

CITY OF HAMILTON

PUBLIC WORKS DEPARTMENT
Corporate Assets & Strategic Planning Division

TO: Chair and Members Public Works Committee	WARD(S) AFFECTED: CITY WIDE
COMMITTEE DATE: November 19, 2012	
SUBJECT/REPORT NO: Clean & Green Hamilton Strategy (PW07056a) - (City Wide)	
SUBMITTED BY: John Mater, C.E.T. Acting General Manager Public Works Department	PREPARED BY: Phil Homerski (905) 546-2424, Extension 5620
SIGNATURE:	

RECOMMENDATION

That Appendix A attached to Report PW07056a respecting the Clean & Green Hamilton Strategy be approved.

EXECUTIVE SUMMARY

The purpose of this report is to provide Public Works Committee with an update on the review of the Clean City Strategy.

The original Clean City Strategy was presented to Public Works Committee in Report PW07056 on April 16, 2007 recommending that the Clean City Strategy *“be adopted in principle for implementation by staff as a means of reducing litter and graffiti.”* The recommendation was approved by Council on April 25, 2007. The Clean City Strategy has served the community well in bringing awareness to litter and graffiti concerns and in engaging citizens to participate in clean up activities.

In 2012, Council received the (PW11052c), *Clean City Strategy 2012 Work Plan Spring Update*, which included the objective *“to strike a Clean City Strategy Task Force...to review the 2007 Clean City Strategy document with recommendations for an updated Clean City Strategy to be provided for Council’s consideration.”*

A Working Group was struck in early summer 2012 consisting of representatives of Environment Hamilton, Green Venture, Clean City Liaison Committee and Operations & Waste Management staff. The Working Group result is a revised strategy document.

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The name of the strategy is proposed to be the Clean & Green Hamilton Strategy, and it is attached as Appendix A to Report PW07056a.

The Clean & Green Hamilton Strategy maintains the focus on cleanliness and civic pride through citizen engagement and the promotion of positive behaviours. An environmental stewardship component has been added that encourages behaviours that support Vision 2020's principle of the maintenance of ecological integrity. The Strategy provides a framework that encourages a balance of environmental, economic and social benefits at the community and neighbourhood level.

The Strategy addresses focus areas of litter, illegal dumping, graffiti, beautification and environmental stewardship. The Strategy also contains monitoring and evaluation mechanisms toward a sustainable clean and green community.

Alternatives for Consideration - See Page 5

FINANCIAL / STAFFING / LEGAL IMPLICATIONS

Financial: Clean & Green Hamilton Strategy activities are currently funded from the existing departmental operating budgets and the Clean City Liaison Committee's Legislative Budget as approved. Through the Strategy's focus on encouraging appropriate clean and green behaviours, litter and illegal dumping prevention and graffiti management, the goal will be to reduce remediation costs borne by tax supported budgets in the long-term.

Staffing: The Clean & Green Hamilton Strategy will be implemented by the existing staff complement in collaboration with the Clean City Liaison Committee, partner organizations and a community of committed volunteers.

Legal: Not applicable.

HISTORICAL BACKGROUND

The Clean City Strategy was originally presented to the Public Works Committee on April 16, 2007 in Report PW07056, *Clean City Strategy*, as a coordinated approach to address graffiti and litter problems across the City. The Clean City Strategy was designed as a civic pride initiative that encouraged citizen engagement and partnerships to "collectively promote community and City of Hamilton projects, programs and initiatives focused on the remediation, containment and avoidance of litter and graffiti in our community." It was recommended that the Clean City Strategy "be adopted *"in principle" for implementation by staff as a means of reducing litter and graffiti within the City of Hamilton*". The recommendation was approved by Council on April 25, 2007.

Report PW12003, Clean City Liaison Committee Terms of Reference, was presented to Public Works Committee on January 16, 2012. In this report it was recognized that the focus of the Clean City Strategy had evolved into a strategy with a focus broader than just litter and graffiti remediation and containment. Through the implementation of behaviour-based tools such as community-based social marketing, the introduction of

corporate social responsibility and an increased public interest in environmental stewardship, it was apparent that several elements of the Strategy had changed over the past five years.

Recognizing that a review of the Clean City Strategy at its five-year point might be appropriate, Objective #13 “Initiate a Clean City Strategy Review” was included in the Clean City Strategy 2012 Work Plan Spring Update (PW11052c). The basis for the review was that litter and graffiti management programs and beautification programs have grown and matured. Tracking of volunteer hours in litter remediation and beautification programs over the past three years has shown a steady increase in citizen and stakeholder engagement. The desire to positively promote our City and to be ready for the 2015 Pan Am Games suggested that it was a timely opportunity to review the Clean City Strategy. A task force, comprised of representatives from the Clean City Liaison Committee, community stakeholders and City staff was to be struck to review the 2007 Clean City Strategy.

The Clean City Strategy Review Working Group came together in June 2012. The participants included representatives from the Clean City Liaison Committee, Environment Hamilton, Green Venture and the Operations & Waste Management Division. The Working Group met on three occasions to review the 2007 Clean City Strategy document, review the municipal and best practices research and to develop the Clean & Green Hamilton Strategy presented as Appendix A, attached to report PW07056a.

POLICY IMPLICATIONS

Not applicable.

RELEVANT CONSULTATION

In the preparation of the Clean & Green Hamilton Strategy and this report, staff conducted a municipal and best practices scan, a City of Hamilton strategies and policies scan and struck a Clean City Strategy Review Working Group to provide external stakeholder participation in the review.

The municipal and best practices scan provided clean city related documentation and information from the Ontario cities of Brampton, Oshawa, Ottawa, St. Catharines, Thunder Bay, Toronto and Windsor. In addition, clean city strategies and program information from St. John’s, Newfoundland; Surrey, British Columbia; San Francisco, California and Glasgow, Scotland was also reviewed. The majority of the municipal strategies researched exhibited a limited scope in focusing on litter, graffiti or beautification initiatives. The Clean Glasgow Strategy was the most comprehensive of the municipal strategies and paralleled Hamilton’s 2007 Clean City Strategy’s aim of effecting behaviours and attitudes conducive to a cleaner, healthier and safer community.

To ensure appropriate external stakeholder consultation, a Clean City Strategy Review Working Group was struck in June 2012 composed of representatives of the Clean City Liaison Committee, Environment Hamilton, Green Venture and the Operations & Waste Management Division.

The 2007 Clean City Strategy was reviewed by the Working Group related to strategies and policies and to ensure it was still relevant to current economic, social and environmental conditions. The Working Group also conducted an analysis of the document's strengths, weaknesses, opportunities.

A scan of relevant Hamilton strategies and policies was undertaken to assist with the review of the 2007 Clean City Strategy. The Working Group consulted the following documents to ensure the Clean City Strategy's relevance and alignment with related strategies: Vision 2020, City of Hamilton 2012 – 2015 Strategic Plan, Neighbourhood Development Strategy and the Economic Development Strategy.

The Working Group's review of the 2007 Clean City Strategy resulted in a draft stand-alone document using the Clean Glasgow Strategy as a model that clearly defines the Strategy's scope, vision, principles, objectives, implementation plan and an evaluation component.

Staff consulted with Senior Project Manager, Sustainability, City Manager's Office, on the alignment of the Clean City Strategy with Vision 2020. It was suggested that the environmental stewardship elements of the proposed Clean & Green Hamilton Strategy would help inform the Vision 2020 review process proposed to commence in 2013. The Clean City Strategy Working Group suggested the proposed Clean & Green Hamilton Strategy could be included in the community consultation on environmental sustainability (Corporate Strategic Plan Objective 1.6).

Consultation on the draft Clean & Green Hamilton Strategy was also solicited from staff of the Public Works Department, Operations & Waste Management Division (i.e. Environmental Services, Operations, Support Services, Community Outreach), Planning and Economic Development Department (i.e. Parking and By-law Services) and the members of the City Graffiti Working Group.

Staff consulted with the City Clerk's Office on legislative process. The Clerk's Office recommended that the new Strategy document be tabled for Council's approval rather than the "adoption in principle" approach taken with the 2007 document, to ensure Council's authority is granted for specific works or projects therein.

At the October 17, 2012 General Issues Committee meeting, direction was given to staff to prepare a graffiti management strategy, following a staff presentation on the City's response to graffiti issues. The Clean & Green Hamilton Strategy refers to the alignment of graffiti prevention programs with the graffiti management strategy, which would be undertaken independently.

With the participation of the Clean City Strategy Review Working Group, the Clean & Green Hamilton Strategy is presented as Appendix A, attached to Report PW07056a.

ANALYSIS / RATIONALE FOR RECOMMENDATION

This report fulfils Objective #13 “Initiate a Clean City Strategy Review” as presented in the Clean City Strategy 2012 Work Plan Spring Update (PW11052c). As recommended in the Clean City Strategy 2012 Work Plan Spring Update, a Clean City Strategy Review Working Group was struck to provide relevant stakeholder input into the Clean City Strategy review.

The Clean City Strategy Review Working Group reviewed the existing Clean City Strategy document (PW07056) and recommended that a stand-alone document be drafted and appended to this report for Council’s approval. In its review of the 2007 document the Working Group agreed that the original document’s intention to “effect behaviours and attitudes conducive to a cleaner, healthier and safer community.” However, the Working Group acknowledged that a great deal has changed in the last five years and several of the elements of the original Strategy require a refocus or may be redundant with the introduction of new processes and programs. It was also acknowledged that several community engagement programs and City programs have matured and contain an environmental stewardship component which should be strengthened in the Strategy.

The Working Group also acknowledged that the 2007 Strategy’s strategic objective “to guide the community and stakeholders through neighbourhood/market maturation from remediation and containment to the less resource intensive avoidance state of the program” required a refocus. Through internal organizational changes and improved efficiencies in sidewalk, park and roadside litter control and collection, the Working Group suggested that the focus of a revised Strategy needs to be on avoidance of inappropriate behaviours.

ALTERNATIVES FOR CONSIDERATION

Should Council not approve the Clean & Green Hamilton Strategy attached as Appendix A, to Report PW07056a, the Clean City Strategy will remain in effect as adopted “in principle” by Council in 2007. The Clean City Strategy Review Working Group identified several areas for improvement in the 2007 Clean City Strategy (PW07056). These improvements that were intended to address gaps related to the current environment and alignment with existing strategies and policies would remain unresolved and potential opportunities missed.

CORPORATE STRATEGIC PLAN

Focus Areas: 1. Skilled, Innovative and Respectful Organization, 2. Financial Sustainability, 3. Intergovernmental Relationships, 4. Growing Our Economy, 5. Social Development, 6. Environmental Stewardship, 7. Healthy Community

Skilled, Innovative & Respectful Organization

- ◆ A culture of excellence

The Clean & Green Principles demonstrate that the City of Hamilton, as a major stakeholder in the Clean & Green Hamilton Strategy, is committed to contributing to social, economic and environmental excellence.

- ◆ More innovation, greater teamwork, better client focus

The success of the Clean & Green Hamilton Strategy resides in team work, collaboration and partnerships.

- ◆ Council and SMT are recognized for their leadership and integrity

The Clean & Green Hamilton Strategy demonstrates leadership in supporting a strategy aimed at working together to achieve a sustainable clean and green community.

Financial Sustainability

- ◆ Delivery of municipal services and management capital assets/liabilities in a sustainable, innovative and cost effective manner

The Clean & Green Hamilton Strategy encourages citizens to take greater responsibility for their community environments which should result in moving from costly remediation activity to the less resource intensive preventative model of managing litter, illegal dumping and graffiti on public property.

Intergovernmental Relationships

- ◆ Maintain effective relationships with other public agencies

The scope of the Clean & Green Hamilton Strategy encompasses non-municipal organizations and agencies and encourages collaboration with landholders and agencies such as Conservation Authorities.

Growing Our Economy

- ◆ Competitive business environment

The Clean & Green Hamilton Strategy helps promote cleanliness and beautification of neighbourhoods and business areas to make them more inviting and attractive to customers and new businesses.

- ◆ A visitor and convention destination

The Clean & Green Hamilton Strategy's vision "for Hamilton to be recognized as a sustainable clean and green community" supports the intent to have visitors acknowledge the city's cleanliness and natural landscape.

Social Development

- ◆ People participate in all aspects of community life without barriers or stigma

The Clean & Green Hamilton Strategy's Principles encourage the participation of all citizens and enhanced quality of life. Clean & Green programming requires a balance of social, economic and environmental well-being.

Environmental Stewardship

- ◆ Natural resources are protected and enhanced
Collaboration among environmental interest organizations and conservation authorities will ensure projects and initiatives are appropriately executed.
- ◆ Reduced impact of City activities on the environment
The environmental stewardship component clearly supports the principle of maintenance of ecological integrity.
- ◆ Reduce the impact of Hamilton's industrial, commercial Private and Public operations on the environment
The Clean & Green Hamilton Strategy encourages collaboration among industrial, institutional, commercial and public organizations and their commitment to the maintenance of ecological integrity.

Healthy Community

- ◆ An engaged Citizenry
The Clean & Green Hamilton Strategy engages all stakeholders in taking greater responsibility for improving our Hamilton community environments.

APPENDICES / SCHEDULES

Appendix A - Clean & Green Hamilton Strategy

Clean & Green Hamilton Strategy (Formerly the Clean City Strategy)

1. Scope and Application

The intent of the Clean & Green Hamilton Strategy is to encourage behaviour that supports a clean and green community. A clean and green neighbourhood helps to improve health, prosperity, safety and well-being. The success of the Clean & Green Hamilton Strategy requires the commitment and involvement of Hamilton residents, business owners, visitors, community leaders and City of Hamilton staff.

The purpose of the Clean & Green Hamilton Strategy is to provide context and guidance for the development of policies, programs and initiatives that promote and enhance cleanliness, aesthetics and environmental stewardship across Hamilton neighbourhoods. This includes, but is not restricted to, changing litter and illegal dumping behaviours, managing graffiti, encouraging native plant life and tree planting and other methods of maintaining and improving ecological integrity.

2. Goal statement/vision

For Hamilton to be recognized as a sustainable clean and green community where everyone takes responsibility for, and has pride in, the environments in which they live, work, and play.

3. Clean & Green Principles

The Clean & Green Hamilton Strategy is governed by three principles. The Strategy shall:

- 3.1. Contribute to an enhanced quality of life for our citizens through clean and green initiatives;
- 3.2. Support community and stakeholder engagement through partnerships, collaboration and consultation, and;
- 3.3. Contribute to the social, economic and environmental well-being of Hamilton.

4. Strategic Objectives

The strategic objectives of the Clean & Green Hamilton Strategy are to:

- 4.1. Provide a framework and overview for Hamilton’s Clean & Green agenda, plans and programs. With limited resources, a strategic framework ensures that all activity directly supports the Clean & Green Hamilton Strategy vision.
- 4.2. Develop, facilitate and monitor activities that contribute to an improved standard of cleanliness across Hamilton. The success of the Clean & Green Hamilton Strategy will be monitored by a number of measures.
- 4.3. Add value to existing cleanliness, beautification and environmental stewardship programs delivered by the City of Hamilton and its partners. The Clean & Green Hamilton Strategy partnership acknowledges that working together toward the same vision will achieve greater outcomes than each organization could achieve working independently.
- 4.4. Encourage sustainable behaviour through community-based social marketing. This approach focuses on effective consultative processes and outcomes, facilitating collaboration with partnership organizations.
- 4.5. Support initiatives that foster changing public behaviours with respect of environmental stewardship. The Clean & Green Hamilton Strategy fully supports Council’s Strategic Priority of “a prosperous and healthy community” and its strategic objective of enhancing the City’s overall sustainability (financial, economic, social and environmental).
- 4.6. Identify opportunities for continuous improvement, efficiency, innovation and longer-term options for on-going clean and green programs and initiatives.

5. Clean & Green Plan

The City of Hamilton will put the Clean & Green Hamilton Strategy into action through a number of clean and green programs and initiatives to address litter, illegal dumping, graffiti, beautification and environmental stewardship.

The success of the Clean & Green Hamilton Strategy and its component programs and initiatives relies on evidence-based research and data, broad consultation, stakeholder and volunteer engagement, funding and staff resources, using community-based social marketing

principles. The Plan and its component programs focus on encouraging desirable behaviour within the context of education and consultation; operations and engineering; and, monitoring and enforcement.

5.1. Litter

5.1.1. Litter Prevention

Litter prevention programs will be managed by Public Works staff through the guidance of, and in collaboration with, the Clean City Liaison Committee. Programs may include design and engineering considerations, stakeholder education, citizen engagement and enforcement practices. The goals of litter prevention programs are to encourage appropriate waste disposal behaviour and reduce costs to the tax supported budgets.

5.1.2. Litter Containment

Litter containment on municipal properties will be managed by City staff through the provision of appropriate waste containers and processes and directed through service levels and budget parameters as approved annually by Council.

Litter containment on private properties will be managed by the respective property owners in accordance with applicable By-laws and regulations.

The goal of litter containment programs is to achieve litter-free properties which encourage proper litter disposal behaviour; and to provide opportunities for good environmental stewardship practices through municipal waste diversion programs.

5.1.3. Litter Remediation

Litter remediation on municipal properties is managed by City staff through property and facility cleanliness protocols, processes and services and directed through service levels approved annually by Council. Litter remediation can be achieved through the deployment of City staff or in partnership with citizen volunteers through City-managed volunteer engagement programs.

Litter remediation on private properties will be managed by the respective property owners in accordance with the

Clean & Green Hamilton Strategy goals and vision and applicable By-laws and regulations.

The goal of litter remediation programs is to restore properties to a litter-free environment which encourages proper litter disposal behaviour.

5.2 Illegal Dumping

5.2.1. Illegal Dumping Prevention

Illegal dumping prevention programs for municipal properties will be managed by Public Works staff in collaboration with Municipal Law Enforcement and the Clean City Liaison Committee. Programs for municipal properties will be provided within service levels and budget parameters as approved annually by Council.

Illegal dumping prevention programs for private properties will be managed by Municipal Law Enforcement staff in collaboration with Public Works staff, law enforcement agencies and the Clean City Liaison Committee.

Programs may include design and engineering considerations, stakeholder education and enforcement practices. The goals of illegal dumping prevention programs are to encourage appropriate waste disposal behaviour and reduce remediation costs to the tax supported budgets.

5.2.2. Illegal Dumping Remediation

Dumping remediation on municipal properties is managed by Public Works staff within departmental budgetary parameters as approved annually by Council. Illegal dumping remediation can be achieved through the deployment of City staff or in partnership with citizen volunteers through City-managed volunteer engagement programs.

Dumping remediation on private properties will be managed by the respective property owners in accordance with the Clean & Green Hamilton Strategy goals and vision and applicable By-laws and regulations.

The goal of illegal dumping remediation programs is to restore properties to a litter-free environment which encourages proper waste disposal behaviour.

Graffiti

5.3.1. Graffiti Prevention

Graffiti prevention programs for municipal properties will be managed by Public Works staff in collaboration with appropriate stakeholder departments and Hamilton Police Service. Graffiti prevention programs for municipal and private properties will be aligned with the City's graffiti management strategy.

Program tools may include public art initiatives, Crime Prevention Through Environmental Design (CPTED), design and engineering considerations, stakeholder education and enforcement.

The goal of graffiti prevention programs for municipal properties is to encourage appropriate activity on municipal properties and reduce remediation costs to the tax supported budgets.

The goal of graffiti prevention programs for private properties is to encourage appropriate legal behaviour on private property.

5.3.2. Graffiti Remediation

Graffiti remediation on municipal properties is managed by City staff through property and facility cleanliness protocols, processes and services and directed through maintenance service levels approved annually by Council.

Graffiti remediation on private properties will be managed by the respective property owners in accordance with the Clean & Green Hamilton Strategy goals and vision and applicable By-laws and regulations.

Graffiti remediation can be achieved through the deployment of City staff, an approved contractor or in partnership with citizen volunteers through City-managed volunteer engagement programs. The goal of graffiti remediation programs is to restore properties to a graffiti-free state through rapid removal which can discourage the proliferation of graffiti.

5.4. Beautification

5.4.1. Beautification programs

Beautification programs for municipal properties will be managed by Public Works staff in collaboration with the Tourism and Culture division of Planning and Economic Development and in accordance with the Clean & Green Hamilton Strategy goals and vision.

Beautification programs for private properties will be coordinated by the Clean City Liaison Committee or through existing horticultural societies or program groups such as the Trillium Awards committee.

Plant and tree stock and services will be provided by the Public Works Department for municipal properties within established service levels approved annually by Council. Public art initiatives will be managed by the Culture section.

Municipal beautification programs will enhance streetscapes, parks, facilities and other municipal properties. Beautification activities can be achieved through the deployment of City staff or in partnership with citizen volunteers through City-managed volunteer engagement programs. Municipal beautification programs can be supported through sponsorships or partnerships with the private sector or community organizations.

The goals of beautification programs for municipal properties are to enhance the aesthetics and ecological integrity of the City, enhance population health and wellness, and help offset beautification costs to the tax supported budgets.

Programs will be managed in accordance with the Clean & Green Hamilton Strategy goals and vision and with relevant funding programs, By-laws and regulations. Beautification programs on private properties will enhance property, buildings and structures with the goals of enhancing the aesthetics and ecological integrity of the neighbourhood and enhance neighbourhood health, wellness and prosperity.

5.5. Environmental Stewardship

5.5.1. Environmental Stewardship – Municipal Properties

Environmental stewardship programs for municipal properties will be managed by Public Works staff in accordance with the Clean & Green Hamilton Strategy goals and vision and Vision 2020’s principle of maintenance of ecological integrity.

Program elements may include policies and protocols to: increase the urban forest canopy; enhance habitat and protect native plant, animal and fish species; manage invasive plant, animal and fish species; and enhance and protect ecosystems on municipal property. Environmental stewardship activities can be achieved through the deployment of City staff or in partnership with citizen volunteers through City-managed volunteer engagement programs. Municipal environmental stewardship programs can be supported through sponsorships or partnerships with private sector or community organizations.

The goals of environmental stewardship programs for municipal properties are to encourage ecological integrity and minimize human impact on natural habitats and ecosystems on municipal properties.

5.5.2. Environmental Stewardship – Private Properties

Environmental stewardship programs for private properties will be managed by the respective property owners – such as conservation authorities, commercial, or private property owners – or through recognized local environmental interest groups such as Environment Hamilton, Green Venture or Hamilton Industrial Environmental Association (HIEA) in accordance with the Clean & Green Hamilton Strategy vision and Vision 2020’s principle of maintenance of ecological integrity.

Program elements may include initiatives for the habitat enhancement and protection of native plant, animal and fish species (natural heritage); the management of invasive plant, animal and fish species; and enhancement and protection of ecosystems on private property. Environmental stewardship activities on commercial, industrial and institutional properties can be achieved

through corporate social responsibility programs and through the engagement of employees and volunteers.

The goals of environmental stewardship programs for private properties are to encourage ecological integrity and minimize human impact on natural habitats and ecosystems on private properties.

The City of Hamilton’s Clean City Liaison Committee will assist with the coordination of City and community clean and green plans to help promote collaboration, community engagement and effective use of limited resources.

7. Commitment

Commitment techniques are effective in promoting desirable ecological and social behaviours. The Clean & Green Hamilton Strategy will employ commitment strategies such as charters with Hamilton property owners or managers as the primary target stakeholders. Charters to commit to the vision, principles and objectives of the Clean & Green Hamilton Strategy will be drafted for neighbourhoods, businesses, schools, volunteer organizations, conservation authorities and public utilities as well as City departments and provincial and federal ministries operating in Hamilton.

8. Monitoring and Evaluation

To ensure the Clean & Green Hamilton Strategy remains current and relevant to advances and changes to environmental, social and economic concerns, regular monitoring and evaluation of Clean & Green Hamilton’s strategy and objectives is necessary.

In collaboration with partner stakeholders, the City of Hamilton staff will commit to:

8.1. Regular program monitoring and evaluation

Programs and initiatives developed under the Clean & Green Hamilton Strategy shall include a monitoring and evaluation component. This can include, but is not limited to; service level standards, beautification indices, photographs, surveys, questionnaires and consultants.

8.2. Reporting to Council

Updates to Council on staff, stakeholder and partner activity related to the Clean & Green Hamilton Strategy will be provided through regular Clean & Green Hamilton Work Plan updates and other reporting mechanisms.

8.3. Review of the Clean & Green Hamilton Strategy

A stakeholder working group will henceforth undertake a full review of the Clean & Green Hamilton Strategy every five years. The working group’s tasks will include the review and analysis of data from cleanliness, beautification and environmental stewardship programs and initiatives. The identification of trends and gaps in long-term objectives will help inform the annual Clean & Green Hamilton Strategy work plans. The objective of the review is to ensure the Clean & Green Hamilton Strategy remains relevant for the current and foreseeable future as well as remaining congruent with relevant policies, strategies and legislation.