

## Notice of Meeting:

I hereby give notice that an ordinary Meeting of the Community, Services and Environment Committee will be held on:

**Date:** Tuesday 11 December 2018  
**Time:** 9.30am  
**Meeting Room:** Council Chamber  
**Venue:** Municipal Building, Garden Place, Hamilton

Richard Briggs  
Chief Executive

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# Community, Services and Environment Committee OPEN AGENDA

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## Membership

Chairperson	Cr P Southgate
Deputy Chairperson	Cr R Hamilton
Members	Mayor A King
	Deputy Mayor M Gallagher
	Cr M Bunting
	Cr J R Casson
	Cr S Henry
	Cr D Macpherson
	Cr G Mallett
	Cr A O'Leary
	Cr R Pascoe
	Cr G Taylor
	Cr L Tooman
	Maangai Te Pora Thompson-Evans
	Maangai Olly Te Ua

**Quorum:** A majority of members (including vacancies)

**Meeting Frequency:** Six weekly

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Lee-Ann Jordan  
Governance Manager

**5 December 2018**

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## **Purpose**

The Community, Services, and Environment Committee is responsible for:

1. Guiding and monitoring the provision of strategic community infrastructure and services to meet the current and future needs of the city and its communities.
2. Governance of recreational, event, and community facilities and amenities.
3. Facilitating community and stakeholder involvement and discussion on community infrastructure, community safety and community wellbeing matters.
4. Ensuring Hamilton is performing to the highest standard in the area of civil defence and emergency management.
5. Funding to benefit the social, cultural, arts and environmental wellbeing of communities in Hamilton.
6. Advice Council on the best ways to improve Hamiltonian's quality of life environmentally, socially, culturally and economically by protecting and enhancing the local environment.

***In addition to the common delegations on page 9, the Community, Services, and Environment Committee is delegated the following Terms of Reference and powers:***

### **Terms of Reference:**

1. To provide direction on strategic priorities and resourcing for community infrastructure aligned to city development and oversight of strategic projects associated with those activities.
2. To develop policy, approve community-related strategies and plans, and monitor their implementation.
3. To receive and consider presentations and reports from stakeholders, government departments, organisations and interest groups on community development and wellbeing issues and opportunities.
4. To monitor Hamilton's social demographics and social climate to assess current and future impacts on the Council and Hamilton communities.
5. To monitor the performance of Hamilton's civil defence and emergency management response against Council's requirements under the Civil Defence Emergency Management Act including:
  - a. implementation of Government requirements;
  - b. contractual service delivery arrangements with the Waikato Regional Group Emergency Management Office
6. To determine the funding priorities for the Community Grants Allocation Committees, in line with the Community Assistance Policy, Long Term Plan and Annual Plan.
7. To determine the priority of Council projects suitable for contestable and philanthropic funding, excluding NZTA funding.
8. To make decisions on event sponsorship applications in accordance with the Event Sponsorship Policy and within the approved budget, and monitor any grants made to external organisations under that policy.
9. To coordinate and make decisions on proposals, applications for external funding, and the distribution of Council funding and funding provided to Council for the environment, public art, recreational and community facilities and amenity.

10. To monitor and oversee the delivery of Council's non-financial performance and non-financial key projects, against the Long Term Plan, excluding key performance indicator reporting which is the responsibility of the Finance Committee.

11. To monitor Council sustainability principles and actions.

**The Committee is delegated the following powers to act:**

- Approval of Reserve Management Plans.
- Performing the Council's functions, powers and duties (excluding those matters reserved to the Council by law, by resolution of the Council or as otherwise delegated by Council) under the Burial and Cremation Act and the Reserves Act.
- Approval of purchase or disposal of land for parks and reserves required for designated works or other purposes within the Committee's area of responsibility which exceeds the Chief Executive's delegations and is in accordance with the Annual Plan or Long Term Plan.
- Approval of applications for Council projects suitable for contestable and philanthropic funding.
- Approval or otherwise of event sponsorship applications in compliance with the Event Sponsorship Policy and approved budget.
- Approval of funding for recreational and community facilities and amenities in accordance with the Long Term Plan.
- Approval of public art proposals put forward by the community and/or Council in accordance with the Public Art Development Process and approved budget.

**The Committee is delegated the following recommendatory powers:**

- The Committee may make recommendations to Council.
- The Committee may make recommendations to other Committees.

**Oversight of Policies:**

- *Citizens Initiated Referenda Policy*
- *City Honours Policy*
- *Class 4 Gambling Venue Policy*
- *Community Assistance Policy*
- *Community Occupancy Policy*
- *Disability Policy*
- *Dog Control Policy*
- *Event Sponsorship Policy*
- *External Funding Applications Policy*
- *Hamilton City Smoke-Free Environment Policy*
- *International Relations Policy*
- *Naming of Roads, Open Spaces and Council Facilities Policy*
- *Provisional Local Alcohol Policy*
- *Psychoactive Substances (Local Approved Products) Policy*
- *Public Places Policy (cross-over with Finance Committee)*
- *TAB Board Venue 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 Governance 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 Governance by telephoning 07 838 6439.

# Council Report

**Committee:** Community, Services and Environment Committee      **Date:** 11 December 2018

**Author:** Amy Viggers      **Authoriser:** Becca Brooke

**Position:** Committee Advisor      **Position:** Governance Team Leader

**Report Name:** Confirmation of the Community, Services and Environment Committee Minutes - 30 October 2018

<b>Report Status</b>	<i>Open</i>
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## Staff Recommendation

That the Committee confirm the Open Minutes of the Community, Services and Environment Meeting held on 30 October 2018 as a true and correct record.

## Attachments

Attachment 1 - Community, Services and Environment Unconfirmed Minutes - 30 October 2018

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## Community, Services and Environment Committee

### OPEN MINUTES

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Minutes of a meeting of the Community, Services and Environment Committee held in Council Chamber, Municipal Building, Garden Place, Hamilton on Tuesday 30 October 2018 at 9.32am.

#### PRESENT

Chairperson	Cr P Southgate
Deputy Chairperson	Cr R Hamilton
Members	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 G Taylor
	Cr L Tooman
	Maangai Te Pora Thompson-Evans
	Maangai Olly Te Ua

In Attendance:

- Lance Vervoort – General Manager Community
- Sean Murray – General Manager Venues, Tourism and Major Events
- Jen Baird – General Manager City Growth
- Kelvin Powell – City Safe Unit Manager
- Lisa Topscov – Partnership and Sponsorship Manager
- Paula Rolfe – Team Leader Implementation and Monitoring
- Andy Mannering - Manager Social Development
- Muna Wharawhara – Amorangi Maaori
- Judy Small – Disability Advisor
- Maria Barrie – Parks and Recreation Manager
- Jen Parlane – Park Planner
- Sean Stirling – Planner
- Nick Chester – Social Development Policy Advisor
- Jeff Neems – Communications Advisor
- Annette Richards – Open Spaces and Facilities Manager

Governance Staff:

- Lee-Ann Jordan – Governance Manager
- Amy Viggers and Rebecca Watson – Committee Advisors

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#### 1. Apologies

**Resolved:** (Crs Taylor/Casson)

That the apologies for absence from Mayor King and Cr Macpherson, and for early departure from Cr Taylor and Cr Mallett are accepted.

2. **Confirmation of Agenda**

**Resolved:** (Crs Bunting/Henry)

That the agenda is confirmed noting that item 10 (Momentum Waikato application to the Provincial Growth Fund) is to be taken at 12.30pm to accommodate external presenters.

3. **Declarations of Interest**

Maangai Te Ua declared an interest in relation to item 12 (Civil Defence Emergency Management (CDEM) Update) as his Army Reserve Battalion has a CDEM support role to the Waikato CDEM. He would partake in the debate and vote as he was not conflicted.

Maangai Thompson-Evans declared an interest in relation to item 8 (Local Indigenous Biodiversity Pilot Project) as a former trustee of Ngaati Hauaa Iwi Trust. She would partake in the debate and vote as she was not conflicted.

4. **Public Forum**

No member of public wished to speak.

5. **Confirmation of the Community, Services and Environment Open Minutes - 11 September 2018**

**Resolved:** (Crs Southgate/Henry)

That the Committee confirm the Open Minutes of the Community, Services and Environment Committee Meeting held on 11 September 2018 as a true and correct record.

6. **Chair's Report**

The Chair took the report as read.

**Resolved:** (Crs Henry/Bunting)

That the Community, Services and Environment Committee receives the report.

7. **General Managers' Report**

The General Manager Community spoke to the report, noting that the deferral of the West Town Belt Masterplan would enable consultation to occur after the Christmas period. Staff responded to questions from Committee Members concerning the West Town Belt Masterplan project timeline, status of individual projects from the Age Friendly Plan, changes in the aquatic services hours to better meet public demand, and delays in the completion of the Waterworld project which was caused by a wet weather.

**Action:** Staff undertook to provide Committee Members with the number of users of the Changing Places Toilet Facility recently constructed at the Hamilton Gardens.

**Resolved:** (Crs Southgate/Casson)

That the Community Services and Environment Committee:

- a) receives the report; and
- b) approves the deferral of the West Town Belt Masterplan adoption to the June 2019 Community Services and Environment Committee meeting.

**Crs Tooman, Mallett, and Bunting Dissenting.**

*Cr Taylor left the meeting during the (10.28am) discussion of the above item. He was not present when the matter was voted on.*

**The meeting adjourned 10.39am to 10.52am.**

**8. Local Indigenous Biodiversity Pilot Project (Recommendation to Council)**

The Team Leader Implementation and Monitoring introduced the report and two of the External Advisory Group project members' Professor Bruce Clarkson (University of Waikato) and Don Scarlett (Mercury). They responded to questions from Committee Members concerning external funding opportunities, the process to engage private land owners, the top ten priority sites and how Council could achieve most of the 10% biodiversity target through projects on Council owned land.

**Action:** *Staff undertook to provide Committee Members with the number of current landowners of properties that back on to gullies.*

**Resolved:** (Cr Southgate/ Deputy Mayor Gallagher)

That the Community, Services and Environment Committee:

- a) receives the report;
- b) recommends that the Council approves the completion the Local Indigenous Biodiversity Pilot;
- c) requests staff develop a Hamilton City Council Local Indigenous Biodiversity Strategy for consideration by Council by September 2019 based on the Collective Impact Framework; and
- d) notes that the Community, Services and Environment Committee will monitor the pilot and strategy through quarterly reports.

**Cr Mallett Dissenting.**

*Cr Taylor re-joined the meeting during the (11.07am) discussion of the above item. He was present when the matter was voted on.*

**The meeting adjourned 12.10pm to 12.56pm.**

*Item 10 (Momentum Waikato application to the Provincial Growth Fund) was taken after the above adjournment to accommodate external presenters.*

**9. External Funding Programme Plan**

The Partnership and Sponsorship Manager spoke to the report. Staff responded to questions from Committee Members concerning the number of funding opportunities required external revenue targets and other possible external funds/funders including iwi related funds that could be utilised.

**Resolved:** (Cr Casson/Maangai Te Ua)

That the Community, Services and Environment Committee approves the External Funding Programme Plan to raise the external funding requirements to deliver the priority projects approved in the 2018-2028 10-Year Plan.

**10. Momentum Waikato application to the Provincial Growth Fund**

Kelvyn Eglington (Chief Executive Momentum Waikato) introduced the report. He responded to questions from Committee Members concerning the projects included in the application, partnership agreement details and Council's ability to make future funding applications independently or in partnership with Momentum Waikato.

**Resolved:** (Crs Pascoe/Tooman)

That the Community, Services and Environment Committee approves Hamilton City Council Priority projects being included in, and supports, an application by Momentum Waikato to the Provincial Growth Fund.

**11. Neighbourhood and Amenity Reserves Management Plan Review**

The Senior Planner and Planner introduced the report, noting that consultation on the Neighbourhood and Amenity Reserves Management Plan was required. They responded to questions from Committee Members concerning the purpose of the review, the strategic approach to the review and the suggested changes which included three new reserves.

**Resolved:** (Crs Casson/O'Leary)

That the Community, Services and Environment Committee:

- a) receives the report;
- b) approves public notice of consultation of the draft Neighbourhood and Amenity Reserves Management Plan (2018) under s41(6) of the Reserves Act 1977 for the statutory two-month submission period; and
- c) requests the public submission be heard by the Regulatory and Hearing Committee prior to being referred back to the Community Services and Environment Committee for deliberations.

**12. Civil Defence Emergency Management (CDEM) Update**

The City Safe Unit Manager took the report as read. He responded to questions from Committee Members concerning the improvement CDEM capability to 56% and the requirement to develop public understanding of what to do in the case of an emergency.

**Action:** *Staff undertook to consider the level of readiness of the general public in an emergency and to review how to increase that level of public readiness.*

**Action:** *Staff undertook to organise individual sessions with Committee Members to discuss the development of the community engagement, public engagement and public education programmes.*

**Resolved:** (Crs Tooman/Hamilton)

That the Community Services and Environment Committee receives the report.

**The meeting was declared closed at 2.30pm.**

# Council Report

Item 6

**Committee:** Community, Services and Environment Committee

**Date:** 11 December 2018

**Author:** Amy Viggers

**Authoriser:** Becca Brooke

**Position:** Committee Advisor

**Position:** Governance Team Leader

**Report Name:** Chair's Report

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<b>Report Status</b>	<i>Open</i>
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## Staff Recommendation

That the Community, Services and Environment Committee receives the report.

## Attachments

Attachment 1 - Chair's Report



# Chair's Report

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Attachment 1

It has been a busy year but at this time it would be nice to acknowledge the hard work of staff and elected members and celebrate a number of achievements.

The recent highlights were the gifting of the new riverside art installation Toia Mai. I would like to thank Wintec for their vision and generosity and give a special mention to Joe Citizen the artist and project manager. The project was also supported by a number of generous Hamilton businesses. I would also like to thank staff for all of their hard work in finding a location, preparing and managing the site and iwi, in particular Tame Pokaia, for cultural input and support. I look forward to a great Mataariki event by the sculpture next year.

The re-opening of Waterworld has been very successful with good levels of positive feedback. A solution has been designed for better, accessible, steps into the main pool in response to feedback from those with mobility challenges. Staff are focused on creating a good range of summer activities in the outside area.

Another huge success has been the opening of the Mansfield Garden. Thank you to everyone involved. The Gardens are just getting better and better.

Item 6

It is also good to see the amount of community engagement on the design of the Rototuna town centre. Local residents seem genuinely excited and focus on the best outcomes and it is pleasing to see private developers in the area also keen to deliver an excellent outcome. There is also plenty of work going on around the revitalisation of the Zoo entrance area and entrance to Lake Waikwhakareke.

There is a strong advocacy for playground renewal and development in Hillcrest, which as an older part of the city has tired play spaces. There is a lot of work going on behind the scenes to ensure that 2 playgrounds can be achieved and to harness the desires of the community. I hope to take a trip to that area in the next few weeks to meet with community stakeholder, MP Jamie Strange and staff. Some councillors may wish to attend. An update on progress will come to a briefing in the New Year.

I recently completed community engagement training through the IAP2 (International Association of Public Participation). This was an excellent in challenging my thinking about how community engagement is designed and providing a large range of tools. I would recommend it as an option for professional development.

Paula Southgate  
Community, Services and Environment Committee Chair

# Council Report

Item 7

**Committee:** Community, Services and Environment Committee  
**Date:** 11 December 2018  
**Author:** Lance Vervoort  
**Authoriser:** Lance Vervoort  
**Position:** General Manager Community  
**Position:** General Manager Community  
**Report Name:** General Manager's Report

<b>Report Status</b>	<i>Open</i>
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## Purpose

1. To inform the Community Services and Environment Committee on the water quality testing of Lake Rotoroa.
2. To inform the Committee on the findings of the Hamilton Central City Safety Strategy Perceptions Survey.

## Staff Recommendation

3. That the Community Services and Environment Committee receives the report

### Lake Rototua Water Quality

4. Waikato Regional Council have now completed a year-long project of testing the water from Lake Rotoroa for bacteria types.
5. Selected samples have been sent to the Institute of Environmental Science and Research (ESR) for DNA testing to determine the source/s of the E.Coli in the water and if there are related weather spikes or cross overs with other sources.
6. Due to the large amount of data to get through and other work commitments, it will take ESR until the early new year to process the samples, then analysis can start in February.
7. Knowing the source of the pollutants will help determine solutions that may be suitable for improving water quality at Lake Rotoroa.
8. The completed analysis is expected by May 2019 and at this point staff will be working closely with the RESTORE group to go through the results and options.
9. Staff will continue to keep Elected Members informed of results as they are available.

### Hamilton Central City Safety Strategy Perceptions Survey

10. The Council have been actively collaborating with key partners to help improve the perception of safety in the central city since 2015 and are continuing to focus on the central city becoming an attractive destination where people always feel safe.

11. The current [Central City Safety Strategy](#) looks to revitalise the central city by working together to improve safety; making sure the central city is designed to be vibrant, welcoming and safe; and by having council policies and bylaws target safety concerns.
12. Since 2014 both HCBA and the Council have conducted annual perception surveys, this year they were open in August.
13. Business perceptions of safety and concerns show an overall trend of improvement with the exception of the 11pm-5am time.
14. However, the results from Councils survey indicate residents are feeling increased levels of concern around safety, both during the day and night. People feeling safe during the day decreased from 83.0% last year down to 77.2% this year, and similarly at night decreased from 62.6% in 2017 down to 49.5%.
15. 40% of people who gave an answer to their primary concerns about safety during the daytime mentioned the presence of people begging and appearing homeless. This was followed by 10% mentioning traffic concerns and issues.
16. The top three concerns around safety at night included 18% of people concerned with those who are drunk or intoxicated, 15% concerned with those begging and appearing homeless, and 15% concerned with poor lighting and dark public spaces.
17. The bi-annual Quality of Life Survey occurred between April and June 2018. The percentage of people feeling safe in the city centre during the day increased from 81% in 2016 to 90% this year, while those feeling safe after dark increased from 28% in 2016 to 36% this year.
18. As part of the community profiles that are produced in line with the 5-yearly Census, questions were asked around perceptions of safety within local neighbourhoods during the day and night. Results indicate that people are feeling safer in their local neighbourhoods with daytime perceptions increasing from 91% in 2014 to 97% this year, and similarly night-time perceptions increasing from 42% in 2014 to 67%.
19. Council received the 2018/19 Action list to progress the Hamilton Central City Safety Strategy at the 16 August 2018 Council Meeting ([Agenda](#), [Minutes](#)).
20. Attached is the comparative data from Surveys taken in 2014 through to 2018.

### **Financial Considerations**

21. Staff confirm that there are no financial implications to consider.

### **Legal and Policy Considerations**

22. Staff confirm that there are no legal and policy considerations.

### **Cultural Considerations**

23. Consideration will be given to Whakatupuranga Waikato-Tainui 2050 and the aspirations of Te Runanga o Kirikiriroa in responding to issues raised through perception surveying around central city safety.
24. The kawenata between Iwi, Maataawaka and Council has been signed to strengthen ongoing strategy development.

### **Risks**

25. There are no known risks associated with the decisions required for this matter.

## **Significance & Engagement Policy**

### **Significance**

26. Staff have considered the key considerations under the Significance and Engagement Policy and have assessed that the matter(s) in this report has/have a low level of significance.

### **Engagement**

27. Given the low level of significance determined, the engagement level is low. No engagement is required.

### **Attachments**

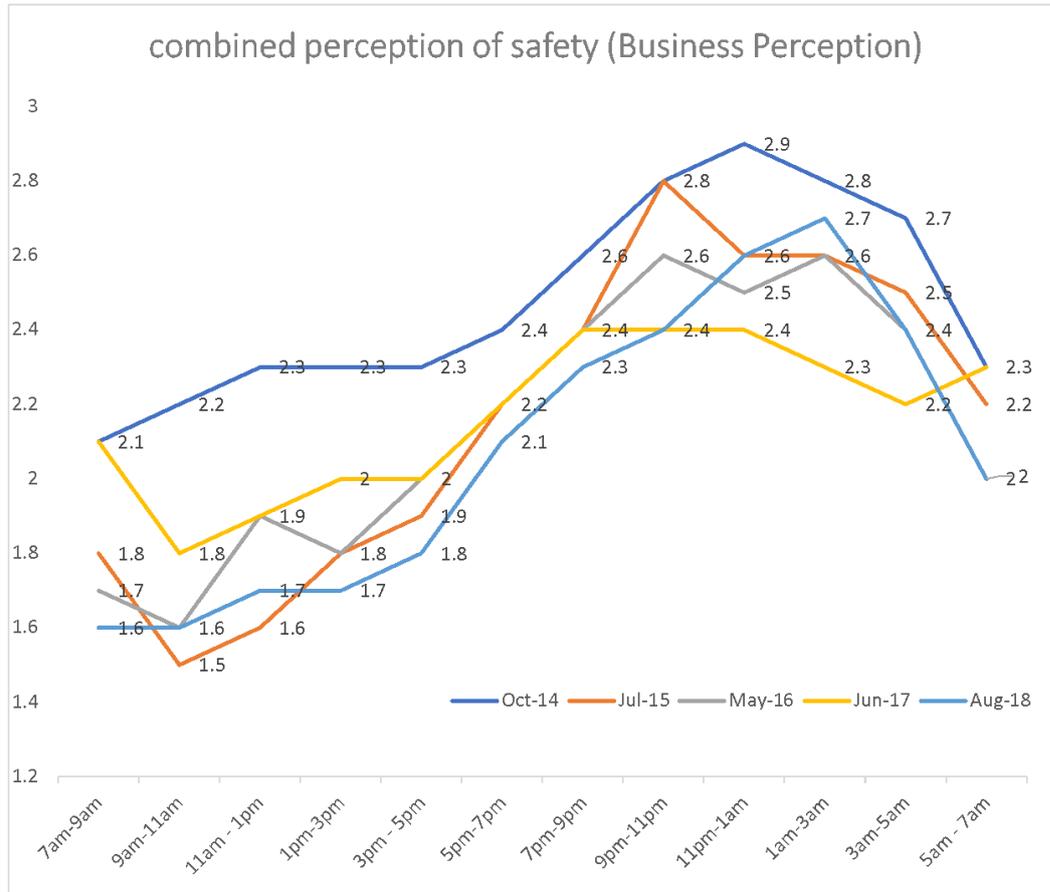
Attachment 1 - Hamilton Central City Safety Annual Perception Results

**Central City Safety Perception Results 2018.**  
**Business (Answers from HCBA members) – 90 responses.**

Answer Choices

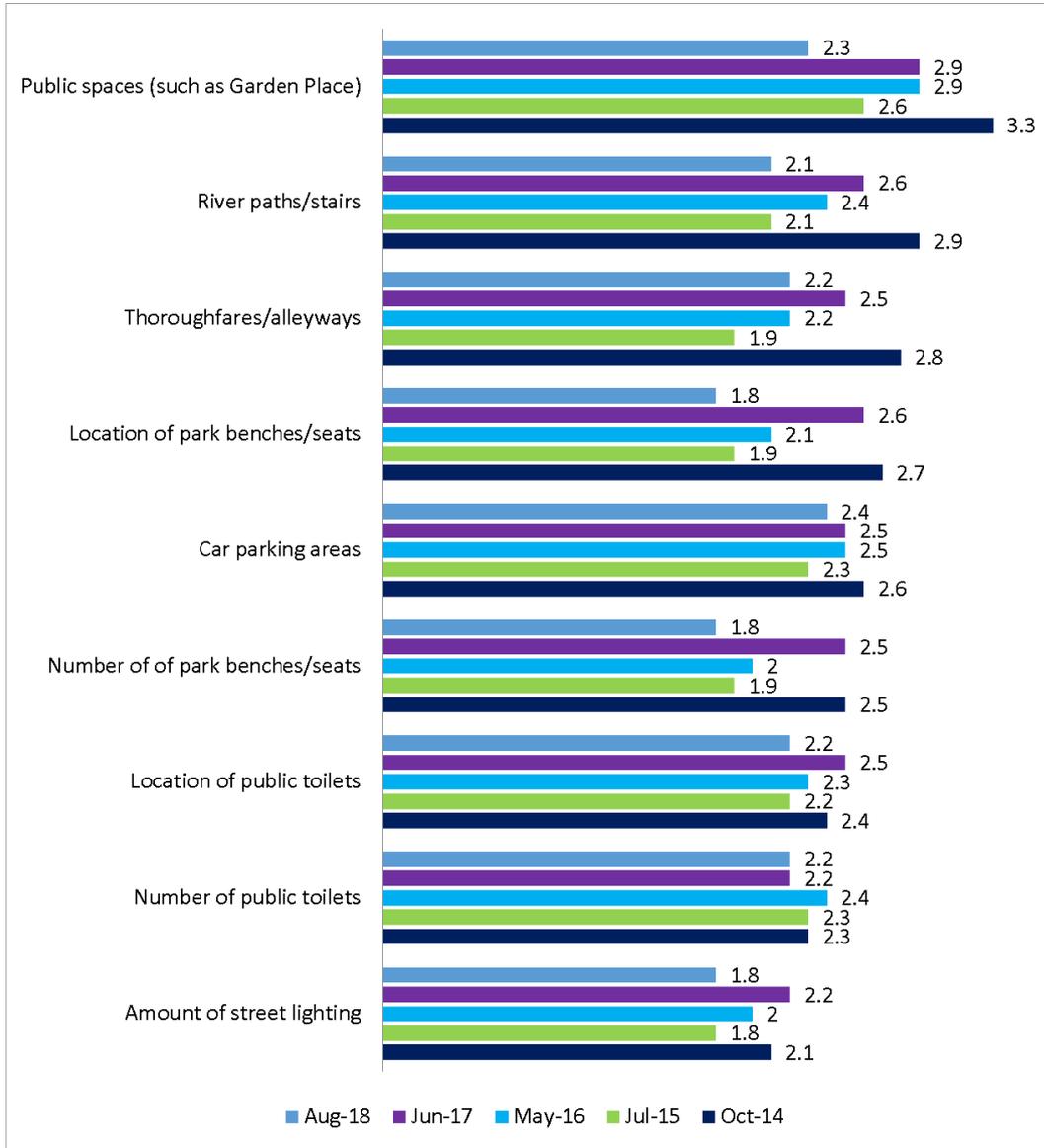
1. Not a problem
2. Minor problem
3. Moderate problem
4. Serious problem

Q. Over the last six months, what is your perception of safety at different times of the day?



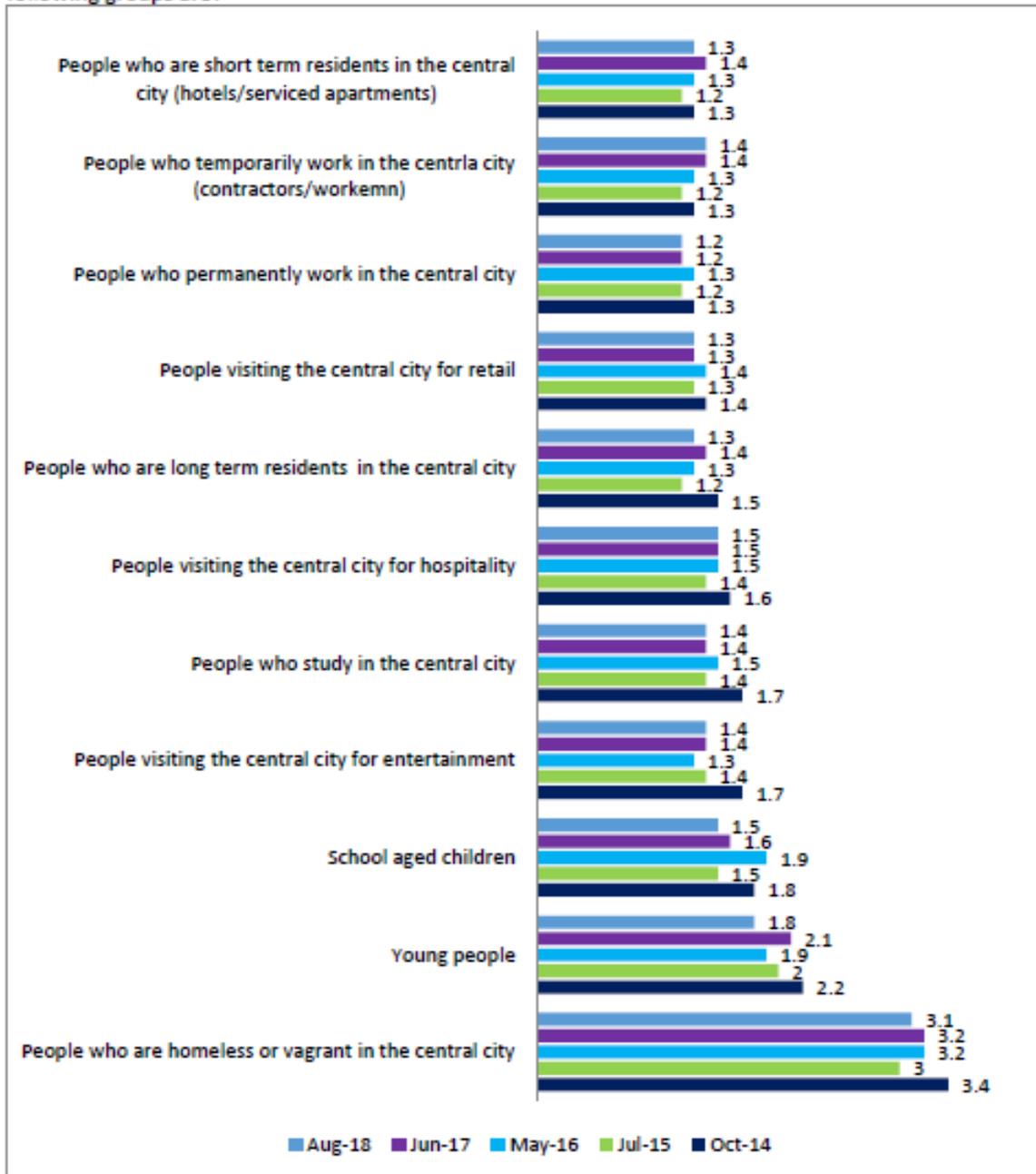
	Oct-14	Jul-15	May-16	Jun-17	Aug-18
7am-9am	2.1	1.8	1.7	2.1	1.6
9am-11am	2.2	1.5	1.6	1.8	1.6
11am - 1pm	2.3	1.6	1.9	1.9	1.7
1pm-3pm	2.3	1.8	1.8	2	1.7
3pm - 5pm	2.3	1.9	2	2	1.8
5pm-7pm	2.4	2.2	2.2	2.2	2.1
7pm-9pm	2.6	2.4	2.4	2.4	2.3
9pm-11pm	2.8	2.8	2.6	2.4	2.4
11pm-1am	2.9	2.6	2.5	2.4	2.6
1am-3am	2.8	2.6	2.6	2.3	2.7
3am-5am	2.7	2.5	2.4	2.2	2.4
5am - 7am	2.3	2.2	2	2.3	2

Q. Over the last six months, in terms of contributing towards nuisance behaviours, how problematic are the following Hamilton CBD layout features and amenities?



	Oct-14	Jul-15	May-16	Jun-17	Aug-18
Amount of street lighting	2.1	1.8	2	2.2	1.8
Number of public toilets	2.3	2.3	2.4	2.2	2.2
Location of public toilets	2.4	2.2	2.3	2.5	2.2
Number of park benches/seats	2.5	1.9	2	2.5	1.8
Car parking areas	2.6	2.3	2.5	2.5	2.4
Location of park benches/seats	2.7	1.9	2.1	2.6	1.8
Thoroughfares/alleyways	2.8	1.9	2.2	2.5	2.2
River paths/stairs	2.9	2.1	2.4	2.6	2.1
Public spaces (such as Garden Place)	3.3	2.6	2.9	2.9	2.3

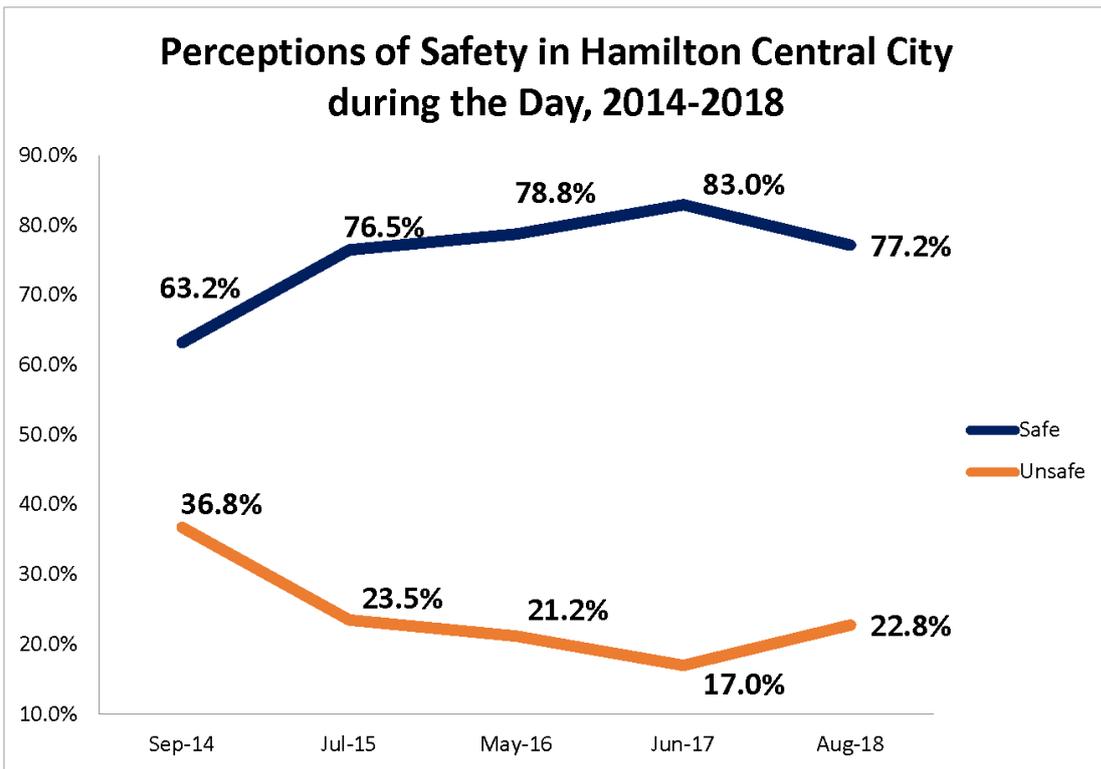
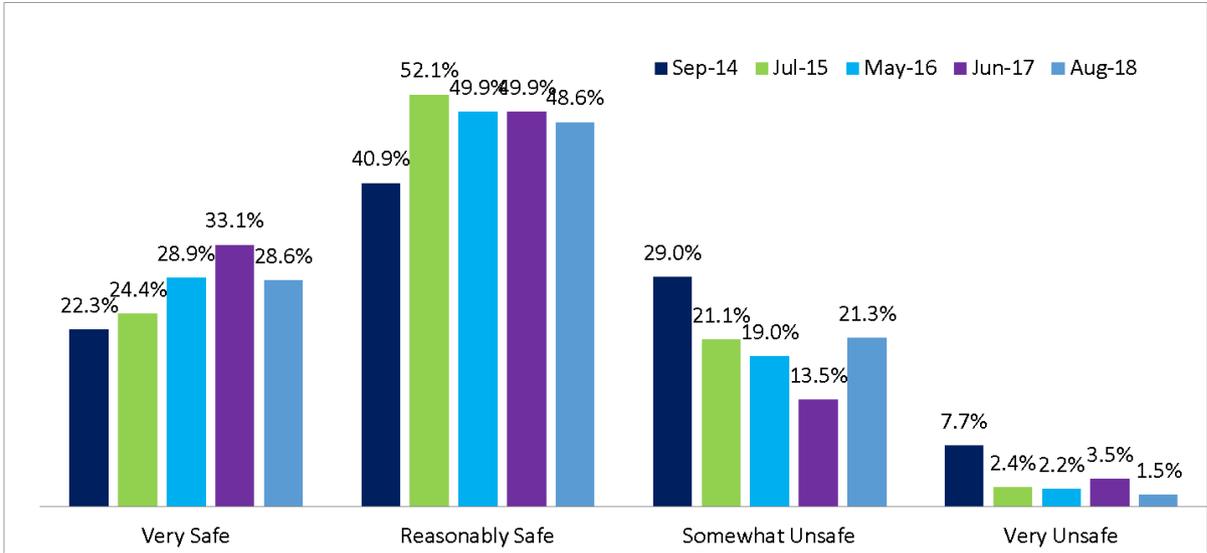
Q. Overall in the last six months, what is your perception of how problematic the behaviours of the following groups are?



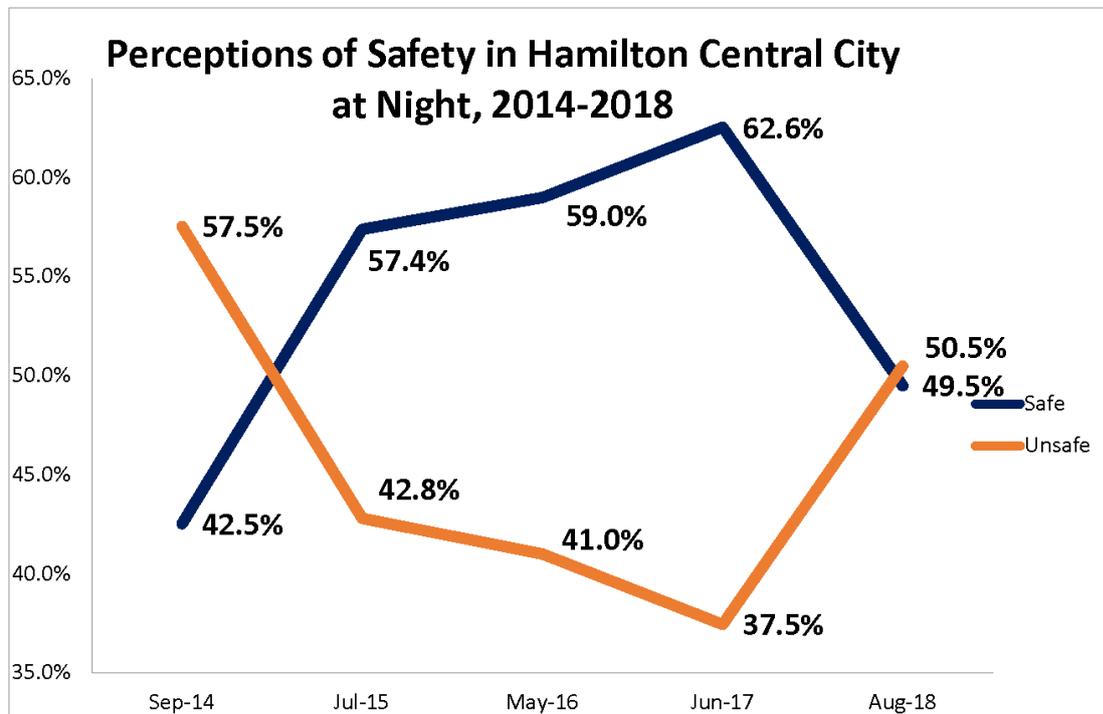
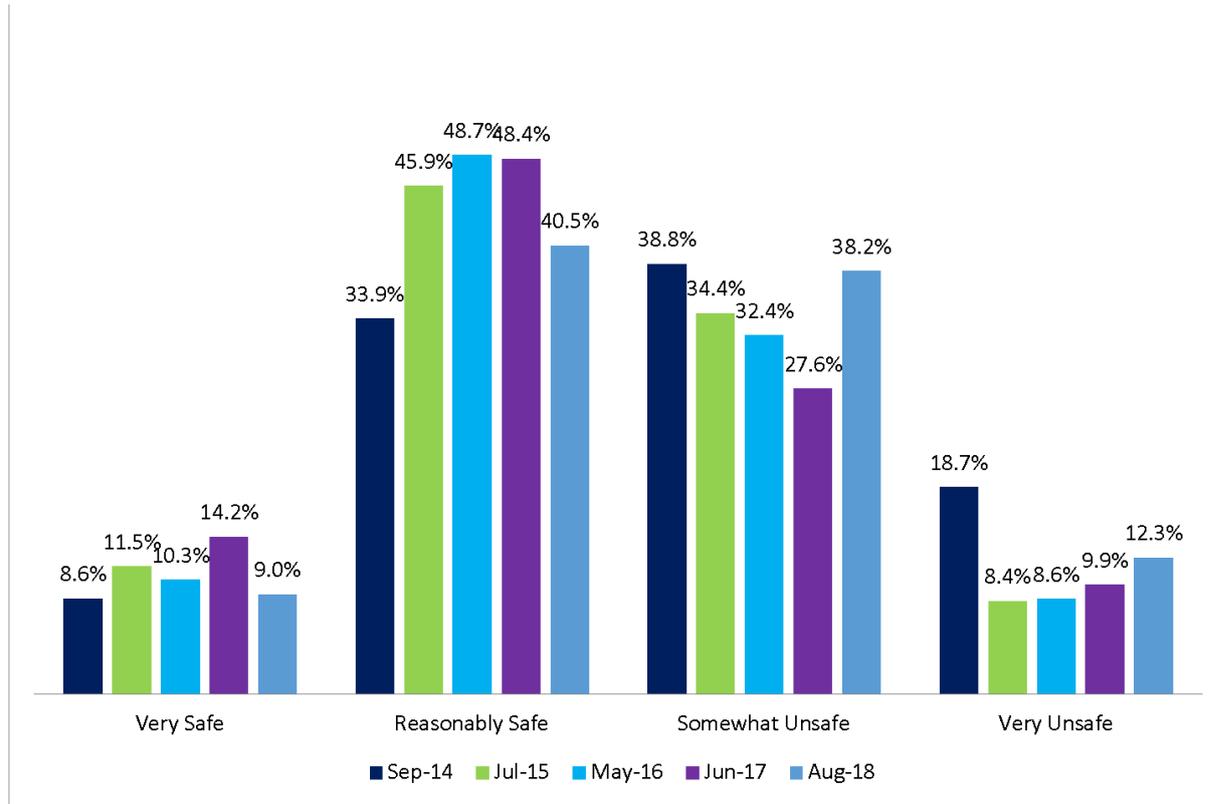
	Oct-14	Jul-15	May-16	Jun-17	Aug-18
People who are homeless or vagrant in the central city	3.4	3	3.2	3.2	3.1
Young people	2.2	2	1.9	2.1	1.8
School aged children	1.8	1.5	1.9	1.6	1.5
People visiting the central city for entertainment	1.7	1.4	1.3	1.4	1.4
People who study in the central city	1.7	1.4	1.5	1.4	1.4
People visiting the central city for hospitality	1.6	1.4	1.5	1.5	1.5
People who are long term residents in the central city	1.5	1.2	1.3	1.4	1.3
People visiting the central city for retail	1.4	1.3	1.4	1.3	1.3
People who permanently work in the central city	1.3	1.2	1.3	1.2	1.2
People who temporarily work in the central city (contractors/workers)	1.3	1.2	1.3	1.4	1.4
People who are short term residents in the central city (hotels/serviced apartments)	1.3	1.2	1.3	1.4	1.3

**Public Perception (HCC Survey)**

Q - How safe do you feel in the central city during the daytime?

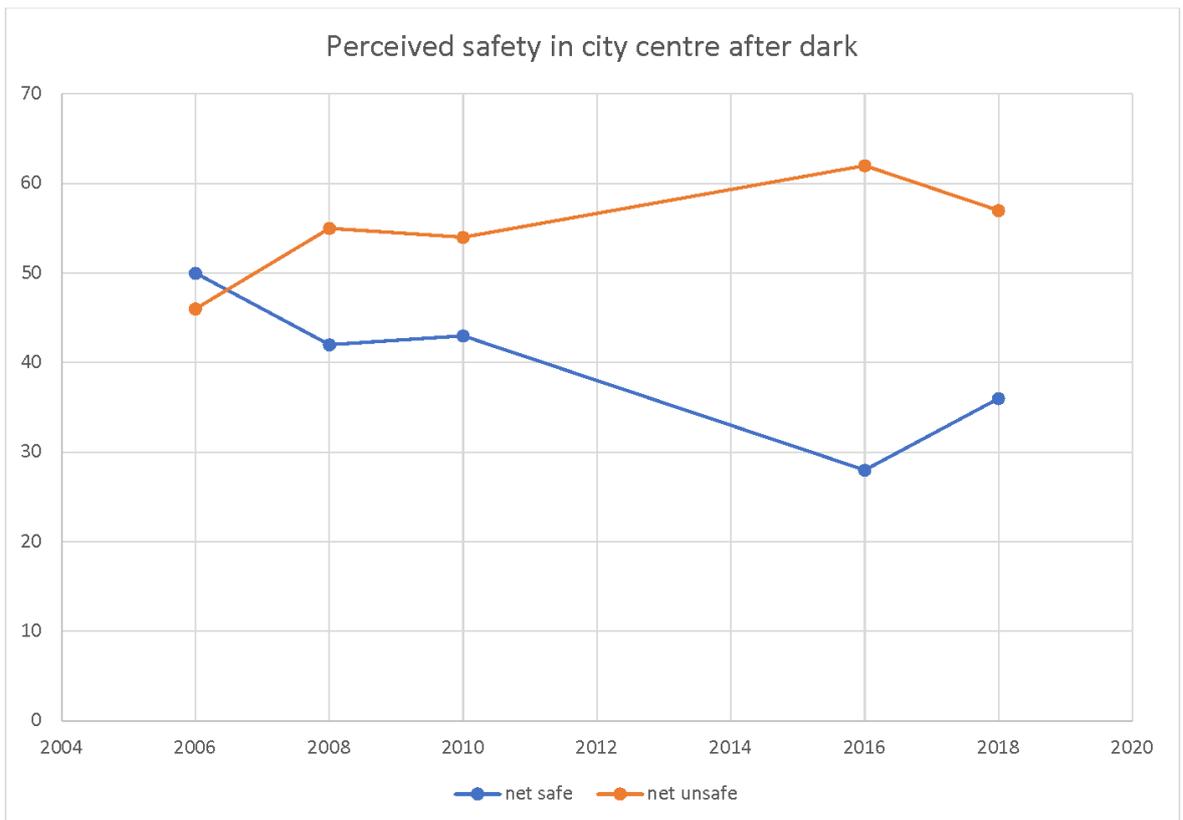
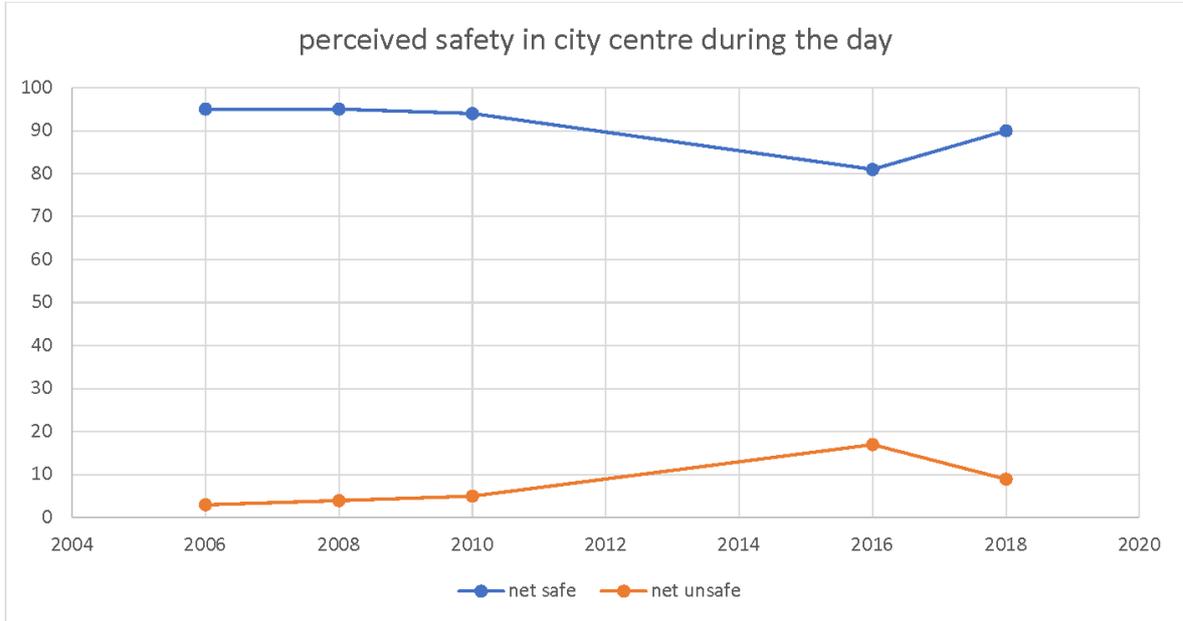


Q- How safe do you feel in the central city in the evening/at night?



### Quality of life Survey

Note, Hamilton City did not participate in the 2012 and 2014 rounds of the survey.



# Council Report

<b>Committee:</b>	Community, Services and Environment Committee	<b>Date:</b>	11 December 2018
<b>Author:</b>	Andy Mannering	<b>Authoriser:</b>	Lance Vervoort
<b>Position:</b>	Social Development Manager	<b>Position:</b>	General Manager Community
<b>Report Name:</b>	Sport Waikato Insights to Participation in Sport, Exercise and Active Recreation		

<b>Report Status</b>	<i>Open</i>
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## Purpose

1. To inform the Community, Services and Environment Committee on insights to participation in Sport, Exercise and Active Recreation within Hamilton.
2. Matthew Cooper, Chief Executive, and Rebecca Thorby, Insights and Planning Team Leader, from Sport Waikato will present a verbal report.

## Staff Recommendation

3. That the Community, Services and Environment Committee receives the report.

## Background

4. In 2017 Sport Waikato, partnered with Sport New Zealand, to survey the Waikato regions physical activity and participation in Sport, Exercise and Active Recreation as part of the National Active NZ survey.
5. The Active New Zealand Survey is a survey undertaken every five years to understand people's participation in sport, recreation and activity.
6. For the first time in 2017, Sport Waikato invested to increase the sample size of the survey in the Waikato region to provide data at a territorial authority level to assist Councils and stakeholders in planning for their communities.
7. In December 2018 Sport Waikato will publish two regional profiles for both adults (18+ years) and young people (5-17 years) and two Hamilton profiles (Adults and Young people).
8. The Hamilton profiles inform us of preferences for participation for Hamiltonians, such as the percentage of people who currently participate, what they like, what they're doing and what the barriers to their participation are. While the national and regional profiles are useful, the district profiles will cut through and provide even more information for our local communities.

## Attachments

There are no attachments for this report.

# Council Report

Item 9

**Committee:** Community, Services and Environment Committee  
**Date:** 11 December 2018  
**Author:** Peter Sergel  
**Authoriser:** Lance Vervoort  
**Position:** Director of Hamilton Gardens  
**Position:** General Manager Community  
**Report Name:** Hamilton Gardens Management Plan Review

<b>Report Status</b>	<i>Open</i>
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## Purpose

1. To seek approval of the draft Hamilton Gardens Masterplan to be consulted on as part of a review of the Hamilton Gardens Management Plan 2014.

## Staff Recommendation

2. That the Community and Services Committee:
  - a) receives the report;
  - b) approves the review of the Hamilton Gardens Management Plan 2013 following the process as prescribed in the Reserves Act (1977); and
  - c) approves the draft Hamilton Gardens Masterplan to be included in the preparation of a draft Hamilton Gardens Management Plan prior to public notice and consultation in accordance with section 41(5A) of the Reserves Act (1977). [Option 1 of the staff report.]

## Executive Summary

3. The review of the [Hamilton Gardens Management Plan](#) (the Management Plan) is required to incorporate proposed future developments outlined in the Hamilton Gardens Masterplan (the Masterplan) as the extent of this is not fully covered in the current operative Management Plan.
4. Staff recommend Option 1 – Commence preparation of a draft Management Plan incorporating the Hamilton Gardens Masterplan to be presented to the Community and Services Committee (Committee) for approval to notify for public consultation.
5. Staff consider the decision in this report to have a low significance and that the recommendations comply with the Council's legal requirements.

## Background

6. As part of the 2018-28 10-Year Plan deliberations Council resolved to consider adopting the Masterplan developed by Peter Sergel (attachment 1) at or before the time of receiving a proposal from the Hamilton Gardens Trust. The proposal from the Hamilton Gardens Development Trust is outlined in a separate report to this Committee.

**Item 9**

7. The Hamilton Gardens is classified under the Reserves Act 1977 (the Act) for recreation purposes and amenity purposes. Preparation and review of management plans are a requirement of the Act, to provide for and ensure the use, enjoyment, maintenance, protection, and guide future development of the reserves.
8. The initial Hamilton Gardens Management Plan was produced in 1980. The Plan included concepts and artist impressions which generated enthusiasm and support for the 1980s development programme. Further reviews undertaken in 1992 and 2000 expanded on development concepts.

The last review of the Management Plan was in 2014. This review extended the development concepts in earlier plans but maintained the overall direction, themes and values underpinning the vision for Hamilton Gardens since 1980.

9. Five of the 12 new gardens outlined in the operative Management Plan have been completed (the Tudor, Concept and Mansfield Gardens) or are being progressed (the Surrealist and Picturesque Gardens).
10. Funding has been allowed for in the 2018-28 10-Year Plan for further garden development. And improvements to garden infrastructure. Stage 1, shown below, includes development already outlined in the Management Plan, including the Egyptian Garden, Baroque Garden, and the Medieval Garden and the site of the Pasifika Garden as well as associated courts.

Stage 1	Stage 2	Stage 3	Stage 4
<ul style="list-style-type: none"> <li>•Visitor Information Centre Upgrade</li> <li>•Pavilion forecourt upgrade</li> <li>•Public toilet</li> <li>•Hamilton Club Pavilion</li> <li>•Egyptian Garden</li> <li>•Palm Court</li> <li>•Medieval Garden</li> <li>•Baroque Garden</li> <li>•Pasifika Garden</li> </ul>	<ul style="list-style-type: none"> <li>•Carparking</li> <li>•Roading and accessible paths</li> <li>•Visitor arrival shelter</li> </ul>	<ul style="list-style-type: none"> <li>•Bird Lady Court</li> <li>•Roman Portico Garden</li> <li>•Victorian Flower Garden</li> <li>•Persian Garden</li> <li>•Vedic Garden</li> <li>•Fountain Court</li> <li>•Riverside Promenade</li> <li>•English Landscape Garden</li> <li>•Bee Meadow</li> </ul>	<ul style="list-style-type: none"> <li>•Hortus Botanicus</li> <li>•Roof Garden</li> <li>•Eastern toilet</li> <li>•Eastern end walkway</li> <li>•Echo Bank Bush</li> <li>•Farm Garden</li> <li>•Mahayana Sanctuary Garden</li> <li>•French Parterre Garden</li> </ul>

11. As the number of visitors and events increase, there is also a need to increase parking provision and improve cycle/pedestrian connections, including accessibility. Further planning and design has resulted in some amendments and expansion of garden concepts which are not currently covered in the operative Management Plan (Stages 2-4).
12. If an entry fee for visitors (excluding Hamilton residents) is to be introduced, this needs to be reflected in the Management Plan.
13. A review of the Hamilton Gardens Management Plan is required for Council to formally adopt the extended development outlined in the Masterplan. Adoption of the Masterplan as part of the Management Plan, following public consultation, does not commit Council to funding, but would allow for development to occur as funding becomes available.

## Discussion and Process

14. The objectives of the proposed review are to:
- Incorporate plans for extended garden development and associated infrastructure such as car parks, cycleways and pedestrian links and public toilets beyond what is currently included in the operative Management Plan;
  - Undertake targeted consultation and business analysis on charging entry.
  - Undertake community consultation on the proposed extended development and potential revenue streams including the possibility of paid entry at an appropriate time in the future.
15. The preparation and review of a reserve management plan is required to follow consultation provisions outlined in section 41 of the Act:
- One-month pre-drafting public consultation undertaken at the Council’s discretion;
  - Mandatory two-month public consultation period once a draft Management Plan has been approved by the Committee;
16. The proposed (below) would meet the requirements of Section 41:

Proposed Management Plan Review Process
1. Review approved by Community and Services Committee (Committee)
2. Draft management plan prepared incorporating the Hamilton Gardens Masterplan
4. Draft plan presented to Committee for approval to notify for public consultation
5. Public notification that a draft plan is available for written submissions (two-month period)
6. Hearings & deliberation if submitters wish to speak to their submission
7. Final plan presented to Committee for approval

17. The proposed Management Plan review process is likely to take up to one year to complete, allowing for the required two-month consultation period (from February 2019 to avoid the Christmas and New Year holiday period) and various decision points including deliberations and approvals.
18. This timeframe does not pose a risk to development scheduled over the next 18 months as works currently scheduled over this period are covered in the operative Hamilton Gardens Management Plan.

## Options

19. Staff have assessed that there are two reasonable and viable options for the Committee to consider as follows:
- **Option 1 (Recommended option): Prepare a draft plan seeking public feedback over the required two-month period**

This option involves:

    - Committee approval of the Hamilton Gardens Master Plan to be included in a review of the Management Plan;
    - Targeted engagement with key stakeholders in preparation of the draft plan;
    - Development of draft plan for approval to publicly consult for a mandatory two-month period.
  - **Option 2: Undertake formal consultation (minimum one-month) prior to the preparation of a draft plan, and publicly consult on a draft plan over the required two-month period**

This option involves:

    - Committee approval to review management plan;
    - Staff undertaking an optional one-month public pre-consultation along with targeted engagement with key community stakeholders (this would be in addition to the statutory two-month consultation on the draft plan);
    - Development of draft plan for approval to publicly consult for mandatory two-month period.
20. Staff recommend Option 1 for the following reasons:
- A single two-month period of public consultation is considered the most efficient and effective method for capturing the community's views, as this is a review of an existing Management Plan, rather than the development of a new plan. Some consultation has occurred on the current Operative Management Plan and through Councils 10-Year Planning process.
  - The Hamilton Gardens Director, Peter Sergel has held preliminary discussions on the Hamilton Gardens Masterplan with a range of stakeholders including Gourmet in the Gardens, Waikato Explorer, WINTEC, Hamilton Gardens Café lease holders, Friends of the Hamilton Gardens, Waikato-Tainui, Waikato Regional Council, Te Awa River Ride Trust, Hamilton Waikato Tourism, Momentum Trust, and Hamilton Gardens Development Trust. All these stakeholders will be included in the formal two-month consultation on the Draft Management Plan, along with the wider community.

## Financial Considerations

21. The proposed review will be undertaken by staff within existing operational budgets.

## Legal and Policy Considerations

22. Staff confirm that the options comply with the Council's legal and policy requirements.

## Cultural Considerations

23. Due to its proximity to the Waikato river, and as Ngati Wairere ancestral land, the site of the Hamilton Gardens is significant to Maaori. The Te Parapara Garden references the settlement once located here. The land was appropriated by the Crown in the 1860's and multiple land use over time has resulted in the loss of any remains of Te Parapara. The Council purchased the land from the Crown in 1957 and it has since been developed as reserve for everyone's use and enjoyment.
24. The [Waikato-Tainui Environmental Plan](#) recognises the importance of protecting the natural, physical, cultural, historical, and spiritual elements of the natural environment. Development needs to consider the health and wellbeing of the river, historical considerations, and issues of access, including recreational and cultural opportunities. An archaeological assessment and an assessment against the Waikato-Tainui Environmental Plan as part of the resource consent process for the next stage of development is being progressed.
25. Staff have held preliminary discussions with representatives from Waikato-Tainui and Te Haa o te Whenua o Kirikiriroa (THAWK) on the preparation of a draft Management Plan. More extensive engagement will be undertaken in preparation of the Plan and as part of the formal consultation, pending Council approval.

## Risks

26. The review is required to ensure Council is compliant with the required statutory process prior to undertaking extended development, and to ensure there is support from the community and key stakeholders.

## Significance & Engagement Policy

### Significance

27. Staff have considered the key considerations under the Significance and Engagement Policy and have assessed that the recommendation(s) in this report has/have a low level of significance.

### Engagement

28. There is a statutory requirement to consult as per legislation outlined below.
  - Public consultation prior to the preparation of a draft is optional depending on the context, in accordance with the processes outlined in section 41(5A) the Act, however this does not preclude engagement with key stakeholders during preparation of a draft plan.
  - Consultation over the two-month regulatory period, following approval of the Draft Management Plan, will involve a range of communication tools including information events, use of social media, friendly website URL, and direct engagement with stakeholders.

## Attachments

Attachment 1 - Hamilton Gardens Development Master Plan



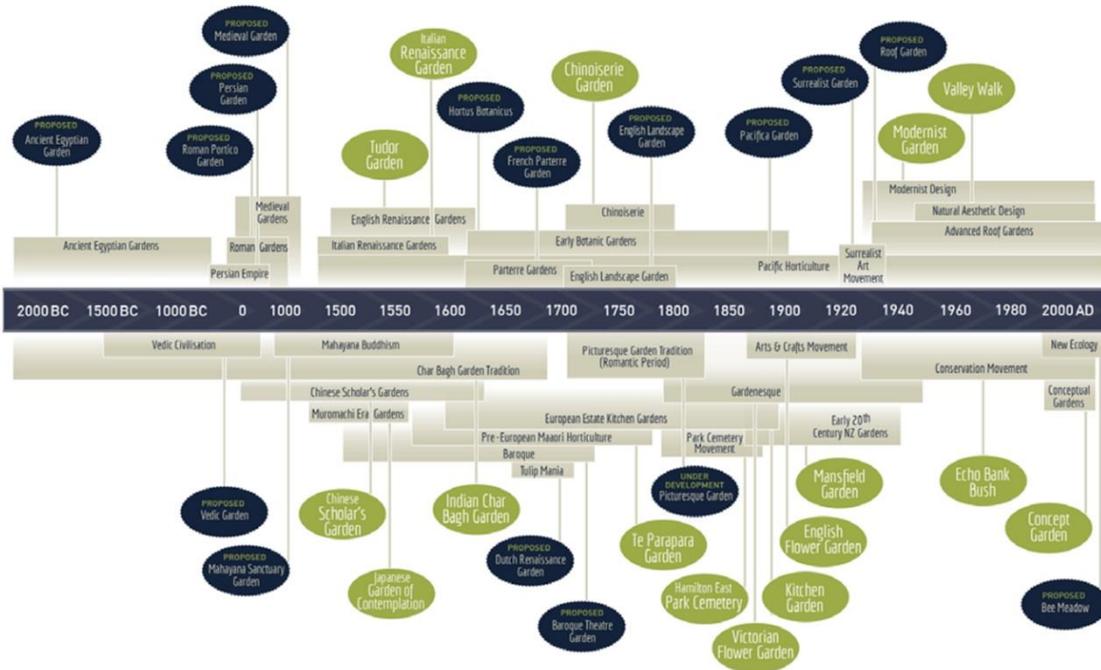
## 10-YEAR PLAN

*outcomes...*

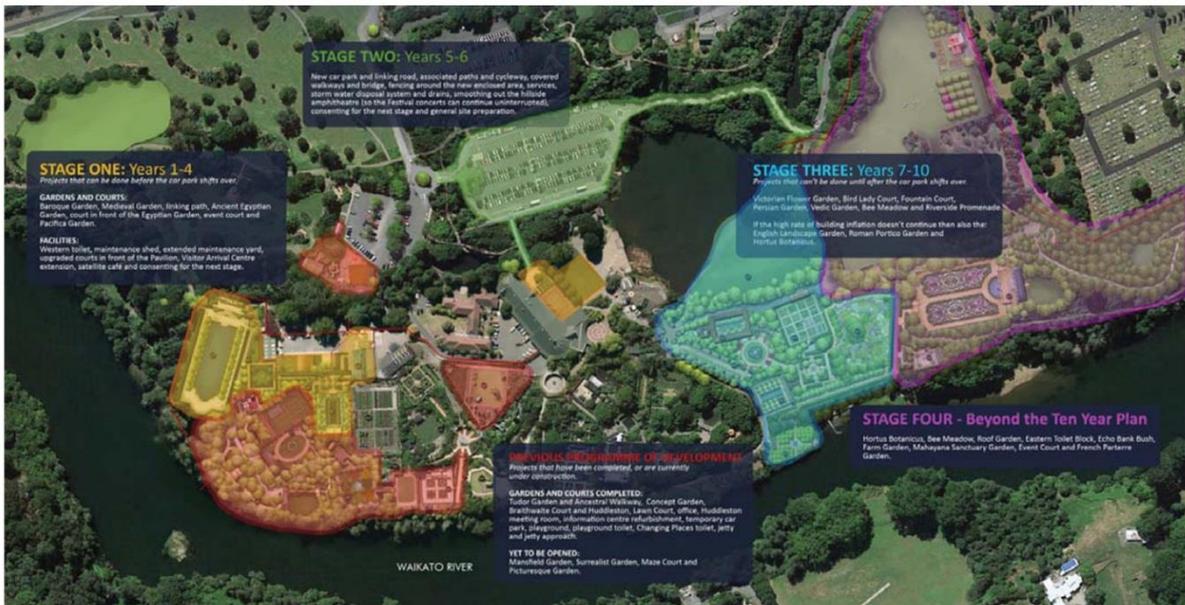
-  Increasing the capacity of facilities and gardens
-  Increasing the economic benefit of Hamilton Gardens to the local economy
-  Completing and promoting the truly unique concept
-  Overcoming some significant practical difficulties
-  Increasing the revenue generating capacity of the Gardens
-  Improving access into and around the site
-  Maintaining the momentum of development and community support



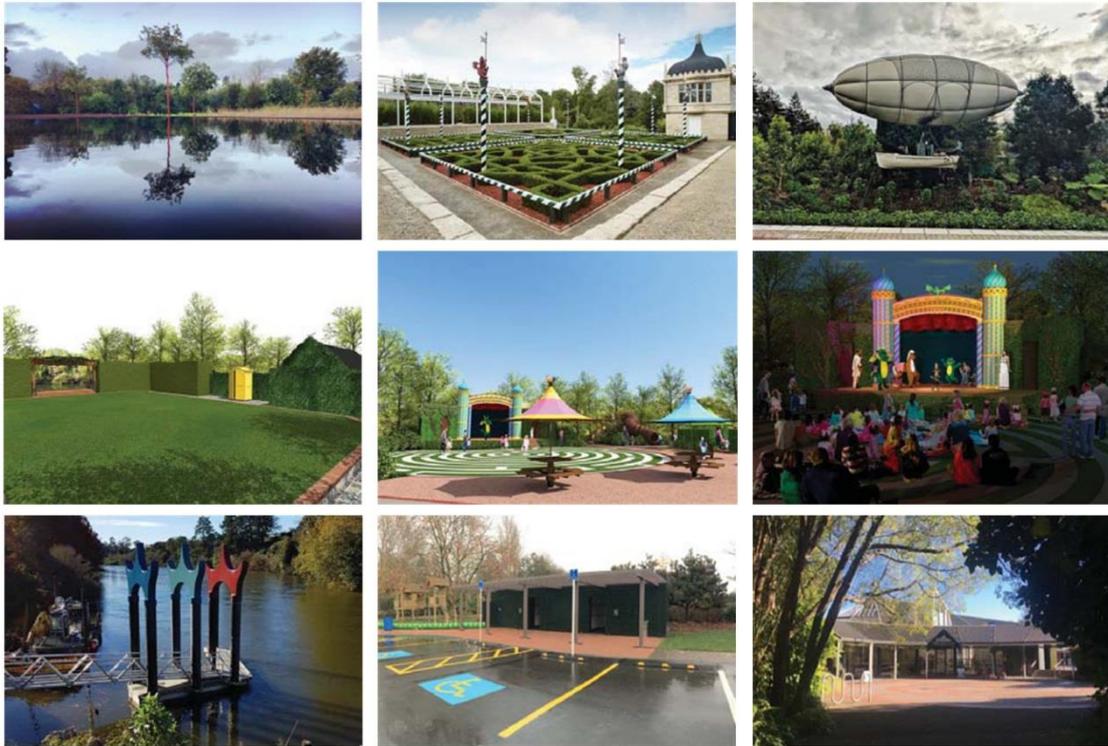
# The story of our GARDENS THROUGH HISTORY



## 10-YEAR DEVELOPMENT PLAN *Four stages*



# PROJECTS COMPLETED *during the past three years*



## ACCESS: *Potentially completed 2024*



# LAND USE



# CONCEPT PLAN



# MANSFIELD GARDEN

*Opened 12 November 2018*



# PICTURESQUE GARDEN

*Opening October 2019*



# SURREALIST GARDEN

*Opening February 2020*



Item 9

Attachment 1

## 10-YEAR DEVELOPMENT PLAN: *Stage One*



# ANCIENT EGYPTIAN GARDEN

*Opening early 2021*



# MAINTENANCE SHED & WINTEC YARD





**PACIFICA GARDEN**  
*Opening late 2021*



**HAMILTON CLUB**  
*Opening late 2020*

## MEDIEVAL GARDEN



## BAROQUE GARDEN



# 10-YEAR DEVELOPMENT PLAN: *Stage Two*



# 10-YEAR DEVELOPMENT PLAN: *Stage Three*



# ROMAN PORTICO GARDEN



# VICTORIAN FLOWER GARDEN



## ENGLISH LANDSCAPE GARDEN



## PERSIAN GARDEN



Item 9

Attachment 1



## 10-YEAR DEVELOPMENT PLAN: *Stage Four*



# HORTUS BOTANICUS



Item 9

Attachment 1

# BEE MEADOW





# FARM GARDEN



# MAHAYANA SANCTUARY GARDEN



# Council Report

Item 10

**Committee:** Community, Services and Environment Committee      **Date:** 11 December 2018  
**Author:** Helen Paki      **Authoriser:** Lance Vervoort  
**Position:** Business Manager Community      **Position:** General Manager Community  
**Report Name:** Hamilton Gardens Development Trust Proposal

<b>Report Status</b>	<i>Open</i>
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## Purpose

1. To inform the Community, Services and Environment Committee regarding the Hamilton Gardens Development Trust Proposal as requested at the 31 May 2018 Council Meeting.
2. To seek a recommendation to Council for the establishment of a Project Governance Group to provide strategic oversight of the Hamilton Gardens development.

## Staff Recommendation *(Recommendation to Council)*

3. That the Community Services and Environment Committee recommends that the Council:
  - a) approves the establishment of a Project Governance Group (PGG) made up of three Trust appointed members and three Council appointed members, including the General Manager Community, one Elected Member and one external member as per the Trust's proposal;
  - b) appoints the General Manager Community, Lance Vervoort as the Council Appointed Manager to the PGG;
  - c) appoints XX as the Elected Member on the PGG;
  - d) approves staff to run a selection process for an appropriately skilled external Council appointed member to be appointed to the PGG at the February meeting of this Committee; and
  - e) requests a report back on the Hamilton Gardens development programming, following the outcome of the Provincial Growth Fund.

## Executive Summary

4. Council has included budget in the 2018-28 Long Term Plan for extended development of the Hamilton Gardens and has requested a proposal from the Hamilton Gardens Development Trust.
5. The preferred option is option 2 - establish a Project Governance Group led by Hamilton Gardens Development Trust to oversee development of Hamilton Gardens.
6. Staff consider the decision in this report to have low significance and that the recommendations comply with the Council's legal requirements.

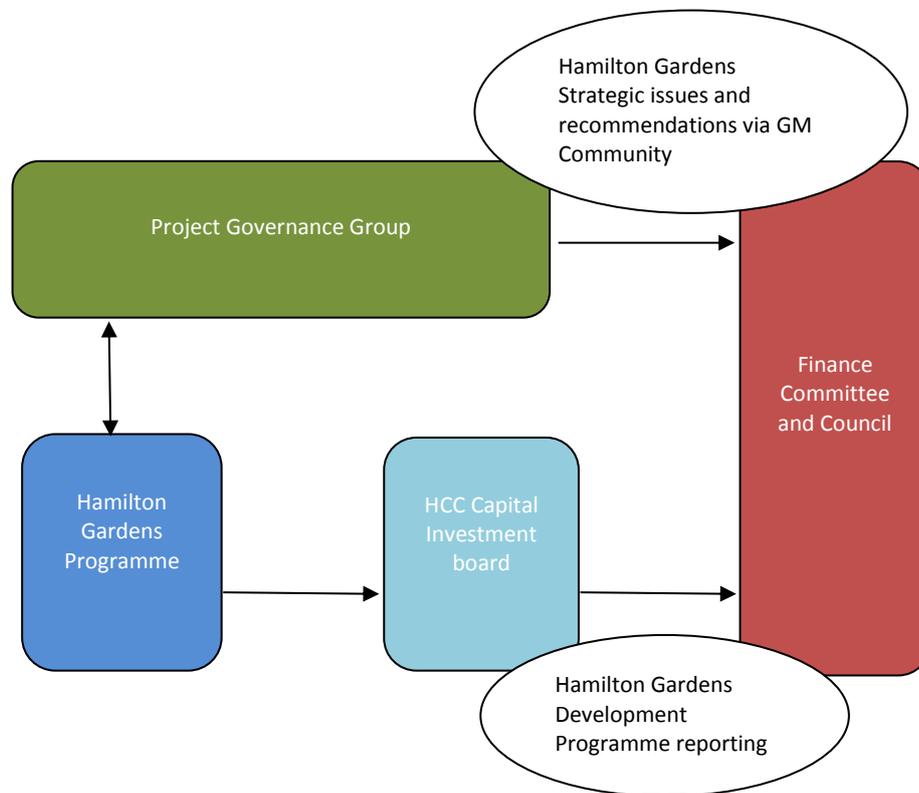
## Background

7. At the 31 May 2018 LTP Council Meeting, Council passed the following resolution:
- That the Council:*
- a) *requests the Hamilton Gardens Development Trust present their proposal for a Gardens Development Plan (as signalled in their submission) to Council for consideration prior to the end of the 2018 calendar year:*
    - i. *To complete the Hamilton Gardens based on the 2017 Peter Sergel strategic proposal;*
    - ii. *To include a funding plan that will enable completion of the gardens development, incorporating the extra gardens proposed in the draft LTP, with a total budget expected to be in the order of \$25m-\$30m, including a Council contribution of \$10m over the LTP period*
    - iii. *To include consideration of an entry fee for international visitors to the Gardens, and the timing of the introduction of any such entry fee;*
    - iv. *To include consideration of support facilities such as retail space, entrance, carparks, public access points, and toilets;*
    - v. *To propose a governance structure for the Trust.*
  - b) *considers adopting the 2017 Peter Sergel gardens completion concept at or before the time of receipt of the Trust Plan.*
  - c) *removes the Draft 2018-28 10 Year Plan charge on non-Hamilton residents, and related works, pending the Trust report in a) iii) above.*
  - d) *approves a funding contribution of \$10m over 10 years, achieved by i. A targeted rate on all city ratepayers of \$10 in Year 1 of the 2018-28 10 Year, increasing by \$1 per year, reaching \$19 in Year 10, expected to raise \$9.5m in revenue; ii. Collection of on-site donations totalling at least \$500,000 over the 2018-28 10 Year period (an average of \$50,000 per year).*
  - e) *continues with the existing Gardens development programme, pending adoption of the Plan in a) above.*
  - f) *remains the owner and operator of the Hamilton Gardens.*
8. The 'Peter Sergel strategic proposal' in i. above is hereby referred to as the 'Hamilton Gardens Masterplan'. The Masterplan can only be adopted following a review of the Management Plan, which is dealt with in a separate report to this Committee. The Masterplan outlines proposed extended development including new enclosed gardens, accessible pathways, courts and support facilities as outlined in point IV above.
9. A capital expenditure budget of \$26.7m has been allocated in the LTP over years 1-10, including a Council contribution of \$10.4m in targeted rates as outlined in d) above and an external funding target of \$15m.
10. The operative Management Plan allows for some new development and the existing planned programme including the Visitor Information Centre, public toilet and the Baroque, Egyptian, Medieval and Pasifika gardens are being progressed through the planning and design stage.

## Discussion

11. The Hamilton Gardens Development Trust was established in 2000 to support the ongoing fundraising efforts and development of the Gardens. Current members are John Dobson (Chair), Louise Dobson (Secretary), Leonard Gardener, Glenn Holmes, Jon Tanner, and Simon Upton.

12. The Trust’s primary interest is the successful development of the Hamilton Gardens as per the objectives of their Trust Deed. It is the Trust’s view that development would benefit from a greater level of oversight and decision making from the Trust.
13. The Trust has submitted a proposal for the establishment of a Project Governance Group (PGG) to provide strategic direction and oversight of Hamilton Gardens development (Attachment 1). This would include providing direction to project delivery within the parameters set by Council through the LTP.
14. Any material changes to project scope, including budget and timeframes would be reported through the Council’s capital delivery reporting structure to the Finance Committee and Council as required.
15. As owner and operator of the Hamilton Gardens, HCC must provide prudent management of council resources under the LGA. The Hamilton Gardens development programme is subject to HCC’s capital delivery monitoring process and all capital delivery reporting will adhere to this programme structure, with oversight from the Governance Group. Recommendations from the Governance Group strategic issues, outside of the capital delivery can be made directly to Council via the General Manager Community.



16. The PGG would also undertake consideration of a potential entry fee, pending development of a business case, and would provide strategic guidance to support the overall operations of Hamilton Gardens as a key tourism destination in the Waikato.
17. Membership would comprise three Trust appointed members and three Council appointed members, and the ability to co-opt two additional members at any time. The proposal recommends no more than one Council Manager and one Elected Member as Council appointees, with the third member to be an external appointment.
18. A high-level funding plan is attached to the Trust’s proposal. The Trust proposes to work with Council staff and other partners to apply for philanthropic funds, central government funds, donations and sponsorship, in a similar manner to the previous development project.

19. To date, \$350,000 has been received from the Hamilton Club and \$220,000 has been awarded from the Tourism Infrastructure Fund towards a new public toilet. Funding of \$6m has been requested for Hamilton Gardens development as part of the Provincial Growth funding application and Council will be advised of the outcome, and how this may impact the programming of gardens development.

**Options**

20. The Following options were considered:

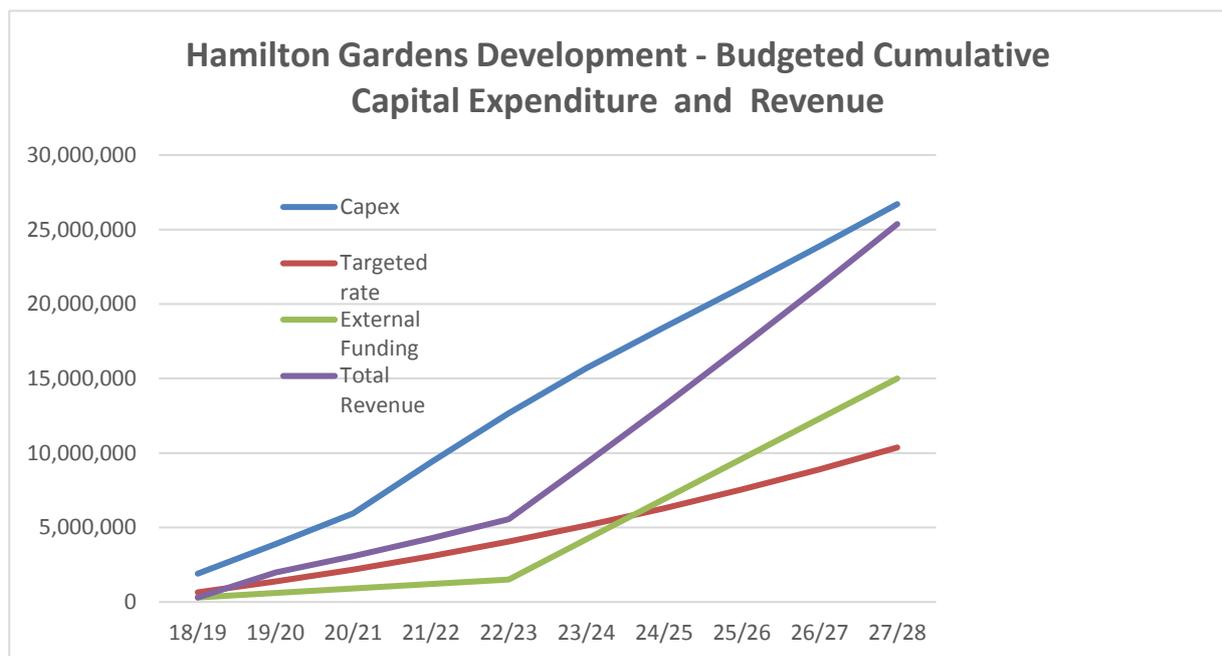
<b>Option</b>	<b>Description</b>	<b>Implications</b>
Option 1 – Status Quo	Council retains full ownership and operations of the Gardens including project delivery and works in partnership with stakeholders, including HGDT to guide and fundraise for development.	<ul style="list-style-type: none"> <li>• Project would be managed with Council’s project management framework with oversight from SLT and Council</li> </ul>
Option 2 - preferred option	Option 1 and establish a Project Governance Group led by Hamilton Gardens Development Trust to oversee development of Hamilton Gardens.	<ul style="list-style-type: none"> <li>• Retains oversight from SLT and Council</li> <li>• Additional external oversight of the Hamilton Gardens</li> </ul>
Option 3	Commit targeted rate funding and establish contract with HGDT to deliver gardens development.	<ul style="list-style-type: none"> <li>• Cannot bind future Councils</li> <li>• The Reserves Act 1977 does not allow for split- management arrangements</li> </ul>
Option 4	Council releases ownership (or lease) and operation of the Hamilton Gardens to HGDT.	<ul style="list-style-type: none"> <li>• Is not aligned with the Council resolution (Council retains ownership and operations)</li> <li>• Hamilton Gardens may need to be released back to the Crown who would have the right to appoint to a new entity</li> <li>• Would require Special Consultative Process</li> <li>• Would trigger Iwi Rights of First Refusal process</li> </ul>

## Financial Considerations

21. The total cost allocated in the 2018-28 Long Term Plan is \$26.7m

Type of Costs		
Capital Expenditure	Approved budget 2018/19	Approved budget Future Years
<b>Total Capex</b>	<b>\$1.9m</b>	<b>\$24.8m</b>

22. The external funding requirement of this project is significant and not guaranteed. The largest portion of external funding has been budgeted in the last five years, with lower funding targets in earlier years to allow the programme to get underway. It is intended that the budget will be adjusted as funding is received and allocated in the year it is required.
23. The graph below shows the cumulative revenue and expenditure over the period of the 2018-28 Long-Term Plan. Capital revenue is made of targeted rates (\$10.4m and external funding \$15m). Total expenditure of \$26.7m is slightly higher than total revenue.
24. It is proposed that the PGG will provide regular updates to Council, via the capital delivery reporting structure, on funding and project implementation.



## Legal and Policy Considerations

25. Staff confirm that the preferred option complies with the Council's legal and policy requirements.
26. The Trust and Council staff have discussed a range other options for governance and management oversight of the development of the Hamilton Gardens and have sought a legal assessment of the options. The assessment included consideration of local democracy, strategic infrastructure, and financial prudence.
27. If Council were to release control of the ownership and operation of the Hamilton Gardens to another entity, this would be subject to an extensive statutory process. The Trust have also stated that they do not have any desire to take over the full operations of the Hamilton Gardens.

28. Co-management options were considered but are not allowable under the Reserves Act.

### **Cultural Considerations**

29. As Ngati Wairere ancestral land, Hamilton Gardens are located on a site significant to Maaori. Waikato-Tainui and Mana Whenua are key partners in the development of the Hamilton Gardens and consultation is undertaken on all consent and Management Plan matters.
30. The PGG would continue to ensure effective engagement is undertaken with Waikato-Tainui and Mana Whenua and has ability to co-opt representation onto the PGG.

### **Risks**

31. External funding makes up a significant portion of the gardens development and will require strong project management and governance to ensure effective planning and implementation. A PGG would provide good oversight and direction to the gardens development and can be accommodated with Council's financial accountability structure.
32. Effective relationship management is necessary to protect and foster existing and future partnerships and stakeholder investment into the Hamilton Gardens.

## **Significance & Engagement Policy**

### **Significance**

33. The project has been included in the 2018-28 Long Term Plan.
34. Staff have considered the key considerations under the Significance and Engagement Policy and have assessed that the matter(s) in this report has/have a low level of significance.

### **Engagement**

35. Extensive engagement on the Hamilton Gardens has been undertaken over previous years through Council's 10-year planning process and Management Plan reviews. Further consultation on the Masterplan will be undertaken with the community as part of the Management Plan review process.
36. The establishment of a PGG to oversee project delivery does not require a formal engagement process. Ensuring positive relationships with stakeholders are maintained remains a key objective of the Trust and Council.
37. Given the low level of significance determined, the engagement level is low. No engagement is required.

## **Attachments**

Attachment 1 - Hamilton Gardens Development Trust Proposal

Attachment 2 - Terms of Reference - Hamilton Gardens Development Project Governance Group

## Hamilton Gardens Development Trust

### The way forward towards completing the vision for the completion of the Hamilton Gardens

#### Introduction

Following the Hamilton Gardens Development Trust's (the Trust) submission on the 10-Year Plan the following resolution was passed by Council.

#### HAMILTON GARDENS

Motion: (Crs Macpherson/Bunting)

That the Council:

- a) requests the Hamilton Gardens Development Trust present their proposal for a Gardens Development Plan (as signalled in their submission) to Council for consideration prior to the end of the 2018 calendar year:
  - i. To complete the Hamilton Gardens based on the 2017 Peter Sergel strategic proposal;
  - ii. To include a funding plan that will enable completion of the gardens development, incorporating the extra gardens proposed in the draft LTP, with a total budget expected to be in the order of \$25m-\$30m, including a Council contribution of \$10m over the LTP period, as per d) below;
  - iii. To include consideration of an entry fee for international visitors to the Gardens, and the timing of the introduction of any such entry fee;
  - iv. To include consideration of support facilities such as retail space, entrance, carparks, public access points, and toilets;
  - v. To propose a governance structure for the Trust.
- b) considers adopting the 2017 Peter Sergel gardens completion concept at or before the time of receipt of the Trust Plan.
- c) removes the Draft 2018-28 10 Year Plan charge on non-Hamilton residents, and related works, pending the Trust report in a) iii) above.
- d) approves a funding contribution of \$10m over 10 years, achieved by
  - i. A targeted rate on all city ratepayers of \$10 in Year 1 of the 2018-28 10 Year, increasing by \$1 per year, reaching \$19 in Year 10, expected to raise \$9.5m in revenue;
  - ii. Collection of on-site donations totalling at least \$500,000 over the 2018-28 10 Year period (an average of \$50,000 per year).
- e) continues with the existing Gardens development programme, pending adoption of the Plan in a) above.
- f) remains the owner and operator of the Hamilton Gardens.

This paper summarises the Trust's proposal for a structure to oversee the completion of the gardens development consistent with Dr Sergel's plan.

#### **Hamilton Gardens Development Trust Proposal**

A key object of the Trust is to 'initiate, plan, guide and construct planned public gardens' at the Hamilton Gardens. The Trust has a strong interest in implementing and completing the long-term plan designed by Peter Sergel, as soon as is practicably possible.

The interest of the Trust is in the on-going development of the gardens, not the day-to-day management of the gardens. While section 20 of the Reserves Act provides for the

appointment of a voluntary organisation to control and manage a reserve, it does not allow for split or co-management.

In its submission to the 10--Year Plan the Trust suggested that it is time to consider a more commercial governance structure for the development and management of the gardens with the community assuming a more direct role. It was believed that this was necessary to lock-in the commitment to complete the development of the gardens. Since then the Trust has worked with Council management to consider alternate structures and it has become apparent that there are legal and political barriers to radical change given that we are dealing with strategic Council asset.

Although the Trust understands that the presently elected Council can't bind its successor, long-term plans like this will not get funded or finished if there aren't some clear signals being sent to the donor community that there really is a solid determination to carry this off. For that reason we believe that a bespoke project governance group, in which the Council is a visible and active partner, is the best way of convincing the world that the completion of the project has serious support.

Accordingly the Trust is now proposing the establishment of a Project Governance Group (PGG) to enable the Trust to fulfil an advisory role, support good planning and undertake fundraising activities, in partnership with Council. This is similar to the structure used for the last round of development at the gardens.

The Trust supports the inclusion of a targeted rate and a funding target of \$10M in the Council 2018-28 10-Year Plan for garden development over the next ten years as this provides a level of assurance to the community and potential funders that the development will occur.

#### **PGG Membership**

The Council and the Trust will cooperate to each appoint 3 members based on the skills needed to satisfy the governance obligations of the PGG. Council appointed members should not include more than one Councillor and one Council Manager. The Trust will be looking outside its present board for people with the necessary skills.

The PGG would have the obligation to consult with interest groups such as the Friends and Iwi and have the power to co-opt up to a further 2 members.

#### **Funding**

A staged approach to development will allow for effective planning and monitoring of funding and delivery of the capital programme. The focus for fundraising would initially be on Trusts and government assistance with a team effort similar to that which successfully raised the \$7M for the development just completed. A high-level funding strategy, developed in partnership with Council staff, is attached to this proposal. The attached strategy is an indication only. The Trust will actively pursue opportunities for funding and monitor project delivery accordingly.

Operational revenue currently offsets operational expenditure and is budgeted through donations, retail, café commission, and other 'value add' sources. The PGG would undertake

a monitoring and advisory role and make a recommendation to Council on the feasibility and timing for entry charging, if donation and retail targets are not being met.

**HAMILTON GARDENS 2018-2028 10 YEAR PLAN FUNDING STRATEGY**

**OBJECTIVE**

The objective of the funding plan is to raise \$15M over 10 years towards the development of the Hamilton Gardens.

**PROJECT**

A staged approach will be taken to the development to make sure the fundraising for the physical works is manageable and can be communicated effectively to funders. A project of this nature, with multiple project components, bespoke design and a range of interdependencies planned over an extended period, requires a level of flexibility and iteration. The Trust intends that the PGG will oversee the implementation of development within the financial parameters and monitoring processes set by Council.

The proposed staging of development is as follows (funding dependent):

Stage 1	Stage 2	Stage 3	Stage 4
<ul style="list-style-type: none"> <li>•Visitor Informaiton Centre Upgrade</li> <li>•Pavilion forecourt upgrade</li> <li>•Public toilet</li> <li>•Hamilton Club Pavilion</li> <li>•Egyptian Garden</li> <li>•Palm Court</li> <li>•Medieval Garden</li> <li>•Baroque Garden</li> <li>•Pasifika Garden</li> </ul>	<ul style="list-style-type: none"> <li>•Carparking</li> <li>•Roading and accessible paths</li> <li>•Visitor arrival shelter</li> </ul>	<ul style="list-style-type: none"> <li>•Bird Lady Court</li> <li>•Roman Portico Garden</li> <li>•Victorian Flower Garden</li> <li>•Persian Garden</li> <li>•Vedic Garden</li> <li>•Fountain Court</li> <li>•Riverside Promenade</li> <li>•English Landscape Garden</li> <li>•Bee Meadow</li> </ul>	<ul style="list-style-type: none"> <li>•Horticus Botanicus</li> <li>•Roof Garden</li> <li>•Eastern toilet</li> <li>•Eastern end walkway</li> <li>•Echo Bank Bush</li> <li>•Farm Garden</li> <li>•Mahayana Sanctuary Garden</li> <li>•French Parterre Garden</li> </ul>

Detailed design and costings are still in development especially for those gardens in later years. It is anticipated that stages 1 -3 will be able to be completed within the 10-Year timeframe and budget, providing the external funding is raised, and the targeted rate is maintained as budgeted in the 2018-28 10-Year Plan.

**FUNDING APPROACH**

The Trust will work with Hamilton City Council staff to implement a funding plan similar to the last development project. This approach will ensure all project partners are working together to help successfully raise the funding target required. Each stage will have aligned and unique sponsorship and investment opportunities, community fundraising initiatives and philanthropic individuals that will require a targeted approach to be successful.

The plan will consist of applying to Regional and Central Government organisations, Trusts and Foundations, Corporate Sponsorship, large individual donations and community giving.

#### Grant Funding

All potential funding opportunities will be explored, and applications made where there is a fit with the project and alignment with project delivery. The PGG will play a key role in the implementation and monitoring of the funding plan.

Local Funding Opportunities	Central Government Funding Opportunities
<ul style="list-style-type: none"> <li>• Trust Waikato-Significant Capital Projects</li> <li>• Trust Waikato-Regular Round</li> <li>• WEL Energy- Community Support</li> <li>• WEL Energy-Impact Fund</li> <li>• Momentum Waikato Foundation</li> <li>• Waikato Regional Council</li> <li>• Gallagher Charitable Trust</li> <li>• Perry Charitable Trust</li> </ul>	<ul style="list-style-type: none"> <li>• Provincial Growth Fund</li> <li>• MBIE- Tourism Infrastructure Fund</li> <li>• Lottery Significant Projects Fund</li> <li>• Lottery Environment &amp; Heritage</li> <li>• Lottery Community Facilities Fund</li> <li>• Lottery- Pacific Development and Conservation Trust</li> </ul>

Applications will be made as opportunities arise. The funding strategy will be closely monitored by the Project Governance Group.

#### Sponsorship donations, and community partnerships

Our Trust will work with Council, the Friends and other parties to identify and approach potential sponsors, donors and actively seek funding opportunities.

The following has been progressed to date:

Funder	Estimated \$000	Status	Confirmed
MBIE- Tourism Infrastructure Fund	\$220,000	Notified successful	\$220,000
Capital Donations	\$350,000	Received	\$350,000
MBIE- Provincial Growth Fund	\$6,000,000	Applied – outcome pending 2019	
<b>TOTALS</b>	<b>\$6,550,000</b>		<b>\$550,000</b>

# Terms of Reference

Hamilton Gardens Development  
Project Governance Group

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## 1 Group Membership

Members will comprise three Council appointed, and three Trust appointed members based on the skills needed to satisfy the governance obligations of the PGG. Council appointed members should not include more than one Councillor and one Council Manager. The Trust will also seek to appoint people with the necessary skills.

The PGG has the obligation to consult with interest groups such as the Friends of the Hamilton Gardens, Waikato-Tainui and Mana Whenua, and have the power to co-opt up to a further two members.

Relevant HCC staff will report to the PG as necessary on project management, business development, and fundraising.

## 2 Purpose

The objective of the Hamilton Gardens Project Governance Group is the successful delivery of Hamilton Gardens Development.

### Chairperson

The Chairperson will be appointed by the Governance Group. The Chair reserves the right to delegate to another Governance Group member if they are not able to attend a meeting, after having made every effort to attend.

## 3 Governance Group role and responsibilities

The role of the Governance Group is to direct and support the Hamilton Gardens development including project delivery and fundraising. The Governance Group will also provide strategic guidance and advice to the overall operations. Roles and responsibilities include:

1. Provide guidance and direction to the Hamilton Gardens Director, Project Managers, Fundraising and Business Development personnel.
2. Approve change requests presented by the Hamilton Gardens Director and Project Managers within the financial constraints of the Hamilton Gardens Development programme and escalate with recommendations for approval to the HCC Capital Investment Board where appropriate.
3. Delivery of the Hamilton Gardens development programme within the annual budget.
4. Monitor opportunities for savings, revenue, risk and issues across the Hamilton Gardens Development Programme.
5. Investigate the feasibility of charging entry and make recommendations to Council
6. Ensure the goals of the programme are aligned to the Hamilton City Council's strategic vision, operational capabilities, and resource capacity.
7. Ensure appropriate management practices are in place.
8. Manage and where appropriate, escalate significant risks and issues for the Hamilton Gardens Development programme.
9. Ensure effective communication with key stakeholders.
10. Meet monthly.

## 4 Membership Expectations

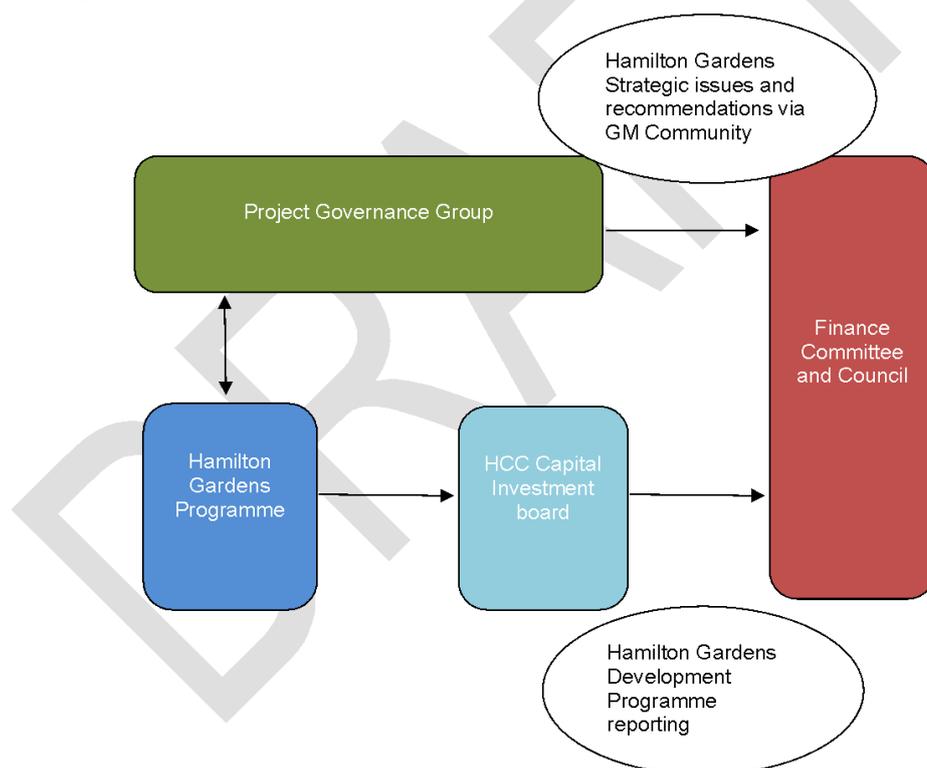
That each Governance Group member:

- Has read and understood the Terms of Reference

- Is aware of their responsibilities as set out in the Terms of Reference
- Is able to provide constructive input and advice to the programme and business development activities
- Is able to actively assist with issue resolution
- Is committed to the programme and understand the importance of their contribution to the programme's success
- Is committed to prepare for and attend Governance Group meetings
- Has formally accepted this Governance Group Terms of Reference by signing in the Document Approval section

## 5 Programme Structure

As owner and operator of the Hamilton Gardens, HCC must provide prudent management of council resources under the LGA. The Hamilton Gardens development programme is subject to HCC's capital delivery monitoring process and all capital delivery reporting will adhere to this programme structure, with oversight from the Governance Group. Recommendations from the Governance Group strategic issues, outside of the capital delivery can be made directly to Council via the General Manager Community.



## 6 Meetings

The Governance Group will normally meet monthly (the Chair will consider requests to call special additional meetings), be led by the Chair and will consider the following;

- Minutes and actions of the previous meeting;
- Consolidated programme information – status information, risks, issues, communication requirements;
- Updates and actions for progressing the programme e.g. change requests; fundraising activities

- Opportunities for revenue generation and commercial activity (including potential charging of entry, retail development and 'value-add' experience/products)
- Other business as appropriate to support the programme.

A quorum of the Governance Group will be met by attendance of at least four members of the PGG.

## 7 Meeting administration

A Council employee will be responsible for formally recording PGGPGG actions and decisions and ensuring the flow of project information between the PGG and the HCC capital delivery structure is aligned and effectively communicated. Minutes will be circulated for comment within five working days of the meeting. Members of the PGG have 5 working days to provide the Chairperson with any comments on the minutes otherwise they are considered approved.

The terms of reference will be reviewed as required and at a minimum, every 12 months.

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# Council Report

Item 11

**Committee:** Community, Services and Environment Committee

**Date:** 11 December 2018

**Author:** Karen Kwok

**Authoriser:** Maria Barrie

**Position:** Team Leader Recreation and Community Facilities

**Position:** Parks and Recreation Manager

**Report Name:** Community Occupancy Applications

<b>Report Status</b>	<i>Open</i>
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## Purpose

1. To seek approval to grant new community occupancy agreements to the following community groups:
  - New Zealand Model Powerboat Association Incorporated for Lake Domain tunnel;
  - Shinjokai Karate-do Incorporated for the Frankton Railway Institute Hall;
  - Citizens Advice Bureau Hamilton Incorporated for the Former Reid Studio, Old St Peters;
  - Waikato Dance Performance Trust for Old St Peters Hall.

## Staff Recommendation

2. That the Community, Services and Environment Committee:
  - a) Approves the granting of a new community group licence under s54(1)(d) of the Reserves Act 1977, to **New Zealand Model Powerboat Association Incorporated** for the old miniature train tunnel being 20m<sup>2</sup> at Lake Domain, being part of Sec 74 Hamilton West Town Belt, as shown on Attachment 1, subject to the following terms and conditions;
    - i. Term – 5 years;
    - ii. Rent - \$37.50 plus GST per annum;
    - iii. The Licensee shall accommodate Waikato Radio Yacht Club having shared use of the space within the tunnel for storage purposes.
    - iv. All other terms and conditions in accordance with the Community Occupancy Policy and Community Occupancy Guidelines.
  - b) Approves the granting of a new community group lease, under s54(1)(b) of the Reserves Act 1977, to **Shinjokai Karate-do Incorporated** for Frankton Railway Institute Hall being 307m<sup>2</sup> on Railway Park, being part of lot 1 DPS 37471, as shown on Attachment 3, subject to the following terms and conditions;
    - i. Term – 3 years;
    - ii. Rent - \$1,535 plus GST per annum;
    - iii. All other terms and conditions in accordance with the Community Occupancy Policy and Community Occupancy Guidelines.

- c) Approves the granting of a new community group lease to **Citizens Advice Bureau Hamilton Incorporated** for the Former Reid Studio, Old St Peters on Victoria Street, being 86m<sup>2</sup> exclusive use and a half share of the communal kitchen being 9m<sup>2</sup>, located at Allot 449 of Hamilton West, as shown on Attachment 4, subject to the following terms and conditions;
- i. Term – 10 years;
  - ii. Rent - \$653.13 plus GST per annum in accordance with the Community Occupancy Policy;
  - iii. All other terms and conditions in accordance with the Community Occupancy Policy and Community Occupancy Guidelines.
- d) Approves the granting of a new community group lease to **Waikato Dance Performance Trust** for Old St Peters Hall on Victoria Street, being 239m<sup>2</sup> exclusive use and a half share of the communal kitchen being 9m<sup>2</sup>, located at Allot 449 of Hamilton West and Allot 450 of Hamilton West, as shown on Attachment 4, subject to the following terms and conditions;
- i. Term – 10 years;
  - ii. Rent - \$2,905.32 plus GST per annum in accordance with the Community Occupancy Policy;
  - iii. All other terms and conditions in accordance with the Community Occupancy Policy and Community Occupancy Guidelines.

## Executive Summary

3. New Zealand Model Powerboat Association previously leased the old train ticketing booth building at Lake Domain that was damaged beyond repair by fire in July 2017. The currently unused miniature train tunnel is being recommended as an alternative storage space. The group have agreed to share with Waikato Radio Yacht Club. Staff recommend granting a five-year licence to occupy.
4. Proposals for lead tenants were submitted for Frankton Railway Institute Hall through a public expression of interest process in 2017. Shinjokai Karate-do have occupied the building since 2012. Staff recommend granting a shorter three-year lease to allow an opportunity to revisit the best use of the facility in line with the Frankton Neighbourhood Plan and 10-Year Plan timeframes.
5. Proposals for lead tenants were submitted for Old St Peters Hall and the Former Reid Studio through a public expression of interest process in 2017. Citizens Advice Bureau Hamilton and Waikato Dance Performance Trust (Trust) have occupied the building since 1992 and 1991 respectively. The buildings are well utilised and hence, staff recommend granting a ten-year lease to each group. The Trust's rental includes the application of a commercial subsidy for the Drury Lane activities.
6. Staff consider the decisions in this report have low significance and that the recommendations comply with the Council's legal requirements.

## Background

### Community Facilities

7. In 2015 staff were directed by Council to investigate alternative management model options for the six Council owned community facilities booked out to the community by the Community Development Unit.

8. At the 28 April 2016 Council Meeting, Community Occupancy leases were granted for two-year terms within community facilities to allow staff time to investigate alternative management model options.
9. The model of granting leases to community groups who manage the use of facilities for maximum community benefit is applied by the Parks and Recreation Unit, and was explored through a public expression of interest process for:
  - Celebrating Age Centre;
  - Enderley Park Community Centre;
  - Fairfield Hall;
  - Frankton Railway Institute Hall;
  - Old St Peters Hall and Former Reid Studio.
10. The expression of interest process was run between 18 April to 16 June 2017 and was open to all Hamilton based community groups.
11. At the 8 August 2017 Community and Services Committee Meeting ([Agenda](#), [Minutes](#)), staff presented six community facilities lease applications for Council to consider. Council resolved the following:
  - a) *That Council decide on any approval of the leases for the organisations listed in 2(a) – (f) (of the staff report) from 1 July 2018; with term to be determined in February 2018; and*
  - b) *Notes that the Policy is due to be reviewed by February 2018, covering both the prices and types of organisations.*
12. At the 30 November 2017 Councillor Briefing on the Community Occupancy Policy (Policy) Review, Elected Members acknowledged Te Whare O Te Ata and Age Concern's requests for a decision on new leases at Fairfield Hall and Celebrating Age Centre respectively. Elected Members agreed to these leases being presented to the Committee prior to the approval of Policy review.
13. At the 27 February 2018 Community and Services Committee meeting ([Minutes](#)), Fairfield Hall and Celebrating Age Centre leases were approved. Te Whare O Te Ata and Age Concern have been managing and operating these facilities since 1 August 2018.
14. At the 15 November 2018 Council meeting ([Agenda](#), [Minutes](#)), the Policy review was approved.
 

*That the Council approves the Community Occupancy Guidelines **Option B** - the proposed [Community Occupancy Policy](#) with a two-tiered (Tier 1: 50%, Tier 2: 87.5%) rental subsidy.*
15. This report recommends leases for three of the four remaining community facilities; Frankton Railway Institute Hall, Old St Peters Hall and Former Reid Studio.
16. Staff are still in discussion with the preferred expression of interest applicants; Raukura Hauora O Tainui Trust and Waikato Settlement Centre for Enderley Park Community Centre.
17. The 2018-28 10-Year Plan proposal to sell Old St Peters Hall and Former Reid Studio was not approved in the adopted plan.

#### **New Zealand Model Powerboat Association**

18. On 14 July 2017, the miniature train ticketing booth building leased by New Zealand Model Powerboat Association (NZMPA) at Lake Domain was damaged beyond repair by fire.
19. NZMPA's lease was terminated immediately following the fire due to the building rendered un-leasable, in accordance with their lease. NZMA lease was due to expire in 30 April 2019.

20. In March 2018, the building was demolished due to insurance and repair assessments that deemed the train ticket building unrepairable.
21. Staff investigated the Lake Domain tunnel that is currently unused as an alternative storage solution for NZMPA. A structural condition assessment was undertaken in May 2018, that deemed the tunnel suitable for storage use.
22. The tunnel was originally constructed for miniature railway trains to drive through. The miniature railway was in operation from 1968 to 2001.

## Discussion

### New Zealand Model Powerboat Association (NZMPA) Incorporated

23. NZMPA supports clubs to provide model powerboat racing activities and events. NZMPA has 49 members and held the previous lease with Council on behalf of Hamilton Model Powerboat Club (HMPC) due to the small size of the Hamilton club.
24. HMPC was established in 1960 and have raced powerboats on the Lake Domain for over 50 years. The club provides a unique and historic activity that adds vibrancy to the lake.
25. The Lake Domain Management Plan consultation process identified that Waikato Radio Yacht Club (WRYC) were in need of storage space at Lake Domain. Consequently, staff have encouraged shared use and HMPC have agreed to share the tunnel with the WRYC to maximise use.
26. The proposed use of the tunnel is for HMBC and WRYC to store club equipment and a rescue boat for recreational racing and events. The Hamilton clubs have a combined membership of 30, they use the lake three times a week and hold 3-4 events annually, including Regional and New Zealand Championships.
27. The licence area (Part of Sec 74 Hamilton West Town Belt) is reserve land classified for the purpose of recreation reserve under the Reserves Act. NZMPA licence is in conformity with the Lake Domain Management Plan 2018, and on this basis public notification is not required.
28. The proposed licence area is show in **Attachment 1**.
29. The proposed rent is \$37.50 plus GST per annum, based on a building area of 20m<sup>2</sup>, calculated in accordance with the Policy.
30. Staff recommend the granting of a licence to occupy for a term of 5 years, which is the maximum term for a licence under the Policy.
31. Staff recommend inclusion of the following special condition in NZMPA licence to occupy:
  - a) The Licensee shall accommodate Waikato Radio Yacht Club having shared use of the space within the tunnel for storage purposes.

### Shinjokai Karate-do Incorporated (Shinjokai) – Frankton Railway Institute Hall

32. Shinjokai provides marital arts and self-defence activities and programmes. Shinjokai has a monthly membership system that has ranged from 50-67 members during 2018. Shinjokai report hiring the hall twice a week to two karate clubs, plus other casual hire.
33. Shinjokai has been in existence since 2002 and were incorporated in February 2014. They have occupied space within Frankton Railway Hall since 2012, their existing two-year lease expired on 30 June 2018 and has since been on a rolling monthly agreement.
34. The leased area (Lot 1 DPS 37471) is reserve land classified for the purpose of recreation reserve under the Reserves Act. Shinjokai's lease is in conformity with the Operative Sports Park Management Plan 2009, and on this basis public notification is not required.
35. The proposed leased area is shown in **Attachment 2**.

36. The proposed rent is \$1,535 plus GST per annum, based on a building category 4 and area of 307m<sup>2</sup> which includes the ground floor and upstairs area, calculated in accordance with the Policy.
37. The [Frankton Neighbourhood Plan](#) identifies actions relating to the Hall, this includes developing a conservation plan which has been completed and reviewing the role and function of the hall within the community.
38. Staff recommend granting a community group lease to Shinjokai for a term of three years to allow an opportunity to revisit the best use of the facility in line outcomes within the Frankton Neighbourhood Plan and 10-Year Plan timeframes.

#### **Citizens Advice Bureau Hamilton Incorporated (CAB) – Old St Peters, Former Reid Studio**

39. CAB has been in existence since 1973 and registered with Charities Services in December 2007.
40. CAB has occupied space within the facility since 1992. The existing two-year lease expired on 30 June 2018 and has since been on a rolling monthly agreement.
41. CAB provide free, impartial and confidential information, advice and support to the community. CAB run workshops for new migrants, provide referrals, advocacy and a free legal clinic.
42. CAB report that 60 volunteers provided 10,000 hours of labour to 10,232 people in 2017. They estimated the approximate value of these voluntary services at \$240,000.
43. [CAB submitted to the 10 Year-Plan](#) for Council not to sell Old St Peters and to retain their community occupancy.
44. The Former Reid Studio is not located on reserve land, so is not subject to the Reserves Act.
45. The proposed leased area is shown in **Attachment 3**.
46. The proposed rent is \$653.13 plus GST per annum, based on a building category 3 and area of 95m<sup>2</sup>, calculated in accordance with the Policy. 86m<sup>2</sup> is exclusive use of the Former Reid Studio, with an additional 9m<sup>2</sup> being half share of the 18m<sup>2</sup> communal kitchen area.
47. CAB have expressed the need for additional space to continue to deliver their services to the Community.
48. Staff recommend granting a community group lease to CAB Incorporated for a term of ten years which is the maximum term for a Council building lease under the Policy. CAB has a long history with the Former Reid Studio, are a good fit and provide a high level of community benefit in terms of free advice, advocacy and information to a Hamiltonians from a diverse range of ethnicities and ages.

#### **Waikato Dance Performance Trust (Trust) – Old St Peters Hall (Hall)**

##### Background

49. Prior to the creation of the Trust, the group operated as Drury Lane Dance and Performance (Drury Lane). Drury Lane hired the Clarence St hall up until 1990, when it was demolished. Council offered Drury Lane St Peters Hall (Hall) as an alternative facility and hence they started hiring the Hall from 1991.
50. Old St Peters Hall and Former Reid Studio was purchased by Council from St Peters Cathedral in 1990.
51. The Trust was registered as a Charitable Trust in 2009, originally created to operate the annual community performance concert.
52. The Trust and Drury Lane are mutually supportive in terms of personnel, activities and hall operation/use.

53. The Hall is used for 27 weekly dance classes, workshops/training, an annual performance concert and by more than 40 external groups for event rehearsals and training e.g NZ Dance school, The Lakes Performing Arts, Impact Cabaret, Carols by Candlelight, Meteor performance group. 50 volunteers support the two entities and approximately 1,000 people benefit from the groups services annually.
54. The Trust report using the Hall for 52 weeks and up to 28 hours per week, while Drury Lane use the Hall 30 weeks per year for 17 hours per week.
55. The Trust and Drury Lane Dance and Performance [submitted to the 10 Year-Plan](#) for Council not to sell Old St Peters and to retain their community occupancy.

#### Trust

56. The Trust's current 2-year lease expired on 30 June 2018 and has since been on a rolling monthly agreement.
57. The Trust are a not-for-profit charitable trust. They were the sole applicant for Old St Peters Hall through the Community Facilities expression of interest process. They have applied for the maximum term possible.
58. The Trust provides education and training to student teachers and performance students, workshops, rehearsal/training space at no cost to more than 40 external arts, performance and fitness groups over the past two years and an annual concert performance for the community.
59. The Trusts dances and teachers are involved in numerous community performances, events, festivals and school productions at no cost e.g choreography for school performances, dance groups, Christmas parade, Hamilton Gardens Festival, Hamilton Fringe Festival, Meteor Theatre shows, pre-sporting match entertainment.
60. The Trust have expressed the need for additional space to continue to deliver their services to the Community.
61. The Hall is not located on reserve land, so is not subject to the Reserves Act.

#### Drury Lane – Commercial activity

62. Drury Lane is a commercial business. They operate 27 dance classes per week from the Hall with 450 students and dance exam rehearsals. Drury Lane also hire Clarence St Theatre (4 evenings p/w) and Celebrating Age Centre (1 evening p/w).
63. Drury Lane states that they provide low class fees and 13 student scholarships at a cost of \$5,174.00, possible due to the community lease.
64. Drury Lane's commercial activities have been assessed in accordance with the Policy and [Community Occupancy Guidelines](#) (Guidelines). Their activities meet the commercial activity requirements under the Guidelines.

#### Proposed lease and rental

65. The proposed leased area is shown in **Attachment 3**.
66. The proposed rental is \$2,905.32 plus GST per annum, based on a building category 3 and an area of 248m<sup>2</sup>, calculated in accordance with the Policy. 239m<sup>2</sup> is exclusive use of the Old St Peters hall, with an additional 9m<sup>2</sup> being half share of the 18m<sup>2</sup> communal kitchen area.

67. In recognition of the Hall being used and in part by the Trust (60% usage) in part by Drury Lane (40% usage), the proposed rental is a combination of community (87.5%) and commercial (65.5%) rental subsidies in accordance with the recently approved [Policy](#) review;

*38. ...an approved commercial activity operated by a commercial entity, will receive a further ¼ reduction in rental subsidy for that area of the Occupancy.*

	Type of Activity	Rental Subsidy	Usage	Building rental area 248m <sup>2</sup>
Trust (Lessee)	Community Occupancy Agreement	87.5%	60%	\$1,023.00
	Commercial Activity operated by Drury Lane	65.5%	40%	\$1,882.32
Total				\$2,905.32

68. Staff assess lease applications on a case-by-case basis and have assessed the Trust's and Hall activities to be consistent with the principles of the Policy, namely;
- *The Council wishes to enable groups to support Councils vision and community outcomes as defined in the 10-Year Plan, as well as Strategies and Plans;*
  - *The Councils will endeavour to maximise community benefit from occupancy;*
  - *The Council will encourage shared/multi-use of land and/or buildings to optimise community benefit.*
69. Staff recommend granting a community group lease to Waikato Dance Performance Trust for a term of ten years which is the maximum term for a Council building lease under the Policy. The Trust has a long history with hall, are a good fit and provide a high level of community benefit in the dance, performing arts space and in encouraging more people to be more active.

### Options

70. Option 1 is to approve the community occupancy agreements to the groups covered in this report.
71. Option 2 is to approve the community occupancy agreements to the groups covered in this report, but amend the term of occupancy.
72. Option 3 is to not approve any one or all of the community occupancy agreements to the groups covered in this report.

### Financial Considerations

73. In accordance with the Policy, rental is calculated by first determining a market rate and then applying a rental subsidy. The market rate values below;
- New Zealand Model Powerboat Association - \$300 plus GST per annum;
  - Shinjokai Karate-do – \$12,280 plus GST per annum;
  - Citizens Advice Bureau - \$5,225 plus GST per annum;
  - Waikato Dance Performance Trust - \$13,640 plus GST per annum.
74. All groups meet the standard rental subsidy of 87.5%. The Trust have a reduced subsidy of 65.5% applied to the Drury Lane commercial activity component.
75. In addition to rent the groups are responsible for day-to-day maintenance, utility costs and any applicable rates associated with the Council owned buildings (Old St Peters Hall, Former Reid Studio and Frankton Railway Institute Hall).

76. Council's anticipated ten-year average building renewal expenditure per annum for Old St Peters Hall and the Former Reid Studio is \$26,000, and Frankton Railway Institute Hall is \$20,000.
77. In accordance with the Policy review, new rental rates for all groups (where agreements allow) will be implemented in 2019. Once all groups are paying new rental rates, revenue is estimated to be \$151,121 plus GST per annum.

### **Legal and Policy Considerations**

78. Staff confirm that NZMPA, Shinjokai, CAB and the Trust are eligible for community occupancy and have been assessed in accordance with the Policy and Guidelines.
79. Granting of the licence and leases are in accordance with the Policy.
80. The NZMPBA licence agreement special condition recommendation, supports the Policy principles of encouraging shared use and maximising community benefit.

### **Cultural Considerations**

81. There are no known cultural considerations for this item.

### **Risks**

82. There is minimal risk to the Council in granting the community occupancy agreements in this report.

### **Significance**

83. Staff have considered the key considerations under the Significance and Engagement Policy and have assessed that the matter(s) in this report has/have a low level of significance.

### **Engagement**

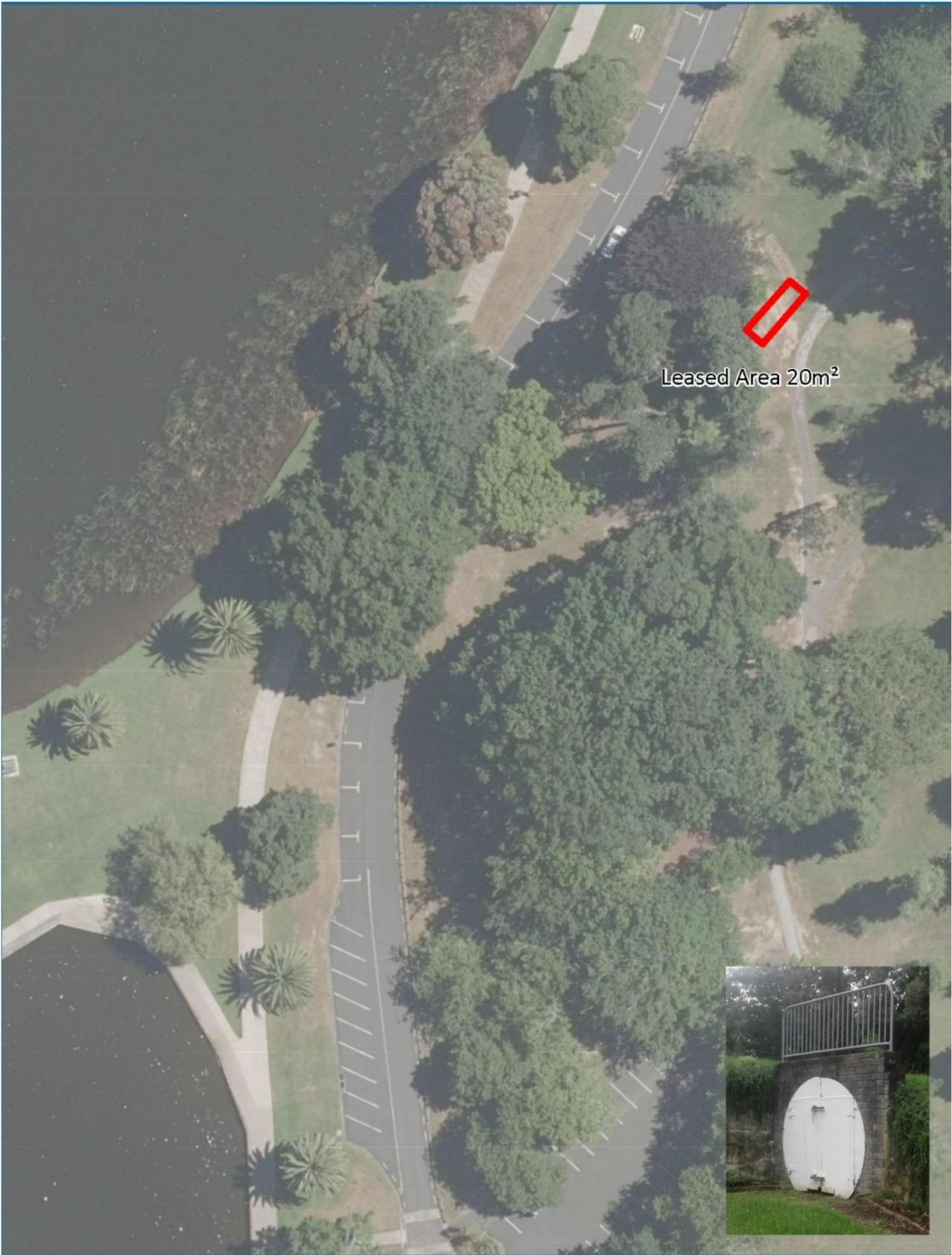
84. Old St Peters Hall, Former Reid Studio and Frankton Railway Institute Hall were part of the Community Facilities Expression of Interest process. All community groups who submitted an interest were engaged throughout the process and met with staff as part of the assessment prior to recommendations being made to Council.
85. Given the low level of significance determined, the engagement level is low. No engagement is required.

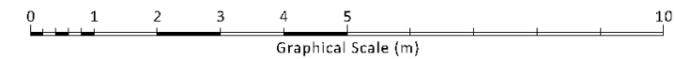
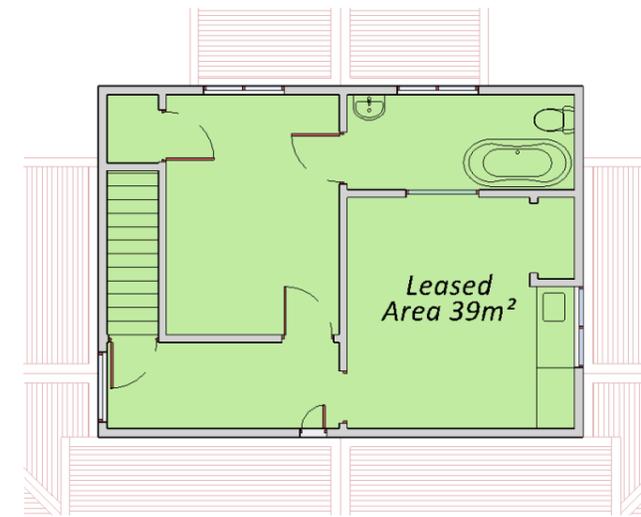
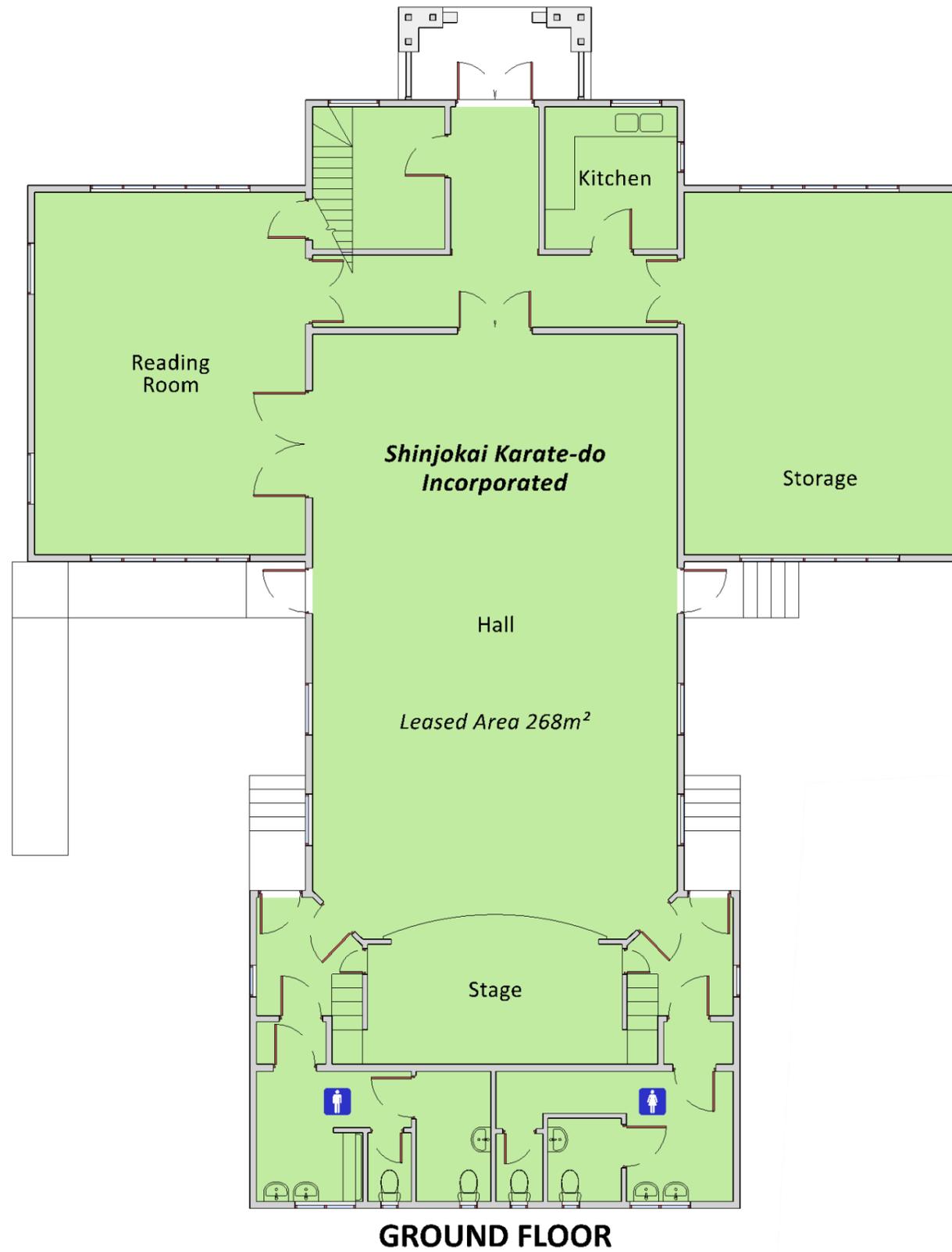
### **Attachments**

Attachment 1 - New Zealand Model Powerboat Association - Licence area

Attachment 2 - Frankton Railway Institute Hall - Leased areas

Attachment 3 - Old St Peters Hall and Former Reid Studio - Leased areas

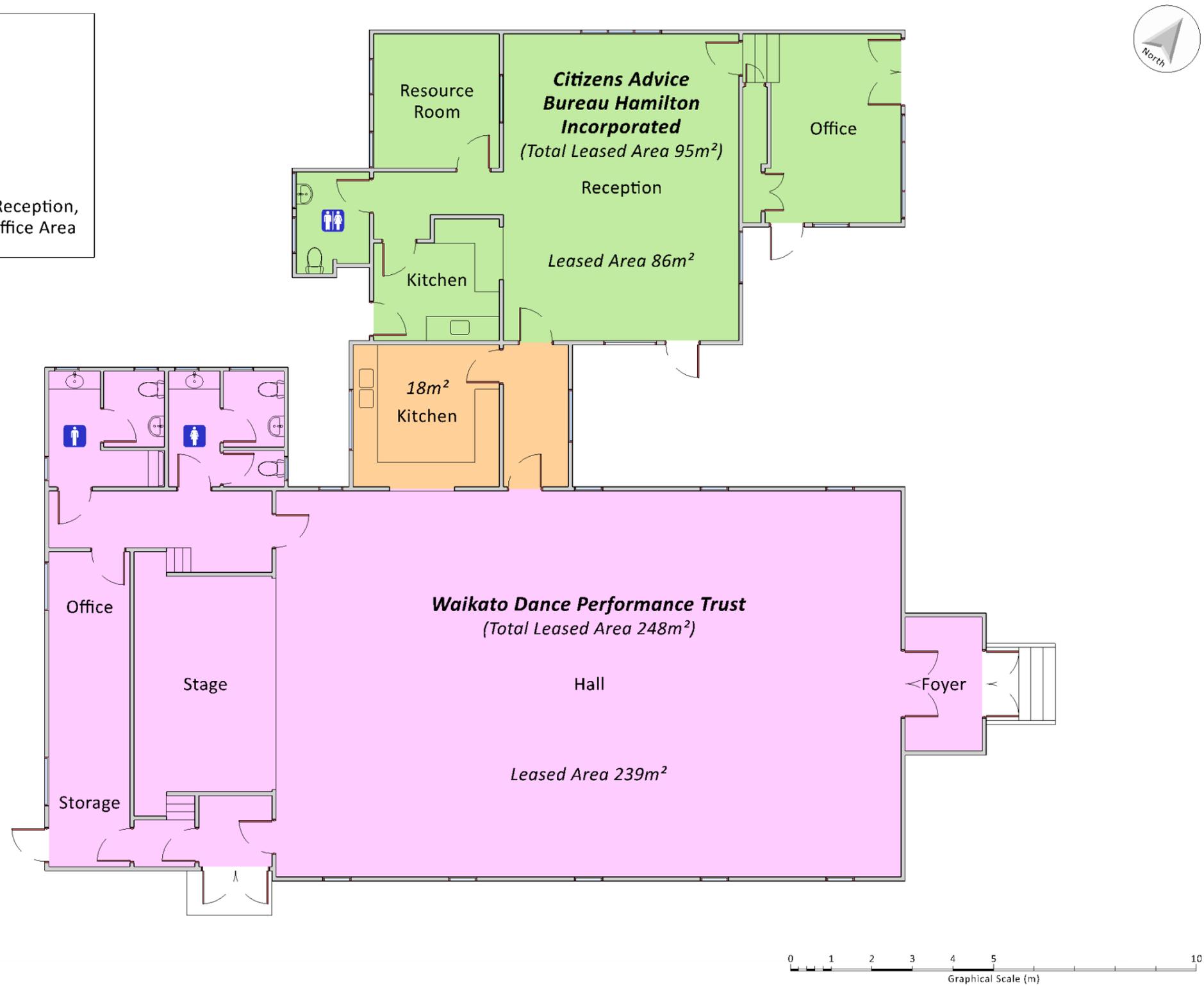




**FRANKTON RAILWAY INSTITUTE HALL - LEASED AREAS**

**KEY**

- Communal Space
- Hall and Stage Area
- Former Reid Studio - Reception, Resource Room and Office Area



**OLD ST PETERS HALL and FORMER REID STUDIO - LEASED AREAS**

# Council Report

<b>Committee:</b>	Community, Services and Environment Committee	<b>Date:</b>	11 December 2018
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<b>Report Name:</b>	Community Development Strategic Business Plan 2019-2022		

<b>Report Status</b>	<i>Open</i>
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## Purpose

1. To seek a recommendation to Council for the approval for the draft Community and Social Development Strategic Plan 2019-2022 and related future reporting.

## Staff Recommendation *(Recommendation to Council)*

2. That the Community, Services and Environment Committee:
  - a) recommends that the Council approves the draft Community and Social Development Strategic Plan 2019 – 2022;
  - b) notes that progress on the goals of the Strategic Plan are reported annually to the Community, Services and Environment Committee; and
  - c) notes that progress on the outcomes are reported every six months to the Community, Services and Environment Committee.

## Executive Summary

3. The Social and Community Development Unit have been working with Dr Bev Gatenby since late 2017 to review the current service and implement her recommendations to make the work of the team more strategic and focused.
4. The draft Community and Social Development Strategic Plan is intended to set the strategic direction and guide the future work of the team. Portfolios of work will be allocated to team members based on this.
5. Included in Dr Gatenby's report were recommendations for the team to build a closer relationship with Council and develop both formal and informal ways to share information.
6. Councillors have been actively involved in this process since the beginning and have been asked to provide feedback on the strategic direction at multiple points throughout this process.
7. Regular reporting on progress to achieve the goals of the strategic plan and from each outcome area will ensure another formal process is in place to keep Councillors informed and involved in the strategic issues that affect our city.

8. Staff consider the matters in this report have low significance and that the recommendations comply with the Council's legal requirements.

## Background

9. Dr Bev Gatenby was contracted in late 2017 to review the Community Development service, specifically to provide information and recommendations that would support a strategic planning process.
10. Her report *Hamilton City Council Community Development Strategy* (Attachment 1) was presented to the Committee on the 17 April 2018 and resulted in the following resolution:
- That the Community and Services Committee:*
- a) *approves the status quo, in-house model for the delivery of Community Development Services;*
  - b) *notes that a facilitated workshop will be held for Elected Members to provide information and allow for input into the Community Development Strategy; and*
  - c) *notes that management will utilise the recommendations in the Hamilton City Council Community Development Strategy (Attachment 1) to optimise the Community Development service.*
  - d) *requests staff work with Dr Bev Gatenby to implement the recommendations in the HCC Community Development Strategy as set out in Attachment 1 and that regular progress reports are provided to the Community and Services Committee until it is satisfied that Council's Community Development Service has been fully implemented.*
11. An update on the team's progress with the implementation of Dr Gatenby's recommendations was reported to the 11 September 2018 Community, Services and Environment Committee ([agenda](#) item).
12. A robust process has been followed to identify outcome areas that will provide focus for the work of the team.
13. Key strategic documents from across the region were reviewed in addition to interviews with senior managers and stakeholders from key external agencies.
14. A long list of potential areas was developed and further research into each of these were conducted by the team. The following questions were asked to further refine the strategic outcomes. These included:
- What work is already happening in this area?
  - What are the gaps?
  - What is the current and/or potential role that Council could play in this area?
15. A briefing paper with key information on each outcome area was provided for elected members preceding a workshop to determine elected members' priorities for the city (Attachment 2).
16. The workshop was held with elected members on Monday 8 October 2018 at WINTEC. This provided an overview of the community-led development approach. In addition, elected member feedback was sought on potential outcome areas. This has informed the Community and Social Development Strategic Plan 2019 – 2022 (Attachment 3).

## Discussion

17. The draft Strategic Plan has three goals and eleven outcome areas:
  1. **Diverse Communities** – Hamilton’s diversity is celebrated, and we enable all our communities to reach their aspirations;
  2. **Places and People** – We work in partnership to achieve locally owned visions and goals;
  3. **Community-led Engagement** – We support the community’s ability to actively engage in Council decision making.
18. The work of the team is two-fold. The outcome areas will require staff to work collaboratively with existing organisations to improve our city’s response to these issues and is therefore customer facing.
19. Secondly, the team will work within Hamilton City Council to champion a community-led engagement approach, building the capability of our internal staff to engage meaningfully with communities of interest.
20. The draft Strategic Plan is a guiding document that directs the work of the staff. It will be used to develop portfolios and individual staff will be allocated these by the end of 2018.
21. Following the allocation of portfolio’s, a range of measures will be collated for each Outcome area. These measures will come from multiple data sets to enable a comprehensive picture of what is happening in each area. Data sets such as the Quality of Life Survey, social well-being indicators, Community Profiles, census data, deprivation indexes and others will be drawn on.
22. To accompany these, activity measures from within the organisation, such as the number of engagements, number of submissions, number of events, number of projects etc will be collated.
23. Benchmarks and targets will be identified to allow progress to be tracked.
24. This data, along with a comprehensive report on each outcome area, the key organisations involved, any gaps that have been identified and all Council projects underway to address these will be presented to Councillors for their information and feedback every six months.
25. In addition, there will be annual reporting on the goals of the Strategic Plan, to keep Council informed on overall progress.
26. Timing for the first round of reporting is in the draft Strategic Plan.
27. The draft Community and Social Development Strategic Plan aligns to the strategic intent of the organisation:
  - Vision – A high performance organisation, respected by all;
  - Purpose – To improve the wellbeing of Hamiltonians;
  - Mission – To help build a more vibrant, attractive and prosperous city

## Financial Considerations

28. Approximately 289 staff hours were used to develop the Strategic Business Plan at a cost of \$28,900. Dr Gatenby’s work to help develop the Plan was \$17,900. All costs were covered from the Community and Social Development Unit budget.

## Legal and Policy Considerations

29. Staff confirm that the staff recommendation complies with the Council’s legal and policy requirements.

### **Cultural Considerations**

30. Waikato Tainui and Te Ruunanga oo Kirikiriroa were interviewed by Bev Gatenby as part of the key informant interviews with key agencies in Hamilton. Feedback from these interviews and discussions with the Amorangi Maaori role within HCC informed the development of Tangata Whenua as an outcome area.
31. The purpose of the staff role that will be allocated the portfolio of Tangata Whenua will be to support Amorangi Maaori. More specifically, it will support the organisation's capability to be bicultural and work with Maaori organisations on joint projects that benefit Maaori within Hamilton.

### **Sustainability Considerations**

32. Included in the outcome areas is a focus on sustainable development. The role within the team will champion and monitor the Sustainability Principles within the organisation.

### **Risks**

33. With any change to a team's work plan, there is a possibility that existing stakeholders will not be happy with the changes. This will be mitigated by targeted communications with the team's existing stakeholders.

### **Significance & Engagement Policy**

#### **Significance**

34. Staff have considered the key considerations under the Significance and Engagement Policy and have assessed that the matter(s) in this report has/have a low level of significance.

#### **Engagement**

35. Community views and preferences are already known to the Council through the key informant interviews that Dr Bev Gatenby conducted for the original report. Further communications will be held with key stakeholders to clarify the roles of team members.

### **Attachments**

Attachment 1 - Hamilton City Council Final Report Community Development Strategy

Attachment 2 - Briefing paper - HCC Community Development Focus Areas - October 2018

Attachment 3 - Draft Community and Social Development Strategic Plan

# Hamilton City Council Community Development Strategy

15 March 2018



## Executive Summary

This review considers strategy for the future work of the Community Development team. The purpose of this review was to provide information and recommendations to support the community development strategic planning process, by:

- Reviewing current thinking about community development in cities akin to Hamilton (benchmarking);
- Reviewing the current strategy and focus;
- Identifying the themes, strengths and any gaps in the work of the Community Development team as a whole;
- Summarising related services and strategies beyond City Council which play a role in community development in Hamilton;
- Identifying potential ways of working and focus areas (models of service delivery, including the possibility of outsourcing);
- Recommending a process for the development of a Community Development Strategy.

Information was gathered through the following activities:

- Reviewing key documents: HCC policies, strategies and plans, HCC community development benchmarking information, Vital Signs Report, Hamilton city demographic and community profiles, Waikato Plan, Connected programme in HCC.
- Interviews with the Mayor, Deputy Mayor and 5 Councillors.
- Interviews with the HCC Deputy CEO, Community Services Manager, Amorangi Maaori, Community and Social Development Manager and a Senior Community Advisor.
- Two workshops with the Community Development team.
- Interviewing the leaders in organisations with a strong interest in community development in Hamilton.
- Reading recent material about community development.

At the heart of discussion about strategy and structure for the HCC Community Development team, are questions about how Council sees community development:

- Should community development be more akin to community-led development with Council providing local leadership, facilitation and strategic support across a range of potential sustainable development and community aspirations? In this model, community development workers work across a wide range of sectors.
- Should community development be primarily grass roots and driven by local communities? This model often takes a more community activist approach, particularly from within marginalised communities.

- Are there possibilities for something of a hybrid model bridging these 2 ends of the spectrum and making the most of both Council connections and community aspirations?

A range of models for delivering community development were explored, including variations on Council continuing to employ and manage the team, but locating the team in community settings, through to Council contracting out the employment, management and location of the team. If the current skill level of the team were to be maintained as a minimum, costs would be likely to increase if the team were located or contracted outside of Council.

The majority of internal and external stakeholders would prefer to see community development remain clearly located within Council and bringing with it Council's resources and mana, while strongly focussing on community and civic engagement and helping connect Council to communities.

The work needs to remain very connected and responsive to communities but could be more strategic.

**I recommend that community development in HCC become more strategic in the following ways:**

- a. Think beyond social development to broader sustainable development goals. This is in line with the Local Government Act.
- b. Use community-led development processes to work alongside communities across a wide range of interests, including social, economic, and cultural development.
- c. Lead a way of working inside Council which draws on community-led development as the preferred means of engaging with communities.
- d. Forge stronger links with other parts of Council, especially with Strategy and Growth, and use those to develop community engagement with Council.
- e. Use the range of other strategies in the region to identify specific focuses for the next 3-5 years. Tie those focuses to specific team roles.
- f. Identify specific neighbourhoods for focussed neighbourhood development over, say, 5 years. Tie those neighbourhood focuses to specific team roles.
- g. Facilitate the range of organisations interested in community-led development in Hamilton to come together regularly to strategise and collaborate. Inspiring Communities would be a useful resource to support a strategic conversation.

**To achieve this more strategic focus, the team will need wider organisational support, which could include the following actions:**

- h. Articulate a governance and senior management level commitment to community/sustainable development which is reflected in strategy and policy documents.
- i. Provide regular formal and informal opportunities to talk about communities in Hamilton with the Community Services Committee and Councillors in general.
- j. Agree a moratorium on reviewing (other than usual performance reviews) the Community Development team for 5 years to enable the team to flourish.

**I recommend managing and providing community development in the following ways:**

- k. Continue to employ and manage the Community Development team.
- l. Articulate sustainable development policy and goals to guide the work of the Community Development team, including deciding on issues and neighbourhoods to be focussed on over specific timeframes.
- m. Provide opportunities for regular formal and informal reporting and conversations between governance members, senior management, other departments and the Community Development team.
- n. Consider whether or not it is necessary to have both a team manager and 2 senior advisors who also lead the team. However, structure the team so that there are community advisor roles which are senior enough to carry responsibility for influential cross-Council relationships, policy and strategy development, and collaboration.
- o. Keep the Ethnic Development Advisor, Funding Advisor and Disability Advisor roles as they are.
- p. Structure the community advisory team so that there are clearly identified issue and location focuses.
- q. Locate the team primarily in central, accessible and welcoming premises, which assist Community Development team members to form strong working relationships within Council while consistently being active in communities.
- r. Consider also locating team members in settings which are at the heart of either issues or neighbourhoods for a portion of time within particular strategies or

projects. Ensure that these are not isolating settings but genuinely contribute to achieving community aspirations.

Hamilton is a growing vibrant city. There is an opportunity now for HCC to provide leadership in community development across the city.

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## 1. Review purpose and method

Changes in recent years have impacted on the work of the Community Development team in Hamilton City Council (HCC), including significant growth in the city, changes in strategy in and beyond Council, restructuring across Council, significant reductions in the size of the team and restructuring in 2012, and changes in related services in the community sector in Hamilton.

This review considers strategy for the future work of the Community Development team. The purpose of this review was to provide information and recommendations to support the community development strategic planning process, by:

- Reviewing current thinking about community development in cities akin to Hamilton (benchmarking);
- Reviewing the current strategy and focus;
- Identifying the themes, strengths and any gaps in the work of the Community Development team as a whole;
- Summarising related services and strategies beyond City Council which play a role in community development in Hamilton;
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- Interviews with the Mayor, Deputy Mayor and 5 Councillors. (All Councillors were offered the opportunity to be interviewed.)
- Interviews with the HCC Deputy CEO, Community Services Manager, Amorangi Maaori, Community and Social Development Manager and a Senior Community Advisor.
- Two workshops with the Community Development team.

- Interviewing the leaders in organisations with a strong interest in community development in Hamilton:
  - Waikato Tainui
  - Te Runanga o Kirikiriroa
  - K'aute Pasifika
  - Department of Internal Affairs: Community Operations
  - Community Waikato
  - Sport Waikato
  - Volunteering Waikato
  - Creative Waikato
  - Go Eco (Waikato Environment Centre)
  - Community Houses (Western Community Centre, Waimarie Hamilton East, Te Whare o te Ata Fairfield, Pukete, Glenview)
  - Hamilton Multicultural Services Trust (Waikato Settlement Centre)
  - Waikato Refugee Forum
  - Enabling Good Lives Waikato (Ministry of Social Development)
  - Inspiring Communities
  
- Reading recent material about community development.

## 2. What is community development?

The United Nations defines community development as a “process where community members come together to take collective action and generate solutions to common problems”.<sup>1</sup>

Community development has generally been supported through government agencies in New Zealand. It gained momentum in the 1970s, partly driven by the 1974 Local Government Act which mandated local government involvement in community development and recreation. At the same time, human rights and social justice movements and in New Zealand, calls for tino rangatiratanga, were developing, alongside participatory ways of working in communities.<sup>2 3</sup> The focus was often on neighbourhoods and included marae and iwi-development programmes.

Community development tends to be viewed from several different perspectives, as:

- an intervention in policy development, particularly for government agencies;
- a social and political practice, with a commitment to democratic engagement with marginalized communities of place, identity or attachment;
- a professional identity, with its own set of skills and guiding ethics and values;
- an approach or process, a way of working, with a strong commitment to participation.<sup>4</sup>

As a policy intervention, professional practice and process, community development is considered a way of improving people’s lives. New Zealand’s environment of high trust in government and lack of urban ghettos has meant that community development here has had a history of being aligned with government policy and services, community organising and social work.<sup>5</sup> However, the growth in contracting of social services by central government over recent years, has led to a greater separation between community development and social services, although community development maintains a strong link to social wellbeing strategies. In recent years, community development has also been linked to the broader idea of sustainable development as set out in the Local Government Act and in the goals set out by the UN in 2015.<sup>6</sup> The UN sustainable development goals are

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<sup>1</sup> Retrieved 11 Feb 2018 <https://unterm.un.org/UNTERM/search?urlQuery=community+development>

<sup>2</sup> Nowland-Foreman, G., How does your garden grow: Is public policy responsible for the death of community development in Aotearoa New Zealand? In Kenny, S., McGrath, B. and Phillips, R., (2018) *The Routledge Handbook of Community Development*, Routledge, pp.54-68.

<sup>3</sup> Aimers, J. and Walker, P., Can community development practice survive neoliberalism in Aotearoa New Zealand? *Community Development Journal* July 2016, Vol 5, No 3, pp.332-349.

<sup>4</sup> Shaw, M. Community Development in Theory and Practice: Reviving Critical Democratic Impulse. In Kenny, S., McGrath, B. and Phillips, R., (2018) *The Routledge Handbook of Community Development*, Routledge, pp.26-38.

<sup>5</sup> Nowland-Foreman, *ibid.*

<sup>6</sup> See <http://www.un.org/sustainabledevelopment/sustainable-development-goals/>

summarised in Appendix 1, p.51. They cover a range of aspirations including ending poverty and hunger, ensuring health and well-being, providing equitable education and life-long learning, achieving gender equality, reducing inequality, a range of environmental goals, sustainable economic growth, productive employment, safe and sustainable housing, and so on.

As a way of working, community development generally includes four key processes:

- engaging the community by cultivating a shared vision and building trust
- using communication and facilitation to keep momentum
- ensuring that there are practical achievements
- and bringing new leaders forward to empower and ensure succession for the project.<sup>7</sup>

Two key factors tend to determine the nature of a specific community development activity, or the role of a community development team:

- What is the aim of the community development work? Is it to produce a product/facility or an identifiable service? Is it to address an injustice, a policy or a structure?
- Who initiates and controls the activity? Is authority located in the particular community or an external agency (such as a government organisation)?<sup>8</sup>

The relationship between these factors determines whether the activity is thought of as traditional community development, community organising, service delivery or advocacy. The relationship also determines the intent, which may be empowerment, collaboration, engagement or confrontation.

Community development from a local government perspective today, though having its roots in empowerment processes, tends to focus on engagement and collaboration, albeit often within marginalised communities. Community development workers often play a useful role as translators of policy and politics, while also promoting the aspirations and interests of the communities in which they are involved.<sup>9</sup>

There is also evidence that community development work is challenging in the current political environment. Community development workers note that their work is often driven by inappropriately short timeframes, a lack of institutional understanding of complex community processes, and goals external to communities. They also comment on their feelings of fear and job insecurity, and on being undervalued and over-stretched.<sup>10</sup>

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<sup>7</sup> Aimers and Walker, *ibid.*

<sup>8</sup> Nowland-Foreman, *ibid.*

<sup>9</sup> Shaw, *ibid.*

<sup>10</sup> Shaw, *ibid.*

Community agencies have also suggested that the purchasing of service contracts for community development has located significant control in the hands of the purchaser, which may work against community development goals and processes.

In New Zealand, the national organisation Inspiring Communities has led a charge over the last decade to utilise community-led development as the primary way of working across whole of communities. The aim is participation across government agencies, the private sector, community organisations and citizens. The Inspiring Communities website lists the key principles of community-led development:

The essence of Community Led Development is working together in a place to create and achieve locally-owned visions and goals. Rather than being a model or service, CLD is a planning and development approach.

There are five core principles\* of CLD practice:

1. Shared local visions drive action and change.
2. Using existing strengths and assets.
3. Many people, groups and sectors working together.
4. Building diverse and collaborative local leadership.
5. Working adaptively, learning informs planning and action.<sup>11</sup>

After successful advocacy by Inspiring Communities, the Department of Internal Affairs began a series of community-led development projects in 2011 and has since used the model to guide its Community Operations teams across the country. With support from Inspiring Communities, Sport New Zealand has also been developing its own ethos of locally led development. See Appendix 2 (p.53) for a brief summary of the Inspiring Communities approach to community-led development.

Successful community development needs to be responsive to the community in which it is located. It also needs dedicated funding and support.<sup>12</sup> Local government authorities, with their focus on place and citizens, are especially well-positioned to provide effective community development.

In New Zealand, most urban local government authorities believe that they have a significant role to play in both community development and social wellbeing, in order to meet their responsibilities under the Local Government Act 2002, which sets out the purpose of local government:

*Section 10*

*(1) The purpose of local government is –*

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<sup>11</sup> Retrieved 14 February 2018 <http://inspiringcommunities.org.nz/resources/about-cld/principles/>

<sup>12</sup> Aimers and Walker, *ibid*.

- (a) to enable democratic local decision-making and action by, and on behalf of, communities; and*
- (b) to meet 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.*

Principles in Section 14 also encourage councils to take into account the views and social, economic and cultural interests of people and diverse communities.

- (c) a local authority should make itself aware of, and should have regard to, the views of all of its communities; and*
- (c) when making a decision, a local authority should take account of—*
  - (i) the diversity of the community, and the community's interests, within its district or region; and*
  - (ii) the interests of future as well as current communities; and*
  - (iii) the likely impact of any decision on the interests referred to in subparagraphs (i) and (ii):*
- (d) a local authority should provide opportunities for Māori to contribute to its decision-making processes....*
- (h) in taking a sustainable development approach, a local authority should take into account—*
  - (i) the social, economic, and cultural interests of people and communities; and*
  - (ii) the need to maintain and enhance the quality of the environment; and*
  - (iii) the reasonably foreseeable needs of future generations.*

Community development has a significant role to play in the way in which local government authorities express these principles.

### 3. Community development at Hamilton City Council

Hamilton City Council has a long history of providing community development for the city. The method of providing community development has varied over the years, and in the past has included employing youth workers, policy specialists and neighbourhood workers, as well as more generic community development workers. For some periods, Council has contracted external organisations to provide the services; at other times, Council has employed staff members, who have sometimes been physically located in a range of community settings outside of Council. In 2012 and in immediately prior years, significant restructuring and cost-cutting exercises reduced the size of the community development team.

Community Development team members are currently employed by Council and based together in Council premises. The team sits within Community Services, which also includes the aquatics centres and libraries. It has 12 staff members, in the following positions:

- Community and Social Development Manager
- 2 Senior Community Advisors
- 6 Community Advisors
- Community Development Assistant
- Ethnic Development Advisor
- Disability Advisor (half time)
- Funding Advisor

Two workshops were held with the Community Development team in which we discussed the values and ethics guiding their work, their work processes, examples of successful work, challenges, priorities and strategies. I also interviewed the Community and Social Development Manager and one of the Team Leaders (Senior Community Advisor).

#### a. What does the HCC Community Development team do?

The Community Development Team at Hamilton City Council has a broad focus on community development for the city, including building the capacity of both communities and community groups.

The team is clearly a group of community development professionals with strong and wide-ranging relationships across the city. There are several long-serving members of staff whose community knowledge and networks are notable. As a team and individually, there is regular reflection on their practice, including in relation to community responsiveness, Council policies and protocols, working in empowering ways, and sustainable community development. A significant number of the staff come from a youth worker background and that style of work is something of a focus. Community development as a way of working is the key focus of the team.

The team are based at the HCC Duke St depot and use their own cars to travel to community meetings and events. They value being located together as a team because of the peer and leadership support, collaboration and planning opportunities. Several staff have been in their roles or similar roles for some years. Those who were present at a time when team members were located across the city recall feeling isolated in their roles and separate to Council. They also describe finding it difficult to balance Council views of their work with the views of and immediate demands on their work from the organisations in which they were embedded.

An annual workplan is in place clearly identifying current projects and work distribution. The team supports a wide range of community events, both Council and community initiated. Events are often the practical outcome of community building and play an important role as a process for and product of community development. They are also a source of community pride and celebration. Examples of events in which community development team members play a significant part include Older Persons Day Celebration, Waitangi Day Celebrations, Children's Day, Pasifika Fan Fest, White Ribbon Event, Picnic in the Park, and Christmas in Fairfield Park.

The team also facilitates or participates in a range of community networks: West, South East, North, Rototuna, North East, South, HTown Youth Connect, Hamilton City Network. Many of the projects undertaken by the Community Development team arise through discussion at network meetings. Some of the networks use guest speakers as part of their focus on a planned series of topics important to the local community. For example, a local community might be expressing concerns about truancy, so that becomes the focus of a network meeting with invited guest speakers sharing their knowledge about what works and what support and services are available.

The team produces the annual Social Wellbeing Indicator Report and three-yearly community profiles, as a resource for Council governance and staff and the wider community.

Much of the work is project based, though team members also commented that it is the ongoing attention to relationships and networks that enables projects to emerge. There appears to be a strong theme of linking communities to Council facilities. There may be several reasons for this focus, including the location of the Community Development team within Community and Services, the strong links with community houses based in or near Council facilities, and Council's current focus on facilities because of the population growth in Hamilton.

The Community Development team also carries significant responsibility as part of the city's Civil Defence Strategy and in an emergency, team members would step in to key welfare roles. These roles require regular training and practice.

Further information about the key roles within the Community Development team is set out below.

i. Community Advisors

The majority of the Community Development team are employed as Community Advisors, who have a city-wide role. Work is allocated based on existing relationships in particular parts of the city and specialist knowledge areas. The team has talked about having sector/issue champions formally identified but has not gone beyond the discussion.

The Hamilton City Council website describes the role of the Community Advisors in this way:

Council employs eight Community Advisors that work in partnership with the community and other key stakeholders and organisations /agencies to facilitate and promote social wellbeing for Hamilton's communities.

Community Advisors lead and facilitate projects and programmes in partnership with key stakeholders that contribute to achieving the strategic objectives of the Council. The work programmes of the Community Advisors are targeted and aligned to the strategic priorities of the City to ensure sustainable and measurable outcomes are achieved that provide a return on investment to both the community and organisation.

Community Advisors have local and city-wide responsibilities. This allows them to identify significant community issues and perceptions, influence decisions of others, and implement a responsive community development approach in partnership with key organisations at both a local and city-wide level. The Community Advisors are skilled to work across organisations to achieve joined up responses to significant community issues.

Community Advisors play a pivotal role in the Civil Defence Emergency Management Welfare framework for Hamilton, with staff roles assigned to establish and co-ordinate welfare functions in an emergency.

To achieve the desired outcomes the Community Advisors focus on the following key processes:

- a. Community engagement and consultation.
- b. Leadership in brokering and facilitating community and inter-agency partnerships that achieve joined up approaches that are outcomes focused.
- c. Identifying community issues and building on community strengths to develop long term sustainable outcomes.
- d. Evaluation and monitoring of activity and programmes to ensure there is a return on investment, alignment to strategic direction and achievement of measurable outcomes.

- e. Connecting communities to programmes, facilities and initiatives such as youth leadership, active citizenship, older persons programmes and recreational opportunities.
- f. Promoting use of council facilities and initiatives including halls, pools, parks, garden place activation and city safety etc.
- g. Implementation of social strategy and policy actions including youth and disability action plans and the coordinated response to domestic violence.<sup>13</sup>

Two of the community advisors are in senior roles and provide leadership for the team, in addition to the oversight of the Community and Social Development Manager. The Manager maintains relationships with managers in other key agencies in the city and across Council.

ii. Disability Advisor

The work of the Disability Advisor is guided by the Council Disability Policy and the 2017-2018 Disability Action Plan. The Policy outlines high-level guidelines for the Council to “ensure disabled people have equity of access enabling them to participate fully in, and contribute to, community and civic life”. The Plan shows ways in which these guidelines are implemented and monitored. Both the Policy and Action Plan are closely aligned with the United Nations Convention on the Rights of Persons with Disabilities, the New Zealand Disability Strategy and Council’s Annual Plan.

Key actions addressed in the Action Plan include:

- Organisation Culture Change
- Education, Understanding and Safety
- Communication
- Facilities, Services and Access
- Monitoring and Review

A key action in the 2013 Action Plan was to establish and appoint a person to the role of Disability Advisor. This role was to connect the Council staff with the disability community and work together on outcomes in the Council’s Annual Plan. The Disability Advisor comments<sup>14</sup>:

Engagement in Hamilton has become a positive two-way process. Examples of engagement include:

<sup>13</sup> <http://www.hamilton.govt.nz/our-city/community-development/advisoryservices/Pages/Community-Advisory-Services.aspx> Retrieved 12 March 2018.

<sup>14</sup> Small, J., 2017, Positive Engagement Builds Better Futures, presentation to conference Disability Matters: Making the Convention Real, Dunedin, NZ.

- Submissions on a variety of topics from waste management to future usage of the Council's facilities
- Regular meetings of the Access Advisory Group
- Partnerships with disability organisations to promote understanding of accessibility
- Requests from staff for disabled experts to provide input on new projects and operational systems.

This kind of engagement in civic life means disabled people are strongly influencing the Council's staff thinking. In turn, the Council's staff are also putting more value on the community's expertise by seeking advice early in a project.

### iii. Ethnic Development Advisor

The Ethnic Development Advisor role is described as follows:

Within the Council there is an Ethnic Development Advisor who promotes the awareness and well-being of ethnic communities in Hamilton.

The Ethnic Development Advisor at Hamilton City Council:

- Promotes and enhances the social, cultural and economic well-being of ethnic communities
- Promotes the awareness of cultural diversity
- Assists in the development of services for new settlers
- Publishes the Hamilton New Settlers Guide
- Organises and promotes cultural festivals, events and functions
- Welcomes new migrants and international students.
- Facilitates the Ethnic Communities Listening Forum set up as an avenue to discuss issues, concerns and ideas between ethnic communities.<sup>15</sup>

The work of the Ethnic Development Advisor includes significant liaison inside Council because Council is responsible for citizenship ceremonies, a ritual which is very significant to migrants and refugees.

### iv. Funding Advisor

The Funding Advisor role sits within both the Community Development team and the Business and Planning team. The role includes both advising community groups on funding and managing Council's funding processes for its grant funds.

<sup>15</sup> <http://www.hamilton.govt.nz/our-city/community-development/advisoryservices/Pages/Ethnic-Advisory-Services.aspx> Retrieved 15 March 2018.

### b. Views of the community development work

This review was not a formal evaluation of the impact of the work of the community development team. However, some general feedback has been gathered through the process, in conversations with key stakeholders, workshops with the team and interviews with managers. (I note that a formal external evaluation would assist the team to identify outcomes and appropriate measures.)

The Community Development team describe the difference they make in these ways:

- We represent Council through our roles and we make Council more relatable.
  - New residents might not understand what Council does, but through us and through the connections within Council that we facilitate (library, water, eco advice, funding, parks, gardens, etc) they learn about and appreciate Council.
  - Upskilling HCC staff in event planning, event management, programme development, planning and operation of an event builds Council capacity and empowers staff.
  - Council has a far better reach because of the community advisor team when it comes to public consultation because of the relationships the advisors hold in the community, specifically with community houses.
- We facilitate and work alongside communities so they can participate in the life of the city and on issues that matter to them.
  - We encourage people to be involved in Council's democratic processes.
  - Communities are much better informed because of the Community Advisors and because of that the relationships between Council and community are improved.
  - Civic engagement is a growing theme in the work. We gather the voices that would otherwise not be heard in political conversations. To do this, we leverage our relationships in communities to enable participation.
- We help community groups be more effective.
  - For example: Governance Development with Trust Boards  
Helping to develop new trust boards: writing their trust deeds, submitting their application for charitable status, writing and developing policies that put good practice in place, supporting them to write applications for funds, developing strategic plan, vision, mission and goals. Here are some trusts that have been set up and still exist today: Pasifika By Nature Trust, Street Dance NZ Trust and The Serve Trust.

- The city's community development sector is better connected because of the Community Advisors and the network meetings we facilitate.
- The quality of work that happens in the community sector is improved because of the Community Advisor team. Because the advisors work for local government there is a set standard that the advisors work to and this is passed on to community groups.
- All of the above work improves the wellbeing of communities.

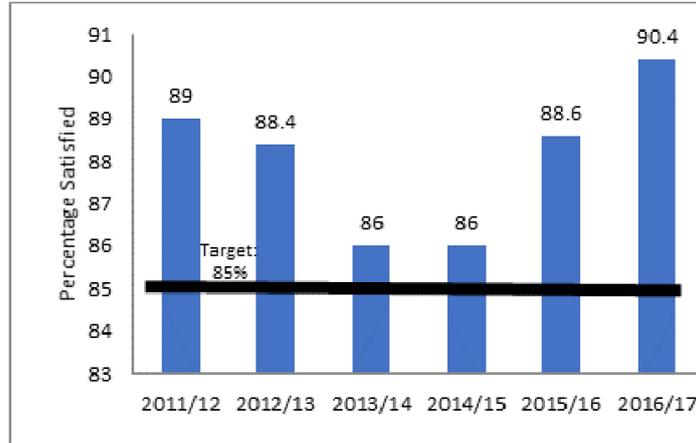
Feedback from the community development organisations I interviewed for the research echoed these points. The most frequent feedback was that the Community Development team members provide a positive and constructive interface with Council, helping agencies and local people navigate Council and achieve good things for their communities. In general, they see the Community Development workers as professional staff building capacity in people, groups and communities, running projects and events, providing advice, connecting people and facilitating networks, sharing information and understanding about issues in communities and policies in Council. Their advice is trusted and timely, and for some, they are the 'first port of call'. The Community Development team also make Council parks and facilities more accessible to communities.

Many people noted the value of having the specific positions of Funding Advisor, Ethnic Development Advisor, Disability Advisor and a Manager who was available to provide updates on issues, policies, and projects.

Several people in the community sector commented that the website information about the community development work is not helpful and does not assist in working with the Community Development team. The information is too generic and doesn't help people make contact. A few suggested that the work of the community advisors appears quite general so it can be hard to know who to contact. Those who have longstanding relationships with members of the team tend to rely on contacting the people they already know. For others, knowing who to contact can be difficult.

The Community Development team circulates a stakeholder survey each year. The 2016/2017 survey garnered 114 respondents who answered a range of questions gauging stakeholder satisfaction. Feedback was very positive about the work of the community development team with comments especially valuing the team's knowledge, networks, connections, accessibility and impacts. The team aims for an average rating of at least 85% of respondents expressing their satisfaction with the work of the team. The graph below shows the levels of satisfaction for the last 6 years, which are impressively positive.

2016/2017 Level of stakeholder satisfaction with community development work (114 respondents)



I asked members of the community development team to share with me examples of successful community development work. I have summarised 6 of these below as exemplars, though there are many others I could have chosen.

Embassy Park Revitalisation	West Hamilton Interagency Group and Dominion Park
<p><i>In 2013 there was a regular conversation around inappropriate and anti-social behaviour taking place at Embassy Park. The park was not used for positive activity, as it was a dark place that had hidden and dangerous areas. The 'unsafe' environment evident in the park, including harassment of the public, drug dealing supported by the adjacent legal-high puff store, was adversely affecting retail in the immediate area.</i></p> <p><i>As the Community Development team of Council, we facilitated workshops and public meetings to listen to the concerns of nearby retailers and residents. We invited Creative Communities International to work with everyone concerned to disrupt the thinking and plan a different space. A volunteer working group formed to address the space and revitalise it.</i></p> <p><i>The working group developed ideas to address the issues and was given creative licence by Council to renovate the space. The working group fundraised over \$150,000 to remove and replace infrastructure. In partnership with Council, Wintec and local professionals, the space has been transformed and is regularly used by many people. Anti-Social behaviour that was regularly being reported is no longer reported, and the space is activated both informally and with regular events.</i></p>	<p><i>A group of agencies work together on local issues to improve the wellbeing of West Hamilton communities: schools, Police, MSD, MVCOT, WDHB, MOE, Corrections, social agencies and more.</i></p> <p><i>The group identifies and prioritises community issues and works in partnership to address the issues. The HCC Advisor organises and facilitates regular meetings and brings in new members when needed for specific issues.</i></p> <p><i>The destination playground in Dominion Park is a successful community development project. Community playgrounds had been removed in West Hamilton and the community was voicing concern and expressing a need for playgrounds.</i></p> <p><i>Dominion Park was then chosen for one of the destination playgrounds in Hamilton. The Community Advisor facilitated community consultation for the playground designs and concepts were fed through the interagency group, for further feedback to HCC. For example, the community wanted BBQ's at the playground. The location of the playground needed to be close to the road so that damage and vandalism were unlikely.</i></p> <p><i>We involved the community in the launch and opening of the playground. Local schools provided kapa haka performances and the HCC Kaumaatua provided leadership. Local community members play a kaitiaki role for the playground now.</i></p>
<b>Rugby League World Cup</b>	
<p><i>We brought two Pacific nations together to create a Pasifika Fan Fest when Hamilton hosted two Rugby League World Cup games: Samoa vs Tonga and New Zealand vs Tonga. The nations also celebrated with a church service.</i></p> <p><i>To do this, we connected with other units within HCC and then connected with local communities and businesses, including food stalls and local arts and crafts.</i></p> <p><i>We brought in the appropriate Samoan and Tongan leadership to get community buy in. The Rugby League World Cup will not come to New Zealand for another 12 years.</i></p> <p><i>We promoted Hamilton as a great city to be part of during these games and built the economy in our city by creating events which Pacific families across New Zealand could come and be a part of. We built Samoan and Tongan relationships as one Pacific nation.</i></p>	

<p><b>Fairfield Enderley Resilience Network (FERN)</b></p> <p><i>This network of social services, government agencies, and community members works together to combat real issues that come out of their community.</i></p> <p><i>The group holds a Community Forum 3 times a year to discuss the issues facing that community. The forum always has a theme or topic (eg. truancy) and key agencies relevant to the topic are invited. The community decides what action it would like to take around the topic, which usually involves a smaller working group.</i></p> <p><i>Last year a Forum was held on domestic violence. A small group was formed to take the issue forward. They developed the Walk a Mile event during White Ribbon week. The Walk starts from the Fairfield Community Centre, picks up students from local schools along the mile and ends back at the Fairfield Hall.</i></p> <p><i>What's great about the event is not so much the Event, but the response from the community to take the event forward in the future. They now want to have more schools on board and are challenging other community centres around the city to do the same in their areas.</i></p>	<p><b>Afghan Hazara Association Waikato</b></p> <p><i>The Afghans who arrived in Hamilton 5 years ago were the interpreters who assisted the NZ Defence Force. After the first year of settlement support from Red Cross, they were interested to know what to do and how to go about things as a new community in the city.</i></p> <p><i>The Ethnic Development Advisor met with some of the leaders to talk what they wanted. The community talked about being new, young and having young families. They were afraid of losing their culture.</i></p> <p><i>The Advisor had already coordinated with Community Waikato to run workshops for our migrant communities on establishing, resourcing, maintaining and governing organisations. The Afghans became keen participants in the workshop. They sent the Advisor a draft deed for their organisation which was discussed in a community meeting (all men). The Advisor provided advice about being inclusive.</i></p> <p><i>They established and registered the group which in the last 3 years has given them personality and made them eligible to access funding which they wouldn't have otherwise.</i></p> <p><i>The Advisor was conscious that this was a male dominated community so reached out to the women through the men and through other agencies. She advised funders so that funding was allocated specifically for the women.</i></p> <p><i>Later she heard another group of Afghans was looking at organising themselves, got in touch with them and provided some advice. "It was important to let them know that as Council we are interested in the wellbeing of our communities."</i></p>
<p><b>Youth education in lifeguarding and leadership programme (YELLP)</b></p> <p><i>The YELLP programme has been developed through a partnership with the local swimming pools. This programme was developed after observing the need to provide young people with an opportunity to move toward employment and develop leadership skills.</i></p> <p><i>We train youth in core leadership skills while also providing a means to complete a qualification: NPS – National Pools Skills Award and PLPC – Pool Lifeguarding Practicing Certificate Award. Participants who complete this qualification then become employable within the Hamilton pools.</i></p> <p><i>Since YELLP began about 60 young people have completed the course and 25 have been employed within the Hamilton pools.</i></p>	

### c. Governance, strategy and community development

Hamilton City Councillors echoed many of the community sector views of the work of the Community Development team. The majority of Councillors interviewed described the team as committed, professional and deeply connected in communities. Some Councillors acknowledged that the work was often unseen but hugely important.

There were many especially affirming comments about the difference the Ethnic Development Advisor makes in her role. The role was described by some as a particularly effective model for community development. Her work was especially visible to those who attend cultural celebrations in the city, a particularly important part of the life of ethnic communities.

A few Councillors commented that some members of the team are much more experienced than others in the team and expressed a concern that the work may be driven too much by Council imperatives rather than by community imperatives. A few were not sure that Community Development team members were involved in key strategic movements in the city, citing, for example, the development of a Pasifika Hub being led by K'aute Pasifika, and the potential developments at Hinemoa Park.

However, they also noted that, as a governance group, Council did not have a clear approach to community development nor a guiding strategy. Councillors who were interviewed noted that those who attend community events were much more likely to be familiar with the work of the Community Development team since team members were often at the same events. Some suggested that the full Council would benefit from some education opportunities to grow their understanding of community development (perhaps a workshop). Councillors would welcome opportunities to understand and contribute to the community development work of Council.

Both Councillors and the Community Development team described a disconnect between Council's community development work and governance. Councillors constantly have community issues raised with them as elected representatives and would like more formal and informal opportunities to talk about those and to hear about the issues in communities that are raised with the Community Development team. The Community Development team should be a source of powerful advice and community intelligence for Councillors. This can help strategic conversations, including with local Members of Parliament.

Similarly, the Community Development team would like more opportunities to discuss their work and how it fits with significant Council strategy.

Councillors commented that there needs to be a system for gathering up community issues, including those raised at network meetings, and being strategic in response to those issues. They are keen to understand the nature of different communities in Hamilton, the nature of issues arising in communities and the aspirations of local communities. There may need to

be a much more significant interface between the Community Development team and the Strategy and Growth team.

The Community and Social Development Manager reports to the Community and Services Committee of Council when there is a decision to be made by the Committee. In the past, regular updates about the work of the Community Development team have been provided at governance level, but the current governance preference is for only including committee papers where a decision is to be made.

While the Community Development team's way of working uses an appropriate local government community development process, there appears to be a gap between the big picture strategy of HCC and the strategic intent and agreed outcomes of the Community Development team. Council has recently adopted the following community outcomes to guide its work and aspirations:

**A great river city**

Our city embraces its natural environment and has green spaces, features and community facilities that make it a great place to live, work, play and visit.

**A city that embraces growth**

Our city has infrastructure that meets our current demands, supports growth and helps build a strong economy.

**A council that is best in business**

Our council is customer focussed, financially sustainable and has the best people delivering the best outcomes for the city.

It may not be that the community development work is out of step with Council strategy but rather that the links are not as well expressed as they could be.

Previously Council has had a Social Wellbeing strategy providing clear direction across community development, but this is no longer in place and had not been replaced by anything else. The previous Youth Action Plan and the Older Persons Plan have not been replaced by any strategies or plans.

The Community Development team priorities have been set using the Connected programme within Council. The document at Community Group level, for example, includes the following broad statements:

We have the right services and social infrastructure to meet the needs and support the wellbeing of our community. (under "A great river city")

Community are actively engaged in the development of services. (under "A council that is best in business")

The February 2017 version for the Community Development and Leisure group included the following statements:

We demonstrate leadership and facilitation in the community on local needs and issues.

We enhance the links between Communities and Council.

Both are appropriate; however, they could be written for any period of community development work. Further clarity about which aspects of social infrastructure and community needs are the current focus would guide Council's community development work more strategically. Furthermore, these management strategies do not play the same role as an overarching governance level strategy for social and community wellbeing, or sustainable development.

## 4. Other providers of community development in Hamilton

### a. Hamilton organisations

I interviewed the managers of other key agencies, both government and community sector, who play a role in community development in Hamilton. Their roles and strategies are summarised in the table below. Each agency works from a community development perspective or contributes to community development, usually from a particular focus.

Themes arising in our conversations about community development from a local government perspective in Hamilton are then discussed.

Organisation	Role and strategies
<p><b>Community houses</b> Western Community Centre, Waimarie Hamilton East, Te Whare o te Ata Fairfield, Pukete, and Glenview community houses, all of which are partially funded by HCC.</p>	<p>Each community house focuses on its local community by taking a neighbourhood approach to community development. Most see their work as the grassroots of community development. The size, range of services and capacity vary across the community houses. Some manage significant sport and recreation facilities, while others are in smaller old houses and may offer drop in centres. Some provide after-school and holiday programmes for children. All facilitate local projects and are involved in local networks. All would be able to undertake more community development if they had more resources.</p>
<p><b>Department of Internal Affairs: Community Operations</b></p>	<p>The Community Operations team of 5 advisors at the Department of Internal Affairs administers a range of grants including Lotteries and COGS funding for the greater Waikato. At a national level, the team has adopted community-led development as its defined practice. The practice has been adapted slightly from that described by Inspiring Communities.</p> <p>Community-led development is described as an “equitable and hopeful model”. The new Minister for the Department has signalled his support for the model, although formal discussions are still to take place.</p> <p>Community advisors can recommend funding for partnerships and provide support for community-led projects. Community-led development is not usually used for city-wide projects, but for communities of interest. There are no community-led partnerships in Hamilton currently, although a few possibilities are being discussed.</p>
<p><b>Community Waikato</b></p>	<p>Community Waikato builds the strength of the community sector in the greater Waikato region by supporting and informing social service organisations. Services include the one-to-one advisory service, mentoring, facilitation, professional learning workshops, information, advocacy, networking, Tindall Foundation, and Len Reynolds Trust funding.</p>

	<p>The work of Community Waikato is closely aligned to community development, but the focus is narrower, as the organisation concentrates on governance, strategy and management of charitable trusts and incorporated societies in the broad social services sector, rather than working with whole of communities. Several people from other agencies commented that Community Waikato and the HCC Community Development team complement each other well.</p> <p>Currently, Community Waikato is looking closely at establishing a community hub in Hamilton for community development and social service agencies. This could be a very appropriate location for the HCC Community Development team in the future.</p> <p>Community Waikato and the HCC Community Development team meet regularly as whole teams and at manager level. HCC Community Advisors regularly refer community groups to Community Waikato for governance and management support.</p>
<b>Sport Waikato</b>	<p>Sport Waikato's vision is a healthy, vibrant, physically active and successful sporting region. The priorities of Moving Waikato 2025, the collaborative and unified strategy for recreation and physical activity for the Waikato region, are</p> <ul style="list-style-type: none"> <li>• Our people: more adults, more children 'out there and active'.</li> <li>• Building communities: helping communities to help themselves. A focus on quality local delivery of sport, recreation and physical activity experiences.</li> <li>• Regional leadership: leading and delivering change. A focus on regional and national partners working together to lead change and enhance outcomes.</li> </ul>
<b>Creative Waikato</b>	<p>Creative Waikato works for a bold and ambitious creative sector that strengthens the region, by developing the arts sector, building connections and working collaboratively, promoting the arts and advocating for creativity for individual and collective wellbeing.</p> <p>Community development is the way of working for Creative Waikato; arts and creativity can be a powerful tool for community development.</p>
<b>Volunteering Waikato</b>	<p>The purpose of Volunteering Waikato is to recruit volunteers for communities and not-for-profit organisations and to help volunteers find roles to meet their needs. The organisation provides training, support and networking for those working with volunteers, and celebrates and advocates for volunteering.</p> <p>The work of volunteers contributes to all kinds of community development activities and volunteering is often a way of connecting isolated people. Currently Volunteering Waikato has</p>

	<p>many volunteers wanting to make a difference, particularly through administration, accounting and IT support.</p> <p>HCC is a member of Volunteering Waikato. In 2017, Volunteering Waikato referred 323 volunteers to HCC, including for events, and to the museum, libraries, parks and open spaces.</p>
<b>Go Eco (Waikato Environment Centre)</b>	<p>Go Eco's purpose is to be "a voice for the environment, centre for learning and a catalyst for change". The organisation operates the Environment Centre and store 6 days/week, runs Kaivolition Food Rescue, provides community education workshops and events, and advocates on environmental issues, including with HCC. It also acts as an umbrella organisation for several smaller groups. Most of Go Eco's work is in Hamilton.</p> <p>Community development principles such as accessibility and encouraging communities to 'do it for themselves' underlie the work of Go Eco.</p>
<b>Waikato Tainui</b>	<p>Waikato Raupatu Lands Trust manages the tribal affairs of Waikato Tainui, implements the tribe's development strategy, and makes distributions for education, health and wellbeing, marae, social and cultural development.</p> <p>The focus of Waikato Tainui is on the rohe, rather than specifically on Hamilton. However, strategy is being developed to ensure support for the 4 hapū who are mana whenua in Hamilton: Ngāti Wairere, Ngāti Mahanga, Ngāti Koroki Kahukura and Ngāti Haua.</p> <p>Strategy is being developed around civic engagement, including representation on Council, infrastructure and community engagement in democratic processes. Recent restructuring is requiring that some new relationships be built.</p>
<b>Te Rūnanga o Kirikiriroa</b>	<p>Established in the mid-1980s under the guidance of the late Māori Queen Te Arikini Te Atairangikaahu and Mayor Sir Ross Jansen, Te Rūnanga o Kirikiriroa Charitable Trust was established as the urban Māori Authority for Kirikiriroa/Hamilton. Te Rūnanga was mandated to focus on issues relating to Article III of the Treaty of Waitangi<sup>16</sup> and represent the needs of Maataa Waka<sup>17</sup> and Pasifika peoples who live within the city boundaries.</p> <p>Today, Te Rūnanga is a significant voice for Māori and Pasifika peoples and provides a range of political, social, youth, health and wellbeing services. Community development as an empowering</p>

<sup>16</sup> Article III of the Treaty of Waitangi promises that all the ordinary people of New Zealand will have the protection of the Queen of England and the same rights and duties of citizenship as the people of England. This article is seen as focussing on equality. See <https://teara.govt.nz/en/document/4216/the-three-articles-of-the-treaty-of-waitangi>

<sup>17</sup> Maataa Waka refers to Māori who are living outside of their iwi area. In this case then, that is all those who are not mana whenua in Kirikiriroa. (Waikato Tainui are the iwi of the rohe.)

	<p>way of working with communities is fundamental to the organisation.</p> <p>The relationship between Te Rūnanga and HCC is foundational to the identity and work of Te Rūnanga. Te Rūnanga staff work with HCC Community Development staff at ground level, including running events and projects.</p>
<b>K'aute Pasifika</b>	<p>K'aute Pasifika provides a comprehensive range of services to Pacific people and other disadvantaged groups in the Waikato region. The organisation provides a range of community based primary health care services, education programmes, social services and whaanau ora services. When called on, they undertake community development in response to community issues, though they are not usually resourced to undertake this work. When a community issue does arise, they connect with the HCC Community Development team.</p>
<b>Hamilton Multicultural Services Trust (Settlement Centre Waikato)</b>	<p>Hamilton Multicultural Services Trust helps immigrants and refugees settle in New Zealand. Their aims are to build relationships to foster participation of newcomers in the community, to support, connect and advocate for the refugee and migrant communities, and to establish and maintain stakeholder relationships.</p> <p>The Trust manages the Settlement Centre Waikato, which hosts a range of services for ethnic communities. Community development is the 'way of being' for this organisation, which aims to encourage self-determining communities.</p>
<b>Waikato Refugee Forum</b>	<p>Waikato Refugee Forum is a small organisation which brings together the voices of refugee communities settled in the Waikato region and links those voices with communities across the country. Their objectives include supporting the empowerment of refugee communities through capacity building initiatives leading to positive resettlement outcomes for refugee communities.</p>
<b>Enabling Good Lives (Ministry of Social Development)</b>	<p>Enabling Good Lives is a demonstration programme of the Ministry of Social Development, which is trialling a new approach to supporting disabled people so that they have greater choice and control over the supports they receive, and therefore can plan for the lives they want.</p>
<b>Inspiring Communities</b>	<p>Inspiring Communities is a national organisation that catalyses locally-led change because this achieves sustainable, effective outcomes. The team of specialists in community-led development use their experience and expertise to mentor, broker, train and connect communities to become even better places to live, work and invest in.<sup>18</sup></p>

<sup>18</sup> Their work draws on the work of Canadian Jim Diers: <http://www.neighborpower.org/index.html>

### b. Feedback themes

Several themes emerged in my conversations with other key organisations in the bigger picture of community development in Hamilton. In general, there was a great deal of affirmation of the community development role played by the HCC team, with some organisations saying further collaboration would be welcome and that a more strategic approach providing leadership in the city could be taken. The majority of organisations believed strongly that there were significant benefits in having the team located as part of Council.

There was widespread recognition and affirmation of the roles of Disability Advisor, Ethnic Development Advisor and Funding Advisor (and of the people in those roles).

The HCC Disability Advisor role was regarded as crucial because local government authorities set the tone and control so much about accessibility, including access to transport and access to the outdoors. When local authorities don't have such a role, the disability community is further disadvantaged. The role was viewed as linking the disability community in to Council.

The HCC Ethnic Development Advisor role was described as an essential link between Council and both migrant and refugee communities. The HCC Community Development team, especially the Ethnic Development Advisor, Funding Advisor and the Manager, are the go-to people and crucial support mechanism in Council for ethnic communities and the charities which support them. The Community Development team roles were also seen as vital for ethnic communities; the staff are genuinely connected to communities and make connections with Council possible. Network meetings facilitated by HCC staff are invaluable. Other councils do not have similar roles, and the work of community sector ethnic support organisations in those centres is much more difficult.

I sensed a slight unease about the Ethnic Development Advisor being positioned as the key contact for Pasifika communities. In my experience, Pasifika communities are more likely to align themselves with Maaori communities than other migrant communities.

The Funding Advisor role was a key link for many of the organisations I spoke with, because many do receive some Council funding. The role helped make the grant making process accessible, transparent and constructive.

Several organisations said that they would welcome more contact with the community advisory team at Council. There was a widespread view that Duke St was unwelcoming and inaccessible. Similarly, the relevant pages on the HCC website were viewed as unhelpful and inaccessible.

There were a number of opportunities suggested for relationship development, partnership, or collaborations. For example, there is interest in community-led development in Pasifika communities, perhaps for initiatives which may arise out of community fono planned for

March. The community environment sector would welcome more contact with the HCC Community Development team, to ensure community development and environmental sustainability work together. The work of Go Eco (for example, in community gardens and advocating for cycling) could contribute to the HCC community development work.

More contact with and understanding of the work of Volunteering Waikato may lead to more opportunities for volunteers to support community development projects and events. Partnership in the creative sector would also be very welcome. Having an HCC staff member focussed on the creative sector would help that happen. The arts navigator tool currently being developed by Creative Waikato could provide the basis for a partnership.

Some community houses have much stronger links than others to the HCC Community Development team, with two expressing a view that stronger links would be helpful for their communities (though they noted a helpful relationship with the Funding Advisor). They would like more information about the current work of the Community Development team.

Several organisations commented specifically that they would like to collaborate around civic engagement. For example, Waikato Tainui's focus on hapuu engagement in democratic processes could be an opportunity to work in partnership with the HCC Community Development team (as well as Amorangi Maaori). There is a strong awareness of the lack of engagement of local people in local government affairs. Community house managers valued work on civic engagement and neighbourhood participation in democratic processes. Sharing information on writing effective submissions was particularly useful in the past and would be valued currently if offered again.<sup>19</sup>

Several organisations were also keen to understand the profiles of local communities, the services available and their impact for their communities. Some commented that the HCC Community Development team has greater access to resourcing for disseminating information such as the community profiles. Some of the community houses would value more information on social indicators and would like to see a more shared process in developing the community profiles. A participatory process for both the Social Indicators Report and the community profiles could then become a useful tool in building communities.

Sport Waikato staff work with HCC community development staff in several ways at ground level, but links could be stronger for particular strategies and at management levels (eg. in relation to youth strategies and older people). Staff of Sport Waikato have met with the Strategy and Growth team at HCC, but not the Community Development team. The Community Development team could facilitate links between Sport Waikato and the community houses (for green prescription services, for example).

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<sup>19</sup> I understand a current project is underway.

Some expressed a view that HCC could provide strategic leadership for community development in the city. A bigger picture strategic look at community development in Hamilton, involving leaders from a range of organisations would be welcome. All community development organisations have extensive networks and are well placed to share the voices of changing communities.

Those organisations interested in community-led development suggested that HCC community development staff could facilitate a gathering to bring them together to develop city-wide strategy across multiple interest areas. Recently, for example, the leaders of Sport Waikato have become particularly interested in community-led development. This is in line with Sport New Zealand's developing ethos of community-led development or locally led development. The Community Operations team at the Department of Internal Affairs would welcome leadership from HCC around community-led development. HCC could take a lead in bringing together and facilitating those working on community-led development across the city, to develop a community of practice and strategies for communities.

Some noted that collaboration is likely to work best when there is a clear connection between Council staff and Councillors, otherwise the politics hinders effective community development. The HCC team are seen as an important touch point for communities with Council and as effective facilitators of community voices. However, a more strategic and targeted approach to community development could be taken, which would require governance level support. Such an approach would be different to the neighbourhood work of community houses. There was strong support from almost every organisation for the community development team being firmly part of and located within Council. Organisations want to see Council take a strategic lead in community development.

In contrast, two of the community house managers would like to see the Community Advisors located in community houses as they would be able to undertake more local work and support the community houses (which they saw as under-resourced). One of the managers believes that the community houses have had to pick up grassroots community development work previously undertaken by Council staff without additional resources at a time when neighbourhoods are facing significant issues. The manager's view was that when Council community development staff were based at community houses, they became very knowledgeable about and connected in that community. They were more able to advocate for that community. Centralisation was perceived to have disrupted that grassroots development and community advocacy.

However, other community houses valued the strong Council links provided by the Community Advisors and preferred that they remain as a Council team. The strong Council connections of the Community Development team prevent community houses from becoming isolated. Being employed and located centrally was seen as preventing the work from becoming territorial or being 'captured' by community houses. It also kept Council involved with local communities, particularly those communities that struggle. A suggestion was made that Community Advisors remain employed by Council and located centrally as a

team but have responsibilities which are tied to a particular part of the city. Overall, people wanted the HCC community development team to be working across the city, accessible and available, including being present in person from time to time, and ensuring Council was involved with local communities.

In my conversation with one of the leading advisors at Inspiring Communities, she commented that community development is easily marginalised in local government authorities, often seen as soft and ineffective. Community development teams are left to 'look after the little people' while the 'real work' of local government is carried out by others. However, when community development is linked strategically with a wider range of interests, including both economic and cultural development, there are opportunities to benefit whole communities significantly. This requires both governance and senior management strategic support. Outsourcing community development can reduce its influence further.

There is an opportunity at this point in Hamilton, for the HCC community development team to take a more strategic role in community development leadership on behalf of Council and for the range of communities in the city.

## 5. Community development in other New Zealand cities

A benchmarking exercise has been completed by gathering information about community development from 9 other local government authorities for similar sized cities in New Zealand. An appropriate manager in each council was asked the following questions:

1. What is council's approach to community development?
2. Who in council is responsible for community development?
3. Do you have a community development strategy?
4. What do community development workers do?
5. How many community development workers do you have?
6. Where are community development staff based?
7. Are they all employed directly by council?
8. Has your council ever contracted out community development?
9. Describe an example of an outstanding piece of community development work. What made it outstanding? What were the outcomes?
10. Describe the challenges of community development for your council.
11. How is the community development work reported on? Who receives the reports? Is it possible to share an example?

Each Council's website was also reviewed for information about community development. A brief summary of the information received from each Council is included in Appendix 3, p. 55.

The benchmarking exercise showed the following themes:

- The majority of urban authorities have a team of staff who are focussed on engagement with communities, community partnerships and community wellbeing priorities.
- In a few examples, community development responsibilities and ways of working are seen as integral to all Council work and so are spread throughout the councils.
- Relative to population size, the number of staff employed by HCC in community development roles is broadly in line with the number of community development staff in other Councils who have community development teams.
- The work of most is guided by governance level strategies.

- Those in cities with growing population numbers are conscious that community development needs to keep pace with the growth and with the issues which emerge through growth.
- Most community development staff are called community advisors. The majority of roles are linked to specific strategies and have a clear focus (eg. Safe communities, Housing, Arts).
- Clear reporting to governance and opportunities for conversations with councillors are seen as crucial to ensuring appropriate engagement between communities and local authorities.
- Many community advisors are involved in city events, though some authorities have separate events teams.
- All focus on linking communities and the local authority.
- Palmerston North City Council disestablished its community development team in 2007 to considerable community dissatisfaction. It re-established its team in 2014.
- Community development roles are seen as very strategic internally and as leaders in communities.
- There is a strong focus on civic engagement.
- All have a funding aspect to the work in some way.

The manager of each team was asked to comment on the possibility of contracting community development staff out to community organisations. Most had not previously considered this possibility. Many commented that they would not see that as beneficial. Indeed, they expressed concerns about the risk of reducing Council's engagement with communities and damaging crucial relationships. Some also articulated a concern that community-based staff may lose their strategic and analytic overview if they were based in community organisations.

A case study of Tauranga City Council is set out below. It is noteworthy for several reasons:

- Tauranga City is of a broadly similar size to Hamilton and also experiencing significant growth.

- A particularly strategic approach has been taken to community development in Tauranga, including gathering and using information about communities and wellbeing strategies effectively.
- Community development is woven in to strategy at the highest levels. Therefore governance level strategy guides the work of the Community Development team and there is significant engagement between the team, senior management and governance members.
- Most of the staff positions have a clear focus. Neighbourhood development is just one of those focuses.

#### **Case study: Community development in Tauranga City Council**

*Tauranga City Council has focused on community development since 2013 when the Council prioritised community engagement and established the community development team. In 2016 the Council commissioned a review of community needs, strategies and services, to guide the development of strategies and priorities for Council's community development. The team was augmented with additional staff and restructured in 2017 to meet priorities and workload.*

*The 2015-25 Long Term Plan describes community development as the process of empowering communities to actively participate, make decisions and work towards self-reliance. The purpose of the community development activity is to build strong, innovative and vibrant communities. This is achieved by:*

- *empowering and building community capacity to enhance and strengthen neighbourhoods*
- *connecting communities through working, playing and talking together*
- *renewing and revitalising places, spaces and neighbourhoods*
- *improving the quality of life in specific neighbourhoods or communities.*

*The recent draft Community Wellbeing Strategic Plan for 2018-2021, includes outcomes, key interventions, indicators of change and flagship initiatives, under these headings:*

- *Social Equity*
- *Community Pride and Belonging*
- *Healthy and Active*
- *Safe and resilient*
- *Engagement and Partnerships.*

*The following six areas have been identified as priority areas for the Tauranga community:*

- *Supporting Older Adults*
- *Social Infrastructure Provision*
- *Inequality – the gap between rich and poor*
- *Affordable & Social Housing*
- *Children & Young People*
- *Safer Communities*

*The team is also responsible for the delivery of the following strategies and plans:*

- *Age Friendly City Strategy*
- *Disability Strategy*
- *Historic Village Strategy*
- *Graffiti Action Plan*
- *Sustainable Steps*
- *Youth Engagement Plan*

*Now that the team has been in operation for two years and has a clear understanding of the key priority areas for the community and emerging issues and challenges, the following broad approaches have been identified as appropriate for the activity:*

- *community led development*
- *facilitation and collaboration*
- *capacity building*
- *advocacy*

*Among other things, the Community Development team is now responsible for:*

- *Community Development Match Fund*
- *Stewart and Carruthers Trusts*
- *Managing relationships with Council's key community partners: Foodbank, Citizens Advice Bureau, The Elms Foundation, Combined Community Patrols, Neighbourhood Support, Merivale Community Centre, Welcome Bay Community Centre, Creative Bay of Plenty, Arataki Community Centre*
- *Project Tauranga*
- *Mainstreet organisations*
- *Historic Village*
- *Safe City and crime prevention*
- *Disability Advisory Group*
- *Positive Aging Advisory Forum*
- *Homelessness, and the Homelessness Steering Group (OCP)*
- *Heritage Collection*
- *Sustainability*
- *Community gardens*
- *Youth and the youth advisory group*
- *Graffiti prevention and management of the removal contract*
- *Migrant support/ Welcoming Communities*
- *Provision of funding advice and support to community organisations*
- *Civic art collection*
- *Community outcomes for the Art Gallery*
- *Advice on social infrastructure requirements for new development and existing communities*
- *Community requirements for planning projects: Compact City, City Centre, Urban Form*
- *Participation in various SmartGrowth forums*
- *Housing affordability and supply*
- *Elder Housing Review*

*Another key role for the team is supporting neighbourhoods and key stakeholders such as the police in building capacity within communities so that they can find solutions to the social issues affecting them. Additionally, the team is increasingly called on to provide information and advice to elected members and Council staff and to facilitate conversations and responses to emerging social issues.*

## 6. Management, location and cost

### a. Management and location

Conversations over the course of this review have shown considerable interest in where and how the Community Development team is managed and located.

There is widespread affirmation of the work undertaken by the Ethnic Development Advisor, the Funding Advisor and the Disability Advisor. All play significant and visible roles in drawing together Council and communities. There has been no suggestion that any of these roles should be managed or located other than within Council.

The following possibilities have emerged for the remainder of the community advisory team:

- The team remains employed, managed and located within Council.
- The team remains employed and managed within Council, but is physically located in one or a range of community settings. Possible settings include libraries or community houses.
- The team is employed, managed and located in one community organisation, under a contract arrangement with Council. (The most obvious possibility is that Council's community development work is outsourced to Community Waikato.)
- The team is employed, managed and located across a range of community organisations, under a series of contract arrangements.

Each of these is discussed further below.

Through this review, several criteria emerged as keys for thriving community development across the city and provided by HCC:

- All community development workers are clear about and skilled in community-led development methods and processes.
- Community development workers, together with Council and communities, are working toward clear goals.
- Community development (or community-led development) is coordinated across communities in Hamilton.
- The work of the HCC Community Development team is embedded within a clear HCC governance framework and there are opportunities for regular conversations between the Community Development team and governance.

- HCC Community Development workers are well connected and trusted within communities, including struggling communities in Hamilton.
- HCC Community Development workers are able to work effectively as a team.

Each of these criteria is tested against the different models for employing, managing and locating the HCC Community Development team, in the following table.

	<b>The team is employed, managed and located within Council.</b>
All community development workers are clear about and skilled in community-led development methods and processes.	This is already the case and would continue to be within the control of Council managers. Being managed within Council can ensure consistent standards and practices. Inspiring Communities could be used as a resource for developing the team further (perhaps alongside others interested in community-led development in Hamilton.) Some may argue that it is hard to do community development from a government position. Others suggest that the resources of local government can be a crucial ingredient in community development, particularly community-led development.
Community development workers, together with Council and communities, are working toward clear goals.	The Community Development team can draw on other plans, strategies and reports to recommend specific focuses to Council. The range of possible goals could move beyond social development to the goals of sustainable development.
Community development (or community-led development) is coordinated across communities in Hamilton.	Other agencies interested in community-led development have clearly said they would welcome leadership from HCC to bring them together and lead a collaborative approach. They want to see local government leadership.
The work of the HCC Community Development team is embedded within a clear HCC governance framework and there are opportunities for regular conversations between the Community Development team and governance.	Council governance needs to articulate its sustainable development goals and link those clearly to the work of the community development team. Councillors may benefit from a workshop or other educational opportunity about community development. The Community Development team could report formally to Community Services more regularly. Opportunities for informal discussion about communities between Councillors and Community Development team members could be created. Community development needs to be supported and enabled by Council.
HCC Community Development workers are well connected and trusted within communities, including struggling communities in Hamilton.	It is hard to know if this is harder because staff are part of Council. Team members did not believe it to be the case. Leaders from other agencies perceived the team members as having strong community connections and high trust in communities.
HCC Community Development workers are able to work effectively as a team.	This is easier when staff are employed and based together.

Other comments	Support by senior management can assist community development to thrive. Strong connections between the Community Development team and other parts of Council would have significant benefits for communities and Council.
	<b>The team is employed and managed within Council, but physically located in one or a range of community settings. Possible settings include libraries or community houses, or a future community hub.</b>
All community development workers are clear about and skilled in community-led development methods and processes.	The community settings would need to be conducive to community development ways of working. Council managers would work to ensure appropriate standards and practices are in place.
Community development workers, together with Council and communities, are working toward clear goals.	Council managers would work with the team, regularly bringing them together, to ensure shared and appropriate goals. Community Development workers would need to ensure they brought forward goals and aspirations from the wider communities in which they were based (which may not necessarily be the same goals as those of the organisations in which they were located).
Community development (or community-led development) is coordinated across communities in Hamilton.	Being located across a range of organisations may make it difficult for the team to take a coordinating role. Other agencies were keen to see leadership come from within Council.
The work of the HCC Community Development team is embedded within a clear HCC governance framework and there are opportunities for regular conversations between the Community Development team and governance.	Being located away from Council may make connections with Council governance and other parts of Council more difficult.
HCC Community Development workers are well connected and trusted within communities, including struggling communities in Hamilton.	Appropriate community settings may make connectedness and responsiveness more likely, depending on the nature of each setting. Community houses are generally the providers of grassroots neighbourhood support, though some undertake more community development than others. The majority of the community houses interviewed preferred the team to remain in Council. Not all community houses have space for further

	<p>people. Some other organisations commented that not all community houses have wide reach in to their local communities.</p> <p>There was very little support from anyone I spoke with for Community Development workers to be based in libraries. Libraries are currently being discussed as potential tenants in community hubs, but this is not yet the case in Hamilton. People do not visit libraries to connect with Community Development workers; but rather to look for books or information. Most libraries in Hamilton do not have spare space.</p>
HCC Community Development workers are able to work effectively as a team.	Being located around a range of organisations may make it difficult to work as a team. If located all in one community organisation, the team may feel some blurred lines about being a team within the community organisation or a team within Council.
Other comments	<p>A possibility could be that the whole team is based in the Hamilton Central library in Garden Place which is very close to the main Council building, which would assist with maintaining strong connections with Council.</p> <p>Alternatively, if Community Waikato and/or others, establish a community hub, it would be appropriate to consider locating the Community Development team at the hub.</p>
	<b>The team is employed, managed and located in one community organisation, under a contract arrangement with Council. (The most obvious possibility is Community Waikato.)</b>
All community development workers are clear about and skilled in community-led development methods and processes.	<p>There was a view expressed that community organisations other than Council may be more skilled at community development and therefore more able to manage and mentor effectively a community development team. However, community development has been part of local government work and HCC's work for several decades and there are skilled senior members of staff who are able to lead community development.</p> <p>Each community organisation (including Community Waikato) has a narrower community development role, than community development workers within local government are able to take.</p>
Community development workers, together with Council and communities, are working toward clear goals.	The team may be more likely to work to the goals of the contracted organisation, rather than the community development goals of Council and communities.

Community development (or community-led development) is coordinated across communities in Hamilton.	Community agencies and DIA want to see this led by local government.
The work of the HCC Community Development team is embedded within a clear HCC governance framework and there are opportunities for regular conversations between the Community Development team and governance.	<p>Some people worried that an outsourced Community Development team would become less visible and less relevant to Council. The most likely mitigation of this risk, is to ensure strong connections between the outsourced team, and various parts of Council, including a contract manager, other parts of Council, senior management and Councillors. This is likely to lead to extensive reporting requirements and additional cost to Council.</p> <p>Concern was then expressed that such reporting requirements and the contracting culture would mean debilitating compliance for any organisation employing and managing the Community Development team. The contracting culture and system could work against effective community development.</p>
HCC Community Development workers are well connected and trusted within communities, including struggling communities in Hamilton.	Other agencies were concerned that contracting out community development would diminish it and allow Council to increasingly work in ways which were not beneficial for communities. They valued highly the ability of the team to bring Council resources to the table, especially in struggling communities. The loss of the team as the friendly face of Council would be detrimental to communities (and to Council).
HCC Community Development workers are able to work effectively as a team.	Being contracted as a team would enable a strong team culture to endure. However, the team is unlikely to be perceived as part of Council and Council may be perceived as having no interest in community development or significant community engagement.
Other comments	<p>Community Waikato's focus is capacity building of community sector organisations rather than the broader work of community development. It works primarily with social service organisations supporting their governance and management, and in the social development space rather than in the broader sustainable development space.</p> <p>The desire to locate the Community Development team with Community Waikato may come out of a view that the work would then be more grassroots and more driven by communities, while the structure still enabled the team to be supported as a team. However, Community Waikato's work does not span the full breadth of community development.</p>

	<b>The team is employed, managed and located across a range of community organisations, under a series of contract arrangements.</b>
All community development workers are clear about and skilled in community-led development methods and processes.	This would be harder to maintain, with variations in skill levels in leading community development across community organisations.
Community development workers, together with Council and communities, are working toward clear goals.	This would also be harder to maintain.
Community development (or community-led development) is coordinated across communities in Hamilton.	Being based in a range of community organisations may mean participation of a wider range of organisations in community-led development. However city-wide leadership would be unclear.
The work of the HCC Community Development team is embedded within a clear HCC governance framework and there are opportunities for regular conversations between the Community Development team and governance.	This would require significant contract arrangements and reporting, which may work against community development and overload community organisations.  There may be additional cost to Council.
HCC Community Development workers are well connected and trusted within communities, including struggling communities in Hamilton.	This may or may not be more likely depending on the connectedness of the community organisations across which team members are spread. Community development workers may be closer to community issues. There is real value in being physically located within a community. However, many people expressed concerns about the loss of connection with Council, loss of influence and 'capture' by the focus of each community organisation. Not all community houses, for example, have a wide reach in to local communities.
HCC Community Development workers are able to work effectively as a team.	This would be more difficult. Current team members who were contracted out to a range of organisations in the past described feelings of isolation and lack of clarity about their work.

#### b. Cost

Council staff have completed some preliminary costings for the following models for service delivery over 10 years:

- Community development staff remain employed by Council and based in-house.
- Community development staff remain employed by Council but located in a range of other sites around the city.
- Community development staff are contracted out as a single team at their current salaries.
- Current community development staff are made redundant and a single organisation is contracted to employ a team of staff at lower salaries.
- Community development roles are contracted out individually across a range of sites in the city.
- Current community development staff are made redundant and community development roles are contracted out individually at lower salaries across a range of sites in the city.

Across all models, the Disability Advisor, Ethnic Development Advisor and Community Development Assistant roles from the current team remain in house. Accordingly, costs associated with these roles remain across all models. The Funding Advisor role is separate to these costings.

A table summarising the costs is set out on the next page.

In all cases, assuming salaries remain at the same level as they are now, the cost of locating staff outside of Council, or of contracting staff to be employed and managed by other agencies is higher than the cost for the current model in which HCC employs, manages and accommodates the Community Development team.

The only way to reduce the cost of the provision of community development is to make the current staff redundant and to reduce the salaries of new staff. This cost model assumes that other agencies contracted by Council to provide community development for Hamilton would be willing to employ staff at lower rates. At least some agencies have indicated that they would not be willing to do this because of concerns about the appropriateness of lower pay rates and the need to attract skilled staff.

I would caution most strongly against offering contracts to provide the same level of community development services as are currently offered, but at a lower cost through salary reductions. The damage to the quality of the work would be significant. If anything, Council could consider employing more senior community advisors to provide the kind of community development leadership which has been widely suggested.

Costings for Community Development Service Models

Financial Year	Community Advisors Remain In-house		Contract Out Community Advisors as a Team		Contract Out Community Advisor Roles Individually	
	Status Quo	Located Geographically Current Salaries	Single Location Current Salaries	Single Location Redundancies Salary Reductions	Located Geographically Current Salaries	Located Geographically Redundancies Salary Reductions
2018/19	\$ 3,113,606.00	\$ 3,153,606.00	\$ 3,219,333.00	\$ 3,244,144.00	\$ 3,324,733.00	\$ 3,349,144.00
2019/20	\$ 3,113,606.00	\$ 3,153,606.00	\$ 3,168,176.00	\$ 2,964,639.00	\$ 3,273,576.00	\$ 3,069,639.00
2020/21	\$ 3,113,606.00	\$ 3,153,606.00	\$ 3,168,176.00	\$ 2,964,639.00	\$ 3,273,576.00	\$ 3,069,639.00
2021/22	\$ 3,113,606.00	\$ 3,153,606.00	\$ 3,168,176.00	\$ 2,964,639.00	\$ 3,273,576.00	\$ 3,069,639.00
2022/23	\$ 3,113,606.00	\$ 3,153,606.00	\$ 3,149,126.00	\$ 2,945,589.00	\$ 3,254,526.00	\$ 3,050,589.00
2023/24	\$ 3,113,606.00	\$ 3,153,606.00	\$ 3,149,126.00	\$ 2,945,589.00	\$ 3,254,526.00	\$ 3,050,589.00
2024/25	\$ 3,113,606.00	\$ 3,153,606.00	\$ 3,149,126.00	\$ 2,945,589.00	\$ 3,254,526.00	\$ 3,050,589.00
2025/26	\$ 3,113,606.00	\$ 3,153,606.00	\$ 3,149,126.00	\$ 2,945,589.00	\$ 3,254,526.00	\$ 3,050,589.00
2026/27	\$ 3,113,606.00	\$ 3,153,606.00	\$ 3,149,126.00	\$ 2,945,589.00	\$ 3,254,526.00	\$ 3,050,589.00

## 7. Recommendations

At the heart of discussion about strategy and structure for the HCC Community Development team, are questions about how Council sees community development:

- Should community development be more akin to community-led development with Council providing local leadership, facilitation and strategic support across a range of potential sustainable development and community aspirations? In this model, community development workers work across a wide range of sectors.
- Should community development be primarily grass roots and driven by local communities? This model often takes a more community activist approach, particularly from within marginalised communities.
- Are there possibilities for something of a hybrid model bridging these 2 ends of the spectrum and making the most of both Council connections and community aspirations?

My discussions with a wide range of internal and external stakeholders suggest that the majority prefer to see community development clearly located within Council and bringing with it Council's resources and mana, while strongly focussing on community and civic engagement and helping Council connect to communities. The work needs to remain very connected and responsive to communities. Having said that, many also believe that the work of the Community Development team could be more strategic.

My recommendations are primarily in line with that focus from a local government setting while also providing for some flexibility to ensure community connectedness and responsiveness.

**I recommend that community development in HCC become more strategic in the following ways:**

- a. Think beyond social development to broader sustainable development goals. This is in line with the Local Government Act.
- b. Use community-led development processes to work alongside communities across a wide range of interests, including social, economic, and cultural development.
- c. Lead a way of working inside Council which draws on community-led development as the preferred means of engaging with communities.
- d. Forge stronger links with other parts of Council, especially with Strategy and Growth, and use those to develop community engagement with Council.

- e. Use the range of other strategies in the region to identify specific focuses for the next 3-5 years: Waikato Plan<sup>20</sup>, Vital Signs<sup>21</sup>, Waikato Tainui priorities<sup>22</sup>, Moving Waikato 2025<sup>23</sup>, Creative Waikato's forthcoming regional Navigator, and so on. Tie those focuses to specific team roles.
- f. Identify specific neighbourhoods for focussed neighbourhood development over, say, 5 years. Tie those neighbourhood focuses to specific team roles.
- g. Facilitate the range of organisations interested in community-led development in Hamilton to come together regularly to strategise and collaborate. Inspiring Communities would be a useful resource to support a strategic conversation.

**To achieve this more strategic focus, the team will need wider organisational support, which could include the following actions:**

- h. Articulate a governance and senior management level commitment to community/sustainable development which is reflected in strategy and policy documents.
- i. Provide regular formal and informal opportunities to talk about communities in Hamilton with the Community Services Committee and Councillors in general.
- j. Agree a moratorium on reviewing (other than usual performance reviews) the Community Development team for 5 years to enable the team to flourish.

A workshop on community development from a local government perspective may be useful for Councillors.

A developmental evaluation could be implemented alongside a new strategy to articulate well desired outcomes and actual achievements.

There is no perfect management structure nor location for the HCC Community Development team. On balance, I recommend that the team stay employed and managed by Hamilton City Council, and primarily located in central HCC premises at this point.

In making this recommendation, I have taken in to account the feedback from almost everyone I interviewed that they preferred the Community Development team to be part of

<sup>20</sup> The Waikato Plan <http://www.waikatoplan.co.nz/about-the-plan/read-the-plan/>

<sup>21</sup> Vital Signs Waikato [https://static1.squarespace.com/static/556f46bce4b02b07d0842cc7/t/5800196fb8a79b850d84e805/1476401672824/Waikato\\_Vital\\_Signs\\_Report\\_2016\\_lowres.pdf](https://static1.squarespace.com/static/556f46bce4b02b07d0842cc7/t/5800196fb8a79b850d84e805/1476401672824/Waikato_Vital_Signs_Report_2016_lowres.pdf)

<sup>22</sup> Waikato Tainui, see for example <https://www.waikatotainui.com/downloads/Waikato-Tainui%20Annual%20Report%202016-2017.pdf>

<sup>23</sup> Moving Waikato 2025 <http://www.sportwaikato.org.nz/about-us/movingwaikato.aspx>

Council and therefore to bring to communities the mana, influence, resources and networks of Council.

**I recommend managing and providing community development in the following ways:**

- k. Continue to employ and manage the Community Development team.
- l. Articulate sustainable development policy and goals to guide the work of the Community Development team, including deciding on issues and neighbourhoods to be focussed on over specific timeframes.
- m. Provide opportunities for regular formal and informal reporting and conversations between governance members, senior management, other departments and the Community Development team.
- n. Consider whether or not it is necessary to have both a team manager and 2 senior advisors who also lead the team. However, structure the team so that there are community advisor roles which are senior enough to carry responsibility for influential cross-Council relationships, policy and strategy development, and collaboration.
- o. Keep the Ethnic Development Advisor, Funding Advisor and Disability Advisor roles as they are.
- p. Structure the community advisory team so that there are clearly identified issue and location focuses.

This could for example, mean using a matrix structure so that each advisor has an issue area of expertise and relationships (eg. community housing, sport for development, youth, Maaori and Pasifika communities, older persons, civic engagement) and a neighbourhood area of expertise and relationships.

Alternatively, 4 advisors could each have an issue focus and 4 advisors could each have a neighbourhood focus.

In either structure, there should be significant cross-fertilisation across the team to draw on both issue and location focuses. Ensure each advisor is responsible for maintaining key relationships for each issue and location.

Ensure that communities and Council staff members know who to speak with in the Community Development team about specific interests or neighbourhoods. Use the website to make Community Development team members more accessible.

- q. Locate the team primarily in central, accessible and welcoming premises, which assist Community Development team members to form strong working relationships within Council while consistently being active in communities.

Move the team out of the Duke St premises. It may be appropriate to consider locating the team in a community hub, if that comes to fruition.

- r. Consider also locating team members in settings which are at the heart of either issues or neighbourhoods for a portion of time within particular strategies or projects. Ensure that these are not isolating settings but genuinely contribute to achieving community aspirations.

For example:

- If Nawton was a neighbourhood focus for 5 years, consider locating a team member at Western Community Centre for part of each week.
- If the development of community infrastructure in Rototuna was a focus, consider a local Rototuna setting for an appropriate time.
- If a strategy focussed on using sport for community development purposes, consider locating a team member at Sport Waikato for part of each week.
- If a strategy focussed on community and affordable housing, consider locating a team member at the recently established Waikato Housing Hub for part of each week.

Hamilton is a growing vibrant city. There is an opportunity now for HCC to provide leadership in community development across the city.

## Appendix I: United Nations Sustainable Development Goals

From the Agenda for the General Assembly, 21 October 2015.

See [http://www.un.org/ga/search/view\\_doc.asp?symbol=A/RES/70/1&Lang=E](http://www.un.org/ga/search/view_doc.asp?symbol=A/RES/70/1&Lang=E)

Retrieved 22 February 2018.

### Sustainable Development Goals

- Goal 1. End poverty in all its forms everywhere
- Goal 2. End hunger, achieve food security and improved nutrition and promote sustainable agriculture
- Goal 3. Ensure healthy lives and promote well-being for all at all ages
- Goal 4. Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all
- Goal 5. Achieve gender equality and empower all women and girls
- Goal 6. Ensure availability and sustainable management of water and sanitation for all
- Goal 7. Ensure access to affordable, reliable, sustainable and modern energy for all
- Goal 8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all
- Goal 9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation
- Goal 10. Reduce inequality within and among countries
- Goal 11. Make cities and human settlements inclusive, safe, resilient and sustainable
- Goal 12. Ensure sustainable consumption and production patterns
- Goal 13. Take urgent action to combat climate change and its impacts\*
- Goal 14. Conserve and sustainably use the oceans, seas and marine resources for sustainable development
- Goal 15. Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss

Goal 16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels

Goal 17. Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development

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\* Acknowledging that the United Nations Framework Convention on Climate Change is the primary international, intergovernmental forum for negotiating the global response to climate change.

## Appendix 2: Inspiring Communities and Community-led Development

Taken from the Inspiring Communities Advice to the Incoming Government 2017. See <http://inspiringcommunities.org.nz/wp-content/uploads/2017/11/IC-advice-to-Ministers-web.pdf>

Retrieved 22 February 2018



### Take a Community-led Approach to Achieve Government Objectives

Advice to Ministers  
November 2017

Traditional government ways of fixing social, economic and environmental problems need to change. This Government has a unique opportunity to create sustainable change by supporting people and communities to shape the solutions that affect them. Expanding their capacity to take action will achieve more tailored, integrated and cost effective outcomes.

*Community-led development is a way of working together in a place to create and achieve locally owned visions and goals*

Inspiring Communities (IC) is an NGO with comprehensive knowledge of how community-led approaches trigger new ways of working that better achieve effective, sustainable change. We are dedicated to growing the capacity of agencies and communities to work together to address social, environmental and economic disparities. Our experience tells the time is right to build a new approach – one that connects and leverages the existing local wisdom in many communities across New Zealand. One that also lies at the heart of wellbeing economics.

#### Here's two examples where this approach is already being applied:

Linking regional economic growth and social wellbeing – IC has worked alongside the Ōpōtiki community as they create transformative change leading to new industry, infrastructure and jobs for local people. (appendix one)

Child Rich Communities – An IC brokered partnership with UNICEF, Plunket, and Every Child Counts has profiled and learnt from initiatives across a wide range of communities integrating social services and community-led development to tackle child poverty and enhance child wellbeing. We have plans to expand this.

#### What's required:

Government acting as a partner, enabler and co-host, rather than prescribing from the top.

Supporting innovative leadership from Government (Central and Local) and communities.

Ensuring regional development incorporates investment in community-capacity building, alongside hard infrastructure.

Reforming public policy process to increase flexibility for communities to be active, supported and resourced to define what issues they wish to address and how they intend to do it.

Repackaging the Social Investment Agency as a resource hub for agencies, places and people working towards more holistic solutions. (appendix three)

Inspiring Communities can support the Government to effect transformational change. We are best placed to provide expertise on how to design and implement community – led development approaches alongside other policy levers and investment.



## Working in partnership with Inspiring Communities

Government can:

- Co-design policy that enables communities and regions to act, organise and grow their capability
- Expand engagement with the people that are the focus of policy settings but are often not consulted
- Grow the capacity of the public sector to add value to the potential of local communities
- Support a shift from measuring economic production to valuing and investing in community wellbeing.

Our five core principles of community-led development should guide this process.<sup>1</sup>

1. Shared local visions drive action and change.
2. Use existing strengths and assets.
3. Many people, groups and sectors working together.
4. Build diverse and collaborative local leadership.
5. Working adaptively, learning informs planning and action.

1. For detailed explanation of these principles see appendix two

People are tired of being done ‘to’. Addressing complex challenges works best using an adaptive rather than a ‘cookie cutter’ approach. Community-led development shifts from narrow, linear definitions of the causes of poor outcomes, to understanding the complex environment of dynamic and inter-related factors that contribute to these outcomes.

By applying these principles we have found that:

- **A community-led approach is more effective because...** it leverages the knowledge of local experience and relationships to understand how systems can be improved. This ensures tailored approaches that build on the unique issues and assets in each community. It allows individuals and communities to gain insights into their needs and how to best address them.
- **A community-led approach is more efficient because...** it taps into a range of other resources in the community, so actual level of investment (through time, capability and finances) can be greater than the spending by government alone.
- **A community-led approach is more enduring because...** it provides sustainability beyond initial investment period, by engaging the support of local leaders and organisations, and often other funding sources. It also creates a broader constituency of support, trust based relationships and cultivates local ownership and long term commitment to change.
- **A community-led approach generates a wider range of wellbeing benefits because...** it is not just about individual success or narrowly defined issues. It is collaborative, with the people and communities requiring the change being active in all the stages, including co-designing solutions. This in turn grows social capital and community resilience.

*Our communities have knowledge, strengths and assets that they can and are collectively building on to improve our lives. We need to do more to foster and support communities.*

Community-led change is a journey – it takes time, skill and trust. We urge the new Labour-led Government to be brave and trust communities to understand what will work for them. We welcome the opportunity to meet with you to progress how community-led development can be the building block to greater citizen participation and grow wellbeing for all New Zealanders.

For more about us visit: [www.inspiringcommunities.org.nz](http://www.inspiringcommunities.org.nz)

## Appendix 3: Local Government Authority Community Development Benchmarking

Note that the estimated Hamilton population for 2017 was 165,400. All population figures below are estimates for 2017<sup>24</sup>.

### 1. Napier City Council (population estimate 62,000)

Napier City Council have a Community Strategy Team, which sits within a Community Services Unit. Positions within this team are directly employed by Council and are based within the main council building; however, management of Napier Youth Council is contracted out.

Positions Include:

- Community Strategies Manager
- Community Advisor
- Community Funding Advisor
- Community Projects Assistant
- Housing Coordinator
- Housing Officers (1.25FTE)

The roles within the Community Strategy Team focus from ground level community work through to higher level strategy and policy development, including:

- Development of policy and strategy
- Provide community advice
- Community networking
- Community group capacity building
- Research
- Community Consultation
- Run community events and engagement activities
- Run community surveys
- Community housing and welfare checks

### 2. Palmerston North City Council (population estimate 87,300)

Palmerston North City Council disestablished their Community Development Team in 2007. This created an uproar from the community and significant damage to relationships. In 2012 a Community Liaison Team was established as part of a Libraries and Community

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<sup>24</sup> Data extracted from Stats NZ <http://nzdotstat.stats.govt.nz/wbos/> 18 February 2018.

Services Unit review, driven by a move to greater community engagement across the unit. The team sits within a Community Engagement Team. Positions within this team are all employed directly by Council and are based at the Palmerston North City Library.

Positions include:

- Community Groups Advisor - Builds capacity within community groups.
- Community Advisor - Works as leaders in community.
- Arts Coordinator
- Maaori Liaison Coordinator
- Pasifika Liaison Coordinator
- Safe Communities Coordinator - Projects include 'Welcoming Communities'. Focus is to create a welcoming community for newcomers. Includes working with relevant community groups and Massey University to create a culture of being a welcoming city. The Safe Communities Coordinator also leads a Safety Advisory Board. Initiatives promote safety in the traditional sense, as well as providing a city where people are safe to express who they are.
- Residential Property Officer and Housing Officer - Manage social housing and 7 community run community centres. Palmerston City Council also built and own a community facility to house social services, currently occupied by 15 organisations.

Other teams include:

- Youth Services Team -Work out of a dedicated youth space owned by Council.
- Events Team – run core city events.
- Programmes Team – Brings together programmes utilising libraries.

### 3. Tauranga City Council (population estimate 131,500)

Tauranga City Council has a Community Development Team, all employed directly by Council and based at the main Council building. The Team was established in 2014 to support the work of the then Community Committee of Council. A significant review was undertaken in 2017 leading to restructuring and additional positions to respond to workload and increased expectations of responsibility from communities and Council, to clarify roles while enabling flexibility, and to enable greater strategic input. In 2016, Tauranga City Council also commissioned a review of community needs and recommended priority areas for the work of the Community Development Team.

Positions include:

- Manager: Community Development
- Community Development Advisor: Youth & Graffiti
- Community Development Advisor: Age Friendly & Disability

- Manager: Project Tauranga
- Community Development Advisor: Safer Communities
- Community Development Coordinator
- Community Development Project Manager
- Community Development Administrator
- Community Development Advisor: Social Infrastructure & Housing
- Community Development Advisor: Welcoming Communities (Migrant Support)

Community Advisors work at a strategic level within Council, sitting on steering groups and working closely with other teams within Council. They are also leaders in the community, capacity building, facilitating community meetings and bringing together relevant community groups to work on community issues.

While the core responsibilities in each position remain the same, other issues and projects are allocated as needed. Each advisor manages multiple relationship with key stakeholders and community organisations.

The work is guided by and has contributed to the Community Wellbeing Strategic Plan developed for 2018-2021.

#### 4. Christchurch City Council (population estimate 381,500)

Christchurch City Council has a Support and Governance Unit, divided into seven teams. Each team is located geographically alongside each Christchurch City Council Community Board. There are 18 Community Advisors spread across these teams, all employed directly by Christchurch City Council.

Community Advisors Work with community groups and services to capacity build and help them achieve their objectives. They help community groups access relevant information and resources and act as a conduit between Council and the community. They have a strong focus on civic engagement within their roles. The advisors provide an essential link between Council and communities.

The Support and Governance Unit completes a monthly newsletter. Community Advisors report monthly to their local boards. The Unit and community boards report on what is happening within the community to Council in Community Council Meetings each month. This is very effective for helping Councillors understand what's happening in the communities and the work that is done by staff within communities.

#### 5. New Plymouth District Council (population estimate 80,700)

New Plymouth District Council has a Community Partnerships Team. Positions within this team are directly employed by Council and are based within the main Council building. The Community Partnerships Team focuses on connecting community organisations to achieve council outcomes, in line with the New Plymouth District Blue Print Key Directions.

Positions include:

- Community Partnerships Lead
- Community Partnerships Advisors (2FTE)

One of the Community Partnership Advisors works predominantly with Marae and Maori organisations.

New Plymouth District Council also funds and directs an organisation called 'The Wheelhouse', which runs training and coordinates a training calendar for local community organisations. There is a coordinator role within this organisation.

#### 6. Porirua City Council (population estimate 56,100)

Porirua City Council have a City Partnerships Team, which sits within the City Growth and Partnerships Group. The positions in these teams are employed directly by Council and are based in the main Council building.

Positions include:

- City Partnerships Manager
- Senior Partnerships Advisors (3FTE)
- Village Projects Coordinator
- Graffiti Management Coordinator
- Porirua Harbour Strategy Coordinator
- Zero Waste Coordinator

The Senior Partnership Advisors work with community organisations to deliver council strategic priorities. One of the Senior Partnership Advisors is focused on working with schools on consultation and engagement on council issues. The other Senior Partnership Advisor works on a broad range of issues in the community by pulling together groups to work on these issues.

#### 7. **Dunedin City Council** (population estimate 128,800)

Dunedin City Council have a Community Development and Events Team which includes three Community Advisors and two Arts Advisors, all employed directly by Dunedin City Council and based in the main Council building.

Advisors work with community groups, capacity building and networking. They provide funding advice and complete funding assessments. They also provide advice to other teams within Council and are a link between community and Council.

Community advisors each have an area of specialisation, including:

- Place based
- Young people
- Social housing, older people, disability and refugees.

#### 8. **Lower Hutt City Council** (population estimate 104,700)

Since 2014, Hutt City Council have no specific community development team, instead integrating community development principles across all its community services work, particularly in the areas of literacy, arts and recreation. This means that community-based programmes and projects may be delivered by staff from across the business group, including activities that promote wellbeing through recreation services. There has been a focus on delivering services in the north/east parts of the city where high levels of socio-economic deprivation occur.

Hutt City Council has a Community Projects and Relationships team of four community facilitators who work with agencies to implement community-based project. These roles are currently based on site at Hutt City Council Pool. Other roles that integrate community development principles are based across the city. All roles are employed directly by Hutt City Council.

The Council is currently developing a network of community hubs that house Council services (such as libraries and sports facilities), and some community services (such as Plunket), within local communities. Council staff deliver, sometimes in partnership, community services within these Hubs.

### 9. Rotorua Lakes Council (population estimate 71,700)

Rotorua Lakes Council do not have any specific community development roles, instead integrating community development principles across all its work, guided by portfolios.

Portfolios include:

- Creative Communities
- District revitalisation
- People
- Sport and Recreation
- Sustainable Economic Development
- Sustainable Living
- Te Arawa Partnerships

Some aspects of community development that sit within core council departments, include:

- Engaging with community on Council issues.
- Providing support to community organisations and initiatives through funding and strategy.
- Running annual community awards.
- Two Tuia Mayoral representatives are mentored by the Mayor each year.

## Briefing paper: HCC Community Development Focus Areas

Attachment 2

Eleven focus areas have been identified by the Community and Social Development Team in response to Dr Bev Gatenby's review of their current work focus and recommendations to Council on 17 April 2018. Two of these are population focused roles and the remainder are considered strategic issues that have a significant impact on the well-being of Hamiltonians and are areas where Council could or does play a significant role.

### Background

A key finding in the review was that the work of the Community and Social Development Team needs to remain connected and responsive to communities but could be more strategic and focused.

The team has spent time examining key issues (eg. Housing, Mental Health), key places/locations (eg. Rototuna, Fairfield/Enderley), and other ways of thinking about communities (eg. creative sector, sports sector, older people, young people, disability sector, migrant communities). The following questions were used to focus this research:

1. What do we know about Hamilton from formal sources (reports, research etc.) and from the team's informal sources?
2. What are people and organisations already focussing on and aiming to do to address the identified issues?
3. What is the Council's role or potential role?

Item 12

Two full-day strategic planning sessions have been facilitated by Dr Bev Gatenby with the Community and Social Development Team. The first of these reviewed a range of strategies from across the region with a view to start identifying potential focuses for the team.

The second planning day was jointly facilitated by Dr Bev Gatenby and Barbara MacLennan from Inspiring Communities, a national organisation that specialises in community-led development. This second workshop focused on ways of working that support a community-led development approach.

In parallel to this, Dr Bev Gatenby and the Community Services Manager have met with relevant General Managers and key personnel from other Units to discuss how staff from the Community and Social Development Team can be better utilised and influence the way Council engages with communities in Hamilton. These meetings have also identified potential projects that the team could input into.

A workshop with the Senior Leadership Team on community-led development approaches was facilitated by Barbara MacLennan to ensure that there is a consistent understanding of this approach across the organisation and support from senior managers.

A long list of potential focus areas has been identified to sit alongside the Funding, Ethnic Development and Disability Advisor roles. These are based on the review of strategies across the region, discussions with staff across the organisation and existing staff knowledge of issues within the community.

The potential focus areas will be presented to the Council at the workshop on 8 October 2018 for their consideration and feedback. It is anticipated that a shortlist of these focus areas will form the basis of a unit work plan that will be presented to Council for final sign off at the 11 December 2018 Community, Services and Environment Committee (C, S & E Committee).

## Hamilton City Council – Strategic Context

Purpose – To improve the wellbeing of Hamiltonians

Community Outcomes:

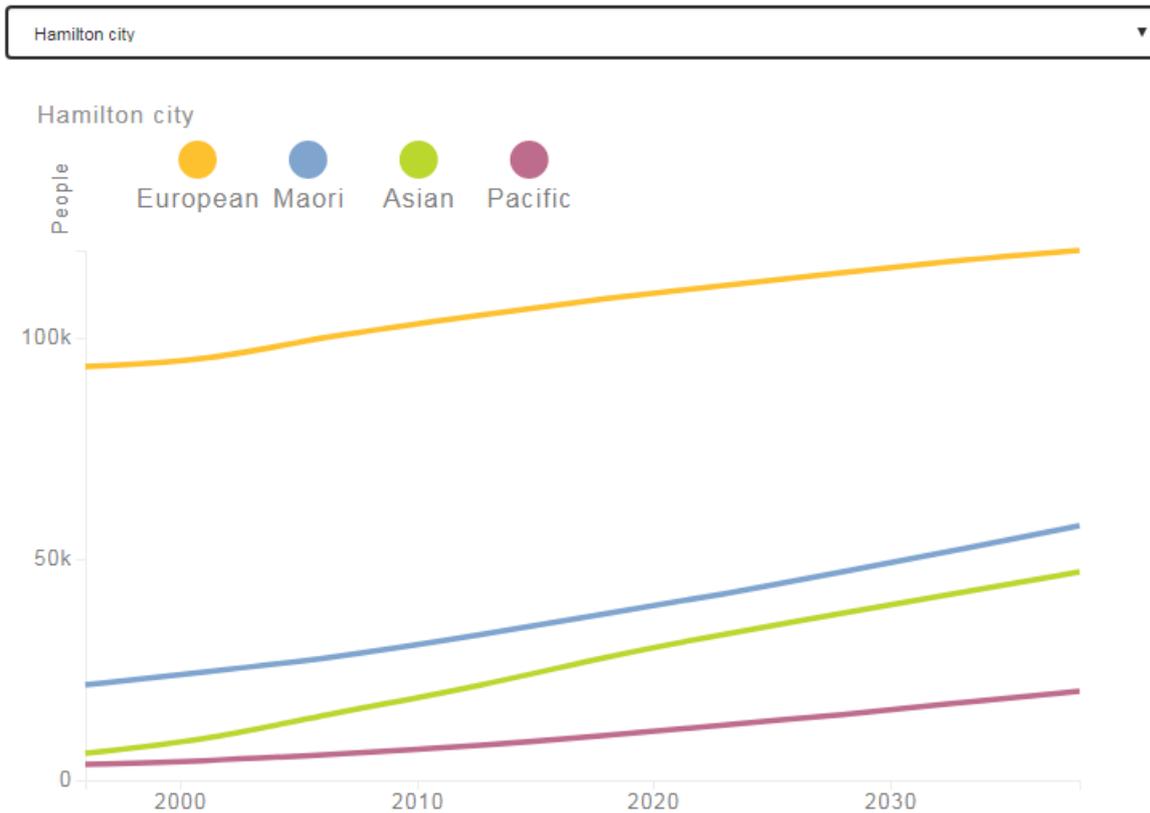
- A city that embraces growth – we have infrastructure that meets our current demands, supports growth and helps build a strong economy.
- A great river city – we embrace our natural environment and have green spaces, features and community facilities that make Hamilton a great place to live, work, play and visit.
- A Council that is best in business – we are customer focused, financially sustainable and have the best people delivering the best outcomes for the city

Relevant HCC 24 Month Outcomes:

- More and more Hamiltonians believe that our city is a great place to live.
- Council services are delivered in a manner that enables the community to have the greatest say, enriches their lives and delivers the best value for money to the ratepayer.

### Population focused roles

Hamilton is a youthful and ethnically diverse city. Hamilton has a larger proportion of the population who identify as Maaori, Asian or another ethnicity, compared to the national average. Hamilton's population is growing rapidly, compared to many areas of New Zealand which are experiencing minimal population growth or even population decline. Current population statistics from Stats NZ outline Hamilton City population being 22% Maaori and 6% Pasifika, growing to 27% and 9% respectively by 2038.



The base year for these projections is 2013. Until that year, it shows the data from 1996 census onwards.

The medium projections were used for the interactive and the analysis.

For more information on the caveats and how projections were done, please check the source.

Data Source - Statistics NZ, [Sub-National Ethnic Projections](#)

Hamilton's diverse communities should be valued and celebrated to ensure Hamilton is recognised as a city of prosperity and opportunity that is inclusive and tolerant. A safe city that promotes equality will continue to attract and retain people. It has been identified that there is a gap in the team when working with Maaori and Pasifika communities. Asian communities are covered by the existing Ethnic Development role. It is recommended that two population-based roles are developed to remedy this. It is envisioned that these roles will work in a similar way to the existing Ethnic Development Advisor and Disability Advisor roles.

### 1. Tangata Whenua

As an organisation Council is committed to respecting the special status of Tangata Whenua and the principles of Te Tiriti O Waitangi.

The Council's obligations under the Local Government Act include a responsibility to foster Maaori contribution to local decision-making. Appointed Maaori representation to Council Committees begins in October.

Maaori form a large and growing part of our city's population. In 2012, Maaori contributed to activities in the health & community services (\$115 million); property & business services (\$92 million); manufacturing (\$45 million); and 38 education (\$44 million) industries.

*Potential work:*

- *Be part of a virtual team that supports HCC to engage with Maaori*

- *Develop and lead initiatives that support HCC to be a bicultural workplace*
- *Build HCC capability regarding tikanga and protocols*
- *Support the work of Amorangi Maaori*
- *Support Waikato Tainui to develop metrics about iwi living in Hamilton*
- *Work with Waikato Tainui to improve civic engagement of Maaori within Hamilton*

## 2. Pasifika

On a population basis, Pasifika communities experience poor life outcomes in New Zealand, including health, economic, and education. For example, Pasifika male life expectancy is 6.7 years less than the total male population and Pasifika female life expectancy is 6.1 years less than the total female population. Pasifika health status remains unequal with non-Pasifika across almost all chronic and infectious diseases.

Pasifika people remain a youthful population with a little under half (46.1%) younger than 20 years old (compared with 27.4% for the total population). Census data shows Pasifika peoples are the major ethnic group with the highest proportion of children (0-14 years), at 35.7%. In comparison, children made up the following proportions of other major ethnic groups. European 19.6%, Maori 33.8%, Asian 20.6% and Middle Eastern/Latin American/African 25.5%.

Council has supported K'aute Pasifika as the lead applicant for the Stadium Bowling Site Community Occupancy Lease as a site for developing a Pan Pasifika Hub. A Pan Pasifika Hub is a significant development that will require effective engagement with a range of Council systems including ongoing guidance, support and assistance to complete.

The Waikato Pacific Business Network has been established this year with the vision to grow more sustainable, profitable and well-connected Pasifika owned businesses in the Waikato. Council's involvement in the network will help support the ongoing viability and success.

### *Potential work:*

- *Support K'aute Pasifika with development of the Pan Pasifika Hub*
- *Support community engagement for the Pan Pasifika Hub*
- *Support ongoing development of Waikato Pacific Business Network*
- *Support the ongoing connection of business and community sectors*
- *Lead development of engagement capacity with Pasifika communities within Council*
- *Lead Council engagement with Pasifika*

### **Strategic Issues focused roles.**

The issues identified below are both complex and not limited to Hamilton city. The wellbeing of all Hamiltonians is critical to creating a better future for the city. Strong and healthy communities are required to achieve this.

## 1. New communities/ Growth areas

Council has supported the development of significant new communities through Special Housing Areas and the Housing Infrastructure Fund in the coming 10 years;

- 1,000 homes Te Awa Lakes,
- 1,450 homes Rotokauri,
- 3,750 homes Peacocke

Learnings from the recent growth of Rototuna can be applied to developing communities in terms of housing, but also necessary social and community infrastructure. Providing avenues for new residents to engage directly with Council on issues that are affecting their new neighbourhood is also desirable.

*Potential work:*

- *Provide a liaison for communities to discuss emerging issues and needs, particularly for community infrastructure*
- *Support community aspirations in new and growing areas*
- *Work with the community, Council and external organisations to ensure that necessary services (private and public) are accessible*
- *Set up neighbourhood support and other safety initiatives*

## 2. Housing

Access to safe, healthy and affordable housing is a key measure of social wellbeing. As the population of Hamilton grows, housing needs will increase and change. The Hamilton population has diverse housing needs, including the needs of young families, refugees, students, older people and people with disabilities.

A Regional Housing Initiative has been identified as a top priority for Waikato Plan implementation by the Waikato Plan Leadership Group. Special Housing Areas are being endorsed by Council to increase stock, including affordable homes. Council has secured money from central government's Housing Infrastructure Fund to develop Peacocke now.

Housing locally has become less affordable; the total rise in housing value for Hamilton from 2013-2017 was 55%. Rental prices have increased but not as rapidly as house values. It is predicted a sharp decline in housing ownership will occur, as well as increasing numbers of people who cannot afford to pay market rentals. Hamilton already has a lower home ownership rate than the rest of New Zealand (57% compared to 65%).

There are a significant number of homeless people and households in the city, but the scale of homelessness is unknown as no figures are recorded or monitored. The current Government is strengthening and expanding the Housing First programme as the primary response to homelessness and funding was allocated to this programme in the 2018 budget.

Concerns around housing have consistently been an issue raised at community network meetings around the city. Social providers, the market, central government and Council have different roles to play in providing houses to respond to various housing issues.

*Potential work:*

- *Coordinate and identify collaborations between Council, central government, community and the business sectors*
- *Support the implementation of the Waikato Plan Regional Housing Initiative*

- *Represent Council at cross sector meetings for Housing First provision in the city (The People's Project)*
- *Support local collaboration and data sharing within the social housing community sector*
- *Monitoring of local Social Housing Strategy (A Home for Everyone)*
- *Be the Council liaison to support Housing New Zealand neighbourhood regeneration plans*
- *Assist Council and the housing sector to collaborate effectively*

### 3. Environment

Council has a set of 11 Sustainability Principles that underpin how sustainability is considered in the Council's decision making and operations. The sustainability principles are intended to guide Council to help deliver a sustainable Hamilton through its role as a regional leader, a provider of regulatory and planning functions, a provider of city infrastructure, a provider of public services, and a good corporate citizen.

Council committed to embed the principles into the operation of Hamilton City Council and to produce an annual sustainability stocktake to outline the actions being undertaken to support the principles. Many of the actions are delivered in partnership with key stakeholders and the community.

Actions and initiatives across Council are related to global issues and community concerns about climate change, energy use and efficiency, alternative transport options, the protection and restoration of Hamilton's native biodiversity, management of Hamilton's rivers, streams, wetlands, gullies and other water resources to protect water quality against the impact of pollution, reduction of waste, promotion of recycling and reduction of leachates, heavy metals and emission of greenhouse gases.

*Potential work:*

- *Build the capacity of Council Units to embed the Sustainability principles into practice, using best practice examples*
- *Support community education and awareness programmes on sustainability*
- *Link community concerns with Council practice*
- *Support community response to food security concerns ie development of community gardens*
- *Raise and champion global concerns internally*

### 4. Community Safety

People have a fundamental need to feel safe and secure. A lack of safety can lead to significant physical and psychological trauma and is therefore imperative in ensuring individuals and communities have a strong sense of wellbeing. Safety is often measured through self-perceptions and the perceived experience with crime.

Quality of Life survey results show a decrease in the number of people in Hamilton who feel safe in their home after dark (88% down from 89%, NZ equal 92%) as well as a decrease in feeling safe in their neighbourhood after dark (55% down from 58%, NZ equal 66%).

The multiple deprivation index shows that Hamilton is over represented as having neighbourhoods within the most deprived areas. When considering victimisation rates in seven different categories, over 60% of the community are within the 40% most deprived across New Zealand.

New Zealand has among the highest reported rates of family violence and sexual violence in the developed world. In 2016, there were 118,910 family violence investigations by NZ Police. One in three (35%) New Zealand women report having experienced physical and/or sexual violence from a partner in their lifetime. When psychological/emotional abuse is included, 55% report having experienced violence against them in their lifetime.

Council adopted the Central City Safety Strategy in February 2018 which is a whole of Council response to safety in the central city. In addition, Council is implementing a number of actions to address safety concerns across other parts of the city.

*Potential work:*

- *Monitor the Central City Safety Strategy*
- *Coordinate Central City Safety Strategy actions*
- *Work with concerned communities to address their issues*
- *Work with Police to increase Neighbourhood Support and resilience networks*

#### 5. Central City Activation

A city's image is largely shaped by people's impressions of its streets, public places and easy to navigate signage. Precincts that are attractive, well designed and maintained with lively public activity are seen not only as welcoming, but safe places. Important success factors in creating a vibrant city centre are marketing and events that increase the safe usability and perception of the central city.

There are a variety of projects that occur across Council that impact or focus on the CBD. Much of this work occurs in isolation, with a need for one programme manager to draw together these projects and roles to ensure that there is coordination and alignment to the overall goals of safety and activation.

In addition, there are range of initiatives and projects planned to be undertaken in the coming years that are driven by businesses and community organisations. This provides multiple opportunities for increased collaboration and partnership. As an example, three projects Council are currently partnering in are:

- Council has committed \$100,000 per annum (2018-21) to Hamilton Central Business Association for the activation of four CBD spaces. Council has responsibility for the assets in these public spaces and has made a commitment to increase their usability.
- The Smart Hamilton initiative is looking for a central office to demonstrate how technologies can improve the lives of Hamiltonians. The office would also potentially be a hub for young entrepreneurs to network and access technology, drawing people into central Hamilton.
- Council has supported the formation of a community organisation, Social Impact Waikato, which aims to build knowledge and understanding of social enterprise within the region. There is potential that this organisation will be need a central office, drawing people in from the regions to participate in workshops and network.

*Potential work:*

- *Support the continued revitalisation of the CBD, including opportunities for economic development*
- *Coordinate Council CBD relationships and projects as one coherent programme*
- *Provide one point of contact for Councillors on all matters within the CBD*
- *Monitor CBD survey's and report on these to Councillors*

- *Support and identify collaborations between Council, community organisations, local businesses and developers*
- *Support and coordinate public art initiatives*

#### 6. Civic Engagement

Engagement in local democratic processes is a key way for individuals and communities in Hamilton to interact with the Council. This engagement includes both voting and participation in formal consultations.

Declining turnout, especially among the young and new voters is a concern in most established democracies. Both voting and non-voting are habitual so declining turnout among new voters will have a long-term impact.

Voter turnout decreased at the most recent election in 2016 (33.6% voted), which was lower than most other councils in New Zealand and contrasted with an increased national average. Local body elections occur in 2019.

The recent quality of life survey indicated a significant reduction in public confidence that people have an influence on council decision making (45% in 2016, down to 30% this year).

Good community engagement is a current focus of HCC, receiving increased attention and direction. It is important to increase the organisation's ability to conduct effective consultation and engagement.

*Potential work:*

- *Be part of a virtual team led by Governance that focuses on civic engagement initiatives*
- *Support HCC Governance in delivering community education programmes*
- *Guide and support HCC units in consultations and engagement with communities*
- *Leverage relationships in the Community to increase awareness and participation in local government processes*

#### 7. Sport and active recreation

Social wellbeing is affected by access to green space and infrastructure that enables communities to recreate and be active. Currently Hamiltonians are less active than the rest of New Zealand. Recent Quality of Life Survey results show a decrease in people being active (37% down from 45%) and an increase in people not participating in any active recreation (13% up from 9%).

While Council is not solely responsible for sport and recreation in Hamilton, it has a significant role to play in contributing to improving health outcomes and has a number of obligations which are mandated under the Local Government Act 2002 and Reserves Act 1977. Council is the leading provider of a range of sports and recreation facilities (such as sports fields and cycleways) and makes significant contributions to others (such as indoor recreation centres).

Through design and activation, Council plays a role in developing environments that promote informal "play" opportunities throughout the city.

Council will sign off a new Sport and Recreation Strategy in 2019.

*Potential work:*

- *Coordinate Council resources, infrastructure and assets to maximise the opportunities for active recreation*
- *Support community use and development of council assets (ie activating parks and natural play areas)*
- *Support the delivery and monitoring of HCC Sport and Recreation Strategy*
- *Provide a point of contact for sporting codes and represent community views within Council*
- *Support activation of sport and recreation facilities*

#### 8. Civil defence and resilience

HCC is responsible for the planning and delivery of emergency Reduction, Readiness, Response, and Recovery within the HCC territorial authority boundary. This is set out by the Civil Defence Emergency Management (CDEM) Act 2002. All HCC staff must participate in CDEM training and response if required and this is formalised within position descriptions. All staff within the Community and Social Development Team form part of Council's welfare response during a Civil Defence emergency.

Emergencies can have a serious impact on the lives of people, affecting the emotional, psychological and physical wellbeing of individuals, family/whaanau and communities. To assist the community to cope as best as possible in the circumstances, it is important to build prior resilience and provide timely access to welfare support including shelter, food, clothing, financial assistance, psychosocial support, advice, and accommodation.

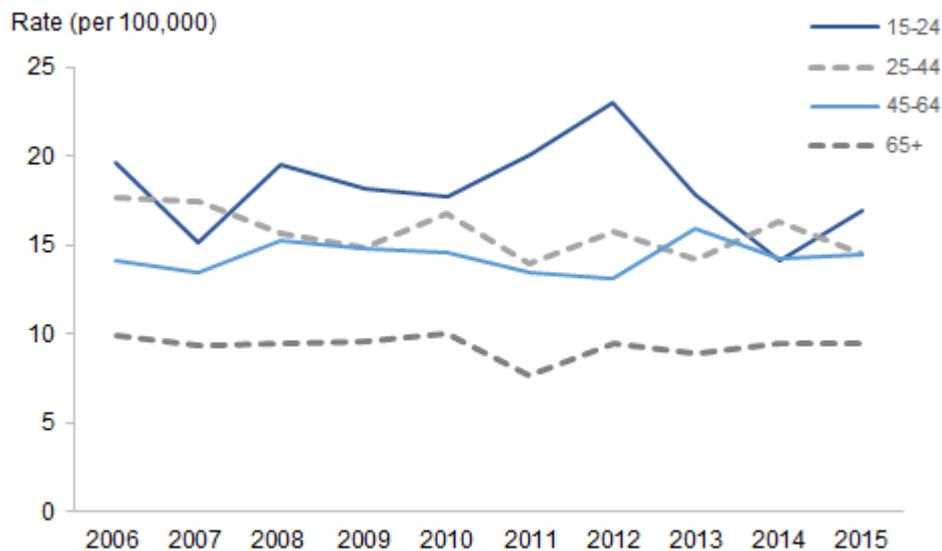
Successful delivery of welfare services in an emergency requires prior understanding of risks and community vulnerabilities to adequately reduce the risk, prepare for, respond to and recover from an emergency. This can only be achieved if welfare services arrangements are well planned and strong relationships among stakeholders are developed before an event.

*Potential work:*

- *Lead the planning and assist to deliver the Hamilton City Welfare response*
- *Support the CDEM work of building community resilience*
- *Lead the increase of capacity within Council to respond to an emergency*

#### 9. Suicide prevention for young people

The number of people who have taken their own lives in New Zealand is the highest since records began, with 668 dying by suicide in the past year. 2017 was the fourth year in a row that number has increased.



Provisional 2017 data shows that the subgroups of the New Zealand population with the highest suicide mortality rates in 2016/17 were: males, Maaori (compared with non-Maaori), male youth (those aged 20–24 years). Maaori males and Maaori youth showed particularly high suicide mortality rates.

To develop the Waikato DHB Prevention and Postvention Strategy, significant consultation occurred with the community.

*Potential work:*

- *Support the implementation of Waikato DHB Prevention and Postvention Strategy*
- *Support the improvement of suicide postvention across the city*
- *Ensure collaboration between central government initiatives and the youth sector*
- *Coordinate the Council response to suicide prevention (ie improving bridge designs)*

**Summary**

Eleven potential roles have been presented for Councillors to consider as focus areas for the team which will inform a Unit Work Plan. Two of these are population focused roles: Tangata Whenua and Pasifika; nine of these are based on strategic issues: New Communities/ Growth, Housing, Environment, Community Safety, Central City Activation, Civic Engagement, Sport & Active Recreation, Civil Defence and Resilience, and Suicide Prevention for Young People. Currently, staffing only allows for eight of these to be prioritised within the Unit Work Plan. Councillors will be given an opportunity to seek clarification, give feedback and rank their preferred options at the workshop on Monday 8 October.

# Community and Social Development Strategic Plan 2019-2022



## Introduction

The benefits of strong, healthy communities are well documented<sup>1</sup>. These communities are better at meeting their own needs and finding solutions to issues. Communities that are creative and future focused are vital to achieve an innovative economy.

The purpose of the Community and Social Development Unit is:

- To empower local communities to engage with Council, meet their goals and address complex issues, resulting in improved quality of life, health and wellbeing

The Community and Social Development Strategic Plan sets out Hamilton City Council's priorities for delivering Community Development services to the city. It consists of three goals that articulate the overall priorities for the Unit in their work for the city of Hamilton. In addition, there are also 11 outcome areas that provide a focus for the work that the team will do to ensure we deliver the goals. The goals are:

- 1. Diverse communities – Hamilton's diversity is celebrated, and we enable all our communities to reach their aspirations.**
- 2. Places and people – We work in partnership to achieve locally owned visions and goals.**
- 3. Community-led engagement – We support the community's ability to actively engage in Council decision making.**



## Background

Hamilton City Council (HCC) has provided Community Development services since 1972. By 1985, the Council had six full-time Community Development workers based around the city, alongside a Safer Communities Officer and a Recreation Officer supporting people with disabilities. Between 1996 and 2001, specialist Youth and Neighbourhood Advisors were contracted out to community organisations through a tendering process. In 2001, this arrangement was reviewed, and the contracting model was ceased.

Community Development services were reviewed in 2012. As a result, one advisory role was disestablished, bringing the team to current staffing levels of a Community and Social Development Manager, eight Community Advisors, a Funding Advisor, an Ethnic Development Advisor, a Disability Advisor and a Community Development Assistant.

<sup>1</sup> Department of Internal Affairs (2002). *A framework for developing sustainable communities.*

Successes of the Community and Social Development Unit in recent years include:

- The development of the Diversity Toolkit and the Pathways to Settlement poster and flyer which aim to help organisations and businesses wanting to engage with Hamilton's diverse communities.
- The development of the Age Friendly Plan for Hamilton and accreditation as New Zealand's first age friendly city.
- The development of the Disability Policy and Disability Action Plan has resulted in an increase in the level of staff awareness and customer improvements for disabled residents throughout HCC.
- Support to other areas of HCC for community engagement projects such as the Council election, Founders Theatre consultation, City Safety Survey and the award winning 'Fight the Landfill' waste review consultation.
- The development of Community Profiles and social well-being indicators for the city. These data sets have been useful to many groups within the Hamilton community for community decision-making and programme planning.

Annual surveys are sent to key stakeholders and in these, the Community and Social Development Unit has consistently scored in the exceptional performance range for customer satisfaction, with the average over the last seven years being 88.9% of customers being satisfied with the service provided. The latest 17/18 result was 94%.

The performance of the Community and Social Development Unit is viewed as strong. This Strategic Plan is about increasing the performance of the Unit further and ensuring that there is a clear direction from Council and alignment within the organisation on the strategic priorities for the Unit moving into the future.

During Council briefings in November 2017, preceding the 2018-28 Long Term Plan, elected members identified the need for the Community Development Unit to develop a clearer strategic direction, and to review how services were provided. An external consultant was engaged to review the work of the Unit and made a number of recommendations for developing a Strategic Plan. These were presented to and accepted by Council at the 17 April 2018 Community Services Committee. 18 recommendations were made in total and included the following:

- To lead a way of working inside Council which draws on community-led development as the preferred means of engaging with communities.
- Use the range of other strategies in the region to identify specific team focuses for the next three to five years.
- Identify specific neighbourhoods for focussed neighbourhood development over five years and tie those neighbourhood focuses to specific team roles.
- Keep the Ethnic Development Advisor and Disability Advisor roles as they are.

Following the review, a robust process was followed to develop a list of focus areas for the strategic plan. These were workshopped with elected members on 8 October 2018. After discussions with elected members and others, these have been refined and have guided the development of the goals and outcomes in the Community and Social Development Strategic Plan.

# Community and Social Development Strategic Plan 2019 – 2022

The Strategic Plan consists of three goals and 11 outcome areas that support Hamilton's communities. It sits alongside HCC's community grants schemes to increase the ability of communities to meet their own needs.

## Purpose:

- To empower local communities to engage with Council, meet their goals and address complex issues resulting in improved quality of life, health and wellbeing.

## Goals:

### 1. Diverse communities – Hamilton's diversity is celebrated, and we enable all our communities to reach their aspirations.

Strong communities provide all their members with the opportunities to achieve a good life. Providing people with opportunities to participate can help overcome disadvantage and create social inclusion. An inclusive community allows issues to be resolved and people to thrive despite differing views and interests. It also addresses specific barriers for certain populations, mitigating against disadvantage and exclusion. Hamilton is one of New Zealand's most diverse cities with 160 ethnicities and more than 80 languages being spoken in our community. Projections to 2038 show Maaori, Asian and Pacific peoples will be 50% of the population. The Disability Survey 2013 showed that 24% of the NZ population and 26% of the Maaori population live with a disability. In addition, a fast-growing population of older persons will require a greater emphasis on accessibility.

### 2. Places and people – We work in partnership to achieve locally owned visions and goals.

"...communities are the 'place' where institutions have the most practical effect on people's lives. They are the point in everyday life where the public sector, private sector and the voluntary sector meet and interact"<sup>2</sup>.

Research indicates that complex issues are better solved by local, self-reliant communities. Community Development practitioners work across a whole community (public sector, private sector and voluntary sector) to ensure that the right resources and partnerships are in place to enable a community to meet its own needs.

### 3. Community-led engagement – We support the community's ability to actively engage in Council decision making.

Understanding how local government works and assisting the community to participate in the local democratic process is a core role for a Community Development team. The work of the team is to build the capacity of the community to engage on civic matters but also to work within HCC to improve the organisation's ability to communicate with communities of interest on issues that affect them. Engagement should always be accessible and inclusive of all residents who want to participate.



<sup>2</sup> Department of Internal Affairs (2002). *A framework for developing sustainable communities*. p.6

**Outcomes:**

A series of outcomes have been developed to deliver the three goals of the Strategic Plan. The Unit and staff roles will be structured around the outcomes to ensure dedicated focus and accountability. In addition, Community Advisors will be expected to work together across the organisation to achieve the goals of the Strategic Plan.

HCC cannot deliver these outcomes alone, nor is it Council's role to deliver services to address these issues. The role of Council is to provide support and leadership in these areas, ensuring that appropriate partnerships and resources are in place to enable communities to work effectively.

*Tangata Whenua*

HCC upholds and values Maaori as tangata whenua and recognises the Treaty of Waitangi as the foundation for partnership and collaboration.

*Ethnic Development*

Hamilton is recognised as a city of prosperity and opportunity that is welcoming and inclusive for all ethnicities. It is a safe city where everyone can fully and equitably participate in the social, economic and civic life of the community.

*Disability*

Hamilton is a city where disabled people have equity of access, enabling them to participate in and contribute to community and civic life.

*Pasifika*

Pasifika communities are supported to thrive; to collectively address and meet their own needs.

*Social Housing*

HCC works with key partners to ensure people who live in Hamilton have access to safe, accessible, healthy and affordable housing.

*Sustainable Development*

HCC meets the environmental, economic, social and cultural needs of our city without compromising our environment for future residents.

*Community Safety and Resilience*

Hamilton is an attractive place to live where people feel safe. Our communities are prepared, can look after one another and recover during times of emergency.

*Youth Suicide Prevention*

Central government and local suicide prevention strategies are implemented in a coordinated way to ensure that this issue is addressed within our city. Youth at risk of suicide are supported to live full lives and contribute to our communities.

*Places of Growth*

HCC works with new and growing communities in Rototuna, Te Awa Lakes, Peacocke and Rotokauri to create vibrant, healthy and thriving local communities.

*Central City Activation*

Our central city is accessible, safe, attractive and prosperous.

*Civic Engagement*

Hamilton has increasing numbers of residents who participate in the democratic process, across all levels of the organisation.

**Reporting and Measures:**

The Unit will report regularly to the Community, Services and Environment Committee on progress in delivering the Strategic Plan. Progress on delivering the goals of the strategic plan will be reported annually, with the first report scheduled for November 2019. Additional reporting about each outcome area will be made every six months with an update on:

- What is happening to address the issues in this area?
- Who is working in this area (community organisations, central government agencies)?
- What are the gaps or needs?
- Current Council projects and initiatives to address these gaps

This will be accompanied by a range of measures that can be used to document trends, set targets and build a comprehensive picture of progress within each outcome area. Two types of measures will be provided: impact measures (reporting on outcomes) and activity measures (internal measures of the organisation's activities). Dates for initial reporting about the outcome areas are as follows:

April 2019: Ethnic Development and Disability

May 2019: Sustainable Development, Community Safety and Resilience

June 2019: Central City Activation, Tangata Whenua, Pasifika, Civic Engagement

August 2019: Youth Suicide, Social Housing, Places of Growth



# Council Report

<b>Committee:</b>	Community, Services and Environment Committee	<b>Date:</b>	11 December 2018
<b>Author:</b>	Mark Brougham	<b>Authoriser:</b>	Sean Hickey
<b>Position:</b>	Programme Manager - Analysis & Research	<b>Position:</b>	General Manager Strategy and Communications
<b>Report Name:</b>	Environmental Sustainability Initiatives Stocktake (January 2017-June 2018)		

<b>Report Status</b>	<i>Open</i>
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## Purpose

1. To inform the Community, Services and Environment Committee of the initiatives that have been undertaken by Hamilton City Council aligned to its sustainability principles.

## Staff Recommendation

2. That the Community, Services and Environment Committee receives the report.

## Background

3. In March 2016, staff were asked to develop a set of sustainability principles to be considered across all Council activities and to conduct an annual stock take to inform Council on progress in the area of sustainability.
4. In July 2016, the Council retired the Sustainable Hamilton Strategy and adopted a set of sustainability principles in its place.
5. The 11 Sustainability Principles are focused on environmental sustainability. An annual stock take report has been produced for the 2015 and 2016 calendar years outlining various environmental sustainability initiatives being undertaken to support the principles.
6. The most recent stock take report (Attachment 1) covers the 18-month period from January 2017 to June 2018. Future stocktake reports will be produced annually to align with financial reporting years (i.e. the next stock take will cover the period July 2018-June 2019).
7. At the 13 November 2018 Council briefing, staff advised that a number of government agencies (including Statistics New Zealand, Treasury, and the Department of Internal Affairs) are currently developing various 'wellbeing indicators' that will include measures of environmental sustainability/wellbeing.

8. Although this work is in its early stages, staff have had some engagement with these agencies and with the Society of Local Government Managers (SOLGM) to stress the importance of local-level measures, aligned to proposed changes to the Local Government Act.
9. Staff will ensure Committee Members are involved in the development of wellbeing measures (including sustainability measures) for Hamilton. It is anticipated that these measures will be reflected in future reports.

### **Sustainability Considerations**

10. The stock take is a key piece of work for monitoring the embedding of the sustainability principles into the Council's activities.

### **Cultural Considerations**

11. The Stock take for January 2017-June 2018 outlines various environmental initiatives undertaken by the Council. Although not detailed in the stock take report, a number of these initiatives have also included cultural input from Iwi and Mana whenua and consideration of the Waikato-Tainui Environmental Plan objectives and policies.

### **Financial Considerations**

12. The cost to produce this report was approximately \$12,000 of staff time. No external costs were incurred.

### **Attachments**

Attachment 1 - Stock take of HCCs Environmental Sustainability Initiatives- January 2017-June 2018

# Stocktake of Hamilton City Council's Environmental Sustainability Initiatives January 2017 - June 2018



11 December 2018

## The Stocktake and Hamilton City Council's 11 Sustainability Principles

Hamilton City Council (HCC) has prepared Stocktake reports that outline various key environmental sustainability initiatives it has undertaken for the 2015 and 2016 calendar years.

The stocktake of environmental sustainability initiatives outlined in this report covers the period January 2017 through to June 2018. Future stocktakes will be undertaken annually to align with July-June financial reporting years.

HCC resolved on 19 July 2016 to adopt a set of Sustainability Principles to underpin how sustainability is considered in HCC's decision-making processes and operations.

The 11 Sustainability Principles are outlined below:

<b>Sustainability Principle 1</b>	HCC includes environmental, economic, social, and cultural considerations in its decision-making criteria.
<b>Sustainability Principle 2</b>	HCC uses its position as a city leader to educate and influence the wider Hamilton community to embrace sustainability.
<b>Sustainability Principle 3</b>	HCC anticipates and acts to prevent or mitigate environmental degradation where there are threats of serious or irreversible damage.
<b>Sustainability Principle 4</b>	HCC works with central government to deliver on national greenhouse gas emission reduction targets and supports resilience to climate change in our communities.
<b>Sustainability Principle 5</b>	HCC promotes walking, cycling, public transport and other low carbon transport options.
<b>Sustainability Principle 6</b>	HCC works to improve the resource efficiency and health of homes, businesses and infrastructure in our city.
<b>Sustainability Principle 7</b>	HCC supports the use of renewable energy and uptake of electric vehicles.
<b>Sustainability Principle 8</b>	HCC ensures that it understands, prepares for and responds to the impacts of climate change.
<b>Sustainability Principle 9</b>	HCC is an integral part of regional efforts to restore and protect the water quality of waterways.
<b>Sustainability Principle 10</b>	HCC works with its communities to minimise the production of waste and maximise opportunities to recycle.
<b>Sustainability Principle 11</b>	HCC is an integral part of regional efforts to restore and protect biodiversity in Hamilton City.

In addition to using the Sustainability Principles to guide/facilitate its own processes and operations, they are also intended to guide HCC to assist in delivering a more sustainable Hamilton through its role as a:

- Regional leader.
- Provider of regulatory and planning functions.
- Provider of city infrastructure.
- Provider of public services.
- Good corporate citizen.

## The Annual Stocktake of HCC's Environmental Sustainability Initiatives

HCC has committed to embed the 11 Sustainability Principles into its operations/processes and to produce an Annual Sustainability Stocktake report that outlines various environmental sustainability initiatives being undertaken to support the principles. A number of the environmental sustainability initiatives outlined in this report are delivered in partnership with key stakeholders and the community.

The environmental sustainability initiatives undertaken by HCC are also associated to one of the **seven sustainability themes** shown below. HCC's focus in addressing each theme is also outlined.

- **Climate Change**
  - Reduce emissions from burning fossil fuels in line with New Zealand's target for the Paris Agreement.<sup>1</sup>
  - Prepare Hamilton for the impact of climate change and develop increased resilience to extreme weather events.
  - Increase afforestation to develop carbon sinks.
- **Energy**
  - More efficient use of energy through efficient subdivisions and buildings.
  - Promote building design that minimises energy use.
  - Replacing energy from fossil fuels with energy from renewable sources.
- **Transport**
  - Address carbon dioxide and greenhouse gas emissions from vehicles.
  - Greater focus on alternative transport options.
  - Minimise adverse impacts of transport activities on the environment.
- **Land Use**
  - Focus on densification strategies that support minimising distances for infrastructure and encourages alternative transport modes.
- **Biodiversity**
  - Focus on the protection and restoration of Hamilton's native biodiversity.
- **Water**
  - Management of Hamilton's rivers, streams, wetlands, gullies and other water resources to protect water quality against the impact of pollution.
- **Waste**
  - Focus on reducing waste, promoting recycling and reducing leachates, heavy metals and emission of greenhouse gases.

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<sup>1</sup> The Paris Agreement is the new global agreement on climate change. It was adopted by Parties under the United Nations Framework Convention on Climate Change (UNFCCC) on 12 December 2015. It commits all countries to take action on climate change. The Paris Agreement entered into force on 4 November 2016 and will take effect from 2020. This means New Zealand's commitments to reduce greenhouse gas emissions, our Nationally Determined Contribution (NDC), will apply from 2021. New Zealand's NDC is to reduce greenhouse gas emissions by 30 percent below 2005 levels by 2030.

## HCC’s Environmental Sustainability Initiatives Grouped by the 11 Sustainability Principles

### **Sustainability Principle 1: HCC includes environmental, economic, social, and cultural considerations in its decision-making criteria.**

The Sustainability Principles are gradually being embedded into the business of HCC’s key decision-making processes.

#### HCC’s Environmental Sustainability Initiatives that Support Sustainability Principle 1

Decision-Making Process	HCC’s Environmental Sustainability Initiatives
<b>Activity Management Plans</b>	<p>The Activity Management Plans (AMPs) inform the 10-Year Plan and Infrastructure Strategy Plan. The templates for AMPs ask report writers whether the particular service:</p> <ul style="list-style-type: none"> <li>• Has an impact that may cause environmental degradation? How is this impact managed or mitigated?</li> <li>• Promotes the use of low carbon transport options (walking, cycling, public transport)?</li> <li>• Improves resource efficiency? (lower energy use, use of renewable energy)?</li> <li>• Responds to the impact of climate change (manage flooding, greenhouse gas emissions)?</li> <li>• Restores or protects the water quality in waterways or does the service manage flow into waterways (stormwater)?</li> <li>• Minimises waste production and promotes recycling?</li> <li>• Restores or protects biodiversity in Hamilton (plants, animals)?</li> <li>• These questions are intended to prompt consideration of the 11 Sustainability Principles and how the activity contributes to these principles. The 2018-48 AMPs include this content.</li> <li>• Activity Management Plan development considers the Waikato-Tainui Environmental Plan objectives and policies and the review and consenting of water-related activities also seeks cultural input from Iwi and Mana Whenua.</li> </ul>
<b>Business Cases</b>	<p>The Business Case template is in the process of being reviewed and a sustainability section will form part of the new format.</p>
<b>Procurement</b>	<p>The Procurement Manual contains guidelines covering both environmentally sustainable procurement and the local impact of any procurement decision on the community.</p> <p>Sustainable procurement guidelines include reviewing opportunities for recycle or reuse, minimising packaging, biodegradable products, efficient use of energy and water, use of environmentally-friendly products, use of durable or repairable products, and use of high performing or longer life products.</p> <p>In addition, HCC use the ‘Sustainability Criteria’, which is a non-priced attributed that has a minimum 2.5 percent weighting for any procurement over \$100,000 in value. The ‘Sustainability Criteria’ look at any environmental accreditations the tenderer may have, any environmental or sustainability awards, the organisation’s</p>

	environmental or sustainability policy and philosophy and how that would be applied to the relevant contract.
<b>Council/Committee Reports</b>	<p>HCC's reporting template was reviewed in May 2017 and now includes a 'Sustainability Considerations' section. Although this section is optional, authors must consider, for decision-making reports, whether any option and/or recommendation impacts positively or adversely on the:</p> <ul style="list-style-type: none"> <li>• Quality of the environment; or</li> <li>• Foreseeable needs of future generations living in Hamilton.</li> </ul> <p>Report writers also need to consider how the issues/project(s) addressed in the report support the 11 Sustainability Principles.</p>

**Sustainability Principle 2: HCC uses its position as a city leader to educate and influence the wider Hamilton community to embrace sustainability.**

HCC seeks to engage and influence stakeholders' behaviour through a range of programmes.

**HCC's Environmental Sustainability Initiatives that Support Sustainability Principle 2**

Sustainability Theme	HCC's Environmental Sustainability Initiatives
<b>Climate Change</b>	<p>HCC provides annual funding of \$30,000 towards Enviroschools (Toimata). This programme supports children and young people to plan, design and implement sustainability actions.</p> <p>A strategy is being developed to make Hamilton Gardens carbon neutral by 2030, including indirect carbon offsets.</p>
<b>Biodiversity</b>	<p>The Community Volunteer Coordinator role at HCC supports community planting programmes by providing education about planting with local schools, community volunteer groups, businesses and residents, coordinates funds towards planting projects, provides restoration advice for park areas (not private land) and supplies plants for volunteers to plant in parks and reserves (not private land).</p> <p>HCC supplies the plants and coordinates an annual planting day (Arbor Day) at Waiwhakareke Natural Heritage Park. The long-term aim of Waiwhakareke is to reconstruct the natural forest, wetland and lake ecosystems present in pre-European times. An estimated 310,000 individual plants have been planted over the 14 years of Arbor Day, with some specimens now up to five metres in height.</p> <p>In 2016, 1,500 volunteers planted 20,000 plants. Arbor Day 2017 saw 12,000 native ecologically sourced plants planted at Waiwhakareke. For Arbor Day 2018, 17,600 native plants were planted on 1 June by over 1,600 people, with the theme being "Wetlands are Cool".</p> <p>Hamilton Zoo delivers multiple Zookeeper talks per day and has an educational department that focuses on educating people about animal and environmental conservation. Supporting educational material on animal and environmental conservation is also available on the Zoo's website <a href="http://www.hamiltonzoo.co.nz">www.hamiltonzoo.co.nz</a></p> <p>HCC acknowledges biodiversity in its catchment management planning. Integrative Catchment Management Plans interpret catchment requirements, including the protection and enhancement of biodiversity and are required to be implemented by developers.</p>

<p><b>Water</b></p>	<p>HCC is part of the Smart Water Programme, which is an initiative with Waikato District and Waipa District Councils' Shared Services that aims to change the way people think about and use water. HCC runs pre-summer awareness communication through media releases, radio advertising and the Smart Water website <a href="http://www.smartwater.org.nz/">http://www.smartwater.org.nz/</a></p> <p>HCC supports the Smart Water Education in Schools Programme, which aims to increase water literacy in young people.</p> <p><i>Smart Water Starts with You!</i> is a fun and interactive resource for teachers of year 5-8 students. The programme is used to teach students where their water comes from, why it is one of our most important resources and how to use it smarter.</p> <p>Refer <a href="http://www.smartwater.org.nz/educate/educate">http://www.smartwater.org.nz/educate/educate</a></p> <p>Information is available to property owners about their stormwater responsibilities to ensure environmental protection, flood hazard mitigation and prevention of the discharge of inhibitory/toxic/dangerous substances into the wastewater network.</p>
<p><b>Waste</b></p>	<p>HCC provides information to educate the public on the need and methods to reduce the amount of waste generated.</p> <p>A Sustainability Club for HCC staff was formed in February 2018 to improve HCC's internal environmental sustainability and to promote to staff what the organisation does sustainability-wise externally i.e. to 'practice what we preach'. Setting and actioning some 'stretch goals' will help to move the organisation towards a more sustainable direction.</p> <p>The Club emphasises the 'bottom-up' approach to harness staff enthusiasm to drive initiatives that are meaningful to them and in turn, provide sustained initiatives. Issues being addressed by the Sustainability Club include waste, recycling, water consumption, transport, energy usage and CO<sub>2e</sub> emissions. The Club also arranges lunchtime talks, events and activities for staff to attend on various sustainability issues.</p>

**Sustainability Principle 3: HCC anticipates and acts to prevent or mitigate environmental degradation where there are threats of serious or irreversible damage.**

HCC has a responsibility to protect the environment from any negative impacts that could result from its operations and development of the city. HCC fulfils this responsibility by the management of stormwater, wastewater, tradewaste discharges, air discharges and through the protection of biodiversity.

**HCC's Environmental Sustainability Initiatives that Support Sustainability Principle 3**

Sustainability Theme	HCC's Environmental Sustainability Initiatives
<p><b>Climate Change</b></p>	<p>HCC has a fully functioning and trained emergency response capability that can respond to flooding or spill events. Flooding is identified as being an 'emergency' within the Civil Defence Emergency Management Act 2002. Adverse effects of climate change also fall within the definition of an 'emergency'.</p>

<p><b>Land Use</b></p>	<p>The District Plan is one of the main tools for the sustainable land management of Hamilton and encourages densification, which supports sustainability through:</p> <ul style="list-style-type: none"> <li>• Minimising distances for water, waste and energy infrastructure.</li> <li>• Encouraging less use of cars, in favour of walking, cycling and using public transport.</li> <li>• Protecting the productive capacity of agricultural land.</li> <li>• Conserving native biodiversity in Hamilton.</li> </ul> <p>Large scale subdivision and development proposals are required to develop Integrated Catchment Management Plans (ICMPs) and Water Impact Assessments (WIAs) and to undertake development in accordance with approved plans and assessments. These plans and assessments detail how three waters are to be managed, including water-sensitive techniques. This is then used to determine what land requires protection, and what environmental mitigation options are appropriate. ICMPs also provide the basis for renewal and capital programmes that will prevent environmental degradation.</p> <p>Hamilton Park Cemetery complies with its air discharge consent and the requirement for five-yearly monitoring of mercury in the soil around the crematorium and in the water at the unnamed tributary of the Mangaone stream. HCC continues to carry out the required environmental testing and reporting to the Waikato Regional Council.</p> <p>HCC supports the development of various Master Plans, which take into account environmental factors.</p> <p>From 1920 to 2008, HCC provided landfills for the city's use at Rototuna, Cobham Drive, Willoughby and Horotiu. Although these landfills are now closed, HCC continues to manage these sites for leachate and gas discharges in line with the resource consents for the sites.</p>
<p><b>Biodiversity</b></p>	<p>HCC has various procedures in place for vegetation and tree removal to avoid damage to habitats, to protect riverbank stability and reduce erosion.</p> <p>HCC manages pest and predator control through various pest plant management programmes.</p> <p>As part of the Southern Links developments, an ecological monitoring plan was developed to address impacts on native birds, fish and animals (specifically bats) and to restore natural habitats.</p> <p>A major archaeological survey has been undertaken at the eastern end of Hamilton Gardens as part of the Wairere Drive extension.</p>
<p><b>Water</b></p>	<p>The city's wastewater network is continually monitored, and any overflows recorded.</p> <p>HCC reviews its contingency plans for managing unplanned events that could have a significant negative effect on the environment.</p> <p>An Inflow and Infiltration improvement programme is being undertaken to assist in network management.</p> <p>HCC continues to operate a Stormwater Bylaw and the Wastewater and Trade Waste Bylaws that provide guidance on discharges and enables HCC to enforce the rules in relation to discharges.</p>

**Water**

HCC carries out monitoring in accordance with a citywide monitoring plan and also undertakes ICMP assessments to ensure that its three waters activities are managed to avoid environmental degradation.

**Sustainability Principle 4: HCC works with central government to deliver on national greenhouse gas emission reduction targets and supports resilience to climate change in our communities.**

There are a number of areas that HCC can directly influence and support central government to deliver on national emission reduction targets. These are:

- Encouraging use of energy efficient lighting, particularly throughout public spaces.
- Encouraging businesses to be energy efficient and to minimise use of carbon-based energy where possible.
- Encouraging use of public transport.
- Encouraging use of alternative emission-free transport e.g. cycling, walking.
- Encouraging a walkable city to reduce emissions.
- Improved landfill management practices (including methane recovery).
- Planting and restoration to create carbon sinks.
- Reducing the amount of solid waste disposed on land.
- Reducing emissions from industrial and domestic wastewater handling.

The impact on climate change is a result of environmental sustainability initiatives delivered under the other Sustainability Principles.

**HCC's Environmental Sustainability Initiatives that Support Sustainability Principle 4**

Sustainability Theme	HCC's Environmental Sustainability Initiatives
<b>Climate Change</b>	<p>Replacement of Hamilton's streetlights with new energy efficient LED lanterns is underway. The NZ Transport Agency is funding \$4.7 million of the \$5.7 million cost of the first two stages of the project i.e. Melville and Glenview. These two stages are anticipated to be completed by the end of 2018, resulting in 13,000 streetlights being replaced and a 50 percent reduction in the energy usage over standard streetlights.</p> <p>HCC's contribution will pay for itself in the next few years through significant cost savings in lower maintenance and power consumption, estimated at around \$250,000 annually. The remaining ten stages of the project (including replacement of decorative and verandah lighting with LEDs) is still subject to funding approval. HCC gave careful consideration to the type and colour of the new LED lights due to increasing evidence that white light at night can have an environmental effect on insects and bats, while also having the potential to affect the day/night cycles of mammals i.e. the 'circadian rhythm'. The 'warm white' colour of the LED light selected, which looks slightly yellow in colour, has a lower environmental impact. LED lighting also provides a better quality of light and colour contrast, resulting in increased road user visibility and road safety.</p> <p>Waste minimisation is also a priority and specialised recyclers will ensure disposal of the old lights has no impact on landfill. Aluminum components are recycled into ingots for foundry applications, while the glass is separated and recycled into glass wool for home insulation.</p>

**Sustainability Principle 5: HCC promotes walking, cycling, public transport and other low carbon transport options.**

HCC works with the community and stakeholders to raise awareness of travel options and influences travel behaviour through plans, strategies and educational initiatives. Both Access Hamilton and the Biking Plan support alternative transport routes.

**HCC's Environmental Sustainability Initiatives that Support Sustainability Principle 5**

Sustainability Theme	HCC's Environmental Sustainability Initiatives
<b>Transport</b>	<p>HCC is a partner/stakeholder in the national Smart Travel carpooling website <a href="https://www.smarttravel.org.nz">https://www.smarttravel.org.nz</a>, a platform which allows commuters to match their travel plans with other people who are travelling to save time, money and reduce congestion. Due to technical and usability issues with the current platform, the national group is looking at potential replacements and the app has not so far been strongly promoted.</p>
	<p>HCC promotes the following programmes:</p> <ul style="list-style-type: none"> <li>• Love Your Bike Day, an annual cycling promotion event.</li> <li>• Cycle Safety Campaigns i.e. various programmes run by the Road Safety Coordinator.</li> <li>• Bike Hamilton - summer biking campaign.</li> </ul>
	<p>HCC contributes to the national cycle skills training framework development.</p>
	<p>HCC supports the Happy Feet Programme in preschools (targeting 3-5-year old children) that encourages caregivers to park and walk a short distance (the last 2-5 minutes of the journey) to the preschool, through the provision of resources, safe route maps and support for events.</p> <p>The Happy Feet programme aims to:</p> <ul style="list-style-type: none"> <li>• Promote 'active trips' to preschool as a safe, healthy and enjoyable transport option.</li> <li>• Help shape a healthier active future generation.</li> <li>• Raise an early awareness of the Walking School Bus programme.</li> <li>• Ease congestion at preschool gates.</li> <li>• Improve safety on the roads.</li> <li>• Assist in reducing air pollution.</li> </ul> <p>There are currently 24 centres participating in the programme.</p> <p>Refer the Happy Feet Programme website <a href="#">link</a></p>
	<p>HCC supports walking school buses with resources, safe route maps and support for volunteers. Thirteen buses are currently in operation.</p>
	<p>HCC has a Primary School Active Travel Co-Ordinator role supporting schools that promote active travel options.</p>

**Transport**

HCC has partnered with the NZ Transport Agency and the Waikato Regional Council to provide a collaborative approach to transport network management in Hamilton. The focus is to provide proactive management of the transport network, coordinate planned and unplanned events and incidents, provide better information to travelers, and optimise the network for sustainable multi-modal use.

As part of this process, a co-located operations room was established in the new Genesis Building on Bryce Street with City Safe and Civil Defence. This facility is only used by HCC's Transportation Unit for major events on the transportation network e.g. it was used during the recent SH1 closure of Kahikatea Drive, where staff coordinated traffic management, communications, detour routes, optimisation of traffic signals etc. It also coordinated updates to the public via social media and ATOC (Auckland Transport Operations Centre).

Such activities will reduce congestion and vehicle emissions, promote sustainable transport options such as walking and cycling, and promote low carbon transport modes such as electric vehicles.

HCC supports Government's intention to progress work and provide substantial funding (around \$75 million) towards a proposed start-up rail service between Hamilton and Auckland.

As part of its commitment to support the service, HCC has made land purchases (around \$6 million) in close proximity to 'The Base' retail complex to provide a rail station and a future park and ride facility. Government funding is dependent on approval of a Strategic Business Case and a Detailed Business Case. The indicative start date for the rail service is September 2019.

The \$7 million Western Rail Trail Cycleway was opened in April 2017 and is now an integral part of Hamilton's 150km biking network. The 2.7km off-road shared path connects the south-western suburbs of Hamilton with the city centre, using the rail corridor and is one of the key projects in Hamilton's Biking Plan. Almost 40,000 journeys were recorded in the first three months of opening. The Trail won the 'Big Bike Bling' Award at the 2017 'Bike to the Future' awards.

The \$1.8 million Hamilton Gardens underpass connecting through to Hamilton East was opened in October 2017 and has markedly improved pedestrian and cycle access in this vicinity.

Public transport facilities such as bus stops and shelters, accessible platforms, and bus priority at traffic signals are provided by HCC to promote and facilitate public transport as a sustainable mode of travel. Solar bus stop lights are currently being trialed.

The initiative known as 'Smart Hamilton' is underway to leverage innovation, technology and insight to serve our community by making Hamilton more liveable, optimise resources and create sustainable economic growth. Projects that form the programme include smart parking initiatives, electric vehicle (EV) charging stations, (EV charging is free at the Caro Street carpark, next to the municipal building) and online services to make it easier to do business with HCC.

<b>Transport</b>	HCC promotes Electric Vehicle (EV) uptake by enabling the rollout of fast charging stations, signage and promotion of events. A public website is also being developed to assist in the ongoing uptake and information provision about EVs.
	In association with HCC's electricity supplier Contact Energy, HCC trialed two EVs over a month commencing 16 March 2018. While there are currently no plans for HCC to purchase EVs, the trial allowed Council to understand the practical considerations of operating EVs and provided staff the opportunity to 'get behind the wheel' of this new technology.
	HCC provides staff with two bike sheds (located in the underground carpark - one on the upper level and one on the lower level). Bike stands are also provided at HCC's public buildings e.g. the main municipal building, WaterWorld, libraries etc.
	Five electric bikes and two kick scooters are available for staff to use for work-related trips/off-site meetings.
	Hamilton Zoo has implemented practices that reduce the use of vehicles for collection of vegetation for animal feed. In addition, there are three different sites across the Zoo that are planted with "browse-able" trees i.e. being "browse-able" means that the trees aren't toxic to animals.
<b>Land Use</b>	The Hamilton Urban Growth Strategy (HUGS) promotes sustainable city development through a balance of 'greenfield' and 'infill' development, with the target being 50 percent infill growth. HUGS has achieved 49 percent infill development between 2007 and 2018 (years ended June).
	New developments are required to provide an <a href="#">Integrated Transport Impact Assessment</a> as part of the consent process. These assessments show how particular developments affect the transport network.

**Sustainability Principle 6: HCC works to improve the resource efficiency and health of homes, businesses and infrastructure in our city.**

HCC uses a range of regulatory and educational tools to promote resource efficiency across the city. Within its own facilities, HCC has implemented an energy management programme and water demand programme to reduce water loss.

**HCC's Environmental Sustainability Initiatives that Support Sustainability Principle 6**

Sustainability Theme	HCC's Environmental Sustainability Initiatives
<b>Climate Change</b>	<p>HCC, through its Eco Design Advisor (EDA), provides a free service to any Hamilton resident by providing advice to help people improve the thermal performance of their building.</p> <p>The EDA also consults on water, waste and toxicity issues in buildings. A secondary role is to provide education to the public and industry through workshops on the following topics:</p> <ul style="list-style-type: none"> <li>• Energy reduction.</li> <li>• Thermal performance of homes.</li> <li>• Water, wastewater and stormwater.</li> <li>• Waste reduction.</li> <li>• Health and toxicity.</li> </ul>

<p><b>Climate Change</b></p>	<ul style="list-style-type: none"> <li>Green technologies e.g. the EDA is on the organising group of the New Zealand Green Building Council. Three events were held in Hamilton in 2017, with a further three planned for 2018.</li> </ul> <p>The EDA completed 485 customer interactions (in-home consultations) and held 49 Eco-workshops between January 2017 and June 2018. HCC does not charge consent fees for solar panel installations.</p> <p>The increasing use of e-Resources at the Libraries reduces the carbon cost and environmental impact of physical book production, distribution and disposal. Libraries now has a target of purchasing 30 percent of its collection in electronic format by 2020 and are well on their way to achieving this. The Central Library's temporary closure in November 2017 impacted the ability to monitor energy savings over the past year. Prior to the closure, Libraries was experiencing ongoing savings.</p>
<p><b>Energy</b></p>	<p>HCC continues to implement its in-house Energy Management Programme, which has been in place since 2001. The programme focuses on HCC's largest energy users and has resulted in millions of kilowatt hours of energy saved. Key focuses are monitoring and reporting of energy performance, selection of major energy using plant based on life cycle analysis and use of lower carbon energy sources where possible.</p> <p>The in-house Energy Management Programme will be updated in 2018/19 to include a Carbon Emissions Reduction Programme.</p> <p>HCC included energy efficiency in building design when carrying out seismic upgrades at the Water and Wastewater Treatment Stations. This involved occupancy sensor technology and changes in building fabric to minimise heat loss.</p> <p>City Waters successfully trialed a type of wastewater pump that is 'smart' and uses less electricity. The pump also reverses to reduce/clear blockages, which has saved staff callouts. After the successful trial, this type of pump was installed at another troublesome site. The primary benefit is clearing rags from the impellor to reduce callouts due to blockages, with energy efficiency a secondary benefit.</p> <p>As part of the upgrade of the Ruakiwi, Dinsdale and Hamilton South reservoir sites, 'solatubes' were installed for daytime lighting in the roof design of each building to reduce energy usage.</p> <p>Significant opportunity remains to improve energy efficiency in large buildings owned by HCC by shifting to demand responsive control systems and utilising cloud-based analytics to detect malfunctions of building systems and processes at an early stage. The Building Management System strategy is being updated to realise these benefits.</p> <p>Achievements in 2017 include better detection of malfunctioning building systems, business case approval of the city-wide LED streetlight upgrade, improved utilisation of biogas at the Wastewater Treatment Plant (displacing carbon rich natural gas), and specification of demand control for lighting and air-conditioning in the municipal office building, with a pilot trial completed in June 2018.</p> <p>As at July 2018, annual energy management savings were 6,893,000kWh, avoiding an estimated \$493,500 per annum in energy costs. This is referenced to a 2011/12 baseline. Two of the key contributors are:</p> <ul style="list-style-type: none"> <li>The use of bio-gas at the wastewater treatment plant to displace</li> </ul>

	<p>natural gas for heating.</p> <ul style="list-style-type: none"> <li>The partial upgrade of the city's streetlights to LED luminaires.</li> </ul>
<b>Transport</b>	<p>HCC partners with the NZ Transport Agency to align major roads (e.g. the Hamilton Ring Road and Waikato Expressway) to ensure they are designed to efficiently manage road traffic and minimise environmental impact.</p> <p>HCC uses GPS in its fleet cars to encourage/assist with fuel economy and emissions.</p> <p>Monitoring of fuel use and gas emissions has improved significantly due to improved reporting by the new third-party fleet management contract with Fleetpartners/Fleetsmart.</p> <p>Reports provide a number of comparisons of fuel consumption/gas emissions between the four participating local councils as part of the Waikato Local Authority Shared Services (WLASS) Joint Fleet initiative. Also included is a comparison with Fleetpartners national fleet averages by vehicle types and is intended to enable identification of excessive fuel use.</p> <p>The average fuel use by HCC's car and utility fleet for the year ended June 2018 was 9.98 litres per 100km, against a target of 10 litres/100km. The average fuel use by HCC's light truck fleet for the year ended June 2018 was 26.7 litres per 100km. Improvements in vehicle fuel efficiency and the ongoing turnover of older vehicles should see continued improvements in average fuel usage.</p>
<b>Land Use</b>	<p>All burial plots are dug to a depth to allow two casket burials and four ash interments to encourage more efficient usage of available land.</p>
<b>Biodiversity</b>	<p>Hamilton Gardens provides an environmental educational resource through the Sustainable Backyard Garden.</p> <p>All maintenance yard food scraps at Hamilton Gardens are composted in the Sustainable Backyard Garden worm bin. Kitchen waste from local restaurants is used in the Sustainable Backyard Garden and shredded paper is used in the chicken coop and then used as garden mulch.</p>
<b>Waste</b>	<p>HCC adopted Hamilton's second Waste Management and Minimisation Plan in April 2018, which includes a key focus on education and improving the kerbside rubbish and recycling service. This will comprise introduction of a new kerbside collection service to Hamilton homes (in July 2020) and the ability to recycle plastics 3-7, alongside the 1-2 already collected. The new service includes four bins that will have colour coded lids i.e. a smaller red lidded bin for general rubbish (120 litre), a 240 litre yellow lidded bin for recyclables, a smaller lime green lidded bin for food scraps and the existing crate for glass.</p> <p>HCC funds waste reduction and minimisation programs for our community through the annual \$50,000 contestable waste fund.</p>
<b>Water</b>	<p>The District Plan promotes efficient use of water through rules which require the incorporation of water efficiency measures such as low flow fittings for new developments and the use of non-potable water.</p> <p>Regular reviews are undertaken of the water balance and benchmarking against other municipal suppliers. HCC maintains population growth projections to assist with predicting associated water demand.</p> <p>HCC undertakes analysis of sector specific water use and appropriate</p>

<b>Water</b>	demand management interventions.
	A Smart Water Assessment Criteria and Certification Programme is undertaken to encourage water efficiency at commercial and residential developments.
	Water restrictions Level 1 - 4 are applied to manage water consumption and educate the public on water use.
	HCC undertakes a Mains Renewal Programme to maintain the infrastructure in good condition and mitigate potential water losses in the network.
	The Cemeteries bore water system has now been upgraded to provide a more sustainable irrigation option for the cemetery.
	Quality data is made available by HCC to assist third parties to reduce risk of damage to the water, wastewater and stormwater network.
	HCC uses sector-specific consumption targets and key performance indicators to manage water use.
	A Water Loss Programme is implemented across the water network to understand and manage network losses.
	Ongoing measurements are undertaken to provide an understanding of current average and peak water usage.
	Water conservation measures are in place for Turf Services at H3 sites - irrigation reduction and warm season grass type usage.
	Over the next three years Hamilton Zoo will be working on developing a plan for the ongoing management of stormwater and ponds. A monitoring programme of nutrient and microbial contamination of the Zoo's ponds will be a key component of this plan.
	HCC has progressed investigations into SMART water metering for existing commercial metered properties. This technology would provide the ability to better understand and manage water use as well as an opportunity to work collaboratively with high water users to minimise overall demand.
HCC has a Water Master Plan which sets the direction for supply of water into the future. Part of the Water Master Plan involves zoning the water network to allow better ability to track leakage and allows the water network to be operated more efficiently.	

### **Sustainability Principle 7: HCC supports the use of renewable energy and uptake of electric vehicles.**

HCC has initiatives that review the energy sources for its facilities. It is also working with partners to support infrastructure for the introduction of electric vehicles.

Electricity accounts for 68 percent of HCC's energy, of which 81 percent is generated from renewable energy i.e. New Zealand's electricity generation profile was 81% renewable for that year. HCC's remaining sources of energy supply are natural gas (26 percent) and fuel (6 percent). Collectively, this means that 55 percent of HCC's energy is from renewable energy and 45 percent from non-renewable energy. In comparison, 52 percent of HCC's energy was from renewable energy in 2012.

#### **HCC's Environmental Sustainability Initiatives that Support Sustainability Principle 7**

Sustainability Theme	HCC's Environmental Sustainability Initiatives
<b>Energy</b>	A major initiative that supports renewable energy uptake is the use of biogas generated from the digestion process at the Wastewater Treatment Plant. The biogas is used in a gas boiler and displaces natural gas that would otherwise be required. It can provide up to 95 percent of the site's heating requirements when biogas is in good supply. In addition, heat is recovered from the site's gas engine jacket water to further support heating requirements at site. HCC has also progressed an Optimisation and Efficiency Strategy at the Pukete Wastewater Treatment Plant to explore options in maximising renewable energy production onsite as well as exploring options to minimise energy consumption onsite.
	The \$10.7m refurbishment of the Waterworld Aquatic Centre that commenced in February 2018 will utilise electric heat pumps to control air temperature. This will displace the existing practice of hot water heating in the air heating circuits and in turn reduce natural gas usage by the boilers. Customers will see new heating, ventilation and air conditioning above the 25m, 50m and diving pools, new LED lighting above the 50m pool and new ceiling tiles.
	Lights in the Hamilton Gardens Information Centre, foyer and offices have been replaced with lower energy LED lights.
	HCC trialed two electric vehicles (EVs) during March 2018. While this was primarily intended to assess the compatibility of electric and hybrid vehicles with HCC driver expectations, it also enable Fleet Management to understand service-user reaction to the changed driving modes required with EVs.
	Fleet Management has participated in a number of discussions with WLASS councils and fleet advisors and the general view (supported by vehicle suppliers) is that the opportune time to invest in pure EVs (rather than hybrid types) will occur around 2019-2020 when battery technology reaches a point where the vehicle cost equates to a conventional fuel vehicle.
	A business case on EVs is to be carried out in 2018 to determine the best use of such vehicles in HCC's fleet.
<b>Transport</b>	An Electronic Vehicle charging station was installed in the Caro Street carpark in conjunction with WEL Networks. Discussions are also underway to install EV charging stations at Hamilton Lake and Hamilton Gardens. It is also proposed to have one overarching Licence that covers all EV charging sites that are located on HCC owned land. Traffic Signal lanterns have been replaced with LED lights to reduce power consumption and reduce maintenance requirements.

**Sustainability Principle 8: HCC ensures that it understands, prepares for and responds to the impacts of climate change.**

Climate change is a global phenomenon largely outside Hamilton's control. However, we must be aware of the implications of climate change on the city and prepare for the impacts of climate change events.

**HCC's Environmental Sustainability Initiatives that Support Sustainability Principle 8**

Sustainability Theme	HCC's Environmental Sustainability Initiatives
<b>Climate Change</b>	The District Plan addresses anticipated climate change impacts in Hamilton through flood hazard mapping. This mapping was based on detailed modelling that factored in climate change effects resulting from increased rainfall volumes and duration. Consideration of these matters during the resource consent process in relation to climate change adaption takes the form of identifying flood levels and overland flow paths and guiding development away from building areas that would be subject to frequent flooding.
	Structure plans determine the pattern of growth and are designed to improve sustainability outcomes through the inclusion of items such as transport corridor general location and hierarchy, public reserves and links, areas for preservation, protection or restoration/enhancement, and development intensities for residential or other activities.
	HCC's wastewater service is planning for climate change by exploring ways to manage the effects climate change will produce i.e. it is expected there will be an increase in the frequency of rainfall events, meaning we need to cater for the additional amount of stormwater that can enter into the wastewater network during such rain events.
	Integrated Catchment Management Plans are required to deal with predicted climate change of warmer temperatures and greater rainfall.
	Street tree species guidelines have been approved and include as a requirement that species selection of park and street trees now takes into account effects of climate change, particularly warmer summers.

**Sustainability Principle 9: HCC is an integral part of regional efforts to restore and protect the water quality of waterways.**

'Healthy Rivers' is a proposed Waikato Regional Plan change to give effect to the Vision and Strategy for the Waikato River and National Policy Statement for Freshwater Management. It aims to make water quality of the Waikato and Waipa rivers and their tributaries swimmable and safe for food collection over a period of 80 years and targets four contaminant types. HCC is currently assessing implications of the proposed water quality targets and how the city will need to respond to these targets.

Contaminate discharges to Hamilton's waterways must be managed to protect water quality and the waterway's ecological functions.

**HCC's Environmental Sustainability Initiatives that Support Sustainability Principle 9**

Sustainability Theme	HCC's Environmental Sustainability Initiatives
<b>Water</b>	Continue to protect riparian areas through the requirement to have esplanade reserves and strips along the Waikato River and lakes as part of subdivision and development.
	Programme of integrated catchment management plan development which includes assessment of stormwater contaminant loading and best practicable options for contaminant control.
	HCC regularly measures water quality in the Waikato River at 10 key points as it passes through the city. The water quality of Lake Rotoroa, Rotokaeo and Horseshoe Lake is also measured.

<b>Water</b>	Water quality in city streams is also measured after an event where it is deemed that it may cause adverse effects on the environment.
	On new development sites, HCC promotes stormwater soakage to ground to minimise runoff into the river.
	All treated water that enters the river from the wastewater network is managed to comply with resource consent conditions.
	Leachate is pumped from the city’s closed landfills and is then treated at the Wastewater Treatment Plant.
	HCC continues to maintain, renew and retrofit operational storage to the wastewater network to ensure dry weather overflows do not occur. Programmes of work to minimise wet weather overflows are also undertaken.
	The wastewater network has operational storage to reduce the likelihood of overflows.
	New stormwater ponds are designed to capture silt (and entrained heavy metals) to divert these materials away from waterways. In addition, the use of planted wetlands assists in reducing concentrations of nitrogen (nitrates) and phosphates, further enhancing water quality.
	HCC provides a wastewater system that is managed in a way that does not unduly impact on the environment by continuously improving asset condition assessment as well as predictive and preventative maintenance to ensure assets remain operational.
	Emergency and response plans are in place to manage any overflow, restore the service, and clean up the environment.
	Monitoring of the wastewater network and overflows are recorded and appropriate actions taken as required.
Actions that encourage restoration of gully systems support this filtering ability of Hamilton’s gullies and ultimately improves water quality in the streams that flow into the Waikato River. HCC undertakes restoration of gully systems to minimise erosion and impacts of sediment on water quality.	

**Sustainability Principle 10: HCC works with its communities to minimise the production of waste and maximise opportunities to recycle.**

HCC has a statutory responsibility to promote effective and efficient waste minimisation. Waste and volumes may be reduced through better waste minimisation techniques, new technologies, and a greater understanding of what may be recycled, what may be reused and changing our waste behaviours.

**HCC’s Environmental Sustainability Initiatives that Support Sustainability Principle 10**

Sustainability Theme	HCC’s Environmental Sustainability Initiatives
<b>Waste</b>	A Contestable Waste Minimisation Fund has been implemented and is now in its fifth year of operation. The Fund supports the vision and goals of the Waste Management and Minimisation Plan by promoting or achieving waste minimisation in Hamilton.

<b>Waste</b>	‘Fight the Landfill’ is HCC’s waste minimisation brand and householder and community education programme. The programme aims to inform the city about the impact of what residents put out on the kerbside each week and how it’s affecting the environment. It promotes waste minimisation through kerbside recycling collection and resource recovery at the Transfer Station and the Hamilton Organic Centre.
	Hamilton Park Cemetery entered into an agreement in 2015 with Speciality Metals Ltd in Christchurch to recycle remaining metals, with the consent of families. The payment for the recycling is donated to Canteen (which supports young people living with cancer).
	HCC is working with the site contractor to investigate how to increase the demand for the Hamilton Organic Centre products.
	Sludge produced from the wastewater treatment process (approximately 12,000 tonnes per annum) is transported to a vermicomposting facility where it is mixed with paper pulp, which is then laid in rows where it is left to break down and compost using worms.
	Regular servicing of aerated wastewater systems is used in areas at Hamilton Zoo not serviced by a sewer main to reduce contamination.
	The Hamilton Zoo works with an external provider that composts their hoof stock animal waste. The Zoo also provides visitors with reused maps and encourages these to be returned at the end of their visit.
	Libraries is extending their recycling practices to the public as well as staff areas, which commenced in 2018. This includes changing all bins to recycling bins (waste, paper, glass etc).
	At the Museum, the sorting of plastic, glass and paper for recycling is active practice. The printing of brochures is kept at minimal levels, with visitors encouraged to return unwanted brochures at the end of their visit. Biodegradable stickers are now produced for paid-entry exhibitions, meaning that if customers drop their sticker on the footpath after leaving the Museum, the sticker dissolves once it rains.
	There has been a shift to the use of eco-friendly products such as water-based paints in exhibition areas at the Museum.
	The Hamilton Gardens Café is phasing out single use plastics such as straws, cutlery and moving to more sustainable options.
	FMG Stadium Waikato sorts waste and recycles products at its events.
	There is ongoing promotion of the reducing waste to landfill initiative for the municipal building through use of worm bins and recycling options. Currently the municipal building has 15 worm bins. There is also a worm bin at the Wastewater Treatment Plant and two at the Duke Street depot. Concentrated liquid fertiliser from the worm bins is available to staff to purchase for use in home gardens.
	HCC requires contractors to dispose of any building materials/refuse in the most environmentally-friendly manner feasible.
	A Harvest Market Table for excess home garden produce of HCC staff is provided on the third floor of the municipal building. This encourages use of local food, low food miles and fresh food.
	A trial of recycling household batteries commenced in the municipal

<b>Waste</b>	<p>building in January 2018, with more than 16 kilograms diverted from landfill by June 2018. This service is paid for by donations from the Harvest Market Table (current costs are between \$5-\$7 per kilogram, based on the type of battery).</p> <p>Batteries are then taken to the 'Go Eco Waikato Environment Centre' in Frankton. From there they are collected by the South Waikato Achievement Trust who sort the batteries. Lithium batteries and silver button batteries are recycled, while alkaline batteries are encased in concrete to stop leaching into the environment.</p>
	<p>Since February 2017, tea bags for staff in the municipal building cafeteria are now purchased without a paper packet (and also without string/tag) to reduce waste at no additional cost.</p>
	<p>All used toner printer cartridges, drums and fusers are recycled as part of the Fuji Xerox New Zealand Ministry for Environment-accredited Product Stewardship Scheme (which achieves a re-use and recycling rate of over 99.5 percent for the equipment they receive).</p>

**Sustainability Principle 11: HCC is an integral part of regional efforts to restore and protect biodiversity in Hamilton City.**

Hamilton’s land area covers 11,080 hectares, of which 1,129 hectares (comprising 10.2 percent of the city’s land area) is open space owned and/or administered by HCC. Hamilton has an extensive network of gully systems that are important components of the city’s native biodiversity. The city’s natural areas include remnant forests and wetlands, significant nature areas and streetscape.

Protection of Indigenous biodiversity within Hamilton, managing any further loss to areas of biodiversity value and restoring and enhancing sites is critically important. At least 10 percent of remnant habitat cover is needed across a landscape in order to protect biodiversity and maintain the functions of ecosystems. Currently only 1.5-2.0 percent of Hamilton is covered by ecologically significant habitat.

**HCC’s Environmental Sustainability Initiatives that Support Sustainability Principle 11**

Sustainability Theme	HCC’s Environmental Sustainability Initiatives
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**Biodiversity**

A Local Indigenous Biodiversity Pilot Project process was developed in accordance with the Waikato Regional Policy Statement to provide the most appropriate combination of regulatory and non-regulatory tools to help restore and enhance Hamilton's biodiversity. The objective is to test a range of concepts, processes and tools for subsequent use to increase the level of biodiversity in Hamilton from 1.5-2.0 percent to 10 percent over time.

This is a partnership between HCC and the Waikato Regional Council and involves Tangata whenua, landowners, and other key stakeholders. The Pilot Project commenced in September 2016 and was completed in July 2018, with funding split between both councils. It was decided at the 30 October 2018 Community Services Committee meeting to continue and complete the Pilot Project.

Hamilton is one of the few cities in New Zealand that still supports a resident population of long-tailed bats. Project Echo aims to gather information on bat distribution throughout Hamilton. This project is supported by HCC, the Waikato Regional Council, the University of Waikato and the Riverlea Environment Society Inc.

HCC has procedures in place when removing trees to avoid damage to habitats e.g. Hamilton Gardens monitors bat activity prior to any large trees being felled or pruned.

Landcare Research is undertaking extensive surveys of wildlife and advising Hamilton Gardens on appropriate pest control measures.

HCC is a partner in Project Halo, which aims to bring native birds, such as tui and bellbirds, back into Hamilton. The 'Halo' is a ring drawn around Hamilton, which takes in key sites where tui breed. It has a radius of approximately 20km, as this is how far tui will fly to feed. Bellbirds have been sighted in Hamilton Gardens.

The Open Space Provision Policy provides input into the subdivision process, with developers required to plant street trees as part of their subdivisions, which HCC then monitors. HCC planted approximately 375 street trees between January 2017 and June 2018. The Open Space Provision Policy was reviewed and approved at the 7 June 2018 Community and Services Committee meeting.

Fish barriers are being removed throughout Hamilton as part of the Comprehensive Stormwater Discharge Consent held with the Waikato Regional Council. Eighteen fish barriers have been identified for further action. Removal will be a long-term project, with 2-3 being removed per year. Some of the work required to remove the barriers is quite extensive and costly. It is not just a matter of removing obstructions, but design and construction of structures or in some cases lowering of culverts.

Noxious weeds (e.g. woolly nightshade) are also regularly removed from HCC's waterways.

HCC, with support from WRC Project Watershed, has been undertaking extensive gully restoration in Mangaiti Gully and Mangaonua Gully with 50,000 plants being planted this season.

Regeneration of native vegetation within Hamilton Park Cemetery Gully Areas occurs through an ongoing programme.

<p><b>Biodiversity</b></p>	<p>HCC continues to restore the 65.5-hectare Waiwhakareke Natural Heritage Park and implement the Management Plan. Working with its partners, 33.5 hectares of the park have been planted in eco-sourced native plants to date. HCC has approved extending Waiwhakareke Natural Heritage Park by a further 5.1 hectares in the north-eastern corner, protecting more land for ecological restoration in perpetuity.</p> <p>A habitat assessment of the Mangakotukutu Gully is being undertaken. This includes ecological assessment for the wider gully network and will identify concept restoration projects.</p> <p>Hamilton Zoo has an active breeding programme that contributes to New Zealand's fauna conservation.</p>
<p><b>Good Corporate Citizen</b></p>	<p>HCC promotes ecological restoration through growing plants for the city from eco-sourced seeds at the Hamilton Gardens nursey.</p> <p>HCC's Community Planting Programme is often supported through the staff Community Day Scheme, where many staff volunteer to plant trees.</p> <p>Honey Bee project – 45 hives are installed on three Council sites (Hamilton Zoo, Hamilton Gardens and the Taitua Arboretum). Each hive comprises around 45,000 bees. Hamilton Gardens receive a consignment of honey for bees hosted on site. This is then labelled with Hamilton Gardens label and sold in the café. All profits go to Hamilton Gardens.</p> <p>Hamilton Gardens has partnered with the New Zealand Tourism Sustainability Commitment, which aims to see every New Zealand tourism business committed to sustainability by 2025. To deliver on this, the Gardens must achieve ambitious economic goals while sharing the overwhelming benefits with supportive host communities, contributing to restoring, protecting and enhancing their natural environment, and continuing to be a high-quality destination of choice for domestic and international travelers. Refer the Sustainable Tourism <a href="#">website</a> for further information.</p>