



4 October 2021

Stephanie Frame
Fast-Track Consenting
Ministry for the Environment | Manatū Mō Te Taiao

fasttrackconsenting@govt.nz

Dear Ms Frame

ROKOKAURI NORTH PROJECT – APPLICATION FOR REFERRAL

1. INTRODUCTION

- 1.1 My name is Gary Noland, and I am the Chief Operating Officer ("COO") of MADE Group Limited ("MADE"). I am also acting in this capacity on behalf of Rotokauri North Holdings Limited ("RNHL"), a related company to MADE and the applicant entity for the Rotokauri North project under the Covid-19 Fast Track Consenting Act 2020 ("Act") for referral to an Expert Consenting Panel.
- 1.2 I joined MADE as COO in April 2018 and my role is to develop and oversee a robust, value centric operating system for our company. In particular, in relation to Rotokauri North, my role is to manage the large team of project professionals, overseeing operations and implementation, strategic planning, risk mitigation, community engagement and placemaking and heading all commercial negotiations.
- 1.3 I write in support of this application to address some key issues relevant to the proposed development.
- 1.4 Specifically in this letter, I address:
 - (a) The MADE story and the connection with Rotokauri North (Section 2).
 - (b) MADE's funding model and ability to fund the project to completion (Section 3).
 - (c) Stakeholder engagement (Section 4).
 - (d) Compliance and enforcement action (Section 5).
 - (e) Carbon emission initiatives (Section 6).
 - (f) Summary (Section 7).

2. THE MADE STORY

- 2.1 MADE was established by developer Charles Ma, and its purpose is "community making". Since 2012, MADE (or other related entities) has undertaken a broad portfolio of development projects.

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MADE. FOR THE BETTER

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Auranga – MADE’s flagship development

- 2.2 MADE’s flagship development, Auranga, is located in Drury West, and is the model upon which all future developments undertaken by MADE (including Rotokauri North) will be premised. Auranga is already well underway with consents for 2,650 homes and a village centre in place and great progress being made on the ground. We have already commenced works on Stage 1, with around 1,000 sites sold and now in various stages of delivery. Around 250 homes have been completed of which 48 were KiwiBuild Homes. In total, there are approximately 500 residents residing there at the time of writing.

MADE’s core principles and values

- 2.3 MADE operates and lives by a very specific set of core principles and values, which are central to both the way we conduct our business but also in the values we hope to foster in the communities we create. Instead of being concerned only with short term commercial outcomes and the “hardware” (or physical form) of a place, MADE focuses on the “software” (or sense of belonging), people, and long term community outcomes.
- 2.4 MADE replicates the principles of community in the collaborative approach that it takes with a stakeholders, funders, the Government, education, healthcare and commercial interests, and the general public.
- 2.5 The vision for MADE, and therefore Rotokauri North, is to enhance people’s enjoyment of life by creating places that promote wellbeing and communities that give a feeling of belonging. MADE operates on the basis of the following philosophy:
- (a) We build places that meaningfully connect all areas of community life: people, culture, spiritual, environmental, social, economic and organisational.
 - (b) Our walkable cycle-able, mixed use developments offer a sense of belonging, choice and opportunities.
 - (c) MADE developments are a model for sustainable townships, where the community has access to jobs, transport options, and a safe healthy environment that is well supported.
 - (d) We aspire to prioritise, promote and share social equity as a means of providing for community wellbeing
 - (e) We seek to enhance and respect the natural environment, and our developments are designed to carefully integrate with the environment.
- 2.6 These are the pillars upon which the Rotokauri North development is premised. As such, these values are at the core of every decision made regarding, and every aspect of, the proposed community.

3. MADE’S FUNDING MODEL

- 3.1 The Auranga story is also important in terms of demonstrating RNHL’s ability to fund the Rotokauri North project.



- 3.2 RNHL already owns 95% of the relevant landholdings included within the fast track application site. Further, we have a Development Management Agreement in place with the last remaining landholder whose land is to be included in the site (included as Annexure B to the fast-track application)
- 3.3 There are, therefore, no further costs to be expended in terms of land acquisition.
- 3.4 Our funding model is a traditional model based on RNHL contributing equity up front and then drawing down development funding once certain presale thresholds have been achieved. RNHL has already contributed the required equity for the land purchase and has equity set aside to complete all the planning and design required to complete the area which is subject to this application.
- 3.5 RNHL is currently progressing sales agreements with the Ministry of Education ("MoE"), Kainga Ora and a retirement village operator that will be concluded in 2021. These presales will enable the drawdown of further development funding.
- 3.6 This is a funding model that we have utilised successfully in previous developments, including in Auranga Stages A and B1. As noted above, the robustness and reliability of this funding model is demonstrated by the fact that construction of these developments is already well underway.
- 3.7 Based on my significant commercial experience, ongoing discussions with funders and the successful implementation of MADE's funding model in Auranga, I am confident that this model is reliable and that RNHL can fund this project through to completion.

4. **STAKEHOLDER ENGAGEMENT**

- 4.1 As I discussed above, stakeholder engagement is of paramount importance to MADE, and Rotokauri North has been no exception
- 4.2 RNHL has been undertaking engagement with a number of key groups, entities, and agencies for almost four years to bring the Rotokauri North vision to fruition. Gaining their support has been essential to enable RNHL to develop the integrated and cohesive community that it envisages. In this regard, in summary our engagement with relevant entities has been as follows:
 - (a) MoE is supportive of the Rotokauri North development and committed to providing a school site within Rotokauri North. They have identified a suitable site (which is within the land that is subject of this application for referral) and we are in the final stages of negotiating a Memorandum of Agreement pursuant to the Public Works Act 1981 with them for this land.
 - (b) We have a signed partnership agreement with the Ministry of Social Development ("MSD") to empower local and inter regional employment initiatives. We believe this is the first development sector and ministry partnerships of its kind.
 - (c) We have liaised with Waka Kotahi/New Zealand Transport Agency ("Waka Kotahi"), as the Rotokauri North land is bounded by State Highway 39. By way of this consultation, we have reached agreement as to how the internal roading network and access required for Rotokauri North should appropriately integrate



with the existing transport hierarchy, including Stage Highway 39. This agreement is addressed in more detail in the summary provided by RNHL's transport consultant, Mr Leo Hills (included as Annexure G to the fast-track application).

- (d) We have engaged extensively with, and fostered a mutual respectful and collaborative relationship, with iwi. RNHL is part of a Tangata Whenua Working Group, and the Cultural Impact Assessment they prepared for the purposes of the associated private plan change for Rotokauri North is a living document that is constantly being updated as the development progresses.
- (e) We have consulted with the wider Rotokauri community through two open days where proposed plans were available for viewing and community feedback received.
- (f) We have undertaken a number of workshops with both Hamilton City Council and Waikato Regional Council, which have addressed all issues arising from the proposed development in Rotokauri North. Further, we have also entered into a Private Development Agreement with Hamilton City Council, regarding the provision and funding of necessary infrastructure.

5. COMPLIANCE AND ENFORCEMENT ACTION

- 5.1 As the authorised representative of RNHL and MADE, I confirm that neither entity, nor any of our related entities, have ever been the subject of any compliance or enforcement action commenced by any local authority under the Resource Management Act 1991 ("RMA").

6. CARBON EMISSION INITIATIVES

- 6.1 I understand that carbon and greenhouse gas emissions are emerging as focal issues in terms of applications for development, and completely support the reasons for that. To that end, I briefly summarise some of the carbon emission initiatives that we intend to implement at Rotokauri North, as follows:
 - (a) A key aspect of this, which also aligns with our core pillar of respecting the natural environment, is the retention of Kereru Reserve.
 - (b) A fully integrated cycle and pedestrian network will be woven through the community connecting the village centre, school and recreational facilities. This will also connect to the wider Hamilton network giving easy access to the employment, commercial and retail areas to the east of the site.
 - (c) 48 homes at Auranga were built in collaboration with Kiwibuild, and MADE gave 30 of these 48 homes an electric scooter, to incentivise alternative modes of transport. We have also subsidised e-bikes. We found that this was an effective and appreciated gesture with positive environmental outcomes. We intend to implement a similar initiative at Rotokauri North, although the specific details (including what vehicle, how many new dwellings this will be given to, etc.) have not been finalised at this early stage.



- (d) We have initiated a full micro mobility strategy in Auranga which deals with how people easily connect to public transport, employment and retail or have access to EV's avoiding the need to have two cars. This involves the two initiatives outlined above but also an agreement with a major commercial party to supply on-demand subscription EV's to the community and an agreement with a leading international supplier of automated vehicles, which we believe will be operational in the community in 2022. These initiatives will all be introduced into the Rotokauri North development in due course.

7. **SUMMARY**

- 7.1 To conclude, I confirm that RNHL has adopted the tried and tested funding model that was used to fund the Auranga development, to ensure that the Rotokauri North project has sufficient and certain funding to enable RNHL to see the project through to completion.
- 7.2 I confirm again that neither RNHL nor MADE have ever been subject to any enforcement or compliance action by any local authority under the RMA in respect of its developments.
- 7.3 We have also engaged in extensive constructive consultation with mana whenua and key government entities, including the MoE, the MSD and Waka Kotahi, as well as other key stakeholders including the Hamilton City Council and the local community, to foster long term positive relationships and to ensure the Rotokauri North development results in a positive and thriving community.
- 7.4 As the representative of MADE and RNHL, I highly commend this project to the Ministry for the Environment for referral to an expert consenting panel.
- 7.5 Thank you for your consideration.

Yours sincerely

Gary Noland

A handwritten signature in blue ink, appearing to read "Gary Noland", is written over a horizontal line.