

**Notice of Meeting:**

I hereby give notice that an ordinary meeting of Hamilton City Council will be held on:

**Date:** Tuesday 15 September 2015  
**Time:** 2:30pm  
**Meeting Room:** Committee Room 1  
**Venue:** Municipal Building, Garden Place, Hamilton

Richard Briggs  
Chief Executive

---

## Business and Investment Subcommittee OPEN AGENDA

---

**Membership**

Chairperson Her Worship the Mayor J Hardaker  
Members Cr M Forsyth  
Cr A King  
Cr A O'Leary  
Cr R Pascoe

**Quorum:** Three members

**Meeting Frequency:** Quarterly – or as required

---

Brendan Stringer  
Committee Advisor

**9 September 2015**  
Telephone: 07 838 6768  
Brendan.Stringer@hcc.govt.nz  
www.hamilton.govt.nz

**Terms of Reference:**

- To enhance Hamilton's economic position.
- Promote investment and business attraction opportunities for Hamilton.
- Oversee implementation of the Economic Development Agenda.
- To receive information and provide advice in relation to potential major developments.
- Recommend funding for Hamilton & Waikato Tourism (HWT) and Hamilton Central Business Association (HCBA) and receive six monthly/quarterly and annual reports.
- Develop and recommend to the Strategy and Policy Committee the Central City Transformation Plan.
- Develop and recommend a strategy to optimize use of the Municipal Endowment Fund and the Domain Endowment Fund by 30 March 2014.

**Special Notes:**

- The sub-committee may request expert advice through the Chief Executive when necessary.
- This sub-committee monitors Hamilton Properties Ltd.

**Power to act:**

- Recommend funding for Hamilton & Waikato Tourism (HWT) and Hamilton Central Business Association (HCBA) to the Finance Committee or Council.
- Make operational decisions that are aligned to the outcomes of the Economic Development Agenda.

<b>ITEM</b>	<b>TABLE OF CONTENTS</b>	<b>PAGE</b>
<b>1</b>	<b>Apologies</b>	<b>4</b>
<b>2</b>	<b>Confirmation of Agenda</b>	<b>4</b>
<b>3</b>	<b>Declarations of Interest</b>	<b>4</b>
<b>4</b>	<b>Business and Investment Subcommittee Open Minutes 18 June 2015</b>	<b>5</b>
<b>5</b>	<b>Business and Investment Subcommittee Action List - Open - 15 September 2015</b>	<b>10</b>
<b>6</b>	<b>Hamilton and Waikato Tourism Year End Report to 30 June 2015</b>	<b>12</b>
<b>7</b>	<b>Hamilton Central Business Association (BID) Year End Report to 30 June 2015 and Strategic Business Plan 2015/16</b>	<b>20</b>
<b>8</b>	<b>Central City Transformation Plan</b>	<b>43</b>
<b>9</b>	<b>Policy Reviews</b>	<b>46</b>
<b>10</b>	<b>Review of Business Improvement District (BID) Policy</b>	<b>51</b>
<b>11</b>	<b>Resolution to Exclude the Public</b>	<b>69</b>

**1 Apologies**

**2 Confirmation of Agenda**

The Subcommittee will be requested to consider the Public Excluded items first.

The Subcommittee to confirm the agenda.

**3 Declaration of Interest**

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

**Committee:** Business and Investment  
Subcommittee

**Date:** 15 September 2015

**Report Name:** Business and Investment  
Subcommittee Open Minutes  
18 June 2015

**Author:** Brendan Stringer

<b>Status</b>	<i>Open</i>
---------------	-------------

### Recommendation

That the Subcommittee confirm and adopt as a true and correct record the Open Minutes of the Business and Investment Subcommittee Meeting held on 18 June 2015.

### 1. Attachments

- Attachment 1 - Business and Investment Subcommittee Minutes - Open - 18 June 2015

---

## Business and Investment Subcommittee

### OPEN MINUTES

---

Minutes of a meeting of the Business and Investment Subcommittee held in Committee Room 1, Municipal Building, Garden Place, Hamilton on Thursday 18 June 2015 at 10:30am.

#### PRESENT

Chairperson	Her Worship the Mayor J Hardaker
Members	Cr M Forsyth Cr A King Cr A O'Leary Cr R Pascoe
In attendance	General Manager Events & Economic Development, Strategic Property Unit Manager, Strategic Land Manager, Business Manager
Committee Advisor	Mr B Stringer

---

#### 1. Apologies

There were no apologies.

#### 2. Confirmation of Agenda

**Resolved:** (Her Worship the Mayor Hardaker/Cr Forsyth)

The Committee to confirm the agenda.

#### 3. Declarations of Interest

No members of the Committee declared a Conflict of Interest.

#### 4. Business and Investment Subcommittee Open Minutes 13 May 2015

**Resolved:** (Her Worship the Mayor Hardaker/Cr Pascoe)

That the Subcommittee confirm and adopt as a true and correct record the Open Minutes of the Business and Investment Subcommittee meeting held on 13 May 2015.

#### 5. Property Update - Beggs Wiseman Building

The GM Events & Economic Development and Strategic Property Unit Manager spoke to the report and responded to the following questions:

- **Earthquake Strengthening**

It was confirmed the seismic strengthening completed on the building was above the relevant standards required. Staff would update the Subcommittee with:

- i. the date and cost for the completion of that work; and
- ii. confirmation that the seismic performance rating specified in 2007 remained current.

- **Prospective Development and Use**

The recommendation of requiring prospective purchasers to advise their proposed development and use of the building would be included in the sales package. It was noted that there could be a disparity in offers received between a party that intended to use the building "as is" compared to another party that intended to develop the property.

Staff believed that Council would have sufficient choice in prospective purchasers given the interest shown in the site. The sale process would operate by way of a tender.

**Resolved:** (Cr O'Leary/Her Worship the Mayor Hardaker)

That:

- a) The Report be received;
- b) The Business and Investment Subcommittee recommends that Council sells the Beggs Wiseman Building physically located on the corner of Victoria and Ward Streets, Hamilton, and legally described in the Schedule;
- c) Council markets the property for sale through a public sale process and purchase offers are assessed against criteria that includes:
  - i. Price considering the current market value as assessed by a Council-appointed registered valuer in accordance with Council policy, and;
  - ii. Development and use including timeframe of the purchaser's intentions for the redevelopment of the building and the ability of their redevelopment to enhance the Central Business District and street-scape.
- d) Staff present the purchase offers to Council and seek further direction in respect of any matters or issues arising that materially affect the sale process;
- e) Council authorises the Chief Executive Officer to (1) prepare an Agreement for Sale and Purchase and (2) any other instruments that are required to give effect to this resolution.

#### SCHEDULE

An estate in fee simple comprising all that land contained in Certificate of Title SA13A/1086 South Auckland Land Registry legally described as Lot 1 Deposited Plan South Auckland 15240 comprising 276 square metres more or less and physically located at 445 Victoria Street (on the corner of Victoria and Ward Streets), Hamilton.

Staff were asked to include a summary of the history of Council's ownership of the building when the item was reported to Council.

## 6. Resolution to Exclude the Public

**Resolved:** (Her Worship the Mayor Hardaker/Cr O'Leary)

### Section 48, Local Government Official Information and Meetings Act 1987

The following motion is submitted for consideration:

That the public be excluded from the following parts of the proceedings of this meeting, namely consideration of the public excluded agenda.

The general subject of each matter to be considered while the public is excluded, the reason for passing this resolution in relation to each matter, and the specific grounds under section 48(1) of the Local Government Official Information and Meetings Act 1987 for the passing of this resolution follows.

General subject of each matter to be considered	Reasons for passing this resolution in relation to each matter	Ground(s) under section 48(1) for the passing of this resolution
C1. Business and Investment Subcommittee Excluded Minutes 13 May 2015	) Good reason to withhold information exists under Section 7 Local Government Official Information and Meetings Act 1987	Section 48(1)(a)

- C2. Property Development Sites )  
- Update )
- C3. Property Update - Beggs )  
Wiseman Building )

This resolution is made in reliance on section 48(1)(a) of the Local Government Official Information and Meetings Act 1987 and the particular interest or interests protected by Section 6 or Section 7 of that Act which would be prejudiced by the holding of the whole or relevant part of the proceedings of the meeting in public, as follows:

- Item C1. to prevent the disclosure or use of official information for improper gain or improper advantage Section 7 (2) (j)
- Item C2. to enable Council to carry out commercial activities without disadvantage Section 7 (2) (h)  
to enable Council to carry out negotiations Section 7 (2) (i)
- Item C3. to enable Council to carry out commercial activities without disadvantage Section 7 (2) (h)  
to enable Council to carry out negotiations Section 7 (2) (i)

**The Meeting went into Public Excluded session from 10:45am until 1:22pm.**

**The Meeting was declared closed at 1:22pm.**

**Committee:** Business and Investment Subcommittee

**Date:** 15 September 2015

**Report Name:** Business and Investment Subcommittee Action List - Open - 15 September 2015

**Author:** Brendan Stringer

<b>Status</b>	<i>Open</i>
---------------	-------------

### Recommendation

That the Report be received.

### 1. Attachments

2. Attachment 1 - Business and Investment Subcommittee Action List - Open - 15 September 2015

**Business Investment Subcommittee - Action List - Open**

Meeting Date	Item #	Action for Monitoring	GM Responsible	Comment	Status
15-Jul-14	6	The Hamilton Central Business Association to provide feedback on the Business Improvement District Policy to be reviewed by the Subcommittee at its meeting on 11 November 2014.	E&ED	To be reported to the Subcommittee at its meeting on 15 September 2015 by way of a separate report.	In progress
20-Aug-14		Central City Transformation Plan would be finalised in November 2014. A first draft would be prepared and available for reviewing by the Subcommittee in September.	E&ED	To be reported to the Subcommittee at its meeting on 15 September 2015.	In progress
13-May-15	6	Periodic reports from HCBA to provide commercial tenancies' figures taking account of both new leases and lost/expired leases.	E&ED	To be discussed at its meeting on 15 September 2015.	In progress

**Committee:** Business and Investment  
Subcommittee

**Date:** 15 September 2015

**Report Name:** Hamilton and Waikato Tourism  
Year End Report to 30 June  
2015

**Author:** Sean Murray

<b>Report Status</b>	<i>Open</i>
<b>Strategy, Policy or Plan context</b>	<i>Economic Development Agenda, Hamilton Plan</i>
<b>Financial status</b>	<i>Funding commitment to this organisation has been approved by Council for a three year period commencing 2015/16 at \$585k per year.</i>
<b>Assessment of significance</b>	<i>Having regard to the decision making provisions in the LGA 2002 and Councils Significance Policy, a decision in accordance with the recommendations is not considered to have a high degree of significance</i>

## 1. Purpose of the Report

- This report introduces the annual report from Hamilton and Waikato Tourism (HWT) for the year ending 30 June 2015.

## 3. Executive Summary

- The report is provided as a condition of the HWT's service level agreement with Council. Council supports HWT along with other partner Councils. HWT's activity for Council is very closely aligned to our own directions in promoting business and event tourism in Hamilton City.
- The Subcommittee is reminded that Council's annual funding of HWT is \$585,000 within a total contribution pool of \$1,215,000 from participating Councils in the Waikato detailed as follows:

Council	Annual Funding
Hamilton City Council	\$585,000
Waipa District Council	\$150,000
Waikato District Council	\$150,000
Matamata-Piako District Council	\$150,000
Otorohanga District Council	\$ 60,000
South Waikato District Council	\$ 60,000
Waitomo District Council	\$ 60,000
<b>Total</b>	<b>\$1,215,000</b>

- In addition to council funding, HWT receives a further \$485,000 annual funding from its private sector partners.
- Kiri Goulter (Chief Executive) and Graeme Osborne (Board Chair) will be in attendance at the Subcommittee meeting and will talk to their report.

**8. Recommendation from Management**

That the report be received.

**9. Attachments**

- 10. Attachment 1 - HWT - Year End Report to June 2015

**Signatory**

Authoriser	Sean Murray, Executive Director, H3 and Events
------------	--



## HAMILTON & WAIKATO TOURISM ANNUAL REPORT

### YEAR END JUNE 2015

New Zealand's tourism sector has had an excellent year with international arrivals up 7% and international expenditure increasing 28% on the previous year. All markets have performed well with noticeable growth from the USA, China and India. Domestic visitor expenditure and guest nights also increased.

The Hamilton & Waikato region has had a positive year reflecting the national situation and a strong tourism industry. The region's commercial guest nights increased by 4.3%, international guest nights by 9.3% and domestic guest nights by 2.3%. International visitor expenditure remained strong and well above the national trend. Domestic visitor expenditure continues to remain below the national trend with a slight improvement on the previous year.

### Key Performance Indicators

HWT worked in close partnership with the region's tourism operators who contributed \$415,000 of cash investment and over \$70,000 of in-kind support towards HWT's marketing and promotional activities. This resulted in a combined investment with the region's seven local authorities of over \$1.25m. In terms of industry funding per dollar of council investment, HWT remains at the forefront when compared to other New Zealand Regional Tourism Organisations.

HWT and sector performance against the KPIs as per the Schedule of Services 2014-15:

1. *Grow market share of commercial guest nights to 3.55% (Commercial Accommodation Monitor Stats NZ)*  
Result: 3.5%
2. *Grow total delegate days to 11% market share (Convention Activity Survey MBIE)*  
Result: 8% (note changes to MBIE methodology in Convention Bureau section)
3. *To at least maintain share of domestic visitor expenditure (Regional Tourism Indicators MBIE)*  
Result: index increase of 4 points, 13 points below NZ (average)
4. *To at least maintain share of international visitor expenditure (Regional Tourism Indicators MBIE)*  
Result: index increase of 21 points, 25 points above NZ (average)
5. *30% increase in visits to hamiltonwaikato.com*  
Result: 63% increase
6. *\$300,000 industry investment*  
Result: 415,000 plus \$70,730 in-kind support

### Key highlights for the year include:

- Investment of \$485,000 in HWT's activities from the region's tourism industry
- Development of a 10 year Visitor Strategy for the region aiming to grow the sector
- Additional investment of \$405,000 secured for 2015-16 onwards from partner councils
- Hosting 137 international and 14 domestic media outlets
- Hosting over 346 international travel trade

---

Hamilton & Waikato Tourism, Hamilton International Airport, Airport Rd, RD 2 Hamilton 3282  
P 0064 7 843 0056 F 0064 7 843 2365 E [info@hamiltonwaikato.com](mailto:info@hamiltonwaikato.com)

## Hamilton & Waikato TOURISM

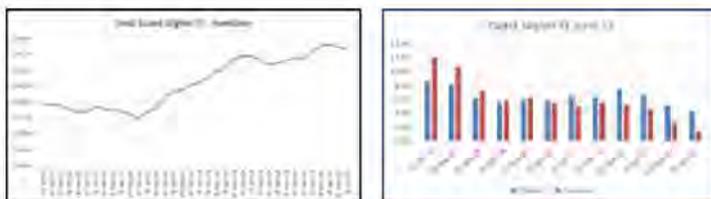
- Explore Central North Island collective hosted TRENZ (NZ's largest trade event) in Rotorua with over 300 international buyers attending
- Supporting two major events, Cricket World Cup 2015 and FIFA U20 World Cup 2015
- Full redevelopment of hamiltonwaikato.com

### Hamilton City Visitor Data

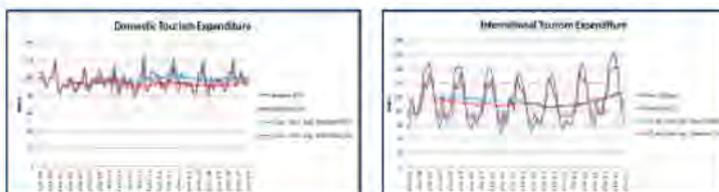
For the year end June 2015, Hamilton commercial guest nights increased by 1.4% with occupancy rates up 0.6%. Total guest nights have grown from 577,000 in July 2012 to 640,000 in June 2015. (MBIE Commercial Accommodation Monitor)

Along with the region's position, Hamilton city's domestic expenditure is also below the national trend. There are a range of factors influencing this, including a strong visiting friends and relatives segment (+50%) and limited supply of commercial tourism products for the domestic market. Domestic visitors still spend well in food and beverage and retail sales, particularly in Hamilton city.

Data from the Matamata-Piako District is having a noticeable impact on the region's international expenditure due to Hobbiton Movie Set. Hamilton's international expenditure averaged 108 points (index) in line with New Zealand's average, demonstrating the city is matching the national growth trend. This has improved since 2012 when Hamilton was below the national trend.



Source: Commercial Accommodation Monitor (June 2015, MBIE)



Source: Regional Tourism Estimates (June 2015, MBIE)

### Other Research

AA Traveller net promoter research carried out for the year end June 2014 into how likely respondents were to recommend the region as a place to visit showed the Waikato region had a score of -7 points compared to the average of 22 points across all RTO regions. The research also indicated that Waikato residents didn't score the region well.

Closer analysis revealed that this was primarily due to a lack of awareness of the city and region's visitor proposition. This is to be expected given H&W's commitment to promoting itself as a visitor destination has been relatively recent. Over the past four years progress has been

Hamilton & Waikato Tourism, Hamilton International Airport, Airport Rd, RD 2 Hamilton 3282  
P 0064 7 843 0056 F 0064 7 843 2365 E [info@hamiltonwaikato.com](mailto:info@hamiltonwaikato.com)

## Hamilton & Waikato TOURISM

made to address the situation, however a long term view is required along with collaboration across a range of stakeholders.

In light of this, HWT's promotional activities have a strong focus on building awareness and appeal of the city and region as place to visit with Hamilton city being central to all campaign and promotional activity. Outlined below are the range of promotional activities undertaken by HWT with details on how Hamilton city is promoted within each.

### International Marketing

#### Australia

HWT participated in a \$1.6m "Tour the North" campaign in Australia in conjunction with other upper North Island RTOs and Tourism New Zealand. This is HWT's third year of participation and continues to be a cost-effective way of targeting Australian visitors as our largest international market.

- Hamilton city featured in this campaign and was promoted as the "hub" for the region. HWT worked with the campaign's travel trade partner Flight Centre to include accommodation product in packages sold e.g. Novotel, IBIS, Sudima
- Hamilton Gardens was promoted as a 'gem' and was included in the Garden Gurus broadcast media promotion, on newzealand.com, and in the Discover the North Island supplement.

#### Travel trade

Hamilton & Waikato continued to work closely with the travel trade as key influencers of distribution channels.

- HWT's focus is on educating travel trade on the H&W offer with the aim of shifting traditional travel patterns and encouraging the inclusion of Hamilton city products in travel packages and itineraries. (Note: inclusions must be commissionable)
- Hamilton city is promoted as a "hub" for the region with the aim of increasing visitor nights in the region. The city's travel trade proposition is focused on urban experiences including dining and retail, supported by commercial/commissionable product such as Hamilton Gardens, River Explorer and Good George microbrewery.
- For this year's major events HWT worked with the local organising committees to profile the city's commercial product through information and itineraries that were also sold by the travel trade off shore e.g. India

#### Media

HWT continued to work with domestic and international media to profile the range of experiences on offer across the city and region. HWT hosted over 150 media in the region throughout the year.

- Hamilton was included in a number of international media famils and advertorial pieces. This provided exposure of the city in Japan, Germany, USA, Australia and South East Asia.
- The H&W proposition with media is in response to the brief provided by the media outlets which is generally around a special interest or theme. Hamilton's exposure and coverage included Hamilton Zoo, Hamilton Farmers Market, Hamilton Gardens, Waikato River Explorer, Good George and accommodation and dining establishments.
- HWT also provided advertorial and editorial promoting the city to various visitor publications e.g. On Board Magazine, NZ Today.

### Domestic Marketing

---

Hamilton & Waikato Tourism, Hamilton International Airport, Airport Rd, RD 2 Hamilton 3282  
P 0064 7 843 0056 F 0064 7 843 2365 E [info@hamiltonwalkato.com](mailto:info@hamiltonwalkato.com)



Throughout the year HWT ran three Short Escape, two Explore Your Own Backyard, a Fieldnights and Chinese New Zealander campaigns.

- Short Escapes (Oct/Nov 14) to external audience promoting outdoor activities with a focus on cycling and walking experiences. Hamilton was profiled as well as campaign partners, Hamilton Gardens, Skycity, Novotel etc.
- Short Escapes (Jan/March 15) promoting "reasons to visit" with a focus on events and special interest themes e.g. cycling, walking, gardens, family and city experiences, dining and entertainment. Hamilton was featured prominently throughout this campaign due to the range of festivals, concerts and sporting fixtures that were taking place. HWT strongly promoted Hamilton Garden Arts Festival in collaboration with the Festival organisers and H3 event team. HWT partnered with the H3 team specifically around Best Seats in the House, Balloons over Waikato and Cricket World Cup and FIFA U20 World Cup.
- Explore Your Own Backyard. The objective is to build awareness and sense of pride in our place amongst H&W residents. Residents host over 50% of visitors and are key advocates and influencers. Hamilton city featured in two campaigns (summer and winter) and the proposition focused on outdoor activities targeting families complemented by retail and dining experiences. A competition was run with Claudelands Events Centre with event ticket giveaways.
- Chinese New Zealanders. This promotion runs continuously throughout the year through digital channels. Hamilton city is profiled along with our commercial partners, Novotel, Skycity, Hamilton Gardens and Sudima. The proposition is based around short weekend breaks in Hamilton.
- Fieldnights. The aim is to encourage locals and those visiting the region for the Fieldays to take advantage of evening entertainment and dining options and explore the wider region whilst they are in the region for Fieldays. Hamilton city was promoted by encouraging attendees to spend time in the city enjoying its dining, entertainment, retail and attractions.
- Hamilton city has also featured in a series of "locals" videos which HWT has produced including golf, artisan's food, wildlife attractions and arts/creative experiences (soon to be released). The city is also a key part of HWT's promotional videos and all of HWT's three television commercials

#### Major Events

At the start of the year the region hosted both the Cricket World Cup 2015 and FIFA U20 World Cup 2015. HWT was heavily involved in supporting these tournaments alongside Hamilton City Council. Both events were very successful attracting many visitors and generating a significant amount of domestic and international media coverage for the region. The focus for Hamilton was on increasing nights in the region and to encourage game attendees to explore the wider city and its dining, entertainment and retail experiences.

#### Convention Bureau

The region ended the year with 8% of market share of total delegate days, 4<sup>th</sup> behind Auckland, Wellington with Christchurch moving into third place. During the year there was a change to MBIE's Convention Activity Survey methodology which saw the region's market share of total delegate days decrease due to the removal of trade and exhibition data that either focusses on, or includes public events (e.g. Fieldays). There has also been a slight softening in multi-day conferences with a shift towards smaller meetings and seminars.

The Convention Bureau had 61 partner operators, up 10% on the previous year.

Hamilton city is positioned as an ideal location for conferencing based on its accessibility, location to markets and range of quality venues available. The city and region's visitor

---

Hamilton & Waikato Tourism, Hamilton International Airport, Airport Rd, RD 2 Hamilton 3282  
P 0064 7 843 0056 F 0064 7 843 2365 E [info@hamiltonwalkato.com](mailto:info@hamiltonwalkato.com)

## Hamilton & Waikato TOURISM

accommodation and unique attractions further strengthen the proposition e.g. Hamilton Gardens, Waitomo and Hobbiton.

Hamilton city has one of New Zealand's premier conference and exhibition venues and the size, scale and flexibility of the facility is increasingly sought after. The city is also fortunate to have other venues such as Waikato stadium, Waikato Museum, as well as quality hotel based venues and other independent options e.g. Novotel, Skycity, The Verandah. Hamilton Gardens is also promoted as a creative option for conferences, gala dinners or team building/partner programmes.

### Digital

Hamiltonwaikato.com has undergone a full redevelopment. The site has a refreshed design and is built in an open source platform with a new content management system (CMS) enabling improved management in-house. The first phase of the new site was launched in July with ongoing improvements to continue. Website traffic has continued to increase, up 63% on previous year. Social media sites continue to perform well with Facebook "followers" for year end June at 23,500. Hamiltonwaikato.com was the central portal for both the Cricket and FIFA World Cup events.

Hamilton city features strongly throughout Hamiltonwaikato.com with visits to the Hamilton city destination page and other articles feature the city up 63% on the previous year e.g. Family Fun, Metropolitan Vibe.

### Visitor Strategy 2015-25

An important focus for 2014/15 has been the development of a ten year Visitor Strategy for the region's tourism industry. The strategy aims to grow visitor expenditure from \$1b to \$1.35b by 2025 through an increased investment in destination marketing and the expansion of HWT's activities to include a focus on destination management and product development.

To enable the strategy to be implemented, HWT sought an increase in funding from our local government partners through their respective Long Term Plans. This was successfully achieved with all councils agreeing to increase their partnership investment. This is an excellent outcome for the region's tourism sector, its future growth and contribution to the regional economy.

### Conclusion

New Zealand's tourism sector has experienced strong visitor growth over the year which is expected to continue, it is also predicted that the tourism sector will surpass the dairy sector as New Zealand's largest export earner. The region and city have benefited from this, with growth in total guest nights and international expenditure. Challenges still remain in the domestic market.

In order to address the region's underperformance in the domestic market, and to further capitalise on international visitor growth, it is important that the region's public and private sectors remain committed to working collaboratively to achieve scale in a highly competitive and complex marketplace, and to leverage opportunities from the region's flagship product offerings.

With the additional funding from partner councils, HWT will increase our investment in domestic marketing and widen our scope into product development to strengthen the visitor proposition by identifying opportunities for new and enhanced tourism offerings.

Hamilton city's future growth is dependent on enhancing the current visitor proposition. This needs to focus around the Waikato River, Hamilton Gardens and acting as the "hub" for the region by providing a quality and engaging urban experience. Investment in additional hotel



accommodation is still required to unlock opportunities, maximise the city's investment in venues and better support the business events sector. With limited sizeable commercial tourism product, a strong events offering is required to provide "reasons to visit," which will further optimise venues and strengthen the case for more tourism investment.

Finally, HWT is extremely appreciative of the strengthened support and the commitment from Hamilton City Council and our other partner councils. We look forward to continuing our collaborative partnerships and a progressive and exciting year ahead.

Yours sincerely

A handwritten signature in black ink, appearing to read "Kirí Goulter".

Kirí Goulter

Chief Executive

8 September 2015

---

Hamilton & Waikato Tourism, Hamilton International Airport, Airport Rd, RD 2 Hamilton 3282  
P 0064 7 843 0056 F 0064 7 843 2365 E [info@hamiltonwaikato.com](mailto:info@hamiltonwaikato.com)

**Committee:** Business and Investment Subcommittee

**Date:** 15 September 2015

**Report Name:** Hamilton Central Business Association (BID) Year End Report to 30 June 2015 and Strategic Business Plan 2015/16

**Author:** Sean Murray

<b>Report Status</b>	<i>Open</i>
<b>Strategy, Policy or Plan context</b>	<i>Business Improvement District (BID) Policy</i>
<b>Financial status</b>	<i>There is budget allocated Amount \$280,000 per annum – targeted BID rating</i>
<b>Assessment of significance</b>	<i>Having regard to the decision making provisions in the LGA 2002 and Councils Significance Policy, a decision in accordance with the recommendations is not considered to have a high degree of significance</i>

## 1. Purpose of the Report

- This report introduces the annual report from the Hamilton Central Business Association (HCBA) for the year ending 30 June 2015 and presents its business plan and budget for the 2015-16 year.

## 3. Executive Summary

- The report is provided as per the Business and Investment Subcommittee's terms of reference to receive annual reports from HCBA.
- A set of audited financial statements will be available for distribution to the Subcommittee when available. These are due to be sent to Council by late September 2015.
- Sandy Turner (General Manager) and Greg Wills (Chairman) will be in attendance at the Subcommittee meeting and will talk to their report.

## 7. Recommendation from Management

That the report be received.

## 8. Attachments

- Attachment 1 - HCBA Annual Report to 30 June 2015
- Attachment 2 - HCBA Business Plan 2015-16
- Attachment 3 - HCBA Budget 2015-16

## Signatory

Authoriser	Sean Murray, Executive Director, H3 and Events
------------	--



End of year report end for Hamilton  
City Council  
For the year ending 30th June 2015  
26<sup>th</sup> August 2015

ruic

---

## 1.0 Introduction

The Hamilton Central Business Association has completed another 12 months in operation with the year ending 30 June 2015.

During this time the business environment in the central city has seen an improvement in anti social behaviour , vagrancy and general city presentation. This is due to the development and implementation of the Central City Safety Plan and the recent resurgence of property investment within the CBD.

The Key major challenges remains around parking with members feeling that they are at a distinct disadvantage with customer perception around the free parking provided at both the Base and Westfield.  
We strongly advocate for at the very least free parking all weekends and hope this has been addressed in the CCTP.

Another of the key challenges for HCBA itself is to make a positive contribution bearing in mind its own resources and membership mix. Managing expectations of key partners and members has been important for our own professional credibility and long-term sustainability.

In the past year the HCBA has strived to add value for members by providing a 'voice' for them to be heard in the business, political and public environment.

The HCBA recognises and appreciates the key partnership it has with Hamilton City Council in seeking to create a vibrant and thriving central city.  
HCBA members and focus groups have been actively involved in the development of the River Plan and the most recent project around the Central City Transformation Plan.

HCBA commends council on the speed, effort and work that has gone into developing these plans. The engagement process so far has given property owners and tenants confidence around councils commitment to the CBD and the opportunity to participate in the discussions, sharing of ideas and exchanging views has been extremely effective to engaging considerations around partnerships and collaborations. HCBA are committed to assisting to ensure these plans are completed and implemented over the coming years.

At the end of this financial year we are delighted to report that Hamilton CBD vacancy rate is the lowest in ten years. The CBD retail vacancy rate decreased from 9.8% to 9.3% partly due to vacant tenancies being removed from the survey for

refurbishment, redevelopment or demolition but also due to several new participants in the market.

Eighteen occupancies are currently under refurbishment more than double what was recorded a year ago.

We have seen an increase in tenancies in Garden Place with examples of The Girl on the Swing, Korean Styled Pancakes and Volare Bread soon to be located at 12 Garden Place.

We have also noted existing businesses like Heartland Bank taking up additional adjoining space to increase its footprint and with Snap Shot Cameras and Hart Jeweller's relocating to almost triple their existing site. We have also noted the emerging trends of several new business to the CBD who all started online but now require a physical presence in the market. Examples are Kilt in Barton Street, Story in Victoria Street and Tea Cup and Saucer in Alexandra Street.

HCBA are proudly involved in a number of events in an effort to attract more people to central Hamilton thereby improving the business opportunities for HCBA members. Events over the last 12 months included the 150th birthday celebrations , Riff Raff statues 10th Birthday , Hamilton Christmas City and Summer in Garden Place to name just a few.

Marketing initiatives have created exceptional growth an example was the 2nd publication of our City Guide magazine in September 2014 with distribution exceeding 47,000. This publication was well received by both members who used it to advertise and readers.

Our face book portal has exceeded 14k likes and our web site gets on average 17k hits per month.

As part of our role and partnership with the council, HCBA has been pleased to be able to work with HCC on key Projects . HCBA have provided financial support towards the Peoples Project and the Embassy Park redevelopment .

As part of our EOY report to council we are also pleased to report that we have continued to operate within our budget as well as been able to provide financial sponsorship and or assistance to ensure key events were maintained and new events were able to be supported.

Some of the events and projects to benefit were:

- HCBA annual business awards
- City Guide Magazine
- HCBA city burn event (part of BOW)
- Hamilton Fringe festival
- FIFA u20 world cup 201
- ICC Cricket world Cup
- Zeal Youth facility
- Recognise youth awards
- Free lunch street theatre
- Summer in Garden Place
- Hamilton Christmas Charitable Trust

There are a number of important topics we would like to highlight from the past year and also in this report we focus briefly on some of the future priorities for HCBA in the next 12 months.

## 2.0 Past Highlights

### 2.1 Annual General Meeting

The HCBA's Annual General Meeting was held on the 16th September 2014 and was well attended. All formal matters that were required to be completed were carried out, including presentation of our annual accounts and the election by members of an executive committee. The 2014/2015 executive is:

Greg Wills, Centre Place (Chair)  
 Dick Breukink, Novotel and Ibis Tainui Hamilton  
 Jacqui Cribb, Phoenix Group  
 Kerrin Single, Mediaworks  
 Michelle Baillie, Sky City Hamilton  
 John Lawrence, Lawrenson Group  
 Michael Ibbetson, Rossellini and Shine  
 Trevor Jones, Waikato Insurance Brokers  
 Logan Hughes, Agenda Restaurant

An election was not required to form the committee. Since the AGM we have received resignations from John Lawrence due to work commitments.

### 2.2 Business Awards

The 4th Annual Hamilton Central Business Awards were held on 23rd July 2014. Over 60 businesses participated in what was a joint people's choice and mystery shopping voting system. 250 people attended the gala prize giving event held at Sky City and our MC for the evening was TV 3 Duncan Garner. The overall business of the year winner was Diamond Jewellers.

### 2.4 HCBA BAS Events

HCBA ran 12 events throughout the year. These were hosted by members and are booked out 12 months in advance.

The purpose is to showcase the host business to other members, networking and also the chance to discuss any pressing issues or share key information that affects members.

Average numbers attending these events are around 75 and the feedback from members has been very positive.

### 2.4.5 HCBA conducted a City Safety perceptions survey with members

In October 2014 we conducted the first of an annual members survey to gauge the level of safety felt in the CBD by both tenants and staff. In general there were huge concerns around issues regarding anti social behaviour, vagrancy, city loitering and begging. The results were used to support the implementation of the City safety Plan.

### 2.5 Website and social media

Over the last 12 months we were able to lift the number of visitors to our web site [www.hamiltoncentral.co.nz](http://www.hamiltoncentral.co.nz) from 14,000 per month to an average of 17,000 per month.

We also significantly increased our face book likes to 14,500 and it continues to be a valuable marketing tool for our members to promote events and activities within the CBD.

### 3.0 Future Focus

#### 3.1 Digital Strategy - *Shop local support your CBD*

To leverage of the traffic we currently receive on our web site HCBA is upgrading the website to what will be a unique and innovative concept within NZ. We are creating NZ first online market place. The new site will be fully responsive optimised for every device from desktops to mobile.

The site will be much more than just a directory site , as visitors will be able to browse , search and purchase goods across products from all listed businesses.

The site will complement Retail business who currently have an online store and assist others to establish an online store. Hospitality and Service providers will be able to load daily deals voucher which they can sell on line without the commissions that occur through Grab a Deal .

We are planning to launched the new site in October 2015

#### 3.2 Strategic alliances

The HCBA will maintain strategic alliances with a number of influential business groups around the city. We are members of organisations such as, The Waikato Chamber of Commerce, The NZ Property Council (Waikato Branch). We also have close association with groups such as the Embassy park working group, NZ Retail Merchants association, First Retail, Casabella Marketing Group, the Claudelands/Theatres Unit of HCC, Mystery Creek Fielddays, Centre Place Management, Hamilton Waikato tourism, BOW, Hamilton Christmas Trust, Alcohol Accord Group and Wintec. We believe by being either active members or close associates of such group's organisations we are better able to achieve our goals and the aspirations that HCC has for the central city.

#### 3.3 City Safety perceptions survey with members

We will conduct another City Safety survey in July 2015 using the same questions to gauge the response and measure the success of the central City Safety Plan. These regular surveys will also allow us to identify issues and measure trends both positive and negative.

#### 3.4 CCTP and The River Plan

HCBA is committed to supporting the work around the development of the CCTP and the River plan. We will work closely with HCC to ensure that key stakeholders amongst our members are aware and involved.

We will include key projects within our strategic plan once the plans have been signed off and implementation begins.

**4.0 Recommendation**

The HCBA recommends that this report and its attachments are received by Hamilton City Council.

Sandy Turner  
General Manager Hamilton Central Business Association

# HAMILTON EST 1877 CENTRAL

## Business Plan 2015-2016



## TABLE OF CONTENTS

---

0.	Preface	Page 3
1.	Background	Page 3
2.	Vision	Page 3
3.	Governance Goals	Page 4
4.	HCBA Strategies	Page 4
5.	HCBA Tactics	Page 5
6.	HCBA Actions	Page 5
7.	Competitive Advantage	Page 6
8.	Role of Hamilton Central Business Association	Page 7
9.	Guide to the Action Plan	Page 8
10.	Overview of the Action Plan	Page 9
11.	Action and Initiatives for the Year to June 2016	Page 10

## 0. PREFACE

---

Through this document the Hamilton Central Business Association (HCBA) will record and communicate the strategic direction of the organization for the next three years and provide a set of annual goals and an action plan.

## 1. BACKGROUND

---

The organisation has been through a period of branding and promotion, expansion of the BID area, and successfully initiated a number of strategic projects.

Currently HCBA enjoys a good working relationship with its key stakeholders and is seen by groups such as the Hamilton City Council, WCC and the Property Council as an effective advocacy voice for the CBD.

There is evidence of strengthening engagement with the organisation from members and the wider city and Waikato public through social media, the HCBA website, the annual awards and CBD events.

The nine member elected executive committee comprises representation from business / property ownership, retail, hospitality, professional services and media / marketing.

### Identified Issues

1. Capped funding through the BID rate limiting operational goals
2. BID size exceeds what appears to be best practice
3. Brand perception by members and the public appears to link more strongly with Hamilton City Council than as a separate entity

### Opportunities

- Develop a digital strategy to support retail and hospitality members having omni channel exposure.
- Investigate opportunities for HCBA staff carrying out supporting contracts; e.g. managing the CCTV system and or managing Garden Place. This would provide an opportunity to work closely within these areas and add influence.
- Work more closely with other membership and advocacy bodies in the city; e.g. Chamber of Commerce, Property Council, Hamilton Waikato Tourism RTO
- Improve the capability of the Executive Committee (i.e. non BID members) to increase strategic thinking

## 2. VISION

---

HBCA has a vision of delivering a distinctively Hamilton essence to the future of the CBD. All of our efforts are focused on achieving this vision.

A distinctly Hamilton essence in our CBD can be defined as:

- Hamilton's CBD is a thriving business area that is well recognized for the high quality retail and hospitality experience it offers
- People come to the CBD because it's easy to get to, welcoming and so much more than just another place to shop
- There's always something new and different happening in the CBD to draw in local, regional and international visitors
- The CBD is widely considered as a great place to operate a business, and provides an inviting place to work
- The CBD has an influence in driving forward Hamilton's reputation as a confident, modern and progressive city

## 3. GOVERNANCE GOALS

---

The Executive have defined the following goals for the committee:

- The Executive Committee functions effectively as a governing body where the best interests of all members take precedence
- The Executive Committee plays a strong role in supporting the activities and promotions of the HCBA
- The Executive Committee actively encourage a diverse and democratic range of committee members

## 4. HCBA STRATEGIES

---

The following goals reflect the areas in which the HCBA will continue to focus our efforts in the coming year to achieve the vision.

1. **Improve stakeholders and visitors perception of the CBD and HCBA**
2. **Improve the CBD experience for shoppers, visitors, inner city workers and inner city dwellers**
3. **Monitor key metrics like CBD vacancies as a measure of the CBD's vitality and economic health**
4. **The city offers sophisticated modern quality grade office and retail space.**

## 5. HCBA TACTICS

---

The following are tactics to achieve the three strategic goals above

1. Strengthen communication channels between HCBA and key stakeholders
2. Increase membership engagement with the HCBA, its events and projects
3. Promote the CBD as a prime environment for retail, hospitality and other CBD businesses
4. Work with stakeholders to enhance the customer and visitor experience within the CBD

## 6. HCBA ACTIONS

---

These actions arose from the issues and opportunities dialogue with the Executive Committee:

- Review funding risks and opportunities
- Investigate options around HCBA BID size, gather evidence of best practice
- Develop a digital strategy for the CBD
- Carry out feasibility studies and cost benefit analyses on contracts that may enhance the influence and effectiveness of the HCBA and its ability to attain its goals
- Develop protocols around working with other agencies and membership organisations to benefit HCBA members
- Identify ways in which HCBA can enhance, encourage and support economic development in the city
- Explore options to create extra revenue

HCBA key stakeholders include:	
Property council	Hamilton City Council
First Retail Group, Retail NZ	Peoples Project
Chamber of Commerce	Centre Place
Accor Group	Casabella Marketing Association
University of Waikato , Wintec, Local Hamilton High Schools, Zeal	Claudlands Event Centre ,Mystery Creek Event Centre, Atrium, Waikato Stadium ,SKYCITY, Founders Theater ,Meteor Theater
Hamilton Waikato RTO	Tainui Group Holdings
CBD Property owners / Property Council	Local Iwi

## 7. COMPETITIVE ADVANTAGE

---

There is strong competition in Hamilton for retail customers and commercial investment which means the CBD needs to understand and play to its strengths to compete effectively. The CBD has a number of features that clearly differentiate it from other local commercial centers, and which provide natural advantages that can be leveraged.

1. **Niche, owner-operated retail:** There are a significant number of high-quality, owner-operated retail stores that enjoy a niche position in the market. These stores, and the specialist service they provide, contrast with the chain stores that tend to populate the shopping malls.
2. **High-quality hospitality:** We enjoy a growing reputation for our hospitality precinct. In particular, the Hood Street /south end of Victoria Street area provides a very high quality environment with a broad range of excellent cafés, restaurants and bars that offer something for everyone.
3. **Open spaces for events:** There are a number of public open spaces in the CBD that are ideally suited for hosting regular, small scale events that can create character and vibrancy.

6

4. **Inner city living:** The CBD has a range of accommodation options for people wishing to live in the heart of the city. As the number of CBD residents increase, so will the vibrancy of the area and level of demand for goods and services.
5. **Large events:** The CBD is well positioned to leverage off the growing number of large events hosted in Hamilton by linking them to the CBD with event launches and other promotions.
6. **The river:** The CBD's proximity and linkages to the river provide opportunities for creating points of interest, as well as recreational and cultural activities.
7. **Commercial growth:** the CBD has significant capacity for the development of new and refurbished commercial buildings as evidenced by the developments recently completed like, ANZ building in Grantham Street, Fast lane Gym Victoria Street and the River Lane development in Victoria Street.

## 8. ROLE OF HAMILTON CENTRAL BUSINESS ASSOCIATION

---

HCBA is uniquely positioned as an organisation that can work with the local business community, the Council and other key players and investors in the city to improve the CBD as a shopping centre and community focal point. We are working to do this by building strong, effective relationships and by working to:

- foster a coordinated approach for tackling specific issues
- advocate for the improvement of the physical environment and appearance of the CBD
- promote what the CBD has to offer to targeted and receptive customer audiences
- Encourage local businesses to become more successful.
- Effectively represent the CBD in all communication channels with local council

To fulfil this role effectively, HCBA needs to build strong relationships with local businesses. We recognise the need to work with them to ensure that everything is being done to attract an increasing number of customers who will use the CBD. We also need to work transparently with key players to ensure that opportunities for investment in the area are maximised. During the strategic planning process last year, it was recognised that the HCBA can work proactively with a variety of organisations to enhance the benefits we provide to our members.

## 9. GUIDE TO THE ACTION PLAN

---

### Action Plan overview

**Flexibility:** Actions in the Action Plan are not prescriptive. This allows flexibility, enabling the HCBA to be innovative in the way we undertake initiatives.

**Timeframes:** Timeframes will be kept under review by the HCBA Executive Committee to ensure that the General Manager's workload is realistic and efforts are not spread too thinly. This approach will ensure that key initiatives, once started, are implemented successfully with visible results.

**Relationships:** Building valuable relationships will play an important part in helping the HCBA work successfully toward achieving our key goals. The Action Plan identifies key relationships for each action but the HCBA should look for opportunities to work with others wherever possible to help progress initiatives effectively and achieve our key goals. For example, the HCBA may benefit from identifying people and organisations that will sponsor or champion particular initiatives.

**Governance:** The Executive Committee is responsible for maintaining governance oversight of the implementation of the Action Plan.

**Implementation:** The General Manager is responsible for implementing the Action Plan on a day-to-day basis and reporting back to the Board and stakeholders as required.

**Performance and evaluation:** The Action Plan proposes some measures to help evaluate the work of the HCBA towards achieving our key goals. These can be usefully supplemented by reference to other material, and particularly the KPIs see HCBA determines which measures we will use to evaluate the effect and success of actions in the Action Plan and how often data will be collected. Baseline measurements have been established to ensure that progress can be tracked over time.

## 10. OVERVIEW OF ACTION PLAN

Objectives	2015 - 2016
Strengthen communication channels	<ul style="list-style-type: none"> <li>• Strengthen communication with strategic partners and HCBA members during 2015/2016</li> <li>• Focus on AGM as an opportunity for members "to have a say"</li> <li>• Continue to update and maintain website and adapt or respond to feedback</li> <li>• Continue to update and maintain social media</li> </ul>
Promote the CBD	<ul style="list-style-type: none"> <li>• Intercept survey for shoppers and visitors to CBD</li> <li>• Adapt marketing strategy to align with previous year's results</li> <li>• Build on any successful initiatives commenced with key partners</li> <li>• Continue to focus on events strategy</li> <li>• Continue to advocate to Council on issues that impact or effect member</li> </ul>
Work with stakeholders to enhance the customer experience	<ul style="list-style-type: none"> <li>• Identifying key issues for major advocacy focus</li> <li>• Continue to actively advocate for improved city safety, signage and parking issues</li> <li>• Continue to develop business service level incentives</li> <li>• Plan to grow the Business Awards programme</li> <li>• Support safety awareness issues or projects in partnership with City Safe</li> <li>• Support beautification of public spaces by providing sponsorship</li> </ul>
Improve stakeholders and visitors perception of the CBD and HCBA	<ul style="list-style-type: none"> <li>• Adopt a robust and measurable marketing and PR strategy</li> <li>• Improve and upgrade the web site</li> <li>• Increase BA5 networking events to monthly</li> <li>• Attend stakeholder events</li> </ul>
Adopt a digital strategy	<ul style="list-style-type: none"> <li>• Explore options around a digital market place (buy local)</li> </ul>
Monitor key metrics like CBD vacancies as a measure of the CBD's vitality and economic health	<ul style="list-style-type: none"> <li>• Conduct annual precinct surveys</li> <li>• Collate data produced by commercial real estate companies on CBD</li> </ul>

**11. ACTIONS AND INITIATIVES FOR THE YEAR TO JUNE 2016**

	Timeline	Key Stakeholders	Deliverables
<p><b>Accountability and transparency</b></p> <p>Refine all necessary processes and systems to ensure that the HCBA is properly accountable to members and key stakeholders, and that our processes are appropriately transparent to establish and build trust with our members and stakeholders.</p>	On-going	<ul style="list-style-type: none"> <li>• HCBA membership</li> <li>• Council</li> </ul>	<ul style="list-style-type: none"> <li>• HCBA member satisfaction survey</li> <li>• Council review of HCBA performance</li> </ul>
<p><b>Report on key issues and KPIs</b></p> <p>Continue to report on key issues and KPIs to the Board.</p>	On-going	<ul style="list-style-type: none"> <li>• Council</li> <li>• Other stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• KPI's agreed by Board</li> <li>• Board reports prepared for every Board meeting</li> </ul>
<p><b>AGM to continue to be a successful event</b></p> <p>Ensure the HCBA's AGM is well attended and well run. That appropriate and valuable key note speaker is engaged. That the event is well promoted and suitable to most members timeframes and commitments.</p>	October 2015 - AGM	<ul style="list-style-type: none"> <li>• HCBA membership and city officials will be invited</li> </ul>	<ul style="list-style-type: none"> <li>• Number of HCBA members attending AGM</li> <li>• HCBA member satisfaction survey</li> </ul>
<p><b>Communication</b></p> <p><u>Website/Social Media</u></p> <p>Upgrade and improve HCBA website as the principal communications and marketing tool that provides information and resources to CBD shoppers residents and businesses including the ability for members to register online for events and activities and make payments online. Ensure the web site can be used by multiple devices.</p> <p>Website to be used as the primary tool to gather member survey results.</p> <p><u>Newsletter/Fan Mail updates</u></p> <p>Develop the monthly email newsletter to provide HCBA members with valuable news and information about HCBA activities and other relevant CBD news. Produce a hard copy newsletter and have it delivered. Produce a marketing Newsletter to promote the CBD</p> <p><u>Members Handbook</u></p> <p>Continue to update the Members Handbook and ensure it has valuable and relevant information.</p>	<p>Upgrade and improvements</p> <p>Newsletter – monthly</p> <p>Fan mail – weekly</p> <p>updated April each year</p>	<ul style="list-style-type: none"> <li>• Website provider</li> <li>• HCBA dedicated staff member.</li> </ul>	<ul style="list-style-type: none"> <li>• Website hits</li> <li>• Number of registered members</li> <li>• On-line HCBA member satisfaction survey</li> <li>• Number of members using the portal for promotions etc</li> <li>• Newsletter produced each month and weekly fan mail updates</li> <li>• Measure readership through view/open results and feedback.</li> <li>• Feedback</li> </ul>

	Timeline	Key relationships	Key success metrics
<p><u>Develop a digital strategy</u></p> <p>Establish a new Hamilton central directory ,website and marketplace . The new site will be transformed to include greatly enhanced functionality. Will be fully responsive for every device from laptops to mobile. The new site will include a market place where you can search find products and purchase from multiple stores located in the CBD.</p>	<p>Launch October 2015</p>	<ul style="list-style-type: none"> <li>• Storbie ( based in Wellington)</li> <li>Members</li> </ul>	<ul style="list-style-type: none"> <li>• Registered members</li> <li>Total sales</li> <li>Web site hits</li> </ul>

### Improve the CBD experience for shoppers, visitors, inner city works and inner city dwellers

<p><b>Continue to align marketing campaigns with strategic partners</b></p> <p>Ensure the HCBA marketing strategy and campaigns are aligned with, complement and leverage off those of other key partners such as HCC, Chamber of Chamber, and Regional Tourism Office.</p>	On-going	<ul style="list-style-type: none"> <li>WCC</li> <li>RTO</li> <li>HCC</li> </ul>	<ul style="list-style-type: none"> <li>Visitor numbers</li> <li>HCBA member satisfaction survey</li> </ul>
<p><b>Work with HCC</b></p> <p>Encourage and support the start of work on the River Plan. Assist with the completion of Central City revitalisation plan.</p> <p>Develop a parking strategy- Free after 3.00pm weekdays and Free all weekend.</p>	River plan stage 1 work commenced June 2016 CCTP draft plan launched to members August 2015	<ul style="list-style-type: none"> <li>HCC</li> </ul>	<ul style="list-style-type: none"> <li>media reports</li> <li>Members satisfaction surveys</li> </ul>
<p><b>Homeless , vagrancy and begging</b></p> <p>Support the work conducted by the Peoples Project. Keep members aware and updated on the issues and report progress and results.</p> <p>Establish a anti begging campaign</p>	On-going	<ul style="list-style-type: none"> <li>The Peoples project</li> <li>HCC</li> <li>Members</li> <li>Police</li> </ul>	<ul style="list-style-type: none"> <li>City safe reports</li> <li>Police reports</li> <li>Peoples project reports</li> <li>HCBA member satisfaction survey</li> <li>Shopper/visitor satisfaction survey</li> </ul>
<p><b>CBD events sponsorship</b></p> <p>First principle is to support existing events through marketing and promotion. Work with organisations to ensure legacy events remain vibrant and well supported. Advocate and assist events to find sponsors.</p>	On-going	<ul style="list-style-type: none"> <li>Council</li> <li>Local businesses</li> <li>Events coordinators</li> </ul>	<ul style="list-style-type: none"> <li>Programme of upcoming events in handbook</li> <li>Sponsorship acknowledged by events</li> <li>HCBA member satisfaction survey</li> </ul>
<p><b>Media strategy</b></p> <p>Ensure that good news stories about Hamilton's CBD reach key audiences through the media. Where appropriate, respond to negative articles in the press and make sure that overall there is a sense of positive progress about the CBD in the media.</p>	To 30 June 2016	<ul style="list-style-type: none"> <li>Waikato Times</li> <li>NZ Herald</li> <li>Hamilton Press</li> <li>Waikato Business News</li> </ul>	<ul style="list-style-type: none"> <li>Number of positive articles published</li> <li>HCBA members feedback</li> </ul>

		Key Stakeholders	Indicative MPE
<p><b>Beautification and Vibrancy</b></p> <p>Complete stage 2 of the Embassy Park makeover.</p> <p>Support projects that impact the CBD through Mesh and Toti</p> <p>Identify buildings that require upgrades and tidy ups</p>	<p>November 2015</p>	<ul style="list-style-type: none"> <li>• Embassy park working group</li> <li>• Members ,stakeholders</li> <li>• HCC</li> <li>• Mesh</li> <li>• Toti</li> <li>• Commercial property owners</li> </ul>	<ul style="list-style-type: none"> <li>• Work completed and an official event is held.</li> <li>• Allow information to support or assist through newsletters and BAS events.</li> <li>• Property owners engagement</li> </ul>

**Monitor key metrics like CBD vacancies as a measure of the CBD's vitality and economic health**

Area	Timeline	Stakeholders	Key Metrics
<p><b>Advocacy</b></p> <p>Continue to advocate on behalf of the HCBA members on key issues including:</p> <p><u>Parking</u></p> <p>Gaining acknowledgement from HCC that parking is one of the most significant issues affecting shoppers and visitors. Advocate for improved technology around parking. Advocate for free weekend parking in the CBD</p> <p><u>City Safety</u></p> <p>Continue to encourage activities to make the city safer. Support and encourage the work provided by the Peoples project. Support and report issues faced by members. Conduct annual members City Safety perception surveys</p> <p><u>Events</u></p> <p>Encourage and provide incentives for members to support and participate in key events in the CBD.</p> <p><u>Hamilton Christmas City</u></p> <p>Encourage local businesses and property owners to work together to promote Hamilton as the Christmas city.</p>	<p>On-going 30 June 2016</p> <p>On-going</p> <p>On-going</p> <p>On-going</p> <p>December 2015</p>	<ul style="list-style-type: none"> <li>• Council &amp; City Safe unit</li> <li>• Local businesses</li> <li>• Iwi</li> <li>• HCC</li> <li>• City Safe</li> <li>• Police</li> <li>• HCC</li> <li>• Members</li> <li>• Lighting suppliers</li> </ul>	<ul style="list-style-type: none"> <li>• HCBA member satisfaction survey</li> <li>• Shopper/visitor comments</li> <li>• Survey to be conducted in July 2015</li> <li>• Members participating</li> <li>• Members participation</li> </ul>
<p><b>Member business training opportunities</b></p> <p>Work in partnership with, Chamber of Commerce and Wintec and other organisations to arrange and/or promote relevant training opportunities for CBD businesses.</p>	On-going	<ul style="list-style-type: none"> <li>• Chamber of Commerce</li> <li>• Wintec</li> <li>• Other training organisations</li> </ul>	<ul style="list-style-type: none"> <li>• HCBA member satisfaction survey</li> <li>• Shopper/visitor satisfaction survey</li> </ul>
<p><b>Business awards</b></p> <p>Develop incentives for businesses that recognise achievement for high standards of customer service and innovation. Review and agree awards programme, timetable and format. Use mystery shopping company. Use overall results to bench mark CBD performance and customer satisfaction.</p>	July 2015	<ul style="list-style-type: none"> <li>• Local businesses</li> <li>• Sponsors</li> <li>• public</li> </ul>	<ul style="list-style-type: none"> <li>• Incentives/award programme in place</li> <li>• Number of entrants</li> <li>• HCBA member satisfaction survey</li> <li>• Public voting</li> </ul>
<p><b>Precinct Surveys</b></p>	Nov 2015	<ul style="list-style-type: none"> <li>• Members</li> </ul>	

#0000	objective	responsible	collaborating
Conduct street by street surveys , monitoring vacancies , building presentation and general street amenities.		Property Council	

## Hamilton Central Business Association

### BUDGET

1st July 2015 to 30th June 2016

INCOME	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	Apr-16	May-16	Jun-16
164 Interest Received	150.00	150.00	150.00	150.00	150.00	150.00	150.00	150.00	150.00	150.00	150.00	150.00
181 Rates from Members	70000.00			70000.00			70000.00			70000.00		
185 Event Sponsorship												
167 Other Income						6800.00						
185 Business Awards ticket Sales	2000.00											
<b>TOTAL INCOME</b>	<b>72150.00</b>	<b>150.00</b>	<b>150.00</b>	<b>70150.00</b>	<b>150.00</b>	<b>6950.00</b>	<b>70150.00</b>	<b>150.00</b>	<b>150.00</b>	<b>70150.00</b>	<b>150.00</b>	<b>150.00</b>
<b>EXPENSES</b>												
250 Accountancy Fees		2000.00	1000.00			500.00						
259 Audit Fees	35.00			3000.00								
<b>Administration Fees</b>												
251 ACC Levies											220.00	
275 Computer Expenses	150.00							500.00				
312 Power	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00
337 General Expenses	50.00		50.00	50.00		220.00		261.00		50		50
350 Insurance	1400.00		402.00									
381 Meeting Costs - AGM				1200.00								
382 Meeting Costs inc BA5	200.00	200.00	300.00		600.00	600.00	600.00	600.00	600.00	600.00	600.00	600.00
390 Office Expenses	150.00				274.00			200.00				
399 Postage		200.00					200.00					
401 Printing and Stationery	400.00	200.00	300.00	200.00	500.00	300.00	200.00	300.00	300.00	200.00	500.00	
406 Rates			310.00			310.00			310.00			310.00
424 Seminars and Conferences									500.00			
437 Staff Expenses		300.00						300.00				
439 Staff Training and Welfare					400.00					400.00		
448 Subscriptions		112.00						350.00		290.00		
450 Telephone and Tolls	235.00	235.00	235.00	235.00	235.00	235.00	235.00	235.00	235.00	235.00	235.00	235.00
458 Travelling Expenses		100.00					100.00			100.00		
<b>Total Administration Expenses</b>	<b>2685.00</b>	<b>1447.00</b>	<b>1697.00</b>	<b>1785.00</b>	<b>2109.00</b>	<b>1765.00</b>	<b>1435.00</b>	<b>2846.00</b>	<b>2045.00</b>	<b>1975.00</b>	<b>1655.00</b>	<b>1295.00</b>
263 Bank Fees and Charges			6.00		5.00	5.00			5.00	50.00		

Item 7

Attachment 3

	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	Apr-16	May-16	Jun-16
<b><u>Marketing and Advertising</u></b>												
253 Advertising	2000.00		1000.00	1000.00	1000.00	1000.00	1000.00	1000.00	1000.00	1000.00	1000.00	1000.00
378 Marketing	200.00	200.00	200.00	200.00	200.00	200.00	200.00	200.00	200.00	200.00	200.00	200.00
379 Market Research				250.00				250.00				
436 Sponsorship		2500.00	250.00	500.00	3000.00	200.00		2000.00	500.00	1000.00	300.00	450.00
478 Website Maintenance	650.00	200.00	200.00	5000.00	250.00	250.00	250.00	250.00	250.00	250.00	250.00	250.00
<b>Total Marketing and Advertising</b>	<b>2850.00</b>	<b>2900.00</b>	<b>1650.00</b>	<b>6950.00</b>	<b>4450.00</b>	<b>1650.00</b>	<b>1450.00</b>	<b>3700.00</b>	<b>1950.00</b>	<b>2450.00</b>	<b>1750.00</b>	<b>1900.00</b>
410 Rent	1231.00	1231.00	1231.00	1231.00	1231.00	1231.00	1231.00	1231.00	1231.00	1231.00	1231.00	1231.00
<b><u>Special Projects/Promotions</u></b>												
277 Contractors Fees	4000.00						2000.00				2000.00	
435/000 Special Projects			1000.00			1000.00		1000.00				
435/002 Special Projects - Building Revival			500.00	500.00	500.00	500.00						
435/003 Special Projects - Garden Place						1000.00	3000.00					
435/005 Special Projects - Member Workshop & Events			200.00			800.00			200.00			
435/008 Special Projects - Monthly Competitions	100.00	50.00	100.00	50.00	100.00	100.00	100.00	100.00	100.00	50.00	50.00	100.00
435/010 Special Projects Christmas Activities Events						3000.00						
435/011 Special Projects Sporting Events	500.00					500.00				500.00		
435/014 Special Projects Business Awards	1000.00	10000.00										3000.00
435/021 Special Projects Members Handbook										1000.00		
435/029 Special Projects Street Pianos		1000.00		1000.00					1000.00			
<b>Total Special Projects/Promotions</b>	<b>5600.00</b>	<b>11050.00</b>	<b>1800.00</b>	<b>1550.00</b>	<b>600.00</b>	<b>6900.00</b>	<b>5100.00</b>	<b>1100.00</b>	<b>1300.00</b>	<b>1550.00</b>	<b>2050.00</b>	<b>3100.00</b>
470 Wages	4612.00	4612.00	4612.00	4612.00	4945.00	4945.00	4945.00	4945.00	4945.00	4945.00	4945.00	4945.00
471 Wages Consulting	9167.00	9167.00	9167.00	9500.00	9500.00	9500.00	9500.00	9500.00	9500.00	9500.00	9500.00	9500.00
<b>Total Wages</b>	<b>13779.00</b>	<b>13779.00</b>	<b>13779.00</b>	<b>14112.00</b>	<b>14445.00</b>							
<b>TOTAL EXPENSES</b>	<b>26180.00</b>	<b>32407.00</b>	<b>21163.00</b>	<b>28628.00</b>	<b>22840.00</b>	<b>26496.00</b>	<b>23661.00</b>	<b>23322.00</b>	<b>20976.00</b>	<b>21701.00</b>	<b>21131.00</b>	<b>21971.00</b>
<b>TOTAL INCOME</b>	<b>290600.00</b>											
<b>TOTAL EXPENSES</b>	<b>290476.00</b>											
<b>INCOME LESS EXPENSES</b>	<b>124.00</b>											
<b>HCBA ACCOUNT BALANCE AS AT 30th June 2015</b>	<b>61,382.00</b>											

**Committee:** Business and Investment Subcommittee

**Date:** 15 September 2015

**Report Name:** Central City Transformation Plan

**Author:** Sean Murray

<b>Report Status</b>	<i>Open</i>
<b>Strategy, Policy or Plan context</b>	<i>Hamilton Plan, Hamilton City River Plan, Economic Development Agenda</i>
<b>Financial status</b>	<i>There is budget allocated of \$80,000 to develop the Plan.</i>
<b>Assessment of significance</b>	<i>Having regard to the decision making provisions in the LGA 2002 and Councils Significance Policy, a decision in accordance with the recommendations is not considered to have a high degree of significance</i>

## 1. Purpose of the Report

2. To approve the draft Central City Transformation Plan for recommendation to the Strategy and Policy Committee for public engagement.
3. The draft plan will be circulated as a separate item.

## 4. Recommendations from Management

- a) That the report be received.
- b) That the Subcommittee approves the draft Central City Transformation Plan and recommends it to the Strategy and Policy Committee for approval for public engagement, noting that the final plan will be reported to the Committee for approval on 3 November 2015.
- c) That the timetable for public engagement is approved and recommended to the Strategy and Policy Committee for approval.

## 5. Attachments

6. Attachment 1 - Draft Central City Transformation Plan (*Under Separate Cover*)

## 7. Background

8. The terms of reference approved by Council for the Business and Investment Subcommittee tasks it with developing the Central City Transformation Plan (CCTP).
9. The budget approved for this work is \$80,000.
10. Attached is the draft CCTP for approval and recommendation to the Strategy and Policy Committee.

11. For over a year now significant work has been undertaken by staff in the development of the CCTP. This has included a high degree of desktop research and investigation about successful central city transformations, economic reports and evidence gathering, advice from experts and a range of formal and information discussions and engagement across Council and with external stakeholders including HCBA, the Chamber of Commerce and the Property Council. There has been a high level of support from stakeholders for the development of the CCTP.
12. Members of the Subcommittee have been involved in stakeholder sessions and provided a significant amount of feedback to assist with developing the plan. During development of the plan an opportunity arose with the VOTR site and Subcommittee members participated in a planning session to provide input into a long term solution for that site, which has been incorporated into the CCTP. (Note the Council will receive a report and recommendations on the remedial work required at the VOTR site at the November meeting).
13. Council Briefings seeking input into the CCTP from all councillors have been held.
14. Development of the CCTP identified that despite the public perception of the central city, its economic performance in recent years has been good and there is investment and development occurring. Both retail and hospitality spend is increasing and during stakeholder sessions, business owners, property owners and developers confirmed that there is confidence in the central city's future.
15. The draft is now ready for public feedback and response to the plan's proposed direction and implementation over the coming years.
16. The CCTP highlights that sustainable changes to Hamilton's central city require more people living and working in the central city and delivery of the outcomes will take some time. Many of the actions and initiatives are already occurring or are part of existing Council plans and work programmes, and some are being delivered by HCBA. Larger projects will require business case proposals to the Council for approval and budget.
17. The budget for development of the plan is \$80,000 and expenditure to date is:

<b>Activity</b>	<b>Amount</b>
Research	\$ 33,900
Consultation	\$ 6,900
Plan production	\$ 29,000
<b>Total Spend to 31 August 2015</b>	<b>\$ 69,800</b>

**18. Public Engagement Plan and Timetable**

19. A comprehensive public engagement plan has been prepared which includes print (including City News) and social media to raise awareness about the CCTP and to provide information for the public to have a say. Council will work with the HCBA to ensure the widest possible group is aware of the plan, particular including central city businesses, commercial and residential property owners and investors.
20. It is proposed to provide a period of three weeks for feedback on the plan commencing on Monday 28 September and a public open day is to be held. The intention is for the Subcommittee to consider the feedback and make recommendations to the Strategy and Policy Committee at its meeting on 3 November 2015 for the final CCTP to be adopted.

21. The timetable for public engagement is:

- Public Engagement commences Monday 28 September 2015
- Online feedback on the Council's website commences Monday 28 September 2015
- Public Open Day 12.30pm – 7.30pm Wednesday 7 October 2015
- Public engagement finishes Friday 16 October 2015

**Signatory**

Authoriser	Sean Murray, Executive Director, H3 and Events
------------	--

**Committee:** Business and Investment  
Subcommittee

**Date:** 15 September 2015

**Report Name:** Policy Reviews

**Author:** Sean Murray

<b>Report Status</b>	<i>Open</i>
<b>Strategy, Policy or Plan context</b>	<i>Economic Development Agenda, Hamilton Plan</i>
<b>Financial status</b>	<i>There is not budget allocated</i>
<b>Assessment of significance</b>	<i>Having regard to the decision making provisions in the LGA 2002 and Councils Significance Policy, a decision in accordance with the recommendations is not considered to have a high degree of significance</i>

## 1. Purpose of the Report

2. To provide an update on the policy reviews allocated to the Business and Investment Subcommittee.

## 3. Recommendations from Management

- a) The report be received.
- b) The following recommendations are made to the Strategy and Policy Committee:
  - i) The Street and Directional Signage Policy is deleted.
- c) The following policy updates are presented at the next Business and Investment Subcommittee meeting:
  - i) Gateways Policy;
  - ii) Streetscape Beautification and Management Policy;
  - iii) Municipal Endowment Fund Investment Policy and Freeholding Council Domain and Municipal Endowment Leases Policy; and
  - iv) Public Places Policy and Bylaw.

## 4. Attachments

5. Attachment 1 - Street and Directional Signage Policy - for deletion

## 6. Discussion

7. The Strategy and Policy Committee allocated policies to the Business and Investment Subcommittee to review. Staff have considered the policies and provide the following updates.

## 8. Street and Directional Signage Policy

9. This policy was first approved in 1990 and provides information about street signs and is largely operational. Staff recommend the policy be deleted because the information in the

policy is covered by national and organisation guidelines. The Gateways Policy can include any matters of policy significance.

- *Recommendation: Deletion*

#### **10. Gateways Policy**

11. This policy was approved in 2010 and provides policy direction for gateway entry to Hamilton. The policy is in the process of review and staff have obtained input from stakeholders including Hamilton & Waikato Tourism, the Motel Association and Hamilton Central Business Association. With Waikato Expressway interchanges now confirmed and the draft Central City Transformation Plan completed, staff will present an updated policy for consideration at the next Business and Investment Subcommittee.

- *Recommendation: Updated policy to be considered at the next Business and Investment Subcommittee meeting.*

#### **12. Streetscape Beautification and Management Policy**

13. This policy provides for a consistent approach to street beautification in transport corridors and public access ways across the city, including the central city planting. Review of this policy and the Hamilton City Road Reserve Planting Strategy (which is an operation strategy that provides detail around plants, design and palette) will be completed and an updated policy for consideration will be presented at the next Business and Investment Subcommittee.

- *Recommendation: Updated policy to be considered at the next Business and Investment Subcommittee meeting.*

#### **14. Hamilton City Smoke-Free Environment Policy**

15. This policy was approved in 2012 and identifies areas in the city that are smoke free, including Garden Place and Civic Square. The Central City Safety Plan includes an action to explore expanding the policy to include the entire CBD with designated smoking areas. Staff are presenting an update report on the Safety Plan at the Strategy and Policy Committee in November and this will include reporting on this policy.

- *Recommendation: No action required.*

#### **16. Business Improvement District Policy**

17. Refer to a separate report on this policy.

#### **18. Municipal Endowment Fund Investment Policy and Freeholding Council Domain and Municipal Endowment Leases Policy**

19. These policies provide guidelines relating to the operation of the Municipal Endowment Fund and the Domain Endowment Fund. A report on recommended changes to this policy will be presented at the next Business and Investment Subcommittee for consideration.

- *Recommendation: Updated policy to be considered at the next Business and Investment Subcommittee meeting.*

#### **20. Public Places Policy and Bylaw**

21. This policy was first approved in 2009 and provides the policy guidance for a wide range of activities in public places, including outdoor dining, signs, busking. Its purpose is to minimise public nuisance and protect public health and safety.

22. The Public Places Bylaw provides the Council will powers to regulate activities in public places based on the content of the policy. The bylaw is due for review which required to be completed by early next year.

23. The City Environment Unit applies and enforces the policy and bylaw and is currently completing a review of the policy and bylaw and a recommendation will be presented to the next Business and Investment Subcommittee for consideration.

- *Recommendation: An updated policy and recommendation relating to be bylaw will be presented at the next Business and Investment Subcommittee meeting.*

**Signatory**

Authoriser	Sean Murray, Executive Director, H3 and Events
------------	--

<b>Subject</b>	Street and Directional Signage	<b>File Reference</b>	44/36
<b>Approved By</b>	Council	<b>Date Approved</b>	8 August 1990
		<b>Date Reviewed</b>	10 March 2008

<b>Sponsor</b>	General Manager Works & Services	<b>Community Outcome</b>	<b>Sustainable and Well-Planned</b>
		1.1 — Is easy to get around so everybody can access services and facilities.	

### Objective

To provide clear directions to facilities and traffic routes in the city by providing standard signage.

### Policy

The purpose of street signage in Hamilton is to provide a safe road network and to give clear directions to streets and important locations. The general principles for route marking and directional signage in the city are:

1. To ensure that all intersections are clearly signed with street names. All street name signs shall consist of white reflectorised letters on a blue reflectorised background. On all collector and arterial road signs, and all street signs within the CBD, street numbers shall be included on street name signs.
2. To ensure that all signs are constructed and installed in accordance with the Hamilton City Development Manual.
3. To ensure consistency of route numbers along particular roads.
4. To reinforce use of the District Plan's road hierarchy.
5. To provide direction to major suburbs in the city.
6. To provide signage to tourist attractions in accordance with Transit New Zealand's Manual of Traffic Signs and Markings.

7. To permit signage to public amenities such as churches, sports facilities, libraries, railway station(s) and Council-approved private lanes.

The number and placing of amenity signs permitted under clause 7 shall be in accordance with the following requirements:

- Approved signs shall be manufactured, erected and maintained by Council's street sign maintenance contractor, at the cost of the community organisation involved.
- Amenity signs shall not be provided where the amenity is located on a principal (collector) or arterial road.
- Signing of schools and kindergartens shall only be permitted if they provide significant facilities for the wider community, e.g. a community hall.
- Signs on a State Highway require Transit New Zealand approval.
- A maximum of three signs (including street name signs) can be used at any one location.
- The total number of signs to an amenity shall be limited to two.
- Signs shall indicate a generic description rather than a school, business or trade name.
- Signs shall be limited to 2 words and 16 characters.

#### **Previous Review Dates**

6 July 2005

6 November 2002

**Committee:** Business and Investment Subcommittee

**Date:** 15 September 2015

**Report Name:** Review of Business Improvement District (BID) Policy

**Author:** Sean Murray

<b>Report Status</b>	<i>Open</i>
<b>Strategy, Policy or Plan context</b>	<i>Hamilton Plan, Economic Development Agenda</i>
<b>Financial status</b>	<i>There is budget allocated Amount \$280,000 per annum targeted rate</i>
<b>Assessment of significance</b>	<i>Having regard to the decision making provisions in the LGA 2002 and Councils Significance Policy, a decision in accordance with the recommendations is not considered to have a high degree of significance</i>

## 1. Purpose of the Report

2. To approve a process for review of the Business Improvement District (BID) Policy.

## 3. Recommendations from Management

- a) That the report be received.
- b) That the terms of reference for the BID Policy review are approved and the working group is to report back to the Subcommittee on 18 November 2015.
- c) That the General Manager City Growth is authorised to appoint the members of the BID Policy working group.

## 4. Attachments

5. Attachment 1 - Business Improvement District Policy and Map
6. Attachment 2 - Terms of Reference for Review of Business Improvement District Policy

## 7. Background

8. The Strategy and Policy Committee has delegated review of the Business Improvement District Policy (BID Policy) to the Business and Investment Subcommittee.
9. The policy was first approved in 2009 and applies to any BID that may be established in Hamilton. Hamilton has one BID, which is defined as the central city area shown in the attached map. There has been one boundary change to expand the BID area, which was requested by the Hamilton Central Business Association (HCBA) and approved by Council, coming into effect on 1 July 2012.
10. The policy outlines the process for setting up a membership association to administer the BID area. The HCBA is the BID organisation that represents the central city BID area and is

responsible for running the BID programme. The overall objective of the policy is to establish a partnership between Council and the local business community, and in the case of the current central city BID, to promote the profile of Hamilton's central business district.

11. As outlined in the policy, the HCBA is funded by a targeted rate made up of:
  - a uniform annual charge of \$230 per separately used or inhabited part of a rating unit, which is rated against the rateable property; and
  - a rate on the capital value of the rateable property which is set annually and is currently \$0.00003738 per \$1 of capital value.
12. The current income provided to the HCBA from this targeted rate is \$280,000 excluding GST.
13. HCBA provides a strategic plan and key performance indicators to the Council each year for approval and reports on its performance, intended budget and audited accounts annually.
14. The day to day activities of the HCBA works well given its current level of resourcing and it works closely with the various arms of Council. Arguably there are some activities that are undertaken by Council focused on the BID area that might be better undertaken by the HCBA in order to gain improved ownership of the outcomes of those activities by private sector stakeholders.
15. No comprehensive review of the BID policy has been undertaken since it was approved.

## 16. Discussion

17. Through this Subcommittee a significant body of work is being led by Council with business and community input to the Central City Transformation Plan (CCTP) of which the BID organisation and its members have been actively involved, including funding expert advice for input into the CCTP. One of the initiatives to come out of early consultation on the CCTP is a Retail Plan that is already being actioned by the HCBA.
18. The BID Policy is due for review and that review has been on hold as it was appropriate to wait until the CCTP was completed. The CCTP identifies as an action a review of the BID Policy, including the role of HCBA, to in order to ensure that the appropriate structure and role of the BID organisation is in the right form, under the right mandate and supported with the right resource model for management of the central city. HCBA has previously asked Council to initiate a policy review and has provided early feedback on the current policy.
19. The HCBA will have a major role in implementing the CCTP, including delivery of initiatives.
20. The review has two aspects: the BID Policy generally; and whether the policy is the appropriate policy for the central city and for supporting and delivering on the CCTP.
21. It is recommended that the review be conducted by a working group made up of representatives appointed by General Manager City Growth, from the following groups:
  - HCBA
  - Business and Investment Subcommittee member
  - Retail
  - Hospitality
  - Central City residential
  - Real estate
  - Property development
  - and any other representation that the General Manager may decide is appropriate
22. A draft terms of reference for the review is attached. There will be no budget required for the review and it will be supported in-house.

23. The working group will be asked to report back to the 18 November 2015 Business and Investment Subcommittee meeting with the intention that recommendations will be reported to the Strategy and Policy Committee for approval at its meeting on 8 December 2015.

**Signatory**

Authoriser	Sean Murray, Executive Director, H3 and Events
------------	--



## BUSINESS IMPROVEMENT DISTRICT (BID) POLICY

The purpose of this Policy is to provide guidance in the establishment and administration of BID programmes and their associated targeted rates.

---

### CONTENTS

1. Policy Objectives and Scope
2. Strategic Alignment
3. Principles of Policy
4. Policy Guidelines
5. Monitoring and Implementation
6. References

### REVISION HISTORY

<i>Revision #</i>	<i>Policy Sponsor</i>	<i>Approval Date and date of next scheduled review</i>	<i>Council or Committee Decision</i>	<i># TRIM Reference</i>	<i>Related Operating Guidelines</i>
1	General Manager Events and Economic Development	29/06/2012 Review by 30/06/2015	Council	D-358523	Hamilton Central Business Association Constitution D-32954

## 1. POLICY OBJECTIVES AND SCOPE

A Business Improvement District Programme is a partnership between a local authority and the local business community to promote the profile of a particular commercial district or business centre. They are financially supported by the levying of a targeted rate collected from all non-residential properties within the defined boundary.

The Policy addresses:

- The establishment of new BID programmes;
- The operations of existing BID programmes; and
- Managing the performance of BID programmes.

## 2. STRATEGIC ALIGNMENT

This policy assists in the delivery of Councils outcomes and goals as follows:

PROSPEROUS AND INNOVATIVE	OUTSTANDING CITY LEADERSHIP	PEOPLE LOVE LIVING HERE
<ul style="list-style-type: none"> <li>▪ Hamilton has a strong, productive economy and we build on our economic strengths.</li> <li>▪ We have a thriving CBD.</li> <li>▪ It's easy to do business here.</li> <li>▪ Our city grows and prospers in a sustainable way.</li> </ul>	<ul style="list-style-type: none"> <li>▪ The city is led by effective, open and responsive governance.</li> <li>▪ Council's finances are sustainable for the long term.</li> <li>▪ We operate efficiently and provide exceptional service.</li> <li>▪ The city takes a leadership role regionally and nationally.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Hamilton embraces the Waikato River and it is the focal point of our city.</li> <li>▪ We value, preserve and protect Hamilton's natural, green environment.</li> <li>▪ Our city is attractive, well-designed and compact with outstanding architecture and distinctive public spaces.</li> <li>▪ Our city is a fun place to live with a vibrant Arts scene.</li> <li>▪ Hamilton is a safe city.</li> <li>▪ It's easy to get around.</li> <li>▪ We celebrate our people and many cultures.</li> </ul>

■ = primary contribution

## 3. PRINCIPLES OF POLICY

The guiding principles for this policy are as follows:

- Place based problems and issues demand place based responses.
- The role of a BID is to support business creation, attraction, retention and expansion within commercial districts and business centres and to help contribute to the vibrancy of the BID area.
- The BID's programme of work should reflect the short, medium and long term priorities of the area

## 4. POLICY GUIDELINES

### 4.1 Establishing a Business Improvement District

#### 4.1.1 Considering a Business Improvement District

Discussions to explore the possibility of establishing a BID may be initiated at any time by any interested party. Evidence must be sought that there is sufficient support among BID proponents to sustain the prolonged and comparatively demanding challenge of establishing a BID.

#### 4.1.2 Initial consultation

The Council will supply a map of the business area, with the proposed BID boundary indicated. BID proponents will discuss the proposed boundaries with key stakeholders within (and potentially outside) the proposed area. These stakeholders might include, for example, owners of businesses, local or central government agencies within the proposed BID, or interested community groups. A public meeting should be held to communicate the proposal to establish a BID.

Following this initial consultation, the BID proponents will give feedback to Council whether they wish to proceed with the establishment of a BID.

#### 4.1.3 Incorporated Society

Before a BID can be set up, a Business Association must be established and registered as an Incorporated Society (refer to [www.societies.govt.nz](http://www.societies.govt.nz)). Council will not strike a rate without evidence that the BID Association is an Incorporated Society as at the 30 June of the given year.

As part of the incorporation process, a constitution must be developed. It is a requirement of this policy that the BID Association's constitution must be agreed upon by Council prior to registration.

#### 4.1.4 Private residents

Private (non-business) residents are not covered under this policy, and as such will not become liable for the targeted rate. The Council will determine whether a particular property qualifies as a private residence or business premises for the purpose of this policy.

#### 4.1.5 BID boundaries

Primarily, the Council will allow BID proponents to determine the prospective boundaries. However, should the Council and BID proponents disagree; the Council's decision is final, as it is the Council who takes responsibility for the targeted rate.

#### 4.1.6 Developing a list of owners and occupiers

The BID proponents will compile a list of occupiers within the agreed boundaries of the BID.

Businesses occupying, but not owning property, will be identified by the BID proponents through the use of a survey, or other appropriate means.

The Council will prepare a list of property owners.

The two lists will be combined and filtered to avoid duplication and will form the basis of the voter register.

#### 4.1.7 Creating the voter register – eligible voters

BID proponents must next make contact with every owner and occupier, in order to determine who will be registered as a voter on the final voter register.

If the owner and/or occupier is an individual, that person should be registered as the voter unless they nominate someone else to act on their behalf. All future communication from the BID proponents or the eventual BID Association must be addressed to that nominated individual, unless the owner or occupier subsequently communicates a desire to nominate a different representative to the BID Association.

If the owner and/or occupier is not an individual, the BID proponents must communicate with the senior management of that body (typically a company or trust) and request the name of a nominated representative to register as a voter.

**This policy is based on the principle of 'one person, one vote'.**

Where an individual or organisation appears multiple times on the owner and occupier list (perhaps because they own a number of properties or businesses in the BID) that person or organisation may nominate one name per property for the voter register, noting each person must be different and not already on the register.

Voter information should include:

- Name of owner or occupier
- Name of representative (if applicable)
- Contact details:
  - Mailing address
  - Physical address
  - Email address
  - Telephone / fax numbers
- The voter's preferred method of communication

All registered voters automatically qualify to become members of the BID.

Once established, it is the responsibility of the BID to maintain and update the membership register. These should be updated no less than six monthly.

The BID Association shall not use any personal information for any purpose other than administration of the BID.

#### 4.1.8 Non-eligible business owners

The following business owners are not eligible to register on the BID voter register:

- Business owners who operate their businesses from residentially rated property within the BID
- Business owners who give a business address which is a commercial property within the BID, but who do not physically run their businesses from that address (for example businesses who use their accountant's address, or businesses who have mail delivered to a relative or friend running a business within the BID).

The BID proponents have the final decision over eligibility, in consultation with Council.

#### 4.2 Polling in a Business Improvement District

##### 4.2.1 BID polls must be run in the following circumstances:

- **Establishing a BID programme.** The Council will pay for the BID establishment poll.
- **Increasing or decreasing the boundary.** The BID Association may seek to expand the BID to include additional areas.

Where the BID is to be expanded, the BID must apply to the Council for a list of property owners and occupiers in the new area, and arrange for a poll to be conducted in the expansion area only. In the event of a BID boundary being reduced, a poll is conducted for the whole BID area because this change implies a reduction in budget for the whole programme.

For the purposes of financial planning, a boundary extension or reduction poll must be completed by the end of November at the latest in any given year and ratified by Council.

The BID will pay for any further polls to increase or decrease the boundary.

- **Dissolving a BID programme.** This may be called by the BID Association however, the Council does not need a disestablishment poll to stop setting a targeted rate.

All BID polls are run as postal ballots. The period between the mail out of the ballot papers and close off for return of ballots will be not less than 14 calendar days.

##### 4.2.2 Informing voters

BID proponents must inform all registered voters of the upcoming poll and ensure voters are aware of the key issues to be decided. Such issues include, but are not limited to:

- The boundaries of the proposed BID;
- The total budget and approximate targeted rate to be assessed;
- The objectives of the BID strategic plan;
- The principal BID proponents for contact purposes.

To achieve these aims, the BID proponents must:

- Advise and hold at least one information meeting, open to all interested parties, no less than 10 days prior to the poll closing.
- Place at least two advertisements about the upcoming poll in local newspapers with the last advertisement a minimum of three days prior to the poll closing.

BID proponents may use additional methods to inform eligible voters of the upcoming vote, such as face-to-face meetings, email, fax or newsletters.

##### 4.2.3 Sending out the ballots

The Council will provide the services of its Returning Officer or recommend one to BID proponents. They will contact the Returning Officer as soon as the voter register has been finalised to enable the election service to begin preparing for the Poll. Material prepared for the Poll by Council will include:

- A copy of the register of voters;
- A copy of an easy to understand information sheet outlining the BID proposal;
- A copy of a ballot form approved by the independent election service;
- A copy of a contact update form which includes the name of the nominated representative of the business;
- Boundary information if the poll includes an increase or decrease of the BID boundary area.

Council's Returning Officer will send out an envelope including the information sheet, the ballot form, the contact update form and a prepaid return envelope. Any requests for replacement ballots should be directed to the independent election service.

#### 4.2.4 The Goals of the Poll

It is a goal of the BID Poll to achieve a voting return of at least 35% of the eligible voters for that poll; and for the majority of those votes being in favour of the proposition.

All eligible voters in the boundary area are polled, with the exception of a boundary extension in which only the property owners and occupiers in the proposed extension area are polled.

#### 4.2.5 Proxy and absentee voting

Proxy voting is not permitted for BID polls. Registered voters who will be absent from their registered addresses during the period of the Poll but who wish to vote, should provide a forwarding address to the BID proponents.

#### 4.2.6 Non-registered eligible voters

BID proponents should attempt to ensure all eligible voters in a BID area are registered. In the event that an individual believes he or she is entitled to vote, but does not appear on the register of voters used by Council's returning officer, the returning officer shall determine the status of the individual and whether a ballot should be issued to that individual.

#### 4.2.7 Confirming the result

The independent election service will receive, count and verify all returned ballot papers. It will then report the result of the poll to the BID proponents and the Council.

#### 4.2.8 Final Decision on BID changes to be made by the Council

The final decision about whether to establish, extend, reduce or disestablish a BID shall be made by the Council because, under the Local Government (Rating) Act 2002, it is the Council alone who can set the targeted rate.

**In making that decision, the Council will take into account, but will not be bound by, the poll result.**

#### 4.3 Targeted rate

4.3.1 Setting the targeted rate

The Local Government (Rating) Act 2002 gives the Council authority to set a targeted rate for an activity such as a BID.

BID targeted rates will be calculated on a combination of a uniform basis flat charge together with a targeted rate on a capital value basis for each rating unit or separately used or inhabited part of a rating unit within the area defined for the BID.

New properties, within the BID area, coming into that area during any financial year shall not be rated until the following financial year.

4.3.2 Application of the targeted rate

Once confirmation of incorporation has been received from the Registrar, the BID Association can move to apply to the Council for a targeted rate in its area. To be successful in its application, the BID Association must present the following information to the Council:

- Evidence of a mandate (report from the independent election service).
- Evidence of incorporation (Registrar of Incorporated Societies).
- The agreed BID boundaries
- The approved budget (AGM Minutes).
- The strategic plan (AGM Minutes).

4.4 Operating a Business Improvement District

4.4.1 Annual General Meetings

Following a successful establishment poll, the BID proponents must promptly notify registered voters of:

- The date and place of the initial AGM of the BID Association;
- Their opportunity to nominate individuals to the BID Executive Committee, and how to do this;
- Their opportunity to study the proposed changes to BID Association constitution;
- Their opportunity to study the proposed BID Association budget, strategic plan.

The Council will provide assistance (such as advice, templates, consultant contacts and visioning methods) with the creation of a long term strategic plan for the BID.

The AGM should be held at least two weeks after the poll, to allow for nominations for the election of officers, and consideration of the draft constitution and draft strategic plan.

Subsequent AGMs will follow the same procedure.

The AGM should be held annually and within four months from 1 July.

The founding AGM will be chaired initially by a council officer assigned to the BID or a facilitator as agreed by the Council. An interim chair will begin by reading out nominations and calling for a vote in favour in each case.

In subsequent years, the AGM is chaired by the outgoing chair up to the election process, at which point the BID Manager will chair the election procedure.

#### 4.4.2 Forming a BID Association Executive Committee

Nominations can be made for positions on the BID Executive Committee. Nominations must be made in writing, signed by two registered BID members, and the nominee themselves. These should be mailed, faxed or handed to the specified receiving office identified in the publicity about the AGM. Nominations will close three days before the scheduled date of the annual general meeting.

There must be a minimum of five voting members elected to the BID Association Executive Committee and a maximum of eleven voting members. The BID Association Executive Committee must meet at least six times per year.

All elected members have full voting rights on the Executive Committee.

The positions of Chairperson and Treasurer may be decided either by:

- a general member vote at the AGM or
- by the Executive Committee at its first meeting following the AGM.

The decision whether an election is made at the AGM, or by the Executive Committee, is made at an AGM, with that decision taking effect for the purposes of the following year's election.

No remuneration shall be associated with this governance role.

The BID Manager is eligible to be the Secretary of the Executive Committee but does not have any voting rights.

Council must be informed who elected officers and committee members are, with their full contact details.

#### 4.4.3 Ratification of key documents and decisions

Having elected the Executive Committee members, the AGM should move to a discussion and ratification of the documents and decisions made by the BID proponents or the standing BID Executive Committee, in particular:

- the draft BID Association constitution
- the strategic plan
- the draft budget

Formal acceptance of these documents and any amendments are subject to the majority vote of the assembled BID Association members.

**The draft BID Association Constitution must be approved by Council.** Once this approval has been sought and following the initial AGM, the BID secretary should, as soon as possible, register the approved BID Association constitution with the Registrar of Incorporated Societies. This process can take some time, which is why it is important for the BID proponents to do as much of the preliminary work before the Poll as possible.

#### 4.4.4 Changes to the committee and constitution

Following the AGM, the BID secretary must register the approved BID Association constitution or changes with the Registrar of Incorporated Societies. Changes to constitutions must also be advised to Council.

4.4.5 BID Manager

Once the Council has released funds to the BID Association, a BID Manager should be hired. This position may be full or part-time as determined by the BID Executive Committee.

4.5 Membership rights and responsibilities

Membership of the BID Association is automatic for any eligible voting business within the boundary area and entitles the individual member to:

- Attend and vote at all annual and special general meetings;
- Attend all meetings of the BID Executive Committee (but not vote);
- Stand for election to the BID Executive Committee;
- Receive regular communications about BID activities;
- Receive notification of upcoming meetings and agenda items.

Membership of a BID requires agreement to abide by the association's constitution and follow all rules.

Members must ensure that their contact details are kept current on the register.

Contact detail forms should be readily available from the BID proponents.

4.5.1 Associate membership

Organisations outside of the boundary area or non-related members of the community are eligible to apply for associate membership. Associate members may join the committee if accepted by a majority vote of the Executive Committee. Their position is a purely advisory or liaison role, and they have no voting rights within the committee or at AGMs. Where appropriate, an annual membership subscription can be determined by the committee, and associate members are required to pay this subscription.

4.6 Management and Performance

4.6.1 The Executive Committee

The Executive Committee will be responsible to the BID Association for running the Business Improvement District Programme in accordance with the approved Strategic Plan and budget. The roles of the Executive Committee include: recommending projects and priorities; managing staff and contractors; overseeing the spending of approved budgets; and monitoring work progress against budgets and performance measures.

The BID Association Executive Committee must meet at least six times per year. A quorum for the transaction of business shall be any three voting members of the Executive Committee.

A financial summary shall be supplied at each Executive Committee meeting.

The Executive Committee may appoint sub-committees to address specific programme issues.

The BID Executive Committee will ensure that responsible employer practices and workplace conditions are provided as prescribed under the Employment Relations Act 2004 and Health and Safety in Employment Act 1992.

The BID Manager should liaise with BID Executive Committee members, BID Association members, and council staff as appropriate.

4.6.2 Council – Executive Committee relationship

The BID Association and Council will at all times communicate with each other in such a way as to most effectively further the strategic objectives of the stakeholders and to protect and enhance the partnership relationship between the BID Association and the Council.

The Executive Committee will act as the BID Association’s interface with the Council.

4.6.3 Budgets

The BID Executive Committee is responsible for preparing annual budgets.

In addition to the targeted rate, Executive Committees may raise funds through other mechanisms, including sponsorship, advertising and grants.

Payment of the targeted rate must be separately accounted for in the BID Association’s financial records.

In order for the Council to change the targeted rate, the BID Executive Committee must submit a detailed programme and budget. This must include performance reporting against KPIs and the business plan.

4.6.4 Financial management

The financial year of any BID shall be 1 July to 30 June.

Any additional grants from Council will be paid at the start of a financial year annually to the BID Association

The funding generated from any BID targeted rate will be paid to the BID Association on a monthly basis.

4.6.5 Quality management

- The **strategic plan** is the guiding document for the BID. This document should reflect a representative view of the needs of the BID members. The BID Association will need to work effectively with the Council; therefore the strategic plan should be aligned with Council’s strategic aspirations.

The strategic plan should be updated every three years. The process of strategic planning is a continuous one and activities within a BID programme should be evaluated against the business association’s strategic and business plans on an ongoing basis.

The strategic plan will include effective measures for the performance of the BID Association (its committee and management) and the performance of the BID.

One of the outcomes of the planning process is the preparation of a detailed budget that translates the BID objectives into a financial budget. The budget will be used to determine the overall level of the targeted rate. The partnership

between Council and the BID Association includes ensuring prudent use of any BID funding.

- **Key performance indicators (KPIs)** - To enable objective evaluation of BID projects, each BID Association will be expected to establish a number of benchmarks related to their strategic plan objectives. Performance measurement for the BID programme is essential to identify success and to provide opportunities for learning, rewarding success, correcting failure and winning support.

These benchmarks will provide baseline measures against which progress can be objectively measured. Benchmarks include, but are not limited to:

- Total retail sales;
- Business turnover increase;
- Pedestrian activity;
- Visitor numbers (local, regional and overseas);
- Local employment rates;
- Type and number of businesses;
- Commercial rents;
- Vacancy rates;
- Perceptions of safety;
- Street cleanliness surveys;
- Shopper/visitor satisfaction surveys.

BID Associations should develop key performance indicators for BID Executive Committee processes. Examples of such management KPIs include, but are not limited to:

- Production of financial information, strategic and annual plans;
- Frequency and quality of communication with members;
- Attendance at meetings and minutes; and,
- Number of business development initiatives.

All benchmarks and performance measures should be based on best practice management techniques and must be agreed upon by Council.

- **Annual Review** -Each year, eligible voters must be given an opportunity to review and comment on the strategic plan, budget and any proposed boundary change.

At a minimum this means that the BID Association must:

- Post a copy (physically or electronically) of the strategic plan, budget and boundary change to all eligible voters within the BID, and
- Provide an opportunity for written and/or verbal feedback.

#### 4.6.6 Council review

Council will review the performance of the BID against the stated strategic plan, KPIs, audited accounts and annual report.

In August each year, the BID Executive Committee must provide the Council with:

- A copy of the audited accounts and annual report for the previous financial year (including statements that the association has acted in

- compliance with its constitution and all other relevant laws and regulations); and
- Any proposed changes to the boundaries.

At the same time, the BID Executive Committee must also provide the Council with:

- A detailed programme and budget for the period 1 July to 30 June (the next financial year).

Eligible voters have a further opportunity to raise issues and concerns or to express support for the BID programme and budget through the Council's Annual Plan consultation process.

The BID Association is required to provide a standing committee of Council with a 6 monthly progress report in February each year.

Where the Council has concerns with the progress or success of a BID, the funds from the targeted rate may be withheld until specific improvements or alterations have been made to business, communication or strategic plans, or implementation processes.

In accordance with the provisions of the Local Government Act 2002 and the Local Government (Rating) Act 2002, the Council will make the final decisions on what targeted rate, if any, to set in any particular year (in terms of the amount and the geographic area to be rated).

The Council may initiate a review of all or any particular BID programme outside the annual and three yearly reviews. Such a review will be funded via general rates.

#### 4.7 Resolving Disputes

##### 4.7.1 Resolving disputes between the Council and the BID Association

Any decisions about whether or not to set a targeted rate, the amount of that rate, to provide for an additional rate or alter the boundaries of the area subject to the rate, and whether or not to establish, disestablish, reduce or extend the BID, are within the discretion of the Council to make as part of its annual funding and rating decision-making process.

Any other disputes between the BID Association and the Council will be settled in accordance with the following procedure:

- Having exhausted normal means of resolving a dispute or difference (by engaging in a process of good faith negotiation and information exchange), either party may give written notice specifying the nature of the dispute and its intention to refer such dispute or difference to mediation,
- If a request to mediate is made then the party making the request will invite the chairperson of the New Zealand Chapter of Lawyers Engaged in Alternative Dispute Resolution ('LEADR') to appoint a mediator to enable the parties to settle the dispute.
- All discussions in the mediation will be without prejudice and will not be referred to in any later proceedings. The parties will bear their own costs in the mediation and will equally share the mediator's costs.

- If the dispute is not resolved within 30 days after appointment of a mediator by LEADR, any party may then invoke the following provisions:
- The dispute will be referred to arbitration by a sole arbitrator in accordance with the Arbitration Act 1996.
- The award in the arbitration will be final and binding on the parties.

4.7.2 Resolving disputes between owners or their nominated representatives and BID Associations

Disputes between owners or their nominated representatives (ONR) and the BID Associations will be settled in accordance with the following procedure:

- Unless matters can be resolved quickly and informally, ONR are obliged to bring their concerns to the attention of the BID Association's Executive Committee in writing. An initial written response is required within seven working days, outlining the manner and the time frame in which the concerns will be addressed. Council as major fund provider should be made aware of any such issues.
- Having exhausted reasonable means of resolving the dispute, the BID Association may approach the New Zealand Chapter of Lawyers Engaged in Alternative Dispute Resolution ('LEADR') to appoint a mediator to enable the parties to settle the dispute. All discussions in the mediation will be without prejudice and will not be referred to in any later proceedings. The parties will bear their own costs in the mediation and will equally share the mediator's costs.
- If the dispute is not resolved within a further 30 days after appointment of a mediator by LEADR, any party may then invoke the following provisions:
- The dispute will be referred to arbitration by a sole arbitrator in accordance with the Arbitration Act 1996.
- The award in the arbitration will be final and binding on the parties.

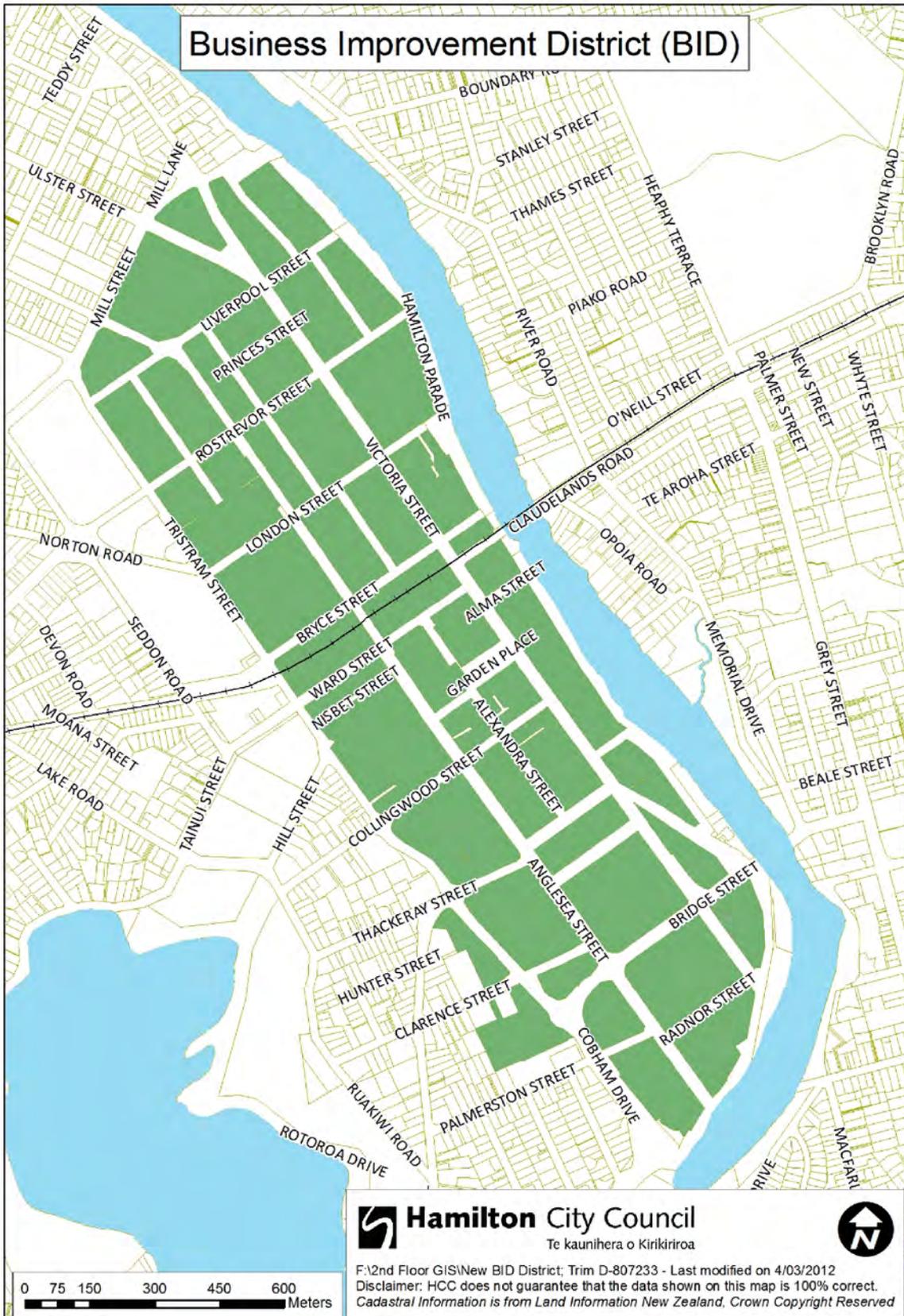
## 5. MONITORING AND IMPLEMENTATION

The General Manager Events and Economic Development will monitor the implementation of this policy.

The policy will be reviewed every three years or at the request of Council or in response to triggers, legislative and statutory requirements.

## 6. REFERENCES

- Economic Development Strategy
- District Plan
- Vista guidelines
- Hamilton City Public Places Bylaw and Policy
- Hamilton City Council Rating Policy



# Terms of Reference for Review of the Business Improvement District Policy

---

1. The Council wishes to review the Business Improvement District Policy (BID Policy) and the appropriateness of the current Hamilton Central Business Association (HCBA) structure as the Association to manage the central city BID area.
2. A working group consisting of up to 10 representatives from the following areas will be established to undertake this review:
  - HCBA
  - B&I Subcommittee member
  - Retail
  - Hospitality
  - Central City residential
  - Real estate
  - Property development
3. Purpose of the Review:
  - To assess the effectiveness of the BID policy including:
    - BID setup procedures
    - Funding model for BIDs
    - Association form and function
  - To consider the following:
    - The relevance of the BID policy's governance and operating model in today's business environment
    - The current BID Policy's ability to support and be actively engaged in delivery of the Central City Transformation Plan
    - The demarcation between what the Council does directly within its central city management programme and the activities better suited to the BID Association, including management of Garden Place and Embassy Park
    - The appropriate central city BID area
4. In conducting the review, the working group is:
  - To fully engage with and seek the views of the HCBA Executive Committee and its management on all aspects of this review
  - Seek views of BID members. This may be obtained through survey
  - To consider examples of how other BIDs operate in New Zealand and other places
5. The review will be supported by Council staff, who will provide administration and policy support.
6. The outcome of the review, including recommendations and a draft revised BID Policy, is to be presented to the Business and Investment Subcommittee at its meeting on 18 November 2015.

## Resolution to Exclude the Public

### Section 48, Local Government Official Information and Meetings Act 1987

The following motion is submitted for consideration:

That the public be excluded from the following parts of the proceedings of this meeting, namely consideration of the public excluded agenda.

The general subject of each matter to be considered while the public is excluded, the reason for passing this resolution in relation to each matter, and the specific grounds under section 48(1) of the Local Government Official Information and Meetings Act 1987 for the passing of this resolution follows.

General subject of each matter to be considered	Reasons for passing this resolution in relation to each matter	Ground(s) under section 48(1) for the passing of this resolution
C1. Business and Investment Subcommittee Public Excluded Minutes 18 June 2015	) Good reason to withhold information exists under Section 7 Local Government Official Information and Meetings Act 1987	Section 48(1)(a)
C2. Business and Investment Subcommittee Action List - Public Excluded - 15 September 2015	)	
C3. Land Behind Artspost - Development Site Update		
C4. Sale - Beggs Wiseman Building		

This resolution is made in reliance on section 48(1)(a) of the Local Government Official Information and Meetings Act 1987 and the particular interest or interests protected by Section 6 or Section 7 of that Act which would be prejudiced by the holding of the whole or relevant part of the proceedings of the meeting in public, as follows:

Item C1.	to prevent the disclosure or use of official information for improper gain or improper advantage	Section 7 (2) (j)
Item C2.	to prevent the disclosure or use of official information for improper gain or improper advantage	Section 7 (2) (j)
Item C3.	to enable Council to carry out commercial activities without disadvantage	Section 7 (2) (h) Section 7 (2) (i)
Item C4.	to enable Council to carry out commercial activities without disadvantage to enable Council to carry out negotiations	Section 7 (2) (h) Section 7 (2) (i)