Agenda

Chief Executives Forum

Date:	Monday 15 February 2016
Time:	9:00am–12.00pm
Venue:	Selwyn District Council chamber, Norman Kirk Drive, Rolleston
Attendees:	Jim Palmer (Chair, Waimakariri), Andrew Dalziel (Ashburton), Angela Oosthuizen (Kaikōura), Bede Carran (Waimate), Bill Bayfield (ECan), David Ward (Selwyn), Hamish Dobbie (Hurunui), Dr Karleen Edwards (Christchurch), Michael Ross (Waitaki), Wayne Barnett (Mackenzie), Peter Nixon (Timaru)
In attendance:	Ross Waugh (Waugh Consulting): Item 4 Murray Washington (Selwyn): Item 5 Geoff Meadows (Waimakariri): Item 8 Secretariat: Steve Gibling, David Bromell, Lorraine Johns, Bernadette Sanders (Minutes)
Apologies:	

	Item		**Person**
9:00am	**1.**	Welcome, introductions and apologies	Chair
	2.	Confirmation of Agenda	
	3.	Minutes from the previous meeting	
		a. Confirmation of meeting Minutes, 9 November 2015	
		b. Action points	
	For decision/discussion		
9:10am	**4.**	Asset management – presentation by Waugh Consulting	Ross Waugh
9:25am	**5.**	Review of infrastructure strategies	Murray Washington
9:35am	**6.**	Local government organisation in Canterbury	Bill Bayfield
9:50am	**7.**	Further opportunities to develop shared services in Canterbury, and review and update three-year work programme	Chair
10:05am	**8.**	Rural fire service (verbal update – and see letter from Hon Dunne)	Michael Ross
10:10am	**9.**	Update on regulatory barriers project (CREDS)	Geoff Meadows
10:20am	**10.**	CREDS companion strategies/action plans 2016	David Bromell
10:25am	**11.**	SOLGM Local Government Excellence Awards entry	Chair
10:30am	**12.**	Communication of progress of Spark's 4G roll out	David Bromell
10:35am	**13.**	The 'case for Canterbury' (CREDS) – and attracting investment	Chair
10:50am	**Break for morning tea**		
11:00am	**14.**	Developments and direction, Christchurch City and Regenerate	Karleen Edwards
	For information		
11:20am	**15.**	Report from Canterbury Policy Forum	Bill Bayfield
11:35am	**16.**	Investigation of collective approaches to rating and valuation services	David Ward
11:40am	**17.**	Public transport governance and delivery arrangements (verbal update)	Chair
11:45am	**18.**	Draft agenda, Canterbury Mayoral Forum, 26 February 2016	Chair
11:50am	**19.**	Health and Safety virtual team (verbal update)	David Ward
11:55am	**General business**		
	20.		
	21.	Next meeting: Monday 4 April 2016	

Minutes
Chief Executives Forum

Date:	Monday 9 November 2015
Venue:	Selwyn District Council Chambers, 2 Norman Kirk Drive, Rolleston
Time:	9.30am
Attendees:	Jim Palmer (Chair, Waimakariri), Dr. Karleen Edwards (Christchurch), Peter Nixon (Timaru), Wayne Barnett (Mackenzie), Hamish Dobbie (Hurunui), Bede Carran (Waimate), Stuart Grant (Kaikōura), David Ward (Selwyn), Bill Bayfield (ECan)
In Attendance:	Don Chittock (ECan - items 4 and 5), Jesse Burgess (Selwyn – items 4 and 5), Neville Reilly (ECan - item 6), Anna Elphick (CDC - item 12)

Secretariat: Steve Gibling (ECan), David Bromell (ECan), Bernadette Sanders (ECan - notes) |

The meeting commenced at 9.37am

1.   Welcome, introductions, apologies

Jim Palmer welcomed attendees to today's meeting. Apologies were received from Michael Ross (Waitaki) and Andrew Dalziel (Ashburton).

2.   Confirmation of Agenda

David Ward requested discussion of letters received from Spark NZ – added to item 11.

David Ward advised there will be no health and safety representative available to speak to item 17.

3.   Minutes from the previous meeting

a.   Confirmation of meeting Minutes, 3 August 2015

That the Minutes of the meeting held Monday 3 August 2015 be accepted as a true and accurate record.

Hamish Dobbie, Wayne Barnett
Carried

b.   Action points

The action schedule was noted.

4.   Regional approach to managing natural hazard risk in Canterbury

Don Chittock spoke to the item, and the paper was taken as read. An action-oriented approach to risk management is underway, with work to be completed by March-April 2016 to support district plan reviews.

To date good buy-in has been received from staff but the Forum should be aware of the tight timeframes to make this process work effectively. Don referred to Recommendation 2 which requested the support of chief executives in promoting the natural hazard risk process to their respective councils, planners and EMOs. Don also noted that the Regional Policy Statement may be impacted as potential changes are identified.

Bill Bayfield advised that the coastal plan is due for review in 2018 and needs to be married up to district plans. In relation to sea-level rise, we need to reach agreement on the science and it would help greatly if central government issued national guidance.

The Land and Water Regional Plan includes defences against water that will allow all councils to carry out maintenance work where TranzRail and NZTA are involved as a permitted activity where a council has a statutory role in maintaining an asset. A draft document is being produced on coastal defences, which ECan will circulate to Forum members when available.

Resolved

The Chief Executives Forum:

1. noted progress to date

2. supported the ongoing work of the group and its representatives in producing a regional approach to managing natural hazard risk as outlined in the attached project timeline.

   David Ward/Jim Palmer
   Carried

AP: Bill Bayfield to circulate the draft coastal defences document to the Chief Executives Forum, when available.

5. Contaminated land shared service update

Don Chittock spoke to the item and the paper was taken as read.

Don referred to Recommendation 2, reminding the Forum that this had been a trial only during 2015 and the paper and recommendations were to continue the delivery of the shared services model.

A listed land use register is in place encompassing land across the region enabling consultants, council staff and members of the public to access up to date information. The number of online enquiries for land information has increased, both in terms of public inquiries and from TAs/consents staff. A refined funding model is proposed, noting that this could move to a user pays model in the longer term.

Resolved

The Chief Executives Forum:

1. noted the update and benefits as presented in the report

2. agreed to the continued delivery of contaminated land shared services beyond December 2015

3. will encourage all territorial authorities to participate in contaminated land shared services.

   David Ward, Hamish Dobbie
   Carried

Don Chittock and Jesse Burgess left the meeting at 10.01am.

6. MCDEM capability assessment

Neville Reilly was welcomed to the meeting. A recent MCDEM capability assessment of the CDEM group has suggested collaboration and information sharing throughout the region would be beneficial and this view is supported by chief executives.

Neville explained that some CDEM groups throughout New Zealand have moved towards a centralised control of emergency management offices. Canterbury has not followed, given the size and population of the region, as well as other emergency services involved in some districts, for example, rural fire services.

The CDEM groups are mostly in agreement with enhanced collaboration and Neville was addressing this issue today with a request for direction from the Forum. Bill Bayfield noted that this is an area requiring leadership from a council chief executive and CEG level to pull the Civil Defence groups closer together.

A discussion took place, with chief executives in support of the formation of a collaborative model that would identify the strengths, weaknesses and opportunities of the region's districts, and reach agreement on solutions to ensure consistent expertise, training programmes and shared information around the region. Wayne Barnett noted that discussions with other councils are already underway for Mackenzie district.

Resolved

The Chief Executive Forum agreed that Jim Palmer will work with Neville Reilly to gather the region's EMOs together in a workshop session to develop a work plan and a schedule of collaborative opportunities.

> *Jim Palmer/Bill Bayfield*
> *Carried*

Bill suggested that, in terms of training, it is timely to review training provided by EMTC and ECan will do this.

Jim thanked Neville for attending today's Forum.

Neville Reilly departed the meeting at 10.20am.

7. Public transport governance and delivery review

Bill Bayfield spoke to the item and advised that the four 'greater Christchurch' councils have been working through the preferred option (Joint Committee) as agreed by the Mayoral Forum, given legislative constraints. This work will be reported to the Mayoral Forum on 4 December 2015.

A subsequent draft report has been received from Peter Winder on implications for public transport across the wider region under the Joint Committee option. The draft report will be circulated to chief executives prior to the Mayoral Forum meeting on 4 December.

The main challenge of the Joint Committee option relates to the transfer of delegations to the Joint Committee from the four councils, specifically where community boards are involved. Bill is hopeful that, prior to Christmas, Councillors will have an opportunity to workshop this issue further. In the meantime, the PT Working Group continues to work on improving performance and addressing issues raised in the Winder Report. ECan will also revisit the implementation of recommendations as agreed by the Mayoral Forum from Peter Winder's earlier report on the scope and focus of the Regional Transport Committee.

8. Enhanced valuation and rating services in Canterbury

Jim Palmer spoke to the item and explained that discussions have been taking place between Miles McConway and finance teams around the region on valuation and rating services. Councils rely on a small number of staff who fulfil the complex rating function. Jim proposed engaging a consultant to review options and opportunities for collaboration, e.g. establishing a virtual team.

David Ward was supportive of the proposal and volunteered to lead this (Recommendation 5). Karleen Edwards noted her support for a proposal based on the current shared services of health and safety and emergency management in terms of sharing of information and an established framework. Jim reminded the Forum that a rating officers group is already established.

Resolved

The Chief Executives Forum:

1. noted the Local Government Minister's desire for sustainable, locked-in change to deliver better local government services, and the Local Government Commission's subsequent focus

2. noted potential benefits of a collective approach to valuations and rating in Canterbury

3. noted the outline of the scope of work, deliverables and estimated cost of a proposed investigation

4. noted the added value of completing this investigation as a means to satisfy s17A of the Local Government Act 2002, which requires regular cost-effectiveness reviews of regulatory functions

5. delegated to David Ward the tasks of finalising the scope, tendering and awarding this work to a suitably skilled and experienced consultant, subject to the contract cost being substantially similar to the estimated cost

6. agreed to a cost share arrangement for the investigation as:
   - Environment Canterbury 45%
   - Christchurch City Council 15%
   - Waimakariri District Council, Timaru District Council 10%
   - Selwyn District Council, Ashburton District Council 5%
   - Mackenzie District Council, Waimate District Council, Kaikōura District Council, Hurunui District Council 2.5%

7. agreed to the consultant being provided with access to relevant staff at each council in order to gather all relevant information necessary to complete the investigation

8. agreed that regular updates be provided to the Chief Executives Forum on the progress of the work, and that a final report on the investigation be presented to the Forum before the end of the 2015/16 financial year.

   Jim Palmer/David Ward
   Carried

AP: David Ward to finalise the scope and tender for a consultant to review the valuation and rating service capacity and capabilities throughout the region.

AP: Updates on the valuation and rating service capabilities throughout the region be added to the action schedule as a regular item, with a view to a final report being available by 30 May 2016.

9. Resourcing regional forums

Bill Bayfield spoke to the item, and explained that current resourcing is insufficient to support the work of the regional forums and CREDS implementation. Bill referred the Forum to the three available resourcing options, recommending option C, which would be funded by a regional rate.

A discussion took place noting the support provided by the secretariat to the Policy, Chief Executives and Canterbury Mayoral Forum, the support required for the CREDS, and the overall lack of resourcing and funding for the CREDS work streams out of the individual councils.

Resolved

The Chief Executives Forum discussed and agreed on Option C as the preferred option for resourcing secretariat and executive support to regional forums and for that recommendation to be presented to the Canterbury Mayoral Forum for approval on 4 December 2015.

Peter Nixon/Jim Palmer
Carried

10. Appointment of Chair, Canterbury Policy Forum

Jim Palmer spoke to the item. The Canterbury Policy Forum has nominated Bill Bayfield to continue as Chair of that Forum. The Terms of Reference for the Policy Forum stipulate that the chair be appointed by the Chief Executives Forum from its members.

The nomination was seconded by Jim Palmer. Bill Bayfield accepted the nomination.

Resolved

The Chief Executives Forum appointed Bill Bayfield as Chair of the Canterbury Policy Forum for 2016.

Bede Carran/David Ward
Carried

A discussion took place on the rotation of the role of Chair of the Chief Executives Forum. It was suggested and agreed that any changeover not coincide with triennial elections to ensure continuity of leadership during that crucial period of change.

Bill Bayfield noted that the prior agreement in item 9 in terms of resourcing a regional would ensure that any chief executive or mayor could chair the CEs and Mayoral Forum respectively, without the onus falling on their council to also provide secretariat support.

Resolved

That Jim Palmer be nominated for the role of Chair of the Chief Executives Forum until 31 October 2017. Jim Palmer accepted the nomination.

Bill Bayfield/David Ward
Carried

11. Three-year work programme – with CREDS implementation

David Bromell spoke to the item noting that the main updates to the programme are the insertion of the CREDS work streams and removal of duplication. Good progress is being made in most areas.   David advised that he will create a presentation for Dame Margaret to present to the Mayoral Forum workshop with its CREDS reference group (3 December 2015) on actions undertaken on the CREDS, and will consult with lead mayors and chief executives on that presentation.

Forum members were asked to populate the Status items via tracked changes, and return to David for inclusion in the Mayoral Forum agenda for 4 December 2015.

There was discussion of letters received by chief executives from Paul Deavoll, Head of South Island for Spark NZ, requesting partnership in Spark's accelerated roll-out of 4G mobile broadband across the region. It was agreed that David Bromell work with Peter Nixon and Mayor Damon Odey to prepare a joint Canterbury councils' response to Mr Deavoll.

AP: **All chief executives to populate the three-year work programme with Status updates before 20 November 2015.**

AP: **David Bromell to communicate to all council chief executives, requesting that a hold be placed on responding to Spark's recent communication regarding the 4G roll-out.**

AP: **Peter Nixon and David Bromell to draft a regional response to Spark on behalf of all Canterbury council chief executives, in consultation with Mayor Damon Odey.**

12. CREDS baseline indicators report

Jim Palmer welcomed Anna Elphick from CDC to the Chief Executives Forum.

David Bromell spoke to the item and explained that the purpose of the CREDS indicators report is to set a baseline against which the Mayoral Forum can monitor the extent to which its objectives are achieved.

Anna spoke to the draft baseline indicators report. Chief executives asked for investigation of suitable indicators (if data are available) of:

- young people who are not in education, employment or training (NEET)
- the average stay, e.g. bed nights, of visitors (international and/or domestic) in the Canterbury region

AP: **David Bromell and Anna Elphick will investigate the inclusion of data on NEET young people and visitor duration in Canterbury.**

Jim thanked Anna for presenting to the Forum.

Anna Elphick left the meeting at 11.32am.

13. Central government, regional governance and shared services

Jim Palmer spoke to the item and asked whether Canterbury councils wish to submit on the Environment Canterbury (Transitional Governance Arrangements) Bill and/or the Greater Christchurch Regeneration Bill. It was agreed to recommend to the Mayoral Forum that Canterbury councils submit on both Bills.

The secretariat was asked to work with Jim Palmer and Mayor David Ayers (as Deputy-Chair of the Mayoral Forum) to prepare a brief submission that reiterates to the Local Government and Environment Select Committee the views of Canterbury councils on the ECan Bill, as previously submitted in May 2015 to the review conducted by the Ministry for the Environment. Submissions are due by 19 November 2015. [A draft will be circulated by email for Mayoral Forum approval.]

The secretariat was asked to work with Karleen Edwards to draft a submission in support of the Christchurch City Council on the Greater Christchurch Regeneration Bill. Submissions are due on 4 December 2015. If the Clerk of the Committee agrees to accept a late submission, a submission could be prepared for approval by the Mayoral Forum when it meets on 4 December.

AP: **Secretariat to support Jim Palmer and Mayor David Ayers to draft a submission on the Environment Canterbury (Transitional Governance Arrangements) Bill from the Canterbury Mayoral Forum, and circulate to Mayors for agreement by 19 November 2015.**

AP: **Secretariat to work with the Christchurch City Council in drafting a submission from the Canterbury Mayoral Forum on the Greater Christchurch Regeneration Bill, for the Mayoral Forum's agreement on 4 December 2015.**

A discussion then took place on changes to the Local Government Act signalled by the Minister at the LGNZ annual conference, particularly in relation to CCOs.

It was agreed that it would be beneficial to invite the Local Government Commission to meet with the Forum early in 2016.

Directors are now all in place for a Local Authority Shared Service Agency. Bill Bayfield suggested, and it was agreed, to ask the directors to revise and update the purpose of this agency. It was further agreed that, at this time, there was no need to activate the LASS and that future shared service opportunities using the LASS should only be considered following formal consultation with the Mayoral Forum.

A brief discussion occurred on insurance shared service options and the LGNZ review of risk management and insurance arrangements. It was agreed to defer further discussion on this until June 2016, to coincide with completion of the LGNZ review.

AP: **Include insurance shared service options discussion on 30 May 2016 agenda to coincide with the LGNZ review.**

Resolved

The Chief Executives Forum:

1. agreed to prepare joint submissions on behalf of Canterbury councils, for sign-off by the Canterbury Mayoral Forum, on:

   1.1 the Environment Canterbury (Transitional Governance Arrangements) Bill

   1.2 the Greater Christchurch Regeneration Bill

2. agreed to discuss with the Canterbury Mayoral Forum on 4 December the merits of inviting the representative from the Local Government Commission to a Canterbury Mayoral Forum meeting in early 2016

3. agreed to confirm the December 2014 decision not to activate a Local Authority Shared Services Agency in Canterbury, and that the decision be subject to ongoing review

4. agreed to reconsider the merits of joint insurance procurement in mid-2016 following the outcome of the LGNZ review.

Jim Palmer/David Ward
Carried

14. Regional forum meetings, 2016

David Bromell spoke to the item, explaining that the dates presented were a first draft, with a clash already indicated for the April Mayoral Forum. Feedback on the dates was invited:

• the Triennial Agreement draft is required for the second cycle with a view to sign off in the third cycle.

15. Report from Canterbury Policy Forum

The paper was taken as read.

Resolved

The Chief Executives Forum:

1. received the report on the work of the Canterbury Policy Forum

2. noted the release on 15 October 2015 of MBIE's 2015 Regional Economic Activity Report

3. approved the Canterbury Policy Forum's proposal to establish a consistent approach to service delivery reviews in member councils, including compiling a list of services that each council plans to review, and sharing results of any reviews undertaken for the Chief Executives Forum in the second quarter of 2016.

   Bill Bayfield/Jim Palmer
   Carried

16. Draft workshop programmes and agenda, Canterbury Mayoral Forum, 3-4 December 2015

David Bromell spoke to the item and invited comment on draft Mayoral Forum workshop and meeting agenda. Other than adjustments to the allocated discussion times for PT governance and the three-year work programme, the item was taken as read.

17. Health and Safety virtual team update

David Ward confirmed that there would be no representation from the Health and Safety virtual team for this item. The update report was taken as read.

It was noted that Duayne Cloke has tendered his resignation from ECan. Bill Bayfield advised that consideration with Selwyn and Waimakariri will take place around complementing the existing skills within the virtual team.

Bill was asked to pass on the thanks of Jim Palmer and the Forum for Duayne's support to date.

AP: Bill Bayfield to pass on to Duayne Cloke the thanks and best wishes of the Chief Executives Forum for his contribution to the virtual Health & Safety team.

David Ward acknowledged the success of the Health and Safety virtual team and the collaboration of its skill-base.

18. Farewell to Stuart Grant

On behalf of the Chief Executives Forum, Jim Palmer acknowledged the contribution made by Stuart Grant to the Canterbury region, this Forum, the Canterbury Mayoral Forum and Civil Defence, as well as his initiatives and contribution to strengthening the Kaikōura community. Stuart's last day at the Kaikōura District Council is 4 December 2015.

Stuart Grant responded to the Forum's acknowledgement.

There being no further business, the meeting closed at 12.06pm.

Action schedule
Chief Executives Forum

As at 15 February 2016
Items will be removed once complete.

Date	Subject	Actioned by	Deadline	Status
25.11.14	Engage Waugh Consulting to scope asset management systems, with costs allocated evenly across all councils.	Wayne Barnett	Dec 2014	Complete – agenda item 4
09.11.15	Managing natural hazard risk: Circulate draft coastal defences document to Forum, when available.	Bill Bayfield	When available	Currently on hold – pending eventual review of the current Coastal Plan
09.11.15	Enhanced valuation and rating services: • Finalise the scope and tender for a consultant to review capacity and capabilities throughout the region • Valuation and rating service capability updates on agenda until final report in May 2016.	David Ward David Ward/ Secretariat	ASAP 15 Feb 2016	Agenda item 16 (verbal update) 4 April 2016, 30 May 2016
09.11.15	Three-year work programme: • Populate work programme with Status updates • Communicate to CEs requesting a hold be placed on responses to Spark's communication re 4G roll-out • Compose a regional response to Spark on behalf of Canterbury CEs.	All David Bromell Peter Nixon/ David Bromell	20 Nov 2015 ASAP ASAP	Done 9 Nov 2015 Letter finalised and signed by Jim Palmer 11 Nov. Agenda item 12.
09.11.15	Investigate available data for CREDS baseline indicators report on NEET youth and duration of visitor stay in our region.	Anna Elphick/ David Bromell	15 Feb 2016	Done – NEET data included in indicators reported to CMF 3 December 2015; data unavailable on duration of visitor stay
09.11.15	Central government, regional governance and shared services: • Draft submission from the CMF on the Greater Christchurch Regeneration Bill. • Draft submission on the Environment Canterbury (Transitional Governance Arrangements) Bill from the CMF • Include insurance shared service options discussion on agenda to coincide with LGNZ review.	Secretariat/CCC Jim Palmer/ Secretariat Secretariat	4 Dec 2015 19 Nov 2015 30 May 2016	Did not proceed Drafted and submitted by David Ayers for 9 of 11 members of CMF Agenda item 7

Chief Executives Forum   Item 5

Date: 15 February 2016

Paper by: Murray Washington, Selwyn District Council

Infrastructure Strategies Review

Purpose

The purpose of this paper is to present the review of the Canterbury region combined Infrastructure Strategies.

Recommendations

That the Canterbury Chief Executives Forum:

1   **receive** the report

2   **endorse** the report for submission to the Mayoral Forum on 26 February 2016

3   **acknowledge** that, with Mayoral Forum agreement, a number of collaboration opportunities will arise that will need prioritisation, allocation of responsibilities and ongoing resourcing.

Background

1   Mayoral and Chief Executives Forums have previously signalled interest in improved information on local authority infrastructure investment, recognising its key role in enabling economic development. This is given added emphasis through the Canterbury Regional Economic Develop Strategy (specifically water management and irrigation, telecommunications and transport infrastructure).

2   The respective Canterbury councils' 2015-25 Long Term Plans included first generation 30-year Infrastructure Strategies. These strategies disclosed capital expenditure for six broad asset groups (the core services) within the 2015–45 period.

3   Each council was required to provide long term investment strategies in essentially two broad areas, Water Services (water supply, wastewater water, storm water and flood protection) and Transportation (roads and footpaths) as required by LGA 2002.

4   A small working party comprising Steve Gibling, Mark Low and myself was formed to progress this review and an independent Consultant (Waugh Infrastructure) was commissioned to undertake the work.

Synopsis of the review

5   The review of the combined Infrastructure Strategies can only look at Water and Transportation Services as the core requirements of Infrastructure Strategies. As not all councils included Community facilities this could not be considered further. The review identified:

•   a core infrastructure spend of $500million p.a. across the region

•   the investment profiles are generally in sync across the region

- Christchurch City Council dominates the investment with 58% of the total

- the transportation and water services spends are reasonably similar

- the investment level reflects the priority of the earthquake rebuild, and tapers off slightly before reaching higher levels for the rest of the planning period

- there are no significant investment peaks, troughs or bow waves, leading to an overall smooth expenditure profile.

Collaboration opportunities.

6   As the investment profiles are in sync (all councils doing the same things at the same time), there is an excellent opportunity for collaboration between councils. This could include:

- joint planning across project planning and asset management

- major project procurement

- activity management planning best practice

- benchmarking of good practice

- demographic planning assumptions

- construction capacity and capability

- broadening of scope of Infrastructure Strategies.

Constraints

7   In preparing a work programme to address collaboration opportunities, we need to consider:

- current capacity among councils to undertake the work

- identification of existing groupings to lead work streams

- prioritisation of opportunities

- practical and workable timeframes

- commitment of councils and adequate resourcing.

Attachments

- PowerPoint Presentation

- Review of Canterbury Local Authority Infrastructure Strategies

Canterbury Mayoral Forum
26 February 2016

Review of Canterbury Local Authority Infrastructure Strategies

Review of Canterbury Local Authority Infrastructure Strategies:

What we have been asked to do?

The Mayoral Forum wanted to undertake this investigation:

- to provide consistent high quality infrastructure and levels of service across the region

- to identify further opportunities for collaboration

The activities included reflect those that are to be included in Infrastructure Strategies (LGA 2002 s101B):

(i) Water Supply,

(ii) Sewerage and the treatment and disposal of sewage,

(iii) Stormwater drainage,

(iv) Flood protection and control works,

(v) The provision of roads and footpaths.

Review of Canterbury Local Authority Infrastructure Strategies:

What we have found overall (1)

- The investment levels are dominated by Christchurch City Council programmes (58% the total proposed programme over 30 years), and 'Greater Christchurch' during the earthquake rebuild phase.

- The next ten to fifteen years investment is dominated by earthquake rebuild and LURP actions; There is slight drop-off, then expenditure increases to higher levels for the period 10-30 years out

- Otherwise investment is steady and progressive with limited spikes and troughs

Review of Canterbury Local Authority Infrastructure Strategies:

What we have found overall (2)

Review of Canterbury Local Authority Infrastructure Strategies:

What we have found overall (3)

- Wide variation in proposed spend per capita

- Across the Asset Groups, Roads and Footpaths represent the largest investment

  (48% over 30 years).

Review of Canterbury Local Authority Infrastructure Strategies:
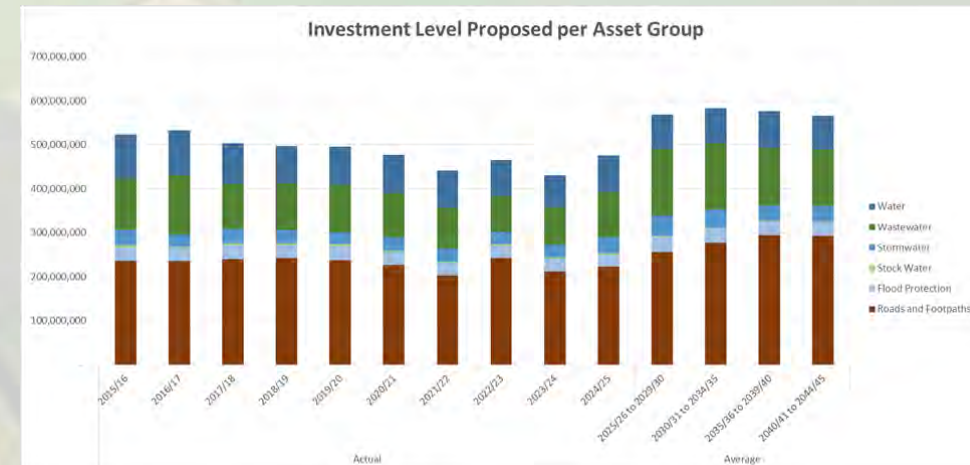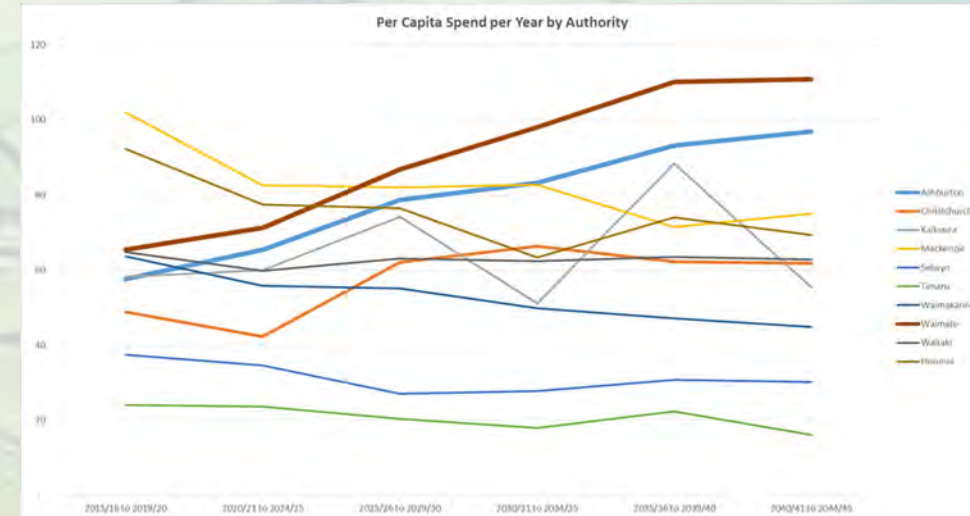
What we have found overall (4)
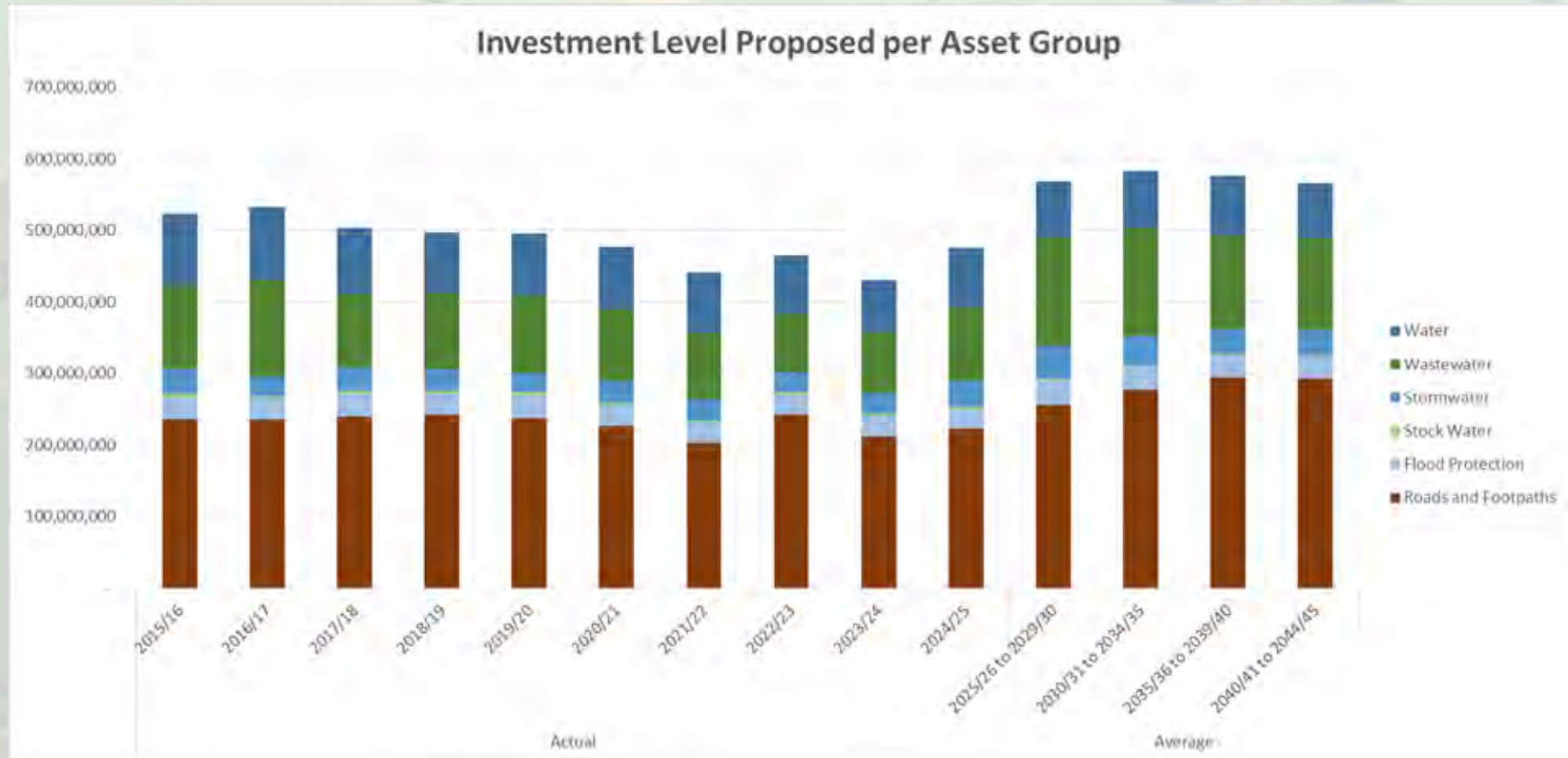
Review of Canterbury Local Authority Infrastructure Strategies:

What are the Opportunities? (1)

Assumptions

- Inflation
- Population growth
- Useful Life of Significant Assets
- Legislative Demands
- Resource Consents
- Service Levels

How do we compare with other regions?

Region	Total expenditure on core infrastructure 2015/16 year ($M)	Region Population	Total expenditure on core infrastructure ($ per person/year)
Canterbury	500	586,400	853
Auckland	2,705	1,569,900	1,723
Waikato	610	439,100	1,389
Wellington	767	496,900	1,544

Review of Canterbury Local Authority Infrastructure Strategies:

What are the Opportunities? (2)

Recommendations

Significant observation that investment profiles are synchronised (authorities and asset groups are doing similar things at the same time)

This raises potential resourcing issues for the construction industry.

Provides an excellent environment for collaboration between organisations:

- Joint planning across the planning and asset management space
- Collaboration in procurement and coordination of major projects to ensure value for money is achieved while maintaining an effective and capable contracting sector
- Joining forces in the asset management space to explore best appropriate practice and leverage off each other's knowledge
- Opportunities for Benchmarking including financial investment plans, Levels of Service aspects; and good practice and innovations
- Integrated planning and alignment of planning assumptions
- Construction capability (qualifications, quantity and general resource)
- Consideration of adding other expenditure beyond 'core infrastructure'.

Review of Canterbury Local Authority Infrastructure Strategies:

What are the Opportunities? (3)

Recommendations

This report focusses on the investment profile for the planning period.

A 'constraints analysis' is the next logical consideration for the forum.

Such analysis would include:

- Resource and asset management planning
- Financial and funding challenges
- Investigations and engineering design
- Project management
- Construction capability (qualifications, quantity and general resource)
- Consideration of adding other expenditure beyond 'core infrastructure'.

Review of Canterbury Local Authority Infrastructure Strategies:

What next?

How does this fit with the Canterbury Regional Economic Development Strategy?

There are opportunities to work together

"Better" Asset Management is essential (including systems)

Do we have the capacity ourselves?

How do we engage service providers?

Infrastructure Management

Canterbury Mayoral Forum

**Review of
Canterbury Local Authority
Infrastructure Strategies**

WAUGH

ideas | analysis | solutions

WAUGH

1.0   EXECUTIVE SUMMARY

1.1   Context

The Canterbury Mayoral Forum has expressed a desire to establish a 'Canterbury Region wide view' of the thirty-year Infrastructure investment by local authorities from 2015 on.

Within this report 'investment' refers to the combined total of:
- Operations and Maintenance
- Asset Renewals
- New Capital Works (new)

The Forum provides regional leadership to:
- initiate, design and deliver the Canterbury Water Management Strategy
- provide good-quality local infrastructure, local public services and performance of regulatory functions
- grow the region's economy
- articulate a whole-of-region 'voice' that remains deeply connected to local communities through its member councils

The objective of this assessment is to
- provide consistent high quality infrastructure and levels of service across the region
- identify further opportunities for collaboration e.g. joint tendering

Infrastructure is key in supporting the wellbeing of the communities across Canterbury. It is essential that the vision articulated in the Canterbury Regional Economic Development Strategy (2015) is supported through appropriate infrastructure investment.

The Strategy includes a 20-year vision for economic and social wellbeing discussed in seven work programmes
1. Integrated regional transport planning and infrastructure investment
2. Digital connectivity: extension and uptake of fast broadband in rural areas
3. Freshwater management and irrigation infrastructure
4. Value-added production
5. Education and training for a skilled workforce
6. Newcomer and migrant settlement (skilled workers, cohesive communities)
7. Regional visitor strategy

Multi-agency projects have been identified against each programme component.

It is noted that the proposed spend on core infrastructure by Canterbury Local Authorities exceeds 500 million dollars in the 2015-16 year.

The combined view of the infrastructure investment proposed has been obtained from the Infrastructure Strategies of each of the ten territorial local authorities as well as Environment Canterbury. The activities included reflect those that are to be included in Infrastructure Strategies (Local Government Act 2002 s101B):
(i) Water supply:
(ii) Sewerage and the treatment and disposal of sewage
(iii) Stormwater drainage:
(iv) Flood protection and control works:
(v) The provision of roads and footpaths

Some of the significant issues and key strategies faced collectively by the councils involved are:
a. The legacy of the earthquake damage and renewals;
   This remains a key issue in the Greater Christchurch area for the next ten years. The earthquake rebuild is the priority for Christchurch City Council, while Selwyn and Waimakariri

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District Councils are investing heavily to fulfil their Land Use Recovery Plan (LURP) responsibilities.

b. Challenges in rebuilding the reserves / creating borrowing headroom;
As Greater Christchurch recovers for the earthquake and other areas attempt to balance investment levels with affordability many authorities have depleted financial reserves and/or funded investment through borrowing.

c. Population growth and/or change in the demographic composition of communities;
While the region is growing at a similar rate to NZ as a whole there is some variation between individual Canterbury authorities. Selwyn exhibits the fastest growth rate (over 4% pa) and there is still positive growth in the smaller authorities such as Kaikoura (0.17% pa). The high proportion of growth in the over 65's group is predicted to continue, and in some districts this cohort will make up all of the population growth.

d. Changing Level of Service expectation increases;
Level of service expectation are continuously changing. It be as greenfields areas become more urbanised, or as expectations of the services provided track with societal and technological change.

e. Climate change placing increased pressure on particular asset groups.
As there anticipated impacts of climate change are considered, authorities are establishing policy positions to reduce the impact of sea level rise and natural hazards. At the same time environmental awareness is increasingly incorporated into decision making as communities seek to reduce their environmental impact and the nation implements strategies in line with its international obligations.

1.2   Analysis of Proposed Spend

The data contained in each territorial local authority and Environment Canterbury has been collated and analysed to ascertain the trends and issues evident. A greater understanding of these patterns will assist forwarding planning and integration of programmes across the region.

The investment levels are dominated by Christchurch City Council programmes (58% the total proposed programme over 30 years), and 'Greater Christchurch' during the earthquake rebuild phase. Overall the data indicates a slight reduction before an increase from 2025 which again is dominated by Christchurch City Council's programme.

Description of Regional Investment Level Proposed per Local Authority

On a per capita basis there are considerable increases for Waimate and Ashburton districts, while all other agencies are relatively stable. The following graph is based on current population statistics and are no adjusted for projected growth.
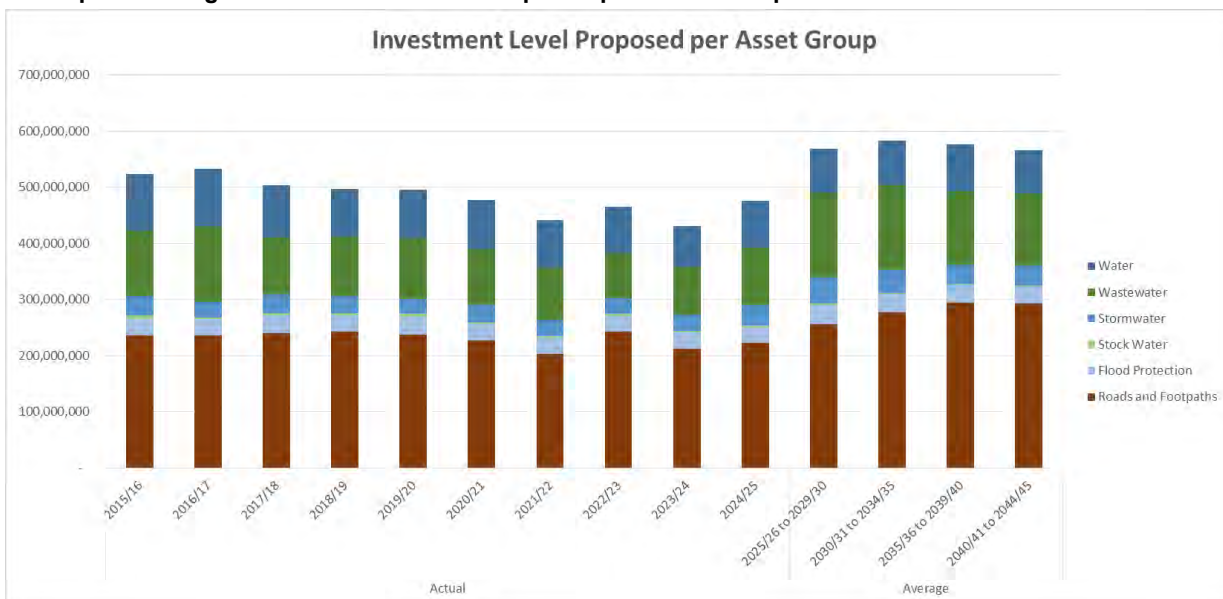
Description of Regional Investment Level Proposed Per Capita (Indicative) - per Local Authority
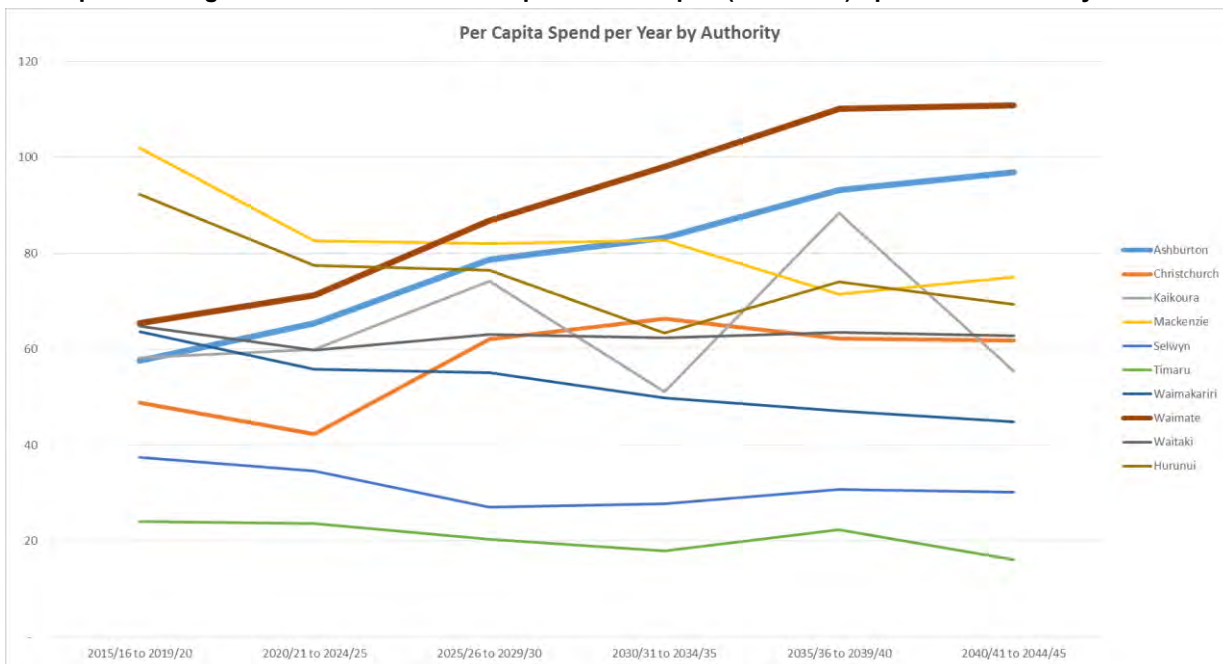

Across the Asset Groups, Roads and Footpaths represent the largest investment (48% over 30 years). Investment levels for Roads and Footpaths as well as Wastewater ramp up after 10 years, while otherwise investment levels are fairly stable for each activity.

Description of Regional Investment Level Proposed per Asset Group

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Description of Regional Investment per Year by Activity

Investment per Year by Activity
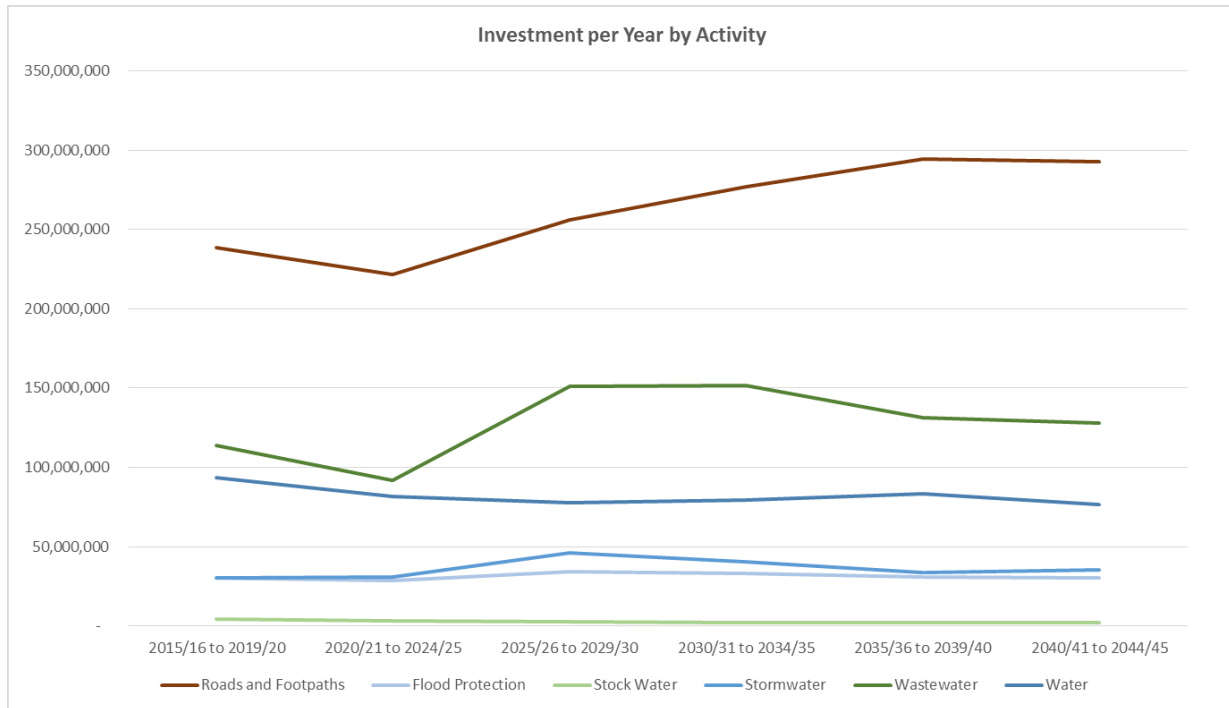
There are some significant issues/strategies related to specific asset groups including:

- **Reticulation networks and bridges** – aging network
- **Roads** – the implementation of the One Network Road Classification (ONRC)
- **Road and bridges** – A change in the legal loading requirements (e.g. High Productivity Vehicles, 50t Max and super singles wheels)
- **Water** –Major investment needs for replacing treatment plants and reservoirs
- **Wastewater** – The wastewater systems are still under repairs as a result of the earthquake; and
- **Stormwater** – Allowing for increasing storm events plus an aging and inadequate network

The net result of these issues was a significant increased investment profile across all asset groups for the first six to seven years of the long-term plan. The most significant observations from these investment profiles was the degree at which the investment profiles are synchronised, not only for the councils but also for the asset groups i.e. all the work for specific asset groups need to occur at the same time. This phenomena signals the potential for significant resourcing issues for the construction industry.
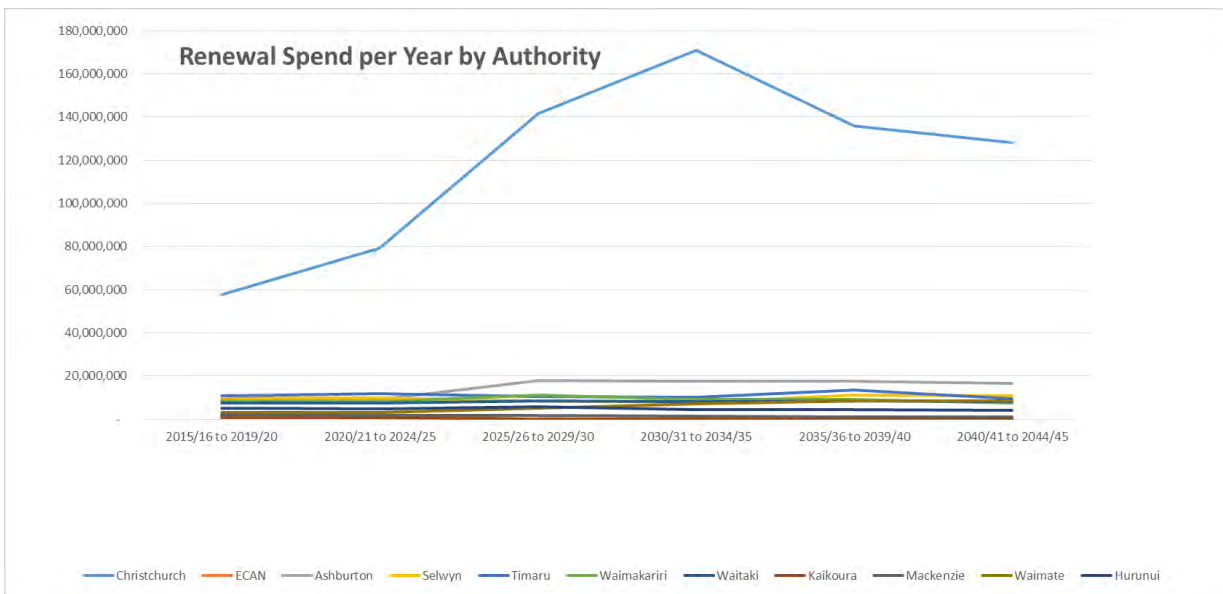
To gain a better understanding of the trends, the investment has been split into the respective investment categories as depicted below.

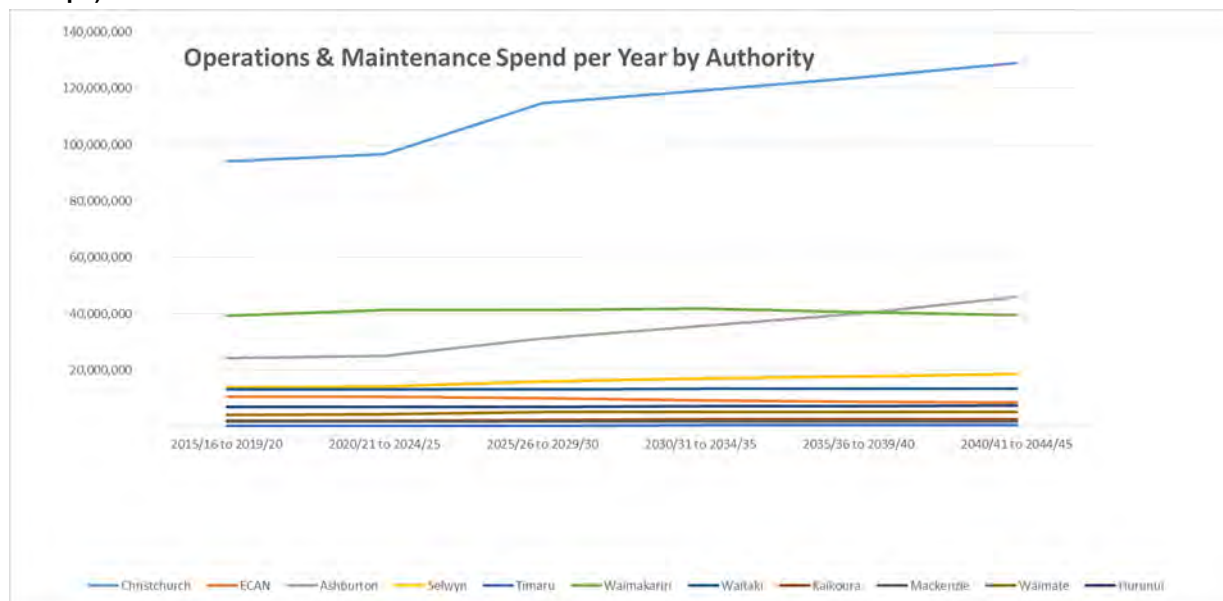**Description of Investment Level Proposed – per Investment Category (All Asset Groups)**
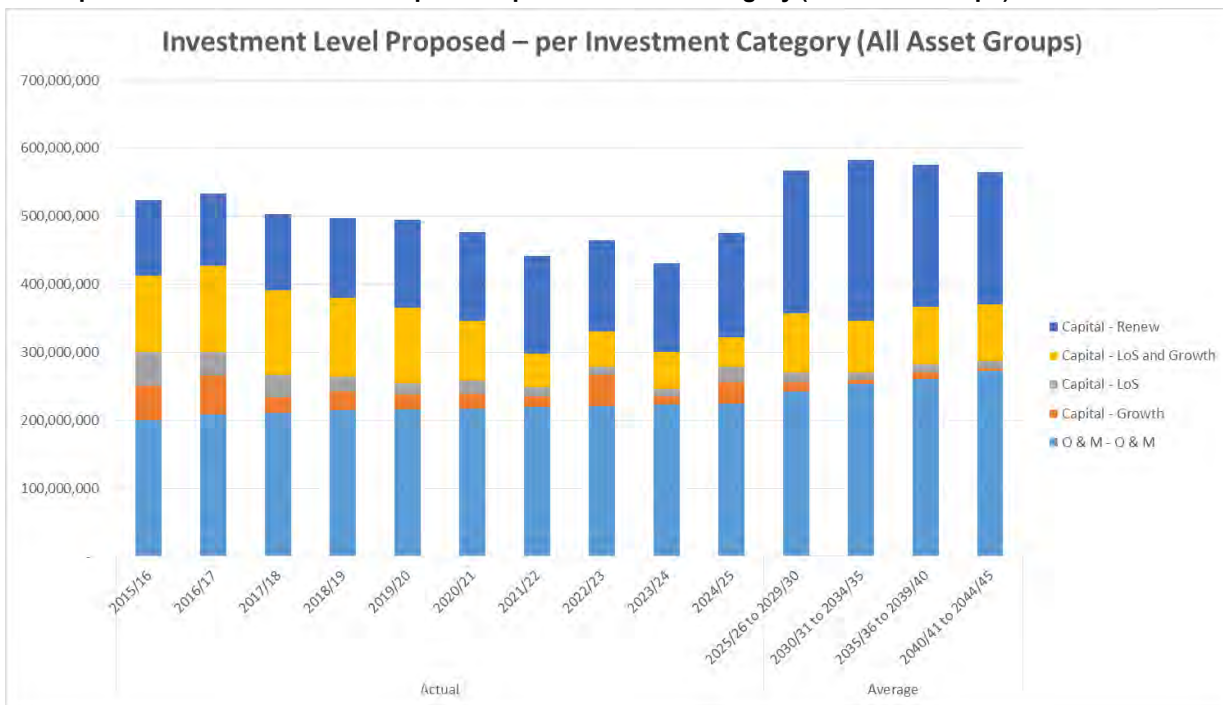
Description of Investment Level Proposed for Asset Renewal – per Organisation (All Asset Groups)

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Description of Investment Level Proposed for Operations and Maintenance – per Organisation (All Asset Groups)

Investment associated with Levels of Service change and/or Growth are quite variable, with some gradual decline in investment, this is followed by increases from ten years out until the end of the planning period.

Operations and maintenance remain a large proportion of the investment in the region. While levels are stable for most authorities, Ashburton and Christchurch City indicate increases overall.

1.3 Comparison with other Regions

Environment Canterbury has undertaken some analysis comparing the expenditure proposed with other regions.

It is total spending indicated for 2015/16 on 3 waters and roading as provided in the infrastructure strategies of all councils. The data tabulated below indicates considerably higher expenditure in other regions despite the Canterbury earthquake rebuild.

Region	Total expenditure on core infrastructure 2015/16 year ($M)	Region Population	Total expenditure on core infrastructure ($ per person/year)
Canterbury	500	586,400	853
Auckland	2,705	1,569,900	1,723
Waikato	610	439,100	1,389
Wellington	767	496,900	1,544

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1.4   Assumptions

Assumptions used in the development of the strategic plans were reviewed. Some of the assumptions worth noting are:

- **Inflation** - There is more variation in this assumption than expected, despite national and regional guidance
- **Population growth** – Many local authorities have developed projections to suit their particular circumstances. There is an opportunity to provide a greater degree of consistency across the region or what departures have been made. The reasons for such variations to the 'base projections' should be explained
- **Useful Life of Significant Assets**- This is reasonable and will reflect the level of knowledge and confidence in the information for each organisation
- **Legislative Demands** - If central government expects a realistic approach to planning and expenditure, the duties and compliance required by local authorities should not be initiated within statutory planning periods but coincide commencement dates with planning periods. (i.e. changes are implemented through LTP reviews not mid-term).
- **Resource Consents**- This is reasonable but needs to be considered in the context of national directives (e.g. National Policy Statements) or Regional Plans; and
- **Service Levels-** This is reasonable and will reflect the organisations understanding of levels of service. Comparisons through the mandatory performance measures may affect this in future

1.5   Recommendations

The net result of these issues was a significantly increased investment profile across all asset groups for the first six to seven years of the long-term plan from past years. The most significant observations from these investment profiles was the degree at which the investment profiles are synchronised, not only for the councils but also for the asset groups i.e. all the work for specific asset groups need to occur at the same time. This phenomena signals significant resourcing issues for the construction industry.

At the same time the situation provides an excellent environment for collaboration between councils in the areas of:

- Joint planning across the planning and asset management space
- Collaboration in procurement and coordination of major projects to ensure value for money is achieved while maintaining an effective and capable contracting sector
- Joining forces in the asset management space to explore best appropriate practice and leverage off each other's knowledge
- Opportunities for Benchmarking including financial investment plans, Levels of Service aspects; and good practice and innovations
- Integrated planning and alignment of planning assumptions

This report focusses on the investment profile for the planning period. While each Council has addressed the funding issue with its own challenges and opportunities in mind, it is suggested that a 'constraints analysis' is the next logical consideration for the forum. Working in combination, the local authorities could assess the factors that may impact on timely, efficient and effective implementation of the works programme. Such analysis would include:

- Resource and asset management planning
- Financial and funding challenges
- Investigations and engineering design
- Project management
- Construction capability (qualifications, quantity and general resource)
- Consideration of adding other expenditure beyond 'core infrastructure'. This would include community facilities and other large investments on behalf of the respective communities

1.6   So What Now?

While remaining focussed on it current priorities and strategically driven approach, Canterbury Local Authorities need to look beyond immediate issues. Robust asset management is needed to ensure the renewal challenge is accurately understand, and that the integration of Infrastructure Strategies and Financial Strategies provide a platform for financial sustainability and meaningful consultation with the communities served.

The analysis of the investment proposed is illustrated in the attached synopsis.

Synopsis – Assessment of Canterbury Local Authorities Infrastructure Strategies.

Infrastructure is key in supporting the wellbeing of the communities across Canterbury.

Across the regions local authorities, combined annual investment in core infrastructure adds up to $500 million per year.

The region is focussing on a bright future and it is essential that the vision articulated in the Canterbury Regional Economic Development Strategy (2015) is supported through appropriate infrastructure investment.

The Canterbury Regional Economic Development Strategy includes a 20-year vision for economic and social wellbeing discussed in seven work programmes

1. Integrated regional transport planning and infrastructure investment

2. Digital connectivity: extension and uptake of fast broadband in rural areas

3. Freshwater management and irrigation infrastructure

4. Value-added production

5. Education and training for a skilled workforce

6. Newcomer and migrant settlement (skilled workers, cohesive communities)

7. Regional visitor strategy

Multi-agency projects have been identified against each programme component.

Over the 2015-2045 period the Infrastructure Strategies discuss, nearly half of the spend proposed will be within Christchurch City.

When considered in five year blocks, the pattern of investment reflects distinct phases, with earthquake rebuild a strategic focus. Once the earthquake rebuild slows, the overall investment levels step down, but after another few years it increases to higher levels. This is the most evident for roads and footpaths

Christchurch City Council's investment levels are significantly larger than any other agency, making up 58% of the 30 year spend. Clearly this level of work will dominate the sector.

Investment in the 'core infrastructure groups represents key spend for Canterbury's communities.

Expenditure on community facilities should not be ignored due to their size and impact on community wellbeing. In future, as a minimum the large projects should be included in Infrastructure Strategies.

Investment is dominated by roads and footpaths, all activities show decline over time, roading and three waters in particular. This differs from the picture obtained from the combined Infrastructure Strategies for NZ. Note the combined NZ image may include compounding inflation.

The Canterbury Regional Economic Development Strategy identifies integrated transport planning as a priority. While the priority is in the short term, there is a need for ongoing monitoring and focus. This will occur through existing structures such as the Regional Transport Committee.

Understanding the investment levels required beyond earthquake rebuild requires a greater level of understanding in the assets involved. This is more typical of the asset management process. Some authorities have a thorough understanding of their asset portfolio, and modelling provides a sound basis for investment levels into the future. Waikarariri's Infrastructure Strategy demonstrates good examples of this.. Others may be restricted in the levels of investment that can be applied, where this is the case and there is a level of underinvestment, this needs to be clearly discussed along with the risk. Authorities that have a less mature knowledge of their asset renewal needs and need to develop a more comprehensive approach that provides higher levels of confidence in future requirements.
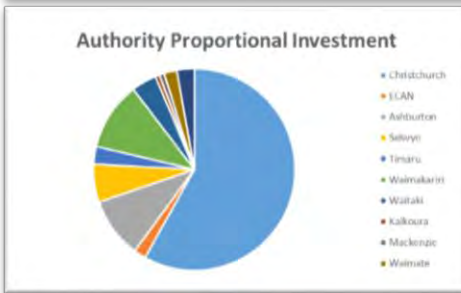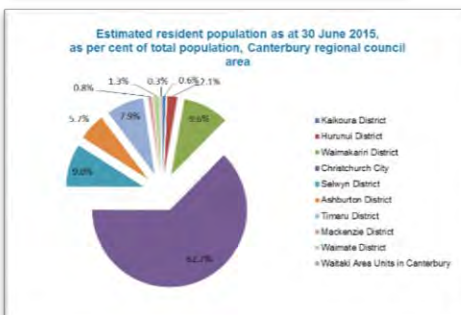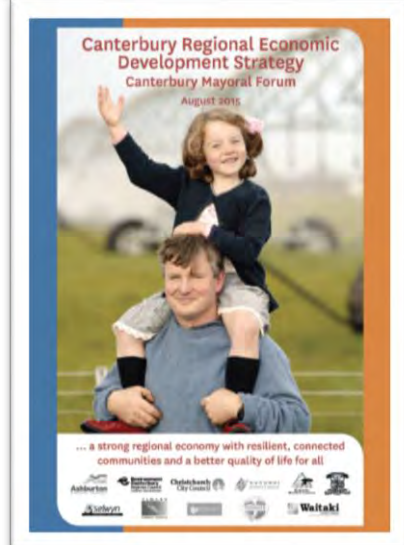
Accurate data and modelling is needed to ensure this reflects the level of investment needed accurately.

What is financial sustainability and affordability – in the short term a strategy driven approach may be tied to expenditure, what does 'it' look like after that?

The Office of the Auditor General commented that Christchurch is clearly focussed on earthquake rebuild, while Waimakarir's long term view is robust and well integrated; the analysis confirms this.
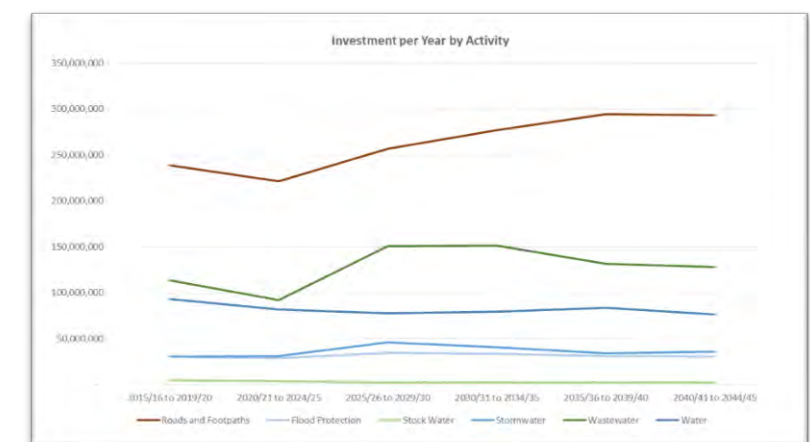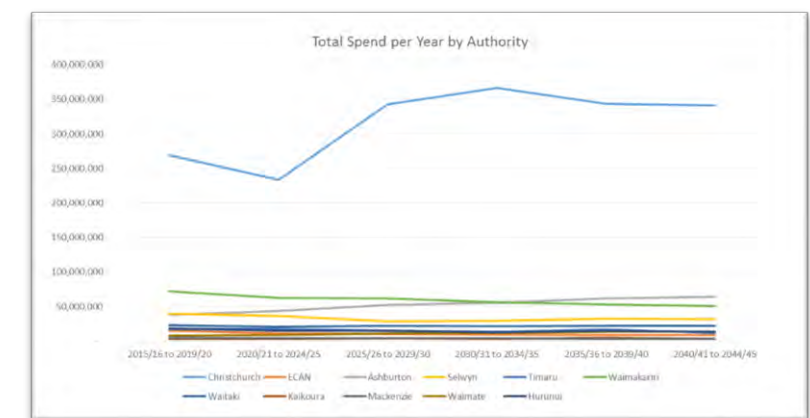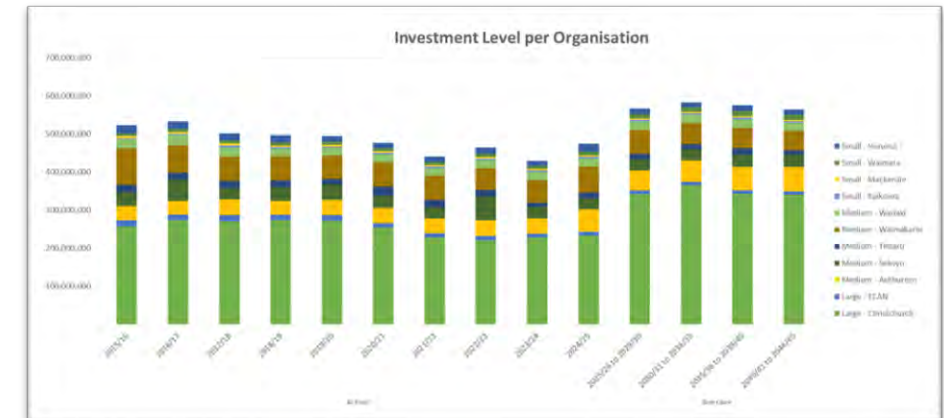
Christchurch City Council – Strategy in practice

Christchurch City Council is planning to significantly invest in infrastructure investment because of its re-build, new-build, and renewals programmes. The focus of the first 10 years of the strategy is on recovery, after which the focus moves to significant renewals. The Council anticipates that a return to pre-earthquake levels of service will take up to 30 years to complete. The strategy acknowledges that the Council does not completely know what asset-based service challenges it faces.

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2.0 PROJECT INTRODUCTION

2.1 Scope

The Canterbury Mayoral Forum has expressed a desire to establish a 'Canterbury Region wide view' of infrastructure investment by local authorities.

The combined view can be obtained from the Infrastructure Strategies of each of the ten territorial local authorities as well as Environment Canterbury.

The activities included reflect those that are to be included in Infrastructure Strategies (LGA 2002 s101B):
> (i) Water Supply,
> (ii) Sewerage and the treatment and disposal of sewage,
> (iii) Stormwater drainage,
> (iv) Flood protection and control works,
> (v) The provision of roads and footpaths.

NZTA data for the state highway network is a little more limited, but has been included as appropriate.

Waugh Infrastructure Management were engaged to collate and evaluate the data and comment on findings with recommendations for further action.

The aim of the report is to investigate opportunities of collaboration between the respective councils in order to address the collective infrastructure challenges. The objective is not to review or critique the validity of the investment profile. However, given that the data is viewed from an accumulated perspective potential risk for shortfall in forecasted funding needs will be highlighted for further investigation. This brief report details the findings from the analysis and provides recommendations for consideration.

The report has used as many charts and tables as possible, with brief analysis commentary to keep the report succinct and easy to review the information presented.
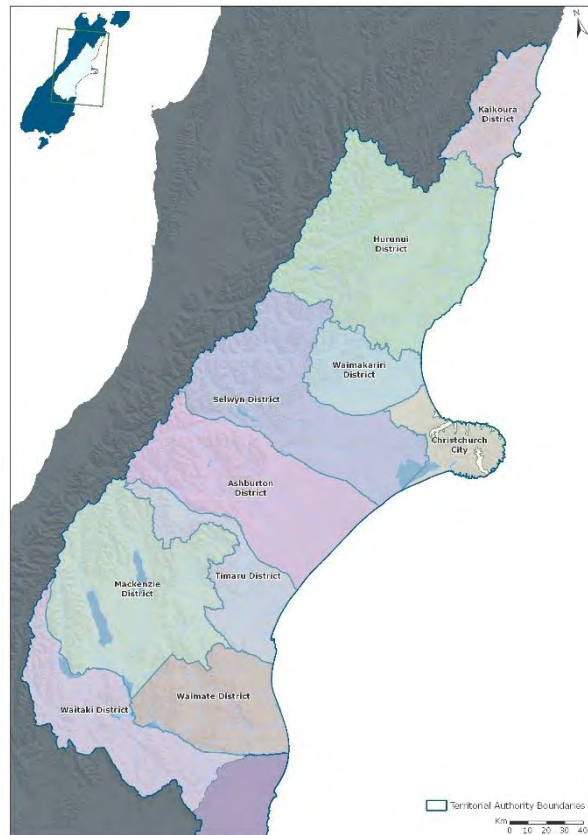
2.2 Council Participation and Data Collection

A request was made to all Canterbury authorities for the Infrastructure Strategy Financial information to be provided in MS Excel format. Given that many of the organisations used the Infrastructure Strategy Template developed by Waugh Infrastructure Management, this was treated as the default format for data.

Infrastructure Strategy data was received from:
- Ashburton District Council
- Christchurch City Council
- Hurunui District Council
- Kaikoura District Council
- Mackenzie District Council
- Selwyn District Council
- Timaru District Council
- Waimakariri District Council
- Waimate District Council

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- Waitaki District Council
- Environment Canterbury

Data was generally consistent, with the exception of Operations and Maintenance investment levels for Timaru District Council which were recorded as an incremental cost over 2015 levels.

It should be noted that Waitaki District is partially within Canterbury Region and partially in Otago Region.

As expected the data was dominated by Christchurch City Council, given the population comprises 63% of the region.

Within this report 'investment' refers to the combined total of:
- Operations and Maintenance
- Asset Renewals
- New Capital Works (new)

Estimated resident population as at 30 June 2015, as per cent of total population, Canterbury regional council area

- Kaikoura District
- Hurunui District
- Waimakariri District
- Christchurch City
- Selwyn District
- Ashburton District
- Timaru District
- Mackenzie District
- Waimate District
- Waitaki Area Units in Canterbury
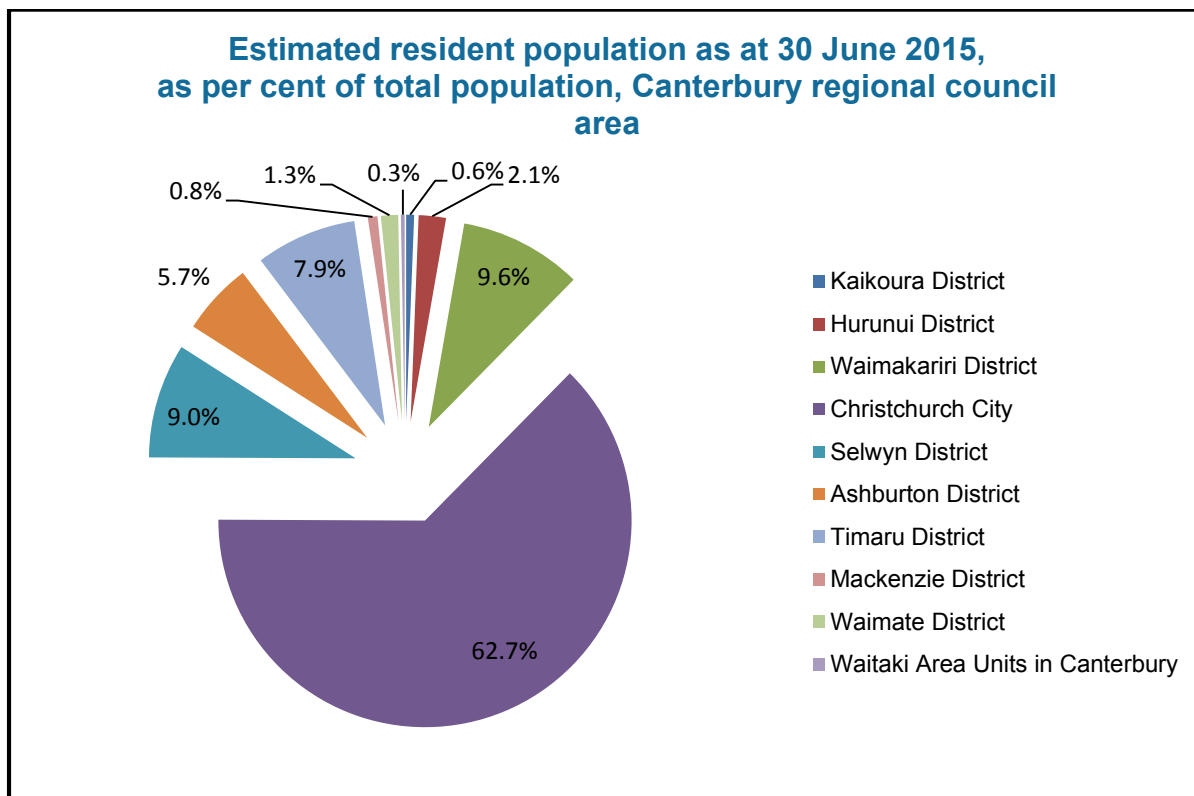
NZTA State Highway network data was obtained from the National Land Transport Plan and indicated separately.

3.0   COMBINED INFRASTRUCTURE STRATEGY SUMMARY

3.1   Key Strategies and Issues

A complete review was undertaken of 30-year Infrastructure Strategies from the respective councils. Although expected, it was still remarkable to note the similarities in key issues between these councils. These not only assist in understanding of the future needs but also present significant opportunities for efficiency gains through collaboration.

Some of the strategies and issues that will impact on most the asset groups are:
- The legacy of the earthquake damage and renewals needs is still significant and will impact on long-term plans for the next five to ten years
- Due to the earthquake, most reserve funds are depleted and councils are faced with a tremendous challenges in rebuilding the reserves / creating borrowing headroom
- There is varied population growth across the region and projections indicate that this will continue for the foreseeable future in the respective authorities. There will be a capacity growth demand on all asset groups that mirror the population increase
- The projected population dynamic also recognises changes in the demographical composition of communities, posing a challenge for not only this region but also the rest of the country. It is expected that the older cohort will make up a larger proportion of the Canterbury population when compared to the national average
- The infrastructure sector is continuously under pressure of changing Levels of Service expectation increases, not only from the community, but also from significant legislative changes; and
- Climate change is already impacting on this region. This will have a greater effect on asset groups that have to cope through a greater range of storm events

There are some significant issues/strategies related to specific asset groups including:
- **Reticulation networks and bridges** –the building and install dates of these asset groups put the age profile of a significant portion of pipes and bridges at around 60 to 80 years old. During the next 30 years it is expected that the poorer performing component of these assets will require renewal and replacement. The renewal and replacement rate for these group can only increase during this term
- **Roads –** the implementation of the One Network Road Classification (ONRC) may have a short-term impact on all networks. This impact is not expected to have a significant impact on the over-all maintenance investment, but may well lead towards a stronger investment stratification across the ONRC classes. (i.e. lower volume road dropping in Levels of Service, while increased investment will go into higher volume roads Levels of Service
- **Road and bridges** – A change in the legal loading requirements (e.g. High Productivity Vehicles, 50t Max and super singles wheels) will have a more significant long-term impact on both bridge structure and road pavement renewals in the medium to long-term. Although research to date indicated this impact to be manageable there are parts of the network that may be vulnerable to additional loading and will require much earlier renewals than scheduled under what was previously normal loading regimes
- **Water** – Apart from the increasing age of the reticulation network, some councils signal major investment needs for replacing treatment plants and reservoirs
- **Wastewater** – The wastewater systems are still under repairs as a result of the Canterbury earthquake events. At the same time there are some immediate needs for capacity increases and capital projects to comply with resource consent requirements. The recent earthquake experiences has also highlighted the need for increased resilience of this network
- **Stormwater** – Allowing for increasing storm events, an aging and inadequate network will result in significant investment needs in the stormwater investment for this region. During the interim years an increasing flood damage risk and associated losses are an accepted reality for most of the region

The subsequent section presents the investment strategies from the councils for the next 30 years.

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3.2   Summary of Survey Results - Overall

The analysis of the investment levels proposed and commentary on the analysis is presented in this Section.

Definition: Based on population served		
Large:	Medium:	Small:
Christchurch City Council Environment Canterbury	Ashburton District Council Selwyn District Council Timaru District Council Waimakariri District Council	Kaikoura District Council Mackenzie District Council Waimate District Council

Note, with all the graphs where no investment is proposed by an organisation in a specific sector it will not appear in the graph. Inflation has been excluded, so all figures are expressed in 2015 dollars.

The investment levels are dominated by Christchurch City Council programmes (49% the total proposed programme over 30 years), and 'Greater Christchurch' during the earthquake rebuild phase. Overall the data indicates a reduction in spending overall.

Figure 3.1: Description of Regional Investment Level Proposed per Local Authority

On a per capita basis there are considerable increases for Waimate and Ashburton districts, while all other agencies indicate some levelling off or a reduction.

Figure 3.2: Description of Regional Investment Level Proposed Per Capita - per Local Authority
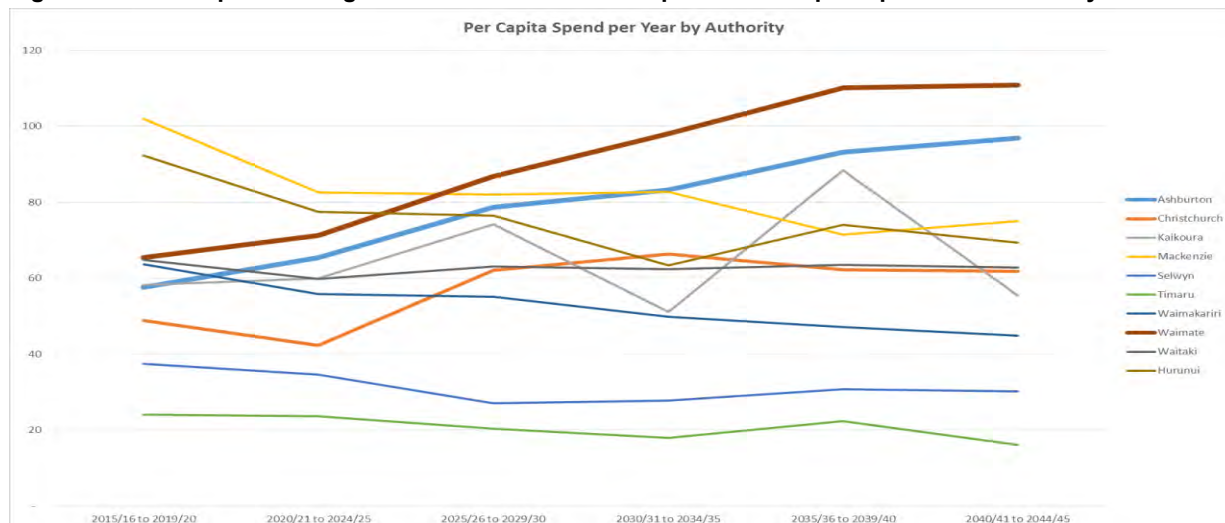
Figure 3.3 shows the total investment across the region for the next 30 years. The figure also shows the relative investment between the asset groups.

Figure 3.3: Description of Regional Investment Level Proposed per Asset Group
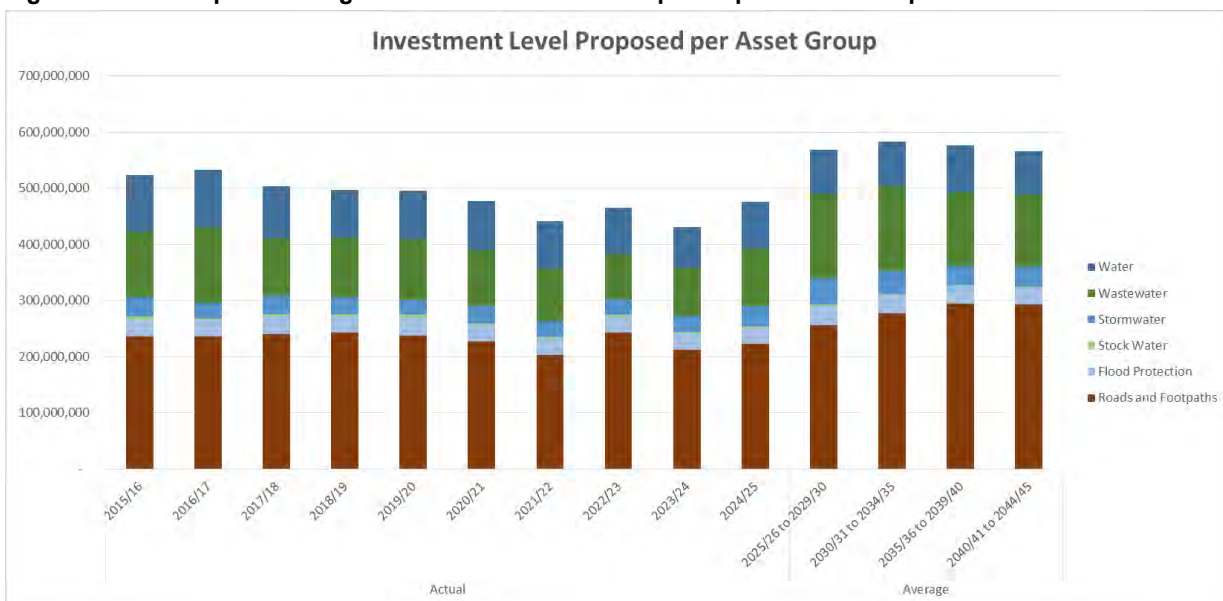
This graph shows the overall level of investment proposed across all councils. Points to note are:

- The significant investment during the short and medium term is noticeable. This increase investment requirements was recognised across all the main infrastructure groups
- There seems to be a reduced long-term funding requirement (year 10 to 30). This reduction should be viewed in the context of confidence in these long-term forecasts, without losing sight of the long-term increased pressure as signalled in the previous section

Figure 3.4: Description of Regional Investment per Year by Activity
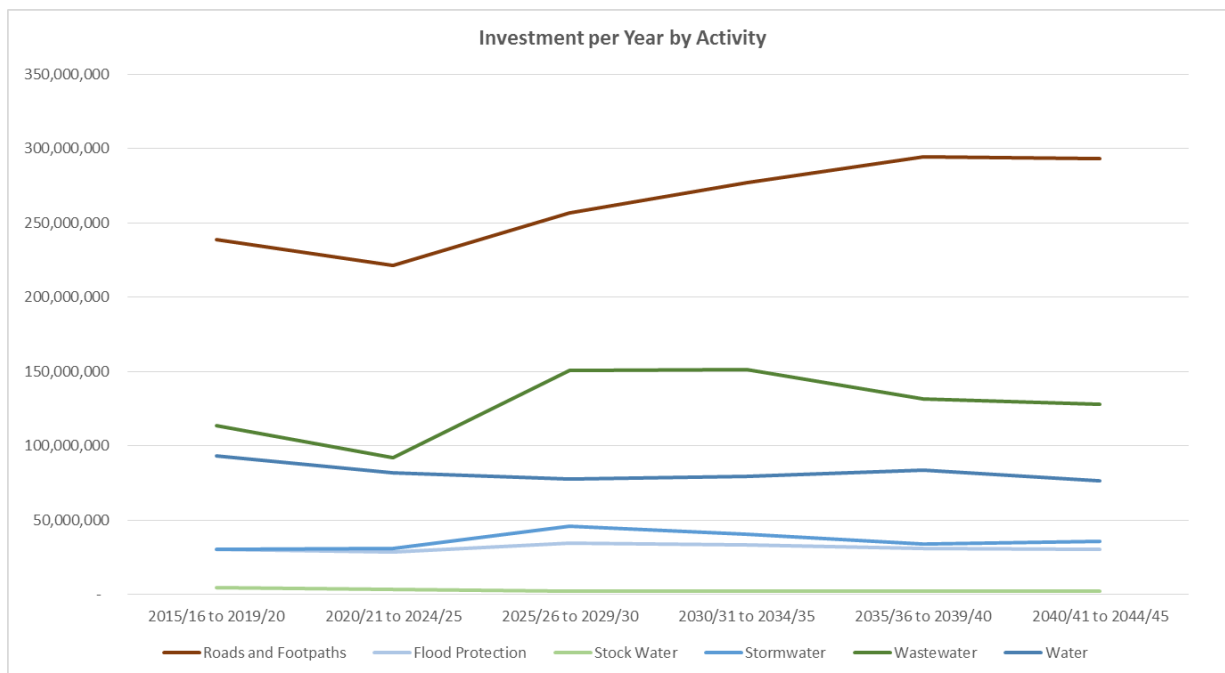
3.3 Summary of Survey Results – Water Activities

The next series of graphs still look at investment levels, but the results are grouped by Council population size, and the by Council functional area. Notes are provided with each graph.

3.3.1 Water Networks

Figure 3.5 shows the trends in investment for respective water networks, while Figure 3.6 shows the same investment per spending types

Figure 3.5: Description of Investment Level Proposed (Water) per Council
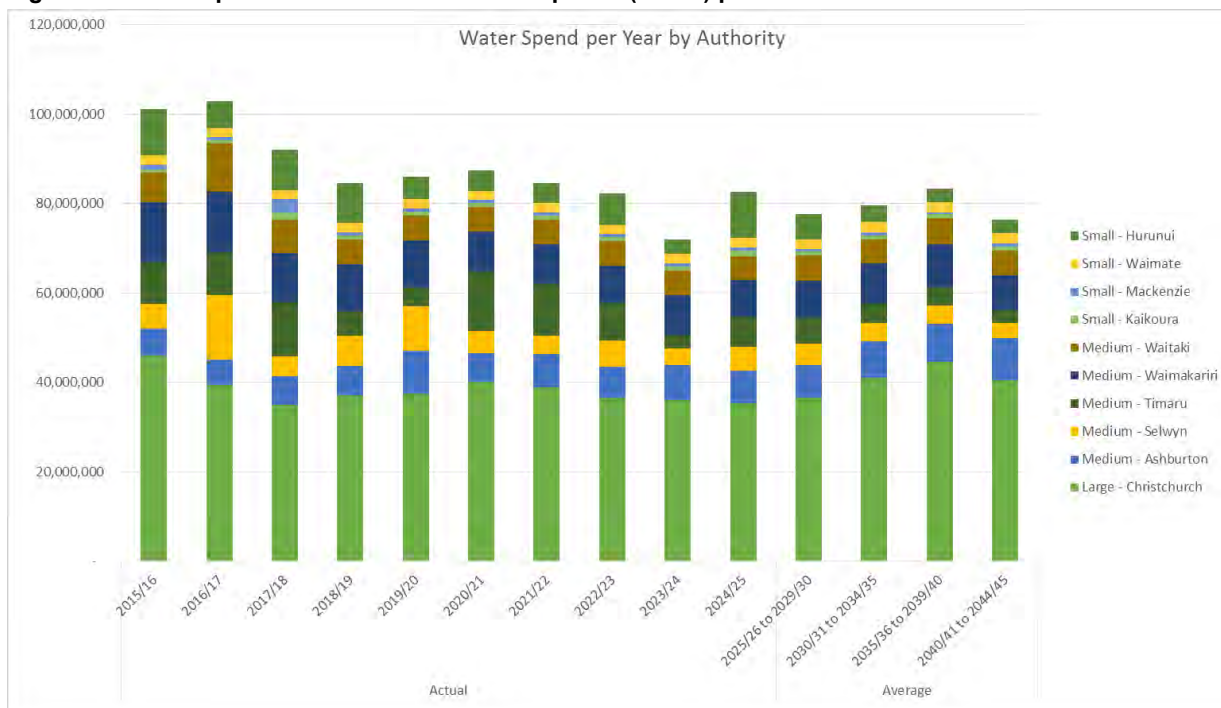
Figure 3.6: Description of Investment Level Proposed (Water) – per Investment Category
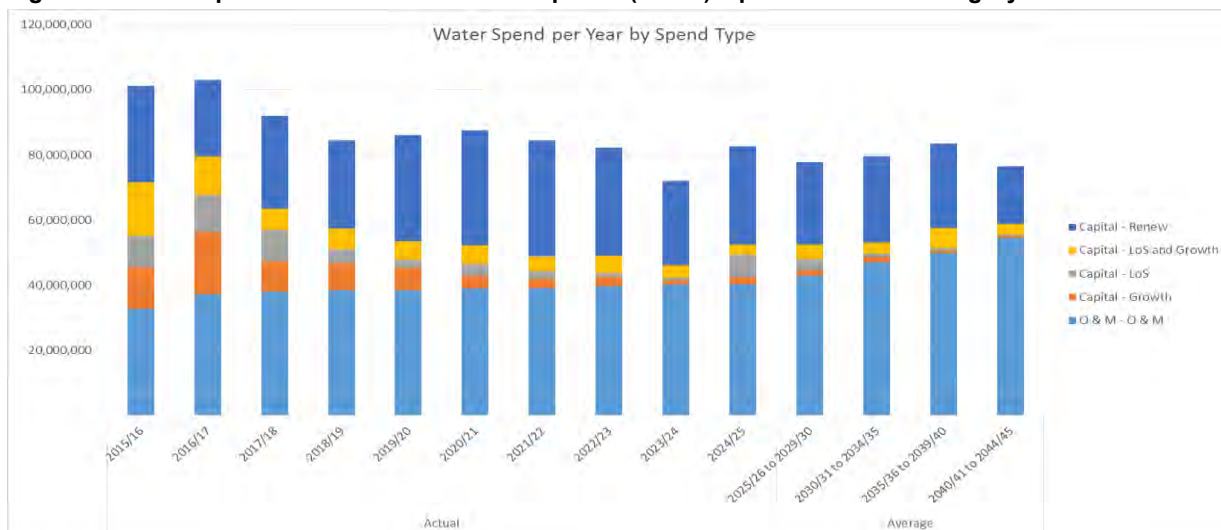
Observations from these figures include:
- Both graphs indicate the significant investment into the water networks over the next three years
- Most of the initial increased investment is attributed to growth and Levels of Service demand increase or a combination thereof
- The initial increased investment into growth and demand is superseded by an increased renewal and replacement programme combined with a steady increase in operational costs and;

- The decreasing investment by all agencies except Christchurch City into all categories for the last 20 years is perhaps a function of lack of confidence for the longer term forecast for this period

3.3.2   Wastewater Networks

Figure 3.8 and Figure 3.7 shows the wastewater investment per Council and per spending type respectively.

Figure 3.7: Description of Investment Level Proposed (Wastewater) per Council
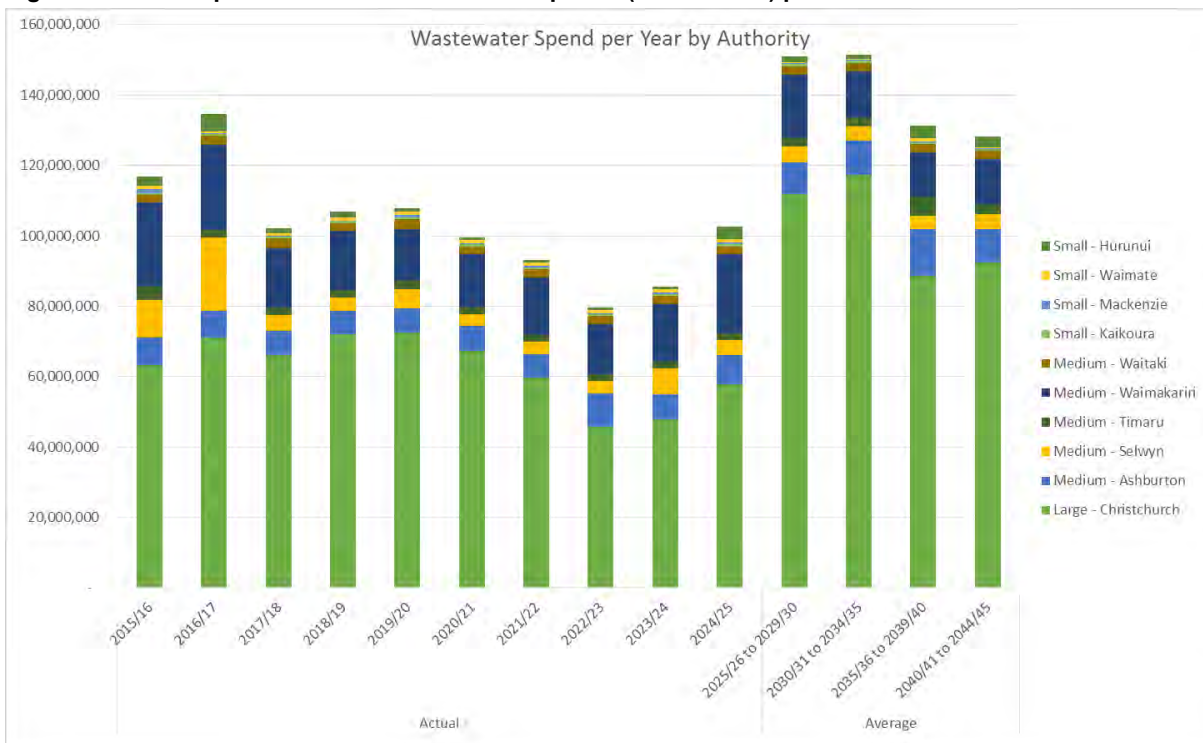
Figure 3.8: Description of Investment Level Proposed (Wastewater) – per Investment Category
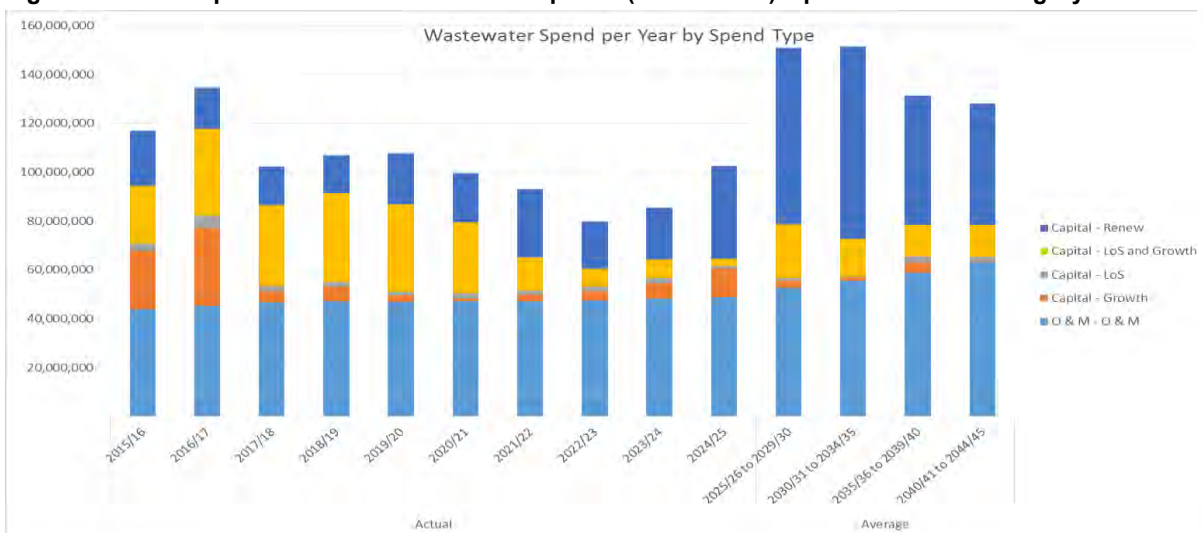
Observations from the figures are:
- The significant increased investment in the wastewater network mirror those of the water networks for the first two to five years
- Again, the significant increased expenditure is predominantly a function of the capital investments into growth and Level of Service upgrades

- A significant increase in the renewals programme is observed for during 2024 onwards (dominated by Christchurch City); and
- There is a significant spike in the investment during the first couple of years across most councils

3.3.3 Stormwater Networks

The stormwater investment is depicted for the councils and for the spending types in Figure 3.9 and Figure 3.10 respectively.

Figure 3.9: Description of Investment Level Proposed (Stormwater) per Council
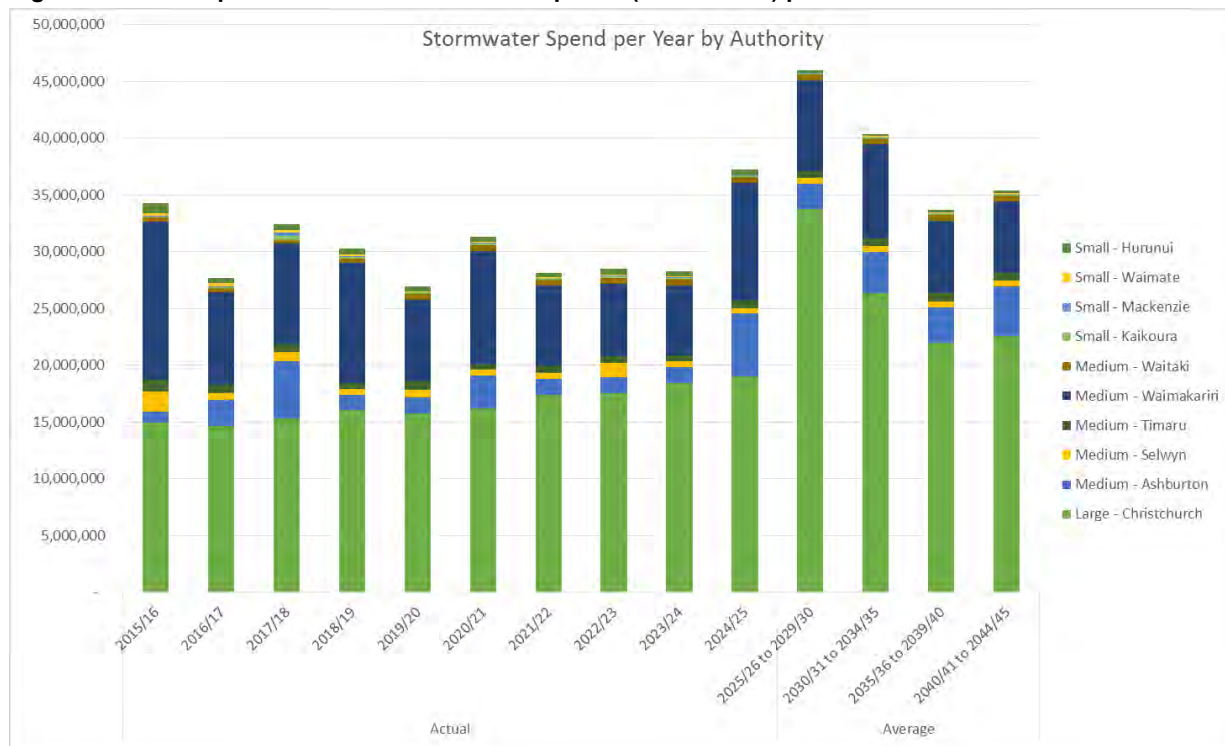
Figure 3.10: Description of Investment Level Proposed (Stormwater) – per Investment Category

Observations from the figures include:
- The over-all investment in stormwater networks for the regions is steadier when compared to the other water groups, although a significant spike was observed during 2024/25
- Although over-all a more steady investment profile, the stormwater investment for individual councils fluctuate through-out the first ten years. Higher investment years coincide sometime

between councils (refer to the investment profiles from Ashburton, Selwyn and Waimakariri District Councils)

- Increased investment due to growth is noted but the investment due to Levels of Service aspects is far more prominent; and
- There is a slight increase in the renewal and operations and maintenance budget over the ten-year period

3.3.4   Flood Protection

The flood protection investment for Environment Canterbury (EC) and Greater Christchurch is depicted in Figure 3.11.

Figure 3.11: Description of Investment Level Proposed (Flood Protection)
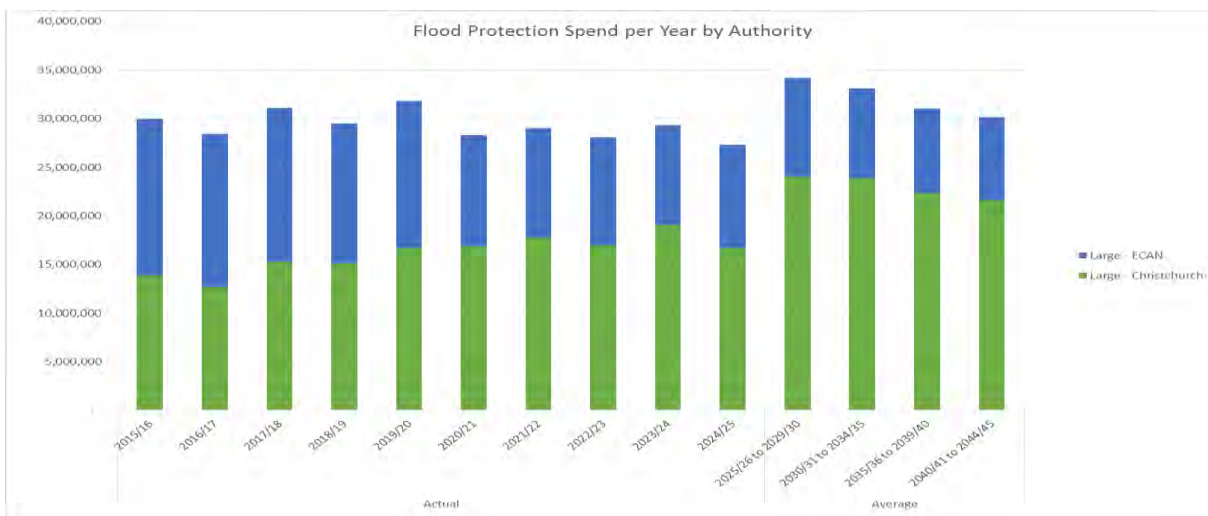
The figure illustrates an increasing expenditure for Christchurch and a decreasing investment for EC. The initial increasing investment is a result of Levels of Service upgrades, while the Levels of Service and growth investment is increasing over the first ten year period (Refer to Figure 3.12)

Figure 3.12: Description of Investment Level Proposed (Flood Protection) – per Investment Category
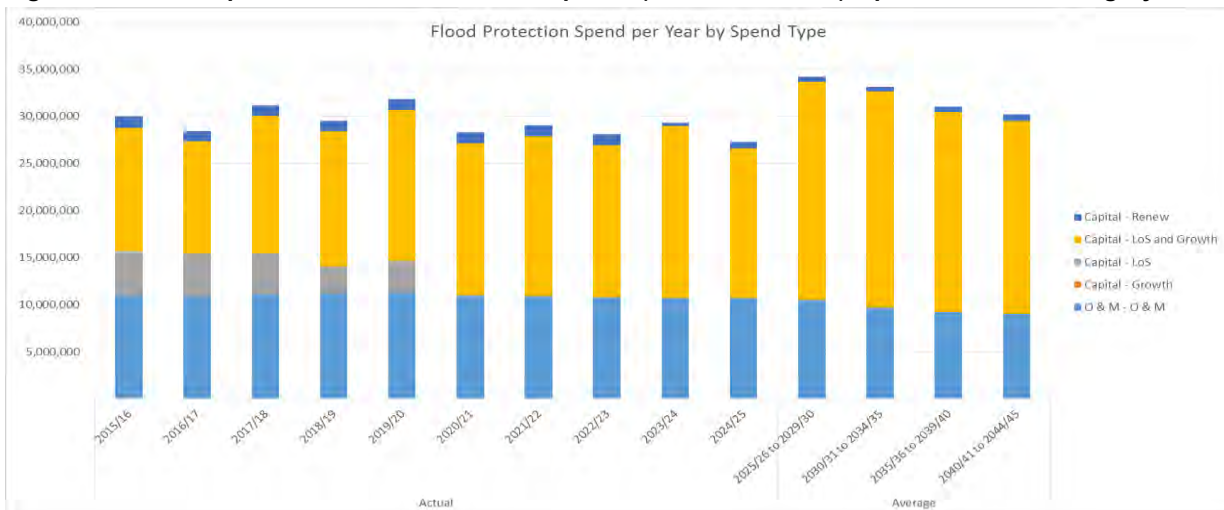
3.3.5   Stock Water

The investment into stock water follows a fairly constant investment profile as being depicted in Figure 3.13 and Figure 3.14. Years of significant increase in the investment into stock water is explained by Level of Service upgrade and renewal works.

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Figure 3.13: Description of Investment Level Proposed (Stockwater)
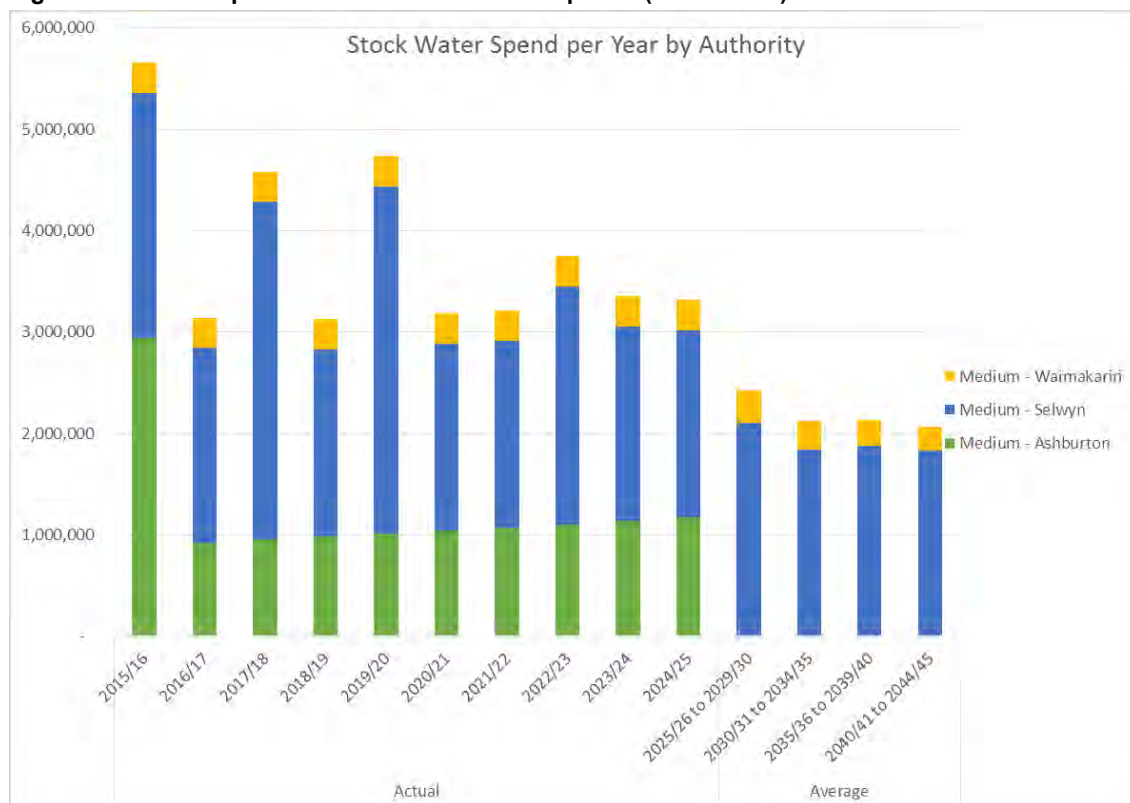
Figure 3.14: Description of Investment Level Proposed (Stockwater) – per Investment Category
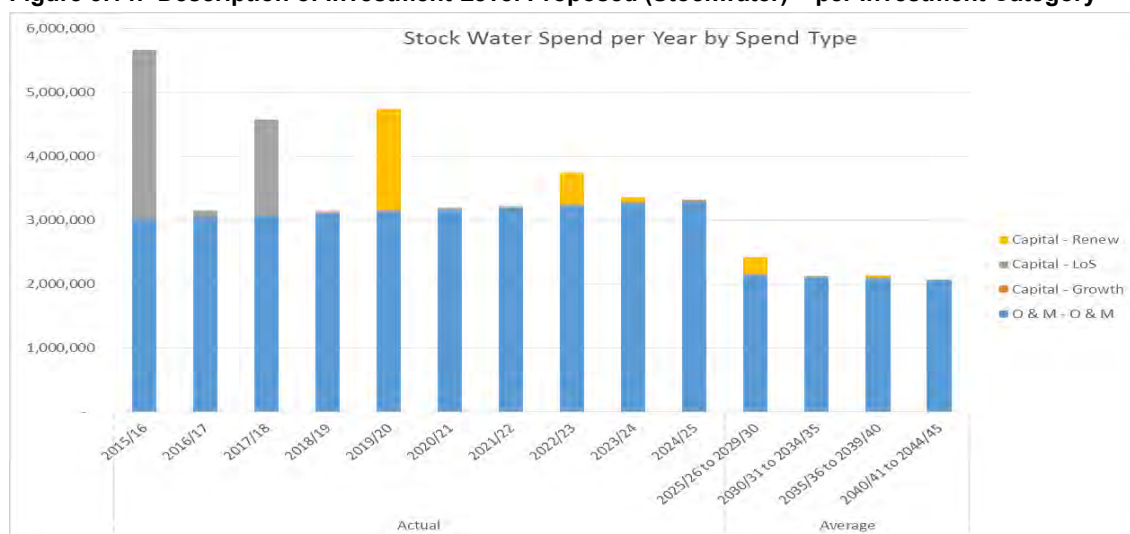
3.4 Summary of Survey Results – Transportation Activities

The next series of graphs still look at investment levels, but the results are grouped by Council population size, and the by Council functional area. Notes are provided with each graph.

3.4.1 Roads and Footpaths

Figure 3.15 considers the investment into roads and footpaths, while figure 3.10 shows the investment into the different spending categories.

A separate graph (Figure 3.17) has been provided for NZTA's spend on state highways. Unfortunately only three years data is available.

Figure 3.15: Description of Investment Level Proposed (Roads and Footpaths)
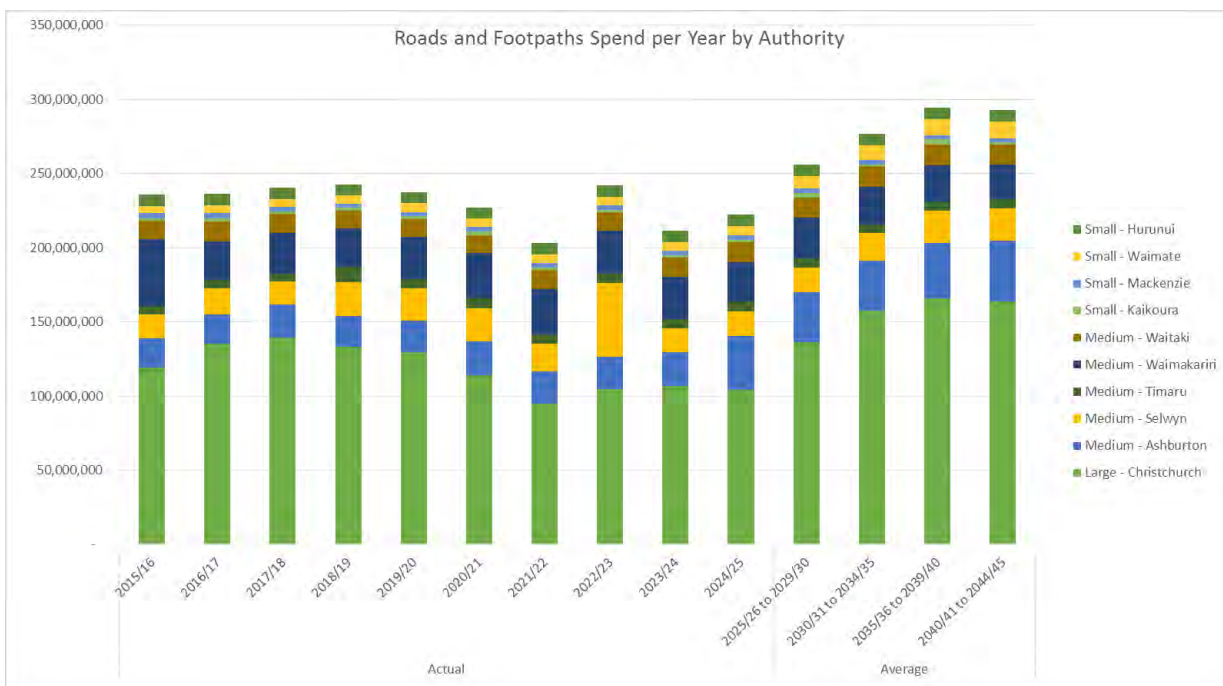
Figure 3.16: Description of Investment Level Proposed (Roads and Footpaths) – per Investment Category
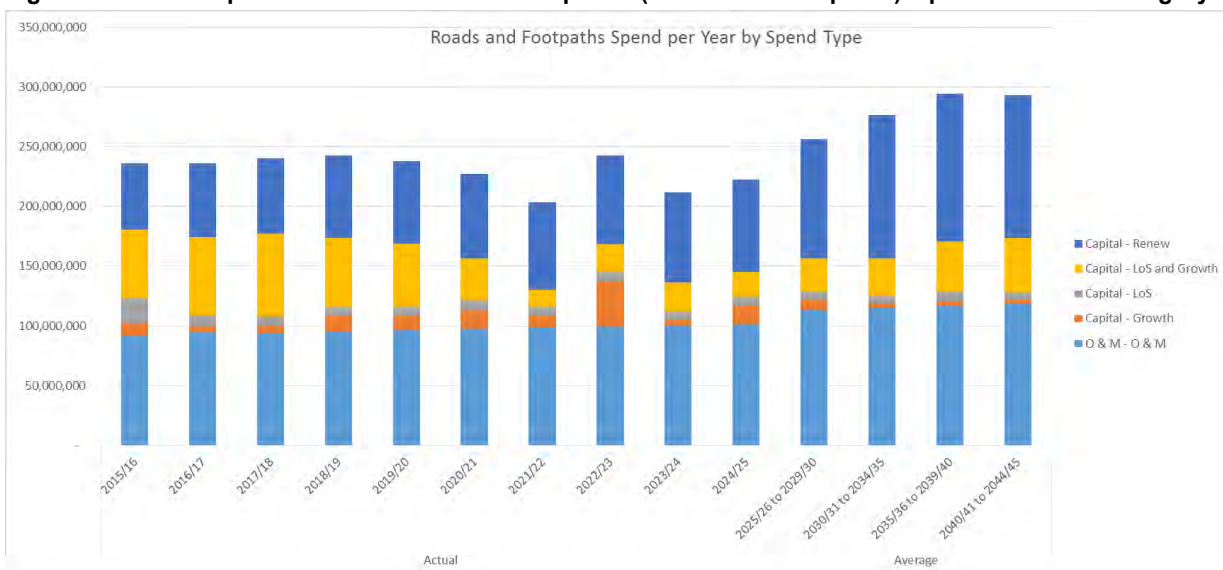
Figure 3.17: Description of Investment Level Proposed By NZTA on the Canterbury State Highway Network – per Investment Category
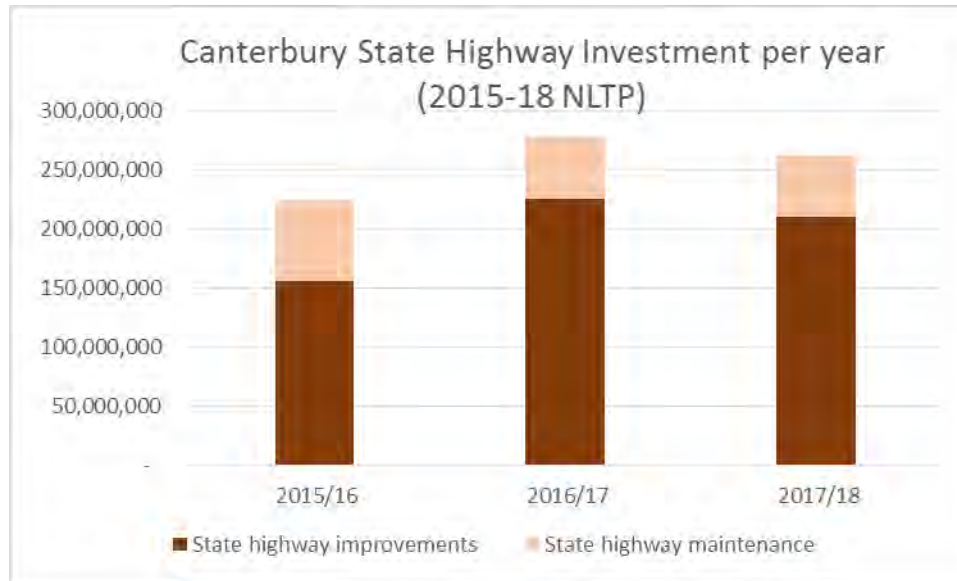
Observations from the figures are:

- The maturity of the transportation networks are signalled through a stable investment profile over time for both the renewal and the operations and maintenance budgets
- Providing for growth and Level of Service increases also results in an increase of the short-term investment needs during the first seven years
- A slight reduction in investment needs over the first ten years could be attributed to the earthquake damage repairs that over this period play a lesser role in the over-all funding requirements; and
- Sudden spike in investment for individual councils would largely be for significant projects in new routes and/or bridge replacements

The NZTA state highway investment is similar to all councils combined. This is considerable and over time there will be more transparency between this amount and local road networks via ONRC.

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3.5 Consideration of Assumptions

The assumptions identified by the Canterbury local authorities have been tabulated and considered. The table is included as Appendix 6.2 to this report.

This is a key issue in terms of ascertaining the investment levels required.

Table 3.1: Assessment of Assumptions used in Strategic Plans

Financial Assumptions	
Inflation	Expenditure is expected to increase with inflation. Expected rates vary from 2.3 – 3.6% per year over the 30 year period *There is more variation in this assumption than expected, despite national and regional guidance*
General Assumptions	
Population Change	The amount of growth expected and the composition of the growth appears to vary. *There is an opportunity to provide a greater degree of consistency across the region or what departures have been made. The reasons for such variations to the 'base projections' should be explained*
Useful Life of Significant Assets	There is a general approach to accepting that a reasonable approach has been made in estimating useful lives at which point renewal will be required. *This is reasonable and will reflect the level of knowledge and confidence in the information for each organisation*
Legislative Demands on Council	Most organisations have stated that Legislation impacting on Council will remain unchanged and the structure and responsibilities of Council will remain the same. *If central government expects a realistic approach to planning and expenditure, the duties and compliance required by local authorities should not be initiated within statutory planning periods but coincide commencement dates with planning periods*
Climate Change	Several Councils acknowledged that climate change is happening but the range of impacts expected varied from no significant impact to Council's activities *Some regional guidance or joint agreement would be useful*
Resource Consents	Most organisations assumed that the existing resource consents held by Council can be renewed without extra conditions being applied that will add significantly to the management costs and also not require significant upgrades. *This is reasonable but needs to be considered in the context of national directives (e.g. National Policy Statements) or Regional Plans*
Service Levels	Most organisations have stated that they assume that the expectations of the Community for the provision of services provided by Council will remain similar to the current situation. *This is reasonable and will reflect the organisations understanding of levels of service. Comparisons through the mandatory performance measures may affect this in future*

Review of Canterbury Local Authority Infrastructure Strategies

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General Assumptions (contd)	
Natural Hazards/Local natural disaster	Several organisation assumed that there will be no major adverse events, for example, earthquake, pandemic or flood; and that while events may occur at any time, Council's planning and ability to establish 'headroom' would be adequate *This is challenge for many given the existing demands from earthquake rebuild and growth. Identification of the approach being taken should be transparent (irrespective of if it is regarded as adequate or not)*
Strategic Assets	Several Council's noted their expectation was to remain involved in all activities involving strategic assets and continue to own and control all strategic assets. *This is reasonable*

There are opportunities for joint effort in developing assumptions. This is reflected in the recommendations.

4.0   COLLABORATION OPPORTUNITIES FOR CANTERBURY COUNCILS

4.1   Discussion on Investment Profiles

The investment profiles from all the asset groups were presented in the previous section. A common observation on the investment profile across all these asset groups was the significant increased investment over the first six to seven years. This increased investment need is largely driven by the following factors:

- There is still a legacy of earthquake damage to repair
- The entire region is experiencing rapid growth with the infrastructure already functioning at its capacity; and
- There are also significant Levels of Service aspects related to legislative and environmental considerations driving early investment needs

The most significant observations from these investment profile was the degree at which the investment profiles are synchronised, not only for the councils but also for the asset groups i.e. all the work for specific asset groups need to occur at the same time.

It is realised that the region has seen significant construction resources entering the area due to the rebuild initiatives. However, the increased investment profile will create an unprecedented high demand for resources that could result in inflated costs for executing the work and/or the pool of resources may not be sufficient to address the increased workload. The situation provides an ideal environment for collaboration between councils to execute the required workload in the most efficient and cost effective manner. The subsequent sections discuss some of the options.

4.2   Coordinated Planning of Major Projects

The first obvious options for collaboration would be to have a framework of joint planning set up between councils. Although there is an opportunity to consider joining the entire infrastructure planning components, a minimum starting point could be for joint scheduling and planning of major projects. The opportunities promised through a joint planning office include:

- Coordinated planning to stage major projects instead of executing them at the same time
- Centralised, effective and efficient planning, consent and procurement processes; and
- Opportunities to join project into logical packages

4.3   Collaboration with Procurement

Joint procurement options are also an obvious option for consideration by the councils. Through procurement, packages of work and procurement tools could be employed aiming at achieving the following outcomes:

- Ensuring construction work progresses as intended
- The completed work is undertaken to the highest quality
- The most cost efficient tender prices are received from the industry

4.4   An Opportunity for Benchmarking

One of the first opportunities that could arise for collaborating would be that of benchmarking. As experienced by other collaboration initiatives such as RATA (Waikato), significant benefits are gained by a form of benchmarking across councils that may include:

- Benchmarking of financial investment plans (such as this report)
- Benchmarking in Levels of Service aspects; and
- Benchmarking in good practice and innovations

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4.5   Collaboration on Asset Management Planning

One of the weaknesses identified by the review of the infrastructure investment profiles was the lack of certainty around the long-term renewals and operations and maintenance requirements, especially in the water areas. Given the issues and strategic focus areas of the regions it is difficult to believe the long-term quantities for renewals and operations and maintenance would be reducing for the 10 to 30 time period. For example, the transportation programmes shows a similar level in renewals to the quantities over the first ten years. It is well known that the roading area uses more sophisticated analytics to determine the long-term investment needs. It is believed that the water sector could also benefit from a similar approach.

A previous report to the Mayoral Forum has investigated the collaboration opportunities in the asset management area. This will form the basis of duplicating collaboration in the renewals, maintenance and operation collaboration for the ongoing day-to-day delivery of infrastructure services. Recommended actions from this report were:

1. Use of asset management peer audits to improve the standard of AM practice (Source Road Maintenance Task Force 2012).
2. Use of regional clusters, or centres of excellence for peer mentoring, shared services, metadata standard deployment, development and deployment of asset management analysis tools, development of AM practice around risk management, condition and performance monitoring, performance measures, cost tracking and maintenance data capture (Source Road Maintenance Task Force 2012, NIP 2015).
3. Documentation of appropriate practice case studies to assist in knowledge dissemination (Source Road Maintenance Task Force 2012).
4. If adopted – regional long term infrastructure plans (Source NIP 2015).
5. RAMM/dTIMS coordination and further development, possibly in conjunction with Road Efficiency Group initiatives.
6. GIS coordination around common systems and procurement, updating and coordination of data sets.
7. AssetFinder coordination, resource sharing, mutual support and dialogue for those Councils using the system.
8. Infor PS coordination, resource sharing, mutual support and dialogue for those Councils using the system.

5.0   CONCLUSIONS AND RECOMMENDATIONS

The Canterbury Mayoral Forum has expressed a desire to establish a 'Canterbury Region wide view' of Infrastructure investment by local authorities. The combined view was obtained from the Infrastructure Strategies of each of the ten territorial local authorities as well as Environment Canterbury.

Some of the significant issues and key strategies faced collectively by the councils involved were:
- The legacy of the earthquake damage and renewals
- Challenges in rebuilding the reserves / creating borrowing headroom
- Significant population growth
- Changes in the demographic composition of communities
- Changing Level of Service expectation increases; and
- Climate change placing increased pressure on particularly asset groups

Assumptions used in the development of the strategic plans were reviewed. Some of the once worth noting are:
- **Inflation** - There is more variation in this assumption than expected, despite national and regional guidance
- **Population growth** - A greater degree of consistency could be achieved across the region with a 'agreed source' of projection
- **Useful Life of Significant Assets** - This is reasonable and will reflect the level of knowledge and confidence in the information for each organisation
- **Legislative Demands** - If central government expects a realistic approach to planning and expenditure, the duties and compliance required by local authorities should not be initiated within statutory planning periods but coincide commencement dates with planning periods. (i.e. changes are implemented through LTP reviews not mid-term).
- **Climate Change** - Some regional guidance or joint agreement would be useful
- **Resource Consents** - This is reasonable but needs to be considered in the context of national directives (e.g. National Policy Statements) or Regional Plans; and
- **Service Levels -** This is reasonable and will reflect the organisations understanding of levels of service. Comparisons through the mandatory performance measures may affect this in future
- **Natural Hazards/Local natural disaster** - This is challenge for many given the existing demands from earthquake rebuild and growth. Identification of the approach being taken should be transparent (irrespective of if it is regarded as adequate or not)
- **Strategic Assets** - It is reasonable for councils to expect to remain involved in all activities involving strategic assets and continue to own and control all strategic assets

There are some significant issues/strategies related to specific asset groups including:
- **Reticulation networks and bridges** – aging network
- **Roads –**One Network Road Classification (ONRC)
- **Road and bridges** – A change in the legal loading requirements (e.g. High Productivity Vehicles, 50t Max and super singles wheels)
- **Water –**Major investment needs for replacing treatment plants and reservoirs
- **Wastewater** – The wastewater systems are still under repairs as a result of the earthquake; and
- **Stormwater** – Allowing for increasing storm events plus an aging and inadequate network

The net result of these issues was a significant increased investment profile across all asset groups for the first six to seven years of the long-term plan. The most significant observations from these investment profiles was the degree at which the investment profiles are synchronised, not only for the councils but also for the asset groups i.e. all the work for specific asset groups need to occur at the same time. This phenomena signals the potential for significant resourcing issues for the construction industry.

At the same time the situation provides an excellent environment for collaboration between councils in the areas of:
- Joint planning across the planning and asset management space
- Collaboration in procurement and coordination of major projects to ensure value for money is achieved while maintaining an effective and capable contracting sector

- Joining forces in the asset management space to explore best appropriate practice and leverage off each other's knowledge
- Opportunities of Benchmarking including financial investment plans, Levels of Service aspects; and good practice and innovations

This report focusses on the investment profile for the planning period. While each Council has addressed the funding issue with its own challenges and opportunities in mind, it is suggested that a 'constraints analysis' is the next logical consideration for the forum. Working in combination, the local authorities could assess the factors that may impact on timely, efficient and effective implementation of the works programme. Such analysis would include:

- Resource and asset management planning
- Financial and funding challenges
- Investigations and engineering design
- Project management
- Construction capability (qualifications, quantity and general resource)

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6.0   APPENDICES

6.1   Data Specification

Councils are requested to provide the following information

1.   Infrastructure Strategy Financial Forecasts in Excel Format

Activity	Item 1	Item 2	Item 3	Item 4	Item 5
Water supply (for human use - urban and rural supplies)	Total projected Operations and Maintenance Expenditure	Total projected Renewals Expenditure	Total projected Capital Expenditure per year due to Level of Service Increase	Total projected Capital Expenditure per year due to Growth	Total projected Capital Expenditure per year due to other issues e.g. regulatory compliance (specify reason)
Water supply (for stock water or agricultural irrigation – productive water)					
Sewerage and the treatment and disposal of sewage:					
Stormwater drainage					
Flood protection and control works					
Roads and footpaths					
Notes: Data shall be per year (years 1-10) and in five year blocks (years 11-15, 16-20, 21-25 and 26-30) Data shall be <u>uninflated</u>					

2.   Electronic copy of the adopted Infrastructure Strategy

3.   Electronic copy of the assumptions included in the development of the Infrastructure Strategy

Data shall be forwarded to Waugh Infrastructure Management for compilation and analysis by 9am on 9 November 2015.

Emails can be sent to grant@waugh.nz

Chief Executives Forum   Item 6

Date: 15 February 2016
Presented by: Bill Bayfield

Local government organisation in Canterbury

Purpose

This paper invites discussion on:

- what we have achieved by collaboration and shared services since 2013 (see further agenda item 7)

- whether this goes far enough in light of the Government's signalled *Fit for the Future* initiative

- the future Canterbury councils want to create for ourselves.

It proposes asking a working group to identify structural options for the organisation of local government in Canterbury, in order to inform Mayoral Forum discussions with the Local Government Commission in April 2016.

Recommendations

That the Chief Executives Forum:

1   **agree** to establish a working group to identify structural options for the organisation of local government in Canterbury and report back to the Chief Executives Forum on 4 April 2016.

Collaboration and shared services

1   The paper prepared for Agenda item 7, *Further opportunities for collaboration and shared services,* documents the considerable achievements of Canterbury councils working together since 2013, not least collaborative action to develop and implement the Canterbury Regional Economic Development Strategy.

2   The paper recommends inviting Peter Winder to review our progress since his report to the Mayoral Forum in August 2013, and to work with us to identify further opportunities to function effectively as a 'virtual unitary authority'.

3   In light of various announcements by the Minister of Local Government since July 2015, we need to ask whether our collaborative actions to date go far enough to respond to central government aspirations for local services, infrastructure and asset management, and regional economic development.

Central government direction of travel

Minister's speech to LGNZ July 2015

4   In a speech to the LGNZ annual conference on 21 July 2015, then Minister of Local Government Paula Bennett stated:

'I am concerned that there are regions still having the same conversations that they have been having for the past 30 years. Yes, there are areas where it makes sense for you to work together, but it has to go beyond close relationships between councils.

'It is great so many of you that neighbour each other get along so well and you have decided to share some services, resources, and expertise. Now it is time to take a mature look at the structure that is needed to lock in change.

'I imagine there are some who think that because the Commission has decided to take large amalgamation off the table for greater Wellington and Northland, and because I have clearly stated I will not legislate for large amalgamation that you can all continue as you have. Well you can't….

'[The LGC is] going to work alongside you and your communities to ensure that we have the right structure, legally financially, and with the right accountabilities to ensure sustainable growth in our towns and cities.

'This might mean a CCO on water or transport across a region. It could mean a different business structure or increased responsibilities and accountabilities for Regional Councils. It could even mean in areas that might put a number of CCOs in place for key growth and infrastructure that there is no longer a need for a Regional Council. Some councils may even choose to amalgamate….

'I have zero interest in imposing unwanted change on you. But you know that our regions are not as cohesive as they need to be to support our challenges and future growth. So I implore you to do something about it. Be brave – own the change and both the Commission and I will do everything we can to assist and support you. But let me be clear – there will be change.'

Fit for the future initiative

5   On 3 November 2016, the Minister issued a media release announcing that she would introduce legislation early in 2016 "to allow councils to transfer functions and responsibilities between regional councils and territorial authorities":

'Local government is seriously looking at ways to improve the way it plans and manages major infrastructure resources like water and transport, but current legislation limits the ability of councils to effectively coordinate services with neighbouring councils…. We want to give local government a broader range of structures to choose from, helping councils focus on region-wide economic growth and making sensible decisions about infrastructure development beyond one council's boundaries…. The Local Government Commission will work with councils and communities to implement new structural options that suit their local needs. The Government's strategy for fit for the future structures is about a step change in our approach to governing, managing, and delivering core services that help accelerate regional growth.'

6   The Minister also released a paper considered by the Cabinet Economic Growth and Infrastructure Committee on 27 October 2015: *Local Government – fit for the future initiative*. The paper proposed to:

- report back in February 2016 on a bill for introduction in April 2016 to provide 'a broader range of structures and more incentives for change'

- encourage councils and communities to take a critical look at improving their structures, and develop further options and tools for performance improvement

- support the LGC to become a proactive broker for change, working intensively with councils and communities to implement new structural options.

7   The Cabinet paper acknowledges that 'communities are resistant to any change that threatens local voice and identity.'[1] Consequently, 'large-scale amalgamations are off the table, but not structural changes'.

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[1] Proposals for large local government amalgamations outside Auckland (Northland, greater Wellington and Hawke's Bay) failed to win popular support and did not progress.

8 By 'structural', the Cabinet paper means 'structural and institutional arrangements through which councils govern and manage the delivery of services, infrastructure and regulatory functions'.

9 Noting that 'business investment is influenced by the quality, reliability and consistency of regional level services, infrastructure and regulatory functions', the Minister's objective is to lift local government performance, achieve stronger regional economic growth and 'positively impact across the BGA focus areas, in particular Infrastructure and Natural Resources':

'I will explore other options [than large-scale amalgamation] to better integrate and scale-up the delivery of services (.g. economic development agencies), reliable infrastructure (water and transport) and regulatory functions (spatial and land use planning) across regions….

'Transferring some functions and responsibilities between the two tiers of local government (regional councils and territorial authorities) or to jointly-owned arm's length organisations to place governance and management at the right level and scale for efficiency gains are viable alternatives to the large scale amalgamation of councils.'

10 The Cabinet paper cites the example of Canterbury councils considering a CCO for public transport in greater Christchurch and the current legislative barrier to doing so.

11 The paper notes the risk 'that councils will resist the opportunity and continue to argue for the status quo or little change. This is why I am proposing to consider legislation to incentivise change'. The nature of the intended incentives has been withheld from the Cabinet paper as released.

12 Following the Cabinet reshuffle in December 2015, new Minister of Local Government, Peseta Sam Lotu-Iiga, issued a media release (14 December 2015) reiterating the Government's commitment to introduce legislation that will enable co-operation across councils.

'Fit for the future' New South Wales

13 The New South Wales (NSW) government embarked on a 'fit for the future' work programme in September 2014 following an independent review of local government. The establishment of Joint Organisations was a key part of the reform process – each received an establishment grant of $300,000.

14 Joint Organisations provide a forum for local councils and the state government to work together to agree regional strategic priorities and deliver the services that matter most to communities – in a more consistent, structured and effective way.

15 On 18 December 2015, the NSW government announced its next phase of local government reform – reduction in the number of councils through mergers – with consultation on legislative amendments starting in January 2016.

LGC meetings with councils

16 On 4 December 2015, the Mayoral Forum agreed to invite Sir Wira Gardiner, Chair of the Local Government Commission (LGC), to meet with the Forum in the first six months of 2016. This invitation and an agenda for the proposed meeting will be discussed by the Mayoral Forum on 26 February 2015.

17 The Commission signalled in its November 2015 newsletter that it is keen to hear about collaborative work between councils, to help think about options where change is being discussed, and to assist in overcoming barriers where they exist.

18 The LGC is currently contacting local government leaders to set up visits to Mayors and Regional Council chairs across New Zealand. The first of these visits began in Marlborough on 3 February 2016. Further 'regional conversations' meetings have been set down for Waikato (22 February) and Otago (25 February). South Island meetings will be led by Commissioner Janie Annear, a three-term former Mayor of Timaru District.

19 On 2 February 2016, Ms Annear wrote to Canterbury Mayors seeking an opportunity for the LGC to meet with the Mayoral Forum in April or May 2016.

Developments in neighbouring regions

20 The LGC has agreed to assess an application for a unitary authority for the West Coast region, and met with the West Coast Mayoral Forum at the beginning of February and is proceeding to public consultation. In response to the application, the four West Coast councils agreed a Memorandum of Understanding (October 2015) to accelerate a commitment to collaboration and shared services in their 2014-16 triennial agreement.

21 On 10 December 2015, the six Otago councils issued a joint media release – their chief executives are seeking the support of their elected members for an investigation of opportunities for efficiency, including the sharing of some services between councils. In the first instance, this is to collaborate on service delivery reviews (s.17A of the Local Government Act 2002), but there is a broader intent to ensure that options for delivering local government services include a whole of Otago perspective.

Proposal

22 It is time critical that Canterbury local authorities:

   - accelerate collaboration on shared services (agenda item 7)
   - develop options to improve the organisation of local government in Canterbury, in order to deliver cost-effective services, manage infrastructure (particularly roads and the 3 Waters), and enable sustainable economic growth.

23 It is proposed that the Chief Executives Forum establish a working group to identify structural options for the organisation of local government in Canterbury and report back to the Forum on 4 April 2016, in order to inform Mayoral Forum discussions with the Local Government Commission in April 2016 and the Mayoral Forum's briefing to incoming Mayors following local body elections in October 2016.

Chief Executives Forum   Item 7

Date: 15 February 2016
Presented by: Jim Palmer, Chair

Further opportunities for collaboration and shared services

Purpose

This paper reviews achievements since 2013 and invites discussion of further opportunities for collaboration and shared services between Canterbury councils.

Recommendations

That the Chief Executives Forum:

1   **note** progress on collaboration and shared services in Canterbury since 2013

2   **contract** Peter Winder to review our progress and workshop with us opportunities for collaboration and shared services that we want to progress in the next triennium.

Winder report 2013

1   In 2013, Peter Winder prepared a report for the Canterbury Mayoral Forum on options for broader collaboration between Canterbury councils.

2   His report emphasised that 'decisions to collaborate in any form of joint procurement, shared capability, shared service, or the purchase of services from another local authority must first and foremost meet the requirements of the LGA with respect to "good quality" infrastructure and services.' Five drivers to collaborate on strategy, policy and planning stem from the need to reduce or contain costs or maintain and improve services, by:

- modernising and standardising processes and adopting best practice
- working with those who do it better than you do
- streamlining back-office business enablers
- sharing the costs of developing and maintaining complex business systems
- being able to secure and retain high-level professional staff that would otherwise not be justified within a small operation.

3   Winder's report identified a spectrum of collaboration approaches:

- sharing information
- joint procurement of goods and services; e.g. printing, building maintenance, contracting of civil works, infrastructure maintenance and legal services
- shared capability
- joint project teams / specific initiatives
- shared business systems; e.g. library systems, land information, mobile technology for field staff, consents systems, environmental health systems, animal control systems, web hosting and online services
- integrated or joint delivery of services; e.g. rates and property valuation, payroll, HR, mail and archive services, contact centres, legal services, CCTV monitoring, traffic management, building consents, environmental health and resource consents.

4   Winder's report concluded that 'the best way to progress opportunities for collaboration is to progressively build a track record of trust and success' – and to 'identify projects that have a high chance of success and to which all councils (or a sufficiently large number of councils) can commit.'

Three-year work programme 2013-16

5   In February 2014, the Chief Executives Forum reported to the Mayoral Forum on a proposed three-year work programme. The following table indicates activities and functions the Mayoral Forum agreed to progress during 2014-16, and actions taken to date. The full range of potential areas for collaboration identified in a workshop of Chief Executives in February 2014 is attached as Appendix 1.

ACTIVITY / FUNCTION (and work programme #)	ACTION TAKEN
Advocacy #1,2,3,5	• Policy Forum established Oct 2013 to support joint analysis and submissions on central government regulation and initiatives impacting on Canterbury
Building consents and control #25	• monitored progress of Building (Earthquake-prone Buildings) Amendment Bill
Economic development #4,7-13	• CREDS
Environmental health and public health, including food safety #26	• agreed to maintain strategic partnerships with DHBs and CPH and monitor government regulation
Environmental management, including regulating use and protection of air, land and water #16,27,28,29,32,39,42	• developed winter 2014 action plan (air) • collaboration on stormwater management planning and consenting (regional forum established and working) • collaboration on waste management and contaminated land • collaboration on natural hazard risk management • monitored National Biodiversity Strategy and targets • monitored Environmental Reporting Bill and National Monitoring System for the RMA • CWMS reports quarterly to Mayoral Forum
Planning, policy and land use and development control #37	• ongoing for greater Christchurch (LURP, NERP, refresh of UDS) • Planning Managers Group formally constituted 2015
Public passenger transport planning #31,40	• review of governance and delivery arrangements in greater Christchurch and implications for the rest of the region
Road management, construction, maintenance and safety #21,35	• MOU 2014 between Mackenzie, Timaru, Waimate, Ashburton • MOU 2014 between mid- to north Canterbury councils
Rural fire #15	• enlarged rural fire district for Selwyn, Christchurch, Waimakariri and Hurunui under consideration • advocacy on fire services review
Strategic/place-based planning and development (greater Christchurch) #30,37	• ongoing for greater Christchurch (LURP, NERP, refresh of UDS) • partnership extended to NZTA, CDHB, TRONT, CERA • + CCC Resilient Cities Network

ACTIVITY / FUNCTION (and work programme #)	ACTION TAKEN
Asset management information, design and modelling, planning and management systems #22	• reviewed by Waugh Consulting – presentation to CEs Forum Feb 2016 • review of 2015-45 infrastructure strategies underway
After-hours call centre (following Christchurch City evaluation) 38	• operational *(but are any councils other than CCC using it?)*
ITC – business strategy and operational support; common business information core software systems; data warehousing and back up #33	• collaborative opportunities identified by CIOs with assistance of an external consultant are being progressed as and when time and opportunities present
Information management – electronic records management and archives #36	• Canterbury Records and Information Management group is established
Geographic information systems / aerial photography and LIDAR #34	• enhancements to Canterbury Maps completed with LINZ as part of the Canterbury Spatial Data Infrastructure project
Procurement of business inputs, e.g. insurance, cars, photocopiers, stationery, etc. #18,23	• joint approach to Service Delivery Reviews in progress • further discussion of insurance shared service options postponed to June 2016, to coincide with completion of LGNZ review
Human resources – training/development #17	• Policy Forum delivered 5 regional training workshops 2014-15
Human resources – health and safety #24	• Waimakariri, ECan, Selwyn signed MOU 2014 and established a 'virtual team' – open to other councils to join

Other collaborative action

6   A Population Working Group of the Policy Forum has provided demographic analysis to support development of 2015 Long-Term Plans and infrastructure strategies, and the Canterbury Regional Economic Development Strategy (CREDS).

7   In September 2015, the Planning Managers Group was asked to review and report (February 2016 – agenda item 8) on opportunities in district plan reviews to align planning, rules and regulation to support CREDS implementation, in relation to telecommunications, value-added production and tourism.

8   In November 2015, the Chief Executives Forum agreed to:

- investigate options for collaboration on rating and valuation services
- work with the Canterbury Civil Defence Emergency Management Group Controller to workshop opportunities for collaboration and information sharing with the region's Emergency Management Officers
- reconsider the merits of joint insurance procurement in mid-2016 in light of the outcome of the LGNZ review

- revise and update the purpose of a Local Authority Shared Service Agency (LASSA)
- confirm the December 2014 decision not to activate a LASSA in Canterbury at this time, and to review this decision and consider further shared service opportunities only following formal consultation with the Mayoral Forum.

Evaluation of progress

9   In this triennium, Canterbury councils have built relationships and trust, and got some significant runs on the board.

10 Initially, progress was most evident in working together on joint analysis of central government policy initiatives and advocacy 'with one Canterbury voice'. The development, launch and implementation of the CREDS was a major achievement and included a mandate for lead Mayors and their Chief Executives to provide leadership across the region as a whole and not only in their own districts.

11 In the second half of 2015, shared services came into focus, in relation to contaminated land, natural hazard risk management, civil defence and emergency management capability, rural fire services, and enhanced valuation and rating services.

12 Dame Margaret Bazley as chair of the Mayoral Forum has suggested that we consider inviting Peter Winder to review our progress and work with us to identify further opportunities to function as a virtual unitary authority. This work could inform a briefing to incoming Mayors following 2016 local body elections, and development of a triennial agreement and three-year work programme for 2016-19. Options for a review include:

- a 'desk-based' review of relevant documents (written report)
- 'desk-based' plus telephone conversations with agreed interviewees (written report)
- providing independent facilitation of a half-day workshop with Chief Executives.

Resource implications

13 Our discussion on 15 February needs to include how we might fund an evaluation of our progress to date, and investigation of further shared service opportunities. Options include:

- 'club funding' as agreed on a case-by-case basis
- establishing a Chief Executives Forum budget by levying member councils (as is the case for the Policy Forum)
- asking Environment Canterbury to make allowance for this in its budget for secretariat and executive support to regional forums from 1 July 2016.

Appendix 1: Chief Executives Forum assessment of opportunities for collaboration, February 2014

This table is based on Peter Winders report (with a number of additions)

Activity / Function	Territorial Authority activity	Regional Council activity	Current level of collaboration *(excl. sharing of ideas, info, advice)* (H/M/L)	Collaboration potential H/M/L	How easy to achieve? Hard/Mod/ Easy(Low)	Savings / Benefits H/M/L	Collaboration worth pursuing? *(in addition to info / best practice sharing etc)*	CE Forum to progress 2014-2016	Potential for collaboration – pursue as circumstances permit
Advocacy	✓	✓	M – via CMF/LGNZ	H	L	L	Yes	Yes, via CMF	
Airports	✓		L	M	M	M	No		
Animal control	✓		L	M	M	L	No		
Aquatic facilities / pools	✓		L	L	L	L	No		
Biosecurity		✓	L	M	M	L	No		
Biodiversity enhancement	✓	✓	L	M	L	L	No		
Building consents and control	✓		L	H	H	M	Yes		Yes, subject to BA review
Bylaw making	✓	✓	M	M	L	L	No		
Cemeteries and crematoriums	✓		L	L	M	L	No		
Community development	✓		L	M	M	L	No		
Economic development	✓		L	M	H	M	Yes	Yes, as per CMF work programme re potential opportunities	
Emergency management	✓	✓	H	H	M	M	No (other than current efforts)		
Environmental health and public health including food safety	✓		L	H	M	M	Yes		Yes - potentially training

Activity / Function	Territorial Authority activity	Regional Council activity	Current level of collaboration *(excl. sharing of ideas, info, advice)* (H/M/L)	Collaboration potential H/M/L	How easy to achieve? Hard/Mod/ Easy(Low)	Savings / Benefits H/M/L	Collaboration worth pursuing? *(in addition to info / best practice sharing etc)*	CE Forum to progress 2014-2016	Potential for collaboration – pursue as circumstances permit
Environmental management, including regulating use and protection of air, land and water		✓	L	M	H	M	Yes		Yes - potentially training
Facilities/venues/halls /arts/ museums	✓		L	L	H	L	No		
Governance/ democracy	✓	✓	M	M	L	L	No		
Public housing and housing for the elderly	✓		L	M	H	M	No		
Land drainage	✓		L	L	H	L	No		
Libraries	✓		L	H	M	M	No (Aotearoa network in place)		
Maritime safety & navigation		✓	L	L	M	L	No		
Parking management and enforcement	✓		L	L	H	L	No		
Parks/Reserves/Conveniences	✓		L	M	M	M	No		
Planning policy and land use and development control	✓	✓	L	H	H	L	Yes	Yes, via RS&PF	
Property development and management	✓		L	L	H	S	No		
Public passenger transport planning		✓	M	M	M	M	Yes	Yes for greater Chch & Timaru	
Regional transport strategy, planning and programmes	✓	✓	H – RTC	M	E	M	No		
Resource consents	✓	✓	L	M	H	M	No		

Activity / Function	Territorial Authority activity	Regional Council activity	Current level of collaboration *(excl. sharing of ideas, info, advice)* (H/M/L)	Collaboration potential H/M/L	How easy to achieve? Hard/Mod/ Easy(Low)	Savings / Benefits H/M/L	Collaboration worth pursuing? *(in addition to info / best practice sharing etc)*	CE Forum to progress 2014-2016	Potential for collaboration – pursue as circumstances permit
River management and flood control		✓	L	L	L	L	No		
Road management, construction, maintenance and safety	✓		L	H	H	H	Yes	Yes – options being considered for South Canterbury	
Rural Fire	✓		L	M	M	M	Yes	Yes – option for North Canterbury to be evaluated	
Solid waste collection	✓		L	M	H	M	No		
Solid waste disposal	✓		H – Kate valley and Redruth	M	H	M	No		
Stormwater collection and disposal	✓		L	H	M	M	No		
Strategic/place based planning and development	✓		H – greater Chch	H	M	M	Yes	Yes for greater Chch	
Tourist destinations and promotional activity	✓		L	M	H	L	No		
Visitor information - iSites	✓		L	L	H	L	No		
Wastewater	✓		L	L	H	L	No		
Water supply	✓		L	L	H	L	No		
Asset management information and shared asset management systems	✓	✓	M –via national effort	M	H	M	Yes	Yes- explore options	

Activity / Function	Territorial Authority activity	Regional Council activity	Current level of collaboration *(excl. sharing of ideas, info, advice)* **(H/M/L)**	Collaboration potential **H/M/L**	How easy to achieve? **Hard/Mod/ Easy(Low)**	Savings / Benefits **H/M/L**	Collaboration worth pursuing? *(in addition to info / best practice sharing etc)*	CE Forum to progress 2014-2016	Potential for collaboration – pursue as circumstances permit
Asset management planning and AM Plan development	✓	✓	M – via national	H	M	M	Yes	Yes-explore options	
Asset management – design and modelling	✓	✓	L	H	M	M	Yes	Yes – explore options	
Asset management - project management	✓	✓	L	M	L	L	No		
Governance Support Activities **-secretariat support, LGOIMA, agenda, minutes, election support**	✓	✓	M	L	L	L	No		
Call centre and customer information	✓	✓	L	L	M	L	No		
After hours call centre	✓	✓	L-M	H	L	L	Yes	Yes – following CCC evaluation	
Customer consultation / engagement	✓	✓	L	L	L	L	No		
Communications, media mgmt and publications	✓	✓	L	L	L	L	No		
Internet/ web/ social media management	✓	✓	L	M	M	M	No		
IT&C – business strategy and operational support	✓	✓	L	M	M	M	Yes	Yes – CIOs looking at options	
IT&C – common business information core software systems	✓	✓	L	H	H	M	Yes	Yes, CIOs exploring for some systems	

Activity / Function	Territorial Authority activity	Regional Council activity	Current level of collaboration *(excl. sharing of ideas, info, advice)* (H/M/L)	Collaboration potential H/M/L	How easy to achieve? Hard/Mod/ Easy(Low)	Savings / Benefits H/M/L	Collaboration worth pursuing? *(in addition to info / best practice sharing etc)*	CE Forum to progress 2014-2016	Potential for collaboration – pursue as circumstances permit
IT&C – data warehousing/back up	✓	✓	L	M	H	M	Yes	Yes, options being considered by CIOs	
Information Management – electronic records management and archives	✓	✓	L	H	H	M	Yes	Yes – archiving is being explored	
Finance - Annual Planning and Budget setting	✓	✓	L	L	M	L	No		
Finance - payroll processing	✓	✓	L	L	H	L	No		
Finance – debtor/creditors	✓	✓	L	L	H	L	No		
Finance - management accounting	✓	✓	L	L	L	L	No		
Finance - external audit/internal audit	✓	✓	L	L	L	L	No		
Rates database, property information and rates collection	✓	✓	M	H	H	M	No		
Geographic information systems	✓	✓	M	M	M	M	Yes	Yes, CIOs exploring	
Aerial photography and LIDAR	✓	✓	M	M	L	M	Yes (in addition to current)	Yes, CIOs exploring	
Procurement of business inputs, eg insurance, cars, photocopiers, stationery, etc.	✓	✓	L	H	L	L	Yes (in addition to Whole of Govt)	Yes, follow up re CCC procurement approach	
Human resources – recruitment	✓	✓	L	M	M	L	No		

Activity / Function	Territorial Authority activity	Regional Council activity	Current level of collaboration *(excl. sharing of ideas, info, advice)* **(H/M/L)**	Collaboration potential **H/M/L**	How easy to achieve? **Hard/Mod/ Easy(Low)**	Savings / Benefits **H/M/L**	Collaboration worth pursuing? *(in addition to info / best practice sharing etc)*	CE Forum to progress 2014-2016	Potential for collaboration – pursue as circumstances permit
Human resources – performance management	✓	✓	L	M	M	L	No		
Human resources – training/development	✓	✓	L	M	M	M	Yes		Yes –some joint training opportunities
Human resources – ER/IR support and specialist advice	✓	✓	L	M	M	M	No		
Human resources – health and safety	✓	✓	L	H	L	M	Yes		
Policy and Strategy - demographics, surveys and data analysis	✓	✓	L	M	L	M	No		
Policy and Strategy - policy development – DP & general policy	✓	✓	L	M	L	M	No		
Policy and Strategy - corporate planning & performance management / monitoring	✓	✓	L	M	M	M	No		

CANTERBURY MAYORAL FORUM WORK PROGRAMME, 2013-16

NATIONAL/CENTRAL GOVERNMENT PRIORITIES – AND KEY PRIORITIES FOR THE CANTERBURY MAYORAL FORUM

Objective: align with and influence central government and sector priorities, initiatives, policy and regulation – ensure a strong local government 'voice' on issues affecting Canterbury, and collaborate to address issues and opportunities for the region as a whole.

WHAT	BY WHEN	TASKS	WHO	VIA	STATUS
1. CERA Transition	May 2015	• brief report on progress and anticipated timeframes for legislation/implementation	CMF	CEAG	• Government released a draft plan, *Greater Christchurch Earthquake Recovery: Transition to Regeneration*; submissions closed 30 July 2015 • Greater Christchurch Regeneration Bill introduced 19 Oct 2015; First Reading 22 Oct 2015; referred to Local Government & Environment Select Committee for submissions by 4 Dec 2015 and report to the House by 25 Feb 2016
2. ECan governance and representation reviews	May 2015	• information sharing and input, including an update on representation reviews across the region	CMF	CEF	• discussion with Hons Smith and Upston 27 Feb 2015 • all councils and Mayoral Forum made submissions • Government decisions announced 8 July 2015 • Environment Canterbury (Transitional Governance Arrangements) Bill introduced 26 Aug 2015; First Reading 13 October; referred to Local Government & Environment Select Committee for submissions by 19 Nov 2015 and report to the House by 15 Feb 2016 • submission on behalf of 9 of 11 members lodged 19 Nov 2015; presented to Select Committee 25 Nov 2015
3. Earthquake rebuild, greater Christchurch	Ongoing	• keep CMF informed and able to maintain an overview of implications for the wider region, including as the rebuild peaks and decelerates • maximise opportunities while this continues to be a priority for central government	UDS partners	CEAG/ CCC	• picked up in CREDS (items 7-13) and UDS refresh
4. Maximising the growth of Canterbury's economy	May 2015	• develop Canterbury Regional Economic Development Strategy (CREDS)	CMF	CEF	• strategy and work programmes developed and launched 28 Aug 2015 – see below, items 7-13
5. RMA reform a. Making land available for housing	Dec 2015	• 5a includes Rules Reduction Task Force and Productivity Commission review of provision of land for housing • joint analysis and submission – distinguish Canterbury from Auckland issues and include a non-metro perspective, especially on freshwater management • conduct joint analysis and prepare draft submissions for consideration by the CEF and CMF • identify opportunities to integrate RPs/DPs • share policy resource and support for plan development	CMF	CPF/CCC	• awaiting draft legislation • Rules Reduction Taskforce discussed by CEF 11 May 2015 • analysis led by WDC informed and strengthened Canterbury submissions on Productivity Commission draft report on *Using land for housing*
b. Principles/purpose (ss.6-7), integrated regional and local plans, freshwater collaborative planning				CPF/ECan	• awaiting draft legislation

WHAT	BY WHEN	TASKS	WHO	VIA	STATUS
6. Infrastructure (roads, water, broadband)	Aug 2015	a) develop an overview of the region's 30-year infrastructure strategies (and how these relate to Service Delivery Reviews) legislated in the 2014 amendments to the Local Government Act 2002 and report to CEF	CEF	CPF/SDC & WDC	• CPF commissioned Jan 2015, endorsed by CEF Feb 2015 • CPF will review infrastructure strategies post-adoption of 2015 LTPs - scope of analysis agreed by CEF 3 Aug 2015 • reported to CEF 15 Feb 2016
	Aug 2015	b) monitor emergence of a National Infrastructure Plan expected from central government mid-2015, identify regional priorities as a basis for submission / advocacy to central government and report to CMF 29 May 2015	CMF	CPF/TDC	• CPF representation at MBIE workshop 1 May • 2015 Plan (National Infrastructure Unit, Treasury) released 21 Aug 2015 • NIU involved in transport workshop 2 Dec 2015

CANTERBURY REGIONAL ECONOMIC DEVELOPMENT STRATEGY

Vision: A region making the most of its natural advantages to build a strong, innovative economy with resilient, connected communities and a better quality of life for all.

Objective: Maximise the economic growth of Canterbury and position this for when the earthquake rebuild peaks, by ensuring the region makes co-ordinated, optimal investment and development decisions that position it for long-term, sustainable growth.

WHAT	BY WHEN	TASK	WHO	VIA	STATUS
7. **Integrated regional transport planning and investment** (Mayor Winton Dalley and HDC, supported by ECan)	Dec 2015	• complete the review of public transport governance and delivery arrangements in greater Christchurch initiated with the Minister of Transport in February 2015	WDC, CCC, SDC, ECan	CEs working group	• draft report to CMF 28 Aug 2015 • progress report to CEF 9 Nov 2015 • final report to CMF 4 Dec 2015
		• ECan to ensure public transport needs and interests in Timaru District and wider region are addressed	ECan		• progress report to CEF 9 Nov 2015 • reported to CMF 4 Dec 2015
	May 2015	• Review the scope, focus and membership of RTC and develop a joint work programme between CPF and TOG to align strategy and planning, build capability and review and develop the evidence base to implement the Mayoral Forum's strategy	ECan		• agreed May 2015 – ongoing • reviewed CEF 9 Nov 2015 – ECan to progress
	Aug 2015	• Convene a regional transport forum to identify barriers and opportunities for integrated, multi-modal transport planning and investment	Winton Dalley		• forum convened 12 August • workshop 2 Dec 2015
	Dec 2015	• Work with NZTA, SB Logistics and CEs of Kiwirail, airports and ports to scope data sharing and analysis to inform decision making	CMF	HDC, ECan	• workshop held 2 Dec 2015 • workshop held 29 Jan 2016
	Dec 2015	• Strengthen connections with other South Island Regional Transport Committees	CMF	ECan / RTC	• Environment Southland participating in workshop on 2 Dec 2015 • meetings/teleconference calls scheduled for early 2016 with all South Island RTCs
	Jul 2016	• Engage early with MoT on refresh of Canterbury RLTP, to encourage a more multi-modal approach to land transport in the new GPS likely to be released in 2017	CMF	HDC, ECan	• Initial conversations with MoT have occurred; will be followed up after workshop on 2 Dec 2015
8. **Digital connectivity** (Mayor Damon Odey and TDC, supported by Commissioner David Bedford, ECan)	Ongoing	• Liaison with and advocacy to central government for connectivity solutions for the Canterbury region	CMF		• correspondence with Ministers Dec 2014, Jul 2015 • meeting with Minister of Communications Jun 2015 • Dame Margaret and Damon Odey speaking with Minister Joyce Feb 2016
	Jun 2015	• GIS map areas that currently lack mobile and broadband coverage and overlay with current and future irrigated land to identify where digital connectivity may be a barrier to development	ECan	Canterbury Maps	• done – and used as basis for advocacy with MBIE and Ministers

WHAT	BY WHEN	TASK	WHO	VIA	STATUS
					• to be repeated as at 30 June 2016
	Jun 2015	• Meet with Spark NZ and key stakeholders to assess opportunities for an accelerated roll-out of 4G mobile broadband across Canterbury – and provide data and information to support Spark's decision-making on this	Damon Odey	Supported by ECan	• done – announced 10 Dec 2015
	Jul 2015	• Support and co-ordinate Registrations of Interest to MBIE for Ultra-fast Broadband II, Rural Broadband Initiative II and Mobile Black Spot Fund	TDC	With EDAs and Alpine Energy	• done • Alpine Energy has analysed ROIs to inform further work (Sep 2015)
	Mar 2016	• Review consents barriers and consistency of approach across the region's TLAs (telecommunications easements and subdivision consents, Corridor Access Requests, single point of contact in councils to facilitate dealings with all partners for telecommunications consents)	CEF	PMG	• commissioned Sep 2015 • reported to CEF (telecommunications and value-added production) Feb 2016
	Feb 2016	• Build a business case to Crown Fibre Holdings (with Enable, Chorus, lines companies, EDAs, irrigation schemes and other major infrastructure providers) to fund a whole-of-region solution that provides back-haul and connects UFB and the RBI, fibre and wireless, to create a fully connected Canterbury	CMF	CCG	• commissioned in workshop with Connected Canterbury Group 18 Nov 2015 • in discussion with Mayor Damon Odey and Dame Margaret
9. **Freshwater management and irrigation infrastructure** (CWMS – Commissioner David Caygill and ECan) – reported quarterly to the CMF	Ongoing	• CWMS infrastructure work programme – an integrated approach to water supply and distribution infrastructure	CWMS RC		• model to assess infrastructure options in South Canterbury is complete • Government is reassessing how the Irrigation Acceleration Fund works (funding has been confirmed and increased) • Irrigation NZ has received $5 million from Primary Growth Partnership for SMART irrigation – an opportunity to link the CREDS water infrastructure, digital connectivity and value-added production work programmes
	Ongoing to 2022	• Zone Committees lead a collaborative community process to establish environmental limits, which ECan then implements through the Land and Water Regional Plan	CWMS ZCs	with ECan	• Hinds decision due in Dec 2015; South Coastal Canterbury hearings underway; Waitaki catchment notification delayed until Feb 2016; science preparation underway for Waimakariri and Orari to Pareora
	Ongoing	• Regional storm water forum identifies cost-effective storm water systems and ensures consistent storm water management planning and consenting with improved environmental performance	CEF	RSWF	• draft assessment of of stormwater treatment construction costs prepared • final draft gap analysis of best practice guidance prepared • draft consent ownership framework, with clarification of stormwater roles and responsibilities, prepared
	Ongoing	• Whakaora Te Waihora, Wainono Lagoon and other restoration programmes	ECan		• ongoing – awaiting decisions on Government funding – i.e., how its environmental enhancement fund ($100 million) will be spent

WHAT	BY WHEN	TASK	WHO	VIA	STATUS

10. **Value-added production** (Mayor Craig Rowley and WmDC)	Dec 2015 and ongoing	• Identify key sector leaders and establish an advocacy group of up to 20 members ('movers and shakers' from developing and established businesses and leaders in research and development) with vision and passion to grow Canterbury's economy) – and consult and communicate with them regularly on an ongoing basis to:
		  o identify barriers to value-added production and propose possible solutions
		  o establish networking opportunities and open lines of communication and advocacy with local and central government
		  o achieve agreed, action-based targets
		  o share information across the region about innovation and new developments in value-added production
		  o work closely with ECan re. the CWMS and associated zone committees
			WmDC		• meetings held 24 Nov and 3 Dec 2015 with CREDS reference group members, to agree selection criteria for an advocacy group

	Mar 2016 and ongoing	• Share information across the region on how these innovations and developments are impacted and progressed by current local/central government policy/regulation/planning/consenting processes – each council to assign responsibility to an officer to maintain a watching brief on value-added production, for report six-monthly to the Policy Forum	All councils	CPF	•
	Jun 2016	• Identify opportunities in District Plan reviews to align planning, rules and regulation in ways that enable sustainable, value-added production	CEF	PMG	• commissioned Sep 2015 • reported to CEF Feb 2016
11. **Education and training for a skilled workforce** (Mayor David Ayers and WDC)	May 2015	• Establish a steering group to oversee strategy development and implementation	WDC		• done – and is meeting regularly
	Nov 2015	• Develop a work plan for each agreed work stream, with terms of reference	WDC	Steering group	• substantially complete
	Ongoing	• Secure commitment and funding for each work stream and commence implementation of action-focused plans.	WDC	Steering group	• in progress for transition planning – too soon for other programmes
	Dec 2015	• Liaise with Mayor McKay and ADC on a joint approach to Government to remove barriers to migrant families to access affordable education and training	David Ayers		• working with Newcomer and migrant settlement work programme
	Dec 2015	• In conjunction with other work programmes, articulate a vision for Canterbury and what the region offers to prospective students, workers, investors and visitors	WDC	with CMF, CDC, C&CT, TEIs	• 2 workshops (4 Nov, 27 Nov 2015) with CDC, CCT, CIAL, C4C, TEIs • draft RFP prepared for a usage, attitude and image survey
	Dec 2015	• Develop an integrated marketing plan to attract domestic and international students to Canterbury	Tertiary Institution Accord members		• Tertiary Accord developing plan to increase international tertiary student numbers from 10,000 to 26,500
	Dec 2015	• Establish a forum to develop new and modified collaborative courses in agricultural engineering and water management	Lincoln University		• discussions commencing among key partners (Lincoln, Canterbury, CPIT, Lincoln Hub)
	Dec 2015	• Investigate developing a programme to ensure every school leaver in Canterbury has a plan to transition to further education, training or employment and that progress is monitored post-school	Steering group	with MoE	• costing of transition plan for secondary students underway to determine funding options
12. **Newcomer and migrant settlement support** (Mayor Angus McKay and ADC)	Ongoing	• Identify and advocate for the needs of newcomers and migrants	CMF		• CMF wrote to Ministers Dec 2014 • CMF wrote to Minister of Health Oct 2015 • investigation of tertiary education issues is underway
	Jun 2016	• Share resources and strategies to improve efficiency and reach; e.g. shared SOLGM ListServ or online cloud portal	ADC with TAs and other key stakeholders		• regional workshop 20 Aug 2015 – SDC shared draft strategy • ADC in discussion with CCC on this Feb 2016
	2020	• Canterbury TAs adopt a collaborative, cross-sectoral approach to deliver on CMF objectives for newcomer and migrant settlement – funding for this is secured in 2018-28 Long-Term Plans	TAs with ethnic community representatives, NGOs and central government		• ongoing – advisory group is being formed December 2015
	2020	• Canterbury TAs make information about local services accessible to newcomers and migrants in our region – funding for this is secured in 2018-28 Long-Term Plans	TAs with central government, NGOs and		• ADC shared info brochure at regional workshop 20 Aug 2015

WHAT	BY WHEN	TASK	WHO	VIA	STATUS
			private sector		• SDC has a guide for new residents
	2020	• Canterbury TAs monitor and evaluate progress	CPF/CDC, and TAs with ethnic community representatives, NGOs and central government		•
13. **Regional visitor strategy** (Mayor Winston Gray and KDC, supported by CCC)	Aug 2015	• Facilitate a regional forum to propose the establishment of a Canterbury regional tourism alliance and development of a regional visitor strategy	Winston Gray		• Done – 27 Aug 2015 – and agreed that Mayor Winston will convene this network periodically • Draft Visitor Strategy prepared for consultation and consideration by CMF on 26 Feb 2016
	Dec 2015	• Prepare a brief paper for Canterbury councils on the economic benefits of tourism to the region	KDC	C&CT	• presentation to CMF 4 Dec 2015
	Jun 2016	• TAs to ensure that local government regulation is consistently tourism-business friendly across the region	CEF	PMG	• commissioned Sep 2015 for report to CEF 15 Feb 2016

	Jun 2016	• TAs to share information and opportunities to provide:
		  o free wifi in the main streets of all Canterbury towns
		  o solar-powered charging tables
		(link to digital connectivity work programme)
			KDC/ CEF		• under investigation

MULTIPLE COUNCIL ISSUES

Objective: work together to address issues that affect some, but not necessarily all, councils.

WHAT	WHEN	TASK	WHO	VIA	STATUS
14. Drinking water	Ongoing	• stocktake of status of compliance with DWS • clarify MoH guidelines: affordability cf. 'all practicable steps' • advocacy re. timeframes and criteria in DWS • engage in strategic partnership/s with DHBs and CPH • identify affordable solutions, implement and share experience	CEF	CPF	• affordability is an ongoing issue • further analysis/action via item 6 • LGNZ Conference July 2015 supported a remit to reinstate central government water and wastewater subsidy schemes
15. Rural fire district	Jun 2015	• proposal for business case for enlarged rural fire district for SDC, CCC, WDC, HDC. Councils are broadly in agreement but await DoC response and commitment	CEF	CPF/SDC	• this work is progressing • (Aug 2015 update): a proposal is being developed for the four TLAs to consider in the next 2-3 months and if approved would support the creation of an enlarged rural fire district for the four councils
16. Natural hazard risk management	May 2015	• develop a regional approach to natural hazard risk management with the TLA Planners/Emergency Management Officers Forum and report back to CPF by 31 Mar 2015 • monitor natural hazards management reform (including climate change impacts, mitigation and adaptation) and possible emergence of an NPS – share information and lead drafting of any submissions required	CMF	CPF/ECan	• CPF commissioned Jan 2015 • endorsed by CEF/CMF Feb 2015 • reported to CEF Nov 2015 • all TAs have agreed to work together to progress this • CEF will receive update report Apr 2016

COLLABORATING TO GET BETTER RESULTS

Objective: work together to build capability, achieve efficiencies and deliver effective local services.

WHAT	WHEN	TASK	WHO	VIA	STATUS
17. Collaboration training	Oct 2014 May 2015	• 3 seminars/workshops held in 2014 • workshop for 3rd-tier managers Apr 2015	CEF	CPF	• workshop run 10 Apr 2015 • secretariat to survey member councils on training needs early in 2016 – in progress
18. Service delivery reviews	May 2015	• convene a workshop to develop a common framework to support the conduct of service delivery reviews by each council • report back to CPF (31 Mar) and CEF (11 May) 2015	CEF	CPF/SDC	• CPF initiated Jan 2015 • CEF endorsed Feb 2015 • 2 workshops held 2015 • work concluded
19. Review decision not to establish a Local Authority Shared Service Agency at this time	Dec 2015	• review December 2014 decision in light of further progress with current mechanisms for collaboration and Service Delivery Reviews conducted under 2014 amendments to the Local Government Act 2002	CEF	SDC/WDC	• reviewed and confirmed Dec 2015
20. Refresh directorship of Canterbury Economic Development Co. Ltd	Feb 2015 30 Jun 2015	• circulate advice on process to be followed by each council • review and refresh directors	CEF	TDC/CEs all councils	• Councils have all updated their directors and a meeting of the Board is planned to review the purpose of the company • CEF agreed 9 Nov 2015 that there was no need to activate the LASS at this time and that future shared service opportunities using the LASS should only be considered following formal consultation with the Mayoral Forum
21. Road management, construction, maintenance and safety (south Canterbury)	Jul 2015	Recent Governance Group (4 Mayors and CEs) confirmed commitment and resolved: • tenders for reseals – a single contract with separable portions for Timaru, Waimate and Mackenzie • maintenance contracts to be standardised from mid-2015 and aligned for tendering with 4 separate contracts but opportunity for tenderers to offer discounts if they win more than one contract • one Engineer to the (4) contracts to ensure consistent contract management • asset management and 30-year strategy and other initiatives aligned through technical team.	CEF	TDC	• MOU: MDC, TDC and WmDC Jun 2014; ADC joined Oct 2014 • technical team formed with independent facilitator from OPUS • WtDC provided with copy of MOU and notes from meetings • reseal contract for MDC, TDC and WmDC has been let (Nov 2015) • tenders have also been let for four separate road maintenance contracts for ADC, MDC, TDC and WmDC based on a common specification. MDC and WmDC obtained benefits from a common contractor for both districts
22. Asset management information and shared asset management systems	Nov 2014 Aug 2015	• workshop of all councils and OAG to support development of 30-year infrastructure strategies for 2015 LTPs and significance and engagement policies • Waugh Consulting engaged to undertake an assessment of the systems and practices used for asset management and linkages with other management systems (finance and GIS). It will also consider the context of system usage and the level of asset planning each council needs, and identify opportunities for further collaboration. • a presentation to CEF / CMF – can then move to Completed / BAU	CEF	CPF MDC	• two workshops held 18 Aug 2014 and 4 Nov 2014 • Waugh Consulting commenced work Feb 2015 and sought data from all councils in May 2015 • update provided to CEF in Nov 2015, with a presentation to CEF and CMF planned for Feb 2016

WHAT	WHEN	TASK	WHO	VIA	STATUS
23. Procurement of business inputs, e.g. insurance	Dec 2015	• identify insurance shared service options	CEF	WDC	• all councils are members of the All of Government purchasing co-operative • on 9 Nov 2015 CEF discussed insurance shared service options and the LGNZ review of risk management and insurance arrangements and agreed to defer further discussion until June 2016, to coincide with completion of the LGNZ review
24. Health and safety – shared policy, audit and best practice	2014 3rd quarter 2015	• establish a virtual health and safety team to share policies, best practice and resources • jointly recruit health and safety specialists • monitor development and passage of legislation (Health and Safety Reform Bill) and associated regulation and share information • to be a standing item on CEF agenda	CEF	WDC	• ECan, SDC, WDC signed MOU 2014; open invitation to other councils to join • full-time specialists employed by ECan, SDC, WDC • presentation to CEF 11 May 2015

WATCHING BRIEFS

Objective: Canterbury councils are well informed and have opportunities to submit 'one, strong Canterbury voice' on matters affecting Canterbury.

WHAT	WHEN	TASK	WHO	VIA	STATUS
25. Building (Earthquake-prone Buildings) Amendment Bill	Apr 2015	• monitor progress of the Bill and share information	CEF	WtDC/ CCC	• Select Committee released an interim report on its proposed risk-based approach and allowed further submissions until 16 July 2015 • the Select Committee has reported; the Bill awaits a Second Reading (no. 4 on the Order Paper on 19 Nov 2015)
26. Environmental health and public health, including food safety	Ongoing	• maintain strategic partnership/s with DHBs and CPH • prepare a submission if significant issues arise, for consideration by CMF	CEF	HDC	• draft regulations issued Feb 2015 – no surprises

27. Environmental reporting
  a. Environmental Reporting Bill
  b. National Monitoring System for the RMA (replaces the previous RMA survey of local authorities)
	May 2015
	
	Aug 2015
		• monitor and assess implications and cost of monitoring and reporting (formal reporting requirements commence 1 July 2015)	CPF	ECan	• Select Committee report due 30 Mar 2015
					• Environmental Reporting Act passed in Sep 2015
					• MfE/SNZ published first _Environment Aotearoa_ report under the Act on 21 Oct 2015
					• MfE will now be consulting on topics to set in regulation for future reporting
					• councils received results of MfE's NMS test run in late Dec 2014
					• MfE is collecting a priority information set from all local authorities for the 2014/15 financial year

28. Waste management and contaminated land	2015	• monitor signalled MfE review of the role of local government and regulation of problem wastes and agricultural chemicals • share information and draft any submissions required	CPF	ECan	• commissioned by CPF Jan 2015 • CEF agreed Nov 2015 to continue the contaminated land shared services project into 2016 and encouraged all councils to participate
29. Biodiversity and biosecurity	2015	• monitor signalled (DoC) National Biodiversity Strategy and targets • share information and lead drafting of any submissions	CPF	ECan	• commissioned by CPF Jan 2015 • ECan reported to CPF Jan 2016 and will update CEF Apr 2016

WHAT	WHEN	TASK	WHO	VIA	STATUS
30. CCC Resilient Cities Network initiatives	Jun 2015	• strategy to be developed with a governance group (including representatives from Ngāi Tahu, universities and adjacent councils) to oversee its development	CEF	CCC	• in progress

Items that have been completed items, transitioned to business as usual or replaced by CREDS projects

WHAT	WHEN	TASK	WHO	VIA	STATUS
31. Public passenger transport planning	2014	• greater Christchurch congestion assessment and PT options	CEF	CEs of 5 councils	• completed
32. Clean air	2014	• develop a winter action plan with stronger enforcement for non-compliers, target worst emitters and continue winter warmth assistance programme • implement NESAQ • monitor impact on earthquake recovery	CEF	ECan	• Winter 2014 action plan developed • LTP contains future programme of works, including Timaru
33. Business strategy and operational support; business information core software systems; data warehousing and backup	2014 and ongoing	• identify opportunities for collaboration • scoping of a Canterbury-wide, community-wide incident reporting application	CEF	ECan	• collaborative opportunities identified by CIOs with assistance of an external consultant are being progressed as and when time and opportunities present
34. GIS, including aerial photography and LIDAR	2014	• enhancements to Canterbury Maps in association with LINZ as part of the Canterbury Spatial Data Infrastructure project	CEF	ECan	• completed
35. Road management, construction, maintenance and safety (mid- to north Canterbury)	2014	• negotiate an MOU between Councils	CEF	SDC	• MOU signed Aug 2014
36. Electronic records management	Jun 2015	• share information and identify opportunities for collaboration	CEF	ADC	• group is established – enables information management discussion and knowledge sharing between councils • 8 councils were represented at the Dec 2014 meeting hosted by WtDC – presentations . on disaster recovery (by Campbell Conservation) and a new Algim Toolkit by ADC • Canterbury Records & Information Management Group (CRIMS) held a joint records management day with Archives NZ and Government Chief Privacy Office DIA on 27 Mar 2015 at Christchurch Civic Centre – also included CDHB, Lincoln University, Ministry of Justice, NZ Police, University of Canterbury, TRONT and MBIE staff
37. Land use planning, policy and development control, and strategic, place-based planning and development	2014	• ongoing greater Christchurch collaboration; includes LURP • extend partnership/s to include NZTA, CDHB, Ngāi Tahu and CERA	CEF	CEAG	• now BAU • see also item 3
38. After-hours call centre	Jun 2015	• CCC has offered to extend its 24/7 call centre to other councils at minimal cost	CEF	CCC	• call centre operational for one year • offer to other councils stands – contact Brendan Anstiss or Sarah Numan
39. CWMS – and irrigation infrastructure	Ongoing	• governance • zone implementation plan delivery • L&WRP • regional infrastructure initiatives • advocacy and monitoring	CMF	CEF/CPF	• reported quarterly to CMF

WHAT	WHEN	TASK	WHO	VIA	STATUS
40. Review of governance of public transport in Canterbury	Feb 2015	• write to Minister requesting a review – focus is on greater Christchurch and TDC	CMF	CEF	• initiated as request to Minister, Dec 2014 • CMF meeting with Hon Bridges 27 Feb 2015 • review underway, led by Mike James (Ministry of Transport) at Hon Bridges' direction • update to August CMF meeting
41. Regional transport	May 2015	• develop draft joint work programme – CPF and TOG – for consideration by CEF and report to CMF and RTC	RTC / CMF	CEF + CPF & TOG	• at consultation stage on first draft of joint work programme • Peter Winder commissioned to provide a paper on RTC structure and focus – presented to CMF 29 May 2015 • picked up in CMF regional economic development strategy – strengthened mandate of and support for RTC
42. Natural hazard risk management	May 2015	• develop a regional approach to natural hazard risk management with the TLA Planners/Emergency Management Officers Forum and report back to CPF by 31 Mar 2015 • monitor natural hazards management reform (including climate change impacts, mitigation and adaptation) and possible emergence of an NPS – share information and lead drafting of any submissions required	CMF	CPF/ECan	• CPF commissioned Jan 2015 • endorsed by CEF Feb 2015 • for CMF approval as a work item Feb 2015 • all TAs have agreed to work together to progress this
43. Storm water management planning and consenting	Aug 2015	• establish a regional storm water forum – completed 2014 • report back to CEF Aug 2015	CEF	WDC/ RSWF	• forum established Aug 2014 with three workstreams (cost and affordability, technical and deign best practice, regulation and process) • update report to CEF Aug 2015
44. Population analysis	Oct 2014 May 2015	• turn data to information to support development of 2015 LTPs and infrastructure strategies • paper on migration dynamics	CEF	CPF	• report on migration dynamics provided to CEF and CMF Aug 2015

Key to acronyms

ADC	Ashburton District Council	CPF	Canterbury Policy Forum	LURP	Land Use Recovery Plan	RP	Regional Plan
AMs	Asset Managers	CPMG	Canterbury Planning Managers Group	MDC	Mackenzie District Council	RPMF	Regional Planning Managers Forum
BAU	Business as usual	CWMS	Canterbury Water Management Strategy	MfE	Ministry for the Environment	RSWF	Regional Stormwater Forum
CCC	Christchurch City Council	DoC	Department of Conservation	MoH	Ministry of Health	RTC	Regional Transport Committee
CDC	Canterbury Development Corporation	DP	District Plan	NESAQ	National Environmental Standards for Air Quality	SDC	Selwyn District Council
C&CT	Christchurch & Canterbury Tourism	DWS	Drinking-Water Standards for New Zealand	NGO	Non-governmental organisation	SNZ	Statistics New Zealand
CCG	Connected Canterbury Group	ECan	Environment Canterbury	NPS	National Monitoring System	TDC	Timaru District Council
CDEM	Civil Defence and Emergency Management	EDA	Economic Development Agency	NPS	National Policy Statement	TOG	Transport Officers Group
CDHB	Canterbury District Health Board	GIS	Geographic Information Systems	NZTA	New Zealand Transport Agency	UDS	Urban Development Strategy
CEF	Chief Executives Forum	HDC	Hurunui District Council	OAG	Office of the Auditor-General	WDC	Waimakariri District Council
CERA	Canterbury Earthquake Recovery Authority	KDC	Kaikōura District Council	PMG	Canterbury Planning Managers Group	WmDC	Waimate District Council
CIO	Chief Information Officer	LINZ	Land Information New Zealand	RC	Regional Committee (CWMS)	WtDC	Waitaki District Council
CMF	Canterbury Mayoral Forum						

Office of Hon Peter Dunne

MP for Ohariu
Minister of Internal Affairs
Associate Minister of Health
Associate Minister of Conservation

0 1 FEB 2016

Jim Palmer
Chief Executive
Waimakariri District Council
jim.palmer@wmk.govt.nz

Dear Mr Palmer

Thank you for your letter of 11 December 2015 on behalf of the Canterbury Mayoral Forum about the appointment process for members of the New Zealand Fire Service Commission (the Commission).

Appointments to the Commission are made in accordance with the provisions of the Fire Service Act 1975, which sets out the attributes and experience required of members, both individually and collectively. Given the high expectations of stakeholders for a successful transition to the new integrated national fire service, I am paying particular attention to skills and experience in complex organisational change management.

I recognise the importance of rural fire and the need for it to be well understood by the Commission and the new fire organisation, in keeping with the objectives of the Fire Services Review. Stakeholders will continue to be closely involved with the review and transition design to ensure that rural and regional views are well represented. I understand that the Department of Internal Affairs has already consulted the Canterbury Mayoral Forum about transition design and will continue to do so.

I have received a large number of nominations for the positions on the Commission and am currently in the process of making appointment decisions. I expect to announce my decisions in the near future.

Thank you again for writing. I appreciate your interest in the matter.

Yours sincerely

Hon Peter Dunne
Minister of Internal Affairs

Chief Executives Forum

Item 9

Date: 15 February 2016

Presented by: Geoff Meadows, Canterbury Planning Managers Group

Regulation and Regional Economic Development Strategy

Purpose

This paper responds to the request from the Policy Forum of 12 October 2015 for the Canterbury Planning Managers Group (CPMG) to report to the Chief Executives Forum in February 2016 on opportunities to address unnecessary regulatory barriers and improve consistency of regulation in relation to digital connectivity, value-added production and tourism in Canterbury.

Recommendations

That the Chief Executives Forum:

1   **receive** the attached reports from Timaru District Council on digital connectivity, and from Waimate District Council on value-added production

2   **note** that Kaikōura District Council has work in progress on surveying the tourist industry about perceptions of unnecessary regulatory barriers and inconsistency of regulation in tourism

3   **note** the reports have not had formal endorsement from the Canterbury Planning Managers Group (CPMG), which does not meet until 19 February 2016, but has been endorsed out of session by the majority of CPMG representatives.

Background

1   Two teleconferences with CPMG representatives were held on 12 October 2015 and 23 November 2015 to discuss the task set by the Policy Forum.

Digital connectivity

2   Timaru District Council planning staff consulted with telecommunications carriers for them to outline their perceptions of regulatory barriers, and all Canterbury Councils were asked a set of questions regarding telecommunication facilities.

3   Timaru District Council staff met with Spark, Chorus and 2 Degrees Mobile on 30 November 2015. Vodafone and Enable Services Limited were invited to the meeting, but did not attend.

4   A draft of the attached report was prepared and reviewed internally by a number of senior staff within Timaru District Council, circulated to telecommunication providers for their comment (including Vodafone and Enable), and subsequently circulated to Canterbury Councils for comment.

5   Responses were then considered before finalising this report for the agenda of the Canterbury Planning Managers Group.

Value-added production

6   Similarly, Waimate District Council staff surveyed District Plan rules throughout Canterbury and looked at the various stages of second-generation District Plan reviews in Canterbury.

7   Waimate District Council staff examined various chapters of Canterbury District Plans where there was opportunity for some commonality.

Tourism

8   Kaikōura District Council staff are still in the process of surveying the tourism industry in Canterbury to glean perceptions about regulatory barriers from a tourism perspective. Kaikōura District Council planning staff are being superbly assisted with the survey by Christchurch City Council staff. This is work in progress and Kaikōura District Council planning staff will report on their findings when they are to hand.

Variation in plan rules

9   It is noteworthy that the Regulatory Impact Statement accompanying the *Resource Legislation Amendment Bill,* which has the stated purpose of better aligning and integrating the resource management system, states the following:

> *The RMA was designed to allow plan development and decision making to be undertaken at the level of the affected community.   This was so that local biophysical conditions and community priorities could be reflected in plans. For this reason, variation in regional and district plan rules across the country is expected and necessary (RIS page 6).*

Key findings

10   Key findings of the reports from Timaru and Waimate include:

- no major barriers to economic development were identified – most of the inconsistencies noted are relatively minor

- many of the differences identified in District Plan provisions reflect and provide for particular local conditions – some differences in the definitions in Plans are the result of Court decisions

- resolving variation between District Plan provisions would require formal plan review processes or plan changes, imposing significant costs on Councils and without necessarily improving consent processes

- the *Resource Legislation Amendment Bill* provides for a new collaborative planning process to resolve competing interests at the front end of plan-making processes

- some matters can be relatively easily addressed through co-ordination between councils such as:

  - agreement on matters such as height limits for telecommunication masts (with rules to provide for sensitive locations and proximity to sensitive activities), and requiring easements for reticulated telecommunication services to be provided at subdivision stage

  - providing information and guidance for the interpretation of rules and codes of practice

–   reviewing rules for rural areas development and rural subdivision requirements.

Next steps

11   The engagement with industry has been a valuable exercise in gleaning an understanding of perceptions about regulatory barriers, and to understand some of the perceived barriers from an industry perspective. The relationship building with the telecommunications industry has been particularly helpful.

12   The survey of the tourism industry is still in progress and a report from Kaikōura District Planning staff on regulatory barriers and opportunities to improve consistency in the tourism sector will be provided at a future Chief Executives Forum.

Attachments

- Timaru District Council report (28 January 2016): *Digital Connectivity and the Canterbury Regional Economic Development Strategy*

- Waimate District Council report (18 January 2016): *Local Government Regulation and the Canterbury Regional Economic Development Strategy*

To:	Canterbury Planning Managers Group
From	Kylie Galbraith, Senior Planner, Timaru District Council
	Mark Geddes, District Planning Manager, Timaru District Council
Date:	28 January 2016
Topic:	Digital Connectivity and the Canterbury Regional Economic Development Strategy

INTRODUCTION

1. Canterbury Regional Economic Development Strategy includes seven work programmes, one of which is digital connectivity. The digital connectivity programme seeks to achieve a fully connected Canterbury, so the whole region can achieve the best possible results in health, education, social connectedness, economic growth and the environment. To achieve this Mayor Damon Odey and Timaru District Council have been tasked by the Canterbury Policy Forum to investigate the following by 31 March 2016:

   "Review consent barriers and consistency of approach across the region's councils:

   * *review consistency of approach to telecommunications easements and subdivision consents;*

   * *ensures that Corridor Access Requests (CARs) are processed promptly, and investigate future models for global consents to minimise delays; and*

   * *consider creating a council single point of contact to facilitate dealings with all partners for telecommunications consents."*

2. The Canterbury Policy Forum proposed the regulatory review to:

   a. identify unnecessary barriers to development in the Regional Policy Statement and District Plans;

b.   identify opportunities to develop and adopt consistent definitions and rules across the region; and

c.   report to the Chief Executives Forum in February 2016, with recommendations on opportunities to address barriers and improve consistency of regulation.

PROCESS

3.   In conducting this assessment, the following process was undertaken:

a.   All Councils were asked questions (Appendix 1) regarding telecommunication facilities.

b.   Responses were correlated and compared.

c.   The writer and the District Planning Manager met with Spark, Chorus and 2 Degrees Mobile on 30 November 2015 to provide them with an opportunity to have their say. Vodafone and Enable Services Limited were invited to the meeting, but were unable to attend.

d.   A draft of this report was prepared and reviewed internally by a number of senior staff within Timaru District Council.

e.   The draft was then circulated to telecommunication providers for their comment.

f.   Responses were considered and subsequently a draft of this report was provided to Canterbury Councils for comment.

g.   Responses were then considered before finalising this report for the agenda of the Canterbury Planning Managers.

GENERAL FINDINGS

4.   No major consent barriers were identified by Canterbury Councils. The Canterbury Regional Policy Statement (RPS) is generally supportive of telecommunication infrastructure. Canterbury's District Plans provide for telecommunication activities with varying activity status depending on the activity and the sensitivity of the location. Despite this, it was found that most resource consents for telecommunication activities were granted and processed on a non-notified[1] basis.

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[1] As discussed in paragraph 17 of this report, resource consent processing statistics do not indicate an absence of consent barriers.

5. The proposed amendments to the NESTF due to come into force by mid-2016 will provide for the majority of telecommunication activities as a permitted activity. Appendix 2 provides a summary of the NESTF. The NESTF will significantly improve consistency of approach to telecommunication activities across Canterbury. As a result the number of resource consents required will significantly decrease. For example, most of Chorus and Enable Services Limited lines (fibre and copper) activity will be covered by the proposed NESTF. Although proposed NESTF will not permit all telecommunication activities (e.g. it is likely that only 50% of 2 Degree Mobile's activities will be permitted), it will reduce regulatory barriers. 2 Degree Mobile is the telecommunication provider still constructing its core mobile national network, particularly within rural zones. Therefore 2 Degree Mobile is expected to generally build more new facilities than Vodafone or Spark.

6. Despite the proposed NESTF, telecommunications providers raised a number of consenting issues that were worthy of further investigation. Although these matters were considered to be relatively minor, addressing them has the potential to streamline consenting and therefore assist telecommunication providers in providing a digitally connected Canterbury.

7. Telecommunication providers generally do not have any major issues with the fact they need to obtain resource consent, building consent or Corridor Access Requests in certain circumstances. This reflects our view that there will always be a need to manage some telecommunication activities at some locations.

8. Timeliness of consenting was not raised as a significant issue by telecommunication providers. Nor was the building consent process, which in any case is infrequently required for telecommunication activities.

9. Although a number of issues were raised by telecommunication providers, the main issues of concern were the consistency of:
    a. District Plan objectives, policies and activity status;
    b. Resource consents, including conditions;
    c. General Council policies relating to access of landowner details, and telecommunication facilities on Council controlled land and buildings;
    d. Administration of the *National Code of Practice for Utility Operators' Access to Transport Corridors* (the Code), including Work Access Permit (WAP) conditions.

10.   Inconsistencies often mean that telecommunication providers have to compromise their activities, creating delays, costs and sometimes an inferior facility.

11.   Furthermore during the development of this report the telecommunication providers requested continued discussions over the issues raised. This can be achieved by the telecommunication providers raising their concern directly within a particular Council and by having a standing item on the Canterbury Planning Managers Group (for planning matters) and the Canterbury Transport Officers Group (for CAR and WAP matters).

12.   The remainder of this report discusses each raised issue by the telecommunication providers in detail, grouping each matter under the headings 'resource consent', 'Corridor Access Request' and 'other matters'. Recommendations are included in response to the raised issues.

Resource Consents

Consistency of Approach

13.   While the NESTF will improve the consistency of approach in respect of telecommunication activities across Canterbury, where activities are not permitted by the NESTF they will still require consent by the relevant District Plan. This will invariably result in inconsistences in approach across Canterbury. A consistent approach to telecommunication activities across Canterbury would be difficult to provide for as the matter would have to be considered separately through District Plan Reviews or by way of plan changes.

14.   Rather than endeavouring to provide consistent objectives, policies and rules in District Plan's throughout Canterbury, it may be simpler to try and achieve some consistency around the particular matters, such as the height of telecommunication masts in rural areas, which appears to be a significant issue for telecommunication providers.

Height Restriction

15.   Canterbury's various District Plans provide different height restrictions for telecommunications masts dependant on the location. Telecommunication providers accept that resource consents are required in sensitive locations but do not accept that

telecommunication masts cause more than minor visual effects generally in standard rural areas (e.g. Canterbury Plains farmland) when compared to other structures that are permitted in the in rural zones e.g. irrigators.

16. With a prevalence of high shelterbelts throughout Canterbury, telecommunication providers have found the optimal height of telecommunication masts is 40m. Below this height the telecommunication network is not as effective as it could be.

17. Resource consents for 40m high telecommunication masts often require public notification. To avoid this, telecommunication providers generally lower the height of masts, resulting in a less effective network. It not just the increased costs and uncertainty of the public notification process that is of concern to telecommunication providers, but the increased time required to get consent, which can often push projects beyond a financial year, or build requirements to meet new technology roll-out deadlines. Funding for telecommunication facilities generally has to be spent within the financial year. There is no guarantee that the funding will be rolled over to the following year.

18. Having a consistent 40m height limit for telecommunication masts as a permitted activity in rural areas of Canterbury would be of significant benefit to telecommunication providers. Rules could exclude sensitive locations, while performance standards could address proximity to sensitive activities. This could be considered by Canterbury Councils through District Plan Reviews, by way of plan change or by way of global consents. As these are separate processes, it will invariably be difficult to get complete consistency across Canterbury. However, it is possible and should be investigated further. Any attempt to create a consistent 40m height rule should be led by telecommunication providers. Initially, it would be helpful if telecommunication providers provide Councils with a GIS layer that outlines the areas where 40m telecommunication masts may be sought. TA Planning Managers can then confirm whether a 40m height limit for telecommunication masts in rural areas of their district (subject to performance standards and excluding sensitive area) would be acceptable in principle. Subsequently, telecommunication providers are welcome to progress the matter further.

Easements for Telecommunication Services

19. Some Territorial Authorities (TAs) allow subdivision without the provision of reticulated telecommunication services. Reticulating telecommunication services after a subdivision has been completed and titles issued can be difficult and costly. For instance, Right of Ways (ROW) need to be excavated and the written approval of parties to the ROW are required. Further if the local telecommunication line is copper (which has a limited number of connections) it may mean that connection is not possible without a significant upgrade. It is generally not cost effective for individual landowners to pay for such upgrades therefore foreclosing possible connection to reticulated services. While mobile services are often still available, these are not as good as reticulated services. Telecommunication providers consider that connection to reticulated telecommunications services should be considered at the time of subdivision in urban areas. Note that in rural areas with no telecommunication reticulation, this is not an issue.

20. It is considered that potential purchases of urban properties should be made aware if a property is not connected to reticulated telecommunication services. This could be done by way of encumbrance on the title and advice note on the Land Information Memorandum (LIM).

21. Councils should consider requiring new subdivisions to connect to telecommunication reticulated services at the time of subdivision. This could be considered through District Plan Reviews, or by way of plan change.

    Note: It is our understanding that Chorus and Enable Services Limited's contract with the government is to provide UFB connections free of charge to existing households within defined urban areas. The contract does not apply to new subdivisions.

22. Telecommunication providers could assist Councils consider this matter at the time of subdivisions consents and in LIMS by providing Councils with a GIS layer of telecommunication coverage area.

Global Consents

23.   Chorus utilises global consents particularly for underground work around protected trees or for minor disturbance of road surface works in urban areas. 2 Degrees Mobile utilised global consents for work within the industrial areas of Christchurch. Spark will consider utilising global consents for work required prior to the NESTF amendments coming into force.

24.   There are no barriers to global consenting. However, it is a matter that needs to be considered on a case-by-case basis. Telecommunication providers are welcome to work with Canterbury Planning Managers on global consenting.

Knowledge on Telecommunications Facilities

25.   Telecommunication providers consider that TA's have varying knowledge of and experience with telecommunication activities. This can lead to inconsistent interpretation and consent requirements. We acknowledge this would be likely. It happens with many aspects of consenting and is difficult to avoid given the vast range of land use and subdivision activities and the vast expertise and experience of staff.

26.   It is difficult to recommend something pragmatic Canterbury Councils could do which will resolve this matter on an ongoing basis. We have considered creating a regular forum between telecommunication providers and Council. However, given the large number of staff that would need to be involved and the on-going need for such a forum (to ensure new staff are suitably trained), this is unlikely to be effective.

27.   We have turned our mind to whether standard conditions for telecommunication facilities within the region are workable. The NESFT amendments will result in limited resource consents being required. Those that will be required will need to be subject to a merits assessment based on the proposal, its environmental effects, District Plan provisions and the receiving environment. It is believed standard conditions would only be achievable for common conditions such as being built in accordance with the application. Other conditions may have variations due to the characteristics and sensitivity of the location, and the requirements of the District Plan.

28.   The best approach to address this matter is for Telecommunication providers to work with the providers of the Quality Planning Website to provide suitable information and guidance on telecommunication facilities. This website is provided by the Ministry for the Environment, the New Zealand Planning Institute, the Resource Management Law Association of New Zealand and Local Government New Zealand. It provides a well known and well used resource for planners that could be constantly updated. Furthermore all information on the website is reviewed and approved as being suitable regarding approach, an important aspect for Councils to have regard to the guidance material.

Single Point of Contact

29.   Telecommunication providers consider a single well informed planner ensures that issues and uncertainties are identified and dealt with early on during the resource consent process. Accordingly, it is recommended that TA Planning Managers identify a single point of contact at their Council for telecommunication resource consents.

Corridor Access Requests

National Code of Practice

30.   Compliance with the Code is a requirement under the Utilities Access Act 2010. The Code applies to the activities of all transport corridor managers and utility operators throughout New Zealand. The purpose of the Code is to deliver nationally consistent practice. The Code recognises that the ability of utility operators to get in and out of a transport corridor as efficiently as possible to install, maintain and upgrade network infrastructure is critical to New Zealand's economy and quality of life. The Code requires corridor managers to coordinate the work of the various utilities within their districts, including their own, in a way which ensures the best outcomes for all New Zealanders in terms of the performance and longevity of the utility services and the transport corridor.

31.   Corridor Access Requests (CARs) under the Code cannot be declined and are subject to standard conditions. Specific location conditions can be applied. Default conditions apply if the CAR is not processed by the TA within 15 working days. Average processing times for CARs range from 2-5 working days. CARs are generally submitted electronically by the utilities

or contractors, although some Council's may still rely on paper systems. When a CAR is approved a WAP is issued. Delays in processing are usually due to incomplete information, particularly when CARs are submitted by contractors.

32. As part of a CAR telecommunication provider need to complete a traffic management plan. The traffic management plan is assessed against the *NZ Transport Agency Code of Practice for Temporary Traffic Management v4* (CoPTTM), which stipulates traffic management requirements, which largely depends on the hierarchy of the road.

33. The telecommunication provider's believe the Code is not interpreted consistently, which has lead to some TAs deviating from the standard conditions. To investigate this matter, we recommend that the Canterbury's Transport Officers Group reviews the implementation of Schedule B – *Template for Reasonable Conditions* of the National Code of Practice for Utility Operators' Access to Transport Corridors and the NZ Transport Agency Code of Practice for Temporary Traffic Management v4. This review should include consultation with telecommunication providers. Canterbury's Transport Officers Group should also consider whether establishing a special interest group of Road Corridors Managers is worthwhile. This may provide a valuable forum to bring about more consistent interpretations.

34. The telecommunication providers have come across situations where there are conflicting requirements between CAR and resource consent conditions. For example, a CAR required a telecommunication mast to be placed near the property boundary as far out of the road reserve as possible, while the resource consent required the mast to be placed on the footpath near the road edge. To address this, it is recommended that TA Planning Managers refer resource consent applications for telecommunication facilities to Road Corridor Managers for comment prior to issuing.

Monitoring Requirements

35. WAPs and resource consents are monitored separately by Council officers, who visit the site and monitor the implementation of the consent/WAP.

36.   Telecommunication providers consider the WAP and resource consent could be monitored by the same Council officer in order to increase the efficiency of the monitoring process and avoid any duplication.

37.   While in some instances there may be duplication of monitoring effort by Council Officers, it is important to note that the resource consent and WAP monitoring officers will be looking at different matters. For example the WAP monitoring officer will be primarily concerned with the reinstatement of the road reserve, while the resource consent officer would be concerned with the finished height, colour, location and possibly landscaping. Nonetheless, if information from the first Council officer to visit the site is supplied to the other officer (such as site photos) it <u>may</u> avoid the need for a second site visit. However, it may not, and in any case it will not significantly reduce the fees associated with the monitoring. Monitoring charges are relatively low and most of the charge relates to the paper work associated with the monitoring. Site visits are generally undertaken when the officer is already in that area and therefore endeavouring to cut costs by avoiding site visits is unlikely to generate significant cost savings.

38.   With this mind, it is considered TA Planning Managers could ask resource consent and WAP monitoring officers to liaise with each other and swap information as required when monitoring telecommunication facilities.

39.   Furthermore TA Planning Managers and Canterbury's Transport Officers Group could investigate the feasibility of self-monitoring. Telecommunication providers could help by providing photos to Council who assess compliance against conditions through a desktop analysis.

Conflict of Interest

40.   Telecommunication providers believe some TAs may be protecting infrastructure corridors for line companies they hold shares in or part own. The Code addresses a conflicted person's obligations where a party is a Corridor Manager and a Utility Operator.

41.   It is possible that a TA could seek to protect infrastructure corridors for utilities by approving WAPs for their utilities before other network utility operators have a chance to lodge a CAR.

However, we have not been supplied with any evidence of this and have not sought to gather evidence on this matter as it is beyond our brief and expertise.

42.   If telecommunication providers see this as a significant issue, they are welcome to request the New Zealand Utility Advisory Group reviews the implementation of the conflicts of interest provisions of the *National Code of Practice for Utility Operators' Access to Transport Corridors*.

Other Matters

Council Owned Land

43.   Telecommunication providers have suggested there may be opportunities to use Council owned land to accommodate telecommunication facilities to fill in current network black spots.

44.   Council's would obviously need to consider this on a case by case basis as the answer will likely depend on the use of the subject land. Some Council owned land can only be used for the designated purpose or in accordance with a Reserve Management Plan. The best approach to progressing this is if Canterbury Council's Chief Information Officers provide a digital map of Council owned land to the telecommunication providers. The latter can then liaise with each Council in respect of what land it would like to use to determine if it is available or fit for purpose.

45.   Furthermore a Council policy on how Council owned land could be utilised for telecommunication facilities would to useful to provide clear direction for telecommunication providers and Council staff on the matter.

46.   Use of Council owned land would provide an income for Council. Multiple telecommunication masts on Council land could be managed by requiring all telecommunication providers to utilise the same mast.

National Environmental Standard for Assessing and Managing Contaminants in Soil to Protect Human Health

47. The *National Environmental Standard for Assessing and Managing Contaminants in Soil to Protect Human Health* (NESCS) ensures that land affected by soil contaminants is appropriately identified, assessed and if necessary remediated before it is developed.

48. The telecommunication provider's consider they do not trigger the NESCS when operating within the road corridor. However the NESCS provisions are not precise regarding working in the road corridor. The telecommunication provider's believe the NESCS is not interpreted consistently and have requested Canterbury Council's support in requesting the Ministry for the Environment to provide clarification on this matter. It is recommended Councils support that request.

Ultra-Fast Fibre Broadband Wiring of New Houses

49. Telecommunication providers believe new dwellings are being constructed without suitable wiring for UFB. They believe this is occurring as homeowners are not being made aware of modern wiring standards at the time of building/construction.

50. UFB wiring requirements is not a function under the Building Act 2004 and therefore Council is not responsible for the telecommunication wiring of private buildings. With this in mind, it is recommended that Telecommunication providers lead the promotion of the ultra fast fibre broadband wiring of private dwellings. It is expected that all Canterbury Councils will be willing to assist in making available information provided by telecommunication providers concerning the UFB wiring of new houses on their websites, at their service centres, and in their building information packs / newsletters.

51. Telecommunication providers should ensure that it is clear on any information provided that the UFB wiring guidance is not a Council requirement and should provide contact details of someone that can assist the public. Council's do not have expertise in this matter and it will only lead to public frustration if the public is directed either directly or inadvertently to Council.

Lack of Public Knowledge in Respect Free Ultra-Fast Fibre Broadband Installation

52.   Telecommunication providers believe there is misunderstanding about what UFB is, what it can do and the process for getting connected to it even though installation is now free for customers.

53.   As UFB installation is not a Council function, it is considered that Telecommunication providers should generally lead the promotion of UFB installation. Notwithstanding, it is noted that Environment Canterbury has agreed to promote the installation of UFB in their 'Living here' pamphlet that is circulated to every household in Canterbury.

Access to Landowner Details

54.   Telecommunication providers find it difficult to find some landowner contact details when they are trying to establish written approvals or easements for telecommunication services. Canterbury Maps does not provide the landowner contact details. Land Information New Zealand Landonline provides the landowner name but not the contact details. Providing the contact details would assist telecommunication providers. Accordingly, it is recommended that Canterbury Council's upon request provide individual addresses of landowner details in circumstances where this is not immediately apparent to telecommunication providers. This meets the requirements of section 7 of the Privacy Act 1993 and sections 28 and 28A of the Local Government (Rating) Act 2002 where the Council is permitted to provide details of the ownership of a property within its district by reference to its rating information database upon request by a telecommunication provider.

Co-ordination of Works at a Dig Site

55.   Telecommunication providers have stated that road and other infrastructure works are often conducted without coordination with telecommunication providers resulting in roads having to be dug up again to install telecommunication facilities. This increases the costs of installing telecommunication facilities.

56.   The Code addresses the coordination of works within the road corridor. The Road Corridor Manager must (where practicable) coordinate works in its transport corridor and provide

information of its planned works to Utility Operators. The frequency of the co-ordination meeting generally occurs on a regular basis (i.e. 6 weekly, bimonthly or quarterly).

57. However, some Utility Operators are unwilling to provide information on planned works due to commercial sensitivity. Information is obtained readily from other network utility operators.

58. There are also some situations where a road and/or other utilities area being renewed or upgraded and telecommunication providers are unwilling to participate in a co-ordinated project due to funding issues or insufficient demand at the time. This is a frustration to Road Corridor Managers who are likely to face CARs from telecommunication providers a few years later and dig up the road again.

59. Co-ordinating at work sites may be achieved by all service providers sharing their 12 month work programme with each other prior to the commencement of each financial year. Although the percentage of actual co-ordinated work completed may be small due to work or funding requirements not aligning, any achieved co-ordination would provide significant cost savings.

60. As this matter is outside of our field of expertise, we consider it appropriate to refer the matter to the Canterbury Transport Officers Group to review the implementation of section 2.7 (coordination) of the *National Code of Practice for Utility Operators' Access to Transport Corridors.*

61. Telecommunication providers may also wish to consider ways of overcoming commercial sensitivity issues in participating in road corridor coordination efforts.

Conclusion

62. No major consent barriers have been identified for telecommunication facilities in Canterbury. The proposed amendments to the NESTF will provide for the majority of telecommunication activities as a permitted activity and will significantly improve consistency of approach to telecommunication activities across Canterbury.

63.   Despite the proposed NESTF, telecommunications providers raised a number of consenting and other issues that were worthy of further investigation. Although these matters were considered to be relatively minor, addressing them has the potential to streamline consenting and therefore assist telecommunication providers in providing a digitally connected Canterbury. This will support the Government's investment in the ultra-fast fibre broadband (UFB) roll-out and the rural broadband initiative (RBI). It will also help bring about the expected economic and social benefits resulting from the productivity gains from improved telecommunication networks, thereby helping implement the Canterbury Economic Development Strategy.

64.   With this in mind, the following recommendations are made.

Continued Communication

a.   To advise telecommunication providers to liaise with the Council concerned if they have any particular implementation issues with a specific Council.

        Reason: To make Councils aware of any specific implementation issues they may have and to give them an opportunity to address the matter.

b.   'Regulatory barriers for telecommunication facilities' to be made a standing item on the agenda of the Canterbury Planning Managers Group and the Canterbury Transport Officers Group. Telecommunication providers to be invited to attend those meetings.

        Reason: To enable telecommunication providers to discuss particular concerns.

Rural Telecommunication Masts

c.   Telecommunication providers to be requested to provide Canterbury Councils with a GIS layer of areas where 40m telecommunication masts are sought.

        Reason: To enable Canterbury Councils to consider supporting in principle 40m telecommunication masts in rural areas of their district.

Note: This work may need to be investigated and collated. Details may need to be treated as confidential due to commercial sensitivity matters.

d. After receipt of the GIS layer in point c, TA Planning Managers shall report back to the next available Canterbury Planning Managers Group meeting as to whether they could support in principle a 40m height limit for telecommunication masts in rural areas of their district, subject to suitable performance standards and excluding sensitive areas.

Reason: So that telecommunication providers have the confidence to proceed with a private plan change to facilitate 40m high telecommunication masks in rural areas.

Availability of Reticulated Telecommunication Services

e. Chorus to provide Canterbury Councils with a GIS layer of telecommunication coverage area.

Reason: So that the telecommunication coverage area can be stated on encumbrances on the title, in LIMs and considered in the subdivision process.

f. Canterbury Councils to consider requiring new subdivisions to connect to telecommunication reticulated services at the time of subdivision. This should be considered through District Plan Reviews, or by way of a plan change.

Reason: To ensure that due consideration is given to the connection of reticulated telecommunication services.

Note: It is our understanding that Chorus and Enable Services Limited contract with the government is to provide UFB connections free of charge to existing households within defined urban areas. The contract does not apply to new subdivisions.

Single Point of Contact

g. TA Planning Managers provide to the telecommunication providers a single point of contact at their Council for resource consents.

Reason: Facilitates effective and efficient dealings between telecommunication providers and Councils.

National Code of Practice

h.   Canterbury's Transport Officers Group shall be requested to review the implementation of the following:

   i.   'Schedule B – Template for Reasonable Conditions' of the *National Code of Practice for Utility Operators' Access to Transport Corridors* in respect of whether conditions are being imposed by Councils that are outside of that specified by Schedule B.

   ii.   'Section 2.7 (Coordination)' of the *National Code of Practice for Utility Operators' Access to Transport Corridors* in respect of whether telecommunication providers are being provided adequate opportunity to coordinate with other works in the transport corridor.

   iii.   The *NZ Transport Agency Code of Practice for Temporary Traffic Management v4* in respect of whether greater consistencies between different Council interpretations of the code can be brought about.

   This review should include consultation with telecommunication providers.

   Reason: To ensure the code is being implemented correctly.

i.   Canterbury's Transport Officers Group shall be requested to resolve whether it would be worthwhile establishing a special interest group for Canterbury Road Corridor Managers to discuss the interpretation of the *National Code of Practice for Utility Operators' Access to Transport Corridors*.

   Reason: To improve the consistency of code interpretations.

j.   TA Planning Managers to require resource consent processing officers to refer resource consent applications for telecommunication facilities to Road Corridor Managers for comment prior to issuing.

Reason: To assist in avoiding conflicting requirements of resource consent and WAPs.

Coordination of Monitoring

k.   TA Planning Managers to ask resource consent and WAPs monitoring officers to liaise with each other and swap information as required when monitoring telecommunication facilities.

Reason: To assist in avoiding monitoring duplication between resource consent and WAP monitoring officers.

l.   TA Planning Managers and Canterbury's Transport Officers Group investigate feasibility of self-monitoring.

Reason: For telecommunication providers to take more responsibility regarding compliance with conditions.

Council Owned Land

m.   Canterbury Councils Chief Information Officers to provide a digital map of Council owned land to the telecommunication providers.

Reason: To assist telecommunication providers ascertain if Council land can be used to accommodate telecommunication facilities.

n.   Canterbury Councils to consider developing a Council policy on how Council owned land could be utilised for telecommunication facilities.

Reason: To provide clear direction for telecommunication providers and Council staff on aspects to be considered when assessing possible telecommunication facilities on Council owned land.

National Environmental Standard for Assessing and Managing Contaminants in Soil to Protect Human Health (NESCS)

o.   Canterbury Planning Managers to support a request made by telecommunication providers in requesting the Ministry for the Environment to provide clarification on works within road corridors.

Reason: To assist telecommunication providers seek clarification on this matter. The NESCS is a significant regulatory constraint for telecommunication providers.

Landowner Details

p.   Upon a request from a telecommunication provider, Canterbury Council's provide individual addresses of landowner details in circumstances where this is not immediately apparent to telecommunication providers.

Reason: To assist telecommunication providers to access landowners details, which they require for operational reasons.

UFB Wiring of New Houses

q.   Canterbury Councils to make available information provided by telecommunication providers regarding the UFB wiring of new houses on their websites, at their service centres, and in their building information packs / newsletters.

Reason: To help promote the awareness of modern standards for UFB wiring.

Note: Telecommunication providers should ensure that it is clear on any information provided that the UFB wiring guidance is not a Council requirement and should provide contact details of someone that can assist the public.

Appendix 1: Questions asked of Canterbury's Councils and telecommunication providers

The regional council was asked what consent barriers the RPS has in relation to digital connectivity.

Territorial Authorities were asked:

1. What consent barriers does your District Plan have in relation to digital connectivity?

2. A summary of your district's approach to telecommunications easements and subdivision consents?

3. What do you think is/should be put in place to ensure Corridor Access Requests are processed promptly?

4. Do you think a global consent for CARs to minimise delays is workable/achievable? If no, why?

5. Would a single point of contact to facilitate dealings with all partners for telecommunications consents be easy to manage? Consideration of contacts with consents/planning department and land transport department and the purpose of those contacts is required.

6. Identify the single point of contact or a point of contact for your consents/ planning department and land transport department to facilitate dealings with all partners for telecommunications consents.

7. What opportunities exist or could be created to develop and adopt consistent definitions and rules across the region?

The telecommunication providers were asked their perceptive on:

- consent barriers for resource consents, building consents and CARs;
- consistency of approach for resource consents and CARs;
- global consents;
- single point of contact; and
- other matters they could benefit assistance with.

Appendix 2: Proposed amendments to the National Environmental Standard for Telecommunications Facilities

The NESTF is proposed to be amended to broaden its scope for consumers to have faster access to new technologies. The current NESTF only covers a small range of antennas and cabinets in the road reserve. It is proposed to expand the permitted activities to include:

(a)   aerial telecommunications cables alongside existing cabling (with size limits on cabling and ancillary equipment);

(b)   underground telecommunications cables;

(c)   earthworks required for installing telecommunication facilities permitted under the NESTF provided they manage any environmental effects (sediment control, erosion and dust) and subject to scheduled trees in district plans;

(d)   new masts in the road reserve to carry antenna;

(e)   relocation of replacement utility structures in road reserve within 5 metres radius of the original utility structure;

(f)   new antennas and any necessary ancillary equipment in the road reserve (with size limits);

(g)   replacement of existing antennas and any necessary ancillary equipment (with size limits);

(h)   additional antennas and any necessary ancillary equipment at existing sites outside of a road reserve or residential zone (with size limits);

(i)   new masts and antennas in rural areas up to 25 metres high and 6 metres diameter (with distance limits to certain buildings) and subject to scheduled trees in district plans;

(j)   increasing the total height of a mast and antenna outside of a road reserve or residential zone by up to 5 metres over the height of the existing structure for the purposes of co-location, up to a maximum of 25 metres (with diameter limits);

(k)   antennas on buildings (with size limits and building height in residential zone is no less than 15 metres tall) and associated cabinets;

(l)   cabinets servicing antennas on buildings (with size limits and in residential area associated cabinets must be located within the property boundary);

(m)   small cell units and associated ancillary equipment on existing structures (bus stops, cabinets, light poles, buildings) provided they fit within a maximum volume envelope;

(n)   new telecommunication cabinets (with size limits); and

(o)   replacement telecommunication cabinets which exceed the maximum footprint per site during works (with time limits).

Activities not permitted by the NESTF will continue to be managed by District Plans.

To:	Canterbury Planning Managers Group
From:	Kevin Tiffen, Resource Planner
Date:	18 January 2016
Subject:	Local Government Regulation and the Canterbury Regional Economic Development Strategy (CREDS)

Introduction

1   The Canterbury Mayoral Forum has developed a Canterbury Regional Economic Development Strategy (CREDS) and tasked the Planning Managers Group to identify unnecessary regulatory barriers and improve consistency of regulation in relation to three areas in the CREDS.

2   One area is **the review of the alignment of planning instruments to assist with value-added production**. To achieve this, Mayor Craig Rowley and Waimate District Council have been tasked by the Canterbury Policy Forum to ensure opportunities are taken in District Plan reviews to align planning, rules and regulations in ways that enable sustainable value-added production. It is understood that some developers, consultants and the general public have become frustrated dealing with different councils having different sets of rules and interpretation for, in some cases, the same type of activity. It is claimed that this inconsistency of regulation is needlessly costing time and money.

Considerations

3   In order to give effect to the Resource Management Act 1991 (RMA), each territorial authority in New Zealand is required to develop and make operative a District Plan, to be reviewed every 10 years. For the Canterbury region, with the exception of Waimate and Ashburton who are operating their second generation District Plan, each other council is operating their first generation District Plan. The current schedule of (full or rolling) District Plan reviews is:

Council	First Generation District Plan Review Schedule
Waimate District Council	Completed 2014
Ashburton District Council	Completed 2014

Council	First Generation District Plan Review Schedule
Christchurch City Council	Hearings 2015/16
Hurunui District Council	Hearings 2016
Timaru District Council	Commenced/commencing shortly
Waitaki District Council	Commenced July 2015
Mackenzie District Council	Review paused pending staff appointment
Selwyn District Council	Planned for 2016
Waimakariri District Council	Planned for 2016
Kaikoura District Council	Planned for 2018

4   Each of these Canterbury Councils has developed their own distinctive District Plans which is understandable as each council is different and diverse in terms of their size and population, mix of urban/rural population, varying landscapes and visual amenity, topography and climate, range of production and industrial activity, biodiversity, community priorities, heritage and cultural values.

5   On the 26 November 2015, the Government introduced the reform of the RMA (Resource Legislation Amendment Bill) into Parliament. While a complete analysis of the effect of the reform bill has not been undertaken at this particular time, it is understood that the process of plan-making will be sped up and made more flexible and once in effect, standard national planning templates will be introduced by the Minister for the Environment to provide greater consistency between District Plans. It is understood that the Ministry for the Environment are currently working on these national planning templates in anticipation of the bill becoming law which is likely later this year.

6   Many of the Canterbury District Plans are formatted in a similar manner with the general use of zonings (i.e. Residential, Business, Rural, etc.) with each zone containing individual issues, objectives, policies and rules or set of rules (i.e. site and zone standards); and general overall rules covering matters such as transportation, natural hazards, hazardous substances, developments and subdivision, financial contributions, heritage, utilities, Takata Whenua values, definitions, etc. Of all these general rules, it is perhaps the following sections or chapters of the District Plans that have some commonality:

• Definitions: The definitions contained in the various District Plans are comprehensive. Some are derived directly from Section 2 (Interpretations) under the RMA while some definitions have been modified over time to capture local situations or are added to assist to clarify meanings contained in each District

Plan. One such example is the modification for the meaning of "allotment". While "allotment" is clearly defined in Section 218(2) of the RMA, several Canterbury District Plans have chosen to adopt their own specific meaning. This can lead to some confusion. However, since definitions have direct impact on rules, some of these definitions have often been crafted to address Court decisions.

- Hazardous Substances: The rules around the storage, use, disposal and transportation of hazardous substances are determined solely by industry standards, practices or regulation. So, it should be possible to precisely align the various District Plans to reflect common rules to reflect the quantity thresholds or limits of hazardous substances and their containment, and their proximity to sensitive activities. There are some individual variations between the District Plans such as restricting the installation of some hazardous substances within areas of flooding risk (and other hazards) but these variations should still be able to be contained within the individual District Plans. It is worth noting that the RMA reform bill is proposing to repeal Territorial Authorities functions in regard to hazardous substances so there is not likely to be a need for consistency here.

- Natural Hazards: Each Canterbury District Plan contains specific rules around development occurring within natural hazard areas where there is the same basic objective which is to protect and safeguard people and buildings. Environment Canterbury is the main source of information on flooding and other hazards so there is the consistency of establishing a baseline. Topography and climate have a major impact on the types of risks which are generated. Therefore, it should be possible for the alignment of rules around raised floor heights and setback from stop-banks between the various District Plans where similar topography exists. It is hoped some realignment may occur through the efforts of the Risk Reduction Working Group looking at natural hazards management in Canterbury.

- Utilities: With the introduction of the National Environmental Standards for Telecommunication Facilities (NES-TF) and the National Environment Standards for Electricity Transmission Activities, there is already some effect of having the alignment of some utility rules since the national environmental standards do allow certain utilities to occur as of right irrespective of their status in the different District Plans. In addition, the proposed amendments to the NES-TF will even provide for a greater range of telecommunication infrastructure. Over time, it is expected as District Plans are reviewed or changed, that permitted electricity and telecommunication utilities in the District Plans will mirror those activities that are allowed as of right in the national environmental standards. However, for other utilities (water, drainage, etc.) and especially larger utilities and facilities located in sensitive areas, they are likely to still be captured by the different District Plans in response to their individual community responses.

- Takata Whenua values: The issues around the Treaty of Waitangi, areas of concern to Takata Whenua and protection of of Koiwi Tangata (Burial Remains) and other Taonga (Treasures) are common across all districts however each district has its own unique history or story. Canterbury is in a fortunate position with a single iwi. With 18 regional Papatipu Runanga, some individuality is still required in the various District Plans.

7   It is considered that some alignment of these above general rules should assist in the interpretation and application of the rules but it is more likely that the other main sections of the District Plans (i.e. Residential, Commercial or Business, Rural, Financial Contributions and Subdivision, etc.) will have more relevance in terms of

assisting with value added production. These remaining sections of the District Plans are quite varied between Councils and have been developed over time through previous District Plans/District Schemes to reflect their respective individual community priorities and aspirations. The planning process and appeal process has resulted in different outcomes of each community.

8   The difficulty is in determining which particular issues, objectives, policies and rules should prevail if there is to be an alignment of the planning documents or District Plans. Obviously, some consensus between all the Councils would be necessary and then attempts made to align the various District Plans, presumably at the time of any due plan review or any proposed plan changes. The big challenge would be to get precisely aligned documents as each district would face different times for review and different community responses through the submission and appeal processes. If Canterbury Councils were minded to align planning documents, then it is considered necessary, once consensus was reached on the prevailing rules, for all Councils to publicly notify, hear and determine the aligned rules together as one.

9   It is difficult to quantify the costs for Councils in achieving the realignment of the planning documents together, as each Council is at different stages with the operation of their District Plan. If a Council is in the stage of reviewing their District Plan, then the cost to realign the planning documents should not be significant. However, for other Councils that are some period away from the next review and will have to introduce a plan change to align all the planning documents, then it would likely be an extra cost that was not anticipated or budgeted for. But having said that, the proposed RMA reforms may necessitate such action in any case particularly if standard planning templates are required across New Zealand within District Plans by a particular timeframe. The combination of the notification and hearing of the realigned rules for all Councils should provide some cost savings through the sharing of resources.

10   While it is accepted that unique differences exist between the districts in Canterbury, there are some areas which could be unified. The first attention could be given to the _rural areas_ of the Canterbury region, in particular, with regards to setbacks for buildings such as dwellings, milking sheds, etc. to assist with value-added production and also maybe, lot sizes for subdivision. If Canterbury Councils are minded, an investigative group could be set up to determine possible aligned standards for the rural areas. Reviewing the rural areas (and maybe, the rural subdivision requirements) has been suggested first as the rural area of the Canterbury region provides primary industry that extends across all the districts, whereas the individual urban areas (such as towns and cities in Canterbury) are located wholly within the one same district so there is a lesser need for the precise alignment of planning documents. This would also apply to secondary industry which is likely to be located within the one district only and not extend over different districts. With respect to aligning Canterbury urban areas, it is accepted that a large metropolitan area such as Christchurch City probably needs to retain its individuality and complexity in terms of planning controls.

11   In reviewing the planning controls for the rural area of Canterbury, it is important to note that primary production such as farming and dairying (excluding factory farming) is currently permitted in the general rural areas throughout all of the District Plans. Some District Plans contain special rural areas or subzones where different rules apply and these tend to allow intensive development or lifestyle living or are sensitive zones such as high country areas. These special areas have been excluded, so the differences with the District Plans occur with the different rules in the general rural areas are highlighted in the following table:

RURAL ZONE	Waimate	Ashburton	Christchurch City (Banks Peninsula)	Hurunui	Timaru	Waitaki	Mackenzie	Selwyn	Waimakariri	Kaikoura
Dwelling – road setback (in metres)	7.5	10	7.5 & 20	10 &75	6	15 & 20	20 & 50	10 & 20	20	10
Dwelling – internal setbacks (in metres)	20	20	7.5		3	20	20	5	20	
Milking Shed – road setback (in metres)	100	50	7.5 & 20	10 & 75	6	15 & 20	20 & 50	30	10	10
Milking Shed – internal setbacks (in metres)	100	80	7.5		3	6	6	30	3	
Milking Shed separation from any dwelling on a different site (in metres)	400	400		100						
Industry (permitted)	No	No	Yes	No	No	No	No	Yes	Yes	No
General Rural – Minimum Lot Size (in hectares)	4	8 & 50	40	4	40 or 10	4	nil	4 & 20	4	2 & 4

12   In the rural context, it is debatable whether these different planning controls are actually impeding development. Some District Plans have other planning controls (presumably developed to reflect community priorities and aspirations) such as lifestyle areas and it may be these controls that are frustrating some developers and the general public. Understandably, for larger developments such as a milk processing plant, one would expect a resource consent to be required because of the potential to adversely affect the surrounding environment.

13   Also, there is an element of subjectivity where a resource consent (or even a permitted activity) involves the discretion of the assessor. This is often a point of contention when different planners exercise their discretion. District Plans have to be written for the planner to understand as much as the general public. Standardising rules and definitions does not eliminate subjectivity altogether, because an assessment is still required even if the rules are the same. This seems to be a point that has escaped in the drive for consistency.

14   New Zealand as a nation and Canterbury as a region are not homogenous, and different rules are required for different terrain, climate, natural hazards, community expectations and growth pressures, etc. Even within a District, the national Building Code, for example, is vastly different on the coast vis-à-vis sub-alpine areas. The drive for greater consistency has to be balanced with the reality that one cap does not fit all circumstances. Most Councils offer a free service to prospective developers to discuss proposals with Council staff to assist with achieving all the necessary regulatory approvals.

15   In the background, there are the proposed RMA reforms which are most likely going to force councils to use standard national planning templates for their District Plans, to be implemented within a defined timeframe. As part of these reforms, it is claimed the plan-making process is to be streamlined. Also, the Government wants urban planning rules that it considers will help keep housing affordable and help productivity of the wider economy so the role and importance of housing and urban environments will be redefined.

Conclusion

16   It is understandable that some developers, consultants and the general public have become frustrated dealing with different councils, with different sets of rules, with different interpretations, and with different costs for the same type of activity. But District Plans have developed over time to reflect their respective individual community priorities and aspirations. Each Plan has been subject to judicial processes and often the final outcome of each Plan sits beyond the control of the Councils. However, some improvement in the interpretation and the alignment of some rules is possible.

17   It is recommended that the Canterbury Mayoral Forum wait until standard planning templates are produced as part of the proposed RMA reforms to ascertain what areas are left for the Canterbury region in order to align the District Plan rules. In the meantime, there are a number of Councils commencing or about to commence the review of their District Plans and they should be encouraged to consider a closer alignment of their rules, in particular to their Rural zones, definitions, hazardous substances, natural hazards, utilities, and Takata Whenua values.

Chief Executives Forum   Item 10

Date: 25 February 2016

Presented by: David Bromell, Mayoral Forum secretariat

CREDS companion strategies 2016

Purpose

This paper provides copies of a draft *Canterbury Digital Strategy 2016* and draft *Canterbury Visitor Strategy 2016* that will be considered by the Mayoral Forum for adoption on 26 February 2016.

Recommendations

That the Chief Executives Forum:

1   **note** that a draft *Canterbury Digital Strategy* and a draft *Canterbury Visitor Strategy* for 2016 have been prepared and will be considered by the Mayoral Forum for adoption on 26 February 2016

2   **note** resource implications and **consider** making provision for these in 2016/17 budgets and Annual Plans

3   **note** the opportunity to support CREDS lead Mayors with the development of similar companion strategies, as a way of maintaining momentum and keeping the CREDS current.

Canterbury Digital Strategy

1   The Canterbury Digital Leadership Forum (Connected Canterbury) is a collaboration between Aoraki Development Business and Tourism, Canterbury Development Corporation, Canterbury Employers' Chamber of Commerce, Enable Networks, Enterprise North Canterbury, Environment Canterbury, Grow Mid-Canterbury, Microsoft and Selwyn District Council.

2   Connected Canterbury had prepared a draft Canterbury Digital Strategy, but agreed that in light of the Mayoral Forum's development and launch of the Canterbury Regional Economic Development Strategy (CREDS), the two work streams should be aligned and integrated. Connected Canterbury invited Mayor Damon Odey to chair the group, and its work on a draft Canterbury Digital Strategy has been incorporated into a companion strategy to the CREDS, with an action plan for 2016.

3   Environment Canterbury has funded a contract to prepare a business case for a 'Canterbury Digital Accord' – an agreement between the Crown and the Canterbury Mayoral Forum to achieve a fully connected Canterbury. The review of Canterbury councils' regulation of telecommunications (agenda item 9) and achievement of a consistent planning framework is an important contribution to this.

Resource implications

4   Further developing online services may have resource implications for Canterbury councils that will need to be considered in finalising budgets and 2016/17 Annual Plans.

At their next meeting, Chief Information Officers will be invited to initiate a survey of online services provided by Canterbury councils, to inform a programme of work to get more services online.

Canterbury Visitor Strategy

5   Early in the development of the CREDS, Mayors identified the need for a whole-of-region visitor strategy. To ensure a consistent approach to visitor strategy for Christchurch and the Canterbury region, it was agreed to develop this following consideration by the Christchurch City Council in late 2015 of a visitor strategy for Christchurch.

6   Mayor Winston Gray has now developed a draft regional visitor strategy with support from the secretariat and staff from Christchurch & Canterbury Tourism, Kaikōura Information & Tourism, Hanmer Springs Thermal Pools & Spa, Experience Mid-Canterbury, and Aoraki Development Business & Tourism. Consultation with Canterbury Development Corporation, Christchurch International Airport Ltd and Ngāi Tahu Tourism will occur prior to the Mayoral Forum meeting on 26 February 2016.

7   Following Tim Hunter's presentation to the Mayoral Forum on 4 December 2015, Christchurch & Canterbury Tourism has designed, printed and circulated 500 copies of a poster for tourism operators/shops to display during Chinese New Year to celebrate the Year of the Monkey and welcome Chinese visitors to Canterbury.

Resource implications

8   Three actions in the draft Visitor Strategy have resource implications for Canterbury councils that will need to be considered in finalising budgets and 2016/17 Annual Plans:

- provision of free wifi in the main streets of all Canterbury towns
- bulk purchase and installation of solar charging tables in selected Canterbury towns
- installation of Chinese language billboards or other measures to welcome visitors to Canterbury towns and encourage safe driving.

Canterbury Digital Strategy 2016

A Work Programme of the
Canterbury Regional Economic Development Strategy

Connected Canterbury and the Canterbury Mayoral Forum

DRAFT – for consideration by Mayoral Forum February 2016

... a strong regional economy with resilient, connected communities and a better quality of life for all

Contents

Connected Canterbury

Foreword

Connected Canterbury is a collaboration between Aoraki Development Business and Tourism, the Canterbury Development Corporation, the Canterbury Employers' Chamber of Commerce, Enable Networks Ltd, Enterprise North Canterbury, Environment Canterbury, Grow Mid-Canterbury, the Selwyn District Council, Microsoft and Irrigation New Zealand.

During 2014, Connected Canterbury worked together to develop a draft digital strategy for our region. When the Canterbury Mayoral initiated work on its Canterbury Regional Economic Development Strategy (CREDS) in December 2014, Connected Canterbury saw an opportunity to connect to and leverage off this. We share the same vision, and the same sense of urgency, about getting fast broadband and mobile coverage across our region, and using this to enable economic development and social wellbeing.

As lead Mayor for the digital connectivity work programme of the CREDS, I am enormously grateful to Connected Canterbury, which has generously agreed to support me in developing and implementing the CREDS work programme. They bring knowledge, experience, and industry and community contacts that will be invaluable as we work together to progress the actions we've identified as priorities for 2016.

We are doing this because the availability, uptake and use of digital connectivity is critical to building a strong regional economy. Unless we grow Canterbury's economy, we cannot sustain our communities and ways of life. With the right technologies, we can preserve what we value from our past – and shape previously unimagined futures.

Just like the CREDS itself, this strategy has a big vision but is focused on short-term actions. The strategy will be reviewed after the 2016 local body elections and refreshed in light of emerging opportunities for 2017-18.

We invite you to 'catch the vision' and in your own way help create 'a fully connected Canterbury'.

Mayor Damon Odey
for Canterbury Mayoral Forum and Connected Canterbury

A digital snapshot

Broadband contribution to GDP is

15X*

the initial investment

*Strategic Network Group's estimate

75% of

New Zealand households with access to UFB expected by 2019. NZ is growing fast among OECD countries

+10%

productivity gain from a better connected NZ through broadband access

Grimes (2012)

39.7%

of all new jobs in the US & Canada were enabled by the internet

Mobile services are around

17% more

expensive to provide in NZ than overseas

NZIER Mobile Industry in New Zealand: Performance and Prospects – October 2014

50% of

NZ's population has access to 4G services

3X NZ

has triplicated its broadband speed since 2009

Mobile data consumption is

expected to grow **50%**

per year in the mid term

Cisco

48% of

NZ's population will be able to connect to UFB by 2016

900,000

end users able to connect to UFB by 2016

Broadband penetration in OECD countries

NZ 2009 (20th)

OECD avg

NZ 2015 (15th)

Future NZ

NZ$ 1,690,000,000

was the total telecommunications investment in 2013/2014

NZ$ 34 billion

could be added to the NZ economy if all businesses were using internet to its full potential

Sapere Research 2014

½ of mobile devices in

New Zealand are now smartphones

NZIER Mobile Industry in New Zealand: Performance and Prospects – October 2014

32 GB

is the average data consumed per broadband connection

5.3

million mobile connections in New Zealand

1.39

million fixed broadband connections in New Zealand

700MHz spectrum auction completed with economic benefits of up to NZ$2.4 billion for the NZ economy over 10 years

12,000,000,000 SMS sent in 2014

Connected Canterbury

Canterbury Regional Economic Development Strategy

… a strong regional economy with resilient, connected communities
and a better quality of life for all.

Canterbury's Mayors want to minimise a downturn in the region's economy as the earthquake rebuild levels off, and ensure the long-term prosperity and social wellbeing of Canterbury and its communities.

That's why the Mayoral Forum developed and launched its Canterbury Regional Economic Development Strategy (CREDS) in August 2015 – available at http://ecan.govt.nz/CREDS

The CREDS has seven, interdependent work programmes, each with a lead Mayor. The digital connectivity work programme is led by Mayor Damon Odey (Timaru District Council).

Digital connectivity is key infrastructure for the other six work programmes. For example, digital connectivity enables:

- freshwater management, including precision irrigation, and environmental monitoring and reporting
- increased productivity in the agricultural sector
- value-added production and manufacturing
- traffic management and logistics
- enhanced experiences and safety for tourists and visitors to our region
- access to education, training, health and emergency services
- civil defence and emergency management
- e-commerce and online services (particularly important in rural areas)
- skilled professionals to move to our region; e.g. providing the ability to work remotely
- social connectedness – particularly important to attract and retain newcomers and their families to the agricultural workforce in our region.

The Mayoral Forum's objective is **a fully connected Canterbury, so the whole region can achieve the best possible results in health, education, social connectedness, economic growth and the environment**.

This Strategy outlines how the Mayoral Forum and Connected Canterbury are working together to achieve this objective during 2016.

Canterbury Digital Strategy

For Canterbury to be fully connected, we need:

- infrastructure – an integrated network that provides fast broadband and mobile phone coverage to every farm and community in Canterbury (whether by copper, fibre or wifi)
- retail packages that are fit for purpose and affordable
- uptake and use of digital technologies and online services to increase economic productivity and improve social outcomes in health, emergency services, education, social connectedness, road safety, civil defence and environmental sustainability.

Three principles have guided the development of the Action Plan that follows.

1. **Turn aspirations into action** – and clearly identify who will do what, why and by when.

2. **Respect our different roles and responsibilities.** Local government may be part of the infrastructure solution via council-owned lines companies, for example, or by making disused gas and sewer pipes available for laying fibre, or by permitting the installation of telecommunications infrastructure on council-owned land or buildings. But for the most part, local government's role is to facilitate and advocate for *market solutions*, leveraging off central government investment in telecommunications infrastructure.

3. **Less is more** – given inevitable resource constraints, priority must be given to the few actions that have potential to make the greatest difference.

Lead, advocate and co-ordinate

The first cluster of actions concerns **infrastructure**.

Since December 2014, the Mayoral Forum has been advocating to central government for investment in fast broadband in rural Canterbury.

Canterbury Maps prepared a map for each territorial authority and for the region as a whole, showing broadband and mobile coverage as at June 2015, with an overlap of current and planned irrigated land. The Mayoral Forum has urged central government to invest in infrastructure where this can make the greatest difference to regional economic development. In Canterbury, that is particularly where digital technology enables efficient control of irrigation infrastructure and freshwater management. In our region, water is gold. Digital technologies can help us use water wisely and well, for present and future generations.

In July 2015, the Timaru District Council and Alpine Energy supported and co-ordinated Canterbury registrations of interest to the Government's Ultra-Fast Broadband, Rural Broadband and Mobile Black Spot Fund extension programmes. At the same time, we have worked with Spark New Zealand to facilitate a market solution – an accelerated roll out of 4G mobile broadband across the whole of our region by December 2016. Spark recognised that digital connectivity is central to the Mayoral Forum's CREDS and stepped up to the challenge to help create a fully connected Canterbury. Local service providers have also been working with councils on innovative solutions to local needs, to help us achieve widespread coverage.

Local authorities are assessing whether over-regulation, or inconsistent regulation, is creating unnecessary barriers to infrastructure deployment. The Canterbury Planning Managers Group will

Connected Canterbury

report to Chief Executives and Mayors in February 2016 on opportunities to address any barriers identified through district plan reviews during 2016 and 2017.

An immediate priority is to build a business case to Crown Fibre Holdings to fund a whole-of-region solution that joins up the UFB and RBI programmes and connects copper, fibre and wireless to create an integrated, resilient network for our region.

Connect local government

The second cluster of actions involves local authorities leading by example, for two reasons – first, and most importantly, to improve local government services and make it easier for ratepayers to access information and 'do it online'. If we don't have to visit a council office, or write a cheque and post it, we save time and money every time we need to pay our rates, register a dog or apply for a consent.

Secondly, providing information and services online drives uptake of digital technologies and assures private sector providers that investing in infrastructure and product development can be commercially viable.

Current initiatives to connect local government include:

- the ability to 'do it online'; e.g., pay rates, register dogs, pay parking fines, order LIMs, and apply for building and resource consents and manage these through council processes
- online information about fire restrictions
- using digital technologies (including social media, mobile apps and text messaging) to notify hazards and civil defence emergencies
- information about river flows, consents, irrigation restrictions and air quality on the regional council's website (http://www.ecan.govt.nz). River flows data, for example, is useful and potentially life-saving for anglers, kayakers, rafters and trampers.
- the Canterbury Maps portal (http://www.canterburymaps.govt.nz/home#) – a joint data-sharing initiative by the region's councils. Data and maps can be freely downloaded, either on the website or 'on the go' via mobile apps.
- the Listed Land Use Register (http://llur.ecan.govt.nz/Public/) – a publicly available database that identifies sites where hazardous activities and industries have been located throughout Canterbury. Since September 2014, there have been over 54,000 views of the LLUR page.
- Environment Canterbury's launch during 2016 of a Farm Portal to support and monitor nutrient management on around 6,000 farms in Canterbury.

Connected Canterbury is encouraging all Canterbury councils to sign up to and participate in the Open Data Charter. Making public information readily available improves accountability and transparency and deepens the practice of democracy. It also provides a rich resource to underpin business planning, innovation and social and economic development.

Inspire and encourage

The third cluster of actions is about inspiring the uptake and use of digital technologies. We want to increase the number of young people choosing careers in the technology sector and, more broadly, to grow a technologically literate, skilled workforce for an innovation economy.

- Connected Canterbury will work with tertiary education providers and the technology sector to identify work experience and employment opportunities for students, and to encourage and

support initiatives in schools (such as Code Clubs and Gigalabs) to foster students' interests in digital technology.

- The Canterbury Development Corporation will continue to work with the business sector to improve understanding of technology trends, services and products and their potential to improve productivity and business performance.

Our Action plan to **Lead, advocate and co-ordinate**, **Connect local government**, and **Inspire and encourage** during 2016 is detailed on pages 5-6.

Connected Canterbury

Action Plan 2016

Lead, advocate and co-ordinate

WHAT	WHY	WHO[1]	WHEN
Communicate challenges, opportunities and priorities for digital connectivity in Canterbury to central government	To help ministers and officials understand why and how digital connectivity is critical to meeting objectives in the Canterbury Regional Economic Development Strategy	Mayoral Forum (Damon Odey)	Ongoing since December 2014
Continue to support and co-ordinate Canterbury councils' engagement with central government on UFB2, RBI2 and the Mobile Black Spot Fund	Present a common case for public investment in digital connectivity in Canterbury	Timaru District Council with the region's economic development agencies and Alpine Energy	Ongoing since June 2015
Review telecommunications consents barriers and consistency of approach across Canterbury councils	To remove unnecessary regulatory barriers to infrastructure deployment	Canterbury Planning Managers Group for Chief Executives Forum	February 2016
Build a business case to Crown Fibre Holdings (with Enable, Chorus, lines companies, EDAs, irrigation schemes and other major infrastructure providers) to fund a whole-of-region solution that provides back-haul and connects UFB and the RBI, fibre and wireless, to create a fully connected Canterbury	To prevent partial and piece-meal implementation of RBI and UFB and invest in a resilient, whole-of-region infrastructure solution	Mayoral Forum (Damon Odey) with Connected Canterbury Group	February 2016
Continue to work with Spark NZ to facilitate its accelerated roll-out and uptake of 4G mobile broadband across Canterbury	To improve access to reliable, affordable, fast broadband in rural Canterbury	Mayoral Forum (Damon Odey) and Environment Canterbury	December 2016
Update GIS maps of mobile and broadband coverage (prepared in June 2015) and overlay with current and future irrigated land to identify gaps in digital connectivity that may be a barrier to development and efficient water management	To maximise the value of public and private investment by directing this to where it can make the greatest contribution to agricultural productivity.	Canterbury Maps	December 2016

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[1] Mayor Damon Odey convenes and chairs meetings of Connected Canterbury as required. CREDS work programmes report to the Mayoral Forum, which meets quarterly. The Mayoral Forum will next review progress with its CREDS reference group in June 2016.

Connect local government

WHAT	WHY	WHO	WHEN
Further develop online services provided by Canterbury councils; e.g. the ability to pay rates, dog registration, parking fines, order LIMS, apply for building and resource consents, and access information online about fire risk, civil defence, etc.	To provide better and more cost-effective public services and information 24/7, and improve communication, consultation and engagement	Chief Information Officers Forum for Chief Executives Forum	December 2016
Encourage all Canterbury councils to sign up and participate in the Open Data Charter	To make local government data available	Chief Information Officers Forum for Chief Executives Forum	December 2016
Further develop and promote regional online services, including Canterbury Maps, the Listed Land Use Register (contaminated land), the Farm Portal, Planting Canterbury, information about river flows, consents, irrigation restrictions, air quality, etc.	To make it easy for people to 'do it online' and access the information they need 24/7	Environment Canterbury	December 2016

Inspire and encourage

WHAT	WHY	WHO	WHEN
Inspire business uptake of UFB and access other current and available digital infrastructure (e.g. rural broadband, 4G)	To improve understanding of technology trends, services and products and improve productivity and business performance by enabling business to use current technologies	Canterbury Development Corporation	Project plan to be scoped by February 2016
Work with tertiary education providers and the technology sector to identify work experience and employment opportunities for students	To increase the number of students choosing a career in the technology sector and grow a skilled workforce for an innovation economy	Connected Canterbury Group with Mayors David Ayers (education and training) and Angus McKay (newcomer and migrant settlement)	December 2016
Encourage and support initiatives in schools, such as Code Clubs and Gigalabs, to foster students' interest in digital technology	To increase the number of students choosing a career in the technology sector and grow a skilled workforce for an innovation economy	Connected Canterbury Group	December 2016

Connected Canterbury

For further information on the Canterbury
Regional Economic Development Strategy,
go to: http://www.ecan.govt.nz/CREDS

Canterbury Visitor Strategy 2016

A Work Programme of the
Canterbury Regional Economic Development Strategy

Canterbury Mayoral Forum

DRAFT – for consideration by Mayoral Forum February 2016

... a strong regional economy with resilient, connected communities and a better quality of life for all

Contents

Taniwha Cave
Te Ana Māori Rock Art Centre, Timaru

Photographic images courtesy of Aoraki Development Business & Tourism, Experience Mid-Canterbury, Christchurch & Canterbury Tourism, and Kaikōura Information & Tourism

Foreword
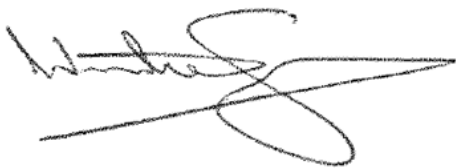
The Canterbury earthquakes of 2010-11 not only damaged infrastructure and facilities, but also compromised visitor perceptions and confidence. The resulting loss of market share impacted on the region as a whole, because Christchurch is both a destination in its own right and a gateway to the Canterbury region and the South Island.

International tourism overtook dairying in the year to September 2015 as New Zealand's biggest export earner. It is imperative that Canterbury recovers and keeps growing its market share, so our communities can prosper from the opportunities tourism affords.

This is why the Canterbury Mayoral Forum has developed a visitor strategy for the Canterbury region. Our goal is to attract visitors to Canterbury and the South Island, to keep them here longer, and encourage them to spend more. We want to make sure our guests have every opportunity to explore the diversity of landscapes and attractions offered by Canterbury and the South Island, and that they return home with great memories and positive stories of the experiences they have enjoyed.

This strategy builds on and is complementary to the work of the Canterbury Tourism Partnership between Christchurch International Airport Ltd, the Ministry of Business, Innovation and Employment, the Christchurch City Council and Christchurch & Canterbury Tourism. Other key stakeholders are Christchurch Educated and Ngāi Tahu Tourism. It also builds on a great deal of hard work between the regional and district tourism organisations and tourism operators in Canterbury.

This strategy focuses on some practical actions the Mayoral Forum has initiated for 2016, to build on Christchurch City's visitor strategy and support the development of tourism in our region.

Mayor Winston Gray
for Canterbury Mayoral Forum

Economic benefits of tourism to New Zealand and Canterbury

International tourism earns NZ

$13.5b*

in export earnings per year

*Statistics New Zealand

+11%

increase in international visitor arrivals to NZ, year to November 2015

+35%

increase in holiday visitor arrivals from China, year to November 2015

$81m

generated by tourism every day in New Zealand

Tourism directly and indirectly employed

12.1%

of New Zealand's workforce (295,908 people), in the year to March 2015

around

33,000 jobs

are generated in Canterbury by tourism

$29.8b

total tourism expenditure in NZ, year to March 2015

Domestic tourism expenditure in Canterbury

$1,770m

in the year to March 2015

$960m

International tourism expenditure in Canterbury in the year to March 2015

7.1%

increase in visitor arrivals to NZ in the year to March 2015

Air capacity (one-way seats) from China, 2016

Shanghai-Auckland
162,554

Beijing-Auckland
64,938

Guangzhou-Auckland
183,960

Guangzhou-Christchurch
35.568

$ 3,705 million

Imports sold directly to tourists by retailers in NZ, year to March 2015

$ 10,249 million

domestically produced products sold directly to tourists by retailers in the year to March 2015

$5,108 m

imports used in production of goods and services sold to tourists

13%

Christchurch share of international air seats into New Zealand from all markets

8%

Christchurch's capacity share, China direct flights, 2016

$2,485m

GST paid on purchases by tourists in NZ, year to March 2015

$2.2 billion

International student expenditure in NZ, year to March 2015

8 February 2016
Chinese New Year
(Year of the Monkey)

Tourism expenditure
Canterbury regional council area, 2009-15

Source: Regional tourism estimates
Ministry of Business, Innovation and
Employment

International tourist expenditure in Canterbury (total in year ending March 2015 = $960m)

Monthly average - Canterbury   12 month moving average - Canterbury   12 month moving average - all NZ

Domestic tourist expenditure in Canterbury (total in year ending March 2015 = $1,770m)
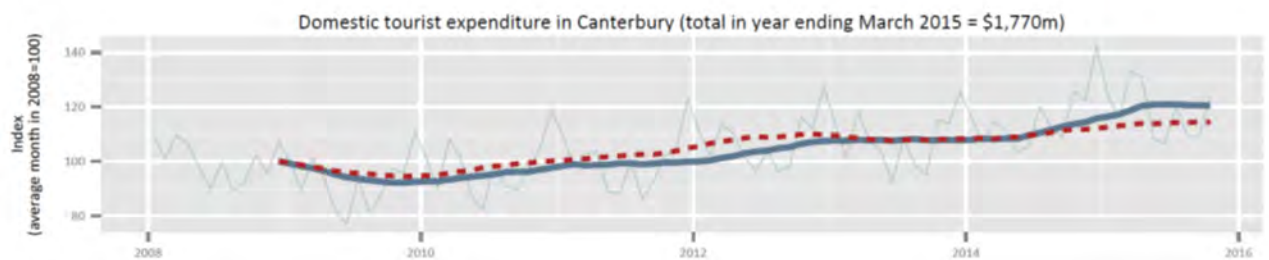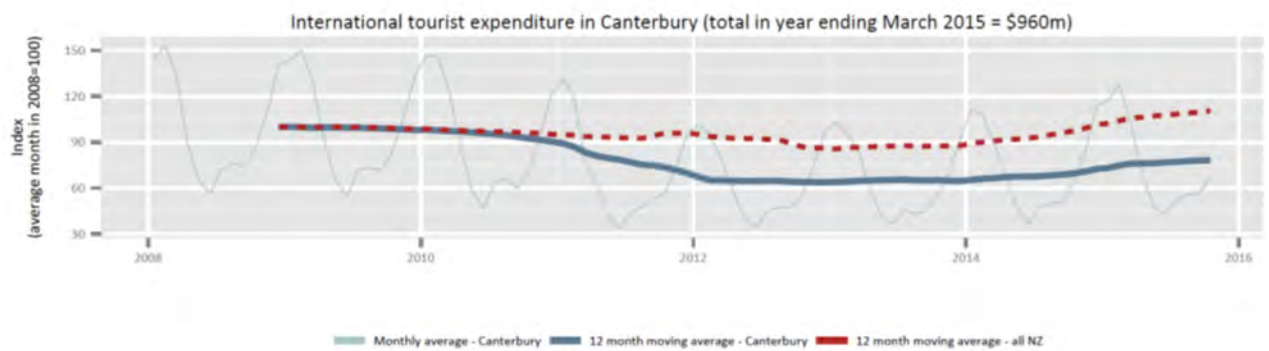
Exploring the night sky
Mt John Observatory,
Tekapo

Canterbury Regional Economic Development Strategy

*… a strong regional economy with resilient, connected communities
and a better quality of life for all.*

Canterbury's Mayors want to minimise a downturn in the region's economy as the earthquake rebuild levels off, and ensure the long-term prosperity and social wellbeing of Canterbury and its communities.

That's why the Mayoral Forum developed and launched its Canterbury Regional Economic Development Strategy (CREDS) in August 2015 – available at http://ecan.govt.nz/CREDS

The CREDS has seven, interdependent work programmes, each with a lead Mayor. The regional visitor strategy work programme is led by Mayor Winston Gray (Kaikōura District Council).

The Mayoral Forum's objectives for regional tourism are to:

- grow tourism in the Canterbury region through advocating for the fast recovery of Christchurch as the primary gateway to the region and the wider South Island; and
- support regional destinations in Canterbury to promote and develop their iconic visitor activities and landmarks.

The following CREDS work programmes have a particular contribution to make, if we are to grow visitor numbers sustainably in the Canterbury region:

- regional transport planning and investment that is well co-ordinated across modes (air, sea, road and rail) and provides safe, efficient travel to and between visitor destinations
- digital connectivity that enables visitors to access information, share their travel experiences with friends and family (thereby marketing our region for us), and keep themselves safe on our roads, rivers, lakes and coasts, and in our mountains
- freshwater management that enables economic development while protecting our natural environment, for the enjoyment of New Zealanders and our visitors, now and in the future
- value-added production, which can become a visitor attraction in its own right; e.g. farm visits/farmstays; visits to food processing factories
- education and training brings a significant number of students to Canterbury, from the rest of New Zealand and overseas, as well as their families and friends, who come to visit them
- welcoming newcomers and migrants to our region relates closely to the welcome and warmth of hospitality (manaakitanga) we extend to visitors passing through.

This Strategy outlines how the Mayoral Forum is working with Christchurch & Canterbury Tourism, the Canterbury Development Corporation and the region's Tourism Organisations to achieve this objective during 2016.

Challenge and opportunity

Destination 2025 sets out a 10-year vision for Christchurch and its region:

> *Christchurch is the front door to the South Island and beyond to Antarctica. Within easy reach of the refined comfort of its modern centre abounds breath-taking coastal and alpine scenery, world-renowned wildlife encounters, crystal-clear star gazing, cycling and hiking trails along with a wide range of winter and alpine sports and recreation options.[1]*

By 2025, the Christchurch rebuild will have delivered 'the refined comfort' of a modern city centre, but all the other attractions mentioned in the vision are available here and now.

Visitor forecasts for Canterbury are positive. Based on known international and domestic air schedules, we can assume overall inbound tourism growth in the range of 3.5% to 4.5% per year over the next five years.

A boom time for Chinese holidaymakers visiting New Zealand is the 'Golden Week' of Chinese New Year. Around 50,000 Chinese visitors will have flown to New Zealand for Chinese New Year (8 February) in 2016, ushering in the Year of the Monkey. Canterbury is benefiting from the commencement on 16 December 2015 of China Southern Airline's direct flights, three times per week, from Guangzhou to Christchurch. Each flight has an average capacity of 228 passengers, i.e. 35,568 one-way seats over a 12-month period. This is estimated to increase tourist spending in Canterbury by more than $100 million per year.

Looking forward, we can also anticipate strong growth in visitor numbers from Indonesia and India.

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[1] Christchurch International Airport Ltd (2015), *Destination 2025: A discussion paper on capturing the economic and social development opportunities from Christchurch's visitor economy*, p.ii.

CANTERBURY VISITOR STRATEGY

The challenge for the Canterbury region is to progress key visitor infrastructure in areas of high current and projected visitor numbers, to provide quality services and position the tourism sector for sustainable growth. This includes:

- rebuilding sport, conference and entertainment venues increasing accommodation supply in Christchurch, and in key tourism areas of Canterbury and the South Island generally
- retaining existing attractions and services, particularly the TranzAlpine and Coastal Pacific scenic rail journeys
- developing new, high quality visitor attractions to regain market attention, and market share
- enhancing visitor experiences, particularly for the growing number of visitors from China
- recovering Canterbury's share of the Australian market – trans-Tasman services into Queenstown have tripled since the 2010-11 earthquakes, which has materially changed the travel patterns of Australian tourists to New Zealand.

Christchurch and its region

Christchurch City and the nine districts in Canterbury, from Kaikōura in the north to Waitaki in the south, have a symbiotic relationship – the city and its region are mutually dependent on each other for prosperity and wellbeing.

In relation to tourism, for example, Christchurch is the major hub for international and domestic air arrivals in Canterbury, has 50% of the region's commercial beds, and is the base for most of the region's rental car, coach fleets and passenger train services.

On the other hand, most of Canterbury's key tourism attractions are found outside the city, along with the majority of our outdoor tourism, scenery and road trip experiences. Tourism has, moreover, a low environmental impact on our iconic landscapes.

This is why we need a visitor strategy for Christchurch *and* the Canterbury region.

The *Christchurch Visitor Strategy* (2015) identifies the following strategic framework to rebuild, recover and grow Christchurch's role and status as both a visitor destination in its own right, and as a gateway to the wider region and beyond.

ENHANCE THE VISITOR PROPOSITION

Transform Christchurch into an edgy 21st-century city with a difference that becomes a 'must see' destination for domestic and international visitors

TARGET THE RIGHT VISITORS AT THE RIGHT TIME

Attract high spending visitors in shoulder and off-peak periods to grow value and reduce seasonality

THE CHRISTCHURCH STORY

CONNECT WITH RESIDENTS

Increase local pride, awareness, off-peak demand and marketing reach by encouraging residents to experience and endorse their own region

STRENGTHEN GATEWAY ROLE

Expand domestic and international air networks and position Christchurch as the preferred gateway to the South Island and Antarctica

Canterbury Visitor Strategy

The Canterbury Mayoral Forum has considered how best to provide leadership, facilitation and advocacy to grow the visitor economy of Christchurch and its region, through discussions with:

- Tim Hunter, Christchurch & Canterbury Tourism
- Tom Hooper, Canterbury Development Corporation
- Glenn Ormsby, Kaikōura Information and Tourism
- Graeme Abbot, Hanmer Springs Thermal Pools & Spa
- Bruce Moffatt, Experience Mid-Canterbury
- Quinton Hall, Ngāi Tahu Tourism
- Jin Zhijian, Consul-General, People's Republic of China
- Joseph Thomas, Development West Coast.

Three principles have guided the development of the Action Plan that follows.

1. **Turn aspirations into action** – and clearly identify who will do what, why and by when.

2. **Respect our different roles and responsibilities.** For the most part, local government's role is to provide core infrastructure (e.g. public toilets, dumping stations, potable water, wifi), and to facilitate and advocate for solutions that are best identified by tourism organisations and the private sector.

3. **Less is more** – given inevitable resource constraints, priority must be given to the few actions that have potential to make the greatest difference.

Priority actions agreed by the Mayoral Forum for 2016 are grouped in three clusters:

- infrastructure and core services
- enhanced visitor experiences for tourists from the People's Republic of China
- encouraging new, high quality visitor attractions
- co-ordination of whole-of-region marketing.

Action Plan 2016

Infrastructure and core services

WHAT	WHY	WHO	WHEN
Work with central government, Tourism New Zealand, Canterbury Development Corporation and Christchurch Airport to secure investment in tourism infrastructure	To address seasonality and improve the business case for additional, quality accommodation services in areas with high current and projected visitor numbers	Mayoral Forum with CDC and CIAL	by Dec 2016
Advocate with Kiwirail for: • **maintenance and expansion of Scenic Journeys (TranzAlpine and Coastal Pacific)** • **railcar services (Christchurch-Dunedin)** • **access to main trunk line for steam trains**	To retain the TranzAlpine (one of the world's great train journeys) and the viability of the Midland line to the West Coast, reduce traffic on our roads and enable additional historic steam train journeys	Mayoral Forum with Christchurch & Canterbury Tourism, Experience Mid-Canterbury and Development West Coast	Feb 2016
Work with Canterbury local authorities to encourage and support provision of free wifi in the main streets of all Canterbury towns	To enhance the visitor experience and facilitate co-ordinated marketing (website, app, social media) of our region and its attractions	Mayor Winston Gray with Chief Executives Forum	by Dec 2016
Investigate bulk purchase and installation of solar charging tables in selected Canterbury towns	To enhance the visitor experience and encourage travellers to stop and see something of our towns	Mayor Winston Gray with Chief Executives Forum	by Dec 2016

Get ready for China

WHAT	WHY	WHO	WHEN
Work with the Consul-General of the People's Republic of China to identify additional opportunities, particularly in relation to the Year of the Monkey	To grow the Chinese visitor market sustainably and add value	Mayoral Forum	Feb 2016
Work with Christchurch & Canterbury Tourism and economic development agencies to promote Chinese language and signage in museums, shops and cafés, particularly for Chinese New Year	To welcome the significant and growing number of visitors from the People's Republic of China, and encourage them to stay in Canterbury longer and experience more of what our region has to offer	Mayoral Forum secretariat with Christchurch & Canterbury Tourism	by Feb 2016
Investigate opportunities to install Chinese language billboards to welcome visitors to Canterbury towns and encourage safe driving	To welcome Chinese visitors and promote road safety	Mayoral Forum secretariat with Christchurch & Canterbury Tourism and NZ Transport Agency	by Dec 2016

Encourage and support local tourism ventures

WHAT	WHY	WHO	WHEN
Encourage limousine services to consider expanding private driver services, including Chinese-speaking drivers	To support independent travellers, promote road safety and enhance visitor experiences	Mayor Winston Gray and Glenn Ormsby (Kaikōura)	Feb 2016
Investigate, develop and promote quality visitor experiences (paddock to plate) via farm visits, demonstrations of technology, farm stays, etc. across the region	To support the rural economy, promote Canterbury produce and diversify and enhance quality visitor experiences	Bruce Moffatt (Experience Mid-Canterbury)	Jun 2016

Co-ordinate whole-of-region marketing

WHAT	WHY	WHO	WHEN
Communicate that 'Christchurch is open for business'	To restore visitor confidence in Christchurch and its region as a great place to be	Mayor Lianne Dalziel – with Christchurch Airport, Christchurch & Canterbury Tourism and the Canterbury Development Corporation	by Sep 2016
Develop additional opportunities to market Canterbury's visitor attractions via social media	To keep visitors in our region longer – promoting each district's attractions	Bruce Moffatt (Experience Mid-Canterbury) with Christchurch & Canterbury Tourism	by Sep 2016
Work with RTOs and DTOs to promote tourist 'trails' in Canterbury – e.g. food and wine; wildlife; cycle trails, walking tracks, night sky …	To keep visitors in our region longer	Glenn Ormsby (Kaikōura) with Graeme Abbott (Hanmer Springs) and Christchurch & Canterbury Tourism	by Sep 2016
Club together for all-of-region marketing, onshore and offshore – and target Guangzhou / GZL and Singapore (international education) in 2016	To support the CREDS education and training work programme and build on existing strengths and opportunities	Glenn Ormsby (Kaikōura) with Christchurch Airport, Tourism NZ and Mayor David Ayers (Education and training work programme	by Dec 2016

Caroline Bay, Timaru

Chief Executives Forum   Item 11

Date: 15 February 2016

Presented by: Jim Palmer, Chair

SOLGM local government excellence awards

Purpose

This paper seeks formal endorsement of the entry on the Canterbury Regional Economic Development Strategy submitted to the SOLGM local government excellence awards on behalf of the Chief Executives Forum on 3 February 2016.

Recommendations

That the Chief Executives Forum:

1   **endorse** the entry on the Canterbury Regional Economic Development Strategy submitted to the SOLGM local government excellence awards on behalf of the Chief Executives Forum on 3 February 2016.

Background

1   Entries for the SOLGM local government excellence awards had to be submitted by 3 February 2016.

2   Dame Margaret Bazley circulated a draft entry to all Chief Executives and Mayors on 19 January.

3   We were required to submit:

- the completed entry form (attached as revised and submitted)

- a PowerPoint slide (attached)

- a 2-3 minute video – available for your viewing pleasure at: https://www.youtube.com/watch?v=dSBpRPIIUDo

2016 McGredy Winder SOLGM
Local Government Excellence Awards®

ENTRY FORM

Entry Category (please tick one only for each entry – refer to the information on categories here)	☐ Innovation in Organisation and People Development ☐ Transforming Service Delivery ☐ Innovation in Council-Community Relations ✓ **Collaborative Government Action** ☐ Innovation in Policy and Regulatory Development
Name of Organisation submitting entry	Canterbury Chief Executives Forum
Name of Project	Canterbury Regional Economic Development Strategy (CREDS)
Project Summary (word limit – 150)	Mayors and Chief Executives of the 11 Canterbury councils have collaborated to develop and implement a regional economic development strategy, launched with Ministers Joyce and Brownlee in August 2015. An innovative approach to strategy in action, local government provides leadership and facilitation to identify and remove barriers, knock on and open doors to opportunities, and advocate with one strong voice for Canterbury and its communities. Already there are tangible results – most notably securing substantial private sector investment in an accelerated roll out of 4G mobile broadband across the region. *The Press* editorial commented (29 August 2015) that Canterbury's Mayors and the chair of the regional council *"have worked calmly together to produce an impressive policy to jointly drive the region's economic direction .... This is not stuff that can easily fit into a soundbite or pithy Tweet; rather a shared and considered approach to the seven most pressing issues facing the region."*
Strategic Context (word limit – 300)	Two key drivers prompted development of the CREDS. • The earthquake rebuild currently contributes strongly to economic activity and a low unemployment rate in Canterbury (3.9% at September 2015, cf. 6.0% for NZ). But this is a temporary boon. Modelling by MBIE forecasts a steep drop-off in construction activity from 2018, and the loss of around 25,000 construction-related jobs by 2021. • The future and viability of our communities and ways of life, and maintaining services and support for our rural economy. Canterbury's population is older and ageing at a faster rate than New Zealand's population as a whole, and on current trends, only three of Canterbury's 10 TAs (Selwyn, Waimakariri and Ashburton districts) are

	projected to grow at or above the average annual rate of projected population growth for NZ.
	Local government leaders are acting now to set a new economic direction for the region and position its economy for long-term, sustainable growth as the earthquake rebuild levels off. Our vision is: *A region making the most of its natural advantages to build a strong, innovative economy with resilient, connected communities and a better way of life for all.*
	Seven priority work programmes to achieve this vision cluster around **infrastructure** (integrated regional transport planning, digital connectivity, freshwater management); **value-added production**; **growing social and human capital** (education and training for a skilled workforce, and newcomer and migrant settlement); and **visitor strategy**.
	After early debate about the roles and responsibilities of local authorities, Mayors agreed that if they don't step up and lead, and stand together for Canterbury, no one else would; no one else has this democratic mandate.
	An identified risk was making insufficient progress before 2016 local body elections. The solution was an unrelenting focus on short-term action to deliver medium-term results and achieve a long-term (20-year) vision.
Project Management (word limit – 300)	The CREDS was developed through two workshops (in December 2014 and February 2015), and conversations with partners and other stakeholders from the farming, manufacturing, tertiary education, business, telecommunications, transport and tourism sectors.
	Seven work programmes were agreed, each led by a Mayor supported by their Chief Executive. The Chief Executives Forum provides executive support and oversees implementation and project management of agreed CREDS actions, which are incorporated into its three-year work programme. Mayors and Chief Executives meet the evening before their quarterly meeting to report progress and refine and develop work programmes.
	Additional support is provided by the Canterbury Policy Forum and Planning Managers Group. Secretariat and communications support are provided by the regional council. The secretariat reports weekly to the chair of the Mayoral Forum.
	Draft CREDS-related documents and correspondence are circulated for consultation and sign-off to all Chief Executives and Mayors, enabling a strong consensus and 'no surprises'.
	A reference group of partners and key stakeholders meets with the Forum six monthly to review progress, provide feedback to inform continuous improvement, and discuss 'what next?'
	Canterbury Development Corporation (CDC) helped the secretariat develop baseline indicators (December 2015) against which progress in meeting the Mayoral Forum's objectives will be assessed over time. Causality will, of course, be difficult to demonstrate, so reporting focuses in the first instance on delivery of agreed outputs. CDC has also helped align and integrate strategic thinking and planning for Christchurch and the wider region.

	Apart from a small cost for printing ($903), the strategy has been developed and implemented with a zero budget, largely because Chief Executives and Mayors have focused on what local government can achieve through leadership, facilitation and advocacy.
Relationship Management (word limit – 300)	The strategy builds on relationships established through collaboration on the Canterbury Water Management Strategy (CWMS).
	Mayors and Chief Executives developed the CREDS through targeted consultation. Key partners are Te Rūnanga o Ngāi Tahu, the Canterbury Development Corporation, the Canterbury Employers' Chamber of Commerce and the Committee for Canterbury.
	The CWMS has established processes for collaborative community governance through its regional committee and zone committees. The other six work programmes have initiated steering groups of key players within their sectors.
	Mayors and Chief Executives use their networks and influence to access heads of agencies and initiate collaborative action. The broad approach has been to get the right people in the room (e.g. transport providers, manufacturers, or education and training providers); discuss and reach agreement with them on what needs to be done; decide who will do what, why, when and how; and follow up, regularly.
	Concise summary notes of discussions are circulated following meetings and provide the basis of agreement and action.
	The strategy and its documents are publicly available on the regional council's website at http://www.ecan.govt.nz/CREDS. Mayors and Chief Executives have used a printed, multi-fold summary pamphlet to communicate the strategy and its actions to their councils and in their local communities.
	The launch of the strategy and major announcements since have been communicated by media releases issued by the Forum's chair and accompanied by customised releases quoting lead Mayors and sent out by Chief Executives. These have gained national, local and rural print, online, TV and radio coverage in each district.
	Following each meeting of the Mayoral and Chief Executives Forum, the secretariat circulates a one-page newsletter to support Chief Executives' information sharing with their leadership teams and staff.
	The chair of the Mayoral Forum updates relevant Ministers and heads of central government agencies on progress approximately six monthly.
Continuous Improvement (word limit – 300)	Reporting and reflecting on progress quarterly, both over working dinners and in formal meetings, and six monthly with the reference group, has enabled the CREDS to 'grow as we go'.
	The strategy is a 'living document'. To date, the Forum has developed companion strategies with action plans for 2016 for two work programmes: a Canterbury Digital Strategy, and a Canterbury Visitor Strategy.
	Agreed actions are incorporated in the three-year work programme developed under the Triennial Agreement 2013-16, implemented by the Chief Executives Forum and monitored quarterly by the Mayoral Forum. This is how we have integrated the CREDS into 'business as usual'.
	To ensure the project is sustainable, Mayors and Chief Executives will prepare a briefing to incoming Mayors following 2016 local body

	elections, with a draft triennial agreement and three-year work programme for the new Forum's consideration. Continuity of direction will be supported by the Chief Executives Forum and a permanent secretariat, which the Mayoral Forum has asked the regional council to host and fund by an increase in the general regional rate. Some lessons learned from this project are: • our Mayors have a stronger mandate to lead than we sometimes think – especially when they stand together • it's all about relationships • target the people who care and can make a difference • don't over-consult (we don't need to establish, or re-establish, the obvious) • work with a coalition of the willing – and get on with it • collaborative local government can facilitate market solutions and lower the risk of private sector investment • commit resource for regional collaboration in annual plans. While the CREDS has been delivered 'on the smell of an oily rag', councils have felt the pressure of delivering a significant work programme within existing budgets and are factoring this into the preparation of 2016-17 budgets and annual plans.

Project Success
(word limit – 900)
	Before … and after … Following the launch of the CREDS, *The Press* editorial (29 August 2015) noted: *"Far from the era when the relationship between Canterbury's mayors and Environment Canterbury was characterised by vicious backbiting and snarling politics, leaders from across the region – from Kaikoura in the north to Waitaki in the south – yesterday publicly demonstrated they have a shared vision accompanied by an appetite to get something done."*
	
	Ways of working
	
	Four achievements (all highly transferable) reflect regional leadership through collaborative action:
	
	1. Step up and lead
	   • Mayors and Chief Executives publicly stand together for the region as a whole
	   • Mayors lead, supported by their Chief Executives – because no one else can and will provide leadership for the whole of Canterbury and its communities
	   • lead councils are mandated by the Mayoral Forum to exercise leadership on behalf of the region as a whole and not only their own city/district – *a new way of working for Canterbury.*
	
	2. Build on experience – the CREDS has built on the region's experience, and success, in collaborating on the Canterbury Water Management Strategy. *Relationships, trust and effective ways of working together are established over years, not months, but provide a strong platform for subsequent success.*
	
	3. Find available data and turn it into information to support decision making – this commitment runs across all work programmes and strategy as a whole. The Policy Forum provided demographic analysis. CDC helped develop economic indicators. The transport sector steering group has agreed to collaborate on data sharing and analysis (see below).
	
	4. Keep it simple, and practical – the CREDS is no 'high-falutin' strategy document prepared by a team of analysts at a considerable cost of

time and money. It was developed over six months as a fit-for-purpose document focused on practical actions to make a difference. It sets out the Forum's vision, objectives, priorities and an action plan of who will do what, why, with whom and by when. It demonstrates innovation and value for money and reminds us that sometimes we make things more complicated (and costly) than they need to be.

Results to date

The CREDS has a 20-year vision and a facilitative approach to leadership means that causality will be difficult to attribute. However, in just six months we can report significant achievements.

1. Digital connectivity (Timaru Council): For six months, the Forum worked with Spark NZ to advocate for an accelerated roll out of 4G mobile broadband across rural Canterbury. Chief Executives used their networks to connect people, provide information and data (and a single point of contact) to help Spark develop its business case, and ensured consistent and efficient consents processes. In December 2015, Spark announced it will complete the 4G upgrade by December 2016, rather than its planned three-year timeframe. This is the first time Spark has partnered with local authorities to drive a region's economic development in this way. Local government collaboration has brought forward private sector investment of around $14 million and facilitated a market solution, or at least part-solution, to the challenge of 'a fully connected Canterbury'.

2. Regional transport (Hurunui Council): Through meetings with the chairs/directors and CEs of Kiwirail, Christchurch Airport, Timaru Airport, Port of Lyttelton, Prime Port Timaru, the Road Transport Association and SB Global Logistics, and in consultation with the National Infrastructure Unit, a steering group has been formed and agreed as a first step to share data and analysis to better inform and co-ordinate transport planning and investment.

3. Value-added production (Waimate Council): Through similarly collaborative meetings, a steering group of key sector leaders of value-added production will meet twice yearly to identify barriers and propose solutions, and create networking opportunities across industry sectors in Canterbury.

4. Education and training (Waimakariri Council): A steering group of tertiary education institutions is working to recover and grow the number of domestic and international students in Canterbury. While enrolments of international students are yet to return to pre-quake levels, Canterbury has exceeded the New Zealand-wide rate of growth in the past two years. Options are under investigation to develop new and modified courses in agricultural engineering and water management, and to ensure that every school leaver in Canterbury has a transition plan to further education, training and employment.

5. Newcomer and migrant settlement (Ashburton Council): Councils are sharing information and resources on newcomer and migrant settlement, including a newcomer strategy developed by the Selwyn District Council. Mayors advocate with Ministers and central government agencies on the needs of migrant workers, particularly in rural Canterbury. CREDS partner, the Canterbury Employers' Chamber of Commerce, launched its *Start with a Smile* campaign in October

	2015, and will work with local authorities to roll this out across the region in 2016.
	6. Visitor strategy (Kaikōura Council): The Forum has worked with the region's tourism organisations and the Consul-General of the People's Republic of China to share information and ideas and encourage councils, communities and businesses to 'get ready for China' – in order to capitalise on direct flights from Guangzhou to Christchurch three times per week from 16 December 2015, and in preparation for the 'Golden Week' of Chinese New Year (8 February 2016).
	7. The Canterbury Planning Managers Group has reviewed opportunities in District Plan reviews to address inconsistencies and perceived regulatory barriers to digital connectivity, value-added production and tourism and reports to the Chief Executives Forum on 15 February 2016.
Support Material	✓ Link to a 2-3 minute video uploaded on YouTube ✓ PowerPoint Slide in the correct 16:9 widescreen format ✓ An electronic file of your Organisation's Logo (in a format suitable for print, preferably an EPS with transparent background) ✓ Confirmation that a ticket has been purchased for our Gala Dinner ✓ Other (please describe): PDF of the Canterbury Regional Economic Development Strategy
Requesting a space at The Marketplace (please note that space is limited – SOLGM will advise if the requested space is available shortly after entries close)	✓ Please tick if your organisation wishes to book a Booth at The Marketplace to showcase your project. The booth must include at least one representative from your organisation being available at The Marketplace from 12pm to 6pm on the 14th of April (allow extra time before and after these times for set up and pack up) to talk about your project. The booth measures 2.4m wide and 1.2m deep and the surrounding panels can be used to for displaying project collateral. The booths will come with power, a small plinth and a stool.
Contact Details (The person to contact at your organisation in respect to this entry)	Name: Dr David Bromell (Mayoral Forum secretariat) Phone: 027 839 2708 Email: david.bromell@ecan.govt.nz
Signature of your organisation's Chief Executive or Nominee	Signature: Name: Jim Palmer Title: Chair, Canterbury Chief Executives Forum Date: 1/2/2016
Entry Instructions:	Once completed please print, sign, scan and email this Entry to Raymond.horan@solgm.org.nz to reach him no later than 5pm on 3 February 2016. Please also attach to the email your support material as noted above. If you have not already done so please purchase at least one ticket (required as a condition of each entry) to the Gala Dinner.

Collaborative government action

Standing together for Canterbury

- Integrated regional transport planning (Led by Hurunui Council)
- Digital Connectivity (Led by Timaru Council)
- Freshwater Management and irrigation (Canterbury Water Management Strategy)
- Value-added production (Led by Waimate Council)
- Education and training for a skilled workforce (Led by Waimakariri Council)
- Newcomer and migrant settlement (Led by Ashburton Council)
- Regional Visitor Strategy (Led by Kaikoura Council)

To grow Canterbury's economy and position it for a post-rebuild 'new normal'

- eleven Chief Executives, ten Mayors, one Chair—working together to get better results for Canterbury
- collaborated with Spark to secure a region-wide roll out of 4G mobile by Dec 2016
- facilitated agreement of transport agencies to share data and analysis
- initiated a network of industry leaders in value-added production
- facilitated tertiary education and training providers working together differently
- shared information and resources to support newcomer and migrant settlement
- worked with the Chinese Consul-General and tourism organisations to 'get ready for China'

Canterbury's Mayors and the chair of the regional council "have worked calmly together to produce an impressive policy to jointly drive the region's economic direction…This is not stuff that can easily fit into a soundbite or pithy Tweet; rather a shared and considered approach to the seven most pressing issues facing the region."
- Christchurch Press, 29 August 2015

Canterbury Regional Economic Development Strategy

Ashburton District Council • Canterbury Regional Council • Christchurch City Council • Hurunui District Council
Kaikoura District Council • MacKenzie District Council • Selywn District Council • Timaru District Council
Waimakariri District Council • Waimate District Council • Waitaki District Council

Chief Executives Forum   Item 12

Date: 15 February 2016

Presented by: David Bromell, Secretariat

Communication of Spark's 4G roll out

Purpose

1   This paper seeks the agreement of Chief Executives to work with the secretariat and the Mayoral Forum to publicise the availability of 4G as it is switched on in each location and showcase innovative uses of the technology to drive economic development in Canterbury

Recommendations

That the Chief Executives Forum:

1   **note** that the secretariat continues to liaise between the Canterbury Mayoral Forum and Spark New Zealand on its accelerated roll out of 4G mobile broadband in Canterbury

2   **note** that Environment Canterbury will include a feature on the accelerated 4G roll out in the March edition of *Living Here*

2   **agree** to work with the secretariat as 4G is switched on in each location to support the Mayoral Forum to communicate the availability of the service – and showcase innovative uses of the technology – through media releases, newsletters and/or council websites.

Background

3   In November 2015, Spark New Zealand wrote to all Chief Executives seeking support of its proposed acceleration of 4G infrastructure deployment across Canterbury. On 9 November 2015, the Chief Executives agreed to provide a single response on behalf of Canterbury councils, which was signed by Jim Palmer as chair on 11 November – Canterbury councils agreed to:

- work with Spark, as we would with any other provider, on design and consenting issues associated with the 4G roll out
- inform ratepayers and residents about Spark's 4G roll out, such as in our newsletters and on our websites
- continue to develop our own online services (to help drive demand for broadband services).

4   With assistance from Bede Carran, we subsequently (27 November 2015) clarified by email that legislation restricts the purposes for which a local authority may use its rating information database.

Subsequent and proposed actions

5   The Planning Managers Group:

- provided a single point of contact, reviewed sites in each district where 4G infrastructure upgrades will occur, and advised consenting requirements

- has reviewed consent barriers and consistency of approach across our region in relation to telecommunications and digital connectivity (agenda item 9).

6   On 10 December 2015, Spark New Zealand announced an accelerated roll out of 4G broadband services across all of Canterbury by December 2016, instead of its previously planned three-year timeframe. The Canterbury Mayoral Forum supported this announcement by issuing a number of media releases, and participating in the event.

7   In March 2016, Environment Canterbury will include a story in *Living* Here (ccirculated to all Canterbury households) about the accelerated 4G roll out and how the Mayoral Forum has worked with Spark to achieve this, focusing on what it means for the rural economy in particular.

8   Spark NZ will advise its schedule for completing the upgrade. As 4G is switched on in each location, the secretariat proposes to work with that council's Chief Executive and the Mayoral Forum to communicate the availability of the 4G service – and showcase innovative uses of the technology that are driving economic benefit for the region – through media releases, newsletters and/or council websites.

Chief Executives Forum   Item 11

Date: 15 February 2016
Presented by: Jim Palmer, Chair

Commissioning of survey to build 'the case for Canterbury'

Purpose

This paper seeks the support of the Chief Executives Forum to pursue external funding for a usage, attitude and image survey to inform development of a campaign to attract people to our region.

Recommendations

That the Chief Executives Forum:

1   **endorse** a proposal to the Canterbury Mayoral Forum (26 February 2016) to pursue external funding for a usage, attitude and image survey to inform development of a campaign to attract people to our region.

Background

1   One of the overarching objectives of the Canterbury Regional Economic Development Strategy (CREDS) is to attract people to Canterbury – to live, study, work and visit – in order to grow Canterbury's economy and maintain the viability of our communities and ways of life.

2   In November 2015, I convened two workshops with Mayors Winston Gray and Claire Barlow, Malcolm Johns (Christchurch Airport), Tim Hunter (Christchurch & Canterbury Tourism), Tom Hooper (CDC), Erin Jackson (Committee for Canterbury), Vincie Billante (Ashburton Council), Bree Loverich and Izzie Gou (Christchurch Educated), and David Bromell (secretariat).

3   At the workshops, we agreed that there is a need to articulate and tell a compelling story about Christchurch and its region:

  - a story we need to be *shaping and telling ourselves*, within Canterbury
  - a story we need to tell *the rest of New Zealand* about Christchurch and our region
  - a story we need to tell *the world* about Christchurch and its region.

4   This was confirmed by discussion at the Mayoral Forum's workshop with its CREDS reference group on 3 December 2015, where it was noted that this is a long-term project that will require commitment, effort and significant investment of resources.

5   In November 2015, the Committee for Canterbury launched its 'case for Canterbury' to start a conversation on what it means to be successful, what measures we go by, and how we get there. This is a different but related project. Erin Jackson represented the Committee for Canterbury in the November workshops, and both Erin and Gill Cox participated in the discussion with the CREDS reference group on 3 December.

Proposal

6   Following further discussions with Tom Hooper (Canterbury Development Corporation) and Malcolm Johns (Christchurch Airport), we propose to approach the Ministry of Business, Innovation and Employment with a request to fund a **usage, attitude and image survey**, to inform development of a campaign to attract people to our region.

7   The survey is to be conducted only within New Zealand – both within Canterbury and in selected locations in other regions. The survey is to inform development of 'the case for Canterbury' that we can then message test with target audiences. On this basis, we will be in a good position to decide whether or not to embark on a campaign to attract people to visit, study, live, work and stay in Canterbury.

8   If the Chief Executives Forum agrees, this proposal will go to the Mayoral Forum on 26 February for approval. The Request for Proposals will be issued by Environment Canterbury as host agency for the secretariat.

Chief Executives Forum   Item 15

Date: 15 February 2016
Presented by: Bill Bayfield / David Ward

Report from Canterbury Policy Forum

Purpose

This paper reports on the meeting of the Canterbury Policy Forum on 29 January 2016.

Recommendation

That the Chief Executives Forum:

1   **receive** the report on the work of the Policy Forum

2   **note** matters coming through from the Policy Forum and Planning Managers Group for attention of the CEF and Mayoral Forum:

- report on regulatory barriers and consistency for CREDS

- report on Infrastructure Strategies review.

Meeting held on 29 January 2016

1   As the Policy Forum Chair, Bill Bayfield, was attending the funeral for Michelle Mitchell (DPMC), David Ward (Selwyn DC) acted as Chairman for the meeting.

Regional priorities

2   The Policy Forum received an update on CREDS and the progress being made since November 2015.

Regulation and CREDS

3   Geoff Meadows (Waimakariri DC) presented a report from the Planning Managers Group on their survey of regulation to address unnecessary regulatory barriers and improve consistency of regulation in relation to digital connectivity, value-added production and tourism in Canterbury (refer Agenda item 9).

4   The Planning Managers Group surveys have been undertaken in close liaison with the respective industry sectors in digital connectivity and tourism. Sector representatives have been involved as the review progressed and endorse the conclusions for the report from Timaru DC on digital connectivity opportunities.

Multiple council issues

Combined Infrastructure Strategies

5   Murray Washington (Selwyn DC) gave a presentation on the review of Canterbury councils' Infrastructure Strategies and tabled the completed report to the Mayoral Forum (refer Agenda item 5).

LGOIMA policy and practice

6   David Ward spoke on the issues arising with central government agencies' policies for charging for information provided to the media and others under the OIA. Forum members agreed to provide each council's policy and practice for managing LGOIMA requests, as the basis for a review to develop a shared position across Canterbury. David Ward will develop a proposal for the April Chief Executives Forum meeting.

Government initiatives – Canterbury engagement and responses

7   The Forum welcomed Katherine Wilson, Manager of MFE's programme of National Direction projects, attending with Mike Hurley and Rowan Taylor (MFE). Katherine briefed the Forum on the process for consultation and development of the Government's suite of initiatives, noting that the timeline provided in December 2015 has already evolved – an updated timeline will be confirmed for the meeting of the Resource Managers Group in early March 2016. David Ward insisted on the importance of having reliable timelines for councils to plan and ensure capacity to prepare responses.

8   Katherine emphasised the opportunities for councils to engage with Ministry processes in the earlier scoping and development phases, as well as later through formal submissions. She also noted the importance of engagement in the implementation phases, once each policy instrument is finalised.

Collaboration to build capability to provide effective local services

9   The Forum received updates on the formation of a group to develop a regional approach to managing natural hazard risk, and on the successful pilot training workshop for council policy advisors held in Ashburton on 25 November 2015.

Other business

10   Don Chittock (ECAN) gave a briefing on the biodiversity work programme.

Chief Executives Forum Item 16

Date: 15 February 2016

Presented by: David Ward, Chief Executive, Selwyn District Council

Scoping investigation of collective approaches to rating and valuation services

Purpose

This paper provides an update on the project to investigate options for collaboration on rating and valuation services.

Recommendations

That the Chief Executives Forum:

1   **receive** for information this report on Scoping Investigation of Collective Approaches to Rating and Valuation Services.

Background and project purpose

1   In November 2015 the Chief Executives Forum agreed to initiate an investigation to identify a range of potential options for enhanced co-operation in this area of council activity. This followed earlier discussion on the subject by the Canterbury Finance Managers who agreed the project was both very appropriate and timely to address areas of perceived risk, particularly with respect to knowledge of rating.

2   The purpose of this project is to scope out a range of options for closer council co-operation across rating and valuation tasks, with the aim of achieving greater cost-effectiveness and enhanced capability and capacity.

3   Recent research by Environment Canterbury reveals that as a region the Canterbury councils collectively spend a little over 1% ($6m) of their rate take simply administering the valuation and rating systems in place. However, perhaps more significant is the reliance of most councils on just a few key people to operate this essential function. Therefore cost-effectiveness, capability and capacity are all potential benefits of a more collaborative approach. These valuation and rating functions are largely performed in-house by each council, yet the core knowledge, skills and competencies are the same for each. This suggests there may be efficiencies and significant capacity and capability risk mitigation benefits to taking a more collective approach to this function.

Project objectives

4   The objectives of this investigation are to:

4.1   establish a clear picture of valuation and rating functions within each council, including:

–   the end-to-end process of property valuations to rate setting to invoicing and payables

–   the diversity of rating approaches and implications e.g. capital rating

- internal and third party accountabilities, and the rationales for these
- FTE staffing levels, associated costs and external costs
- the full range of technology used, including that externally sourced and internally developed
- synergies and dependencies with other council functions / teams
- risks to compliance with the statutory requirements for rating

4.2 identify any council plans to develop or alter valuations and rating functions in the short term

4.3 identify feasible options for shared approaches / models to valuation and / or rating functions, identifying anticipated benefits in terms of cost-effectiveness and enhanced capacity and capability

4.4 identify and attribute barriers, including system integration barriers, requirements (such as GIS resources) and costs for any option

4.5 consider opportunities for interim or staged approaches as part of options.

Project approach

5 The project approach is for a consultant (supported by the project manager) to first spend time in each council getting to understand how valuation and rating functions are delivered, so that options take account of both the common features of these processes across the region and also their differences, such as for example IT systems. This will be captured in a written report.

6 Chief executives have agreed to provide access to their relevant staff and that their time assisting the consultant will be borne by them.

Required resources

7 Environment Canterbury will provide a project manager with local government experience to support the consultant's interface with council staff, ensure the project remains on track and also be responsible for client-side reporting. The project manager will also be responsible for liaison with the Sponsor Chief Executive, Sponsor Director, and the project team, ensuring they are kept up to date with progress informally as required, and provided with draft reports (the interim and final reports) in a timely manner.

8 The project team is:
- David Ward – Sponsor Chief Executive, Selwyn District Council
- Miles McConway – Sponsor Director, Environment Canterbury
- Greg Bell, Corporate Services Manager, Selwyn District Council
- Bede Carran, Chief Executive, Waimate District Council
- Robert Woods, Project Manager

Project costs

9 A target budget of $60,000 plus GST has been set for the consultant's work. This will be apportioned to councils in accordance with the formula agreed to by the Chief Executives Forum on 9 November 2015:

Environment Canterbury	45%	$27,000
Christchurch City Council	15%	$9,000
Waimakariri and Timaru District Councils	10%	$6,000 (x 2)
Selwyn and Ashburton District Councils	5%	$3,000 (x 2)
Mackenzie, Waimate, Kaikōura and Hurunui District Councils	2.5%	$1,500 (x 4)

Project commencement

10   Requests for Proposals (RFPs) were invited by 22 January 2016, with a contract to be awarded by Friday 29 January. At our meeting on 15 February 2016, I will provide an update on next steps.

Agenda

Canterbury Mayoral Forum

Date:	Friday 26 February 2016
Time:	9:00am to 12:00noon
Venue:	Commodore Hotel, 449 Memorial Avenue, Christchurch
Attendees:	**Mayors:** Angus McKay, Lianne Dalziel, Dame Margaret Bazley (chair), Winton Dalley, Winston Gray, Claire Barlow, Kelvin Coe, Damon Odey, David Ayers, Craig Rowley, Gary Kircher
	Chief Executives: Angela Oosthuizen, Andrew Dalziel, Dr Karleen Edwards, Bill Bayfield, Hamish Dobbie, Wayne Barnett, David Ward, Peter Nixon, Jim Palmer, Bede Carran, Michael Ross
	Secretariat: David Bromell, Steve Gibling, Lorraine Johns, Karen Upton
Apologies:	

Time	Item	Person
9:00	1. Welcome, introductions and apologies	Chair
	2. Confirmation of Agenda	
	3. Minutes from the previous meeting	
	a. Confirmation of Minutes, 4 December 2015	
	b. Action points	
9:10	4. Discussion with Consul-General Jin Zhijian, People's Republic of China	
9:30	5. Canterbury digital strategy – for adoption	Damon Odey
9:40	6. Canterbury visitor strategy – for adoption. Advocacy with KiwiRail re. scenic rail journeys	Winston Gray / Dame Margaret
9:55	7. Value-added production and attracting investment to Canterbury and the South Island	Craig Rowley / Dame Margaret
10:10	8. Report on opportunities to align policy, rules and regulation in district plan reviews to support CREDS	Jim Palmer
10:25	9. Correspondence with central government (CREDS)	Dame Margaret
10:30	*Break for morning tea*	
10:45	10. Case for Canterbury	Jim Palmer
11:00	11. LGA/LGC developments – and invitation to chair of LGC	Dame Margaret
11:15	12. Chief Executives Forum report and three-year work programme	Jim Palmer
11:25	13. Update on public transport governance and delivery arrangements	Jim Palmer
11:30	14. Update on refresh of Regional Land Transport Plan	Bill Bayfield
11:35	15. Update on establishment of secretariat	Bill Bayfield
11:40	16. CWMS quarterly report	David Caygill
11:50	17. Planting Canterbury	Dame Margaret
11:55	18. General business	
	19. Next meeting: tbc (re. Zones 5-6 meeting on Chathams)	