

## **Future Proof Implementation Committee**

### **Agenda**

**Date:** Thursday, 16 June, 2022

**Time:** 9:30 am

**Location:** Council Chambers  
Level 1, 160 Ward Street, Hamilton

**Members:** Bill Wasley (Future Proof Independent Chair)  
Mayor Allan Sanson (Waikato District Council - Future Proof Deputy Chair)  
Deputy Mayor Aksel Bech (Waikato District Council)  
Cr Barry Quayle (Chair, Waikato Regional Council)  
Cr Kataraina Hodge (Deputy Chair, Waikato Regional Council)  
Mayor Paula Southgate (Hamilton City Council)  
Cr Dave Macpherson (Hamilton City Council)  
Mayor Jim Mylchreest (Waipā District Council)  
Deputy Mayor Liz Stolwyk (Waipā District Council)  
Mayor Ash Tanner (Matamata-Piako District Council)  
Cr Neil Goodger (Matamata-Piako District Council)  
Rangita Wilson (Waikato-Tainui)  
Parekawhia McLean (Tainui Waka Alliance)  
Nanaia Rawiri (Ngā Karu Atua o Te Waka)  
Hon Nanaia Mahuta (Minister, Local Government)  
Hon Dr Megan Woods (Minister, Housing)  
Hon Michael Wood (Minister, Transport)  
Deputy Mayor Bill Cashmore (Auckland Council)  
Andrew Baker (Chair, Franklin Local Board)  
Karen Wilson (Mana Whenua Kaitiaki Forum)  
Gavin Anderson (Mana Whenua Kaitiaki Forum)  
Ngarimu Blair (Mana Whenua Kaitiaki Forum)  
David Spiers (Waka Kotahi NZ Transport Agency, non-voting)  
Margaret Wilson (Deputy Commissioner, Waikato District Health Board, non-voting)

**Alternates:** Cr Pamela Storey (Waikato Regional Council, alternate)  
Cr Angela Strange (Waikato Regional Council, alternate)  
Cr M Gallagher (Hamilton City Council, alternate)  
Tuku Morgan (Waikato-Tainui, alternate)

**Notice of Meeting:**

Notice is given that an ordinary meeting of the Future Proof Implementation Committee will be held as detailed above.

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**Chief Executive**

1.	<u>Apologies</u>	
2.	<u>Welcome</u>	
3.	<u>Confirmation of Agenda - 16 June 2022</u>	
4.	<u>Disclosures of Interest</u>	
	Members are reminded of the need to be aware of maintaining a clear separation between personal interests and duties and their role as an elected member appointed to this Committee. If any member has an interest that creates an actual, or could be perceived to create, a conflict in relation to any item on the agenda, it is recommended that this be disclosed.	
5.	<u>Confirmation of Minutes</u>	
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5.2.	<u>Future Proof Hearings Panel - Deliberations - 2 June 2022</u>	11
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7.1.	<u>Confirmation of Public Excluded Minutes</u>	
7.1.1.	<u>Future Proof Implementation Committee - 14 April 2022</u>	
7.1.2.	<u>Future Proof Hearings Panel - Deliberations 2 June 2022</u>	
7.2.	<u>Future Proof Strategy – Recommendations from the Hearings Panel on Submissions and Decisions</u>	
8.	<u>Back to Open Session</u>	
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**Future Proof Implementation Committee**  
**Terms of Reference<sup>5</sup>**

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**Future Proof Implementation Committee (FPIC) - Future Proof Specific**

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**Purpose:** Pursuant to Section Clause 30 Schedule 7 of Government Act 2002, a joint Committee of Hamilton City Council, Waikato District Council, Waipā District Council, Waikato Regional Council, Matamata-Piako District Council and tangata whenua be retained to implement the Future Proof Strategy and Implementation Plan.

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**Delegations:** The Future Proof Implementation Committee be delegated authority to progress and implement the Future Proof Strategy in accordance with the following functions:

- Providing leadership on growth management and spatial planning in the sub-region.
  - Overseeing the implementation of the Future Proof Strategy and undertaking any reviews or updates of the Strategy, including adopting any draft strategies for public consultation.
  - Taking responsibility for progressing those actions specifically allocated to the "Future Proof Implementation Committee" in the strategy and making sure the implementation does occur.
  - Monitoring the Future Proof Strategy and ensuring a joined-up approach to implementation, this includes monitoring and reporting progress against milestones.
  - Reviewing and recommending adjustments to the strategy if circumstances change.
  - Addressing cross-boundary matters within the Future Proof sub-region, as well as with other neighbouring regions that are consistent with the agreed settlement patterns.
  - Approving submissions to Local Authorities, Central Government and other agencies on Future Proof related matters.
  - Identifying and resolving any consultation inconsistencies between the Future Proof Strategy and subsequent public consultation processes of the partner Councils.
  - Facilitating consultation with the community.
  - Implementing the Memorandum of Understanding to provide and maintain partnership relationships.
  - Champion integration and implementation through partner strategies, programmes, plans and policy instruments and through partnerships with other sectors such as health, education and business.
  - Advocating to Central Government and other organisations on relevant Future Proof growth management matters.
  - Selecting and appointing an Independent Chairperson and a Deputy Chairperson.
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<sup>5</sup> These Terms of Reference replace those contained in Section 10.2.2 of the Future Proof Strategy.

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<b>Membership:</b>	<p>That representation be comprised of:</p> <ul style="list-style-type: none"><li>■ Two elected member representatives as appointed by the contributing authorities, including the Mayors and Regional Council Chairperson</li><li>■ Three representatives to be nominated by Waikato tangata whenua - one from the Tainui Waka Alliance, one from Waikato- Tainui and one from Nga Karu Atua o te Waka</li><li>■ That an Independent Chairperson, to be appointed by the Committee, chair the Committee.</li></ul> <p>That the standing membership be limited to 14 members, but with the power to co-opt up to a maximum of four additional non-voting members where required to ensure the effective development and implementation of the Future Proof Strategy.</p> <p>That the NZTA be represented through its Director of Regional Relationships as an observer with speaking rights but in a non-voting capacity.</p> <p>That the Waikato DHB be represented by a person to be nominated by the Board, as an observer with speaking rights but in a non-voting capacity.</p>
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<b>Meeting frequency:</b>	Bi-monthly, or as necessary and determined by the Independent Chairperson.
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### **Future Proof Implementation Committee (FPIC) - Hamilton to Auckland Corridor**

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<b>Purpose:</b>	Pursuant to Section Clause 30 Schedule 7 of Government Act 2002, an expanded Future Proof Implementation Committee which includes Auckland Council, Central Government and representatives of the Auckland Mana Whenua Kaitiaki Forum to progress and implement the Hamilton to Auckland Corridor Plan.
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<b>Delegations:</b>	<p>The expanded Future Proof Implementation Committee be delegated authority to progress and implement the Hamilton to Auckland Corridor Plan and associated work streams in accordance with the following functions:</p> <ul style="list-style-type: none"><li>■ Overseeing the development and implementation of the Hamilton to Auckland Corridor Plan and associated work streams, including adopting any drafts for public consultation.</li><li>■ Ensuring organisation systems and resources support implementation of the Hamilton to Auckland Corridor Plan.</li><li>■ Addressing cross-boundary matters between Auckland and the Waikato, and within the Future Proof sub-region, as well as with other neighbouring regions.</li><li>■ Monitoring the implementation of the Hamilton to Auckland Corridor Plan and associated work streams.</li><li>■ Reviewing and recommending changes to the Hamilton to Auckland Corridor Plan if circumstances change.</li></ul>
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- Ensuring alignment with existing council plans, strategies and policies, and with existing evidence, for example around climate impacts and emissions.
  - Ensuring alignment with initiatives already underway such as the Crown and Auckland Council Joint Programme of Work on Auckland Housing and Urban Growth.
  - Facilitating consultation with the partners and the wider community where relevant.
  - Facilitating consultation with the partners and the wider community where relevant.
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**Membership:**

For Hamilton to Auckland Corridor matters, the Future Proof Implementation Committee will be expanded to include:

- Up to three Ministers of the Crown - voting
- Up to three mana whenua representatives from the Auckland Mana Whenua Kaitiaki Forum - voting
- An Auckland Council Governing Body representative and a Franklin Local Board representative<sup>6</sup> - voting
- Additional Ministers and Auckland local government elected members if and when relevant and required - non voting

That the standing membership be limited to 22 members, but with the power to co-opt up to a maximum of four additional non-voting members where required to ensure effective planning and implementation.

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**Meeting frequency:**

Bi-monthly, or as necessary and determined by the Independent Chairperson.

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<sup>6</sup> Auckland Council participation in the Future Proof Implementation Committee for Hamilton to Auckland Corridor matters is limited to growth management issues relating to central government's Urban Growth Agenda; cross-boundary issues; specific project initiatives relevant to Auckland and any other matters that Auckland Council wishes to specifically table with the authorisation of the Independent Chairperson.

**Waikato Regional Council**  
**Future Proof Implementation Committee**  
**MINUTES**

**Date:** Thursday, 14 April 2022, 3.01pm

**Location:** Council Chambers  
Level 1  
160 Ward Street, Hamilton

**Members Present:** Bill Wasley (Future Proof Independent Chair)  
Deputy Mayor Aksel Bech (Waikato District Council)  
Cr Kataraina Hodge (Deputy Chair, Waikato Regional Council)  
Cr Pamela Storey (Waikato Regional Council)  
Mayor Paula Southgate (Hamilton City Council)  
Cr M Gallagher (Hamilton City Council)  
Mayor Jim Mylchreest (Waipā District Council)  
Rangita Wilson (Waikato-Tainui)  
Parekawhia McLean Tainui Waka Alliance)  
Nanaia Rawiri (Ngā Karu Atua o Te Waka)  
Hon Dr Megan Woods (Minister, Housing) from 3.35pm to 4.13pm  
Hon Michael Wood (Minister, Transport) from 3.31pm to 4.27pm  
Andrew Baker (Chair, Franklin Local Board)  
David Spiers (Waka Kotahi NZ Transport Agency, non-voting)

**In attendance:** Cr Angela Strange (Waikato Regional Council)  
Charlie Rahiri (Office of Hon N Mahuta) from 3.32pm to 4.17pm

**Staff Present:** Peter Winder (Future Proof Implementation Advisor)  
Lyndal Bartley (Future Proof Project Coordinator)  
Dave Doggart (Waikato Regional Council Democracy Advisor)  
William Wilkinson (Waikato Regional Council Democracy Advisor)

Chair B Wasley opened the meeting with a karakia (by D Spiers).

## 1. Apologies

Item commenced in open recording #1, at 1 minute 5 seconds.

### **FP22/01**

**Moved by:** Mayor J Mylchreest

**Seconded by:** Mayor P Southgate

**That the apologies of Cr R Rimmington, Mayor A Tanner, Cr D Macpherson, Mayor A Sanson, Cr B Cashmore and Hon N Mahuta for absence; and Hon Dr M Woods and Hon M Wood for lateness be accepted.**

**carried**

## 2. Confirmation of Agenda

Item commenced in open recording #1, at 2 minutes 13 seconds.

### **FP22/02**

**Moved by:** Deputy Mayor A Bech

**Seconded by:** Mayor J Mylchreest

1. **That the agenda of the Future Proof Implementation Committee of 14 April 2022, as circulated be confirmed as the business of the meeting.**
2. **That the meeting may sit longer than two hours continuously and continue longer than six hours including adjournments.**
3. **That the order of items follows the order as set out in these minutes.**

**carried**

## 3. Disclosures of Interest

Item commenced in open recording #1, at 4 minutes 46 seconds.

No interests were disclosed.

## 4. Confirmation of Open Minutes - 16 September 2021

Item commenced in open recording #1, at 5 minutes 0 seconds.

Matters noted for correction were:

- a. Page six (Future Proof Implementation Committee Agenda, 14 April 2022) / Members present: Should read *Cr Pamela Storey* (not Cr Pamela Hodge)

- b. Page eight (Future Proof Implementation Committee Agenda, 14 April 2022) / Item 7 at Paragraph 2, last line: Should read *senior official from central government* (not senior official from the Housing official participating).

**FP22/03**

**Moved by:** P McLean

**Seconded by:** Mayor J Mylchreest

**That the open minutes of the Future Proof Implementation Committee meeting held on 16 September 2021, with the noted corrections to pages six and eight (Future Proof Implementation Committee Agenda, 14 April 2022), be confirmed as a true and correct record.**

carried

**5. Te Ture Whaimana Legal Advice**

Item commenced in open recording #1, at 6 minutes 55 seconds.

Presented by the Future Proof Implementation Advisor (P Winder).

**FP22/04**

**Moved by:** R Wilson

**Seconded by:** Mayor J Mylchreest

1. **That the report *Advice on the application and standing of Te Ture Whaimana* (Future Proof Implementation Committee, 14 April 2022) be received.**
2. **That the Future Partners be encouraged to consider the advice and how their decisions recognise and reflect their obligations with respect to Te Ture Whaimana and contribute to achieving the vision and strategy for the awa.**

carried

**8. Implementation Advisor Report**

Item commenced in open recording #1, at 22 minutes 33 seconds.

Presented by the Future Proof Implementation Advisor (P Winder).

**FP22/05**

**Moved by:** Deputy Mayor A Bech

**Seconded by:** Cr P Storey

**That the report *Future Proof Implementation Advisor Report* (Future Proof Implementation Committee, 14 April 2022) be received.**

carried

**6. Resolution to exclude the public**



Item commenced in open recording #1, at 25 minutes 35 seconds.

**FP22/06**

**Moved by:** Mayor P Southgate

**Seconded by:** P McLean

**Resolution to exclude the Public**

**That in accordance with section 48(1) of the Local Government Official Information and Meetings Act 1987 (Act) and the interest or interests protected by section 6 or 7 of that Act, the public is excluded from the following parts of this meeting. The general subject of the matters to be considered while the public is excluded, the reason for passing this resolution in relation to each matter, and the specific grounds for excluding the public are set out below:**

Meeting Item No. and subject	Reason for excluding the public	Grounds for excluding the public
7.1. Confirmation of Minutes – 16 September 2021	<ol style="list-style-type: none"> <li>1. Enable any local authority holding the information to carry out, without prejudice or disadvantage, commercial activities (section 7(2)(h) of the Act)</li> <li>2. Enable any local authority holding the information to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations) (section 7(2)(i) of the Act)</li> </ol>	Section 48(1)(a)(i) of the Act – the public conduct of the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist under section 6 and 7 of the Act.
7.2. Priority Development Area Tracker Report	<ol style="list-style-type: none"> <li>1. Enable any local authority holding the information to carry out, without prejudice or disadvantage, commercial activities (section 7(2)(h) of the Act)</li> <li>2. Prevent the disclosure or use of official information for improper gain or improper advantage (section 7(2)(j) of the Act)</li> </ol>	
7.3. Hamilton-Waikato MSP Transport Programme Business Case	<ol style="list-style-type: none"> <li>1. Enable any local authority holding the information to carry out, without prejudice or disadvantage, commercial activities (section 7(2)(h) of the Act)</li> <li>2. Prevent the disclosure or use of official information for improper gain or improper advantage (section 7(2)(j) of the Act)</li> </ol>	

**carried**

3.28pm - the meeting moved into public excluded session.

4.33pm – the meeting moved back to open session.

Item commenced in open recording #2, at 0 minutes 0 seconds.

Chair B Wasley closed the meeting with a karakia (by D Spiers).

4.34pm - the meeting closed

**Waikato Regional Council**  
**Future Proof Implementation Committee**  
**Future Proof Strategy Hearings Panel**  
**Open Minutes**

**Date:** Thursday, 2 June 2022, 9.01am

**Location:** Council Chambers  
Level 1, 160 Ward Street, Hamilton

**Members Present:** Bill Wasley – Future Proof Independent Chair  
Cr Angela Strange – Waikato Regional Council (virtually via Teams)  
Cr Dave Macpherson – Hamilton City Council  
Mayor Allan Sanson – Waikato District Council  
Mayor Jim Mylchreest – Waipā District Council  
Andrew Baker – Auckland Council  
Parekawhia McLean – Tainui Waka Alliance  
Rangitamoana Wilson – Waikato-Tainui  
David Speirs – Waka Kotahi NZ Transport Agency  
Shane Solomon – Nga Karu Atua o te Waka  
Ernst Zolner – Senior Government Official

**In attendance:** Cr Martin Gallagher – Hamilton City Council (virtually via Teams)  
G Morton – Waikato District Health Board (virtually via Teams)

**Staff Present:** Peter Winder – Future Proof Implementation Advisor  
Lyndal Bartley – Future Proof Project Coordinator  
Dave Doggart – Democracy Advisor  
William Wilkinson – Democracy Advisor

The meeting opened with a karakia by S Solomon.

**1. Apologies**

Item commenced in open recording, at 0 minutes 45 seconds.

**FPHP22/01**

**Moved by:** B Wasley

**Seconded by:** P McLean

**Resolved (Section A under delegated authority)**

**That the apologies of K Snee for absence be accepted.**

**carried**

**2. Confirmation of Agenda**

Item commenced in open recording, at 1 minute 2 seconds.

**FPHP22/02**

**Moved by:** A Sanson

**Seconded by:** J Mylchreest

**Resolved (Section A under delegated authority)**

- 1. That the agenda of the Future Proof Hearings Panel of 2 June 2022, as circulated be confirmed as the business of the meeting.**
- 2. That the meeting may sit longer than two hours continuously and continue longer than six hours including adjournments.**

**carried**

**3. Disclosures of Interest**

Item commenced in open recording, at 1 minute 22 seconds.

No interests were disclosed.

**4. Confirmation of Minutes - 7 December 2021, 8 December 2021 and 10 December 2021**

Item commenced in open recording, at 1 minute 34 seconds.

Matters noted for correction were an error on page 2 of the minutes, resolution FPHP21/1 at 1. The agenda should be dated 2021 (not 2022).

**FPHP22/03**

**Moved by:** D Macpherson

**Seconded by:** J Mylchreest

**Resolved (Section A under delegated authority)**

**That the minutes of the Future Proof Hearings Panel of 7 December 2021, 8 December 2021 and 10 December 2021, with the noted correction to page 2, be confirmed as a true and correct record.**

**carried**

**5. Resolution to exclude the public**

Item commenced in open recording, at 2 minutes 35 seconds.

FPHP22/04

**Moved by:** J Mylchreest

**Seconded by:** D Macpherson

**RESOLUTION TO EXCLUDE THE PUBLIC**

**That in accordance with section 48(1) of the Local Government Official Information and Meetings Act 1987 (Act) and the interests protected by section 7 of that Act, the public is excluded from the following parts of this meeting. The general subject of the matters to be considered while the public is excluded, the reason for passing this resolution in relation to each matter, and the specific grounds for excluding the public are set out below:**

<b>Meeting Item No. and subject</b>	<b>Reason for excluding the public</b>	<b>Grounds for excluding the public</b>
6.1. Hearings Decision Report	<p>Protect information where the making available of the information would be likely unreasonably to prejudice the commercial position of the person who supplied or who is the subject of the information (section 7(2)(b)(ii) of the Act).</p> <p>Prevent the disclosure or use of official information for improper gain or improper advantage (section 7(2)(j) of the Act).</p>	Section 48(1)(a)(i) of the Act – the public conduct of the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding exists under section 7 of the Act.

**carried**

9.05am - The meeting moved into public excluded session

9.47am - The meeting moved back to open session

9.53am - The meeting closed

## Resolution to exclude the Public

1. That in accordance with section 48(1) of the Local Government Official Information and Meetings Act 1987 (Act) and the interest or interests protected by section 7 of that Act, the public is excluded from the following parts of this meeting. The general subject of the matters to be considered while the public is excluded, the reason for passing this resolution in relation to each matter, and the specific grounds for excluding the public are set out below:

Meeting Item No. and subject	Reason for excluding the public	Grounds for excluding the public
7.1.1 Confirmation of Minutes – Future Proof Implementation Committee - 14 April 2022	<ol style="list-style-type: none"> <li>1. Enable any local authority holding the information to carry out, without prejudice or disadvantage, commercial activities (section 7(2)(h) of the Act)</li> <li>2. Enable any local authority holding the information to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations) (section 7(2)(i) of the Act)</li> <li>3. Prevent the disclosure or use of official information for improper gain or improper advantage (section 7(2)(j) of the Act)</li> </ol>	Section 48(1)(a)(i) of the Act – the public conduct of the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist under section 7 of the Act.
7.1.2 Confirmation of Minutes – Future Proof Hearings Panel – Deliberations 2 June 2022	<ol style="list-style-type: none"> <li>1. Protect information where the making available of the information would be likely unreasonably to prejudice the commercial position of the person who supplied or who is the subject of the information (section 7(2)(b)(ii) of the Act).</li> <li>2. Prevent the disclosure or use of official information for improper gain or improper advantage (section 7(2)(j) of the Act)</li> </ol>	
7.2. Future Proof Strategy - Recommendations from the Hearings Panel on Submissions and Decisions		



**TO:** Future Proof Implementation Committee (FPIC)  
**FROM:** Robert Brodnax, Future Proof Transport Project Director  
**DATE:** 10 June 2022  
**SUBJECT:** Endorsement of the Metro Spatial Plan Transport Programme Business Case Recommended Programme

## 1. PURPOSE

To seek endorsement of the Transport Programme Business Case recommended programme, subject to confirmation of financial, commercial and management cases.

## 2. Recommendations

That FPIC:

1. Receive the report titled Endorsement of the Metro Spatial Plan Transport Business Case Recommended Programme (Future Proof Implementation Committee 16 June 2022).
2. Note alignment of draft business case with Metro Spatial Plan expectation of a *“a radical transport shift to a multi-modal transport network shaped around where and how communities will grow”* which is to be achieved through development of a rapid transit network aligned with land use and completion of micromobility networks in our urban centres.
3. Note alignment of draft business case with government’s outcomes for housing supply and transport emission reduction including contributing toward a 20% decrease in vehicle kilometres travelled by the light vehicle fleet by 2035.
4. Note that the draft business case contributes to Te Ture Whaimana through establishing a principle that the transport network is designed in a way that supports the restoration and protection of the Waikato River and through a proposed rural access programme to enhance access for mana whenua to opportunities whilst recognising that the specific detail of how the river will be restored and protected will need to be expanded in subsequent more detailed business cases.
5. Notes the importance of aligning land use decisions with the proposed rapid transit corridors including:
  - a. Enabling higher rates of intensification along rapid transit corridors and at key transport nodes along those corridors with an aim of achieving the majority growth of in Hamilton through intensification over the course of the 30 year programme

- b. Requiring that new greenfield developments are integrated with the rapid transit network and deliver at least medium density residential development
  - c. Encouraging mixed use development and the concept of twenty minute neighbourhoods aligned with key nodes along the rapid transit corridors and micro-mobility networks.
6. Note that implementation will require a range of infrastructure and policy interventions including re-allocating space on the transport corridors, providing for bus priority, completing micro-mobility networks, reviewing parking policies and developing network optimisation programmes.
7. Note that costs are still being refined but are currently estimated to be \$3.3bn CAPEX and \$1.1bn for OPEX' for a total cost of \$4.4 billion (assuming a 50th percentile infrastructure cost estimate). These estimates include \$3.1 billion of transport improvements already identified in the partners 30 year infrastructure strategies noting these are largely unfunded to date.
8. Note that the detailed funding and implementation plan (including the Management Case, Commercial Case and Financial Case) are still being finalised and will be presented to the Futureproof Implementation Committee at the September 2022 meeting.
9. Notes that the business case will not preclude a transition to a rail based public transport system in the future if appropriate.
10. Notes that all future investigations related to these programme recommendations will be required to consider implications of emerging transport technologies.
11. Supports and endorses in principle the proposed Recommended Programme of the Hamilton Waikato Metro Spatial Plan Transport Programme Business Case as the basis for future investment and planning decisions subject to further detail on implementation and funding/financing options.
12. Recommends that the partner organisations begin planning for early deliver of the key programme elements including completing micro mobility networks, bus priority implementation, reviewing design standards and investigations around new/different river crossings in the next 3-5 years.

### 3. BACKGROUND

On the 14th April FPIC was briefed on the emerging preferred programme option for the Metro Spatial Plan Transport Programme Business Case. Subsequently the preferred option has been further refined by the Transport Working Group (TWG) and was presented to the Future Proof Senior Managers Steering Group on 27th May and the Chief Executives Advisory Group on 2nd June 2022.

Both groups gave feedback and affirmed the recommendations in principle, giving support for the direction being developed subject to confirmation of financial and management cases. The recommended programme has also been presented to most partners, providing an opportunity for input and review.

The attachment (Appendix 1) to this report is a high level summary of the recommended programme and includes commentary on further work required to complete the financial, commercial and management cases.



## 4. CURRENT STATE AND NEXT STEPS

The recommended programme has been considered by most partners and has been endorsed (either formally or informally).

The total recommended programme costs for the 30 year investment period (2024 – 2054) are \$3.3bn CAPEX and \$1.1bn for OPEX' for a total cost of \$4.4 billion (assuming a 50th percentile infrastructure cost estimate).

Further refinement of cost estimates is on-going, including review by the Transport Working Group. This work will be completed in time for reporting to CEAG in July and/or August and to FPIC at its September meeting.

Work on the Financial, Management and Commercial Case still in progress and is expected to be completed by early July following completion of the external peer review and a round of partner review via the Transport Working Group. Aspects of the Management Case, including potentially new approaches to programme governance based on the thinking contained in the attachment. This thinking builds on earlier work delivered as part of the Waikato Regional Council's recent Public

The Senior Manager's Steering Group and CEAG will thoroughly test and endorse the Financial, Management and Commercial Cases in order to finalise the recommended programme business case before recommending its adoption to the September meeting of FPIC.

Subsequent to completion of the Programme Business Case it is likely that additional work will be required to keep momentum going on implementation and to fill any gaps identified in the Management and Commercial Cases and ensure that key initiatives are submitted to the review of the Regional Land Transport Programme. It is proposed that between July and December 2022 the Transport Working Group be asked to develop this work as an "implementation plan" that:

- Commences development of point of entry conversations, scoping and procurement for the Detailed Business Cases or Single Stage Business Cases identified in the Programme (e.g. RT1 North, RT1 South and RT2 East).
- Works with the market to develop a collaborative procurement process that involves all partners and delivers efficiencies and value for money.
- Design and establish a partner led programme management approach to delivery of the priority programmes.
- Develops a network optimisation plan that identifies and prioritises short term interventions on the network that can be advanced on a "no regrets basis" potentially as part of road controlling authority low cost low risk programmes to provide priority for public transport along key corridors and commence accelerated delivery of walking and cycling networks that support access to public transport.
- Investigates whether further transport modelling beyond that which would be undertaken as part of the DBCs/SSBCs would be useful to refine the transport economics and deliver a programme level Benefit Cost Ratio for application to all subsequent business cases or whether there are other approaches that could expedite commencement of programme delivery.
- Explores alternative sources of funding and financing for implementation of the key components of the Programme Business Case to supplement rates, development contributions and NLTF funding.

**Attachments**

**Appendix 1 : Recommended Programme and Costs Memo**

## Transport Programme Business Case Summary

### 1 Why develop a Programme Business Case?

A Transport Programme Business Case (PBC) was commissioned to determine which series of network transport interventions could promote the compact urban form aspirations set in the Hamilton-Waikato Metro Spatial Plan (HWMSP); considering responsive land use scenarios to support the transport interventions and achieve equitable access, tackle our climate challenges and embrace kaitiakitanga across the sub-region. **The purpose of the PBC is to:**

- Determine if rapid transit (and supportive frequent buses services) might be the right method to achieve the desired outcomes for a radical transport shift.
- Consider the requirements for walking and cycling (and specifically the proposed outcomes from the Biking and Micromobility study for Hamilton) that would support compact urban form and future expansion of the public transport network.
- Determine any triggers, broad timings and urgency of investigating rapid transit and the supporting demand management, optimisation of existing transport infrastructure and the requirements for new and improved micromobility and bus services provisions.
- Identify the corridors/alignments that should be considered and protected.
- Identify a range of transport modes that might be considered; and the role that road space reallocation may need to play in the final outcomes.
- Consider the benefits on a freight task that might be afforded by the assessment of freight hubs, increased rail freight and the function of freight lanes.
- Consider how long-term land use outcomes identified by the Future Proof Strategy (FPS) can be delivered with transport investments.

### 2 The project objectives

The final adopted Investment Logic Map (ILM) for the PBC identified the following investment objectives for the project:

- To reduce deaths and serious injuries resulting from the transport systems
- To provide reliable and efficient key freight tasks
- To deliver alternative mode options that are preferable to private cars for the majority of trips
- To support the MSP's compact and quality compact urban form with supportive and capable transport systems that make best use of existing infrastructure and reduces environmental impacts and protects taonga
- To reduce carbon emissions to achieve net zero transport by 2050
- To provide equitable transport and mobility choices for all.

These investment objectives focused on achieving the following benefits:

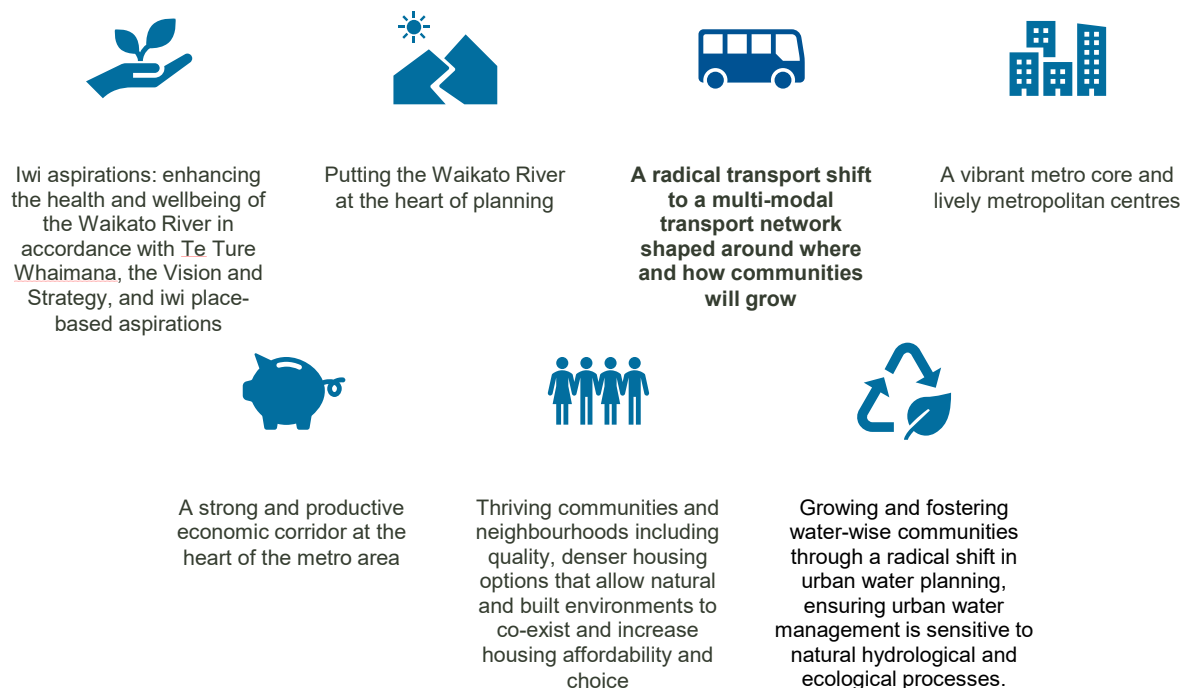
- Reduction in deaths and injuries
- Providing reliable and efficient freight movements
- Delivering alternative mode outcomes
- Supporting a compact urban form and utilise existing infrastructure

- Reducing carbon emissions
- Providing equitable transport options for all

### 3 A strong case for change and problem definitions

The HWMSP area is comprised of the Hamilton Waikato sub region including Hamilton City, Waipā and Waikato districts. Hamilton City could feasibly be termed as a compact city already with the geographical extent of the city being 18km in length and 9km in width – inclusive of the future development areas in the north, south and east. As a result, in 2021 within Hamilton City over 40% of trips are under 5km and nearly 7.5% of trips are under 1km.

The Future Proof Strategy (FPS) identifies the following transformational moves for the HWSMP area:



**Figure 1: Transformational Moves of the Future Proof Strategy**

The spatial directives and ‘key moves’ set a strategic direction for the metro spatial area to support the overarching outcomes of the HWMSP. This PBC seeks to mobilise and investigate the recommendations of the HWMSP and the FPS to give effect to the transport outcomes sought. Through the problem definition process, this business case has identified the following problems.

**Problem 1:** *Poor alternatives to private vehicles create high car dependence, traffic centric design and congestion resulting in reduced access and safety for people and efficiency of freight.*

**Problem 2:** *The transport networks do not support compact urban form resulting in worsening environmental, health, wellbeing and housing outcomes.*

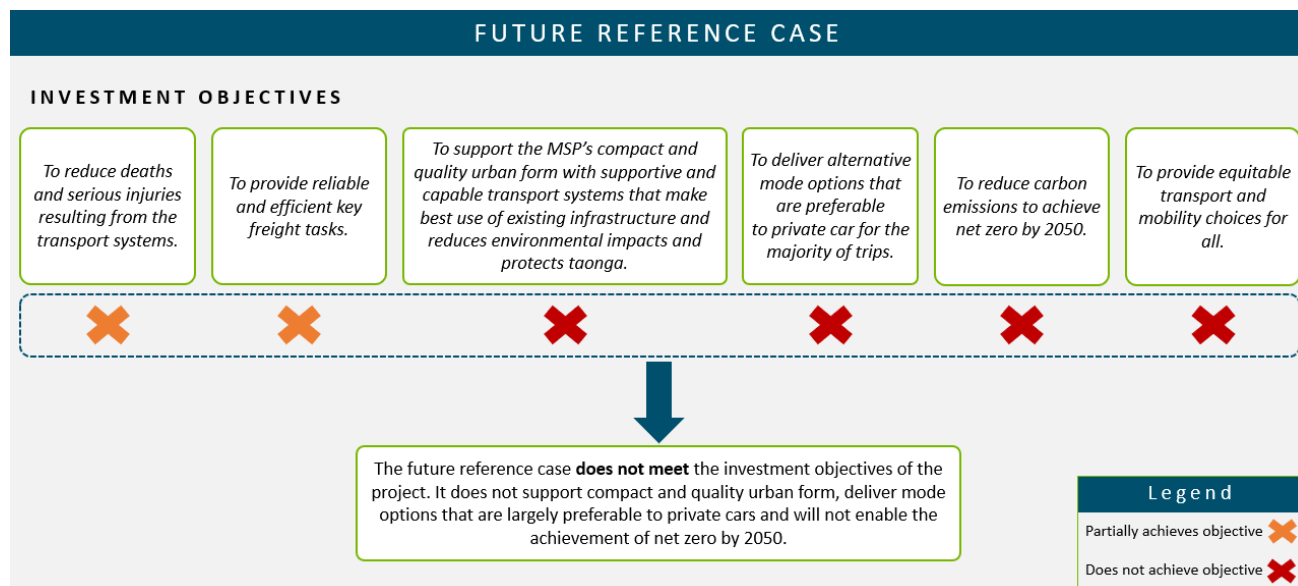
**Problem 3:** *The transport networks and MSP land use will result in worsening climate change.*

**Problem 4:** *Lack of transport choice and dispersed land use will result in worsening equity in access to opportunities.*

## 4 What happens if nothing is done?

The transformational moves and outcomes sought by the Future Proof Strategy cannot be achieved by the business as usual scenario (termed the Future Reference Case in this PBC). The Future Reference Case incorporates the programme of currently planned network improvements included in the Waikato Regional Land Transport Plan (RLTP 2021-2051), the 2021-2051 Infrastructure Strategy (HCC) and the current default WRTM 2051 scenario.

The future reference case includes several enhancements to the metropolitan spatial area with improvements to public transport coverage and frequency and an increase in provision for active modes. As a result, the future reference case will lead to some improvements compared to current and 'do-nothing' conditions; however, it cannot alone meet the objectives and commitments sought.



**Figure 2 Future Reference Case Poor Alignment with the Investment Objectives**

The lack of alignment is expected to result in:

- Poor outcomes against the objectives. The Future Reference Case will result in continued low accessibility, poor choice of alternative mode options, continued contribution to worsening climate change effects, and the transport system will not support high quality compact urban form.
- An inability to meet strategic goals as well as climate change commitments through a lack of significant mode shift. With most emissions and air pollution generated by the transport system, changing transport behaviours and promoting more sustainable transport movements is required to support movement in the right direction to meet local and national climate change commitments.
- Poor ability to effectively manage access and transport choice for people living in the metropolitan area to access social and economic opportunities.
- Growth and development not adequately supported by transport systems that promote compact urban form outcomes and benefits.
- A dispersed, lower density urban form for Hamilton Metro area with constantly increasing VKT due to a dispersed landform as outlined by Land Use Scenario 0. This will also result in challenges for shifting transport modes due to a lack of density along key transport corridors and areas.

## 5 PBC recommended programme

The recommended programme of the PBC comprises of a series of multi-modal elements including rapid transit, land use intensification, walking and cycling (inc. micromobility), freight hubs and shared bus and freight lanes, staging, and supporting interventions including a regional and rural access programme and park and ride (to be further investigated at SSBC phase).

Metro Spatial Plan Background 2019-20 Future Proof Transformational Moves embedded the need for “A radical transport shift to a multi-modal transport network shaped around where and how communities will grow”, and it is this that has driven the decisions around the creation of a network programme approach and the emphasis on accelerated delivery of the transport change to help to drive the land use intensification and affordability issues. For further details, refer to the Recommended Option section of the main PBC<sup>1</sup>.

### Rapid transit network



RT1 as the north-south and east rapid transit corridors (Te Awa Lakes, Hamilton Airport and Ruakura), with supporting frequent bus networks (which included bus lanes and bus priority measures throughout the routes) that support areas served by RT2, RT3 and RT4. These would have staging and sequencing that supports long term dedicated rights of way in 10-20 years. These are supported by a series

of frequent bus routes and some coverage routes in the remaining metro spatial plan area as shown in the figure overleaf.

In summary, key moves of the recommended programme for public transport are:

- Road space reallocation to create multi-modal corridors;
- New bus services, bus priority and bus lanes;
- Route protection for land purchase earlier to enable future mode choice;
- Development of the BRT corridors as described above;
- Network integration of BRT and frequent bus routes;
- Linking to key existing rail stations that could facilitate access to the Te Huia and the future H2A connection; and
- Stageability and sequencing staging concepts for the progression of change in the central Hamilton area and the regional towns of Te Awamutu, Cambridge, Huntly, Ngāruawāhia and Morrinsville; all linked to the requirement of improving the level of service (LOS) for access to services and employment.

Figure 3 Proposed Rapid Transit Corridors (long term concept) –is confirmed as the long term aspirational network for all corridors to be BRT; noting that the 30 year demand for RT3 and RT4 may negate this need for a trigger to dedicated rights of way corridors.

<sup>1</sup> 512002-0001-REP-JJ-0001 Hamilton-Waikato Report Metro Spatial Plan Transport Programme Business

# HAMILTON NETWORK

## Options:

- Interchange stations at Rotokauri, Frankton, Hamilton Central City, Ruakura and Waikato Hospital
- Te Huia service included for information.
- Provision for route extension between Rotokauri West and Rototuna for future long term development of HT1 and northern river crossing.
- Access to airport to be via an alignment through Peacocke (possibly utilising portions of the southern links alignment)
- Access to T.A via SH3 and express from Glen View West to T.A.
- Access to Huntly to include Hopuhopu station and operate express from Te Awa Lakes to Ohinewai.
- Morrinsville service to be 20 frequency with limited stops to Ruakura (interchange).

## Key Infrastructure Delivery:

- Uses existing road corridors, with dedicated lanes and priority measures at intersections.
- New interchanges and stops.

## Service Provision:

Stop spacing: **600-800m**  
 Dwell time: **20 seconds**  
 Average speed: **35kph**  
**Stop on demand service**

<b>RT1</b>	Te Awa	10 mins	Peacocke
	Huntly	20 mins	Te Awamutu
<b>RT2</b>	Rotokauri	10 mins	Tamahere
	Tamahere	20 mins (express)	Cambridge
<b>RT3</b>	Rototuna	10 mins	City
<b>RT4</b>	Glen View West	10 mins	City
	City	20 mins	Te Awamutu

## Park & Ride Opportunities

Te Awa Lakes | Cambridge | Airport | Ruakura





## Walking and cycling

Walking and cycling is one of the biggest opportunities in Hamilton as a city and for the Metro spatial Plan Area (MSP). Creation of an integrated network that allows for the 'first & last mile' connections for public transport as well as transfers and interchange. Key opportunities will be in the east-west corridors that link to the suburbs such as Hamilton East, Claudelands, Nawton, Dinsdale and Frankton, as these areas are within 3-4 km's of the city centre. In Cambridge, Te Awamutu and Morrinsville the completion of networks to access public transport hubs will be important.



## Land use

LUS2A 'city shaping intensification' will allow Hamilton city to pursue greater opportunities for intensification, and housing affordability, around the transport corridors identified and help support the creation of supportive healthier and safer networks that positively respond to climate change. Similar opportunities for greater level of intensification would be expected in the regional towns (Te Awamutu, Cambridge, Huntly, Ngāruawāhia and Morrinsville ) and all opportunities will be linked to the early investment in walking and cycling and the ability to deliver a rapid transit future for the MSP area.



## Freight

Future freight form considers a significant shift from road to rail as well as provision of hubs for local distribution. There is opportunity for short to medium term bus and freight shared lanes on key arterial and freight corridors.



## Land designation and route protection

To create the opportunities of the multimodal requirements, there is a need for route and facility protection – consideration needs to be given to the ability to designate now and commit to the early land purchase through the National Land Transport Fund (NLTF) or other funding. Key areas for route protection may include priority of the routes to be considered for the next stages of development and would look to develop a strategy for elements such as road space reallocation and road corridor protection as well as land that may be required for:

- Any new bridge crossings for the Waikato and rail corridors (incl. resource consents)
- Stations terminals and depots identification and protection at SSBC
- Walking and cycling corridors and associated cycle parking as required



## Staging and sequencing

Strategic alignment to be developed for the long-term outcomes and linked to the public transport / walking and cycling initiatives being developed now. The staging and sequencing will respond to the climate change emergency and reduce emissions both now and in the future.



The recommended rapid transit corridor proposed would have an accelerated staging and sequencing that supports long term dedicated rights of way in 10-20 years.

Each of the recommended rapid transit corridors (RT1 north, RT1 south and RT1 east) would include an 'evolution' from bus service provision only, to bus services that include bus lanes and bus priority at intersections before finally delivering full bus rapid transit outcomes.

The delivery of the RT1 corridor will be key to creating the long-term demand and formation density outcomes of LUS2A. Committing to the early delivery of the routes through action focussed staging and sequencing, will aid the transit outcomes to help change shift and land use outcome.



### Rural Access Programme

Enable opportunities to create a rural access programme. Consider partnering with Health Agencies and MOE for opportunities for future public transport services and demand responsive (incl. ride share) transport. Partnerships and service response – not necessarily infrastructure led – but including links to rural cycleways that may provide opportunities to improve health and access.



### Park & Ride function/opportunities

In the short to medium term P&R would be used as an opportunity for patronage and demand growth. This may help dispersed regional and rural settlements to provide access to public transport and generally promote better use of the key corridors into Hamilton for transfer to public transport. In the long term these sites could be adapted to be Transit Oriented Developments (TODs) and this would mean the reduction of parking spaces over time and the need for increased regional public transport links to facilitate transfer/interchange to rapid transit in these key locations.

Critical to the 'opportunity' for future P&R will be the ability for all the local authorities to have parking management and pricing in place to enable central city parking charges to aid the shift to public transport. **It is noted that the evaluation of the P&R will require more detailed assessment and will be assessed at DBC stage.**



### Inclusive access

Good transport planning means transport equity. Considerations include the continuous improvements with inclusive access and diverse needs in mind (e.g. low-income subsidies, elevator/escalators at stations etc) and continuous monitoring of participation and non-participation.

The alignment of the PBC benefits and KPIs with those standardised by Waka Kotahi in the Land Transport Benefits Framework and Management Approach have been included in the Benefits Realisation Plan which will be provided as part of the Management Case.

## 6 Future mode share and emissions reductions

The assessment of the public transport and active modes share in 2051, and based upon the preferred land use of 2a, has concluded that the region wide mode shift would be 20%; with the ability to achieve up to 44% (forecast as 32% for public transport and 12% for walking/cycling and micromobility) in the identified key BRT corridors of Hamilton city.

The associated emissions reductions for the region would 7-10% between 2019 and 2035, and 57-59% between 2019 and 2050, noting that these figures relate to the total modelled area. While, the

same assessment for the reductions in emissions for the area within the key corridors of Hamilton would be 10-13% between 2019 and 2035, and 60-62% between 2019 and 2050.

## 7 Costs

**The total recommended programme costs for the 30-year investment period (2024 – 2054) are currently estimated at \$3.3 billion CAPEX and \$1.1 billion for OPEX for a TOTAL COST of \$4.4 billion (assuming a 50<sup>th</sup> percentile infrastructure cost estimate).**

Work is ongoing to refine these costs and to identify how much of this may be funded through the reallocation of expenditure that would otherwise be required. Due to the high-level nature of the PBC and the limited detail known at this stage, the cost estimates prepared are high-level and all contain the following note:

*“As limited documentation has been provided for this estimate, it is based on design assumptions from the civil/structural engineer and the experience of the Quantity Surveyor based on historic projects of similar nature. As stated within the Auckland Transport Cost Estimation Manual the level of accuracy of this estimate is -40% to +70%.”*

## 8 Future Reference Do Minimum Case Costs

The costs of the recommended programme compare with an estimate of do minimum capital expenditure budget of approximately \$3.2 billion.

The estimated costs of the Future Reference Do Minimum Case have been prepared by aggregating elements shown in the Long-Term Plans (LTP's) and the 2021-51 Infrastructure Strategies or equivalent for the partner organisations. The estimate includes a proxy for possible associated property costs.

We note that these Do Minimum Case costs are largely unfunded in current LTPs but have been included in the long-term strategies and were allocated in the future 2051 WRTM model used for the assessment of the programme business case. Examples include Hamilton Southern Links and Northern River crossings as well as allocation for future rapid transit, walking and cycling and public transport improvements from all local authority partners of Future Proof.

## 9 Staging and cashflow

The PBC has explored options for sequencing and possible accelerated delivery of the recommended programme. Accelerated delivery generates benefits more quickly and is more likely to reinforce the desired land use changes, but it also requires significant early expenditure.

The staging and performance of the preferred programme is set out in Figure 4 Staging approach (accelerated).



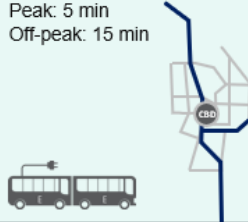
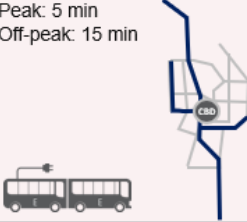
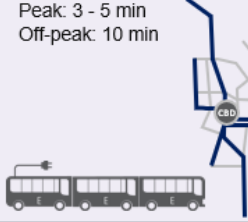
Key to the financial case will be a calculation of staging and cashflow. This is still to be finalised and will be reported in September. A series of principles guide the Investment Staging Approach for the programme:

- **Entire programme implementation is necessary to fully realise benefits and outcomes** – The PBC recommends the entire programme is required to be implemented to resolve the problems and realise the full benefits and outcomes identified. While each stage will deliver benefits to address the identified problems the assumption is that the programme in its entirety is progressed – provided outcomes generated are tracking generally in accordance with expectations.
- **Flexible and efficient programme packaging, staging and delivery to respond to uncertainty** - Monitoring and staging is intended to ensure that the programme is delivered in the most efficient manner. (in this case “efficient” can mean most logical in terms of connections to other projects,

minimising disruption, reducing costs and re-work, delivering scale and performance commensurate with need). Packaging of elements is flexible and able to respond to changes in underlying assumptions and timing ('investment drivers').

- **Investment leads with mode shift and behaviour change outcomes** - The programme is mode-shift and behaviour change driven. As a result, investment needs to be leading – with the balance that it is still efficient and recognising that dependencies are not always in the control of the

Emerging Preferred Programme | Accelerated Staging and Performance

	YEARS 1 - 3	YEARS 3 - 10	YEARS 10 - 15	YEARS 15 - 20	YEARS 20 - 50+	
Infrastructure and operations	<b>PT Operations</b> Span, frequency, vehicle type  Bus service 19 hour (12 hours peak)  Peak: 15 min Off-peak: 20 min  Infrastructure — Bus Priority — BRT  	<b>Bus service + priority</b> 19 hour (12 hours peak)  Peak: 10 min Off-peak: 15 min  	<b>BRT (RT1)</b> 24 hour (19 hours peak)  Peak: 5 min Off-peak: 15 min  	<b>BRT (RT1, RT2)</b> 24 hour (19 hours peak)  Peak: 5 min Off-peak: 15 min  	<b>BRT (RT1, 2, 3, 4)</b> 24 hour (19 hours peak)  Peak: 3 - 5 min Off-peak: 10 min  	
	<b>Patronage</b> (AM peak/direction/hour) • Airport to Hamilton • Te Awa to Hamilton • Hamilton to Ruakura  <b>PT Travel Time</b> (savings compared with general traffic) • Airport to Hamilton • Hamilton to Ruakura  <b>PT Reliability</b>	-  23 min 19 min  Low	930 650 1400  22 min (-1 min) 10 min (-9 min)  Medium	1450 1000 2150  22 min (-3 min) 10 min (-13 min)  High	1650 1150 2500  22 min (-6 min) 10 min (-17 min)  High	2250 1550 3350  22 min (-10 min) 10 min (-22 min)  High
Micro-mobility	<b>Micro-mobility network</b>  Early implementation	<b>10% of cycle network</b>  <ul style="list-style-type: none"> <li>Biking and micro-mobility 10 year programme</li> <li>Develop city centre traffic circulation plan and low traffic neighbourhoods</li> <li>Facilitate safe and easy active mode access to stations</li> </ul>	<b>40% of cycle network</b>  <ul style="list-style-type: none"> <li>Extend cross city connections to more peripheral centres and growth cells – Rototuna, Dinsdale, Rotokauri, Peacocke and R2.</li> <li>Begin to fill out network with build-out of cross city connections, community links and local links.</li> <li>Improve Te Awa River Ride cycle path to Ngāruawāhia and Cambridge.</li> </ul>	<b>70% of cycle network</b>  <ul style="list-style-type: none"> <li>Active mode network in town centres and growth cells</li> <li>Continue build-out of cross city connections, community links and local links</li> </ul>	<b>100% of cycle network</b>  <ul style="list-style-type: none"> <li>Complete build-out of cross city connections, community links and local links</li> </ul>	
Cost	<b>Cost – CAPEX</b>	835 million	813 million	737 million	480 million	435 million
	<b>Cost – OPEX (per year)</b>	24 million	27 million	35 million	38 million	66 million

## 10 What are the economic benefits, and how big are they? – including, is the project good value for money

This assessment uses the following parameters, in line with Waka Kotahi's MBCM.

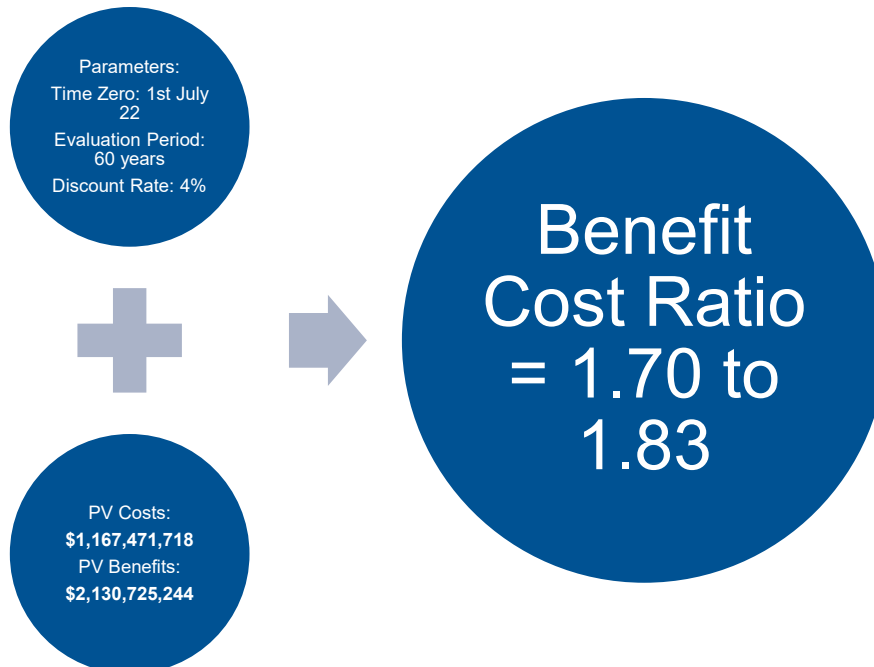


Figure 5 Benefit Cost Ratio

## 11 Delivery, Governance Structure & Management

The delivery of this programme is going to be complex. It relies upon road controlling authorities, land use planning agencies, public transport operators and government investors to work in a cohesive way to deliver a complex interconnected programme of activity over thirty years. The programme also requires commitment of additional funding which will probably have to come from new sources not yet identified. This programme represents a funding and delivery challenge of a complexity unmatched in the experience of these agencies individually and collectively.

Work continues to progress on developing programme governance and delivery structure as part of the Management and Commercial Cases. This will be finalised for the September Futureproof Implementation Committee meeting.

Experience in other parts of New Zealand is that trying to deliver such programmes using current institutional frameworks is not a recipe for swift delivery or success (Let's Get Welly Moving, Tauranga's Urban Form and Transport Initiative, Auckland's Transport For Urban Growth programme) all struggled to get early progress upon completion of their programme level business cases due in part to these administrative difficulties.

In 2021, a report commissioned by the Waikato Regional Council reviewing the challenges and opportunities that would be faced when seeking to achieve the Waikato Region Public Transport Plan (2018 -28) vision for public transport "to build a public transport system that enhances the vitality of our communities, strengthens our economy and helps create a healthier environment" was released.

Having conducted workshops and interviews with stakeholders and examined comparative delivery models in other parts of New Zealand and the world the report identified that our current practice is

struggling to deliver the outcomes the region is seeking as a consequence of its dependence on delivery by multiple agencies who are not always fully aligned with respect to timing and form of delivery; and the funding environment is complex, making it difficult to co-ordinate, sequence and fund activities in a manner that ensures they deliver expected outcomes. The report concluded that the optimal solution for delivering public transport in the Waikato is probably to create a single transport entity to manage the region's transport system as a whole but that this would require legislative change and need to be acceptable to all the parties involved in the governance of the system. To ensure at a minimum interim progress the report recommended that a new funding model for local share of public transport services and infrastructure be established and a conversation about different delivery models be started between the partner organisations with a view to taking steps toward a more comprehensive service delivery model. .

The recommended programme from this business case is an outcome that requires the integration of a number of organisations and stakeholders and involves a number of varied workstreams. In order to give confidence to investors and the community that the programme will be delivered a new way of working as proposed in the WRC work is required.

The primary 'owner' of the programmes outcomes will likely need to be the Future Proof Partnership members, as a consortium, including those responsible for, partnership influencing, delivering, managing, and funding the transport system and land use change:

- Hamilton City Council \*<sup>2</sup>
- Waka Kotahi
- Waikato Regional Council
- Waipā District Council \*
- Waikato District Council \*\*
- Matamata-Piako District Council\*

These agencies need to work together more formally to govern the programme and share/manage collective and individual risks.

The Management Case will use the roadmap provided in the WRC report as the starting point for an initial structure that leverages existing frameworks to the greatest extent possible to enable early progress on high priority actions.

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<sup>2</sup> \* denotes local authority with land use change responsibilities

# Report to Future Proof Implementation Committee

**Date:** 16 June 2022

**Author:** Peter Winder, Future Proof Implementation Advisor

**Authoriser:** Bill Wasley, Future Proof Independent Chair

**Subject:** **Future Proof Implementation Advisor Report – June 2022**

**Purpose:**

1. The purpose of this report is to provide FPIC with the quarterly report of the Future Proof Implementation Advisor

**Staff Recommendation:**

1. That the report Future Proof Implementation Advisor Report – June 2022 (Future Proof Implementation Committee 16 June 2022) be received.

**Discussion**

2. Since the last meeting of FPIC there has been considerable work underway across the four major Future Proof Working Groups.
3. A major focus of the work has been providing advice to and supporting the FPIC Hearings Panel to make decisions and recommendations in relation to submissions on the Draft Future Proof Strategy. The Policy and Planning Working Group has led and co-ordinated this work. The recommendations from the Hearings Panel deliberations are reported separately on this Agenda.
4. The Policy and Planning Working Group is now turning its attention to the work that is required to complete a Future Development Strategy (FDS) by 2024 as is required by the NPS UD. The recommendations from the Hearings Panel suggest a range of specific work to inform the development of the FDS that goes beyond the strict statutory requirements of an FDS. The FDS will also need to incorporate the whole of Matamata-Piako District.
5. The Transport Working Group has made major progress with the Metro Rapid Transit Programme Business Case. The recommended programme is reported separately on this Agenda. The next phase of this work will be very focused on the Management Case and the funding and financing that is required to deliver the Business Case. This will require partners to consider how they work together and over the long-term to deliver a complex, multi-year programme with certainty.
6. The Waters Working Group has made significant progress on the elements of the Waters Business Case that they are progressing. The Detailed Business Case for the Southern

Wastewater Treatment Plant has been completed and is now being formally considered by the relevant partners. The Business Case has also delivered an MOU that sets of the framework for the implementation pathway and agreeing the funding allocation between the partners. The Northern Wastewater Treatment DBC is nearing completion. Some further work will be done to refine the integration between the two business cases and the sequencing and timing of the investment and physical works required to following deliver the proposed outcomes.

7. The first half of the second phase of the Three Waters Programme Business is nearing completion. This work has advanced a number of major case studies exploring stormwater management, water supply challenges, smarter use of water, and the potential for environmental credits and offsetting. The second phase of this work is now being scoped.
8. The Priority Development Areas Working Group has continued to explore the impediments to achieving the development at pace and scale that is sought across the Priority Development Areas. They are now commencing a more formal intervention logic mapping process to explore the range of possible interventions that would unlock development. An update of the PDA Trackers will be presented to the made major progress in developing and completing tracking reports will be presented to the next FPIC meeting.

## **Key Activities**

9. Since the last meeting of FPIC the key activities undertaken by the Implementation Advisor have been:
  - Working with the Policy and Planning Working Group to assess submissions on the Draft Future Proof Strategy and develop advice for the Hearings Panel
  - Supporting the Hearings Panel through workshops to consider responses to submissions on the Draft Future Proof Strategy
  - Liaison with Future Proof Partners in relation to responses to submissions and attending meetings with Hamilton City Council to assist their process of considering the consequences and impact of proposed responses to submissions
  - Liaison with Bill Wasley regarding the Hearings and the process for addressing decision-making and the substantive issues that we need to resolve
  - Attending workshops of the Hearings Panel as they work up to decisions
  - Supporting and facilitating the SMSG and the Policy and Planning Working Group, including escalating proposed responses to Future Proof submissions through the SMSG as appropriate
  - Attending meetings of Ngā Karu Atua o Te Waka; the PDA Working Group, the Transport Working Group and liaison with the Chair and key project manager for the Waters Working Group
  - Significant engagement with Robert, Phil Haizelden and the consultant team to address engagement issues and the timing of delivery for the Metro Rapid Transit Programme Business Case, supporting engagement with government officials, contributing to the key messages and reporting from the PBC work



- Attending meetings with partners as they consider the emerging preferred option from the Transport Programme Business Case to assist with alignment and ensure that the business case enjoys support from partners
- Engagement with the PDA Working Group and discussion as to how they can develop a focus on implementation actions through the use of intervention logic mapping
- Further scoping work for the 2022 Work Programme and in particular the work required to develop the FDS.

### **Conclusions**

10. The work programme remains substantial and challenging.

11. Work needs to immediately commence on the Future Development Strategy, the implementation pathway for the transport PBC and the response to the recent government policy decisions in relation to climate change and emissions reduction. The pace of the work required will not diminish.