Auckland Council
Te Kaunihera o Tāmaki Makaurau

# Delmore Fast-Track

04/05/2026– Auckland Council Response

## Annexure 1:

## Funding & Financing

## 1.0 Technical Specialist Memo - Funding and Financing

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| From: | Brigid Duffield - Chief Advisor Growth Infrastructure Funding and Financing |
| Qualifications & Relevant Experience: | I am employed as Chief Advisor Growth Infrastructure Funding and Finance within the Policy, Planning & Governance directorate at Council. I have been working in this role for 5 years. I support Council group with expertise in funding and financing aspects for the alignment of significant infrastructure programmes. This is achieved through working with Crown and Crown entities, and other significant stakeholder groups to align strategic infrastructure investment for growth in the Auckland region.<br>Prior to my current position, I have held senior global commercial and consulting roles including Commercial Manager for Tāmaki Regeneration focusing on development and its financing and funding (2015 to 2019). I have a Masters in Land Economy from Cambridge University (1991) and have held executive roles focusing on the commercial implications of choices and decisions (1999 to 2004). I have been a Strategic Consultant and Director at PwC (and independently) and have worked with many businesses to achieve successful commercial planning (1994 to 1999, 2004 to 2015). These roles have been predominantly private sector based but have more recently moved into the public sector in both local and central government. |
| Preparation in Accordance with the Code of Conduct: | I confirm that I have read the Environment Court Practice Note 2023 – Code of Conduct for Expert Witnesses (**Code**), and have complied with it in the preparation of this memorandum. I also agree to follow the Code when participating in any subsequent processes, such as expert conferencing, directed by the Panel. I confirm that the opinions I have expressed are within my area of expertise and are my own, except where I have stated that I am relying on the work or evidence of others, which I have specified. |
| Signature: | Brigid Duffield |
| Date: | 19 March 2026 |

## 2.0 Documents Reviewed

The following documents have been reviewed in preparing this memorandum:

- Fast Track Approval Application, AEE

## 3.0 Specialist Assessment

1. The Delmore fast-track Application represents out-of-sequence growth that would bring forward development by approximately 30 years from existing planned timelines. Auckland Council, Auckland Transport, and Watercare Services Limited have not planned for infrastructure in this area to support the Development proposed by the Application and have not allocated any funding within their current planning horizons.
2. The Development requires significant infrastructure both within the Delmore area and to connect it to the wider urban network. Various elements of this infrastructure are proposed to be provided by the Applicant. Some of this infrastructure is proposed to be built by the Applicant and then vested in Council. Other parts of this infrastructure is proposed to be operated by the Applicant – either for a temporary period or permanently. Other elements of the infrastructure will require Council capital and/or operating funding. Within limited Council resources, supporting new development is typically a matter of prioritisation of resources.
3. Without a confirmed funding solution, there is a risk that the Development could proceed without the full suite of supporting infrastructure, which may result in adverse impacts, or could face material delays to implementation. Additionally, there is a substantial risk that providing infrastructure for this development could displace planned investment in other areas of Auckland where funding is already in place. This would undermine the strategic and phased approach to infrastructure provision through which Auckland Council, Auckland Transport, and Watercare Services Limited seek to maximise the return on investment of scarce infrastructure funding resources.

## 4.0 Recommendation

The recommendations of this memorandum centre around ensuring funding certainty and protecting Auckland's infrastructure program to enable growth in a strategic manner throughout the region.

<u>Ensuring Funding Certainty</u>

- An infrastructure financing and funding solution must be fully developed and committed to ensure the area can deliver the envisaged growth with required infrastructure. Without the ability to pay for infrastructure, there is significant risk that the Development will occur ahead of necessary infrastructure or that the Development will stall, resulting in poor urban outcomes. The infrastructure required, including both direct and cumulative effects, needs to be fully scoped and understood across all asset categories. An infrastructure financing and funding solution must be fully developed and committed to ensure the area can deliver the envisaged growth with required infrastructure.
- Given the out-of-sequence nature of this Application and the absence of financing and funding in current plans, greater certainty is required. To provide funding certainty, the developer could enter into legally binding arrangements confirming responsibility for infrastructure delivery and associated operational costs. This commitment should cover construction of new and upgraded infrastructure, with clear agreements about which assets will vest to Council and which will remain private. For vested infrastructure, the Applicant should pay ongoing operating costs,

maintenance and depreciation. For privately held infrastructure, agreements must ensure long-term provision with appropriate structures for operation and maintenance, preventing Council from inheriting failing assets by default.

Protecting Auckland's Infrastructure Programme

- Infrastructure funding is a scarce resource that Council, Auckland Transport and Watercare carefully manage through stringent processes. These processes plan and allocate funding based on where growth is expected to occur. As this Application represents out-of-sequence development, it must not impact Council's debt profile or other funding commitments, nor result in diversion or delay of planned infrastructure investment elsewhere in Auckland.

## 5.0 Proposed Conditions

If the Application is granted, conditions should be imposed requiring certainty of infrastructure financing and funding before the Development proceeds. These conditions should ensure that the Development demonstrates how infrastructure will be paid for and confirms that required infrastructure provision will not displace planned investment in other areas of Auckland. Consideration could be given to conditions or covenants such as requiring private funding and private operational responsibility with stringent long term provisions such as appropriate management structures and ongoing opex and maintenance, for infrastructure, and / or deferring development stages until infrastructure is funded and delivered.