

## Notice of Meeting:

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

**Date:** Thursday 27 March 2025  
**Time:** 9:30 am  
**Meeting Room:** Council Chamber and Audio Visual Link  
**Venue:** Municipal Building, Garden Place, Hamilton

Lance Vervoort  
Chief Executive

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## Economic Development Committee

### *Komiti Oohanga Whakatupu*

### OPEN AGENDA

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#### Membership

**Chairperson** Cr Ewan Wilson  
*Heamana*

**Deputy Chairperson** Vacancy  
*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 Maria Huata	Cr Tim Macindoe
Cr Louise Hutt	

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

**Meeting Frequency:** Two monthly

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Amy Viggers  
*Mana Whakahaere*  
Governance Lead

**18 March 2025**

Telephone: 07 838 6699  
Governance@hcc.govt.nz  
www.hamilton.govt.nz

## 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:** 27 March 2025

**Author:** Stephanie Goss

**Authoriser:** Michelle Hawthorne

**Position:** Governance Advisor

**Position:** Governance and Assurance Manager

**Report Name:** Confirmation of the Economic Development Committee Open Minutes 3 December 2024

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

That the Economic Development Committee confirm the Open Minutes of the Economic Development Committee Meeting held on 3 December 2025 as a true and correct record.

## Attachments - *Ngaa taapirihanga*

Attachment 1 - Economic Development Committee Open Unconfirmed Minutes 3 December 2024



**Economic Development Committee**  
***Komiti Oohanga Whakatupu***  
**OPEN MINUTES**

Minutes of a meeting of the Economic Development Committee held in Council Chamber and Audio-Visual Link , Municipal Building, Garden Place, Hamilton on Tuesday 3 December 2024 at 9:30 am.

**PRESENT**

**Chairperson** Cr Ewan Wilson  
***Heamana***

**Deputy Chairperson** Cr Mark Donovan (via audio visual link)  
***Heamana Tuarua***

**Members** Mayor Paula Southgate  
Deputy Mayor Angela O’Leary  
Cr Anna Casey-Cox  
Cr Maxine van Oosten  
Cr Moko Tauariki (via audio visual link)  
Cr Maria Huata  
Cr Louise Hutt  
Cr Andrew Bydder  
Cr Geoff Taylor  
Cr Sarah Thomson  
Cr Emma Pike  
Cr Tim Macindoe

**External Presenters** Representatives for Puaawai Whenua Limited Partnership, David Heald and Brian  
**In Attendance** Henry  
Representatives for Hamilton City Business Association, Vanessa Williams and  
Mike Neale

*Cr Huata opened the meeting with a karakia.*

1. **Apologies – *Tono aroha***  
**Resolved:** (Cr Wilson/Cr Thomson)  
That the Economic Development Committee accepts the apologies for absence from Cr Naidoo-Rauf, and for partial attendance from Cr Donovan, Mayor Southgate and Cr Huata (Council Business) and for lateness from Cr Taylor.
2. **Confirmation of Agenda – *Whakatau raarangi take***  
**Resolved:** (Cr Wilson/Cr Pike)  
That the Economic Development Committee confirms the agenda.
3. **Declarations of Interest – *Tauaakii whaipaaanga***  
*Prior to the discussion of Item C2 ( Strategic Property Update – December 2024) Cr Taylor declared an interest in the matter. He noted that he was not conflicted and would take part in the discussion and vote on the matter.*

4. **Public Forum – Aatea koorero**  
No members of the public wished to speak in the Public Forum.
5. **Confirmation of the Economic Development Committee Open Minutes of 24 October 2024**  
**Resolved:** (Cr van Oosten/Cr Macindoe)  
That the Economic Development Committee confirm the Open Minutes of the Economic and Development Meeting held on 24 October 2024 as a true and correct record.

*Cr Donovan joined the meeting (9.33) during the discussion of the above item. He was not present when the matter was voted on.*

6. **Chair's Report**  
The Chair spoke their report in particular efforts to establish a Medical school for the city and region. The Deputy Chair Donovan provided a verbal update on the great opportunity to showcase itself on the world stage with welcoming the Barmy Army, a group of British Cricket fans that follow the team. He noted the increase in tourism and hospitality as a result of this big Economic win for the committee and city.
- David Heald and Brian Henry of Puaawai Whenua Limited Partnership provided a presentation (Appendix 1) on their proposed project to develop a multimodal freight hub at the airport. They responded to questions from Members concerning engagement, government support, iwi collaboration, representation, environmental impacts, risks, investment, and funding.
- Resolved:** (Cr Wilson/Cr Pike)  
That the Economic Development Committee receives the report.

*Mayor Southgate joined the meeting (9.42) during the discussion of the above item. She was present when the matter was voted on.*

7. **External Agencies and CCO Reporting**  
The Central City Transformation Manager highlighted the work that had taken place in the Central City including cleaning, repairing and repainting assets. Vanessa Williams and Mike Neale from Hamilton City Business Association to their report and highlighted the introduction of the new central city website and the recent business awards. They responded to questions from Members concerning responses to business surveys, central city events, parking, partnership and collaboration opportunities.
- Staff Action:** Staff undertook to provide the Members with information on Hamilton's funding for central city events compared to other surrounding cities.
- Resolved:** (Cr Wilson/Cr Hutt)  
That the Economic Development Committee receives the report.

*Cr Donovan retired from the meeting (10.15am) during the discussion of the above item. He was not present when the matter was voted on.*

*Cr Tauariki retired from the meeting (10.21am) during the discussion of the above item. He was not present when the matter was voted on.*

*Cr Taylor joined the meeting (10.43am) during the discussion of the above item. He was present when the matter was voted on.*

8. **General Manager's Report**

The General Manager of Strategy, Growth & Planning took their report as read.

**Staff Action:** *Staff undertook to provide Members with more information on Airport runway requirements for electric planes.*

**Resolved:** (Cr Wilson/Cr Taylor)  
That the Economic Development Committee receives the report.

**The meeting was adjourned from 10.55am to 11.05am.**

9. **Strategic and General Update**

**Data Analytics, Economics and Policy**

The Programme Manager of Economics & Policy spoke to the report and provided the latest economic data update. Staff responded to questions from Members concerning the rental market, concerns and inflation.

**Economic Development Programme**

The Economic Development Programme Manager spoke to the report in particular regional development, business engagement, Tech in the Tron and workforce development. Staff responded to questions from Members concerning collaboration, future steps, declaring conflict of interests and economic growth.

**Resolved:** (Cr Wilson/Cr Macindoe)  
That the Economic Development Committee receives the report.

10. **Resolution to Exclude the Public**

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

**Resolved:** (Cr Wilson /Cr Taylor)  
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 Development Committee Public Excluded Minutes 24 October 2024	) 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 - December 2024		

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 protect the privacy of natural persons	Section 7 (2) (a)
Item C2.	to enable Council to carry out commercial activities without disadvantage	Section 7 (2) (h)
	to enable Council to carry out negotiations	Section 7 (2) (i)

**The meeting moved in the public excluded session at 11.46am.**

**The meeting was declared closed at 12.55pm.**



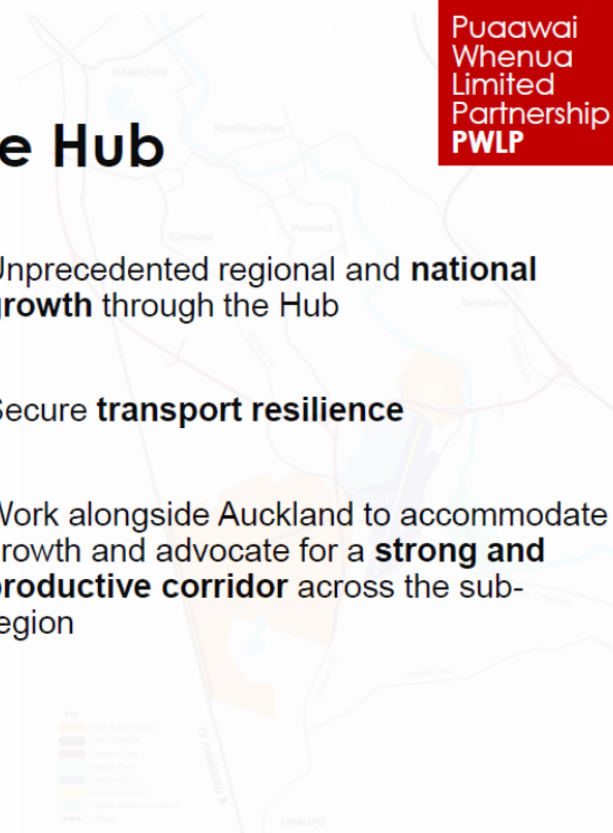
**Appendix 1:**

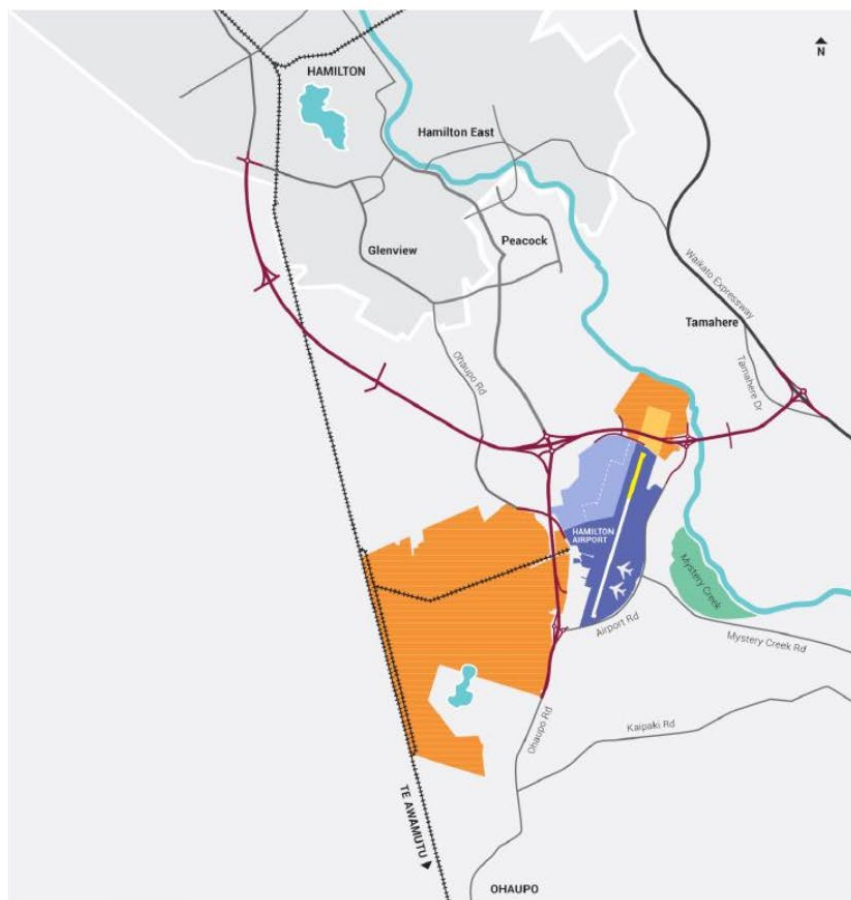


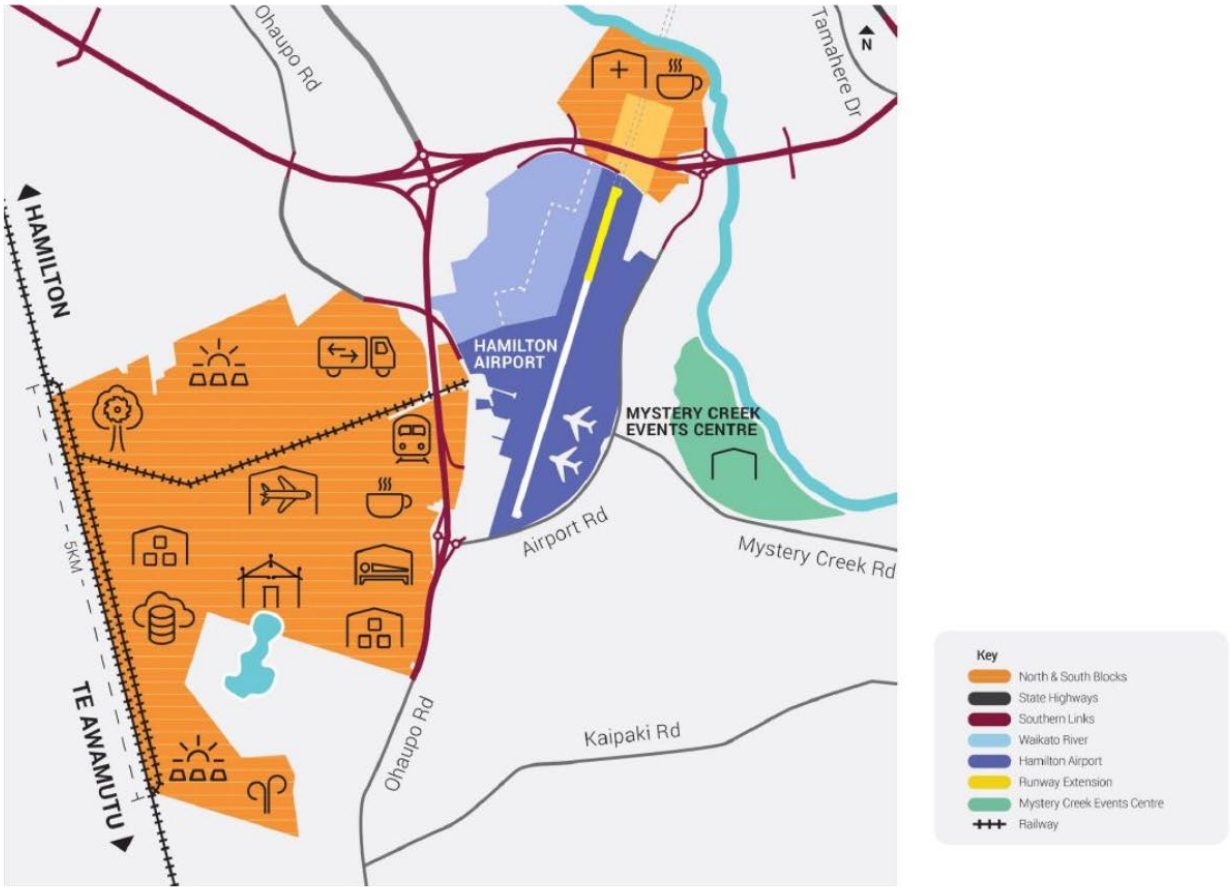
## PWLP's Long Term Strategy - The Hub

Puaawai  
Whenua  
Limited  
Partnership  
**PWLP**


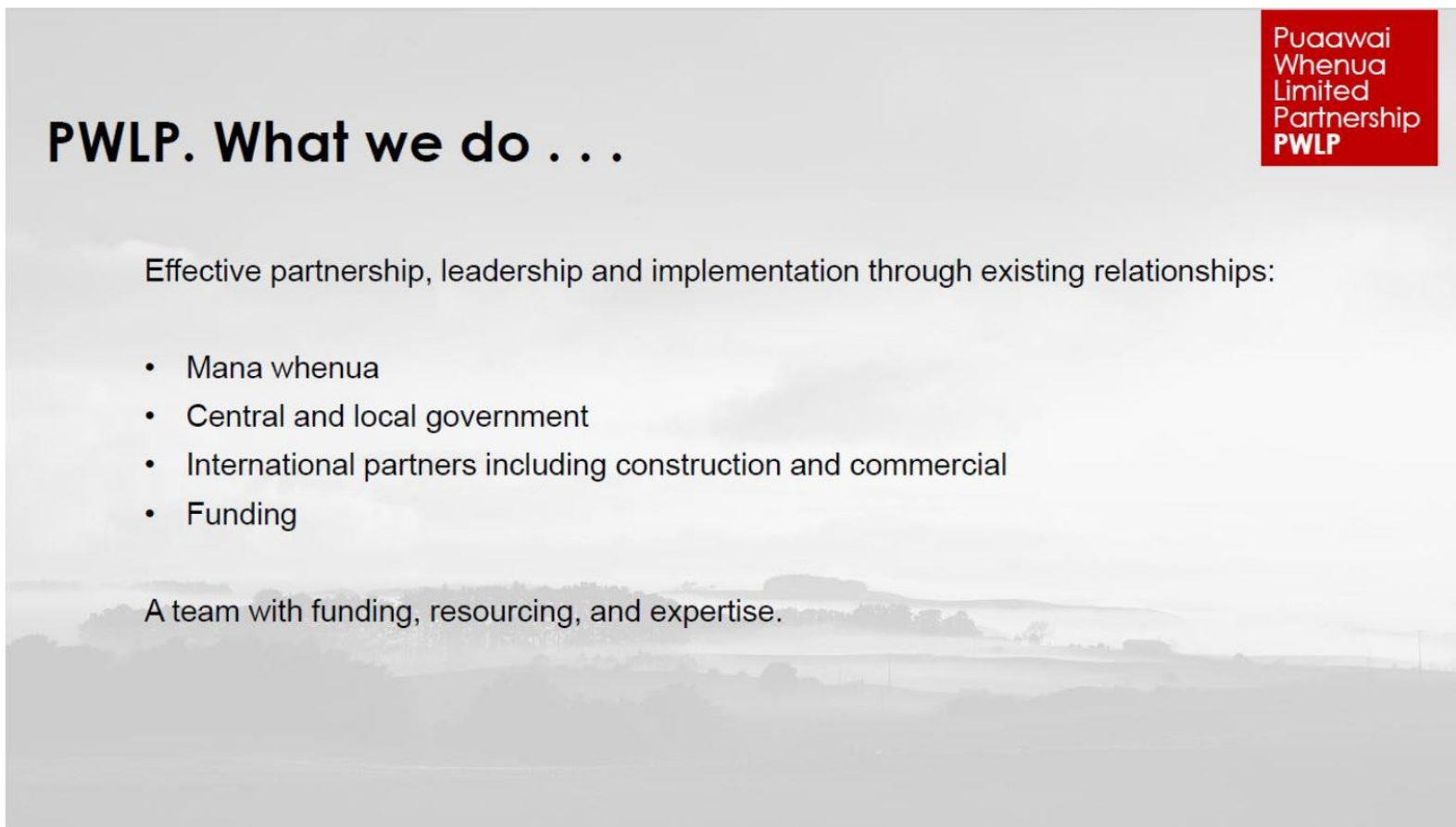
- Develop a **multimodal freight hub**
- Rail to runway airport precinct with a **road of national significance** in between
- Aligned aspirational goals - **Waikato Regional Development**
- Central, regional & local government
- Unprecedented regional and **national growth** through the Hub
- Secure **transport resilience**
- Work alongside Auckland to accommodate growth and advocate for a **strong and productive corridor** across the sub-region







Puaawai  
Whenua  
Limited  
Partnership  
**PWLP**



## PWLP. What we do . . .

Effective partnership, leadership and implementation through existing relationships:

- Mana whenua
- Central and local government
- International partners including construction and commercial
- Funding

A team with funding, resourcing, and expertise.

## WRAL's Runway Extension Project

- This is a new business case
- PWLP brings both the funding and land
- Ring fence the financial risks
- Leverage off our international expertise to develop HLZ as a global gateway
- PWLP can develop, project manage and the build the runway extension and Hub
- Support WRAL to attract long-haul passenger and freight carriers
- Increase value for shareholders with managed risk

**Securing the runway extension is critical.**





Puaawai  
Whenua  
Limited  
Partnership  
**PWLP**

- Financial boost to the local **economy**
- Global **interconnection**, more travel, more goods equals more jobs, more rates - sharing the load
- **Sustainability** and help NZ's climate change aspirations
- Maximise shareholder **value**





# Council Report

Item 6

**Committee:** Economic Development Committee

**Date:** 27 March 2025

**Author:** Stephanie Goss

**Authoriser:** Michelle Hawthorne

**Position:** Governance Advisor

**Position:** Governance and Assurance Manager

**Report Name:** Chair's Report

Report Status	<i>Open</i>
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## Recommendation - *Tuutohu*

That the Economic Development Committee receives the report.

## Attachments - *Ngaa taapirihanga*

Attachment 1 - Chair's Report



## Chair's Report

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### Introduction

This meeting's agenda covers several key areas of interest and opportunity, reinforcing the vital role of the Economic Development Committee in discussing cross-cutting issues that influence Hamilton's growth and prosperity.

Hamilton, like the rest of New Zealand, will not be insulated from global economic shifts. The unjustified economic actions taken by the United States against Canada and Mexico—now expanding worldwide—are contributing to growing financial uncertainty. Markets and businesses alike dislike uncertainty, and under the current U.S. administration's approach to tariffs, we can expect a prolonged period of instability.

Despite these global challenges, Hamilton and the wider Waikato region have a strong, diversified economy that positions us well to navigate uncertain times. There is much to celebrate, including:

- The re-launch of international flights to Sydney and the Gold Coast from Hamilton Airport in mid-June, restoring vital international connectivity.
- Two significant hotel developments that will address the longstanding shortage of accommodation, enabling us to better leverage our city's diverse assets and destination offerings.

Additionally, I am pleased to be leading a small delegation to our Sister City, Chengdu, on behalf of the Mayor. This marks the 10th anniversary of our relationship and presents an opportunity to strengthen economic ties and explore new initiatives that will benefit both cities. Councillor Maria and General Manager Blair Bowcott will accompany me to ensure we maximize this engagement.

As a committee, we must remain future-focused, driving clear outcomes that enhance Hamilton's economic growth. The Outcomes Tracker, included in the General Manager's report, is an example of this approach. Similarly, our external partners must also demonstrate how their work contributes to the city's prosperity. I encourage full engagement from elected members in shaping and delivering these initiatives.

### Key Topics

#### Hamilton Airport

- Council continues to apply significant pressure on the Airport Council-Controlled Organisation (CCO) to ensure the runway designation extension is secured. While this does not mean an immediate extension of the runway, it is critical that we protect this future option.
- Feedback on the **Statement of Intent for 2025/26** will also be discussed.

#### International Flights & Hamilton Waikato Tourism

- The return of international flights creates significant opportunities for economic growth.
- It is crucial that we align Hamilton Waikato Tourism's strategy with the increased connectivity, ensuring we leverage these new links in creative and impactful ways.

#### **Hamilton Central Business Association & CBD Revitalization**

- The central city remains a top priority.
- Businesses are already under pressure, and antisocial behavior in the CBD is further eroding confidence.
- Families and shoppers—particularly those visiting our main library—are avoiding the area due to safety concerns. This has a direct impact on foot traffic and economic activity.
- Council must work with multiple stakeholders to address the underlying causes of homelessness and antisocial behavior. However, I believe we should also take a more **proactive** approach by investigating bylaws that would enable City Safe officers to be more responsive.
- The **Central City Transformation Manager** is actively working with stakeholders to drive improvements, and we expect the **Hamilton Central Business Association (HCBA)** to support Council-led initiatives in this space.

#### **Economic Development Strategy**

- Strong relationships with key sector businesses remain the foundation of our approach.
- We will continue to activate these partnerships to drive sector growth.
- I'd like to welcome **Martin Brock**, our new Business Opportunities Advisor. He will be leading the development of a city and subregional **economic prospectus** to support business investment and promotion efforts.
- The **Future Proof Economic Development Working Group** is adopting a boundaryless approach to creating a powerful economic trade area that will benefit Hamilton and the wider region.

As always, I encourage full engagement from elected members and look forward to a productive discussion on how we continue to strengthen Hamilton's economic future.

Regards,

**Cr Ewan Wilson**

**Chairperson, Economic Development Committee**

**Hamilton City Council**

# Council Report

**Committee:** Economic Development Committee

**Date:** 27 March 2025

**Author:** Sean Murray

**Authoriser:** Blair Bowcott

**Position:** General Manager Destinations

**Position:** General Manager Strategy, Growth and Planning

**Report Name:** External Agencies and CCO Reporting

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

1. To inform the Economic Development Committee on matters relating to External Agencies and Council-controlled organisations (CCOs) in line with reporting requirement as part of service level agreements and CCO reporting requirements.
2. To seek approval from the Economic Development Committee of the Hamilton Central Business Association Annual Activation Plan and Budget for 2025/26.

## Staff Recommendation - *Tuutohu-aa-kaimahi*

3. That the Economic Development Committee:

a) receives the report;

### **Waikato Regional Airport Limited**

b) receives the Waikato Regional Airport Limited half-yearly report to December 2024; (**Attachment 2**)

c) endorses the Statement of Intent for Waikato Regional Airport Limited 2025-2026 for shareholder feedback (**Attachment 3**) subject to the inclusion of feedback provided at this meeting;

### **Hamilton and Waikato Tourism Limited**

d) receives the Hamilton and Waikato Tourism Limited half-yearly report to December 2024; (**Attachment 4**);

### **Hamilton Central Business Association**

e) approves the Hamilton Central Business Association Annual Central City Activation Plan and Budget for 1 July 2025 – 30 June 2026 (**Attachment 8**) subject to the inclusion of feedback provided at this meeting;

### **Civic Financial Services'**

f) endorses Civic Financial Services' Statement of Intent 2025 (**Attachment 9**) subject to the inclusion of feedback provided at this meeting;

g) receives Civic Financial Services' half-yearly report to June 2024 (**Attachment 10**);

**Co-Lab**

- h) receives Co-Lab's half-yearly report to 31 December 2024 (**Attachment 12**); and
- i) endorses Co-Lab's Statement of Intent 2025 (**Attachment 11**) subject to the inclusion of feedback provided at this meeting.

**Executive Summary - *Whakaraapopototanga matua***

- 4. Under its terms of reference, the Economic Development Committee is responsible for receiving performance reports and providing clear direction to Council's CCOs, 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.
- 5. This report provides the following information:

External Partner/CCO	Topic
Waikato Regional Airport Limited (WRAL)	<ul style="list-style-type: none"> <li>• Half-year report 1 July to 31 December 2024</li> <li>• Draft Statement of Intent 2025-26 for shareholder feedback</li> </ul>
Hamilton and Waikato Tourism Limited (HWT)	<ul style="list-style-type: none"> <li>• Half-year report 1 July – 31 December 2024</li> </ul>
Hamilton Central Business Association (HCBA)	<ul style="list-style-type: none"> <li>• HCBA 6-monthly update to December 2024</li> <li>• HCBA Action Plan 2025/26</li> <li>• Annual Central City Activation Plan and Budget for 2025/26</li> </ul>
Civic Financial Services	<ul style="list-style-type: none"> <li>• Half Year Report – June 2024</li> <li>• Statement of Intent 2025</li> </ul>
Co-Lab	<ul style="list-style-type: none"> <li>• Half Year Report – June 2024</li> <li>• Statement of Intent 2025</li> </ul>

- 6. Representatives from Waikato Regional Airport Limited, Hamilton and Waikato Tourism Limited and Hamilton Central Business Association will present their half-yearly reports and/or updates, which will be taken as read.
- 7. Staff consider the decisions in the report have low significance and that the recommendations comply with Council's legal requirements.

**Discussion - *Matapaki*****Waikato Regional Airport Limited****Background**

- 8. The purpose of this report is for Waikato Regional Airport Limited (WRAL) to present its six-monthly update across the period 1 July to 31 December 2024 and their Draft Statement of Intent for 2025-2026.
- 9. The WRAL Group (comprising Hamilton Airport, Hamilton and Waikato Tourism, Titanium Park Limited and Waikato Regional Airport Hotel Limited) operates as a limited liability company, with the following shareholders:

Council	Shareholding
Hamilton City Council	50.00%
Matamata-Piako District Council	15.63%
Waikato District Council	15.63%
Waipa District Council	15.63%
Otorohanga District Council	3.13%

10. Council's main objective in the ownership of WRAL (and its subsidiaries) is to support and provide economic growth to our community which can benefit from the opportunities WRAL provides.
11. Barry Harris (WRAL Board Chair) and Mark Morgan (Chief Executive) and Scott Kendall (GM Finance & Commercial) will attend the meeting, provide a forward outlook update and be available for any questions.

#### Half Year Report

12. Financial and KPI performance for the reporting period are subdued with air service passenger volume down 7% (Air New Zealand), operating revenue down 3% and EBITDA down 7% (a decrease of \$200k). It is difficult to foresee a quick turnaround to this position until the beginning of the next financial year when daily trans-Tasman Jetstar services commence. Conversely, subsidiary operations Titanium Park (property) and Jetpark (Hotel) have performed well demonstrating a further benefit of WRAL's business portfolio.
13. WRAL's half year report is attached to this staff report (see **Attachment 2**).

#### Draft Statement of Intent 2025-26

14. The Statement of Intent (SOI) draft sets out the Board's intentions for WRAL for the year ending 30 June 2026.
15. The key objectives of WRAL as described by the SOI are:
  - *Operate an efficient and compliant airport*
  - *Enhance the traveller experience*
  - *Maintain a viable aeronautical business*
  - *Future-proof the airport*
  - *Maximise long-term income from diverse non-aeronautical business opportunities stemming from optimisation of land and property holdings.*
  - *People Strategy*
  - *Sustainability*
  - *Assist in the development and marketing of the Hamilton and Waikato region as a destination to domestic and international visitors.*
  - *Te Tiriti and Te Ao Maaori.*
16. The draft WRAL Group SOI 2025/26 (**Attachment 3**) is available for shareholder feedback.
17. As a shareholder, council (and other shareholders) are invited to provide any feedback for consideration by the WRAL Board and Management.
18. Staff have no feedback to the draft SOI and recommend that the Committee endorses it. We are advised that other shareholders of the same view.

## Hamilton and Waikato Tourism Limited

### Background

19. The purpose of this report is for Hamilton and Waikato Tourism Limited (HWT) to present its six-monthly update for the period 1 July to 31 December 2024.
20. HWT is a subsidiary company under the Council Controlled Organisation (CCO) of Waikato Regional Airport Limited.
21. HWT was established from 1 July 2011 as the region's Regional Tourism Organisation (RTO). The role of HWT is to generate competitive economic benefit through regional tourism marketing, visitor sector strategies and development activities focused on increasing visitor length of stay and spend for the Hamilton and Waikato region.
22. HWT has a three-year service level agreement with Council for 2024-2027 for \$715,889 + CPI per annum. HWT is currently supported by four councils (Hamilton City, Matamata- Piako, Waipā and Waikato District) with a total funding pool across partner Councils of \$1,107,591 + CPI. HWT also raises funding contributions and leverages its partnerships with private sector interests (2024-25 target \$120K).
23. HWT's General Manager, Nicola Greenwell, will attend the meeting and give a short update and be available for any questions.

### Half Year Report

24. The report provides a good summary of activity outcomes from HWT's work and overall visitor industry metrics. Visitor industry performance for our city remains strong in some very specific segments (Hamilton Gardens, major events and business event activity). However, the big picture remains static. It is important to recognise this is the first update from HWT under a reduced funding structure, requiring HWT to have a much tighter focus. The advent of daily trans-Tasman services to Hamilton is adding much revived effort for the sector with HWT support and co-ordination.
25. HWT's half year report is attached to this staff report (see **Attachment 4**).

### Hamilton Central Business Association (HCBA)

26. The purpose of this update is for Hamilton Central Business Association (HCBA) to present the six-monthly update, the Annual Action Plan for 2025/26 and to seek approval of the Central City Annual Activation Plan for 2025/26.
27. Vanessa Williams, General Manager of Hamilton Central Business Association, and Mike Neale, Managing Director of NAI Harcourts Hamilton, and a member of the HCBA Executive Board, will be present and speak to the report.

### HCBA six-monthly update

28. HCBA has provided a regular six-monthly update for the period 1 July 2024 – 31 Dec 2024 (**Attachment 6**).
29. The last six-monthly update was reported to the Economic Development Committee on 3 December 2024 for the period January – June 2024.

### HCBA Annual Action Plan

30. Under the BID Policy, HCBA is required to produce annual action plans in addition to a three-yearly strategic plan. The HCBA Executive Committee is responsible for approving these plans.
31. The Committee received the HCBA Strategic Plan 2025-2027 on [9 May 2024](#).
32. The Annual HCBA Action Plan for the period 1 July 2025 – 30 June 2026 is attached for the Committees information (**Attachment 7**).

### HCBA Central City Annual Activation Fund – Plans and budget

33. The Central City Activation Fund provided to HCBA from Council provides financial support for events and activations that support vibrancy and local businesses by bringing more people into the central city.
34. A Service Level Agreement (SLA) is in place between HCBA and Council in relation to the Central City Activation Fund for \$100,000 per annum.
35. The Committee approved the HCBA Strategic Central City Activation Plan 2025-2027 on [9 May 2024](#).
36. In accordance with the Service Level Agreement, HCBA are required to produce an Annual Activation Plan and Budget for approval to support the release of the Central City Activation funds.
37. The HCBA Annual Central City Activation Plan and Budget for 1 July 2025 – 30 June 2026 is attached for approval (**Attachment 8**).
38. Staff recommend the Committee approve the HCBA Annual Central City Activation Plan and Budget for 2025/26 as it is in accordance with HCBA Three Year Strategic Activation Plan 2025-27 and supports Central City Transformation outcomes.
39. If approved, the Central City Activation Fund of \$100,000 will be released to HCBA paid in July 2025.

### Civic Financial Services

#### Background

40. Civic Financial Services Limited (Civic) has 73 shareholders, comprising 72 local authorities and TrustPower. It provides superannuation services for the local government sector through a SuperEasy KiwiSaver Superannuation Scheme and Local Government Superannuation Scheme.
41. Local Government Superannuation Trustee Limited and Local Government Mutual Funds Trustee Limited are wholly owned subsidiaries of the company.

#### Statement of Intent 2025

42. The Statement of Intent (SOI) sets out Civic's key performance targets and corporate goals to 31 December 2025 (see **Attachment 9**).
43. The SOI requires the endorsement of the Economic Development Committee.
44. Civic's corporate goals remain closely aligned to those of the prior year's SOI:
  - i. To operate as a sound and successful business.
  - ii. To provide superannuation and savings products and services to at least 90% of local authorities.
  - iii. To be retained as administration manager for the Local Authority Protection Programme, Riskpool, Civic Liability Pool and Civic Property Pool.
45. Financial projections for 2025 to 2027 continue to show a surplus after tax. This has increased from prior year projections.
46. Civic intends to reduce the base administration fee for the SuperEasy KiwiSaver Superannuation Scheme and Local Government Superannuation Scheme from 0.33% per annum to 0.32% per annum from 1 April 2025.
47. Staff recommend that the Committee endorses the SOI. The SOI remains consistent with Council's expectations.

### Half Year Report 30 June 2024



48. Civic's half year report is attached to this staff report (see **Attachment 10**).
49. Civic has achieved a before-tax profit of \$201K for the first half of 2024 and is tracking above budget.
50. There have been no significant events since the reporting date that affect the results disclosed in the half year financial statements.
51. Civic had no capital commitments at balance date.

## **Co-Lab**

### **Background**

52. The purpose of this report is for Co-Lab to present its six-monthly update for period 1 July to 31 December 2024 and its draft Statement of Intent, which sets out the Board's intentions for Co-Lab for 2026, 2027 and 2028.
53. Co-Lab, previously known as Waikato Local Authority Shared Services (WLASS), was established in 2005 to provide local authorities in the Waikato Region with a vehicle to procure shared services. Co-Lab drives collaboration between councils and aims to improve customer service and performance, and to reduce costs.
54. Co-Lab is owned, in equal portion, by the 12 Waikato local authorities.

### **Half Year Report 31 December 2024**

55. Co-Lab's half year report is **Attachment 11** to this report. Co-Lab has a net profit before tax of \$77,000. This is favourable to budget by \$559,000. This is largely due to savings made in Company Management & Support, RATA and Co-Lab Water Services. For the full year Co-Lab are forecast to be on budget. The cash position was \$1.3 million at 31 December 2024.
56. Some of the six-month highlights are summarised below:

#### **Opportunity development highlights**

57. Right People, Right Place (RPRP) - The project considers what councils can do to address the need to meet current and future workforce requirements.
58. Automated Building Plan Checks - While investigating examples of shared services that could be beneficial to Councils, Co-lab found successful initiative where planning submissions are initially checked automatically to speed up the approval process.
59. Building Consent Processing Hub - Seven Councils explored options for a Building Consent Processing shared service.
60. Electric Vehicle (EV) Charging Network Collaboration -Co-Lab investigated an opportunity for Councils to support economic development and the reduction in transport emissions by making Council land available for publicly accessible EV chargers.
61. Waikato Water Done Well - For the regional Waikato Waters Done Well (WWDW) project, Co-Lab supported councils and the lead consultant in investigating the merits of aggregating water services in response to the Government's Local Water Done Well policy.

#### **Service delivery highlights**

62. Co-Lab water services - During the period, the Trade Waste team presented at the Trade and Industrial Waters Conference in August on improvements in trade waste breaches and Co-Lab opened the Water Efficiency & Conservation Network (WE CAN) workshop at the Water NZ Conference in September.
63. RATA - During the period there was progression on 46 Asset Management related projects and services on behalf of 10 councils.

- 64. Co-Lab Learning - During the period, Co-Lab developed and launched a full suite of digital induction tools for Hauraki District Council, Waikato Regional Council, South Waikato District Council, Hauraki District Council, and Hamilton City Council.
- 65. Regional Infrastructure Technical Specification (RITS) - Is a set of engineering specifications managed by Co-Lab on behalf of Waikato Councils.

#### **Draft Statement of Intent 2026-2028**

- 66. Co-Lab's draft 2026-2028 Statement of Intent (**Attachment 12**) sets out the Board's intentions for Co-Lab for years 2026, 2027 and 2028. The draft is available for shareholder feedback.
- 67. Performance measures to be used to ensure delivery of 3-year strategic goals:
  - i. Shareholding councils understand we provide them value;
  - ii. Deliver value by growing scale of our shared service function.; and
  - iii. Diverse, talented, and motivated people work for us
- 68. Performance framework outcomes of the company to note in the draft Statement of Intent:
  - i. Reduce costs – Achieve efficiency gains and economies of scale. Reduce duplication of effort and eliminate waste through repetition. Help councils achieve an appropriate balance in risk and return;
  - ii. Create value for councils by improving levels of quality & service, compliance, decision making and increase skills and experience; and
  - iii. Enable innovation and change through research and development, promoting and contributing to the development of best practice and the coordinated and consistent approach to provision of services.
- 69. A financial overview shows revenue from services increases in the 2025/26 financial year, as historically Co-Lab has utilised cash surpluses across the workstreams wherever possible to minimise the cost to councils.
- 70. Regarding member charges, in FY2025 Co-Lab utilised cash reserves and surplus revenue from some services to significantly lower member charges as a “one-off” measure for that year, with a “normal level” increase forecast for FY2026.
- 71. Co-Lab was happy to reflect a 2.6% increase in expenditure which is only slightly above CPI at 2.2% matured.
- 72. Co-Lab's targets are for a three-year forecast period and form the baseline from which they will continually seek to improve.
- 73. Staff recommend that the Committee endorses the SOI. The SOI remains consistent with Council's expectations.

#### **Financial Considerations - *Whaiwhakaaro Puutea***

- 74. There are no financial implications in relation to the recommendation in this report.

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

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

#### **Climate Change Impact Statement**

- 76. 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.

## Wellbeing Considerations - *Whaiwhakaaro-aa-oranga tonutanga*

77. The purpose of Local Government changed on the 14 May 2019 to include promotion of the social, economic, environmental, and cultural wellbeing of communities in the present and for the future ('the 4 wellbeings').
78. The subject matter of this report has been evaluated in terms of the 4 wellbeings during the process of developing this report as outlined below.
79. The recommendations set out in this report are consistent with that purpose.

### Social

80. There were no social wellbeing implications identified in the formulation of this report in regard to WRAL.
81. HWT supports and promotes the local and regional tourism and events sector that make Hamilton a great place to live, work, play and visit.
82. HCBA has delivered number of social wellbeing outcomes, largely through activation. Examples include:
  - i. HCBA held the annual Children's Day even in Garden Place.
  - ii. HCBA held the Chinese Lantern Festival in Garden Place.

### Economic

83. WRAL's activity relates strongly to the economic wellbeing by its delivery of key objectives to operate an efficient and compliant airport, maximised revenue through diversification to protect the core aeronautical business and enhanced tourism growth within the region.
84. HWT's role is to generate competitive economic benefit through visitor sector strategies focused on increasing visitor length of stay and spend.
85. HCBA continues to work with Hamilton Waikato Tourism to implement initiatives to the benefit of both international and domestic tourism to the area.
86. HCBA attended an event organiser meeting with Council to discuss the event permit process and how to make it easier to put on events in Hamilton.

### Environmental

87. There were no environmental wellbeing implications identified in the formulation of this report in regard to WRAL although their attached report includes progress on operational environmental sustainability initiatives.
88. HWT supports and promotes the local and regional natural environment and green spaces that make Hamilton a great place to live, work, play and visit.
89. HCBA met with Simon Gascoigne from the Enviro Centre to discuss taking business through a sustainability assessment. HCBA is looking to promote the offering to businesses in the central city.
90. Civic provides high-quality, low-cost administration services to Local Authority Protection Programme, Riskpool, Civic Liability Pool and Civic Property Pool.

### Cultural

91. There were no cultural wellbeing implications identified in the formulation of this report in regard to WRAL.

92. HWT has a goal that the Hamilton and Waikato region will be recognised by visitors as the home of Kiingitanga with exceptional visitor experiences that enable the visitor to immerse themselves in our unique Māori culture.
93. HCBA met with Council to discuss Waitangi Day celebrations. There will be a trial event held at the Museum with a view to moving it to Garden Place in 2026.
94. HCBA met with Boon Street Festival organisers to confirm sponsorship support for March 2025. There will be three walls in South end of town and three walls in Hamilton East. There is planned outdoor activities utilising the newly developed courtyard space outside the Museum.

### **Risks – *Tuuraru***

95. There are no known risks associated with the matters covered in this report.

### **Significance & Engagement Policy - *Kaupapa here whakahira/anganui***

96. 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.
97. Given the low level of significance determined, the engagement level is low. No engagement is required.

### **Attachments - *Ngaa taapirihanga***

Attachment 1 - WRAL Group – Presentation

Attachment 2 - Waikato Regional Airport Limited Half-Year Report to 31 Dec 2024

Attachment 3 - Waikato Regional Airport Limited - Draft Statement of Intent for 2025-2026

Attachment 4 - Hamilton and Waikato Tourism Limited - 6-month report to 31 Dec 2024

Attachment 5 - Hamilton Central Business Association - Presentation

Attachment 6 - Hamilton Central Business Association - 6-Monthly Report Jul-Dec 2024

Attachment 7 - Hamilton Central Business Association - 12-Monthly Action Plan 2025-2026

Attachment 8 - Hamilton Central Business Association - Activation Plan and Budget Allocation - March 2025

Attachment 9 - Civic Financial Services - Statement of Intent 2025

Attachment 10 - Civic Financial Services - Half Year Report June 2024

Attachment 11 - Co-Lab Half-Yearly Report to 31 December 2024

Attachment 12 - Co-Lab Draft 2026-2028 Statement of Intent



# Economic Development Committee

27 March 2025



Item 7

Attachment 1

# A pivotal time for the Group

WRAL  
Group  
transition

Scheduled  
aviation  
strategy

General  
aviation  
strategy

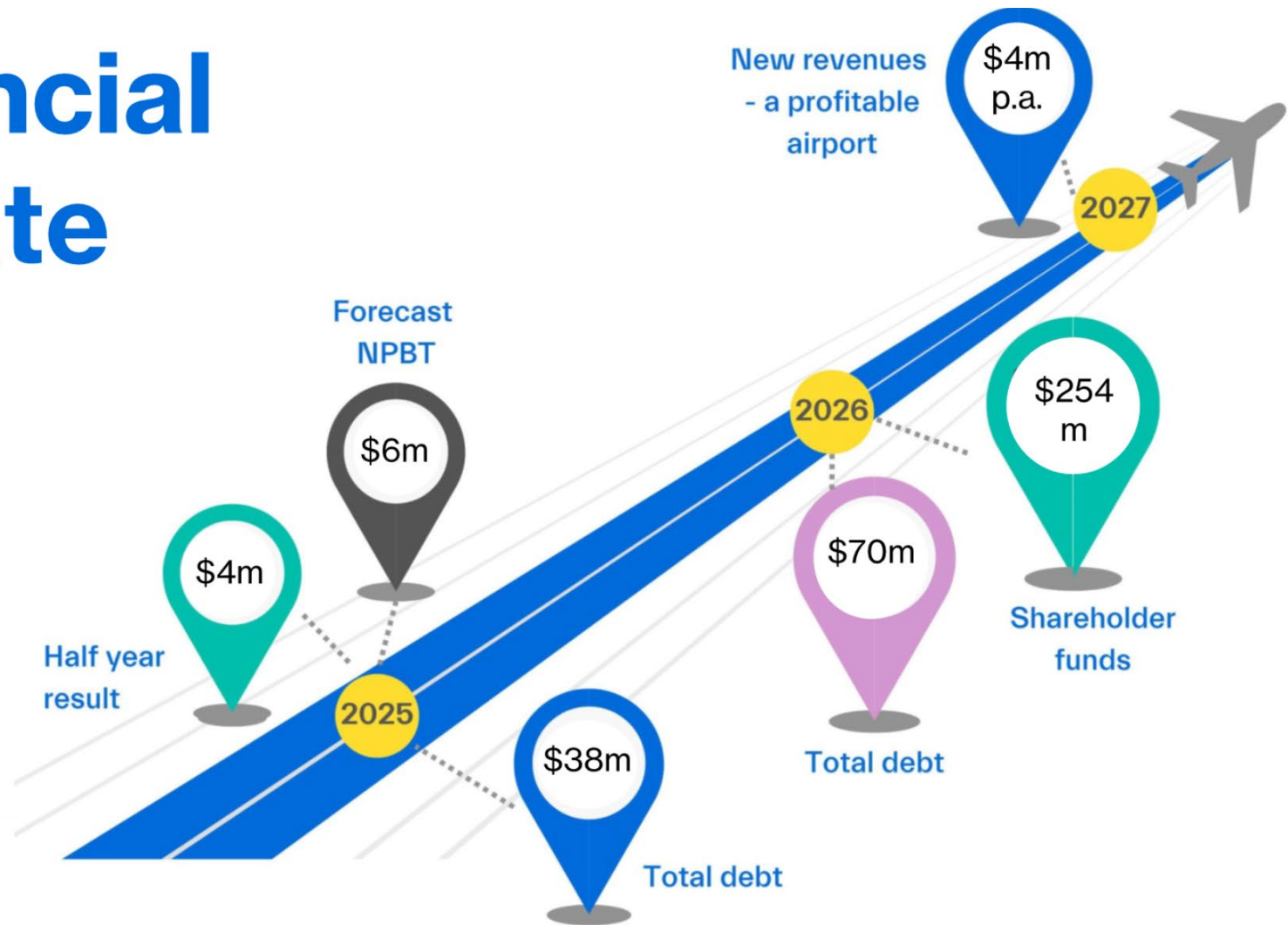
Property  
strategy

RTO  
role

4.5 star  
rated  
hotel



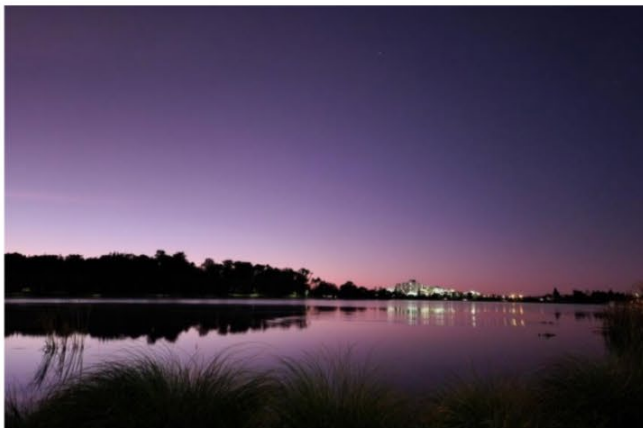
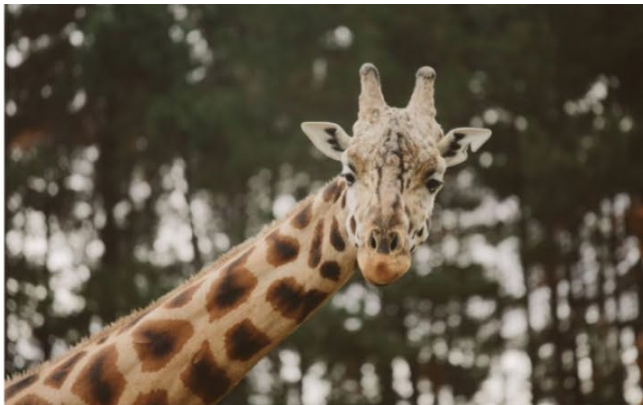
# Financial update



Item 7

Attachment 1





**The Mighty  
Waikato**  
Where magic runs deep

**Hamilton City Council**  
Six-month update – July to December 2024

**Hamilton  
& Waikato  
Tourism**



# Hamilton & Waikato Tourism

## Reporting against Schedule of Services

(Jul-Dec 2024)

\$120,000 industry contribution  
\$123,175 plus in-kind

\$65,000 additional council investment \_  
Waitomo and Ōtorohanga withdrew

Maintain market share of domestic spend at 7%  
7%

Maintain market share of total guest nights at 3%  
3.1%

Maintain market share of total business events at 6%  
8.2%

Maintain market share of total delegate days at 7%  
6.7%

Encourage venues to contribute to BE Data underway

10 Media Outlets hosted  
6

Grow market share of domestic guest nights to 4.2%  
3.6%

Encourage operators to contribute to ADP underway

Deliver one industry symposium; 100 attendees  
80  
+ another to be held

Provide one-on-one support to at least 20 operators  
11

Conduct Industry Sentiment Survey underway

Conduct a Staff Engagement Survey underway

Item 7

Attachment 1

**GET LOST IN**  
**The Mighty Waikato**  
 Where magic runs deep



**The Mighty Waikato**  
 Where magic runs deep



**GET LOST IN**  
**The Mighty Waikato**  
Where magic runs deep

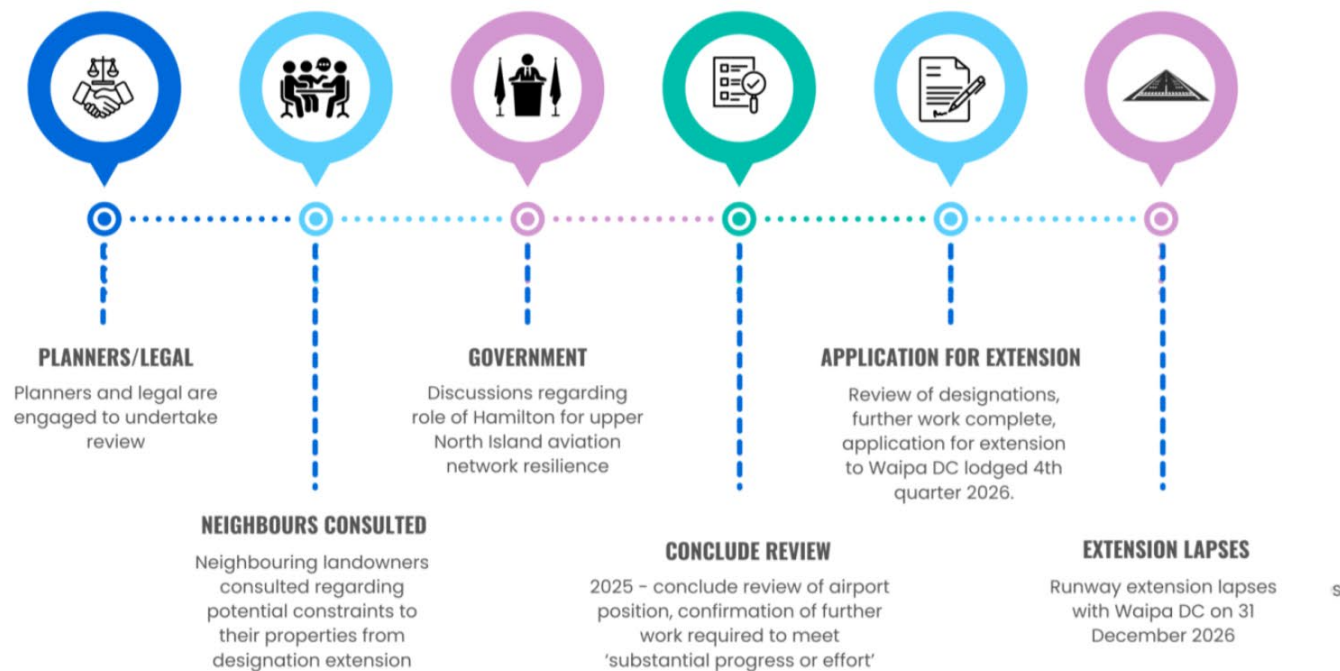


**The Mighty Waikato**  
Where magic runs deep

Item 7

Attachment 1

# Runway designation



## NEW INFORMATION

**Recommencement of international (trans-Tasman) services**

**PC20 – Precinct North air freight hub**

**Upper North Island Transport Resilience – Government interest**



Item 7

Attachment 1

Daily return Trans-Tasman services  
Gold Coast 3 x pw | Sydney 4 x pw - 120,000 pax



## ECONOMIC BENEFITS

- **60,000** direct inbound travelers p.a.
- **\$45m** p.a. contribution to regional GDP;  
**365** new regional jobs
- International capability creates resilience across the New Zealand network
- Opens up domestic jet capability
- Aligns with the Govt's regional development, tourism, and economic growth strategies

## INTERNATIONAL PROGRESS UPDATE

- Logistics on track
- Effective marketing partnerships/networks
- First flight events
- Eastern seaboard focus



# Partnerships: filling seats both ways

## Inbound for Hamilton Airport (from Gold Coast)



## Inbound for Hamilton Airport (from Sydney)



## Outbound for Hamilton Airport (to Gold Coast)



## Outbound for Hamilton Airport (to Sydney)



## Australian billboards



3,220,389 impressions per week x six months  
 = 77,289,336 impressions in Gold Coast, Brisbane and  
 Sydney





## Tourism NZ – Everyone must go

Sale now on

# EVERYONE MUST GO!

Fly Sydney to Hamilton  
FROM  
**\$169\***  
one way

\*Terms and conditions apply

Even you

Don't miss out

Hamilton  
Waikato

Jetstar

100% PURE  
NEW ZEALAND  
newzealand.com

**The Mighty  
Waikato**  
Where magic runs deep

## Australian activations

AIME Melbourne

9-12 February 2025

Australasia Incentive Meeting and Events exhibition; in conjunction with Tourism New Zealand and Hobbiton Movie Set



IMM Sydney

13-14 February 2025

International travel media marketplace; appointments with travel writers interested in our region



Sunrise TV

10 March 2025

Australian Sunrise TV broadcasting live from the mighty Waikato

Includes 7 live crosses

Organised in conjunction with Tourism New Zealand

RTO/IBO day

18-19 March 2025

All Regional Tourism Organisations meeting with Auckland based In Bound Travel Operators

Organised by Regional Tourism NZ

**The Mighty Waikato**  
Where magic runs deep

## Australian activations

<p>eXplore</p> <p>29-30 April 2025</p> <p>Trade show for central North Island trade ready operators selling to In Bound Travel Operators</p> <p>Partnership with Rotorua, Taupō, Bay of Plenty, Ruapehu, Coromandel, Tairāwhiti and Hawkes' Bay</p>	<p>TRENZ Rotorua</p> <p>6-8 May 2025</p> <p>Major travel trade show for New Zealand, showcasing trade ready product to NZ and international IBOs and wholesalers</p> <p>Event organised by Tourism Industry Aotearoa</p>	<p>Nau Mai North</p> <p>1-3 September 2025</p> <p>Taking North Island to Australia!</p> <p>All North Island based RTOs along with travel ready operators. Showcase being held in Melbourne and Sydney</p> <p>Event organised by collaboration of North Island RTOs</p>	<p>Regional Famils</p> <p>Range of activity</p> <p>Connected to TRENZ, MEETINGS, in augural flights, etc</p>
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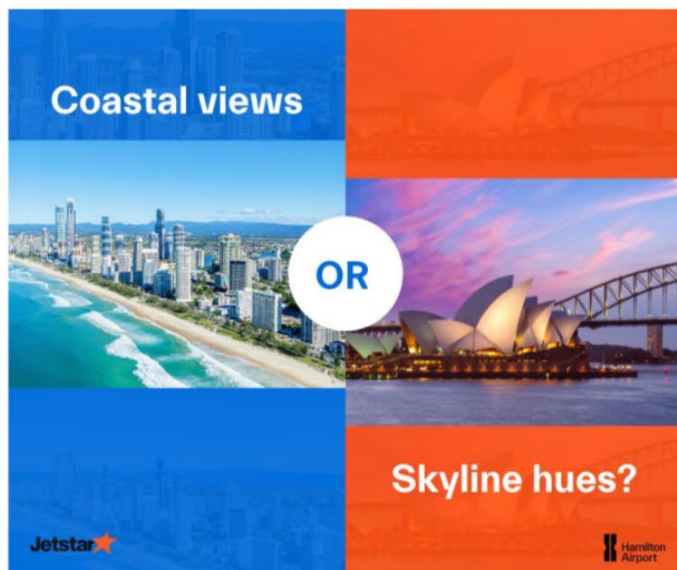




# Regional Tourism Boost Fund



# Key focus areas



Campaign/media  
activity/marketing  
Always On/major events



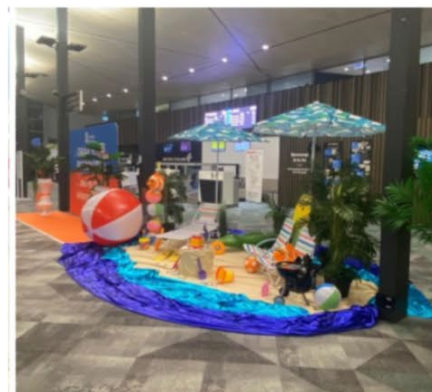
Business events



Trade



# Tactical sales support/awareness



# Partners activity (Gold Coast)



Item 7

New direct route

## NEW ZEALAND SALE ON NOW

Fly Gold Coast to Hamilton

FROM **\$170<sup>+</sup>**

**100% PURE NEW ZEALAND**

**Jetstar**

\*Sale ends 11:59pm AEDT Wednesday 12 March 2025, unless sold out. One-way, excludes checked bags. Travel dates and conditions apply. Subject to Government and Regulatory approval. Image credit: Hamilton and Waikato Tourism.

Jetstar | Tourism NZ | Gold Coast Airport – 7-12 March

Experience Gold Coast | Jetstar | GC Airport

Experience **GOLD COAST**

### Regional Roadshow 2025

HAMILTON & DUNEDIN - WE'RE COMING TO SEE YOU!

Join Experience Gold Coast and 12 Gold Coast tourism operators for an evening of networking, drinks and canapés. Jetstar's new direct services from Hamilton and Dunedin into the Gold Coast will commence in June, and we'd love to give you a glimpse of the range of exciting new hotels, bars and attractions on offer to your clients visiting the region this year.

**TOP PRIZE 2 TO THE GOLD COAST WILL BE DRAWN AT EACH EVENT AS WELL AS A RANGE OF LOCAL PRIZES**

**MAJOR PRIZE INCLUDES:**

- Return economy flights for 2 adults on the new 30 direct service (Starts Plus Fare) from Hamilton/ Dunedin to Gold Coast
- Gold Coast accommodation, airport transfers, tours & activities

**Hamilton** **Dunedin**

**Jetstar** **GOLD COAST**

Escape the Winter campaign

**VILLAGE ROADSHOW THEME PARKS**

Movie World,  
Wet'n'Wild, Australian  
Outback Spectacular,  
Sea World,  
Paradise Country

Jetstar launch sale

Fly Hamilton to GOLD COAST

FROM **\$139<sup>+</sup>** THAT'S CHOICE!

**Jetstar**

\*Sale ends 11:59pm 26/03/24, unless sold out prior. One-way, excludes checked baggage. Excludes travel dates and conditions apply. Subject to Government and Regulatory approval.

Attachment 1



See you'll be looking down in Queensland. We can't wait to see you on the other side!

Have you got some free time during our vacation?

As you see how many miles of coastline you can see at golden beaches, hills, through ancient rainforests, up valleys by a luxurious pool and watch the sun set from a skyscraper, and it's all on the Gold Coast.

We've got a bunch of hotels that could have to show you around our beautiful landscape. Get some rest and we hope to see you soon!

From your mates on the Gold Coast

**AUSTRALIA'S GOLD COAST.**

Passengers aboard Flight 981 982

Imagined United Airlines Flight

San Francisco to Brisbane

October 2022

**EXPLORE THE GOLD COAST**

[discovergoldcoast.com](http://discovergoldcoast.com)



EXPERIENCE **GOLD COAST** **Jetstar**



EXPERIENCE **GOLD COAST** **Jetstar**



# Partners activity (Sydney)



Imagery on 14m digital wall – first flights



**Sydney Airport  
& Tourism NZ  
visit**  
13/14 March



**Jetstar's New Zealand  
Sale**

Snag amazing deals on flights from SYD to destinations across New Zealand, including the brand-new direct route from Sydney to Hamilton from \$169\*. Hurry, sale ends 12 March at 11:59pm AEDT.

On sale from  
**7 - 12 Mar, 2025**

[Book now](#)



## New route alert

Meet New Zealand's Newest International Hub.  
Jetstar is launching direct flights from SYD to Hamilton from 16 June 2025. Just 140 km south of Auckland, Hamilton is the gateway to the Waikato region and its premier tourism attractions like the Waitomo Glowworm Caves and Hobbiton™.

[Book now](#)

**Sydney Airport EDM prior to launch**

**House of Travel | Destination New  
South Wales | Jetstar - campaign**



# First flights

**16 June - JQ165**

Depart Sydney 6:15am

**ARRIVES Hamilton 11.15am**



## FIRST FLIGHT: Formal event / terminal opening

- VIP guest list
- Cultural welcome (+ site blessing)
- Reveal plaque/ribbon cutting/formalities
- Terminal activation | pax gifts

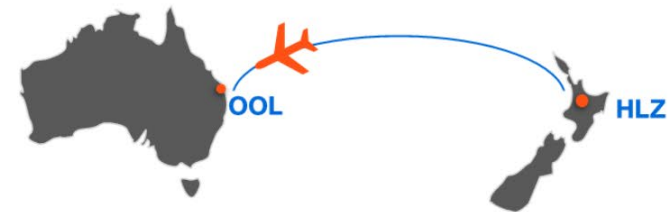
**JQ166** Depart HLZ 12:05pm - Arrive SYD 1.35pm



**18 June - JQ164**

Depart Hamilton 12.30pm

**ARRIVES Gold Coast**



## FIRST FLIGHT: Media event

- Media engagement
- Terminal activation | pax gifts

**JQ163** Depart OOL 6:20am –Arrives HLZ 11.30am



# Aeronautical focus - next 12 months

- Continued investment, airline, AU and NZ partners
- WRAL finalising marketing investment for FY26
- Government growth and tourism initiatives
- RTO (international support) and on-going central north island mobilisation
- International expansion:
  - Ongoing route development
  - Advocacy for airline route attraction funding
- Domestic expansion
  - Provision for domestic jet services
  - Regional network growth





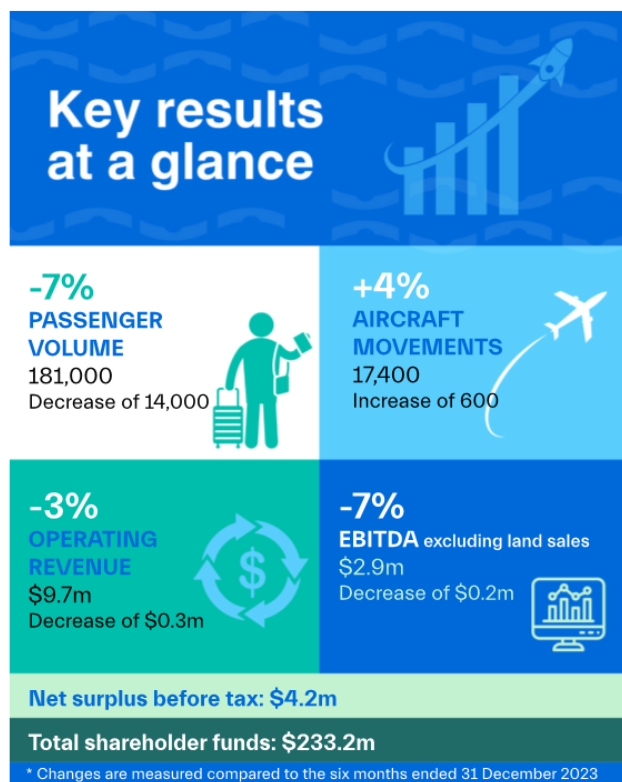


# INTERIM REPORT

WAIKATO REGIONAL AIRPORT LIMITED  
For the six months ended 31 December 2024



# CHIEF EXECUTIVE'S REPORT



## COMMENTARY

The current financial year began with the exciting news that international air services would resume from Hamilton from June 2025 with Jetstar servicing Hamilton Airport daily with flights split between Sydney and Gold Coast. The completion of fifteen months of negotiations and coordination amongst a very large group of stakeholders will see daily services resume from June 2025, after a thirteen-year hiatus.

Such is the strength of the opportunity, when services do resume, the seat capacity in excess of 100,000 provided by Jetstar at launch will be almost equal to the peak capacity delivered in previous iterations of trans-Tasman services from our airport.

This news has had very little impact on the financial results in the year to date but has clearly been a major focus in the business priorities. The second half of the year will see up to \$7 million of investment needed to have the international wing of the terminal fitted out and ready to be serviced by border agencies.

This development is a welcome contrast to the generally subdued airline business which has experienced a 7% decline in travellers on the same period in the previous year, largely the result of the general economic climate, reduced Government travel, and the engineering and aircraft supply chain issues impacting Air New Zealand's domestic airline fleets. The other silver lining being the establishment of new regional routes to and from our airport

from Gisborne, Napier, Whangarei, and most recently Whakatane with Sun Air – a small airline showing great growth, commitment and potential.

Outside of the airline business, the general aviation community remains vibrant which is most evident from the increase in aircraft movement numbers at our airport. The second half of the year will see development of an aero-medical facility which will repurpose part of the former international pilot academy. The remaining pilot academy facilities offer a range of possibilities, still suitable for a 150 student academy or for other high-end general aviation uses such as a fixed based operator to handle private jet movements. Aeronautical manufacturing continues to play an important part of Hamilton Airport with local operators expanding their operations. As in recent years, the group has continued to strategically acquire the improvements of some significant aeronautical properties and support the growth aspirations of our existing tenants by enabling them to move on airport to larger facilities, whilst also welcoming regular new operators to the airport.

Our hotel property, operated by JetPark Hotels has delivered a consistent contribution to group earnings and plays an important role in complimenting aeronautical activity under the Airport's non-aeronautical diversification strategy. Like passenger travel activity through the airport, it is evident the challenges of the economic headwinds as high interest rates and inflation over the past couple of years have kept pressure on discretionary travel spend, however recent trading is trending up on the prior year with further optimism arising from recent government policy settings around tourism and visitor arrivals. The hotel also continues to outperform the market with above average occupancy and has shown growth in revenues across food and beverage and conferencing, in addition to room occupancy, additionally providing 'best in class' for customer service and satisfaction.

After a five year project of initial due diligence then completion of a private plan change that became operative in July 2024, Titanium Park Limited (TPL) was able to complete the inter-company purchase of land needed to bring the 100ha Precinct North to market. The second half of the current financial year is expected to see the first physical site development works on Precinct North with approximately 10 hectares developed and brought to market in Stage One, some of which is already under contract to the precinct's launch tenant. This will also be the Group's first material design-build as part of the next step in the WRAL Group's financial maturing and diversification strategy. At this juncture, a total investment of \$30 million will be made in the coming eighteen months across the precinct.

Looking further into the future, Precinct North has provision for an air freight hub and the enabling of an additional 11ha of "airside land" meaning the airport has enough land protection to double its current footprint of aeronautical facilities such as hangars and airline passenger facilities.





A re-focused Hamilton & Waikato Tourism (HWT) continues to support the local tourism industry with activities adjusted to reflect the changed level of funding in the organisation under the latest funding service level agreements. In addition to the important work HWT does in the tourism industry, within the WRAL Group the organisation will play a significant role in promoting inbound travel to the Waikato region via the airport as a new international gateway, with an expected economic contribution of up to \$50 million in additional GDP annually and almost 400 local jobs supported.

December 2024 also brought about the first anniversary of the operation of our on-site solar farm. WRAL was the first airport in New Zealand to have commissioned its own facility. Gifted the name Tama-nui-te-ra (Son of the sun) by local iwi partners Ngaati Haua, the asset has delivered as expected in the first year achieving the expected financial and environmental benefits of the business case.

The management team has remained very focused on wellbeing initiatives that genuinely provide support to our people and continue to ensure that WRAL is an employer of choice, retaining our people who continue to deliver in excess of the already ambitious program of work that underpins our existing 10-year strategy, along with the significant workstreams needed to have the airport and key stakeholders ready for international air services in just a few months' time.

**Mark Morgan**  
Group Chief Executive



# FINANCIAL STATEMENTS

## Consolidated Statement of Comprehensive Income & Expense

For the six month period ended 31 December 2024

(unaudited)

	2024 \$ '000	2023 \$ '000
<b>Revenue</b>		
Operating revenue	9,729	10,007
Land sales	5,710	3,623
Other gains/(losses)	81	-
	<b>15,520</b>	<b>13,630</b>
<b>Expenses</b>		
Operating expenses	(4,083)	(4,224)
Cost of land sales	(1,241)	(761)
Employee benefits expense	(2,730)	(2,684)
Depreciation & amortisation	(2,431)	(2,009)
Finance costs	(775)	(613)
Other losses	-	(173)
	<b>(11,260)</b>	<b>(10,466)</b>
<b>Net surplus/(deficit) before tax</b>	<b>4,260</b>	<b>3,164</b>
Tax expense	(1,045)	(587)
<b>Net surplus/(deficit) after tax</b>	<b>3,216</b>	<b>2,577</b>
<b>Other comprehensive revenue &amp; expense</b>		
Revaluation of property, plant & equipment	-	-
Deferred tax	-	-
<b>Total other comprehensive revenue &amp; expense</b>	<b>-</b>	<b>-</b>
<b>Total comprehensive revenue &amp; expense</b>	<b>3,216</b>	<b>2,577</b>

These interim financial statements have been prepared in accordance with Tier 2 PBE Accounting Standards.

# FINANCIAL STATEMENTS

## Consolidated Statement of Changes in Equity

For the six month period ended 31 December 2024  
*(unaudited)*

	Share Capital \$ '000	Retained Earnings \$ '000	Revaluation Reserves \$ '000	Total \$ '000
Opening Balance - 1 July 2023	14,860	114,596	104,476	233,932
Net profit/(loss) after tax	-	2,577	-	2,577
Other comprehensive income	-	-	-	-
Total comprehensive income	-	2,577	-	2,577
Dividends paid to shareholder	-	(500)	-	(500)
Closing Balance - 31 December 2023	14,860	116,673	104,476	236,009

Opening Balance - 1 July 2024	14,860	110,608	104,476	229,944
Net profit/(loss) after tax	-	3,216	-	3,216
Other comprehensive income	-	-	-	-
Total comprehensive income	-	3,216	-	3,216
Dividends paid to shareholder	-	-	-	-
Closing Balance - 31 December 2024	14,860	113,824	104,476	233,159



# FINANCIAL STATEMENTS

## Consolidated Statement of Financial Position

As at 31 December 2024

(unaudited)

	2024 \$ '000	2023 \$ '000
<b>Current Assets</b>		
Cash and cash equivalents	289	626
Trade and other receivables	1,446	1,194
Inventories	138	575
Development property	24,798	13,690
	<b>26,671</b>	<b>16,085</b>
<b>Non Current Assets</b>		
Property, plant, and equipment	158,960	162,227
Investment property	89,937	92,620
Intangible & other non-current assets	817	906
	<b>249,714</b>	<b>255,753</b>
<b>Total Assets</b>	<b>276,386</b>	<b>271,838</b>
<b>Current Liabilities</b>		
Trade and other payables	2,832	1,490
Income received in advance	1,347	900
Employee entitlements	501	578
	<b>4,679</b>	<b>2,968</b>
<b>Non Current Liabilities</b>		
Provisions for Infrastructure Development	5,390	4,932
Deferred tax liability	11,558	5,719
Borrowings	21,600	22,030
	<b>38,458</b>	<b>32,861</b>
<b>Total Liabilities</b>	<b>43,227</b>	<b>35,829</b>
<b>Net Assets</b>	<b>233,159</b>	<b>236,009</b>
<b>Equity</b>		
Share capital	14,860	14,860
Retained earnings	113,824	116,673
Revaluation reserves	104,476	104,476
<b>Total Equity</b>	<b>233,159</b>	<b>236,009</b>

# FINANCIAL STATEMENTS

## Consolidated Statement of Cash Flows

For the six month period ended 31 December 2024  
(unaudited)

	2024 \$ '000	2023 \$ '000
<b>Operating activities</b>		
Receipts from operations	11,408	9,121
Receipts from land sales	5,245	3,831
Payments to suppliers and employees	(7,263)	(6,283)
Payments for construction of development property	(1,448)	(1,811)
Payment of interest	(753)	(636)
Payment of income taxes	(949)	(2,380)
Net cash from/(used in) operations	<b>6,240</b>	<b>1,842</b>
<b>Investing activities</b>		
Receipts from sale of property, plant and equipment	3	-
Purchases of property, plant & equipment	(1,627)	(2,880)
Purchases of investment properties	(3,400)	(302)
Purchases of intangible assets	(130)	(16)
Net cash from/(used in) investment activities	<b>(5,154)</b>	<b>(3,198)</b>
<b>Financing activities</b>		
Receipts from/(repayments of) borrowings	(1,190)	1,810
Payments of dividends	-	(500)
Net cash from/(used in) financing activities	<b>(1,190)</b>	<b>1,310</b>
<b>Net change in cash for the period</b>	<b>(104)</b>	<b>(46)</b>
Add opening cash and cash equivalents balance	393	672
<b>Closing cash and cash equivalents</b>	<b>289</b>	<b>626</b>

# PERFORMANCE REPORTING

## Performance against Statement of Intent

For the six month period ended 31 December 2024  
(unaudited)

	SOI Full Year 30/6/25	Actual 6 months 31/12/24	Forecast Full Year 30/6/25
<b>Financial Targets</b>			
EBITDA excluding Land Sales	\$6,000	\$2,916	\$4,957
EBITDA including Land Sales	\$9,000	\$7,386	\$8,177
Net Profit before Tax	\$2,600	\$4,201	\$2,857
Net Operating Cash Flow excl Land Sales	\$4,000	\$2,443	\$5,344
Total Debt (not exceeding)	\$39,000	\$21,600	\$34,177
Percentage of non-landing charges revenue	60%	63%	63%
Land Sales	\$4,000	\$5,710	\$5,710
Interest coverage	3.0x	3.6x	2.8x

The group has several non-financial performance targets covering the range of activities the group undertakes across its aeronautical activities, property, climate change response and caring for its people and community.

At 31 December 2024, the Group was on track to meet substantially all of these targets.

Due to the unbudgeted expenditure associated with the re-establishment of international air services certain earnings based financial targets in the Statement of Intent may not be met for the full year.







**Attachment 3**

**Item 7**



# INTRODUCTION

This statement is presented by the Directors in accordance with s.64(1) of the Local Government Act 2002 and sets out the Board's intentions for the Company and Group for the year ending 30 June 2026 and the succeeding two financial years.

## STRATEGIC INTENT

The Group has identified its core purposes under its current ten-year strategic plan to be:


### CORE PURPOSES

1. An enabler of air services to the region.
2. A supporter and developer of aviation through investment in, and provision of, airport infrastructure and support services for both general aviation and commercial airline activities.
3. The operator of a first class, safe, sustainable and compliant airport that connects the Mighty Waikato to New Zealand and beyond.
4. To strategically position the Group to enhance capital value and be financially self-sustaining through an income diversification strategy.




# About the WRAL Group

The Group comprises the following entities:




Hamilton Airport

Waikato Regional Airport Limited (trading as Hamilton Airport) - is the Group's parent company, and the owner and operator of Hamilton Airport.




Titanium Park

Titanium Park Limited - has a goal to develop and optimise land holdings to generate long-term income streams from a diversified property portfolio.



JETPARK  
HAMILTON AIRPORT HOTEL  
& CONFERENCE CENTRE

Waikato Regional Airport Hotel Limited - has an intent to provide non-aeronautical earnings to the Group through the operation of a Qualmark 4 Star Plus hotel and conference centre facility at Hamilton Airport.



Hamilton & Waikato  
Tourism

Hamilton & Waikato Tourism Limited - the Regional Tourism Organisation markets the Hamilton and Waikato region as a visitor and business events destination, and to assist in growing the visitor economy through tourism development and destination management.



## Key objectives of the WRAL Group

The Group's key objectives and activities that will be undertaken to deliver on these include the following:

### Operate an efficient and compliant airport

- Operate a first class, safe and compliant airport by providing for essential projects, together with any compliance expenditure warranted.

### Enhance the traveller experience

- Maximise traveller satisfaction and airport experience through continued investment in passenger facilities and technologies that also assist to drive sustainable outcomes.

### Maintain a viable aeronautical business

- Assist airlines to identify opportunities to increase flight schedules and passenger numbers.
- Identify and activate new development opportunities within the general aviation sector.
- Promote the airport as an efficient, cost-effective international port for both commercial and private operations.
- Continue active engagement with prospective international airlines and pair city airports to grow air connectivity.
- Promote and secure additional tenants for the form flight training academy facilities to further enhance a vibrant general aviation community.

### Future-proof the airport

- Ensure the airport retains sufficient future protections for growth to meet future demands of international air connectivity, tourism, economic development and resilience.
- Remain collaborative with local authorities, and central government agencies for joint infrastructure and transport initiatives

### Maximise long-term income from diverse non-aeronautical business opportunities stemming from optimisation of land and property holdings.

- Titanium Park will continue marketing for sale, development and optimised investment, all available non-aeronautically strategic land in a planned and coordinated approach.
- Support the development of land within the bounds of a sound, strategic approach to long-term planning as defined in the 2022 updated aeronautical master plan.

### People

- Invest in an organisation-wide strategy that takes a holistic view of employee wellbeing, recognising wellbeing as a measure of our organisation's success.



- Provide training and development to personnel to ensure individually and collectively, our personnel remain leaders of best practice in their respective fields.
- Retain a high performing team to build resilience, capability and responsiveness to growth and change opportunities.

### Sustainability

- Maintain JetPark Hotel's Qualmark Silver Enviro rating.
- Continue to align initiatives in the HLZERO50 sustainability framework, and to the global Airport Carbon Accreditation program and re-accreditation of our current Level 4 status.
- Plan and design infrastructure to facilitate energy reduction, sustainable energy use and alternative fuels in new developments around the airport.

### Assist in the development and marketing of the Hamilton and Waikato region as a destination to domestic and international visitors.

- Maintain and strengthen support for regional tourism through partnerships with local government, the tourism industry and the wider community to promote the region as a gateway to the North Island in concert with promotion of relaunched international services.

### Te Tiriti and Te Ao Maaori

- Create a cultural legacy that authentically embraces and values Maaori tikanga (customs) and te reo (the language) meaningfully that respects the kaitiakitanga (guardianship) of mana whenua and principles of te tiriti o Waitangi.





## Key Performance Targets

The following annual performance targets are proposed for the Waikato Regional Airport Limited Group in relation to its core purpose and key objectives.

	2026	2027	2028
EBITDA excl Land Sales	\$6.0m	\$8.0m	\$9.0m
EBITDA incl Land Sales	\$6.0m	\$13.0m	\$14.0m
NPBT no less than	\$3.0m	\$8.5m	\$9.0m
Net Operating Cash Flow	\$4.5m	\$6.0m	\$10.0m
Percentage of Non-Landing Charge Revenue	60%	60%	60%
Interest Coverage	2.0x	3.0x	3.0x
Total Debt	\$70.0m	\$70.0m	\$70.0m
Shareholder value	\$254.0m	\$275.0m	\$289.0m

## Non-Financial Performance Targets

The following non-financial key performance targets are proposed for the Waikato Regional Airport Limited Group in relation to its core purpose and key objectives for the year ending 30 June 2026.

### Health, safety and wellbeing

- Zero Work Safe notifiable accidents/injuries.
- Operate a workplace that fosters employee wellbeing and improving organisational culture, as measured by the Employee Engagement Survey.

### Aeronautical compliance

- To maintain the Airport Certification Standards as required by the Civil Aviation Authority.
- Ensure airport is operationally available for all scheduled passenger services (except for uncontrollable events).

### Maintain a viable aeronautical business

- Promote the airport as an international port for private and commercial airline activities.
- Assist airlines to identify opportunities to increase flight schedules and passenger numbers.
- As the base airport, facilitate the first operational trials of Air New Zealand's Next Generation Technical Demonstrator aircraft.
- Finalise a business case to support the Airport's final position in respect of the lapse period of the current runway designation, taking into account recent developments in international air services, national resilience and emerging regional growth opportunities since 2022.

### Property

- Complete enabling infrastructure and site development of the first stage of Precinct North.
- Complete construction of the first design-build property for Precinct North's first tenant.

- Commence the first stage of development of the Precinct North ecological compensation site in accordance with the Precinct's ecological management plan.
- Remain collaborative with local authorities and central government agencies for joint infrastructure and transport initiatives.

### Climate Change Response

- Maintain Level 4 accreditation to the Airport Council International's Airport Carbon Accreditation Programme.
- Maintain the JetPark Hotel's Qualmark Silver Enviro rating.
- Complete a feasibility study for additional on-site generation and storage capabilities of renewable energy sources.



Waikato Regional Airport Ltd - Group Statement of Intent - 2024/25 - 4

## Governance

### Governance

At all times the Group will behave in a professional and ethical manner in all its business dealings with its customers and stakeholders and strive to be an employer of choice in fostering a high performing organisation.

The Group is committed to its obligations under the Local Government Act 2002 to its employees, shareholders, the community including climate change response and Te Tiriti o Waitangi. The Board and Management will ensure that all requirements of the Health & Safety at Work Act 2015 are maintained, including through the engagement of an independent consultant and audit processes to ensure the organisation and its subsidiary companies are maintaining compliant and best practice processes.

For commercial reasons, Titanium Park Limited operates as a subsidiary company, more recently with the WRAL directors as a transitional board. During 2026 we expect to finalise the property and funding strategy for Precinct North, and address future Titanium Park board composition.

### Shareholder value

While no commercial valuation of shares has been completed, the audited balance sheet of the WRAL Group as at 30 June 2024 shows shareholder equity of \$230 million based on independent valuations of the Group's property, plant and equipment and investment properties.

### Shareholder value

While no commercial valuation of shares has been completed, the audited balance sheet of the WRAL Group as at 30 June 2024 shows shareholder equity of \$230 million based on independent valuations of the Group's property, plant and equipment and investment properties.

### Dividends

The Directors recognise the importance of dividend payments to shareholders. The Directors will review the performance and outlook for the Group annually in accordance with the Group's dividend policy before declaring any dividends.

### Future investment proposals

If the Group wishes to subscribe for, purchase, or otherwise acquire shares in any other company or any other organisation, it can do so only after first obtaining approval from the majority of shareholders at either a General Meeting or at a Special Meeting convened for that purpose.

Major transactions in the WRAL Group are those that would result in 10% of the company's assets (by book value) being acquired or disposed by the Group annually before declaring any dividends. There are no additional major transactions presently contemplated for which shareholders have not already been consulted over.



Waikato Regional Airport Ltd - Group Statement of Intent - 2024/25 - 5









## six-month progress report to Hamilton City Council

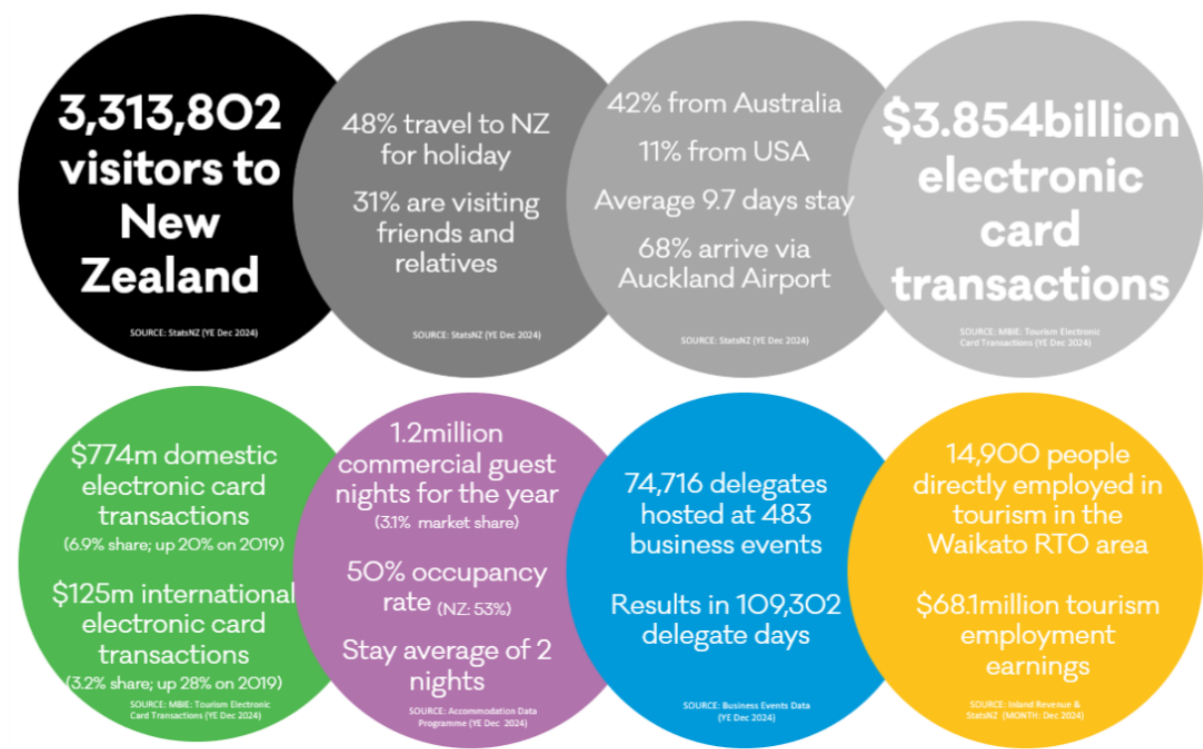
1 July 2024 – 31 December 2024

Hamilton & Waikato Tourism (HWT) your Regional Tourism Organisation (RTO). Our role is to generate competitive economic benefit through visitor sector strategies focused on increasing visitor length of stay and spend. When visitors spend money in our region, businesses remain viable, employment is available, and we develop prosperous communities.

Hamilton & Waikato Tourism is a subsidiary of Waikato Regional Airport Limited, a Council Controlled Organisation (CCO). We have a commercial board with Richard Leggat appointed as the Chair in December 2021. Richard is joined by Gus Gilmore, as WRAL board representative; Mark Morgan, as the WRAL Chief Executive; and Steve Gow as an independent director.

HWT is funded through a public/private partnership with the region's tourism industry and **four** local authorities including Hamilton City, Matamata-Piako, Waikato and Waipā. This is the six-month progress report covering the period from 1 July 2024 through to 31 December 2024.

### KEY HIGHLIGHTS (July 2024 to December 2024)



Six-month progress report to Hamilton City Council

1 July–31 December 2024



## EXECUTIVE SUMMARY

The year began by confirming overall reduction in funding through the collective Long Term Plan processes. While Hamilton retained their funding, reductions were implemented by Waipā, Waikato and Matamata Piako. Despite best attempts and discussions, Waitomo and Ōtorohanga chose to withdraw from our activities. Overall, our budget reduced 18%.



In order to reset within our reduced budgets, the organisation was restructured and the team resized. The focus of our ongoing work was carefully reconsidered. HWT Board agreed the organisation would focus attention primarily on marketing within New Zealand, attracting business events, supporting the industry to improve visitor experiences, all delivered through digital platforms.



Our team reduced from eight FTE's to six. Due to the uncertainty of employment, some of our team opted to seek employment elsewhere. As a result, we began the year with two vacancies; and just four employees in the office. Our new team members joined in October, a quarter of the way into the year.

Despite a rocky start to the year, we have delivered substantial activities, great results and have much to be proud of and celebrate. The second half of the year, start of 2025, is looking very bright for the region.

The economic downturn has had its impact on visitor spend across the country, particularly domestic visitation. As recently announced by Prime Minister Christopher Luxon, central Government will be focussing on economic growth, including tourism as a priority. We were delighted to have Hon Louise Upston appointed as the Tourism & Hospitality Minister.

Just last week Minister Upston announced a number of tourism related initiatives, including the Regional Tourism Boost Fund. This \$3m fund is available for collaborations of RTOs to undertake activations to attract international visitor arrivals over the winter period. RTOs must collaborate and there must be regional dispersal.

You will notice a change in our report. As you reside within our region, you are unlikely to see our work (you are not a visitor after all), therefore we have given visual examples of our work throughout; specifically focussing on the activity and inclusion of your specific operators and visitor propositions. We hope you find this new format beneficial.



## REGIONWIDE CELEBRATION

There have been many reasons for celebration as a region during the last six months. Each of these announcements have been cause for celebration amongst the visitor sector – which provides positivity for the community as a whole.

Jetstar and Waikato Regional Airport announced the return of **international air connectivity** with direct flights to Hamilton from Sydney and Coolangatta, and beyond! While our resourcing is constrained with overall reduced funding, our focus and attention is clearly on the Inbound portion of this celebration – encouraging Australian visitors to explore the mighty Waikato by landing directly into the middle of our region.

Below is a snapshot of electronic billboards deployed in Sydney and Brisbane at the time of the announcement. These billboards have 3,220,389 impressions PER WEEK, with billboards in place for six months, equating to **77,289,336 impressions!**

More details of Australian activity is later in the report.



We were surprised and delighted Waikato featured in the **Expedia Unpacked '25 travel trends** – the only New Zealand destination to EVER feature in this research! This report highlights travel trends for the coming year based on searches and bookings through the Expedia platform.

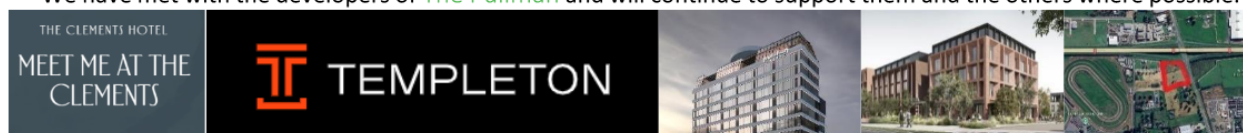
This story gathered its own momentum – Seven Sharp, NZ Herald, Waikato Times, Radio NZ x 2, etc! Expedia NZ/Pacific Island Director attended our Industry Symposium, shared the excitement and how to maximise this opportunity.



## Hamilton & Waikato Tourism

We have all collectively advocated for **new commercial accommodation** for many years. With a new hotel about to be opened in Cambridge, The Clements, and another four developments announced, we look forward to finally having bed numbers our region requires to elevate visitation, both through visitor destinations and events. The Templeton Group, Pullman and Peachgrove developments in Hamilton city will add bed stock to benefit the region and help with our messaging of “extend your stay”. While the Double-Tree development at Cambridge will be of interest to event attendees and travellers alike.

We have met with the developers of **The Pullman** and will continue to support them and the others where possible.



We were thrilled to see the **announcement** **Live Nation** will be managing the **Waikato Regional Theatre**. This means our theatre, city and region will be on their radar and circuit for their amazing events. This is an absolute “win”! The development is looking simply stunning!



### Activity Update

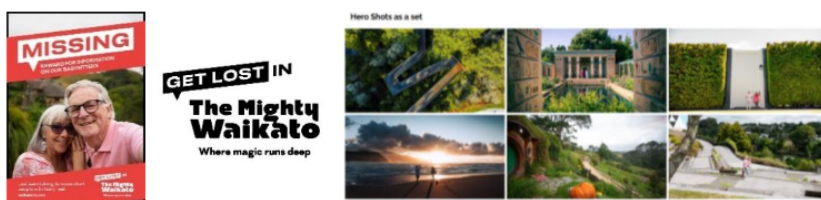
Activity delivered in the first six months of the year:

<b>15,087,000</b> People reached through marketing & PR activities	<b>41</b> Members signed up for FY 2024/25	<b>35</b> Industry events attended	<b>28</b> Media releases, comments & information provided	<b>17</b> Workshops, events and online resources provided
<b>12</b> Electronic newsletters sent	<b>6</b> Media hosted in region	<b>5</b> Regional conference bids	<b>4</b> Campaigns	<b>35</b> Travel Trade trained
<b>3,220,389</b> Billboard impressions per week x 6 months <b>= 77,289,336</b> impressions in Gold Coast, Brisbane and Sydney				

## Domestic Marketing

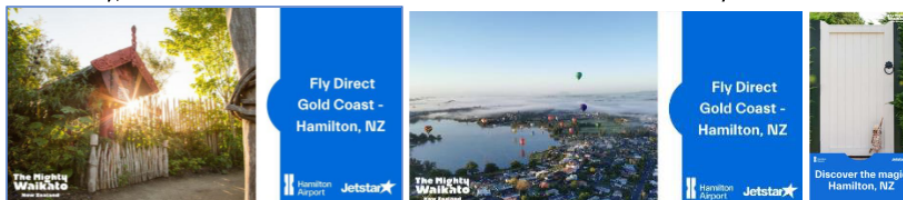
### Big Bang Domestic Marketing Campaign – “Get Lost”

The "Get Lost" domestic marketing campaign filming and production was completed Dec 24/Jan 25 and currently in final preparation to go live March 25. This initiative has produced a comprehensive suite of assets, including six 30-sec and six 8-sec video ads, social media imagery, posters, mall entrance panels, LED screen imagery, and window decals. In particular, Hamilton Gardens, Victoria on the river and Gothenburg have been included as hero creatives. The campaign objective is to reach and inspire target audiences, encouraging domestic visitation to the Waikato region during the autumn shoulder season and foster advocacy for the region as a destination. Primary target audiences include older couples and families residing in Auckland. Members will receive a "Get Lost" Campaign Guide, which includes logo lockups, example copy, key messaging, calls to action, and digital assets. These resources are designed to be incorporated into members' own marketing activities, thereby extending the campaign's overall reach.



### Hamilton Airport going International

HWT proudly supported WRAL's announcement international connectivity. Support included digital billboard designs promoting the mighty Waikato, now live in Brisbane Metro, Brisbane Airport and Gold Coast Airport. Imagery promoting Hamilton City, Balloons over Waikato and Hamilton Gardens were widely used in this marketing activity.



### Coverage at TVNZ Cricket Test Matches

Six TVNZ Cricket test matches were hosted at Hamilton's Seddon Park featured the mighty Waikato brand video, reaching over 10,500 attendees per game as well as TV audience. Whilst in region, talkSport UK Radio was hosted by Te Ahurei Māori Tourism in Hamilton Kirikiriroa.



### Featured at All Whites Game in Auckland

The Mighty Waikato brand video was featured at the Auckland All Whites game played on Fri 15 Nov 2024, reaching an attendance over 10,000 + TV coverage

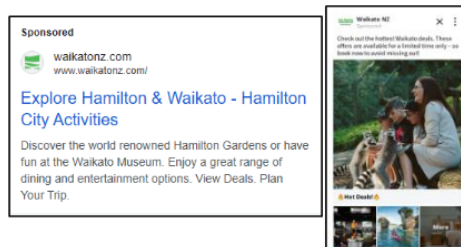




## Digital Marketing

### Always on Digital Campaigns

We run a series of ads across Meta (Facebook & Instagram) and Google on an ongoing 'always on' basis. This ongoing activity has ads designed for a local Waikato audience as well as visitors from key drive markets such as Auckland. The focus of ads is based around walking, experiences, cycling, food and events and features our HWT members throughout.



### Website and Social Media

**Hamilton was profiled through HWT's various social media channels including:** Te Awa Great New Zealand River Ride (Hamilton City section), River Riders, Hamilton Zoo, Bowl & Social, Te Whare Taonga o Waikato Museum & Gallery, Kiwi Balloon Company, Exscite, Christmas Events and Activities, Taitua Arboretum, PYO berry farms, Classics Museum, The University of Waikato campus walks, New entry precinct at Hamilton Gardens, Hamilton Airport, Waiwhakareke Natural Heritage Park, Hamilton Lake Domain, Hamilton Gardens, Garden Place, Tōia Mai, Jansen Park, Tongue of the Dog, Hamilton Christmas Tree, Ancient Egyptian Garden, Victoria On The River.

Events featured on social media: New Zealand Darts Masters 2024, Mid-Winter Edition, Waikato Christmas Market, The Great NZ Food Show 2024, 3 Tenors Tribute to Mario Lanza, Harlem Globetrotters, Badjelly the Witch Glow Show, FMG Young Farmer of The Year: Grand Final Awards Show, The Hunchback of Notre Dame, 15th Annual Cheesecake Festival, Ed Byrne: Tragedy Plus Time, Who's Afraid of Virginia Woolf?, Harmonizing Cultures: A Jazz-Carnatic Fusion, Hamilton Women's Lifestyle Expo 2024, NZSO Pastoral: Beethoven & Tchaikovsky, Bunnings FPC & NPC Double Header - Waikato vs Auckland, Predator Pro Billiard Series, Let's Get Thrifty, International Charity Fight Night, Convergence 2024, Vetro Spring Festival, The Wiggles - Wiggle Groove Tour, Waikato Home & Garden Show 2024, Garden Place Movie Night – Barbie, Oktoberfest 2024 at Good George Dining Hall, Kooky Spooky Crafts at Exscite, Northern Districts Men vs Wellington Firebirds - Ford Trophy, Halloween in the Strawberry Fields, Waikato A&P Show, Sands Carving Studio - Grand Opening, Lugton's Round the Bridges, NZ Gardener at the Gardens, FIFA World Cup 26™ Oceania Qualifiers - All Whites vs Vanuatu, Crowded House 'Gravity Stairs World Tour', 7 Days Live, Trees at The Meteor, Extravaganza in the Park Christmas Market, First Credit Union Christmas Parade, Festive Fun at Garden Place Christmas at the Lake, Pasko sa Nayon, Astronomy Photographer of the Year exhibition, SkyCity Hamilton Christmas Tree Lighting Festival, Gourmet in the Gardens.

**Representation on waikatonz.com:** Hamilton is well represented on the WaikatoNZ website, showcasing a diverse range of experiences, activities, accommodation options, events, and dining choices.



↑HWT's Facebook post



↑HWT's Instagram post



↑HWT's TikTok post



↑HWT's Story on Meta



↑Hamilton City on waikatonz.com



### E-newsletters

Quarterly e-newsletters were distributed to our consumer, business events and media databases featuring: Hamilton Zoo, FIFA World Cup 26™ Oceania Qualifiers - All Whites Vs Vanuatu, FMG Waikato Stadium, Hamilton Gardens, Waikato Home & Garden Show, Globox Arena Claudelands, Skycity Hamilton Christmas Tree Lighting Festival, PYO Berry Farms, H3 Group, Te Awa Great New Zealand River Ride, River Riders, Gourmet in the Gardens, Astronomy Photographer of the Year at Waikato Museum, The Z Manu World Champs Super Qualifier, Freestyle Kings Live, One New Zealand Warriors V Melbourne Storm, Hamilton Arts Festival Toi Ora Ki Kirikiriroa, Balloons Over Waikato, Te Whare Taonga O Waikato Museum & Gallery, Hayes Common, Gothenburg Restaurant, Bowl & Social, Skycity Hamilton.



**TO WAIKATO SUMMER IS HERE AND WE WELCOME YOU TO 2025!**  
To Whare Taonga, Hamilton Museum & Gallery, Waikato Museum, Skycity Hamilton, and all the other amazing places and experiences that make up the heart of Waikato.



↑ Consumer Summer newsletter



**HI WELCOMES YOU TO 2025!**  
Whether you enjoyed a classic Kiwi summer or really blew it with your summer and didn't, HI hopes you are relaxing feeling well-rested and ready to take on 2025.  
It is well known how important and highly beneficial it is to bring teams, partners, suppliers, and key clients together in person to plan, network, share, and celebrate. HI's four premier venues, wide range of spaces, and dedicated team of event specialists are eager to welcome you back.  
Whether it's an event this year or beyond, this team would love to chat and share what the venues and spaces can offer for the next business event.  
Contact the team at [business@hi.co.nz](mailto:business@hi.co.nz) or phone 07 329 3800  
[LEARN MORE](#)

↑ Business Events newsletter

### Digital reach after six months activity

Over the past six months, our digital reach has expanded to **3.63million total views**, demonstrating increased engagement across multiple online channels. Website traffic has remained steady, supported by regular content updates and targeted online strategies such as search engine optimisation. Social media platforms have experienced steady follower growth and improved reach, while e-newsletters continue to achieve consistent open and click-through rates. Digital advertising efforts have also contributed to greater visibility and audience engagement. These trends highlight positive momentum and the effectiveness of our ongoing digital initiatives.

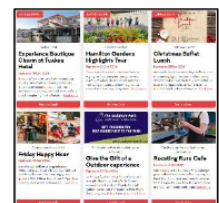
### Member Portal

The new Member Portal was successfully launched on 10 December. All members received a 'Welcome to our new Member Portal' newsletter, providing an introduction to the portal and registration instructions. The Member Portal offers a centralised platform for HWT members to access exclusive resources and tools. Feedback from members has been positive, noting the portal's ease of use, intuitive navigation, and engaging features. The next steps include enhancing the portal with additional content.



### Refreshed Hot Deals platform on waikatoNZ.com

The refreshed Waikato Hot Deals platform was launched on 6 September. Fully integrated into the WaikatoNZ website, the platform now features automated account creation, simplifying the registration process for operators. Feedback has been positive, with users praising the platform's simple and clean navigation, as well as the ease of listing deals. The Hot Deals platform is free and available to businesses and tourism operators operating within the Hamilton & Waikato Tourism RTO boundaries.





## Media

### AU Pedestrian.TV Famil

[Pedestrian.TV](#), a leading Australian youth pop-culture website with over 3.5 million unique monthly visitors were hosted in region for two days in Nov 24. The self-driven famil aimed to gather content for articles and social media promoting spring travel to New Zealand. Matt Galea, Managing Editor of Pedestrian TV, experienced a variety of Waikato's offerings during his visit, including a guided e-bike tour with River Riders along Te Awa River Ride, private guided tour around Hamilton Gardens and time exploring Made Markets in Hamilton East. (Pedestrian.TV reaches an audience of 3,669,000).

### US TV Series filmed in region

Huckberry (a big lifestyle retailer and media brand in USA) produce a TV series called DIRT. This award-winning US based TV series takes viewers on a local adventure exploring people, adventures, food and culture. The team at Huckberry filmed a feature around Raglan/Waikato in October 2024 for their TV series, set to go live Feb 25. TNZ commented the mighty Waikato gained the most exposure. Areas filmed included Surfing at Raglan local spots, Sam Mathers art studio, Raglan Roast, Raglan Food co, Raglan Kayaks and Workshop Brewing. (DIRT averages 1,105,000 viewership)

### Kidspot Magazine Partnership - Spring Travel Campaign

In partnership with Kidspot, we ran a Spring Family Travel campaign for 12 weeks (Aug-Nov 2024) that successfully reached over 279,000 viewers and significantly exceeded Kidspot benchmarks. Leveraging Kidspot content partnerships to engage this large audience, the campaign achieved a media click through rate (CTR) of 0.41%, more than double the 0.17% benchmark. This strong CTR demonstrates successful audience engagement and campaign results, driving traffic to the [waikatonz.com](#) "Family Fun" landing page.



### Kia Ora Magazine – November & December 2024 Publications

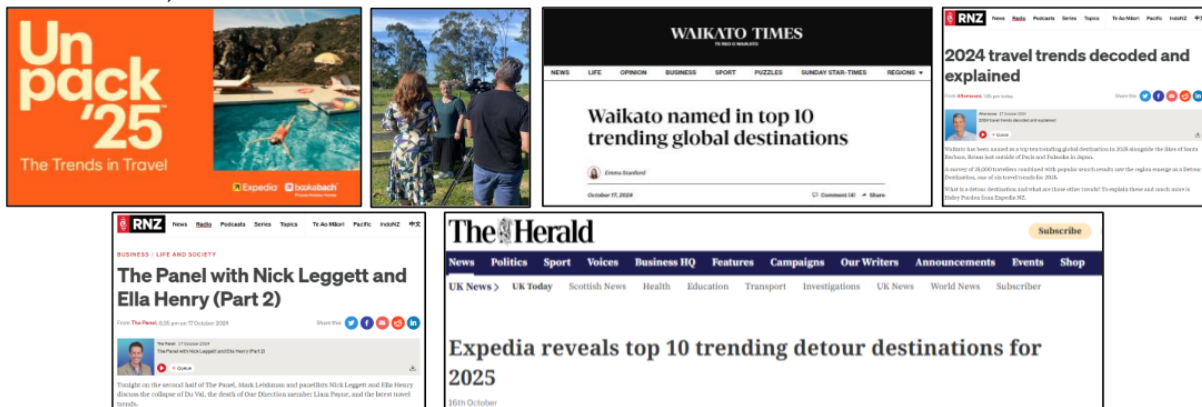
The region was prominently featured three separate articles in the Nov and Dec 2024 editions of Kia Ora Magazine, providing significant exposure for the area. The Nov edition included a five-page feature showcasing the region as an ideal weekend getaway. This was followed by two exclusive features in December, with Ellese Andrews' two-page "Travel My Place" column, and Te Karaka Lodge "Lodge Review" column. This consistent presence in Kia Ora Magazine offers fantastic visibility, reaching over one million passengers monthly.



## Expedia Unpacked '25 Travel Trends

As mentioned earlier, Waikato featured in the Expedia Unpacked '25 travel trends – the only New Zealand destination to EVER feature in this research! This report highlights travel trends for the coming year based on searches and bookings through the Expedia platform.

This story gathered momentum with media coverage including Seven Sharp, NZ Herald, Waikato Times, two Radio NZ interviews, etc!



## Waikato Business News column

We regularly contribute to a column with Waikato Business News.



Collective audience reach across marketing, online/digital and media activity after six months activity is **15,087,000 people**. In addition to the previously mentioned **77,289,336** impressions of billboards in Australia.

## Business Events

### Unleashing the Potential of Business Events – November 2024

This was a fantastic opportunity to gain valuable insights from both domestic and international business events professionals, including our global advisors on sector development. The forum centred on how business events align with Auckland's economic development priorities, featuring inspiring presentations, panel discussions, conference sessions and networking opportunities.



### Wellington Soiree – November 2024

An annual event that consistently succeeds, attracting a high calibre of around 30 buyers from the Wellington region. This is in collaboration with some of our key partners, Claudelands Events Centre, Hobbiton, and Jet Park. It provides an excellent opportunity to share industry updates with our guests and strengthen our key relationships within the region.



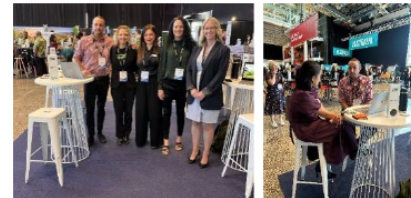
### Auckland Buyers Lunch – November 2024

Hamilton and Waikato Tourism, Hobbiton, and Claudelands Event Centre hosted a fantastic group of buyers from the Auckland Region. The small, intimate setting provided an excellent opportunity for meaningful conversations and deeper insights into the needs of our carefully selected guests.



### Business Events Expo – November 2024

This is my third time attending this expo, a major event focused on conference and meeting organisers, incentives, corporate travel, and group and special interest travel and trade shows. Alongside Claudelands Event Centre, Hobbiton, and Sky City Hamilton, we showcased the Waikato Region, securing excellent appointments and generating positive leads.



### BEIA Conference – November 2024

BEIA Conference and AGM 2024 in Taranaki was a fantastic experience. A two-day programme of knowledge, industry collaboration and networking opportunities. The key focus areas of this year's program were around the National Business Events Strategic Direction - Pīata Mai.



### AIME attendance

We have recently attended AIME in Melbourne – showcasing our region to attract the incentive market. This will be covered further in our next six month report.



## Industry support and development

We continue to join **national advocacy** opportunities to ensure we are across national activations and the mighty Waikato remains top of mind. Attended the TIA Summit in Auckland and the online webinar with Visit Scotland regarding approach to introducing a bed-tax.

HWT have supplied written **letters of support** for Te Awa River Ride, The Waitakaruru Sculpture Park and Sports Hall of Fame. We also advocated to Ministry of Primary Industries regarding cost recovery for new/restarting international airports. We continue to provide support across the region for **large developments** such as Tata Valley, Kimihia Lake, Rangiriri Paa, Sports Hall of Fame, Te Awa Lakes, The Clements Hotel, The Pullman Hotel and a new venture at Te Miro.

The **HWT Symposium** was hosted at Zealong Tea Estate in October 2024. Speakers included Ben Langley (Hamilton Airport), Haley Purdon (Expedia), Doug and Verne (Enlighten Designs); with new-product updates from Lucy (Tieke) and Shayne (Hobbiton); and of course, our own HWT update. The 80 attendees enjoyed the content and then enjoyed networking component afterwards. A post event survey was completed by 31 attendees – 97% of people said they were satisfied/very satisfied; just one person ticked ‘neutral’. HWT Symposium ‘Elevate 25’ planning is currently underway for April this year.



We have welcomed a number of **travel trade famils** in region over the past 6 months including a retail agent from North America Kiwilink (prize winner), and an ATS Agent Mega famil of 22 people. The region has also hosted a group of 8 Japanese trade agents through a Tourism New Zealand led famil last November and an agent from Down Under Answers in December. Whilst we supported by way of varying levels of coordination or direct connection HWT did not host any of these famil groups while in region.

We have provided operator **support to existing businesses** including The Event Girl, and Kosh Property who is keen to diversify their business including into the tourism space. We have also connected a group of operators to create a packaged offering that included Helicorp and Tieke and are working on a regional shuttle service offering to coincide with AU flights.

We delivered presentations to **showcase the value of visitor sector** to Smarter Futures Leadership Summit and Chartered Accountants. We have provided data and regional insights to support US investor visits and prospectuses with Zealong, HCC and Waikato Regional Council.



**Crowded Spaces Forum** took place at Mystery Creek Events Centre in October which saw 20 industry people gather to connect, share regional updates and hear a presentation from Closed Loop, around how they are pioneering the circular economy.

## Hamilton & Waikato Tourism

### Thermal Explorer Regional Events Fund

The final Roadshow series took place in October with the four workshops presented by Bare Kiwi and centred around social media content creation. After each event we offered a local event experience for attendees ie, Equifest set up preview in Taupo and taking a behind the scenes tour of FMG Waikato Stadium with KJ in Hamilton. We had a total of 79 event professionals attend this roadshow with 78% finding the content extremely valuable and 22% finding it valuable.



In November, the ThermEX REF panel delivered the final workshop in Taupo with Volunteering NZ presenting and educating the sector on the 7 practice areas for new Best Practice Guidelines. We had 35 events professionals in attendance including two from Mystery Creek Events Centre.



We have created three industry e-DMs and four event case studies over the last six months. The Waikato event showcased, Sika Show, also being profiled through NZ Event Association (NZEa) e-newsletter. We were also asked by NZEA to run a webinar on how we have administered ThermEX REF to a national group of RTOs and Councils post the REPF government announcement which we presented online.

The final 6-month MBIE report was completed and submitted, with the fund coming to an end and all events having to take place prior to end of June 2025.

Four Waikato events took place over the six months from July to December. The events were NZ Society of Otolaryngology, Head & Neck Surgery ASM, The Great Kiwi Summer Festival, Hamilton Arts Festival Toi Ora Ki Kirikiriroa, Karapiro Marathon (the last REF event to take place).

### Members

We have introduced a new Membership model this financial year, replacing the older Partnership approach implemented when the RTO was re-established. We secured 41 members, which enabled us to meet our Industry Contribution KPI. We have clear Membership benefits, and each has access to the newly developed Member Portal through our website. **Images of Hamilton city members**





## INTERNATIONAL ACTIVATIONS

As mentioned earlier in this report, we are thrilled to have HLZ as an international airport code once again! The arrival of Jetstar from Sydney and Coolangatta from June is a great advantage for our region, and beyond.

While initially our focus with renewed funding levels was domestic, we have managed to complete a range of Australian focussed activities to support these flights.

As mentioned earlier, with our two new recruits starting three months into the year, we have been able to reallocate salary savings into international activations. There is no debate the new Jetstar flights into Hamilton is a win for the region, and in fact, further beyond our own region.

We are pleased of the activation we have been able to provide. Our international activities focus on activating visitation through the Jetstar connection to Hamilton from Sydney and Coolangatta as a priority.

Much of this activity is in planning for delivery in this half of the year:

- AIME – February 2025 – Australian Incentive Meeting & Exhibition event in Melbourne
- IMM – February 2025 – International Media, travel journalists' event in Sydney
- Sunrise Breakfast TV show broadcast from our region and other central north island regions
- RTO/IBO Day with Auckland based inbound travel trade
- eXplore – April 2025 – with Auckland based inbound tour operators; HWT with 9 operators
- TRENZ – May 2025 – travel trade focussed; HWT with 4 operators
- Nau Mai North 2025 – September 2025 – North Island-based RTO's and operators hosting an event for travel trade in Melbourne and Sydney; HWT and 4 operators

## KEY PERFORMANCE INDICATORS

Hamilton & Waikato Tourism have seven Key Performance Indicators (KPIs) for 2024-2025 as part of its Statement of Intent with WRAL. Following are the latest monthly results.

KPI		Result
<b>Industry contribution</b>	\$120,000 <b>industry investment</b> (excluding Visitor Guide)	● Achieved \$123,175 Plus In-kind \$9,477
	\$65,000 <b>additional council investment</b> - Waitomo/Ōtorohanga	● Withdrawn
<b>Commercial accommodation</b>	<b>Maintain</b> market share of <b>total</b> guest nights at 3%	● 3.1% - YE Dec 2024
	<b>Grow</b> market share of <b>domestic</b> guest nights to 4.2% (currently 3.7%)	■ 3.6% - YE Dec 2024
	<b>Encourage</b> commercial operators to contribute to the Accommodation Data Plan	■ Underway
<b>Visitor spend</b>	<b>Maintain</b> market share of <b>domestic</b> spend at 7%	● 7% - YE Dec 2024
<b>Media activity</b>	10 media outlets hosted	■ 6 hosted: Cuisine; Kia Ora Magazine; Huckberry DIRT TV; Pedestrian.TV; talkSport UK Radio; AU Sunrise TV <b>PLUS:</b> Photographer and Influencer
<b>Business events</b>	<b>Maintain</b> market share of total business events at 6%	● 8.2% - YE Dec 2024
	<b>Maintain</b> market share of total delegate days at 7%	■ 6.7% - YE Dec 2024
	<b>Encourage</b> venues to contribute to the BE Data Programme	■ Well underway
<b>Capability building</b>	Provide <b>one-on-one support</b> to at least 20 individual operators	■ 11 to date
	Deliver one <b>industry symposium</b> in the year, with target of 100 attendees	■ First Symposium held 23 October with 80 attendees Second Symposium will be held 8 April
<b>People engagement</b>	Conduct an <b>Industry Sentiment Survey</b>	■ Both are underway for
	Conduct a <b>Staff Engagement Survey</b>	■ March/April 2025
<span>● complete or on target</span> <span>■ underway</span> <span>● at risk of non-completion</span>		



## Insights overview for the Region

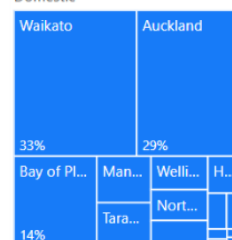
### Visitor expenditure in Waikato Region

NOTE: MBIE has temporarily suspended the release of the Monthly Regional Tourism Estimates (MRTE). MBIE will be in contact once they have more information on future options for the MRTE data.

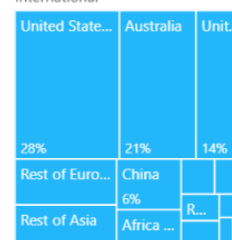
Visitor spend contributing to Waikato's economy YE December 2024

- **Domestic** visitors contributed \$773.6m to Waikato's economy for year ending December 2024. This is down slightly on last year which is in line with the direction of the national downward trend year on year of -3.8%.
- **International** visitors contributed \$125.2m to Waikato's economy for year-end of December 2024. Despite the decrease in domestic spend, International spend saw a slight increase up 14% in the last 12 months. Year-end December 2024 for Waipa District saw a total of \$17m spend from international visitors and \$174.9m from domestic visitation. Included was \$5.2m spend from Americans, \$4.1m from Australians, \$3.2m from UK visitors and \$34m from Aucklanders.

Domestic



International



Domestic Visiting Cardholder Spend (NZ\$)



International Visiting Cardholder Spend (NZ\$)



### Business Events in Waikato Region

Over the **6-month** period to July - December 2024, Waikato hosted 294 business events resulting in 10% market share and placing Waikato third in NZ behind Auckland and Wellington. These events hosted a total of 46,200 delegates which equated to 9.3% market share and placed the region 4<sup>th</sup> in country behind Auckland, Wellington and Christchurch.

### Commercial accommodation in Waikato

Based on the Accommodation Data Programme (commercial accommodation), Waikato achieved 52.1% occupancy rate year end December 2024. International guest nights rose year end December 2024 to 31.56%, this was comprised up of 926,400 domestic and 265,400 international guest nights and is an increase on previous 12 month result of 25.52%.

Total Guest Nights by Month



## Insights overview for Hamilton City

Please note, not all data sources are available by District. Therefore, we provide the below as/when district specific data is available:

### Visitor expenditure in Hamilton city

*NOTE: MBIE has temporarily suspended the release of the Monthly Regional Tourism Estimates (MRTE). MBIE will be in contact once they have more information on future options for the MRTE data.*

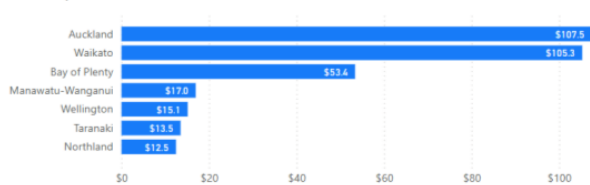
Visitor spend contributing to Hamilton's economy YE December 2024

- **Domestic** visitors contributed \$363.9m to Hamilton's economy for year ending December 2024. This is down slightly on last year, 4.3% lower.
- **International** visitors contributed \$69.1m to Hamilton's economy for year-end of December 2024. This is a 19.4% increase on last year.

Domestic Visitor Spend by Region of Origin (\$M) - YE Dec '24

(Scroll down to see all regions.)

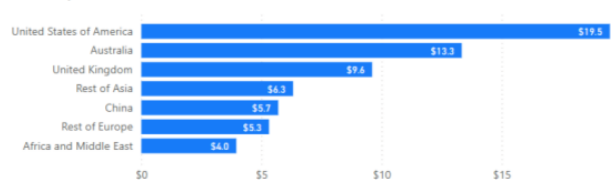
● Hamilton City



International Visitor Spend by Country/Region of Origin (\$M) - YE Dec '24

(Scroll down to see all regions.)

● Hamilton City



### Commercial accommodation in Hamilton

Based on the Accommodation Data Programme (commercial accommodation), Hamilton achieved 62.5% occupancy rate year end December 2024. The city hosted a total of 522,500 guest nights, 83% of which were domestic visitors. Guests stay an average of 2 nights per stay in Hamilton.

Total Guest Nights by TA

● Hamilton City





## NATIONAL CONTEXT

### Government focus on Economic Growth

We were excited to hear the government announce their focus on economic development/growth, and specifically tourism, at their meeting in [Hamilton](#) on 22 January 2024. To quote:

*"Yes, there will be all sorts of arguments made against why people might not want more tourists in their town ... **actually when we've got more tourists coming, more tourists spending, that's good for jobs, it's good for growth and it's good for the wealth of individual New Zealand families.**"* Nicola Willis ([MSN](#) article)

And then Prime Minister Christopher Luxon's 'state of the nation' speech on 23 January 2025 gave five priorities for growing economic development. Number 5 is Tourism! He stated

*"the **government could do more to support tourism growth**".*

Some Regional Tourism Organisations have raised concerns the focus on 'growth' may be 'growth at all costs' with little to no attention on social licence. For the regions experiencing 'over tourism', this is of grave concern. Some feel the attention on growth may only provide additional visitation to the 'golden route' yet again – Auckland, Rotorua, Queenstown. And yet others believe this government is ready to make 'bold' changes and this could be the time to see substantial changes made.

Minister of Finance and Economic Development, Hon Nicola Willis, visited the mighty Waikato to attend the 2025 New Zealand Economic Forum at University of Waikato. While here, announced the governments "Going for Growth 2025" plan. We were asked to assist with organising and hosting the Minister's visit with a tourism operator. She spent time with Riverside Adventures on Friday 14 February.

### New Tourism & Hospitality Minister

With the Prime Minister's recent reallocation of portfolio's to ministers, Hon Louise Upston, MP for Taupō who resides in Cambridge, has been appointed as the new Minister of Tourism & Hospitality.

### Regional Tourism Boost Fund

Minister Upston attended the RTNZ Member's day mid-February and announced the Regional Tourism Boost Fund. This is a \$3m contestable fund. Details of the fund were shared this week, with applications yet to close (at the time of writing this report). The intention of the fund is for Regional Tourism Organisations to collaborate to attract international visitors to the country over the coming winter months – focus on collaborations and regional dispersal.

We will be collaborating with our neighbour and focus our attention on activation of the new Jetstar flights into Hamilton Airport, for the benefit of our region, and neighbouring regions of Taupō, Rotorua, Coromandel, Bay of Plenty and Ruapehu.

An update will be provided verbally when presenting.

## CONCLUSION

We continue to be entirely focussed on striving to ensure the visitor sector is vibrant and enriches our communities.

Our focus and activity for the remainder of the financial year includes:

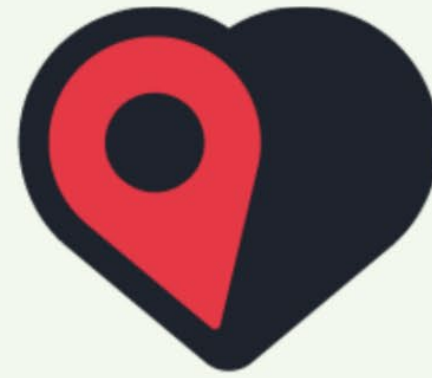
- destination marketing with focus on domestic visitors
- focus on supporting the arrival of Jetstar flights into Hamilton Airport, with a focus on visitors spending time in our region
- assisting our operators to improve their visitor experiences and to become 'trade ready'
- proactively work to ensure our region is highly regarded with event organisers; attracting event organisers and conferences to our region
- proactively support the announced hotel developments in Kirikiriroa Hamilton and Cambridge, which will benefit the wider Waikato region
- continuing to work with our industry to develop capability; including a second industry symposium
- complete deliverables related to the Regional Events Fund, in conjunction with Rotorua, Ruapehu and Taupō
- continuing to lobby and advocate for sustainable funding for the visitor sector with central Government
- continue to partner with neighbouring regions on collaborative activities
- **lobby for continued funding and support from Long Term Plans being prepared by Waipā and Waikato district councils.**

On behalf of the board and management of Hamilton & Waikato Tourism, we thank Hamilton City Council, our local government partners and the industry for their continued partnership. Your proactive support is greatly appreciated by the tourism sector and our communities.

**Nicola Greenwell**

General Manager  
Hamilton & Waikato Tourism  
28 February 2025






# Love the Centre

KIRIKIRIROA, HAMILTON



 Love the Centre

Explore

Cultural

Events


Stories

Family fun


Eat & Drink

Retail

Promotions




# Rediscover the heart of the city



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

→ New ←  
website

  
HC

# Events

Our city centre comes alive with a year-round calendar of exciting events. From cultural festivals to live performances, from food fairs to sporting events, there's always something happening in Hamilton Central.

tick, tick... BOOM!



Featuring fun characters, three actors, and a band, TICK... BOOM! takes you on the playwright/composer's...

Kitty Flanagan Live



You've seen her on the world-wide smash hit NETFLIX show Fisk, and the hit TV show Have You Been Paying Attention...

St Patricks Day at Biddu Mulligans



Doors open from 8am Live Music...

Walk-Thru Balloon



Two Dates! Saturday 15 March...

Aix Rosé x Mr. Pickles



Come, drink rose, be merry and have fun. Eurovintage, Aix and Mr. Pickles are throwing a wee rose...

Ukulele Death Squad



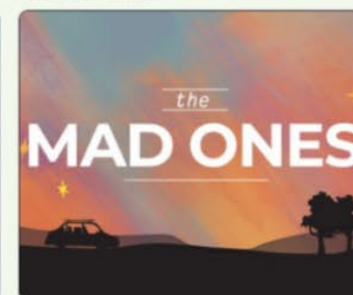
Ukulele Death Squad are heading to Hamilton for their first ever New Zealand tour...

The Big Bike Film Night



Let the good times ROLL! The Big Bike Film Night is riding into the Walkato on its mission - bringing the best cycling sho...

The Mad Ones



"The only people for me are the mad ones, the ones who are mad to live, mad to talk, mad to be saved, desirous of...

Festival of Weird



A week long festival celebration of all things wacky and weird! Hamilton KiriKiriRoA Festival of Weird will be all about...

Weekday Circus in the CBD



Why join? Break up the workday with something active and creative...

Stories in the Garden



1<sup>st</sup> March | 10<sup>th</sup> March | 29<sup>th</sup> March 10 am - 11 am  
1st of March: Tangled Adventures with Rapunzel and Flynn...

March Events Guide



Printable Events Guide  
Find out what events are on in March.



Events

Chinese Lantern Festival



Mahi on the Awa





# Events

Circus in the Centre

Walk Thru Balloon





Events

Christmas - Festive Fun



Stories in the Garden





# Hamilton Central Business Association (HCBA)

## Six Monthly Report July – December 2024

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The final six months of 2024 continued to provide challenging trading conditions for businesses in the central city. As has been previously highlighted close customer contact sectors such as hospitality, retail, health & beauty, and experience providers have been the most affected.

The combination of trading challenges over the past three years, coupled with the economic impacts of rising costs, interrupted supply chains, labour market limitations, and discretionary spending being diverted to essentials, has forced many businesses to see 2025 as a hope for better economic conditions. Unfortunately, some businesses have not been able to withstand these pressures and have closed their doors.

## Current Economic Climate

The central city is experiencing rising vacancy rates and reduced consumer spending, indicative of an economic recession. While some development projects have resumed in the latter half of the year, residential development projects in the central city have remained on hold. We have been heartened to see developments underway with Stark Properties in London Street, the ongoing development of the Waikato Regional Theatre, the Mistry Tower with the Pulham Hotel and we are hopeful to hear in early 2025 when the next build of the Union Square development will get underway along with the confirmation announcement of the Templeton project.

## Positive Developments

Despite the tough trading conditions, the HCBA continues to highlight positive developments and business achievements in the central city. However, need to emphasise the ongoing adoption of survival strategies to navigate the tough trading conditions being felt.

## City Landscape, Infrastructure and Safety

The central city landscape reflects the harsh economic conditions, with a tired-looking streetscape, little or no progress on projects such as the Celebrating Age Centre, and numerous footpaths and streets surrounded by road cones. The issues around anti-social behaviour continues to plague the central city and have had the unfortunate impact of some businesses choosing to move operations out of town. Although there is recognition of the complexity surrounding social issues, the lack of obvious intervention is seeing these social issues impact on businesses trading and the reputation of the city centre.

## 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

- HCBA have continued to meet and discuss proposed clean-up changes to happen in the central city. Several suggested improvements have also been made by HCBA.
- With the support of the HCBA executive committee, in 2025 HCBA will be focusing on streets, properties and infrastructure that require clean-up attention and will look to ways to implement necessary changes to support this.
- The consultation for an alcohol bylaw has been proposed to the community under the banner of reducing rate payer burden. HCBA have co-ordinated a meeting of hospitality providers in February to discuss the impact of a potential bylaw and fee increases.
- HCBA distributed a central city business survey on behalf of Council with results made available on 6 November.

### 2. Transportation initiatives

- Promotion started in the last week of September of the new parking offering of one hour free in the central city. Parking continues to be a hotly debated topic with feedback from businesses showing many were disappointed in the two hour to one hour free parking offering.
- HCBA queried the need to have two charging scenarios in place however this was said to be a way to future proof parking requirements to city growth, so the central city area has been split into green and yellow indicating high and low demand areas. HCBA has concerns around the confusion of messaging to the public this may create.
- HCBA met with the transportation team to discuss communication around parking and bus stop changes.
- 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.



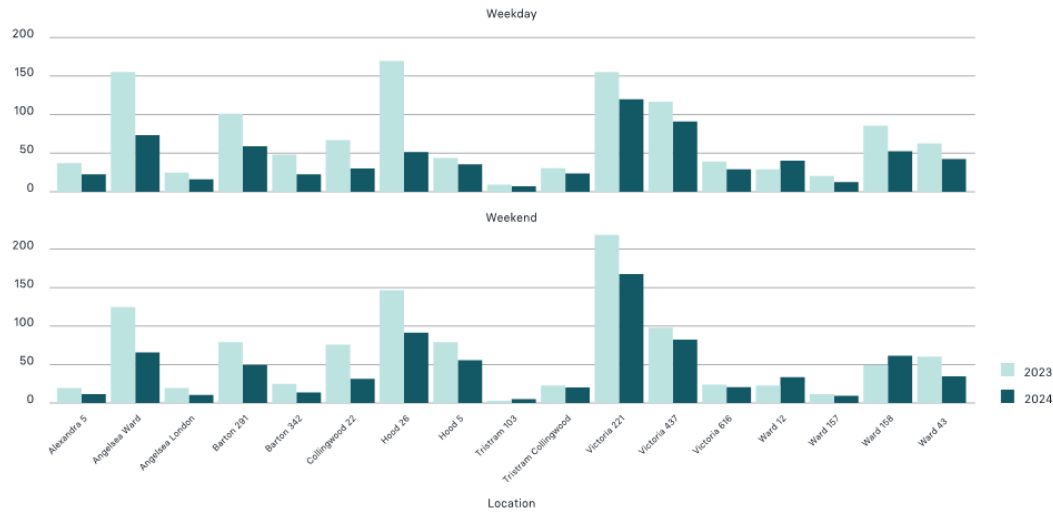
3. Commercial and residential development

- NAI Harcourts and CBRE are currently working on the latest six-monthly surveys for retail and commercial vacancy rates. These will be available in February 2025 however early indications show an increase in vacancy rates for both retail and office vacancy rates.

4. CBD trends

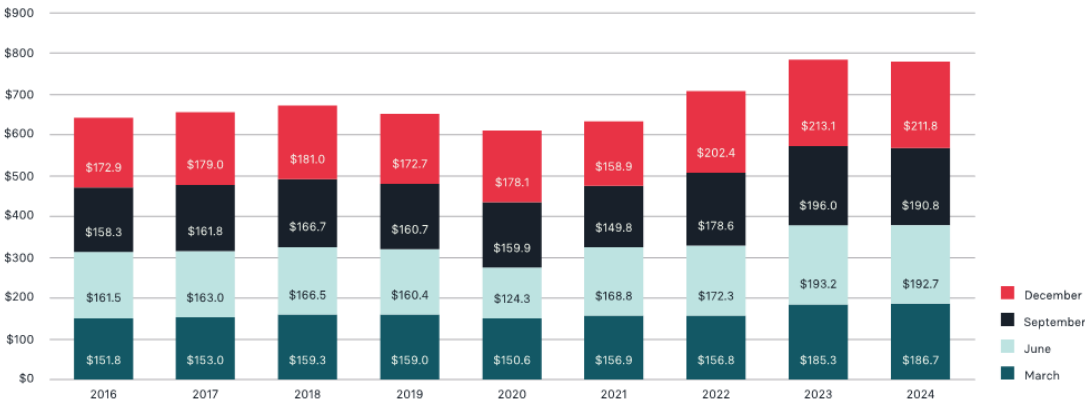
- CBD stats tracking CBD spend data split into daytime and nighttime has shown nighttime activity equates to approximately 1/5 of CBD spend with an average 20% across the past 6 years. Highest spend came in at 23% and lowest at 17% during Covid.
- Pedestrian trends are continuing to show peaks and troughs with overall annual figures showing a decline in pedestrian numbers.

Central City Pedestrian Counts - December 2023 vs December 2024



- 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.
- Spending in the Central City was down 0.6% when compared to the same quarter last year, representing a 2.8% decline in card spending.
- The number of businesses in the Central City have increased to the highest number since 2020, up to 466 businesses.

Card Spending in Central City by Quarter from 2016 to 2024





#### 5. Central city safety and wellbeing

- HCBA has noticed an increase in anti-social behaviour in town, particularly in public spaces. There has also been a noticeable increase in dogs, off leads, in the area. Police are increasing patrols around town and animal care & control have been talking with HCBA about increasing education and presence in town. HCBA has provided feedback in the difficulty of having to report issues with animals by being required to ring through the Council main customer service number. This can mean being on hold for over 10 minutes before being able to connect with someone at busy times. HCBA has made an increasing number of calls to City Safe, Police and Animal Care & Control to report issues, particularly in Garden Place.
- HCBA has taken and reported several issues to Police in the South end of town with hospitality providers.
- HCBA, along with the Mayor Paula and City Safe, attended a meeting with Paasha Turkish Café to discuss their issues around safety, after one of their staff was attacked earlier in the year. Suggestions were made around their physical space and a discussion around city initiatives underway.
- HCBA supported the trespass notice for Biddy's to serve by City Safe
- HCBA continues to convene meetings with Police, Council and a select few Victoria Street businesses to discuss ongoing issues with anti-social behaviour. These meetings will continue in 2025. Outcomes from the meeting have included a key Police contact point for these businesses, a revision of the process around trespass orders and a commitment to looking at resourcing at key times around the CBD.

#### 6. Love the Centre

- HCBA launched the new lovethcentre website at the CBD Awards and some great feedback has been received. This will be an ongoing project with regards to creating content, particularly on our close contact business sectors: retail, hospo, health & wellness and events. HCBA will spend time over the coming months creating the content for the site that showcases what is in offer in the central city.
- HCBA is continuing to develop the Love the Centre offering to the public and refine the website promotion and activity. HCBA have met with Councillor Maria to discuss the incorporation of Te Reo Māori within the Love the Centre site. This will be an exciting development to widen website engagement across audiences.
- HCBA has changed all social media handles and email addresses to @lovethcentre
- HCBA has continued to work through creating the content for the site that showcases what is in offer in the central city.

### EFFECTIVE OUTCOME 2 - COLLABORATION

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

#### 1. Economic development initiatives

##### Embassy Park Development

- The Riff Raff Trust and Embassy Park Development Group are continuing to work on a proposed plan for the former Embassy park site to support the Waikato Regional Theatre.

##### Economic Development Agency

- HCBA has confirmed attendance in the next four meetings in 2025 to discuss how economic development can work in the region.



## BID

- HCBA along with BIDs from Parnell, Newmarket, Onehunga, Manurewa and Pukekohe, have put together a proposal to Mainstreet Australia about holding a conference in NZ in 2025 or 2026. Mainstreet Australia have provided a cost analysis to do this, basing an overnight conference in Auckland and the team will be meeting to discuss this further in early 2025.
- HCBA visited the North Harbour Business Association (NHB) and were able to share information and initiatives on each Association. The next national BID Conference will be held in North Harbour in August 2025.
- HCBA attended the annual BID Conference held in Hastings. Over 25 BIDs were in attendance to discuss projects and happenings within the different town centres. This conference provides an excellent opportunity to share ideas, worth through issues and support activity. HCBA have agreed, along with five other BIDs, to lead a conversation around the potential to create a Mainstreet body for New Zealand. The initial discussion will be happening in late October.

## Mainstreet Conference

- HCBA attended the Mainstreet Conference in Stonnington, Melbourne 31 July – 2 August.
- The conference theme was Creating Tomorrow's Destinations and provided a fantastic series of speakers who provided valuable insights, experiences and predictions in their fields of expertise.

Stonnington as an area, like so many metropolitan cities in NZ, faces ongoing challenges with planning for better housing, transport, community safety, active communities while also encouraging businesses, visitors, and residents to its main streets. The conference provided an opportunity for attendees to gain further knowledge about these challenges and ways, activities and strategies they are putting place to address them. The conference included walking tours where we were taken along Main Streets of different town centres of Stonnington where we talked to businesses from retail and hospitality as well as looked a various place management strategies where concrete blocks are being made more enticing with greenery and activation elements being implemented.

- The conference also included a half day masterclass on branding that HCBA attended. This was an excellent piece of work to show how to understand a business place in the market and provide clearer understanding on creating a blueprint for all communication to audiences.
- The Mainstreet Conference provided inspirational speakers including:
  - Steve Sammartino, a global speaker in Ai implications for business and society was one of the most engaging speakers on a topic that was understood at varying levels in the room. He brought Ai to life and had ways and suggestions of making this a mainstream activity for businesses.
  - Roxie Haines from Eke Panuku Auckland Council Urban Redevelopment spoke on some of the projects being implemented in Auckland, including the viaduct development. She led some key messaging around creating places for people and has provided some good ways to utilise message in open spaces.
  - Ojay McDonald, CEO Association of Town & Management (UK) provided some interesting insights on recreating town centres. He provided statistical commentary on UK covid fallout including loss of brands like Toys R Us, Debenhams and Top Shop. Retail store loss numbers in the UK: 2020 – 10,000, 2021 – 10,000, 2022 – 3,600, 2023 – 3,500.
  - His biggest takeaway was "Town centre anchors are no longer essential. De-anchoring a town centre is about re-engineering the town centre, not looking to replace like for like". This was in reference to whole centres being built around places like John Lewis and Marks & Spencers and when they left the reality of being unable to find a retailer of the same size and scope to come in and replace as they no longer exist. He talks about the UK now have town centre anchors built around health & wellbeing offerings, green & blue infrastructure and social experience. In his words "High Streets are no longer places we have to be, we now have to make them into places people want to be."



- Panel contributors discussed retail and the changing face of including the need for smaller shops, the incorporation of experiential elements, co-existing with online and the rise of the second hand retailer (circular economy references, sustainability and conscious consumerism).
- Anna Edwards, Director of Ingenium Research, After Dark Best Practice, talked around the rise of the night time economy outside of the pub and club experience. There is a need for town centres to invest in night time economies and look to make these safe and inclusive experiences by utilising all elements of a city centre including: pedestrian data to inform places of activity, establishment and employment numbers of supporting businesses including sales turnover to give validity to the economic need of this economy. Ensure elements include bins, safety measures, lighting, transportation and promotion.
- Peter Alexander talked about the Retail Renaissance, referencing his peteralexander brand. One of the most inspiring, warm and engaging speakers I have had the pleasure of listening too. His brand boasts over 140 stores and he is still the creative director even though he sold the business over 20 years ago. His vision and his achievements from humble beginnings were delivered in a humorous and moving way that he received a standing ovation after he spoke.

## 2. Partnership and networking opportunities

- HCBA met with Boon Street Festival organisers to confirm sponsorship support for March 2025. There will be three walls in South end of town and three walls in Hamilton East. There is planned outdoor activities utilising the newly developed courtyard space outside the Museum.
- HCBA met with Council to discuss Waitangi Day celebrations. There will be a trial event held at the Museum with a view to moving it to Garden Place in 2026.
- HCBA continued to work through promotional opportunities with H3 and the Black Caps v England major event 14-18 December and attended the Barmy Army celebration event at SkyCity.
- HCBA co-hosted with H3, UK media that were in town for the cricket test with a one hour meet and greet event held at Mr Pickles.
- HCBA attended a Business Connect event held at Rua Resort, an accommodation offering in the Temple View area.
- HCBA attended an event organisers meeting with Council to discuss the event permit process and how to make it easier to put on events in Hamilton.
- HCBA attended Lamb Creative Christmas party at Penang Restaurant.
- HCBA held All Day Christmas in partnership with The Breeze who has Stu & Camille broadcast live from outside HCBA offices. A fairly wet weather day, however all prizes were won and the participating businesses were well promoted.
- HCBA in partnership with the Museum, hosted their re-opening event. This was an extremely well attended event and provided an excellent showcase and audience to the redeveloped Museum space.
- HCBA met with Phillip Quay to discuss some promotional opportunities for the business community via HCBA.
- HCBA judged Rainbow Kids Christmas displays.
- HCBA judged Beca Christmas displays.
- HCBA attended the cricket at Seddon Park.
- HCBA provided the Templeton Group with some information on business demographics.
- HCBA provided information to HCC Youth Action Plan.
- HCBA met with H3 to discuss major events in 2025.
- HCBA met via Zoom with Alison from APT Collections to discuss raising their profile to locals and running promotions through HCBA.
- HCBA met with Simon Gascoigne from the Enviro Centre to discuss taking business through a sustainability assessment. HCBA is looking to promote the offering to businesses in the central city.
- HCBA contracted Houston Computing to co-host an Ai workshop for members at NAI Harcourts.



- HCBA attended a fun corporate day hosted by Bridge to Bridge as a key sponsor for the event. The potential to develop the corporate offering was discussed with HCBA considering putting this together in 2025.
- HCBA met with Hamilton Arts Festival organisers and attended the launch of the festival. Although there will be some activity happening within central city venues during the festival, expanding an outdoor offering into town has been paused for the foreseeable future.
- HCBA attended an online Co-pilot presentation by Cloudland.
- HCBA met with the team from Moving Media and confirmed the brief for winner's videos to be produced.
- HCBA attended Ai presentation from Houston Computing on Robotic Process Automation (RPA).
- HCBA attended an elected member meeting with Creative Waikato on activation in the central city utilising the arts community.
- HCBA attended the whiskey barrel AGM at Good George.
- HCBA attended the Newmarket Business Awards in Auckland. This black-tie event was fantastic to attend, with some fantastic networking opportunities on the night.
- HCBA assisted a young entrepreneur with some connections to establish a tourism start-up.
- HCBA attended a British & Irish movie festival programme.
- HCBA attended the end of year lunch with the Aged Friendly Governance Group.
- HCBA has continued to work through promotional opportunities with H3 and the Black Caps v England major event 14-18 December.
- HCBA attended Deborah Nudds farewell from The Meteor theatre.
- HCBA presented along with BUPA to the Foxbridge Retirement Home in Te Rapa. Key questions were around parking, transport and development in the city centre.
- HCBA met with the Hamilton Arts Trust to support the Zombie Walk planned for November on Victoria Street.
- HCBA met with Hamilton Waikato Tourism marketing to discuss their focus on domestic tourism.
- HCBA met with Kiri from the Smart Waikato team who are based at the Trust Waikato building.
- HCBA confirmed working with the Waikato Museum team for their re-opening and the HCBA end of year drinks, to be held at the Museum on 11 December.
- HCBA met with ZHU, Xi to confirm details for next years Chinese Lantern Festival and the Council events team.
- HCBA attended the Forsyth Barr investment seminar series at Wintec. A well-attended event with excellent information on NZ economy provided.
- HCBA attended the Unbound and Brainchild new collab office party above Gates Optician on corner of Ward and Victoria Streets.
- HCBA attended the Beca Summer Series – a networking event to engage various organisations around the town in an informal BBQ atmosphere.
- HCBA met with six restaurants in Northend Victoria Street to confirm Progressive Social Business evening.
- HCBA met with new business at 11 Garden Place, Select FM run by Tsar Masters. Attended their opening launch.
- HCBA attended the Chinese Textile Art Exhibition at Hanrad Rugs.
- Hosted Progressive Social Business evening for 30 people to highlight the Northend of Victoria Street restaurants.
- HCBA met with Hamilton Gardens Director to discuss future plans and activity.
- HCBA hosted AGM for 30 people at Kiwibank Commercial.
- HCBA met with the IRD to discuss central city business networking opportunities.
- HCBA met with Rheanna around creating a Breast Cancer Awareness campaign which HCBA communicated to relevant sectors.
- HCBA attended HMC 20-year anniversary at Innovation Park.





- Attended the Marketing breakfast at Claudelands. Speakers included Jucy, TikTok, Canva, Girls Get Off and Collab Digital.
- HCBA met with Nitin Singh from Employsure regarding the health and safety advice they provide to small businesses.
- HCBA met with Rachel Toogood from Crestline who are based in O'Sheas in Rostrevor Street to help promote their recycling posters and stickers for bins available to businesses at no cost.
- HCBA supported Mr Twist (pretzels) to hold a Movie in Garden Place – 5th October (rain date 12th Oct). Movie selected is Barbie.
- HCBA met Sarah from Sip & Sew to discuss marketing opportunities for their upcoming workshop and Riverbank Lane Market 7 Dec.
- HCBA met with Bianca Jones from IT Recruitment a company that recently expanded into Hamilton but no fixed premises yet.
- HCBA met with BBQs & More to discuss running their BBQ Cook Class and a Kids Burger Competition in the school holidays. HCBA have donated a \$50 Prezzie card and offered the Funzone vouchers.
- HCBA met with the Crate team for a tour of the expanded co-working space.
- HCBA met with DealBuddy who have put together a website offering to assist hospitality businesses. HCBA helping him to connect with relevant parties to help him with the start-up phase.
- HCBA met with Aspect Furniture who have moved into Panama House to talk through their future plans.
- HCBA met with the Classic Events team to discuss Round the Bridges sponsorship.
- HCBA met with Hanrad Rugs to work through a marketing plan for their new Chinese Silk Rug Exhibition.
- HCBA met with Chris Wilkinsen from Retail First Group who had flown into the region to talk to Cambridge retailers about how to operate in tough economic conditions. HCBA are putting together an event for retailers and bringing Chris in as a speaker.
- HCBA have been provided Waikato rugby passes to use as give away promotions to assist the Waikato Rugby Union.
- HCBA met with Lodge contact to discuss their TikTok offering which showcases the city and how we could potentially look to collaborate on some social media promotions in the future.
- HCBA met with the Core Events team who will now be taking over the Christmas Tree build and Christmas parade. HCBA will continue sponsorship of the two events and is putting together additional Christmas activations for the central city.
- HCBA partnered with Vetro supermarket on their 4th birthday Spring celebrations in September.
- The social business evening was held at the LIDO and was a fantastic showcase of how the new owners of Lido have reinvented themselves as an art-house theatre who also show blockbusters.
- HCBA met the Creative Waikato team to discuss future opportunities for collaboration.
- HCBA met with Business Connect to see their new offices in the CBD and provide some assistance around speaker recommendations. HCBA has also agreed to be a speaker at a future central city event.



## SOCIAL BUSINESS

Date	Time	Venue
22 February	4–6pm	Union Square Building E opening <b>COMPLETE</b>
13 March	4–6pm	Escapist 5-year celebration – Bingo evening <b>COMPLETE</b>
27 March	4.30–6.30pm	Long Term Plan Discussion at Panama Square <b>COMPLETE</b>
18 April	4–6.30pm	Southend development tour <b>COMPLETE</b>
13 May	4–6pm	Court tour <b>COMPLETE</b>
29 May	5.30–7pm	Re-Circle BA4 <b>COMPLETE</b>
25 June	4.30–6pm	Barton Street Progressive Business Tour <b>COMPLETE</b>
23 July	5–8pm	Movie night at the Lido <b>COMPLETE</b>
28 August	4.30–6.30pm	AGM at Kiwibank <b>COMPLETE</b>
14 September	9–4pm	Vetro 4-year birthday celebration <b>COMPLETE</b>
3 October	6.30–10.30pm	Progressive dinner <b>COMPLETE</b>
23 October	6.30–10.30pm	CBD Awards <b>COMPLETE</b>
6 November	7–9am	AI workshop with Houston Computing <b>COMPLETE</b>
11 December	6–8pm	HCBA Christmas drinks with Waikato Museum Re-opening <b>COMPLETE</b>

## 3. CBD safety initiatives

- HCBA is part of a CBD Interagency group looking at the social service agencies can work closer together, this includes police, Salvation Army, MSD, Kianga Ora and others.
- HCBA continues to meet monthly with the Police. HCBA highlighted ongoing issues with several businesses around town, included non-consequence criminal behaviour.
- HCBA lobbied the Council and WEL to fix the street lighting down Sapper Moore Jones that has been out of operation for the past two months. This has made the area unsafe for those visiting Madam Woo and Confinement. HCBA has been successful in working with the transportation team to get a solution.
- HCBA attended the People's Project Governance meeting where the issue of increasing homelessness continues to be highlighted from several agencies. The recent commitment to reducing motels for emergency housing has had a flow on effect of their being less stock in the market. A piece of work has been commissioned around demand and supply in Hamilton.
- Further to the commissioned work on market activity, HCBA has been interviewed on the development within the central city around the residential market.
- HCBA has hosted a second meeting of large businesses on Victoria Street impacted by anti-social behaviour. There has been some recognition of positive activity, particularly around the issuing of trespass notices and the increased presence of police in the city. It was also highlighted that there appears to be little change in addressing the low-level criminal behaviour around petty theft, vandalism, damage and obvious drug use.



- HCBA has continued to utilise the Snap Solve & Resolve App for having shopping trolleys collected around the CBD.
- HCBA has met with the editor of the Waikato Times to discuss the issue of city rubbish campaign they are currently running. HCBA has led the charge on the ex-Biddys site being cleaned up and is also contributing to an article around the picking up of shopping trolleys in the CBD.

#### 4. CBD accessibility initiatives

- HCBA continues to meet with the Aged and Accessibility group to work through updating the Council plan of activity to create a more accessible city.
- HCBA has committed via the Aged Friendly Plan to help any central city business looking to receive the accreditation logo for being an Aged Friendly business.
- HCBA has completed documentation of Fastlane Fitness with an internal assessment and a one-year action plan being finalised. This documentation has been submitted to receive an accreditation logo for Fastlane to be recognised as an Age Friendly Business.
- HCBA is working with the disability sector on map friendly options for being more accessible in the CBD.

#### 5. Hamilton Waikato Tourism

- HCBA attended a 'tiaki promise' meeting as a contributor.
- HCBA continue to work with Hamilton Waikato Tourism to implement initiatives to the benefit of both international and domestic tourism to the area.

#### 6. Executive Committee

##### AGM

- The AGM was completed at Kiwibank Commercial, Union Square, where HCBA Chair Dwight Eglehof presented the past 12 months activity for HCBA and welcomed new exec member Craig Paul from Tabletalks representing the hospitality sector. Farewelled were Connie Chittick from Waikato Regional Council and Alicia Platje from Precious Metals.
- Wayne McEntee provided an economic update from Kiwibank's perspective and a Q & A session with the audience on the existing market with some future big picture thoughts.
- Susan Stevenson spoke on a new Wellness Programme being offered by the Freedom Institute of Education that includes data being supplied to Government to inform on best practice wellness for business and provided an offering for the business community.
- The HCBA audit was completed by Matley Auditors, and they were confirmed as ongoing auditors for the 2024-2025 financial year.

HCBA Executive Committee to meet monthly from September 2023 - August 2024.

##### Committee Members:

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





7. Governance roles and responsibilities

HCBA Governance:

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

Contributor to:

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

EFFECTIVE OUTCOME 3 – PROMOTION

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

1. Social media engagement

1 July 2024 – 31 December 2024

**Instagram**

Total Followers **3,983**  
Views **134.8K**  
Reach **20.7K**  
Follower Increase **461**

**Facebook**

Total Followers **44,516**  
Views **623.5K**  
Reach **113.9K**  
Follower Increase **424**

**TikTok**

Total Followers **908**  
Video Views **95.3K**  
Audience Reach **81.4K**  
Follower Increase **280**

2. Sector specific initiatives

Retail

- HCBA with NAI Harcourts helped Dress for Success create a pop-up shop on Victoria Street for December.

Neat Places

- An excellent response to the next edition (8) of Neat Places with all spots being sold to hospitality, retail and activities predominately in the central city with some additional promotion of the wider Hamilton area.
- The eight edition is now complete and delivered in November. Social media articles have been appearing since mid-October.

Hospitality

- HCBA attended the Restaurant Association Waikato member briefing at Hayes Common with new RA representative Lisa Quarrie. An interesting discussion on individual represented hospitality businesses.

Creative

- HCBA is helping local artists with introductions to developers for artwork display in businesses.



## Young Professional

- HCBA assisted the Young Professionals Group on promotion of their events in the central city. HCBA has agreed to put together a food tour for the group and will continue to stay in touch to provide assistance when needed.

## 3. Profile raising activities

- HCBA interviewed by Waikato Times on parking feedback fine revenue.
- HCBA continues to provide a monthly column to Waikato Local highlighting activity around the central city. December's column was about Love the Centre activation.
- HCBA participated in The Breeze morning show as a Christmas promotion.
- HCBA interview by Radio NZ on the Barmy Army.
- HCBA interviewed by Radio NZ on the economic benefits of major events.
- HCBA interviewed by Ke-Xin for a 2024 business round-up.
- 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 Waikato Times on the Golden Mile for a video an article highlighting what needs to happen when the Theatre is completed.
- HCBA interview by Waikato Times on central city survey results.
- HCBA continues to provide a monthly column to Waikato Local highlighting activity around the central city. November's column was about the Love the Centre Awards.
- HCBA interviewed by Waikato Herald on major event cricket test coming to Seddon Park in December.
- HCBA interviewed by Stuff on former housing corp building and their development plans.
- HCBA interviewed by Stuff on Spark telephone boxes and what should happen in the future.
- HCBA interviewed by Stuff on anti-social behaviour, further to the article highlighting issues with Lawrenson Group.
- HCBA interviewed by Stuff on south end development.
- HCBA interviewed by Waikato Times on DHB building vacant floor.
- HCBA interviewed by Waikato Times on shopping trolleys around the CBD.
- HCBA interviewed by Waikato Times on cleaning up ex-Biddy's site.
- HCBA interviewed by Waikato Times on bus stops being converted to carparks.
- HCBA attended a photo session with the Darkroom Studio to update profile shots for media and promotional activity.
- HCBA interviewed by North & South Magazine on CBD development.
- HCBA interviewed by Stuff on Fonterra job losses.
- HCBA interviewed by Waikato Times on the CBD Awards.
- HCBA interviewed by Waikato Times on safety in the CBD.
- HCBA interviewed by Waikato Times on Shane Jones Regional Development Fund and what it could be spent on.
- HCBA interviewed by the Waikato Times on economic times in the CBD.
- HCBA interviewed by Stuff on aggressive begging.
- HCBA interviewed by Maria Slade, Business Desk on CBD emergency housing.
- HCBA writes a monthly column for Waikato Local highlighting business activity in the central city, this month featured the CBD Awards.
- HCBA interviewed on Free FM every month to discuss happenings in the CBD.



#### 4. Public space activation

HCBA has had the funding signed off for the next three years to undertake activation in public spaces in the CBD.

##### **DECEMBER 2024**

##### WINDOW DISPLAY

##### Christmas

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. 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 continued to be some audience challenges over December.

##### FESTIVE FUN

Two festive fun days were held in December, extremely popular with passerby's, interacting with Pop's large games, music and facepainting. Hundreds enjoyed over the two sessions.

##### PHANTOM BILLBOARDS

HCBA approached Phantom about taking over the management of poster poles on Hood Street. Phantom were extremely receptive to the idea and have proposed being able to provide additional poster space at no cost. HCBA are awaiting confirmation of management.

##### **November**

##### WINDOW DISPLAY

##### Christmas

##### GUMBOOT FRIDAY

A positive event held to fundraise for mental health for young people. A collaboration with Craigs Investment Partners, Beca, NAI Harcourts and The Breeze, attendees enjoyed networking while walking 5km in gumboots and competing in Gumbboot Games at sites throughout the central city.

##### ZOMBIE WALK

A committed group of people partake in this walk each year, providing a visual spectacle through town and a fun way to celebrate Halloween.

##### HIKIO TO PARLIAMENT

Although not part of the HCBA activation plan, seeing history in the making as thousands of protestors lined Victoria Street and Garden Place in a very peaceful protest was an amazing experience.

##### ROUND THE BRIDGES

This year sold out before race-day for the first time providing a fun filled atmosphere in Garden Place and the streets beyond. Thousands participated and watched, with the days weather ideal for running and walking.



## STORIES IN THE GARDEN

Storytelling in Garden Place, featuring superhero's and princesses continues to be a hit for families, with long queues of people turning up to enjoy the morning.

## CHRISTMAS TREE LIGHTING

The Christmas Trust and Sunrise Rotary have again provided the opportunity for Hamiltonians to enjoy a family fun day with the largest tree in NZ erected at the Victoria Street end of Garden Place. Unfortunately, the tree lighting event was marred with terrible weather, however those that did brave the elements enjoyed a festive evening.

**October 2024**

## WINDOW DISPLAY

CBD Awards

Halloween

## CBD PROGRESSIVE DINNER

Fifty people joined Julia Clark for a Love the Centre Progressive Dinner in Hamilton's central city. Starting at Gothenburg with canapes, attendees were led to Scott's on Victoria Street by a solo bagpiper who wowed the crowd with his playing. After enjoying Scott's 'world famous in Hamilton' spaghetti aglio pasta dish, the next stop on the trail was to Shanghai in the SkyCity complex to enjoy a duck and fried rice offering. Right next-door Palate provided the fourth stop for a sumptuous short rib meal before making our way to the final destination at Banh Mi for dessert and cocktails. This annual event sampling great food with wine matches, meeting new people and enjoying surprises and festivities along the way continues to be a highlight of the annual calendar.

**September 2024**

## WINDOW DISPLAY

CBD Awards

## VETRO SPRING FESTIVAL

A fantastic day was had at Vetro on 8 September where food trucks and activities were organised to celebrate Vetro's 4th birthday in the central city and to provide a fun family day. HCBA organised a road closure for the event and music, with selected central city business providing stalls on the day. Vetro had arranged some excellent food trucks, classic European cars and supplier promotions on the day, with thousands of Hamiltonians turning up to enjoy. There was great feedback received on the day about it being a fun way to enjoy the city and could this extend to other areas to have roads closed and a festival style atmosphere provided. Unfortunately, the road closure costs make this a prohibitive activity to do on an ongoing basis, however after the success of the day Vetro are keen to have another festival next year with plans to go bigger and better. The weather forecast for the day was rain which held off until the early afternoon.

**July/August 2024**

## WINDOW DISPLAY

CBD Awards

## MATARIKI (JUNE &amp; JULY)

To support Matariki HCBA had fairy lights installed in the trees of Garden Place, along with colour projected lighting. Love the Centre flags in Maaori have been installed on the flagpoles and a window display symbolising the stars of Matariki.

HCBA worked with Wintec to profile student 'stars of Wintec' and have promoted throughout social channels during Matariki.





## 5. Advantage Club

HCBA produce a fortnightly update to Advantage Club subscribers that includes CBD events, news, special deals and the latest business openings. From August 2024 the promotional offer changed from being 2x \$50 per month won by subscribers to all subscribers being entered into a quarterly draw to win \$250 shopping spree in town. The first shopping spree winner was Maggie Armstrong in September. The second shopping spree winner was Tamara Henry in December. The next draw will take place in March 2025.

## 6. CBD Celebration awards

The CBD Awards were opened in July and August for entries, with judging taking place in September. A record number of entries were received, 137 in total beating the previous record in 2023 of 100. It is felt the number of entries reflected the need of businesses to focus on some positives and to be recognised and celebrated for their achievements.

12 judges were in place to judge however due to the number of entries received an additional five judges were called in to assist. The CBD Awards evening venue was confirmed at Start Properties new building development at 18 London Street, with the top floor providing a 360 view of the central city. Contributors of the evening were ongoing sponsors Spark and returning sponsors Mediaworks and evening contributors Royal Lab, SBI Productions, Moving Media and first catering contributors Dot & Winnies.

The awards evening was held on 23 October 2024, with approximately 250 guests in attendance. The awards venue, although very much still in a development phase, was an amazing venue for the evening and feedback was superb. The breeze blocks were a huge hit with winners and Jason Dawson was an excellent MC.

Media coverage from the evening was well covered, with the Waikato Times having an article in the paper about the awards the following day. Paid advertising from HCBA has continued with a double spread in the Waikato Times and the Waikato Business News, posts from North & South magazine on social media and Waikato Herald and a column in the Waikato Local. In addition, HCBA received fantastic media coverage on the trophies that were produced this year from breeze block repurposed from Founders Theatre.

HCBA provided sponsors of the evening with a formal powerpoint presentation of coverage of the awards pre and post the evening and the significant amount of media uptake received.

2024 award winner videos have been completed and promoted HCBA via social channels and the individual businesses themselves.



## APPENDIX ONE BUSINESS ACTIVITY IN THE CENTRAL CITY

**July**

- Adecco Recruitment have relocated from London Street to 96 Rostrevor Street, which has recently been refurbished.
- 1 London Street has been purchased by a medical occupier, so expect to see activity here over the coming months.
- Feathers Planning have relocated within the CBD, to 169 London Street
- BeTV - 3 Garden Place.
- The Barber Yard Unisex Salon 71 London Street.
- The Bridal Gallery are relocating from Centre Place to 405 Victoria Street. You won't miss them, it's looking great.
- Stark Property's redevelopment of 18 London Street continues to gain momentum, with a government department having been secured for one of the floors.
- Jungs Japanese Kitchen- Garden Place (previously Sian Sushi).
- Select FM Radio Station – 11 Garden Place.
- Omaha House of Blues – 30 Alexandra Street.

**August**

- Aoatea Security is relocating within the CBD to 1134 Victoria Street.
- Lil Split P is relocating to a much larger premises at 540 Victoria Street. It's a place to buy and sell quality preloved kids' stuff.
- Coffix has opened a hole in the wall offering at the front of Snapshot Photo Warehouse on Victoria Street.
- Mea Mobile and Ultimate Group has relocated to Anglesea Tower at 218 Anglesea Street.
- Welcome to Korea opened in Centre Place.

- Joburg Jaffles – opened a hole in the wall style eatery at 191 Victoria Street serving up loaded fries, burgers, tacos, hotdogs, mini donuts and of course Jaffles!

And watch these spaces:

- 25 Ward Street is now fully leased, with T1 on the first floor being leased to a specialist law firm.
- A floor at 18 London Street has been leased to a government department, which is currently under redevelopment by Stark Property.
- 443 Anglesea Street has been leased to a well-known specialist sports shop, which will be bigger and better.

**September**

- ALAC (Aotearoa Latin American Community) has moved into the CBD and are now located at 169 London Street, within the Federated Farmers Building
- Another lease on the ground floor of the ANZ Building at 17 Grantham Street, with their fitout commencing shortly. We are excited to see it completed for the representative body of the legal profession.
- Joburg Jaffles have just opened a new hole in the wall offering at 191 Victoria Street, adjacent to Gengy's.
- 541 Victoria Street has had a new tenant take over and you should expect to see a new mini mart open here shortly
- We have just leased the corner of Anglesea & Rostrevor Streets to a long-established Hamilton property business. They are taking over the Legacy Funerals premises and will be up and operating early in the New Year.
- Wix's Lane Co is open at 320 Barton Street. So, if you are looking for wonderful candles or want to workshop on how to make them, this is the place



**October**

- Soccer United at 443 Anglesea Street, which looks awesome and has something for everyone
- Topsy Putt at 185 Victoria Street, just for a fun time or those angling for a little competition

And new leases, relocations and works underway:

- 500 Victoria Street (former ASB Building) is now scaffolded for external upgrade/reclad works and the installation of end of trip facilities etc.
- Corner of Victoria & Rostrevor Streets has a Christmas themed pop-up shop by Hospice Waikato.
- 829 Victoria Street has just opened to Halwai Restaurant and Sweets. Expanding from Auckland, their offering includes snacks, chaat and sweets.
- Safe Network has expanded their premises into an adjoining tenancy on Clifton Road.
- Auctus – accounting/business/growth has recently opened its doors at 660 Victoria Street, immediately adjacent to Card Merchant.

**November**

- New Zealand Nurses Organisation – 130 Grantham Street. Their new long term premises is secured in anticipation of their existing Tristram Street building being demolished in the New Year.
- World Mission Society Church after a long search, has finally found a home on Level 1, 31 Harwood Street
- The new ground floor slab has been laid at 18 London Street, which will extend the building further towards London Street itself. Level 1 of the building will include O-Studio and their wellness experience in due course.
- Toy World has a new store in Centre Place, which we hope will be successful, as it would be great to have them back in the CBD
- A new furniture store will be opening at 530 Victoria Street, next to Little Split P, so watch that space over the next week or so
- Thai Grandma House – 313B Barton Street.
- Resonate – Ear Clinic located at Anglesea Clinic
- Mana Furniture has just opened its doors at 530 Victoria Street
- One NZ has relocated, completing an extensive and eye-catching fitout, now open at 25 Ward Street next to Ruby



# Action plan 2025-2026

lovethecentre.co.nz



 **Hamilton Central**  
Business Association





## Advocacy

To represent the central city business voice on issues and projects of strategic importance in Hamilton's central city.

1. Advocate for the business community support Hamilton's central city economic development activity.
2. Advocate and support better parking options for shoppers and commuters.
3. Support investment in central city infrastructure to grow residential living and commercial development.
4. Utilise central city trends, statistics and stories with local media.
5. Create opportunities to encourage workers back into the central city.
6. Support a safer central city environment with local Police, City Safe, elected members and central Government for the business community.
7. Reregister and implement requirements as an Incorporated Society under the new Government legislation.

lovethecentre.co.nz



## Collaboration

To contribute and collaborate on projects that support Hamilton's central city business economy.

1. Support the clean-up of Hamilton central's city in infrastructure, street furniture, private property and public spaces.
2. Provide opportunities to support the retail and hospitality sectors.
3. Provide support on sector specific collaborations.
4. Grow networking and partnership opportunities.
5. Work alongside local businesses to support the central city as a destination.
6. Ensure representation as a Governor and contributor on relevant bodies including People's Project, Inter-agency Group, Aged & Accessibility Group and Embassy Park.
7. Support an engaged Executive Committee that speaks for businesses in the central city.



## Promotion

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

1. Grow social media engagement across all platforms.
2. Build and promote the Love the Centre brand.
3. Grow profile raising activities of the business community.
4. Explore marketing initiatives to benefit the business community.
5. Develop the HCBA website and other branded materials to be a useful tool for businesses including ways to maximise their HCBA membership.
6. Engage with local media to share and celebrate stories of the central city.
7. Highlight economic development and investment opportunities in the central city.

**Hamilton Central**  
Business Association





# Annual Central City Activation Plan

2025-2026

The \$100,000 activation fund provided to Hamilton Central Business Association (HCBA) from HCC provides financial support and opportunity for events and activations to come into the central city and contribute to Hamilton Kirikiriroa continuing to thrive.

The focus for the coming year will be on continuing to reinvigorate the city centre by encouraging visitation and spend for our local businesses while providing opportunities for people to enjoy the central city in different ways.

HCBA will continue to promote the central city as a destination to connect, have fun and support local business and will continue to create interest and excitement through new and established events providing a year round programme of activation.



**Love the  
Centre**

# Proposed Activity Plan

---

## July – September 2025

- Matariki ki Waikato
- Māori Language Week
- Progressive Dinner

## October – December 2025

- Halloween Activities
- Live Music
- Stories in the Garden
- Gumboot Friday
- Boon Tours
- Festival of Architecture
- Bridge to Bridge
- Round the Bridges
- Christmas Tree
- Christmas Parade
- Pasko sa Nasyon and Family Day event run by the Waikato Filipino Association
- Candles Day run by the Hamilton Colombian Community Trust

## January – March 2026

- Circus in the Central City
- Festival of Weird
- Boon Street Art Festival
- Balloons Over Waikato
- Mahi on the Awa
- Live Music x 12
- Stories in the Garden x 6
- Childrens Day
- WSU Orientation Day
- Chinese Lantern Festival
- Movies in Garden Place
- Hamilton Live Music Trust x 4
- Bike Month

## April – June 2026

- Movies in Garden Place
- Easter Celebrations
- Matariki ki Waikato
- Riff Raff 21st Birthday

## Year-round Activations

- Window displays
- Nourish Magazine Promotions
- Major Event Activation Support
- Love the Centre Promotions



BUDGET ALLOCATION

Arts & Culture	\$30,000
Sports & Leisure	\$30,000
Play & Celebrate	\$30,000
Resources & Collateral	\$10,000
TOTAL	\$100,000



# Civic Financial Services Ltd Statement of Intent

For the year to 31 December 2025

Item 7

Attachment 9

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2.0	Mission Statement	3
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## 1.0 What we do

- 1.1 We provide superannuation services for the local government sector through our SuperEasy KiwiSaver Superannuation Scheme and Local Government Superannuation Scheme.
- 1.2 We also provide high-quality, low-cost administration services to our client boards (Local Authority Protection Programme, Riskpool, Civic Liability Pool and Civic Property Pool).

## 2.0 Mission Statement

- 2.1 Civic Financial Services Ltd ('Civic') will be a trusted and preferred administration and financial services provider to the local government sector:
  - Dedicated to our shareholders.
  - Committed to our members.
  - A sound and successful business.

## 3.0 Financial Projections

- 3.1 Our primary source of income in 2025 will come from fees for providing superannuation administration for the local government sector through the SuperEasy KiwiSaver Superannuation Scheme and Local Government Superannuation Scheme.
- 3.2 We also receive income from providing administration, accounting and other services to the Local Authority Protection Programme, Riskpool, Civic Liability Pool and Civic Property Pool.
- 3.3 In addition, we will derive income from returns on our investments.
- 3.4 The Board's current policy is not to pay a dividend to our shareholders. It was agreed at a Special General Meeting in 2020 that the funds which could otherwise be provided as dividends to shareholders should be used to reduce the administration fees applied to our two superannuation schemes.
- 3.5 Fee reduction: We will reduce the SuperEasy KiwiSaver Superannuation Scheme and Local Government Superannuation Scheme base administration fee from 0.33% per annum to 0.32% per annum from 1 April 2025.

- 3.6 Financial projections for the years 2025 to 2027 are:

	2025 \$000's	2026 \$000's	2027 \$000's
Administration Income	3,270	3,441	3,569
Investment Income	425	386	394
Total Revenue	3,695	3,827	3,963
Expenses	3,561	3,698	3,780
Surplus before tax	134	129	183
Surplus after tax	96	93	132

Note - these are projections, not firm predictions.

## 4.0 Performance Measures

- 4.1 We aim to provide superannuation and savings products and services to at least 90% of local authorities.
- 4.2 We plan to be retained as administration manager for the Local Authority Protection Programme, Riskpool, Civic Liability Pool and Civic Property Pool.

## 5.0 Reporting to Shareholders

- 5.1 We will provide an audited report for the 2024 year by 30 April 2025. The report will contain a review of our operations during the year and audited annual accounts.
- 5.2 We will provide a report on the first half of 2025 by 30 September 2025. The report will contain a review of our operations during the half-year and unaudited half-yearly accounts.



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## 6.0 Transactions with Related Parties

- 6.1 Civic has 73 shareholders, comprising 72 local authorities and TrustPower.
- 6.2 Local Government Superannuation Trustee Limited and Local Government Mutual Funds Trustee Limited are wholly owned subsidiaries of Civic. Because it is sharing management resources, the Local Authority Protection Programme, Riskpool, Civic Liability Pool and Civic Property Pool are also considered to be related parties to Civic.
- 6.3 Transactions with shareholder members include risk-financing services and superannuation and savings-related financial services.
- 6.4 Charges to and from shareholder members will be made for services provided as part of the normal trading activities of Civic and its subsidiaries. All transactions with shareholder members are made on a purely commercial basis.

## 7.0 Member Communication

- 7.1 We will continue to update our strategy which guides the future direction of Civic by focusing on three key areas; positioning, promoting and protecting our brand as a trusted and preferred superannuation provider to the local government sector. This strategy is consistent with Civic's people-centric model, an approach that cares about its members and their whānau and aims to maximize their retirement funds.
- 7.2 This has involved reviewing Civic's processes and product information to ensure it follows the BRACS formula: Believable, Relevant, Actionable, Compelling and Simple.
- 7.3 Our recently revamped Electronic Direct Mail newsletter has been very successful with lots of positive feedback from our members. We are also growing the attendance at our lunchtime Webinars for members.
- 7.4 Our second member survey was very successful with a 26% lift in participation compared to the previous survey and overall membership satisfaction remained extremely high at 87.34%. Despite this, more education is clearly needed around the benefits of our superannuation products and how members' investments are managed. We have taken this on board.
- 7.5 In early 2025, we will announce the delivery of our inaugural APP for our superannuation schemes. The APP will allow members instant access to their scheme information and balances and further enhance our communication with them.

**Attachment 9**

**Item 7**



(04) 978 1250 | [admin@civics.co.nz](mailto:admin@civics.co.nz)

**CIVIC FINANCIAL SERVICES LTD****STATEMENT OF COMPREHENSIVE INCOME (Unaudited)  
FOR THE SIX MONTHS ENDED 30 JUNE 2024**

	Six Months		Full Year
	Note	2024 \$000	2023 \$000
<b>REVENUE</b>			
Administration Fees		1,509	1,451
Income from Investments		273	278
<b>TOTAL REVENUE</b>		1,782	1,729
<b>EXPENDITURE</b>			
Depreciation & Amortisation		34	45
Employee Remuneration		538	451
Other Expenses		1,009	914
<b>TOTAL EXPENDITURE</b>		1,581	1,409
<b>NET SURPLUS BEFORE TAXATION</b>		201	320
Less Taxation Expense	6	56	89
<b>NET SURPLUS AFTER TAXATION</b>		145	231

**STATEMENT OF MOVEMENTS IN EQUITY (Unaudited)  
FOR THE SIX MONTHS ENDED 30 JUNE 2024**

	Six Months		Full Year
	2024 \$000	2023 \$000	2023 \$000
Equity as at 1 January	10,475	10,159	10,159
Net Surplus After Taxation	145	231	316
<b>EQUITY AS AT 30 JUNE</b>	10,620	10,390	10,475

**STATEMENT OF FINANCIAL POSITION (Unaudited)  
AS AT 30 JUNE 2024**

	2024 \$000	2023 \$000	2023 \$000
<b>EQUITY</b>			
Capital	10,764	10,764	10,764
Retained Earnings	(144)	(375)	(290)
<b>TOTAL EQUITY</b>	10,620	10,390	10,475
Represented By:			
<b>Current Assets</b>			
Bank & Cash Equivalents	189	145	2,789
Term Deposits	9,265	3,366	6,367
Sundry Debtors, Prepayments and Accrued Interest	580	533	655
Loans	-	5,649	-
<b>TOTAL CURRENT ASSETS</b>	10,034	9,693	9,811
<b>Non-Current Assets</b>			
Property, Plant & Equipment & Intangible Assets	104	92	52
Deferred Tax Asset	863	954	920
<b>TOTAL NON CURRENT ASSETS</b>	967	1,046	972
<b>TOTAL ASSETS</b>	11,001	10,739	10,782
<b>Current Liabilities</b>			
Sundry Creditors & Accrued Charges	381	349	308
<b>TOTAL CURRENT LIABILITIES</b>	381	349	308
<b>TOTAL LIABILITIES</b>	381	349	308
<b>EXCESS OF ASSETS OVER LIABILITIES</b>	10,620	10,390	10,475

The notes to the accounts on page 3 form part of and are to be read in conjunction with these Statements.

CIVIC FINANCIAL SERVICES LTD  
STATEMENT OF CASH FLOWS (Unaudited)  
FOR THE SIX MONTHS ENDED 30 JUNE 2024

		Six Months		FULL YEAR
Notes	2024	2023	2023	
	\$000	\$000	\$000	
<b>Cash Flows from Operating Activities</b>				
Cash from operating activities:	1,579	1,431	2,809	
Cash applied to operating activities:	1,429	1,439	3,135	
<b>Net Cashflow from Operating Activities</b>	5150	(8)	(326)	
<b>Cash Flows from Investing Activities</b>				
Cash provided from investing activities:	235	1,225	11,642	
Cash applied to investing activities:	2,985	1,852	9,800	
<b>Net Cashflow from Investing Activities</b>	(2,750)	(627)	1,842	
<b>Cash Flows from Financing Activities</b>				
Cash was provided from financing activities:	-	258	751	
Cash applied to financing activities:	-	-	-	
<b>Net Cashflow from Financing Activities</b>	-	258	751	
Net Decrease in Cash Held	(2,600)	(377)	2,267	
Opening Cash Balance as at 1 January	2,789	522	522	
<b>Closing Cash Balance as at 30 June</b>	189	145	2,789	
<b>Being:</b>				
Bank & Cash Equivalents	189	145	2,789	

The notes to the accounts on page 3 form part of and are to be read in conjunction with this statement.



**CIVIC FINANCIAL SERVICES LTD**  
**FOR THE SIX MONTHS ENDED 30 JUNE 2024**

**Notes to the Financial Statements**

**1 Statement of Compliance**

The Group is a Tier 2 Public Sector Public Benefit Entity and the financial statements have been prepared in accordance with and comply with Tier 2 Public Sector Public Benefit Entity (PBE) Standards.

**2 Accounting policies**

The accounting policies applied in the preparation of the half year financial statements are consistent with those disclosed in the 2023 annual report.

**3 Basis of Preparation**

These interim financial statements have been prepared in accordance with PBE IAS 34 - Interim Financial Reporting, and should be read in conjunction with the Company's annual financial report for the year ended 31 December 2023. Disclosures in these interim financial statements are less extensive than those in the annual financial report.

**4 Comparative figures.**

The comparative figures are for the six months ended 30 June 2023 and the year ended 31 December 2023.

**5 Reconciliation of net surplus after tax with cash flow from operating activity.**

	<b>Six Months</b>		<b>Full Year</b>
	<b>2024</b>	<b>2023</b>	<b>2023</b>
	<b>\$000</b>	<b>\$000</b>	<b>\$000</b>
<b>Reported Surplus After Taxation</b>	145	231	316
<b>Add/(less) non cash items</b>			
Loan Interest	-	(258)	341
Depreciation	34	45	88
Deferred Tax Liability	56	89	124
Movement in CLP/ Riskpool Admin Fee Reserve	(10)	(10)	(19)
	80	(134)	533
<b>Add/(less) movements in other working capital items</b>			
Sundry Debtors, Prepayments and Accrued Interest	75	22	(98)
Sundry Creditors and Accrued Charges	84	(93)	(126)
	159	(71)	(224)
<b>Less Items Classified as investing activity</b>	(234)	(34)	(950)
<b>Less Items Classified as financing activity</b>	-	-	-
<b>Net Cash Outflow from Operating Activities</b>	<b>150</b>	<b>(8)</b>	<b>(326)</b>

**6 Income Tax**

The income tax liability for June 2024 is nil as the Company has unused tax credits with which it will use to offset any income tax expense.

**7 Loans**

Three secured loan agreements between the Company and Local Government Mutual Funds Trustee Limited on behalf of New Zealand Mutual Liability Riskpool ("Riskpool") exist, two for \$2,250,000 each, and a third for \$2,500,000. The loan outstanding at 30 June 2024 is \$nil. Notice of termination of all facilities was given on 25 June 2024 and the facilities therefore will terminate on 25 December 2024.

**8 Contingent liabilities.**

The contingent liabilities are:

- 100,000 uncalled shares in the wholly owned subsidiary, Local Government Superannuation Trustee Limited.
- 1,000 uncalled shares in the wholly owned subsidiary, Local Government Mutual Funds Trustee Limited.
- 100 uncalled shares in the wholly owned subsidiary, SuperEasy Limited.
- 100 uncalled shares in the wholly owned subsidiary, Local Government Finance Corporation Limited.

**9 Events occurring after reporting date**

There have been no significant events since the reporting date that affect the results disclosed in the half year financial statements.



## Half-yearly report (un-audited)

1 July 2024 to 31 December 2024

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**Collaboration & Partnership**  
We are better together | *He hunga toa takitini*  
We collaborate and partner by:

- Building kotahitanga and respect
- Focussing on community benefits
- Delivering together
- Valuing diversity

**Integrity**  
We do the right thing | *He hunga whai i te tika*  
We act with integrity by:

- Being accountable and honest
- Having courage
- Trusting and listening
- Behaving in good faith

**Innovation**  
We transform ideas into results  
*He hunga whai i te tika*  
We innovate by:

- Thinking boldly
- Challenging perceptions
- Being solution focused
- Embracing change

## Statement of service performance

Co-Lab<sup>1</sup> is a council-controlled organisation (CCO) owned by councils across Waikato and Bay of Plenty. Our vision is that council collaboration through Co-Lab maximises community outcomes.

To achieve this, we have three main functions:

1. We act as an “ideas laboratory” – working with councils to investigate and develop opportunities to work together
2. We deliver shared services to councils
3. We enter joint procurement arrangements.

By undertaking these activities, we provide three key benefits to councils:

1. Reduce costs through, for example, efficiency gains in FTE or time, procurement savings and reducing unit cost of product/ service
2. Create value, by improving levels and quality of service, increasing skills, expertise or compliance and improving decision making
3. Enable innovation and change for example via research & opportunity development, by providing centres of expertise/skills, by facilitating collaboration and regional insights and enabling councils to provide a consistent customer experience.

This report comments on projects and shared services that have substantial activity to report over the first half of the financial year.

## Opportunity development highlights

### Food & Alcohol Licensing Shared Service

We adopted a bold approach to exploring new shared service opportunities, aiming to either gain support quickly or 'fail fast.' Councils were presented with a Letter of Support to explore a shared service for *Food & Alcohol Licensing*. They were asked to commit to participating in a co-design process, with the understanding that they would adopt the shared service if specific success criteria were met at the completion of its design. While several councils expressed interest in the concept, there was ultimately not enough commitment to move forward.

### Right People Right Place

The Right People, Right Place project considered what councils can do (collectively and individually) to meet current and future workforce requirements. The significant shift in the employment market since this project commenced eased the urgency and motivation of councils to progress any initiatives identified during the investigation. However, two initiatives were considered in more detail. Although six councils were interested in establishing a joint Management Training Programme, ultimately, they decided not to proceed. There were also seven Councils interested in a regional approach to promoting council careers. This will be assessed further in 2025 but was deprioritised against other work commitments.

<sup>1</sup> Co-Lab is the trading name of Waikato Local Authority Shared Services Ltd



### Automated Building Plan Checks

One way opportunity development has evolved is that we have undertaken some research to look beyond our borders seeking examples of shared services that could be beneficial to Councils. During this research we found a successful initiative in Victoria, Australia where planning submissions are initially checked automatically to speed up the approval process. Subsequently we have been investigating the feasibility of doing something similar for building consent applications and development of the opportunity is ongoing.

### Building Consent Processing Hub

Seven Councils explored options for a Building Consent Processing shared service. The group recommended that we establish a hub to handle building consent applications that exceed Council staff capacity. A high-level operational model was defined, and we are now progressing the opportunity.



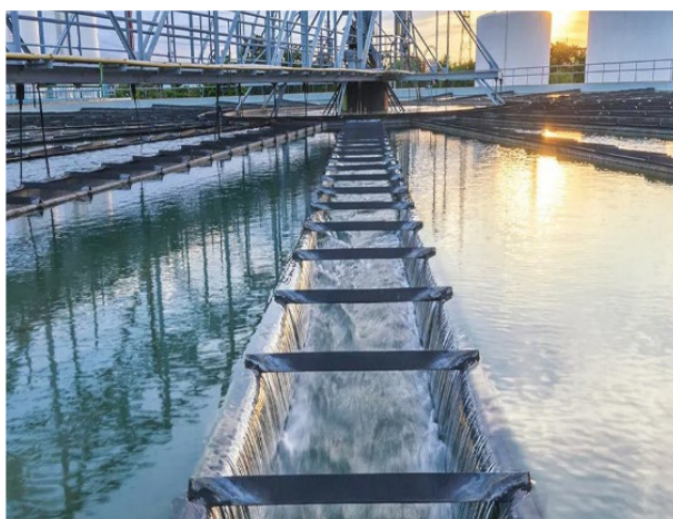
### Electric Vehicle (EV) Charging Network Collaboration

We investigated an opportunity for Councils to support economic development and the reduction in transport emissions by making Council land available for publicly accessible EV chargers. Working together will increase Councils' ability to attract investment in the region from EV charging infrastructure providers (charge point operators). We got support from nine Councils to undertake an expression of interest that will enable an assessment of the financial viability of taking a collective approach.

### Waikato Water Done Well

*This project was separately funded by the Participating Councils involved.*

For the regional Waikato Waters Done Well (WWDW) project, we supported councils and the lead consultant in investigating the merits of aggregating water services in response to the Government's Local Water Done Well policy. This work culminated in seven councils signing a Heads of Agreement in December to explore an aggregated water service delivery model. We provided project management, financial, communication and administrative support.



## Service delivery highlights

### Co-Lab Water Services

The Trade Waste team presented at the Trade and Industrial Waters Conference (TIWF) in August on improvements in trade waste breaches. Sirri Smith, Smart Water Coordinator, opened the Water Efficiency & Conservation Network (WE CAN) workshop at the Water NZ Conference in September. Sirri showcased Smart Water Schools alongside other water conservation education initiatives in New Zealand. Sirri also attended the Kirikiriroa Field Day where she was one of many environmental educators presenting to different schools across the Waikato.

Through the Compliance Network meetings that we facilitate, 45 people across 14 Councils and organisations met to discuss topics of interest including drinking water safety plans, quality assurance rules, cross connections and water demand. Presentations were from NIWA, Watercare and Taumata Arowai, among others.

During the period, the Sampling & Analysis Team played a pivotal role in the arsenic response for Councils. The Sampling & Analysis team collected approximately 5,300 samples and completed 43,000 tests over the period.

The Trade Waste Team managed approximately 3,000 active consents, 370 consents, 1,100 audits, and 130 non-compliances.

We worked with Councils' Environmental Health teams to ensure we had identified and consented all potential trade waste customers. Our list of potential customers started at approx. 1,700 and most of them were contacted and consented as required.

We reviewed options for the delivery of the Smart Water service and met with our Councils to discuss their water education requirements and how we can support them with this.

### RATA

During the period we progressed the programme of 46 Asset Management related projects and services on behalf of 10 Councils across the Waikato. Due to resource shortages, the focus for the first half of the financial year was on the delivery of core roading-related services.

We completed the re-tender of the core road data collection contracts for traffic counting, pavement strength testing (FWD), and footpath condition assessment across 9820km of Waikato Council roads).

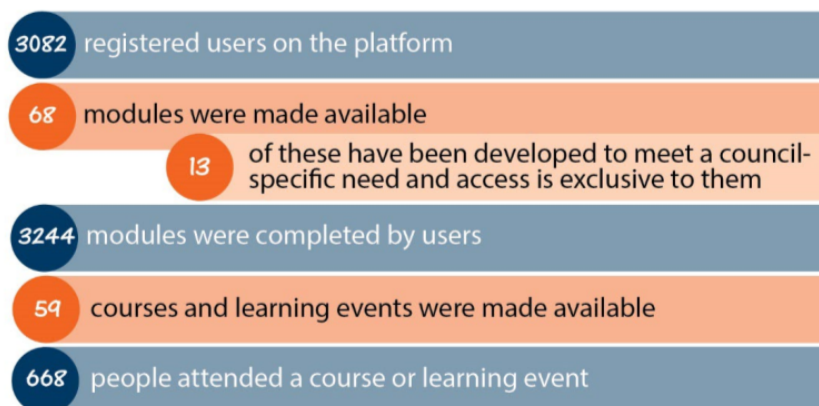
We also completed improved delivery and performance tracking of the traffic counting suppliers' contracts (delivering approximately 1200 counts per year). Western Bay of Plenty District Council also joined for the delivery of these contracts, resulting in a reduced cost of managing the contracts across the group of Councils.

The Spaces and Places Rōpu commenced (management of community assets), with good participation and feedback from participating Councils at the recent Spaces and Places Forum.



## Co-Lab Learning

### In numbers



During the period, we developed and launched a full suite of digital induction tools for Hauraki District Council, and bespoke modules for Waikato Regional Council, South Waikato District Council, Hauraki District Council, and Hamilton City Council.

Engagement with regional Health & Safety Managers supported the development of two new health & safety modules, with more in the pipeline for 2025.

### Future of Co-Lab Learning

Low utilisation of Co-Lab Learning (CLL) - in person training in particular - led to Management reviewing the service. It was suggested that Co-Lab Learning could pivot to provide a regional management training programme, and although a rough design was discussed, ultimately there was insufficient council interest to move forward. Management then met with Participating Councils to confirm their ongoing intention to utilise CLL for e-learning and/or training administration post the end of the initial term of the Service Level Agreement. Only three Councils confirmed they wanted to continue utilising the service. At the time of writing, the Co-Lab Board has agreed with Management's recommendation to disestablish the service. The service will still be operational until 30 June 2025.

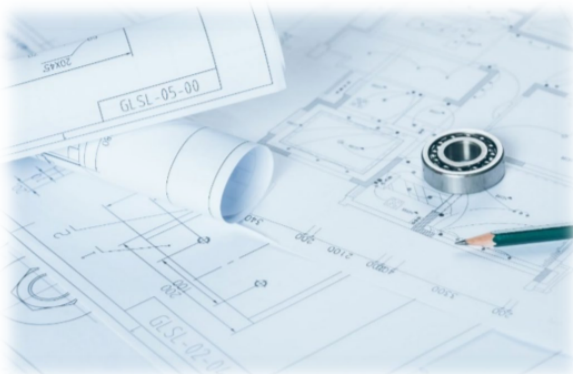
This is a really disappointing outcome to what should be an obvious area to streamline activity and reduce duplication of effort.

### Regional Infrastructure Technical Specification (RITS)

The RITS (Regional Infrastructure Technical Specifications) is a set of engineering specifications managed by Co-Lab on behalf of Waikato Councils. Currently, nine Councils utilise the RITS. The existing version was developed in 2016/2017 and adopted in 2018.

Over the past 2 years (2023/2024), the RITS has undergone a thorough review, with proposed updates to its content, including text, drawings and links.

In November, version 2b was shared with stakeholders, including Councils and other key agencies, to gather feedback on the proposed changes. This feedback will be incorporated into RITS v2, which will then be submitted to member Councils for adoption. The RITS will then become an online e-document, designed with a structure and search functionality similar to a Council e-plan. It will be available at our website.



### Waikato Regional Transport Model (WRTM)

#### Restructure & governance

During the period, significant progress was made in refining the governance structure of the WRTM programme. These efforts have been conducted collaboratively with our funding partners to ensure alignment and transparency across all stakeholders.

1. Governance Committee Terms of Reference:
  - A comprehensive Terms of Reference (ToR) document was developed and approved by the Governance Committee. This document clearly defines the roles, responsibilities, and decision-making processes for the committee, aligning with the strategic objectives of the WRTM program.
2. New Multi-Party Funding Agreement:
  - A revised Multi-Party Funding Agreement (MPFA) was created and circulated for review among the funding partners. This agreement outlines the shared financial responsibilities and collaboration mechanisms essential for the program's sustainable operation.
3. New Service Agreement:
  - A new Service Agreement was drafted to define the scope and quality of services provided under the WRTM program. The agreement emphasises accountability, clear reporting structures, and performance standards.

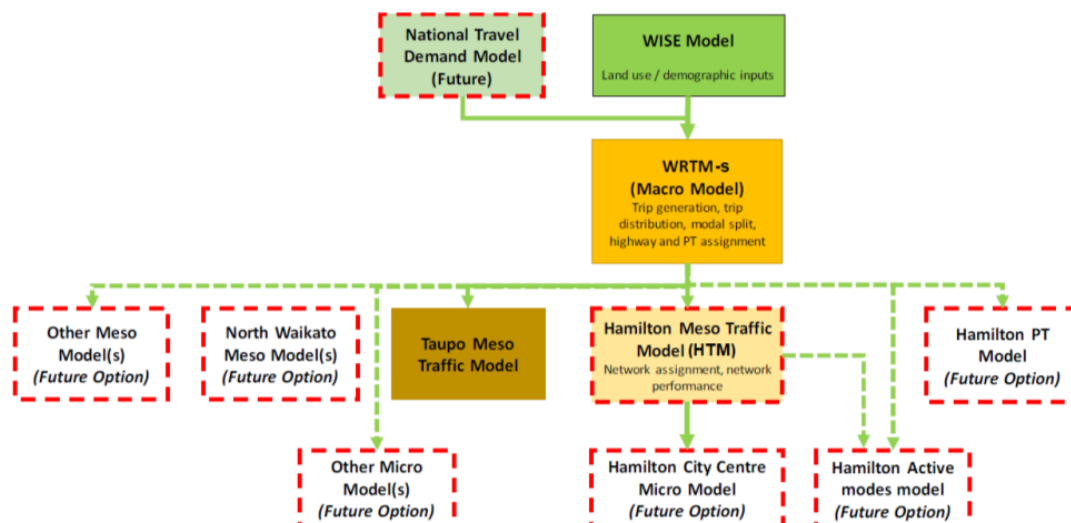
All these documents represent a collaborative effort with our funding partners, reflecting a shared commitment to enhancing the program's governance and operational efficiency.



### WRTM model suite

The WRTM consists of a suite of transport models tailored for the region (Figure 1). Demand modelling is conducted at the regional level, while lower-tier models assess the performance of various transport networks.

Figure 1- WRTM model hierarchy



During the period, the WRTM-s model was upgraded to include public transport and mode choice to accommodate high-growth scenarios for 2025, 2035, 2045, and 2055. The WRTM-s has provided demand data to the Hamilton Transport Model (HTM), which is expected to be completed by January 2025. A feasibility study was conducted as the first stage of the WRTM-s overhaul. We are now in the procurement phase for a new model to replace the existing WRTM-s, with delivery anticipated by 2026.

### Co-Lab Geospatial Services

During the period we continued our focus on achieving the service's Strategic Plan 2023 -2026, working towards the vision of *our people trust regional geospatial knowledge to make better decisions*.



Our activity was aligned to the following objectives:

1. Make geospatial information complete and trustworthy
  - Replaced retired datasets and updated FME flows.
  - Resolved broken links between data.govt.nz and Waikato Data Portal, so our data is now up to date on the service. Where required, information was provided to Councils to implement fixes.
  - Automated data copying to the Waikato Data Portal, saving Councils time and effort. This work will continue for the rest of the financial year.
2. Ensure a great user experience
  - Launched helpdesk system and implemented fortnightly triage meetings.
  - Error reporting process is created if an FME process breaks.
  - Undertook website review and launched enhancement project (more on this below).

3. Identify and initiate collaborative projects
  - Provided networking opportunities through the Geospatial Forums
  - Provided support for WaiGIS

**Website enhancement project**

During the period, we commissioned a review of our current web presence, which identified issues and rated them based on their impact on the user experience.

The Advisory Group recommended that we remove all sub-sites and have all content reside only on the ArcGIS Hub. We are also migrating to ArcGIS Experience Builder and this is planned to launch in early 2025.

**Regional Procurement****Professional Services Panel renewal**

During the period, subject matter experts from the four Councils leading the renewal project (Hamilton City, Waikato District, Waikato Region and Waipa District) evaluated submissions to join the new Panel agreement, which this time round is made up of multiple tiers.

The Panel arrangement has a strong focus on building relationships with suppliers, which includes quarterly performance reporting for all suppliers and regular relationship meetings with the Tier One suppliers.

The Panel will provide benefit to Councils through pre-agreed rates and rate increases, a rebate structure, and a more efficient and relationship-based engagement process.

The old Professional Services Panel (PSP) concluded November 2024.

Currently, only the four lead Councils are users of the new Panel although the offer to join the new Panel was extended to the other Councils.



## Company support highlights

We celebrated the efforts of some of our people with our annual End of Year Colleague Awards in December 2024. The winners were:

- Integrity Award: Jenny Grace
- Innovation Award: Sarah Wilson
- Collaboration & partnership Award: Natalie Allam
- Team Member of the year: Tania Williams

We continued our Co-Lab Shouts to our Councils to increase awareness internally of what we do as their CCO. We met with 8 of the 12 shareholding Councils.

We focused on our own continuous improvement by kicking off an internal file management review and bedding in our use of Monday.com. The latter is supporting better relationship management, opportunity development project management, and day to day tasks for some of our shared services. We started reviewing our IT support and preparing a new intranet site.

We continued to facilitate our Working Party Groups, the Waikato Mayoral Forum and the Joint Mayors and Iwi Chairs Forum with administrative support.

Most of the corporate support are involved in the Waikato Water Done Well project.

## Performance framework (our 3-year strategy)



## Assessment of performance against targets

An update on performance against the targets set in our Statement of Intent, as at 31 December 2024, is shown in the table below.

Strategic goal	3-year Objective	Annual KPI	Progress towards annual KPI
Shareholding Councils understand we provide them value	<ul style="list-style-type: none"> <li>We know the value we provide shareholders has improved by 15%, by 30 June 2027* <i>(baseline y/e 30 June 23)</i>.</li> <li>By 30 June 2027, 80% of shareholders agree they get value from Co-Lab.</li> <li>All shareholders take up at least one additional shared service.</li> </ul> <p><i>*Based on the regional benefits of collaboration (not an individual Councils' benefits from collaboration).</i></p>	<ul style="list-style-type: none"> <li>Year-on-year increase in the value we provide to Councils.</li> <li>80%+ of council survey respondents believe those Co-Lab services they received meet or exceed their expectations (evidenced by an annual survey).</li> <li>Year-on-year increase in the utilisation of services we provide to Councils.</li> </ul>	<ul style="list-style-type: none"> <li>Due to the PSP renewal, we are unable to fully calculate the increase in value YoY at the time of writing. We hope to have the required data from all councils shortly.</li> <li>As usual, this will be measured by our annual shareholder survey in May 2025. In May 2024 we achieved 84%.</li> <li>To date, the utilisation of services has increased by 2:</li> </ul>
Deliver value by growing the scale of our shared service function	<ul style="list-style-type: none"> <li>24 new instances of Co-Lab shared services being utilised, by June 2027 <i>(baseline y/e 30 June 23)</i></li> </ul>	<ul style="list-style-type: none"> <li>Year-on-year increase in the utilisation of services we provide to Councils.</li> <li>Year on Year increase in the number of services available to Councils.</li> </ul>	<ul style="list-style-type: none"> <li>As above, to date, the utilisation of services has increased by 2.</li> <li>No new shared services were available to shareholding Councils in the 6 months to 31/12/24 (and as noted earlier Co-Lab Learning will be wound up by the middle of this year). Despite interest,</li> </ul>



Strategic goal	3-year Objective	Annual KPI	Progress towards annual KPI
			ultimately Councils chose not to collaborate on a management training programme.
Diverse, talented and motivated people work for us	<ul style="list-style-type: none"> <li>• Maintain staff engagement above 85%</li> <li>• Staff turnover is less than 15%.</li> <li>• Our vacancies are filled by suitable candidates within 3 months.</li> </ul> <p><i>All baselined y/e 30 June 23)</i></p>	<ul style="list-style-type: none"> <li>• Maintain staff engagement above 85%</li> <li>• Staff turnover is less than 15%.</li> <li>• Vacancies are filled by suitable candidates within 3 months.</li> </ul>	<ul style="list-style-type: none"> <li>• As usual, this will be measured by our annual staff survey in May 2025. In May 2024 we achieved 87%.</li> <li>• Staff turnover was 0% in the 6 months to 31/12/24 (Co-Lab employed staff).</li> <li>• There were no vacancies in the 6 months to 31/12/24 (Co-Lab employed staff).</li> </ul>

## Co-Lab's financial position

### Summary

The financial results for the six months to 31 December 2024 are favourable to budget. This is largely due to savings made in Company Management & Support, RATA and Co-Lab Water Services. For the full year we are currently forecast to be on budget, however, we will be looking to identify more areas where savings can be made to have a surplus to carry into the next financial year to reduce member charges in FY26.

The cash position as at 31 December 2024 is made up as follows:

	Cash balance @ 1/07/2024	Cash surplus / (deficit)	Cash balance @ 31/12/2024
Company Management & Support	296,354	115,050	411,405
RITS	153,105	28,330	181,435
Working Parties   Projects	62,860	(25,551)	37,309
Information Technology	0	0	0
Energy Management	49,061	79,762	128,822
Shared Valuation Data Service (SVDS)	544,174	0	544,174
Road Asset Technical Accord (RATA) & Waters Collaboration	180,923	(45,337)	135,585
Waikato Regional Transport Model (WRTM)	2,217	(17,096)	(14,879)
Waikato Building Consent Group (WBCG)	246,906	(32,689)	214,217
Mayoral Forum	(17,906)	11,346	(6,559)
Co-Lab Water Services	0	0	0
Co-Lab Learning	72,680	8,307	80,987
Procurement	0	(872)	(872)
Geospatial Services	99,303	(13,808)	85,495
Communications Shared Resource	589	(19,970)	(19,381)
Accounts Receivables	(1,516,869)	(579,692)	(2,096,561)
Accounts Payables	3,161,089	(1,522,959)	1,638,130
<b>Total</b>	<b>3,334,487</b>	<b>(2,015,179)</b>	<b>1,319,308</b>

Note: Cash balances for each workstream vary from the actual cash position as a result of accounts receivable / payable which are not tracked on an activity by activity basis.

We will be reforecasting in March and will reassess the likely year-end cash position for each workstream at that time and take this into account in the company's finalised Statement of Intent issued in June 2025.

## Statement of financial performance

Co-Lab

Statement of Financial Performance

For the six months ending 31 December 2024

	Financial year 2025 YTD Actuals	Financial year 2025 YTD Budget	Financial year 2024 YTD Actuals
<b>Revenue</b>			
SVDS Data & Software Sales	169,660	191,618	167,272
Interest	48,047	35,238	1,191
<b>Other Revenue</b>			
User Charges	5,011,217	4,604,561	4,299,678
<b>Total Other Revenue</b>	<b>5,011,217</b>	<b>4,604,561</b>	<b>4,299,678</b>
<b>Total Revenue</b>	<b>5,228,924</b>	<b>4,831,417</b>	<b>4,468,141</b>
<b>Expenditure</b>			
Depreciation and amortisation expense	13,329	25,371	16,443
Personnel costs	842,315	907,755	754,360
Other expenses	4,295,839	4,380,572	4,016,988
<b>Total Expenditure</b>	<b>5,151,483</b>	<b>5,313,698</b>	<b>4,787,791</b>
<b>Net Profit</b>	<b>77,441</b>	<b>(482,281)</b>	<b>(319,650)</b>

## Statement of financial position

## Co-Lab

## Statement of Financial Position

As at 31 December 2024

	Financial year 2025 Actual at 31/12/2024	Financial year 2024 Actual at 31/12/2023
<b>Assets</b>		
<b>Current Assets</b>		
<b>Bank</b>		
Transaction Account	220,217	482,800
Call Account	30,643	29,837
Rapid Save Account	1,068,448	700,785
Term Deposit	0	950,000
<b>Total Bank</b>	<b>1,319,308</b>	<b>2,163,422</b>
<b>Accounts Receivable</b>		
Accounts Receivable	759,588	1,098,465
Accounts Receivable Accruals	1,327,579	1,159,051
GST Receivable	7,036	116,761
<b>Total Accounts Receivable</b>	<b>2,094,203</b>	<b>2,374,277</b>
Prepayments	0	0
Deferred Tax Asset	2,358	2,358
<b>Total Current Assets</b>	<b>3,415,869</b>	<b>4,540,057</b>
<b>Non-current Assets</b>		
SVDS - Original Cost	0	0
WRM - Original Cost	2,296,855	2,296,855
MoneyWorks Software	1,195	1,195
IT equipment	113,400	110,101
Accumulated Depreciation	(2,401,914)	(2,372,700)
Office Furniture	66,751	66,751
<b>Total Non-current Assets</b>	<b>76,287</b>	<b>102,202</b>
<b>Total Assets</b>	<b>3,492,156</b>	<b>4,642,259</b>
<b>Liabilities</b>		
<b>Current Liabilities</b>		
<b>Accounts Payable</b>		
Accounts Payable	446,197	1,077,418
Accounts Payable Accrual	669,285	533,030
<b>Total Accounts Payable</b>	<b>1,115,483</b>	<b>1,610,448</b>
RWT on Payments	0	0
Credit Card Balance	1,580	2,296
Revenue in Advance	336,090	828,695
Employee Entitlements	184,978	24,070
GST Payable	0	0
<b>Total Current Liabilities</b>	<b>1,638,130</b>	<b>2,465,509</b>
<b>Total Liabilities</b>	<b>1,638,130</b>	<b>2,465,509</b>
<b>Net Assets</b>	<b>1,854,026</b>	<b>2,176,750</b>
<b>Equity</b>		
Contributed Capital	2,957,001	2,957,001
Retained Earnings	(1,102,975)	(780,251)
<b>Total Equity</b>	<b>1,854,026</b>	<b>2,176,750</b>



## Statement of cashflows

### Co-Lab

As at 31 December 2024

For the six months ending 31 December 2024

	Financial year 2025 YTD Actuals	Financial year 2024 YTD Actuals
<b>Cashflows from Operating Activities</b>		
Interest Received	48,020	1,071
Receipts from Other Revenue	4,342,299	4,748,701
Payments to Suppliers and Employees	(6,111,654)	(4,464,435)
Taxes Paid	0	0
Goods & Services tax (net)	(158,360)	(416,883)
Net cash from operating activities	(1,879,695)	(131,546)
<b>Cashflows from Investing Activities</b>		
Capital enhancements	0	0
Purchase of PPE	(3,299)	(18,147)
Purchase of investments	0	0
Net cash from investing activities	(3,299)	(18,147)
<b>Net increase in cash, cash equivalents and bank accounts</b>	(1,882,994)	(149,693)
Opening cash and cash equivalents and bank overdrafts	3,202,302	2,313,115
<b>Closing cash, cash equivalents and bank accounts</b>	<b>1,319,308</b>	<b>2,163,422</b>
<b>Summary of Bank Accounts</b>		
BNZ - Transaction Account	220,217	482,800
BNZ - Call Account	30,643	29,837
BNZ - Rapid Save Account	1,068,448	700,785
BNZ - Term Deposit	0	950,000
<b>Closing Balance of Bank</b>	<b>1,319,308</b>	<b>2,163,422</b>

## Policies

The accounting policies on which the preceding financial statements have been prepared are consistent with those used in preparing the Financial Statements for the year ended 30 June 2024, included in the company's Annual Report.

## Financial forecasts

Latest financial forecasts are contained in the company's 2025 Statement of Intent issued for shareholder comment in February 2025.

## Governance

Co-Lab is owned in equal portion by 12 Local Authorities:

- Hamilton City
- Hauraki District
- Matamata-Piako District
- Ōtorohanga District
- Rotorua Lakes
- South Waikato District
- Thames-Coromandel District
- Waikato District
- Waikato Regional
- Waipā District
- Waitomo District
- Western Bay of Plenty District

During the period, the Directors of Co-Lab were:

Director	Representing
Peter Stubbs	Independent Chair
Chris McLay	Waikato Regional Council
Lance Vervoort	Hamilton City Council
Ben Smit	Ōtorohanga, Rotorua Lakes, South Waikato and Waitomo District Councils
Gavin Ion	Waikato and Waipa District Councils
John Holyoake	Hauraki, Matamata-Piako, Thames-Coromandel and Western Bay of Plenty District Councils

The independent Chair of Co-Lab receives director fees and reimbursed expenses. Directors representing the councils will not receive any fees or reimbursed expenses for work undertaken on behalf of the company.

## Nature & scope of activities

The principal initiatives operating under the Co-Lab umbrella are:

### Services

- Co-Lab Water Services
- Co-Lab RATA
- Co-Lab Learning
- Energy & Carbon management
- Co-Lab Procurement Services
- Co-Lab Geospatial Services: Waikato Data Portal and Waikato One View
- Waikato Building Consent Group (WBCG)
- Waikato Regional Transportation Model (WRTM)
- Regional Infrastructure Technical Specification (RITS)

### Other

- Waikato Regional Infrastructure Procurement (WRIP)
- Health & safety pre-qualification
- LiDAR (Light Detection and Ranging) technology
- Shared Valuation Data Services (SVDS)
- Waikato Regional Aerial Photography Service (WRAPS)

Information on these activities is included in the company's Statement of Intent.



## **2025 Statement of intent**

**For the year ended 30 June 2026**

**Council collaboration through Co-Lab  
maximises community wellbeing.**



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This SOI is a public declaration of the activities and intentions of the Council Controlled Organisation, Waikato Local Authority Shared Services Ltd trading as Co-Lab (Co-Lab). It outlines the nature and scope of the work it will undertake, the Directors' accountabilities to the shareholders for corporate performance and financial forecasts, as required by Schedule 8 of the Local Government Act 2002. This information is provided in relation to the financial years ended 30 June 2026 to 30 June 2028.

## Message from the Chair



As we continue to navigate the dynamic impact this government is having on local government, we remain focused on our three-year strategy underpinned by our three-pronged approach: delivering shared services well, leveraging international research into shared services to identify and help establish the case for new opportunities, and collaborating with smaller, willing coalitions of shareholders.

Our role in supporting the Waikato Water Done Well initiative is a testament to shareholding councils' foresight to have a vehicle for working together. While we have played an important role in getting this long-term project off the ground, we also recognise there will be a need for greater shared service arrangements covering activities

councils undertake in areas other than water service delivery. We will enable you to explore these to their fullest potential.

A significant change this year is that our forecasts now reflect the disestablishment of Co-Lab Learning by 30 June 2025. This is a really disappointing outcome. With the exception of Waikato Regional Council, you all undertake the same activities and operate under the same legal and regulatory framework. Given that, the opportunity to reduce duplication of effort in upskilling your staff must be significant. The fact that councils have not seen the value in doing so is perplexing. It is understandable that, in at least one instance, the service was a victim of broader cost-cutting by Council. We have previously said that shared services will succeed where councils lean in to make it happen. The case of Co-Lab Learning has highlighted the cost of when they do not, despite significant time and effort invested to get it up and running.

Central government has made it clear that regional collaboration is essential, with shared services cited as a prime example. We are excited by the opportunities that regional deals might bring and believe that shareholding councils are well placed to mobilise by having a collaboration CCO already in place.

Last financial year, we supported you by reducing council member charges from what they otherwise would have been, by ~\$900k across our various workstreams. We were able to do this by using cash-on-hand. We signalled at the time that this reduction was a 'one-off' measure. To remain in a sustainable financial position longer term, charges are returning to 'normal' levels and we are pleased to reflect only a small increase of 2.6% in expenditure which is slightly above CPI at 2.2%<sup>1</sup>. Due to the one-off use of cash-on-hand that substantially lowered member charges last year, we recognise that the member charges may seem significantly higher by comparison. To address this, we are planning additional communications with Councils to ensure this context is clearly understood.

We will continue to identify opportunities that will reduce Councils costs in the long term by councils working together to make a dollar, save a dollar, or improve the deliverables to Councils and their communities.

Yours Sincerely,

**Peter Stubbs**  
Chair

<sup>1</sup> CPI as at December 2024, Statistics NZ.

## Statement of Intent at a glance - our 3-year strategy



### Commentary

Co-Lab will continue to operate under its 3-year strategy which was adopted from the 2024 Statement of Intent.

## Performance measures

To ensure we deliver against our 3-year strategy, consistent with last year, we are using the following annual Key Performance Indicators (KPI).

Strategic goal	3-year Objective	Annual KPI
Shareholding councils understand we provide them value	<ul style="list-style-type: none"> <li>We know the value we provide shareholders has improved by 15%, by 30 June 2027* <i>(baseline y/e 30 June 24)</i>.</li> <li>By 30 June 2027, 80% of shareholders agree they get value from Co-Lab.</li> <li>All shareholders take up at least one additional shared service.</li> </ul> <p><i>*Based on the regional benefits of collaboration (not an individual councils' benefits from collaboration).</i></p>	<ul style="list-style-type: none"> <li>Year-on-year increase in the value we provide to councils.</li> <li>80%+ of council survey respondents believe those Co-Lab services they received meet or exceed their expectations (evidenced by an annual survey).</li> <li>Year-on-year increase in the utilisation of services we provide to councils.</li> </ul>
Deliver value by growing the scale of our shared service function	<ul style="list-style-type: none"> <li>24 new instances of Co-Lab shared services being utilised, by June 2027 <i>(baseline y/e 30 June 24)</i></li> </ul>	<ul style="list-style-type: none"> <li>Year-on-year increase in the utilisation of services we provide to councils.</li> <li>Year on Year increase in the number of services available to councils.</li> </ul>
Diverse, talented and motivated people work for us	<ul style="list-style-type: none"> <li>Maintain staff engagement above 85%</li> <li>Staff turnover is less than 15%.</li> <li>Our vacancies are filled by suitable candidates within 3 months.</li> </ul> <p><i>All baselined y/e 30 June 24)</i></p>	<ul style="list-style-type: none"> <li>Maintain staff engagement above 85%</li> <li>Staff turnover is less than 15%.</li> <li>Vacancies are filled by suitable candidates within 3 months.</li> </ul>



## Nature & scope of services

Co-Lab has three main functions. It:

1. Acts as an “ideas laboratory” – working with councils to investigate and develop opportunities to work together;
2. Delivers shared services to councils; and
3. Enters joint procurement arrangements.

### Opportunity Development

Co-Lab seeks to develop opportunities that will reduce costs, create value for councils, and/or enable innovation.

If you'd like more information on the Opportunity Development Projects we are currently investigating, please get in touch.

### Shared Services

A list of our shared services follows below. We also facilitate other shared initiatives but do not actively manage them as a shared service. This includes the Shared Valuation Data Scheme and the Health and Safety Pre-Qualification Scheme.

Some services have evolved but for the most part, they remain largely unchanged from prior years.

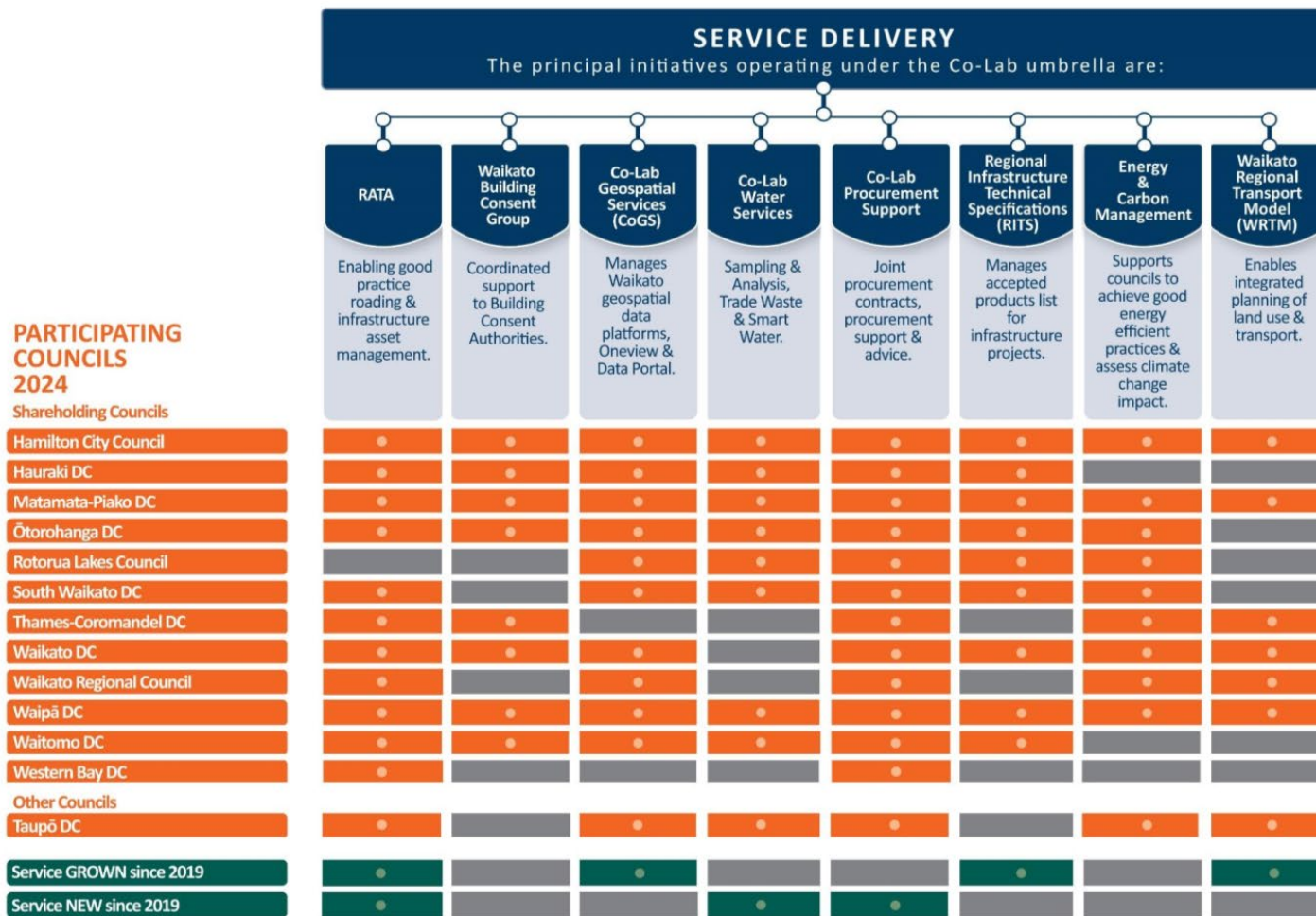
A change to the services from past years that should be highlighted is the disestablishment of Co-Lab Learning by 30 June 2025.

Co-Lab Water Services has been forecast to remain with Co-Lab for the period. This may be impacted by the outcome of the water reforms. Certainly, over time there will be some consolidation of the customer base. But with at least two water services CCOs being established in the Waikato during the forecast period we think it makes sense that Co-Lab continues to provide these services to the CCOs and the councils who are not part of them. We will be discussing this with participating councils in the near future but want to assure them that there will be continuity of service.

For more information on our services, please visit our website [www.colabsolutions.govt.nz](http://www.colabsolutions.govt.nz)

### Joint procurement

Co-Lab enters joint procurement arrangements for the benefit of councils, with a focus on value for money and supply certainty. As part of this Co-Lab operates two panels - a professional services panel and a legal services panel - to provide easy and compliant access to these services. It also manages a number of joint contracts with suppliers that councils can be part of.



## Financials

### Overview

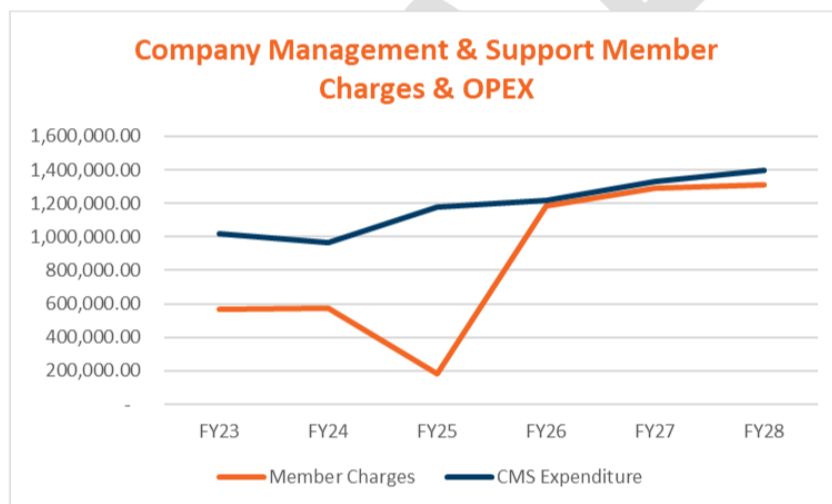
#### Services

Revenue from services increases in the 2025/26 financial year (FY), as historically we have utilised cash surpluses across the workstreams wherever possible to minimise the cost to councils.

#### Member charges

In FY2025, while we utilised cash reserves and surplus revenue from some services to significantly lower member charges as a “one-off” measure for that year, we did indicate that member charges would return to “normal levels” for FY2026 and beyond. For some councils that does result in a significant increase in member charges when compared to last year. However, we are pleased to reflect only a 2.6% increase in expenditure which is only slightly above CPI at 2.2%.

Having utilised cash reserves in part for the last four years and then fully utilising cash reserves in FY25, we now need to at least break even within Company Management & Support to remain financially sustainable. The utilisation of cash reserves is reflected in the historical gap between expenditure and member charges in the below chart. However, we are still operating as a very lean organisation as reflected by expenditure in the chart.



A large part of the expenditure increase in FY2025 is attributed to the way we fund cross-council infrastructure procurement. We brought this resource under Company Management & Support and accordingly funded through member charges. We committed to an 18-month trial and are now in the process of conducting a review of its success or otherwise.

There are opportunities to reduce member charges in the future:

1. Where possible, we are incorporating the cost of Co-Lab's company management and administration into Shared Services charges to better reflect the true cost of delivery.
2. If more Shared Services are taken up, our scale of operation increases, allowing us to share operational costs across a broader base, without necessarily increasing overhead costs. For reference, over the last six years, nine opportunities have been declined.
3. Our financial forecasts do not assume any new revenue from growing the services with councils outside the shareholding base as this cannot be accurately predicted. However, as you will

know from our 3-year strategy, we are actively pursuing such opportunities provided they don't undermine our ability to deliver value to you.

Our goal remains to minimise member charges.

## Statement of Financial Performance

Co-Lab Company Summary for the forecast financial years ended 30 June 2026-2028					
	Budget 2024/25	Forecast 2024/25	Budget 2025/26	Budget 2026/27	Budget 2027/28
<b>Income</b>					
Company Management / Support <sup>(1)</sup>	589,962	590,125	1,575,153	1,700,149	1,736,413
Working parties   projects	628,741	1,087,069	687,214	712,797	748,436
RITS	-	-	27,244	28,606.62	30,037
Energy Management	94,421	152,190	118,116	176,522	185,348
Shared Valuation Data Service (SVDS)	392,892	344,423	409,638	425,251	425,251
Road Asset Technical Accord (RATA)	2,082,874	2,279,118	2,615,840	2,209,250	2,500,000
Waikato Regional Transport Model (WRTM)	1,163,990	1,128,592	1,846,242	566,286	582,089
Waikato Building Consent Group	160,194	281,103	353,263	426,805	448,709
Waikato Mayoral Forum	10,130	10,130	10,960	11,508	12,083
Co-Lab Water Services	4,260,948	3,841,862	4,092,428	4,297,049	4,511,902
Procurement Support	193,442	194,370	200,748	210,785	221,324
Geospatial	31,677	92,539	87,006	91,356	95,924
Communications Resource	62,484	61,869	65,603	68,883	72,327
<b>Total Income</b>	<b>9,671,754</b>	<b>10,063,390</b>	<b>12,089,454</b>	<b>10,925,248</b>	<b>11,569,844</b>
<b>Operating Expenditure</b>					
Company Management / Support <sup>(1)</sup>	1,480,105	1,444,826	1,519,112	1,643,445	1,728,983
Working parties   projects	628,741	1,119,497	687,214	721,575	757,653
RITS	24,469	40,650	27,244	28,607	30,037
Energy Management	144,421	136,547	168,116	176,522	185,348
Shared Valuation Data Service (SVDS)	302,063	289,755	310,618	320,407	330,512
Road Asset Technical Accord (RATA)	2,078,443	2,555,685	2,616,864	2,210,450	2,503,376
Waikato Regional Transport Model (WRTM)	1,163,990	1,078,593	1,846,242	566,286	582,089
Waikato Building Consent Group	360,194	372,577	405,323	426,805	448,709
Waikato Mayoral Forum	10,130	10,130	10,960	11,508	12,083
Co-Lab Water Services	4,021,258	3,634,293	3,983,494	4,161,669	4,369,752
Procurement Support	193,442	189,988	198,876	208,820	219,561
Geospatial	82,863	92,175	86,992	91,342	95,909
Communications Resource	64,001	60,710	64,756	68,293	71,393
<b>Total operating expenditure</b>	<b>10,554,119</b>	<b>11,025,425</b>	<b>11,925,811</b>	<b>10,635,728</b>	<b>11,335,407</b>
<b>Earnings before interest, tax and depreciation/ amortisation (EBITDA)</b>	<b>(882,365)</b>	<b>(962,035)</b>	<b>163,643</b>	<b>289,520</b>	<b>234,437</b>
<b>Depreciation / amortisation</b>					
Company Management / Support	44,087	18,623	44,087	46,292	48,606
WBCG	3,072	2,559	3,072	3,072	3,072
Procurement Support	1,872	2,793	1,872	1,872	1,872
Communications	840	840	840	840	840
WRTM	0	1,105	-	-	-
<b>Total Depreciation / amortisation</b>	<b>49,871</b>	<b>25,920</b>	<b>49,871</b>	<b>52,076</b>	<b>54,390</b>
<b>Earnings before interest and tax (EBIT)</b>	<b>(932,236)</b>	<b>- 987,955</b>	<b>113,772</b>	<b>237,444</b>	<b>180,047</b>
<b>Net Surplus (Deficit) before tax</b>	<b>(932,236)</b>	<b>(987,955)</b>	<b>113,772</b>	<b>237,444</b>	<b>180,047</b>

We are budgeting in all the forecasted years to utilise cash surplus on hand and future surplus from SVDS and Co-Lab Waters.



## Statement of Financial Position

Co-Lab Financial Position for the forecast financial years ended 30 June 2026-2028					
	Budget 2024/25	Forecasted 2024/25	Budget 2025/26	Budget 2026/27	Budget 2027/28
<b>CAPITAL</b>					
Shares - SVDS	1,607,001	1,607,001	1,607,001	1,607,001	1,607,001
Shares - WRTM	1,350,000	1,350,000	1,350,000	1,350,000	1,350,000
Retained Earnings	(759,319)	(1,180,419)	(2,168,374)	(2,054,602)	(1,817,157)
Plus Current Year Operating Surplus/(Deficit)	(1,004,542)	(987,955)	113,772	237,444	180,047
<b>TOTAL CAPITAL FUNDS</b>	<b>1,193,140</b>	<b>788,627</b>	<b>902,399</b>	<b>1,139,844</b>	<b>1,319,890</b>
<b>ASSETS</b>					
<b>CURRENT ASSETS</b>					
Prepayments	3,300	0	6,350	6,668	7,001
Accounts Receivable	505,883	503,170	604,473	546,262	578,492
Bank	1,845,494	1,466,919	1,080,642	1,325,595	1,588,179
GST Receivable / (Payable)	(30,554)	(75,700)	59,933	64,322	69,143
<b>TOTAL CURRENT ASSETS</b>	<b>2,324,124</b>	<b>1,894,389</b>	<b>1,751,398</b>	<b>1,942,847</b>	<b>2,242,815</b>
<b>NON-CURRENT ASSETS</b>					
WRTM - Intangible Asset	2,296,855	2,296,855	2,296,855	2,296,855	2,296,855
MoneyWorks Software	1,195	1,195	1,195	1,195	1,195
Accumulated Depreciation	(2,298,050)	(2,298,050)	(2,298,050)	(2,298,050)	(2,298,050)
IT Equipment & Office Furniture	197,500	185,000	197,500	197,500	197,500
Accumulated Depreciation - IT equipment & Office Furniture	(92,281)	(117,322)	(142,152)	(189,312)	(238,675)
<b>TOTAL NON-CURRENT ASSETS</b>	<b>105,219</b>	<b>67,678</b>	<b>55,348</b>	<b>8,188</b>	<b>(41,175)</b>
<b>TOTAL ASSETS</b>	<b>2,429,343</b>	<b>1,962,067</b>	<b>1,806,745</b>	<b>1,951,035</b>	<b>2,201,640</b>
<b>LESS CURRENT LIABILITIES</b>					
Accounts Payable	1,084,708	1,007,836	726,224	619,310	665,684
Accounts Payable Accrual	37,244	37,426	39,106	41,062	43,115
Employee Benefits	114,251	128,177	139,016	150,820	172,951
<b>TOTAL CURRENT LIABILITIES</b>	<b>1,236,202</b>	<b>1,173,439</b>	<b>904,346</b>	<b>811,191</b>	<b>881,750</b>
<b>NET ASSETS</b>	<b>1,193,141</b>	<b>788,628</b>	<b>902,399</b>	<b>1,139,844</b>	<b>1,319,890</b>

## Statement of Cashflows

Co-Lab Statement of Cashflows for the forecast financial years ended 30 June 2026-2028					
	Budget 2024/25	Forecasted 2024/25	Budget 2025/26	Budget 2026/27	Budget 2027/28
<b>Cashflows from Operating Activities</b>					
Interest Received / (Paid)	80,625	70,442	59,484	62,736	65,760
Receipts from Other Revenue	11,868,628	10,765,872	11,925,793	10,920,458	11,471,464
Payments to Suppliers	(11,879,652)	(12,488,792)	(12,200,737)	(10,728,936)	(11,264,792)
Taxes Paid	0	0	0	0	0
Goods & Services tax (net)	30,937	(75,623)	(135,633)	(4,389)	(4,821)
<b>Net cash from operating activities</b>	<b>100,538</b>	<b>(1,728,102)</b>	<b>(351,093)</b>	<b>249,869</b>	<b>267,611</b>
<b>Cashflows from Investing Activities</b>					
Capital enhancements	0	0	0	0	0
Purchase of PPE	(30,334)	(8,148)	(37,541)	(4,916)	(5,027)
Purchase of investments	0	0	2,358	0	0
<b>Net cash from investing activities</b>	<b>(30,334)</b>	<b>(8,148)</b>	<b>(35,183)</b>	<b>(4,916)</b>	<b>(5,027)</b>
<b>Net increase in cash, cash equivalents and bank accounts</b>	<b>70,205</b>	<b>(1,736,250)</b>	<b>(386,276)</b>	<b>244,952</b>	<b>262,584</b>
Opening cash and cash equivalents and bank overdrafts	2,164,346	3,202,301	1,466,919	1,080,642	1,325,595
<b>Closing cash, cash equivalents and bank accounts</b>	<b>2,234,551</b>	<b>1,466,051</b>	<b>1,080,642</b>	<b>1,325,595</b>	<b>1,588,179</b>
<b>Summary of Bank Accounts</b>					
BNZ - Call a/c	2,234,551	1,466,919	1,080,642	1,325,595	1,588,179
<b>Closing Balance of Bank</b>	<b>2,234,551</b>	<b>1,466,919</b>	<b>1,080,642</b>	<b>1,325,595</b>	<b>1,588,179</b>

1. Cross-council infrastructure procurement was brought under Company Management & Support in the 2024 Sol. We committed to an 18-month trial and are now in the process of conducting a review.

## Appendix I: Governance

Co-Lab is owned in equal portion by the 12 Local Authorities:

- Hamilton City
- Hauraki District
- Matamata Piako District
- Ōtorohanga District
- Rotorua Lakes District
- South Waikato District
- Thames-Coromandel District
- Waikato District
- Waikato Regional
- Waipa District
- Waitomo District
- Western Bay of Plenty District

Co-Lab's vision is that council collaboration through Co-Lab maximises community wellbeing. The company's purpose is to achieve this vision by helping councils identify and realise shared opportunities. It achieves these outcomes by:

- Acting as an ideas laboratory for developing opportunities that create value to councils;
- Providing shared services to councils; and
- Entering joint procurement arrangements for the benefit of councils.

Co-Lab conducts itself in accordance with its constitution, its annual Statement of Intent, the provisions of the LGA and Co-Lab policies.

The Board is made up five council representative directors and an independent Chair. There is also a standing Audit & Risk Committee.

The current Directors of Co-Lab (noting this will change in the final SOI) are:

Director	Representing
Peter Stubbs	Independent Chair
Chris McLay	Waikato Regional Council
Lance Vervoort	Hamilton City Council
Ben Smit	Ōtorohanga, Rotorua, South Waikato and Waitomo District Councils
Gavin Ion	Waikato and Waipā District Councils
John Holyoake	Hauraki, Matamata-Piako, Thames-Coromandel District and Western Bay of Plenty District Council

The independent Chair of Co-Lab receives director fees and reimbursed expenses. Directors representing the councils will not receive any fees or reimbursed expenses for work undertaken on behalf of the company.

## Appendix II: Policy Statements

### Statement of accounting policies

#### Reporting entity

Waikato Local Authority Shared Services Limited ("the Company") is a Company incorporated in New Zealand under the Companies Act 1993 and is domiciled in New Zealand. The company is a Council Controlled Organisation as defined under section 6 of the Local Government Act 2002 (LGA), by virtue of the shareholding councils' right to appoint the Board of Directors.

The primary objectives of the Company are to:

- Develop opportunities that benefit the Waikato region's local authorities; and
- Act as a vehicle to deliver value-added services to those local authorities.

The Company has designated itself as a public benefit entity (PBE) for financial reporting purposes.

### Summary of significant accounting policies

#### Basis of preparation

Financial statements are prepared on the going concern basis, and the accounting policies are applied consistently throughout the period.

#### Statement of Compliance

Financial statements are prepared in accordance with the requirements of the LGA, which include the requirement to comply with generally accepted accounting practice in New Zealand (NZ GAAP).

Financial statements are prepared in accordance with and comply with Tier 2 PBE Standards reduced disclosure regime (RDR). WLASS is eligible to report under the RDR as it:

- is not publicly accountable; and
- has expenses more than \$2 million, but less than \$30 million.

The accounting policies set out below are consistent with the prior year, other than the inclusion of policy:

- on operating leases, related to the lease of commercial premises;
- employees; and
- property, plant and equipment.

#### Measurement base

The financial statements are prepared on a historical cost basis.

#### Presentation currency and rounding

The financial statements are presented in New Zealand dollars, and all values are rounded to the nearest dollar unless otherwise stated. The functional currency of the Company is New Zealand dollars.

#### Goods and services tax

All items in the financial statements are stated exclusive of goods and services tax (GST), except for receivables and payables, which are presented on a GST-inclusive basis. Where GST is not recoverable as input tax, it is recognised as part of the related asset or expense.

The net amount of GST recoverable from, or payable to, the Inland Revenue (IR) is included as part of receivables or payables in the statement of financial position.

The net GST paid to, or received from the IRD, including the GST relating to investing and financing activities, is classified as an operating cash flow in the cash flow statement.

Commitments and contingencies are disclosed exclusive of GST.

### **Critical accounting estimates and assumptions**

In preparing the financial statements the Company makes estimates and assumptions concerning the future. These estimates and assumptions may differ from the subsequent actual results. Estimates and assumptions are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. There are no areas requiring estimate or assumptions made that are considered to carry a significant risk of causing a material adjustment to the carrying amount of assets and liabilities within the next financial year.

#### **Intangible assets**

##### **Useful lives and residual values**

At each balance date the Company reviews the useful lives and residual values of its intangible assets. Assessing the appropriateness of useful life and residual value estimates of intangible assets requires the Company to consider a number of factors such as the expected period of use of the asset by the Company and expected disposal proceeds from the future sale of the future sale of the asset.

An incorrect estimate of the useful life of residual value will impact the amortisation expense recognised in the income statement and carrying amount of the asset in the balance sheet. The Company minimises the risk of this estimation uncertainty by reviewing that the asset technology is still relevant and there is no alternative options to recreate the asset at a lower price.

##### **Impairment of intangible assets**

Intangible assets measure at cost that have a finite useful life are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable.

An impairment loss is recognised for the amount by which the assets carrying amount exceeds its recoverable amount. The recoverable amount is higher of an assets fair value less costs to sell and value in use.

If an asset's carrying amount exceeds its recoverable amount, the asset is regarded as impaired and the carrying amount is written down to the recoverable amount. The total impairment loss is recognised in the surplus or deficit. The reversal of an impairment loss is recognised in the surplus deficit.

### **Revenue**

#### **Revenue**

Revenue comprises the fair value of the considerations received or receivable for the sale of goods and services, excluding GST, rebates and discounts and after eliminating sales within the Company. No provisions have been recorded as all revenue and trade receivables are expected to be received.

#### **Other Revenue**

Member charges for all activities are recognised when invoiced to the user (i.e. councils). The recorded revenue is the net amount of the member charges payable for the transaction.



Contributions received for projects that were not completed in a financial year are recognised when the Company provides, or is able to provide, the service for which the contribution was charged. Until such time, contributions are recognised as liabilities.

### Operating expenses

An operating lease is a lease that does not transfer substantially all the risks and rewards incidental to ownership of an asset to the lessee. Lease payments under an operating lease are recognised as an expense on a straight-line basis over the lease term.

### Personnel costs

Defined contribution schemes

Employer contributions to KiwiSaver, the Government Superannuation Fund, and other defined contribution superannuation schemes are accounted for as defined contribution schemes and are recognised as an expense in the surplus or deficit when incurred.

### Receivables

Short-term receivables are recorded at the amount due, less any provision for amounts not considered collectable.

Receivables are initially measured at nominal or face value. Receivables are subsequently adjusted for penalties and interest as they are charged and impairment losses. Non-current receivables are measured at the present value of the expected future cash inflows.

Debtors are amounts due from customers. If collection is expected in one year or less, they are classified as current assets. If not, they are presented as non-current assets.

### Cash and cash equivalents

Cash and cash equivalents include cash on hand, deposits held at call with banks, with original maturities of three months or less, and bank overdrafts.

### Income tax

Income tax expense includes components relating to both current tax and deferred tax.

Current tax is the amount of income tax payable based on the taxable surplus for the current year, plus any adjustments to income tax payable in respect of prior years. Current tax is calculated using tax rates (and tax laws) that have been enacted or substantively enacted at balance date.

Deferred tax is the amount of income tax payable or recoverable in future periods in respect of temporary differences and unused tax losses. Temporary differences are differences between the carrying amount of assets and liabilities in the statement of financial position and the corresponding tax bases used in the computation of taxable profit.

Deferred tax is measured at the tax rates that are expected to apply when the asset is realised or the liability is settled, based on tax rates (and tax laws) that have been enacted or substantively enacted at balance date. The measurement of deferred tax reflects the tax consequences that would follow from the manner in which the entity expects to recover or settle the carrying amount of its assets and liabilities.

Deferred tax liabilities are generally recognised for all taxable temporary differences. Deferred tax assets are recognised to the extent that it is probable that taxable surpluses will be available against

which the deductible temporary differences or tax losses can be utilised.

Deferred tax is not recognised if the temporary difference arises from the initial recognition of goodwill or from the initial recognition of an asset or liability in a transaction that is not a business combination, and at the time of the transaction, affects neither accounting profit nor taxable profit.

Current and deferred tax is recognised against the surplus or deficit for the period, except to the extent that it relates to a business combination, or to transactions recognised in other comprehensive income or directly in equity.

### **Intangible assets Other financial assets**

Investments in bank deposits are measured at fair value plus transaction costs.

At each balance date the Company assesses whether there is any objective evidence that an investment is impaired. Any impairment losses are recognised in the income statement.

### **Payables and deferred revenue**

Short-term creditors and other payables are recorded at their face value.

Trade and other payables are non-interest bearing and are normally settled on 30-day terms, therefore the carrying value of trade and other payable approximates their fair value.

Contributions received for projects that were not completed in a financial year are recognised as deferred revenue until the Company provides, or is able to provide, the service for which the contribution was charged.

### **Employee benefits liabilities**

#### **Short-term employee entitlements**

Employee benefits expected to be settled within 12 months after the end of the period in which the employee renders the related service are measured based on accrued entitlements at current rates of pay.

These includes salaries and wages accrued up to balance date, annual leave earned to, but not yet taken at balance date, and sick leave.

A liability for sick leave is recognised to the extent that absences in the coming year are expected to be greater than the sick leave entitlements earned in the coming year. The amount is calculated based on the unused sick leave entitlement that can be carried forward at balance date, to the extent it will be used by staff to cover those future absences.

A liability and an expense are recognised for bonuses where there is a contractual obligation or where there is a past practice that has created a constructive obligation.

A liability and an expense are recognised for bonuses where there is a contractual obligation or where there is a past practice that has created a constructive obligation.

#### **Presentation of employee entitlements**

Sick leave, annual leave, vested long service leave, and non-vested long service leave and retirement gratuities expected to be settled within 12 months of balance date, are classified as a current liability. All other employee entitlements are classified as a non-current liability.

### Reconciliation of equity

Equity is the shareholders interest in WLASS and is measured as the difference between total assets and total liabilities. Equity is disaggregated and classified into the following components:

#### Contributed equity

Contributed equity is the net asset and liability position at the time the company was formed. The allocation of capital amongst shareholders is explained in this note.

#### Retained earnings

Retained earnings is the company's accumulated surplus or deficit since formation.

DRAFT

# Council Report

**Committee:** Economic Development Committee

**Date:** 27 March 2025

**Author:** Blair Bowcott

**Authoriser:** Blair Bowcott

**Position:** General Manager Strategy, Growth and Planning

**Position:** General Manager Strategy, Growth and Planning

**Report Name:** General Manager's Report

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

1. To inform the Economic Development Committee on the strategic work programme context for the matters that will be brought to the Committee this year, and progress on 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. For our first meeting of the year, it is timely to lay out a strategic overview of the key matters our group is aiming to achieve this year. This report provides a strategic work programme context for the matters that will be brought to the Committee over the course of the four meetings scheduled for 2025.
4. It also 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).
5. The outcomes tracker ensures the accountability and measurement of tasks is clear, and reflects the purpose of the Committee:
 

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



## Discussion – *Matapaki*

### 2025 Strategic Work Programme

7. The Economic Development Committee oversees a significant work programme, themed around:
  - Economic Development Programme
  - Data analytics, Economics and Policy
  - Tourism, Events and Visitation
  - Sustainable Communities – Growth Programmes
  - Strategic Property
  - External Agencies and CCO reporting.
8. The following table summarises the key matters that will be brought before the Committee. Note that it is a 'snapshot' as at March 2025, and will be reviewed throughout the year.

Topic / work programme / action	Likely timing / meeting
<b>ECONOMIC DEVELOPMENT PROGRAMME</b>	
<b>Business Relationships</b>	
<ul style="list-style-type: none"> <li>Employer Engagement Report (PX)</li> <li>Employer Insights Report (Open)</li> <li>Business intelligence update (PX)</li> </ul>	March, July July March, May, July, September
<b>Business Opportunities</b>	
<ul style="list-style-type: none"> <li>Economic development project (using space within Airport terminal)</li> <li>Business Investment Prospectus</li> <li>Tech in the Tron update</li> </ul>	July July March, May, July, September
<b>Programme Management</b>	
<ul style="list-style-type: none"> <li>Future Proof economic development working group updates</li> <li>Regional economic development group updates</li> </ul>	March, May, July, September March, May, July, September
<b>DATA ANALYTICS, ECONOMICS AND POLICY</b>	
Driven by the latest trends and economic happenings rather than planned research pieces. Each report includes: <ul style="list-style-type: none"> <li>Current national/global economic context</li> <li>Hot topics</li> <li>How Hamilton's economy is faring</li> <li>Outlook for the coming 12 months</li> <li>Any specific requests from the Chair or EMs</li> </ul>	March, May, July, September
<b>TOURISM, EVENTS AND VISITATION</b>	
<b>H3 Venues</b>	
6-monthly and annual activity reporting	March, July
<b>Destinations</b>	
6-monthly and annual activity reporting	March, July
<b>Event Sponsorship Funding</b>	
<ul style="list-style-type: none"> <li>Event Sponsorship Policy review</li> <li>Event Sponsorship Funding approval process for FY26</li> </ul>	March – May, for 1 July 2025
<b>SUSTAINABLE COMMUNITIES – GROWTH PROGRAMMES</b>	

<b>Central City Transformation</b>	
<ul style="list-style-type: none"> <li>Lead delivery of Central City Transformation Plan outcomes and key projects to attract businesses and more people into central city.</li> </ul>	Ongoing
<ul style="list-style-type: none"> <li>Relationship management for HCBA including HCBA BID Policy Review to meet Incorporated Societies Act (Q4 FY)</li> </ul>	Ongoing
<b>Greenfield Growth</b>	
<ul style="list-style-type: none"> <li>Continued focus to enable industrial and employment growth in Ruakura and Rotokauri-Northwest</li> </ul>	Ongoing
<ul style="list-style-type: none"> <li>Support Waikato-Tainui aspirations at Ruakura Superhub – partner to achieve commercial, community, environmental outcomes</li> </ul>	Ongoing
<b>STRATEGIC PROPERTY</b>	
<b>Commercial accommodation</b>	
<ul style="list-style-type: none"> <li>VOTR Southern Edge Activation</li> </ul>	Ongoing
<ul style="list-style-type: none"> <li>Templeton Mixed-Use Hotel Development               <ul style="list-style-type: none"> <li>Sale and Purchase Agreements Unconditional</li> <li>Developed Design and Consenting</li> <li>Access and Occupation Agreements</li> </ul> </li> </ul>	March December December
<b>Municipal Endowment Fund (MEF)</b>	
<ul style="list-style-type: none"> <li>MEF Advisory Group meetings</li> <li>Quarterly financial performance and position updates</li> <li>Hinemoa Affordable Housing Loan completed</li> <li>Investment of further \$15M in viable project(s)               <ul style="list-style-type: none"> <li>Feasibility</li> <li>Implementation</li> </ul> </li> <li>Annual Asset Revaluation</li> </ul>	17 April, 25 June, 5 Sept March, July, September March/April Ongoing “ “ July
<b>Strategic Property</b>	
<ul style="list-style-type: none"> <li>LTP Asset Sales Programme</li> <li>Management of Council-owned development sites</li> <li>Annual review of property holdings</li> </ul>	Ongoing Ongoing July
<b>Internal Consultancy</b>	
<ul style="list-style-type: none"> <li>Support for operational units</li> <li>Leases, licences, easements, covenants, encumbrances</li> <li>Long-Term Plan</li> <li>Annual Plan</li> </ul>	Ongoing Ongoing Ongoing Sept
<b>EXTERNAL AGENCIES AND CCO REPORTING</b>	
<b>Hamilton Central Business Association</b>	
<ul style="list-style-type: none"> <li>6-monthly update</li> <li>Annual report</li> <li>Annual Activation Plan and Budget</li> <li>BID Policy Review</li> </ul>	March, July March March May
<b>Hamilton and Waikato Tourism Limited</b>	
<ul style="list-style-type: none"> <li>6-monthly update</li> <li>Annual report</li> </ul>	March Post September
<b>Waikato Regional Airport Limited</b>	
<ul style="list-style-type: none"> <li>6-monthly update</li> <li>Annual report</li> </ul>	March, Post September

• Statement of Intent	March
<b>Civic Financial Services</b>	
• 6-monthly update	March
• Annual report	July
• Statement of Intent	March
<b>Co-Lab</b>	
• 6-monthly update	July
• Annual report	May
• Statement of Intent	March

### Targeted outcomes

9. The outcomes tracker (**Attachment 1**) has been updated to reflect the new calendar year, with nearly all outcomes on track for completion. Highlights include:
- strategic property deploying capital through the Municipal Endowment Fund;
  - the economic development team delivering business relationship activations to deepen ties to key employers within our growth sectors;
  - tourism, events and visitation continuing to generate visitation and grow the economic impact that events bring to the city and region;
  - sustainable communities working to advance the central city transformation plan while also delivering greenfield growth in areas such as Ruakura and Rotokauri Northwest.

### Financial Considerations - *Whaiwhakaaro Puutea*

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

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

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

### Climate Change Impact Statement

12. 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.

### Wellbeing Considerations - *Whaiwhakaaro-aa-oranga tonutanga*

13. The purpose of Local Government changed on 14 May 2019 to include promotion of the social, economic, environmental, and cultural wellbeing of communities in the present and for the future ('the 4 wellbeings').
14. The subject matter of this report has been evaluated in terms of 'the 4 wellbeings' during the process of developing this report as outlined below. The recommendations set out in this report are consistent with that purpose.
15. There are no specific social, environmental, or cultural wellbeings associated with this report.

### Economic

16. The work of Council's Economic Development team directly supports the Economic Development Committee, which is responsible for 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.

17. Promoting Hamilton's value proposition forms the basis of efforts to promote new investment and job creation in the city.

**Risks - *Tuuraru***

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

**Significance & Engagement Policy - *Kaupapa here whakahira/anganui***

19. Having considered the Significance and Engagement Policy, staff have assessed that the recommendation of this report has a low level of significance.
20. Given the low level of significance no engagement is required.

**Attachments - *Ngaa taapirihanga***

Attachment 1 - Outcomes Tracker - 27 March 2025



## 2025 Targeted Outcomes – 27 March 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 
- 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 20 as at 7 March 2025
- Host at least three business relationship activations 
- One completed in February with Waikato Innovation Park tenants

#### Business Opportunities

- Hamilton Airport economic development branding 
- Deliver in-airport wall wrap and airport web content by 1 June
- Business investment prospectus 
- Complete Hamilton prospectus by June 1
- Tech in the Tron 
- Publish five business features and host TechWeek event at UoW

#### Programme Management

- Lead efforts on boundaryless partnerships 
- Complete FutureProof prospectus by July 1
  - Monthly regional meetings, quarterly workshops

# Council Report

**Committee:** Economic Development Committee

**Date:** 27 March 2025

**Author:** Mike Bennett

**Authoriser:** Blair Bowcott

**Position:** Economic Development Programme Manager

**Position:** General Manager Strategy, Growth and Planning

**Report Name:** Strategic and General Update

<b>Report Status</b>	<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. The Economic Development Programme update focuses on business relationship work to support their retention and expansion, as well as investment attraction efforts across our key sectors.
5. Relationships with key sector businesses continues to be the foundation of the programme. This has benefitted Council by providing business intelligence and stakeholder management for staff involved in transport, rates, waters and those working with developers.
6. The recent addition of a Business Opportunities Advisor has enabled storytelling and data-driven insights to continue, helping to share our value proposition for business investment.
7. Reflecting the boundaryless nature of our work, staff are leading economic development collaboration at the subregional level as part of the Future Proof partnership, as well as at the regional level alongside the other 10 territorial authorities from across the Waikato.
8. The Data Analytics, Economics and Policy section of the report comments on President Trump's recent announcements on tariffs, the relatively strong returns for the rural sector and their effect on the Hamilton economy, and highlights from the recent New Zealand Economics Forum. It also includes a presentation (**Attachment 1**) highlighting Hamilton economic indicators and consenting activity for the year to December 2024.
9. Staff consider the matters in this report to have low significance and that the recommendation complies with the Council's legal requirements.

## Discussion - *Matapaki*

### ECONOMIC DEVELOPMENT PROGRAMME

#### Business relationships

10. Meaningful and direct engagement with businesses is a core part of successful economic development. Our approach has seen proactive and consistent connections with owners, CEOs, site managers and key staff to position Council as a trusted partner.
11. Thus far in 2025, economic development staff have engaged with 20 businesses across our key growth sectors. These in-depth discussions focused on business performance, employment outlook and talent attraction activities.
12. Highlights from 2025 meetings include:
  - i. The overall manufacturing sector remain cautious, continuing the trend observed in the latter half of 2024.
    - a. Those in plastics and polymer have seen new business resulting from the closure of domestic competitors located outside of our region.
    - b. Metal and stainless steel manufacturers are reporting some business recovery with encouraging signs from future contracts.
  - ii. After a period where large projects were put on hold by their clients, technology and innovation businesses have entered 2025 with renewed confidence that key customers will be active again.
  - iii. Staff retention has been a top priority since late 2023 across various sectors.
    - a. Those businesses who are hiring in strategic roles are finding the availability and quality of talent to be favourable – typical of an employer's market.
    - b. Specific feedback from metal industries noted challenges finding skilled and technical workers.
    - c. Demand is extremely strong for technology and innovation talent with 5-10 years of experience in areas such as data storage and cybersecurity.
13. An employer insights report covering all engagement from January 2025 to June 2025 will be presented at the July 2025 committee meeting.

#### Business opportunities

14. Martin Brock joined the programme in January 2025 filling the Business Opportunities Advisor role. His work will continue our efforts to showcase the city to key sectors and businesses through storytelling and data-driven insights, utilising projects like Tech in the Tron.
15. Priorities for this role include delivering an economic prospectus to support business investment promotion work. The prospectus will be presented to the 29 July 2025 Committee meeting.
16. Another priority is establishing new, creative ways to share our key messages. One such project is a partnership with the airport and shareholding councils to use space within the terminal to build awareness about our economic region and the opportunities for business here. Martin is leading the project on behalf of all shareholders and the airport, with full visibility and engagement across the partnership.
17. Martin comes to Council after five years at Wintec where he led marketing and branding initiatives. He has begun to work with his former colleagues and their counterparts at the University of Waikato to develop messaging and marketing material that highlights Hamilton as

an attractive place for highly motivated, career-minded professionals seeking graduate study in New Zealand.

18. [Tech in the Tron](#) continues to gain followers and showcases our technology and innovation sector. The most recent feature is about [One Two Seven](#), a digital consultancy based at HIKO Hub on the University of Waikato campus.
19. A [similar feature about IT Partners](#) was done in 2024 with the video portion now featuring prominently on their [recruitment page](#) to show prospective candidates more about working at the company and in Hamilton.

#### **Future Proof economic development working group**

20. An economic development working group was recently created as part of the Future Proof partnership. This formalised the existing collaborative approach between Council's economic development programme and our counterparts at district councils from Waikato and Waipā, as well as staff from Matamata-Piako District Council.
21. The working group has strengthened the case for comprehensive statistical analysis that will generate data-driven insights about our boundaryless, interconnected economic area and its place within the wider regional and national economy.
22. Those insights will be a critical tool to support business investment promotion, talent attraction and retention, and efforts to reinforce our value proposition in comparison to Auckland, Wellington, Christchurch and Bay of Plenty.
23. Staff are supporting the Future Proof implementation advisor and project coordinator to finalise a project scope and contract for the work, which will have a targeted delivery in June 2025.
24. The economic development working group will be updating the Future Proof Implementation Committee at their meeting in June 2025.

#### **Regional economic development**

25. 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.
26. The goal is to share learnings, knowledge and insights on efforts to drive positive economic outcomes at a local, sub-regional and regional level.
27. The group meets monthly and is comprised of members from Hamilton City Council and district councils from Hauraki, Matamata-Piako, Ōtorohanga, South Waikato, Thames-Coromandel, Waikato, Waipā, Waitomo as well as RotoruaNZ and Amplify, the economic development agency for the Taupō District. Waikato Regional Council has also joined the meetings.
28. Updates from the February 2025 meeting include:
  - i. unanimous support for the approach, coordination, and purpose of the group;
  - ii. sharing efforts to grow key industry clusters and a place-based approach to promoting business investment, including the concept of anchor institutions;
  - iii. plans to organise outreach to businesses in each community for details about how direct flights from Hamilton to Australia might unlock new opportunities.
29. To promote regional awareness, the May 2025 meeting will be a half-day on-site visit hosted by Thames-Coromandel District Council. For the August 2025 meeting, Waitomo District Council will host a visit to the Ngāti Maniapoto Marae Pact Trust training centre.
30. The group will be presenting a general update to the Waikato CE Forum on 28 March 2025.



## GROWTH PROGRAMMES

31. This update provides a summary of growth programmes work related to economic development activity in the Central City and Ruakura and Rotokauri-Northwest.

### Central City Transformation

32. Council is committed to driving economic growth and building our central city to be a real hub for employment, tourism, and commercial opportunities.
33. The Pullman Hotel is now underway and will provide for two levels of underground carparking, three levels of office and retail, and 191 hotel rooms across 13 storeys. On its expected completion in 2026, it will create 100-120 new full-time jobs. Securing a new of 4- or 5-star hotel in the central city has been an economic priority for Council for some time.
34. The Waikato Regional Theatre is in the last stage of exterior work with the final steel beam being put into place recently. Work will start shortly on the interior fitout of the building. The theatre development represents a significant opportunity to realise transformational outcomes in the central city. Council has work planned to rejuvenate the surrounding areas of the theatre precinct including the adjacent Embassy Park.
35. This commercial development activity across various sectors, as well as other developments such as the proposed \$120M Templeton Hotel and residential development throughout central Hamilton, are a clear sign of confidence in the future of Hamilton and our central city.

### Greenfield – Ruakura & Te Rapa North

36. Several plan changes are needed to unlock the full economic potential of Ruakura and Te Rapa North. In Te Rapa, Private Plan Change 17 proposes to rezone Fonterra-owned land, currently zoned as Deferred Industrial Zone, to a live and bespoke Te Rapa North Industrial Zone. Unlocking these areas will increase the supply of industrial land and business centres, attract new industries to the city, and boost employment numbers.
37. Stage One of Ruakura Superhub is well advanced, with 31ha of development land already committed by a range of national and international tenants spanning the inland port, large-scale distribution centres and cold store facilities, logistics operators and service centre.
38. A resource consent application has been lodged on behalf of Ruakura Industrial Park Limited (Pragma development off Webb Drive) for a land use consent to construct and operate an indoor asphalt plant and ancillary wholesale retail and trade supplies yard. The proposal involves the construction and operation of an indoor asphalt plant, ancillary office and associated services. The asphalt plant is proposed to be predominantly housed internally within a 3525m<sup>2</sup> (total GFA) building. In addition, consent is sought for an ancillary activity being the operation of a wholesale retail yard for the sale of aggregate and/or landscape supplies.
39. A key enabling project for Ruakura is the construction of the Eastern Transport Corridor (ETC) which, if funded, would unlock full development capacity of the inland port, logistics and industrial precinct, which are currently limited due to roading capacity. The detailed business case is now awaiting approval from New Zealand Transport Agency (NZTA) Investment Board. Council staff will report back on the outcomes of the Board's decision at a future Infrastructure and Transport Committee meeting.

## TOURISM AND EVENTS

### Destinations Group – Six-Monthly Activity Update

40. Council's Destinations Group includes the activity of H3 Venues (GLOBOX Arena & Events Centre – Claudelands, FMG Stadium Waikato and Seddon Park) and Hamilton Gardens, Te Kaaroro Nature Precinct and Te Whare Taonga o Waikato Museum & Gallery.

41. All four operating departments of Council had a busy first six-months of the year. Visitation and patronage have been strong, recognising the value these special places bring to our city.
42. For further information, please refer to the following reports:
  - i. H3 Activity Report 1 July to 31 December 2024 (**Attachment 2**)
  - ii. Hamilton Gardens Activity Report 1 July to 31 December 2024 (**Attachment 3**)
  - iii. Te Kaaroro Nature Precinct Activity Report 1 July to 31 December 2024 (**Attachment 4**)
  - iv. Te Whare Taonga o Waikato Museum & Gallery Activity Report 1 July to 31 December 2024 (**Attachment 5**).

## DATA ANALYTICS, ECONOMICS AND POLICY

43. In 2025, there has been one man who has attracted attention of the global economic stage. President Trump was inaugurated on 20 January 2025. The following commentary is at the time of writing (5 March 2025). This is an ever-changing feast so things may have changed since then.
44. On 1 February 2025 he announced new tariffs on Mexican, Canadian and Chinese imports, apparently in the fight against the importation of illegal aliens and drugs, namely fentanyl. A 10% tariff on Chinese goods was put in place but Canada and Mexico were given a 30-day delay on the imposition of tariffs with the hope that a deal could be reached. However, the White House was not satisfied with the measures taken and no deal was reached.
45. From 4 March 2025, 25% tariffs will be applied on Canadian and Mexican goods, and tariffs on Chinese goods increased another 10%. All three countries have responded with a range of retaliatory tariffs on US imports. President Trump has also suggested 25% tariffs for European imports, tariffs on imported aluminium and steel, and reciprocal tariffs for other countries where the US imports more than it exports or where US imports attract a tariff.
46. New Zealand does not have tariffs for most imports, and those that are in place are low by global standards – in 2021, New Zealand's average tariff was 0.86% compared to 1.47% in the US and 1.39% in the EU. Globally, tariffs have been declining since the 1990s and the rise of free trade agreements, so this new trade war is a dramatic shift in the global trend towards free trade.
47. For New Zealanders, the most direct and immediate impact of the tariffs and resulting global uncertainty is the movement in the stock market, affecting both direct investment and Kiwisaver balances. The stock markets have reacted strongly to the tariffs with stocks falling, particularly those companies that operate from or rely on imports from Canada, Mexico and China. A global trade war where countries become protectionist has implications for a small nation like New Zealand that is reliant on exporting. Tariffs for New Zealand goods are a possibility, which would impact our exporters. Inflation in our export markets will arguably have a wider impact than the tariffs themselves. If lots of imports are attracting tariffs, prices increase so people have less money to spend on discretionary items, making demand fall for New Zealand's exports.
48. In the short term, there are potentially some benefits to New Zealand exporters and New Zealand households. If products from other countries are attracting tariffs but ours are not, then New Zealand goods become relatively more affordable. Countries and exporters hit by tariffs are also likely to look for alternative markets, so New Zealand consumers may see lower prices on imported goods.
49. US households will see increased costs because of tariffs. Auckland University of Technology's modelling suggests that a global trade war could cost the average New Zealand household an extra \$163 per year; the cost to the average US household would be almost \$3,000.

50. If inflation becomes entrenched in the US (and elsewhere), we will see the Federal Reserve work to increase interest rates. This would have flow-on effects for international swap rates and New Zealand interest rates.
51. But watch this space – President Trump is well known for last minute deals and has signalled that he may roll back some of his tariffs and/or there could be more tariffs. Either way, the global trade space has changed and there will be long-lasting effects on how countries do business going forward.

#### **The impact of the rural economy on Hamilton**

52. In New Zealand, exports like dairy and meat have been stronger in recent months, pushing up returns for our rural neighbours. The weak New Zealand dollar means better returns for export products that trade in US dollars. Hamilton businesses that service the agricultural sector should see some improvements in demand for goods and services as a result. However, farmers will be weighing up spending against the high cost of farm supplies and servicing debt so may be more cautious than we have seen previously.
53. It's also important to note that Hamilton has a diverse economy that is less reliant on agriculture than most people think. This can be seen in the relative shifts in GDP between Hamilton and Waikato. Waikato GDP was down -0.1% in the year to December 2024 compared to 0.1% gain in the year to September. This was due to better export demand and prices leading to increased production. Hamilton's GDP fell into negative territory for the first time since the GFC, finishing 2024 at -0.6% compared to 0.3% in the year to September.

#### **New Zealand Economics Forum highlights**

54. The New Zealand Economics Forum was held on 13-14 February 2025 and was attended by several elected members and staff. The forum covered a variety of topics; however, much of the discussion pivoted back to President Trump and the impact his decisions are having (and will have) on both New Zealand's economy and the global economy. Most of this is outlined above, but one salient point was that, contrary to popular belief, President Trump is actually quite predictable – his policies are protectionist and aimed at driving up US production. He supports US big business, and he thrives in chaos as it allows him to justify things.
55. Productivity was also a reoccurring theme. New Zealand has lagged on productivity improvements for some time and future economic growth will rely on productivity increases rather than population growth – we need to use our resources more efficiently. New Zealand needs to have the right tax settings to encourage private investment and innovation; we need to improve competition to drive innovation. We need to invest more in research and development (NZ has a relatively low spend) as well as embracing technology and innovation.
56. Within the public sector space, Iain Rennie from Treasury highlighted that limiting spending growth in the short-term and having more efficient services is not enough to improve affordability in the long-term. We need to prioritise and change to reduce costs and deliver what is needed. Inaction is always an option, but it comes with the highest cost and the readjustments needed later become sharper.
57. The opportunity presented by AI was a hot topic. Using AI to improve efficiency is key to improving New Zealand's productivity. New Zealand firms tend to be slow to innovate and pick up new technology; even our most innovative firms tend to be less innovative than overseas companies. Government sectors tend to be slower than average to adopt new technologies. AI can remove tasks that are time hungry but do not improve efficiency – like completing a form, writing minutes, uploading details, or summarising large documents. This then frees up our workforce to focus on high value tasks that increase production. It means our workforce of the future will need different skills and some roles will cease to exist, but a workforce will still be needed. Ensuring that education aligns with future workforce needs is critical.

58. For example, AI can be used to read x-ray scan results at a rate 100 times faster than a human. Any results that are non-typical are then diverted to a human for a more thorough investigation. This trial showed that not only were many more scans processed in the same amount of time, but there was a greater degree of accuracy.

#### **Financial Considerations - *Whaiwhakaaro Puutea***

59. 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***

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

#### **Climate Change Impact Statement**

61. 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.

#### **Wellbeing Considerations - *Whaiwhakaaro-aa-oranga tonutanga***

62. The purpose of Local Government changed on the 14 May 2019 to include promotion of the social, economic, environmental, and cultural wellbeing of communities in the present and for the future ('the 4 wellbeings').
63. The subject matter of this report has been evaluated in terms of 'the 4 wellbeings' during the process of developing this report as outlined below.
64. The recommendations set out in this report are consistent with that purpose.

#### **Social**

65. Social wellbeing is defined as the capacity of individuals, their whaanau, iwi, hapuu and a range of communities to set goals and achieve them.
66. Thriving businesses in the hospitality, retail and community sectors promote better outcomes for the community at large and help to sustain a more vibrant Hamilton with greater social interaction.
67. H3 venues and events are safe for people to attend and provide places where communities can meet, compete, and perform. H3 Venues are places Hamiltonians are proud of. Hamilton Gardens, Te Whare Taonga o Waikato Museum & Gallery, and Te Kaaroro provide places for communities to gather, discover and have social interactions.

#### **Economic**

68. Economic wellbeing is defined as the capacity of the economy to generate employment and wealth necessary for present and future financial security.
69. The Economic Development Committee is responsible for the governance of Council's economic agenda and investment development opportunities, with the goal of enhancing the wellbeing of Hamiltonians.
70. Council is committed to driving economic growth and building our central city to be a real hub for employment, tourism, and commercial opportunities. Our sector-based approach to economic development focuses resources on both established industries and those that can diversify an economy.



71. The economic development programme continues to focus on three key growth sectors – manufacturing; agritech, technology and innovation; and logistics – as well as supporting the needs of our education and healthcare sectors. This approach will represent our balanced economy, employment base, and growth potential.
72. H3 venues attract events that have a positive economic impact to the city. Events held at H3 venues attract people to the city. H3 venue infrastructure is well maintained, and improvements align with industry needs and requirements. H3 financial management and decision making is sound.
73. Hamilton Gardens, Te Whare Taonga o Waikato Museum & Gallery and Te Kaaroro contribute to the city's tourism economy by attracting more visitors to these sites and encouraging them to stay longer in Hamilton.

### Environmental

74. Environmental wellbeing is defined as the capacity of the natural environment to support, in a sustainable way, the activities that constitute community life.
75. The Council's Central City Transformation Plan considers connections between the central city and the river to restore and protect the balance of the environment.
76. H3 venues respond to climate change challenges through several operating and built-in initiatives. However, continuous improvement and attention to this responsibility remains a critical element of the operations reputation and competitiveness. H3 venues are healthy environments; H3 cares about reducing, recycling and reusing water, electricity, and waste.
77. Te Kaaroro promotes the ongoing restoration of Waiwhakareke Natural Heritage Park, the flagship biodiversity project for the city. Te Whare Taonga o Waikato Museum & Gallery plays a key role in creating physical and cultural connections to the Waikato Awa through its location, collections, and the narratives told through them. Extensive planting of the Hamilton Gardens in native bush, predominantly with plants indigenous to the Waikato provides riverbank stability, improvement to runoff entering the river and provides a key node in the river ecological corridor.

### Cultural

78. Cultural wellbeing is defined as the capacity of communities to retain, interpret, and express their shared beliefs, values, customs, behaviours, and identities.
79. Our city values, respects, protects, and promotes the treasured status of mana whenua, which acknowledges our shared history and celebrates our cultural identity and heritage.
80. Businesses in the hospitality, retail and community sectors endorse and enhance the cultural identity of the city. Event activity helps promote cultural events and awareness of our heritage and history for Hamiltonians and visitors to the city to enjoy and participate in.
81. H3 venues offer a range of events for people to attend. The heritage of H3 venues and locations is valued and our community has trust in H3.
82. Hamilton Gardens, Te Whare Taonga o Waikato Museum & Gallery and Te Kaaroro provide places for families to connect and create their own traditions and act as kaitiaki (guardians) for nationally significant taonga. In addition, Hamilton Gardens is home to Te Parapara - New Zealand's only traditional Maaori productive garden.

### Risks - *Tuuraru*

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

**Significance & Engagement Policy - *Kaupapa here whakahira/anganui***

84. 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.
85. Given the low level of significance determined, the engagement level is low. No engagement is required.

**Attachments - *Ngaa taapirihanga***

Attachment 1 - Economic Update March 2025

Attachment 2 - H3 Activity Report 1 July to 31 December 2024

Attachment 3 - Hamilton Gardens Activity Report 1 July to 31 December 2024

Attachment 4 - Te Kaaroro Nature Precinct Activity Report 1 July to 31 December 2024

Attachment 5 - Te Whare Taonga o Waikato Museum & Gallery Activity Report 1 July to 31 December 2024



## The context

- The NZ economy remains flat, but Hamilton continues to see growth, albeit low.
- The OCR was reduced to 3.75% in February .
  - Indicators are tracking in line with RBNZ expectations
  - Banks have factored cuts into their current rates.
  - A smaller cut in April is expected by the market
  - Low levels of loan drawdown activity is leading to increased competition between banks
  - Bank 'mark ups' from the OCR are at the lowest levels since 2008.
  - Lower mortgage rates = lower savings interest rates
- President Trump's announcements are making businesses globally cautious and concerned about tariffs and future inflation

27 March 2025

2



# Tariffs and Trump-flation

- Increased uncertainty here and abroad about the impact of Trump's tariffs on businesses and consumers.
- Increasing concerns about a trade war
  - Canadian and Mexican 25% tariffs came into affect on 4 March 2025 as well as an extra 10% tariff for Chinese imports.
    - Cycle of retaliatory tariffs
    - Tariffs are borne by local companies who import goods not by overseas firms.
  - Businesses will start looking for alternative markets
- US inflation is expected to increase (as it will in countries with retaliatory tariffs)
  - Interest rates will need to remain higher to counter inflation
  - Economic growth will slow as people have less money to spend.
  - Decrease in global demand will impact NZ exporters and our economic growth.
- Impacts on our Kiwisaver balances as stockmarket reacts

27 March 2025

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## Hamilton Economic Indicators – year to December 2024

### Year to December 2024 compared to previous 12 months

#### GDP GROWTH



Hamilton	- 0.6%
Waikato	- 0.1%
New Zealand	- 0.5%

#### EMPLOYMENT (Place of residence)



Hamilton	+ 0.3%
Waikato	- 0.1%
New Zealand	0.0%

#### SPENDING



Hamilton	- 1.4%
Waikato	+ 1.1%
New Zealand	+ 0.2%

#### UNEMPLOYMENT



Hamilton	6.9%
Waikato	5.6%
New Zealand	4.7%

#### GUEST NIGHTS



Hamilton	- 0.4%
Waikato	+ 1.0%
New Zealand	+ 0.8%

#### BUSINESSES



Hamilton	+ 2.0%
Waikato	+ 1.6%
New Zealand	+ 1.3%

#### MEDIAN HOUSE PRICE



(December 2024 quarter)

**\$758,000**

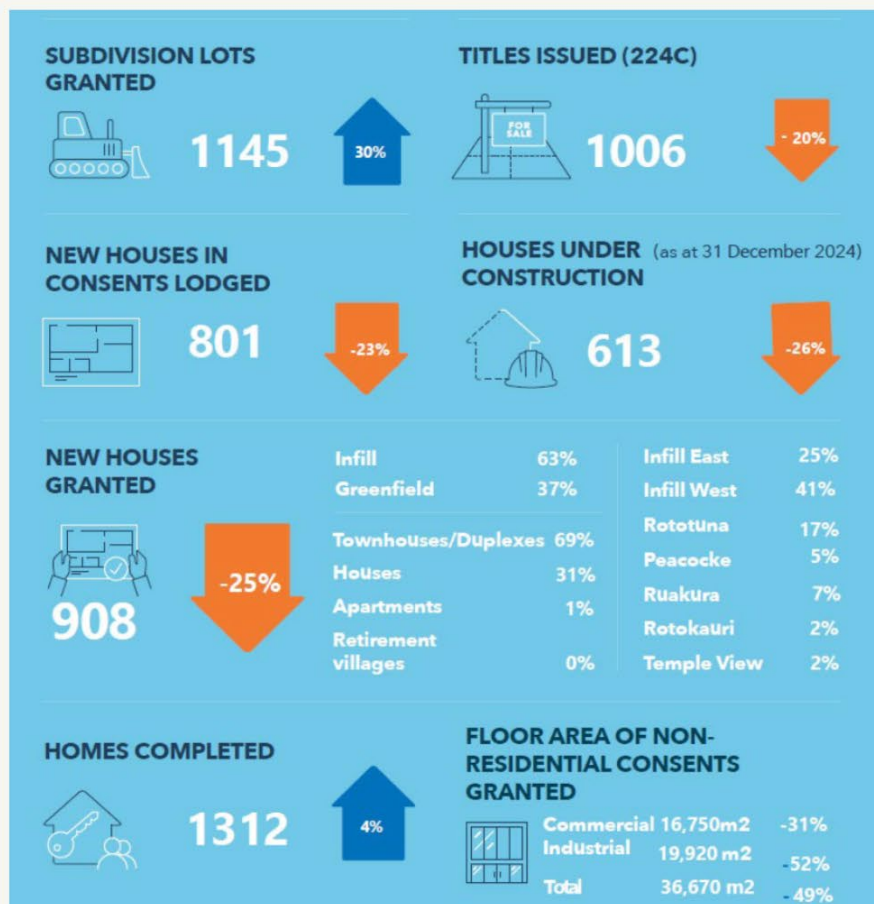
#### HOUSE SALES



Hamilton	+ 9.2%
Waikato	+ 17.3%
New Zealand	+ 13.4%

- Unemployment jumped to 6.9% - highest since 2015 as Hamilton recovered from the GFC.
  - Young people are bearing the brunt of the recession.
- Hamilton saw its first fall in GDP since GFC and comes on the back of ongoing national falls.
  - Waikato GDP was boosted by improved export returns while NZ also benefited from increased tourism.
- Business and employment growth continue to outpace the rest of New Zealand
- House prices increased 1% year on year but are 3% higher than the September 2024 quarter.
  - Growth is higher in greenfield and for standalone homes.

## Hamilton consenting activity – year to December 2024



- It was a tough year for construction
  - Consents granted appear to have stabilised just over 200 dwellings per quarter
  - Consents lodged is still very low although the September and December quarters saw improvement.
    - There is unlikely to be any real jump in consents granted.
  - Homes under construction has also plateaued (it's not falling anymore but it's at low levels)
- Growth in homes completed has been driven by Kaainga Ora.
  - KO was our largest 'developer' in 2024
- House price growth or a fall in land prices is needed to improve feasibility.

# The outlook for the economy

- Trade wars and global economic instability to increase
- More OCR cuts but at a slower rate and potentially not as far.
- Unemployment is expected to increase further
- Continued soft consenting, potentially improving in second half of 2025 if house prices increase (albeit slowly) and interest rates keep falling.
  - Developers will still be cautious, and their financing costs are still very high.
  - Migration and housing pressure is expected to persist despite falling international migration. – estimate increased shortfall of 750 over next 3 years plus 3240 existing WHI estimated shortfall.
- Widespread caution towards investment, risk and debt levels.
- Things should improve in NZ in 2025 but won't return to the high-octane growth seen in 2021.

27 March 2025

6



# H3 ACTIVITY REPORT

SIX-MONTHLY REPORT  
1 JULY - 31 DECEMBER  
2024

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# SIX-MONTHLY ACTIVITY REVIEW



H3's purpose is to attract and deliver exceptional event experiences to Hamilton with a focus on economic and social benefits. Our venues provide places to enable people to meet, compete and perform. This report is a summary of H3's six-monthly activity from 1 July to 31 December 2024 and was prepared for Council's Economic Development Committee meeting on 27 March 2025.

It was a strong six months of business for H3 - the operators of Claudelands, FMG Stadium Waikato and Seddon Park. This was the result of efforts by H3's business development and event delivery teams, who have delivered exceptional care to patrons and clients in a competitive event market. H3 reported additional revenue above budget of \$1.118 million for the period, with the net operating position on 31 December 2024 favourable by \$1.492 million due to increased event volumes combined with active management of operating expenditure.

## CLAUDELANDS CONFERENCE AND EXHIBITION CENTRE

The first half of the year saw Claudelands host a variety of significant business events including the Ako Ararau Expo, Beef + Lamb New Zealand Awards, multiple Fonterra events, Genesis Business Conference, Master Builders House of the Year 2024, Mitre 10's 50th Anniversary gala dinner and conference, NZ Airport Hui 2024, and NZ Society of Gastroenterology Conference 2024.

## GLOBOX ARENA & EVENTS CENTRE, CLAUDELANDS

The arena hosted an array of events for the comedy fan, family crowd to the sports and music lovers. Hosting the Avis Magic final home game of the 2024 ANZ Premiership season, Harlem Globetrotters, Predator Pro Billiards Series, Ironfist International Charity Fight Night, and New Zealand Darts Masters 2024. Along with entertainment from comedian Ed Byrne, Urzila Carlson, and 7 Days. Crowd pleasers included the Hamilton Brick Show, Waikato Home and Garden Show 40th anniversary, the Wiggles and Tainui Primary Schools Kapa Haka Festival 2024. The Barn was also kept busy hosting the Afrika Bazaar event, the weekly Hamilton Farmers' Markets, A Gluten Free Night Out, and the Waikato Christmas Market.

## FMG STADIUM WAIKATO

FMG Stadium Waikato was bustling with activity in the first two quarters of 2024, hosting numerous business and sports events. Business events included Fonterra's Waikato Get Set Day, the ASB Business Banking Roadshow, HEB Construction 2024 Road Show, NZCB Roadshow Event, Eves and Bayleys AI Workshop, Hills Laboratory Leadership Conference, Waikato Business Pacific Network Seminar, National Party events, Ngāpuhi Roadshow, Fonterra's Engineering and Delegates Conference, Chemist Warehouse end-of-year function, and BCITO Graduation.

In the sports realm FMG Stadium Waikato kicked off Q1 with Waikato Rugby's Mooloo Open Day, leading into National Provincial Cup (NPC) and Farah Palmer Cup (FPC) fixtures throughout both quarters. October began with a victory as the Waitomo Group Waikato Women clinched the Farah Palmer Cup Final on home turf. This was followed by the NZ Secondary Schools Tournament, showcasing the next generation of rugby talent. In November, international football returned to FMG Stadium Waikato with a sell-out FIFA '26™ qualifier game, where the All Whites faced Vanuatu, drawing massive local support. FMG Stadium Waikato closed out the quarter with an array of exciting event announcements for 2025 and a digital billboard campaign across the city highlighting upcoming Freestyle Kings, One NZ Warriors, All Blacks and provincial rugby tournaments locked in for the New Year.





# SIX-MONTHLY ACTIVITY REVIEW

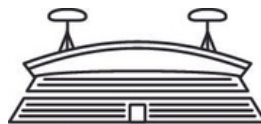


## SEDDON PARK

Seddon Park was a vibrant venue in the first two quarters of 2024, hosting a variety of events. Q1 was spent preparing for a series of notable cricket events in Q2. In October, the Northern Districts Men faced off against the Wellington Firebirds in a Ford Trophy fixture, followed by another match in November against Auckland. The White Ferns brought their World Cup Trophy Tour to Hamilton with a stop at Seddon Park, and then it was straight into more domestic cricket with the Plunket Shield. December was highlighted by the highly anticipated BLACKCAPS vs. England 3rd Test, which ran from December 14-18, drawing significant international and domestic visitors. The festive atmosphere was further enhanced with a city-pride campaign welcoming visitors and encouraging Hamiltonians to get behind the team. The Super Smash cricket season started strong at Seddon Park with a Northern Brave double-header against Auckland on Boxing Day. In addition to cricket, Seddon Park hosted the Sealed Air Long Service Awards, honouring long-term employees, the Wine Community Tasting, a highlight for wine enthusiasts, and the Cancer Society Volunteer event, recognizing the contributions of dedicated volunteers.

## Hamilton Gardens - Visitor Entry Precinct Venues

In September 2024, Hamilton Gardens opened its new visitor entry precinct and refurbished hireable event spaces. Respective teams from both H3 and Hamilton Gardens now combine their business development, event operations, delivery skills, and extensive knowledge to provide clients with a seamless event experience and further enhanced offerings. Since the re-opening of the refurbished spaces, the venue has hosted a range of events and meetings from the community, business and wedding and private bookers. Harcourts hosted several events and meetings at the Hamilton Gardens, so too did Greenlea. Other business bookings included Craigs Investment Partners, Dairy NZ, Gallagher, Mercury Energy, Tompkins Wake and Tuatahi. The space is proving a popular space for small to medium sized business events.

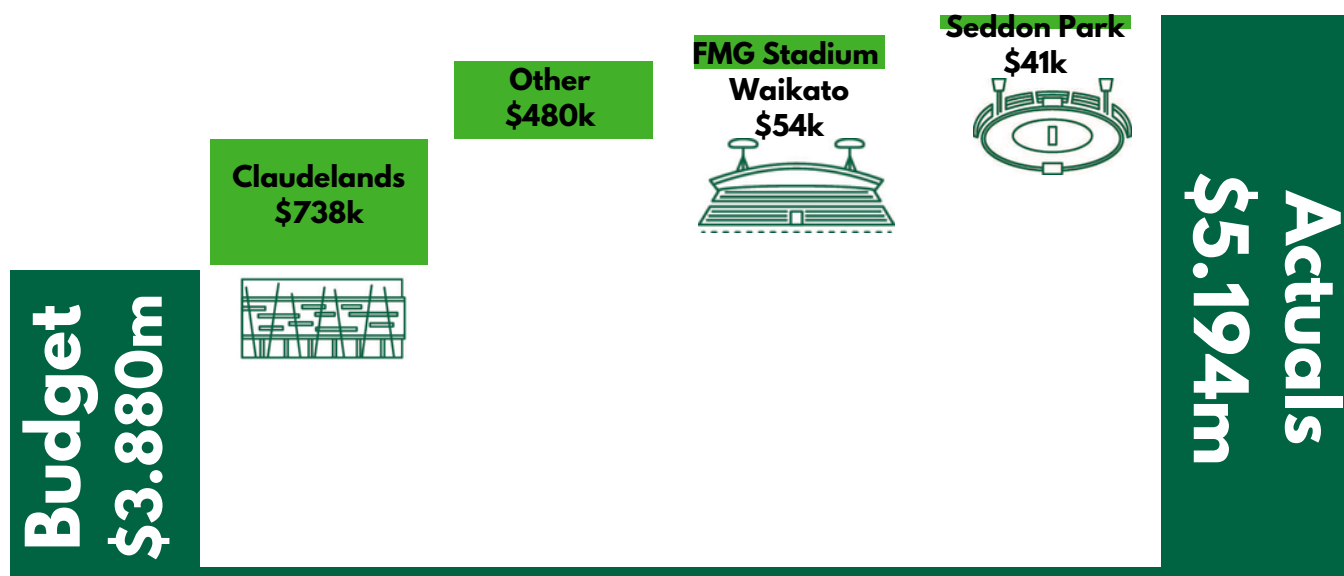


# REVENUE ANALYSIS

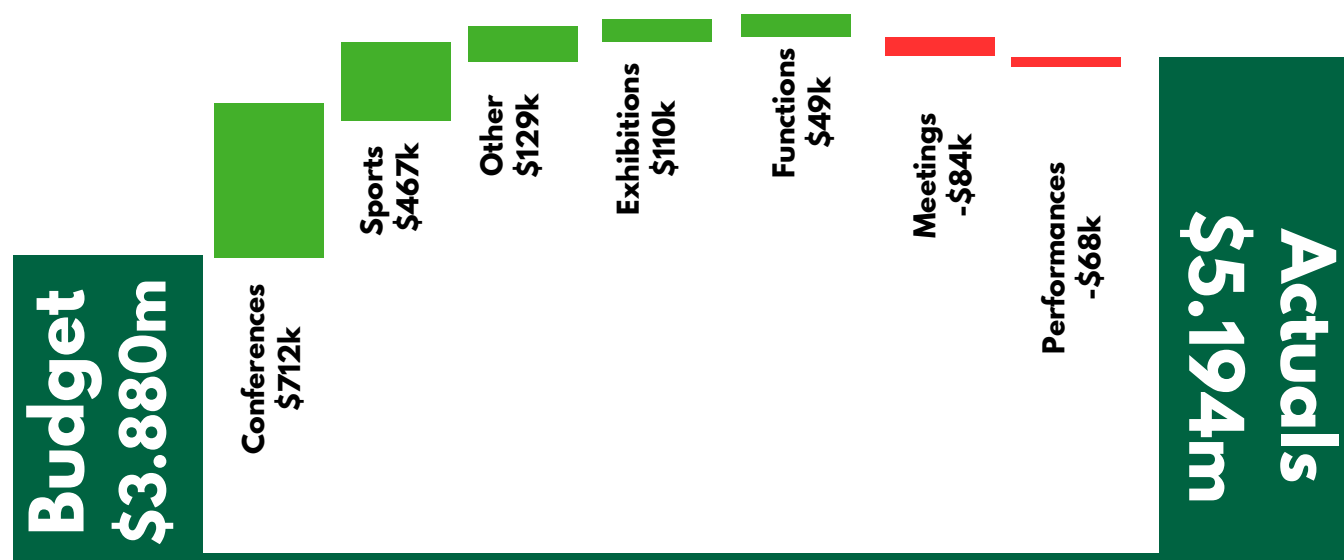
1 JULY TO 31 DECEMBER 2024



## By Venue



## By Activity





# FINANCIAL SUMMARY



## H3 FINANCIAL RESULTS - 1 JULY TO 31 DECEMBER 2024 (\$'000)

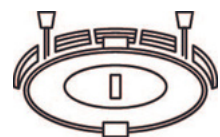
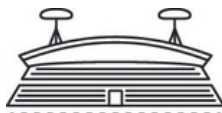
PRIOR YEAR ACTUAL 2023/24		ACTUAL YTD	BUDGET YTD	VARIANCE FAV/(UNFAV)	ANNUAL BUDGET
<b>REVENUE</b>					
-	Capital Revenue	-	-	-	-
7,577	Revenue from Activities	5,194	4,077	1,118	7,208
<b>7,577</b>	<b>TOTAL REVENUE</b>	<b>5,194</b>	<b>4,077</b>	<b>1,118</b>	<b>7,208</b>
<b>DIRECT OPERATING COSTS</b>					
3,090	Cost of Sales	1,804	1,437	(367)	2,674
3,449	Personnel Costs	3,108	3,287	179	6,648
1,187	Operating & Maintenance Costs	1,005	1,358	353	3,056
1,344	Property Costs	1,710	1,849	139	2,918
488	Professional & Admin Costs	389	461	68	932
<b>9,558</b>	<b>TOTAL DIRECT OPERATING COSTS</b>	<b>8,016</b>	<b>8,392</b>	<b>376</b>	<b>16,228</b>
<b>(1,982)</b>	<b>DIRECT OPERATING SURPLUS(DEFICIT)</b>	<b>(2,822)</b>	<b>(4,315)</b>	<b>1,492</b>	<b>(9,020)</b>
381	Indirect Revenue	366	234	133	467
<b>Indirect Overhead Costs</b>					
2,315	Council Overhead Allocation	1,721	2,057	336	4,114
4,018	Depreciation & Amortisation	3,969	4,025	56	8,050
15	Gains & Losses	0	-	(0)	-
1,109	Finance Costs	1,357	1,047	(310)	2,094
<b>7,457</b>	<b>Total Indirect Costs</b>	<b>7,047</b>	<b>7,129</b>	<b>82</b>	<b>14,258</b>
<b>(7,076)</b>	<b>Net Indirect Costs</b>	<b>(6,681)</b>	<b>(6,895)</b>	<b>215</b>	<b>(13,791)</b>
<b>(9,057)</b>	<b>SURPLUS / (DEFICIT)</b>	<b>(9,503)</b>	<b>(11,212)</b>	<b>1,709</b>	<b>(22,811)</b>

### Notes:

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

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

Operating and Maintenance - Maintenance costs are currently lower than budget, partially offset by increased costs of sales from increased event activity.



# EVENT ECONOMICS EVALUATIONS



There has been a request for more analysis of the impact of H3 business on the city from an economic and social perspective. To date, budget limitations have precluded a full analysis. Recently, a [report](#) was released by Infometrics on the impact of Te Pae Convention Centre in Christchurch. Te Pae Christchurch Convention Centre was built and is owned by Crown Infrastructure Delivery, on behalf of the New Zealand Government. The report confirmed that in the year to November 2024, Te Pae and its convention attendees alone contributed an estimated \$63 million to the economy of Canterbury, supporting 631 FTE jobs in the region. This includes both the direct economic impact of Te Pae's operations and the broader effects of spending by convention visitors. We are currently exploring options with Infometrics for a similar Hamilton-based report however the costs are likely to be prohibitive. Currently, H3 does undertake some analysis on an event-by-event basis, with a snapshot of a recent event provided below:

## Blackcaps v England Test Match - Dec 2024

Type - International Sport (cricket)

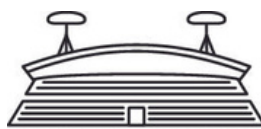
Venue - Seddon Park

Attendees - 10,492

Visitors - 6,765

Visitor nights - 11,645

Visitor Expenditure - \$2,386,717 spent in Hamilton







H3

Hamilton  
Gardens

Seddon Park | HAMILTON

CLAUDELANDS

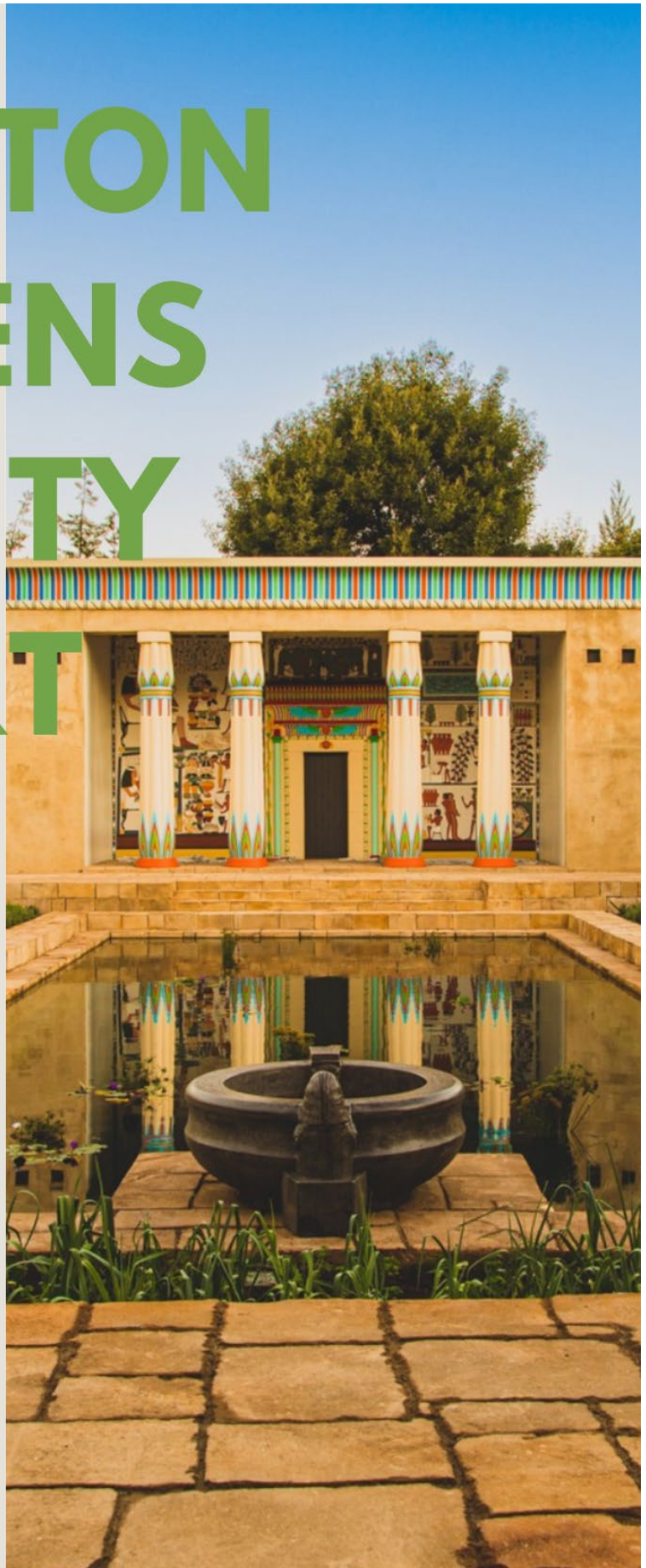
FMG Stadium Waikato



# HAMILTON GARDENS ACTIVITY REPORT

SIX-MONTHLY  
REPORT  
1 JULY - 31  
DECEMBER 2024

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# SIX-MONTHLY 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 six monthly activity from 1 July to 31 December 2024 and was prepared for Council's Economic Development Committee meeting on 27 March 2025.

## 177,368

VISITORS TO  
ENCLOSED GARDENS

It was a strong six months of operation for Hamilton Gardens, marked by significant developments and initiatives aimed at enhancing visitor experience and community engagement. Hamilton Gardens reported additional revenue above budget of \$121k for the period, with the net operating position at 31 December 2024 favourable by \$94k.

### ACTIVITY UPDATES

**Paid Entry and Passes:** Paid entry to Hamilton Gardens was introduced at \$20 per person for visitors outside of Hamilton. MyGardens Passes were introduced for Hamilton residents to continue accessing the Enclosed Gardens for free, while out-of-town visitors can purchase annual passes for unlimited entry for 12 months. A further summary of this activity is provided within this report.

**Gallagher Visitor Centre:** The new Gallagher Visitor Centre and entry precinct at Hamilton Gardens opened on 18 September 2024. Named in partnership with Gallagher, an international tech firm, and designed to embody the spirit of manaakitanga (hospitality), this centre enhances visitor experience by efficiently managing visitor flow, improving accessibility, and providing greater comfort and security.

**Enhanced Venue Hire Spaces:** Enhanced venue hire spaces were introduced as part of the entry precinct development. These spaces offer versatile options for events and gatherings, catering to a wide range of functions and enhancing the gardens' appeal as an event destination.

**Front of House Team:** A new Front of House team was established to provide excellent customer service and support to visitors. This team plays a crucial role in ensuring a smooth and enjoyable experience for all guests.

**Retail Space:** A new retail space was launched as part of the Gallagher Visitor Centre. This space offers a variety of locally-made products and garden-themed merchandise, including products inspired by Hamilton Gardens or using flowers and produce gathered on-site, providing visitors with unique shopping options.

### INITIATIVES

**Marketing 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.

**Pekapeka Tours:** The popular Pekapeka Tours were reintroduced for the 2024/2025 summer season starting on 31 October and running through until mid-February. Run in partnership with GoEco, these tours are extremely popular with most tours fully booked.

## SIX-MONTHLY ACTIVITY REVIEW CONTINUED



### INITIATIVES - CONTINUED

**Community Events:** Hamilton Gardens supported the Friends of Hamilton Gardens to run a number of community-focused events, including the Scarecrow Festival and a Bonsai event in the Japanese Garden, with more events planned for 2025.

**NZ Gardener Magazine Event:** In early November, Hamilton Gardens collaborated with NZ Gardener Magazine on a special event to celebrate 80 years of the magazine in print. This event included a talk from the magazine's current editor in one of the Enclosed Gardens, goodie bags, canapés, and a glass of bubbles on arrival for guests. This type of collaboration was a first for Hamilton Gardens, with more special events planned through 2025.

### DEVELOPMENTS:

**Medieval Garden Project:** The final external funding needed for the Medieval Garden project was 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 for prayer and contemplation, with an expected opening in summer 2025.

**Chinese Tour Guide Option:** A Chinese tour guide option was introduced for the Highlights Tours. This addition aims to cater to the growing number of Chinese-speaking visitors, providing them with an enriched and more accessible tour experience. The hope is to add additional language options in the future.

**Kids Activity Sheet:** Alongside the opening of the Gallagher Visitor Centre, Hamilton Gardens relaunched an updated Kids Activity Sheet. With the Kids Activity Sheet, children are encouraged to discover the wonder of the gardens, tackle fun tasks, and uncover hidden gems along the way. Upon completion, adventurers will gain their official Garden Bud or Garden Ranger badge. Our Garden Bud activity sheet is best for kids aged 3-6 years, and our Garden Rangers sheet is best for kids aged 6-10 years. Both sheets are best completed with an adult.

# FINANCIAL SUMMARY



Item 9

## HAMILTON GARDENS FINANCIAL RESULTS - 1 JULY TO 31 DECEMBER 2024 (\$000)

PRIOR YEAR ACTUALS 2023/24		ACTUALS YTD	BUDGET YTD	VARIANCE FAV/(UNFAV)	ANNUAL BUDGET
<b>REVENUE</b>					
-	Subsidies and Grants	-	-	-	-
120	Capital Revenue	-	-	-	1,785
190	Revenue from Activities	1,474	1,353	121	3,335
<b>310</b>	<b>TOTAL REVENUE</b>	<b>1,474</b>	<b>1,353</b>	<b>121</b>	<b>5,120</b>
<b>DIRECT OPERATING COSTS</b>					
43	Cost of Sales	133	129	(4)	175
1,205	Personnel Costs	1,953	1,928	(25)	3,867
678	Operating & Maintenance Costs	916	939	23	1,724
60	Property Costs	124	121	(3)	174
30	Professional & Admin Costs	220	201	(19)	421
<b>2,017</b>	<b>TOTAL DIRECT OPERATING COSTS</b>	<b>3,346</b>	<b>3,319</b>	<b>(27)</b>	<b>6,362</b>
<b>(1,706)</b>	<b>DIRECT OPERATING SURPLUS (DEFICIT)</b>	<b>(1,872)</b>	<b>(1,966)</b>	<b>94</b>	<b>(1,242)</b>
136	Indirect Revenue	87	65	22	130
<b>Indirect Overhead Costs</b>					
382	Council Overhead Allocation	660	894	237	1,789
516	Depreciation & Amortisation	780	705	(75)	1,410
-	Gains & Losses	0	-	(0)	-
396	Finance Costs	323	298	(26)	595
<b>1,295</b>	<b>Total Indirect Costs</b>	<b>1,764</b>	<b>1,897</b>	<b>136</b>	<b>3,794</b>
<b>(1,158)</b>	<b>Net Indirect Costs</b>	<b>(1,677)</b>	<b>(1,832)</b>	<b>155</b>	<b>(3,663)</b>
<b>(2,865)</b>	<b>SURPLUS / (DEFICIT)</b>	<b>(3,549)</b>	<b>(3,797)</b>	<b>249</b>	<b>(4,905)</b>

Attachment 3

### Notes:

Revenue - Increased revenue due to paid admission.

Personnel costs - Increased costs due to casual staff demands for new Visitor Arrival Centre.

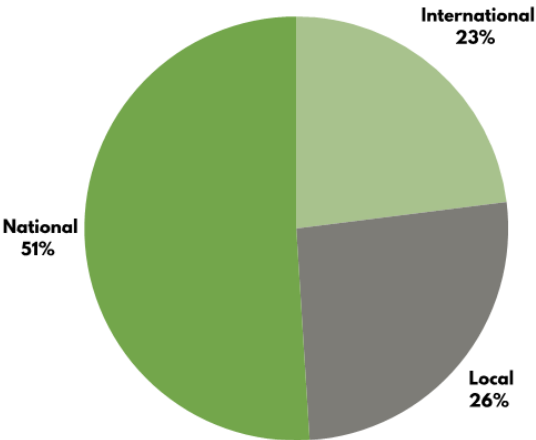
# ADMISSIONS SUMMARY



## PAID ENTRY AND MYGARDENS PASS UPDATE

From 1 July – 31 December 2024, there has been a total of 177,895 visitors to the enclosed gardens at Hamilton Gardens. Since paid entry, 26% of visitation are made up of Local Hamiltonians, 51% from National regions and 23% from international tourists.

GRAPH 1: BREAKDOWN OF VISITATION 1 JULY - 31 DECEMBER 2024



### LOCAL BREAKDOWN - HAMILTONIANS

#### Number of MyGardens residents passes issued

30,828

30,828 Hamiltonians have redeemed their MyGardens Pass, roughly 16% of the population of Hamilton. (Population data sourced from infometrics – 192,000 as at 2024)

#### Number of Hamiltonian Visits

24,481

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

### PAID ENTRY DETAILS

#### NUMBER OF PAID ENTRY VISITS

70,170

70,170 paying customers visited the Hamilton Gardens (enclosed gardens), making up 74% of total visitation.

#### Number of My Gardens Annual Passes issued

2,420



# ADMISSIONS SUMMARY CONTINUED

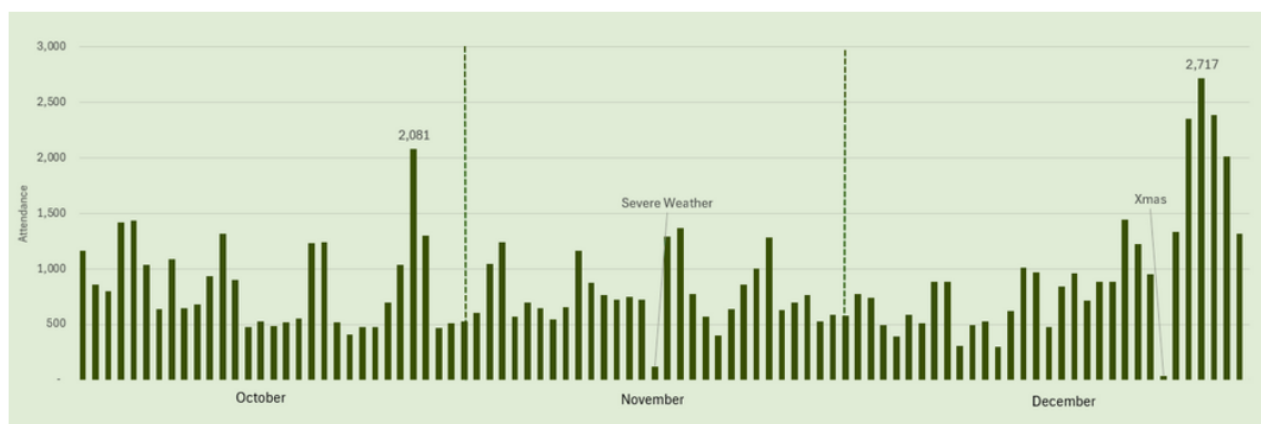


Item 9

## DAILY VISITATION TO ENCLOSED GARDENS - A DEEP DIVE

- Visitation has shown a consistent pattern across the three full months of paid entry, with clear attendance spikes in weekends and upward lift in summer.
- During the summer season, attendance was at its highest on Saturday 28 December with 2,717 visitors through the Enclosed Gardens due to it being both a weekend day and during the holiday period.
- There is also an uplift in attendance in October due to the Labour Day long weekend (2,081).
- In mid-November there is a drop in attendance due to severe weather (heavy rain) and on Christmas day the Gardens were closed hence the low attendance on this day.

**GRAPH 2: DAILY VISITATION OCTOBER - DECEMBER 2024**



Attachment 3





# TE KAARORO ACTIVITY REPORT

SIX-MONTHLY  
REPORT  
1 JULY - 31  
DECEMBER 2024

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**Te Kaaroro**  
NATURE PRECINCT

Hamilton Zoo | Waiwhakareke Natural Heritage Park



**Hamilton  
City Council**  
Te kaunihera o Kirikiriroa



Item 9

Attachment 4

# SIX-MONTHLY ACTIVITY REVIEW



**Te Kaaroro**  
NATURE PRECINCT

Hamilton Zoo | Waiwhakareke Natural Heritage Park

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) six monthly activity from 1 July to 31 December 2024 and was prepared for Council's Economic Development Committee meeting on 27 March 2025.

Te Kaaroro has continued to grow and engage with the community over the first half of the financial year, with exciting developments across events, animal arrivals, conservation efforts, and infrastructure projects. Te Kaaroro reported additional revenue above budget of \$243k for the period, with the net operating position on 31 December 2024 favourable by \$140k.

## Animal and Activity Update

Animal care and conservation remain a priority. On July 11th, Jabali the giraffe arrived from Auckland Zoo, joining the existing herd as part of a regionally managed program for non-breeding male giraffes. Other arrivals this quarter included a female meerkat from Auckland, a young male cockatoo from the South Island, and three male capuchin monkeys from Perth Zoo.

In August, the zoo welcomed the birth of porcupine twins, bringing the porcupine group to seven. Wildlife rehabilitation efforts also continued, with 84 wild birds treated in 2024 so far, including 21 in the second quarter. This marks a significant increase from 2023.

Community engagement and conservation efforts remain central to the zoo's mission. In July, Hamilton Zoo marked World Chimpanzee Day with a silent auction and raffle to raise funds for the Jane Goodall Institute Australia's Musee Vivant Redevelopment Project. Dame Jane Goodall was at Hamilton Zoo to support the efforts.

In September, Waiwhakareke Natural Heritage Park celebrated its 20th anniversary, recognizing two decades of ecological restoration. More than 500,000 native plants have been planted by dedicated staff and volunteers, creating a flourishing habitat for native wildlife.

Hamilton Zoo's inaugural Boo at the Zoo event on November 2nd was a resounding success, drawing 1,400 attendees. Families and children enjoyed Halloween-themed activities, decorated exhibits, and a unique opportunity to experience the zoo in a festive setting. Feedback was overwhelmingly positive, with many visitors eager to return next year. Events like this not only enhance visitor experience but also contribute to increased attendance and stronger community connections.

## Project Update

Infrastructure improvements are progressing well, with construction of the zoo's utility corridor well underway. These upgrades will enhance operational efficiency and support the zoo's long-term sustainability.

# 89,342

NUMBER OF VISITORS TO  
HAMILTON ZOO

# 19,077

NUMBER OF VISITORS TO  
WAIWHAKAREKE NATURE  
HERITAGE PARK



Viewing boardwalk at Horseshoe Lake (Lake Waiwhakareke)



# FINANCIAL SUMMARY

## TE KAARORO FINANCIAL RESULTS - 1 JULY TO 31 DECEMBER 2024 (\$000)

PRIOR YEAR ACTUAL 2023/24		ACTUALS YTD	BUDGET YTD	VARIANCE FAV/(UNFAV)	ANNUAL BUDGET
<b>REVENUE</b>					
219	Subsidies and Grants	40	40	-	80
5	Capital Revenue	43	-	43	2,310
1,569	Revenue from Activities	1,655	1,455	200	2,778
<b>1,793</b>	<b>TOTAL REVENUE</b>	<b>1,737</b>	<b>1,495</b>	<b>243</b>	<b>5,168</b>
<b>DIRECT OPERATING COSTS</b>					
103	Cost of Sales	82	80	(2)	160
2,472	Personnel Costs	2,898	2,891	(8)	5,832
854	Operating & Maintenance Costs	852	815	(38)	1,906
123	Property Costs	185	163	(22)	248
99	Professional & Admin Costs	176	141	(34)	303
<b>3,650</b>	<b>TOTAL DIRECT OPERATING COSTS</b>	<b>4,193</b>	<b>4,090</b>	<b>(103)</b>	<b>8,448</b>
<b>(1,857)</b>	<b>DIRECT OPERATING SURPLUS/ (DEFICIT)</b>	<b>(2,456)</b>	<b>(2,595)</b>	<b>140</b>	<b>(3,280)</b>
104	Indirect Revenue	147	109	37	219
<b>Indirect Overhead Costs</b>					
334	Council Overhead Allocation	846	1,154	309	2,309
472	Depreciation & Amortisation	187	798	610	1,596
18	Gains & Losses	58	-	(58)	-
301	Finance Costs	544	500	(44)	1,001
<b>1,125</b>	<b>Total Indirect Costs</b>	<b>1,636</b>	<b>2,453</b>	<b>817</b>	<b>4,906</b>
<b>(1,021)</b>	<b>Net Indirect Costs</b>	<b>(1,489)</b>	<b>(2,343)</b>	<b>855</b>	<b>(4,687)</b>
<b>(2,879)</b>	<b>SURPLUS / (DEFICIT)</b>	<b>(3,944)</b>	<b>(4,939)</b>	<b>994</b>	<b>(7,967)</b>

### Notes:

Revenue: Increased revenue due to unbudgeted donations received and increased retail sales.

Personnel: Increased costs due to casual staffing demands.

Operating & Maintenance Costs: Increase in vet related expenses linked to animal health checks and increase in medication costs.

Property Costs: Electricity costs have increased due to higher than expected power use.

Depreciation: Actuals reflect accrual reversed relating to last FY.





# TE WHARE TAONGA O WAIKATO MUSEUM & GALLERY

**SIX-MONTHLY  
ACTIVITY REPORT**

**1 JULY - 31 DECEMBER  
2024**

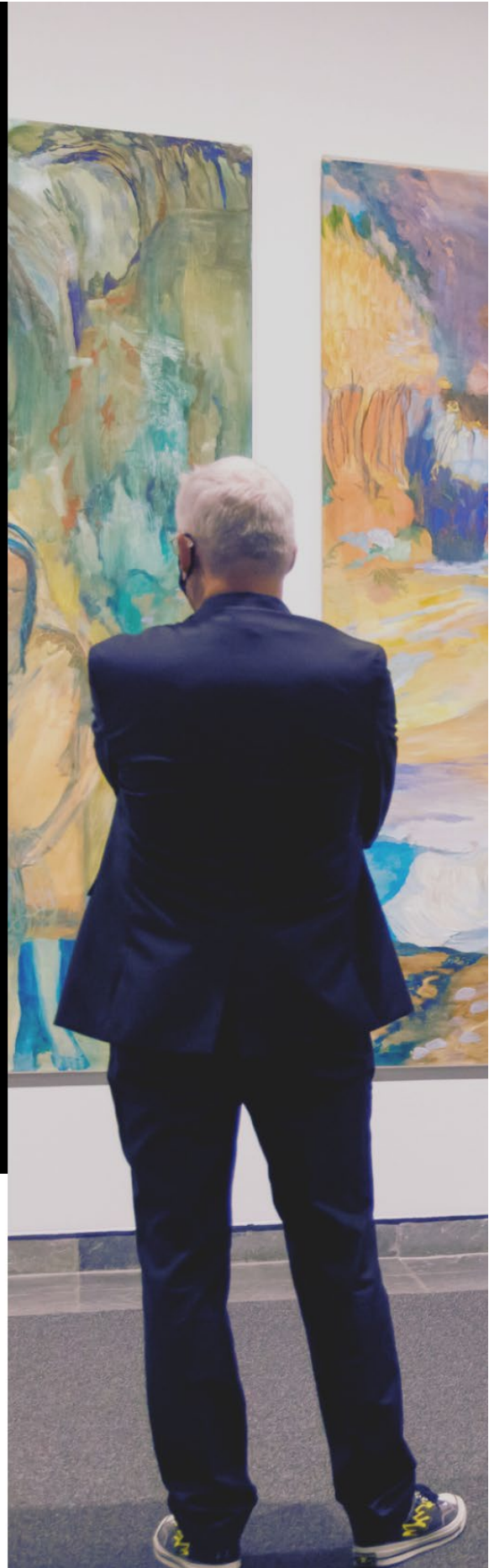
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**TE WHARE TAONGA  
O WAIKATO  
MUSEUM & GALLERY**



**Hamilton  
City Council**  
Te kaunihera o Kirikiriroa



Item 9

Attachment 5

# SIX-MONTHLY ACTIVITY REVIEW



TE WHARE TAONGA O WAIKATO  
MUSEUM & GALLERY

Te Whare Taonga O Waikato Museum & Gallery's purpose is 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 six-monthly activity from 1 July to 31 December 2024 and was prepared for Council's Economic Development Committee meeting on 27 March 2025.

**22,550**  
VISITORS FROM  
JULY - DEC 2024

## SUMMARY

For the majority of this period (July - Dec 2024), the main Museum building was closed due to a long-awaited renewals programme. There were minimal visitor-focused activities apart from Exscite (our interactive centre for discovery) which remained open through a temporary riverside entrance. The Museum re-opened to the public from Thursday 12 December 2024 with improved facilities, new exhibitions, and an updated name - *Te Whare Taonga o Waikato Museum & Gallery*. The Museum reported additional revenue above budget of \$58k for the period, with the net operating position on 31 December 2024 favourable by \$159k due to ongoing management of operating expenditure.

## RE-OPENING

Multiple events and celebrations marked the re-opening and welcomed eager visitors back, with extremely positive feedback shared about the new entranceway and redeveloped forecourt, the fresh look and feel of the interior with new flooring, as well as the removal of gallery walls to open the building views to the river.

The re-opening aligned with a complete rebrand including improved wayfinding throughout the building. Additionally, a redesigned website was launched with the refreshed visual design with improved user experience and more robust 'backend' platform.

## EXHIBITIONS

Before closing on 21 July, the exhibition "Six Extinctions" finished its four-month run, attracting high visitation numbers and proving popular with the public and educators.

The December re-opening aligned with the launch of the summer exhibition programme, including supporting education and public programme events. New exhibitions included "Astronomy Photographer of the Year" as the lead paid-entry exhibition and "He Aa I Uta, He Aa I Tai: Weaving the Elements" which showcases work by members of Te Roopu Raranga Whatu o Aotearoa, the National Weavers Collective. Te Whare Taonga o Waikato Museum & Gallery also revealed a significant improvement to the Whare Waka gallery which houses Te Winika thanks to a new interactive kiosk rich with accessible information about this majestic waka taua.

## EXSCITE

In advance of the winter school holidays, the fully refreshed centre for discovery opened to positive feedback for its interactive and engaging nature. Exscite was able to remain open throughout the construction period. As well as general visitors, several public programmes were held in the space, including the immensely successful 'Penguin Party' event held in partnership with the JuNats.



# FINANCIAL SUMMARY



## TE WHARE TAONGA O WAIKATO MUSEUM & GALLERY FINANCIAL RESULTS - 1 JULY TO 31 DECEMBER 2024 (\$'000)

PRIOR YEAR ACTUAL 2023/24		ACTUAL YTD	BUDGET YTD	VARIANCE FAV/(UNFAV)	ANNUAL BUDGET
<b>REVENUE</b>					
5	Subsidies and Grants	-	-	-	18
-	Capital Revenue	-	-	-	-
229	Revenue from Activities	206	148	58	352
<b>234</b>	<b>TOTAL REVENUE</b>	<b>206</b>	<b>148</b>	<b>58</b>	<b>370</b>
<b>DIRECT OPERATING COSTS</b>					
16	Cost of Sales	18	10	(8)	25
1,159	Personnel Costs	1,227	1,245	18	2,510
379	Operating & Maintenance Costs	408	452	43	1,101
207	Property Costs	252	293	41	409
54	Professional & Admin Costs	62	67	6	191
<b>1,816</b>	<b>TOTAL DIRECT OPERATING COSTS</b>	<b>1,967</b>	<b>2,067</b>	<b>100</b>	<b>4,237</b>
<b>(1,583)</b>	<b>DIRECT OPERATING SURPLUS/ (DEFICIT)</b>	<b>(1,761)</b>	<b>(1,920)</b>	<b>159</b>	<b>(3,867)</b>
18	Indirect Revenue	20	15	5	30
<b>Indirect Overhead Costs</b>					
609	Council Overhead Allocation	440	580	140	1,160
395	Depreciation & Amortisation	402	451	48	902
144	Gains & Losses	0	-	(0)	-
52	Finance Costs	76	70	(6)	139
<b>1,200</b>	<b>Total Indirect Costs</b>	<b>919</b>	<b>1,100</b>	<b>182</b>	<b>2,200</b>
<b>(1,182)</b>	<b>Net Indirect Costs</b>	<b>(898)</b>	<b>(1,085)</b>	<b>187</b>	<b>(2,170)</b>
<b>(2,765)</b>	<b>SURPLUS / (DEFICIT)</b>	<b>(2,659)</b>	<b>(3,005)</b>	<b>346</b>	<b>(6,037)</b>

Notes:

Revenue - Favourable due to insurance proceeds

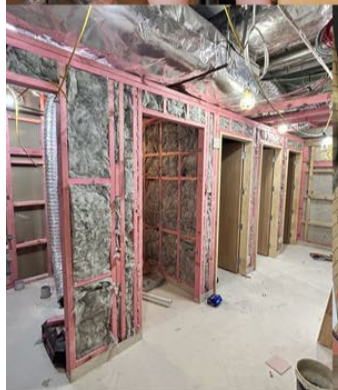
Property Costs - Electricity costs have decreased due to changes in HVAC controls

Item 3

Attachment 3



# TE WHARE TAONGA O WAIKATO MUSEUM & GALLERY



# Council Report

Item 10

**Committee:** Economic Development Committee

**Date:** 27 March 2025

**Author:** Sean Murray

**Authoriser:** Sean Murray

**Position:** General Manager Destinations

**Position:** General Manager Destinations

**Report Name:** Event Sponsorship Policy Review

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

1. To inform the Economic Development Committee on the review of the Event Sponsorship Policy and seek a recommendation from the Committee to Council for approval of the reviewed Event Sponsorship Policy.

## Staff Recommendation - *Tuutohu-aa-kaimahi* (Recommendation to the Council)

2. That the Economic Development Committee:
  - a) receives the report; and
  - b) recommends that the Council approves the draft Event Sponsorship Policy (as set out in **Attachment 2** of the staff report).

## Executive Summary - *Whakaraapopototanga matua*

3. The current Event Sponsorship Policy was adopted in 2022 and is due for a scheduled review in March 2025.
4. The policy was last fully reviewed in 2016, when the policy was updated to reflect the current operating and highly contestable environment for the application of Council's Event Sponsorship Fund.
5. Staff have reviewed the policy and have concluded that the Event Sponsorship Policy is fit for purpose, working well and only requires minor updates.
6. The policy requires updates prior to the 2025-26 event sponsorship fund application and approvals round, scheduled for April - May 2025.
7. Staff consider the matters in this report have low significance and that the recommendations comply with the Council's legal requirements.

## Discussion - *Matapaki*

8. The purpose of the Event Sponsorship Policy is to set the strategic alignment and operating framework for the Event Sponsorship Fund and the application and approval process.

9. The primary goal of the policy is to enhance the utilization of the fund for wider economic development purposes, particularly by boosting Hamilton's profile and attracting visitors. It also acknowledges that community benefits will naturally follow.
10. Staff have reviewed the policy and given the assigned budget and scale of support options, have concluded that the Event Sponsorship Policy is fit for purpose, working well and only requires minor updates.
11. The reviewed policy continues to reflect the current operating and highly contestable environment for the application of Council's Event Sponsorship fund.
12. A tracked changed policy is attached as **Attachment 1** and a clean version is attached as **Attachment 2**.
13. The reviewed policy will be in use for the 2025-26 financial year event sponsorship funding application approval process, due to be reported to the Economic Development Committee meeting on 22 May 2025.
14. A copy of the reviewed policy was provided to the Committee Chair for feedback during the review process.

### Options

15. The Committee can either approve the proposed updates to the policy or request different modifications.
16. Staff recommend the reviewed policy is endorsed. As widely canvassed with Elected Members, in the medium term, this policy would only need a more thorough review if the Council was to significantly increase sponsorship funding, if an extraordinary opportunity arose, or if the city experienced a substantial increase in commercial accommodation options.

### Financial Considerations - *Whaiwhakaaro Puutea*

17. This is a regular operating activity funded through the 2024-34 Long-Term Plan. The amount of funding available for funding distribution is set through the budgeting processes in the Annual Plan and Long-Term Plan.
18. Council's Event Sponsorship Fund is budgeted at \$500,000 in 2025/26. There were no costs incurred to review the policy.

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

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

### Climate Change Impact Statement

20. Staff have assessed this option against the Climate Change Policy for both emissions and climate change adaptation. Staff have determined no adaptation or emissions assessment is required.

### Wellbeing Considerations - *Whaiwhakaaro-aa-oranga tonutanga*

21. The purpose of Local Government changed on the 14 May 2019 to include promotion of the social, economic, environmental and cultural wellbeing of communities in the present and for the future ('the 4 wellbeings').
22. The subject matter of this report has been evaluated in terms of the 4 wellbeings during the process of developing this report as outlined below.



23. The recommendations set out in this report are consistent with that purpose.

### **Social**

24. The Event Sponsorship Policy drives event activity which promotes social opportunities for Hamiltonians and visitors to the city to enjoy and participate in, creating a vibrant and diverse city.

### **Economic**

25. The Event Sponsorship Policy drives event activity which brings economic return to the city by way of visitor expenditure that would not otherwise come to Hamilton and increased use of local business suppliers employed to provide services to support event activity.

### **Environmental**

26. There are no known environmental impacts in relation to this activity.

### **Cultural**

27. The Event Sponsorship Policy drives event activity helps promote cultural events and awareness of our heritage and history for Hamiltonians and visitors to the city to enjoy and participate in.

### **Risks - *Tuuraru***

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

### **Significance & Engagement Policy - *Kaupapa here whakahira/anganui***

29. Staff have considered the key considerations under the Significance and Engagement Policy and have assessed that the recommendation(s) in this report has/have a low level of significance.
30. Given the low level of significance determined, the engagement level is low. No engagement is required.

### **Attachments - *Ngaa taapirihanga***

Attachment 1 - Event Sponsorship Policy 2025 - draft with tracked changes

Attachment 2 - Event Sponsorship Policy 2025 - clean version

First adopted:	April 2013
Revision dates/version:	1 March 202 <del>5</del> <sup>2</sup>
Next review date:	1 March 202 <del>8</del> <sup>5</sup>
Engagement required:	N/A
Document Number/Tahi location	<del>D-4976676 / Event Sponsorship Policy – March 2022 FINAL</del> <u>Approved.docx</u>
Associated documents:	N/A
Sponsor/Group:	General Manager <del>Venues, Tourism and Events</del> <u>Destinations Group</u>

## Event Sponsorship Policy

### *Ko te Puutaketanga*

### Purpose

1. The purpose of this Policy is to provide guidelines and criteria for the Economic Development Committee to allocate annual event sponsorship ~~its~~ funding.
2. This Policy seeks to ensure best value for Council's investments in event sponsorships by providing easy to understand, fair and transparent decision-making criteria.
3. The Event Sponsorship Policy is primarily aligned to Council's mission to help build a more vibrant, attractive and prosperous city with its partners.

### *Ko te Whaanuitanga*

### Scope

3. ~~This Policy applies to the Council elected members, staff and organisations or groups who are seeking event sponsorship funding from Council, via its annual event sponsorship funding allocation process.~~

### *Ko ngaa Tikanga Whakahaere Kaupapahere*

### Principles of Policy

4. The Events Sponsorship Fund is one part of a mix of core Council initiatives to generate, nurture and stage a portfolio of events within Hamilton to the benefit of visitors and residents of Hamilton and the wider Waikato region. The events strategies pursued by Council are best described as follows:
  - a. Promotion of Hamilton as a business and event visitor destination of note.
  - b. Council's capital and operating investment in a wide range of infrastructure and event facilities and supporting services.
  - c. Commercial event fixtures attracted through H3 business development activity that are fully self-funded.
  - d. Events Activation Fund (administered by the ~~Venues, Tourism and Events~~Destinations Group).
  - e. The Events Sponsorship Fund.
5. Underpinning this is Council's vision for Hamilton and its priority to have a fun city with lots to do.

### **Ko ngaa Tikanga Policy**

6. The application of the Event Sponsorship Fund will focus on larger event opportunities where exposure will reach well beyond Hamilton, delivering high-profile coverage; and where it will attract significant numbers of visitors from outside Hamilton and the region, and great community engagement and participation.
7. All application assessments will be considered both collectively (with other applications) and independently upon their respective merit in order to ensure a balanced portfolio of event categories (types) and year-round weighting. There will be three primary categories considered:
  - a. **Emerging** events that are new and warrant a kick start sponsorship investment as they are seen to have significant long-term growth potential for the city.
  - b. **Cornerstone** long-standing events that have proven performance in delivering high profile for Hamilton, add to the city's value proposition and where Council's ongoing sponsorship support will drive incremental visitation and expansion opportunity.
  - c. **Significant** one-off events that present an opportunity to deliver substantial benefits to Hamilton by way of profile, increased visitation and new business opportunities (economic outcome).
8. Principal criteria and guidance for sponsorship assessment include:
  - a. Aligned with the Hamilton City Council's vision, profile and broader strategies.
  - b. Quantified/proven exposure benefits and distinctiveness for Hamilton nationally (and internationally) and across business at large.
  - c. Evidence of target audience/attendance at regional/national/international levels.
  - d. Generation of overnight visitation to the city.
  - e. Significant number of anticipated participants and future growth potential.
  - f. Utilisation of city facilities and assets.
  - g. Quality of organisational capability.
  - h. Strong leverage opportunities and community support.
  - i. Existing interests and relationships that may give rise to a potential conflict of interest.

### **Ko te Aroturukitanga me te Whakatinanatanga Monitoring and Implementation**

#### **Event sponsorship application requirements**

9. Applicants must accept Council's decisions as final. Once approved, under terms of the sponsorship payment schedule, applicants may receive up to 80 percent in advance.
10. Applications will not be accepted to any past sponsored event organiser who has failed to supply a post event report to Council.

#### **Monitoring and performance requirements**

11. Successful applicants must adhere to event milestone reporting up until the event itself

and post evaluation reporting as prescribed by Council through this policy and the deliberations of the Economic Development Committee.

12. Successful applicants will present a final report on events outcomes and achievements against stated objectives within two months of the event.
13. Upon receipt of the post-event report, Council will release the balance of the sponsorship to the event organiser.
14. The Economic Development Committee will be responsible for the allocation of the Council's event sponsorship fund within the terms prescribed by this Policy.
15. Any decision by the Economic Development Committee to approve sponsorship in excess of the allocated event sponsorship fund must be recommended to Council to approve.

#### Fund allocation process

16. The Economic Development Committee will be supported by the ~~Venues, Tourism and Events~~Destinations Group who will administer the sponsorship application process, liaise with all applicants and successful event organisers receiving sponsorship.
17. The ~~Venues, Tourism and Events~~Destinations Group will supply the Economic Development Committee with a copy of the cover sponsorship application form and for each a copy of management's assessment and recommendation for each application.
18. The General Manager ~~Venues, Tourism and Events Group~~Destinations Group may upon approval of the Chair call under urgency a special meeting of the Committee for any warranted urgent approval or issue requiring immediate attention.
19. The Committee will assess all applications both collectively and individually in order to ensure a balanced approach to all approvals is maintained.

#### Financial Accountability

20. Upon advice to the applicant that funding is approved, they will be required to reconfirm that financial information presented with their application is unchanged or otherwise, and confirm that sufficient other funding sources for the event have been secured, before payment by Council will be made.

#### Transparency of information

21. Information about sponsored parties will be available to the public on request and the Council will maintain a register of sponsored parties and sponsorships but not the details of the sponsorship agreement itself.
22. Regular financial and performance audits will be conducted in relation to sponsorship arrangements.

#### Conflict of interest and personal belief

23. Members of the Economic Development Committee, elected members of Council and Hamilton City Council staff must not benefit as a result of sponsorship and must not take, or seek to take, improper advantage of their position in order to obtain benefits for themselves, their family or any other person or organisation. The benefits of sponsorship must go directly to Hamilton City Council.
24. Hamilton City Council will not enter into sponsorship arrangements if members of the Economic Development and/or the ~~Venues, Tourism and Events~~Destinations Group deem the organisation to be in conflict with Hamilton City Council's business or core



values.

25. Any sponsorship arrangement Hamilton City Council undertakes must not compromise Council's or Hamilton's reputation, public image, probity or its ability to fulfil its legal functions and duties.
26. Any sponsorship arrangement must not impose or imply conditions that would limit or be perceived to limit Hamilton City Council's ability to carry out its functions fully and impartially.
27. Conflicts arising from personal relationships or financial arrangements of members of the Economic Development Committee, elected members of Council or Hamilton City Council staff involved in sponsorship assessment, approval, administration or application, will be managed in accordance with the conflict of interest provision of Hamilton City Council's Code of Conduct.

#### **Policy review**

27-28. The Policy will be reviewed every three years, or at the request of Council, or in response to changes legislative and statutory requirements, or in response to any issues that may arise.

#### **Authority**

28-29. The final authority over any sponsorship agreement ultimately rests with the ~~Venues, Tourism and Events~~Destinations Group and it retains discretion not to accept a sponsorship application from any organisation for any reason.

29-30. When an application is not accepted the General Manager ~~Venues, Tourism and Events~~Destinations Group will report that decision to the Economic Development Committee.

#### **Ko ngaa Tohutoro                      References**

31. Council's Community Grants Policy 2023-2026

First adopted:	April 2013
Revision dates/version:	1 March 2025
Next review date:	1 March 2028
Engagement required:	N/A
Document Number/Tahi location	<a href="#">Council Policy Event Sponsorship Policy Updated 2025 review clean copy.docx</a>
Associated documents:	N/A
Sponsor/Group:	General Manager Destinations Group

## Event Sponsorship Policy

### *Ko te Puutaketanga*

### Purpose

1. The purpose of this Policy is to provide guidelines and criteria for the Economic Development Committee to allocate annual event sponsorship funding.
2. This Policy seeks to ensure best value for Council's investments in event sponsorships by providing easy to understand, fair and transparent decision-making criteria.
3. The Event Sponsorship Policy is primarily aligned to Council's mission to help build a more vibrant, attractive and prosperous city with its partners.

### *Ko te Whaanuitanga*

### Scope

4. This Policy applies to the Council elected members, staff and organisations or groups who are seeking event sponsorship funding from Council, via its annual event sponsorship funding allocation process.

### *Ko ngaa Tikanga Whakahaere Kaupapahere*

### Principles of Policy

5. The [Events Sponsorship Fund](#) is one part of a mix of core Council initiatives to generate, nurture and stage a portfolio of events within Hamilton to the benefit of visitors and residents of Hamilton and the wider Waikato region. The events strategies pursued by Council are best described as follows:
  - a. Promotion of Hamilton as a business and event visitor destination of note.
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  - d. Events Activation Fund (administered by the Destinations Group).
  - e. The Events Sponsorship Fund.
6. Underpinning this is Council's vision for Hamilton and its priority to have a fun city with lots to do.

### *Ko ngaa Tikanga* Policy

7. The application of the Event Sponsorship Fund will focus on larger event opportunities

- where exposure will reach well beyond Hamilton, delivering high-profile coverage; and where it will attract significant numbers of visitors from outside Hamilton and the region, and great community engagement and participation.
8. All application assessments will be considered both collectively (with other applications) and independently upon their respective merit in order to ensure a balanced portfolio of event categories (types) and year-round weighting. There will be three primary categories considered:
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    - b. **Cornerstone** long-standing events that have proven performance in delivering high profile for Hamilton, add to the city's value proposition and where Council's ongoing sponsorship support will drive incremental visitation and expansion opportunity.
    - c. **Significant** one-off events that present an opportunity to deliver substantial benefits to Hamilton by way of profile, increased visitation and new business opportunities (economic outcome).
  9. Principal criteria and guidance for sponsorship assessment include:
    - a. Aligned with the Hamilton City Council's vision, profile and broader strategies.
    - b. Quantified/proven exposure benefits and distinctiveness for Hamilton nationally (and internationally) and across business at large.
    - c. Evidence of target audience/attendance at regional/national/international levels.
    - d. Generation of overnight visitation to the city.
    - e. Significant number of anticipated participants and future growth potential.
    - f. Utilisation of city facilities and assets.
    - g. Quality of organisational capability.
    - h. Strong leverage opportunities and community support.
    - i. Existing interests and relationships that may give rise to a potential conflict of interest.

## ***Ko te Aroturukitanga me te Whakatinanatanga* Monitoring and Implementation**

### **Event sponsorship application requirements**

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### **Monitoring and performance requirements**

12. Successful applicants must adhere to event milestone reporting up until the event itself and post evaluation reporting as prescribed by Council through this policy and the deliberations of the Economic Development Committee.

13. Successful applicants will present a final report on events outcomes and achievements against stated objectives within two months of the event.
14. Upon receipt of the post-event report, Council will release the balance of the sponsorship to the event organiser.
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16. Any decision by the Economic Development Committee to approve sponsorship in excess of the allocated event sponsorship fund must be recommended to Council to approve.

#### **Fund allocation process**

17. The Economic Development Committee will be supported by the Destinations Group who will administer the sponsorship application process, liaise with all applicants and successful event organisers receiving sponsorship.
18. The Destinations Group will supply the Economic Development Committee with a copy of the cover sponsorship application form and for each a copy of management's assessment and recommendation for each application.
19. The General Manager Destinations Group may upon approval of the Chair call under urgency a special meeting of the Committee for any warranted urgent approval or issue requiring immediate attention.
20. The Committee will assess all applications both collectively and individually in order to ensure a balanced approach to all approvals is maintained.

#### **Financial Accountability**

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#### **Transparency of information**

22. Information about sponsored parties will be available to the public on request and the Council will maintain a register of sponsored parties and sponsorships but not the details of the sponsorship agreement itself.
23. Regular financial and performance audits will be conducted in relation to sponsorship arrangements.

#### **Conflict of interest and personal belief**

24. Members of the Economic Development Committee, elected members of Council and Hamilton City Council staff must not benefit as a result of sponsorship and must not take, or seek to take, improper advantage of their position in order to obtain benefits for themselves, their family or any other person or organisation. The benefits of sponsorship must go directly to Hamilton City Council.
25. Hamilton City Council will not enter into sponsorship arrangements if members of the Economic Development and/or the Destinations Group deem the organisation to be in conflict with Hamilton City Council's business or core values.
26. Any sponsorship arrangement Hamilton City Council undertakes must not compromise Council's or Hamilton's reputation, public image, probity or its ability to fulfil its legal



functions and duties.

27. Any sponsorship arrangement must not impose or imply conditions that would limit or be perceived to limit Hamilton City Council's ability to carry out its functions fully and impartially.
28. Conflicts arising from personal relationships or financial arrangements of members of the Economic Development Committee, elected members of Council or Hamilton City Council staff involved in sponsorship assessment, approval, administration or application, will be managed in accordance with the conflict of interest provision of Hamilton City Council's Code of Conduct.

#### Policy review

29. The Policy will be reviewed every three years, or at the request of Council, or in response to changes legislative and statutory requirements, or in response to any issues that may arise.

#### Authority

30. The final authority over any sponsorship agreement ultimately rests with the Destinations Group and it retains discretion not to accept a sponsorship application from any organisation for any reason.
31. When an application is not accepted the General Manager Destinations Group will report that decision to the Economic Development Committee.

#### Ko ngaa Tohutoro

#### References

32. [Council's Community Grants Policy](#) 2023-2026

# Council Report

**Committee:** Economic Development Committee

**Date:** 27 March 2025

**Author:** Nicolas Wells

**Authoriser:** Blair Bowcott

**Position:** Strategic Property Manager

**Position:** General Manager Strategy, Growth and Planning

**Report Name:** Strategic Property Update - March 2025

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

1. To inform the Economic Development Committee of:
  - i. the financial performance and position of the Municipal Endowment Fund (MEF) at 30 December 2024 (Q2 2024/25); and
  - ii. updates on matters concerning 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. This is the regular report on the financial performance and position of the assets of the Municipal Endowment Fund (MEF). It covers the second quarter (Q2) of the 2024/25 financial year from 30 September to 31 December 2024.
4. The MEF has a current value of \$56 million comprised of property assets totalling \$22.03 million and reserves of \$33.97 million.
5. On 11 May 2023, the Economic Development Committee approved, in principle, the MEF providing \$10.06 million loan funding towards the Bridge Housing Trust (Bridge) Hinemoa development – a 42-unit, affordable housing development at 340 Tristram Street, Hamilton.
6. Westpac Bank has agreed to provide the remaining development finance and a tri-party loan agreement (Bridge, Hamilton City Council, Westpac) which will see Council and Westpac sharing first-ranking security arrangements has been completed. The MEF Advisory Group is currently finalising approval of the loan.
7. On 3 December 2024 the Council approved sale of the Council-owned land known as Area Q. All necessary agreements were prepared and executed. The land has now been sold to Jones Lands Limited for high-density residential development.
8. Staff consider the matters in this report have a low significance and that the recommendation complies with the Council's legal requirements.

## Discussion – *Matapaki*

### Municipal Endowment Fund 2024/25 FY Q2

9. Council's Municipal Endowment Fund (MEF) is divided into 3 parts:
- The **Municipal Endowment properties** consist of ground leases where Council owns the land only but the improvements and leasehold interest in the land are owned by the lessee. Typically, this asset class returns a low yield. Council has previously encouraged lessees to freehold these properties to free up Council's capital for investment in higher yielding property assets;
  - The **Municipal Investment properties** consist of property assets purchased to generate the maximum possible yield. They include two industrial properties, and two groups of suburban shops; and
  - The **Municipal Endowment Reserve** (\$33.96 million) is invested in term deposits and mixed funds. The reserve is invested in accordance with an independently designed framework that is intended to diversify the investment portfolio, support liquidity, and preserve capital over the long term, as follows:

#### **Term Deposits - \$21.0 million**

Provider	Amount	Term	Maturity	Expected Return
ANZ	\$11.0 million	3 months	20 February 2025*	4.80%
ANZ	\$10.0 million	1 month	20 January 2025*	4.30%

\* Term deposits will be rolled over for the same period upon maturity. Term deposit rates have recently been worsening as the OCR reduces, however the Finance Manager recommends continuing with this strategy at this stage due to the liquidity of these Term deposits.

#### **Mixed Funds - \$6.0 million**

Provider	Amount	Return*	Expense ratio
Milford Balanced Fund	\$6.0 million	7.89%	1.05%

\* Since Inception Return – noting that this figure is based on past historical return averages and does not indicate or guarantee future returns.

Milford Balanced Fund			
Description	Units	Price	Value
Initial investment	2,131,135.90	\$2.8154	\$6,000,000
Value as at 31 Dec 2024	2,142,715.18	\$3.4165	\$7,320,586
Change in fair value movement – gain/(loss) – note unrealised			\$1,320,586

- Since the last quarterly update, the overall value of the MEF has increased by \$388,883 due to accrued interest income and interest received on maturing term deposits generated during the period (2024/25 FY Q2), which is credited to the MEF.
- During the quarter, the MEF advanced a \$6.5M loan intended to be used for commercial development purposes to serve the Waikato Regional Theatre site. The loan incurs interest at 7% p.a. and is repayable with a 24-month period. The loan balance forms part of the MEF reserves of \$33.97 million, with interest accruing to the MEF monthly.
- The profit and loss statement is **Attachment 1** to this report.

## 340 Tristram Street – Bridge Housing *Hinemoa* development – \$10.06 Million MEF Investment

### Background

13. The background to this matter is detailed in the staff report to the [24 October 2024 Economic Development Committee](#) meeting (see Item 10).
14. The Bridge Housing Charitable Trust (Bridge) owns the land at **340 Tristram Street, Hamilton**, and intends to build a 42-unit affordable housing complex called the Hinemoa Development.
15. Bridge's resource consent for the development has now been issued and Bridge is working on detailed designs. A building consent application is currently being processed. Demolition of the existing structures on the site is on schedule for late December 2024 to March 2025.
16. Bayleys was commissioned by the funders (Westpac and MEF) to prepare a detailed valuation of the project for mortgage security purposes.
17. The valuation is satisfactory to the funders and a club funding agreement has been structured apportioning pro rata priority on an equal, first-ranking basis in the event of default. This provides sufficient security to enable the MEF to proceed with the loan.
18. The parties have completed a tri-party loan agreement (Bridge, Council, Westpac) that will see Council and Westpac sharing first-ranking security.
19. At time of writing the MEF Advisory Group is exercising its delegated authority to approve the loan – prior to execution of all documents by the Chief Executive. A verbal update will be provided at the meeting.

### Area Q

20. On 3 December 2025<sup>4</sup> the Council approved the appointment of Jones Lands Limited as the preferred purchaser for the Council-owned land known as Area Q at Korikori Green, and authorised staff to complete a legally binding agreement for the Sale and Purchase of the land.
21. The Agreement for Sale and Purchase has been completed, executed by all parties and is now unconditional. The land has been sold to Jones Lands Limited.

### Financial Considerations - *Whaiwhakaaro Puutea*

22. Strategic Property is a regular operating activity funded through the Long-Term Plan.
23. Further MEF financial information for FY 2024/25 Q2 is provided in **Attachment 1**.
24. The proposed loan to Bridge provides MEF funding at a heavily reduced rate (cost of borrowing + 0.5%), which comes at a cost to Council of approximately \$225,000 over the 24 months of the loan.

### Ethical Investment

25. 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*

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

### Climate Change Impact Statement

27. Staff have used the climate adaptation assessment guidance and determined there are no known climate risks or adaptation opportunities associated with the matters covered in this



report. Staff have used the climate emissions assessment guidance and determined there is no change in greenhouse gas emissions associated with the matters covered in this report.

### **Wellbeing Considerations - *Whaiwhakaaro-aa-oranga tonutanga***

28. The purpose of Local Government changed on 14 May 2019 to include promotion of the social, economic, environmental, and cultural wellbeing of communities in the present and for the future ('the 4 wellbeings').
29. The subject matter of this report has been evaluated in terms of 'the 4 wellbeings' during the process of developing this report as outlined below.
30. The recommendations set out in this report are consistent with that purpose.

#### **Social**

31. The strategic property activity allows the Council to promote better outcomes for the community at large, helping to create a more vibrant Hamilton with greater social interaction.
32. The proposed *Hinemoa* development supports Council's Housing Strategy, in particular our vision that every person in Hamilton is well-housed.

#### **Economic**

33. The MEF will fund key development opportunities to help attract business growth, grow the city's economy, aid potential public and private investment and help with prioritising future funding decisions and business cases.
34. Appropriate development of the *Hinemoa* site will attract business growth, grow the city's economy, and aid potential public and private investment.

#### **Environmental**

35. The *Hinemoa* development is intended to include current best-practice energy-saving design.

#### **Cultural**

36. The strategic property activity endorses and embraces the cultural identity of the city.

#### **Risks - *Tuuraru***

37. 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.

### **Significance & Engagement Policy - *Kaupapa here whakahira/anganui***

38. 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.

### **Attachments - *Ngaa taapirihanga***

Attachment 1 - Municipal Endowment Fund FY 2024/25 (Q2) - Profit and Loss



# STRATEGIC PROPERTIES

Select Financial Year:

FY25 FY24 FY23

Select Month:

Jul Aug Sep Oct Nov Dec Jan Feb Mar Apr May Jun

## ENDOWMENT FUND: PROFIT AND LOSS STATEMENT

	Resource	YTD Actuals	YTD Budgets	YTD Variance	Annual Budget
INCOME	Rental Income	(\$672,618)	(\$645,190)	\$27,428	(\$1,182,891)
	Operating Contributions	(\$94,610)	(\$93,504)	\$1,106	(\$171,430)
	Water Charges - Internal Charges	\$1,933		(\$1,933)	
	Rates Expense - Internal Charges	\$91,551	\$101,104	\$9,553	\$185,364
	<b>Total</b>	<b>(\$673,743)</b>	<b>(\$637,590)</b>	<b>\$36,153</b>	<b>(\$1,168,957)</b>
EXPENSES	External Rates	\$10,917	\$10,109	(\$808)	\$11,264
	Electricity	\$456	\$648	\$192	\$1,188
	Insurance	\$41,320	\$41,319	(\$1)	\$41,319
	Legal Services	\$12,592		(\$12,592)	
	Consumables	\$4		(\$4)	
	Service Providers	\$21,458		(\$21,458)	
	Interest Received Special Funds	(\$755,202)		\$755,202	
	Staff Remuneration		\$3,392	\$3,392	\$2,277
	<b>Total</b>	<b>(\$668,455)</b>	<b>\$55,468</b>	<b>\$723,923</b>	<b>\$56,048</b>
	GAIN/LOSS				
	Unrealised Loss on Change in FV other	\$57,490		(\$57,490)	
	Loss on Fair Value of Invstmnt Prop		(\$270,000)	(\$270,000)	(\$270,000)
	Unrealised Gain on Change in FV Other	(\$452,844)		\$452,844	
	<b>Total</b>	<b>(\$395,354)</b>	<b>(\$270,000)</b>	<b>\$125,354</b>	<b>(\$270,000)</b>
	<b>Total (Surplus)/Deficit</b>	<b>(\$1,737,552)</b>	<b>(\$852,122)</b>	<b>\$885,430</b>	<b>(\$1,382,909)</b>

How much money is in the Endowment fund today?  
**\$33,964,039**

How much interest have we earned this year on the MEF fund?  
**\$755,202**

Return on MEF Fund this year  
**5%**

What is the value of our MEF Properties?  
**\$22,034,931**

What is the value of our MEF Investment Funds?

\$21,000,000  
Term Deposits  
\$7,320,586  
Mixed Funds  
\$6,500,000  
Loans Issued

Total value of MEF assets:  
**\$55,998,970**

## STRATEGIC INVESTMENT PROPERTIES: PROFIT AND LOSS STATEMENT

	Resource	YTD Actuals	YTD Budgets	YTD Variance	Annual Budget
INCOME	Rental Income	(\$222,513)	(\$69,722)	\$152,791	(\$127,828)
	Operating Contributions	(\$21,051)	(\$22,502)	(\$1,451)	(\$41,255)
	Fees & User Charges		(\$147,741)	(\$147,741)	(\$269,399)
	Water Charges - Internal Charges	\$2,537		(\$2,537)	
	Rates Expense - Internal Charges	\$52,060	\$68,855	\$16,795	\$128,920
	<b>Total</b>	<b>(\$188,967)</b>	<b>(\$171,110)</b>	<b>\$17,857</b>	<b>(\$309,562)</b>
EXPENSES	External Rates	\$6,546	\$4,770	(\$1,776)	\$7,447
	Electricity	\$1,933	\$2,588	\$655	\$4,756
	Insurance	\$19,909	\$20,620	\$711	\$20,620
	Legal Services	\$0		\$0	
	Management Fee		\$4,220	\$4,220	\$7,737
	Service Providers	\$2,000	\$3,606	\$1,606	\$6,611
	<b>Total</b>	<b>\$30,388</b>	<b>\$35,804</b>	<b>\$5,416</b>	<b>\$47,171</b>
	<b>Total (Surplus)/Deficit</b>	<b>(\$158,579)</b>	<b>(\$135,306)</b>	<b>\$23,273</b>	<b>(\$262,391)</b>

What is the value of our SIP Properties?  
**\$21,858,500**

Total Strategic Property asset value:  
**\$77,857,470**

## 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 Development Committee Public Excluded Minutes 3 December 2024	) 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 - March 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	Section 7 (2) (h) Section 7 (2) (i)
	to enable Council to carry out commercial activities without disadvantage	
	to enable Council to carry out negotiations	