

Agenda for a meeting of the Strategy & Finance Committee to be held via Audio Visual Conference on **MONDAY, 6 SEPTEMBER 2021** commencing at **9.30am**.

1.	<u>APOLOGIES AND LEAVE OF ABSENCE</u>	
2.	<u>CONFIRMATION OF STATUS OF AGENDA</u>	
3.	<u>DISCLOSURES OF INTEREST</u>	
4.	<u>CONFIRMATION OF MINUTES</u>	
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GJ Ion
CHIEF EXECUTIVE

TERMS OF REFERENCE AND DELEGATION

Reports to: The Council

Chairperson: Cr Janet Gibb

Deputy Chairperson: Cr Aksel Bech

Membership: The Mayor, all Councillors and Mrs Maxine Moana-Tuwhangai (Maangai Maaori)

Meeting frequency: Six-weekly

Quorum: Majority of members (including vacancies)

Purpose:

The Strategy & Finance Committee is responsible for:

1. Monitoring of Council's strategy, and performance (both financial and non-financial) against the Long Term Plan and Annual Plan.
2. Setting the broad vision and direction of the District, determine specific outcomes that need to be met to deliver on that vision, and develop and monitor strategies to achieve those goals.
3. Determining financial matters within its delegations and Terms of Reference and making recommendations to Council on financial matters outside its authority.
4. Guiding and monitoring Council's interests in Council Controlled Organisations (CCOs), Council Organisations (COs) and subsidiaries.

In addition to the common delegations on page 10, the Strategy & Finance Committee is delegated the following Terms of Reference and powers:

Terms of Reference - Strategy:

1. Develop and agree strategy and plans for the purposes of consultation.
2. Recommend to Council strategy and plans for adoption, including community plans (e.g Blueprints).
3. Monitor and review adopted strategies and plans.

4. To monitor and provide advice on the development and implementation of growth and development strategies, land use, and spatial plans in line with national policy requirements.
5. To enhance the District's economic position by promoting it as a business-friendly and business enabled location and providing direction on strategic initiatives, plans, projects and potential major developments relating to economic and business development.
6. To monitor and provide direction on engagement with the District's communities in relation to the Council's strategies and plans.
7. To monitor and make decisions on environmental management and sustainability within the District.
8. To receive and consider presentations and reports from stakeholders, government departments, organisations and interest groups on development and wellbeing issues and opportunities within the District.

Terms of Reference – Finance:

9. To monitor Council's financial strategy, and performance against that strategy.
10. To provide clear direction to Council's CCOs and COs on Council's expectations, including feedback on draft statements of intent.
11. To receive six-monthly reports of Council's CCOs and COs, including on board performance.
12. To undertake any reviews of CCOs and agree CCO-proposed changes to their governance arrangements, except where reserved for full Council's approval.
13. To monitor Council's investments and Local Government Funding requirements in accordance with Council policy and applicable legislation.

The Committee is delegated the following powers to act:

- Approval of:
 - a. appointments to, and removals from, CCO and CO boards; and
 - b. a mandate on Council's position in respect of remuneration proposals for CCO and CO board members to be presented at Annual General Meetings.
- Approval of letters of expectation for each CCO and CO.
- Approval of statements of intent for each CCO and CO.
- Approval of proposed major transactions of CCOs and COs.
- Approval or otherwise of any proposal to establish, wind-up or dispose of any holding in, a CCO or CO.
- Monitor work on Future Proof, Waikato Plan, Growth & Economic Development Strategy and cross-boundary issues.

- Approval of any process for making decisions where additional opex or capex funding, or deferred capex, is required.
- Review and make recommendations to Council in relation to Fees & Charges (after consultation with relevant community boards or committees).
- Review and recommend to Council the adoption of the Annual Report.
- Review and recommend to Council the approval of Development Agreements.
- Approval of transactions in relation to investments in accordance with Council policy.
- Approval of contractual and other arrangements for supply and services, and revenue generating contracts, which exceed the Chief Executive's delegations, but exclude contracts or arrangements that are reserved for the Council or another committee's approval.
- Approval of rating issues where these exceed the delegated authority of officers, or are an appeal against officer decisions. For clarity, this excludes decisions that are required, by law, to be made by the Council.
- Approval to write-off outstanding accounts that exceed officer delegations.
- Approval of funding applications for the Heritage Assistance Fund and Conservation Fund as recommended to the committee by officers or relevant assessment bodies.

Open Meeting

To	Strategy & Finance Committee
From	Gavin Ion Chief Executive
Date	23 August 2021
Prepared by	Matt Horsfield Democracy Advisor
Chief Executive Approved	Y
Reference #	GOV1301
Report Title	Confirmation of Minutes

1. EXECUTIVE SUMMARY

To confirm the minutes of the Strategy & Finance Committee meeting held on Monday, 26 July 2021.

2. RECOMMENDATION

THAT the minutes of the meeting of the Strategy & Finance Committee held on Monday, 26 July 2021 be confirmed as a true and correct record.

3. ATTACHMENTS

S&F Committee Open Minutes – 26 July 2021

Minutes for a meeting of the Strategy & Finance Committee of the Waikato District Council held in the Council Chambers, District Office, 15 Galileo Street, Ngaruawahia on **MONDAY, 26 JULY 2021** commencing at **9:32AM**

Present:

Cr EM Patterson (Acting Chairperson)
Cr AD Bech (*via audio visual platform*)
Cr JA Church
Cr CA Eyre
Cr SL Henderson
Cr SD Lynch
Cr RC McGuire
Ms M Moana-Tuwhangai
Cr NMD Smith
Cr CT Woolerton

Attending:

Mr G Ion (Chief Executive)
Mr T Whittaker (Chief Operating Officer)
Ms A Diaz (Chief Financial Officer)
Mr V Ramduny (Strategic Projects Manager)
Mr C Bailey (Finance Manager)
Mr M Horsfield (Democracy Advisor)

APPOINTMENT OF CHAIRPERSON FOR THIS MEETING

Resolved: (Crs Smith/Lynch)

THAT the Strategy & Finance Committee appoints Cr Patterson as Acting Chairperson for this meeting.

CARRIED

S&F2107/01

APOLOGIES AND LEAVE OF ABSENCE

Resolved: (Ms Moana-Tuwhangai/Cr Woolerton)

THAT the apologies from Councillors Gibb, Sedgwick, McInally, Thomson and His Worship the Mayor be received.

CARRIED

S&F2107/02

CONFIRMATION OF STATUS OF AGENDA ITEMS

Resolved: (Crs Church/Lynch)

THAT the agenda for a meeting of the **Strategy & Finance Committee** held on **Monday, 26 July 2021** be confirmed and all items therein be considered in open meeting with the exception of those items detailed at agenda item 7 which shall be considered with the public excluded;

AND THAT all reports be received.

CARRIED

S&F2107/03

DISCLOSURES OF INTEREST

There were no disclosures of interest.

CONFIRMATION OF MINUTES

Resolved: (Crs Eyre/McGuire)

THAT the minutes for a meeting of the **Strategy & Finance Committee** held on **Monday 14 June 2021** be confirmed as a true and correct record of that meeting.

CARRIED

S&F2107/04

REPORTS

Action Register
Agenda Item 5

The report was received [*S&F2107/02 refers*] and discussion was held.

- No costings has been received yet regarding the upper limit of costs for the Heritage Review Steering Group. This will be followed up at the next meeting.

Raglan Holiday Park Papahua Board
Agenda Item 6.1

The report was received [*S&F2107/02 refers*] and the following discussion was held:

- Raglan Holiday Park Papahua Board approved the budget for this financial year at their last meeting. The holiday park charter states the budget has to be ratified by Council.
- Noted that the camp board would like to move toward a living wage for holiday park staff. Work was underway to understand how this would affect the budget as well as parity issues with staff. Once that work has been completed, the budget would be reviewed to implement the necessary budgetary changes.
- Questions were raised regarding why the report was not included in the public excluded section of the meeting, as it includes figures that broadly relate to wages and salaries. Staff explained that the report has historically been held in the open section of the meeting.
- Question raised whether the impact of costs of lack of availability of materials and labour has impacted the budget.
- The holiday park board is a sub-committee of Council, and does not have a public Annual General Meeting.
- Councillors extended their praise for how well the holiday park has been running.
- A report will be coming before Council that will summarise the current governance and management of the holiday park, the historical context of the holiday park and the vision of a co-governance structure for the holiday park.

Resolved: (Ms Moana-Tuwhangai/Cr McGuire)

THAT the Strategy & Finance Committee ratify the Board's decision to approve the following for the Raglan Holiday Park - Papahua:

- **Capital Plan for the years 2020-2026**
- **Budget for 2021/22 financial year**
- **Programme Maintenance Plan for July 2020-June 2027.**

CARRIED

S&F2107/05

Final Statements of Intent
Agenda Item 6.2

The report was received [S&F2107/02 refers] and the following discussion was held:

- Any Council can disagree to the final statement of intent, but any adjustment to the statement would need agreement with other stakeholder Councils.

Resolved: (Crs Smith/Lynch)

THAT the Strategy & Finance Committee, as per section 65(2)(a) of the Local Government Act 2002 agree to the 2021/22 Statements of Intent received from the Waikato Regional Airport Limited and Waikato Local Authority Shared Services Limited;

AND FURTHER THAT the Strategy & Finance Committee confirm that StradaCorporation Limited and its subsidiary Waikato Quarries Limited remain exempted in the classification as Council Controlled Organisations and are therefore not required to submit a Statement of Intent.

CARRIED

S&F2107/06

Treasury Risk Management Policy – Compliance Report on 30 June 2021
Agenda Item 6.3

The report was received [S&F2107/02 refers] and the following discussion was held:

- There were currently three non-compliant measures. Current net external debt, balanced budget benchmark which is below the policy limit and debt maturing between 0 and 3 years was outside the policy range of 15% to 60% at 63%.
- Council has to project its debt forecasts to Council's treasury advisors. Currently, Council has interest rate swaps in place as it was forecast that Council would have \$101.5 million worth of debt, but Council's actual debt equalled \$80 million. The interest rate that Council was borrowing for live interest rate swaps was 3.9%.
- A workshop will be scheduled from PWC to help explain complexities of Council finances.
- The graph on page 54 of the agenda should note that the 90 day bank rate is the benchmark.

ACTION: The Treasury Risk Management Policy review will be undertaken at the same time as the PWC Workshop.

EXCLUSION OF THE PUBLIC

Agenda Item 7

Resolved: (Crs Smith/Woolerton)**THAT** the public be excluded from the following parts of the proceedings of this meeting.

The general subject of each matter to be considered while the public is excluded, the reason for passing this resolution in relation to each matter, and the specific grounds under section 48(1) of the Local Government Official Information and Meetings Act 1987 for the passing of this resolution are as follows:

General subject of each matter to be considered	Reason for passing this resolution in relation to each matter	Ground(s) under section 48(1) for the passing of this resolution
Item number 1 – Confirmation of Public Excluded Minutes	Good reason to withhold exists under Section 7 Local Government Official Information and Meetings Act 1987	Section 48(1)(a)
Item 2.1 Whatawhata Community Hub Contract Award	Good reason to withhold exists under Section 7 Local Government Official Information and Meetings Act 1987	Section 48(1)(a)

This resolution is made in reliance on section 48(1)(a) of the Local Government Official Information and Meetings Act 1987 and the particular interest or interests protected by Section 6 or Section 7 of that Act which would be prejudiced by the holding of the whole or relevant part of the proceedings of the meeting in public, as follows:

Item No.	Section	Interest
Item 1 Confirmation of Minutes		Refer to the previous Public Excluded reason in the agenda for this meeting.
Item 2.1 Whatawhata Community Hub Contract Award	7 (2) (i)	Enable any local authority holding the information to carry on, without prejudice or disadvantage negotiations (including commercial and industrial negotiations)

CARRIED

S&F2107/07

There being no further business the meeting was declared closed at 10:26am.

Minutes approved and confirmed this day of 2021.

E Patterson
ACTING CHAIRPERSON

Open Meeting

To	Strategy and Finance Committee
From	Vishal Ramduny Acting General Manager Community Growth
Date	17 August 2021
Prepared by	Sandy Mason Personal Assistant
Chief Executive Approved	Y
Reference #	GOV1318 / 3224713
Report Title	Action Register – August 2021

1. EXECUTIVE SUMMARY

The purpose of this report is to provide the Strategy and Finance Committee with an update on Actions arising the previous meeting.

2. RECOMMENDATION

THAT the report from the Acting General Manager Community Growth be received.

3. ATTACHMENT

Strategy and Finance Committee's Action Register – August 2021

Strategy and Finance Committee's Action Register – August 2021

Meeting Date	Item and Action	Person / Team Responsible	Status Update
26 July 2021	<p>Item 6.3 Treasury Risk Management Policy – Compliance Report on 30 June 2021</p> <p>Action The Treasury Risk Management Policy review will be undertaken at the same time as the PWC Workshop.</p>	Colin Bailey – Finance Manager	Contact has been made with PricewaterhouseCoopers but no firm date has been agreed.

Open Meeting

To	Strategy and Finance Committee
From	Vishal Ramduny Acting General Manager Community Growth
Date	23 August 2021
Prepared by	Jim Ebenhoh Planning and Policy Manager
Chief Executive Approved	Y
Reference #	GOV1318 / 3228891
Report Title	Climate Action Progress – August 2021

I. EXECUTIVE SUMMARY

This report presents an update on implementing Council’s Climate Response and Resilience Action Plan (the Action Plan) since its adoption in December 2020 and an indication of the forward work programme for the next year. Reporting on these matters by September 2021 is a Key Performance Indicator in the Chief Executive’s 2021/22 Business Plan.

The past eight months have seen a focus on securing funding through the 2021-2031 Long Term Plan (LTP) for implementing the Action Plan, including funding for a Climate Action Coordinator. This role has recently been advertised, with several promising applications having been received by the closing date of 26 August.

Alongside preparation of the LTP, the organisation has progressed many climate-related initiatives in the past eight months, including:

- Continued roll-out of flexible working arrangements that have resulted in energy savings through both remote working and more efficient information technology.
- Continuing shift from hard copies to digital information and communications.
- Replacement of some Council fleet vehicles with hybrids.
- Hearings on the Proposed District Plan, which is promoting compact growth and focused densification to reduce travel demand and promote sustainable transport modes, as well as incorporating protection for significant natural areas and reduction of development risk in areas prone to natural hazards.
- Commencement of review of Council’s Conservation Strategy.
- Incorporation of climate considerations in the draft Council report template (under development).
- Regular briefings with the WCLASS Energy Manager to identify emerging opportunities for energy savings in Council operations.
- Work to update the Council’s emissions stocktake for Financial Year (FY) 2019/20.
- Regular collaborative meetings between Council staff in the Waikato region working on climate action.

Changes in the national and international context have also been followed and analysed, including:

- The Government's February 2021 announcement that it would repeal the Resource Management Act 1991 and replace it with three new Acts, including a Climate Adaptation Act.
- The Climate Change Commission's June 2021 report, 'Ināia tonu nei: a low emissions future for Aotearoa' (Advice to the New Zealand Government on its first three emissions budgets and direction for its emissions reduction plan 2022 – 2025).
- Working Group 1's contribution to the Sixth Assessment Report of the Intergovernmental Panel on Climate Change (IPCC), 'Climate Change 2021: The Physical Science Basis. Contribution of Working Group I to the Sixth Assessment Report of the Intergovernmental Panel on Climate Change,' August 2021.

The forward work programme for FY 21/22 is still intended to be those actions listed in the Action Plan as starting in FY 21/22, plus those that started in FY 20/21 that are still underway. The Climate Action Coordinator will review the Action Plan within their first six months and recommend any revisions (actions, priorities, timing) while moving forward with appropriate actions across the organisation.

2. RECOMMENDATION

THAT the report from the Acting General Manager Community Growth be received.

3. BACKGROUND

On 5 February 2020, the Strategy and Finance Committee received and approved the Climate Response Planning report. An outcome of the report was a mandate to develop a Climate Action Plan.

On 31 August 2020, the Policy and Regulatory Committee adopted an internally focused Climate Response and Resilience Policy (2020), a crucial first step towards the development of an appropriate Action Plan and a key enabler for employees. The policy does the following:

- Provides a foundation to establish a consistent, standardised, all-of-organisation approach to climate response and resilience.
- Demonstrates and operationalises Council's commitment to take climate action.
- Assists with decision making and planning.
- Aligns the organisation with climate related legislation.
- Protects people from risk.
- Sets a framework for the development of a Climate Action Plan (now referred to as the Climate Response and Resilience Action Plan, for consistency with the title of the Policy).

On 14 December 2020, Council received the Climate Response and Resilience Action Plan (the Action Plan), approving the framework and endorsing the prioritised actions through the following resolutions:

Resolved: (Crs Bech/Sedgwick)

THAT Council approve the Climate Response and Resilience Action Plan (2020): Part One: Framework, as attached to the staff report;

AND FURTHER THAT Council endorse the Climate Response and Resilience Action Plan (2020): Part Two: Prioritised Actions, as attached to the staff report, as a starting point for Council's consolidated climate-related action programme.

CARRIED WDC2012/22

The Action Plan consists of a (1) framework document containing background, principles, objectives and a summary of action categories and (2) a table of prioritised actions.

The Action Plan embodies a pragmatic approach that recognises the urgency of the climate risk as well as affordability constraints in the current uncertain economic climate. It was endorsed by Council as an initial starting point, to demonstrate leadership and an action focus while allowing for further refinement based on national and regional guidance, regional and sub-regional collaboration, community and iwi input

4. DISCUSSION

4.1 PROGRESS UPDATE

The past eight months have seen a focus on securing funding through the 2021-2031 Long Term Plan (LTP) for implementing the Action Plan, including funding for a Climate Action Coordinator. This role has recently been advertised, with several promising applications having been received by the closing date of 26 August.

Other new climate-related funding that has been provided in the 2021 LTP includes the following:

- Continued transition of Council's non-ute vehicle fleet to hybrids.
- Replacement of Huntly Pool's gas-fired boiler with a less carbon-intensive heating source (moved forward to 2024).
- Continued replacement of lighting in Council facilities with LED lights, particularly at Huntly Library.

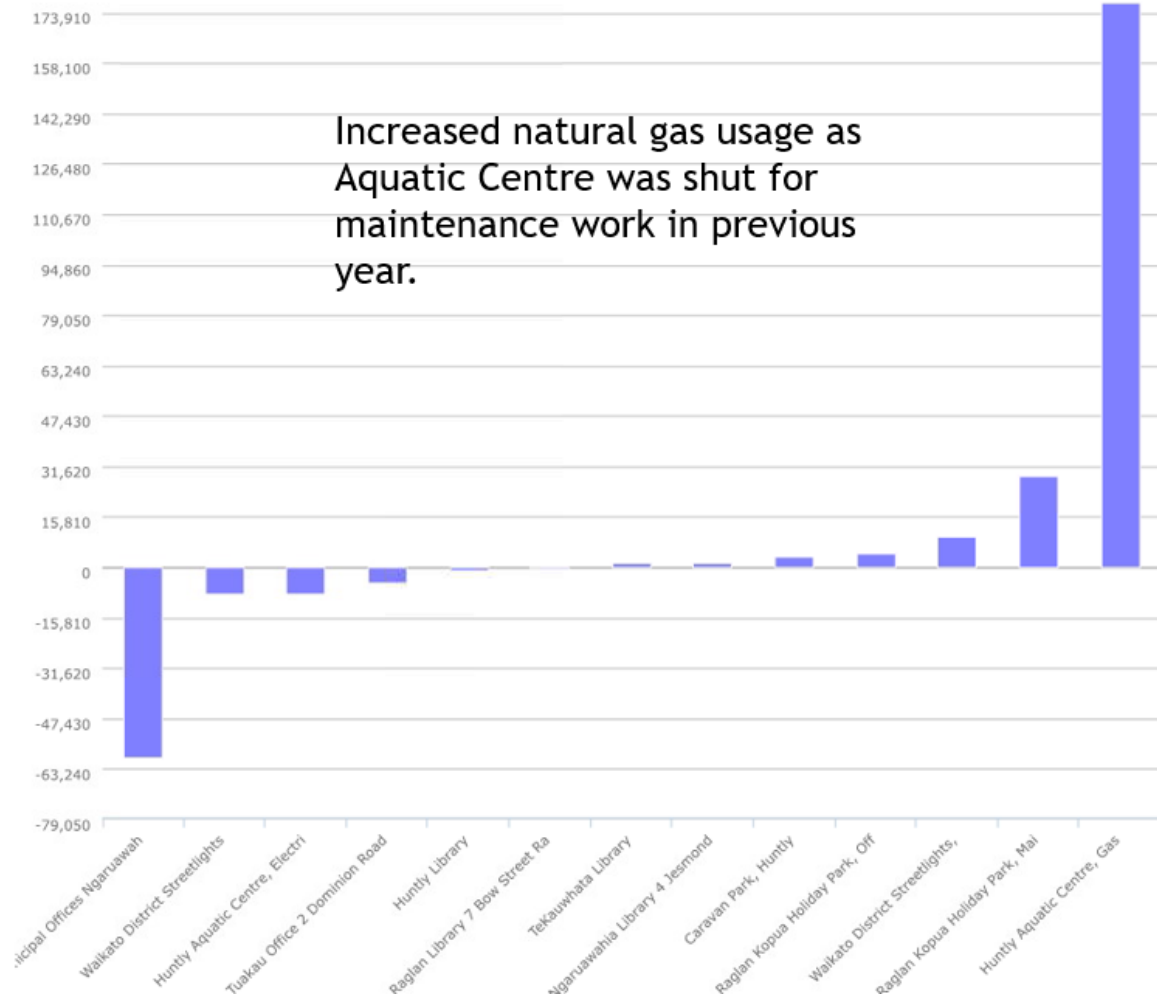
There are many more actions which can be progressed within Business as Usual (BAU) funding in the LTP, as indicated in the attached Action Plan.

As part of this continuous improvement within BAU budgets, alongside preparation of the LTP the organisation has progressed many climate-related initiatives in the past eight months, including the following:

Flexible working

By allowing and facilitating more remote working, Council has reduced energy usage in its head office at Ngaruawahia, as shown in the graph below comparing FY 20/21 electricity usage to the previous year:

Figure 1: Energy usage (kWh): FY20/21 vs FY19/20 (source: WLASS Energy Advisor)



Energy-efficient laptops

Related to the move to flexible working, most desktop computers for staff have been replaced with laptops that use less power and have default settings that put the display and then the laptop itself to sleep after a period of inactivity.

Shift from hard copies to digital formats

Council has continued to move rapidly from hard copies to digital communications – including for its Proposed District Plan hearings, rates and water invoices (and possibly dog registrations in future), generally less printing through increased reliance on digital information and more working from home. These initiatives have already reduced the volume of pages printed from 300,000 prints per month to 80,000 prints per month. This saves on emissions not only from electricity, toner and paper use, but also from vehicle emissions in the case of invoices and other documents that were formerly sent via post.

Council fleet conversion

In the past eight months, several conventional petrol vehicles were replaced with hybrids as part of a three-year transition for all non-utility vehicles. Options for utility vehicles are being actively explored.

Proposed District Plan (PDP)

Hearings have been held on the PDP, which contains many elements that will contribute to emissions reduction and climate resilience. These include the promotion of compact growth and focused densification to reduce travel demand and promote sustainable transport modes, increased identification and protection for significant natural areas and reduction of development risk in identified areas prone to natural hazards.

Conservation Strategy review

The 2004 Conservation Strategy is now being reviewed by a working group consisting of various staff and a steering group of Councillors, with a draft Strategy due to be recommended for consultation by December and adoption by February 2022. The Strategy review provides an opportunity to focus Council's conservation priorities on areas of greatest benefit from a biodiversity perspective. This is likely to lead to revegetation of many habitat areas, which will enhance carbon capture as well as natural resilience to climate impacts.

Changes to Council report template

Work is underway to revise Council's report templates and a current draft being discussed internally includes a heading for climate response and resilience considerations, as recommended in the Action Plan.

Waikato Local Authority Shared Services (WLASS) Energy Manager briefings

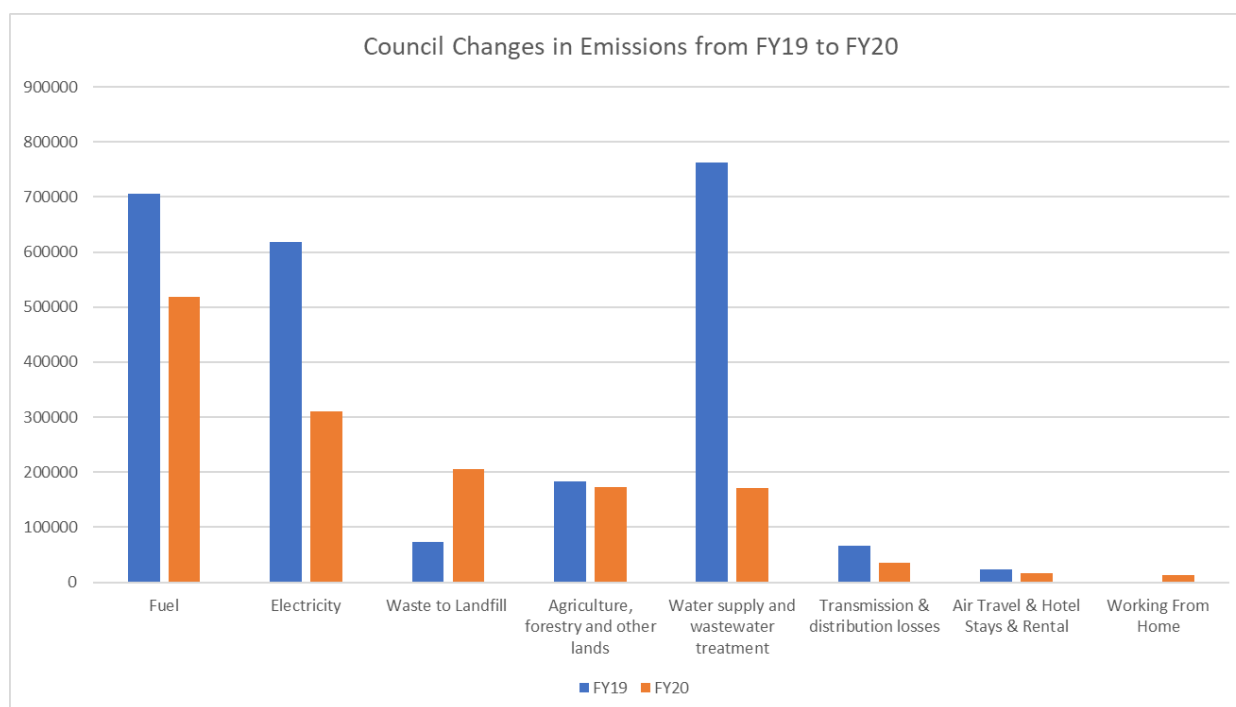
Regular briefings have been given by the WLASS Energy Manager to Council staff to identify energy and emission trends across Council's operations, as well as energy-saving (and cost-saving) opportunities. For example, the Ngaruawahia office power capacity setting was reduced, saving \$1,000 per annum. A similar possibility for Huntly Library, combined with a lighting upgrade and possible Heating, Ventilation and Air Conditioning (HVAC) plant renewal has been highlighted as having potential to save Council \$3,000 to \$4,000 per annum.

Update to Council's (corporate) emissions stocktake

Staff presented the FY 2018/19 corporate emissions stocktake as attachments to the December 2020 Council report. These stocktakes, undertaken through the WLASS energy management contract, typically begin shortly after the end of a financial year but can take a year or more to complete. Currently staff are working with the WLASS Energy Manager on an updated corporate emissions stocktake for the FY 2019/20 year.

Preliminary results on the change in Council's corporate emissions from FY 18/19 to FY 19/20 are shown below and indicate a drop in emissions from fuel and electricity usage. The FY 19/20 data includes three months of biogenic emissions from water supply and wastewater treatment before Watercare took over the operation of water assets on 1 October 2019. The waste-to-landfill data requires further work to refine measurement (for example, basing it on actual weight or volume of waste generated, rather than simply the number of skips collected per year); this is part of the data improvement in Council's waste minimisation plan.

Figure 2: Waikato District Council (corporate) GHG emissions from FY18/19 to FY19/20 (units = kg CO₂-e = kilogrammes of carbon dioxide equivalent). Source: WDC based on work by WLASS Energy Advisor.



Regional collaboration

Regular collaborative meetings have occurred between Council staff in the Waikato region working on climate action. The Waikato Plan and WLASS are starting to coordinate local government efforts in the region.

Tracking of national and international policy context

Changes in the national and international context have also been followed and analysed, including:

- The Government's February 2021 announcement that it would repeal the Resource Management Act 1991 and replace it with three new Acts, including a Climate Adaptation Act.
- Climate Change Commission's June 2021 report, 'Ināia tonu nei: a low emissions future for Aotearoa' (Advice to the New Zealand Government on its first three emissions budgets and direction for its emissions reduction plan 2022 – 2025).
- Working Group 1's contribution to the Sixth Assessment Report of the Intergovernmental Panel on Climate Change (IPCC), 'Climate Change 2021: The Physical Science Basis. Contribution of Working Group I to the Sixth Assessment Report of the Intergovernmental Panel on Climate Change,' August 2021.

Progress updates covering much of the above and other progress notes, are included in the right-most columns in the attached Action Plan tables. In addition, roles within Council that are associated with each action have been listed, pending confirmation and setup of specific workstreams by the Climate Action Coordinator.

4.2 FORWARD WORK PROGRAMME

The December 2020 Action Plan has a column for the 'Start Date' for actions and many of the actions are listed as starting in FY 20/21. For the most part, these actions have started as planned, at least through initial internal discussions and investigations, but many of the actions that have begun will be ongoing or expected to extend beyond one year.

With this in mind, the forward work programme for FY 21/22 is still intended to be those actions listed in the Action Plan as starting in FY 21/22, plus those that started in FY 20/21 that are still underway. The Climate Action Coordinator will review the Action Plan within their first six months and recommend any revisions (actions, priorities, timing) while moving forward with appropriate actions across the organisation.

This upcoming review is consistent with the December 2020 report to Council's advice that the Action Plan should be flexible and adaptable, taking actions now that have clear benefits, but allowing for targets and actions to be reviewed and enhanced as new information and opportunities for collaboration come to hand. The report highlighted that this flexibility is especially important as the regional and national context is changing rapidly and the economic effects of the pandemic are still not fully known.

5. CONSIDERATIONS

5.1 FINANCIAL

This report is for information purposes and does not have financial implications. Some elements of the Action Plan that could not be progressed with baseline budgets have now been funded through the 2021-31 Long Term Plan. It is likely that additional funding proposals will be forthcoming through Annual Plans and Long Term Plans (or LTP amendments).

It is important to note that in many cases no additional expenditure is required at all; climate friendly options sometimes cost less than the alternatives or at least pay for themselves within a short time. That is the case with (for example) replacement of old lighting with light-emitting diode (LED) lights or aging petrol vehicles with hybrid vehicles – the electricity savings and fuel savings over time justify the marginally higher initial investment.

The Government's work on the emissions trading scheme and other pricing mechanisms will almost certainly lead to a higher 'cost of carbon' which will make emissions reduction more cost-effective relative than business as usual or the purchase of carbon credits or offsets.

5.2 LEGAL

This report is for information purposes and does not have legal implications. The Zero Carbon Act does not directly require action by local government, but there are clear expectations that local government will do its part to help New Zealand's emissions targets. The Resource Management Act requires councils to have regard to the effects of climate change and the proposed Climate Adaptation Act is likely to add more specific requirements in these areas.

5.3 STRATEGY, PLANS, POLICY AND PARTNERSHIP ALIGNMENT

Previous reports to the Policy and Regulatory Committee in August 2020 and to the Strategy and Finance Committee in February 2020 summarised the strategic and policy drivers for the Climate Response and Resilience Action Plan. The Action Plan is intended to help Council deliver on its vision of Liveable, Thriving and Connected Communities by doing its part and helping the community do its part to reduce contribution to climate change and by building resilience to climate impacts. It incorporates and builds on related policy work by Council, such as the Proposed District Plan, Waikato 2070 (District Growth and Economic Development Strategy) Asset Management Plans and Council's Infrastructure Strategy.

5.4 ASSESSMENT OF SIGNIFICANCE AND ENGAGEMENT POLICY AND OF EXTERNAL STAKEHOLDERS

Highest levels of engagement	Inform	Consult	Involve	Collaborate	Empower
	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	This is an information report. Future work by the Climate Action Coordinator will likely involve internal and external consultation, involvement, collaboration and potentially empowerment.				

6. CONCLUSION

In the eight months since the approval and endorsement of Council's first Climate Response and Resilience Action Plan in December last year, a key focus has been on seeking necessary funding for various climate-related initiatives in the 2021-2031 Long Term Plan. This has included funding for a Climate Action Coordinator role, for which recruitment has been undertaken, with an appointment expected by the end of September.

In addition, several climate-related activities have occurred through Council's various operations, using baseline budgets, and there have already been demonstrable emissions reductions (and cost savings). Staff have also been tracking changes in the national and international framework and sharing information and insights with fellow local government staff in the region and beyond.

The forward work programme for FY 21/22 is still intended to be those actions listed in the Action Plan as starting in FY 21/22, plus those that started in FY 20/21 that are still underway. The Climate Action Coordinator will review the Action Plan within their first six months and recommend any revisions (actions, priorities, timing) while moving forward with appropriate actions across the organisation.

7. ATTACHMENT

Waikato District Council Climate Action Plan - Part Two: Prioritised Actions Document (adopted version Dec 2020, with August 2021 updates)

Waikato District Council Climate Action Plan (Part 2 of 2) - Prioritised Actions Document

This prioritised action document is part 2 of 2 of the overall WDC Climate Action Documentation

The companion document to this prioritised actions document is the Waikato District Council Climate Action Plan - Framework document

This Climate Action document lists numerous actions to improve WDC climate emissions. The actions listed that have been collated from recommendations out of the 2019 WDC emissions stocktake report, from contributions from staff, existing plans and strategies, government influences and other sources.

The actions have been categorised into 6 categories consistent with the details in the companion Climate Action part 1 - Framework document (summarised in the table below) . It should be noted that the prioritisations and timeframes are indicative only.

The actions in this action plan have been provided as opportunities for the organisation to consider and effect. Also, it should be noted that numerous actions in this action plan are either underway, a part of BAU work being done, or will be addressed (either in part or in full) as part of LTP initiatives.

Cost has not been provided for the actions - partly because there are many unknowns, but mainly because cost can be determined as actions are investigated.

Below is a summary of the statuses used with associated explanations for each status

Status	Definition & Associated Cell Highlighting Colour Legend
Proposed for LTP	It is known that this action has been proposed as part of the LTP this cycle
Under Investigation	Plausibility of this action is being explored
Improvement Opportunity	This action is an opportunity for improvement but is not currently being explored
In Progress	This action is underway
BAU	This action is a business as usual activity - no further action required other than monitoring
Completed	This action has been put into effect - no further action required other than monitoring

Priority	Rank Order
1	Highest
2	
3	
4	
5	Lowest

Action Categories - as per tabs in this document

- Category 1 Knowledge, Understanding and Direction
- Category 2 Corporate Capacity and Coordination
- Category 3 Corporate Emissions Reduction
- Category 4 Community Emissions Reduction
- Category 5 Corporate Resilience and Adaptation
- Category 6 Community Resilience and Adaptation

Waikato District Council Climate Response and Resilience Actions							
Action Category 1: Knowledge, Understanding and Direction							
Ref	Subject / Topic	Description	Priority (1-5)	Estimated Start	Status	Comments	Update August 2021
1010	Documentation	Identify the Key Guiding Documents: Waikato District Council: Climate Response and Resilience Policy LGNZ Position Statement on Climate Change LGNZ Stocktake of Emissions Reduction Actions Local Government Leaders Climate Change Declaration MfE National Climate Change risk assessment New Zealand snapshot MfE Climate change projections for NZ Snapshot	1	FY2020/21	Completed	Done	done; Climate Action Coordinator will keep abreast of new guidance as it comes out
1020	Stocktakes	Corporate Emissions Stocktake Waikato District Stocktake Regional, National & Global Stocktakes	1	FY2020/21	Completed	Done	working on 2019/20 corporate emissions stocktake. District / regional is every 2 years so next one 22/23.
1030	Report	Business Intelligence dashboard reporting for data and KPIs	2	FY2021/22	Improvement Opportunity	Work on requirements and data collection first, then build dashboards from there	IM / BI team to work with Climate Action Coordinator this FY
1040	Map WDC Climate Actions to WDC LTP/AMP documentation	The Communication from the Office of the Auditor General to all Councils has made it clear that the 2021-2031 Long Term Plans (LTPs) and supporting documentation will need to provide evidence that the impacts of climate change have been adequately incorporated into the Council's planning, including its financial and infrastructure strategies.	1	FY2021/22	Improvement Opportunity	This action is for the WDC Climate Action team to work with Asset managers and LTP plan contributors to identify all initiatives that relate to Climate Action and/or have impact on the climate and prepare a mapping table that links Climate actions with initiatives in the plan	LTP PM and Climate Action Coordinator to work on for 2024 LTP

Waikato District Council Climate Response and Resilience Actions							
Action Category 2:		Corporate Capacity and Coordination					
Ref	Subject / Topic	Description	Priority (1-5)	Estimated Start	Status	Comments	Update August 2021
2010	Stocktake	Yearly WDC Corporate Emissions Stocktake	1	FY2020/21	BAU	Completed 2020 - will repeat for 2021	Being completed for 2019/20 now and then will do for FY 20/21.
2020	Stocktake	Waikato District Emissions Stocktake in collaboration with Waikato Regional Council undertaken every 2 to 3 years	1	FY2020/21	BAU	Completed 2020 - will repeat in 2022	As per left; Climate Action Coordinator will follow up.
2030	Council Reports	Climate and emissions lens on all Council reporting templates	1	FY2020/21	In Progress	For the authors to think and discuss climate implications for sharing with Councillors	A project to update and standardise all reports is underway (PM is former Democracy Mgr). The new template for decision making reports contains a section specific to Climate Response and Resilience.
2040	Waikato DC Internal Reports	Climate and emissions lens on all internal reporting templates	1	FY2020/21	In Progress	For the authors to think and discuss climate implications for sharing with management	Climate Action Coordinator to discuss with ELT
2050	Collaboration	Identify Key Partnership opportunities broadly and in relation to more specific action categories	1	FY2020/21	In Progress	Working with WRC, HCC and the Waikato Plan	Climate Action Coordinator + Funding / Partnerships Manager to progress this
2060	Target	Set an emissions reduction target for WDC and for the district	1	FY2020/21	In Progress	Specify targets clearly as part of our action plan... align with Government plan of net emissions to zero by 2050 (excl biogenic methane). Reduce biogenic methane to 24-47% below 2017 levels by 2050, including 10% below 2017 levels by 2030.	current Action Plan targets to be reviewed by Climate Action Coordinator in light of any new information and report back to Council
2070	Waste Minimisation	WMMP Action 12. Develop event waste management guidelines and promote to events in the district, including mandatory utilisation for events at council facilities. This may be undertaken in partnership with other councils (Zero waste events guide)	1	FY 2020/21	In Progress	A Solid Waste level of service has been proposed for the next LTP. This action was marked in WMMP as 2019 - estimated 30 June 2021	Climate Action Coordinator to obtain further updates from Waste Minimisation and Resource Recovery Officer (WMRRO) (and work with Events team)
2080	Waste Minimisation	WMP Action 1: Review funding model for council services to align with waste minimisation activities (including but not limited to contracting of solid waste services, kerbside refuse, inorganic collection, food waste and drop off collections).	1	FY 2020/21	In Progress	As per ref 4020 opportunity exists for formalising the project resource, plan and progress reporting. Approach change - the current contracts are being refreshed (extended) for the near future (3-5yrs).	Climate Action Coordinator to obtain further updates from WMRRO

Action Category 2:		Corporate Capacity and Coordination					
Ref	Subject / Topic	Description	Priority (1-5)	Estimated Start	Status	Comments	Update August 2021
2090	Waste Minimisation	WMMP Action 18. Investigate introducing a Grants scheme (funded through the Waste Levy) for waste minimisation projects - this may be in the form of low interest loans and/or targeted grants.	1		In Progress	Estimated 30 June 2021	Under discussion, implementation likely in 2022
2100	Waste Minimisation	Implement the 22 activities in the Waste Minimisation Management Plan that were approved in 2018 and reach the 4 targets identified: 10% reduction in per capita rubbish to landfill 20% increase in per capita kerbside diverted material 5% reduction in per capita kerbside rubbish to landfill 20% increase in per capita kerbside diverted material	1		In Progress		Significant progress made on many items including the Solid Waste Bylaw, Services contract review, discontinuation of inorganic collection, and foodwaste collection in Raglan
2110	Additonal Staff Resource	New Staff Position of Climate Change Advisor to be created to Co-ordinate, advise, drive and report on Waikato District Councils obligations around the zero carbon bill, Paris Accord, United Nations SDGs	1	FY2021/22	Proposed for LTP	Business case submitted and drafted into the LTP	Climate Action Coordinator role approved and advertised; applications close 26 August
2120	Procurement	Develop and implement an overall Procurement Strategy that implements sustainability and emissions reduction objectives in all procurement activities	1	FY2020/21	Under Investigation	Potentially start with getting Climate Considerations on appropriate procurement forms like we have done with Zero harm	Climate Action Coordinator to discuss with recently appointed Procurement Manager
2130	Identify	Topic Based work streams and ownership across the organisation. Waste and pollution reduction Energy use Land use Kaitiakitanga Protection of the environment and biodiversity Regulatory: Environmental Policy & Bylaw. E.g. compulsory water tanks, renewable energy, sustainable building	1	FY2020/21	Under Investigation	Identify owners after action plan adopted for each workstream - and potentially for sub-workstreams.	a key task for the Climate Action Coordinator
2140	Incentivise	Car parking for no/low emission transport/cars Subsidised public transport, car sharing	1	FY 2020/21	Under Investigation	Great idea and easy to effect if we get management consent	Climate Action Coordinator to discuss with relevant teams e.g. Roading
2150	Incentivise	WDC policy to promote electric / hybrid / zero emission vehicles for personal vehicles	1	FY 2020/21	Under Investigation	About our own fleet - ensuring we have appropriate policy for staff and fleet cars WDC pays for	Fleet Manager / Climate Action Coordinator / P&C to look at this
2160	Engagement	Implement an internal engagement program	1	FY2020/21	Improvement Opportunity	Once we have identified prioritised actions	Climate Action Coordinator + Comms
2170	Data Quality	Improve data quality to improve emissions data collection	1	FY2020/21	Improvement Opportunity	Work through getting data measurements in place as we perform our 2nd Stocktake	Climate Action Coordinator + BI

Action Category 2:		Corporate Capacity and Coordination					
Ref	Subject / Topic	Description	Priority (1-5)	Estimated Start	Status	Comments	Update August 2021
2180	Website	Build a website and social media presence that shares the journey we are on and acts as a public facing engagement hub	2	FY2021/22	Improvement Opportunity	This initiative to be done in conjunction with our Climate partners - to achieve best alignment. Some Adhoc WDC announcements as appropriate	Climate Action Coordinator + Comms
2190	Incentivise	initiatives to incentivise green thinking - e.g. e-bike programme, renewable energy, sustainable transport options	5	FY 2023/24	Improvement Opportunity	Some thinking to be done as to what sort of programme could be adopted - low priority	Climate Action Coordinator
2200	Incentivise	Install EV recharge posts	3	FY2022/23	Improvement Opportunity	Awaiting Demand and Cost to meet a happy equilibrium	Hikatron spoke to Council staff about this. Climate Action Coordinator + Fleet Mgr / Property to investigate further.
2210	Education and induction	Improvement opportunity: Waste minimisation corporate induction. A part of standard induction waste minimisation is highlighted and included as part of the building tour (this would aid a broader org culture change in relation to waste production)	1	FY 2020/21	Improvement Opportunity	An introduction e.g. here is the cardboard recycling, worm farm, paper, "please wash out your cans, drink bottles before putting into recycling" etc.	Remains to be developed
2220	Waste Minimisation	WMP Action 3. Consider increasing the use of a social procurement approach to the procurement of waste services to achieve the objectives and targets of the WMMP.	1	N/A	Improvement Opportunity		Engagement with local community groups is underway with the objective of forming local networks - ongoing
2230	Waste Minimisation	WMMP Action 7. Procure council services and waste related contracts as required, ensuring new contracts are in alignment with this WMMP and utilising a social procurement approach	1	fy2020/21	Improvement Opportunity		Refreshed service contracts in place from July 2021 - more consistency and alignment with WMMP
2240	Waste Minimisation	WMMP Action 10. To support the introduction of a Waste Bylaw and licensing system; develop internal waste data collection and monitoring systems to enable waste data management in alignment with the Waste Data Framework. This may require internal changes to council roles and responsibilities to account for licensing management and enforcement as well as implementation of the activities in this WMMP.	1	fy2020/21	Improvement Opportunity	This was schedule on the WMMP for 2019	Solid Waste Bylaw development underway - First workshop held in June 2021, second scheduled for Sep

Waikato District Council Climate Response and Resilience Actions							
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3010	Roading / Transport Construction	Pavement recycling (waste minimisation).	1	fy 2020/21	BAU	Industry standard: Roothing recycles approximately 10km/annum of pavement. This is based on best practice and is considered on a project by project basis depending on requirements.	BAU
3020	LPG	Predominately this LPG relates to usage at the Raglan Holiday Park. The Park installed an electric hot water heat pump 12 months ago which has reduced its reliance on LPG. Further reductions could be made by setting up a 2nd low carbon hot water plant at the other end of the Park. This will limit LPG use to more remote areas in the park. There is the added benefit of reducing transport emissions of the LPG.	1	FY2021/22	In Progress	Discussions between management and campground to see what can be done to reduce reliance on LPG	Cushman and Wakefield were on site Tuesday 17 August 2021 to assess the option for the 2nd low carbon hot water plant for the far end of the park. A report is expected in the next week outlining their assessment.
3030	LED lighting	LED Lighting replacement in all libraries and offices	1	FY2021/22	In Progress		Priority is being given to the Huntly Library as this site has the highest energy usage in regard to lighting .
3040	Utility Vehicles	Council should ensure fuel efficiency is a focus for new utility vehicles and include low/zero emission models as they come to market.	1	FY2020/21	In Progress	Global Fuel Economy targets will reduce diesel emissions from utilities and light trucks over time. Assume a 25% reduction from general fuel economy gains with new vehicles.	Investigation is on-going in regard to finding alternative petrol utilities to replace the diesel utilities .
3050	Fleet (on-road) vehicles - hybrid	Councils non-ute fleet is being converted to hybrids over the next 3 years (including this year)	1	FY2022/23	In Progress	By the end of 2022/23 WDC will have 50 toyota RAV4 hybrids. The 11 utes for animal control, parks, monitoring etc have no viable hybrid alternatives currently. but more efficient options are being investigated.	On track
3060	Fleet (on-road) vehicles - electric	Council is investigating (with WCLASS): buying electric push bikes / scooters for Council staff for local trips, buying 2 fully EV cars for shorter drives, and getting a EV charging station at the Council offices that staff and visitors can use.	1	FY2023/24	In Progress	Global Fuel Economy targets will reduce petrol emissions from cars over time. Assume a 25% reduction from general fuel economy gains with new vehicles.	Investigation on-going
3070	Street Lighting	LED Street light conversion (standard LED lighting).	1	FY 2020/21	In Progress	LED Street light conversion has been underway over the last 24 months. There are 400 lights left to convert. NZTA will fund this activity until the end of this year (2020) it is critical to prioritize this activity.	NZTA have declined the funding for this project which means these lights will remain non-LED for now

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3080	Street Lighting	LED street light conversion (sections: Huntly and Gordonton Highway)	1	FY 2020/21	In Progress	NZTA is handing 2 sections of highway back to Council (Huntly and Gordonton) Council has negotiated that NZTA must convert all existing lights to LED before the transfer is finalised (30 June 2021).	We are waiting from NZTA to complete this work or fund WDC to complete
3090	Procurement	Implementing an overall Procurement Strategy that supports sustainability objectives to be considered in all procurement activities. e.g. <ul style="list-style-type: none"> * Buy recycled paper * Bamboo toilet paper not wrapped in plastic * Ensure gifts and promotions are not plastic or wrapped in plastic * Switch to compostable courier bags * recycled envelopes with no plastic window instead of plastic window envelope, * food purchases with consideration to food miles, * packaging etc Consider the life cycle of all goods, e.g. disposal costs or options at end of life	2	2020/21	In Progress	Staff have been taking the initiative and questioning when products have arrived with excessive packaging and suggesting low waste options	Admin Support Team working on this in part. Procurement Manager and Climate Action Coordinator to progress.
3100	Biodiversity and public land	Biodiversity protection and improvement Habitat restoration, protection and improvement Retention of exotic trees for carbon sequestration Planting greenfield sites with natives,	1		In Progress	WDC manages a programme of habitat restoration and improvement throughout the district on public and private lands including working with external funders.	Over 20,000 native plants installed in 2020/21 FY. Over 4 hectares of previously grazed land now in forest restoration (Okete). Ecological Planner.
3110	Flexibility and mobility	A flexible working environment will allow remote working thereby saving petrol and removing the need for all staff to be in the office each day. Hot-desking will also encourage documents to be electronically stored and will reduce paper requirements. Electricity demand is reduced	1	fy2020/21	In Progress	This is in place and expected to be operational in the first few months of next year.	Now operational. Electricity demand has been reduced.

	Action Category 3:	Corporate Emissions Reduction					
Ref	Subject / Topic	Description	Priority (1-5)	Estimated Start	Status	Comments	Update August 2021
3120	Waste Minimisation	WMMP Action 11. Undertake Waste Compositional Audit every 3-6 years	1	fy2019/20	In Progress		Waste compositional audit due in 2022
3130	Natural Gas	Huntly Aquatic Centre replacement of its natural gas fired boiler when it comes up for renewal in 2028 with an electric hot water heat pump or other low carbon boiler. At least 24 months prior to replacement, a heat meter should be installed on the boiler output for 12 months in order to quantify the duty required for a replacement machine and to minimise capital costs.	3	FY2023/24	Proposed for LTP	Energy efficient replacement being considered in LTP... project has been brought back to 2024 from replacement date of 2028	This is currently being investigated. A report is being undertaken to establish the expected remaining life of the Gas boiler along with alternative options in regard to Electric Heat Pumps .
3140	Energy	Reduce the number of fluorescent light bulbs (remove 1 of the 3)	2	FY2020/21	Under Investigation	Quick win to be made here - with three bulbs in each light fitting and \$100 saving per bulb annually - good savings	There needs to be some investigation undertaken regarding the effect on the reduced Lumens . We are currently looking at further ways to reduce the power usage in the office ie occupancy sensors in the toilet areas .
3150	Waste Minimisation	WMMP Action 21. Undertake Waste Assessment and develop and adopt 2024 - 2030 WMMP (by June 2024).	3	fy2023/24	Under Investigation	Dec 2021 is planned schedule to start assessing and reviewing	Waste assessment next due 2023 as a pre-requisite to next WMMP
3160	Energy	Passive/eco/sustainable buildings, renewable energy, energy saving devices e.g. install solar panels	3	FY2024/25	Improvement Opportunity	Low Priority. Assume national renewable electricity supply increases from 85% to 95% by 2030. As such PV solar systems will offer little in the way of carbon reductions. May elect to do it anyway as it is a visible positive signal to communities etc?	Property Operations; this assist with security of supply as well as any carbon reductions
3170	Roading / Transport Construction	Plant replacement with consideration to emissions efficiency. Council to work with suppliers to replace equipment with plants and equipment that are low emissions	3		Improvement Opportunity	These are potential long term goals and have not been formally raised with suppliers	This would require direction from ELT as there may be cost implications from implementation

Action Category 3:		Corporate Emissions Reduction					
Ref	Subject / Topic	Description	Priority (1-5)	Estimated Start	Status	Comments	Update August 2021
3180	Roading / Transport Construction	Some behaviours that result in high emissions could be modified with technical solutions. e.g. plants and equipment that are turned on at the start of a job and that are used intermittently over the course of the day but are left to idle on site. Idling vehicles, fitted with cut out switches could act to significantly reduce emissions without relying on human behavioural change	3		Improvement Opportunity	These are potential long term goals and have not been formally raised with suppliers	This would require direction from ELT as there may be cost implications from implementation
3190	Roading / Transport Construction	Council to partner with suppliers to look for climate friendly and emission reductions solutions. e.g. fleet and plant replacement, employee behaviour (pool vehicles, vehicle efficiency) and methodology.	2		Improvement Opportunity	These are potential long term goals and have not been formally raised with suppliers	This would require direction from ELT as there may be cost implications from implementation
3200	Roading / Transport Construction	Tree removal on roads is often necessary due to health and safety requirements. Council could consider offsetting removal with planting.	4		Improvement Opportunity	While this is only one consideration in the management of a safe network the contractors have a strong focus on this work	NZTA funding cuts have restricted our ability to deliver on goals for this work
3210	Consumption of office supplies	Ration paper Reduce the use of consumables and encourage digital or electronic communication Reduce the number of printers in the office Reduce plastic use in the office, in packaging, around the link newsletter	2	2020/21	Improvement Opportunity	The flexible working program and people working remotely has reduced the amount of paper used and increased digital collaboration	Climate Action Coordinator to look into this.
3220	WWTP(s) Biogenic Emissions	Work with Watercare to understand and reduce the biogenic emissions	4	fy2021/22	Improvement Opportunity	In order to further understand the opportunity to reduce biogenic emissions, analysis by WWTP process type is required. Increasing district population will lead to additional biogenic emissions if reduction measures are not undertaken.	Climate Action Coordinator to obtain further updates from Waters Contract Relationship Mgr

	Action Category 3:	Corporate Emissions Reduction					
Ref	Subject / Topic	Description	Priority (1-5)	Estimated Start	Status	Comments	Update August 2021
3230	Wainui Reserve emission reduction	Develop an emission reduction strategy for Wainui Reserve. Options could include partial replanting into native forest, reducing stock numbers or switching to land use activities with a lower emissions profile / ecological footprint e.g. sheep	2	fy2022/23	Improvement Opportunity	Cattle are run at Wainui Reserve. One steer produces 1.82 TCO ₂ e and one sheep produces 0.37 TCO ₂ e per year. Build a strategy that is both pragmatic and representative for Waikato district farmers facing similar agricultural emission reduction issues and what is deemed best practice to put in place. Partner with other organisations focused on reducing agricultural emissions	The Raglan Coastal Reserve Management Plan (RMP) was adopted in August 2021. The RMP has established areas for restoration planting including gullies and significant coastal bird habitat. Successional planting of the Pine stand to native will also occur within the next 5 years as resources permit. Increasing the native vegetation areas will support the reduction of stock numbers. While acknowledging that grazing cattle are a management tool to maintain the amenity of coastal vistas, the RMP enables for alternative landuses to be investigated. Senior Reserves Planner.
3240	Biodiversity planning framework	Council to prioritise carbon capture, protection of natural features (e.g. wetlands) and ecological enhancement via consenting processes. Retiring grazing land for habitat creation/carbon sequestration. Emphasis through the planning process placed on retaining natural features that can offset/add resilience to climate change such as flood plains, coastal inundation zones and catchments.	1		Improvement Opportunity	There is an opportunity to strengthen the district plan and its application.	Conservation Strategy review underway, and PDP awaiting decisions. Senior Environmental Planner, Senior Reserves Planner, RM Policy team and Ecological Planner working on this.
3250	Travel	Reduce travel emissions by 25% from 2021 to 2030. e.g. Reduce amount of time spent in vehicles, reduce commuting Choose carbon offset travel (flights) Choose accommodation options that are in the low emissions categories Staff be encouraged to car pool, use public transport or bike Install a secure bike stand under shelter Provide EV charging opportunities	1	FY2020/21	Improvement Opportunity	For the stocktake, travel data was incomplete and may be higher than shown. The experience of Covid -19 may assist in rethinking of air travel to a certain extent and favour the use video conferencing. In any event it is suggested a sinking lid budget of 25% on travel emissions is targeted for 2030. This is shown by the reduction from 23TCO ₂ e to 17 TCO ₂ e.	Climate Action Coordinator to look into this.

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Ref	Subject / Topic	Description	Priority (1-5)	Estimated Start	Status	Comments	Update August 2021
3260	Carbon Offset TCO2-e	Council could consider planting its own forest or purchasing carbon sinks to offset its carbon emissions.	3		Improvement Opportunity	This is a purely voluntary option. Please note that the cost of future voluntary carbon offsets could be quite variable.	Climate Action Coordinator to look into this.
3270	Food	Make more sustainable choices around food e.g: Remove the coke fridge and vending machine Install pig bins or compost bins Encourage meat free meals e.g. meat free Monday, increase vegan options and source food locally Adopt low carbon catering standards e.g. local food or more plant based, low packaging Buy local seasonal foods	2	2020/21	Improvement Opportunity	Opportunity exists here in relation to change hand of cafeteria management to seek contractor with more sustainable mindset.	A complete review of the Cafeteria is being undertaken, which will include efficiencies in food and waste .
3280	Waste to Landfill	Apply data to implement waste reduction actions e.g. Ensure recycling is done and is not put in with waste Remove rubbish bins in the office Increase the instances of recycling / waste minimisation	2	2020/21		In Feb 2020 a corporate waste audit was conducted (one week of rubbish separation). The findings and recommendations are in draft format and could be completed within a fortnight. If resourced the recommendations from the audit should be prioritised and put into effect.	Corporate waste audit conducted 2020
3290	Waste Minimisation	WMMP Action 22. Investigate alternate treatments to Council wastewater sludge and other Council's waste generating activities.	2	fy2021/22 - 24	Improvement Opportunity	The transfer of services to Watercare means this opportunity has shifted. Councils should still look to engage and encourage innovative ways of managing waste with our partners.	Climate Action Coordinator to obtain further updates from Waters Contract Relationship Mgr

Waikato District Council Climate Response and Resilience Actions							
Action Category 4: Community Emissions Reduction							
Ref	Subject / Topic	Description	Priority (1-5)	Estimated Start	Status	Comments	Update August 2021
4020	Education and Advice	Formalise and expand a community education program associated with waste minimisation	1	FY2020/21	In Progress	WDC is progressing these initiatives. Opportunity exists for formalising the project resource, plan and progress reporting e.g. EnviroSchools In school native species planting programme Waste Minimisation advice e.g. Buy local, buy low impact, buy sustainable Encourage recycling clothing Water Use Advisory	EnviroSchools continues to be supported (\$20K Waste Min Levy + \$7K from Open Spaces). Ongoing funding arrangements = action for Climate Action Coordinator
4030	Regulation - District Plan	Regulation including the removal of Barriers Proposed district plan (Stage 2): Natural Hazards and Climate Change, and PDP provisions: * encourage compact growth, non-motorized transport e.g. walking, cycling, public transport etc. With the aim to reduce the number of cars * Conservation covenants and monitoring of covenants * Protection of notable trees and natural assets * Reserve and esplanade acquisition through LUC process * Setbacks from natural features and habitat protection rules * Re-instatement of flood planes Explore ways to incentivise lower emission/resource light/clean businesses and projects.	1	FY2020/21	In Progress	PDP hearings are underway	PDP Hearings completed. Independent Hearing Panel currently drafting decisions version of PDP. This is due to be completed before Christmas. Climate Action Coordinator / Eco-Design Advisor / RM Policy team/ Monitoring team

Action Category 4: Community Emissions Reduction							
Ref	Subject / Topic	Description	Priority (1-5)	Estimated Start	Status	Comments	Update August 2021
4040	Transport	<p>Waikato District Council Trails Strategy 2016</p> <p>The strategy focuses on recreational usage of trails, but includes commuter usage where applicable. Section 2 discusses "Improving the Environment", "Walking, cycling and horse riding are non-polluting forms of travel that do not use fossil fuels and help to improve the quality of the environment. Motor vehicles contribute to greenhouse gas emissions and poorer air quality. Sustainable and energy efficient modes of transport can help reduce air pollution and reduce traffic congestion and the associated costs."</p> <p>Put into effect Sections 6.1-6.7 of the strategy and or review and update the strategy with consideration to Waikato District Councils - Climate Resilience and Response Policy</p>	1	FY2020/21	In Progress	Partner in with HCC who are actively consulting with the community on multi-use footpath/cycle way options	The Open Spaces Strategies including the Trails Strategy are currently under review. The update will be leaning on the Climate R&R Policy and Waikato 2070 Strategy to ensure efficiencies are captured, prioritised and implemented in work streams moving forward. WDC and HCC are also in discussion on project specific sites to enhance the Te Awa cycle way where possible. Senior
4050	Waste Minimisation	WMMP Action 9. Introduce a Solid Waste Bylaw & licensing system for operators and facilities, aligning with the regional template developed by Waikato Regional Council.	1	fy2020/21	In Progress	This was schedule on the WMMP for 2019. Estimated 30 June 2021	Solid Waste bylaw is under development. Initial workshop held in June 2021, second one scheduled for Sep 2021
4060	Funding	<p>Source or provide funding or grants:</p> <p>Enviroschools</p> <p>Xtreme Zero Waste</p> <p>A Mfe funding scheme for waste minimisation exists. The next funding round is May 2021. WDC could submit a funding application.</p> <p>Biodiversity, conservation projects (mostly public land)</p> <p>WDC conservation funding programme (private land)</p> <p>Source other environmental grants e.g. WRA, EIF, WCEET, FIF</p>	1	FY2020/21	Under Investigation	Opportunity to formalise the project resource, plan and progress reporting. Funding applications need to be prioritised.	Funding & Partnerships Manager, Senior Environmental Planner, Ecologist
4070	Additonal Staff Resource	Eco-Design Advisor	3	FY2022/23	Improvement Opportunity	Once a Climate Action Co-ordinator / Manager has been employed they can look to stand up the team and make recommendations. We may be able to share the service with HCC or other collaborative partners	Climate Action Coordinator / (potential future) Eco-Design Advisor
4080	Other Policy/Incentives	<p>Zero/reduced Council fees and charges on green star rated buildings</p> <p>Other Policy & Bylaw Work e.g. renewable energy, sustainable building</p> <p>Active encouragement of green business and technology through sustainable economic development</p>	3	fy2022/23	Improvement Opportunity	Priorities for this may change depending on government target ambitions.	Climate Action Coordinator, with Economic and Community Development, Planning and Policy etc

Action Category 4: Community Emissions Reduction							
Ref	Subject / Topic	Description	Priority (1-5)	Estimated Start	Status	Comments	Update August 2021
4090	District Plan and Consents	<p>Enforcing the plan specifications and review how we manage discretionary categories and work with a mindset of the broader impact rather than individual pieces of work. Utilize existing documents to support environmental outcomes.</p> <p>Promote more stringent adherence/enforcement of District Plan rules relating to environmental protections including consideration of the cumulative effects</p>	1	fy2021/22	Improvement Opportunity	Promote the understanding that discretionary minor activities may have a major negative cumulative impact overall	Resource Management Policy team and Resource Consent Planners - together

Waikato District Council Climate Response and Resilience Actions							
Action Category 5: Corporate Resilience and Adaptation							
Ref	Subject / Topic	Description	Priority (1-5)	Estimated Start	Status	Comments	Update August 2021
5010	Roading Resilience	Regional Council consents include Climate effects in sign-off over roading project works	1	fy2020/21	BAU	Roading project works that are subject to Regional Council consents require Regional Council sign-off prior to execution.	BAU
5020	Asset Management Planning and Infrastructure Strategy	Incorporating climate change into Asset Management Planning, considering protection, retreat, design, capacity (e.g. stormwater pipe size), retiring grazing land for habitat, planting	1	fy2020/21	In Progress	AMPs include a sustainability chapter.	Climate Change is incorporated into our asset management planning. A separate chapter on sustainability was created in the 2021-2031 AMPs.
5030	Roading Resilience	Design roads for the control of water e.g. bridges, culverts, with consideration to climate change assumptions (+15% water capacity).	1	fy2020/21	In Progress	Designing roads is a substantial financial investment with design being phased in over the past 3-4 years. The purpose of the design modification is mitigation of potential increased volume ensuring the network is not adversely effected. Approximately 3-4 years ago a Geotech report was commissioned to explore network susceptibility to rainfall events. This report has been used to inform ongoing planning however it now requires review. Review is expected to take place during the current financial year.	All roading projects and in particular the current bridging and large culvert upgrades will take into account allowances for the plus 15 percent increase in water flows. This is a requirement of the Waikato Regional consenting process
5040	Hazards	Conduct hazard identification workshops as part of proposed district plan Regional hazards forum (CDEM)	1	fy2020/21	In Progress	Hazard identification is complete. We now need to work on the regional hazards forum	All PDP hazards workshops and mapping completed. Ongoing attendance by RM Policy, CDEM, Building Consents at Regional Hazards Forum where climate related hazards and adaptation and resilience projects are discussed.
5050	Partnerships	Partner with other organisations to boost Corporate resilience and adaptation. E.g. Waikato Regional Council, NIWA, WLASS, Waikato Plan, HCC, Waipa, Tainui etc	1	fy2020/21	In Progress	This is a key area to work on aligning and collaborating with other organisations. Respecting we don't need to lead but to participate in an orchestrated / useful way	ELT /All Business units

Action Category 5: Corporate Resilience and Adaptation							
Ref	Subject / Topic	Description	Priority (1-5)	Estimated Start	Status	Comments	Update August 2021
5060	Insurance	Ensuring insurance is taking into account the implications of climate change	1	fy2020/21	Under Investigation	Finance and Management to understand risk/costs involved	Council has policies in place for recovery of critical assets as a result of natural disasters which includes climate related storms, flooding etc. As these events have become more regular insurance premiums have risen. Council has a region wide approach through WLASS which aims to minimise the impact of premium increases.
5070	Roading Resilience	Review the Roothing budget for response to climate events. Currently Roothing has a budget of \$800k/annum to respond to climate events. Response includes general improvements and maintenance. This budget could be considered a risk as there has been no forecast increase in the funding for the next 10 year period. The amount may not be sufficient to cover predicted climate changes.	1		Improvement Opportunity		Recent cuts by NZTA to funding has put pressure on our ability to respond to climate events. We do have sufficient funding to carry out the necessary drainage maintenance improvements we have programmed.

Waikato District Council Climate Response and Resilience Actions							
Action Category 6: Community Resilience and Adaptation							
Ref	Subject / Topic	Description	Priority (1-5)	Estimated Start	Status	Comments	Update August 2021
6010	Education and Advice	Identify vulnerable communities Develop and implement community adaptation and resilience plans	1	fy2020/21	In Progress	Have started with Port Waikato	Port Waikato Resilience Strategy project currently underway. Supporting Hauraki DC and WRC with the Wharekawa Coast 2120 Community Resilience Plan. Community Resilience Coordinator/ RM Policy/ CDEM/Planning and Policy Manager
6020	Strategy	Conservation Strategy Review	1	fy2020/21	In Progress	Scoping underway with HCC. Having well functioning ecosystems helps communities to build resilience e.g. wetlands provide natural flood protection	Strategy review is underway: led by Senior Environmental Planner, Ecologist, Senior Reserves Planner
6030	Regulation	Proposed District Plan (Stage 2): Natural Hazards and Climate Change	1	fy2020/21	In Progress	The PDP identifies hazard areas for little or no development	PDP hearings have been held and decisions are currently being drafted.
6040	Waste Minimisation	WMMP Action 8. Progress Resource Recovery facilities in Huntly and to consider the development of resource recovery facilities for the Northern part of the district. This will be encouraged through collaboration and partnerships before 2024.	1	fy2021/22	In Progress		Development of RRC in Huntly underway - site investigations, geotech and design in progress. Land purchased in Tuakau - Site assessment & geotech 2021
6050	Waste Minimisation	WMMP Action 4. Evaluate Raglan food waste service and assess suitability for expansion. Expand if suitable.	3	fy2021/22	Under Investigation	Discussion re auditing food waste is happening during December.	food waste collection supported by Council from WM reserve for 2021/22. To be consulted on in 2022
6060	Regulation	Other Policy and Bylaw work to encourage resilience e.g. water tanks, renewable energy, sustainable building, passive housing, waste minimisation	3	fy2021/22	Improvement Opportunity	This may be bought forward depending on central government targets and / or weather events	RM Policy and Corporate Planning teams to work on, liaising with Building Control
6070	Waste Minimisation	WMMP Action 13. Provide quality behaviour change programs focused on waste minimisation and that support the goals and objectives of the WMMP	2		Improvement Opportunity		Ongoing utilising collateral from WMINZ and other sources. Budget allocated from WM reserve for 2021/22. Comms plan under development
6080	Waste Minimisation	WMMP Action 15. Work closely with Tangata Whenua, community groups and private sector to enhance economic development through resource recovery	1		Improvement Opportunity		Contact with local groups regarding development of Huntly RRC underway. Working group set up with THG to discuss options for Meremere power station site

Action Category 6: Community Resilience and Adaptation							
Ref	Subject / Topic	Description	Priority (1-5)	Estimated Start	Status	Comments	Update August 2021
6090	Waste Minimisation	WMMP Action 16. Work with business, farms, and industry organisations assisting to reduce waste, increase diversion and recycling (potentially as a sub-regional project).	1	fy2021/22 - 23	Improvement Opportunity		Rural Agchem collection organised in Tuakau in 2021 and a second one scheduled for later in the year
6100	Waste Minimisation	WMMP Action 17. Identify and support community and business champions in waste reduction and avoidance; including but not limited to initiatives focusing on e-waste and/or construction and demolition	2		Improvement Opportunity		Local support on a small scale at this stage but developing - e.g annual Waikaretu Beach Cleanup

Open Meeting

To	Strategy and Finance Committee
From	Vishal Ramduny Acting General Manager Community Growth
Date	23 August 2021
Prepared by	Sandy Mason Personal Assistant
Chief Executive Approved	Y
Reference #	GOV1318 / 3228608
Report Title	Hamilton & Waikato Tourism Annual Report to Waikato District Council – 1 July 2020 to 30 June 2021

1. EXECUTIVE SUMMARY

The purpose of this report is to advise the committee that Jason Dawson, Chief Executive Hamilton & Waikato Tourism, will be in attendance to present to Council the Annual Report to Waikato District Council – 1 July 2020 to 30 June 2021.

2. RECOMMENDATION

THAT the report from the Acting General Manager Community Growth be received.

3. ATTACHMENT

Hamilton & Waikato Tourism Annual Report to Waikato District Council – 1 July 2020 – 30 June 2021

Hamilton & Waikato TOURISM

Annual Report to Waikato District Council 1 July 2020 – 30 June 2021

Hamilton & Waikato Tourism (HWT) is the region's Regional Tourism Organisation (RTO) whose role is to generate competitive economic benefit through visitor sector strategies focused on increasing visitor length of stay and spend. It leads destination management, destination marketing, business events & conventions, major event coordination and the Thermal Explorer Regional Events Fund for the region.

Hamilton & Waikato Tourism is a subsidiary company under the Council Controlled Organisation (CCO) of Waikato Regional Airport Limited. It has a commercial board with Annabel Cotton as its Chair.

During the 2020-21 financial year, HWT was funded through a public/private partnership with the region's tourism industry and seven local authorities including Hamilton City and Matamata-Piako, Ōtorohanga, Waikato, Waipā, Waitomo and South Waikato Districts.

From 1 July 2021, Hamilton & Waikato Tourism will no longer be funded by South Waikato District Council to promote and support tourism businesses in South Waikato District. The withdrawal of support follows a decision by the council to cut its \$60,000 annual investment and not renew its three-year funding agreement with Hamilton & Waikato Tourism.

Key highlights



Executive summary

Hamilton & Waikato Tourism has been relentless in leading the restart, recovery and reset strategy for Waikato's visitor economy to ensure our sector could move from 'survive' to 'thrive'. From supporting our tourism and event businesses through the long-term impacts of COVID-19, using this time to reset the industry for the future, lobbying for additional Government support and executing multi-channel marketing campaigns targeting the leisure, business and events market in key 'drive and fly' markets, including Australia when the quarantine-free travel opened.

Locals and wider Waikato residents are a key audience for our tourism businesses which make-up a third of their market. We decided to accelerate and enhance our locals campaign through the new 'Mighty Local' platform which included a new 'hot deals' section on our website waikatonz.com to incentivise our residents to explore their own backyard on weekends and school holidays.

We continue to partner with Tourism New Zealand's 'Do Something New, New Zealand' national domestic marketing campaign to successfully drive demand, visitation and expenditure into our region. We also collaborated with a number of other regions to drive visitation and expenditure into Waikato such as our first-ever Auckland partnership and working with our Central North Island regions like Bay of Plenty, Rotorua, Taupo, Ruapehu and Tairāwhiti Gisborne with a 'Get Out More NZ' short-break itineraries. Our geographic location continues to drive our success with 2.6 million people living within a three-hour drive radius of our region.

The long-term economic and social impact for the tourism sector is ongoing. It has been estimated that 42% of New Zealand's visitor economy comes from international tourism and there is an expected gap of \$12.9 billion in visitor expenditure. Tourism is vital to the region's recovery with every \$178,000 of tourism spend creating a job; this equates to 40 international visitors or 480 domestic overnight trips. International visitors spend on average \$232 per day which is over three-times more than local residents at \$74 per day or domestic travellers at \$155 per day.

Compared to 2019-2020, tourism spending has increased 11% for the Waikato tourism region over 2020-2021 achieving \$785 million in visitor expenditure for the year ended June 2021. Although we are seeing increased expenditure and visitation across the region, it is a very different story for the Waitomo District which continues to remain well-below industry averages with double-digit expenditure decreases and visitor numbers over 75% down compared to pre-COVID levels.

The latest figures released by the Business Events Data Programme show the Waikato region secured 13% market share of all New Zealand business events being held in Q1 2021. With 196 business events held in the region during January to March 2021, this placed the Waikato region second in the country behind Wellington at 29% for the number of meetings, conferences and exhibitions held.











Over 17,000 delegates were hosted in the region during this time, equating to a 13% market share of the total number of delegates hosted in the country, third behind Wellington (28%) and Auckland (14%).

Domestic business events delegates have always been an important visitor segment for the region contributing \$480 per day to the economy, double the amount of the leisure visitor. Business events are also a key seed market driving repeat visitation and further economic benefit as delegates will often return for a holiday with their friends or family.

The first round of funding from the Thermal Explorer Regional Events Fund was announced in June 2021 with \$1.6 million allocated to a total of 15 events from the Waikato, Rotorua, Taupō and Ruapehu regions. The selected events are a mixture of new and existing and include business, sport, culture and exhibitions. In total, the events are predicted to attract over 120,000 attendees, with two-thirds being visitors from outside the host region.

Performance targets

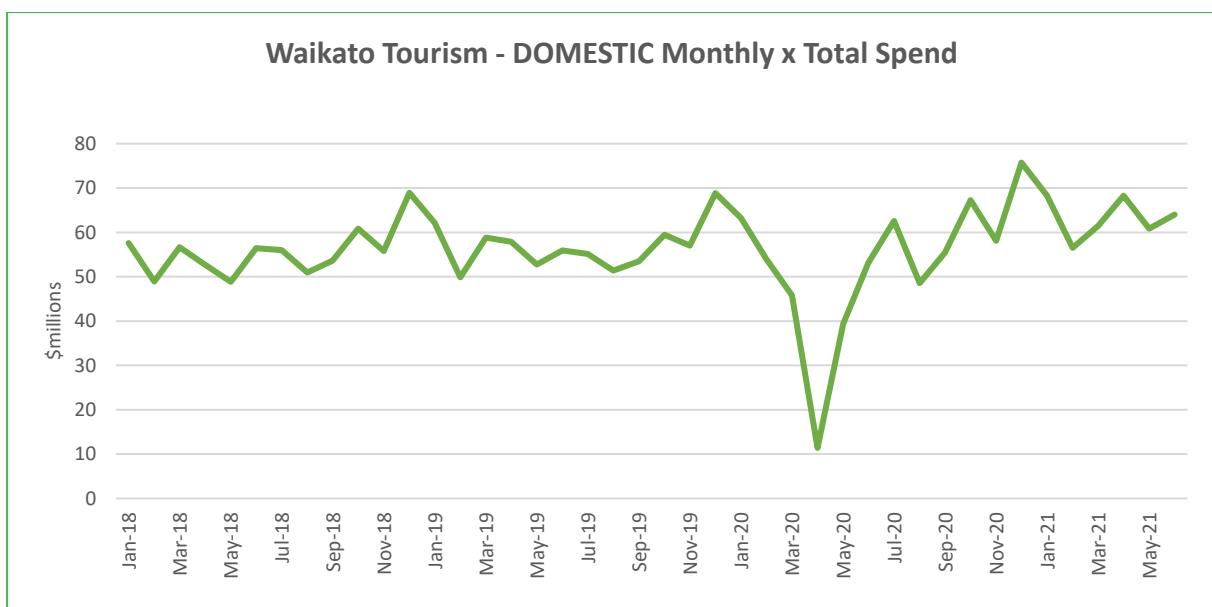
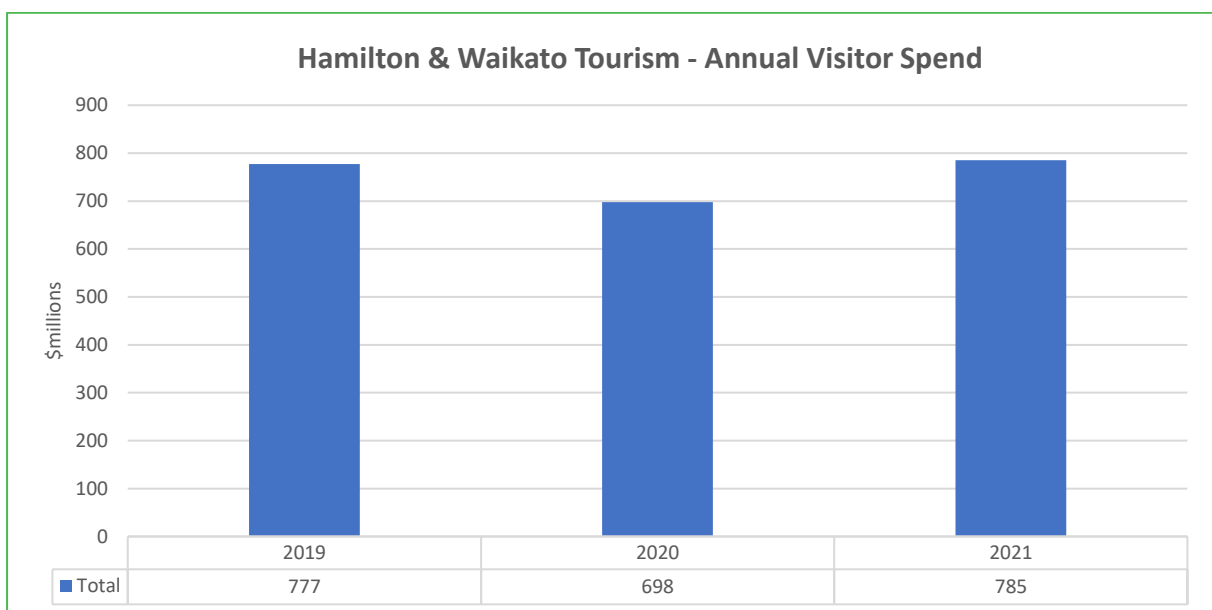
Given the restart journey for the visitor economy post-COVID, Hamilton & Waikato Tourism (HWT) revised five performance targets which are set in the 'Schedule of Services for Local Government 2020-2021'. The results are provided below.

Measure	Result
 <p>Visitor nights 0% increase of total visitor nights' vs national compared to 2019-20</p>	 <p>1.187m guest nights (Accommodation Data Programme, Year ending June 2021)</p>
 <p>Visitor spend 0% increase in visitor spend across the region compared to 2019-20</p>	 <p>11% up on previous year \$785million annual expenditure (MBIE; TECT; Year ending June 2021)</p>
 <p>Conventions, incentives & business events Rebuild & restore market share of total business events to 5%</p>	 <p>13% market share of business events hosted within NZ Second behind Wellington (Business Events Data Programme Q1 2021)</p>
 <p>Industry investment \$100,000 of industry contribution towards marketing activities & campaigns</p>	 <p>\$160,000 domestic campaigns, famil in-kind contributions & visitor guide sales (As at 30 June 2021)</p>
 <p>Media & travel trade 10 media outlets hosted + 50 travel trade trained or hosted</p>	 <p>23 12 1200 media outlets agents agents hosted hosted trained (As at 30 June 2021)</p>

Visitor statistics and expenditure

The Ministry of Business, Innovation and Employment (MBIE) have discontinued the Monthly Regional Tourism Estimates (MRTEs) as they were becoming unreliable within the Covid-19 environment. They have replaced the data with an interim data set capturing electronic card transactions. The key difference is that this data does not make any estimates for online or cash spending. This interim data set provides some district level information but is more limited than the older MRTEs. MBIE have provided three years of TECT data for comparisons.

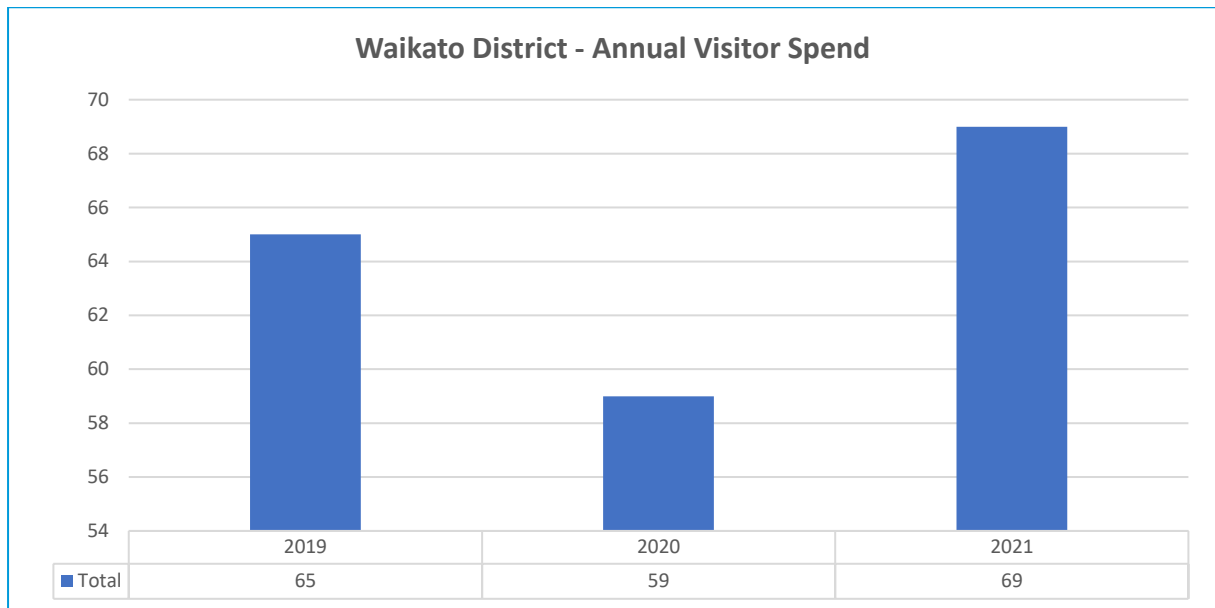
Compared to 2020, tourism spending has increased 11% for the Waikato RTO region for the year ended June 2021.



Source: Tourism Electronic Card Transactions, MBIE (June 2021)

Visitor expenditure in Waikato District

Annual visitor expenditure for Waikato District increased 14% to year end June 2021. For the year ending June 2021, the visitor economy injected \$69 million into Waikato’s economy (based on electronic card transactions).

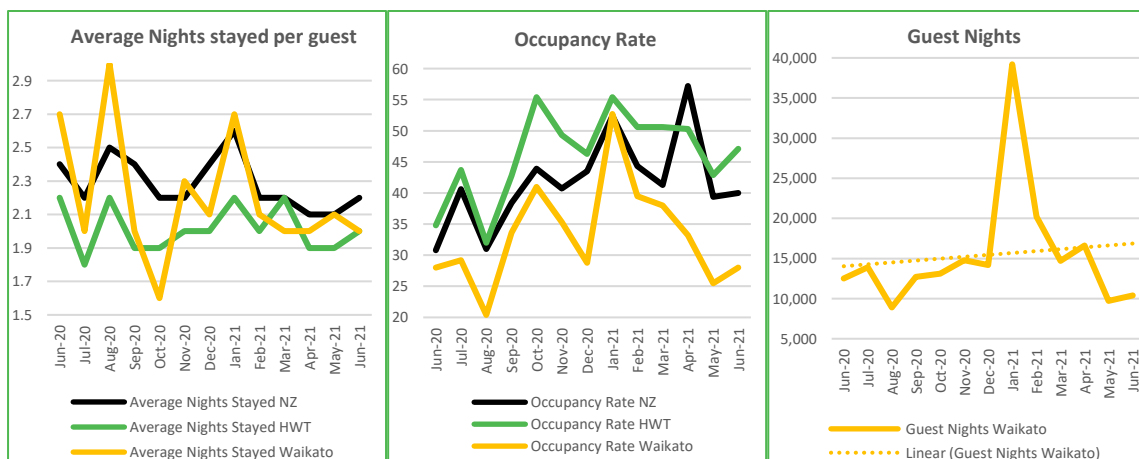


Source: Tourism Electronic Card Transactions, MBIE (June 2021)

Commercial accommodation in Waikato District

The new national ‘bed nights’ measurement tool, the Accommodation Data Programme (ADP) began providing monthly measurements from June 2020.

Waikato District has 23 commercial accommodation providers contributing data into this programme (unlike the old Commercial Accommodation Monitor, this is not a legal requirement). The occupancy rate for Waikato District accommodation providers in June 2021 was 28%. In comparison, the Waikato region achieved 47.1% and the national occupancy was 40%. People stayed an average of two nights per visit/stay. This resulted in 10,400 guest nights in June 2021. For the 12 months up to and including June 2021, Waikato District achieved 188,400 guest nights.

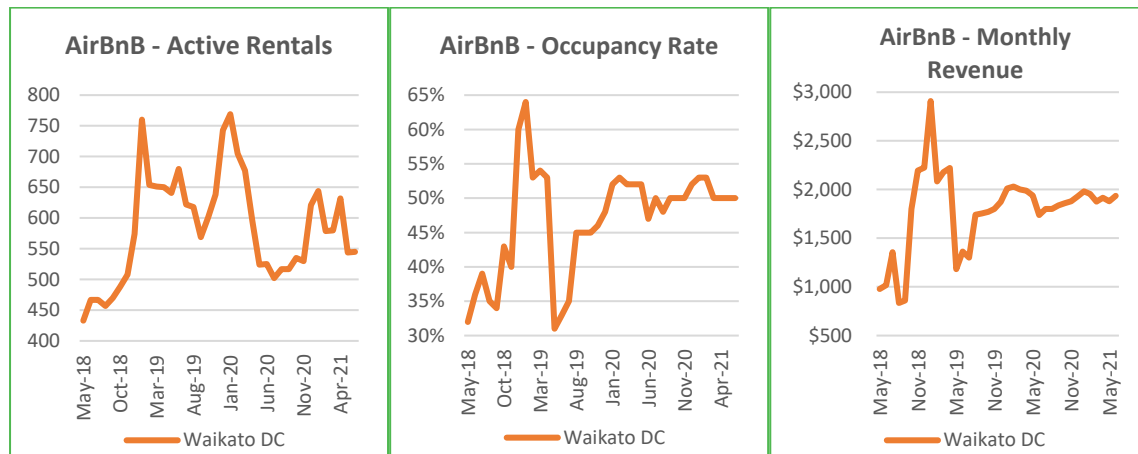


Source: Accommodation Data Plan, MBIE (June 2021)

Non-commercial accommodation in Waikato District

Waikato District also had 545 properties listed on AirBnB during June 2021 as alternative accommodation to the traditional commercial offerings. This has increased from 525 listings (up 20) in June 2020.

These properties experienced 50% occupancy during June 2021. For the 12 months May 2020 to June 2021, the average occupancy rate for AirBnB properties in Waikato was 51%.



Source: AirDNA (June 2021)

Trade & leisure marketing

Domestic marketing

External domestic markets: Open for Exploration Campaign

Our domestic marketing campaign, 'Open for Exploration', ran from June to August targeting the key drive markets for the Waikato (Auckland, Bay of Plenty, Rotorua, Taupo and Taranaki).

This campaign ran across Facebook, Instagram, Google Display & Search, YouTube and digital placements with NZ Herald, the campaign was designed to complement the 'Do something new, New Zealand' national campaign by encouraging visitors to see new things in familiar places, while also exploring the known and unknown adventures of the Waikato. The campaign creative included user generated content (UGC) imagery, videos featuring our tourism operators welcoming visitors back and the 'Do Something New NZ' device.

External & internal domestic markets: school holiday promotions

Given the environment and the importance of the September 2020 school holidays for operators after lockdown, HWT undertook a specific digital 'school holidays' campaign. The campaign targeted drive markets as well as Waikato residents to promote travel to and within the Waikato and channels included social media advertising and e-DMs.

Hot Deals platform

HWT launched a free, user-generated platform designed to showcase operators' latest promotions, experiences, deals and information to HWT's consumer audience while optimising their Google My Business (GMB) posts at the same time.

The platform integrates a wide variety of Waikato businesses – from activities and accommodation to tour operators, as well as retail and hospitality providers. Businesses are able to upload their own offer, experience, deal or upcoming event through the platform and the information displays on waikatonz.com as well as their Google business listing. HWT understands this to be the first platform in NZ that allows for this to happen, providing time and process-efficiencies for operators across the two channels.

External domestic markets: Summer 'It's just magic!' campaign

Our Summer inspiration campaign 'It's just magic,' targeting key drive markets inspiring them to visit the Mighty Waikato as part of their summer travel plans, was live from 18 November to 14 December. Like the rest of New Zealand, we have never had to promote the region to domestic visitors over the summer period as our tourism operators are normally busy with international visitors.

The Summer campaign was primarily video-led and focused on highlighting personal experiences of previous visitors to the region. We know the Waikato is well placed for a short break, so this campaign targeted this type of travel rather than the traditional week-long breaks taken over the summer period.

Internal domestic market: Christmas Campaign - Gift Guide

Our annual Christmas Gift Guide campaign launched into the local Waikato market on 30 November and concluded on 21 December. With the theme of 'Give the gift of Magic' the campaign encouraged Waikato residents to gift experiences from local tourism businesses or tickets to upcoming local events. This campaign targeted the internal domestic market for the Waikato through Facebook and Google adverts and advertising in local newspapers including the Cambridge Edition, Hamilton Press, Matamata Chronicle and Waikato Times.

Internal domestic market: Summer 'It's just magic!' Campaign

The Summer "Explore Your Own Backyard" campaign used the same personal concept as the external summer campaign with video pieces from locals who had visited and loved Waikato various attractions. Aimed to encourage locals who weren't travelling out of the Waikato during this time to explore the region over the festive holiday season, this campaign launched in late December and ran through January. The online campaign featured domestic operator partners and the region's natural assets such as walks, waterfalls, beaches and cycleways as well as summer events and school holiday activities.

'Get Out More NZ' Domestic Campaign – Central North Island collective

For the first time, HWT partnered with our neighbouring regions Bay of Plenty, Rotorua, Taupō, Ruapehu and Tairāwhiti Gisborne in the domestic market. Targeting drive markets through online and print channels, the first phase of the 'Get out More NZ' campaign ran from September until mid-December with the second phase running from late March until late May 2021. The collective produced a lift-out print magazine as part of the second phase

which was distributed via the Dominion Post, Waikato Times, The Press (Christchurch), Taranaki Daily News, Manawatu Standard and Sunday Star Times. A total of 99,800 copies were distributed.

As part of our collaborative activity, the group exhibited at the 2020 Motorhome & Caravan Show as well as at Fieldays 2021. Using a life-size viewmaster and the theme of ‘view something new’ as the hook, the aim was to raise awareness and drive preference for holidays in the Central North Island.

Love This, Love That Campaign – Auckland JV

For the first time, we partnered with Auckland RTO on a joint campaign to encourage residents to enjoy experiences in their extended backyard. The campaign launched on 22 March and ran through until late April. Based on the familiar expression ‘love thy neighbour’, the campaign targeted Auckland and Waikato residents and was designed to encourage travel around the two regions during autumn by showcasing activities and attractions across five themes – nature, active breaks, family, relaxation and wellness, and food. We also worked with Urban List to create articles that tie into campaign theme.

External & internal domestic markets: Easter & School Holidays Campaign

We launched a digital campaign at the end of March to target local and travellers over the Easter break and April school holidays period. This campaign was targeting both Waikato residents, and those within a drive distance of the region encouraging travel to and around the region during autumn by showcasing activities and attractions on offer via digital ads. This phase of domestic marketing activity ran until late-April across Facebook in various ad formats.

Kids Cycling Guide

Cycling continues to be a key special interest topic for both local and domestic visitors to the region. HWT worked with influencer and travel guide creator Outdoor Kid to create a “Family-Friendly Guide to Cycle Trails in the Waikato”. The guide features rides such as Te Awa - The Great NZ River Ride.

Internal domestic market: Mighty Locals Campaign

To continue the ‘Mighty Local’ message we developed during lockdown in 2020, we launched a digital campaign to encourage local residents to continue to explore their own backyard, and to share great Waikato experiences with visiting family and friends from NZ or Australia. This campaign launched in early May and ran until late June, running across Google Display Network and Facebook.

Tourism New Zealand - Urban Experiences Campaign

As a region with a main metro, we worked with Tourism New Zealand and the other four main cities across the country (Auckland, Wellington, Christchurch and Dunedin) on an ‘Urban Experiences’ campaign to encourage city visitation through short breaks and holidays. The first phase of the campaign launched mid-October using the content platform Neat Places and showcased each city through five local experts’ guides of their favourite things.

The second phase of this campaign went live mid-January until the end of February 2021, again partnering with Neat Places to create more bespoke guides for each city. The Hamilton guide was distributed to all i-SITEs in the region and Hamilton Airport. Billboard advertising at Hamilton Airport was also introduced in February. Hamilton was Tourism New Zealand's top performing city for the Urban Leisure campaign with a referral rate of 36%.

Tourism New Zealand - summer campaign

Tourism New Zealand worked with Regional Tourism Organisations (RTOs) across the country to develop the content for their summer campaign. The production crew visited the Waikato during early October filming in three locations to showcase different ways to 'do something new' in the region over summer. Surfing in Raglan was a key feature of the creative, as well as visiting Hamilton Gardens and kayaking with Lake District Adventures. This campaign launched into market late November to play off the back of their 'firework' song launch in early November in which the region also features.

Content Creators Project

HWT worked with Tourism New Zealand and social media agency Socialites on a content creation project. The programme matched micro-influencers around New Zealand with operators in each region who needed assistance with creating visual content for their social media channel. The content created by the influencers can be used by the operators, HWT and Tourism New Zealand as well.

Tourism New Zealand funded five influencers per region and HWT funded an additional four to enable the region to access a total of nine content creation pieces. The project also included some workshops and resourcing to lift capability and upskill operators in their own social media content creation and utilisation as well.

Regional Events

HWT supported regional events throughout the year by profiling them in campaign activity, on social media and with coverage on waikatoz.com. Events are an important driver for domestic visitation as well as local expenditure, and post-COVID they provide great reasons for repeat visitation to a region. The events section of waikatoz.com has ranked amongst the most visited sections of the site illustrating that the interest and demand for events remains high.

Summer Events

A specific 'Waikato Summer Events Guide' campaign launched mid-January and concluded mid-February after running for four weeks. This campaign targeted Waikato residents and key drive markets including Auckland, Taranaki, Bay of Plenty and Manawatu. Ads targeting these markets ran on Google and Facebook as well as a print version distributed as an insert (117,000 copies) in the Bay of Plenty Times, Cambridge Edition, Hamilton Press, Manawatu Standard, Taranaki Daily News, Piako Post and Waikato Times.

Fieldnights Campaign

In support of Fielddays we implemented our annual 'Fieldnights' campaign. This campaign is designed to encourage exhibitors and visitors who are in the region for Fielddays to explore more while they are here, whether that be on tourism experiences or dining out at local

eateries. This small campaign launched the first week of June and ran until the conclusion of the Fieldays event on 18 June.

The Apprentice Aotearoa

HWT partnered with Great Southern Television and Hamilton City Council on a task challenge for episode three of The Apprentice Aotearoa. Classics Museum and Hamilton Gardens were featured, plus Mayor Paula Southgate and HWT CE Jason Dawson were panel judges.

Matariki Events Campaign

A new initiative this year was the creation of a specific 'Waikato Matariki Events' campaign which launched in early June and will conclude at the end of July to coincide with Matariki from 11 June – 31 July. Supporting the Matariki Ki Waikato festival, this campaign is targeting Waikato residents encouraging them to participate in events happening across the region to celebrate the Māori New Year. This campaign ran across digital channels and included 84,000 printed copies of an events guide which was distributed through the Waikato Times, Hamilton Press and Cambridge Edition in June.

Annual Visitor Guide

50,000 copies of the 2021 Official Regional Visitor Guide were distributed in late December 2020. This is a reduced number from the 2020 distribution due to the impacts of COVID-19 and international borders being closed. The guides have proven popular as NZers travel through their own backyard, with national distribution through i-SITEs and airports, displays at visitor attractions, used at trade shows, and conference delegate packs. This guide remains a cost-neutral project with discounted advertising sales (out of recognition of the impact of COVID on industry) funding the production and distribution of the guide.

Media

Post-lockdown, we have had a successful year for domestic travel media coverage with a number of media pitches, famils and hosting. Domestic media platforms and publications are content hungry and we have leveraged this opportunity. Coverage includes content in:

- Kia Ora magazine
- NZ Herald Travel Supplements
- NZ House & Garden
- Cuisine magazine
- NewsHub
- Good magazine
- AA Directions
- MindFood
- Coverage across the Stuff network in print and online

HWT undertook a content partnership with Cuisine magazine for their January edition. This partnership included an eight-page feature on the region's F&B offering by editor Kelli Brett, plus a regional map of foodie hot spots, a Waikato eatery being showcased in their five-page bar bites article and a four-page recipe feature with guest chef Martin Bosley showcasing Waikato produce and products.

Virtual International Media Marketplace Australia

HWT attended the Virtual International Media Marketplace event on 5 -6 May. The AU/NZ media focused event highlighted trends and changes in the media industry and featured a series of speaker sessions including; Australia industry insights, how to collaborate with media and consumer behaviours in 2021.

The 'marketplace' is an exhibition-style event that brings top Australian and New Zealand travel journalists and freelancers together for a series of 16 x 15min appointments. We are currently working through media opportunities that have resulted from the event in collaboration with our neighbouring regions. HWT attended the event alongside other regions from the ECNI collective, to showcase not only each of the individual regions but also highlight the collective offering in the Central North Island.

International marketing

While no physical training or sales activity with international travel trade has been possible (on or offshore), we have continued to undertake virtual trade training and promotional activities throughout the year. This resulted in over 1,200 travel sellers (wholesalers, product managers, frontlines OTAs, home-based agents) across the globe being trained on the Waikato.

Webinars

- **TNZ North America – Relaxation & Romance webinar:** 180 agents from around North America tuned in for the NZ Relaxation & Romance webinar which featured a live cross to Waikato and the Hamilton Gardens along with five other destinations around the country.
- **TNZ Australia Virtual Famil:** This the first 'virtual famil' activation where six regions across New Zealand were selected as part of a Relaxation & Romance themed event. For Waikato, we featured Zealong Tea Estate where HWT and a representative from Zealong toured the plantation and took part in a tea tasting together.
- **TNZ UK/Europe – Wildlife webinar:** The Waikato was selected to be the only RTO to present to 140 travel sellers around the UK/Europe in TNZ's Wildlife webinar. HWT presented on the wildlife experiences available in the Waikato including Sanctuary Mountain Maungatautari and trade-ready experiences that showcase glowworms such as Waitomo operators and Lake District Adventures.
- **Explore Central North Island webinars:** HWT took part in two ECNI webinars for the NZ and AU markets in early December – the first being a Thermal Explorer Highway overview/update and the second being a dedicated Waikato webinar. For the dedicated webinar HWT provided a regional overview and we invited a selection of trade-ready operators to provide updates on their businesses through live crosses so viewers could see and hear what was happening in real time and provided an interactive element.
- **TNZ South East Asia Virtual Road Trip:** HWT took part in the TNZ South East Asia Virtual Road Trip series by contributing to two webinars based on the products available in the Waikato. The first of the webinars was on the 3rd of March and attracted 119 agents. This webinar featured highlights and videos from Hobbiton Movie Set and Sanctuary Mountain Maungatautari along with a regional introduction about further products in the Waikato. The second webinar was on the

17th of March and attracted 118 agents. This webinar was livestreamed from The Henley in Cambridge, and also featured highlights and videos from Hamilton Gardens and Discover Waitomo's Ruakuri Cave.

- **TNZ Korea Webinar:** HWT also took part in a webinar with TNZ Korea. This was on 31 of March and attracted 74 agents. The key product that was featured was Hamilton Gardens as the webinar was livestreamed and hosted from the gardens. There was also a regional introduction about the other key trade products available in the region.
- **TNZ Japan Webinar:** HWT hosted a webinar in early May with TNZ Japan. The 253 attendees joined HWT, TNZ and Hobbiton Movie Set for the webinar which was livestreamed from Hobbiton Movie Set. While showcasing the Green Dragon Inn and The Millhouse on Set, HWT also provided an introduction to the region and highlighted other key trade products available.
- **Southern World Trade Training:** 2 x 2 ½ hour one-on-one virtual training session. 48 agents and Southern World team (NZ IBO and USA based wholesaler). Live chat and presentation to update and train agents on the regional offerings and updates.
- **TNZ Australia Virtual Trade Show:** Online event with over 200 Australian and NZ retail and wholesale agents. Virtual stand, live chat and PPT presentation sessions, plus a 6-minute mainstage video.
- **ANZCRO Webinar:** Part of a wider JV initiative with ANZCRO – webinar session to train agents and support ANZCRO in promotion of the region and the development of Waikato packages. This webinar went live to 77 Australian agents – and the full 137 registrations received the link to watch again or share. A new Waikato blog page on ANZCRO site was also created. The webinar featured a regional 101, product updates, and a live cross and virtual tours with Hobbiton Movie Set and THL/Ruakuri Cave, as well as a virtual tour of Hamilton Gardens. This was presented from Hidden Lake Hotel in Cambridge.
- **ECNI Kiwi Trade Chat:** Virtual Trade Show – one-on-one online appointments with 34 Product Managers from NZ and Australia as part of the ECNI Group trade training programme. Discussions, queries and regional power point presentation featuring key products and product updates.

Accor Famil

We hosted an Accor-organised famil in November with 12 key Inbound Tour Operators (ITOs). During the visit, we showcased Zealong Tea Estate and Good George Brewery, including their tours and experiences. The itinerary included Novotel Tainui Hamilton to view the new executive rooms and we presented on what the wider region has to offer. As a result, several of the ITOs have reached out about follow-up opportunities and itinerary creation for their NZ-based clients and international clients when borders open.

JV campaign with Flight Centre NZ

HWT partnered with Flight Centre NZ in December on a week-long content promotion through Flight Centre's brands (Flight Centre, Travel Associates and Travel Managers) and retail stores. The campaign was delivered through GDN and Facebook advertising and as well e-DMs and in-store billboards.

TRENZ

The tourism industry's largest international buying and selling event TRENZ did not happen due to the continued international border closure.

Instead, TRENZ Hui was held in May where 750+ people from across the industry came together for two days of strategy sessions and industry workshops. While it wasn't like the traditional 'selling' trade show, it was an opportunity to connect on a large scale and plan for the future of the sector.

Marketing activity for Waikato District

A summary of specific trade and leisure marketing for Waikato District is detailed below.

Target market	Campaign or activity	Waikato District experiences profiled
Media – domestic & international famils	Media hosting and famils profiling Waikato District: <ul style="list-style-type: none"> • Good Magazine famil • NewsHub famil • Stuff.co.nz Roadie • Cuisine Magazine famil • NZ Herald famil • Toni Street famil • Growing up without borders 	Punnet Eatery, Solscape Eco Retreat, Raglan Fish, Zealong Tea Estate, Raglan Township, Raglan beach, Raglan Roast, Tony Sly Pottery, Raglan Surf School, Rock-it Kitchen, Raglan Roast, Raglan Artisan Bread, Bridal Veil Falls, Cornerstone Alpacas
Media - domestic	Waikato District was profiled as part of regional promotions in the following publications: <ul style="list-style-type: none"> • NZ Herald Travel Supplements • Avenues Magazine • NZME 'Where I'd Rather Be' column • Family Times • Stuff.co.nz • NZ House & Garden • Hamilton Press • MindFood • Good Magazine • Cuisine Magazine 	Zealong Tea Estate, Raglan Township, Te Awa River Ride, Wairēinga/Bridal Veil Falls, Go Skydive NZ, Raglan Beach, Raglan Wharf, Raglan Fish, Ulo's Kitchen, La La Land, Raglan Roast, The Silos, Solscape Eco Retreat, The Shack, Isobar, Te Toto Gorge, Karakariki Scenic Reserve, Mercer Cheese, Raglan Rock, Cornerstone Alpacas
Travel Trade - famils	Waikato District profiled in following trade famils: <ul style="list-style-type: none"> • Accor Inbound Tour Operators 	Zealong Tea Estate
Travel Trade – webinars	International trade training webinars: <ul style="list-style-type: none"> • TNZ North America • TNZ SEA Virtual Road Trip • TNZ SEA Virtual Road Trip • TNZ Korea • TNZ Japan 	Zealong Tea Estate, Castaways Resort, Raglan Surf School, Raglan Sunset Motel, WahineMoe, Raglan Rock, Go SkyDive, Cornerstone Alpacas

	<ul style="list-style-type: none"> • ECNI 'Kiwi Chat' virtual trade expo • ANZCRO Waikato • TNZ Virtual Expo • Southern World Virtual Trade Training Event 	
Travel Trade – Explore Central North Island Alliance	<p>HWT are part of the Central North Island RTO alliance known as 'Explore Central North Island' which includes the two touring routes – The Thermal Explorer Highway and the Pacific Coast Highway. Trade training webinars Jul-Dec:</p> <ul style="list-style-type: none"> • Thermal Explorer highlights • Waikato region update 	<p>Zealong Tea Estate, Castaways Resort, Raglan Surf School, Raglan Sunset Motel, WahineMoe, Raglan Rock, Go SkyDive, Cornerstone Alpacas</p>
Domestic consumer - Local, Hamilton & Waikato	<ul style="list-style-type: none"> • School Holidays – Sept 2020 • Hot Deals – Oct 2020 & Jan 2021 • Christmas Gift Guide – Dec 2020 • Locals – It's just magic! – Dec 2020 – Jan 2021 • Get Out More NZ – phase one and two • Christmas Gift Guide – Dec 2020 • Summer Events – Jan – Feb 2021 • Easter & School Holidays – April 2021 • Kids Cycling Guide – Apr – May 2021 • Mighty Locals – May – June 2021 • Fieldnights – June 2021 • Matariki Events – June – July 2021 	<p>Zealong Tea Estate, Hakarimata Summit Climb, Hampton Downs Motorsport Park, Raglan Surf School, Raglan township, GoSkydive NZ, Hakarimata Walkway, Cornerstone Alpacas, Raglan Rock, Isobar, The Sculpture Park at Waitakaruru Arboretum, Hakarimata Walkway, Woodlands Historic Homestead, Punnet Eatery</p>
Domestic consumer - External Drive & Fly Markets	<ul style="list-style-type: none"> • Open for Exploration Campaign – July - August 2020 • School Holidays – Sept 2020 • Hot Deals – Oct 2020 & Jan 2021 • It's just magic! – Nov – Dec 2020 • Summer Events – Jan – Feb 2021 • Easter & School Holidays – April 2021 • Kids Cycling Guide – Apr – May 2021 • Love This, Love That Auckland Campaign • Fieldnights – June 2021 	<p>Hakarimata Summit Track, Wairēinga/Bridal Veil Falls, Zealong Tea Estate, GoSkydive NZ, Hampton Downs Motorsport Park, Raglan Surf School, Solscape Eco Retreat, Raglan Rock, Te Awa River Ride, Raglan township, Hakarimata Walkway, The Sculpture Park at Waitakaruru Arboretum, Cornerstone Alpaca Stud, Woodlands Historic Homestead, Punnet Eatery</p>

<p>Domestic consumer – Chinese New Zealanders</p>	<p>Ongoing campaign activity has continued through our Weibo social media channel, blogs, forums etc</p>	<p>Cornerstone Alpaca Stud, Hakarimata Scenic Reserve, Woodlands Estate, Lake Hakanoa, Pukemokemoke Bush Loop Track, Mt Karioi, Karamu Walkway, Wairēinga/Bridal Veil Falls, Raglan, Port Waikato, Hampton Downs Motorsport Park, Cornerstone Kitchen, The Kauri Loop walk, Punnet eatery, The Sculpture Park at Waitakaruru Arboretum, Vivian Falls, Original Pokeno Ice Cream, The Strawberry Farm Real Fruit Ice Cream (Punnet), Raglan Surf School, Weathertop Hollow, Raglan Rock, Karakariki Scenic Reserve, Te Toto Gorge walk , Whakakai Stream Waterfall, Roll Up Real Fruit Ice Cream.</p>
<p>Domestic & International consumer and trade</p>	<p>2021 Hamilton & Waikato Regional Visitor Guide</p> <p>Guide to Waikato Walking Trail</p> <p>Kids Cycling Guide</p> <p>Guide to Waikato Cycle Trails</p>	<p>Waikato district and towns profiled in ‘Regional highlights’ section and ‘North Waikato’ and ‘Raglan’ sections. Waikato district -based tourism operators have advertised in their respective sections.</p> <p>Hākarimata Scenic Reserve, Te Awa - The Great NZ River Ride, Pukemokemoke Reserve, Wairēinga/Bridal Veil Falls</p> <p>Te Awa River Ride: Ngāruawāhia to Fonterra Te Rapa section.</p> <p>Te Awa - The Great New Zealand River Ride, Raglan - Mount Karioi Loop, Pipliwharauoa Trail and Te Ara Kakariki.</p>
<p>Domestic & international consumer, travel trade and media</p>	<p>Quarterly e-newsletters are distributed to our consumer, trade and media databases</p>	<p>Standard Duathlon - Hampton Downs, Raglan Art Weekend, Pioneer Fundays At Woodlands Estate, The 66th New Zealand Grand Prix, GoSkydive NZ, Zealong Tea Estate, Wairēinga/Bridal Veil Falls,</p>

		Ngarunui Beach, Raglan Surf School, Raglan Rock, Sculpture Park at Waitakaruru Arboretum, Raglan, Castaways Resort.
Domestic & International consumer	Waikato profiled through HWT's website and various social profiles including Facebook, Instagram, Twitter & YouTube.	Hopnotic, Hampton Downs Duathlon, Hampton Downs 2 Hour Race Track Run, Lake Hakanoa, Pioneer Fundays at Woodlands Estate, Te Awa River Ride, Pedal4Prostate Pukemokemoke Bush Loop Track, Mt Karioi, Soundsplash 2021, Raglan Brewing Company, Karamu Walkway, Raglan, Wairēinga/Bridal Veil Falls, Raglan Arts Weekend, Karakariki Track, Port Waikato, Tainui Bridge, Hakarimata Kauri Loop Track, Weathertop Hollow, Perry Bridge, Ngaruawahia, Lake Ohinewai, Manu Bay, Raglan Harbour, La La Land, Raglan Surf School, Raglan Rock, Hampton Downs Motorsport Park, Zealong Tea Estate, New Zealand Grand Prix, GoSkydive NZ, Cornerstone Alpaca Farm Tours, Isobar, The Museum of This Morning - Old School Arts Centre, PROWEAR New Zealand GTR Festival 2021, Cornerstone Kitchen, Whakakai Stream Waterfall, Tamahere Park Playground, Profs@Woodlands, Huntly Half Marathon - Huntly Rugby Club, Steampunk Extravaganza - Woodlands Estate, Roll Up Real Fruit Ice Cream, Te Toto Gorge walk, Kauri Loop Track - Hakarimata Scenic Reserve, Seeds of Renewal - Waitakaruru Arboretum and Sculpture Park, Easter events, Vivian Falls, Original Pokeno Ice Cream, North Waikato Dog friendly walks, Lake Waahi, Raglan township, 'Pancake Rock' formations.

Conferences, incentives & business events

Conference leads and rehousing

During the 2020-21 financial year, Business Events Waikato managed 18 leads, four bid document requests and 50 referrals as well as some basic assist requests such as supplying regional imagery. Our business events team successfully relocated 16 business events after Jet Park Hotel Hamilton Airport became a designated Managed Isolation Facility earlier in the year and we were able to re-house most of the events within the Waikato.

We are fortunate the Waikato is predominantly a domestic conference destination and easy to get to from key markets. Our marketing activity is focused on multi-day association and the corporate conference market.

Unfortunately, three of our largest commercial accommodation providers are now unavailable as they are Managed Isolation Facilities which has impacted on the conference market, significantly reducing our offer for larger multi-day association conferences. Hosting some of these conferences is now very challenging due to limited accommodation availability.

In addition to our limited commercial accommodation inventory, the biggest threat to the conference market is uncertainty. Event organisers cannot confidently book conference venues and accommodation, plus they are afraid of the force majeure clauses in contracts. Currently venues are experiencing short lead-in times which brings its own challenges.

Business Events Waikato Showcase

The Business Events Waikato Showcase scheduled for 24th September 2020 had to be cancelled due to the change in COVID-19 alert levels. The business events team have rebooked this event to be held on 23rd September 2021. The target market for this event will be local organisers, meeting planners, EAs and PAs based within driving distance of the Waikato. We will predominantly target corporates who organise one day meetings through to multi-day conferences and events.

Convention Bureau activity

Summary of specific conference marketing activity (1 July 2020 to 31 June 2021)

Activity	Detail
Enquiries	86 enquiries managed
Buyers Hosted	<ul style="list-style-type: none"> • International Hobbit Day - 5 Waikato PCOs • Pre BE:Reconnected dinner – 6 hosted buyers • Bespoke famils – 4 local buyer famils hosted • Wellington Soiree – 50 buyers, co-hosted with 6 BE partners • Pre-MEETINGS dinner – 7 buyers, co-hosted with three BE partners • Local buyer famils – 6 postponed March 2022 • Mega Famil – 1 postponed until Nov 2021

Trade Shows & Event Attendance	<ul style="list-style-type: none"> • AuSAE LINC – shared site with Dunedin business events • BE:Reconnected – BEIA • Office & PA Show – shared site with Hobbiton™ Movie Set • Association X + Business Exchange • MEETINGS – Australasian trade show in Auckland • AuSAE Networking Lunch, Auckland • AuSAE BA4, Auckland • AAPNZ Waikato annual breakfast – Abby Camp represented • AAPNZ BA5s throughout the year
BE partner activity	<ul style="list-style-type: none"> • BEW partner zoom • Reunite Industry Dinner • Christmas partner breakfast • BEW sustainability breakfast • Hobbiton event • Gold partner catch ups • HWT Symposium
Campaigns & advertising	<ul style="list-style-type: none"> • WBN quarterly advertorial • Pre-MEETINGS LinkedIn campaign • Preview Mag advertorial (pre-MEETINGS magazine) • Meetings Newz advertising • BEW Directory • www.meetwaikato.com • HWT Industry Newsletter – BE inclusion • Locals LinkedIn campaign • Mighty Waikato Campaign – phase 1 July, phase 2 Dec 2020
Waikato District BE partners	<p>Hampton Downs, Zealong Tea Estate, Castaways Resort, Woodlands Historic Estate, Raglan Sunset Motel, WaihineMoe</p>

Restart, recover & reset the visitor economy

Hamilton & Waikato Tourism has been instrumental in leading the restart, recovery and reset of the regional tourism and events sector. The impacts of the COVID-19 pandemic were swift and severe for the entire visitor economy which includes tourism businesses, activities and attractions, accommodation providers, retail and hospitality, transport operators, conferences and business events, major events and venues, education institutions, plus the many suppliers who partner with the sector.

There are a number of key initiatives underway to support the rebuild and reset of Waikato's tourism sector.

Strategic Tourism Assets Protection Programme (STAPP)

The \$230m Strategic Tourism Assets Protection Programme (STAPP) was announced in the Government's budget in May 2020 to protect the assets in the tourism landscape that form the core of our essential tourism offerings to ensure their survival through the disruption caused by COVID-19. Grants and loans were allocated to tourism businesses, Inbound Tour Operators and Regional Tourism Organisations.

TOURISM BUSINESSES

130 tourism businesses received a total of \$261m in support comprised of a mix of grants and loans. The Waikato region were successful with initial funding support provided to the following tourism businesses:

- Discover Waitomo: up to \$4m over two years (year one will be a grant and year two will be a loan if required)
- Ōtorohanga Kiwi House: \$500,000
- Waitomo Adventures: \$500,000
- Spellbound Glowworm and Cave Tour, Waitomo: 401,440
- Caveworld Waitomo: \$290,000

REGIONAL TOURISM ORGANISATIONS

Hamilton & Waikato Tourism successfully applied for a maximum of \$700,000 to address the significant shortfall in industry investment. The criteria for applying for the grant was to retain existing local government investment.

The financial support could only be used to enhance work from the Aotearoa New Zealand Government Tourism Strategy in the following three priority areas:

1. domestic marketing;
2. industry capability; and
3. adopting a destination management approach.

Out of the 27 programmes of work we successfully received funding under the three tagged areas listed above, 11 were collaboration projects with other regions which border the Waikato.

Specific STAPP projects we have either completed or will be finalised by December 2021 for Waikato District include:

- Developing a locals Ambassador programme to train frontline staff in the history, stories of people and place of Waikato District, plus exceptional customer service - ***underway***
- Review and refresh of touring routes (collaboration project with Visit Ruapehu and Destination Rotorua) - ***underway***
- Co-curate and development of food tourism experiences, including itineraries, marketing initiatives and product development (collaboration project with Destination Rotorua) – ***complete and action plan developed***
- Domestic marketing to build demand and attract visitation to the district, including event promotion and a joint Auckland drive market campaign with Auckland Unlimited (previously ATEED) - ***completed***
- Participation in the national and Central North Island domestic marketing campaigns driving visitation into the district - ***completed***
- Regional tourism marketing advisory services for tourism businesses - ***underway***
- Launching a regenerative tourism leadership programme to enhance sustainability initiatives for tourism operators - ***completed***

All other projects from participation with Tourism New Zealand’s national domestic marketing campaign, partnerships with AA Traveller and the NZ Motor Caravan Association through to procurement of visitor travel data, will benefit the city and wider region as well.

Tourism Communities: Support, Recovery and Reset Plan

In addition to the \$20.2 million in grants that was allocated to RTOs through the Strategic Tourism Assets Protection Programme (STAPP) by the Government in 2020/2021, the \$26 million Tourism Communities: Support, Recovery and Re-set Plan was announced in May for RTOs to manage, plan, promote, and market tourism activities in their regions. This funding is for the 2021/2022 financial year.

As a medium-large RTOs with a local government contribution of \$1 million to \$3 million, HWT are eligible to receive up to \$1 million.

This funding support is available for a programme of activity across three categories and appropriately scaled to the RTO’s needs, priorities and agreed investment plan;

- 1. Destination Management & Planning**
- 2. Industry Capacity Building and Product Development**
 - Engaging specialist support to assist with planning, industry capability building and product development;
 - To provide capacity to implement the work programme across the three categories;
 - RTO capability building including participation in MBIE-RTNZ forums and events; and
 - Feasibility and business case development (please specify the specific opportunities).

3. Domestic and International Marketing.

- Tactical domestic marketing activity including creative development, enhancing digital platforms, media buying, and PR activity;
- Tactical international marketing activity that complements Tourism New Zealand's marketing activities including creative development, enhancing digital platforms, media buying, and PR activity;
- Event and business event promotion (eg. promotion of venues, events, marketing);

This work must be completed by using RTO staff, or by external capability.

Minister of Tourism, Hon Stuart Nash, visited the Waikato on the day of lockdown, Tuesday 17 August 2021 and made the announcement of our successful \$1 million investment:

www.waikatoz.com/media/media-releases/regional-backing-for-domestic-tourism/

We issued a media release in response to the funding announcement giving a high-level overview of what the funding will be used for:

www.waikatoz.com/media/media-releases/tourism-recovery-and-reset-funding-welcomed/

Adopting a destination management approach for Waikato

Destination management brings together different stakeholders to achieve the common goal of developing a well-managed, sustainable visitor destination. It is an ongoing process that requires destinations to plan for the future and considers the social, economic, cultural and environmental risks and opportunities.

Adopting a destination management approach enables communities and destinations to respond to changing conditions and determine the type of tourism they would like to have and the benefits they would like to receive, taking an active role in managing these.

Destination management requires a holistic and integrated approach with three interdependent components:

1. **Visitor Experience:** the Waikato's experience offering, including activities, attractions, supporting infrastructure, services and amenities.
2. **Marketing and Promotion:** the destination's marketing and promotional activity, creating demand and enabling the destination to be competitive, productive and sustainable.
3. **Resource Management:** the region's strategy, policy and regulatory frameworks, Te Tiriti o Waitangi, co-governance arrangements, organisational structures and the investments that support the destination.

We have successfully managed to attract funding from the Ministry for Business, Innovation and Employment to undertake this work. After the first round of stakeholder consultation, a Draft Waikato Destination Management Plan will be released for a second round shortly.

Major and regional events

Hamilton & Waikato Tourism know that hosting major and business events are crucial to lead the economic and social recovery of the Waikato region. Tourism New Zealand research indicates that up to one-third of domestic travel is primarily driven by people looking to participate in events.

Post-COVID, the national funding made available has enabled us to activate our Regional Major Events Strategy.

Regional Events Fund – Thermal Explorer Highway

The four regions of the Thermal Explorer Highway collective including Waikato, Rotorua, Taupō and Ruapehu were approved \$3.75 million for regional events by Tourism Minister Stuart Nash on 18 December 2020.

The Regional Tourism Organisations (RTOs) from Waikato, Rotorua, Taupō and Ruapehu, alongside their council partners, worked together on developing a collaborative regional events investment plan for the next 2-3 years to drive additional domestic visitation into their regions.

Hamilton & Waikato Tourism were selected as the Lead Entity for the Regional Events Fund across the four regions. We see the collaboration between Waikato, Rotorua, Taupō and Ruapehu will lead to a strong and compelling event proposition for our four regions, who also partnered together for the Domestic Events Fund.

The bulk of the \$3.75 million fund will be used to create a contestable fund with successful events being supported over a three-year period. The focus will be on the development of iconic or anchor events, with a mix of new and expansion of existing events. Another portion of the funding will be used to run capability building workshops and training for event organisers and suppliers, plus develop or update existing regional event strategies; with the remainder to cover administration, legal and event measurement.

The first round of funding from the Thermal Explorer Regional Events Fund was announced in June 2021 with \$1.6 million allocated to a total of 15 events from the Waikato, Rotorua, Taupō and Ruapehu regions. The selected events are a mixture of new and existing and include business, sport, culture and exhibitions. In total, the events are predicted to attract over 120,000 attendees, with two-thirds being visitors from outside the host region. The second round for the Contestable Fund will open in February 2022.

Industry support

The Kirikiriroa-Hamilton Ambassador workshops continue to be offered monthly and we now have trained 221 people.

We continue to coordinate the Event Venues and Crowded Spaces Forum, with the latest meeting held in May 2021. This forum is an opportunity for venues to share intelligence, emergency services to update venues, plus changes to health, safety and risk mitigation, including COVID-19 actions. The next meeting will be held in August 2021.

Regional Business Partner Network

The Government provided funding for subsidised business advice services under the COVID Business Recovery Programme. In the Waikato region, this was delivered through the Regional Business Partner (RBP) programme with Te Waka. Hamilton & Waikato Tourism were sub-contracted to Te Waka for three months to provide advice and support for tourism businesses. In total, 77 tourism businesses were supported through the RBP programme.

Establishment of Waikato Screen

The Waikato Regional Council has decided to allocate one of its first grants from the Regional Development Fund to Hamilton & Waikato Tourism. Over the next three financial years, \$575,000 will be granted to HWT to establish a Waikato Film Office – to be called ‘Waikato Screen’.

Waikato Screen will be established as a separate entity and be co-located with HWT for the next three years. HWT will then contract Waikato Screen to undertake the role of a Regional Film Office including marketing activities to showcase Waikato as a desirable screen destination. They will also work alongside prospective filmmakers to facilitate their needs from film permits through to post-production, creating sustainable employment opportunities within Waikato.

Conclusion

As we continue to lead the rebuilding and reimagining of our tourism industry post-COVID, our key focus areas for the coming six months include:

- continue to work with our industry to stimulate domestic demand throughout the winter/spring season;
- support tourism businesses through delivery of free industry capability building training;
- undertake a second round of consultation for the Draft Waikato Destination Management Plan;
- investigate, review and enhance existing and new touring routes around the region and across borders;
- accelerate sales, marketing and trade activity in the business events sector to maintain market share;
- support the development of large-scale commercial accommodation to increase average length of stay;
- assist new visitor experience development across the region;
- lead round two of the Regional Events Fund for Waikato, Rotorua, Ruapehu and Taupō;
- complete the additional 27 programmes of work funded under STAPP to boost our economic and social recovery;
- continue to lobby and advocate for the tourism sector with Government; and
- establishment of a Regional Film Office to be called ‘Waikato Screen’.

On behalf of the board and management of Hamilton & Waikato Tourism, we would like to sincerely thank Waikato District Council, our local government partners and the industry for their continued support, especially as we continue to work our way through the long-term impacts of COVID-19. Your proactive and supportive approach managing the impacts of COVID-19 has been greatly appreciated by the tourism sector and our community.

Jason Dawson

Chief Executive

Hamilton & Waikato Tourism

August 2021

Open Meeting

To	Strategy and Finance Committee
From	Vishal Ramduny Acting General Manager Community Growth
Date	23 August 2020
Prepared by	Dr Maggie Hong Principal Analyst
Chief Executive Approved	Y
Reference #	GOV1318 / 3228629
Report Title	Changes to Default Growth – High Growth Projection from Waikato Projections 2018-2068

I. EXECUTIVE SUMMARY

The Waikato Population and Household Projections 2018-2068 (UoW2021) have been updated by the University of Waikato's (UoW) National Institute of Demography and Economic Analysis (NIDEA) based on the latest 2018 Census data.

During the Future Proof Chief Executive Advisory Group meeting on 28 May 2021, it was agreed that all local authority partners will use the 'high growth' scenario for the purpose of Future Proof and post Long Term Plan (LTP) planning, citing the recent growth and future expectations. On behalf of Future Proof partners, Market Economics has completed the latest Housing and Business Development Capacity Assessment (HBA2021) using the UoW2021 projections.

Currently, Council's default growth scenario is the UoW's medium growth scenario from 2020 (UoW2020), which has factored in assumptions regarding the impacts of COVID-19 in respect to border closures and changes in international migration. Those projections have been used to inform several strategies and plans, including the 2021-2031 LTP.

Compared to the UoW2020 medium scenario, the UoW2021 high growth scenario provided a similar *population* projection. However, the *household* projection from UoW2021's high growth scenario is consistently and considerably lower than previously projected.

Upon adoption of the UoW2021 high growth scenario, it's important that Council continues to monitor actual dwellings consented/constructed to ensure any deviations from current trends can be detected and appropriately responded to.

2. RECOMMENDATION

THAT the report from the **Acting General Manager Community Growth** be received;

AND THAT the **Strategy and Finance Committee** recommends to **Council** that the **Changes to Default Growth – High Growth Projection from Waikato Projections 2018-2068** be adopted as **Council’s** default growth scenario from **21 September 2021**.

3. BACKGROUND

Aiming to provide consistent and defensible projections of demographic and economic indicators across the Waikato region, the work on the Waikato Projection started in 2015. Based on the 2013 Census data, the UoW’s NIDEA generated the first set of projections (2013-2063) by performing population and household modelling for the sub-region comprising of Hamilton City Council, Waikato District Council and Waipa District Council. Using these projections, the Waikato Integrated Scenario Explorer (WISE) model was able to spatially allocate the growth based on parameters such as zoning, densities, transport, economic and employment drivers and land-use constraints to determine where this growth is likely to be realised.

In preparation for the 2021-2031 LTP, the Future Proof partners engaged the UoW in 2018 to update the Waikato Projections using the 2018 Census data. However, the target delivery date was postponed several times due to delays in the release of the Census results.

As an interim alternative option, the UoW re-forecasted population and household growth at territorial level in 2020 using the 2013 Census and the 2018 Estimated Resident Population (ERP) data from Stats NZ. This modelling work (i.e. UoW2020) also factored in assumptions regarding the impacts of COVID-19 in respect to border closures and changes in international migration.

The 2018 Census data became available in October 2020 and the UoW2021 projections were completed at the end of March 2021. In accordance with the National Policy Statement on Urban Development 2020 (NPS-UD), Tier I local authorities (such as Future Proof partner councils) are required to complete a HBA every three years (Subpart 5, Clause 3.19). The HBA determines the sufficiency of supply of business and residential capacity in the district and across the sub-region. The UoW2021 projections were used to inform the HBA2021 undertaken by Market Economics on behalf of Future Proof partners. The HBA2021 was recently published on the Future Proof website.

4. DISCUSSION AND ANALYSIS OF OPTIONS

4.1 DISCUSSION

Typically, the UoW population and household projections include three variants (i.e. low, medium and high). Since the end of 2020, Council has adopted UoW2020’s medium growth

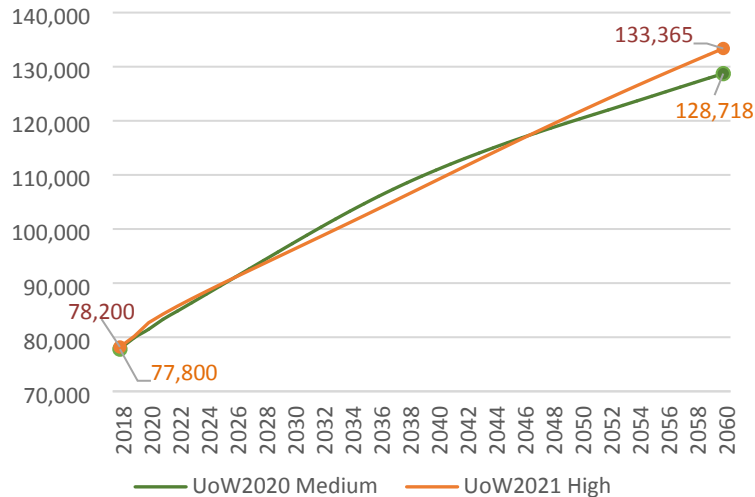
scenario as the default growth scenario to inform Council's Assets Management Plans of the 2021-2031 LTP, the reporting to the proposed District Plan hearings and the Infrastructure Strategy (Ref: ECM-GOV1301/2962422).

During the Future Proof Chief Executive Advisory Group meeting on 28 May 2021, Future Proof partners agreed on the adoption of the high growth scenario from the UoW2021, as the default growth scenario, noting the high rate of growth recently experienced across the region and its alignment to the Central Government's growth expectation for Tier I high growth areas.

Compared to the UoW2020 medium scenario, the high growth scenario from the UoW2021 provided a similar population projection (see Figure 1 and 2), especially in the short and medium-term (i.e. 2020-2030). Given the close alignment of the two population projections, the adoption of the UoW high growth scenario is expected to have a minimal impact on policy/decision making within Council.

Based on the statistical downscaling method and future land use projections, UoW2021 was able to provide projections with additional local-level detail. At a town/village level, the high growth scenario in UoW2021 projects that areas such as Horsham Downs, Hamilton Park¹, Huntly and Te Kauwhata will experience higher population growth in the next 40 years, whereas population in Tuakau, Tamahere, Whatawhata and Te Uku will likely to be lower than previously forecasted (refer to Figure 3 for more detail).

Figure 1 Waikato District population projection – UoW2020 'Medium' vs. UoW2021 'High'



¹ The area adjacent to Horsham Downs and Hamilton City, bordering Tamahere, Pukemoremore and Eureka-Tauwhare.

Figure 2 Changes in population projection – from UoW2020 ‘Medium’ to UoW2021 ‘High’

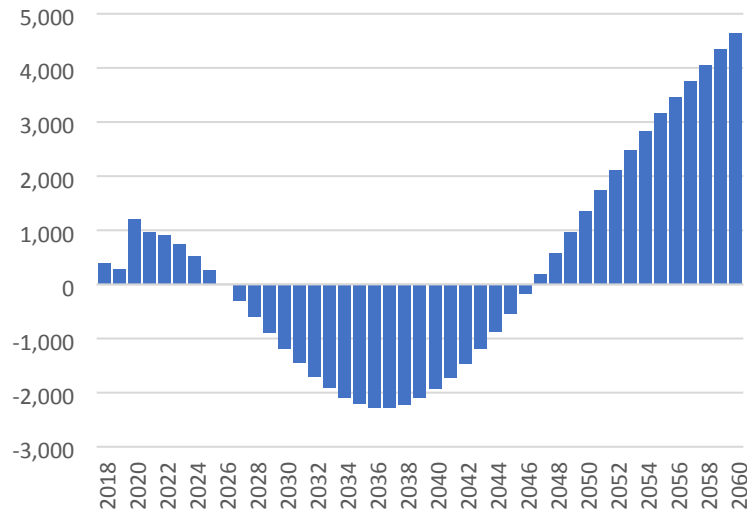
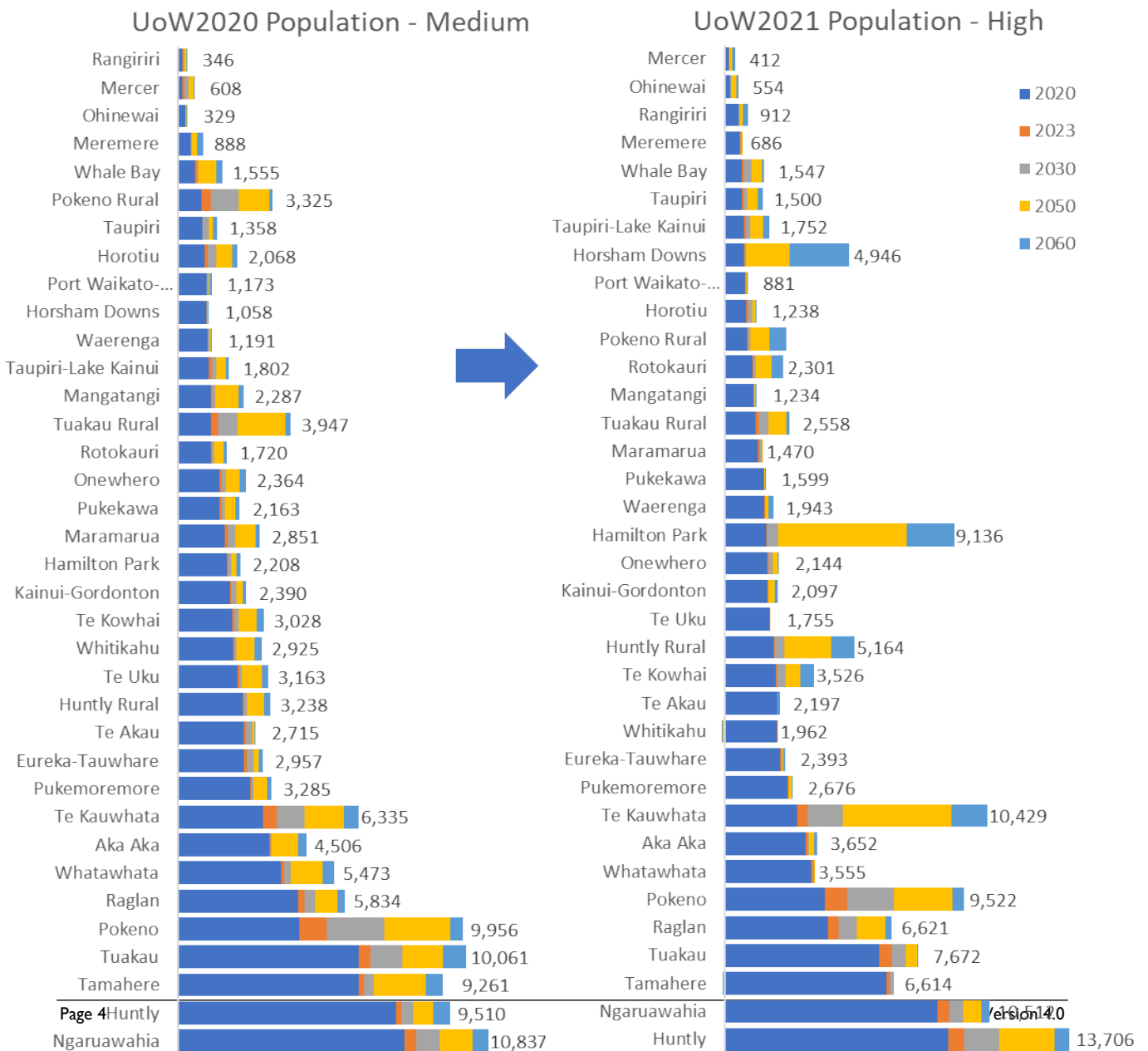


Figure 3 Waikato District population projection by town and village



In terms of households, UoW2021’s high growth scenario is consistently and considerably lower than previously projected in the UoW2020 (see Figure 4 and 5). The lower projected number is mainly due to changes in household composition data from the 2018 Census (e.g. fewer one-person households), resulting in larger average household size.

While the difference may be tolerable in the short-term, the household numbers projected between the two scenarios differs by almost 6,500 in the long term, which can have significant policy and planning implications for the wider district. For example, infrastructure investment decisions are made based on growth demands, inaccurate estimation of household demands will lead to inefficient allocation of resources (i.e. over-investment in one area and under-investment in the other) and hinder future growth.

Similar to the population projection, a higher number of households have been forecasted for areas around Horsham Downs, Hamilton Park, Huntly and Te Kauwhata, according to the UoW2021. In addition to Tuakau, Tamahere and Whatawhata, Pokeno is expected to host fewer households compared to the UoW 2020 (refer to Figure 6 for more detail).

Figure 4 Waikato District household projection – UoW2020 ‘Medium’ vs. UoW2021 ‘High’

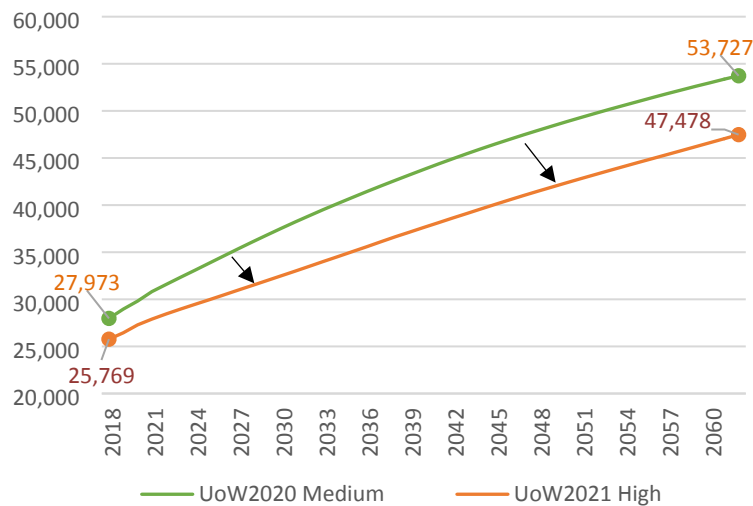


Figure 5 Changes in household projection – from UoW2020 ‘Medium’ to UoW2021 ‘High’

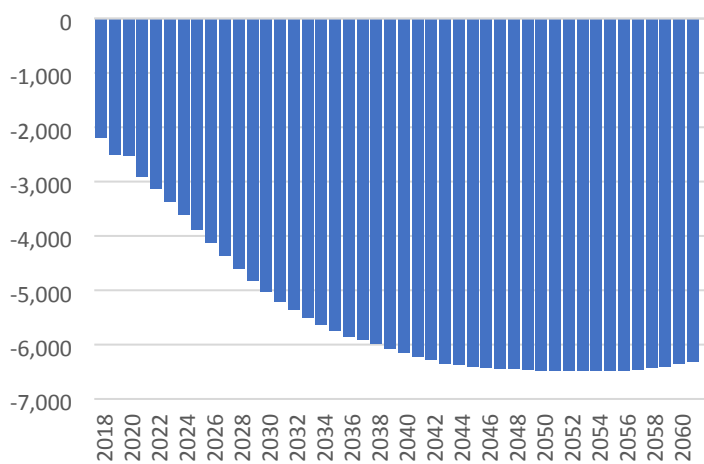
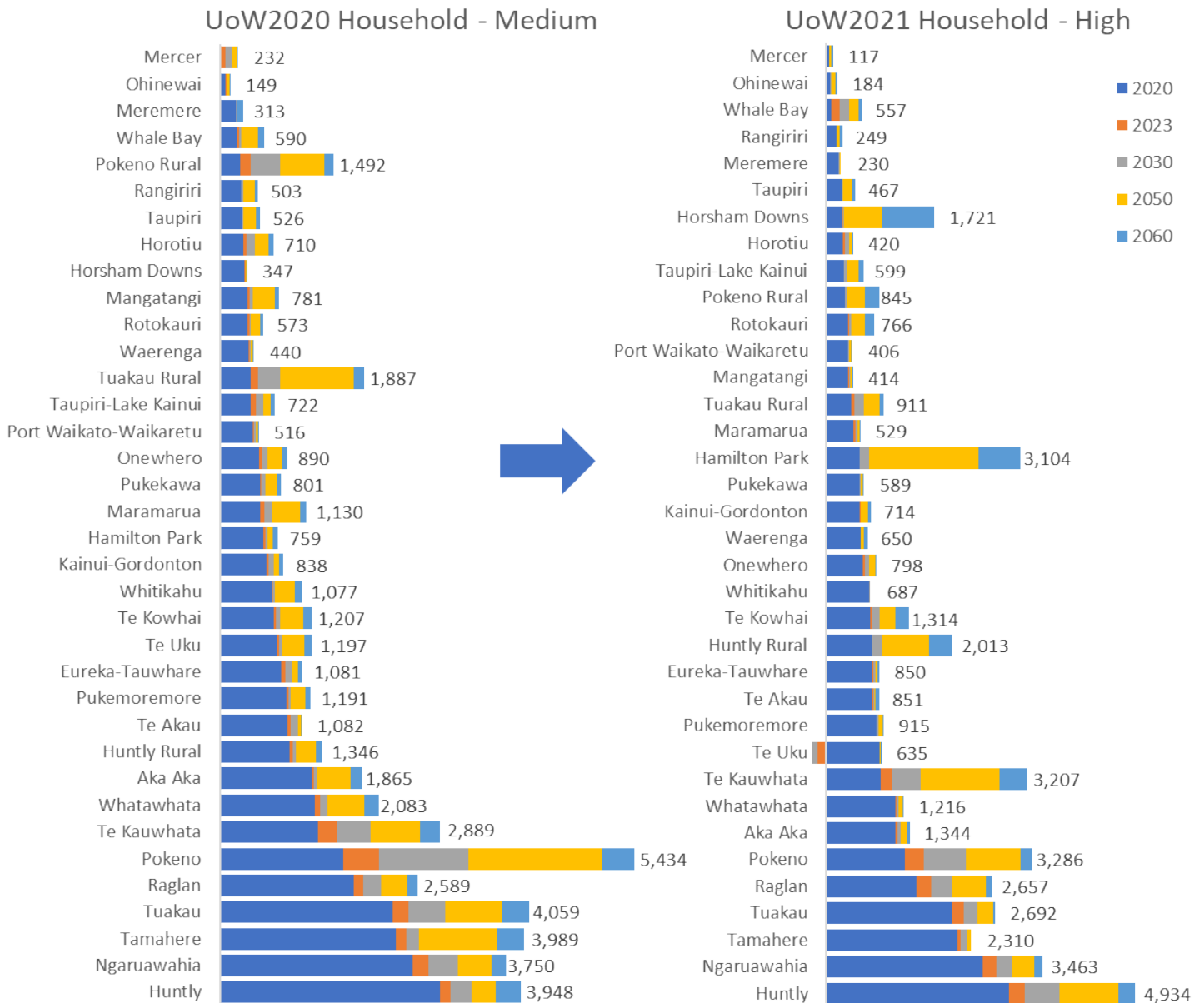


Figure 6 Waikato District household projection by town and village



Operational data, such as the dwelling consent data, remained as the best data for identifying intentions to build and future dwelling stock. Given that UoW projections are modelled scenarios based on assumptions, Council should continue to monitor actual dwellings consented to enable timely detection of deviations from growth trends, e.g. UoW2020 (projection used for the LTP 2021-2031) and UoW2021 (the most updated projection recommended for adoption).

4.2 OPTIONS

An alternative option is for the Council to delay the adoption of the high growth projection from the UoW2021 until a later date. However, this option it is not recommended given

that Future Proof partners have already agreed to making this change and the non-adoption will lead to inconsistency in the policy framework.

5. CONSIDERATION

5.1 FINANCIAL

By adopting a more up-to-date growth projection, Council will be able to more accurately estimate the cost and financial requirements to enable and service growth and plan type of infrastructure required at the right place, hence support more efficient investment decisions.

5.2 LEGAL

Not required

5.3 STRATEGY, PLANS, POLICY AND PARTNERSHIP ALIGNMENT

The adoption of the UoW2021 high growth scenario will ensure the appropriate strategy and policy alignment with the Future Proof partners.

5.4 ASSESSMENT OF SIGNIFICANCE AND ENGAGEMENT POLICY AND OF EXTERNAL STAKEHOLDERS

Several key stakeholders rely on this information to inform their planning and investment. For example, Waka Kotahi (the New Zealand Transport Agency) in respect to transport investment, Watercare in respect to waters infrastructure demand and investment and the Waikato Regional Council in respect to spatial land-use change across the region.

The Significance and Engagement Policy is not triggered in this case, and no public consultation is planned. The Growth and Analytics team will share the UoW2021 projections with internal and external stakeholders as per usual data request processes.

6. CONCLUSION

The UoW2021 projections have been updated based on the 2018 Census data. It is recommended that the high growth scenario from the UoW2021 to be adopted as Council's default growth scenario, in line with Future Proof. However, it is important that the monitoring of growth trends continues to ensure improved land use, infrastructure and service planning for the wider district. This monitoring is a priority for Council's Growth and Analytics team.

7. ATTACHMENT

NIL

Open Meeting

To	Strategy and Finance Committee
From	Vishal Ramduny Acting General Manager Community Growth
Date	23 August 2021
Prepared by	Julie Dolan Economic and Community Development Manager
Chief Executive Approved	Y
Reference #	GOV1318
Report Title	Economic and Community Development Work Programme Update – August 2021

1. EXECUTIVE SUMMARY

The Economic and Community Development Manager will be in attendance to give a verbal update on the work programme attached.

2. RECOMMENDATION

THAT the report from the Acting General Manager Community Growth be received.

3. ATTACHMENT

Tables of Economic and Community-Led Development (ECLD) activities.

- Community Resilience Programme
- Economic Development Programme
- Business Leadership and Development

APPENDIX I

Community Resilience Programme	
Activity	Partners and Contributions
<p>Funding Review</p> <p>The funding review is in its final stages of completion and will be presented at a workshop in late August or early September for discussions with the Council.</p>	<p>Funding Review Committee and Community Board Chairs.</p>
<p>Economic and Community Blueprints and Initiatives</p> <p>The Economic and Community Blueprint and Community Initiatives (CBCI) projects that were identified by our communities are being finalised into the ECLD work programme for the next three years.</p>	<p>ECLD team, Community Boards, Community groups and many external organisations.</p>
<p>Community-Led Development (CLD)</p> <p>Recruitment has begun for a Community-Led Development Advisor (Advisor) to cover the northern part of our district to provide the same CLD method and to support the CBCI projects identified in the northern communities.</p> <p>One Community-Led Development programme (programme) was completed in March for Tuakau and surrounding areas. In July, a follow-up programme was also held in July. We are now on the ground with six community organisations to continue to develop their governance capabilities to attract other funding for their initiatives.</p> <p>The programme is being arranged for Port Waikato and Onewhero and surrounding areas for September/October. Promotion of this event will happen at the end of August, though we are aware that the demand is already there.</p>	<p>Partnering to deliver training to our community groups. Funding and Partnerships and Community Waikato.</p> <p>Community Board, Taupiri Marae and Community Waikato.</p>

Community Resilience Programme	
Activity	Partners and Contributions
<p>The Advisor is working in partnership with Community Waikato, the Taupiri Community Board and Taupiri Marae to support the Taupiri community in their strategic planning sessions. The community currently has no entity that could lead on future aspirations and opportunities to attract funding so this will support the community to reach its vision. A further workshop is planned for early August.</p>	<p>Strategic Property and Community Waikato.</p>
<p>The Huntly Museum and the Advisor continue to work together with the Strategic Property and Infrastructure teams to develop the Railway Museum facility and the implementation of the museum's business plan for visitor attraction in the Civic Centre.</p>	<p>Strategic Property, Legal and Private Investor.</p>
<p>Huntly Friendship House / Huntly Community Hub is progressing with the Advisor and Legal, working to finalise the lease so that the new build can begin as part of the Huntly Friendship House growth.</p>	
<p>The Advisor is working with three community committees in Meremere to support their governance and management of rolling out their community initiatives.</p>	
<p>The Huntly community was awarded \$19,000 towards the Huntly Arts project from Creative New Zealand. The Advisor and Funding and Partnerships Advisor will be supporting the Huntly Arts Committee to complete their art vision project and to provide governance and funding training so they can seek further funding opportunities for arts in Huntly.</p>	<p>Huntly Arts Committee, Creative New Zealand.</p>
<p>Work continues with the Matangi heritage cluster group to support a Blueprint Heritage signage project for Matangi, Tauwhare, Tamahere and Eureka.</p>	<p>Matangi Heritage Group is now leading this project with support from the Advisor.</p>

Community Resilience Programme	
Activity	Partners and Contributions
<p>Tauwhare Community Committee are completing the iconic sculpture project with the support of the Community-Led Development Advisor and this project is looking to be completed by September 2021.</p> <p>Economic Overview for Waikato District</p> <p>Between March 2020 to March 2021 our regional Gross Domestic Product (GDP) growth was 2.7%, compared to the national growth of 1.6%. The two outstanding contributors to this growth were in the manufacturing and construction sectors. However, both these sectors are now indicating some significant inhibitors to their continued growth through lack of resource supply, increased costs for the supply and low pool of skilled staffing resources.</p> <p>Employment growth is 2.6%, compared to 1.6% national growth. The main areas of growth sit within the construction and manufacturing sectors for national growth. However, a watching brief across these sectors is taking place nationally due to the supply and demand issues affecting these sectors for products and resources.</p> <p>Regional Economic Development Promotion and Partnership</p> <p>Work with Te Waka to promote the Waikato district, as part of the wider Waikato region, has begun with a view to the promotional work being completed within the next few months. The Economic and Community Development Manager is working with Te Waka staff on this project.</p>	<p>Tauwhare Community Committee is now leading with support from the Advisor as and when needed.</p> <p>Te Waka and other council Economic Development Units.</p>

Community Resilience Programme	
Activity	Partners and Contributions
<p>Economic Development Activities</p> <p>Recruitment is underway for two new roles, Economic Development and Key Account Managers, with one to be based in the Tuakau office to cover economic activity across the north of our district and the other role based in Ngaruawahia to cover the rest of the district.</p> <p>A new project, reviewing how significant development opportunities from end to end are managed across the organisation, begun in July 2021. This work will review and possibly re-design how Council manages significant economic/housing developments in the district and how they will flow across the business to ensure smarter and more efficient outcomes for investors. The ECLD team will be taking a key lead in this programme of work.</p> <p>The Infrastructure Acceleration Fund (IAF) application has been reviewed by the ECLD team to add the economic and social benefits of the programme of work that would support the Huntly community.</p>	<p>Across organisation and external partners and customers.</p> <p>Across organisation, Kainga Ora and Ministry of Social Development (MSD).</p>

Economic Development Programme	
Activity	Partners and contributions
<p>Promoting Waikato for Investment and Business Growth</p> <p>Two investors are currently working with the ECLD team to explore employment development projects in the district. Work is continuing to explore possible land opportunities and linkages with communities and skills training.</p> <p>A partnership meeting with Auckland Unlimited is due to take place in August to discuss upcoming programmes of work and a progress plan with Hampton Downs.</p> <p>MSD and Kainga Ora continue to partner up with the ECLD team based in our Ngaruawahia office and work is beginning with the same agencies to replicate this partnership in the Tuakau office when the new ECLD staff are on board.</p>	<p>Auckland Unlimited and MSD.</p>

Business Leadership and Development	
Activity	Partners and Contributions
<p>The ECLD team continues to attend regional economic meetings to represent the district and continue to work with Te Waka and other regional economic partners to drive.</p>	

Open Meeting

To	Strategy & Finance Committee
From	Alison Diaz Chief Financial Officer
Date	30 August 2021
Chief Executive Approved	Y
Reference #	GOV1318/ 3232978
Report Title	Approved Counterparty Review

I. EXECUTIVE SUMMARY

Treasury related transactions can only be entered into with organisations specifically allowed for under Council's Treasury Management Policy.

Counterparties and limits are approved on the basis of long-term and short-term credit ratings of A- and above and A2 or above respectively. Limits are spread across a number of Counterparties to manage credit exposure. Counterparty limits are reported quarterly, while credit ratings are reviewed on an ongoing basis with any material credit downgrades dealt with immediately. The Standard & Poors ratings are reported to the Strategy & Finance Committee every six months and any changes noted.

The current credit ratings (updated 15 July 2021) are shown in the table below:

	Long Term		Short Term		Within Policy?
	S&P	Policy	S&P	Policy	
ANZ Bank	AA-	A-	A-1+	A2	✓
ASB Bank	AA-	A-	A-1+	A2	✓
Bank of New Zealand	AA-	A-	A-1+	A2	✓
HSBC	AA-	A-	A-1+	A2	✓
Westpac	AA-	A-	A-1+	A2	✓

There has been no change since the ratings were last reported.

2. RECOMMENDATION

THAT the report from the Chief Financial Officer be received.

3. ATTACHMENTS

NIL

Open Meeting

To	Strategy & Finance Committee
From	Alison Diaz Chief Financial Officer
Date	26 August 2021
Chief Executive Approved	Y
Reference #	GOV1318 / 3232951
Report Title	General rate position for the year ended 30 June 2021

I. EXECUTIVE SUMMARY

This report advises the general rate position for the financial year ending 30 June 2021 and seeks support for surplus funds to be set aside into the general accounting reserve fund to cover minor variances that may arise during the year for operational work programmes.

2. RECOMMENDATION

THAT the report from the Chief Financial Officer be received;

AND THAT the Strategy & Finance Committee recommends to Council that the 2020/21 general rate surplus of \$35,502 is transferred to the general accounting reserve fund.

3. BACKGROUND

Council has considered a number of budget adjustment requests during the year to address changes that occurred since the Annual Plan was adopted. These budget adjustments include carry forwards from the prior financial year (moving remaining budget for projects not completed as at 30 June 2020 into 2020/21), along with amendments required as a result of tender processes and other ad-hoc funding requests that have arisen during the year. The comparison between this revised budget and actual expenditure and income determines whether the final general rate position is a surplus or a deficit.

4. DISCUSSION AND ANALYSIS OF OPTIONS

4.1 DISCUSSION

The difference between the revised budget and actual general rate funding used during the 2020/21 year has resulted in a surplus (after carry forward projects have been considered) of \$35,502.

The general rate surplus is calculated as follows, and is shown in the far-right column of the table below. Three prior year's results have also been provided.

The general rate surplus for the 2020/21 year (\$35,502) is calculated by deducting the general rate spent in 2020/21 and any general rate required to be carried forward to the 2021/22 year from the general rate available (A), being the general rate struck for the 2020/21 year and any general rate surplus carried forward from 2019/20 to the 2020/21 year.

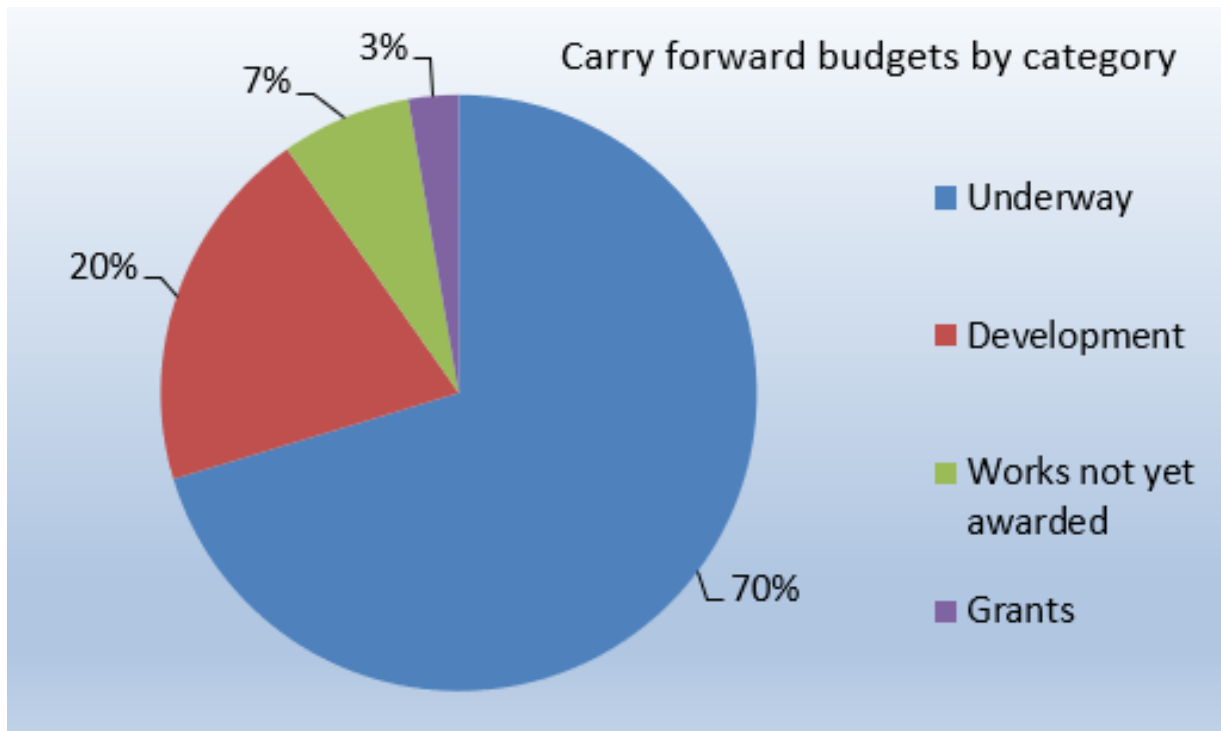
General Rate Breakdown	2017/18 Total \$	2018/19 Total \$	2019/20 Total \$	2020/21 Total \$
General rate income for the year	53,480,823	57,952,509	62,220,207	65,814,766
Carried forward General Rate from the prior year	1,979,602	2,598,827	1,205,502	3,131,024
Total Available (A)	55,460,425	60,551,336	63,425,709	68,945,790
Total General Rate spent (B)	(51,030,070)	(57,134,754)	(59,312,575)	(66,652,936)
Surplus General Rate (A-B)	4,430,355	3,416,582	4,113,134	2,293,254
General Rate to be carried forward to the next year	(2,598,827)	(1,205,502)	(3,131,024)	2,257,752
Total General Rate surplus/(deficit)	1,831,528	2,211,080	982,110	35,502

4.2 CARRY FORWARD OF BUDGET INTO 2021/22

Carry forwards arise when budgets are not fully expended by the end of the financial year, but those budget amounts are required in the following year to complete the projects or activities to which they relate.

The carry forward process for capital and one-off operational projects is transparent, in that only budget legitimately associated with the same project is carried forward. Any remaining budget savings contribute to the general rate surplus.

Total capital and specific operational carry forwards (\$69 million, excluding vested assets) are summarised by category below:



Total carry forwards have decreased compared to the prior year. Capital works projects not yet awarded (at year end) have decreased from \$27.6 million for 2019/20 to \$5.2 million for 2020/21 (down 81%). The quantum of projects and routine work programmes carried forward is lower than in prior years due to the Council directive to rephase the work in the Long-term Plan.

Development works have been presented as a gross amount in the graph above rather than net of development contribution income. Work in this category has reduced by 88%, again due to the rephasing in the Long-term Plan. The value of work underway increased by 46% compared to 2019/20, reflecting an increase in activity levels, significantly in Water and Wastewater projects.

4.3 2021/22 GENERAL RATE STRIKE

Rating growth estimates for the first year of the Long-term Plan (2021/22) have been achieved, however, as Council is aware, the strike data is subject to change until the valuation objections are addressed. The rates strike was based on a capital value \$34 billion and 32,000 rateable units, both above budgeted levels. As per the purpose/intent of the general accounting reserve fund, any general rate surplus arising from the strike (after valuation objections adjustments) will be transferred to the reserve.

4.4 OPTIONS

The Council could decide to:

- (a) Transfer the general rate surplus to the General Accounting Reserve Fund, or
- (b) Allocate the surplus, in full or otherwise, to specific project/s.

Option (a) is preferred.

5. CONSIDERATION

5.1 FINANCIAL

Changes to timing of projects affect reserve balances, therefore, there will be variances between the budgeted opening balances for 2021/22 and actual opening balances. Any delays in capital works would create one-off positive variances in the new financial year for both debt repayment and depreciation expense.

5.2 STRATEGY, PLANS, POLICY AND PARTNERSHIP ALIGNMENT

Any items recommended for funding from the General Accounting Reserve Fund should align with the Council's strategic direction of financial prudence as contained within the LTP and finance strategy.

5.3 ASSESSMENT OF SIGNIFICANCE AND ENGAGEMENT POLICY AND OF EXTERNAL STAKEHOLDERS

Residents, ratepayers, lwi partners and other key stakeholders are consulted with in order to set work programmes and levels of service for the LTP and associated Annual Plans. The Significance & Engagement policy is not triggered for the proposed transfer of surplus to Council reserves.

6. CONCLUSION

Council has achieved a general rate surplus of \$35.502 for the 2020/21 year. Council is being requested to transfer the surplus to the General Accounting Reserve Fund.

Open Meeting

To	Strategy & Finance Committee
From	Gavin Ion Chief Executive
Date	30 August 2021
Prepared by	Matthew Horsfield Democracy Advisor
Chief Executive Approved	Y
Reference #	GOV1318
Report Title	Exclusion of the Public

I. RECOMMENDATION

THAT the public be excluded from the following parts of the proceedings of this meeting.

The general subject of each matter to be considered while the public is excluded, the reason for passing this resolution in relation to each matter, and the specific grounds under section 48(1) of the Local Government Official Information and Meetings Act 1987 for the passing of this resolution are as follows:

General subject of each matter to be considered	Reason for passing this resolution in relation to each matter	Ground(s) under section 48(1) for the passing of this resolution
Item number 1 – Confirmation of Public Excluded Minutes	Good reason to withhold exists under Section 7 Local Government Official Information and Meetings Act 1987	Section 48(1)(a)
Item 2.1 2020/2021 Unpaid Dog Registration Fees write-off	Good reason to withhold exists under Section 7 Local Government Official Information and Meetings Act 1987	Section 48(1)(a)

This resolution is made in reliance on section 48(1)(a) of the Local Government Official Information and Meetings Act 1987 and the particular interest or interests protected by Section 6 or Section 7 of that Act which would be prejudiced by the holding of the whole or relevant part of the proceedings of the meeting in public, as follows:

Item No.	Section	Interest
Item Confirmation Minutes	I of	Refer to the previous Public Excluded reason in the agenda for this meeting.
Item 2.1 2020/2021 Unpaid Registration write-off	7 (2) (g) Dog Fees	Maintain legal professional privilege.