

Notice of Meeting:

I hereby give notice that an ordinary Meeting of the Economic Development Committee will be held on:

Date: Tuesday 9 September 2025
Time: 9:30 am
Meeting Room: Council Chamber
Venue: Municipal Building, Garden Place, Hamilton

Lance Vervoort
Chief Executive

Economic Development Committee

Komiti Oohanga Whakatupu

OPEN AGENDA

Membership

Chairperson Cr Ewan Wilson
Heamana

Deputy Chairperson Cr Maria Huata
Heamana Tuarua

Members	Mayor Paula Southgate	Cr Kesh Naidoo-Rauf
	Deputy Mayor Angela O'Leary	Cr Andrew Bydder
	Cr Anna Casey-Cox	Cr Geoff Taylor
	Cr Maxine van Oosten	Cr Sarah Thomson
	Cr Moko Tauariki	Cr Emma Pike
	Cr Louise Hutt	Cr Tim Macindoe
	Vacancy	

Quorum: A majority of members (including vacancies)

Meeting Frequency: Two monthly

Amy Viggers
Mana Whakahaere
Governance Lead

29 August 2025

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Purpose

The Economic Development Committee is responsible for:

1. Governance of Hamilton's economic agenda and investment development opportunities consistent with Council's vision for the city and to enhance the wellbeing of Hamiltonians.

In addition to the common delegations on page 10, the Economic Development Committee is delegated the following Terms of Reference and powers:

Terms of Reference:

2. To drive and enhance Hamilton's economic position by actively promoting Hamilton.
3. To promote investment and business attraction opportunities for Hamilton and the greater Waikato region.
4. To provide advice on strategic initiatives, plans, projects and potential property developments that have a material impact upon the Hamilton economy.
5. To develop, review and monitor the implementation of the Economic Development Agenda.
6. To recommend funding levels for service contracts with Business Improvement District(s), Hamilton and Waikato Tourism and Te Waka, and any others subject to funding approval by Council through the Councils long-term plan process, and approve said contracts with relevant third parties.
7. To monitor the performance and provide guidance on Council's relationship with key stakeholders including, but not limited to Te Waka, Hamilton Waikato Tourism and the Hamilton Central Business Association.
8. To monitor the performance of Council's major event venues operation (H3).
9. To review and monitor the implementation of Council's Event Sponsorship Policy.
10. To approve annual Event Sponsorship funding applications and monitor any grants made to external organisations under the terms of the Event Sponsorship Policy.
11. To support and assist with efforts for external partnerships on Council projects that will provide economic development opportunities for Hamilton and the region.
12. To develop and monitor policy related to the appointment and remuneration of directors of CCOs, CCTOs, and COs.
13. To provide clear direction to Council's CCOs, CCTOs, and COs on Council's expectations, including feedback on draft statements of intent.
14. To receive six-monthly reports of Council's CCOs, CCTOs, and COs, including on board performance.
15. To undertake any reviews of CCOs and CCTOs and agree CCO/CCTO-proposed changes to their governance arrangements
16. To develop policy, approve and monitor implementation of plans and strategies in relation to the performance of Council's investments in the Municipal Endowment Fund and strategic property.

The Committee is delegated the following powers to act:

- Approval of event sponsorship applications annually in accordance with the Event Sponsorship Policy.
- Approval of letters of expectation for each CCO, CCTO, and CO.

- To provide feedback on draft statements of intent for each CCO, CCTO, and CO.
- Appointments to, and removals from, CCO, CCTO, and CO boards
- Approval of proposed major transactions or constitutional adjustments of CCOs, CCTOs, and COs.
- Approval of acquisition or sale or lease of properties owned by the Council or owned by the Municipal Endowment Fund consistent with the Municipal Endowment Fund Investment Policy, for any endowment properties. Note that if the Mayor and Chair consider that a final decision is more appropriately made by Council due to its significance, they may direct that and decision remains recommendatory, requiring ratification by Council.

The Committee is delegated the following recommendatory powers:

- Approval or otherwise of any proposal to establish, wind-up or dispose of any holding in, a CCO, CCTO, or CO.
- The Committee may make recommendations to Council.
- The Committee may make recommendations to other Committees.

Recommendatory Oversight of Strategies:

- Economic Development Agenda
- Tourism, Events and Visitation Strategy

Recommendatory Oversight of Policies and Bylaws:

- *Appointment and Remuneration of Board Members of COs, CCOs, and CCTOs Policy*
- *Event Sponsorship Policy*
- *Freeholding of Council Endowment Land Policy*
- *Municipal Endowment Fund Policy*
- *Business Improvement District (BID) Policy*
- *International Relations Policy*

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1 Apologies – *Tono aroha*

2 Confirmation of Agenda – *Whakatau raarangi take*

The Committee to confirm the agenda.

3 Declaration of Interest – *Tauaakii whaipanga*

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 – *Aatea koorero*

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 five 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 6699.

Council Report

Committee: Economic Development Committee

Date: 09 September 2025

Author: Stephanie Goss

Authoriser: Michelle Hawthorne

Position: Governance Advisor

Position: Governance and Assurance Manager

Report Name: Confirmation of the Economic and Development Committee Open Minutes - 29 July 2025

Report Status	<i>Open</i>
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Staff Recommendation - *Tuutohu-aa-kaimahi*

That the Economic Development Committee confirms the Open Minutes of the Economic Development Committee Meeting held on 29 July 2025 as a true and correct record.

Attachments - *Ngaa taapirihanga*

Attachment 1 - Economic Development Committee Unconfirmed Open Minutes - 29 July 2025

Economic Development Committee

Komiti Oohanga Whakatupu

OPEN MINUTES

Minutes of a meeting of the Economic Development Committee held in Council Chamber, Municipal Building, Garden Place, Hamilton on Tuesday 29 July 2025 at 9:30am.

PRESENT

Chairperson <i>Heamana</i>	Cr Ewan Wilson
Deputy Chairperson <i>Heamana Tuarua</i>	Cr Maria Huata
Members	Cr Anna Casey-Cox Cr Maxine van Oosten (Via Audio-Visual) Cr Moko Tauariki Cr Louise Hutt (Via Audio-Visual) Cr Kesh Naidoo-Rauf Cr Andrew Bydder Cr Geoff Taylor Cr Sarah Thomson Cr Emma Pike Cr Tim Macindoe
External Presenters in Attendance	Barry Harris, Mark Morgan and Scott Kendall – Waikato Regional Airport Limited Nicola Greenwell – Hamilton Waikato Tourism

The meeting was opened with a karakia.

- 1. Apologies – *Tono aroha***
Resolved: (Cr Wilson/Cr Macindoe)
That the Economic Development Committee accepts the apologies for absence from Mayor Southgate (Council Business) and Deputy Mayor O’Leary and for lateness from Cr Tauariki.
- 2. Confirmation of Agenda – *Whakatau raarangi take***
Resolved: (Cr Wilson/Cr Casey-Cox)
That the Economic Development Committee confirms the agenda noting that the late attachments for Item 7 (External Agencies and CCO Reporting) is accepted. These were circulated to Members prior to the meeting under separate cover.
- 3. Declarations of Interest – *Tauaakii whaipaaanga***
No members of the Council declared a Conflict of Interest.

4. Public Forum – Aatea koorero

No members of the public wished to speak in the Public Forum.

5. Confirmation of the Economic and Development Committee Open Minutes - 22 May 2025

Resolved: (Cr Pike/Cr Naidoo-Rauf)

That the Economic Development Committee confirms the Open Minutes of the Economic Development Committee Meeting held on 22 May 2025 as a true and correct record.

6. Chair's Report

The Chair highlighted good economic news regarding the confirmation of the University of Waikato's medical school, international airport flights and the ongoing work for the new hotel developments.

Resolved: (Cr Wilson/Cr Taylor)

That the Economic Development Committee receives the report.

7. External Agencies and CCO ReportingWaikato Regional Airport Limited

Representatives from Waikato Regional Airport Limited spoke to their presentation highlighting future developments, financial performance, Pyper Vision, outlook on economic risks, Jetstar and an Air New Zealand update. They responded to questions from Members concerning flight demands, investment in property, strategic review, improving commercial land value, maximising economic benefits, runway designation, customer experience, property strategy and future acquisitions.

Hamilton and Waikato Tourism

A representative from Hamilton Waikato Tourism spoke to their presentation in particular the growth in market share, the increase in online views and the Get Lost marketing campaign. They responded to questions from Members concerning customer feedback, Te Huia advertising collaboration, Australian activation, collaboration with Waikato-Tainui and public perceptions of safety.

Resolved: (Cr Macindoe/Cr Huata)

That the Economic Development Committee:

- a) receives the report;
- b) receives the Waikato Regional Airport Limited year-end report 1 July 2024 to 30 June 2025; and
- c) receives the Hamilton and Waikato Tourism Limited year-end report 1 July 2024 to 30 June 2025 (**Attachment 3**).

Cr Tauariki joined the meeting (9.50am) during the discussion of the above item. He was present when the matter was voted on.

The meeting was adjourned from 10.57am to 11.10am.

8. General Manager's Report

The General Manager Strategy, Growth and Planning spoke to the report and highlighted the economic benefit of the new medical school and the cost benefit. Staff responded to questions from Members concerning the proposed increased number of meetings with businesses and the potential to increase parking around the hospital.

Resolved: (Cr Bydder/Cr Macindoe)

That the Economic Development Committee receives the report.

9. Strategic and General Update

The Unit Director Commercial & Analytics spoke to the report in particular the expansion and retention of particular businesses, the recently published Hamilton Economic Report 2024, economy resilience and unemployment rates. The Business Growth Advisor and the Business Relationship Advisor spoke to the report in particular the Make it here project, the economic insights, a multidimensional view of the economy and business engagement. The General Manager Destinations spoke to the report in particular the destinations summary on how they are tracking for the year, visitation numbers, paid admission into the Gardens and the work Hamilton Waikato Tourism is doing. Staff responded to questions from Members concerning the benefits of the Economic Report's in depth analysis, Hamilton consenting activity, collaboration with different teams, Techweek25, impact of migration, funding, interest from health technology businesses, labour shortfall, the business events pipeline, flight and visitor destinations packages, visitor numbers growth and future marketing plans.

Resolved: (Cr Huata/Cr Tauariki)
That the Economic Development Committee receives the report.

10. Strategic Property Update - July 2025

The Strategic Property Manager provided an update on the result of the Municipal Endowment Fund return, Bridge Housing, Templeton and Area Q. Staff responded to questions from Members concerning the proposed additional rooms for Area Q and public notification of consenting.

Resolved: (Cr Wilson/Cr Casey-Cox)
That the Economic Development Committee receives the report.

11. Resolution to Exclude the Public

Section 48, Local Government Official Information and Meetings Act 1987

Resolved: (Cr Wilson/Cr Taylor)
That the public be excluded from the following parts of the proceedings of this meeting, namely consideration of the public excluded agenda.

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

General subject of each matter to be considered	Reasons for passing this resolution in relation to each matter	Ground(s) under section 48(1) for the passing of this resolution
C1. Confirmation of the Economic and Development Committee Public Excluded Minutes - 22 May 2025) Good reason to withhold) information exists under) Section 7 Local Government) Official Information and) Meetings Act 1987	Section 48(1)(a)
C2. Strategic Property Update - July 2025		
C3. Strategic Issues Update (Public Excluded Matters)		

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

the proceedings of the meeting in public, as follows:

Item C1.	to prevent the disclosure or use of official information for improper gain or improper advantage	Section 7 (2) (j)
Item C2.	to enable Council to carry out commercial activities without disadvantage	Section 7 (2) (h) Section 7 (2) (i)
Item C3.	to enable Council to carry out negotiations to avoid the unreasonably, likely prejudice to the commercial position of a person who supplied or is the subject of the information	Section 7 (2) (b) (ii)

The meeting moved in the Public Excluded session at 12.20pm.

The meeting was declared closed at 1.48pm.

Council Report

Item 6

Committee: Economic Development Committee

Date: 09 September 2025

Author: Stephanie Goss

Authoriser: Michelle Hawthorne

Position: Governance Advisor

Position: Governance and Assurance Manager

Report Name: Chair's Report

Report Status	Open
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Recommendation - *Tuutohu*

That the Economic Development Committee receives the report.

Attachments - *Ngaa taapirihanga*

Attachment 1 - Chair's Report - 9 September 2025



Chair's Report

Chairperson's Report – Economic Development Committee

Introduction

Well, this is my last meeting as Chair of the Economic Development Committee and, indeed, nearly my final meeting as an elected member of Hamilton City Council. Over the past 24 years, I have had the privilege of serving this city for 18 years, and it has been one of the most fulfilling and rewarding experiences of my life. I have been proud to play a role in the decision-making framework that has guided Hamilton through a period of extraordinary growth and transformation.

A particular highlight for me has been my involvement in the economic development space—first as Chair back in the early 2000s, then as Deputy Chair, and most recently as Chair of this Committee over the last triennium. I want to acknowledge and thank all my colleagues, staff, and partners for their support and collaboration.

I am especially proud of the work we have done together with the Municipal Endowment Fund. This \$50 million investment fund has become a critical tool for ensuring Hamilton's long-term prosperity. Our ability to attract two new hotels will play a significant role in strengthening our visitor economy, underpinning the success of Claudelands as a conference and events hub, and fuelling wider economic activity.

If there is one area where I believe more work is urgently needed, it is our role as a shareholder in Hamilton International Airport. Successive councils and chief executives have been reluctant to properly review and modernise the shareholder agreement. While we should all be proud of the airport's achievements—re-establishing international services and domestic jet flights—I remain disappointed that, despite being a 50% shareholder, Hamilton City is constrained in asserting its rightful influence over the strategic direction of the airport. The shareholder constitution is outdated and in my view urgently needs reform.

Outcomes-Based Approach

At the start of this triennium, we introduced a deliberate outcomes-based approach to our work programme. For each area of focus, targeted outcomes were set and tracked. I am proud to say that the majority of these outcomes have been met—or in many cases, exceeded—over the past three years.

This approach has helped us ensure accountability, measure success, and maintain focus on delivering tangible results for our community. I strongly advocate that this Committee, and indeed future councils, continue with this methodology. Clear targets, supported with appropriate resourcing, tools, and funding, give us the best chance of ensuring that Hamilton continues to thrive.

Meaningful Economic Impact

This Committee has overseen a wide range of work programmes that have created real and lasting economic impact for Hamilton and the wider Waikato. Highlights include:

Strategic Property

- Delivering positive outcomes for Council and the community through the management of the \$50 million Municipal Endowment Fund and \$23 million in strategic property assets; and
- Supporting projects such as the Templeton Development, the Mistry Centre / Pullman Hotel, and Hinemoa Apartments.

Tourism, Events, and Visitation

- Managing venues and attractions that activate our city socially, provide employment, and showcase Hamilton on the world stage;
- Hosting major international and national events, including the FIFA Women's World Cup, All Blacks, NRL and NRLW Warriors, Black Caps, White Ferns, and the New Zealand Darts Masters;
- Playing a key role in restarting international flights and supporting domestic jet services at Hamilton Airport; and
- Providing financial backing to Hamilton & Waikato Tourism to strengthen our regional visitor economy.

Sustainable Communities

- Driving the Central City Transformation Plan in partnership with the Hamilton Central Business Association.
- Streetscape improvements in Victoria Street, Hood Street, and Garden Place.
- Partnering with MADE on further improvements.
- Encouraging significant private investment in the central city, including the Waikato Regional Theatre, Union Square, and major commercial redevelopments.
- Supporting industrial and greenfield development in Ruakura and Rotokauri Northwest, and working alongside Waikato-Tainui on the Ruakura Superhub to deliver economic, community, and environmental outcomes.
- Progressing the Eastern Transport Corridor design to support growth.

Economic Development

- Undertaking nearly 300 face-to-face meetings with businesses this triennium, positioning Council as a trusted partner and gaining real-time insights to inform policy.
- Promoting Hamilton as a city of choice for investment, attracting new businesses, and supporting expansions.
- Initiatives such as "Winning from the Waikato," Tech in the Tron, and the "Make it Here" project at the airport.
- Supporting growth at Ruakura and Waikato Innovation Park.
- Strengthening partnerships across the region through the Regional Economic Development Group and Future Proof working group.

Exciting Potential

Looking ahead, I see enormous potential for this Committee's work programmes to continue advocating for our businesses and communities at the local, sub-regional, and regional level.

The recent **Systems Improvement Bill**, released on 15 July 2025, is particularly important. By enshrining “support for local economic growth and development” as a core purpose of local government, it acknowledges what many of us have long believed: councils have a vital role to play in enabling prosperity. Hamilton is well-placed to demonstrate leadership in this space.

I encourage future councils to build on the progress we have made, to continue resourcing this work properly, and to be bold in their ambition for Hamilton. We are uniquely positioned to support our community’s aspirations and to shape an economy that delivers real benefits for our people.

Closing Reflections

As I step away from public office, I want to thank everyone who has worked alongside me over the years—fellow elected members, staff, stakeholders, and our community. It has been an honour and a privilege to serve.

Hamilton is a city of enormous promise. We have proven that with vision, collaboration, and courage, we can achieve extraordinary things. I leave with pride in what has been achieved, confidence in the foundations we have laid, and optimism for what lies ahead.

Finally, I want to extend my personal thanks to my Deputy Chair, **Maria Huata**, for her support and commitment to this Committee. My sincere thanks also go to **Blair Bowcott**, General Manager, for his leadership, and to **James, Stephanie, and Amy** from the Governance team for their professionalism and invaluable assistance throughout this triennium.

And a special word of thanks to **Mike Bennett**, Manager of Economic Development. Mike, I have greatly appreciated your leadership, your willingness to challenge me, and your passion for everything aeroplanes. Your energy and drive have been an asset to this Committee and to the city.

Ngā mihi nui,

Cr Ewan Wilson

Chairperson, Economic Development Committee

Hamilton City Council

Council Report

Item 7

Committee: Economic Development Committee

Date: 09 September 2025

Author: Blair Bowcott

Authoriser: Hannah Windle

Position: General Manager Strategy, Growth and Planning

Position: Unit Director Strategic Planning & Advocacy

Report Name: General Manager's Report

Report Status	Open
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Purpose - *Take*

1. To inform the Economic Development Committee on progress of the targeted outcomes detailed in the Economic Development Agenda for the current Triennium.

Staff Recommendation - *Tuutohu-aa-kaimahi*

2. That the Economic Development Committee receives the report.

Executive Summary - *Whakaraapopototanga matua*

3. This report provides the regular outcomes tracker (**Attachment 1**), as per the outcomes and plans for our economic agenda for this Triennium noted at the 16 March 2023 Economic Development Committee meeting (see [here](#), Item 6).
4. The outcomes tracker ensures the accountability and measurement of tasks is clear, and reflects the purpose of the Committee:
 - i. 'Governance of Hamilton's economic agenda and investment development opportunities consistent with Council's vision for the city and to enhance the wellbeing of Hamiltonians'.
5. At this, the final meeting of the year – and the Triennium – I will take the opportunity reflect on the past three years and look to the future. I will consider what the next phase for Council might look like in the economic development space and what resourcing might be required.
6. This will take the form of a verbal update.
7. Staff consider the decisions in this report have low significance and no known risk, and that the recommendations comply with Council's legal requirements.

Discussion – *Matapaki*

Targeted outcomes

8. The outcomes tracker (**Attachment 1**) has been updated from the 29 July 2025 report, highlighting outcomes that have been achieved as well as those that are ongoing.

9. The economic development programme is on track to conduct 95 in-depth sessions with business leaders this year, exceeding the target of 75.
10. Several strategic property outcomes have been achieved, including successful agreements with commercial accommodation providers as well as the deployment of the Municipal Endowment Fund for the Hinemoa Affordable Housing development.
11. The economic impact of successful tourism, events and visitation outcomes continue to be felt across the city, particularly the recent All Blacks test match versus France.

Financial Considerations - *Whaiwhakaaro Puutea*

12. There are no financial implications in relation to the information provided in this report.

Legal and Policy Considerations - *Whaiwhakaaro-aa-ture*

13. Staff confirm that recommendation complies with the Council's legal and policy requirements.

Risks - *Tuuraru*

14. There are no known risks associated with the decision sought by this report.

Strategic Considerations - *Whaiwhakaaro-aa- rautaki*

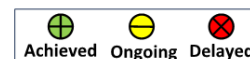
15. Everything we do is aimed at improving the wellbeing of Hamiltonians. Council has been working alongside our community to understand what people in our city want the future of Hamilton Kirikiriroa to look like as represented by our five priorities.
16. The promotion of the social, economic, environmental, and cultural wellbeing of communities in the present and for the future is expressed through Council's key strategies.
17. The proposed recommendation will align with Council key documents, as identified in the Governance Structure, in the following ways:

Significance and Engagement Policy	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. Given the low level of significance determined, the engagement level is low. No engagement is required.
He Pou Manawa Ora - Pillars of Wellbeing	Staff have considered He Pou Manawa Ora and determined that there are no specific or relevant outcomes applicable to this report.
Our Climate Future Te Pae Tawhiti o Kirikiriroa	There are no known climate risks or adaptation opportunities associated with the matters discussed in the report.
Disability Action Plan	Staff have considered the Disability Action Plan and determined that there are no specific or relevant goals applicable to this report.

Attachments - *Ngaa taapirihanga*

Attachment 1 - Outcomes Tracker - September 2025

2025 Targeted Outcomes – 9 September Update





Strategic Property



Commercial Accommodation

- VOTR Templeton Hotel Development 
 • Unconditional contracts and ongoing development project
 Pullman Hotel Development 
 • Agreements to support hotel operations

Municipal Endowment Fund (MEF)



- Deployment of Capital 
 • Hinemoa Affordable Housing Development 
 • Investment of further \$15M in viable project(s)

Strategic Property



- LTP Asset Sales Programme 
 • Implementation and sales
 Manage Council-owned sites identified for development 
 • Opoia Paa Carpark, Heaphy/Brooklyn, Artpost,

Tourism, Events and Visitation




H3 Venues

- Generate visitation and social activation through our venues 
 • All attendance targets are on track to be met by year end
 Attract events based on venue performance and customer satisfaction 
 • Deliver on being best in business, dedicated hosts, and a tight team

Visitor Attractions



- Enhance our position as an interesting, educational and inspiring city 
 • All visitation targets are on track to be met by year end
 Consistently deliver a balanced portfolio of programmes 

Hamilton Airport



- Operate an efficient and compliant airport 
 • Enhance the visitor experience
 Maintain aeronautical operations and diversify revenue 
 • Explore, secure a portfolio of aeronautical/non-aeronautical opportunities
 Deliver environmentally sound and sustainable operating practices 

Sustainable Communities

Central City Transformation



- Deliver CCTP economic outcomes 
 • Attraction of private developments including high quality commercial spaces and refurbishments
 • Implement development response plan to minimize impacts on businesses through construction
 • Increase in number of homes and people in central city and surrounds
 Success of Hamilton Central Business Association outcomes 
 • Completed BID Policy review
 • HCBA reporting including key indicators like card spending, GDP
 • Central City Activation Fund

Greenfield Growth




- Increased investment and employment from industrial users 
 • Focus on Ruakura and Rotokauri Northwest
 Support Waikato-Tainui aspirations at Ruakura Superhub 
 • Partner to achieve commercial, community, environmental outcomes

Economic Development Programme

Business Relationships

- In-depth sessions with 75 businesses from key growth sectors 
 • Completed 62 meetings as at 5 September 2025 (on track for 95)
 Host at least three business relationship activations 
 • WIPL tenants (February), tech sector (May), business travel (November)

Business Opportunities

- Hamilton Airport economic development branding 
 • Delivered “Make it Here” project and website, FTN Motion activation
 Business investment prospectus 
 • Complete Hamilton prospectus by 9 September (revised to 29/9/25)
 Tech in the Tron 
 • Published five business features and hosted TechWeek event at UoW

Programme Management

- Lead efforts on boundaryless partnerships 
 • Monthly regional economic development meetings, quarterly workshops
 • Create a regional framework project

Council Report

Committee: Economic Development Committee

Date: 09 September 2025

Author: Matt Mills

Authoriser: Hannah Windle

Position: Central City Transformation Manager

Position: Unit Director Strategic Planning & Advocacy

Report Name: External Agencies and CCO Reporting

Report Status	<i>Open</i>
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Purpose - *Take*

- To inform the Economic Development Committee on matters relating to External Agencies and Council-controlled organisations (CCOs), specifically Hamilton Central Business Association's six-monthly report and annual audited accounts for the year ending 30 June 2025.

Staff Recommendation - *Tuutohu-aa-kaimahi*

- That the Economic Development Committee receives the report.

Executive Summary - *Whakaraapopototanga matua*

- Under its terms of reference, the Economic Development Committee is responsible for receiving performance reports and providing clear direction to Council's Council Controlled Organisations, including providing feedback on draft statements of intent. It is also responsible for monitoring the performance and providing guidance on Council's relationship with external agencies.
- This report provides the following information:

External Partner/CCO	Topic
Hamilton Central Business Association	Six-monthly report for the period 1 January 2025 to 30 June 2025 (Attachment 1) Annual audited accounts for the year ending 30 June 2025 (Attachment 3)

- Vanessa Williams – Hamilton Central Business Association General Manager and Mike Neale – Director NAI Harcourts will present the reports. Vanessa will also talk to a PowerPoint presentation (**Attachment 2**).
- Staff consider the decisions in the report have low significance and no risk, and that the recommendations comply with Council's legal requirements.

Discussion - *Matapaki*

Hamilton Central Business Association

7. The purpose of this update is for Hamilton Central Business Association to present its six-monthly report and annual accounts for the year ending 30 June 2025.
8. The six-monthly report for the period 1 January 2025 to 30 June 2025 is **Attachment 1**. Vanessa Williams will present a PowerPoint presentation alongside the six-monthly report (see **Attachment 2**).
9. The annual accounts are required to be presented to council in accordance with the Business Improvement District (BID) Policy. The accounts for the period 1 July 2024 – 30 June 2025 are **Attachment 3**.
10. The Hamilton Central Business Association six-monthly update for the period 1 July 2025 – 31 December 2025 will be presented to the next Economic Development Committee meeting (or equivalent).

Financial Considerations - *Whaiwhakaaro Puutea*

11. The topics covered in this report are funded by existing budgets. There are no financial implications in relation to the information provided in this report.

Legal and Policy Considerations - *Whaiwhakaaro-aa-ture*

12. Staff confirm that the matters covered in this report comply with the Council's legal and policy requirements.

Risks - *Tuuraru*

13. There are no known risks associated with the decision sought by this report.

Strategic Considerations - *Whaiwhakaaro-aa- rautaki*

14. Everything we do is aimed at improving the wellbeing of Hamiltonians. Council has been working alongside our community to understand what people in our city want the future of Hamilton Kirikiriroa to look like as represented by our five priorities.
15. The promotion of the social, economic, environmental, and cultural wellbeing of communities in the present and for the future is expressed through Council's key strategies.
16. The proposed recommendation will align with Council key documents, as identified in the Governance Structure, in the following ways:

Significance and Engagement Policy	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. Given the low level of significance determined, the engagement level is low. No engagement is required
He Pou Manawa Ora - Pillars of Wellbeing	The information included in this report addresses He Po Manawa Taiao (Pillar of restoration) through the Council's Central City Transformation Plan, which considers connections between the central city and the river to restore and protect the balance of the environment.
Our Climate Future Te Pae Tawhiti o	Staff have considered the key considerations under the Climate Change Policy and have determined that an adaptation assessment and emissions assessment is not required for the matter(s) in this report.

Kirikiroa	
Disability Action Plan	Staff have considered the Disability Action Plan and determined that there are no specific or relevant goals applicable to this report.

Attachments - *Ngaa taapirihanga*

Attachment 1 - HCBA Six-monthly Report January - June 2025

Attachment 2 - HCBA Presentation - September 2025

Attachment 3 - HCBA Annual Audited Accounts for the year ending 30 June 2025

Hamilton Central Business Association (HCBA)

Six Monthly Report January – June 2025

The first six months of 2025 have been marked by a complex and often difficult economic environment for Hamilton's central city. While Hamilton's broader economy remains relatively resilient, many central city businesses, particularly in the hospitality, retail, and close-contact service sectors, continue to face significant hardship. These challenges are driven by a combination of reduced consumer spending, rising operational costs, safety concerns, falling pedestrian counts and ongoing uncertainty in the post-pandemic recovery landscape.

A recurring concern for central city stakeholders has been the persistent issue of parking. Negative public sentiment around parking availability, cost, and enforcement has continued to impact foot traffic and customer confidence, particularly for small and independent businesses. This has been compounded by broader financial pressures, including increased council service charges and rising commercial rates, which are placing additional strain on already tight margins.

Adding to the pressure is the ongoing concern around safety and anti-social behaviour in the CBD. Business owners and workers have reported a rise in low-level criminal activity, recidivist behaviour, and a lack of meaningful consequences for offenders. Despite efforts by City Safe and increased police foot patrols, many incidents go unreported, and enforcement remains limited. This environment has made it increasingly difficult for businesses to provide safe and welcoming spaces for staff and customers visitors, with some operators choosing to relocate out from of the central city due to ongoing safety concerns.

Despite these challenges, there are signs of cautious optimism. Major investments in the central city from the private sector are beginning to reshape the urban landscape and potentially signal long-term confidence in Hamilton's future. The imminent completion of the Waikato Regional Theatre marks a significant cultural milestone, expected to draw both locals and visitors into the central city, from the wider region. Similarly, the Pullman Hotel promises to elevate the city's accommodation offering and support business and leisure tourism.

These projects, along with ongoing private sector development, suggest that while the current climate remains tough, there is potential light at the end of the tunnel. However, for this momentum to translate into sustained recovery, continued attention to infrastructure challenges, parking and safety will be essential.



EFFECTIVE OUTCOME 1 - ADVOCACY

To represent the central city business voice on issues and projects of strategic importance to the central city.

1. Central city

- The central city cleanup has seen two aspects implemented in Garden Place – the removal of the Matariki sculpture relocated to Hamilton Gardens and the incorporation of a garden in the gravel pit area. Hood Street has had tree removal, painting plans and a planting programme put in place. There are plans for further investment in tidying up the central city with footpath renewal, lighting implementation, additional angle parking and street furniture upgrade.
- The bylaw review was discussed with elected members in a June meeting and with central Government via a inter-agency meeting held with MP Tama Potaka and MP Ryan Hamilton. Initially set up as a meeting by the inter-agency group for helping with combating anti-social behaviour in the central city, the primary focus of the meeting was on issues facing homelessness and how this can be supported by central and local Government and social service providers.
- Council voted unanimously to have an Alcohol Bylaw introduced allowing for Council to apportion further costs to alcohol license holders in a 95% cost recovery model. HCBA opposed the introduction of the bylaw which will see increased costs to an already struggling hospitality sector with the bulk of the increase in costs attributed to district licensing.
- HCBA presented to the public forum in April not supporting the introduction of an Alcohol fees bylaw that would see a further increase in fees for on-license hospitality venues. This is in addition to the MPI levy introduced in April as a flat fee to all hospitality venues. As expected, this fee increase was largely not supported by hospitality businesses.
- HCBA has advocated for Council to introduce a bylaw requiring all businesses with trolleys to incorporate geo-fencing technology so trolleys cannot be taken outside of the carparks of these businesses. Woolworths on Anglesea Street has already successfully introduced this. HCBA provided bylaw wording that has been successfully implemented in Australia.
- HCBA supported the introduction of bylaws for Garden Place to reduce anti-social behaviour and provide City Safe with some power to implement controls. This is an ongoing piece of work.
- HCBA provided an in-person submission on the Ward Street/Worley Place proposed changes for the road for the Pullman Hotel development.
- HCBA provided submission on the reservoir proposal for Hamilton Lake.



2. Transportation initiatives

- HCBA provided a submission on trees in parks and roads for Council.
- HCBA provided a submission on parking changes around the central city.
- HCBA attended a meeting with Goldsmiths Gallery and the transportation team of Council regarding their request for bollards to be installed in front of their premises. This was a drawn-out process over six months with agreement that Goldsmiths can install bollards up to .5 metres out the front of their shop and .5 metres into the ground. This bollard installer has agreed to the conditions set by Council, and this will be funded by the Police retail crime grant.
- HCBA addressed the public forum at the Transportation Committee meeting asking for parking to be made easier. This made it onto the front page of the Waikato Times. HCBA has made recommendations already around signage, angle parks, times, kiosks and a one system application.
- HCBA has provided the transportation team feedback on parking, with the following summation:
 - Parking continues to be a hotly debated topic with feedback from several businesses disappointed in the reduction from two hours free parking to one-hour free parking, with some signalling a specific drop off in custom as a direct result of the parking change. However, it is also acknowledged that there are more parks around town and therefore it would be good to see the parking data married up to the CBD spend data to see if this has had a positive or negative effect in central city revitalisation. There has been frustration with the decision to go for two parking zones in the central city, yellow and green, as this has contributed to parking confusion, where-as one parking offering would have allowed simplicity in messaging. It is still widely felt that people are confused with how the parking in the central city works and a simpler communication of the parking offering is still required. It has been separately acknowledged that commuter parking still needs to be addressed.

3. Commercial and residential development

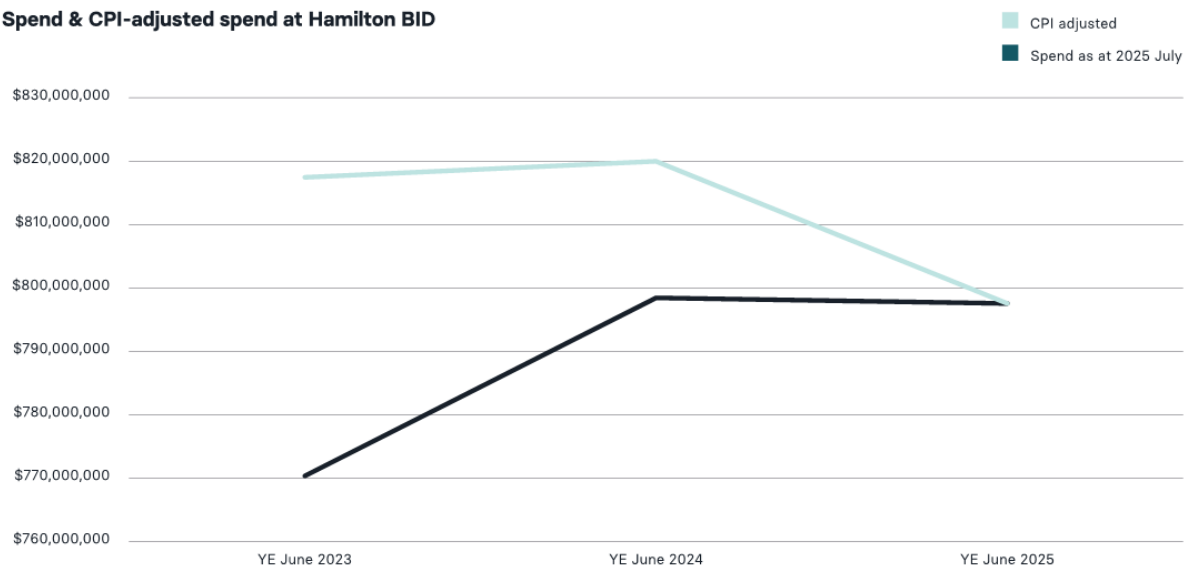
- The Waikato Regional Theatre is getting closer to completion, with expected activity to start between August and October.
- Commercial investment projects underway in the central city are significant with Stark Properties South Bloc, North Bloc and 18 London Street well underway. Stark Properties have recently added to their portfolio with the purchase of the Federated Farmers block of land for \$100m+.
- The Mistry Tower for the Pullman Hotel continues to gain momentum with scaffolding and window implementation currently visible.
- 500 Victoria Street is continuing its redevelopment, with tenants to be announced shortly.
- The Perrys site with the Bridge Housing Trust is also underway.
- HCBA received an email from Templeton PR company who will keep in touch with announcements on the Victoria on the River project.
- NAI Harcourts and CBRE have released the Retail and Office Occupancy surveys with the following summary results:
 - The CBD retail vacancy rate increased over the second half of 2024, moving from 9.3% in June 2024 to 9.7% in December 2024.
 - The CBD office vacancy rate increased from 7.2% to 9% in the six months to December 2024, with most grades experiencing a vacancy rate increase, although Prime vacancy remains low, inline with the 'flight to quality' trend.



4. CBD trends

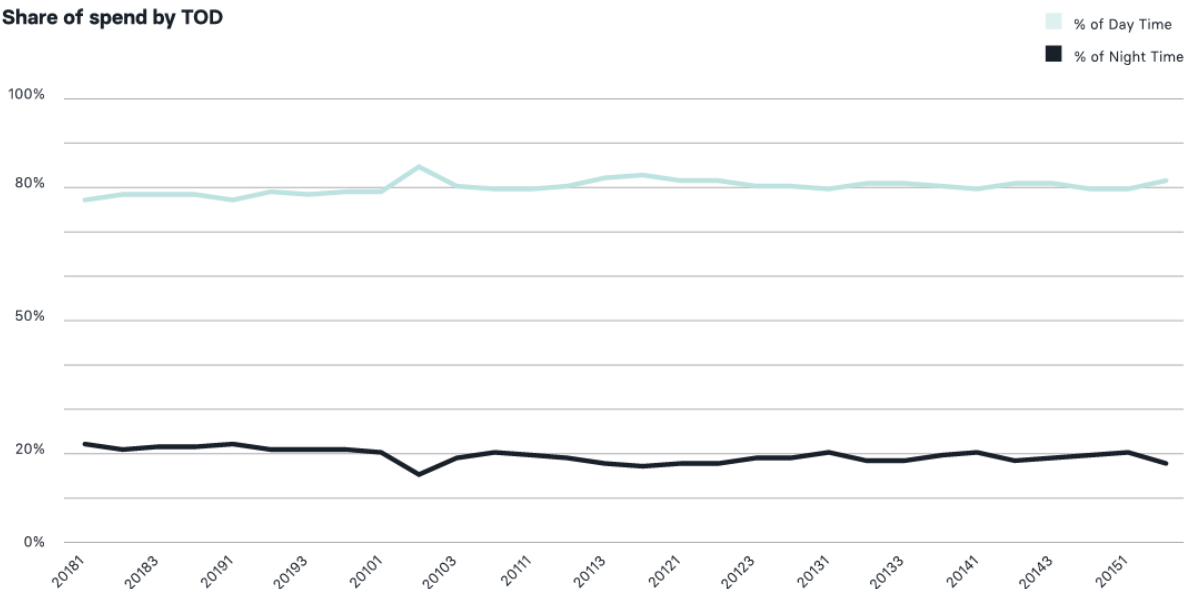
- Council released a graph showing the number of parking movements had shown a positive effect since the implementation of one-hour free parking assuming a positive impact for retailers. Unfortunately, CBD spend stats since its implementation have declined, as have pedestrian counts.
- HCBA is awaiting quarter 1 and 2 CBD Spend stats for 2025 from Council however Marketview have provided the graph below showing a declining spend in the BID catchment area when adjusted for inflation compared to year end 2024.

Spend & CPI-adjusted spend at Hamilton BID



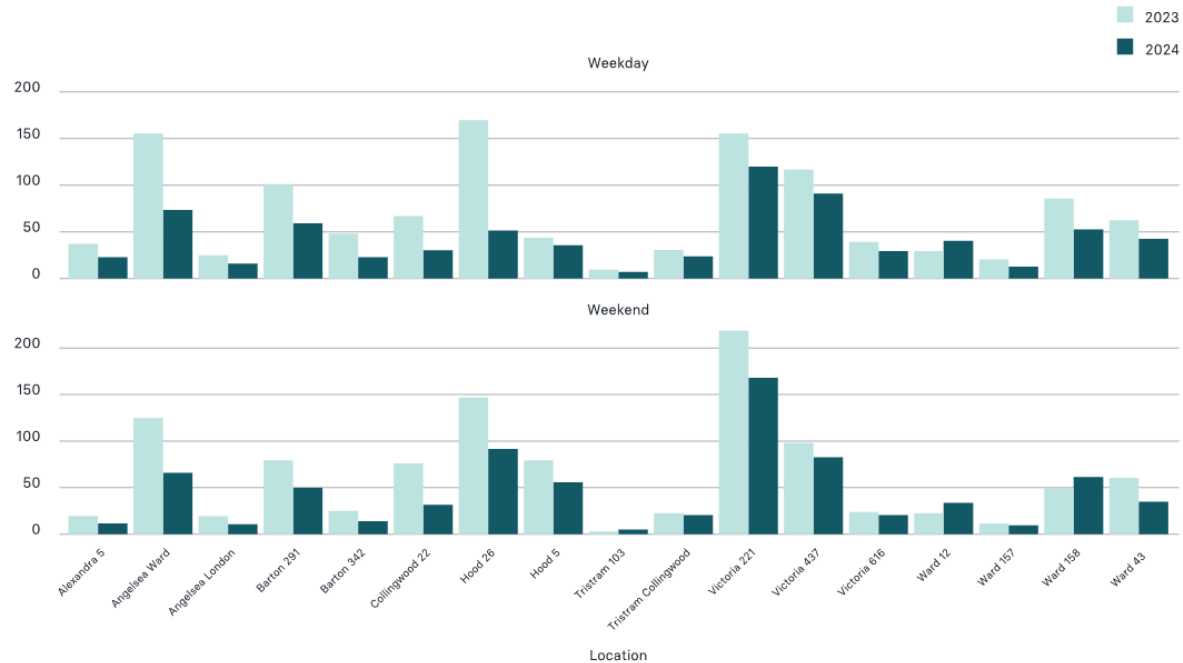
- Marketview have provided HCBA with CBD stats tracking CBD spend data split into daytime and nighttime spend, showing nighttime activity equates to approximately 1/5 of CBD spend with an average 20% across the past 6 years. Highest spend came in at 23% and lowest at 17% during Covid.

Share of spend by TOD

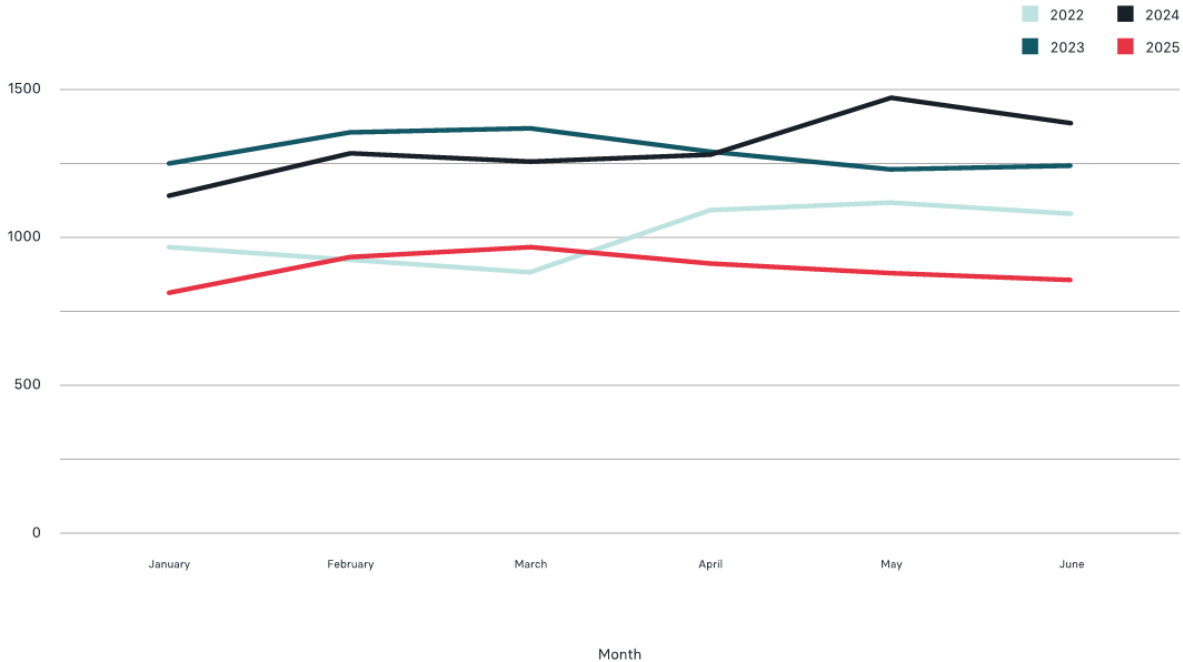


- Pedestrian trends are continuing to show peaks and troughs with overall annual figures showing a decline in pedestrian numbers.
- There is some anecdotal feedback received to indicate larger employers are still have a significant number of people working from home, particularly on Mondays and Fridays.

Central City Pedestrian Counts - December 2023 vs December 2024



Average Pedestrian Volume by Year



5. Central city safety and wellbeing

- HCBA has continued to be involved with the inter-agency group set up after discussion with the Police about recidivist activity in the central city with regards to anti-social behaviour. System shortfalls around homelessness have become a focus of the group.
- HCBA has been providing submissions to Sunny Kashal from the Ministerial Advisory Group, as they continue to focus on retail crime and policy recommendations:
 - HCBA provided a submission on retailers being able to have personal safety options behind their counters.
 - HCBA provided a submission on retail crime carrying higher sentencing options.
 - HCBA provided a submission on the implementation of trespass orders and higher fines for punishment.
- HCBA has seen an increase in Police patrols in and around Garden Place, along with City Safe staff and increased presence from Animal Care & Control when needed. There were some arrests of the core group that were causing problems in Garden Place which has seen a reduction anti-social behaviour in this area. It is still acknowledged that there are ongoing issues with anti-social behaviour particularly in businesses along Victoria Street.
- HCBA continues to hold the quarterly meeting with the Police, Mayor and a selection of central city businesses. This has proved a useful way to engage with the Police and Council around the ongoing issues of anti-social behaviour and crime in the central city,
- HCBA met with Sunny Kashal from the Ministerial Advisory Group – Retail Crime, to understand the challenges being faced by businesses in Hamilton Central. Feedback is being sought for ongoing policy recommendations for Government. HCBA will continue to provide feedback on behalf of members.
- In early 2025 HCBA spent a significant amount of time calling City Safe, Police, Council and Animal Care & Control around issues predominately in Garden Place. This was reported in local media and included anti-social behaviour and activity of people choosing to spend time in Garden Place. In addition, HCBA provided feedback on the inability to be able to easily contact Animal Care & Control with a noticeable increase in unleashed dogs. This has resulted in Animal Care & Control making visits to Garden Place to provide education around lead control and an easier system to contact the team.
- HCBA continues to report several issues to Police in the South end of town with hospitality providers.
- HCBA met with MP Ryan Hamilton to discuss Move on Orders bill.
- HCBA attended Public Places bylaw discussion regarding wording around introduction of new bylaws.

6. Love the Centre

- HCBA has entered the Waikato Chamber of Commerce business awards in the marketing category for the work completed on creating the central city brand Love the Centre.
- HCBA has entered the Mainstreet Australia business awards in the digital marketing category for the work completed on Love the Centre.
- HCBA has implemented Māori words and phraseology on the Love the Centre site and will continue to look at opportunities for cultural integration.
- HCBA has changed all social media handles and email addresses to @lovethecentre
- HCBA is continuing to develop the Love the Centre offering to the public and refine the website promotion and activity.



EFFECTIVE OUTCOME 2 - COLLABORATION

To contribute and collaborate on projects that support the CBD business economy.

1. Economic development initiatives

Embassy Park Development

- HCBA and the Riff Raff Trust have continued to attend meetings to finalise the Riff Raff statue placement and the park adornments in the Embassy Park development with the Waikato Regional Theatre shortly due for completion. It has been agreed to keep these to a minimum until the park opens with a view for fundraising for further themeing in 2026.

BID

- HCBA attended the First Retail Group BID Summit in Wellington in May. A great opportunity to meet with the seven BIDs that operate in Wellington, with a similar set up to Auckland, supported by Wellington Council, with membership around 350 businesses and property owners.
- HCBA met with Nelson BID who was a guest speaker talking about Nelson's town centre. There were some similarities of projects between Nelson and HCBA, although they operate in a much smaller space and with less membership. Nelson work on behalf of 900 businesses and have a staff of four which includes a permanent tech specialist.
- HCBA hosted Orewa BID to discuss their successful outdoor fashion catwalk event with a view to recreating the event in Hamilton's central city.
- HCBA toured the BOP to meet with representatives from Tauranga, Mt Maunganui, Whakatane, Te Puke and Papamoa Business Associations.
- HCBA have been talking with Onehunga BID who have recently had a BID expansion reversed by Auckland elected council, resulting in the hiring and firing of five additional staff and the resignation of the General Manager. The BID expansion went through the appropriate process however it was disputed by a well-connected business in the expansion area resulting in a Special General Meeting (SGM) being called and a series of uninvited people attending with 'proxy' votes to declare a lack of support for the expansion area. It was referred to an elected member meeting where the decision at the SGM was upheld. It was an interesting process to see played out that had an unfortunate result Onehunga BID.
- HCBA attended the annual NZ BID conference at North Harbour. This was an extremely beneficial day providing connecting with BIDs around the North Island and sharing ideas and challenges being faced by Business Associations.
- HCBA along with BIDs from Parnell, Newmarket, Onehunga, Manurewa and Pukekohe, have decided with economic conditions as they are to not progress with creating an industry body group for NZ Mainstreet and instead look to revisit this in 2026. Mainstreet Australia will continue with their inclusion of NZ BIDs.

Love the Centre Awards

- Moving Media completed the 2024 Love the Centre Awards winners video's which has been provided to the businesses and promoted throughout HCBA social media channels.

Waikato Economic Development Meeting

- HCBA attended the Economic Development meeting co-ordinated by Soda. Soda presented on how their organisation is supporting economic development and all attendees were offered the same opportunity. HCBA presented on the developments currently underway or soon to be underway in the central city.
- HCBA has confirmed attendance in the next four meetings over 2025 to discuss economic development in the region.



2. Partnership and networking opportunities

- HCBA attended the Cambridge Chamber business awards. A themed evening celebrating 100 years held out at Mystery Creek. Well attended with 350 guests and a good celebration of the Cambridge business community.
- HCBA has been mentoring a Fin-Tech entrepreneur, including providing connections of central city businesses that can support the product development.
- HCBA attended Breast Cancer Research fundraiser breakfast at SkyCity.
- HCBA continues to participate in the Wednesday Challenge through alternative transportation options on a Wednesday.
- HCBA attended and qualified for First Aid Training recertification.
- HCBA met with Councillor Pamela Story at Waikato Regional Council to discuss daytime and nighttime economies and the recent introduction of the morning economy.
- HCBA attended Inspire Waikato Chamber of Commerce to listen to Leonard Gardner, Piso Pienaar and Matt Stark discuss their developments and motivations.
- HCBA met with Mork Morgan, CEO Hamilton Airport, for a tour of the international terminal and a discussion around the implementation of Jetstar international flights.
- HCBA met with Balloons Over Waikato to discuss post event feedback and confirm participation for 2026.
- HCBA met with H3 to discuss major events and impact for central city.
- HCBA met with team from H3 working on France v All Black test to discuss branding and promotion in the central city.
- HCBA met with Hamilton Waikato Tourism for a discussion around focus for the next 12 months of visitor tourism.
- HCBA met with the training team at the Crate to discuss expansion plans going forward.
- HCBA attended a business breakfast at the University of Waikato Management School.
- HCBA judged the NZ YouTube Marketing Awards and attended two days of further judging in-person judging at the Marketing Association in Auckland.
- HCBA supported the Hear Us Out poster display launch for Wintec with space negotiated by NAI Harcourts and promotion via Love the Centre.
- HCBA attended meeting with Ramada Hotel who are experiencing anti-social behaviour within the hotel. HCBA sent the police for a site inspection and offered to have them attend quarterly Victoria Street safety meetings with the Mayor and Police.
- HCBA attended marketing meeting to discuss Love the Centre with a social cause collective.
- HCBA attended the opening of the French Film Festival at Lido.
- HCBA met with Ronald McDonald House fundraiser to discuss fundraising opportunities in central city, including a hospitality evening in March. HCBA will liaise with hospitality businesses in the central city and Hamilton East to support the fundraiser.
- HCBA met with the new owners of three McDonalds to discuss expansion plans including the Hamilton East rebuild and the potential of the former Gateway Church site.
- HCBA met with Precious Metals to discuss their event plans for coming year.
- HCBA met with Vetro to discuss Spring Festival plans for October to be supported by Love the Centre.
- HCBA met with Boon Festival for post event feedback and future Boon tours supported by Love the Centre.
- HCBA attended Mainstreet Australia briefing of trends around town centres.
- HCBA held meeting with new security operator who provides security guards on a uber style platform.
- HCBA provided members with an evening at O Studio to launch their new offering in London Street.
- HCBA attended workshop on economic development by Soda at the University of Waikato Performing Arts Centre.



- HCBA hosted a Media Tour at 500 Victoria Street with Prime Properties, to promote the redevelopment of the building to attract new tenants and the redevelopment of the Norris Ward building to retain existing tenants. Twelve local media attended and enjoyed the opportunity to discuss the development. HCBA completed a series of interviews and photos with the Waikato Times, Waikato Herald, Waikato Business News and Wintec/Waikato Independent.
- HCBA with NAI Harcourts pitched an idea around a Māori business collective offering, awaiting feedback from TGH on potential tenancy options. Wintec have also been approached to participate.
- HCBA attended the Council developer's forum, focused on three waters and the Council preferred approach to join with Waikato District Council to manage.
- HCBA visited The Iconic 3D printed house in Rotokauri. A fantastic experience and provided inspiration for a central city branding idea.
- HCBA attended Hanrad Rugs Wintec student carpet launch event.
- HCBA met with Select FM to discuss the potential of creating a Mardi gras style music event in the central city in Spring 2026.
- HCBA met with Eves Real Estate to discuss networking opportunities.
- HCBA met with the team at Rent my Home recently located to Victoria Street.
- HCBA met with Rembrandt team to discuss promotional opportunities.
- HCBA hosted a Social Business Boon Walk which involved meeting with two artists to discuss their walls and networking time at the WSA.
- HCBA attended the Crate Gathering, a weekly networking event with Crate tenants.
- HCBA met with Lee Bloor who is setting up a new hairdressing business in the Marketplace of Hood Street, focusing on neuro diverse, ADHD and Autistic clients.
- HCBA met with the team from the Good Day Matrix to debrief on the Mahi on the Awa event. Overall, the response to the event has been extremely favourable with HCBA agreeing to support another Mahi on the Awa later this year.
- HCBA was quizmaster for The Breeze breakfast show for their promo of Boon with sponsors NAI Harcourts held at the Taphouse on Victoria Street. Congratulations to Kara and Camille for taking home the win.
- HCBA met with Pride Week organisers to support and promote their events.
- HCBA attended The Crate 2nd Birthday Party and Extension Celebration at the Crate. Andrew King and son Josh King were speakers on the night. HCBA provided a two-minute endorsement speech supporting the development.
- HCAB attended Soda Power Lunch with guest speaker Simon Pound.
- The Waitangi Day celebration held outside the Museum was a huge success and attracted thousands of visitors across the day. This will potentially move to Garden Place in 2026 and will look to incorporate a hangi offering.
- HCBA met with Core Events to provide feedback on Christmas Tree Lighting and Christmas Parade events. HCBA has confirmed Love the Centre ongoing support of these events in 2025.

SOCIAL BUSINESS

Date	Time	Venue
24 February	3–6pm	Development Tour COMPLETE
26 February	9–3pm	Mahi on the Awa COMPLETE
26 February	5–7pm	Chris Wilkinson Retail Seminar COMPLETE
12 March	4–6pm	Boon Business Tour & WSA Gallery Tour COMPLETE
29 April	3–4.30pm	Media tour 500 Victoria Street COMPLETE
12 June	5–7pm	O Studio COMPLETE



3. CBD safety initiatives

- HCBA have arranged a meeting with Auror, an incident reporting system, to look at the potential of having this for small businesses in the central city. Although HCBA is not set up with resources to administer this program, HCBA has researched the potential with Auror, to discuss further with Council to see if its implementation would provide added safety benefits to the central city.
- HCBA attended A Risk & Resilience Seminar, supporting retail risk and loss prevention globally, in Auckland. There were some great roundtable discussions and presenters, looking at global responses to fighting crime and including technology, analytics and innovations that can help. An excellent day that HCBA has recommended Council attend.
- HCBA is now part of a CBD Interagency group looking at how some of the social service agencies can work closer together, this includes police, Salvation Army, MSD, Kianga Ora and others.

4. CBD accessibility initiatives

- HCBA continues to meet with the Aged and Accessibility group to work through updating and implementing the Council plan of activity to create a more accessible city.
- HCBA has committed to help any central city business looking to receive the accreditation logo for being an Aged Friendly business. HCBA is currently working with Fastlane Fitness to be accredited.

5. Hamilton Waikato Tourism

- HCBA continue to work with Hamilton Waikato Tourism to implement initiatives to the benefit of both international and domestic tourism to the area.
- HCBA attended the Tourism Summit at Hamilton Gardens and was extremely impressed with Jetstar's presentation and their plans to expand their domestic flight offerings.

6. Executive Committee

HCBA Executive Committee to meet monthly from September 2024 - August 2025.

Committee Members:

- Dwight Egelhof – Craigs Investment
- Julie Ashby – Wintec Te Pūkenga
- Mike Neale – NAI Harcourts
- Niraj Kumar – IBIS Tainui Hamilton
- Vanessa Parker – Hamilton
- Chelsea Fleetwood – PKF Accountants
- James McIlvar – Tainui Group Holdings
- Rory McKenzie – Maissey Harris & Co
- Craig Paul – Tabletalks

7. Governance roles and responsibilities

HCBA Governance:

- People's Project
- Embassy Park Working Group
- Aged/Accessibility Friendly City Group

Contributor to:

- Inter-agency meeting
- Hamilton Waikato Tourism working groups
- Waikato Film Office, Boon Street Art Festival and Nourish Magazine
- Council plans for safety, transportation and central city
- NZ Mentor – currently mentoring a fin-tech entrepreneur



EFFECTIVE OUTCOME 3 – PROMOTION

To promote the central city as a bustling, active, innovative, vibrant place that offers exceptional businesses and experiences.

1. Social media and website promotion

January			
	Instagram	Facebook	TikTok
	Followers 3,986	Followers 44,370	Followers 784
	Views 8,440	Views 167.3K	Views 7,059
	Reach 3,471	Reach 41.2K	Reach 3,544
February			
	Instagram	Facebook	TikTok
	Followers 3,995	Followers 44,424	Followers 823
	Views 20.1K	Views 256.3K	Views 4,926
	Reach 3.4K	Reach 91.1K	Reach 2,041
March			
	Instagram	Facebook	TikTok
	Followers 4,041	Followers 44,453	Followers 935
	Views 28.3K	Views 232.2K	Views 9,220
	Reach 4.8K	Reach 52.5K	Reach 4,691
April			
	Instagram	Facebook	TikTok
	Followers 4,074	Followers 44,476	Followers 940
	Views 16.2K	Views 242.5K	Views 5,854
	Reach 3.1K	Reach 65.4K	Reach 2,619
May			
	Instagram	Facebook	TikTok
	Followers 4,115	Followers 44,485	Followers 954
	Views 17.2K	Views 146.4K	Views 7,774
	Reach 4.6K	Reach 42.4K	Reach 4,511
June			
	Instagram	Facebook	TikTok
	Followers 4,128	Followers 44,474	Followers 951
	Views 19.8K	Views 219K	Views 5,604
	Reach 34.9K	Reach 63.3K	Reach 2,526



2. Sector specific initiatives

Retail

- HCBA are looking at the potential of a catwalk style fashion event. Some preliminary discussions with local retailers are underway. Options to look at include both indoor or an outdoor event.
- The new law around vape selling premises being unable to have product on shelves came into effect in June.
- HCBA in partnership with NAI Harcourts secured 325 Victoria Street for a Vintage pop-up shop in April. Adam and the team at the Vintage shop were delighted with the premises and extremely complimentary to HCBA in getting this organised.
- HCBA in collaboration with SkyCity hosted Chris Wilkinson from First Retail Group who presented to an audience of 50 retail and hospitality providers. Chris discussed opportunities for central city businesses to maximise commercial success and strengthen their role as a destination business. Chris referenced business success from other areas in NZ and overseas and provided some great insights in the 'how to' space.

Hospitality

- HCBA have been approached to work with Story Bites, a non-profit that was set up during Covid to support the hospitality industry highlighting businesses, chefs, recipe ideas. HCBA has confirmed a meeting in July.
- HCBA has completed the Winter edition of Nourish Magazine promoting spicy hospo favourites in the central city.
- HCBA discussed with American Express their Backing Small Business grants to hospitality that has expanded into NZ but only offering to five hospitalier's in Auckland. HCBA pitched to American Express for expansion to Hamilton. HCBA discussed this further with Mainstreet Australia who are supporting the programme.
- HCBA partnered with The Breeze radio to do a mid-morning coffee shout to people in the central city. Over 140 vouchers were received from cafes around town, with fourteen participating in the promotion. Yas from The Edge workday came down to Hamilton to hand out the vouchers live on air.

Creative

- HCBA provided a submission to Council supporting the Arts in Infrastructure Policy providing a small proportion of budget allocated to ensure that arts and creativity will be explored on major infrastructure projects.
- HCBA met with Creative Waikato about putting together a public event in Spring in Garden Place. HCBA has secured sponsorship with Beca and BNZ to financially contribute to the event.



Development

- HCBA provided questions on behalf of local business to the developers of the Pullman Hotel. A one-page Q & A was provided to businesses.
- In collaboration with NAI Harcourts, a central city development tour was held:
 - The tour kicked off at the south end of town with the impressive Waikato Regional Theatre. This project is really taking shape, and attendees got a unique perspective from the rooftop of the newly refurbished Subway building at 159 Victoria Street. The theatre, set to be completed in 2025, reached a milestone on March 3rd with the removal of the last crane, dramatically altering the city's skyline. For a striking view of the Hinuera-stone-clad walls, auditorium structure, and the crowning Fly Tower, the theatre team recommends visiting Victoria on the River and looking upstream.
 - Next, the tour visited the redeveloped Westpac House at 426 Victoria Street, where attendees admired the state-of-the-art 'end of trip' facilities, including a fully equipped gym for Westpac House tenants, Tomkins Wake.
 - The tour continued to 500 Victoria Street, across from Centre Place, where Prime Property highlighted their substantial investment in modernising this iconic seven-story building, enhancing its prominent status and offering stunning views.
 - The final stop was at the tallest tower in the central city, where attendees learned about the Pullman Hotel development, set to be completed in 2026 and incorporating a variety of unique offerings for guests. This exciting project promises to significantly contribute to the revitalisation of Hamilton's central city.
 - HCBA and NAI Harcourts look forward to providing central city businesses with the next development tour in the second half of the year.

Wintec

- HCBA have finalised Matariki hangi event to be held at Te Kōpū Mānia o Kirikiriroa Marae at Wintec city campus. HCBA will be hosting 50 businesspeople to attend this event.
- HCBA has had three instalments of pictures on display in HCBA offices from Wintec students.

Mahi on the Awa

- HCBA collaborated with Good Day matric to provide the Sentinel Homes Mahi on the Awa event for the business community. With over 150 registrations for the day, businesspeople were able to work at Victoria on the River as an openair office complete with delicious kai offerings, live music, free massages, Wifi and movement sessions. Several CBD businesses had stands on the day including Soda, O Studio and Hamilton Live Trust. It was a fantastic collaboration day and an offering that we hope to be able to support to have happen again. Feedback on the event has been extremely positive.



3. Profile raising activities

- HCBA interviewed by Waikato Business News on 500 Victoria Street.
- HCBA interviewed by Waikato Times on parking.
- HCBA interviewed by Waikato Times on central city stats including parking, spend and pedestrian counts.
- HCBA interviewed by Stuff on increased fines for shop theft.
- HCBA interviewed by Radio NZ about Jetstar International Flights from Hamilton.
- HCBA interviewed by HCBA interviewed on Free FM every month to discuss happenings in the CBD.
- HCBA interviewed by Waikato Times on development and investment in the central city.
- HCBA interviewed by Stuff on parking fines.
- HCBA interviewed by Waikato Herald on Templeton Hotel development.
- HCBA provided column to Waikato Local around Perfect Presents.
- HCBA interviewed by HCBA interviewed on Free FM every month to discuss happenings in the CBD.
- HCBA interviewed by Waikato Times about anti-social behaviour.
- HCBA interviewed by TVNZ about parking.
- HCBA provided column to Waikato Local around a Hub of Exciting Developments.
- HCBA interviewed by Waikato Times about hospitality, economic situation of Hamilton and general business feedback.
- HCBA interviewed by Waikato Times on economic committee discussion and anti-social behaviour.
- HCBA completed a 45 minute podcast on Hamilton's central city.
- HCBA interviewed by HCBA interviewed on Free FM every month to discuss happenings in the CBD.
- HCBA interviewed by Waikato Times about job vacancies.
- HCBA interviewed by Waikato Times on retail.
- HCBA provided column to Waikato Local around Love the Centre events.
- HCBA interviewed by Waikato Times on Garden Place and anti-social behaviour.
- HCBA interviewed by Stuff on homelessness and mental health.
- HCBA interviewed by Waikato Times on city cleanup.
- HCBA interviewed by Waikato Times on parking feedback fine revenue.
- HCBA interview by Radio NZ on the Barmy Army.
- HCBA interviewed by Radio NZ on the economic benefits of major events.
- HCBA interviewed by Waikato Times on alcohol licensing fees.
- HCBA interviewed by Waikato Times on shopping trolleys.
- HCBA interviewed by Waikato Times on vacant lot on Victoria Street.
- HCBA interviewed by Waikato Times on business performance for 2025.
- HCBA interviewed by HCBA interviewed on Free FM every month to discuss happenings in the CBD.
- HCBA continues to provide a monthly column to Waikato Local highlighting activity around the central city.



4. Public space activation

HCBA has had the funding signed off for the next three years to undertake activation in public spaces in the central city 2024-2027.

APRIL 2025

WINDOW DISPLAY

Mother's Day

STORIES IN THE GARDEN & FRIDAY MUSIC

The final sessions of both events were held in early April.

ANZAC DAY INSTALLATION

Rainbow Kids, supported by HCBA, installed their annual Anzac Day poppies made by the children in daycare. They are told stories of the Anzacs and eat Anzac biscuits after they finishing installing the poppies in the lawn. A fantastic example of ensuring 'Lest we forget'.

PHANTOM BILLBOARDS

HCBA have received a completed list of available Phantom Billboards and a 'free of charge' deal valued at \$3,000 to use the poster boards for promotion of Love the Centre around the city. HCBA are looking to do two poster campaigns in May and November.

MARCH 2025

WINDOW DISPLAY

Balloons Over Waikato

STORIES IN THE GARDEN

Storytelling in Garden Place with Enchanted Characters continued to the end of March and was a highlight for families to come along too.

LUNCHTIME LIVE MUSIC

Music played in Garden Place on a Friday has continued in 2025 and has provided the opportunity for many artists to showcase their talents.

CIRCUS IN THE CENTRE

This new activation supported by HCBA and Creative Waikato has provided people from January until April 2025 with a weekly opportunity to learn circus acts. This has remained well attended throughout the period and has been an upbeat activation to have happening in Garden Place.

WALK THRU BALLOON

The Walk Thru Balloon was run in Garden Place on Saturday before the Balloons Over Waikato Event and the Thursday during balloon week. The Saturday event, along with live music and circus entertainment, saw hundreds of people come down to Garden Place throughout the afternoon to partake in the activities. The Thursday event also attracted a fair number of people and the brilliant weather provided a positive family experience. The gold coin donation provided a fundraising opportunity for the Special Olympics.

FEBRUARY 2025

WINDOW DISPLAY

Chinese Lantern Festival.



STORIES IN THE GARDEN

Storytelling in Garden Place resumed late January with Enchanted Characters and continue to be a big drawcard creating a lovely family vibe in Garden Place. HCBA is keeping a watch on the situation at Garden Place as ongoing anti-social behaviour issues may impact this continuation of this event.

LUNCHTIME LIVE MUSIC

Music played in Garden Place on a Friday has continued in 2025, however the anti-social element has potentially impacted people coming to have lunch on a Friday in Garden Place.

CHINESE LANTERN FESTIVAL

As it does every year, this Festival attracts a fantastic audience in the thousands to enjoy an evening of free entertainment. There were some issues with anti-social behaviour while the event was being set-up and resulted in Police being called a number of times and having to come out to Garden Place. However, overall the event was extremely well run and received a lot of positive press from families able to enjoy free entertainment in Garden Place.

JANUARY 2025

WINDOW DISPLAY

The window display company that HCBA has contracted has unfortunately finished this line of business. HCBA will now be contracted Wild River to provide window displays, as they look to the potential of develop this side to their business.

STORIES IN THE GARDEN

Storytelling in Garden Place, continued throughout December and resumed late January. The Enchanted Characters continue to be a big drawcard creating a lovely family vibe in Garden Place.

LUNCHTIME LIVE MUSIC

Music played in Garden Place on a Friday creates a positive atmosphere, however there have been some audience challenges over December/January.

5. Advantage Club

HCBA produce a fortnightly update to Advantage Club subscribers that includes CBD events, news, special deals and the latest business openings. All subscribers are entered into a quarterly draw to win \$250 shopping spree in town.

A successful draw in June \$250 Shopping Spree Winner, with the winner choosing Oriental Spa and El Mexicano for their \$250 shopping spree.

A successful draw in March \$250 Shopping Spree Winner, with the winner choosing Palate and Body Café for their \$250 spending spree.

6. CBD Celebration awards

HCBA has secured Spark Business and Mediaworks to sponsor the Love the Centre awards again for 2025. Due to venue selection, the awards will likely require more budget than in previous years.

HCBA has confirmed MC for the evening and is currently working through finalising judges, evening contributors and entertainment.

HCBA has confirmed the venue for the Love the Centre awards to be held on 29 October 2025. This will be able to be promoted out to the public in August. Awards will officially open for nominations on 9 July, closing 30 August. This will allow for the judging to be completed in September.



NEW BUSINESSES OPENED

January

- Oriental Relaxation & Beauty Spa – 109 Rostrevor Street
- Mini Hotpot – 575a Victoria Street
- Stonewood Homes - corner of Rostrevor and Vialou Streets
- Loan Market - Level 5 of the T&G Building, on the corner of Alexandra and Caro Streets
- That's A Wrap – relocated from Hamilton East to 60 Alexandra Street
- Foy & Halse, Barristers & Solicitors - 521 Anglesea Street

February

- BP Software - corner of Anglesea and Rostrevor Streets
- Ray White Rentals - relocated from Victoria Street the corner of Anglesea and Rostrevor Streets, opposite BP Software
- Yess café - Foyer of Westpac House at 426 Victoria Street.
- Immigration New Zealand - relocated within the CBD now at Level 2, Caro House on the corner of Alexandra and Caro Streets
- Kisters Environmental Consultants – Ground Floor, 533 Anglesea Street
- Divine Dessert & Coffee - 148 Ward Street
- Extensive fitout works have finally been completed at 1 London Street, home to Beyond Radiology, which will also include TBI Health and Sports Medicine.

March

- HD Geo - relocated to 12 Vialou Street
- Nan Hotpot - 232 Victoria
- AgriAi - corner of Alexandra & Collingwood Streets
- Access Community Health - 133 Collingwood Street
- The Pullman Hotel development has begun - 48 Ward Street
- Redevelopment of 18 London Street is well advanced, with the ground floor footprint being extended towards the street. With several tenants already committed
- Former California Girls building on Tristram, opposite the Hamilton Squash and Tennis Club, has been demolished in anticipation of the new Bridge Housing Trust new development

April

- Neverman Bennett Lawyers - relocated to 93 Collingwood Street
- PPTA - Suite 5, 210 Collingwood Street
- Mackrell Murcott Chartered Accountants – Level 3, 586 Victoria Street
- Ducky Chinese Restaurant - 238 Victoria Street
- Construction at 193 Tristram Street in preparation for Fonterra
- A1 Salon Hair, Nails & Beauty – 787 Victoria Street
- The Cut Hut – 12 Hood Street


May

- Sparrow Accounting Services - 7 Princes Street
- Saigon 60's - 643 Victoria Street
- D'Lux Hair & Beauty - 313 Barton Street
- Furniture 88 - 533 Victoria Street
- Hamilton Copy Centre - relocating from 500 Victoria Street (under refurbishment) to 905 Victoria Street
- National Hood & Duct - corner to 24 Harwood Street
- The Grumpy Caker – expansion of The Grumpy Baker 595 Victoria Street
- Quantitas Consulting - 527 Victoria Street
- Tantastic – relocated to 573 Victoria Street
- Kumar Kitchen (KK) Indian Street Food - extended from The Base to 541 Victoria Street
- Ray White Real Estate - leased part of the ground floor at 18 London Street currently under refurbishment
- Indian Chimney – 4 Alexandra Street
- Munchies – 68 Bryce Street
- Status the Veg Edge – Dining on Bryce, Centre Place
- Blue Dragon –191 Victoria Street

June

- O-Studio – 18 London Street
- Kori Desserts – Ward Street
- K Chicken – Alexandra Street
- Cutthroat Barbers – 341 Victoria Street
- Between Two Beers – 10 Garden Place
- Running Grid – 127 Alexandra Street





Love the Centre

Search...

Q

Menu

Explore

Activities

Events


Stories

Retail

Health & Beauty

Dine

Promotions



Victoria on the River

Rediscover the heart of the city



Tupu te toi, ora te toi, whanake te toi.
Te toi i ahu mai i Hawaiki.

At Love the Centre discover the vibrant energy of the Hamilton city centre and experience our city like a true local.

Toomene Explore

Menu

Waikato taniwharau. He piko he taniwha, he piko he taniwha.

There's always something new to discover in the heart of Hamilton city. Let us be your guide as you rediscover the charm, culture, and character that make our city centre unique.

- All
- Activities
- Events
- Stories
- Retail
- Health & Beauty
- Dine

Discover Hidden Gems on Barton
Street: Hamilton's Boutique Shoppin...



After two years perfecting pizza,
Octavo opens its doors to Hamilton



Bestsellers: Diners travel 150km for
authenticity





Explore

Activities

Events

Stories

Retail

Health & Beauty

Dine

Promotions

Search...

Menu





Celebrating
excellence in
our
community



Kia tupu ki te hua o te
rengarenga, kia pakari ki te hua
o te kawariki.

Every year, we shine a spotlight on the businesses and individuals who make our city centre extraordinary. The Love the Centre Business Awards recognise innovation, resilience, and outstanding contributions to our vibrant community.

Economic Development Committee Agenda 9 September 2025- OPEN

Page 40 of 116



Arohatia te
Pokapuu

Explore

Activities

Events

Stories

Retail

Health &
Beauty

Dine

Promotions

Matariki

Matariki is an open star cluster, that consists of several stars. According to the traditional custodians of Kirikiriroa-Hamilton, Ngaati Wairere and by extension, Waikato and the people of Tainui. It consists of seven stars.

Search...



Menu



Matariki Introduction

Share

MATARIKI



Matariki



Tupua-aa-rangi



Tupua-aa-rangi




Ururangi



Waipuna-aa-rangi



Waititi

Watch on  YouTube

Item 8

Attachment 2

MERCH




T-Shirt



Tote



Mug




Love the Centre
KIRIKIRIROA, HAMILTON

There's a lot to love at the centre.

There's always something to do, see, eat, drink and love when you visit Hamilton's city centre.

lovethecentre.co.nz




Love the Centre
KIRIKIRIROA, HAMILTON

Meet me at the centre.

There's always something to do, see, eat, drink and love when you visit Hamilton's city centre.

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Love the Centre
KIRIKIRIROA, HAMILTON

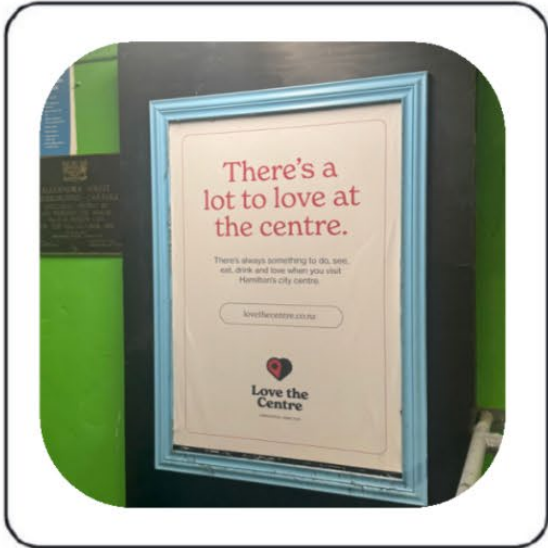
People come together at the centre.

There's always something to do, see, eat, drink and love when you visit Hamilton's city centre.

lovethecentre.co.nz




Flags



Phantom



Teardrop



Global success


Four mates, a few gins, and some bad jokes led to the creation of Clark Lane Distillery. Their Piko Gin blends native Pikopiko fern with pure Pirongia spring water. With a Silver at the Asia Spirit Challenge™ and Gold at the Gin of the Year™ awards in London, Piko Gin promises global success and sophisticated taste. Grab your bottle now.

CLARKLANEDISTILLERY.CO.NZ

Relax and recharge


Just a short walk from the airport, JetPark Hamilton Airport Hotel and Conference Centre is a welcoming stop along your journey. Family-owned and Kiwi-operated, it offers a comfortable and relaxed atmosphere. Enjoy art-filled spaces, fresh seasonal dishes made with local ingredients, and the convenience of complimentary parking and Wi-Fi. Whether you're in town for a meeting, a break between flights, or a peaceful overnight stay, the hotel's modern facilities and friendly atmosphere ensure a comfortable stay. Let JetPark be a simple, memorable part of your travels.

JETPARKHAMILTON.CO.NZ



Game on

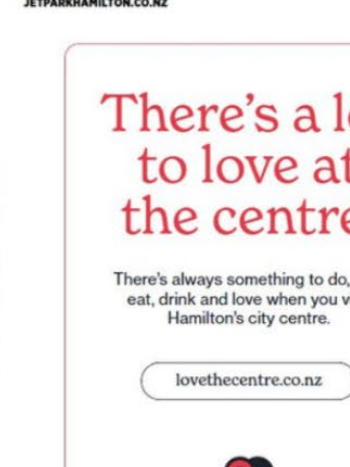
SkyCity Hamilton is the home of entertainment in the heart of Hamilton. With 20 tenpin bowling lanes, an exciting mix of restaurants and bars, a casino, live entertainment, conference and event spaces for hire plus plenty of on-site parking, there is something for everyone. R20 for entry to the casino. **SKYCITYHAMILTON.CO.NZ**



There's a lot to love at the centre.

There's always something to do, see, eat, drink and love when you visit Hamilton's city centre.

lovethecentre.co.nz





Mahi on the Awa



Lugtons Round the Bridges



Circus in the Centre



Live Music





lovethecentre.co.nz

Annual Report

Hamilton Central Business Association Incorporated
For the year ended 30 June 2025

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9	Statement of Financial Performance
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Entity Information

Hamilton Central Business Association Incorporated For the year ended 30 June 2025

'Who are we?', 'Why do we exist?'

Legal Name of Entity

Hamilton Central Business Association Incorporated

Entity Type and Legal Basis

Incorporated Society

Registration Number

2192576

Entity's Purpose or Mission

To provide advocacy, support and promotional opportunities for the business and property owners located within the Hamilton Central Business Improvement District (Hamilton, New Zealand).

Entity Structure

The entity has an Executive Committee of nine members, led by a chairperson, with all members carrying voting rights for major events and transactions of the Association.

Committee Members:

Dwight Egelhof
Mike Neale
Julie Ashby
Chelsea Fleetwood
James McIlver
Rory McKenzie
Niraj Kumar
Vanessa Parker
Craig Paul

The entity's staff comprises the General Manager and Marketing Manager.

Main Sources of Entity's Cash and Resources

- Funds received from commercial ratepayers in the Hamilton CBD
- Funds raised from special projects focused on businesses in the Hamilton CBD

Main Methods Used by Entity to Raise Funds

- Funding from Hamilton City Council (Rates from commercial members and funding for special projects)
- Fees and other income received from members for participation and recognition in special projects hosted by the Association



Entity Information

Entity's Reliance on Volunteers and Donated Goods or Services

All current expenditure is covered by income and funds received by the Association. The Executive Committee is made up of a group of volunteers from the central city business community, with a minimum of five, up to a maximum of eleven representatives.

Physical Address

10 Garden Place, Hamilton Central, Hamilton, New Zealand, 3204

Website

www.lovethecentre.co.nz



Approval of Financial Report

Hamilton Central Business Association Incorporated For the year ended 30 June 2025

The Committee are pleased to present the approved financial report including the historical financial statements of Hamilton Central Business Association Incorporated for year ended 30 June 2025.

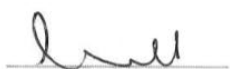
APPROVED



Name Dwight Egelhof

Executive Committee Member

Date 25/08/2025



Name Chelsea Fleetwood

Executive Committee Member

Date 26/08/25





INDEPENDENT AUDITOR'S REVIEW REPORT

To the Members of Hamilton Central Business Association,

We have reviewed the financial statements of Hamilton Central Business Association for the year ending 30 June 2025 which comprise:

- The Statement of Financial Position as at 30th June 2025;
- The Statement of Financial Performance;
- The Statement of Cash Flows;
- The Statement of Service Performance, and;
- The Notes to the Performance Report and Statement of Accounting Policies.

Conclusion

Based on our review, nothing has come to our attention that causes us to believe that the accompanying 2025 financial statements of Hamilton Central Business Association do not present fairly, in all material respects, the financial position of the Incorporated Society as at 30 June 2025, and of its financial performance, cash flows and service performance for the year ended on that date, in accordance with Public Benefit Entity Simple Format Reporting - Accrual (Not-For-Profit) in New Zealand.

Basis for Conclusion

We conducted our review in accordance with ISRE (NZ) 2400 Review of Financial Statements Performed by the Independent Auditor of the Entity, and ISAE (NZ) 3000 (Revised) Assurance Engagements Other than Audits or Reviews of Historical Financial Information. Our responsibilities are further described in the Auditor's Responsibilities for the Review of the Financial Statements section of our report. We are independent of the Hamilton Central Business Association in accordance with the relevant ethical requirements in New Zealand relating to the review of the annual financial statements, and we have fulfilled our other ethical responsibilities in accordance with these ethical requirements. Other than in our capacity as assurance practitioner we have no relationship with, or interests in, Hamilton Central Business Association.

Emphasis of Matter

We draw attention to Note 9 in the financial statements, which describes the factors considered by the Executive Committee in assessing the Association's ability to continue as a going concern. The Association has reported losses in the prior two financial periods and has limited liquid resources. However, the Executive Committee has concluded that there are no material uncertainties that cast significant doubt on the entity's ability to continue as a going concern, based on several factors including secured funding through a service level agreement with the Council, confirmed incremental rate increases, and the Association's essential role in the community. Our conclusion is not modified in respect of this matter.



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Executive Committee Responsibility for the 2025 Financial Statements

The Executive Committee are responsible, on behalf of the Incorporated Society, for the preparation and fair presentation of the 2025 financial statements in accordance with the Public Benefit Entity Simple Format Reporting - Accrual (Not-For-Profit) in New Zealand and for such internal control as the Executive Committee determine necessary to enable the preparation and fair presentation of the 2025 financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Executive Committee are responsible on behalf of the Incorporated Society for assessing the Incorporated Society's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Executive Committee either intend to wind up the Incorporated Society or to cease operations, or have no realistic alternative but to do so.

Auditor's Responsibilities for the Review of the Financial Statements

Our responsibility is to express a conclusion on the 2025 financial statements based on our review. ISRE (NZ) 2400 requires us to conclude whether anything has come to our attention that causes us to believe that the 2025 financial statements, taken as a whole, are not prepared in all material respects, in accordance with the Public Benefit Entity Simple Format Reporting - Accrual (Not-For-Profit) in New Zealand.

A review of the 2025 financial statements in accordance with ISRE (NZ) 2400 is a limited assurance engagement. We perform procedures, consisting of making enquiries, primarily of persons responsible for financial and accounting matters, and applying analytical and other review procedures. The procedures performed in a review are substantially less than those performed in an audit conducted in accordance with International Standards on Auditing (New Zealand) and consequently does not enable us to obtain assurance that we might identify in an audit. Accordingly, we do not express an audit opinion on those 2025 financial statements.

Restriction on Distribution or Use

This report is made solely to the Members of Hamilton Central Business Association, as a body, in accordance with our review work has been undertaken so that we might state to the Members those matters we are required to state to them in an independent reviewer's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Members as a body, for our review work, for this report, or for the opinions we have formed.

David Rickard



Matley Audit Limited
131 Victoria Street
Hamilton Central,
Hamilton, 3204.

25 August 2025



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Statement of Service Performance

Hamilton Central Business Association Incorporated
For the year ended 30 June 2025

'What did we do?', 'When did we do it?'

Description of medium to long term objectives

Advocacy - "To support and facilitate environmental, commercial and design projects in the CBD."

1. CBD masterplan development
2. Partner on central city improvements
3. Promote CBD businesses and initiatives
4. Commercial and residential development

Promotion - "To market and promote CBD businesses, events and activities."

1. CBD activation plan
2. Neat Places
3. Advantage Club
4. Sector specific initiatives
5. Social media development
6. PR opportunities
7. CBD Celebration Awards

Organisation - "To contribute and collaborate on projects that support the CBD business economy."

1. Economic development opportunities
2. Partnership and networking opportunities
3. CBD safety initiatives
4. Cultural awareness opportunities
5. Executive Committee representative of the CBD community
6. CBD brand development and profile raising
7. Governance role: People's Project, Safe Zone, Embassy Park Working Group, and Aged & Accessibility Friendly City Group
8. Contributor to: Waikato Film Office, Boon Street Festival, Council plans for safety, transportation and CCTP revitalisation, and NZ Mentor

Description of key activities

	2025	2024
Business Engagement & Network Events	12 Events : 1200 attendees	14 Events : 1100 attendees
Public Space Activation events	100 Activations : 30-10,000 attendees per event	123 Activations : 30 – 10,000 per event
Social Media Engagement	<i>Instagram</i> ; Followers:4,128 Reach: 34.9k <i>Facebook</i> ; Followers:44.4k Reach: 268.2k <i>TikTok</i> ; Followers: 951 Reach: 101.4k	<i>Instagram</i> ; Followers:3,685 Reach: 16.4k <i>Facebook</i> ; Followers:44.6k Reach: 185.9k <i>TikTok</i> ; Followers: 624 Reach: 41.6k
Business Advocacy Initiatives	17 submissions made	15 submissions made
New Business openings in the CBD	65 new businesses	60 new businesses
CBD Awards Participation	130 entries across 80 businesses	94 entries



Statement of Financial Performance

Hamilton Central Business Association Incorporated
For the year ended 30 June 2025

'How was it funded?' and 'What did it cost?'

	NOTES	2025	2024
Revenue			
Government service delivery grants/contracts	1	461,995	440,625
Non-government service delivery grants/contracts	1	46,596	41,942
Interest, dividends and other investment revenue	1	2,192	3,066
Other revenue	1	3,740	2,880
Total Revenue		514,523	488,513
Expenses			
Employee remuneration and other related expenses	2	212,628	214,546
Other expenses related to service delivery	2	301,111	278,398
Other expenses	2	-	339
Total Expenses		513,739	493,282
Surplus/(Deficit) for the Year		784	(4,769)

This Performance Report should be read in conjunction with the Independent Reviewer's Report, and the Notes to the Performance Report.



Statement of Financial Position

Hamilton Central Business Association Incorporated
As at 30 June 2025

'What the entity owns?' and 'What the entity owes?'

	NOTES	30 JUN 2025	30 JUN 2024
Assets			
Current Assets			
Bank Accounts and Cash	3	26,076	37,039
Debtors and prepayments	3	-	2,151
Total Current Assets		26,076	39,190
Non-Current Assets			
Property, Plant and Equipment	5	3,385	5,472
Total Non-Current Assets		3,385	5,472
Total Assets		29,461	44,662
Liabilities			
Current Liabilities			
Creditors and accrued expenses	4	5,801	13,843
Employee costs payable	4	21,981	29,925
Total Current Liabilities		27,782	43,768
Total Liabilities		27,782	43,768
Total Assets less Total Liabilities (Net Assets)		1,678	894
Accumulated Funds			
Accumulated surpluses (or deficits)	6	1,678	894
Total Accumulated Funds		1,678	894

This statement should be read in conjunction with the Independent Reviewer's Report, and the Notes to the Performance Report.



Statement of Cash Flows

Hamilton Central Business Association Incorporated
For the year ended 30 June 2025

	2025	2024
Cash Flows from Operating Activities		
Cash Flows from Operating Activities		
Grants and special projects receipts	146,596	140,747
Rates and other receipts from members	361,995	348,792
Interest, dividends and other investment receipts	2,185	3,066
Cash receipts from other operating activities	3,440	2,880
GST	(3,751)	2,244
Payments for grants and special projects	(206,954)	(202,857)
Payments for employees and employment activities	(227,424)	(224,260)
Payments for other operating activities	(86,482)	(89,578)
Total Cash Flows from Operating Activities	(10,394)	(18,966)
Total Cash Flows from Operating Activities	(10,394)	(18,966)
Cash Flows from Investing and Financing Activities		
Payments to acquire property, plant and equipment	-	(5,750)
Cashflows from other investing and financing activities	(570)	310
Total Cash Flows from Investing and Financing Activities	(570)	(5,440)
Net Increase/(Decrease) in Cash	(10,964)	(24,406)
Bank Accounts and Cash		
Opening cash	37,039	61,445
Net change in cash for period	(10,964)	(24,406)
Closing cash	26,076	37,039

This statement should be read in conjunction with the Independent Reviewer's Report, and the Notes to the Performance Report.



Statement of Accounting Policies

Hamilton Central Business Association Incorporated For the year ended 30 June 2025

'How did we do our accounting?'

Basis of Preparation

The entity has elected to apply PBE SFR-A (NFP) Public Benefit Entity Simple Format Reporting - Accrual (Not-For-Profit) on the basis that it does not have public accountability and has total annual expenses equal to or less than \$5,000,000. All transactions in the Performance Report are reported using the accrual basis of accounting. The Performance Report is prepared under the assumption that the entity will continue to operate in the foreseeable future.

Goods and Services Tax (GST)

The entity is registered for GST. All amounts are stated exclusive of goods and services tax (GST) except for accounts payable and accounts receivable which are stated inclusive of GST.

Income Tax

Hamilton Central Business Association Incorporated is an incorporated society and is generally exempt from income tax under section CW 40 of the Income Tax Act 2007, which provides an exemption for non-profit bodies' business income that is derived from members or from carrying out the organisation's statutory objectives. However, the association may be liable for income tax on any profits derived from activities outside its core purpose or from non-members.

The society applies the taxes payable method to account for income tax. Under this method, income tax expense in the Statement of Financial Performance represents the estimated amount of income tax payable in respect of the current period's taxable profit. No account is taken of deferred tax effects of temporary differences between tax and accounting treatments of items.

The society regularly assesses its tax position and consults with tax professionals to ensure compliance with all relevant tax legislation. Any tax liability is recognised when an assessment of taxable income indicates that tax is payable. No profits have been generated external to the associations members or from undertaking the core objective of promoting the Hamilton Central Business District, and therefore no Income Tax liability has been recognised.

Bank Accounts and Cash

Bank accounts and cash in the Statement of Cash Flows comprise cash balances and bank balances (including short term deposits) with original maturities of 90 days or less.

Revenue Recognition

Revenue is measured at the fair value of the consideration received or receivable for the sale of goods and services, excluding goods and services tax rebates, to the extent it is probable that the economic benefits will flow to the entity and revenue can be reliably measured.

Revenue from providing goods and services will be recognised when it is earned and the related good or service has been provided.

Interest received is recognised as the interest accrues.

Grants requiring specified future conditions to be met are recognised as a liability on receipt. The grants are recognised as income over the period that the specified conditions are complete and the associated costs are recognised.

Donations will be recorded at the measurable or market value of the asset as at the date of acquisition.



Statement of Accounting Policies

Changes in Accounting Policies

There have been no changes in accounting policies. Policies have been applied on a consistent basis with those of the previous reporting period.

Property, Plant and Equipment

Property, plant and equipment and investment property are stated at historical cost less any accumulated depreciation and impairment losses. Historical cost includes expenditure directly attributable to the acquisition of assets, and includes the cost of replacements that are eligible for capitalisation when these are incurred.

An item of property, plant and equipment or investment property is derecognised upon disposal or when no further future economic benefits are expected from its use or disposal. Any gain or loss arising on derecognition of the asset (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) is included in the statement of service performance in the year the asset is derecognised.

Depreciation

Account	Method	Rate
Office Equipment	Diminishing Value (100%)	16-67%
Plant and Equipment	Diminishing Value (100%)	13-40%

Presentation in New Zealand Dollars

The financial statements are presented in New Zealand Dollars (NZ\$) and all values are rounded to the nearest NZ\$, except when otherwise indicated.



Notes to the Performance Report

Hamilton Central Business Association Incorporated
For the year ended 30 June 2025

	2025	2024
1. Analysis of Revenue		
Government service delivery grants/contracts		
Income - CBD Activation	100,000	99,880
Rates from Members	361,995	340,745
Total Government service delivery grants/contracts	461,995	440,625
Non-government service delivery grants/contracts		
Associate Membership	-	125
Business Awards - Sales & Sponsorships	26,529	22,787
Neat Places	20,068	19,030
Total Non-government service delivery grants/contracts	46,596	41,942
Interest, dividends and other investment revenue		
Interest Received	2,192	3,066
Total Interest, dividends and other investment revenue	2,192	3,066
Other revenue		
Other Income	3,740	2,880
Total Other revenue	3,740	2,880
	2025	2024
2. Analysis of Expenses		
Employee remuneration and other related expenses		
Wages	220,424	214,546
Provision for Holiday Pay	(7,795)	-
Total Employee remuneration and other related expenses	212,628	214,546
Other expenses related to service delivery		
ACC Levies	369	795
Accountancy Fees	2,773	2,018
Advertising	1,814	-
Audit Fees	3,867	3,032
Bad Debts	-	950
Bank Fees	77	86
Carparks	4,767	5,200
Computer Expenses	-	5,420
Depreciation	2,087	2,389
Insurance	5,528	2,498
Marketing	9,315	11,747
Meeting Costs - AGM	128	50
Meeting Costs inc Social Business	9,905	13,138
NIB Marketing	300	-
Office Cleaning	2,528	1,237



Notes to the Performance Report

	2025	2024
Office Expenses	6,227	5,964
Postage	11	243
Printing & Stationery	2,400	3,865
Rent	25,469	24,970
Seminars & Conferences	3,304	73
Special Projects - Advantage Club	1,263	790
Special Projects - Business Awards	49,178	43,328
Special Projects - CBD Activation	100,017	107,109
Special Projects - Economic Development	23,586	8,414
Special Projects - Member Workshop & Events	372	-
Special Projects - Neat Places	28,112	20,959
Sponsorship	-	1,000
Staff Expenses	715	1,268
Staff Training & Welfare	1,085	-
Subscriptions	7,560	5,522
Telephone & Tolls	2,405	3,926
Travel Expenses - NZ	1,802	1,807
Travel Expenses - Overseas	3,146	-
Website Maintenance	1,000	600
Total Other expenses related to service delivery	301,111	278,398
Other expenses		
Loss on Disposal of Fixed Assets	-	339
Total Other expenses	-	339
	2025	2024
3. Analysis of Assets		
Bank Accounts and Cash		
ASB - 00	17,211	6,467
ASB - 01	255	255
ASB - 50	4,927	20,765
ASB - 51	3,682	9,551
Total Bank Accounts and Cash	26,076	37,039
Debtors and prepayments		
Prepaid Expenses	-	2,151
Total Debtors and prepayments	-	2,151
	2025	2024
4. Analysis of Liabilities		
Creditors & accrued expenses		
Accounts Payable	4,319	-
Creditors	-	8,598
GST	(36)	3,156



Notes to the Performance Report

	2025	2024
ASB Credit Card XX-8694	1,519	2,089
Total Creditors & accrued expenses	5,801	13,843
Employee costs payable		
Holiday Pay Accrual	16,743	24,539
PAYE Payable	5,238	5,387
Total Employee costs payable	21,981	29,925

	2025	2024
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5. Property, Plant and Equipment

Plant and Equipment		
Opening Balance	4,217	339
Plant and machinery owned	-	(1,130)
Accumulated depreciation - plant and machinery owned	(1,687)	5,008
Total Plant and Equipment	2,530	4,217

Office equipment		
Opening Balance	1,256	2,112
Accumulated depreciation - fixed assets owned	(401)	(856)
Total Office equipment	855	1,256

Total Property, Plant and Equipment	3,385	5,472
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	2025	2024
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6. Accumulated Funds

Accumulated surpluses or (deficits)		
Opening Balance	894	33,710
Retained earnings/Accumulated funds	-	(28,047)
Current year earnings	784	(4,769)
Total Accumulated surpluses or (deficits)	1,678	894
Total Accumulated Funds	1,678	894

7. Prior Period Corrections

There are no prior period corrections.

8. Events After the Balance Date

There were no events that have occurred after the balance date that would have a material impact on the Performance Report.

9. Ability to Continue Operating

The financial statements have been prepared on a going concern basis. The Executive Committee has considered the organisation's ability to continue as a going concern for at least 12 months from the date of approving these financial statements.



While the Association has reported losses in the prior two financial periods and has limited liquid resources, the Executive Committee has concluded that there are no material uncertainties that cast significant doubt on the entity's ability to continue as a going concern. This conclusion is based on the following factors:

1. Essential role: The Association plays a crucial role as a conduit from the central city business community to Hamilton City Council.
2. Secured funding: The Association receives revenues through a service level agreement with the Council, ensuring predictable and secure quarterly revenue streams for budgeting and planned expenditures.
3. Incremental rate increases: The Council has confirmed incremental increases in rates revenues of maximum 5% annually, providing a stable and growing income source. This change is effective in the FY25 period and will improve the revenue stream and cover for increasing inflation.
4. Liability management: The Association is actively managing its current liabilities, with plans to reduce holiday pay obligations by the new calendar year through increased utilisation.
5. Not-for-profit structure: As a not-for-profit entity, the Association is designed to operate without accumulating significant reserves, which explains the limited profit margins.
6. Council oversight: The Hamilton City Council, as the responsible party, would be required to follow a notice period and engagement process to wind up the Society. This notice period would allow sufficient time to receive the next quarterly instalment of rates income and settle all creditors if necessary.

Given these factors, the Executive Committee believes that the Association has adequate resources to continue in operational existence for the foreseeable future. Therefore, the Association continues to adopt the going concern basis in preparing its financial statements.



Council Report

Committee: Economic Development Committee

Date: 09 September 2025

Author: Mike Bennett

Authoriser: Hannah Windle

Position: Economic Development Programme Manager

Position: Unit Director Strategic Planning & Advocacy

Report Name: Strategic and General Update

Report Status	<i>Open</i>
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Purpose - *Take*

1. To inform the Economic Development Committee of both strategic matters and general updates that staff want to bring to Members' attention.

Staff Recommendation - *Tuutohu-aa-kaimahi*

2. That the Economic Development Committee receives the report.

Executive Summary - *Whakaraapopototanga matua*

3. This report informs the Economic Development Committee members on activities, actions or projects that the Committee and the relevant General Managers have responsibility.
4. At the start of this triennium, staff prioritised a focus on relationships with key sector businesses as a foundational part of an engaged and responsive economic development programme. Over that time, our Business Relationship Advisor has worked to proactively establish and strengthen Council's relationship with a range of employers from sectors critical to our city's economic growth. This work included leading nearly 300 face-to-face meetings.
5. Our Business Opportunities Advisor has been building on those strong relationships with existing employers to deliver several outcomes in 2025, providing insights and sharing our value proposition for new businesses investment. This includes the [Winning from the Waikato](#) event held in May.
6. Economic development staff continue to lead economic development collaboration at the Future Proof and regional level alongside our partner territorial authorities from across the Waikato and Waikato Regional Council.
7. The Growth Programmes part of the report highlights progress in the central city. Construction on the Pullman Hotel is now well underway as is the internal fitout of the Waikato Regional Theatre, and Union Square Building B has commenced development. This work – as well as other developments – signals confidence in central Hamilton.
8. Industrial and commercial development is advancing in Ruakura, Rotokauri-northwest, and Rototuna, these locations being strategically positioned along major transport corridors and benefiting from coordinated public and private investment.

9. In particular, site preparation and construction at the Ruakura Superhub and progress on the Eastern Transport Corridor design work underline Ruakura's role as a key freight and business hub for the upper North Island. Rotokauri-northwest continues to enable new warehousing and manufacturing opportunities, and Rototuna Town Centre continues to expand.
10. The Data, Analytics, Economics and Policy section of the report discusses the economic context and outlook and includes slides (**Attachment 1**) highlighting Hamilton's economic indicators for the year to June 2025.
11. The FY25 Year End Activity reports from Destinations Group for H3, Hamilton Gardens, Te Whare Taonga o Waikato Museum & Gallery and Te Kaaroro Nature Precinct are included to provide a summary of activity for the year to June 2025.
12. Staff consider the matters in this report to have low significance and no known risks, and that the recommendation complies with the Council's legal requirements.

Discussion - *Matapaki*

ECONOMIC DEVELOPMENT PROGRAMME

Business relationships

13. Direct engagement with existing businesses is a core part of successful economic development. Our approach has seen proactive and consistent connections with owners, Chief Executive Officers, site managers and key staff to position Hamilton City Council as a trusted partner.
14. Over the current triennium, our Business Relationship Advisor has led nearly 300 face-to-face meetings, touring their facilities and building up trust. That represents 130% of our three-year target for engagement with businesses across our key growth sectors:
 - i. manufacturing;
 - ii. technology & innovation; and
 - iii. logistics.
15. This work has also gathered real-time insights to enhance Council decision-making through our regular Employer Insights Reports, with the most recent report shared at the 29 July 2025 meeting of this Committee (see [agenda](#)).
16. By providing a view into the daily operations of Hamilton businesses, Elected Members and Council leaders are able to gain additional perspectives that can be taken alongside macroeconomic data and trends from Council's economics and policy programme.
17. The work programme will continue to prioritise this foundational work, while also leveraging our connections with business leaders to benefit other aspects of Council. An example of this is the opportunity to maximise business opportunities tied to the resumption of direct air connections to Australia.

Business opportunities

18. A generally accepted best practice in economic development is that as much as 75% of new capital investment and job growth comes from existing businesses, and therefore expansion and retention efforts should be prioritised.
19. The programme's approach to promoting Hamilton as a location of choice for business investment is built on those best practices, showcasing the employers and industries that contribute to our local and regional economy.
20. By highlighting their successes and underscoring the value proposition behind their continued operations or expansions, we provide insights that demonstrate the potential for new businesses in our city.

21. Several projects been delivered in 2025, guided by an approach that builds on our strong relationships with existing employers. These include:
 - i. the [Winning from the Waikato](#) event;
 - ii. the [Make it Here](#) partnership at Hamilton Airport;
 - iii. work with electric motorbike manufacturer [FTN Motion](#); and
 - iv. a series of [featured stories](#) using the Tech in the Tron platform.

Future Proof economic development

22. The Future Proof Programme Management Group (PMG) has agreed that Future Proof is best positioned to partner with economic development leaders on the development of a regional framework. At the time of this report, a workshop was being scheduled by the Future Proof Implementation Advisor to develop a scope, identify stakeholders and create an engagement plan. Staff will provide a verbal update at the meeting.

Regional economic development group

23. A locally-led, regionally-focused group was established in 2024 to connect city and district economic development practitioners from across the Waikato and speak with a unified voice. The group is delivering on its goal is to share learnings, knowledge and insights about efforts to drive positive economic outcomes at a local, sub-regional and regional level.
24. The group meets monthly, with the 12 August 2025 meeting expanded to be half-day, on-site event to promote collaboration and regional learnings. Economic development staff from across the region were hosted by Waitomo District Council and the [Ngāti Maniapoto Marae PACT Trust](#) in Te Anga at the Maniapoto Cultural and Education Centre.
25. The meeting focused on learnings around renewable energy initiatives, as well as plans to develop facilities and infrastructure to enable the community to control both forestry and processing, providing economic growth and opportunities.

GROWTH PROGRAMMES

26. This update provides a summary of growth programmes work related to economic development activity in the Central City and Greenfield Growth areas within Hamilton's boundaries.

Central City Transformation

27. Council is committed to driving economic growth and building our central city to be a hub for employment, tourism, and commercial opportunities.
28. Council is utilising the opportunities that private developments bring by enhancing the cleanliness, activation and safety of the central city.
29. Construction on the Pullman Hotel is now well underway. On its completion in 2026, it will create 100-120 new full-time jobs. Securing a new 4- or 5-star hotel in the central city has been an economic priority for Council for some time.
30. The Waikato Regional Theatre has reached several significant milestones in the past few months with the exterior work completed and the interior fitout of the building well underway. Council has work planned to rejuvenate the surrounding areas of the theatre precinct including the adjacent Embassy Park.
31. Union Square Building B has commenced development, with a sod turning ceremony held in late July. Tetra Pak and AECOM are set to take up residence once the building is delivered in 2026.

32. The commercial development activity as well as other developments such as the proposed \$120 million Templeton Hotel and residential development throughout central Hamilton, are a clear sign of confidence in the future of Hamilton and our central city.

Greenfield Industrial and Employment Growth

33. Hamilton's greenfield areas continue to drive economic and employment growth, with industrial and commercial development advancing in Ruakura, Rotokauri-northwest, and Rototuna. These locations are strategically positioned along major transport corridors and benefit from coordinated public and private investment. Recent activity includes further site preparation and construction at the Ruakura Superhub, where logistics and warehousing are steadily coming online, boosting local jobs and regional supply chain capacity. The Eastern Transport Corridor design work is progressing with New Zealand Transport Agency support, reinforcing Ruakura's role as a key freight and business hub for the upper North Island.
34. Rotokauri-northwest continues to enable new warehousing and manufacturing opportunities, while protecting long-term future transport corridors. Rototuna Town Centre continues to expand as a mixed-use destination, with commercial and community development advancing alongside improved transport connections. Together, these projects highlight the ongoing role of greenfield development in unlocking land for industry, creating jobs, and strengthening Hamilton's economic resilience.

DATA ANALYTICS, ECONOMICS AND POLICY

General economic update

35. Inflation is up, spending is down, economic growth has fallen, and unemployment is at its highest point in over a decade – enough to make anyone want to hide under their duvet! But despite this, the entrepreneurial spirit is alive in Hamilton, and we saw an increase of over 200 businesses over the past year. Hamilton also went against the national grain with increases in tourism expenditure (up 3.4%) and guest nights (up 7%).
36. Even within the negative falls of many annual indicators, Hamilton is also continuing to outperform the national economy across most indicators. We are also seeing glimmers of hope with many indicators stabilising in recent months and some even improving compared to the December 2024 and March 2025 quarters.
37. House prices and the property market are also showing glimmers of improvement – a key driver of consenting activity in Hamilton. Property sales were up 23% in Hamilton compared to 15% nationally, and our sales data is showing a 1% increase in house prices following a weak March 2025 quarter. The official cash rate is now sitting at 3% with the Reserve Bank signalling a strong chance of moving to 2.5% instead of 2.75%. Interest rates have responded with more falls expected.
38. A sluggish housing market and falling interest rates have encouraged first home buyers, with Cotality reporting that 30% of Hamilton sales in the first four months of 2025 were to first home buyers. This compares to a normal rate of about 24%. The median house price paid by first home buyers in Hamilton was \$705,000 and 89% of purchases were standalone homes, suggesting that most were existing homes rather than new builds which typically start around \$850,000 in Hamilton.
39. Economic uncertainty and tariff trade wars continue to headline here and abroad. American consumers will bear the brunt of tariffs and are likely to see higher inflation, which in turn leads to less disposable income and lowers demand for goods and services or leads consumers to look for cheaper alternatives.
40. New Zealand exporters are negotiating this new environment. A survey of exporters prior to this announcement showed 55% had experienced no significant impact from the 10% tariff but

18% had seen reduced demand for their goods and 19% had increased their prices. A strong US dollar has helped cushion the initial blow for many exporters; however, in a surprise move, President Trump increased the tariff for New Zealand goods to 15% on 1 August 2025. This compares to a 10% tariff on Australian exports, making it harder for New Zealand products to compete in the US market.

41. New Zealand exporters have several options to respond to tariffs – absorb the costs into their bottom line, pass the costs onto the consumer, divert their products to another market or a combination of all of these. The response will vary by business and by product; businesses will need to be aware of how their competition adapts, particularly from countries with lower tariffs. If the NZ dollar strengthens against the US dollar, the impacts of tariffs will be worse.
42. Youth unemployment has increased rapidly and participation in the labour force has fallen sharply. This is an unfortunate side effect of an economic downturn as younger people and the roles they fill are often the first to be cut in restructures. The 15- to 24-year-old age group saw filled jobs down 5.9% in the year to June 2025, compared to a 1.2% fall across all age groups. Hamilton's current rate of 15- to 24-year-olds not in education, employment or training was at 13.7% in June 2025.

Consenting

43. Consenting has been somewhat of a rollercoaster in 2025 so far. The March quarter was strong with 244 dwellings consented, but the June quarter was the weakest quarter since the Global Financial Crisis (151 dwellings). To date, July and August have been looking healthier with 176 dwellings consented as at 20 August 2025.
44. Residential consenting increases when house prices increase, and real estate listings are selling fast. The number of existing homes available at the moment is one of restrictors of growth in the consenting area.
45. Non-residential consenting remains below the long-term average with 22,500m² of new space consented in the year to June 2025. However, alterations and additions remained strong with over \$100 million consented in the last 12 months. Much of the activity is located in the central city where tenants are moving to better premises and the old premises are revamped to attract new tenants.

Outlook

46. New Zealand's economy has a strong reliance on the housing market and immigration. Both of these are unsupportive of growth right now. Economic growth in New Zealand is projected to be lower than expected earlier this year, with recent forecasts from the Reserve Bank of New Zealand around 0.5% lower for the next two years – the equivalent of about \$300 million less per year than previously expected in 2026 and 2027. However, overall the forecasts are still for growth in the economy from later this year.
47. House prices are forecast to see little growth for the rest of 2025, with slow increases in 2026 before gaining momentum in 2027 and levelling out around 5% per annum – mirroring the outlook for gross domestic product growth. Further cuts to interest rates will improve affordability and the amount people can borrow. Positive movement in house prices and falls in interest rates generally encourage both new build and renovation activity.
48. The current housing market is at an unusual position for New Zealand – interest rates are low by historical standards with many now below 5%, but real estate listings are higher, and house prices are relatively static. This unique (for New Zealand) combination offers opportunities particularly for first home buyers to get a foot on the ladder.

49. However, unemployment is likely to increase further, and the household incomes are falling in real terms as household costs increase faster than wages. This will limit demand in many areas and make many people more cautious about spending and debt.
50. We are currently finalising our short-term growth forecasts for Hamilton. These will be released with the June 2025 Quarterly Economic Report in September.
51. See **Attachment 1** for further information.

TOURISM AND EVENTS

Year End Reporting

52. This report provides a year-end update of Destination Group activity for H3 Venues, Te Kaararo Nature Precinct, Te Whare Taonga o Waikato Museum & Gallery and Hamilton Gardens. Aside from routine operations and trading result of the core units, it has been a momentous year for the Destinations Group. See **Attachments 2 – 5** for further information.
53. **H3 Venues** had a very strong year with record revenue performance, up \$2.4 million on budget driven by large and unanticipated business event activity. By comparison, attendance across H3 venues did not reach target with lower than anticipated attendance at exhibition and some sporting events. The strong delivery of business event activity has continued into FY26.
54. **Te Kaararo Nature Precinct** (Hamilton Zoo and Waiwhakareke Natural Heritage Park) has also had a solid year with a strong focus on face-to-face encounters. A similar focus has been on the preparations for new Savanah Precinct, developments including the soon to be constructed Giraffe enclosure and Rhino Barn. The build of the predator-proof fence around Waiwhakareke was pushed out to 2026 to enable better planning and security of external funding.
55. **Te Whare Taonga o Waikato Museum & Gallery** re-opened in early December 2024 following a significant six-month refurbishment programme. The re-opening following that work also enabled the launch of an identity (name and brand) giving it a new lease of life for customers and staff alike.
56. **Hamilton Gardens'** Visitor Entry Precinct reopened in mid-September 2024 following a significant refurbishment of function rooms, a new visitor centre and arrivals precinct. This coincided with the introduction of a new paid admission system to enable charging for non-Hamiltonians and free entry for validated Hamiltonians. This was a major project for the team which also benefited from significant technical support from the H3 team.

Other Destination Group Activity

57. Outside of the four operating departments, the group's engagement with Hamilton and Waikato Tourism (HWT), Hamilton Airport and the new Waikato Regional Theatre has also seen significant advances.
58. HWT is extending its reach of marketing activity into Australia's eastern seaboard, ignited by the introduction of incoming daily trans-Tasman air services to Hamilton Airport. The airport company has also seen several advances in its broader aeronautical business activity across its property precinct.
59. The Waikato Regional Theatre announced its operating contract with Live Nation (a global operator of performance venues and entertainment promotions). During the year, the theatre build progressed well but not without its challenges. The Waikato Regional Theatre is due for completion in late 2025, with official details of opening to be announced shortly.

Financial Considerations - *Whaiwhakaaro Puutea*

60. The topics covered in this report are funded by existing budgets. There are no financial implications in relation to the information provided in this report.

Legal and Policy Considerations - *Whaiwhakaaro-aa-ture*

61. Staff confirm that the matters covered in this report comply with the Council's legal and policy requirements.

Risks - *Tuuraru*

62. There are no known risks associated with receiving the report.

Strategic Considerations - *Whaiwhakaaro-aa- rautaki*

63. Everything we do is aimed at improving the wellbeing of Hamiltonians. Council has been working alongside our community to understand what people in our city want the future of Hamilton Kirikiriroa to look like as represented by our five priorities.
64. The promotion of the social, economic, environmental, and cultural wellbeing of communities in the present and for the future is expressed through Council's key strategies.
65. The proposed recommendation will align with Council key documents, as identified in the Governance Structure, in the following ways:

Significance and Engagement Policy	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. Given the low level of significance determined, the engagement level is low. No engagement is required
He Pou Manawa Ora - Pillars of Wellbeing	The information include in this report addresses He Po Manawa Taiao (Pillar of restoration) through the Council's Central City Transformation Plan, which considers connections between the central city and the river to restore and protect the balance of the environment.
Our Climate Future Te Pae Tawhiti o Kirikiriroa	Staff have considered the key considerations under the Climate Change Policy and have determined that an adaptation assessment and emissions assessment is not required for the matter(s) in this report.
Disability Action Plan	Staff have considered the Disability Action Plan and determined that there are no specific or relevant goals applicable to this report.

Attachments - *Ngaa taapirihanga*

Attachment 1 - Economic Update Presentation - September 2025

Attachment 2 - H3 Activity Report 1 July 2024 to 30 June 2025

Attachment 3 - Te Kaaroro Nature Precinct Activity Report 1 July 2024 to 30 June 2025

Attachment 4 - Te Whare Taonga o Waikato Museum & Gallery Activity Report 1 July 2024 to 30 June 2025

Attachment 5 - Hamilton Gardens Activity Report 1 July 2024 to 30 June 2025



The context

- Economic growth has stalled
 - Construction and utilities saw the largest GDP falls
 - The export sectors saw the biggest improvements.
- Inflation increased to 2.7%
- The OCR was reduced to 3% in August
 - Bank interest rates have fallen further with many mortgage rates heading below 5%.
 - Savings interest rates also go down when mortgage rates come down.
- NZ exports now attract a 15% tariff in America – up from the previous 10%
- Real household income has fallen as wages increase slower than household costs.

9 September 2025

2

Inflation

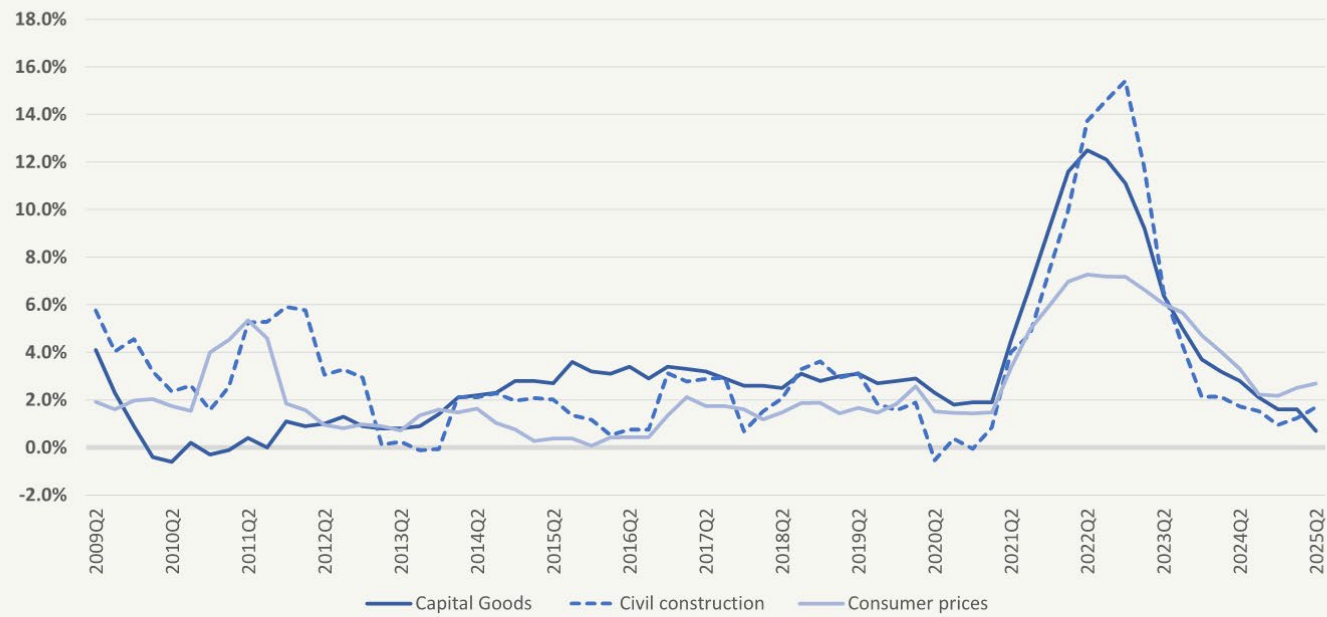
- Inflation has increased from 2.2% at the end of 2024 to 2.7% in June 2025.
 - Key drivers are local government rates, rent increases and grocery prices
 - Inflation expected to increase to 3% in the September quarter, before falling back to 2.3% by March 2026.
- The consumer price index (CPI) is higher than the capital goods price index.
- Capital goods prices fell 0.2% in the June 2025 quarter, taking annual inflation to 0.7%.
 - Residential construction costs increased 1% compared to a long-term average of 5%
 - Civil construction costs increased 1.7% compared to a long-term average of 3.6%
 - Compares to a peak of over 12% in 2022 for capital goods and 17% for residential construction

9 September 2025

3

Inflation

Annual inflation for different price indices



9 September 2025

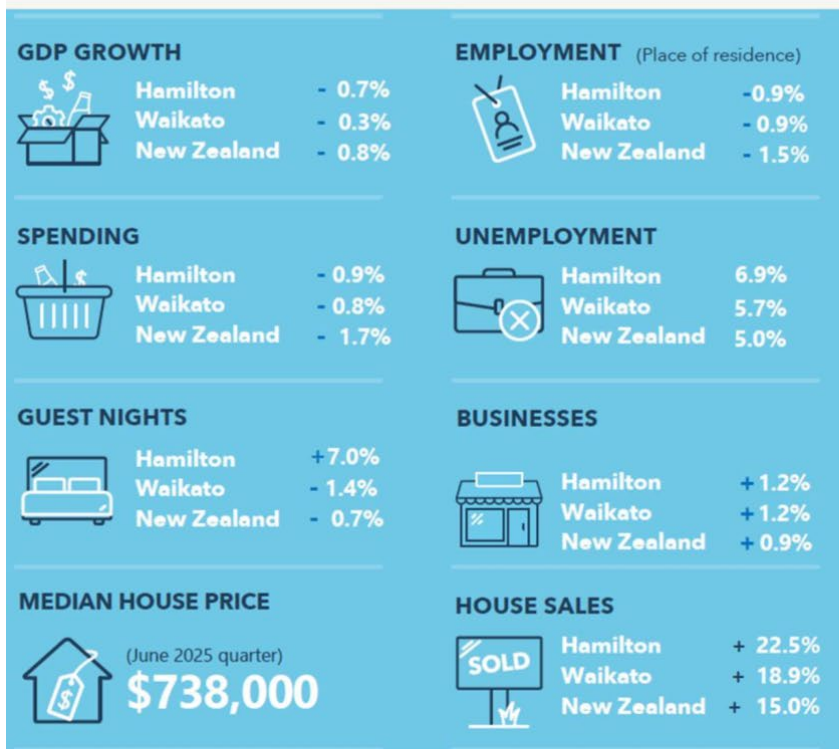
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Hamilton consenting activity - year to June 2025



- Consenting activity remains weak, although data coming in for July and August suggests the September quarter will be better.
- Residential consenting for the June 2025 quarter was the lowest since the GFC.
- Retirement village activity shows signs of life after no consents were granted in 2024.
- Relatively low levels of construction activity are underway – a reflection of ongoing feasibility challenges and the availability of existing homes to that exceeds buyer demand.
- The increase in the number of homes completed is being driven up by the large number of KO completions at the end of 2024.
- Non-residential activity remains quiet but is not surprising given the current economic climate. 5

Hamilton economic indicators - year to June 2025



9 September 2025

- Economic indicators for Hamilton show the strain on the economy right now.
- However, Hamilton continues to outperform New Zealand as a whole.
- Positive moves were seen in business growth, guest nights and house sales
- Unemployment is rising and job numbers have declined further
- House prices increased 1% on the March 2025 quarter

6

The outlook for the economy

- More OCR cuts that could go down to 2.5%, potentially by the end of the year
 - Lower interest rates improve investment feasibility by enabling house price increases
 - Risks are pulling in different directions – household caution and low house prices vs falling interest rates putting more money in the pockets of households with mortgages.
 - Better interest rates are likely with the new push towards 2.5%
 - Only 1/3 of households have a mortgage
 - Households in rental properties (or with no debt) get no direct relief with lower interest rates
- NZ exporters will need to consider how they absorb or redistribute the additional 5% tariffs.
 - Export prices are forecast to fall which will add to this pressure.
- Continued soft consenting, potentially improving in second half of 2025 if house prices increase (albeit slowly) and interest rates keep falling.
- Lower economic growth will reduce risk appetite and lower investment in new facilities and equipment.

9 September 2025

7

H3 ACTIVITY REPORT

1 JULY 2024 -
30 JUNE 2025



GLOBOX Arena & Events Centre, Claudelands

2024-25 ACTIVITY REVIEW



H3's purpose is to attract and deliver exceptional event experiences to Hamilton with a focus on economic and social benefits. This report is a summary of activity from 1 July 2024 to 30 June 2025 and was prepared for Council's Economic Development Committee meeting on 9 September 2025.

WELCOME TO THE H3 2024-2025 ACTIVITY REPORT

This year has been a strong reflection of H3's purpose, to attract and deliver exceptional event experiences to Hamilton with a focus on economic and social benefits. With over 1,100 events delivered across our venues, we've seen the impact of our work in everything from major sporting fixtures and national conferences to community events and cultural celebrations.

None of this happens without our tight team, a group of people who genuinely care about what they do and support each other to deliver great outcomes. We continue to be recognised as the best in the business, and that's down to the professionalism, creativity, and resilience of our people. Our dedicated hosts play a huge role in shaping the experience for every guest, and their commitment to manaakitanga is something we're really proud of.

Together, we've helped create moments that matter for Hamiltonians and visitors alike, and we're proud of the role H3 plays in supporting the city's growth, vibrancy, and wellbeing.

- Ben Slatter H3 Director

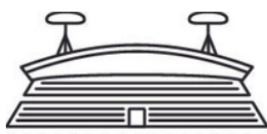
VENUE HIGHLIGHTS

CLAUDELANDS EVENT CENTRE - IMPACT EVENTS

July began with the return of crowd favourites The Great NZ Food Show and Waikato Mid-Winter Christmas Market, alongside the final AVIS Magic home game of the ANZ Premiership season. In August, Claudelands welcomed the inaugural Afrika Bazaar and hosted the Predator Pro Billiards Series. The arena came alive with the New Zealand Darts Masters 2024. We also hosted the return of the Women's Lifestyle Expo, the much-loved Hamilton Brick Show, plus comedian Ed Byrne's Tragedy Plus Time tour. September saw the return of Council's Manaaki Welcoming Community event. The debut International Charity Fight Night featured two title bouts and was followed by the Cheer Factor World Qualifying event.

Celebrations continued in October with the 40th anniversary of the Waikato Home & Garden Show, drawing over 20,000 attendees. The month also featured the first Punjabi Virsa Concert in Hamilton, Muay Thai event, TMT Fight Night, and the annual Waikato A&P Show. November highlights included the return of the Plant Extravaganza and the Tainui Waka Primary Schools Kapa Haka Festival. Music legends Crowded House performed at GLOBOX Arena, while Urzila Carlson delivered two sold-out comedy shows. The year's arena events wrapped up with Dance Effects end-of-year showcase.

The new year began on a high note with Sarah Millican's comedy tour. February featured the Malaysia Day community event, followed by March's Discipline Games. April brought a sold-out show by Joe Daymond, the family-favourite Bluey's Big Play, and literary event Ages of Pages 2025. Basketball returned in May with the inaugural Trans-Tasman Throwdown and a Northern Whai NBL fixture. Court sports dominated the month with the AVIS Magic's home season launch, complemented by sold-out shows from Adam Kay and Heath Franklin's Chopper.



2024-25 ACTIVITY REVIEW CONTINUED



CLAUDELANDS CONFERENCE AND EXHIBITION CENTRE - BUSINESS AND COMMUNITY EVENTS

Claudeland's Conference and Exhibition Centre continued to serve as a dynamic hub for a wide range of events, including industry conferences, community gatherings, corporate meetings, and cultural celebrations. Major conferences such as the Water New Zealand Conference & Expo, the New Zealand Society of Gastroenterology, Future Roads, and NZCB Building the Future brought together professionals from across the country. These events showcased Claudeland's capacity to host large-scale, high-impact gatherings. Specialised workshops and symposiums, including the Taiohi Oranga Symposium, HIP Group Masterclass, and the New Zealand Hydrological Society Technical Workshop, highlighted the venue's role in supporting education and innovation. The venue also hosted prestigious events such as the Waikato Chamber of Commerce Business Awards and the 13th Hospice Waikato and Montana Food & Events Bucket List Banquet, both held inside GLOBOX Arena. Corporate clients including Fonterra, Samsung, OfficeMax, and Ballance Agri-Nutrients utilised Claudeland's for product forums, training sessions, and milestone celebrations, taking advantage of the venue's flexible spaces and professional support. Claudeland's also welcomed a strong presence from New Zealand Police, hosting multiple recruitment and training sessions. Community-focused events such as the Hamilton Prayer Breakfast, church ordinations, and the South City Christian School graduation further demonstrated the venue's versatility. Celebratory events such as the Young Plumber of the Year Awards, Mitre 10's 50th Anniversary Gala, and personal milestones including memorial services and birthday functions were also held at the venue.

Clients consistently commend Claudeland's for its welcoming environment, modern facilities, and seamless event support. Whether hosting a national conference, a training day, or a community celebration, Claudeland's remains a trusted venue for meaningful and memorable experiences. These events play a vital role in enriching the social, cultural, and economic fabric of the Waikato region. From industry conferences that drive innovation to community gatherings that foster connection, each event contributes to the growth, engagement, and vibrancy of both the local and national landscape. Claudeland's continues to provide a platform where ideas are shared, relationships are built, and milestones are celebrated, reinforcing its position as an essential venue for progress and community spirit.

FMG STADIUM WAIKATO

Following an action-packed Super Rugby Pacific season, July was spent gearing up for Waikato Rugby's National Provincial (NPC) and Farah Palmer Cup (FPC) home fixtures. NPC and FPC kicked off in August and saw the stadium host a Parliamentary Rugby game. The NPC and FPC campaigns continued into October with our Waikato Women taking the FPC title with a stellar performance against Canterbury. This was followed by the NZ Secondary Schools fixtures the next day.

FIFA™ Football returned to FMG Stadium Waikato with Hamilton hosting the All Whites for a FIFA World Cup 26™ Oceania Qualifier against Vanuatu and their first ever game in Kirikiriroa. A double header, this game also saw the stadium host Samoa vs Tahiti. 2025 began with maintenance in preparation for a busy February with the Fijian 7s tournament, Freestyle Kings Live, a sold out One NZ Warriors pre-season game, and the Gallagher Chiefs Super Rugby Pacific home season kick off. Super Rugby Pacific regular season games continued into May and June saw the stadium host the Gallagher Chiefs for qualifying and semi-final fixtures.



2024-25 ACTIVITY REVIEW CONTINUED



Item 9

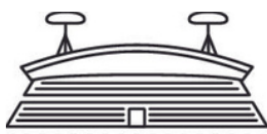
FMG STADIUM WAIKATO - CONTINUED

FMG Stadium Waikato hosted a wide range of business, community, and cultural events, reinforcing its role as a key venue in the region. Regular meetings by the NZ Automobile Association Waikato District Council and WRU Board highlighted the stadium's importance for strategic and governance-focused gatherings. Corporate clients like Stafford Engineering, Forsyth Barr, and Fonterra held leadership workshops, investor roadshows, and planning sessions, making full use of the stadium's professional setting. The venue also welcomed technical and educational events such as the 79th Hydropower Technology Course, AI training workshops, and environmental briefings, showcasing its adaptability across industries. Community and cultural highlights included the Pacific Rose Bowl Festival Trust, Kaiāwhina Wānanga, and Hei Raakei Raukura - Puutake Graduation, alongside festive occasions like private birthday functions and the Civic Awards Night.

SEDDON PARK

Following a busy summer of cricket, preparations for the domestic season began in July, with play resuming in October. The Ford Trophy kicked off the 2024/25 season with a match against Wellington, followed by Plunket Shield fixtures from November through March. December marked the start of the international season, highlighted by the BLACKCAPS v England 3rd Test. This was followed by Super Smash double-headers on Boxing Day (vs Auckland) and New Year's Day (vs Wellington). In January, Seddon Park hosted an ODI against Sri Lanka, alongside continued Super Smash, domestic, and Hallyburton Johnstone Shield matches. February featured the return of the Sunset Cinema series with four films screened. The season concluded in March with the inaugural men's health event, Pilates in the Park, and an April ODI between the BLACKCAPS and Pakistan. From July 2024 to June 2025, Seddon Park proudly hosted a wide array of business events and private functions, reinforcing its reputation as one of Hamilton's premier venues for gatherings of all kinds. Northern Districts Cricket (NDC) made use of the venue throughout the year, with a strong presence across umpire training, coaching courses, club forums, and strategic meetings with New Zealand Cricket. These sessions not only strengthened the region's cricketing infrastructure but also highlighted Seddon Park's role as a hub for sporting excellence and development.

The venue also welcomed a variety of community and corporate events, including the Rain Bird Irrigation Training, Sealed Air Long Service Awards, and the Waikato Real Estate Client Event. These gatherings showcased the park's versatility and its ability to cater to both technical training and celebratory occasions with equal finesse. Notably, the Cancer Society's Volunteer Recognition Morning Tea was a heartfelt moment, honouring the dedication of those who give their time to support others. Similarly, The Wine Community Tasting events, drawing enthusiasts together in a relaxed and scenic setting. Clients consistently express their appreciation for the welcoming atmosphere, professional service, and picturesque surroundings that make hosting at Seddon Park a pleasure.



Attachment 2

2024-25 ACTIVITY REVIEW CONTINUED



VENUE IMPROVEMENTS

As part of our ongoing commitment to safety, operational excellence, and continuous improvement across our venues, we are pleased to provide the following update on recent infrastructure enhancements and facility developments.

SECURITY UPGRADES

In alignment with our Hostile Vehicle Mitigation (HVM) strategy, which aims to strengthen public safety and deter unauthorised vehicle access, we have completed the latest phase of security upgrades at Claudelands. This follows the successful installation of bollards at FMG Stadium Waikato in the previous year. The works at Claudelands, located along Heaphy Terrace, include the installation of a series of bollards along the grassed perimeter on either side of the arena. These additions are designed to provide a physical barrier while maintaining the aesthetic integrity of the venue.

CONSTRUCTION UPGRADES

Further enhancements include the placement of granite blocks and integrated seating on the grass area in front of the arena. These elements serve a dual purpose by enhancing safety and offering functional public amenities. A concrete mowing strip has also been installed to support efficient grounds maintenance by the Turf Team. All works were completed on schedule and represent a significant step forward in our broader venue safety programme.

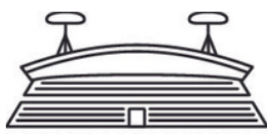
TECHNICAL UPGRADES

Across our venues, we have upgraded our audio visual equipment (in built to our spaces), which lifts our base offering for our customers. This provides us with consistency in delivery across our venues and spaces for hire, and ensures we maintain industry standard delivery. We are also pleased to report the successful relocation of the H3 Technical Services team to their new, purpose-built facility. The new Tech shed provides a modern, well-organised base of operations, with shelving fully installed and all technical equipment systematically arranged to support efficient workflows. This move marks a major milestone, transitioning the team from their former workspace, informally known as "The Swamp," to a facility that better aligns with their operational requirements and the growing demands of our venues. These upgrades reflect our continued investment in infrastructure that supports both the safety of our patrons and the effectiveness of our operational teams.

EXTERNAL IMPACT

NEW EVENTS SECURED

H3 were delighted to confirm Claudelands Events Centre was selected as the host venue for Eventing the Future 2025, New Zealand's leading conference for event professionals, scheduled for 1–3 September 2025. This announcement marked a significant milestone for our venue, recognising our continued commitment to excellence in the events industry. The event will include the prestigious NZEA New Zealand Event Awards and the newly introduced Event Exchange, offering valuable opportunities for networking and collaboration. Being chosen to host this flagship event is a proud achievement for our team and a chance to showcase Claudelands' capabilities to industry peers from across the country.



2024-25 ACTIVITY REVIEW CONTINUED



Item 9

NEW EVENTS SECURED - CONTINUED

Claudeland's continued to gain national acclaim following its selection as the new home of iconic New Zealand Music festival Jim Beam Homegrown. Following 18 years in Wellington, Claudeland's Oval will host the new era of the country's largest Homegrown Music festival on 14 March 2026. Homegrown Events originated as X*Air on the picturesque Waikato River, blossomed into the iconic Homegrown festival we know today, and we look forward to welcoming its return.

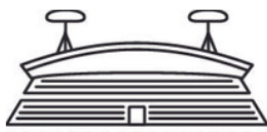
In 2024, FIFA™ football returned to FMG Stadium Waikato, with Hamilton hosting the All Whites for their first-ever match in the city. The event marked a historic milestone—not only was it Hamilton's inaugural All Whites game, but it also saw the team secure a victory and qualification for FIFA 26™. The stadium's legacy of hosting firsts continues, with confirmation that FMG Stadium Waikato will host the Warriors Women for three NRLW fixtures between August and September 2025.

COMMUNITY IMPACT

H3 has made a significant positive impact on the Kirikiriroa Hamilton community by hosting and supporting a diverse range of events and initiatives that foster connection, celebration, and inclusion. Its varied events calendar has brought people together for entertainment, cultural expression, and professional engagement, enriching the social fabric of the city.

Cultural events: A key example of H3's community-focused efforts is its ongoing support and hosting of Hamilton City Council's Manaaki Welcoming Community event. This initiative plays a vital role in welcoming new residents to the city and connecting them with essential services, local businesses, community partners, and support networks—demonstrating H3's commitment to inclusivity and civic engagement. Claudeland's support for inaugural cultural exhibitions such as the Afrika Bazaar and Malaysia Day has enabled these events to flourish, providing meaningful platforms for sub-communities within Kirikiriroa to celebrate their heritage and share it with the wider public. Claudeland's continues to be a valued venue for kapa haka events, including the Tainui Waka Primary and Secondary Schools Kapa Haka Festivals and the Haka Kai Festival. These events bring together performers from across the region, celebrating Māori performing arts in a professional and welcoming setting. By supporting these gatherings, Claudeland's plays an important role in enabling cultural expression and strengthening community connections in Kirikiriroa.

Sports events: Claudeland's also provided sponsorship for the 2025 Waikato Bay of Plenty Magic ANZ Premiership season with a contribution to the venue hire for the Waikato Bay of Plenty Magic and supporting them in continuing to bring national level sport to Kirikiriroa. We are proud to support and host events that celebrate and uplift our community. Through sponsorship and collaboration, we proudly stand behind organisations that do incredible work across the Waikato region. We are honoured to bring people together and support these initiatives so they can continue making a positive impact in our community. FMG Stadium Waikato's hosting of the Fijian 7s Tournament further illustrates H3's impact. By elevating the event from a grassroots event to a professionally staged tournament in a premier venue, H3 helped enhance its offering and deliver a memorable experience for attendees.



Attachment 2

2024-25 ACTIVITY REVIEW CONTINUED



Sports events - continued

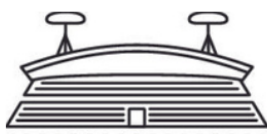
Seddon Park's hosting of the BLACKCAPS v England 3rd Test had a city-wide impact, with Hamilton becoming a temporary home for the Barmy Army. The event was accompanied by a range of community activations including player signings, a post-game wrap party, and free CBD bus travel, creating a festive and inclusive atmosphere that engaged residents and visitors alike. Additionally, the inaugural men's health event, Pilates in the Park, made a meaningful contribution to the community by supporting men's mental health initiatives. It created a safe and welcoming space for participants to connect, reflect, and try Pilates—promoting both physical and emotional well-being.

Business events:

One such event is the prestigious Waikato Chamber of Commerce Business Awards, supported by Foster Group. On 15 November 2025, more than 740 guests from across the region will gather at GLOBOX Arena for the largest Waikato Business Awards to date. This highly anticipated evening will showcase the very best of our regional business community, celebrating excellence and innovation while paving the way for future growth and success.

Fundraising events: We were honoured to host the Hospice Waikato and Montana Food and Events Bucket List Banquet, where GLOBOX Arena was transformed into a dazzling Disco Luxe experience. This spectacular event was brought to life through the creativity and collaboration of Hospice Waikato, Janda Productions, The Art Dept NZ, our own H3 Technical Services team, and a dedicated group of volunteers, sponsors, and partners. An incredible \$623,000 was raised in support of Hospice Waikato, a powerful reflection of our community's generosity and the vital care Hospice provides to patients and their families during life's most challenging moments.

H3 is proud to support these outstanding events and the organisations behind them. Their work enriches our region, and we remain committed to helping them thrive so they can continue doing great things in our community.



2024-25 FINANCIAL RESULTS

H3

Item 9

SUMMARY

H3 achieved a strong result for the 2024-25 financial year. The significant uplift in revenue comes from increased multi-day conferences, at Claudelands, along with strong sport events across FMG Stadium and Claudelands. Costs have continued to be managed closely, with significant focus on proactively managing our maintenance scheduling which has reduced our reactionary maintenance. With a significant event programme, we have identified ways to manage our staff levels effectively across our venues.

H3 FINANCIAL RESULTS - 1 JULY 2024 TO 30 JUNE 2025 (\$'000)

	ACTUAL	BUDGET	VARIANCE FAV/(UNFAV)
REVENUE			
Revenue from Activities	9,631	7,208	2,423
TOTAL REVENUE	9,631	7,208	2,423
DIRECT OPERATING COSTS			
Cost of Sales	3,903	2,674	(1,229)
Personnel Costs	6,376	6,648	273
Operating & Maintenance Costs	2,802	3,056	255
Property Costs	2,709	2,918	209
Professional & Admin Costs	878	932	53
TOTAL DIRECT OPERATING COSTS	16,667	16,228	(439)
DIRECT OPERATING SURPLUS(DEFICIT)	(7,036)	(9,020)	1,984
Indirect Revenue	613	467	146
Indirect Overhead Costs			
Council Overhead Allocation	3,530	4,114	584
Depreciation & Amortisation	8,149	8,050	(99)
Gains & Losses	(3)	-	3
Finance Costs	2,505	2,094	(411)
Total Indirect Costs	14,180	14,258	78
Net Indirect Costs	(13,567)	(13,791)	224
SURPLUS / (DEFICIT)	(20,603)	(22,811)	2,207

Notes

Revenue: Increase in revenue due to increased event activity at H3 venues

Cost of Sales: In line with the increased revenue, related Costs of Sales have also increased against budget.

Personnel Costs: Costs are favourable partially due to vacancies held, along with recruitment, training and other staff related savings.

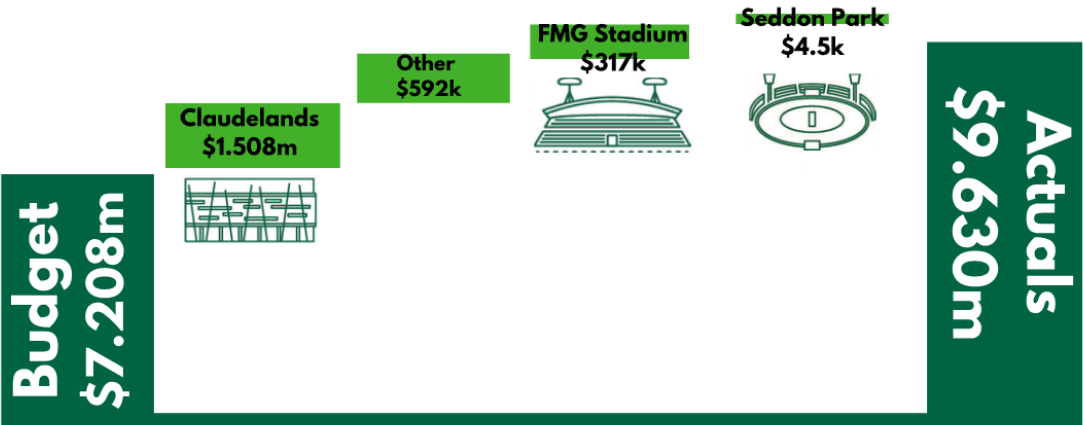
Operating & Maintenance Costs: Maintenance costs have been favourable due to scheduling and a strategic shift toward preventative measures. By prioritising scheduled and preventative maintenance, we've significantly reduced the need for more costly reactive maintenance.

Property Costs: Favourable in venue security costs with more security being event related and reflected in COS. Other savings in metered water and utilities.

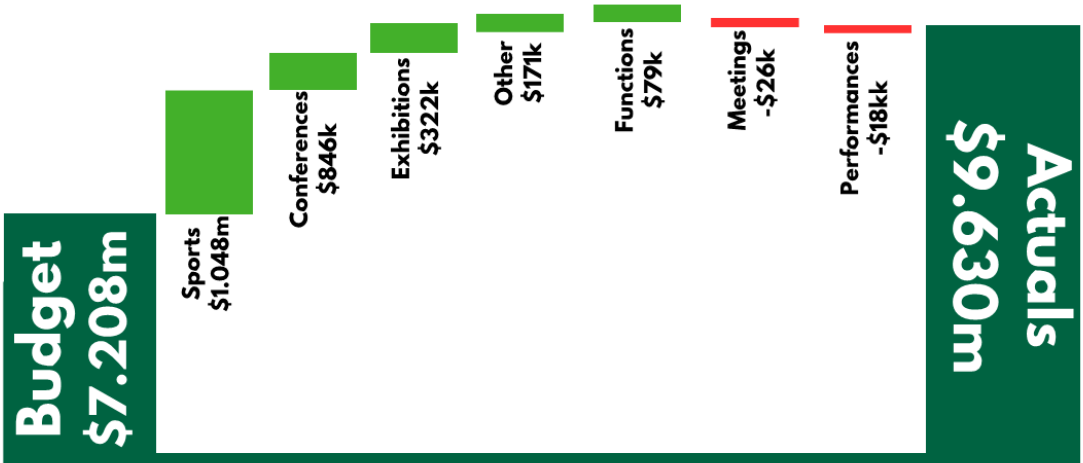
Attachment 2

2024-2025 REVENUE ANALYSIS H3

By Venue - variance to budget



By Activity - variance to budget





TE KAARORO ACTIVITY REPORT

1 JULY 2024 -
30 JUNE 2025

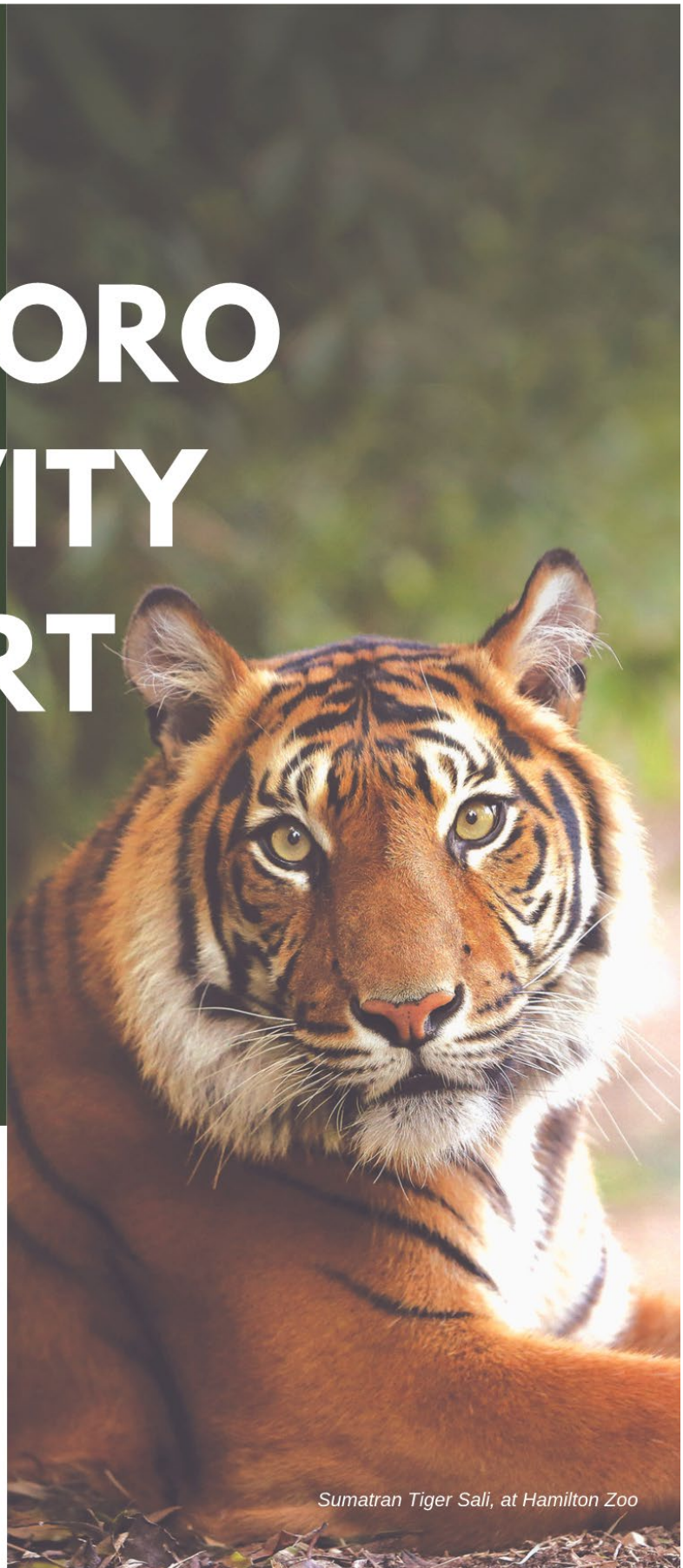


Te Kaaroro
NATURE PRECINCT

Hamilton Zoo | Waiwhakareke Natural Heritage Park



**Hamilton
City Council**
Te kaunihera o Kirikiriroa



Sumatran Tiger Sali, at Hamilton Zoo

2024-25 ACTIVITY REVIEW



Te Kaaroro
NATURE PRECINCT

Hamilton Zoo | Waiwhakareke Natural Heritage Park

Item 9

Te Kaaroro Nature Precinct provides a world class visitor experience that inspires conservation action. This report is a summary of Te Kaaroro's (Hamilton Zoo and Waiwhakareke Natural Heritage Park) activity from 1 July 2024 to 30 June 2025 and was prepared for Council's Economic Development Committee meeting on 9 September 2025.

WELCOME TO THE TE KAARORO NATURE PRECINCT 2024-2025 ACTIVITY REPORT

This past year we began shifting the narrative towards operating as a true "nature precinct" and improving the look and feel of our facilities. Some notable works include:

- Purchasing an additional property to further develop the overnight accommodations portfolio, expand the animal habitats and grow the potential for additional visitor experiences in nature.
- Planting thousands of plants and trees in both Waiwhakareke and the zoo adding to the natural landscape.
- Expanding our conservation footprint by rehabilitating dozens of sick or injured wildlife cases for Department of Conservation (DOC) and engaging with the International Union for Conservation of Nature, the nature advisors to the United Nations.
- Sending numerous staff off for incredible training experiences at internationally renowned programs and events to help bring our animal care program to an elite level.
- Partnering with the Hamilton Observatory to utilise their facility for educational events.
- Upgrading some of our key visitor amenities like paths and signage to improve the experience of our guests.

191,430

NUMBER OF VISITORS
TO
HAMILTON ZOO

38,260

NUMBER OF VISITORS
TO WAIWHAKAREKE
NATURAL HERITAGE
PARK

Attachment 3

These changes have helped us not only improve the lives of our Hamiltonian guests, but help Te Kaaroro fulfil its mission of connecting people to our taonga and inspiring kaitiakitanga.

- *Baird Fleming, Te Kaaroro Nature Precinct Director*

ACTIVITY HIGHLIGHTS

We are excited to share some significant updates and milestones at Hamilton Zoo and Waiwhakareke Natural Heritage Park that took place during the year.

NEW ARRIVALS

Jabali the giraffe arrived from Auckland Zoo, joining our existing herd as part of a regionally managed program for non-breeding male giraffes. We also welcomed several other new arrivals: a female meerkat from Auckland, two Brolga in from Auckland Zoo, a young male cockatoo from the South Island, two Hochstetter's frogs from Otago University, and three male capuchin monkeys from Perth Zoo. In August, we celebrated the birth of porcupine twins, increasing our porcupine group to seven.

2024-25 ACTIVITY REVIEW - CONTINUED



Hamilton Zoo | Waiwhakareke Natural Heritage Park

WILDLIFE REHABILITATION

This financial year, our dedicated team successfully treated 88 wild birds, marking a significant increase from the previous year. This achievement underscores our commitment to wildlife conservation and our support of DOC.

KIWI REHABILITATION

In April, we received a kiwi from Sanctuary Mountain Maungatautari in a severely underweight and weakened state. She underwent treatment and her condition significantly improved, evidenced by noticeable weight gain and increased vitality. She was then transferred to Massey Wildbase for further care. Rehabilitating and reintroducing the kiwi, New Zealand's endangered national bird, is essential for preserving our country's unique biodiversity.

TRIBUTE TO ZOO FOUNDERS

In March, we paid tribute to Murray and Gloria Powell, whose vision and dedication laid the foundation for what we now know as Hamilton Zoo. During this special ceremony, we were privileged to have their family visit and unveil a plaque commemorating their remarkable legacy.

WAIWHAKAREKE NATURAL HERITAGE PARK ANNIVERSARY

In September 2024, Waiwhakareke Natural Heritage Park marked its 20th anniversary, celebrating two decades of dedicated ecological restoration. Over 500,000 native plants have been planted by our committed staff and volunteers, fostering a thriving environment for native wildlife and enhancing community involvement in conservation efforts.

MARKETING CAMPAIGNS

'Get up close' campaign: In December, we launched the 'Get up close' campaign to boost awareness of Hamilton Zoo and highlight our Animal Encounters. By leveraging both awareness and conservation-focused channels, we successfully reached a larger audience in the Hamilton area and saw increased engagement on our landing page.

Overall, the campaign achieved significant success during both the pre- and post-Christmas phases, effectively increasing our reach and engagement.

Social media: Over the past year, our social media efforts have been highly successful. Through the Zoo Facebook page, we have reached more than 2.6 million people, while our Instagram page has reached 118,000 people. These impressive numbers highlight the growing engagement and interest in Hamilton Zoo across our social media platforms.

RETAIL ACTIVITY

As of early 2025, the Zoo retail store has expanded its product range with a strong focus on sustainability. We're proud to support local New Zealand businesses and offer products that align with conservation values. While our popular range of plush toys remains a visitor favourite, we now also stock a variety of new items, including Bruntwood Lane soaps, Little Difference greeting cards, Conservation Animal socks, and artwork by Kelly Webster.

2024-25 ACTIVITY REVIEW - CONTINUED

LTP 2021-31 REVENUE REINVESTMENT

During the Long Term Plan 2021-31 deliberations, a resolution was passed that up to 20% of additional revenue earned by the Zoo be reinvested for improvements which benefit the Zoo. With the financial results now completed, confirming additional revenue was achieved, we will bring in the world-expert on giraffe and hoofed-animal footcare to provide training to both veterinarian staff and zookeepers. Having our team trained to properly care for our hoofed animals' feet, will improve the care, welfare, longevity of all hoofed animals in our care and reduce ongoing costs through improved health. As an example, one of the main reasons we anaesthetise giraffe is to work on their hooves, which costs roughly \$10-\$15k, involving 20 people to undertake the procedure, as well as requiring specialists to fly in and help. With our team training to properly care for their feet, this would cut the number of anaesthetic procedures in half, saving close to \$100k per giraffe over their lifetime.

IMPROVEMENTS

SPIDER MONKEY HABITAT ENHANCEMENTS

We have made substantial enhancements to the spider monkey habitat, an intricate setup that demanded meticulous planning and precision. These improvements offer our spider monkeys increased opportunities for climbing and exploration, ensuring a stimulating and enjoyable environment.

CCTV IMPROVEMENTS

With support from the Destinations Group Venue Technology team, tiger and chimpanzee CCTV is now accessible on authorised mobile devices, enhancing operational visibility, safety procedures, and staff efficiency at the Zoo.

EVENT ACTIVITY

EARTH DAY CELEBRATION

We celebrated Earth Day with a special offer of 25% off entry tickets and 25% off annual passes, encouraging more community members to engage with our zoo.

BOO AT THE ZOO

Hamilton Zoo's first Boo at the Zoo event on November 2nd was a resounding success, attracting 1,400 attendees. Families enjoyed Halloween activities, festive exhibits, and a unique zoo experience. Positive feedback suggests many are eager to return this year. Such events enhance visitor experience, boost attendance, and strengthen community ties.

WORLD CHIMPANZEE DAY

In July, the zoo celebrated World Chimpanzee Day with a silent auction and raffle, raising funds for the Jane Goodall Institute Australia's Musée Vivant Redevelopment Project. This event not only supported a vital cause but also engaged our community in global conservation efforts.

2024-25 FINANCIAL RESULTS



Te Kaaroro
NATURE PRECINCT

Hamilton Zoo | Waiwhakareke Natural Heritage Park

SUMMARY

Te Kaaroro's financial results directly reflect its ongoing success, with positive outcomes across all revenue streams, primarily driven by strong attendance numbers. Despite the associated increase in costs, careful management has ensured the achievement of a favorable operating surplus. There was a delay in the release of external capital funding due to the timing of the start of predator proof fencing works. Works are due to commence in August 2025. If this were removed, the overall result was \$1.312m under budget.

TABLE 1: TE KAARORO NATURE PRECINCT FINANCIAL RESULTS - 1 JULY 2024 TO 30 JUNE 2025 (\$000)

	ACTUALS	BUDGET	VARIANCE FAV/(UNFAV)
REVENUE			
Subsidies and Grants	80	80	(0)
Capital Revenue	82	2,310	(2,228)
Revenue from Activities	3,447	2,778	669
TOTAL REVENUE	3,609	5,168	(1,559)
DIRECT OPERATING COSTS			
Cost of Sales	221	180	(41)
Personnel Costs	6,015	5,832	(183)
Operating & Maintenance Costs	1,916	1,895	(22)
Property Costs	285	248	(37)
Professional & Admin Costs	401	294	(107)
TOTAL DIRECT OPERATING COSTS	8,839	8,448	(391)
DIRECT OPERATING SURPLUS (DEFICIT)	(5,230)	(3,280)	(1,950)
Indirect Revenue - interest income	246	219	27
Indirect Overhead Costs			
Council Overhead Allocation	1,782	2,309	527
Depreciation & Amortisation	969	1,596	627
Gains & Losses	144	-	(144)
Finance Costs	1,004	1,001	(3)
Total Indirect Costs	3,899	4,906	1,007
Net Indirect Costs	(3,653)	(4,687)	1,033
SURPLUS / (DEFICIT)	(8,883)	(7,967)	(916)

Notes: Capital Revenue - refer note in summary above

Revenue from Activities - Increased revenue due to increased admissions, retail sales and unbudgeted donations.

Personnel Costs - Increased costs due to casual staffing demands with increased admissions.

Professional & Admin Costs - Funds raised through the conservation reserve donated to research on the impact of eco-tourism on the extinction risk of species.

Depreciation - Actuals reflect accrual reversed relating to last FY.



TE WHARE TAONGA O WAIKATO MUSEUM & GALLERY

ACTIVITY REPORT

1 JULY 2024 - 30 JUNE
2025



TE WHARE TAONGA
O WAIKATO
MUSEUM & GALLERY



Hamilton
City Council
Te kaunihera o Kirikiriroa



2024-25 ACTIVITY REVIEW



TE WHARE TAONGA O WAIKATO
MUSEUM & GALLERY

Te Whare Taonga o Waikato Museum & Gallery's purpose is to protect and share our taonga so everyone can experience and participate in the best of science, art, and culture in our region. This report is a summary of the Museum's activity from 1 July 2024 to 30 June 2025 and was prepared for Council's Economic Development Committee meeting on 9 September 2025.

WELCOME TO THE TE WHARE TAONGA O WAIKATO MUSEUM & GALLERY 2024-2025 ACTIVITY REPORT

Following long-awaited building upgrades, the Museum re-opened to the public in December 2024 with improved facilities, new exhibitions, and an updated name: *Te Whare Taonga o Waikato Museum and & Gallery*. The renewals programme was executed on time and on budget, resulting in a facility that meets industry standards and will remain a taonga for future generations too. Te Whare Taonga o Waikato's purpose is to protect and share our taonga so everyone can experience the best of science, art and culture in our region. Our experience principles are to welcome, discover, connect and inspire.

Following a staged series of upgrades, the transformation of Exscite was complete in July 2024 and it remained open throughout the construction period, providing an on-going family friendly offer. In October, our discovery centre's outstanding contribution to the community through science education and engagement was recognised with the Innovation Award at Hamilton Central Business Association's annual awards ceremony.

Since re-opening, the Museum's exhibition calendar has included a diverse offering from an international touring show making its debut in Aotearoa New Zealand ('Astronomy Photographer of the Year' from the Royal Museums Greenwich, London) to a collaboration with Creative Waikato featuring art made at community centres located in Fairfield, Glenview, and Melville. We continue our sector engagement, hosting significant touring exhibitions from the New Zealand Portrait Gallery and Te Manawa, the groundbreaking contemporary weaving show He Aa I Uta, He Aa I Tai: Weaving the Elements, hosting the most significant national art prize in Aotearoa New Zealand with the National Contemporary Art Award, and contributing to exhibitions around the country through loans of our collection. In addition, we our team are active with engagement with national and international boards and other opportunities.

- *Liz Cotton, Director Museum & Arts*

HIGHLIGHTS

Re-opening following closure

The early December 2024 re-opening of the Museum featured several events, from a blessing of the space with staff and kaumatua from Waikato-Tainui to a weekend-long 'Housewarming Party' with free whaanau activities.

Waitangi Day Festival 2025

We were thrilled with the unprecedented turnout of close to 5,000 visitors who attended the Waitangi Day Festival held at the Museum on the public holiday. This annual event was supported by Hamilton City Council and Manatū Taonga the Ministry for Culture and Heritage, and featured music and performances, kapa haka, paa site tours, movies, and whaanau activities.

65,219

VISITORS TO
TE WHARE TAONGA
THROUGHOUT THE
YEAR

NOTE: CLOSED LATE JULY TO EARLY
DEC 2024

2024 - 2025 ACTIVITY REVIEW CONTINUED



National Contemporary Art Award

This prestigious art competition returned in 2025 after moving from an annual cycle to biennial. For third time in a row, a record-breaking number of entries were received: more than 300 entries in 2022, then topped in 2023 with 420, and now more than 480 in 2025. (The winner of the \$20,000 top prize will be announced at the gala evening on 31 July 2025, and the exhibition of finalists opened on 1st August).

Retail Activity

The Museum's retail shop now stocks a custom range of merchandise using the new branding, from tee shirts and badges to water bottle and tote bags. It also has a vast range of culturally relevant pieces that showcase the incredible talent of local Waikato Artisans and New Zealand made merchandise.

Collection Acquisitions

The Museum has made several significant acquisitions this financial year. These additions will enrich our collection, and a number are already earmarked to be in exhibitions later this calendar year. This includes new works by local artists Rachel McClure, Hollie Tawhiao and Hiria Anderson, which contributes to addressing the lack of representation of waahine Maaori in our visual arts collection.

Behind the scenes, a considerable project over the last year has been the cataloguing of a vast fossil collection donated in 2023. This substantial acquisition features hundreds of ancient specimens, including a full moa skeleton.

NOTABLE IMPROVEMENT PROJECTS

The Museum was closed from July to December 2024 for a renewals programme costing \$7.2 million which was allocated in Council's 2021-31 Long Term Plan. The project has provided climate control for the galleries by adding an airlock entry to the Museum's front entrance, and renewal of the heating, ventilation, and air conditioning system (HVAC) throughout the building. There were also improvements to accessibility and amenities, such as public bathrooms and flooring. Since re-opening, the site has reduced its natural gas usage from 600,000 kWh per month to approximately 40,000 kWh. Although electricity expenses have risen due to increased dehumidification, along with gas prices increased since October 2024, the updated facility has resulted in an estimated \$32,000 cost avoidance. This is directly attributable to the improved efficiency of the building environment.

EXTERNAL AWARDS

Te Whare Taonga o Waikato Museum & Gallery won the *Innovation Award 2024* at the Hamilton Central Business Association CBD Awards for recognition of Exscite's outstanding contribution to the community through its innovative approach to science education and engagement.

EVENT ACTIVITY

As mentioned above, the Museum's Waitangi Day Festival was the biggest event of the summer with thousands of attendees enjoying the free offering in acknowledgement of our bicultural nation under Te Tiriti o Waikatangi. Our public programming continues to support the diversity of Kirikiriroa Hamilton's population, from participating in Hamilton Pride Month to providing an NZSL-translated tour during NZ Sign Language Week. We partnered with Creative Waikato to host the exhibition 843 to the 855, showcasing art projects from the Fairfield, Glenview, and Melville community houses. The opening over the Matariki holiday weekend combined with our public programmes encouraged over 2,000 community members to visit over two days.

2024 -2025 FINANCIAL RESULTS



SUMMARY

Te Whare Taonga's results remained steady across the year, despite the re-development closure. During this time, there was a well-managed focus on cost savings, where available. This has enabled favourability to budget at a direct operating level.

TE WHARE TAONGA o WAIKATO MUSEUM & GALLERY FINANCIAL RESULTS- 1 JULY 2024 TO 30 JUNE 2025 (\$000)			
	ACTUAL	BUDGET	VARIANCE FAV/(UNFAV)
REVENUE			
Subsidies and Grants	10	18	(8)
Revenue from Activities	395	352	43
TOTAL REVENUE	405	370	35
DIRECT OPERATING COSTS			
Cost of Sales	35	25	(10)
Personnel Costs	2,588	2,510	(78)
Operating & Maintenance Costs	823	1,101	277
Property Costs	338	409	71
Professional & Admin Costs	155	191	36
TOTAL DIRECT OPERATING COSTS	3,940	4,237	297
DIRECT OPERATING SURPLUS/ (DEFICIT)	(3,535)	(3,867)	332
Indirect Revenue	34	30	4
Indirect Overhead Costs			
Council Overhead Allocation	920	1,160	240
Depreciation & Amortisation	867	902	34
Gains & Losses	0	-	(0)
Finance Costs	139	139	(0)
Total Indirect Costs	1,927	2,200	273
Net Indirect Costs	(1,893)	(2,170)	277
SURPLUS / (DEFICIT)	(5,428)	(6,037)	609

Notes

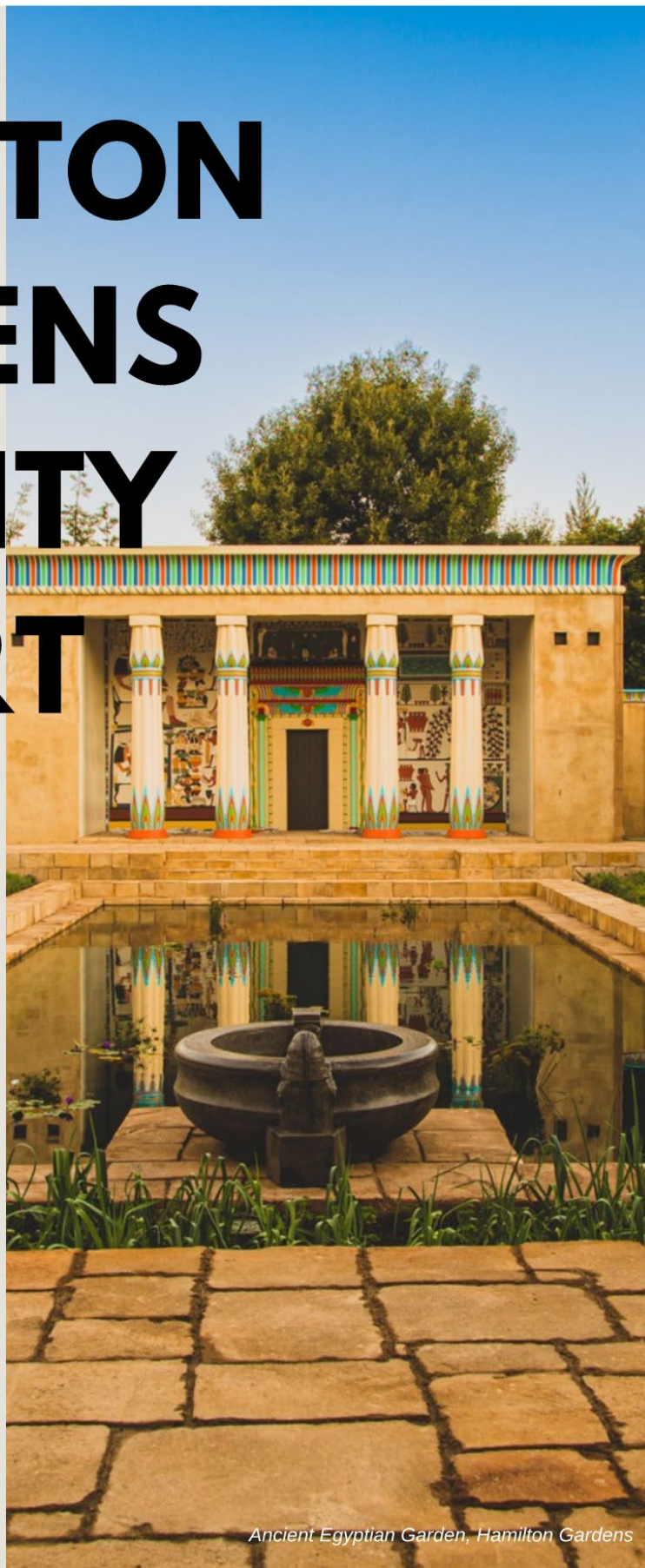
Revenue: Favourable due to insurance proceeds

Operating and Maintenance: Astronomy Photographer of the Year exhibition delivered more efficiently than budgeted. Less building maintenance required due to Museum re-development project.



HAMILTON GARDENS ACTIVITY REPORT

1 JULY 2024 -
30 JUNE 2025



Ancient Egyptian Garden, Hamilton Gardens

2024-2025 ACTIVITY REVIEW



Hamilton Gardens offers a unique journey through time. Each garden reflects a major transformation of its era, providing insights into distinct civilisations. Hamilton Gardens is a must-see attraction all year around, offering 45 hectares of gardens and parklands to explore. This report is a summary of Hamilton Gardens activity from 1 July 2024 to 30 June 2025 and was prepared for Council's Economic Development Committee meeting on 9 September 2025.

WELCOME TO THE HAMILTON GARDENS 2024-2025 ACTIVITY REPORT

Hamilton Gardens has seen a period of significant activity and transition over FY25. Over the full year, nearly 390,000 people visited the Enclosed Gardens or attended a corporate, private or community event (excluding public events such as festivals) at Hamilton Gardens venues. While this represents a change from previous years, it is tracking ahead of expectations, with many visitors noting a more relaxed experience. The Gardens continue to be a popular destination, particularly on fine days.

A major milestone was the completion of the Entry Precinct Project, which was delivered while remaining fully open to the public. The new precinct now provides a welcoming and functional gateway to the Gardens, designed to reflect both the site's heritage and its purpose. Central to the vision was the principle of manaakitanga—extending hospitality, care, and respect to all. The design honours the historic and ongoing significance of the area to Mana Whenua and Ngaati Wairere, the first gardeners of this land, while balancing practical needs with a commitment to exceptional visitor experience.

You may also notice a new addition when driving down the hill from Gate 1—the recently installed Matariki sculpture, Te Tiaho o Matariki, by Neil Miller. Representing the Pleiades as a growing vine, the sculpture symbolises growth, unity, and continuity, and aligns closely with the values of Hamilton Gardens. As part of the Council's public art portfolio, its placement here reflects both the annual Matariki celebrations and the Gardens' ongoing efforts to embed maatauranga Maaori into the site. Other highlights include safety and security upgrades supported by the Tourism Infrastructure Fund, the ongoing construction of the Medieval Garden, and the launch of fundraising for the Baroque Garden.

The Gardens also received several awards this year, including Qualmark Gold, Master Builders, Local Architects, and PRINZ. A full rebrand was rolled out across signage, uniforms, marketing, and the website, alongside improvements to guided tours and audio guides.

The Gardens continue to be supported by a dedicated team of staff and volunteers, including a new front-of-house team and a regular group of volunteers who contribute to daily operations. The recognition of Marilyn Yeoman in the King's Birthday Honours was a proud moment, acknowledging her decades of service and contribution to the Gardens.

343,192

VISITORS TO THE
HAMILTON GARDENS
ENCLOSED
GARDENS

46,026

VISITORS /EVENT
ATTENDEES TO
PAVILLION
VENUES

2024-2025 ACTIVITY REVIEW

CONTINUED



Item 9

We're also taking care of what we've got. The English Garden is undergoing a full refresh after 36 years, and a new cherry tree walkway now links the underpass to Gate 2, creating a seasonal feature that encourages pedestrian access. Accessibility upgrades include a new ramp to the Turtle Lake stage and raised paths to reduce flooding near Gate 1. In the Surrealist Garden, we've installed artificial turf to replace the original lawn, which was no longer viable from either a financial or experiential perspective. These ongoing improvements reflect our continued investment in both the visitor experience and the long-term sustainability of Hamilton Gardens.

These ongoing improvements reflect our continued investment in both the visitor experience and the long-term sustainability of Hamilton Gardens as a place of pride for Hamilton and a destination for visitors from across Aotearoa and beyond. - **Lucy Ryan, Hamilton Gardens Director**

HIGHLIGHTS

GALLAGHER VISITOR CENTRE

On 18 September 2024, the Gallagher Visitor Centre and entry precinct at Hamilton Gardens officially opened. This centre, named in partnership with Gallagher, an international tech firm, embodies the spirit of manaakitanga (hospitality) and kaitiakitanga (guardianship). It aims to enhance the visitor experience by efficiently managing visitor flow, improving accessibility, and providing greater comfort and security.

PAID ENTRY AND PASSES

To enhance visitor experience and support the gardens, Hamilton Gardens has introduced a paid entry fee of \$20 per person (over 16 years old) for visitors from outside Hamilton. This initiative helps fund the maintenance and development of the gardens, ensuring they remain a beautiful and vibrant destination. Hamilton residents can continue to enjoy free access to the Enclosed Gardens with the new MyGardens Pass. Out-of-town visitors have the option to purchase annual passes, granting unlimited entry for 12 months. These passes offer great value for frequent visitors and encourage repeat visits, contributing to the gardens' sustainability.

RETAIL ACTIVITY

The Gallagher Visitor Centre now features a new retail space offering a variety of locally-made products and garden-themed merchandise. Visitors can find unique items inspired by Hamilton Gardens, including products made from flowers and produce gathered on-site, providing a distinctive shopping experience. The retail space supports local artisans and promotes sustainable practices by showcasing eco-friendly products. It also serves as a souvenir shop where visitors can purchase mementos to remember their visit.

Hamilton Gardens is developing a new cultural retail brand, grounded in the pattern 'Kaitiakitanga'—a design language already embedded throughout the Visitor Centre. This brand reflects the Gardens' values of care, guardianship, and hospitality, and will shape a bespoke product range including chutneys, candles, perfumes, and more. Every purchase directly supports the Gardens, helping fund new developments, maintain existing spaces, and grow future projects.

Attachment 5

2024-2025 ACTIVITY REVIEW CONTINUED



TRAVEL TRADE AND TOURS

With the introduction of paid entry fees, it has cemented the growth of paid tours for the travel trade. This revenue stream is on a growth trajectory with significant opportunities for us to develop further our offering. Systems and processes have been developed to manage the bookings and scheduling of these tours. Since introducing this offering, we have had 634 tours, and over 10,000 people visit from tour operator organised tours.

Chinese Tour Guide option: We have introduced a Chinese Tour Guide option for our Highlights Tours. This new option is designed to enhance the experience for our growing number of Chinese-speaking visitors, making our tours more accessible and enjoyable. We look forward to expanding our language offerings in the future to accommodate even more guests.

EVENT ACTIVITY

Hamilton Gardens continues to be a busy and well-used venue for a wide range of events and activities. Our events calendar has grown steadily, with highlights including the return of the Haka Maaori Cultural Experience – Waikato River Festival, and the Hamilton Arts Festival, which had its most successful year to date, with the majority of events held onsite. The Pekepeka Tour Season also continues to expand, now running from October to March for the third consecutive year. Gourmet in the Gardens also launched for the season in November 2024, running every Sunday afternoon throughout the summer period. Alongside these larger public events, we maintain strong relationships with groups that have a long-standing connection to the Gardens. Six resident horticultural societies each host up to two major shows and six meetings annually, contributing to the seasonal rhythm and horticultural character of the site. We also work closely with the Friends of Hamilton Gardens on events like the Scarecrow Festival, which engages schools across the region in sustainability and environmental education. It must also be noted that following the completion of our venue upgrade, the Pavilion has seen a noticeable increase in bookings for weddings and funerals.

Hamilton Arts Festival 2025: Hamilton Gardens once again served as the vibrant backdrop for the Hamilton Arts Festival, reinforcing its reputation as a premier cultural venue. This year's festival featured 49 events and more than 800 artists, drawing over 47,000 attendees—30% of whom travelled from outside the Waikato. The festival brings the Gardens to life in a unique way, celebrating the arts in a setting that enhances both the visitor experience and the city's cultural identity. It's a strong example of how what benefits the Gardens also uplifts Hamilton as a whole.

Valentines Day 2025: In February we launched a premium, Valentine's experience that offered an intimate and exclusive dining opportunity within one of our Enclosed Gardens, providing an exceptional setting for a memorable evening. The event underscored our commitment to delivering unique and high-quality experiences.

2024-2025 ACTIVITY REVIEW CONTINUED



Item 9

Attachment 5

Business Events

The venue's transformation has clearly positioned it as a premier location for business events and celebrations in the Waikato region. The Gardens have hosted an impressive and diverse calendar of business events, drawing praise from clients across sectors for its stunning setting and upgraded facilities.

Over the past year the venue has welcomed a wide range of professional gatherings. Celebratory events such as the Harcourts Business Owner Christmas Party, Tompkins Wake Christmas Function, and the Tuatahi Staff Function brought festive energy to the Pavilion, while the LANZ Long Lunch offered a more relaxed yet elegant networking experience. Strategic and leadership-focused events have also found a natural home here. Many internal Council meetings/trainings have taken full advantage of the Hamilton Gardens' setting and ease of parking.

The Gardens have also supported a strong programme of wellbeing and governance-focused events, including the Good Yarn Mental Health Workshop, Psychological Safety: The Work of Leaders Workshop, Mental Health Wānanga, and the Safety Governance Committee Meeting. In addition, sector-specific gatherings such as the NZ Tax Roadshow, TDDA Drug & Alcohol Session, and the LGNZ Zone 2 Meeting hosted by the Governance & Assurance Department have demonstrated the venue's capacity to support high-level, content-rich engagements. Internal planning and team development days have also been a mainstay, with events like the SPA Team Planning Day, Urban and Spatial Unit Team Day, and the Sustainable Communities Unit Planning session making excellent use of the Gardens' flexible spaces. The Garden's Pavilion venues are regularly used by a wide range of community and charitable organisations, including the Tamil Society, World Vision, Tamahere Eventide Home Trust, Kāpō Māori Aotearoa NZ, Te Ohu Whakaita Charitable Trust (for Matariki Ki Waikato Festival Events 2025), New Zealand Land Search and Rescue, and the Community Wellness Charitable Trust. Groups are drawn to the Gardens for their accessibility, welcoming environment, and suitability for a variety of events.

IMPROVEMENTS

Enhanced Venue Hire Spaces: As part of the entry precinct development, Hamilton Gardens has introduced enhanced venue hire spaces. These versatile spaces cater to a wide range of events and gatherings, further establishing the gardens as a premier event destination. The new spaces are equipped with state-of-the-art facilities, including audio-visual equipment, catering options, and flexible seating arrangements. The overwhelmingly positive feedback from clients underscores the success of the refurbishment and the value of Hamilton Gardens as an events venue. Its ability to host such a wide array of high-quality events is a testament to the vision behind its redevelopment and the exceptional service delivered by the team.

English Garden refresh: The English Garden is undergoing a full refresh after 36 years of welcoming visitors and hosting events. Inspired by the Arts and Crafts movement, the garden was originally designed to harmonise with nature through colour, texture, and structure. Over time, many of the plantings have matured or declined, and the decision was made to rejuvenate the space.

2024-2025 ACTIVITY REVIEW CONTINUED



The refresh includes replanting the long border with a colour scheme inspired by Gertrude Jekyll, replacing damaged trees and hedging, improving drainage and irrigation, and restoring key features like the rose arbour and garden structures. The garden will reopen in spring, ready to welcome visitors with renewed vibrancy and character.

Medieval Garden Project: The final external funding needed for the Medieval Garden project has been secured, and construction began in late 2024. This new garden, inspired by medieval monasteries, will feature an apothecary garden for medicinal plants and a cloister garth. The archway pieces are now in place atop the pillars, bringing the space to life. Adding to the excitement, the plants for the garden have started to arrive. These plants are being well looked after by our team at the on-site nursery and will be planted within the garden later this year.

EXTERNAL AWARDS

Qualmark: Hamilton Gardens has proudly retained the prestigious Qualmark Gold Award, which was first awarded in 2011. This recognition follows a thorough independent assessment of the attraction from social, economic, environmental, and health and safety perspectives. The Gold Sustainable Tourism Award highlights businesses that are leading the way in making New Zealand's tourism industry a world-class, sustainable visitor destination.

New Zealand Commercial Project Awards: Downey Construction and Hamilton Gardens won the New Zealand Commercial Project Awards 2025 Gold Award for the Hamilton Gardens Visitor Precinct redevelopment. These awards celebrate the collaboration and innovation required to bring a commercial project to life, regardless of its size.

PRINZ: Hamilton City Council won gold in the Community Relations and Engagement category for its "A Rose Amongst Thorns" campaign. The award recognised the effort to introduce paid entry and the Residents Pass in a clear, accessible way—making it as easy as possible for Hamiltonians to continue enjoying the Gardens, while ensuring all visitors feel welcome. We are also currently shortlisted as a finalist for the Waikato Chamber of Commerce Awards for the same initiative.

Trip Advisor Traveller's Choice Award winner: Hamilton Gardens has been recognised with a Tripadvisor Travellers' Choice Award, placing us in the top 10% of attractions worldwide. This award is based on consistently high ratings and reviews from visitors over the past year, reflecting the exceptional experience the Gardens continue to offer.

MARKETING CAMPAIGNS

Summer campaign: In November, Hamilton Gardens launched a marketing campaign targeting Auckland with the aim to boost awareness and attract more visitors over the summer period. This initiative included targeted digital advertisements and out-of-home promotions to highlight the unique features of the gardens.

Social media: Over the past year, our social media platforms have achieved remarkable reach. We have a reach of over 4.4 million on Facebook, a reach of 169k on Instagram, and 365k reach on Google My Business. These figures demonstrate our effective outreach efforts and the growing interest in Hamilton Gardens.

2024-2025 FINANCIAL RESULTS



SUMMARY

The introduction of paid entry has brought about strong revenue activity across the Gardens revenue streams. At budget setting assumptions were made on estimated activity, which were conservative, recognising we had limitations on qualifying visitation numbers. This revenue achievement has reduced the cost of the Gardens by 37%. Costs continue to be managed, with the challenge being getting our staff levels appropriate for the range of activities held at the Gardens precinct. This will continue to be a focus, identifying how we can be effective in deploying staffing.

TABLE 1: HAMILTON GARDENS FINANCIAL RESULTS - 1 JULY 2024 TO 30 JUNE 2025 (\$000)

	ACTUALS	BUDGET	VARIANCE FAV/(UNFAV)
REVENUE			
Capital Revenue	1,526	1,785	(259)
Revenue from Activities	3,740	3,335	405
TOTAL REVENUE	5,266	5,120	146
DIRECT OPERATING COSTS			
Cost of Sales	336	175	(161)
Personnel Costs	4,069	3,867	(202)
Operating & Maintenance Costs	1,716	1,724	8
Property Costs	180	174	(5)
Professional & Admin Costs	414	421	7
TOTAL DIRECT OPERATING COSTS	6,715	6,362	(354)
DIRECT OPERATING SURPLUS (DEFICIT)	(1,450)	(1,242)	(208)
Indirect Revenue	146	130	16
Indirect Overhead Costs			
Council Overhead Allocation	1,379	1,789	409
Depreciation & Amortisation	1,286	1,410	123
Gains & Losses	281	-	(281)
Finance Costs	597	595	(2)
Total Indirect Costs	3,543	3,794	250
Net Indirect Costs	(3,397)	(3,663)	266
SURPLUS / (DEFICIT)	(4,847)	(4,905)	58

2024-2025 FINANCIAL RESULTS



NOTES:

Capital Revenue: Not all capital revenue (external project funding) associated with the Medieval Garden was recognised in FY25, as the project did not reach the forecasted level of completion. Additional expenditure is expected in FY26, which will trigger the release of further external funding.

Revenue from Activities: Increased revenue due to paid admission, tours and retail sales noting that revenue from paid entry was collected from 18 Sept 2024.

Cost of Sales: In line with the increased revenue, related Costs of Sales have also increased against budget.

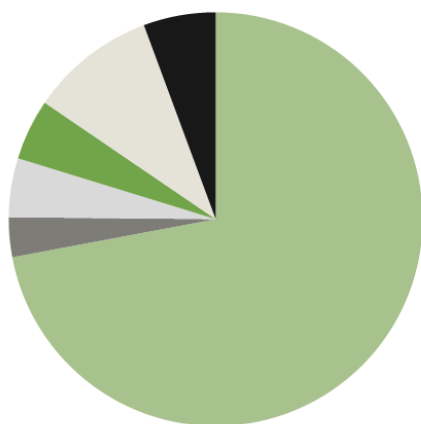
Personnel Costs: Increased costs due to staff deployed for extra-ordinary development works, opening transition functions and Visitor Centre operations.

Gains and Losses: Loss on disposal of parks and gardens assets on renewal.

REVENUE MIX

GRAPH 1: HAMILTON GARDENS REVENUE MIX - 1 JULY 2024 TO 30 JUNE 2025

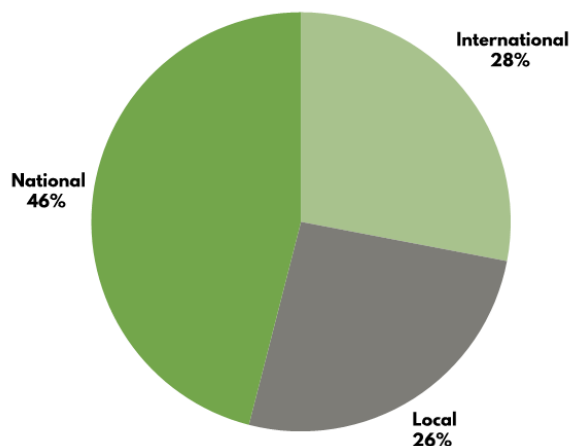
Visitor Centre and Themed Gardens Entry \$2.693M
 Commission \$119k Other \$173k Event Revenue \$178k
 Retail Sales \$368k Tours \$211k



PAID ENTRY AND MYGARDENS PASS UPDATE

Since paid entry began (18 September 2024) we have started collecting data to report on the breakdown of where visitors are from. For the period 18 September to 30 June 2025, 26% of visitation are made up of local Hamiltonians, 46% from regional visitors and 28% from international visitors.

GRAPH 2: BREAKDOWN OF VISITATION - 18 SEPTEMBER TO 30 JUNE 2025



2024-2025 FINANCIAL RESULTS



PAID ENTRY AND MYGARDENS PASS UPDATE - CONTINUED

LOCAL BREAKDOWN - HAMILTONIANS

Number of MyGardens residents passes issued

Hamiltonians who have redeemed their MyGardens Pass, roughly 28% of the population of Hamilton. (Population data sourced from infometrics – 192,000 as at 2024)

53,544

Number of Hamiltonian Visits

Hamiltonians make up 26% of visits to Hamilton Gardens (Enclosed) since paid entry began in September 2024.

67,241

PAID ENTRY DETAILS

NUMBER OF PAID ENTRY VISITS

Number of paying customers who visited the Hamilton Gardens (enclosed gardens), making up 74% of total visitation.

164,451

Number of Paid Annual Passes issued

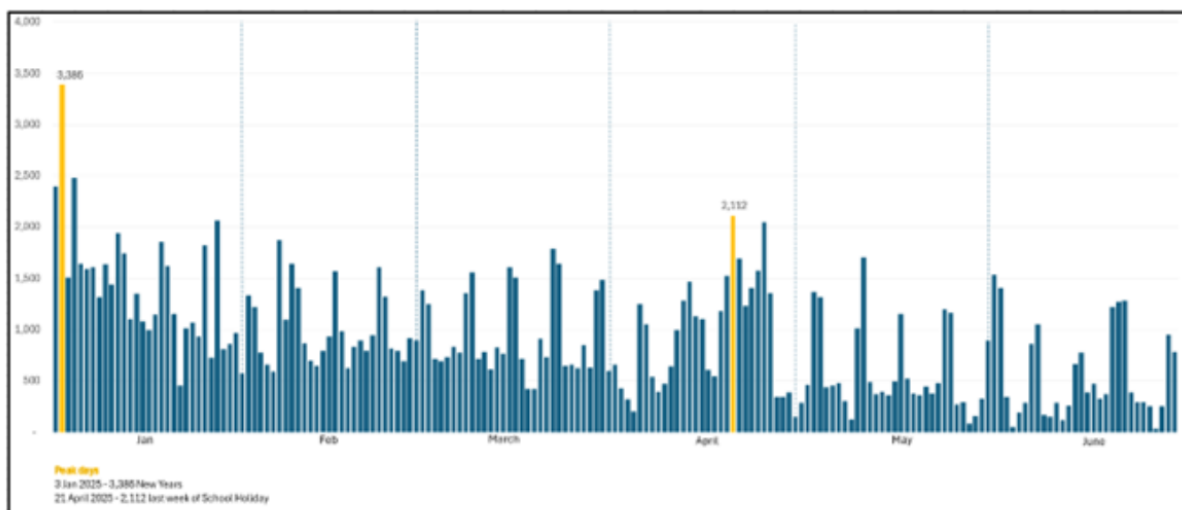
3,056

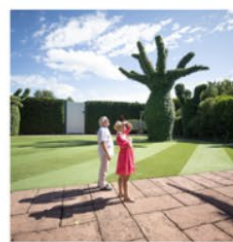
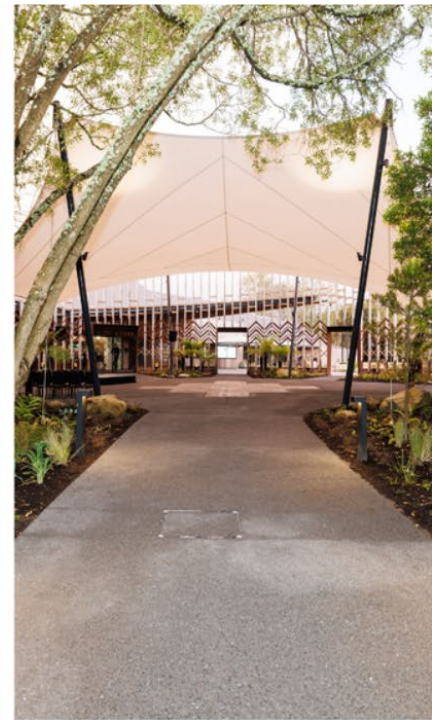
Note: From 1 July 2024 to 30 June 2025, there was a total of 343,192 visitors to the enclosed gardens at Hamilton Gardens. This includes a combination of foot counted-visitors (111,500) for the relevant period before paid entry began.

DAILY VISITATION TO ENCLOSED GARDENS - A DEEP DIVE

- Visitation has shown a consistent pattern across the first year of paid entry, with clear attendance spikes in weekends and an upward lift in summer.
- During the summer season, attendance was at its highest on Friday 3rd January 2024 with 3,386 visitors through the Enclosed Gardens due to it being the New Years holiday period.
- During the school holiday period attendance was at its highest on Monday 21 April 2024 with 2,112 visitors through the Enclosed Gardens.

GRAPH 3: BREAKDOWN OF DAILY VISITATION - 1 JAN TO 30 JUNE 2025





Council Report

Item 10

Committee: Economic Development Committee

Date: 09 September 2025

Author: Nicolas Wells

Authoriser: Hannah Windle

Position: Strategic Property Manager

Position: Unit Director Strategic Planning & Advocacy

Report Name: Strategic Property Update - September 2025

Report Status	<i>Open</i>
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Purpose - *Take*

1. To inform the Economic Development Committee on updates on the Hinemoa affordable housing development and Area Q.

Staff Recommendation - *Tuutohu-aa-kaimahi*

2. That the Economic Development Committee receives the report.

Executive Summary - *Whakaraapopototanga matua*

3. Demolition of existing buildings on the site at 340 Tristram Street, Hamilton, is complete and construction has now started on the Bridge Housing Trust (Bridge) Hinemoa development – a 42-unit, affordable housing development.
4. Jones Lands Limited, the purchaser of the Council-owned land known as Area Q, is currently working with the Planning Guidance Unit on the detail of their consent application for a high-density residential development on the land.
5. Staff consider the matters in this report have a low significance and no known risks, and that the recommendation complies with the Council's legal requirements.

Background - *Koorero whaimaarama*

6. The background on 340 Tristram Street, Hamilton has been extensively detailed in [previous reports](#).
7. At its meeting on 9 May 2024, the Economic Development Committee resolved to sell the land known as Area Q at Korokori Green, Hamilton on the open market to:
 - i. obtain the best development proposal for the land;
 - ii. provide enduring affordable housing on part, or all of the land; and
 - iii. maximise the price obtained for the land.
8. Area Q comprises 8,470m² of undeveloped land located in the new Rototuna North neighbourhood. The land is bordered by Korikori Green and newly established playing fields to the north-west, and the Hamilton Christian School to the south-east. It is a narrow, long rectangle with a flat contour.

9. Area Q is a premium site surrounded by a high level of amenity, with Kinfields Village, Te Kete Aronui Library, Rototuna High School, the Hamilton Christian School and Korikori Park all within 500 metres.
10. The Operative District Plan includes Area Q in the Rototuna Town Centre Zone for High Density Residential. The Operative District Plan requires Area Q to yield a minimum of 42 dwellings.
11. The Record of Title records the purpose of the land as “Housing Purposes”.
12. In August 2024 Council sought Expressions of Interest for the purchase and development of Area Q. Seven responses were received.
13. An evaluation panel assessed the seven responses against the evaluation criteria and sought clarifications from each respondent. Each response was reviewed against the evaluation criteria and the five respondents with the highest scores were selected and invited to respond to a Request for Proposal. All five responded.

Discussion – *Matapaki*

340 Tristram Street – Bridge Housing Hinemoa development – \$10.06M MEF Investment

14. The Bridge Housing Charitable Trust (Bridge) owns the land at 340 Tristram Street, Hamilton, and has started to build a 42-unit affordable housing complex called the Hinemoa Development.
15. The Municipal Endowment Fund (MEF) Advisory Group approved, under delegated authority, a loan of \$10.06 million to part-fund the development. The loan documents have been prepared and signed by the parties. The Council’s loan agreement became unconditional once the preconditions for the first drawdown had been satisfied.
16. The existing buildings on the site have all been demolished, construction of the new building has commenced, and the first loan drawdown was made on 15 August 2025.



Area Q – Rototuna – Jones Lands Limited

17. On 3 December 2024 the Council approved Jones Lands Limited as the preferred purchaser for the Council-owned land known as Area Q at Korikori Green. The land has subsequently been sold to Jones Lands Limited – with 5% of the purchase price paid, 5% due on 10 August 2025, and the balance due on 10 June 2026.

18. Currently Jones Lands Limited is working with staff in the Planning Guidance Unit on the detail of the design for the site, which they anticipate lodging for resource consent later this year.

Financial Considerations - *Whaiwhakaaro Puutea*

19. Strategic Property is a regular operating activity funded through the Long-Term Plan.

Ethical Investment

20. The ethical status of the institutions providing the MEF investment vehicles were summarised in the [report](#) to the 24 May 2022 Economic Development Committee (Item 11, pp 377 – 381).

Legal and Policy Considerations - *Whaiwhakaaro-aa-ture*

21. Staff confirm that recommendation complies with the Council's legal and policy requirements.

Risks - *Tuuraru*

22. There are no known risks associated with the decision sought in the report – noting that the estimated yields from mixed fund investments are based on historical return averages, which does not guarantee future performance or yield.

Strategic Considerations - *Whaiwhakaaro-aa- rautaki*

23. Everything we do is aimed at improving the wellbeing of Hamiltonians. Council has been working alongside our community to understand what people in our city want the future of Hamilton Kirikiriroa to look like as represented by our five priorities.
24. The promotion of the social, economic, environmental, and cultural wellbeing of communities in the present and for the future is expressed through Council's key strategies.
25. The proposed recommendation will align with Council key documents, as identified in the Governance Structure, in the following ways:

Significance and Engagement Policy	Having considered the Significance and Engagement Policy, staff have assessed that the recommendation of this report has a low level of significance. Given the low level of significance no engagement is required.
He Pou Manawa Ora - Pillars of Wellbeing	POU THREE: He Pou Manawa Taurikura Pillar of Prosperity The developments in this report ensures that residents of Hamilton have access to affordable housing, which will improve the wellbeing and reduce housing stress.
Our Climate Future Te Pae Tawhiti o Kirikiriroa	Staff have considered the key considerations under the Climate Change Policy and have determined that an adaptation assessment and emissions assessment is not required for the matter(s) in this report.
Disability Action Plan	Staff have considered the Disability Action Plan and determined that there are no specific or relevant goals applicable to this report.

Attachments - *Ngaa taapirihanga*

There are no attachments for this report.

Resolution to Exclude the Public

Section 48, Local Government Official Information and Meetings Act 1987

The following motion is submitted for consideration:

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

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

General subject of each matter to be considered	Reasons for passing this resolution in relation to each matter	Ground(s) under section 48(1) for the passing of this resolution
C1. Confirmation of the Economic and Development Committee Public Excluded Minutes - 29 July 2025) Good reason to withhold) information exists under) Section 7 Local Government) Official Information and) Meetings Act 1987	Section 48(1)(a)
C2. Strategic Issues Update (Public Excluded Matters)		
C3. Strategic Property Update - September 2025		
C4. Appointment to Waikato Regional Airport Limited		

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

Item C1.	to prevent the disclosure or use of official information for improper gain or improper advantage	Section 7 (2) (j)
Item C2.	to avoid the unreasonably, likely prejudice to the commercial position of a person who supplied or is the subject of the information	Section 7 (2) (b) (ii)
Item C3.	to enable Council to carry out commercial activities without disadvantage	Section 7 (2) (h) Section 7 (2) (i)
Item C4.	to enable Council to carry out negotiations to protect the privacy of natural persons to enable Council to carry out negotiations	Section 7 (2) (a) Section 7 (2) (i)