

FUTURE PROOF STRATEGY

PLANNING FOR GROWTH

He Whakakaupapa Whanaketanga

November 2017



Future Proof
Knowing our future by planning today

Future Proof Mihi and Foreword

“Waawahia raa te urutapunui o Io Matua i te waahi ngaro.
Tuuwheratia raa ki a Ranginui e tuu iho nei.
Taamau ki a Papatuanuku e takoto mai nei i te kauae raro.

Taamaua te hiring.
Taamaua te horonga.

Hono raa te ira tangata, te ira atua.

Kia whakahokia te ngangao o te whatumanawa ki te koopuu o te whenua.

Hei muramuta toha ki te whei ao ki te ao maarama.

Whano, Whano, haramai te toki o Haumi e, hui e.
Taaiki e."

Since the Future Proof Strategy was launched by myself and the then Prime Minister the Right Honourable John Key in 2009, important implementation work has occurred. Because of the pressures of growth, particularly on taonga of value to iwi, the Strategy is being updated.

It is important that we don't lose our focus. As I said in the 2009 mihi - my tupuna, Tawhiao, once said 'Without a vision, the people will perish'. Future Proof has a strong vision for its communities and this has remained unchanged in the updated Strategy.

Taangata whenua have continued to work with the other Future Proof partners to plan for the future of the sub-region. This partnership approach will continue under the updated Strategy.

Taangata whenua have an intimate knowledge of the region as kaitiaki or caretakers. In recent times we have seen an emphasis on co-governance and co-management arrangements between iwi and central / local government. These arrangements are likely to increase in the future and demonstrate the importance of working together as we have done with Future Proof.

Taangata whenua and Local Authorities must together paddle the waka of development together. My late mother, Te Arikini Te Atairangikaahu stated in 2000, "Without balance - waka sink. All waka! There is no place for compromising waka as the safety of all that travel within them, are put at risk".

All must take up a paddle to advance our collective waka into a future that is secure.

Taatou katoa, ki te hoe!

Noho ora mai naa i ngā manaakitanga o te runga rawa. Paimaarire.



Kingi Tuheitia

Message: Future Proof Implementation Committee

Future Proof began its journey in 2007. A decade on it is great to see the partnership of Hamilton City, Waikato and Waipa District Councils, the Waikato Regional Council, tāngata whenua and the New Zealand Transport Agency still working so well.

This updated Future Proof Strategy has been developed over the last 18 months. The 2009 Strategy has been used as the building block but with changes to ensure we have a document that is current, taking into account the shifts that have occurred since the Strategy was adopted in 2009. This includes different national and sub-regional planning and local government arrangements, inclusion of the Franklin area into the Waikato District, and emerging cross boundary issues especially with Auckland.

Since its adoption the project has been strongly focused on implementation, particularly anchoring the settlement pattern in key planning documents. Future Proof has had some significant achievements in its implementation phase, including helping to secure funding for the Waikato Expressway, undertaking important studies to inform our work, supporting key developments that align with Future Proof and achieving good alignment across the sub-region in our approaches to growth management.

There have been some important changes that have occurred over the last year which have affected the update of the Strategy. This includes the development of the Waikato Plan – an overarching strategic document which guides the whole of the Waikato region, the introduction of a National Policy Statement on Urban Development Capacity (NPS-UDC) along with legislative reforms. In order to take account of these changes, particularly the NPS-UDC, an update to the Future Proof settlement pattern will be undertaken in 2018/2019.

The sub-region is faced with a number of opportunities and challenges. These include cross boundary influences, infrastructure, water allocation and quality, and future land use. This updated Future Proof Strategy will help us to address some of these challenges and also take up important opportunities. We will be more effective if we continue to collaborate and show leadership in the management of growth across territorial boundaries.

The ongoing challenge for us all is to ensure we continue to talk and work together in deciding a coordinated future. Let us look forward, continue to work with our communities to create the kind of sub-region we all want to live, work, play, invest in and visit. Many thanks to all of those who have contributed to the update of this Strategy so far.



Bill Wasley, Independent Chair
On behalf of the Future Proof Implementation Committee

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A. Future Proof At A Glance

Tirohanga ki tua

What is Future Proof

The Future Proof Strategy is a 30 year growth management and implementation plan specific to the Hamilton, Waipa and Waikato sub-region. Future Proof is about how the area should develop into the future. The Future Proof partners include the Waikato Regional Council, Hamilton City Council, Waipa District Council, Waikato District Council, tāngata whenua and the New Zealand Transport Agency.

Future Proof was developed based on important principles agreed and committed to by the partners. There are 31 principles grouped under the following themes:

- Effective governance, leadership, integration, implementation and productive partnerships.
- Diverse and vibrant metropolitan centre linked to thriving town and rural communities and place of choice – live, work, invest and visit.
- Protection of natural environments, landscapes and heritage and healthy Waikato River as heart of region's identity.
- Affordable and sustainable infrastructure.
- Sustainable resource use.
- Tāngata whenua.

Settlement Pattern

The settlement pattern provides the blueprint for growth and development and aims to achieve a more compact and concentrated urban form over time. The settlement pattern is made up of key growth areas that have been identified within the sub-region: Hamilton City, Cambridge, Te Awamutu and Kihikihi, Pokeno, Tuakau, Huntly, Te Kauwhata, Ngaruawahia and Raglan.

Targets & tools

Growth Targets:

- Hamilton City: 50% infill, 50% greenfield
- Waikato District: 80% in Te Kauwhata, Huntly, Pokeno, Tuakau, Ngaruawahia, Raglan and villages
- Waipa District: 45% Cambridge, 35% Te Awamutu/Kihikihi, 10% villages, 10% rural environment

Urban Limits:

One of the key tools for achieving defined urban areas is urban limits. Urban limits have been established around the key growth areas to provide certainty and allow for a planned and staged approach to infrastructure.

Density Targets (households/ha):

- Hamilton Central City: 50
- Hamilton intensification areas: 30
- Hamilton greenfield: 16
- Greenfield in Waipa and Waikato District growth areas: 12-15
- Greenfield in Waikato District villages: 8-10

Allocation & staging of growth

Residential:

Growth has been allocated across the key growth areas, based on the preferred settlement pattern scenario of compact and concentrated. There is generally adequate supply to meet the demand over the 30 year period. The Strategy has a focus on 'building communities' and place-making initiatives.

Industrial:

The Future Proof industrial land allocations are in line with the Waikato Regional Policy Statement.

Commercial:

The focus for commercial business land is on consolidating these activities into existing commercial centres. This is in line with the Waikato Regional Policy Statement which contains a hierarchy of major commercial centres for the sub-region.

Built-in flexibility

Future Proof settlement pattern needs to be agile enough to respond to change. A settlement pattern that has some built-in responsiveness provides an ability to capitalise on new opportunities that have potential to contribute significant economic, social or cultural benefits to our communities.

Implementation Plan

There are 16 implementation topics that have been grouped under four themes derived from the guiding principles. The aim is to clearly move beyond the ideals of the vision and guiding principles to a pragmatic programme of actions to implement the Strategy and settlement pattern.

B. Background & Context

Horopaki

1. Introduction

Kupu whakataki

1.1 What is Future Proof

The Future Proof Strategy is a 30 year growth management and implementation plan specific to the Hamilton, Waipa and Waikato sub-region (Future Proof sub-region). 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 is needed in order to manage growth in a coordinated manner and to address complex planning issues, especially cross-boundary matters.

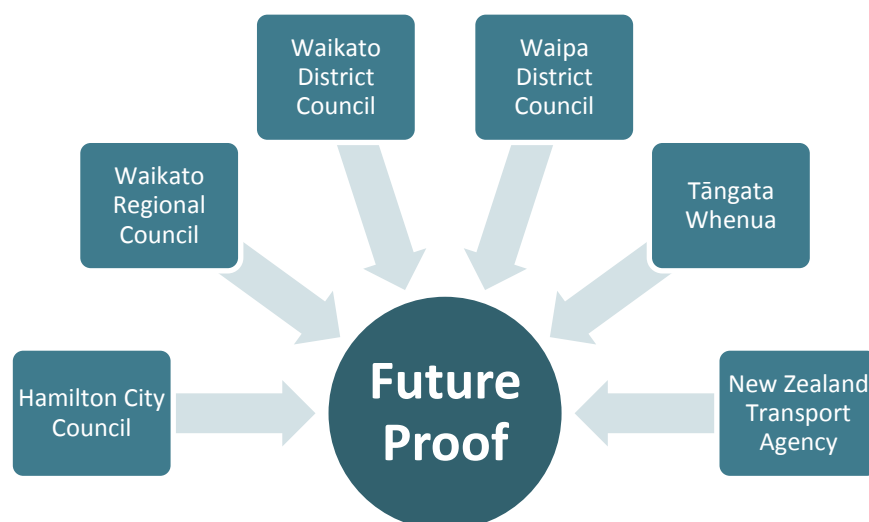
Further information regarding the Future Proof Strategy can be found on the website www.futureproof.org.nz or at council offices throughout the sub-region.

A Brief History

Future Proof began its journey in 2007 when the Future Proof partners came together to consider some of the challenging issues associated with growth. The Future Proof partners include the Waikato Regional Council, Hamilton City Council, Waipa District Council, Waikato District Council, tāngata whenua¹ and the New Zealand Transport Agency (NZ Transport Agency; Figure 1).

The Future Proof Strategy was first adopted by the partners and launched by Prime Minister John Key and Kingi Tuheitia in 2009. Since adoption in 2009, Future Proof has been in an implementation phase and a number of Strategy actions have been completed, including embedding the Strategy in relevant statutory documents. In 2010 the northern Waikato areas of Pokeno and Tuakau became part of the Waikato District following the Auckland-Waikato boundary adjustment. In 2015, Future Proof entered an update phase. This document represents Phase 1 of the Strategy Update (see Section 2.2).

Figure 1: Future Proof partners



¹ In the Future Proof Strategy 'tāngata whenua' means 'Māori and their whānau, marae, hapū and iwi that whakapapa, or have genealogical connections, back to the land by virtue of first or primary occupation of the land by ancestor(s) through a variety of mechanisms such as maintaining ahi kā roa (long-term occupation) or conquest.'

The Role of Future Proof

The following sets out the role of Future Proof in a local, regional and national context:

- Providing sub-regional leadership on growth management, infrastructure planning and development.
- Setting sub-regional policy and approaches relevant to the Future Proof Strategy and using these to inform key regional documents such as the Waikato Regional Policy Statement (RPS), Waikato Regional Land Transport Plan (RLTP) and the Waikato Plan.
- Dealing with cross boundary matters – where there are cross-boundary implications or an issue transcends a local authority's boundary.
- Implementing and enabling the Future Proof settlement pattern.
- Infrastructure/facilities – where this affects more than one Future Proof partner and transcends boundaries (especially transport).
- High-level planning and achieving Future Proof outcomes.
- Intra and inter-regional matters – where there are impacts beyond the sub-region that need addressing across the partners, e.g. the influence of Auckland.
- Matters of Upper North Island or national importance that impact on the sub-region (e.g. freight movement).

The Value of Future Proof

The value of Future Proof lies in its partnership approach. Future Proof provides a vehicle for ongoing collaboration, a platform for advocacy and enables joined up thinking across the partnership. Future Proof provides a vehicle for the sub-region to:

- Achieve an integrated settlement pattern that aligns with infrastructure and funding.
- Provide certainty about the future growth and development direction of the sub-region.
- Respond to Government initiatives collectively with one sub-regional voice.
- Implement the National Policy Statement on Urban Development Capacity (NPS-UDC). Central government has recognised the value of Future Proof as a best practice tool for implementing the NPS-UDC.
- Maintain a common evidence base.
- Collaborate on growth management issues.
- Provide a coordinated and enabling approach to development that aligns with the settlement pattern.
- Manage cross-boundary issues, especially with Auckland.
- Work together on delivering timely infrastructure, especially transport.
- Collaborate on place-making initiatives.
- Establish partnerships with tāngata whenua.
- Advocate collectively on agreed matters.
- Provide thought leadership on key strategic issues relevant to growth management.
- Promote efficient urban development and environmental enhancement in this context.

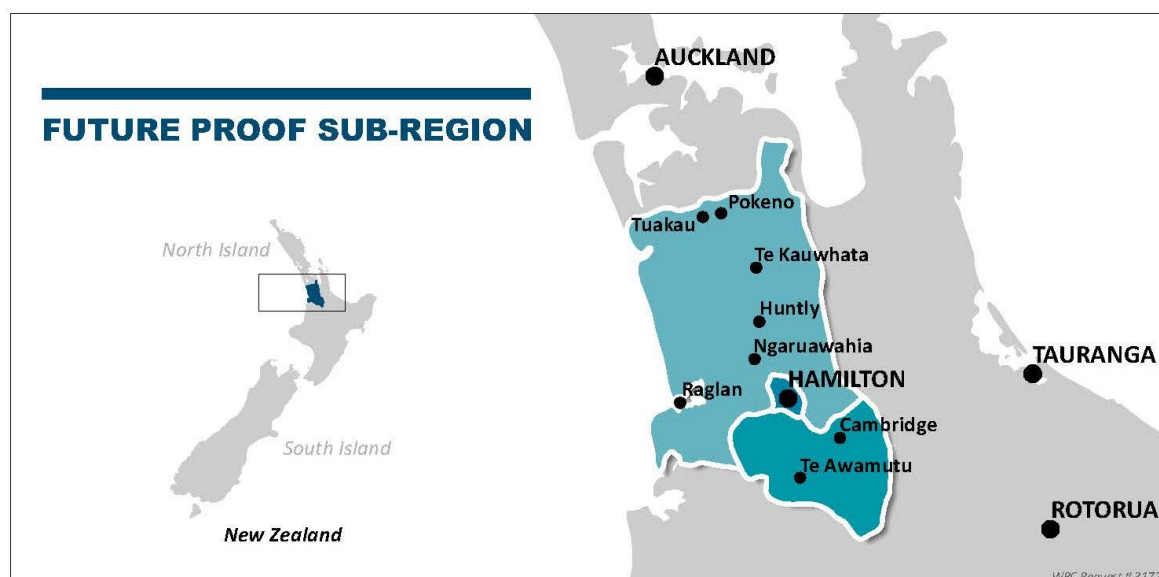
The Sub-Region

The sub-region refers to the administrative areas of the territorial authorities of Hamilton City Council, Waipa District Council, and Waikato District Council (Figure 2). The sub-region is an area of rapid population and development growth. With the population of the sub-region projected to increase by 27 to 33 percent over the next 30 years², collective planning and action between government, tāngata whenua, residents and businesses is critical to its long-term viability.

² Low and medium projections, the University of Waikato, 2016.

There are complex issues to consider, including future urban and rural land-use, natural and cultural resources, transport and essential infrastructure and cross boundary issues with the sub-region's neighbours, in particular Auckland.

Figure 2: Future Proof sub-region

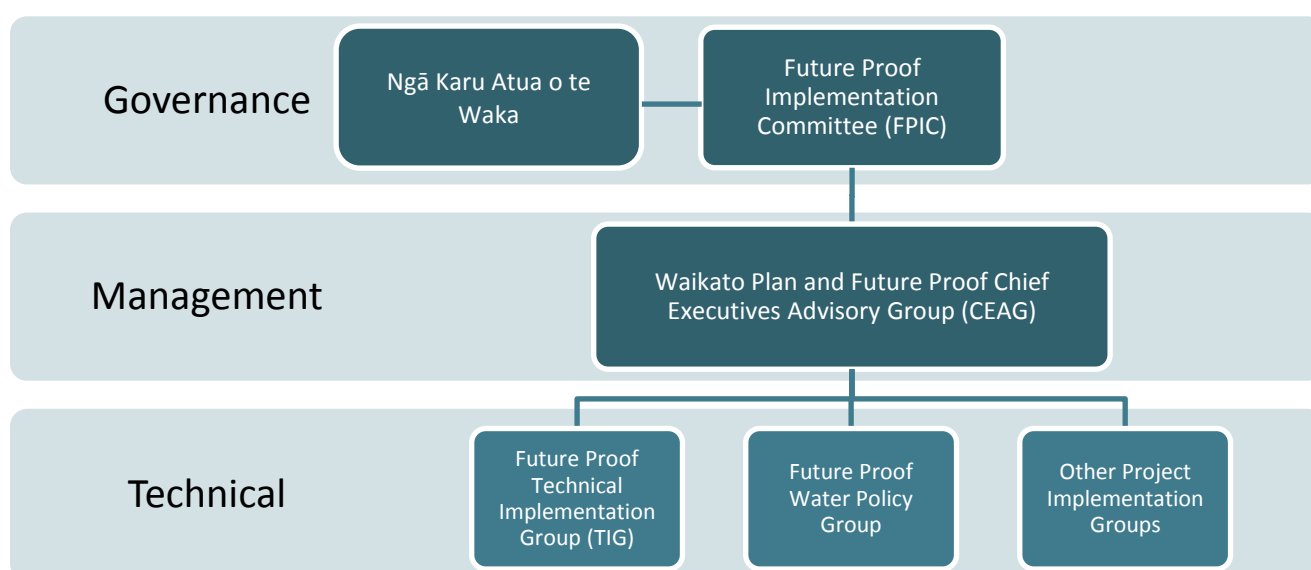


Future Proof Structure

The Future Proof governance, management and technical structure is illustrated in Figure 3. Future Proof is governed by the Implementation Committee. The Committee receives advice from Ngā Karu Atua o te Waka which is a forum providing key input on matters relevant to tāngata whenua.

The Chief Executives and senior managers from the partner councils and senior advisors from the NZ Transport Agency, Waikato-Tainui and Tainui Group Holdings Ltd are responsible for the overall management of the Future Proof project. The Technical Implementation Group (TIG) and Water Policy Group work on the implementation tasks from the Future Proof Strategy as well as other relevant matters.

Figure 3: Future Proof governance, management and technical structure



Relationship with Other Strategies and Plans

Future Proof is not a strategy that stands alone; it is a key component of a range of programmes and plans aimed at achieving a more sustainable sub-region over the next 30 years. Future Proof will provide an overall framework for aligning the plans and strategies of organisations that deal with growth along with other local and central government agencies. The potential to achieve much relies on strong and integrated strategies, policies and processes that manage the future growth of the sub-region, together with effective leadership in a collaborative manner.

The Future Proof Strategy takes guidance on wider social, economic, environmental and cultural wellbeing issues from the RPS, Vision and Strategy for the Waikato River, the Waikato Plan – the comprehensive 30-year strategy for the Waikato region’s growth and development, and Waikato Means Business – the economic development strategy for the Waikato region.

Key Features of the Strategy

- Increased densities in new residential development and more intensive redevelopment of some existing urban areas. This will reduce dependence on cars and encourage more people to walk, cycle or use public transport.
- Supporting Hamilton City to be a vibrant and lively place that people want to live, work, play, invest and visit and enhancing its role as a major New Zealand urban area. The aim is for the Central City to comprise a vibrant and diverse mix of uses.
- Supporting the sub-region’s towns to have thriving business centres that provide local employment opportunities relevant to the local needs and aspirations which also includes housing and employment options along with a range of social and recreational activities.
- Building strong and sustainable communities through place-making initiatives, the provision of recreational, leisure, social, health, education, community, arts and cultural facilities and activities, and the ability for people to participate, collaborate and feel part of a community.
- Green spaces including wildlife habitats, public open space and farmland separating settlements.
- Protection of versatile and productive farmland by directing rural-residential and residential development and business land closer to towns and villages. This will also assist in reducing reverse sensitivity issues.
- A focus on providing well designed, sustainable and affordable housing and lifestyle choices.
- Protection of future infrastructure corridors.
- Integrating transport and land-use planning.
- Supporting the values, principles, aspirations, role, responsibility and place of tāngata whenua in the sub-region.
- Development of key transport corridors.
- Recognition of and support for protection of strategic nationally and regionally important services and businesses.

1.2 Vision

The vision statement assists in guiding the strategic direction of the Strategy. Its purpose is to provide responses to three crucial questions:

- What sort of community do we want for ourselves and our future generations?
- What things are important to achieving this?
- How will we monitor whether those agreed achievements are being met?

The Future Proof Strategy Vision:

In 30 years the sub-region:

- Has a diverse and vibrant metropolitan centre strongly tied to distinctive, thriving towns and rural communities.
- Is the place of choice for those looking for opportunities to live, work, play, invest and visit
- Is the place where natural environments, landscapes and heritage are protected and a healthy Waikato River is at the heart of the region's identity.
- Has productive partnerships within its communities, including tāngata whenua.
- Has affordable and sustainable infrastructure.
- Has sustainable resource use.

The Tāngata Whenua Vision for the Future Proof Strategy:

- Kia tuku atu ngā karu atua o te waka hei ārahi, hei arataki, hei tiaki.
- To enable guidance, leadership and nurturing. Knowing our future by planning today.

1.3 Guiding Principles

Future Proof is about how the area should develop into the future. Underlying this are fundamental principles which apply in respect of the Strategy and its implementation. The ongoing application of these principles is key to effective implementation and should be used in assessing and measuring proposals against the Strategy and any subsequent changes that are made to it.

The following guiding principles originate from the 2009 Strategy. Future Proof commissioned an evaluation of the principles from an economic perspective to test their validity for the Strategy Update³. The evaluation concluded that the Future Proof principles remain valid, and possibly more relevant today than when originally drafted.

Effective Governance, Leadership, Integration, Implementation and Productive Partnerships

- Ensure that collaborative arrangements are in place for effective Strategy governance and implementation.
- Ensure that the Strategy is integrated into the partners' and other implementation agencies' policy documents and plans.
- Encourage the partners to be advocates for the Future Proof Strategy to central government and other implementation agencies.
- Monitor the effectiveness of the Strategy's guiding principles so that we better understand the propositions "what has happened" and "what difference did the Future Proof Strategy make".

Diverse and Vibrant Metropolitan Centre linked to Thriving Town and Rural Communities and Place of Choice – Live, Work, Play, Invest and Visit

- Recognise the importance of the Future Proof sub-region within the wider Waikato Region and the upper North Island.
- Maintain and enhance the Hamilton Central City as the primary commercial, civic and social centre of the Future Proof area, with it also becoming an important residential intensification area.
- Ensure the sub-region's towns and villages retain their individual and distinct identities with thriving town centres that support people to live, work, play, invest and visit.

³ Property Economics, 2017. *Future Proof Economic Evaluation Update*.

- Promote increased densities in new residential development and more intensive redevelopment of existing urban areas.
- Encourage development to locate adjacent to existing urban settlements and nodes in both the Waikato and Waipa Districts and that rural-residential development occurs in a sustainable way to ensure it will not compromise the Future Proof settlement pattern or create demand for the provision of urban services.
- Ensure commercial and industrial development is located in selected sub-regional areas and that it is not located where it undermines the areas of influence of the Hamilton Central City, Cambridge, Te Awamutu, Pokeno, Tuakau, Te Kauwhata, Horotiu, Ngaruawahia, Raglan and Huntly.
- Provide housing and lifestyle choice within defined locations, including papakāinga, with greater emphasis on good urban design outcomes. Where possible, respond to government policies on land supply and housing affordability.
- Maintain the separation of urban areas by defined and open space and effective rural zoning.
- Recognise and provide for the growth of urban areas and villages within indicative urban and village limits.
- Support existing commercial centres, towns and villages within the sub-region so these places remain vibrant and valued.

Protection of Natural Environments, Landscapes and Heritage and Healthy Waikato River as Heart of Region's Identity

- Maintain and enhance the cultural and heritage values of the sub-region.
- Ensure that the settlement pattern generally avoids as far as practicable adverse effects on natural hydrological characteristics and processes, soil stability, water quality and aquatic ecosystems; maintain or enhance landscape values; and, promotes positive indigenous biodiversity outcomes and protects significant indigenous vegetation and significant habitats of indigenous fauna.
- Maintain, enhance and create important ecological areas and corridors for the protection and enhancement of indigenous biodiversity.
- Give effect to the Vision and Strategy for the Waikato River by restoring the health and well-being of the Waikato and Waipa Rivers, including adopting an integrated management approach.

Affordable and Sustainable Infrastructure

- The staging and timing of the settlement pattern will align with the partners' long-term infrastructure strategies and that of any potential waters Council Controlled Organisation (CCO), as well as NZ Transport Agency plans.
- Encourage development in established settlements to support existing infrastructure.
- Protect existing and future infrastructure and transport corridors, including the Waikato Expressway, Southern Links and rail corridors, from development that could constrain or compromise the efficiency of infrastructure and transport corridor operation.
- Ensure development is planned to support safe and efficient transport infrastructure, including public transport provision and reduced dependence on motor vehicles.
- Recognise the need for stronger links between land-use and transport in respect of the settlement pattern and ensure capacity is matched with development potential.
- Ensure large scale community facilities and services are planned on a sub-regional basis to avoid duplication of resources.

Sustainable Resource Use

- Protect versatile and quality farmland for productive purposes through the provision of limited rural lifestyle development around existing towns and villages and encouraging a more compact urban footprint.

- Ensure development is directed away from potential and known hazard areas as well as areas suited to energy generation and transmission, and important mineral resources (including sand and aggregate) and access routes to these resources.
- Ensure that planning for the future use of water maintains or improves water quality and promotes efficient use.
- Promote planning for an energy efficient, low carbon emissions, sustainable environment.
- Ensure communities are well informed about sustainability principles and are encouraged to incorporate them into daily life.

Tāngata Whenua

- Ensure that the values, principles, aspirations, roles and responsibilities and the place of tāngata whenua are reflected and incorporated into Strategy governance and implementation.
- Recognise the unique relationship that tāngata whenua have with the whenua awa, moana, maunga, taiao katoa: the land, waterways, ocean, mountains, wider environment and other people in the sub- region. This includes, but is not limited to, the practice of kaitiakitanga.

1.4 What Are Our Challenges

The Future Proof sub-region faces a number of significant challenges which we need to be aware of so that we can respond appropriately.

Cross Boundary Influences

The Future Proof sub-region sits at the heart of the golden triangle between Auckland, the Waikato and the Bay of Plenty. While this brings significant benefits, such as strong economic linkages, it also presents challenges that need to be managed. They include an increasing growth in freight, constraints in the road and rail network, pressures on land use, particularly industrial land, and the need for a more coordinated approach between regions.

There is a strong inter-relationship between the Waikato and Auckland. The Future Proof sub-region's geographical position means that Auckland will have an ongoing influence on it. This includes through growth displacement from Auckland into the northern Waikato, the strong activity and transport links between Auckland and the Waikato and the impact of shorter travel times between the two regions. These cross-boundary influences represent both opportunities and challenges. The challenges lie in the growth pressures being placed on the northern Waikato and the implications for infrastructure (including social / community infrastructure) and funding, the increasing pressure on transport networks between the two regions, how to create vibrant and cohesive communities rather than dormitory suburbs, and the pressure on productive land and other resources.

Water Allocation and Quality

There is increasing and competing demands for freshwater in the sub-region and in some areas the freshwater resource is fully allocated or nearing full allocation. The demand for surface and groundwater has grown substantially in recent years. We must ensure there is enough water to support the implementation of the Future Proof settlement pattern.



Degraded water quality, especially for the Waikato River, is also an issue for the sub-region. Through the Vision and Strategy for the Waikato River, the Waikato River Authority has identified key issues for the River including its degradation which has compromised iwi in their ability to exercise mana whakahaere or conduct their tikanga and kawa, the impact of human activities along the River and the alteration of natural processes over time (see www.waikatoriver.org.nz).

Infrastructure⁴ Levels of Service and Affordability

Like many other areas throughout New Zealand, the Future Proof partner councils are coming under increasing pressure to provide new and enhanced infrastructure and services while at the same time there are concerns around the sustainability of local government funding and people's ability to pay. The challenges include:

- Rapid demographic and economic change (e.g. an ageing population that may have a decreased ability to pay rates).
- Altered local demand and consumption patterns affecting the provision and location of services (e.g. schools, supermarkets, health care, leisure and transport).
- Strong growth in most of the Future Proof sub-region which requires councils to invest heavily in new infrastructure to accommodate growth, while some towns and villages are, or will be, in decline.
- Increasing community and central government expectations.
- Increasing impacts from natural hazards and environmental challenges.
- Increasing expectations arising from tourism and the visitor economy.

Future Land Use

There are several significant factors that will influence urban form and other land uses in the Future Proof sub-region. These include:

- The impact of Auckland as the country's largest city on the northern Waikato and other parts of the sub-region.
- The growing influence of Hamilton and Auckland which act as two key urban nodes, influencing growth and development within the sub-region.
- The effect of key transport routes (e.g. the Waikato Expressway and Southern Links) which provide a boundary for urban development and can also encourage development to locate close by.
- Shorter travel times because of improved transport access, in particular the Waikato Expressway, is changing the nature of some urban areas and will continue to do so.
- Land conversions and significant land ownership changes.
- Environmental limits and impacts, including climate change.
- Conflict between different land uses, for example demand for rural residential living on productive rural land or close to farms and other rural industry.
- Ensuring there is enough zoned and serviced land, in the right places, to meet demand.
- The affordability of housing, particularly given the 'halo effect' of Auckland.

Achieving Integrated Planning

Integrated planning is about drawing together land use, infrastructure and funding in a cohesive way. A challenge for the Future Proof sub-region is to ensure that integrated planning continues to occur and that we are able to improve on our planning approaches over time. There are a number of integrated planning challenges that face the sub-region including managing ad-hoc or unplanned developments, ensuring development is feasible and affordable (for councils, developers and the community), implementing the right staging and timing for land use so that it is supported by appropriate infrastructure and funding, and ensuring that we build sustainable communities over time through integrated planning and good place-making initiatives.

Responding to Change

Long-term growth management is susceptible to changing circumstances and Future Proof must be able to respond to change. This could include demographic change, a change in growth rates, shifts in the market, technological changes, the impact of climate change or natural disasters, fluctuating economic cycles, and global economic instability.

⁴ Infrastructure refers to network and community infrastructure and has the meaning set out in Section 197 of the Local Government Act 2002.

The challenge for the sub-region is to anticipate significant change as much as possible and to maintain an approach that allows Future Proof to adapt and respond.

2. Future Proof Development

Te whakahaumarumaruru ki tua

2.1 Future Proof Strategy 2009

The Future Proof Strategy was developed by the Strategy partners, over a period from 2007 to 2009. The need for the Future Proof Strategy emerged as a result of:

- Community concerns about the lack of collaboration and leadership in the management of growth across the territorial boundaries in the sub-region.
- NZ Transport Agency concerns about the lack of integrated land use and transport planning in this area.
- An awareness of the need to inform the RPS and RLTP documents.
- An increasing recognition of the Waikato region's role in the upper North Island economy, alongside the Auckland and Bay of Plenty regions.
- Significant growth rates occurring in the sub-region.

Three general scenarios were created during the development of the 2009 Strategy. They were business as usual, compact settlement and concentrated settlement. These scenarios attempt to paint a picture of what the future might look like. The scenarios were released for public comment and feedback in October 2008. Feedback from consultation clearly told us that proceeding with a business as usual approach is not sustainable. The majority of responses supported either the compact settlement or concentrated settlement scenario, or a combination of both. As such, a combination of compact and concentrated was chosen as the preferred direction and the Strategy was prepared on this basis. More consultation was carried out from March to April 2009, and hearings were held in May 2009. The Strategy was adopted by the partners on 30 June 2009 and launched by Prime Minister John Key and Kingi Tuheitia on 8 September 2009.

Since its adoption the project has been strongly focused on implementation, particularly anchoring the settlement pattern through statutory processes.

A summary of the key achievements for the Future Proof partnership since 2009 are as follows:

- The RPS incorporates the Future Proof settlement pattern and key principles, including urban limits. This is important as it provides certainty for the sub-region and means that the Future Proof principles are embedded in a statutory document.
- Reviews and updates of the Hamilton City Council, Waipa District Council and Waikato District Council district plans. All of these documents incorporate key aspects of the Future Proof Strategy.
- Ongoing and fragmented rural residential subdivision is being addressed through the RPS and district plans, including through the use of minimum lot sizes.
- The Future Proof settlement pattern has been incorporated into the RLTP and local transport strategies.
- Speaking with one voice on key sub-regional issues.
- Taking a joined up approach to sub-regional growth management which has provided the confidence for funding to be provided for significant projects such as the Waikato Expressway.
- Facilitating a strong partnership between the Future Proof councils, NZ Transport Agency and tāngata whenua.
- Completion of an Intensification Study and Toolkit.
- Future Proof Business Land Review and Office and Retail Study completed in 2010.
- Ongoing implementation of the Waikato Expressway as the region's highest priority transport project.
- Achieving alignment between the Future Proof Strategy and key documents (e.g. the RLTP and Long-Term Plans – including Infrastructure Strategies).
- Completing an Airport and Adjacent Lands Study.
- Completing a Hamilton to Auckland Corridor Study.
- Southern Growth Corridor Heads of Agreement.

- The completion of a Southern Growth Corridor Strategic Land Use and Infrastructure Plan.
- A Three Waters Strategy and Action Plan has been completed and adopted by the Future Proof partners.
- A comprehensive review of demographic, households and labour force projections following the release of Census data.
- A review of water demand to ensure there is enough water to support the settlement pattern out to 2061.
- Anchoring key developments which are part of the Future Proof settlement pattern, e.g. Ruakura.
- Completion of the first Future Proof Monitoring Report.

Some of the above reports can be found on the Future Proof website: www.futureproof.org.nz. All of this work provides a sound platform for updating the Future Proof Strategy.

2.2 Future Proof Strategy Update

Action 8.4.4(4) of the 2009 Strategy sets out that the document should be reviewed in 2011 or at the discretion of the Strategy partners. The partners agreed that 2015 was an opportune time to initiate an update, and this was confirmed by the Future Proof Implementation Committee in March 2015. While the project was still in an implementation phase, a number of key projects had been concluded, various statutory processes had either been completed or were near to being completed, and new Census data had been released.

The objective of the Update was to provide a Strategy document that is current, taking into account the changes since the Strategy was adopted in 2009 including changes to national and sub-regional planning and local government arrangements, inclusion of the Franklin area into the Waikato District, and emerging cross boundary issues especially with Auckland.

Fit for Purpose

The fundamental principle underlying the Strategy Update was to retain the 2009 Strategy as the baseline, including the preferred settlement pattern scenario. The Future Proof approach has support and has been shown to work, for example:

- Future Proof has been referenced favourably in a number of Government documents which have noted the importance of the partnership approach, e.g. the Productivity Commission's Better Urban Planning Draft Report⁵.
- Central government has recognised the value of Future Proof as a best practice tool for implementing the NPS-UDC.
- The approach enabled the funding of the Waikato Expressway. Funding for the Expressway was contingent on the Future Proof councils having an agreed strategy in place. This has allowed the Government to invest with certainty.
- The settlement pattern scenario of compact and concentrated has been tested through statutory processes such as the RPS and district plan reviews.
- Recent research by the New Zealand Centre for Sustainable Cities found public support for compact city approaches in Hamilton⁶.
- Growth management and compact urban development have become central tenets of New Zealand urban policy. Other local governments have also introduced growth management strategies that aim to encourage compact urban form and manage the expansion of their cities, e.g. the Auckland Plan, SmartGrowth (the western Bay of Plenty spatial plan) and the Greater Christchurch Urban Development Strategy.
- The Future Proof Monitoring Report⁷ has shown that the partners are meeting or making progress towards the Future Proof approaches.

⁵ New Zealand Productivity Commission, 2016. *Better Urban Planning Draft Report*. Available from www.productivity.govt.nz/inquiry-content/urban-planning

⁶ Early L, Howden-Chapman P, Russell M eds., 2015. *Drivers of Urban Change*. Ebook Steele Roberts, Wellington.

⁷ Future Proof, 2015. *Future Proof Monitoring Report*. Available from <http://www.futureproof.org.nz/file/future-proof-monitoring-report-april-2015-final.pdf>

Work completed for Future Proof has also confirmed the validity of the Strategy's guiding principles from an economic perspective.⁸

Two Phased Approach

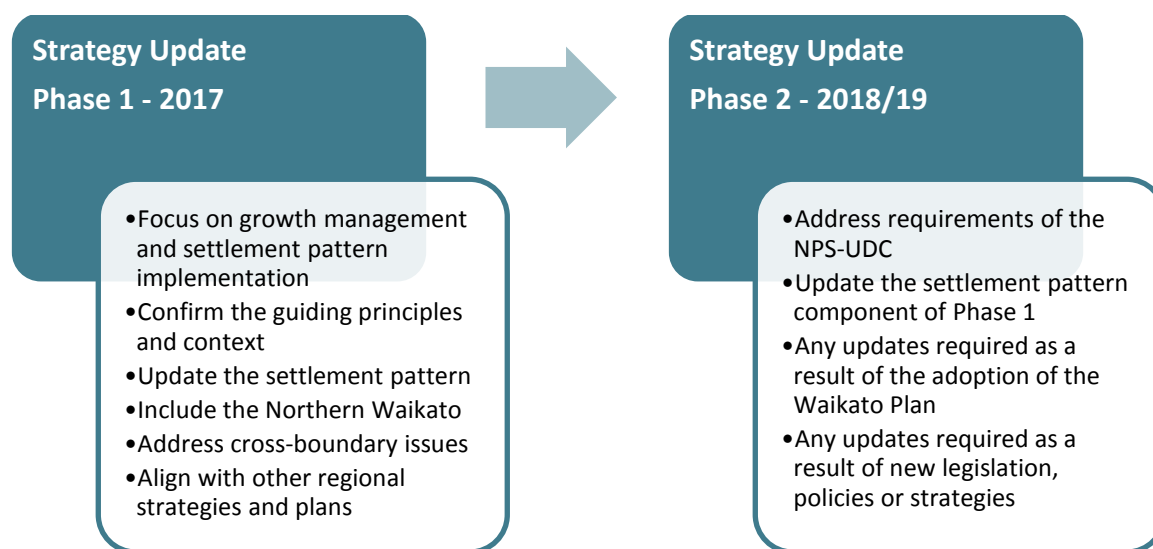
During the Strategy Update process two other initiatives emerged, which affected the development of the Update. The first was the Waikato Plan. The Waikato Plan is an overarching strategic document for the whole of the Waikato region which speaks with one voice about the issues and opportunities the region faces. The Waikato Plan is based on two principles; that together, we are stronger and that to succeed as a region, all parts of the Waikato must be successful as they can be (see www.waikatoplan.co.nz).

It was decided to narrow the focus of Future Proof to growth management and settlement pattern implementation, leaving the wider strategic planning matters to the Waikato Plan. Future Proof is the primary voice for long-term growth planning in the sub-region.

The second initiative is the introduction by the Government of the NPS-UDC which provides national direction to local government on making provision for urban development. There is significant cross over between the NPS-UDC requirements and the Future Proof Strategy, in particular the settlement pattern.

In order to factor in the new requirements of the NPS-UDC, the partners decided to update the Strategy in two phases. This document represents Phase 1 of the Update. Figure 4 illustrates the Strategy Update process.

Figure 4: Future Proof Strategy Update process



Phase 1 – Updates to the Settlement Pattern

The settlement pattern has been updated to reflect changes since 2009, in particular the Auckland – Waikato Boundary adjustments in 2010, which brought the areas of Pokeno and Tuakau into the Waikato District and the Waikato Region.

The update to the settlement pattern has addressed the following:

- Inclusion of the northern Waikato areas of Pokeno and Tuakau.
- A continuation of the existing Future Proof Strategy approach of managing and restraining ongoing rural-residential subdivision pressures adjacent to major settlements, particularly around Hamilton.
- The timing and scale of future urban growth, particularly in the northern Waikato.
- The growth cells identified in the Strategic Agreement (2005) between Hamilton City Council and Waikato District as identified as R2 and HT1.

⁸ Property Economics, 2017. *Future Proof Economic Evaluation Update*.

- An adjustment of the future land use demand and residential allocations arising from the 2013 Census, and the Future Proof Monitoring Report (2015).
- Consideration of the implications of the future Southern Links project and the Waikato Expressway on urban form and the timing of urban growth.

Phase 2 – What will be Considered

Phase 2 of the Future Proof Strategy Update will cover the following matters:

- Addressing the requirements of the NPS-UDC, in particular ensuring that the Future Development Strategy as set out in the NPS-UDC is incorporated into the Future Proof Strategy.
- Updating the settlement pattern component of Phase 1. This will take account of work completed under the NPS-UDC, such as the housing and business development capacity assessment. Phase 2 will aim to reconfirm the existing settlement pattern as well as providing a framework to assess any future development opportunities⁹.
- Any updates required as a result of the adoption of the Waikato Plan.
- Any updates required as a result of new legislation, policies or strategies.

2.3 Strategy Implementation Mechanisms

Legislative Mechanisms

Future Proof's operational and implementation processes have been designed to be consistent with the three major planning statutes relevant to local government. This will support the partner councils in achieving compliance obligations during implementation. The three statutes are:

- Resource Management Act 1991 (RMA): the Act is concerned with the sustainable management of natural and physical resources. The amendments to the Act in 2005 strengthened the role of regional councils in managing growth, and the function of regional councils now includes the strategic integration of infrastructure with land-use. The amendments introduced in 2017 require that regional councils and territorial authorities provide sufficient development capacity for residential and business land to meet expected demand. They also provide for fast-tracked planning processes in certain situations. The Act provides key implementation tools which are important to Future Proof e.g. the NPS-UDC, regional policy statements, regional plans, and district plans. As well as policy direction we need to be consistent with, e.g. National Policy Statements: Freshwater Management, Urban Development Capacity, Renewable Electricity generation, and Electricity Transmission, and the New Zealand Coastal Policy Statement.
- Local Government Act 2002 (LGA): the Act sets out the purpose of local government, which, as a result of the 2012 amendments, emphasises local decision making on behalf of communities, meeting the current and future needs of communities for good quality local infrastructure, local public services and performance of regulatory functions in a way that is most cost effective for households and businesses. The Act also identifies key principles and provides for important implementation tools such as long-term plans, infrastructure strategies, development contributions policies, annual plans and reports, triennial agreements and the authority to establish joint governance committees. It also outlines consultation and decision making processes which were used for the Strategy Update.
- Land Transport Management Act 2003 (LTMA): the Act governs the way the New Zealand land transport system is developed, managed and funded. The purpose of the Act is to contribute to an effective, efficient and safe land transport system in the public interest. The Act also provides important implementation tools such as the Government Policy Statement on Land Transport, the National Land Transport Programme, regional land transport plans, and tolling.

⁹ A Future Proof framework for assessing settlement pattern changes and future development opportunities has been prepared and can be found at: www.futureproof.org.nz.

Other significant legislation and documents that the Future Proof Strategy is consistent with includes:

- Waikato-Tainui Raupatu Claims (Waikato River) Settlement Act 2010: the overarching purpose of the settlement between Waikato-Tainui and the Crown is to restore and protect the health and wellbeing of the Waikato River for future generations. The Act recognizes the Vision and Strategy for the Waikato River.
- Vision and Strategy for the Waikato River: the purpose of the Vision and Strategy is to restore and protect the health and wellbeing of the Waikato River. The Vision and Strategy is consistent with the overarching purpose of the settlement between Waikato-Tainui and the Crown. The Vision and Strategy incorporates the objectives provided by Waikato-Tainui as set out in the Agreement in Principle, and other objectives that reflect the interests of Waikato River iwi, and of all New Zealanders.
- Housing Accords and Special Housing Areas Act 2013 (HASHA): the purpose of this legislation is to enhance housing affordability by facilitating an increase in land and housing supply in certain regions or districts, listed in Schedule 1, identified as having housing supply and affordability issues. Hamilton City Council signed a Housing Accord with the Government in December 2016 which will enable special housing areas.

Implementation Mechanisms

A range of mechanisms have been utilised to implement the Future Proof Strategy. These include tools underpinned by legislation, non-statutory agreements and local and central government initiatives.

The Future Proof Strategy has been and will continue to be implemented through:

- RPS
- RLTP and Public Transport Plan
- NZ Transport Agency's programmes, plans and business cases (e.g., the National Land Transport Programme and the Waikato Expressway Network Plan)
- Partner council's growth strategies, district plans, policies and bylaws
- Long-Term Plans
- Tāngata whenua plans and strategies
- Other partner plans and strategies

Where possible and appropriate, the Future Proof partners will also make use of any new implementation mechanisms, such as special housing areas and urban development authorities. The Future Proof Strategy will also work closely with the Waikato Plan as this document provides strategic direction on social, economic, cultural and environmental matters.

Implementation is an ongoing process that will continue to be addressed as part of the partner's own programmes, plans and strategies. It will also be important for the Future Proof partners to continue to engage and involve government and non-government agencies, the private sector, and the wider community. Future Proof's success will be determined by the long-term, formal commitment to collaboration between the key agencies and authorities.

Figure 5 below illustrates the relationship between Future Proof, national legislation and documents and other regional and district documents.

Figure 5: Relationship between the Future Proof Strategy and key documents



3. Context

Horopaki

3.1 Global Context

Long-term planning for the sub-region is influenced by the global environment and needs to take these factors into account. Such influences include:

- Continuing globalization – economies and societies around the world are more interconnected than ever before and there is increasing population diversity.
- Urbanisation – the world is continuing to urbanise and today more people live in urban areas than in rural areas. Economic growth, employment, trends in household characteristics and transport options all contribute to the growth of urban areas.
- Accelerating technological change – increase in the scope, scale and economic impact of technological change including digital, automation, robotics, nanotechnology and biotechnology.
- Ageing populations – globally the human population is getting older and for the first time it could mean that there is a plateau in population growth.
- Natural capital – declining biodiversity and pollution have created a growing awareness of the cumulative global impacts of development and the importance of our natural assets.
- Natural risks – climate change and associated alterations to weather patterns, increased scarcity of certain natural resources such as energy, minerals, freshwater, fisheries and land for primary production and natural amenities.

3.2 New Zealand Context

National Context

As at 30 June 2016, New Zealand's population was estimated to be around 4.7 million. New Zealand's population is projected to grow to 5.8 million in 2038 and 6.5 million in 2068. Growth is likely to slow in the long-term, despite the highest population growth since the 1960s and the projected growth in 2017 to 2018. There is roughly a one in four chance that the population will be declining by the 2060s¹⁰.

Key features of New Zealand's population are:

- There is an increasing proportion of people in the 65 years and over age group.
- The Māori population is growing at a faster pace than the total New Zealand population.
- Most New Zealanders now live in urban areas.
- The population is becoming more ethnically diverse.

Emerging issues for New Zealand that relate to growth management include:

- Lifestyle migration.
- Changing population structure, in particular an ageing population.
- Housing quality and affordability.
- Water allocation and quality.
- Rising infrastructure and service costs.
- Reconciling the needs of the current population with the needs of future generations.
- Matters of urban design and place-making.
- Recognising the needs of a more urbanised population.
- Growing the economy.
- Pressure on resources.
- Increasing disparity of wealth.

The state of the global economy is also an issue for New Zealand. Development at home is influenced by the world economy. The global economy is cyclic and therefore it is important that the Future Proof Strategy takes a long-term view and continues to plan ahead for future land-use with ongoing monitoring and reviews.

Central government strategies, plans and policies relevant to Future Proof include:

- Safer Journeys (2010)
- New Zealand Energy Strategy (2011)
- National Energy Efficiency and Conservation Strategy (2011)
- Connecting New Zealand (2011)
- Tourism 2025 (2014)
- New Zealand Infrastructure Plan 2015
- Government Information and Communications Technology Strategy (2015)
- Government Policy Statement on Land Transport
- National Land Transport Programme
- National Policy Statements (Urban Development Capacity, Freshwater Management, Renewable Electricity Generation, Electricity Transmission) and the New Zealand Coastal Policy Statement

¹⁰ Statistics New Zealand website, http://www.stats.govt.nz/browse_for_stats/population/estimates_and_projections/projections-overview/nat-pop-proj.aspx. Updated 8 March 2017.

- The Business Growth Agenda
- The Crown-Māori Economic Growth Partnership (2012)
- Social investment policy approach

Building a more competitive and productive economy for New Zealand is one of the key priorities for the current Government. The Business Growth Agenda drives this through a programme of work that aims to deliver more jobs, higher incomes and higher living standards. The Business Growth Agenda is focused on six key areas - exports, investment, innovation, skills, natural resources and infrastructure. It also captures three important cross-cutting themes - Māori economic development, sectors and regions, and regulation.

The Regional Growth Programme is also part of the Business Growth Agenda. This Programme works with local communities to develop and implement economic growth action plans, including in the Waikato.

Regional Context

The Waikato region has 9.6 percent of New Zealand's population and is ranked fourth in population size after the Auckland, Canterbury and Wellington regions. In 2016, approximately 449,000 people lived in the Waikato region. Around 53 percent of residents are under 40 years of age¹¹.

The Waikato region is a medium-sized economy with a strong primary production and agri-manufacturing focus. It is noted for its dairy, meat and forestry activities in the primary sector and its agri-based technology and manufacturing sectors. As well as being recognised as an agricultural powerhouse and a key contributor to New Zealand's dairy industry, the Waikato also has strengths in manufacturing, is supported by strong science and research capabilities and a thriving professional services sector.

The Waikato is a nationally significant juncture for freight and transport and has good connections to large and growing populations in Auckland and Tauranga. The Waikato has the highest per capita central government capital investment in transport and communications, a good quality road transport network, two of the busiest rail lines in New Zealand, Hamilton Airport (and many smaller airports in the region) and the fourth largest contracted public transport service in New Zealand.

The Waikato region contains important natural resources:

- The longest river in New Zealand (the Waikato River)
- The largest lake (Lake Taupo)
- Internationally significant wetlands
- The country's most important geothermal systems
- Extensive native and exotic forests
- Tongariro National Park
- Waitomo Caves



The Waikato Regional Council and Hamilton City Council are part of the Upper North Island Strategic Alliance (UNISA) which has produced some important pieces of work, including the Upper North Island Freight Story, the Upper North Island Story and an Industrial Land Demand Study. UNISA aims to address a range of inter-regional and inter-metropolitan issues given the significant growth occurring in the Upper North Island.

Indigenous Community/ Tāngata Whenua Community/ Tāngata Whenua

Te Tiriti o Waitangi obligations between the Crown and hapū, continue to guide the manner in which tāngata whenua, regional and district councils, and other government agencies exercise their roles and responsibilities. The principal iwi groups in the sub-region are Waikato, Maniapoto, Raukawa and Hauraki. Within these iwi groups there are numerous hapū (sub-tribes).

¹¹ Statistics New Zealand, subnational population estimates, 2016.

Since 2010 there has been significant change in the Waikato region in the governance arrangements between local government and iwi. There have also been a number of Treaty of Waitangi negotiations settled or underway with the Crown. There are still claims not yet settled and some that have not been lodged. It is acknowledged that the settlement process and redress is ongoing.

The following pieces of legislation give effect to various deeds of settlement and co-management and are relevant to the Future Proof sub-region and the development and implementation of the Future Proof Strategy:

- Waikato Raupatu Claims Settlement Act 1995
- Waikato-Tainui Raupatu Claims (Waikato River) Settlement Act 2010
- Ngāti Tuwharetoa, Raukawa, Te Arawa River Iwi Waikato River Act 2010
- Ngā Wai o Maniapoto (Waipa River) Act 2012
- Raukawa Claims Settlement Act 2014
- Ngāti Koroki Kahukura Claims Settlement Act 2014
- Ngāti Hauā Claims Settlement Act 2014

There will also be more settlements to come in the future.

The Waikato and Waipā River settlement and co-management legislation have been a significant milestone for the Waikato region creating a number of co-governance and co-management agreements with iwi in the Waikato and in the Future Proof sub-region. This legislation has resulted in the establishment of a co-governance group - the Waikato River Authority – which is custodian for Te Ture Whaimana o te Awa o Waikato – the Vision and Strategy for the Waikato River. The Vision and Strategy is the primary direction-setting document for the Waikato River and activities within its catchment affecting the River. Co-governance and co-management arrangements are likely to increase in the future reflecting the importance of iwi and local / central government working together in consensus decision-making.

The outcomes from the Crown's settlement of grievances from its breaches of Te Tiriti, coupled with ongoing capability and capacity building initiatives at individual, whānau, marae, hapū, and iwi level, have and will continue to influence the role and participation of tāngata whenua in the successful implementation of Future Proof.

Tāngata whenua economic participation and investment offers significant potential in the Future Proof sub-region and the wider region. Tāngata whenua are active investors in the region contributing \$1.4 billion to the Waikato economy with an asset base of \$6.2 billion¹².

Tāngata whenua assets in the Waikato are expected to grow as a result of further Treaty settlements and Waikato-Tainui receiving additional redress.

Tāngata whenua are striving to establish very clear leadership, strategies and influence to grow their people. Tāngata whenua are playing and will continue to play a key role in the sub-region's environmental management and enhancement, social and economic development, and cultural well-being.

Sub-Regional Context

The Future Proof sub-region encompasses the territorial authorities of Waikato District, Hamilton City, and Waipa District and covers an area of approximately 475,000 hectares.

Hamilton City is the largest population centre in the sub-region, along with the townships of Pokeno, Tuakau, Te Kauwhata, Huntly, Ngaruawahia, Raglan, Cambridge and Te Awamutu. There are also a number of villages throughout the sub-region. The sub-region has a population of around 284,000 people, equating to 6 percent of New Zealand's population¹³. The sub-region encompasses some of the richest agricultural and pastoral areas in the world.

Hamilton is the country's largest inland city, and fourth largest urban area, with a population of around 161,000 people. It has 3.4% of our total population and is one of the fastest growing cities in the country. The city has a youthful population, with around 60 percent of residents under 40 years of age¹³. Hamilton is home to a world class centre of agricultural biotech excellence and to many of New Zealand's science research facilities as well as being a leading area for high-tech innovative manufacturing and engineering industries.

¹² Business and Economic Research Ltd., 2014.

¹³ Statistics New Zealand, subnational population estimates, 2016.

The Waikato district has a population of around 71,000 people living in predominantly a rural setting. It encompasses a large and diverse geographical, from Raglan on the west coast to inland farming areas. Around 52 percent of residents are under 40 years of age¹⁴. Pastoral farming is the largest single land-use in the district. The dairy industry is the most economically significant industry in the district, with forestry and dry stock also featuring strongly.

Waipa district has a population of around 52,000 fairly evenly mixed between urban and rural, with the main urban populations centred in the towns of Te Awamutu, Cambridge, Pirongia and Kihikihi. Around 49 percent of residents are under 40 years of age¹⁴. Because of the high proportion of elite soils, the district has a rich agricultural base that is dominated by dairy farming, but also features sheep, beef, horse studs, deer farming and fruit production.

3.3 Growth Management Assumptions, Drivers and Influences

Assumptions

The assumptions that underpin the Future Proof Strategy provide context for what we wish to achieve in the sub-region, and in many instances provide a context and basis for implementation. Many of these assumptions do not underpin any specific actions within this Strategy, but instead are achieved by other mechanisms such as the RPS, local district plans or the Waikato Plan, however, it is useful to have such assumptions collated to provide an overall 'vision' and forward projection about the sub-region.

- The Strategy takes account of all population, household and labour force change.
- Housing and lifestyle choices are available.
- Health and well being of the Waikato and Waipa rivers are restored.
- Local communities are supported by their town centres.
- The urban form needs to be sufficiently resilient and flexible to accommodate changes in energy forms and availability, as well as technological advances. This Strategy will continue to be strongly influenced by central government policy as it develops.
- Hamilton enhances its role as a major New Zealand urban area while the towns in the sub-region will retain their individual identities as distinct towns.
- The amount and influence of freight movements, logistics, distribution and associated land uses, within the sub-region are expected to grow over time. Freight volumes are expected to increase by 59% by 2042, and nationally, 64% of goods by value move through the upper North Island ports.
- The high level committed investment in transport and communications will be on-going until 2020.
- National and regional infrastructure assets, including road and rail transport corridors, hospitals, corrections facilities, academic institutions, waste management facilities, electricity transmission networks, telecommunication, gas and petroleum pipelines have been recognised and protected.
- Growth will be managed and not inhibited within a framework that takes a spatial approach to future settlements rather than relying solely on local authority boundaries.
- The Future Proof sub-regional population is growing. It is projected that by 2045 there will be an additional 99,000 to 133,000 people – a total of between 371,000 and 411,000¹⁵. Some smaller communities may, however, decline.
- While overall the sub-region is growing, it is acknowledged that there are different rates of growth which vary across time. This requires a careful, staged approach to development.
- The Hamilton airport will continue to be seen as regionally significant infrastructure. An aim should be to protect it from reverse sensitivity impacts while recognising the need to maintain a viable airport.



¹⁴ Statistics New Zealand, subnational population estimates, 2016.

¹⁵ Low and medium projections, University of Waikato, 2016.

- Future urban growth will be located within urban limits which reflect at least ten years of residential and business land supply.
- The staging and timing of the settlement pattern will align with the partners' long-term infrastructure strategies and that of any potential waters CCO as well as NZ Transport Agency plans.
- A comprehensive approach to development will be taken where whole areas are considered so that sufficient scale is achieved to ensure that infrastructure and services are efficient and cost effective.
- That there is sufficient water (in terms of quality and quantity) to deliver the settlement pattern out to 2045, including anticipating changes that may arise from the proposed Healthy Rivers Plan Change and any wider regional plan review.
- Where possible opportunities to align with the Waikato Plan will be taken. Future Proof will take strategic direction from the Waikato Plan on social, economic, cultural and environmental well-being.
- The outcomes defined in the Waikato-Tainui Rapatu Claims (Waikato River) Settlement Act 2010 are respected and given effect to¹⁶.

Growth Management Drivers and Influences

There are a number of growth drivers and influences that impact on the Future Proof sub-region. A number of these are particular to the sub-region while others are also common nationally and internationally. Successful growth management relies on the early identification and careful monitoring of the key growth drivers and influences. Taking this approach helps avoid "surprises" in the future.

- The sub-region is adjacent to Auckland, New Zealand's largest city – this will continue to have an influence on growth in the sub-region. This includes cross-boundary settlement / infrastructure alignment between south Auckland and north Waikato especially.
- The longer term role and scale of Pokeno and Tuakau.
- Long-term development aspirations for Meremere and Hampton Downs.
- The need to recognise that the northern part of the Waikato is a separate labour market to the areas south while noting there are linkages between those who live in the north and work in the south.
- Hamilton City provides employment for a significant labour market and over recent times (and in forward projections) has experienced strong residential growth.
- The growth in freight and logistics nationally provides a real opportunity for the sub-region to capitalise on its central location, established transport network, and population base.
- The existing and future opportunities that exist in Huntly for affordable housing with established community facilities and significant sub-regional employment.
- Acknowledging the possibility of some heavy industry displacement from Auckland.
- Improved technology, particularly Ultra Fast Broadband, means that people can be more mobile and can choose to live wherever they like, particularly in urban areas. Ultrafast Broadband also enables access to education, healthcare and employment.
- The impact of disruptive technologies on growth management in the sub-region, for example autonomous vehicles, changes in the labour force as a result of technological advances.
- The sub-region is home to an increasing number of events, including high performance sport, for example Hampton Downs and Karapiro, which attract people to the area.
- The sub-region has land available and the capacity to accommodate growth. Land is also more affordable than in Auckland.
- The sub-regional economy is strong through its natural resources and its productive rural sector.
- The growth of the Waikato as a tourism destination.

¹⁶ The Vision and Strategy for the Waikato River prepared under the Act is deemed to be a part of the RPS. It relates to the health and wellbeing of the Waikato River and its catchment, as well as the recognition and avoidance of adverse cumulative effects on the River and its catchment.

- The Future Proof sub-region sits at the heart of the growth and economic triangle of Auckland, the Waikato and the Bay of Plenty.
- Migration into the sub-region from other areas in New Zealand (e.g. Auckland) as well as internationally.
- Hamilton and parts of the Waikato District have a youthful population.
- Sufficient water to deliver the Future Proof settlement pattern out to 2045, including anticipating changes that may arise from the proposed Healthy Rivers Plan Change and future plan changes in giving effect to the Vision and Strategy and any wider regional plan review.
- The need to recognise and support implementation of the Regional Freshwater Strategy to enable more effective management of freshwater.
- Significant social infrastructure - tertiary education through the University of Waikato and Wintec, sports stadiums, arts and culture facilities and the Waikato Hospital based in Hamilton.
- Ongoing improvements in transport – travel times are now shorter between Auckland and Cambridge because of the Waikato Expressway. The influence of the completed Waikato Expressway and Southern Links on the settlement pattern. The possible extension of SH1 to the SH29 junction (Cambridge to Piarere) will further reduce travel times. Proposed improvements to SH3 will reduce travel times between Taranaki and the Waikato.
- The natural capital of the Waikato through amenities such as the Waikato River, rural countryside and the coast.
- The inter-connected nature of the urban and rural economies in the Waikato and the importance of viable rural service centres.
- The impact of property market cycles and economic (particularly monetary) policy.

A number of these drivers are well outside the control of local government and the community. However, they are all forces that need to be understood and their influence on growth and development monitored carefully. If monitoring shows that the impact of any of these factors, or any others that may not have been anticipated, are significant then it will be taken into account and addressed in any Strategy review.



C. Settlement Pattern

Te nohoanga tāngata

4. Introduction

Kupu whakataki

The settlement pattern is the cornerstone of the Future Proof Strategy. It provides the blueprint for growth and development which identifies the existing and future location of residential and business land and considers the mix of land-use, transportation and other infrastructure in an integrated manner.

The settlement pattern as set out in the 2009 Strategy forms the basis for the settlement pattern in this document. This includes the preferred settlement pattern scenario of achieving a more compact and concentrated urban form over time (as described in Section 2.1). The settlement pattern is defined out to 2045. Maps 1 and 2 in Appendix 2 illustrate the settlement pattern for the Future Proof sub-region.

5. Sub-Regional Growth Story

Ngā korero whakawhanake mō ngā wāhanga o te rohe

The Future Proof sub-region continues to experience high growth rates which have placed pressure on all three territorial areas. Hamilton City, Waikato and Waipa Districts are facing a number of similar challenges but they all have different growth stories due to their size, geographies and their communities.

The aim of the Future Proof Growth Strategy is to manage growth in the most efficient and effective manner by enabling the majority of development to occur within existing urban areas and towns. The Strategy also aims to achieve integration between the settlement pattern, environment, infrastructure and funding. The detail of this is set out in Sections 6 and 7.

Waikato District

The Future Proof Strategy aims to achieve around 80% of growth into Pokeno, Tuakau, Te Kauwhata, Huntly, Ngaruawahia, Raglan and various villages.

The growth pressures facing Waikato District include the significant influence of Auckland as the country's largest city, the growth of Hamilton City, demographic and land use changes as well as the effect of a completed Waikato Expressway. There are infrastructure servicing challenges for the district given the development pressures

Waikato District's growth is coming off a relatively low base which makes planning and keeping pace all the more difficult. Future Proof aims to stay ahead of the market, and in particular private plan changes, by putting in place an overarching settlement pattern for the next 30 years. Waikato District is also shaping its approach to growth management through a review of its District Plan.

Hamilton City

The target for Hamilton City is to provide 50% of growth through the regeneration of existing parts of the city (infill), and 50% through greenfields. Data from the last 10 years indicates that this split has for the most part been achieved, especially in recent years (see Table 1 below).

The City's growth areas are the central city for infill with greenfields growth areas at Rototuna, Rotokauri, Peacocke, and Ruakura. Hamilton City has assigned priorities and staging to these areas based on infrastructure and funding considerations. If land outside the city is required for future urban development, the agreement between Hamilton City and Waikato District on future urban boundaries provides a framework for this to occur. Future Proof also provides a mechanism for a Strategic Agreement to be negotiated between Waipa District and Hamilton City with regards to land in the Southern Links precinct.

Table 1: Hamilton City residential new dwellings, greenfield vs infill¹⁷

	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Greenfield (%)	47	45	50	43	66	69	63	57	44	42	55
Infill (%)	53	55	50	57	34	31	37	43	56	58	45

Hamilton City is facing pressures from:

- Development surrounding the City, and a push for some of these areas to be serviced.
- Ad-hoc peri-urban development which makes it difficult to plan infrastructure requirements.
- The Waikato Expressway making the connections between Hamilton, surrounding districts, and Auckland closer and more connected than ever.
- Demand for residential development on industrial land as well as continued strong demand for industrial development – getting the balance right is key and the NPS-UDC assessment will assist in this regard.

One of the biggest challenges for Hamilton City is the funding of infrastructure. The City has plenty of zoned land for development and has structured planned most of its urban growth areas, but is unable to fund all of these areas to unlock their full growth potential.

Future Proof aims to continue to support Hamilton City's growth allocations and its development priorities. It will also, along with the City, continue to explore new and innovative infrastructure servicing and funding options, especially with central government, in order to deliver good outcomes for Hamilton.

Waipa District

Waipa's growth is largely the story of two well founded towns – Cambridge and Te Awamutu. Cambridge will attract the largest proportion of growth in the district with over half of new residents living there. The Future Proof Strategy aims to achieve around 80% of growth in Cambridge and Te Awamutu, 10% in villages, and 10% in the rural environment.

The challenges being faced by Waipa include:

- High demand for housing in Cambridge given its proximity to the Expressway, to Hamilton and to community services and employment.
- An increasing and ageing population, and how to better cater for this change.
- Growth is putting stress and strain on existing infrastructure, particularly water.
- Infrastructure affordability.
- Retaining and enhancing Waipa's character while accommodating growth.

Waipa has set a direction for growth in the update to Waipa 2050 (the district growth strategy). The update to Waipa 2050 and the Future Proof Growth Strategy are in good alignment. Future Proof aims to support the District Growth Strategy by:

- Supporting the strong role for Cambridge and Te Awamutu as towns to accommodate the majority of growth.
- Keeping higher greenfield densities to ensure land is used efficiently and effectively.
- Providing an ability to speed up development, provided it's affordable.
- Ensure there is sufficient capacity to accommodate growth.

¹⁷ Hamilton City District Plan Monitoring Strategy, February 2017

6. Elements of the Settlement Pattern

Ngā ahuatanga o te nohoanga tāngata

6.1 Key Findings and Assumptions

Findings

- The population of the Future Proof sub-region is projected to reach between 371,000 and 411,000 by 2045¹⁸.
- The Strategy provides for an additional, 99,000 to 137,000 people in sub-region from 2016 to 2045¹⁸.
- The number of households in the sub-region is projected to reach between 154,000 and 170,000 by 2045¹⁸.
- The population is ageing. Different parts of the sub-region will experience population ageing at different rates. For example, Hamilton's population is relatively youthful but it will experience population ageing over time.

Assumptions

- Increased residential densities are an essential part of managing urban development.
- An adequate supply of zoned land will be maintained.
- Commercial demand will increase with population growth and be managed in accordance with the RPS.
- Industrial land is provided for in accordance with the RPS. The current provisions will be reviewed as part of Phase 2 of the Strategy Update.
- Rototuna, Rotokauri Stage 1, Peacocke Stage 1 and Ruakura will be the current residential greenfield growth cells for Hamilton City. The NPS-UDC, any Government infrastructure funding tools and the Housing Accord may result in changes to zoning and infrastructure staging. If land outside the city is required for future urban development, the agreement between Hamilton City and Waikato District on future urban boundaries provides a framework for this to occur, and future agreements with Waipa and Waikato councils may be negotiated.
- Ruakura will be developed as an inland port, and employment precinct, and a Waikato Agricultural Research Hub leveraging off the AgResearch Ruakura Research Campus, Waikato Innovation Park and the University of Waikato.
- Northgate Business Park at Horotiu will become an inland freight hub and employment area.
- Meremere will be investigated as a future employment area.
- Higher greenfield residential densities occur.
- Rural-residential sub-division is controlled.
- Growth emphasis is on Hamilton City, Huntly, Ngaruawahia, Te Kauwhata, Pokeno, Tuakau, Raglan, Cambridge and Te Awamutu.
- Additional capacity is provided in northern Waikato towns to meet anticipated demand as well as the influence of Auckland.
- Development occurs in a staged manner in accordance with appropriate triggers to ensure the efficient use of land and integration with infrastructure.
- The Waikato Expressway and Southern Links and key arterial routes will be completed.
- There is increased public transport, park and ride, walking and cycling in urban areas.
- New technologies will influence the way people and goods are transported.
- There will be a focus on place-making approaches.
- The settlement pattern will be further refined in 2018 as part of Phase 2 of the Strategy Update.

¹⁸ Low and medium projections, University of Waikato, 2016.

6.2 Growth Management Areas

The settlement pattern is made up of key growth management areas that have been identified within Hamilton City, Waipa District and Waikato District. The key features of the settlement pattern for each growth management area are as follows:

Hamilton City

- The Hamilton Central City as the main commercial, arts, and social heart for the sub-region.
- Increased residential population in the city with a broad range of services and facilities.
- Strong neighbourhood centres in new suburban areas.
- Well connected to public transport routes and improved opportunities for walking and cycling.
- Well planned open space with good walking and cycling links.
- Intensified residential development focuses around key nodes, including the Central City, transport hubs, town/suburban centres and areas of high public amenity such as parks and the river.
- Transport routes to support new areas.
- Greenfield growth for residential and employment purposes, within the identified growth cells of Peacocke, Rotokauri, Rototuna and Ruakura is managed and staged as demand and costs allow.
- Ruakura will develop into a significant new employment area based around the development of a regional logistics hub.
- Ruakura, the University of Waikato, the AgResearch Ruakura Research Campus and the Waikato Innovation Park will continue to create opportunities for the on-going development and expansion of research, education, innovation and technological activities, including through the development of the area as a Waikato Agricultural Research Hub.
- Significant sub-regional employment.



Cambridge

- High growth will be managed to maintain existing character.
- Develops as a commercial centre to provide for more local employment.
- Intensification of the central business area supported by a mix of residential and business uses.
- Consolidates its position as the centre of excellence for high performance sport in New Zealand.
- Consolidation of the equine industry which becomes a centre of excellence.
- Better public transport and improved opportunities for walking and cycling.
- Development within existing town boundaries to encourage infill.
- Provision of a range of housing choices including increased densities.
- Regeneration of existing areas without compromising town character.
- Hautapu as a large industrial area servicing the town and vice versa.
- New commercial areas to support local demand.



Te Awamutu and Kihikihi

- Towns will continue to grow while retaining their own character.
- Consolidation of the Equine Events Centre.
- Has a focus on its considerable pre and early European cultural heritage.
- Service centre for the surrounding rural area and is a major agribusiness hub.
- Better public transport and improved opportunities for walking and cycling.
- Increased densities within the existing town boundaries including a range of housing choices and densities.
- Residential infill development in Kihikihi.
- Provision of industrial land at Bond and Paterangi Roads.



Pokeno

- Rapidly growing settlement on Auckland's doorstep.
- Potential to become a town catering for an additional 2000 households (in addition to the 2200 households planned under the operative Pokeno Structure Plan; Pokeno Stage 1).
- Consideration to be given for the provision of social infrastructure such as a school or healthcare facility.
- Better public transport and improved opportunities for walking and cycling.
- Given the close proximity to Tuakau (7km), developing strong connections between the towns, including the ability to plan for and use shared community facilities and services.
- Sought after by Aucklanders looking for more affordable homes (compared to Auckland) yet within commuting distance to the city.
- Rapid development of the existing zoned industrial land.
- Potential for further growth (i.e., in addition to what had already been provided for in the Pokeno Structure Plan; Pokeno Stage 1) acknowledging existing constraints (topographical, geographical and physical).



Tuakau

- Planned to accommodate residential growth recognising that many people may choose to live in Tuakau and commute to Auckland to work.
- Potential to become the biggest town in the Waikato district as growth is less constrained by geological, topographical and network infrastructure compared to Pokeno.
- Primary satellite town to Pukekohe.
- Major service town for the northern Waikato.
- Strong links to Pokeno.
- Better public transport and improved opportunities for walking and cycling.

Huntly

- Opportunities for redevelopment and growth.
- Recognising its potential due to affordable housing and accessibility to Auckland and Hamilton.
- Economic development interventions aimed at stimulating positive economic and social outcomes.
- Placemaking interventions.
- Better public transport and improved opportunities for walking and cycling.
- Industrial and residential aspirations could provide an employment alternative to coal mining.
- Potential to provide services and employment opportunities for surrounding areas including Te Kauwhata.

Te Kauwhata

- Principally planned as a residential village with amenity benefits.
- The village has played and continues to play an important role as a service centre for the farming areas to the east and west.
- Strategically important in terms of accommodating growth between Auckland and Hamilton.
- Likely to grow due to the proximity to Auckland.
- Connection with Huntly for employment.
- Better public transport and improved opportunities for walking and cycling.

Ngaruawahia

- Potential to become the cultural and heritage capital of New Zealand.
- Ngaruawahia will keep its sense of spaciousness and heritage as a town with a predominantly residential function.
- Better public transport and improved opportunities for walking and cycling.

Raglan

- Seaside settlement that maintains the established desirable character of the Raglan coastal environment.
- Destination town.
- High number of holiday houses.
- Residential growth is expected to occur due to coastal lifestyle, proximity to Hamilton and technological and transport improvements.
- Better public transport and improved opportunities for walking and cycling.



6.3 Key Targets for the Settlement Pattern

Growth Targets

There is a clear strategic direction to ensure that a greater percentage of growth over time is located in existing areas of Hamilton City and the existing towns in both districts.

Therefore the below targets are to be achieved over the planning period for the Strategy:

- For Hamilton City, approximately 50% of growth will be through regeneration of existing parts of the city. This will focus in and around key nodes including the Central City, transport hubs, centres, and areas of high public amenity such as parks and the river.¹⁹
- For the Waikato District, approximately 80% of growth will be in the identified areas of Te Kauwhata, Huntly, Pokeno, Tuakau, Ngaruawahia, Raglan and various villages.
- For Waipa District, approximately 80% of growth will be within urban areas: 45% in Cambridge, 35% in Te Awamutu/Kihikihi, 10% in villages and 10% in the rural environment.

Density Targets

The Future Proof Strategy acknowledges that higher densities can help to support modal shift from the private car to more sustainable modes of transport. They also provide for a more effective use of land and allow people to live closer to key urban areas. Over time settlements will become more discrete with defined urban limits and greenbelts around them.

This Strategy has set the following general residential density targets which are to be achieved over time and not necessarily immediately. Density targets for the Future Proof area are contained in Policy 6.15 of the RPS.

Table 2: Future Proof and RPS density targets

Development type and location	Average gross density target
Hamilton Central City	50 households per hectare
Hamilton Intensification Areas	30 households per hectare
Hamilton Greenfield (Rototuna, Rotokauri, Ruakura Peacocke)	16 households per hectare
Greenfield development in Cambridge, Te Awamutu/Kihikihi, Huntly, Ngaruawahia, Raglan, Te Kauwhata, Pokeno and Tuakau	12-15 households per hectare
Greenfield development in Waikato District villages where sewerage is reticulated	8-10 households per hectare

6.4 Urban and Village Limits

Urban Limits

Future Proof wants defined urban areas and one of the key tools for achieving this is urban limits. Urban limits provide development certainty and encourage a more compact urban form while ensuring there is sufficient land and development supply for the 30 year period of the Strategy. The tool also allows councils to stage and time key areas for development resulting in more cost effective and efficient servicing and providing a clear break between urban settlements. The expectation is that land developed within an urban limit will be urban in nature, comprising a concentration of residential, commercial and/or industrial activities.

Urban limits have been established around Hamilton City and the major townships in the sub-region. These are shown on Map 6-2 in the RPS and Maps 1 and 2 (Appendix 2) of this Strategy.

In the Waikato District, new (indicative) urban limits have been proposed for the major townships to make provision for future urban growth. These limits, which are shown on Maps 1 and 2, are still indicative and will remain so until further development analysis, for example structure planning, has been completed. The indicative urban limits will not necessarily prevent changes to these limits if further development analysis determines such changes to be appropriate.

¹⁹ Hamilton City District Plan Monitoring Strategy has shown that infill development from 2006 to 2016 has averaged 47%.

Indicative Village Limits

Within the Waikato District, indicative village limits have been proposed for the villages on the Hamilton City periphery, including Taupiri, Gordonton, Whatawhata, Te Kowhai, Matangi, Tamahere and Horotiu. These are shown on Maps 1 and 2 but are still indicative and will remain so until further development analysis, for example District Plan review or structure planning has been completed. The expectation is that land within an indicative village limit may be developed to a rural-residential density only unless reticulated wastewater is available, with a single commercial centre providing for the daily convenience needs of residents in the immediate area.

The Waikato District is currently facing significant pressures in relation to some of its villages. This is likely to intensify post the Waikato Expressway completion in 2020. To manage this, show leadership and avoid a potential proliferation of private plan changes, it is intended to further investigate whether it is desirable to select one or two villages and prioritise these for future growth and servicing. This approach would see future development being concentrated in one or two existing villages (including Te Kowhai) rather than being scattered across a number of areas. This will be investigated as part of Phase 2 of the Strategy Update in 2018, noting that the Future Proof partners would need to agree to this approach.

6.5 Hamilton Area of Influence

Hamilton City is the third smallest territorial authority in New Zealand, yet it is New Zealand's fourth largest urban area by population. The small size of the Council's area means that much of the city's existing urban abuts directly against the boundaries with Waipa and Waikato Districts.

High growth rates in the sub-region in recent years have created pressure in Waikato and Waipa districts to convert rural land near to Hamilton to rural-residential and other non-rural uses. The lack of a 'buffer' between Hamilton's urban land, and nearby rural uses in Waipa and Waikato exacerbates issues relating to this type of development which Hamilton City Council could otherwise manage through its own mechanisms.

Development surrounding the City can result in the fragmentation of the future urban land resource, making subsequent conversion to urban uses in the future difficult. Development close to Hamilton's boundaries puts pressure on Hamilton's services by out-of-town users. For this reason Hamilton City Council has maintained an active interest in the future plans for these towns and villages that are near Hamilton.

As a general principle, the next areas of land to come into the City will be defined by the Waikato Expressway and the proposed Southern Links strategic roading network.

While further work will be completed on a 30 year demand scenario as well as land supply and development capacity as part of Phase 2 of the Strategy Update; initial assessments indicate that Hamilton City is likely to have enough land within the current boundaries for growth over the next 20-30 years. After that point the Hamilton boundary may need to be extended. There are already agreements in place between Hamilton City and Waikato District in regard to future land that may need to come into the City. These agreements may need to be re-negotiated and amended triggers introduced in order to provide flexibility given the levels of infrastructure funding required to service significant new areas for development. The 2005 Strategic Agreement between Hamilton City Council and Waikato District Council relating to future urban boundaries provides the framework for this to occur.

This Strategy contains an action which focuses on agreeing triggers, circumstances and opportunities which could then result in a review of the staging and timing of new growth cells.

There is also a need to develop Strategic Agreements to cover the land between Hamilton City and the proposed Southern Links strategic network being land which is currently in Waipa District, and parts of Tamahere which is in the Waikato District. Actions are provided in the Strategy for this to occur.

It is important that any development close to the boundary with Hamilton City is of a form and scale that it can be integrated into the City's infrastructure networks in the future. The Future Proof partners will need to ensure that this land that has long-term strategic importance is not used up for rural-residential or other development.

7. Allocation and Staging of Growth

Ngā wāhanga whakawhanake

7.1 Residential Growth Projections

Population and household projections for the sub-region are provided in Appendix 1 (detailed tables) and Table 3 (summary table). The projections were developed by the University of Waikato and are part of a wider dataset developed for the Waikato region. Two scenarios, low and medium, were developed to give a lower and an upper band ('banded approach'). The reasons for taking a banded approach include:

- Allows for the differences between the councils.
- Recognises that projections are not a forecast – they represent one possible scenario for the future.
- Provides greater flexibility to manage the inevitable changes in the rate of growth over time.

Future Proof commissioned a peer review to validate the approach and projections used²⁰. The peer review concluded that the projections are generally sound and reflect a very careful consideration of the population dynamics that the Future Proof sub-region faces.

The projections will be revisited as part of Phase 2 of the Strategy Update. They will also be actively monitored as part of Future Proof Strategy implementation and the requirements of the NPS-UDC.

7.2 Allocation of Residential Land

Household demand and supply (capacity) figures for the sub-region are provided in Appendix 1 (detailed tables) and Table 3 (summary table). Household growth has been allocated out to 2045, but is broken down into planning periods to 2025, 2035 and 2045. Growth has been allocated based on the preferred settlement pattern scenario of a compact and concentrated urban form.

Table 3 indicates that there is generally adequate supply to meet demand over the 30 year period, assuming that the carry forwards of undeveloped land will still occur. These numbers are forecasts only and will need to be carefully monitored and if necessary adjusted. The NPS-UDC requires that this be done every three years.

Achieving the allocations is also dependent on:

- Up to date joint housing and business land assessments.
- Improved understanding of the demand for housing and business land.
- Ongoing development feasibility analysis, especially beyond the first 10 years.
- The ability of the Future Proof partner councils to provide and fund infrastructure in a timely manner.
- The costs of development related infrastructure not impacting negatively on partner council financial balance sheets.
- Ongoing monitoring of market indicators and the impact of economic cycles resulting in different levels of demand for housing and business land.

As part of the Phase 2 of the Strategy Update, consideration will be given to appropriate triggers for development staging. These triggers will feed into RPS and district plan changes to give effect to the settlement pattern. This will be a more flexible approach than relying solely on population-based staging.

Such triggers are likely to include using land and infrastructure to a certain level before developing a subsequent growth area, ensuring that infrastructure is able to be provided to serve new growth areas or new intensification areas and allowing certain growth areas to reach critical mass for good place-making.

²⁰ Winder, P., 2017. *Future Proof Strategy Update Peer Review*.

Table 3: Future Proof sub-region allocation and staging of residential household growth 2016 – 2045 (summary table)

Decade 1: Years 1 – 10, 2016 - 2025

Area	UoW Low Projections ²¹		UoW Medium Projections	
	Household Demand	Household Supply / Capacity ^{22 23}	Household Demand	Household Supply / Capacity
Hamilton City				
Greenfield ²⁴	6,148	9,607	7,151	9,607
Infill / Intensification	6,148	6,148	7,151	7,151
City Total	12,296	15,755	14,302	16,758
Waikato District				
Tuakau	817	1,202	839	1,202
Pokeno	750	1,200	1,110	1,200
Te Kauwhata	353	2,579	369	2,579
Huntly	333	300 ²⁵	412	300
Ngaruawahia	147	163	152	163
Raglan	371	200 ²⁶	386	200
Sub-total	2,771	5,644	3,268	5,644
Rest of District	2,592	2,801	3,142	3,295
District Total	5,363	8,445	6,410	8,939
Waipa District				
Cambridge	1,932	5,002	2,385	5,002
Te Awamutu	1,019	2,394	1,205	2,394
Rest of District	702	702	941	941
District Total	3,653	8,098	4,531	8,337



²¹ A banded approach has been used which uses the University of Waikato (UoW) 'low' projections and the 'medium' projections.

²² For Waikato District, the household supply / capacity figures have anticipated overspill growth from Auckland as well ensuring that there is sufficient capacity to meet any other growth pressures, particularly in the northern Waikato.

²³ The Housing Infrastructure Fund (HIF) is the Government's \$1 billion fund which high growth councils can apply for in order to advance infrastructure projects important to increasing housing supply. If funding is secured, this would enable infrastructure to bring forward development in some areas of Hamilton City and Waikato District. Note that the HIF may be replaced by other Government funding tools.

²⁴ Greenfield areas include Rototuna, Peacocke, Rotokauri and Ruakura.

²⁵ Red text indicates that there is insufficient supply / capacity.

²⁶ Insufficient supply / capacity in Raglan will be met by supply in Rangitahi Peninsula.

Decade 2: Years 11 – 20, 2026 – 2035

Area	UoW Low Projections ²⁷		UoW Medium Projections	
	Household Demand	Household Supply / Capacity ^{28 29 30}	Household Demand	Household Supply / Capacity
Hamilton City				
Greenfield ³¹	5,871	11,332	7,221	10,329
Infill / Intensification	5,871	5,871	7,221	7,221
City Total	11,742	17,203	14,442	17,550
Total (Decades 1 and 2)	24,038	32,958	28,744	34,308
Waikato District				
Tuakau	755	725 ³²	909	703
Pokeno	1,360	1,450	1,945	1,090
Te Kauwhata	248	2,398	255	2,382
Huntly	333	643	247	564
Ngaruawahia	133	322	130	317
Raglan	167	129 ³³	122	114
Sub-total	2,996	5,667	3,608	5,170
Rest of District	1,706	1,866	2,517	2,544
District Total	4,702	7,533	6,125	7,714
Total (Decades 1 and 2)	10,065	15,978	12,535	16,653
Waipa District				
Cambridge	2,138	4,000	2,616	3,547
Te Awamutu	818	1,963	1,092	1,777
Rest of District	529	529	977	977
District Total	3,485	6,492	4,685	6,301
Total (Decades 1 and 2)	7,138	14,590	9,216	14,638

²⁷ A banded approach has been used which uses the University of Waikato (UoW) 'low' projections and the 'medium' projections.

²⁸ For Waikato District, the household supply / capacity figures have anticipated overspill growth from Auckland as well ensuring that there is sufficient capacity to meet any other growth pressures, particularly in the northern Waikato.

²⁹ Includes any surplus that is carried forward from Decade 1.

³⁰ If HIF funding is secured, this would enable infrastructure to bring forward development in some areas of Hamilton City and Waikato District. Note that the HIF may be replaced by other Government funding tools.

³¹ Greenfield areas include Rototuna, Peacocke, Rotokauri and Ruakura.

³² Red text indicates that there is insufficient supply / capacity.

³³ Insufficient supply / capacity in Raglan will be met by supply in Rangitahi Peninsula.

Decade 3: Years 21 – 30, 2036 – 2045

Area	UoW Low Projections ³⁴		UoW Medium Projections	
	Household Demand	Household Supply / Capacity ^{35 36 37}	Household Demand	Household Supply / Capacity
Hamilton City				
Greenfield ³⁸	4,575	7,961	6,217	5,608 ³⁹
Infill / Intensification	4,575	4,575	6,217	6,217
City Total	9,150	12,536	12,434	11,825
Total (Decades 1, 2 and 3)	33,188	45,494	41,178	46,133
Waikato District				
Tuakau	485	4,698	823	4,522
Pokeno	1,222	1,090	991	145
Te Kauwhata	75	2,741	48	2,718
Huntly	57	310	67	316
Ngaruawahia	60	873	62	870
Raglan	-35	162	-82	192
Sub-total	1,864	9,874	1,909	8,763
Rest of District	1,381	1,452	3,067	2,933
District Total	3,245	11,326	4,976	11,696
Total (Decades 1, 2 and 3)	13,310	27,304	17,511	28,349
Waipa District				
Cambridge	811	4,406	1,284	3,476
Te Awamutu	624	3,257	782	2,797
Rest of District	214	214	797	797
District Total	1,649	7,877	2,863	7,070
Total (Decades 1, 2 and 3)	8,787	22,467	12,079	21,708

7.3 Allocation of Commercial Business Land

The focus for commercial business land in the sub-region is on consolidating these activities into existing commercial centres, predominantly in the centres identified in Table 4 below. This is in line with the RPS which contains a hierarchy of major commercial centres for the sub-region in Table 6-4.

The approach of Future Proof to commercial business land in the sub-region is as follows:

- Support existing commercial centres.
- Recognise, maintain and enhance the Hamilton Central City as the primary commercial, civic and social centre of the Future Proof sub-region.
- Manage development within areas outside the Central City to avoid adverse effects on the function, vitality or amenity of the Central City.

³⁴ A banded approach has been used which uses the University of Waikato (UoW) 'low' projections and the 'medium' projections.

³⁵ For Waikato District, the household supply / capacity figures have anticipated overspill growth from Auckland as well ensuring that there is sufficient capacity to meet any other growth pressures, particularly in the northern Waikato.

³⁶ Includes any surplus that is carried forward from Decade 2.

³⁷ If HIF funding is secured, this would enable infrastructure to bring forward development in some areas of Hamilton City and Waikato District. Note that the HIF may be replaced by other Government funding tools.

³⁸ Greenfield areas include Rototuna, Peacocke, Rotokauri and Ruakura.

³⁹ Red text indicates that there is insufficient supply / capacity.

- Recognise, maintain and enhance the function of sub-regional commercial centres.
- Maintain industrially zoned land for industrial activities.
- Ensure new commercial centres are only developed where they are needed to support new growth areas, meet local needs and are consistent with the approaches outlined above.

Table 4: Future Proof and RPS hierarchy of major commercial centres

Functional type	Location	Function description
Regional and City centre	Hamilton Central Business District	The primary centre in the region for commercial, civic and social activity.
Primary sub-regional centres	Te Rapa North Commercial Centre ¹	A significant integrated retail centre in the region, with relatively limited provision of non-retail economic and social activity.
Secondary sub- regional centre	Chartwell	An integrated retail centre in the sub-region, with limited provision of non-retail economic and social activity.
Town centres	Cambridge Te Awamutu Huntly Ngaruawahia Raglan Te Kauwhata Pokeno ² Tuakau ²	Retail, administration, office and civic centres providing most commercial and servicing needs, together with non-retail economic and social activity, to their urban and rural hinterland.

¹Being the centre focused on and incorporating The Base shopping centre and generally comprising the block bordered by Te Rapa Road, Avalon Drive, Te Kowhai Road East and the Railway.

²Pokeno and Tuakau are not included in Table 6-4 of the RPS.

7.4 Allocation of Industrial Business Land

The Future Proof partners undertook a comprehensive review of business land needs for the sub-region in 2010⁴⁰. This work formed the basis for the identification of strategic industrial nodes, broad land allocations and staging. The allocations aim to support the principles of the settlement pattern, including providing employment land close to where people live, and to ensure an efficient roll out of industrial land which integrates with infrastructure and funding considerations.

As part of the requirements of the NPS-UDC, the Future Proof partners intend undertaking a business land review, updating the work completed in 2010. The outcomes of this work will be incorporated into Phase 2 of the Strategy Update. Consideration will be given to potential future employment hubs to cater for the growth in northern Waikato, such as Meremere. There is approximately 70 hectares of industrially zoned land, formerly part of the Meremere coal fired power station, which is in close proximity to a range of other significant large footprint land uses namely the EnviroWaste North Waikato Regional Landfill, the Hampton Downs International Motorsport Park and the Springhill Correctional Facility. Any development must not compromise the efficiency of the transport network and must give effect to the Regional Policy Statement provisions in relation to new industrial development.

The Future Proof industrial land allocations as contained in Table 6-2 of the RPS are as follows, noting that these will be subject to change as part of Phase 2 of the Strategy Update.

⁴⁰ Property Economics, 2010. *Future Proof Business Land Data Assessment*; Latitude Planning, 2010. *Future Proof Business Land Review*.

Table 5: Future Proof and RPS industrial land allocation

Strategic Industrial Nodes located in Central Future Proof area (based on gross developable area) ¹	Industrial land allocation and staging (ha)			Total Allocation 2010 to 2061 (ha)
	2010 to 2021	2021 to 2041	2041 to 2061	
Rotokauri	85	90	90	265
Ruakura	80	115 ²	210 ²	405
Te Rapa North	14	46	25	85
Horotiu	56	84	10	150
Hamilton Airport	74	50	0	124
Huntly and Rotowaro	8	8	7	23
Hautapu	20	30	46	96
TOTAL HA	337	423	388	1148

¹ Gross Developable Area includes land for building footprint, parking, landscaping, open space, bulk and location requirements and land for infrastructure including roads, stormwater and wastewater facilities.

² Development beyond the 2021 period is subject to completion of the Waikato Expressway.

Table 6: Future Proof and RPS industrial land allocation – northern Waikato

Strategic Industrial Nodes located in the North Waikato (based on gross developable area) ¹	Industrial land allocation and staging (ha)			Total Allocation 2010 to 2061 (ha)
	2010 to 2021	2021 to 2041	2041 to 2061	
Tuakau	116	0	0	116
Pokeno	92	0	0	92
TOTAL HA	208	0	0	208

¹ Gross Developable Area includes land for building footprint, parking, landscaping, open space, bulk and location requirements and land for infrastructure including roads, stormwater and wastewater facilities.

The allocations set out in Tables 5 and 6 cover a longer timeframe than the other parts of the settlement pattern. This is because it is important to have a general long-term indication of industrial land given the large amount of land required, the longer lead-in times and the importance of having certainty as to where the strategic industrial nodes for the sub-region are likely to be now and into the future.

Methods 6.14.2 and 6.14.3 of the RPS make provision for alternative land release for Table 6-2. This means that the allocations may be increased within a stage provided that the criteria in Method 6.14.3 can be met. This allows some flexibility if circumstances change.

7.5 A Responsive Approach to Development

Predicting future growth demands and trends is inherently difficult. There will always be unforeseen circumstances many beyond our control that can influence the demand for land supply. Such factors include local regional, national and global fluctuations in markets, new technology, changes in migration, and central government interventions in urban land use policy.

With so many factors potentially influencing growth, the Future Proof Settlement Pattern needs to be agile enough to respond to change. A settlement pattern that has some built-in responsiveness provides an ability to capitalise on previously unidentified or emerging opportunities that have potential to contribute significant economic, social or cultural benefits to our communities.

For this reason, the maps representing the Future Proof settlement pattern only provide a general indication of the extent of urban areas. More definitive boundaries are to be determined by each territorial authority through robust planning processes, including structure planning and more definitive urban boundaries which will be determined in district plans.

When considering proposals for change, such as the land uses identified in the settlement pattern or the timing and staging for land development set out in the Future Proof Strategy, it is critical that the guiding principles that underpin the settlement pattern are not compromised. Despite any change in global, national, regional or local circumstances, these guiding principles remain the foundation of strategic growth and development in the sub-region. Therefore when considering any changes to land use or the timing and staging of land development from that set out in the Strategy, they form the basis of any criteria developed to assess the merits of particular proposals.

A robust evidential basis for such changes will be needed in any given circumstance and will include the need to consider any implications that might exist for the wider sub-region. It is expected that in addition to the guiding principles, any proposals for change will, at a minimum, take into account:

- Consistency with the Future Proof Strategy guiding principles⁴¹ and other statutory planning documents.
- Any proposal for change to land use or agreed timing and staging enables the Future Proof Partners to give effect to their NPS-UDC objective and policy requirements.
- Existing or committed public and private sector investments in land development and infrastructure. Development must be shown to be adequately serviced without undermining committed infrastructure investments made by Council to support other growth areas.
- The efficient and safe use of existing or planning infrastructure.
- Sustainable provision and funding of existing and future infrastructure. Development must be co-ordinated with the provision of infrastructure including utility services, and integrated with the transport network. The provision of infrastructure must take into account available or planned network capacity.
- Efficient use of local authority and central government financial resources.
- The ability for a developer to be able to pay for the necessary infrastructure.
- The compatibility of any proposed land use with adjacent land uses.

Proposals for change will be implemented through the RPS as well as at district council level through tools such as structure planning, master planning, plan changes, or Special Housing Area processes.

⁴¹ All guiding principles will be applicable, however particular regard will be had to those principles contained under the heading 'Diverse and Vibrant Metropolitan Centre linked to Thriving Town and Rural Communities and Place of Choice – Live, Work, Play, Invest and Visit' and 'Affordable and Sustainable Infrastructure'.

D. Implementation Plan

Te whakatinanatanga o te mahere

8. Introduction

Kupu whakataki

This section provides the implementation plan for the Strategy and settlement pattern. There are 16 implementation topics that have been grouped under four themes derived from the Strategy principles and vision.

The aim is to clearly move beyond the ideals of the vision and guiding principles to a pragmatic programme of actions to implement the Strategy and settlement pattern.

Each topic contains the following components:

Applicable Future Proof principles	Section 1.3 of this strategy outlines the overarching principles which guide the content and focus of this document. The relevant principles are listed under each topic, as a cross-reference to the overall aim of the actions.
Introduction	The introduction for each topic provides the 'story', outlining the background, status and current issues with a sub-regional context.
Issues	Specific issues being experienced or predicted in the sub-region, and how they affect our communities, are listed for each topic. The issues are generally linked to an action.
Actions	Actions are the specific tasks that need to be carried out to address a recognised issue. All actions can be linked back to the guiding principles.

8.1 Action Tables

The action tables within each topic set out what needs to be done to achieve the Future Proof vision and guiding principles. The tables provide indicative resourcing requirements and timeframes so that the Future Proof partners and other agencies involved in implementation can see what is involved, by when and what impact it may have on resourcing. A more detailed implementation plan will be prepared, agreed and updated on at least a three yearly basis. This will aim to align with councils long-term plan process.

The action tables are set out as follows:

Action	Lead Agency	Support Agencies	Resourcing	Implementation Tools	Timing
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The following explains what each column of the action table covers.

Lead Agency	The lead agency is the organisation(s) responsible for initiating and leading the delivery of the action.
Support Agencies	The support agency can be one or more organisations that will help the lead agencies plan and deliver the action. Lead agencies will consult closely with support agencies during the strategic planning and implementation of actions.
Resourcing	Resourcing is identified as internal or existing resources (relying on Future Proof partner resources such as staff time), council budgets (specific funding is required from councils in their long-term or annual plans for that particular action), or Future Proof implementation budget (specific Future Proof project budget is required for that action).
Implementation Tools	The Future Proof Strategy has been, and will continue to be, implemented through a wide implementation toolkit – where relevant these tools are identified for each action. This also helps to identify other processes which will assist with Future Proof implementation.

Timing	The timing of actions is categorized as follows: Short – completed within 3 years of Strategy adoption Medium – 3 to 5 years post adoption Long – 5 years + post adoption Ongoing – actions that need to continue on a regular basis throughout Strategy implementation
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9. Priority Actions

Ngā whakaarotau

To effectively implement Future Proof and the associated settlement pattern, the following implementation actions have been prioritised. This is to ensure that the key foundations for implementation are put in place in a timely manner and that there is a clear focus on actions that need to be implemented during the first three years.

	Priority Actions	Timing	Link to Strategy
1.	Maintain a Joint Committee at a governance level involving partner councils and tāngata whenua. Other partners / stakeholders may also be considered for the Committee.	Ongoing	9.1 – Action 1
2.	Further develop and maintain a monitoring framework, which encompasses: - Strategy principles - Strategy actions - Monitoring report indicators⁴² - Settlement pattern drivers (population, households and labour force) - Urban development capacity and other indicators (in accordance with the NPS-UDC) - Work towards alignment with Waikato Progress Indicators and growth management monitoring frameworks adopted by neighbouring regions, e.g. SmartGrowth, where appropriate - Three Waters Action Plan monitoring	Short – by May 2017 and ongoing	9.3 – Action 1
3.	Use consistent growth models to project population and household growth.	Ongoing	9.3 – Action 2
4.	Develop an annual work programme and budget to implement the Strategy.	Short - annually	9.4 – Action 2
5.	Prepare a change to the RPS to give statutory effect to the updated Strategy, and Prepare a change to the RPS to give statutory effect to the updated settlement pattern.	Short	9.5 – Action 6 10.1 – Action 1

⁴² The Future Proof Monitoring Report uses the following indicators at present: whether - new urban development is occurring within urban limits; new residential development is managed in accordance with RPS staging; new industrial development is located in the strategic industrial nodes; development is in areas with high quality soils; development adversely affects natural areas and heritage; reverse sensitivity issues; progress towards achieving residential development densities; where significant commercial development is occurring; where rural-residential growth is occurring; development is occurring in areas with infrastructure; what major infrastructure changes and upgrades are occurring; access to a variety of transport modes; transport trends; conflicts between land use and infrastructure; where is population growth occurring and at what rate; employment trends, household and business growth rates; property market trends.

6.	Work with partners to implement the NPS-UDC policies on: - Housing and Business Development Capacity assessments - Monitoring - Co-ordinating any changes to the RPS and district plans - A Future Development Strategy - These must be consistent with the principles of the Future Proof Strategy and RPS.	Short - By 2017/2018 and then 3 yearly	10.1 – Action 9
7.	Ensure that the areas identified within the strategic agreement between Hamilton City Council and Waikato District Council are transferred to the City Council with agreed sequencing, and noting that additional boundary adjustments may be negotiated in the future. Allow for further negotiations to take place concerning the timing of HT1, R2 and WA growth cells coming into the Hamilton City, including agreeing triggers, circumstances and opportunities which could result in a review of the staging and timing of new growth cells. In addition Tamahere, which is outside the current strategic agreement, should be investigated as part of this wider package of future opportunities.	Short (for agreement negotiations only)	10.1 – Action 12
8.	Progress negotiations between Hamilton City Council and Waipa District Council in relation to a strategic agreement regarding the Waipa District land on the Hamilton City-side of the Southern Links designation.	Short	10.1 – Action 13
9.	Where appropriate, participate in the development of Long-Term Plans, development contribution policies, 30-Year Infrastructure Strategies and the RLTP with the aim to ensure good alignment between growth projections, land use, infrastructure and funding.	Ongoing	10.2 – Action 1
10.	Undertake an assessment of the housing supply and demand within each district, using agreed and common data approaches. This should include looking at different housing typologies and should tie in with the housing assessments completed as part of the NPS-UDC requirements.	Short	10.4 – Action 2
11.	Undertake a business land review assessment to meet the requirements of the NPS-UDC.	Short – by Dec 2017	10.5 – Action 2
12.	Ensure that the benefits of the Waikato transport network are maximised and that the settlement pattern does not adversely impact the Waikato Expressway or other significant transport corridors.	Short and then ongoing	11.1 – Action 2
13.	Consider future transport needs and support key transport projects and strategic approaches, including: - The Cambridge to Piarere project and business case - Access Hamilton implementation - Northern Waikato Integrated Growth Management business cases - Southern Links - Well connected transport routes between Auckland, Waikato and the Bay of Plenty	Short	11.1 – Action 6
14.	Implement the Sub-Regional Three Waters Strategy Action Plan.	See Action Plan	11.3 – Action 1
15.	Develop a Papakāinga Housing Initiative (including use of a papakāinga toolkit) to enable greater papakāinga development as well as a coordinated response to papakāinga housing needs and aspirations in the sub-region.	Short	12.1 – Action 3

16.	Work with the Waikato Plan on implementing the following actions from the Waikato Plan Aligned Planning work: - Documentation to inform whether tāngata whenua engagement is required. This may include developing a co-ordinated approach to tāngata whenua engagement across the region. - Creation of mandated tāngata whenua /council resource management groups, including the potential to coordinate this across the region and helping to build capacity within tāngata whenua groups to respond. - Agree conditions through consent process rather than in hearings. - Assessment framework to determine the need for a Cultural Impact Assessment. - Develop a tāngata whenua significance and engagement policy or provide better guidance on assessing significance and engagement. - Develop cultural monitoring guidelines. - Website portal to inform applicants and processing officers of significant sites and the right mana whenua to talk to. - Up skilling and knowledge sharing.	Short to medium	12.1 – Action 8
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10. Governance, Leadership, Integration, Implementation and Productive Partnerships

Mana whakahaere, hautūtanga, whakauruuru, whakatinanatanga me ngā rangapū whai hua

10.1 Governance, Collaboration, Partnership and Community Engagement

Applicable Future Proof Principles

- Ensure that collaborative arrangements are in place for effective strategy governance and implementation.
- Ensure that the Strategy is integrated into the partners' and other implementation agencies' policy documents and plans.
- Encourage the partners to be advocates for the Future Proof Strategy to central government and other implementation agencies.
- Monitor the effectiveness of the Strategy's guiding principles so that we better understand the propositions "what has happened" and "what difference did the Future Proof Strategy make".

Introduction

The success of any strategy depends on an efficient and integrated planning process, and committed and inclusive governance to oversee its implementation. It is essential that the community has full opportunity to participate and provide input into any decision making process to ensure an effective partnership. It is also important that the partnership between tāngata whenua, the Crown and local authorities embrace the concept of kaitiakitanga.

The key organisations providing support and services need to ensure effective co-operation so that outcomes are successfully co-ordinated. All actions need to be monitored to ensure that key assumptions and growth triggers are correctly anticipated.

The ambition is that the Strategy provides the strategic direction for growth and its success will be determined by the long-term, formal commitment to collaboration between the key agencies and authorities. A voluntary, co-operative approach built on understanding, agreement and commitment is proposed.

Collaboration and liaison with government agencies will be implemented to ensure Future Proof's success.

Issues

- Maintaining the established Future Proof governance structure – the current structure is effective in ensuring the continued and effective implementation of the Strategy despite election cycles and changes in personnel.
- Growth management issues need to be viewed in a local, regional, and national context.



- The ability to adequately address growth issues requires a degree of awareness and understanding within the community. This provides the base from which initiatives to manage growth can be agreed and committed to. This includes understanding the effects of growth on one area at the expense of another.
- Community engagement is required to ensure that the growth needs of the community are understood and incorporated into the actions of growth management agencies.
- Having sufficient resources to ensure implementation of Strategy priority actions.
- Ensuring that implementation arrangements are effective, efficient and aligned with other processes (e.g. the Waikato Plan) into the future.

Actions

	Action	Lead Agency	Support Agencies	Resourcing	Implementation Tools	Timing
1.	Maintain a Joint Committee at a governance level involving partner councils and tāngata whenua. Other partners / stakeholders may also be considered for the Committee.	Mayors and Regional Chair	Waipa DC, Waikato DC, HCC, WRC and tāngata whenua	Future Proof Implementation Budget	LGA 2002, Joint Committee Agreement	Ongoing
2.	Retain an Independent Chair to the Future Proof Implementation Committee with the Chair being appointed by the Committee.	FPIC	Waipa DC, Waikato DC, HCC, WRC and tāngata whenua	Future Proof Implementation Budget	Joint Committee Agreement	Ongoing
3.	Maintain a Future Proof tāngata whenua forum for ongoing input and to assist with Future Proof implementation.	FPIC	NKAOTW, Tainui-Waka Alliance	Future Proof Implementation Budget	Terms of Reference	Ongoing
4.	Adopt an updated Joint Committee Agreement for the Future Proof Implementation Committee which will guide Strategy implementation.	HCC, Waipa DC, Waikato DC and WRC, Tainui Waka Alliance, NKAOTW	FPIC	Existing resources	LGA 2002 – Joint Committee Agreement	Short - By the end of 2017
5.	Facilitate partnerships with organisations/initiatives that have related growth management interests (e.g. infrastructure providers, Waikato River Authority and Waikato Plan Leadership Group).	FPIC	Infrastructure providers, WPLG, Waiakto River Authority	Future Proof Implementation Budget	Relevant agreements	Ongoing
6.	Facilitate the establishment of a Strategic Partners Forum in conjunction with the Waikato Plan Strategic Partners Forum, to provide input into implementation actions.	FPIC and WPLG		Future Proof Implementation Budget		Short and then ongoing
7.	Consider merging the Future Proof implementation arrangements with the Waikato Plan implementation arrangements by June 2019. This would include governance, chief executive/senior management, technical groups and implementation advice.	FPIC and WPLG	CEAG	Existing resources	Memorandum of Understanding and agreements	Short
8.	Facilitate partnerships with Auckland Council in order to investigate, discuss and respond appropriately to inter-regional matters.	FP Partners, Auckland Council	NZTA	Existing resources		Short and then ongoing
9.	Investigate the inclusion, if appropriate, of Matamata-Piako District Council and other territorial authorities as Strategy partners.	FPIC	CEAG	Existing resources		Short

10.2 Central Government Engagement and Commitment

Applicable Future Proof Principles

- Ensure that the Strategy is integrated into the partners' and other implementation agencies' policy documents and plans.
- Encourage the partners to be advocates for the Future Proof Strategy to central government and other implementation agencies.
- Recognise the importance of the Future Proof sub-region within the wide Waikato Region and the upper North Island.

Introduction

Engagement with central government is primarily about positive long-term relationships to assist with the implementation of the Future Proof Strategy. Councils and strategic partners will be unable to fully implement many policy and funding programmes of the Strategy without these relationships.

Some of the issues and actions within the Strategy are primarily the responsibility of central government. An effective partnership with central government will result in the timely delivery of sub-regional services.

Issues

- Continuing the development and implementation of long-term relationships with central government and government agencies.
- The need to influence government policy and funding if required for successful Strategy implementation.
- The need for a single sub-regional voice, particularly on the significant growth issues, to ensure the successful implementation of Future Proof.
- To avoid confusion and duplication, the similarities and differences between the wider regional issues (such as outlined in the Waikato Plan or the RPS) and those of the Future Proof sub-region, need to be understood and articulated.

Actions

	Action	Lead Agency	Support Agencies	Resourcing	Implementation Tools	Timing
1.	Continue to advocate to central government on behalf of the Future Proof sub-region to ensure national legislation and national funding policy frameworks meet sub-regional needs and provide a framework for sub-regional action.	FPIC	Waipa DC, Waikato DC, HCC, WRC, NZTA and RTC	Future Proof Implementation Budget	Memorandum of Understanding, Briefing Papers, submissions on legislation and policy changes	Ongoing
2.	Ensure the RLTP and NLTP reflect the Strategy objectives.	FPIC	NZTA, HCC, Waikato DC, Waipa DC and WRC	Future Proof Implementation Budget	RLTP, NLTP	Ongoing
3.	Take opportunities to brief and engage with central government, including key Ministers, advisors and all Members of Parliament.	Independent Chair and Implementation Advisor	FPIC, Mayors and Regional Chair, Waipa DC, Waikato DC and HCC	Future Proof Implementation Budget		Ongoing
4.	Prepare briefing papers and undertake briefings of non-partner implementation agencies on those actions that require implementation by other organisations.	Independent Chair and Implementation Advisor	CEAG	Future Proof Implementation Budget	Briefing papers	Ongoing

5.	Prepare and distribute the Future Proof newsletter to a wide range of stakeholders including those within central government agencies.	TIG	Implementation Advisor, CEAG	Future Proof Implementation Budget		Ongoing
6.	Align engagement processes, especially for briefing central government, between Future Proof and the Waikato Plan where appropriate and when the issues to be discussed are similar.	Independent Chair, Implementation Advisor and Waikato Plan Team	CEAG	Existing resources		Ongoing



10.3 Monitoring and Review

Applicable Future Proof Principle

- Monitor the effectiveness of the Strategy's guiding principles so that we better understand the propositions "what has happened" and "what difference did the Future Proof Strategy make".

Introduction

Monitoring provides an effective mechanism to inform decision-makers and those who have implementation responsibilities about the effectiveness of the implementation of the Future Proof Strategy. This includes monitoring related to the high level desired outcomes as represented in the Future Proof principles, and the implementation actions. Monitoring highlights consequences of actions, changes in the community and the environment. For monitoring to provide meaningful information, it needs to have good quality data.

Monitoring will help determine whether, over time, there needs to be a review or a change in particular principles or actions, or whether new principles or actions are required. It is also intended to establish a link between the Strategy actions and the risk and resilience of the Strategy.

A range of indicators are also required to be monitored under the NPS-UDC. These include prices and rents for housing, residential land and business land by location and type; changes in these prices and rents over time; the number of resource consents and building consents granted for urban development relative to the growth in population; and indicators of housing affordability. Given this, a broad monitoring framework will be developed and agreed by the Future Proof partners for inclusion in Phase 2 of the Strategy Update. This framework will consider monitoring related to growth management in neighbouring regions to help ensure a consistent and effective approach for the Future Proof sub-region.

It is important that there is a regular review of the information, particularly in the forecasting of growth, funding of infrastructure and assumptions/principles to ensure the Strategy is kept up to date and is relevant. This is particularly important, as long-term growth management is susceptible to changing circumstances and growth projections are an inexact 'science'. It is important that this Strategy is adaptable when things change significantly. This includes excessive growth rates, a slowing of the growth rate, technological advances, cataclysmic world events and other global changes. The Strategy needs to be kept current and relevant.

The first Future Proof monitoring report was completed in 2015. The monitoring report looks at the first four years (2009 to 2013) of the implementation of the Strategy. The monitoring report can be found on the Future Proof website.

Issues

- Lack of data and access to data to inform decision making, and identifying and planning for future issues. Maintaining a sound platform of data and information on which to base growth management policy development and implementation is crucial to an understanding of issues that may emerge over time.
- Lack of data and information, as well as difficulties accessing resources that do exist, to support assessing development capacity and feasibility and associated market indicators as required under the NPS-UDC (to be addressed as part of the Phase 2 of the Strategy Update).
- Consistency of data used (particularly growth projections) across the partner councils.
- Sub-regional and regional consistency in monitoring and the integration of information.
- Infrastructure has a long life span but may not meet the changing needs of the area in the future.
- There are many unpredictable factors that could affect the Strategy, such as natural hazards and climate change, instability of the global economy, security of energy supply and changes in the political environment.

Actions

	Action	Lead Agency	Support Agencies	Resourcing	Implementation Tools	Timing
1.	Further develop and maintain a monitoring framework, which encompasses the following: - Strategy principles - Strategy actions - Monitoring report indicators⁴³ - Settlement pattern drivers (population, households and labour force) - Urban development capacity and other indicators (in accordance with the NPS-UDC) - Work towards alignment with Waikato Progress Indicators and growth management monitoring frameworks adopted by neighbouring regions, e.g. SmartGrowth, where appropriate - Three Waters Action Plan monitoring	TIG	HCC, Waipa DC, Waikato DC, WRC, NZTA, tāngata whenua	Future Proof Implementation Budget	Future Proof Monitoring Report, NPS-UDC Housing and Business Development Capacity Assessments and monitoring requirements	Short – by May 2017 and ongoing
2.	Use consistent growth models to project population and household growth.	CEAG	HCC, Waipa DC, Waikato DC, WRC and NZTA	Future Proof Implementation Budget	Demographic data	Ongoing
3.	Undertake a risk assessment for the Strategy. The assessment should cover mitigation, adaptation and resiliency where necessary.	FPIC	HCC, Waipa DC, Waikato DC and WRC	Future Proof Implementation Budget	Risk assessment	Short - December 2019
4.	Report to the FPIC every year on Strategy implementation progress.	TIG, CEAG		Existing resources and Future Proof Implementation Budget		Short
5.	Seek input from the Strategic Partners Forum (see action 9.1(6)) and other implementation partners on the effectiveness of implementation.	FPIC	NZTA, tāngata whenua	Existing resources		Short and ongoing
6.	Undertake a review of the Future Proof Strategy 3 – 5 years following the Phase 2 update or at the discretion of the Future Proof partners if there is a substantial change affecting the assumptions that underlie the Strategy.	FPIC	TIG	Future Proof Implementation Budget		Long

⁴³ The Future Proof Monitoring Report uses the following indicators at present: whether - new urban development is occurring within urban limits; new residential development is managed in accordance with RPS staging; new industrial development is located in the strategic industrial nodes; development is in areas with high quality soils; development adversely affects natural areas and heritage; reverse sensitivity issues; progress towards achieving residential development densities; where significant commercial development is occurring; where rural-residential growth is occurring; development is occurring in areas with infrastructure; what major infrastructure changes and upgrades are occurring; access to a variety of transport modes; transport trends; conflicts between land use and infrastructure; where is population growth occurring and at what rate; employment trends, household and business growth rates; property market trends.

10.4 Implementation Management

Applicable Future Proof Principles

- Ensure that collaborative arrangements are in place for effective strategy governance and implementation.

Introduction

Governance and leadership on growth issues must be implemented through the management structures and systems of the partner agencies. Each organisation has its own way of working and organisation culture. The aim is to provide for efficient, effective joint delivery of outcomes while maintaining the strength that diversity brings.

Allocating adequate resources for successful implementation is fundamental to the implementation of the Strategy.

Issues

- Lack of resources dedicated to undertaking actions and to monitoring them, will undermine the success and strength of the Future Proof Strategy.
- Lack of effective co-ordination could result in inconsistencies as to how growth is projected, and could lead to ill-formed planning and decision making at a local and sub-regional level.
- Unless implementation is sufficiently resourced, recommended actions will not be implemented.

Actions

	Action	Lead Agency	Support Agencies	Resourcing	Implementation Tools	Timing
1.	Maintain an agreed implementation funding formula between the council partners for collaborative Future Proof implementation.	FPIC	HCC, Waipa DC, Waikato DC and WRC	Existing resources	LTP's	Ongoing
2.	Develop an annual work programme and budget to implement the Strategy.	CEAG	Implementation Advisor, Waipa DC, Waikato DC, HCC and WRC	Future Proof Implementation Budget, existing resources and council budgets	LTP's	Short - Annually
3.	Retain a Future Proof Implementation Advisor or make alternative arrangements.	CEAG		Future Proof Implementation Budget		Short

10.5 Development and Integration of Plans and Policies

Applicable Future Proof Principles

- Ensure that the Strategy is integrated into the partners' and other implementation agencies' policy documents and plans.
- Encourage the partners to be advocates for the Future Proof Strategy to central government and other implementation agencies.

Introduction

The Strategy provides the framework and processes to ensure that sub-regional integration of plan and place-making is a high priority, and that all partners are working towards the vision and guiding principles.

The Strategy provides a single point of reference for the community to understand the approaches being taken to growth management across the area.

Issues

- Inconsistencies between planning documents. It is important that all planning documents are in alignment to provide both certainty and development direction.
- Compliance costs for councils. This can be controlled through avoidance of duplication and conflicting approaches to development management.
- Ensuring that all councils recognise that they have an obligation to align their strategies.
- Data consistency needs to be promoted and assumptions regarding growth needs to be clearly articulated.
- Integrating council planning documents with iwi and hapū management plans and the Vision and Strategy for the Waikato River.

Actions

	Action	Lead Agency	Support Agencies	Resourcing	Implementation Tools	Timing
1.	Maintain consistent approaches to policy and plan preparation, e.g. common review dates to facilitate alignment of LTP, RLTP and NZTA funding.	TIG	HCC, Waipa DC, Waikato DC and WRC	Existing resources	LTP's	Ongoing
2.	When preparing or reviewing any strategy and planning document, consider alignment and consistency with the Strategy and its implementation plan.	HCC, Waipa DC, Waikato DC and WRC	TIG	Existing resources	All relevant plans, strategies and policies	Ongoing
3.	Continue to align the individual growth strategies with the Future Proof Strategy.	HCC, Waikato DC, Waipa DC	WRC	Existing resources	RPS, district plans, LTPs	Ongoing
4.	Maintain an alignment between the updated Strategy and the Waikato Plan.	FPIC and WPLG	HCC, Waipa DC, Waikato DC, WRC	Future Proof Implementation Budget	Waikato Plan	Ongoing
5.	Future Proof partners adopt a process for the collaborative participation in plan changes, private plan change applications and resource consents that any of the partners may have submitted to them.	TIG, HCC, Waipa DC and Waikato DC	WRC	Future Proof Implementation Budget	District plans and submissions	Short and then ongoing

6.	Prepare a change to the RPS to give statutory effect to the updated Strategy.	WRC	HCC, Waipa DC, Waikato DC, NZTA, TIG	Council resources and Future Proof Implementation Budget	RPS	Short
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11. Diverse and Vibrant Metropolitan Centre linked to Thriving Towns and Rural Communities and the Place of Choice – Live, Work, Play, Invest and Visit

Te tūhonotanga o te taone kanorau nunui ki ngā taone paku me ngā hapori o taiwhenua

11.1 Implementation of the Settlement Pattern

Applicable Future Proof Principles

The settlement pattern is the cornerstone to the Future Proof Strategy, and as such all of the guiding principles outlined in Section 1.3 are relevant under this section.

Introduction

This section provides the implementation focus for the settlement pattern described in Part C. A key driver behind the Future Proof settlement pattern is sustainable land-use. This requires a comprehensive and long-term approach to where, when and how development takes place. This provides certainty for the community and will help to deliver on the vision and principles of this Strategy.

The settlement pattern implements the preferred scenario of a more compact and concentrated urban form. It aims to provide a holistic approach to land-use, infrastructure and funding across the sub-region.

Key approaches to implement the settlement pattern include:

- Low-impact urban design and development principles are an integral part of the design and development of new sites and those that are being redeveloped.
- Urban limits in order to promote a more compact urban form and to integrate land-use with infrastructure.
- Provision of a clearly defined green belt/open space between the urban development within and around Hamilton City and the development of other settlements.
- Rural-residential development is to be focused in and around existing settlements.
- Higher densities in order to achieve a more compact urban form.
- Ensuring that structure plans are provided prior to development occurring.
- Use of private plan changes, but only where consistent with Future Proof.
- Development in areas adjacent to Hamilton City, towns and villages is avoided unless in accordance with Future Proof.



- Provision of network infrastructure and open space, green belts, parks and reserves.
- Integrating land-use, funding and infrastructure through tools such as structure planning.
- Use of the NZ Transport Agency Planning Policy Manual to provide guidance on development adjacent to or on state highways.
- Boundary agreement processes.
- Use of structure planning along with the use of other techniques such as the integrated planning model promoted by the NZ Transport Agency.

Issues

- Urban sprawl in the Future Proof sub-region.
- Significant amounts of rural-residential development which can impact on versatile soils and water quality and create reverse sensitivity issues for rural activities.
- Ribbon development.
- Loss of productive rural land.
- Difficulties in achieving timely and efficient infrastructure servicing.
- Out of synch developments which cannot be adequately or efficiently serviced by councils.
- Increasing travel distances.
- The need for equitable funding.
- Pressure on natural resources.
- Unplanned development in rural areas adjacent to the boundaries of Hamilton City and other urban settlements.
- Ensuring there is sufficient land / development supply at the right time to meet demand (greenfields, intensification and business).
- Integrated planning to co-ordinate development in an effective and affordable way.
- Providing for a range of housing choices, including papakāinga housing.

Actions

	Action	Lead Agency	Support Agencies	Resourcing	Implementation Tools	Timing
1.	Prepare a change to the RPS to give statutory effect to the updated settlement pattern.	WRC	TIG, HCC, Waikato DC, Waipa DC, NZTA	Council budget and Future Proof Implementation Budget	RPS	Short
2.	Progress changes to Hamilton, Waikato and Waipa district plans in order to give effect to any RPS changes and the Future Proof settlement pattern.	HCC, Waikato DC, Waipa DC	TIG, WRC, NZTA	Council budgets and Future Proof Implementation Budget	District plans	Medium
3.	Implement the residential and business land staging tables set out in Part B of this Strategy.	HCC, Waikato DC, Waipa DC	WRC	Council budgets and Future Proof Implementation Budget	RPS, district plans, LTPs and Infrastructure Strategies	Short
4.	Investigate the potential for joint service agreements and any further boundary adjustments required.	HCC, Waikato DC, Waipa DC	WRC, NZTA, relevant CCOs	Council budgets and Future Proof Implementation Budget	LGA, LTPs and Infrastructure Strategies	Medium

5.	Ensure that the Future Proof settlement pattern is reflected in the RLTP and local transport strategies.	TIG	WRC, HCC, Waikato DC, Waipa DC, NZTA	Future Proof Implementation Budget	RLTP	Ongoing
6.	Include the Future Proof settlement pattern in LTPs (including 30 year Infrastructure Strategies) with the aim to align funding with the direction of the settlement pattern (e.g. infrastructure and services that support the growth areas).	WRC, HCC, Waikato DC, Waipa DC		Existing resources	LTPs, Infrastructure Strategies	Short and ongoing
7.	Ensure structure plan requirements as set out in the RPS are given effect to. Ensure structure plans indicate all proposed land-uses, demonstrate live, work, play, invest and visit principles, show how the density targets will be met, show how provision has been made for public transport, walking and cycling, show all infrastructure, and include urban design plans.	HCC, Waikato DC, Waipa DC, WRC	NZTA	Existing resources	RPS and district plans	Ongoing
8.	Examine in further detail, during Phase 2 of the Strategy update, the growth allocated to rural villages from both a capacity and a timing perspective.	Waipa DC and Waikato DC	HCC, WRC, NZTA	Future Proof Implementation Budget and Council budgets	RPS, district plans, LTPs, structure plans	Short
9.	Work with Future Proof partners to implement the NPS-UDC on: - Housing and Business Development Capacity Assessments - Monitoring - Co-ordinating any changes to the RPS and district plans - A Future Development Strategy - These must be consistent with the principles of the Future Proof Strategy and RPS.	TIG, HCC, Waikato DC, Waipa DC, WRC	NZTA, Infrastructure Providers, tāngata whenua & iwi authorities, the property development sector, significant land owners, social housing providers, requiring authorities	Future Proof Implementation Budget and Council budgets	RPS, district plans, Monitoring Report, LTPs	Short - By 2017/2018 and then 3 yearly
10.	Undertake Phase 2 of the Future Proof Strategy Update. This may include amending the settlement pattern if there are any consequential changes required following implementation of the NPS-UDC, in particular the completion of the housing and business development capacity assessment.	TIG, HCC, Waikato DC, Waipa DC, WRC, NZTA, tāngata whenua		Future Proof Implementation Budget	RPS, district plans, LTPs	Short
11.	Implement urban limits as set out in the RPS.	HCC, Waikato DC, Waipa DC	TIG, NZTA, tāngata whenua, WRC	Council budgets and existing resources	RPS, district plans, structure plans, LTPs	Ongoing

12.	Ensure that the areas identified within the strategic agreement between Hamilton City Council and Waikato District Council are transferred to the City Council with agreed sequencing, noting that additional boundary adjustments may be negotiated in the future. Allow for further negotiations to take place concerning the timing of HT1, R2 and WA growth cells coming into the Hamilton City, including agreeing triggers, circumstances and opportunities which could then result in a review of the staging and timing of new growth cells. In addition, Tamahere which is outside the current strategic agreement should be investigated as part of this wider package of future opportunities.	HCC, Waikato DC	TIG, NZTA, WRC	Council budgets and existing resources	Strategic Agreement, LTPs, district plans, RPS	Short (for agreement negotiations only)
13.	Progress negotiations between Hamilton City Council and Waipa District Council in relation to a Strategic Agreement regarding the Waipa District land on the Hamilton City-side of the Southern Links designation.	HCC, Waipa DC	TIG, NZTA, WRC	Council budgets and existing resources	District plans, LTPs, RPS	Short

11.2 Funding

Applicable Future Proof Principles

- Ensure that the Strategy is integrated into the partners' and other implementation agencies' policy documents and plans.
- The staging and timing of the settlement pattern will align with the partners' long-term infrastructure strategies and that of any potential waters CCO.

Introduction

A crucial component of the success of the Future Proof Strategy is identifying the costs of growth and determining the main sources of funding, especially for major community infrastructure such as transport, water, wastewater, stormwater, recreation and cultural facilities.

The ability to fund this infrastructure in a fair and timely manner is one of the key challenges for implementation of the Future Proof Strategy and ensuring its on-going success.

If funding is not structured in a controlled and organised manner, there will be unintended growth impacts that will negate Future Proof objectives. Uncoordinated landuse and infrastructure planning, unwanted traffic congestion, reduced amenity values and lack of community resources are a few of the possible negative effects.

The implementation of the Future Proof Strategy relies on the costings and modeling work undertaken by the partner councils Long-Term Plans, 30 Year Infrastructure Strategies and funding policies.

The aim of the Strategy is to maintain effective links between long-term land use, infrastructure and funding. Costs pertaining to infrastructure are not limited to local government; there are financial implications for other infrastructure providers such as gas, energy, and communication companies that will benefit from the certainty of a formal growth strategy and an established settlement pattern. There are also significant central government costs especially in the areas of transport, education and health.

Issues

- The need to fund the necessary infrastructure to support growth in a fair and timely manner.
- Ensuring that other types of interventions identified in this Strategy address the needs of non-growth areas.
- Rating, financial, and development contributions will continue to be the main methods of funding the costs of growth, however, given expected shortfalls and increased expectations for land for growth, alternative methods will also need to be pursued.
- Inconsistent growth forecasting throughout the sub-region could affect investment.
- Development and financial contributions should be appropriately and transparently applied to mitigate the fiscal effects of growth.
- Growth related issues particularly the need for timely central government funding for critical community infrastructure facilities such as health, education and transportation need to be addressed.

Actions

	Action	Lead Agency	Support Agencies	Resourcing	Implementation Tools	Timing
1.	Where appropriate, participate in the development of LTPs, development contribution policies, 30-Year Infrastructure Strategies, and the RLTP with the aim to ensure good alignment between growth projections, land use, infrastructure and funding.	FPIC	TIG, Waipa DC, Waikato DC, HCC and WRC	Future Proof Implementation Budget	LTPs, Infrastructure Strategies, RLTP	Ongoing

2.	Coordinate with central government on centrally funded community infrastructure services, particularly in areas of growth for health and education.	FPIC, WPLG	Waipa DC, Waikato DC, HCC and WRC	Future Proof Implementation Budget	LTPs, Infrastructure Strategies, Waikato Plan, National Infrastructure Plan	Ongoing
3.	Continue to investigate and advocate for new and adequate funding tools for high growth areas. This would help enable local authorities to fund infrastructure in a timely manner to support growth.	FPIC	WPLG	Existing resources	LTPs, Waikato Plan, NPS-UDC	Short and ongoing

11.3 Rural Areas

Applicable Future Proof Principles

- Encourage development to locate adjacent to existing urban settlements and nodes in both the Waikato and Waipa Districts and that rural-residential development occurs in a sustainable way to ensure it will not compromise the Future Proof settlement pattern or create demand for the provision of urban services.
- Maintain the separation of urban areas by defined and open space and effective rural zoning.
- Recognise and provide for the growth of urban areas, towns and villages within agreed urban limits.
- Protect versatile and quality farmland for productive purposes through the provision of limited rural lifestyle development around existing towns and villages and encouraging a more compact urban footprint.

Introduction

Rural areas are primarily pastoral rural working environments that are reliant on the rural land and soil resources, and are largely typified by an open rural landscape. Rural land is used for dairy, beef and sheep farming, pig and poultry, horticulture, forestry, mining, and equine activities. These are all significant industries in economic terms.

The Future Proof sub-region is characterized by an exceptionally productive rural sector, arising from the existence of high class soils. Thirty seven percent of the Waipa District is classified as containing high class soils, representing over 9% of the high class soils nationally.

The Waikato District Council recently adopted a plan change to limit further subdivision potential in rural areas and direct growth towards sustaining and growing the districts townships and villages. Similarly, Waipa District Council has proposed new, tighter rural subdivision rules within the Waipa District Plan.

The value of food production is increasing and will continue to increase internationally as demand from developing countries increases. The protection of land for food production is an important sub-regional issue given high class soils are being lost to urban and rural-residential development.

The growth of rural towns and villages should be supported within indicative urban and village limits. Rural residential living is best located in and around existing towns, villages and rural-residential nodes, and should not result in fragmentation of high class soils.

Issues

- The attractiveness of rural-residential living which if unmanaged can compromise productive rural land, create reverse sensitivity issues, and increase infrastructure and servicing costs and lead to pressure to extend urban services or levels of service.
- Conflict between urban and rural activities.
- Protection of marae, papakāinga, wāhi tapu and wāhi whakahirahira from indiscriminate development.
- Continued encroachment of rural land by unplanned urban development.
- Protecting rural land for productive rural activities.
- Increased drainage of wet areas and failure to implement ponding zones.



Actions

	Action	Lead Agency	Support Agencies	Resourcing	Implementation Tools	Timing
1.	Identify areas in and around existing towns that are appropriate for rural-residential living in accordance with the RPS.	Waikato DC, Waipa DC	WRC, HCC	Existing resources	RPS, district plans	Ongoing
2.	Account for identified existing or potential ecological corridors in the Future Proof area when assessing areas suitable for rural development.	Waikato DC, Waipa DC	WRC	Existing resources	RPS, regional plans, district plans	Ongoing
3.	Provide guidance on the location of versatile/high quality soils to be protected from rural/residential and urban development.	WRC	HCC, Waipa DC, Waikato DC	Existing resources	RPS, regional plans, district plans	Ongoing
4.	Monitor and review district plan policies and rules on maintaining the rural character of the countryside and protection of rural areas from urban development.	Waikato DC, Waipa DC	HCC	Existing resources, Future Proof Implementation Budget	District plans	Ongoing

11.4 Residential Development

Applicable Future Proof Principles

- Promote increased densities in new residential development and more intensive redevelopment of existing urban areas.
- Encourage development to locate adjacent to existing urban settlements and nodes in both the Waikato and Waipa Districts and that rural-residential development occurs in a sustainable way to ensure it will not compromise the Future Proof settlement pattern or create demand for the provision of urban services.
- Ensure that the areas identified within the strategic agreement between Hamilton City Council and Waikato District Council are transferred to the City Council with sequencing agreed between the City Council and Waikato District Council, and noting that additional boundary adjustments may be negotiated in the future.
- Provide housing and lifestyle choice within defined locations, including papakāinga, with greater emphasis on good urban design outcomes. Where possible, respond to government policies on land supply and housing affordability.
- Maintain the separation of urban areas by defined and open space and effective rural zoning.
- Recognise and provide for the growth of rural towns and villages within agreed urban limits.
- Ensure development is planned to support safe and efficient transport infrastructure, including public transport provision and reduced dependence on motor vehicles.
- Recognise the need for stronger links between land-use and transport in respect of the settlement pattern and ensure capacity is matched with development potential.
- Ensure large scale community facilities and services are planned on a sub-regional basis to avoid duplication of resources.



Introduction

The aim of the Future Proof settlement pattern is to promote a sustainable approach to development through increasing residential densities thereby promoting a more compact urban form. In general it is best to focus further growth in areas where residential development already occurs. For example, future urban development should centre on existing key urban areas, rather than creating new urban areas. Urban and rural-residential development should aim to be compact and located in defined areas.

The Future Proof Strategy identifies growth areas and density targets in order to facilitate this shift toward a more compact urban form. Density targets are included in the RPS.

Providing housing choice is a key outcome of the Future Proof Strategy. This means understanding the market and ensuring that a range of housing types are being built to meet varying needs.

Housing affordability is also a concern in the sub-region. Contributory factors include increased pressure on the housing market from external investors, the availability of land supply for new residential development, growth in wages compared to the increase in house prices, availability of credit, impact of growth in buy-to-let investors, and issues around low housing densities through large section developments.

Issues

- Impacts of urban sprawl.
- The need to provide housing choice across the sub-region.

- Investors, and the unaffordable and congested Auckland housing market, has possibly increased demand for comparatively more affordable housing opportunities within the Future Proof sub-region. Over time in some areas, local people may find it increasingly difficult to participate in their local property market.
- An ageing population leading to changing living requirements.
- Household size is decreasing generating demand for a greater range of housing choices.
- Higher density metropolitan living is becoming more prevalent and assists in meeting many growth objectives such as higher density living; more efficient use of existing infrastructure; reduced demands for daily commuting by private car; and bringing vibrancy to town and city centres.
- The need to use resources and infrastructure more sustainably and efficiently and reduce the impacts of growth.
- Development proceeding ahead of planned infrastructure provisions or in a location not envisioned in growth management planning, results in pressure on infrastructure and creates ad hoc development, where often the pressures cross district boundaries.
- The housing market, particularly in new growth areas, is not currently providing the range of housing types to suit the full range of home-buyers, including first time buyers and older people.
- The affordability of housing in the sub-region, particularly Hamilton, and recognising that this is a complex issue with both demand and supply factors.
- Housing affordability is being affected by out of region investors particularly in Hamilton and the north Waikato.
- Land banking by developers can prevent residential land from coming on to the market.
- Lack of subsidies or other tools means councils and developers must bear the full cost of providing infrastructure.
- Falling levels of home ownership.
- Changing perceptions and trends in housing choices affecting the demand for different housing types and forms.

Actions

	Action	Lead Agency	Support Agencies	Resourcing	Implementation Tools	Timing
1.	Detailed structure planning for all growth cells should be based on principles of high quality urban design, in particular transport (provision for public transport, walking and cycling connections).	HCC, Waikato DC, Waipa DC	WRC, NZTA, TIG	Existing resources	LTPs, district plans	Ongoing
2.	Undertake an assessment of the housing supply and demand within each district, using agreed and common data approaches. This should include looking at different housing typologies and it should also tie in with the housing assessments completed as part of the NPS-UDC requirements.	TIG, HCC, Waikato DC, Waipa DC, WRC	Infrastructure providers, tāngata whenua & iwi authorities, the property development sector, significant land owners, social housing providers, requiring authorities	Future Proof Implementation Budget	LTPs, district plans, NPS-UDC housing and business development capacity assessments	Short

3.	Investigate opportunities to address housing affordability issues and advocate for use of a full range of measures which focus on both demand and supply. Opportunities could include infrastructure funding arrangements, affordability targets in new developments, promoting smaller dwellings, use of urban development agencies and concessional funding.	Future Proof to lead along with HCC, Waikato DC, Waipa DC	WRC, NZTA, tāngata whenua	Future Proof Implementation Budget	RPS, district plans, LTPs, Developer Agreements, MOUs	Short
4.	Maintain an alignment between the updated Strategy and the Waikato Plan on the high level Housing Needs Assessment for the region.	TIG, Waikato Plan team	HCC, Waipa DC, Waikato DC, WRC, tāngata whenua, NZTA, infrastructure providers	Future Proof Implementation Budget	Waikato Plan, Housing and Business Development Capacity Assessments under the NPS-UDC	Short

11.5 Business

Applicable Future Proof Principles

- Recognise the importance of the Future Proof sub-region within the wider Waikato Region and the upper North Island.
- Maintain and enhance the Hamilton Central City as the primary commercial, civic and social centre of the Future Proof area, with it also becoming an important residential intensification area. Ensure the sub-region's towns and villages retain their individual and distinct identities with thriving town centres that support people to "live, work, play, invest and visit".
- Promote increased densities in new residential development and more intensive redevelopment of existing urban areas.
- Ensure commercial and industrial development is located in selected sub-regional areas and that it is not located where it undermines the areas of influence of the Hamilton Central City, Cambridge, Te Awamutu, Pokeno, Tuakau, Horotiu, Ngaruawahia, Raglan and Huntly.
- Provide housing and lifestyle choice within defined locations, including papakāinga, with greater emphasis on good urban design outcomes. Where possible, respond to government policies on land supply and housing affordability.
- Support existing commercial centres, towns and villages within the sub-region so these places remain vibrant and valued.

Introduction

The provision of adequate business land is a key aspect of growth management and growing the economy of the Future Proof sub-region.

Business land comprises a broad range of commercial, industrial, research, and education activities. The commercial activities are made up of retailing, administration, office, finance, and commerce together with a range of leisure and entertainment activities. Industrial activities are generally made up of manufacturing, construction, transport and logistics, wholesale trade and utilities.

To ensure the local economy continues to grow, there needs to be an understanding and responses to medium and long-term trends and changes in the business and commercial sectors.

The Hamilton Central City is the primary focus for commercial activity and has the greatest diversity scale and intensity of activities. The provision of business land must be sufficient to meet sub-regional needs yet at the same time not undermining the Hamilton Central City and rural towns.

Issues

- Commercial and industrial development undermining the Hamilton Central City and larger towns, including the extensive development of retail/mall shopping in locations not identified in the Strategy. Focus on Hamilton Central City as the commercial and business heart of the central/southern Future Proof sub-region should be maintained.
- There are risks, particularly from an infrastructure affordability perspective, if too much business land is provided. Sub-regionally, the provision of business land should be provided on an uptake basis, only in areas agreed in the RPS and in the Future Proof Strategy.
- Strong demand for business and industrial land, particularly within Hamilton City, Tuakau, Pokeno, Huntly Horotiu, Cambridge, Te Awamutu, and Hautapu. The growth of defined rural towns and villages to provide adequate capacity for a good range of day-to-day services and activities should be supported.
- The amount of business land has to be sufficient to meet the sub-region's needs and it also needs to support live, work, play, invest and visit principles.
- Conflict between industry and residential land-uses.
- Commercial encroachment into industrial areas.

- People travelling long distances for employment.
- Appropriate transport connections; for business land this will include multi-modal transport systems.

Actions

	Action	Lead Agency	Support Agencies	Resourcing	Implementation Tools	Timing
1.	Ensure future business land occurs in agreed locations to meet long-term needs	TIG, HCC, Waipa DC, Waikato DC	WRC	Existing resources	RPS, district plans, LTPs	Ongoing
2.	Undertake a business land review assessment to meet the requirements of the NPS-UDC.	TIG, HCC, Waipa DC, Waikato DC, WRC	Infrastructure Providers, tāngata whenua & iwi authorities, the property development sector, significant land owners, requiring authorities	Future Proof Implementation budget and council budgets	RPS, district plans, LTPs	Short – by Dec 2017
3.	Provide for suitable business and employment opportunities close to where people live (e.g. the promotion of mixed use developments).	HCC, Waipa DC, Waikato DC	WRC	Existing resources	District plans, LTPs, individual growth strategies	Ongoing
4.	Provide business land which is viable to develop, in appropriate locations (in accordance with Future Proof and the RPS). Ensure the land is co-ordinated with infrastructure provision in the partner councils Long-Term and 30 year Infrastructure Plans. Avoid any negative impacts on the existing and proposed transport and three waters network.	HCC, Waikato DC, Waipa DC	WRC, NZTA	Existing resources, Future Proof Implementation Budget	District plans, LTPs, RPS, RLTP	Ongoing
5.	Implement the hierarchy of major commercial centres as identified in Table 6-4 of the RPS.	TIG, HCC, Waikato DC, Waipa DC	WRC, NZTA	Existing resources	District plans, LTPs, RPS	Ongoing

11.6 City and Town Centres

Applicable Future Proof Principles

- Recognise the importance of the Future Proof sub-region within the wider Waikato Region and the upper North Island.
- Maintain and enhance the Hamilton Central City as the primary commercial, civic and social centre of the Future Proof area, with it also becoming an important residential intensification area. Ensure the sub-region's towns and villages retain their individual and distinct identities with thriving town centres that support people to "live, work, play, invest and visit".
- Ensure commercial and industrial development is located in selected sub-regional areas and that it is not located where it undermines the areas of influence of the Hamilton Central City, Cambridge, Te Awamutu, Pokeno, Tuakau, Te Kauwhata, Horotiu, Ngaruawahia, Raglan and Huntly.
- Recognise and provide for the growth of rural towns and villages within agreed urban limits.
- Support existing commercial centres, towns and villages within the sub-region so these places remain vibrant and valued.

Introduction

Hamilton's Central City, sub-regional centres and suburban centres, along with the sub-region's town centres, perform a vital role as commercial, employment, cultural, social, and entertainment hubs of the sub-region. This has been reflected over time in considerable investment in public infrastructure, transport, footpaths, cycleways, open space, and community facilities. The success of the Future Proof Strategy is tied directly to how well the city, sub-regional centres, suburban and town centres are planned and revitalised.

Hamilton's Central City has a particular importance in both Hamilton and the sub-region as it functions as the primary business and commercial centre of the region. The Central City comprises many business sectors, which play an important role in drawing people from both within the City and region-wide, including: retail, central and local government functions and offices, the courts, education facilities, major sporting venues, recreational and cultural venues, professional offices, light industry, car sales and servicing, medical centres and specialist services, general business offices, and accommodation and other tourist/visitor activities.

The sub-region has a number of town centres, including Huntly, Tuakau, Pokeno, Te Kauwhata, Ngaruawahia, Cambridge, Te Awamutu, Raglan, and smaller settlements such as Pirongia, and Ohaupo. These centres serve not just the local population but also the rural catchments surrounding them. Encouraging diversity in services, and employment, and providing good public space and facilities in town centres, will provide a greater degree of self-sufficiency, positively contribute to developing and reinforcing community identity, and reduce traffic generation between the centres and Hamilton.

The most vibrant cities in the world have a high residential component within their centres. Increasing living options in the Hamilton Central City, suburban centres and town centres helps to provide a wider range of living options, meeting the differing needs of people in the sub-region. To be successful, residential intensification in these areas must offer a high quality of urban design and amenity across the market. Hamilton City Council's District Plan has a strong focus of facilitating more residential accommodation in the City.

Supporting the regeneration and growth of existing town centres may see the redevelopment of some existing space or the provision of new space to meet the local need in support of reducing distance commuting and car-based local trips.



Issues

- Extensive development of retail and office space in out-of-centre locations can compete to the detriment of established business centres and nodes.
- Hamilton's Central City's prominent role in the provision of economic, cultural, and social activities in the heart of the sub-region is recognised and promoted. The need to revitalise while retaining the character and identity of the established Central City, suburban and town centres is important. Consolidating retail and other commercial, civic, education etc uses and intensification of residential uses and changes to the built environment need to be accommodated.
- In the past, there has not been a good balance in the design of streets between the needs of motorists, public transport, cyclists and pedestrians.
- Limiting urban sprawl helps to direct development into the City and town centres, particularly where appropriate zoning supports development in the City and town centres, and restricts/tightly controls it elsewhere. For example, limiting big box retail to suitable zones and locations, will avoid detrimental effects to Hamilton Central City, suburban and town centres.
- Local Government needs to work with developers and the market to ensure high quality town centre development.
- The provision, cost and accessibility of public car parking are key issues for potential users of the City centre.
- Reliability and viability of public passenger transport is negatively impacted by growing traffic congestion and fragmentation of commercial uses around the sub-region, in particular around Hamilton.
- City and town centres need high quality urban design, including active frontages and high quality public spaces, to ensure people feel safe and drawn to shop, visit and invest. Successful, thriving towns have a strong identity and sense/pride of place.
- Regional transportation issues can affect the connectivity of city and town centres.

Actions

	Action	Lead Agency	Support Agencies	Resourcing	Implementation Tools	Timing
1.	Implement the Central City Transformation Plan, including the desire to encourage high quality residential developments in the Central City.	HCC	FP Partners	Council budgets	LTP, HUGS, District Plan, NPS-UDC, Business Improvement Districts	Short to Long (in accordance with Central City Transformation Plan)
2.	Advocate for and facilitate Central City development.	HCC	TIG, WRC, NZTA	LTP	LTP, District Plan	Ongoing
3.	Implement structure plans that provide for activity centre development or redevelopment that enhances public space and facilities, promotes urban design principles, acts as a community focal point, and provides for convenient multi-modal access and local retail requirements.	HCC, Waipa DC, Waikato DC	WRC	Existing resources, council budgets	District plans, LTPs, RLTP, RPTP	Ongoing
4.	Ensure intensification of existing areas aligns with public transport routes (existing and proposed).	WRC	HCC, Waipa DC, Waikato DC	Existing resources, council budgets	RLTP, RPTP	Ongoing

11.7 Building Communities

Applicable Future Proof Principles

- Maintain and enhance the Hamilton Central City as the primary commercial, civic and social centre of the Future Proof area, with it also becoming an important residential intensification area. Ensure the sub-region's towns and villages retain their individual and distinct identities with thriving town centres that support people to "live, work, play, invest and visit".
- Provide housing and lifestyle choice within defined locations, including papakāinga, with greater emphasis on good urban design outcomes.
- Maintain the separation of urban areas by defined and open space and effective rural zoning.
- Recognise and provide for the growth of urban areas, towns and villages within agreed urban limits.
- Support existing commercial centres, towns and villages within the sub-region so these places remain vibrant and valued.
- Ensure large scale community facilities and services are planned on a sub-regional basis to avoid duplication of resources.

Introduction

The Future Proof Strategy is aimed at promoting a sustainable settlement pattern for the sub-region which integrates with infrastructure and services. Building communities is about ensuring that not only is the housing in place for a growing population but that this is supported by community facilities, open space and recreation as well as creating environments that people want to live in.

It is important that there is convenience and access for people, for example access to work, social and leisure activities, health and education, acknowledging that the form this access may take is likely to change substantially over time due to the impact of technology.

Building communities involves place-making initiatives, the provision of recreational, leisure, social, health, education, community, arts and cultural facilities and activities, and the ability for people to participate, collaborate and feel part of a community. It also recognises the role of the environment and the importance of incorporating both the built and natural environment.



Existing strategies and plans of relevance include the Waikato District Council Placemaking Strategy, the River Plan, the Hamilton Plan, Waikato Plan, Waikato Regional Sport Facility Plan, Creative Waikato Strategic Plan, and education and health sector strategic plans.

Issues

- High levels of growth and demographic changes lead to changes in community needs over time.
- The pace of development may mean that community facilities and structures may not develop at the same rate, leading to a lack of community cohesion or sense of place.
- Community facilities are needed in new growth areas, but pressures for development can restrict the availability of suitable land.
- Growth pressures can lead to developer driven development which may not lead to good social infrastructure planning.
- Protection and provision of strategic open-space networks.

- Loss of accessibility to, and difficulty in acquiring, high quality open-space.
- Community facilities that are adaptable and multi-purpose to meet the requirements of the future, including changing lifestyle patterns and expectations in the right location and at the right time.
- Finding ways to recognise and build on the identity of existing towns and neighbourhoods, create a sense of belonging and empower communities
- Adequately recognising and giving effect to iwi aspirations regarding social and cultural outcomes
- Education and health facilities are needed in new developments, but opportunities to establish new facilities may be compromised due to constraints such as the availability of suitable land.
- Adapting to how services, especially healthcare, are delivered, for example digital health services
- Tertiary education should be recognised as a key part of the sub-region's identity and also act as an economic driver.
- The ageing population will place considerable pressure on both tertiary health and education facilities as retirees are actively seeking out further education opportunities.

Actions

	Action	Lead Agency	Support Agencies	Resourcing	Implementation Tools	Timing
1.	Taking into account the views of the community, Future Proof partners will support and promote place-making initiatives as a way of creating spaces which build a sense of community, for example spaces that improve access to the Waikato River via walking and cycling improvements.	HCC, Waipa DC, Waikato DC, WRC	Tāngata whenua, NZTA, TIG	Existing resources, council budgets	LTPs, district plans, RLTP, individual growth strategies	Ongoing
2.	Councils to work together to provide/fund/contribute community facilities, where the benefits are across boundaries.	HCC, Waipa DC, Waikato DC, WRC	Tāngata whenua, community facility providers	Existing resources, council budgets	LTPs, Infrastructure Strategies, Waikato Sport & Recreation Facilities Plan	Short
3.	Ensure that community facilities, including health and education services, to meet the growth needs of the Future Proof area are identified for new growth areas and that there are sufficient facilities for intensification and redevelopment areas.	HCC, Waipa DC, Waikato DC, Ministry of Education	WRC, Sport Waikato, Waikato DHB, Waikato tertiary education providers, NZTA, NGO's	Existing resources, council budgets	LTPs, Infrastructure Strategies, structure plans, Waikato Sport & Recreation Facilities Plan	Short and then ongoing
4.	Maintain an alignment between the updated Strategy and the strategic plans of the sub-region's education and health providers.	Future Proof Partners, Waikato DHB, University of Waikato, WINTEC, Ministry of Education		Future Proof Implementation Budget	LTPs, Waikato DHB Strategy, Waikato University Strategy, MoE Plans, Annual Plans	Short and then ongoing

5.	Support relevant actions in the Waikato Plan, in particular actions in the People and Communities section relating to regional priorities for community infrastructure, regional facilities and the development of community plans.	FPIC, WPLG	HCC, Waipa DC, Waikato DC, WRC, MoE, tertiary education providers, Waikato DHB, NZTA, other community infrastructure providers	Future Proof Implementation Budget	Waikato Plan	Short - Medium
6.	Identify tāngata whenua social, environmental and cultural aspirations, including for the use of land in their rohe, and how these aspirations can be facilitated and advanced by Future Proof partners.	Tāngata whenua, Future Proof partners	Community facility providers	Future Proof Implementation Budget	Iwi strategies and plans	Short-Medium



12. Affordable and Sustainable Infrastructure

Hanganga taimau utu ngāwari

12.1 Transport

Applicable Future Proof principles

- Ensure that the strategy is implemented into the partners' and other implementation agencies' policy documents and plans.
- Recognise the importance of the Future Proof sub-region within the wider Waikato Region and the upper North Island.
- Maintain and enhance the Hamilton Central City as the primary commercial, civic and social centre of the Future Proof area, with it also becoming an important residential intensification area. Ensure the sub-region's towns and villages retain their individual and distinct identities with thriving town centres that support people to "live, work, play, invest and visit".
- Encourage development to locate adjacent to existing urban settlements and nodes in both the Waikato and Waipa Districts and that rural-residential development occurs in a sustainable way to ensure it that will not compromise the Future Proof settlement pattern or create demand for the provision of urban services.
- Ensure commercial and industrial development is located in selected sub-regional areas and that it is not located where it undermines the areas of influence of the Hamilton Central City, Cambridge, Te Awamutu, Pokeno, Tuakau, Horotiu, Ngaruawahia, Raglan and Huntly urban centres.
- The staging and timing of the settlement pattern will align with the partners' long-term infrastructure strategies and that of any potential waters CCO.
- Encourage development in established settlements to support existing infrastructure.
- Protect existing and future infrastructure and strategic transport corridors, including the Waikato Expressway, Southern Links and rail corridors, from development that could constrain or compromise the efficiency of infrastructure and transport corridor operation.
- Ensure development is planned to support safe and efficient transport infrastructure, including public transport provision and reduced dependence on motor vehicles.
- Recognise the need for stronger links between land-use and transport in respect of the settlement pattern and ensure capacity is matched with development potential.



Introduction

The Future Proof sub-region is growing rapidly and this is exacerbated by the growth occurring in Auckland. By virtue of its central location within the Upper North Island, the Future Proof sub-region carries a high proportion of through-traffic, particularly inter-regional freight (road and rail) movements to and from the Ports of Auckland, Ports of Tauranga and Taranaki, and local and international visitors. This has associated implications for transport, both private travel and freight. The aim of the transport component of Future Proof is to plan for growth and anticipated social and economic change in the sub-region, and to encourage an effective and efficient settlement pattern that is cost-effective and well integrated with transport infrastructure and services.

This section of the Future Proof Strategy is structured in two parts:

- The sub-region's upper North Island transport role which is largely about connecting major centres.
- Local and sub-regional transport matters which are predominately growth related.

The Future Proof sub-region is constantly addressing these two tiers of transport focus which are sometimes complementary and sometimes in conflict. The Future Proof Strategy aims to provide a framework for balancing and managing these two functions.

Future Proof primarily takes its strategic direction on transport from the RLTP.

Maps 3 and 4 in Appendix 2 illustrate the transport network for the Future Proof sub-region.

Upper North Island

The Waikato region lies at the centre of a larger upper North Island economic and transportation system, providing nationally important inter-regional links between the Ports of Auckland and Tauranga. The upper North Island is the powerhouse of New Zealand and is expected to grow faster than the rest of the country. Freight demand originating in the Waikato is projected to increase by almost 50 percent between 2012 and 2042⁴⁴.

The scale of growth that is forecast to occur in southern Auckland and the northern Waikato area is likely to place significant pressure on the transport network, particularly on key inter-regional corridors (i.e. SH1/Waikato Expressway and the North Island Main Trunk). Aligning transport planning and investment across jurisdictional boundaries will help to ensure the broader upper North Island transport system functions efficiently. The Auckland Council has adopted a planning approach which provides 30 years of development capacity in defined locations. As this rolls out, the scale of change and impact on the Waikato region is uncertain. Auckland has an integrated package of transport projects to address growth however the pressures are likely to remain high. It is important that the Waikato plans for this and continues working in partnership with the NZ Transport Agency and Auckland Transport, particularly in the northern Waikato.

Transport is critical to supporting economic growth and productivity, through efficient freight movement and access to employment areas. Commercial and other employment opportunities in the sub-region and beyond are a key consideration for Future Proof partners. They will have impacts on transport in the sub-region which will also drive the need to manage travel demand and improve network efficiency and capacity. These opportunities also have clear links to the strategic priorities identified in Waikato Means Business which are viewed as critical to helping achieve the goals outlined in this regional economic development strategy e.g. maintaining and building our location advantage. This priority is about continuing to maintain good inter-national connections through Auckland and Tauranga, broader connections to the rest of the North Island, and recognising the role of the region as an inter-regional service hub and the importance of freight and transport.

For some time the Waikato Expressway has been the Waikato region's top priority transport project. The Expressway is expected to be completed by 2020. The next State Highway priority is the extension of the Expressway from Cambridge to Piarere. This is part of improving road connectivity to and from the Waikato, Auckland and the Bay of Plenty.

Sub-regional

Achieving the strategic integration of infrastructure with land use is fundamental to the Future Proof Strategy. The Strategy has identified a defined settlement pattern to support effective management of urban growth in the Future Proof sub-region. This settlement pattern is now anchored into the RPS and RLTP to provide a strategic framework for integrated land use and infrastructure planning. The Waikato Expressway Network Plan has also been developed to help guide future planning and implementation along the Expressway corridor and will help to ensure that the objectives from this significant investment are achieved as fully as possible.



⁴⁴ National Freight Demands Study, 2014.

Urban form is important to the integration of land use and transport. Urban areas, towns and villages need to be designed and continually improved to ensure that people can move around easily by a variety of means. Increased densities and achieving a more compact urban form can improve the efficiency of public transport and active transport modes (walking and cycling). Transport can shape urban form just as urban form can shape our transportation system. Transport and how people move around is also an important part of place-making. Making our urban areas into places where people want to live, work and play requires that thought be given to getting people to the places they want to go, particularly key services, and ensuring communities are walkable. Dedicated walking and cycling routes can play a key role in linking urban areas.

The Future Proof Strategy places significant emphasis on land use interventions that support the development of public transport, walking, cycling and travel demand management options. These interventions will provide for greater efficiencies out of the existing transport system. Making the most out of the existing transport system before investing in new infrastructure and services will ensure the most efficient investment is achieved.

Issues

- Growth, particularly in Auckland and Hamilton cities, is increasing vehicle use for both freight and passengers, reducing the efficiency and safety of transport systems.
- Historically transport and land use have not been integrated well, e.g. unplanned and out of sequence developments which impact on the transport network.
- Ensuring land use decisions do not undermine the long-term benefits of significant transport investments, including the Waikato Expressway and other key transport corridors.
- Maintaining access to essential services as the sub-region grows.
- The impact of ribbon development or sprawl on key strategic corridors, including impact on access.
- Keeping pace with the growing demand for travel.
- Growth of vehicle use for both freight and passenger purposes.
- Dispersal of urban growth has increased travel distances and increased the cost of transport infrastructure.
- High traffic volumes on key inter-regional routes, congestion in and around Hamilton City and other congestion 'pinch points' between the Waikato and Auckland.
- Affordability of transport infrastructure and services given the significant amounts of investment required for transport, rising costs, declining national and local revenue and constrained funding.
- Reverse sensitivity issues where development encroaches on key transport hubs or routes (e.g. the airport and key transport corridors).
- Changing demographic patterns which influence demand and the type of transport required.
- Public health and environmental issues as a result of growing traffic volumes.
- Low rates of public transport use, and walking and cycling in the sub-region.
- Reducing emissions and carbon footprint.

An issue that requires ongoing attention is ensuring that development occurs in accordance with the Future Proof settlement pattern. Key transport infrastructure and services are planned within the sub-region using the agreed settlement pattern as a basis. Significant development that is not consistent with the settlement pattern carries a high risk that the impacts on transport systems will undermine the substantial public investments they represent. Examples include the risk of 'ribbon development' along the Waikato Expressway, placing additional demand on existing interchanges and increasing demand for additional connections. If not managed effectively, this will reduce the level of service for intra- and inter-regional journeys with significant economic consequences. One further consequence of this will be increased safety issues, as drivers opt to use routes that are not designed to the same high safety standards as the Expressway.

Actions

Upper North Island

	Action	Lead Agency	Support Agencies	Resourcing	Implementation Tools	Timing
1.	Progressive implementation of the Waikato Expressway, including ensuring that development along this corridor is in accordance with the Waikato Expressway Network Plan and any future identified and agreed Waikato/Auckland cross boundary transport priorities.	NZTA, WRC	HCC, Waikato and Waipa DC	Existing resources, NZTA and council budgets	RLTP, NLTP, Expressway Network Plan, Infrastructure Strategies, Auckland-Waikato business cases, Waikato Plan	Expressway - completion by 2021
2.	Ensure that the benefits of the Waikato transport network are maximised and that the settlement pattern does not adversely impact the Waikato Expressway or other significant transport corridors.	NZTA, HCC, Waikato and Waipa DC, WRC	TIG, FPIC	Existing resources, Future Proof Implementation Budget	RPS, district plans, RLTP	Short and then Ongoing
3.	Ensure the Future Proof Strategy is aligned with and gives effect to the RLTP (including supporting its transport priorities), RPS and is consistent with the Waikato Plan.	FPIC, WRC/RTC and WP JC	HCC, Waikato DC, Waipa DC, NZTA	Existing resources, Future Proof Implementation Budget	Waikato Plan, RPS, RLTP	Ongoing
4.	Ensure the continued protection of existing and future road and rail corridors, including through designations as well as managing and developing the local transport network in a way that supports key transport corridors.	FPIC, NZTA, WRC, TAs, KiwiRail		Existing resources, council budgets, Future Proof Implementation Budget	District plans (e.g. designations), local transport strategies, AMPs, LTPs and Infrastructure Strategies	Ongoing
5.	Where appropriate, support key Waikato Plan transport actions, such as advocating regional transport priorities, integrating the Waikato and Auckland transport networks, exploring funding options, extending the rail network into the northern Waikato as well as various freight actions.	FPIC, WPLG, Mayoral Forum, RTC/WRC	HCC, Waikato and Waipa DC, NZTA, KiwiRail	Future Proof Implementation Budget	Waikato Plan, RLTP, Auckland RLTP	Ongoing
6.	Consider future transport needs and support key transport projects and strategic approaches, including: - The Cambridge to Piarere project and business case - Access Hamilton implementation - Northern Waikato Integrated Growth Management business cases - Southern Links - Well connected transport routes between Auckland, Waikato and the Bay of Plenty	FPIC	NZTA, RTC, WPLG, BOPRC & RTC, Auckland Transport	Future Proof Implementation Budget	RLTP, Waikato Plan, Bay of Plenty RLTP, Access Hamilton, Auckland RLTP, NLTP	Short

Sub-regional

7.	Promote appropriate transport projects (infrastructure and services) to be included in the RLTP that enable the implementation of Future Proof settlement pattern (eg the Southern Links and Northern River Crossing projects).	FPIC, WRC/RTC,	HCC, Waipa DC, Waikato DC, NZTA, KiwiRail	Future Proof Implementation Budget	RLTP, Waikato Plan	Ongoing
8.	Develop integrated land-use and transport strategies and Network Operating Frameworks and Plans for the key urban areas in the Future Proof sub-region. Link strategies, frameworks and plans with those of neighbouring areas.	WRC, HCC, Waikato, DC, Waipa DC, NZTA	KiwiRail	Existing resources, NZTA and council budgets	RLTP, RPTP, LTPs	Medium
9.	Ensure the staging of Future Proof settlement pattern is aligned with the staging of infrastructure development, the provision of public transport services and transport investment.	TIG	HCC, Waipa DC, Waikato DC, WRC, NZTA, KiwiRail	Existing resources, council budgets, Future Proof Implementation Budget	District plans, RPS, RLTP, RPTP, LTPs, Infrastructure Strategies	Ongoing – to be reviewed every three years
10.	Territorial authorities to work with NZTA during the revocation process to identify opportunities for improved amenity, community development and transport outcomes within existing townships.	HCC, Waipa DC, Waikato DC and NZTA	WRC	Existing resources, council budgets	District Plans, Waikato Plan, Expressway Network Plan, Asset management plans	Short - Medium
11.	Ensure that transport projects recognise and contribute to improved accessibility and place-making, this includes considering public and active transport at the early stage of land use planning to maximise opportunities for public transport, walking and cycling (both within and between urban centres).	HCC, Waipa DC, Waikato DC, WRC and NZTA	TIG	Existing resources, council budgets	RPS, Local growth strategies, LTPs, district plans, structure plans, RLTP, RPTP	Ongoing
12.	Investigate potential funding mechanisms to ensure that transport projects are completed on time, including: National Land Transport Fund (including the Crown Grant), government grants, regional fuel tax, rates, development contributions and other council revenue, and road pricing/network charges.	FPIC, WRC/RTC, WPLG	HCC, Waikato and Waipa DC, NZTA, Auckland Council, Auckland Transport, MoT	Future Proof Implementation Budget	LTMA 2003, LGA 2002, Waikato Plan, RLTP	Medium
13.	Ensure that there is consistent data across Future Proof, the Waikato Regional Transport Model and the Waikato Integrated Scenario Explorer – these all assist with future growth projections.	WRC, TIG, CEAG	HCC, Waipa DC, Waikato DC, NZTA	Future Proof Implementation Budget		Ongoing

12.2 Utilities and Infrastructure

Applicable Future Proof Principles

- The staging and timing of the settlement pattern will align with the partners' long-term infrastructure strategies and that of any potential waters CCO, as well as NZ Transport Agency plans.
- Encourage development in established settlements to support existing infrastructure.
- Protect existing and future infrastructure and transport corridors, including the Waikato Expressway, Southern Links and rail corridors, from development that could constrain or compromise the efficiency of infrastructure and transport corridor operation.

Introduction

The implementation and maintenance of network infrastructure is an essential component to the successful functioning and well-being of a community. By ensuring the availability of efficient and effective services, the community will be provided with access to affordable and competitive services.

Local councils are often in the situation of being criticized for not opening up more land for development, however, bringing forward greenfield areas can be financially prohibitive or risky for councils, who need to balance their finance sheets and not have development open on too many fronts. Infrastructure provision is expensive, and can have long lead-in times for planning, designations, land acquisition (if required) and particularly funding through rates and development contributions.

Issues

- Infrastructure affordability.
- Development can adversely affect the efficient and effective functioning of infrastructure. For example, increasing population density and increasing spread of urban areas increases traffic congestion.
- Development can affect the ability to operate, maintain or expand infrastructure, such as roading and electricity generation and transmission.
- Rural residential development results in demands for new infrastructure in new locations, and often creates cross boundary impacts on infrastructure, where the effects of development such as increased traffic and demand for services are felt in neighbouring districts. Low density development can also affect the ability of councils to fund infrastructure and can reduce the ability of servicing development by public transport.
- Some infrastructure, such as stormwater pipes, culverts and sea defences, may become inadequate for the task they were designed for due to climate change impacts.
- Some transport (and other infrastructure) corridors may also become more frequently subject to flooding, landslide and erosion due to climate change.
- Increasing value of land due to development makes establishing new infrastructure in these areas more expensive.
- Growth in population correlates directly with the need to expand and extend network infrastructure.
- Clear strategies for managing growth can provide a sound basis for investment in network infrastructure.
- Opportunities to share growth corridors for service installation can be promoted which will result in reduced costs and impacts of network development.
- Compact forms of development and sequential logical expansion promotes more efficient provision of network infrastructure.
- Network infrastructure can have adverse environmental effects.
- A lack of recognition for the role of small scale and community based infrastructure, including electricity generation, as a potential means of providing sustainable and affordable infrastructure.

Actions

	Action	Lead Agency	Support Agencies	Resourcing	Implementation Tools	Timing
1.	Support the development and implementation of the Regional Infrastructure Technical Specifications.	HCC, Waipa DC and Waikato DC	WRC	Existing resources, council budgets	LTPs, regional plans, district plans, resource consents	Ongoing
2.	Provide for the effective sharing of information on growth and development trends, and trends in infrastructure provision (including advances in infrastructure technology), with network utility providers on a regular basis.	HCC, Waikato DC and Waipa DC	WRC, network utility providers	Existing Resources, council budgets	Regional plans, Future Proof Monitoring Report	Short and then ongoing
3.	Ensure there are appropriate rules in district and regional plans to enable the development of utility services, whilst ensuring any adverse effects are mitigated.	Waikato DC, WRC	HCC, Waipa DC	Existing Resources	District plans, Regional Plan, LTP's	Ongoing
4.	Advocate with central government, network utility managers and infrastructure providers for a collaborative, comprehensive, long-term strategic infrastructure development plan for the sub- region.	FPIC, WRC, WPJC	HCC, Waipa DC, Waikato DC, NZTA	Future Proof Implementation Budget	NIP, LTP's, Regional Plans, Waikato Plan	Medium
5.	Structure plan sub-regional growth cells to ensure infrastructure needs are understood and can be met.	HCC, Waikato DC and Waipa DC	WRC, TIG	Existing resources, council budgets	Structure plans, district plans, LTP's, Infrastructure Strategies	Medium and ongoing

12.3 Three Waters

Applicable Future Proof Principles

- Ensure that the settlement pattern generally avoids as far as practicable adverse effects on natural hydrological characteristics and processes, soil stability, water quality and aquatic ecosystems; maintain or enhance landscape values; and, promotes positive indigenous biodiversity outcomes and protects significant indigenous vegetation and significant habitats of indigenous fauna.
- Give effect to the Vision and Strategy for the Waikato River by restoring the health and well-being of the Waikato and Waipa Rivers, including adopting an integrated management approach.
- The staging and timing of the settlement pattern will align with the partners' long-term infrastructure strategies and that of any potential waters CCO, as well as NZ Transport Agency plans.
- Ensure that planning for the future use of water maintains or improves water quality and promotes efficient use.
- Recognise the unique relationship that tāngata whenua have with the whenua awa, moana, maunga, taiao katoa: the land, waterways, ocean, mountains, wider environment and other people in the sub- region. This includes, but is not limited to, the practice of kaitiakitanga.

Introduction

The term “three waters” as used in a municipal sense and in this Strategy, is generically referred to as the “urban waters”, meaning water supply, wastewater, and stormwater. There is an increasing need to manage three waters in a sustainable and integrated way to ensure availability of services to growth areas and protection of the environment for future generations.

The 2009 Future Proof Strategy addressed each of three waters independently rather than holistically. The Future Proof partners decided that it would be beneficial to integrate the three waters and subsequently developed a Sub-Regional Three Waters Strategy. The Three Waters Strategy sets out how water, wastewater and stormwater will be managed over a 50 year period. The vision is:

The delivery of integrated, sustainable and well managed Three Water services for the sub-region which ensures the cultural, social and economic needs of the community are met and the quality of the Waikato River is improved.

Nine key issues were identified that were faced by the partner councils (see ‘Issues’ below).

An Action Plan was developed to implement the Three Waters Strategy. The Action Plan contains 11 key actions that were developed to give effect to the vision, goals and issues identified in the Three Waters Strategy.

The Three Waters Strategy and Action Plan can be found on the Future Proof website.

Issues

- Ensuring the protection and improvement of public health and safety, and providing appropriate water sanitary services and hazard management practices.
- Meeting future anticipated and planned for growth demands.
- Planning for and adapting to climate change.
- Ensuring that decisions relating to the three waters are underpinned by best practice, research and knowledge.
- Ensuring quality, efficient and sustainable infrastructure.



- The need for integration of: relevant council functions; inter council departments; the three waters; and, land use and water planning and management.
- The availability and allocation of water.
- Ensuring that iwi and hapu are involved in the management of three waters and tāngata whenua values, aspirations and interests are identified and reflected.
- Ensuring protection and where possible the enhancement of the natural environment.

Actions

	Action	Lead Agency	Support Agencies	Resourcing	Implementation Tools	Timing
1.	Implement the Sub-Regional Three Waters Strategy Action Plan.	CEAG, Future Proof Three Waters Policy Group	HCC, Waikato DC, Waipa DC, WRC, tāngata whenua	Existing Resources, council budgets	Sub-Regional Three Waters Strategy Action Plan, district plans, LTPs, regional plans	See Action Plan
2.	Work with Waikato-Tainui and Raukawa and Maniapoto to support customary activities and to align statutory and non-statutory documents that relate to the river with Te Ture Whaimana o te Awa o Waikato - the Vision and Strategy for the Waikato River.	HCC, Waipa DC, Waikato DC, WRC, Tainui Waka Alliance, NKAOTW	Waikato River Authority	Existing resources, Future Proof Implementation Budget	JMAs, WRA report card, Te Ture Whaimana o te Awa o Waikato - the Vision and Strategy for the Waikato River	Short and then ongoing
3.	Maintain an alignment between the updated Strategy, proposed Healthy Rivers Plan Change, Let's Talk Water, the Waikato Plan, and the Waikato Freshwater Strategy.	FPIC, WPLG, WRC	HCC, Waipa DC, Waikato DC, TIG	Existing resources, Future Proof Implementation Budget	Proposed Healthy Rivers Plan Change, Waikato Plan, Regional Plan, RPS	Short and then ongoing

13. Tāngata Whenua

13.1 Tāngata Whenua

Applicable Future Proof Principles

- Ensure that the values, principles, aspirations, roles and responsibilities and the place of tāngata whenua are reflected and incorporated into strategy governance and implementation.
- Recognise the unique relationship that tāngata whenua have with the whenua awa, moana, maunga, taiao katoa: the land, waterways, ocean, mountains, wider environment and other people in the sub-region. This includes, but is not limited to, the practice of kaitiakitanga.

There is also a need to recognize:

- Mana whakahaere as the basis for engaging with tāngata whenua
- That a holistic, consistent and integrated approach to resource use (especially water) and land use development should be applied across the sub-region
- That development should occur in a manner that does not adversely affect a rohe environmentally, socially or culturally



Introduction

Vision

Kia tuku atu ngā karu atua o te waka hei ārahi, hei arataki, heitiaki.

To enable the karu atua of the waka to guide, to lead and to nurture knowing our future by planning today.

Scene Setting

The Waikato region is home to the second highest Māori population in New Zealand. Hamilton City and Waikato District have the highest percentages of Māori population in the Waikato. The Māori population is growing and as a result is relatively youthful which will bring with it a number of advantages, including for the labour market, now and into the future.

A number of Treaty of Waitangi negotiations are settled or are underway with the Crown. There are still claims not yet settled and some that have not been lodged. It is acknowledged that the settlement process and redress is ongoing. The Waikato and Waipā River settlement and co-management legislations have been a significant milestone for the Waikato region creating a number of co-governance and co-management agreements with iwi in the Waikato and in the Future Proof sub-region. These legislations have resulted in the establishment of a co-governance group, the Waikato River Authority, which is custodian for Te Ture Whaimana o te Awa o Waikato – the Vision and Strategy for the Waikato River. The Vision and Strategy is the primary direction-setting document for the Waikato River and activities within its catchment affecting the River. This document provides the strategic direction for the Waikato River and has informed the Future Proof Strategy.

Co-governance and co-management arrangements are likely to increase in the future reflecting the importance of iwi and local / central government working together in consensus decision-making.

The outcomes from the Crown's settlement of grievances from its breaches of Te Tiriti, coupled with ongoing capability and capacity building initiatives at individual, whānau, marae, hapū, and iwi level, have and will continue to influence the role and participation of tāngata whenua in the successful implementation of Future Proof.

It is important that the unique relationship that tāngata whenua have with their whenua, awa, moana, maunga, taiao katoa and other people is recognised. This encompasses a physical, mental, emotional, spiritual, and metaphysical relationship that may be unique to the tikanga (practices) and kawa (guiding principles) of each marae, hapū or iwi.

Prior to the land wars and resulting confiscation of lands, marae, hapū, and iwi exercised mana whakahaere⁴⁵ without challenge. Mana whakahaere involves the exercise of rights and responsibilities to ensure that the balance and mauri (life force) of the rohe is maintained. It is based on recognising that if the environment is cared for, the environment will continue to sustain the people. In customary terms mana whakahaere is the exercise of control, access to, and management of resources sustainably within a rohe guided by mātauranga in accordance with tikanga and kawa.

Tāngata Whenua as a Future Proof Partner

The Future Proof Implementation Committee has two tāngata whenua members – one from the Tainui Waka Alliance (Maniapoto, Hauraki, Raukawa and Waikato Iwi) and one from Ngā Karu Atua o te Waka.⁴⁶ Ngā Karu Atua o te Waka was set up as a reference group to provide advice to the Future Proof project. It has members drawn from iwi and hapū-based groups representing tāngata whenua in the Future Proof sub-region.

This structure means that tāngata whenua, as a project partner, have the same number of representatives to each level of the project's governance and management structure as the other project partners. The representatives are responsible for communication back to their constituent groups.

Economic Development

Tāngata whenua are active investors in the Waikato region and in the Future Proof sub-region, contributing \$1.4 billion to the Waikato economy with an asset base of \$6.2 billion⁴⁷. The agriculture, forestry, fishing, property and business services industries make a significant contribution to the Māori asset base in the Waikato region. Education is also a key economic driver and a priority for many Iwi in the Waikato as well as being an important part of the Māori asset base. There are a large number of education institutions in the region and education makes a significant contribution to the GDP of the Waikato.

Ongoing capacity and capability building of tāngata whenua, supported by the settlement of outstanding claims regarding breaches of Te Tiriti o Waitangi, and an increasing population that identifies as Māori/tāngata whenua means that tāngata whenua will be a leading economic influence and a key part in shaping the economic development in the sub-region by 2061 further impacting the Future Proof area and beyond.

The Environment

Tāngata whenua take a holistic approach to environmental protection, management and enhancement. The environment is integral to tāngata whenua and is not treated as something which is separate from the people. Kaitiakitanga through tikanga and kawa is a guiding principle in the protection and management of natural resource. A number of Iwi planning documents refer to the need to ensure that development has positive environmental and cultural effects.

Papakāinga

Papakāinga may, by definition, be one of the last places where tāngata whenua can live as tāngata whenua or people of their lands. It is necessary to understand the relationship of tāngata whenua, according to their tikanga and kawa, with their papakāinga including their economic, social, cultural, and spiritual relationships.

⁴⁵ Governance, authority, jurisdiction, management, mandate, power.

⁴⁶ The group was so named because the karu atua of a waka are the feather covered 'eyes' out the front of the canoe to provide direction, guidance and protection.

⁴⁷ Berl, 2014. *Māori Economy in the Waikato Region*. Prepared for Te Puni Kōkiri. Available from: <http://www.tpk.govt.nz/en/a-matou-mohiotanga/business-and-economics>

Papakāinga may strengthen and arise from the settlement patterns of taura here, or Māori from outside the region, who wish to have a place to live, work, play, invest and visit as Māori within the Future Proof area.

The demographics of papakāinga will change. For example, it may be that papakāinga populations will become younger with growing opportunities from hapū and iwi economic development encouraging younger people to move back to papakāinga. This will enable tāngata whenua to have the choice to live, work, play, invest and visit in the environs of papakāinga. This may also encourage the establishment of new papakāinga and marae while putting pressure on the current resources available for papakāinga use. Processes should be in place to facilitate the use of multiple-owned Māori lands for papakāinga.

Right of First Refusal

The Right of First Refusal is a significant issue for sub-regional iwi. It refers to providing iwi with a long-term option for the purchase or lease of Crown or council owned land. The intent of the Right of First Refusal is to provide iwi with the opportunity to reclaim land which has been taken and follows a principle of ‘i riro whenua atu, me hoki whenua mai’ (as land was taken so land should be returned). This means that the development or use of any Crown or Council owned land will need to consider if there are any relevant Rights of First Refusal provisions triggered by such use or development.

The Waikato Plan

The Future Proof Strategy aims to align with the Waikato Plan. The Waikato Plan contains two main priorities in its iwi section:

- Taking opportunities to build on economic, social and cultural partnerships with iwi/Māori with a particular focus on partnership building and co-governance.
- Staying in the rohe (tribal region): enabling iwi/Māori to live, work, learn, invest and play within their own rohe.

The Waikato Plan contains a number of other priorities and actions which are relevant to Iwi, particularly in the environment section. The Future Proof Strategy supports these priorities and where possible Future Proof implementation will focus on achieving these outcomes.

Iwi Management Plans

There are a number of Iwi Management Plans (IMPs) in the Future Proof sub-region. IMPs are a resource management plan prepared by an iwi, iwi authority, rūnanga or hapū. These plans are often holistic documents that cover more than RMA matters. IMPs must be taken into account when preparing or changing regional policy statements and regional and district plans.

Key environmental priorities identified in the IMPs of the sub-region include water, indigenous biodiversity, natural heritage and restoration of the environment. These environmental matters are always considered as part of an integrated, holistic system.

Issues

- The ability to develop or restore papakāinga is a priority for tāngata whenua. The provision of papakāinga is an essential means for tāngata whenua to reconnect with their people and their lands. Local authorities need to consider the implications of policy decisions on papakāinga development, as decisions around land title and infrastructure have the ability to inhibit papakāinga in appropriate locations.
- A key aspiration for a number of tāngata whenua is to develop self-sufficient marae.
- Tāngata whenua consider the restoration, maintenance and protection of the health and well-being of wāhi tapu (sacred sites) and wāhi whakahirahira (sites of significance) critical to sustainable development. This allows for the relationship of tāngata whenua, according to their tikanga and kawa, with their wāhi whakahirahira and wāhi tapu including their economic, social, cultural, and spiritual relationships. Additionally, this allows for the relationship of the wider community with wāhi tapu and wāhi whakahirahira.
- There are areas that adjoin or are nominally within the Future Proof area but are of significance to tāngata whenua. An example of this is Tikapa Moana (Hauraki Gulf) and its catchments, which are significant for a number of reasons including its rural value, ecosystem, biodiversity and significance to iwi such as the various iwi of Hauraki.

- Restoring, maintaining, and protecting the health and well-being of significant sites which includes, but is not limited to the retention, revival and use of historical place names; view lines/shafts to wāhi tapu and wāhi whakahirahira; appropriate buffer zones around wāhi tapu, wāhi whakahirahira and papakāinga; the protection of the peat lakes and their surrounds; and an increase in biodiversity.
- Sites of cultural significance including wāhi tapu and wāhi tūpuna should be protected from intentional and accidental damage. The cultural integrity of such sites should be a priority when undertaking activities in the vicinity of such sites.
- There are significant development pressures in the northern Waikato as a result of being close to the boundary with Auckland. There are also a number of cross-boundary issues between the Waikato and Auckland, for example around natural resources, the Waikato River and infrastructure such as transport. All of this raises particular issues for Northern Waikato iwi.
- Effective engagement in growth management and planning decision-making remains an ongoing issue for tāngata whenua.
- As active investors in the region, accompanied with a desire for tāngata whenua to live, work, play, invest and visit within their rohe, tāngata whenua are keen to see a planning and consenting regime that facilitates the ability for tāngata whenua economic development within their rohe.
- Future Proof will also need to give effect to Te Ture Whaimana o te Awa o Waikato – The Vision and Strategy for the Waikato River.
- Development of Council and Crown owned land will need to consider if there are any Right of First Refusal implications as a result of such development.

Actions

	Action	Lead Agency	Support Agencies	Resourcing	Implementation Tools	Timing
1.	Ongoing alignment with core iwi and hapū documents Councils to continue to maintain a register of key tāngata whenua documents (including amendments or development of new documents). Work with tāngata whenua to determine what support/resourcing is available to develop and maintain relevant documents. Determine which actions in tāngata whenua documents or noted in the Future Proof Strategy can be implemented or facilitated via Future Proof, structure plans, statutory and non-statutory instruments.	HCC, Waipā DC, Waikato DC, WRC, tāngata whenua	TIG	Future Proof Implementation Budget	RPS, LTP's, district plans, Iwi Management Plans, iwi strategic documents, structure plans	Short and then ongoing

2.	Wāhi tapu, wāhi whakahirahira Adopt and implement a formal protocol to identify, assess and mitigate issues around wāhi tapu and wāhi whakahirahira that may be impacted by development activity for the duration of the Strategy and that ensures the early engagement and participation of relevant tāngata whenua groups and stakeholders. Protocol to include: - Early engagement and assessment so that undue pressure is not put on tāngata whenua or development plans. - Future proofing transport corridors should include a comprehensive assessment of affected areas to ensure that current and future designations are appropriate. - Similarly, future proofing intended urban, residential and industrial development areas. - Protection of resources must be balanced with the development of those resources by tāngata whenua. - Align protocol with tāngata whenua consultation, engagement and participation processes. - This work should link with the aligned planning actions from the Waikato Plan – see Action 8 below.	FPIC and tāngata whenua	HCC, Waipa DC, Waikato DC, WRC, NZTA, TIG	Future Proof Implementation Budget	RPS, district plans, Iwi Management Plans, regional significance and engagement policy, Waikato Plan	Short
3.	Papakāinga Develop a Papakāinga Housing Initiative (including use of a papakāinga toolkit) to enable greater papakāinga development as well as a coordinated response to papakāinga housing needs and aspirations in the sub-region.	FPIC - joint leadership of this project with the WPLG and tāngata whenua	Future Proof partner councils, Tainui-Waka Alliance, NKAOTW	Future Proof Implementation Budget	RPS, LTP's, district plans, Iwi Management Plans, iwi strategic documents, Waikato Plan	Short
4.	Identify tāngata whenua economic aspirations, including for the use of land in their rohe and how these aspirations can be facilitated and advanced by Future Proof partners through the development and implementation of a Future Proof Tāngata Whenua Economic Development Plan.	FPIC working with the WPLG and tāngata whenua	Future Proof partner councils, Tainui Waka Alliance, NKAOTW, Waikato Means Business	Future Proof Implementation Budget	RPS, LTP's, District Plans, Iwi Management Plans, Iwi strategic documents, Waikato Plan, Waikato Means Business	Medium
5.	Actively pursue and support co-management and co-governance arrangements in the sub-region.	FPIC working with the WPLG and tāngata whenua	Future Proof partner councils, Tainui-Waka Alliance, NKAOTW	Future Proof Implementation Budget and Waikato Plan Implementation Budget	Joint Mangement Arrangements, Deeds of Settlement, MOUs	Ongoing

6.	Ensure that the implementation of Future Proof occurs in a manner which is consistent with Te Ture Whaimana o te Awa o Waikato – The Vision and Strategy for the Waikato River.	FPIC	TIG, HCC, Waipā DC, Waikato DC, WRC, tāngata whenua	Future Proof Implementation Budget	Te Ture Whaimana o te Awa o Waikato – The Vision and Strategy for the Waikato River, RPS, LTP's, district plans, Iwi Management Plans, iwi strategic documents	Ongoing
7.	Develop and implement a standardised approach to considering Rights of First Refusal matters when developing council and Crown owned lands within the Future Proof sub-region. The first step for this action will be for relevant iwi and councils to have a conversation and to try and agree an approach. This can then be used as a basis for discussions with the Crown.	HCC, Waipā DC, Waikato DC, WRC, tāngata whenua	FPIC	Future Proof Implementation Budget	RPS, LTP's, district plans, Iwi Management Plans, iwi strategic documents, MOUs	Medium
8.	Work with the Waikato Plan on implementing the following actions from the Waikato Plan Aligned Planning work: - Documentation to inform whether tāngata whenua engagement is required. Note that this may include developing a co-ordinated approach to tāngata whenua engagement across the region. - Creation of mandated tāngata whenua /council resource management groups, including the potential to coordinate this across the region and helping to build capacity within tāngata whenua groups to respond. - Agree conditions through consent process rather than in hearings. - Assessment framework to determine the need for a Cultural Impact Assessment. - Develop a tāngata whenua significance and engagement policy or provide better guidance on assessing significance and engagement. - Cultural monitoring guidelines. - Website portal to inform applicants and processing officers of significant sites and the right mana whenua to talk to. - Up skilling and knowledge sharing.	FPIC working with the WPLG and tāngata whenua on aspects of the action relevant to Future Proof	Future Proof partner councils	Future Proof Implementation Budget and Waikato Plan Implementation Budget	Significance and engagement policy, district plans	Short - Medium

Appendices

1. Allocation and Staging of Growth – Detailed Tables

Hamilton City Council Growth 2016 – 2045

Period	Population and Household Demand based on University of Waikato (UoW) Projections				Household Supply (total capacity of cells)	Strategic Overview and Infrastructure Needs for Growth Areas	Certainty				
Decade 1: Year 1–10 2016-2025	Area		Number of Households 2016	Household Growth 2016-2025		Greenfield Area	Current Supply (as at 2016)	Rototuna: Continued residential growth of well-established growth cell and a new <u>Suburban Centre</u> including an aquatic facility and library. A new Junior and Senior High School. A new Rototuna reservoir is due to be operational in summer 2017/18. Completion of the Borman Road arterial and an extension of <u>Resolution Drive</u> to connect to the Waikato Expressway. <u>Parks network</u> including gully reserves, neighbourhood parks and 4 sports parks required. Land has been acquired for Sports Parks. These undeveloped parks will be developed over time. Planning for a new <u>Northern River Crossing</u> to support future city growth and HT1 will commence. Investment in stormwater treatment devices and watercourse improvements to mitigate the effects of and support future growth. Peacocke Stage 1: Residential development is currently underway. Stage 1A is fully consented and additional residential capacity (Stage 1B) will need to be unlocked by <u>wastewater improvements</u> . <u>NZTA has approved release of the balance of Stage one prior to the completion of a new roundabout in the vicinity of Dixon Road/SH3</u> . Stage 1A and 1B largely relies on existing community, recreation and retail infrastructure of neighbouring suburbs. Rotokauri Stage 1: Continued development of this mixed use growth cell including a new <u>Suburban Centre</u> . Planning for a <u>strategic stormwater</u> infrastructure solution is underway which will need to be implemented to support growth. Water and Wastewater strategic infrastructure solutions have been identified and will be implemented in this period. Developer engagement will be needed to deliver key transport provisions. Ruakura: This is an industrial-led mixed use development, based around the development of an inland port and retail facilities to serve the new development and adjoining neighbourhoods. There are residential areas also proposed. The <u>Ruakura Interchange and Waikato Expressway</u> will help facilitate development. Strategic three waters and transport infrastructure solutions will need to be provided as part of development. Planning for and delivery of <u>new reservoir</u> is underway. For all of the growth cells, an integrated public open space network; integration into the local and strategic road network; and passenger transport solutions are required.			
				UoW Low	UoW Medium	Rototuna	3,590				
	Greenfield	-	6,148	7,151	Peacocke Stage 1*	627					
	Infill	-	6,148	7,151	Rotokauri Stage 1*	3,190					
	Hamilton City Total	55,796	12,296	14,302	Ruakura	2,200					
					Peacocke Stage 2*	0					
	Area		Population 2016	Population Growth 2016-2025		Greenfield Total	9,607				
				UoW Low	UoW Medium	Area - Greenfield	Carry Over				
	Hamilton City Total	155,992	22,410	27,813		UoW Low	UoW Medium		Greenfield Total	3,459	2,456
					Area – Infill Assume 50% of household growth occurs in infill areas as per HUGS policy						
				Infill supply	6,148	7,151					
				Note: Note that the Ruakura supply includes residential in the north of the cell and large lot residential to the south.							
				Summary: The current greenfield cells have <u>sufficient capacity</u> for the decade in either a UoW Low or Medium growth scenario.							
				*Effect of the HIF⁴⁸ application: If HIF funding is secured, this would enable infrastructure to bring forward the construction of: Rotokauri: 1,960 dwellings from 2017-2027. This supply is a sub-set of the 3,190 dwellings in the table above. Peacockes Stages 1 and 2: 3,753 dwellings from 2017-2027 – this includes the 627 dwellings in Stage 1 in the table above.							

Note:

Note that the Ruakura supply includes residential in the north of the cell and large lot residential to the south.

Summary:

The current greenfield cells have sufficient capacity for the decade in either a UoW Low or Medium growth scenario.

*Effect of the HIF⁴⁸ application:

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Rotokauri: 1,960 dwellings from 2017-2027. This supply is a sub-set of the 3,190 dwellings in the table above.
Peacockes Stages 1 and 2: 3,753 dwellings from 2017-2027 – this includes the 627 dwellings in Stage 1 in the table above.

⁴⁸ The Housing Infrastructure Fund (HIF) is the Government's \$1 billion fund which high growth councils can apply for in order to advance infrastructure projects important to increasing housing supply. Note that this may be replaced by other Government funding tools.

Period	Population and Household Demand based on University of Waikato (UoW) Projections		Household Supply (total capacity of cells)	Strategic Overview and Infrastructure Needs for Growth Areas	Certainty																												
Decade 2: Year 11-20 2026-2035	<table><tr><th rowspan="2">Area</th><th colspan="2">Household Growth 2026-2035</th></tr><tr><th>UoW Low</th><th>UoW Medium</th></tr><tr><td>Greenfield</td><td>5,871</td><td>7,221</td></tr><tr><td>Infill</td><td>5,871</td><td>7,221</td></tr><tr><td>Hamilton City Total</td><td>11,742</td><td>14,442</td></tr></table>		Area	Household Growth 2026-2035		UoW Low	UoW Medium	Greenfield	5,871	7,221	Infill	5,871	7,221	Hamilton City Total	11,742	14,442	<table><tr><th rowspan="2">Greenfield Area</th><th colspan="2">Supply</th></tr><tr><th>UoW Low</th><th>UoW Medium</th></tr><tr><td>Greenfield Carry Over*</td><td>3,459</td><td>2,456</td></tr><tr><td>Peacocke Stage 2*</td><td>7,873</td><td>7,873</td></tr><tr><td>Greenfield Total</td><td>11,332</td><td>10,329</td></tr></table>	Greenfield Area	Supply		UoW Low	UoW Medium	Greenfield Carry Over*	3,459	2,456	Peacocke Stage 2*	7,873	7,873	Greenfield Total	11,332	10,329	Rototuna: Continued residential growth of well established growth cell. A new <u>aquatic facility</u> and <u>library</u>. Peacocke Stage 2: This predominately residential growth cell with <u>supporting suburban centre</u>, parks network including <u>2 sports parks</u>, riverside reserve, gully network and neighbourhood parks is required. Possibility of <u>schools</u> if required (subject to Ministry of Education requirements). Delivery of the <u>Southern Links –Wairere Drive Extension including a new bridge over the Waikato River into Peacocks</u> will support development in Peacocke Stage 2. <u>Planning for a strategic wastewater solution</u> is underway and will need to be implemented. Strategic water infrastructure will also be needed within the growth cell. Rotokauri Stage 1: Possibility of new <u>schools</u> should they be required (Ministry of Education dependent). An extension of the existing trunk water mains and wastewater network is required. Parks network including neighbourhood parks and a Sports Park is required. Land has been acquired for a sports park.	LESS CERTAIN: Demand is less certain. Infrastructure planning is in place. Structure Planning is in place. Zoning is in place. New infill/intensification options will need to be developed.
	Area	Household Growth 2026-2035																															
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	UoW Low	UoW Medium																															
Infill supply	5,871	7,221																															
		Summary: In both scenarios, there would be sufficient capacity with the carry-over from decade 1 along with Peacocke Stage 2. Peacocke Stage 2 would need to become available in this decade in both scenarios.																															
		Ability to Adjust: If provision for infill development was not made or taken up (i.e if infill growth fell away and new provision was not made), a further new greenfield growth cell may be required in this decade. Temple View may provide capacity and this is being investigated.																															
		*Effect of the HIF application: If HIF funding is secured, this would enable infrastructure to bring forward the construction of: Rotokauri: 767 dwellings from 2027-2032. This supply is a sub-set of the 3,190 dwellings from the first decade, and is included in the ‘Greenfield Carry over’ column for this decade. Peacocks Stage 2: 2,850 dwellings from 2027-2032. This is a sub-set of the total Peacocke Stage 2 capacity and is accounted for in the Peacocke Stage 2 column for this decade.																															

Period	Population and Household Demand based on University of Waikato (UoW) Projections		Household Supply (total capacity of cells)	Strategic Overview and Infrastructure Needs for Growth Areas	Certainty																												
Decade 3: Year 21-30 2036-2045	<table><tr><th rowspan="2">Area</th><th colspan="2">Household Growth 2036-2045</th></tr><tr><th>UoW Low</th><th>UoW Medium</th></tr><tr><td>Greenfield</td><td>4,575</td><td>6,217</td></tr><tr><td>Infill</td><td>4,575</td><td>6,217</td></tr><tr><td>Hamilton City Total</td><td>9,150</td><td>12,434</td></tr></table>		Area	Household Growth 2036-2045		UoW Low	UoW Medium	Greenfield	4,575	6,217	Infill	4,575	6,217	Hamilton City Total	9,150	12,434	<table><tr><th rowspan="2">Greenfield Area</th><th colspan="2">Supply</th></tr><tr><th>UoW Low</th><th>UoW Medium</th></tr><tr><td>Greenfield Carry Over*</td><td>5,461</td><td>3,108</td></tr><tr><td>Rotokauri Stage 2</td><td>2,500</td><td>2,500</td></tr><tr><td>Greenfield Total</td><td>7,961</td><td>5,608</td></tr></table>	Greenfield Area	Supply		UoW Low	UoW Medium	Greenfield Carry Over*	5,461	3,108	Rotokauri Stage 2	2,500	2,500	Greenfield Total	7,961	5,608	Peacocke Stage 2: <u>It is anticipated that strategic solutions will have mostly been delivered in the previous decade.</u> Continued implementation of stormwater solutions is expected as part of development. Rotokauri Stage 2: Possibility of new <u>schools</u> should they be required (Ministry of Education dependent). Significant three waters infrastructure and arterial corridor planning and investment will be required. Parks network, including a sports park and neighbourhood parks is required.	UNCERTAIN: Demand is less certain. Infrastructure planning in place for some cells. Structure plan(s) would be needed for a new growth cell(s). Not all zoning is in place yet. New infill/intensification options will need to be developed.
	Area	Household Growth 2036-2045																															
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Summary: In a UoW Low scenario there would be sufficient supply in the remainder of Peacocke Stage 2 for this decade, with a residual capacity of 886. In a UoW Medium scenario, Peacocke Stage 2 would be full as well as Rotokauri Stage 2 and there would be a shortfall of supply of around 609 households. Therefore a new greenfield growth cell may be needed prior to the end of this decade.																																	
Ability to adjust: If growth remained at high rates and provision for infill development was not made or taken up (i.e if infill growth fell away and new provision was not made), then other greenfield growth areas could need to become available in this decade. Temple View may provide capacity and this is being investigated. Other cells outside the city include WA, R2, and HT1.																																	
*Effect of the HIF application: If HIF funding is secured, this would enable infrastructure to bring forward the construction of: Rotokauri: 60 dwellings from 2032-2047 – this is a sub-set of the 3,190 dwellings from the first decade, and any residual is included in the ‘Greenfield Carry over’ column for this decade. Peacockes Stage 2: 1,500 dwellings from 2032-2047. This is a sub-set of the total Peacocke Stage 2 capacity and any residual is included in the ‘Greenfield Carry over’ column for this decade.																																	

Hamilton City Assumptions:

- The settlement pattern reflects the HUGS staging, except as amended by the EPA decision on Ruakura and Commissioner decision on PDP staging for Rotokauri. The Hamilton City Council Housing Infrastructure Fund (HIF) bid (2016/17) or any other related Government funding tools and the Housing Accord may result in changes to zoning and infrastructure staging, which may bring forward supply. The focus of the HIF bid is on Peacocke stage 2 and Rotokauri. The impact may be to oversupply the market to achieve at least the capacity requirements set out in the National Policy Statement on Urban Development Capacity.
- HCC is adopting UoW Low as its baseline growth assumption. The National Policy Statement on Urban Development Capacity requires a provision of capacity between 15% and 20% above anticipated demand and this is subject to further assessment work to occur in 2017.
- The 50:50 infill assumption will require that new intensification zones and/or new forms of development be made available to ensure sufficient supply. This provision will need to be made in future District Plan reviews in order to ensure a range of infill options are available.
- Greenfield means new housing areas within Hamilton as opposed to existing developed parts of the city. Specifically, Greenfield for Hamilton means the census area units: 527005 Sylvester, 527006 Flagstaff, 527007 Horsham Downs, 527008 Rototuna and 527009 Huntington comprising Rototuna; 27810 Peacocke for Peacocke and; 528405 Burbush and 528406 Rotokauri for Rotokauri.
- Greenfield development is assumed to be an average of 16 dwellings per hectare averaged across the greenfield cell.
- HT1, R2 and WA refer to areas of strategic land currently outside the HCC (within WDC), as outlined in the Strategic Agreement on Future Urban boundaries (2005). The HT1 and R2 land is to the north and north east of Hamilton and is bordered by the Waikato Expressway and HCC. The WA land is to the west of the city. Future growth cell HT1 is due to come into the city in 2045, and R2 in 2039. WA is due to come into the city when infrastructure constraints are addressed. Note that these cells may come into the city earlier than those dates if needed to promote choice and ensure affordability and competitive market economics between development areas.

Waikato District Council Growth 2016 – 2045

Period	Population and Household Demand based on University of Waikato (UoW) Projections			Household Supply (total capacity of cells)	Strategic Overview and Infrastructure Needs for Growth Areas	Certainty																																																												
Decade 1: Year 1 – 10 2016-2025	Area	Number of Households 2016	Household Growth 2016-2025		<table><tr><th>Area</th><th>Supply</th></tr><tr><td>Tuakau* Stage 1</td><td>1202</td></tr><tr><td>Pokeno** Stage 1</td><td>1200</td></tr><tr><td>Te Kauwhata</td><td>2579</td></tr><tr><td>Huntly</td><td>300</td></tr><tr><td>Ngaruawahia Stage 1</td><td>163</td></tr><tr><td>Raglan</td><td>200</td></tr><tr><td>URBAN TOTAL</td><td>5644</td></tr><tr><td>Taupiri Stage 1</td><td>183</td></tr><tr><td>Horotiu Stage 1</td><td>102</td></tr><tr><td>Te Kowhai Stage 1</td><td>129</td></tr><tr><td>Rest of District</td><td>2387 - 2881</td></tr></table>	Area	Supply	Tuakau* Stage 1	1202	Pokeno** Stage 1	1200	Te Kauwhata	2579	Huntly	300	Ngaruawahia Stage 1	163	Raglan	200	URBAN TOTAL	5644	Taupiri Stage 1	183	Horotiu Stage 1	102	Te Kowhai Stage 1	129	Rest of District	2387 - 2881	<table><tr><th>Area</th><th colspan="2">Supply Deficit or Carry Over</th></tr><tr><th></th><th>UoW Low</th><th>UoW Medium</th></tr><tr><td>Tuakau* Stage 1</td><td>385</td><td>363</td></tr><tr><td>Pokeno** Stage 1</td><td>450</td><td>90</td></tr><tr><td>Te Kauwhata</td><td>2226</td><td>2210</td></tr><tr><td>Huntly</td><td>-33</td><td>-112</td></tr><tr><td>Ngaruawahia Stage 1</td><td>16</td><td>11</td></tr><tr><td>Raglan</td><td>-171</td><td>-186</td></tr><tr><td>URBAN TOTAL</td><td>2873</td><td>2376</td></tr><tr><td>Taupiri Stage 1</td><td>129</td><td>125</td></tr><tr><td>Horotiu Stage 1</td><td>29</td><td>-11</td></tr><tr><td>Te Kowhai Stage 1</td><td>51</td><td>39</td></tr></table>	Area	Supply Deficit or Carry Over			UoW Low	UoW Medium	Tuakau* Stage 1	385	363	Pokeno** Stage 1	450	90	Te Kauwhata	2226	2210	Huntly	-33	-112	Ngaruawahia Stage 1	16	11	Raglan	-171	-186	URBAN TOTAL	2873	2376	Taupiri Stage 1	129	125	Horotiu Stage 1	29	-11	Te Kowhai Stage 1	51	39
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	Huntly	300																																																																
	Ngaruawahia Stage 1	163																																																																
	Raglan	200																																																																
	URBAN TOTAL	5644																																																																
	Taupiri Stage 1	183																																																																
	Horotiu Stage 1	102																																																																
	Te Kowhai Stage 1	129																																																																
	Rest of District	2387 - 2881																																																																
	Area	Supply Deficit or Carry Over																																																																
		UoW Low	UoW Medium																																																															
	Tuakau* Stage 1	385	363																																																															
	Pokeno** Stage 1	450	90																																																															
	Te Kauwhata	2226	2210																																																															
	Huntly	-33	-112																																																															
	Ngaruawahia Stage 1	16	11																																																															
	Raglan	-171	-186																																																															
	URBAN TOTAL	2873	2376																																																															
	Taupiri Stage 1	129	125																																																															
	Horotiu Stage 1	29	-11																																																															
	Te Kowhai Stage 1	51	39																																																															
	Tuakau*	1636	817	839																																																														
	Pokeno	757	750	1110																																																														
	Te Kauwhata	684	353	369																																																														
	Huntly	2687	333	412																																																														
	Ngaruawahia	1838	147	152																																																														
	Raglan	1336	371	386																																																														
	Urban Total	8938	2771	3268																																																														
	Taupiri	187	54	58																																																														
	Horotiu	319	73	113																																																														
	Gordonton	370	41	55																																																														
	Matangi	816	102	119																																																														
	Tamahere-Tauwhare	2097	284	343																																																														
	Whatawhata	958	186	228																																																														
Te Kowhai	606	78	90																																																															
Hamilton Urban Area*** within WDC Total	5353	818	1006																																																															
Rest of District	10601	1774	2136																																																															
District Total	24892	5363	6410																																																															
Area	Population 2016	Population Growth 2016-2025																																																																
		UoW Low	UoW Medium																																																															
Tuakau*	4639	1683	1758																																																															
Pokeno	2132	1801	2736																																																															
Te Kauwhata	1769	731	774																																																															
Huntly	7491	313	523																																																															
Ngaruawahia	5424	2	28																																																															
Raglan	3115	591	632																																																															
Urban Total	24570	5121	6451																																																															
Taupiri	472	93	104																																																															
Horotiu	850	121	220																																																															
Gordonton	1211	35	80																																																															
Matangi	2326	106	154																																																															
Tamahere-Tauwhare	6150	342	514																																																															
Whatawhata	2786	312	430																																																															
Te Kowhai	1623	78	111																																																															
Hamilton Urban Area*** within WDC Total	15418	1087	1613																																																															
Rest of District	29899	2746	3755																																																															
District Total	69887	8954	11819																																																															
Summary: Most areas have sufficient capacity for the decade in either a UoW Low or Medium growth scenario. In both scenarios, there would be insufficient capacity in Huntly. The insufficient capacity in Raglan will be met by supply in neighbouring CAU Te Uku which is where the Rangitahi Peninsula is located.					Tuakau: LTP Funding is committed for stormwater reticulation extensions, wastewater pump station upgrades, wastewater reticulation extensions, water supply reticulation extensions and collector roads as per the Structure plan. Pokeno: LTP Funding is committed for neighbourhood parks, reserves, sports ground and walkway. Stormwater reticulation extensions and upgrades, wastewater pump station upgrades and water supply reservoir extension. Various roading intersection upgrades and Pokeno Bridge. Te Kauwhata: Funding is committed to in the LTP for Rooding, 3 waters and Parks as per the Structure Plan. Council has also applied for the Housing Infrastructure Fund to support the additional 1500 households.in the proposed Lakeside Development. Huntly: Funding is committed to reservoir extensions. Ngaruawahia: Will be part developer-funded i.e. localised infrastructure. Council is investigating options for improved road connectivity and bulk infrastructure upgrades. Funding is currently committed to water reticulation upgrades. Raglan: Funding has been set aside for collector roads within the Lorenzen Bay area. Rangitahi Peninsula is 100% developer funded. Funding is committed to water supply upgrades and Wainui Road Bridge investigation.	HIGH DEGREE OF CERTAINTY: Growth cells and capacity known. Infrastructure is in place, committed or about to be committed. Greenfield land either zoned (Pokeno Stage 1, Te Kauwhata, Ngaruawahia Stage 1 and Raglan) or growth management plan/plan change underway (e.g. Tuakau, Huntly) for additional zoning. LOW DEGREE OF CERTAINTY: Council will be considering a private plan change for Te Kauwhata (Lakeside development) which would accommodate an additional 1500 households within 10 years this has been included in the supply column in decade one it is anticipated that this would be additional growth to the projection from Auckland. NOTES: Future zoning in the villages within the Hamilton peripheral area will be done through a Structure Plan/Concept Plan (i.e. Te Kowhai). More detailed planning for these will be done at an appropriate time with Hamilton City Council and the NPS on Urban Development Capacity Project.																																																												

Period	Population and Household Demand based on University of Waikato (UoW) Projections			Household Supply (total capacity of cells)			Certainty			
Decade 2: Year 11-20 2026-2035	Area	Household Growth 2026-2035		Area	Supply		Area	Supply Deficit or Carry Over		LESS CERTAIN Demand is less certain. Infrastructure planning is in place for some cells (Te Kauwhata) and not in place for others (Tuakau Stage 2) at this stage but is to be addressed in LTP 2018-2028. Cell sequencing and capacity subject to review. New growth cells (i.e. Pokeno Stage 2) informed by a high level concept plan, further work is still to be completed. NOTES: Future zoning in the villages within the Hamilton peripheral area will be done through a Structure Plan/Concept Plan (i.e. Te Kowhai). More detailed planning for these will be done at an appropriate time with Hamilton City Council and the NPS on Urban Development Capacity Project.
		UoW Low	UoW Medium		UoW Low	UoW Medium		UoW Low	UoW Medium	
	Tuakau*	755	909	Tuakau Stage 1 Carry Over	385	363	Tuakau Total	-30	-206	
	Pokeno	1360	1945	Tuakau* Stage 2	340	340	Pokeno Total	90	-855	
	Te Kauwhata	248	255	Tuakau Total	725	703	Te Kauwhata Total	2150	2127	
	Huntly	333	247	Pokeno Stage 1 Carry Over	450	90	Huntly Total	310	316	
	Ngaruawahia	133	130	Pokeno Stage 2	1000	1000	Ngaruawahia Total	190	187	
	Raglan	167	122	Pokeno Total	1450	1090	Raglan Total	-38	-8	
	Urban Total	2996	3608	Te Kauwhata Carry Over	2226	2210	URBAN TOTAL	2672	1561	
	Taupiri	33	39	Te Kauwhata	172	172	Taupiri Total	198	189	
	Horotiu	76	121	Te Kauwhata Total	2398	2382	Horotiu Total	-47	-131	
	Gordonton	-10	12	Huntly Carry Over	-33	-112	Te Kowhai Total	9	-28	
	Matangi	67	75	Huntly	676	676				
	Tamahere-Tauwhare	176	260	Huntly Total	643	564				
	Whatawhata	119	157	Ngaruawahia Stage 1 Carry Over	16	11				
	Te Kowhai	51	77	Ngaruawahia Stage 2	306	306				
	Hamilton Urban Area*** within WDC Total	512	741	Ngaruawahia Total	322	317				
	Rest of District	1194	1776	Raglan Carry Over	-171	-186				
	District Total	4702	6125	Raglan	300	300				
				Raglan Total	129	114				
				URBAN TOTAL	5667	5170				
				Taupiri Stage 1 Carry Over	129	125				
				Taupiri Stage 2	102	102				
				Taupiri Total	231	227				
				Horotiu Stage 1 Carry Over	29	-11				
				Horotiu Stage 2	-	-				
				Horotiu Total	29	-11				
				Te Kowhai Stage 1 Carry Over	51	39				
				Te Kowhai Stage 2	9	9				
				Te Kowhai Total	60	48				

Period	Population and Household Demand based on University of Waikato (UoW) Projections			Household Supply (total capacity of cells)			Certainty			
Decade 3: Year 21-30 2036-2045	Area	Household Growth 2036-2045		Area	Supply		Area	Supply Deficit or Carry Over		UNCERTAIN: Demand is less certain. Not all zoning is in place. Infrastructure planning is not yet in place but to be addressed as part of LTP reviews once zoning has been confirmed. Cell sequencing and capacity subject to review. New growth cells (e.g. Pokeno Stage 3) is based on a high-level concept plan. The Northern Waikato Business Case preferred option shows Tuakau reaching a population of 15,000 – 20,000 people by 2046. To reflect the growth an additional 3600 households has been added onto the existing structure plan projections. NOTES: Future zoning in the villages within the Hamilton peripheral area will be done through a Structure Plan/Concept Plan (i.e. Te Kowhai). More detailed planning for these will be done at an appropriate time with Hamilton City Council and the NPS on Urban Development Capacity Project.
		UoW Low	UoW Medium		UoW Low	UoW Medium		UoW Low	UoW Medium	
	Tuakau*	485	823	Tuakau Stages 1 & 2 Carry Over	-30	-206	Tuakau Total	4213	3699	
	Pokeno	1222	991	Tuakau* Stage 3	4728	4728	Pokeno Total	-132	-846	
	Te Kauwhata	75	48	Tuakau Total	4698	4522	Te Kauwhata Total	2666	2671	
	Huntly	57	67	Pokeno Stages 1 & 2 Carry Over	90	-855	Huntly Total	253	249	
	Ngaruawahia	60	62	Pokeno Stage 3	1000	1000	Ngaruawahia Total	813	808	
	Raglan	-35	-82	Pokeno Total	1090	145	Raglan Total	197	273	
	Urban Total	1864	1909	Te Kauwhata Carry Over	2150	2127	URBAN TOTAL	8010	6854	
	Taupiri	12	9	Te Kauwhata	591	591	Taupiri Total	187	180	
	Horotiu	61	84	Te Kauwhata Total	2741	2718	Horotiu Total	-108	-215	
	Gordonton	-76	-53	Huntly Carry Over	310	316	Te Kowhai Total	-7	-100	
	Matangi	83	126	Huntly	-	-				
	Tamahere-Tauwhare	260	446	Huntly Total	310	316				
	Whatawhata	134	218	Ngaruawahia Stages 1 & 2 Carry Over	190	187				
	Te Kowhai	78	133	Ngaruawahia Stage 3	683	683				
	Hamilton Urban Area*** within WDC Total	552	963	Ngaruawahia Total	873	870				
	Rest of District	829	2104	Raglan Carry Over	-38	-8				
	District Total	3245	4976	Raglan	200	200				
	Area	Population Growth 2036-2045		Summary: Most areas have sufficient capacity for the decade in either a UoW Low or Medium growth scenario. In both scenarios, there would be insufficient capacity in Pokeno which would be addressed when a Structure Plan in completed. With regards to Horotiu this Village will be a large industrial hub so careful consideration needs to be taken when deciding where the residential demand is located.						
		UoW Low	UoW Medium							
	Tuakau*	954	1788				Raglan Total	162	192	
	Pokeno	2879	2280				URBAN TOTAL	9874	8763	
	Te Kauwhata	108	45				Taupiri Stages 1 & 2 Carry Over	198	189	
	Huntly	-39	-15				Taupiri Stage 3	-	-	
	Ngaruawahia	32	39				Taupiri Total	198	189	
	Raglan	-155	-250				Horotiu Stages 1 & 2 Carry Over	-47	-131	
	Urban Total	3779	3887				Horotiu Stage 3	-	-	
	Taupiri	13	6				Horotiu Total	-47	-131	
	Horotiu	119	168				Te Kowhai Stages 1 & 2 Carry Over	9	-28	
	Gordonton	-243	-182				Te Kowhai Stage 3	62	62	
	Matangi	153	261				Te Kowhai Total	71	34	
	Tamahere-Tauwhare	522	998							
	Whatawhata	271	485							
	Te Kowhai	144	274							
	Hamilton Urban Area*** within WDC Total	979	2010							
	Rest of District	1341	4496							
	District Total	6099	10393							

Waikato District Assumptions:

- Most of the district's growth is Greenfield development with an assumption of 12 household units per hectare.
- Approximately 80% of growth will be in Pokeno, Tuakau, Te Kauwhata, Huntly, Ngaruawahia, Raglan and the villages.
- Household and Population figures are based on Census Area Units (CAU's).
- Any residual supply will be carried forward into the next decade.
- Future zoning in the villages within the Hamilton urban area will be identified as part of a Structure Plan/Concept Plan process in conjunction with the NPS Urban Development Capacity project work. More detailed planning for these will be done at an appropriate time.
- Council has submitted an application to the Housing Infrastructure Fund to support the Lakeside Development of 1500 additional households in Te Kauwhata. If unsuccessful the timing of the Lakeside development may be delayed.
- The Northern Waikato Business case has been factored into the supply column for Tuakau in decade three (additional 3600 households) to show councils ambition to grow Tuakau to 15,000 - 20,000 by 2046. Further work is being done to investigate how this may be achieved. The projections for Pokeno, Te Kauwhata and Huntly in the Business case have also been considered and accommodated.

* The Tuakau figure is the total of four CAU's Tuakau, Buckland South, Redoubt and Opuawhanga. Majority of the growth in Tuakau falls outside the Tuakau CAU and into the surrounding CAU's. Not all of the growth in these CAU's will form part of Tuakau some of it will be in the rural areas but an assumption could be made that about 80% of those CAU's growth will be urban.

** Pokeno Stage 1 refers to the structure plan made operative in 2010.

*** Hamilton urban area includes the following CAU's: Gordonton, Te Kowhai, Whatawhata, Horotiu, Tamahere-Tauwhare, Matangi, and Taupiri. Rural only CAU areas defined by STATS NZ have been excluded.

<http://www.stats.govt.nz/methods/classifications-and-standards/classification-related-stats-standards/urban-area.aspx>.

Waipa District Council Growth 2016 – 2045

Period	Population and Household Demand based on University of Waikato (UoW) Projections				Household Supply (total capacity of cells)				Strategic Overview and Infrastructure Needs for Growth Areas		Certainty	
Decade 1: Year 1-10 2016-2025	Area		Number of Households 2016	Household Growth 2016-2025		Growth Cell/Area ⁴⁹		Current Supply (as at 2016)		Cambridge: - Cambridge Wastewater Treatment Plant major upgrade - Pipe bridge major upgrade - Water supply plant major upgrade - Pipeline upgrades for water supply and waste water - Intersection improvements - Destination park upgrade - New Aquatic facility - Possible new school in growth cell C2 - Local infrastructure upgrades for Hautapu industrial area Te Awamutu: - Develop a new water source (possible pipeline from Waikato River at Pukerimu) - Waste Water Treatment Plant upgrade. - Pensioner Housing development - Destination Park upgrade - Intersection upgrades		HIGH DEGREE OF CERTAINTY: Growth cells and capacity are known. Significant infrastructure is in place or committed. Land either fully zoned or Structure Planning/Plan Change about to commence for Cambridge Growth cells.
				UoW Low	UoW Medium							
	Cambridge		6,793	1,932	2,385	Cambridge North		1,044				
	Te Awamutu / Kihikihi		5,601	1,019	1,205	C6		160				
	Rest of District		7,219	702	941	Cambridge Park		100				
	Total		19,613	3,653	4,530	St Kilda		50				
	Area		Population 2016	Population Growth 2016-2025		Cambridge Total		5,002				
				UoW Low	UoW Medium							
	Cambridge		17,172	4,353	5,810	T1		444				
	Te Awamutu / Kihikihi		13,800	2,111	2,555	T3		120				
	Rest of District		20,061	662	1,223	T12		132				
	Total		51,033	7,126	9,588	T9		204				
					T10		336					
					T8		564					
					T6		594					
					Te Awamutu Total		2,394					

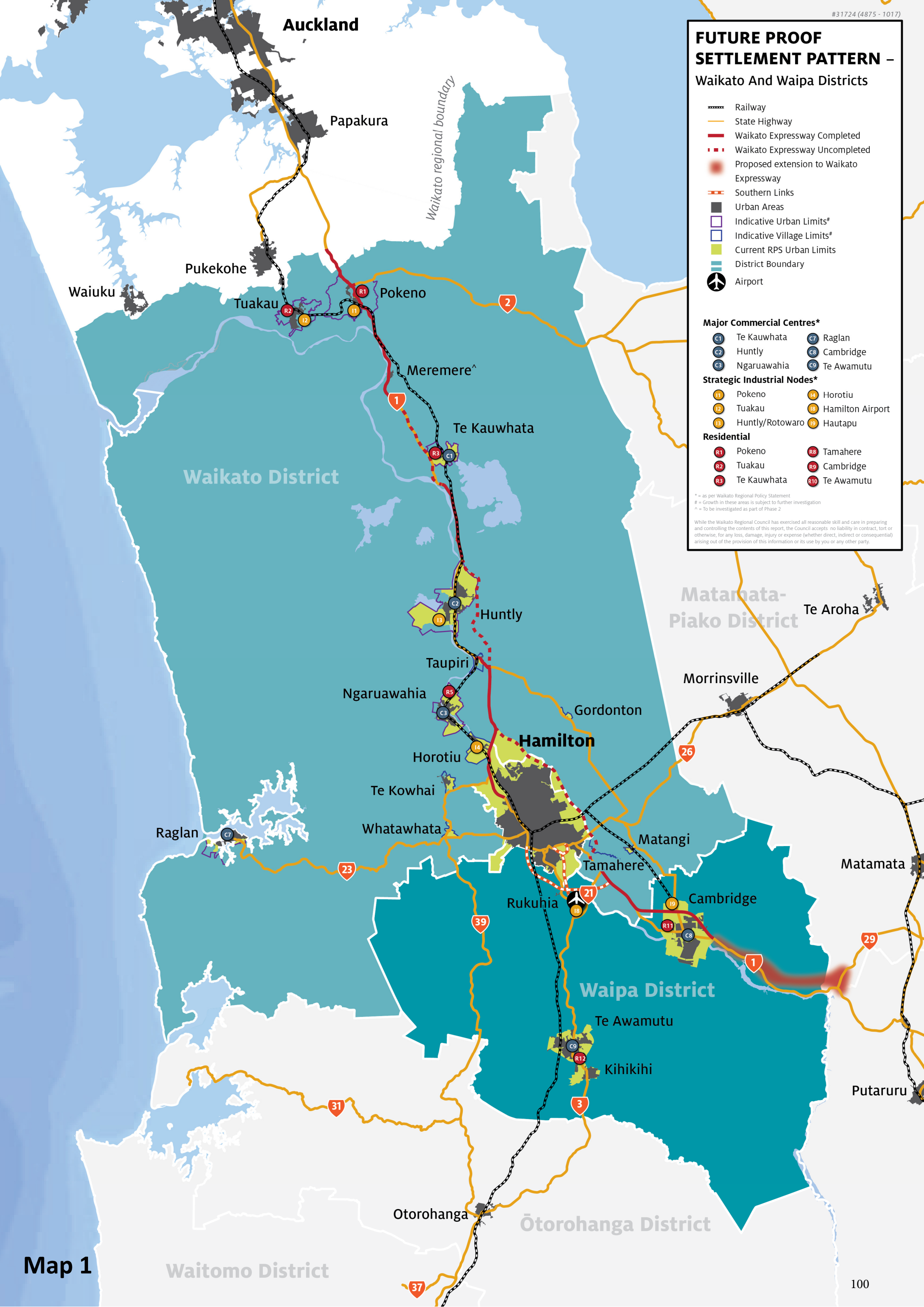
⁴⁹ For specific geographic locations of growth cells refer to the Waipa District Plan and the Waipa Growth Strategy.

Period	Population and Household Demand based on University of Waikato (UoW) Projections			Household Supply (total capacity of cells)			Strategic Overview and Infrastructure Needs for Growth Areas		Certainty		
Decade 3: Year 21-30 2036-2045	Area	Household Growth 2036-2045		Growth Cell/Area	Supply		Cambridge: - Possible additional river crossing - Incremental upgrades to plant to match growth Te Awamutu: - Incremental upgrades to plant to match growth		UNCERTAIN Demand is less certain. Infrastructure planning in place for some cells. Structure plan(s) would be needed for a new growth cell(s). Not all zoning is in place yet.		
		UoW Low	UoW Medium		UoW Low	UoW Medium					
	Cambridge	811	1,284	Cambridge Carry Over	1,862	932					
	Te Awamutu / Kihikihi	624	782	C4	1,476	1,476					
	Rest of District	214	797	C5	1,068	1,068					
	Total	1,649	2,862	Cambridge Total	4,406	3,476					
	Area	Population Growth 2036-2045		Te Awamutu Carry Over	1,145					685	
		UoW Low	UoW Medium		T14	1,140				1,140	
	Cambridge	1,378	2,447	T4	348	348					
	Te Awamutu / Kihikihi	1,029	1,342	T5	492	492					
	Rest of District	156	1,495	T11	132	132					
	Total	2,563	5,284	Te Awamutu Total	3,257	2,797					
	Area	Supply Carry Over									
		UoW Low	UoW Medium								
	Cambridge Total	3,594	2,192								
	Te Awamutu Total	2,633	2,015								

Waipa District Assumptions:

- All of the district's growth is Greenfield development. Zero percent infill is assumed.
- The Future Proof target, to be achieved over the period of the Strategy is: approximately 80% of growth will be in Cambridge and Te Awamutu, 10% in villages, and 10% in the rural environment.
- Household and population demand figures are based on Census Area Units (CAU).
- Any residual supply will be carried forward into the next decade.
- Density of 12 dwellings/ha in Greenfield development.
- Growth Cells and their capacities listed (e.g. C4, T1) are consistent with Waipa 2050 Draft Growth Cells but may be refined prior to consultation on Waipa 2050 expected in April 2017.
- Census Area Units:
 - Cambridge
 - Cambridge Central
 - Cambridge North
 - Cambridge West
 - Swayne
 - Leamington East
 - Leamington West
 - Hautapu (all growth from 2016 in the CAU is assumed to be urban)
 - Pukerimu (all growth from 2016 in the CAU is assumed to be urban)
 - Te Awamutu / Kihikihi
 - Te Awamutu Central
 - Te Awamutu East
 - Te Awamutu South
 - Te Awamutu West
 - Kihikihi
 - Kihikihi Flat (all growth from 2016 in the CAU is assumed to be urban)
 - Te Rahu (all growth from 2016 in the CAU is assumed to be urban)
 - Lake Ngaroto (all growth from 2016 in the CAU is assumed to be urban)

2. Maps



FUTURE PROOF SETTLEMENT PATTERN - Waikato And Waipa Districts

- Railway
- State Highway
- Waikato Expressway Completed
- Waikato Expressway Uncompleted
- Proposed extension to Waikato Expressway
- Southern Links
- Urban Areas
- Indicative Urban Limits#
- Indicative Village Limits#
- Current RPS Urban Limits
- District Boundary
- Airport

Major Commercial Centres*

C1 Te Kauwhata	C7 Raglan
C2 Huntly	C8 Cambridge
C3 Ngaruawahia	C9 Te Awamutu

Strategic Industrial Nodes*

I1 Pokeno	I4 Horotiu
I2 Tuakau	I8 Hamilton Airport
I3 Huntly/Rotowaro	I9 Hautapu

Residential

R1 Pokeno	R8 Tamahere
R2 Tuakau	R9 Cambridge
R3 Te Kauwhata	R10 Te Awamutu

* = as per Waikato Regional Policy Statement
= Growth in these areas is subject to further investigation
^ = To be investigated as part of Phase 2

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FUTURE PROOF SETTLEMENT PATTERN

Hamilton City and Surrounds

Major Commercial*

-  Ngaruawahia
-  Te Rapa North
-  Chartwell
-  Hamilton CBD

Strategic Industrial Nodes*

-  Horotiu
-  Te Rapa North
-  Rotokauri
-  Ruakura
-  Hamilton Airport

Residential*

-  Ngaruawahia

Hamilton Greenfield

-  Rototuna
-  Rotokauri
-  Ruakura
-  Peacocke

Future Hamilton Greenfield

-  HT1
-  R2
-  WA

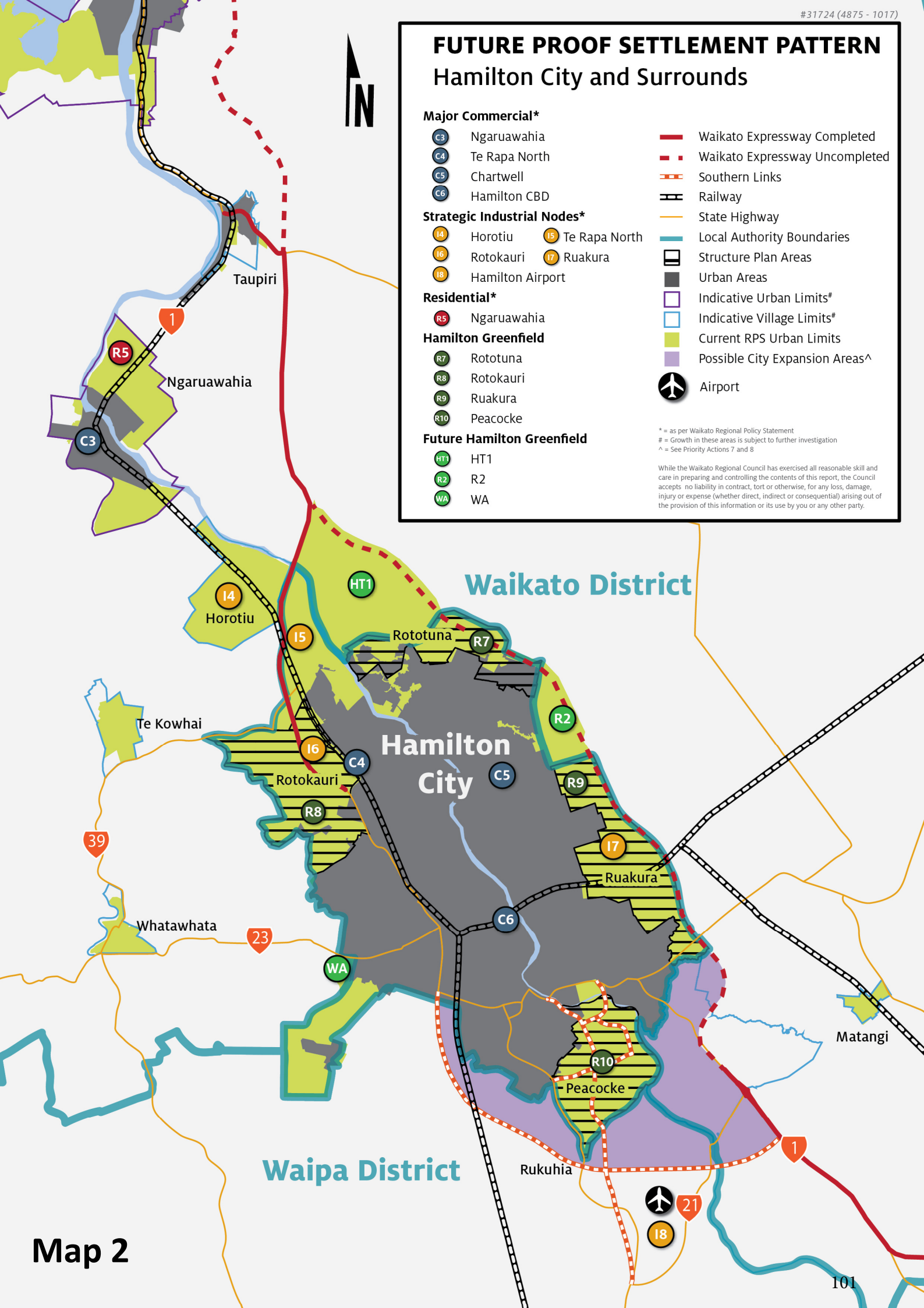
-  Waikato Expressway Completed
-  Waikato Expressway Uncompleted
-  Southern Links
-  Railway
-  State Highway
-  Local Authority Boundaries
-  Structure Plan Areas
-  Urban Areas
-  Indicative Urban Limits*
-  Indicative Village Limits*
-  Current RPS Urban Limits
-  Possible City Expansion Areas^
-  Airport

* = as per Waikato Regional Policy Statement

= Growth in these areas is subject to further investigation

^ = See Priority Actions 7 and 8

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FUTURE PROOF

2021 Transport Network*

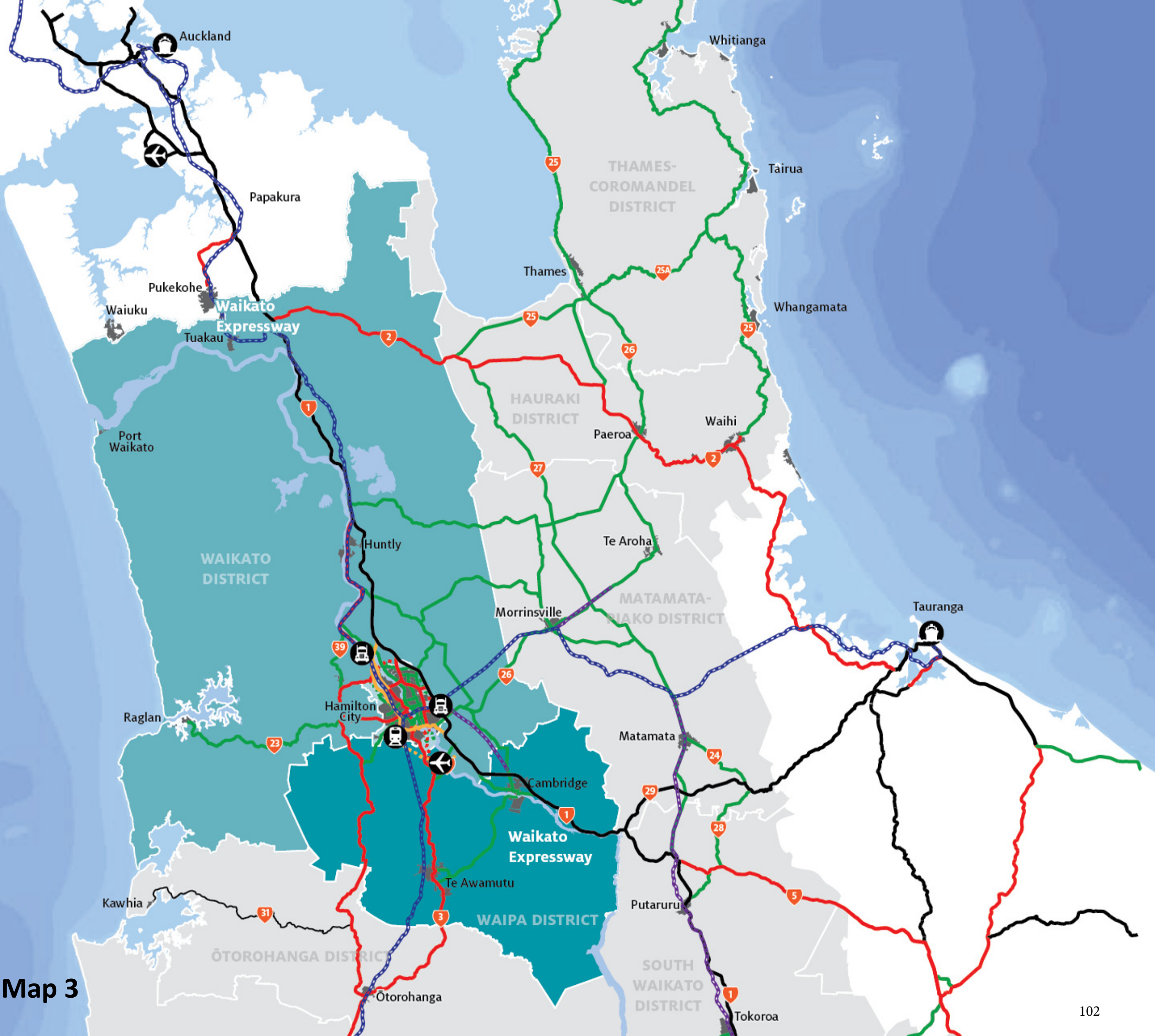
- National High Volume Road Corridor
- National Road Corridor
- Regional Road Corridor
- Arterial Road Corridor
- Potential National Road Corridor
- Potential Regional Road Corridor
- Potential Arterial Road Corridor
- State Highway
- National Rail Corridor
- Regional Rail Corridor
- Local Authority Boundaries
- Airport
- Inland Port
- Port
- Freight Hub

0 10 20km

* = as per Regional Land Transport Plan.

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Map 3



GREATER HAMILTON 2021 Transport Network*

-  National High Volume Road Corridor
-  National Road Corridor
-  Regional Road Corridor
-  Arterial Road Corridor
-  Potential National Road Corridor
-  Potential Regional Road Corridor
-  Potential Arterial Road Corridor
-  National Rail Corridor
-  Regional Rail Corridor
-  Local Authority boundaries
-  Te Awa Cycle Trail
-  Airport
-  Freight Hub
-  Inland Port

0 1 2 3 4 5km

* = as per Regional Land Transport Plan*

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WAIKATO DISTRICT

Hamilton
City

WAIIPA DISTRICT

3. Memorandum of Understanding – Future Proof Implementation

This Memorandum of Understanding (“MOU”) establishes the principles and approach of the parties in respect of the implementation of the Future Proof Strategy

Between: Hamilton City Council, Waipa District Council, Waikato District Council, Waikato Regional Council, Tainui Waka Alliance and Ngā Karu Atua o te Waka.

Objective

The objective of this MOU is to:

- Establish the principles and approach to implementation, monitoring and review between the parties in order to facilitate co-operation, collaboration and co-ordination of growth management responsibilities in the Future Proof sub-region.

General Principles

The parties to this Agreement:

- SUPPORT the aim of Future Proof to provide a comprehensive sub-regional framework for growth management to address issues in a coordinated manner.
- RECOGNISE AND SUPPORT the established voluntary, co-operative and co-ordinated approach (Future Proof) to growth management in the Future Proof sub-region and that such an approach between regional, local government, tāngata whenua and relevant community sector groups must be continued and fostered.
- ENDORSE the continued use of the Future Proof Strategy as the primary growth management framework for the sub-region and to be used by regional, local government, tāngata whenua, government organisations and community sectors to co-operatively manage growth.
- RECOGNISE that the Future Proof Strategy provides a policy and planning framework which will guide growth management in the Future Proof sub-region over the next 30 years.
- COMMIT to advocating for, investigating and implementing alternative approaches to the funding of growth related infrastructure that may use a number of funding mechanisms.

The parties to the MOU also acknowledge:

- The benefits of growth management planning and the need to share responsibility for such planning between the parties in consultation with key sector groups and in consultation with the sub-regional community.
- The Future Proof Implementation Committee has been established to ensure that the approved recommendations and associated actions are taken up by each party both on an individual and collective basis as defined by the Strategy.
- The Future Proof Growth Strategy and Implementation Plan provides for more effective strategic planning on a sub-regional basis and will facilitate co-ordination between the parties in terms of land use planning, infrastructure and service provision, public works, policy development, environmental management and general planning activities.
- The role of other key national, regional and local documents in shaping Future Proof Strategy development and implementation, for example the Waikato Plan in providing strategic direction to the Future Proof Strategy.

Future Proof Approach

The parties to this MOU will continue to support the implementation, monitoring and review of the Future Proof Strategy. All parties have a responsibility both collectively and individually to:

- Acknowledge the agreed outcomes of the Future Proof process in the development and application of policy and programmes as they affect the Future Proof sub-region and commit to the implementation of outcomes as appropriate through statutory planning instruments and policy processes as well as capital works and service delivery programmes.
- Have regard to the vision and guiding principles contained in Future Proof in undertaking programmes and activities.
- Nominate representatives to participate in Future Proof Implementation Committee activities on the basis of providing a co-ordinated response from each party.
- Undertake co-operative and co-ordinated delivery of programmes.
- Act in accordance with the co-operative spirit of the Future Proof Implementation Committee and contribute to the implementation of agreed Future Proof principles.
- Promote a co-ordinated approach to sub-regional development consistent with the agreed principles of Future Proof.
- Integrate social, economic, cultural and environmental management of their areas within a sub-regional context.
- Develop a sub-regional decision-making process amongst the parties to deal with matters of sub-regional significance which affect local communities.
- Consider private plan changes in a collaborative manner when they have potential to impact on strategy implementation.
- Consider cross-boundary matters in an integrated manner, including inter-regional influences and relationships.

Implementation, Monitoring and Review

The parties to this MOU have:

- Endorsed the Future Proof Strategy as the primary growth management strategy for the Future Proof sub-region and each agency will have regard to in its planning, budgetary, and programme activities, and infrastructure provision.
- Endorsed Future Proof as the basis for co-operative management of growth in the Future Proof sub-region by all local government in the sub-region, tāngata whenua, relevant community sector groups and government agencies.
- Committed to participate in implementation, monitoring and review of Future Proof in accordance with the arrangements outlined in the approved Future Proof Strategy.
- Initiated action to enable the implementation of the agreed principles and priority actions contained in the Future Proof Strategy.
- Commitment to timely implementation as it is significant to the establishment of the statutory policy framework.
- Committed to not adopting policies or actions which are inconsistent with the outcomes sought by the Future Proof Strategy, without them being negotiated with the other partners.

Interpretation

- **Local government** means the Hamilton City Council, Waipa District Council, Waikato District Council and the Waikato Regional Council.
- **Future Proof** means the Future Proof Growth Management Strategy as approved by the partner councils and supported by tāngata whenua.

- **Future Proof Implementation Committee** is a Local Government Act⁵⁰ joint committee tasked with overseeing the implementation of the approved strategy. It comprises of two representatives of each council, two tāngata whenua representatives, together with an independent chairman. The New Zealand Transport Agency is an observer on this Committee.
- **Future Proof sub-region** means all of the land within the administrative areas of Hamilton City, Waipa District and Waikato District and includes that part of the administrative area of Waikato Regional Council as it relates to the three territorial local authorities.

Any questions of interpretation are to be raised with the parties to the MOU and collectively resolved. The parties agree to act in good faith in respect of implementing this MOU.

This MOU takes effect on the date it is signed by all parties and will continue until changed or modified by the partners on the recommendation of the Future Proof Implementation Committee.

⁵⁰ Clause 30A, Schedule 7, Local Government Act 2002

Execution

Waipa District Council		
Mayor:	-	_ Date: __
Chief Executive:	-	_ Date: __
Hamilton City Council		
Mayor:	-	_ Date: __
Chief Executive:	-	_ Date: __
Waikato District Council		
Mayor:	-	_ Date: __
Chief Executive:	-	_ Date: __
Waikato Regional Council		
Chair:	-	_ Date: __
Chief Executive:	-	_ Date: __
Tainui Waka Alliance		
Chair:	-	_ Date: __
Chief Executive:	-	_ Date: __
Ngā Karu Atua O Te Waka		
Chair:	-	_ Date: __

4. Future Proof Implementation Committee Agreement

Purpose

This Agreement is made pursuant to Clause 30A, Schedule 7 of the Local Government Act 2002 (LGA 2002). The purpose is to provide for a joint Committee of Hamilton City Council, Waikato District Council, Waipa District Council, Waikato Regional Council and tāngata whenua to undertake growth management planning across the sub-region⁵¹ in accordance with the Future Proof Strategy and Implementation Plan.

The Joint Committee has additional public body representation from the New Zealand Transport Agency (NZTA) through its Regional Director. The NZTA is an observer with speaking rights but in a non-voting capacity.

This Agreement is in addition to the Memorandum of Understanding contained in Appendix 3 of the Future Proof Strategy.⁵² The Memorandum of Understanding in the Future Proof Strategy covers the principles and approach to implementation between the Strategy partners, including how the parties will work together. This Agreement focuses on the Joint Committee, including its membership and delegations.

The joint Future Proof Implementation Committee has been established to focus on growth management in the Future Proof sub-region. This occurs through implementation, monitoring and reviews of the Future Proof Strategy and Implementation Plan in accordance with the functions as set out in the Terms of Reference (Appendix 5).

The Committee is a formal joint committee pursuant to the LGA 2002 (Clauses 30 and 30A, Schedule 7). The Committee will not be discharged at the point of the next election period (in line with Clause 30(7) of Schedule 7, LGA 2002).

Membership

The Future Proof Implementation Committee is to be comprised of two elected member representatives as appointed by the local authorities, including the Mayors and Regional Council Chairperson, and two representatives to be nominated by tāngata whenua.

An Independent Chairperson is to be appointed by the Future Proof Implementation Committee to chair the Committee. The Independent Chairperson has speaking rights and voting capacity. A Deputy Chairperson is also to be appointed by the Committee from the existing voting membership.

The standing membership of the Committee shall be limited to eleven members (including the Independent Chairperson), but with the power to co-opt up to a maximum of two additional non-voting members where required to ensure effective Future Proof Strategy implementation.

The NZTA is to be represented through its Regional Director as an observer with speaking rights but in a non-voting capacity.

In accordance with Clause 30A of Schedule 7 to the Local Government Act 2002, the quorum at a meeting of the Committee shall be six voting members.

Voting member organisations may appoint one alternate representative with full speaking rights and voting capacity who may attend meetings in place of any one of the appointed representatives. Non-voting member organisations may send alternates, who shall have speaking rights, however these do not need to be appointed.

Other representatives of voting and non-voting organisations are permitted to attend meetings of the Committee; however attendance at any public excluded session shall only be permitted with the prior approval of the Chairperson. Likewise, speaking rights of other representatives at Committee meetings (whether in public session or not) shall only be granted with the prior approval of the Chairperson.

Meeting Frequency

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

⁵¹ The 'sub-region' refers to the territorial areas of Hamilton City Council, Waikato District Council and Waipa District Council.

⁵² Future Proof Strategy, 2017

Notification of meetings and the publication of agendas and reports shall be conducted in accordance with the requirements of Part 7 of the Local Government Official Information and Meetings Act 1987, and will be undertaken by the agreed administration authority.

Delegations

The Future Proof Implementation Committee is delegated the following functions in support of its overall purpose:

- Providing sub-regional leadership on growth management.
- Overseeing the implementation of the Future Proof Strategy, in particular the strategy actions.
- Overseeing and undertaking any reviews or updates of the Future Proof Strategy, including adopting any draft strategies for public consultation.
- Ensuring organisation systems and resources support strategy implementation.
- Addressing cross-boundary matters both within the sub-region and with other neighbouring regions.
- Taking responsibility for progressing those actions specifically allocated to the “Future Proof Implementation Committee” in the strategy and making sure the implementation does occur.
- Monitoring the Future Proof Strategy and ensuring a joined up approach to implementation, this includes monitoring and reporting progress against milestones.
- Overviewing the management of the risks identified in implementation.
- Reviewing and recommending adjustments to the strategy if circumstances change.
- Approving submissions to local authorities, central government and other agencies on Future Proof related matters.
- Identifying and resolving any consultation inconsistencies between the Future Proof Strategy and subsequent public consultation processes of the partner councils.
- Facilitating consultation with the community.
- Advocating to central government and other organisations on relevant Future Proof growth management matters.
- Selecting and appointing an Independent Chairperson and a Deputy Chairperson.
- Implementing the Memorandum of Understanding, as set out in the Future Proof Strategy, to provide and maintain partnership relationships and provide for the resolution of any conflict.
- Champion integration and implementation through partner strategies, programmes, plans and policy instruments (including the Waikato Plan, Waikato Regional Policy Statement, Waikato Regional Land Transport Plan, Regional and District Plans, Long Term Plans (LTPs), and triennial agreements) and through partnerships with other sectors such as health, education and business.
- Establish protocols to ensure that implementation, where necessary, is consistent, collaborative and/or coordinated to achieve optimal outcomes.

Variation of this Agreement

This agreement may be varied from time to time, but only with the endorsement of the Future Proof Implementation Committee.

Execution

Waipa District Council		
Mayor:	-	__ Date: __
Hamilton City Council		
Mayor:	-	__ Date: __
Waikato District Council		
Mayor:	-	__ Date: __
Waikato Regional Council		
Chair:	-	__ Date: __
Tainui Waka Alliance		
Chair:	-	__ Date: __
Ngā Karu Atua O Te Waka		
Chair:	-	__ Date: __

5. Terms of Reference – Implementation Arrangements

5.1 Future Proof Implementation Committee (FPIC)

Terms of Reference	Terms of Reference
Pursuant to Section Clause 30 Schedule 7 of Government Act 2002, a joint Committee of Hamilton City Council, Waikato District Council, Waipa District Council, Waikato Regional Council and tāngata whenua be retained to implement the Future Proof Strategy and Implementation Plan. The joint Future Proof Implementation Committee be delegated authority to implement the Future Proof Strategy and Implementation Plan in accordance with the following functions: • Providing sub-regional leadership on growth management. • Overseeing the implementation of the Future Proof Strategy, in particular the strategy actions. • Overseeing and undertaking any reviews or updates of the Future Proof Strategy, including adopting any draft strategies for public consultation. • Ensuring organisation systems and resources support strategy implementation. • Addressing cross-boundary matters both within the sub-region and with other neighbouring regions. • Taking responsibility for progressing those actions specifically allocated to the “Future Proof Implementation Committee” in the strategy and making sure the implementation does occur. • Monitoring the Future Proof Strategy and ensuring a joined up approach to implementation, this includes monitoring and reporting progress against milestones. • Overviewing the management of the risks identified in implementation. • Reviewing and recommending adjustments to the strategy if circumstances change. • Approving submissions to local authorities, central government and other agencies on Future Proof related matters. • Identifying and resolving any consultation inconsistencies between the Future Proof Strategy and subsequent public consultation processes of the partner Councils. • Facilitating consultation with the community. • Advocating to central government and other organisations on relevant Future Proof growth management matters. • Selecting and appointing an Independent Chairperson and a Deputy Chairperson.	• Implementing the Memorandum of Understanding, as set out in the Future Proof Strategy, to provide and maintain partnership relationships and provide for the resolution of any conflict. • Champion integration and implementation through partner strategies, programmes, plans and policy instruments (including the Waikato Plan, Waikato Regional Policy Statement, Waikato Regional Land Transport Plan, Regional and District Plans, Long Term Plans (LTPs), and triennial agreements) and through partnerships with other sectors such as health, education and business. • Establish protocols to ensure that implementation, where necessary, is consistent, collaborative and/or coordinated to achieve optimal outcomes.
	Membership That representation be comprised of two elected member representatives as appointed by the contributing authorities, including the Mayors and Regional Council Chairperson, and two representatives to be nominated by tāngata whenua. That an Independent Chairperson, to be appointed by the Committee, chair the Committee. That the standing membership be limited to eleven members, but with the power to co-opt up to a maximum of two additional non-voting members where required to ensure the effective Future Proof Strategy implementation. That the NZTA be represented through its Regional Director as an observer with speaking rights but in a non-voting capacity.
	Meeting Frequency At least bi-monthly.

5.2 Future Proof Independent Chair

Terms of Reference	Skills
The Independent Chair should perform the role in a manner that ensures full participation by all Implementation Committee members and others (Implementation Advisor and Partner council staff) in the Future Proof Strategy project. Role - The role of the Chair is one of facilitation, leadership and advocacy with an emphasis on consensus decision-making and anchoring strategy implementation effectively through the partner councils. Activities include: • Chair meetings of the Future Proof Implementation Committee. • Liaise with Future Proof Implementation Committee members, the Implementation Advisor and partner staff both formally and informally. • Provide advice on courses of action to progress the committee in its deliberations and outcomes. • Manage public communication processes in relation to implementation strategies that are related to governance matters. • Co-ordinate joint approaches to central government in relation to growth management and spatial planning issues. • Liaison with other people or groups as appropriate. • Other responsibilities as may be decided by the Future Proof Implementation Committee. Key Tasks • Chair meetings of FPIC and CEAG. • Facilitate the provision of additional specific information and expert advice to the Committee if required. • Provide a facilitative style of chairmanship that enables quality participation and outcomes. • Manage meeting agendas in conjunction with the Future Proof Implementation Advisor. • Ensure that timeframes/targets set by the Committee are achievable and achieved. • Maintain effective working relationships with the appropriate tāngata whenua and taura here groups. • Provide specific advice to the Committee and individual members as appropriate to facilitate successful implementation of the Strategy or to complete any Strategy updates or reviews. • Manage public communication processes in relation to strategies being developed. • Prime responsibility for all public communication in relation to the governance aspects of implementation. • Operate in a manner that recognises political sensitivities and the communication of issues to the public.	• Ability to run meetings • Knowledge of Future Proof sub-region and issues • Knowledge of council processes and those of other partners • Interpersonal skills • Possess a “presence” • Skilled at coordinating and summarising viewpoints of meeting attendees • Sufficient meeting experience to achieve decision making • Media and communication skills.

5.3 Future Proof Ngā Karu Atua o te Waka

Terms of Reference	Membership
The function of Ngā Karu Atua o te Waka is to: • Be responsible for ensuring tāngata whenua values, principles, traditions, customs, and aspirations are taken into account and maintained throughout the implementation of the Future Proof Strategy. • Provide an audit on the implementation of the Future Proof Strategy as a key monitoring function for tāngata whenua in assessing the outcomes of the Strategy. • Provide strong leadership and direction to the FPIC and TIG on specific and generic actions affecting tāngata whenua. • In conjunction with the Tāngata Whenua Advisor, review and assess all technical work and reports for their relevance and impact on tāngata whenua interests and make recommendations to ensure that tāngata whenua values, principles, customs, and aspirations are taken into account and maintained throughout the implementation of the Strategy. • Provide collective knowledge and experience from a tāngata whenua perspective. • Provide leadership in the implementation of some actions solely, shared as a member of the FPIC, or as a support to other lead agencies. • Provide tāngata whenua engagement in the implementation and monitoring which will provide confidence in the growth and development processes. This may include recommending engagement with specific Tāngata Whenua Group(s). • Provide a regional forum for tāngata whenua and taura here to raise implementation issues. The use of Marae and specialist workshops to provide an effective communication tool in engaging tāngata whenua. • Ensure the momentum of the Future Proof Strategy is maintained by utilizing internal networks and techniques. For the avoidance of doubt, Ngā Karu Atua o te Waka does not speak for or represent the views of specific Tāngata Whenua Groups. In ensuring tāngata whenua values, principles, traditions, customs, and aspirations are taken into account and maintained throughout the update and implementation of the Future Proof Strategy, Ngā Karu Atua o te Waka may recommend that the involvement and views of specific Tāngata Whenua Groups is sought.	• Each Tāngata Whenua Group impacted by the Future Proof Strategy has the opportunity to appoint one representative to Ngā Karu Atua o te Waka • In the event that this representative is unable to attend a hui, the representative may send another person in their place • Selection of the representative or their replacement is informal and left to the internal processes of each Tāngata Whenua Group • This does not limit the opportunity for other members of the Tāngata Whenua Groups to attend the meetings of Ngā Karu Atua o te Waka in an informal capacity • Appropriate induction will be provided to new members
	Meeting Frequency
	Quarterly or when required
	Communications Protocol
	• Ngā Karu Atua o te Waka members are expected to communicate with and be accountable to their respective tāngata whenua groups for the views expressed in Ngā Karu Atua o te Waka hui. • In the course of its functions and role, Ngā Karu Atua o te Waka members will be provided with information that may be incomplete, a work in progress, or opinions only and not the confirmed position or view of the Future Proof strategy or the Project Infrastructure. Therefore, members agree that information will only be distributed to their wider constituents as appropriate once information has been confirmed as adopted. • Without limiting normal recourse to public process and the intent of the above paragraphs, Ngā Karu Atua o te Waka will hold confidential information that it receives distributing only as appropriate for the timely, appropriate and open provision of information to and feedback from its constituents.

5.4 Waikato Plan and Future Proof Chief Executives Advisory Group (CEAG)

Terms of Reference	Membership
The objective of the Chief Executives Advisory Group is to assist with the implementation of the Waikato Plan and the Future Proof Strategy. Steering and Oversight: • Provide direction to the Waikato Plan and Future Proof Implementation Advisors. • Provide clear guidance on the strategic issues associated with Waikato Plan and Future Proof implementation, including action milestones. • To provide timely input into both projects on behalf of the organisation(s) represented. • To seek feedback from the Waikato Plan Leadership Group and the Future Proof Implementation Committee as and when required on relevant matters. • Oversee the Waikato Plan and Future Proof annual work programmes and performance against budget. • To advise the Waikato Plan Leadership Group and Future Proof Implementation Committee on implementation progress and milestones. • To consider reports from the Implementation Advisors on the projects, budgets and any other relevant matters. • Be prepared to debate issues and whilst there may be disagreement, to progress matters once a decision is made on a particular issue. • To “flat” early-on any emerging or potential issues relating to work being undertaken so a timely endeavor can be made to address these concerns. • The ability to act as a “circuit breaker” on an as-and-when-required basis. • To recommend approaches, documents and direction to the Waikato Plan Leadership Group and Future Proof Implementation Committee. • Promote the Waikato Plan and the Future Proof Strategy, including the principles, within the culture of each partner organisation. Future Proof project specific functions include: • Set the direction and expectations for the Future Proof Technical Implementation Group. • Facilitate cross boundary linkages with Auckland and the Bay of Plenty. • Ensure a collaborative approach is maintained in respect of policy development and strategy implementation. • Take a strategic overview and provide clear advice to the Future Proof Implementation Committee on policy and implementation challenges at a sub-regional level. • Oversee and have input into any updates or reviews of the Future Proof Strategy. • Maintain linkages between the work of the Waikato Plan, Waikato Mayoral Forum, Future Proof and Waikato Means Business in order to achieve a more integrated view of key Waikato challenges.	• Local government representatives (Chief Executive or General / Group Manager), including one representative from each of the Future Proof partners. • One representative from the Tainui Waka Alliance • One representative from NZ Transport Agency • One communications representative (as required) • Future Proof Independent Chair (Chair) • One representative from Waikato Means Business • One representative from the Waikato District Health Board • One representative from Ministry of Business, Innovation and Employment • Others as co-opted from time to time • Tāngata whenua / iwi representation Advisory Members • Tāngata Whenua Advisor • Implementation Advisor
	Meeting Frequency
	Bi-monthly
	Administration
	• Assist with effective and consistent internal communications • Ensure that there are sufficient resources for Plan / Strategy development and implementation. • To ensure reporting back on progress to organisation(s) represented. • To review and provide comments / input on draft documents which may be required in a timely manner to meet deadlines and / or milestones. • Implementation project development for both Waikato Plan and Future Proof. • Approval of technical work briefs. • Approval of consultants to be used on the projects. • To monitor the project budgets against agreed milestones.

5.5 Future Proof Technical Implementation Group

Terms of Reference	Membership
• Provide technical input into various documents, processes and projects. • Be guided by the direction set by the Future Proof Chief Executives Advisory Group (CEAG). • Undertake detailed Strategy implementation through specific planning instruments, eg RPS, District Plans, RLTS, RLTP, LTPs and other documents. • Undertake and report on action monitoring and risk management issues via CEAG. • Maintain close links between Future Proof and any other related strategies, particularly the Waikato Plan, to ensure consistent outcomes. • Ensure that any related studies and investigations are drawn to the attention of CEAG in order to avoid duplication of effort. • Promote the Strategy within the culture of each Future Proof partner organisation. • Review achievement of action milestones. • Focus on inter-organisation process and document alignment. • Advise CEAG where necessary. • Assist with effective and consistent internal communication. • Assist with any updates to the Future Proof Strategy. • Undertake Strategy and other related monitoring tasks.	• Two representatives from each partner council appointed by the respective partner CEAG member • Two representatives from Ngā Karu Atua o te Waka • One representative from Tainui Waka alliance • Two representatives from NZTA • One representative from the FP Communications Project Team (as required) • Others as co-opted from time to time and appointed by CEAG • Implementation Advisor (Chair) • Tāngata Whenua Advisor • Future Proof Planner
	Meeting Frequency
	Monthly or when required

5.6 Future Proof Water Policy Group

Terms of Reference	Terms of Reference
The Water Policy Group has been formed to: • Co-operatively identify, consider and provide advice on freshwater management (allocation and quality) issues. • Oversee progress on the Future Proof Three Waters Strategy. • Ensure three waters issues and responses are aligned with the Future Proof Strategy and provide input into the Strategy Update and its implementation. • Co-operatively manage water planning and policy changes. • Avoid duplication of effort across the partnership, including any Waikato Mayoral Forum and associated initiatives. • Ensure alignment with Shared Services Governance Committee. • Actively engage with relevant parties including the Waikato River Authority, Iwi Leaders Group and Land and Water Forum. • Use the Future Proof commissioned Berry Simons Water Policy Paper, May 2015, as a guiding document. • Consider and respond cooperatively to new strategies and policy related to freshwater management. Specific responsibilities are listed under the main work streams. Freshwater Management: • Develop a staff level, unified position with respect to water takes from the Waikato and Waipa rivers, based upon available tools and information. • Establish and maintain a constructive line of communication with Waikato Regional Council and Watercare. • Work with the Waikato Regional Council to understand the allocation status of the Waikato River and water take applications currently 'in the queue' and linkages to water quality. • If Future Proof Municipal Supply Authorities do not have sufficient water to meet future needs, amend water management plans to reflect what water is required in the future and, on an evidential basis, make submissions on other applications in order to ensure that water is available to meet those future needs and meeting Waikato Regional Plan provisions. • Decide on what is the most efficient manner of using the 'Waikato Story' from a water demand perspective (acknowledging interface with Shared Services). • Record the water conservation initiatives for the Waikato (acknowledging interface with Shared Services). • Regularly report to TIG.	Freshwater Management: • Develop a process with Waikato Regional Council to keep well-informed on water take applications and linkages to water quality requirements. And devise a method for the Future Proof Implementation Committee to make submissions where necessary, recognising that these may not be necessarily reflective of the views of individual councils. • Align with the Waikato River Vision and Strategy, Waikato-Tainui Environmental Plan, Maniapoto Environmental Management Plan, Raukawa Environmental Management Plan, Waikato Regional Policy Statement, Waikato Regional Plan and Waikato Freshwater Strategy. Three Waters Strategy: • Oversee progress on all of the Future Proof Three Waters Strategy actions. • Regularly report to TIG on progress made against the actions. • Provide leadership in reporting to FPIC. Future Proof Strategy Update and Implementation: • Ensure CEAG and the TIG are informed on three waters issues and projects as they relate to the Future Proof Strategy Update and implementation. • Undertake a review of servicing needs to feed into the Future Proof Strategy Update and its implementation. • Consider and respond to Future Proof's responsibilities regarding three waters. • Recommend additions and changes to the Future Proof Strategy to better reflect the current situation and future strategic direction with regard to three waters management and the use of freshwater • Regularly report to the TIG and CEAG. • Maintain a 'watching brief' over the management of three waters projects undertaken by the Future Proof partners to ensure alignment with the Future Proof Strategy Update. • Consider and respond to key priorities in the Waikato Freshwater Strategy regarding new approaches to enable more effective use of freshwater. Membership • Chairperson / facilitator of the Group • Two to three representatives from each member council • Tāngata whenua representatives, including Tainui Waka Alliance and Ngā Karu Atua o te Waka. • Future Proof Implementation Advisor and Planner • Others as co-opted from time to time Meeting Frequency Bi-monthly or when required

5.7 Future Proof Implementation Advisor

Terms of Reference	Skills and Attributes
• Leading and planning the implementation of the Strategy and managing the resources that are employed to achieve the agreed objectives. • Leading and planning any Strategy reviews or updates. • Day to day project management, including planning, organising and control of the physical and financial resources provided by the partners for the implementation of the Strategy. • Prepare project briefs and provide the FPIC with a detailed evaluation and recommendation on all proposals received. • Convene meetings of the Future Proof Implementation Committee and CEAG in conjunction with the Independent Chair. • Convene and Chair meetings of the TIG. • Manage the budget for the Strategy, with accounting assistance from the appointed partner council. • Report to the Future Proof Implementation Committee on key issues related to Strategy implementation. • Provide input into any Future Proof related public communications. • Liaise between FPIC, NKAOTW, CEAG and TIG. • Liaise as and when necessary with the Chairperson and members of the Future Proof Implementation Committee. • Brief and engage with NKAOTW. • Brief partners and other agencies on the Strategy and implementation progress. • Establish and maintain administrative and information support systems and resources. • Make submissions on central and local government and other agencies policies, strategies and plans to promote alignment with the Future Proof Strategy. • Manage and Lead Future Proof Strategy communications. • Support the Independent Chair on governance issues.	• Have an understanding of the nature and processes of growth management and spatial planning • Have effective communication and relationship building skills, including an ability to present confidently to audiences. Need to engage with a range of groups and individuals. • Show commercial awareness and sound judgement. • Have excellent operational, administrative and organisational skills. • The ability to think strategically.

6. Reports and Information Used to Update the Future Proof Strategy

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Waikato Regional Council, 2016. *The Waikato Regional Policy Statement*. May 2016. Available from: <https://www.waikatoregion.govt.nz/Council/Policy-and-plans/Regional-Policy-Statement/>

Waikato Regional Transport Committee, 2015. *Waikato Regional Land Transport Plan 2015 – 2045*. Available from: <https://www.waikatoregion.govt.nz/Council/Policy-and-plans/Transport-policy/RLTP/>

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Waikato Plan Evidence Base: <http://www.waikatoplan.co.nz/About-The-Plan/Evidence-base/>

Winter, P., 2017. Future Proof Strategy Peer Review. Report for Hamilton City and Waikato and Waipa District Councils. May 2017.

A number of the above background reports are available on the Future Proof website: www.futureproof.org.nz.

7. Glossary of Terms⁵³

Term	Description
Amenity	As defined in the Resource Management Act 1991.
Biophysical	Means all physical, landscape and plant resources of the sub-region.
Business Land	Land used for commercial or industrial activities.
Commercial	Land that is predominantly used for office, retail and services.
Governance	Strategy leadership and direction.
Greenfield	Sub-division and/or housing development of previously undeveloped rural land.
Growth management	A detailed analysis of all of the physical and environmental factors together with those economic and social factors which directly impact on the physical environment.
Hapū	Sub-tribe, usually containing a number of whānau with a common ancestor
Hapū/iwi management plan	A plan relating to the development and protection of resources of significance to a hapū or iwi.
Industrial	Land that is predominantly used for manufacturing, servicing and distribution activities It may include retail which services the needs of the specific industrial business land area.
Infill	Sub-division and/or housing development of previously developed, or existing urban land.
Infrastructure	All permanent installations of the sub-region and includes pipe, cable/wire, roading, electricity generation, waste management, open space and community facilities contributed to and accessible to the community.
Intensification	An increase in the density (of dwellings, activity units, population, employment etc) over the current density of a given area.
Iwi	This term refers to a Māori tribe. Iwi usually contain a number of hapū with a common ancestor.
Kaitiakitanga	Means the exercise of guardianship by the responsibility of tāngata whenua of an area to ensure that the mauri, or vital life essence, of their taonga is healthy and strong, in accordance with their tikanga (traditional sustainable management practices) in relation to natural and physical resources; and includes the ethic of stewardship.
“Live, work, play, invest and visit”	“Live, work, play, invest and visit” is a concept that encourages the provision of housing, business, investment, community activities, tourism and recreation within a local area
Mana whakahaere	The mana whenua exercise of customary, traditional and contemporary authority, influence, and/or decision making over an area or resource.
Mana whenua	The tāngata whenua group or groups with primary mana whakahaere over an area. These areas could include groups with mana whakahaere over rivers and fresh water bodies (mana awa) and/or with mana whakahaere over marine environments (mana moana).
Papakāinga	Means tāngata whenua communities, places where tāngata whenua live primarily clustered around marae and other places of significance. Also means contemporary or ancient marae sites with or without accompanying residences or buildings. The extent of individual papakāinga should be determined in consultation with tāngata whenua and is not necessarily confined to multiple owned Māori land. The definition may also extend to include taura here communities who establish modern/urban ‘papakāinga’.
Place-making	This term refers to an overarching idea and a hands-on approach for improving a neighborhood, city, or region. It is about collectively designing communities and reinventing public spaces for the benefit of the community.

⁵³ Māori terms and concepts used in this Glossary of Terms are a guide only. How these concepts are given effect to at local level are matters for further discussion with the appropriate tangata whenua group(s).

	The aim is to strengthen the connection between people and the places they share. It is more than just achieving better urban design, it also facilitates creative patterns of use, paying particular attention to the environmental, cultural, social and economic identities that define a place and support its ongoing evolution.
Private public partnership	Partnership to provide public services jointly by the public and private sector.
Rural residential	Residential development in rural areas which is predominantly for residential activity and is not ancillary to a rural or agricultural use. It includes 'countryside living'.
Rural villages⁵⁴	Areas that have a population of less than 5,000 people by 2061.
Social	Includes all community development processes.
Social housing	Housing provided by public and private agencies for those unable to afford market based rentals.
Strategic transport corridors	Significant road, rail and/or passenger transport routes.
Sustainable development	A series of sub-regional outcomes, which are the result of a process that takes account of all necessary environmental, ecological, economic cultural and community factors: and which uses this information to provide a sustainable future for the Future Proof sub-region and its people.
Tainui-Waka Alliance	An alliance of Maniapoto, Hauraki, Raukawa and Waikato-Tainui iwi – the four main iwi that whakapapa (descend from) the Tainui waka.
Tāngata whenua	Māori and their whānau, marae, hapū and iwi that whakapapa, or have genealogical connections, back to the land by virtue of first or primary occupation of the land by ancestor(s) through a variety of mechanisms such as maintaining ahi kā roa (long-term occupation) or conquest. Where the context requires, 'tāngata whenua' includes 'mana whenua'.
Taura here	Māori individuals and whānau who live within the Future Proof sub-region but are tāngata whenua to other areas.
Tikānga	Describes practices followed by tāngata whenua based upon customary values.
Three Waters	The combined water supply, wastewater, and stormwater networks that deliver water to residential, commercial, industrial and other users within an urban area.
Transport demand management	Operates at the transport system level and seeks to achieve modal shift from the private car to more sustainable transport modes (eg public transport, cycling). It focuses on all transport modes and therefore takes a systems approach.
Towns	Areas that have a population that is projected to reach approximately 5,000 people or more by 2061.
Urban	A concentration of residential, commercial and/or industrial activities, having the nature of a city, town, suburb or a village which is predominantly non-agricultural or non-rural in nature.
Wāhi tapu	Are described as sacred sites/resources with cultural or spiritual importance for Māori and in particular the kaitiaki over the area. There are those sites that are important not just for their historical value but because they serve as reference points for direction and growth and ensure a stable cultural development. The removal, destruction, inappropriate development, modification and damage of wāhi tapu causes great concern for Iwi/Hapū and threatens the integrity of the tribal/hapū identity, mana and growth and therefore the relationship of Māori with their culture and traditions with their ancestral lands, water, sites, wāhi tapu, and other taonga.
Wāhi tūpuna	A site of significance that may or may not be a wāhi tapu.
Vision	A statement defining the qualities of the region in the future. An indication of regional values.

⁵⁴ The term 'rural village' and 'village' are interchangeable and mean the same thing.

8. Abbreviations

Abbreviation	Description
AMP	Asset management plan
ASCH	Area sensitive to coastal hazards
BOP	Bay of Plenty
CBD	Central Business District
CEAG	Future Proof Chief Executives Advisory Group
CCO	Council Controlled Organisation
DP	District Plan
DIA	Department of Internal Affairs
DOC	Department of Conservation
FPIC	Future Proof Implementation Committee
GDP	Gross Domestic Product
GPS	Government Policy Statement
HASHA	Housing Accords and Special Housing Areas Act 2013
HCC	Hamilton City Council
HIF	Housing Infrastructure Fund
HPT	Historic Places Trust
HUGS	Hamilton Urban Growth Strategy
IMP	Iwi Management Plan
LGA	Local Government Act 2002
LTCCP	Long Term Council Community Plan
LTMA	Land Transport Management Act 2003
MSA	Municipal Supply Authority
MSD	Ministry of Social Development
MLC	Māori Land Court
MoE	Ministry of Education
MoT	Ministry of Transport
MfE	Ministry of the Environment
NGO	Non-government organisation
NKAOTW	Ngā Karu Atua o te Waka
NLTP	National Land Transport Programme
NPS	National Policy Statement
NPS-UDC	National Policy Statement on Urban Development Capacity
NZTA	New Zealand Transport Agency
NZTS	New Zealand Transport Strategy
Regional GDP	Regional Gross Domestic Product
RLTP	Regional Land Transport Plan

RPTP	Regional Public Transport Plan
RLTS	Regional Land Transport Strategy
RMA	Resource Management Act 1991
RMP	Reserve Management Plan
RP	Regional Plan
RPS	Regional Policy Statement
RPTP	Regional Passenger Transport Plan
RTC	Regional Transport Committee
TA	Territorial Authority
TIG	Future Proof Technical Implementation Group
UNISA	Upper North Island Strategic Alliance
Waikato DC	Waikato District Council
Waipa DC	Waipa District Council
WPLG	Waikato Plan Leadership Group (Joint Committee for implementing the Waikato Plan)
WRC	Waikato Regional Council

9. Participants – Future Proof Strategy Update

Future Proof is operated on a foundation of joint leadership and collaboration throughout the spectrum from governance to management and operations. Future Proof would like to acknowledge the valuable contribution from the following people and organisations.

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Ngā Karu Atua o te Waka

- Hauraki Māori Trust Board
- Huakina Development Trust
- Maniapoto Māori Trust Board
- Ngaa Muka Development Trust
- Ngā Iwi Toopū o Waipā
- Te Rūnanga o Ngāti Apakura
- Ngāti Hauā Iwi Trust
- Ngāti Koroki Kahukura Trust
- Ngāti Tamaoho
- Ngāti Wairere
- Ngā Uri o Māhanga
- Raukawa Settlement Trust, Raukawa Charitable Trust
- Tainui o Tainui ki Whāingaroa
- Te Ara Rangatuu o te Iwi o Ngaati Te Ata Waiohua
- Te Kopua Marae
- Te Kōtuku Whenua
- Te Rūnanganui o Ngāti Hikairo
- Tūangawaewae Trust
- Waahi Whaanui Trust
- Waikato-Tainui (Waikato Raupatu Lands Trust, Waikato Raupatu River Trust and Tainui Group Holdings)

10. Contact Us

For more detailed information and background papers see the Future Proof website:
www.futureproof.org.nz

For information on specific district and regional strategies and plans please see the following websites:

Hamilton City Council

www.hamilton.govt.nz

Waipa District Council

www.waipadc.govt.nz

Waikato District Council

www.waikatodistrict.govt.nz

Waikato Regional Council

www.waikatoregion.govt.nz



Tāngata Whenua