigned to Asset Development | 26,388 | 35,883 | 42,249 | 52,661 | 54,322 | 46,377 | 47,079 | 49,294 | 48,766 | 51,652 |

NOTE 4: OTHER REVENUE (Inflation Adjusted)

| | 2006/07 | 2007/08 | 2008/09 | 2009/10 | 2010/11 | 2011/12 | 2012/13 | 2013/14 | 2014/15 | 2015/16 |
|---|--------------|--------------|--------------|--------------|---------------|--------------|--------------|--------------|--------------|--------------|
| | \$000 | \$000 | \$000 | \$000 | \$000 | \$000 | \$000 | \$000 | \$000 | \$000 |
| Petrol tax | 1,000 | 1,032 | 1,064 | 1,094 | 1,122 | 1,149 | 1,174 | 1,197 | 1,219 | 1,239 |
| Dividends | 250 | 251 | 252 | 252 | 28 | 29 | 29 | 30 | 30 | 31 |
| Investment income | 301 | 114 | 10 | 7 | 7 | 7 | 7 | 7 | 7 | 7 |
| Profit on Sale Riverview Hotel Shareholding | 0 | 0 | 0 | 0 | 9,277 | 0 | 0 | 0 | 0 | 0 |
| Total Other Revenue | 1,551 | 1,397 | 1,326 | 1,353 | 10,434 | 1,185 | 1,210 | 1,234 | 1,256 | 1,277 |

NOTE 5: EQUITY (Inflation Adjusted)

| | 2006/07 \$000 | 2007/08 \$000 | 2008/09 \$000 | 2009/10 \$000 | 2010/11 \$000 | 2011/12 \$000 | 2012/13 \$000 | 2013/14 \$000 | 2014/15 \$000 | 2015/16 \$000 |
|---|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| Accumulated funds | | | | | | | | | | |
| Opening balance | 1,315,814 | 1,353,217 | 1,374,862 | 1,399,887 | 1,434,452 | 1,483,570 | 1,510,043 | 1,537,764 | 1,567,310 | 1,593,972 |
| Net surplus | 14,785 | 21,320 | 26,995 | 35,547 | 44,903 | 27,800 | 28,104 | 30,022 | 28,128 | 30,507 |
| Transfers (to)/from reserves | 22,618 | 325 | (1,970) | (982) | 4,215 | (1,327) | (383) | (476) | (1,466) | (1,350) |
| Total Accumulated Funds | 1,353,217 | 1,374,862 | 1,399,887 | 1,434,452 | 1,483,570 | 1,510,043 | 1,537,764 | 1,567,310 | 1,593,972 | 1,623,129 |
| Revaluation Reserves | | | | | | | | | | |
| General/Intangible asset revaluation reserve | | | | | | | | | | |
| Opening Balance | 258,178 | 263,178 | 324,385 | 391,165 | 458,524 | 525,652 | 594,037 | 659,934 | 722,808 | 782,139 |
| Increase in revaluation of assets including Intangible Assets | 5,000 | 61,207 | 66,779 | 67,360 | 67,128 | 68,385 | 65,897 | 62,874 | 59,331 | 61,310 |
| Total Revaluation Reserves | 263,178 | 324,385 | 391,165 | 458,524 | 525,652 | 594,037 | 659,934 | 722,808 | 782,139 | 843,449 |
| Restricted Reserves | | | | | | | | | | |
| Cemetery plot maintenance in perpetuity | 1,520 | 1,580 | 1,640 | 1,700 | 1,760 | 1,820 | 1,880 | 1,940 | 2,000 | 2,060 |
| Domain Endowment Fund | 2,262 | 2,275 | 2,396 | 2,411 | 2,427 | 2,559 | 2,578 | 2,598 | 2,742 | 2,765 |
| Waikato art gallery endowment | 34 | 36 | 38 | 40 | 42 | 44 | 46 | 48 | 50 | 52 |
| Total Restricted Reserves | 3,816 | 3,891 | 4,074 | 4,151 | 4,229 | 4,423 | 4,504 | 4,586 | 4,792 | 4,877 |

NOTE 5: EQUITY (Inflation Adjusted) CONT.

| | 2006/07 \$000 | 2007/08 \$000 | 2008/09 \$000 | 2009/10 \$000 | 2010/11 \$000 | 2011/12 \$000 | 2012/13 \$000 | 2013/14 \$000 | 2014/15 \$000 | 2015/16 \$000 |
|--|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| Council Created Reserves | | | | | | | | | | |
| Access Hamilton | 2,312 | 781 | 1,479 | 1,628 | 1,616 | 2,067 | 1,857 | 1,703 | 1,906 | 2,159 |
| Bus shelter (Adshel) | 121 | 150 | 180 | 213 | 249 | 287 | 329 | 374 | 423 | 474 |
| Dame Hilda Ross library memorial | 2 | 2 | 3 | 3 | 3 | 4 | 4 | 4 | 5 | 5 |
| Disaster recovery | 3,435 | 3,898 | 4,315 | 4,837 | 5,395 | 5,990 | 6,625 | 7,303 | 7,949 | 8,716 |
| Horotiu | 114 | 114 | 114 | 114 | 114 | 114 | 114 | 114 | 114 | 114 |
| Museum collection | 143 | 185 | 231 | 281 | 334 | 393 | 456 | 524 | 597 | 675 |
| Peachgrove Lounge Site Development | 45 | 45 | 45 | 45 | 45 | 45 | 45 | 45 | 45 | 45 |
| Project Watershed | 296 | 346 | 474 | 330 | 219 | 86 | (139) | (359) | (282) | (173) |
| Roman Catholic schools library | 5 | 5 | 6 | 6 | 6 | 7 | 7 | 7 | 8 | 8 |
| Rotokauri/Te Rapa Land Sale | 4,055 | 4,327 | 4,618 | 4,928 | 0 | 0 | 0 | 0 | 0 | 0 |
| Septic Tank | (73) | (37) | 4 | (76) | (36) | 8 | (78) | (35) | 11 | (78) |
| Storm damage | 254 | 116 | 201 | 214 | 228 | 243 | 259 | 121 | 207 | 221 |
| Waiwhakareke Lake Subdivision | (333) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Zoo animal acquisition | 97 | 141 | 189 | 242 | 299 | 360 | 427 | 499 | 577 | 660 |
| Total Council Created Reserves | 10,473 | 10,073 | 11,859 | 12,765 | 8,472 | 9,604 | 9,906 | 10,300 | 11,560 | 12,826 |
| Total Restricted and Council Created Reserves | 14,289 | 13,964 | 15,933 | 16,916 | 12,701 | 14,027 | 14,410 | 14,886 | 16,352 | 17,703 |
| Total Equity | 1,630,684 | 1,713,211 | 1,806,985 | 1,909,892 | 2,021,923 | 2,118,107 | 2,212,108 | 2,305,004 | 2,392,463 | 2,484,281 |

Note: The 2006–16 Long-Term Plan figure for opening equity has been adjusted to agree with the financial statements as at 30 June 2005. Opening balances for reserves have been adjusted to reflect estimated June 2006 balances.

NOTE 6: INVESTMENTS (Inflation Adjusted)

| | 2006/07 | 2007/08 | 2008/09 | 2009/10 | 2010/11 | 2011/12 | 2012/13 | 2013/14 | 2014/15 | 2015/16 |
|---|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| | \$000 | \$000 | \$000 | \$000 | \$000 | \$000 | \$000 | \$000 | \$000 | \$000 |
| Sinking fund commissioners | 351 | 1,513 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Current Investments | 351 | 1,513 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Held To Maturity Investments | | | | | | | | | | |
| Sinking fund commissioners | 1,297 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Loan to CTC Aviation | 3,259 | 3,259 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Held To Maturity Investments | 4,556 | 3,259 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Investments in Associates* | 14,597 | 15,217 | 15,837 | 16,457 | 10,854 | 10,974 | 11,094 | 11,214 | 11,334 | 11,454 |
| Other Investments | 464 | 514 | 564 | 614 | 664 | 714 | 764 | 814 | 864 | 914 |
| Non-Current Investments | 19,617 | 18,990 | 16,401 | 17,071 | 11,518 | 11,688 | 11,858 | 12,028 | 12,198 | 12,368 |
| Total Investments | 19,968 | 20,503 | 16,401 | 17,071 | 11,518 | 11,688 | 11,858 | 12,028 | 12,198 | 12,368 |

* Investments in Associates are comprised as follows:

| | Number of shares | % Holding | Balance Date | 2006/07 | 2007/08 | 2008/09 | 2009/10 | 2010/11 | 2011/12 | 2012/13 | 2013/14 | 2014/15 | 2015/16 |
|--|------------------|-----------|--------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| | | | | \$000 | \$000 | \$000 | \$000 | \$000 | \$000 | \$000 | \$000 | \$000 | \$000 |
| Hamilton Riverview Hotel Ltd (Novotel) | 42 | 41.38 | 31 Dec | 4,223 | 4,723 | 5,223 | 5,723 | 0 | 0 | 0 | 0 | 0 | 0 |
| Hamilton Properties Ltd* | 1,000 | 100.0 | 30 Jun | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Local Authority Shared Services Ltd | 1,000 | 7.69 | 30 Jun | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| Waikato Regional Airport Ltd | 1,430,000 | 50.00 | 30 Jun | 10,373 | 10,493 | 10,613 | 10,733 | 10,853 | 10,973 | 11,093 | 11,213 | 11,333 | 11,453 |
| Investments in Associates | | | | 14,597 | 15,217 | 15,837 | 16,457 | 10,854 | 10,974 | 11,094 | 11,214 | 11,334 | 11,454 |
| NZ Local Government Insurance Co Ltd | 202,729 | 3.17 | 31 Dec | 464 | 514 | 564 | 614 | 664 | 714 | 764 | 814 | 864 | 914 |
| Other Investments | | | | 464 | 514 | 564 | 614 | 664 | 714 | 764 | 814 | 864 | 914 |

* Council investments include a \$1,000 investment in Hamilton Properties Ltd which has been eliminated on consolidation.

NOTE 7: TERM DEBT (Inflation Adjusted)

The city's debt has been issued in accordance with the Local Government Act 2002. The loans are secured through the debenture trust deed over all rates with one exception. The \$5.204m loan used to purchase Claudelands Park is secured by way of a mortgage over the Claudelands Park property.

| | 2006/07 \$000 | 2007/08 \$000 | 2008/09 \$000 | 2009/10 \$000 | 2010/11 \$000 | 2011/12 \$000 | 2012/13 \$000 | 2013/14 \$000 | 2014/15 \$000 | 2015/16 \$000 |
|--|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| Payable no later than one year | 36,354 | 10,275 | 21,103 | 39,364 | 19,824 | 33,814 | 43,841 | 30,032 | 33,641 | 15,867 |
| Later than one, and not later than two years | 6,427 | 8,594 | 17,582 | 17,124 | 17,339 | 20,571 | 20,435 | 19,484 | 19,116 | 9,865 |
| Later than two years and not later than five years | 43,301 | 52,044 | 55,034 | 58,346 | 60,491 | 59,036 | 48,465 | 38,464 | 28,466 | 18,601 |
| Later than five years | 139,502 | 231,114 | 291,340 | 328,302 | 381,149 | 407,300 | 416,278 | 444,405 | 453,160 | 495,636 |
| Net Term Debt (excluding Internal Borrowing) | 225,584 | 302,027 | 385,059 | 443,136 | 478,803 | 520,721 | 529,019 | 532,385 | 534,383 | 539,969 |
| Payable no later than one year | 36,354 | 10,275 | 21,103 | 39,364 | 19,824 | 33,814 | 43,841 | 30,032 | 33,641 | 15,867 |
| Less renewal loans to be raised | (21,670) | (1,620) | (1,510) | (5,000) | 0 | (10,500) | (20,000) | (5,204) | (6,000) | (6,000) |
| Current | 14,684 | 8,655 | 19,593 | 34,364 | 19,824 | 23,314 | 23,841 | 24,828 | 27,641 | 9,867 |
| Non-current | 210,900 | 293,372 | 365,466 | 408,772 | 458,979 | 497,407 | 505,178 | 507,557 | 506,742 | 530,102 |
| Net Term Debt (excluding Internal Borrowing) | 225,584 | 302,027 | 385,059 | 443,136 | 478,803 | 520,721 | 529,019 | 532,385 | 534,383 | 539,969 |
| Sinking Funds | (1,648) | (1,513) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| EEC Loans | 107 | 57 | 25 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Internal Borrowing | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 |
| Net Term Debt (including Internal Borrowing) | 244,043 | 320,571 | 405,084 | 463,136 | 498,803 | 540,721 | 549,019 | 552,385 | 554,383 | 559,969 |
| Overall net debt will be funded in subsequent years as follows: | | | | | | | | | | |
| Funded by Reserves & Access Hamilton (Knox Street Car Park) | 8,050 | 7,715 | 7,380 | 7,044 | 6,709 | 6,373 | 6,038 | 5,702 | 5,367 | 5,031 |
| Funded by Access Hamilton Reserve | 11,302 | 22,106 | 29,694 | 41,129 | 49,424 | 62,645 | 62,005 | 62,045 | 61,908 | 62,489 |
| Funded by Rates | 115,401 | 136,923 | 175,375 | 200,457 | 196,261 | 206,169 | 205,422 | 202,038 | 191,297 | 175,754 |
| Closing Balance Council Net Debt | 134,753 | 166,744 | 212,449 | 248,630 | 252,394 | 275,187 | 273,465 | 269,785 | 258,572 | 243,274 |
| Funded by Development Contributions | 109,290 | 153,827 | 192,635 | 214,506 | 246,409 | 265,534 | 275,554 | 282,600 | 295,811 | 316,695 |
| Closing Balance Total Net Debt | 244,043 | 320,571 | 405,084 | 463,136 | 498,803 | 540,721 | 549,019 | 552,385 | 554,383 | 559,969 |

NOTE 7: TERM DEBT (Inflation Adjusted) CONT.

| | | 2006/07 \$000 | 2007/08 \$000 | 2008/09 \$000 | 2009/10 \$000 | 2010/11 \$000 | 2011/12 \$000 | 2012/13 \$000 | 2013/14 \$000 | 2014/15 \$000 | 2015/16 \$000 |
|--|------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| DEBT SERVICING PERFORMANCE LIMITS | | | | | | | | | | | |
| Policy Limits – Council Net debt | | | | | | | | | | | |
| 1. Interest on council debt (excluding interest on DCL debt) as % of total rating income | Max 20% | 10% | 11% | 13% | 15% | 15% | 15% | 15% | 15% | 14% | 13% |
| 2. Net debt (council) as % of total income (excluding total DCL contributions received p.a. in income) | Max 180% | 96% | 114% | 138% | 155% | 141% | 161% | 156% | 148% | 138% | 125% |
| 3. Net Debt (Council) per capita | Max \$1800 | \$989 | \$1,204 | \$1,509 | \$1,737 | \$1,733 | \$1,856 | \$1,811 | \$1,754 | \$1,650 | \$1,524 |
| Policy Limits – Total Net debt | | | | | | | | | | | |
| 1. Net debt as % of total assets | Max 25% | 13% | 16% | 18% | 19% | 20% | 20% | 20% | 19% | 19% | 18% |
| 2. Net debt as % of total income | Max 300% | 164% | 202% | 239% | 251% | 245% | 275% | 269% | 260% | 254% | 247% |
| 3. Interest (total) as % of total income (including total DCL contributions received p.a. in income) | Max 20% | 10.5% | 13.2% | 15.6% | 16.8% | 17.1% | 19.0% | 19.1% | 18.6% | 18.5% | 18.3% |
| 4. Liquidity (on total net debt & working capital) | Min 110% | 113% | n/a | n/a | n/a | n/a | n/a | n/a | n/a | n/a | n/a |

Council notes that the Net Debt per capita limit of \$1,800 is exceeded in years 6 & 7. Through future Annual Plan and Long Term Plan processes Council will monitor adherence to this policy limit to ensure that this is not exceeded when these years eventuate. The \$1,800 limit is stated in today's dollars while the Net Debt is adjusted for inflation.

Council also notes that all other policy limits are complied with over the 10 years of the Long Term Plan.

Under authority of the Local Government Act 1974 (Local Authority Loans Act 1956), sinking funds are held to provide for the repayment of debt.

Council reduces its financing costs by utilising an internal borrowing programme. Rather than sourcing all its borrowing externally, Council utilises 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.

Council uses synthetic instruments (swaps and FRAs) to manage its interest rate risk profile based on independent professional advice.

Term debt includes an interest free loan from the Energy Efficiency and Conservation Authority (EECA).

Council has analysed the overall net debt based on the sources of funding used to repay the principal and interest cost for subsequent financial years.

The statement of financial performance reflects a net off of internal borrowing interest to eliminate the internal interest charged to strategic framework strands.

NOTE 8: TRANSIT NEW ZEALAND ACT DISCLOSURES (Inflation Adjusted)

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 strategic framework streams.

| | 2006/07 | 2007/08 | 2008/09 | 2009/10 | 2010/11 | 2011/12 | 2012/13 | 2013/14 | 2014/15 | 2015/16 |
|--|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| | \$000 | \$000 | \$000 | \$000 | \$000 | \$000 | \$000 | \$000 | \$000 | \$000 |
| Roads and traffic business unit | | | | | | | | | | |
| Operating costs | 1,816 | 1,873 | 1,930 | 1,983 | 2,035 | 2,084 | 2,133 | 2,177 | 2,219 | 2,260 |
| Less revenue: | | | | | | | | | | |
| In-house professional services | 1,023 | 1,056 | 1,089 | 1,119 | 1,147 | 1,174 | 1,200 | 1,223 | 1,244 | 1,265 |
| Other revenue | 1,379 | 1,423 | 1,467 | 1,509 | 1,548 | 1,586 | 1,620 | 1,652 | 1,682 | 1,711 |
| Net (Surplus)/Deficit | (586) | (606) | (626) | (645) | (660) | (676) | (687) | (698) | (707) | (716) |
| Design services business unit | | | | | | | | | | |
| Operating costs | 3,212 | 3,311 | 3,400 | 3,494 | 3,592 | 3,685 | 3,796 | 3,894 | 3,986 | 4,081 |
| Less revenue: | | | | | | | | | | |
| In-house professional services | 849 | 877 | 904 | 929 | 953 | 975 | 996 | 1,015 | 1,033 | 1,051 |
| Other revenue | 2,297 | 2,370 | 2,443 | 2,513 | 2,577 | 2,640 | 2,697 | 2,751 | 2,799 | 2,847 |
| Net (Surplus)/Deficit | 66 | 64 | 53 | 52 | 62 | 70 | 103 | 128 | 154 | 183 |

NOTE 9: COMMITMENTS AND CONTINGENCIES (Inflation Adjusted)

| | 2006/07 \$000 | 2007/08 \$000 | 2008/09 \$000 | 2009/10 \$000 | 2010/11 \$000 | 2011/12 \$000 | 2012/13 \$000 | 2013/14 \$000 | 2014/15 \$000 | 2015/16 \$000 |
|--|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| Commitments | | | | | | | | | | |
| Capital expenditure commitments | 20,000 | 20,640 | 21,280 | 21,880 | 22,440 | 22,980 | 23,480 | 23,940 | 24,360 | 24,780 |
| Non cancellable operating lease commitments | 1,293 | 1,334 | 1,376 | 1,415 | 1,451 | 1,486 | 1,518 | 1,548 | 1,575 | 1,602 |
| Total Commitments | 21,293 | 21,974 | 22,656 | 23,295 | 23,891 | 24,466 | 24,998 | 25,488 | 25,935 | 26,382 |
| Contingencies | | | | | | | | | | |
| Loan guarantees ¹ | 452 | 372 | 294 | 232 | 184 | 137 | 100 | 69 | 38 | 12 |
| Uncalled capital Waikato Regional Airport Ltd ² | 11,800 | 10,800 | 10,800 | 10,800 | 10,800 | 10,800 | 10,800 | 10,800 | 10,800 | 10,800 |
| Insurance claim excess and other claims | 550 | 568 | 585 | 602 | 617 | 632 | 646 | 658 | 670 | 681 |
| Total Contingencies | 12,802 | 11,740 | 11,679 | 11,634 | 11,601 | 11,569 | 11,546 | 11,527 | 11,508 | 11,493 |

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 HCC 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 4 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.

In addition, Council has given a commitment to WRAL to provide \$1m by way of loan or called up capital for the purchase of land. This liability is contingent upon WRAL not having funding in place by 30 June 2007.

NOTE 10: DEPRECIATION AND AMORTISATION (Inflation Adjusted)

| | 2006/07 \$000 | 2007/08 \$000 | 2008/09 \$000 | 2009/10 \$000 | 2010/11 \$000 | 2011/12 \$000 | 2012/13 \$000 | 2013/14 \$000 | 2014/15 \$000 | 2015/16 \$000 |
|--|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| Depreciation | 33,119 | 33,898 | 34,900 | 37,488 | 40,403 | 42,186 | 44,248 | 45,684 | 47,596 | 49,755 |
| Amortisation | 627 | 459 | 400 | 449 | 425 | 469 | 462 | 427 | 457 | 432 |
| Total Depreciation and Amortisation | 33,746 | 34,357 | 35,300 | 37,937 | 40,828 | 42,655 | 44,710 | 46,111 | 48,053 | 50,187 |

NOTE 11: CAPITAL EXPENDITURE (Inflation Adjusted)

| | 2006/07 \$000 | 2007/08 \$000 | 2008/09 \$000 | 2009/10 \$000 | 2010/11 \$000 | 2011/12 \$000 | 2012/13 \$000 | 2013/14 \$000 | 2014/15 \$000 | 2015/16 \$000 |
|---|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| Capital Expenditure disclosed in Strategic Framework Strands | | | | | | | | | | |
| Investing in our people | 23,574 | 26,470 | 6,879 | 5,472 | 28,004 | 9,803 | 9,273 | 5,267 | 7,101 | 5,834 |
| Creating identity and prosperity | 5,188 | 14,425 | 18,731 | 22,469 | 3,295 | 4,283 | 4,519 | 10,266 | 10,233 | 2,643 |
| Protecting our future | 75,827 | 83,548 | 102,593 | 87,087 | 84,723 | 81,007 | 51,412 | 48,583 | 44,710 | 61,606 |
| Capital Expenditure incurred by Corporate Business Units and Support Services (detailed below) | | | | | | | | | | |
| Corporate Contribution | 6,663 | 5,592 | 6,230 | 5,398 | 6,288 | 6,629 | 6,268 | 5,747 | 5,916 | 6,140 |
| Total Capital Expenditure | 111,252 | 130,035 | 134,433 | 120,426 | 122,310 | 101,722 | 71,472 | 69,863 | 67,960 | 76,223 |
| Total capital expenditure funded by: | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Loans (Reserves & Access Hamilton) | 10,140 | 11,256 | 8,473 | 12,622 | 9,941 | 15,181 | 1,866 | 2,519 | 2,347 | 3,039 |
| Loans (DCL) | 41,663 | 45,891 | 40,709 | 30,994 | 39,718 | 26,401 | 19,614 | 16,584 | 22,009 | 29,877 |
| Loans (Rates) | 23,555 | 34,065 | 43,987 | 34,028 | 20,373 | 20,144 | 10,133 | 8,102 | 2,470 | 292 |
| Other Reserves | 2,599 | 530 | 295 | 607 | 5,975 | 546 | 634 | 622 | 329 | 310 |
| Subsidies | 7,757 | 12,876 | 16,471 | 19,241 | 19,794 | 10,826 | 7,979 | 9,639 | 8,214 | 9,355 |
| Other Revenue | 2,223 | 2,362 | 1,884 | 771 | 763 | 781 | 1,092 | 814 | 1,133 | 843 |
| Depreciation (Rates) | 23,315 | 23,055 | 22,614 | 22,163 | 25,746 | 27,843 | 30,154 | 31,583 | 31,458 | 32,507 |
| Total Capital Expenditure | 111,252 | 130,035 | 134,433 | 120,426 | 122,310 | 101,722 | 71,472 | 69,863 | 67,960 | 76,223 |
| Capital Expenditure incurred by Corporate Business Units and Support Services | | | | | | | | | | |
| City Parks | 40 | 0 | 292 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Design Services | 0 | 10 | 9 | 11 | 3 | 62 | 87 | 12 | 10 | 12 |
| Information Management | 433 | 805 | 1,024 | 1,137 | 1,308 | 1,409 | 1,328 | 1,146 | 1,066 | 1,016 |
| Property Management | 6,118 | 4,751 | 4,883 | 4,234 | 4,965 | 5,144 | 4,839 | 4,577 | 4,825 | 5,089 |
| Utilities | 71 | 26 | 22 | 15 | 12 | 14 | 13 | 13 | 15 | 22 |
| Total Capital Expenditure | 6,662 | 5,592 | 6,230 | 5,397 | 6,288 | 6,629 | 6,267 | 5,748 | 5,916 | 6,139 |
| Total capital expenditure funded by: | | | | | | | | | | |
| Other Reserves | 185 | 155 | 106 | 55 | 0 | 0 | 0 | 0 | 0 | 0 |
| Depreciation (Rates) | 6,477 | 5,437 | 6,124 | 5,342 | 6,288 | 6,629 | 6,267 | 5,748 | 5,916 | 6,139 |
| Total Capital Expenditure | 6,662 | 5,592 | 6,230 | 5,397 | 6,288 | 6,629 | 6,267 | 5,748 | 5,916 | 6,139 |

Fees and Charges

Council has reviewed fees and charges for the 2006/07 financial year. The changes to fees and charges affect the following services:

- Animal Care and Control
- Building Control
- Business Support
- Cemeteries and Crematorium
- Central Area Parking
- Community Halls and Leased Buildings
- Environmental Health
- Hamilton Gardens
- Housing Services
- Libraries
- Parking Enforcement
- Planning Guidance
- Sports Areas
- Strategic
- Swimming Facilities
- Waikato Events Centre
- Waikato Stadium
- Wastewater Reticulation
- Water Reticulation

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

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 |

Sale of Council Owned Land

From time-to-time Council identifies land that no longer supports its business operations and has become surplus to requirements, e.g., properties purchased for roading construction where part of the land is subsequently not required.

Where such land is identified, Council may elect to sell the surplus land with any sale proceeds applied to debt repayment or transferred to reserve.

Any surplus land sales that are deemed to be significant as per Council's Significance Policy, are subject to the requirements of that policy with regards to decision-making and public consultation.

Summary of Funding and Financial Policy (Volume II)

The following table outlines the policies and statements that Hamilton City Council has adopted. Full versions of the policies and summaries are in the 2006–16 Long-Term Plan (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. |
| Other Financial Policies and 2006–16 Long Term Plan Assumptions | Describes the key policies and assumptions that the 2006–16 Long-Term Plan financial projections have been based on. |
| 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 | Sets out in detail the types of rates, rate systems, differential rating categories and definitions, rating levels, and specific rating policies Council has adopted, and remission and postponement policies. |
| 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 Policy | 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. |
| Funding Impact Statement | Discloses the revenue, operational and capital expenditure requirements and funding sources/financing mechanisms of Council. It sets out how Council will determine the setting and collecting of rates, types of rates, rate systems, differential rating, and rating levels for the 2006/07 financial year. |
| 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. |
| Activity Management Plan Summary | Sets out summary information about Council's major assets and services based on activity management plans prepared in 2005. |

| Policy | Outline |
|--|--|
| Summary Assessment of Water and Other Sanitary Services | Sets out summary information on services which are considered important to maintaining public health within a local government district. |
| Summary of Hamilton City Council's Waste Management Plan | Sets out information about Council's waste strategies for the future. |
| Appendices | Provide further detailed financial information on Council's 2006–16 Long-Term Plan. |



17.0 GLOSSARY OF TERMS

Activities

Refer to 'Significant Service' definition.

Agenda 21

Agenda 21 is the title of a document that resulted from the Rio Earth Summit, a United Nations conference held in Brazil in 1992. Agenda 21 is a global plan that focuses on sustainable, long-term development. It recognises that global issues need to be addressed at the local level – hence the expression “think globally, act locally”. Refer also to 'Sustainable Development' definition.

Annual Plan

A plan required by the Local Government Act 2002 to be produced by Council in the two intervening years between each three-yearly Long-Term Plan. The main purpose of the Annual Plan is to identify any amendments and variations to the specific year of the base Long-Term Plan. The Annual Plan is a supporting document to the base Long-Term Plan to which it relates and sets out what Council intends to do for the year, how much it will cost, and how it will be funded.

Annual Report

A report required by the Local Government Act 2002 that is produced by Council for each June financial year. The annual report shows how the actual activities, services and performance of Council measured up to the intended levels of service and performance as set out in a specific year of the Long-Term Plan or the Annual Plan.

Annual Residents Survey

The Annual Residents Survey is Council's main way of measuring the opinions of Hamilton's residents. It evaluates how satisfied people are with a number of facilities and services Council provides and helps Council to plan for the city's future. Approximately 700 interviews are completed by phone each year by an independent research company.

Activity Management Plans

Activity Management Plans (which are the 'new generation' of Asset Management Plans) describe the infrastructural assets of Council and outline the financial, engineering and technical practices to ensure the assets are

maintained and developed to meet the requirements of the community over the long-term. Activity Management Plans focus on the service that is delivered as well as the planned maintenance and replacement of physical assets.

Asset

An asset is an item of value that has existing and/or future benefits. Some examples include roads, footpaths, parks, buildings, park and street furniture and water pipes.

Capital Expenditure

Money spent on buying, building or improving assets.

Carriageways

The part of roads intended for vehicles to travel on.

Central Business District (CBD)

The main commercial and retail centre of the city (refer to Section 4.3 for a map showing the outline of the CBD).

Community Outcomes

Under the Local Government Act 2002, Council must facilitate a process where the community of Hamilton sets the priorities for what it thinks is important for its current or future social, economic, environmental and cultural wellbeing. This means developing vision statements, through community consultation, about how people want the city to develop over the coming ten years or more.

Hamilton's Community Outcomes were determined in 2005 through an extensive consultation process that involved feedback from over 3000 individuals, organisations and community groups. Council is only one of the many organisations in the city that contribute to the community outcomes, and some of the factors that contribute to working towards community outcomes may be outside of Council's control (refer to Section 7.0 for a full list of Hamilton's Community Outcomes).

Consultation

Consultation is the dialogue that comes before decision-making. Consultation is an exchange of information, points of view and options for decisions between affected and interested people and decision-makers.

Council Organisation

A company or organisation (as defined by Section 6 of the Local Government Act 2002) with which a local authority has involvement through its shareholding, voting rights or right to appoint directors.

Council-Controlled Organisation

As defined by Section 6 of the Local Government Act 2002, a company under the control of local authorities through their:

- shareholding of 50 per cent or more
- voting rights of 50 per cent or more or
- right to appoint 50 per cent or more of the directors.

Customer Satisfaction Survey Programme

Council operates a comprehensive Customer Satisfaction Survey programme (around 40 surveys in total) for a large number of its activities to gain detailed customer feedback on an ongoing basis. This feedback is then used to implement changes that ensure continual improvement to Council's services and facilities.

Customer Satisfaction Index (CSI)

A measurement scale used in the Annual Residents Survey and Customer Satisfaction Survey Programme. A score across an 11 point (0-10) satisfaction scale is used to measure respondents' satisfaction with the various facilities and services provided by Council. This score is converted to an index out of 100.

Current Assets

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

Depreciation

This accounts for the annual cost of the wearing out or the economic use of assets. It is generally assessed by spreading the cost of the asset 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 gets from 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 resources will be sustainably managed and developed 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.

District Plan Variation

An alteration to a Proposed District Plan (which has more than a minor effect) undertaken at any time before the proposed plan becomes operative.

Elected Member

Members of the Hamilton community who have been elected by the community and given responsibility for the overall running of the city. Hamilton City Council's elected members comprise the mayor, deputy mayor and 12 councillors.

Funding and Financial Policy (FFP)

This policy sets out the guidelines of how Council plans for and acquires money to finance its operation. It also outlines the projects and programmes outlined in Council's Long-Term Plan and Annual Plan. This policy comprises a range of key policies (such as the Significance Policy and the Development and Financial Contributions Policy) that assist in determining Council's financial decisions. For a full list of policies that make up Council's Funding and Financial Policy, refer to Volume II of the 2006–16 Long-Term Plan.

Financial Year

Council's financial year runs from 1 July to 30 June the following year.

Financial Management Policy (FMP)

The former Local Government Act 1974 required Council to produce a Financial Management Policy, which sets out the guidelines of how Council plans for and acquires funds to finance its operation, and the projects and programmes in the Annual Plan. Council's Long-Term Financial Strategy underpins the Financial Management Policy and sets out Council's projects and programmes and the means by which they will 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 target or direction of development. Goals state Council's aspirations for the organisation and Hamilton City.

Infrastructure

Networks that are essential to running a city, including the roading network, water supply and wastewater and stormwater networks.

Infrastructural Assets

These are assets required to provide 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 contract, 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, such as speed of response times to information requests or the standard of the stormwater drainage system that prevent incidents of surface water flooding.

Local Authority

A local authority is either a regional council or a territorial authority whose role is to put into effect the purpose of local government (as defined by the Local Government Act 2002) 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, which comprise 74 territorial authorities and 12 regional councils.

Local Government Act 2002

The Act of Parliament that legally defines the powers and responsibilities of all territorial local authorities. The purpose of this Act is to provide for democratic and effective local government that recognises the diversity of New Zealand communities through:

- providing a framework and powers for local authorities to decide what activities they undertake and the manner in which they will undertake them
- promoting the accountability of local authorities to their communities

- providing for local authorities to play a broad role in promoting the social, economic, environmental and cultural well-being of their communities by taking a sustainable development approach.

Long Term Council Community Plan

The Local Government Act 2002 requires Council to adopt a Long Term Council Community Plan (LTCCP), which outlines Council's intentions over a 10-year period. The LTCCP requires extensive community consultation, the identification of community outcomes and priorities, and the establishment of monitoring and review mechanisms.

The LTCCP is prepared every three years to outline the 10-year timeframe.

For the period 2006–16, Council has called its LTCCP 'Council's 2006–16 Long-Term Plan'.

Mission Statement

Identifies what an organisation does, why it exists and what it seeks to accomplish.

Objective

An over-arching, measurable target that must be met on the way to achieving a goal.

Operating Surplus

The excess of operating income over operating costs. An operating surplus includes non-cash items such as income and expenditure owing but not paid (debtors and creditors) and depreciation.

Partnerships Between Council and the Private Sector Policy

Section 107 of the Local Government Act 2002 requires Council to introduce a policy on partnerships between Council and the private sector. The policy must state Council's commitment of funding or other 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. The full policy is contained in Volume II of Council's 2006–16 Long-Term Plan.

17.0 GLOSSARY OF TERMS

Performance Measure

A performance measure provides a way of gauging the achievement of an objective. Targets are used to assess the success of the performance measure.

Resource Management Act 1991 (RMA)

The purpose of the Resource Management Act 1991 (RMA) is to promote the sustainable management of natural and physical resources. By bringing together laws governing land, air and water resources and concentrating on the environmental effects of human activities, the focus of the RMA is on ensuring that current natural and physical resources are used at a rate that enables communities to meet their current needs and that the needs of future generations are not compromised.

Service

A specific activity that is part of a significant service. For example, the significant service of 'Transport: Road Network Management' comprises more specific services such as carriageways, footpaths, cycleways and verges and road safety.

Significance Policy

Section 90 of the Local Government Act 2002 requires councils to adopt a 'significance' policy that sets out conditions that ascertain the 'significance' of proposals and decisions. Councils have special consultative obligations to comply with when decisions or proposals are deemed to be 'significant'. The full policy is contained in Volume II of Council's 2006–16 Long-Term Plan.

Significant Negative Effect

Where the operation of a significant service impacts on the four well-beings (social, economic, environmental and cultural), the following factors are considered in defining a significant negative effect:

- the number of people who could be affected
- the degree to which they could be affected
- the extent to which public health and safety is or could be compromised
- the likelihood of the significant negative effect occurring.

A significant negative effect can be either existing or potential.

Significant Service

There are 25 significant services that are the primary mechanism for ensuring

the delivery of Council's key activities. The term significant service and activity are used interchangeably in the Long-Term Plan.

The significant services are based on commonalities in the nature of their functions and have evolved over a considerable time period with the production of each year's budget.

Solid Waste

Waste products of non-liquid or gaseous nature (for example, building materials, used packaging).

Stormwater

Water that is discharged into the Waikato River as a result of stream overflows during rain and run-off from hard surfaces such as roads during wet weather.

Strategic Action Plan (SAP)

The name given to individual Council projects and programmes. These projects can be categorised in to three types: capital, operating and maintenance and renewals. Each SAP is given a number that identifies a specific project.

Standard Operating Procedure (SOP)

A SOP is a set way that Council undertakes various procedures and provides a number of steps that must be taken to ensure correct implementation. SOPs are an integral component of Council having all its operations certified to the international standard ISO 9001: 2000.

Strategic Framework Strand

A theme which is used to group related signpost statements outlining Council's Vision for planning and managing the city's ongoing sustainable development. Council's significant services are presented in the Long-Term Plan under one of the Framework's three strands.

Sustainability Indicator

Indicators that measure the city's social, economic, cultural and environmental well-being. The sustainability indicators will be updated and extended to monitor progress towards Hamilton's Community Outcomes.

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 an integral part of the Local Government Act 2002.

Territorial Authority

Refer to 'Local Authority' definition.

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 three-year period of each incoming council. 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. The 2005 triennial agreement for the Waikato region can be accessed at www.hamilton.co.nz (under Hamilton City Council/Publications and Plans/Strategic Plans and Policies).

Wastewater

Wastewater is the liquid waste from homes (including toilet, bathroom and kitchen wastewater products) and businesses.



**REPORT TO THE READERS OF
HAMILTON CITY COUNCIL'S
LONG-TERM COUNCIL COMMUNITY PLAN FOR THE TEN YEARS COMMENCING
1 JULY 2006**

The Auditor-General is the auditor of Hamilton City Council (the City Council). The Auditor-General has appointed me, B H Halford, using the staff and resources of Audit New Zealand, to report on the Long Term Council Community Plan (LTCCP), on his behalf.

The purpose of an LTCCP, as set out in section 93(6) of the Local Government Act 2002 (the Act), is to:

- describe the activities of the local authority;
- describe the community outcomes of the local authority's district or region;
- provide integrated decision making and co-ordination of the resources of the local authority;
- provide a long term focus for the decisions and activities of the local authority;
- provide a basis for accountability of the local authority to the community; and
- provide an opportunity for participation by the public in decision making processes or activities to be undertaken by the local authority.

Opinion

Overall opinion

In our opinion the LTCCP of the City Council incorporating volumes 1 to 2 dated 30 June 2006 provides a reasonable basis for long term integrated decision-making by the City Council and for participation in decision-making by the public and subsequent accountability to the community about the activities of the City Council.

It is not our responsibility to express an opinion on the merits of any policy content within the LTCCP.

In forming our overall opinion, we considered our opinion on specific matters required by the Act, which is set out below.

Opinion on specific matters required by the Act

The Auditor-General is required by section 94(1) of the Act to report on:

- the extent to which the LTCCP complies with the requirements of the Act;
- the quality of information and assumptions underlying the forecast information provided in the LTCCP; and
- the extent to which the forecast information and performance measures will provide an appropriate framework for the meaningful assessment of the actual levels of service provision.

In terms of our obligation to report on the matters outlined in section 94(1) of the Act, in our opinion:

- the City Council has complied with the requirements of the Act in all material respects demonstrating good practice for a Council of its size and scale within the context of its environment;
- the underlying information used to prepare the LTCCP provides a reasonable basis for the preparation of the forecast information;
- the assumptions set out within the LTCCP are based on best information currently available to the City Council and provide a reasonable and supportable basis for the preparation of the forecast information;
- the forecast information has been properly prepared on the basis of the underlying information and the assumptions adopted and the financial information is presented in accordance with generally accepted accounting practice in New Zealand;
- the extent to which the forecast information and performance measures provide an appropriate framework for the meaningful assessment of the actual levels of service provision reflects good practice for a Council of its size and scale within the context of its environment.

Actual results are likely to be different from the forecast information since anticipated events frequently do not occur as expected and the variation may be material. Accordingly, we express no opinion as to whether the forecasts will be achieved.

Our report was completed on 30 June 2006, and is the date at which our opinion is expressed.

The basis of the opinion is explained below. In addition, we outline the responsibilities of the City Council and the Auditor, and explain our independence.

Basis of opinion

We carried out the audit in accordance with the International Standard on Assurance Engagements 3000 (revised): Assurance Engagements Other Than Audits or Reviews of Historical Financial Information and the Auditor-General's Auditing Standards, which incorporate the New Zealand Auditing Standards. We have examined the forecast financial information in accordance with the

International Standard on Assurance Engagements 3400: The Examination of Prospective Financial Information.

We planned and performed our audit to obtain all the information and explanations we considered necessary to obtain reasonable assurance that the LTCCP does not contain material misstatements, and provides a reasonable basis for long term integrated decision-making by the public and the City Council about the activities of the City Council, and for subsequent accountability to the community about the activities of the City Council.

Our procedures included examining on a test basis, evidence supporting assumptions, amounts and other disclosures in the LTCCP, determining compliance with the requirements of the Act, and evaluating the overall adequacy of the presentation of information.

We obtained all the information and explanations we required to support the opinion above.

Responsibilities of the Council and the Auditor

The City Council is responsible for preparing a LTCCP under the Act, by applying the City Council's assumptions and presenting the financial information in accordance with generally accepted accounting practice in New Zealand. The City Council's responsibilities arise from Section 93 of the Act.

We are responsible for expressing an independent opinion on the LTCCP and reporting that opinion to you. This responsibility arises from section 15 of the Public Audit Act 2001 and section 94(1) of the Act.

Independence

When reporting on the LTCCP we followed the independence requirements of the Auditor-General, which incorporate the independence requirements of the Institute of Chartered Accountants of New Zealand.

Other than this report and in conducting the annual audit, we have no relationship with or interests in the City Council.



B H Halford
Audit New Zealand
On behalf of the Auditor-General
Hamilton, New Zealand

Matters relating to the electronic presentation of the report to the readers of the Long-Term Council Community Plan

This report relates to the Long Term Council Community Plan (the LTCCP) of Hamilton City Council for the ten years commencing 1 July 2006 included on Hamilton City Council's web site. The Hamilton City Council is responsible for the maintenance and integrity of the Hamilton City Council's web site. We have not been engaged to report on the integrity of the Hamilton City Council's web site. We accept no responsibility for any changes that may have occurred to the LTCCP since it was initially presented on the web site.

The report refers only to the LTCCP named above. It does not provide an opinion on any other information which may have been hyperlinked to/from the LTCCP. If readers of this report are concerned with the inherent risks arising from electronic data communication they should refer to the published hard copy of the LTCCP incorporating volumes 1 and 2 approved on 30 June 2006 and the related audit report dated 30 June 2006 to confirm the information included in the LTCCP presented on this web site.

The preparation and dissemination of the LTCCP is governed by New Zealand legislation.