

### 1. History

Council adopted the inaugural Recreation and Leisure Plan for Hamilton City on 26 August 1998. The Plan was the result of 18 months of extensive community consultation. Through its Strategic Goals of Provision, Access, Promotion and Achievement the plan sought to realise the vision of "People, Organisations and the Council, in partnerships, creating a community active in recreation and leisure". Within the Achievement Goal, Objective 4.1.8 required Council to "review the Recreation and Leisure Plan with the community every three years".

This new Recreation and Leisure Plan is the outcome of that review.

### 2. Review Process

The four major influences on the Recreation and Leisure Plan review are:

- Hamilton's Strategic Plan
- Other recreation and leisure documents
- The current Recreation and Leisure Plan
- The Hamilton Community.

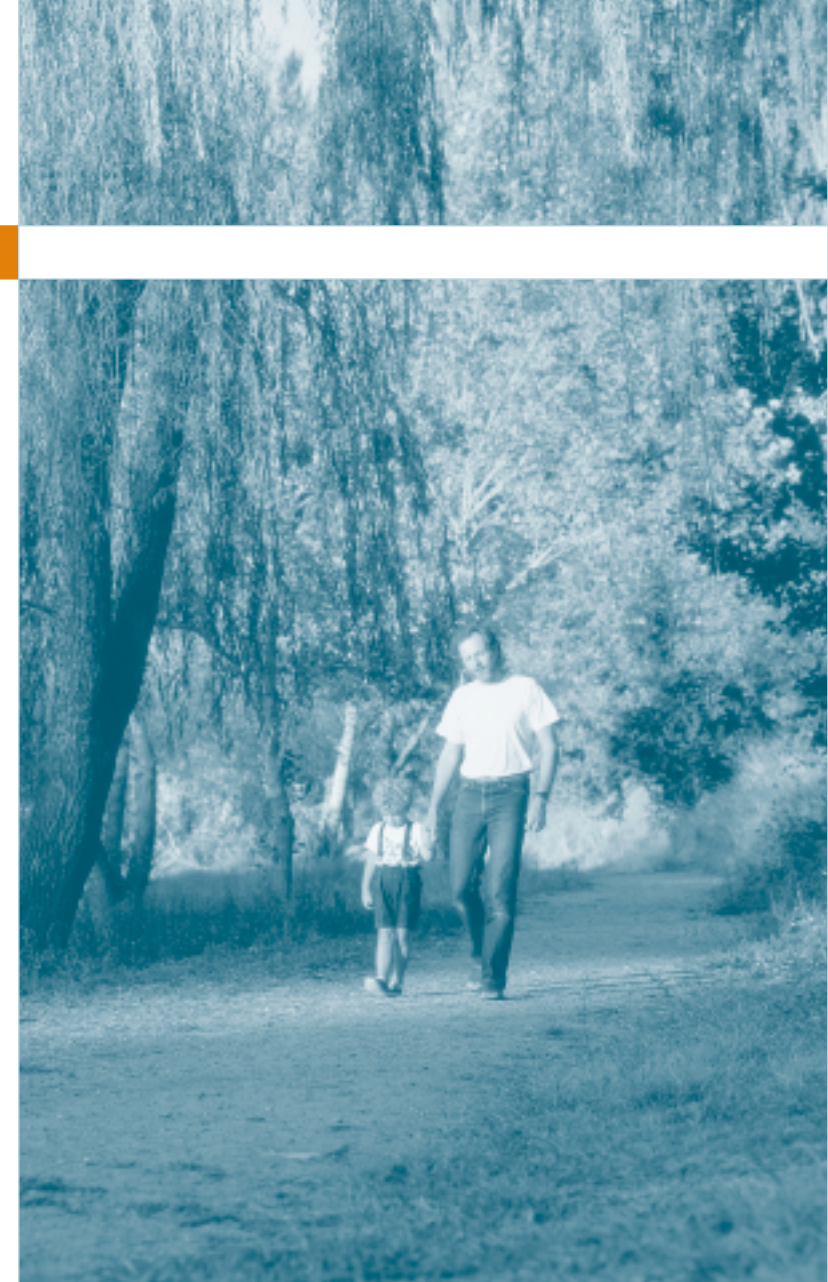
#### Hamilton's Strategic Plan (1999 – 2019)

Hamilton's Strategic Plan is itself the result of extensive community consultation and contains a vision for community growth consistent with the key concepts of sustainable development. "Sustainable Development" meets the needs of the present without compromising the ability of future generations to meet their needs<sup>1</sup>. As such it requires consideration of the environmental, social and economic impacts of activities to be taken into account during development, and the sixteen Goals of Hamilton's Strategic Plan do this. The Recreation and Leisure Plan addresses seven of these Goals:

- Goal 5     A full range of land, facilities and services is available to meet the community's recreation and leisure needs;  
Goal 6     Hamilton values its rich culture and artistic achievement;

<sup>1</sup>Brundtland Report. (1982).

*Our common future.* London; Earth Scan.



- Goal 7 Kirikiriroa is established as a centre for traditional and modern arts and culture;
- Goal 9 Local neighbourhoods address the needs of their residents – socially, physically and emotionally;
- Goal 10 All people enabled and encouraged to participate in the development of the city;
- Goal 11 A supportive community where families, youth, and older persons are valued;
- Goal 14 Hamilton has a positive internal and external image.

#### Other Recreation and Leisure Documents

Early in 2001 the Sport, Fitness and Leisure Ministerial Task Force Report, Getting Set for an Active Nation, was released. Among other things, the Report advocated a closer working relationship between regional providers of sport and active recreation. The Recreation and Leisure Plan Review Steering Group accepted the wisdom of this recommendation and has ensured that partnerships have become the cornerstone of this Recreation and Leisure Plan. In the early stages of the review other documents with an influence on leisure, both external and internal to Council, were identified and evaluated with the relevant parts being taken into account in this Plan.

#### Recreation and Leisure Plan (1998-2001)

A number of the first Recreation and Leisure Plan's Outcomes were ongoing. Similarly, at the time of the review several Outcomes were either in process or not started. In each case these Outcomes have been reviewed and in some cases

modified as a result of trends and focus group comments. Where Outcomes are still relevant they have been included in this Recreation and Leisure Plan.

#### The Hamilton Community

Above all else this Recreation and Leisure Plan is for our community. It reflects the aspirations of the community and it can only be achieved through partnerships with different groups in the community.

### 3. Current Issues and Challenges

#### Getting Set for an Active Nation

The Ministerial Task Force's report recommended closer relationships between the nation's providers of sport and active recreation opportunities. Included in this recommendation was the need to develop regional strategic plans as a means of gaining greater co-ordination and efficiencies in the provision of sport and active recreation, and thereby achieve greater community participation.

This Recreation and Leisure Plan has adopted this recommendation wholeheartedly and integrates strategies from a number of recreation and leisure organisations and their documents. However, given that it is a recreation and leisure plan, integration has not been confined to sport and active recreation, but also includes strategies taken from documents in other realms of recreation and leisure such as Council's Aquatic Facilities and Creative New Zealand's Strategic Plan.

#### The People of Hamilton

This Recreation and Leisure Plan expresses the views of residents in Hamilton who are currently or potentially users of the city's recreation and leisure opportunities. During consultation, people in our community were asked for their views on a number of topics including:

- Are the current levels of provision adequate?
- What extra opportunities need to be provided?
- What does the future of recreation and leisure hold and what needs to be done to address any issues?
- Are the Vision and Goals of the first Recreation and Leisure Plan still relevant?

The Provision, Access and Promotion Goals provide a simple model for enabling people to be more active. Recreation and leisure opportunities must be **provided** so as to cater for the needs of the people they serve, they must allow **access** by minimising barriers and they must be **promoted** so people know about them. The community's responses indicated that these Goals are still relevant. However, responses made to other questions reveal that the Objectives and Strategies that seek to achieve the Goals need re-focusing.

#### *Provision*

To be more active, people need to be provided with recreation and leisure opportunities. The Focus Groups said this Plan must:

- Encourage partnerships that provide opportunities for people to be more active;
- Enhance and maintain existing facilities to meet the needs of the people who use them;
- Provide new facilities to meet the current and future needs of both the community and visitors to Hamilton.

#### *Access*

Providing facilities is not enough; people must be able to access them. The community said this Plan must address access issues through:

- Enabling participation in the recreation and leisure planning process;
- Minimising financial barriers;
- Minimising physical barriers;
- Improving the safety of users;
- Reducing transport barriers;
- Enhancing a customer service focus among Council's facility staff.

#### *Promotion*

Community facilities must be promoted. No matter how good the facility or how few the barriers, if the people do not know of it, opportunities for greater participation will not be realised. Focus groups said the Plan must provide better information for both the local community and visitors to Hamilton. Hamilton has great opportunities, and people must be encouraged to use them.

#### *Equal Opportunity for Participation*

Through the delivery of these three Goals, this Recreation and Leisure Plan intends to provide opportunities for all the people

of Hamilton to be involved in recreation and leisure. While focus group submissions have led to the inclusion of actions that impact more directly on some segments of the community, the absence of actions targeted towards other sectors does not preclude them from opportunities to participate also. The Plan is generic and inclusive and every sector of our diverse community has equal access to it.

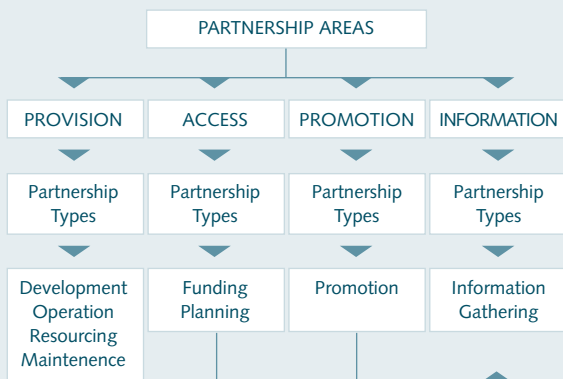
#### **The Current Recreation and Leisure Plan (1998 – 2001):**

An internal evaluation of the current Recreation and Leisure Plan indicated the need for reduction in the number of Goals, and identified several Outcomes that need to be carried over and integrated into this new Plan. Many of these Outcomes have been re-phrased to make them relevant to current conditions or have been amended to reflect comments made by the Focus Groups.

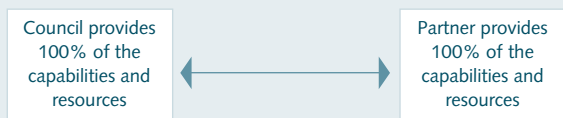
The Achievement Goal has been removed from the main body of the Plan. However, it is still recognised that the Plan needs to be a living document and so the Administration section can now be found in the Appendices of this Plan. The Administration section sets out how the plan will be integrated, implemented, monitored and reviewed.

In summary, this Plan represents the wishes of the community and, by building on and consolidating the directions of the first plan, provides a foundation for partnerships based on integrated, achievable Goals.

**Figure 1  
Partnership Areas and Types**



**Figure 2  
Level of Participation in Partnerships**



#### 4. Partnerships

The central theme of this Plan is successful partnerships with other providers, with our community, and between units within Hamilton City Council. Integration of several documents enables these partnerships. However, Council is keen to develop partnerships with other organisations that are not directly represented in this Plan.<sup>2</sup>

The potential for partnerships is inherent in each of the Actions the Plan requires (see the “This Requires” column of the Plan). Although the Plan’s Goals are an end in themselves, partnerships are in most cases an important means to achieving those ends.

The three Goals of this Plan provide three areas in which partnerships can be forged and under each there is a number of partnership types. For example, under the Provision Goal there is potential for partnerships in recreation and leisure opportunity development, operation, resourcing and maintenance. Under the Access Goal there are potential partnerships in funding and planning, and under the Promotion Goal there is potential for a partnership in promotion of recreation and leisure opportunities.

Partnerships in information collection also play an important role in this Plan. While partnerships in this area do not fall under one of the Goals, information gathering is a key means of identifying the best method of achieving the Goals, and demonstrating their success (See Figure 1).

Each partnership type can exist on a continuum between total Council or partner input. Placement on the continuum and the corresponding level of participation will depend on the resources and capabilities available to Council and the partners (See Figure 2).

Through partnerships the delivery of recreation and leisure opportunities will become more effective and efficient, and greater participation will follow.

#### 5. Plan Administration

As mentioned earlier, the Achievement Goal of this Recreation and Leisure Plan now appears in the Appendices. Administration of the Plan will be achieved through four Goals: Integration, Implementation, Monitoring and Review. This section provides an overview of those Administration Goals.

<sup>2</sup> It is hoped that in time the City and Region-wide partnerships will enable development of a Regional Leisure Plan that satisfies the recommendations of the Task Force Report.

**Integration**

The Recreation and Leisure Plan provides a strong base for integration with other current and future recreation and leisure based documents. Integration is the precursor to partnerships and together they represent a significant step toward fulfilling the Task Force's recommendation for an "industry inclusive strategy".

**Implementation**

The Recreation and Leisure Plan covers a 10 year period. However, more detailed annual and triennial implementation plans will be developed. These plans will be the result of consultation with the people of Hamilton, Council Units and with external organisations. The Financial implications of annual and triennial implementation plans will be included in the 10-year financial plan and Annual Plan respectively.

**Monitoring**

Monitoring of the Plan will be conducted at two levels. At the micro-level there are Key Performance Indicators (Measuring Success) attached to all Objectives. Many of these require measures of success to be established in the first year and these will provide benchmarks on which the success of subsequent years can be determined.

At the macro-level, implementation of the plan will be reviewed annually. The findings of this review will be included in a report to the Recreation and Leisure Plan Steering Group and reported through media press releases.

**Review**

This Plan covers a 10 year period. While it will be subject to a major review at the end of this period, Council acknowledges that the recreation and leisure environment will change considerably during this time. To respond to developing trends triennial reviews of the Plan will also be conducted. These reviews will be carried out in consultation with the community and will allow Council to fine-tune the plan to the needs of the community over the next three years.

**6. Summary**

This is the second Recreation and Leisure Plan for Hamilton City. It follows a successful first Plan that covered a three year period from 1998 to 2001. This new Plan is concerned with partnerships that will provide more opportunities for the people of Hamilton and its visitors to be more active more often. The Plan incorporates relevant Goals from Hamilton's Strategic Plan. Its Objectives, Strategies and Actions

are based primarily on the integration of identified priority community needs and the ongoing or incomplete strategies of the first Plan. Cognisance has been taken of other relevant strategy plans and the importance of these in fostering partnerships. This Plan provides an environment where the vision of people, organisations and the Council, in partnerships, creating a community active in recreation and leisure, can be realised.

***Partners to the Recreation and Leisure Plan (2002 – 2012)***

The organisations listed below have offered to partner Hamilton City Council in the implementation of the Recreation and Leisure Plan (2002 – 2012). Their involvement will provide the people of Hamilton with greater opportunities to be active in recreation and leisure.

- Arts Waikato;
- Campus Services, University of Waikato;
- Cycle Action Waikato;
- Department of Conservation;
- Department of Sport and Leisure, University of Waikato;
- Environment Waikato;
- Gracelands Trust;
- Hamilton Community Arts Council;
- Hamilton Grey Power;
- Hamilton Playground Trust;
- Public Health Unit, Waikato District Health Board;
- Sport Waikato;
- WEL Energy Trust.