

Terms of Reference

Project Advisory Board – Civic Precinct Redevelopment



Purpose

The purpose of the *Project Advisory Board – Civic Precinct Redevelopment* (PAB) is to provide independent overview, advice and direction to the Mayor and Councillors and staff responsible for the management and administration of a programme of master planning and redevelopment of Council-owned city centre properties (Civic Precinct).

The Civic Precinct encompasses the block bounded by Willow, Hamilton, Durham and Wharf Streets, 21-41 Durham Street, Masonic Park and the adjoining Masonic car park, and potentially 40 Harington Street (the latter is subject to a separate process underway to ascertain optimum strategic outcomes and value).

Background

In June 2018, Council adopted in principle a master plan prepared by Willis Bond. Key components identified then included a central library, civic administration building, civic square and open space amenity and connections, museum, performing arts venue, and hotel and conference facilities.

In September 2020, Council approved the establishment of this PAB, with a focus on informing and endorsing a refreshed master plan, and advising on master plan implementation, i.e. a redevelopment programme.

It is intended that the governance and advisory structures established to support the Civic Precinct Redevelopment programme will address sufficient project detail to enable Council's Elected Members to work effectively and efficiently to make key decisions on matters of strategy, timing and cost, thereby enabling projects to proceed with the confidence, and meet the needs, of our community.

Role and Scope

The PAB responsibilities are to:

- Assist Council develop the masterplan strategy (facilitated master plan strategy session)
- Identify projects / facilities for inclusion in the masterplan and recommend the order in which they should be delivered
- Endorse reviewed/refreshed master plan
- Establish / advise on criteria for redevelopment – scope, scale, function of key components and their interrelationships, staging/prioritisation
- Provide direction and/or approve master plan development activities as required, including gateway approval to recommendations to Council
- Advise on staging of projects within the programme to ensure practical and financially sustainable implementation
- Support Council staff on the project by providing specialist knowledge and expertise
- [Provide representative attendance at milestone Council meetings]

Notwithstanding the role and scope set out above, Council shall not be bound by any recommendations of the PAB.

The Chief Executive may appoint additional or substitute members of PAB depending on expertise required.

Governance and Advisory Structure

Council has agreed that the role of the Elected Members with regards to the Civic Precinct master plan is to set strategic direction and make decisions on matters of strategy, timing and cost/funding.

The PAB's role is set out above.

The Reference Group's role is to provide local stakeholder and community input to inform the advice of the PAB and Council's decision-making. It is not intended as a replacement for community engagement. Rather, it allows Council and the wider project team to test and seek ideas in a more agile way, to inform scope, reporting and decision-making.

The below diagram shows the relationship of Council, the Project Team, the PAB, and the Reference Group. Updated terms of reference will also show key personnel once appointments are made. These will be revised as required.

[insert diagram with relationship and reporting lines]

Membership / Expertise

It is envisaged that a PAB of up to [6-8] members is desirable for administration purposes.

Key areas of expertise for membership of the PAB will include urban planning knowledge, commercial/civic development (including developing scoping and costing) knowledge, and tangata whenua representatives.

Administration

The Council Project Lead's responsibilities will ensure regular meetings are being held, and material for each meeting is well prepared. They will also keep a record of key advice, direction and decisions made by this group.

Meetings shall be held [monthly] or more frequently as needed.

Potential conflicts of interest

PAB members must notify any actual or potential conflicts of interests to Council's Chief Executive as the arise. The Chief Executive will determine the appropriate course for managing the conflict, which may include requiring the member to step down from the PAB (temporarily or permanently).

Establishment and disestablishment of Board

The PAB is established by Council resolution and may be disestablished at any time by further Council resolution. It is expected that key milestones will be achieved before the PAB is disestablished, including reviewing the existing master plan, informing the strategy for a refreshed master plan, and endorsing a refreshed master plan; however, the timing of disestablishment remains at Council's discretion.