

Notice of Meeting:

I hereby give notice that an ordinary Meeting of the Growth and Infrastructure Committee will be held on:

Date: Tuesday 28 March 2017
Time: 10.30am
Meeting Room: Council Chamber
Venue: Municipal Building, Garden Place, Hamilton

Richard Briggs
Chief Executive

Growth and Infrastructure Committee OPEN AGENDA

Membership

Chairperson	Cr D Macpherson
Deputy Chairperson	Cr G Taylor
Members	Mayor A King Deputy Mayor M Gallagher Cr M Bunting Cr J R Casson Cr S Henry Cr G Mallett Cr A O'Leary Cr R Pascoe Cr P Southgate Cr L Tooman Cr P Yeung

Quorum: A majority of members (including vacancies)

Meeting Frequency: Six weekly

Ian Loiterton
Committee Advisor

22 March 2017

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Purpose:

The Growth and Infrastructure Committee is responsible for:

1. Guiding sustainable physical development and growth of Hamilton to meet current and future needs, through oversight of land-use planning, and aligned provision of fit-for-purpose network infrastructure.
2. Governance of efficient, safe and sustainable roading and transport, three waters, and waste management that enables Hamilton's economy and adds to the liveability of the city.
3. Governance of Hamilton's economic agenda and investment development opportunities consistent with Council's vision for the city.

In addition to the common delegations the Growth and Infrastructure Committee is delegated the following Terms of Reference and powers:

Terms of Reference:

1. To monitor and provide advice on the development and implementation of urban growth and development strategies, land use, and spatial plans in line with national policy requirements.
2. To provide direction on strategic priorities for core city infrastructure aligned to city development, and oversight of strategic projects associated with those activities.
3. To provide direction and monitor Council's approach to development contributions.
4. To assess proposals for Private Developer Agreements and, if appropriate, to recommend such agreements to the Finance Committee for approval.
5. To provide advice on the development and implementation of the 30 Year Infrastructure Plan.
6. To provide direction regarding Council's involvement in regional alliances, plans, initiatives and forums for spatial planning, joint infrastructure and shared services (for example, Future Proof, Regional Transport Committee).
7. To consider the impacts of land use and urban development on the environment.
8. To enhance Hamilton's economic position by promoting Hamilton as a business-friendly and business-enabled city and providing advice on strategic initiatives, plans, projects and potential major developments relating to economic and business development.
9. To provide clear direction on Council's strategic priorities to organisations and groups for which Council facilitates funding, aligned with these Terms of Reference, and to oversee those funding arrangements and receive their strategic and business plans and annual performance reports.

The Committee is delegated the following powers to act:

- Approval of purchase or disposal of land for network infrastructure, or parks and reserves for works and other purposes within this Committee's area of responsibility that exceeds the Chief Executive's delegation.
- Approval of Private Developer Agreements within the budget approved under the Long Term Plan.

- Approval of any proposal to stop any road, including hearing and considering any written objections on such matters.
- Approval of funding for Business Improvement District(s) and Hamilton and Waikato Tourism.

The Committee is delegated the following recommendatory powers:

- Adoption of the 30 Year Infrastructure Plan to Council.
- Approval of additional borrowing to Finance Committee.
- Approval of Private Developer Agreements for unfunded growth projects to Finance Committee.
- Approval of city boundary changes to Council.
- The Committee may make recommendations to Council and other Committees

Oversight of Policies:

- *Business Improvement District (BID) Policy*
- *Connections and Charging Policy for Three Waters Policy*
- *Development Contributions Policy*
- *Earthquake-Prone, Dangerous & Insanitary Buildings Policy*
- *Growth Funding Policy*
- *Hamilton Gateways Policy*
- *Sale and Disposal of Council Land Policy*
- *Speed Management Policy*
- *Streetscape Beautification and Verge Maintenance Policy*

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1 Apologies

2 Confirmation of Agenda

The Committee 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.

4 Public Forum

As per Hamilton City Council's Standing Orders, a period of up to 30 minutes has been set aside for a public forum. Each speaker during the public forum section of this meeting may speak for three minutes or longer at the discretion of the Chair.

Please note that the public forum is to be confined to those items falling within the terms of the reference of this meeting.

Speakers will be put on a Public Forum speaking list on a first come first served basis in the Council Chamber prior to the start of the Meeting. A member of the Council Democracy Team will be available to co-ordinate this. As many speakers as possible will be heard within the allocated time.

If you have any questions regarding Public Forum please contact Democracy by telephoning 07 838 6439.

Committee: Growth and Infrastructure
Committee

Date: 28 March 2017

Report Name: Growth and Infrastructure
Committee - Open Minutes -
14 February 2017

Author: Ian Loiterton

Status	<i>Open</i>
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Recommendation

That the Growth and Infrastructure Committee confirm the Open Minutes of the Growth and Infrastructure Committee Meeting held on 14 February 2017 as a true and correct record.

1. Attachments

2. Attachment 1 - Growth and Infrastructure Committee - Open Minutes - 14 February 2017

Growth and Infrastructure Committee

OPEN MINUTES

Minutes of a meeting of the Growth and Infrastructure Committee held in Council Chamber, Municipal Building, Garden Place, Hamilton on Tuesday 14 February 2017 at 9.35am.

PRESENT

Chairperson	Cr D Macpherson
Deputy Chairperson	Cr G Taylor
Members	Mayor A King
	Deputy Mayor M Gallagher
	Cr M Bunting
	Cr J R Casson
	Cr S Henry
	Cr G Mallett
	Cr A O'Leary
	Cr R Pascoe
	Cr P Southgate
	Cr L Tooman
	Cr P Yeung

Richard Briggs - Chief Executive
Chris Allen - General Manager Infrastructure
Kelvyn Eglinton - General Manager City Growth
Sean Hickey - General Manager Strategy and Communications
David Bryant - General Manager Corporate
Blair Bowcott - Executive Director Special Projects
Luke O'Dwyer – Economic Growth and Planning Unit Manager
Kelvin Powell – City Safe Unit Manager
Alice Morris – City Planning Policy Team Leader
Debra Stan-Barton – Planning Guidance Unit Manager
Jason Harrison – City Transportation Unit Manager
Nicola Walsh – Communications Advisor
Nigel Ward – Communications Advisor
Greg Carstens - Team Leader Growth Funding and Analytics
Nicolas Wells – Strategic Property Manager
Lee-Ann Jordan – Governance Manager
Becca Brooke – Governance Team Leader
Ian Loiterton – Committee Advisor

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Claire Guthrie – Committee Advisor
Malcolm Frethey – IT Business Analyst

Parekawhia Mclean – New Zealand Transport Authority (NZTA), Central North Island Regional Director accompanied by NZTA staff members Michelle Te Wharau, James Bevan and Andrew Mckillop

Growth and Infrastructure Committee Deputy Chair Cr Taylor took the Chair for the meeting in the temporary absence of the Growth & Infrastructure Committee Chair Cr Macpherson.

1. Apologies

Resolved: (Crs Yeung/Bunting)

That the apology from Cr Macpherson for lateness is received and accepted.

2. Confirmation of Agenda

Resolved: (Crs Mallett/Tooman)

That the agenda is confirmed, noting:

- an extra item (Chairperson's Report) to be added to the agenda (circulated under separate cover.
- the attachment for Item 12 (Government's Housing Infrastructure Fund – Indicative Proposal from Hamilton City Council) was circulated under separate cover.
- the order of the agenda would be changed to accommodate external presenters and members of the public in attendance.

3. Declarations of Interest

No members declared a Conflict of Interest.

4. Public Forum

Rod Bowman – spoke to Item 7 (Dinsdale Roundabout Petition).

He **noted** his concerns with the access from the roundabout onto Riflerange Road as visibility was now much less than before. He asked that Council and NZTA re-consider recent changes made to the road design.

Meshweyla Macdonald – Spoke to Item 5, (General Manager's Report, Templeview Demolition). Ms Macdonald, as a resident at Templeview, was concerned that the heritage and special character aspects of Templeview were not being preserved with current and future developments being proposed. She asked that Council consider the heritage aspects of the area in granting resource consents.

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Phil Evans - Spoke to Item 5, (General Manager's Report, SPCA MoU).

Mr Evans gave a presentation on his experience with cats being a nuisance on his property and preying on his birds. He asked that Council do more to educate cat owners of their responsibilities and that further initiatives be put in place to promote good cat owner behaviour.

Rosselle Knaap- Grey Power – Spoke to Item 7, (Dinsdale Roundabout Petition).

She raise concerns with safety at the roundabout and noted that something needed to be done to rectify the problems in the area created by recent road design changes.

Tom MacRae – Hamilton Ratepayers Association – Spoke to Item 7, (Dinsdale Roundabout Petition)

He stated his concerns with the Riflerange Road access noting that he had particular concerns around the safety of drivers and pedestrians.

Cr Macpherson joined the meeting (9.50am) during the Public Forum. He resumed as Chair of the meeting for Item 7 (Dinsdale Roundabout Petition).

Trish Greene (Dinsdale Road Petition Lodger) spoke to the Committee concerning the Dinsdale Road Roundabout Petition that was lodged with Council in December 2016 .

She noted that since the petition was lodged, HCC and NZTA had been responsive and meetings had taken place to discuss concerns raised through the petition. She was confident that the residents' concerns were being taken seriously and that progress was being made to deal with the issues raised.

5. Dinsdale Roundabout Petition

The City Transportation Manager introduced the staff report. He and Michelle Te Wharau (NZTA) responded to questions from Committee Members concerning safety issues on the roundabout and the reasons for the structural changes that had been made. They noted that since the petition was lodged, NZTA had meet with the residents and Council and a number of changes were currently in the process of being made in response to concerns raised.

Ms Te Wharau explained that the roundabout was a complex environment with multiple issues to contend with. She explained a number of changes that NZTA were looking into to enable all users of the intersection to navigate it safely and to address the concerns raised through the petition.

The meeting adjourned 10.45 – 11.00am during the discussion of the above Item.

Following the adjournment, Item 6 (New Zealand Transport Agency Update) was taken prior to the debate and voting for Item 7 (Dinsdale Roundabout Petition) to accommodate an external presenter in attendance to speak to Item 6.

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6. New Zealand Transport Agency Update

Ms Parekawhia Mclean (Central North Island Regional Director, New Zealand Transport Agency) (NZTA) presented to the Committee on NZTA's future strategic direction. Ms Mclean was supported by NZTA staff members James Bevan and Andrew Mackillop. They responded to questions raised by Committee Members concerning:

- Drivers licensing and consideration of compulsory driver education hours. NZTA noted that this was under active consideration.
- The introduction of regional number plates. NZTA advised that this was not currently being considered.
- Technological advances and initiatives (driverless cars) coming in the future and the consideration being given to this. NZTA advised that these matters were being investigated very seriously in terms of future planning and they had a number of initiatives underway to take into account this evolving area.
- Commuter cycling vs recreational cycling. NZTA was actively contributing to enhancing cycle trails in the region and worked closely to collaborate with Councils to develop cycling initiatives.
- Shared passenger transport options to Auckland. This was viewed as a medium to long term initiative with work currently being done in North Waikato around developing a long term strategy for a rail network to the south of the City.
- Southern Links network – this was currently programmed for 2030 but NZTA recognised that with the recent growth in Hamilton, advancement may need to be looked at, and was working closely with Council on this matter.
- The Hamilton Expressway on Resolution Drive. NZTA were currently looking into and reviewing the design of the ramps in relation to traffic flows in this area.
- Tourist Driver concerns. NZTA advised that the introduction of tourist driver licences was under active consideration, with research in this area being undertaken to develop baseline data.

Resolved: (Crs Macpherson/Gallagher)

That the report is received.

Following the conclusion of Item 6 (New Zealand Transport Agency Update), the Committee resumed Item 7 (Dinsdale Road Roundabout Petition).

7. Dinsdale Roundabout Petition – (continued)

The City Transportation Manager and Michelle Te Wharau (NZTA) resumed answering questions from Committee Members concerning safety issues relating to the roundabout and the reasons for the changes that had been made and were proposed to be made.

When asked if it possible to introduce lights on the roundabout similar to those on Tauranga roundabouts Ms Te Wharau explained this had been explored with the consultant but there was not enough adjacent land available to make that option viable.

An education programme on roundabout driving was suggested. NZTA noted that they would put that idea forward for consideration.

Committee Members raised concerns around the perceived lack of consultation with residents and business owners in the area prior to NZTA making the changes in question. It was noted that there was considerable growth in the area especially coming from Temple View and Raglan which was resulting in a much higher traffic flow in the area and Elected Members questioned whether this had been taken into consideration. NZTA and Council staff noted that long term solutions needed to be looked into and investigated in response to dealing with the level of future growth expected in the area.

The General Manager City Infrastructure advised that Council would work with NZTA to ensure that future developments or proposed changes to roading design or layout, including Dinsdale Roundabout changes, would have better public engagement and consultation. Staff took on board the concerns around delays in responding to the issues raised about the Dinsdale Roundabout and in dealing with the subsequent petition. It was noted that staff would look to establish community liaison groups to improve public engagement.

Resolved: (Crs Macpherson/Casson)

That:

- a) the report is received;
- b) the Committee endorses the changes proposed by the New Zealand Transport Agency to Dinsdale Roundabout which include the re-instatement of two lanes on the Tuhikaramea Road approach plus minor adjustments to some islands at the roundabout and associated road marking; and
- c) staff from both the Transport Agency and Council work together to complete further monitoring once the changes have been made, including the entrance to Dinsdale Road and access to and from Rifle Range Road and that a further update report come back to the 1 August 2017 Growth and Infrastructure Committee meeting.

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8. **Chair's Report** (*under separate cover*)

Cr Macpherson spoke to his Chair's report outlining that the visit to Wellington had been very useful and a summary of outcomes and ideas would be circulated.

It was clarified that NZTA would be asked to put in public art on the Expressway at the gateway entrances to Hamilton such as done in other areas. The proposal would be brought back to the Committee once formulated. He thanked Parakawhia McLean for attending the meeting and providing an NZTA update to the Committee.

It was noted that Council was in discussions with the Government concerning the Housing Initiative Fund and that staff would provide an update on the matter during the meeting.

Elected Members were asked to speak to staff in advance of Committee meetings if they had any concerns or questions in relation to staff reports or if they had alternate motions or amendments they wanted to put forward.

Resolved: (Crs Macpherson/O'Leary)

That the report is received.

9. General Managers' Report

SPCA Closure:

The General Manager City Growth spoke to the SPCA item in the General Manager report. He advised that SPCA was now re-opened and under new management. The MOU for the intake of animals as facilitated by the SPCA (tabled at the meeting), that was previously agreed between Council and the SPCA would remain in place. Staff responded to questions from Committee Members concerning clarification of the arrangements outlined in the MOU between Council and SPCA especially concerning the issue of cats.

Committee Members discussed the various issues related to cats straying onto peoples properties and also the issue of feral cats. Staff outlined a number of processes and procedures in place to deal with these types of problems.

Action: Staff were asked to circulate the paper on Victoria's stance on cat curfews

Temple View Scoping Report:

Economic Growth and Planning Unit Manager spoke to the Temple View Scoping item in the General Manager report. He outlined that as a result of the scoping report undertaken, a number of constraints and opportunities were highlighted that would need to be considered in accommodating additional development in the Temple View area.

Temple View Resource Consent Application:

Planning Guidance Unit Manager spoke to the Temple View Resource Consent Application item of in the General Manager report. She highlighted that the Church of Jesus Christ of Latter Day Saints Trust Board had submitted a resource consent application that sought consent for multiple activities within the Comprehensive Plan Development Area. Submissions had been received concerning the application for resource consent being notified. As a result, it was likely that hearings would need to take place at a future date and they would be led by an independent hearings commissioner. Dependant on the outcome of the hearings, there was a possibility that this matter could eventually go before the Environment Court.

Staff responded to questions from Committee Members concerning Council involvement in preserving heritage aspects of buildings, commercial developments in the area, potential traffic issues, and resource consent process clarification.

The meeting adjourned 12.38 – 1.15pm during the discussion of the above item.

Cr Gallagher left the meeting during the adjournment.

Chief Executive/General Manager Executive Engagement Sessions and Developers Forums:

The General Manager City Growth spoke to the Chief Executive/General Manager Executive Engagement Sessions and Developers Forums item in the General Manager report. He outlined the importance of engaging with developers and the benefits that these forums provided to Council in terms of relationship management and engagement.

Quarterly Growth Update:

The General Manager City Growth noted that the Quarterly Growth Update provided very useful data on a range of trends and that a formal report would come to the next Committee meeting.

Heritage Update:

The City Planning Policy Team Leader summarised the Heritage Update section of the staff report. She responded to questions from Committee Members concerning the different conventions used in identifying parts of the heritage list. She explained that there were two different lists for heritage buildings; the National Heritage List told the story of New Zealand, and the District Plan list referred to regional and local stories and aligned to the Resource Management Act. 99% of buildings listed under the National Heritage Act are identified in the District Plan. Each document listed items with a different numbering convention which ran in parallel.

Electric Vehicles:

The City Transportation Manager summarised the Electric Vehicles item in the General Managers report. He responded to questions from Committee Members concerning what Hamilton City Council was doing to enable and facilitate the use of Electric Vehicles and how potential charging stations would work and be implemented in the City. Further questions were raised around the wider plans for Council to be involved with energy saving initiatives.

Cr Gallagher re-joined the meeting (1.30pm) during the discussion of the above matter.

Maintenance Strategy for Footpaths:

The City Transportation Manager spoke to this item in the General Managers report. He outlined how the maintenance programme was managed. He responded to questions from Committee Members concerning:

- The paving/cobble issues in the shared zone in Worley Place. It was explained that there were a number of issues to be considered with the use of cobbles in Worley Place including maintaining a look for the purposes of pedestrian right of way and Garden Place. Where particular materials were consistently not performing, staff assessed necessary upgrade solutions such as with the change of materials in Commerce Street.
- Tree roots damaging footpaths and other underground infrastructure. It was explained that many of the issues with tree roots arose from previous plantings and that current plantings addressed root containment e.g. Anglesea Street with root-contained trees .
- The process for members if they thought footpaths/pavements needed to be upgraded or needed maintenance. Staff advised that considerations for requested upgrades/maintenance would be on a case by case basis.

NZ Post Proposal for use of Paxster Vehicles on footpaths:

The City Transportation Manager spoke to NZPost's proposal for use of Paxster vehicles on footpaths. He noted that Paxster vehicles were intended to replace courier vans for the delivery of parcels but that there were various issues involved in accommodating their use on footpaths. The Chief Executive currently has delegated authority to make this decision but sought feedback from Elected Members.

Elected Members asked that staff investigate footpaths suitability for the size of the vehicles, potential impact on other footpath users such as mobility scooters, additional footpath maintenance that would be needed, right of way issues, potential impact on grass verges and driveways, and how the proposal would support service delivery to the community.

Speed Management:

The City Transportation Manager spoke to the Speed Management item in the General Manager report. He advised that a report would be coming to a future Growth and Infrastructure Committee meeting in relation to this matter.

He responded to questions from Elected Members concerning the cost of investing in more speed trailers and the time taken to rotate the trailers around areas where speed was a concern to residents.

Auckland to Hamilton Passenger Rail:

The City Transportation Manager spoke to the Auckland to Hamilton Passenger Rail item in the General Manager report. He advised that he was involved in the North Waikato Transport Programme business case being developed by NZTA, looking at the rail connection from Auckland to Tuakau.

In response to questions from Elected Members, the City Transportation Manager clarified that the option currently did not include Hamilton but that he had asked that the business case be extended to Hamilton at the point that the scope looked to include Huntly. A report on future proofing land for Park'nRide would be presented to the next Growth and Infrastructure Committee Meeting.

Resolved: (Crs Macpherson/Mallett)

That:

- a) the report is received;
- b) the Committee delegates authority to the Chief Executive to enter into a licence to occupy with WEL Networks Ltd for 2 car parking spaces in the Caro Street Car Park for the purposes of WEL installing and operating a charging station for 2 electric vehicles for an initial term of 10 years with rights of renewal ;
- c) staff report to the 9 May 2017 Growth and Infrastructure Committee meeting on the risks/benefits and costs associated with different forms of paving on footpaths and roadways; and
- d) the Committee note that staff are progressing discussions with NZ Post on the use of Paxters and will report back to the 28 March 2017 Growth and Infrastructure Committee meeting on any implications for the City.

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10. Taskforce Update - Verbal Report

The General Manager City Infrastructure provided a verbal report to the Committee concerning the Parking Taskforce and the Access Hamilton Strategy Taskforce. He highlighted following points:

- staff would bring back a report to the Growth and Infrastructure Committee concerning new parking technology and opportunities in this area
- options for free parking in the CBD
- agreed actions from the taskforce would be brought back to a future Growth and Infrastructure Committee meeting.
- Staff and Elected Members had been engaging with Hamilton Central Business Association(HCBA) on various parking and access issues affecting businesses.
- Staff were looking closely at options for angled parking within the city and other options for improvement in the areas of access and parking.

Resolved: (Crs Macpherson/Bunting)

That the verbal report is received.

11. On Street Parking Supply in CBD

The City Transportation Manager spoke to the report, which staff had been asked to bring back to the Committee concerning on street parking supply in the CBD and opportunities to increase parking stock. He explained the components of the desktop exercise undertaken to collect the information provided in the report. Staff explained that the Stage 1 “easy to implement” opportunities included changing some parks in Bryce, Hood and Knox Streets to angle parking. The other two categories involved more or significant effort to implement.

In response to questions from Elected Members, staff clarified a number of points including; that formal consultation had not been undertaken at this stage; that the easy to do changes were not considered during Central City Transformation Plan discussions as they were at an operational level; that the effectiveness of the current parking zones had been analysed (taxi, loading etc) and would be discussed with businesses to see if changes were needed and that the timing of changes would be considered in relation to the introduction of the new parking technology.

Resolved: (Cr Macpherson/Mayor King)

That:

- a) the report is received;
- b) the Committee approves implementation of additional parking for sites assessed as “easy to implement” subject to consultation with affected organisations, with costs of up to \$25,000 met from the discretionary transport budget;
- c) the Committee approves the initiation of a bylaw process to reduce the speed limit in Knox Street to 30 km/h to support the implementation of angle parking, subject to consultation with affected organisations;
- d) the Committee approves further investigation of additional parking for sites assessed as “requiring some effort to implement” to be reported back to the Committee through the Central City Parking Control Taskforce; and
- e) the Committee approves further investigation of additional parking for sites assessed as “requiring significant effort to implement” to be reported back to the Committee through the Central City Parking Control Taskforce.

Those for the Motion: Mayor King, Councillors Casson, Gallagher, Macpherson, Mallett, Taylor and Yeung.

Those against the Motion: Councillors Henry, O’Leary, Pascoe, Southgate and Tooman.

The Motion was declared carried.

Cr Bunting (2.50pm) left the meeting during the above Item. He was not present when the matter was voted on.

The meeting adjourned 3.30pm – 3.50pm.

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Crs Gallagher and Southgate left the meeting during the above adjournment.

Cr Bunting re-joined the meeting during the above adjournment.

12. Appointments to the Regional Public Transport Plan Development Subcommittee – (Recommendation to Council)

Resolved: (Crs Macpherson/King)

That the Growth and Infrastructure Committee recommends to Council, the appointment of Hamilton City Council's representatives on the Regional Public Transport Plan Development Subcommittee, to be Crs Macpherson, Tooman, and Taylor (any two of the three members are to attend meetings).

13. Meteor Theatre - Access Ramp

The Chief Executive responded to questions from Committee Members concerning why approval was needed by the Committee for an access ramp for the Meteor Theatre. The Chief Executive advised that he did not have delegated authority. It was confirmed that all costs associated with construction, maintenance, and compliance would be met by One Victoria Trust.

Resolved: (Crs Taylor/Mallett)

That:

- a) the report is received;
- b) the Committee approves the construction of a new accessible entrance ramp and stairs for the Meteor Theatre; and
- c) the Committee authorises the Chief Executive to execute all instruments required to give effect to this resolution.

12. Government's Housing Infrastructure Fund - Indicative Proposal from Hamilton City Council

The General Manager City Growth spoke to the staff report and explained that an indicative proposal for the Government's Housing Infrastructure Fund had to be put to the Ministry of Business, Innovation and Enterprise (MBIE) by 31 March 2017. He then outlined that a detailed business case was to be developed around three options – the Peacockes and Rotokauri developments; Peacockes only; Rotokauri only. These were to be presented to MBIE between July-December 2017 with funding agreements to be finalised in early 2018.

Resolved: (Cr Mallett/Mayor King)

That the report is received.

The meeting was declared closed at 4.00pm.

Committee: Growth and Infrastructure
Committee

Date: 28 March 2017

Report Name: Chairperson's Report - 28
March 2017

Author: Cr Dave Macpherson

Status	<i>Open</i>
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1. Purpose

2. For the information of the Committee.

Recommendation

That the Growth and Infrastructure Committee receive the report.

1. Attachments

2. Attachment 1 - Growth and Infrastructure Committee - Chairperson's Report - 28 March 2017



Chairperson's Report

1. Introduction

2. I'm not intending to use this report to comment on issues that the staff are reporting on to this meeting, other than to thank the staff in the sections & units involved in these reports for the extremely hard work many of them are doing making sure the information is getting to you on time – that includes the staff in the Democracy (woops... 'Governance') unit who have been chasing me and staff hard to make sure this could be done in time!
3. The report on the Housing Infrastructure Fund application has added a huge extra workload across these sections of Council, and I for one appreciate the hard work that is going into that.
4. Also a big thanks to Geoff, and the other members and staff of the CBD Parking Issues Taskforce, for working above & beyond the odds to get the issues ready for Council to be able to consider some changes for the 2017/18 financial year, following the decision at the last Council meeting to look at this.

5. Complaints/Issues Process

6. You are all aware that there have been a lot of complaints about transport & roading issues, planning & building issues and related matters recently. Some Councillors are handling multiple issues relating to work areas that report to this Committee, and many of the matters have been elevated to General Manager level, or higher, so there is quite a bit of energy being expended in this area. A few issues seem to have been 'hanging around' for some months.
7. I have discussed with Chris Allen, plus a couple of Councillors, the value of setting up/streamlining a complaints process to try and do the following
 - Speeding up the investigation & consideration process for the residents raising these issues
 - Reducing the numbers of Councillors that are being asked to get involved in each issue
 - Avoiding the elevation of these issues to GM level and higher, where possible
 - Improving HCC's reputation in the community as an inclusive, responsive organisation
8. Over the next month, when we get a spare few seconds, Chris, Kelvyn, myself and a handful of interested Councillors plan to work on a plan for this, as far as work in the G & I area goes – those interested, please see me. We are not trying to invent a process for the whole of Council, just trying to make our area a little more efficient.

9. 'SMART' Cities Visit to Australia

10. At the start of the month, I went on a visit to 3 Australian cities in less than 3 days to look at their 'smart city' programmes and projects – City of Melbourne, Geelong and City of Adelaide.

11. I've attached the Notes from the meetings we had, kindly written up by Jamie Read, the HCC Customer Services Manager – a summary is on the front page, so you don't have to read it all, but one of the key points I took from all three visits was that the technology wasn't anywhere near as vital as the engagement with the community about what their needs were; the move towards 'open data', where as much Council information as possible was openly available through digital means; and how the available technology can be used to make doing business with Councils easier for business and residents, and cheaper for Councils.

12. Fluoride Bill Submission

13. Having been given the short straw to make this submission to a Parliamentary Select Committee, GM Sean Hickey & myself bravely trekked to Wellington 2 weeks ago to make our points, as per the submission you've all seen. We stressed our 'experience' dealing with this issue locally, and the large amount of time and resource it would use up on the part of whichever organisation was given responsibility for dealing with it – and we stated the Government itself should be taking on that responsibility. Two other Councils also submitted in a similar vein (South Taranaki and Lower Hutt) and national media coverage from the process included reporting of all three submissions.

14. Visit to Medium-sized Parties in Parliament

15. While in Wellington, Sean and I took the opportunity to meet the Green Party (Julie-Anne Genter; Transport & Auckland Issues Spokesperson) and NZ First Party (Denis O'Rourke; Transport & Housing Spokesperson). We discussed the HIF, and transport issues in Hamilton & the Waikato, and invited both, and/or their leaders to visit the Council when in Hamilton. Julie-Anne Genter has previously done some work for HCC on parking policy (about 2009).
16. Notes from these two meetings are also attached.

17. Attachments

18. Attachment A - HCC Smart City Tour Notes - March 2017
19. Attachment B - Notes of meeting Green Party 2017-03-15
20. Attachment C - Notes of Meeting with NZ First 2017-03-15

Councillor Dave Macpherson
Chair, Growth and Infrastructure Committee

Chair's Report: Attachment A

Australian Smart Cities Research Tour

Location	Date
City of Melbourne	1-3 March 2017
City of Geelong	
City of Adelaide	

Attendees
Richard Briggs (Hamilton City Council CEO)
Mike Lamb (Hamilton City Council CIO)
Jamie Reid (Hamilton City Council Customer Service and Key Accounts Manager)
Dave Macpherson (HCC elected member, Chair Growth & Infrastructure Committee)
John Kinghorn (Hamilton City Council Infrastructure Systems Engineer)
Wayne Gunn (Downer NZ)

Summary of Key Points

- The findings from the trip confirmed our own thinking. It's about the user, community engagement, open data, economic growth
- Each city had specific characteristics / issues or challenges they were trying to fix including mobility, economic challenges, digital inclusion, ease of business, efficiency. The strategy needs address these.
- You must start with the problems you are trying to solve and the outcomes desired for the community – not with the technology
- All councils had dedicated resources and budgets for their smart city initiatives
- In all cases the broad pathway has been do something (i.e. Free Wi-Fi – which gains momentum), develop a strategy, deliver some projects/pilots, evolve strategy then focus on key areas for delivery.
- All of the councils had engaged with their communities to hear what they wanted from the future of the city, community needs and their issues. when done well can also be used to educate the community and test their sensitivities
- Adelaide's Lego model and electronic storyboard of what the future could look like were good tools to engage the community.
- Collaboration is critical for the success of these programmes. Melbourne and Adelaide both had spaces where collaboration (internal and external) could occur.
- Design thinking and user experience were used when developing solutions
- Digital forms a large part of each councils strategy
- Don't get caught up doing numerous trials, need to scale or productionise.
- Large efficiencies can be gained through digital and data, both internal and external, by bringing processes and live information online and accessible
- Measure the success of each initiative to sell the benefits of Smart Cities
- Deliver Smart City / Digital against the City's existing vision, as it will always align well, so integrate these concepts with Council strategy.

Day 1- City of Melbourne

Michelle Fitzgerald (CDO & Lead of Smart City Office), Bonnie Shaw (Strategy Officer), Christobel Elliot, Beth Edwards (Strategy Project Coordinator), Shan Sharma (CityLab Manager)

Melbourne

- 140k residents but 909k people come into the city every day – residents, workers, students, tourists.

Smart City Office

- Established in October 2015 brought 40 people together from several establish teams across the organisation. Including Research, City Lab, GIS, Open Data and Knowledge team and initially had 40 people
- Creation sponsored by CEO, mainly focused on human centred design and promoting different ways of working across council.
- Now have 45 people and includes a strategy team

Smart City Approach

- Build on the unique characteristics/DNA and challenges of the city – knowledge city(white collar workers), university city, strong focus on economic growth and sustainability
- Customer lead approach – start with the problems they are trying to solve. i.e congestion, peak hour footpath traffic
- Starting from "Melbourne is already smart" – pedestrian counting, open data policy and platform, LED streetlights
- 3 steps to their approach
 - Research (Complete)
 - Strategic Framework (Complete)
 - Prototyping Products
- (1) Ran a series of community workshops with a representative sample of 140 people. Asked what works now, what are the pain points and tested the communities sensitivities to possible solutions/scenarios i.e. delivery drones, data collection. The workshops served to collect views, make the community part of the change and to educate on some of what's possible. Additionally they the future Melbourne survey which provided insights on the communities aspirations for Melbourne
- (2) Strategic Framework – Understanding of current council services and how these could be streamlined into a digital future. Identified all of the current activity that aligned with Smart Cities – 300 projects, compared this with the problems identified from the two research areas and then identified gaps / opportunity 8 areas/themes where new products or services could be provided.
- (3) now moving into prototyping some products and services to address the problems - no examples given as confidential. But they have 8 Platforms or themes. Touched on economic development, job creation and transport so suspect these were key areas.
- Legislation is a barrier for Melbourne – 160 pieces of legislation that could stall initiatives.
- Measures – Smart City initiatives deliver to existing city plan measures – they have not created a new set of measures
- Melbourne had adopted a few smart city applications prior to the office being established and this has allowed them time to understand the problems they are trying to solve before looking at tech.

City Lab

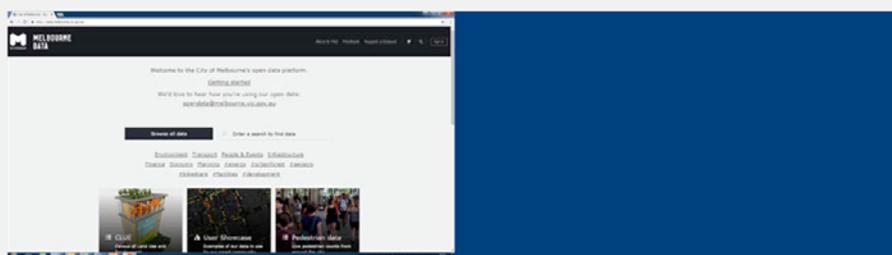
- Different way of working, people centered design, customer focus, work across the organisation. Innovation, disruption and collaboration space
- Setup to redesign council services, solve problems.
- They have developed a methodology – see photo
- Backgrounds of staff include design thinking, user research, experience design, strategic and graphic design, collaboration
- Bring outside expertise in to help design new products and services.. They have a catalyst within the team who's job is to share and engage with industry.
- City Lab is responsible for the 'enabling technologies' behind Smart City initiatives, such as the IT, data and GIS

Open Data

- 2 dedicated resources (including an analyst), have over 100 datasets available, target to get another 100

delivered – refer to website

- Assume 50-70% of Council owned data can be made open
- Governance approve if a dataset can be made available to the public
- Picked some low hanging fruit, but the data should help to solve problems or promote economic growth
- Look at city mapper app –gives transport options



Pedestrian counting

- In place since 2009. Purpose was to understand pedestrian movements across the day around the city using infrared sensors. Identify hotspots, development of pedestrian network, support retail.

Day 2 (Morning)- City of Geelong

Kelvin Spiller (CEO), Brett Luxford (GM Investment & Attraction), Andrew Downie (Manager, Digital Information & Technology)

Geelong

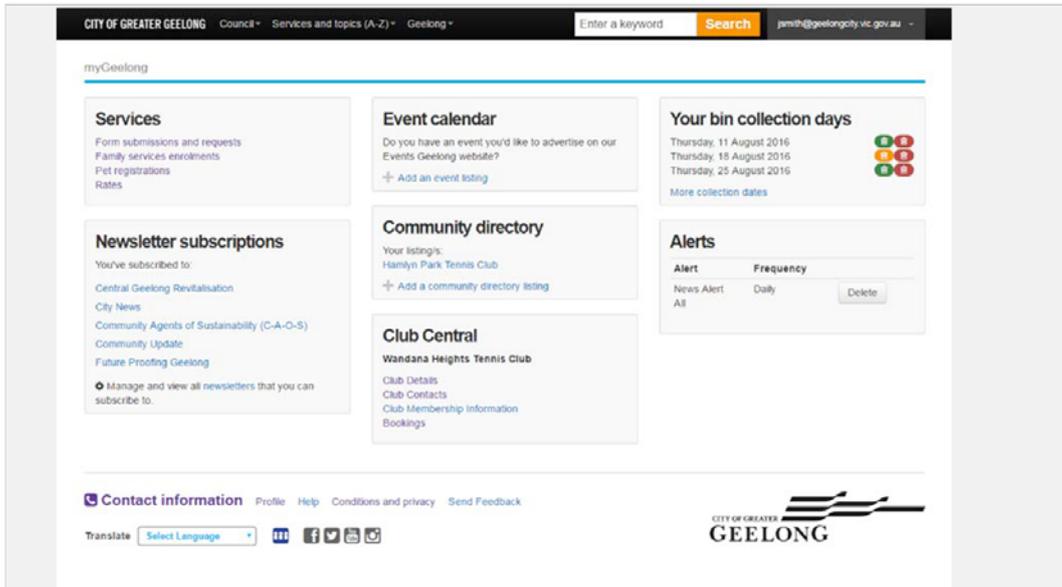
- Population 230k, 2800 (1600 FTE) staff, large scale manufacturing closures (Ford and Alcoa) has meant unemployment and there is significant youth unemployment. As a result Geelong is transitioning from Blue Collar to white collar workers.
- There is an increasing gap between those with money and those without creating major social challenges.
- Federal government dismissed the council in 2016, currently have 3 commissioners acting as council.
- To promote council services they created a video which showed what would happen if council didn't exist. All animated on a whiteboard and videoed.
- Council has a strong focus on the local economy, businesses and employment
- Geelong vision received 10,000+ submissions/contributions on it

Digital Geelong Strategy

- Went with a digital strategy as the felt smart cities was too narrow
- Developed in 2015 with a view that the city had to take a lead and champion the transition to a digital economy / council.
- Developed by ARUP who engaged with staff, businesses, educational institutions and representative groups.
- Drivers were service efficiency, shared problem solving, to lead and advocate for change for the community and economy and embrace initiatives to exploit the digital economy.
- Implementation plan included 29 recommendations and 62 suggested projects. Very ambitious and costly (\$>30m) to implement.
- 3 target areas were 1) Digitally transform internal services, 2) Business and Smart city Activation and 3) Community Activation and Digital Inclusion

1) Service Delivery

- Customer in control – developed mygeelong web portal. Ability to personalise a tiled web page for all interactions with council. Can pay rates, animal registration and 100 service request types.



The screenshot shows the 'myGeelong' website interface. At the top, there is a navigation bar with 'CITY OF GREATER GEELONG', 'Council', 'Services and topics (A-Z)', and 'Geelong'. A search bar is present with the text 'Enter a keyword' and a 'Search' button. The main content area is divided into several sections:

- Services:** Form submissions and requests, Family services enrolments, Pet registrations, Rates.
- Event calendar:** Do you have an event you'd like to advertise on our Events Geelong website? + Add an event listing.
- Your bin collection days:** Thursday 11 August 2016, Thursday 18 August 2016, Thursday 25 August 2016. More collection dates.
- Newsletter subscriptions:** You've subscribed to: Central Geelong Revitalisation, City News, Community Agents of Sustainability (C-A-O-S), Community Update, Future Proofing Geelong. + Manage and view all newsletters that you can subscribe to.
- Community directory:** Your listing is: Hamlyn Park Tennis Club. + Add a community directory listing.
- Club Central:** Wandana Heights Tennis Club. Club Details, Club Contacts, Club Membership Information, Bookings.
- Alerts:** Alert Frequency: News Alert, Daily, All. Delete.

At the bottom, there is a 'Contact information' section with links for Profile, Help, Conditions and privacy, and Send Feedback. A language selector is set to 'Select Language'. Social media icons for Facebook, Twitter, and Instagram are visible. The City of Greater Geelong logo is in the bottom right corner.

- Help everyone join in – access and skill development
- Digital by default – digital embraced in service design
- Open data – council data available online

2) Community Focus – run by the community development division

- Digital inclusion – promoting awareness and inclusion - 45% of population doesn't have access to internet
- Digital skill development – collaborate on addressing skills gaps
- Digital spaces – in libraries, tech hub, digital events

3) Community Activation – digital inclusion

- Technology forums
- School programs
- Free Wi-Fi
- Open data

Local Business focus – economic development

- Digital is economic development
- Collaboration with partners i.e. libraries, state government
- Digital infrastructure for business – high speed internet
- Supporting start-ups
- Business activation programme used as a way to engage other organisations (councils, business, ICT, Uni and Fed govt)
- Open data

Open Data

- 119 of their datasets available to the public
- Policy developed. All data is open unless there is a reason not.
- Next steps is to get other organisations to include their data
- Payback is that they no longer have to pull datasets on request. Its available immediately for all.

- Focussed on low risk datasets first – asset/infrastructure data
- They are seeing companies using this data to create apps

What is open data?

Open data is data that can be freely used, re-used and redistributed by anyone for the purpose of fostering new and innovative ideas and applications.

The only rules regarding open data is making sure the applications and derivative data created from open data also remains open for anyone to use.

Read more [about open data](#) and how to [publish open data](#).

Recently updated datasets

Geelong Regional Library Corporation - Members by Postcode - 2016
29/07/2016

Geelong Regional Library Corporation - Wifi sessions

Recently added datasets

Geelong Regional Library Corporation - Members by Postcode - 2016
29/07/2016

Geelong Regional Library Corporation - Wifi sessions

Data contributors

GOLDEN PLAINS SHIRE
Surf COAST SHIRE

Other Projects

- Are undertaking a Smart infrastructure Pilot trial in partnership with Cisco (\$5-\$6m) – lighting, waste management, parking management, pedestrian counting, social media sentiment and environmental sensors – targets community pain points
- Improving public Wi-Fi network. Council funded development of original network and give users 100Mb f free data per month.
- Regional LED lighting discussions underway at present.
- Geemap – entrepreneurial ecosystem map in place – led by industry using open data

Lessons Learnt/other

- Initial Plan was to ambitious - had to many projects to deliver, focus on a few things
- Spent \$2m to date
- Be clear on role, what we do – council can't do everything – get industry involved.
- Don't over-state the initiatives that will be implemented
- Get community involved early
- Starting a piece of work to revisit their strategy
- 12 dedicated SC resources
- Governance – should have got partners involved early
- Chose to call their strategy digital rather than smart city because of the community aspect. Digitalisation of services is therefore a key focus. Smart city felt to infrastructure focussed, digital felt more community focused.

<p>Day 2 (Afternoon)- Fujitsu</p> <p>Craig Coda</p> <p>Tags/Sensors</p> <ul style="list-style-type: none"> • Manufacture 40m RFID tags per annum – for humidity, activity, temp etc. Low cost i.e. 10c per unit • There are now stores where you just pick what you want and walk out and via the RFID tags the store knows what you have taken and charges you. • Can put tags and sensors on everything <p>General Smart City</p> <ul style="list-style-type: none"> • Focus on the individual's experience – the customer/resident • Complete your business requirements before looking at the technologies available • Communication Networks need to be built for the future • They are part of IOT Alliance in Australia • Open data – the big question is how much do you share and how do you facilitate two way data sharing • IT Platform – can this be separated from other IT systems • Security – a major issue • Any single company cannot do everything – suppliers and IT companies will increasingly need to collaborate to deliver smart outcomes <p>Australia IOT Market View</p> <ul style="list-style-type: none"> • Drivers are urbanization, efficiency, sustainability • Focus areas include energy, traffic, infrastructure, waste/water management, security and safety • Pillars, open data, open standards, interoperability • Success factors, partnerships, community engagement, service focussed, scalability <p>Smart City Offerings – Fujitsu have offerings in the following areas</p> <ul style="list-style-type: none"> • Mobility and transport – geospatial product integrates information from a number of areas to provide real time information. • Can be used for transport visualization and analysis, multi modal routing, incident prediction • Also have probe sensors to monitor traffic, geofencing and people flow optimisation to mitigate congestion. • This information is allowing new business models to be created i.e. train, bus, car parking combinations • Smart parking info via cameras • Smart Drains – monitor health of drains • Lighting – sensors to improve efficiency and ambience
<p>Day 3 (Morning)- Adelaide City Council</p> <p>Sonjoy Ghosh (Product Manager Smart Cities), Beth Worrall (Manager Smart City Workspace), Matt Grant (Associate Director Economic Development and Tourism), Peter Auhl (CIO).</p> <p>Approach</p> <ul style="list-style-type: none"> • Citizen lead approach • Start with the problem you are trying to solve • Key driver is economic growth as city had loss a number of large manufacturers • Not about technology more about information and insight and how you give that back to the community • Measure the success of each initiative • Can't have a smart city without a smart organisation <p>Free Wi-Fi</p> <ul style="list-style-type: none"> • Establishing a free Wi-Fi network in 2014 was the first thing they did • 318 access points across the CBD

- The internal goal at the time was to provide access to the internet
- This was a great way to start the Smart city conversation
- Now have 36k people per day signing into the network and they now monitor and track this usage
- They also have 10 portable Wi-Fi access points they use at events
- Future uses could include safety and security

Digital Strategy – council led with focus on open data and datasets

- 1st digital strategy was developed in 2012 after the Wi-Fi network had been developed
- The strategy was founded on open data "we are stewards of data"
- Give information back to customers – so that they can make their own decisions
- Now have 70 open data sets available
- 3D model of the city
- Developed a policy and principles for open data (Mike to see if we can get a copy)
- Also did some proof of concept pilots for smart lighting, video + infrared sensors for parking and environmental sensors, digital council services
- The first digital strategy was a toe in the water – other than open data there were no production scale deployments

2016 Strategy

- Smart (digital) became one of the 4 core pillars in the Adelaide Council plan – no longer a separate strategy. And one of the other pillars is Digital.
- Started with the problems they were trying to solve
- Consulted with the business – what were the issues
- Community engagement - Talked to key community groups on the strategic plan and budget
- Picture Adelaide Survey – asked community what the city would look like in 2020 via an app. This helped inform the strategy
- They also have a 2040 public vision, including problems and desires. Smart City links in to how this will be delivered
- Developed an electronic storyboard that demonstrated what could be possible in the future for a citizen using technology to improve their experience. This brought the smart(digital) concepts to life for the community and elected members (Mike can we get a copy of a couple of those pages)
- Key drivers/outcomes were the user experience, economic growth and community engagement
- Approval received for \$12m of funding over 2 years. Previously they had \$250k p.a.
- Tried and failed on pedestrian counting – still working through options
- Currently engaging ARUP for future strategy

Projects

- 1) Insight and Open Data – have developed a series of dashboards covering economic data, council decisions, carbon emissions, parking, carparks etc - PowerBI
- 2) 10GB network – business only network. Businesses internet speeds were being affected by public use so creating a dedicated network for productivity – likely to be a collaboration with private industry. Primary goal is to bring new business to Adelaide – attract knowledge based industries to Adelaide.
- 3) Smart parking
- 4) LED streetlights – includes cameras for measuring parking on the street below, and sensors for pedestrians. The trial was a success and is to be rolled out across the city
- Internal Efficiency projects
- Encourage young people to be innovative and start their own businesses and IP – at primary school level

Smart Studio

- A space in which to engage with community, encourage collaboration and facilitate groups/networking
- Used for a lot of engagement with entrepreneurs and small business as this is an area they are trying to grow
- Created a Lego model of a smart city which they used to engage the community - \$250k people have seen it now

Risks/Learnings

- Not adopting a Smart City approach
- Being too risk averse – with technology changing so fast there will always be a bit of unrecoverable spend, but the benefits gained outweigh this
- Keeping agility to respond to market or tech changes
- Political cycles
- Getting stuck in mode of just doing pilots – don't do endless trials
- Not considering the end user. Think about who is coming in to the city (tourists, commuters) as well as residents and local businesses

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Chair's Report: Attachment B**Green Party****14 March 2017****Julie-Ann Genter, Transport & Auckland Issues Spokesperson****Dave Macpherson, Sean Hickey****Rail**

Julie-Ann

- Support rail being part of joint Land Transport funding model
- Operational constraints → capacity at Britomart
- KiwiRail – said they could electrify main lines in North Island for about \$2b
- No money in GPS for public transport infrastructure

Cycleways funding

Dave

- We were too big to get cycleway funding, per head less than smaller cities
- We are looking at allowing cycling on footpaths.
- No funding for that (foot path upgrades)
- Would need a lot of retro-fitting – most footpaths too narrow
- Dedicated cycleways OK for recreational but not for getting to other places

Farebox recovery

Julie-Ann

- Agree primary focus on farebox recovery policy is ridiculous

Dave

- WRC – don't see it as such a big issue – more representative of wider rural area/farmers etc

HIF

Dave

- General introduction of finance difficulties of HIF in its current format

Chair's Report: Attachment C

NZ First

Meeting 15 March 2017

Denis O'Rourke, Transport & Housing Spokesperson

Dave Macpherson, Sean Hickey

HIF

Denis

- Very interested in how we fund structure of HIF fund → keen to help if we find it is not conducive to enabling Hamilton's growth
-

Rail

Denis

- NZ First firm policy on investing in rail
 - Have identified need for passenger rail from Hamilton to Auckland
 - Want to do that as soon as practicable
- Would have entity owning and funding entire rail network through country (as with NZTA)
- Operators like NZ Rail would access that
- Much greater investment – billions over long term
- Railways of National Importance Policy
- Completely restructuring rail network
- Want to make sure people in Hamilton have access to high speed, limited stop rail to Auckland
- Very high priority programme
- Would start with diesel
- Permanent state funded electrification
- Have long list of rail projects
 - Opportunities now
 - Aspirations
- On-road (not lines) for light rail around central cities/suburbs
- Denis to send policy to Dave/Sean
- Want separate infrastructure from operations i.e. state owned lines/infrastructure – as in developed countries overseas
 - Some roads would be stopped
- Aspiration for grade separation
- Single land transport fund to fund rail and road
- Land transport strategy → comprehensive
- People will find they have to pay to go on roads – possibly through GPS etc
 - Rail will get there faster
- Still be need for buses – will need to be electrified in time
- Fully electric – is the way it needs to go

Dave

- We would want a couple of stops

D-2350027

Farebox recovery

Dave

- Issue is governments position on farebox recovery – want 50% recovery
- We want to have buses going in to growth cells immediately – focus on patronage growth
 - Farebox recovery in short term not feasible
- Currently in 30%'s

Denis

- If fares get too high, patronage will drop
- Attitude is shouldn't ever be more than 50%
- Horses for courses sensible
 - Slowly get up to 50%

Other

Denis

- Into demand management – people should have to pay at peak times
- NZ First bought in to road pricing for national funding and demand management
 - Just for arterials, not local roads
 - Differentiated by time of day
 - Maybe differential/discount for electric cars
 - Encourage us to look at preferential traffic management for buses, T2, T3 lanes
- Christchurch – bus stops in the lane (not bus lane) – cars can travel in it but buses will stop in in it

Dave

- MOE exiting school bus funding
- Problem for speciality schools, e.g. Catholic schools
- MOE has traditionally funded school bus services
- Where we have put buses on, MOE has withdrawn school bus, but has not transferred funding
- We are keen for MOE not to do this unilaterally
- To put some subsidisation in

Denis

If we become part of new government

- Will push very hard on rail
- Not tax cuts
- Rail has been run down to point of not being visible

Dave

- Offer for Denis O'Rourke/Winston Peters to meet Mayor/CEO if/when in Hamilton
 - Denis very keen

Committee: Growth and Infrastructure Committee

Date: 28 March 2017

Report Name: Waikato Plan Update and Draft Submission

Author: Rachael McMillan

Report Status	<i>Open</i>
Strategy, Policy or Plan context	<i>Waikato Plan</i>
Financial status	<i>There is budget allocated. The total project budget for the plan is \$1.345 million. Total project spend to 31 December 2016 is \$1.195 million. The total cost was apportioned across the partner Councils and HCC has contributed a share of this cost.</i>
Assessment of significance	<i>Having regard to the decision making provisions in the LGA 2002 and Council's Significance Policy, a decision in accordance with the recommendations is/is not considered to have a high degree of significance</i>

1. Purpose of the Report

2. To inform the Committee regarding an update on the Waikato Plan.
3. To seek approval of Hamilton City Council's (HCC) submission on the draft Waikato Plan.

4. Executive Summary

5. The draft Waikato Plan has been approved by the Waikato Plan Joint Committee on 27 February 2017 for consultation.
6. The Waikato Plan will provide the Waikato Region with one strong united voice to central government and other key funders to leverage central government spend, guide targeted investment and ensure appropriate funding to agreed priority areas.
7. The draft Waikato Plan is open for public submissions from 10 March 2017 to 10 April 2017.
8. A draft submission from HCC has been drafted on behalf of Elected Members and requires approval from the Growth and Infrastructure Committee (refer to Attachment 1).
9. The draft Waikato Plan reflects all previous feedback that HCC has provided through our representation on the Joint Committee, the Chief Executive Steering Group, the Technical Reference Group, the Project Team and through comment from our Elected Members. The submission acknowledges this contribution.

10. The submission reinforces HCC position that the Waikato Plan and its actions should remain collaborative and voluntary and that each Council should retain its autonomy with regard to implementation of actions contained in the Waikato Plan. Although it is possible in future, in order to be effective in implementing some actions in the Plan, there may be recommendations to change or align statutory planning documents, the Plan doesn't require HCC to do so. Such recommendations would need to go through separate decision-making processes.

Recommendations from Management

That the Growth and Infrastructure Committee:

- a) receives the report; and
- b) approves the attached *Submission by Hamilton City Council: Draft Waikato Plan (February 2017)*.

11. Attachments

12. Attachment 1 - Hamilton City Council - Draft Submission

13. Key Issues

14. Background

The Mayoral Forum endorsed the development of a Waikato Plan in 2013. The development of the Waikato Plan has gone through the following stages over the last four years:

- Evidence base development
- Stage 1: Project scope, priorities and strategic direction
- Stage 2: Wider plan structure and agreement of the strategic direction
- Stage 3: Spatial plan development and adoption of strategic direction and drafting of full plan and summary document.

15. Value proposition of the Waikato Plan

16. The Plan is a high level strategic document that will help co-ordinate and guide integrated decision-making on complex regional-scale issues such as population change, transport, water, economic development and the environment. It identifies long-term regional priorities to ensure challenges that don't sit neatly with one agency, are captured and planned for. The proposed priorities support the social, environmental, economic and cultural well-beings to build strong communities and quality of life.
17. The Plan is more than a document; it is a reflection of close working relationships between leading organisations in the Waikato. The Plan was developed under the Waikato Plan Joint Committee with extensive collaboration with strategic partners - local government, central government, private sector, community sector and the general public.
18. Importantly, the Plan provides our region with a strong, united and collective voice to Central Government and others on key issues that will guide targeted investment in our region. It will help ensure appropriate funding goes to agreed priority areas, in a timely manner. It clearly identifies how much funding we need and where this may be sourced from and details how priorities will be addressed.

19. The relationships created by working together on the Plan form the enduring strength of the Plan. This first Waikato Plan document will be an acknowledgement of what the region has agreed to as a foundation stone for the future actions that will occur by many organisations. The Plan is a living document that will be reviewed and changed over time.
20. Collaboration and content
21. The current project structure has provided for in-depth collaboration. The following groups provided feedback to the development of the Waikato Plan:
- Joint Committee: Mayors/Chair from each council (currently does not include Thames Coromandel District Council or Rotorua District Council), five independent representatives, one tāngata whenua advisor (greater Iwi representation being sought), three observers (District Health Board, National Instructure Unit, New Zealand Transport Agency).
 - Forums: Government Advisory Forum (initially linking with Intersect Waikato), Strategic Partners Forum.
 - Technical Groups: Chief Executive Steering Group, Technical Reference Group (with representatives from councils and NZTA).
22. Waikato Plan project principles
23. The Waikato Plan has been built on a model of shared leadership to achieve a shared vision and collective voice. The Plan seeks not to duplicate the work of others, but to fill gaps in regional-scale issues. The Plan seeks to have consistent messaging across plan partners and enables joined up thinking and approaches to the whole region.
24. HCC feedback into the Waikato Plan
25. HCC is represented on the Waikato Plan Joint Committee by Hamilton’s Mayor and alternate Councillor Gallagher, which has afforded HCC the opportunity for significant involvement in developing the Draft Waikato Plan. In addition HCC’s Elected Members and staff have been provided with the opportunity to offer feedback on the plan during the initial drafting. The draft plan reflects the changes that HCC has requested during the drafting process. In particular:
- Acknowledgement of Hamilton City as a central hub of the region, providing key services for the greater region.
 - Separation of the health and education sections of the Plan.
 - Improved clarity of the housing section, with particular reference to Hamilton’s housing pressures and experience and implications of the National Policy Statement on Urban Development Capacity.
 - Additions to the transport section.
26. The Waikato Plan benefit to HCC in being part of the Waikato Plan
27. The Government is the single largest investment partner involved in delivering our community outcomes, where for every \$1 local government invests in the Waikato Region, central government invests \$9. There is strength in the collective advocacy for the Region – the government has stated clearly that if we are not talking collaboratively, they won’t listen. The Waikato Plan provides the region with one strong united voice to central government and other key funders to leverage central government spend, guide targeted investment and ensure appropriate funding to agreed priority areas.
28. The Waikato Plan acknowledges Hamilton’s role as the region’s central hub well. The city is the Waikato’s centre for innovation, tertiary education, employment, sporting facilities, key services, tertiary health services, knowledge hubs, governance and specialised manufacturing. These services support the whole region and provide mutually beneficial economic and social relationships in the region’s towns and communities.

29. Hamilton has a strong and mutually beneficial relationship with the rest of the Waikato. Services, amenities and facilities in the city act as key attractors for rural populations and businesses. At the same time rural areas are significant suppliers of economic opportunities through primary production. Primary production, in turn, supports the professional and technical services in the city. Hamilton can offer the skills, expertise and connections that support primary production to connect with international markets. The Waikato Plan further reinforces the role of key institutions and presence in Hamilton on behalf of the Waikato Region.
30. Thus the priorities and actions in the Waikato Plan provide significant opportunities to enhance and capitalise on Hamilton's role as the regional centre to benefit the entire region through the Waikato Plan. The 'one voice' supports central government confidence to spend in Hamilton supporting the whole region, and any funding that is sourced for implementing actions in the rest of the region will also benefit Hamilton.
31. The Waikato Plan directly supports a number of the Hamilton Plan's aspirations, such as:
 - Providing outstanding infrastructure
 - The third city economy in New Zealand
 - Access to affordable housing
 - Waikato is the capital of high performance sport
32. The Waikato Plan also has an advocacy role in protecting key corridors of economic activity in terms of freight, primary production and tourism. The Waikato Plan's advocacy for the Southern Links project and Waikato Expressway Extension to Paerua is of key importance for improving connectivity and logistics flow in the Waikato. These linkages are essential for the growth of the city and the health of the regional economy.
33. HCC submission
34. A submission from HCC has been drafted on behalf of Elected Members and requires approval from the Growth and Infrastructure Committee. The draft submission was circulated to the Elected Members. As no feedback was received the draft submission remains unchanged. The draft submission is attached in Appendix 1.
35. Future direction
36. The latest version of the draft Plan was presented to the Joint Committee on the 27 February 2017 to request approval for consultation. The Plan was approved for consultation and is now being consulted on with submissions closing on the 10 April 2017. Hearings are scheduled for April/May 2017. Final adoption of the Plan is expected to occur in August 2017. From August 2017 the Plan will shift into an implementation phase.
37. Implementation
38. Post plan adoption, the implementation arrangements specify that the Joint Committee will shift through a transitional phase and a new implementation Joint Committee will be put in place. Local government membership will be reduced and other business, community, iwi, government and regional agency entities will play a stronger role through the implementation phase of the plan. The reduced local government representation reflects shared responsibility for implementation.

39. The implementation Joint Committee will have five local government representatives as agreed by the Joint Committee and Mayoral Forum as follows:
- Waikato Regional Council (1)
 - Hamilton City Council (1)
 - Future Proof Group (1)
 - Eastern Waikato Group (Hauraki and MPDC, and TCDC if it chooses in future to be involved) (1)
 - Southern Waikato Group (Waitomo, Otorohanga, SWDC, Taupo and Rotorua if it chooses in future to be involved) (1).
40. Strategic alignment
- The Plan aligns with the Mayoral Forum strategic initiatives and Waikato Means Business (Waikato’s Economic Development Strategy).
41. Legislative requirements or legal issues
42. The Plan is a high level strategic document focusing on big picture thinking and collaboration to influence the improvement of the four well-beings in the Waikato rather than being legislative and prescriptive. The plan was developed as a collaborative initiative under the LGA rather than RMA and is an enabling document rather than a prescriptive one. The Plan is a living document that will be reviewed and changed over time.
43. It is possible that in future, in order to be effective in implementing some actions in the Plan, there may be recommendations to change or align statutory planning documents but the Plan doesn’t require us to do so – this would be the subject of future decision-making.

44. Financial and Resourcing Implications

45. The total project budget for the plan till adoption in August 2017 is \$1.345 million. The total cost is apportioned across the partner Councils. HCC contribution to the total budget is \$182,904. Total project spend to 31 December 2016 was \$1.195 million.

46. Risk

47. The Waikato Plan has been developed with the full support of HCC. The Plan has been a significant collaboration between multiple stakeholders and with awareness from central government. The Waikato Plan is being viewed positively by many entities in the region and nationally, including the DHB, the National Infrastructure Unit (Treasury), MBIE, and NZTA.
48. These groups provide significant investment into the Waikato and are looking at using the Plan as a basis for their investment conversations. If HCC does not continue to support the plan at this stage of the process there is a risk of slowing down the progression of the Plan and disrupting meaningful collaboration between key stakeholders and traction that has been gained over the last few years.
49. The city is the central urban hub of the region which a large number of regional facilities located within our boundaries. This strong relationship between the metro and the other Territorial Authorities of the Waikato Region makes it essential for the Council to be fully engaged with the Plan to maintain our perspective on how the Plan will influence the Waikato as a whole.

Signatory

Authoriser	Blair Bowcott, Executive Director Special Projects
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DRAFT 1**Submission by****Hamilton City Council****Draft Waikato Plan (February 2017)****10 April 2017****1 Introduction**

- 1.1 Hamilton City Council (HCC) thanks the Waikato Plan Joint Committee for the opportunity to provide feedback on the draft Waikato Plan.
- 1.2 HCC is supportive of the content and direction of the draft Waikato Plan.

2 Specific Comments**2.1 Content of the Plan**

- 2.1.1 HCC considers that the draft Waikato Plan reflects previous feedback that HCC has provided through our representation on the Joint Committee, the Chief Executive Steering Group, the Technical Reference Group, the Project Team and through comment from our Elected Members. HCC is satisfied that the Plan now addresses the changes requested by HCC.

2.2 Rationale for HCC support

- 2.2.1 HCC supports the role of the Waikato Plan in providing the Waikato Region with one strong united voice to central government and other key funders to leverage central government spend, guide targeted investment and ensure appropriate funding to agreed priority areas.
- 2.2.2 HCC deems that the Waikato Plan acknowledges Hamilton's role as the region's central hub well. The Hamilton map and text on page 22 of the full Plan presents the city as the Waikato's centre for innovation, tertiary education, employment, sporting facilities, key services, tertiary health services, knowledge hubs, governance and specialised manufacturing. These services support the whole region and provide mutually beneficial economic and social relationships in the region's towns and communities.
- 2.2.3 HCC holds that there is a strong and mutually beneficial relationship between the city and the rest of the Waikato. Services, amenities and facilities in the city act as key attractors for rural populations and businesses. At the same time rural areas are significant suppliers of economic opportunities through primary production. Primary production, in turn, supports the professional and technical services in the city. Hamilton can offer the skills, expertise and connections that support primary production to connect with international markets. Thus the priorities and actions in the Waikato Plan provide significant opportunities to enhance and capitalise on

Hamilton's role as the regional centre, to benefit the entire region. Any funding that is sourced for implementing actions in the rest of the region will also benefit Hamilton.

2.2.4 HCC considers that the Waikato Plan directly supports a number of the Hamilton Plan's aspirations, such as:

- Providing outstanding infrastructure
- The third city economy in New Zealand
- Access to affordable housing
- Waikato is the capital of high performance sport

2.2.5 HCC also supports the advocacy role of the Waikato Plan in protecting key corridors of economic activity in terms of freight, primary production and tourism. The Waikato Plan's advocacy for the Southern Links project and Waikato Expressway Extension to Pairere is of key importance for improving connectivity and logistics flow in the Waikato. These linkages are essential for the growth of the city and the health of the regional economy.

2.2.6 The Plan has been a significant collaboration between multiple stakeholders and is being viewed positively by many entities in the region and nationally, including the DHB, the National Infrastructure Unit (Treasury), MBIE, and NZTA. HCC considers that the Plan has made great progress in building meaningful collaboration between key stakeholders.

2.3 Implementation

2.3.1 HCC believes that there is great value in the Plan going forward to improve the conditions of the Waikato through the implementation of the actions in the plan.

2.3.2 HCC considers that the Waikato Plan and its actions should remain collaborative and voluntary and that each council should retain its autonomy with regard to implementation of actions contained in the Waikato Plan.

2.3.3 HCC considers that although it is possible that in future, in order to be effective in implementing some actions in the Plan, there may be recommendations to change or align statutory planning documents, that the Plan doesn't require HCC to do so. Such recommendations would need to go through separate decision-making processes.

3 Further Information and Hearings

3.1 Should the WRC require clarification of the points raised in this submission, or further information, please contact Rachael McMillan (Special Projects Programme Manager) on 07 838 6637, email Rachael.McMillan@hcc.govt.nz in the first instance.

3.2 HCC **does not wish to speak in support** of its written submission to the WRC. Due to our representation on the Joint Committee and other avenues we have been able to contribute to the Waikato Plan substantially during the drafting of the document and through the consideration of submissions post consultation. We consider that our requirements have been met to the extent that a verbal presentation is not required.

Yours faithfully
Richard Briggs
CHIEF EXECUTIVE

Committee: Growth and Infrastructure
Committee

Date: 28 March 2017

Report Name: Future Proof Update

Author: Susan Henderson

Report Status	<i>Open</i>
Strategy, Policy or Plan context	<i>Future Proof Growth and Implementation Plan 2009 Hamilton Urban Growth Strategy 2010</i>
Financial status	<i>There is budget allocated. Council's contribution to the Future Proof partnership is \$168,188.</i>
Assessment of significance	<i>Having regard to the decision making provisions in the LGA 2002 and Council's 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

- To seek approval on key inputs into the update of the Future Proof Growth and Implementation Strategy.

3. Executive Summary

- Future Proof is the growth management strategy for the sub-region, which includes Waikato and Waipa District Councils and Hamilton City Council areas. Future Proof is a voluntary collaboration with the focus being a partnership approach with early engagement on key issues. A comprehensive briefing paper is attached as Attachment 1.
- There is a Future Proof Strategy update underway. This will occur in two phases. The resolutions of Council, from the June 2016 Strategy and Policy Committee have formed the basis of HCC's advocacy in relation to the Future Proof update.
- Staff seek comments from the Committee on the draft Strategy which is attached as Attachment 2. Phase One of the Future Proof update has focused on updating the document and streamlining it to concentrate on growth management. The settlement pattern has been updated to reflect changes since 2009 including new demographic projections, and the inclusion of the North Waikato into the sub-region. The draft settlement pattern is included in Attachment 2. For HCC the growth cell staging reflects the agreed Hamilton Urban Growth Strategy (HUGS) staging.
- The Hamilton City Council (HCC) representatives on the Future Proof Implementation Committee are mandated under the terms of that Committee to develop and finalise the draft updated Future Proof Strategy.
- Phase Two of the Future Proof update will take into account the work required by the National Policy Statement on Urban Development Capacity (NPS-UDC). A review of the settlement pattern will occur once the NPS-UDC work is done.

9. The land identified in the Strategic Agreement with Waikato District Council (areas HT1, R2 and WA) is not required for urban development at this time. The Strategic Agreement provides a mechanism to review the timing of land transfer and if it is needed for development sooner than anticipated. A revised mechanism to ensure that this land transfer occurs in a timely manner is suggested.
10. As a general principle, the next areas of future land to come into the City will be defined by the land bounded by the Waikato Expressway and Southern Links designations. However, staff recommend that the land in Tamahere remain in the Waikato District at this time unless there is community interest in that land coming into the City in future.
11. There is an opportunity through the Future Proof update to include an implementation action to negotiate a Strategic Agreement with Waipa District Council with regard to land in the Southern Links precinct. This has been included in the draft updated Strategy.

Recommendations from Management

That the Growth and Infrastructure Committee:

- a) receives the report;
- b) provides feedback on the draft updated Future Proof Strategy (Attachment 2);
- c) notes the resolutions of the 7 June 2016 Strategy and Policy Committee as the basis for advocacy by the HCC representatives at the Future Proof Implementation Committee in relation to the update of the Future Proof Growth Strategy and Implementation Plan 2009;
- d) confirms:
 - (i) That as a general principle, the next areas of future land to come into the City will be defined by the land bounded by the Waikato Expressway and Southern Links designations;
 - (ii) That an implementation action be included in the Future Proof update to negotiate an amendment to the timing of the HT1, R2 and WA growth cells coming into the city in the Strategic Agreement on Future Urban boundaries (2005), to provide flexibility to bring the land into the City earlier, based upon agreed triggers or where circumstances or opportunities exist which may necessitate or warrant a review of the timing;
 - (iii) That the land in Tamahere within Waikato District (bordered by the Southern Links designation, the east side of the Waikato River and the Waikato Expressway designation) remains within Waikato District at this time unless there is community interest in that land coming into the City; and
 - (iv) That an implementation action be included in the Future Proof update to negotiate a Strategic Agreement with Waipa District Council in relation to the Waipa District land on the City-side of the Southern Links designation;
- e) notes that the HCC representatives on the Future Proof Implementation Committee are mandated to develop and finalise the draft updated Future Proof Strategy.

12. Attachments

13. Attachment 1 - Future Proof Briefing Paper
14. Attachment 2 - Draft updated Future Proof Strategy

15. Attachment 3 - Future Growth areas map

16. Background

17. **Key Points: Future Proof is the growth management strategy for the sub-region, which includes Waikato and Waipa District Councils and Hamilton City Council areas. Future Proof is a voluntary collaboration with the focus being a partnership approach with early engagement on key issues.**
18. **There is a Future Proof Strategy update underway. This will occur in two phases. In 2016 the Council confirmed its position in relation to key aspects of the Future Proof update. A comprehensive briefing paper is attached as Attachment 1.**

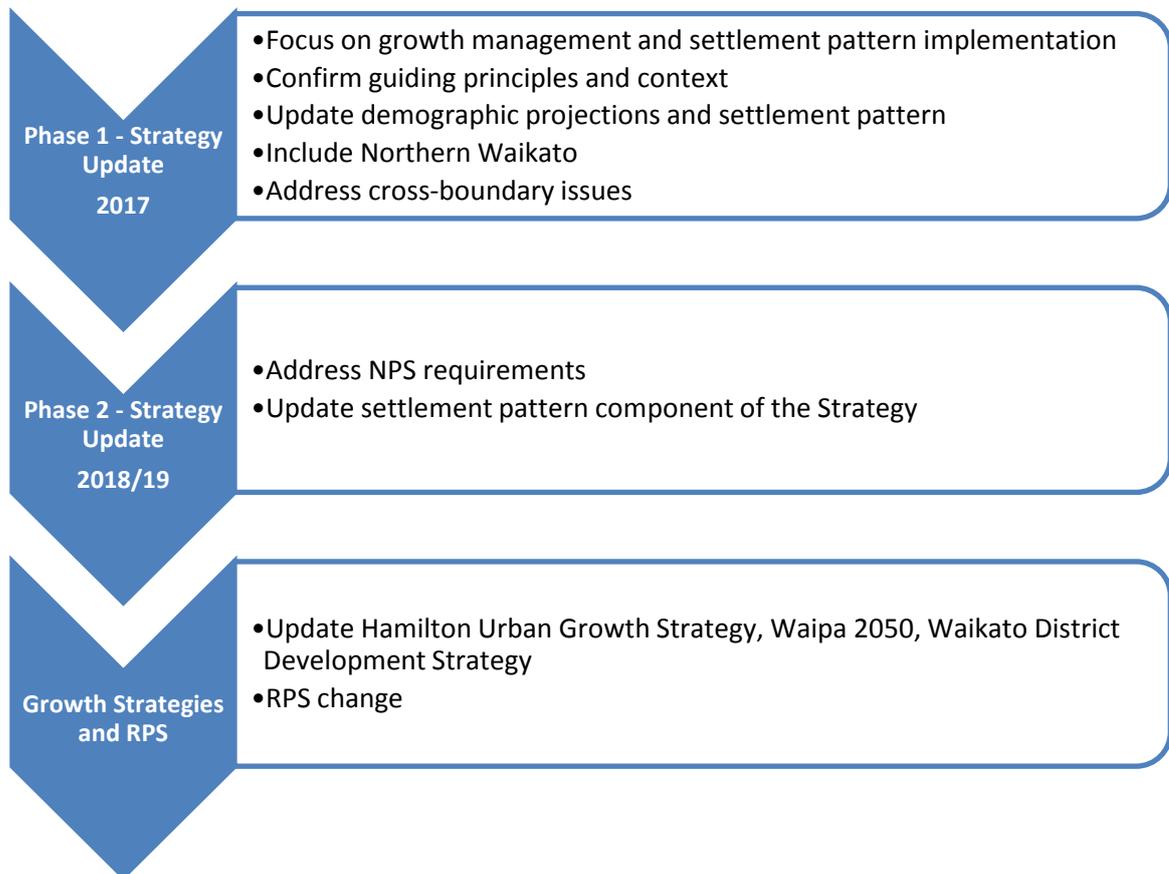
19. The Future Proof Growth and Implementation Strategy 2009 ('Future Proof Strategy') is the growth management strategy for the Future Proof sub-region. The sub-region refers to the territorial areas of the Waikato and Waipa District Councils and Hamilton City Council. The Strategy was developed by these territorial authorities in the broad context of the Local Government Act 2002 alongside Strategy partners the Waikato Regional Council and tāngata whenua to look at how the sub-region should develop sustainably into the future. The NZTA and the Matamata-Piako District Council also assisted in the Strategy's development.
20. The Future Proof Growth Strategy provides high level guidance and the broad framework of a settlement pattern. The mandate to develop more detailed growth strategies, development plans, and statutory plans (district plans), taking into account local circumstances, remains entirely with the individual Councils (e.g. development of the Hamilton Urban Growth Strategy). Similarly, each Council retains the mandate to act independently on any growth and development matters (including resource consents and plan changes).
21. The value of Future Proof lies in its partnership approach. Future Proof provides a vehicle for the sub-region to:
- Achieve an integrated settlement pattern that aligns with infrastructure and funding.
 - Provide certainty about the future growth and development direction of the sub-region.
 - Respond to Government initiatives collectively with one sub-regional voice.
 - Provide a platform of certainty for NZTA infrastructure funding.
 - Implement the National Policy Statement on Urban Development Capacity (NPS-UDC). Central Government has recognised the value of Future Proof as a best practice tool for implementing the NPS-UDC.
 - Maintain a common evidence base.
 - Collaborate on growth management issues.
 - Manage cross-boundary issues, especially with Auckland.
 - Work together on delivering timely infrastructure, especially transport.
 - Promote more streamlined and efficient planning processes and decision making as a result of having a single growth management strategy.
 - Undertake effective monitoring of growth across the sub-region.
 - Establish partnerships with tāngata whenua through the reference group Nga Karu Atua o te Waka and the tāngata whenua representatives on the FPIC.
 - Create linkages with neighbouring sub-regions and regions.
 - Provide thought leadership on key strategic issues relevant to growth management.
22. The partnership and implementation of the Future Proof Strategy focusses primarily on working together to achieve commonly-held goals. The status quo approach is to work collaboratively and early on growth matters, not for partners to dictate terms to one another. Membership of the councils, tāngata whenua and NZTA is on a voluntary basis.

- 23. To ensure the Strategy stays relevant and reflects recent census and growth projections, still reflects the aspirations of the partners, and appropriately responds to any trends or issues revealed through Future Proof monitoring, in March 2015 an update of the Strategy was agreed to by the partners, primarily to reflect new areas (e.g. Pokeno/Tuakau) and the latest growth assumptions.
- 24. The Future Proof partners have also collectively recognised the need to be adaptable in the way in which Future Proof is implemented, as a result of changing economic and market circumstances.
- 25. A comprehensive briefing paper outlining the background to Future Proof, its achievements to date and the approach to the Strategy update is attached as Attachment 1.

26. Strategy Update – Phased approach:

27. Key Points: The Strategy update will occur in two phases. The update is currently in Phase One. Phase Two of the update will occur in 2018.

- 28. The need for a Future Proof Strategy Update was confirmed by the Future Proof Implementation Committee (FPIC) in March 2015. Work has been underway since that time on the new Strategy, including demographics, confirming the Strategy principles and framing the implementation actions.
- 29. The Strategy update is being completed in two phases. The following diagram illustrates the Strategy Update process.



- 30. The update is currently in Phase One. The aim is to consult on the draft Strategy update and hold hearings from May to September 2017 with the final document being launched in October 2017.

31. National Policy Statement – Urban Development Capacity
32. During the Strategy update process the National Policy Statement on Urban Development Capacity (NPS-UDC) was introduced.
33. The NPS-UDC provides national direction to local government on making provision for urban development including ensuring there is sufficient capacity to provide for projected demand of residential and business land. There is significant cross over between the NPS-UDC requirements and the Future Proof Strategy, in particular the settlement pattern. More specifically, the Government expects local authorities to demonstrably improve their evidence base about the demand and supply of capacity for housing and business land.
34. The NPS-UDC places a strong emphasis on planning coherently across urban housing and labour markets, which may cross TA administrative boundaries. This will require coordinated planning between future Proof partners that share jurisdiction over housing and labour markets. This includes collaboration between regional councils and territorial authorities who have differing functions under the Resource Management Act, but which all impact on and are impacted by urban development.
35. In order to factor in the new requirements, the partners decided to update the Strategy in two phases. Phase Two of the Update will occur in 2018.

36. Draft Future Proof Strategy – Phase One

37. Key Points: Staff seek comments from the Committee on the draft Strategy. Phase One of the Future Proof update has focused on updating the document and streamlining it to concentrate on growth management. The settlement pattern has been updated to reflect changes since 2009 including new demographic projections, and the inclusion of the North Waikato into the sub-region. The draft settlement pattern is included in Attachment 2. For HCC the growth cell staging reflects the agreed Hamilton Urban Growth Strategy (HUGS) staging.

38. The fundamental principle underlying the Strategy update was to retain the existing Strategy as the baseline, including the preferred settlement pattern scenario. The Strategy is still fit-for-purpose and hence the objective was to ‘update’ rather than ‘review’, providing a Strategy that is current and now anchored within the Waikato Regional Policy Statement (RPS) and district plans.
39. Along with updates, the document has been streamlined and the focus has narrowed to one of growth management and settlement pattern implementation. Many of the other parts of the original Strategy, launched in 2009, have been adopted and implemented by Future Proof partners. An important aspect of the update is to ensure alignment with other regional strategies and plans, for example, the RPS, Regional Land Transport Plan (RLTP), Waikato Plan and Waikato Means Business. The focus of Future Proof is on its primary growth management outcome and not to duplicate the work of other documents.
40. The draft Future Proof Strategy is attached as Attachment 2. Please note that the settlement pattern tables and maps are a work in progress, and first drafts have been included for completeness. The settlement pattern tables are based on population and household projections undertaken by the University of Waikato. These show the supply and demand of residential land in the sub-region under either a ‘low’ or ‘medium’ scenario. For HCC, this is further discussed below.

41. The draft Strategy document is divided into three main sections:
- A. Background and Context
 - B. Settlement Pattern
 - C. Implementation Plan.
42. Section A - Background and Context
43. This section outlines what Future Proof is, the vision, guiding principles, challenges, implementation mechanisms, context, and growth management assumptions, drivers and influences. The section also outlines the development of the original Strategy and the Strategy Update.
44. Much of the material in this section has been carried over from the 2009 Strategy – although updated and streamlined. The guiding principles were reconfirmed by the Future Proof Implementation Committee in March 2016. The growth management assumptions, drivers and influences have been updated and were also confirmed by the Future Proof Implementation Committee in March 2016.
45. Section B - Settlement Pattern
46. The settlement pattern is the cornerstone to the Strategy. The preferred settlement pattern determined through community consultation in 2008 has been retained for the Strategy Update – compact and concentrated urban form. A lot of work has gone into this section of the Update, in particular the demographic projections, allocation and staging of residential growth, and new maps.
47. The settlement pattern has been updated to reflect changes since 2009, in particular:
- Inclusion of the northern Waikato areas of Pokeno and Tuakau.
 - A continuation of the existing Future Proof Strategy approach of managing and restraining ongoing rural-residential subdivision pressures adjacent to major settlements, particularly around Hamilton.
 - The timing and scale of future urban growth, particularly in northern Waikato.
 - The growth cells identified in the Strategic Agreement (2005) between Hamilton City Council and Waikato District Council, as identified as HT1, R2 and WA.
 - An adjustment of the demand and supply allocations.
 - Consideration of the implications of the future Southern Links project and the Waikato Expressway on urban form and the timing of urban growth.
 - Updated population projections provided by the University of Waikato.
48. For HCC, the growth cell staging set out in the draft settlement pattern table reflects the HUGS staging. The population projection uses the latest University of Waikato figures which under all scenarios are higher than current growth predictions. This shows that the existing HUGS cells would be sufficient for the next thirty years under a “low” growth scenario. In the “medium” growth scenario a new cell could be required in the third decade. This position may change as a result of work required by the NPS-UDC which will be considered during Phase Two of the Future Proof update.
49. Section C - Implementation Plan
50. This section provides the implementation plan for the Strategy and settlement pattern. There are 16 implementation topics that have been grouped under four themes derived from the Strategy vision:
- Effective Governance, Leadership, Integration, Implementation and Productive Partnerships

- Diverse and Vibrant Metropolitan Centre Linked to Thriving Towns and Rural Communities and the Place of Choice – Live, Work, Invest and Work
- Affordable and Sustainable Infrastructure
- Tāngata Whenua

51. Each topic contains a number of implementation actions. These actions have been reviewed and updated.
52. The existing Strategy contains 33 topics covering a far greater scope such as hazards, air, health and education, biodiversity, landscape, waste minimisation, mineral resources and energy. Many of these topics are now covered by documents such as the RPS and Waikato Plan, and therefore the decision was made to narrow the implementation plan to focus on growth management and the implementation of the settlement pattern.

53. Timeline to complete the Strategy Update – Phase One

54. The proposed timeline for the completion of the Strategy Update is shown below.

Timeframe	Task
February to March 2017	<p>The draft Updated Strategy and Summary will be completed.</p> <p>An independent assessment to validate the growth projections will be completed and a summary document will be drafted.</p> <p>The new Future Proof Implementation Committee was briefed on the Strategy Update at its 27 February 2017 meeting.</p> <p>The full draft Strategy will be reported to the partners individually.</p>
April 2017	<p>The full draft Strategy will be reported to the Future Proof Implementation Committee at its April 2017 meeting. Amendments will be made to the draft Strategy based on comments received at the partner workshops/Committee meetings, and Future Proof Implementation Committee meetings.</p>
May 2017 (early)	<p>The draft Strategy will be adopted for notification in May 2017. The Future Proof Implementation Committee would be given delegated authority to consider the submissions and conduct hearings.</p>
May to September 2017	<p>Consultation, Future Proof Implementation Committee hearings and agreement, and recommendations to the Partner Councils for adoption will take place. The final document will be prepared for publication.</p>
October 2017	<p>The Strategy will be launched.</p>

55. In July 2016, as a result of a request by HCC, the Future Proof Implementation Committee resolved that an independent review be undertaken to validate the sequencing, timing and spatial allocation of the demand and supply data inputs into the first phase of the Strategy Update. It is anticipated that the outcome of this peer review will be reported to the Future Proof Implementation Committee at its April 2017 meeting.

56. Future Proof update - Phase Two

57. **Key Points: Phase Two of the Future Proof update will take into account the work required by the National Policy Statement on Urban Development Capacity (NPS-UDC). A review of the settlement pattern will occur once the NPS-UDC work is done.**

58. There is significant cross over between the requirements of the NPS-UDC and the update of the Future Proof Strategy, in particular the settlement pattern.

59. To factor in the new requirements under the NPS-UDC, the second phase of the Future Proof update will be to review the settlement pattern component of the Strategy once the NPS-UDC work is done.

60. HCC's advocacy in relation to the Future Proof update

61. **Key Points: The resolutions of Council, from the June 2016 Strategy and Policy Committee have formed the basis of HCC's advocacy in relation to the Future Proof update.**

62. In June 2016 the Council made a number of resolutions which formed the basis for advocacy in the development of the draft updated Future Proof Strategy. The June 2016 report is located at

<http://www.hamilton.govt.nz/AgendasAndMinutes/20160607%20Strategy%20and%20Policy%20Committee%20Agenda%20-%207%20June%202016.pdf> and the minutes are located [http://www.hamilton.govt.nz/AgendasAndMinutes/Strategy%20and%20Policy%20Committee%20Minutes%207%20June%202016%20\(Draft\).pdf](http://www.hamilton.govt.nz/AgendasAndMinutes/Strategy%20and%20Policy%20Committee%20Minutes%207%20June%202016%20(Draft).pdf)

63. In summary, in June 2016, the Council confirmed:

- HUGS remains the Council's strategic position, noting that changes in sequencing remain Council's decision.
- That there was sufficient industrial land to provide for future growth needs. Note that this will be further assessed under the NPS-UDC.
- That growth in Waikato and Waipa is supported, in line with the existing Future Proof strategy. Provision of appropriate community and social infrastructure was seen as being important. Ribbon growth and further connections to the Waikato Expressway should be kept to a minimum to ensure this strategic infrastructure corridor operates as intended.
- That large scale residential, commercial or industrial development in Waikato and Waipa districts above what is already anticipated in the Future Proof strategy or Regional Policy Statement will be of potential concern.
- Support for negotiation of a Strategic Agreement with Waipa for land on the City-side of the Southern Links designation.
- Support for negotiation of a Strategic Agreement with Waikato district in relation to land bordered by Southern Links, east side of the Waikato River and the Waikato Expressway (Tamahere).
- Support for advancing negotiations with Waikato District Council to bring HT1, R2 and WA into the City boundary ahead of the current dates in the Strategic Agreement as part of the Future Proof Review.

64. HCC’s advocacy in relation to the principles and directions in the Future Proof Strategy focuses on matters that are genuinely of interest or potentially affect the City. A number of these matters extend beyond the immediate City boundary. Examples of matters of interest include:
- High growth rates in the sub-region in recent years creating a great deal of pressure in Waikato and Waipa districts to convert rural land near to Hamilton to rural-residential and other non-rural uses.
 - Development surrounding the City placing significant pressure on Hamilton to service these areas in the future and incorporate them within the City. This is a process that is expensive, inefficient and generally does not result in good urban outcomes.
 - Ad-hoc peri-urban development making it difficult to plan efficient and effective infrastructural requirements.
 - Many of the surrounding towns and villages looking to Hamilton for the majority of services. Village, rural residential and/or urban development close to Hamilton’s boundaries puts pressure on Hamilton’s services by out-of-town users.
 - The Waikato Expressway making the connection between Hamilton, surrounding districts, and Auckland closer and more connected than ever. Travel times are reducing, and combined with lifestyle choice and availability, the sub-region is collectively seeing the influence of overspill growth from Auckland. Ad-hoc development has the potential to affect the efficiency and effectiveness of the expressway, to the detriment of the entire sub-region.

65. Hamilton’s Growth Response: Strategic Agreement with Waikato District Council

66. Key Points: The land identified in the Strategic Agreement with Waikato District Council (areas HT1, R2 and WA) is not required for urban development at this time. The Strategic Agreement provides a mechanism to review the timing of land transfer and if it is needed for development sooner than anticipated. A revised mechanism to ensure that this land transfer occurs in a timely manner is suggested.

67. The Strategic Agreement on Future Urban Boundaries (2005) sets out that three further areas of land will come into the City from Waikato District Council once certain triggers are met.
- Area R2 would come into the City in 2039;
 - Area HT1 would come in to the City in 2045 provided that the Waikato Expressway had been built by that time;
 - Area WA would come into the City once infrastructure issues are resolved;
 - See the attached map (Attachment 3).
68. At projected rates of growth, in either a “low” or “medium” scenario based on the University of Waikato population projections, it is unlikely that these cells would be needed in the medium to longer term. The growth cell timing is set out in the draft settlement pattern table for HCC in Attachment 2 which shows that the existing HUGS cells will be sufficient for the next thirty years under the “low” growth scenario. In the “medium” growth scenario a new cell could be required in the third decade. This position may change as a result of work required by the National Policy Statement on Urban Development Capacity once further work is completed on residential demand and supply. The outcome of the Council’s application to the \$1B Housing Infrastructure Fund will also be a consideration to growth supply, noting the application for money to advance growth infrastructure is consistent with HUGS growth cell staging.

69. In the June 2016 report, the pros and cons of bringing the land into the City prior to it being needed for urban development were addressed and it was considered that it was risky to bring the land into the City if the land was not to be developed for urban use. Whilst the University of Waikato figures have been updated since that time, the position is still that the HUGS cells will continue to provide sufficient supply until at least the third decade. It is still the view of the staff that the land is not required to be brought into the city now.
70. The Strategic Agreement has a review clause based on reviewing the rate of land uptake such that the timing of transfer may be amended by mutual agreement between both parties.
71. Staff recommend that discussions occur with Waikato District to ensure that there is clear mechanism to review the timing of transfer which is flexible enough to allow a process to bring the land in to the City earlier if needed, based upon agreed triggers, or where circumstances or opportunities exist which may necessitate or want a review of the timing. Triggers may include, for example:
- Long Term Plan reviews;
 - Demand assessments under the NPS-UDC;
 - A reassessment of HUGS;
 - Financial considerations of HCC impacting on delivery of HUGS (timing and sequencing);
 - The completion of the Hamilton section of the Waikato Expressway;
 - Strategic reviews;
 - Where a comprehensive and financially sustainable private developer agreement exists to fund the infrastructure associated with the area;
 - Where a community petition or level of interest warrants a review.

72. Hamilton's Growth response: Tamahere

73. Key Points: As a general principle, the next areas of future land to come into the City will be defined by the land bounded by the Waikato Expressway and Southern Links designations. However, Staff recommend that the land in Tamahere remain in the Waikato District at this time unless there is community interest in that land coming into the City in future.

74. In June 2016 the Council resolved that negotiations be advanced to seek to bring land in Tamahere within Waikato District (bordered by the Southern Links designation, the east side of the Waikato River and the Waikato Expressway designation) into the City. This area is defined in yellow on the map in Attachment 3.
75. As a general principle, the next areas of future land to come into the City will be defined by the land bounded by the Waikato Expressway and Southern Links designations, which create a "natural" boundary to the city. It is acknowledged however, that Hamilton's "community of interest" extends beyond this boundary to include the many villages and lifestyle blocks surrounding the city.
76. Despite this clear "community of interest", unlike other areas bounded by these designations, the Tamahere area does not appear to constitute a future urban land resource. The majority of the land is fragmented into lifestyle block development which would be difficult to urbanise in the future. It is therefore recommended that the land in Tamahere within Waikato District remains within Waikato District for the time being unless there is community interest in that land coming into the City in future.

77. Hamilton's Growth response: Potential strategic agreement with Waipa DC (Southern Links):

78. **Key points:** There is an opportunity through the Future Proof update to include an implementation action to negotiate a Strategic Agreement with Waipa District Council with regard to land in the Southern Links precinct.

79. In the June 2016 report Council resolved that HCC seek to include an implementation action in the Future Proof update to negotiate a Strategic Agreement with Waipa District Council with regard to this area of land. This land would then be available as a long-term urban resource for the City but with no intention to bring forward this land for urban development until beyond the current sequencing and timing of the HUGS cells. The triggers relating to timing will be consistent with these to be sought from Waikato District Council.

80. The draft updated Future Proof strategy (Attachment 2) contains that action at section 8, action 16.

81. Financial and Resourcing Implications

82. The Future Proof update is to occur within the existing Future Proof budget. The allocated budget for HCC contribution to Future Proof for the 2016/2017 year is \$168,188.

83. Summary of risks

84. Misalignment with existing strategies and plans: In terms of Hamilton City's own response to growth, the recommendations of this report are aligned to the existing HUGS strategic approach, which has informed LTP decisions on infrastructure spend and informed spatial planning through the Proposed District Plan.

85. This position best aligns with the provisions of the RPS and the existing agreement with Waikato District for long-term growth options for the City. The National Policy Statement on Urban Development Capacity requires further analysis of supply and demand, which may lead to changes in the position.

86. Monitoring of the actual rates of growth and infill capacity will be needed so that adjustments can be made particularly through LTP processes.

87. Any change to the HUGS strategy would need to be assessed by way of not only a full review of that strategy, but all the consequential changes required to our asset, financial and the Resource Management Act document framework, in order to fully articulate any consequences of such a change.

88. Strategic Agreement with Waikato District: There are a number of benefits and costs associated with bringing the land into the City earlier than necessary for urban development, which are outlined in the June 2016 report. On balance, the option of bringing land into the City prior to when planning needs to commence for urban development is not recommended by staff because the risks are considered to be too high.

89. Southern Links land: The recommendations include an action in the Future Proof update, to negotiate a Strategic Agreement with Waipa District Council covering the Southern Links land, and possible long-term growth of the City. There is a risk that landowners may see a Strategic Agreement as a signal that the land may be developed for urban use in the short to medium term. This may lead to pressure to develop the land ahead of when it is needed, and could lead to sunk cost implications for infrastructure in other cells if there was a slow-down in their development as a consequence. It would need to be clearly articulated that the land would not be developed until needed for urban development, beyond the HUGS cells. The timing of

when this land may be required is best considered as part of a HUGS review, informed by the NPS-UDC requirements.

- 90. Overall: The recommendations have been developed considering the effects on the residents and ratepayers of Hamilton, development community and the Council. Growth planning focuses on a long-term horizon. Ad hoc growth, which could undermine past investments or spread future investments too thinly, should be avoided. Additionally, the risk of opening growth on too many fronts impacts upon the affordability of infrastructure and could push the Council to infrastructure spend beyond the City’s current financial strategy. The recommendations contained in this report are considered to be the options that best mitigate the risks identified, while providing long term certainty around the growth plans for the City and sub-region.

Signatory

Authoriser	Blair Bowcott, Executive Director Special Projects
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Briefing Paper for Incoming Future Proof Implementation Committee

www.futureproof.org.nz

February 2017

Executive Summary

Future Proof began its journey in 2007 with the original Strategy launched in 2009. Future Proof is a vehicle for addressing growth management issues across the sub-region. Future Proof sets the strategic vision and direction for the growth and development of the sub-region.

The Future Proof Implementation Committee has an important role to play in the Strategy Update, driving subsequent Strategy implementation as well as guiding and supporting the Future Proof partnership.

The following sets out the role of Future Proof in a local, regional and national context:

- **Providing sub-regional leadership** on growth management, infrastructure planning and development.
- **Setting sub-regional policy and approaches** relevant to the Future Proof Strategy and using these to inform key regional documents such as the RPS, RLTP and the Waikato Plan.
- **Dealing with cross boundary matters** – where there are cross-boundary implications or an issue transcends a local authority’s boundary.
- **Settlement Pattern** – implementation of the current settlement pattern and completing the update to this.
- **Infrastructure / Facilities** – where this affects more than one Future Proof partner and transcends boundaries (especially transport).
- **High-level planning** and achieving Future Proof outcomes.
- **Intra and inter-regional matters** – where there are impacts beyond the sub-region that need addressing across the partners, eg the influence of Auckland.
- **Matters of Upper North Island or national importance** that impact on the sub-region (eg freight movement).

The value of Future Proof is that it:

- Takes a long-term view of the settlement pattern that aligns with infrastructure and funding
- Provides certainty about the future growth and development direction of the sub-region, in particular to NZTA for underpinning transport investment business cases.
- Responds to Government initiatives collectively with one sub-regional voice.
- Provides a tool to implement the National Policy Statement on Urban Development Capacity (NPS-UDC).
- Maintains a common evidence base.
- Collaborates on growth management issues.
- Manages cross-boundary issues, especially with Auckland.
- Advocates collectively on agreed matters.
- Provides thought leadership on key strategic issues relevant to growth management.

Future Proof provides a vehicle for an ongoing partnership approach, a platform for advocacy and enables joined up thinking across the partnership. It is this approach that has enabled the funding of the Waikato Expressway.

Funding for the Expressway was contingent on the councils having an agreed strategy in place. This has allowed the government to invest with certainty. Without Future Proof it would be difficult to achieve funding from the NZTA for significant transport projects.

The Future Proof sub-region has and continues to experience strong population and household growth. Future Proof carefully monitors building and subdivision activity, residential development capacity and business land activity to ensure that the sub-region is in a position to respond to any significant changes in the demographics or the market.

Key findings from Future Proof demographic work include:

- Strong growth over the next 16 years and then a slowing of growth.
- The dominance of the sub-region in a regional context, especially Hamilton City
- Strong growth in household numbers due to decreasing household size
- The rise of the silver economy – large proportion of the population will be aged 65+

The Future Proof Strategy seeks to provide a consistent knowledge base and vision for its partner councils and other agencies in order to plan for, and sustainably manage growth in an integrated manner. Specifically the Strategy provides a framework for co-operatively managing growth and setting goals for future implementation. This allows the costs and resources required to fund and manage infrastructure such as transport, wastewater, stormwater, recreation and cultural facilities to be identified and provided for.

The achievements of Future Proof to date include:

- **Anchoring the settlement pattern** – in the Regional Policy Statement, Regional Land Transport Plan and District Plans
- **Establishing an evidence base** – demographics, business land assessments, monitoring work
- **Strategic studies** – Airport and Adjacent Lands, Hamilton to Auckland Corridor, Southern Growth Corridor
- **Water** – development of a Three Waters Strategy, completion of a water demand assessment
- **Transport** – work on integrating land use and transport, ongoing implementation of the Waikato Expressway as the region’s highest priority transport project.

These achievements have been significant for the sub-region as they have provided certainty around the direction being taken, allowed infrastructure funding for key projects, such as the Waikato Expressway, to go ahead and provided a strong partnership approach to the growth management issues facing the sub-region.

The Strategy is currently being updated; this will be undertaken in two phases. The first phase confirms what we have worked on to date and will be consulted on and finalised this year. The draft document for the first phase is due to come to the Implementation Committee in March. The second phase will be to update the settlement pattern component of the Strategy and will be completed in 2018/19, once the NPS-UDC work has been completed.

Key strategic issues for Future Proof this year and beyond are:

- **Housing** – How do we get the housing we need?
- **Cross Boundary Influences** – How do we manage and cope with inter-regional pressures?

- **Infrastructure** – How do we meet the increasing pressure to provide new and enhanced infrastructure while keeping costs down?
- **Future Land Use** – What will the future urban form of our sub-region look like and where will our urban edge be?
- **Population Change** – What does our future population look like?
- **Water** - How do we manage the increasing and competing demands for quality freshwater in the sub-region?

What is Future Proof about?

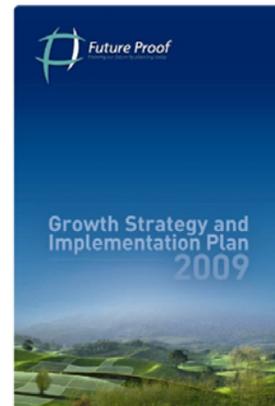
The Future Proof Growth Strategy is a 50-year growth management and implementation plan for the Future Proof sub-region. The sub-region refers to the administrative areas of the territorial authorities of Hamilton City Council, Waipa District Council, and Waikato District.

The Future Proof partners include Hamilton City Council, Waipa District Council, Waikato District, Waikato Regional Council, Tāngata Whenua (including the Tainui Waka Alliance) and the New Zealand Transport Agency.

The Strategy's partners came together in 2007 to consider some of the challenging issues associated with growth including future urban and rural land use, natural and cultural resources, roads and other essential infrastructure. The Strategy was launched by Prime Minister John Key and Kingi Tuheitia in Hamilton in 2009.

Future Proof has been in an implementation phase and a number of Strategy actions have been completed, including embedding the Strategy in relevant statutory documents. Future Proof has now entered a Strategy Update phase which is proposed to be completed in 2018/19. The Strategy has been successful in providing a strategic, integrated approach to long-term planning and growth management in the sub-region.

There is good collaboration across the Future Proof partnership. The partners work together on growth management issues such as producing a common set of growth projections for the sub-region and aligning planning approaches.



The Role of Future Proof

The following sets out the role of Future Proof in a local, regional and national context:

- **Providing sub-regional leadership** on growth management, infrastructure planning and development. This is being highlighted through the work that Future Proof is doing on implementing the National Policy Statement on Urban Development Capacity.
- **Setting sub-regional policy and approaches** relevant to the Future Proof Strategy and using these to inform key regional documents such as the RPS, RLTP and the Waikato Plan. This has led to an important policy cascade from Future Proof into key planning documents such as the RPS and then into district plans.
- **Dealing with cross boundary matters** – where there are cross-boundary implications or an issue transcends a local authority's boundary. Water is an example of an issue that has cross-boundary implications and is an area that the Future Proof Strategy partners are working collaboratively on.

- **Settlement Pattern** – implementation of the current settlement pattern and completing the update to this. The settlement pattern is essential in terms of providing certainty to councils, the community, developers and other organisations so that we can plan infrastructure, services and provide timely funding.
- **Infrastructure / Facilities** – where this affects more than one Future Proof partner and transcends boundaries (especially transport). This has been particularly evident with significant transport projects such as the Waikato Expressway and has pathed the way for the sub-region to work collaboratively in order to advance this project.
- **High-level planning** and achieving Future Proof outcomes.
- **Intra and inter-regional matters** – where there are impacts beyond the sub-region that need addressing across the partners, eg the influence of Auckland.
- **Matters of Upper North Island or national importance** that impact on the sub-region (eg freight movement).

A Brief History of the Future Proof Strategy

The Future Proof Strategy emerged as a result of:

- Community concerns about the lack of collaboration and leadership in the management of growth across territorial boundaries in the sub-region.
- Land Transport New Zealand (now the NZ Transport Agency) concerns about the lack of integrated land use and transport planning.
- The need to inform the Regional Policy Statement (“RPS”) and the Regional Land Transport Strategy (“RLTS”).
- An increasing recognition of the Waikato region’s role in the ‘upper North Island economy’ alongside the Auckland and Bay of Plenty regions.

Future Proof was also developed in response to the significant growth rates occurring in the sub-region with its population set to increase to around 411,000 by 2045 – an additional 133,000 people.

What is the Value of Future Proof?

The value of Future Proof lies in its partnership approach. Future Proof provides a vehicle for the sub-region to:

- Achieve an integrated settlement pattern that aligns with infrastructure and funding.
- Provide certainty about the future growth and development direction of the sub-region.
- Respond to Government initiatives collectively with one sub-regional voice.
- Implement the National Policy Statement on Urban Development Capacity (NPS-UDC). Central Government has recognised the value of Future Proof as a best practice tool for implementing the NPS-UDC.
- Maintain a common evidence base.

- Collaborate on growth management issues.
- Manage cross-boundary issues, especially with Auckland.
- Work together on delivering timely infrastructure, especially transport.
- Promote more streamlined and efficient planning processes and decision making as a result of having a single growth management strategy.
- Undertake effective monitoring of growth across the sub-region.
- Establish partnerships with tāngata whenua through Nga Karu Atua o te Waka and the tāngata whenua representatives on the FPIC.
- Create linkages with neighbouring sub-regions and regions.
- Advocate collectively on agreed matters.
- Provide thought leadership on key strategic issues relevant to growth management.

The Sub-region at a Glance

The Future Proof sub-region is an area of strong population growth. Future Proof carefully monitors building and subdivision activity, residential development capacity and business land activity to ensure that the sub-region is in a position to respond to any significant changes in the demographics or the market.

The following are some key points to note from the demographic work completed for Future Proof¹:

- By 2063 there will be an additional 188,654 people in the sub-region - a total of around 454,000.
- The Future Proof sub-region is unique in the Waikato region as it is projected to experience growth throughout the projection period.
- The majority of growth occurs prior to 2033
- Population ageing is a significant feature of the projections
- Hamilton City will account for around 60% of the sub-region's population by 2063.
- All categories of households and families are projected to experience positive growth over the next 50 years (76 per cent growth in household numbers)

Strong growth over the next 16 years and then a slowing of growth.

The dominance of the sub-region in a regional context, especially Hamilton City

Strong growth in household numbers due to decreasing household size

The rise of the silver economy – large proportion of the population will be aged 65+

¹ Jackson, N, Cameron, M. and Cochrane, B. (2014), *Review of Demographic, Households and Labour Force Projections for the Future Proof Sub-Region for the Period 2013 - 2063*. Commissioned Report prepared for Future Proof. Hamilton, New Zealand: University of Waikato, National Institute of Demographic and Economic Analysis. Cameron, M. and Cochrane, B. (2016), *2016 Update of Population, Family and Household, and Labour Force Projections for the Waikato Region, 2013 – 2063*. Commissioned Report prepared for Future Proof. Hamilton, New Zealand: University of Waikato.

The Sub-regional Economy

The Future Proof sub-region's economy is diverse but is also dominated by primary industries and related manufacturing sectors, and social business and infrastructure related services. The following are some key points to note in terms of the sub-region's economic performance:

- Hamilton and Waipa achieved the strongest real GDP growth over the last 10 years
- Hamilton has higher estimated real GDP per capita than the national average.
- Waipa and Waikato were the top performers regionally on key employment indicators and experienced relatively high employment growth over 2006-2012.
- Hamilton and Waikato District have estimated productivity levels much higher than the national average.²

On key economic indicators and measures of prosperity, Hamilton, Waipa and Waikato often perform better than the other areas of the Waikato region, due in part to industrial structure and population growth.

The important drivers of growth in the sub-region are:

- Population growth
- Having a large regional economy with strong exporting industries
- Amenities and natural assets
- Connectivity to the Upper North and in particular proximity to Auckland
- Improvements in both hard (eg roads, water and wastewater networks) and soft infrastructure (eg health care, education) infrastructure

The Future Proof Strategy

The Future Proof sub-region is an area of rapid population and development growth. The Waikato region is the 4th largest in New Zealand and is part of the 'golden triangle' that is Auckland, Waikato and the Bay of Plenty. The golden triangle is expected to contain 53% of the nation's population by 2031 and account for over half of New Zealand's total economic activity.

The Future Proof sub-region is the growth hub of the Waikato region. It is projected that the Future Proof sub-region will contain 89% of the entire Waikato region's population growth out to 2031.³

The Future Proof Strategy seeks to provide a consistent knowledge base and vision for its partner councils and other agencies in order to plan for, and sustainably manage growth in an integrated manner. Specifically the Strategy provides a framework for co-operatively managing growth and setting goals for future implementation.

² *Economic Development Issues and Opportunities - A background report to inform the Waikato regional economic development strategy*, October 2013, Martin Jenkins & Beca

³ Demographic projections completed for Future Proof by the National Institute of Demographic and Economic Analysis (University of Waikato), 2015, using data from 2013-2031

This allows the costs and resources required to fund and manage infrastructure such as transport, wastewater, stormwater, recreation and cultural facilities to be identified and provided for.

Vision and Strategy Features

The Future Proof Strategy vision is:

In 30 years the sub-region:

- Has a diverse and vibrant metropolitan centre strongly tied to distinctive, thriving towns and rural communities
- Is the place of choice for those looking for opportunities to live, work, invest and visit
- Is the place where natural environments, landscapes and heritage are protected and a healthy Waikato River is at the heart of the region's identity
- Has productive partnerships within its communities, including tāngata whenua
- Has affordable and sustainable infrastructure
- Has sustainable resource use.

The key features of the Future Proof Strategy are:

- Increased densities in new residential development and more intensive redevelopment of some existing urban areas. This will reduce the need for dependence on cars with more people walking, cycling and using public transport.
- Supporting Hamilton City to be a vibrant and lively place that people want to live, work and play in and enhancing its role as a major New Zealand urban area. The aim is for the Central City to comprise a vibrant and diverse mix of uses.
- Supporting the sub-region's towns to have thriving business centres that provide local employment opportunities relevant to the local needs and aspirations which also includes housing and employment options along with a range of social and recreational activities.
- Green spaces (i.e. wildlife habitats, public open space and farmland) between settlements;
- Protection of versatile and productive farmland by directing rural-residential and residential development and business land closer to towns and villages. This will also assist in reducing reverse sensitivity issues.
- A focus on providing well designed, sustainable and affordable housing and lifestyle choices.
- Protection of future infrastructure corridors.
- Integrated transport and land-use planning.
- Supporting the values, principles, aspirations, role, responsibility and place of tāngata whenua in the subregion.
- Development of key transport corridors.
- Recognition of and support for protection of strategic nationally and regionally important service and businesses.

Guiding Principles

Underlying the Strategy are fundamental principles which apply in respect of the Strategy and its implementation. There are 31 principles, grouped under:

- Effective governance, leadership, integration, implementation and productive partnerships.

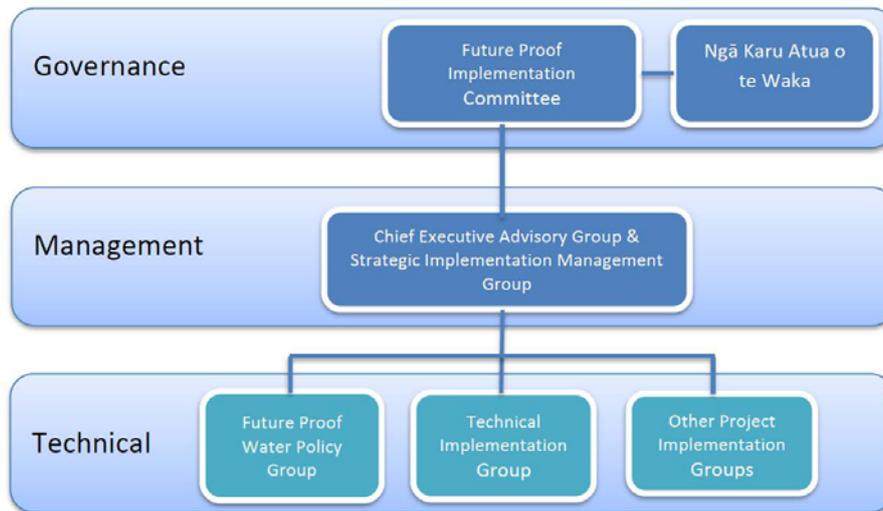
- Diverse and vibrant metropolitan centre linked to thriving town and rural communities and place of choice – live, work, invest and visit.
- Protection of natural environments, landscapes and heritage and healthy Waikato River as heart of region’s identity.
- Affordable and sustainable infrastructure.
- Sustainable resource use.
- Tāngata whenua.

Governance and Management

The diagram below sets out the Future Proof governance, management and technical structure. Future Proof is governed by the Implementation Committee. The Committee receives advice from Ngā Karu Atua o te Waka which is a forum providing key input on matters relevant to tāngata whenua.

The Chief Executives and senior managers from the partner councils and senior advisors from the New Zealand Transport Agency, Waikato-Tainui and Tainui Group Holdings Ltd are responsible for the overall management of the Future Proof project. The Technical Implementation Group works on the implementation tasks from the Future Proof Strategy as well as other relevant matters. Given the importance of water to the sub-region there is also a Water Policy Group. An NPS-UDC implementation group has recently been set up.

Future Proof has an Implementation Advisor and a planner who provide advice to the project, work on implementation and are in the process of completing the Strategy Update.

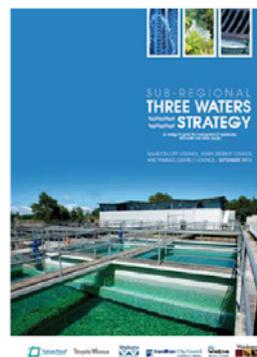


Future Proof Achievements

Since its adoption the Future Proof project has been strongly focused on implementation, particularly anchoring the Settlement Pattern through statutory processes.

A summary of the key achievements for the Future Proof partnership since 2009 are listed below. These achievements have been significant for the sub-region as they have provided certainty around the direction being taken, allowed infrastructure funding for key projects, such as the Waikato Expressway, to go ahead and provided a strong partnership approach to the growth management issues facing the sub-region.

- The Waikato Regional Policy Statement incorporates the Future Proof settlement pattern and key principles, including urban limits
- Reviews and updates of the HCC, Waipa DC and Waikato DC District Plans. All of these documents incorporate key aspects of the Future Proof Strategy.
- Ongoing and fragmented rural residential subdivision is being addressed through the RPS and District Plans, including through the use of minimum lot sizes.
- The Future Proof settlement pattern has been incorporated into the Regional Land Transport Plan and local transport strategies.
- Speaking with one voice on key sub-regional issues.
- Taking a joined up approach to sub-regional growth management which has provided the confidence for funding to be provided for significant projects such as the Waikato Expressway.
- Facilitating a strong partnership between the Future Proof councils, NZTA and tāngata whenua.
- Completion of an Intensification Study and Toolkit.
- Future Proof Business Land Review and Office and Retail Study completed in 2010.
- Ongoing implementation of the Waikato Expressway as the region's highest priority transport project.
- Achieving alignment between the Future Proof Strategy and key documents (eg the Regional Land Transport Plan and Long-Term Plans – including Infrastructure Strategies).
- Completing an Airport and Adjacent Lands Study.
- Completing a Hamilton to Auckland Corridor Study.
- Southern Growth Corridor Heads of Agreement.



- The completion of a Southern Growth Corridor Strategic Land Use and Infrastructure Plan.
- A Three Waters Strategy and Action Plan has been completed and adopted by the Future Proof partners.
- A comprehensive review of demographic, households and labour force projections following the release of Census data.
- A review of water demand to ensure there is enough water to support the settlement pattern out to 2061.
- Anchoring key developments which are part of the Future Proof settlement pattern, e.g. Ruakura.
- Completion of the first Future Proof Monitoring Report.

Future Proof delivers a sub-regional approach to growth management, including land use certainty. Future Proof provides a vehicle for an ongoing partnership approach, a platform for advocacy and enables joined up thinking across the partnership. It is this approach that has enabled the funding of the Waikato Expressway. Funding for the Expressway was contingent on the councils having an agreed strategy in place. This has allowed the government to invest with certainty. Without Future Proof it would be difficult to achieve funding from the NZTA for significant transport projects.

The Future Proof Strategy Update

The need for a Future Proof Strategy Update was confirmed by the Future Proof Implementation Committee (FPIC) in March 2015. Work has been underway since that time on the new Strategy, including demographics, confirming the Strategy principles and framing the implementation actions.

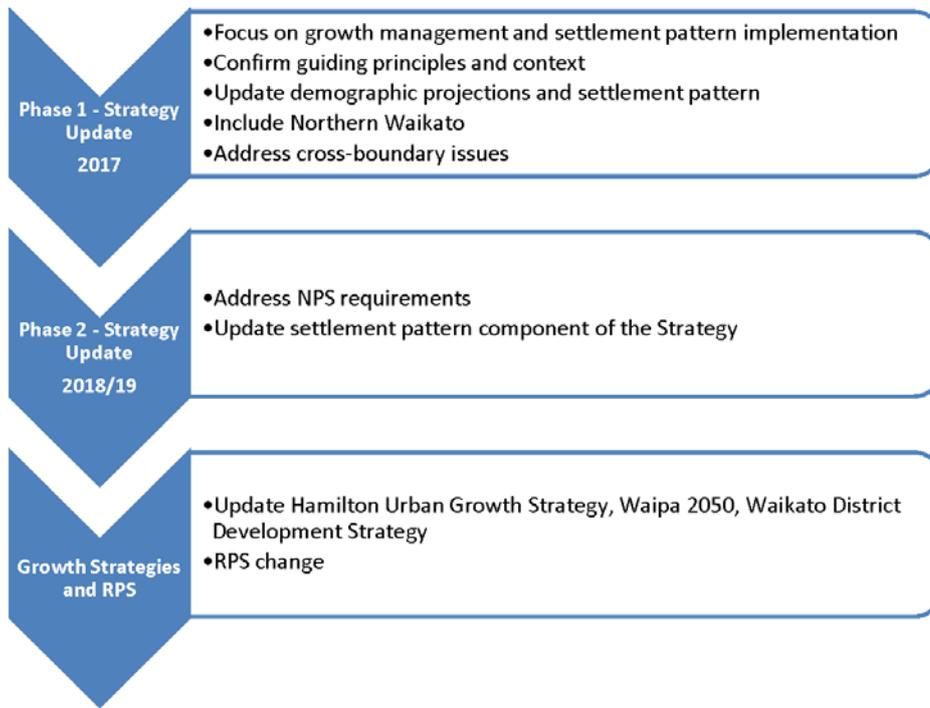
The reasons for undertaking the Strategy Update are as follows:

- A number of implementation projects have now been completed which provide key information for the Strategy Update
- New Census data and demographic projections
- Emerging cross-boundary issues – especially with Auckland
- The need to ensure we are aligned across Future Proof, the RPS, District Plans, the RLTP, LTPs and potentially the Waikato Plan.
- Waikato District boundary adjustment – inclusion of the northern Waikato areas of Pokeno and Tuakau.

During the Strategy update process two other initiatives have occurred which have affected the development of the Future Proof Strategy. The first is the Waikato Plan and determining the relationship between Future Proof and this project. The Waikato Plan is an overarching strategic document for the whole of the Waikato region. It has been decided that the Future Proof Strategy needs to have a more narrowed focus on growth management for the sub-region and leave the wider strategic planning matters to the Waikato Plan.

The second initiative was the introduction of the NPS-UDC. There is significant cross over between the NPS requirements and the update of the Future Proof Strategy, in particular the settlement pattern. In order to factor in the new requirements the Strategy Update will be undertaken in two phases. The first phase will be to confirm what we have worked on to date. The second phase will be to update the settlement pattern component of the Strategy once we have the NPS work completed.

The following diagram illustrates the Strategy Update process. We are currently in Phase One, with a draft of the updated Strategy coming to the FPIC in March. The aim is to consult on the draft Strategy and hold hearings from May to September 2017 with the final document being launched in October 2017.



Key Strategic Issues for 2017 and Beyond

Housing – How do we get the housing we need?

We need to ensure that we get quality housing across the sub-region, in the right places, enough to meet demand, housing that is affordable, promoting a range of housing types and factoring in place-making opportunities. We need to continue working towards achieving a more compact urban form which means we need to encourage good quality, higher density developments.



Cross Boundary Influences – How do we manage and cope with inter-regional pressures?

Increasing pressure is coming on the sub-region in terms of inter-regional pressures such as growth in freight volumes, constraints in the road and rail network, pressures on land use including demand for industrial land. We need to ensure that we have a coordinated approach between regions.

Auckland in particular has an ongoing influence on the Future Proof sub-region. This includes growth displacement from Auckland into the northern Waikato, the strong activity and transport links between Auckland and the Waikato and the impact of shorter travel times between the two regions. The high levels of activity occurring in the northern Waikato and in southern Auckland are illustrated in figure 1 below.



Infrastructure – How do we meet the increasing pressure to provide new and enhanced infrastructure while keeping costs down?

Our challenges include:

- Rapid demographic and economic change (e.g. an ageing population that may have a decreased ability to pay rates).
- Altered local demand and consumption patterns affecting the provision and location of services (e.g. schools, supermarkets, health care, leisure and transport).
- Ensuring timely delivery of infrastructure in order to support the Future Proof settlement pattern and meet residential and business land needs.
- Strong growth in most of the Future Proof sub-region which requires councils to invest heavily in new infrastructure to accommodate growth, while some towns and villages are, or will be, in decline.
- Increasing community and central government expectations.
- Increasing impacts from natural hazards and environmental challenges.
- Planning ahead to meet our future strategic transport needs.



Future Land Use – What will the future urban form of our sub-region look like and where will our urban edge be?

There are several significant factors that will influence urban form and other land uses in the Future Proof sub-region, these include:

- The impact of Auckland as the country's largest city on the northern Waikato (and other parts of the sub-region).
- The effect of key transport routes (e.g. the Waikato Expressway and Southern Links) – these roads can provide a boundary for urban development and they can also encourage development to locate close by.
- Shorter travel times because of improved transport access, in particular the Waikato Expressway, is changing the nature of some urban areas and will continue to do so.
- Land conversions and significant land ownership changes
- Conflict between different land uses, for example demand for rural residential living on productive rural land or close to farms and other rural industry.
- Ensuring there is enough zoned and serviced land, in the right places, to meet demand.

Population Change – What does our future population look like?

We need to think carefully about our future population and how it might affect our long-term planning. We also need to think about the impacts on employment and labour force.

The population will age and there will be a significant increase in the numbers aged 65+. The prime working age population of 15-64 years will shrink over time. A potential offset to this is the relatively youthful populations of Hamilton City and Waikato District. The labour force in the sub-region will continue to grow in the short to medium term but will slow over time. There is likely to be increasing competition within the region and with other regions for young people.

Hamilton is one of the fastest growing cities in the country. The city has a youthful population, with around half of residents under 32 years of age, whereas Waipa District has an older population. The ethnic makeup of the sub-region is likely to undergo significant change over time. Hamilton City and Waikato District have relatively high proportions of Maori and this is likely to continue. The population from European origin will probably decrease over time.

In the medium to long term the demographics of the sub-region will undergo significant change in terms of population age, ethnicity and rates of growth.



Water - How do we manage the increasing and competing demands for quality freshwater in the sub-region?

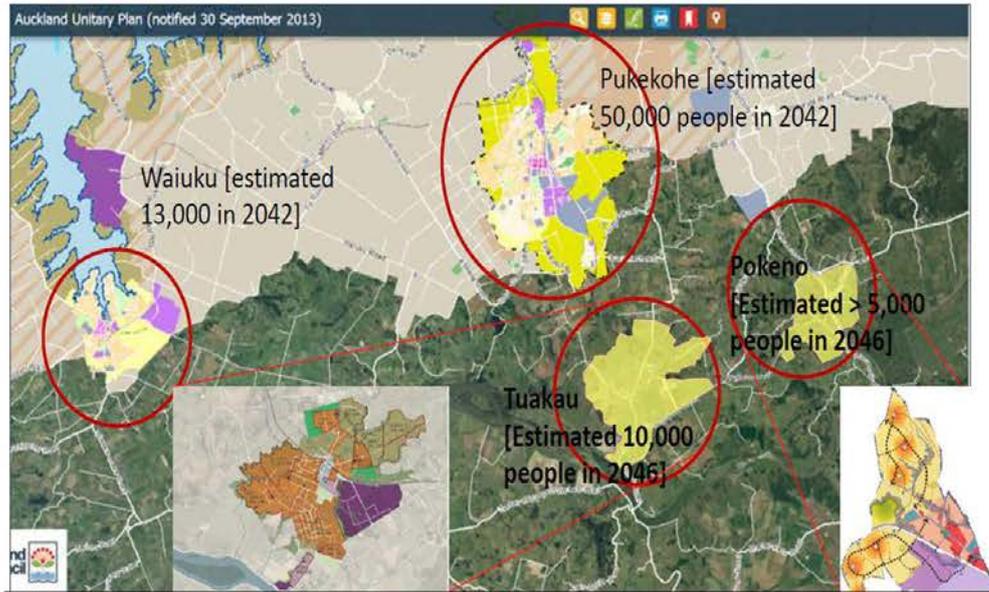
What role does Future Proof need to play in current and up-coming water discussions?

In a number of areas the freshwater resource is nearing full allocation. The demand for surface and groundwater has grown substantially in recent years. We need to ensure that there is enough water and that it is of sufficient quality to support the implementation of the Future Proof settlement pattern.

Degraded water quality, especially for the Waikato River, is an issue for the sub-region. Through the Vision and Strategy for the Waikato River, the Waikato River Authority has identified key issues for the River including its degradation which has compromised iwi in their ability to exercise mana whakahaere or conduct their tikanga and kawa, the impact of human activities along the River and the alteration of natural processes over time. Degraded water quality can impact on metropolitan water supply and it also affects the sub-regional community's ability to enjoy and use rivers and other water bodies.



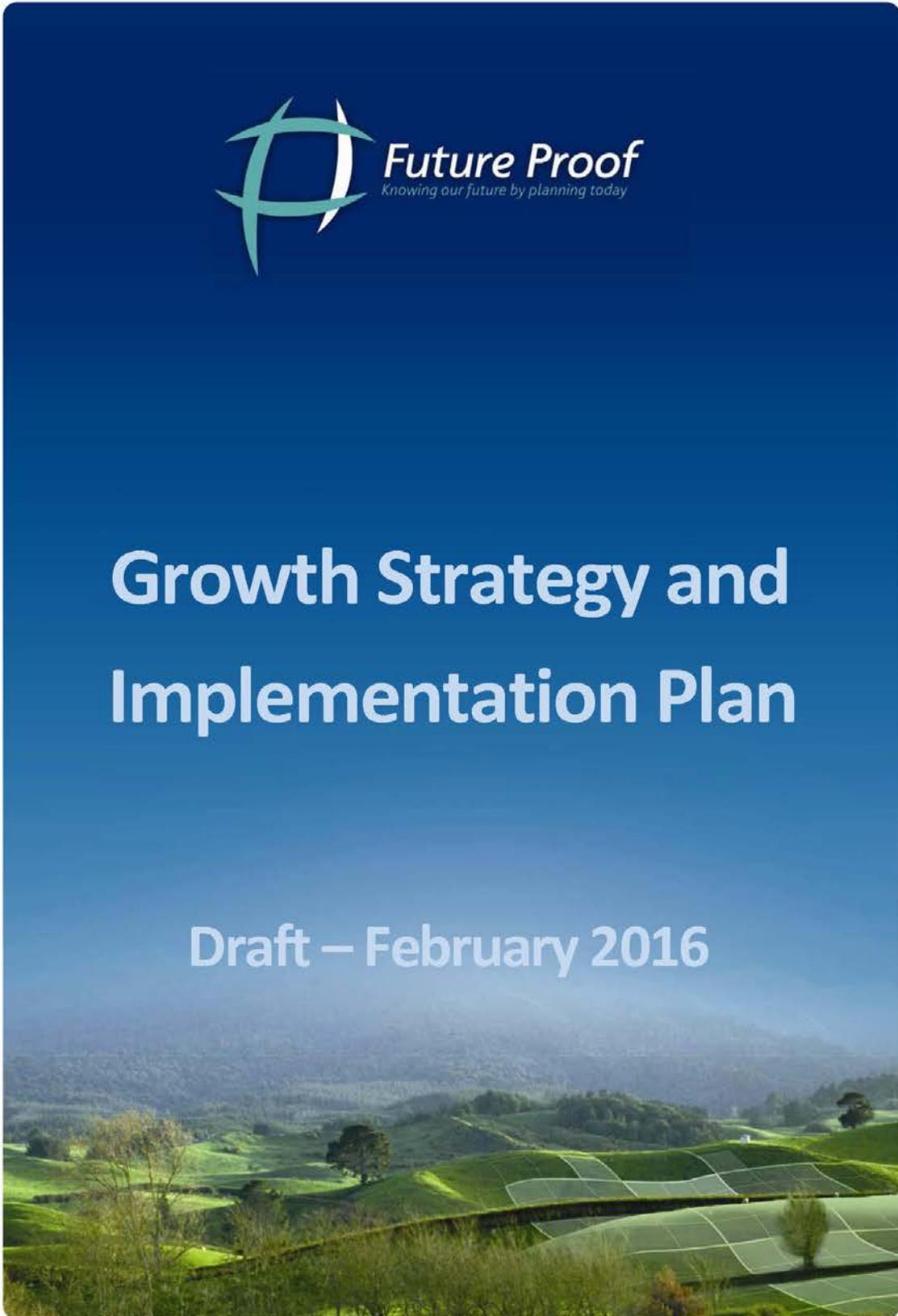
Figure 1: Growth in Southern Auckland and Northern Waikato





Growth Strategy and Implementation Plan

Draft – February 2016



Message: Future Proof Partners

[To be developed]

Bill Wasley

Independent Chair: Future Proof Implementation Committee

Jim Mylchreest

Mayor: Waipa District

Andrew King

Mayor: Hamilton City

Allan Sanson

Mayor: Waikato District

Alan Livingston

Chair: Waikato Regional Council

Rangipipi Bennett

Ngā Karu Atua o te Waka

Maxine Moana-Tuwhangai

Tainui Waka Alliance

DRAFT

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A. Background & Context

1. INTRODUCTION

1.1 What is Future Proof

The Future Proof Growth Strategy is a 30 year growth management and implementation plan specific to the Hamilton, Waipa and Waikato sub-region (Future Proof sub-region). The Strategy provides a framework to manage growth in a collaborative way for the benefit of the Future Proof sub-region both from a community and a physical perspective. This sub-regional approach is needed in order to manage growth in a coordinated manner and to address complex planning issues, especially cross-boundary matters.

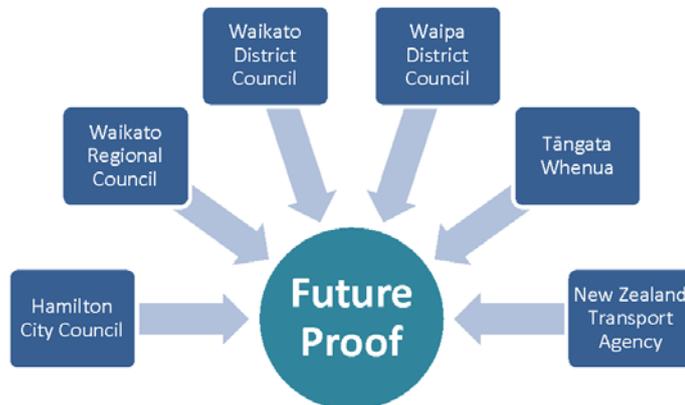
Further information regarding the Future Proof Strategy can be found on the website www.futureproof.org.nz or at local libraries and council offices throughout the sub-region.

A Brief History

Future Proof began its journey in 2007 when the Future Proof partners came together to consider some of the challenging issues associated with growth. The Future Proof partners include the Waikato Regional Council, Hamilton City Council, Waipa District Council, Waikato District Council, tāngata whenua¹, and the New Zealand Transport Agency (Figure 1).

The Future Proof Strategy was adopted by the partners and launched by Prime Minister John Key and Kingi Tuheitia 2009. Since adoption in 2009, Future Proof has been in an implementation phase and a number of Strategy actions have been completed, including embedding the Strategy in relevant statutory documents. In 2015, Future Proof entered an update phase. This document represents Phase 1 of the Strategy Update (see Section 2.2).

Figure 1: Future Proof partners



¹ In the Future Proof strategy 'tāngata whenua' means 'Māori and their whānau, marae, hapū and iwi that whakapapa, or have genealogical connections, back to the land by virtue of first or primary occupation of the land by ancestor(s) through a variety of mechanisms such as maintaining ahi kā roa (long-term occupation) or conquest.'

The Role of Future Proof

The following sets out the role of Future Proof in a local, regional and national context:

- Providing sub-regional leadership on growth management, infrastructure planning and development.
- Setting sub-regional policy and approaches relevant to the Future Proof Strategy and using these to inform key regional documents such as the Waikato Regional Policy Statement (RPS), Waikato Regional Land Transport Plan (RLTP), and the Waikato Plan - the comprehensive 30-year strategy for the Waikato region's growth and development.
- Dealing with cross boundary matters – where there are cross-boundary implications or an issue transcends a local authority's boundary.
- Settlement Pattern implementation.
- Infrastructure/Facilities – where this affects more than one Future Proof partner and transcends boundaries (especially transport).
- High-level planning and achieving Future Proof outcomes.
- Intra and inter-regional matters – where there are impacts beyond the sub-region that need addressing across the partners, e.g., the influence of Auckland.
- Matters of Upper North Island or national importance that impact on the sub-region (eg freight movement).

The Value of Future Proof

The value of Future Proof lies in its partnership approach. Future Proof provides a vehicle for an ongoing partnership approach, a platform for advocacy and enables joined up thinking across the partnership. Future Proof provides a vehicle for the sub-region to:

- Achieve an integrated settlement pattern that aligns with infrastructure and funding.
- Provide certainty about the future growth and development direction of the sub-region.
- Respond to Government initiatives collectively with one sub-regional voice.
- Implement the National Policy Statement on Urban Development Capacity (NPS-UDC). Central Government has recognised the value of Future Proof as a best practice tool for implementing the NPS-UDC.
- Maintain a common evidence base.
- Collaborate on growth management issues.
- Manage cross-boundary issues, especially with Auckland.
- Work together on delivering timely infrastructure, especially transport.
- Establish partnerships with tāngata whenua.
- Advocate collectively on agreed matters.
- Provide thought leadership on key strategic issues relevant to growth management.

The Sub-Region

The sub-region refers to the administrative areas of the territorial authorities of Hamilton City Council, Waipa District Council, and Waikato District Council (Figure 2). The sub-region is an area of rapid population and development growth. With the population of the sub-region projected to increase by 27 to 33 percent over the next 30 years², collective planning and action between government, residents and businesses is critical to its long-term viability. There are complex issues to consider, including future urban and rural land-use, natural and cultural resources, roads and essential infrastructure and cross boundary issues with the sub-region's neighbours, in particular Auckland.

[Figure 2 - insert map of the sub-region]

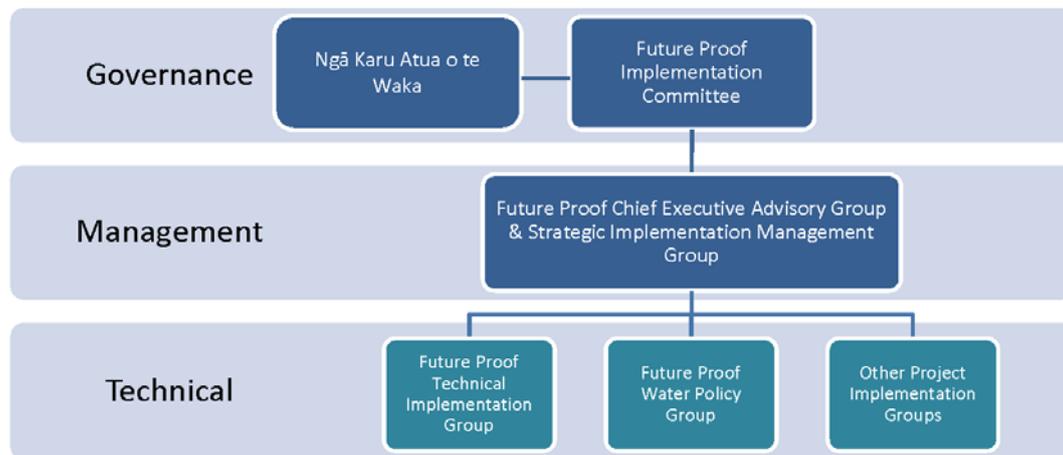
² Low and medium projections, National Institute of Demographic and Economic Analysis, 2016

Future Proof Structure

The Future Proof governance, management and technical structure is illustrated in Figure 3. Future Proof is governed by the Implementation Committee. The Committee receives advice from Ngā Karu Atua o te Waka which is a forum providing key input on matters relevant to tāngata whenua.

The Chief Executives and senior managers from the partner councils and senior advisors from the New Zealand Transport Agency, Waikato-Tainui and Tainui Group Holdings Ltd are responsible for the overall management of the Future Proof project. The Technical Implementation Group works on the implementation tasks from the Future Proof Strategy as well as other relevant matters.

Figure 3: Future Proof governance, management and technical structure



Relationship with Other Regional Strategies and Plans

Future Proof is not a strategy that stands alone; it is a key component of a range of programmes and plans aimed at achieving a more sustainable sub-region over the next 30 years. Future Proof will provide an overall framework for aligning the plans and strategies of organisations that deal with growth along with other local and central government agencies. The potential to achieve much relies on strong and integrated strategies, policies and processes that manage the future growth of the sub-region, together with effective leadership in a collaborative manner.

The Future Proof Strategy takes guidance on wider social, economic, environmental and cultural wellbeing issues from the RPS, Waikato Plan, and Waikato Means Business – the economic development strategy for the Waikato region.

Key Features of the Strategy

- Increased densities in new residential development and more intensive redevelopment of some existing urban areas. This will reduce the need for dependence on cars with more people walking, cycling and using public transport.
- Supporting Hamilton City to be a vibrant and lively place that people want to live, work, play, invest and visit and enhancing its role as a major New Zealand urban area. The aim is for the Central City to comprise a vibrant and diverse mix of uses.
- Supporting the sub-region's towns to have thriving business centres that provide local employment opportunities relevant to the local needs and aspirations which also includes housing and employment options along with a range of social and recreational activities.
- Green spaces including wildlife habitats, public open space and farmland separating settlements.

- Protection of versatile and productive farmland by directing rural-residential and residential development and business land closer to towns and villages. This will also assist in reducing reverse sensitivity issues.
- A focus on providing well designed, sustainable and affordable housing and lifestyle choices.
- Protection of future infrastructure corridors.
- Integrating transport and land-use planning.
- Supporting the values, principles, aspirations, role, responsibility and place of tāngata whenua in the sub-region.
- Development of key transport corridors.
- Recognition of and support for protection of strategic nationally and regionally important services and businesses.

1.2 Vision

The Vision Statement assists in guiding the strategic direction of the Strategy. Its purpose is to provide responses to three crucial questions:

- What sort of community do we want for ourselves and our future generations?
- What things are important to achieving this?
- How will we monitor whether those agreed achievements are being met?

The Future Proof Strategy Vision:

In 30 years the sub-region:

- Has a diverse and vibrant metropolitan centre strongly tied to distinctive, thriving towns and rural communities.
- Is the place of choice for those looking for opportunities to live, work, play, invest and visit
- Is the place where natural environments, landscapes and heritage are protected and a healthy Waikato River is at the heart of the region's identity.
- Has productive partnerships within its communities, including tāngata whenua.
- Has affordable and sustainable infrastructure.
- Has sustainable resource use.

The Tāngata Whenua Vision for the Future Proof Strategy:

- Kia tuku atu ngā karu atua o te waka hei ārahi, hei arataki, hei tiaki.
- To enable guidance, leadership and nurturing. Knowing our future by planning today.

1.3 Guiding Principles

Future Proof is about how the area should develop into the future. Underlying this are fundamental principles which apply in respect of the Strategy and its implementation. The ongoing application of these principles is key to effective implementation and should be used in assessing and measuring proposals against the Strategy and any subsequent changes that are made to it.

Effective Governance, Leadership, Integration, Implementation and Productive Partnerships

- Ensure that collaborative arrangements are in place for effective strategy governance and implementation.
- Ensure that the Strategy is integrated into the partners' and other implementation agencies' policy documents and plans.
- Encourage the partners to be advocates for the Future Proof Strategy to central government and other implementation agencies.
- Monitor the effectiveness of the Strategy's guiding principles so that we better understand the propositions "what has happened" and "what difference did the Future Proof Strategy make".

Diverse and Vibrant Metropolitan Centre linked to Thriving Town and Rural Communities and Place of Choice – Live, Work, Play, Invest and Visit

- Recognise the importance of the Future Proof sub-region within the wider Waikato Region and the upper North Island.
- Maintain and enhance the Hamilton Central City as the primary commercial, civic and social centre of the Future Proof area, with it also becoming an important residential intensification area.
- Ensure the sub-region's towns and villages retain their individual and distinct identities with thriving town centres that support people to "live, work, play, invest and visit".
- Promote increased densities in new residential development and more intensive redevelopment of existing urban areas.
- Encourage development to locate adjacent to existing urban settlements and nodes in both the Waikato and Waipa Districts and that rural-residential development occurs in a sustainable way to ensure it will not compromise the Future Proof settlement pattern or create demand for the provision of urban services.
- Ensure commercial and industrial development is located in selected sub-regional areas and that it is not located where it undermines the areas of influence of the Hamilton Central City, Cambridge, Te Awamutu, Pokeno, Tuakau, Horotiu, Ngaruawahia, Raglan and Huntly.
- Provide housing and lifestyle choice within defined locations, including papakāinga, with greater emphasis on good urban design outcomes. Where possible, respond to government policies on land supply and housing affordability.
- Maintain the separation of urban areas by defined and open space and effective rural zoning.
- Recognise and provide for the growth of urban areas and villages within agreed urban limits.
- Support existing commercial centres, towns and villages within the sub-region so these places remain vibrant and valued.

Protection of Natural Environments, Landscapes and Heritage and Healthy Waikato River as Heart of Region's Identity

- Maintain and enhance the cultural and heritage values of the sub-region.
- Ensure that the settlement pattern generally avoids as far as practicable adverse effects on natural hydrological characteristics and processes, soil stability, water quality and aquatic ecosystems; maintain or enhance landscape values; and, promotes positive indigenous biodiversity outcomes and protects significant indigenous vegetation and significant habitats of indigenous fauna.
- Maintain, enhance and create important ecological areas and corridors for the protection and enhancement of indigenous biodiversity.

- Give effect to the Vision and Strategy for the Waikato River by restoring the health and well-being of the Waikato and Waipa Rivers, including adopting an integrated management approach.

Affordable and Sustainable Infrastructure

- The staging and timing of the settlement pattern will align with the partners' long-term infrastructure strategies and that of any potential waters Council Controlled Organisation (CCO), as well as NZ Transport Agency plans.
- Encourage development in established settlements to support existing infrastructure.
- Protect existing and future infrastructure and transport corridors, including the Waikato Expressway, Southern Links and rail corridors, from development that could constrain or compromise the efficiency of infrastructure and transport corridor operation.
- Ensure development is planned to support efficient transport infrastructure, including public transport provision and reduced dependence on motor vehicles.
- Recognise the need for stronger links between land-use and transport in respect of the settlement pattern and ensure capacity is matched with development potential.
- Ensure large scale community facilities and services are planned on a sub-regional basis to avoid duplication of resources.

Sustainable Resource Use

- Protect versatile and quality farmland for productive purposes through the provision of limited rural lifestyle development around existing towns and villages and encouraging a more compact urban footprint.
- Ensure development is directed away from potential and known hazard areas as well as areas suited to energy generation and transmission, and important mineral resources (including sand and aggregate) and access routes to these resources
- Ensure that planning for the future use of water maintains water quality and promotes efficient use.
- Promote planning for an energy efficient, low carbon emissions, sustainable environment.
- Ensure communities are well informed about sustainability principles and are encouraged to incorporate them into daily life.

Tāngata Whenua

- Ensure that the values, principles, aspirations, roles and responsibilities and the place of tāngata whenua are reflected and incorporated into strategy governance and implementation.
- Recognise the unique relationship that tāngata whenua have with the whenua awa, moana, maunga, taiao katoa: the land, waterways, ocean, mountains, wider environment and other people in the sub- region. This includes, but is not limited to, the practice of kaitiakitanga.

1.4 What Are Our Challenges

The Future Proof sub-region faces a number of significant challenges which we need to be aware of so that we can respond appropriately.

Cross Boundary Influences

The Future Proof sub-region sits at the heart of the golden triangle between Auckland, the Waikato and the Bay of Plenty. While this brings significant benefits, such as strong economic linkages, it also has challenges that need to be managed.

These include coping with the increasing growth in freight, constraints in the road and rail network, pressures on land use, particularly industrial land, and the need for a more coordinated approach between regions.

There is a strong inter-relationship between the Waikato and Auckland. The Future Proof sub-region's geographical position means that Auckland will have an ongoing influence on it. This includes through growth displacement from Auckland into the northern Waikato, the strong activity and transport links between Auckland and the Waikato and the impact of shorter travel times between the two regions. These cross-boundary influences represent both opportunities and challenges. The challenges lie in the growth pressures being placed on the northern Waikato and the implications for infrastructure and funding, the increasing pressure on transport networks between the two regions, the pressure on productive land and other resources.

Water Allocation and Quality

There is increasing and competing demands for freshwater in the sub-region. In a number of areas the freshwater resource is nearing full allocation. The demand for surface and groundwater has grown substantially in recent years. We need to ensure that there is enough water to support the implementation of the Future Proof settlement pattern.

Degraded water quality, especially for the Waikato River, is an issue for the sub-region. Through the Vision and Strategy for the Waikato River, the Waikato River Authority has identified key issues for the River including its degradation which has compromised iwi in their ability to exercise mana whakahaere or conduct their tikanga and kawa, the impact of human activities along the River and the alteration of natural processes over time.

Infrastructure³ Levels of Service and Affordability

Like many other areas throughout New Zealand, the Future Proof partner councils are coming under increasing pressure to provide new and enhanced infrastructure and services while at the same time there are concerns around the sustainability of local government funding and people's ability to pay. The challenges include:

- Rapid demographic and economic change (e.g. an ageing population that may have a decreased ability to pay rates).
- Altered local demand and consumption patterns affecting the provision and location of services (e.g. schools, supermarkets, health care, leisure and transport).
- Strong growth in most of the Future Proof sub-region which requires councils to invest heavily in new infrastructure to accommodate growth, while some towns and villages are, or will be, in decline.
- Increasing community and central government expectations.
- Increasing impacts from natural hazards and environmental challenges.

Future Land Use

There are several significant factors that will influence urban form and other land uses in the Future Proof sub-region, these include:

- The impact of Auckland as the country's largest city on the northern Waikato (and other parts of the sub-region).
- The growing influence of the cities of Hamilton and Auckland which act as two key urban nodes, influencing growth and development within the sub-region.
- The effect of key transport routes (e.g. the Waikato Expressway and Southern Links) – these roads can provide a boundary for urban development and they can also encourage development to locate close by.
- Shorter travel times because of improved transport access, in particular the Waikato Expressway, is changing the nature of some urban areas and will continue to do so.

³ Infrastructure refers to network and community infrastructure and has the meaning set out in Section 197 of the Local Government Act 2002

- Land conversions and significant land ownership changes.
- Conflict between different land uses, for example demand for rural residential living on productive rural land or close to farms and other rural industry.
- Ensuring there is enough zoned and serviced land, in the right places, to meet demand.

Achieving Integrated Planning

Integrated planning is about drawing together land use, infrastructure and funding so that all strands are considered in a cohesive way. A challenge for the Future Proof sub-region is to ensure that integrated planning continues to occur and that we are able to improve on our planning approaches over time. There are a number of integrated planning challenges that face the sub-region including managing ad-hoc or unplanned developments, ensuring development is feasible and affordable (for councils, developers and the community), and implementing the right staging and timing for land use so that it is supported by appropriate infrastructure and funding.

Responding to Change

Long-term growth management is susceptible to changing circumstances. It is important that this Strategy is adaptable when things change significantly. This includes demographic changes, increases or decreases in growth rates, shifts in the market, technological changes, the impact of climate change or natural disasters, fluctuating economic cycles, and instability of the global economy. The challenge for the sub-region is to try and anticipate significant changes as much as possible and to maintain some flexibility in approach so that we can adapt and respond to change.

2. FUTURE PROOF DEVELOPMENT

2.1. Future Proof Strategy 2009

The Future Proof Strategy was developed by the Strategy partners, over a period from 2007 to 2009. The need for the Future Proof Strategy emerged as a result of:

- Community concerns about the lack of collaboration and leadership in the management of growth across the territorial boundaries in the sub-region.
- NZTA concerns about the lack of integrated land use and transport planning in this area.
- An awareness of the need to inform the RPS and RLTP documents.
- An increasing recognition of the Waikato region's role in the upper North Island economy, alongside the Auckland and Bay of Plenty regions.
- Significant growth rates occurring in the sub-region.

Three general scenarios were created during the development of the Strategy. They were Business as Usual, Compact Settlement and Concentrated Settlement. These scenarios attempt to paint a picture of what the future might look like. The scenarios were released for public comment and feedback in October 2008. Feedback from consultation clearly told us that proceeding with a Business as Usual approach is not sustainable. The majority of responses supported either the Compact Settlement or Concentrated Settlement scenario, or a combination of both. As such, a combination of Compact and Concentrated was chosen as the preferred direction and the Strategy was prepared on this basis. More consultation was carried out from March to April 2009, and hearings were held in May 2009. The Strategy was adopted by the partners on 30 June 2009 and launched by Prime Minister John Key and Kiingi Tuheitia on 8 September 2009.

Since its adoption the project has been strongly focused on implementation, particularly anchoring the settlement pattern through statutory processes. A summary of the key achievements for the Future Proof partnership since 2009 is shown below. All of this work provides a sound platform for updating the Future Proof Strategy.

- The Waikato Regional Policy Statement incorporates the Future Proof settlement pattern and key principles, including urban limits. This is important as it provides certainty for the sub-region and means that the Future Proof principles are embedded in a statutory document.
- Reviews and updates of the HCC, Waipa DC and Waikato DC District Plans. All of these documents incorporate key aspects of the Future Proof Strategy.
- Ongoing and fragmented rural residential subdivision is being addressed through the RPS and District Plans, including through the use of minimum lot sizes.
- The Future Proof settlement pattern has been incorporated into the Regional Land Transport Plan and local transport strategies.
- Speaking with one voice on key sub-regional issues.
- Taking a joined up approach to sub-regional growth management which has provided the confidence for funding to be provided for significant projects such as the Waikato Expressway.
- Facilitating a strong partnership between the Future Proof councils, NZTA and tāngata whenua.
- Completion of an Intensification Study and Toolkit.
- Future Proof Business Land Review and Office and Retail Study completed in 2010.
- Ongoing implementation of the Waikato Expressway as the region's highest priority transport project.
- Achieving alignment between the Future Proof Strategy and key documents (eg the Regional Land Transport Plan and Long-Term Plans – including Infrastructure Strategies).
- Completing an Airport and Adjacent Lands Study.
- Completing a Hamilton to Auckland Corridor Study.
- Southern Growth Corridor Heads of Agreement.
- The completion of a Southern Growth Corridor Strategic Land Use and Infrastructure Plan.
- A Three Waters Strategy and Action Plan has been completed and adopted by the Future Proof partners.
- A comprehensive review of demographic, households and labour force projections following the release of Census data.
- A review of water demand to ensure there is enough water to support the settlement pattern out to 2061.
- Anchoring key developments which are part of the Future Proof settlement pattern, e.g., Ruakura.
- Completion of the first Future Proof Monitoring Report.

2.2. Future Proof Strategy Update

Action 8.4.4(4) of the 2009 Strategy sets out that the document should be reviewed in 2011 or at the discretion of the Strategy partners. The partners agreed that 2015 was an opportune time to initiate an update, and this was confirmed by the Future Proof Implementation Committee in March 2015. While the project was still in an implementation phase, a number of key projects had been concluded, various statutory processes had either been completed or were near to being completed, and new Census data had been released.

The objective of the Update was to provide a Strategy document that is current, taking into account the changes since the Strategy was adopted in 2009 including changes to national and sub-regional planning and local government arrangements, inclusion of the Franklin area into the Waikato District, and emerging cross boundary issues especially with Auckland.

Fit for Purpose

The fundamental principle underlying the Strategy Update was to retain the existing Strategy as the baseline, including the preferred settlement pattern scenario. The Future Proof approach has support and has been shown to work, for example:

- Future Proof has been referenced favourably in a number of Government documents which have noted the importance of the partnership approach, e.g., the Productivity Commission's Better Urban Planning Draft Report⁴.

⁴ New Zealand Productivity Commission, 2016. Better Urban Planning Draft Report. Available from www.productivity.govt.nz/inquiry-content/urban-planning

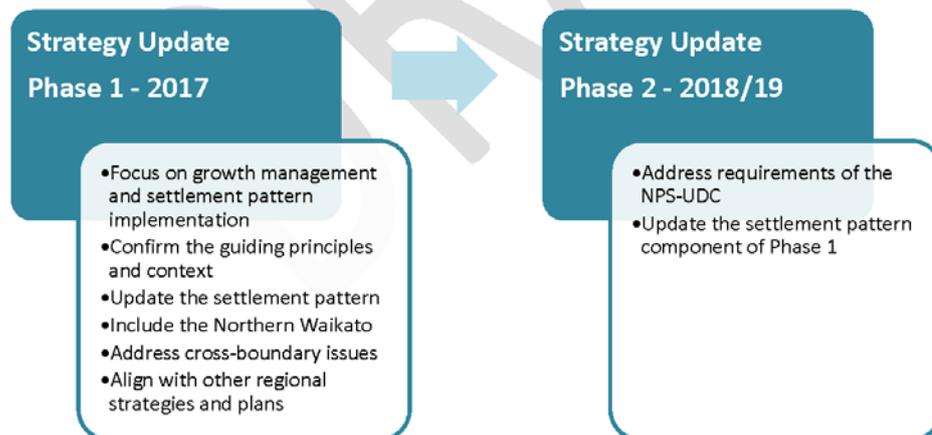
- Central Government has recognised the value of Future Proof as a best practice tool for implementing the NPS-UDC.
- The approach enabled the funding of the Waikato Expressway. Funding for the Expressway was contingent on the Future Proof councils having an agreed strategy in place. This has allowed the Government to invest with certainty.
- The settlement pattern scenario of compact and concentrated has been tested through statutory processes such as the RPS and district plan reviews.
- Recent research by the New Zealand Centre for Sustainable Cities found public support for compact city approaches in Hamilton⁵.
- Growth management and compact urban development have become central tenets of New Zealand urban policy. Other local governments have also introduced growth management strategies that aim to encourage compact urban form and manage the expansion of their cities, e.g., the Auckland Plan, SmartGrowth (the western Bay of Plenty spatial plan) and the Greater Christchurch Urban Development Strategy.
- The Future Proof Monitoring Report⁶ has shown that the partners are meeting or making progress towards the Future Proof approaches.

Two Phased Approach

During the Strategy Update process two other initiatives emerged, which affected the development of the Update. The first is the Waikato Plan. The Waikato Plan is an overarching strategic document for the whole of the Waikato region. It was decided to narrow the focus of the Strategy Update to one of growth management and settlement pattern implementation, and leave the wider strategic planning matters to the Waikato Plan.

The second initiative is the introduction of the NPS-UDC. The NPS-UDC provides national direction to local government on making provision for urban development. There is significant cross over between the NPS-UDC requirements and the Future Proof Strategy, in particular the settlement pattern. In order to factor in the new requirements, the partners decided to update the Strategy in two phases. This document represents Phase 1 of the Update. Figure 4 illustrates the Strategy Update process.

Figure 4: Future Proof Strategy Update process



⁵ Early L, Howden-Chapman P, Russell M eds. *Drivers of Urban Change*, Ebook Steele Roberts, Wellington, 2015.

⁶ Future Proof, 2015. Future Proof Monitoring Report. Available from <http://www.futureproof.org.nz/file/future-proof-monitoring-report-april-2015-final.pdf>

Phase 1 – Updates to the Settlement Pattern

The settlement pattern has been updated to reflect changes since 2009, in particular the Auckland – Waikato Boundary adjustments in 2010, which brought the areas of Pokeno and Tuakau into the Waikato District and the Waikato Region.

The update to the settlement pattern has addressed the following:

- Inclusion of the northern Waikato areas of Pokeno and Tuakau, which became part of the Waikato District following the boundary adjustment in 2010.
- A continuation of the existing Future Proof Strategy approach of managing and restraining ongoing rural-residential subdivision pressures adjacent to major settlements, particularly around Hamilton.
- The timing and scale of future urban growth, particularly in the northern Waikato.
- The growth cells identified in the Strategic Agreement (2005) between Hamilton City Council and Waikato District as identified as R2 and HT1.
- An adjustment of the future land use demand and residential allocations arising from the 2013 Census, and the 2015 Future Proof Monitoring Report.
- Consideration of the implications of the future Southern Links project and the Waikato Expressway on urban form and the timing of urban growth.

2.3. Strategy Implementation Mechanisms

Legislative Mechanisms

Future Proof's operational and implementation processes have been designed to be consistent with the three major planning statutes relevant to Local Government. This will support the partner Councils in achieving compliance obligations during implementation. The three statutes are:

- Resource Management Act 1991: the Act is concerned with the sustainable management of natural and physical resources. The amendments to the Act in 2005 strengthened the role of regional councils in managing growth, and the function of regional councils now includes the strategic integration of infrastructure with land-use.

The proposed amendments in 2017 may require that regional policy statements and district plans provide sufficient development capacity for residential and business land to meet expected long term demands in accordance with the NPS-UDC. The Act provides key implementation tools which are important to Future Proof e.g. the NPS-UDC, regional policy statements, regional plans, and district plans.

- Local Government Act 2002: the Act sets out the purpose of local government, which, as a result of the 2012 amendments, emphasises local decision making on behalf of communities, meeting the current and future needs of communities for good quality local infrastructure, local public services and performance of regulatory functions in a way that is most cost effective for households and businesses. The Act also identifies key principles and provides for important implementation tools such as long-term plans, development contributions policies, annual plans and reports, triennial agreements and the authority to establish joint governance committees. It also outlines consultation and decision making processes which were used for the Strategy Update.
- Land Transport Management Act 2003: the Act governs the way the New Zealand land transport system is developed, managed and funded. The purpose of the Act is to contribute to the aim of achieving an affordable, integrated, safe, responsive, and sustainable land transport system. The Act also provides important implementation tools such as the Government Policy Statement on land transport funding, the national land transport programme and regional land transport plans, and tolling.

Other significant legislation and documents that the Future Proof Strategy is consistent with includes:

- Waikato-Tainui Raupatu Claims (Waikato River) Settlement Act 2010: the overarching purpose of the settlement between Waikato-Tainui and the Crown is to restore and protect the health and wellbeing of the Waikato River for future generations. The Act recognizes the Vision and Strategy for the Waikato River.

- Vision and Strategy for the Waikato River: the purpose of the Vision and Strategy is to restore and protect the health and wellbeing of the Waikato River. The Vision and Strategy is consistent with the overarching purpose of the settlement between Waikato-Tainui and the Crown. The Vision and Strategy incorporates the objectives provided by Waikato-Tainui as set out in the Agreement in Principle, and other objectives that reflect the interests of Waikato River iwi, and of all New Zealanders.

Implementation Mechanisms

A range of mechanisms have been utilised to implement the Future Proof Strategy. These include tools underpinned by legislation, non-statutory agreements and local and central government initiatives.

The Future Proof Strategy has been and will continue to be implemented through:

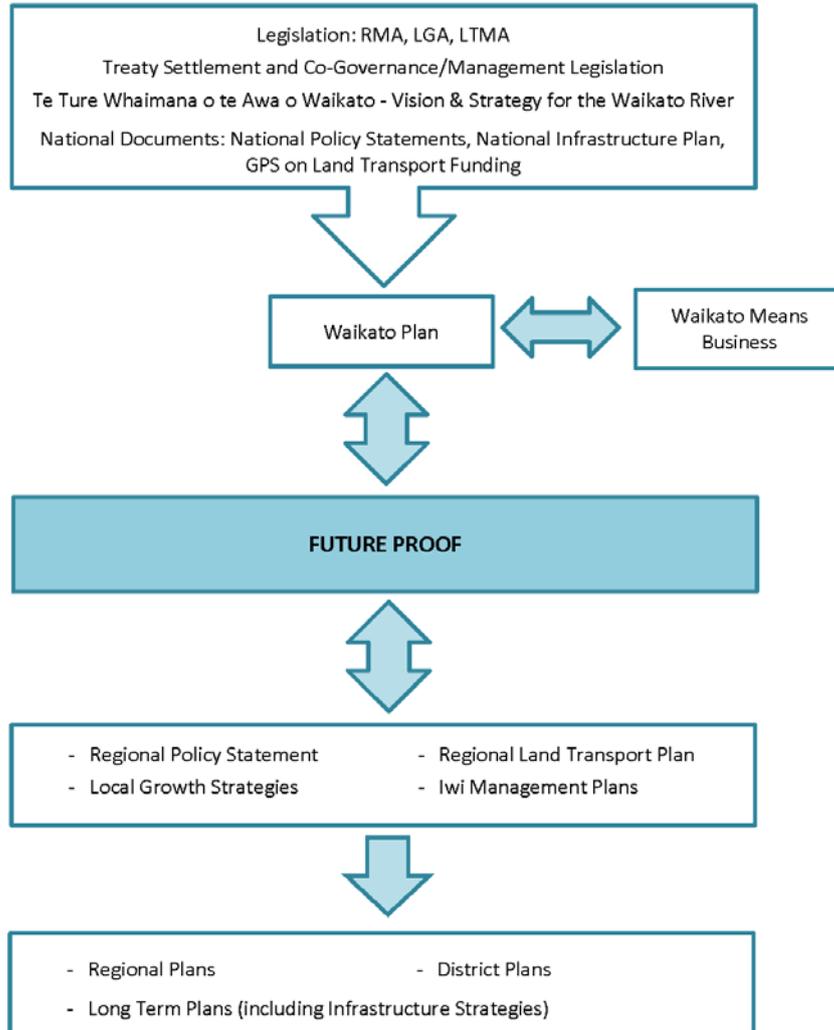
- Waikato Regional Policy Statement
- Waikato Regional Land Transport Plan
- New Zealand Transport Agency's programmes, plans and business cases (e.g., the National Land Transport Programme and the Waikato Expressway Network Plan)
- Partner council's growth strategies, district plans, policies and bylaws
- Long Term Plans
- Tāngata whenua plans and strategies
- Other partner plans and strategies.

Where possible and appropriate, the Future Proof partners will also make use of any new implementation mechanisms, such as special housing areas and urban development authorities.

Implementation is an ongoing process that will continue to be addressed as part of the partner's own programmes, plans and strategies. It will also be important for the Strategy partners to continue to engage and involve government and non-government agencies, the private sector, and the wider community. Future Proof's success will be determined by the long-term, formal commitment to collaboration between the key agencies and authorities.

Figure 5 below illustrates the relationship between Future Proof, national legislation and documents and other regional and district documents.

Figure 5: Relationship between the Future Proof Strategy and key documents



3. CONTEXT

3.1. Global Influences

Long-term planning for the sub-region is influenced by global context and needs to take these factors into account. Such influences include:

- Continuing globalization – economies and societies around the world are more interconnected than ever before and there is increasing population diversity.
- Urbanisation - the world is continuing to urbanise and today more people live in urban areas than in rural areas. Economic growth, employment, trends in household characteristics and transport options all contribute to the growth of urban areas.
- Accelerating technological change – increase in the scope, scale and economic impact of technological change including the Internet, processing power, connectivity and access to information.
- Ageing populations – globally the human population is getting older and for the first time it could mean that there is a plateau in population growth.
- Natural capital -, declining biodiversity and pollution have created a growing awareness of the cumulative global impacts of development and the importance of our natural assets.
- Natural risks – climate change and associated alterations to weather patterns, increased scarcity of certain natural resources such as energy, minerals, freshwater, fisheries and land for primary production and natural amenities.

3.2. New Zealand Context

National Context

As at 30 June 2016, New Zealand's population was estimated to be around 4.7 million. New Zealand's population is projected to grow to 5.5 million in 2038 and 6.2 million in 2068. Over the last 50 years there has been rapid population growth; however Statistics New Zealand has indicated that this is unlikely to be a feature of the next 50 years. Population growth will slow as the population continues to age, and as the gap between the number of births and deaths narrows. Beyond 2020, an annual population growth of less than 1 percent can be expected⁷.

Key features of New Zealand's population are:

- There is an increasing proportion of people in the 65 years and over age group.
- The Māori population is growing at a faster pace than the total New Zealand population.
- Most New Zealanders now live in urban areas.
- The population is becoming more ethnically diverse.

Emerging issues for New Zealand that relate to growth management include:

- Lifestyle migration.
- Changing population structure, in particular an ageing population.
- Housing quality and affordability.
- Water allocation and quality.
- Rising infrastructure and service costs.

⁷ Statistics New Zealand website, http://www.stats.govt.nz/browse_for_stats/population/estimates_and_projections/projections-overview/nat-pop-proj.aspx, updated 19 February 2016

- Reconciling the needs of the current population with the needs of future generations.
- Matters of urban design and placemaking
- Recognising the needs of a more urbanised population
- Growing the economy
- Pressure on resources
- Increasing disparity of wealth

The state of the global economy is also an issue for New Zealand. Development at home is influenced by the world economy. The global economy is cyclic and therefore it is important that the Future Proof Strategy takes a long-term view and continues to plan ahead for future land-use with ongoing monitoring and reviews.

Central government strategies, plans and policies relevant to Future Proof include:

- Safer Journeys (2010)
- New Zealand Energy Strategy (2011)
- National Energy Efficiency and Conservation Strategy (2011)
- Connecting New Zealand (2011)
- Tourism 2025 (2014)
- New Zealand Infrastructure Plan 2015
- Government ICT Strategy (2015)
- Government Policy Statement on Land Transport Funding (2015)
- National Land Transport Plan 2015
- National Policy Statements (Urban Development Capacity, Freshwater Management, Renewable Electricity Generation, Electricity Transmission) and the New Zealand Coastal Policy Statement
- The Business Growth Agenda
- The Crown-Māori Economic Growth Partnership (2012)

Building a more competitive and productive economy for New Zealand is one of the key priorities for the current Government. The Business Growth Agenda drives this through a programme of work that aims to deliver more jobs, higher incomes and higher living standards. The Business Growth Agenda is focused on six key areas - exports, investment, innovation, skills, natural resources and infrastructure. It also captures three important cross-cutting themes - Māori economic development, sectors and regions, and regulation.

The Regional Growth programme is also part of the Business Growth Agenda. This programme works with local communities to develop and implement economic growth Action Plans, including in the Waikato.

Regional Context

The Waikato region has 9.6 percent of New Zealand's population and is ranked fourth in population size after the Auckland, Canterbury and Wellington regions. In 2016, approximately 449,000 people lived in the Waikato region. Around 53 percent of residents are under 40 years of age⁸.

The Waikato region is a medium-sized economy with a strong primary production and agri-manufacturing focus. It is noted for its dairy, meat and forestry activities in the primary sector and its agri-based technology and manufacturing sectors. As well as being recognised as an agricultural powerhouse and a key contributor to New Zealand's dairy industry, the Waikato also has strengths in manufacturing, is supported by strong science and research capabilities and a thriving professional services sector.

⁸ Statistics New Zealand, Subnational population estimates, 2016

The Waikato is a nationally significant juncture for freight and transport and has good connections to large and growing populations in Auckland and Tauranga. The Waikato has the highest per capita central government capital investment in transport and communications, a good quality road transport network, two of the busiest rail lines in New Zealand, Hamilton Airport (and many smaller airports in the region) and the fourth largest contracted public transport service in New Zealand.

The Waikato region contains important natural resources:

- The longest river in New Zealand (the Waikato River)
- The largest lake (Lake Taupo)
- Internationally significant wetlands
- The country's most important geothermal systems
- Extensive native and exotic forests
- Tongariro National Park

Indigenous Community/ Tāngata Whenua Community/ Tāngata Whenua

Te Tiriti o Waitangi obligations between the Crown and hapū, continue to guide the manner in which tāngata whenua, regional and district councils, and other government agencies exercise their roles and responsibilities. The principal iwi groups in the sub-region are Waikato, Maniapoto, Raukawa and Hauraki. Within these iwi groups there are numerous hapū (sub-tribes).

Since 2010 there has been significant change in the Waikato region in the governance arrangements between local government and Iwi. There have also been a number of Treaty of Waitangi negotiations settled or underway with the Crown. There are still claims not yet settled and some that have not been lodged. It is acknowledged that the settlement process and redress is ongoing.

The following pieces of legislation give effect to various deeds of settlement and co-management and are relevant to the Future Proof sub-region and the development and implementation of the Future Proof Strategy:

- Waikato Raupatu Claims Settlement Act 1995
- Waikato-Tainui Raupatu Claims (Waikato River) Settlement Act 2010
- Ngāti Tuwharetoa, Raukawa, Te Arawa River Iwi Waikato River Act 2010
- Ngā Wai o Maniapoto (Waipa River) Act 2012
- Raukawa Claims Settlement Act 2014
- Ngāti Korokī Kahukura Claims Settlement Act 2014
- Ngāti Hauā Claims Settlement Act 2014

There will also be more settlements to come in the future.

The Waikato and Waipā River settlement and co-management legislation have been a significant milestone for the Waikato region creating a number of co-governance and co-management agreements with iwi in the Waikato and in the Future Proof sub-region. This legislation has resulted in the establishment of a co-governance group - the Waikato River Authority – which is custodian for Te Ture Whaimana o te Awa o Waikato – the Vision and Strategy for the Waikato River. The Vision and Strategy is the primary direction-setting document for the Waikato River and activities within its catchment affecting the River. Co-governance and co-management arrangements are likely to increase in the future reflecting the importance of iwi and local / central government working together in consensus decision-making.

The outcomes from the Crown's settlement of grievances from its breaches of Te Tiriti, coupled with ongoing capability and capacity building initiatives at individual, whānau, marae, hapū, and iwi level, have and will continue to influence the role and participation of tāngata whenua in the successful implementation of Future Proof.

Tāngata whenua economic participation and investment offers significant potential in the Future Proof sub-region and the wider region. Tāngata whenua are active investors in the region contributing \$1.4 billion to the Waikato economy with an asset base of \$6.2 billion⁹. Tāngata whenua assets in the Waikato are expected to grow as a result of further Treaty settlements and Waikato-Tainui receiving additional redress.

Tāngata whenua are striving to establish very clear leadership, strategies and influence to grow their people. Tāngata whenua are playing and will continue to play a key role in the sub-region's environmental management, social and economic development, and cultural well-being.

Sub-Regional Context

The Future Proof sub-region encompasses the territorial authorities of Waikato District, Hamilton City, and Waipa District and covers an area of approximately 475,000 hectares.

Hamilton City is the largest population centre in the sub-region, along with the townships of Pokeno, Tuakau, Te Kauwhata, Huntly, Ngaruawahia, Raglan, Cambridge and Te Awamutu. There are also a number of villages throughout the sub-region. The sub-region has a population of around 284,000 people, equating to 6 percent of New Zealand's population¹⁰. The sub-region encompasses some of the richest agricultural and pastoral areas in the world.

Hamilton is the country's largest inland city, and fourth largest urban area, with a population of around 161,000 people. It has 3.4% of our total population and is one of the fastest growing cities in the country. The city has a youthful population, with around 60 percent of residents under 40 years of age⁷. Hamilton is home to a world class centre of agricultural biotech excellence and to many of New Zealand's science research facilities as well as being a leading area for high-tech innovative manufacturing and engineering industries.

The Waikato district has a population of around 71,000 people living in predominantly a rural setting. It encompasses a large and diverse geographical, from Raglan on the west coast to inland farming areas. Around 52 percent of residents are under 40 years of age⁷. Pastoral farming is the largest single land-use in the district. The dairy industry is the most economically significant industry in the district, with forestry and dry stock also featuring strongly.

Waipa district has a population of around 52,000 fairly evenly mixed between urban and rural, with the main urban populations centred in the towns of Te Awamutu, Cambridge, Pīrongia and Kihikihi. Around 49 percent of residents are under 40 years of age⁷. Because of the high proportion of elite soils, the district has a rich agricultural base that is dominated by dairy farming, but also features sheep, beef, horse studs, deer farming and fruit production.

3.3. Growth Management Assumptions, Drivers and Influences

Assumptions

The assumptions that underpin the Future Proof Strategy provide context for what we wish to achieve in the sub-region, and in many instances provide a context and basis for implementation. Many of these assumptions do not underpin any specific actions within this Strategy, but instead are achieved by other mechanisms such as the RPS, local District Plans or the emerging Waikato Plan, however, it is useful to have such assumptions collated to provide an overall 'vision' and forward projection about the sub-region.

- The Strategy takes account of all population, household and labour force change.

⁹ Business and Economic Research Ltd., 2014

¹⁰ Statistics New Zealand, Subnational population estimates, 2106

- Housing and lifestyle choices are available.
- Health and well being of the Waikato and Waipa Rivers are restored.
- Local communities are supported by their town centres.
- The urban form needs to be sufficiently resilient and flexible to accommodate changes in energy forms and availability. This Strategy will continue to be strongly influenced by Central Government energy and transport policy as it develops.
- Hamilton enhances its role as a major New Zealand urban area while the towns in the sub-region will retain their individual identities as distinct towns.
- The amount and influence of freight movements, logistics, distribution and associated land uses, within the sub-region are expected to grow over time. Freight volumes are expected to increase by 59% by 2042, and nationally, 64% of goods by value move through the Upper North Island Ports.
- The high level committed investment in transport and communications will be on-going until 2020.
- National and regional infrastructure assets, including road and rail transport corridors, hospitals, prisons, academic institutions, waste management facilities, electricity transmission networks, telecommunication, gas and petroleum pipelines have been recognised and protected.
- Growth will be managed and not inhibited within a framework that takes a spatial approach to future settlements rather than relying solely on local authority boundaries.
- The Future Proof sub-regional population is growing. It is projected that by 2045 there will be an additional 99,000 to 133,000 people – a total of between 371,000 and 411,000¹¹. Some smaller communities may, however, decline.
- The Hamilton airport will continue to be seen as regionally significant infrastructure. An aim should be to protect it from reverse sensitivity impacts while recognising the need to maintain a viable airport.
- Future urban growth will be located within urban limits which reflect at least ten years of residential and business land supply.
- The staging and timing of the settlement pattern will align with the partners' long-term infrastructure strategies and that of any potential waters CCO as well as NZ Transport Agency plans.
- That there is sufficient water to deliver the settlement pattern out to 2045, including anticipating changes that may arise from the Healthy Rivers Plan Change and any wider regional plan review.
- Where possible opportunities to align with the Waikato Plan will be taken. Future Proof will take strategic direction from the Waikato Plan on social, economic, cultural and environmental well-being.
- The outcomes defined in the Waikato-Tainui Rapatu Claims (Waikato River) Settlement Act 2010 are respected and given effect to¹².

Growth Management Drivers and Influences

There are a number of growth drivers and influences that impact on the Future Proof sub-region. A number of these are particular to the sub-region while others are also common nationally and internationally. Successful growth management relies on the early identification and careful monitoring of the key growth drivers and influences. Taking this approach helps avoid "surprises" in the future.

- The sub-region is adjacent to Auckland, New Zealand's largest city – this will continue to have an influence on growth in the sub-region. This includes cross-boundary settlement / infrastructure alignment between south Auckland and north Waikato especially.

¹¹ Low and medium projections, National Institute of Demographic and Economic Analysis, 2016

¹² The Vision and Strategy for the Waikato River prepared under the Act is deemed to be a part of the RPS. It relates to the health and wellbeing of the Waikato River and its catchment, as well as the recognition and avoidance of adverse cumulative effects on the River and its catchment

- The longer term role and scale of Pokeno and Tuakau.
- Long-term development aspirations for Meremere and Hampton Downs.
- The need to recognise that the northern part of the Waikato is a separate labour market to the areas south while noting there are linkages between those who live in the north and work in the south.
- Hamilton City provides employment for a significant labour market and over recent times (and in forward projections) has experienced strong residential growth.
- The growth in freight and logistics nationally provides a real opportunity for the sub-region to capitalise on its central location, established transport network, and population base.
- The existing and future opportunities that exist in Huntly for affordable housing with established community facilities and significant sub-regional employment
- Acknowledging the possibility of some heavy industry displacement from Auckland.
- Improved technology, particularly Ultra Fast Broadband, means that people can be more mobile and can choose to live wherever they like.
- The sub-region is home to an increasing number of events, including high performance sport, for example Hampton Downs and Karapiro, which attract people to the area.
- The sub-region has land available and the capacity to accommodate growth. Land is also more affordable than in Auckland.
- The sub-regional economy is strong through its natural resources and its productive rural sector.
- The Future Proof sub-region sits at the heart of the growth and economic triangle of Auckland, the Waikato and the Bay of Plenty.
- Hamilton and parts of the Waikato District have a youthful population.
- Sufficient water to deliver the Future Proof settlement pattern out to 2045, including anticipating changes that may arise from the Healthy Rivers Plan Change and any wider regional plan review.
- Significant social infrastructure - tertiary education through the University of Waikato and Wintec, sports stadiums, arts and culture facilities and the Waikato Hospital based in Hamilton.
- Ongoing improvements in transport – travel times are now shorter between Auckland and Cambridge because of the Waikato Expressway. The influence of the completed Waikato Expressway and Southern Links on the settlement pattern. The possible extension of SH1 to the SH29 junction will further reduce travel times. Proposed improvements to SH3 will reduce travel times between Taranaki and the Waikato.
- The natural capital of the Waikato through amenities such as the Waikato River, rural countryside and the coast.
- The inter-connected nature of the urban and rural economies in the Waikato and the importance of viable rural service centres.

These are forces that need to be understood and their influence on growth and development monitored carefully. If monitoring shows that the impact of any of these factors, or any others that may not have been anticipated, are significant then it will be taken into account and addressed in any Strategy review.

B. Settlement Pattern

4. Introduction

The settlement pattern is the cornerstone of the Future Proof Strategy. It provides the blueprint for growth and development which identifies the existing and future location of residential and business land and considers the mix of land-use, transportation and other infrastructure in an integrated manner.

The settlement pattern as set out in the 2009 Strategy forms the basis for the settlement pattern in this document. This includes the preferred settlement pattern scenario of achieving a more compact and concentrated urban form over time (as described in Section 2.1). The settlement pattern is defined out to 2045.

Figures 5 and 6 illustrate the settlement pattern for the Future Proof sub-region.

5. Elements of the Settlement Pattern

5.1. Key Assumptions and Findings

- The population of the Future Proof sub-region is projected to reach between 371,000 and 411,000 by 2045¹³.
- The Strategy provides for an additional, 99,000 to 137,000 people in sub-region from 2016 to 2045¹².
- The number of households in the sub-region is projected to reach between 154,000 and 170,000 by 2045¹².
- The population is ageing.
- Increased residential densities are an essential part of managing urban development.
- An adequate supply of zoned land will be maintained.
- Commercial demand will increase with population growth.
- Industrial land is provided for in accordance with the RPS.
- Rototuna, Rotokauri Stage 1, Peacocke Stage 1 and Ruakura will be the current residential greenfield growth cells for Hamilton City. Priority will be given to Peacocke Stage 2 ahead of Rotokauri Stage 2 as the next residential growth cell.
- Ruakura will be developed as an inland port, and employment precinct, leveraging off AgResearch and the University campuses.
- Horotiu will become an inland freight hub.
- Higher greenfield residential densities occur.
- Rural-residential sub-division is controlled.
- Growth emphasis is on Hamilton City and the main sub-regional towns.
- The Waikato Expressway and Southern Links and key arterial routes will be completed.
- There is increased public transport, park and ride, walking and cycling in urban areas.

5.2. Strategic Direction for the Settlement Pattern

There is a clear strategic direction to ensure that a greater percentage of growth over time is located in existing areas of Hamilton City and the existing towns in both districts.

¹³ Low and medium projections, National Institute of Demographic and Economic Analysis, 2016

Therefore the below targets are to be achieved over the planning period for the Strategy:

- For Hamilton City, approximately 50% of growth will be through regeneration of existing parts of the city. This will focus in and around key nodes including the Central City, transport hubs, centres, and areas of high public amenity such as parks and the river.
- For the Waikato District, approximately 80% of growth will be in the identified areas of Te Kauwhata, Huntly, Pokeno, Tuakau, Ngaruawahia, Raglan and various rural villages.
- For Waipa District, approximately 80% of growth will be within urban areas: 45% in Cambridge, 35% in Te Awamutu/Kihikihi, 10% in rural villages and 10% in the rural environment.

5.3. Urban and Village Limits

Urban Limits

One of the aims of the Future Proof Strategy is to have defined urban areas. The purpose of urban limits is to limit urban sprawl by encouraging a more compact urban form and to ensure there is sufficient land and development supply for the 30 year period of the Strategy. This allows for more cost effective and efficient servicing and provides a clear break between urban settlements. The expectation is that land developed within an urban limit will be urban in nature, comprising a concentration of residential, commercial and/or industrial activities.

Urban limits have been established around Hamilton City and the major townships in the sub-region. These are shown on Map 6-2 in the RPS and Map 1 of this Strategy ('RPS urban limits').

New (indicative) urban limits have been proposed for the major townships in the Waikato District. The 'indicative urban limits' are shown on Map 1.

Indicative Village Limits

Indicative village limits have been proposed for the villages on the Hamilton City periphery, including Taupiri, Gordonton, Whatawhata, Te Kowhai, Matangi, Tamahere and Horotiu. These are shown on Map 1 ('indicative village limits'). The expectation is that land within an indicative village limit may be developed to a rural-residential density only (excluding Taupiri and Horotiu where some reticulation is provided for), with a single commercial centre providing for the daily convenience needs of residents in the immediate area.

5.4. Growth Management Areas

The settlement pattern is made up of key growth management areas that have been identified within Hamilton City, Waipa District and Waikato District. The key features of the settlement pattern for each growth management area are as follows:

Hamilton City

- The Hamilton Central City as the main commercial, arts, and social heart for the sub-region
- Increased residential population in the city with a broad range of services and facilities
- Strong neighbourhood centres in new suburban areas
- Well connected to public transport routes
- Well planned open space with good walking and cycling links
- Intensified residential development focuses around key nodes, including the Central City, transport hubs, town/suburban centres and areas of high public amenity such as parks and the river
- Transport routes to support new areas

- Greenfield growth for residential and employment purposes, within in the identified growth cells of Peacockes, Rotokauri, Rototuna and Ruakura is managed and staged as demand and costs allow.
- Ruakura will develop into a significant new employment area based around the development of a regional logistics hub.
- Ruakura, the University of Waikato, the AgResearch Campus and the Waikato Innovation Park will continue to create opportunities for the on-going development of research, learning and innovation.

Cambridge

- Develops as a commercial centre to provide for more employment for the local population
- Intensification of the central business area supported by a mix of residential and business uses
- Consolidates its position as the centre of excellence for high performance sport in New Zealand
- Consolidation of the equine industry which becomes a centre of excellence
- Better public transport and improved opportunities for walking and cycling
- Development within existing town boundaries to encourage infill
- Provision of a range of housing choices including increased densities
- Regeneration of existing areas without compromising the character of Cambridge
- Hautapu as a large industrial area servicing the town and vice versa
- New commercial areas to support local demand

Te Awamutu and Kihikihi

- Towns will continue to grow while retaining their own character
- Consolidation of the Equine Events Centre which becomes a high performance centre
- Has a focus on its considerable pre and early European cultural heritage
- Service centre for the surrounding rural area and is a major agribusiness hub
- Better public transport and improved opportunities for walking and cycling
- Increased densities within the existing town boundaries including a range of housing choices and densities
- Residential infill development in Kihikihi
- Provision of industrial land at Bond and Paterangi Roads

Pokeno

- Rapidly growing settlement at the 'doorstep' of Auckland.
- Potential to become a town catering for an additional 2000 households (in addition to the 2200 households planned under the operative Pokeno Structure Plan; Pokeno Stage 1).
- Consideration to be given for the provision of social infrastructure such as a school or medical facility.
- Sought after by Aucklanders looking for more affordable homes (compared to Auckland) yet within easy commuting distance to the city.
- Rapid development of the existing zoned industrial land.
- Potential for further growth (i.e., in addition to what had already been provided for in the Pokeno Structure Plan; Pokeno Stage 1) acknowledging existing constraints (topographical, geographical and physical).

Tuakau

- Planned to accommodate residential growth recognizing that many people may choose to live in Tuakau and commute into the Auckland region to work.
- Potential to become the biggest town in the Waikato district as growth is less constrained by geological, topographical and network infrastructure compared to Pokeno.
- Primary satellite town to Pukekohe.

Huntly

- Recognising its potential due to affordable housing and accessibility to Auckland and Hamilton.
- Economic development interventions aimed at stimulating both economic and social outcomes.
- Placemaking interventions.
- Industrial and residential aspirations could possibly provide an employment alternative to the local coal mining industry.

Ngaruawahia

- Potential to become the cultural and heritage capital of New Zealand.
- Ngaruawahia will keep its sense of spaciousness and heritage as a town with a predominantly residential function.

Te Kauwhata

- Principally planned as a residential village with amenity benefits.
- The village has played and continues to play an important role as a service centre for the farming areas to the east and west.
- Likely to grow on the back of growth in Pokeno and the lower median houses prices.

Raglan

- Seaside settlement that maintains the established desirable character of the Raglan coastal environment.
- Destination town.
- High number of holiday houses.

6. Allocation and Staging of Growth

6.1. Growth Projections and Demographic Analysis

The population and household projections provided in Section 6.2 were developed by the National Institute of Demographic and Economic Analysis, the University of Waikato. The projections are part of a wider dataset developed for the Waikato Region.

[Insert agreement and outcome of independent review]

6.2. Allocation of Residential Land

The allocation of growth has been undertaken out to 2045, but is broken down into planning periods to 2025, 2035 and 2045. Growth has been allocated based on the preferred settlement pattern scenario of a compact and concentrated urban form. Table 1 provides the residential growth allocation for the Future Proof sub-region.

[Insert description of settlement pattern tables]

Table 1: Future Proof sub-region allocation and staging of residential growth 2016 – 2045

[Insert table]

6.3. Allocation of Commercial Business Land

The focus for commercial business land in the sub-region is on consolidating these activities into existing commercial centres, predominantly in the centres identified in Table 2 below. This is in line with the RPS which contains a hierarchy of major commercial centres for the sub-region in Table 6-4.

The approach of Future Proof to commercial business land in the sub-region is as follows:

- Support existing commercial centres.
- Recognise, maintain and enhance the Hamilton Central City as the primary commercial, civic and social centre of the Future Proof sub-region.
- Manage development within areas outside the Central City to avoid adverse effects on the function, vitality or amenity of the Central City.
- Recognise, maintain and enhance the function of sub-regional commercial centres.
- Maintain industrially zoned land for industrial activities.
- Ensure new commercial centres are only developed where they are needed to support new growth areas, meet local needs and are consistent with the approaches outlined above.

Table 2: Future Proof and RPS hierarchy of major commercial centres

Functional type	Location	Function description
Regional and City centre	Hamilton Central Business District	The primary centre in the region for commercial, civic and social activity.
Primary sub-regional centres	Te Rapa North Commercial Centre ¹	A significant integrated retail centre in the region, with relatively limited provision of non-retail economic and social activity.
Secondary sub-regional centre	Chartwell	An integrated retail centre in the sub-region, with limited provision of non-retail economic and social activity.
Town centres	Cambridge Te Awamutu Huntly Ngaruawahia Raglan Te Kauwhata Pokeno ² Tuakau ²	Retail, administration, office and civic centres providing most commercial and servicing needs, together with non-retail economic and social activity, to their urban and rural hinterland.

¹Being the centre focused on and incorporating The Base shopping centre and generally comprising the block bordered by Te Rapa Road, Avalon Drive, Te Kowhai Road East and the Railway.

²Pokeno and Tuakau are not included in Table 6-4 of the RPS.

6.4. Allocation of Industrial Business Land

The Future Proof partners undertook a comprehensive review of business land needs for the sub-region in 2010¹⁴. This work formed the basis for the identification of strategic industrial nodes, broad land allocations and staging. The allocations aim to support the principles of the settlement pattern, including providing employment land close to where people live, and to ensure an efficient roll out of industrial land which integrates with infrastructure and funding considerations.

The Future Proof industrial land allocations are contained in Table 6-2 of the RPS.

As part of the requirements of the NPS-UDC, the Future Proof partners intend undertaking a business land review, updating the work completed in 2010. The outcomes of this work will be incorporated into Phase 2 of the Strategy Update.

6.5. Density Targets

The Future Proof Strategy acknowledges that higher densities can help to support modal shift from the private car to more sustainable modes of transport. They also provide for a more effective use of land and allow people to live closer to key urban areas. Over time settlements will become more discrete with defined urban limits and greenbelts around them.

This Strategy has set the following general residential density targets which are to be achieved over time and not necessarily immediately. Density targets for the Future Proof area are contained in Policy 6.15 of the RPS.

Table 3: Future Proof and RPS density targets

Development type and location	Average gross density target
Hamilton Central City	50 households per hectare
Hamilton Intensification Areas	30 households per hectare
Hamilton Greenfield (Rototuna, Rotokauri, Ruakura, Peacocke)	16 households per hectare
Greenfield development in Cambridge, Te Awamutu/Kihikihi, Huntly, Ngaruawahia, Raglan, Te Kauwhata, Horotiu, Pokeno and Tuakau	12-15 households per hectare

¹⁴ Future Proof Business Land Data Assessment, Property Economics, 2010; Future Proof Business Land Review, Latitude Planning, 2010

C. Implementation Plan

7. Introduction

This section provides the implementation plan for the Strategy and settlement pattern. There are 17 implementation topics that have been grouped under four themes derived from the Strategy vision.

The aim is to clearly move beyond the ideals of the vision and guiding principles to a pragmatic programme of actions to implement the Strategy and settlement pattern.

Each topic contains the following components:

Applicable Future Proof principles	Section 1.3 of this strategy outlines the overarching principles which guide the content and focus of this document. The relevant principles are listed under each topic, as a cross-reference to the overall aim of the actions.
Introduction	The introduction for each topic provides the 'story', outlining the background, status and current issues with a sub-regional context.
Issues	Specific issues being experienced or predicted in the sub-region, and how they affect our communities, are listed for each topic. The issues are generally linked to an action.
Actions	Actions are the specific tasks that need to be carried out to address a recognized issue. All actions can be linked back to the guiding principles.

7.1 Action Tables

The action tables within each topic set out what needs to be done to achieve the Future Proof vision and guiding principles. The tables provide indicative resourcing requirements and timeframes so that the Future Proof partners and other agencies involved in implementation can see what is involved, by when and what impact it may have on resourcing. A more detailed implementation plan will be prepared, agreed and updated on at least a three yearly basis. This will aim to align with councils long-term plan process.

The action tables are set out as follows:

Action	Lead Agency	Support Agencies	Resourcing	Implementation Tools	Timing
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The following explains what each column of the action table covers.

Lead Agency	The lead agency is the organisation(s) responsible for initiating and leading the delivery of the action.
Support Agencies	The support Agency can be one or more organisations that will help the lead agencies deliver the Action. Lead agencies will consult closely with support agencies during the implementation actions.

Resourcing	Resourcing is identified as internal or existing resources (relying on Future Proof partner resources such as staff time), council budgets (specific funding is required from councils in their long-term or annual plans for that particular action), or FP implementation budget (specific Future Proof project budget is required for that action).
Implementation Tools	The Future Proof Strategy has been, and will continue to be, implemented through a wide implementation toolkit – where relevant these tools are identified for each action. This also helps to identify other processes which will assist with Future Proof implementation.
Timing	The timing of actions is categorized as follows: Short – completed within 3 years of Strategy adoption Medium – 3 to 5 years post adoption Long – 5 years + post adoption Ongoing – actions that need to continue on a regular basis throughout Strategy implementation

8. Priority Actions

To effectively implement Future Proof and the associated settlement pattern, the following implementation actions have been prioritised. This is to ensure that the key foundations for implementation are put in place in a timely manner and that there is a clear focus on actions that need to be implemented during the first three years.

	Priority Actions	Timing	Link to Strategy
1.	Maintain a Joint Committee at a governance level involving partner councils and tāngata whenua – other partners / stakeholders may also be considered for the Committee.	Ongoing	
2.	Further develop and maintain a monitoring framework, which encompasses the following: <ul style="list-style-type: none"> - Strategy principles - Strategy actions - Monitoring report indicators - Settlement pattern drivers (population, households and labour force) - Urban development capacity and other indicators (in accordance with the NPS-UDC) - Three Waters Action Plan monitoring 	Short – by May 2017 and ongoing	
3.	Use consistent growth models to project population and household growth.	Short and ongoing	
4.	Develop an annual work programme and budget to implement the Strategy.	Short	
5.	Prepare a change to the RPS to give statutory effect to the updated Strategy. AND Prepare a change to the RPS to give statutory effect to the updated settlement pattern.	Short	
6.	Include the Future Proof settlement pattern in LTPs (including 30 year Infrastructure Strategies) and ensure that funding aligns with the direction of the settlement pattern (e.g. infrastructure and services that support the growth areas).	Short and ongoing	

7.	<p>Work with FP partners to implement the NPS on Urban Development Capacity policies on:</p> <ul style="list-style-type: none"> - Housing and Business Development Capacity assessments - Monitoring - Co-ordinating any changes to the RPS and District Plans - A Future Development Strategy <p>There is a need to ensure these are consistent with the principles of the FP Strategy and the RPS.</p>	Short - By 2017/2018 and then 3 yearly	
8.	Undertake an assessment of the housing supply and demand within each District, using agreed and common data approaches. This should include looking at different housing typologies and it should also tie in with the housing assessments completed under action x as part of the NPS requirements.	Short	
9.	Update the Future Proof Business Land Review completed in 2010, or undertake a new assessment to meet the requirements of the NPS.	Short – by Dec 2017	
10.	Ensure that the benefits of the Waikato transport network are maximised and that settlement patterns do not adversely impact the Waikato Expressway or other significant transport corridors.	Short and then ongoing	
11.	<p>Consider future transport needs and support key transport projects and strategic approaches, including:</p> <ul style="list-style-type: none"> - The Cambridge to Piarere project and business case - Access Hamilton implementation - Northern Waikato Integrated Growth Management business cases 	Short	
12.	Implement the Sub-Regional Three Waters Strategy Action Plan.	See Action Plan	
13.	Develop a Papakāinga Housing Initiative (including use of a papakāinga toolkit) to enable greater papakāinga development as well as a coordinated response to papakāinga housing needs and aspirations in the sub-region. This will include identifying potential areas for new papakāinga and further development of existing papakāinga.	Short	
14.	<p>Work with the Waikato Plan on Implementing the following actions from the Waikato Plan Aligned Planning work:</p> <ul style="list-style-type: none"> - Documentation to inform whether tāngata whenua engagement is required. Note that this may include developing a co-ordinated approach to tāngata whenua engagement across the region. - Creation of mandated tāngata whenua /council resource management groups, including the potential to coordinate this across the region and helping to build capacity within tāngata whenua groups to respond. - Agree conditions through consent process rather than in hearings. - Assessment framework to determine the need for a CIA. - Develop a tāngata whenua significance and engagement policy or provide better guidance on assessing significance and engagement. - Cultural monitoring guidelines . - Website portal to inform applicants and processing officers of significant sites and the right mana whenua to talk to. - Up skilling and knowledge sharing. 	Short to medium	

15.	Ensure that the areas identified within the strategic agreement between Hamilton City Council and Waikato District Council are transferred to the City Council with sequencing agreed between the City Council and Waikato District Council, and noting that additional boundary adjustments may be negotiated in the future.	Long	
16.	Progress negotiations between Hamilton City Council and Waipa District Council in relation to a Strategic Agreement regarding the Waipa District land on the Hamilton City-side of the Southern Links designation.	Short	

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9. Governance, Leadership, Integration, Implementation and Productive Partnerships

9.1 Governance, Collaboration, Partnership and Community Engagement

Applicable Future Proof Principles

- Ensure that collaborative arrangements are in place for effective strategy governance and implementation.
- Ensure that the Strategy is integrated into the partners' and other implementation agencies' policy documents and plans.
- Encourage the partners to be advocates for the Future Proof Strategy to central government and other implementation agencies.
- Monitor the effectiveness of the Strategy's guiding principles so that we better understand the propositions "what has happened" and "what difference did the Future Proof Strategy make".

Introduction

The success of any strategy depends on an efficient and integrated planning process, and committed and inclusive governance to oversee its implementation. It is essential that the community has full opportunity to participate and provide input into any decision making process to ensure an effective partnership. It is also important that the partnership between tāngata whenua, the Crown and local authorities embrace the concept of kaitiakitanga.

The key organisations providing support and services need to ensure effective co-operation so that outcomes are successfully co-ordinated. All actions need to be monitored to ensure that key assumptions and growth triggers are correctly anticipated.

The ambition is that the Strategy provides the strategic direction for growth and its success will be determined by the long-term, formal commitment to collaboration between the key agencies and authorities. A voluntary, co-operative approach built on understanding, agreement and commitment is proposed.

Collaboration and liaison with government agencies will be implemented to ensure Future Proof's success.

Issues

- Maintaining the established Future Proof governance structure – the current structure is effective in ensuring the continued and effective implementation of the Strategy despite election cycles and changes in personnel.
- Growth management issues need to be viewed in a local, regional, and national context.
- The ability to adequately address growth issues requires a degree of awareness and understanding within the community. This provides the base from which initiatives to manage growth can be agreed and committed to. This includes understanding the effects of growth on one area at the expense of another.

- Community engagement is required to ensure that the growth needs of the community are understood and incorporated into the actions of growth management agencies.
- Having sufficient resources to ensure implementation of Strategy priority actions.
- Ensuring that implementation arrangements are effective, efficient and aligned with other processes (eg the Waikato Plan) into the future.

Actions

Action	Lead Agency	Support Agencies	Resourcing	Implementation Tools	Timing
1. Maintain a Joint Committee at a governance level involving partner councils and tāngata whenua – other partners / stakeholders may also be considered for the Committee.	Mayors and Regional Chair	Waipa DC, Waikato DC, HCC, WRC and tāngata whenua	Future Proof Implementation Budget	LGA 2002, Joint Committee Agreement	Ongoing
2. Retain an independent chair to the Future Proof Implementation Committee with the chair being appointed by the Committee.	FPIC	Waipa DC, Waikato DC, HCC, WRC and tāngata whenua	Future Proof Implementation Budget	Memorandum of Agreement	Ongoing
3. Maintain a FutureProof tāngata whenua forum for ongoing input and to assist with Future Proof Implementation.	FPIC	NKAOTW	Future Proof Implementation Budget	Memorandum of Agreement and Terms of Reference	Ongoing
4. Adopt an updated Joint Committee Agreement for the Future Proof Implementation Committee which will guide Strategy implementation.	HCC, Waipa DC, Waikato DC and WRC, Tainui Waka Alliance, NKAOTW	FPIC	Existing resources	LGA 2002 – Joint Committee Agreement	Short - By the end of 2017
5. Facilitate partnerships with organisations/initiatives that have related growth management interests (e.g. Waikato River Authority and Waikato Plan Joint Committee)	FPIC		Future Proof Implementation Budget	Relevant agreements	Ongoing
6. Facilitate the establishment of a Strategic Partners Forum in conjunction with the Waikato Plan Strategic Partners Forum, to provide input into implementation actions.	FPIC WPJC		Future Proof Implementation Budget		Short and then ongoing
7. Consider merging the Future Proof implementation arrangements with the Waikato Plan implementation arrangements by June 2019. This would include governance , chief executive/senior management; technical groups and implementation advice	FPIC WPJC	CEAG & SIMG	Existing resources	MOU, Agreements	Short

9.2 Central Government Engagement and Commitment

Applicable Future Proof Principles

- Ensure that the Strategy is integrated into the partners' and other implementation agencies' policy documents and plans.
- Encourage the partners to be advocates for the Future Proof Strategy to central government and other implementation agencies.
- Recognise the importance of the Future Proof sub-region within the wide Waikato Region and the upper North Island.

Introduction

Engagement with central government is primarily about positive long-term relationships to assist with the implementation of the Future Proof Strategy. Councils and strategic partners will be unable to fully implement many policy and funding programmes of the Strategy without these relationships.

Some of the issues and actions within the Strategy are primarily the responsibility of central government. An effective partnership with central government will result in the timely delivery of sub-regional services.

Issues

- Continuing the development and implementation of long-term relationships with central government and government agencies.
- The need to influence government policy and funding if required for successful Strategy implementation.
- The need for a single sub-regional voice, particularly on the significant growth issues, to ensure the successful implementation of Future Proof.
- To avoid confusion and duplication, the similarities and differences between the wider regional issues (such as outlined in the Waikato Plan or the RPS) and those of the Future Proof sub-region, need to be understood and articulated.

Actions

Action	Lead Agency	Support Agencies	Resourcing	Implementation Tools	Timing
1. Continue to advocate to central government on behalf of the Future Proof sub-region to ensure national legislation and national funding policy frameworks meet sub-regional needs and provide a framework for sub-regional action.	FPIC	Waipa DC, Waikato DC, HCC, WRC, NZTA and RTC	Future Proof Implementation Budget	Memorandum of Agreement, Briefing Papers, submissions on legislation and policy changes	Ongoing
2. Ensure the RLTP and NLTP reflect the Strategy objectives.	FPIC	NZTA, HCC, Waikato DC, Waipa DC and WRC	Future Proof Implementation Budget	RLTP, NLTP	Ongoing
3. Take opportunities to brief and engage with central government, including key Ministers, advisors and all Members of Parliament.	Independent Chair and Implementation Advisor	FPIC, Mayors and Regional Chair, Waipa DC, Waikato DC and HCC	Future Proof Implementation Budget		Ongoing

4. Prepare briefing papers and undertake briefings of non-partner implementation agencies on those actions that require implementation by the non-local government agencies.	Independent Chair and Implementation Advisor	CEAG & SIMG	Future Proof Implementation Budget	Briefing papers	Ongoing
5. Prepare and distribute the Future Proof newsletter to a wide range of stakeholders including those within central government agencies.	TIG	Implementation Advisor, CEAG & SIMG	Future Proof Implementation Budget		Ongoing
6. Align engagement processes, especially for briefing central government, between Future Proof and the Waikato Plan where appropriate and when the issues to be discussed are similar	Independent Chair and Implementation Advisor Waikato Plan Team	CEAG & SIMG	Existing resources		Ongoing

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9.3 Monitoring and Review

Applicable Future Proof Principle

- Monitor the effectiveness of the Strategy's guiding principles so that we better understand the propositions 'what has happened' and 'what difference did the Future Proof Strategy make'.

Introduction

Monitoring provides an effective mechanism to inform decision-makers and those who have implementation responsibilities about the effectiveness of the implementation of the Future Proof Strategy. It highlights consequences of actions, changes in the community and the environment. For monitoring to provide meaningful information, it needs to have good quality data.

Monitoring will help determine whether, over time, there needs to be a review or a change in particular actions, or whether new actions are required. It is also intended to establish a link between the Strategy actions and the risk and resilience of the Strategy.

It is important that there is a regular review of the information, particularly in the forecasting of growth, funding of infrastructure and assumptions/principles to ensure the Strategy is kept up to date and is relevant. This is particularly important, as long-term growth management is susceptible to changing circumstances and growth projections are an inexact 'science'. It is important that this Strategy is adaptable when things change significantly. This includes excessive growth rates, a slowing of the growth rate, cataclysmic world events and other global changes. The Strategy needs to be kept current and relevant.

The first Future Proof monitoring report was completed in 2015. The monitoring report looks at the first four years (2009 to 2013) of the implementation of the Strategy. The monitoring report can be found on the Future Proof website: <http://www.futureproof.org.nz/file/future-proof-monitoring-report-april-2015-final.pdf>

Issues

- Lack of data and access to data to inform decision making, and identifying and planning for future issues. Maintaining a sound platform of data and information on which to base growth management policy development and implementation is crucial to an understanding of issues that may emerge over time.
- Lack of data and information, as well as difficulties accessing resources that do exist, to support assessing development capacity and feasibility and associated market indicators as required under the NPS-UDC (to be addressed as part of the Phase 2 Future Proof Strategy Update).
- Consistency of data used (particularly growth projections) across the partner councils.
- Sub-regional and regional consistency in monitoring and the integration of information.
- Infrastructure has a long life span but may not meet the changing needs of the area in the future.
- There are many unpredictable factors that could affect the Strategy, such as natural hazards and climate change, instability of the global economy, security of energy supply and changes in the political environment.

Actions

Action	Lead Agency	Support Agencies	Resourcing	Implementation Tools	Timing
1. Further develop and maintain a monitoring framework, which encompasses the following: <ul style="list-style-type: none"> - Strategy principles - Strategy actions - Monitoring report indicators¹⁵ - Settlement pattern drivers (population, households and labour force) - Urban development capacity and other indicators (in accordance with the NPS-UDC) - Three Waters Action Plan monitoring 	TIG	HCC, Waipa DC, Waikato DC, WRC, NZTA, tāngata whenua	Future Proof Implementation Budget	FP Monitoring Report, NPS Housing and Business Development Capacity Assessments and monitoring requirements	Short – by May 2017 and ongoing
2. Use consistent growth models to project population and household growth.	CEAG & SIMG	HCC, Waipa DC, Waikato DC, WRC and NZTA	Future Proof Implementation Budget	Demographic data	Ongoing
3. Undertake a risk assessment for the Strategy. The assessment should cover mitigation, adaptation and resiliency where necessary.	FPIC	HCC, Waipa DC, Waikato DC and WRC	Future Proof Implementation Budget	Risk assessment	Short - December 2019
4. Report to the FPIC every year on Strategy implementation progress	TIG, CEAG & SIMG		Existing resources and Future Proof Implementation Budget		Short
5. Seek input from the Strategic Partners Forum (see action 9.1(6)) and other implementation partners on the effectiveness of implementation.	FPIC	NZTA, tāngata whenua	Existing resources		Short and ongoing
6. Undertake a review of the Future Proof Strategy 3 – 5 years following the Phase 2 update or at the discretion of the Strategy partners if there is a substantial change affecting the assumptions that underlie the Strategy.	FPIC	TIG	Future Proof Implementation Budget		Long

¹⁵ The Future Proof Monitoring Report uses the following indicators at present: whether - new urban development is occurring within urban limits; new residential development is managed in accordance with RPS staging; new industrial development is located in the strategic industrial nodes; development is in areas with high quality soils; development adversely affects natural areas and heritage; reverse sensitivity issues; progress towards achieving residential development densities; where significant commercial development is occurring; where rural-residential growth is occurring; development is occurring in areas with infrastructure; what major infrastructure changes and upgrades are occurring; access to a variety of transport modes; transport trends; conflicts between land use and infrastructure; where is population growth occurring and at what rate; employment trends, household and business growth rates; property market trends.

9.4 Implementation Management

Applicable Future Proof Principles

- Ensure that collaborative arrangements are in place for effective strategy governance and implementation.

Introduction

Governance and leadership on growth issues must be implemented through the management structures and systems of the partner agencies. Each organisation has its own way of working and organisation culture. The aim is to provide for efficient, effective joint delivery of outcomes while maintaining the strength that diversity brings.

Allocating adequate resources for successful implementation is fundamental to strategy implementation.

Issues

- Lack of resources dedicated to undertaking actions and to monitoring them, will undermine the success and strength of the Future Proof Strategy.
- Lack of effective co-ordination could result in inconsistencies as to how growth is projected, and could lead to ill-formed planning and decision making at a local and sub-regional level.
- Unless implementation is sufficiently resourced, recommended actions will not be implemented.

Actions

Action	Lead Agency	Support Agencies	Resourcing	Implementation Tools	Timing
1. Maintain an agreed implementation funding formula between the council partners for collaborative Future Proof implementation.	FPIC	HCC, Waipa DC, Waikato DC and WRC	Existing resources	LTP's	Ongoing
2. Develop an annual work programme and budget to implement the Strategy.	CEAG & SIMG	Implementation Advisor, Waipa DC, Waikato DC, Hamilton CC and WRC	Future Proof Implementation Budget, existing resources and council budgets	LTP's	Short - Annually
3. Retain a Future Proof Implementation Advisor or make alternative arrangements.	CEAG & SIMG		Future Proof Implementation Budget		Short

9.5 Development and Integration of Plans and Policies

Applicable Future Proof Principles

- Ensure that the Strategy is integrated into the partners' and other implementation agencies' policy documents and plans.
- Encourage the partners to be advocates for the Future Proof Strategy to central government and other implementation agencies.

Introduction

The Strategy provides the framework and processes to ensure that sub-regional integration of plan and place making is a high priority, and that all partners are working towards the vision and guiding principles.

The Strategy provides a single point of reference for the community to understand the approaches being taken to growth management across the area.

Issues

- Inconsistencies between planning documents. It is important that all planning documents are in alignment to provide both certainty and development direction.
- Compliance costs for councils. This can be controlled through avoidance of duplication and conflicting approaches to development management.
- Ensuring that all councils recognise that they have an obligation to align their strategies.
- Data consistency needs to be promoted and assumptions regarding growth needs to be clearly articulated.
- Integrating council planning documents with iwi and hapū management plans and the Vision & Strategy for the Waikato River.

Actions

Action	Lead Agency	Support Agencies	Resourcing	Implementation Tools	Timing
1. Maintain consistent approaches to policy and plan preparation, e.g. common review dates to facilitate alignment of LTP, RLTP and NZTA funding	TIG	HCC, Waipa DC, Waikato DC and WRC	Existing resources	LTP's	Ongoing
2. When preparing or reviewing any strategy and planning document, consider alignment and consistency with the Strategy and its implementation plan.	HCC, Waipa DC, Waikato DC and WRC	TIG	Existing resources	All relevant plans, strategies and policies	Ongoing
3. Continue to align the individual growth strategies with the Future Proof Strategy.	HCC, Waikato DC, Waipa DC	WRC	Existing resources	RPS, District Plans, LTPs	Ongoing
4. Maintain an alignment between the updated Strategy and the Waikato Plan.	FPIC and WPJC	HCC, Waipa DC, Waikato DC, WRC	Future Proof Implementation Budget	Waikato Plan	Ongoing

5. Future Proof partners adopt a process for the collaborative consideration of plan changes, private plan change applications and resource consents that any of the partners may have submitted to them.	TIG, HCC, Waipa DC and Waikato DC	WRC	Future Proof Implementation Budget	DPs, Submissions	Short and then ongoing
6. Prepare a change to the RPS to give statutory effect to the updated Strategy.	WRC	HCC, Waipa DC, Waikato DC, NZTA, TIG	Council resources RPS and Future Proof Implementation Budget		Short

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10. Diverse and Vibrant Metropolitan Centre linked to Thriving Towns and Rural Communities and the Place of Choice – Live, Work, Play, Invest and Visit

10.1 Implementation of the Settlement Pattern

Applicable Future Proof Principles

The settlement pattern is the cornerstone to the Future Proof Strategy, and as such all of the guiding principles outlined in Section 1.3 are relevant under this section.

Introduction

This section provides the implementation focus for the settlement pattern described in Part B. A key driver behind the Future Proof sub-regional settlement pattern is sustainable land-use. This requires a comprehensive and long-term approach to where, when and how development takes place. This provides certainty for the community and will help to deliver on the vision and principles of this Strategy.

The sub-regional settlement pattern implements the preferred scenario of a more compact and concentrated urban form. It aims to provide a holistic approach to land-use, infrastructure and funding across the sub-region.

Key approaches to implement the settlement pattern include:

- Low-impact urban design and development principles are an integral part of the design and development of new sites and those that are being redeveloped.
- Urban limits in order to promote a more compact urban form and to integrate land-use with infrastructure.
- Provision of a clearly defined green belt/open space between the urban development within and around Hamilton City and the development of other settlements.
- Rural-residential development is to be focused in and around existing settlements.
- Higher densities in order to achieve a more compact urban form.
- Ensuring that structure plans are provided prior to development occurring.
- Use of private plan changes, but only where consistent with Future Proof.
- Development in areas adjacent to Hamilton City, towns and villages is avoided unless in accord with Future Proof.
- Provision of network infrastructure and open space, green belts, parks and reserves.
- Integrating land-use, funding and infrastructure through tools such as structure planning.
- Use of the New Zealand Transport Agency Planning Policy Manual to provide guidance on development adjacent to or on state highways.
- Boundary agreement processes.

- Use of structure planning along with the use of other techniques such as the integrated planning model promoted by the New Zealand Transport Agency.

Issues

- Urban sprawl in the Future Proof sub-region
- Significant amounts of rural-residential development which can impact on versatile soils and water quality
- Ribbon development
- Loss of productive rural land
- Difficulties in achieving timely and efficient infrastructure servicing
- Out of synch developments which cannot be adequately or efficiently serviced by councils
- Increasing travel distances
- The need for equitable funding
- Pressure on natural resources
- Unplanned development in rural areas adjacent to the boundaries of Hamilton City and other urban settlements
- Ensuring there is sufficient land / development supply at the right time to meet demand (greenfields, intensification and business)
- Integrated planning to co-ordinate development in an effective and affordable way.
- Providing for a range of housing choices, including papakāinga housing.

Actions

Action	Lead Agency	Support Agencies	Resourcing	Implementation Tools	Timing
1. Prepare a change to the RPS to give statutory effect to the updated settlement pattern.	WRC	TIG, HCC, Waikato DC, Waipa DC, NZTA	Council budget and Future Proof Implementation Budget	RPS	Short
2. Progress changes to Hamilton, Waikato and Waipa district plans in order to give effect to any RPS changes and the Future Proof settlement pattern.	HCC, Waikato DC, Waipa DC	TIG, WRC, NZTA	Council budgets and Future Proof Implementation Budget	District Plans	Medium
3. Implement the residential and business land staging tables set out in Part B of this Strategy.	HCC, Waikato DC, Waipa DC	WRC	Council budgets and Future Proof Implementation Budget	RPS, District Plans, LTPs and Infrastructure Strategies	Short
4. Investigate the potential for joint service agreements and any further boundary adjustments required.	HCC, Waikato DC, Waipa DC	WRC, NZTA, relevant CCOs	Council budgets and Future Proof Implementation Budget	LGA, LTPs and Infrastructure Strategies	Medium
5. Ensure that the Future Proof settlement pattern is reflected in the RLTP and local transport strategies.	TIG	WRC, HCC, Waikato DC, Waipa DC, NZTA	Future Proof Implementation Budget	RLTP	Ongoing

6. Include the Future Proof settlement pattern in LTPs (including 30 year Infrastructure Strategies) and ensure that funding aligns with the direction of the settlement pattern (e.g. infrastructure and services that support the growth areas).	WRC, HCC, Waikato DC, Waipa DC		Existing resources	LTPs & Infrastructure Strategies	Short and ongoing
7. Ensure structure plan requirements as set out in the RPS are given effect to. Ensure structure plans indicate all proposed land-uses, demonstrate "live, work, play" principles, show how the density targets will be met, show how provision has been made for public transport, walking and cycling, show all infrastructure, and include urban design plans.	HCC, Waikato DC, Waipa DC, WRC	NZTA	Existing resources	RPS District Plans	Ongoing
8. Examine in further detail the growth allocated to rural villages from both a capacity and a timing perspective.	Waipa DC and Waikato DC	HCC, WRC			Short
9. Work with FP partners to implement the NPS on Urban Development Capacity policies on: <ul style="list-style-type: none"> ▪ Housing and Business Development Capacity Assessments ▪ Monitoring ▪ Co-ordinating any changes to the RPS and DPs ▪ A Future Development Strategy There is a need to ensure these are consistent with the principles of the FP Strategy and the RPS.	FP TIG, HCC, Waikato DC, Waipa DC, WRC	NZTA, Infrastructure Providers, tāngata whenua & iwi authorities, the property development sector, significant land owners, social housing providers, requiring authorities	Future Proof Implementation Budget and Council budgets	RPS, District Plans, Monitoring Report, LTPs	Short - By 2017/2018 and then 3 yearly
10. Undertake Phase 2 of the Future Proof Strategy Update. This may include amending the settlement pattern if there are any consequential changes required following implementation of the NPS-UDC, in particular the completion of the housing and business development capacity assessment.	FP TIG, HCC, Waikato DC, Waipa DC, WRC, NZTA, tāngata whenua		Future Proof Implementation Budget	RPS, District Plans, LTPs	Short
11. Implement urban limits as set out in the RPS.	HCC, Waikato DC, Waipa DC	TIG, NZTA, tāngata whenua, WRC	Council budgets and existing resources	RPS, District Plans, structure plans, LTPs	Ongoing
12. Ensure that the areas identified within the strategic agreement between Hamilton City Council and Waikato District Council are transferred to the City Council with sequencing agreed between the City Council and Waikato District Council, and noting that additional boundary adjustments may be negotiated in the future.	HCC, Waikato DC	TIG, NZTA, WRC	Council budgets and existing resources		Long

13. Progress negotiations between Hamilton City Council and Waipa District Council in relation to a Strategic Agreement regarding the Waipa District land on the Hamilton City-side of the Southern Links designation.	HCC, Waipa DC	TIG, NZTA, WRC	Council budgets and existing resources	District Plans, LTPs	Short
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10.2 Funding

Applicable Future Proof Principles

- Ensure that the Strategy is integrated into the partners' and other implementation agencies' policy documents and plans.
- The staging and timing of the settlement pattern will align with the partners' long-term infrastructure strategies and that of any potential waters CCO.

Introduction

A crucial component of the success of the Future Proof Strategy is identifying the costs of growth and determining the main sources of funding, especially for major community infrastructure such as transport, water, wastewater, stormwater, recreation and cultural facilities.

The ability to fund this infrastructure in a fair and timely manner is one of the key challenges for implementation of the Future Proof Strategy and ensuring its on-going success.

If funding is not structured in a controlled and organised manner, there will be unintended growth impacts that will negate Future Proof objectives. Uncoordinated landuse and infrastructure planning, unwanted traffic congestion, reduced amenity values and lack of community resources are a few of the possible negative effects.

The implementation of the Future Proof Strategy relies on the costings and modeling work undertaken by the partner councils Long Term Plans, 30 Year Infrastructure Strategies and funding policies.

The aim of the Strategy is to maintain effective links between long-term land use, infrastructure and funding. Costs pertaining to infrastructure are not limited to local government; there are financial implications for other infrastructure providers such as gas, energy, and communication companies that will benefit from the certainty of a formal growth strategy and an established settlement pattern. There are also significant central government costs especially in the areas of transport, education and health.

Issues

- The need to fund the necessary infrastructure to support growth in a fair and timely manner.
- Ensuring that other types of interventions identified in this strategy address the needs of non-growth areas.
- Rating, financial, and development contributions will continue to be the main methods of funding the costs of growth, however, given expected shortfalls and increased expectations for land for growth, alternative methods will also need to be pursued.
- Inconsistent growth forecasting throughout the sub-region could effect investment.
- Development and financial contributions should be appropriately and transparently applied mitigate the fiscal effects of growth.
- Growth related issues particularly the need for timely central government funding for critical community infrastructure facilities such as health, education and transportation need to be addressed.

Actions

Action	Lead Agency	Support Agencies	Resourcing	Implementation Tools	Timing
1. Where appropriate, participate in the development of LTPs, Development Contribution policies, 30 Year Infrastructure Strategies, and the RLTP to ensure good alignment between growth projections, land use, infrastructure and funding.	FPIC	TIG, Waipa DC, Waikato DC, HCC and WRC	Future Proof Implementation Budget	LTPs, Infrastructure Strategies, RLTP	Ongoing
2. Coordinate with Central Government on centrally funded community infrastructure services, particularly in areas of growth for health and education.	FPIC, WPJC	Waipa DC, Waikato DC, HCC and WRC	Future Proof Implementation Budget	LTPs, Infrastructure Strategies, Waikato Plan, National Infrastructure Plan	Ongoing

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10.3 Rural Areas

Applicable Future Proof Principles

- Encourage development to locate adjacent to existing urban settlements and nodes in both the Waikato and Waipa Districts and that rural-residential development occurs in a sustainable way to ensure it will not compromise the Future Proof settlement pattern or create demand for the provision of urban services.
- Maintain the separation of urban areas by defined and open space and effective rural zoning.
- Recognise and provide for the growth of urban areas, towns and villages within agreed urban limits.
- Protect versatile and quality farmland for productive purposes through the provision of limited rural lifestyle development around existing towns and villages and encouraging a more compact urban footprint.

Introduction

Rural areas are primarily pastoral rural working environments that are reliant on the rural land and soil resources, and are largely typified by an open rural landscape. Rural land is used for dairy, beef and sheep farming, pig and poultry, horticulture, forestry, mining, and equine activities. These are all significant industries in economic terms.

The Future Proof sub-region is characterized by an exceptionally productive rural sector, arising from the existence of high class soils. 37% of the Waipa District is classified as containing high class soils, representing over 9% of the high class soils nationally.

The Waikato District Council recently adopted a plan change to limit further subdivision potential in rural areas and direct growth towards sustaining and growing the districts townships and villages. Similarly, Waipa District Council has proposed new, tighter rural subdivision rules within the Proposed Waipa District Plan.

The value of food production is increasing and will continue to increase internationally as demand from developing countries increases. The protection of land for food production is an important sub-regional issue given high class soils are being lost to urban and rural-residential development.

The growth of rural towns and villages should be supported within agreed urban limits. Rural residential living is best located in and around existing towns and rural-residential nodes, and should not result in fragmentation of high class soils.

Issues

- The attractiveness of rural-residential living which if unmanaged can compromise productive rural land, create reverse sensitivity issues, and increase infrastructure and servicing costs and lead to pressure to extend urban services or levels of service.
- Conflict between urban and rural activities.
- Protection of marae, papakāinga, wāhi tapu and wāhi whakahirahira from indiscriminate development.
- Continued encroachment of rural land by unplanned urban development.
- Protecting rural land for productive rural activities.

Actions

Action	Lead Agency	Support Agencies	Resourcing	Implementation Tools	Timing
1. Identify areas in and around existing towns that are appropriate for rural-residential living in accordance with the RPS.	Waikato DC, Waipa DC	WRC, HCC	Existing resources	RPS, District Plans	Ongoing
2. Account for identified existing or potential ecological corridors in the Future Proof area when assessing areas suitable for rural development.	Waikato DC, Waipa DC	WRC	Existing resources	RPS, Regional Plans, District Plans	Ongoing
3. Provide guidance on the location of versatile/high quality soils to be protected from rural/residential and urban development.	WRC	HCC, Waipa DC, Waikato DC	Existing resources	RPS, Regional Plans, District Plans	Ongoing
4. Monitor and review district plan policies and rules on maintaining the rural character of the countryside and protection of rural areas from urban development	Waikato DC, Waipa DC	HCC	Existing resources, Future Proof Implementation Budget	District Plans	Ongoing

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10.4 Residential Development

Applicable Future Proof Principles

- Promote increased densities in new residential development and more intensive redevelopment of existing urban areas.
- Encourage development to locate adjacent to existing urban settlements and nodes in both the Waikato and Waipa Districts and that rural-residential development occurs in a sustainable way to ensure it will not compromise the Future Proof settlement pattern or create demand for the provision of urban services.
- Ensure that the areas identified within the strategic agreement between Hamilton City Council and Waikato District Council are transferred to the City Council with sequencing agreed between the City Council and Waikato District Council, and noting that additional boundary adjustments may be negotiated in the future.
- Provide housing and lifestyle choice within defined locations, including papakāinga, with greater emphasis on good urban design outcomes. Where possible, respond to government policies on land supply and housing affordability.
- Maintain the separation of urban areas by defined and open space and effective rural zoning.
- Recognise and provide for the growth of rural towns and villages within agreed urban limits.
- Ensure development is planned to support efficient transport infrastructure, including public transport provision and reduced dependence on motor vehicles.
- Recognise the need for stronger links between land-use and transport in respect of the settlement pattern and ensure capacity is matched with development potential.
- Ensure large scale community facilities and services are planned on a sub-regional basis to avoid duplication of resources.

Introduction

The aim of the Future Proof settlement pattern is to promote a sustainable approach to development through increasing residential densities thereby promoting a more compact urban form. In general it is best to focus further growth in areas where residential development already occurs. For example, future urban development should centre on existing key urban areas, rather than creating new urban areas. Urban and rural-residential development should aim to be compact and located in defined areas.

The Future Proof Strategy identifies growth areas and density targets in order to facilitate this shift toward a more compact urban form. Density targets are included in the RPS.

Providing housing choice is a key outcome of the Future Proof Strategy. This means understanding the market and ensuring that a range of housing types are being built to meet varying needs.

Housing affordability is also a concern in the sub-region. Contributory factors include increased pressure on the housing market from external investors, the availability of land supply for new residential development, growth in wages compared to the increase in house prices, availability of credit, impact of growth in buy-to-let investors, and issues around low housing densities through large section developments.

Issues

- Impacts of urban sprawl.
- The need to provide housing choice across the sub-region.

- Investors, and the unaffordable and congested Auckland housing market, has possibly increased demand for comparatively more affordable housing opportunities within the Future Proof sub-region. Over time in some areas, local people may find it increasingly difficult to participate in their local property market.
- An ageing population leading to changing living requirements.
- Household size is decreasing generating demand for a greater range of housing choices.
- Higher density metropolitan living is becoming more prevalent and assists in meeting many growth objectives such as higher density living; more efficient use of existing infrastructure; reduced demands for daily commuting by private car; and bringing vibrancy to town and city centres.
- The need to use resources and infrastructure more sustainably and efficiently and reduce the impacts of growth.
- Development proceeding ahead of planned infrastructure provisions or in a location not envisioned in growth management planning, results in pressure on infrastructure and creates ad hoc development, where often the pressures cross district boundaries.
- The housing market, particularly in new growth areas, is not currently providing the range of housing types to suit the full range of home-buyers, including first time buyers and older people.
- The affordability of housing in the sub-region, particularly Hamilton, and recognising that this is a complex issue with both demand and supply factors.
- Housing affordability is being affected by out of region investors particularly in Hamilton and the north Waikato.
- Land banking by developers can prevent residential land from coming on to the market.
- Lack of subsidies or other tools means councils and developers must bear the full cost of providing infrastructure.
- Falling levels of home ownership.
- Changing perceptions and trends in housing choices affecting the demand for different housing types and forms.

Actions

Action	Lead Agency	Support Agencies	Resourcing	Implementation Tools	Timing
1. Detailed structure planning for all growth cells should be based on principles of high quality urban design, in particular transport (provision for public transport, walking and cycling connections).	HCC, Waikato DC, Waipa DC	WRC, NZTA, TIG	Existing resources	LTPs, District Plans	Ongoing
2. Undertake an assessment of the housing supply and demand within each District, using agreed and common data approaches. This should include looking at different housing typologies and it should also tie in with the housing assessments completed under action 1 as part of the NPS requirements.	TIG, HCC, Waikato DC, Waipa DC, WRC	Infrastructure Providers, tāngata whenua & iwi authorities, the property development sector, significant land owners, social housing providers, requiring authorities	Future Proof Implementation Budget	LTPs, District Plans, NPS-UDC housing and business development capacity assessments	Short

<p>3. Investigate opportunities to address housing affordability issues and advocate for use of a full range of measures which focus on both demand and supply. Opportunities could include infrastructure funding arrangements, affordability targets in new developments, promoting smaller dwellings, use of urban development agencies and concessional funding.</p>	<p>FP to lead along with HCC, Waikato DC, Waipa DC</p>	<p>WRC, NZTA, tāngata whenua</p>	<p>Future Proof Implementation Budget</p>	<p>RPS, District Plans, LTPs, Developer Agreements, MOUs</p>	<p>Short</p>
<p>4. Maintain an alignment between the updated Strategy and the Waikato Plan on the high level Housing Needs Assessment for the region.</p>	<p>TIG, WP team</p>	<p>HCC, Waipa DC, Waikato DC, WRC, tāngata whenua, , NZTA, infrastructure providers</p>	<p>Future Proof Implementation Budget</p>	<p>Waikato Plan, Housing and Business Development Capacity Assessments under the NPS</p>	<p>Short</p>

10.5 Business

Applicable Future Proof Principles

- Recognise the importance of the Future Proof sub-region within the wider Waikato Region and the upper North Island.
- Maintain and enhance the Hamilton Central City as the primary commercial, civic and social centre of the Future Proof area, with it also becoming an important residential intensification area. Ensure the sub-region's towns and villages retain their individual and distinct identities with thriving town centres that support people to "live, work, play, invest and visit".
- Promote increased densities in new residential development and more intensive redevelopment of existing urban areas.
- Ensure commercial and industrial development is located in selected sub-regional areas and that it is not located where it undermines the areas of influence of the Hamilton Central City, Cambridge, Te Awamutu, Pokeno, Tuakau, Horotiu, Ngaruawahia, Raglan and Huntly.
- Provide housing and lifestyle choice within defined locations, including papakāinga, with greater emphasis on good urban design outcomes. Where possible, respond to government policies on land supply and housing affordability.
- Support existing commercial centres, towns and villages within the sub-region so these places remain vibrant and valued.

Introduction

The provision of adequate business land is a key aspect of growth management and growing the economy of the Future Proof sub-region.

Business land comprises a broad range of commercial, industrial, research, and education activities. The commercial activities are made up of retailing, administration, office, finance, and commerce together with a range of leisure and entertainment activities. Industrial activities are generally made up of manufacturing, construction, transport and logistics, wholesale trade and utilities.

To ensure the local economy continues to grow, there needs to be an understanding and responses to medium and long-term trends and changes in the business and commercial sectors.

The Hamilton Central City is the primary focus for commercial activity and has the greatest diversity scale and intensity of activities. The provision of business land must be sufficient to meet sub-regional needs yet at the same time not undermining the Hamilton Central City and rural towns.

Issues

- Commercial and industrial development undermining the Hamilton Central City and larger towns, including the extensive development of retail/mall shopping in locations not identified in the Strategy. Focus on Hamilton Central City as the commercial and business heart of the central/southern Future Proof sub-region should be maintained.
- There are risks, particularly from an infrastructure affordability perspective, if too much business land is provided. Sub-regionally, the provision of business land should be provided on an uptake basis, only in areas agreed in the RPS and in the Future Proof Strategy.

- Strong demand for business and industrial land, particularly within Hamilton City, Tuakau, Pokeno, Huntly Horotiu, Cambridge, Te Awamutu, and Hautapu. The growth of defined rural towns and villages to provide adequate capacity for a good range of day-to-day services and activities should be supported.
- The amount of business land has to be sufficient to meet the sub-region's needs and it also needs to support 'live, work, play' principles.
- Conflict between industry and residential land-uses.
- Commercial encroachment into industrial areas.
- People travelling long distances for employment.
- Appropriate transport connections; for business land this will include multi-modal transport systems.

Actions

Action	Lead Agency	Support Agencies	Resourcing	Implementation Tools	Timing
1. Ensure future business land occurs in agreed locations to meet long-term needs	TIG, HCC, Waipa DC, Waikato DC	WRC	Existing Resources	RPS, District Plans, LTPs	Ongoing
2. Undertake a business land review assessment to meet the requirements of the NPS-UDC.	TIG, HCC, Waipa DC, Waikato DC, WRC	Infrastructure Providers, tāngata whenua & iwi authorities, the property development sector, significant land owners, requiring authorities	Future Proof Implementation budget and Council budgets	RPS, District Plans, LTPs	Short – by Dec 2017
3. Provide for suitable business and employment opportunities close to where people live (e.g. the promotion of mixed use developments).	HCC, Waipa DC, Waikato DC	WRC	Existing Resources	District Plans, LTPs, individual growth strategies	Ongoing
4. Provide business land which is viable to develop, in appropriate locations (in accordance with Future Proof and the RPS). Ensure the land is co-ordinated with infrastructure provision in the partner Councils long-term and 30 year infrastructure plans. Avoid any negative impacts on the existing and proposed transport and three waters network.	HCC, Waikato DC, Waipa DC	WRC, NZTA	Existing Resources, Future Proof Implementation Budget	District Plans, LTPs, RPS, RLTP	Ongoing
5. Implement the hierarchy of major commercial centres as identified in Table 6-4 of the RPS	TIG, HCC, Waikato DC, Waipa DC	WRC, NZTA	Existing Resources	District Plans, LTPs, RPS	Ongoing

10.6 City and TownCentres

Applicable Future Proof Principles

- Recognise the importance of the Future Proof sub-region within the wider Waikato Region and the upper North Island.
- Maintain and enhance the Hamilton Central City as the primary commercial, civic and social centre of the Future Proof area, with it also becoming an important residential intensification area. Ensure the sub-region's towns and villages retain their individual and distinct identities with thriving town centres that support people to "live, work, play, invest and visit".
- Ensure commercial and industrial development is located in selected sub-regional areas and that it is not located where it undermines the areas of influence of the Hamilton Central City, Cambridge, Te Awamutu, Pokeno, Tuakau, Horotiu, Ngaruawahia, Raglan and Huntly.
- Recognise and provide for the growth of rural towns and villages within agreed urban limits.
- Support existing commercial centres, towns and villages within the sub-region so these places remain vibrant and valued.

Introduction

Hamilton's Central City and suburban centres, along with the sub-region's town centres, perform a vital role as commercial, employment, cultural, social, and entertainment hubs of the sub-region. This has been reflected over time in considerable investment in public infrastructure, transport, footpaths, cycleways, open space, and community facilities. The success of the Future Proof Strategy is tied directly to how well the city, suburban and town centres are planned and revitalised.

Hamilton's Central City has a particular importance in both Hamilton and the sub-region as it functions as the primary business and commercial centre of the region. The Central City comprises many business sectors, which play an important role in drawing people from both within the City and region-wide, including: retail, central and local government functions and offices, the courts, education facilities, major sporting venues, recreational and cultural venues, professional offices, light industry, car sales and servicing, medical centres and specialist services, general business offices, and accommodation and other tourist/visitor activities.

The sub-region has a number of town centres, including Huntly, Tuakau, Pokeno, Ngaruawahia, Cambridge, Te Awamutu, Raglan, and smaller settlements such as Te Kauwhata, Pirongia, and Ohaupo. These centres serve not just the local population but also the rural catchments surrounding them. Encouraging diversity in services, and employment, and providing good public space and facilities in town centres, will provide a greater degree of self-sufficiency, positively contribute to developing and reinforcing community identity, and reduce traffic generation between the centres and Hamilton.

The most vibrant cities in the world have a high residential component within their centres. Increasing living options in the Hamilton Central City, suburban centres and town centres helps to provide a wider range of living options, meeting the differing needs of people in the sub-region. To be successful, residential intensification in these areas must offer a high quality of urban design and amenity across the market. Hamilton City Council's District Plan has a strong focus of facilitating more residential accommodation in the City.

Supporting the regeneration and growth of existing town centres may see the redevelopment of some existing space or the provision of new space to meet the local need in support of reducing distance commuting and car-based local trips.

Issues

- Extensive development of retail and office space in out-of-centre locations can compete to the detriment of established business centres and nodes.

- Hamilton's Central City's prominent role in the provision of economic, cultural, and social activities in the heart of the sub-region is recognised and promoted. The need to revitalise while retaining the character and identity of the established Central City, suburban and town centres is important. Consolidating retail and other commercial, civic, education etc uses and intensification of residential uses and changes to the built environment need to be accommodated.
- In the past, there has not been a good balance in the design of streets between the needs of motorists, public transport, cyclists and pedestrians.
- Limiting urban sprawl helps to direct development into the City and town centres, particularly where appropriate zoning supports desired in the City and town centres, and restricts/tightly controls it elsewhere. For example, limiting big box retail to suitable zones and locations, will avoid detrimental effects to Hamilton Central City, suburban and town centres.
- Local government needs to work with developers and the 'market' to ensure high quality town centre development. .
- The provision, cost and accessibility of public car parking are key issues for potential users of the city centre.
- Reliability and viability of public passenger transport is negatively impacted by growing traffic congestion and fragmentation of commercial uses around the sub-region, in particular around Hamilton.
- City and town centres need high quality urban design, including active frontages and high quality public spaces, to ensure people feel safe and drawn to shop, visit and invest, Successful, thriving towns have a strong identity and sense/pride of place.
- Regional transportation issues can affect the connectivity of city and town centres.

Actions

Action	Lead Agency	Support Agencies	Resourcing	Implementation Tools	Timing
1. Implement the Central City Transformation Plan, including the desire to encourage high quality residential developments in the Central City.	HCC	FP Partners	Council budget	LTP, HUGS, District Plan, NPS on Urban Development Capacity, Business Improvement Districts	Short to Long (in accordance with Central City Transformation Plan)
2. Advocate for and facilitate Central City development.	HCC	TIG, WRC, NZTA	LTP	LTP, District Plan	Ongoing
3. Implement Structure Plans that provide for activity centre development or redevelopment that enhances public space and facilities, promotes urban design principles, acts as a community focal point, and provides for convenient multi-modal access and local retail requirements.	HCC, Waipa DC, Waikato DC	WRC	Existing resources, council budgets	District Plans, LTPs, RLTP, RPTP	Ongoing
4. Ensure intensification of existing areas aligns with public transport routes (existing and proposed).	WRC	HCC, Waipa DC, Waikato DC	Existing resources, council budgets	RLTP, RPTP	Ongoing

10.8 Building Communities

Applicable Future Proof Principles

- Maintain and enhance the Hamilton Central City as the primary commercial, civic and social centre of the Future Proof area, with it also becoming an important residential intensification area. Ensure the sub-region's towns and villages retain their individual and distinct identities with thriving town centres that support people to "live, work, play, invest and visit".
- Provide housing and lifestyle choice within defined locations, including papakāinga, with greater emphasis on good urban design outcomes.
- Maintain the separation of urban areas by defined and open space and effective rural zoning.
- Recognise and provide for the growth of urban areas, towns and villages within agreed urban limits.
- Support existing commercial centres, towns and villages within the sub-region so these places remain vibrant and valued.
- Ensure large scale community facilities and services are planned on a sub-regional basis to avoid duplication of resources.

Introduction

The Future Proof Strategy is aimed at promoting a sustainable settlement pattern for the sub-region which integrates with infrastructure and services. Building communities is about ensuring that not only is the housing in place for a growing population but that this is supported by community facilities, open space and recreation as well as creating environments that people want to live in.

It is important that there is convenience and access for people, for example access to work, social and leisure activities, health and education.

Building communities involves placemaking initiatives, the provision of recreational, leisure, social, health, education, community, arts and cultural facilities and activities, and the ability for people to participate, collaborate and feel part of a community. It also recognises the role of the environment and the importance of incorporating both the built and natural environment.

Existing strategies and plans of relevance include the Waikato District Council Placemaking Strategy, the River Plan, the Hamilton Plan, Waikato Plan, Waikato Regional Sport Facility Plan, Creative Waikato Strategic Plan, and education and health sector strategic plans.

Issues

- High levels of growth and demographic changes lead to changes in community needs over time.
- The pace of development may mean that community facilities and structures may not develop at the same rate, leading to a lack of community cohesion or sense of place.
- Community facilities are needed in new growth areas, but pressures for development can restrict the availability of suitable land.
- Growth pressures can lead to developer driver development which may not lead to good social infrastructure planning.
- Protection and provision of strategic open-space networks.
- Loss of accessibility to, and difficulty in acquiring, high quality open-space.

- Community facilities that are adaptable and multi-purpose to meet the requirements of the future, including changing lifestyle patterns and expectations in the right location and at the right time.
- Finding ways to recognise and build on the identity of existing towns and neighbourhoods, create a sense of belonging and empower communities
- Adequately recognising and giving effect to iwi aspirations regarding social and cultural outcomes
- Education and health facilities are needed in new developments, but opportunities to establish new facilities may be compromised due to constraints such as the availability of suitable land.
- Tertiary education should be recognised as a key part of the sub-region's identity and also act as an economic driver.
- The ageing population will place considerable pressure on both tertiary health and education facilities as retirees are actively seeking out further education opportunities.

Actions

Action	Lead Agency	Support Agencies	Resourcing	Implementation Tools	Timing
1. Support and promote placemaking initiatives in communities as a way of creating spaces which build a sense of community	HCC, Waipa DC, Waikato DC, WRC	Tāngata whenua, NZTA, TIG	Existing resources, council budgets	LTPs, District Plans, RLTP, individual growth strategies	Ongoing
2. Councils to work together to provide/fund/contribute community facilities, where the benefits are across boundaries	HCC, Waipa DC, Waikato DC, WRC	Tāngata whenua, Community facility providers	Existing resources, council budgets	LTPs, Infrastructure Strategies, Waikato Sport & Recreation Facilities Plan	Short
3. Ensure that community facilities, including health and education services, to meet the growth needs of the Future Proof area are identified for new growth areas and that there are sufficient facilities for intensification and redevelopment areas	HCC, Waipa DC, Waikato DC	WRC, Sport Waikato, Waikato DHB, Ministry of Education, Waikato tertiary education providers, NZTA, NGO's	Existing resources, council budgets	LTPs, Infrastructure Strategies, Structure plans, Waikato Sport & Recreation Facilities Plan	Short and then ongoing
4. Maintain an alignment between the updated Strategy and the strategic plans of the sub-region's education and health providers.	FP Partners, Waikato DHB, University of Waikato, WINTEC, Ministry of Education		Future Proof Implementation Budget	LTPs, Waikato DHB Strategy, Waikato University Strategy, MoE Plans, Annual Plans	Short and then Ongoing
5. Support relevant actions in the Waikato Plan, in particular actions in the People and Communities section relating to regional priorities for community infrastructure, regional facilities and the development of community plans	FPIC, WPIC	HCC, Waipa DC, Waikato DC, WRC, Ministry of Education, tertiary education providers, DHB, NZTA, other community infrastructure providers	Future Proof Implementation Budget	Waikato Plan	Short - Medium

6. Identify tāngata whenua social, environmental and cultural aspirations, including for the use of land in their rohe, and how these aspirations can be facilitated and advanced by Future Proof partners.	Tāngata whenua, FP partners	Community facility providers	Future Proof Implementation Budget	Iwi strategies and plans	Short-Medium
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11. Affordable and Sustainable Infrastructure

11.1 Transport

Applicable Future Proof principles

- Ensure that the strategy is implemented into the partners' and other implementation agencies' policy documents and plans
- Recognise the importance of the Future Proof sub-region within the wider Waikato Region and the upper North Island.
- Maintain and enhance the Hamilton Central City as the primary commercial, civic and social centre of the Future Proof area, with it also becoming an important residential intensification area. Ensure the sub-region's towns and villages retain their individual and distinct identities with thriving town centres that support people to "live, work, play, invest and visit".
- Encourage development to locate adjacent to existing urban settlements and nodes in both the Waikato and Waipa Districts and that rural-residential development occurs in a sustainable way to ensure it that will not compromise the Future Proof settlement pattern or create demand for the provision of urban services.
- Ensure commercial and industrial development is located in selected sub-regional areas and that it is not located where it undermines the areas of influence of the Hamilton Central City, Cambridge, Te Awamutu, Pokeno, Tuakau, Horotiu, Ngaruawahia, Raglan and Huntly urban centres.
- The staging and timing of the settlement pattern will align with the partners' long-term infrastructure strategies and that of any potential waters CCO.
- Encourage development in established settlements to support existing infrastructure.
- Protect existing and future infrastructure and strategic transport corridors, including the Waikato Expressway, Southern Links and rail corridors, from development that could constrain or compromise the efficiency of infrastructure and transport corridor operation.
- Ensure development is planned to support efficient transport infrastructure, including public transport provision and reduced dependence on motor vehicles.
- Recognise the need for stronger links between land-use and transport in respect of the settlement pattern and ensure capacity is matched with development potential.

Introduction

The Future Proof sub-region is growing rapidly and this is exacerbated by the growth occurring in Auckland. By virtue of its central location within the Upper North Island, the Future Proof sub-region carries a high proportion of through-traffic, particularly inter-regional freight (road and rail) movements to and from the Ports of Auckland, Ports of Tauranga and Taranaki, and local and international visitors. This has associated implications for transport, both private travel and freight. The aim of the transport component of Future Proof is to plan for growth and anticipated social and economic change in the sub-region, and to encourage an effective and efficient settlement pattern that is cost-effective and well integrated with transport infrastructure and services.

This section of the Future Proof Strategy is structured in two parts:

- The sub-region's Upper North Island transport role which is largely about connecting major centres.

- Local and sub-regional transport matters which are predominately growth related.

The Future Proof sub-region is constantly addressing these two tiers of transport focus which are sometimes complementary and sometimes in conflict. The Future Proof Strategy aims to provide a framework for balancing and managing these two functions.

Future Proof primarily takes its strategic direction on transport from the Waikato Regional Land Transport Plan.

Upper North Island

The Waikato region lies at the centre of a larger upper North Island economic and transportation system, providing nationally important inter-regional links between the Ports of Auckland and Tauranga. The upper North Island is the powerhouse of New Zealand and is expected to grow faster than the rest of the country. Freight demand originating in the Waikato is projected to increase by almost 50 per cent between 2012 and 2042.¹⁶

The scale of growth that is forecast to occur in southern Auckland and the northern Waikato area is likely to place significant pressure on the transport network, particularly on key inter-regional corridors (i.e. SH1/Waikato Expressway and the North Island Main Trunk). Aligning transport planning and investment across jurisdictional boundaries will help to ensure the broader upper North Island transport system functions efficiently. The Auckland Council has adopted a planning approach which provides 30 years of development capacity in defined locations. As this rolls out, the scale of change and impact on the Waikato region is uncertain. Auckland has an integrated package of transport projects to address growth however the pressures are likely to remain high. It is important that the Waikato plans for this and continues working in partnership with the NZTA and Auckland Transport, particularly in the northern Waikato.

Transport is critical to supporting economic growth and productivity, through efficient freight movement and access to employment areas. Commercial and other employment opportunities in the sub-region and beyond are a key consideration for Future proof partners. They will have impacts on transport in the sub-region which will also drive the need to manage travel demand and improve network efficiency and capacity. These opportunities also have clear links to the strategic priorities identified in Waikato Means Business which are viewed as critical to helping achieve the goals outlined in this regional economic development strategy e.g. maintaining and building our location advantage. This priority is about continuing to maintain good international connections through Auckland and Tauranga, broader connections to the rest of the North Island, and recognising the role of the region as an inter-regional service hub and the importance of freight and transport.

For some time the Waikato Expressway has been the Waikato region's top priority transport project. The Expressway is expected to be completed by 2020. The next priority is the extension of the Expressway from Cambridge to Piarere. This is part of improving road connectivity to and from the Waikato, Auckland and the Bay of Plenty.

Sub-regional

Achieving the strategic integration of infrastructure with land use is fundamental to the Future Proof Strategy. The Strategy has identified a defined settlement pattern to support effective management of urban growth in the Future Proof sub-region. This settlement pattern is now anchored into the Waikato RPS and Waikato Regional Land Transport Plan to provide a strategic framework for integrated land use and infrastructure planning. The Waikato Expressway Network Plan has also been developed to help guide future planning and implementation along the Expressway corridor and will help to ensure that the objectives from this significant investment are achieved as fully as possible.

Urban form is important to the integration of land use and transport. Urban areas, towns and villages need to be designed and continually improved to ensure that people can move around easily by a variety of means. Increased densities and achieving a more compact urban form can improve the efficiency of public transport and active transport modes (walking and cycling). Transport can shape urban form just as urban form can shape our transportation system.

¹⁶ National Freight Demands Study, 2014

Transport and how people move around is also an important part of placemaking. Making our urban areas into places where people want to live, work and play requires that thought be given to getting people to the places they want to go, particularly key services, and ensuring communities are walkable.

The Future Proof Strategy places significant emphasis on land use interventions that support the development of public transport, walking, cycling and travel demand management options. These interventions will provide for greater efficiencies out of the existing transport system. Making the most out of the existing transport system before investing in new infrastructure and services will ensure the most efficient investment is achieved.

Issues

- Growth, particularly in Auckland and Hamilton cities, is increasing vehicle use for both freight and passengers, reducing the efficiency and safety of transport systems.
- Historically transport and land use have not been integrated well, eg unplanned and out of sequence developments which impact on the transport network.
- Ensuring land use decisions do not undermine the long-term benefits of significant transport investments, including the Waikato Expressway and other key transport corridors.
- Maintaining access to essential services as the sub-region grows.
- The impact of ribbon development or sprawl on key strategic corridors, including impact on access.
- Keeping pace with the growing demand for travel.
- Growth of vehicle use for both freight and passenger purposes.
- Dispersal of urban growth has increased travel distances and increased the cost of transport infrastructure.
- High traffic volumes on key inter-regional routes, congestion in and around Hamilton City and other congestion 'pinch points' between the Waikato and Auckland
- Affordability of transport infrastructure and services given the significant amounts of investment required for transport, rising costs, declining national and local revenue and constrained funding
- Reverse sensitivity issues where development encroaches on key transport hubs or routes (e.g. the airport and key transport corridors).
- Changing demographic patterns which influence demand and the type of transport required.
- Public health and environmental issues as a result of growing traffic volumes.
- Low rates of public transport use, and walking and cycling in the sub-region.

An issue that requires ongoing attention is ensuring that development occurs in accordance with the Future Proof settlement pattern. Key transport infrastructure and services are planned within the sub-region using the agreed settlement pattern as a basis. Significant development that is not consistent with the settlement pattern carries a high risk that the impacts on transport systems will undermine the substantial public investments they represent. Examples include the risk of 'ribbon development' along the Waikato Expressway, placing additional demand on existing interchanges and increasing demand for additional connections. If not managed effectively, this will reduce the level of service for intra- and inter-regional journeys with significant economic consequences. One further consequence of this will be increased safety issues, as drivers opt to use routes that are not designed to the same high safety standards as the Expressway.

Actions

Upper North Island

Action	Lead Agency	Support Agencies	Resourcing	Implementation Tools	Timing
1. Progressive implementation of the Waikato Expressway, including ensuring that development along this corridor is in accordance with the Waikato Expressway Network Plan and any future identified and agreed Waikato/Auckland cross boundary transport priorities.	NZTA, WRC	HCC, Waikato and Waipa DC	Existing resources, NZTA and council budgets	RLTP, NLTP, Expressway Network Plan, Infrastructure Strategies, Auckland-Waikato business cases, Waikato Plan	Expressway -- completion by 2021
2. Ensure that the benefits of the Waikato transport network are maximised and that settlement patterns do not adversely impact the Waikato Expressway or other significant transport corridors.	NZTA, HCC, Waikato and Waipa DC, WRC	TIG, FPIC	Existing resources, Future Proof Implementation Budget	RPS, District Plans, RLTP	Short and then Ongoing
3. Ensure the Future Proof Strategy is aligned with and gives effect to the RLTP (including supporting its transport priorities), RPS and is consistent with the Waikato Plan.	FPIC, WRC/RTC and WPJC	HCC, Waikato DC, Waipa DC, NZTA	Existing resources, Future Proof Implementation Budget	Waikato Plan, RPS, RLTP	Ongoing
4. Ensure the continued protection of existing and future road and rail corridors, including through designations as well as managing and developing the local transport network in a way that supports key transport corridors.	FPIC, NZTA, WRC, TAs, KiwiRail		Existing resources, council budgets, Future Proof Implementation Budget	District Plans (eg designations), local transport strategies, AMPs, LTPs and Infrastructure Strategies	Ongoing
5. Where appropriate, support key Waikato Plan transport actions, such as advocating regional transport priorities, integrating the Waikato and Auckland transport networks, exploring funding options, extending the rail network into the northern Waikato as well as various freight actions	FPIC, WPJC, Mayoral Forum, RTC/WRC	HCC, Waikato and Waipa DC, NZTA, KiwiRail	Future Proof Implementation Budget	Waikato Plan, RLTP, Auckland RLTP	Ongoing
6. Consider future transport needs and support key transport projects and strategic approaches, including: <ul style="list-style-type: none"> - The Cambridge to Piarere project and business case - Access Hamilton implementation - Northern Waikato Integrated Growth Management business cases - Southern Links 	FPIC	NZTA, RTC, WPJC, BOP RTC, Auckland Transport	Future Proof Implementation Budget	RLTP, Waikato Plan, Bay of Plenty RLTP, Access Hamilton, NLTP	Short

Sub-regional

7. Promote appropriate transport projects (infrastructure and services) to be included the RLTP that enable the implementation of Future Proof settlement pattern (e.g., the Southern Links and Northern River crossing projects).	FPIC, WRC/RTC	HCC, Waipa DC, Waikato DC, NZTA, KiwiRail	Future Proof Implementation Budget	RLTP, Waikato Plan	Ongoing
8. Develop integrated land-use and transport strategies and Network Operating Frameworks and Plans for the key urban areas in the Future Proof sub-region. Link strategies, frameworks and plans with those of neighbouring areas.	WRC, HCC, Waikato, DC, Waipa DC, NZTA	KiwiRail	Existing resources, NZTA and council budgets	RLTP, RPTP, LTPs	Medium
9. Ensure the staging of Future Proof settlement pattern is aligned with the staging of infrastructure development, the provision of public transport services and transport investment.	TIG	HCC, Waipa DC, Waikato DC, WRC, NZTA, KiwiRail	Existing resources, council budgets, Future Proof Implementation Budget	District Plans, RPS, RLTP, RPTP, LTPs, Infrastructure Strategies	Ongoing – to be reviewed every three years
10. Territorial authorities to work with NZTA during the revocation process to identify opportunities for for improved amenity, community development and transport outcomes within existing townships	HCC, Waipa DC, Waikato DC, and NZTA	WRC	Existing resources, council budgets	District Plans, Waikato Plan, Expressway Network Plan, Asset management plans	Short - Medium
11. Ensure that transport projects recognise and contribute to placemaking, this includes considering public and active transport at the early stage of land use planning to maximise opportunities for public transport, walking and cycling	HCC, Waipa DC, Waikato DC, WRC and NZTA	TIG	Existing resources, council budgets	RPS, Local growth strategies, LTPs, District Plans, structure plans, RLTP, RPTP	Ongoing
12. Investigate potential funding mechanisms to ensure that transport projects are completed on time, including: National Land Transport Fund (including the Crown Grant), government grants, Housing Infrastructure Fund, rates, development contributions and other council revenue, and road pricing/network charges.	FPIC, WRC/RTC, WP IC	HCC, Waikato and Waipa DC, NZTA, Auckland Council, Auckland Transport, MoT	Future Proof Implementation Budget	LTMA 2003, LGA 2002, Waikato Plan, RLTP	Medium
13. Ensure that there is consistent data across Future Proof, the Waikato Regional Transport Model and the Waikato Integrated Scenario Explorer – these all assist with future growth projections.	WRC, TIG, CEAG/SIMG	HCC, Waipa DC, Waikato DC, NZTA	Future Proof Implementation Budget		Ongoing

11.2 Utilities and Infrastructure

Applicable Future Proof Principles

- The staging and timing of the settlement pattern will align with the partners' long-term infrastructure strategies and that of any potential waters CCO, as well as NZ Transport Agency plans.
- Encourage development in established settlements to support existing infrastructure.
- Protect existing and future infrastructure and transport corridors, including the Waikato Expressway, Southern Links and rail corridors, from development that could constrain or compromise the efficiency of infrastructure and transport corridor operation.

Introduction

The implementation and maintenance of network infrastructure is an essential component to the successful functioning and well-being of a community. By ensuring the availability of efficient and effective services, the community will be provided with access to affordable and competitive services.

Local Council's are often in the situation of being criticized for not opening up more land for development, however, the bringing forward of greenfield areas is often financially prohibitive or risky for Councils, who need to balance their finance sheets and not risk trying to provide for development on too many fronts. Infrastructure provision is expensive, and can have long lead-in times for planning, designations, land acquisition (if required) and particularly funding through rates and development contributions.

Issues

- Infrastructure affordability.
- Development can adversely affect the efficient and effective functioning of infrastructure. For example, increasing population density and increasing spread of urban areas increases traffic congestion.
- Development can affect the ability to operate, maintain or expand infrastructure, such as roading and electricity generation and transmission.
- Rural residential development results in demands for new infrastructure in new locations, and often creates cross boundary impacts on infrastructure, where the effects of development such as increased traffic and demand for services are felt in neighbouring districts. Low density development can also affect the ability of Council's to fund infrastructure and can reduce the ability of servicing development by public transport.
- Some infrastructure, such as stormwater pipes, culverts and sea defences, may become inadequate for the task they were designed for due to climate change impacts.
- Some transport (and other infrastructure) corridors may also become more frequently subject to flooding, landslide and erosion due to climate change.
- Increasing value of land due to development makes establishing new infrastructure in these areas more expensive.
- Growth in population correlates directly with the need to expand and extend network infrastructure.
- Clear strategies for managing growth can provide a sound basis for investment in network infrastructure.
- Opportunities to share growth corridors for service installation can be promoted which will result in reduced costs and impacts of network development.
- Compact forms of development and sequential logical expansion promotes more efficient provision of network infrastructure.
- Network infrastructure can have adverse environmental effects.

Actions

Action	Lead Agency	Support Agencies	Resourcing	Implementation Tools	Timing
1. Support the development and implementation of the Regional Infrastructure Technical Specifications	HCC, Waipa DC and Waikato DC	WRC	Existing Resources, council budgets	LTPs, Regional Plans, District Plans, Resource	Ongoing
2. Provide for the effective sharing of information on growth and development trends with network utility providers on a regular basis.	HCC, Waikato DC and Waipa DC	WRC, network utility providers	Existing Resources, council budgets	Regional Plans, FP Monitoring Report	Short and then Ongoing
3. Ensure there are appropriate rules in district and regional plans to enable the development of utility services, whilst ensuring any adverse effects are mitigated.	Waikato DC, WRC	HCC, Waipa DC	Existing Resources	District Plans, Regional Plan, LTP's	Ongoing
4. Advocate with central government, network utility managers and infrastructure providers for a collaborative, comprehensive, long-term strategic infrastructure development plan for the sub- region.	FPIC, WRC, WP JC	HCC, Waipa DC, Waikato DC, NZTA	Future Proof Implementation Budget	NIP, LTP's, Regional Plans, Waikato Plan	Medium
5. Structure Plan sub-regional growth cells to ensure infrastructure needs are understood and can be met.	HCC, Waikato DC and Waipa DC	WRC, TIG	Existing Resources, council budgets	Structure plans, district plans, LTP's, Infrastructure Strategies	Medium and Ongoing

11.3 Three Waters

Applicable Future Proof Principles

- Ensure that the settlement pattern generally avoids as far as practicable adverse effects on natural hydrological characteristics and processes, soil stability, water quality and aquatic ecosystems; maintain or enhance landscape values; and, promotes positive indigenous biodiversity outcomes and protects significant indigenous vegetation and significant habitats of indigenous fauna.
- Give effect to the Vision and Strategy for the Waikato River by restoring the health and well-being of the Waikato and Waipa Rivers, including adopting an integrated management approach.
- The staging and timing of the settlement pattern will align with the partners' long-term infrastructure strategies and that of any potential waters CCO, as well as NZ Transport Agency plans.
- Ensure that planning for the future use of water maintains water quality and promotes efficient use.
- Recognise the unique relationship that tāngata whenua have with the whenua awa, moana, maunga, taiao katoa: the land, waterways, ocean, mountains, wider environment and other people in the sub- region. This includes, but is not limited to, the practice of kaitiakitanga.

Introduction

The term "Three Waters" as used in a municipal sense and in this Strategy, is generically referred to as the "Urban Waters", meaning water supply, wastewater, and stormwater. There is an increasing need to manage three waters in a sustainable and integrated way to ensure availability of services to growth areas and protection of the environment for future generations.

The 2009 Future Proof Strategy addressed each of three waters independently rather than holistically. The Future Proof partners concluded that it would be beneficial to integrate the three waters and subsequently developed a Sub-Regional Three Waters Strategy. The Three Waters Strategy sets out how water, wastewater and stormwater will be managed over a 50 year period. The vision is:

The delivery of integrated, sustainable and well managed Three Water services for the sub-region which ensures the cultural, social and economic needs of the community are met and the quality of the Waikato River is improved.

Nine key issues were identified that were faced by the Partner Councils (see 'Issues' below).

An Action Plan was developed to implement the Three Waters Strategy. The Action Plan contains 11 key actions that were developed to give effect to the vision, goals and issues identified in the Three Waters Strategy.

Issues

- Ensuring the protection and improvement of public health and safety, and providing appropriate water sanitary services and hazard management practices.
- Meeting future anticipated and planned for growth demands.
- Planning for and adapting to climate change.
- Ensuring that decisions relating to the three waters are underpinned by best practice, research and knowledge.
- Ensuring quality, efficient and sustainable infrastructure.
- The need for integration of: relevant council functions; inter council departments; the three waters; and, land use and water planning and management.
- The availability and allocation of water.

- Ensuring that iwi and hapu are involved in the management of three waters and tāngata whenua values, aspirations and interests are identified and reflected.
- Ensuring protection and where possible the enhancement of the natural environment.

Actions

Action	Lead Agency	Support Agencies	Resourcing	Implement- ation Tools	Timing
1. Implement the Sub-Regional Three Waters Strategy Action Plan.	CEAG & SIMG, FP Three Waters Policy Group	HCC, Waikato DC, Waipa DC, WRC, tāngata whenua	Existing Resources, council budgets	Sub-Regional Three Waters Strategy Action Plan, District Plans, LTPs, Regional Plans	See Action Plan
2. Work with Waikato-Tainui and Raukawa and Maniapoto to support customary activities and to align statutory and non-statutory documents that relate to the river with Te Ture Whaimana o te Awa o Waikato - the Vision and Strategy for the Waikato River.	HCC, Waipa DC, Waikato DC, WRC, Tainui Waka Alliance, NKAOTW	Waikato River Authority	Existing Resources, Future Proof Implementation Budget	JMAs, WRA report card, Te Ture Whaimana o te Awa o Waikato - the Vision and Strategy for the Waikato River	Short and then Ongoing
3. Maintain an alignment between the updated Strategy, Healthy Rivers Waiora, Let's Talk Water and the Waikato Plan.	FPIC, WPJC, WRC	HCC, Waipa DC, Waikato DC, TIG	Existing Resources, Future Proof Implementation Budget	Healthy Rivers Waiora Plan Change, Waikato Plan, Regional Plan, RPS	Short and then Ongoing

12. Tāngata Whenua

12.1 Tāngata Whenua

Applicable Future Proof Principles

- Ensure that the values, principles, aspirations, roles and responsibilities and the place of tāngata whenua are reflected and incorporated into strategy governance and implementation.
- Recognise the unique relationship that tāngata whenua have with the whenua awa, moana, maunga, taiao katoa: the land, waterways, ocean, mountains, wider environment and other people in the sub- region. This includes, but is not limited to, the practice of kaitiakitanga.

There is also a need to recognize:

- Mana whakahaere as the basis for engaging with tāngata whenua
- That a holistic, consistent and integrated approach to resource use (especially water) and land use development should be applied across the sub-region
- That development should occur in a manner that does not adversely affect a rohe environmentally, socially or culturally

Introduction

Vision

Kia tuku atu ngā karu atua o te waka hei ārahi, hei arataki, hei tiaki To enable the karu atua of the waka to guide, to lead and to nurture knowing our future by planning today

Scene Setting

The Waikato region is home to the second highest Māori population in New Zealand. Hamilton City and Waikato District have the highest percentages of Māori population in the Waikato. The Māori population is growing and as a result is relatively youthful which will bring with it a number of advantages, including for the labour market, now and into the future.

A number of Treaty of Waitangi negotiations are settled or are underway with the Crown. There are still claims not yet settled and some that have not been lodged. It is acknowledged that the settlement process and redress is ongoing. The Waikato and Waipā River settlement and co-management legislations have been a significant milestone for the Waikato region creating a number of co-governance and co-management agreements with iwi in the Waikato and in the Future Proof sub-region. These legislations have resulted in the establishment of a co-governance group - the Waikato River Authority – which is custodian for Te Ture Whaimana o te Awa o Waikato – the Vision and Strategy for the Waikato River. The Vision and Strategy is the primary direction-setting document for the Waikato River and activities within its catchment affecting the River. This document provides the strategic direction for the Waikato River and has informed the Future Proof Strategy. Co-governance and co-management arrangements are likely to increase in the future reflecting the importance of iwi and local / central government working together in consensus decision-making.

The outcomes from the Crown's settlement of grievances from its breaches of Te Tiriti, coupled with ongoing capability and capacity building initiatives at individual, whānau, marae, hapū, and iwi level, have and will continue to influence the role and participation of tāngata whenua in the successful implementation of Future Proof.

It is important that the unique relationship that tāngata whenua have with their whenua, awa, moana, maunga, taiao katoa and other people is recognised. This encompasses a physical, mental, emotional, spiritual, and metaphysical relationship that may be unique to the tikanga (practices) and kawa (guiding principles) of each marae, hapū or iwi.

Prior to the land wars and resulting confiscation of lands, marae, hapū, and iwi exercised mana whakahaere¹⁷ without challenge. Mana whakahaere involves the exercise of rights and responsibilities to ensure that the balance and mauri (life force) of the rohe is maintained. It is based on recognising that if the environment is cared for, the environment will continue to sustain the people. In customary terms mana whakahaere is the exercise of control, access to, and management of resources sustainably within a rohe guided by mātauranga in accordance with tikanga and kawa.

Tāngata Whenua as a Future Proof Partner

The Future Proof Implementation Committee has two tāngata whenua members – one from the Tainui Waka Alliance (Maniapoto, Hauraki, Raukawa and Waikato Iwi) and one from Ngā Karu Atua o te Waka.¹⁸ Ngā Karu Atua o te Waka was set up as a reference group to provide advice to the Future Proof project. It has members drawn from Iwi and hapū-based groups representing tāngata whenua in the Future Proof sub-region.

This structure means that tāngata whenua, as a project partner, have the same number of representatives to each level of the project's governance and management structure as the other project partners. The representatives are responsible for communication back to their constituent groups.

Economic Development

Tāngata whenua are active investors in the Waikato region and in the Future Proof sub-region, contributing \$1.4 billion to the Waikato economy with an asset base of \$6.2 billion (Berl, 2014). The agriculture, forestry, fishing, property and business services industries make a significant contribution to the Māori asset base in the Waikato region. Education is also a key economic driver and a priority for many Iwi in the Waikato as well as being an important part of the Māori asset base. There are a large number of education institutions in the region and education makes a significant contribution to the GDP of the Waikato.

Ongoing capacity and capability building of tāngata whenua, supported by the settlement of outstanding claims regarding breaches of Te Tiriti o Waitangi, and an increasing population that identifies as Māori/tāngata whenua means that tāngata whenua will be a leading economic influence and a key part in shaping the economic development in the sub-region by 2061 further impacting the Future Proof area and beyond.

The Environment

Tāngata whenua take a holistic approach to environmental protection, management and enhancement. The environment is integral to tāngata whenua and is not treated as something which is separate from the people. Kaitiakitanga through tikanga and kawa is a guiding principle in the protection and management of natural resource. A number of Iwi planning documents refer to the need to ensure that development has positive environmental and cultural effects.

Papakāinga

Papakāinga may, by definition, be one of the last places where tāngata whenua can live as tāngata whenua or people of their lands. It is necessary to understand the relationship of tāngata whenua, according to their tikanga and kawa, with their papakāinga including their economic, social, cultural, and spiritual relationships.

Papakāinga may strengthen and arise from the settlement patterns of taura here, or Māori from outside the region, who wish to have a place to live, work, play, invest and visit as Māori within the Future Proof area.

¹⁷ Governance, authority, jurisdiction, management, mandate, power.

¹⁸ The group was so named because the karu atua of a waka are the feather covered 'eyes' out the front of the canoe to provide direction, guidance and protection.

The demographics of papakāinga will change. For example, it may be that papakāinga populations will become younger with growing opportunities from hapū and iwi economic development encouraging younger people to move back to papakāinga. This will enable tāngata whenua to have the choice to live, work, play, invest and visit in the environs of papakāinga. This may also encourage the establishment of new papakāinga and marae while putting pressure on the current resources available for papakāinga use. Processes should be in place to facilitate the use of multiple-owned Māori lands for papakāinga.

Right of First Refusal

The Right of First Refusal is a significant issue for sub-regional Iwi. It refers to providing Iwi with a long-term option for the purchase or lease of Crown or Council owned land. The intent of the Right of First Refusal is to provide Iwi with the opportunity to reclaim land which has been taken and follows a principle of 'i riro whenua atu, me hoki whenua mai' (as land was taken so land should be returned). This means that the development or use of any Crown or Council owned land will need to consider if there are any relevant Rights of First Refusal provisions triggered by such use or development.

The Waikato Plan

The Future Proof Strategy aims to align with the Waikato Plan – the strategic, direction-setting document for the whole of the Waikato region. The Waikato Plan contains two main priorities in its Iwi section:

- Taking opportunities to build on economic, social and cultural partnerships with Iwi/Māori with a particular focus on partnership building and co-governance
- Staying in the rohe (tribal region): enabling Iwi/Māori to live, work, learn, invest and play within their own rohe

The Plan contains a number of other priorities and actions which are relevant to Iwi, particularly in the environment section. The Future Proof Strategy supports these priorities and where possible Future Proof implementation will focus on achieving these outcomes.

Iwi Management Plans

There are a number of Iwi Management Plans in the Future Proof sub-region. Iwi management plans (IMP) are a resource management plan prepared by an iwi, iwi authority, rūnanga or hapū. These plans are often holistic documents that cover more than RMA matters. IMPs must be taken into account when preparing or changing regional policy statements and regional and district plans.

Key environmental priorities identified in the IMPs of the sub-region include water, indigenous biodiversity, natural heritage and restoration of the environment. These environmental matters are always considered as part of an integrated, holistic system.

Issues

- The ability to develop or restore papakāinga is a priority for tāngata whenua. The provision of papakāinga is an essential means for tāngata whenua to reconnect with their people and their lands. Local authorities need to consider the implications of policy decisions on papakāinga development, as decisions around land title and infrastructure have the ability to inhibit papakāinga in appropriate locations.
- A key aspiration for a number of tāngata whenua is to develop self-sufficient marae.
- Tāngata whenua consider the restoration, maintenance and protection of the health and well-being of wāhi tapu (sacred sites) and wāhi whakahirahira (sites of significance) critical to sustainable development. This allows for the relationship of tāngata whenua, according to their tikanga and kawa, with their wāhi whakahirahira and wāhi tapu including their economic, social, cultural, and spiritual relationships. Additionally, this allows for the relationship of the wider community with wāhi tapu and wāhi whakahirahira.

- There are areas that adjoin or are nominally within the Future Proof area but are of significance to tāngata whenua. An example of this is Tikapa Moana (Hauraki Gulf) and its catchments, which are significant for a number of reasons including its rural value, ecosystem, biodiversity and significance to iwi such as the various iwi of Hauraki.
- Restoring, maintaining, and protecting the health and well-being of significant sites which includes, but is not limited to the retention, revival and use of historical place names; view lines/shafts to wāhi tapu and wāhi whakahirahira; appropriate buffer zones around wāhi tapu, wāhi whakahirahira and papakāinga; the protection of the peat lakes and their surrounds; and an increase in biodiversity.
- Sites of cultural significance including wāhi tapu and wāhi tūpuna should be protected from intentional and accidental damage. The cultural integrity of such sites should be a priority when undertaking activities in the vicinity of such sites.
- There are significant development pressures in the northern Waikato as a result of being close to the boundary with Auckland. There are also a number of cross-boundary issues between the Waikato and Auckland, for example around natural resources, the Waikato River and infrastructure such as transport. All of this raises particular issues for Northern Waikato Iwi.
- Effective engagement in growth management and planning decision-making remains an ongoing issue for tāngata whenua.
- As active investors in the region, accompanied with a desire for tāngata whenua to live, work, play, invest and visit within their rohe, tāngata whenua are keen to see a planning and consenting regime that facilitates the ability for tāngata whenua economic development within their rohe.
- Future Proof will also need to give effect to Te Ture Whaimana o te Awa o Waikato – The Vision and Strategy for the Waikato River.
- Development of Council and Crown owned land will need to consider if there are any Right of First Refusal implications as a result of such development.

Actions

Action	Lead Agency	Support Agencies	Resourcing	Implementation Tools	Timing
<p>1. Ongoing alignment with core iwi and hapū documents.</p> <ul style="list-style-type: none"> ▪ Councils to continue to maintain a register of key tāngata whenua documents (including amendments or development of new documents). ▪ Work with tāngata whenua to determine what support/resourcing is available to develop and maintain relevant documents. ▪ Determine which actions in tāngata whenua documents or noted in the Future Proof Strategy can be implemented or facilitated via Future Proof, structure plans, statutory and non-statutory instruments. 	HCC, Waipā DC, Waikato DC, WRC, tāngata whenua	TIG	Future Proof Implementation Budget	RPS, LTP's, District Plans, Iwi Management Plans, Iwi strategic documents, structure plans	Short and then Ongoing

<p>2. Wāhi tapu, wāhi whakahirahira.</p> <p>Adopt and implement a formal protocol to identify, assess and mitigate issues around wāhi tapu and wāhi whakahirahira that may be impacted by development activity for the duration of the Strategy and that ensures the early engagement and participation of relevant tāngata whenua groups and stakeholders.</p> <p>Protocol to include:</p> <ul style="list-style-type: none"> • Early engagement and assessment so that undue pressure is not put on tāngata whenua or development plans. • Future proofing transport corridors should include a comprehensive assessment of affected areas to ensure that current and future designations are appropriate • Similarly future proofing intended urban, residential and industrial development areas • Protection of resources must be balanced with the development of those resources by tāngata whenua • Align protocol with tāngata whenua consultation, engagement and participation processes <p>This work should link with the aligned planning actions from the Waikato Plan – see Action 8 below</p>	FPIC and tāngata whenua	HCC, Waipa DC, Waikato DC, WRC, NZTA, TIG	Future Proof Implementation Budget	RPS, District Plans, Iwi Management Plans, regional significance and engagement policy, Waikato Plan	Short
<p>3. Papakāinga</p> <p>Develop a Papakāinga Housing Initiative (including use of a papakāinga toolkit) to enable greater papakāinga development as well as a coordinated response to papakāinga housing needs and aspirations in the sub-region.</p>	FPIC - Joint leadership of this project with the WPJC and tāngata whenua	FP Partner Councils, NKAOTW	Future Proof Implementation Budget	RPS, LTP's, District Plans, Iwi Management Plans, Iwi strategic documents, Waikato Plan	Short
<p>4. Identify tāngata whenua economic aspirations, including for the use of land in their rohe and how these aspirations can be facilitated and advanced by Future Proof partners through the development and implementation of a Future Proof Tāngata Whenua Economic Development Plan.</p>	FPIC working with the WPJC and tāngata whenua	FP Partner Councils, NKAOTW, Waikato Means Business	Future Proof Implementation Budget	RPS, LTP's, District Plans, Iwi Management Plans, Iwi strategic documents, Waikato Plan, Waikato Means Business	Medium
<p>5. Actively pursue and support co-management and co-governance arrangements in the sub-region</p>	FPIC working with the WPJC and tāngata whenua	FP Partner Councils, NKAOTW	Future Proof Implementation Budget and Waikato Plan Implementation Budget	Joint Management Arrangements, Deeds of Settlement, MOUs	Ongoing

<p>6. Ensure that the implementation of Future Proof occurs in a manner which is consistent with Te Ture Whaimana o te Awa o Waikato – The Vision and Strategy for the Waikato River</p>	FPIC	TIG, HCC, Waipā DC, Waikato DC, WRC, tāngata whenua	Future Proof Implementation Budget	Te Ture Whaimana o te Awa o Waikato – The Vision and Strategy for the Waikato River, RPS, LTP's, District Plans, Iwi Management Plans, Iwi strategic documents	Ongoing
<p>7. Develop and implement a standardised approach to considering Rights of First Refusal matters when developing Council and Crown owned lands within the Future Proof sub-region. The first step for this action will be for relevant Iwi and councils to have a conversation and to try and agree an approach. This can then be used as a basis for discussions with the Crown.</p>	HCC, Waipā DC, Waikato DC, WRC, tāngata whenua	FPIC	Future Proof Implementation Budget	RPS, LTP's, District Plans, Iwi Management Plans, Iwi strategic documents, MOUs	Medium
<p>8. Work with the Waikato Plan on Implementing the following actions from the Waikato Plan Aligned Planning work:</p> <ul style="list-style-type: none"> - Documentation to inform whether tāngata whenua engagement is required. Note that this may include developing a co-ordinated approach to tāngata whenua engagement across the region. - Creation of mandated tāngata whenua /council resource management groups, including the potential to coordinate this across the region and helping to build capacity within tāngata whenua groups to respond. - Agree conditions through consent process rather than in hearings. - Assessment framework to determine the need for a CIA. - Develop a tāngata whenua significance and engagement policy or provide better guidance on assessing significance and engagement. - Cultural monitoring guidelines - Website portal to inform applicants and processing officers of significant sites and the right mana whenua to talk to. - Up skilling and knowledge sharing 	FPIC working with the WPJC and tāngata whenua on aspects of the action relevant to Future Proof	FP Partner Councils,	Future Proof Implementation Budget and Waikato Plan Implementation Budget	Significance and engagement policy, District Plans	Short - Medium

Appendices

13. Allocation and Staging of Growth – detailed tables

DRAFT

Period	Population and Household Demand based on University of Waikato (UoW) Projections			Household Supply (total capacity of cells)			Strategic Overview and Infrastructure Needs for Growth Areas	Certainty
Decade 2: Year 11-20 2026-2035	Area	Household Growth 2026-2035		Area	Supply			LESS CERTAIN Demand is less certain. Infrastructure planning is in place for some cells (Te Kauwhata) and not in place for others (Tuakau Stage 2) at this stage but is to be addressed in LTP 2018-2028. Cell sequencing and capacity subject to review. New growth cells (i.e. Pokeno Stage 2) informed by a high level concept plan, further work is still to be completed. NOTES: Future zoning in the villages within the Hamilton peripheral area will be done through a Structure Plan/Concept Plan (i.e. Te Kowhai). More detailed planning for these will be done at an appropriate time with Hamilton City Council and the NPS on Urban Development Capacity Project.
		UoW Low	UoW Medium		UoW Low	UoW Medium		
	Tuakau*	755	909	Tuakau Stage 1 Carry Over	385	363		
	Pokeno	1360	1945	Tuakau* Stage 2	340	340		
	Te Kauwhata	248	255	Tuakau Total	725	703		
	Huntly	333	247	Pokeno Stage 1 Carry Over	450	90		
	Ngaruawahia	133	130	Pokeno Stage 2	1000	1000		
	Raglan	167	122	Pokeno Total	1450	1090		
	Urban Total	2996	3608	Te Kauwhata Carry Over	726	710		
	Taupiri	33	39	Te Kauwhata	172	172		
	Horotiu	76	121	Te Kauwhata Total	898	882		
	Gordonton	-10	12	Huntly Carry Over	-33	-112		
	Matangi	67	75	Huntly	676	676		
	Tamahere-Tauwhare	176	260	Huntly Total	643	564		
	Whatawhata	119	157	Ngaruawahia Stage 1 Carry Over	16	11		
	Te Kowhai	51	77	Ngaruawahia Stage 2	127	127		
	Hamilton Urban Area*** within WDC Total	512	740	Ngaruawahia Total	143	138		
	Rest of District	1194	1776	Raglan Carry Over	-171	-186		
	District Total	4702	6124	Raglan	300	300		
				Raglan Total	129	114		
				URBAN TOTAL	4788	4291		
				Taupiri Stage 1 Carry Over	162	158		
				Taupiri Stage 2	63	63		
				Taupiri Total	225	221		
				Horotiu Stage 1 Carry Over	35	-5		
				Horotiu Stage 2	-	-		
				Horotiu Total	35	-5		
			Te Kowhai Stage 1 Carry Over	33	21			
			Te Kowhai Stage 2	80	80			
			Te Kowhai Total	113	101			
			Area	Supply Deficit or Carry Over				
				UoW Low	UoW Medium			
			Tuakau Total	-30	-206			
			Pokeno Total	90	-855			
			Te Kauwhata Total	650	627			
			Huntly Total	310	317			
			Ngaruawahia Total	10	8			
			Raglan Total	-38	-8			
			URBAN TOTAL	1792	683			
			Taupiri Total	192	182			
			Horotiu Total	-41	-126			
			Te Kowhai Total	62	24			
			Area	Supply Deficit or Carry Over				
				UoW Low	UoW Medium			
			Tuakau Total	-30	-206			
			Pokeno Total	90	-855			
			Te Kauwhata Total	650	627			
			Huntly Total	310	317			
			Ngaruawahia Total	10	8			
			Raglan Total	-38	-8			
			URBAN TOTAL	1792	683			
			Taupiri Total	192	182			
			Horotiu Total	-41	-126			
			Te Kowhai Total	62	24			

Assumptions:

- Most of the district's growth is Greenfield development with an assumption of 12 household units per hectare.
- The Future Proof target, to be achieved over the period of the Strategy is: approximately 80% of growth will be in Pokeno, Tuakau, Te Kauwhata, Huntly, Ngaruawahia, Raglan and the rural villages.
- Household and Population figures are based on Census Area Units (CAU's).
- Any residual supply will be carried forward into the next decade.
- Future zoning in the villages within the Hamilton urban area will be identified as part of a Structure Plan/Concept Plan process in conjunction with the NPS Urban Development Capacity project work. More detailed planning for these will be done at an appropriate time.

* The Tuakau figure is the total of four CAU's Tuakau, Buckland South, Redoubt and Opuawhanga. Majority of the growth in Tuakau falls outside the Tuakau CAU and into the surrounding CAU's. Not all of the growth in these CAU's will form part of Tuakau some of it will be in the rural areas but an assumption could be made that about 80% of those CAU's growth will be urban.

** Pokeno Stage 1 refers to the structure plan made operative in 2010.

*** Hamilton urban area includes the following CAU's: Gordonton, Te Kowhai, Whatawhata, Horotiu, Tamahere-Tauwhare, Matangi, and Taupiri. Rural only CAU areas defined by STATS NZ have been excluded. <http://www.stats.govt.nz/methods/classifications-and-standards/classification-related-stats-standards/urban-area.aspx>.

Hamilton City Council Growth 2016 – 2045

Period	Population and Household Demand based on University of Waikato (UoW) Projections				Household Supply (total capacity of cells)			Strategic Overview and Infrastructure Needs for Growth Areas	Certainty		
Decade 1: Year 1–10 2016-2025	Area	Number of Households 2016	Household Growth 2016-2025		Greenfield Area	Current Supply (as at 2016)		<p>Rototuna: Continued residential growth of well-established growth cell and a new Suburban Centre including an aquatic facility and library. A new Junior and Senior High School.</p> <p>A new Rototuna reservoir is due to be operational in summer 2017/18.</p> <p>Completion of the Borman Road arterial and an extension of Resolution Drive to connect to the Waikato Expressway. Parks network including gully reserves, neighbourhood parks and 4 sports parks required. Land has been acquired for Sports Parks. These undeveloped parks will be developed over time. Planning for a new Northern River Crossing to support future city growth and HT1 will commence. Investment in stormwater treatment devices and watercourse improvements to mitigate the effects of and support future growth.</p> <p>Peacocke Stage 1: Residential development is currently underway. Stage 1A is fully consented and additional residential capacity (Stage 1B) will need to be unlocked by wastewater improvements. NZTA has approved release of the balance of Stage one prior to the completion of a new roundabout in the vicinity of Dixon Road/SH3. Stage 1A and 1B largely relies on existing community, recreation and retail infrastructure of neighbouring suburbs.</p> <p>Rotokauri Stage 1: Continued development of this mixed use growth cell including a new Suburban Centre. Planning for a strategic stormwater infrastructure solution is underway which will need to be implemented to support growth. Water and Wastewater strategic infrastructure solutions have been identified and will be implemented in this period. Developer engagement will be needed to deliver key transport provisions.</p> <p>Ruakura: This is an industrial-led mixed use development, based around the development of an inland port and retail facilities to serve the new development and adjoining neighbourhoods. There are residential areas also proposed. The Ruakura Interchange and Waikato Expressway will help facilitate development. Strategic three waters and transport infrastructure solutions will need to be provided as part of development. Planning for and delivery of new reservoir is underway.</p> <p>For all of the growth cells, an integrated public open space network; integration into the local and strategic road network; and passenger transport solutions are required.</p>	<p>HIGH DEGREE OF CERTAINTY: Growth cells and capacity are known. Significant infrastructure is in place or committed. Structure Plans and zoned land is in place. Provision for infill has been made.</p>		
			UoW Low	UoW Medium		Rototuna	3,590				
			Greenfield	-		6,148	7,151			Peacocke Stage 1	360
			Infill	-		6,148	7,151			Rotokauri Stage 1	3,190
	Hamilton City Total	55,796	12,296	14,302	Ruakura	2,200					
	Area	Population 2016	Population Growth 2016-2025		Greenfield Total		9,340				
			UoW Low	UoW Medium	Area - Greenfield		Carry Over				
			Greenfield Total	3,192	2,189	UoW Low	UoW Medium				
			Hamilton City Total	155,992	22,410	27,813	Area – Infill				
					Assume 50% of household growth occurs in infill areas as per HUGS policy		UoW Low			UoW Medium	
				Infill supply		6,148	7,151				
				<p>Note: Note that the Ruakura supply includes residential in the north of the cell and large lot residential to the south.</p> <p>Summary: The current greenfield cells have sufficient capacity for the decade in either a UoW Low or Medium growth scenario.</p>							

Period	Population and Household Demand based on University of Waikato (UoW) Projections			Household Supply (total capacity of cells)			Strategic Overview and Infrastructure Needs for Growth Areas	Certainty
Decade 2: Year 11-20 2026-2035	Household Growth 2026-2035			Supply			<p>Rototuna: Continued residential growth of well established growth cell. A new aquatic facility and library.</p> <p>Peacocke Stage 2: This predominately residential growth cell with supporting suburban centre, parks network including 2 sports parks, riverside reserve, gully network and neighbourhood parks is required. Possibility of schools if required (subject to Ministry of Education requirements). Delivery of the Southern Links – Wairere Drive Extension including a new bridge over the Waikato River into Peacockes will support development in Peacocke Stage 2. Planning for a strategic wastewater solution is underway and will need to be implemented. Strategic water infrastructure will also be needed within the growth cell.</p> <p>Rotokauri Stage 1: Possibility of new schools should they be required (Ministry of Education dependent). An extension of the existing trunk water mains and wastewater network is required. Parks network including neighbourhood parks and a Sports Park is required. Land has been acquired for a sports park.</p>	LESS CERTAIN Demand is less certain. Infrastructure planning is in place. Structure Planning is in place. Zoning is in place. New infill/intensification options will need to be developed.
	Area	UoW Low	UoW Medium	Greenfield Area	UoW Low	UoW Medium		
	Greenfield	5,871	7,221	Greenfield Carry Over	3,192	2,189		
	Infill	5,871	7,221	Peacocke Stage 2	8,140	8,140		
	Hamilton City Total	11,742	14,442	Greenfield Total	11,332	10,329		
	Population Growth 2026-2035			Supply Carry Over				
	Area	UoW Low	UoW Medium	Area	UoW Low	UoW Medium		
	Hamilton City Total	20,604	27,472	Greenfield Total	5,461	3,108		
				Area – Infill				
				Assume 50% of household growth occurs in infill areas as per HUGS policy	UoW Low	UoW Medium		
			Infill supply	5,871	7,221			
<p>Summary: In both scenarios, there would be sufficient capacity with the carry-over from decade 1 along with Peacocke Stage 2. Peacocke Stage 2 would need to become available in this decade in both scenarios.</p> <p>Ability to Adjust: If provision for infill development was not made or taken up (i.e if infill growth fell away and new provision was not made), a further new greenfield growth cell may be required in this decade. Temple View may provide capacity and this is being investigated.</p>								

Period	Population and Household Demand based on University of Waikato (UoW) Projections			Household Supply (total capacity of cells)			Strategic Overview and Infrastructure Needs for Growth Areas	Certainty
Decade 3: Year 21-30 2036-2045	Household Growth 2036-2045			Supply			<p>Peacocke Stage 2: It is anticipated that strategic solutions will have mostly been delivered in the previous decade. Continued implementation of stormwater solutions is expected as part of development.</p> <p>Rotokauri Stage 2: Possibility of new schools should they be required (Ministry of Education dependent). Significant three waters infrastructure and arterial corridor planning and investment will be required. Parks network, including a sports park and neighbourhood parks is required.</p>	<p>UNCERTAIN Demand is less certain. Infrastructure planning in place for some cells. Structure plan(s) would be needed for a new growth cell(s). Not all zoning is in place yet. New infill/intensification options will need to be developed.</p>
	Area	UoW Low	UoW Medium	Greenfield Area	UoW Low	UoW Medium		
	Greenfield	4,575	6,217	Greenfield Carry Over	5,461	3,108		
	Infill	4,575	6,217	Rotokauri Stage 2	2,500	2,500		
	Hamilton City Total	9,150	12,434	Greenfield Total	7,961	5,608		
	Population Growth 2036-2045			Supply Carry Over or Deficit				
	Area	UoW Low	UoW Medium	UoW Low	UoW Medium			
	Hamilton City Total	15,916	23,772	Greenfield Total	3,386	-609		
				Area – Infill				
				Assume 50% of household growth occurs in infill areas as per HUGS policy	UoW Low	UoW Medium		
			Infill supply	4,575	6,217			
<p>Summary: In a UoW Low scenario there would be sufficient supply in the remainder of Peacocke Stage 2 for this decade, with a residual capacity of 886. In a UoW Medium scenario, Peacocke Stage 2 would be full as well as Rotokauri Stage 2 and there would be a shortfall of supply of around 609 households. Therefore a new greenfield growth cell may be needed prior to the end of this decade.</p> <p>Ability to adjust: If growth remained at high rates and provision for infill development was not made or taken up (i.e if infill growth fell away and new provision was not made), then other greenfield growth areas could need to become available in this decade. Temple View may provide capacity and this is being investigated. Other cells outside the city include WA, R2, and HT1.</p>								

Assumptions:

- The settlement pattern reflects the HUGS staging, except as amended by the EPA decision on Ruakura and Commissioner decision on PDP staging for Rotokauri. The Hamilton City Council Housing Infrastructure Fund (HIF) bid (2016/17) and the Housing Accord may result in changes to zoning and infrastructure staging, which may bring forward supply. The focus of the HIF bid is on Peacocke stage 2 and Rotokauri. The impact may be to oversupply the market to achieve at least the capacity requirements set out in the National Policy Statement on Urban Development Capacity.
- HCC is adopting UoW Low as its baseline growth assumption. The National Policy Statement on Urban Development Capacity requires a provision of capacity between 15% and 20% above anticipated demand and this is subject to further assessment work to occur in 2017.
- The 50:50 infill assumption will require that new intensification zones and/or new forms of development be made available to ensure sufficient supply. This provision will need to be made in future District Plan reviews in order to ensure a range of infill options are available.
- Greenfield means new housing areas within Hamilton as opposed to existing developed parts of the city. Specifically Greenfield for Hamilton means the census area units: 527005 Sylvester, 527006 Flagstaff, 527007 Horsham Downs, 527008 Rototuna and 527009 Huntington comprising Rototuna; 27810 Peacocke for Peacocke and; 528405 Burbush and 528406 Rotokauri for Rotokauri.
- Greenfield development is assumed to be an average of 16 dwellings per hectare averaged across the greenfield cell.
- HT1, R2 and WA refer to areas of strategic land currently outside the HCC (within WDC), as outlined in the Strategic Agreement on Future Urban boundaries (2005). The HT1 and R2 land is to the north and north east of Hamilton and is bordered by the Waikato Expressway and HCC. The WA land is to the west of the city. Future growth cell HT1 is due to come into the city in 2045, and R2 in 2039. WA is due to come into the city when infrastructure constraints are addressed. Note that these cells may come into the city earlier than those dates if needed to promote choice and ensure affordability and competitive market economics between development areas.

Waipa District Council Growth 2016 – 2045

Period	Population and Household Demand based on University of Waikato (UoW) Projections				Household Supply (total capacity of cells)			Strategic Overview and Infrastructure Needs for Growth Areas	Certainty	
Decade 1: Year 1-10 2016-2025	Area		Number of Households 2016		Household Growth 2016-2025			Growth Cell/Area Cambridge North C6 Cambridge Park St Kilda C2/C3 C1 Cambridge Total T1 T3 T12 T9 T10 T8 T6 Te Awamutu Total Area Cambridge Total Te Awamutu Total Supply Carry Over UoW Low UoW Medium Cambridge Total 3,070 2,617 Te Awamutu Total 1,375 1,189 Summary: The current greenfield cells have sufficient capacity for the decade in either a UoW Low or UoW Medium growth scenario.	Cambridge: - Cambridge Wastewater Treatment Plant major upgrade - Pipe bridge major upgrade - Water supply plant major upgrade - Pipeline upgrades for water supply and waste water - Intersection improvements - Destination park upgrade - New Aquatic facility - Possible new school in growth cell C2 - Local infrastructure upgrades for Hautapu industrial area Te Awamutu: - Develop a new water source (possible pipeline from Waikato River at Pukerimu) - Waste Water Treatment Plant upgrade. - Pensioner Housing development - Destination Park upgrade - Intersection upgrades	HIGH DEGREE OF CERTAINTY: Growth cells and capacity are known. Significant infrastructure is in place or committed. Land either fully zoned or Structure Planning/Plan Change about to commence for Cambridge Growth cells.
	Cambridge	6,793	1,932	2,385						
	Te Awamutu / Kihikihi	5,601	1,019	1,205						
	Rest of District	7,219	702	941						
	Total	19,613	3,653	4,530						
	Area		Population 2016		Population Growth 2016-2025					
	Cambridge	17,172	4,353	5,810						
	Te Awamutu / Kihikihi	13,800	2,111	2,555						
Rest of District	20,061	662	1,223							
Total	51,033	7,126	9,588							
Decade 2: Year 11-20 2026-2035	Area		Household Growth 2026-2035		Growth Cell/Area			Cambridge: - Incremental upgrades to plant to match growth. Te Awamutu: - Incremental upgrades to plant to match growth.	LESS CERTAIN: Demand is less certain. Infrastructure planning is in not in place. Cell sequencing and capacity subject to review. Structure plan(s) would be needed for a new growth cell(s). Not all zoning is in place yet.	
	Cambridge	2,138	2,616							
	Te Awamutu / Kihikihi	818	1,092							
	Rest of District	529	977							
	Total	3,485	4,685							
	Area		Population Growth 2026-2035		Supply					
	Cambridge	4,209	5,277							
	Te Awamutu / Kihikihi	1,013	1,611							
Rest of District	487	1,552								
Total	5,709	8,439								
				Summary: The current greenfield cells have sufficient capacity for the decade in either a UoW Low or UoW Medium growth scenario.						

Period	Population and Household Demand based on University of Waikato (UoW) Projections			Household Supply (total capacity of cells)			Strategic Overview and Infrastructure Needs for Growth Areas	Certainty	
Decade 3: Year 21-30 2036-2045	Area		Household Growth 2036-2045		Growth Cell/Area	Supply		<p>Cambridge:</p> <ul style="list-style-type: none"> - Possible additional river crossing - Incremental upgrades to plant to match growth <p>Te Awamutu:</p> <ul style="list-style-type: none"> - Incremental upgrades to plant to match growth 	<p>UNCERTAIN</p> <p>Demand is less certain. Infrastructure planning in place for some cells. Structure plan(s) would be needed for a new growth cell(s). Not all zoning is in place yet.</p>
			UoW Low	UoW Medium		UoW Low	UoW Medium		
	Cambridge		811	1,284	Cambridge Carry Over	1,862	932		
	Te Awamutu / Kihikihi		624	782	C4	1,476	1,476		
	Rest of District		214	797	C5	1,068	1,068		
	Total		1,649	2,862	Cambridge Total	4,406	3,476		
	Area		Population Growth 2036-2045		Te Awamutu Carry Over	1,145	685		
			UoW Low	UoW Medium	T14	1,140	1,140		
	Cambridge		1,378	2,447	T4	348	348		
	Te Awamutu / Kihikihi		1,029	1,342	T5	492	492		
	Rest of District		156	1,495	T11	132	132		
	Total		2,563	5,284	Te Awamutu Total	3,257	2,797		
	Area		Supply Carry Over			UoW Low	UoW Medium		
					Cambridge Total	3,594	2,192		
				Te Awamutu Total	2,633	2,015			
<p>Summary:</p> <p>The current greenfield cells have <u>sufficient capacity</u> for the decade in either a UoW Low or UoW Medium growth scenario.</p>									

Assumptions:

- All of the district's growth is Greenfield development. Zero percent infill is assumed
- The Future Proof target, to be achieved over the period of the Strategy is: approximately 80% of growth will be in Cambridge and Te Awamutu, 10% in rural villages, and 10% in the rural environment.
- Household and population demand figures are based on Census Area Units (CAU).
- Any residual supply will be carried forward into the next decade.
- Density of 12 dwellings/ha in Greenfield development
- Growth Cells and their capacities listed (e.g., C4, T1) are consistent with Waipa 2050 Draft Growth Cells but may be refined prior to consultation on Waipa 2050 expected in April 2017.
- Census Area Units:

Cambridge

Cambridge Central

Cambridge North

Cambridge West

Swayne

Leamington East

Leamington West

Hautapu (all growth from 2016 in the CAU is assumed to be urban)

Pukerimu (all growth from 2016 in the CAU is assumed to be urban)

Te Awamutu / Kihikihi

Te Awamutu Central

Te Awamutu East

Te Awamutu South

Te Awamutu West

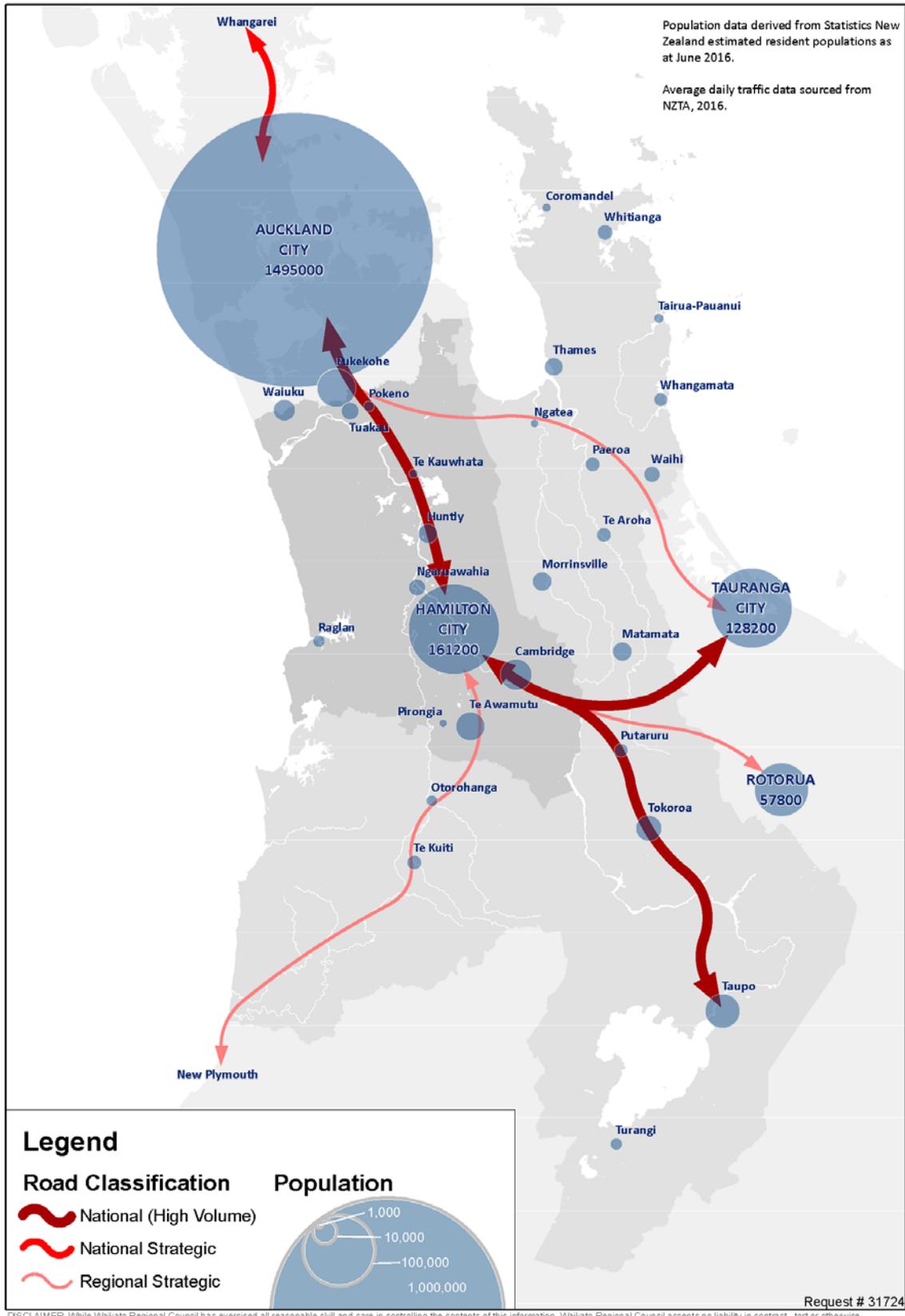
Kihikihi

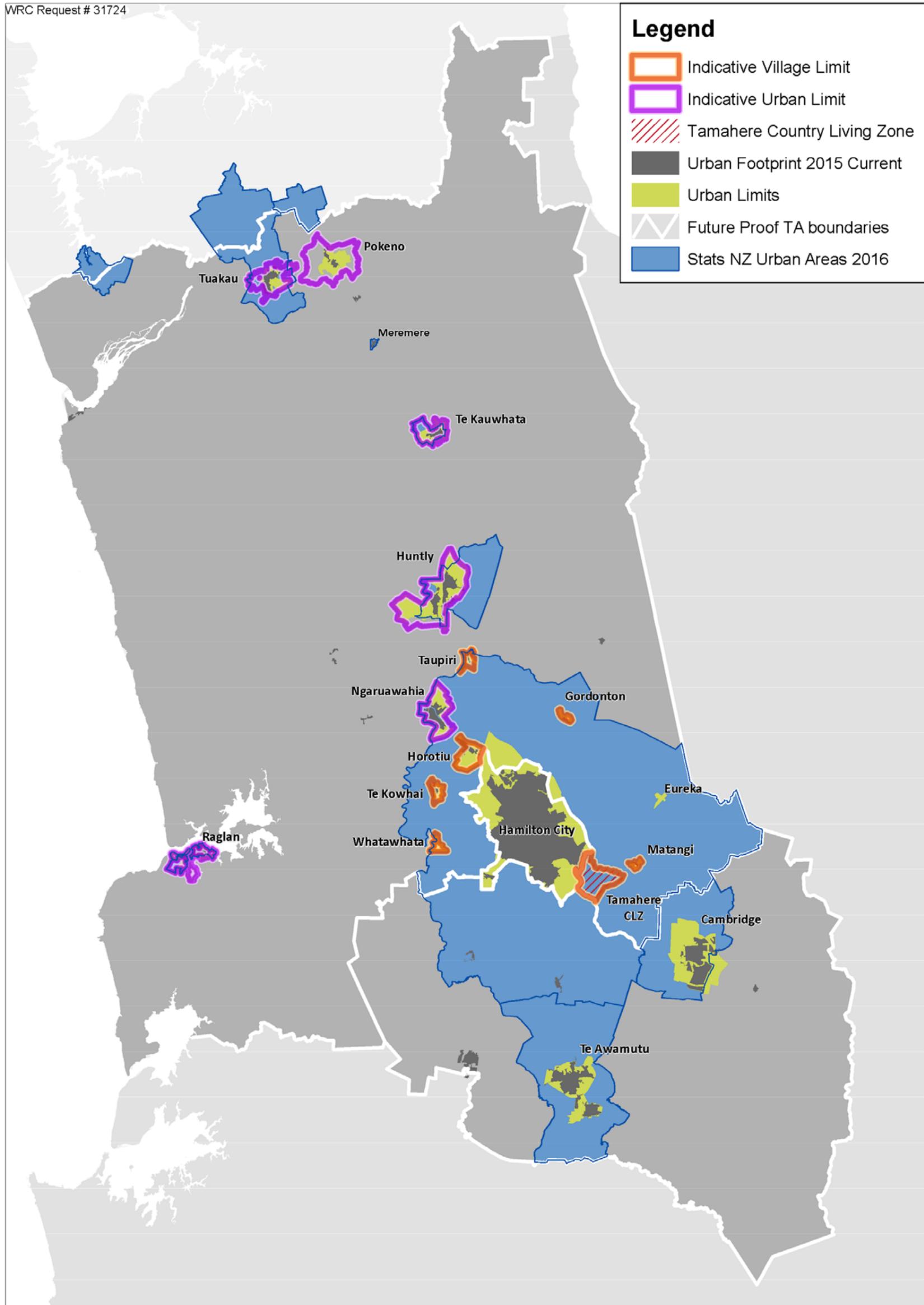
Kihikihi Flat (all growth from 2016 in the CAU is assumed to be urban)

Te Rahu (all growth from 2016 in the CAU is assumed to be urban)

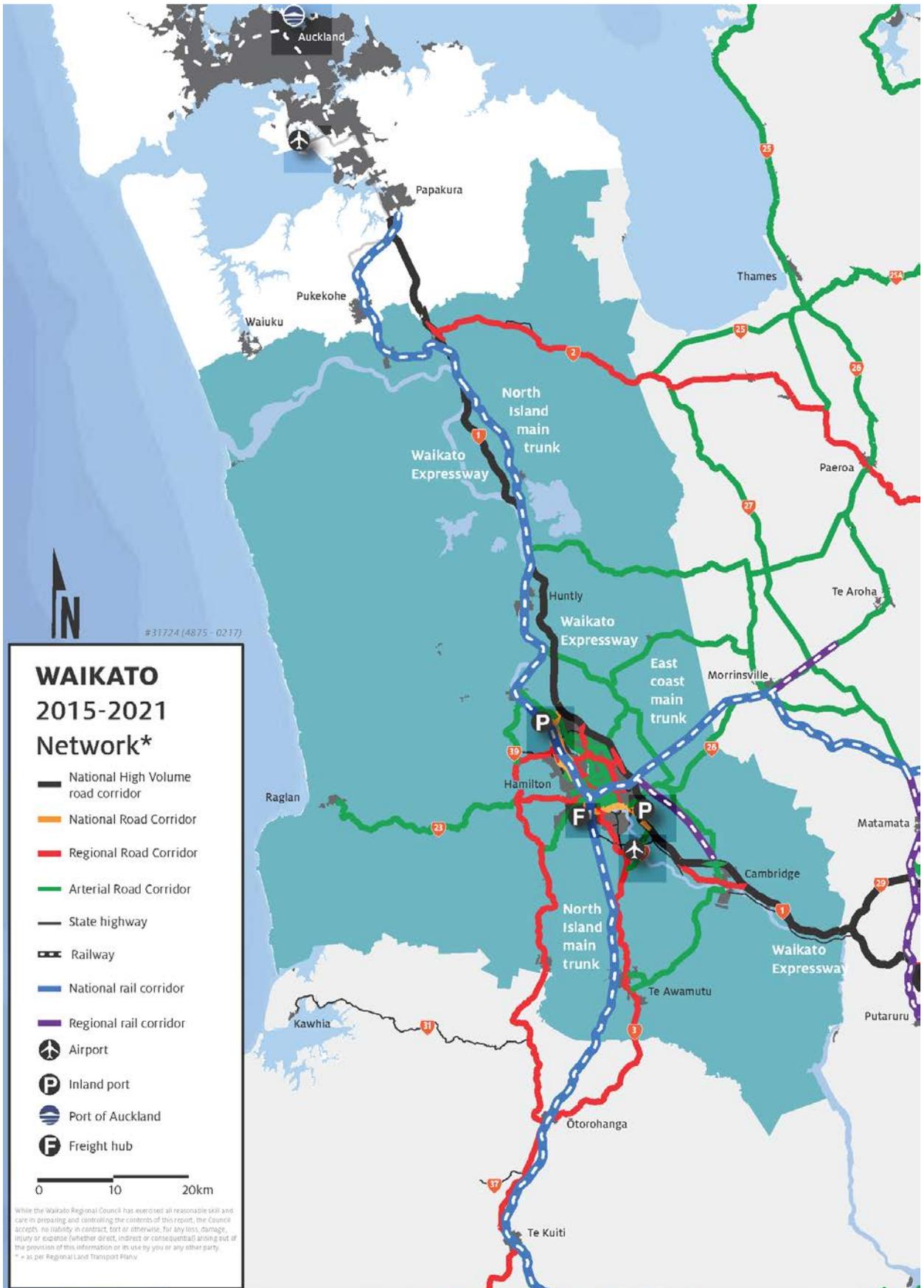
Lake Ngaroto (all growth from 2016 in the CAU is assumed to be urban)

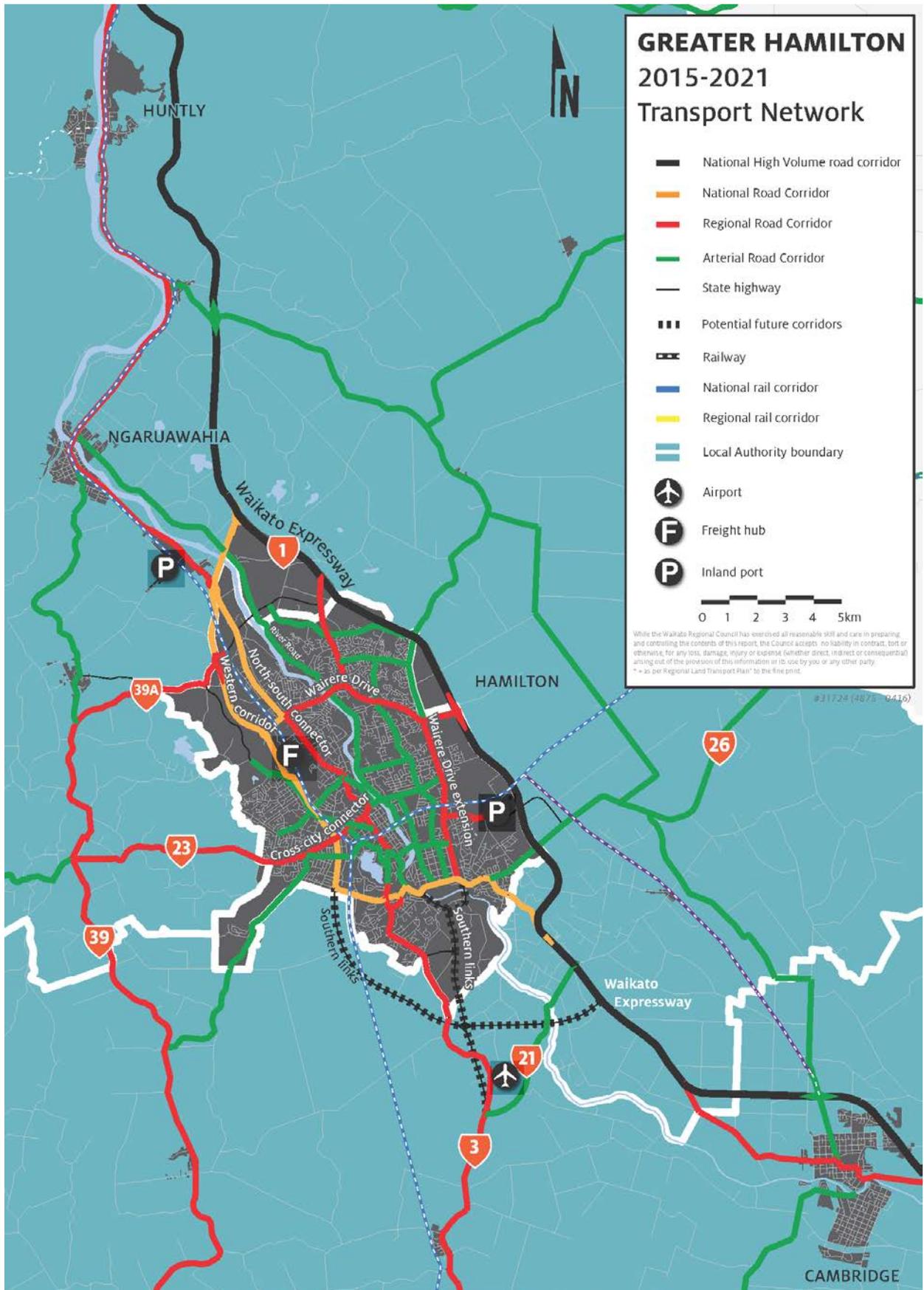
14. Maps





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15. Future Proof Implementation Committee Agreement

[To be inserted]

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16. Terms of Reference – Implementation Arrangements

Future Proof Implementation Committee

Future Proof Independent Chair

Future Proof Chief Executive’s Advisory Group and Strategic Implementation Management Group

Future Proof Ngā Karu Atua o te Waka

Future Proof Implementation Advisor

Future Proof Technical Implementation Group

Future Proof Water Policy Group

[TORs to be inserted]

17. Reports and Information Used to Update the Future Proof Strategy

New Zealand Productivity Commission, 2016. Better Urban Planning Draft Report. Available from www.productivity.govt.nz/inquiry-content/urban-planning.

Future Proof, 2015. Future Proof Monitoring Report. Available from <http://www.futureproof.org.nz/file/future-proof-monitoring-report-april-2015-final.pdf>

Statistics New Zealand population estimates and projections. Available from http://www.stats.govt.nz/browse_for_stats/population/estimates_and_projections.aspx

Ministry of Transport, 2014. National Freight Demands Study. Available from <http://www.transport.govt.nz/assets/Uploads/Research/Documents/National-Freight-Demand-Study-Mar-2014.pdf>

Hamilton City Council, Waipa District Council and Waikato District Council, 2012. Sub-Region Three Waters Strategy. Available from <http://www.futureproof.org.nz/file/final-sub-regional-three-waters-strategy-september-2012-pdf-version-.pdf>

Waikato Regional Council, 2016. The Waikato Regional Policy Statement. Available from <https://www.waikatoregion.govt.nz/Council/Policy-and-plans/Regional-Policy-Statement>

Ministry for the Environment, 2016. National Policy Statement on Urban Development Capacity 2016. <http://www.mfe.govt.nz/more/towns-and-cities/national-policy-statement-urban-development-capacity>

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18. Glossary of Terms¹²

Term	Description
Amenity	As defined in the Resource Management Act 1991
Biophysical	Means all physical, landscape and plant resources of the sub-region
Business Land	Land used for commercial or industrial activities
Census Area Units	Aggregations of meshblocks. They are non-administrative areas that are in between meshblocks and territorial authorities in size.
Commercial	Land that is predominantly used for office, retail and services
Governance	Strategy leadership and direction
Greenfield	Sub-division and/or housing development of previously undeveloped rural land
Growth management	A detailed analysis of all of the physical and environmental factors together with those economic and social factors which directly impact on the physical environment
Hapū	Sub-tribe, usually containing a number of whānau with a common ancestor
Hapū/iwi management plan	A plan relating to the development and protection of resources of significance to a hapū or iwi
Indicative village limits	A defined boundary around the villages on the Hamilton City periphery. The expectation is that land within an indicative village limit may be developed to a rural-residential density only (excluding Taupiri and Horotiu where some reticulation is provided for), with a single commercial centre providing for the daily convenience needs of residents in the immediate area.
Industrial	Land that is predominantly used for manufacturing, servicing and distribution activities It may include retail which services the needs of the specific industrial business land area
Infill	Sub-division and/or housing development of previously developed, or existing urban land

¹² Māori terms and concepts used in this Glossary of Terms are a guide only. How these concepts are given effect to at local level are matters for further discussion with the appropriate tangata whenua group(s).

Infrastructure	All permanent installations of the sub-region and includes pipe, cable/wire, roading, electricity generation, waste management, open space and community facilities contributed to and accessible to the community
Intensification	An increase in the density (of dwellings, activity units, population, employment etc) over the current density of a given area
Iwi	This term refers to a Māori tribe. Iwi usually contain a number of hapū with a common ancestor
Kaitiakitanga	Means the exercise of guardianship by the responsibility of tāngata whenua of an area to ensure that the mauri, or vital life essence, of their taonga is healthy and strong, in accordance with their tikanga (traditional sustainable management practices) in relation to natural and physical resources; and includes the ethic of stewardship
Mana whakahaere	The mana whenua exercise of customary, traditional and contemporary authority, influence, and/or decision making over an area or resource.
Mana whenua	The tāngata whenua group or groups with primary mana whakahaere over an area. These areas could include groups with mana whakahaere over rivers and fresh water bodies (mana awa) and/or with mana whakahaere over marine environments (mana moana).
“live, work, play, invest and visit”	“Live, work, play, invest and visit” is a concept that encourages the provision of housing, business, investment, community activities, tourism and recreation within a local area
Papakāinga	Means tāngata whenua communities, places where tāngata whenua live primarily clustered around marae and other places of significance. Also means contemporary or ancient marae sites with or without accompanying residences or buildings. The extent of individual papakāinga should be determined in consultation with tāngata whenua and is not necessarily confined to multiple owned Māori land. The definition may also extend to include taura here communities who establish modern/urban ‘papakāinga’.
Placemaking	This term refers to an overarching idea and a hands-on approach for improving a neighborhood, city, or region. It is about collectively designing communities and reinventing public spaces for the benefit of the community. The aim is to strengthen the connection between people and the places they share. It is more than just achieving better urban design, it also facilitates creative patterns of use, paying particular attention to the environmental, cultural, social and economic identities that define a place and support its ongoing evolution.
Private public partnership	Partnership to provide public services jointly by the public and private sector
Rural villages	Areas that have a population of less than 5,000 people by 2061
Social	Includes all community development processes

Social housing	Housing provided by public and private agencies for those unable to afford market based rentals
Strategic transport corridors	Significant road, rail and/or passenger transport routes
Sustainable development	A series of sub-regional outcomes, which are the result of a process that takes account of all necessary environmental, ecological, economic cultural and community factors: and which uses this information to provide a sustainable future for the Future Proof sub-region and its people
Tāngata whenua	Māori and their whānau, marae, hapū and iwi that whakapapa, or have genealogical connections, back to the land by virtue of first or primary occupation of the land by ancestor(s) through a variety of mechanisms such as maintaining ahi kā roa (long-term occupation) or conquest. Where the context requires, 'tāngata whenua' includes 'mana whenua'
Taura here	Māori individuals and whānau who live within the Future Proof sub-region but are tāngata whenua to other areas
Tikānga	Describes practices followed by tāngata whenua based upon customary values
Three Waters	The combined water supply, wastewater, and stormwater networks that deliver water to residential, commercial, industrial and other users within an urban area.
Transport demand management	Operates at the transport system level and seeks to achieve modal shift from the private car to more sustainable transport modes (eg public transport, cycling). It focuses on all transport modes and therefore takes a systems approach
Towns	Areas that have a population that is projected to reach approximately 5,000 people or more by 2061
Urban	A concentration of residential, commercial and/or industrial activities, having the nature of a city, town, suburb or a village which is predominantly non-agricultural or non-rural in nature
Urban Limits	A defined boundary around urban townships. The purpose of urban limits is to limit urban sprawl by encouraging a more compact urban form and to ensure there is sufficient land and development supply for the 30 year period of the Strategy. This allows for more cost effective and efficient servicing and provides a clear break between urban settlements. The expectation is that land developed within an urban limit will be urban in nature, comprising a concentration of residential, commercial and/or industrial activities.

Wāhi tapu	<p>Are described as sacred sites/resources with cultural or spiritual importance for Māori and in particular the kaitiaki over the area. There are those sites that are important not just for their historical value but because they serve as reference points for direction and growth and ensure a stable cultural development</p> <p>The removal, destruction, inappropriate development, modification and damage of wāhi tapu causes great concern for Iwi/Hapū and threatens the integrity of the tribal/hapū identity, mana and growth and therefore the relationship of Māori with their culture and traditions with their ancestral lands, water, sites, wāhi tapu, and other taonga</p>
Wāhi whakahirahira	A site of significance that may or may not be a wāhi tapu
Vision	A statement defining the qualities of the region in the future. An indication of regional values

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19. Abbreviations

Abbreviation	Description
AMP	Asset management plan
ASCH	Area sensitive to coastal hazards
CAU	Census Area Unit
CBD	Central Business District
CEAG & SIMG	Future Proof Chief Executive Advisory Group & Strategic Implementation Management Group
DHB	District Health Board
DIA	Department of Internal Affairs
DOC	Department of Conservation
DP	District Plan
FPIC	Future Proof Implementation Committee
GPS	Government Policy Statement on Transport Funding
HCC	Hamilton City Council
HPT	Historic Places Trust
LGA	Local Government Act 2002
LTCCP	Long Term Council Community Plan
LTMA	Land Transport Management Act 2003
LTP	Long Term Plan
MfE	Ministry of the Environment
MLC	Māori Land Court
MOE	Ministry of Education
MOU	Memorandum of Understanding
MSD	Ministry of Social Development
NKAOTW	Ngā Karu Atua o te Waka
NLTP	National Land Transport Programme
NPS	National Policy Statement
NPS-UDC	National Policy Statement on Urban Development Capacity
NZTA	New Zealand Transport Agency
NZTS	New Zealand Transport Strategy
Regional GDP	Regional Gross Domestic Product
RLTP	Regional Land Transport Plan
RLTS	Regional Land Transport Strategy
RMA	Resource Management Act 1991
RMP	Reserve Management Plan
RP	Regional Plan
RPS	Regional Policy Statement

RPTP	Regional Public Transport Plan
TIG	Future Proof Technical Implementation Group
UoW	University of Waikato
Waikato DC	Waikato District Council
Waipa DC	Waipa District Council
WDHB	Waikato District Health Board
WP	Waikato Plan
WPJC	Waikato Plan Joint Committee
WRC	Waikato Regional Council

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20. Participants: Future Proof Strategy Update

[To be developed]

Future Proof Implementation Committee

CEAG & SIMG

TIG

Community

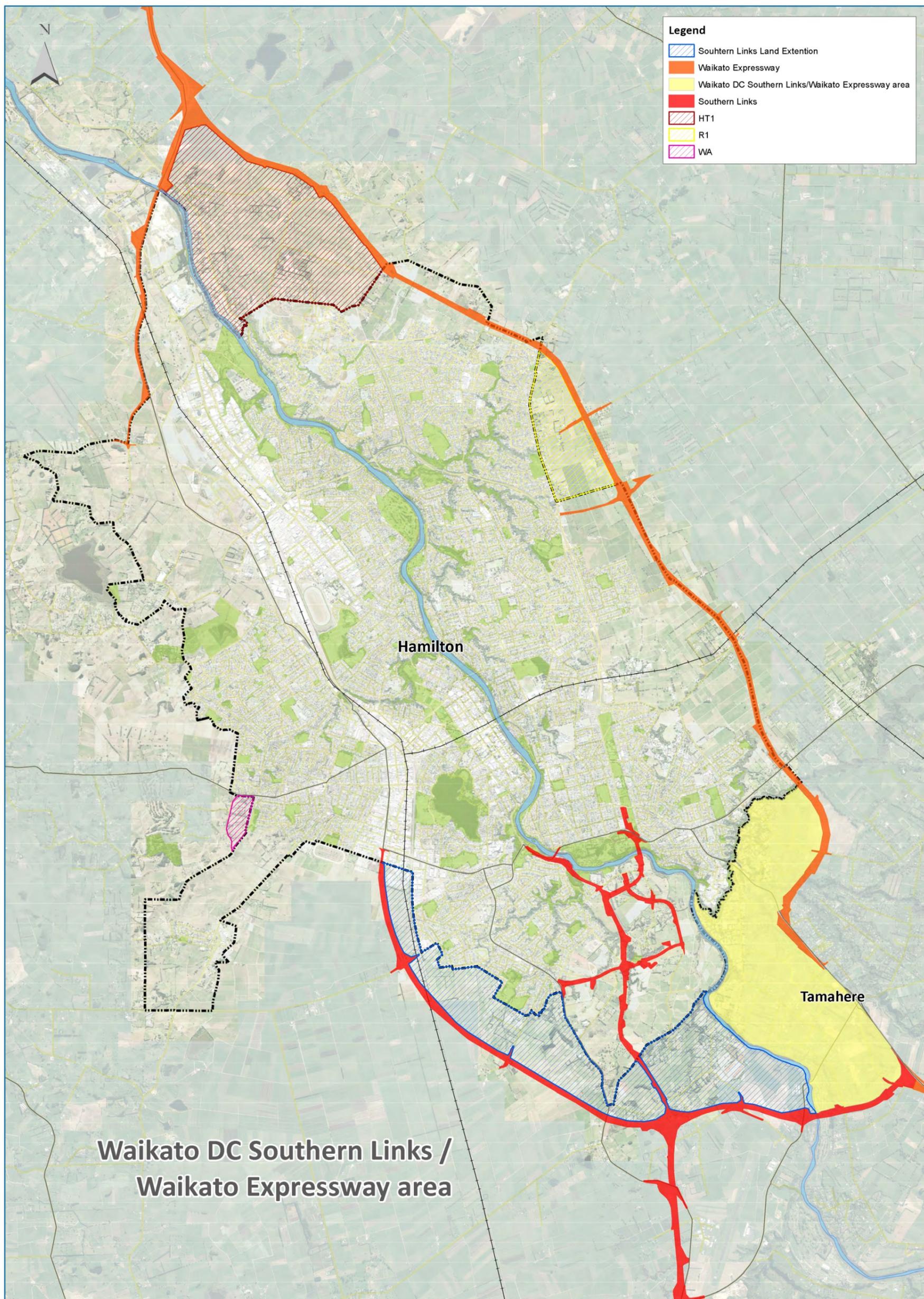
Ngā Karu Atua o te Waka

- Hauraki Māori Trust Board
- Huakina Development Trust
- Maniapoto Māori Trust Board
- Ngā Iwi Toopū o Waipā
- Ngā Mana Toopū o Kirikiriroa
- Ngaa Muka Development Trust
- Ngāti Korokī Kahukura Trust
- Ngā Uri o Māhanga
- Raukawa Trust Board
- Tainui o Tainui ki Whāingaroa
- Te Kōtuku Whenua
- Te Mana Taiao Environmental Trust
- Te Whakaminenga o Hauā
- Tūrangawaewae Trust
- Wāhi Whaanui Trust
- Waikato-Tainui (Waikato Raupatu Lands Trust)

21. Contact Us

[To be developed]

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Committee: Growth and Infrastructure Committee

Date: 28 March 2017

Report Name: General Managers' Report

Author: Kelvyn Eglinton
Chris Allen

Report Status	<i>Open</i>
Strategy, Policy or Plan context	<i>Hamilton Plan, Central City Transformation Plan (CCTP), Economic Development Agenda</i>
Financial status	<i>There is no budget allocated</i>
Assessment of significance	<i>Having regard to the decision making provisions in the LGA 2002 and Council's Significance Policy, a decision in accordance with the recommendation is not considered to have a high degree of significance</i>

1. Purpose of the Report

2. To inform the Committee on topical issues, areas of concern for elected members, customers or the public.
3. To approve Hamilton City Council's proposed submission on the Government's *Draft Policy Statement on Land Transport 2018/19 – 2027/28*

Recommendations from Management

That the Growth and Infrastructure Committee:

- a) receives the report; and
- b) approves the proposed submission on the Government's *Draft Policy Statement on Land Transport 2018/19 – 2027/28*, and that the submission is lodged by 5pm Friday 31 March 2017 (refer points 58 to 68 of this report).

4. Attachments

5. Attachment 1 - Biking Plan Update
6. Attachment 2 - Bus Shelter Types
7. Attachment 3 - FAQ - Paxter
8. Attachment 4 - Pukeko Street Traffic
9. Attachment 5 - 2007 Water Supply Agreement
10. Attachment 6 - 2010 Southern Districts Future Growth Agreements (Water Supply)

- 11. Attachment 7 - Hamilton City Council's Draft Submission to the Draft Government Policy Statement on Land Transport 2018-19 to 2027-28
- 12. Attachment 8 - Growth Indicator Report, "Hamilton's Housing Market and Economy"

13. Biking Plan Update (GM Infrastructure)

- 14. The Biking Plan is progressing well in delivery of the identified actions. The number of people riding bikes across the city was showing a gradual decline prior to the Biking Plan. Following a number of educational and promotional campaigns the 2016 manual count revealed an increase in both urban and suburban riders. A full update on all of the actions is attached (Attachment 1).

15. Bus Stops (GM Infrastructure)

- 16. Hamilton City are responsible for the provision of infrastructure associated with public transport activities (e.g. the Transport Centre, bus shelters and accessible kerb, roadmarking and signage), while the Waikato Regional Council manage the bus services (bus routes, frequency, fares etc.).
- 17. Currently the city has 950 bus stops and of these, 9.3% (88) have accessible kerbs in place, and 20% (188) have bus shelters in place.
- 18. Annually we have the following funding streams:

Budget	\$	Work completed
Bus Shelter reactive maintenance	45,000	Cleaning, litter pick up, vandalism repairs including glass replacement
Bus shelter planned maintenance	110,000	Repainting, replacement of glass panels with mesh (where vandalism has been a problem) as well as removal of rust and a general tidy up. 2016/17 has 12 sites programmed.
New Bus infrastructure	115,000	Installation of new shelters and accessible kerbs (2016/17 financial year will deliver 8 additional accessible kerbs and 12 new shelters

- 19. Over the years we have accumulated a variety of bus shelter styles – and we have a range of eight different styles out on the network currently. A table of the types and numbers is attached to this report (Attachment 2).

In recent years we have focused on two styles of bus shelter being installed – the ‘Black Mini’ and ‘Black Large’.

The size used is determined by the amount of space available at the site.

This year the 12 new shelters will all be ‘Black Mini’ – like in the photo to the left.

The current funding is such that we do not have a programme for replacing any of the older style bus shelters. Public art in the older shelters is encouraged and a great way of improving the amenity of the shelters and minimising graffiti.



20. **NZ Post proposal for use of Paxster Vehicles on footpaths (GM City Infrastructure)**
21. Further to the discussions at the February 2017 meeting of the Growth and Infrastructure Committee regarding the NZ Post proposal for use of the Paxster on footpath, an opportunity to view one of the Paxster delivery vehicles and to discuss operational issues with NZ Post staff was recently provided for Councilors.
22. The use of the Paxster is part of NZ Post’s efficiency programme. Posties on bikes are not able to handle the number of parcels now being sent, and so there have been more courier vehicles delivering into residential areas. The Paxster allows for the delivery of letters and parcels from one vehicle.
23. A number of questions were posed at the last meeting in regard to this request. NZ Post have developed a ‘Frequently Asked Question’ sheet which is attached to this report (Attachment 3) and this covers most of the questions posed.
24. In addition NZ Post have noted the following in regard to Wellington City reportedly saying no to the use of Paxsters;
“approval in principal was sought from all local authorities in 2014. Most Councils responded positively, with only three expressing reservations in regard to the use of the Paxster in their district. Wellington was one of them. Engagement with Wellington City is on-going and NZ Post are working through the specific questions and concerns that they have”.
25. Consultation has now also been undertaken with Hamilton Accessibility Group and the Advocacy Users Group with Living Streets, Blind Foundation and CCS Disability Action. NZ Post were able to answer a lot of the questions and concerns from the group and the opportunity to see the Paxster in operation was appreciated. It was agreed in principle that it would be acceptable to grant a conditional approval subject to review in 12 months – with the conditions being developed in conjunction with the Blind Foundation representative, HCC Transportation staff and NZ Post.
26. NZ Post are keen to start the roll out of the vehicles on Hamilton Streets by mid 2017. Delegation for signing this approval as the Road Controlling Authority is currently with the Chief Executive.
27. It is proposed to use this delegation to provide conditional approval subject to Committee not raising any objections.

28. Pukeko Street Traffic (GM City Infrastructure)

- 29. A letter was sent to several Councilors last month expressing ongoing concerns in regard to wreckless and dangerous driving in Pukeko Street. A copy of the letter is attached (attachment 4).
- 30. A petition signed by residents of Pukeko Street had previously been sent to Council mid-2016 and staff had undertaken work with the local Vehicle Testing Stations in the area to address their primary concern in regard to driving behavior associated with vehicle testing. While the vehicle testing issue now seems to have been sorted, there are ongoing issues in regard to inappropriate behavior including burnouts etc.
- 31. We have been in contact with the Police who have confirmed that they have patrolled the area but not surprisingly think it is an ineffective tactic to manage the problem for the long term, given they actually have to catch somebody in the act of doing something wrong in order to be able to take action.
- 32. Deployment of the speed trailer is an action that will be undertaken, but it is not considered likely to address the problems that are being experienced.
- 33. This situation is not unique to this area and requests for speed humps or similar to support speed limits (often along with a request for lower speed limits) are regularly received from residents throughout the city. Currently there are no works of this nature being planned as these would generally be linked in with the Safe Speed Area (permanent 40km/h speed limit) approach that has previously been taken, and which is currently on hold (refer Speed Management report on this agenda).
- 34. Funding for any works would need to be from the discretionary transport budgets on for 2017/18, noting that the Frankton Neighbourhood Plan is relevant to any physical works undertaken.

The residents have requested a roundabout at the intersection of Pukeko Street and Kaka Street and the NZ Police are also suggesting engineering solutions are needed. Any changes to the roading environment would need to be developed with recognition given to the Frankton Neighbourhood plan, with this street being part of the Frankton Railway Cottage Area Conservation Plan.

Projects:

Frankton Railway Cottage Area Conservation Plan

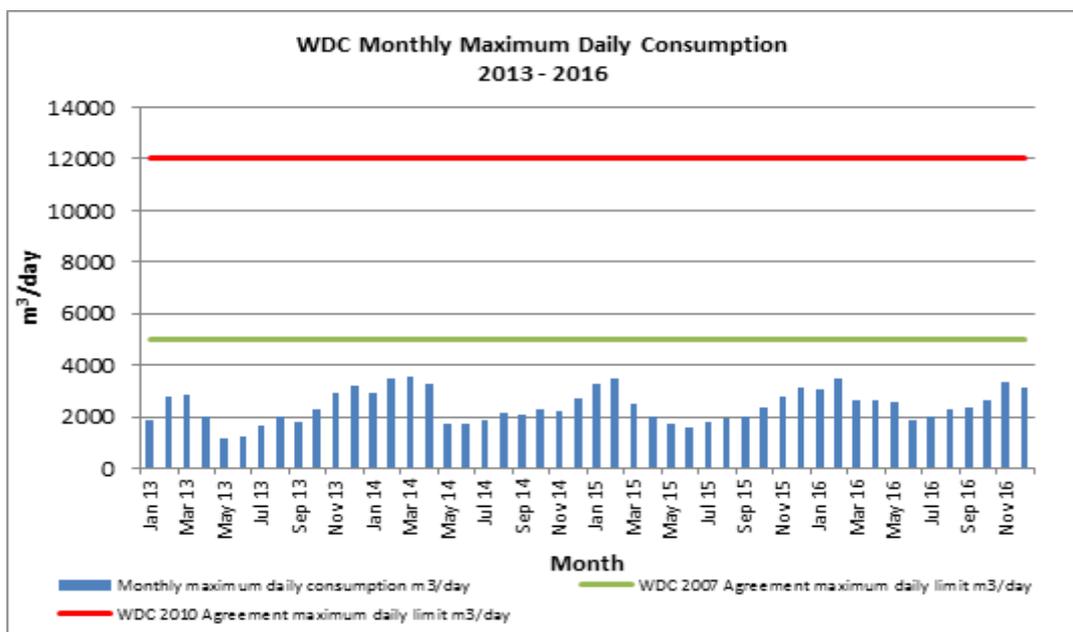
Frankton’s railway cottages are the largest intact collection of railway cottages in New Zealand.

This project is to develop a conservation plan for the railway cottage area which will include:

- A paint colour palette for the cottages’ exteriors.
- A financial incentive scheme for cottage owners to encourage adoption of the colour palette.
- A streetscape and road design to complement the historical cottages and enhance the street as a visitor attraction.

35. Water Supply Agreement (GM City Infrastructure)

- 36. Council has had water supply agreements in place with Waikato District Council (WDC) to supply areas within the Waikato District since the 1980s.
- 37. In 2007 Council entered into an agreement with WDC which consolidated various previous agreements into the “2007 Water Supply Agreement” (Attachment 5) which related to the supply of bulk water to WDC’s southern areas of: Newstead, Tamahere, Rototuna, Eureka, Te Kowhai, Stonebridge and Hutchison Road. The term of this agreement was until 30 June 2016 and allowed for a maximum supply of 5,000 cubic meters per day. The agreement has expired and needs renewing.
- 38. In 2010 Council entered into a further agreement called the “2010 Southern Districts Future Growth Agreement (Water supply)” (Attachment 6) which supplemented the 2007 agreement and looked to secure a future water supply for WDC’s southern area’s growth consistent with Future Proof and the Waikato District Growth Strategy. The term of this agreement was until 30 June 2016 and increased the allowed maximum daily supply volume from 5,000 to 12,000 cubic meters per day.
- 39. The background to this agreement is that WDC wished to be able to provide its own water in the Southern Districts and had applied for resource consent to take water from the Waikato River. HCC submitted in opposition for various technical and strategic reasons and the agreement was a way to resolve the objections.
- 40. One strategic issue related to land use and the agreed land use settlement pattern that had just been established at that time through FutureProof. The other strategic issue was continuing to explore sub-regional water supply opportunities. The agreement provides for HCC supplying the water needs for FutureProof compliant land use until such time as WDC constructed a new Water Treatment Plant, or until a sub-regional approach to water supply is agreed.
- 41. The volume of water supplied to Waikato District over the term of these agreements has been in compliance with the maximum daily limits allowed for in both agreements. The graph below shows the Waikato District Council monthly maximum daily water consumption over the past 3 years, since telemetered monitoring of flows was installed. No daily water consumption totals have exceeded the 2007 limit of 5000 cubic meters of water per day and all daily volumes are well below the 2010 maximum daily limit of 12,000 cubic meters of water per day.



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42. There are no limiting infrastructure, supply, resource consent or business process constraints that would prevent Hamilton City Council (HCC) from agreeing to an extension or renewal of the agreement. Infrastructure and business processes are in place to recover the cost of the water supply through monthly water use billing.
43. The nature of the agreements are bulk supply agreements- this means that we only transact with Waikato District Council and not individual customers within their district. Our supply starts at a metered connection at the periphery of our boundary and they look after the distribution network in their district. Most supply's are restricted flow rural supplies although the agreements allow historic areas of full pressure supply. WDC has to comply with the City water bylaw and all liability for water supply compliance is with them.
44. WDC is currently charged for water used on a per cubic meter basis set through HCC's Annual Fees and Charges process and is aligned to the City's rural restricted supply rate as stated in the 2007 Water Supply Agreement.
45. Water supplied to WDC through these agreements corresponded to \$877,732 of revenue for the 2015/16 financial year. This revenue has been used within the HCC's water activity to cover the cost of supply.
46. Waikato District Council staff have advised that they wish to discuss the principals of the Agreements with their Council prior to proposing revised draft agreements
47. It is also an opportune time for this Council to consider the principles prior to being presented revised agreements for consideration. Council may wish to defer any discussions on the principals to a briefing.
48. The principals that Committee might like to consider are:
 - The term of any revised agreement(s);
 - The pricing structure;
 - The conditions of supply;
 - Any limits to type of supply (domestic, non-domestic, restricted, full supply);
 - Area of supply;
 - Limits on Volume;
 - Priority to HCC;
 - Agreement termination conditions;
 - Water demand management and water loss requirements; and
 - WDC keeping its FutureProof commitments (current agreements reference right to invoke 24 month notice to terminate water supply agreement if commitments not met).
 - The progress on establishing an entity to manage water supply across the City, Waikato and Waipa Districts.
49. A report on this agreement will be presented to the Growth and Infrastructure Committee once discussions with WDC have confirmed the scope and terms of an extension or renewal of a water supply agreement with WDC.

50. Regional Infrastructure Technical Specifications Project (GM City Infrastructure)

51. The purpose of the Infrastructure Technical Specifications (ITS) is to give guidance to developers and their consultants and contractors on the design and construction of new infrastructure required to service growth. Developers propose infrastructure solutions to Council in general accordance with the ITS, and Council approve proposals by way of Resource Consent. The ITS is a means of compliance, innovation and other options can still be proposed by Developers for consideration by Council. The assets constructed by Developers under Resource Consent conditions are subsequently vested to Council to manage in perpetuity.
52. Development of Regionally consistent ITS started in 2004 when staff from six Councils in the Waikato region initiated work that allowed the adoption of the Hamilton City Council Development Manual across the region with a supplement for the rural Council's requirements. Over the following 10 years a number of Councils have prepared their versions and there is currently no longer the consistent commonality in place.
53. The Regional ITS project re-addresses this drive for consistency and also sets up a long-term management process under the Waikato Local Authority Shared Service (LASS).
54. Specific consultation has recently been undertaken with the staff of key stakeholders such as Waikato Raupatu River Trust, Waikato Regional Council and the Property Council. This was undertaken to help ensure the RITS would address their needs and concerns, for example the Waikato -Tainui Environmental Plan and the Waikato Regional Plan/Regional Policy Statement (RPS).
55. The Regional ITS is now ready to be shared and consultation with the public commenced. The Project Manager will undertake this jointly with the other participating Councils. Many of the consultants and contractors will be common across the Councils, and it is unlikely that the general public will have a lot of interest in the document.
56. The consultation will occur over a period of 4 weeks, and any submissions considered by the Project Manager and where necessary shared for comment with the appropriate technical staff at each Council. It is intended that consultation will take place in late March/April 2017. Assuming there are no major issues, the Regional ITS should be finalised in April/May 2017 for a June 2017 release.
57. The General Manager City Infrastructure has been delegated authority to approve or adopt and manage any amendments to the Infrastructure Technical Specifications (Strategy and Policy Committee meeting on 06 August 2013).

58. Draft Government Policy Statement on Land Transport 2008 (GM City Infrastructure)

59. In February, the Ministry of Transport released the draft *Government Policy Statement on Land Transport 2018/19-2027/28* for people to review and provide feedback by Friday 31 March 2017.
60. The Government Policy Statement (GPS) is the main statutory lever for guiding land transport investment. It ensures that land transport expenditure undertaken by the New Zealand Transport Agency (NZTA) and local authorities reflects Government priorities over the next three to ten years, as required by the Land Transport Management Act 2003.
61. The Government Policy Statement (GPS) on Land Transport helps to guide investment in transport by providing a longer-term strategic view on how they want to prioritise expenditure in the transport network. The priorities set out in the GPS are given effect to by the NZ Transport Agency and taken into account by Councils when making transport investments.

62. Further information on the GPS including Q&A can be found via the following link:
<http://www.transport.govt.nz/ourwork/keystrategiesandplans/gpsonlandtransportfunding>
63. The GPS has three strategic priorities which continue from GPS 2015:
- Economic growth and productivity
 - Road safety
 - Value for money
64. Within the Economic growth and productivity strategic priority, focus is given to:
- High quality transport connections
 - Increasing the capacity of the network
 - *High urban growth areas (a new focus)*
 - Regional economic development and tourism
65. The new focus on lead transport infrastructure support in high growth areas is aligned to the recently released National Policy Statement on Urban Growth and the Housing Infrastructure Fund.
66. Submissions on the draft GPS are due by 5pm Friday 31 March 2017.
67. Overall HCC supports the direction of the draft GPS which continues to focus on the Government's three strategic priorities for land transport – economic growth and productivity, road safety, and value for money. It also carries forward the six national land transport objectives in the current GPS. In the attached submission specific comments have been made on the following subjects:
- Walking and Cycling;
 - Local Road Maintenance;
 - Lead Transport Infrastructure;
 - Housing Infrastructure Fund;
 - Technology;
 - Waikato Regional Asset Technical Accord;
 - Public Transport; and
 - Rail Services.
68. The Committee's approval of Hamilton City Council's submission is sought, as per recommendation (b) of this report. The proposed submission for Committee approval is attached (Attachment 7).
- 69. Valley Terrace stormwater pipe and vegetation removal issue (GM City Growth)**
70. A complaint was first received in January 2016 from a nearby resident about bamboo being cut down on the gully slopes at the rear of properties in Valley Terrace. A site visit showed that bamboo had been cut and that the bamboo roots had been left in place on most of the rear gully slopes. One other tree had been cut that had been overhanging dangerously.
71. The gully slopes fall under the Waikato Riverbank and Gully Hazard Area (formerly Environmental Protection Overlay) under the Hamilton Proposed District Plan. Removal of vegetation over 50m² per calendar year requires resource consent. This was conveyed to the owners.

72. Instead of making the owners apply for retrospective consent for works already undertaken Council chose to use this as an opportunity to educate and instead secured a landscaping/replanting plan from the owners. The owners of both properties accepted their error and agreed to revegetate the gully slopes. A landscaping plan was received and agreed to from the property owners with their intention to replant their gully slope.
73. In March 2016 the owner of a neighboring Valley Terrace property later became concerned that the cut bamboo was a fire hazard and that land slippage and soil erosion had resulted on the gully slopes because of the cut bamboo. City Waters and the Planning Guidance Unit engaged a Geotec Engineer to assess issues relating to the stormwater pipe but also the impact of the cut bamboo on the gully slopes.
74. The Geotec Engineer's report (8 July 2016) considered that the recent bamboo clearance at has had negligible effect on the instability observed on the fill slope near the culvert outlet and the removal of the bamboo behind Valley Terrace has had a minor effect on the stability of the slope due to the shallow root system of bamboo.

The report included the following recommendations:

- The gully slope behind the properties that had cleared vegetation, should be revegetated as soon as possible. This will occur by allowing the bamboo to regenerate. Future bamboo clearance should be undertaken in stages combined with replacement planting. Planting of native shrubs, bushes and trees will improve the stability of this slope once established.
 - The stockpiled bamboo poles should be removed from the slope as soon as possible to avoid instability issues and debris entering the stream.
75. The offending owners agreed to build steps part way down the slopes that would make it easier to remove the cut stockpiled bamboo. A large portion of the bamboo had been removed by November 2016. All the bamboo was removed by mid-January 2017. The owners of one property have undertaken approx 30% replanting of the gully slope at the rear of their property and continue to weed plants establishing on the rest of the slope. The other owners have focused on getting the bamboo removed. Their gully slope is covered by an area of mulch and weed plants establishing on the rest of their slope.
76. Both of the above owners are reluctant continue replanting their gully slopes as they have been told that their gully slopes may be needed for access to get machinery down into the gully to fix the storm water pipe.
77. Given the work City Waters are contemplating as part of the site remediation, we accept completion of all landscaping at this time is not appropriate.
78. Compliance staff continue to have an open file on the matter and will be guided on our approach by the priority engineering outcomes determined by Council and the other parties involved.

79. Strategic Round-up (GM City Growth)

80. The purpose of the strategic round-up is to inform and update elected members on the Council's involvement in regional and sub-regional strategic planning partnerships through our commitments to:
- The Upper North Island Strategic Alliance;
 - Waikato Local Authority Shared Services (WLASS);
 - The Waikato Mayoral Forum;
 - The Waikato Plan;

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- Future Proof; and
- Strategic waters matters.

81. The following diagram illustrates the connections between these various initiatives.



82. Upper North Island Strategic Alliance (UNISA)

83. Strategic Outcomes sought from UNISA involvement: The overall objective is to maximise sustainable development opportunities for all of the Upper North Island and its contribution to New Zealand. There is a focus on seeking to recognise and utilise the strengths of each region.
84. The first UNISA meeting of the current triennium was held on 2 December 2016 with the next meeting planned for 31 March 2017, and three meetings scheduled for 2017. The following items were discussed:
85. Upper North Island (UNI) Story: The story outlines what is happening in the UNI, challenges and opportunities. The story was positively received and will be publicly released after the 31 March meeting and will be included in a subsequent Executive Update.
86. UNISA Value Proposition: This will outline the value of UNISA and achievements to date. This will be publicly released after the 31 March meeting and will be included in a subsequent Executive Update.

87. UNISA agreement: To be signed by the Mayors and Chairs at their meeting on 31 March, the agreement establishes collaboration between the members and provides the overall parameters for UNISA.
88. UNISA Action Plan: The Mayors and Chairs discussed an action plan for work that UNISA may undertake over the current triennium. Initial feedback from the Mayors and Chairs indicated an interest in looking at ports at a UNI scale over the next year. The scope of this work will include inland ports such as Ruakura, Crawford Street and Horotiu. This will likely include revisiting and reviewing the 2012 UNISA Port Study, and considering how to best work with central government regarding the ports. Work is underway to prepare a recommended approach for these projects. Work around labour market issues is also ongoing.
- 89. Waikato Mayoral Forum**
90. Strategic Outcomes Sought from Mayoral Forum Involvement: The Waikato Mayoral Forum (which includes local mayors and the regional Council chair) is in the process of implementing an integrated work programme over three years which seeks to boost the regional economy and deliver multi-million dollar cost savings through collaboration. The current areas of focus are the Waters CCO investigations, the Policy and Bylaw workstream, the Waikato Road Asset Technical Accord, the Waikato Economic Development Strategy and the Waikato Plan. The Mayoral Forum is shortly to conduct a strategic planning workshop to identify new opportunities for collaboration.
91. Updates on each of the Mayoral Forum workstreams are provided below. A summary of the Mayoral Forum meetings is circulated after each meeting, and copies can be located at <http://www.waikatomayoralforum.org.nz>. Additionally, the Mayoral Forum has considered the triennial agreement which has been approved and signed by all Waikato Councils. Also, in February, the Mayoral Forum resolved to support, with urgency, initiatives currently being undertaken in relation to end-of-life tyres, including a Ministry for Environment-led National Environmental Standard for tyres and ongoing collaboration between the Waikato Regional Council and NZ Fire Service.
92. Waters CCO Investigations:
93. Prior to the local body election (October 2016) the three Councils Waikato, Waipa and Hamilton had approved the Record of Agreement (ROA). This agreement addressed how the Councils would work together to form an Asset Owning Waters Council Controlled Organisation (CCO).
94. Post-election each Council was asked to confirm their support for the agreement. Waikato District Council were first to make a resolution and resolved to support the ROA as drafted. Waipa District Council reconsidered its position and did not support the ROA, and expressed a preference for a Non-asset Owning CCO that could transition to an Asset Owning CCO in time. Hamilton City was last to consider the proposal and confirmed that any decision about water meters must be a Hamilton City Council decision and asked for more information on the options.
95. Council asked its Waters Governance Group members (HCC WGG) (Mayor Andrew King, Councillors Garry Mallett and Dave Macpherson), assisted by staff, to review the options and report back to Council.
96. Councillors Mallett, Macpherson and Gallagher in February visited Wellington Water, a five Council-owned Non-asset Owning CCO which has operated successfully for 13 years. The HCC WGG has met regularly and is scheduled to update Elected Members at a briefing on 7 April 2017.
97. Once HCC has established a preferred position we will then be able to work with the three Councils to establish a path forward together.

98. Policy/Bylaws:
99. There is a separate report on today's agenda on the Regional Infrastructure Technical Specifications.
100. Service Delivery Reviews:
101. Councils across the Waikato Region are undertaking their own service delivery reviews under s17A of the Local Government Act 2002. Some have utilised external consultants to undertake reviews and some have been reviewed using in-house resources. The Waikato Local Authority Shared Services (WLASS) has been investigating the potential for collaboration between Councils when carrying out reviews.
102. Five regionally-coordinated service delivery reviews are being actioned:
- Procurement – ArcBlue is undertaking surveys and interviews with stakeholder Councils;
 - Digital Strategy – a consultant has been appointed and held workshops and interviews with the Working Group;
 - GIS – a consultant is researching the experience of other regions with shared services initiatives;
 - Aligned planning – a business case is to be presented to the WLASS Board;
 - Building – a strategic planning workshop to develop a 10 year vision for the Waikato Building Group is proposed.
103. Through the Waikato WLASS Councils have been asked to provide information on major service contract renewal dates with a view to providing Councils with advice on future collaborative review programmes. Collaborative or simultaneous service delivery reviews enable new delivery options to be considered and can be more efficiently gather and utilise benchmarking data.
104. The activities of WLASS are summarised in the 'Collaboration in Action' report which can be found at <http://www.collaborate.org.nz/wp-content/uploads/2016/08/Waikato-LASS-Collaboration-in-Action-Report.pdf>
105. Roading:
106. The Waikato Road Asset Technical Accord (RATA) is the Waikato Mayoral Forum 'Centre of Excellence' for strategic asset management for roading in the Waikato Region. RATA commenced work in July 2014 with the agreed purpose of enabling and facilitating effective strategic roading investment decision making in the Waikato.
107. The RATA project was scheduled to end on 30 June 2016 but the WLASS Board and Mayoral Forum decided that there was value in it continuing to operate.
108. RATA has now been set up as a regional business unit managed by the WLASS, and began operating on 1 July 2016. Waipa District Council provides the business unit arrangements. RATA reports through to WLASS.
109. Economic Development:
110. The Waikato Means Business (WMB) Economic Development Strategy provides an integrated strategy framework for economic development of the Waikato region. It was launched in February 2014 with a vision: "To improve the standards of living in the Waikato region, where all people, communities and business reach their potential".

111. The WMB programme has been in full operation for two years since the completion of the strategy. The programme is supported by an annual Implementation Plan, governed by a Steering Group made up of representatives and experts from the private and public sector (at elected representative level) Māori and the tertiary education sector.
112. The 2016/17 implementation plan was approved by the Steering Group in June 2016. It identifies the actions that would contribute the most to WMB and its priorities and goals for the period 1 July 2016 to 30 June 2017. The plan sets out seven priority projects which WMB is leading and co-funding.
113. The seven priority projects are:
1. Modelling the Economic Costs and Benefits of Different Land Use Scenarios in the Cambridge- Auckland growth corridor
 2. Understanding the Waikato Innovation Ecosystem
 3. Waikato Regional Labour Market Strategy- Mapping Future Workforce Needs
 4. Secondary Schools Employer Partnership- Stage 2
 5. The Waikato Story – Implementation Programme
 6. Towards Greater Regional Economic Development Capacity
 7. Implementing the Waikato Māori ED Agenda and Action Plan.
114. The results of projects (up to mid-2016) are summarised in the WMB Annual Report, which can be read at www.waikatomeansbusiness.nz
115. Alignment between WMB and the Waikato Plan is occurring via an emerging list of shared priority projects, and also in the way which the operations and governance of both WMB and the Waikato Plan are coordinated and integrated.
116. Programme for 2017-18: Work is now commencing on the Waikato Means Business 2017-18 Implementation Plan. Waikato Means Business is beginning to think about the possible next stage of the programme and, in particular, are interested in the potential to assist and support economic growth in the southern part of the region. Any such programme would be in full partnership with the TAs, local businesses and business organisations, funding organisations and the government.
- 117. Waikato Plan**
118. Strategic Outcomes sought from Waikato Plan involvement: The Waikato Plan will define a long-term strategic direction for the region as a whole. It will identify priorities for action and investment across the Waikato. It will identify opportunities for working together, and enable Local Government to communicate with Central Government using ‘one voice’ to target resources and investment efficiently.
119. On 27 February 2017 the Waikato Plan Joint Committee adopted the draft Waikato Plan and summary document for the purposes of consultation. Submissions are open from 10 March to 10 April 2017. A separate report on today’s agenda provides further details about next steps, and a draft submission for the Committee to consider.
- 120. Future Proof**
121. Strategic Outcomes sought from Future Proof involvement:
- The Strategy is a broad scale, long-term, integrated land-use and infrastructure strategy prepared under the Local Government Act 2002.

- The Strategy provides a framework for co-operatively managing growth and setting goals for future implementation. The importance of Hamilton as the major growth area for the sub-region is a core part of the Strategy.
 - The Strategy seeks to ensure the costs and resources required to fund and manage infrastructure, such as transport, wastewater, stormwater, recreation and cultural facilities, are identified and provided for.
122. A separate report on today’s agenda provides an update on Future Proof activities and seeks a number of decisions.
123. **Strategic Waters Matters**
124. Strategic outcomes sought from involvement in strategic waters matters: It is important for Hamilton City Council to ensure the interests of its communities are taken into account in the various processes underway. Linkages between the various work underway in Future Proof, the Mayoral Forum (Waters CCO investigations), the Healthy Rivers Plan Change, and other strategic waters matters need to be considered in an integrated way.
125. Healthy Rivers Plan Change/Wai Ora: He Rautaki Whakapaipai
126. Council approved its submission on *Proposed Waikato Regional Plan Change 1 - Waikato and Waipa River Catchments* on 21 February 2017. The submission supports the proposed plan change in parts and opposes it in other parts. It seeks amendments to the proposed plan to:
- Add or amend policies to provide for municipal discharges and planned urban growth.
 - Enable HCC involvement in preparing and implementing relevant lake and sub-catchment management plans.
 - Remedy omissions or extend provisions to better accommodate HCC’s interests.
 - Clarify provisions and remove ambiguity.
127. Waikato Regional Policy Statement: Local Authority Implementation Agreement
128. Council is collaborating with the Waikato Regional Council (WRC) to effectively and efficiently support implementation of the Waikato Regional Policy Statement. This includes collaborating to develop Lake Catchment Plans for Lakes Rotoroa, Rotokaeo and Waiwhakareke, continue water monitoring at Lake Rotoroa, and investigate collecting water quality data at Lake Rotokaeo.
129. Waikato Regional Freshwater Discussion - ‘Let’s Talk Water’
130. In 2016, the WRC released a consultation document called ‘Let’s Talk Water’ and, later, an Issues and Opportunities document. The latter reflected consultation feedback and set out a proposed framework for achieving the best use allocation of freshwater in the Waikato Region.
131. Once submissions on the Healthy Rivers Plan Change close, WRC intends to prepare a Waikato Regional Freshwater Strategy. This strategy will support regional advocacy on water issues and help WRC prioritise work that needs to be funded via WRC’s 2018 Long Term Plan.
132. The Sub-regional Three Waters Action Plan
133. Hamilton City Council and Waipa and Waikato District Councils have finalised the *Sub-regional Three Waters Action Plan*, which will implement the *Sub-regional Three Waters Strategy*. This strategy established a framework for collaboration between the three Councils to address operational and growth issues facing the three waters in the sub-region.

134. Three actions currently underway are:

- Developing a sub-regional Water Conservation and Demand Management Plan to ensure the efficient use of water in both urban and rural areas;
- Assessing opportunities for, and the merits of, standardizing, sharing or combining the three-waters models the three Councils use; and
- Developing a sub-regional approach to public health risk management for three waters activities.

135. The Ministry for the Environment’s Consultation Document *Clean Water*

136. The Consultation Document seeks feedback by 28 April 2017 on proposed amendments to the *National Policy Statement for Freshwater Management 2014*.

137. Analysis of any implications for Council of the proposed amendments has just begun.

131. Customer Hub (GM City Growth)

132. The Customer Hub project will provide customers with access to our online services via computers in the Customer Service Centre (located on the ground floor of the municipal building. This project is planned for next financial year.

133. This will allow us to educate people regarding online services and increase the number of people who utilise these. For security reasons these computers need to be isolated from our corporate network and access to them needs to be managed to ensure appropriate usage.

134. This functionality already exists with the computers in our libraries i.e. people can access our online services from these PCs .

135. An opportunity does exist for us to train library staff on our top 5 online transactions so that they can also educate and help our customers to use online services. This will need to be investigated further once the online hubs in the Service Centre are established.

136. Quarterly Growth Update (GM City Growth)

137. The March growth indicator report, “Hamilton’s Housing Market and Economy” is attached (Attachment 8).

138. The next update will be provided to the Committee in June.

Signatory

Authorisers	Chris Allen, General Manager City Infrastructure Group Kelvyn Eglinton, General Manager City Growth
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Biking Plan Update

The Biking Plan was adopted in August 2015 the below provides a update on the actions in the plan

Biking Network

City wide biking maps are now available in printed form and for download from the HCC website. Printed copies of the new maps were circulated to Councillors in February.

Major Projects

1. *Western Rail Trail* – Opening April 2017
2. *School Link* - High level concept biking designs complete. Construction unfunded.
3. *Resolution Drive* – to be delivered with Expressway
4. *State Highway 3* - Complete
5. *Minogue Park* - Unfunded
6. *University route* - Unfunded
7. *Central City* – to be considered with Central City Transformation Plan
8. *Te Awa River Ride South* – Detailed business case being developed in association with Te Awa, Waipa and Waikato DC's and NZTA
9. *Wairere Drive* – to be delivered as part of the ring road improvements identified in the 2015-45 10 year plan
10. *Te awa Hamilton section* – Path being widened as BAU maintenance and renewal activity

Design standards

The National Cycle team has released a web based Cycle Design Standards tool; HCC refer to this when designing cycleways and adapt if necessary to make them relevant for Hamilton. The website is available at

<https://www.nzta.govt.nz/walking-cycling-and-public-transport/cycling/cycling-network-guidance/>

HCC are represented on a NZ wide Active Modes working group which considers best practice for all walking and cycling activity.

Signage

A family of biking network signs has been developed along with a guide for placement. Consideration is ongoing for funding in 17/18 financial year, as part of the discretionary transport budget, for signage implementation across the city.

Maintain

The standard for marking of cycle lanes has been agreed for the primary biking network. Discussions are progressing for the secondary network. These standards will be applied during road reseal programmes along with new cycle lanes built on the biking network.

Bike Facilities

All existing bike parking facilities across the city have been identified and mapped; this enables identification of the gaps. Funding has not been allocated for installation of new facilities.

Educate

HCC and Cycling NZ have developed a number of educational bike skills programmes which have been delivered throughout 2016 and continue in 2017.

- Adult cycle skills sessions
- Hamilton Girls High School developed a new cycling team, all girls received on road bike skills training
- Bike maintenance classes
- Rhode Street school are working toward delivering a bike skills course on the school grounds with assistance with the 'Bikes in Schools' organisation
- School cycle skills competition
- School bike helmet design competition

Promote

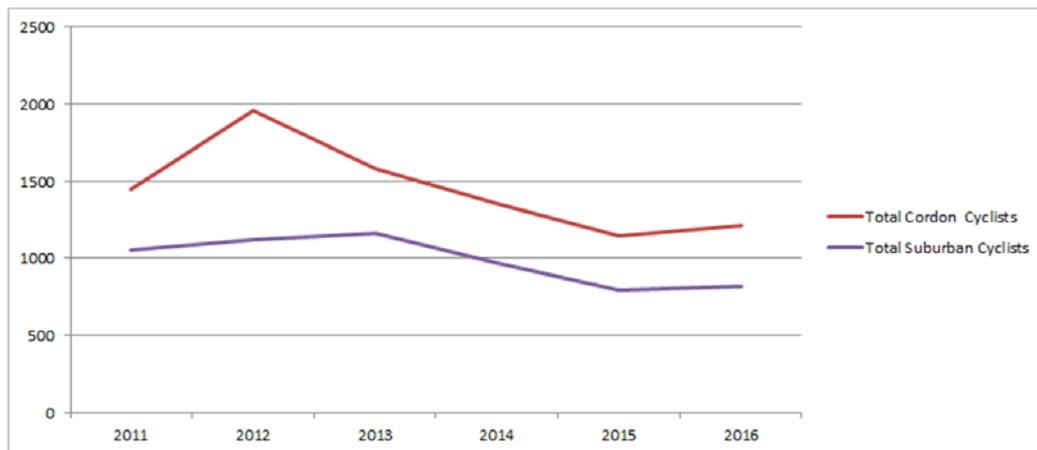
The Bike Hamilton brand has been developed; this is used extensively across all biking activities.

- Bike Hamilton campaign – biking collateral (Bells, lights, high vis etc.), social media, online, washroom adverts, radio
- Stakeholder working group has been set up with key partners including: Cycling NZ, Sport Waikato, DHB, ACC, NZ Police
- Ride Leader training courses; 6 weekly social rides now exist from this activity and this is growing
- Love your bike day at Innes Common
- Aotearoa Bike Challenge for the month of February

Monitor

- a. New automated counters have been installed on Wairere Drive and Gallagher Drive. Two counters will be installed on the Western Rail Trail.
- b. The annual manual cycle count will take place week commencing 13 March 2017. Additional information has been included to include gender and 'type of rider'
- c. The first quantitative survey was carried out in March 2016 to form a baseline of community feeling toward the cycleways. This survey will be carried out annually. The second survey will commence week commencing 13 March 2017.

The below chart shows total number of cyclists recorded during the annual manual counts between 2011 to 2016; 2016 breaking the downward trend in numbers.



Bus Shelters Types

Shelter Type	total	Shelter Type	total
1A 	14	Black Mini 	22
2A 	20	Black Large 	6
B 	25	Orbiter 	29
C 	20	Other (Hospital, Lyndon Court) 	2
Adshel 	50	All maintenance and renewal costs are met by Adshel	

New Zealand Post Electric Vehicle Proposal

Frequently Asked Questions

Question	NZ Post Response
Are the vehicles registered to drive on the road?	Yes. NZTA supported the trial of new delivery vehicles in 2015. After the successful trial, they formalised approval of use of the delivery vehicles in New Zealand.
What will the hours of operation be?	Generally between 7am and 6pm Monday to Saturday.
Will the vehicles be primarily utilising the footpaths or roads; and if footpaths, will they be using the grass berm as well?	Any non-delivery travel or transit will be on the road as Paxsters can travel up to 50km hour on the road. The footpath operation is solely for delivering mail and parcels. Vehicles are not permitted on grass berms.
What speed will the vehicles be travelling at?	According to NZ Post safety assessments (undertaken by external experts in their field), the midrange vehicles will be driven to the conditions of the footpath but no greater than 20km/hr on the footpath. Given that the vehicles operate in a very stop-start manner, we know from the New Plymouth pilot that speeds rarely exceed 14kph.
Do the vehicles have reversing beepers and/or a horn?	Vehicles have a reversing beeper and comprehensive safety assessments have been undertaken to ensure the vehicles are safe reversing. We are currently assessing the use of a reversing camera. The vehicles are also equipped with front facing cameras which record the speed of travel and incidents.
Where are the vehicles currently operating in NZ?	The vehicles are operating in Ashburton, Oamaru, Invercargill, New Plymouth and parts of Auckland – North Shore and West Auckland.
Where else is NZ Post planning to operate the vehicles in NZ?	In all the metropolitan areas and larger cities in NZ.
What will the procedure be regarding mobility scooters and pedestrians that also have use of the footpaths?	The NZ Post Health and Safety Management Plan for these vehicles states that Delivery Agents give way to every pedestrian and all other instances of transport on the footpath. The agreement between NZ Post and each local authority states



	<p>General safety rules:</p> <ul style="list-style-type: none"> ● Vehicles will maintain a safe speed on the footpath, ● Vehicles must give way to pedestrians, mobility devices or wheeled recreational devices being used on the footpath <ul style="list-style-type: none"> ○ The operators must give way to pedestrians, mobility devices or wheeled recreational devices being used on the footpath. This means that the vehicle must pull off the footpath if possible as to not obstruct the other user, and come to a complete stop until the user passes. ○ The vehicle should never be operated in a way that forces another user of the footpath to step off the footpath, into traffic, take any other evasive action, or force the other user into an unsafe situation. ● Vehicles will not block the footpath ● Vehicles will not ride on grass verges ● All operators should only enter or exit footpaths from driveways or other formed access points. The vehicle should never be driven up or down the kerb. ● All operation shall be on the left-hand footpath of the road except in specifically identified areas
<p>Can the Council identify areas it considers unsuitable for electric vehicle mail delivery?</p>	<p>Yes. NZ Post identifies all areas unsuitable for vehicles to be on the footpath in the agreement with the local authority. These areas are agreed with the local authority and it can also identify other areas.</p>
<p>In the 19 months of trial operation in New Plymouth, have there been any incidents with pedestrians and/or any vehicles?</p>	<p>None.</p>
<p>If the service causes problems, will Council have a mechanism to qualify the conditions of the agreement?</p>	<p>A condition of the Footpath agreement provides a reporting, complaints and issue resolution process:</p> <p>Reporting, complaints & issue resolution</p> <p>New Zealand Post commits to investigating any issues raised by XXX Council in good faith, and XXX Council commits to working with NZ Post in good faith to ensure the long-term success of the Integrated Delivery agent and use of electric delivery vehicles.</p> <p>In regards to complaints from the public via the New Zealand Post customer call centre, New Zealand Post</p>

	commits to either resolving the issue or agreeing a timeline for resolution with the customer within 48 hours of lodging the complaint.
If Council can identify any damage caused by the vehicles, will this be covered by NZ Post under the agreement?	See above
Will NZ Post's Health and Safety Plan be made available to Council?	Yes, it is an attachment to the agreement signed by the Local Authority and NZ Post.
Will NZ Post be covered by Public Liability Insurance for accidents in road reserve?	<p>Paxsters (being registered vehicles for road use) are insured under the NZ Post Group Motor Vehicle Insurance policy. This covers:</p> <ol style="list-style-type: none"> 1. Section 1 – Accidental loss or damage to the vehicle. 2. Section 2 – Liability to third parties for property damage or personal injury, arising out of use of insured vehicles - limit \$20m. <p>The motor vehicle insurer is aware the Paxsters can be used on the footpath as well as roads.</p>
Does the Council take on any liability by signing this agreement?	NZ Post will be liable for any incidents caused by their delivery agents while acting under the approval
Where will the re-charge station be?	At the Delivery Branch. The vehicles are stored and recharged here.
Does the payload include the weight of the delivery agent?	Yes.

20 February 2017

Mr Leo Tooman
Hamilton West City Counsellor

Dear Mr Tooman

I am writing to you on behalf of the residents of Pukeko Street, Frankton, with regard to wreckless and dangerous driving on our street and in our area.

I have in the past written to NZ Police, and HCC regarding this matter, but we haven't reached a resolve, and with recent events, we residents feel we need to address this matter again.

I have attached our recent communication and would like to bring you up to speed with what took place on the weekend.
The corner of Pukeko and Kaka Streets is notorious for burnouts/donuts and is a frequent event, along with speeding down Pukeko Street.

This past weekend (Sunday afternoon, approx. 4.30pm) there was a car doing a burnout. I took the advice of past communication with HCC and tried to video the incident, only for the car to stop, abuse and threaten me. I did not get any evidence, luckily a resident a few doors down managed to and sent it in to the online complaints. We are now very worried about retaliation.

We are at our wits end as to who can help us solve this situation. We take pride in the area we live in and residents are very excited about the plans the council has for Frankton Railway Village, we do however think something needs to be put in place eg: road humps, roundabout, what we are not quite sure, but we are fearful for our children who use the footpath for scooting and skateboarding etc.

Do you have any information as to where/what happens from here.
With regard to piece in my first letter about Keith Weir Motors, their worker came to visit us just before Xmas with a box of chocolates and an apology, and we have not seen them on our road since which is a great result.

I look forward to hearing from you.

With kind regards

Jo Cowley (and Pukeko St residents)

Cc: Dave MacPherson
Angela O'Leary
Geoff Taylor



WATER SUPPLY AGREEMENT
Between
HAMILTON CITY COUNCIL
And
WAIKATO DISTRICT COUNCIL
AUGUST 2007

Water Supply Agreement

between

Hamilton City Council and Waikato District Council

THIS AGREEMENT is made on the 7 day of August 2007.

BETWEEN THE HAMILTON CITY COUNCIL a body corporate pursuant to the Local Government Act 2002 ("City")

AND THE WAIKATO DISTRICT COUNCIL a body corporate pursuant to the Local Government Act 2002 ("District").

1 PRECEDENCE

1.1 The parties agree that this Agreement supersedes all prior oral and written terms and conditions concerning the City's supply of water to the District for distribution to District consumers. The superseded agreements are listed in Appendix 1.

2 TERM

2.1 The term of this agreement will be from the date of this Agreement until 30 June 2016.

3 SUPPLY OF WATER

3.1 The City agrees to provide water to the Approved Areas in the District from the City's water mains to which the District water supply is connected. The City understands that the water supplied to the District will be limited to use for domestic purposes and for stock drinking water, excepting that the City also agrees to water being supplied to the District's non-domestic customers listed in Appendix 2.

3.2 The parties agree that the District may only distribute water to consumers in the Approved Areas, within the boundaries set out in Appendix 3 (being the Newstead / Tamahere / Rototuna / Eureka combined water supply area and the Te Kowhai, Stonebridge, and Hutchison Road water supply areas).

3.3 Subject to clause 3.5, the parties agree that the City will supply water up to a maximum of 5,000 cubic metres per day to the District for distribution to District consumers in the Approved Areas.

3.4 The parties agree that any new bulk water supply connection to the City's water mains, or any increase in the daily flow allocation, will require the City's approval and a revised water supply Agreement.

3.5 The City, after consultation with the District, may reduce or cease to supply water to the District at any time if continuing to supply water to the District at that time would cause the City to implement emergency water conservation measures to maintain water supply to the City's consumers. The City may reduce or cease to supply water to the District by operating valves at each point of supply.

3.6 The City will give advance notice, or, if this is not possible, will notify the District immediately of any reduction in the supply of water to the District.

3.7 The City will resume normal supplies of water to the District as soon as possible following any reduction or cessation of supply under clause 3.5.

4 CONDITIONS OF SUPPLY

Standard Conditions, Act, Regulation, Bylaws to Apply

4.1 The City will supply water to the District according to the terms and conditions set out in the Hamilton City Water Supply Bylaw 1999 and any subsequent amendments. When there is any conflict between the Hamilton City Water Supply Bylaw 1999 (and any subsequent amendments), and the provisions of this Agreement, the provisions of this Agreement will apply.

4.2 The District undertakes to comply with the Hamilton City Water Supply Bylaw 1999 and any subsequent amendments as a 'customer' of the City. When there is any conflict between the Hamilton City Water Supply Bylaw 1999 (and any subsequent amendments), and the provisions of this Agreement, the provisions of this Agreement will apply.

4.3 The District shall be responsible for all water supply compliance issues associated with its role as a Local Government Organisation supplying water (specifically, the District shall be responsible for compliance with Part 7 of the Local Government Act 2002 and for compliance with Ministry of Health requirements as a supplier of community drinking water).

Ownership, Reticulation, Administration & Maintenance of District System

4.4 All components of the District's distribution system downstream of the points of supply from the City are the property and responsibility of the District.

4.5 The District is responsible for the reticulation of the supplied water in the Approved Areas and for all matters relating to the administration and maintenance of the supply.

4.6 The District will provide the City with copies of the plans for the current reticulation system and any proposed extensions as at the date of this Agreement, within one month of the date of signing this Agreement.

4.7 The District may alter and/or extend the reticulation system within the Approved Areas at its own cost, and the District will provide the City with updated copies of any plans which set out the alterations or extensions to the reticulation system, within one month of any such alterations and/or extensions being completed.

4.8 The District will pay any cost the City might incur in maintaining and replacing backflow prevention devices at the various points of the District's connection to the City's watermains.

4.9 The District will pay all the direct costs associated with the City's need to upgrade reticulation capacity in order to provide any additional quantity of water required by the District at any particular point of supply to the District.

Technical Requirements

4.10 The District's water supply system supplied by the City shall be limited to a restricted flow rural water supply, where a small continuous flow is supplied to each customer by a flow control device, and storage is provided by the customer to cater for the customer's demand fluctuations.

Excepting that:

Tauwhare Pa, Gordonton Village and Matangi Village have traditionally been on a full pressure supply. District consumers at these townships shall continue to be on a pressure supply, however they are supplied through local reservoirs fitted with flow restriction devices to ensure that reservoir filling occurs outside of peak water demand periods.

- 4.11 The City is under no obligation to supply water to the District at a constant pressure, nor at a pressure exceeding any particular minimum pressure.

5 WATER DEMAND MANAGEMENT

The District will adopt the following water demand management goals:

- 5.1 Provide restricted flow water connections only, except as identified in 4.10 above.
- 5.2 Maintain water losses (unaccounted for water) at less than 5% of the bulk water supply volume supplied by the City (compliance with this requirement to be achieved by January 2008).
- 5.3 Implement appropriate charging mechanisms for water usage to encourage water conservation.
- 5.4 Restrict total daily water consumption to within the agreed daily maximum set out in clause 3.3.

6 Record Keeping and Reporting

- 6.1 The District shall maintain records of the quantity of water supplied to each of its customers, and of the quantity of water supplied at each bulk water supply connection, so that water supplied and water consumed can be reconciled to determine water losses.
- 6.2 Within one month of a request by the City, the District shall provide the information recorded in section 6.1 for any particular period of interest, in a format that facilitates determination of the water losses specified in 5.2 (i.e. for the period and water supply area of interest, the water consumption of each customer, the number of customers, and the corresponding bulk water meter quantity).
- 6.3 In July of each year, the District shall supply to the City a summarised report for each water supply area. For each area, the report will state the number of customers, total quantity of water supplied to the area, total quantity of water supplied to customers, and the quantity of unaccounted for water.

7 PAYMENT

- 7.1 The District will pay the City for the water supplied under this agreement at a rate per cubic metre.
- 7.2 The City operates a two-tiered charging regime. The 'rural supply' rate takes account of the less capital-intensive reticulation arising from a lower level of service (no fire protection and restricted flow supply connections). The 'bulk water' supply rate charged to the District shall be aligned with this rural supply rate (i.e. as for 'Non-Domestic Supply – Rural Restricted Supply'). (Note: The rate is determined on an actual cost basis and complies with the Local Government (Rating) Act 2002.)
- 7.3 The rate per cubic metre of water supplied will be reviewed annually by the City prior to 1 December. The rate to be paid by the District will be notified to the District in February (following adoption of the City's draft Annual Plan) and will become effective from 1 July of that year.
- 7.4 The City reserves the right to charge a rate greater than the rural supply rate for that volume of water drawn from the City's supply at flow rates which exceed the average daily flow rate (the flow arising from the daily quantity identified in clause 3.3, delivered at a constant flow rate over a 24 hour midnight to midnight period). This higher charge rate shall be aligned with the City's charge rate for on-demand water supply (i.e. as for 'Non-Domestic Supply – Rateable City').
- 7.5 The rate per cubic metre of water supplied will be adjusted to reflect any increase or decrease in the rate of goods and services tax. The adjustment will take effect on the date that the change in the rate of goods and services tax becomes operative.

8 Dispute Resolution

- 8.1 If any dispute arises under this Agreement, the City and the District will use their best endeavours to resolve the dispute.
- 8.2 If any dispute arising under this Agreement is not resolved, either party has the right to take the matter under dispute to arbitration, including any decision terminating this Agreement.

8.3 Every submission to arbitration under the terms of this Agreement will be under and in accordance with the provisions of the Arbitration Act 1908 and its amendments or any Act passed in substitution for it, and will be to one arbitrator.

9 REVIEW

9.1 Either party may call for a review of this Agreement at any time before the end of the term stated in 2.1.

9.2 The parties will review this Agreement during the twelve months before the end of the term of this Agreement. The aim of this review will be to consider whether a new Agreement should be entered into between the parties at the end of the term of this Agreement, and the obligations of the parties under any new Agreement.

9.3 The City notes that possible reasons for a review of this Agreement may occur following the planned review of the City's Water Supply Bylaw in 2008, or as a result of amendments to the Health Act, or following a decision on the City's resource consent application to Environment Waikato to increase the maximum daily quantity of water drawn from the Waikato River.

10 TERMINATION

10.1 This agreement may be terminated by either party giving 24 months notice in writing to the other party.

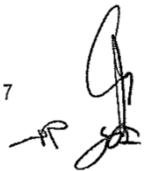
11 INTERPRETATION

In this agreement:

"Approved Areas" means:

- (a) the Newstead / Tamahere / Rototuna / Eureka combined area;
- (b) the Te Kowhai Rd water supply area;
- (c) the Hutchison Road water supply area
- (d) the Stonebridge water supply area (Wallace Road).

"Rural Water Supply" means a supply system where the consumers are provided with a small continuous flow (restricted by a flow control device), and storage is provided by the customer to cater for the customer's demand fluctuations.



THE COMMON SEAL of)
THE HAMILTON CITY COUNCIL)
Was affixed in the presence of



Mayor Councillor

Chief Executive

John R. Gower, QSM
Justice of the Peace
City Councillor
Hamilton, N.Z.

[Handwritten signatures in blue ink]

THE COMMON SEAL of)
THE WAIKATO DISTRICT COUNCIL)
Was affixed in the presence of)



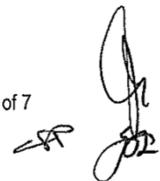
Mayor

Chief Executive

[Handwritten signatures in blue ink]

Appendix 1 - Historical overview of previous water supply agreements

1. The City supplied water to the Waikato County Council ("County") for distribution to County consumers in the Newstead area after approval by the City on or about 14 June 1984 until 31 October 1989 pursuant to a series of oral and written terms and conditions.
2. The City supplied water to the County for distribution to County consumers in the Rototuna area after approval by the City on or about 17 November 1987 until 31 October 1989 pursuant to a series of oral and written terms and conditions.
3. The City has supplied water to the District for distribution to District consumers in the Newstead and Rototuna areas from 1 November 1989 until the date of this agreement pursuant to a series of oral and written terms and conditions.
4. The City has supplied water to the District for distribution to District consumers in the Tamahere area after approval by the City on or about 15 July 1992 until the date of this agreement pursuant to a series of oral and written terms and conditions.
5. The City approved the supply of water to the District for distribution to District consumers in the Te Kowhai area on 5 October 1994.
6. The City and the District on or about 22 August 1995 agreed to enter into an agreement in order to formalise the terms and conditions under which the City supplies water to the District for distribution to District consumers. This agreement expired on 30 June 2004. However, the City pursuant to a series of annual agreements continued to supply water to the District.
7. In 2007 the City and the District has agreed to enter into this agreement to finalise new terms and conditions under which the City supplies water to the District for distribution to District consumers.

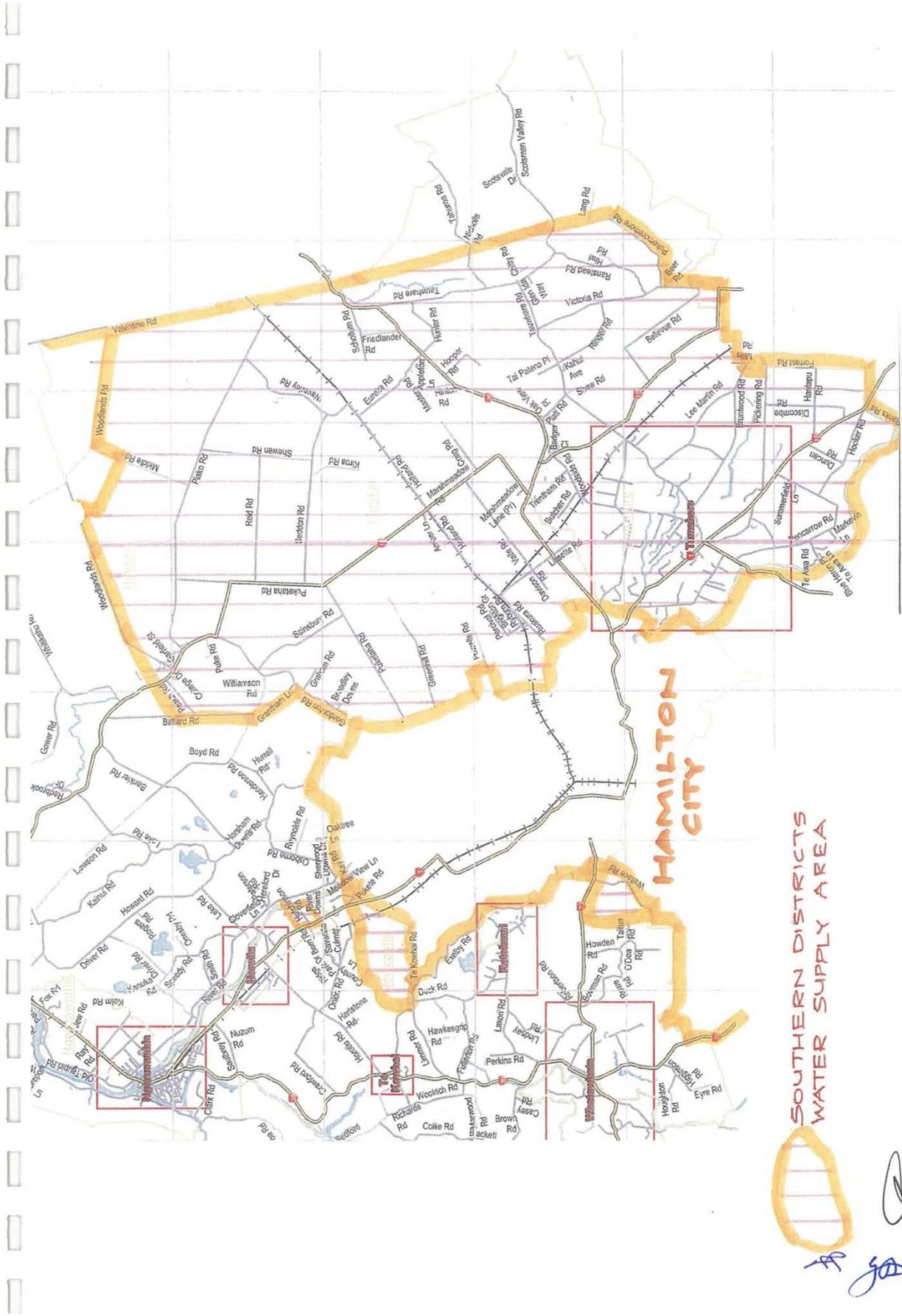
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Appendix 2 - List of the District's non-domestic customers

Property No	Address	Owners	Use
1006817	352 Ruakura Road RUAKURA	Hopkins	unkown
1007122	1291 State Highway 26 EUREKA	Duncan	Eureka Motors
1007338	609 Matangi Road MATANGI	McFall	Hostel
1007494	158 Matangi Road MATANGI	McAuley Trust	Old Folks Home
1007594	453 Tauwhare Road MATANGI	Robinson Estate	Matangi butchery and Matangi Store
2003155	Te Kowhai Road HOROTIU	Prasad	Old Folks Home
2006518	State Highway 1 TAMAHERE	Tamahere Eventide Home	Old Folks Home
1008235	650 Airport Road Tamahere	Wayne	Refrigerated Trucking Business
1008306	14 Koppens Road Tamahere	Icepack Group Ltd	Coolstore
1006640	1038 Gordonton Road Gordonton	Gordonton Storage Co	Shop
1006609	1070 Gordonton Road Gordonton	Geddes	Industrial
1006642	1032 Gordonton Road Gordonton	Bulk Bag Company Ltd	Industrial
1006876	68 Gordonton Road ROTOTUNA	Proverbs	Industrial
1006969	436 A State Highway 26 NEWSTEAD	Lynch	Industrial
1006970	434 State Highway 26 NEWSTEAD	Rouse	Industrial
1007127	155 Hunter Road EUREKA	Torr	Industrial
1007595	449 Tauwhare Road MATANGI	Matangi Motors Ltd	Industrial
1008362	431 State Highway 1 TAMAHERE	Lovegrove	Industrial
2002385	1060 Gordonton Road GORDONTON	Bulk Bag Company Ltd	Industrial
2006795	452 B Tauwhare Road MATANGI	Mowbray Group Limited	Industrial
2002259	42 Whitikahu Road Gordonton	WDC Woodlands Café	Café & Historic House

Appendix 3 - Map showing boundaries of Waikato Water Supply Areas connected to the Hamilton City Council water supply.





New file.

COPY

Version 8.0
22 June 2010

SOUTHERN DISTRICTS FUTURE GROWTH AGREEMENT (WATER SUPPLY)

DATED this *2nd* day of *August* 2010

BETWEEN **WAIKATO DISTRICT COUNCIL (“WDC”)**

AND **HAMILTON CITY COUNCIL (“HCC”)**

BACKGROUND

- A.** HCC currently supplies water to approved areas in the Waikato District from the city’s water mains at various locations. The parties signed an agreement on 7 August 2007 (“the Water Supply Agreement”) which sets out the terms and conditions of this water supply. The Water supply agreement remains valid until 30 June 2016 but can be terminated by either party giving 24 months notice in writing to the other party.
- B.** The agreement allows for the supply of 5000 cubic metres water per day to WDC for distribution to district consumers in the approved areas within Newstead/Tamahere/ Rototuna/ Eureka, as well as Te Kowhai/ Stonebridge and Hutchison Road water supply areas.
- C.** The supplied water is limited in use to domestic purposes and for stock drinking as well as listed and approved non-domestic customers. HCC may reduce or cease to supply water to the District at any time if continuing to supply water at that time would cause the City to implement emergency water conservation measures to maintain water supply to its consumers. Either party may also terminate the agreement by giving 24 months notice in writing to the other party.
- D.** As a customer, WDC has agreed to comply with the Hamilton City Water Supply Bylaw 1999 (“the Bylaw”) and any subsequent amendments. The Bylaw was revised and came into effect on 1 July 2008. WDC has also agreed to adopt a number of Water Demand management goals which include restricted flow connections, maintaining water losses at less than 5% of the bulk water volume supplied, implementing appropriate charging mechanisms to encourage water conservation and restricting total daily consumption to within the agreed daily maximum of 5,000 cubic metres.
- E.** WDC has applied to the Regional Council for resource consent to take water from the Waikato River, in order to service growth in its Southern Districts (refer Annexure 1) and HCC has submitted in opposition.
- F.** HCC’s submission focussed on:
 - Technical issues, particularly in the area of water conservation and demand management, as well as potential impacts on the HCC water treatment station.
 - Lack of consideration with regard to Future Proof, the sub-regional growth strategy.
 - A need to consider water supply in a sub-regional context.

G. HCC in its submission acknowledged the work undertaken by WDC in the development of a Water Conservation and Demand Management Plan ("WCDMP") in support of its application, but wanted to see some further issues addressed prior to the issuing of any resource consent or that they be addressed through consent conditions. These issues were around reduction in water use targets, water loss management, adequate consultation and continued and ongoing development of the WCDMP.

H. HCC also had concerns over the future construction of any southern treatment plant and wanted consent conditions to ensure that its own water source was protected. As no details are available for the construction of a treatment plant, HCC proposed a condition that would ensure any plant configuration and discharge would meet the National Environmental Standard for Sources of Drinking Water and would have no net effect on the water quality at the water intake point of HCC's Water Treatment Station.

I. The Parties have had further discussions on these technical issues and wish to record their agreements.

J. At the time of WDC making its application, Future Proof strategy had not been advanced sufficiently for WDC to use it as a basis for determining agreed growth and hence demand for water.

K. The Parties have now adopted the Future Proof Growth Strategy (FPGS) and Implementation Plan ("IP") and are in the implementation phase which will be overseen by a joint implementation committee comprising two elected members from each party, two representatives of Tangata Whenua and an independent Chairperson appointed by the Future Proof Joint Committee.

L. The FPGS includes proposed and agreed settlement patterns and has allocated residential growth on a staged approach. It also includes a vision that in 2061 the sub-region will have affordable and sustainable infrastructure and sustainable resource use.

M. The IP includes a number of actions which are relevant and important to this Agreement and the parties wish to record these actions in this Agreement.

N. The Parties have also collaborated on some preliminary work with Waipa District Council, looking at sub-regional water risks and opportunities.

THE PARTIES AGREE AS FOLLOWS:

1.0 Term of Agreement

1.1 This Agreement shall commence on 1 July 2010 and shall terminate on 30 June 2016

2.0 Purpose of Agreement and Objectives of the Parties

2.1 The purpose of this Agreement is to provide a basis which will allow HCC to remove its submission in opposition to WDC's water take consent application and to establish a framework within which WDC and HCC can explore sub-regional water supply opportunities. In particular the parties have the following objectives:

(a) For WDC:

- (i) To secure the future water supply to its Southern Districts, consistent with Future Proof and the Waikato District Growth Strategy.

- (ii) To secure a water take resource consent for its Southern Districts water supply needs that will allow planning to start for a water treatment plant in the Southern Districts area.
- (iii) To put immediate planning for a WDC Southern Districts water treatment plant on hold, while sub-regional water opportunities are investigated in partnership with HCC and Waipa District Council.
- (iv) To secure a continuous supply of water for appropriate growth in Southern Districts until such time as agreement is reached on a sub-regional water solution. If it is decided not to pursue a sub-regional water solution ("the decision"), WDC intends to construct its own water treatment plant, and have HCC continue to supply water to Southern Districts for a further period of at least 5 (five) years from the date of this Agreement, or until the completion of the water treatment plant, whichever is the earlier.

(b) For HCC :

- (i) To assist WDC to secure a water supply to its Southern Districts provided that growth in the Southern Districts is consistent with the FPGS.
- (ii) To ensure that any water take consent obtained by WDC includes conditions that are consistent with HCC's own water take consent and are consistent with the principles of the HCC WCDMP.
- (iii) To investigate appropriate opportunities to work with WDC and Waipa District Council on sub-regional water issues that may provide alternative sources of water or methods to service the sub-regional water needs.

3.0 HCC Submission to WDC Resource Consent Application

- 3.1 In consideration of this Agreement, HCC will withdraw its opposition to WDC's water take application within five (5) working days following the execution of this Agreement by both parties.

4.0 **Technical issues**

- 4.1 The Parties have agreed and are in the process of finalising appropriate draft conditions to the water take resource consent attached as Annexure 2. The draft conditions address the technical issues raised by HCC in its submission and it is proposed that these are presented to Environment Waikato for inclusion in any resource consent.
- 4.2 WDC will not promote any changes to these draft conditions and will consult with HCC over any changes to these conditions that are proposed by other parties or submitters, including Environment Waikato or the Environment Court.

5.0 **Future Proof Issues**

- 5.1 The FPGS has established projected population growth based on a settlement pattern agreed by WDC and HCC as well as other parties (Waipa District Council, Environment Waikato and Waikato Tainui). For Southern Districts this means that development in rural areas will be clustered around towns and villages in a concerted effort to protect versatile soils for the production of primary goods and associated businesses and services. Any rural residential growth will be clustered and controlled. Table 4 from the FPGS is attached as Annexure 3 which sets out the current agreement on detailed allocation and staging of residential growth from 2006 to 2061. The parties acknowledge that there

are some inaccuracies in this information and that the Future Proof partners are currently revising population estimates within WDC to more accurately reflect current and future potential development.

5.2 The IP contains a number of actions that are relevant to the FPGS objective of having affordable and sustainable infrastructure, sustainable resource use, and to the Southern Districts water supply, and the parties are committed to implementing these actions including the integration of the FPGS within their statutory planning and other documents.

5.3 The relevant actions include:

- (a) Action 8.1.4 (7): The parties signed a Memorandum of Agreement for Future Proof implementation on 9 September 2009.
- (b) Action 8.3.4 (1): The Parties will work together to establish the likely quantum of capital needed to support larger scale Future Proof infrastructure by June 2011 or any such other date as agreed by the Future Proof Joint Committee.
- (c) Action 8.3.4 (3): The Parties will work together to develop a financial/ development contribution policy for growth related infrastructure by December 2011 or any such other date as agreed by the Future Proof Joint Committee.
- (d) Action 8.6.4 (2): The parties will support changes to the EW Regional Policy Statement (RPS) which provide specific guidance on where growth will occur and include the concept of urban limits.
- (e) Actions 8.6.4 (5), 8.15.4 (2) and 8.16.4 (1): The parties will advance any changes required to their District Plans in parallel with the proposed changes to the RPS, in order to give effect both to the RPS and the proposed and agreed settlement patterns, with substantive progress to have been made by March 2010 or any such other date as agreed by the Future Proof Joint Committee. The amendments will look to direct and restrict ongoing rural sub-division around identified areas.
- (f) Action 8.6.4 (6): The Parties will by September 2009 or any such other date as agreed by the Future Proof Joint Committee consider and adopt a process for the collaborative consideration of private plan change applications and resource consents that are submitted to them.
- (g) Action 8.6.4 (9): The parties will continue to implement their growth strategies in line with the FPGS.
- (h) Actions 8.15.4 (4) and 8.15.4 (8): The parties will undertake an integrated and collaborative study of the area to the south of Hamilton City to identify long term land use options and to undertake staging and timing work which aligns land use, infrastructure provision and funding of infrastructure to commence by November 2009.
- (i) Action 8.15.4 (7): The parties will use their best endeavours to align their LTCCPs with the Future Proof settlement patterns so that infrastructure and service investment best support the identified growth areas.
- (j) Action 8.26.4 (1, 2 and 3): The parties will develop a Water supply strategy across the Future Proof area and develop a protocol for cross boundary water supply infrastructure management.

6.0 Sub-regional Water Supply Issues

- 6.1 The parties will develop terms of reference for a Water Supply Strategy which will cover the Future Proof area. The said strategy will be developed in accordance with the IP and and take into account the reports referred to in clauses 6.2, 6.3 and 6.4 below. The timetable will be established by agreement of the parties.
- 6.2 In 2008 HCC, WDC and Waipa District Council commissioned Opus International Consultants to undertake a desk top review of the regions water supplies and emerging issues, with a view that the study would form a first step on any future collaborative water supply works (Sub-regional Water Strategy Report -Opus International August 2008).
- 6.3 This Study reveals that all three Councils (Hamilton, Waikato and Waipa) have issues and risks associated with their future water supply in terms of source, quantity and also geographical availability to their dispersed communities and areas of development. The Study also identifies that whilst all councils have significant water issues in the near future, WDC and HCC have the most value to be gained at this point in looking to a future combined water strategy for the northern areas.
- 6.4 The parties have recently embarked on another collaboration, looking in more detail at an alternative Water Treatment Plant for the sub-region and have produced a draft report (Concept Design Report (draft) Opus International, June 2009). This report considers alternative sites for a second water treatment plant that uses the Waipa River as a source and makes some recommendations mainly based on technical and cost considerations.

7.0 Water Supply Agreement

- 7.1 Subject to WDC obtaining the water take resource consent applied for, WDC will without undue delay transfer the consent to HCC, to allow HCC to continue to supply water to WDC for the approved areas in accordance with the Water Supply Agreement.
- 7.2 Provided WDC keeps its Future Proof commitments and complies with the Water Supply Agreement, HCC will increase the agreed daily maximum of 5,000 cubic metres per day to provide for Southern Districts growth demands, as is required, up to a maximum of 12,000 cubic metres per day.
- 7.3 Should WDC not comply with clause 7.2 above, HCC reserves its right to consider invoking the termination clause 10.0 in the Water Supply Agreement by giving the required 24 months notice.
- 7.4 If HCC or WDC invoke termination clause 10.0 of the Water Supply Agreement, HCC will transfer the water take resource consent referred to in clause 7.1 back to WDC at the point in time of termination.
- 7.4 Once WDC has obtained the water take resource consent and has transferred same to HCC, the parties will modify the Water Supply Agreement to reflect this Agreement and other developments relating to the water supply.
- 7.5 The parties acknowledge that notwithstanding the provisions of this Agreement, WDC and HCC as statutory bodies are bound to administer and give effect to the provisions of the Resource Management Act 1991 and the Local Government Act 2002.
- 7.6 Nothing in this Agreement will void the Water Supply Agreement, except that the maximum daily quantum of water supplied by HCC to WDC is increased to 12,000 cubic metres, in accordance with clause 7.2 above.

8.1 Dispute Resolution

8.1 All disputes between the parties shall be resolved in the manner set out below:

- (a) If a dispute or disagreement ("dispute"), arises under this Agreement, the party claiming that a dispute has arisen must give written notice to the other party, specifying the nature of the dispute. On receipt of such a notice, the parties will endeavour to resolve the dispute amicably and expeditiously using informal dispute resolution techniques agreed by them.
- (b) If the dispute remains unresolved after 10 working days of its referral under clause 8.1(a) above, any party may at any time by notice in writing to the other, require the dispute to be submitted to mediation.
- (c) If a dispute is submitted to mediation under clause 8.1(b) above, the following provisions will apply:
 - i. The mediation will be conducted by a single mediator whose appointment will be agreed between the parties, and failing agreement, by the President of the Arbitrators and Mediators Institute of New Zealand.
 - ii. Each party will bear its own costs in relation to the mediation and will pay the costs of the mediator in equal shares.
- (d) If the parties cannot resolve the dispute by mediation under clause 8.1(c) above, then any party may by written notice to the other refer the dispute to arbitration in accordance with the Arbitration Act 1996 on the following terms:
 - (i) A single arbitrator will be appointed as agreed between the parties, and failing agreement, by the President of the Arbitrators and Mediators Institute of New Zealand.
 - (ii) The place of arbitration will be Hamilton.
 - (iii) The arbitrator's decision will be final and binding, subject to each party being entitled to appeal to the High Court on any question of law arising out of the award.
 - (iv) The parties will each bear their own costs in relation to arbitration and (in the absence of an arbitrator's award to the contrary) will pay the costs of the arbitrator in equal shares.

Signed for **Waikato District Council** by:


Mayor/Authorised signatory

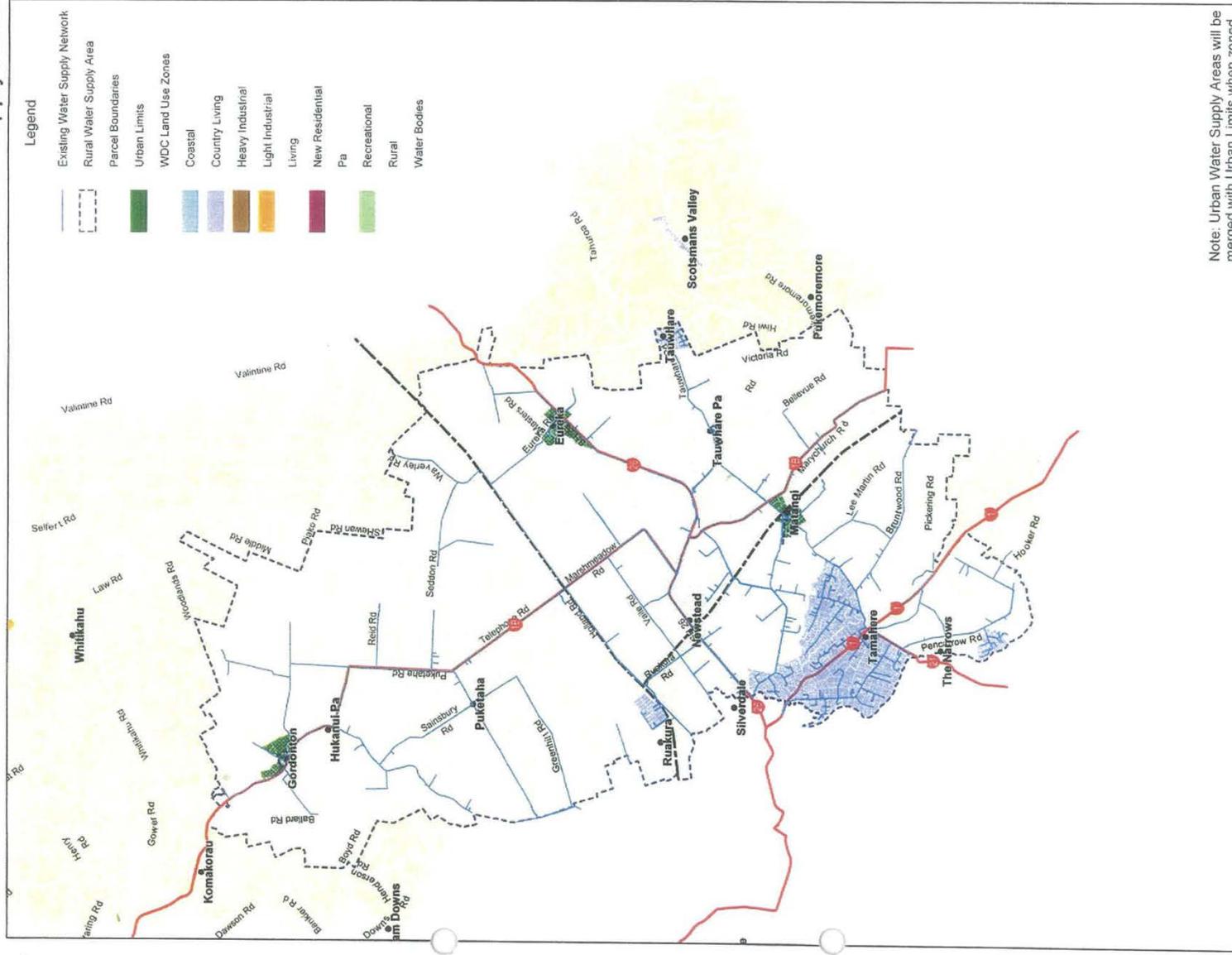
Signed for **Hamilton City Council** by:


Mayor/Authorised signatory

ANNEXURE 1: Southern Districts Area Plan

Southern Districts

Future Water Supply Areas



ANNEXURE 2: Draft Consent Conditions



**Waikato District Council Water Take
Conditions as requested by Hamilton City Council – draft as at
24 February 2009**

Resource Consent Schedule

Resource Consent:

File Number:

Pursuant to the Resource Management Act 1991, the Waikato Regional Council hereby grants consent to:

Waikato District Council
(hereinafter referred to as the Consent Holder)

Consent Type: Water permit

Consent Subtype: Surface water take and use

Activity authorised: Take water from the Waikato River

Location: XXX City Water Treatment Plant

Map Reference: NZMS 260 S14:168-704

Consent Duration: Granted for a period expiring thirty five years from the date of commencement

Subject to the conditions overleaf:

7. The Consent Holder shall monitor the environmental effects of its operations of the water take and intake structure on ecology and river hydrology on an ongoing basis. For that purpose, the Consent Holder shall, within six months of the commencement of this consent, submit to the Waikato Regional Council for approval (in a certifying capacity) a Monitoring Plan for the purpose of defining details of monitoring to be undertaken to identify and document any potential adverse effects of the water take and intake structure.
8. The Consent Holder shall carry out the monitoring in accordance with the Monitoring Plan developed pursuant to Condition 7 of this consent and the outcome of monitoring shall, as a minimum, be summarised in the Water Supply Operation Annual Report required by Condition 20 of this consent.

Recording, Monitoring and Reporting

9. A pulsed water measuring device shall record the quantity of water taken from the Waikato River at the take location on a cumulative basis. The device shall have a reliable calibration to water flow and shall be maintained to an accuracy of +/- 5%. Evidence of the device's calibration to an accuracy of +/- 5% shall be provided to the Waikato Regional Council within six months of the commencement of this consent. Access to the device shall be provided to Waikato Regional Council staff at all reasonable times.
10. Calibration of the water measuring device shall be undertaken by the consent holder at the request of Waikato Regional Council. The calibration shall be undertaken by an independent qualified person and evidence documenting the calibration shall be forwarded to the Waikato Regional Council within one month of the calibration being completed.
11. The water measuring device referred to in condition 9 shall be linked by telemetry to the Waikato Regional Council within three months of the commencement of this consent. As a minimum, daily volume, daily average rate of take and maximum daily rate of take shall be telemetered to the Waikato Regional Council. Alternatively, if telemetry is not practicable, the Consent Holder shall, within three months of the commencement of this consent, submit a methodology, and include a time frame in which this will be implemented, for the approval Waikato Regional Council (in a certifying capacity) that details:
 - (a) How the information will be transmitted automatically to the Waikato Regional Council and the procedures to be implemented

and New Organisms Act 1996 and any regulations promulgated thereunder.

(b) An Emergency Response Plan that sets out the procedures to deal with emergencies at the Treatment Plant. As a minimum, the Emergency Response Plan shall:

(i) Contain emergency management and communication protocols which ensure that HCC Water Treatment Staff are informed immediately should a spill of any nature occur at the Southern Districts Water Treatment Plant.

(ii) Be updated on an annual basis, and brought to the Water Action Group to obtain HCC sign off on those matters out lined in condition 4 (d).

14. At least one month prior to submitting the Water Treatment Management Plan to the Waikato Regional Council under Condition 13, the Consent Holder shall forward the Plan (including the Emergency Response Plan) to the Hamilton City Council - Waikato District Council Water Action Group established pursuant to Condition 23 of this consent for review, and shall consult with that group before finalising the plan.

Water Conservation and Demand Management Plan

15. Within three months of the commencement of this consent, the Consent Holder shall submit to the Waikato Regional Council for approval (in a certifying capacity) a Water Conservation and Demand Management Plan to be entitled "Waikato District Council Southern Districts Water Conservation and Demand Management Plan" which complies with the requirements of the Waikato Regional Plan Information Requirements 8.1.2.2 — Water Management Plans and the conditions of this consent. As a minimum, shall contain:

a) Targets for water losses and usage reduction in sufficient detail and that these are consistent with industry best practise and ensure compliance with the Water Demand Management goals outlined in the Water Supply Agreement between Hamilton City Council and the Consent Holder dated August 2007 and any subsequent updates. [Tim – reference to extraneous documents is unusual but would be okay if WDC offers it, WRC are happy and the obligations are clear and enforceable. Otherwise could be problematic. Should I see a copy of the agreement? SJB.]

District Council Water Action Group established pursuant to Condition 23 of this consent for review, and shall consult with that group before finalising the plan.

18. The Consent Holder shall use its best endeavours to ensure that the Water Alert Levels contained in the Southern Districts Drought Management Plan as required by Condition 15(c) of this consent are implemented in conjunction with Water Alert Levels that correspond to those contained in the Drought Management Plan contained in "Hamilton City Council Water Conservation and Demand Management Plan" referred to in that condition.

19. The Consent Holder shall carry out its water supply operations in general accordance with the Water Conservation and Demand Management Plan entitled "Waikato District Council Southern Districts Water Conservation and Demand Management Plan" approved by the Waikato Regional Council in accordance with Condition 15 of this consent or any subsequent updated version of this document as approved via Condition 16 of this consent for the duration of this consent.

Water Supply Operation Annual Report

20. The consent holder shall compile an annual report, to be entitled the Water Supply Operation Annual Report for the year ending 31 May each year that this consent is current addressing issues relevant to the Consent Holder's performance in achieving its objectives in relation to water conservation and demand management and relative to the consent conditions and the effectiveness of the conditions of consent to avoid or mitigate potential adverse effects. As a minimum, the report shall:

- (a) Report on progress in achieving, delivering and undertaking the water conservation and demand management actions as specified within the Water Conservation and Demand Management Plan;
- (b) Report on any newly adopted water conservation and demand management actions and associated time lines;
- (c) Report on progress on establishing water savings targets for the full range of demand conditions;
- (d) Report on progress on determining key performance indicators for each of the water savings targets;

the quantities of water being taken, the forecasted water demand for the next three year period and the information on which estimates of future water takes is based. As a minimum, the report shall

- (a) Advise the forecasted water demand for the next three year period, and the basis upon which that forecasted water demand was calculated, including a breakdown of forecasted requirements for domestic and non-domestic/municipal use. Such advice shall be consistent with the information in relation to forecasted water demand contained in the Water Conservation and Demand Management Plan or any update thereof prepared pursuant to conditions 6 and 7.
- (b) Provide an assessment of the required take volume required for the next three year period based on anticipated use.
- (c) Comment on any discrepancies between the actual water use information presented in these reports and the monitoring data submitted to the Regional Council over the same period.
- (d) Comment on any uncertainties associated with the growth data used to calculate future demand.
- (e) Advise whether, in light of (a) – (d) above, whether the quantity of water provided for by this consent is required and reasonably necessary to enable the effective and efficient supply of water within the Southern Districts.

Hamilton City Council- Waikato District Council Water Action Group

- 23. The Consent Holder shall invite the representatives of the Hamilton City Council and the Waikato Regional Council to establish in association with the Consent Holder a group to be entitled the Hamilton City Council — Waikato- District Council Water Action Group. If established, the consent holder shall provide reasonable organisation and administrative support to facilitate the development and ongoing role of the Water Action Group for the duration of the consent. The Water Action Group shall be invited to meet at least quarterly to exercise the functions set out below.

The functions of the Steering Group shall include, but not be limited to, the following:

review the appropriateness of the take volumes specified within condition 4 of this consent, in light of the information contained in the Water Conservation and Demand Management Plan required by condition 15 of this consent or any updates approved under Condition 16 for the following purposes:

- (a) Reviewing the quantity of the take quantity in light of updated assessments of existing demand and future demand contained in the Water Allocation Progress Report filed prior to the relevant review period; and/or
- (b) To review the effectiveness of the conditions of this resource consent in assessing efficient use and allocation.

25. The review of conditions contemplated by condition 24 shall allow for:

- (a) The addition of new conditions as necessary to achieve the efficient use of water and deliver appropriate water conservation and demand management measures;
- (b) The reduction of the take quantity provided for in Condition 4 of this consent.

Water Conservation and Demand Management - opportunities for review

26. In the six month period following 1 July 2015 and in six month period following 1 July every three years thereafter, the Waikato Regional Council may, following service of notice on the consent holder, commence a review of the conditions of this resource consent under section 128(1) of the Resource Management Act 1991 for the following purposes:

- (a) To consider progress made by the Consent Holder in implementing its Water Conservation and Demand Management Plan in light of receipt of an updated plan pursuant to Condition 16 or Water Supply Operation Annual Report pursuant to Condition 20.
- (b) To consider the effectiveness of the conditions of this consent in requiring the implementation of measures to reduce and manage water demand, promote water conservation and ensure the effective and efficient use and allocation of water to the Southern Districts.

27. The review of conditions contemplated by condition 26 shall allow for:

Advice notes

1. Costs associated with any review of the conditions of this resource consent will be recovered from the consent holder in accordance with the provisions of section 36 of the Resource Management Act 1991.
2. This resource consent is transferable to another owner or occupier of the land concerned, upon application, on the same conditions and for the same use as originally granted (sections 134-137 of the Resource Management Act 1991).
3. The consent holder may apply to change the conditions of the resource consent under section 127 of the Resource Management Act 1991.
4. The reasonable costs incurred by Waikato Regional Council arising from supervision and monitoring of this/these consents will be charged to the consent holder. This may include but not be limited to routine inspection of the site by Waikato Regional Council officers or agents, liaison with the consent holder, responding to complaints or enquiries relating to the site, and review and assessment of compliance with the conditions of consents.
5. Pursuant to section 332 of the Resource Management Act 1991, enforcement officers may at all reasonable times go onto the property that is the subject of this consent, for the purpose of carrying out inspections, surveys, investigations, tests, measurements or taking samples.

c
f
p

ANNEXURE 3:

Table 4: Future Proof Growth Strategy and Implementation Plan: 2009



Table 4: Detailed Allocation and Staging of Residential Growth 2006 - 2061

Authority	Settlement Type	Location	Population				Change 2006-2061
			2006	2021	2041	2061	
Hamilton	Hamilton existing urban		119400	136400	161100	187900	68500 57%
	Hamilton Greenfield		15000	37000	60000	60000	45000 300%
	Future Hamilton Greenfield				3000	29700	29700 N/A
Hamilton Total			1334400	173400	224100	277600	149200 107%
Waipa	Towns	Cambridge	13225	17500	23200	25145	11920 90%
		Te Awamutu/Khikihi	12625	15900	20100	21565	8940 71%
	Waipa Towns Total			25850	33400	43300	46710 20860 81%
	Rural Villages	Phrongia*	1200	1500	1800	2130	930 78%
		Ohaupo*	400	500	650	830	430 108%
		Ngahinapouri*	200	350	500	620	420 210%
		Te Pahu*	100	150	220	270	170 170%
		Rukuhia*	100	150	220	270	170 170%
		Karapiro*	200	400	600	820	620 310%
		Te Miro*	100	150	200	220	120 120%
	Pukeatua*	50	100	100	170	120 240%	
Waipa Rural Villages Total			2350	3300	4290	5330	2980 127%
Waipa Rural			15500	18800	19410	21460	5960 38%
Waipa Total			43700	55500	67000	73500	29800 68%
Waikato	Towns	Huntly	6915	8940	10925	12275	5360 78%
		Ngaruawahia	5120	8340	12375	15875	10755 210%
		Raglan and Whaingaroa	3229	4340	5025	5200	1980 61%
		Te Kauwhata	1020	3430	5825	7675	6655 652%
	Waikato Towns Total			16275	25050	34150	41025
Rural Villages	Glen Massey*	225	250	250	275	50 22%	
	Glen Afton*	150	150	175	175	25 17%	
	Pukemiro*	250	250	300	300	50 20%	
	Waikokowai & Renown*	150	150	175	175	25 17%	

FUTURE PROOF KNOWING OUR FUTURE BY PLANNING TODAY

6 Growth Strategy & Implementation Plan 2016

Matangi ¹	350	650	1050	1400	1050	300%
Taupiri	500	600	750	900	400	80%
Eureka*	150	600	1200	1800	1650	1100%
Gordonton*	300	400	600	1000	700	233%
Tamahere*	1150	1250	1400	1500	350	30%
Tauwhare*	200	250	250	300	100	50%
Tauwhare Pa*	150	150	200	200	50	33%
Rangiriri	100	200	300	400	300	300%
Maumarua	150	350	600	900	750	500%
Meremere	500	550	600	700	200	40%
Horotiu	700	1000	1250	1600	900	129%
Te Kowhai	500	850	1300	1750	1250	250%
Whatawhata*	850	1000	1500	1850	1000	118%
Lake Rotokauri*	350	400	500	550	200	57%
Waikato Rural Villages Total	6725	9050	12400	15775	9050	133%
Waikato Rural	22400	24800	27350	29800	7400	33%
Waikato Total	45400	58900	73900	86600	41200	91%
Future Proof Sub-regional Total	223500	287800	365000	437700	214200	96%
Matamata Piako	6800	7700	8400	8600	1800	26%

¹Subject to Section 8.15.4 – Action 8

*Rural villages without reticulated wastewater

The Future Proof Strategy has been predicated on the three local authorities accommodating growth within their own boundaries rather than taking the total population and allocating it to each area across the sub-region. The Future Proof Strategy adopted this approach in order to ensure that there was a sense of understanding and ownership for allocating growth within each local authority. It also means that there is more local autonomy over the best place to locate growth and which towns and villages are most suitable for this.

This task has been relatively easy for Hamilton City and Waipa District. It has been more challenging for the Waikato District because of the small size of the existing towns. The Waikato District has a large number of small settlements, a number of which are in close proximity to Hamilton City.

A large portion of the growth in the Waikato District has been allocated to the four main towns. It will be a challenge to achieve these allocations. There will need to be a clear focus on improving the amenity of some of the existing towns as well as the timely provision of infrastructure and a strong attention to create additional local employment. Nevertheless there is a desire by Waikato District to control rural sub-division and provide urban living in its existing towns and villages.

DRAFT 1**Submission by****Hamilton City Council****Draft Government Policy Statement on Land Transport 2018/19-2027/28****31 March 2017****1 Introduction**

- 1.1 Hamilton City Council (HCC) thanks the Ministry of Transport for the opportunity to provide feedback on the Draft Government Policy Statement on Land Transport 2018/19-2027/28 (referred to as the Draft 2018 GPS).
- 1.2 Overall, HCC is supportive of the content and direction of the Draft 2018 GPS, which continues with the theme in investing in transport projects that deliver economic growth and productivity, as well as road safety.

2 Specific Comments**2.1 Walking and Cycling**

- 2.1.1 HCC supports increased funding for the walking and cycling improvement activity class, but would like to see NZTA provide funding under local road maintenance for footpaths in urban areas.
- 2.1.2 HCC notes it continues to collect meaningful footpath data to ensure the condition of footpaths can be assessed and appropriate levels of service set

2.2 Local Road Maintenance

- 2.2.1 HCC is concerned to see that local road maintenance is not increasing in-line with state highway maintenance, noting that the freight task affects the local road network as well.
- 2.2.2 In light of the recent earthquakes and other major slips causing road closures, HCC supports the Resilience Objective despite this not being such a significant issue for Hamilton City.
- 2.2.3 It also interesting to read the assumption that State Highway costs have been controlled with increased efficiency and extending the life of the assets. HCC has played its part in driving efficiencies into local road maintenance.

2.3 Lead Transport Infrastructure

- 2.3.1 HCC is particularly pleased that the government has recognised the importance of **lead** transport infrastructure in high growth areas to maintain a supply of serviced land for housing.
- 2.3.2 Providing Strategic Lead Transport infrastructure is extremely challenging for local authorities, who are also subject to strict Financial Prudence requirements under the Local Government Act.

2.4 **Housing Infrastructure Fund**

- 2.4.1 Paragraph 81 of the Draft 2018 GPS states that *“to support the Housing Infrastructure Fund, GPS 2018 prioritises lead and other investments in transport infrastructure to help supply serviced land for housing development in high growth urban areas”*.
- 2.4.2 HCC requests clarity on this clause and confirmation that this means funding for such corridors will be a mixture of the National Land Transport Programme 2015-18 and the Housing Infrastructure Fund (HIF).

- 2.4.3 HCC submits that NZTA should provide 100% FAR rates for delivering lead transport infrastructure that is critical to housing supply and which has traditionally been seen as local infrastructure and not State Highway.
- 2.4.4 HCC notes that at the time of publishing the Draft 2018 GPS, there was no specific additional Crown Funding allocated to the GPS. HCC submits that this is important to make sure other transport areas do not decline if investment is diverted to assist high growth areas.

2.5 **Technology**

- 2.5.1 HCC recognises that technology will play an important role in optimising the use of the existing network and we are pleased to see that this approach is recognised under Economic Growth and Productivity as well as the safety priority (paragraph 19).
- 2.5.2 The three One Network Partners (HCC, NZTA and WRC) are establishing an enhanced Traffic Operations Centre and funding from the NLTF will be critical to do this. Electric vehicle charging stations are also an emerging technology.
- 2.5.3 HCC would like to see NZTA offer increased FAR to allow technological advancements (including deployment), as well as trials and pilots (paragraph 101), which have the potential to provide high benefits for relatively low cost.

2.6 **Waikato Regional Asset Technical Accord**

- 2.6.1 HCC is part of the Waikato Regional Asset Technical Accord (RATA), which has a purpose to deliver value for money and is also committed to One Network Road Classification and is very advanced in its collaboration with NZTA and WRC to take a One Network approach to management of the network.
- 2.6.2 Paragraph 77 indicates that NZTA is developing a long term strategic view of inter-regional routes, indicating a potential for state highway revocations.
- 2.6.3 These revocations impose additional funding burden on local authorities, usually without sufficient transitional arrangements or warning.

- 2.6.4 The Draft 2018 GPS says that NZTA view is being developed collaboratively with key stakeholders.
- 2.6.5 HCC submits that each RTC should be regarded as a key stakeholder and that they should be engaged early so they can collect the views of each local authority.
- 2.6.6 It has been many years since NZTA (previously Transit NZ) undertook a comprehensive State Highway review, and when this used to occur it was a highly consultative and collaborative process.
- 2.6.7 HCC requests that thinking is accelerated on the medium and long-term use of fuel excise and licensing to fund transport.

2.7 Public Transport

- 2.7.1 HCC is pleased to see recognition in the Draft 2018 GPS of the role Public Transport (PT) plays in all of the strategic priorities, including Economic Growth and Productivity. In particular:
 - 2.7.1.1 Paragraph 13 recognising that demand management such as choice of travel times or modes is an important response to increasing demand.
 - 2.7.1.2 Paragraph 44 talking about a greater uptake of PT increasing capacity and optimising networks.
 - 2.7.1.3 Paragraph 47 indicating that increased PT use to relieve congested corridors is a key transport challenge for the next decade.
 - 2.7.1.4 It is encouraging to see in paragraph 115 that increases in PT capacity in main metro areas have seen more people using and relying on PT.
 - 2.7.1.5 Paragraph 125 under 'Transport Choice', which amongst other things supports increases in PT capacity to support economic growth and transport choice.
- 2.7.2 We would like to see more investment in the supply side of PT in emerging large metros such as Hamilton and Tauranga so we can create a culture of PT use before it is too late.
- 2.7.3 We recognise that this may not always optimise short-term investment or necessarily increase farebox recovery, but we believe it is a good long term investment.
- 2.7.4 HCC would like to see an NZTA focus on increasing PT use on congested corridors (such as SH1 coming into Hamilton).
- 2.7.5 HCC has noted that the National land transport objective 'A land transport system that provides appropriate transport choice is not identified as a priority for GPS 2018. We believe this objective should be a priority for GPS 2018.

2.8 Rail Services

- 2.8.1 We would also like to see the government take a lead role in establishing an Auckland to Hamilton passenger rail transport service, as another demonstrable commitment to investing in the supply-side as a long-term investment.

- 2.8.2 HCC would like to see more integration between land transport funded under the NLTF and Rail.
- 2.8.3 HCC would also like to see more integration with coastal freight.

3 Further Information and Hearings

- 3.1 Should the Ministry of Transport require clarification of the points raised in this submission, or further information, please contact Jason Harrison (Transportation Manager) on 07 838 6904, email Jason.Harrison@hcc.govt.nz in the first instance.
- 3.2 HCC **does wish to speak in support** of its written submission to the Ministry of Transport if there are any hearings as part of the Draft GPS consultation process.

Yours faithfully

Richard Briggs
CHIEF EXECUTIVE

Hamilton's Housing Market and Economy

Growth Indicator Report

March 2017

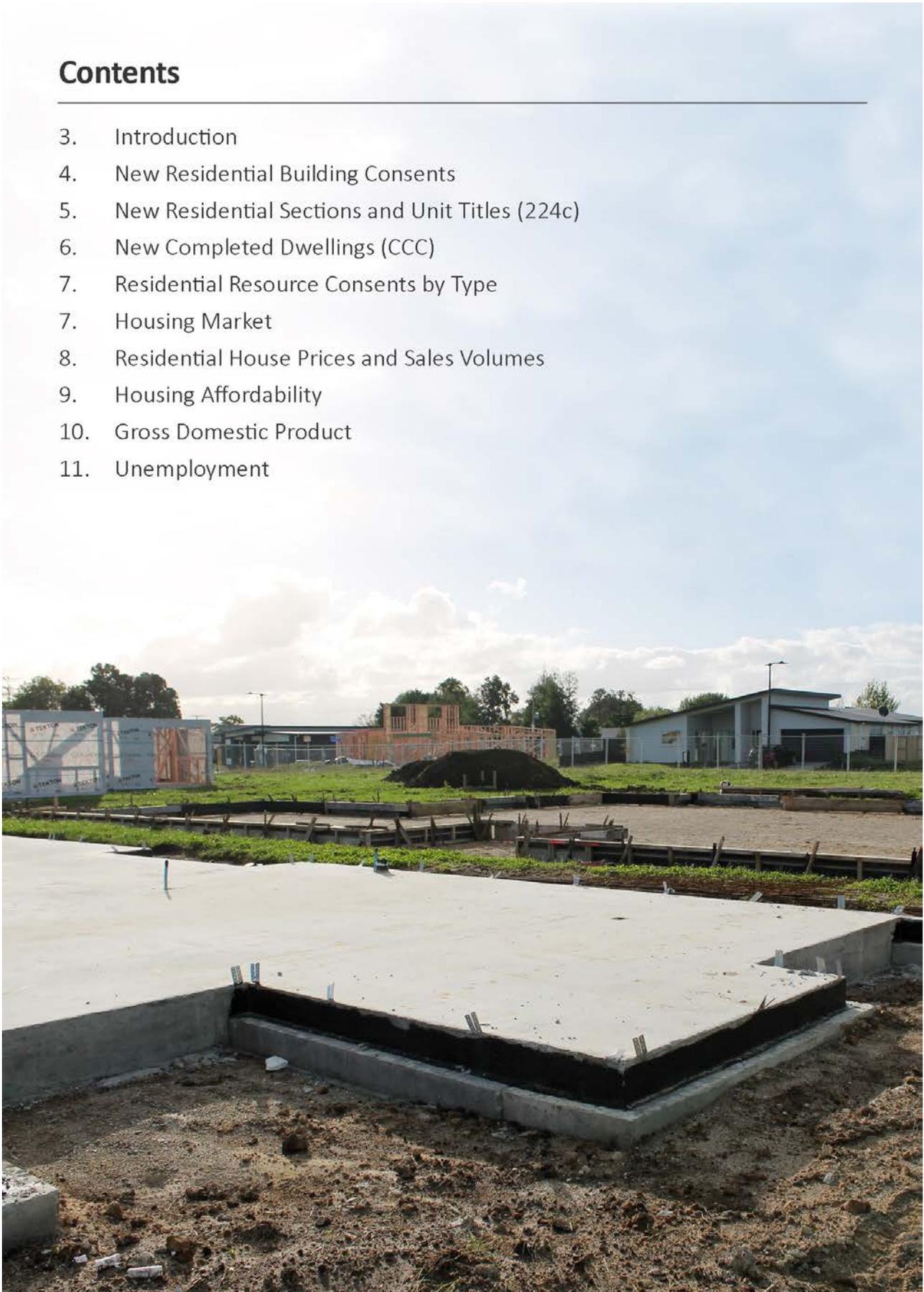


hamilton.govt.nz/growth



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3. Introduction
4. New Residential Building Consents
5. New Residential Sections and Unit Titles (224c)
6. New Completed Dwellings (CCC)
7. Residential Resource Consents by Type
7. Housing Market
8. Residential House Prices and Sales Volumes
9. Housing Affordability
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Introduction

This report presents the latest summary information about Hamilton's economy and residential housing market. It uses Hamilton City Council (HCC) data and provides analysis of recent and historical trends in Hamilton's residential consenting and development activity, and in the wider housing market. It also provides an overview of the local economy.

Data held by HCC, such as consenting information, has been updated to 28 February 2017. Other data has been updated to 31 December 2016 or with the most recent available data.

Key findings

- Over the last two years Hamilton has experienced its strongest residential housing boom, and all time high, in both the volume of new dwellings and average sale prices.
- 1196 new dwellings, in 807 consents, were approved in the year to December 2016. These consents represent an increase of 1 per cent in number and 12 per cent in value compared to the same period in 2015. There is some evidence of a flattening in this trend over the last few months.
- In the year ended December 2016, 825 new houses were approved for construction, an increase of 31 houses (4 per cent) compared to the same period in 2015. The number of townhouses, flats and units decreased by 31 (10 per cent).
- Economic indicators such as GDP in key sectors, reduced unemployment and levels of new consents have shown strong positive trends over the same period.
- Hamilton's economy grew at a similar rate (3 per cent) to the New Zealand's economy (3.2 per cent) last year and has been doing so since 2014.
- Housing affordability has deteriorated and Hamilton is now less affordable than the last peak in 2007 but more affordable than other comparative North Island cities. Wages have not been growing at the same rate as house prices but have been higher than inflation.
- Despite strong economic activity there is risk of economic instability. This is due to the cyclical nature of economic growth and the current unsteady geopolitical landscape.
- Hamilton has remained strong in healthcare over the past 15 years and has recently had strong growth in electricity; gas, water and waste services; and manufacturing.
- Hamilton's estimated unemployment rate has dropped but remains higher than the national average. A youthful population such as in Hamilton typically leads to higher unemployment levels.

Key Facts

Population Estimate (as at June 2016)

161,200

City Area

11,093ha

Number of Households (as at 30 June 2015)

56,385

Number of employees (as at 30 June 2016)

87,640

Number of businesses (as at 30 June 2016)

14,424

Source: Statistics New Zealand most recent annual estimates based on household survey results and the 2013 Census and Infometrics.

New Residential Building Consents

Number of dwellings, consents and new residential buildings by type

For the year to December 2016, 1196 new residential dwellings (houses, apartments, townhouses and units), valued at \$315m, were approved for construction in Hamilton.

This compares to 1179 for the same period last year, representing an increase of 17 dwellings consented (1.4 per cent). The increase on the total number of new residential dwellings is slowing down marginally, impacted by reserve bank and central government policies.

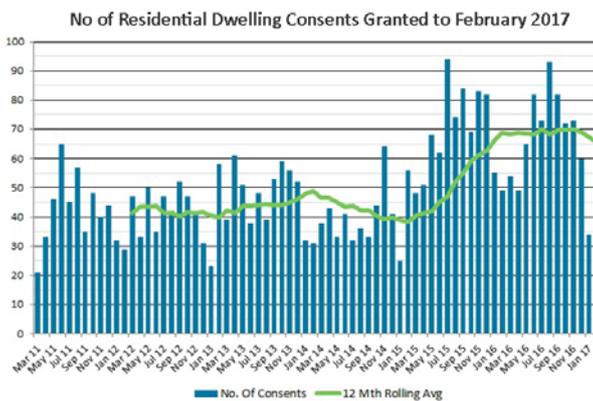
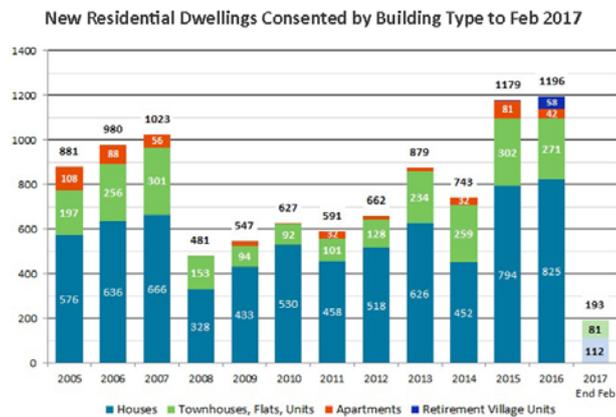
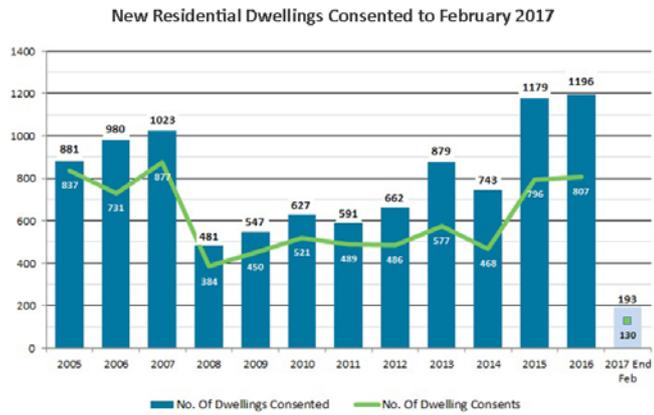
1196 new dwellings, in 807 consents, were approved in the year to December 2016. These consents represent an increase of 1 per cent in number and 12 per cent in value compared to the same period in 2015. There is some evidence of this trend flattening across the last few months.

Building consents issued for new houses resulted in the construction of a total floor area of 201,988m² during 2016, an increase of 4 per cent from the same period in 2015. During 2016, 825 new houses were authorised for construction, an increase of 31 houses (4 per cent) compared to the same period in 2015. The number of townhouses, flats and units decreased by 31 (10 per cent) but despite this, there has been an overall and steady increasing trend of higher density dwellings since the 2008 financial crisis.

The 12-month rolling average graph of monthly new dwelling consents shows an average of around 70 consents per month over the last year. This compares to a longer run average back to 2012 of between 40 to 50 consents. This is another illustration of the timing and scale of the current housing demand boom. However this has been leveling out over the last 12 months.

The shortage of skilled workers, increased land prices and the new Reserve Bank's loan to value ratio (LVR) rules could be the reasons which have stopped the consent volume from increasing further.

A rolling average is used to flatten some of the highs, lows and seasonality of monthly data and enable better trend analysis.



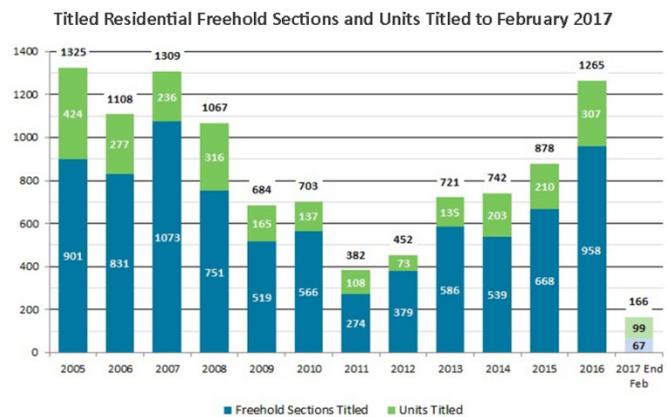


New Residential Sections and Unit Titles (224C)

In the year to December 2016, a total of 1265 residential titles were approved, made up of 958 residential freehold sections and 307 unit titles.

This is a substantial increase of 44 per cent compared to the same period in 2015. In the first two months of 2017, a total of 67 residential freehold sections and 99 units were titled. This is 118 less sections and 94 more units compared to the same period in 2016. This opposing variance shows that during these two months, this year substantially more units were produced on fewer titles, for example, due to more apartment developments. It also illustrates, at least for that small period, significant dropoff in the number of units consented this year compared to last year.

For new residential dwellings a separate title (referred to as a section 224c certificate) will be obtained usually before building, and when the dwelling is completed a Code Compliance Certificate (CCC) will be sought prior to it being lived in or sold. In conjunction with the consent data earlier in this report, the graphs on this page help describe this "development cycle". Note that time lags prevent direct comparisons between building consents, title, and CCC for any given year.





New Completed Dwellings (CCC)

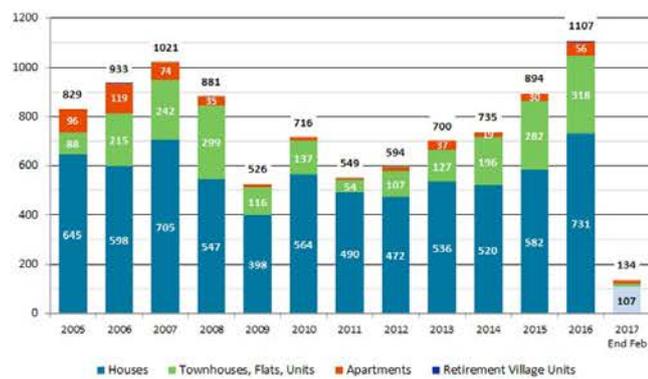
In the calendar year to December 2016, a total of 1107 Code Compliance Certificates (CCC) were issued to new residential dwellings.

This represents an increase of 24 per cent compared to the same period in 2015 and it includes standalone houses, apartments, townhouses and units.

Strong demand for sections and increased land prices have encouraged developers and land owners to progressively release more sections into the market over the last four years. This expanded supply allowed more houses to be constructed, as the graph illustrates.

The lag time between the granting of a building consent and receiving a CCC typically varies from five to 24 months. Over 2015 and 2016, on average it took 11 months to complete a residential dwelling from the granting of building consent.

New Dwellings Completed (CCC) by Building Type to February 2017



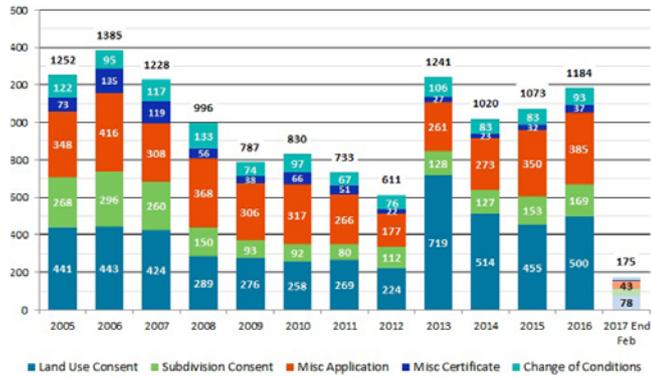
Residential Resource Consents By Type

The total number of resource consent applications to HCC in the calendar year to December 2016 increased by 10 per cent compared to the same period in 2015.

The increase in volume is mainly from Land Use Consents and Subdivision Consents. The number of Land Use Consents processed increased by 45 applications and Subdivision Consent applications increased by 16 from previous year.

Increased resource consent activity is strongly connected to the housing market boom currently being experienced, reflected in high levels of development activity in the city.

Resource Consent Application Processed by Application Type to February 2017



Housing Market

The average house price in Hamilton for the 12 months to February 2017 was up 17 per cent compared with a year earlier.

The 12-month rolling average showing Hamilton house price, reduced from 30 per cent to 17 per cent since the last peak in 2016.

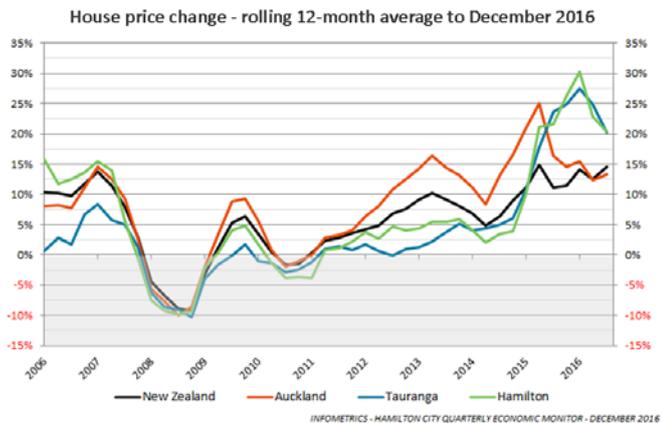
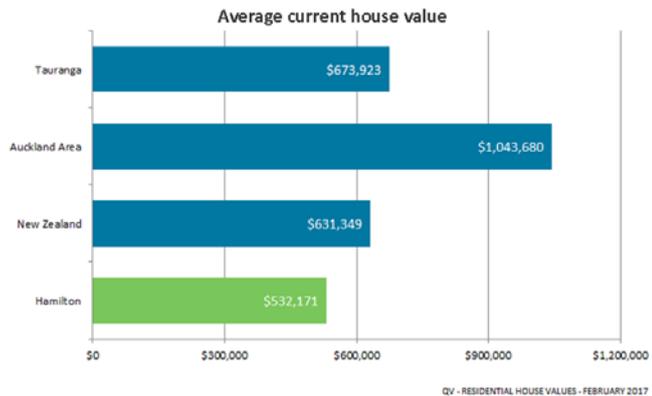
Hamilton house price growth exceeded that of Auckland and New Zealand. However, average house values are lower in Hamilton than all of the above despite the rapid growth over the last year.

The annual number of house sales for the year ending December 2016 decreased by 7.6 per cent to 3915. The decreasing sales are still much higher than the ten year average of 2850.

Historically low interest rates for mortgages are facilitating higher levels of debt to be serviced despite low income growth, driving up house prices.

Auckland house price growth has flowed into neighboring regions, including Hamilton, as a result of the LVR and Auckland's sustained increased house prices. It is increasingly hard to save for a house deposit in Auckland.

However, the extent of this flow from Auckland to Hamilton is difficult to quantify due to data limitations around internal migration and reasons why people have shifted.





Residential House Prices and Sales Volumes

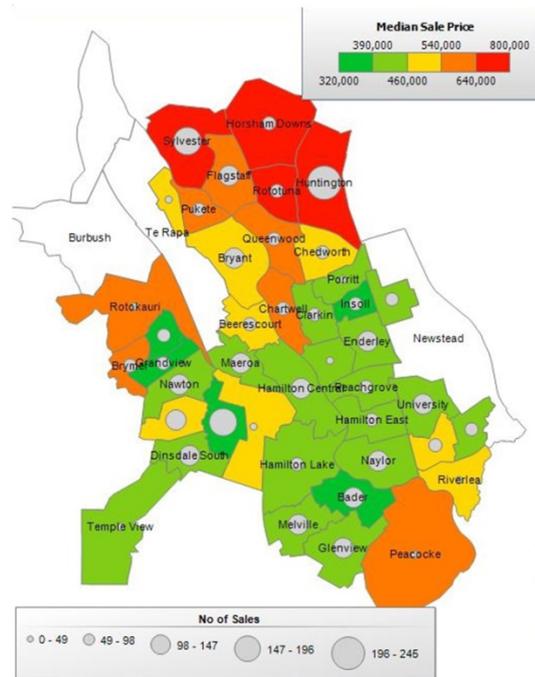
During the year to December 2016, both dwelling sale prices and volumes in Hamilton were highest in northern suburbs (collectively “Rototuna”) which is Hamilton’s largest and most mature growth cell.

House prices in Rototuna are on average more than the rest of the city as the suburb is comprised mostly of modern and newly built dwellings which have not depreciated. The typical dwelling built in Rototuna is a large family detached house.

Sales volumes in Frankton and surrounding suburbs were high, but sales prices were lower than the Hamilton average. Growth cells in early stages of development such as Rotokauri and Peacocke show low volumes of sales but at relatively high prices.

Generally speaking, southern suburbs have lower sales prices and volumes than the northern suburbs.

Data used here includes standalone houses, duplexes, apartments, townhouses, and private retirement units. It does not include sections. Circle sizes on the heat map represent the number of sales and colour indicates sale price bands. Figures are rolling 12-month medians to December 2016.



Source: Quotable Value



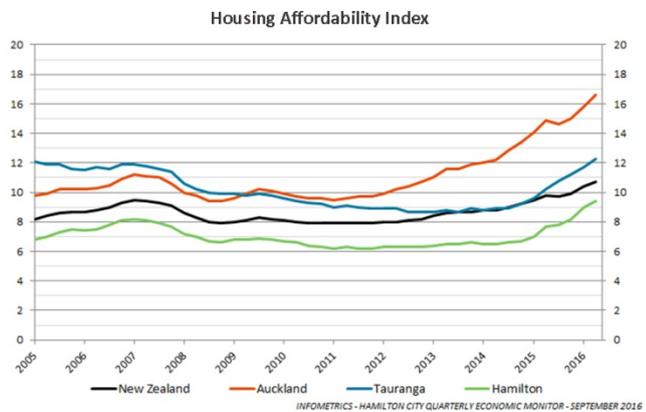
Housing Affordability

Hamilton’s affordability has decreased compared to New Zealand. Although this has been the trend for all major North Island cities, Hamilton is still the most affordable of them.

This affordability index measures the ratio of the average current house value to average annual earnings. A higher ratio means less affordable housing.

This index has rapidly increased over recent months as incomes remained subdued coupled with high house price growth.

Another component of housing affordability (not factored into this index, for reasons of simplicity) is mortgage rates. First home buyers could be burdened with higher mortgage repayments if the interest rate substantially increased, further deteriorating housing affordability.



Gross Domestic Product

Hamilton's GDP is estimated to be \$7.7b (\$2010) for the year to December 2016. This represents an increase of 3 per cent over the past year.

Hamilton's economy has grown strongly over the past 15 years, averaging 3 per cent per annum. The exception being during the widespread recession following the 2008/09 global financial crisis (GFC).

Hamilton's economy grew at a similar rate to New Zealand economy (3.2 per cent) last year.

A key driver of growth, both in Hamilton and New Zealand, has been a migration-fueled population increase, which has pushed up consumer demand and is forcing higher levels of construction activity.

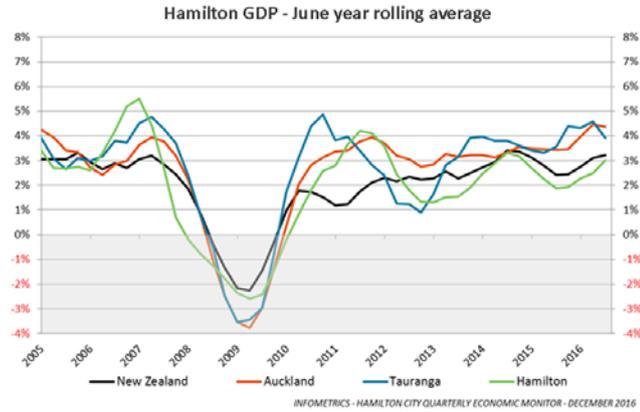
Hamilton's GDP has been driven over the last five years particularly by; electricity, gas, water and waste services; manufacturing; and healthcare and social assistance sectors. These sectors have increased by \$76m, \$140m and \$127m respectively over this five-year period.

Dairy product manufacturing is Hamilton's biggest export sector. While it peaked at approximately 60 per cent of Hamilton's total exports across all sectors, dairy manufacturing reduced to 44 per cent in the year to June 2016. As commodity prices once again rise we expect exports to follow suit.

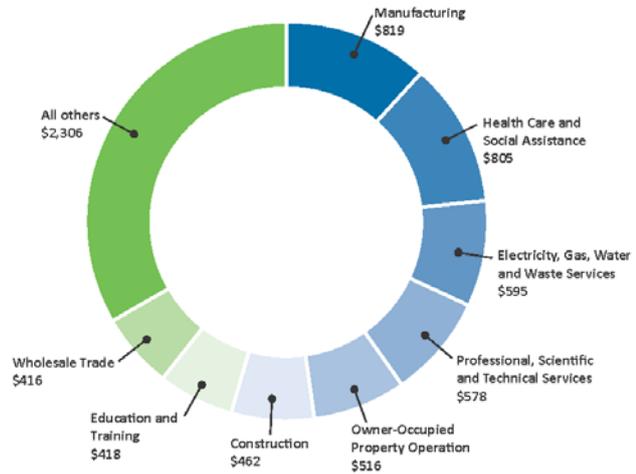
Exports were heavily affected by the GFC. Exports make up a large portion of the manufacturing sector. This explains why manufacturing had such a sharp decline in GDP from 2008 to 2010.

Productivity in New Zealand is higher than in Hamilton although this can be attributed to the city's specialisation in labour intensive industries such as healthcare and social assistance.

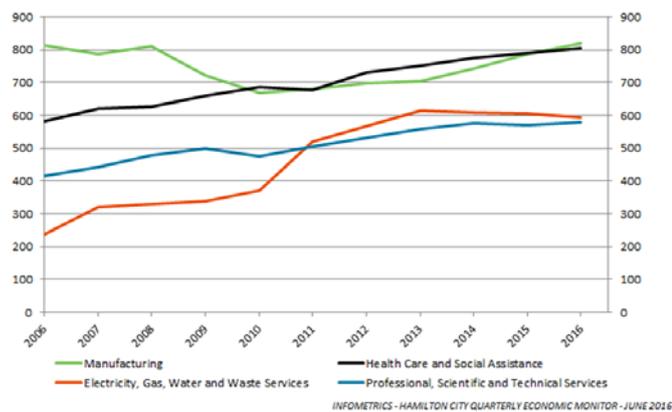
GDP estimates are primarily based on Stats NZ data sets. Our GDP providers, Infometrics, update GDP estimates when more information becomes available. Significant revisions to GDP have occurred since our last report due to Stats NZ publishing LEED data; substantial changes to the business demography statistics methodology; and revisions of historic national GDP. These changes not only affect total GDP but GDP by sector.



Hamilton sectors by GDP June 2015 (\$ million)



Top four sectors by GDP - June year





Unemployment

The annual average unemployment rate in Hamilton was 6.3 per cent in December 2016, improving from 6.7 per cent a year earlier.

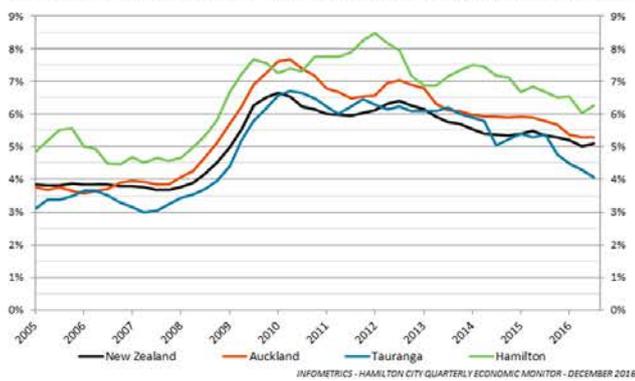
The unemployment rate in Hamilton is higher than in New Zealand, which averaged 5.1 per cent for the year to December 2016.

It has steadily been falling since its peak in 2012 of 8.5 per cent.

Unemployment is dropping despite strong population growth driven by high migration. This is due to strong business conditions driving employment growth.

Amongst other factors such as low inflation, high migration has kept labour cost pressures relatively subdued. This situation could be about to change due to reputed labour market shortages, stricter immigration criteria being implemented and an increase in this quarter's inflation (Consumer Price Index).

Hamilton Unemployment Rate - Rolling 12-month average to December 2016



Further information

Economic Growth and Planning Unit
Hamilton City Council
Private Bag 3010, Hamilton
Phone: 07 838 6699
Email: investment@hcc.govt.nz

2017068

 /hamiltoncitycouncil
 @CouncilHamilton

Committee: Growth and Infrastructure Committee

Date: 28 March 2017

Report Name: Hamilton Central Business Association six-monthly report

Author: Kelvyn Eglinton

Report Status	<i>Open</i>
Strategy, Policy or Plan context	<i>Economic Development Agenda Business Improvement District (BID) Policy</i>
Financial status	<i>There is/is not budget allocated \$280,000 per annum – targeted BID rate</i>
Assessment of significance	<i>Having regard to the decision making provisions in the LGA 2002 and Council's 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

- To inform the Committee about the six-monthly report and the cash flow actual from the Hamilton Central Business Association (HCBA) for the period from 1 July to 31 December 2016 (Attachments 1 and 2).

3. Executive Summary

- As per the Business Improvement District (BID) Policy, the Growth and Infrastructure Committee will now receive the six-monthly report as the Business and Investment Subcommittee has been disestablished.
- The HCBA General Manager will also provide an update of the Association's strategic direction.

Recommendation from Management

That the Growth and Infrastructure Committee receives the report.

6. Attachments

- Attachment 1 - Hamilton Central Business Association Six Monthly Report to 31 December 2016
- Attachment 2 - Hamilton Central Business Association Cash Flow Actual as at 31 December 2016
- Attachment 3 - Business Improvement District Policy
- Attachment 4 - Business Improvement District Terms of Reference

- 11. Attachment 5 - Business Improvement District explanation of rate

12. Key Issues

- 13. Background

The BID Policy was approved at the Business and Investment Subcommittee meeting held on 21 April 2016 following a review of the BID policy. A link to the agenda containing that report is provided below:

[Business and Investment Meeting - Open Agenda - 21 April 2016.](#)

- 14. The BID Policy sets the process for establishing a BID and related association in return for setting the targeted rate within the defined BID area.
- 15. It is the HCBA’s own constitution and board that governs how it operates and sets strategic and annual work programmes to meet the needs of its members.
- 16. The BID Policy is attached (Attachment 3), together with the BID Policy Review Terms of Reference (Attachment 4) and an explanation around the BID targeted rate (Attachment 5).
- 17. The BID Policy requires the HCBA must present an Annual Programme and Budget to the Council by 1 March of each year for the following financial year.
- 18. The HCBA’s Three-year Strategic Plan was considered at the Business and Investment Subcommittee on 2 September 2016. The report can be viewed at:
[Business and Investment Subcommittee - Open Agenda - 2 September 2016](#)
- 19. The HCBA General Manager will present the HCBA’s Strategic Plan to this meeting of the Growth and Infrastructure Committee.

Signatory

Authoriser	Kelvyn Eglinton, General Manager City Growth
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Hamilton City Council

Six month report ending 31 December 2016

1 March 2017

1.0 INTRODUCTION

The Hamilton Central Business Association (HCBA) has completed the first six months of the financial year to 31 December 2016. The HCBA has been operating since 2008 within the guidelines of a Business Improvement District (BID), encompassing 1200 business and landlords in the identified BID area of the Hamilton CBD. The purpose of the HCBA is to revitalise, support and promote the CBD business on behalf of our members.

As part of the six month report to Council we are pleased to report the Hamilton CBD retail vacancy rate decreased by 2%, moving from 8.2% in June 2016 to 6.2% in December 2016 (NAI Harcourts Waikato Market Commentary, Issue 20, February 2017). There is a trend of vacancy reduction in the CBD continuing from the first six months of 2016 and is currently the lowest vacancy rate since 2005. There are some extremely positive visual aspects to the city with construction sites on key areas; from the redevelopment of earthquake prone older buildings and construction on new developments to fulfil the needs of the CBD.

There are some ongoing challenges faced by businesses in the CBD and the HCBA is looking to address these on behalf of our members. Challenges identified by members in the last members survey conducted in June 2016 include: parking, safety, Garden Place and CBD revitalisation. To ensure HCBA can advocate on these issues on behalf of members, we are working with Hamilton City Council and joined Governance Groups and Working Parties relating to these areas.

2.0 STATUS REPORT 1 July 2016 – 31 December 2016

In October Sandy Turner finished as General Manager after five years heading the HCBA and Vanessa Williams started as the new General Manager on 31 October 2016. The BID review was also completed in June 2016 and confirmed as the foundation for the activity of the HCBA.

2.1 Strategic Plan 2016 - 2019

The HCBA Strategic Plan 2016 – 2019 and 12-month action plan 2016/2017 was signed off by Hamilton City Council. As part of the continued assessment of the activities of the HCBA and value to members, the Association activities have been further refined in to three key strategic areas: business advocacy, business support and business promotion. A strategy map defining these and associated activity streams has been developed.

2.2 Annual General Meeting

The HCBA's Annual General Meeting was held on 19th October 2016 at SKYCITY and was well attended by members. All formalities associated with an AGM were conducted including

presentation of the annual accounts and the election of the new executive committee. The HCBA Executive Committee is as follows:

- **Kevin Flynn** (Chair) – SKYCITY
- **Michael Ibbetson** – Rossellini & Shine
- **Sarah King** – The Ambassador Hotel
- **Rod Tombleson** – Worldwide Travellers Health
- **Coralie Smith** – ASB
- **Richard Price** – Property Owner Cecil House

An election was not required to form the committee. The HCBA are looking to co-opt further members and call on specialist advice as required.

2.4 Significant activities

2.4.1 HCBA Business Awards

The sixth HCBA Business Awards were held at SKYCITY conference rooms 27th July 2016. Over 220 members attended the evening with Mark Bunting as MC and the overall winner announced as Snapshot. The business awards are very well received by the CBD community and major coverage of the event and winners was acknowledged in the Waikato Business News.

2.4.2 Embassy Park Stage 2 Complete

A celebration was hosted by HCBA on 23rd September in Embassy Park attracting over 400 people to the public event and with VIP and sponsor hosting. Feedback was extremely positive and the Mayor Julie and Richard O'Brien cut the ribbon to officially open the Park. Planning is now underway for the third and final stage.

2.4.3 HCBA Office Relocation

HCBA relocated offices to 341 Victoria Street in October 2016, unfortunately a flood in the building from above resulted in the offices not being fit for purpose until December 2016. This premium location will provide fantastic profile for the HCBA and this could be leveraged to the benefit of CBD businesses and activities.

2.4.4 Your Help May Harm Campaign

The launch of Your Help May Harm Campaign started on 17th October with a press release to the media, posters for CBD businesses and information cards distributed by the City Safe team. The campaign attracted significant positive press with the media included an interview with Breakfast on TV1 and coverage on local radio and in newspapers. Enquiries were received from other areas in Hamilton and city centres in New Zealand also looking to ways to help the homeless.

2.4.5 Christmas Promotions

HCBA contributes to the sponsorship of the Christmas tree lights and the Christmas parade to support Christmas activity in the CBD. The Christmas tree lights were all upgraded this year to provide a spectacular lighting display that received enormous amounts of positive feedback and proved a worthwhile investment. The Christmas parade as always provided great Christmas spirit for the city. In addition, the HCBA with the support of 18 donated vouchers from CBD businesses, participated in a Christmas Pairs Radio Promotion on the Breeze giving the lucky winner over \$1,600 worth of vouchers to spend in the CBD. December and January also provided the platform for lunchtime live entertainment adding to the vibrancy of Garden Place.

3.0 GOING FORWARD

The HCBA member survey conducted in June showed over 55% of respondents valued information and support as the highest areas of value from HCBA, closely followed by networking at 46% and advocacy at 34%. To ensure we provide service of value to members we will be focusing our activities in to three main areas: business advocacy, business support and business promotion. This refinement of activity will ensure the HCBA continues to be a connection hub for business in the central city.

3.1 Collaboration Groups

HCBA appreciates the key partnership that Hamilton City Council offers to contribute to making Hamilton's CBD a thriving and vibrant place. The HCBA is an invited member of the Hamilton City Council Parking Control Taskforce and kept up-to-date with Smart City initiatives. There are also a number of departments that HCBA are in regular contact with on behalf of our members. We wish to acknowledge the City Growth team in particular for providing a contact point for all member enquiries.

Hamilton Waikato Tourism are partnering with the HCBA on two planned city initiatives to help address CBD reputation and perception issues with an Ambassador Programme and Neat Places Map.

The HCBA formed a working group with members from the Property Council, Hamilton Waikato Tourism and the Chamber of Commerce to look at potential upgrades to Garden Place. All businesses in the CBD were also asked for feedback on Garden Place to be considered. HCBA support the development of Victoria on the River and believe the opening of the city down to the river will add to the vibrancy and rejuvenation of the CBD. HCBA are happy to be a conduit to their members for any feedback on this project going forward. Stage 3 of Embassy Park is underway in collaboration with groups in the community.

Discussions are underway with HCBA and the Chamber of Commerce to look at a project of work around pitching for businesses to relocate to Hamilton. A strategy plan is to be formulated targeting cities that are susceptible to natural disasters and affordability issues.

3.2 Governance and Support

The HCBA sits on the following groups in a Governance role or supportive capacity to ensure member views are heard and represented. Representation on these groups ensures the HCBA can advocate on behalf as members as required.

- Central City Safety Group and Safety Comes First Group - Safe Zone
- The People's Project
- Zeal Advisory
- Embassy Park Trust Group & Embassy Park Working Group

3.3 Ongoing Projects

Review of HCBA communication channels to ensure members receive information and support in a timely manner. In consideration will be splitting the current HCBA website in to two areas: Doing Business in Hamilton specifically with business information and Welcome to Hamilton with a focus on people visiting the area. This will better suit the two definitive audiences that currently visit the HCBA site and also allow for the HCBA to be better

recognised as a connection hub. This communication review will include social media, electronic communication and new business pack.

Networking within the CBD continues to be a focus for the HCBA and BA5s are booked until the end of the financial year. This activity will be reviewed to ensure that it is still providing the best value to members. Seminar opportunities will continue to be explored for members as well as opportunities for members to participate in promotional activities that can raise their own profiles. HCBA will continue to provide profile raising activities via website, social media and other public forums.

4.0 RECOMMENDATION

The HCBA recommends this report is received by Hamilton City Council.

Kevin Flynn

Chairman Hamilton Central Business Association

 <small>www.hamiltoncentral.co.nz www.facebook.com/HamiltonCentral</small>				
Hamilton Central Business Association Incorporated Cashflow Six Month Actual as at 31st December 2016				
OPERATING REVENUE				
Rates from Members (1st July 2016 to 31st March 2017)		214,893.00		
Interest Received		159.00		
Business Awards		1,913.00		
Garden Place Live Music		3,300.00		
Other		301.00		
Total Income		220,566.00		
EXPENSES				
Administration		17,355.00		
Marketing & Advertising		20,848.00		
Special Projects		19,022.00		
Rent		5,303.00		
Wages & Consulting		96,460.00		
Total Expenses		158,988.00		

First adopted:	29/06/2012
Revision dates/version:	26/03/2016
Next review date:	30/06/2019
Engagement required:	
Document number:	D-2109506
Associated documents:	
Sponsor/Group:	General Manager – City Growth

Business Improvement District Policy

Purpose and scope

1. This Policy applies when setting up a Business Improvement District (BID) including its funding and Council's administration of BIDs.
2. This Policy applies to any BID established within the Hamilton City Council's boundary.
3. This Policy applies to business and commercial property ratepayers and does not apply to private property occupied by residents.

Definitions

Definition	Detail
BID proponent	The interested party or the Council that is making a proposal to establish a Business Improvement District.
Business Improvement District (BID)	A defined area over which a Targeted Rate will be set to fund a BID Association.
Council	Hamilton City Council.
BID Association	An incorporated society established to deliver the programme of work for the BID area.
Returning Officer	A person from an independent election service body which has been approved by Council.
SUIP	Separately used or inhabited part of a property.

Policy

Purpose of a Business Improvement District

4. Business development:
 - a. to support business creation, attraction, retention and expansion within a BID
 - b. to assist and guide development and advancement of commercial interests of businesses and business people within a BID
 - c. To provide a forum for networking and collaboration of members.
5. To advocate for business interests within the BID.
6. Promotion, events and marketing:
 - a. to market business interests within the BID locally, regionally and nationally
 - b. to establish and support an identity for the BID.
7. To support Council to ensure the physical environment of the BID is consistent with the BID identity:
 - a. to promote amenity, cleanliness, safety and connectivity within the BID
 - b. to advocate for the preservation of heritage appropriate to the BID

- c. to advocate for quality urban design within the BID.
- 8. To align strategic goals for the BID with Hamilton City Council's strategic plans.
- 9. To work collaboratively and in a coordinated way with Hamilton City Council.
- 10. To work with other organisations that have a role within the BID, for example, the Waikato Chamber of Commerce and local branch of the Property Council of NZ, to ensure a coordinated strategic approach to developments within the BID are taken.

Process to establish a BID

- 11. The Council approves setting up a BID.
- 12. A proposal to establish a BID may be initiated at any time by the Council or any interested party (a BID proponent). A BID proponent should seek sufficient support for establishing a BID before making a request to the Council.
- 13. A Register of Eligible Voters will be established.
 - a. The Council will approve the potential BID boundary area and provide a map. This will occur in consultation with any BID proponent.
 - b. A list of property owners and businesses that 'Separately Use or Inhabit Part' (SUIP) of a property within the proposed BID boundary area will be prepared by the BID proponent with the assistance of the Council. The list must include property-owner name, valuation number, physical address, name of owner/occupier; email/electronic contact/website contact; mailing address; landline/mobile phone contact.
 - c. Each property owner and business that 'Separately Use or Inhabit Part' of a property (SUIP) on the list must be contacted to determine who will be the registered voter and whose name is to be listed on the Register of Eligible Voters. This Policy is based on the principle of 'one person, one vote' meaning each registered eligible voter will have one vote.
 - d. All registered voters automatically qualify to become members of the BID Association and the Register of Eligible Voters is the BID Association's membership register.
 - e. If the owner and/or SUIP are an individual, that person should be registered as the voter unless they nominate someone else to act on their behalf. All future communication must be addressed to that nominated individual, unless the owner or occupier subsequently nominates a different representative.
 - f. If the owner and/or SUIP is not an individual, communication must be with the senior management of that body (typically a company or trust) to nominate someone to act on their behalf.
 - g. Where an individual or organisation appears multiple times on the owner and/or occupier list (for example, they own a number of properties or businesses in the BID) that person or organisation may nominate only one name per property for the Register of Eligible Voters, noting each person must be different and not already on the voter register.
 - h. The following business owners are not eligible to register on the Register of Eligible Voters:
 - Business owners who operate their businesses from residentially rated property within the BID boundary area.
 - Business owners who give a business address which is a commercial property within the BID boundary area, 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).

- i. Business owners who operate from a residentially-rated property may choose to join the BID Association provided that they satisfy the BID Association they operate a business within the BID.
 - j. The following information must be included on the Register of Eligible Voters:
 - Name of property owner or occupier
 - Name of representative (if applicable)
 - Contact details:
 - Email address.
 - Mailing address.
 - Physical address.
 - Telephone, including mobile number/fax numbers.
 - The voter's preferred method of communication (for example, email).
 - k. The Register of Eligible Voters must be agreed by Council staff and any disputes about eligibility for inclusion on the Register of Eligible Voters will be made by the Council.
 - l. Once established, it is the responsibility of the BID Association to maintain and update the membership register and immediately advise the Council of any changes.
 - m. The BID Association must not use nor pass on any personal information for any purpose other than administration of the BID Association.
14. A BID Poll will be conducted.
- a. No BID will be established without a BID Poll and that BID Poll must achieve a voting return of 35 percent of voters listed on the Register of Eligible Voters and the majority of those votes are in favour of the proposition.
 - b. The BID Poll is the responsibility of the BID proponent.
 - c. The Council will pay for the cost of the BID establishment poll.
 - d. A Returning Officer approved by the Council must be engaged to conduct the BID Poll and they must be engaged as soon as the Register of Eligible Voters has been finalised to enable the election service to begin preparing for the Poll. Material prepared for the Poll must include:
 - the Register of Eligible Voters
 - an easy-to-understand information sheet outlining the BID proposal
 - a ballot form approved by the Returning Officer
 - a contact update form.
 - e. All registered voters on the Register of Eligible Voters must be notified of the upcoming Poll and the key issues to be decided. These 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.
 - f. The BID proponent must engage with the property owners and occupiers within the proposed BID through:
 - at least one information meeting, open to all interested parties, must be held no less than 10 days prior to the poll closing
 - at least two advertisements about the upcoming Poll in local newspapers and on the Council's website, with the last advertisement a minimum of three days prior to the Poll closing. Other methods to inform eligible voters of the upcoming vote, such as social media, face-to-face meetings, email, fax or newsletters may be used.

- g. 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 must not be less than 14 calendar days.
 - h. The Returning Officer will send out a pack 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 Returning Officer.
 - i. 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.
 - j. The Returning Officer will receive, count and verify all returned ballot papers. It will then report the result of the Poll to the BID proponent and the Council.
15. The final decision about whether to establish, extend, reduce or dis-establish a BID is made by the Council because, under the Local Government (Rating) Act 2002, it is the Council alone that can set the Targeted Rate. In making that decision, the Council will take into account, but will not be bound by, the BID Poll result.

Set up of an approved BID

16. If the Council approves setting up a BID, a business association must be established and registered as an incorporated society and evidence of registration provided to the Council (refer to www.societies.govt.nz).
17. The Council will not approve a Targeted Rate without evidence that the BID Association is an incorporated society as at 30 June of the given year.
18. As part of the incorporation process, a constitution (which is called 'Rules') must be lodged with the Incorporated Society Register.
19. Any changes to these Rules must be approved by the Council.
20. No subsequent changes may be made to the Rules without Council approval.
21. The BID Association will establish an Executive Committee consisting of a minimum of five voting members and up to nine voting members, three of whom are appointed by the Council.
- a. Those members of the Executive Committee appointed by the Council are not required to be members of the BID Association and will be selected based on skills required to enable the Executive Committee to carry out its role.
 - b. Executive Committee members serve a term of two years and must not serve more than three consecutive terms.
 - c. The Chairperson of the Executive Committee serves a term of two years.
 - d. The Chairperson must be a member of the BID Association and is voted by the Executive Committee members at its first committee meeting.
 - e. The Chairperson may serve more than one term.
 - f. The Executive Committee must meet at least six times per year.
 - g. A quorum for any Executive Committee meeting requires a majority of BID Association members to be present.
 - h. Decisions are by majority vote.
 - i. No remuneration will be paid to members of the Executive Committee.
 - j. A BID Manager must be appointed by the Executive Committee and they do not have any voting rights.

Inaugural Annual General Meeting (AGM)

22. Following Council approval of the BID, an AGM must be held within four weeks of the Poll. Registered voters on the Register of Eligible Voters must be notified of:
- the date and place of the first AGM of the BID Association
 - their opportunity to nominate individuals to the BID Executive Committee, and how to do this
 - their opportunity to view the proposed BID Association Rules
 - their opportunity to study the proposed BID Association Budget and Annual Programme
 - the proposal which was presented to Council regarding establishment of the BID.
23. Nominations for positions on the BID Executive Committee must be made in writing, signed by two registered BID members, and the nominee themselves. These should be delivered to the specified receiving office identified in the publicity about the AGM. Nominations will close three days before the scheduled date of the AGM.
24. The inaugural AGM will be chaired initially by a Council staff member assigned to the BID. The process for the inaugural AGM must include:
- The election of an Executive Committee.
 - Approval of the proposed Rules.
 - Approval of the proposed Budget and Targeted Rate.
 - Approval of the proposed Annual Programme.
 - Approval of the Strategic Plan.
25. Subsequent AGMs will operate as set out in the BID Association Rules.
26. Decisions at the AGM are by majority vote of the assembled BID Association members present at the AGM.
27. The Council must be informed of the elected officers and their contact details.

Membership rights and responsibilities

28. Membership of the BID Association is automatic for any eligible voting business within the BID and the Register of Eligible Voters is the BID Association's membership register. Membership 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.
29. Members must ensure that their contact details are kept current on the Register.
30. Businesses outside the BID are eligible to apply for associate membership and are required to pay an annual membership subscription as determined by the Executive Committee.
31. Associate members have no voting rights within the BID Association.

BID funding

32. Once confirmation of incorporation has been received from the Registrar of Incorporated Societies, the BID Association can apply to the Council for a Targeted Rate in its BID. This application cannot be made until the BID Association has held its AGM meeting.

33. The purpose of the Targeted Rate is to fund the revenue required by the BID Association to enable it to deliver the Annual Programme approved by the BID Association members.
34. The BID Association must present the following information to the Council to support its application for a Targeted Rate:
 - a. Evidence of a mandate (report from the Returning Officer).
 - b. Evidence of incorporation (Registrar of Incorporated Societies).
 - c. The agreed BID boundaries.
 - d. The approved budget that identifies the revenue required to carry out the Annual Programme (AGM Minutes).
 - e. The approved Annual Programme (AGM Minutes).
 - f. The Strategic Plan (AGM Minutes).
35. The Local Government Act 2002 and the Local Government (Rating) Act 2002 gives the Council authority to set a Targeted Rate for an activity such as a BID. 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).
36. Council will each year set the Targeted Rate as part of its Funding Impact Statement and rate resolution.
37. A BID Association will be funded by a targeted rate, rated by the Council each year and the full amount collected by the Council passed onto the BID Association in the form of a grant paid quarterly.
38. BID Targeted Rate will be calculated on a combination of a uniform basis flat charge and a Targeted Rate on a Capital Value basis for each rating unit or SUIP of a rating unit within the BID (the BID formula) and will be adjusted each year by the inflation rate adopted by the Council.
39. New properties, within the BID area, coming into that area will be rated in the next financial year.
40. The financial year of any BID will be 1 July to 30 June.
41. Payment of the Targeted Rate must be separately accounted for in the BID Association's financial records.
42. Any request by the BID Association for an increase in revenue must be submitted to the Council by December in preparation for the financial year commencing the following 1 July with the following information:
 - a. The Annual Programme identifying where the additional revenue is required and how this programme will achieve the BID Association's Strategic Plan.
 - b. The budget providing details of the additional revenue required.
 - c. Evidence of support from BID Association members (AGM Minutes).
43. In addition to the Targeted Rate, the BID Association may raise funds through other mechanisms, including sponsorship, advertising and grants.
44. The Council may contract the BID Association to carry out services on its behalf and/or enter into a service level agreement.

Adjustments to the BID boundary area

45. A decision to change the boundary area of an approved BID must be made by the Council.
46. A proposal to change a boundary area can be made at any time but no decision can be made on a proposal until all eligible voters within the boundary area affected are polled.
47. If the proposal is for a boundary extension, only the property owners and occupiers in the proposed extension area are polled.
48. The BID will pay for any further polls to adjust the boundary.
49. The process for polling is that set out in clauses under item 14 of this Policy.

Dis-establishment of a BID

50. The Council may dis-establish a BID at any time and is not required to conduct a poll.

Management and performance accountability

51. The Executive Committee will act as the BID Association's interface with the Council and is responsible for running the BID in accordance with this Policy and the approved Strategic Plan and Budget.
52. 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 BID Association members and to protect and enhance the partnership relationship between the BID Association and the Council.
53. An appropriate Council General Manager will be responsible for the BID Association relationship and will appoint a one-point-of-contact staff member for the relationship interface.
54. The Executive Committee is expected to produce a Strategic Plan every three years which:
 - a. reflects a representative view of the BID members
 - b. describes how the Plan will contribute to achieving the purpose of the BID as set out in items 4 to 10 of this policy
 - c. describe how the Plan will contribute to any Council strategic aspirations, plans or projects relevant to the BID area
 - d. include effective measures of performance that enable objective evaluation of delivery against the outcomes of the Plan and the performance of the BID Association over the three year period.
55. The Executive Committee must present an Annual Programme and Budget to the Council by 1 March of each year for the following financial year.
 - a. The Annual Programme sets out in detail the projects and work the BID Association intends to undertake in the following financial year. It must align with the BID Association's Strategic Plan as in clause 54.
 - b. The budget will be used to determine the overall level of the targeted rate and any requests for additional funding must comply with clause 41. The partnership between Council and the BID Association includes ensuring prudent use of any BID funding.
 - c. Effective measures of performance that the success of the Annual Programme and which demonstrate a relationship to the association's Strategic Plan outcomes must be included.
 - d. The Annual Programme will also include measures of performance for the BID's Executive Committee and management.

56. Measures of performance for both the association's Strategic Plan (three yearly) and Annual Programmes (annually) will be established in consultation with the Council in the form of key performance indicators (KPIs).
57. Council and the BID Association will agree data sources for KPIs included in the Strategic Plan and Annual Programmes as well as their respective responsibilities for data collection and data reporting.
58. The agreed performance measures must cover the economic performance of the BID and public and business perceptions of the BID identity against baseline measures (trend data). They will also include KPIs related to specific BID projects and activities. KPIs may include but are not limited to:
 - a. BID contribution to central city GDP.
 - b. Total retail spend.
 - c. Type and number of businesses.
 - d. Number of employees.
 - e. Perceptions of safety.
 - f. Shopper/visitor satisfaction surveys.
 - g. Commercial rents.
 - h. Vacancy rates.
 - i. Visitor numbers (local, regional and overseas).
 - j. Pedestrian activity.
 - k. Economic impact assessment of events held in the BID.
 - l. Number of new businesses attracted to the BID.
 - m. Positive media (print, radio, social) coverage of the BID.
59. The BID Association must publish an Annual Report on its financial and strategic performance each year in August.
60. Council will review the performance of the BID against the stated Strategic Plan, KPIs, audited accounts and Annual Report. In August each year, the 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 Rules and all other relevant laws and regulations).
61. Where the Council has concerns with the progress or success of a BID, the grant from the Targeted Rate may be withheld until specific improvements or alterations have been made to the Annual Programme, business and Strategic Plans, or implementation processes.
62. The Council may initiate a review of all or any particular BID programme at any time.

Dispute resolution

63. The Council has the final decision about whether or not to set a Targeted Rate, the amount of that Targeted Rate, whether to provide for an additional rate or alter the boundaries of the area subject to the rate, and whether or not to establish, dis-establish, reduce or extend the BID.
64. If there is a dispute about other matters the BID Association and the Council will attempt to resolve their dispute through mediation sharing the costs of mediation equally. If the dispute is not resolved, either party may refer the dispute to arbitration in accordance with the Arbitration Act 1996. The award in the arbitration will be final and binding on the parties.

65. Disputes between BID members (ONR) and the BID Associations will be settled in accordance with the following procedure:
- a. 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.
 - b. Having exhausted reasonable means of resolving the dispute, the BID Association may appoint a mediator to enable the parties to settle the dispute. If the dispute is not resolved within a further 30 days after appointment of a mediator, any party may then refer the dispute to arbitration in accordance with the Arbitration Act 1996. The award in the arbitration will be final and binding on the parties.

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 deliver 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 support 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.

Background

The total revenue requirement for the BID is determined by the BID Association (in this case Hamilton Central Business Association) after a poll of their members and agreement of the majority of members. The BID rate must be approved by Council. The conditions and criteria are set out in the BID Policy. The current revenue requirement is \$322,000 (incl GST) per year.

The BID area is mapped in the Council's Rating Policy. The BID rate is set and assessed on all non-residentially rated properties within this area. There are 751 rateable properties in the BID.

Each commercial rating unit (business or commercial property) is further broken down into the number of separately tenanted areas or leases it contains – these are referred to as separately used or inhabited parts of the property (SUIPs). There are approximately 1200 SUIPs in the BID.

The rate per commercial property has two parts is calculated as follows:

BID fixed rate

- A fixed amount of \$230 per SUIP
- The value of the fixed amount is agreed between Council and the BID

AND

BID Capital Value rate

- Is a \$ rate per commercial property based on its capital value.
- It is calculated to recover the difference in revenue between the total revenue received from the BID fixed rate and the total revenue requirement for the BID.
- It is derived by taking the \$ revenue shortfall and then dividing it by the total capital value of all commercial rating units in the BID. This number is then multiplied by the capital value of each commercial property.

Formula:

BID revenue requirement	= \$322,000
BID fixed rate: 1200 x \$230	= \$276,000
Difference to be recovered by BID capital value rate =	= \$ 46,000

BID capital value rate formula calculation:

- Revenue shortfall ÷ total capital value of properties in the BID
- 46,000 ÷ \$1,230,731,000 = 0.00003738

Example:

Commercial property with a capital value of \$1,000,000 and 4 separate leases would be charged as follows:

- 4 SUIPs x fixed charge of \$230 = \$920
- Capital value rate of 0.00003738 X \$1,000,000 = \$37.38
- **Total BID charge for the property = \$957.38**

Committee: Growth and Infrastructure Committee

Date: 28 March 2017

Report Name: Wairere/Huntington intersection - safety improvements

Author: Robyn Denton

Report Status	<i>Open</i>
Strategy, Policy or Plan context	<i>Access Hamilton</i>
Financial status	<i>There is budget allocated for the minor improvements (<\$300,000) via the Discretionary Transport Programme. There is no budget for major changes.</i>
Assessment of significance	<i>Having regard to the decision making provisions in the LGA 2002 and Council's 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

- To inform the Committee about the work that has been completed since this issue was last considered at the May 2016 meeting of Strategy and Policy Committee and seek approval of recommendations in regard to short, medium and long term improvements to Huntington intersections to ensure safe access for Huntington residents onto Wairere Drive.

3. Executive Summary

- Good progress has been made with the Working group set up in May 2016 to consider immediate and long term improvements to the Wairere Drive and Huntington intersections.
- This work has resulted in some trial layouts using temporary traffic management and a workable short term arrangement being developed.
- Staff propose that this layout be formalised and that it is priority work for the 2017/18 Discretionary Transport Programme.
- Further work was also carried out to scope longer term solutions for the Huntington area as the current layouts will not be suitable into the future.
- Further preliminary design work is required to confirm the appropriate form, costs and timing of intersection improvements and to understand better the impact on the efficiency of Wairere Drive arterial.
- Pending any longer term changes to these intersections, performance will be monitored and the intersections on the section of Wairere Drive between Hukanui Road and Gordonton Road may have to become left in – left out only if the crash risk increases.

Recommendations from Management

That the Committee:

- a) receives the report;
- b) approves permanent minor physical improvements to the Huntington Drive (west) intersection with Wairere Drive based upon the current trial arrangements including the removal of the right turn into Huntington Drive (west);
- c) approves an allocation of up to \$300,000 of the 2017/18 Discretionary Transport Programme to undertake the permanent minor physical improvements to the Huntington Drive (west) intersection with Wairere Drive;
- d) approves funding for the preliminary design of a more permanent solution for the Huntington Drive intersections be considered for inclusion in the 2017/18 Discretionary Transport Programme;
- e) approves minor safety improvements identified for Gordonton Road intersections be considered for inclusion in the 2017/18 Discretionary Transport Programme;
- f) approves continued monitoring of the safety performance of the Huntington Drive intersections continue by the Working Group, noting that should the monitoring indicate that the crash risk is increasing at these locations, left in – left out restrictions may need to be installed; and
- g) approves funding for a long term intersection solution for the Huntington community be considered in the development of the 2018-28 10 Year Plan.

10. Attachments

11. Attachment 1 - Temporary Layout currently in place at Wairere/Huntington (west) intersection
12. Attachment 2 - Intersection improvement combinations considered
13. Attachment 3 - Intersection improvement evaluation table
14. Attachment 4 - R2 - Land for future incorporation into Hamilton City

15. Background

16. Development of the Huntington area started in 1996 with access via a short section of Wairere Drive that was constructed between Hukanui Road and Huntington Drive (west). It had a 50km/h speed limit at that stage. Progressive extensions of Wairere Drive were undertaken until it was linked through to the new Gordonton Road roundabout in December 2010 and an 80km/h speed limit installed.
17. The area now has around 700 properties, with exit points being via:
 - Huntington Drive onto Wairere Drive (two exits – west and east)
 - Darjon Drive onto Gordonton Road, and
 - Stoneleigh Drive onto both Wairere Drive and Gordonton Road as shown in the plan below



18. Traffic volumes have grown steadily since opening, increasing from 6,000 vehicles per day (vpd) in 2010 to around 20,000 vpd in 2016. The volumes are expected to continue to increase as Wairere Drive is linked through to SH1 (Cobham Drive) at its southern connection and linked through to the Waikato Expressway (via Pardoia Boulevard) at Gordonton roundabout (expected late 2019).

19. Crash data for the two Huntington/Wairere intersections is as follows:

Severity of Crash	Huntington Drive (west)					Huntington Drive (east)				
	2012	2013	2014	2015	2016	2012	2013	2014	2015	2016
Fatal										
Serious	1									
Minor		2	1	2						
Non-Injury		1	1	1			2	1	1	

20. This data is based upon reports completed by the NZ Police when they attend crashes. It is known that there is a degree of un-reporting for any site and near misses that are not recorded.

21. This is now one of our highest risk intersections in the city.

22. The predominant crash movement (80%) is where vehicles turning right out of Huntington Drive are hit on the right hand side by vehicles travelling eastbound on Wairere Drive. The predominant crash movement is illustrated in the diagram below. A review of the crash reports indicated some masking of the east bound vehicles by vehicles turning left into Huntington Drive (west).



23. A petition was received from a Huntington Residents Group (the residents) in late 2014 requesting a safe right hand turn out of Huntington Drive (west) onto Wairere Drive.
24. The petition was considered at the [Strategy and Policy Committee](#) meeting in February 2015 (item 10) and it was resolved that minor improvements to a maximum value of \$300,000 be considered as part of the 2015/16 Discretionary Transport Programme.
25. Staff developed options for the residents group to consider and the group supplemented these options with two of their own. Discussions became protracted due to concerns by the staff that the residents options would not improve safety. A further report was presented to [Council](#) at their May 2016 meeting (item 8) where it was resolved that:
 - b) *improvements be made as soon as possible to the left turn into Huntington Drive (west) based on Opus alternative Option 1 as proposed in this report which is to create a dedicated left turn slip lane with a high entry angle.*
 - c) *monitoring of the intersection be undertaken once this work is completed and that a review of the Huntington Residents Group modified seagull option is undertaken once NZ Transport Agency have completed their research project into seagull type intersections which is expected to be completed by December 2016.*
 - d) *a Working Group is established to work with Council staff on c) above as follows:

 - i. *The Working Group includes two staff members, two Huntington resident representatives and two Councillors – Councillors Yeung and Pascoe (one of the Councillors will chair the Working Group).*
 - ii. *A Terms of Reference for the Working Group is to be developed and agreed by all parties prior to the commencement of the review.**
 - e) *an independent consultant be commissioned to fully evaluate the Huntington Drive intersections for a “safer right hand turn” on to Wairere Drive, and report back to Council when completed.*
 - f) *the budget for the safety improvement including the works to complete the project does not exceed \$300,000.*
26. The Working Group was established immediately after this meeting and has been actively involved in all of the ongoing aspects of this project.

27. Improvement Options

28. Short Term – Huntington West intersection

29. In the process of working through the detailed design and safety audit process for the Option 1 dedicated left turn slip lane (as per May 2016 resolution), it was determined in discussion with the Working Group that other options may be workable in the short term and actually have better results.
30. This work was done in conjunction with the NZ Transport Agency research team looking at the safety performance of the seagull intersection layouts across the country. While the modified seagull option proposed by the residents was not considered a safe layout for this intersection, components of the proposal were considered to warrant further consideration.
31. A series of trial layouts have been progressively implemented at the intersection using orange 'hit-sticks'. The trial layouts have been developed in consultation with the Working Group and have had specific observations undertaken to assess the changes in driver behavior at the intersection and related safety performance of the intersection.
32. The current trial layout was installed in early February 2017 and is illustrated in Attachment 1 of this report. The key components of this layout are:
- Shortened left hand slip into Huntington Drive reduces the 'shadow' event of through traffic and slows the traffic moving through on Wairere Drive thereby making it easier to exit out of Huntington
 - Removal of the right turn bay into Huntington Drive west reduces the number of turning movements which occur in the intersection making it easier for motorist to negotiate their way out
 - Tightening of the central median area allows only one vehicle at a time to sit in the central median reducing the confusions and safety risks that were being created by having 2 or more vehicles parked in the central median at once.
33. Monitoring of the intersection indicates:
- The left turn slip lane layout introduced as part of trial continues to work well with no observed incidents related to left turn in vehicles blocking visibility of drivers turning right out of Huntington Drive.
 - There are an increasing number of vehicles making the right turn out of Huntington as a two step process. This is expected to be a reflection on the current layout.
 - The increased number of right turning vehicles sitting in the central median has resulted in an increase in number of incidents where the west bound through traffic on Wairere Drive are reacting to their presence by slowing. These incidents are generally without major risk, which was an improvement on the previous layout which allowed 2 or more vehicles to stop in this area and resulted in swerving manoeuvres by the Westbound traffic.
34. Based on the result of the trials, it is intended that the right turn into Huntington Drive be permanently removed via the physical extension of the central median island. This will help reduce the number of hit sticks in the area and make the intersection easier to negotiate.
35. Opportunities for altering the central island to provide a short length of merge area for right turn vehicles will also be investigated at this time. This work could be funded from the Discretionary Transport Programme for delivery in the 2017/18 year.

36. While this interim layout is considered to be safer than the base intersection layout, the increasing traffic volumes on Wairere Drive make it increasingly hard for vehicles to find safe gaps in the traffic and a more permanent solution will be needed in the near future.

37. Short Term – Huntington East intersection

38. While the crash statistics at the Huntington east intersection are lower, this is largely due to the lower number of turning vehicles. The intersection layout is very similar to Huntington west but it is located further away (800m) from the nearest major intersection (Gordonton Road) compared with the 240m distance between Huntington west and the Hukanui roundabout.

39. Recent monitoring of this site has found that it is continuing to operate in a safe manner with minimal high risk incidents being observed. This is primarily a reflection of the lower number of right turning vehicles out of Huntington Drive east and greater gaps in the traffic flows (both directions) for any right turning vehicles to slot into.

40. Medium to long term improvements

41. The long term plan for Wairere Drive which is to 4 lane the full length between Gordonton Road and Resolution Drive with a dual lane roundabout at Huntington Drive East intersection. This work is signaled in the Long Term Infrastructure Strategy for implementation in approximately 20 years (2036-2038).

42. In the context of this long term solution, an independent consultant was commissioned to investigate the options for safe right hand turns onto Wairere Drive from the two Huntington Drive intersections. A number of long term improvement solutions were assessed for each of the intersections. Consideration was given to various combinations of treatments that could work together to produce the best overall results for both the Huntington area and the strategic corridor (Wairere Drive).

43. The following combinations were considered:

Option	Description
A	Status quo – Give Way controls at both Huntington Drive intersections
B	Traffic signals at Huntington Drive (west) and Give Way control at Huntington Drive (east)
C	Roundabout at Huntington Drive (east) and left in/left out at Huntington Drive (west)
D	Roundabout at Huntington Drive (east) with signals at Huntington Drive (west)
E	Traffic Signals at Huntington Drive (east) and left in/left out at Huntington Drive (west)

44. Further information on each of these options is included in Attachment 2 of this report.

45. An evaluation of each of the combinations was then undertaken using the following criteria:

- Efficiency of the individual intersections
- Impacts on the strategic corridor (Wairere Drive) efficiency (noting that each additional intersection reduces the attractiveness of the corridor)
- Changes in traffic flows (via diversions) likely to occur due to the change in intersection form
- Safety performance for all users including pedestrians and cyclists

- Consistency with the other adjacent intersections on the strategic corridor
 - Construction Cost (estimate)
46. The Option Evaluation resulted in Option C Roundabout at Huntington Drive (east) and left in/left out at Huntington Drive (west) being the preferred option. The table summarizing the results of this process is included in Attachment 3 of this report.
 47. Option C is consistent with other intersection treatments along this strategic corridor, it minimizes delay for all users, but will result in some trip diversions and potentially u-turns at the roundabout for Huntington residents. A roundabout can more safely accommodate these diversions when compared to a signalised intersection.
 48. Given that the long term solution is not currently funding in the 10 Year Plan and the more immediate need for a safer intersection, three medium term options were considered for the Huntington east intersection:
 - Signalised intersection with U-turn permitted and included in the phasing
 - Signalised intersection with no U-turns permitted
 - Single lane roundabout.
 49. Based on the 2016 traffic volumes at Huntington Drive (east), delays and queues increase for all options by approximately 10-20%. So, any medium term safety gain would need to be balanced off against the reduced efficiency of the arterial.
 50. Staff believe that a medium term intersection option that would fit within the available land would cost approximately \$3M, while a long term intersection solution compatible with the long term solution (that would require additional land and a change to the designation) could cost up to \$6M.
 51. The next step is to undertake preliminary design in order to better understand the impact the intersection improvements will have on the strategic corridor (Wairere Drive) network efficiency alongside the impact of the Waikato Expressway (opening 2020) on this area.
 52. Consideration of the timing and extent of any 4 laning work on Wairere Drive that should be delivered in conjunction with the intersection improvements would also be undertaken at this time.
 53. This preliminary design could be funded from the 2017/18 Discretionary Transport Programme in order for the work to inform the 201-28 10 Year Plan.

54. Gordonton Road Intersection Improvements

55. Short Term
56. Safe access from the Huntington area via Darjon Road onto Gordonton Road has also been investigated. This intersection along with Greenhill, Stoneleigh and Puketaha intersections have all had minor improvements on Gordonton Road identified which will improve the safety of the intersections in the short term.
57. This work would be suitable for inclusion in the 2017/18 Discretionary Transport Programme.
58. Medium Term
59. Improvements to Gordonton Road at the intersections of Puketaha Road (linking in St James) and Thomas Road are currently in the 10 year plan for years 2021/22 and 2022/23. Installation of signal lane roundabouts are proposed at these locations, but no significant work is planned along Gordonton Road between the existing Wairere Drive roundabout and Thomas

Road. Funding of \$3M (including land purchase) had been proposed, but it is recognized that this amount will need to be updated as part of the 2018-28 10 Year Plan process.

60. Long Term

61. In the long term, the role of Gordonton Road in the transport network will need to be considered in conjunction with the development of the Ruakura area and the timing of the city boundary change for the area north of Greenhill Rd (R2). Refer attachment 4 for the plan of this area.

62. Financial and Resourcing Implications

63. Funding could be made available to undertake the minor improvements (<\$300,000) at the Wairere Drive and Huntington Drive (west) intersection via the Discretionary Transport Programme in 2017/18.

64. There is not currently any funding in the 10 Year Plan to undertake work other than the minor improvements for the Wairere Drive and Huntington Drive intersections.

65. Funding of \$300,000 is needed to complete preliminary design of a more permanent solution so that informed decisions can be made in regard to the best solution, timing and funding needs.

66. Two funding options have been considered and these are set out below with an indication of the potential timeframes that work could proceed.

	17/18	18/19	19/20	20/21
Option 1 Discretionary Transport + 10 Year Plan	\$300K Preliminary Design	\$1M Designation, Land Purchase Detailed Design	\$4.7M Construction	
Option 3 10 Year Plan		\$300K Preliminary Design	\$1M Designation, Land Purchase Detailed Design	\$4.7M Construction

67. It is recommended that the Discretionary Transport programme be used to fund the preliminary design work, and then pending the outcome of that work and the 2018-28 10 Year Plan, undertake further work as necessary prior to commencing construction in the 19/20 financial year (Year 2 of the next 10 Year Plan).

68. Risk

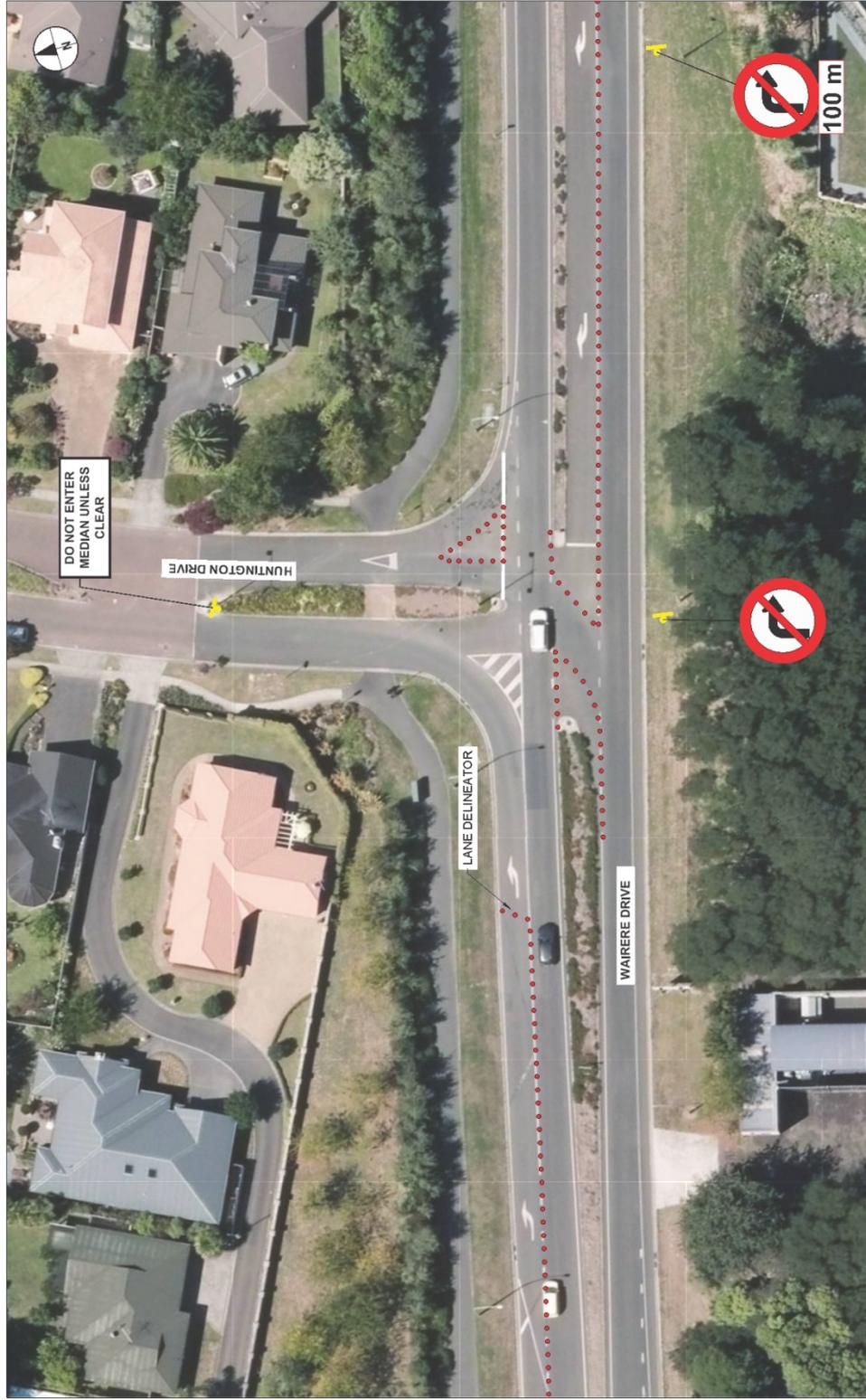
69. The traffic flows on Wairere Drive have risen very quickly since it was extended beyond the Huntington area as this combined with the 80km/h speed limit through this section of Wairere Drive mean that there are smaller opportunities for safely exiting out of Huntington Drive (both west and east) intersections.

- 70. The likelihood of a serious crash has been decreased with the trial layout, but it is just a short term measure and permanent solution will need to be quickly progressed in-order to mitigate the developing safety risk on this section of the network. The only other option now available to address safety issues at this intersection will be limiting access for all sides road between Gordonton Road and Hukanui Road to left in and left out only.
- 71. The siding and construction cost estimates are not based on full information and will be confirmed through the preliminary design phase.

Signatory

Authoriser	Chris Allen, General Manager City Infrastructure Group
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PROPOSED CHANGES TO HUNTINGTON DRIVE - WAIRERE DRIVE
WESTERN INTERSECTION



Wairere Drive – Hukanui to Gordonton Huntington Drive intersection improvement option combinations

3.1.1. Option A: Existing priority controlled intersections

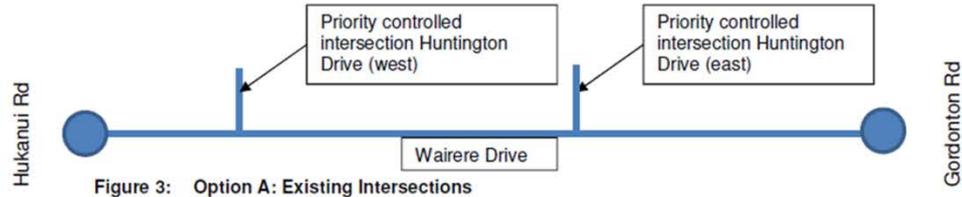


Figure 3: Option A: Existing Intersections

Option A is to retain the existing priority controlled intersections allowing all movements at both intersections. Retaining the existing priority controlled intersections would not be consistent with the long-term strategy to 4-lane the corridor due to the safety risks associated with priority controlled intersections on 4-lane major arterials.

3.1.2. Option B: Traffic signals at Huntington Drive (west)

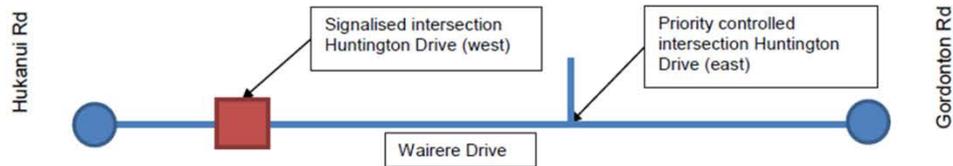


Figure 4: Signalised intersection Huntington Drive (west) and priority controlled at Huntington Dr (west)

Option B includes a signalised intersection providing for all movements at Huntington Drive (west).

Retaining a priority controlled intersection at Huntington Drive (east) when Wairere Drive is 4-laned is unlikely to achieve the desired safety outcomes for the corridor. It is likely that this intersection would need to be upgraded (roundabout or signals) or restricted to left-in/left-out movements.

3.1.3. Option C: Roundabout at Huntington Drive (east) and Left-in/Left-out at Huntington Drive (west)

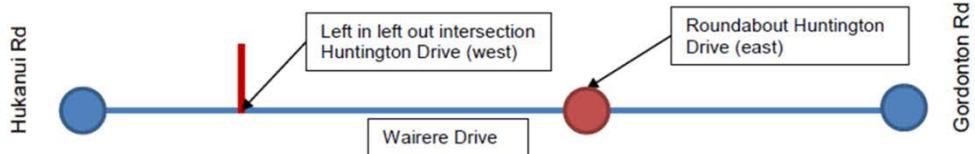


Figure 5: Left-in/left-out Huntington Drive (west) with a roundabout at Huntington Drive (east)

Option C includes a roundabout at Huntington Drive (east), both one and two lane layouts have been considered. This could initially be constructed as a single lane roundabout that could be upgraded to dual lane when the corridor is widened to 4-lanes. Access at Huntington Drive (west) would be restricted to left-in and left-out.

This layout is likely to result in longer trips to/from some destinations due to diversions required to u-turn at the adjacent roundabout. For example westbound trips from Huntington Drive (west) would be approx. 1.4km longer due to the need to u-turn at Huntington Drive (east). Trips from the east to Huntington Drive (west) would be approx. 0.6km longer with u-turns at the Hukanui Road roundabout.

3.1.4. Option D: Roundabout at Huntington Drive (east) with signals at Huntington Drive (west)

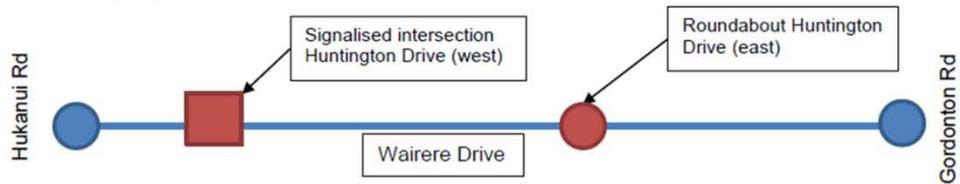


Figure 6: Option D: Roundabout at Huntington Drive (east) with signals at Huntington Drive (west)

This option provides the highest degree of access to the Huntington area by providing two all-movements intersections on Wairere Drive. Introducing two new intersections will increase delays to traffic on Wairere Drive and is not consistent with the HCC’s strategic objectives for movement of traffic on the arterial network. It has the highest likely construction cost.

3.1.5. Option E: Traffic Signals at Huntington Drive (east)

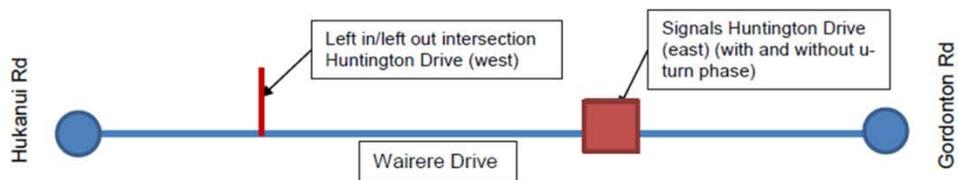


Figure 7: Option E: Signals at Huntington Drive (east) with left-in/left-out at Huntington Drive (west)

This option includes left-in/left-out at the Huntington Drive (west) intersection and a signalised intersection at the Huntington Drive (east) intersection. Traffic modelling for this option includes modelling of signals including a u-turn phase (option E1) and signals with no u-turn phase (option E2). U-turns for heavy vehicles require significant turn areas and have not been considered. The u-turn phase only allows for small vehicles.

Signals are likely to increase delays on Wairere Drive and is not consistent with HCC’s strategic objective for movement on a strategic network. Introducing a u-turn phase is likely to increase delays for trips along Wairere Drive and raises additional safety concerns.

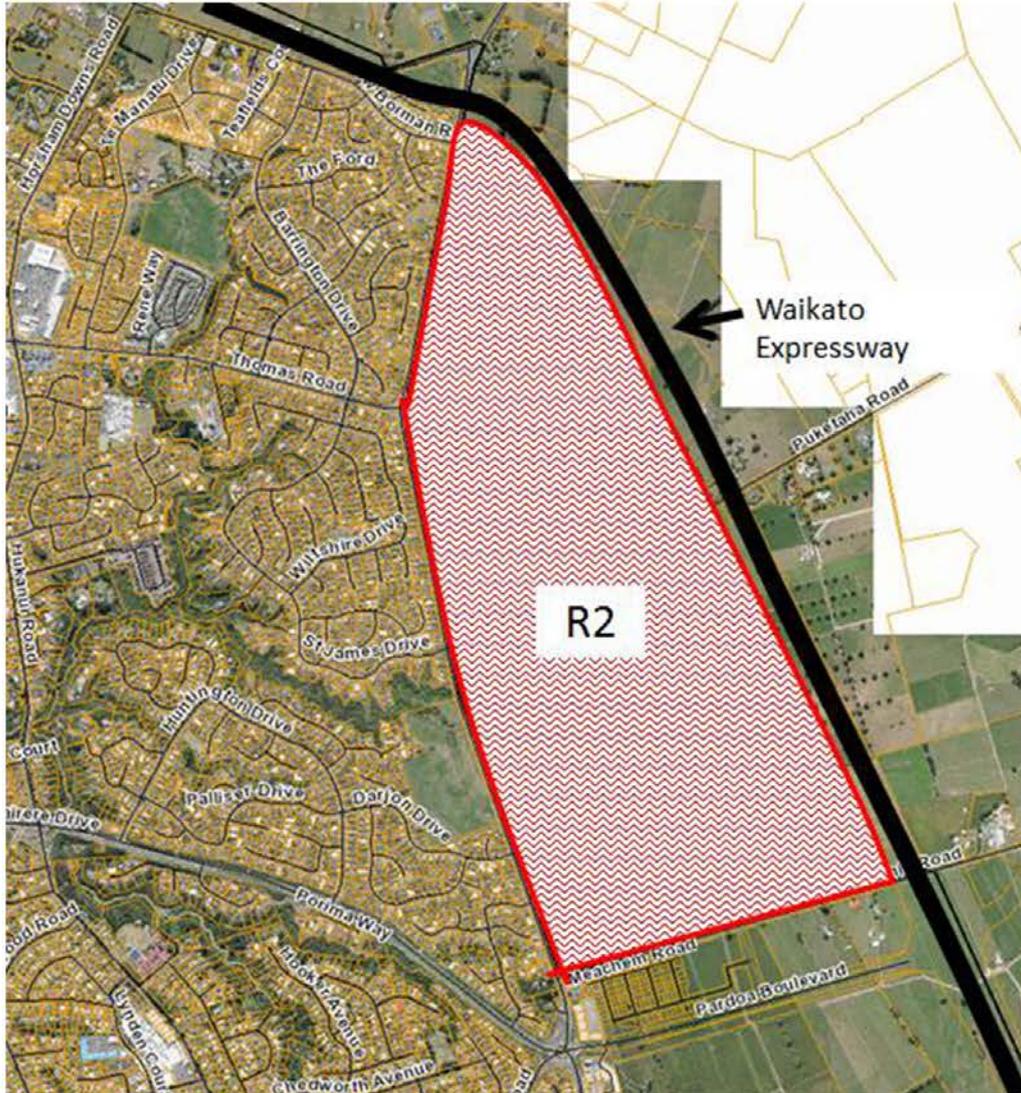
3.3.2. Ultimate Option Evaluation Table

Evolution Criteria	Option A: Existing Intersections	Option B: Signals at Huntington Drive (west)	Option C: Roundabout at Huntington Drive (east)	Option D: Roundabout at Huntington Drive (East) with signals at Huntington Drive (west)	Option E1: Signals at Huntington Drive (east)	Option E2: Signals at Huntington Drive (east) (no u-turns)	Preferred option for each Evaluation Criterion
Intersection efficiency	Low – poor performance and long delays especially at 2041	Medium/ High – provides slightly/longer delays than Option C	High – provides least delay	Medium/ High – slightly longer delays than Option C	Medium – longer delays than Option C	Medium – longer delays than Option C	Option C
Corridor efficiency and 2041 traffic volume	High – priority controlled intersections prioritise traffic along Wairere Drive. 2041 – 24,500veh/day	Medium – signalised intersection reduces predicted traffic volumes 2041 – 20,700veh/day	High – Single new intersection maximises corridor efficiency. 2041 – 22,000veh/day	Medium/Low – two new intersections reduces predicted traffic volumes along the corridor. 2041 – 19,600veh/day	Medium/Low – no new WRTM modelling completed to test network effects. Likely to be similar or worse than Option D.	Medium/Low – likely to be similar or worse than Option D.	Options A and C
Diversion for side road traffic travelling in some directions	No – no diversions required, but long delays increase risk of crashes.	Maybe – no diversions required if all movements provided at both intersections. However, diversions of 2km would be required when the eastern intersection is restricted to left-in/left-out	Yes – restrictions at Huntington (west) result in diversions of 0.6km to 1.4km	No – no diversions required as all movements provided at both intersections	Yes – restrictions at Huntington (west) result in diversions of 0.6km to 1.4km, increase in right turns at Huntington (east)	Yes – restrictions at Huntington (west) result in diversions of 0.6km to 1.4km, increase in right turns at Huntington (east)	Option D
Safety – predicted injury crash rate	Low – high predicted crash rate	Low – high predicted crash rate	High – lowest predicted crash rate	Low – high predicted crash rate	Low – high predicted crash rate. U-turn introduces additional conflict points.	Low – high predicted crash rate	Option C
Safety – pedestrians and cyclists	High – maintain existing underpass facilities	High – Signals could include at-grade crossing at Huntington Drive (west)	High – maintain existing underpass facilities	High – maintain underpass. Signals could include at-grade crossing	High – maintains existing facilities underpass.	High – maintains existing facilities underpass.	No clear preference as all options retain existing underpass facilities
Consistency of intersection treatments	Low – Priority controlled intersection with all movement are undesirable on a high volume 4-lane arterial	Low/Medium – traffic signals are not consistent with the strategic nature of the corridor	High – a roundabout is consistent with treatments at Hukarui and Gordonton Roads	Low - traffic signals are not consistent with the strategic nature of the corridor. Introduces two new intersections each with delays to Wairere Drive traffic	Low – traffic signals are not consistent with the strategic nature of the corridor. Would be the only signalised U-turn in Hamilton.	Low/Medium – traffic signals are not consistent with the strategic nature of the corridor	Option C
Project cost for intersection works ³	Low – no significant physical works are expected	Low – \$500 -600K	High - \$5M (estimate based on converting existing priority controlled intersection to a dual lane roundabout).	High - \$5M-6M	Medium/High - < \$5M (no detailed estimate has been prepared)	Medium/High - < \$5M (no detailed estimate has been prepared)	Budget of approximately \$5-6M suggested
General Comments	Maybe acceptable for a short period, but unacceptable as long-term solution on a 4-lane corridor	Proximity of signals to Hukarui Road intersection increases crash risk. Diversions likely to be required when Huntington (east) restricted to left-in/left-out	Provides the safest form of intersection and maximises corridor efficiency.	Introduction of two new intersections is not consistent with strategic objective for movement of people and freight	Diversions required with Huntington (west) restricted to left-in/left-out. U-turn increases complexity of intersection.	Diversions required leading to increased amount of right turning traffic at the Huntington (west) intersection.	Option C
Conclusion	Not preferred Not consider appropriate long term form for this corridor due to the crash risk at the intersections	May be adequate This could be an adequate solution if long delays diversions are accepted at Huntington Drive (east)	Preferred Minimises length of diverted trips. Roundabout provides safest means for U-turns.	Not preferred Not considered appropriate long term form for this corridor due the additional delay introduced by two new intersections	Not preferred U-turn impacts on intersection efficiency and introduces new conflict points	May be adequate This could be an adequate solution if long delays and diversions are accepted at Huntington Drive (east)	Option C is the preferred option in regards to safety, efficiency and maintaining consistency of intersection treatments along the Wairere Drive corridor.

Table 2: Ultimate Intersection Evaluation Table

³ The construction costs only considers the intersection improvements and exclude costs associated with 4-laning of the Wairere Drive corridor. Huntington Dr. (East) - Wairere Dr. Stage 1 Report - Issue 1

R2 – Land for future incorporation into Hamilton City



Committee: Growth and Infrastructure Committee

Date: 28 March 2017

Report Name: Speed Management in Hamilton City

Author: Robyn Denton

Report Status	<i>Open</i>
Strategy, Policy or Plan context	<i>Access Hamilton</i>
Financial status	<i>There is budget available in the Transportation Operational budgets for the consultation and bylaw review. Funding for physical works is available from Discretionary Transport Programme.</i>
Assessment of significance	<i>Having regard to the decision making provisions in the LGA 2002 and Council's 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 inform the committee regarding an overview of the Speed Management approach that has been in place for the city.
3. To seek approval to commence speed limit changes in the city recommended for implementation this calendar year.
4. To seek approval to establish a task force to assist in the development of a Speed Management Plan and review of the existing Speed Management Policy.

5. Executive Summary

6. The Strategy and Policy Committee resolved at its February 2014 meeting that: *'a review of the Speed Management Policy be undertaken once the national policy direction is known'*.
7. The NZ Transport Agency (the Agency) released its Speed Management Guidelines in November 2016.
8. There is an ongoing focus on road safety throughout NZ and speed management is considered a key component to achieving any safety improvements into the future.
9. Following a period of changes to speed limits throughout the city in accordance with the city's Speed Management Policy, a moratorium was put in place by the Strategy and Policy Committee in February 2014 pending the outcome of policy work being completed at a national level.

10. Speed limits have to be set in accordance with Land Transport Rule: Setting of Speed Limits 2003 (the Speed Limits Rule) via the bylaw process which is set out in the Local Government Act 1974. The methodology used to determine a speed limit has been recently reviewed by the NZ Transport Agency (the Agency) and is now set out in the Speed Management Guidelines.
11. A change to the Speed Limits Rule is expected to be out for consultation in the near future to incorporate this new methodology.
12. The Hamilton City Speed Management Policy developed in 2012 was due for review in November 2015, but was put on hold pending the outcome of the national policy direction.
13. Formation of a Speed Management Taskforce to overview the development of a Speed Management Plan for the 2018-21 period alongside the Discretionary Transport Programme is proposed. The taskforce will also be able to review the current Speed Management Policy in light of the new Speed Management Guide.
14. In the meantime, there are a number of speed limit changes which are recommended for implementation in this calendar year which are simple in nature and reflect changes that have occurred on the network during the period of the moratorium.

Recommendations from Management

That the Committee:

- a) receives the report;
- b) approves stakeholder and community engagement on the following speed limit changes proposed for implementation in 2017:
 - Endeavour Avenue
 - North City Rd
 - Masters Ave
 - Arthur Porter Drive and Te Kowhai Rd area
 - Rotokauri Road
 - Knox Street;
- c) notes that based on the results of the engagement, a Statement of Proposal report prepared for presentation to the 20 June 2017 meeting of the Growth and Infrastructure Committee outlining the locations for speed limits changes; and
- d) approves the formation of a Speed Management Taskforce for the development of the Hamilton City Speed Management Plan for the 2018-21 period and review of the Hamilton City Speed Management Policy in accordance with the terms of reference attached to this report.

15. Attachments

16. Attachment 1 - Speed Management Policy
17. Attachment 2 - One Network Road Classification
18. Attachment 3 - Speed Management Framework
19. Attachment 4 - Speed Management taskforce - draft terms of reference
20. Attachment 5 - Locations where speed limit reviews are proposed for 2017

21. Background

22. Road safety is a key component of key transport strategies already in place including:
- Nationally - Government Policy Statement and the Safer Journeys Strategy
 - Regionally - Regional Land Transport Plan and the Regional Road Safety Strategy
 - Locally – Access Hamilton Strategy.
23. All of these documents are currently under review but early indications are that there will be ongoing support for investment, education and enforcement activities in the area of road safety. Speed management (including speed limits) is identified as a key subset of this work on the basis that speed plays a key role in the outcome of any crash that does occur.
24. Hamilton City has in the past been very active in the area of Speed Management and had developed a Speed Management Policy (refer attachment 1) which set out the high level approach to Speed Management that was used for a number of years to guide Councils decision making.
25. The initial programme of works focused on the introduction of 40km/h speed limits outside schools via electronic variable signage. Once all these sites were completed, a solution was needed for the school sites that didn't meet the warrant requirements for the electronic signage. A 'Safer Speed Areas' programme on local residential streets was developed and ultimately lead to the introduction of a large number of permanent 40km/h speed limits throughout the city.
26. Following concerns expressed by the community during consultation in late 2013, the Strategy and Policy Committee at its February 2014 meeting put in place a moratorium on speed limits resolving that:
- *That a review of the Speed Management Policy be undertaken once the national policy direction is know which is estimated to be mid 2014*
 - *That any future changes to the Speed Limit Bylaw only be undertaken once the Speed Management Policy has been reviewed.*
27. The development of the national policy direction for Speed Management has taken longer to complete than expected. The NZ Transport Agency in consultation with various key stakeholders including Local Government NZ and the Automobile Association released the final version of the Speed Management Guideline in November 2016.

28. Setting Speed Limits in NZ

29. Speed limits are set in accordance with the Speed Limits Rule and require each Road Controlling Authority (RCA) to have a bylaw in place through which speed limits are consulted upon and documented.
30. Being a predominantly urban authority, speed limits in the city automatically default to 50km/h with all other speed limits being set out in the [Hamilton City Speed Limits Bylaw 2013](#).
31. The Local Government Act 1974 set out the process that must be followed (including a Special Consultative Process) in order to change any component of a bylaw.
32. NZ Police undertake all enforcement of speed limits.
33. Consultation on proposed changes to the Speed Limits Rule is expected to be undertaken by the Ministry of Transport in March 2017. Adopting the Speed Management Guide as the methodology for determining safe and appropriate speeds is expected to be the primary change to the Speed Limits Rule upon which feedback be sought.

34. Speed Management Guide

35. The national [Speed Management Guide](#) (the Guide) was released by the NZ Transport Agency in November 2016. The Guide, which has been developed in association with the sector and the Automobile Association, is underpinned by the following principles:
- Evidence-based
 - A nationally consistent approach
 - Prioritise high benefit areas that improve both safety and economic productivity, and also areas that will contribute to the credibility of speed management
 - Achieve good value for money
 - Build better understanding between RCAs and the public for speed management.
36. Using the approach set out in the Guide will significantly improve the contribution that speed management makes towards the twin objectives of reducing deaths and serious injuries and improving economic productivity. Early and full engagement with the community on speed management is seen as being a key factor for the success of any changes.
37. This is expected to be a long term programme over the next ten years or more. There is no expectation that there will be wholesale changes to speed limits in the short-term.
38. The Guide uses a network-wide approach to management of speed, tied in with the One Network Road Classification so that travel speeds are appropriate for road function, design, safety and use.
39. The [One Network Road Classification](#) (ONRC) is a classification system, which divides New Zealand's roads into six categories based on how busy they are, whether they connect to important destinations, or are the only route available. An info-graphic illustrating this classification is included as Attachment 2 to this report.
40. The Guide includes a step by step Speed Management Framework to help RCA's plan, invest in and operate effective speed management planning. A copy of the framework is included as Attachment 3 to this report.
41. Development of a draft Speed Management Map for each RCA is undertaken by the Agency using national data sets on ONRC, travel speeds, safety and infrastructure risk.
42. The draft Speed Management Map identifies where the highest benefit opportunities lie to management of speed on the network. The map is a snapshot in time which will be reviewed every three years to feed into the next three year planning process and will inform the development of a Speed Management Plan.

43. Hamilton City Speed Management Policy

44. Hamilton City has a Speed Management Policy which was developed in 2012 as part of the rollout of the initial Safer Speed Areas. A copy of the policy is included as Attachment 1 to this report.
45. The purpose of the policy was to set out the Council's philosophy for manage speeds on Hamilton roads in order to achieve increased road safety and pedestrian amenity. The policy aimed to streamline speed limits in the city in the long term (15-20 years) to be:

Desired speed limit - km/h	Location
10/20/30/40	lower speed areas collector roads
60 or 80	Minor and major arterials
80 max.	Rural local roads

46. The policy was due for review in November 2015, but was put on hold pending the outcome of the national policy direction.
47. Now the Speed Management Guide has been released it is recommended that a Speed Management Taskforce be formed to review this Policy (including determining whether one is required) and work through the development of a Speed Management Plan. A draft Terms of Reference for this taskforce is included as Attachment 4 to this report.

48. Speed Management Plan

49. The speed management plan would be based upon the Speed Management Maps developed by the Agency and would set out a three year programme of works to inform the upcoming 10 Year Plan (commencing in the 2018/19 financial year). The plan would include the work required for engagement, engineering and speed limit changes.
50. The Speed Management plan will look to target to two areas:
- where there is greatest potential to reduce deaths and serious injuries and improve economic productivity, particularly in the short-term.
 - where there are high benefit opportunities to improve the credibility of speed limits. These will be corridors where road users already travel at the safe and appropriate speed, but where the posted speed limit is out of alignment.
51. While staff have the Speed Management Maps from the Agency to help with the development of the plan, early and full engagement with key stakeholders is a critical factor to successful delivery of a Speed Management Plan.
52. In the meantime there are locations where staff believes speed limit changes need to be considered immediately to deal with situations which have arisen during the period of the moratorium on speed limit changes.

53. 2017 speed limit reviews

54. Since February 2014 there have been a number of changes to the city's transport network and land use associated with growth, including new roads, new schools and changing traffic patterns.
55. As a result of these network and land use changes to the network there are a few locations where speed limit changes are proposed for implementation this calendar year which are considered to be self-explaining and simple. The proposed locations are included in Attachment 5.
56. Staff would like to start engagement with the communities and businesses in these areas in regard to possible speed limit changes so that informed recommendations can be made to Council in the future in regard to specific speed limit changes.

- 57. It is proposed that once that engagement has been completed, a Statement of Proposal report would be presented to the 20 June meeting of this committee to then commence the formal Bylaw change process.
- 58. The timeframe for this process would be to have any physical changes in place (including signage) before the end of the 2017 calendar year.
- 59. A general tidy up of the Speed Limits Bylaw would also be undertaken at this time to reflect changes made by our neighboring Road Controlling Authorities (including the Agency) which are reflected in our bylaw so that it provides a complete and accurate picture for anyone referencing the document.

60. Financial and Resourcing Implications

- 61. It is proposed that the implementation of any speed limit changes and associated engineering works from the list in Attachment 5 would be completed next financial year (17/18). Funding from the Discretionary Transport Programme could be used to complete any works – which are only expected to be minor in nature.
- 62. Beyond these immediate changes, the key activities associated with the delivery of the Speed Management Plan (community engagement, bylaw changes and physical works) will be programmed into the Transportation Activity Management Plan and funding sought via the 10 Year Plan process.

63. Risk

- 64. The sites that we are proposing changes to limits in 2017 are considered to be low risk and sites that the public would generally support. By completing early engagement with stakeholders prior to determining the final list of sites and then undertaking any formal consultation, the risk of proceeding with any sites that may result in negative comment is minimized.
- 65. The development of the Speed Management Plan will ensure that in the longer term there are good opportunities for engagement with stakeholders and the community well in advance of any changes being made. Following the Speed Management Framework approach will ensure that any changes are consistent with decisions being made nationally.

Signatory

Authoriser	Chris Allen, General Manager City Infrastructure Group
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First adopted:	1 November 2012
Revision dates/version:	Review by November 2015
Next review date:	
Engagement required:	
Document number:	D-712916
Associated documents:	
Sponsor/Group:	General Manager Infrastructure

Speed Management Policy

Purpose and scope

1. The purpose of this Policy is to outline Council's philosophy for managing speeds on Hamilton roads in order to achieve increased road safety and pedestrian amenity.
2. Managing speeds on roads within Hamilton city is key to the achievement of road safety and vulnerable and road user amenity. It also contributes to a number of strategic outcomes – nationally, regionally and locally.
3. This Policy sets out a speed management philosophy for the city which will inform future reviews of city speed limits. The Policy also outlines high level criteria for the location of Safe Speed Areas as a means of managing travelling speeds and increasing neighbourhood amenity.
4. The Policy covers the roading network within Hamilton City boundaries. It does not include state highways which are managed by the New Zealand Transport Agency but the Policy will form the basis of Council advocacy for state highways in the future.

Strategic alignment

5. The Policy assists in the delivery of Council's outcomes and goals as follows:

Prosperous and Innovative	Outstanding City Leadership	People Love Living Here
<ul style="list-style-type: none"> ▪ Hamilton has a strong, productive economy and we build on our economic strengths. ▪ We have a thriving Central Business District (CBD). ▪ It's easy to do business here. ▪ Our city grows and prospers in a sustainable way. 	<ul style="list-style-type: none"> ▪ The city is led by effective, open and responsive governance. ▪ Council's finances are sustainable for the long term. ▪ We operate efficiently and provide exceptional service. ▪ The city takes a leadership role regionally and nationally. 	<ul style="list-style-type: none"> ▪ Hamilton embraces the Waikato River and it is the focal point of our city. ▪ We value, preserve and protect Hamilton's natural, green environment. ▪ Our city is attractive, well-designed and compact with outstanding architecture and distinctive public spaces. ▪ Our city is a fun place to live with a vibrant arts scene. ▪ Hamilton is a safe city. ▪ It's easy to get around. ▪ We celebrate our people and many cultures.

▪ = primary contribution

Principles

6. Managing speeds on roads plays a key role in developing communities, a sense of place and improving neighbourhood amenity and the safety of all road users.

Page 1 of 3

7. The implementation of changes to the speed limit philosophy for the city will be staged.
8. Council recognises the importance of consultation prior to implementing any speed limit or infrastructure changes.
9. Travel speeds should reflect a balance between road safety and economic productivity.
10. Speed limits will become intuitive and reflect the use and function of roads.

Policy

Desired speed limit philosophy

11. The following speed limit regime represents the long-term philosophy for Councils' road network:

Desired speed / limit - km/h	Location
10/20/30/40	lower speed areas collector roads
60 or 80	Minor and major arterials
80 max.	Rural local roads

12. The achievement of this long-term philosophy is based on streamlining speed limits via the removal of the 50km/h speed limit option by either lowering the speed limit on these roads to 40km/h or raising them to 60km/h.
13. Council recognises that the removal of the 50km/h speed limit option will require physical work to either decrease the mean travelling speeds where speeds are to be lowered or to ensure safety for all road users groups where speed limits are to be increased.
14. The implementation of the long-term philosophy will occur progressively on the existing road network over time. This will coincide with the 'Safe System Approach' becoming embedded in the NZ driving culture and road hierarchies and layouts throughout New Zealand.
15. In some locations these speed limits will be dependent on physical works being completed prior to any change occurring.
16. The long-term philosophy will apply to the development of any new roads and will be documented in the 'Criteria for the Form of Transport Corridors' set out in the proposed District Plan.

Lower speed areas

17. Lower Speed Areas are those areas where there is higher pedestrian and cyclist activity occurring. Lower travelling speeds recognise vulnerable road users in these areas.
18. The speed limits for the following lower speed areas are outlined as follows:

Speed limit	Area
10 km/h	Shared zones
20 km/h	Transport Centre, parks, cemeteries
30 km/h	Shopping precincts
40 km/h	Local residential streets, collector roads and variable school zones

19. Any changes to existing speed limits to achieve the long-term philosophy will be set through the Hamilton City Speed Limits Bylaw and will adhere to the requirements outlined in the Local Government Act 2002 and the Land Transport Rule: Setting of Speed Limits 2003.

Safer Speed Areas (40Km/h)

20. Council supports the development of Safer Speed Areas to reduce travelling speeds and the number and the severity of crashes.
21. The selection of Safer Speed Areas will be prioritised according to the following considerations:
- Safety.
 - Traffic volumes.
 - Traffic speeds.
 - Presence of kindergartens/childcare facilities.
 - Previous requests for traffic calming or safer speed area treatment.
 - Previous traffic calming completed in the area.
 - Presence of care facilities, e.g. for the aged or disability community.
 - Presence of home based businesses.
22. Safe Speed Areas will be based on natural groupings of local residential roads which are bounded by roads of higher classification in the road hierarchy.
23. A variety of mechanisms will be used to achieve lower travelling speeds ranging from communications and education to signage and physical engineering works.

Monitoring and implementation

24. The General Manager, Infrastructure will monitor the implementation of this Policy.
25. The Policy will be reviewed every three years or at the request of Council, in response to changed legislative and statutory requirements or in response to any issues that may arise.

References

- Safer Journeys Strategy 2010.
- Infrastructure Technical Specification.
- Speed Limit Bylaw 2013.
- ACCESS Hamilton Strategy.
- Manual for Streets (Department of Transport) 2007.
- Proposed Hamilton City District Plan – Criteria for the Form of Transport Corridors.
- Land Transport Rule: Setting of Speed Limits 2003.

RIGHT ROAD, RIGHT VALUE, RIGHT TIME

The One Network Road Classification (ONRC)

The ONRC is a new framework that categorises roads throughout the country. This is the first time in the history of New Zealand that consistent specifications will apply to all public roads from Cape Reinga to the Bluff, depending on what purpose they serve.

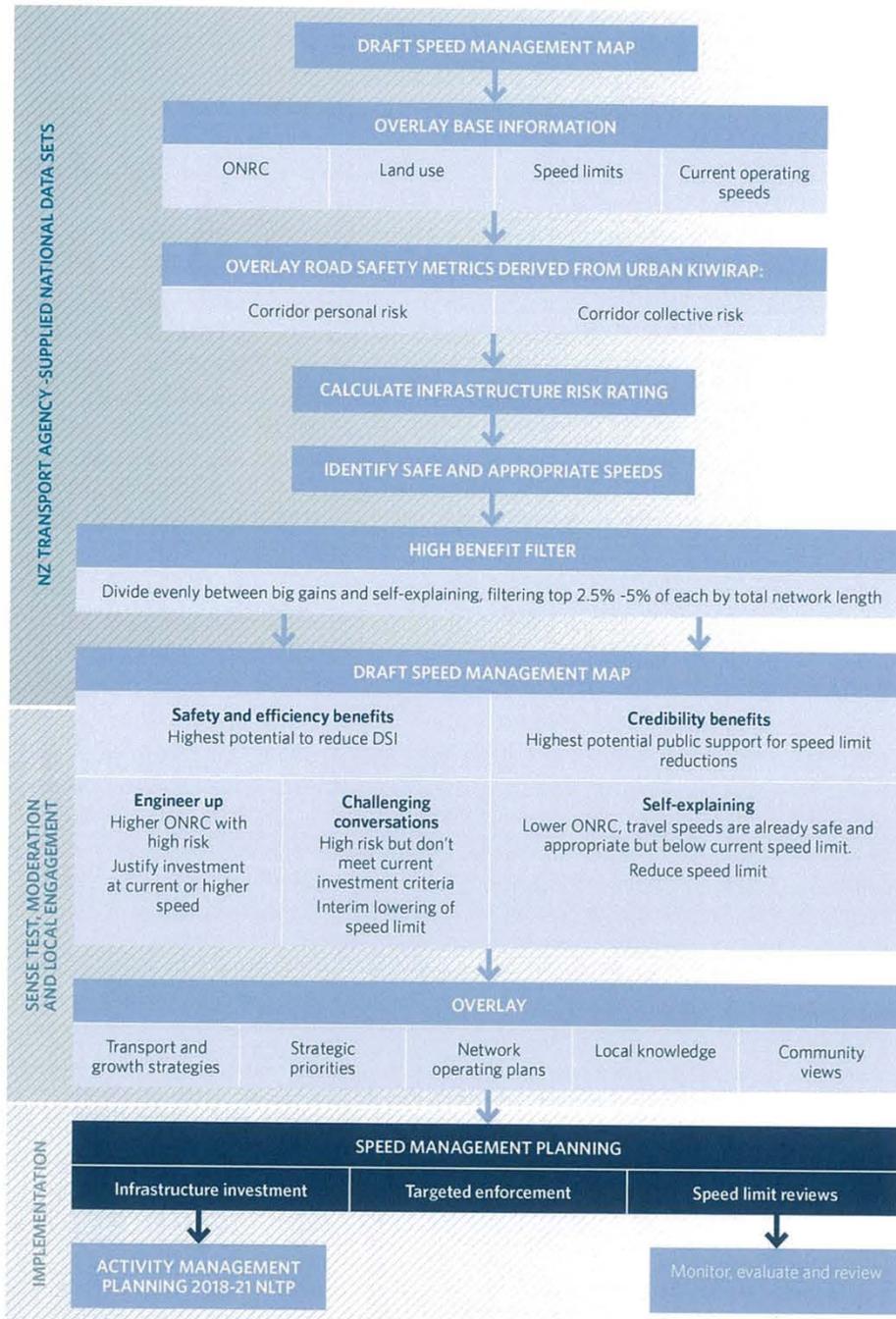
The ONRC considers the needs of all road users, be they motorists, cyclists or pedestrians. It will give road users more consistency and certainty about what standard and services to expect on the national road network, including the most appropriate safety features. It will also help New Zealand to plan, invest in, maintain and operate the road network in a more strategic, consistent and affordable way throughout the country.



For more information on the ONRC, please visit www.nzta.govt.nz/onrc



Figure 2.1 The Speed Management Framework



**DRAFT Terms of Reference
Taskforce – Speed Management**

Chairperson:	To be determined
Elected Members:	To be determined <ul style="list-style-type: none"> - 3 elected members - Mayor – ex-officio
External Members:	Nil (noting that engagement with stakeholders will be undertaken at various times, including having them involved in taskforce workshops as applicable)
Support Staff:	Jason Harrison – Manager City Transportation Unit Robyn Denton – Network Operations Team Leader
Date Established:	28 March 2017 (Growth and Infrastructure resolution)
Reporting back date:	Regular reports via GM updates or specific reports as recommended by the Taskforce
Appointing committee:	Growth and Infrastructure Committee
Reporting committee:	Growth and Infrastructure Committee
Purpose:	To provide councillor input into speed related projects including: <ul style="list-style-type: none"> - Speed Management Plan development and delivery (including speed limit reviews) - Review of the HCC Speed Management Policy - Any physical works required to support proposed speed limit changes.

Locations where speed limit reviews are proposed for 2017

Location	Reason for change	Recommended change
Endeavour Avenue	New school has opened in this location and requests have been received for lower speed limit around the frontage of the school	Introduction of 40km/h limit
North City Rd	With the opening of the Rototuna High School there is an increasing number of school children using North City Road to access the school via Borne Brook Rd	Extend the length of the current variable 40km/h speed limit.
		Extend the permanent 50km/h speed limit northwards
Masters Ave	Hillcrest High school wish to be able to use the variable 40km/h speed limit that is in place for Silverdale Primary on Master Ave to provide coverage for their students also.	Add Hillcrest High School to the speed limit bylaw list for 40km/h variable speed school zone.
Arthur Porter Drive and Te Kowhai Rd area	With the changes to the roading network associated with the construction of the Te Rapa Bypass and ongoing development of Arthur Porter Drive there are short lengths of varying speed limits that create confusion and complaints	
Rotokauri Road	A new roundabout is being constructed to provide access into a new development. The design of the roundabout is for 60km/h (which is the long term desired speed limit in this area) and the current speed limit is 80km/h	Introduction of 60km/h limit
Knox Street	Introduction of angle parking on the southern side of the street to increase parking stock in the city.	Introduction of 30km/h limit
Borman Road and Hare Puke Drive	A new primary school (Sylvester) is being designed currently and will be operational in 2019. Variable speed school zones will be necessary for both roads to provide safe access to the school by parents and children.	Add Sylvest School to the speed limit bylaw list for 40km/h variable speed school zones.

D-2321927

Committee: Growth and Infrastructure Committee **Date:** 28 March 2017

Report Name: Hamilton and Waikato Tourism Limited Six-Monthly Report 1 July - 31 December 2016. **Author:** Sean Murray

Report Status	<i>Open</i>
Strategy, Policy or Plan context	<i>Hamilton Plan, Economic Development Agenda</i>
Financial status	<i>There is budget allocated Amount \$585,000</i>
Assessment of significance	<i>Having regard to the decision making provisions in the LGA 2002 and Council's 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

- To present the six-monthly report from Hamilton and Waikato Tourism (HWT) for the period 1 July to 31 December 2016.

Recommendation from Management

That the Growth and Infrastructure Committee receives the report.

3. Attachments

- Attachment 1 - Hamilton and Waikato Tourism Limited - Schedule of Services 2016-17
- Attachment 2 - Hamilton and Waikato Tourism Limited Six-Monthly report to Council 1 July to 31 December 2016

6. Background

- HWT is a subsidiary company of Waikato Regional Airport Limited.
- The report is provided as a condition of HWT's three-year service level agreement with Council for 2015 to 2018 (aligned to the 10-Year Plan). A copy of HWT's Schedule of Services 2016-17 is attached for the Committee's information.
- HWT is supported by six other councils with a total funding pool across all partner Councils of \$1,215,000. The following table provides a contribution breakdown from the partnering councils. HWT also raises funding contributions and leverages its partnerships with private sector interests.

10. **Table 1: Council funding of Hamilton and Waikato Tourism**

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
Total	\$1,215,000

11. HWT's Chief Executive Jason Dawson will be present at the meeting and speak to the report.

Signatory

Authoriser	Sean Murray, General Manager Venues, Tourism and Major Events
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Schedule of Services for Local Government

2016-17



Hamilton & Waikato Business & Marketing Plan/ Schedule of Services 2016-17

Introduction

Tourism contributes \$29.8b of visitor expenditure to the New Zealand economy, an increase of 10% on the previous year (MBIE March 15). The industry is experiencing exceptional growth with visitor arrivals and expenditure at its highest level ever. It is now New Zealand's largest export industry.

The Hamilton & Waikato region has shared in this growth with visitors generating \$1.23b of expenditure, up 7% on the previous year. International visitors spent \$230m and domestic visitors \$1b, supporting an estimated 8,000 full time jobs.

Hamilton & Waikato Tourism (HWT) is the region's official tourism organisation. HWT's aim is to market the region as an appealing place to visit in partnership with the tourism industry. HWT is funded by the region's seven local authorities, and in 2015/16 received an increase in funding to focus on destination management and product development activities.

HWT will receive \$1,215,000 from local government which will be leveraged with another \$400,000 of investment from tourism operators and other stakeholders.

In September 2014, HWT developed a Regional Visitor Strategy which aims to improve the performance of the region's tourism sector and grow visitor expenditure to \$1.35b over ten years.

During 2015-16, a Tourism Opportunities Plan (TOP) was developed to identify opportunities for enhanced visitor experiences across the region. The TOP sets the direction and priorities for HWT's development work over the next three to five years. In addition, primary research has been undertaken into the region's domestic market providing valuable insights to inform HWT's domestic marketing and product development activities.

Hamilton & Waikato Tourism's Core Purpose is: (aligned to HWT Statement of Intent)

- To promote the Hamilton & Waikato region as an appealing destination to international and domestic visitors in order to deliver economic benefits to the region's communities
- To grow visitor nights and expenditure
- To grow the number of business events and market share of delegate days
- To support the tourism industry to develop and deliver quality visitor experiences
- To maintain and strengthen support for the visitor sector through partnerships with local government, the visitor industry and the wider community

Hamilton & Waikato Tourism Vision (Tourism Opportunities Plan)

The Waikato River is the lifeblood of the region that has embraced visitors, is recognised for its Manaakitanga and is alive with visitors enjoying authentic experiences, journeys and communities.

Target Markets

HWT's aim is to improve awareness, change perceptions and build demand in target markets focused on overnight stays.

The majority of HWT's marketing funds are invested into the domestic market through domestic campaign activity and the business events sector. International marketing is undertaken in partnership with Tourism New Zealand and the Explore Central North Island (ENCI) regions. The focus is primarily on tourism trade and media. A \$1.4m campaign is also undertaken in Australia in partnership with TNZ and neighbouring regions.

1. New Zealand
Target Markets: Auckland, Waikato, Taranaki, Wellington and Christchurch (fly markets)
2. International Markets
Target Markets: Australia, UK/Europe, USA, China

Performance Targets 2016-17

Measure	Data Source	Frequency	Indicator
Visitor nights	Commercial Accommodation Monitor (MBIE)	Monthly Annually	<ul style="list-style-type: none"> • 5% increase of total visitor nights • Vs national
Visitor spend	Regional Tourism Estimates (MBIE)	Monthly/Annually Annually	<ul style="list-style-type: none"> • 5% growth in total tourism spend in HW area
Visitor awareness and perceptions	Domestic Net Promoter Score (Fresh Info Company/AA Traveller)	Annually	<ul style="list-style-type: none"> • Total - Improve by 3 points • Waikato residents by 3 points

Business Events	Convention Activity Survey (MBIE)	Quarterly Annually	<ul style="list-style-type: none"> Grow market share of total events from 9% to 10%
Website traffic	Google Analytics	Annually	<ul style="list-style-type: none"> 20% increase of visits on previous year
Industry investment	HWT Accounts	Annually	<ul style="list-style-type: none"> \$400K target
Return on investment	Regional Tourism Estimates (MBIE)	Annually	<ul style="list-style-type: none"> Total visitor spend per dollar of HWT spend (calculated as RTE spend / HWT spend).

HWT's strategic priorities will be delivered via the following work streams.

Destination Marketing

- International Marketing
- Domestic Marketing
- Convention Bureau
- Digital Marketing

Destination Management

- Industry & Product development
- Stakeholder Relationships

International Marketing

HWT's international marketing activity is primarily undertaken in partnership with Tourism New Zealand and the collective of central North Island regions/RTOs known as Explore Central North Island (ENCI). This collaboration enables the region to leverage financial and people resources to greater effect in these highly competitive markets. HWT is responsible for supporting Tourism New Zealand's tourism trade, media and business events activity in our region. The overarching strategic objective is to secure at least one night in the HW region as an alternative to Auckland or Rotorua. Activity is centred on three key areas.

1. Australian Campaign
2. International trade famils & training

3. International media famils & hosting

Objectives

- To position the H&W region as a key destination in the Central North Island and New Zealand visitor proposition
- To leverage the region's international icons to improve regional awareness and visitor spread
- To grow international visitor nights and spend
- To increase the number of H&W products featured in trade itineraries, wholesaler promotional material (brochures and websites) and booking systems
- To increase profile of the region through Tourism New Zealand's International Media Programme (IMP)

Target Markets

Primary	Secondary
Australia	China
UK/Europe	South East Asia/India
USA	Japan

Action	Delivery lead	Partners	Timeframe
Consumer			
Participate in Central North Island Cycling & Mountain Biking initiative (RideNZ) to position the H&W region as a premium cycling and mountain biking destination – Markets: Australia/US	Tourism Marketing Network (TMN)	CNI Regions/RTOs/TNZ	On going
Participate in 'North Island' joint venture campaign with Tourism New Zealand and RTO collective – Market: Australia	Tourism New Zealand (TNZ)	Upper and Central North Island & Regions Travel trade Tourism operators	July – August 2016
Distribute e-newsletter to AU consumer database	HWT		3 times per year
Participate in the World Masters Games and Lion's Tour Local Organising Committee with a focus on trade & media to encourage visitor/spectator nights & spend in the region	HWT	WMG, TNZ, LOC	As required leading up to April

Trade				
	Participate in Explore Central North Island (ECNI) RTO collective trade marketing activity	ECNI Coordinator & HWT	ECNI Coordinator & HWT	On going
	Participate in trade training through famils and attendance at trade events - TRENZ, RTO/IBO Event, TNZ Aussie Insights (AU), Middle-earth Trilogy Event (AU), sales calls (AU - in conjunction with several ECNI partners), IBO sales calls	TNZ HWT Operators	ECNI Regions, Tourism operators	Ongoing
	Attend Explore Central North Island Expo trade event (inbound agents) with region's tourism operators	ECNI Coordinator & HWT	Tourism Operators	April 2017
	Host travel trade famils in the region through Tourism NZ or travel wholesalers	HWT	TNZ Travel trade Tourism Operators	Ongoing
	Distribute e-newsletter to national and international travel trade database	HWT		4 times per year
Media				
	Participate in Tourism New Zealand's International Media Programme – pitching content and hosting media outlets	TNZ, HWT	Operators	Ongoing
	Distribute e-newsletter to local, national and international media contacts	HWT		4 times per year

Domestic Marketing

Introduction

Domestic visitors make up 80% of the region's guest nights and contribute \$1b to our region's economy (MBIE March 2015). Approximately 62% of visitors are visiting family and friends (Fresh Info YE Dec 2015) therefore, Waikato residents have a key influence over what their guests see and do.

For some time the region has underperformed in domestic visitor expenditure in comparison to national trends. The region suffers from a poor perception and lack of awareness of what the region has to offer as a visitor destination, along with limited commercial experiences aimed at domestic visitors.

What people know and how they feel about the region has a significant influence on their intention to visit. Building awareness, changing perceptions, and providing 'reasons to visit' is a key focus of HWT. Engaging Waikato residents and developing stronger marketing strategies are two key strategic priorities for HWT aimed at addressing the situation.

Tactical strategies will include continued implementation of 'Explore Your Own Backyard' campaigns targeting local residents and increased PR activity. External campaign activity will be based on the region's core strengths such as walking, cycling, nature based experiences, and support and leveraging of key events and high performance sport e.g World Masters Games. This year HWT will introduce a set of themed "journeys" as outlined in the Tourism Opportunities Plan. The recently completed domestic research will guide campaigns and enable a more targeted and effective approach.

Domestic promotional activity will be undertaken with partnership investment from tourism operators.

Objectives

- To build awareness and improve perceptions of the region as a visitor destination within clearly defined target markets
- To grow guest nights and spend
- To more effectively engage local residents as hosts and key influencers
- To support & leverage key events and sectors to increase visitor length of stay and spend
- To introduce a series of themed "journeys" to encourage wider regional spread

Target Markets

- Auckland, Waikato, Taranaki
- Fly Markets Wellington, Christchurch
- Focus on visitors with "reasons to come" and special interest activity (Sport, Events, Cycling, Walking, Nature)

Action	Delivery lead	Partners	Timeframe
Participate in the Central North Island Cycling & Mountain Biking initiative (Ride NZ) to achieve greater profile and market share	HWT	CNI regional partners	Ongoing
Scope support for "locals" initiative with industry to provide deals and incentives for local residents during off peak seasons	HWT	Tourism Operators	Shoulder / off season
Partner with tourism groups/clusters on JV promotions	HWT	Cluster Groups	TBC
Participate in national domestic research project with fellow RTOs	HWT	Colmar Brunton	July – October
Produce official Hamilton & Waikato Regional Visitor Guide (Dec)	HWT	I-SITEs	July-November 2016

Action	Delivery lead	Partners	Timeframe
		Tourism Operators	
Undertake domestic advertising in publications to leverage campaign and media activity/profile	HWT		As required
Undertake 2 Explore Your Backyard campaigns	HWT	Tourism Operators	Summer 2016 & Winter 2017
Undertake 2 Short Escape campaigns in partnership with tourism operators	HWT	Tourism Operators	Spring 2016 & late Summer-Autumn 2017
Undertake 1 Fieldnights campaign in partnership with tourism operators. Consider attendance at Fielddays based on 2016 evaluation	HWT	Tourism Operators	Winter 2017
Continuation of promotion into the Chinese community in Auckland	HWT	Tourism Operators	Ongoing
Profile events across region through digital media channels & visitor guide	HWT	Event organisers	Ongoing
Partner with key events with potential to increase visitor length of stay and spend in the region	HWT	Event operators	As scheduled
Continue to profile region within key media outlets (local and national) through pitching and hosting and distribution of monthly events advisory and e-newsletter (4x per year)	HWT	Media providers	Ongoing
Partner with Airport and Airline(s) to grow domestic visitation through the gateway	HWT/HA	Airlines	TBC
Distribute e-newsletters to 'local residents' as well as 'rest of NZ' consumer databases	HWT		4 times per year

Convention Bureau – Business Events

Introduction

The Business Events sector (Meetings, Incentives, conferences and exhibitions – MICE) is a key element of the H&W marketing strategy. Business delegates are high spending visitors with an estimated expenditure averaging \$350 per night for international delegates and \$509 per night for domestic delegates (MBIE Convention Activity Survey). This is significantly higher than both international and domestic leisure visitors.

The benefits of business events flow well beyond the conference or meeting and include pre and post activities, off site events (team building/dinners) transport, accommodation, food and beverage, technical support etc. Business events are also effective in bringing people to a region in the first instance and contribute to our objective of improving perceptions, generating positive word of mouth and repeat visitation. They also bring people together to exchange knowledge and ideas, build relationships and in the longer term enhance investment and talent flows, all critical drivers of economic growth and prosperity for the Waikato.

The H&W region currently sits fourth behind Auckland, Wellington and Christchurch for market share of delegate days. This is a highly competitive sector with significant convention centres in various stages of development in four regions across New Zealand. It is therefore important that we maximise the opportunity this sector presents at this point in time.

Objectives

- To grow number and market share of events hosted
- To continue to build awareness & appeal of the H&W region as a business events destination
- To increase number of leads and conversions for the sector & region
- To support the industry to develop & deliver quality products & experiences that meet client expectations
- Hamilton & Waikato Bureau acts as an independent & impartial facilitator between partners and buyers
- Hamilton & Waikato Bureau is seen as a valued facilitator of business event opportunities by CB partners

Target Markets

- Multi day conference business is the main focus and secondary meetings/seminars and incentives (given they generate overnight stays)
- All sized Associations and Government agencies
- Small to medium corporates
- Professional Conference Organisers and Destination Management Companies
- Activities & sectors aligned to regions economic strengths – Agriculture, Manufacturing, Equine, Aviation, Academia, High Performance Sport

Action		Delivery lead	Partners	Timeframe
2016 Activity	Assist with the coordination of the CINZ Conference 13-14 October 2016 and manage pre-conference activities	CINZ		Oct 2016
	Support Tourism New Zealand's business events programme to increase success rate of attracting international conferences. Participate in Conference Assistance Programme where appropriate	HWT/ TNZ	Bureau Partners	On going
	Develop relationships with key business sectors to leverage value through business and delegation hosting, field, education trips	HWT	Chambers of Commerce, NZTE	On going

	Produce promotional collateral (print and digital) to support CB operations and business events activity – directory, imagery, sales sheets/tools	HWT	Digital/print agencies	July-Nov 2016
	Facilitate at least one joint international conferencing event with Tourism New Zealand	HWT	Tourism NZ	April 2017
	Undertake sales calls in five key New Zealand target markets: Auckland, Wellington, Waikato, Bay of Plenty and Taranaki, Palmerston North	HWT	Bureau Partners	On going
	Coordinate at least three hosted client events in various New Zealand markets: Auckland, Hamilton and Wellington	HWT	Bureau Partners	On going
	Coordinate "Showcase Waikato" for internal buyers/conferences	HWT	Bureau Partners	May 2017
	Coordinate at least one mega famil for national buyers	HWT	Bureau Partners	Dec 2016
	Coordinate pre-MEETINGS famil for Australian buyers	HWT	CINZ	June 2017
	Coordinate Tourism New Zealand famils as required and appropriate	HWT	Tourism NZ	On going
	Coordinate individual/group client famils and hosting of clients as required	HWT	Bureau Partners	On going
	Attend and coordinate regional presence at key trade show events <ul style="list-style-type: none"> • AIME Australia • Convene • Meetings • Associations National Conference Australia • PCO Conference Australia 	HWT & Convention Incentives NZ	Bureau Partners/	Feb, Apr, Jun, Aug, Nov 2017
	Investigate and secure PR opportunities with identified media outlets	HWT		Ongoing
	Write and distribute 4 client newsletters to client database and updates to partners	HWT	Bureau Partners	Sep 16 Dec 16, Mar 17, Jun 17
	Organise four Partner Update networking events	HWT	Bureau Partners	Sep 16, Dec 16, Mar 17, Jun 17
	Participation in the Convention Activity Survey (MBIE)	HWT		

Digital

Introduction

Digital channels are widely used to research, plan and book travel. Digital marketing allows targeted messages to be delivered to specific market segments at a much lower cost than traditional mediums. HWT manages a range of digital platforms. Hamiltonwaikato.com is the primary portal for Waikato enquiries and "call to action" for HWT's marketing and promotional activities. HWT will ensure that all its content is relevant and engaging, optimised for both desktop and mobile devices and that all digital channels are maximised and performing well.

Objectives

- Hamiltonwaikato.com is the region's main portal for visitor information
- To provide an attractive, effective and user-friendly platform for HWT's marketing & communications
- To provide relevant & up to date content to consumers, tourism trade, media & industry
- To provide comprehensive tourism operator information that encourages greater conversion & purchase of visitor experiences
- To utilise a range of social media platforms to increase profile & engagement with target audiences

Action	Delivery lead	Partners	Timeframe
Integration of Chinese language website	HWT	Terabyte	Dec 16
Benchmarking – annual review of current performance and strategy for growth/development	HWT	Digital agencies	Ongoing
Ensure hamiltonwaikato.com is performing effectively through: <ul style="list-style-type: none"> • Benchmarking against historical performance, peers etc • Quality & new content - written, imagery, videos • SEO/SEM • 'Beyond the click' metrics • Social media channels – Facebook, Twitter, YouTube, Instagram 	HWT	Digital Agencies	Ongoing
Support 3 rd party websites with content including newzealand.com and ensure H&W operators are well represented online incl Tourism NZ	HWT	Tourism New Zealand i-SITEs Operators Media Trade	Ongoing

Action	Delivery lead	Partners	Timeframe
		Events	
Continue to undertake a linking strategy (to other key websites)	HWT	Key stakeholders	Ongoing
Trade, media, Chinese language & industry sites maintained & updated	HWT		Ongoing

Industry and Product Development

Introduction

The H&W region's long term success as a destination depends on its ability to achieve critical mass of high quality visitor infrastructure and compelling experiences and products. This will be achieved through the expansion of new experiences that leverage H&W's competitive advantages.

A key focus for 2015-16 has been the completion of the Tourism Opportunities Plan (TOP) to identify future opportunities for development across the region. The TOP sets the direction and priorities for HWT's work over the next three to five years. HWT will work alongside the public and private sectors to facilitate/progress the development opportunities as identified. A more detailed work plan will be distributed in July/August.

In addition, HWT will continue to provide broader support to the visitor sector through business and tourism cluster groups, provide regular dissemination of relevant information, and facilitate opportunities for operator networking and development.

Objectives

- To identify and facilitate opportunities for new and enhanced visitor infrastructure and experiences to strengthen the region's visitor proposition
- To provide up-to-date industry information and research
- To provide opportunities for industry collaboration & networking
- To provide opportunities for operator up-skilling & development

Action	Delivery lead	Partners	Timeframe
Industry Development & Communications			
Facilitate regular industry events <ul style="list-style-type: none"> • Tourism conference (1) • Tourism symposium/networking event (1) 	HWT	Industry/Stakeholders	Nov 16 & April 17

Action		Delivery lead	Partners	Timeframe
	Provide regular industry communications <ul style="list-style-type: none"> • Via Hamiltonwaikato.com/industry • Industry newsletters • Industry events 	HWT		Ongoing
	Continue key actions as outline in i-SITE Charter <ul style="list-style-type: none"> • Cross selling event (1 per annum) • Visitor Guide coordination, selling, promotion • Regular communication (bi-monthly newsletters) 	HWT & i-SITE Network	Individual i-SITEs	
	Coordinate operator capability building opportunities <ul style="list-style-type: none"> • Travel trade • Digital • China Market • Health & Safety 	HWT	Industry specialists	On going
	Provide sector information and support referrals for new and existing tourism operators	HWT	Tourism Operators	On going
Product Development				
	Facilitate the implementation of the Tourism Opportunities Plan in partnership with the public and private sectors. Work plan to follow in July/August.	HWT	Local Govt/Private Sector, other stakeholders	July/August – then Ongoing
	Leverage high performance sport as a driver of visitation through increased engagement and promotional support e.g Masters Games, Lions Tour	HWT	Sporting bodies/event organisers	As scheduled
	Provide input into local govt plans and strategies for future growth of the region's sector	HWT	Local Govt	Ongoing
	Provide facilitation and support for business and tourism cluster groups who have a desire to grow and develop their visitor offering	HWT	Cluster groups	Ongoing
	Identify and prepare applications for funding to progress development projects and feasibility and business case activity	HWT		Ongoing

Action		Delivery lead	Partners	Timeframe
	Provide information and business development assistance as required to a range of interests within the industry	HWT		Ongoing
	Provide timely collation/dissemination of visitor data and research to HWT team, industry and stakeholders	HWT	MBIE	Ongoing

Stakeholder Relationships

Local government and central government agencies (e.g. Department of Conservation) have a critical role to play in the growth and development of the visitor sector. The H&W region's local/regional government(s) collectively have significant influence over many of the environments that visitors spend time in (demand side perspective), and also develop and enforce the planning and regulatory frameworks that tourism operators must comply with (supply side perspective). Public sector support is therefore a critical success factor for the growth and development of the tourism industry in the region. The H&W region's city and six districts have supported HWT since its inception in 2011 and more recently provided additional funding to enable HWT to increase its current activities as well as expand its scope into product development. It is through this collaborative approach that HWT is able to generate significant investment from tourism operators, resulting in further leverage of local government's investment and a strong and successful public/private partnership between all parties.

Objectives

- To maintain strong relationships and deliver value to HWT local government, central government & the tourism sector partners
- To continue to raise the profile of the visitor economy as a key economic contributor to the region
- HWT is recognised and valued as a high performing lead organisation within the tourism industry and wider HWT community
- To develop & implement business partnership programmes that are supported by the tourism industry
- To represent the region's interests at national level through events, forums and organisations
- Documentation prepared, distributed and approved within required timeframe by shareholder and partner councils
- Reporting requirements completed, received and approved by shareholder and partner councils in timely manner
- Industry support and investment maintained in top 5 regions in New Zealand (RTONZ Survey)

Action		Delivery lead	Partners	Timeframe
	Production of key documentation for stakeholders: <ul style="list-style-type: none"> • Statement of Intent • Service Level Agreement / Schedule of Services 	HWT	WRAL, Councils	Feb-May 2017

Action	Delivery lead	Partners	Timeframe
Preparation of partnership programmes <ul style="list-style-type: none"> • Leisure, trade, media • Convention Bureau 	HWT	Tourism operators	April – May 2017
Reporting to stakeholders: <ul style="list-style-type: none"> • Funding Councils – six month & yearly • Hamilton Airport (parent company) quarterly, annually • Industry – bi-annually • Council Representative Committee meetings (bi-annually) • Industry Advisory Group meetings (three – four times) • Interim & Annual Report against SOI (WRAL) 	HWT		Ongoing
Reporting re campaigns & activities to tourism partners	HWT		As campaigns completed
Regional Representation at national level <ul style="list-style-type: none"> • Explore Central North Island • Tourism Industry Association of New Zealand • Tourism New Zealand • Ministry of Business, Innovation and Enterprise 	HWT		Ongoing

Six Monthly Report to Hamilton City Council
1 July – 31 December 2016

Executive Summary

Hamilton & Waikato Tourism (HWT) is the region's Regional Tourism Organisation (RTO) whose role is to generate competitive economic benefit through visitor sector strategies focused on increasing visitor length of stay and spend. HWT is funded through a public/private partnership with the region's seven local authorities and the tourism industry.

New Zealand's tourism industry is experiencing exponential growth with international visitor arrivals and expenditure at its highest level ever. The Hamilton and Waikato region has shared in this significant growth.

Recent data released by the Ministry for Business, Innovation and Employment (MBIE) show the region's visitor expenditure has climbed to \$1.397 billion for the 12 months ended December 2016, an 8% increase on the previous year. Hamilton and Waikato is the fifth largest region by expenditure behind Auckland, Christchurch, Queenstown and Wellington. A comparison of Hamilton's performance against other major metropolitan centres is provided below.

City / region (by territorial authority)	Regional Tourism Organisation	Annual visitor expenditure (year ending December 2016)
Auckland	Auckland Tourism, Events & Economic Development (ATEED)	\$7.486 billion
Queenstown-Lakes District	Destination Queenstown	\$2.59 billion
Christchurch City	Christchurch & Canterbury Tourism (CCT)	\$2.17 billion
Wellington City	Wellington Regional Economic Development Agency (WREDA)	\$1.69 billion
Hamilton City	Hamilton & Waikato Tourism (HWT)	\$783 million (\$1.397b for Waikato RTO)
Rotorua District	Destination Rotorua	\$773 million
Tauranga City	Tourism Bay of Plenty	\$716 million
Dunedin City	Tourism Dunedin	\$695 million
Taupō District	Destination Great Lake Taupō	\$583 million

Currently international visitors contributed an estimated \$337 million to the region, while domestic spend delivered \$1.06 billion. Commercial guest nights are also growing with an estimated 6.89 million guest nights in the region, an increase of 6.3% on the previous year.

Hamilton & Waikato Tourism continue to successfully deliver a significant return on investment based on the council funding provided by the seven councils across the region. A comparison of visitor spend per dollar of council funding is provided below.

Regional Tourism Organisation	Total annual council funding (2016-2017)	Council funding per rateable property	Visitor spend per dollar of council funding
Auckland (ATEED)	\$7,365,764	\$14	\$1,008
Wellington (WREDA)	\$6,506,530	\$82	\$314
Destination Rotorua	\$3,991,465	\$139	\$181
Destination Queenstown	\$3,349,394	\$220	\$575
Christchurch & Canterbury	\$3,278,917	\$20	\$874
Enterprise Dunedin	\$2,042,000	\$37	\$339
Destination Great Lake Taupō	\$1,750,000	\$80	\$303
Tourism Bay of Plenty	\$1,848,361	\$16	\$574
Hamilton & Waikato Tourism	\$1,215,000	\$6	\$1,092

Governance & operations

Jason Dawson was appointed Chief Executive Officer to Hamilton & Waikato Tourism Limited (HWT) following the departure of Kiri Goulter. Jason joined the organisation in August 2016. Amber Doughty joined the organisation in July 2016 as its new Administration & Marketing Assistant.

Graeme Osborne retired from the HWT Board in October 2016 and Annabel Cotton was appointed Chair in November 2016. Karleen Turner-Puriri and Malcolm Phillipps were appointed as directors from 1 January 2017. They join Don Scarlet (Mercury), Simon Douglas (AA New Zealand) & Mark Morgan (Hamilton Airport) on the Hamilton & Waikato Tourism board.

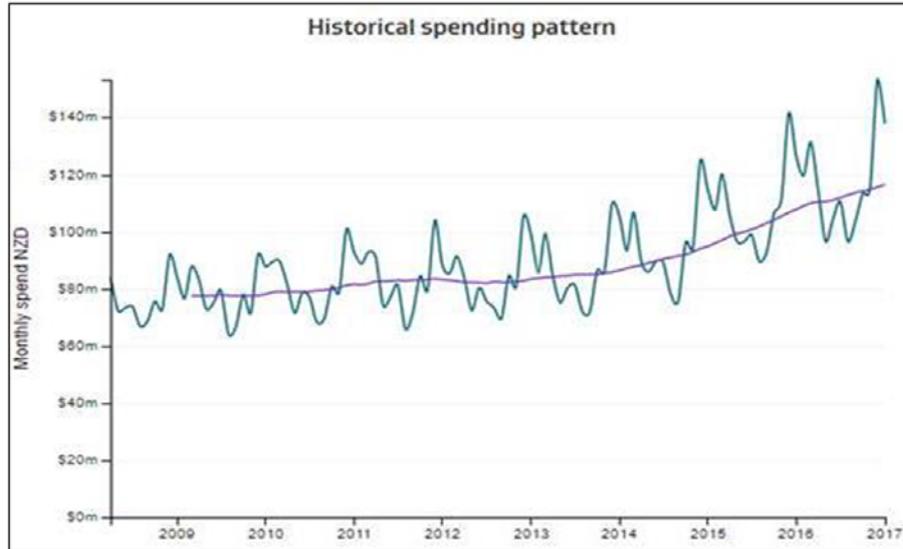
Performance targets

Hamilton & Waikato Tourism (HWT) have seven performance targets which are set in the 'Schedule of Services for Local Government 2016-2017'. HWT and the sector have performed well in the previous six months (1 July to 31 December 2016).

Measure	Result
 Visitor nights 5% increase of total visitor nights' vs national	 6.3% for Hamilton & Waikato 6.2% national growth rate (Year ending December 2016)
 Visitor spend 5% increase in visitor spend across the region	 8% increase on previous year \$1.397 billion annual expenditure (Year ending December 2016)
 Conventions & business events Grow market share of business events from 9% to 10%	 11% market share Third largest region behind Auckland & Wellington (Year ending December 2016)
 Visitor awareness & perceptions Improve by 3 points, including Waikato residents	 To be completed This research is conducted in June 2017.
 Website: hamiltonwaikato.com 20% increase in website visits on previous year	 14.05% increase on previous year (1 July 2016 – 31 Jan 2017)
 Industry investment \$400,000 of industry contributions towards marketing activities	 \$354,971 international & domestic partnerships, trade show investment, famil in-kind contributions and visitor guide sales (Year ending December 2016)
 Return on investment Total visitor spend per dollar of HWT spend	 \$1,092 Visitor spend per dollar of council funding \$0.90c Commercial guest nights per dollar of council funding (Year ending December 2016)

Visitor statistics and expenditure

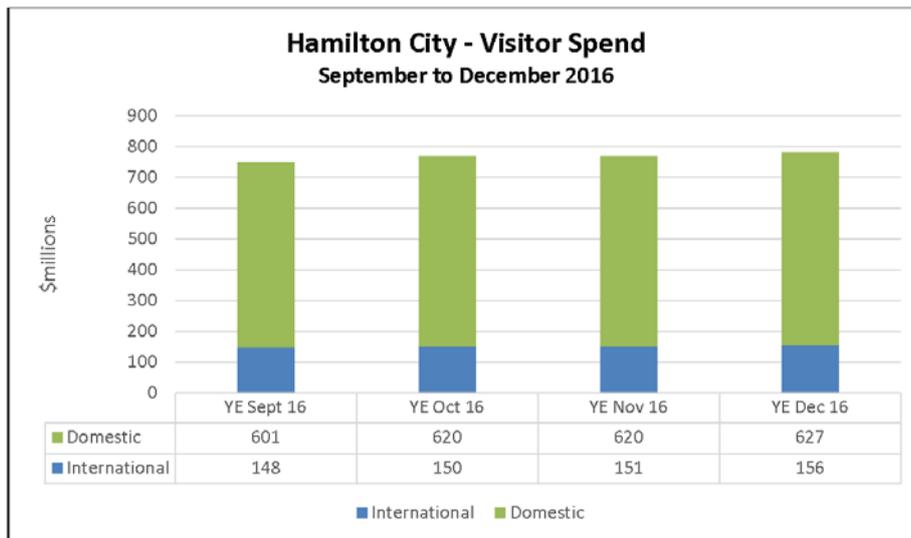
Hamilton & Waikato Regional Tourism Organisation



Source: Monthly Regional Tourism Estimates, MBIE (December 2016)

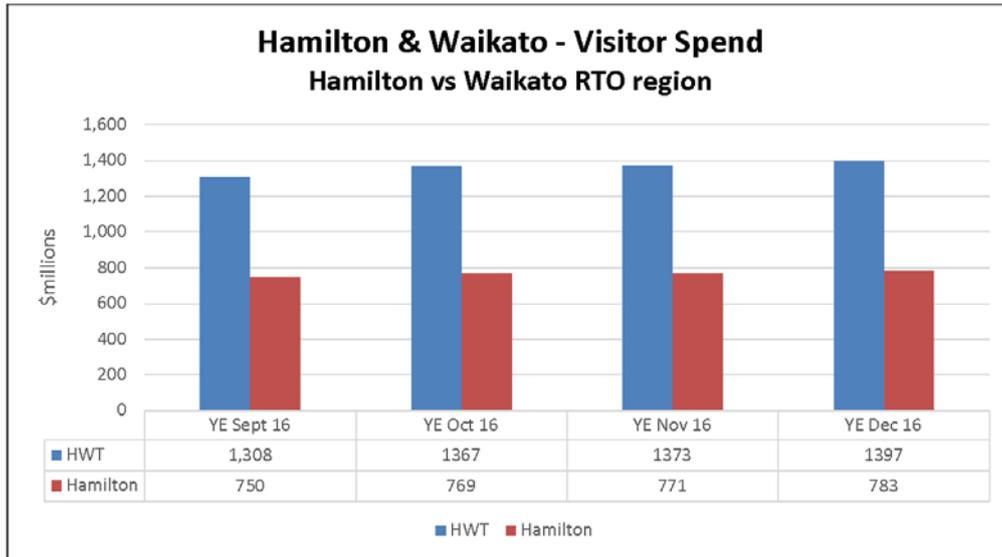
Visitor expenditure in Hamilton

Visitor expenditure data is measured by the Ministry of Business, Innovation and Employment (MBIE) in the Monthly Regional Tourism Estimates (MRTE). Data was originally captured at a regional level only. However, from September 2016 we can now provide data at a territorial local authority level.



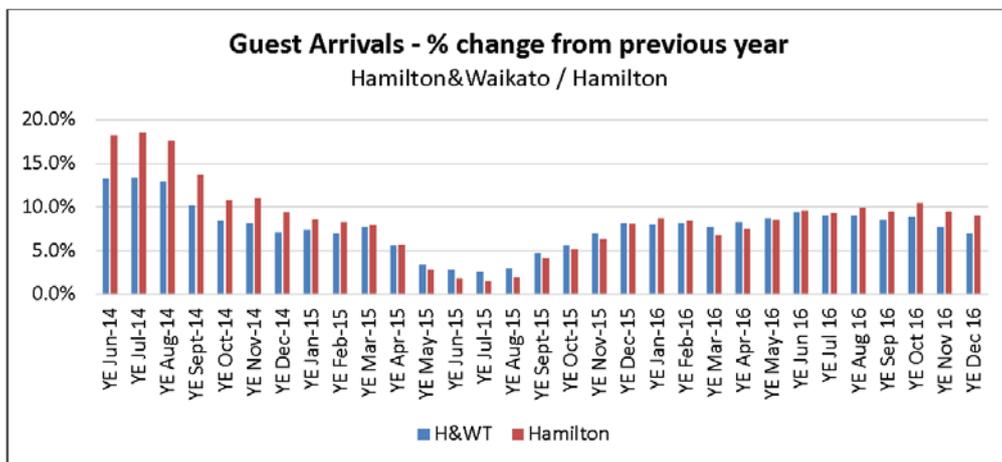
Source: Monthly Regional Tourism Estimates, MBIE (December 2016)

A comparison of visitor expenditure data for Hamilton against the rest of the Hamilton & Waikato Tourism region is provided below.



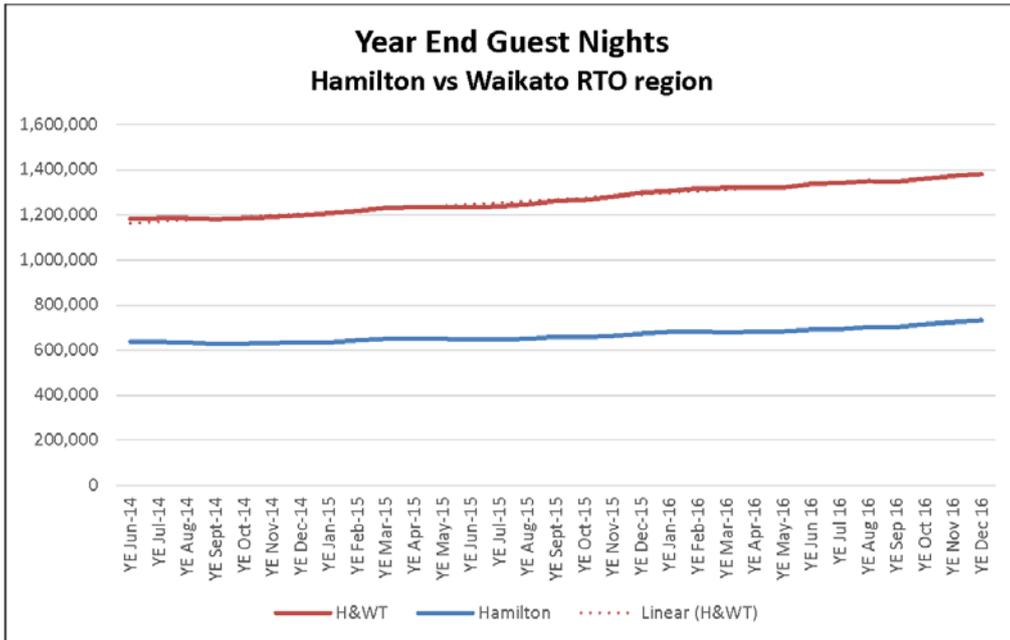
Source: Monthly Regional Tourism Estimates, MBIE (December 2016)

Following a period of slow growth in 2015, guest nights have increased over 2016 in Hamilton. Guest nights have also remained buoyant throughout the shoulder season in 2016.



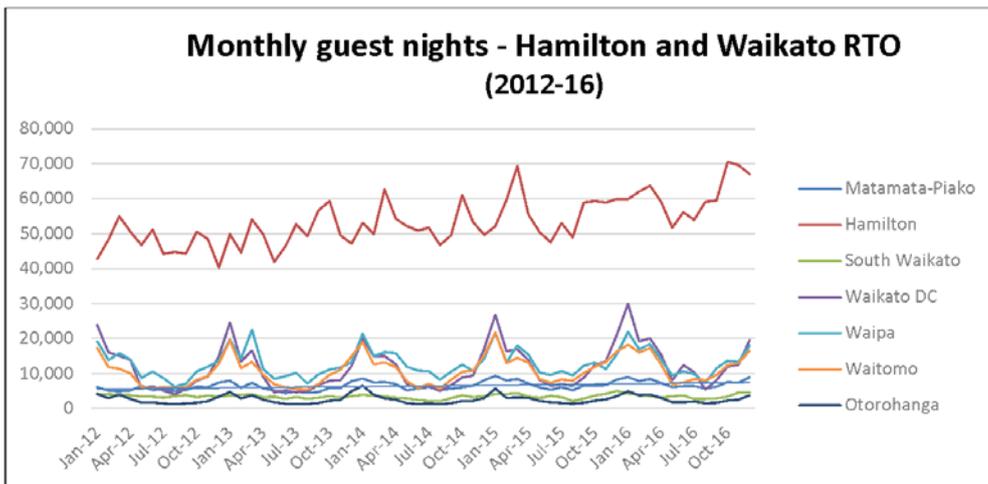
Source: Commercial Accommodation Monitor, Statistics NZ (December 2016)

Commercial guest nights (hotels, motels, backpackers & holiday parks) for Hamilton continued to grow and peaked at 732,000 (year ending December 2016). The trend continues to show strong growth and investment opportunities for commercial accommodation in Hamilton.



Source: Commercial Accommodation Monitor, Statistics NZ (December 2016)

A comparison of monthly commercial guest nights across the Hamilton & Waikato regional tourism area between January 2012 to October 2016 is provided below. Based on the significant amount of commercial accommodation in Hamilton, the city leads the monthly guest nights year on year.



Source: Commercial Accommodation Monitor, Statistics NZ (December 2016)

Trade & leisure marketing

Our first Short Escapes domestic campaign of the year ran over the month of October 2016 in our key markets of Auckland, Wellington, Christchurch, as well as neighbouring regions Bay of Plenty and Taranaki. The first Explore Your Own Backyard campaign also took place in December 2016, encouraging locals to explore the Hamilton & Waikato region over the Christmas period.

Hamilton & Waikato worked with Tourism New Zealand on a \$1m NZD consumer campaign in the eastern seaboard of Australia during July-August 2016. Other campaign partners included Northland, Auckland, Coromandel, Bay of Plenty, Rotorua, Taupō and Ruapehu, key tourism operators, Flight Centre and Air New Zealand. The campaign targeted first time arrivals as well as repeat visitors, promoting touring holidays in the shoulder season of September-November 2016.

The 2017 Official Hamilton & Waikato Regional Visitor Guide was published in December 2016 and distributed through New Zealand i-SITEs, airports, national and international trade shows, Tourism NZ off-shore offices and conference delegate packs. The guide operates on a cost-neutral basis with advertising sales paying for production and distribution.

HWT participated in a travel trade event for the Middle-earth partnership product, Experience The Trilogy. Over 100 Australian travel trade attended the event which was also supported by Auckland Tourism, Events & Economic Development (ATEED), Destination Rotorua, Hobbiton Movie Set, Great Sights, Air New Zealand, Tourism New Zealand, Te Puia and Discover Waitomo (THL).

HWT has continued its participation in the 'Explore Central North Island' (ECNI) collective which is an international marketing alliance with Rotorua, Taupō, Coromandel, Bay of Plenty, Ruapehu and Hawke's Bay regional tourism organisations. ECNI collective activity during this period including joint-trade training missions in the USA and Canada, in partnership with Tourism New Zealand.

Hamilton & Waikato Tourism's bi-annual Industry Symposium for regional tourism operators, accommodation providers, partners and council funders was held on 23 November 2016. The event was held in the new Hamilton Airport event space and attracted over 120 attendees.

Marketing activity for Hamilton City

A summary of specific trade and leisure marketing for Hamilton is detailed below.

Target market	Campaign or activity	Hamilton experiences profiled
International consumer and travel trade - Australia	Tour the North Island Campaign July - August 2015	Hamilton Gardens, Waikato River Explorer, Waikato Museum, Helicorp, Sudima Hotel Hamilton, Novotel Tainui Hamilton, Distinction Hotel Hamilton, Bella Vista

Target market	Campaign or activity	Hamilton experiences profiled
Media – domestic & international	Media hosting and famils profiling Hamilton: <ul style="list-style-type: none"> • Domestic: NZ Herald Travel Magazine • Australia: ABC Radio, Body and Soul • Brazil: Lugar Incomum • Singapore: The Strait Times • Japan: Sekai Fushigi Hakken • USA: LA Magazine, Destination I Do • Indonesia: MyTrip TV, Kompas.com • UK: Lions 1 Year to Go Press Trip 	SKYCITY Hamilton, Hamilton Gardens, Waikato River Explorer, Sudima, Novotel, Ibis, Good George, Waikato Museum, Clarion Suites, Chim Choo Ree, Gothenburg
Travel Trade - events	Experience the Trilogy Event, Australia - Nov 16	Internationally trade-ready product: Hamilton Gardens, Sudima Hotel Hamilton, Novotel & Ibis Tainui Hamilton, Distinction Hotel Hamilton
Travel Trade - famils	Hamilton profiled in following trade famils: <ul style="list-style-type: none"> • Infinity Incentive Winners - Aug 16 • Qantas Holidays Hunter Travel – Aug 16 • Indian Product Managers – Oct 16 • Australian All Star Frontliners – Itinerary 7 – Oct 16 • Australian All Stars Frontliners – Itinerary 6 - Oct 	Novotel, Hamilton Gardens, SKYCITY Hamilton
Travel Trade – Explore Central North Island Alliance	HWT are part of the Central North Island RTO alliance known as ‘Explore Central North Island’ which includes the two touring routes – The Thermal Explorer Highway and the Pacific Coast Highway <ul style="list-style-type: none"> • ECNI USA / Canada Roadshow, September 16 	Internationally Trade-Ready Product: Hamilton Gardens, Sudima Hotel Hamilton, Novotel & Ibis Tainui Hamilton, Distinction Hotel Hamilton
Domestic – consumer	Hamilton was profiled as part of regional promotions in the following publications: <ul style="list-style-type: none"> • Kia Ora Magazine – July 2016 (6 page feature on Hamilton) • Let’s Go Kids • What’s Up Motel Compendium • Waikato Dining Guide • Fitness Journal – November • Fitness Journal – September • 4 Kids – December • Weekend Magazine – Oct 16 • Travel Magazine – Oct 16 	Hamilton Gardens, Hamilton city river paths, Good George, Hamilton Mountain Bike Park, Duck Island, Chim Choo Ree, River Kitchen, Gothenburg, Dough Bros, Hamilton City Night Markets, Kiwi Balloons Company, Riff Raff Statue, Hamilton Farmers Market, Ventura Inn, Te Awa The Base, Hamilton Zoo, Sudima, Novotel, Waikato Museum

Target market	Campaign or activity	Hamilton experiences profiled
Domestic consumer – Auckland, Bay of Plenty & Taranaki, Wellington, Rotorua, Christchurch	‘Short Escapes’ campaign – October 16	Hamilton Gardens, SKYCITY Hamilton, Novotel Tainui Hamilton, Hamilton Zoo, Waikato Museum, Sudima Hamilton, The Base, Ibis Tainui Hamilton, Hamilton Lake, Bridge to Bridge Waterski Classic, ANZ Cricket Series, Round the Bridges, Hamilton Airport, Hamilton Gardens Scarecrow Festival, Gourmet in the Gardens
Domestic consumer - local, Hamilton & Waikato	‘Explore Your Own Backyard’ campaign, Dec 16 – Jan 17	Hamilton Gardens, SKYCITY Hamilton, Novotel Tainui Hamilton, Hamilton Zoo, Waikato Museum, Sudima Hamilton, The Base, Ventura Inn & Suites, Ibis Tainui Hamilton, Hamilton Gardens Arts Festival, BlackCaps v Australia, Jim Jeffries, Gourmet in the Gardens, Hamilton Lake
Domestic consumer – Chinese New Zealanders	Ongoing campaign activity has continued through our Weibo social media channel, blogs, forums, etc	Disney on Ice, Hamilton Lake, All Blacks v Argentina, Rocky Horror Statue, Taitua Arboretum, Hamilton City, Hamilton Gardens, SKYCITY Hamilton, Novotel Tainui Hamilton, Sudima Hamilton
Domestic & International consumer	The Cycling and Mountain Biking Tourism Marketing Network activity continues to promote cycling and mountain biking within our alliance area, including the development of the website www.ride.nz	Hamilton City cycling experiences featured include City River Cycleways, Hamilton Mountain Bike Park, Te Awa - The Great NZ River Ride
Domestic & International consumer and trade	2017 Hamilton & Waikato Regional Visitor Guide	Hamilton city profiled in ‘Regional highlights’ section as well as ‘Hamilton city’ section. A number of Hamilton-based operators have also advertised
Domestic & International consumer	HWT ran an Instameet in November 2016 where we hosted 7 key social media influencers in the region over a weekend	Hamilton Gardens, SKYCITY Hamilton, Ibis Tainui Hamilton

Target market	Campaign or activity	Hamilton experiences profiled
Domestic & international consumer, travel trade and media	Quarterly e-newsletters are distributed to our consumer, trade and media databases	Hamilton Gardens, Novotel Tainui Hamilton, Sudima Hamilton, Australia v BlackCaps, Hamilton Gardens Arts Festival, Balloons Over Waikato, Waikato Museum, Hamilton Zoo, SKYCITY Hamilton, Hamilton Gardens Picnic, Ventura Inn & Suites, The Base, Gourmet in the Gardens, The Rocky Horror Show, The Gruffalo, Round the Bridges, Rugby League World Cup, Claudelands Conference & Exhibition Centre, Ferment Fest, Bridge to Bridge Waterski Classic, Distinction Hamilton, Ibis Tainui Hamilton
Domestic & International consumer	Hamilton profiled through HWT's various social profiles including Facebook, Instagram, Twitter and YouTube.	Ferment Fest, Matariki Dish Challenge, Classics Museum, Restaurants, Farmers Markets, River Paths, Hamilton Lake, Gourmet in the Gardens, Kai for Kaikoura, Hamilton Gardens, SKYCITY Hamilton, Hamilton Zoo, Waikato Museum, The Base, Novotel Tainui Hamilton, Sudima Hamilton, Taitua Arboretum, Hamilton Christmas Lights, Rugby League World Cup Announcement, Disney on Ice, David Bowie, All Blacks v Argentina, Hamilton Half Marathon, The Gruffalo, Hamilton Gardens Scarecrow Festival, Grease, Round the Bridges, Waikato River Explorer,

Conventions & Business Events

The inaugural Hamilton & Waikato Tourism Business Events Showcase was held in August 2016 which attracted 42 exhibitors and attended by 117 business event buyers.

The HWT Convention Bureau participated in a joint sales mission with Claudelands and Hobbiton Movie Set to Sydney which attracted support from Tourism NZ.

HWT hosted the Conventions & Incentives New Zealand (CINZ) conference in October which was the first time the conference has been held in the region since its inception 40 years ago.

In December, HWT hosted its annual national mega famil with 20 high value New Zealand conference buyers in the region for three days.

Bidding for international conferences has become a key activity of the convention bureau with the support of the Conference Assistance Programme from Tourism New Zealand. The following international conferences have been secured with this programme:

- IT Security Techniques (April/May 2017)
- Australia & New Zealand Garden History Society (November 2017)
- International Society for River Science (November 2017)
- IEEE Industrial Electronics for Sustainable Energy (February 2018)
- Native American and Indigenous Studies Association (June 2019)
- International Conference on Polar & Alpine Microbiology (September 2019)

Activity	Event
Famils	Herbalife conference famil – Tourism New Zealand (August 2016)
	Air New Zealand & Tourism NZ incentive managers (August 2016)
	Panorama Tours (September 2016)
	Wayne Harris (October 2016)
	Waikato Pre-CINZ Famils – Hamilton Gardens & Waikato River (October 2016)
	Mega-famil – conference buyers (December 2016)
Trade Shows & sales runs	Tourism NZ Sydney sales mission – with Hobbiton & Claudelands (August 2016)
	Australian Society of Association Executives (AuSAE), Auckland (October 2016)
	Professional Conference Organisers (PCO) Conference, Brisbane (November 2016)
Enquiries	113 (July – December 2016)
Editorial and advertising	BIZ Hamilton (August 2016)
	Meeting Newz & e-newsletter (July, August, September, October & December 2016)
	Waikato Business News (December 2016)
	2017 Business Events directory printed (December 2016)

Product development

After 12 months of consultation and development, the Tourism Opportunities Plan was adopted and launched. The Plan provides a framework and direction for delivering new and improved tourism experiences over the next 10 years that have the potential to drive growth in the tourism sector and its contribution to the regional economy.

The objectives of the Tourism Opportunities Plan are to:

- Review and confirm the region’s visitor proposition including different parts of the region.
- Provide recommendations for the development of visitor experiences and infrastructure to support and enhance the tourism proposition.
- Provide investment recommendations and priorities to guide local government planning and resources, and private sector investment.

The key focus of the Plan is based around five game-changers:

1. Waikato River
2. Brand Strategy
3. Hamilton City Riverfront
4. Kiingitanga Story
5. Regional Events Strategy

Current visitor attractions

The primary ‘hero’ visitor attractions within the Hamilton & Waikato regional tourism area are:

- Hobbiton Movie Set;
- Waitomo Caves; and
- Hamilton Gardens.

Our other key visitor attractions are:

Natural attractions	Trails
<ul style="list-style-type: none"> • Te Waihou / Blue Springs • Wairere Falls, Mt Te Aroha • Bridal Veil Falls • Marokopa Falls • Hakarimata Scenic Reserve • Mangapohue Natural Bridge • Taitua Arboretum • Hot Water Beach, Kawhia • Lake Karapiro • Lake Serpentine, National Wetlands Centre 	<ul style="list-style-type: none"> • Te Awa – The Great NZ River Ride • Hamilton city river path • Hauraki Rail Trail • Waikato River Trails • Timber Trail • Otorohanga Kiwiana Walk • Talking Poles, Tokoroa • Raglan Mountain Bike Park • Te Miro Mountain Bike Park • Herd of Cows, Morrinsville

Activity attractions	Iconic Destinations
<ul style="list-style-type: none"> • Hamilton Zoo • Otorohanga Kiwi House • Sanctuary Mountain Maungatautari • Hampton Downs • Zealong Tea Estate • Waikato River Explorer • Good George Brewery • Te Aroha Mineral Spas • Waikato Museum • SKYCITY Hamilton • Wallace Art Gallery • Middle-earth film locations 	<ul style="list-style-type: none"> • Cambridge • Raglan • Hamilton • Waitomo • Morrinsville & Te Aroha • Tirau • Rangiriri

These are not provided as an exclusive list of all attractions within the Hamilton & Waikato region. Events are also a major visitor attraction to the region.

Activating tourism opportunities in Hamilton

Opportunities were grouped around 'experiences' with specific activities in Hamilton identified for development including:

- **Discover Your Own Backyard:**
 - Hero: Hamilton Gardens
 - Emerging: Themed-drive Itineraries, Waikato Museum
 - New: Agri-Tourism – Hamilton Farmers Market have plans for growth
- **Middle-Earth & Beyond:**
 - Emerging: Cluster of Conservation – Hamilton Zoo
- **Inspiring Pathways:**
 - Emerging: Home of Cycling – Te Awa Cycle Trail; Waikato Regional Council cycle trail MoU
 - Emerging: Waikato Walks
 - New: Sports Tourism – Te Awa Lakes development

Programme	HWT role	Hamilton City activity
Game Changer	Lead	Regional Events Strategy
Game Changer	Lead	Regional Brand Strategy
Game Changer	Support	Waikato River
Game Changer	Support	Kiingitanga

Programme	HWT role	Hamilton City activity
Game Changer	Support	Hamilton City Riverfront (River Plan)
New product development	Support	Off The Beaten Track (Classic Events), Hamilton Adventure Park (Te Awa Lakes)
Product enhancements	Support	Carrington Tours/Limos, Good George – brewery tours, Waikato Museum

To find out more and download a copy of the Tourism Opportunities Plan:
www.hamiltonwaikato.com/TOP

Conclusion

The record growth of New Zealand's visitor sector is forecast to continue for the foreseeable future. Although this growth is positive for regional economies, it also presents new opportunities and challenges.

The growth has seen seasonal peak periods become increasingly busy allowing tourism operators to benefit from this strong demand. This high demand has resulted in capacity constraints and placed pressure on infrastructure such as roading, parking, water and sewerage or recreational amenities, as well as long-term infrastructure such as accommodation facilities.

Finally, we would like to thank our local government and industry partners for their continued support of Hamilton & Waikato Tourism.

Jason Dawson
Chief Executive
 Hamilton & Waikato Tourism
 March 2017

Committee: Growth and Infrastructure Committee

Date: 28 March 2017

Report Name: Rotokauri Growth Cell

Author: Alice Morris

Report Status	<i>Open</i>
Strategy, Policy or Plan context	<i>Partly Operative District Plan 2016; Hamilton Urban Growth Strategy</i>
Financial status	<i>N/A</i>
Assessment of significance	<i>Having regard to the decision making provisions in the LGA 2002 and Council's 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

- To inform the Growth and Infrastructure Committee on the planning and investment framework for the Rotokauri growth cell.

3. Executive Summary

- Rotokauri is identified as a growth cell in the Hamilton Urban Growth Strategy ('HUGS').
- The Rotokauri Structure Plan has been in place since 2011 under the 2012 Operative District Plan ('ODP'). The structure plan identifies a two-stage development approach.
- Council has implemented a planning framework for Rotokauri as set out in the Structure Plan in the 2016 Partly Operative District Plan ('PODP'). The framework supports residential, business and industrial development in Stage 1.
- The current Long Term Plan ('LTP') sets out the funding programme for infrastructure to service the Rotokauri area.
- There are five key projects that need to be completed to support the full development of Stage 1:
 - the Integrated Catchment Management Plan ('ICMP');
 - the Rotokauri Floodway;
 - bulk water mains;
 - waste water interceptor; and
 - strategic internal transport networks (e.g. minor arterials roads).
- To release Stage 2 there would need to be a plan change to embed the urban zoning framework as set out in the Structure Plan, an updated ICMP, and additional LTP funding.

10. Housing Infrastructure Fund ('HIF') finances are being sought to cover Council's existing funding gap for both the floodway and minor arterial transport network construction to support Stage 1.

Recommendation from Management

That the Growth and Infrastructure Committee receive the report.

11. Attachments

12. Attachment 1 - Locality Plan
13. Attachment 2 - Rotokauri Chronology of Events
14. Attachment 3 - Key Infrastructure
15. Attachment 4 - Maps
16. Attachment 5 - Growth Capital Programme

17. Key Issues

18. Hamilton Urban Growth Strategy (HUGS)
19. The Rotokauri growth cell is an area of approximately 955 ha to the north-west of the Te Rapa area. It was brought into the City from the then Waikato County (now the Waikato District) as a consequence of the 1989 Local Government Reforms. This area, along with Rototuna and Peacockes, was incorporated into Hamilton City to provide for long-term development and city growth. (Refer to Attachment 1)
20. Through the development of HUGS in 2008, Rotokauri is identified as one of the four growth cells within Hamilton City. Stage 1 of Rotokauri been identified for development in the short to medium term (2009-2023). Stage 2 will be developed after the Peacocke Growth Cell. (Refer to Map A, Attachment 4, which shows the extent of Stages 1 and 2).
21. Structure Plan Elements
22. A Structure Plan has been developed for the Rotokauri area.
23. Structure planning sets out the development suitability, land use constraints and opportunities, transportation network connection requirements, indicative open space areas and major infrastructure needs to enable development of an identified growth area. It also aligns with the Council's HUGS and the Regional Policy Statement ('RPS') for growth planning.
24. The 2011 Rotokauri Structure Plan ('the Structure Plan') divided the area into two stages, to reflect land release planning in accordance with the HUGS and the LTP infrastructure programme:
 - Stage 1 was zoned to enable immediate development potential;
 - Stage 2 was zoned Future Urban.
25. The Structure Plan also set out the future intent of Stage 2 to include extensive open space, residential, commercial and industrial areas.
26. District Plan Provisions
27. At the time the area was brought in to Hamilton City in 1987 from Waikato County it was zoned Rural.

28. Attachment 2 sets out the timeline from 1989 through to 2016 during which the area has been rezoned under the Hamilton City planning framework. Key planning milestones have been the:
- rezoning from Rural to Future Urban in 1997;
 - introduction of the structure plan framework via Variation 18 in 2007, with all appeals settled and the Structure Plan operative in 2011 in the ODP; and
 - settlement of appeals in 2012 to the now PODP which has enabled a larger area to be available for immediate development.
29. The PODP zones the area within Stage 1 as follows (Refer to Map B, Attachment 4):
- 90ha of General Residential zoned land, allowing sites over 400m² in area and mainly single or duplex dwellings;
 - 98ha of Special Natural zoned land which allows for residential development with a density between 350m² to 600m² depending on location, while still protecting the ridgeline character identified in the Structure Plan within Rotokauri. It is anticipated the majority of residential development in this area will consist of single dwelling sites;
 - 41ha for medium density residential land located adjacent to the proposed town centre, encouraging a mix of higher-density living consisting of duplex and apartment developments;
 - 7.5ha of business zone 6 – neighbourhood centre for the purpose of establishing a town centre to service the Rotokauri residential development;
 - 75ha of open space land which includes the Lake Waiwhakareke Heritage Park and an area for a sports park; and
 - 203ha for industrial activities.
30. Stage 2 covers an area of approximately 300ha, zoned Future Urban under the PODP. The Future Urban zone indicates the future urban development areas for the City's long term growth. Under this zone, subdivision and land use are tightly controlled to avoid premature development and fragmentation of the land resource; zoned Future Urban the land can be used for rural activities.
31. Development Capacity of Rotokauri Growth Cell
32. In 2012 two key infrastructure milestones occurred (refer Attachment 3):
- the opening of the Te Rapa Bypass and associated local road connections; and
 - the extension of the western wastewater interceptor to support the industrial development in Stage 1.
33. It is anticipated that the development of Stage 1 of Rotokauri will include a mixture of low- and medium-density housing with a projected overall housing capacity of 2600 dwellings with over half (1678 houses) of this being developed within the current 10-year plan period. Based on current projections Rotokauri Stage 2 has a capacity of approximately 4800 dwellings.
34. Strategic Infrastructure Planning and Development
35. Establishing the Structure Plan has assisted in informing what strategic infrastructure is necessary to support the overall development of Rotokauri as indicated through HUGS.
36. Map B, Attachment 4 identifies the key items that have already been completed. Te Rapa Bypass, associated road network and the provision of a wastewater interceptor extension has allowed for the development of the industrial area.

37. Other work in progress and necessary to support further land release is the development of an Integrated Catchment Management Plan ('ICMP'). The ICMP provides the strategic direction to 3 waters management and will identify methods for future developments to address 3 waters requirements specific to the catchment.
38. It is difficult to advance further growth in Stage 1, particularly residential development, without the completion of the ICMP confirming the long-term development and management of 3 waters, including infrastructure. Stormwater (flood hazard management, conveyance and treatment) is the most difficult of the 3 waters to assess and address. The ICMP is presently being reviewed by the Waikato Regional Council for certification of the storm water component. The certification of the ICMP is expected to be completed by the end of March 2017 and once the ICMP has been certified developers will need to comply with the ICMP requirements.
39. Map C, Attachment 4 identifies the areas of land within Stage 1 of the Structure Plan that are ready for development or timed, over the next 10-year period, to become available. Note that funding for strategic infrastructure to support residential growth commences in year 7 of the current 2015-25 10-Year Plan, and that previous Council decisions have advanced the funding for the strategic wastewater.
40. Currently the strategic wastewater pipework construction is out to tender and Council has included forward provision in the draft Annual Plan 2017/18 for the bulk water mains. Negotiations are currently underway for strategic land purchases.
41. The majority of development in Stage 1 has occurred within the industrial area between the railway line and Mangaharakeke Drive (previously referred to as the Te Rapa Bypass). Various consenting is underway for some residential development in the southern part of the growth cell in proximity to Lake Waiwhakareke, the future town centre and WINTEC campus.
42. Council is working closely with landowners to secure ownership and/or legal access to land to enable the construction of strategic infrastructure. The efficiency of these processes relies on various parties being able to reach negotiated agreements.
43. Clarification of development contributions
Recent and planned capital expenditure that relates to Rotokauri is summarised in Attachment 5. The graphics indicate what proportion of the Rotokauri capital expenditure (for total growth costs as set out in the LTP) which are either rates funded or recovered through DCs. Also identified are these costs by activity (water, transport etc) and by stormwater catchment etc.
44. The Development Contribution ('DC') schedule of assets lists infrastructure that is currently being recovered through the Council's DCs.
45. Recreational Open Space and Community Facilities
46. Under the current infrastructure planning, the following parks and recreational facilities are being developed:
- Waiwhakareke Natural Heritage Park;
 - Lake Rotokauri Reserve; and
 - Land has been purchased for future sports park, adjoining Wintec.

47. Planned, but not yet implemented infrastructure investment for parks and open spaces includes:
- Waiwhakareke Natural Heritage Park – continued park development and restoration;
 - Sports Parks;
 - Neighbourhood Reserves; and
 - Neighbourhood Centre Green.
48. There are no community facilities currently planned for in the Rotokauri growth cell area.
49. Key stakeholder discussions
50. Ministry of Education (‘MoE’) meets regularly with Council to discuss the resourcing needs for further schooling to align with the anticipated growth of the Rotokauri area. Schooling is identified as a requirement within the overall development of the Structure Plan area long term. However, ultimately it is the MoE who will decide whether to use existing school facilities which are in close proximity to Rotokauri and are within the Ministry’s Rotokauri catchment area or to designate and build new facilities.
51. In addition, Council is working collaboratively with developers in considering short term/ interim infrastructure solutions to enable development ahead of completing strategic infrastructure on the proviso that the feasibility of strategic infrastructure solutions are not compromised. This may require private development agreements to be in place. Note however, that if there are no complying short-term / interim options available, growth may be constrained until planned strategic infrastructure capacity is delivered or advanced under a private development agreement or funded via the LTP.

Signatory

Authoriser	Kelvyn Eglinton, General Manager City Growth
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Hamilton City Council
Te kaunihera o Kirikiriroa

GIS & CAD Services

KEY

- Growth Cells: Peacocke (blue), Rotokauri (green), Rototuna (orange), Ruakura (purple)
- Boundary Extension 2014 (red)
- City Boundary (dashed line)

HAMILTON version **1**
Locality Plan

Date: 7/03/2017

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Rotokauri : Chronology of Planning Events

Date	Event
Pre 1998	Rotokauri area under the jurisdiction of the Waikato County. Area zoned Rural.
1989	Local Government Reform the 955ha area transferred to Hamilton City.
1992	City of Hamilton Town Plan became operative. This Plan did not address the land included by the new city boundary from the 1989 reform.
1997	Plan Change to the 1992 Operative Town Plan adopted to include the areas gains by the 1989 Reforms into the Hamilton Planning framework
1999- 2001	District Plan Review. Rotokauri rezoned Future Urban.
2007-2009	Variation 18 to Proposed District Plan Introduction of the Rotokauri Structure Plan. Introduction of urban zoning including residential, business and industrial through staged development of the area.
2011	Variation 18 appeals resolved; Structure Plan operative.
2012	District Plan Review – Proposed District Plan. No fundament changes to Rotokauri Structure Plan.
2016	Proposed District Plan made partly operative. All matters relating to the Rotokauri Structure Plan area resolved: <ul style="list-style-type: none"> - Amendment to the extent of Stage 1 (allowing for additional residential development). - Expansion of the Residential Intensification areas surrounding the proposed town centre.

Rotokauri

Attachment 3

Plan ref	Strategic Infrastructure	Description	Current LTP provision	Indicative construction start based on Current 2015-25 LTP funding
-	New Reservoir (Rototuna)	Construction is important for the development of the Rotokauri cell because it allows the reprioritisation of existing reservoirs to meet the water demand for further development in Rotokauri stage 1. Requires a new bulk watermain	Funded	Construction underway – Expected commissioning summer 2017
A	New bulk water main from Pukete Reservoir	Enables the reprioritisation of existing reservoirs supply service to Rotokauri stage 1	Partially Funded	Construction planned Year 4 and 5 (2018/19 to 2019/20) 17/18 Annual plan proposal to advance this funding and construct earlier
B	Integrated Catchment Management Plan	Provides strategic direction for three waters infrastructure and identifies methods for new developments to comply with three waters requirements	Funded	To be finalised 2016/17 – Currently with the Waikato Regional Council to certify the stormwater component
C	Extension of the Far Western Wastewater interceptor	New wastewater infrastructure to provide appropriate level of service for residential and industrial/ employment growth	Funded	Ongoing discussions to get access to properties to construct new service. Construction expected completed in Year 3 (2017/18) - contract is currently out for tender
D	Floodway	The floodway is strategic infrastructure necessary to allow development to proceed	Partially funded	Construction planned for Years 7 to 9 (2021/22 – 2023/24) Current funding provisions do not cover full costs for whole project and additional funding will be necessary
E	Completion of Arthur Porter Drive and its intersection with Te Kowhai Road	New roading infrastructure to provide appropriate level of service for industrial/ employment growth	Funded (upsized)	Construction planned Year 8 and Year 10 (2022/23 and 2024/25) program anticipates developer building this link and council support with upsizing contribution
F	Extension of Te Wetini Drive and Rotokauri north-south minor arterial	New roading infrastructure to provide appropriate level of service for residential and industrial/ employment growth	Funded (upsized)	Construction planned Year 8 and Year 9 (2022/23 and 2023/24) Developer advancing this project PDA to be developed where Developer constructs this link and

				council support with upsizing contribution
G	Urban upgrades of Rotokauri Road	Upgrade of roading infrastructure to provide an appropriate level of service for urban uses	Not funded	Construction funding currently outside 10 year plan
H	Extension of Te Kowhai Road to connect to Rotokauri north-south minor arterial	New roading infrastructure to provide appropriate level of service for residential and industrial/ employment growth	Not funded	Construction funding currently outside 10 year plan
H	Extension of north-south minor arterial from Te Wetini to SH39	New roading infrastructure to provide appropriate level of service for residential and industrial/ employment growth	Not funded	Construction funding currently outside 10 year plan

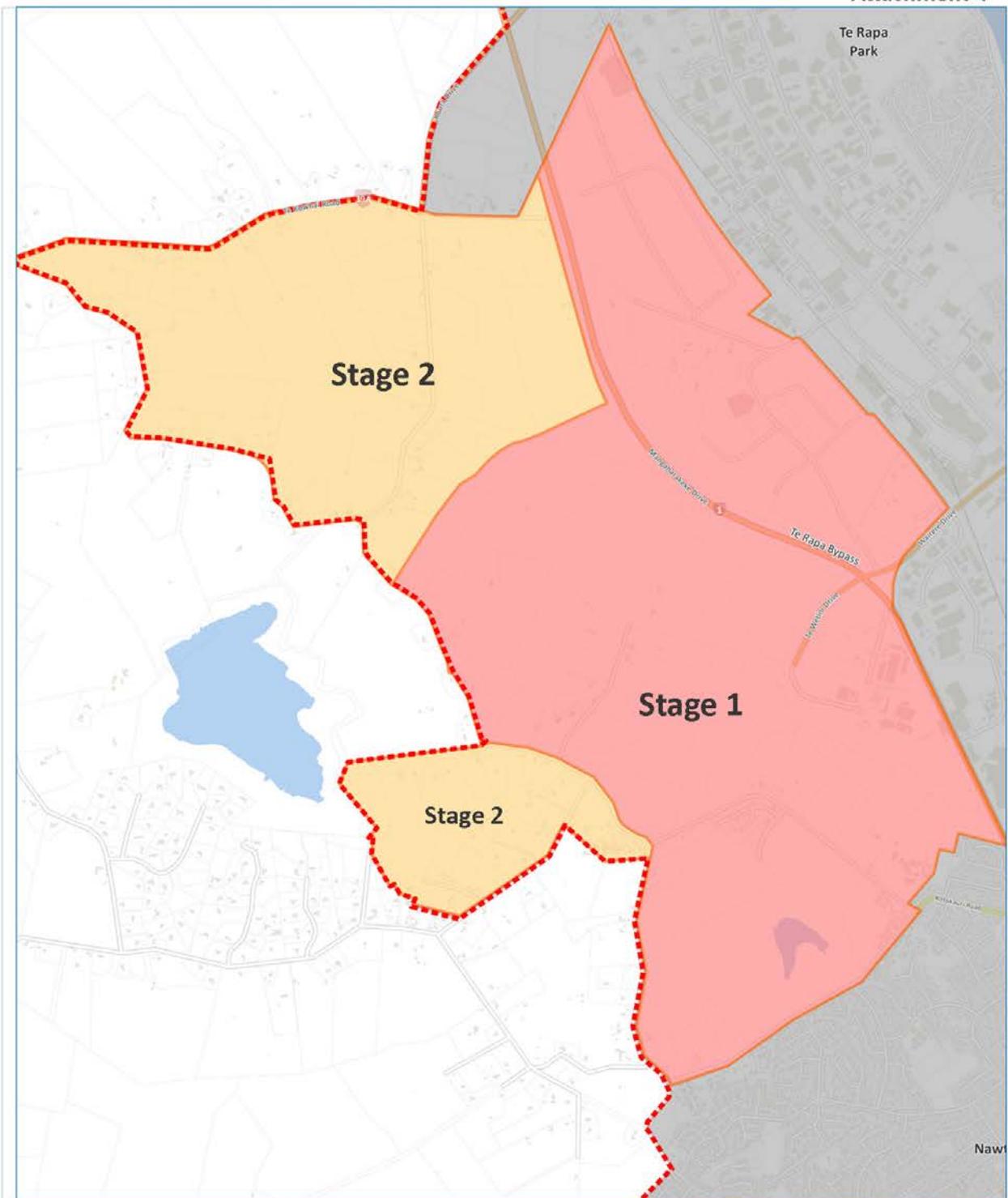
Risks and challenges

Short-term / interim infrastructure – Council is working collaboratively with developers in considering infrastructure solutions to enable development ahead of completing strategic infrastructure on the provision that the feasibility of strategic infrastructure solutions are not compromised. This may require private development agreements to be in place. If there are no complying short-term / interim options then growth may be constrained until planned strategic infrastructure capacity is delivered or advanced under a private development agreement.

Land access – Council is working closely with land owners to secure ownership and/or legal access to land to enable the construction of strategic infrastructure. The efficiency of these processes rely on various parties being able to reach negotiated agreements.

Statutory processes and approvals – Consenting and/or designation processes will need to be undertaken and necessary permissions secured. These may impose conditions which require additional design or mitigation considerations. Funding decisions will need to enable delivery of strategic infrastructure in a timeframe that supports development expectations, for example, following through in 10-Year Plan and Regional Land Transport Plan processes, which may include the preparation and approval of business cases.

Cost certainty – Project costs are likely to increase over time as a consequence of factors outside of Council’s control and at rates that are difficult to predict.



- KEY**
- Rotokauri Stage 1
 - Rotokauri Stage 2
 - City Boundary

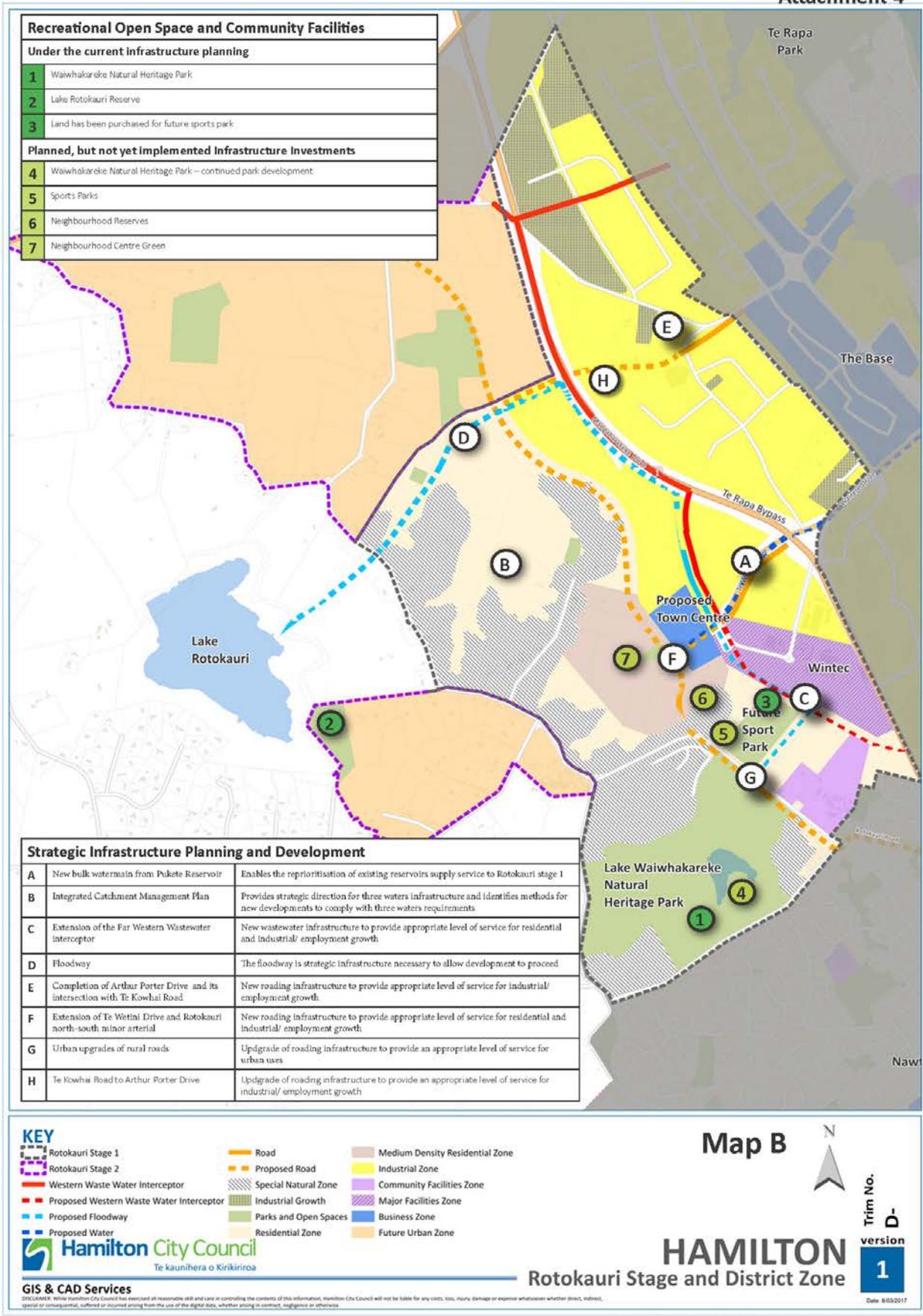


GIS & CAD Services
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Map A

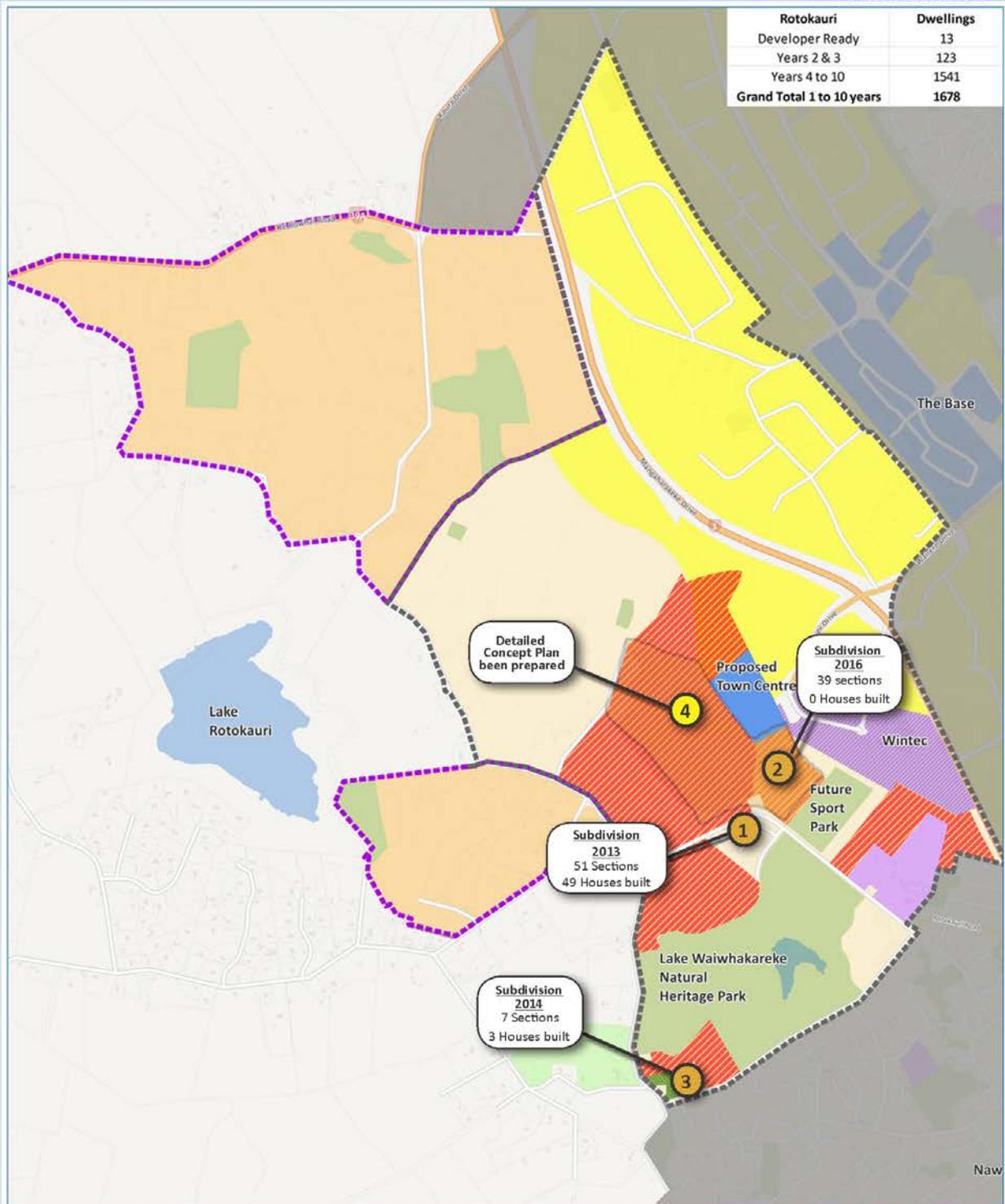
HAMILTON
 Rotokauri Staging

Trim No. **D**
 version **1**
 Date: 15/03/2017



Attachment 4

Rotokauri	Dwellings
Developer Ready	13
Years 2 & 3	123
Years 4 to 10	1541
Grand Total 1 to 10 years	1678



- KEY**
- Rotokauri Stage 1
 - Rotokauri Stage 2
 - Developer Ready Residential Land
 - Developer Ready Residential Land Years 2 to 3
 - Developer Ready Residential Land Years 4 to 10
 - Parks and Open Spaces
 - Residential Zone
 - Medium Density Residential Zone
 - Industrial Zone
 - Community Facilities Zone
 - Major Facilities Zone
 - Business Zone
 - Future Urban Zone

Map C

N



HAMILTON - Rotokauri
 Developer Ready and LTP 1-10 Years Land Availability Monitoring October 2016

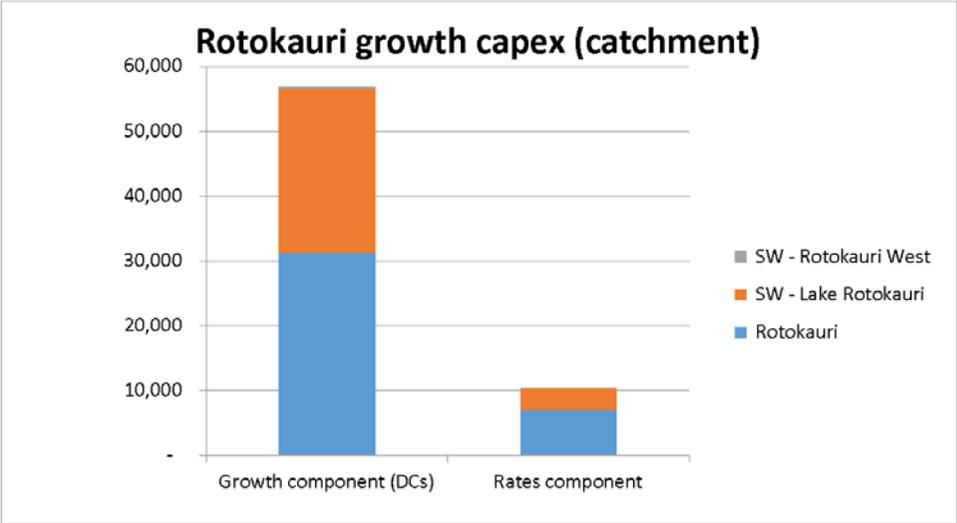
Trim No. D
 version 1
 Date: 2/23/2017

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Rotokauri capital expenditure (planned and historical) that has a growth component

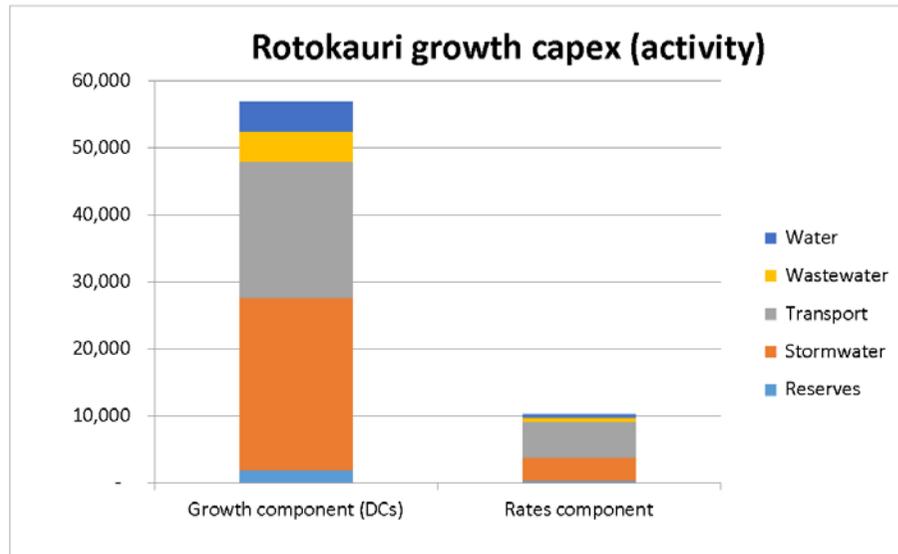
By catchment

Catchment name ('000)	Growth component (DCs)	Rates component	Total capex
Rotokauri	31,179	6,912	38,091
SW - Lake Rotokauri	25,307	3,382	28,688
SW - Rotokauri West	415	67	482
Total	56,900	10,361	67,261

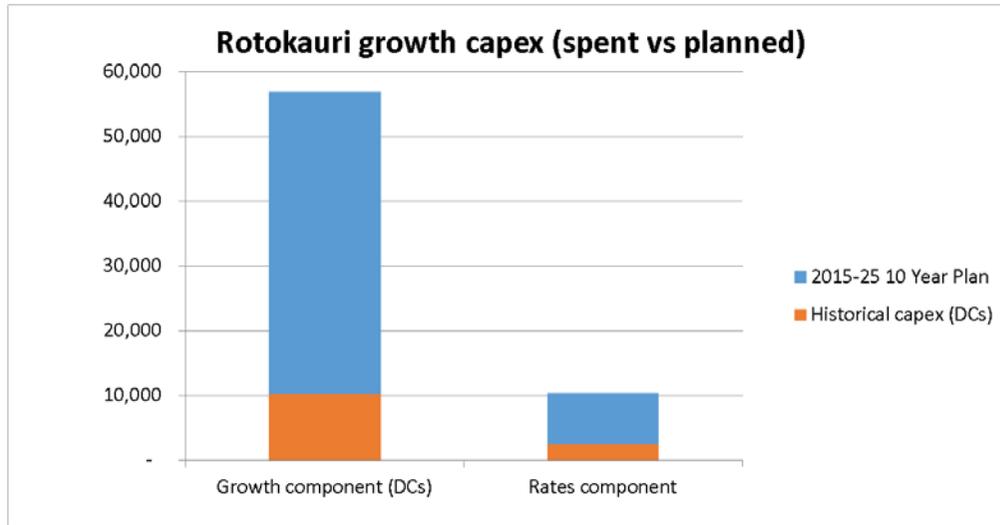


By activity

Activity name ('000)	Growth component (DCs)	Rates component	Total capex
Reserves	1,865	359	2,224
Stormwater	25,721	3,449	29,170
Transport	20,396	5,312	25,707
Wastewater	4,460	623	5,082
Water	4,458	618	5,077
Total	56,900	10,361	67,261



Future / historical capex	Growth component (DCs)	Rates component	Total capex
2015-25 10 Year Plan	46,652	7,850	54,503
Historical capex (DCs)	10,248	2,510	12,758
Total	56,900	10,361	67,261



Committee: Growth and Infrastructure
Committee

Date: 28 March 2017

Report Name: Rubbish and Recycling
Deliberation Report

Author: Emily Botje

Report Status	<i>Open</i>
Strategy, Policy or Plan context	<i>Waste Minimisation and Management Plan</i>
Financial status	<i>There is budget allocated Amount \$90,000</i>
Assessment of significance	<i>Having regard to the decision making provisions in the LGA 2002 and Council's 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 inform the Committee about the analysis of the submissions received from the consultation on the proposed rubbish and recycling service.
3. To seek approval in principle only of the proposed service in order for the Request for Proposals process to commence.
4. To seek approval for a Waste Task Force to oversee the process from this point, leading up to a report coming back to Growth and Infrastructure Committee in December 2017 with a recommendation on the new service and service provider.

5. Executive Summary

6. Community Engagement and Hearings

7. Council has approved a draft business case for a revised refuse and recycling service based on wheelie bins instead of black bags and increased recycling for the purposes of undertaking community engagement.
8. Public engagement occurred over a six week period during September and October 2016 resulting in 2793 submissions being received, with submitters showing a strong preference to change from bags to wheelie bins and for the provision of increased recycling options.
9. Committee now needs to deliberate on the rubbish and recycling service including consideration of the feedback received from the consultation process. The deliberation will be concluded with a decision made on the new services that will form a Request for Proposals from suitable contractors.

10. New Contractor Procurement
11. The current waste service contracts expire in June 2019 and it is important that Council keeps to its agreed timeline for the provision of replacement services, in order for the successful contractor to prepare for a service change.
12. The Request for Proposals is required to commence in April 2017. This will ensure a contractor will be engaged by December 2017, providing 18 months lead in time for the contractor to provide the new service.
13. In order to carry out the Request for Proposals a preferred option needs to be presented in the procurement documentation. However contractors will be asked to present their proposals on this service and any other service that the contractor believes would be appropriate for Hamilton.
14. Staff will then return to the Growth and Infrastructure Committee in September 2017 with service options and costs. The Committee will be asked at this time to confirm the preferred service option to enable contract negotiations to occur with the preferred supplier.
15. Upon successful negotiations with the preferred supplier, staff will return to the Growth and Infrastructure Committee in December 2017 with a recommendation to award the contract.
16. Waste Task Force
17. Over the next 18 months staff are also working on complementary projects to support the service change. These projects include a housing review, Waste Management and Minimisation Plan review (legislatively required), Solid Waste Bylaw review and a communications and engagement plan for the service change roll out.
18. Staff recommend that a Waste Task Force is set up to provide political oversight and assistance to the above works program.

Recommendations from Management

That the Growth and Infrastructure Committee:

- a) receives the report;
- b) approves the proposed service for the purpose only of undertaking a Request for Proposals. The proposed service includes:
 - (i) Rubbish in a 120 L wheeled bin collected weekly
 - (ii) Recycling in a 240 L wheeled bin collected weekly (with an option to consider a fortnightly collection)
 - (iii) Glass to be collected separately in a crate (with an option to instead place glass in the 240L recycling bin)
 - (iv) Food collection service collected weekly and processing, and
 - (v) Management of the refuse transfer station and organic center.
- c) approves the updating of the draft business case to reflect recommendation (b) above, and for its status be changed from draft to final;
- d) approves the Terms of Reference for the Waste Task Force as attached to this report; and
- e) approves the appointment of [*elected member*] and [*elected member*] to the Waste Task Force.

19. Attachments

20. Attachment 1 - Statement Of Proposal
21. Attachment 2 - Key Comments from Submissions
22. Attachment 3 - Hearing Questions
23. Attachment 4 - Rotorua Lakes Council Waste Service Information
24. Attachment 5 - Time Line
25. Attachment 6 - Rubbish and Recycling Task Force Terms of Reference

26. Key Issues

27. Background
28. Council's long term (17 year) contract for rubbish and recycling services ends on 30 June 2019.
29. A draft business case was approved by Finance Committee on 20 September 2016 for the purposes of undertaking community engagement. Committee resolutions were:
 - a) *the report be received;*
 - b) *That:*
 - i) *The draft business case for a rubbish and recycling service change (based on option 24) is approved for the purpose of undertaking community engagement;*
 - ii) *Engagement with the community using a special consultation process is carried out from 17 October till 30 November 2016*
 - iii) *Staff report back to Council no later than March 2017 to approve the final business case incorporating the outcome of the public management;*
 - c) *A statement of proposal document is to be developed with the assistance of the working group and to be agreed prior to 8 October 2016, and it is to exclude consultation on funding mechanism options;*
 - d) *The collection of bins is to exclude the kitchen caddy; and*
 - e) *A media briefing on the report received by this Committee today is to be held tomorrow, to ensure the media have sufficient background information on the substance of the report.*
30. The following link gives access to the draft business case and appendices:
<http://www.hamilton.govt.nz/our-council/meetings-and-minutes/Pages/default.aspx>
31. The draft business case considered 24 different service options for the city. The preferred option that was consulted on was option 24 modified by the resolution (excluded kitchen caddy for food waste) and comprised of:
 - a 120 L wheeled bin for rubbish, collected weekly
 - a 240 L wheeled bin for recycling : paper, tin, aluminum and plastics (excluding film and polystyrene). This service can be collected weekly or fortnightly
 - the existing crate for glass. This service can be collected weekly or fortnightly
 - a 23 L bin for food, collected weekly.



32. On [13 December 2016](#) Council resolved that the Regulatory and Hearings Committee will hear submissions from the rubbish and recycling public engagement in February 2017.

33. Deliberations Report

34. Consultation Process

35. During the period from 17 October to 30 November 2016, Council carried out public consultation to understand the community's views of the proposed kerbside rubbish and recycling kerbside service options. The Statement of Proposal for the public engagement is attached (Attachment 1).
36. Engagement included information on the Fight the Landfill website, advertisement on bus backs and bill boards, in person engagement at events and locations throughout the city; nine community meetings, five events/markets, six supermarkets and six libraries.
37. Submissions could be made through Councils "have your say" web site or in paper form.

38. Submission Summary

39. During this period 2793 submissions were received. Of these:
- a) 84 per cent indicated that they wish to change to wheeled bins and more recycling options
 - b) 67 per cent prefer to have their recycling collected fortnightly
 - c) 64 per cent prefer to have their glass collected separately from the other recyclables
 - d) 76 per cent would like to see a kerb food waste collection service provided.
40. The following table provides a summary of the results. Full copies of submissions can be found at this link:

<http://www.hamilton.govt.nz/our-services/refuse-and-recycling/Pages/default.aspx>

Preferred Option	Number	%
Retain current service of black bags and limited recycling option	419	15%
Change to wheeled bins and more recycling options	2349	84%
Not answered	25	1%
How often respondents want their recycling collected:	Number	%
Weekly	860	31%
Fortnightly	1862	67%
Not answered	71	3%
Glass - how many respondents would like	Number	%
Separate crate for glass	1784	64%
Recycle the glass in the recycling bin	928	33%
Not answered	81	3%
Food Waste - how many respondents would like	Number	%
A food waste service	2114	76%
No food waste service	610	22%
Not answered	69	2%

41. 23 submitters were heard at the Regulatory and Hearings Committee on 16 February 2017.
42. Key themes from the consultative process through “have your say” and the hearings are below. A full list of comments is provided in Attachment 2.
- The proposed system encourages the community to recycle more.
 - In support of a food collection service, would also like Council to support home composting as well.
 - The number of bins may cause problems for some multi-unit dwellings, storage within the property and placement on the street.
 - Physically challenged will struggle with moving the bins.
 - Smaller sized households will struggle to fill the bins.
 - The proposal requires the community to put in more effort in separating waste and moving up to four bins per collection day.
43. Questions from the Regulatory and Hearings Committee
44. Councillors posed a number of questions at the Hearing, a full list of questions and answers from staff is provided in Attachment 3. Common questions relating to Rotorua, multi-unit dwellings, assisted collection services and bin sizes are addressed below.
45. Rotorua rubbish and recycling services
46. Rotorua is unique as it consists of urban areas, lakeside areas, predominantly holiday homes and rural areas. Rotorua Lakes Council is providing up to three different collection systems to manage the diversity in its communities. Rotorua rolled out the new service in 2016, prior to this, there was no kerbside recycling collection provided.
47. Rotorua’s systems are summarised in the following table. Further information on Rotorua’s services is provided in Attachment 4.

	Urban	Lakeside (Holiday Homes) Two options, households can choose one or the other		Rural
		Option 1	Option 2	
Rubbish	120L wheeled bin collected weekly	120L wheeled bin collected weekly	52 Council provided rubbish bags. Additional bags can be purchased if required	Currently no service provided, Council in negotiation with communities
Recycling	240L wheeled bin and separate crate for glass collected fortnightly	240L wheeled bin and separate crate for glass collected fortnightly	No kerbside recycling service	

48. Multi-unit dwellings

49. This issue was acknowledged when Committee approved the draft business case and it was agreed that a housing review would be undertaken as part of the process. This review will capture the different types of housing stock that may have problems with the bins. Issues to be considered include studio apartments, shared access properties, gated communities, retirement villages and multi-unit apartments. This review is due to be completed and reported back to Committee by August 2017.

50. Assisted collection services

51. This issue was also acknowledged when Committee approved the draft business case. Provision of assisted collection services for those who cannot move the bins is common in New Zealand. Christchurch, Rotorua, Porirua and Auckland all provide a service. Residents who meet the criteria (i.e. mobility card or doctors certificate) can apply to have this service. Bins will be moved from a designated collection position within the private property on collection day, emptied and replaced.

52. As an example, Christchurch and Rotorua's on-line application form is as follows

- <https://ccc.govt.nz/services/rubbish-and-recycling/collection/assisted-rubbish-collection-service/>
- http://www.rotorualakescouncil.nz/our-services/rubbish_and_recycling/bins/Pages/default.aspx#link6

53. The details of how a similar system would work in Hamilton will be determined with the new contractor as part of the new service preparation.

54. Bin Sizes

55. Roll outs of similar bin services in Auckland, Christchurch and Rotorua included residents being given the opportunity to select their bin size preference. Examples on how this service is provided is as follows:

- <http://www.aucklandcouncil.govt.nz/EN/environmentwaste/rubbishrecycling/Pages/Manukauredbinrollout.aspx>
- <https://ccc.govt.nz/services/rubbish-and-recycling/bins/change-the-size-of-your-bins/>
- http://www.rotorualakescouncil.nz/our-services/rubbish_and_recycling/bins/Pages/default.aspx#link6

56. The details of how a similar system would work in Hamilton including any additional charges if necessary will be determined over the next year as part of the new service preparation.

57. Rubbish and Recycling Business Case

58. The business case will be updated upon conclusion of the deliberations of the proposed service and its status moved to final, noting that no service will be committed to, until Council awards the contract, scheduled for December 2017.

59. Procurement

60. Timelines – critical path

61. The timeline for the implementation of the new services presented to the September 2016 Finance Committee meeting is attached (Attachment 5).
62. It is critical that the new contract is awarded by December 2017. To meet this timetable the Request for Proposals from the contracting industry, reflecting the decisions of this meeting will be issued in April 2017.
63. Due to the complex nature of this contract, staff will enter into a negotiation phase with the preferred contractor prior to contract award. This process enables Council staff and the contractor to confirm any necessary information and provide the contractor an opportunity to refine the services and prices if required.
64. Specific details of the services, such as alternative services to multi-unit dwellings, alternative in sizes and assisted collections will occur through the negotiation phase.
65. It is proposed to report back to Committee in September 2017 with actual market information that will allow decision making based on actual market costs rather than modelled costs.

66. Waste Task Force

67. In addition to the contractor procurement and service change, there are a number of other related projects that need to be completed including.
- Waste Management and Minimisation Plan Review: This plan was adopted by Council in 2008, and is legislatively required to be reviewed every six years. The Plan is to be reviewed in 2017 to ensure it is ready for public consultation and adoption in 2018.
 - Solid Waste Bylaw review: This bylaw came into force on 1 July 2012 and it is considered important to review the Bylaw to ensure alignment with the Waste Management and Minimisation Plan and to ensure support for the service change. It is envisaged that the Bylaw review will commence in early/mid 2018. Public consultation on the bylaw is planned to take place in late 2018.
 - Housing Review: As described in paragraph 48, this review will determine which types of properties require a different service. The solution for these properties will be determined through contract negotiations.
68. Staff recommend that a waste task force is created to ensure political oversight and guidance is provided both on the above projects and on the tender negotiations, prior to seeking formal Committee approval.
69. The Terms of Reference for the Waste Task Force is attached to this report (Attachment 6).

70. Financial and Resourcing Implications

71. Funding is available in the 2016/17 and 2017/18 years within existing operational budgets to finalise the business case and complete the procurement process. This work will be funded through the waste levy.
72. Expenditure to date on the public engagement, hearings and reporting is \$90,000. This has been funded through the waste levy.
73. Staff have signaled through the draft business case and the report to Finance Committee in September 2016 that the cost of retaining the current level of service (Option 1; black bags and weekly recycling) is likely to increase in 2019/20 with the new contract due largely to market risk.
74. The draft business case indicates that the cost of the preferred option 24 is expected to be only marginally greater than the cost of the status quo level of service Option 1 (excluding the cost of the wheelie bins) due largely to the higher diversion rate with the new service and reduced land fill costs.
75. The financial information contained within the draft business case is based on an international model, which takes into consideration both national service provision costs and the international commodity market (sale of recyclables). There is volatility in the market; sourced from industry competition, fuel prices and recycling commodity prices etc. Therefore until we receive tender prices through the request for proposals the financial costs are estimates only.
76. The draft business case highlights that each household could save the cost of providing their own black bags (estimated at \$20 per year) that would offset the cost of the wheelie bins. The following table was included in paragraph 80 of the 20 September 2016 Finance Committee report that sets out the expected average household cost (worked out by simply dividing the total net expenditure by the expected number of households).

Cost (all costs exclude interest and overheads)	2016/17 Option 1-Existing service provided under existing contract	2019/20 Option 1 - Existing service provided under new contract	2019/20 Option 24 – Increased level of service under new contract
Waste diversion	29%	29%	50%
Number households	56,181	58,576	58,576
Council cost- net expenditure (excl. GST)	\$4,102,000	\$5,715,000	\$5,838,000
Household cost-through rates (incl. GST)	\$84	\$112	\$115
Household cost-black bags (incl. GST)	\$20	\$20	\$0
Total household cost	\$104	\$132	\$115

- 77. The total cost of the containers is estimated to be \$7.4M (refuse, recycling and food waste). The 2015-25 10-Year Plan has provision for \$2.9M set aside in 2018/19 which at the time was intended to cover the cost of recycling bins only. Through the 2017/18 Annual Plan process the \$2.9M for the wheeled bins has been deferred. This funding will need to be reintroduced as part of the 2018-28 10 Year Plan.
- 78. The draft business case sets out several financial options for the purchase of the containers including:
 - Council purchasing and funding via a targeted rate;
 - Council purchasing and funding via the general rate; and
 - Contractor purchasing and recovering the cost through contract rates throughout the life of the contract.
- 79. While the staff preferred option was to purchase the containers through a targeted rate of approximately \$22.50 for four years (only marginally higher than the cost of 2 black bags per week) it was decided not to include consultation on funding mechanism options.
- 80. The previous report also indicated that the containers will need to be purchased and distributed throughout the community in the fourth quarter of 2018/19 and as such it is not considered necessary as part of this report to make a decision on funding the containers and this can be done as part of the development of the draft 2018-28 10-Year Plan.

81. Risk

- 82. The business case includes a comprehensive section on project risks and these risks will be continually updated as the project progresses.
- 83. The current contract expires in June 2019; at this point in time the supporting infrastructure supplied by the incumbent contractor will have exceeded its life. To ensure continuity of a kerbside rubbish and recycling service, Council needs to undertake procurement of a new contractor now. Due to the complexity of the contract there is a 18 month lead in time, therefore a new contract is required to be let no later than December 2017.

Signatory

Authoriser	Chris Allen, General Manager City Infrastructure Group
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BE A PART OF HAMILTON'S WASTE REVIEW



- DO YOU WANT WHEELED BINS?
- MORE RECYCLING OPTIONS?
- WHAT ABOUT FOOD WASTE?
- WHAT WILL IT COST?
- WE WANT YOUR VIEWS



Consultation period - Monday 17 October to Wednesday 30 November 2016. To make an online submission go to fightthelandfill.co.nz

Have your say: Pull out the submission form on the back page of this Statement of Proposal, fill it in and either post it to us or drop it into the Council offices in Garden Place or any city library.

FIGHT THE LANDFILL.CO.NZ

fightthelandfill.co.nz [/hamiltoncitycouncil](https://www.facebook.com/hamiltoncitycouncil) [@CouncilHamilton](https://twitter.com/CouncilHamilton)

Hamilton City Council
Te kaunihera o Kirikiriroa

WE NEED TO REDUCE OUR WASTE!

Hamilton throws around 24,000 tonnes of rubbish into landfill every year. That's not good for the environment and it comes at an increasing cost to the city. We've looked at lots of options to find a better way for Hamilton.



WE'VE LISTENED TO WHAT YOU'VE SAID

In 2012, we worked with residents to develop a Waste Management and Minimisation Plan. The vision that came back from the community was for the city to become a leader in waste minimisation and ensure our waste management supported community wellbeing.

WE'VE LOOKED AT LOTS OF OPTIONS

Over the last eight months, a group including Councillors and staff have looked at the best ways for the city to deal with rubbish and recycling. Twenty-four options have been reviewed, and this proposal looks at the preferred option. We would like your views on the options of keeping the bags and current recycling service, or moving to wheeled bins and more recycling options.

NOW IS THE RIGHT TIME TO TALK ABOUT A CHANGE

When we awarded our waste contracts in 2001 our city was one of the national leaders in waste management. Since 2001 many other cities and towns have developed better services, and if we don't improve Hamilton's rubbish and recycling options it is likely to cost the city more in the future. There have been legislative changes that require Councils to promote waste management and to have a stronger focus on health and safety issues. There are increasing costs to put our waste into landfill via various Government levies. There are also community expectations around waste management and how we protect the environment. Our current rubbish and recycling contract ends in 2019, so now is the right time to consider changes and improvements to the service before a new contract is awarded. While this is still two years away, the successful contractor will need to provide the right trucks and equipment, so we need to start now. This is your chance to have your say on what service you would like.

REDUCING WASTE WILL SAVE US ALL MONEY

Hamilton's rubbish collection is paid for through rates. We pay contractors to collect our rubbish and recycling. We also pay levies to the Government for the amount of rubbish we send to landfill. These levies are expected to increase over the next few years. If we don't reduce the amount of waste we put in landfill, we expect our city's annual costs for these levies to go from the current \$260,000 to \$1.8 million a year by 2028/29. These increased costs will have to be paid through our rates, so it's important to reduce our waste.

WHAT ARE THE COSTS?

Our current contract ends in 2019.

We've projected what the costs might be for the city in 2019 for the service we have now, and for the proposed service.

There are different types of costs for rubbish collection – these include the cost for the collection itself (the operational cost), the cost of the bins (the initial cost) and different costs depending on how often the bins are collected. There is also the cost to households for black bags. Each year Hamilton households use more than four million black rubbish bags, which costs the average household \$20 or more.

If we moved to a wheeled bin service, households wouldn't have to buy black bags.

Operational annual costs, though rates, per household in 2019:

- Current service: \$112
- Proposed new service with weekly rubbish and food waste collection and fortnightly recycling collection: \$115
- Proposed new service with weekly rubbish and food waste collection and weekly recycling collection: \$144

Initial cost to buy the bins:

The total cost of the wheeled bins would be \$7.4 million, in addition to the annual operational costs of the new service. It is likely that Council would borrow the money and pay it back with rates over time and there are a variety of ways it could choose to do this. As an example - if Council borrowed the money and paid it back over 10 years this would cost about \$17 per household per year. Council would need to consider the best way to pay for the bins sometime next year.

There is a detailed breakdown of costs in the business case for the changed service, which is available from Council or at www.fightthelandfill.co.nz

WHAT'S NEXT?

This consultation gives you the opportunity to provide your view on the two options of:

- **Keeping the bags and current recycling service**
- **Moving to wheeled bins and more recycling options**

After we have received feedback on the proposal, Hearings will be held in February 2017. After that, a report will go to Council which includes all the information on proposals for our rubbish and recycling collection, including feedback from the community. Council will then decide on a service for the city.



WHAT IS THE PROPOSED NEW SERVICE?

The proposed rubbish and recycling service would mean moving from black bags (with few recycling options), to wheeled bins and lots more recycling options.

The proposed service is expected to almost double the amount of rubbish we recycle, which means a lot less waste to landfill.

The proposed service includes:

- A medium wheeled bin (120-litre) for household rubbish. This is the same volume as two black rubbish bags.
- A small (23-litre) bin for food waste.
- A large wheeled bin (240-litre) for aluminium, cans, all plastics (excluding film and polystyrene) and paper.
- A recycling crate for glass only.

As part of this service there would also be:

- Assisted collections to help physically impaired or elderly residents.
- Special collections or arrangements for intensive housing areas like apartments or flats.
- Options for larger households to apply for a larger rubbish bin.

WE COULD RECYCLE A LOT MORE

Under our current service we can only recycle two kinds of plastics. The proposed service would mean we could recycle lots more types – including ice cream and yoghurt containers, heavier-grade plastics and the sorting means we could take pizza boxes, which we can't take now because some have food in them.

WHY FOOD WASTE?

The proposal includes a weekly food waste collection using a small bin. Food waste is more than a third of the black bag waste that goes to landfill (by weight). The proposed service would mean food waste would be collected and taken to a composting facility. Food waste includes all food items including meat, peelings, bones etc. Our projections show that in five years it will be cheaper for the city to collect food waste than to dispose of it through landfill.

WHY SORT THE GLASS?

The proposal will use the existing crate for glass only. This is recommended because sorting the glass separately from other recyclables reduces the risk of broken glass contaminating the recyclable plastics and paper that will be in the bin. Separation at kerbside also means the glass can be colour-sorted at the kerb by the contractor – which means the glass can be re-made into new bottles.

THE BENEFITS

The biggest benefit of the proposed service is the chance to reduce the amount of waste that we throw into landfill. That's better for the environment and it's better for the city. The proposed service would make it easier to recycle, and we can recycle more, which will save money.

CLEANER STREETS

Wheeled bins would mean we wouldn't have litter blown from recycling crates and there would be no bags for animals to get in to. Finally, by not using the bags our city saves over four million black rubbish bags every year, which alone would take 200 tonnes out of landfill, and households would save the cost of buying the bags as well.

WHAT DO WE DO NOW?

At the moment, Hamilton's kerbside collection service consists of up to two black bags per week and a recycling crate for glass, aluminium, cans and plastics (1 and 2) with paper and card bundled separately. People can buy an extra recycling bin for around \$15. The bags can be ripped by animals, causing litter issues. In windy conditions lighter plastics and unsecured paper is often blown around neighbourhoods. Families have to pay for the black bags, which every year costs on average \$20 or more per household.

FEW RECYCLING OPTIONS

Hamilton recycles around 29 per cent of our household rubbish - the remaining 71 per cent goes to landfill. Our current recycling service collects clean paper and card, tin cans and aluminium but only accepts plastics 1 and 2. Other plastic items, such as ice cream and yoghurt containers cannot be recycled under our current service and are sent to landfill. Surveys of what's in our black bags indicate that many items being thrown away are recyclable. An improved recycling service could make a big change to how much we throw away – the survey showed over 30% of our black bag weight is food waste.



COMMONLY-ASKED QUESTIONS

We've had a lot of feedback on these proposals already, and there are a few common questions and comments. Here's some answers:

HOW WILL OLDER PEOPLE OR PEOPLE WITH DISABILITIES HANDLE THE BINS?

We will have an assisted collection service to help people who might have difficulty with the bins. We've also received feedback that in other cities some people find it easier to wheel the bins than carry rubbish bags. We'll be working closely with advocacy groups to get their thoughts and ensure we have the best options possible.

WILL IT COST ME MORE?

See the section on costs on page 2 for more detail, but if we moved to a wheeled bin service, families would save on the cost of black bags (around \$20 or more a year). There would be a slightly increased cost to the city for the proposed service, which would be paid, in some way, through rates. The proposed service with a fortnightly collection for recyclables is projected to cost around \$3 a year more for the average household than the current service in 2019. A weekly service for recyclables would

cost around \$32 more a year. There is also the additional initial cost of the bins themselves. We can't say how this would affect final rates in 2019 because rates cover many different activities, and are set by Council each year.

HOW WILL I KNOW WHEN TO PUT MY BINS OUT?

We would be providing lots of information to remind people when their collections are scheduled, which could include things like facebook and website reminders, stickers on the

bins themselves, newspaper advertising, fridge magnets and, as technology becomes more accessible, email and/or text reminders for people who sign up to a reminder service.

I LIVE IN A BLOCK OF FLATS - WHERE WILL I PUT THE BINS?

Hamilton is a growing city, and there are areas with intensive housing which wouldn't suit a wheeled bin collection. Before we introduce the service we would review our housing patterns and work with intensive housing areas to develop specific rubbish collection services for those areas. We know that 'one size fits all' is difficult to achieve, but our goal is to find the best long-term solution overall to help our city manage and reduce its waste.

WHERE CAN I GET MORE INFORMATION?

The proposals, Council reports and background information, plus lots of information about our current rubbish and recycling service is on our dedicated website at fightthelandfill.co.nz.

You can complete an online submission through this website. There are posters and display stands at the city libraries and in the Municipal building foyer.

You can also phone us on **07 838 6699** or email us at bagsorbins@hcc.govt.nz

We will be holding a number of roadshow events and drop-in sessions around the city where you are welcome to come and talk with us about the proposals and see the bins themselves. Information about these events will be on the Council's facebook page and fightthelandfill.co.nz.



To give us your views you can make an online submission at fightthelandfill.co.nz or fill in this form

SUBMISSION FORM:

We are seeking your views on the two options of:

- Keeping the bags and current recycling service
- Move to wheeled bins and more recycling options

1: Which is your preferred option (Please tick one)

- Current service of black bags and existing recycling option
- Change to wheeled bins and more recycling options

2: The household rubbish bin and the food waste bin are planned to be collected weekly. How often would you like your recycling bins collected? (Please tick one) - A weekly service would cost more, see the section on What Are The Costs? on page 2.

- Weekly
- Fortnightly

3: A separate crate for glass? (Please tick one) - See the section on Why Sort The Glass? on page 3.

- I would like the service to have a separate recycling crate for glass
- I would like the service to collect glass in my recycling bin

4: Food waste includes all food items including meat, peelings, bones etc. Do you think a weekly food collection should be part of the service? (Please tick one) - See the section on Why Food Waste? on page 3.

- Yes
- No

5: Please let us know the suburb you live in.

Suburb:

You are welcome to attach further comments or supporting information with your submission.

FILL IN THIS SECTION IF YOU WISH TO SPEAK AT THE HEARING:

There will be an opportunity for submitters to speak in support of their submission at a Council Hearing once the consultation has closed. The Hearing is scheduled for 2017.

6: Do you wish to speak in support of your submission at a Council hearing?

- Yes (you must fill in the Contact Details section)
- No

7: Contact Details: If you don't want to speak at the hearing, but would like staff to know who this submission is from, you are welcome to fill in the Contact Details section.

Name:

Address:

Post Code:

Email:

Phone:

To help us better understand your community's needs, it would help to have some further information. (Optional)

8: Which of these best describes your household situation:

- Living alone
- Family or couple with dependants (children or other family)
- Family or couple with no dependants
- Living with others that are not family

REMINDER! Pop this submission form into an envelope and post to **FreePost 172189, Waste Submission, Private Bag 3010, Hamilton 3240**, or drop it into the collection boxes in any Hamilton City Library or the Municipal Building in Garden Place. Submissions can be made from Monday 17 October to Wednesday 30 November 2016. Alternatively, you can fill in the online submission form at fightthelandfill.co.nz.

HAVE YOUR SAY AT FIGHTTHELANDFILL.CO.NZ

 **Hamilton City Council**
Te kaunihera o Kirikiriroa

ATTACHMENT 2 - KEY COMMENTS MADE

Submitters were also provided opportunity to make comment on the proposal, of the 2793 submissions received 970 made comments. A summary of these comments by theme is provided in the table below.

Key comments made by submitters	Number of times comment made	Frequency of comment in total comments
Very supportive	248	27%
No space on property	103	11%
Mobility issues	73	8%
Education required	67	7%
Cost of the proposed service is too much	66	7%
Smelly bins	63	7%
Suggested service option	54	6%
Promote home composting	39	4%
Too many bins	37	4%
Already composting so don't need food collection	35	4%
Don't change the current service	34	4%
Garden waste collection required	33	4%
Bins left on street verge	19	2%
Enforcement required	13	1%
Adopt Christchurch model	13	1%
Bins blowing over	8	1%
Business recycling	8	1%
Provide bin cleaning service	7	1%
Heavy bin	5	1%
Notification of hearing	1	0%
Total	926	

ATTACHMENT 3 - COUNCILLOR QUESTIONS FOR DELIBERATION REPORT – CATEGORISED INTO THEMES

No.	Question	Councillor	Response
1	How does Rotorua model work?	Deputy Mayor	Refer G&I Committee 23 March 2017 Report – Attachment 4
2	How does Gisborne's multi-use shopping bags subsidy work?		Gisborne Council is not considering a full ban on plastic bags, but has pledged financial support for a range of things and will gauge how the community and retailers demonstrate their support. The initiative is led by Plastic Bag Free Tairāwhiti, supported by the Tairāwhiti Residents' Association. 'Flag the Bag' provides reusable bags being stocked in supporting businesses and handed out at selected events. A plastic-free July campaign had run successfully for the last three years. Hamilton City Council could consider something similar through the Waste Management and Minimisation Plan review scheduled for 2017/18. HCC does support the soft plastic's national initiative by providing additional collection points at the University and Refuse Transfer Station.
3	Can you look at what Councils are doing overseas? Look at Australia and UK as proposed in submissions as well as central Europe (benchmarking).	Cr. Henry	Refer Appendix 2
4	Please re-visit overseas models esp. high density e.g. Brisbane	Deputy Mayor	There is no consistent international best practice for dealing with multi-unit properties, all Council's in Australia provide different services. Generally <ul style="list-style-type: none"> • If there is space, the normal kerbside collection service is used, or • Communal bins are provided that can be front loaded into the collection trucks, or • If there is no outdoor space (tower blocks), bins are housed in a basement and a smaller collection trucks are used.
5	What is best practice for high density housing?	Cr. Southgate	
6	Please provide practical examples e.g. Auckland and Wellington and how they deal with tricky topography?	Deputy Mayor	Wheeled bin services are carried out in all areas, except where there is a health and safety issue, for example in Wellington some houses do not have vehicle access (i.e. only accessible via stairs), and are therefore allowed to use bags. If the driveway is on a hill the residents are recommended to leave them nearer to the street and to drop their rubbish off when they drive out. Tow bar hooks are available from some Councils for purchase or from private companies – eg. http://wheelie-bin-tow-hitch.nz/
7	Can you get information about cans/bottles return scheme in Australia?		South Australia, New South Wales, Queensland, Western Australia and Northern Territory all have a scheme or are about to implement a container deposit scheme. Other states including Victoria, Tasmania and Australia Central Territory have not singled intent to consider a scheme of this nature. In New Zealand there has been consideration into such a scheme being rolled out nationally. The Packaging Forum has stated that there would be a negative economic impact if this scheme was introduced, this stance has been disputed by Envison. WasteMinz is currently working with Auckland to develop a tool to work out if such a scheme would have a positive or negative economic impact on the City Council. Wasteminz will then collate the outcome and provide a provision to the Ministry of Environment.
8	Interested in Submission 42 re Waitaki/Oamaru user pays system and garden waste – please investigate.	Cr. Tooman	The Waitaki District Council does not provide a kerbside or recycling collection service. If a resident requires a kerbside service they can contact a private contractor directly who provide a kerbside rubbish, recycling and greenwaste collection.
9	How are elderly coping with wheelie bins where this scheme is in place elsewhere?	Cr Bunting	Antidotal feedback nationally and internationally shows that elderly do find the wheeled bins easier to maneuver and as they are larger, residents don't need to place them out at the kerb as often. Further, as the bins are lidded, the risk of windblown materials to pick up (by the resident and or service provider) is minimalised. Assisted collections are provided in Auckland, Rotorua, Porirua and Christchurch.
10	Please provide more details and costs on assisted collection.	Cr. Taylor	Residents who would like an assisted collection apply to Council, each Council has their own criteria for this service. Examples of how assisted collections are implemented are as follows for Rotorua and Christchurch. https://ccc.govt.nz/services/rubbish-and-recycling/collection/assisted-rubbish-collection-service/ http://www.rotorualakescouncil.nz/our-services/rubbish_and_recycling/bins/Pages/default.aspx#link6
11	Geoff Kreegher claimed that currently, some recycling collected is taken to landfill and not recycled. Please	Cr. MacPherson	Our current contractor is adamant that he was not aware of any such practice occurring within their control. Could not speak for other areas but definitely not the case for HCC's recycled plastics

	investigate.		
12	Please investigate why current contractor doesn't pick up rubbish that accidentally falls on the street during rubbish collection and use any learnings for new contract to ensure streets are clean.	Cr. O'Leary	The contractor is required to pick up all spilled recycling material within 1 metre radius of the recycling crate. Non-compliant recycling within the crates is to be placed back in the crates post collection with a sticker identifying the non-compliance. In the new contract it is proposed that the collection contractor will be responsible for the removal of all litter on the street.
13	What are current rules around people leaving rubbish out all week? Are there penalties?	Deputy Mayor	The Solid Waste Bylaw 2012 includes limited opportunity for infringements for this behaviour. It is intended to improve this with the review of the Solid Waste Bylaw scheduled for 2017/2018.
14	When will rubbish be collected – all at once or spread out?	Cr. Bunting	It is proposed that the collections will occur on the same day. Multiple collection days was not considered in the business case due to amenity values, bins would be out on the kerb over several days Wellington and Dunedin provide alternative fortnightly collections for recycling, this requires the householder to put out their wheeled bin one week, and then the crate the following week. Therefore reducing congestion at the kerb.
15	What would cost be of spreading collection rather than doing it all on one day.	Cr. Bunting	If the contractor provides an innovative solution with a single truck collecting more than one waste streams then there would be financial implications to this suggestion. If the contractor has separate trucks per collection then it is possible without major financial implications.
16	Can people make a choice between bags or bin? Can contractor do both?	Cr. Yeung	The purpose of using bins is to reduce the health and safety risk of bags. Contractors can do both but only in extreme circumstances e.g. Wellington where a dwelling does not have street access. In Rotorua, a dual system is operated in the Lakes area due to the number of holiday homes. Council has noted significant inefficiencies of the bagged system, with the contractor providing the following number of pick ups <ul style="list-style-type: none"> • Bags - 700 properties a day • Wheelie bins – 1200-1300 properties a day
17	Exemption sticker for some residents to put out bags.		We would consider this but only in extreme circumstances where bins just cannot be used.
18	More detail re size of bin options?	Cr. O'Leary	Roll outs of similar bin services in Auckland, Christchurch and Rotorua included residents being given the opportunity to select their bin size preference. Examples on how this service is provided is as follows http://www.aucklandcouncil.govt.nz/EN/environmentwaste/rubbishrecycling/Pages/Manukauredbinrollout.aspx https://ccc.govt.nz/services/rubbish-and-recycling/bins/change-the-size-of-your-bins/ http://www.rotorualakescouncil.nz/our-services/rubbish_and_recycling/bins/Pages/default.aspx#link6
19	How will contract be agreed – will Council be paying per weight of household, or paid by frequency of collection? Can we be innovative – would be good if the benefit went back to the ratepayer if a household puts out less waste.	Cr. O'Leary	Current contract is based on two costs, number of households and weight. The number of households covers the cost of the collection. The weight covers the cost of transport and disposal. User pays is a common method to provide financial benefit to those who put out less waste.
20	How much extra is micro-chip technology?	Cr. Henry	The proposals in the business case include micro chipping. Chipping the bins prior to roll out would cost approximately \$3 per bin. Chipping the bins is considered national and international best practice.
21	Are there any other options in the business case that would be worth consideration following the	Cr. Pascoe	The submissions were in favour of the proposed service <ul style="list-style-type: none"> • 84 per cent indicated that they wish to change to wheeled bins and more recycling options • 67 per cent prefer to have their recycling collected fortnightly

	submissions?		<ul style="list-style-type: none"> 64 per cent prefer to have their glass collected separately from the other recyclables 76 per cent would like to see a kerb food waste collection service provided. <p>Submissions mentioned education, inorganic collections, green waste collections, home composting, other household recyclables, financial incentives to reduce (user-pays), options for bin sizes, bags instead of bins, space issues all of which have been considered as part of the business case.</p>
22	With the Waste Management Plan 'Reduce, reuse, recycle, dispose' - how does the scheme address the 'reduce' part of the strategy as it is the first in the hierarchy?	Cr. Southgate	The kerbside proposal is focusing on the recycling proportion of the waste hierarchy. The proposed solution provides 73% more volume for recycling per year than the current service of two black bags and a recycling crate. Additional services to be offered include the collection of all plastics (except for polystyrene and film) and food increasing the city's recycling rate from 33% to 52%. Council has a Waste Management and Minimisation Plan that this currently up for review. This plan will address opportunities to reduce and reuse waste.
23	Arthur Muldoon mentioned Option 22 is based on an assumption re increase in landfill costs – need more metrics to justify this.	Cr. Pascoe	<p>Explanations of how the financial forecasts were developed is provided in the business case. We have looked at what is happening internationally with the waste levy and had industry experts provide us with forecasts on what could potentially happen with the emissions trading scheme.</p> <p>Waste disposal costs are made up of four components</p> <ul style="list-style-type: none"> Transport – reliant on fuel costs Landfill disposal costs – set by the landfill operator. Emission Trading Scheme (ETS) Costs – these are based on international price of carbon. This is converted to a cost per tonne of waste, which is currently \$8.40 per tonne of waste disposed. By 2029 forecasting predicts that this will increase to \$16.60 per tonne, which is still less than the current capped value of \$25 per tonne set by Government. Waste Levy Costs – set by the Ministry of Environment. Currently we pay \$10 per tonne, financial forecasting increases this to \$11.50 per tonne in 2019 and \$57.50 in 2029. This is compared to Australia where in some states they pay up to \$133 per tonne.
24	Storage/mobility issues – get an idea of how widespread this is? Small sections, long driveways, elevated sections...		Staff have commenced a housing review to identify properties where there could be problems. Staff also recommend that a Waste Task Force be implemented consisting of Councillors and waste experts to assist in this review.
25	Update on central govt legislative direction on charging for plastic bags.		The Ministry for Environment advised against introducing a ban or charge for single use plastic bags in August 2016. The Greens have drafted a bill proposing a charge that has been gone into the ballot for members' bills. It is the view of the current Government that it is unlikely that it will progress. Proposed member's bill - https://www.parliament.nz/en/pb/bills-and-laws/proposed-members-bills/document/51HOH_MEMBILL299_1/waste-minimisation-single-use-plastic-bag-amendment-bill
26	Can Body Corp put into tenancy agreement a rubbish bin requirement to lever tenants to take responsibility?		The Residential Tenancies Act 1986 doesn't include powers for the landlord/body corporate to include clauses around the management of waste in the tenancy agreement. It only includes ensuring the property is clear of rubbish at the end of the tenancy.
27	Please investigate an annual collection of furniture & technology	Cr. Tooman	<p>Explanations on how inorganic collections could be carried out are included in the draft business case. These services did not meet the outcomes of the service change and therefore have not been considered further.</p> <p>This service can be considered in the future, however at present it is out of scope of the kerbside rubbish and recycling proposal.</p>
28	What are we doing with polystyrene?	Cr. Henry	There are a few small recycling firms in New Zealand who recycle polystyrene. At this present time there is no cost benefit to collect polystyrene at the kerb, as the material is quite bulky but also very light requiring a significant volume to make up an economic amount. Further information regarding polystyrene is contained within the draft business case.
29	Risk of contamination within recycling – glass, pizza boxes – how will this impact on ability to recycle?	Cr. Mallett	All recycling systems can cope with a small amount of contamination, ongoing education and engagement with the community is required to keep contamination to an acceptable level.
30	Please investigate overall economics of recycling – is there a market or is it just a heavily subsidised service paid for by the rate payer?	Cr. Mallett	<p>The financial model developed for the purposes of the business case considered the overall market. The costs to Council are off-set by any revenue that the contractor can make from the sale of recyclables.</p> <p>The majority of the cost to recycle is covered by the rate payer; approx. 80% ratepayer and 20% revenue from sales of recyclables.</p>
31	Please investigate communal composting for block of flats e.g. University.	Cr. Bunting	<p>The university is considering mechanical composting units for their food halls.</p> <p>Communal food bins for collection are used widely in Europe to enable flats and medium to high density units to take part in the food waste recovery.</p>

32	Please look into advertising on bins to generate funds [Emily] Get help from Sam & Nigel in Comms	Cr. Bunting	Staff recommend a Waste Task Force is set up, with advertisement on bins to be investigated further.
33	Suggested Councillors do a walk around on rubbish collection day in Hillcrest University area (Knighton Rd).	Deputy Mayor	Staff recommend a Waste Task Force is set up, with site visits forming part of the Task Force Terms of Reference.
34	Can you organise a trip to Auckland to gain a deeper understanding of how their rubbish collection works in practice.	Deputy Mayor	Staff recommend a Waste Task Force is set up, with site visits forming part of the Task Force Terms of Reference.
35	What contact information do we have on Body Corps and Property Managers? Is there a database?	Deputy Mayor	We have limited information on Body Corporates and Property Managers in the rates database, addresses are often PO Box numbers in NZ or overseas. Information is being collated as staff interact with each property.

Appendix 1 – International Benchmarking

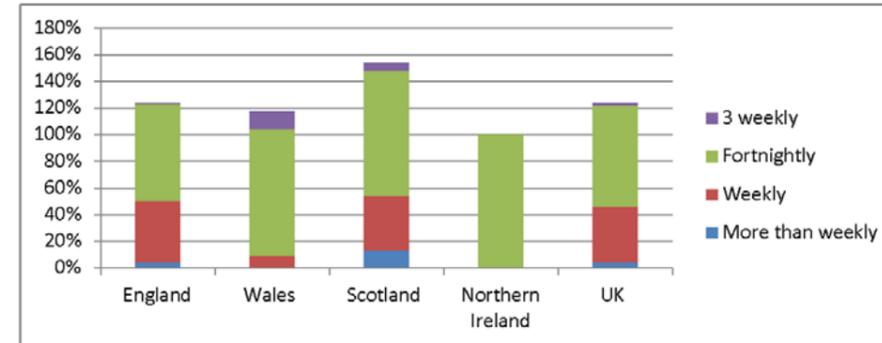
Council	Country	Population	Property type	Rubbish		Recycling			Food collection		Additional information
				frequency	type	frequency	type	waste	frequency	type	
Brisbane City Council	Australia	1,146,787		Weekly	wheelie bin	Fortnightly	240 litre wheelie bin	all except soft plastics			Green waste fortnightly
City of Ipswich	Australia	190,125		Weekly	240 wheelie bin	Fortnightly	240 or 360 litre wheelie bin	all except soft plastics			Green waste opt in
Cairns Regional Council	Australia	160,285		Weekly	wheelie bin	Fortnightly	wheelie bin	all except soft plastics			Green waste opt in
City of Greater Geelong	Australia	229,000		Weekly	120 wheelie bin	Fortnightly	120 or 240 wheelie bin	all except soft plastics			Green waste fortnightly
Shire of Nillumbik	Australia	64,219		Fortnightly	120 wheelie bin	Fortnightly	240 litre wheelie bin	all plus soft plastics	Weekly	120 wheelie bin for food & garden waste	
City of Greater Bendigo	Australia	110,000		Weekly	120 or 240 wheelie bin	Fortnightly	240 or 360 litre wheelie bin	all except soft plastics	Fortnightly	120 wheelie bin for food & garden waste	
Islington Council	England	215,667	House	Weekly	bags or wheelie	Weekly	green boxes/crates	all except soft plastics	Weekly	small food waste bin	
			MUDs	Weekly	bags	Weekly	Large communal bins	all except soft plastics	Weekly	communal food bin	
			flats above shops	Weekly	bags	Weekly	clear bags - 80/year	all except soft plastics			
Cherwell District	England	145,600		Fortnightly	180 or 240 wheelie bin	Fortnightly	blue and brown crate	all except soft plastics and glass	Fortnightly	120 wheelie bin for food & garden waste	have three wheelie bins in total
Naustadt an der Weinstase	Germany	52,999		Fortnightly	40, 60, 80, 120 and 180 wheelie bins	Fortnightly	bins or bags	paper, cardboard	Weekly in summer and fortnightly in winter	35, 40, 60, 80, 120, 180 and 240 wheelie bins	Pay for bags/pick up of waste. Has highest recycling levels in Germany
						Fortnightly	white bags	glass			
						Fortnightly	yellow bags	plastic, metal, foil			
Stirling Council	Scotland	92,830		Fortnightly	240 wheelie bin	Weekly	240 litre wheelie	co-mingled including glass			
East Lothian	Scotland	130,050		Fortnightly	240 wheelie bin	Weekly	blue crate and green crate	all except no soft plastic			
Dundee City	Scotland	148,200		Fortnightly	120 wheelie bin	4 weekly	120 litre wheelie	glass			
						Fortnightly	120 litre wheelie	paper, cardboard, metal and plastic			
South Lanarkshire	Scotland	316,000		Fortnightly		4 weekly	wheelie bin	glass, cans, plastic	Fortnightly	120 wheelie bin for food & garden waste	
						4 weekly	wheelie bin	paper and card			

2015/16 Statistics of UK kerbside rubbish and recycling collections

*The numbers add up to greater than 100% because some Councils offer multiple service, often to different building types, e.g. houses, flats, urban, rural

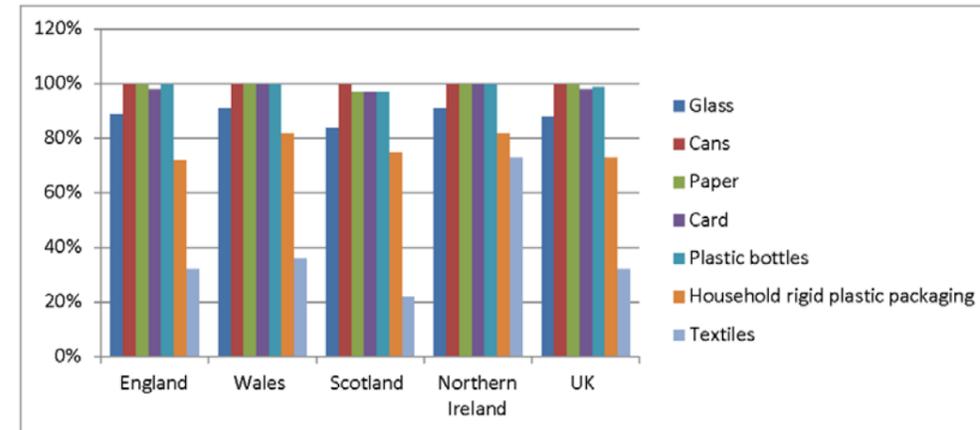
Household kerbside residual waste collections

	More than weekly	Weekly	Fortnightly	3 weekly
England	4%	46%	73%	1%
Wales	0%	9%	95%	14%
Scotland	13%	41%	94%	6%
Northern Ireland	0%	0%	100%	0%
UK	4%	42%	76%	2%



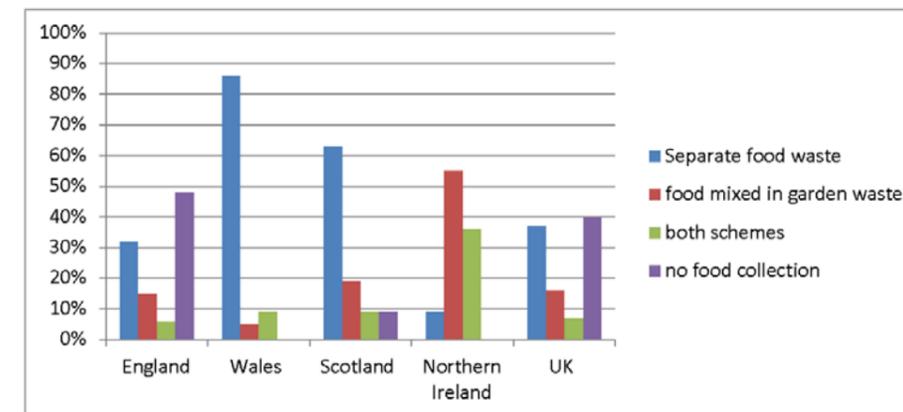
Household kerbside dry recycling collections

	Glass	Cans	Paper	Card	Plastic bottles	Household rigid plastic packaging	Textiles
England	89%	100%	100%	98%	100%	72%	32%
Wales	91%	100%	100%	100%	100%	82%	36%
Scotland	84%	100%	97%	97%	97%	75%	22%
Northern Ireland	91%	100%	100%	100%	100%	82%	73%
UK	88%	100%	100%	98%	99%	73%	32%



Household kerbside food waste collection

	Separate food waste	Food mixed in garden waste	Both schemes	No food collection
England	32%	15%	6%	48%
Wales	86%	5%	9%	0%
Scotland	63%	19%	9%	9%
Northern Ireland	9%	55%	36%	0%
UK	37%	16%	7%	40%



ATTACHMENT 4 – ROTORUA LAKES DISTRICT COUNCIL WASTE SERVICE INFORMATION

Type of collection

Introduced a new kerbside rubbish and recycling collection in October 2016

The Council changed from a paper rubbish bag collection service to a wheelie bin rubbish and recycling service.

The new service:

- Wheelie bin for rubbish collected weekly – 140 litre
- Wheelie bin for recycling (except glass) collected fortnightly – 240 litre
- Crate for glass collected fortnightly – 40 litre

The new service is compulsory for 12 out of 18 of the communities in Rotorua.

6 out of 18 of the communities are able to opt out and get bag collection. According to Rotorua Council there are two reasons for providing the dual service in these areas:

1. High danger areas where bins can't be collected
2. Holiday homes where the wheelie bins would remain on the kerbside all week or longer

Currently, in these 6 communities households that opt for bags (instead of wheelie bins) does not get a kerbside recycling collection.

Options re bin size

Rotorua Lakes Council provide an option for households to purchase larger or additional bins.

Rubbish bin options (red lid)	Fee per annum
Upgrade 140 litre bin to to 240 litre bin	\$105
Additional 140 litre bin	\$160
Additional 240 litre bin	\$250

Recycling bin options (yellow lid)	Fee per annum
Additional 240 litre bin	\$200

Blue crate options (glass)	Fee per annum
Additional 40 litre crate (maximum 3 per household)	\$30

Assisted service

Rotorua Lakes Council provides an assisted service for residents who need help putting out their rubbish and recycling. This service is provided for free to those residents who:

- Are unable to take their bins to the kerbside because of disability, impairment or frailty
- Have no one at home or in the neighbourhood who can help them

The Council requires evidence to be provided that shows you meet these criteria.

The collection company then visits the home to ensure that the bins are accessible and to agree where they will be located.

The cost for assisted services is \$12 per property per year

A total of 96 properties receive an assisted service this equates to less than 0.5% of the population

Rotorua Lakes Council's experience of implementation

Staff contacted Rotorua and posed the following questions following Councillors questions on the Rotorua system

What was the driver for the change in service?

- Prior to the new service we had just a paper bag refuse collection. The drivers to get away from the bag service is to increase the amount of recyclables collected, to reduce the amount of health and safety issues with the service and to reduce the amount of issues with split bags/vermin/odour etc.

How are the bags and bins collected? Is it the same truck?

- The bags and bins are collected by the same truck which is a tri-combi made by Manco on a Hino 500.
- Both the duo and the tri are able to handle both bags and bins (picture of the duo below). The hopper is still about 5 feet high so bags are not the easiest thing to throw in especially if they are above 6kg.



Is the dual system working smoothly?

- Having the dual system decreases the amount of houses able to be serviced in a given day and therefore increase the inefficiency of the system. The contractor can services:
 - Bags - 700 properties a day
 - Wheelie bins – 1200-1300 properties a day

What was the driver for having the dual system?

- The driver was due to the large amount of holiday homes around the lakes area. We only offer a choice in this area. Some of these locations are also not that suitable for wheelie bins due to steep drives with no berm so the bins can't be stored near the street.

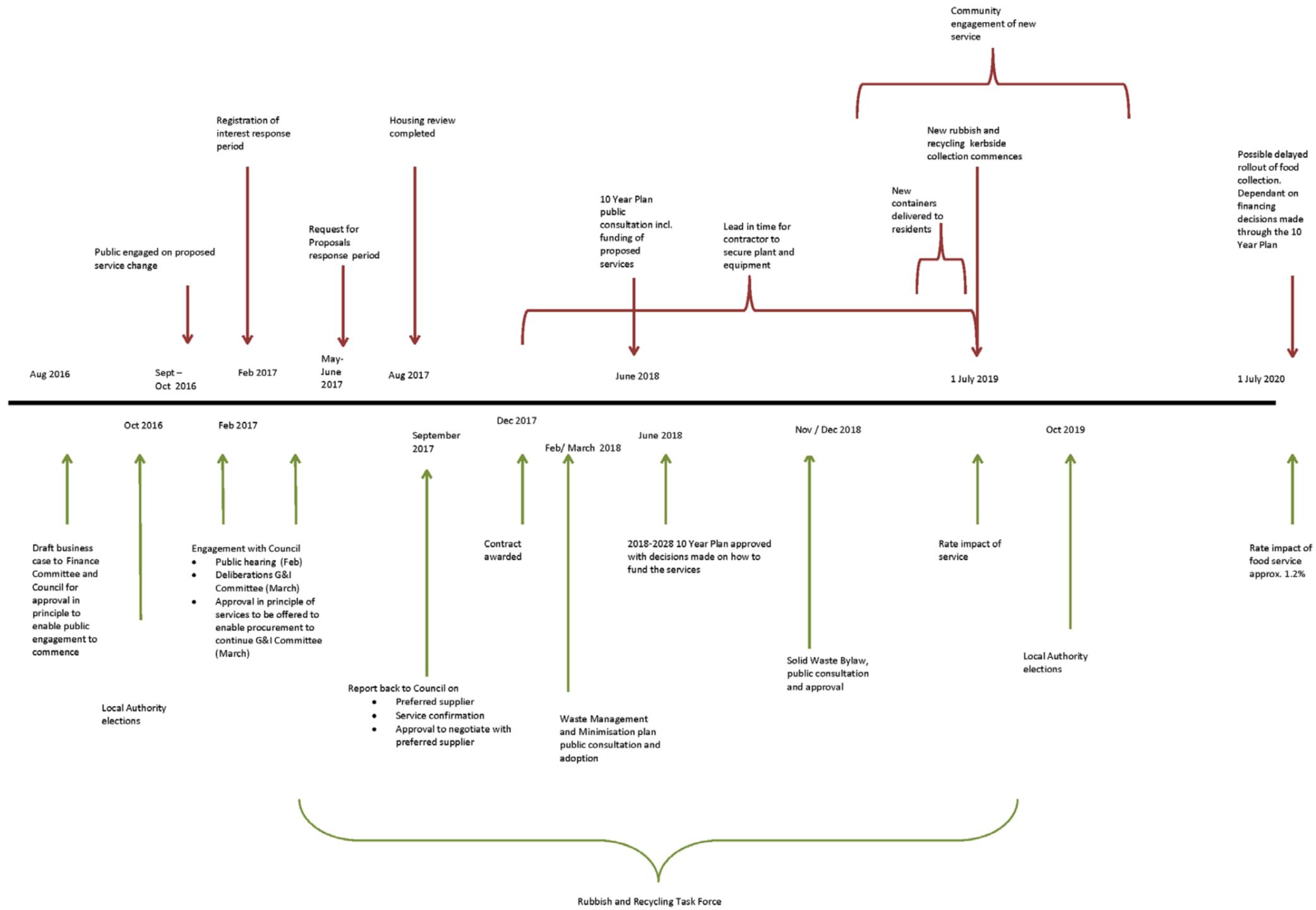
How many households are using the bags still versus bins?

- In the area where we offer the choice, we have 978 properties serviced by bins and 404 serviced by bags. Total properties serviced by bins would be approx. 26,000.
- Total percentage of properties with bags is 1.5%

How are high density areas managed?

- The only high density areas in Rotorua are in the Retirement villages. In these areas communal recycling areas of 1100 litre wheelie bins have been established and the contractor wheels the bins out to the street for collection.
- A bank of 360 litre bins were investigated but was not chosen as it increased the cost for the contractor to move them.

ATTACHMENT 5 - TIMELINE



ATTACHMENT 6 - TASK FORCE – RUBBISH AND RECYCLING KERBSIDE SERVICES

Chairperson:	Chair Growth and Infrastructure Committee – Cr Macpherson
Elected Members:	3 Elected Members to be determined
External Members:	<p>3 external subject matter experts to be appointed</p> <ul style="list-style-type: none"> • Nicola Turner – Regional Waste Minimisation Facilitator - Waikato Regional Council • Anna Casey-Cox – Project Coordinator – Waikato Environment Centre • Rachael Goddard Environmental and Sustainability Manager, Waikato University
Support Staff:	<p>Chris Allen – General Manager City Infrastructure</p> <p>Emily Botje – Rubbish and Recycling Project Manager</p> <p>Maire Porter – Unit Manager City Waters</p> <p>Trent Fowles – Compliance Manager</p> <p>Charlotte Catmur – Waste Minimisation Advisor</p> <p>Kirsty Quickfall – Waste Minimisation Advisor</p> <p>Support and other staff to be nominated and agreed at first Task Force meeting.</p>
Date Established:	22 March 2017 (Growth and Infrastructure Committee Resolution)
Reporting Back Date:	<p>Upon completion on phases (refer below to works required for each phase)</p> <p>Phase 1 – April 2018</p> <p>Phase 2 – February 2019</p> <p>Phase 3 – February 2019 with service roll out methodology and again in November 2019 with roll out outcomes</p>
Appointing Committee:	Council
Reporting Committee:	Growth and Infrastructure Committee
Purpose:	To make recommendations on rubbish and recycling for the city to the Growth and Infrastructure Committee
Terms of Reference	To consider and provide guidance on the following projects. These projects

	<p>have been broken up into three phases</p> <p>Phase 1 – Housing review and Waste Management and Minimisation Plan</p> <p>Phase 1 projects can commence now and are not dependent on the procurement of a contractor. Phase 1 projects will run from now to April 2018. Projects include:</p> <ul style="list-style-type: none"> • Housing review – identification of existing premises where bin collection and storage will be an issue. • Waste Management and Minimisation Plan review. This review is legislatively required and gives Council the opportunity to develop a new six year program of works to minimise waste generation and maximise waste diversion. Projects are funded through the waste levy. • Site visits to Hamilton East, Auckland etc. <p>Phase 2 – New contract methodology and Solid Waste Bylaw</p> <p>Phase 2 projects rely on a contractor being engaged, as they are required to assist in solution development and or completion of Phase 1 projects. Phase 2 projects will run from February 2018 to February 2019. Projects include, but not limited to:</p> <ul style="list-style-type: none"> • Bespoke solutions for those properties where space is at a premium, identified through the housing review. • Provision of alternative bin sizes. • Assisted collections. • Solid Waste bylaw review. This review is not legislatively required until 2022, however it is operationally required to support the kerbside service change and Waste Management and Minimisation Plan. <p>Phase 3 – Service roll out communications</p> <p>Phase 3 is about implementation of the new service. A communication’s plan will be developed in late 2018, with implementation of community engagement commencing in March 2019 and will run beyond the service change.</p>
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Committee: Growth and Infrastructure Committee **Date:** 28 March 2017

Report Name: Extension of Transportation Corridor Maintenance and Renewal Contract (12080) **Author:** Jason Harrison

Report Status	<i>Open</i>
Strategy, Policy or Plan context	<i>Access Hamilton</i>
Financial status	<i>There is budget allocated Amount \$68,000,000 (FY2017-18 to FY2019-20)</i>
Assessment of significance	<i>Having regard to the decision making provisions in the LGA 2002 and Council's 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. Seek approval to renew the Hamilton Transportation Corridor Maintenance and Renewal Contract (12080) for a further three year period.

3. Executive Summary

4. The current contract commenced 1 October 2013 and was set up using a procurement model termed a Collaborative Working Agreement which is alliance based.
5. Under this contract, Downer New Zealand and Hamilton City Council staff work together as part of the Infrastructure Alliance (IA) to manage, renew and maintain the transport assets.
6. The contract was approved for an initial 3.75 year period and Council has sole discretion whether to renew the contract for two further periods of three years each. The first of these renewal periods commences on 1 July 2017 and will end on 30 June 2020.
7. Council monitors the performance of the Infrastructure Alliance using a series of mechanisms, including the engagement of an independent auditor to provide due diligence and probity services, quarterly reviews of Levels of Service against the 10 Year Plan, and monthly reviews of financial expenditure.
8. The Infrastructure Alliance has performed well to deliver on all aspects of the contract and the 3 year extension is recommended.
9. One key aspect of this contract is that it is set up to manage within the budgets assigned to it. This means that while Council process requires it to set an Approved Contract Sum for the 3 year period ahead, it can be adjusted if different funding decisions are made.

Recommendations from Management

That the Growth and Infrastructure Committee:

- a) receives the report;
- b) approves a three year extension of the Hamilton Transportation Corridor Maintenance and Renewal Contract (12080) with Downer New Zealand Ltd from 1 July 2017 to 30 June 2020; and
- c) approves a \$68,000,000 increase in the Approved Contract Sum for Contract 12080 from \$67,000,000 to \$135,000,000 to correspond with the 3 year extension to 30 June 2020.

10. Attachments

11. Attachment 1 - Contract Description
12. Attachment 2 - Contract Risks- September 2013
13. Attachment 3 - Infrastructure Alliance Quarterly Results

14. Key Issues

15. Background
16. The current Hamilton Transportation Corridor Maintenance and Renewal Contract (12080) was awarded to Downer New Zealand Ltd commencing 1 October 2013.
17. This contract was set up using a procurement model termed a Collaborative Working Agreement (CWA). It is an unincorporated joint venture between Council and Downer New Zealand Limited known as the Infrastructure Alliance (IA).
18. The CWA is a move away from the traditional contract model of master/servant to a collaborative style of working. Council has staff assigned to work in the alliance style contract in collaboration with Downer staff and Council retains a key role in determining the objectives, goals and culture of the CWA, and determining the budget that will be available for expenditure each year.
19. The contract works on a cost plus basis within the budget assigned by Council. This model provides Council with flexibility that previously didn't exist to allow adjustments to the scope and priority of the agreed programme of work to work within budget. This flexibility allows Council to respond to changing needs without incurring contract penalties. A fuller description of the contract is provided in Attachment 1.
20. The contract was awarded for an initial period of 3.75 years ending 30 June 2017, with a right of renewal for a further two 3 year periods at the discretion of Council. This report is recommending the extension of the contract for the first 3 year extension to 30 June 2020.
21. At the Finance and Monitoring Committee (24 September 2013) the Approved Contract Sum for Contract 12080 was set at \$67,000,000 for the initial 3.75 year contract period only. It was noted that an increase to the Approved Contract Sum would be sought at the time any extension was granted.
22. The actual expenditure against the contract to January 2017 is \$57,066,454 and the forecast expenditure to 30 June 2017 is \$65,700,000 million, plus any variations the Infrastructure Alliance may be awarded. The intention is to manage expenditure within the approved budget of \$67,000,000.

23. Contract Performance

24. In considering whether to extend the contract it is useful to consider the risks identified at the time of contract award and to consider how they have been managed. The risks identified in September 2013 are attached (Attachment 2) and are updated below.

25. Local Supply Chain

26. Currently supply chain partners and subcontractors make up 35% of the total expenditure of the Infrastructure Alliance. This comprises four key supply chain partners and three key subcontractors all of which have a local presence in the market place.

27. In addition to these supply chain partners and subcontractors there are contracting opportunities outside the collaborative working arrangement. Council regularly puts out work packages to the open market to provide opportunities for other suppliers and to test the market. Examples of this include our annual minor works contract, bus shelter renewal programme, and capital works such as the Western Rail Trail.

28. Opportunities for New Suppliers

29. The Infrastructure Alliance has a procurement policy that sets out how they procure new suppliers when the opportunity arises. The key criteria for a new supplier is that they are able to meet the required safety standards. Over the past year the Infrastructure Alliance has worked with two new local civil contractors to complete works.

30. Achieving Value for Money

31. The following mechanisms are in place to monitor the performance of this arrangement:

- Engagement of an independent auditor to provide due diligence and probity services, specifically with regards to the annual financial, commercial performance, and operations of the IA, and the establishment and performance against annual Target Cost Estimates;
- Quarterly review of IA performance against set Key Result Areas; and
- Monthly review of financial expenditure against pre-agreed budgets.

32. Council has engaged Collaborative Management Services (CMS) as our independent auditor. CMS has provided these services since the start of this contract with a full set of annual reports prepared. In the latest report FY 2015-2016 the auditor has advised that they have reviewed the financial records and there is nothing to suggest the IA has not applied its organisational processes and systems effectively in compiling financial records, reports and performance statements in the period 1 July 2015 to 30 June 2016. These comments are in keeping with previous statements from past financial years.

33. Another key function that CMS provide is independent confirmation that the methodology employed in the development of the annual Target Cost Estimate for the contract is sound, fair, equitable and realistic but also commercially 'tensioned' and challenging.

34. Financial expenditure against pre-agreed budgets is monitored monthly. This information is reported as part of Council's Transportation Activity to the Finance Committee.

35. Maintaining Agreed Levels of Service

36. Achieving the levels of service as set out in the 10 Year Plan and the Transportation Activity Management Plan form the key measures against which the Infrastructure Alliance report their performance.

37. There are four level of service performance measures that are reported against the 10 Year Plan on a quarterly basis (Attachment 3):
- i. Customer service requests are responded to promptly;
 - ii. How smooth our roads are to travel on (the average quality of ride on sealed roads);
 - iii. The condition of our footpaths; and
 - iv. The maintenance of our roads (measured by the percentage of the road network sealed each year)

38. *Maintaining Asset Sustainability*

39. 'Asset sustainability' monitors three of the four level of service measures noted above (36ii, iii and iv).
40. Performance against how smooth our roads are to travel on and the condition of our footpaths is currently tracking inline with the set targets.
41. Performance against the third measure regarding the maintenance of our roads (measured as a percentage of road network sealed each year) has been below target for the past two years. This year's resurfacing programme will achieve 4.6% which is again below the target (5.5%). This lower volume of resurfacing reflects the tension of having a constrained budget to manage a growing network and use of asset data information the Infrastructure Alliance has collected and validated to identify the minimum quantity of resurfacing to undertake, in effect ensuring value for money principles are applied.

42. *Retaining and Growing Councils Intellectual property*

43. Council has experience minimal staff turnover over the term of the contract to date. A benefit of the collaborative working agreement model is that we are able to access a wide range of technical and managerial expertise.
44. Currently we are in the process for recruiting for a new Asset Manager. This role is proving challenging to recruit for. It is a critical role as it is responsible for optimising the management of infrastructure assets, maximizing value for money, whilst maintaining levels of service, with a view to long term sustainability of assets. In the interim Downer has been able to provide cover from within their organisation to ensure asset management services are maintained and integrated work programmes are developed and implemented.
45. The Infrastructure Alliance has a strong focus on learning and development. Council staff have benefitted from this focus with opportunities to participate in Leadership programmes, gain contracting experience, and grow their competency across a board cross-section of contracting and technical practices (including asset management, and data capture methods).

46. *National And Regional Collaboration*

47. The Infrastructure Alliance took a leading role in supporting the establishment of the Road Asset Technical Accord, and hence Road Efficiency Group, and continues to be actively involved.
48. In the future there could be opportunities for the management of the state highway network within the city boundaries to be incorporated into this form of contract. We work closely with the New Zealand Transport Agency and take a one network approach with our network. There may also be opportunities for collaboration with Waikato District Council at some point in time in the future.

49. Changes to Funding availability

50. The Infrastructure Alliance has worked to agreed budgets. While funding has not increased to meet the needs of a growing network the Infrastructure Alliance have optimised the expenditure of the available budget to achieve essential levels of service and maintain asset sustainability.

51. The collaborative working arrangement is well placed to accommodate changes to funding as opposed to changing expenditure outcomes on traditional contracts which is complex by comparison.

52. Options

53. There are two options available to Council:

- Option 1: To extend the current Collaborative Working Agreement as outlined in the report by a further 3 years to 30 June 2020
- Option 2: Revert to a traditional contract model or other forms of contract

54. Staff do not believe that Option 2 will deliver the same outcomes for Council as Option 1 achieves. If Council wanted to pursue Option 2, a one year extension of the current contract would be required to prepare for and to implement any new contract.

55. Staff recommend Option 1 and advise that they will be exploring further benefits over the next 3 year extension to look for better collaboration with the New Zealand Transport Agency who own, operate and maintain the state highways in the city and with Waikato District Council who also use an alliance type contract with Downer New Zealand Ltd.

56. Financial and Resourcing Implications

57. The amount to be allocated to this contract will be approximately 60-70% of the Transport activity budget with the remainder providing for the other activities of the City Transportation Unit that lie outside the maintenance and renewal function.

58. The total estimated budget to be allocated to this contract for the next three years (i.e. 1 July 2017 to 30 June 2020) will be \$68,000,000.

59. This allocation will vary depending on what funding Council allocates through Annual Plan and 10 Year Plan, along with subsidy approvals by NZTA.

60. The contract model allows for working within the available budget each year.

61. Risk

62. The contract risks remain the same as those identified in September 2013 and which have formed a basis for discussion in this report.

Signatory

Authoriser	Chris Allen, General Manager City Infrastructure Group
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Contract Description:**Contract 12080 Transportation Corridor Maintenance and Renewals****Overview**

Contract 12080 Transportation Corridor Maintenance and Renewals is termed a Collaborative Working Arrangement (CWA). This is an unincorporated joint venture between the Council and a contracting organisation to deliver the agreed services in an integrated cooperative manner.

What is a Collaborative Working Arrangement (CWA)?

A CWA is an alternative procurement and project delivery methodology to the traditional "master and servant" model. In essence it resembles a 'pure alliance' and its essential features include:

- Integration of client and contractor personnel into a single integrated team
- Co-location of the integrated team in one office
- Open, honest, frank and transparent transactions
- Building a culture which supports the strategic aims and objectives of all stakeholders
- Use of exemplary teamwork to deliver outstanding outcomes
- A no blame, no claim culture - with all parties pulling on one end of the rope!

It is designed to create and build a unity of purpose between all Principals and other stakeholders by aligning commercial drivers and incentives in such a way as to facilitate outstanding outcomes and a "win-win" result.

In this form of contracting many risks are jointly managed by the CWA Principals and the integrated Project Executive Group (PEG). Some risks, by their nature, may be retained by one party or another if the costs of including them in the Target Cost Estimate ("TCE") are prohibitive, or the CWA cannot add value to the risk management, mitigation or avoidance. The building of a unity of purpose is reinforced by the selection and formation of an integrated Project Executive Group (PEG) selected (ideally) from the Principals' organisations. The selection of the PEG will be made on a "best for project" basis and criteria used will include suitability as well as eligibility so as to ensure the team is well balanced.

The TCE is constructed from a robust process, which seeks to estimate in clear terms the actual costs of delivering the required scope of services. In addition to the actual costs, the TCE will include appropriate cost provisions for:

- site establishment costs (Preliminary & General costs)
- overheads recovery at the head office and/or corporate level and "normalised" profit margins for the stakeholders.

A final component of the TCE is the provision for the Quantitative Risk Assessment ("QRA"), which has been constructed and challenged using best practice Risk Management processes.

A "Gainshare/Painshare" mechanism (or mechanisms) is derived to incentivise the parties to deliver an extraordinary project outcome, which might be measured in

terms of costs, time, customer service, safety etc. Importantly the apportionment of gainshare/painshare will be pre-agreed between the parties.

Collaborative Working Arrangement Principles

While it is important that a project-specific CWA culture is “built from the ground up” it is expected as a minimum that the CWA would be founded on the following core principles:

- (a) Primary focus on business outcomes whereby all parties either win or all parties lose.
- (b) Collective responsibility for performance with an equitable sharing of risk and reward.
- (c) A peer relationship where all participants have an equal say.
- (d) Decisions must be “best-for-project” and “best for network”
- (e) Clear responsibilities within a no-blame culture.
- (f) Full access to the resources, skills and expertise of all parties.
- (g) Fully open-book transactions, actual costs plus applicable and pre-agreed mark-ups for profit and corporate overheads recovery.
- (h) Innovative thinking with a commitment to achieve outstanding outcomes.
- (i) Open and honest communication - no hidden agendas.
- (j) Visible/unconditional support from all levels of each participant organisation.

Key Risks and Mitigation- Contract 12080
-identified at time of award, 24 September 2013

Risk	Mitigation	Rating
<p>Excessive Impact on the local supply chain</p>	<p>Downer (New Zealand) Ltd operates on the basis of retaining internal resources for core services and using independent local contractors to supplement this approach – especially in times of peak workloads. They have indicated that they support Council’s desire to retain a healthy local supply chain and will make every endeavour to include a high proportion of local businesses in their overall arrangement. The final mix of local suppliers selected would also be made in accordance with achieving the best value for money for Council.</p> <p>Council staff will participate in these decisions throughout the term of the agreement. The actual amount of work undertaken by the local supply chain will be monitored and reported back as part of the annual report each year.</p> <p>It is also noted that other council transport contracting opportunities exist outside the CWA.</p>	<p>Low</p>
<p>Excessive barriers for new supplier access to the market</p>	<p>Local contractors will be able to compete for work from the CWA as and when opportunities arise. Initial negotiations have been held to select the best for project subcontractors or suppliers.</p> <p>Where additional works are arranged through the CWA a tendering process in accordance with the CWA Procurement Policy will be followed.</p> <p>The CWA will be reviewed on a three yearly basis and these milestones offer an opportunity to review the market access provisions.</p> <p>It is also noted that other council transport contracting opportunities exist outside the CWA.</p>	<p>Low</p>
<p>Achieving Value for Money</p>	<p>Current practices (traditional contracts) use contractor prices at the tender box as the mechanism for ensuring financial contestability. These prices include unknown margins for risks (such as wet weather, substandard work being repeated, unused plant, supply chain delays, labour downtime, subcontract margins, off site overheads and profit).</p> <p>The CWA model utilises the actual costs of the work carried out combined with agreed overheads and profit to determine the Target Cost Estimate. The cost is independently validated and uses current supply chain costs with regular audits thus introducing real commercial ‘tension’ into the input costs.</p> <p>The annual resetting of the Target Cost Estimate (TCE) to reflect the actual input costs and productivity improvements achieved during the previous year drives the progressive need for the CWA to be</p>	<p>Low</p>

	<p>innovative and come in under the TCE in order to be eligible for gain share at the end of the year.</p>	
<p>Maintaining Agreed Levels of Service</p>	<p>Achievement of the Levels of Services as agreed by Council in the 10 Year Plan and as set out in the Activity Management Plan for the Transportation Activity will form key measures against which the performance of the CWA reports.</p> <p>One of the key roles of the Principals Group is to establish the key objectives and outcomes for the CWA and this will include the determination of the Key Success Areas and Key Performance Indicators for the project and this will be based on the agreed Levels of Service.</p> <p>The CWA Manager and Project Executive Group will be charged with implementing the contract so as to meet all agreed levels of service. Reporting against all activities and outcomes, including Levels of Service, will be provided in the monthly and annual reports.</p> <p>This risk is medium until the first full year of operation is undertaken and network performance is better known.</p>	<p>Med.</p>
<p>Maintaining asset sustainability</p>	<p>The transport asset is in a state of continual deterioration as a natural result of wear and tear and environmental effects.</p> <p>This CWA contract model enables coordinated and proactive interventions in road works. These are based on a mix of long term and intermediate term decision making depending on the optimised assessment of asset need and budget availability.</p> <p>The close interaction between asset owner staff and proponent resources will provide more streamlined decision making for long term asset sustainability.</p> <p>This risk is medium until the first full year of operation is undertaken and network performance is better known.</p>	<p>Med.</p>
<p>Retaining and growing Councils Intellectual Property</p>	<p>All personnel in the CWA will continue to be employed by their respective host organizations.</p> <p>The interaction between HCC staff and the contractor will enhance the knowledge of the HCC staff along with improved data capture methods, integrated work programming, integrated training of staff and closer involvement in day to day decisions.</p> <p>'No poaching' clauses will be included in the CWA.</p>	<p>Low</p>
<p>Ability to leverage value for money through national and regional</p>	<p>The CWA provides a flexible format for growing scope from other Road Controlling Authorities (NZTA or neighbouring Councils).</p> <p>The CWA would be open to participating in any collaboration initiatives that produces value for money for ratepayers.</p>	<p>Low</p>

<p>Collaboration opportunities</p>	<p>Council has been developing a draft charter with NZTA regarding all roads within the metropolitan area of the city being operated on the basis of 'one network' in the future.</p>	
<p>Changes to funding availability</p>	<p>NZTA funding has been approved for the National Land Transport Programme (NLTP) for the 2012/13 to 2014/15 three year planning period. This covers the first three years of this contract. Future changes to funding from NZTA has already been signalled through the Financial Assistance Rate (FAR) review for the next three year planning period (from 2015/16).</p> <p>Any reduction in NZTA funding would reduce the ability of Council to meet its Levels of Service expectations however the CWA is well placed to accommodate changes to funding as this would occur by direct instruction by the Principals Group conversely changing expenditure outcomes on traditional contracts is complex by comparison.</p>	

Infrastructure Alliance Quarterly Result (Q4 2014-15 to Q2 2016-17)

LoS Measure	Target	Quarterly Results						
		Q2 2016/17	Q1 2016/17	Q4 2015/16	Q3 2015/16	Q2 2015/16	Q1 2015/16	Q4 2014/15
The average quality of ride on Hamilton's sealed local road network, measured by smooth travel exposure.	At least 86% smooth travel exposure	93% On Track	93% On Track	88% On Track	No data collected this quarter	87% On Track	No Data c collected this quarter	87% On Track
The percentage of Hamilton's sealed local road network that is resurfaced each year.	5.50%	0.44% On Track - Suitable weather conditions during Q3 should see an increase in the percentage of the network resurfaced.	0.2% - reflects the seasonal nature of this work. Only minimal work completed in Q1.	4.05% Off Track - Reduced quantity due to higher portion of AC work done in 2015/16. This is the expected result from work planning, and doesn't imply under-investment.	No data available until end of Q4	No data available until end of Q4	No Data Available - Annual results due Q4.	4.39%
The percentage of footpaths within Hamilton that fall within the service standard for the condition of footpaths that is set out in the Council's Asset Management Plan.	97%	98% On Track	96% Off track, action needed. Footpaths service standards will be actively monitored during quarter 2 and for the remainder of the year.	98% On Track	No data available until end of Q4	No data available until end of Q4	No data available until end of Q4	98% On Track - There were a total of 1095 footpath faults remedied in 2014/15.
The percentage of customer service requests relating to roads and footpaths responded to within five working days.	95%	98% On Track	96% On Track	88% Off Track - Corrective Action Needed	89% Off track - Corrective Action Needed	94% Off track - Corrective Action Needed	91% Off track - Corrective Action Needed	91% Off track - Corrective Action Needed

Notes:

1.D: Prior to Q4 2014-15, different measures were used to report against namely 1) the number of potholes, cycleway faults and footpath trip hazards identified each year, and 2) the number of complaints about the "look and feel" of the network, including cleanliness and landscaping.

Committee: Growth and Infrastructure
Committee

Date: 28 March 2017

Report Name: Taskforce Update

Author: Jason Harrison

Report Status	<i>Open</i>
Strategy, Policy or Plan context	<i>Access Hamilton Strategy</i>
Financial status	<i>There is budget allocated Amount \$726,904 (Parking) Amount \$100,000 (Access Hamilton)</i>
Assessment of significance	<i>Having regard to the decision making provisions in the LGA 2002 and Council's 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

- To inform the Committee regarding an update regarding the Access Hamilton Strategy and Parking Task Force meetings.

3. Executive Summary

4. Access Hamilton Task Force

- The Access Hamilton Strategy is being refreshed to ensure consistency with the latest Government and Regional policy direction.
- The Task Force met 10 March and discussed problems and benefits for transport within the city and wider region.
- Staff are producing problem and benefits statements to take back to the next Task Force meeting on 31 March.

8. Central City Parking Control Task Force

- The Task Force met on 24 February and requested staff bring back details on a series of parking options that it wanted to consider at its next meeting on 24 March.
- Since the Task Force has met a resolution was passed at the Annual Plan Council meeting (7 March) instructing staff report to Council (6 April) with detailed costings on 'free' 2-hour on-street parking within the CBD, from 1 October 2017.
- With the two concurrent work streams staff are working with the chair (Cr Taylor) and deputy chair (Cr Macpherson) of the Parking Task Force to ensure there is visibility of the report going to Council (6 April).

12. With the pending report to Council and various options for consideration by the Parking Task Force there is the potential for the scope of the parking technology project to change. Once the preferred parking offering(s) for the central city have been finalised staff will check the technology requirements against the current scope before formally engaging the preferred vendor and procuring the parking technology hardware.

Recommendation from Management

That the Growth and Infrastructure Committee receives the report.

13. Attachments

14. There are no attachments for this report.

15. Key Issues

16. Background

17. At Council (13 December 2016) the General Manager Infrastructure introduced a report titled *Access Hamilton Strategy*, that proposed:
- revising the Access Hamilton Strategy to align with national and regional policy and to allow the city to access national land transport funding;
 - forming a Taskforce to review central city parking. Strategies from the Central City Transformation Plan, such as free parking before 9am and after 3pm, and new parking technology were already implemented or underway. It was considered appropriate to review the effectiveness of the changes; and
 - on–street parking opportunities in the central city were being reviewed and consultation was to be undertaken with local businesses and the Hamilton Central Business Association and reported back to the Growth and Infrastructure Committee in February 2017.
18. In response to the above report, Council resolved that:
- a) *the report be received;*
 - b) *Council approve the Terms of Reference for an Access Hamilton Strategy Task Force (noting Deputy Mayor Gallagher and Cr Southgate as the additional Elected Members; and a representative from NZTA and a representative from Waikato Regional Council as ex officio positions) attached to this report, and that the Task Force report back to the Growth and Infrastructure Committee by June 2017;*
 - c) *Council approve the Terms of Reference for a Central City Parking Control Task Force (noting Crs Bunting and O’Leary as the additional Elected Members; and the Chair of Hamilton Central Business Association (HCBA) as the External Appointee) attached to this report, and that the Task Force report back to the Growth and Infrastructure Committee by June 2017; and*
 - d) *Council request staff to report back to the Growth and Infrastructure Committee in February 2017 identifying all opportunities to increase the on street parking numbers in the Central City.*

19. At the Growth and Infrastructure Committee (14 February 2017) staff provided a report on the *On-street Parking Supply in the CBD* which outlined opportunities to increase parking stock:
- Staff explained that the Stage 1 “easy to implement” opportunities included changing some parks in Bryce, Hood and Knox Streets to angle parking.
 - Two other categories were also identified; however, these would involve more significant effort to implement.
20. In response to the above report, the Growth and Infrastructure Committee resolved that:
- a) *the report is received;*
 - b) *the Committee approves implementation of additional parking for sites assessed as “easy to implement” subject to consultation with affected organisations, with costs of up to \$25,000 met from the discretionary transport budget;*
 - c) *the Committee approves the initiation of a bylaw process to reduce the speed limit in Knox Street to 30 km/h to support the implementation of angle parking, subject to consultation with affected organisations;*
 - d) *the Committee approves further investigation of additional parking for sites assessed as “requiring some effort to implement” to be reported back to the Committee through the Central City Parking Control Taskforce; and*
 - e) *the Committee approves further investigation of additional parking for sites assessed as “requiring significant effort to implement” to be reported back to the Committee through the Central City Parking Control Taskforce.*
21. Access Hamilton Task Force Update
22. Since the last Growth and Infrastructure Committee one Task Force meeting has been held on Friday 10 March 2017.
23. The Access Hamilton refresh is being undertaken to ensure consistency with the latest Government and Regional policy direction. The New Zealand Transport Agency’s business case approach principles are being applied. The four key principles are:
1. The importance of accurately identifying a problem and its consequences;
 2. The stating of the benefits associated with addressing the identified problems;
 3. The need to explore alternatives and options and then build the case for a particular response – with clear logic and evidence to support it; and
 4. The need for informed discussion by relevant parties throughout the development process.
24. The Task Force is currently working on principles 1 and 2.
25. Initial workshops involving staff and external stakeholders took place late 2016. These workshops identified four problem and three benefit statements. The Task Force discussed these statements and agreed the problem areas include growth and economic development, congestion, safety and active modes however they advised the statements needed to be a reworded to ensure understanding at a community level.
26. Staff are rewording the statements for discussion at the next Task Force meeting (31 March) with a further taskforce meeting scheduled for 28 April.
27. A full Task Force report is planned to be presented to the Growth and Infrastructure committee (9 May).

28. Central City Parking Control Task Force

29. Since the last Growth and Infrastructure Committee a Task Force meeting was held on Friday 24 February 2017. A key outcome from the meeting was that staff report back to the next Task Force meeting (24 March 2017) on the following options:

- 2 hours free parking for the blue zone only with no enforcement of WoFs and Regos
- 2 hours free parking for the blue & yellow zones with no enforcement of WoFs and Regos*
- 1 hour free parking for the blue zone only with no enforcement of WoFs and Regos
- 1 hour free parking for the blue & yellow zones with no enforcement of WoFs and Regos*

NB: * denotes these options are to include Hamilton East with respect to the rollout of technology

30. Since the 24 February 2017 Task Force meeting, there was discussion on CBD parking options at the Annual Plan Council meeting on 7 March 2017. A resolution of the Council meeting was that staff report to Council at the 6 April 2017 meeting with detailed costings on 'free' 2-hour on-street parking within the CBD, from 1 October 2017, including full or partial funding by:

- a targeted rate based on capital value charged on all rateable properties within the CBD; and
- a report from the Parking Task Force on their proposed parking strategy, including the introduction of new technology, and how this proposal for 2 free hours of parking will fit within the strategy.

31. Staff are working with the Chair (Cr Taylor) and Deputy Chair (Cr Macpherson) of the Parking Task Force to ensure there is visibility of the report going to Council on 6 April 2017.

32. As a result of the pending report to Council and the options being considered by the Parking Task Force, staff have put a hold on engaging the preferred vendor and procurement of parking technology hardware. This is to allow the project scope to be reconfirmed as this could potentially change the quantity (and possibly the type of) hardware required.

33. Financial and Resourcing Implications

34. Initial rollout of the parking technology was planned for March/April 2017, however this won't be achieved. With the additional reporting required it is anticipated that the award of the parking technology project will be delayed and likely require the deferment of project budget (\$650k) and roll-out to the 2017-18 Financial Year.

35. Risk

36. Staff are in discussions with the preferred vendor of the parking technology project to see if they will hold their pricing. However we have not been able to provide details regarding when a final decision will be made on technology requirements and physical rollout which is restricting negotiations at the moment. In the event that the technology requirements change staff may be required to re-tender this contract.

Signatory

Authoriser	Chris Allen, General Manager City Infrastructure Group
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Committee: Growth and Infrastructure Committee **Date:** 28 March 2017

Report Name: Hamilton City Council's Draft 1 Submission to the WEL Energy Trust's Draft Statement of Intent 2017/18 **Author:** Mark Brougham

Report Status	<i>Open</i>
Strategy, Policy or Plan context	<i>Economic Development Agenda; Hamilton Plan.</i>
Financial status	<i>The cost of \$1,200 to undertake development of the draft submission has been incorporated within existing work programmes. There is no separate budget allocation.</i>
Assessment of significance	<i>Having regard to the decision making provisions in the LGA 2002 and Council's 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

- To seek approval of Hamilton City Council's **Draft 1** submission to the WEL Energy Trust's Draft Statement of Intent 2017/18 (refer Attachment 1).

3. Executive Summary

- The WEL Energy Trust released its Draft Statement of Intent 2017/18 (their Draft Annual Plan) for public consultation on 1 March 2017.
- Although submissions officially close on 22 March, the Trust has agreed that Hamilton City Council's (HCC) submission can be lodged on 28 March 2017.
- The Trust intends to adopt its Draft Statement of Intent 2017/18 on 28 March 2017 so that it can come into effect for their 1 April-31 March financial year.
- They have advised that HCC's feedback can be incorporated into the final Statement of Intent 2017/18.
- Representatives of the three capital beneficiary councils (Hamilton City Council, Waikato District Council and Waipa District Council) met with WEL Energy Trust representatives on 10 March 2017 to discuss the Trust's intentions/future plans.
- A key part of the meeting revolved around the Trust's intentions regarding its current 100% shareholding in WEL Networks (noting the Trust will always maintain a majority shareholding).
- The other aspect discussed was how the Trust could engage earlier on their Annual Plan process with its three capital beneficiary councils.

11. Points 9 and 10 above were the two key aspects that Mayor King and Councillor Bunting wanted HCC's submission to focus on.
12. **Draft 1** was circulated to HCC's Elected Members on 16 March 2017 for consideration/feedback (noting that due to the agenda timeframe, a **Draft 2** version was unable to be circulated).

Recommendations from Management

That the Growth and Infrastructure Committee:

- a) receives the report;
- b) approves Hamilton City Council's **Draft 1** submission to the WEL Energy Trust's Draft Statement of Intent 2017/18;
- c) notes the approved submission will be sent to the WEL Energy Trust on 28 March 2017; and
- d) notes the approved submission be uploaded to Hamilton City Council's website.

13. Attachments

14. Attachment 1 - Councils Draft 1 Submission to the WEL Engery Trusts Draft Statement of Intent 2017-18

Signatory

Authoriser	Sean Hickey, General Manager Strategy and Communications
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DRAFT 1
**Submission by
 Hamilton City Council**
WEL Energy Trust's Draft Statement of Intent 2017/18**28 March 2017****1 Introduction**

- 1.1 Hamilton City Council (HCC), as one of three capital beneficiary councils of the WEL Energy Trust, thanks the Trust for the opportunity to provide feedback on its Draft Statement of Intent 2017/18.

2 Specific Comments**2.1 Earlier Engagement with Capital Beneficiary Councils**

- 2.1.1 As discussed at the 10 March 2017 capital beneficiaries meeting, HCC would like much earlier input opportunities into the Trust's future planning and direction, particularly when the Draft Statement of Intent 2018/19 is being developed.
- 2.1.2 Earlier engagement will enable more meaningful input into plan development by the three capital beneficiary councils.
- 2.1.3 This may mean that the Trust has to hold an extra meeting in January 2018 to approve the Draft Statement of Intent 2018/19 for public consultation, resulting in a six week submission period, as opposed to the current three weeks.

2.2 WEL Networks Shareholding

- 2.2.1 A key part of the 10 March 2017 meeting of the three capital beneficiary councils revolved around Trust representatives making it clear that there is no intention at present to sell down the current 100% shareholding in WEL Networks (noting the Trust will always maintain a majority shareholding in this company).
- 2.2.2 However, HCC also recognises that as part of the Trust's ongoing risk management and mitigation activities and the stewardship and protection of the Trust's assets, that over time they may need to introduce a new shareholder or further diversify WEL Network's activities. This may in turn result in a reduction in the shareholding.
- 2.2.3 HCC wish to acknowledge that it is fully supportive of this stance.

2.3 Five Year Strategic Plan

- 2.3.1 HCC acknowledges the robust strategic planning process that the Trust has undertaken over the past 12 months with WEL Networks, external advisors and other stakeholders to conduct a strategic review to inform the direction of the Trust over the next five years.
- 2.3.2 The resultant Five Year Strategic Plan framework looking at possible options for the future and evaluating them using a clear set of decision-making criteria is supported.
- 2.3.3 We also support the Trust's Vision to support "*A forward thinking, vibrant, connected Community*", by being diligent shareholders and investors, and by using its income as effectively as possible to benefit the community.

2.4 Statement of Investment Policies and Objectives

- 2.4.1 As with the Five Year Strategic Plan, HCC supports the Trust's development of its Statement of Investment Policies and Objectives (adopted by the Trust with effect from 28 February 2017).
- 2.4.2 This outlines that for the Trust to have community benefit, then it is best to maintain a majority shareholding in WEL Networks i.e. this is a statement of belief that had not been articulated before, and reinforces that there is no intention by the Trust at present to sell down the current 100% shareholding in WEL Networks.

3 Further Information

- 3.1 Should the WEL Energy Trust require clarification of the points raised in this submission, or further information, please contact Sean Hickey (General Manager – Strategy and Communications) on 07 838 6432, email Sean.Hickey@hcc.govt.nz in the first instance.

Yours faithfully

Richard Briggs
CHIEF EXECUTIVE