

3.0 The City Strategic Framework — Moving Towards Sustainable Development

(TE RAUTAKI RAROWAHO O TE TAONE — TE ANGA WHAKAMUA KI NGA HANGATANGA RONAKI)

3.1 'Vibrant Hamilton' Vision

Council has developed a Strategic Framework for the city that will enable progress towards Hamilton's Community Outcomes through Council and other organisation working towards a '*Vibrant Hamilton*' vision.

The following three key statements of strategic intent provide a more in-depth expression of what the *Vibrant Hamilton* vision means for Hamilton's community and highlight that the unique urban issues facing Hamilton are of a different nature to that of the region.

VIBRANT HAMILTON

Investing In Our People

Hamilton is a diverse city of many cultures, ages and backgrounds. Our vision is to build a city that celebrates our diversity, building strong communities which excite us to achieve great things.

Creating Identity and Prosperity

Hamilton is a city that is making its mark on the political, social, cultural and economic maps of New Zealand. Our vision is for a place of entertainment, celebration and culture; enabled by a sharp and wealthy economy built on the city's strategic advantages, innovation and entrepreneurial spirit.

Protecting Our Future

Hamilton is a city experiencing rapid and sustained growth. Our vision for the city is to see development achieved sustainably, efficiently and creatively. Good planning today will benefit the city of tomorrow.

Achievement of the *Vibrant Hamilton* vision will primarily be achieved through delivering on the principles, themes and initiatives of the eight City Strategies. The eight strategies (in order of their development and adoption by Council) are:

- CityScope (Hamilton's urban design strategy) and its design guidelines 'Vista'.
- Social Well-being Strategy
- Creativity and Identity Strategy
- Economic Development Strategy
- Environmental Sustainability Strategy
- Hamilton Urban Growth Strategy
- Access Hamilton Strategy (anticipated to be completed by December 2009)
- Active Communities Strategy (anticipated to be completed by December 2009).

The ongoing promotion and implementation of the principles, themes, initiatives and flagship projects of the eight City Strategies is Council's primary means of delivering on

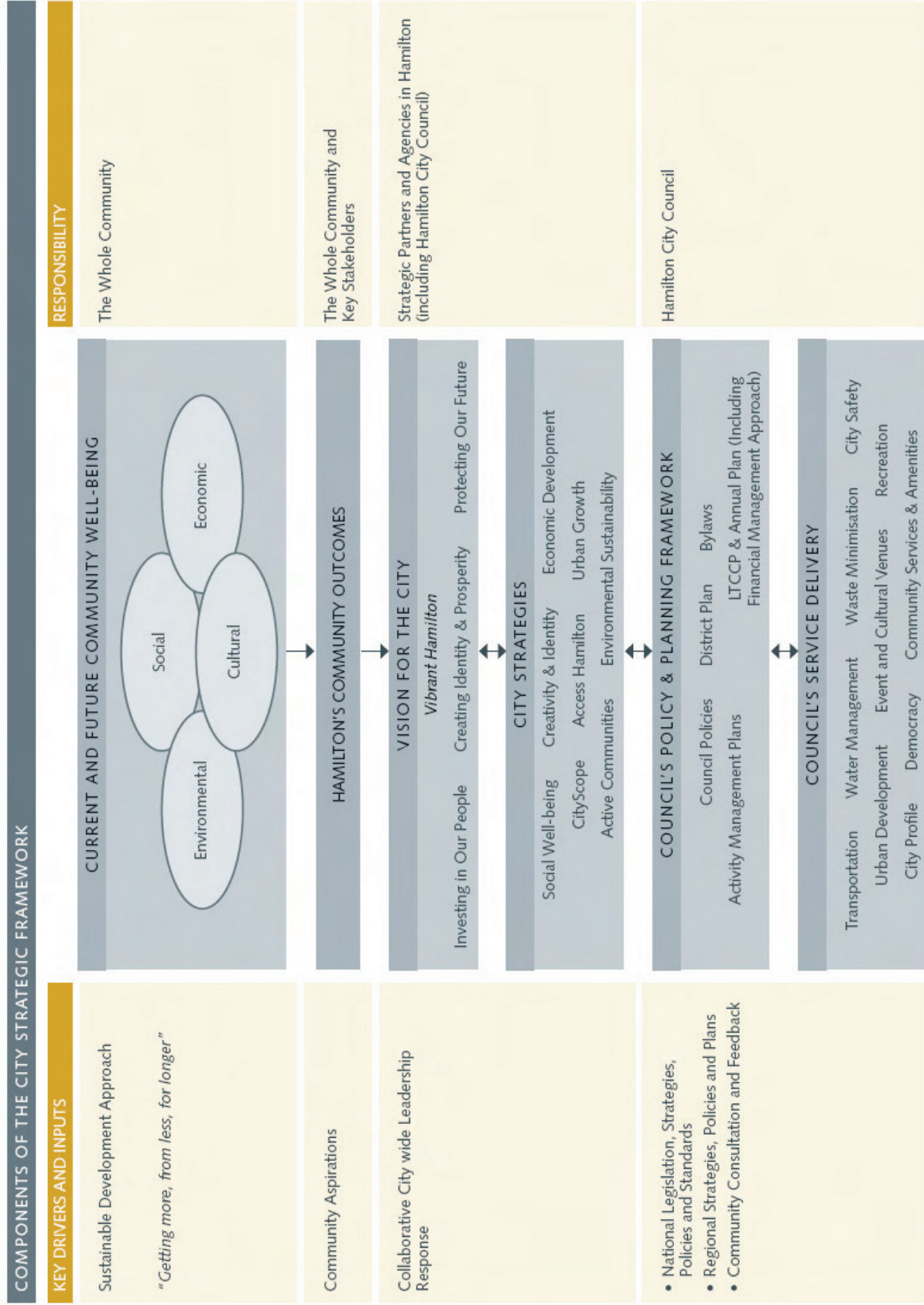
Hamilton's Community Outcomes, as well as promoting a sustainable development approach for Hamilton over the next 10 years and beyond. The strategies in effect promote the four well-beings (social, economic, environmental and cultural) for Hamilton's current and future generations, as advocated through the Local Government Act 2002¹.

Collectively the strategies form a City Strategic Framework that will provide a more unified approach towards making Hamilton a more sustainable city, through aligning the strategic planning and service delivery of the city's key organisations and stakeholders with Council's *Vibrant Hamilton* vision. The City Strategies also provide a platform to both strengthen existing partnerships within the city and to develop new ones.

The main components of the City Strategic Framework (including key drivers, inputs and responsibilities for each component) and how they relate to one another are outlined in the following figure.

“working towards a ‘Vibrant
Hamilton’ vision”

¹ Section 3(d) of the Local Government Act 2002 “provides for local authorities to play a broad role in promoting the social, economic, environmental and cultural well-being of their communities, taking a sustainable development approach”.



3.2 The Eight City Strategies — Their Development, Content and Direction

The eight City Strategies have been developed in partnership with a range of key stakeholder organisations at various stages over the past two years.

Each strategy involved the formation of a steering group of representatives from agencies with interests in Hamilton and those which had an ability to implement the strategy outcomes and influence decision-making. The community outcomes identification process in Hamilton was a collaborative one, with many agencies involved. It therefore seemed appropriate that our response as city leaders also be collaborative.

Teamwork is at the heart of the City Strategies. Their development process is based on the premise that achieving Hamilton's Community Outcomes and comprehensive improvement to the city's well-being will not be achieved by the actions of any one sector or by any single layer of government action. In taking this partnership approach, a strong collaborative leadership approach for Hamilton has been formalised. The strategy development approach is cross cultural, recognising the place of tangata whenua and the diverse nature of the communities living within our city.

Council has made a commitment to monitor the City Strategies on an annual basis and produce a scorecard for each priority area. The Strategies will also be reviewed on a three-to-five-yearly basis.

Each of the City Strategies has 'theme areas'. The Strategies did not attempt to cover all well-being issues but used the community outcomes as a platform and targeted a number of priority areas within those outcomes. This means that through collaborative action, the Strategy partners can focus their resources to deliver real results on the ground.

A number of the City Strategies contain what are known as 'flagship' projects'. These projects have been agreed to and are in alignment with the work programmes of a number of key stakeholder agencies across the city and are the collective first response to some of the pressing issues facing Hamilton. The flagship projects complement and connect a wide range of projects, programmes and actions happening throughout the city and often have linkages to work occurring in the other key City Strategies.

Council has considered and prioritised the flagship projects and their timing through the development of specific Strategic Action Plans (known as SAPs) for a number of the eight City Strategies.

To find out more about the City Strategies and for copies of the Strategies, please visit Council's website - www.hamilton.co.nz/citystrategies.

“ a strong collaborative leadership approach ”

3.3 City Strategies' Progress in 2008/09

The Environmental Sustainability, Economic Development and Hamilton Urban Growth Strategies were signed off in 2008/09, and significant progress has been made toward finalising the Access Hamilton and Active Communities strategies. Council also worked with strategy partners on implementing flagship projects.

■ Social Well Being Strategy

The Social Well-being Strategy represents a collaborative approach to improving social issues in Hamilton. The Strategy will deliver results through eight joint flagship projects. These projects include a community renewal project in Poets Corner; 'cool things for youth to do that don't cost much'; a collaborative project to support young people involved in gang culture to transition into employment, training and back to school; and a campaign for action on family violence.

• Poets Corner Project

The Poets Corner project has seen strong collaboration between services on the ground and local residents to create a range of new programmes, courses and activities to get people involved in their community.

The housing development component of the project has suffered a delay due to the change in government, but future opportunities for affordable housing development in the area will be clearer in September 2009. However, the advocacy of different agencies, including Council, has seen the demolition and disposal of 62 housing units in the area and the Housing New Zealand Corporation has completed a series of upgrades to existing properties, including 'street makeovers' where residents and agencies get involved helping to bring new life to the area.

• 'Cool Things for Youth to do'

The Cool Things for Youth to do project will be launching a new youth website towards the end of 2009 (www.htwnyouth.co.nz), to centrally co-ordinate and communicate all the exciting opportunities available for young people to engage in meaningful activities. The project also aims to establish a trust to apply for funding and make this available for applications from young people so they can run their own events.

• Young People in Gangs

A Youth Gang Action Plan has been completed, which focuses on crisis management, intervention, prevention, inter-agency coordination and intelligence sharing, and long-term sustainable outcomes developed with the community. The plan was developed over several months by a cross agency working group.

• 'It's Not OK' Campaign

Throughout December 2008 Hamilton rolled out its own version of the 'It's Not OK' campaign. Through billboards and print advertising featuring local personalities, the message was spread that if you are hurting your family or know about someone hurting their family - it's not OK to turn a blind eye, but it is OK to ask for help. The campaign stressed that a few small steps by individuals makes a big contribution to getting the message out in the community.

■ Environmental Sustainability Strategy

Hamilton's first Environmental Sustainability Strategy was launched in January 2009. The Strategy is the culmination of eight months of collaborative working between ten Hamilton based agencies to develop a shared vision for the city's environment.

The strategy's principles are set out in four key theme areas: mobilised and responsive communities, environmentally sensitive urban growth, healthy ecosystems, and resource conservation. Nine flagship projects have been identified that will help shape that change over the next five years in a positive way. We all have a shared responsibility for making it work.

The collaborative approach taken by key players to develop this strategy is indicative of the collective responsibility and effort required to achieve a clear pathway towards a more sustainable Hamilton. The partners recognise that achieving real progress toward sustainability will only be possible if the values, attitudes and behaviours of Hamilton people are consistent with this goal. Engagement across the city is therefore key to making this happen.

• Earth Hour Hamilton

At 8.30 pm on 28 March 2009 Hamilton held its inaugural Earth Hour; a high profile international event which aims to deliver a strong sustainable living message to the global community and encourage everyone to reduce their environmental impact.

This project was led by the Waikato Times and project managed by Council, with involvement and support from ten other partner organisations. Build up started in February 2009 with six weeks of coverage in the Waikato Times leading up to the event covering sustainable living stories of 'everyday' people and businesses. The event itself had two focus points; one in the City Heart along Hood and Victoria Streets with many businesses taking part and running themed evenings for their patrons; and the second at the Balloons over Waikato Night Glow where a concert was held to mark Earth Hour with the 80,000 attendees.

Earth Hour 2009 was a huge success not only globally but also in Hamilton where WEL Networks recorded energy savings of 10.3% in Hamilton (26.45 MWh) - enough electricity to power around 13,000 homes for one hour. This made Hamilton's the highest energy savings of any city in NZ.

• Valuing Water

Over recent years the need to treat water as a precious resource has become a focus for the city, particularly with the drought in 2008 and the maximum allocation of resource consents reached for water sourced from the Waikato River. The purpose of this project is to undertake investigations into the most effective water management tools for Hamilton. This investigation will be used to deliver increased water efficiency for Hamilton through the Water Conservation and Demand Management Plan actions.

The project is a partnership between University of Waikato's Management School and Council; utilising the research capacity of the University to build on the work of Council through the Water Conservation and Demand Management Plan.

• Waiwhakareke Natural Heritage Park

Significant progress has been made at Waiwhakareke since the first planting in 2004 when the whole site was still being grazed as paddocks. Over nine hectares out of the site's 50 hectares have been replanted in native vegetation. In comparison, Hamilton's

largest area of native bush remnant, Jubilee Bush is only five hectares. Even though great progress on planting has been made very few Hamiltonians are aware of the project and what it is trying to achieve. This project aims to maximise the restoration efforts at our first natural heritage park by increasing general awareness of the site and its objectives.

The project is led by the Centre for Biodiversity and Ecology Research who are partnered by the Waiwhakareke Advisory Committee. This committee is made up of representatives from the University of Waikato, Tui 2000, the Waikato Institute of Technology and Council. This year two new tools have been launched to help people gain access to information on the site and how to become part of the restoration efforts, a new website www.waiwhakareke.co.nz and the Friends of Waiwhakareke group.

■ Creativity and Identity Strategy

A need around providing a more dedicated resource to foster creativity and innovation in the city was identified and the new position of Strategic Advisor Creativity and Identity was created at the beginning of 2009.

Since then, a Creativity and Identity Forum has been established to cultivate new thinking and to act as champions for the strategy. Members were appointed to the Forum from across the following areas:

- Enterprise and innovation
- Urban design
- Creative industries
- Cultural heritage
- Youth subculture
- Arts and new media.

The role of this forum is to have independent input into key city initiatives, to act as a “think tank” to cultivate new thinking, to endorse projects (with the methodology around this yet to be established), and to act as champions of the Creativity and Identity Strategy.

■ Hamilton Urban Growth Strategy

The Hamilton Urban Growth Strategy (HUGS) provides an outline of where new homes and jobs will be located within the city over the next 40 years. HUGS is based on the concept of ‘mend before you extend’, which suggests where viable we should first strengthen our existing communities and workplaces in order to maximise benefits and efficiencies from amenities, public services and infrastructure.

Areas of expansion should be considered later and deliver diverse and wholesome settings for new communities, seamlessly connected with the city. HUGS promotes four key growth propositions:

- Providing an increasing number of new dwellings through regeneration of existing parts of the city.
- In the short term, continuing with residential development commitments in Rototuna and the early stages of Peacocke and Rotokauri. In the longer term, prioritise residential growth in the remainder of the Peacocke area.

- Developing a new general employment area in the east of the city that leverages off the high technology, innovation precinct in Ruakura.

In the past, growth decisions were mainly influenced by cost. The development of the new City Strategies has helped broaden the debate when looking at options. HUGS considers the value delivered to the city by growth and where it occurs, not just cost implications. In doing so, the Strategy rethinks the way Hamilton is growing and chooses the best future for the city.

■ Economic Development Strategy

The Hamilton City Economic Development Strategy was developed and launched in August 2008 by twelve Hamilton agencies. The strategy builds on Hamilton's value proposition as a young, dynamic, agile city able to capitalise on opportunity. It creates an economic vision for the city as New Zealand's leading centre for the research and commercialisation of ideas, for training and labour market strategies and for harnessing the potential of entrepreneurs.

Over the past 12 months the Leadership Forum has overseen progress on a number of economic development projects throughout the city. These have included:

- **Digital Hamilton**

Digital Hamilton is a flagship project from the Thriving Business Environment theme of the strategy. The project is focused on investigating and implementing the actions needed to improve the use of digital technology by organisations and individuals in Hamilton. Stage one of the project was a study that investigated the major digital opportunities for our city. The study identified four major theme areas; cohesion, awareness, innovation, and infrastructure. The full report is available on Council's website (www.hamilton.co.nz/citystrategies) and an implementation plan will be available by December 2009.

- **Business Hamilton Communication**

This flagship project from the 'Leadership for Hamilton' theme was to create a business brand for the city and promote Hamilton as a great location for businesses. As a result of this project the Business Development Centre rebranded in June 2009 to become Opportunity Hamilton. With a 20 year history of supporting businesses, Opportunity Hamilton is the one stop shop for advice and assistance to:

- Start a new business.
- Grow an existing business.
- Relocate a business to Hamilton.
- Find out about industry groups in Hamilton such as the aviation cluster
- Invest in Hamilton.

Full information about all of these services is available on Opportunity Hamilton's new website - www.opportunityhamilton.co.nz.

- **Hamilton International Airport Study**

This was a key project in the 'Thriving Business Environment' theme. In November 2008 the University of Waikato completed a study for the airport entitled "Report on Proposed Runway Extension for Waikato Regional Airport". As a result of the findings, Hamilton International Airport is seeking planning approval to lengthen the main runway to almost 3,000 metres. Full information about this project is available on the website - www.hamiltonairport.co.nz.

In June 2009 the airport also announced the resumption of international flights, with Pacific Blue to operate three return flights per week each to Sydney and Brisbane from 1 September 2009.

Other projects from the Economic Development Strategy also undertaken during the last twelve months include:

- The establishment of a Business Improvement District in the CityHeart.
- The creation of a Young Person's Business Network (YKTO) to identify and develop young leaders in Hamilton.
- Organising the Waikato Jobs Summit in March 2009 and progressing identified initiatives, including plans for a cycleway through the region.
- The establishment of a visitor attraction initiative through Hamilton International Airport.
- The development of SODA Inc. as a creative industries incubator for the city.

■ CityScope (Urban Design Strategy)

The Hamilton City Urban Design Panel was set up as an initiative under CityScope. The purpose of the Panel is to provide free, independent expert advice on the key urban design elements of significant projects throughout Hamilton.

Since the first meeting of the Urban Design Panel in February 2008, 22 proposals have been reviewed. The range and scope of these projects has varied greatly, for example the redevelopment of Claudelands Events Centre, The Base retail development and the four-laning of Wairere Drive. The Panel made some very insightful comments, with positive alterations being made to many of the proposals following receipt of the Panel's recommendations.

A review workshop of the Urban Design Panel was held during July 2009. At this workshop the Mayor reaffirmed Council's support for this initiative for the following year.

■ Access Hamilton Strategy

2008/09 saw continued implementation of Council's 2005 transport strategy, including completion of the Avalon Drive bypass (in partnership with the New Zealand Transport Agency), continued investment in cycle lanes and safety projects as well as ongoing progress with School Travel Planning and 40km/hour zones.

A review of the strategy began in July 2008. This will update the existing strategy to take account of changes to the national and regional direction since 2005. The review is taking place in three phases. Firstly, a vision document was approved by elected members that sets out the review process focusing on six key themes:

- Working together to improve access
- Considering the future
- Planning for the future
- Providing for the future
- Understanding our choices
- Managing and adapting for the future.

Seven action plans were then developed to consider transport safety, active modes, network, parking, travel demand management, activity management and passenger transport in more depth. 2009/10 will see further work undertaken to bring together aspirations from each of these areas into an integrated transport plan that will prioritise projects and understand interactions between modes and targets. The final Access Hamilton Strategy and associated action plans are anticipated to be completed by December 2009.

■ **Active Communities Strategy**

The Active Communities Strategy has been in development since February 2009. A steering group (made up of ten representatives from the sport, recreation and health sectors) was established to collaborate on important priorities and issues that are prevalent in these sectors.

The key theme areas for this Strategy are Inspiring Motivation, Enabling Participation and Working Smarter. The steering group is in the process of finalising key project initiatives aligned with these key theme areas, which they will commit to delivering over the next three to five years.

The Active Communities Strategy will be adopted by the end of this year and then through ongoing monitoring and collaboration the steering group will seek to coordinate delivery of flagship initiatives.

3.4 Defining Sustainable Development

Sustainable development is about maintaining a delicate balance between the need to improve lifestyles and a feeling of well-being, while at the same time preserving natural resources and ecosystems, on which we and future generations depend. The term was used by the Brundtland Commission² which coined what has become the most often-quoted definition of sustainable development:

'Development that meets the needs of the present without compromising the ability of future generations to meet their own needs'

The following phrase provides an easier way to understand the concept of sustainable development, and is incorporated in the figure outlining the components of the City Strategic Framework in Section 3.1:

'Getting more, from less, for longer'³

Council has a strong interest in Hamilton's sustainability. It endorsed the principles and objectives of Agenda 21 in March 1993 and became a member of the International Council for Local Environmental Initiatives (ICLEI) in August 1993.

Agenda 21 is a non-binding global framework for action to achieve sustainable development resulting from the 1992 United Nations Conference on Environment and Development. New Zealand adopted the 27 principles of Agenda 21 in 1992.

Sustainable development, which is the cornerstone of Agenda 21, is also one of central government's key objectives and is 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'

The principles of sustainable development (particularly the concept of 'well-being' advocated through Section 3(d) of the Local Government Act 2002) were fundamental in developing Hamilton's Community Outcomes and the eight City Strategies that underpin the City Strategic Framework.

Collectively the principles, themes, initiatives and flagship projects advocated through the eight City Strategies will ensure that Hamilton takes a sustainable development approach that promotes the Local Government Act's four well-beings (environmental, social, economic and cultural) for the city's current and future generations.

Council recognises that the natural environment is pivotal to the concept of sustainable development and that for the city to function more sustainably it must not exceed the natural environment's capacity to provide for and absorb the effects of human activities.

Together the principles, initiatives and flagship projects outlined in the eight City Strategies support progress towards a more sustainable Hamilton. Promotion and ongoing implementation of the strategies' aspirations will assist Council, other organisations and the community at large to ensure the enhancement and ongoing sustainability of the city's urban form and natural environment.

² Brundtland Report 1982 - Our common Future. London, Earth Scan.

³ Office of the Parliamentary Commissioner for the Environment: Towards Sustainable Development - The Role of the Resource Management Act 1991 (August 1998).