



Te Kāwanatanga o Aotearoa
New Zealand Government



Otago Central Lakes Deal

Central Government

and

**Queenstown Lakes District Council, Central Otago District
Council, and Otago Regional Council**

Date: 6 October 2026

This **Otago Central Lakes Deal** is made on 6th October 2026

- between (1) His Majesty the King, the Sovereign in right of New Zealand (**Central Government**)
- and (2) **Queenstown Lakes District Council, Central Otago District Council, and Otago Regional Council (Otago Central Lakes Sub Region)**

The 30 year vision for the Otago Central Lakes Deal

Otago Central Lakes – From Premier Destination to Hub for Investment

Leverage New Zealand's premier tourist destination by attracting investment to deliver a business and lifestyle experience that is a magnet for new and international investment, entrepreneurship and production, to amplify the region's growth, economic diversification and resilience.

Foreword

On 22 August 2024, the New Zealand Government launched the City and Regional Deals framework, a programme to help regions unlock their economic potential, enhance regional productivity, and enable long term regional resilience.

In February 2025, regions across New Zealand submitted light-touch proposals to Central Government, outlining why a City and Regional Deal would benefit their sub region. In June 2025, following a detailed evaluation, Central Government and Otago Central Lakes Sub Region entered discussions and later signed a Memorandum of Understanding, reflecting a commitment to proceed with a City and Regional Deal.

Through a partnership between Central Government and Local Councils, the City and Regional Deals programme will support economic growth, deliver connected and resilient infrastructure, and improve the supply of affordable and quality housing. It will support accommodating land for coordinated development and infrastructure investment and upgrades to optimise transport networks. Otago Central Lakes Sub Region is experiencing significant and rapid residential, commercial and tourism sector growth. The Deal provides a platform for central and local government to work together to support and respond to that growth.

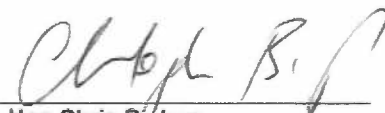
The Deal supports a range of commitments, including the expansion of, and improved integration across healthcare services, as well as initiatives to improve the supply of affordable housing. It also includes a number of initiatives to boost productivity by diversifying the Otago Central Lakes Sub Region economy, with a particular focus on tourism and screen production. In addition, the Deal also supports actions to strengthen energy resilience across the Otago Central Lakes Sub Region, and reflect a shared commitment to work collaboratively to plan and deliver a resilient, value-for-money, future-ready transport system. These outcomes will be supported through the coordinated use of existing and new funding and financing tools to help enable growth and support the long-term economic development of the Otago Central Lakes Sub Region.

The relationship between Central Government and the Otago Central Lakes Sub Region will be underpinned by regular, constructive engagement at both political and official levels. This will include leveraging existing forums focused on unlocking the Sub Region's full growth potential, participation in joint working groups, and maintaining open and effective channels for the Mayors, the Chair, and Ministers to meet and exchange perspectives.

Together, Central Government and Otago Central Lakes Sub Region are committing to a coordinated, strategic investment approach that aligns with regional priorities and delivers long-term economic and social outcomes for the Sub Region and New Zealand. The Otago Central Lakes Deal Agreement is a 10 year plan for the Sub Region's future that contains a series of commitments as set out in this Agreement.



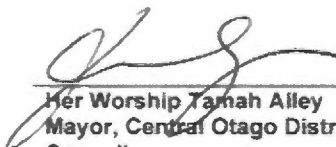
Hon Simon Watts
Minister of Local
Government



Hon Chris Bishop
Minister for Infrastructure



His Worship John Glover
Mayor, Queenstown Lakes
District Council



Her Worship Tamah Alley
Mayor, Central Otago District
Council



Hilary Calvert
Chair, Otago Regional
Council

It is agreed

1. The Otago Central Lakes Deal

- 1.1 Each party hereby agrees that a City and Regional Deal for Otago Central Lakes Sub Region is established on the terms and conditions set out in this Agreement (the **Deal**).
- 1.2 The parties acknowledge that this Deal is founded on a partnership between Central Government and Otago Central Lakes Sub Region, built on mutual trust, collaboration, and a shared commitment to achieving improved outcomes for Otago Central Lakes and New Zealand.
- 1.3 The parties agree to work together in a manner that promotes openness, respect, and alignment of priorities, and to maintain regular engagement at political and official levels to support the objectives of this Deal.
- 1.4 Central Government's expectations for the Deal are:
 - (a) strengthened coordination between Central Government and Otago Central Lakes Sub Region, including how the parties work together and align priorities;
 - (b) support Otago Central Lakes Sub Region to unlock its unique characteristics and lift economic performance, including the creation of regional employment opportunities;
 - (c) enable housing growth to meet current and future needs;
 - (d) work with Otago Central Lakes Sub Region to ensure that, where it needs to, it improves its management and maximises its use of its asset base and makes significant progress to close its infrastructure deficits without new funding from Central Government; and
 - (e) ensuring comprehensive adoption of Central Government's priority reforms such as Local Water Done Well, Going for Growth, Resource Management Act reform and Going for Housing Growth.

Otago Central Lakes Sub Region's expectations for the Deal are:

- (f) collaborate with Central Government to make significant progress towards the shared vision of retaining and improving average GDP growth by 5.6% (Compound Annual Growth Rate) through to 2035, and contributing an estimated \$12 billion to the national economy through higher productivity and well-paid employment;
- (g) establish a strong, enduring and mutually respectful partnership with Central Government focused on joint priorities for growth;
- (h) provide certainty for new infrastructure and services that is critical to Otago Central Lakes Sub Region's growth and resilience, driving increased value from tourism, and developing growth sectors. This certainty will develop growth sectors and enable productivity growth to lift outcomes; and
- (i) new investment in infrastructure and business activity will increase the integration of the two districts' economies and grow investment and value across the Otago Central Lakes Sub Region together, the **Expectations**.

1.5 To give effect to the Expectations, the parties will work together on the following key areas for the Deal over the next 10 years, with further detail contained in Schedule 1.

	Key Area/Priority	Summary
1.	Partnership for growth	A long-term partnership to unlock Otago Central Lakes' growth potential through coordinated planning, investment and delivery across the Sub Region.
2.	Provision of health services	A partnership to expand and better integrate healthcare services across the Sub Region.
3.	Energy resilience and innovation	Enabling energy resilience, security and future growth in Otago Central Lakes.
4.	Affordable housing	A partnership to improve the supply of quality, affordable housing across the Sub Region.
5.	Attracting investment	Taking a coordinated approach to talent and investment attraction.
6.	Enabling key sectors	Increasing productivity by diversifying the Sub Region's economy and expanding successful initiatives nationally.
7.	Reliable transport	Deliver a resilient, connected transport system that keeps pace with growth, using a mix of existing and new funding tools and private sector delivery where it adds value.
8.	Funding and Financing Mechanisms to Enable Growth	Including the use of current and future funding financing tools available.

1.6 The parties will prepare an Implementation Plan within 6 months of the signing date for approval by the Responsible Ministers and Mayors and Chair. Once approved, the Implementation Plan will form part of the Deal.

- 1.7 The Implementation Plan will clearly define how the Initiatives will be delivered, when they will be delivered and who will be responsible for their delivery as well as key milestones, metrics and reporting requirements for this Deal. The Implementation Plan may provide for:
- (a) specific Project Plans to be developed for a particular Initiative, including key metrics and reporting requirements; and/or
 - (b) individual project agreements to be entered into between Otago Central Lakes Sub Region and relevant agencies for delivery of a specific Initiative.

2. Partnering to further the Expectations

Funding and financing

- 2.1 To further the Expectations:
- (a) Otago Central Lakes Sub Region will seek to maximise the funding and financing tools that Central Government has made and will make available to enable, where possible, growth to pay for growth;
 - (b) Central Government will consider and explore new funding and financing tools to assist Otago Central Lakes to fund both Initiatives and its infrastructure deficit over the term of the Deal, including considering providing local councils, including Otago Central Lakes Sub Region, with pricing and charging tools that help optimise the use of existing and future infrastructure;
 - (c) if Otago Central Lakes Sub Region identifies net new funding for an Initiative above the 2024 – 2034 Long Term Plans and business-as-usual funding in place as at the commencement of this Deal, including funding from asset recycling or other means, Central Government will work with Otago Central Lakes Sub Region to agree a level of financially sustainable co-funding for that Initiative; and
 - (d) during the first three years of the Deal, Otago Central Lakes Sub Region and Central Government will work together on the processes needed to source and release funding pursuant to clauses 2.1(b) and (c) and no additional funding is expected to be made available under Central Government Budgets during that time.

Partnering principles

- 2.2 The overarching principles that will govern and guide the relationship between the parties in relation to the Deal and this Agreement are that each party will:
- (a) act in good faith and demonstrate honesty, integrity, openness and accountability in their dealings with each other;
 - (b) ensure appropriate transparency and public accountability in relation to the Deal;
 - (c) foster an outcomes focused approach centred on non-adversarial dealings between the parties and the identification of constructive mutual steps to both avoid differences and to identify solutions;
 - (d) seek to achieve value for money in relation to the Initiatives being progressed as part of the Deal;
 - (e) seek to include the broader Otago Central Lakes community, iwi / Māori organisations and private sector in progressing the Deal priorities, and look for approaches that leverage private investment;

- (f) demonstrate mutual respect for each other's role, including seeking opportunities to empower Otago Central Lakes Sub Region to deliver on the objectives of the Deal and providing a path to efficiently consider Otago Central Lakes-specific solutions where these would enable better and faster outcomes; and
- (g) notify and discuss any actual or anticipated issues or concerns at the earliest practical opportunity.

Roles and responsibilities

2.3 Each party will:

- (a) apply an appropriate level of skilled personnel and resources and allocate sufficient time and resource to each Initiative and to implementing the Deal in accordance with this Agreement;
- (b) take all reasonable steps to achieve completion of the milestones for which it is responsible by the relevant milestone completion date specified in the Implementation Plan;
- (c) respond in a timely manner to requests made under this Agreement (subject to and in accordance with its terms);
- (d) look for opportunities to involve the private sector and iwi / Māori organisations in the Deal through Initiatives, where appropriate; and
- (e) actively seek opportunities for alternative funding to support Initiatives based on the principles of user pays and growth paying for the required investment over time.

Central Government will co-ordinate input from other Government departments and agencies in relation to the Deal where required.

Approvals

- 2.4 Notwithstanding anything to the contrary, commitments from Central Government or Otago Central Lakes Sub Region will, where required, be subject to applicable decision-making processes and approvals including Long Term Plan processes for Otago Central Lakes Sub Region.
- 2.5 Otago Central Lakes Sub Region acknowledges that Central Government will need to consult with agencies and departments of the Crown in connection with the Deal and that the exercise of certain of the rights and obligations of Central Government under this Agreement will require approval from such agencies and departments before they can be implemented.

3. Implementation Governance

3.1 The overall governance framework for the Deal¹ can be illustrated as:

Responsible Ministers and Mayors and Chair: Deal Strategic Oversight and leadership	✓ Ministers for/of Infrastructure and Local Government ✓ Mayors Queenstown Lakes District Council and Central Otago District Council, and Chair Otago Regional Council.
Otago Central Lakes Deal Oversight Board: Deal-level governance and monitoring.	✓ Otago Regional Council, Queenstown Lakes District Council and Otago Central District Council Chief Executive Officers ✓ Appropriate representatives from Ministry for Cities, Environment, Regions and Transport, National Infrastructure Funding and Financing Limited, New Zealand Transport Agency, and Ministry of Business, Innovation and Employment. ✓ Mana whenua representative
Advisory Board(s): Independent input and insights to inform oversight and decision making	As relevant: ✓ Mana whenua representative(s) ✓ Business representative(s) ✓ Community interest group representative(s)
Steering Group: Initiative level direction and oversight	✓ Relevant staff from delivery agencies and partner councils

Overall Deal Responsibility

3.2 The Responsible Ministers and Mayors and Chair for the purposes of this Agreement are:

- (a) Central Government: Minister of Local Government and Minister for Infrastructure;
- (b) Queenstown Lakes District Council: the Mayor;
- (c) Central Otago District Council: the Mayor; and
- (d) Otago Regional Council: the Chair.

¹ The positions indicated within the framework are current as of the signing date and will be amended following any organisational changes.

- 3.3 The Responsible Ministers and Mayors and Chair will:
- (a) provide strategic oversight of the Deal and development of the Inland Otago chapter(s) of the Otago Regional Spatial Plan;
 - (b) provide overarching collective leadership to ensure the implementation of the Deal meets the overall outcomes;
 - (c) act as a final point of decision-making in relation to any Initiative and escalation in the event of any Issue that is referred to it pursuant to clause 7; and
 - (d) meet every six months to discuss progress under the Deal.

Otago Central Lakes Deal Oversight Board

- 3.4 **Establishment:** Central Government and Otago Central Lakes Sub Region will, within 30 Business Days of the date of this Agreement and otherwise in accordance with Schedule 2, establish an Otago Central Lakes Deal Oversight Board and terms of reference setting out how proceedings of the Otago Central Lakes Deal Oversight Board will be governed.

Steering Group

- 3.5 **Establishment:** The Otago Central Lakes Oversight Board will establish a Steering Group to provide direction and oversight for the Inland Otago chapter(s) of the Otago Regional Spatial Plan development and specific initiatives to deliver the Deal or the Inland Otago chapter(s) of the Otago Regional Spatial Plan.

Working Committees

- 3.6 **Establishment:** As part of developing a Project Plan for an Initiative(s) and as agreed between the parties, new Steering Group(s) and/or Working Committee(s) may be established where there is no existing forum to deliberate or advise on initiative-specific issues. Existing relevant bodies may be appointed as the relevant Steering Group or Working Committee for that Initiative.

Steering Groups and/or working committees will be able to provide advice to the Sub Region and Otago Central Lakes Deal Oversight Board when necessary or requested.

Governance, monitoring and accountability

- 3.7 An initial agreed framework for implementation governance, monitoring and accountability is set out in Schedule 2.

4. Enduring nature of the Otago Central Lakes Deal

Term

- 4.1 This Deal will commence on the date it is executed by the parties, and will continue in force until the earlier of:
- (a) the Implementation Plan has been delivered;
 - (b) the date that is 10 years from the date of this Agreement; or
 - (c) such other date as agreed by Central Government and Otago Central Lakes Sub Region in writing,

(the Term).

- 4.2 The Deal is intended to be a long-term commitment over a 10-year period. However, each party acknowledges that their joint priorities may change over time. Accordingly:
- (a) the parties may agree in writing to add or remove Initiatives from this Deal; and
 - (b) if an Initiative is agreed in writing to be removed from the Deal, the Deal will immediately terminate in respect of that Initiative only.

Deal review

- 4.3 The parties will review the Deal and this Agreement within 5 years of the date it comes into force to ensure that it continues to properly reflect each party's requirements. In relation to changes:
- (a) the Otago Central Lakes Sub Region Deal Oversight Board can make recommendations for changes to each party's roles and responsibilities through the Responsible Ministers and Mayors and Chair;
 - (b) the Responsible Ministers and Mayors and Chair have authority to agree changes to Initiatives;
 - (c) if the parties agree to make any changes to this Agreement following such a review in their respective discretion, such changes must be recorded in writing and signed by each party.

5. Relief, warranties and liability

Relief

- 5.1 If at any time it is determined that a party is not performing its obligations under this Agreement, the other party will be relieved of its obligations under this Agreement to the extent that that party is prevented from performing such obligations due to the first party's failure.

Warranties

- 5.2 Each of Otago Regional Council, Queenstown Lakes District Council and Central Otago District Council warrants that, as at the date of this Agreement:
- (a) it has full power and authority to enter into and perform its obligations under this Agreement which, when executed, will constitute binding obligations on it in accordance with its terms; and
 - (b) all information and representations disclosed or made to Central Government in connection with this Agreement are true and correct, do not omit any material matter, and are not likely to mislead or deceive Central Government as to any material matter.
- 5.3 Central Government warrants that, as at the date of this Agreement, it has full power and authority to enter into and perform its obligations under this Agreement which, when executed, will constitute binding obligations on it in accordance with its terms.
- 5.4 Each of Otago Regional Council, Queenstown Lakes District Council and Central Otago District Council acknowledges that Central Government has made no warranty or representation that any funding or financial support is or will be available from it to Otago Central Lakes Sub Region in respect of the Deal.

Liability

- 5.5 No party shall be liable to the other for any claim under or in connection with this Agreement, whether arising in contract, tort (including negligence) or otherwise, where such claim is or relates to any loss of profit, loss of revenue, loss of use, loss of reputation, loss of goodwill, loss of opportunity (in each case whether direct, indirect or consequential) or any other indirect, consequential or incidental loss or damages of any kind whatsoever.

6. Confidentiality and official information

Confidentiality

- 6.1 Subject to the other provisions of this clause 6, each party to this Agreement must keep the other parties' Confidential Information in confidence and must only use or disclose that Confidential Information to the extent necessary to perform its obligations, and/or take the intended benefit of its rights, under this Agreement. However, this will not prohibit:
- (a) a party from using or disclosing any Confidential Information with the prior written consent of the disclosing party(ies) (to be given or withheld in the relevant party(ies)' sole and absolute discretion);
 - (b) the publication of public reports in accordance with the terms of this Agreement;
 - (c) use or disclosure of Confidential Information that is in the possession of a party, or has become generally known to the public, other than through a breach of this Agreement or any other obligation of confidentiality in relation to such information;
 - (d) a party from disclosing Confidential Information to its personnel or advisors who need to know, so long as the relevant personnel and advisors use the Confidential Information solely to enable that party to perform its obligations and/or take the intended benefit of its rights under this Agreement, and so long as they are informed of the confidential nature of the information and the disclosing party will be responsible for any acts or omissions of such persons constituting a breach of this Agreement or which would constitute a breach of this Agreement if done or omitted to be done by the relevant party;
 - (e) disclosure required by any law, or any compulsory order or requirement issued pursuant to any law; or
 - (f) Central Government from utilising Confidential Information (for example an initiative or proposal) put forward by a party during the Term for consideration as part of a City and Regional Deal for a sub region or regions not comprising Otago Central Lakes Sub Region or any part of it.

Official information

- 6.2 Each party acknowledges and agrees that nothing in this Agreement restricts a party's ability to:
- (a) in the case of Central Government:
 - (i) discuss, and provide all information in respect of, any matters related to this Agreement with any Minister of the Crown, any other government agency, offices of Parliament, Crown entities (as defined in section 7(1) of the Crown Entities Act 2004) and state enterprises (as defined in the State-Owned Enterprises Act 1986), any State services (as defined in section 5(a) to (d) of the Public Service Act 2020) or any of their respective advisors; and

- (ii) meet its obligations under any constitutional or parliamentary convention (or other obligation at law) of or in relation to the New Zealand Parliament, the New Zealand House of Representatives or any of its Committees, any Minister of the Crown, or the New Zealand Auditor-General, including any obligations under the Cabinet Manual including the "no surprises" principle; and
- (b) in the case of each of Otago Regional Council, Queenstown Lakes District Council and Central Otago District Council, discuss, and provide all information in respect of, any matters related to this Agreement with its own economic development agency.

Official Information Act / Local Government Official Information and Meetings Act

6.3 Each party acknowledges that:

- (a) the contents of this Agreement and any related material; and
- (b) information provided to that party by the other party (including any reports).

may be official information in terms of the Official Information Act 1982 (OIA) or Local Government Official Information and Meetings Act 1987 (LGOIMA) and, in line with the purpose and principles of the OIA and LGOIMA, information related to this Agreement or to a party may be released to the public unless there is good reason under the OIA or LGOIMA (as applicable) to withhold it.

6.4 If a party is required to disclose Confidential Information under the OIA or LGOIMA, then, before making such disclosure, the relevant party must, to the extent possible, consult with the other party(ies) as to the form, content and timing of the disclosure.

7. Escalation

- 7.2 The parties will attempt to resolve any matter, issue, concern or disagreement that may arise under or in connection with this Agreement (an **Issue**) amicably and in good faith, with any party being entitled, by written notice to the other, to refer the Issue to Executive Leader Policy, Ministry for Cities, Environment Regions and Transport and General Manager Strategy and Policy, Queenstown Lakes District Council (**Senior Representatives**) for resolution if necessary.
- 7.3 If the parties' Senior Representatives cannot resolve the Issue within 10 Business Days of it being referred to them, the parties will refer the Issue to the Otago Central Lakes Deal Oversight Board for resolution, who will meet to discuss the Issue in good faith with a view to resolving the matters between them in a constructive manner and who will take all reasonable steps to resolve the Issue.
- 7.4 If the Issue cannot be resolved in accordance with clause 7.3 within 20 Business Days of it being referred to the Otago Central Lakes Deal Oversight Board, then it will be escalated to the Responsible Ministers and Mayors and Chair.
- 7.5 While any Issue is being resolved the parties will continue to perform their obligations under this Agreement.
- 7.6 Each party acknowledges that agreements for particular Initiatives may contain alternative dispute resolution mechanisms compared to those in this Agreement.

8. Notices

Notices

8.1 Any notice to be given under this Agreement must be in writing and hand delivered or sent by email or registered post to the parties' respective physical, postal or email address as set out below, as updated from time to time by written notice by either party to the other. A notice is deemed to be received:

- (a) if personally delivered, when delivered;
- (b) if posted, three Business Days after posting; or
- (c) if sent by email, when transmitted to the correct email address of the recipient,

provided that any notice received after 5pm, or on a day which is not a Business Day, shall be deemed not to have been received until the next Business Day.

Central Government	Otago Central Lakes Sub Region
C/o: The Ministry for Cities, Environment, Regions and Transport	C/o: Queenstown Lakes District Council
Address: 1 The Terrace, Wellington 6143	Address: 10 Gorge Road Queenstown 9300
Attention: Paul Swallow, Director City and Regional Deals, Ministry for Cities, Environment, Regions and Transport	Attention: James Stevenson-Wallace, Chief Executive, Queenstown Lakes District Council
Email: Paul.Swallow@mcert.govt.nz	Email: James.Stevenson-Wallace@qldc.govt.nz
Copy to: City and Regional Deals team	Copy to: Peter Kelly, Chief Executive Central Otago District Council and Richard Saunders, Chief Executive Otago Regional Council
Email: RegionalDeals@mcert.govt.nz	Email: Peter.Kelly@codc.govt.nz Richard.Saunders@orc.govt.nz

9. General

- 9.1 **Amendments:** This Agreement may only be varied by agreement in writing to an amendment signed by each of the parties affected by that amendment.
- 9.2 **Consequences of the end of a Deal:** Expiry or earlier end of this Agreement is without prejudice to the rights and obligations of the parties accrued up to and including the date of expiry or termination. The following clauses of this Agreement will survive expiry or termination of this Agreement: clauses 5, 6, 8, 9 and 10.
- 9.3 **Costs:** Unless otherwise expressly stated in this Agreement, the Implementation Plan or a Project Plan, each party will bear its own costs and expenses in connection with the negotiation, preparation and implementation of this Agreement.

- 9.4 **Entire agreement:** This Agreement sets out the entire agreement and understanding (express and implied) of the parties and supersedes all prior oral or written agreements, understandings or arrangements relating to its subject matter (including the Memorandum of Understanding).
- 9.5 **No waiver:** A waiver by a party of any rights arising from any breach of any term of this Agreement will not be a continuing waiver of any other rights arising from any other breaches of the same or other terms or conditions of this Agreement. No failure or delay on the part of a party in the exercise of any right or remedy in this Agreement will operate as a waiver. No single or partial exercise of any such right or remedy will preclude any other or further exercise of that or any other right or remedy.
- 9.6 **Severability:** If any part or provision of this Agreement is invalid, unenforceable or in conflict with the law, the invalid or unenforceable part or provision will be replaced with a provision which, as far as possible, accomplishes the original purpose of the part or provision. The remainder of the Agreement will be binding on the parties.
- 9.7 **No partnership:** Nothing in this Agreement shall constitute a party being a partner, agent or representative of another party, or create any trust, and no party shall have the authority to act for, or to incur any obligation on behalf of, another party, except as expressly provided for in this Agreement.
- 9.8 **No third party rights:** Other than as expressly provided for in this Agreement, this Agreement is not intended to confer a benefit on any person or class of persons who is not a party to it.
- 9.9 **No assignment:** Otago Regional Council, Queenstown Lakes District Council and Central Otago District Council (together or any of them) must not assign, delegate, subcontract or transfer any or all of their rights and obligations under this Agreement.
- 9.10 **Counterparts:** This Agreement may be signed in any number of counterparts (including PDF copies by email) and provided that each party has signed a counterpart, the counterparts, when taken together, will constitute a binding and enforceable agreement between the parties.
- 9.11 **Governing law:** This Agreement will be governed by and construed in accordance with the laws of New Zealand.

10. Definitions and interpretation

10.1 Definitions

In this Agreement, unless the context otherwise requires:

- (a) **Agreement** means this agreement, as amended from time to time;
- (b) **Business Day** means any day that trading banks are open for business in Wellington and in the Sub Region, not being a Saturday or Sunday or public holiday in Wellington or in the Sub Region;
- (c) **Confidential Information** means this Agreement and all information of a confidential nature (which, where the confidentiality of the information is not expressly stated, shall be determined by the recipient, acting reasonably) obtained by one party from another party under or in connection with this agreement, including, trade secrets, proprietary information and confidential information belonging to a party that are not generally known to the public;
- (d) **Deal** has the meaning given to it in clause 1.1;

- (e) **Initiative** means an initiative forming part of the Deal, being, as at the date of this Agreement, those initiatives and related commitments of the Deal set out in Schedule 1, together with any updated, replaced, new or additional initiatives agreed in accordance with clause 4;
- (f) **Implementation Plan** means an implementation plan creating a pathway to implement the Deal prepared pursuant to clause 1.6;
- (g) **Issue** has the meaning given to it in clause 7.1;
- (h) **Otago Central Lakes Deal Oversight Board** means the Deal oversight body established pursuant to clause 3.4;
- (i) **Project Plan** means, in respect of an Initiative, a project plan developed in accordance with clause 1.6;
- (j) **Responsible Ministers and Mayors and Chair** means, in respect of a party, the person(s) for the time being appointed in accordance with clause 3.2;
- (k) **Steering Group** in respect of an Initiative, a steering group established in accordance with Schedule 2;
- (l) **Term** has the meaning given to it in clause 4.1; and
- (m) **Working Committee** in respect of an Initiative, a working committee established in accordance with Schedule 2.

10.2 Interpretation

In this Agreement:

- (a) references to clauses are to clauses of this Agreement;
- (b) references to persons include bodies corporate, unincorporated associations or partnerships;
- (c) headings are for convenience only and have no legal effect;
- (d) the singular includes the plural and vice versa;
- (e) "including" and similar words do not imply any limitation;
- (f) references to laws and any statutory provision are to laws and statutory provisions in force in New Zealand and include any law and statutory provision which amends or replaces it, and any by-law, regulation, order, statutory instrument, determination or subordinate legislation made under it;
- (g) a reference to a document or instrument includes reference to that document or instrument as novated, altered, supplemented, or replaced from time to time;
- (h) an obligation not to do something includes an obligation not to allow or cause that thing to be done;
- (i) monetary references are references to New Zealand currency; and
- (j) no provision is to be construed against a party by reason of the fact that that term or that part was first proposed or was drafted by that party.

Schedule 1 – Key commitments

The Initiatives and related commitments of the Deal are at various stages of design and delivery. The Implementation Plan and Project Plans will be developed as commitments are further scoped.

Schedule 1 – Summary of Commitments

1. Partnership for Growth: A long-term partnership to unlock Otago Central Lakes' growth potential through coordinated planning, investment and delivery across the Sub Region.

The Crown and the Otago Central Lakes Sub Region will build on the existing **Grow Well Whaiora partnership** as the primary forum to provide regional leadership for the Deal.

The partnership will support coordinated feasibility, policy, planning and investment discussions to progress agreed Deal initiatives and enable a coherent approach to growth across the Sub Region.

To ensure a long-term, integrated partnership between the public and private sector and long-term planning that is robust and stable, the following commitments form the basis of the Deal:

- a. The Crown and the Otago Central Lakes will work together to establish the proposed governance structure outlined in the Agreement.
- b. There will be six-monthly meetings between Responsible Ministers, the Regional Chair and Mayors to provide strategic oversight and leadership for the Deal
- c. On the same day as one of the two six-monthly meetings (or on a separate day of Ministers choosing) a forum will be held for Otago Central Lakes, for relevant Ministers and stakeholders with broad sub-regional interests to discuss matters of sub-regional interest.

OCL Commitments	Central Government Commitments
d. The Otago Central Lakes Deal Oversight Board and supporting Steering Groups will replace the existing Urban Growth Partnership Governance Group and Steering Group (Grow Well Whaiora) to prevent duplication of responsibilities and meetings.	e. The Crown agrees to Ministers participating in six-monthly meetings with the Mayors and Chair, relevant senior agency staff participating in the Otago Central Lakes Oversight Board and Steering Group, and appropriate personnel being assigned to Working Committees as required.

2. Provision of Health Services: Partnering to expand and better integrate healthcare services across Otago Central Lakes

Joint Commitments

The Crown and the Otago Central Lakes Sub Region will work together, guided by the Clinical Services Plan, and include the work undertaken by the Southern Lakes Health Project to take an integrated, place-based approach to planning and delivering health services for Otago Central Lakes. The Crown and Otago Central Lakes will work together to ensure that key worker accommodation is part of the build and investment case.

OCL Commitments	Central Government Commitments
a. If a new hospital is sited at a different site from the existing hospitals, the relevant Council will provide enabling infrastructure including water, wastewater, power, stormwater to the site boundary.	c. From 2027/28 the Crown will invest in ambulatory, mental health and addiction services expansion in the region, including digital and infrastructure investment.

b. If Cromwell is identified as a preferred site for a new hospital development, Central Otago District Council would make land available.	d. In 2026/27, the Crown will provide free blood testing in Wanaka, community referred radiology services for routine x-ray and routine ultrasound, increased cancer care closer to home, and more mental health services. e. The Crown will continue to explore options for locally networked maternity care and health infrastructure in the region. This may include working with the private sector. The Crown commits to implementing the Central Lakes Clinical Services Plan (April 2026) within the stipulated timeframes. This includes: • Option 1 Service expansion (from July 2027): Expand locally delivered primary, community, and outpatient specialist services, and expand locally delivered mental health and addiction services. This will include digital and infrastructure investment. • Option 2 Maternity care: Commence investigations into a locally networked maternity model that supports planned and emergency maternity services close to home. • Option 3 General hospital: Explore the delivery of a general hospital. If approved, constructing a new hospital is expected to take approximately 5–10 years.
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3. Energy Resilience and Innovation: Enabling energy resilience, security and future growth in Otago Central Lakes.

Joint Commitments

- The Crown and the Otago Central Lakes Sub Region will work together to support the progression of transmission upgrades to ensure energy supply security and enable a more affordable pathway for Queenstown Lakes residents.
- The Crown and Otago Central Lakes will support the Queenstown Electrification Accelerator in exploring how energy regulation could be reformed to enable innovation in energy resilience.

OCL Commitments	Central Government Commitments
c. Otago Central Lakes Sub Region will provide public support for the need for the transmission line project as part of their broader consideration of the project. d. Otago Central Lakes Sub Region will review whether planning and consenting requirements can be updated to further support small and community scale renewable energy projects. e. Queenstown Lakes District Council and Central Otago District Council will consider ongoing funding for the Queenstown Electrification Accelerator as part of the 2027 Long Term Plan process. f. Otago Central Lakes Sub Region will work with the Queenstown Electrification Accelerator to provide an updated case for an energy regulatory sandbox for Otago Central Lakes, including potential risks.	g. The Commerce Commission will continue to engage with Aurora Energy, Powernet, and Transpower on their scoping and options assessment for the proposed transmission line project, as well as approaches to the allocation and recovery of project costs over time/population growth. h. The Crown commits to considering Local Government New Zealand's Ratepayers Assistance Scheme proposal, including the Property Improvement Loan, and make a decision on whether to progress it. i. The Electricity Authority will continue to engage with other energy regulators (including Energy Efficiency & Conservation Authority, WorkSafe, and the Commerce Commission) and the potential sandbox participants to develop and design a cross-agency regulatory sandbox approach. The approach is based on the Authority's existing regulatory sandbox approach and informed by comparable regulator approaches in other jurisdictions. Authority decisions and commitments will likely require approval from the Authority Board and exemptions applications related to the sandbox must be considered through the Electricity Authority's usual exemptions process for any electricity industry participants involved (as outlined in the Electricity Industry Act 2010). The various roles and contributions in a cross-agency environment can be managed well through a memorandum of understanding (or similar document) between the relevant regulators.

4. Affordable Housing: Partnering to improve the supply of quality, affordable housing across Otago Central Lakes.

Joint Commitments

The Ministry for Cities, Environment, Regions and Transport (MCERT) and Otago Central Lakes Sub Region will work together to improve the supply of quality affordable housing across Otago Central Lakes – through effective utilisation of existing and new planning and other mechanisms to enable development opportunities, and a renewed focus on implementation (and wider application to the broader Sub Region) of the Queenstown Lakes District joint housing action plan (JHAP) informed by the Government's housing reform programme. This will include consideration of a targeted regulation to capture value for affordable housing.

OCL Commitments

- a. Otago Central Lakes councils will commit to meeting their planning obligations under existing and proposed new legislation and will utilise available planning and funding tools where appropriate (including those under the Going for Housing Growth programme and Infrastructure Funding and Financing mechanisms) to support urban development and housing supply, acknowledging recent implementation delay and the need to complete the housing and business capacity assessment and future regional spatial planning within the required timeframes.
- b. Otago Central Lakes councils will jointly apply a renewed focus on implementation of regulatory and non-regulatory solutions to achieve affordable housing, informed by JHAP and subject to usual decision-making processes through partner councils.

This will consider:

- i. suitability and application of affordable housing solutions (identified in the wider JHAP) to the wider Otago Central Lakes Sub Region
- ii. planning under existing and proposed new legislation and utilising planning and funding tools to support urban development and housing supply
- iii. the role and appropriateness of regulation to capture value for affordable housing, alongside other mechanisms

Central Government Commitments

- c. MCERT agrees to work with the Otago Central Lakes councils to investigate the case for targeted regulation (inclusionary zoning) to capture value for affordable housing, noting that:
 - i. Upzoning and enabling development opportunities through the planning system is a priority
 - ii. The case for regulation will be explored with councils alongside a range of other potential measures to support affordable housing, including but not limited to:
 - supporting more market-led affordable schemes such as build-to-rent development
 - employer-led housing solutions for key workers
 - ongoing voluntary arrangements between developers and registered community housing providers

If there is a case for regulation:

- the regulation should only be considered if it can be designed and applied efficiently in the right way and in the right place, that is it responds to Otago Central Lakes Sub Region's unique housing market, and avoids unintended consequences such as wider market distortions
 - the regulation is a transitional approach over the medium term while the new planning system is implemented (and if the unique market conditions remain).
- d. MCERT commits to partner with Otago Central Lakes councils, to develop and implement affordable housing solutions, informed by the JHAP and subject to the above qualifications.

iv. discussions with developers in relation to effectiveness of previously used housing affordability tools, including voluntary arrangements between developers and registered community housing providers v. discussions with developers, including those with a track record of market led build-to-rent developments and public-private partnerships for affordable housing vi. discussions with employers on employer-led housing solutions for key workers.	
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5. Attracting Investment: Taking a co-ordinated approach to talent and investment attraction.

Joint Commitments

- a. The Crown (NZTE and Invest NZ) and Otago Central Lakes Sub Region will explore innovative options to increase economic benefit to New Zealand from connections with visitors and investors utilising the unique profile of Otago Central Lakes.
- b. The Crown (NZTE and Invest NZ) and Otago Central Lakes will work with one another to share information and opportunities whereby there is a clear benefit to NZ Inc.

OCL Commitments

Central Government Commitments

- c. Invest NZ and NZTE commit to visiting the region regularly for project meetings and/or other activities and events.

6. Enabling Key Sectors: Increasing productivity by diversifying the Otago Central Lakes economy and expanding successful initiatives nationally.

Joint Commitments

The Crown and Otago Central Lakes Sub Region will work together to support Otago Central Lakes as a centre for excellence for tourism productivity research and to apply lessons learned at a national scale.

The Crown and Otago Central Lakes will work together to build the technology and film sectors across Otago Central Lakes.

The Crown will work with Otago Central Lakes councils to consider how those attracted to the region through economic development initiatives will be accommodated without further exacerbating housing demand pressures in the area.

- a. The Crown and Otago Central Lakes will work together to identify opportunities to develop or upgrade existing infrastructure to improve water security, agricultural productivity and renewable energy supply.

OCL Commitments	Central Government Commitments
b. Otago Central Lakes Sub Region will continue the development and refinement of local tourism productivity pilots in areas including technology uptake, reducing staff churn and energy efficiency/electrification. c. Where central government funding is provided for specific productivity initiatives, the scope will include exploring collaboration with other local authorities and regional tourism organisations to apply lessons learned at a regional and/or national scale. d. Otago Central Lakes Sub Region will support the development of a technology focused University of Otago campus in Queenstown. e. Otago Central Lakes Sub Region will explore utilising artificial intelligence to drive efficiency and align with Central Government. f. Queenstown Lakes District Council and Central Otago District Council commits to continuing to fund a local Film Office that promotes the industry and locations to the film industry and offers efficient film permit processes for access to Council assets.	g. The Crown will support Otago Central Lakes Sub Region's work on tourism productivity research and development and consider support for productivity initiatives on a case-by-case basis. h. The Crown (National Infrastructure Funding and Financing Limited) will finalise arrangements with Otago University to progress the delivery of a technology focused campus in Queenstown. i. Crown agencies commit to working with the region to improve authorisations for filming on Crown land, including the provision of locally based personnel to support applicants where appropriate. j. The Department of Conservation will work with the region to improve the portal that applicants use to apply for and manage filming authorisations on public conservation land. k. Crown agencies that promote New Zealand internationally will, where aligned to existing strategies and resources, incorporate New Zealand's outdoor and adventure filmmaking capability within broader storytelling about the country's creative, cultural and production strengths. This may include the development of reusable narrative frameworks or digital content assets that can be leveraged by partners and regions.

7. Reliable Transport: Deliver a resilient, connected transport system that keeps pace with growth, using a mix of existing and new funding tools and private sector delivery where it adds value.

Joint Commitments

The Crown and Otago Central Lakes Sub Region will work collaboratively to plan and deliver a resilient, future-ready transport system that supports sustainable growth and economic development across Otago Central Lakes, with costs shared fairly across beneficiaries and delivering value for money.

Both parties acknowledge that the resident and visitor growth being experienced by Otago Central Lakes is putting extreme pressure on transport networks that are already at capacity, and that Fast Track applications for an additional 12,500 houses, if approved, will accelerate this significantly. It is acknowledged that the transport priorities outlined below will be critical to unlocking and supporting housing growth across the Sub Region.

Both parties acknowledge that the Deal is a long-term partnership with multiple phases, each with different focus areas, and that the priorities for the initial phase are:

- a. Progressing delivery of initiatives identified in NZTA's Whakatipu Strategic Network Plan. Where recommended in the Whakatipu Strategic Network Plan, NZTA and Otago Central Lakes will work in partnership to progress:
 - i. offline mass rapid transit (alongside complementary bus services).
 - ii. second Kawarau and Shotover river crossings.
 - iii. time-of-use charging, parking management, and other demand-side initiatives to reduce congestion and improve transport system efficiency.
- b. Agreeing an innovative, optimised set of funding, financing and procurement tools (public and private) to enable the cost-effective delivery of the Whakatipu Strategic Network Plan.
 - i. Queenstown Lakes District Council will include for consultation in its Long Term Plan the high priority local road projects required to support the Strategic Network Plan, including proposed timing and the local share of funding.
 - ii. NZTA will work collaboratively with QLDC in developing its Long Term Plan and its input into the Regional Land Transport Plan.
 - iii. Otago Regional Council will include for consultation in its Regional Land Transport Plan the high priority public transport initiatives identified through the Strategic Network Plan, including proposed timing and the local share of funding.
 - iv. NZTA will take the Otago Regional Council's Regional Land Transport Plan prioritisation for Otago Central Lakes public transport initiatives into account when prioritising and considering National Land Transport Fund investment through the National Land Transport Plan.
- c. Exploring public transport connections between Whakatipu, Wānaka, Cromwell and Alexandra.
 - i. Otago Regional Council will fund and deliver a business case, and include for consultation in its Regional Land Transport Plan the public transport initiatives recommended by the business case, including proposed timing and the local share of funding.
 - ii. NZTA will take the Otago Regional Council's Regional Land Transport Plan prioritisation for these public transport initiatives into account when prioritising and considering National Land Transport Fund investment through the National Land Transport Plan.
- d. Developing a wider Otago Central Lakes Transport Network Plan that covers the balance of the Otago Central Lakes Sub Region not covered by the Whakatipu Strategic Network Plan. This Plan will identify the wider transport priorities for the Sub Region and inform the regional Spatial Plan.
 - i. Both parties acknowledge that highest priorities for consideration over the wider scoped TNP will be the Kawarau Gorge (including whether this can be considered a future Road of National Significance), Cromwell SH6 intersection improvements to support Fast Track developments, Lindis Bridge, Crown Range, Arthurs Point Bridge and Albert Town Bridge replacement.

The implementation plan for the Whakatipu Strategic Network Plan will aim to set out projects and timeframes for delivery, as agreed through the mechanisms outlined above. This includes consideration of these Otago Central Lakes priority projects:

- Ladies Mile / Howards Drive intersection.
- Frankton Flats expansion.
- Next stage of public transport upgrades.

OCL Commitments	Central Government Commitments
e. Queenstown Lakes District Council will fund and deliver a structure plan for Frankton and the Frankton to Queenstown corridor alongside the development of the Otago Central Lakes Transport Network Plan. f. Otago Regional Council will update the Regional Public Transport Plan to explicitly include offline mass rapid transit systems, including passenger ropeways (if deemed necessary).	g. In the Government Policy Statement on Land Transport 2027 the Crown will reflect the priorities in the Deal. The NZTA Board will be responsible for the prioritisation of activities in the National Land Transport Plan and for approving any funding from the National Land Transport Fund. h. The Crown will make changes to the 2027 Government Policy Statement for Land Transport to ensure the Public Transport Infrastructure and Services activity class definitions do not exclude offline mass rapid transport systems, including passenger ropeways.

8. Funding and Financing Mechanisms to Enable Growth

OCL Commitments	Central Government Commitments
a. Otago Central Lakes councils will support the establishment of new industries within their legislative requirements. b. Otago Central Lakes Sub Region will utilise the new development levy and Infrastructure Funding and Financing Act arrangements where appropriate to ensure growth enabling infrastructure is funded in a timely way. c. Otago Central Lakes Sub Region will explore opportunities for asset recycling or net new funding from other sources (not from BAU or LTP) to invest in outcomes agreed under the Deal. This will be discussed with the Crown on a case-by-case basis. d. Queenstown Lakes District Council will work with the Crown (Ministry of Education) to explore developing 516 Ladies Mile as a joint community / education facility.	e. The Crown will explore a national royalty revenue sharing scheme through its broader review of New Zealand's royalty regime for minerals (excluding petroleum). f. The Crown commits to meeting with Otago Central Lakes about the design of any royalty sharing regime. g. Central Government recognises the impact of tourism on the sub-region. Central Government will explore mechanisms in 2027 to contribute to the costs of supporting tourism in the sub-region and look to implement solutions in 2027. h. The Crown, through joint International Visitor Levy Ministers, will consider International Visitor Conservation and Tourism Levy funding from 2027, including for initiatives developed by the proposed Otago Central Lakes centre for excellence in tourism productivity research i. For specific projects, Central Government will consider, on a case-by-case basis, contributing funding where the councils raise new funding for the project significantly above the current LTP and BAU funding levels (for example from asset recycling or new revenue streams such as targeted rates). The uplift rate and total amount of Crown funding will be considered on a case-by-case basis for specific project and funding proposals. Specific projects that will be considered include those focused on development, accelerating transport projects and application to major innovation projects.

Schedule 2 – Governance, monitoring and accountability

1 Implementation Governance

Otago Central Lakes Deal Oversight Board

1.1 Composition: The Otago Central Lakes Deal Oversight Board will comprise:

- (a) the Chief Executives of each of Queenstown Lakes District, Central Otago District Council, and Otago Regional Council;
- (b) Appropriate representatives from:
 - (i) National Infrastructure Funding and Financing;
 - (ii) Ministry for Cities, Environment, Regions and Transport;
 - (iii) New Zealand Transport Agency;
 - (iv) Ministry of Business, Innovation and Employment

The Otago Central Lakes Oversight Board will be chaired in accordance with its terms of reference. The parties may remove and/or replace representative members at any time by agreement.

The Oversight Board will be supported with independent advice as required.

1.2 Purpose and functions: The purpose and function of the Otago Central Lakes Oversight Board are to provide Deal-level governance and monitoring to ensure delivery of joint initiatives and expectations, and support the development of the Inland Otago chapter(s) of the Otago Regional Spatial Plan. The Otago Central Lakes Oversight Board does not replace or override statutory decision-making responsibilities of Ministers, local authorities, or delivery agencies and is not responsible for operational management, execution or technical decision-making. The Otago Central Lakes Oversight board will:

- (a) advise and support Ministerial and council decision-making relevant to the contents of the Deal;
- (b) endorse Deal objectives, and associated key performance indicators in accordance with paragraphs 2.1-2.3 below, to deliver on the agreed expectations;
- (c) endorse the Deal Implementation Plan, ensuring alignment with Deal expectations and key performance indicators;
- (d) recommend to the Responsible Ministers and Mayors and Chair that they approve the Deal expectations, key performance indicators and Implementation Plan, including recommending any conditions or requirements for that approval;
- (e) endorse the Inland Otago chapter(s) of the Otago Regional Spatial Plan and recommend to the Responsible Ministers and Mayors and Chair that they endorse the Inland Otago chapter(s) of the Otago Regional Spatial Plan (note that region-wide governance for the Otago Regional Spatial Plan is yet to be established);
- (f) approve project plans for individual initiatives including initiative-specific key performance indicators in accordance with paragraph 2.5 below, ensuring alignment with the Implementation Plan;
- (g) oversee progress of the Deal and the Inland Otago chapter(s) if the Otago Regional Spatial Plan by monitoring progress of the Initiatives against agreed milestones and key performance indicators;

- (h) provide guidance and direction to the Steering Group;
 - (i) receive inputs from any advisory boards maintained by Otago Central Lakes Sub Region in accordance with paragraph 1.3 below;
 - (j) seek to address risks and resolve issues between the parties, including acting as a point of escalation to support the resolution of any Issue that is referred to it pursuant to clause 7;
 - (k) review the Deal in accordance with clause 4;
 - (l) brief the Responsible Ministers and Mayors and Chair on progress, emerging risks and opportunities as required; and
 - (m) recommend variation, suspension or removal of Initiatives to Responsible Ministers and Mayors and Chair, including transition arrangements.
- 1.3 **Board Reporting to Responsible Ministers and Mayors and Chair:** The Otago Central Lakes Oversight Board will report six monthly to the Responsible Ministers and Mayors and Chair as to progress of the Deal and the Inland Otago chapter(s) of the Otago Regional Spatial Plan, including each Initiative and any recommendations made as part of any reviews undertaken pursuant to clause 4 during the relevant reporting period. Reports will be provided to the Responsible Ministers and Mayors 10 working days prior to the six-monthly meeting.
- 1.4 The Otago Central Lakes Oversight Board will set up and maintain one or more advisory boards comprising mana whenua, business, community interest group representatives to provide input, insights and information to the Otago Central Lakes Oversight Board. Otago Central Lakes Sub Region will be responsible for managing the interface between any such advisory board(s) and the Otago Central Lakes Oversight Board.

Steering Group

- 1.5 **Establishment:** The Otago Central Lakes Oversight Board will establish a Steering Group to provide direction and oversight for the Inland Otago chapter(s) of the Otago Regional Spatial Plan development and specific initiatives to deliver the Deal or the Inland Otago chapter(s) of the Otago Regional Spatial Plan.
- 1.6 **Purpose and Functions:** The purpose of the Steering Group will be to:
- a) co-design the Inland Otago chapter(s) of the Otago Regional Spatial Plan
 - b) co-design and discuss the implementation of Initiatives and prepare Project Plans (if any) and any modifications to them for approval by the Otago Central Lakes Deal Oversight Board;
 - c) be responsible for the governance, probity, reporting and monitoring the delivery of commitments within Initiatives;
 - d) provide technical and strategic advice to the Otago Central Lakes Deal Oversight Board;
 - e) consider and provide direction on material risks and/or issues arising in relation to the relevant Initiative;
- 1.7 **Reporting to Otago Central Lakes Oversight Board:** The Steering Group will report quarterly to the Otago Central Lakes Oversight Board. Reports will be provided to the Otago Central Lakes Oversight Board 10 working days prior to the quarterly meeting.
- 1.9 **Establishment:** The Steering Group will establish Working Committees as required to plan and implement specific initiatives.

- 1.10 Composition: Working Committees will comprise relevant staff from central government agencies and councils.
- 1.11 Purpose and function: The purpose and function of each Working Committee will be to:
- a) be responsible for the day-to-day implementation, planning and management of Initiatives; and
 - b) provide technical advice in relation to the relevant Initiatives.

2 Monitoring, evaluation and accountability

Programme performance monitoring and evaluation

- 2.1 The success of the commitments made by each party to the Deal, including as part of the wider City and Regional Deal programme, will be monitored by Central Government over the longer term through a series of key performance indicators.
- 2.2 Central Government will, in consultation with Otago Central Lakes Sub region (and subject to paragraph 2.3 below), define specific key performance indicators to enable assessment of performance of the Deal against those indicators and may undertake monitoring and performance evaluation of those indicators from the first anniversary of the commencement of the Deal. The outcomes of the evaluation(s) will be provided in a summary report to the Otago Central Lakes Deal Oversight Board.
- 2.3 The development of key performance indicators will be an ongoing process that will evolve and adapt over time through experience and the emergence of new data, for example in response to any changes arising from a Deal review in accordance with clause 4.3.

Implementation Plan performance monitoring and evaluation

- 2.4 Key milestones and reporting will be created under the Implementation Plan to allow for monitoring and evaluation of the progress of each Initiative under the Implementation Plan.
- 2.5 Key performance indicators and project level monitoring and reporting will also be created in each Project Plan for an Initiative to allow for an evaluation and objective assessment of the value that the Deal produces for the Otago Central Lakes Sub Region community (including, for example where appropriate, GDP, population, spend metrics, tourism numbers, housing consents and/or compliance certificates issued, as applicable).
- 2.6 Each party will use its best efforts to provide all information about the Deal (including Initiatives) reasonably requested by another party within the timeframe set out in the request.

Assurance

- 2.7 From time to time, the Otago Central Lakes Deal Oversight Board may commission an independent third party to undertake a review and provide a report on the progress of the Deal or any risks or issues relating to the Implementation Plan or a specific Initiative.

Deal evaluation

- 2.8 In the 12 months prior to the end of the 10 year Deal, the Otago Central Lakes Deal Oversight Board will procure that a process evaluation is undertaken – this will include surveys and focus groups with Otago Central Lakes Sub Region, the Otago Central Lakes community, iwi/Māori, private sector and other stakeholders. The purpose is to identify lessons learned from the Deal and use them for the benefit of the future of the City and Regional deals programme.