



7.0 HAMILTON'S COMMUNITY OUTCOMES (NGA HUA I PUTA MAI I NGA HAPORI)

7.1 Background

The Local Government Act 2002 requires Council to carry out a process to identify community outcomes and priorities for the future of the city. This means developing vision statements, through community consultation, about how people want the city to develop over the coming 10 years or more.

Hamilton had a head start on many other parts of New Zealand in terms of identifying community outcomes. In 1993 Council adopted the principles of Agenda 21, a global charter to work towards more sustainable development.

Sustainable development, often referred to as sustainability, can be described as a desirable state of conditions that persist over time. Sustainable development is defined as: 'Development which meets the needs of the present without compromising the ability of future generations to meet their needs'².

In other words, we need to think hard about the effects of our actions. We need to make sure that we do not sacrifice a healthy environment and healthy people for a strong economy or vice versa, either now or in the future. It is about finding the right balance.

The following diagram is a widely accepted model of sustainable development, showing it to be an ideal balance between environmental, social, cultural and economic factors.

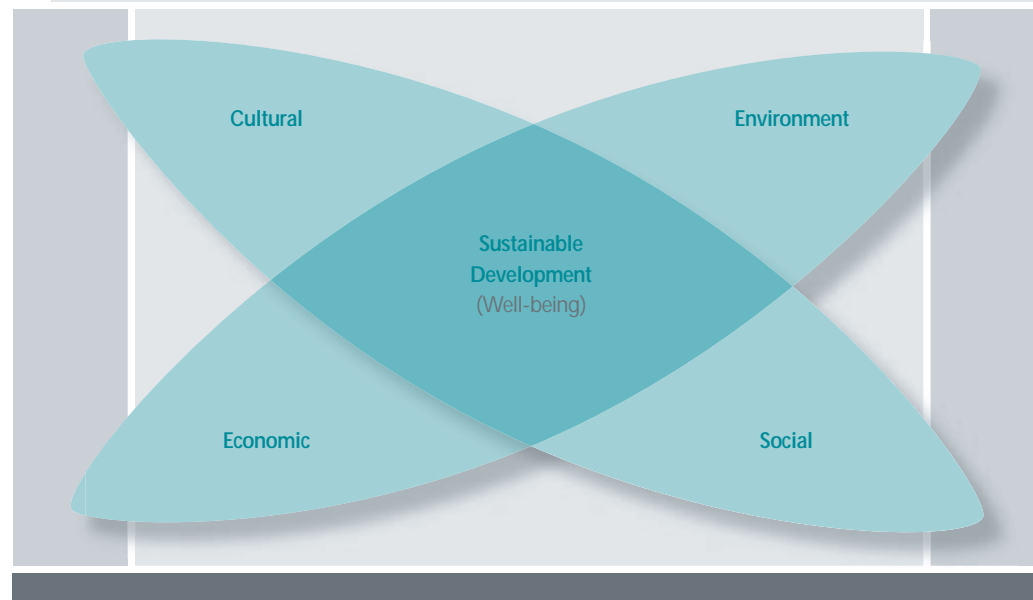
In simple terms, sustainable development can be thought of as: *Getting more, from less, for longer.*

Sustainable development, which is the cornerstone of Agenda 21, is also one of the key objectives of central government and an underlying principle of the Local Government Act 2002. It recognises that global issues need to be addressed at the local level – hence the expression: *Think globally – act locally.*

In the years that followed Council's 1993 adoption of Agenda 21, more than 4500 residents had input into developing Hamilton's first Strategic Plan (Hamilton's Strategic Plan 1997–2017), which identified a set of community outcomes for making Hamilton a more sustainable city. A set of sustainability indicators that

² Brundtland Report 1982 – Our Common Future. London, Earth Scan.

CONCEPT OF SUSTAINABLE DEVELOPMENT



measured the Strategic Plan's desired outcomes was also developed through an extensive community engagement process (refer Section 8.1). In subsequent years Council continued to revise the community outcomes from the first Strategic Plan based on feedback from a range of community engagement processes such as Hamilton's Recreation and Leisure Plan and Hamilton's Integrated Transport Strategy. This culminated in the community outcomes shown in the Council's first Long-Term Plan, known as Hamilton's Community Plan 2004–14.

7.2 Process to Identify Hamilton's Community Outcomes

In keeping with the spirit of the Local Government Act 2002, Council took a collaborative approach to the recent updating of Hamilton's Community Outcomes. In late 2004, Council invited a range of community-based organisations, iwi/Maori, central government and other representatives to develop and help implement an extensive community consultation process throughout 2005 to develop Hamilton's Community Outcomes. The Consultation Steering Group was made up of representatives from the following groups and organisations:

7.0 HAMILTON'S COMMUNITY OUTCOMES

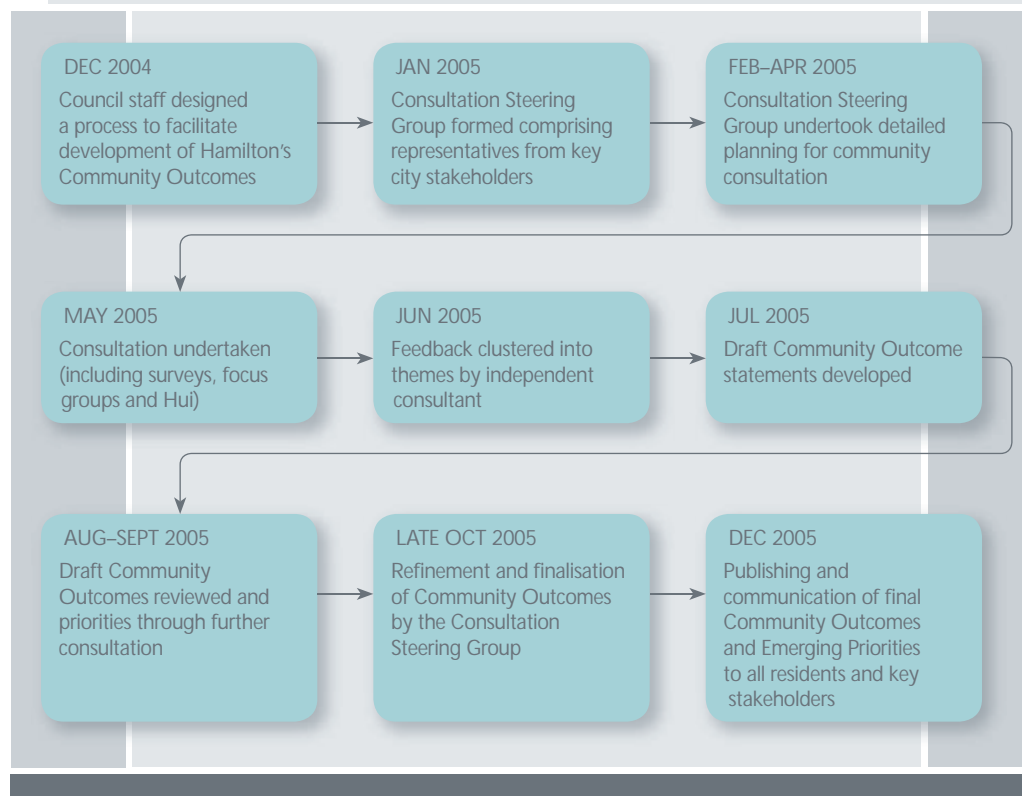
- Hamilton Arts Sector Group
- Hamilton City Council
- Ministry of Social Development
- Nga Mana Toopu o Kirikiriroa
- Te Runanga o Kirikiriroa
- Tertiary Education Alliance
- Hamilton Environment Centre Trust
- Hamilton Youth Council
- Sport Waikato
- Social Services Waikato
- Waikato Chamber of Commerce
- Waikato District Health Board
- Waikato Raupatu Lands Trust (Tainui).

The Consultation Steering Group oversaw a visioning process that included focus groups, surveys and a hui hosted by mana whenua. Consultation was also undertaken by Council's Neighbourhood and Youth Development Workers to identify issues and opportunities at the neighbourhood level. In total, more than 3,000 people had their say about what would make Hamilton a better place.

All the ideas and opinions collected were used to identify a draft set of community outcomes statements. The draft statements were distributed in August 2005 for community feedback, which included a flyer delivered to all Hamilton households through the Hamilton Press (a local community newspaper). This community feedback was taken into account by the Steering Group before signing off the final set of statements in late October 2005. Reports from each stage of the consultation are available at www.myhamilton.org.nz.

The diagram opposite provides an outline of the key steps used to develop Hamilton's Community Outcomes.

KEY STEPS IN DEVELOPING HAMILTON'S COMMUNITY OUTCOMES



A separate process to develop sets of Iwi Outcomes for the region and sub-regional iwi authorities was also undertaken. This process comprised input from the five iwi authorities located within the Waikato region.

Both the Waikato Regional Community Outcomes and Waikato Region Iwi Outcomes are incorporated in Environment Waikato's 2006–16 Long-Term Council Community Plan (refer www.ew.govt.nz).

Work is ongoing to ensure that strategic planning at the city level is linked effectively with regional efforts. For further information about the Waikato Regional Community Outcomes and the Waikato Regional Iwi Outcomes processes, visit the website www.choosingfutures.co.nz.

7.3 Regional Community Outcomes

In parallel with consultation to identify Hamilton's Community Outcomes, additional consultation was also undertaken in 2005 to produce sets of outcomes for the Waikato region and iwi within the region. The regional community outcomes process is called 'Choosing Futures Waikato', which is a joint initiative of the district councils of Franklin; Hauraki; Matamata-Piako; Otorohanga; Rotorua; South Waikato; Taupo; Thames-Coromandel; Waikato; Waipa and Waitomo; as well as Environment Waikato and Hamilton City Council.

The Waikato Regional Community Outcomes were developed in consultation with key organisations including central government, businesses, industry groups and community organisations. In addition, information from the community outcomes processes of the councils listed above was a key component in developing the Waikato Regional Community Outcomes.



7.4 The Set of Community Outcomes for Hamilton

The set of community outcomes developed for Hamilton is outlined below.

HAMILTON'S COMMUNITY OUTCOMES

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<p style="font-weight: bold; font-size: 0.8em;">SUSTAINABLE AND WELL-PLANNED</p> <p><i>"An attractive city that is planned for the well-being of people and nature, now and in the future"</i></p> <p>HAMILTON PEOPLE WANT A CITY THAT:</p> <ol style="list-style-type: none"> 1.1 Is easy to get around so everybody can access services and facilities. 1.2 Is safe and enjoyable for walking and cycling, encourages innovative transport options and has quality public transport. 1.3 Has integrated transport systems that connect it to New Zealand and the world. 1.4 Protects and enhances its green spaces and natural environment for everyone to value and enjoy. 1.5 Uses processes of sustainable urban design that enhance neighbourhood communities. 1.6 Sustainably manages resources such as water and energy. 1.7 Encourages and enables people to recycle and minimise waste. 	<p style="font-weight: bold; font-size: 0.8em;">VIBRANT AND CREATIVE</p> <p><i>"A city that encourages creativity for a vibrant lifestyle"</i></p> <p>HAMILTON PEOPLE WANT A CITY THAT:</p> <ol style="list-style-type: none"> 2.1 Is recognised for its wide range of events, activities, attractions and entertainment for everyone, including iconic events. 2.2 Has a vibrant arts and music scene and supports and celebrates its artists, festivals and facilities. 2.3 Acknowledges and celebrates the creativity of Maori arts and culture. 2.4 Respects and celebrates its diverse communities. 2.5 Values and protects heritage sites, buildings and landmarks. 2.6 Has an attractive and lively city centre. 2.7 Celebrates and promotes its talent and creativity. 	<p style="font-weight: bold; font-size: 0.8em;">UNIQUE IDENTITY</p> <p><i>"A city with a strong identity that recognises the significance of its river and history"</i></p> <p>HAMILTON PEOPLE WANT A CITY THAT:</p> <ol style="list-style-type: none"> 3.1 Treasures and enjoys the Waikato River. 3.2 Acknowledges and celebrates the unique place of Waikato Maori. 3.3 Is not too big and not too small, providing everything that makes life convenient without the problems of other cities. 3.4 Fosters pride in its natural and built environments and encourages people to work together to keep these clean and tidy. 3.5 Is a great place to learn, work and play, where people are proud of the education sector and embrace student culture. 3.6 Supports research, education and innovation, and is recognised as a centre of excellence. 3.7 Supports its significant youth population by providing targeted activities and services.
<p style="font-weight: bold; font-size: 0.8em;">SAFETY AND COMMUNITY SPIRIT</p> <p><i>"A safe, friendly city where all people feel connected and valued"</i></p> <p>HAMILTON PEOPLE WANT A CITY THAT:</p> <ol style="list-style-type: none"> 4.1 Has safe roads and low crime rates, where people can feel secure at all times. 4.2 Promotes awareness and involvement in community activities and events. 4.3 Enables ethnic communities to feel connected and valued. 4.4 Addresses social issues and values volunteers. 4.5 Builds socially engaged, responsive communities. 	<p style="font-weight: bold; font-size: 0.8em;">HEALTHY AND HAPPY</p> <p><i>"Active and healthy people with access to affordable facilities and services"</i></p> <p>HAMILTON PEOPLE WANT A CITY THAT:</p> <ol style="list-style-type: none"> 5.1 Provides opportunities for people of all ages and abilities to access and participate in sport and leisure activities that meet their diverse needs. 5.2 Provides affordable, responsive and accessible activities and health care for people of all ages and abilities. 5.3 Is an ideal place for family and whanau, with lots of activities and places for tamaki and rangatahi to enjoy. 5.4 Provides access for all people to a range of healthy, affordable, quality housing. 	<p style="font-weight: bold; font-size: 0.8em;">INTELLIGENT AND PROGRESSIVE CITY</p> <p><i>"Business growth that is in harmony with the city's identity and community spirit"</i></p> <p>HAMILTON PEOPLE WANT A CITY THAT:</p> <ol style="list-style-type: none"> 6.1 Is recognised as the thriving economic hub for the Waikato region and provider of regional services. 6.2 Attracts and retains sustainable, innovative businesses. 6.3 Offers a range of job opportunities throughout the city to suit all skill levels. 6.4 Is progressive and cosmopolitan, creating an environment for business success. 6.5 Attracts and retains people and investment and grows great ideas.
<p style="font-weight: bold; font-size: 0.8em;">WORKING TOGETHER</p> <p><i>"Collaborative decision-making and planning are common practice"</i></p> <p>HAMILTON PEOPLE WANT A CITY THAT:</p> <ol style="list-style-type: none"> 7.1 Engages all local communities in planning and developing the city's future. 7.2 Ensures Maori are respected as a partner in decision-making and have a voice on issues that affect the city. 7.3 Has organisations that work together to achieve all community outcomes. 		

LET'S TAKE HAMILTON FORWARD TOGETHER

HAMILTON COMMUNITY OUTCOMES

Sustainable and Well-Planned

"An attractive city that is planned for the well-being of people and nature, now and in the future"

Hamilton people want a city that:

- 1.1 Is easy to get around so everybody can access services and facilities.
- 1.2 Is safe and enjoyable for walking and cycling, encourages innovative transport options and has quality public transport.
- 1.3 Has integrated transport systems that connect it to New Zealand and the world.
- 1.4 Protects and enhances its green spaces and natural environment for everyone to value and enjoy.
- 1.5 Uses processes of sustainable urban design that enhance neighbourhood communities.
- 1.6 Sustainably manages resources such as water and energy.
- 1.7 Encourages and enables people to recycle and minimise waste.

Vibrant and Creative

"A city that encourages creativity for a vibrant lifestyle"

Hamilton people want a city that:

- 2.1 Is recognised for its wide range of events, activities, attractions and entertainment for everyone, including iconic events.
- 2.2 Has a vibrant arts and music scene and supports and celebrates its artists, festivals and facilities.
- 2.3 Acknowledges and celebrates the creativity of Maori arts and culture.
- 2.4 Respects and celebrates its diverse communities.
- 2.5 Values and protects heritage sites, buildings and landmarks.
- 2.6 Has an attractive and lively city centre.
- 2.7 Celebrates and promotes its talent and creativity.

7.0 HAMILTON'S COMMUNITY OUTCOMES

<p>Unique Identity</p> <p>"A city with a strong identity that recognises the significance of its river and history"</p> <p>Hamilton people want a city that:</p>
<p>3.1 Treasures and enjoys the Waikato River.</p> <p>3.2 Acknowledges and celebrates the unique place of Waikato Maori.</p> <p>3.3 Is not too big and not too small, providing everything that makes life convenient without the problems of other cities.</p> <p>3.4 Fosters pride in its natural and built environments and encourages people to work together to keep these clean and tidy.</p> <p>3.5 Is a great place to learn, work and play, where people are proud of the education sector and embrace student culture.</p> <p>3.6 Supports research, education and innovation, and is recognised as a centre of excellence.</p> <p>3.7 Supports its significant youth population by providing targeted activities and services.</p>
<p>Safety and Community Spirit</p> <p>"A safe, friendly city where all people feel connected and valued"</p> <p>Hamilton people want a city that:</p>
<p>4.1 Has safe roads and low crime rates, where people can feel secure at all times.</p> <p>4.2 Promotes awareness and involvement in community activities and events.</p> <p>4.3 Enables ethnic communities to feel connected and valued.</p> <p>4.4 Addresses social issues and values volunteers.</p> <p>4.5 Builds socially engaged, responsive communities.</p>
<p>Healthy and Happy</p> <p>"Active and healthy people with access to affordable facilities and services"</p> <p>Hamilton people want a city that:</p>
<p>5.1 Provides opportunities for people of all ages and abilities to access and participate in sport and leisure activities that meet their diverse needs.</p> <p>5.2 Provides affordable, responsive and accessible activities and health care for people of all ages and abilities.</p> <p>5.3 Is an ideal place for family and whanau, with lots of activities and places for tamariki and rangatahi to enjoy.</p> <p>5.4 Provides access for all people to a range of healthy, affordable, quality housing.</p>

<p>Intelligent and Progressive City</p> <p>"Business growth that is in harmony with the city's identity and community spirit"</p> <p>Hamilton people want a city that:</p>
<p>6.1 Is recognised as the thriving economic hub for the Waikato region and provider of regional services.</p> <p>6.2 Attracts and retains sustainable, innovative businesses.</p> <p>6.3 Offers a range of job opportunities throughout the city to suit all skill levels.</p> <p>6.4 Is progressive and cosmopolitan, creating an environment for business success.</p> <p>6.5 Attracts and retains people and investment and grows great ideas.</p>
<p>Working Together</p> <p>"Collaborative decision-making and planning are common practice"</p> <p>Hamilton people want a city that:</p>
<p>7.1 Engages all local communities in planning and developing the city's future.</p> <p>7.2 Ensures Maori are respected as a partner in decision-making and have a voice on issues that affect the city.</p> <p>7.3 Has organisations that work together to achieve all community outcomes.</p>

7.5 Hamilton's Emerging Priorities

In addition to identifying community outcomes for Hamilton, the Local Government Act 2002 also requires that the process allows communities the opportunity to discuss and ascertain their priorities for the city.

A number of priorities have emerged from the community outcomes process to date. These were derived through giving the community the opportunity to provide feedback on the draft set of Hamilton's Community Outcomes and to identify what they felt were the top priorities for Hamilton's community over the next 10 years.

Results from the prioritisation process were also compared to:

- the most commonly raised issues in the initial consultation round (that involved nearly 3000 responses)
- feedback received on similar questions from 700 participants in Council's 2005 Residents Survey.

The emerging priorities identified below were consistent with the issues raised through these two processes.

- **Transport** (including traffic congestion, public transport, parking, cycleways)
- **City Safety** (including streets and neighbourhoods, policing, crime)

- **The Waikato River** (as a focus for the city)
- **Community Spirit** (through use of promotion, events and activities)
- **Arts and Culture** (including promotion)
- **Activities for Young People** (focusing on positive opportunities)
- **Urban Planning** (including suburban areas).

These priorities will assist in informing the ongoing planning and decision-making of Council and other key organisations.

7.6 Council's Contribution to the Community Outcomes

As noted in Section 1.0, every three years Council is required to prepare a Long-Term Plan describing its activities over the coming 10-year period and how they will be funded. The Long-Term Plan is also required to include a description of Council's main activities as well as the contribution they make to Hamilton's Community Outcomes.

The following table provides an overview of Council's contribution to Hamilton's Community Outcomes by its 25 significant services, which are the primary mechanism for ensuring the delivery of Council's key activities (refer to Section 15.0 for detail on Council's significant services).

Section 15.0 also identifies the community outcomes that each of Council's 25 significant services primarily contribute to.

COUNCIL'S CONTRIBUTION TO HAMILTON'S COMMUNITY OUTCOMES BY SIGNIFICANT SERVICE

STRATEGIC FRAMEWORK STRAND A: INVESTING IN OUR PEOPLE	
Significant Service	Primary Contribution to the Community Outcomes
Community Support	4. Safety and Community Spirit – 4.5
Community Facilities	5. Healthy and Happy – 5.4
Emergency Management	7. Working Together – 7.1
Partnership With Maori	7. Working Together – 7.2
Representation and Civic Affairs	7. Working Together – 7.1
Environmental Health	5. Healthy and Happy
Parks and Gardens	1. Sustainable and Well Planned – 1.4
Sports Areas	5. Healthy and Happy – 5.1
Swimming Facilities	5. Healthy and Happy – 5.1

STRATEGIC FRAMEWORK STRAND B: CREATING IDENTITY AND PROSPERITY	
Significant Service	Primary Contribution to the Community Outcomes
ENVIRONMENTAL SERVICES:	
Animal Care and Control	4. Safety and Community Spirit
Building Control	1. Sustainable and Well Planned
Parking Enforcement	1. Sustainable and Well Planned – 1.1
Planning Guidance	1. Sustainable and Well Planned – 1.5
Economic Development	6. Intelligent and Progressive City – 6.2
City Promotion	2. Vibrant and Creative – 2.1
Performing Arts	2. Vibrant and Creative – 2.2
Hamilton City Libraries	3. Unique Identity – 3.6
Waikato Museum of Art and History	2. Vibrant and Creative – 2.1
Event Facilities	2. Vibrant and Creative – 2.1
Hamilton Zoo	5. Healthy and Happy – 5.1
STRATEGIC FRAMEWORK STRAND C: PROTECTING OUR FUTURE	
Significant Service	Primary Contribution to the Community Outcomes
Wastewater Management	1. Sustainable and Well Planned – 1.6
Stormwater Management	1. Sustainable and Well Planned – 1.6
Recycling/Refuse Collection	1. Sustainable and Well Planned – 1.7
Water Supply	1. Sustainable and Well Planned – 1.6
Sustainable Environment	1. Sustainable and Well Planned
Transport: Road Network Management	1. Sustainable and Well Planned – 1.1 and 1.2
Transport: Access Hamilton	1. Sustainable and Well Planned – 1.1 and 1.2
Endowment and Investment Property Portfolio Management	6. Intelligent and Progressive City – 6.5

Note: Please refer to Section 7.4 for a full listing of Hamilton's Community Outcomes.

7.7 Relationship of Hamilton's Community Outcomes to Council's Planning Documents and Processes

Hamilton's Community Outcomes were a key input in the development of Council's Vision and Strategic Framework for the city. Consequently, many of the statements of strategic intent in the City Strategic Framework are reflective of Hamilton's

7.0 HAMILTON'S COMMUNITY OUTCOMES

Community Outcomes, e.g., enhancement of the city's Central Business District and Hamilton's economic development.

The diagram in Section 1.3 shows how Council's various strategies, plans and policies relate and contribute to the city's future direction. Key Council strategies have been aligned under each of the City Strategic Framework's three strands and are envisaged to give effect to the various statements of strategic intent.

Council intends to fully align its strategies, plans and policies under each of the City Strategic Framework's three strands to more transparently show their relationship and contribution to the city's future direction.

The following diagram provides an initial alignment of various high level Council strategies and plans using the City Strategic Framework's three strands. This initial alignment is based on the grouping of Council's 25 significant services under the three strands (refer Section 15.0) and the primary documents and plans that direct the operation of each significant service.

Section 15.0 also provides further detail on how each of Council's 25 significant services contribute to Hamilton's Community Outcomes and the primary role(s) undertaken (i.e., provision of facilities and services, funding assistance, regulation, and advocacy and promotion).

7.8 Contribution of Other Organisations to the Community Outcomes

Although Council performs a wide range of activities and contributes in different ways to a number of Hamilton's Community Outcomes, it is only one of many organisations that promote community well-being in the city. Other organisations such as the private sector, government agencies, health and social service agencies and iwi/Maori organisations also make a vital contribution and have the mandate, resources and ability to influence progress towards Hamilton's Community Outcomes. The community outcomes will enable increased participation and collaboration between these organisations and assist in making Hamilton a more sustainable city.

7.9 Council's Partnerships with Other Organisations

The Local Government Act 2002 requires Council to promote the social, economic, environmental and cultural well-being of the city's communities (now and in the future) and to undertake its activities as effectively and efficiently as possible. Working in partnership with other organisations provides a key means of achieving this.

Council already works in partnership (both formally and informally) on various projects and programmes with a number of organisations (such as central government departments, iwi/Maori (refer Section 9.0), community based organisations, non-government organisations and the private sector) in Hamilton to progress the city's social, economic, cultural and environmental well-being.

Examples of Council's partnerships with various organisations are provided in the table below.

Project	Partner
City Central Safety Initiatives	New Zealand Police
Knox Street Commuter Car Park	Parking New Zealand Limited
Transport Projects (e.g., Access Hamilton)	Transit New Zealand, Land Transport New Zealand, Ministry of Transport, Environment Waikato
Employment Programmes	Work and Income New Zealand
Community Reference Groups	Hamilton City Council of Elders and Hamilton Youth Council
Maori Initiatives	Nga Mana Toopu o Kirikiriroa, Te Rununga o Kirikiriroa and Waikato Raupatu Trustee Company
Energy Efficiency Initiatives	WEL Green Energy, Communities for Climate Protection – New Zealand, and Energy and Energy Efficiency Conservation Authority

Partnership arrangements are also in place with various local authorities (both locally and throughout New Zealand) on a number of projects. Examples of such partnerships are provided in the following table.

Project	Partner
Community Outcomes for the Waikato region	Environment Waikato and district councils in the Waikato region
Strategic Land Agreement for Urban Expansion of Hamilton City	Waikato District Council
Quality of Life Project (refer Section 8.2)	12 member councils of the New Zealand Metro Sector Group
Standardised Waikato Building Consent Form	The district councils of Waipa, Waikato, Otorohonga, and Matamata-Piako

The Triennial Agreement for the Waikato region provides a framework for many of these projects, i.e., the purpose of this agreement is to encourage local authorities

to work together to promote the social, cultural, environmental and economic well-being of their communities within a sustainable development framework. This agreement provides an opportunity for improved communication and coordination at all levels of local government in the Waikato region. This agreement can be accessed at www.hamilton.co.nz/TriennialAgreement.

Council also works in partnership with a range of organisations through its representation on three Council Controlled Organisations and 18 Council Organisations (refer to Section 16.0, for details on ownership, representation, purpose, scope, and performance measures and targets of these organisations).

Another key mechanism that Council uses to promote the city's economic, social, environmental and cultural well-being is through submissions to a range of external organisations on matters that could impact on Council's own operations or the well-being of the residents of Hamilton.