

Agenda

Canterbury Mayoral Forum

Date: Friday 26 February 2016

Time: 9:00 am to 12:00 noon

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

In attendance: Consul-General Jin Zhijian, People's Republic of China
Liu Lian, Consul, People's Republic of China
Tom Hooper, Canterbury Development Corporation

Secretariat: David Bromell, Steve Gibling, Lorraine Johns, Louise McDonald

Apologies:

Time	Item	Person
9:00	1. Welcome, introductions and apologies	Chair
	2. Confirmation of Agenda	
	3. Minutes from the previous meeting	
	3.1. Confirmation of Minutes, 4 December 2015	
	3.2. Action points	
9:10	4. Discussion with Consul-General Jin Zhijian, People's Republic of China	
	FOR DECISION	
9:45	5. Local government collaboration in Canterbury: preparation for April meeting with LGC and Minister of Local Government	Jim Palmer Bill Bayfield
10:45	<i>Break for morning tea</i>	
11:00	6. Canterbury Regional Economic Development Strategy (omnibus report)	
	6.1. Canterbury Digital Strategy	Damon Odey
	6.2. Canterbury Visitor Strategy	Winston Gray
	6.3. Case for Canterbury	Jim Palmer
	6.4. Review of regulatory barriers	Jim Palmer
	6.5. Correspondence with Ministers	Dame Margaret
11:30	7. Chief Executives Forum report and three-year work programme	Jim Palmer
11:45	8. CWMS quarterly report	David Caygill
11:55	9. General business	
	10. Next meetings:	
	Thursday 28 April, 6:00-9:00 pm, working dinner	
	Friday 29 April 2016, 9:00 am to 12:00 noon, Mayoral Forum	
	<i>(both at the Commodore Airport Hotel)</i>	

CANTERBURY MAYORAL FORUM

**FRIDAY 4 DECEMBER 2015 COMMENCING AT 9.00 AM
IN THE MAYOR'S LOUNGE, CHRISTCHURCH CITY COUNCIL,
HEREFORD STREET, CHRISTCHURCH**

PRESENT

Members:

Ashburton District Council	Mayor Angus McKay Andrew Dalziel
Christchurch City Council	Mayor Lianne Dalziel
Environment Canterbury	Dame Margaret Bazley (Chair) Bill Bayfield
Hurunui District Council	Mayor Winton Dalley Hamish Dobbie
Kaikōura District Council	Mayor Winston Grey
Mackenzie District Council	Mayor Claire Barlow Wayne Barnett
Selwyn District Council	Mayor Kelvin Coe David Ward
Timaru District Council	Mayor Damon Odey Peter Nixon
Waimakariri District Council	Mayor David Ayers Jim Palmer
Waimate District Council	Mayor Craig Rowley Bede Carran
Waitaki District Council	Mayor Gary Kircher Michael Ross

In Attendance:

Tim Hunter, Chief Executive, Christchurch & Canterbury Tourism (for agenda item 4)
Tom Hooper (Chief Executive) and Steve Perdia, Canterbury Development Corporation (for items 4-5)
Claire Bryant, Christchurch City Council (for agenda items 4-8)
Commissioner David Caygill for items 12-13
Secretariat: David Bromell, Steve Gibling, Lorraine Johns, Louise McDonald

1. WELCOME

Dame Margaret Bazley welcomed members and visitors to the December 2015 Canterbury Mayoral Forum (CMF) meeting.

Apologies were received from Chief Executives Karleen Edwards and Stuart Grant.

2. CONFIRMATION OF AGENDA

In addition to the agenda that has been circulated a rural fire update was tabled by Gary Kircher and Michael Ross (Waitaki District).

3. MINUTES OF CANTERBURY MAYORAL FORUM MEETING: 28 August 2015

The minutes of the meeting held on 28 August 2015 were confirmed and the action points reviewed.

4. ECONOMIC BENEFITS OF TOURISM TO THE REGION

Dame Margaret Bazley reported on the excellent tourism forum that she had attended and welcomed Tim Hunter, Chief Executive, Christchurch & Canterbury Tourism, to the meeting.

Mr Hunter tabled his presentation notes and highlighted the following:

- The tourism sector employs about 300,000 people across New Zealand and 33,000 across Canterbury each year.
- There is a lack of accommodation, sporting, entertainment and conference venues in Christchurch.
- There is strong growth in international tourism, but people arriving in Christchurch are not staying. There is competition with direct international flights to Queenstown.
- The changes to the coal industry could impact on the TransAlpine Rail trip, which is one of the top rail journeys in the world. This also reduces road traffic.
- A Christchurch and Canterbury visitor strategy is needed. Christchurch is a hub for a holiday.
- The tourism sector needs a voice at the governance level.
- The sector has a bright outlook but there are some big challenges.

It was noted that there will be three flights to Christchurch from Guangzhou, China (China Southern Airlines), from mid-December and that it was important to make Chinese visitors welcome. Many will travel as independent travellers, not in tour groups. Tim Hunter advised that Christchurch & Canterbury Tourism has a Chinese Visitor Guide and the artwork for local names in Chinese. Other discussion points included: business opportunities for chauffeur-driven cars; welcome signs in simplified modern Chinese; getting ready for Chinese New Year 2016 (Year of the Monkey); and road safety.

The following actions for the Mayoral Forum were agreed:

- A communication to be prepared, encouraging councils, economic development agencies and tourism organisations in Canterbury to get ready to welcome visitors from China (Mayor Winston Gray, David Bromell, Tim Hunter)
- Meet with KiwiRail to support the TransAlpine service — following Tim Hunter meeting with them first (Dame Margaret Bazley and Mayor Winston Gray).
- Raise the issue of road safety for international visitors with the Regional Transport Committee (Andrew Dalziel).

5. PROPOSED KEY THEMES IN CHRISTCHURCH ECONOMIC DEVELOPMENT STRATEGY

Tom Hooper, Chief Executive, Canterbury Development Corporation was welcomed to the meeting. He advised that the Christchurch Economic Development Strategy (CEDS) is being reviewed. The revised CEDS will align closely with the CREDS.

Mr Hooper identified the issue of the region's population ageing (outside of the rebuild) and skills gaps in some key sectors. He cited the Singapore situation of producing too many graduates but not enough skilled trade workers, and noted that Singapore is about to start a specific programme to encourage more people into trades. Kay Giles at CPIT is doing fantastic work on trades training.

The focus of the Strategy review will be skills rather than the rebuild, which is making progress and is underway. Mr Hooper said that as well as creating an environment that will encourage young people to stay in the region, migration is also important to fill the skill gaps. Canterbury will need a compelling proposition to make it a viable choice; i.e. there is a need for a consistent and compelling story that is marketable.

Other matters he raised included the need to let people know that Christchurch is now ready to get visitors back, and the importance of water, food, and a smarter, higher earning economy. Canterbury has the opportunity to lead the world on nutrient management. Some issues are South Island wide, and could be progressed by re-activating the South Island Mayors group in 2017, following 2016 local body elections.

Mr Hooper briefly outlined opportunities for alignment and convergence between the functions of CDC, Christchurch & Canterbury Tourism and Vbase (Events Christchurch).

Action for the Mayoral Forum:

- Continue discussions with the Canterbury Development Corporation and provide leadership on the alignment of economic development and tourism, and projecting a positive awareness of what is happening in Christchurch and Canterbury, (Jim Palmer).

6. REFLECTION ON CANTERBURY REGIONAL ECONOMIC DEVELOPMENT STRATEGY WORKSHOP – 3 DECEMBER 2015

David Bromell tabled a one-page summary of the discussion at the workshop held on Thursday 3 December that included:

- Good progress to date with the work programmes
- The need to take a long-term view
- Co-ordinate and scale up propositions for capital investment
- Telling a compelling story about Christchurch and the region
- Keep growing the evidence base

The following items were considered urgent and the Mayoral Forum needs to take the lead in co-ordinating action:

- Investment basket
- Tourism
- Added value

The meeting adjourned between 10.30 and 10.40 am.

Item 17 was then taken.

17. GENERAL BUSINESS

RURAL FIRE UPDATE

A report from Mayor Gary Kircher was tabled advising the outcome of the Fire Services Review.

It was suggested that once details about funding are known, it may be useful to invite the Minister (Hon Peter Dunne) to meet with the Forum. The Chief Executives Forum was asked to pursue this matter, and to align the views and interests of North Canterbury, South Canterbury and Christchurch City (Banks Peninsula).

Item 8 was then taken.

8. TRANSPORT- RELATED MATTERS

Jim Palmer presented the report on the review of public transport governance and delivery arrangements in Greater Christchurch and the rest of the region.

Mayor Lianne Dalziel left the meeting at 11.02 a.m.

It was agreed that the Mayoral Forum will proactively release the Winder report progressed directly affected by the proposal to establish a joint committee.

The following recommendations were agreed:

That the Canterbury Mayoral Forum:

1. *receive the final report from Peter Winder on the review of local government governance and delivery arrangements for public transport in greater Christchurch.*
2. *note that the Chief Executive Working Group:*
 - 2.1 *has developed options under 5 and 2, as agreed by the Mayoral Forum on 28 August 2015*
 - 2.2 *has reconfirmed its support for Option 5b, as the best practicable option for public transport governance and delivery in greater Christchurch at this time*
 - 2.3 *will continue to work on an approach to implementing Option 5b that is acceptable to all four councils*
3. *note that the Government has signalled its intention to introduce legislation for local government to enable the use of a broader range of structures to focus on region-wide economic growth and decisions about infrastructure development beyond one council's boundaries*
4. *agree that the Mayoral Forum's review has been completed and that this will be progressed by the four councils directly affected by the proposals, with progress reports being brought back to the Mayoral Forum in the new year for information only*
5. *note that a separate report on implications for public transport in the wider region has been received and that no significant implications have been identified*
6. *request the chair of the Canterbury Mayoral Forum to write to the Minister of Transport advising that:*
 - 6.1 *the Mayoral Forum's review of public transport governance and delivery arrangements in greater Christchurch has reached a conclusion, the implementation of which will be progressed by the four affected Councils*
 - 6.2 *Environment Canterbury has considered how it will look after the rest of public transport in the region, including Timaru Metro, Total Mobility and Community Vehicle Trusts, and has determined that there is no significant issue in retaining the status quo should a Joint Committee proceed; and*
 - 6.3 *Thanking him for the support he and his officials have given on this matter.*
7. *publicly releases the Winder Reports:*
 - 7.1 *"Review of governance and delivery arrangements for public transport in greater Christchurch" – November 2015*
 - 7.2 *"Draft public transport governance and delivery arrangements beyond greater Christchurch" – 25 November 2015*

12. CWMS QUARTERLY REPORT

Commissioner David Caygill was welcomed to the meeting. In addition to the report attached to the agenda, David Caygill sought and obtained the Forum's support for extending the term of the independent chair of the Regional Water Committee chair Dr Andy Pearce.

13. FUNDING ENVIRONMENTAL INFRASTRUCTURE AND RESTORATION

Commissioner David Caygill spoke to his report. He advised that a number of irrigation schemes are moving to the point where the issues of land use consents, funding and design will determine the schemes' viability.

Environment Canterbury has been considering how the environmental costs of irrigation infrastructure can be fairly shared among the community. Mr Caygill sought the Forum's support for sharing this thinking with the Regional Water Committee. This committee already has an infrastructure working group. It was intended at this stage to be looking at issues of principle not numbers or projects.

It was agreed that the Regional Water Committee be invited to consider options for funding environmental infrastructure and restoration and that this be shared with the zone committees.

7. SUBMISSION ON THE ENVIRONMENT CANTERBURY (TRANSITIONAL GOVERNANCE ARRANGEMENTS) BILL

Mayor David Ayers thanked members for their feedback on the draft submission on the Environment Canterbury (Transitional Governance Arrangements) Bill. Submissions were heard in Christchurch by the Select Committee.

9. DIGITAL STRATEGY FOR CANTERBURY

Mayor Damon Odey advised that Spark will be announcing its accelerated 4G rollout across Canterbury on 10 December. He requested and obtained support from the Forum to develop a case to Crown Fibre Holdings – a Canterbury digital accord to progress a whole-of-region solution to digital connectivity.

10. CHIEF EXECUTIVES FORUM REPORT AND THREE-YEAR WORK PROGRAMME

Jim Palmer presented the report, with an updated three-year work programme.

It was agreed to invite the chair of the Local Government Commission to attend the June 2016 Mayoral Forum meeting to share the good work that is happening in Canterbury. The items for the June meeting will be considered at the February meeting.

The following recommendation was agreed to:

That the Canterbury Mayoral Forum:

- 1. receive the report*
- 2. note the updated status of items on the three-year work programme*
- 3. note that work programmes of the Canterbury Regional Economic Development Strategy (CREDS) have been incorporated into the three-year work programme.*

11. RESOURCING REGIONAL FORUMS

The following recommendation from the Chief Executives Forum was agreed to:

That the Canterbury Mayoral Forum request Environment Canterbury to host secretariat and executive support to the Canterbury Mayoral Forum, Chief Executives Forum, Policy Forum and Planning Managers' Group, and to fund this by an increase in the regional council general rate.

14. MAYORAL FORUM LETTERHEAD

The new Canterbury Mayoral Forum letterhead was approved.

15. REGIONAL FORUM MEETINGS 2016

The regional forum dates and work schedule for 2016 was approved.

16. MEETING ARRANGEMENTS FOR 2016

There was support for the Mayoral Forum meeting at Selwyn District Council or another venue on the outskirts of Christchurch.

Dame Margaret Bazley suggested that the Commodore Hotel or Tait Communications' meeting room in Burnside would be suitable. This will be arranged to include the meetings of the Civil Defence Emergency Management Joint and Regional Transport Committees.

18. NEXT MEETING: FRIDAY 26 FEBRUARY 2016

Dame Margaret thanked members for their work and said that what they had achieved this year is remarkable.

The Mayors joined Mayor Claire Barlow in thanking Dame Margaret for her guidance, leadership and strong direction.

The meeting closed at 12.20 pm.

Action Points

Canterbury Mayoral Forum

As at 4 December 2015

Items will be removed once complete.

Forum Date	Subject	Actioned by	Deadline	Status
4 Dec 2015	Prepare and circulate a communication to councils, EDAs, RTOs and DTOs encouraging Canterbury to 'get ready for China'	Winston Gray, David Bromell	17 Dec 2015	Circulated 14 Dec 2015
4 Dec 2015	Meet with Kiwirail to advocate for continuing and expanding South Island tourist rail services	Dame Margaret Winston Gray	26 Feb 2016	To be arranged; discussions have occurred with C&CT
4 Dec 2015	Raise the issue of road safety and international visitors at RTC	Andrew Dalziel	4 Dec 2015	Completed
4 Dec 2015	Align CMF work on 'the case for Canterbury' with CDC's review of the CEDS and convergence of CDC, C&CT and VBase	Jim Palmer	Ongoing – update CMF 26 Feb 2016	Agenda item 6.3
4 Dec 2015	Provide an update on the value-added work programme with opportunities for CMF action and advocacy	Craig Rowley	26 Feb 2016	Circulated 18 Dec 2015
4 Dec 2015	Work with CDC to co-ordinate 'baskets' of opportunities for capital investment in Canterbury and the South Island	Dame Margaret	22 Apr 2016	In progress
4 Dec 2015	Align and advocate for Canterbury interests re. the Fire Service Review	CEs Forum	26 Feb 2016	Completed
4 Dec 2015	Release Winder reports on public transport governance and delivery arrangements	Jim Palmer	11 Dec 2015	Released 9 Dec 2015
4 Dec 2015	Invitation to chair of LGC to meet with CMF in June 2016 – discuss and agree agenda and desired outcomes from this discussion at CMF on 26 Feb 2016	Dame Margaret	26 Feb 2016	Invitation sent 19 Feb 2016 – also to the Minister of Local Government – for he meeting on 29 April 2016
4 Dec 2015	ECan to establish a permanent secretariat for regional forums and to plan to resource this from an increase in the regional council general rate	Bill Bayfield	26 Feb 2016	In progress – Agenda item 7
4 Dec 2015	Investigate and book meeting rooms for CMF 2016	Dame Margaret	18 Dec 2016	Commodore Hotel booked for 2016

Canterbury Mayoral Forum

Item 5

Date: 26 February 2016

Presented by: Jim Palmer and Bill Bayfield

Local government collaboration in Canterbury

Purpose

This paper seeks to support the Mayoral Forum's preparations for conversations with the Local Government Commission (LGC) and the Minister of Local Government on 29 April 2016.

Recommendations

That the Canterbury Mayoral Forum:

- 1 **note** that conversations are scheduled for Friday 29 April 2016 with the Local Government Commission (LGC) and with the Minister of Local Government on Canterbury's approach to more effective local government
- 2 **agree** to prepare for these conversations during the Mayoral Forum's working dinner on Thursday 28 April 2016
- 3 **note** central government's direction of travel in relation to local government reform and the LGC, as outlined in this report
- 4 **endorse** the proposal of the Chief Executives Forum to contract Peter Winder to provide an independent review of its progress on collaboration and shared services against his August 2013 report to the Mayoral Forum on *Options for broader collaboration between Canterbury councils*
- 5 **endorse** a working group of Chief Executives exploring further opportunities for collaboration, including structural and institutional arrangements through which Canterbury councils might more effectively govern and manage the delivery of services, infrastructure and regulatory functions across our region.

Background

- 1 At its meeting on 4 December 2015, the Mayoral Forum agreed to initiate a meeting with the chair of the Local Government Commission (LGC) by June 2016. Commissioner Janie Annear has since written (2 February 2016) to members of the Mayoral Forum, seeking an opportunity to meet in April or May 2016 (Appendix I).
- 2 The Chair has invited Ms Annear and any other members of the LGC to the Mayoral Forum meeting on Friday 29 April. A separate invitation has also been extended to Hon Peseta Sam Lotu-liga, Minister of Local Government.
- 3 Chief Executives wish to support the Mayoral Forum to prepare for conversations with the LGC and the Minister of Local Government in April. We recommend that Mayors consider holding a pre-meeting during a working dinner on Thursday 28 April 2016.

- 4 The Chief Executives Forum at its meeting on 15 February 2016 agreed to seek the Mayoral Forum's endorsement of:
 - a proposed independent review of our progress during this triennium on collaboration and shared services
 - a working group of Chief Executives exploring further opportunities for collaboration, including structural and institutional arrangements through which Canterbury councils might govern and manage the delivery of services, infrastructure and regulatory functions across our region.

Central government direction of travel

Minister's speech to LGNZ July 2015

- 5 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

- 6 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.'

- 7 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.
- 8 Given that proposals for large local government amalgamations outside Auckland (Northland, greater Wellington and Hawke’s Bay) failed to win popular support and did not progress, the Cabinet paper acknowledges that ‘communities are resistant to any change that threatens local voice and identity.’ Consequently, ‘large-scale amalgamations are off the table, but not structural changes’.
- 9 By ‘structural’, the Cabinet paper means ‘structural and institutional arrangements through which councils govern and manage the delivery of services, infrastructure and regulatory functions’.
- 10 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.’
- 11 The Cabinet paper cites the example of Canterbury councils considering a Joint Committee for public transport in greater Christchurch as a precursor to a possible CCO, because of current legislative restrictions on transfer of functions.
- 12 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.
- 13 Following the Cabinet reshuffle in December 2015, new Minister of Local Government, Peta Sam Lotu-liga, issued a media release (14 December 2015) reiterating the Government’s commitment to introduce legislation that will enable co-operation across councils.
- 14 The Department of Internal Affairs has advised (16 February 2016) that work on the Bill is progressing, with an intention to introduce it in the House this year.

‘Fit for the future’ New South Wales

- 15 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.

- 16 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.
- 17 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

- 18 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.
- 19 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.
- 20 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

- 21 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. LGC is providing some funding towards options for improved collaboration and shared services.
- 22 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.

Review of progress in collaboration and shared services

- 23 In this triennium, Canterbury councils have built relationships and trust, and got some significant runs on the board.
- 24 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.
- 25 In the second half of 2015, shared services came into focus, in relation to health and safety, contaminated land, natural hazard risk management, civil defence and

emergency management capability, rural fire services, and enhanced valuation and rating services.

- 26 A summary of our progress in working together as a 'virtual unitary authority' is appended as Appendix B.
- 27 Chief Executives have agreed that it would be useful to contract Peter Winder to provide an independent review of our progress against his August 2013 report to the Mayoral Forum on *Options for broader collaboration between Canterbury councils*.
- 28 This review could inform a briefing to incoming Mayors following 2016 local body elections, and development of a triennial agreement and updated three-year work programme for 2016-19.

Further opportunities and options

- 29 In light of various announcements by the Minister of Local Government since July 2015, the Chief Executives Forum seeks endorsement from the Mayoral Forum of a working group of Chief Executives exploring options for further collaboration, including structural and institutional arrangements to deliver cost-effective services, manage infrastructure (particularly roads and the 3 Waters), and enable sustainable economic growth across our region.
- 30 If the Mayoral Forum agrees, the working group will comprise Bill Bayfield (convenor, Environment Canterbury); Dr Karleen Edwards (Christchurch City); Hamish Dobbie (Hurunui); David Ward (Selwyn), Wayne Barnett (Mackenzie) and Bede Carran (Waimate). All Chief Executives will be copied in on all correspondence.
- 31 This group will report to the Chief Executives on 4 April 2016, and to the Mayoral Forum for the proposed pre-meeting on Thursday 28 April. This thinking could also inform the Mayoral Forum's briefing to incoming Mayors following local body elections in October 2016.

Appendix A: Request from the Local Government Commission



Local Government Commission *Mana Kāwanatanga ā Rohe*

2 February 2016

Dame Margaret Bazley
Environment Canterbury
PO BOX 345
Christchurch 8140

QVNC/MCOM/116
13 810
04 FEB 2016

	AC	INFO

Dear Dame Margaret

I'm writing in my capacity as Local Government Commissioner and to arrange to meet with you and the Canterbury mayors. I'm hoping this may be possible in April or May 2016.

As you may be aware, the Commission is taking a more flexible approach to its role in the local government sector, one that prioritises collaboration and facilitation. We want to hear from Mayors and councils around the country about how you see local government in your area, and the issues you face; and to work with you in exploring opportunities for local government.

We have been encouraged to hear about the collaborative work taking place between councils in your region, in particular the Canterbury Regional Economic Development Strategy. We would be interested to hear more about your experiences in these areas, as well as other matters of local significance.

While we provide relevant information about local government and promote good practice, we also see our role as listening to councils and communities, helping think about options where change is being discussed, and to assist in overcoming barriers where they exist.

At present the Commission is involved in meetings with the respective Mayors and councils in Wellington, Northland, West Coast and North Rodney, following reorganisation applications. Our discussions on the particular challenges these regions face have been professional and positive. We know many other communities and their local government leaders face similar challenges. Early conversations about these and some of the prospects for addressing them, as well as an understanding of regional issues and local context, will, I'm sure, contribute to a constructive relationship, and towards meeting shared aspirations – sustainable growth, efficient services and cost-effective modern infrastructure.

We will be in contact with your office in the next few weeks to find a time and date that suits you.

Yours sincerely,

Janie

cc: Lianne Dalziel, Angus McKay, Winton Dalley, Winston Gray, Claire Barlow, Kelvin Coe, Damon Odey, David Ayers, Craig Rowley, Gary Kircher

Appendix B: Collaboration and shared services in Canterbury

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.’
- 3 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.
- 4 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.
- 5 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

- 6 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.

ACTIVITY / FUNCTION (and work programme #)	ACTION TAKEN
Advocacy #1,2,3,5	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • monitored progress of Building (Earthquake-prone Buildings) Amendment Bill

ACTIVITY / FUNCTION (and work programme #)	ACTION TAKEN
Economic development #4,7-13	<ul style="list-style-type: none"> • CREDS developed and implemented from Dec 2014
Environmental health and public health, including food safety #26	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • ongoing for greater Christchurch (LURP, NERP, refresh of UDS) • Planning Managers Group formally constituted 2015
Public passenger transport planning #31,40	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • MOU 2014 between Mackenzie, Timaru, Waimate, Ashburton • MOU 2014 between mid- to north Canterbury councils • terms of reference for a Canterbury Engineering Managers Group (CEMG) will come to the CEs Forum for approval in April 2016
Rural fire #15	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • ongoing for greater Christchurch (LURP, NERP, refresh of UDS) • partnership extended to NZTA, CDHB, TRONT, CERA • + CCC Resilient Cities Network
Asset management information, design and modelling, planning and management systems #22	<ul style="list-style-type: none"> • reviewed by Waugh Consulting – presented to CEs Forum Feb 2016 – to be progressed by CEMG • 2015-45 infrastructure strategies reviewed and presented to CEs Forum Feb 2016 – to be progressed by CEMG
After-hours call centre (following Christchurch City evaluation) 38	<ul style="list-style-type: none"> • operational
ITC – business strategy and operational support; common business information core software systems; data warehousing and back up #33	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Canterbury Records and Information Management group is established

ACTIVITY / FUNCTION (and work programme #)	ACTION TAKEN
Geographic information systems / aerial photography and LIDAR #34	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> joint approach to Service Delivery Reviews has been implemented further discussion of insurance shared service options postponed to June 2016, to coincide with completion of LGNZ review
Human resources – training/development #17	<ul style="list-style-type: none"> Policy Forum delivered 5 regional training workshops 2014-15
Human resources – health and safety #24	<ul style="list-style-type: none"> Waimakariri, ECan, Selwyn signed MOU 2014 and established a ‘virtual team’ – open to other councils to join

Other collaborative action

- 7 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).
- 8 The Canterbury Planning Managers Group is reviewing opportunities in district plan reviews to align planning, rules and regulation to support CREDS implementation, in relation to telecommunications, value-added production and tourism (agenda item 6.4).
- 9 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
 - share information and develop a consistent approach to responding to information requests made under the Local Government Official Information and Meetings Act 1987.

Canterbury Mayoral Forum

Item 6

Date: 26 February 2016

Presented by: Chair / Various

Canterbury Regional Economic Development Strategy (CREDS)

Purpose

This paper is an omnibus report on CREDS companion strategies, implementation and correspondence.

Recommendations

That the Canterbury Mayoral Forum:

- 1 **receive** the CREDS report

Digital connectivity

- 2 **adopt** the Canterbury Digital Strategy 2016 and publish this on the regional council website as a companion strategy to the Canterbury Regional Economic Development Strategy
- 3 **support** the initiative to invite a closer relationship ('a Canterbury Digital Accord') between the Canterbury Mayoral Forum and Crown Fibre Holdings Ltd, to achieve the CREDS objective of 'a fully connected Canterbury'

Visitor strategy

- 4 **note** progress on developing a Canterbury Visitor Strategy
- 5 **invite** Winston Gray to circulate a final draft once consultation is complete, for 'round-robin' approval and publication

Case for Canterbury

- 6 **authorise** 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
- 7 **note** that a contribution from member councils may be required to fund the usage, attitude and image survey, and that an update on this will be provided to the April meetings of the Chief Executives and Mayoral Forums
- 8 **request** Environment Canterbury to issue a Request for Proposals for a usage, attitude and image survey

Review of regulatory barriers

- 9 **note** that the Canterbury Planning Managers Group reported progress to the Chief Executives Forum on 15 February 2016, and will present a final report to the Chief Executives Forum on 4 April 2016

Correspondence

- 10 **note** correspondence on CREDS-related matters.

6.1 CANTERBURY DIGITAL STRATEGY

Damon Odey

Purpose

- 1 This paper provides a draft Canterbury Digital Strategy 2016 for adoption, and seeks Mayoral Forum endorsement of a proposal to partner with Crown Fibre Holdings Ltd on a Canterbury Digital Accord.

Canterbury Digital Strategy

- 2 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.
- 3 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 me 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.

Resource implications for 2016/17

- 4 Further developing online services may have resource implications for Canterbury councils that will need to be considered in finalising 2016/17 annual plans and budgets.
- 5 At their next meeting (11 March 2016), 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 Digital Accord

- 6 I have been working with the steering group to develop a presentation to Crown Fibre Holdings Ltd (CFH), proposing a closer relationship (a 'Canterbury Digital Accord') between the Canterbury Mayoral Forum and CFH. (CFH is now responsible for deployment of the Ultrafast Broadband II, Rural Broadband Initiative II and Mobile Black Spot Fund work programmes.)
- 7 If CFH is interested in a closer relationship, I will come back to member councils via the Mayoral Forum with a concrete proposal.
- 8 Dame Margaret Bazley and I will provide a verbal update at the meeting on where we have got to in conversations with Hon Steven Joyce, Minister for Economic Development, about this approach.

6.2 CANTERBURY VISITOR STRATEGY**Winston Gray****Purpose**

- 9 This paper presents a draft Canterbury Visitor Strategy for the Mayoral Forum's consideration and seeks agreement to circulate a final draft once consultation is complete, for 'round-robin' approval and publication.

Canterbury Visitor Strategy

- 10 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.
- 11 A draft strategy has now been prepared, 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. Feedback from Canterbury Development Corporation has also informed this draft.
- 12 We have not yet completed consultation with Christchurch International Airport Ltd or Ngāi Tahu Tourism. I will provide a verbal update at our meeting.
- 13 When I have completed consultation, I propose to circulate a final draft to members of the Mayoral Forum for approval by email response.

Resource implications for 2016/17

- 14 Three actions in the draft Visitor Strategy have resource implications that Canterbury councils may wish to consider in finalising 2016/17 annual plans and budgets:
- provision of free wifi in the main streets of all Canterbury towns that have significant tourist through-traffic
 - bulk purchase and installation of solar charging tables in selected Canterbury towns, if councils agree
 - installation of Chinese language billboards or other measures to welcome visitors to Canterbury towns and encourage safe driving.

Getting ready for China

- 15 Following Tim Hunter's presentation to the Mayoral Forum on 4 December 2015:
- I circulated on 14 December 2015 a newsletter with information and ideas on getting ready to welcome visitors from China
 - 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.

6.3 THE CASE FOR CANTERBURY

Jim Palmer

Purpose

- 16 This paper seeks the agreement 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, and to issue a Request for Proposals for the survey.

Background

- 17 One of the overarching objectives of the 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.
- 18 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).
- 19 The workshop acknowledged that in the Australasian context, Christchurch is a 'tier 3' city. It has some of the direct international connectivity, amenity and leisure advantages of tier 2 cities like Brisbane, Adelaide and Auckland, but it's smaller than these tier 2 cities and probably always will be. 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.
- 20 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. We are looking at what other cities and regions have done and are doing to attract people.
- 21 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.
- 22 Following further discussions with Tom Hooper (Canterbury Development Corporation), 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.

Request for Proposals (RFP)

- 23 If the Mayoral Forum agrees, Environment Canterbury will issue a Request for Proposals as host agency for the secretariat.
- 24 The RFP will invite external companies to submit proposals for a usage, attitude and image survey to be conducted within Canterbury and in selected locations in the rest of

New Zealand, together with information on their skills, services and experience in providing such services/products.

- 25 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.
- 26 The RFP will explicitly state that the Mayoral Forum needs to confirm external funding for this project to proceed. Following evaluation of the RFP responses, Environment Canterbury for the Mayoral Forum may:
- enter into negotiations with preferred tenderer(s); and/or
 - conclude the process without awarding any contracts.

Resource implications

- 27 Our 'best guess' is that a UAI survey of, say, 10 questions, about 500 local respondents and 750-1,000 national respondents, might cost in the order of \$60-80K. If we seek dollar from dollar funding from the Ministry of Business, Innovation and Employment, member councils will need to find \$30,000-40,000 from their own budgets or from other sources.
- 28 This paper seeks an indication of support for the proposal, including willingness to part-fund it, and a mandate to pursue sources of external funding and to issue the RFP.

Proposed timeframes

- 29 The proposed timeframes are:

Activity	Date
Release RFP	1 March 2016
RFP questions close	14 March 2016
RFP closes	21 March 2016
RFP evaluation	28 March 2016
Tenderers notified of outcome	29 March 2016
Confirmation of project funding	30 June 2016
Contract negotiations	30 June 2016
Contract commencement	4 July 2016
Draft report by	10 October 2016 (for Chief Executives Forum on 31 October)
Evaluation and feedback on draft report	4 November 2016
Final report and contract conclusion	11 November 2016 (for Mayoral Forum on 25 November)

6.4 REVIEW OF REGULATORY BARRIERS**Jim Palmer****Purpose**

- 30 This paper provides an update on the CREDS action to review and address (through District Plan reviews) any unnecessary regulatory barriers, and to improve consistency of regulation across the region in relation to digital connectivity, value-added production and tourism.

Project update

- 31 This work was commissioned from the Canterbury Planning Managers Group (CPMG) in October 2015, for report to the Chief Executives Forum in February 2016. Timaru Council has led work on telecommunications; Waimate Council on value-added production; and Kaikōura Council on tourism.
- 32 Draft reports have been received on telecommunications and value-added production. Kaikōura District Council staff are surveying the tourism industry in Canterbury, with the assistance of Christchurch City Council staff. This work is well in progress and findings will be presented as part of a final report to the Chief Executives Forum on 4 April 2016.

6.5 CORRESPONDENCE WITH MINISTERS**Dame Margaret Bazley****Purpose**

- 33 This paper provides copies of correspondence with Ministers on the CREDS since the Mayoral Forum meetings on 3-4 December 2016.

CREDS progress report

- 34 On 22 December 2015, I provided an update on our progress in implementing the CREDS to:
- Rt Hon David Carter, Speaker of the House
 - Rt Hon John Key, Prime Minister and Minister of Tourism
 - Hon Bill English, Deputy Prime Minister and Minister of Finance
 - Hon Gerry Brownlee, Minister for Canterbury Earthquake Recovery
 - Hon Steven Joyce, Minister for Economic Development
 - Hon Amy Adams, Minister for Communications and MP for Selwyn
 - Hon Dr Nick Smith, Minister for the Environment
 - Hon Nathan Guy, Minister for Primary Industries
 - Hon Jo Goodhew, Associate Minister for Primary Industries and MP for Rangitata
 - Hon Nicky Wagner, Associate Minister for Canterbury Earthquake Recovery and MP for Christchurch Central
 - Hon Louise Upston, Associate Minister of Local Government
 - Jacqui Dean, MP for Waitaki
 - Andrew Kibblewhite, Chief Executive, Department of the Prime Minister and Cabinet
 - David Smol, Chief Executive, Ministry of Business, Innovation and Employment
 - Dr Girol Karacaoglu, Chief Economist and Deputy-Secretary, Macroeconomic, International and Economic Research, The Treasury
 - Colin MacDonald, Chief Executive, Department of Internal Affairs
 - Vicky Robertson, Chief Executive, Minister for the Environment
 - Martyn Dunne, Director-General, Ministry for Primary Industries
- 35 The letters were tailored to each recipient, but contained the same content as in the appended letter to the Minister for Economic Development.

Correspondence with the Minister of Health, newcomers and migrants

- 36 On 2 November 2015, Angus McKay and I wrote to Hon Dr Jonathan Coleman, Minister of Health, concerning the access of migrant workers to primary health care (as previously circulated and agreed).
- 37 In a letter dated 22 December, Dr Coleman replied, declining our request. Angus and I have since written to him again (17 February 2016) about this matter. Copies of this correspondence are appended for your information.

22 December 2015

Hon Steven Joyce
Minister for Economic Development
Parliament Buildings
Private Bag 18041
Wellington

s.joyce@ministers.govt.nz

Dear Minister Joyce

Progress with Canterbury Regional Economic Development Strategy

When you launched the Canterbury Regional Economic Development Strategy (CREDS) with Hon Gerry Brownlee on 28 August 2015, I promised to keep you informed about our progress.

The CREDS was developed through conversations and workshops with a wide range of partners and stakeholders. The presenters to those workshops have become an ongoing reference group. We meet with them six monthly to review progress and discuss 'what next?'

At a workshop with the reference group on 3 December, we presented baseline indicators against which we will review, over time, the extent to which our objectives are being met. The Canterbury Development Corporation is assisting us with this monitoring and reporting. We also had an excellent presentation by staff from MBIE on the progress of the rebuild and modelling of construction-related activity and employment into the future. (You will recall that a primary driver of the CREDS is to position Canterbury's underlying economy for when the earthquake rebuild tails off.)

A summary of progress in each work programme follows. We are committed to making further, demonstrable progress by July 2016.

Integrated regional transport planning (Mayor Winton Dalley, Hurunui)

- We have met twice with NZTA and transport partners (Kiwirail, Christchurch Airport, Timaru Airport, Port of Lyttelton, Prime Port Timaru, SB Global Logistics and the Road Transport Association), and have formed an ongoing Regional Transport Forum. The Forum agreed as a first step to share data and analysis as a contribution to better informed and co-ordinated transport planning and investment. Environment Canterbury will work with partners to report back to the Forum early next year with a proposal. We are linking in with the National Infrastructure Unit in Treasury to progress this work.

Digital connectivity (Mayor Damon Odey, Timaru)

- On 10 December, Spark New Zealand announced an accelerated roll out of 4G mobile broadband over the whole of Canterbury region by December 2016, instead of their previous three-year plan. This is the first time Spark has partnered with local bodies to

drive a region's economic development in this way. (I emailed you about this on 9 December.)

- A *Canterbury Digital Strategy 2016* has been drafted as a companion strategy to the CREDS for approval and publication by the Mayoral Forum in February 2016.

Freshwater management and irrigation infrastructure (Commissioner David Caygill, Environment Canterbury)

- The Forum continues to promote an integrated water distribution network.
 - The model to support commercial parties and communities to assess infrastructure options in South Canterbury is complete, and will be used over 2016 to determine a preferred infrastructure solution.
 - Central Plains Water (Stage 1), Waihao Downs and Hakataramea Irrigation schemes began providing irrigation water this season.
 - Discussions are ongoing on the roles of the Irrigation Acceleration Fund and Crown Irrigation Investments, as we seek to get irrigation schemes across the line. Existing projects that are in the feasibility/design stage and receive support from the Irrigation Acceleration Fund are:
 - *Hurunui Water Project* – infrastructure parties in the Hurunui are actively engaged on an integrated approach following the granting of Hurunui Water Project's consents and successful withdrawal from appeal processes
 - *Hunter Downs Irrigation* has further refined its concept to make it more attractive to potential irrigators
 - *Central Plains Water Limited* is continuing to improve the design of Stage 2 and the Sheffield stage of their scheme.
 - Projects in the scoping stage are: South Canterbury and Waimakariri, which have both received Irrigation Acceleration Fund support, and smaller schemes in North Canterbury. Once preferred options are scoped, the integrated water distribution network for Canterbury will be identified.
 - Enabling irrigation water use efficiency, through improved access to communications and information, sits alongside integrated water distribution in importance for water supply and also nutrient management. Irrigation NZ has secured Primary Growth Partnership support for work on this.
- Good progress is being made on Resource Management Act plans – the Hinds decision is due this month; South Coastal Canterbury hearings are underway; and science preparation is underway for Waimakariri and Orari to Pareora. The Selwyn-Waihora plan is now operative.
- Industry groups have reached agreement on good land management practices, which will be the basis for Farm Environment Plans and reporting in ways that are verifiable and enforceable.
- Collaborative work on storm water management planning and consenting is well progressed, with a draft assessment of storm water treatment construction costs, a gap analysis of storm water best practice guidance, and a consent ownership framework that clarifies roles and responsibilities.
- Te Waihora and Wainono restoration projects await decisions on Government funding.

Value-added production (Mayor Craig Rowley, Waimate)

- The Planning Managers Group will report in February 2016 on opportunities in district plan reviews to align planning, rules and regulation across the region.
- A steering group of key sector leaders has been established and will meet approximately twice-yearly to:

- identify barriers to growth and propose solutions within regulatory and legislative systems
- establish networking opportunities across Canterbury and industry sectors.
- Key themes identified in discussions to date with industry are:
 - sustainable, affordable water delivery
 - integrated regional and national transport networks to meet logistical requirements
 - the application and promotion of value-added principles pre- and post-production
 - the need to maintain open and constructive communication with key sector and industry groups.

Education and training (Mayor David Ayers, Waimakariri)

- A steering group of tertiary education institutions and private training establishments is meeting regularly. Actions are focused particularly on recovering, and growing, the number of domestic and international students in Canterbury; options to ensure every school leaver has a transition plan to further education, training or employment; and developing new and modified courses in agricultural engineering and water management.
- Access of newcomers and migrants to education and training is being pursued with Mayor McKay's work programme.

Newcomer and migrant settlement (Mayor Angus McKay, Ashburton)

- Councils are sharing information and resources. CREDS partner, the Canterbury Employers' Chamber of Commerce, successfully launched its *Start with a Smile* campaign in October and during 2016 we will roll this out across the region.
- The Forum wrote to the Minister of Health on 2 November about access to subsidised primary health care for migrants on work visas of six months or more and awaits a response. We will follow up on this in the new year.
- The Forum has met with senior staff in Immigration New Zealand and is establishing an advisory group to develop an action plan for 2016.

Regional visitor strategy (Mayor Winston Gray, Kaikōura)

- A Christchurch Visitor Strategy has been received by the Christchurch City Council. Work is now underway on a regional visitor strategy, as a companion strategy to the CREDS.
- The Forum has worked with Christchurch & Canterbury Tourism to prepare a resource that shares good ideas and encourages all councils, economic development agencies and tourism organisations in Canterbury to 'get ready for China' – in light of the commencement of China Southern Airline's direct flights from Guangzhou three times per week from 16 December 2015. Canterbury Mayors are taking a lead in their communities to increase receptiveness to the growing number of Chinese visitors to our region.
- The Forum is surveying tourism businesses and working with the Planning Managers Group to identify opportunities in district plan reviews to address inconsistencies and perceived barriers to the tourism industry in local government regulation.

Reflection on progress to date

As I reflect on what we have achieved over the past 12 months, three things stand out for me.

- First, the willingness of the region's mayors to work for the economic prosperity and social wellbeing of our region as a whole. The CREDS lead mayors, in particular, are

working across the region, supported by their colleagues, and not only in their own districts.

- Secondly, a commitment to turning data into information to support decision making runs across the work programmes. The Policy Forum, for example, has provided demographic analysis, including a report on migration dynamics in Canterbury. The Canterbury Development Corporation has assisted with the development of economic indicators. The transport work programme has identified data sharing and analysis as the first step towards integrated transport planning.
- Thirdly, Canterbury's mayors are exercising leadership primarily through facilitation and advocacy. The CREDS has been developed and implemented with zero budget. Much of what we are doing simply involves getting the right people in the room, agreeing what needs to be done, then getting on and doing it. Our work with Spark New Zealand, for example, involved using our networks to connect people, providing information and data (and a single point of contact) to help Spark develop its business case, and ensuring consistent and efficient consents processes. The result is a market solution, or at least part-solution, to our vision of 'a fully connected Canterbury'.

Through our reflection with the reference group on 3 December, emerging priorities for 2016 are:

- co-ordinating and scaling up 'baskets' of opportunities for capital investment and joint ventures in Canterbury and the South Island
- articulating and communicating a clear and compelling story about Christchurch and its region, first to ourselves, then to the rest of the region and to the world.

Thank you for your ongoing support for what we are doing with the CREDS.

With best wishes for the holiday season and the year to come.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Margaret Bazley', written in a cursive style.

Dame Margaret Bazley ONZ DNZM Hon DLit
Chair
Canterbury Mayoral Forum

17 February 2016

Hon Dr Jonathan Coleman
Minister of Health
Parliament Buildings
Private Bag 18041
Wellington

j.coleman@ministers.govt.nz

Dear Minister Coleman

Access to primary health care for migrant workers in Canterbury

We were disappointed to receive your response dated 22 December to our letter of 2 November 2015 proposing a 'special economic zone' pilot policy change to eligibility criteria for publicly funded primary health care for migrant workers and their families.

While the advice you have been given may be true of migrant workers in Christchurch, it doesn't well reflect what is being experienced in rural Canterbury, which is reliant on migrant workers.

Mayors are working with migrant communities in their districts to identify and smooth away problems people experience that make it difficult for them to settle and stay. Throughout our region, what we are hearing from them, and from health professionals and farm managers, is that for whatever reason, migrant farm workers often do not consult a GP for themselves or their families when they become unwell. This is not related to the work-related injuries covered by ACC that you mentioned in your letter, and these workers often come from countries without reciprocal health care arrangements; e.g. Filipino, Pacific Island and South American farm labourers. This results in vulnerable people becoming sicker than necessary, and presenting at after-hours or A&E departments with ambulatory illnesses that require extended time off work.

Newcomer and migrant settlement is one of seven work programmes in the Canterbury Regional Economic Development Strategy (CREDS). A key driver of the CREDS is 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 territorial authority areas (Selwyn, Waimakariri and Ashburton districts) are projected to grow at or above the average annual rate of projected population growth for New Zealand. This challenge will be compounded by an anticipated population loss from greater Christchurch after 2018, with the forecast drop-off in construction-related employment. These trends have huge implications for the rural economy.

This is why Mayors early identified that attracting new people to live, study, work and stay in Canterbury is critical to the economic and social development of our region. Because of the contribution they make to our agricultural workforce and the economy of the rural hinterland, we have focused on migrant farm workers, their partners and children. We want them to be able to integrate quickly into our communities, and hope they will choose (and be able) to stay here and become long-term citizens. And we need their children to enjoy good health as they grow up to be the next generation of workers in our country.

We are available to meet with your officials to brief them on these matters, and welcome any opportunity to work with you to identify and trial some new and different approaches to keep our migrant workers and their families healthy and well and contributing to the growth of our economy.

Yours sincerely



Dame Margaret Bazley
ONZ DNZM Hon DLit
Chair, Canterbury Mayoral Forum



Mayor Angus McKay
Ashburton District Council
Lead Mayor for Newcomer and migrant settlement, Canterbury region

CC. Hon Steven Joyce, Minister for Economic Development
Hon Gerry Brownlee, Minister for Canterbury Earthquake Recovery
Hon Michael Woodhouse, Minister of Immigration

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



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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%

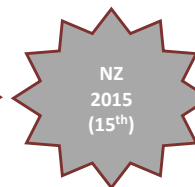
of

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\$ 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

1/2

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

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

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.

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

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

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

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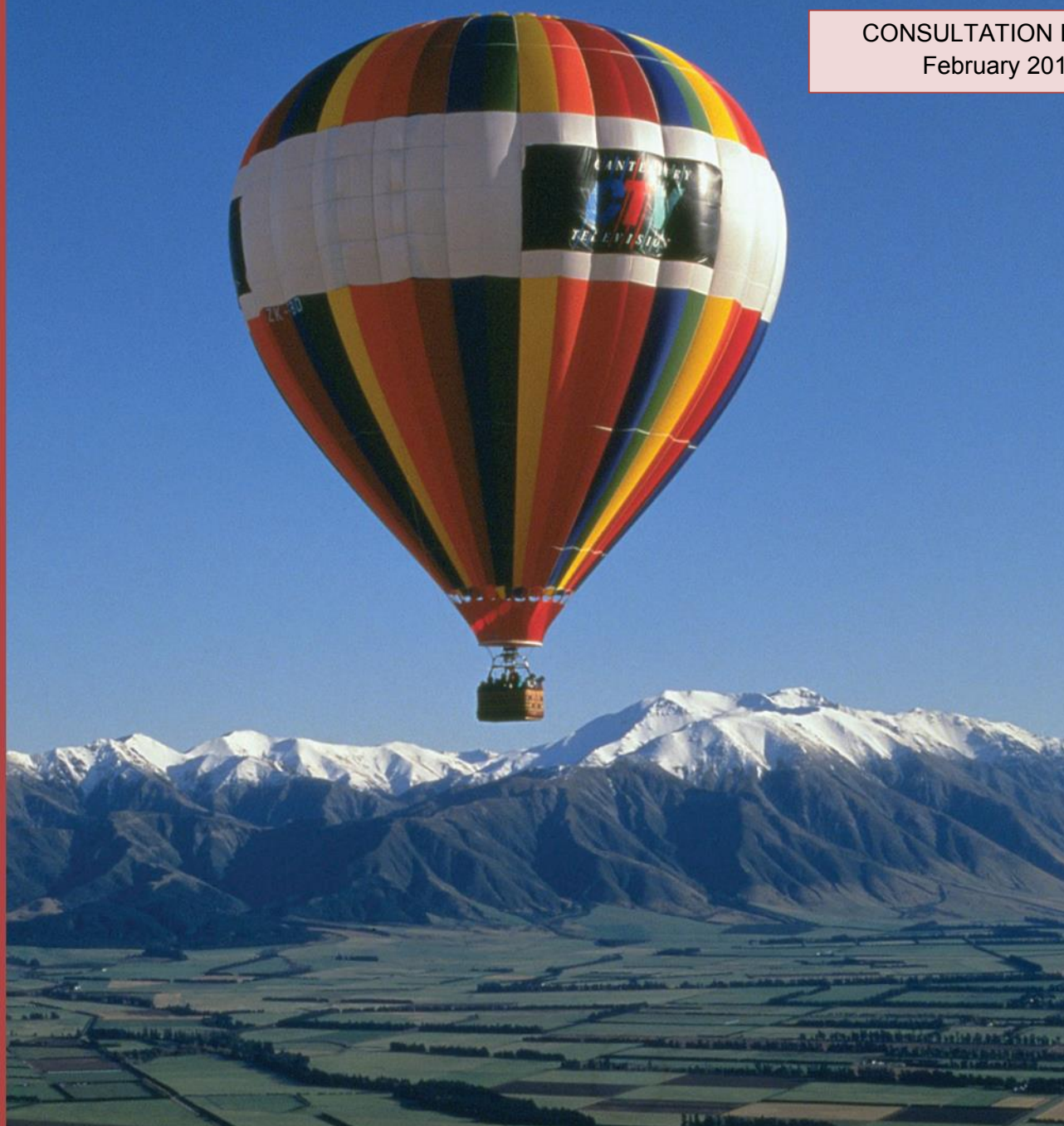
ISBN: 978-0-947507-20-6 (web)

Canterbury Visitor Strategy 2016

A Work Programme of the
Canterbury Regional Economic Development Strategy

Canterbury Mayoral Forum

CONSULTATION DRAFT
February 2016



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



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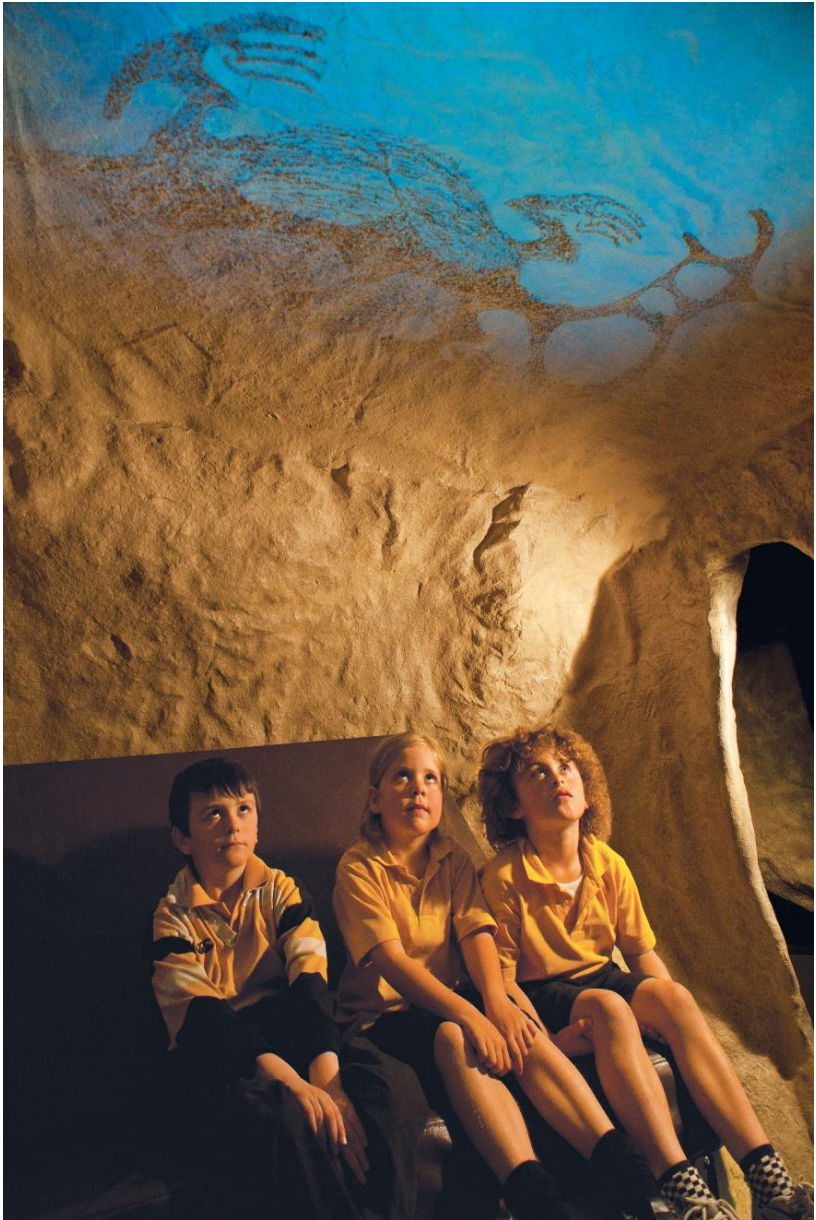
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Taniwha Cave
Te Ana Māori Rock Art Centre, Timaru

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

Foreword

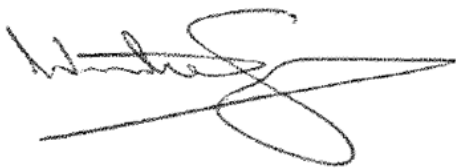
The Canterbury earthquakes of 2010-11 not only damaged infrastructure and facilities, but also compromised visitor perceptions and confidence. The resulting loss of market share impacted on the region as a whole, because Christchurch is both a destination in its own right and a gateway to the Canterbury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

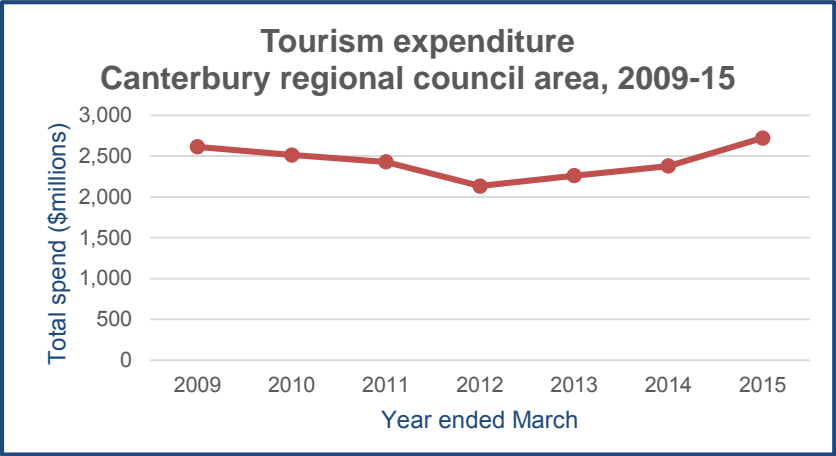


Mayor Winston Gray
for Canterbury Mayoral Forum

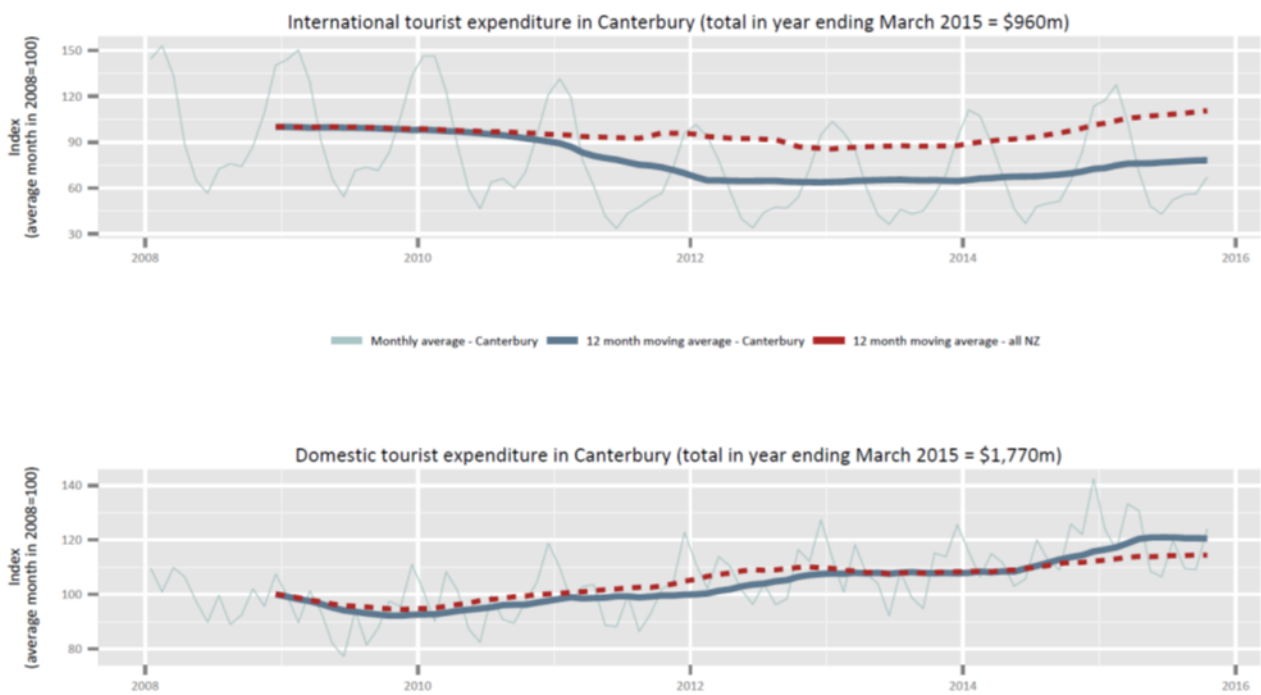


Economic benefits of tourism to New Zealand and Canterbury





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



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.

Challenges



As the graphs show on page 5, tourism in Canterbury was significantly impacted by the 2010-11 earthquakes. Growth in international tourist expenditure continues to lag behind expenditure in New Zealand as a whole, while domestic tourist expenditure has stayed more in line with national expenditure.

A particular challenge for the Canterbury region is to progress key visitor

infrastructure in areas of high current and projected visitor numbers, to provide quality services, recover market share 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
- funding tourist facilities and services (e.g. public toilets, drinking water supply, rubbish removal) in districts with a small number of ratepayers but high tourist flows (especially Mackenzie and Kaikōura Districts)
- 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.



Opportunities

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

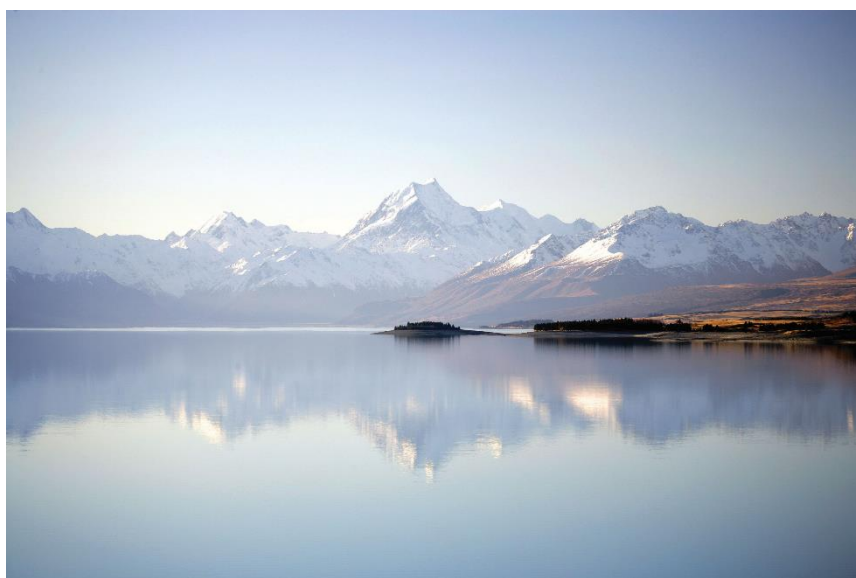
Christchurch is the front door to the South Island and beyond to Antarctica. Within easy reach of the refined comfort of its modern centre abounds breath-taking coastal and alpine scenery, world-renowned wildlife encounters, crystal-clear star gazing, cycling and hiking trails along with a wide range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



Aoraki/Mt Cook

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.

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
- connect with residents – increase local pride, awareness, off-peak demand and marketing reach by encouraging residents to experience and endorse their own region
- strengthen the 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 and campervan dumping stations, drinking water, rubbish disposal), regulate for sustainable development, and 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 four 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.



Church of the Good Shepherd, Tekapo

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: <ul style="list-style-type: none"> • 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

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

Report Number: R16/4
ISBN: 978-0-947507-35-0 (web)

Canterbury Mayoral Forum

Item 7

Date: 26 February 2016

Presented by: Jim Palmer, chair, Chief Executives Forum

Chief Executives Forum and three-year work programme

Purpose

This paper reports on the work of the Chief Executives Forum and Canterbury Policy Forum, and updates the three-year work programme.

Recommendations

That the Canterbury Mayoral Forum:

- 1 **receive** the report
- 2 **note** that the Chief Executives Forum will report to the Mayoral Forum on 29 April 2016 on resource implications of:
 - implementation of actions agreed in the Canterbury Regional Economic Development Strategy
 - investigation of further opportunities for collaboration and shared services
- 3 **note** the updated status of items on the three-year work programme.

Chief Executives Forum

- 1 The Forum met on 15 February 2016. Key items from the agenda are outlined below.

Asset management

- 2 The Forum received and discussed a report from Waugh Consulting on options for asset management and systems collaboration and development in Canterbury. The Forum has referred this to engineering managers for consideration and recommendations for implementation, and agreed to invite Andrea Reeves from the Office of the Auditor-General to the next meeting of the Chief Executives Forum on 4 April 2016.

Review of 2015-45 infrastructure strategies

- 3 The Forum received and discussed a report from Waugh Consulting on a review of Canterbury local authority infrastructure strategies prepared as a requirement of 2015-25 Long-Term Plans. A copy of this report is appended for the information of Mayors.
- 4 The Chief Executives Forum acknowledged that a number of collaboration opportunities will arise that will need prioritisation, allocation of responsibilities and ongoing resourcing. The Forum agreed to refer the report to engineering managers for consideration and recommendations for implementation – in conjunction with the report on asset management and in consultation with finance managers.

Local government organisation in Canterbury

- 5 The Forum discussed at length how best to support the Mayoral Forum in its conversations with the Local Government Commission and the Minister of Local Government in April 2016. This discussion informed the report provided for agenda item 5.

Christchurch City Council update

- 6 Dr Karleen Edwards briefed the Chief Executives Forum on organisational priorities, the Fit for the Future organisation-wide restructuring, the Great for Christchurch initiative, Regenerate Christchurch and the transition of CERA.

Other matters

- 7 Other reports and updates were received on:
 - Rural Fire Service correspondence with Hon Peter Dunne
 - draft CREDS companion strategies 2016 (see agenda items 6.1-6.2)
 - the 'case for Canterbury' (see agenda item 6.3)
 - communication of progress of Spark's 4G roll out
 - investigation of collective approaches to rating and valuation services
 - public transport governance and delivery arrangements in greater Christchurch
 - Health & Safety.

Establishment of regional secretariat

- 8 As agreed at the Mayoral Forum meeting on 4 December 2015, Environment Canterbury is gearing up to provide increased resource to secretariat and executive support to the Mayoral Forum, Chief Executives Forum and Policy Forum.
- 9 Environment Canterbury proposes to allow for this in its Annual Plan and Budget for 2016/17. The extra funding sought is for secretariat staff costs, and meeting room hire.

Resourcing CREDS implementation and collaboration in Canterbury

- 10 The Forum directed the secretariat to consult with lead Mayors of CREDS work programmes and prepare an estimated cost to support CREDS implementation and investigation of further opportunities for collaboration across member councils, and to report to the Chief Executives Forum on 4 April 2016.
- 11 To date, investigation of collaboration opportunities has been funded either by Environment Canterbury, or by 'club funding' on a case-by-case basis. All councils face constraints in what can realistically be accommodated within budgets for 2016/17. The Chief Executives Forum will report on this to the Mayoral Forum's April meeting.

Three-year work programme

- 12 The three-year work programme has been reviewed and updated (appended) for the Mayoral Forum's information and review.

Canterbury Policy Forum

- 13 Bill Bayfield (chair) reported to the Chief Executives Forum on the work of the Policy Forum, which met on 29 January 2016. Key items were:
- a progress report from the Planning Managers Group on regulatory barriers to the achievement of CREDS objectives (see agenda item 6.4)
 - a presentation on the review of member councils' infrastructure strategies (as above, paragraphs 3-4)
 - commissioning a review of member councils' LGOIMA policy and practice, for report to the Chief Executives Forum on 4 April 2016.
 - discussion with staff from the Ministry for the Environment on Canterbury engagement and response to the Government's programme of National Direction projects
 - an update on developing a regional approach to natural hazard risk management
 - a report on a pilot training workshop for policy advisors organised by Ashburton Council and Environment Canterbury in November 2015.

Infrastructure Management

Canterbury Mayoral Forum

**Review of
Canterbury Local Authority
Infrastructure Strategies**



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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

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

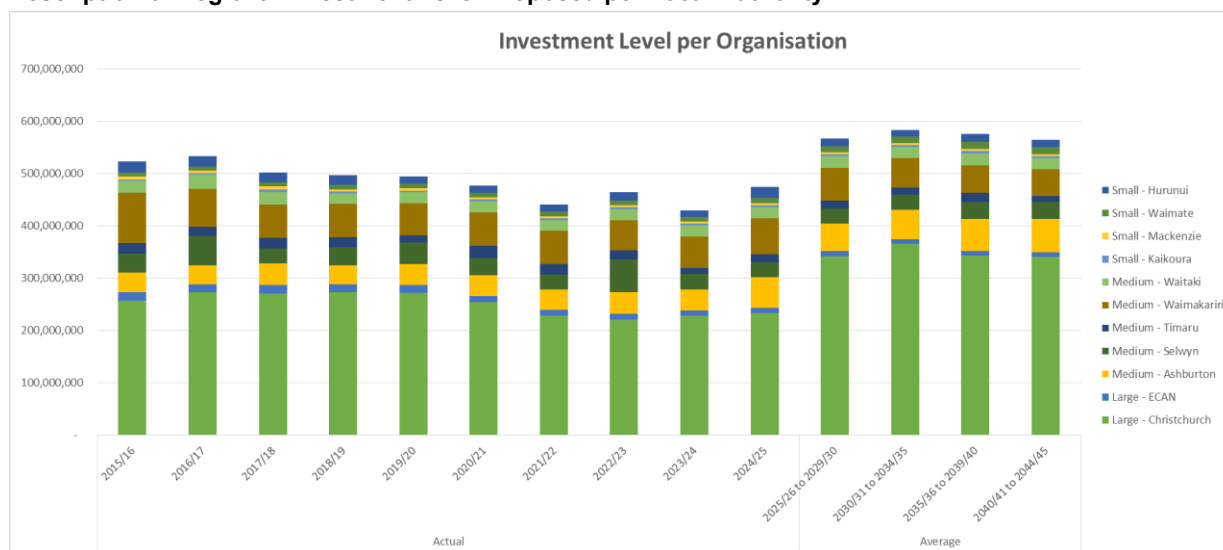
- b. Challenges in rebuilding the reserves / creating borrowing headroom;
As Greater Christchurch recovers for the earthquake and other areas attempt to balance investment levels with affordability many authorities have depleted financial reserves and/or funded investment through borrowing.
- c. Population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

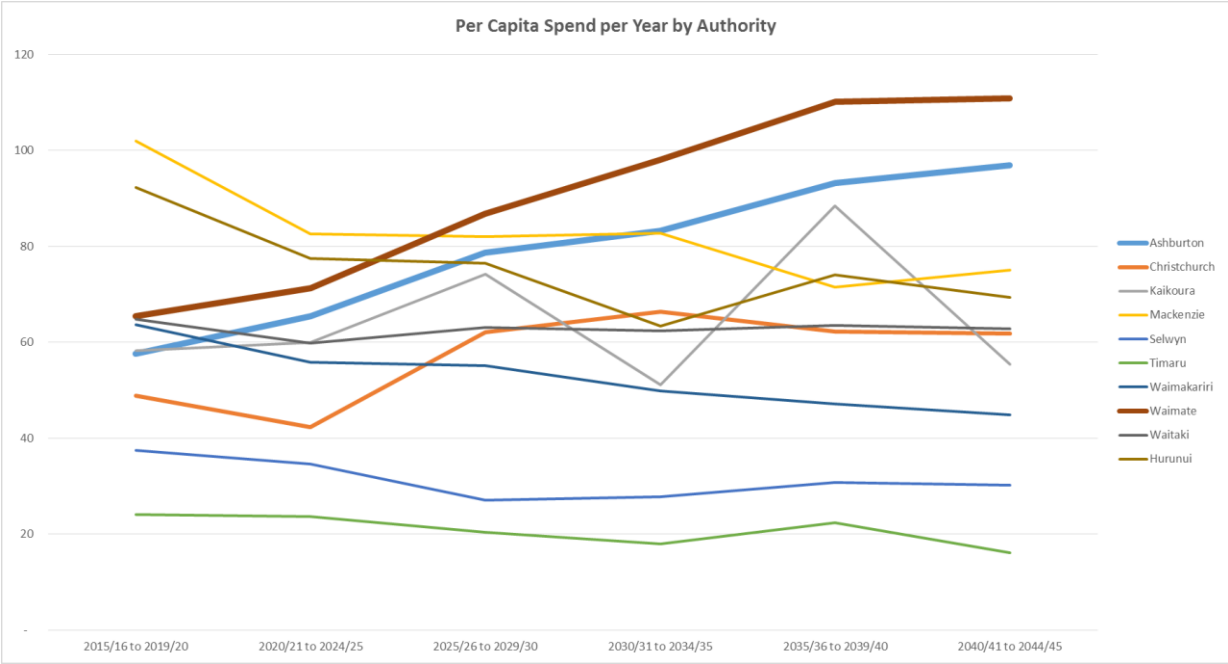
The investment levels are dominated by Christchurch City Council programmes (58% the total proposed programme over 30 years), and 'Greater Christchurch' during the earthquake rebuild phase. Overall the data indicates a slight reduction before an increase from 2025 which again is dominated by Christchurch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

Description of Regional Investment Level Proposed per Local Authority



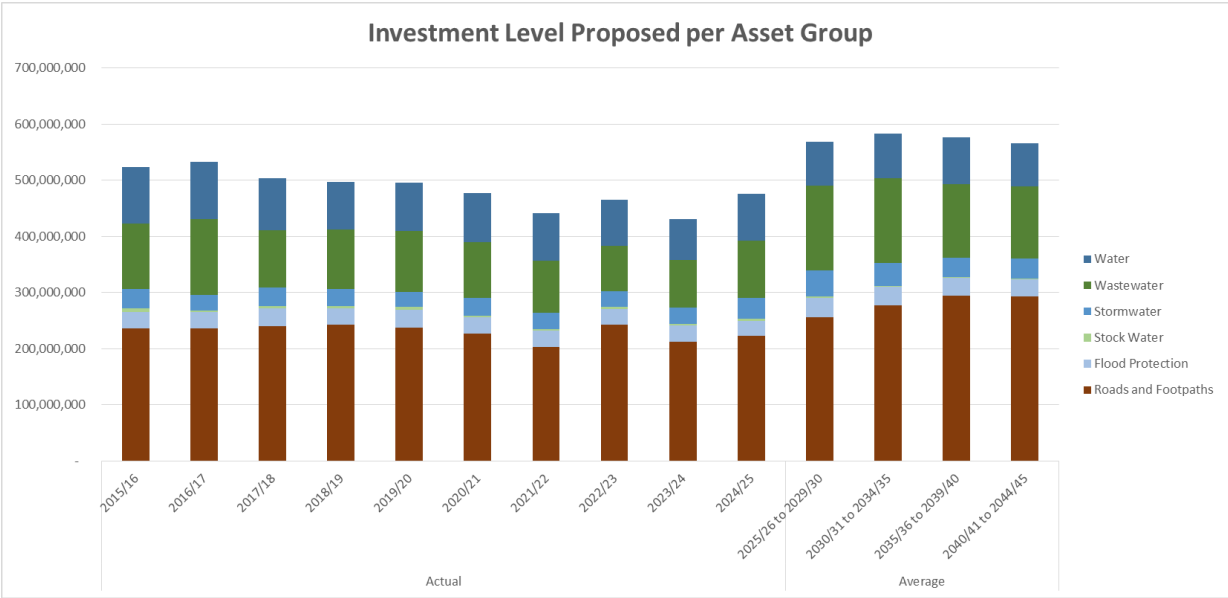
On a per capita basis there are considerable increases for Waimate and Ashburton districts, while all other agencies are relatively stable. The following graph is based on current population statistics and are no adjusted for projected growth.

Description of Regional Investment Level Proposed Per Capita (Indicative) - per Local Authority

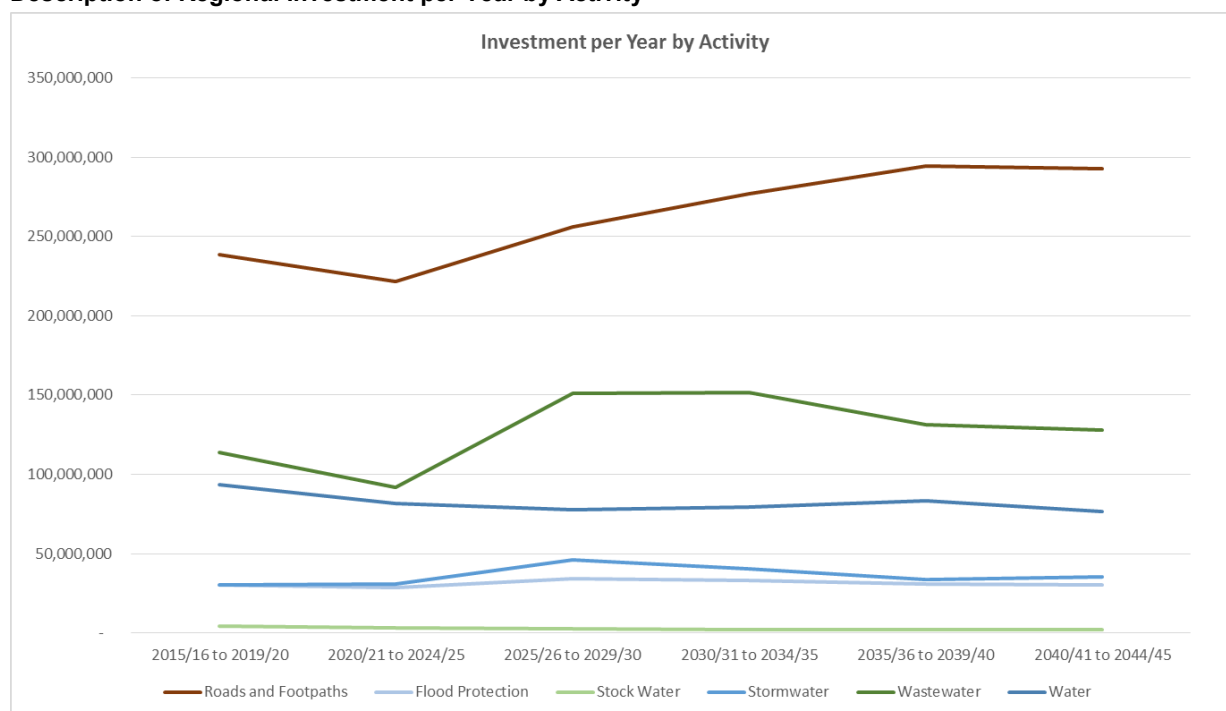


Across the Asset Groups, Roads and Footpaths represent the largest investment (48% over 30 years). Investment levels for Roads and Footpaths as well as Wastewater ramp up after 10 years, while otherwise investment levels are fairly stable for each activity.

Description of Regional Investment Level Proposed per Asset Group



Description of Regional Investment per Year by Activity



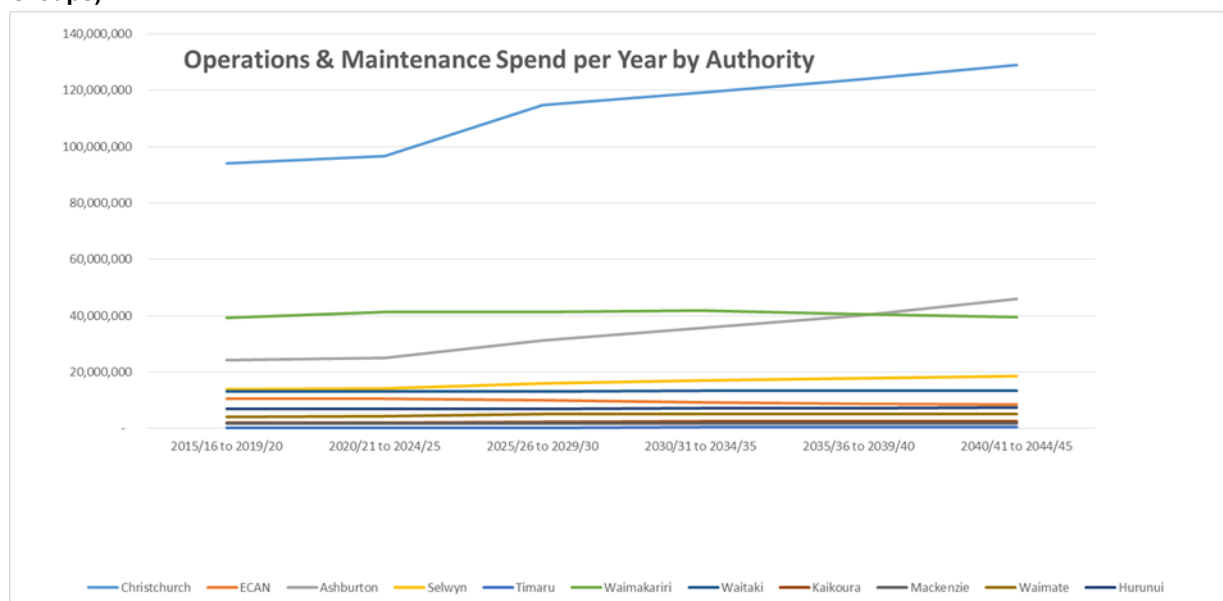
There are some significant issues/strategies related to specific asset groups including:

- **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 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

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:

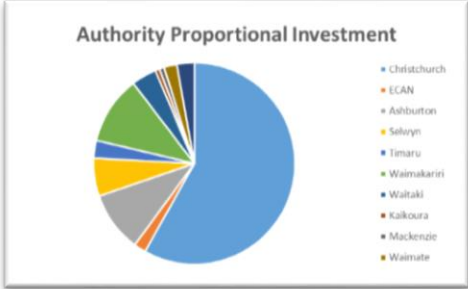
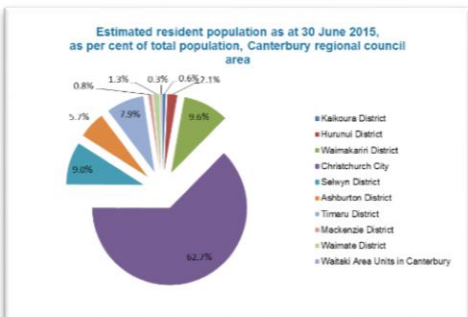
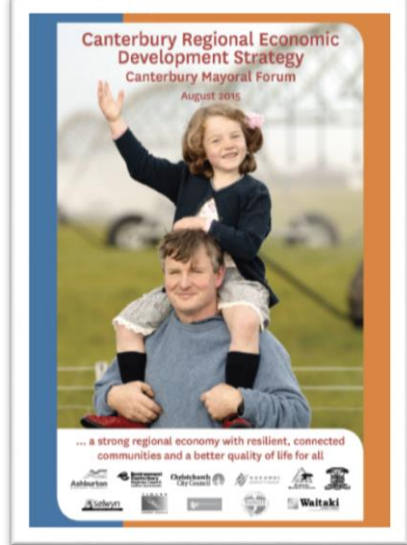
- Resource and asset management planning
- Financial and funding challenges
- Investigations and engineering design
- Project management
- Construction capability (qualifications, quantity and general resource)
- Consideration of adding other expenditure beyond 'core infrastructure'. This would include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

1.6 So What Now?

While remaining focussed on its 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 understood, 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.

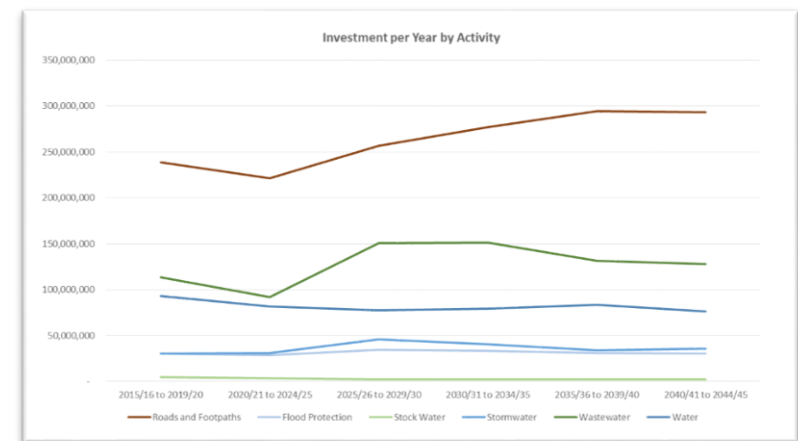
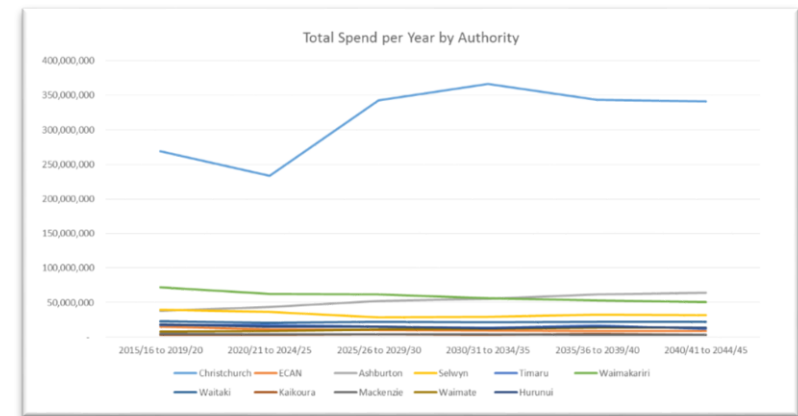
The Canterbury Regional Economic Development Strategy identifies integrated transport planning as a priority. While the priority is in the short term, there is a need for ongoing monitoring and focus. This will occur through existing structures such as the Regional Transport Committee.

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 Waimakariri'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):

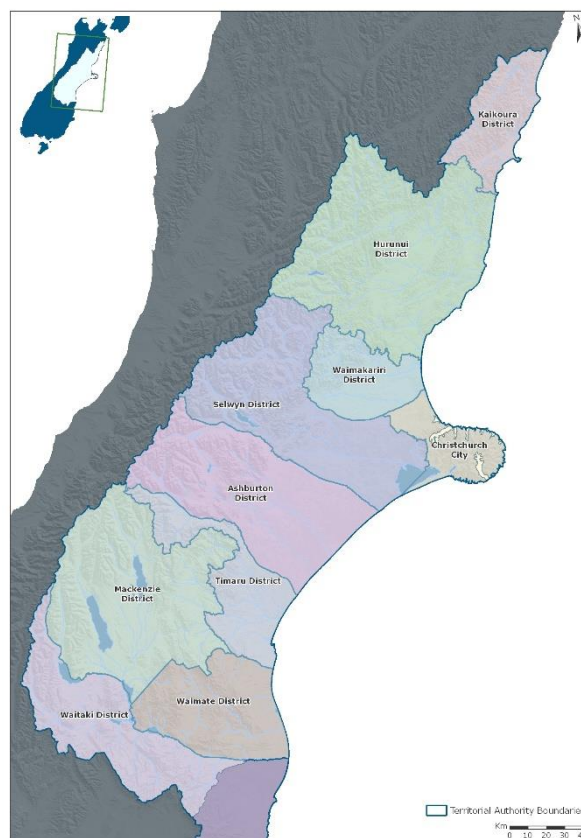
- (i) Water Supply,
- (ii) Sewerage and the treatment and disposal of sewage,
- (iii) Stormwater drainage,
- (iv) Flood protection and control works,
- (v) The provision of roads and footpaths.

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

- Waitaki District Council
- Environment Canterbury

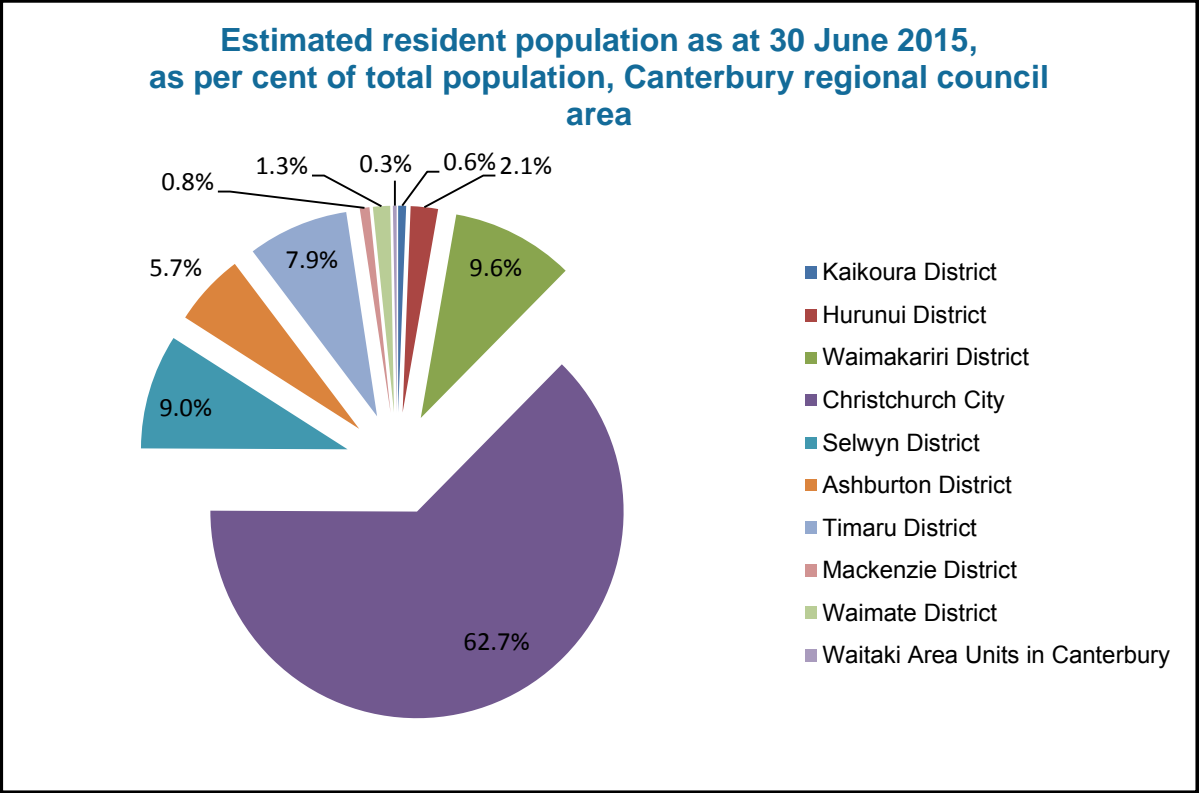
Data was generally consistent, with the exception of Operations and Maintenance investment levels for Timaru District Council which were recorded as an incremental cost over 2015 levels.

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)



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.

3.2 Summary of Survey Results - Overall

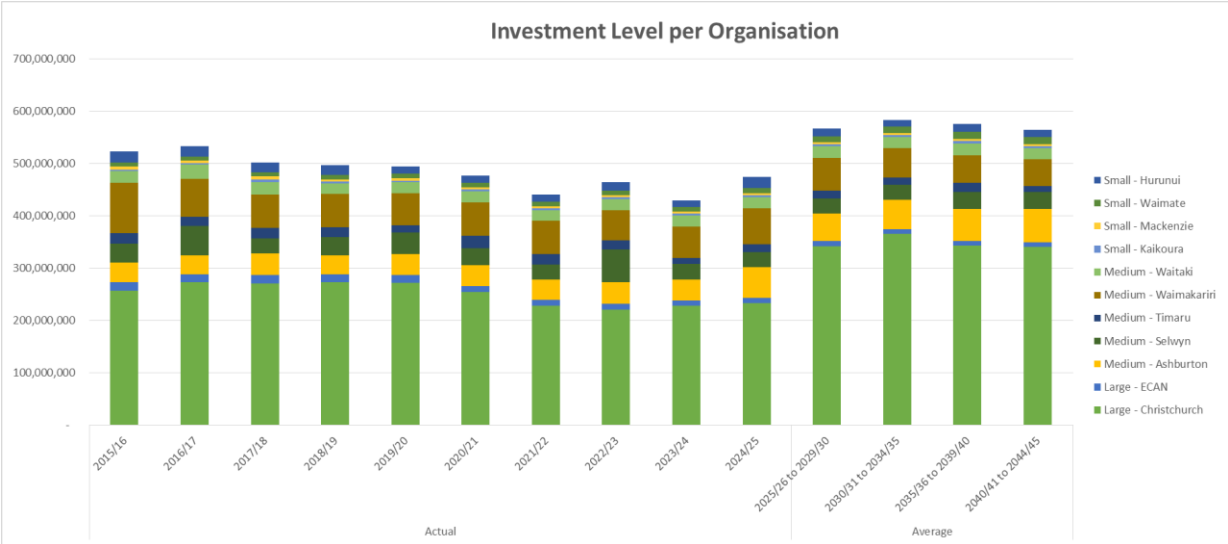
The analysis of the investment levels proposed and commentary on the analysis is presented in this Section.

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

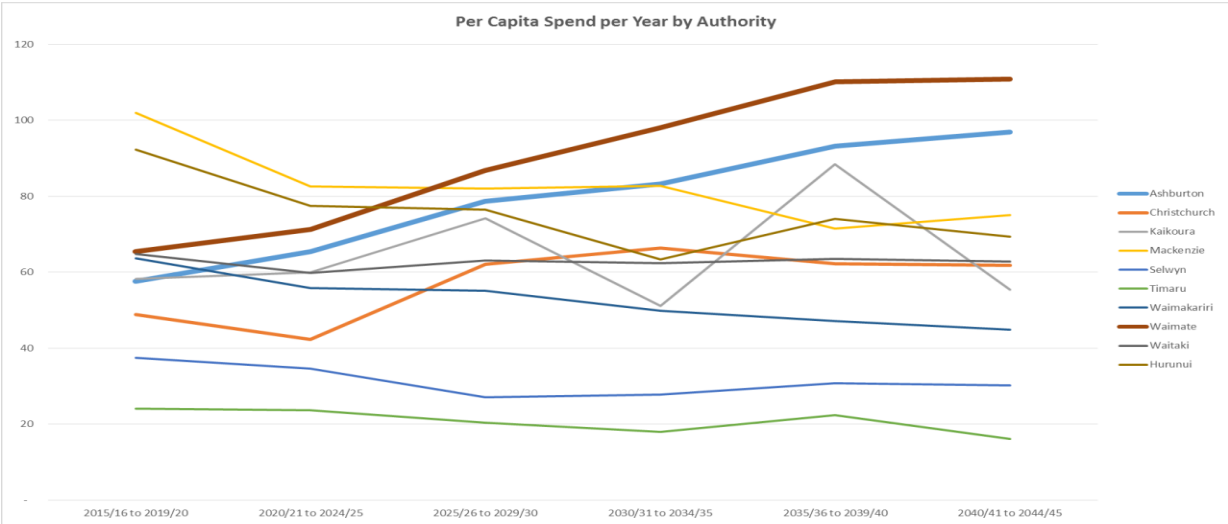
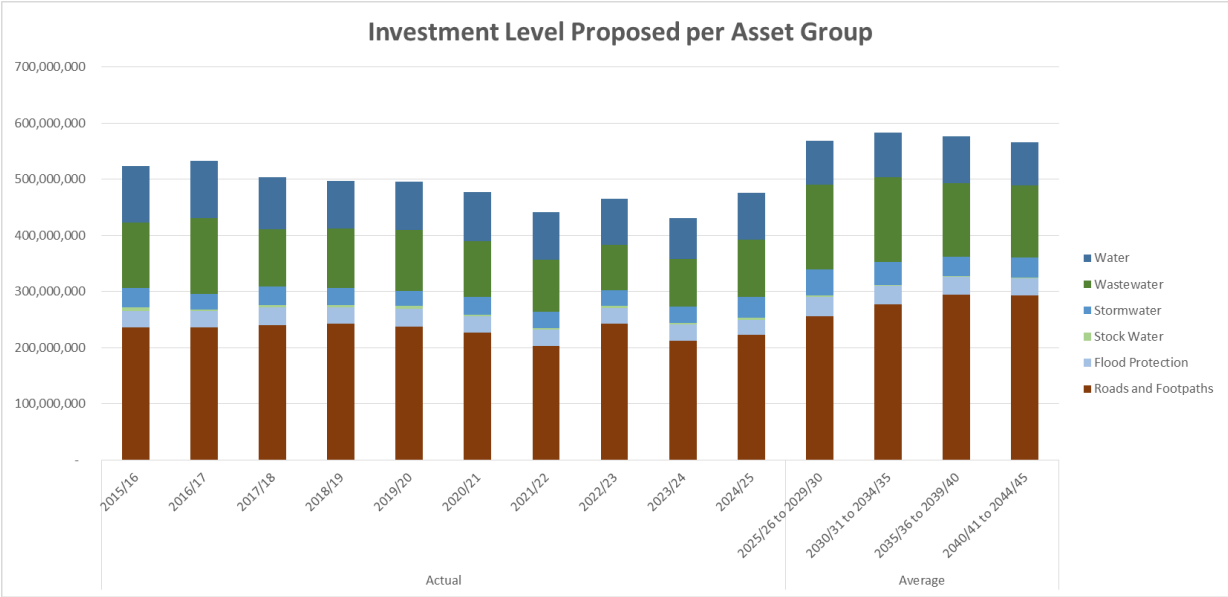


Figure 3.3 shows the total investment across the region for the next 30 years. The figure also shows the relative investment between the asset groups.

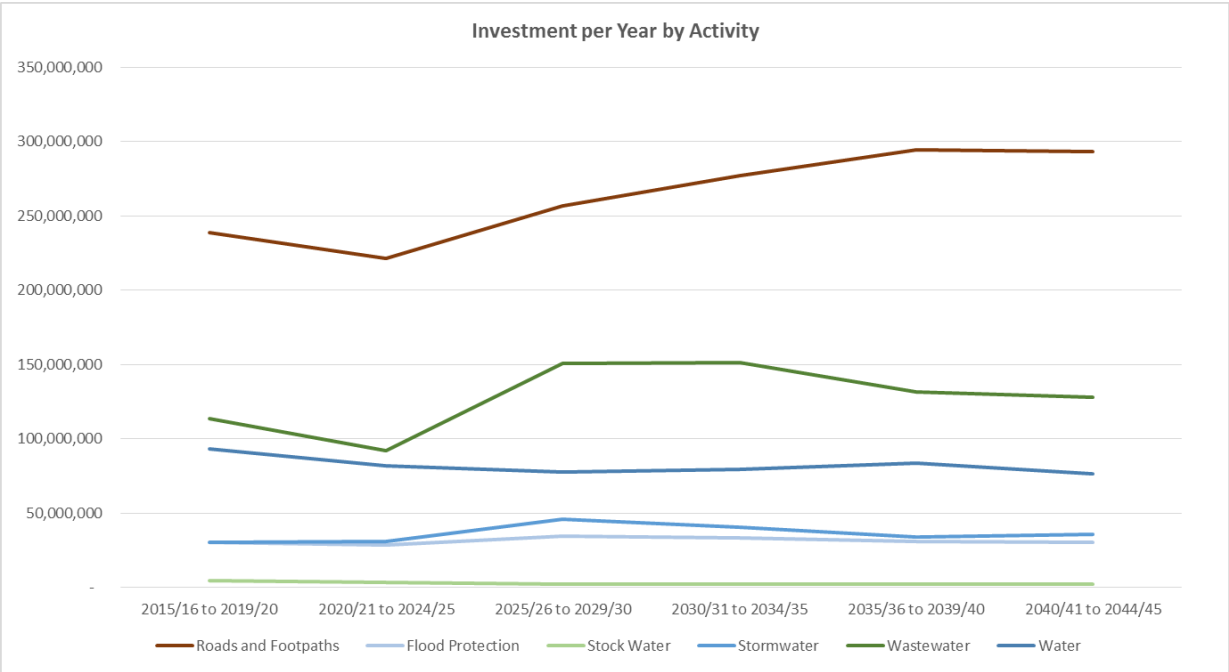
Figure 3.3: Description of Regional Investment Level Proposed per Asset Group



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

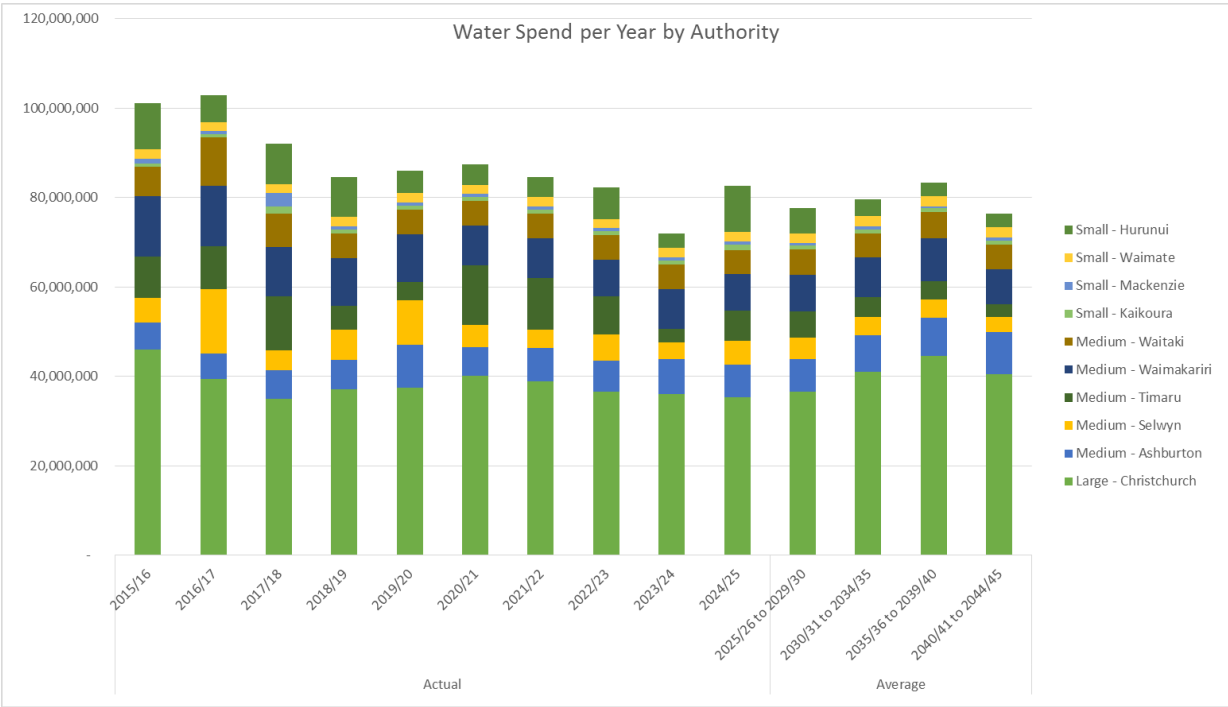
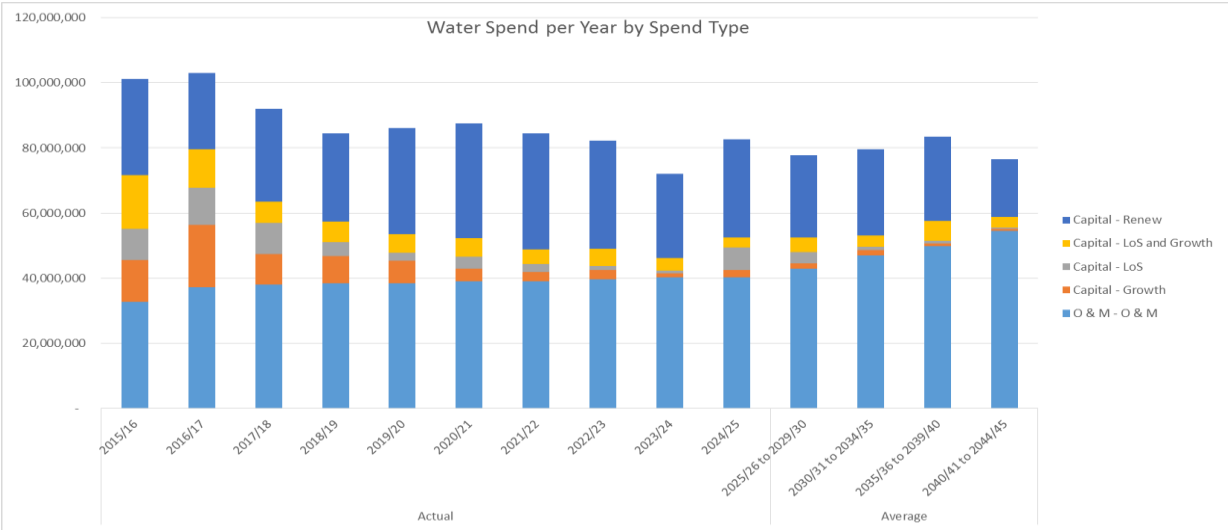


Figure 3.6: Description of Investment Level Proposed (Water) – per Investment Category



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

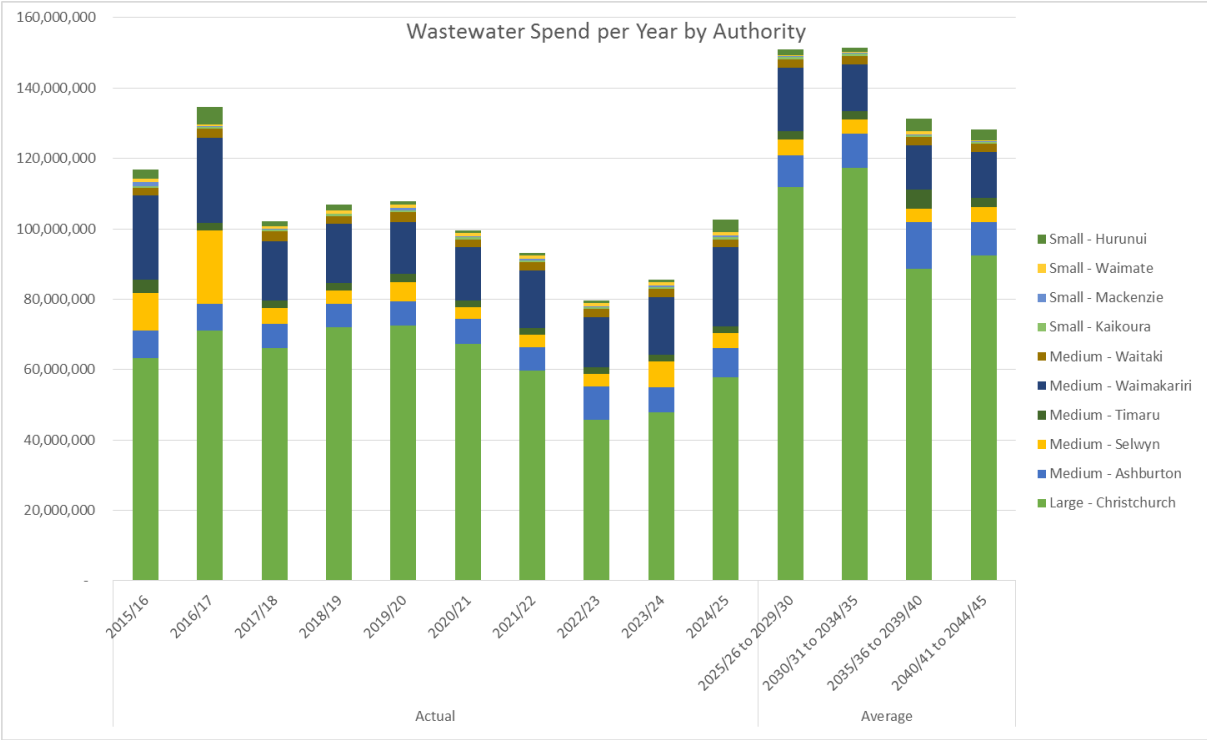
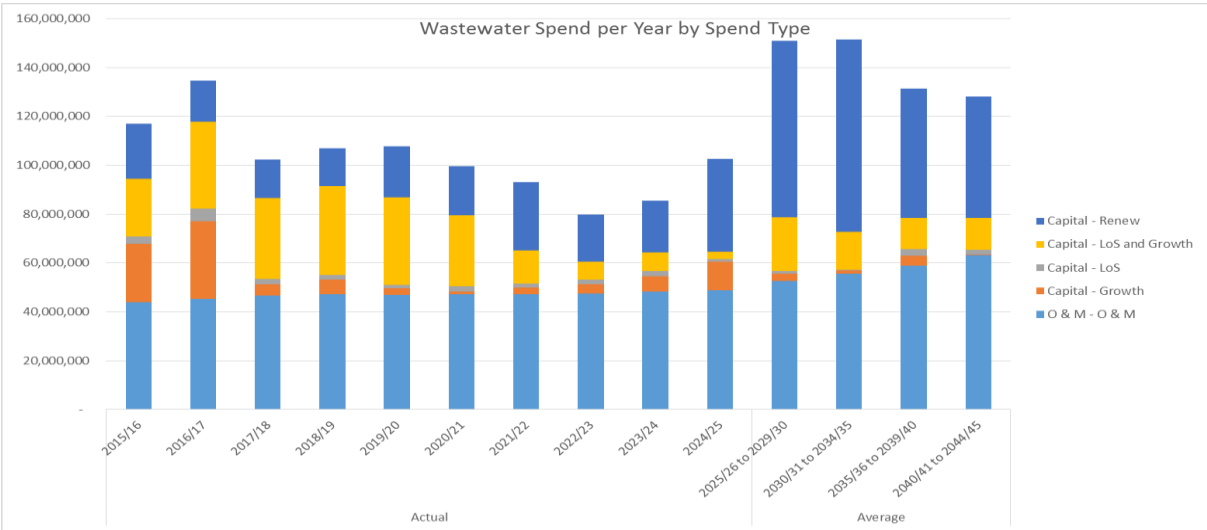


Figure 3.8: Description of Investment Level Proposed (Wastewater) – per Investment Category



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

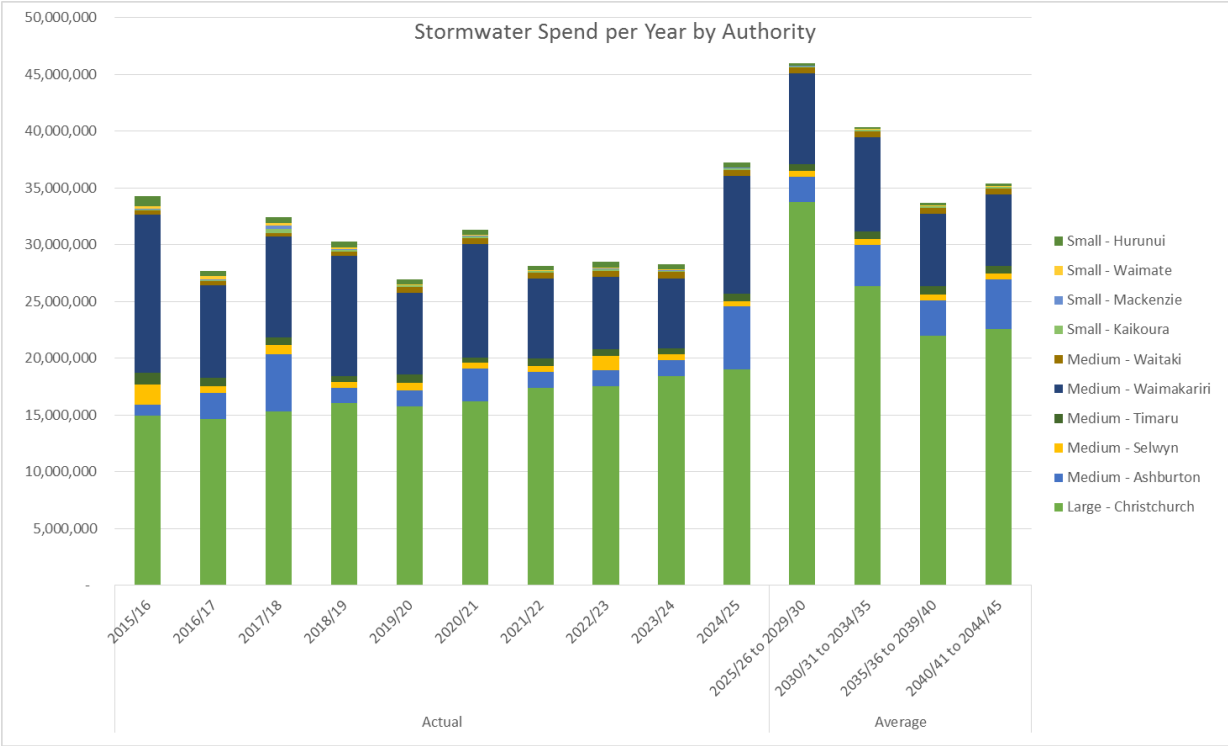
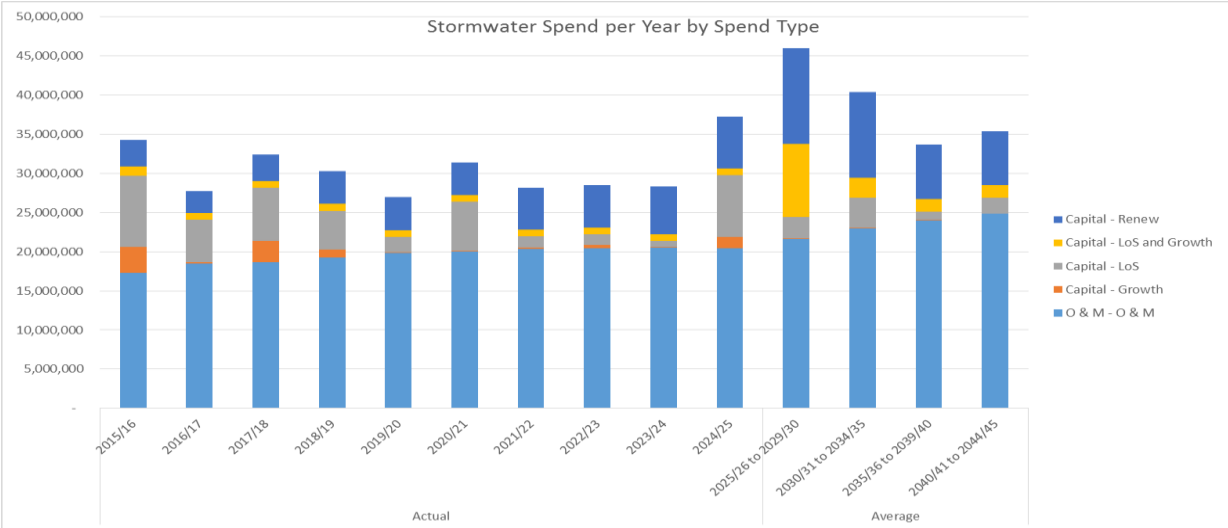


Figure 3.10: Description of Investment Level Proposed (Stormwater) – per Investment Category



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

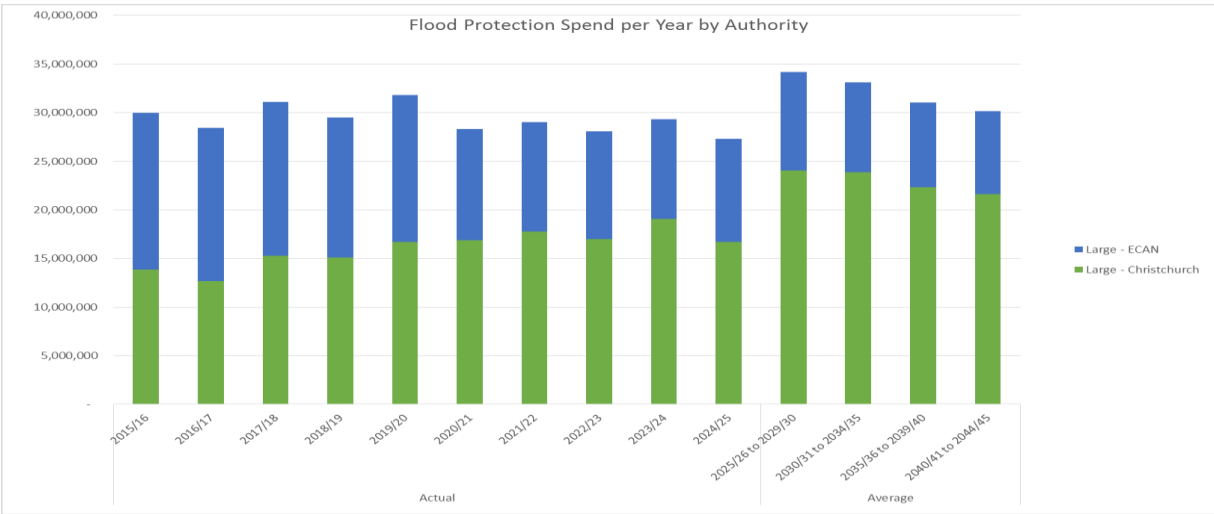
between councils (refer to the investment profiles from Ashburton, Selwyn and Waimakariri District Councils)

- 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

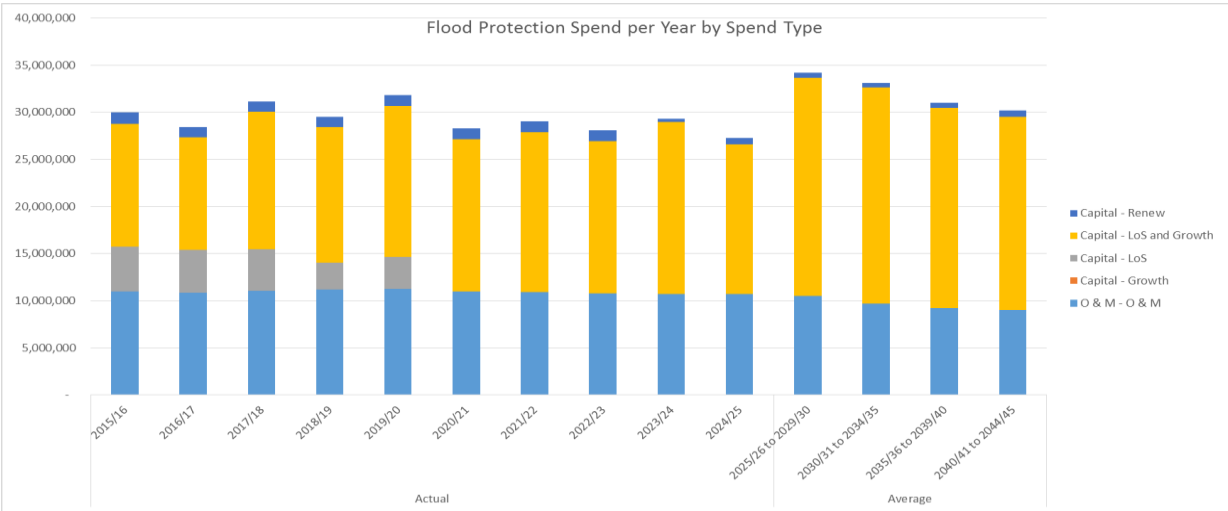
The flood protection investment for Environment Canterbury (EC) and Greater Christchurch is depicted in Figure 3.11.

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.

Figure 3.13: Description of Investment Level Proposed (Stockwater)

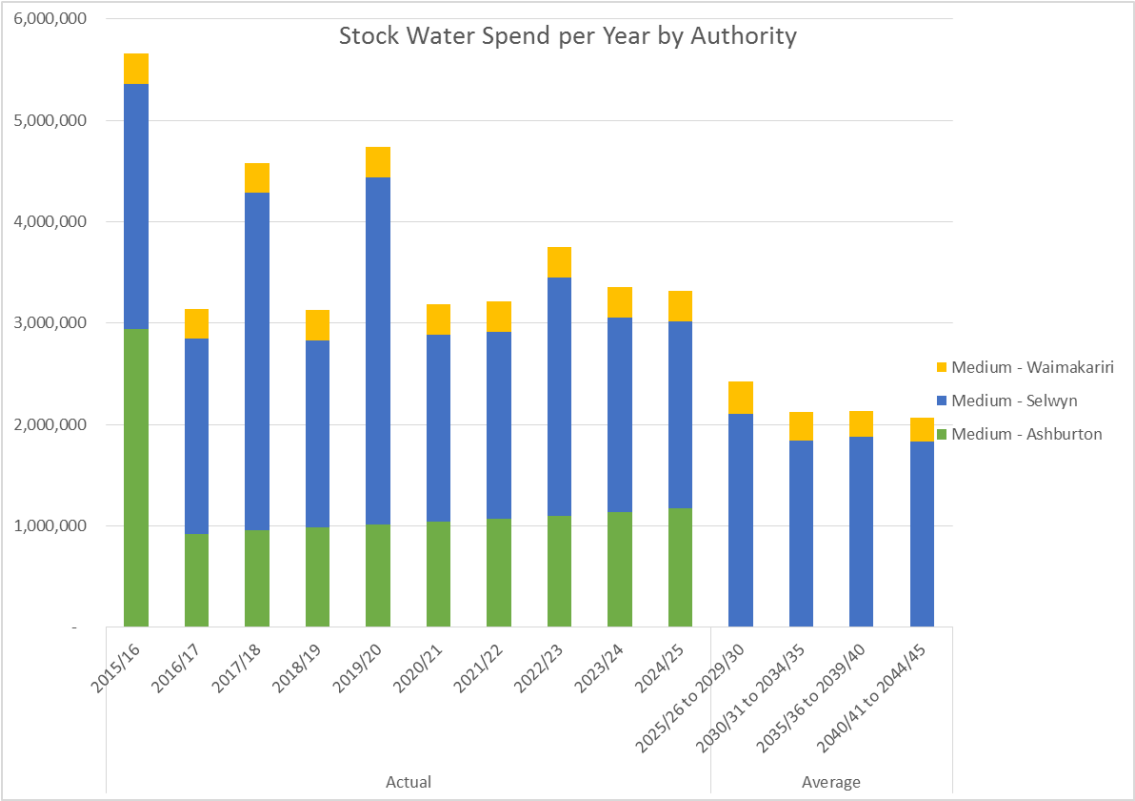
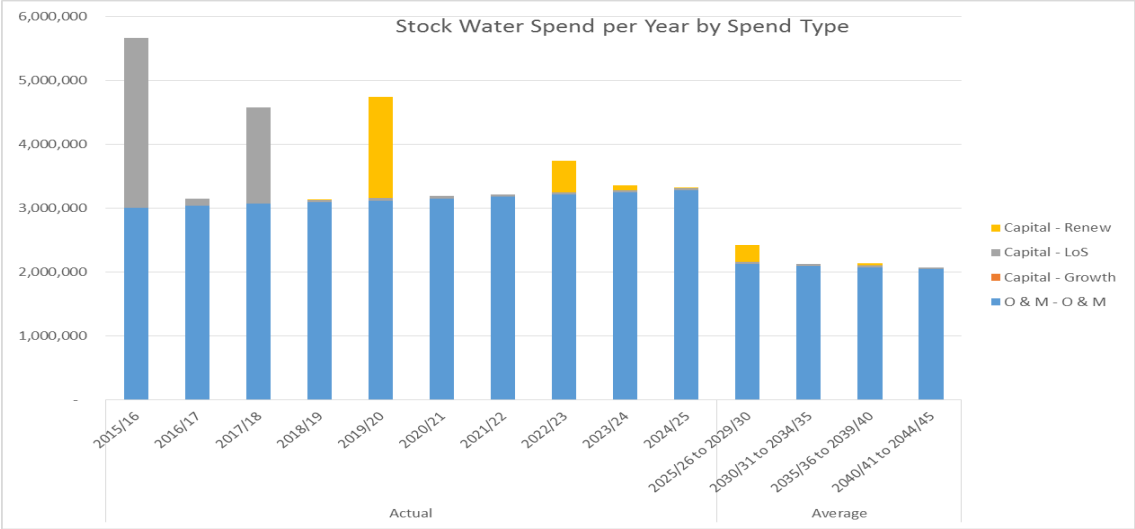


Figure 3.14: Description of Investment Level Proposed (Stockwater) – per Investment Category



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)

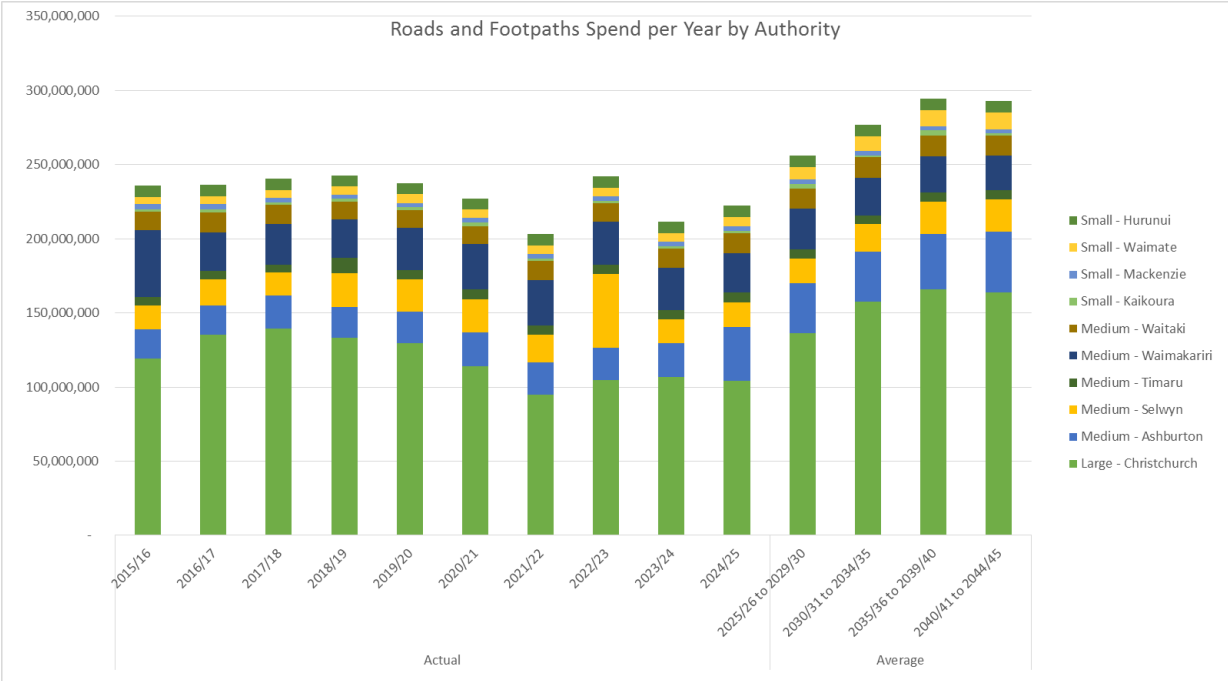


Figure 3.16: Description of Investment Level Proposed (Roads and Footpaths) – per Investment Category

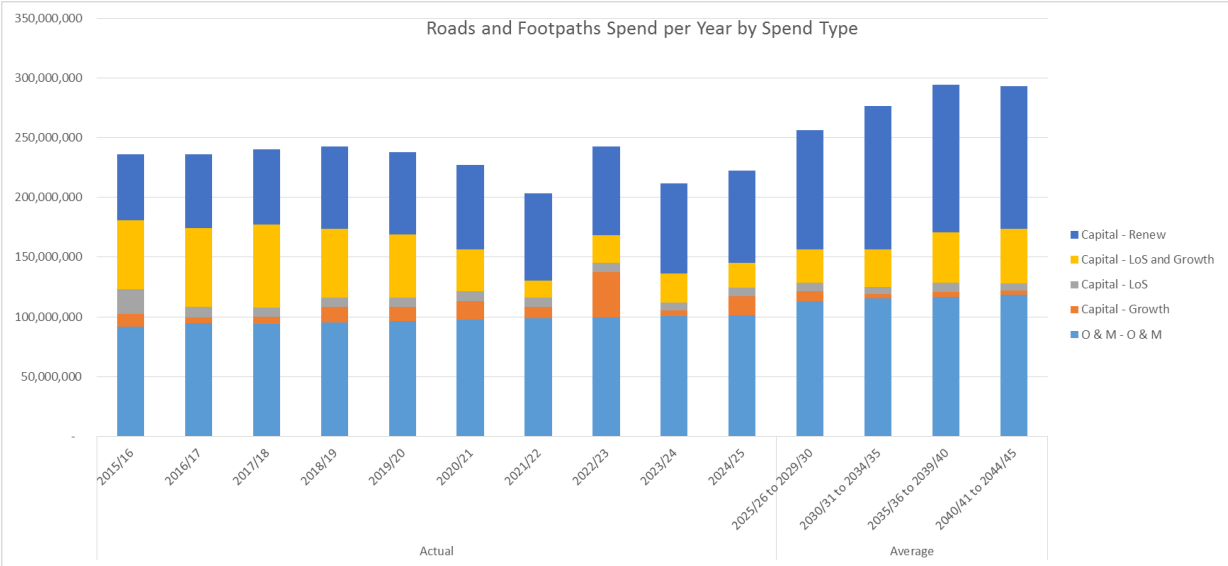
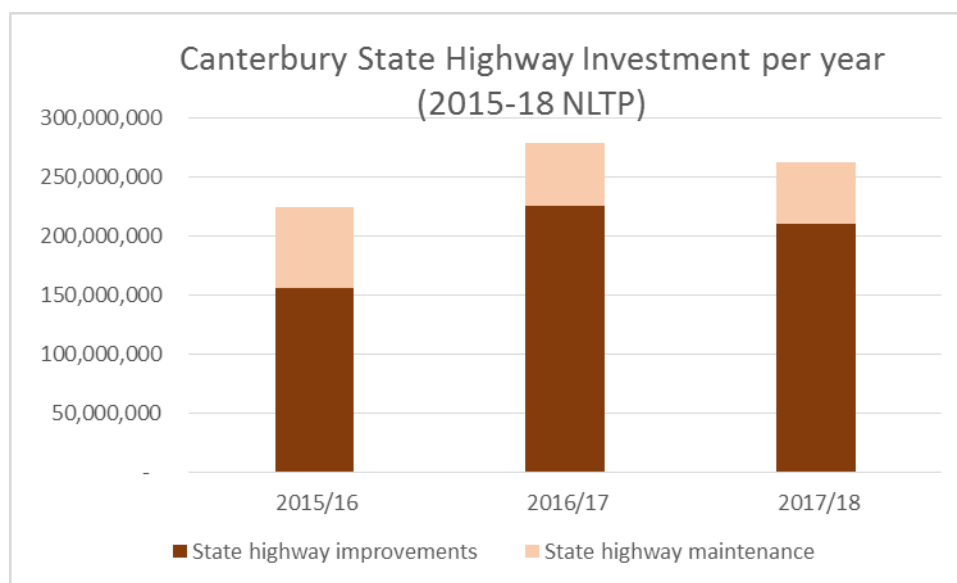


Figure 3.17: Description of Investment Level Proposed By NZTA on the Canterbury State Highway Network – per Investment Category



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.

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	<p>Expenditure is expected to increase with inflation. Expected rates vary from 2.3 – 3.6% per year over the 30 year period</p> <p><i>There is more variation in this assumption than expected, despite national and regional guidance</i></p>
General Assumptions	
Population Change	<p>The amount of growth expected and the composition of the growth appears to vary.</p> <p><i>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</i></p>
Useful Life of Significant Assets	<p>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.</p> <p><i>This is reasonable and will reflect the level of knowledge and confidence in the information for each organisation</i></p>
Legislative Demands on Council	<p>Most organisations have stated that Legislation impacting on Council will remain unchanged and the structure and responsibilities of Council will remain the same.</p> <p><i>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></p>
Climate Change	<p>Several Councils acknowledged that climate change is happening but the range of impacts expected varied from no significant impact to Council's activities</p> <p><i>Some regional guidance or joint agreement would be useful</i></p>
Resource Consents	<p>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.</p> <p><i>This is reasonable but needs to be considered in the context of national directives (e.g. National Policy Statements) or Regional Plans</i></p>
Service Levels	<p>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.</p> <p><i>This is reasonable and will reflect the organisations understanding of levels of service. Comparisons through the mandatory performance measures may affect this in future</i></p>

General Assumptions (contd)	
Natural Hazards/Local natural disaster	<p>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</p> <p><i>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)</i></p>
Strategic Assets	<p>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.</p> <p><i>This is reasonable</i></p>

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

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)

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

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	<ul style="list-style-type: none"> brief report on progress and anticipated timeframes for legislation/implementation 	CMF	CEAG	<ul style="list-style-type: none"> Government released a draft plan, <i>Greater Christchurch Earthquake Recovery: Transition to Regeneration</i>; 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 COMPLETED
2. ECan governance and representation reviews	May 2015	<ul style="list-style-type: none"> information sharing and input, including an update on representation reviews across the region 	CMF	CEF	<ul style="list-style-type: none"> 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 COMPLETED
3. Earthquake rebuild, greater Christchurch	Ongoing	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> picked up in CREDS (items 7-13) and UDS refresh CCC presented to CEF Feb 2016 on CERA transition, Regenerate Christchurch and direction and developments at CCC
4. Maximising the growth of Canterbury's economy	May 2015	<ul style="list-style-type: none"> develop Canterbury Regional Economic Development Strategy (CREDS) 	CMF	CEF	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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 	CMF	CPF/CCC	<ul style="list-style-type: none"> 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 <i>Using land for housing</i>

WHAT	BY WHEN	TASKS	WHO	VIA	STATUS
b. Principles/purpose (ss.6-7), integrated regional and local plans, freshwater collaborative planning		<ul style="list-style-type: none"> share policy resource and support for plan development 		CPF/ECan	<ul style="list-style-type: none"> awaiting draft legislation
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	<ul style="list-style-type: none"> 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 and referred to engineering managers for consideration and recommendation (in consultation with finance managers) to CEF 4 Apr 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> draft report to CMF 28 Aug 2015 progress report to CEF 9 Nov 2015 final report to CMF 4 Dec 2015 COMPLETED
		<ul style="list-style-type: none"> ECan to ensure public transport needs and interests in Timaru District and wider region are addressed 	ECan		<ul style="list-style-type: none"> progress report to CEF 9 Nov 2015 reported to CMF 4 Dec 2015 COMPLETED
	May 2015	<ul style="list-style-type: none"> 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		<ul style="list-style-type: none"> agreed May 2015 – ongoing reviewed CEF 9 Nov 2015 – ECan to progress
	Aug 2015	<ul style="list-style-type: none"> Convene a regional transport forum to identify barriers and opportunities for integrated, multi-modal transport planning and investment 	Winton Dalley		<ul style="list-style-type: none"> forum convened 12 August workshop 2 Dec 2015
	Dec 2015	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> workshop held 2 Dec 2015 workshop held 29 Jan 2016
	Dec 2015	<ul style="list-style-type: none"> Strengthen connections with other South Island Regional Transport Committees 	CMF	ECan / RTC	<ul style="list-style-type: none"> Environment Southland participating in workshop on 2 Dec 2015 meetings/teleconference calls scheduled for early 2016 with all South Island RTCs
	Jul 2016	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Initial conversations with MoT have occurred; will be followed up after workshop on 2 Dec 2015

WHAT	BY WHEN	TASK	WHO	VIA	STATUS
8. Digital connectivity (Mayor Damon Odey and TDC, supported by Commissioner David Bedford, ECan)	Ongoing	<ul style="list-style-type: none"> Liaison with and advocacy to central government for connectivity solutions for the Canterbury region 	CMF		<ul style="list-style-type: none"> correspondence with Ministers Dec 2014, Jul 2015 meeting with Minister of Communications Jun 2015 conversations with Minister for Economic Development and Crown Fibre Holdings Feb 2016
	Jun 2015	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> done – and used as basis for advocacy with MBIE and Ministers to be repeated as at 30 June 2016
	Jun 2015	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> done – announced 10 Dec 2015
	Jul 2015	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> done Alpine Energy has analysed ROIs to inform further work (Sep 2015)
	Mar 2016	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> commissioned Sep 2015 reported to CEF (telecommunications and value-added production) Feb 2016
	Feb 2016	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> commissioned in workshop with Connected Canterbury Group 18 Nov 2015 in discussion with Crown Fibre Holdings Feb 2016
9. Freshwater management and irrigation infrastructure (CWMS – Commissioner David Caygill and ECan) – reported quarterly to the CMF	Ongoing	<ul style="list-style-type: none"> CWMS infrastructure work programme – an integrated approach to water supply and distribution infrastructure 	CWMS RC		<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> draft assessment 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

WHAT	BY WHEN	TASK	WHO	VIA	STATUS
	Ongoing	<ul style="list-style-type: none"> Whakaora Te Waihora, Wainono Lagoon and other restoration programmes 	ECan		<ul style="list-style-type: none"> ongoing – awaiting decisions on Government funding – i.e., how its environmental enhancement fund (\$100 million) will be spent
10. Value-added production (Mayor Craig Rowley and WmDC)	Dec 2015 and ongoing	<ul style="list-style-type: none"> 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: <ul style="list-style-type: none"> identify barriers to value-added production and propose possible solutions establish networking opportunities and open lines of communication and advocacy with local and central government achieve agreed, action-based targets share information across the region about innovation and new developments in value-added production work closely with ECan re. the CWMS and associated zone committees 	WmDC		<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none">
	Jun 2016	<ul style="list-style-type: none"> Identify opportunities in District Plan reviews to align planning, rules and regulation in ways that enable sustainable, value-added production 	CEF	PMG	<ul style="list-style-type: none"> commissioned Sep 2015 reported to CEF Feb 2016
11. Education and training for a skilled workforce (Mayor David Ayers and WDC)	May 2015	<ul style="list-style-type: none"> Establish a steering group to oversee strategy development and implementation 	WDC		<ul style="list-style-type: none"> done – and is meeting regularly
	Nov 2015	<ul style="list-style-type: none"> Develop a work plan for each agreed work stream, with terms of reference 	WDC	Steering group	<ul style="list-style-type: none"> substantially complete
	Ongoing	<ul style="list-style-type: none"> Secure commitment and funding for each work stream and commence implementation of action-focused plans. 	WDC	Steering group	<ul style="list-style-type: none"> in progress for transition planning – too soon for other programmes
	Dec 2015	<ul style="list-style-type: none"> 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		<ul style="list-style-type: none"> working with Newcomer and migrant settlement work programme
	Dec 2015	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Develop an integrated marketing plan to attract domestic and international students to Canterbury 	Tertiary Institution Accord members		<ul style="list-style-type: none"> Tertiary Accord developing plan to increase international tertiary student numbers from 10,000 to 26,500
	Dec 2015	<ul style="list-style-type: none"> Establish a forum to develop new and modified collaborative courses in agricultural engineering and water management 	Lincoln University		<ul style="list-style-type: none"> discussions commencing among key partners (Lincoln, Canterbury, CPIT, Lincoln Hub)
	Dec 2015	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> costing of transition plan for secondary students underway to determine funding options
12. Newcomer and migrant settlement support (Mayor Angus McKay and ADC)	Ongoing	<ul style="list-style-type: none"> Identify and advocate for the needs of newcomers and migrants 	CMF		<ul style="list-style-type: none"> CMF wrote to Ministers Dec 2014 CMF wrote to Minister of Health Oct 2015 investigation of tertiary education issues is underway
	Jun 2016	<ul style="list-style-type: none"> 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		<ul style="list-style-type: none"> regional workshop 20 Aug 2015 – SDC shared draft strategy ADC in discussion with CCC on this Feb 2016

WHAT	BY WHEN	TASK	WHO	VIA	STATUS
	2020	<ul style="list-style-type: none"> 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		<ul style="list-style-type: none"> ongoing – advisory group is being formed December 2015
	2020	<ul style="list-style-type: none"> 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 private sector		<ul style="list-style-type: none"> ADC shared info brochure at regional workshop 20 Aug 2015 SDC has a guide for new residents
	2020	<ul style="list-style-type: none"> Canterbury TAs monitor and evaluate progress 	CPF/CDC, and TAs with ethnic community representatives, NGOs and central government		<ul style="list-style-type: none">
13. Regional visitor strategy (Mayor Winston Gray and KDC, supported by CCC)	Aug 2015	<ul style="list-style-type: none"> Facilitate a regional forum to propose the establishment of a Canterbury regional tourism alliance and development of a regional visitor strategy 	Winston Gray		<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Prepare a brief paper for Canterbury councils on the economic benefits of tourism to the region 	KDC	C&CT	<ul style="list-style-type: none"> presentation to CMF 4 Dec 2015 information incorporated in Canterbury Visitor Strategy 2016 COMPLETED
	Jun 2016	<ul style="list-style-type: none"> TAs to ensure that local government regulation is consistently tourism-business friendly across the region 	CEF	PMG	<ul style="list-style-type: none"> commissioned Sep 2015 for report to CEF 4 Apr 2016
	Jun 2016	<ul style="list-style-type: none"> TAs to share information and opportunities to provide: <ul style="list-style-type: none"> free wifi in the main streets of all Canterbury towns solar-powered charging tables (link to digital connectivity work programme) 	KDC/ CEF		<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> this work is progressing Feb 2016: a proposal to create an enlarged rural fire district for four Councils placed on hold pending NZFS intention to combine urban and rural fires services
16. Natural hazard risk management	May 2015	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> CPF commissioned Jan 2015 endorsed by CEF/CMF Feb 2015 reported to CEF Nov 2015, Feb 2016 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	<ul style="list-style-type: none"> 3 seminars/workshops held in 2014 workshop for 3rd-tier managers Apr 2015 	CEF	CPF	<ul style="list-style-type: none"> workshop run 10 Apr 2015 secretariat to survey member councils on training needs early in 2016 – in progress
18. Service delivery reviews	May 2015	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> reviewed and confirmed Dec 2015
20. Refresh directorship of Canterbury Economic Development Co. Ltd	Feb 2015 30 Jun 2015	<ul style="list-style-type: none"> circulate advice on process to be followed by each council review and refresh directors 	CEF	TDC/CEs all councils	<ul style="list-style-type: none"> 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	<p>Recent Governance Group (4 Mayors and CEs) confirmed commitment and resolved:</p> <ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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 Nov 2015 report presented to CEF Feb 2016 and referred to engineering managers for consideration and report to CEF 4 Apr 2016 with recommendations for implementation

WHAT	WHEN	TASK	WHO	VIA	STATUS
23. Procurement of business inputs, e.g. insurance	Dec 2015	<ul style="list-style-type: none"> identify insurance shared service options 	CEF	WDC	<ul style="list-style-type: none"> 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 3 rd quarter 2015	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> monitor progress of the Bill and share information 	CEF	WtDC/CCC	<ul style="list-style-type: none"> 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; debate on Second Reading interrupted 17 Feb 2016
26. Environmental health and public health, including food safety	Ongoing	<ul style="list-style-type: none"> maintain strategic partnership/s with DHBs and CPH prepare a submission if significant issues arise, for consideration by CMF 	CEF	HDC	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> monitor and assess implications and cost of monitoring and reporting (formal reporting requirements commence 1 July 2015) 	CPF	ECan	<ul style="list-style-type: none"> Select Committee report due 30 Mar 2015 Environmental Reporting Act passed in Sep 2015 MfE/SNZ published first <i>Environment Aotearoa</i> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> monitor signalled (DoC) National Biodiversity Strategy and targets share information and lead drafting of any submissions 	CPF	ECan	<ul style="list-style-type: none"> commissioned by CPF Jan 2015 ECan reported to CPF Jan 2016 and will update CEF Apr 2016
30. CCC Resilient Cities Network initiatives	Jun 2015	<ul style="list-style-type: none"> strategy to be developed with a governance group (including representatives from Ngāi Tahu, universities and adjacent councils) to oversee its development 	CEF	CCC	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> greater Christchurch congestion assessment and PT options 	CEF	CEs of 4 councils	<ul style="list-style-type: none"> completed
32. Clean air	2014	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> identify opportunities for collaboration scoping of a Canterbury-wide, community-wide incident reporting application 	CEF	ECan	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> enhancements to Canterbury Maps in association with LINZ as part of the Canterbury Spatial Data Infrastructure project 	CEF	ECan	<ul style="list-style-type: none"> completed
35. Road management, construction, maintenance and safety (mid- to north Canterbury)	2014	<ul style="list-style-type: none"> negotiate an MOU between Councils 	CEF	SDC	<ul style="list-style-type: none"> MOU signed Aug 2014
36. Electronic records management	Jun 2015	<ul style="list-style-type: none"> share information and identify opportunities for collaboration 	CEF	ADC	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> ongoing greater Christchurch collaboration; includes LURP extend partnership/s to include NZTA, CDHB, Ngāi Tahu and CERA 	CEF	CEAG	<ul style="list-style-type: none"> now BAU see also item 3
38. After-hours call centre	Jun 2015	<ul style="list-style-type: none"> CCC has offered to extend its 24/7 call centre to other councils at minimal cost 	CEF	CCC	<ul style="list-style-type: none"> call centre operational for one year offer to other councils stands – contact Brendan Anstiss or Sarah Numan
39. CWMS – and irrigation infrastructure	Ongoing	<ul style="list-style-type: none"> governance zone implementation plan delivery L&WRP regional infrastructure initiatives advocacy and monitoring 	CMF	CEF/CPF	<ul style="list-style-type: none"> reported quarterly to CMF

WHAT	WHEN	TASK	WHO	VIA	STATUS
40. Review of governance of public transport in Canterbury	Feb 2015	<ul style="list-style-type: none"> write to Minister requesting a review – focus is on greater Christchurch and TDC 	CMF	CEF	<ul style="list-style-type: none"> 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 February 2016: the joint committee proposal has been agreed, in principle, by the four Councils although details of the terms of reference need to be finalised
41. Regional transport	May 2015	<ul style="list-style-type: none"> develop draft joint work programme – CPF and TOG – for consideration by CEF and report to CMF and RTC 	RTC / CMF	CEF + CPF & TOG	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> establish a regional storm water forum – completed 2014 report back to CEF Aug 2015 	CEF	WDC/ RSWF	<ul style="list-style-type: none"> forum established Aug 2014 with three workstreams (cost and affordability, technical and design best practice, regulation and process) update report to CEF Aug 2015
44. Population analysis	Oct 2014 May 2015	<ul style="list-style-type: none"> turn data to information to support development of 2015 LTPs and infrastructure strategies paper on migration dynamics 	CEF	CPF	<ul style="list-style-type: none"> report on migration dynamics provided to CEF and CMF Aug 2015

Key to acronyms

ADC Ashburton District Council
 AMs Asset Managers
 BAU Business as usual
 CCC Christchurch City Council
 CDC Canterbury Development Corporation
 C&CT Christchurch & Canterbury Tourism
 CCG Connected Canterbury Group
 CDEM Civil Defence and Emergency Management
 CDHB Canterbury District Health Board
 CEF Chief Executives Forum
 CERA Canterbury Earthquake Recovery Authority
 CIO Chief Information Officer
 CMF Canterbury Mayoral Forum

CPF Canterbury Policy Forum
 CPMG Canterbury Planning Managers Group
 CWMS Canterbury Water Management Strategy
 DoC Department of Conservation
 DP District Plan
 DWS Drinking-Water Standards for New Zealand
 ECan Environment Canterbury
 EDA Economic Development Agency
 GIS Geographic Information Systems
 HDC Hurunui District Council
 KDC Kaikōura District Council
 LINZ Land Information New Zealand

LURP Land Use Recovery Plan
 MDC Mackenzie District Council
 MfE Ministry for the Environment
 MoH Ministry of Health
 NESAQ National Environmental Standards for Air Quality
 NGO Non-governmental organisation
 NPS National Monitoring System
 NPS National Policy Statement
 NZTA New Zealand Transport Agency
 OAG Office of the Auditor-General
 PMG Canterbury Planning Managers Group
 RC Regional Committee (CWMS)

RP Regional Plan
 RPMF Regional Planning Managers Forum
 RSWF Regional Stormwater Forum
 RTC Regional Transport Committee
 SDC Selwyn District Council
 SNZ Statistics New Zealand
 TDC Timaru District Council
 TOG Transport Officers Group
 UDS Urban Development Strategy
 WDC Waimakariri District Council
 WmDC Waimate District Council
 WtDC Waitaki District Council

Canterbury Mayoral Forum

Item 8

Date: 18 February 2016

Presented by: David Caygill, Environment Canterbury

Canterbury Water Management Strategy update

Purpose

This paper updates the Canterbury Mayoral Forum on the CWMS.

Recommendations

That the Canterbury Mayoral Forum:

- 1 **receive** the quarterly update report on the CWMS.

Progress report

CWMS Zone and Regional Committees

- 1 Two committees have new Chairs: Steven Lowndes is the new chair for Banks Peninsula Zone and Kate White is the new Chair for Lower Waitaki South Coastal Canterbury. There will be no refresh of community members in 2016.
- 2 Annual reports are being prepared by each Zone Committee and the Regional Committee. These reports will be presented to Councils from February through to May.

CWMS 2020 targets

- 3 Environment Canterbury is reviewing the measures and indicators for reporting the 2020 and 2040 targets. It does not include a review of the CWMS Targets themselves. The next biennial report on the CWMS targets is due in 2017. Early identification of measures and indicators will ensure that targets can be reported more effectively, and that ECan and partner organisations are collecting and providing the right data for future reports.
- 4 A report recommending a set of measures/indicators will be presented to the CWMS Regional Committee and the Canterbury Mayoral Forum by June 2016.

Infrastructure

Hurunui-Waiiau

- 5 Hurunui Water Project now has resource consents and is negotiating with the Irrigation Acceleration Fund seeking funding to support feasibility investigations. The Hurunui-Waiiau Zone Committee continues to encourage the three infrastructure entities in the zone – Hurunui Water Project, Amuri Irrigation Ltd and Ngāi Tahu Properties – to develop a combined infrastructure concept.

Waimakariri

- 6 A large scale water storage proposal for the Waimakariri zone is on hold until final funding is confirmed for feasibility investigations. Consents for Waimakariri Irrigation Ltd to build on-scheme storage are still in Environment Court processes.

Selwyn Waihora

- 7 Design plans for Stage 2 and 3 of Central Plains Water are proceeding. The Targeted Stream Augmentation project in the Irwell River, part funded by a targeted rate across the Selwyn District, is ready to proceed once consents are issued.

Ashburton

- 8 Operational experience indicates that more efficient irrigation practices are occurring ('just in time' instead of 'just in case') with irrigation water supply reliability improved by use of the Carew storage ponds (integrated into the Mayfield Hinds Irrigation network) and Lake Coleridge storage.
- 9 Barrhill Chertsey and Rangitata Diversion Race are assessing the implications of the Hinds decision.
- 10 A pilot of Managed Aquifer Recharge in the Hinds area is proceeding. The pilot is expected to start recharging water in autumn 2016. Environment Canterbury has part-funded this work through a rate across the Ashburton District alongside industry funding.
- 11 The Rangitata Diversion Race is progressing a proposal to store water beside its main race near the Rangitata River, with consent lodgement expected in mid-2016.

South Canterbury

- 12 The Rangitata South Irrigation Scheme is continuing with sealing of storage and distribution. Concerns about the effect of seepage are being followed up with ECan. Waihao Downs Irrigation is operational. Hunter Downs Irrigation continues to refine its scheme design to balance affordability and environmental objectives.
- 13 Mid- and south Canterbury parties are engaged with the south Canterbury water resource modelling study that is exploring options for introduction of 'new' water and in-zone water management improvements. The model will allow assessment of options such as bringing currently consented Rangitata Diversion Race water into south Canterbury. It incorporates information from a coastal south Canterbury demand study. Potential improvements to Opuha scheme infrastructure and practices are being considered for the 'in-zone' scenario.
- 14 The work in South Canterbury will by June have advanced to a stage where various integrated infrastructure concepts can be assessed for their ability to deliver on all CWMS targets. The next step is to determine the mandate, entities and processes for advancing discussions and determining what infrastructure is best for South Canterbury as a whole.

Regional planning

- 15 The Canterbury Regional Policy Statement has strong references to the CWMS and provides ongoing statutory support for the vision and principles of the CWMS. The Proposed Land and Water Regional Plan (LWRP) is now operative and sets outcomes

and limits for water quality for urban and rural water bodies. These outcomes and limits can be adjusted at the local level as sub-regional chapters are added.

- 16 A Plan change to the LWRP which revises the regional-level approach to farm nutrient management, and incorporates the Matrix of Good Management, was notified on 13 February 2016.
- 17 Work continues on developing local solution packages with the Zone Committees and then reflecting the solutions in sub-regional chapters. The table below outlines the current status of all sub-regional processes. Only those processes that are notified in October 2015 will be progressed under the provisions of the Environment Canterbury Act.

Zone	Progress	Next steps
Selwyn Waihora	Appeals have been resolved and the plan was made operative on 1 February 2016	
Ashburton	Decisions on submissions were notified on 13 February 2016	The decisions can be appealed on points of law. Parties can appeal within 15 working days of being notified of decisions.
Lower Waitaki- South Coastal Canterbury	Hearings on a change to the Waitaki Catchment Water Allocation Plan are complete	Awaiting recommendations from Hearing Commissioners
	Hearings underway on South Coastal Canterbury streams	Decisions due in April 2016
Banks Peninsula	Hearings for the Wairewa catchment begin on 19 April	Decisions due in August 2016
Waitaki catchment (Upper and Lower Waitaki Zones)	Proposed plan change for the Waitaki catchment notified on 13 Feb 2106	Hearings scheduled for the last quarter of 2016
Opihi-Orari-Pareora	Science programme underway	Community consultation ongoing and steps up in 2016, leading to notification in 2017/18
Waimakariri	Science programme underway;	Community consultation ongoing and steps up in 2016, leading to notification in 2017/18

On-the-ground action: ZIP delivery

- 18 Environment Canterbury has established six zone teams who will prepare and implement work programmes that deliver the zone committees' priorities. All zone managers have been appointed. These teams will work alongside and align with district/city council projects.
- 19 By the end of 2015, \$5.3 million had been approved for 294 projects under the CWMS Immediate Steps Biodiversity programme. In addition, \$800,000 has been spent on regional projects concentrating on the Rakaia/Rangitata headwaters, Wainono Lagoon and fish passage.
- 20 Restoration and stormwater improvement work continues in urban streams: Lyell Creek (Kaikoura), Riccarton Stream, Addington Brook and Cashmere streams.