



Future Proof
Te Tau Tītoki

AGENDA

Future Proof Implementation Committee Meeting

Date: Friday, 28 August 2026

Time: 9:30 am

Location: Council Chambers

Waikato Regional Council

Level 1, 160 Ward Street, Hamilton

Members: Bill Wasley – Independent Chair

Deputy-Chair Eugene Patterson – Waikato District Council; Deputy Chair, Future Proof Implementation Committee

Cr Andy Baker – Auckland Council

Mayor Aksel Bech – Waikato Regional Council

Alan Cole – Franklin Local Board Chair

Cr Maria Huata – Hamilton City Council

Cr Warren Maher – Waikato Regional Council

Mayor Tim Macindoe – Hamilton City Council

Parekawhia McLean – Waikato-Tainui

Cr Mike Montgomerie – Waipā District Council

Mayor Mike Pettitt – Waipā District Council

Nanaia Rawiri – Ngā Karu Atua o Te Waka

Deputy-Mayor James Sainsbury – Matamata-Piako District Council

Cr Liz Stolwyk – Waikato Regional Council

Cr Angela Strange – Waikato Regional Council, RTC Public Transport Subcommittee Representative (non-voting)

Mayor Ash Tanner – Matamata-Piako District Council

Karen Wilson – Mana Whenua Representative

Andrew Corkill – Waka Kotahi NZ Transport Agency (non-voting)

Kevin Lavery – IAWAI Chair (non-voting)

Cr Jo Davies-Colley – Waipā District Council

Carolyn Hopa – Ngā Karu Atua o te Waka

Tuku Morgan – Waikato-Tainui

Cr Angela Strange – Waikato Regional Council
Deputy-Mayor Geoff Taylor – Hamilton City Council
Cole O'Keefe - Waka Kotahi NZ Transport Agency (non-voting)

Future Proof Implementation Committee

Terms of Reference / Ngā Tikanga Whakahaere

Mana ā-Ture / Status

This is a joint committee pursuant to clause 30 Schedule 7 of the Local Government Act 2002. The terms of reference are contained in an agreement between the member entities. Refer to Doc # 18128291. The terms of reference below, has been copied as an image from the agreement to ensure accuracy.

Appendix 1: Future Proof Implementation Committee Terms of Reference⁵

Future Proof Implementation Committee (FPIC) – Future Proof Specific

Purpose: 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, Matamata-Piako District Council and t ngata whenua be retained to implement the Future Proof Strategy and Implementation Plan.

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

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

⁵ These Terms of Reference replace those contained in Section 10.2.2 of the Future Proof Strategy.

Membership:	That representation be comprised of: ▪ Two elected member representatives as appointed by the contributing authorities, including the Mayors and Regional Council Chairperson ▪ Three representatives to be nominated by Waikato tāngata whenua – one from the Tainui Waka Alliance, one from Waikato-Tainui and one from Nga Karu Atua o te Waka ▪ That an Independent Chairperson, to be appointed by the Committee, chair the Committee. That the standing membership be limited to 14 members, but with the power to co-opt up to a maximum of four additional non-voting members where required to ensure the effective development and implementation of the Future Proof Strategy. That the NZTA be represented through its Director of Regional Relationships as an observer with speaking rights but in a non-voting capacity. That the Waikato DHB be represented by a person to be nominated by the Board, as an observer with speaking rights but in a non-voting capacity.
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Meeting frequency:	Bi-monthly, or as necessary and determined by the Independent Chairperson.
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Future Proof Implementation Committee (FPIC) – Hamilton to Auckland Corridor

Purpose:	Pursuant to Section Clause 30 Schedule 7 of Government Act 2002, an expanded Future Proof Implementation Committee which includes Auckland Council, Central Government and representatives of the Auckland Mana Whenua Kaitiaki Forum to progress and implement the Hamilton to Auckland Corridor Plan.
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Delegations:	The expanded Future Proof Implementation Committee be delegated authority to progress and implement the Hamilton to Auckland Corridor Plan and associated work streams in accordance with the following functions: ▪ Overseeing the development and implementation of the Hamilton to Auckland Corridor Plan and associated work streams, including adopting any drafts for public consultation. ▪ Ensuring organisation systems and resources support implementation of the Hamilton to Auckland Corridor Plan. ▪ Addressing cross-boundary matters between Auckland and the Waikato, and within the Future Proof sub-region, as well as with other neighbouring regions. ▪ Monitoring the implementation of the Hamilton to Auckland Corridor Plan and associated work streams. ▪ Reviewing and recommending changes to the Hamilton to Auckland Corridor Plan if circumstances change.
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- Ensuring alignment with existing council plans, strategies and policies, and with existing evidence, for example around climate impacts and emissions.
 - Ensuring alignment with initiatives already underway such as the Crown and Auckland Council Joint Programme of Work on Auckland Housing and Urban Growth.
 - Facilitating consultation with the partners and the wider community where relevant.
 - Facilitating consultation with the partners and the wider community where relevant.
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Membership:	For Hamilton to Auckland Corridor matters, the Future Proof Implementation Committee will be expanded to include: ▪ Up to three Ministers of the Crown - voting ▪ Up to three mana whenua representatives from the Auckland Mana Whenua Kaitiaki Forum - voting ▪ An Auckland Council Governing Body representative and a Franklin Local Board representative⁶ - voting ▪ Additional Ministers and Auckland local government elected members if and when relevant and required – non voting That the standing membership be limited to 22 members, but with the power to co-opt up to a maximum of four additional non-voting members where required to ensure effective planning and implementation.
Meeting frequency:	Bi-monthly, or as necessary and determined by the Independent Chairperson.

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

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1 KARAKIA TIMATANGA

Whakataka te hau ki te uru	Cease o winds from the west
Whakataka te hau ki te tonga	Cease o winds from the south
Kia mākinakina ki uta	Bring calm breezes over the land
Kia mātaratara ki tai	Bring calm breezes over the sea
E hī ake ana te atakura	And let the red-tipped dawn come
He tio	With a touch of frost
He Huka	A sharpened air
He hau hū	And promise of a glorious day
Tīhei mauri ora!	Behold we live

2 APOLOGIES**3 CONFIRMATION OF AGENDA****4 DISCLOSURES OF INTEREST**

Members are reminded of the need to be aware of maintaining a clear separation between personal interests and duties and their role as an elected member.

If any member has an interest that creates an actual, or could be perceived to create, a conflict in relation to any item on the agenda, it is recommended that this be disclosed.

5 MINUTES FOR CONFIRMATION OR RECEIPT

Future Proof Implementation Committee Meeting – 19 June 2026



Future Proof
Te Tau Titoki

MINUTES

Future Proof Implementation Committee Meeting

Friday, 19 June 2026

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Waikato Regional Council
Future Proof Implementation Committee Meeting
OPEN MINUTES

Date: Friday 19 June 2026, 9.33am

Location: Council Chambers
Waikato Regional Council
Level 1, 160 Ward Street, Hamilton

Members Present: Bill Wasley – *Independent Chair*
Deputy-Mayor Eugene Patterson – Waikato District Council –
Deputy-Chair, Future Proof Implementation Committee (from 9.40am)
Mayor Aksel Bech – Waikato District Council
Cr Maria Huata – Hamilton City Council (from 10.09am)
Mayor Tim Macindoe – Hamilton City Council
Cr Warren Maher – Waikato Regional Council (until 11.44am, back at 12.11pm)
Cr Mike Montgomerie – Waipā District Council
Mayor Mike Pettitt – Waipā District Council
Nanaia Rawiri — Ngā Karu Atua o Te Waka
Cr Liz Stolwyk – Waikato Regional Council
Mayor Ash Tanner – Matamata Piako District Council (virtually via Teams, until 10.40am)
Deputy-Mayor Geoff Taylor – Hamilton City Council (until 10.09am)
Cole O'Keefe – Waka Kotahi - NZ Transport Agency (non-voting)
Cr Angela Strange – RTC Public Transport Subcommittee Representative, Waikato Regional Council (non-voting; voting as Waikato Regional Council Councillor from 11.44am–12.11pm)
Peter Winder – Chief Executive, IAWAI (non-voting)

In Attendance: Deputy-Mayor Geoff Taylor – Hamilton City Council (from 10.09am until 11.00am, back at 11.23am)

Staff Present: Robert Brodnax – Independent Advisor
Phil King – Director, Regional Transport Connections
Vanessa Blakelock – Partnership Director, Department of Internal Affairs
Sarah Stevenson – Regional Director, Ministry of Housing and Urban Development
Mark Rawson – Regional Director, Kāinga Ora
Blair Bowcott – General Manager, Strategy, Growth and Planning, Hamilton City Council
Lyndal Bartley – Future Proof Project Coordinator
Brooke Roebeck – Democracy Advisor

The contents of these minutes meet all legal requirements and include a full set of decisions.

An audio-visual recording of the open session of the meeting is available on Waikato Regional Council's public website.

Recording	Document ID #	YouTube Link
Open Recording 1	36699288	https://youtu.be/TrT8dwXEA7o
Open Recording 2	36703105	https://youtu.be/5A9ggIazUPA
Public Excluded Recording	36699954	–
<i>The committee held a stakeholder engagement session after the public excluded session that was not recorded.</i>		

1 KARAKIA TIMATANGA

Item commenced in open recording 1, at start.

The Democracy Advisor (Brooke Roebeck) opened the meeting with a karakia.

2 APOLOGIES

Item commenced in open recording 1, at 45 seconds.

COMMITTEE RESOLUTION FP26/11

Moved: Bill Wasley

Seconded: Mayor Mike Pettitt

That the apologies of Cr Andy Baker, Cr Maria Huata and Alan Cole for absence and Deputy-Mayor Eugene Patterson for lateness be accepted.

CARRIED

3 CONFIRMATION OF AGENDA

Item commenced in open recording 1, at 1 minute 42 seconds.

COMMITTEE RESOLUTION FP26/12

Moved: Cr Liz Stolwyk

Seconded: Mayor Aksel Bech

- 1. That the agenda of the Future Proof Implementation Committee Meeting of 19 June 2026, as circulated, be confirmed as the business of the meeting.**
- 2. That the order of items follows the order set out in the minutes.**

CARRIED

4 DISCLOSURES OF INTEREST

Item commenced in open recording 1, at 2 minutes 12 seconds.

No interests were disclosed pertaining to items on the agenda or interests not already recorded on a relevant register.

5 MINUTES FOR CONFIRMATION OR RECEIPT**FUTURE PROOF IMPLEMENTATION COMMITTEE MEETING – 20 FEBRUARY 2026**

Item commenced in open recording 1, at 2 minutes 21 seconds.

COMMITTEE RESOLUTION FP26/13**Moved: Mayor Aksel Bech****Seconded: Mayor Mike Pettitt**

That the minutes of the Future Proof Implementation Committee Meeting held on 20 February 2026 be confirmed as a correct record.

CARRIED**6 GENERAL ITEMS****6.1 IMPLEMENTATION ADVISORS QUARTERLY UPDATE**

Item commenced in open recording 1, at 3 minutes.

Presented by the Independent Advisor (Robert Brodnax).

9.40am – Deputy Mayor Eugene Patterson entered the meeting.

COMMITTEE RESOLUTION FP26/14**Moved: Mayor Tim Macindoe****Seconded: Cr Warren Maher**

That the report *Implementation Advisors Quarterly Update* (Future Proof Implementation Committee, 19 June 2026) be received.

CARRIED**6.2 NORTH WAIPA SOUTH HAMILTON SPATIAL STUDY - FINAL REPORT**

Item commenced in open recording 1, at 13 minutes 56 seconds.

The Chair acknowledged the Principal Consultant, GMD Consultants (Nichola Lennard) for her contribution to this work. The Independent Advisor (Robert Brodnax) introduced the Future Proof Project Director (Jim Ebenhoh) and Principal Strategic Advisor (Vanessa Honore).

10.09am – Cr Maria Huata entered the meeting. Deputy-Mayor Geoff Taylor continued as an observer.

COMMITTEE RESOLUTION FP26/15**Moved: Mayor Aksel Bech****Seconded: Cr Liz Stolwyk**

- 1. That the *North Waipa South Hamilton Spatial Study - Final Report* (Future Proof Implementation Committee, 19 June 2026) be received.**
- 2. That Future Proof Implementation Committee**
 - (a) Approves, subject to funding, the full content of the attached final study report being:**

- (i) **Appendix 1: *North Waipā / South Hamilton Spatial Study – Final Report* (refer Doc # 36461423),**
- (ii) **Appendix 2: Executive Summary (short and long versions for different audiences) (refer Doc # 36460637).**
- (b) **including the recommended strategic directions/interventions and delivery/implementation framework contained within those appendices.**

CARRIED

6.3 INFRASTRUCTURE ALIGNMENT ACROSS THE FUTURE PROOF PARTNERSHIP

Item commenced in open recording 1, at 47 minutes 16 seconds.

Presented by the Independent Advisor (Robert Brodnax).

COMMITTEE RESOLUTION FP26/16

Moved: Deputy-Mayor Eugene Patterson

Seconded: Mayor Mike Pettitt

1. That the report *Infrastructure Alignment across the Future Proof Partnership* (Future Proof Implementation Committee, 19 June 2026) be received.
2. That the Future Proof Implementation Committee recommends that the Future Proof partners including New Zealand Transport Agency, consider the importance of the investments as outlined in the 'Infrastructure Alignment Across the Future Proof Partnership' report dated 19 June 2026, for implementation of the Future Proof settlement pattern, as part of their consideration of Long- Term Plans and funding programmes.

CARRIED

10.40am – Mayor Ash Tanner left the meeting.

6.4 AFFORDABLE HOUSING - ENDORSEMENT OF NEXT STEPS

Item commenced in open recording 1, at 1 hour 4 minutes and 47 seconds.

Presented by the Executive Director, Waikato Wellbeing Project (Harvey Brookes).

COMMITTEE RESOLUTION FP26/17

Moved: Mayor Aksel Bech

Seconded: Mayor Tim Macindoe

1. That the report *Affordable Housing - Endorsement of Next Steps* (Future Proof Implementation Committee, 19 June 2026) be received.
2. That Future Proof Implementation Committee:

- (a) receives the Executive Summary of the *Veros report*, as provided in *Attachment 1 – Executive Summary to Future Proof re: Affordable Housing (refer Doc # 36460847)*,
- (b) That Future Proof endorses the *Affordable Housing Action Plan – Next Steps*, as provided in *Attachment 2 – Affordable Housing Action Plan (refer Doc # 36461626)*.

CARRIED

6.5 PRESENTATION - BAY OF PLENTY HOUSING EQUITY FUND

Item commenced in open recording 1, at 1 hour 26 minutes and 35 seconds.

Presented by the Managing Director, New Ground Capital (Roy Thomson) and Chief Executive Officer, Bay Trust (Alastair Rhodes). Refer Document # 36696526 for the PowerPoint presentation or on the public website.

COMMITTEE RESOLUTION FP26/18

Moved: Mayor Mike Pettitt

Seconded: Cr Maria Huata

That the report *Presentation - Bay of Plenty Housing Equity Fund (Future Proof Implementation Committee, 19 June 2026)* be received.

CARRIED

11.44am – The meeting adjourned. During the adjournment Cr Warren Maher left the meeting. Cr Angela Strange assumed a voting position as a Waikato Regional Council Councillor.

11.56am – The meeting reconvened.

6.6 TRANSPORT WORKING GROUP - PROGRAMME UPDATE

Item commenced in open recording 2, at start.

Presented by the Independent Advisor (Robert Brodnax).

COMMITTEE RESOLUTION FP26/19

Moved: Cr Angela Strange

Seconded: Mayor Mike Pettitt

That the report *Transport Working Group - Programme Update (Future Proof Implementation Committee, 19 June 2026)* be received.

CARRIED

6.7 ENDORSEMENT OF POPULATION PROJECTIONS

Item commenced in open recording 2, at 4 minutes 12 seconds.

Presented by the Independent Advisor (Robert Brodnax).

COMMITTEE RESOLUTION FP26/20**Moved:** Mayor Aksel Bech**Seconded:** Cr Mike Montgomerie

1. That the report *Endorsement of Population Projections* (Future Proof Implementation Committee, 19 June 2026) be received.
2. That Future Proof Implementation Committee endorses the adoption of High Growth Population Projections for the sub-region consisting of Hamilton City; Waikato District; Waipā District and Matamata Piako District.

CARRIED**6.8 INDEPENDENT CHAIR QUARTERLY UPDATE**

Item commenced in open recording 2, at 9 minutes 27 seconds.

Presented by the Independent Chair (Bill Wasley).

12.11pm – Cr Warren Maher entered the meeting. Cr Angela Strange ceased voting as a Waikato Regional Council Councillor and resumed her role as RTC Public Transport Subcommittee Representative (non-voting).

COMMITTEE RESOLUTION FP26/21**Moved:** Bill Wasley**Seconded:** Deputy-Mayor Eugene Patterson

That the report *Independent Chair Quarterly Update* (Future Proof Implementation Committee, 19 June 2026) be received.

CARRIED**7 PUBLIC EXCLUDED ITEMS**

Item commenced in open recording 2, at 16 minutes 12 seconds.

RESOLUTION TO EXCLUDE THE PUBLIC**COMMITTEE RESOLUTION FP26/22****Moved:** Cr Warren Maher**Seconded:** Mayor Tim Macindoe

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

Meeting item no. and subject	Grounds for excluding the public	Reason for excluding the public

7.1 - Fast Track Update June 2026	s7(2)(h) of the Act - To enable Council to carry out, without prejudice or disadvantage, commercial activities s7(2)(i) of the Act - To enable Council to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations)	section 48(1)(a)(i) of the Act - the public conduct of the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist under section 6 or section 7
CARRIED		

12.13pm – The meeting moved into public excluded session.

7.1 FAST TRACK UPDATE JUNE 2026

Item commenced in public excluded recording, at start.

Presented by the Independent Advisor (Robert Broadnax) and the Principal Planner (Chris Dillon).

COMMITTEE RESOLUTION FP26/23

Moved: Cr Liz Stolwyk

Seconded: Deputy-Mayor Eugene Patterson

- 1. That the report *Fast Track Update June 2026* (Future Proof Implementation Committee, 19 June 2026) be received.**
- 2. That the decision be released into the open session of the meeting.**

CARRIED

Item commenced in public excluded recording, at 4 minutes 12 seconds..

COMMITTEE RESOLUTION FP26/24

Moved: Cr Warren Maher

Seconded: Mayor Tim Macindoe

That the meeting return to the open session.

CARRIED

12.18pm – The meeting moved back to open session.

8 KARAKIA WHAKAMUTUNGA

A karakia whakamutunga was not conducted before the meeting closed; however, a karakia was provided during the subsequent stakeholder engagement session.

12.19pm – The meeting closed.

6 GENERAL ITEMS

6.1 IMPLEMENTATION ADVISORS QUARTERLY UPDATE - AUGUST 2026

Rā | Date: 19 August 2026

Kaituhi | Author: Lyndal Bartley, Future Proof Project Coordinator

TE ARONGA | PURPOSE

1. This report is written on behalf of the Independent Implementation Advisor
2. To provide the Implementation Advisors quarterly Traffic Light Report.

TAUNAKITANGA KAIMAHI | STAFF RECOMMENDATION:

That the report *Implementation Advisors Quarterly Update - August 2026* (Future Proof Implementation Committee, 28 August 2026) be received.

HOROPAKI | BACKGROUND

3. The attached Implementation Advisors report provides the Future Proof Implementation Committee a quarterly update on progress with the delivery of the Implementation Plan.

ĀPITI HANGA | ATTACHMENTS

1. Implementation Advisors Quarterly Report - August 2026 [↓](#)



Implementation Advisor Report – June - August 2026

Key Implementation Advisor activities this Quarter:

Future Proof work programme continues to be prepared for transition to new model post planning reform.

Key areas of focus have been:

- Ongoing support and advice to the Fast Track Action Team with respect to process with a particular focus on preparing for the formal EPA panel process for up to 5 of the referred applications expected to commence in June/July
- Liaison with other regions as they prepare their Regional Spatial Plan Project Plans
- Progressing with a project to improve the quality and utility of housing and business land supply data to support evidence base for the Regional Spatial Plan and partner LTP processes
- Supporting the shared data and analytics resources to develop KPIs and Dashboards for transformational moves. (Refer attached item on agenda)
- Completed Hamilton Southern Links Network Plan to support future Regional Spatial Plan and investment decisions (Refer attached report on agenda)
- Commenced process of reviewing Priority Development Areas in anticipation that a revised set of PDAs will be required to input into Regional Spatial Plan.
- Support the Transport Working Group to develop an agreed input to the Regional Land Transport Plan that reflects the Transport Programme Business Case (Refer attached report on agenda)
- Completed “lessons learnt” process to inform Transition Plan (refer Report on Agenda)
- Beginning to identify gaps in the current strategy that should be filled before the Regional Spatial Plan is completed.

Traffic Light Legend	
Ontrack	
Progress/not complete	
Behind/ needs attention	



Implementation Projects					
TRANSFORMATIONAL MOVE 1: IWI ASPIRATIONS					
Implementation project	Actions this quarter	Guidance Sought	Key next activities and timeline	Resources /Budget	Delivery
No Specific Projects Planned other than via Priority Development Areas	Updated PDA report to be presented next quarter along with recommended changes to PDAs to inform spatial planning		Report November 2026		
TRANSFORMATIONAL MOVE 2: WAIKATO RIVER					
Implementation project	Actions this quarter	Guidance Sought	Key next activities and timeline	Resources /Budget	Delivery
Updating the strategy to reflect the review of Te Ture Whaimana o te Awa o Waikato	No specific action – Te Ture Whaimana review still underway		No action planned		
TRANSFORMATIONAL MOVE 3: A COMPREHENSIVE AND FUNDAMENTAL EVOLUTION OF OUR TRANSPORT SYSTEM					
Implementation project	Actions this quarter	Guidance Sought	Key next activities and timeline	Resources /Budget	Delivery
Multi-Modal Corridor Study Investigations	HCC and Waipa DC have continued to advance a series of corridor studies that will identify future bus and freight network priorities and other key transport investments to inform spatial planning		FPIC briefings as work is completed.		



Hamilton Southern Links Network Operating Plan <i>Purpose:</i> ensure a one network approach is taken to the Hamilton Southern Links Investment Case.	Network Plan has been completed and is on this agenda.	Endorsement	Report for endorsement		
Investigation into interregional rail corridors (Te Huia and freight).	No update.				
TRANSFORMATIONAL MOVE 4: A VIBRANT METRO CORE AND LIVELY METROPOLITAN AND TOWN CENTRES					
Implementation project	Actions this quarter	Guidance Sought	Key next activities and timeline	Resources /Budget	Delivery
No Specific Projects Planned other than via Priority Development Areas					
TRANSFORMATIONAL MOVE 5: STRONG AND PRODUCTIVE ECONOMIC CORRIDORS					
Implementation project	Actions this quarter	Guidance Sought	Key next activities and timeline	Resources /Budget	Delivery
Preparing spatial area and corridors plans to understand potential land use change and infrastructure requirements	North Waipa/South Hamilton spatial framework completed. IA working with Waipa DC to plan implementation actions.		- Agree approach with Waipa DC - Engage with land developers active in the area re "Master Plan"		
Prepare for review of Strategy/preparation of Regional Spatial Plan in 2027	Commencing the Growth and Analytics Platform Project to establish shared data and analytics to support spatial planning and future LTPs		Establish shared data and analytics project team (subject to resource availability)		
	Lessons Learnt process completed, initial advice compiled to pass on to Mayoral Forum		Complete a gap analysis identifying key areas of current strategy that should be refined as part of preparing a Regional Spatial plan.		



TRANSFORMATIONAL MOVE 6: THRIVING COMMUNITIES AND NEIGHBOURHOODS					
Implementation project	Actions this quarter	Guidance Sought	Key next activities and timeline	Resources /Budget	Delivery
Investigate coordinated subregional approach to affordability, inclusionary zoning, and retirement living.	Housing Indicator finalised for publication on website		None Planned – WHI to lead this topic area.		
Fast track coordination and impact management	- Ongoing engagement with Fast Track developers - Completed transport modelling of cumulative consequences/risks arising from fast-track development - Planning for process of responding to Fast Track panels as applications are lodged		- Cumulative impact assessment of Fast Track applications behind programme. To be completed September - Expecting many of the Fast Track applications to be lodged with EPA before September. Staff resources will be challenged to respond to the number and scale of likely applications.		
TRANSFORMATIONAL MOVE 7: WATER WISE AND WATER SENSITIVE COMMUNITIES					
Implementation project	Actions this quarter	Guidance Sought	Key next activities and timeline	Resources /Budget	Delivery
*Programme of further work to be determined once water CCO's established.	White paper to identify any risks associated with delay of water strategy being drafted with feedback from PCG chair.		No work is planned.	No extra resources necessary	



PORTFOLIO MANAGEMENT, FUNDING AND FINANCING					
Implementation project	Actions this quarter	Guidance Sought	Key next activities and timeline	Resources /Budget	Delivery
Exploration of general funding and financing options	No action				

Programme Risks

No programme risks are being escalated to FPIC for discussion this quarter. The key papers address the risk items of most significance at the moment:

- The Future Proof Transition Plan paper addresses the programme risks regarding delivery of the next Regional Spatial Plan by providing advice to the Mayoral Forum and staff preparing the new Regional Spatial Planning secretariat
- The Transport Alignment paper addresses the risk that partner's LTP programmes and RLTP investment priorities fall out of alignment with delivery of the Future Proof Transport programme by highlighting those projects that are important to be considered for inclusion in partner LTPs and RLTP.

6.2 FUTURE PROOF HANDOVER TO A REGIONAL SPATIAL PLANNING SECRETARIAT

Rā | Date: 20 August 2026

Kaituhi | Author: Lyndal Bartley, Future Proof Project Coordinator

TE ARONGA | PURPOSE

1. This report is a cover report to introduce the report written by Robert Brodnax, Implementation Advisor and approved by Bill Wasley, Independent Chair.

TAUNAKITANGA KAIMAHI | STAFF RECOMMENDATION:

1. That the report Future Proof Handover to a Regional Spatial Planning Secretariat (Future Proof Implementation Committee, 28 August 2026) be received.
2. That Future Proof Implementation Committee notes the learnings from the past 18 years and refers the learnings and any other documentation to the Mayoral Forum.

ĀPITI HANGA | ATTACHMENTS

1. Future Proof Handover to a Regional Spatial Planning Secretariat [↓](#)

Report to

Future Proof Implementation Committee



Future Proof
Te Tau Titoki

Rā Date	28 August 2026
Kaituhi Author	Robert Brodnax, Implementation Advisor
Kaituku Authoriser	Bill Wasley, Independent Chair
Kaupapa Subject	Future Proof Handover to a Regional Spatial Planning Secretariat

Te Kaupapa | Purpose

1. To update Future Proof Implementation Committee on the phased handover of Future Proof Implementation Committee (FPIC) and secretariat functions to a future Regional Spatial Planning Committee and Secretariat.

Tohutohu Kaimahi | Staff Recommendation:

1. That the report be received
2. That Future Proof Implementation Committee notes the learnings from the past 18 years and refers the learnings and any other documentation to the Mayoral Forum.

Whakamuri | Background

2. At its June meeting, FPIC were advised that the Chief Executives Advisory Group had commenced plans for the transition of the Future Proof functions into the new Regional Spatial Planning Committee and secretariat to be established via the Planning Bill. The working assumption behind this report is that Future Proof will cease to exist once the Regional Spatial Plan Committee and secretariat is fully operational.
3. The Planning Bill has now been reported back to parliament for the second reading. The Select Committee made a number of amendments in response to submissions but retained the thrust of the reforms. It is understood that the Planning Bill will be enacted by mid-September at the latest although numerous supplementary order papers are likely to be presented through the third and final readings. All parties have indicated that they support the spatial planning provisions, allowing the region to begin preparations with confidence even if some of the details may evolve further.
4. Key elements that will drive the preparation of a spatial plan in the region are:
 - a. The Regional Spatial Plan will need to be prepared for the current Waikato Region, not potential future regions
 - b. It will need to be prepared by a Regional Spatial Planning Committee and secretariat with formal representation from government.
 - c. This Councils of the region will need to prepare a Process Agreement which establishes and resources the Regional Spatial Plan Committee and secretariat. The agreement is to

set out how local authorities will work together and make decisions. Iwi authorities must be consulted in its preparation, and the Crown must be involved.

- d. The Regional Spatial Plan Committee will provide governance direction for a Secretariat which will prepare a Regional Spatial Plan for recommendation to each local authority in the current Waikato Region
 - e. Each local authority will adopt the Regional Spatial Plan and refer it to an Independent Hearing panel, as prescribed in legislation, which will conduct hearings and recommend a revised spatial plan to the local authorities of the region.
 - f. Assuming the legislation is passed in September, the final RSP must be adopted by June 2028 (prior to the 2028 local government elections) with final decisions issued to be released by March 2029. An Environment Court Appeals process would follow, if required.
 - g. Post adoption the Regional Spatial Planning Committee and secretariat will remain in place to prepare and maintain a “co-ordination plan” and monitor and report on implementation.
 - h. Long Term Plans will need to fund the creation and ongoing operations of the secretariat. Long Term Plans will also need to align investments with those highlighted in the Co-ordination Plan.
5. This range of functions broadly resembles those of Future Proof, albeit now as a statutory entity with increased accountability and operating at a regional scale.
 6. Other regions are well progressed with planning for their Regional Spatial Planning secretariat and process agreements having been progressing planning work in parallel with the Head Start process. It is estimated based on the progress being made in other regions that the Waikato region is approximately 4-6 months behind other similar regions such as Wellington, the Bay of Plenty and Canterbury where mayoral forums are close to adopting process agreements and confirming project plans and funding arrangements for their Regional Spatial Planning secretariats. However, Waikato Region is on par with other regions (if not slightly in advance of some) with the data collected by the Regional Council as part of its Spatial Inventory.
 7. While a presentation to the Mayoral Forum on next steps with Regional Spatial Plan development is being prepared by the Regional CEOs, The Future Proof Chief Executives Advisory Group (CEAG) has concluded that the Waikato Regional Spatial Planning Committee is unlikely to be able to take on many of Future Proof’s functions until early 2027 at which time policy development functions are likely to transfer but functions such as co-ordination and reporting on current strategy implementation may remain with the Future Proof Implementation Committee for some time.
 8. CEAG has identified the first priority for transition to be the passing on of learnings from the last 18 years of operating a joint committee with central government membership to the Mayoral Forum. These learnings combined with insight from the current Implementation Committee will be valuable for Council staff charged with negotiating the process agreement and establishing the Regional Spatial Planning secretariat. This report sets out those learnings for review and endorsement by FPIC and consideration by the partner Councils and the Mayoral Forum.
 9. CEAG will continue to refine the work programme for Future Proof over the next quarter as they identify activities that would assist the new RSP Committee and secretariat to prepare a robust Regional Spatial Plan. Through the transition, the Future Proof work programme will be narrowed to focus on:

- a. Supporting partners to maintain an aligned position on Fast Track applications that affect the settlement pattern and infrastructure affordability
 - b. Reporting on progress with implementation of both the strategy and the transport programme (including development of Key Performance Indicator dashboards and Priority Development Area progress)
 - c. Communication and engagement targeting central government on matters that affect the sub-region as a whole
 - d. Engagement with key stakeholders such as central government agencies, network utility providers, Sport Waikato, and the University of Waikato to build alignment around sub-regional spatial priorities and give confidence that the sub-region continues to work collaboratively to achieve agreed urban growth outcomes.
 - e. Aligning partner data regarding housing and business land capacity to support the RSP
 - f. Supporting partners to implement key strategy actions such as the next steps for the North Waipa/South Hamilton strategy or developing boundaryless approaches to implementing the new infrastructure funding tools introduced by the government in September.
10. As the Regional Spatial Plan Committee and Secretariat are put in place and resourced these activities will transition across to that entity.

Te Take | Issue

11. There are many parallels in the new structure with the role of Future Proof as it operates today and the instruments that underpin Future Proof could be key foundations from which the Mayoral Forum prepares its process agreement and plans for operation of the secretariat. This memo shares those elements and identifies lessons learnt from Future Proof for the Mayoral Forum to consider in preparing the Process Agreement and establishing the secretariat:
- a. The Future Proof agreement and Committee Terms of Reference which includes central government representation and different voting rights for different topics defined spatially
 - b. The findings from research conducted for the partners into international models for governing Regional Spatial Plan and Regional Deal Implementation which have driven the current Future Proof approach to the co-ordination of implementation and reporting.
Refer: [Collaborative Growth Partnerships](#)
 - c. The way in which Future Proof has used the techniques and learnings from commercial contracting alliance models to build a collaborative boundaryless way of planning for the sub-regions' growth, empowering staff to think beyond their individual council boundaries
 - d. The lessons learnt from 18 years of delivering a jointly prepared spatial plan, co-ordinating implementation and reporting on its implementation

The Agreement could form the basis of the region's Process Agreement

12. FPIC is a joint committee that prepares a strategy, submits it to a hearings panel which receives submissions and recommends the final strategy to partner Councils for adoption. The Committee then prepares an Implementation Plan, undertakes activities in the plan on behalf of partners, co-ordinates and aligns activities at a sub-regional scale and reports on implementation activities. The Future Proof Agreement and Memorandum of Understanding provide the structure and mandate by which Future Proof operates and guides the terms of reference for the committee operation. Copies of the agreement and terms of reference for FPIC can be found [20270828 - FPIC 28 August 2026](#)

13. A feature of the Future Proof Agreement is that it has been signed by Ministers and affirmed by both Council resolutions and Cabinet decisions, meaning that the agreement has special status with government and can only be disestablished by resolution of partner Councils and Cabinet/Ministers.
14. At an operational level, a small secretariat supports a Chief Executives Advisory Group and various working groups each with their own terms of reference to undertake implementation within delegated authority for operational matters only. Partner staff lead any substantive projects or programmes of work supported and advised by the secretariat. This secretariat is currently a mix of part-time contractors and partner agency staff but could be resourced using seconded staff resources or external contractors. Across the country different regions use different models but all retain the principle that the secretariat is a dedicated resource that is seen by the partners as independent.
15. Other structural and process features of Future Proof that are relevant to the new “process agreement” to be established by the Regional Spatial Plan Committee are that:
 - a. Central government agencies are represented in the structure at all levels and participate fully in the operation of the various governance and working groups.
 - b. The agreement includes specific provision for Waikato Tainui, Tainui Waka Alliance and hapuu level representation within the Future Proof organization and governance.
 - c. The Future Proof delegations only enable it to make recommendations to partner Councils – all formal/binding decisions need to be made by individual Council resolutions
 - d. Auckland iwi and Auckland Council are appointed to the Committee but only have voting rights for matters that affect the Hamilton to Auckland corridor
 - e. A multi-party funding agreement that allocates budget on the basis of a formula reflecting fixed and variable costs based on population.
 - f. An independent chair whose role is to resolve conflicts between partners before matters come to a vote – meaning that in the last 18 years there has never been a tied vote – although partners have come into conflict/disagreement on multiple occasions.

Future Proof’s Implementation Plan and Reporting Frameworks can be adopted for the Co-ordination Plan to be prepared by the Regional Spatial Planning Committee and Secretariat

16. For the last three years, FPIC has prepared an annual implementation plan for the strategy. This Implementation Plan satisfies the requirements of both the NPS-Urban Development and the conditional endorsement of the Transport Programme Business Case from the NZTA Board. Progress on implementing this plan is reported to FPIC regularly via a reporting framework that includes:
 - a. An investment alignment report that tracks implementation of the critical infrastructure identified in the strategy as essential to implement the strategy
 - b. A more detailed Transport Programme investment alignment report that focuses in more detail on actions required to implement the Future Proof transport programme (in accordance with a specific requirement imposed by the NZTA Board when it endorsed the Future Proof Transport Programme Business Case.)
 - c. An Annual Report that documents actions taken to implement the strategy
 - d. The introduction this year of live Key Performance Indicator trackers for elements of the strategy where such indicators have been defined (Housing affordability and Transport)

Lessons Learnt to be applied in design of new Regional Spatial Planning Secretariat

17. In mid-2026 the CEAG commissioned a lessons learnt review involving a range of past members of FPIC, and others associated with FPIC operations over the last 18 years. The purpose of this review was to explore learnings that would be applicable to the design of the new Regional Spatial Plan secretariat. The results were then integrated with feedback from partner staff and the Chief Executives Advisory Group. This 'Lessons Learnt' process identified the following features that were successful in Future Proof and should be integrated into the design of the new RSP secretariat:

a. What worked well that needs to be replicated in the new structure (Key Achievements)

- i. *Future Proof has successfully created a shared spatial planning framework that enables growth to be managed beyond individual local authority boundaries, supporting a genuinely sub-regional and metropolitan perspective.*
- ii. *The partnership has provided a strong mechanism for aligning councils, tangata whenua, infrastructure providers and government agencies around a common growth vision and implementation pathway.*
- iii. *Future Proof has strengthened confidence from central government and Crown agencies, helping secure investment and funding by providing clarity around future growth patterns, infrastructure sequencing, and implementation.*
- iv. *The model has helped de-politicise growth issues by providing transparent, evidence-based, and collectively agreed processes for identifying and resolving complex cross-boundary challenges.*
- v. *The partnership has fostered strong relationships between partners and created an environment where issues can be addressed collaboratively rather than through individual organisational interests.*
- vi. *Tangata whenua involvement has brought an important perspective beyond traditional local government considerations and has strengthened strategic outcomes.*
- vii. *Future Proof has successfully provided a vehicle for regional advocacy, strategic alignment, and implementation, with many stakeholders noting its relevance is greater now than ever.*
- viii. *The partnership has encouraged a focus on collective regional outcomes, supporting coordination with organisations such as Sport Waikato and other regional stakeholders.*

b. What should be retained in the new structures

- i. *The core strategic spatial planning function, including alignment on growth, infrastructure sequencing, servicing, and settlement patterns.*
- ii. *A partnership model that enables councils, tangata whenua, infrastructure providers, and government agencies to work collaboratively on issues that cannot be resolved by any single organisation.*
- iii. *Continued involvement and alignment with central government agencies to strengthen investment confidence, policy alignment, and coordinated delivery.*
- iv. *Independent leadership arrangements, including an independent chair and adviser, maintain neutrality, balance partner interests, support effective relationship management, and provide confidence in decision-making processes.*
- v. *Dedicated coordination and secretariat capability to support implementation, maintain momentum, and ensure ongoing system integration.*

- vi. Strong relationship-based governance founded on trust, respect, openness, and a willingness to resolve issues collaboratively.*
- vii. A focus on regional outcomes that transcend individual council boundaries and avoid parochial decision-making.*
- viii. Continued engagement with regional organisations, industry, business, and delivery partners to ensure planning reflects broader regional needs and opportunities.*
- ix. The transformational moves framework, which provides strategic direction and a clear focus for future planning and implementation.*
- x. Future Proof provides a foundation for future regional spatial planning and implementation initiatives.*

c. What Needs to Change

- i. Develop a stronger implementation and investment framework that enables coordinated infrastructure delivery and investment across organisational boundaries.*
- ii. Strengthen authority, accountability, and delivery mechanisms to move beyond strategic alignment and support implementation outcomes.*
- iii. Improve alignment between spatial planning, infrastructure planning, transport investment, and funding frameworks.*
- iv. Ensure greater clarity regarding the roles, expectations and contributions of government agencies and infrastructure partners.*
- v. Increase the emphasis on economic development outcomes, including stronger integration of economic development objectives within future strategies and implementation plans.*
- vi. Place greater focus on community wellbeing outcomes and broaden participation of organisations that contribute to social, economic, and community wellbeing.*
- vii. Strengthen operational-level engagement, particularly with iwi and implementation partners.*
- viii. Maintain flexibility to respond to emerging growth opportunities, large-scale development opportunities, and innovative ideas that may not initially have a well-developed evidence base.*
- ix. Ensure Future Proof remains focused on strategic, sub-regional issues and avoids becoming involved in individual council disputes or operational matters.*
- x. Address challenges created by fast-track development processes where these undermine agreed settlement patterns, infrastructure sequencing, and strategic growth outcomes*

d. Key Risks Identified

- i. Reduced effectiveness if independent governance and advisory functions are not maintained.*
- ii. Loss of relationship capital, trust, and collaboration across partners.*
- iii. Insufficient alignment between spatial planning, infrastructure delivery, and economic development objectives.*
- iv. Inability to respond to emerging regional growth and development opportunities due to overly rigid planning frameworks.*

e. Critical Success Factors for Transition

- i. Retain independent governance and advisory capability to preserve trust, fairness, and regional perspective.*
- ii. Continue strong relationship management across political, governance, technical and operational levels.*
- iii. Maintain meaningful engagement with central government, tangata whenua, regional organisations, infrastructure providers, and industry stakeholders.*
- iv. Balance strategic certainty with sufficient flexibility to accommodate future opportunities and changing circumstances.*
- v. Build on Future Proof's established reputation and demonstrated success as a platform for future regional spatial planning and implementation.*

18. Additional insights from the current Implementation Committee are invited to round out this set of observations.

19. Future Proof's Iwi advisor is working on a separate report documenting lessons learnt from the formation and operation of Nga Karu Atua o Te Waka. These will be reported when completed in November.

Whakamutuna | Conclusion

20. The establishment of a new Regional Spatial Planning Secretariat preceded by development of a Process Agreement (or potentially in parallel) is not going to be a simple exercise given eleven local authorities will need to agree it and at least six Iwi authorities will need to be involved in some way. It is likely to take between 3 and 6 months to resolve (based on the time that other region's more advanced in this process have taken to develop their arrangements.)

21. While it is assumed that the Future Proof secretariat will be phased out as the new Regional Spatial Plan secretariat comes into place, the transition for the secretariat can avoid starting from scratch by adopting many of Future Proof's processes and approaches as the basis for development. This would assist the region to avoid unnecessary expenditure while it establishes the Regional Spatial Plan Committee and secretariat.

6.3 TRANSPORT BUSINESS PROGRAMME - LTP ALIGNMENT REPORT

Rā | Date: 20 August 2026

Kaituhi | Author: Lyndal Bartley, Future Proof Project Coordinator

TE ARONGA | PURPOSE

1. This report a cover report to introduce the report written by Transport Working Group Co-Chairs. The report has been approved for inclusion by Robert Brodnax, Implementation Advisor

TAUNAKITANGA KAIMAHI | STAFF RECOMMENDATION:

1. That the report *Transport Business Programme - LTP Alignment Report* (Future Proof Implementation Committee, 28 August 2026) be received.
2. That the Committee supports the projects listed in Table 1 of Appendix 1 for consideration as part of each partner's Long-Term Plan and the Regional Land Transport Plan on the basis that the projects materially advance implementation of the Future Proof Strategy and the Hamilton-Waikato Metro Spatial Plan Transport Programme.
3. That the Committee notes the projects identified in Table 1 of Appendix 1 of this report have been put forward as part of each partner's early Long-Term Plan 2027-37 programmes, and as such project timing in this report is indicative and subject to change as partners progress further through the LTP process.

ĀPITI HANGA | ATTACHMENTS

1. Transport Business Programme - LTP Alignment Report [↓](#)

Report to:

Future Proof Implementation Committee



Future Proof
Te Tau Titoki

Rā Date	28 August 2026
Kaituhi Author	Tofeeq Ahmed (WRC) and Phil Haizelden (HCC), TWG Co-Chairs
Kaituku Authoriser	Robert Brodnax, Implementation Advisor
Kaupapa Subject	Long Term Plan 2027-37 Alignment

Te Kaupapa | Purpose

1. This report provides a list of projects identified by the Future Proof Transport Working Group (TWG) as key to delivering on the objectives within the Hamilton-Waikato Metro Spatial Plan (MSP) Transport Programme for the upcoming Long-Term Plan (LTP) 2027-37 and Regional Land Transport Plan (RLTP) processes. The report identifies the strategic transport programmes and enabling activities currently considered necessary to support staged implementation of the programme across the Future Proof partnership.
2. This report fulfils one of the key roles of Future Proof Implementation Committee; to advise RTC, NZTA and partner Councils on the sub-regional transport priorities for delivery of the metro area transport programme that is set out in the Transport Programme Business Case.

Whakarapopototanga Whakahaere | Executive Summary

3. The Hamilton-Waikato Metro Spatial Plan Transport Programme is transitioning from planning into delivery, with recent studies and business cases now informing the projects, service improvements and infrastructure investments needed to achieve its long-term outcomes.
4. To support upcoming LTP and RLTP processes, the Transport Working Group has prepared a list of projects that are considered important to advancing the MSP Transport Programme over the 2027-37 period including rapid transit planning, freight efficiency measures, corridor protection, public transport infrastructure, Cambridge Connections, and airport connectivity improvements.
5. The programme provides an indicative view of how partner investment programmes could align across the Future Proof partnership. Project scope, timing, and funding remain subject to further review through individual council LTP processes, RLTP prioritisation and future funding decisions.
6. This report is not seeking approval of individual project commitments. Rather, it provides an indication of key projects that would deliver sub-regional benefits for all Future Proof partners. This indication will help inform prioritisation of the Regional Land Transport Plan but remain subject to each partner's final LTP prioritisation process.

Tohutohu Kaimahi | Staff Recommendation:

1. That the report be received.
2. That the Committee supports the projects listed in Table 1 of Appendix 1 for consideration as part of each partner's Long-Term Plan and the Regional Land Transport Plan on the basis that the projects materially advance implementation of the Future Proof Strategy and the Hamilton-Waikato Metro Spatial Plan Transport Programme.
3. That the Committee notes the projects identified in Table 1 of Appendix 1 of this report have been put forward as part of each partner's early Long-Term Plan 2027-37 programmes, and as such project timing in this report is indicative and subject to change as partners progress further through the LTP process.

Whakamuri | Background

7. The MSP Transport Programme is based on the recommendations of the Hamilton-Waikato Metro Spatial Plan Transport Programme Business Case. The programme identifies transport activities required to support growth and development within the MSP area in the next 30 years. It received endorsement from Future Proof partner councils and FPIC in 2022 and early implementation activities were prioritised in the previous Regional Land Transport Programme.
8. Delivery of the MSP Transport Programme will support the following benefits:
 - a. Reducing deaths and serious injuries resulting from transport systems;
 - b. Providing reliable and efficient freight movements;
 - c. Delivering alternative mode options that are preferable to private cars for the majority of trips;
 - d. Supporting a compact urban form and utilising existing infrastructure;
 - e. Reducing carbon emissions to achieve net zero transport by 2050; and
 - f. Providing equitable transport options for all.
9. Transport projects to support the Programme Business Case's objectives need to be reflected in partner councils' LTPs to provide for future funding and delivery.
10. In August 2023, the Transport Working Group reported to the Future Proof Public Transport Subcommittee on recommended key projects to be put forward for LTP 2024-34 to ensure the MSP Transport Programme can be implemented to agreed timescales. In the June 2026 Programme update to FPIC, the report noted that TWG members would provide information to members ahead of LTP 2027-37 deliberations in a similar vein to the previous LTP process. This would ensure FPIC could support partner councils to strategically align their LTPs to implement the MSP Transport Programme for the benefit of the sub-region.
11. This paper outlines the projects that, at this current point in time, should be considered in each partner council's 2027-37 LTPs to ensure the MSP Transport Programme can be delivered to the 30-year period outlined in the Programme Business Case. This paper has been developed by partner staff.

12. The individual project and programme information in terms of budget and timing is still to be developed by each partner. To support strategic alignment discussions as part of formal LTP deliberations, FPIC is being asked to identify the projects that are most important for progressing implementation of the Future Proof strategy and transport programme at a sub-regional scale.

Te Take | Issue

13. A key development since the 2024-34 LTP alignment reporting is that the TWG has completed, or will complete within the upcoming financial year, a number of planning projects that enable partner councils to begin to deliver early parts of the programme. This means that the MSP Transport Programme has now shifted from a planning-only phase to begin prioritising early interventions for delivery in a way that is consistent with the staging and sequencing approach outlined in the Programme Business Case. This includes improvements to public transport services and infrastructure supporting improvements to public transport, freight reliability, and active transport networks. These improvements would align with Minister Bishop's recent indications in a speech to Civil Contractors NZ conference:

As such, today I am issuing a statement that outlines the fiscal realities and the priorities for land transport to signal the likely direction of GPS 2027.

The statement signals that the Government is focused on value for money and cost control, maintenance and resilience of the transport network, productivity enhancing investments, ongoing improvements to safety, and maximising the use of the existing network – especially where it creates opportunities to increase housing development.

And I just want to highlight that last point.

That the GPS will likely include a focus on transit-oriented development – or TOD.

This means supporting housing growth through alignment with spatial plans and concentrating development around transit nodes, key corridors, and strategic connections.

It seems completely nuts that TOD has not been featured in a GPS before. The consideration of housing and transport – together – is critical.

Getting it right will allow more people to make the most of our big transport investments like City Rail Link, it supports growth and investment in housing and businesses, and it's a fantastic opportunity to lift productivity.

I want to ensure that any GPS we deliver recognises the potential of TOD.

14. This paper outlines the projects that should be considered in the next LTP cycle (2027-37) and RLTP to progress implementation of the Programme Business Case's recommendations.
15. The programme reflects a transition from planning and business case development into implementation and is intended to provide a coordinated pathway for delivering the MSP transport outcomes over the next ten years.
16. While the prioritisation and timing of individual projects remain subject to RLTP and LTP decision-making processes, the programme identifies the investments required to support implementation of the MSP Transport PBC recommendations, subject to funding availability.

Strategic Priorities for Delivering the MSP Transport Programme

Shared Transport Working Group Priority

- MSP Transport Programme Implementation Plan

Waikato Regional Council Priorities

- Metro Bus Rapid Transit Programme Business Case
- New Bus Network Implementation
- Zero Emission Bus transition

Hamilton Priorities

- Future Bus Rapid Transit corridor business cases and route protection including Anglesea Street Designation
- High-frequency bus route improvements and bus-enabling infrastructure including initial Northern Corridor (Te Rapa Road and Ulster Street) Improvements
- Bus hubs
- Ruakura Eastern Transport Corridor

Waipā Priorities

- Cambridge Connections Programme
- Airport multi-modal access improvements

Waikato District Priorities

- Public transport infrastructure improvements
- Walking and cycling improvements

Matamata-Piako Priorities

- Morrinsville Bus Hub
- Supporting PT infrastructure

17. The MSP Implementation Plan is a key item of work that will provide further direction on programme timing, funding, and staging and sequencing. Given the programme is still evolving and councils are yet to work through their own LTP and RLTP processes as well as uncertainty over NZTA's ability to contribute to funding the programme at present, it would be overly complex and speculative to draw detailed conclusions regarding project interdependencies or the consequences of project deferral.
18. Waikato Regional Council's priorities are implementation of the new bus network, development of the Metro Bus Rapid Transit programme and progression of the Zero Emission Bus Programme. These initiatives are intended to improve network performance, increase transport choice and support long-term mode shift across the metro area.
19. The mobilisation of the new bus contracts will see improved public transport levels of service for Waikato and Matamata-Piako district from November 2027 and Hamilton City from July 2028. Waipa contracts are in place until 2032. These need to be supported by improvements to public transport infrastructure, particularly within Hamilton but also across the whole MSP area (and potentially even further out). Examples of these infrastructure changes include bus priority measures, bus stop accessibility improvements, bus hubs, future charging infrastructure, and supporting network improvements.

20. Within Hamilton, the MSP Transport Programme objectives align future transport network development with the city and supporting network's growth. Infrastructure changes will be centred on a number of key strategic corridors, shown in figure 1 in Appendix 1 below. These corridors will have a strong multi-modal focus while addressing a long-term need to support a significant step-change in both public transport infrastructure and increases in bus services. In early years, HCC will focus on predominantly relatively low-cost optimisation-based projects for strategic corridors that support long-term aspirations. This may include introducing managed lanes, traffic signal optimisation and other supportive solutions prior to more significant projects being required.
21. Waipā District Council's priorities focus on progressing the Cambridge Connections programme and improving multi-modal access to the Airport Precinct, while continuing to invest in supporting public transport infrastructure that improves connectivity across the district.
22. Waikato District Council's proposed programme focuses on targeted investments that improve the safety, accessibility and connectivity of the district's transport network while supporting future growth.
23. Matamata-Piako District Council's (MPDC) priorities relate to bus stop and shelter improvements to support a transition away from hail and ride stops to permanent ones. In addition, MPDC intends establishing public transport hubs in Morrinsville to facilitate patronage growth and align for future feeder connections to a nearby subdivision.
24. Delivery timing, funding availability and project scope remain subject to future partner Long-Term Plan, Regional Land Transport Plan and business case decisions. The purpose of this report is to identify the strategic priorities that warrant coordinated progression by Future Proof partners.
25. This programme is expected to be supported by NLTF funding from NZTA Waka Kotahi, but the likelihood of its prioritisation is dependent on alignment with the as yet unreleased draft Government Policy Statement on Land Transport. Within the programme presented here are projects that partner councils currently intend to submit for inclusion in the RLTP as part of the MSP Transport Programme bid.

Whakamutuna | Conclusion

26. The draft programme represents the key transport initiatives currently considered necessary to advance implementation of the MSP Transport Programme over the next ten years. Together they provide a coordinated pathway for achieving the Future Proof transport outcomes and provides an early view of how upcoming LTP and RLTP investment programmes could collectively contribute to achieving the agreed MSP transport outcomes.
27. The programme remains draft and will continue to evolve as individual councils progress through their respective LTP processes and funding priorities are refined. However, it provides a valuable basis for strategic discussion and enables Future Proof partners to consider how their future investment decisions may contribute to implementation of the MSP Transport Programme.

Disclosure of Interest

Nil

Attachments

Appendix 1: Long Term Plan Investment Alignment Information

- Table 1: Future Proof Partner Priorities for LTP 2027-37/RLTP
- Table 2: Year 1-3 Priorities alignment with MSP Transport Programme Business Case outcomes
- Figure 1: Proposed Major Hamilton City Strategic Passenger and Transport Corridors

Appendix 1: Long Term Plan Investment Alignment Information*Table 1: Future Proof Partner Priorities for LTP 2027-37/RLTP*

Partner	Years 1-3 Priorities	Years 4-10 Priorities
Shared	MSP Transport Programme Implementation Plan	
Waikato Regional Council	Metro Bus Rapid Transit Investment Business Case	Metro Bus Rapid Transit Detailed Business Case, Park & Ride Strategy, Zero Emission Bus Programme
Hamilton City Council	Anglesea Street Designation, Corridor investigations, PT-enabling infrastructure, Eastern Transport Corridor	Other Corridor Designations, PT-enabling infrastructure, bus hubs
Waipā DC	Cambridge Connections, PT-supporting infrastructure	Airport connectivity, district-wide PT infrastructure
Waikato DC	Bus infrastructure improvements, Jesmond St intersection upgrade	Walking & cycling programme
Matamata-Piako DC	Morrinsville bus hub programme	Future PT infrastructure improvements

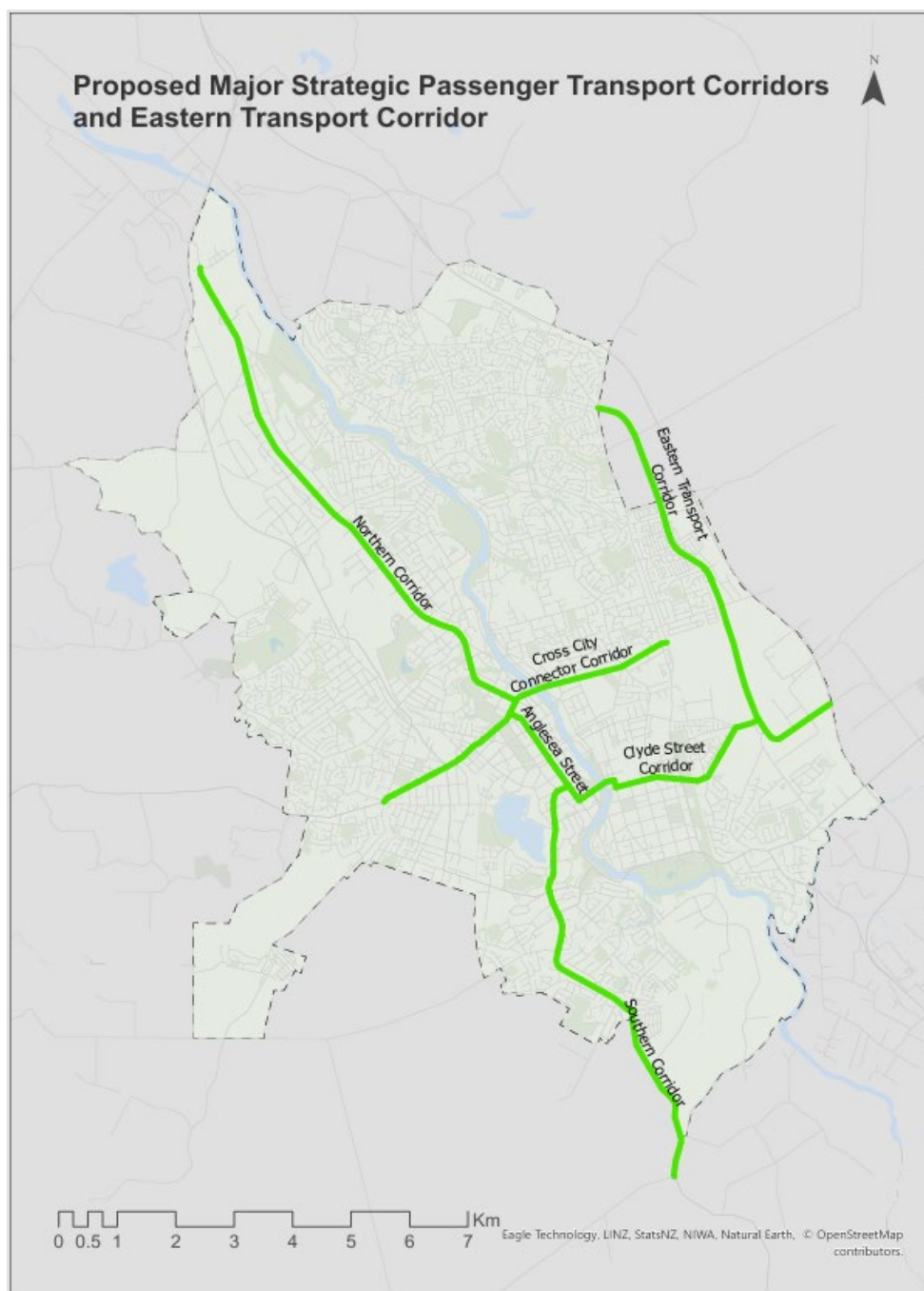
The MSP Transport Programme had the following six investment objectives (bracketed terms are used in the table below as shorthand):

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

Table 2: Year 1-3 Priorities alignment with MSP Transport Programme Business Case outcomes

Programme Area	Investment Objectives most supported
MSP Transport Programme Implementation Plan	Mode shift, quality urban form, transport choice
Metro Bus Rapid Transit Programme	Mode shift, quality urban form, emissions reduction
Anglesea Street Designation	Safety, quality urban form, transport choice
Corridor Investigations	Safety, freight efficiency, mode shift, quality urban form, emissions reduction, transport choice
PT-enabling infrastructure (HCC)	Safety, mode shift, emissions reduction
Eastern Transport Corridor	Safety, freight efficiency, transport choice
Cambridge Connections	Safety, freight efficiency, transport choice
PT-supporting infrastructure (Waipā DC)	Safety, mode shift, emissions reduction
Bus infrastructure improvements (Waikato DC)	Safety, mode shift, emissions reduction
Jesmond St intersection upgrade	Safety, quality urban form, transport choice
Morrinsville Bus Hub programme	Mode shift, emissions reduction, transport choice

Figure 1: Proposed Major Hamilton City Strategic Passenger and Transport Corridors



6.4 HAMILTON SOUTHERN LINKS NETWORK PLAN

Rā | Date: 20 August 2026

Kaituhi | Author: Lyndal Bartley, Future Proof Project Coordinator

TE ARONGA | PURPOSE

1. This report is a cover report to introduce the report on Hamilton Southern Links Network Plan. This report has been approved by Robert Brodnax, Implementation Advisor.

TAUNAKITANGA KAIMAHI | STAFF RECOMMENDATION:

1. That the report Hamilton Southern Links Network Plan (Future Proof Implementation Committee, 28 August 2026) be received.
2. That Future Proof Implementation Committee endorses the Hamilton Southern Links Network Plan setting out the local network improvements that will assist to achieve the Hamilton Southern Links Expressway investment outcomes.
3. That Future Proof Implementation Committee notes that Version 1 of the HSL Network Plan is closed and future decisions from NZTA are included in Version 2 at the appropriate time.

ĀPITI HANGA | ATTACHMENTS

1. Hamilton Southern Links Network Plan [↓](#)

Report to

Future Proof Implementation Committee



Future Proof
Te Tau Titoki

Rā Date	28 August 2026
Kaituhi Author	Lyndal Bartley, Future Proof Coordinator
Kaituku Authoriser	Robert Brodnax, Implementation Advisor
Kaupapa Subject	Hamilton Southern Links Network Plan

Te Kaupapa | Purpose

1. To seek Future Proof Implementation Committee (FPIC) endorsement of the Hamilton Southern Links Network Plan.

Tohutohu Kaimahi | Staff Recommendation:

1. That the report be received
2. That Future Proof Implementation Committee endorses the Hamilton Southern Links Network Plan setting out the local network improvements that will assist to achieve the Hamilton Southern Links Expressway investment outcomes.
3. That Future Proof Implementation Committee notes that Version 1 of the HSL Network Plan is closed and future decisions from NZTA are included in Version 2 at the appropriate time.

Whakamuri | Background

2. The development of the HSL Network Plan was identified in the 2025 Implementation Plan as a project to be undertaken in year 2 of the LTP (25/26) for the MSP Transport Programme Implementation. This followed the announcement of Hamilton Southern Links (HSL) as a road of national significance in 2024.
3. Since 2025, the Transport Working Group (TWG) have been working with NZTA to consider the impact of Hamilton Southern Links on the local network and develop a Network Plan to identify and prioritise local projects that will assist in achieving the investment outcomes for Hamilton Southern Links.
4. The Network Plan has identified a series of projects that are fundamentally linked to the HSL implementation and projects considered to have more localised network benefits but still contribute to achieving the investment outcomes.
5. The Network Plan has been developed as an interactive Power BI tool that can be updated as necessary. Gray Matter, the consultants that developed this tool with support from partner staff, will provide a presentation of the interactive tool that has been developed to assist future planning work.

Te Take | Issue

6. On 9 July 2026, NZTA advised that the guidance on RoNS programming and budgets has introduced a level of uncertainty around funding of the project. This does not rule out the possibility of supportive work being identified within the upcoming RLTP process and further discussions with Councils on a way forward have yet to occur.
7. NZTA have recently announced via its 4th August project update that while HSL remains an important long-term transport project for the region and for Government, it has been decided to pause the current pre-implementation phase. HSL has always been on a longer timeline, given the current fiscal constraints, Government has now assessed we can pause the project without impacting on our 10 – 30-year regional growth plans in place with Council partners.
8. The HSL Network Plan has been designed as a “living” document based on national and local strategic planning and funding decisions. It has been designed so that it can be regularly updated to remain useful as a future input to funding decision-making and as an input to the Regional Spatial Plan.
9. Whilst there is no immediate decision on the implementation of the RoNS, it is recommended that:
 - a. the HSL Network plan (version 1) is endorsed by FPIC
 - b. Version 1 of the HSL Network Plan is closed and future recommendations from NZTA are included in Version 2 at the appropriate time.

Whakamutuna | Conclusion

10. The HSL Network Plan is a valuable piece of evidence, both for future funding and also as an input the future Regional Spatial Plan in that it identifies critical network infrastructure required to support the future settlement pattern and effective operation of Hamilton Southern Links.
11. This plan will enable future decisions and negotiations between partners to ensure successful delivery of an important main highway enabling future growth and minimising impact on local roads of additional network capacity.

6.5 KPI DASHBOARD - AFFORDABLE HOUSING

Rā | Date: 20 August 2026

Kaituhi | Author: Lyndal Bartley, Future Proof Project Coordinator

TE ARONGA | PURPOSE

1. This report is a cover report to introduce the report on KPI Dashboards – Affordable Housing. This report has been approved by Robert Brodnax, Implementation Advisor.

TAUNAKITANGA KAIMAHI | STAFF RECOMMENDATION:

1. That the report *KPI Dashboard - Affordable Housing* (Future Proof Implementation Committee, 28 August 2026) be received.
2. That Future Proof endorses the Dashboard for Affordable Housing and approves its publication on the Future Proof website.

ĀPITIHANGA | ATTACHMENTS

1. KPI Dashboard - Affordable Housing [↓](#)

Report to

Future Proof Implementation Committee



Future Proof
Te Tau Titoki

Rā Date	28 August 2026
Kaituhi Author	Lyndal Bartley, Future Proof Coordinator
Kaituku Authoriser	Robert Brodnax, Implementation Advisor
Kaupapa Subject	KPI Dashboard – Housing Affordability

Te Kaupapa | Purpose

1. To provide Future Proof Implementation Committee (FPIC) with the final KPI Dashboard relating to affordable housing. Staff will present the interactive dashboard for members viewing.

Tohutohu Kaimahi | Staff Recommendation:

1. That the report be received
2. That Future Proof endorses the Dashboard for Affordable Housing and approves its publication on the Future Proof website.

Whakamuri | Background

2. The 2025 Future Proof Implementation Plan has identified a series of dashboards for the purpose of reporting on progress of delivery. The first to be developed is the dashboard for Affordable Housing across the sub-region.
3. Hamilton City Council have delivered a dashboard that is interactive, able to be updated on a quarterly basis and identifies housing affordability, rental affordability; housing pressures across the sub region. The dashboard will be published via the Future Proof website.
4. The Dashboard is compiled from current data available from Infometrics; MSD, Cotality and Kainga Ora and can be refreshed quarterly. This provides the most up to date information available across the sector.
5. Staff will provide an overview of the dashboard to members.

Te Take | Issue

6. The Dashboard represents a first output of the KPI development process and is expected to evolve in response to feedback received once it is published. Dashboards such as this will be important components of ongoing implementation monitoring for Regional Spatial Plans.

7. The Waikato Housing Initiative has identified that it wishes to work closely with the partner Councils to refine and strengthen this dashboard over time and subject to funding availability.
8. The next dashboard that will be presented to FPIC in November, will be in relation to public transport reliability.

Whakamutuna | Conclusion

9. The first iteration of the Housing Affordability Dashboard will provide a comprehensive and current status of statistics that can be updated on a regular basis and enable monitoring of strategy implementation. .
10. This Dashboard will also be able to be expanded and integrated into any Regional Spatial Plan secretariat website.

6.6 INDEPENDENT CHAIR QUARTERLY UPDATE

Rā | Date: 20 August 2026

Kaituhi | Author: Lyndal Bartley, Future Proof Project Coordinator

TE ARONGA | PURPOSE

1. This report is written on behalf of the Independent Chair for Future Proof Implementation Committee and is to provide the quarterly report of the Chair.

TAUNAKITANGA KAIMAHI | STAFF RECOMMENDATION:

That the report *Independent Chair Quarterly Update* (Future Proof Implementation Committee, 28 August 2026) be received.

HOROPAKI | BACKGROUND

2. The attached Independent Chair report provides an overview of the activities that the Chair has undertaken on behalf of the Partnership.

ĀPITI HANGA | ATTACHMENTS

1. Independent Chair Report - August 2026 [↓](#)

Report to

Future Proof Implementation Committee

Rā Date	28 August 2026
Kaituhi Author	Bill Wasley, Independent Chair
Kaupapa Subject	Independent Chairs Report – August 2026



Future Proof
Te Tau Titoki

Te Kaupapa | Purpose

1. This purpose of this report is to provide the Future Proof Implementation Committee with an overview of the role and actions as Independent Chair

Whakamuri | Background

2. As Independent Chair of Future Proof, various activities have been undertaken since the last time the Committee met including:
 - Preparation for and chairing of Chief Executives Advisory Group meeting, and preparation for and participating in CEAG workshop.
 - Reviewing and advising on CEAG and FPIC agendas and reports including pre-meeting discussions.
 - Working with Chief Executives and the IA to develop a transition plan that supports the provision of information/ integration of Future Proof into a Regional Spatial Plan by mid-2028.
 - Preparation for and chairing meeting with Minister Bishop, Mayors and Regional Chair, and officials together with follow-up correspondence.
 - Ongoing meetings/ discussions with Implementation Adviser, FP Co-ordinator, Administration Authority, and others on a range of FutureProof related matters including provision of advice.
 - Undertaking various interviews of those either previously involved or having long involvement in Future Proof as part of the transition plan development process including lessons learnt, and associated review of report.
 - Meeting with various partner staff/ officials as and when required.
 - Preparation for and presenting to the Property Council NZ Central Waikato Market Outlook Event focussing on update on Future Proof, role of shaping sub-regional growth, and impact of proposed legislative changes.
 - Finally, this is an opportunity to acknowledge the passing of Alan Livingston, former member of FPIC as Waipa Mayor, Regional Councillor and Chair, and the significant contribution he made during that time. Alan was integral to the establishment of the Future Proof partnership and committed to its role of strategy development and implementation. He served as deputy chair for 10 years and was a trusted and considerate colleague. His thoughtful, well-reasoned and considered manner, ability for long term strategic thinking and understanding the value of such, and collaborative approach, resulted in a significant and positive contribution over the time he was involved with Future Proof.

Tohutohu Kaimahi | Chair Recommendation:

That the *Future Proof Independent Chair's Report* (Future Proof Implementation Committee, 28 August 2026) be received.

Declaration of Conflicts

None

7 PUBLIC EXCLUDED ITEMS

RESOLUTION TO EXCLUDE THE PUBLIC

HE TŪTOHUNGA | RECOMMENDATION:

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

Meeting item no. and subject	Grounds for excluding the public	Reason for excluding the public
7.1 - Fast Track Update August 2026	s7(2)(h) of the Act - To enable Council to carry out, without prejudice or disadvantage, commercial activities s7(2)(i) of the Act - To enable Council to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations)	section 48(1)(a)(i) of the Act - the public conduct of the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist under section 6 or section 7
7.2 - Hamilton Southern Links Update - NZTA	s7(2)(c)(i) of the Act - To protect information which is subject to an obligation of confidence or which any person has been or could be compelled to provide under the authority of any enactment, where making information available would be likely to prejudice the supply of similar information, or information from the same source, and it is in the public interest that such information should continue to be supplied	section 48(1)(a)(i) of the Act - the public conduct of the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist under section 6 or section 7

8 KARAKIA WHAKAMUTUNGA

Unuhia, unuhia

Unuhia mai te uru tapu nui

kia wātea, kia mā mā,

te ngākau, te tinana, te hinengaro,

i te ara takatū

Koia rā e Rongo

e whakairia ake ki runga

kia tina! TINA!

Haumi ē, hui ē, TĀIKI ē!

Draw on, draw on,

Draw on to the supreme sacredness

To clear, to free

our heart, body and soul

Our pathway prepared

Lo, there is peace

suspended high above

manifest!

draw together!

Affirm!