Council Supplementary Agenda 26 August 2026

Meeting will be held at the Otago Regional Council Chamber, Aonui, 180 High Street, Dunedin, Otago, and live streamed on the ORC YouTube channel.

Members:
Cr Hilary Calvert (Chair)
Cr Kevin Malcolm (Deputy Chair)
Cr Robbie Byars
Cr Chanel Gardner
Cr Neil Gillespie
Cr Matt Hollyer
Cr Gary Kelliher
Cr Michael Laws
Cr Andrew Noone
Cr Gretchen Robertson
Cr Alan Somerville
Cr Kate Wilson

Senior Officer: Richard Saunders, Chief Executive
Meeting Support: Kylie Darragh, Governance Support Officer

26 August 2026 10:30 AM

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11.4. Large-Scale Environmental Fund

Prepared for:	Council
Report No.	ENV2608
Activity:	Environmental Implementation
Author:	Soraya Engelken (Project Delivery Specialist Freshwater & Biodiversity), Libby Caldwell (Manager Environmental Implementation)
Endorsed by:	Richard Saunders (Chief Executive)
Date:	26 August 2026
Portfolio Leads:	Cr Noone and Cr Byars, Environmental Delivery

PURPOSE

[1] This report seeks Council approval of the Large-scale Environmental Fund Governance Group Terms of Reference, eligibility and assessment criteria, and supporting project plan template.

[2] Approval enables the Governance Group to commence operations in September 2026 and confirms Council's decision-making threshold: the Group may approve projects up to $250,000 per annum for up to three years (maximum $750,000 per project) if they meet the approved criteria and principles. Projects exceeding this threshold or falling outside the criteria require Council approval.

EXECUTIVE SUMMARY

[3] Council approved the Large-scale Environmental Fund in June 2025, with a delivery model combining targeted investment and open expressions of interest adopted in April 2026. This report now seeks approval of the governance framework that will enable the fund to operate formally from September 2026 and confirms Council's decision-making role and oversight arrangements.

[4] Council is asked to approve the Governance Group Terms of Reference, fund eligibility and assessment criteria, and supporting project plan template to enable formal operations from September 2026.

[5] The Governance Group may approve projects up to $250,000 per annum for up to three years (maximum $750,000 per project) provided they meet the approved criteria and principles, and the fund remains within budget. Council will decide projects exceeding this threshold, extending beyond three years, or not fully aligned with the criteria. Quarterly reporting and consistent conflict-of-interest controls will maintain oversight and accountability.

RECOMMENDATION

That the Council:

1) ***Notes** this report.*
2) ***Approves** the Terms of Reference, eligibility and assessment criteria, and supporting project plan template for the Large-scale Environmental Fund Governance Group (Attachments 1, 2, and 3) and confirms the Governance Group may commence operations in September 2026.*
3) ***Confirms** the delegation framework: the Governance Group will approve projects up to $250,000 per annum for up to three years (maximum $750,000 per project) that are "fully aligned" with the approved criteria and principles (meaning they meet all eligibility criteria and most assessment criteria as defined in Attachment 2). Council will decide projects exceeding this threshold, extending beyond three years, or not fully aligned with the criteria.*
4) ***Notes** that the Governance Group will report quarterly to Council on fund operations, investment decisions, commitments, expenditure, remaining budget, approved projects, progress against agreed outcomes, and any matters escalated to Council.*

BACKGROUND

[6] Council approved the Large-scale Environmental Fund in June 2025 and adopted a delivery model in April 2026 that combines targeted investment with an open expression-of-interest pathway (resolution CM26-170). The Long-Term Plan 2024–2034 provides $2 million per year for large-scale environmental projects. The fund began on 1 July 2025, initially supported by Council reserves.

[7] On 24 June 2026, Council asked staff and the proposed Governance Group to bring back the Terms of Reference, final criteria and assessment process. This report provides that material for Council decision and confirms how projects will be considered once the Governance Group is operating.

[8] The fund has three guiding principles: enduring impact in partnership with mana whenua and/or communities[1]; collaboration across the environmental funding system, with ORC providing leadership while communities lead local action; and alignment with Council's strategic direction, so investment decisions are made in the right place, at the right time, to support Council's goals.

[9] The fund is intended to support larger, collaborative projects with high-impact environmental outcomes, including Council endorsed Catchment Action Plan priorities that align with regional outcomes and Council's strategic directions approach.

[10] The fund also supports Priority Action EDA6: finalise and implement the Large-scale Environmental Fund framework. This will help Council direct investment to projects that support regional priorities and deliver environmental outcomes.

[11] The delivery model has two investment pathways: Council-identified targeted investment and open expressions of interest. All proposals will be assessed against the same approved criteria and principles. The Governance Group may approve eligible projects up to $250,000 per annum for up to three years. Council will decide projects

[1] For example, catchment communities, landowners, occupiers and the crown.

above this threshold, projects for longer terms, or projects not fully aligned with the criteria and principles.

DISCUSSION

Delegation framework and decision-making thresholds

[12] The $250,000 annual threshold and three-year project term balance timely decision-making with Council's responsibility to approve significant financial commitments and long-term strategic investments. Projects at this scale allow the Governance Group to respond quickly to opportunities and community proposals while ensuring that larger, multi-year commitments or strategic pivot points remain within Council's direct purview. This approach also allows the Governance Group to build experience and confidence in the assessment framework before Council considers expanding the delegation in future years.

How the Governance Group will operate

[13] The Governance Group will oversee allocation of the Large-scale Environmental Fund using Council-approved criteria and principles. The proposed Terms of Reference are included as Attachment 1.

[14] The Governance Group comprises the Finance Portfolio Leads, Cr Kevin Malcolm and Cr Chanel Gardner, and the Environmental Delivery Portfolio Leads, Cr Andrew Noone and Cr Robbie Byars. The Group will be co-chaired by Cr Chanel Gardner and Cr Robbie Byars. Executive support will be provided by the Chief Executive and/or the General Manager Environmental Delivery, with administrative support from the Environmental Implementation Team.

[15] The Governance Group may approve individual projects up to $250,000 per annum for up to three years (maximum $750,000 per project), provided the projects meet the approved criteria and principles and the overall fund remains within Council-approved budgets. Projects above $250,000 per annum, projects for longer terms, or projects not fully aligned with the criteria and principles will be referred to Council.

[16] The Governance Group will report to Council quarterly. Reports will cover progress towards the fund’s objectives and environmental outcomes, decisions made, commitments, expenditure, remaining budget, approved projects, progress against milestones and key measures, and any matters escalated to Council.

[17] Approval of the Terms of Reference, criteria and assessment process will allow the Governance Group to start its work. The Group met informally in July and August 2026, and the first formal meeting is planned for September 2026.

[18] The proposed delegation will help decisions be made in a timely way while keeping Council oversight. Council will still decide projects seeking more than $250,000 per annum or exceeding the three-year/maximum $750,000 project limit, projects for longer than three years, or projects that need discretion. This approach helps the fund respond to opportunities while maintaining Council confidence.

How projects will be assessed

[19] For the purposes of this framework, a project is treated as "fully aligned" with Council's criteria if it meets all eligibility criteria and most of the assessment criteria set out in Attachment 2. The Governance Group may approve fully aligned projects up to the delegation threshold. Projects that do not meet this standard will be referred to Council regardless of funding value.

[20] Staff, with direction from proposed Governance Group members, have finalised the eligibility criteria, assessment criteria and assessment process, included as Attachment 2, and the project plan template, included as Attachment 3. Projects must meet Council's definition of a large-scale environmental initiative, be delivered by a legal entity, and show a clear link to one or more Council Priority Actions, Council endorsed Catchment Action Plans or Council strategies.

[21] Assessment will consider the following criteria (detailed in Attachment 2):

a. strength of alignment with Council strategic priorities, including Council Priority Actions, Council endorsed Catchment Action Plans and relevant Council strategies;
b. extent to which investment will increase scale, impact or pace of existing environmental initiatives;
c. environmental return on investment, including significance, durability and measurability of anticipated outcomes;
d. degree of collaboration between community groups, mana whenua, industries and agencies at all levels of the system;
e. alignment with mana whenua aspirations as expressed in Council Strategic Directions, Indigenous Biodiversity Strategy and Climate Strategy;
f. extent to which investment strengthens collective environmental delivery across Otago;
g. delivery capacity and capability of the proposed group;
h. long-term financial stability, including co-investment opportunities and sustainability beyond Council investment; and
i. extent to which Council investment will catalyse outcomes that would not otherwise occur or would occur at significantly smaller scale or over longer timeframe.

[22] These assessment criteria replace the broader eligibility criteria format previously approved in June 2025. The updated eligibility criteria set out in Attachment 2 require projects to meet Council's definition of a large-scale environmental initiative, be delivered by a legal entity, and demonstrate clear alignment with Council Priority Actions, Council endorsed Catchment Action Plans or Council strategies.

[23] As set out above, the Governance Group may approve fully aligned projects. It will aim to make decisions within two months of an application being submitted, after the Environmental Implementation Team has completed an initial completeness review. The Governance Group may approve, decline, defer or refer applications to Council.

[24] The assessment criteria reflect the fund's three guiding principles. Projects must show long-term environmental benefit, support collaboration across the system, and align with Council strategy. This includes supporting Council endorsed Catchment Action Plan priorities and Council's Priority Actions 2026–2028.

[25] The project plan template asks applicants for the information needed to assess a proposal. This includes the project overview, objectives, location, scope, deliverables, expected environmental outcomes, team and governance arrangements, budget, timeline, risks, measures of success and supporting information. It also asks applicants to explain strategic alignment, mana whenua aspirations, scale or impact, value for money, collective delivery, long-term sustainability, co-investment and community benefits.

OPTIONS

[26] **Option 1: Approve the framework and confirm the decision-making process.** This option approves the Terms of Reference, criteria, assessment process and supporting templates. It confirms that the Governance Group will assess projects against the approved framework. Council will decide projects seeking more than $250,000 per annum, projects for longer than three years, or projects not fully aligned with the criteria and principles (as defined in the Assessment Process section). The benefit is that the Governance Group can start in September 2026 and begin formal project assessment. Some implementation details will continue to be refined as the fund starts operating. This option keeps Council oversight through quarterly reporting and escalation where Council decision-making is required. This option is recommended.

[27] **Option 2: Defer approval for further engagement and testing.** This option would delay approval while staff undertake further engagement with mana whenua and community organisations and test the assessment process further. The benefit is that it may increase confidence in the fund before it starts. The trade-off is that it would delay the Governance Group by one to two quarters and extend interim arrangements. This option is not recommended because the proposed framework already includes safeguards, reporting and review mechanisms.

[28] **Option 3: Reduce the delegation threshold below $250,000.** This option would reduce the value of projects the Governance Group can approve. Council would then consider more funding decisions directly. The trade-off is that approvals may take longer, and the Governance Group would have less flexibility to respond to time-sensitive opportunities. This option is not recommended unless Council considers the $250,000 threshold too high for the level of risk.

[29] On balance, **Option 1** is preferred. It allows the fund to move into operation, keeps individual project assessment in place, and maintains Council oversight through quarterly reporting and escalation where Council decision-making is required.

SUMMARY OF CONSIDERATIONS

Community Outcomes

The fund supports Council's community outcomes by enabling large-scale environmental projects that improve environmental health, strengthen community-led environmental action, and support enduring outcomes for Otago. Projects funded through this framework are expected to contribute to outcomes such as healthy waterways, thriving biodiversity, resilient ecosystems, and communities that are actively involved in caring for the environment. The assessment process will also consider how projects work in partnership with mana whenua and/or communities (e.g. catchment communities, landowners and occupiers), and how they align with Council approved priorities and strategic direction.

Alignment With Central Government Legislation

The fund contributes to, but is not dependent on, central government legislative or policy direction relating to biodiversity, freshwater, climate resilience and catchment-scale environmental management. It provides a local funding mechanism for Council and communities to respond to environmental priorities and take coordinated action across the region. Individual projects will still need to meet any statutory, consenting, procurement or land access requirements that apply to their delivery.

Alignment With ORC Internal Policy

The fund aligns with Council's strategic direction, including the Long-Term Plan 2024–2034, Council Priority Actions, Catchment Action Plans, the Indigenous Biodiversity Strategy, the Climate Strategy and other relevant Council strategies. Projects must show a clear link to one or more of these priorities before funding can be approved. The assessment criteria also test strategic fit, alignment with mana whenua aspirations, environmental outcomes, delivery capacity, collaboration, co-investment, additionality and long-term sustainability.

Financial Considerations

The Long-Term Plan provides $2 million per year for the fund. The Governance Group may approve projects up to $250,000 per annum for up to three years (maximum $750,000 per project), within approved budgets and where projects are fully aligned with the approved criteria and principles. Projects above that threshold, for longer than three years, or not fully aligned with the criteria and principles will be referred to Council. Quarterly reporting will monitor commitments, expenditure to date, remaining budget, approved projects, progress against milestones and agreed outcomes.

Legal/Compliance Risk

Legal and compliance risk is low. Key controls are the approved Terms of Reference, clear delegation limits, conflict-of-interest requirements, consistent assessment criteria, initial completeness review, funding agreements and quarterly reporting to Council. Projects that exceed delegation, raise significant strategic, financial or reputational risk, or are not fully aligned with the approved criteria and principles will be referred to Council.

Reputational Risk

The main reputational risks are perceptions of unfairness, slow delivery, weak outcomes or poor transparency. These risks are managed through one assessment framework for all pathways, approved eligibility and assessment criteria, quarterly reporting, clear project plans, funding agreements and outcome monitoring. The open expression-of-interest pathway also provides a clear route for community-led proposals, while targeted investment allows Council to respond to strategic priorities where appropriate.

Climate Resilience

The fund may support climate resilience where approved projects improve biodiversity, freshwater health, wetlands, catchments or other natural systems. Climate benefits will be considered through the assessment of environmental outcomes, long-term value, durability of benefits and contribution to Council priorities. Any resilience benefits will be assessed at project level, rather than through this framework decision.

Carbon Emissions
There are no direct carbon emissions implications from approving the governance framework, criteria, assessment process and supporting templates. Some funded projects may have carbon or climate co-benefits, and some may involve activities with minor emissions impacts. These matters will be considered project by project through the assessment and approval process.

He Mahi Rau Rika: Significance, Engagement and Māori Participation Policy
The fund supports Council's partnership commitments by requiring relevant projects to consider mana whenua aspirations and, where appropriate, mana whenua involvement in project design and delivery. Alignment with mana whenua aspirations is included in the assessment criteria, alongside collaboration, environmental outcomes and strategic fit. Project-level engagement will depend on the nature, location and potential effects of each proposal.

Stakeholder Engagement
Engagement on the fund has informed its design, including the combined targeted investment and open expression-of-interest model. Operational engagement will focus on clear applicant guidance, communication of the open expression-of-interest pathway, and project-level engagement where needed. Stakeholder input may be sought on specific projects or themes, while investment decisions remain with the Governance Group or Council as required.

Communications
Communications will explain the fund's purpose, eligibility criteria, assessment process, open expression-of-interest pathway and how decisions will be made. Applicant guidance and the project plan template will help organisations understand what information is needed. Quarterly reporting will provide transparency about approved funding, expenditure, remaining budget, progress against agreed outcomes and any matters escalated to Council.

NEXT STEPS

[30] If Council approves the governance framework, criteria, assessment process and supporting templates, the following timeline applies:

a. Council approves the Terms of Reference, assessment criteria, process and supporting templates, and confirms the decision-making process for projects.
b. The Environmental Implementation Team finalises funding agreement templates and guidance, including the project plan template and assessment information. Mana whenua and key stakeholders are briefed on the fund's commencement where appropriate.
c. Communications are launched on the fund's availability, eligibility criteria, assessment process and open expression-of-interest pathway.
d. The CE will lead early discussions with potential project initiators.
e. The Governance Group holds its first formal meeting. Project assessment begins following initial completeness review by the Environmental Implementation Team. The Governance Group considers potential projects against the same approved criteria and principles.
f. Projects assessed and approved by the Governance Group (under delegation) or recommended to Council for consideration. Funding agreements executed with approved organisations. Project delivery begins. Environmental monitoring and outcomes tracking commence.

g. First quarterly report to Council on fund operations, investment decisions, commitments, expenditure, remaining budget, approved projects, progress against agreed outcomes and any matters escalated to Council.

ATTACHMENTS

1. LSE Fund Governance Group ToR v4 GG Approved [**11.4.1** - 3 pages]
2. LSEF Eligibility Assessment Criteria v4 GG Approved [**11.4.2** - 2 pages]
3. LSEF Project Plan Template v3 GG Approved [**11.4.3** - 7 pages]

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Terms of Reference

Large-scale Environmental Fund Governance Group

1. Purpose

The Large-scale Environmental Fund Governance Group (Governance Group) provides governance oversight of the Large-scale Environmental Fund to ensure investment decisions align with Council's strategic priorities and deliver enduring environmental outcomes for Otago. The Group approves investments within delegated limits in accordance with Council-approved criteria and reports quarterly to Council on investment decisions, project performance and fund commitments.

2. Membership

The Governance Group comprises:

- Finance Portfolio Leads: Cr Kevin Malcolm and Cr Chanel Gardner
- Environmental Delivery Portfolio Leads: Cr Andrew Noone and Cr Robbie Byars.

The Governance Group will be Co-Chaired by Cr Chanel Gardner and Cr Robbie Byars.

Executive support to the Group is provided by the Chief Executive and/or the General Manager Environmental Delivery, with administrative support provided by Environmental Implementation Team.

3. Responsibilities and Delegations

The Governance Group is responsible for ensuring the Fund is invested in accordance with Council's strategic direction, approved criteria and delegated authority.

The Governance Group is delegated to:

- Approve investment in individual projects aligned to Council approved criteria and principles up to the value of $250,000 p/a for a term of up to three years (totalling $750,000), provided the total allocation from the fund remains within Council approved budgets.
- Refer any project exceeding $250,000 or not fully aligned to approved criteria and principles to Council for consideration and decision.

4. Project Assessment and Approval Process

The Governance Group will:

- Consider and endorse strategic investment priorities consistent with Councillor Priority Actions and Council endorsed Catchment Action Plan delivery.
- Receive and review applications that have undergone initial completeness review by Environmental Implementation Team.

- Aim to make decisions within two months of application submission.

- Assess project applications using Council approved eligibility and assessment criteria, together with consideration of strategic fit, environmental outcomes, value for money, delivery risk and long-term benefits. (final criteria and process to be approved by Council in August 2026). A project is considered fully aligned if it satisfies all eligibility criteria and the majority of assessment criteria.

- Undertake risk assessment as part of decision-making for all projects, considering delivery risk, reputational risk, environmental risk, and whole-of-life costs and financial viability.

- Refer projects to Council where they exceed delegated authority or where the Governance group considers Council direction or approval is appropriate.

- Ensure all approved projects include clear environmental objectives and measurable outcomes, and track progress against these outcomes for quarterly reporting to Council.

- The Governance Group may approve, decline, part fund, defer, or refer applications to Council where appropriate.

5. Investment Oversight

The Governance Group will:

- Regularly monitor investment commitments to ensure that they remain within Council-approved budgets and delegated authority.

- Monitor the performance of invested projects against agreed milestones, environmental outcomes and investment objectives.

- Recommend presentations to Council from organisations receiving investment where this would assist Council in understanding project progress outcomes, lessons learned or opportunities for future investment.

6. Decision-Making and Governance

The Governance Group will:

- Meet bi-monthly (or as requested if urgent decisions are required) to review project applications and make investment decisions or prepare recommendations for Council escalation. Additional meetings can be requested by the Chair where urgent decisions are required.

- Require a quorum comprising the of the majority of councillor members to make decisions. Members unable to attend may provide recommendations via email on specific applications for the Group's consideration.

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- Make decisions by simple majority of those present.
- Declare any actual, potential or perceived conflicts of interest in relation to applications under consideration. A member with a conflict of interest must not participate in discussion or decision-making for that application. Conflicts may arise where a member has financial interests relating to a project or the application involves groups with which a member has close connections.

7. Reporting and Support

The Governance Group will report to Council quarterly on:

- Progress towards achieving the Fund's strategic objectives and intended environmental outcomes.
- Investment decisions made since the previous report.
- Investment commitments, expenditure to date and remaining available budget.
- A list of all projects approved under the fund including a breakdown of targeted and contestable investment.
- Environmental outcomes being tracked and progress to date.
- Progress against agreed environmental outcomes, milestones and key performance measures.
- Any escalated matters referred to Council.

The Governance Group is supported by the Chief Executive and/or the General Manager Environmental Delivery.

Administrative support, including meeting coordination, minutes, and project management, is provided by the Environmental Implementation Team.

8. Scope

This Governance Group operates as an internal council function. Stakeholder engagement and community consultation are managed separately through the fund's communication and engagement strategy.

9. Review

These Terms of Reference and effectiveness of the group and fund will be reviewed following the initial phase of fund operation (after the first year of operation) or on request of the Governance Group.

Large-scale Environment Fund Assessment Criteria

Intergenerational impact – achieving enduring impacts that are in partnership with mana whenua and/or and communities (e.g. catchment communities, landowners and occupiers).

Facilitation of collaboration across the system – ORC should take a leadership role of the funding system, but local leadership and action should be driven by communities.

Alignment to organisational strategy and strategic direction – knowing that the right investment decisions are being made in the right place at the right time to support ORC's strategic directions and goals as set by Council.

Eligibility Criteria

1. The project meets Council's definition of a large-scale environmental initiative.
2. Delivery partners are a legal entity.
3. Project demonstrates a clear line of sight to one or more of Council's Priority Actions, Council endorsed Catchment Action Plans or Council strategies.

Assessment Criteria

1. Strength of alignment with Council's strategic priorities, including Council Priority Actions, Council endorsed Catchment Action Plans and relevant Council strategies.
2. Extent to which the investment will increase the scale, impact or pace of existing environmental initiatives.
3. Environmental return on investment, including the significance, durability and measurability of the anticipated environmental outcomes relative to the proposed investment.
4. Projects or initiatives demonstrate a high degree of collaboration between community groups, mana whenua, industries or agencies at all levels of the system.
5. Alignment with aspirations of mana whenua, as expressed in the Council Strategic Directions, Indigenous Biodiversity Strategy 2026 and Climate Strategy 2024 created in partnership.
6. The extent to which the proposed investment strengthens collective environmental delivery across Otago.
7. Group demonstrates they have capacity to successfully deliver and manage the proposed investment.
8. Long-term financial stability, including co-investment opportunities and the ability to sustain environmental outcomes beyond Council's investment.
9. Achieves intergenerational, enduring impact for Otago's environment.
10. Additionality: the extent to which Council's investment will act as a catalyst for environmental outcomes that would not otherwise occur or would occur at significantly smaller scale or over a longer timeframe.

Previous Criteria + Definition Approved by Council 25th June 2025

Intergenerational impact – achieving enduring impacts that are in partnership with mana whenua and communities.

Facilitation of collaboration across the system – ORC should take a leadership role of the funding system, but local leadership and action should be driven by communities.

Alignment to organisational strategy and strategic direction – knowing that the right investment decisions are being made in the right place at the right time to support ORC's strategic directions and goals as set by Council.

Eligibility Criteria (Approved by Council 25th June 2025)

1. Projects do no need to meet every criteria in order to be considered, however, greater alignment with criteria would suggest a stronger fit with the outcomes sought by Council.
2. Alignment with aspirations of Mana Whenua, as expressed in the Council Strategic Directions and strategy documents created in partnership.
3. Directly contributes towards achieving priorities identified by ORC and provides a line of sight to those priorities outlined in documents such as Catchment Action Plans.
4. Initiatives or projects meet the intent of 'large-scale' from an ecological perspective (multifaceted approach).
5. Investment allows for an increase in scale and/or impact of those projects and initiatives that are already in place (rather than funding new projects or ideas) which are already contributing to environmental outcomes and that demonstrate value for money.
6. They are a legal entity, able to demonstrate they have capacity, capability and stability (Governance and Financial for example) to deliver 'large-scale' initiatives;
7. Initiatives are community-led with a high degree of collaboration at all levels of the system.
8. The extent to which they can act as an umbrella entity and/or collectives of organisations (this should be encouraged but only where appropriate governance and management structures are in place to effectively deliver on requirements).
9. Their commitment to work together in partnership (with ORC and others), to further enhance collaboration, community activation and sustainable funding and leverage opportunities beyond the initially agreed investment term.

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Large-scale Environmental Fund Project Plan Template

<ONE PAGER INCLUDING UPDATED ELIGIBILITY AND ASSESSMENT CRITEIA WILL BE INSERTED WHEN APPROVED BY COUNCIL>

Organisation Legal Entity Name:

Key Contact Name:

Email:

Mobile:

1. Project Overview

Provide a brief overview of your project. Aim for 150–200 words: enough detail for assessors to understand the proposal, without repeating information provided elsewhere. More detail may be attached separately where it adds value.

Include:

- What the project aims to achieve
- Why the project is needed
- Where the project will take place
- Why is ORC investment needed and what will it enable
- The key environmental outcomes you expect

2. Project Objectives

List the main objectives of your project. Aim for 3–6 clear objectives, with a brief explanation if needed. Additional information can be attached to this document if required.

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3. Project Location

Provide details of where the project will occur.

Include:

- Physical location
- Property or catchment name(s)
- A map showing the project area(s) (attach separately)
- Land ownership or permissions where relevant

4. Scope of Works

Provide details of the work that will be undertaken, including the major workstreams. Include enough detail to show what will be delivered, without providing full technical specifications. Additional information can be attached to this document if required.

Activity	Description

5. Project Deliverables

Provide details of the project deliverable and target date for completion

Deliverable	Target

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6. Expected Environmental Outcomes

Describe the outcomes your project will achieve. Aim for 150–200 words, focusing on the most important environmental and community outcomes. More detail may be attached separately where it adds value.

E.g. ecological outcomes, community outcomes (if relevant), enduring outcomes once investment is finished.

7. Project Team and Governance Structure

Describe who will deliver the project, including key roles, responsibilities and relevant expertise. Additional information can be attached to this document if required.

Include:

- Project Manager
- Key staff
- Contractors
- Technical specialists
- Iwi/hapū involvement
- Partner organisations

Name	Role	Responsibility

8. Budget Summary

Provide a summary of project costs. Attach a more detailed budget separately if required.

Workstream	Estimated Cost (ex GST)
Funding Sought from ORC	
Co-investment secured	
Total project value	

If available, attach a more detailed budget separately.

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9. Project Timeline

Provide an indicative timeline, focused on key dates, milestones and activities. Additional information can be attached to this document if required.

Phase	Timeframe	Key Activities

10. Risk Management

Identify the main risks to project delivery and how they will be managed. Focus on key risks and practical mitigation actions. Additional information can be attached to this document if required.

Risk	Mitigation

11. Measures of Success

Describe how you will measure success. Aim for up to 150 words or a short set of measures, including baseline and target information where available. More detail may be attached separately where it adds value.

E.g. baseline, target

12. Supporting Information

Attach any supporting information relevant to your project, such as:

- Maps
- Detailed budget
- Concept designs
- Photographs
- Letters of support
- Landowner agreements
- Technical reports
- Resource consents (if applicable)
- Other relevant documentation

Information Supporting Assessment

1. Strategic Alignment

Identify the relevant Council Priority Action(s), Catchment Action Plan delivery action(s) and/or relevant Council strategy, then briefly explain how the proposed investment will contribute to those priorities and outcomes. Aim for concise table entries of up to 100 words each; use more detail only where it materially strengthens the assessment.

Priority Action / CAP Delivery Action / Strategy Outcome	How the proposed investment contributes to achieving this priority or outcome

2. Alignment with aspirations of mana whenua

Describe how, to the best of your understanding, this project aligns with the aspirations of mana whenua, as expressed through documents developed in partnership, e.g. the ORC Strategic Directions, ORC Indigenous Biodiversity Strategy and Catchment Action Plans. Aim for 150–200 words, with more detail attached separately where it adds value.

3. Increasing Scale or Impact

Describe how the proposed investment will increase the scale, impact or effectiveness of an existing project. If this criterion is not applicable, briefly explain why. Aim for up to 150 words, with more detail attached separately where it adds value.

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4. Value for Money

Describe how this project demonstrates value for money. Explain how the scale and significance of anticipated environmental outcomes, collaboration, co-investment, leverage opportunities and the ability to expand or accelerate existing initiatives provide a strong return on Council's investment. Aim for 150–200 words, with more detail attached separately where it adds value.

5. Collective Delivery

Describe how your project will strengthen environmental delivery across organisations or communities, where applicable. Aim for up to 150 words, focusing on the most relevant partners, roles and benefits.

6. Long-term Sustainability

Describe how the project outcomes will be maintained after funding has ended, including any ongoing responsibilities, maintenance arrangements or future funding plans. Aim for up to 150 words, with more detail attached separately where it adds value.

7. Co-investment and Financial Sustainability

Describe any existing or proposed co-investment, and how environmental outcomes will be sustained beyond Council's investment. Aim for up to 150 words, with more detail attached separately where it adds value.

8. Community and Stakeholder Benefits

Describe how your project will empower or activate mana whenua, community groups, individuals, landowners, industries or businesses to take action for Otago's environment. Aim for up to 150 words, focusing on practical benefits and participation.