

IMPLEMENTATION PLAN

ADOPTED SEPTEMBER 2024



Future Proof
Te Tau Titoki

Operating Environment Statement – October 2024

This statement does not form part of the Implementation Plan but provides some insight into the current political environment in which the implementation of the strategy is being carried out. It will be updated as needed.

There are number of initiatives and new policy directives coming from Central government which will influence the delivery of the strategy. While announcements have been made, as yet most initiatives are at an early stage and yet to be fleshed out in detail. The Future Proof partnership will need to be flexible and agile to ensure that it takes up opportunities that may arise and works within the current and future legislative framework to achieve its outcomes. The known initiatives that are likely to be relevant for Future Proof are outlined below:

- **Fast Track Consenting**

The government introduced a new bill in March 2024 on fast track consenting which draws on previous fast-track regimes and prioritises regionally and nationally significant infrastructure and development projects. It contains a process for the responsible minister to refer projects for acceptance into the fast-track process, and will contain a list of projects that will be first to have their approvals granted. It is a ‘one-stop shop’ process for approvals under a range of legislation, including the RMA.

There are twelve projects identified within the Future Proof sub-region, including housing and commercial/industrial development projects that are consistent with the Future Proof settlement pattern and others that are not. Future Proof is working with the developers to understand the implications for the settlement pattern and delivery of the infrastructure needed to support planned development and as well as fast track approved developments.

- **Going for Growth**

The Government has announced their Going for Growth programme as part of their plan to tackle New Zealand’s housing shortage. It is structured around three pillars that make system changes to address the underlying causes of the housing supply shortage. These are:

1. Freeing up land for urban development, including removing unnecessary planning barriers
2. Improving infrastructure funding and financing to support urban growth
3. Providing incentives for communities and councils to support growth.

Together, these three pillars have an objective of improving housing affordability by significantly increasing the supply of developable land for housing, both inside and at the edge of our urban areas. The timing of this new legislation is likely to change the timing of the next update to the FDS, particularly the following proposals:

- introducing Housing Growth Targets to require tier 1 and 2 councils to live zone 30 years’ worth of feasible development capacity in their district plans
- making the Medium Density Residential Standards (MDRS) optional for councils, subject to compliance with Housing Growth Targets
- enabling greenfield development and exploring changes to the National Policy Statement on Urban Development 2020 (NPS-UD) responsiveness planning policies and Future Development Strategies (FDS)
- introducing requirements to ensure councils enable appropriate levels of intensification in their urban areas, for example, around strategic transport corridors
- introducing new direction on mixed-use development
- removing the ability to set minimum floor area and balcony requirements.

- Regional deals

The Government has launched a framework to establish Regional Deals between central and local government with a focus on economic growth and productivity, delivering resilient critical infrastructure, and improving the supply of affordable, quality housing.

Regional Deals will be used to help coordinate capital investment between central and local government and will also be a tool to enable regions to utilise new and existing funding tools to fund and finance this infrastructure.

Cabinet has agreed to a staged approach for rolling out Regional Deals around the country with up to five regions being to provide straightforward basic proposals for a Regional Deal. The first deals are intended to be finalised in 2025. There will be further tranches of regions invited to put forward proposals.

- Local Water Done Well

Local Water Done Well is the replacement for the previous Three Waters Reform and is the Government's plan to address New Zealand's long-standing water infrastructure challenges. It recognises the importance of local decision making and flexibility for communities and councils to determine how their water services will be delivered in the future. Changes are proposed to the water services delivery system and to the water services regulatory system. Two bills have already been enacted with the third Bill to provide an expanded range of water services delivery models for councils to choose from. This includes new water organisations that can be owned by councils and/or consumer trusts. They are intended to have the flexibility to be financially independent from their council owners from a credit rating perspective.

Councils will retain legal responsibility and control of stormwater services but will have flexibility to choose the arrangements that best suit their circumstances.

There will be new mechanisms for the Minister of Local Government to address issues with local government water service providers.

The Government is proposing changes relating to the wastewater environmental performance standards that are being developed by Taumata Arowai under the Water Services Act. The legislation will be amended so there will be a single standard, rather than a minimum or maximum.

- Amended and new national direction

We are expecting four packages for consultation – housing, infrastructure and energy, farming and the primary sector, and emergencies and natural hazards. These packages will contain new national direction including on infrastructure and renewable energy, and amended pieces of national direction including the NPS IB, NPS HPL, NPS-UD, and NPS FM.

- A replacement act for the Resource Management Act

Central government is preparing a bill/s to replace the RMA with new resource management legislation based on the enjoyment of property rights, while ensuring good environmental outcomes. It is possible that it will look at splitting urban/spatial planning from environmental protection.

- Changes to the purpose of the Local Government Act

Cabinet has agreed to remove the four wellbeing provisions from the act and is encouraging local government to get back to basics, including:

review of the bylaws system, including enforcement

- looking into how councils recover costs from fees and charges
- exploring a collective approach to reduce insurance costs
- reviewing councils' transparency and accountability processes
- addressing constraints in councils' consultation and decision-making processes
- exploring whether there are efficiencies in the conduct of council business
- consider the greater use of shared services

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Part 1: Context

Introduction

This implementation plan is prepared to support the Future Proof Future Development Strategy (FDS) as per clause 3.18 of the National Policy Statement on Urban Development (NPS-UD).

The implementation plan sets out what the Future Proof partners will do to implement the FDS, including identifying those critical strategy enablers which are essential for the delivery of the strategy.

It does not form part of the FDS, does not carry any statutory weight and is not consulted on. It contains Future Proof's work programme and will be updated annually.

What is Future Proof?

The *Future Proof Strategy* is a 30-year growth management plan for the Hamilton, Matamata-Piako, Waipā and Waikato sub-region. The sub-region sits within the context of the broader Hamilton-Auckland Corridor, the Hamilton to Tauranga Corridor and Hamilton-Waikato Metropolitan areas, which encompasses adjacent areas such as Pukekohe and Drury in the north and Tauranga in the east. It also sits within the wider region and is surrounded by other regions. The work being undertaken to manage growth benefits from and provides benefits for this broader area.

The strategy provides a framework to manage growth in a collaborative way for the benefit of the Future Proof sub-region both from a community and a physical perspective. This sub-regional approach seeks to manage growth in a staged and coordinated manner and to address complex planning issues, especially infrastructure funding and cross-boundary matters.



The Future Proof Strategy sets a vision for the sub-region, supported by guiding principles which are grouped under six key interest areas:

- Effective partnerships, leadership & implementation
- Vibrant city centre connected to thriving towns, villages and rural communities
- Protection of the natural environment
- Affordable and sustainable resource use
- Genuine and equal partnership with taangata whenua/mana whenua
- Sustainable resource use and climate resilience.

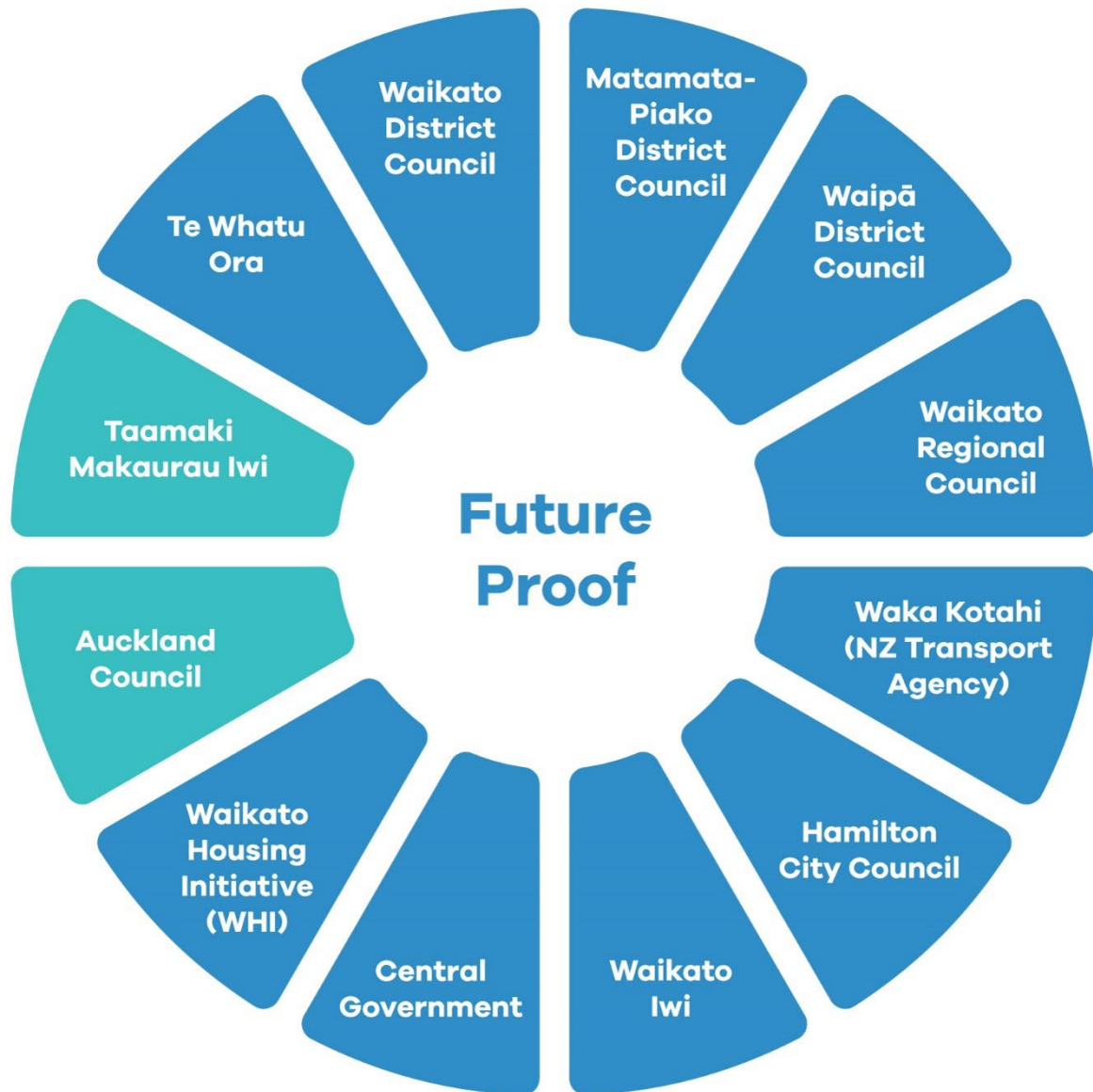
The Future Proof partnership has identified seven transformational moves for change. These transformational moves will provide major place shaping elements in implementing the Future Proof settlement pattern and moving towards a more sustainable form of urban growth development. The transformational moves are based around:

- Iwi aspirations
- Waikato River
- A comprehensive and fundamental evolution of our transport system
- A vibrant metro core and lively metropolitan and town centres
- Strong and productive economic corridors
- Thriving communities and neighbourhoods
- Water wise and water sensitive communities

The Future Proof Strategy can be found here: [The Strategy – Future Proof](#)

Who are the partners?

The Future Proof Partners are shown in the diagram below.

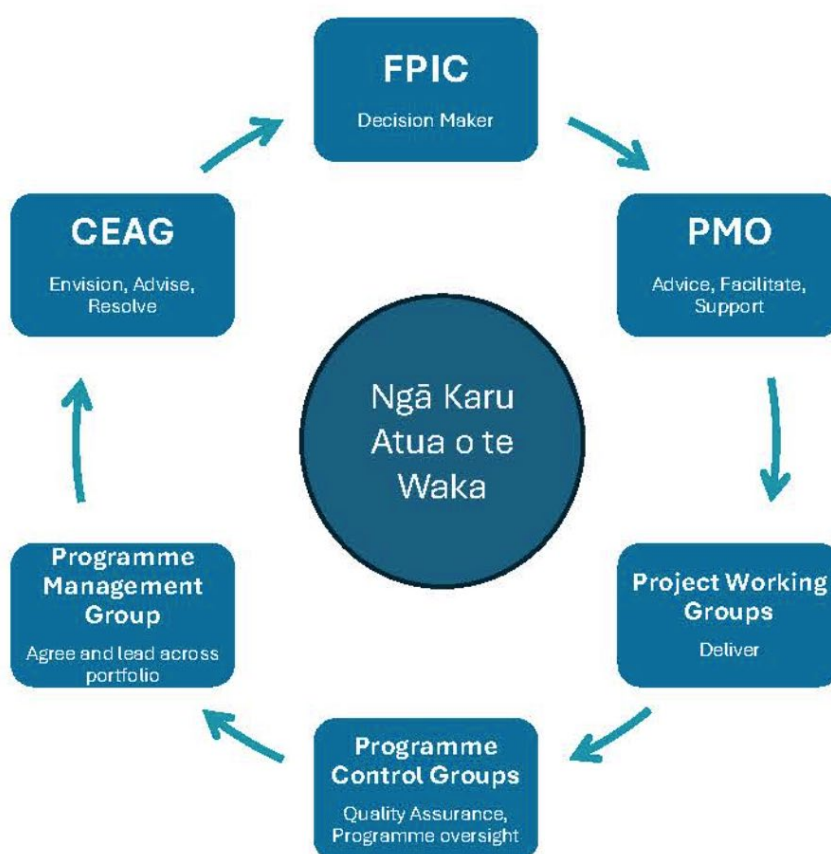


- Hamilton-Auckland Corridor Plan matters
- All Future Proof matters

Governance model

Governance of Future Proof is provided through the Future Proof Implementation Committee. The committee is made up of two elected members from each partner council and three representatives nominated by tangata whenua - one from the Tainui Waka Alliance, one from Waikato-Tainui and one from Ngā Karu Atua o te Waka. The Committee has additional representation from the Waka Kotahi the New Zealand Transport Agency and Te Whatu Ora.

The Committee receives advice from Ngā Karu Atua o te Waka, a forum providing input on matters relevant to tāngata whenua. The Chief Executives and managers from the partner organisations meet on a regular basis and are responsible for the overall management of Future Proof. The staff level working groups undertake the implementation tasks from the Future Proof Strategy.



What is the FDS?

The Future Proof partners¹ are required to have in place a future development strategy (FDS) under the NPS-UD. The purpose of an FDS is to *promote long-term strategic planning* by setting out how local authorities intend to:

¹ Hamilton city, Waikato and Waipā Districts area Tier 1 councils so are required to have an FDS in place; MPDC is strongly encouraged to have one.

- (i) achieve well-functioning urban environments in its existing and future urban areas; and
- (ii) provide at least sufficient development capacity, as required by clauses 3.2 and 3.3, over the next 30 years to meet expected demand;

An FDS also needs to assist in the integration of planning decisions under the RMA 1991 with infrastructure planning and funding decisions.

Every FDS must spatially identify the broad locations in which development capacity will be provided over the long term, in both existing and future urban areas, and the development infrastructure and additional infrastructure required to support or service that development capacity, along with the general location of the corridors and other sites required to provide it; and any constraints on development. Every FDS must include a clear statement of hapū and iwi values and aspirations for urban development.

Who is responsible?

Projects on the work programme will be undertaken by partners either individually or jointly. The Implementation Advisor will have oversight of the work programme and will report regularly to CEAG and FPIC.

How will progress be monitored?

A framework is being developed to assess progress against the seven Transformational Moves as set out in the Strategy.

How does the implementation plan work?

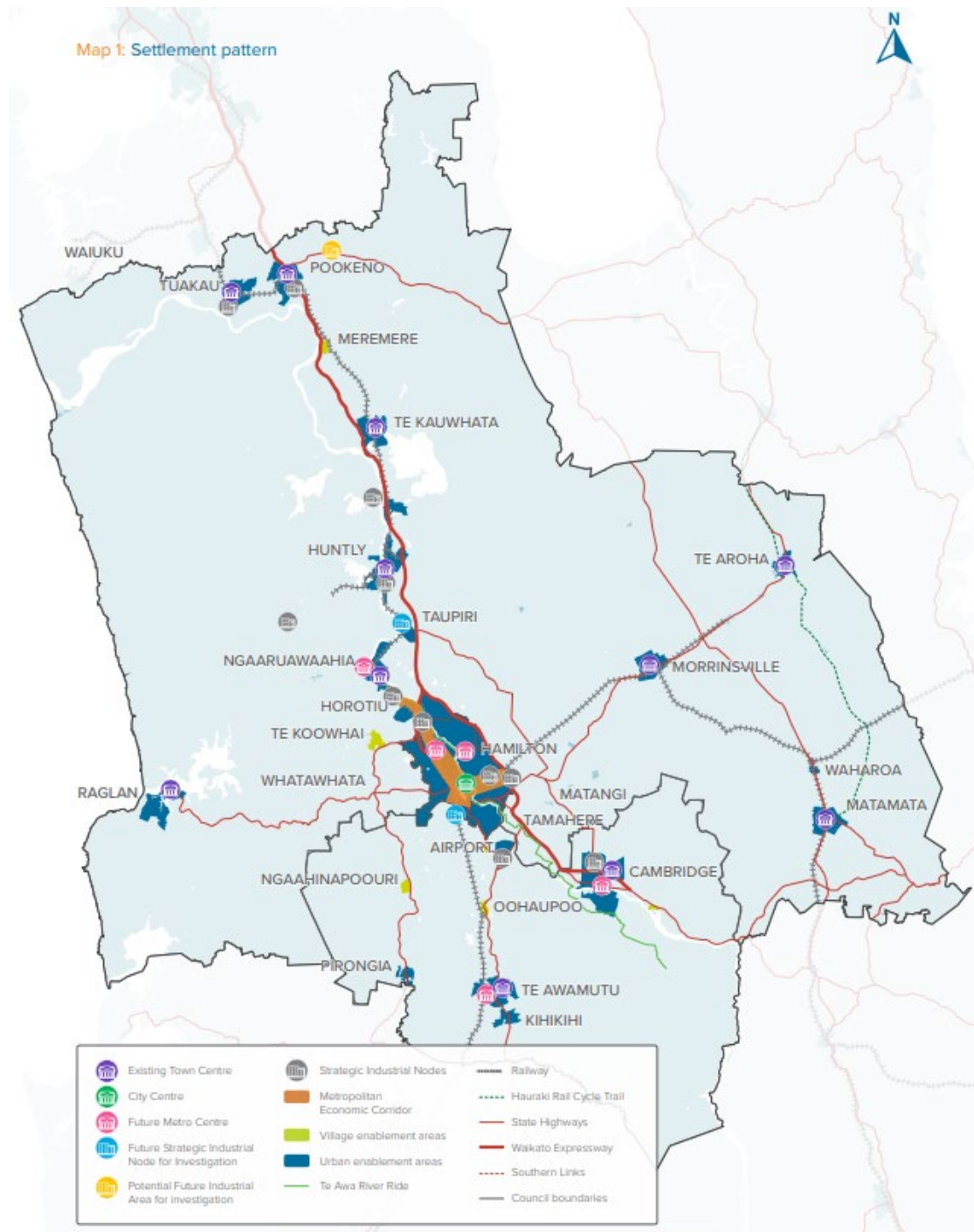
Part 3 identifies the critical strategy enablers which are those essential actions required to enable implementation of the strategy. These are the actions that, if not funded or resourced, will compromise the ability of the partnership to realise the strategy or will cause delays in its delivery.

Part 4 sets out the key actions from the Future proof work programme for implementing the strategy grouped by the Transformational Moves. It indicates who is the lead agency for each action, the supporting agencies and the working group responsible for overseeing the action. Where possible, the expected timing and cost is also listed.

Part 2: Realising the settlement pattern

The sub-region has a population of around 374,000 people as at 2023, and may grow to a population of around 550,000 by 2054 – a possible increase of around 180,000 people in the 30 year period.

The settlement pattern is the cornerstone of the growth management approach in the Future Proof Strategy. The settlement pattern is underpinned by a compact and concentrated spatial approach. This means that future development should be focused in (through infill and intensification) and around (through new growth areas) the key growth areas shown on the Future Proof settlement pattern map (Map 1).



Future Proof seeks to enable well-functioning and quality urban environments, based around transit-oriented development and connected centres. Urban areas are not just about providing development capacity – they must do so in a way that enables all people to provide for their social, economic, and cultural wellbeing, and for their health and safety, now and into the future.

Communities and jobs will be focused in and around centres and corridors in locations which are supported by both rapid and frequent public transport and walking and cycling transport options so that people have choice and opportunity to live close to where they work and play. Employment areas will be focused on corridors that can be easily accessed by people and for freight movements.

Where redevelopment takes place in existing urban areas (brownfield and infill areas) at higher densities, there will be a strong focus on achieving a high -quality, high amenity built environment with a range of housing types. In greenfield growth areas, there will be a similar focus on providing a high quality, high amenity built environment.

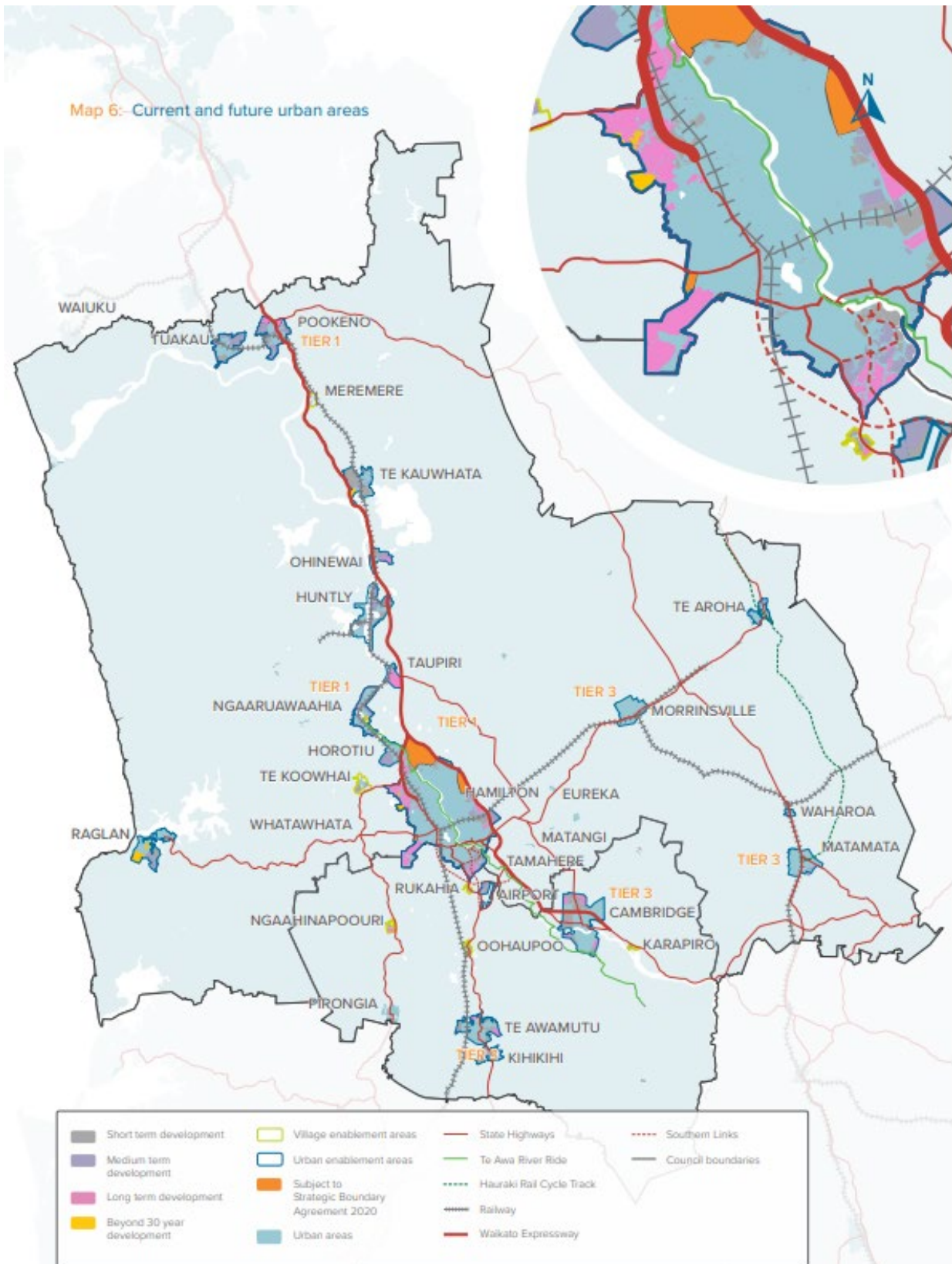
Development in greenfield growth areas will provide for a range of housing types, with some development occurring at higher densities to improve housing supply and affordability. Providing access to local employment, healthcare and educational opportunities and delivering green spaces and community facilities will be important when planning for development in greenfield growth areas.

These key locations for growth are identified on the Current and future urban areas map below as urban enablement areas. Limited growth is also expected in the village enablement areas shown on map 6. Defining the location of these areas will allow councils to stage and time key areas for development, providing more certainty for infrastructure providers and the community and resulting in more cost effective and efficient servicing and providing a clear break between urban settlements.

The maps representing the Future Proof settlement pattern provide the intended extent of urban areas. Definitive boundaries are to be determined by each territorial authority through robust planning processes, including structure planning and more detailed urban boundaries which will be determined in district plans.

The Current and future urban areas map (Map 6 - below), represents the Future Proof settlement pattern which has been agreed by the Future Proof partnership as where urban or village growth is to be enabled. It is also supported by the staging table which indicates the timing of areas being enabled for growth. Providing growth in these areas may require District Plan changes as well as provision of critical infrastructure. Long term plans, Regional Land Transport Plans and other forward planning instruments should include these projects.

Map 6: Current and future urban areas



Funding and financing infrastructure to cater for growth and increasing compliance requirements is one of the biggest issues facing the Future Proof partners. Despite these issues, the partners are working collaboratively on exploring ways in which new tools can be implemented to address funding constraints. This includes ensuring that funding for infrastructure is aligned across the partners. Water infrastructure as well as water availability will be key issues to be addressed.

While the sub-region has a substantial amount of plan-enabled residential capacity, there are significant infrastructure and feasibility constraints to being able to realise this capacity. These infrastructure constraints also affect the viability of our planned industrial land. To unlock the Future Proof settlement pattern, significant investment is required in infrastructure. There is a need for significant additional finance and the use of a wider variety of funding tools to support infrastructure investment.

Affordability of housing is a barrier to delivering well functioning urban environments, with the sub-region's housing markets failing to provide adequate, good quality affordable housing with long term security of tenure to meet the needs of the population. Without affordable housing that meets the needs of all communities, the potential for the sub-region to thrive in the long-term will be limited. A range of initiatives beyond simply increasing residential densities will be required to meet the affordable housing targets included in the strategy. In the first instance Futureproof will work with the Waikato Housing Initiative to understand what further actions might be required to achieve our targets.

There are also potential localised insufficiencies of industrial land around the periphery of Hamilton City which will need to be investigated to ensure an ongoing supply of industrial land to achieve our economic development aspirations. This may result in future changes to the settlement pattern.

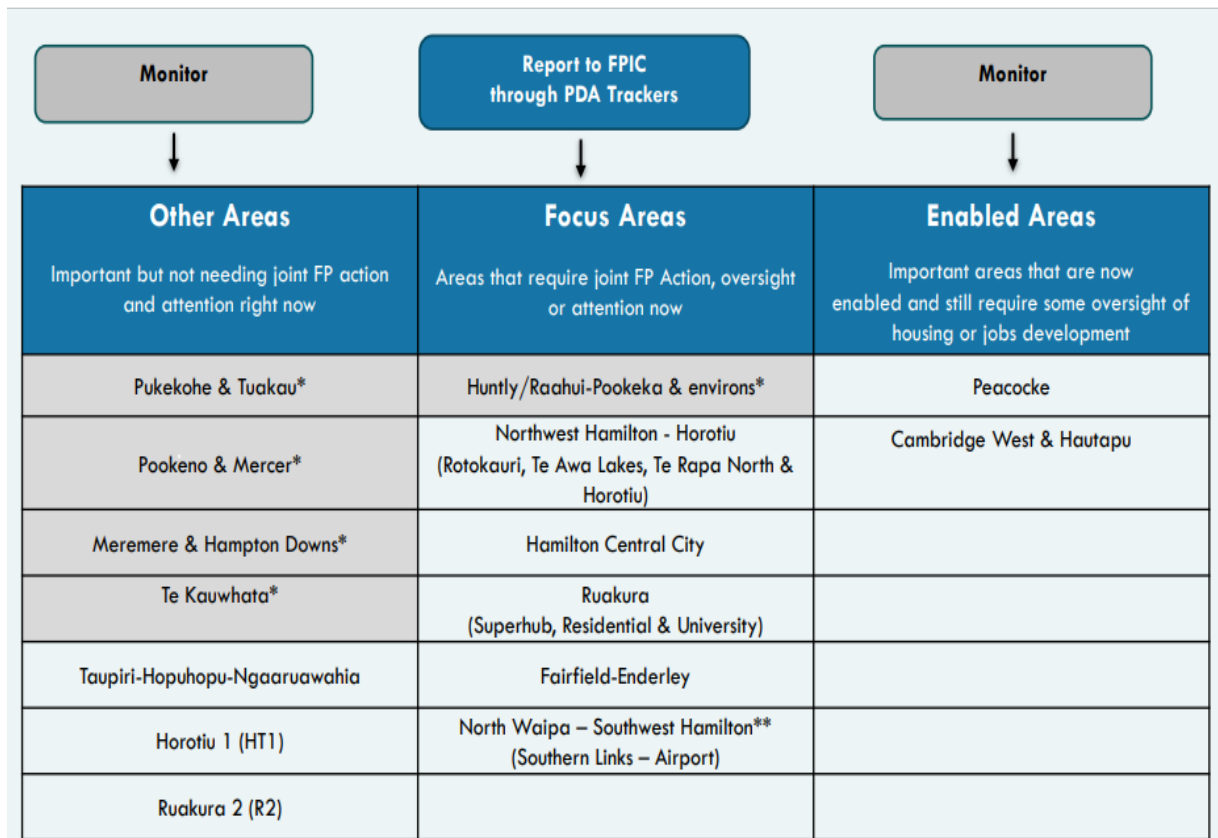
Priority Development Areas are a key tool for focussing implementation of the Future Proof Strategy. There are multiple Priority Development Areas (PDAs) within the Future Proof sub-region. These areas are individual or clusters of growth which, when fully enabled, deliver transformational outcomes at pace and scale.

The Future Proof team work together to identify and remove barriers to the delivery of the PDA's as well as tracking and monitoring progress.

PDAs are selected on the basis that they provide a focus on connecting key areas of the sub-region while supporting the core elements of transport, centres, the proposed economic corridor, and planned intensification and have potential to deliver social, economic, cultural and environmental wellbeing outcomes. They represent areas with significant barriers, or where immediate or priority initiatives have been identified to enable the Future Proof Strategy to be delivered. The areas also provide an opportunity to pilot new funding and finance tools prior to rolling these tools out to the wider sub-region.

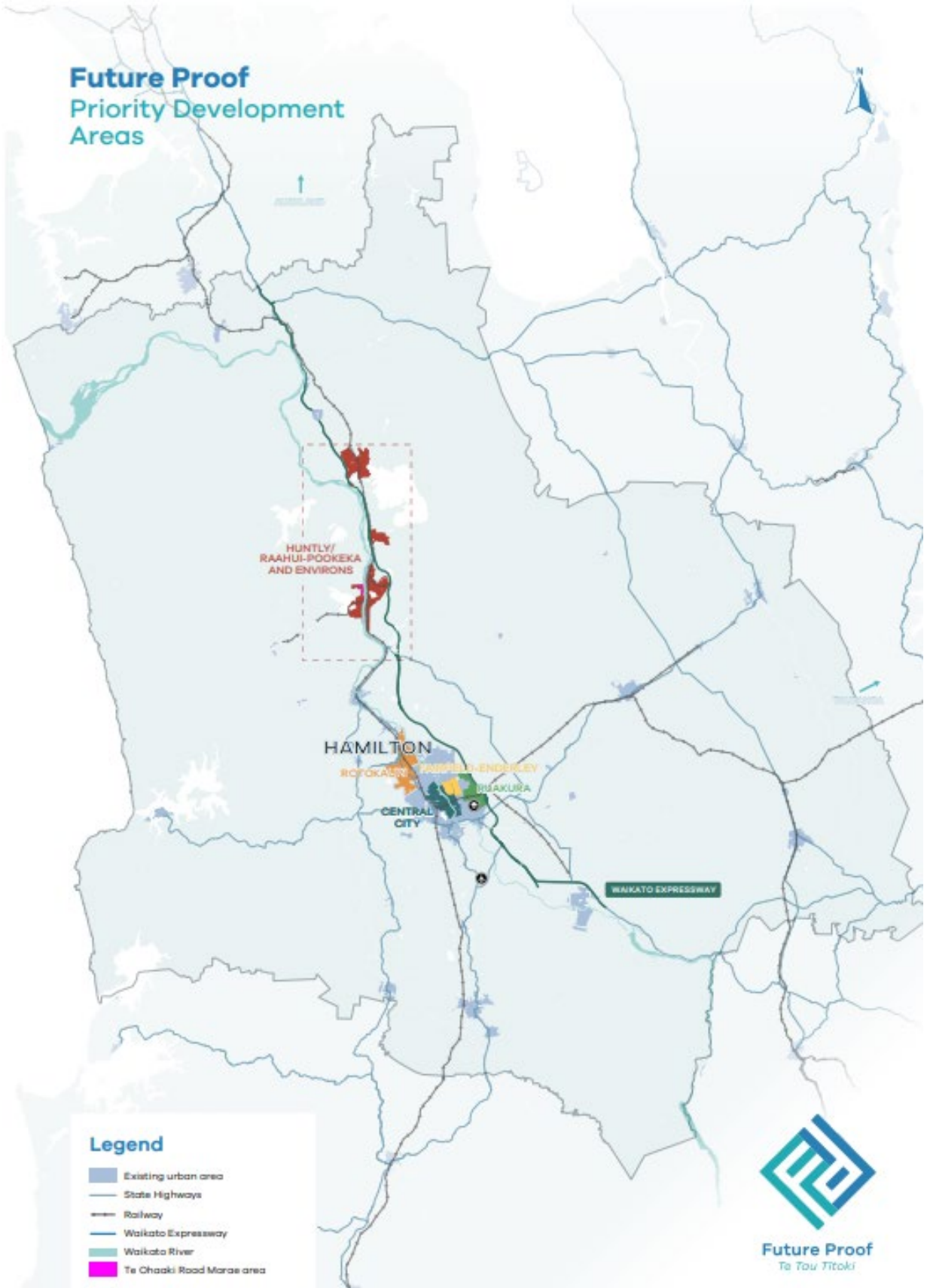
Investment and growth planning in other parts of the sub-region will continue to occur in line with the growth management directives of the Strategy. It is anticipated that the PDA locations, sequencing and timing will change across time depending on the priorities of the sub-region and current trends and influences. The Future Proof partnership provides the mechanism to evaluate PDAs, add new areas and/or alter the sequencing and timing of existing PDAs. The Implementation Plan will play an important role in monitoring and updating the PDAs, including reviewing the area that are identified as PDAs and which require immediate focus.

Resourcing is available for the ongoing planning for the PDAs but decisions on funding mechanisms are still uncertain.



** Note the Southern Links area is not on the Future Proof settlement pattern future urban growth, however there are joint partnership actions under way or signalled that require oversight and collaboration.

Future Proof Priority Development Areas



Part 3: Critical Strategy enablers

The table below is from the Future Proof Strategy and represents the critical elements that are needed to enable the strategy. Should these actions be delayed or not completed, the ability of the partnership to deliver the strategy will be compromised.

It does not include all projects needed to achieve the Future Proof Strategy principles and transformational moves, but highlights the essential projects required.

There is a lot of uncertainty surrounding infrastructure requirements, in particular timing and funding. There is also a more detailed infrastructure list contained in Appendix 1 of the Strategy. That list and the one below will be subject to change and is heavily dependent on other processes such as the outcome of Long-Term Plans and other funding plans.

The Implementation Plan will monitor and update the critical infrastructure list below.

Key:			
Timing		Cost indication	
Short	0 – 3 years	\$	<\$10m
Medium	3 – 10 years	\$\$	\$10-\$100m
Long	10 – 30 years	\$\$\$	>\$100m
		\$\$\$\$	>\$250m

Funding	
Funded	
Partially Funded	
Unfunded	

Critical Strategy Enablers:

Growth Area(s) Enabled ²	Critical Enablers	Lead Agency	Timing	Cost indication ¹	Funded/partially funded/unfunded
Huntly/Raahui-Pookeka (incl Ohinewai) <i>Enhanced community and economic wellbeing and enabling connectivity to other towns within the</i>	Huntly Wastewater Treatment Plant	Waikato DC	Short - Medium	\$\$\$	Partially LTP Funded

² Number of dwellings and areas of land enabled are indicative only.

Growth Area(s) Enabled ²	Critical Enablers	Lead Agency	Timing	Cost indication ¹³	Funded/partially funded/unfunded
<i>Auckland corridor.</i>					
Ngaruawahia - Hamilton	Northern Metro Area Wastewater treatment Infrastructure upgrades	Waikato DC, Hamilton CC	Short - Long	\$\$\$\$	Unfunded
	Variation 3:	Waikato DC	Short	\$	Funded
Hamilton City <i>The economic heart of the sub -region. Making the central city a place where people love to be with up to 4000 homes for 10,000 people by 2035.</i>	Pukete Wastewater Treatment Plant upgrades and expansion	Hamilton CC	Short - Long	\$\$\$\$	Partially Funded
	Upgrading three waters infrastructure networks	Hamilton CC	Short – Long (ongoing)	\$\$\$\$	Partially Funded
	Water Reservoirs and bulk water mains	Hamilton CC	Short - Long	\$\$\$\$	Partially funded
	Stormwater transformational moves (Blue-Green corridors) / Flood Hazard Management	Hamilton CC	Medium - Long	\$\$\$	Signalled for partial funding in LTP
	Northern water treatment plant	Hamilton CC	Long	\$\$\$\$	Unfunded Commence ment of project signalled in 2024-34 LTP.
	Plan Change 12: Enabling Housing Supply	Hamilton CC	Short	\$	Funded
	Plan Change: Inclusionary Zoning	Hamilton CC	Short	\$	Funded

Growth Area(s) Enabled ²	Critical Enablers	Lead Agency	Timing	Cost indication ³	Funded/partially funded/unfunded
Hamilton Central City, Frankton, Te Rapa, Ruakura	Continuation of bus and cycle network planning aligned to growth enabling a longer term transition to a bus based rapid transit network.	Hamilton CC, Waikato RC, Waka Kotahi	Short - Long	\$\$\$ (including capital and operational expenditure)	Partially funded
Ruakura <i>Enable integrated development anchored by an inland port operation creating thousands jobs alongside approximately 1600 homes for up to 4000 people</i>	Eastern Transport Corridor (Ruakura)	Hamilton CC, Waka Kotahi	Short	\$\$	Business Case underway
	Power substation upgrade	Transpower	TBC	TBC	To be determined – based on investment type
Rotokauri <i>Enable development of up to 3,500 homes</i>	Rotokauri Flood / Greenway Corridor	Hamilton CC	Medium	\$\$\$	Partially funded
	Rotokauri Arterials	Hamilton CC, Waka Kotahi	Short - Medium	TBC	Partially funded
Southern Hamilton and Airport	Bus Rapid Transit route investigations from city centre to Airport vicinity via Peacocke	Hamilton CC, Waipā DC, Waikato RC, Waka Kotahi	Medium - Long	\$\$\$ (including capital and operational expenditure)	Partially funded

Growth Area(s) Enabled ²	Critical Enablers	Lead Agency	Timing	Cost indication ¹	Funded/partially funded/unfunded
	Southern Links	Waka Kotahi	Medium	\$\$\$\$	The State Highway Investment Proposal 2024-34 includes provision for SH components of Southern Links
	Southern Sub-regional Wastewater Treatment Plan	Waipā DC, Hamilton CC	Medium - Long	\$\$\$\$	Partial funding for initial stages signalled in LTP
Cambridge <i>Will enable approximately 5,000 new dwellings prior to 2035</i>	Cambridge Wastewater Treatment Plant	Waipā DC	Short	\$\$\$	LTP Funded
Waipā and subregion – <i>part of nationally significance strategic road corridor linking to Tauranga and south to central and southern North Island</i>	Cambridge to Piarere	Waka Kotahi	Short - Long	\$\$\$\$	Identified in State Highway Investment Proposal and GPS
Cambridge, Te Awamutu and Kihikihi <i>to enable considerably denser residential development to occur through large parts of existing residential areas as well as in new</i>	Plan Change 26: Residential Zone Intensification	Waipā DC	Short	\$	Funded

Growth Area(s) Enabled ²	Critical Enablers	Lead Agency	Timing	Cost indication ¹	Funded/partially funded/unfunded
<i>greenfield areas.</i>					

¹ The cost indications are best estimates only based on long-term plans, regional and national land transport plan and other infrastructure and funding documents.

Monitoring Implementation and Refining the Strategy

There are also a number of critical actions needed to ensure that the strategy is continuing to provide sufficient development capacity together with well-functioning urban environments. The table below outlines the key, short term actions that are needed to monitor and implement the strategy, and to respond to changes in policy direction as they may emerge. The Future Proof partnership has responsibility for the actions listed below.

Critical action	Timing	Cost indication ¹	Funded/partially funded/unfunded
Monitor and continually refine the critical infrastructure list	Ongoing	\$	Funded
Investigate new funding and financing tools and other potential options to facilitate development of the settlement pattern	Ongoing	\$	Funded
South Hamilton/ North Waipa integrated land use and infrastructure study to inform design of future infrastructure and future strategy reviews	Short	\$	Funded
Hamilton to Tauranga corridor	Short	\$	Funded
North Waikato Transport Connections study	Short	\$	Funded
Review of the Futureproof Water Strategy	Short	\$	Funded
Review of the Priority Development Areas	Short	\$	Funded

Part 4: Key Actions

The key actions are summarised below with more detail on each action included in **Appendix 1**. The key actions are grouped by working group in **Appendix 2**.

Transformational Move 1: Iwi aspirations

Enhancing the environmental health and wellbeing of the Waikato River in accordance with Te Ture Whaimana o Te Awa o Waikato – Vision and Strategy for the Waikato River, while supporting iwi and mana whenua in embracing social and economic opportunities within the sub-region. For Waikato Tainui this is a specific emphasis on Hopuhopu and Ruakura, and Meremere in the longer term after Ruakura, for other mana whenua groups within the sub-region will include land use aspirations to build papakaainga housing or horticulture/agri-culture farming transformations to name a few. Other iwi and mana whenua groups have high populations of their people living within the subregion and may also wish to pursue social, economic and other opportunities within the sub-region.

#	Project	Lead agency	Support agency	Expected timing	Funding committed
1.1	Continue to support the delivery of the Ruakura PDA and progress a plan change for the industrial land signalled to the east of the WEX.	Future Proof partners TGH	NZTA Waikato DC	Years 1 -3	Future Proof operational Budget
1.2	Continue to support the delivery of the Raahui Pookeka Huntly and Environs PDA	WDC Matawhaanui Trust Kainga Ora	Ngaa Muka Te Puni Kookiri Waahi Whaanui Trust Waikato-Tainui NZTA Waka Kotahi Min Education MHuD Te Whata Ora Health NZ	ongoing	Future Proof operational Budget
1.3	Review of land parcels that are being returned to Waikato-Tainui	Waikato-Tainui	Future Proof	TBD	TBD

Transformational Move 2: Waikato River

Give effect to Te Ture Whaimana o Te Awa o Waikato - the Vision and Strategy – including by celebrating the Waikato River as the defining ecological feature connecting the metro area to the heart of a blue-green network supporting environmental and recreational use and creating a sense of place. While our current focus is on the Waikato River catchment and Te Ture Whaimana, our approach also highlights the importance of other river catchments in the sub-region such as the Paiko, Waitoa and Waihou.

#	Project	Lead agency	Support agency	Expected timing	Funding committed
2.1	Update the strategy to reflect the review of Te Ture Whaimana o te Awa o Waikato	Waikato-Tainui	Future Proof partners	Years 1-3	TBD
2.2	Review the Future Proof Water Services Strategy	Future Proof partners		Years 1-3	Yes

Transformational Move 3: A comprehensive and fundamental evolution of our transport system

Transform our transport system to a resilient multi-modal transport network, that connects the metro area and supports our rural communities through a transformational shift to using public transport, active travel modes and inter-regional rail where possible. This will be achieved through interventions such as, the establishment of a rapid and frequent public transport network, efficient freight networks and comprehensive walking and cycling networks shaped around where and how our communities will grow.

#	Project	Lead agency	Support agency	Expected timing	Funding committed
3.1	Complete Bus Rapid Transit Proof of Concept Study	HCC/WRC	Waka Kotahi	Years 1-3	Yes
3.2	Complete Freight & Logistics Study	HCC/WRC	Waka Kotahi	Years 1-3	Yes
3.3	Complete Bus Rapid Transit Funding & Financing Study	HCC/WRC	Waka Kotahi	Years 1-3	Yes
3.4	Complete PT Pathways project	WRC/HCC	WDC/Waipa	Years 4 -10	Yes
3.5	Prepare a Rural Access Strategy/Waikato Urban Programme	WRC	Iwi, Waka Kotahi, Waipa DC, Waikato DC, MPDC	Years 4-10	No

#	Project	Lead agency	Support agency	Expected timing	Funding committed
3.6	Northern Waikato Public Transport & Active Modes Improvement Programme	Waikato DC	WRC, Waka Kotahi	Years 1-3	Yes

Transformational Move 4: A vibrant metro core and lively metropolitan and town centres

Growing Hamilton central city as our civic, administrative, cultural and commercial metro core,

alongside lively metropolitan and town centres, well connected by public transport and safe walking and cycling networks, where people can afford to live, work and play.

#	Project	Lead agency	Support agency	Expected timing	Funding committed
4.1	Continue to support the delivery of the Hamilton Central PDA	Future Proof partners	Kainga Ora NZTA Waka Kotahi Ministry Education	Years 1-10	Future Proof operational budget \$150.6m IAF Grant LTP Funding
4.2	Develop a Town Centre Plan for Ngaaruawaahia	Waikato DC		Years 1-3	Yes
4.3	Develop a Socio-economic Master Plan for Raahui Pookeka/Huntly	Waikato DC	Mana whenua Taangata whenua Future Proof Partners	Years 1-3	Yes

Transformational Move 5: Strong and productive economic corridors

Establishing economic corridors that connect our centres of production to our metro areas of employment and our ports and airports with a particular emphasis on access to the highly productive employment areas between Hautapu, Ruakura, Hamilton central city and north to Horotiu and Ngaaruawaahia.

#	Project	Lead agency	Support agency	Expected timing	Funding committed
5.1	Prepare an integrated spatial framework – North Waipa/South Hamilton	Future Proof	Hamilton City Council Waipa District Council Waka Kotahi	Years 1-3	Yes
5.2	Prepare an economic and connectivity spatial concept for the Hamilton to Tauranga Corridor	Future Proof	Matamata-Piako District Council Waipa District Council Waka Kotahi, SmartGrowth	Years 1-3	Yes

Transformational Move 6: Thriving communities and neighbourhoods

Enabling quality employment and denser housing options that allow our natural and built environments to coexist in harmony increasing housing affordability and choice, improving access to employment, supported by community facilities to meet the needs of growing and changing communities.

#	Project	Lead agency	Support agency	Expected timing	Funding committed
6.1	Understanding Retirement Sector Demand	Future Proof	TA partners	Years 1-3	No
6.2	Investigate coordinated subregional approach to affordability and inclusionary zoning	HCC, Waipa DC, Waikato DC	WRC, Kainga Ora	Years 1-3	Part
6.3	Continue to support the delivery of the Fairfield/Enderley PDA	Future Proof Partners	HCC Kainga Ora	Ongoing	Future Proof operational Budget
6.4	Continue to support the delivery of the Northwest Hamilton/Horotiu	Future Proof partners	HCC	TBD	Future Proof operational Budget

Transformational Move 7: Water wise and water sensitive communities

Grow and foster waterwise communities through a fundamental shift and approach that places sustainability, resilience and environmental protection at the heart of our urban water planning and ensuring that urban water management is sensitive to natural hydrological and ecological processes.

#	Project	Lead agency	Support agency	Expected timing	Funding committed
7.1	Post completion of the Water Services Strategy determine a programme of further work including potentially a water services programme business case and subsequent detailed business cases	HCC, Waipa DC, Waikato DC, MPDC	WRC	Years 1-3	No

Portfolio Management, Funding and Financing

These are actions that relate to the management of Future Proof and exploration of general funding and financing options rather than a specific transformation move.

#	Project	Lead agency	Support agency	Expected timing	Funding committed
8.1	Review the Vision and Transformational Moves ahead of the next iteration of the strategy to ensure they are appropriate and reflect current priorities.	FPIC		Years 1-3	Yes
8.2	Monitor and continually refine the Critical infrastructure list	Future Proof		Ongoing	Yes
8.3	Respond to Central government changes such as potential future city/region deals, RIF funding etc.	FP – City Region Deal Sub Group, Implementation Advisor		Years 1-3	
8.4	Develop an interactive, web based viewer that helps partners, stakeholders and the public visualise how the region will change over the next 30 years	FP partners	WRC, HCC (mapping support)	Years 1-3	TBD
8.5	Preparation of the 2027 FDS	FP Partners		Years 1-3	Yes

Part 5: Implementation Risks

There is uncertainty in any long-term strategy. Circumstances can change dramatically through factors over which the partners have no control. In the context of a long-term strategy such as Future Proof, it is essential that changes in the operating environment are tracked. This will be done through monitoring the KPIs as well as reporting on and by updating this Implementation Plan annually. The main risks and uncertainties for Future Proof are outlined in the table below:

Uncertainty / Risk	Extent	Mitigation
Population Growth	<ul style="list-style-type: none"> • A planning scenario of around 550,000 population with an additional 90,000 dwellings in the next 30 years. • This scenario is based on the 'high' population projection for the Future Proof sub-region. • There are many factors that influence population growth, and given the significant population growth - approximately 180,000 more people - there is a degree of uncertainty associated. 	<ul style="list-style-type: none"> • The inherent uncertainty in population projections cannot be removed, but it can be managed to a more acceptable degree of uncertainty. The projections used are based on an agreed methodology. To help manage the uncertainties, projections are reviewed regularly and adjusted as new information arises—such as Census data or similar. • Programmes and plans, such as Long-Term Plans, 30-year infrastructure strategies and other nearer term initiatives, all review and monitor the projections. • The partners will consider opportunities to pivot work programmes/projects, including accelerating or slowing projects to enable a delivery pipeline.
Achievability of intensification	<ul style="list-style-type: none"> • The Future Proof Strategy assumes a significant level of intensification within the existing urban areas to achieve a compact and concentrated settlement pattern. • Intensification may not occur to the level anticipated due to factors such as infrastructure constraints and market issues. 	<ul style="list-style-type: none"> • Future Proof will continue to monitor this evolving situation and consider any actions required to achieve the desired settlement pattern.

Uncertainty / Risk	Extent	Mitigation
Infrastructure (cost and delivery)	<ul style="list-style-type: none"> • Rising costs of construction • Significant infrastructure constraints that need to be overcome to enable the settlement pattern 	<ul style="list-style-type: none"> • Future Proof will actively monitor the situation and work on infrastructure and funding solutions.
Funding availability	<ul style="list-style-type: none"> • Current funding sources will be inadequate to deliver the strategy and settlement pattern. 	<ul style="list-style-type: none"> • The Future Proof Partners are working closely to identify alternative funding sources to enable implementation.
Uncertainty around future development aspirations for Maaori-owned land	<ul style="list-style-type: none"> • There are clear spatial priorities for taangata whenua in the sub-region. However, there is uncertainty associated with the large number of land holdings that have rights of first refusal over them and what actions might be required to enable their use and development. 	<ul style="list-style-type: none"> • Future Proof contains an action to work with Waikato-Tainui on a review of land parcels that are being returned • The Future Proof Partners will continue to monitor the situation,
Delivery risk	<ul style="list-style-type: none"> • The Future Proof Strategy will rely on coordinated actions and investment decisions by a number of different organisations and agencies working together over multiple planning and investment cycles. • Decisions made via the proposed Fast Track legislation have the potential to compromise the delivery of the strategy. 	<ul style="list-style-type: none"> • The Future Proof model is intended to manage this risk by providing a mechanism for regular review and alignment conversations.
Changes in Government policy	<ul style="list-style-type: none"> • Changes in Government policy and priorities (eg transport, waters, housing, funding) may require change or reprioritisation. 	<ul style="list-style-type: none"> • Future Proof will track these changes and make adjustments to the Strategy and Implementation Plan as required. • These adjustments should refine the strategy to meet changing circumstances—but without changing the overarching vision and core principles of Future Proof. • If possible, the partners will consider opportunities to pivot

Uncertainty / Risk	Extent	Mitigation
		work programmes/projects in accordance with changes in Government policy.

Part 6: Monitoring and Adaptive Approach

The Implementation Plan will be reviewed and updated in alignment with partner’s funding plans. The Plan will be updated on an annual basis and will be regularly monitored and reported on. This Plan is also linked to the Future Proof KPIs.

Appendix 1: Detailed key actions

#	Key Action
1.1	<p>Continue to support delivery of the Ruakura PDA</p> <p>Ruakura is identified as a priority development area which is an area which requires a partnership approach to deliver. Its purpose is to deliver a prosperous community delivering major economic, social, environmental and cultural benefits to New Zealand.</p> <p>It includes the delivery of the Ruakura Superhub and additional housing. Actions include the progressing the Ruakura Eastern Transport Corridor Business Case.</p>
1.2	<p>Continue to support delivery of the Raahui Pookeka Huntly and Environs PDA</p> <p>The purpose of the Raahui Pookeka Huntly and Environs priority development area is to enhance community and economic wellbeing and enable connectivity to other towns within the Hamilton to Auckland corridor. It includes the delivery of improved transport choices and social infrastructure, alongside greenfield and brownfield housing.</p>
1.3	<p>Review of land parcels that are being returned to Waikato-Tainui</p> <p>Waikato-Tainui has been in negotiations with the Crown to see the return of significant whenua. Once this whenua has been returned, a review of how these land parcels fit into the Future Proof Strategy should be undertaken.</p>
2.1	<p>Update the strategy to reflect the review of Te Ture Whaimana o te Awa o Waikato</p> <p>Te Ture Whaimana is the primary direction setting document for the Waikato River and activities within its catchment and was reviewed in 2011 with no amendments made. Under the Waikato-Tainui Raupatu Claims (Waikato River) Settlement Act 2010, clause 19, the review of Te Ture Whaimana is to be initiated no later than 10 years from the previous review. Therefore, this is the first major review of Te Ture Whaimana since it was established more than 10 years ago as a key part of the River Settlement.</p> <p>Once the Te Ture Whaimana review is completed, the Future Proof Strategy will need to be reviewed to identify any changes needed as a result.</p>
2.2	<p>Review the Future Proof Water Services Strategy</p> <p>The Future Proof partners developed a Sub-Regional Three Waters Strategy in 2012 to set out how water, wastewater and stormwater will be managed over a 50 year period. 12 years on this document is now due to be updated to reflect the current context and revisions to the Future Proof Strategy. Changes include:</p> <ul style="list-style-type: none"> - The criticality of addressing climate change and ensuring the climate resilience of communities; - The maturing of Taangata Whenua partnerships and embedding of Te Ture Whaimana o Te Awa o Waikato; - Changes in the regulatory landscape for water management and services, and national debate on institutional arrangements; - The expansion of the Future Proof partnership to include Matamata Piako District Council which exists in the catchments of the Waihou and Piako rivers and relevant aspects of the Hauraki Collective treaty settlement.
3.1	<p>Complete Bus Rapid Transit Proof of Concept Study</p> <p>A core recommendation of the Hamilton Waikato Metro Spatial Plan Programme Business Case (PBC) was that a bus rapid transit (BRT) system is investigated for the sub region with a focus on Hamilton. Bus Rapid Transit has not been studied in detail in Hamilton, nor in New Zealand cities outside major centres such as Auckland, Wellington and Christchurch. The intent of this BRT Proof of Concept Study is to provide confidence among stakeholders and Future Proof partners that a BRT concept is technically feasible</p>

#	Key Action
	<p>in Hamilton and to broadly define what a fit-for-purpose BRT would involve from a physical and operational perspective. The work will help build understanding and alignment around what BRT could be to inform future investigations with workable, well-defined inputs for options development and testing.</p> <p>The BRT study will:</p> <ul style="list-style-type: none"> • Benchmark potential solutions for Hamilton against BRT systems in other relevant cities around the world • Provide recommendations with respect to the characteristics of such a system including some specific guidance around alignments, river crossings and operations • Demonstrate how a future BRT would fit into the local movement and public transport networks • Define, conceptually, the form and function of central city interchanges, in particular Anglesea Street (interface with IAF project) and the existing interchange. Define bus system requirements to inform the future investigations
3.2	<p>Complete Freight & Logistics Study</p> <p>The Future Proof Metropolitan Spatial Plan (MSP) Transport Programme Business Case (PBC) 2022 set out a high-level analysis of road and rail freight considerations in the metro area. However, the Future Proof Partners agreed that they would like to understand more about both current and future freight movements, needs and impacts. Concurrently, Hamilton City Council was seeking to update and inform its existing freight guidance and seek guidance on asset management planning for the future. Management of freight access on a route and corridor level is likely to be an operational need in the urban areas of the metro and is also a key consideration for this study. This is especially important as the Future Proof Partners focus on developing long-term public transport networks. The recent investments in inland ports at Horotiu and Ruakura linked to seaports at Auckland and Tauranga, cements the role of the MSP area in freight and logistics.</p>
3.3	<p>Complete Bus Rapid Transit Funding & Financing Study</p> <p>Bus Rapid Transit (BRT) would improve public transport accessibility and mode share and support intensification along identified corridors. It would consist of buses using dedicated corridors and/or bus priority measures. It is a key part of the longer term strategy identified in the Transport Programme Business Case. In order to deliver BRT, the partners will need to determine how the network changes are to be funded.</p>
3.4	<p>Complete PT Pathways project</p> <p>The PT Pathways project is aimed at aligning public transport infrastructure with growth and public transports services via the PT Pathways study. It will look for operational improvements to the public transport network including transitioning to a low-emission fleet, demand-responsive services and integrated ticketing. Introducing peak and more frequent off- peak bus services between towns.</p>
3.5	<p>Prepare a Rural Access Strategy/Waikato Urban Programme</p> <p>A project scoped and approved by the Transport Project Control Group that would utilise the Tainui Waka Alliance and the Mana Whenua Kaitiaki Forum Scoping led by Shane Solomon and WRC incorporating some elements of existing WRC community planning that seeks to develop a programme of work for Marae and surrounding areas that builds on existing workstreams to improve access to rural marae and adjacent communities to address some of the concerns around accessibility raised as part of the 2022 MSP</p>

#	Key Action
	<p>transport PBC. Study would include information on current and future rural access needs, based on targeted engagement information on how access issues are affecting rural people’s lives, based on targeted engagement and develop a programme that contributes to packages of interventions, the pace and scale required to deliver them, costs and a sequenced pathway for delivery to meet the 2035 reduction target. Essentially, the work would help iwi and partners to understand how rural communities might best access the metro areas in the future. Works on the basis of Marae potentially acting as a long term focus for a form of community transport that goes beyond healthcare needs.</p> <p>This would involve partnering with Health Agencies and MOE to explore opportunities for future public transport services and demand responsive (incl. ride share) transport. This would be a partnerships and service response rather than infrastructure led but would include links to rural cycleways that may provide opportunities to improve health and access.</p>
3.6	<p>Northern Waikato Public Transport & Active Modes Improvement Programme This project will look at short, medium and longer term public transport opportunities and interventions for better connecting the northern Waikato and southern Auckland. This work will also align with the northern Waikato southern Auckland concept plan.</p>
4.1	<p>Continue to support delivery of the Hamilton Central PDA The purpose of this priority development area is to ensure that Hamilton central city is the economic heart of the sub-region and to make the central city a place where people love to be. The PDA includes the delivery of the Infrastructure Acceleration Funded projects to enable up to 4000 homes by 2035 in the central city and surrounds.</p>
4.2	<p>Develop a Town Centre Plan for Ngaaruawaahia As part of the review of the Ngaaruawaahia and Surrounds Structure Plan (2017) the development of a Town Centre Plan for Ngaaruawaahia was identified. The project commenced in late 2022 and is expected to be completed by September 2024.</p>
4.3	<p>Develop a Socio-economic Master Plan for Raahui Pookeka/Huntly Raahui Pookeka has many socio-economic opportunities to better support the social, cultural and economic wellbeing of its residents. Investment in the cultural, social and economic sectors is vital to the success of the township. WDC recognises this and is seeking to develop a plan to put the opportunities in writing. WDC has roles, such as Economic Development Advisor and Community-led Development Advisor, to ensure there is a connection and clear understanding of the socio-economic issues within the community. WDC will prioritise work with marae to understand and prioritise their aspirations at the local and central government levels so they are represented in the Plan.</p> <p>Additionally, priority has been placed on Raahui Pookeka at a Sub-Regional Future Proof level. Raahui Pookeka has been identified as a Priority Development Area (PDA), and subsequently a working group consisting of central and local government agencies and mana whenua partners has been established.</p>
5.1	<p>Prepare an Integrated Spatial Framework – North Waipa/South Hamilton This action is in response to ongoing interest in development of this area. The approach will be to create concept plans that provide sufficient detail on the function of this and how it connects to other parts of the region to clarify key infrastructure and planning</p>

#	Key Action
	requirements to enable their development where appropriate. It will include Southern Links, Ōhaupo, Rukuhia, Hamilton Airport, and surrounds.
5.2	<p>Prepare an economic and connectivity spatial concept for the Hamilton to Tauranga Corridor</p> <p>This action is in response to ongoing interest in this area and recognises the connection between the Future Proof sub-region and the western Bay of Plenty sub-region. The approach will be to create a concept plan that provides sufficient detail on the function of this and how it connects to other parts of the region to clarify key infrastructure and planning requirements to enable development where appropriate. It will include Hautapu-Matamata-Waharoa-Hinuera, and surrounds.</p>
6.1	<p>Understanding Retirement Sector Demand</p> <p>There is ongoing pressure in the subregion for new retirement living developments, particularly in the rural area. With an aging population, it is likely that this pressure will increase. Further work is needed to assess the level of demand and where retirement living should best be provided/enabled.</p>
6.2	<p>Investigate a coordinated subregional approach to affordability and inclusionary zoning</p> <p>The lack of affordable housing in the subregion is well recognised. Future Proof's response will include the following:</p> <ul style="list-style-type: none"> • Joint approach to inclusionary zoning • set measurable targets/definitions for determining affordability - such as linked to median household incomes - to ensure that any new affordable housing that is provided is genuinely affordable to households on low to moderate incomes and backed by a strong understanding of the local housing needs. • further work with urgency should also be undertaken to define the housing range and typology KPI on p111. • Investigate opportunities to address housing affordability issues and advocate for use of a full range of measures which focus on both demand and supply, in conjunction with the Waikato Housing Initiative. Opportunities include infrastructure funding arrangements which aim to reduce council balance sheet impacts, affordability targets in new developments, promoting smaller dwellings, the use of the <i>Specified Development Projects</i> process, betterment and concessional funding. • Provide an appropriate level of public, social and rental housing in current and future growth areas. This includes working with Kainga Ora and community housing providers on identifying public housing redevelopment opportunities.
6.3	<p>Continue to support delivery of the Fairfield/Enderley PDA</p> <p>The Fairfield/Enderley priority development area is a regeneration area where it is intended to enable good quality, affordable housing choices and to improve the wellbeing of the community.</p>
6.4	<p>Continue to support delivery of the Northwest Hamilton/Horotiu PDA</p> <p>The Rotokauri priority development area is a greenfield area. It requires the delivery of strategic infrastructure to enable development of up to 3,500 homes for around 9000 people.</p>
7.1	<p>Post completion of the Water Services Strategy determine a programme of further work including potentially a water services programme business case and subsequent detailed business cases.</p> <p>Three waters resources, infrastructure and services are both an enabler and a key constraint for sustainable development and growth in the metro area. The delivery of</p>

#	Key Action
	<p>integrated and sustainable three waters services is essential for the sub-region to grow over time.</p> <p>Te Ture Whaimana is the key direction-setting document for the sub-region which requires the way in which we plan in relation to the three waters to undertake a paradigm shift. The ability for wastewater and stormwater to be treated adequately and for environmental impacts on receiving environments to be addressed is a key issue in relation to the growth of the sub-region. The availability of fresh water for households and businesses is also a critical issue which will need to be addressed in order to deliver the Future Proof settlement pattern.</p> <p>The Three Waters programme business case and subsequent detailed business cases set out how to deliver the required waters resources, infrastructure and services in a way that is best for river.</p>
8.1	<p>Review the Vision and Transformational Moves ahead of the next iteration of the strategy to ensure they are appropriate and reflect current priorities.</p> <p>The Transformational Moves were initially prepared as part of the Hamilton Waikato Metro Spatial Plan and then incorporated into the overall strategy. While minor changes have been made to better reflect the subregion as a whole, FPIC would like the opportunity to take a more detailed look at the Transformation Moves.</p>
8.2	<p>Monitor and continually refine the critical infrastructure list</p> <p>The critical infrastructure list highlights the key infrastructure needed to support the Future Proof settlement pattern. It is not an exhaustive list and there is a lot of uncertainty around infrastructure requirements and funding. This list will need to be monitored as it will be subject to change and is heavily dependent on other processes such as Long-Term Plans.</p> <p>The ability to provide infrastructure to support growth, both infill and greenfield, has been identified as a key constraint to delivery of the strategy. The following additional actions are proposed to address this:</p> <ul style="list-style-type: none"> • continue to work towards providing certainty around infrastructure provision to support the settlement pattern. • Identify and adopt new funding and financing models for infrastructure, along with the creation of an infrastructure pricing model that sees levies reinvested in the infrastructure being utilised.
8.3	<p>Respond to Central government changes such as potential future city/region deals, RIF funding etc.</p> <p>Central government policy is constantly evolving. Future Proof will need to actively monitor, contribute and assess how to work within this changing landscape such as the imminent “Going for Growth” changes. Future Proof will also continue work on a City/Region Deal. This will include look at various funding mechanisms such as Value Capture to advance implementation & delivery of the FDS. Future Proof will need to determine sub-regional investment priorities and level of commitment from partners appropriate to priorities</p>
8.4	<p>Review and refine PDA criteria and priorities</p> <p>There are currently 21 Priority Development Areas with five focus areas across the sub-region. Following the review of the FDS, changes to Government funding and priorities alongside progress in some of the focus PDA areas it is now timely to review the PDA framework and priorities to ensure alignment with transformational outcomes.</p>
8.5	<p>Preparation of the 2027 FDS</p>

#	Key Action
	<p>This will include the preparation of evidence to support the FDS such as:</p> <ul style="list-style-type: none"> • Updated projections based on the 2023 census data. • The Market and Locality report prepared for Future Proof by Formative Ltd. • An updated HBA based on a refined process (see above) • The retirement living work (Action 6.1) • The integrated spatial frameworks/spatial concepts (Actions 5.1-5.4) <p>Other key inputs include the Te Ture Whaimana review and any updates to legislation and policy.</p>

Appendix 2: Actions by Working Group

The following list shows the actions that each Future Proof entity is responsible for. These groups may not always be the 'lead' agency but they are required to oversee the action.

Waters Working Group

2.2 Review the Future Proof Water Services Strategy
7.1 Post completion of the Water Services Strategy determine a programme of further work including potentially a water services programme business case and subsequent detailed business cases

Transport Working Group

3.1 Complete Bus Rapid Transit Proof of Concept Study
3.2 Complete Freight & Logistics Study
3.3 Complete Bus Rapid Transit Funding & Financing Study
3.4 Complete PT Pathways project
3.5 Prepare a Rural Access Strategy/Waikato Urban Programme
3.6 Northern Waikato Public Transport & Active Modes Improvement Programme
5.1 Prepare an integrated spatial framework – North Waipa/South Hamilton
5.2 Prepare an economic and connectivity spatial concept for the Hamilton to Tauranga Corridor

Policy and Planning Working Group

1.3 Review of land parcels that are being returned to Waikato-Tainui
2.1 Update the strategy to reflect the review of Te Ture Whaimana o te Awa o Waikato
4.2 Develop a Town Centre Plan for Ngaaruawaahia
5.1 Prepare an integrated spatial framework – North Waipa/South Hamilton
5.2 Prepare an economic and connectivity spatial concept for the Hamilton to Tauranga Corridor
6.1 Understanding Retirement Sector Demand
6.2 Investigate coordinated subregional approach to affordability and inclusionary zoning
8.1 Review the Vision and Transformational Moves ahead of the next iteration of the strategy to ensure they are appropriate and reflect current priorities.
8.2 Monitor and continually refine the Critical infrastructure list
8.4 Develop an interactive, web based viewer that helps partners, stakeholders and the public visualise how the region will change over the next 30 years
8.5 Preparation of the 2027 FDS

Priority Development Areas Working Group

1.1 Continue to deliver the Ruakura PDA and progress a plan change for the industrial land signalled to the east of the WEX.
1.2 Continue to support delivery of the Raahui Pookeka Huntly and Environs PDA
4.1 Continue to support delivery of the Hamilton Central PDA
4.3 Develop a Socio-economic Master Plan for Raahui Pookeka/Huntly
6.3 Continue to support delivery of the Fairfield/Enderley PDA
6.4 Continue to support delivery of the Northwest Hamilton/Horotiu PDA

Senior Managers Steering Group

8.1 Review the Vision and Transformational Moves ahead of the next iteration of the strategy to ensure they are appropriate and reflect current priorities.

Chief Executives Advisory Group

8.3 Develop a Future Proof city/regional deal with the government

Future Proof Office

Investigate new funding and financing tools and other potential options to facilitate development of the settlement pattern

Appendix 3 List of Acronyms

CC	City Council
DC	District Council
FPIC	Future Proof Implementation Committee
GPS	Government Policy Statement
HBA	Housing and Business Development Capacity Assessment
HCC	Hamilton City Council
IAF	Infrastructure Acceleration Fund
MPDC	Matamata-Piako District Council
NKOTW	Ngaa Karu Atua o te Waka
NLTF	National Land Transport Fund
PDAWG	Priority Development Areas
PPWG	Policy and Planning Working Group
RLTP	Regional Land Transport Plan
RONS	Roads of National Significance
SHIP	State Highway Investment Programme
SMSG	Senior Managers Steering Group
TWG	Transport Working Group
WRC	Waikato Regional Council
WWG	Waters Working Group