

3.0 THE FRAMEWORK THAT SHAPES HAMILTON'S DEVELOPMENT
HE ANGA TAUTOKO MO KIRIKIROA TIPURANGA



a point of
difference

■ 3.0 THE FRAMEWORK THAT SHAPES HAMILTON'S DEVELOPMENT

CONTENT OF THIS SECTION

3.1	Progressing Hamilton's Community Outcomes
3.2	Community Priorities
3.3	Collaborative Approach to Progressing the Community Outcomes
3.4	Monitoring and Reporting of Community Outcomes
3.5	The City Strategic Framework – Moving Towards Sustainable Development
3.6	The Eight City Strategies – their Development, Content and Direction
3.7	Council's Sustainable Development Approach 3.7.1 Defining Sustainable Development 3.7.2 City Form and Sustainable Development 3.7.3 Minimising the effects of Council's Activities on the Environment 3.7.4 Community Partnership Initiatives 3.7.5 Response to Climate Change 3.7.6 Emissions Trading Scheme

■ 3.1 PROGRESSING HAMILTON'S COMMUNITY OUTCOMES

The Local Government Act 2002 requires councils to get their local communities thinking about and identifying how they would like to see the area they administer develop over the next 10 years and beyond and to translate this thinking into what are known as Community Outcomes and priorities.

Community Outcomes can be thought of as the things the community thinks are important for its well-being and for Hamilton's future – the community's goals. The outcomes identified by the community indicate the community's desire for how the city should progress socially, economically, environmentally and culturally (known as the four well-beings). In late 2004 Council invited a range of community-based organisations, iwi/Maori, central/local government and other representatives to develop and oversee a consultation process throughout 2005 to develop Hamilton's Community Outcomes.

The set of Community Outcomes for Hamilton that were agreed to by the community towards the end of 2005 are shown on the following page.

“the community's desire for how the city should progress”

HAMILTON'S COMMUNITY OUTCOMES

SUSTAINABLE AND WELLS 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.

UNIQUE IDENTITY

"A city with a strong identity that recognises the significance of its river and history"

HAMILTON PEOPLE WANT A CITY THAT:

- 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.

SAFETY AND COMMUNITY SPIRIT

"A safe, friendly city where all people feel connected and valued"

HAMILTON PEOPLE WANT A CITY THAT:

- 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.

HEALTHY AND HAPPY

"Active and healthy people with access to affordable facilities and services"

HAMILTON PEOPLE WANT A CITY THAT:

- 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 whānau, with lots of activities and places for tamariki and tangatahi to enjoy.
- 5.4 Provides access for all people to a range of healthy, affordable, quality housing.

INTELLIGENT AND PROGRESSIVE CITY

"Business growth that is in harmony with the city's identity and community spirit"

HAMILTON PEOPLE WANT A CITY THAT:

- 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.

WORKING TOGETHER

"Collaborative decision-making and planning are common practice"

HAMILTON PEOPLE WANT A CITY THAT:

- 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

In keeping with the requirements of Section 91(1), of the Local Government Act 2002 (which states that Community Outcomes will be reviewed every six years), Council will be reviewing and updating Hamilton's current set of Community Outcomes in 2011 as a key input and driver in the development of its 2012-22 LTCCP.

3.2 COMMUNITY PRIORITIES

As part of developing Hamilton's Community Outcomes, the community was also given the opportunity to provide feedback on what they felt the top priorities were for Hamilton over the next 10 years. The community priorities that emerged in late 2005 were:

- 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).

As evidenced through results from Council's various monitoring programmes (in particular the Quarterly Residents Survey), a number of these priorities are still very much 'top of mind' for Hamilton's community. The priorities are being addressed through ongoing implementation of the eight City Strategies (in particular through the flagship projects – refer Section 3.6), through various projects and programmes in this 2009-19 LTCCP, and through the initiatives and actions of other organisations and the wider community.

3.3 COLLABORATIVE APPROACH TO PROGRESSING THE COMMUNITY OUTCOMES

While it is acknowledged that Council performs a wide range of activities and contributes in different ways to a number of Hamilton's Community Outcomes, it needs to be emphasised that Council is only one of numerous organisations whose actions and direction assist in progressing the outcomes and overall community well-being in the city. Organisations such as the private sector, government agencies, health and social service agencies and iwi/Maori

organisations also have the mandate, resources and ability to influence and make significant progress towards Hamilton's Community Outcomes and to promote community well-being.

The Community Outcomes enable increased participation and collaboration between such organisations and also assist in making Hamilton a more sustainable city. However, it is the promotion and ongoing implementation of the eight City Strategies (that comprise the City Strategic framework) by Council and other organisations that provide the main means of giving effect to the Community Outcomes and the community's priorities.

An example of organisations working in partnership on projects that give effect to Hamilton's Community Outcomes is through the campaign for action on family violence that commenced in December 2008. This is a flagship project of Hamilton's Social Well-being Strategy and involves a number of organisations, including Work and Income, Child Youth and Family, and the New Zealand Police. The purpose of this project is to give a local dimension to the national campaign 'It's not OK'. This promotional campaign uses local and community leadership to create personal relevance around family violence. It supports the vision that all families/whanau have healthy respectful, stable relationships free from violence, and complements and supports existing local networks and actions that develop good outcomes for Hamilton.

■ 3.4 MONITORING AND REPORTING OF COMMUNITY OUTCOMES

Council is required to report at least once every three years on the progress being made towards Hamilton's Community Outcomes. The city's progress is measured through the set of 116 Community Outcomes Progress Indicators outlined below which are grouped under the seven themes of Hamilton's Community Outcomes.

This set of indicators draws on a number of monitoring programmes that Council is involved in and was agreed to by the community through Council's 2007/08 Annual Plan process.

HAMILTON'S COMMUNITY OUTCOMES AND COMMUNITY OUTCOMES PROGRESS INDICATORS

Sustainable and Well-Planned

1. *"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.

Community Outcomes Progress Indicators

- Travel times on key routes
- Road traffic volumes
- Means of travel to work
- Car ownership per household
- Total passenger numbers using public transport
- Residents' rating of public transport in their city
- Residents' satisfaction with Council provided cycling facilities
- Residents' satisfaction with Council provided walkways/footpaths
- Road crashes and casualties involving pedestrians and cyclists
- Number of schools and children using walking school buses
- Air pollution (including particulate matter (PM₁₀) levels, benzene levels, residents' perception of air pollution)
- Percent of confirmed contaminated sites remediated
- Residents' perception of neighbourhood noise
- Bird counts
- Area of green space in the city per resident
- Ratio of greenfield to infill development
- Percentage of resource consent applications that received pre-application urban design comments and percentage of those comments actioned
- Ecological health of the Waikato River

- Ecological health of Lake Rotoroa (Hamilton Lake)
- Average daily water usage per person
- Hamilton's residential energy consumption
- Waste per person from the household kerbside collection
- Recyclables per person from the household kerbside collection
- Materials collected for reuse/recycling at Hamilton's Refuse Transfer Station
- Waste diverted from landfill via the Hamilton Organic Centre

Vibrant and Creative

2. "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 Maaori 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.

Community Outcomes Progress Indicators

- Visitor guest nights and hotel/motel occupancy rates
- Number of conferences held
- Number of events listed on the 'What's On Hamilton' website
- Residents' use of Council's arts and culture facilities
- Residents' perception that their city is a place that has a culturally rich and diverse arts scene
- Cultural industries
- Residents' perceptions of the effect of increased diversity in lifestyles and cultures on their city
- Number of built heritage and sites of archaeological, historic and cultural significance in the current District Plan
- Residents' rating of feeling safe in Hamilton's central city at night
- Number of people living in the central city area
- Value of building consents issued for the CBD (new, alterations, additions)

Unique Identity

3. "A city with a strong identity that recognises the significance of its river and history"

Hamilton people want a city that:

- 3.1 Treasures and enjoys the Waikato River.
- 3.2 Acknowledges and celebrates the unique place of Waikato Maaori.
- 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.

Community Outcomes Progress Indicators

- Recreational health of the Waikato River
- Maaori involvement in public decision-making
- Percentage of people in Hamilton who can speak Maaori
- Proportion of Hamilton's Maaori population who can speak Maaori
- Number of street trees planted and number of trees protected
- Participation in native tree restoration projects
- Participation in the Enviro-schools programme
- Residents' rating of sense of pride in the way their city looks and feels
- Enrolments with Hamilton tertiary education organisations
- Participation in school-based community education courses
- School leaver qualifications
- Participation in early childhood education
- Number of modern apprenticeships currently in progress
- Percentage of pupils stood down, suspended, expelled and excluded
- Truancy rates
- Research funding received by tertiary education organisations
- Youth unemployment
- Teenage pregnancies
- Number of students enrolled in alternative education programmes
- Number of youth enrolled with Hamilton's Youth Transition Service

Safety and Community Spirit

4. "A safe, friendly city where all people feel connected and valued"

Hamilton people want a city that:

- 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.

Community Outcomes Progress Indicators

- Crime (including house burglaries, theft from motor vehicles, unlawful theft and taking of motor vehicles, violent offences, family violence, sexual offences, dishonesty offences)
- Road crashes and casualties
- Residents' perception of dangerous driving as a problem
- Residents' perceptions of safety in the CBD and in neighbourhoods
- Number of discrimination complaints to the Human Rights Commission
- Residents' perception of the effect of increased diversity of lifestyles and cultures upon the community
- Number of food parcels supplied to residents
- Unpaid work
- Residents' rating of graffiti as a problem
- Number of care and protection notifications to Child Youth and Family Services
- Residents' sense of community within their local neighbourhood
- Residents' agreeing that it is important to feel a sense of community with others in their local neighbourhood
- Residents' frequency of feeling isolated in the past 12 months
- Residents' involvement in social networks and groups

Healthy and Happy

5. "Active and healthy people with access to affordable facilities and services"

Hamilton people want a city that:

- 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 tamariki and rangatahi to enjoy.
- 5.4 Provides access for all people to a range of healthy, affordable, quality housing.

Community Outcomes Progress Indicators

- Drinking water standard
- Life expectancy
- Health expectancy
- Prevalence of cigarette smoking
- Low birth weight babies
- Hospitalisations for attempted suicide/death by suicide
- Residents' rating of how happy they are
- Residents' rating of their own health
- Residents' frequency of physical activity
- Residents' use of Council's sports and recreational facilities
- Residents' satisfaction with quality and quantity of leisure time
- Number of doctors (GP's) per head of the population
- Residents' rating of access to medical services
- Number of consents issued for new houses
- Proportion of houses owned or rented by the occupants
- House sale price index
- Home mortgage affordability (Waikato Region)
- Median rent
- Percentage of weekly household expenditure spent on housing costs
- Number and priority status of applicants on the waiting list of Housing New Zealand housing
- Percentage of people in private houses living in crowded households
- Residents' perception that their income meets everyday needs

Intelligent and Progressive City

6. *“Business growth that is in harmony with the city’s identity and community spirit”*

Hamilton people want a city that:

- 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.

Community Outcomes Progress Indicators

- Number of businesses and total employment
- Number of businesses of different sizes
- Retail sales in Hamilton as a percentage of retail sales in the Waikato Region
- Proportion of employees in Hamilton to that of the Waikato Region
- Business gains, losses and survival rates
- Research and development undertaken by businesses
- Employment/unemployment rate
- Labour force participation rate
- Number of filled jobs
- Average hourly earnings
- Distribution of income
- Residents’ rating of how well their skills are utilised in their current job
- Value of consents for new non-residential buildings
- Telecommunications infrastructure (awaiting the availability of data for this indicator)
- Number of employees by key Economic Development Strategy clusters
- Personal bankruptcies and involuntary company liquidations and receiverships

Working Together

7. *“Collaborative decision-making and planning are common practice”*

Hamilton people want a city that:

- 7.1 Engages all local communities in planning and developing the city’s future.
- 7.2 Ensures Maaori 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.

Community Outcomes Progress Indicators

- Community satisfaction with Council’s provision of opportunities for community involvement in decision-making
- Residents’ rating of the extent of public influence on Council decision-making.
- Residents’ rating of agreement that decision’s made by Council are in the best interests of the city
- Percentage of voter turnout at general/local authority elections
- Maaori residents’ satisfaction with Council’s provision of opportunities for community involvement in decision-making
- Maaori residents’ rating of the extent of public influence on Council decision-making
- Maaori residents’ rating of agreement that decisions made by Council are in the best interests of the city
- Written description of formal relationships between Maaori organisations and local/central government in the city
- Number of organisations working collaboratively on Council-led city wide strategies

Results from the 2009 monitoring report on Hamilton’s Community Outcomes Progress Indicators¹ show that the city is progressing well on a number of fronts including:

- Central city growth and development.
- Bus patronage.
- Remediation of contaminated sites.
- Planting of street trees.
- Youth unemployment.
- Visitor numbers and nights.
- Recycling volumes.

¹ 2009 Hamilton Community Outcomes Progress Report (prepared for Hamilton City Council by APR Consultants – March 2009).

- University research levels.

Areas where Hamilton is not doing so well as a city include:

- Traffic congestion and travel times.
- Housing affordability.
- Voter turnout (local authority and central elections).
- Access to General Practitioners.
- Student stand-downs and suspensions.
- Truancy.

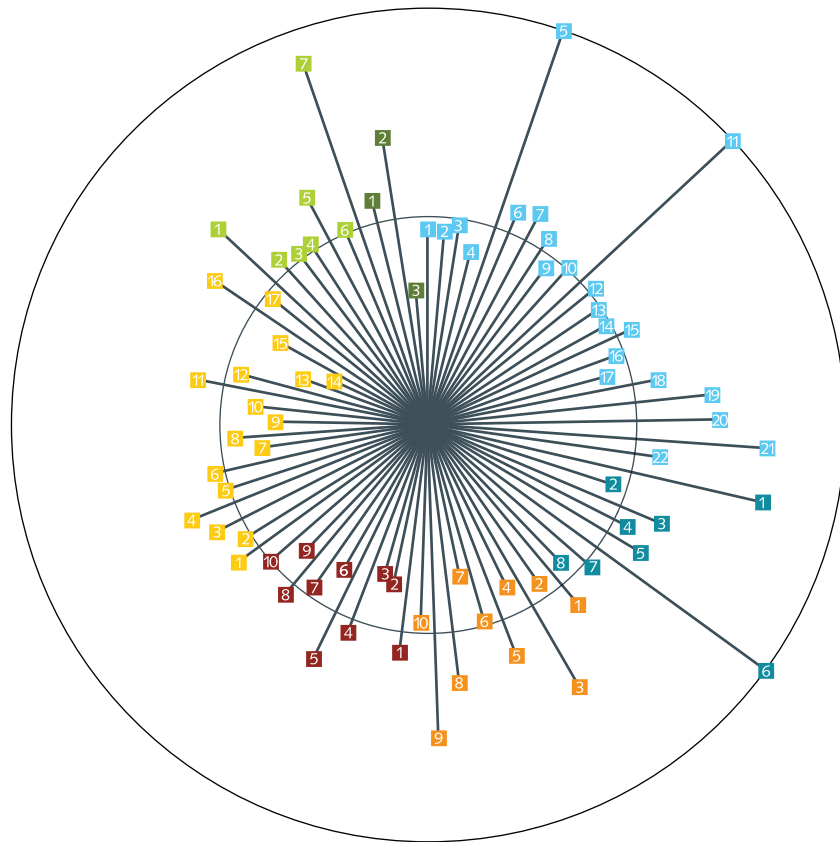
- Deaths and injuries from motor vehicle crashes.
- Persistently above-average rates of reported criminal offending.
- Lower reported sense of community than residents in other parts of New Zealand.

Key trends for Hamilton over the period 1998-2008 are summarised in the following figure (this shows only those indicators for which adequate historical data is available). The central circle represents community well-being in Hamilton during the 1990s and the spokes show progress to the early to mid 2000s.

“making Hamilton a more sustainable city”

Where a spoke extends outside the centre circle it means community well-being has improved over time. Where a spoke falls within the centre circle, community well-being has declined.

KEY TRENDS FOR HAMILTON: 1998 – 2008



- KEY:
- | | | |
|--|--|--|
| 1 Travel times | 3 Cultural diversity | 2 Life expectancy |
| 2 Traffic volumes | 4 Safety in CBD at night | 3 Smoking |
| 3 Travel to work | 5 People living in CBD | 4 Low birth weight |
| 4 Car ownership | 6 Building consents in CBD | 5 Happiness |
| 5 Bus passengers | 7 Maaori speakers (total) | 6 Self-reported health |
| 6 Satisfaction with buses | 8 Maaori speakers (Maaori) | 7 Physical activity |
| 7 Satisfaction with cycling facilities | 1 Recreational health of Waikato River | 8 Use of sports facilities |
| 8 Satisfaction with walkways/footpaths | 2 City pride | 9 Number of GPs |
| 9 Crashes involving pedestrians and cyclists | 3 Tertiary enrolments | 10 Access to medical services |
| 10 Air pollution | 4 Community education courses | 11 New dwellings |
| 11 Contaminated sites remediated | 5 School qualifications | 12 Home ownership |
| 12 Neighbourhood noise | 6 Early childhood education | 13 House prices |
| 13 Green space | 7 Stand-downs and suspensions | 14 Mortgage affordability |
| 14 Ecological health of Waikato River | 8 Tertiary research funding | 15 Rent |
| 15 Ecological health of Lake Rotoroa | 9 Youth unemployment | 16 Housing New Zealand waiting list |
| 16 Water usage | 10 Teen pregnancies | 17 Household crowding |
| 17 Energy consumption | 1 Crime | 1 Businesses and employment |
| 18 Waste | 2 Road crashes | 2 City-based employees |
| 19 Recyclables from kerbside | 3 Dangerous driving | 3 Employment |
| 20 Recyclables from Hamilton Organic Centre | 4 Safety in CBD | 4 Labour force participation |
| 21 Street trees | 5 Food parcels | 5 Average earnings |
| 22 Native tree restoration | 6 Unpaid work | 6 Telecommunications |
| 1 Guest nights | 7 CYFS notifications | 7 Bankruptcies |
| 2 Use of arts and culture facilities | 8 Sense of community | 1 Community involvement in decision-making |
| | 9 Importance of sense of community | 2 Decisions in best interests of city |
| | 10 Isolation | 3 Voter turnout |
| | 11 Drinking water | |

Information from the 2009 Hamilton Community Outcomes Progress Report that identify aspects where the city is not doing so well can be used by Council and other key stakeholders to address and take action where appropriate.

The 2009 report on Hamilton's Community Outcomes Progress Indicators was circulated to members of the Leadership Forums for each of the eight City Strategies for discussion and feedback.

The full 2009 report on Hamilton's Community Outcomes Progress Indicators is available on Council's website www.hamilton.co.nz/communityoutcomes.

A monitoring report has also been undertaken for the Social Well-Being Strategy. Four 'scorecards' were drawn up under the headings of 'Community Safety', 'Community Capacity and Pride', 'Quality of Life', and 'Vibrant Young People'. Each scorecard identifies key issues, reports on a number of measures (ranging between 8 and 17 measures) and describes the trends of each measure since adoption of the Social Well-Being Strategy in October 2007.

Results from the four Social Well-Being Strategy scorecards are available on Council's website at www.hamilton.co.nz/citystrategies.

Council does not rely solely on the results from the three-yearly report on Community Outcomes Progress Indicators to assess the progress being made towards Hamilton's Community Outcomes. It also has a number of additional ongoing monitoring and reporting programmes that incorporate many of the Community Outcomes Progress Indicators e.g. the Hamilton Quarterly Economic Update, Council's Quarterly Residents Survey and ongoing Customer Satisfaction Survey Programme, and the reporting undertaken in Council's Annual Report on the contribution that Council's activities make towards Hamilton's Community Outcomes (for example, data and trends for approximately 50 of the 116 Community Outcomes Progress Indicators are outlined in Council's 2007/08 Annual Report).

Council is also involved as a partner organisation in a number of monitoring programmes with other organisations that provide ongoing updates for a number of Hamilton's Community Outcomes. For example, Council is a contributing member council of the Quality of Life Project (www.qualityoflifeproject.govt.nz), which was initiated in response to increasing concern about the impacts of urbanisation and the effects of this on the well-being of residents. The purpose of this project is to provide information to decision-makers to improve the quality of life in major New Zealand urban areas. The project looks at 215 indicators that are used to provide an overall picture of people's quality of life. Involvement in this project allows Council to determine

the effectiveness of current practices relevant to other metropolitan local authorities. The project also enables participating councils to identify the links of the four well-beings outlined in the Local Government Act 2002 and to raise the profile of urban policy issues at a national level.

The MARCO project (Monitoring and Reporting Community Outcomes) which focuses on developing coordinated procedures for monitoring progress towards the achievement of community outcomes is another monitoring programme that Council participates in at a local level. MARCO comprises strategic planners from councils across the Waikato Region (as well as representatives from the Waikato District Health Board and various central government agencies) and meets on a regular basis. For further information about MARCO, refer to the website www.choosingfutures.co.nz

Council's website www.hamilton.co.nz/communityoutcomes contains information about the process used to develop Hamilton's Community Outcomes, the latest 2009 monitoring report that looks at data and trends of the Community Outcomes Progress Indicators (as well as the four scorecards outlining the progress and impact of the Social Well-Being Strategy), and other indicator programmes that Council is involved in.

The contribution that Council's 10 Activity Groups make towards Hamilton's Community Outcomes is outlined in Section 8.0.

“Hamilton is a diverse city of many cultures, ages and backgrounds”

■ 3.5 THE CITY STRATEGIC FRAMEWORK – MOVING TOWARDS SUSTAINABLE DEVELOPMENT

Council has developed a Strategic Framework for the city that will enable progress towards Hamilton's Community Outcomes through Council and other organisations 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 excites 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:

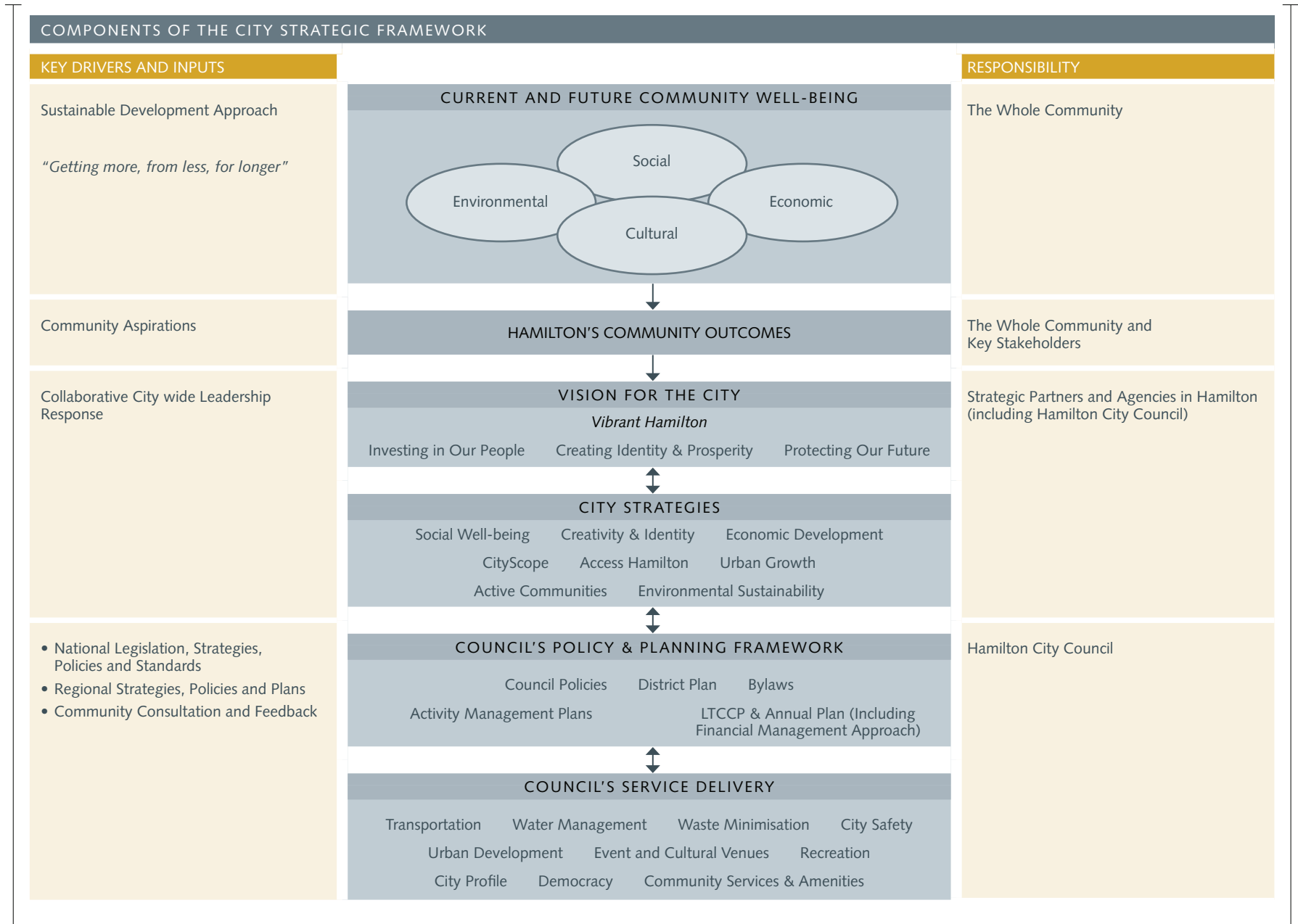
- CityScope, Hamilton's urban design strategy (adopted December 2008), and its design guidelines 'Vista'.
- Social Well-Being Strategy (adopted October 2007).
- Creativity and Identity Strategy (adopted September 2007).
- Economic Development Strategy (adopted July 2008).
- Environmental Sustainability Strategy (adopted October 2008).
- Hamilton Urban Growth Strategy (adopted December 2008).
- Access Hamilton Strategy (anticipated to be completed by late 2009).
- Active Communities Strategy (anticipated to be completed by late 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 and community well-being, 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 2002.²

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.

² Section 3 (d) of the Local Government 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".



■ 3.6 THE EIGHT CITY STRATEGIES – THEIR DEVELOPMENT, CONTENT AND DIRECTION

The eight City Strategies that comprise the City Strategic Framework 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 will also be collaborative.

Teamwork is at the heart of these 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 alone. 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.

A brief outline of each strategy's focus, themes and flagship projects is provided below.

CITYSCOPE – URBAN DESIGN STRATEGY

CityScope is Hamilton's Urban Design Strategy. The intention of *CityScope* is to raise the standard of urban design throughout the city and to actively plan toward the building of communities as the city expands. Its purpose is to establish a framework to guide the city towards a more sustainable, quality urban environment.

Key themes of *CityScope* include:

- Principles – a visionary and strategic approach to city design.
- People – enabling others to act.
- Place – inspiring a shared vision.
- Process – challenging the process.
- Promotion – encouraging the heart.
- Projects – modelling the way.

Flagship Projects

Two of the key components of the *CityScope* strategy are *Vista* (Hamilton's Design Guide) and the *Hamilton Urban Design Panel*.

These flagship projects help to progress the following Community Outcomes:

- » Sustainable and well planned.
- » Vibrant and creative.
- » Unique identity.

SOCIAL WELL-BEING STRATEGY

The Social Well-Being Strategy represents a collaborative approach to improving social issues in Hamilton. The development of the Strategy was driven by a steering group representing organisations that have committed to unite strengths, resources and raise a voice for Hamilton's needs at a central government level.

Key themes of the Social Well-Being Strategy include:

- City leadership and collaboration.
- Community capacity and pride.

- Vibrant young people.
- Quality of life.
- Community safety.

Flagship Projects

The Social Well-Being 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', and a campaign for action on family violence.

These flagship projects help to progress the following Community Outcomes:

- » Safety and community spirit.
- » Healthy and happy.
- » Working together.

CREATIVITY AND IDENTITY STRATEGY

In July 2007 a group of key business and creative strategists were invited to engage with internationally renowned creative thinker, Charles Landry, in a conversation about Hamilton. It was a rich ideas-generating environment for a mix of minds from business, industry, Waikato Tainui, government, education and the creative sector. They shared their local perspectives on Hamilton's urban landscape and discussed ways of rising to the challenge of finding uniquely Hamilton ways to foster innovation and creativity in the city. Some key themes emerged. Central to each of these themes is the concept of Hamilton striving to be a city that introduces and explains itself. The Creativity and Identity Strategy is a visioning document – stretching our thinking to a new mindset.

Key themes of the Creativity and Identity Strategy include:

- Making small effective – recognising Hamilton's size as its advantage.
- Attracting and growing our talent – developing the city as a seeding ground for success.
- Enhancing the aesthetic experience – ensuring that as Hamilton grows it retains a sense of place and connectedness.
- Reconnecting to the river.

The establishment of a Creativity and Identity Forum will assist with implementation and will help to progress the following Community Outcomes:

- » Vibrant and creative.
- » Unique identity.
- » Intelligent and progressive city.

ECONOMIC DEVELOPMENT STRATEGY

The Economic Development Strategy brought together 12 Hamilton agencies with an interest in economic development, to exchange ideas, build networks and explore potential opportunities. The resultant Strategy outlines a new strategic vision for Hamilton and a set of shared outcomes for the economy. As signatories to the Strategy, the partner agencies have committed to work together over the next three to five years to achieve these outcomes.

Key themes of the Economic Development Strategy are:

- Leadership for Hamilton.
- A thriving business environment.
- Building on economic strengths.
- Attracting and growing talent.
- Developing an enterprise culture.

Flagship Projects

Council is a partner in a number of flagship projects. These are Business Hamilton Communication, Hamilton Economic Development Endowment Fund, Digital Hamilton, CityHeart Revitalisation, Ruakura Innovation Precinct, Visitor Attraction, Hamilton Network and Creative Industries Incubator.

These flagship projects help to progress the following Community Outcomes:

- » Intelligent and progressive city.
- » Unique identity.

ENVIRONMENTAL SUSTAINABILITY STRATEGY

The Environmental Sustainability Strategy aims to respond to many of the environmental challenges now facing the city, in order to create a more sustainable Hamilton.

A collaborative approach is critical, as the outcomes sought are unlikely to be realised unless the whole community is engaged and committed to taking action. The key partners to the Strategy recognise that achieving real progress towards sustainability will only be possible if the values, attitudes and behaviours of Hamilton people are consistent with the goal of the Strategy.

Key themes of the Environmental Sustainability Strategy include:

- Mobilised responsive communities.
- Environmentally sensitive urban growth.
- Healthy ecosystems.
- Resource conservation.

Flagship Projects

Key projects that Council is involved in that will give effect to the ambitions of the Strategy include a review of Hamilton's District Plan, 'Valuing water' – an investigation into managing water assets, and 'Back to Earth' focusing on organic waste reduction.

These flagship projects help to progress the following Community Outcome:

- » Sustainable and well planned.

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' (refer Section 5.5), 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:

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

- 4 Develop 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.

These four key growth propositions help to progress the following Community Outcomes:

- » Safety and community spirit.
- » Healthy and happy.
- » Sustainable and well planned.

Section 6.1 contains further detail on HUGS.

ACCESS HAMILTON STRATEGY

The Access Hamilton strategy identifies a way forward for transport development, committing the city to integrated transport and land use planning, and making greater travel choices a reality. The Strategy focuses on the future; providing balance and choice, and applies this approach to planning transport, providing infrastructure, managing demand for transport and responding to the changing environment of the city.

Key themes of the Access Hamilton Strategy include:

- Planning for the future.
- Providing for the future.
- Understanding our choices and their impacts.
- Managing and adapting for the future.

Flagship Projects

Actions and projects from the Access Hamilton Strategy include travel demand management plans, school travel plans, intersection upgrades, improvements for pedestrians, road safety promotion programmes, and a review of street lighting on arterial and collector roads.

These action plans and projects helps to progress the following Community Outcomes:

- » Safety and community spirit.
- » Healthy and happy.
- » Sustainable and well planned.

ACTIVE COMMUNITIES STRATEGY

The Active Communities Strategy is currently being developed and is anticipated to be completed by mid 2009.

The aim of the Active Communities Strategy will be to support Hamilton residents in being physically active as well as providing an environment where people can enjoy participating in recreational activities. There are clear linkages to other strategies such as the Access Hamilton Strategy, which helps to provide an environment for active living e.g. provision of walking and cycle tracks.

Although Council plays a major role in sport and physical activity in owning and supporting a number of recreational facilities and public spaces, it understands that the provision of sport, recreation and leisure is also provided for across a wide variety of organisations and communities. As such, Council acknowledges the need to work with key partners to achieve the objectives of this Strategy.

The flagship projects to be developed as part of the Active Communities Strategy will help to progress the following Community Outcome:

- » Healthy and happy.

Progressing the City Strategies Through Leadership Forums

Now that the majority of the City Strategies have been completed, the respective Steering groups have seen significant value in continuing to meet and share information. This is occurring on a quarterly basis through what are known as Leadership Forums. These Leadership Forums recognise that high level strategy discussions are critical for ongoing collaboration as well as for keeping the participating organisations up-to-date with the activities and plans of others. The quarterly Leadership Forum meetings have two key agenda items:

- 1 Discussing the progress of flagship projects.
- 2 Discussing emerging strategic issues.

For further information about the eight City Strategies, contact the Strategy and Research Unit (phone 838 6537, email strategy@hcc.govt.nz), or refer to Council's website www.hamilton.co.nz/citystrategies.

■ 3.7 COUNCIL'S SUSTAINABLE DEVELOPMENT APPROACH

3.7.1 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 Commission³ 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 3.5:

*'Getting more, from less, for longer'*⁴

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, the eight City Strategies that underpin the City Strategic Framework, and this 2009-19 LTCCP.

³ Brundtland Report 1982 – Our common Future. London, Earth Scan.

⁴ Office of the Parliamentary Commissioner for the Environment: Towards Sustainable Development – The Role of the Resource Management Act 1991 (August 1998).

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 Hamilton 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.

3.7.2 CITY FORM AND SUSTAINABLE DEVELOPMENT

As noted in Sections 1.0 and 6.1, Council recognises that Hamilton's physical form is probably the single biggest determinant as to how sustainable it currently is and can potentially be. The location of housing, industrial and commercial areas in relation to one another (and their relative density) has a large bearing on how effectively a city functions, particularly in regard to transportation movements and the subsequent impact this has on the likes of energy use and CO₂ emissions. The subsequent development and rollout of the Hamilton Urban Growth Strategy (HUGS – refer Section 6.1) should place Hamilton in the best possible position to more sustainably manage the city's projected population and business growth through to the year 2051 and beyond.

A key step in the early stages of preparing HUGS and this 2009-19 LTCCP was the Enquiry by Design (EBD) process on city growth issues coordinated by Council, which took place over four days in March 2008 (refer Section 6.1). The impact that Hamilton's continued growth has on the social, cultural, economic and natural environments was a major consideration of the EBD, with areas discussed and evaluated including ecology, open space, transportation, employment, economic development and infrastructure. These topics formed a clear framework for evaluation of options, with findings from this analysis forming a major determinant for the final four growth propositions outlined in HUGS.

3.7.3 MINIMISING THE EFFECTS OF COUNCIL'S ACTIVITIES ON THE ENVIRONMENT

Effects on the current and future well-being of the city's community are an important consideration for Council when planning for and carrying out its activities. As well as having positive effects, Council recognises that some activities can have either existing or potential negative effects on the city's social, economic, environmental or cultural well-being that need to be managed or mitigated.

Each of Council's 10 Activity Groups outlines any potential negative effects that each Group may potentially have on the city's social, economic, environmental and cultural well-being, and how Council mitigates or manages such effects (refer Section 8.0).

As a large organisation and consumer of resources, Council is aware that it must lead by example in terms of environmental sustainability.

Green Purchasing Guidelines

As part of its Corporate Environmental Policy, Council's Green Purchasing Guidelines aim to make purchasing environmentally sound products and services as simple as possible for everyone involved.

As a major purchaser, Council has a significant impact on the natural environment through the products and services it buys. By introducing environmentally conscious purchasing criteria, Council can make a significant difference to the sustainability of the organisation and city.

Council's Green Purchasing Guidelines state that wherever possible, goods should be made from recycled material or materials from sustainable sources and should be energy and water efficient, reusable or recyclable, have minimal packaging, and be biodegradable in addition to being high performing and durable.

Energy Management Programme

Council has had an energy management programme in place since 1999. The Energy Manager is employed to develop and implement a range of energy efficiency initiatives throughout Council's operations that deliver continual improvements in energy use and associated financial savings.

In the 10 years since the programme's inception, energy management initiatives have resulted in savings to Council of \$3.1 million – almost 18 million kWh. In 2007/08, Council reduced its energy use by approximately 3 million kWh, enough to power around 330 households for one year.

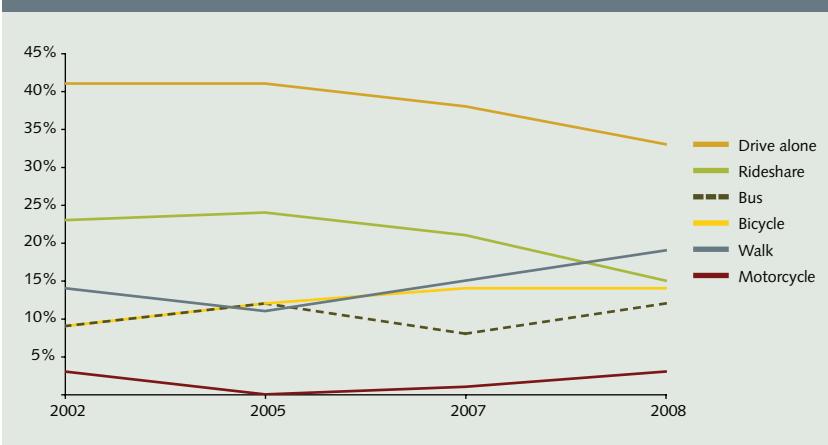
Rethink

An internal education and awareness programme (known as 'Rethink') also ensures Council is focused on developing an environmentally conscious workforce that operates in an environmentally sensitive manner. The *Rethink* programme covers water, energy, waste, events and campaigns, purchasing, biodiversity, buildings and transport, and operates through programmes such as:

- Encouraging and rewarding staff that use public transport and/or active transport.
- Running energy saving campaigns (instrumental during times of energy shortages).
- Encouraging the use of Council 'Fleet Bikes' over vehicles.
- Better informing staff of what they can do at work and in the home to cut back on energy and costs.
- Encouraging waste minimisation.

For example, the 'Every Trip Counts' programme encourages Council staff to choose sustainable means of getting to and from work such as the bus, walking or cycling. A study undertaken in November 2008 of approximately 200 Council staff found that the number of single occupancy drivers has continued to decrease (from 41% in 2005 to 33% in 2008), while those walking, catching the bus and cycling continue to trend upwards (refer following figure).

HOW HAMILTON CITY COUNCIL STAFF TRAVEL TO WORK



3.7.4 COMMUNITY PARTNERSHIP INITIATIVES

Council recognises that promoting and coordinating initiatives that raise community awareness about the effects that their actions can have on the natural environment is a powerful way of changing people's behaviour. The resultant actions will assist in Hamilton becoming a more sustainable city. To this end Council facilitates and coordinates a number of community initiatives and programmes that have a natural environment focus. These include:

- The weekly kerbside collection of paper and recyclables (plastic, glass, aluminium, and steel cans).
- Coordination of Hamilton's Gully Restoration Programme and Envirofund.
- Commitment to the Hamilton EnviroSchools Programme.
- Promotion and ongoing development of the 'Know it?... Live it!' programme (a community environmental education programme that informs Hamilton's community of ways that they can live and work more sustainably – including production of five household guides on Water, Waste, Transport, Energy, and Shopping).
- Coordination of the Sustainable Urban Design Programme.
- Coordination of the collection of Hamilton's electronic waste through eDay (held annually in September/October since 2007).

3.7.5 RESPONSE TO CLIMATE CHANGE

INTRODUCTION

Climate change or global warming refers to the progressive gradual rise of the earth's average surface temperature, thought to be caused in part by increased concentrations of greenhouse gases in the atmosphere which trap some of the heat the earth radiates back into space.

It is largely recognised that the increasing amount of human-caused emissions of greenhouse gases in the atmosphere is the reason the world is warming at a rate that is considered to be higher than natural climate variations (observed over comparable time periods).

While New Zealand's greenhouse gas emissions in a global context are small (0.2% of the world's greenhouse gas emissions), on a per-person basis our level of emissions ranks us 12th in the world. Given that New Zealand is a small trading nation with a strong land management sector as its base, climate change will have implications for the country's environment and economy.

KYOTO PROTOCOL

The Kyoto Protocol is an international agreement linked to the United Nations Framework Convention on Climate Change. It sets binding targets for 37 industrialised countries and the European community for reducing greenhouse gas emissions. These reductions amount to an average of 5% against 1990 levels over the period 2008-2012.

Since the Kyoto Protocol was adopted in 1997 climate change has become a permanent fixture of the global political landscape. New Zealand's ratification of the Kyoto Protocol in December 2002 commits the country to reducing its average net emissions of greenhouse gases over the period 2008-2012 (the first commitment period of the Kyoto Protocol known as 'CP1') to 1990 levels or to take responsibility for the difference.

Central government reports on its provision for New Zealand's obligation under the Kyoto Protocol ('the Kyoto liability') on an annual basis through its Financial Statements. The financial estimate of New Zealand's obligation at 31 October 2008 was \$593 million.

While direct Kyoto obligations sit primarily with central government, responding to climate change (in particular achieving carbon neutrality) requires a nationwide effort involving not just central and local government, but also businesses, communities and individuals.

A climate treaty to replace the 1997 Kyoto Protocol is to be held in Copenhagen in December 2009.

Local government has a particularly critical role in implementing central government initiatives and ensuring that real changes are made on the ground. While it is difficult to say with great certainty what the implications of climate change will be for Hamilton, climate models predict an exacerbation of current weather patterns which could mean more frequent and extreme weather events such as droughts and floods.

The Ministry for the Environment has made the following statements regarding the potential impact of climate change for the Waikato.

"In general, Waikato, like much of the west coast of New Zealand, is likely to become warmer and wetter.

Climate scientists estimate that Waikato's temperature could be up to 3°C warmer over the next 70-100 years. This compares to a temperature increase in New Zealand during last century of about 0.7°C. ... Waikato could be up to 20% wetter with more varied rainfall patterns and flooding could become up to four times as frequent by 2070".⁵

Strategically, Council is positioning itself to respond to many of the challenges associated with climate change. This includes meeting any legal or regulatory obligations associated with addressing climate change, such as through the New Zealand Energy Strategy, the New Zealand Energy Efficiency and Conservation Strategy and the recently enacted Emissions Trading Scheme (whatever its eventual shape or form) as well as planning for the potential impacts of climate change on the city through the District Plan. Other programmes involve voluntary commitments that Council already undertakes along with many other local authorities throughout the world.

Council has committed to greenhouse gas reduction targets and in order to achieve them is actively promoting energy conservation within the community through a range of educational programmes, projects and other initiatives.

COUNCIL'S INVOLVEMENT IN COMMUNITIES FOR CLIMATE PROTECTION

The CCP™- NZ programme provides a strategic framework through which councils and their communities can take action to reduce greenhouse gas emissions. The programme aims to reduce emissions from each council's own actions, as well as influencing reductions throughout the wider community.

Council has participated in the CCP™- NZ since October 2004. In order to assist councils and their communities address climate change the programme comprises five key milestones, each of which has an internal council component and a community component i.e.:

Milestone 1 – Conduct an inventory and forecast for greenhouse gas emissions.

Milestone 2 – Establish emission reduction goals.

Milestone 3 – Develop and adopt a Local Action Plan.

Milestone 4 – Implementation of the Local Action Plan.

Milestone 5 – Monitor and report on achievements.

⁵ Information is at 2008 and is sourced from the Ministry for the Environment's website www.mfe.govt.nz

In 2008 Council was one of the first two councils in New Zealand to be awarded Milestone 4 for being able to demonstrate reductions in emissions from its facilities.

Despite the uncertainty surrounding the programme's future, Council is committed to undertaking initiatives that reduce the city's carbon emissions.

STRATEGIC RESPONSES TO CLIMATE CHANGE

As outlined in Section 3.5, Council's strategic vision for a "Vibrant Hamilton" is expressed through the promotion and ongoing implementation of eight City Strategies. Although each Strategy has its own particular area of focus, some have more relevance than others when addressing climate change. For example:

- The Hamilton Urban Growth Strategy promotes additional options for more compact living environments in the existing city and encourages growth nodes that are more likely to invigorate the 'CityHeart', reduce travel times and encourage greater use of public transport.
- Access Hamilton, the city's integrated transport strategy, focuses on the critical interrelationship between landuse and transport planning as a means of reducing dependency on cars.
- The Environmental Sustainability Strategy also advocates for environmentally sensitive urban growth with more efficient or compact use of land to help slow the rate of urban development into greenfield areas.

In particular, the following three flagship projects from the Environmental Sustainability Strategy will assist Hamilton in reducing its greenhouse gas emissions, thereby minimising our contributions to global warming:

- 'Back to Earth', which investigates the best way to divert and utilise the city's greenwaste (which, if allowed to break down anaerobically in landfill, produces methane, a greenhouse gas approximately 25 times more powerful than carbon dioxide).
- The review of Hamilton's District Plan (anticipated to commence in mid 2009) to bring it in line with the shared outcomes of the Environmental Sustainability Strategy and the principles of CityScope.
- 'Breath Easy', Council's contribution to a project aimed at retrofitting Hamilton's pre-1978 homes with adequate insulation to reduce heat loss, allow for more efficient energy use and assist in improving the city's air quality.

ENCOURAGING THE COMMUNITY TO RESPOND TO CLIMATE CHANGE

Fostering behavioural change in the community is essential for achieving a collective community response to climate change. Council continues to support many critical environmental projects and initiatives such as the nationally recognised EnviroSchools Foundation, which is helping to create the next generation of climate conscious citizens by providing them with the knowledge and skills to act.

3.7.6 EMISSIONS TRADING SCHEME

INTRODUCTION

Most of the provisions of the Climate Change Response (Emissions Trading) Amendment Act 2008 came into force on 26 September 2008. The Emissions Trading Scheme (ETS) has created an incentive for New Zealanders to develop and apply carbon-friendly techniques and technologies. In time, carbon will be viewed as a cost of production, just as labour, energy and capital are now costs of production. This will become an economic reality that the country needs to take into consideration.

The primary aim of the scheme is to lower the country's greenhouse gases in-line with those limits agreed to under the Kyoto Protocol. Within the urban context this concerns stationary energy, industrial processes, solid waste and liquid fossil fuels. The ETS covers emissions of the following six greenhouse gases: carbon dioxide (CO₂), methane (CH₄), nitrous oxide (N₂O), hydrofluorocarbons (HFCs), perfluorocarbons (PFCs) and sulphur hexafluoride (SF₆). These are the greenhouse gases covered by the Kyoto Protocol.

The ETS has introduced a price on greenhouse gases to provide an incentive for New Zealanders to reduce emissions and enhance forest sinks. Emissions trading provides flexibility in how participants comply with their obligations, enabling a least-cost response. The scheme supports the achievement of New Zealand's international climate change obligations, shifting the cost of New Zealand's emissions from general taxpayers to the emitters and consumers who are best placed to take action to reduce emissions.

The new Government has formed a Select Committee to review the ETS legislation and wider climate change policy for New Zealand and has indicated that it wants the process (including legislative amendments) to be completed by September 2009. In the interim, officials continue to develop the regulations for the ETS, as legislated in September 2008.

Regulations completed to date include:

- Forestry regulations.
- Liquid fossil fuel regulations.
- Unit register regulations.

IMPLICATIONS OF THE EMISSIONS TRADING SCHEME FOR COUNCIL

Although the ETS is unlikely to have a direct affect on Council's operations, it is likely to have a number of indirect effects, particularly in terms of electricity prices, the cost of waste disposal, and the cost of fuel i.e. as most goods and services are in some way tied to the price of oil and other key commodities, across the board price rises are likely to impact significantly on Council and the services it provides to the community.

It is important to remember that the ETS was intentionally designed to initiate a fundamental structural shift towards a less carbon intensive economy. As such, increases in fuel costs are likely to encourage greater use of public transport, cycling and walking, and may also encourage greater intensification in existing parts of Hamilton.

These potential cost and planning implications of the ETS need to be considered within a wider strategic context. The eight City Strategies present an ambitious vision going forward and are likely to have a considerable impact on Hamilton's future shape and form, particularly through the rollout of the Hamilton Urban Growth Strategy and ongoing implementation of the Environmental Sustainability Strategy. These changes are likely to give rise to a more compact city where sustainable transport choices are more viable. The ETS is therefore expected to complement Council's existing strategic direction for Hamilton.

“Council is positioning itself to respond to many of the challenges associated with climate change”

