William Loppe

Competitive Intelligence · Research & Investigation · Funding cases · Plan changes

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Intelligence starts with having the data: the whole picture of a programme — titles, consents and conditions, funding agreements, contracts, survey, hazard layers, who said what to whom and when — assembled and organised so any decision can be checked against it in minutes. Then the competitive kind, trained at ISC Paris and the European School of Economic Intelligence and practised since: finding out what an organisation, a market, a counterparty or a piece of land would rather you did not know — **competitor and counterparty profiling, financial statement interpretation, due diligence on land, people and deals, open-source and grey research**. Then write the case, run the room, lodge the thing, and build what it paid for. Nineteen years of capital delivery sit behind every position I take.

4 of 4
Opposing submitters profiled, engaged, and withdrawn or turned to support before a hearing

~2 ha
Of a ‘significant ecological area’ ground-truthed as weedland, reopening a site stalled since 2016

336 → 486
Dwellings enabled by a plan change approved as presented

$14.6M · 95%
Transport-agency funding approved and renegotiated

CAPABILITY

- Investigation and due diligence — land, title and consent history; counterparties, people and deals; what is actually on the ground
- Competitive and economic intelligence — competitor and counterparty profiling, benchmarking, market research, financial statement interpretation
- Open-source and grey research; evidence chains, documentation and consultation registers that stand up under audit or at a hearing
- Stakeholder and political mapping; negotiation with Crown agencies, elected members, mana whenua, regulators and network owners
- Funding cases — Crown Infrastructure Acceleration Fund agreements; NZTA funding assistance and Better Business Case framework; multi-criteria options assessment
- Public-private partnership contract interpretation; developer, housing-outcomes and co-funding agreements
- Policy submissions, joint positions and coalition-building; private plan change advocacy and hearing strategy
- European governance and energy policy; lobbying dynamics (thesis: European Energy Policy — Stakes and Lobbying Dynamics)

SELECTED WORK

Private Plan Change 6, Ocean Ridge — Project Manager for the applicant

2023 – 2026

Cargill Station Ltd · Kaikōura District Council

- Signed the MoU with Council on the developer’s behalf; ran a three-year process through nine consultancies, 28 submissions, an independent hearing panel and post-hearing directions.
- **Approved 26 Aug 2026 in the form presented**, with one advice note added. Held the contested 15m height limit against the s42A officer and Council’s landscape advisor; declined further pest-plant and firefighting-water provisions.
- All four opposing submitters withdrew or moved to support before the hearing; Te Rūnanga o Kaikōura issued an unsolicited letter of full support; NZTA withdrew from being heard once provisions satisfied them.
- Resolved a river-breakout flood exposure by front-loading mapped finished-floor contours into the plan rather than leaving each lot to a case-by-case certificate; lodged a Reserves Act land exchange alongside to complete the mixed-use hub.

Silvertown, Silverdale — investigation phase for a stalled town-centre site

2023 – 2024

Silvertown Group Ltd

- 8.7 hectares on one title, blocked since 2016 by a ‘significant ecological area’ overlay nobody had checked. Ground-truthing found roughly **two hectares of it to be weedland**; a preliminary geotechnical investigation identified a historic landslide and costed its stabilisation. Result: a two-step consenting route, a concept for ~350 apartments, and an information memorandum and data room taken to development partners.

102 Torquay Street, Kaikōura — due diligence on my own development 2025 – present
Owner

– Traced a 2006 scheme's restricted-discretionary non-compliances — density, skyline, traffic — through the planning file and designed them out: the current scheme is **permitted as of right**, with a staged consenting pathway and an investor feasibility package.

Regenerative Local Economy — joint community submission 2026 – live
Kaikōura District Council, Economic Development Strategy 2075

– Organising and drafting a joint position from Kaikōura locals into the Council's special consultative procedure: a regenerative local economy with self-reliance as the lead workstream, argued from the 2016 earthquake, Covid and the fuel crisis.
– Built the campaign site, draft register and sign-up form; positions scattered small operators — farms, foragers, fibre makers, rongoā practitioners, cooking schools — as one recognisable sector. Self-initiated, unpaid.

Waiau Toa / Clarence Valley Access — Project Manager 2020 – 2026
Kaikōura District Council · NZ Transport Agency

– An NZTA business case at a 95% funding assistance rate whose preferred site became undeliverable under mana whenua opposition. Ran the 2024 multi-criteria re-assessment that moved the bridge to the original site; the iwi position moved from opposition to a formal letter of support.
– Renegotiated the funding envelope and sunsets with NZTA ($12.6M → $13.65M + $2.85M erosion works → $14.6M); prepared the government fast-track referral; navigated DOC licensing, Public Works Act acquisition and archaeological authority.

Infrastructure Acceleration Fund programme — Programme Manager 2023 – present
Kaikōura District Council · Crown (NIFFCo)

– $7.8M Crown contribution at a fixed cap, claimed monthly against the funding agreement; back-to-back developer and housing-outcomes agreements; a funder remediation plan re-baselining milestones; a favourable grant position negotiated with KiwiRail.

McGill University Health Centre redevelopment — Project Coordinator, client side 2011 – 2013
Axor Group, for the Quebec Ministry of Health and McGill University

– PPP contract interpretation, risk and opportunity, tendering and expert coordination on the $2.25Bn Glen Campus, in a highly political organisational environment.

Competitive intelligence and strategy consultant 2010 – 2011
Insiders Group, Paris

– High-value information collection and analysis: benchmarks, market research, intellectual property, risk and opportunity identification, financial statement interpretation, competitor profiling, strategic advice.

DELIVERY RECORD — WHY THE POSITIONS HOLD

Director of KPMO since 2020; previously Programme & Project Manager for Kaikōura's $32M post-earthquake rebuild, delivered within 2% of budget across 54 projects and 150+ contracts. Named **Engineer to the Contract** under NZS 3910 (Vicarage Views, 2024: practical completion with no defects after an unrecorded landfill was found mid-contract). Earlier: industrial project management in Canada; nuclear process projects with AREVA NP and safety engineering with the French Atomic Energy Commission. The evidence I bring to a room has usually been built by me.

EDUCATION & ACCREDITATION

– **MBA, Competitive Intelligence** — ISC Paris Business School
– **State Diploma, Applied Economic Intelligence** — European School of Economic Intelligence (EEIE), Paris
– **MSc, European Governance & Institutions** — Institute of Political Studies (Sciences Po), Grenoble
– **M.Eng, Industrial Engineering** — Polytech Lille, France
– **Diploma, Electrical Engineering & Industrial Computing** — Joseph Fourier University, Grenoble
– Named **Engineer to the Contract** under NZS 3910:2013 (Vicarage Views enabling works, 2024)
– Health & Safety on Construction Site accreditation (NZ) · Australian Construction Induction (White Card)
– Te Pūkenga Atawhai — working with treaty partners · Stormwater 101
– Languages: English and French (bilingual), German (working), Russian (basic)

Referees and rate card available on request.