



**Future Proof**  
*Te Tau Titoki*

# **Future Proof Implementation Plan 2025**

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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. The Plan focuses on key activities for the next twelve months but also provides an indication as to likely priorities for subsequent implementation plans, effectively defining a three-year work programme for Future Proof as it prepares for the next review of the FDS.

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.

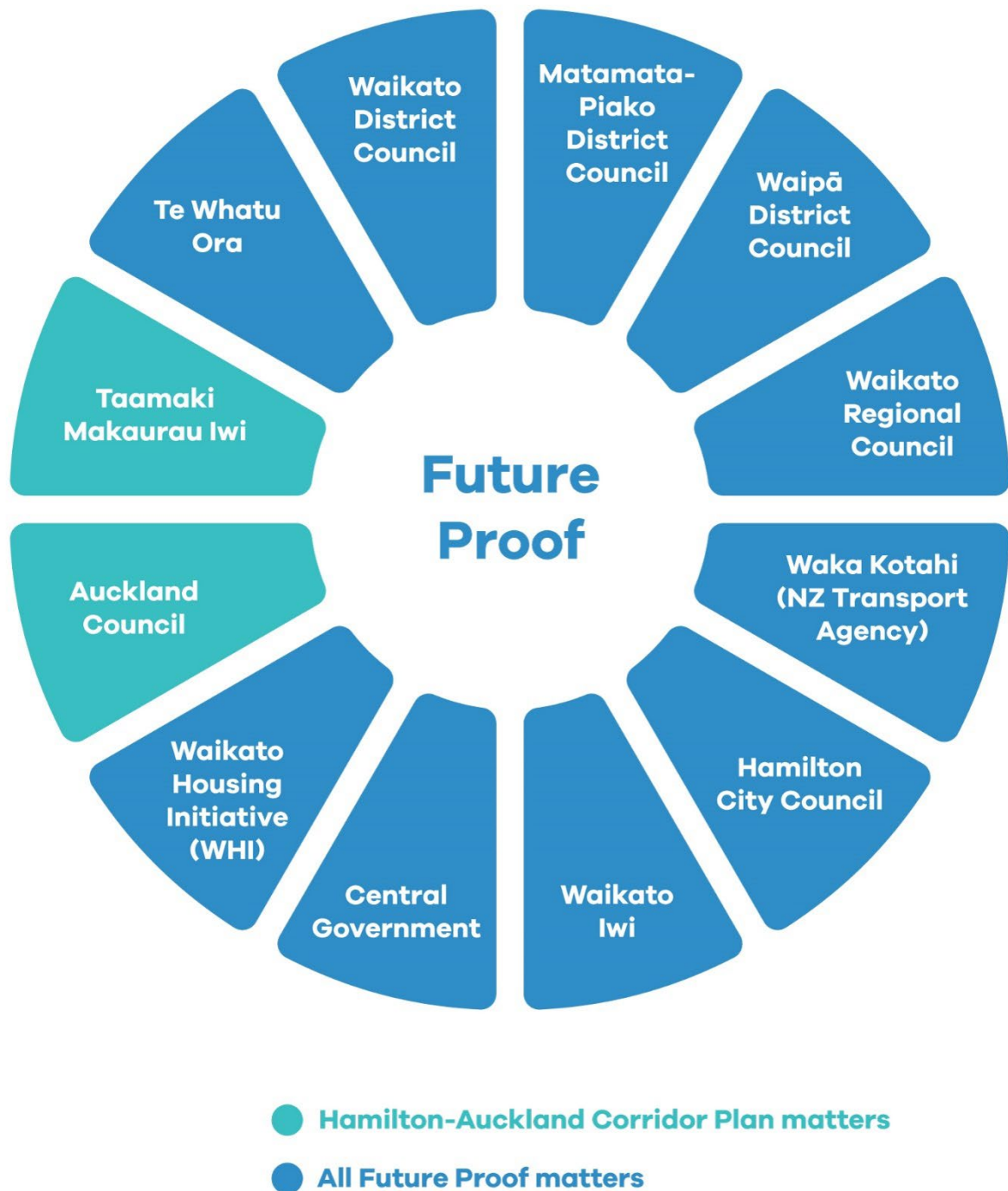
The Future Proof partnership has identified seven transformational moves for change. These transformational moves will provide major place shaping elements in implementing the Future Proof settlement pattern and moving towards a more sustainable form of urban growth development. The transformational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

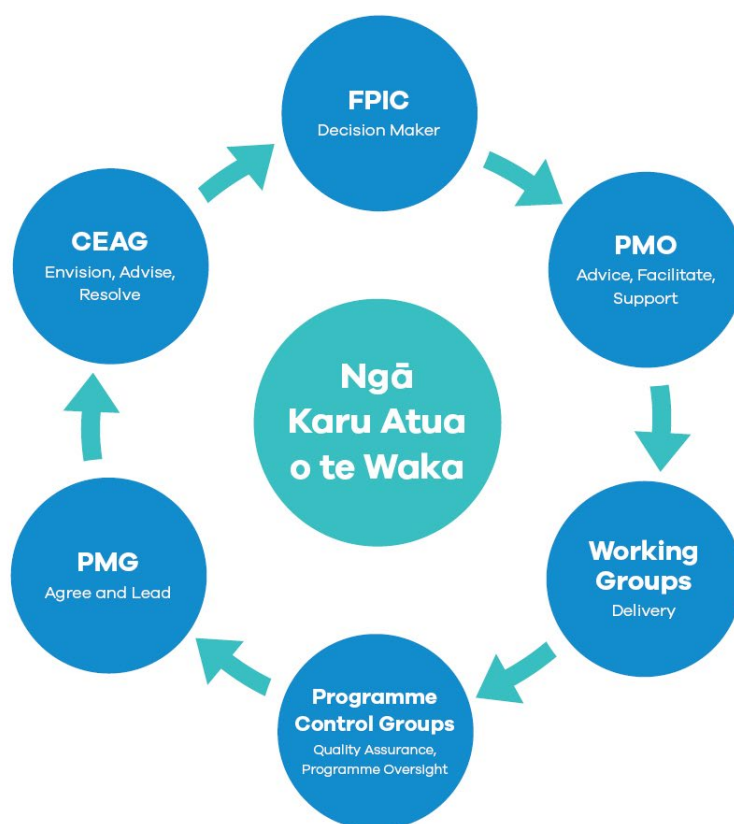
The Future Proof Partners are shown in the diagram below. `



## Governance model

Governance of Future Proof is via the Future Proof Implementation Committee. The committee comprises two elected members from each partner council and three representatives nominated by taangata 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 partners<sup>1</sup> 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:

- (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.

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<sup>1</sup> 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.

An FDS also needs to assist in the integration of planning decisions under the Resource Management Act 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?

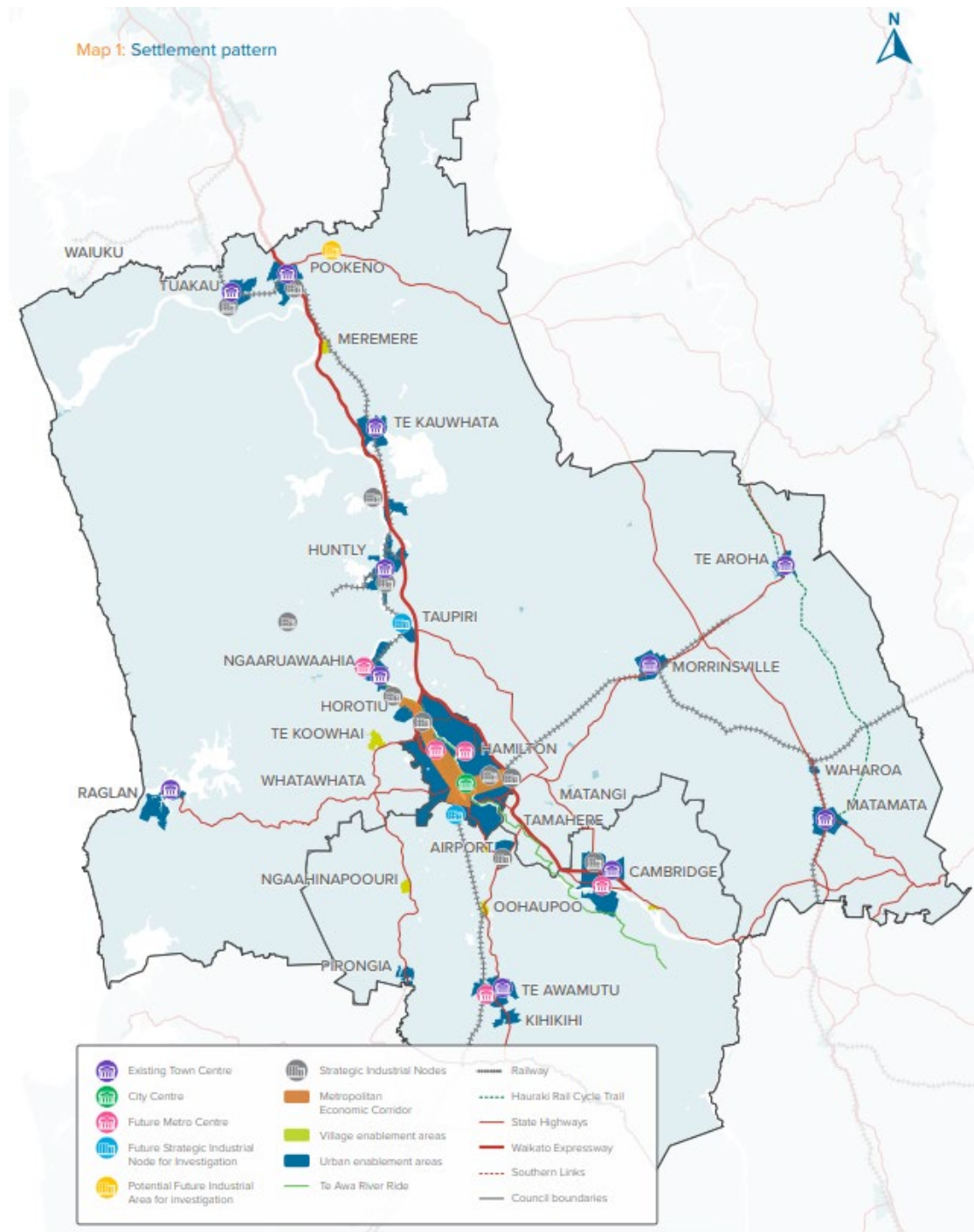
Part 3 identifies the critical strategy enablers which are those essential actions required to enable implementation of the strategy. These are the actions that, if not funded or resourced, will compromise the ability of the partnership to realise the strategy or will cause delays in its delivery.

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 within the next 3 years 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.

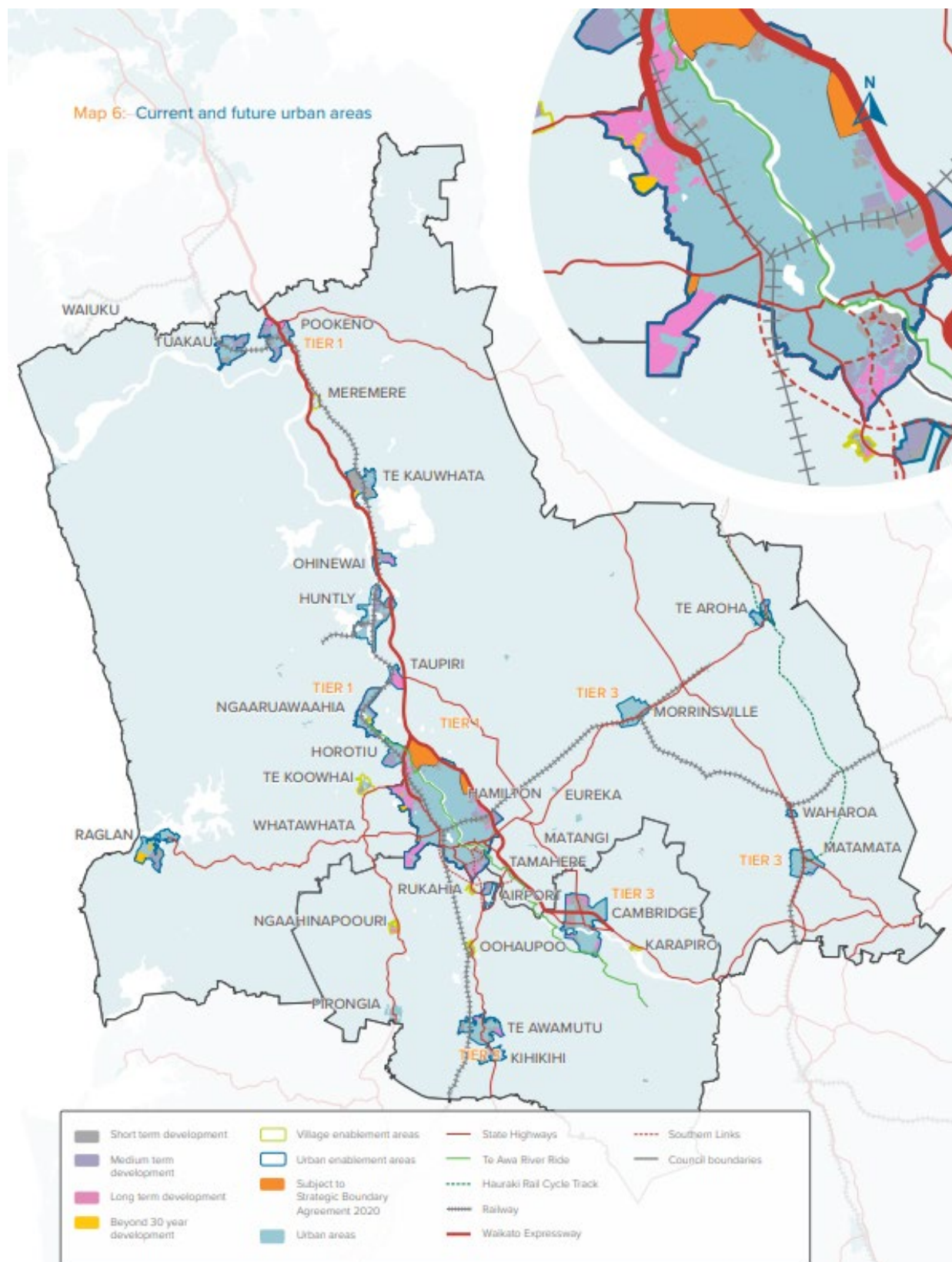
These key locations for growth are identified on the Current and future urban areas map below as urban enablement areas. Limited growth is also expected in the village enablement areas shown on Map 6. Defining the location of these areas will allow councils to stage and time key areas for development, 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.

The commencement of the Fast Track Approvals Act 2024 is likely to have a significant impact on the delivery of the settlement pattern. The Act allows consenting of development projects regardless of the underlying zone and has included a number of urban development projects within the Future Proof sub-region on the schedule of listed projects that can be considered through the fast-track process. This includes some growth areas included in the settlement pattern but also some that are not. The Act also allows projects to be referred to the fast-track projects and there have already been some in the sub-region that have been approved via this pathway.

This may mean that some areas identified in the settlement pattern are delivered sooner than anticipated, and that some areas not identified in the settlement pattern may proceed ahead of identified areas. This is likely to have a flow on effect on the provision of infrastructure.



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 Future Proof 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.

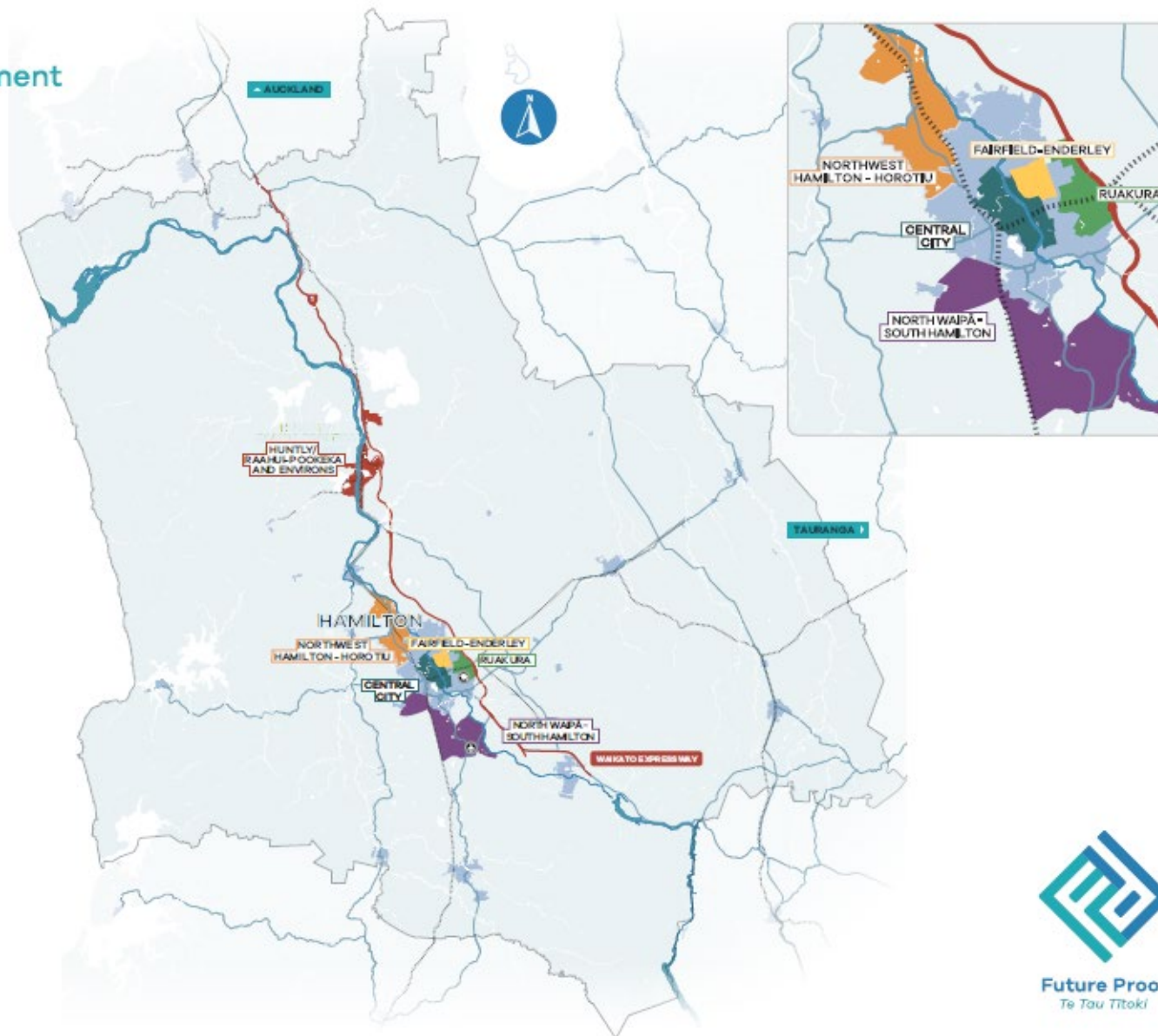
<b>Monitor</b>	<b>Report to FPIC through PDA Trackers</b>	<b>Monitor</b>
↓	↓	↓
<b>Other Areas</b>	<b>Focus Areas</b>	<b>Enabled Areas</b>
Important but not needing joint FP action and attention right now	Areas that require joint FP Action, oversight or attention now	Important areas that are now enabled and still require some oversight of housing or jobs development
Pukekohe & Tuakau*	Huntly/Raahui-Pukeka & environs*	Peacocke
Pokeno & Mercer*	Northwest Hamilton - Horotiu (Rotokauri, Te Awa Lakes, Te Rapa North & Horotiu)	Cambridge West & Hautapu
Meremere & Hampton Downs*	Hamilton Central City	
Te Kauwhata*	Ruakura (Superhub, Residential & University)	
Taupiri-Hopuhopu-Ngaaruawahia	Fairfield-Enderley	
Horotiu 1 (HT1)	North Waipa – Southwest Hamilton** (Southern Links – Airport)	
Ruakura 2 (R2)		

\*\* 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

### Legend

- Existing urban area
- State Highways
- Railway
- Waikato Expressway
- Waikato River



## 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. Responsibility for water and wastewater infrastructure will also be transitioned to the new water CCO's in the near future.

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 <sup>2</sup>	Critical Enablers	Lead Agency	Timing	Cost indication <sup>1</sup>	Funded/partially funded/unfunded
<b>Huntly/Raahui-Pookeka (incl Ohinewai)</b> <i>Enhanced community and economic wellbeing and enabling connectivity to</i>	Huntly Wastewater Treatment Plant	Waikato DC	Short - Medium	\$\$	LTP Funded

<sup>2</sup> Number of dwellings and areas of land enabled are indicative only.

Growth Area(s) Enabled <sup>2</sup>	Critical Enablers	Lead Agency	Timing	Cost indication <sup>3</sup>	Funded/parti ally funded/unfun ded
<i>other towns within the Auckland corridor.</i>					
<b>Ngaaruawahia - Hamilton</b>	Northern Metro Area Wastewater Treatment Infrastructure upgrades	Waikato DC, Hamilton CC	Short - Long	\$\$\$\$	Partially Funded
<b>Hamilton City (citywide)</b>	Pukete Wastewater Treatment Plant upgrades and expansion	Hamilton CC	Short - Long	\$\$\$\$	Funded
	Upgrading three waters infrastructure networks	Hamilton CC	Short – Long (ongoing)	\$\$\$\$	Partially Funded
	Water Reservoirs and bulk water mains	Hamilton CC	Short - Long	\$\$\$\$	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: Inclusionary Zoning	Hamilton CC	Short	\$	Funded
	Continuation of freight, 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



Growth Area(s) Enabled <sup>2</sup>	Critical Enablers	Lead Agency	Timing	Cost indication <sup>3</sup>	Funded/parti ally funded/unfun ded
	(Hamilton Central, Frankton, Te Rapa, Ruakura and University)				
<b>Ruakura</b>	Eastern Transport Corridor (Ruakura)	Hamilton CC, Waka Kotahi	Short	\$\$	Detailed Design Funded
	Power substation upgrade	Transpower	TBC	TBC	To be determined – based on investment type
<b>Rotokauri-Northwest</b>	Rotokauri Flood / Greenway Corridor	Hamilton CC	Short - Medium	\$\$\$	Funded
	Rotokauri Arterials	Hamilton CC, Waka Kotahi	Short - Medium	\$\$	Partially funded
<b>Southern Hamilton and Airport</b>	Bus Rapid Transit route investigations from city centre to Airport vicinity	Hamilton CC, Waipā DC, Waikato RC, Waka Kotahi	Medium - Long	\$\$\$ (including capital and operational expenditure)	Dependent on Hamilton Southern Links decisions, no funding this LTP period.
	Hamilton Southern Links	Waka Kotahi	Short - Medium	\$\$\$\$	Road of National Significance project – decisions in Sept 25.
	Southern Sub-regional Wastewater Treatment Plan	Waipā DC, Hamilton CC	Medium - Long	\$\$\$\$	Partial funding for initial stages signalled in LTP
<b>Cambridge</b> <i>Will enable approximately 5,000 new</i>	Cambridge Wastewater Treatment Plant	Waipā DC	Short	\$\$\$	LTP Funded



Growth Area(s) Enabled <sup>2</sup>	Critical Enablers	Lead Agency	Timing	Cost indication <sup>1</sup>	Funded/parti ally funded/unfun ded
<i>dwelling prior to 2035</i>					
<b>Waipā and subregion – part of nationally significance strategic road corridor linking to Tauranga and south to central and southern North Island</b>	Cambridge to Piarere	Waka Kotahi	Short - Long	\$\$\$\$	Identified in State Highway Investment Proposal and GPS
<b>Cambridge, Te Awamutu and Kihikihi to enable considerably denser residential development to occur through large parts of existing residential areas as well as in new greenfield areas.</b>	Cambridge Connections – Moving Forward Together	Waipā DC	Short	\$	Funded

<sup>1</sup> 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 <sup>1</sup>	Funded/partially funded/unfunded
Monitor and continually refine	Ongoing	\$	Funded

Critical action	Timing	Cost indication <a href="#">↗</a>	Funded/partially funded/unfunded
the critical infrastructure list			
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
Review of the Future Proof Water Strategy	Short	\$	Funded

## Part 4: Key Actions

This plan provides both the key actions for the next year AND the intended actions for years 2 and 3 of FDS implementation leading into the review of the FDS and its potential inclusion into a Regional Spatial Plan. 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

#	Project	Lead agency	Support agency	Expected timing	Funding committed
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 Piako, 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	Northern Multi-Modal Corridor Study Investigation	HCC	WRC	Years 2-3	Yes
3.2	Eastern (Cross City Connector) Multi-Modal Corridor Study Investigations	HCC	WRC	Years 2-3	Yes

#	Project	Lead agency	Support agency	Expected timing	Funding committed
3.4	Eastern (Clyde Street) Multi-Modal Corridor Study Investigations	HCC	WRC	Year 3	Yes
3.4	Hamilton Southern Links Network Operating Plan	Future Proof	NZTA, HCC, Waipa	Year 1-2	Partially funded with Future Proof operational funding
3.5	Cambridge Connections	Waipa	WRC	Years 2-3	Yes
3.6	New Bus Contracts and next High Frequency Bus Routes	WRC	NZTA	Years 2-3	Yes
3.7	Investigation into interregional rail corridors (Te Huia and freight).	WRC	Waka Kotahi	1-3	Partially funded

## 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	National Infrastructure Funding & Financing Co (NIFFCo) NZTA Waka Kotahi Ministry Education	Years 1-10	Yes \$150.6m IAF Grant LTP Funding
4.2	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	Complete the spatial study – North Waipa/South Hamilton	Future Proof	Hamilton City Council Waipa District Council Waka Kotahi	Year 1	Yes
5.2	Complete the economic and connectivity spatial concept for the Hamilton to Tauranga Corridor	Future Proof	Matamata-Piako District Council Waipa District Council Waka Kotahi, SmartGrowth	Year 1	Yes
5.3	Prepare additional spatial studies as required, possible focus areas being: <ul style="list-style-type: none"> <li>• North Hamilton- Te Kowhai-Ngaaruawahia</li> <li>• Hamilton – Morrinsville-Cambridge</li> <li>• Pokeno – Drury South (with Auckland Council)</li> <li>• Further work on the Hamilton to Auckland and Hamilton to Tauranga corridors</li> </ul>	Future Proof	Future Proof partners	Years 2-3	No

## 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	Complete Retirement Sector Demand study	Future Proof	TA partners	Year 1-	Yes
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	Years 1-3	Part Future Proof operational budget
6.5	Continue to work with the applicants for fast-track projects to ensure integration of with the Future Proof settlement pattern and development principles	HCC, Waipa DC, Waikato DC, Waka Kotahi NZTA		Ongoing	Cost recovery
6.6	Assess the cumulative consequences of Fast Track projects on infrastructure and rates affordability	HCC, Waipa DC, Waikato DC, Waka Kotahi NZTA		Year 1	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 2-3	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	Monitor and continually refine the Critical infrastructure list	Future Proof		Ongoing	Yes
8.2	Respond to Central government changes such as potential future city/region deals, RIF funding etc.	FP – City Region Deal Subgroup, Implementation Advisor		Ongoing	Future Proof operational budget
8.3	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)	Year 1	Future Proof operational budget
8.4	Agree a framework that integrates partner led economic development initiatives with new approaches to funding and financing infrastructure	Future Proof	All partners	Year 1	Future Proof operational budget



	and services required to deliver strategy				
<b>8.5</b>	Implement a new approach to delivering Housing and Building Capacity Assessments Model	Future Proof	All partners, Co-Lab	Year 1	Future Proof operational budget
<b>8.6</b>	Review of the FDS	FP Partners		Years 2-3	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"> <li>• A planning scenario of around 550,000 population with an additional 90,000 dwellings in the next 30 years.</li> <li>• This scenario is based on the 'high' population projection for the Future Proof sub-region.</li> <li>• 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, particularly in relation to migration as this is affected by a wide range of local, national and international factors</li> </ul>	<ul style="list-style-type: none"> <li>• 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.</li> <li>• Programmes and plans, such as Long-Term Plans, 30-year infrastructure strategies and other nearer term initiatives, all review and monitor the projections.</li> <li>• The partners will consider opportunities to pivot work programmes/projects, including accelerating or slowing projects to enable a delivery pipeline.</li> </ul>
Achievability of intensification	<ul style="list-style-type: none"> <li>• The Future Proof Strategy assumes a significant level of intensification within the existing urban areas to achieve a compact and concentrated settlement pattern.</li> <li>• Intensification may not occur to the level anticipated due to factors such as infrastructure constraints and market issues.</li> </ul>	<ul style="list-style-type: none"> <li>• Future Proof will continue to monitor this evolving situation and consider any actions required to achieve the desired settlement pattern.</li> <li>• The move to water CCOs may assist with better planning and delivery of water infrastructure to support intensification.</li> </ul>
Infrastructure (cost and delivery)	<ul style="list-style-type: none"> <li>• Rising costs of construction</li> <li>• Significant infrastructure constraints that need to be overcome to enable the settlement pattern</li> </ul>	<ul style="list-style-type: none"> <li>• Future Proof will actively monitor the situation and work on infrastructure and funding solutions.</li> <li>• The move to water CCOs may assist with better planning and delivery of</li> </ul>

Uncertainty / Risk	Extent	Mitigation
		water infrastructure to support intensification.
Funding availability	<ul style="list-style-type: none"> <li>Current funding sources will be inadequate to deliver the strategy and settlement pattern.</li> </ul>	<ul style="list-style-type: none"> <li>The Future Proof Partners are working closely to identify alternative funding sources to enable implementation.</li> </ul>
Uncertainty around future development aspirations for Maaori-owned land	<ul style="list-style-type: none"> <li>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.</li> </ul>	<ul style="list-style-type: none"> <li>Future Proof contains an action to work with Waikato-Tainui on a review of land parcels that are being returned</li> <li>The Future Proof Partners will continue to monitor the situation,</li> </ul>
Delivery risk	<ul style="list-style-type: none"> <li>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.</li> <li>Decisions made via the proposed Fast Track legislation have the potential to compromise the delivery of the strategy.</li> </ul>	<ul style="list-style-type: none"> <li>The Future Proof model is intended to manage this risk by providing a mechanism for regular review and alignment conversations.</li> <li>Future Proof is proactively working with fast-track applicants with the aim of achieving alignment where possible.</li> </ul>
Changes in Government policy	<ul style="list-style-type: none"> <li>Changes in Government policy and priorities (eg transport, waters, housing, funding) may require change or reprioritisation.</li> </ul>	<ul style="list-style-type: none"> <li>Future Proof will track these changes and make adjustments to the Strategy and Implementation Plan as required.</li> <li>These adjustments should refine the strategy to meet changing circumstances—but without changing the overarching vision and core principles of Future Proof.</li> <li>If possible, the partners will consider opportunities to pivot work programmes/projects in</li> </ul>

Uncertainty / Risk	Extent	Mitigation
		accordance with changes in Government policy.
Implications of Fast Track consenting process	<ul style="list-style-type: none"> <li>The fast-track process has resulted in accelerated delivery of plan enabled land within the settlement pattern as well as accelerating further unanticipated or out of sequence developments ahead of infrastructure provision and population projections.</li> <li>If population growth does not occur local authorities may find themselves with stranded infrastructure that is not being well utilised and becomes increasingly unaffordable for existing ratepayers to maintain.</li> </ul>	<ul style="list-style-type: none"> <li>Work proactively with fast-track applicants to ensure financial risks to ratepayers are mitigated through commercial agreements with developers and the application of a growth pays for growth approach.</li> </ul>

## 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><b>Continue to support delivery of the Ruakura PDA</b></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 and enabling Ruakura East (land east of West)</p> <p><i>Central govt priority: Delivery of critical infrastructure</i></p>
1.2	<p><b>Continue to support delivery of the Raahui Pookeka Huntly and Environs PDA</b></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> <p><i>Central govt priority: Going for housing growth</i></p>
1.3	<p><b>Review of land parcels that are being returned to Waikato-Tainui</b></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><b>Update the strategy to reflect the review of Te Ture Whaimana o te Awa o Waikato</b></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><b>Review the Future Proof Water Services Strategy</b></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"> <li>- The criticality of addressing climate change and ensuring the climate resilience of communities;</li> <li>- The maturing of Taangata Whenua partnerships and embedding of Te Ture Whaimana o Te Awa o Waikato;</li> <li>- Changes in the regulatory landscape for water management and services, and national debate on institutional arrangements;</li> <li>- 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.</li> </ul>

#	Key Action
3.1 – 3.4	<p><b>Multi-Modal Corridors Investigations</b></p> <p>These corridor studies will identify a 30-year staging and sequencing scenario that address's the previously identified freight, public transport and biking and micromobility requirements. These projects will examine the introduction of managed lanes (t3/4), lanes for freight and include the further development into our thinking around introducing a bus rapid transit system in Hamilton. The corridors are aligned to growth and are on</p> <ul style="list-style-type: none"> <li>• Anglesea Street</li> <li>• Anglesea Street to Te Awa vicinity</li> <li>• Frankton to Ruakura via Boundary Road</li> <li>• City to University via Clyde Street</li> <li>• City to Airport</li> </ul> <p>The latter corridor is not funded in this period and funding will be pursued in LTP 2027.</p> <p><i>Central govt priority: Delivery of critical infrastructure</i></p>
3.3	<p><b>Hamilton Southern Links Network Operating Plan</b></p> <p>Based around NZTA decisions on HSL Investment Case due in October 2025. This “plan” will be a joint study to identify projects aligned to maximising benefits from the HSL investment and testing alignment with local transport priorities.</p> <p><i>Central govt priority: Delivery of critical infrastructure</i></p>
3.5	<p><b>Cambridge Connections – Moving Forward Together</b></p> <p>Cambridge Connections is a plan for transport infrastructure that will serve the fast-growing town over the coming decades. The draft Cambridge Connections Transport Plan is scheduled to be completed in late 2026 and will make recommendations for council decision about use of existing bridges and any additional bridge corridor. It will also meet New Zealand Transport Agency business case requirements to enable funding to be sought for future activities including infrastructure, services and further planning.</p> <p><i>Central govt priority: Delivery of critical infrastructure</i></p>
3.6	<p><b>New Bus Contracts and next High Frequency Bus Routes</b></p> <p>Contracts between Waikato Regional Council and bus operators are due for renewal between 2027 and 2032. The Bus Contract Renewals Programme includes several interdependent projects that included reviews of the network and services and also provides the opportunity to ensure the new contracts align with the aspirations for regional public transport anticipated in the Regional Public Transport Plan and Regional Land Transport Plan.</p> <p><i>Central govt priority: Delivery of critical infrastructure</i></p>
3.7	<p><b>Investigation into interregional rail corridors (Te Huia and Freight)</b></p> <p>This work will build an evidence base to support the continuation of Te Huia passed the end of the trial period and look at other opportunities to strengthen interregional rail.</p> <p><i>Central govt priority: Delivery of critical infrastructure</i></p>
4.1	<p><b>Continue to support delivery of the Hamilton Central PDA</b></p> <p>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> <p><i>Central govt priority: Going for housing growth</i></p>

#	Key Action
4.2	<p><b>Develop a Socio-economic Master Plan for Raahui Pookeka/Huntly</b></p> <p>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 PDA, and subsequently a working group consisting of central and local government agencies and mana whenua partners has been established.</p>
5.1	<p><b>Complete the Spatial study – North Waipa/South Hamilton</b></p> <p>This study is in response to ongoing interest in development of this area. The approach is to create concept plans to provide 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 their development where appropriate. It will include Southern Links, Ōhaupo, Rukuhia, Hamilton Airport, and surrounds.</p> <p><i>Central govt priority: Spatial planning</i></p>
5.2	<p><b>Complete the economic and connectivity spatial concept for the Hamilton to Tauranga Corridor</b></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 is 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> <p><i>Central govt priority: Spatial planning</i></p>
5.3	<p><b>Prepare additional spatial studies as required</b></p> <p>The approach will be to under spatial studies as required in response to growth pressures, particularly in relation to unanticipated fast track projects. The intent is to provide sufficient detail on the function the identified area and how it connects to other parts of the region to clarify key infrastructure and planning requirements to enable development where appropriate.</p> <p><i>Central govt priority: Spatial planning</i></p>
6.1	<p><b>Complete the Retirement Sector Demand Study</b></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. This work aims to assess the level of demand, housing preferences, and where retirement living should best be provided/enabled.</p>
6.2	<p><b>Investigate a coordinated subregional approach to affordability and inclusionary zoning</b></p> <p>The lack of affordable housing in the subregion is well recognised. Future Proof's response will include the following:</p>

#	Key Action
	<ul style="list-style-type: none"> <li>• Joint approach to inclusionary zoning</li> <li>• 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.</li> <li>• further work with urgency should also be undertaken to define the housing range and typology KPI on p111.</li> <li>• 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 Specified Development Projects process, betterment and concessional funding.</li> <li>• 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.</li> </ul>
6.3	<p><b>Continue to support delivery of the Fairfield/Enderley PDA</b></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> <p><i>Central govt priority: Going for housing growth</i></p>
6.4	<p><b>Continue to support delivery of the Northwest Hamilton/Horotiu PDA</b></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> <p><i>Central govt priority: Going for housing growth</i></p>
6.5	<p><b>Continue to work with the applicants for Fast Track projects</b></p> <p>Since the commencement of the Fast Track Approvals Act 2024, a number of fast-track projects have emerged (either listed or referred) which are unanticipated or out-of-sequence with the Future Proof Strategy. Where three or more Future Proof councils are impacted by a project, such as those are located on the fringe of Hamilton city, a coordinated approach is needed to ensure integration with the Future Proof settlement pattern and development principles. Infrastructures provision requires particular attention given the cross-boundary aspect of the infrastructure needed to service the projects.</p> <p><i>Central govt priority: Going for housing growth</i></p>
7.1	<p><b>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.</b></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 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</p>



#	Key Action
	<p>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. This will need to be done in conjunction with the new water CCOs.</p> <p><i>Central govt priority: Delivery of critical infrastructure</i></p>
8.1	<p><b>Monitor and continually refine the critical infrastructure list</b></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"> <li>• continue to work towards providing certainty around infrastructure provision to support the settlement pattern.</li> <li>• 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.</li> </ul>
8.2	<p><b>Respond to Central government changes such as potential future city/region deals, RIF funding etc.</b></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 &amp; delivery of the FDS. Future Proof will need to determine sub-regional investment priorities and level of commitment from partners appropriate to priorities</p>
8.3	<p><b>Develop an interactive, web-based viewer that helps partners, stakeholders and the public visualise how the region will change over the next 30 years</b></p> <p>This will enable better community engagement and awareness of Future Proof and the Strategy.</p>
8.4	<p><b>Agree a framework that integrates partner led economic development initiatives with new approaches to funding and financing infrastructure and services required to deliver strategy</b></p> <p>This is intended to ensure that economic development is factored into any new approaches to funding and financing infrastructure and services.</p>
8.5	<p><b>Implement a new approach to delivering Housing and Building Capacity Assessments Model</b></p> <p>This will look at ways in which the partners can do some or all of these assessments in house to reduce the reliance on external consultants, given more control over the process and timing. The approach will need to be flexible to respond to potential changes in the NPS-UD that impact direction on HBAs.</p>

**8.6****Review of the FDS**

This will include the preparation of evidence to support the review of the FDS such as:

- Incorporating MPDC into the FDS component of the Future Proof Strategy.
- 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
- The retirement living work (Action 6.1)
- The integrated spatial frameworks/spatial concepts (Actions 5.1-5.3)

Other key inputs include the Te Ture Whaimana review and any updates to legislation and policy.

## 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

3.1-3.4 Multi-Modal Corridors Investigations
3.5 Cambridge Connections – Moving Forward Together
3.6 New bus contracts and next high frequency bus routes
3.7 Investigate interregional rail corridors (Te Huia and Freight)
5.1 Complete the spatial study – North Waipa/South Hamilton
5.2 Complete the economic and connectivity spatial concept for the Hamilton to Tauranga Corridor
5.3 Prepare additional spatial studies as required

### 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
5.1 Complete the spatial study – North Waipa/South Hamilton
5.2 Complete the economic and connectivity spatial concept for the Hamilton to Tauranga Corridor
5.3 Prepare additional spatial studies as required
6.1 Complete the Retirement Sector Demand study
6.2 Investigate coordinated subregional approach to affordability and inclusionary zoning
8.1 Monitor and continually refine the critical infrastructure list
8.3 Develop an interactive, web-based viewer that helps partners, stakeholders and the public visualise how the region will change over the next 30 years
8.6 Review of the FDS

### Fast Track Action Team

6.5 Continue to work with the applicants for fast-track projects to ensure integration of with the Future Proof settlement pattern and development principles.
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### 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
4.2 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
5.1 Complete the integrated spatial framework study – North Waipa/South Hamilton

#### **Future Proof Office**

8.2 Respond to Central government changes such as potential future city/region deals, RIF funding etc.
8.4 Agree a framework that integrates partner led economic development initiatives with new approaches to funding and financing infrastructure and services required to deliver strategy.
8.5 Implement a new approach to delivering Housing and Building Capacity Assessments Model.

## Appendix 3 List of Acronyms

CC	City Council
CCO	Council-Controlled Organisation
DC	District Council
FDS	Future Development Strategy
FPIC	Future Proof Implementation Committee
GPS	Government Policy Statement
HBA	Housing and Business Development Capacity Assessment
HCC	Hamilton City Council
HSL	Hamilton Southern Links
IAF	Infrastructure Acceleration Fund
LTP	Long term plan
MPDC	Matamata-Piako District Council
PDA	Priority Development Area
PDAWG	Priority Development Area Working Group
PPWG	Policy and Planning Working Group
RIF	Regional Infrastructure Fund
RONS	Roads of National Significance
PMG	Programme Management Group
TWG	Transport Working Group
WEX	Waikato Expressway
WRC	Waikato Regional Council
WWG	Waters Working Group