

Agenda

Canterbury Mayoral Forum

Date: Friday 24 May 2019

Time: 9:00 am to 12:00 noon

Venue: Commodore Airport Hotel, 449 Memorial Avenue, Christchurch

Attendees: Mayors/Chair:

Damon Odey (Acting Chair), Winston Gray, Winton Dalley, David Ayers, Sam Broughton, Donna Favel, Graham Smith, Craig Rowley, Steve Lowndes, Andrew Turner (for Lianne Dalziel), Melanie Tavendale (for Gary Kircher)

Chief Executives:

Angela Oosthuizen, Hamish Dobbie, Jim Palmer, David Ward, Hamish Riach, Bede Carran, Suzette van Aswegen, Fergus Power, Bill Bayfield

In attendance:

Helen Wyn (Department of Internal Affairs)

Hugh Logan, Chair, Regional Water Management Committee – agenda item 4

Caroline Hart, Environment Canterbury – agenda item 4

Joanna Norris and Tim Loftus, ChristchurchNZ – agenda item 6

Secretariat: David Bromell, Simon Fraser, Warren Gilbertson

Apologies: Lianne Dalziel, Gary Kircher, Karleen Edwards, Stuart Duncan

Time	Item	Paper	Person
9:00	1. Welcome, introductions and apologies		Chair
	2. Confirmation of Agenda	✓	Chair
	3. Minutes from the previous meeting	✓	Chair
	3.1. Confirmation of Minutes, 1 February 2019		
	3.2. Action points		
FOR DISCUSSION AND DECISION			
9:10	4. Canterbury Water Mangement Strategy		Hugh Logan & Caroline Hart
	4.1. Fit for the Future final report	✓	
	4.2. Quarterly update (taken as read)	✓	
10:10	5. Value-added production		Craig Rowley
10:30	<i>Morning tea</i>		
10:40	6. ChristchurchNZ – Canterbury story and events calendar		Joanna Norris & Tim Loftus
11:10	7. Draft Triennial Agreement 2020-2022	✓	Jim Palmer
FOR INFORMATION / VERBAL UPDATES			
11:30	8. South Island destination management plan		Sam Broughton
11:40	9. Chief Executives reports		Jim Palmer
	9.1. Regional Forums report	✓	
	9.2. 3-year work programme	✓	
	9.3. CREDS quarterly project report	✓	
	9.4. Provincial Growth Fund pipeline report	✓	
11:50	10. General business		
12:00	<i>Meeting close</i>		

Next meetings: Thursday 8 August – Friday 9 August 2019

Minutes from a meeting of the Canterbury Mayoral Forum held at the Commodore Airport Hotel, 449 Memorial Avenue, Christchurch on Friday 1 February 2019 at 9.00 am

Present

Members:

Ashburton District Council	Mayor Donna Favel Hamish Riach
Christchurch City Council	Mayor Lianne Dalziel Karleen Edwards
Environment Canterbury	Chair Steve Lowndes Katherine Trought for Bill Bayfield
Hurunui District Council	Mayor Winton Dalley Hamish Dobbie
Kaikōura District Council	Mayor Winston Gray Angela Oosthuizen
Mackenzie District Council	Mayor Graham Smith
Selwyn District Council	Mayor Sam Broughton David Ward
Timaru District Council	Mayor Damon Odey Bede Carran
Waimakariri District Council	Mayor David Ayers Jim Palmer
Waimate District Council	Mayor Craig Rowley
Waitaki District Council	Mayor Gary Kircher Fergus Power

In Attendance:

Helen Wyn (Department of Internal Affairs)

Joanna Norris (ChristchurchNZ)

Alastair Crozier (Director of Office of the Mayor, Christchurch City Council)

For item 4

Hugh Logan (Chair, Canterbury Water Management Strategy Regional Committee)

Caroline Hart (Programme Manager, Environment Canterbury)

For item 6

Bree Loverich (ChristchurchNZ)

Loren Heaphy (General Manager of Destination and Attraction – ChristchurchNZ)

Tim Loftus (General Manager of Marketing, Brand and Communication – ChristchurchNZ)

For item 8

Tracy Tierney (Group Manager, Environment Services, Timaru District Council)

Paul Cooper (General Manager, Regulatory Services, Waimate District Council)

Jos Fryer (Senior Analyst, Compliance, Monitoring and Enforcement, Ministry for the Environment)

For item 9

Graham Mitchell, CEO, Crown Infrastructure Partners

Nick Manning, General Manager, Crown Infrastructure Partners

Secretariat

David Bromell, Simon Fraser, Warren Gilbertson, Louise McDonald (minutes).

Welcome

Mayor Dalziel welcomed everyone to the meeting.

Apologies were accepted from Stuart Duncan, Suzette van Aswegen and Bill Bayfield.

1. Confirmation of Agenda

The agenda was confirmed.

2. Minutes and Action Points from the Canterbury Mayoral Forum Meeting: 7 December 2018

Action Points

The meeting was advised that a letter was sent on 19 December 2018 to Minister Shane Jones regarding resources for processing applications to the Provincial Growth Fund. No reply had been received to date. It was agreed to contact the Minister's office to follow this up and to extend an invitation to the Minister to meet with the Mayoral Forum.

Helen Wyn thanked the Forum for the letter she received following her resignation as Senior Regional Official. She said she was keen to continue supporting the Forum in her role at the Department of Internal Affairs.

Resolved that

1. **The minutes of the meeting held on 7 December 2018 be confirmed, with the following amendment to item 4, second sentence in paragraph two to read:**
Lessons had been identified from the Hurunui/Kāikoura earthquakes by NZTA regarding the classification of roads.
2. **The action points be noted.**

Mayor Broughton / Mayor Rowley
CARRIED

4. Canterbury Water Management Strategy

4.1 Fit for the Future project – interim report

Hugh Logan and Caroline Hart were welcomed to the meeting.

Hugh Logan spoke to the report and invited the forum to provide feedback on the direction of the project and guidance on the approach to communicating decisions in May 2019.

In response to a question regarding how the project fitted in with the Canterbury Land and Water Plan (LWRP) he advised that the LWRP is a sub-set of the Canterbury Water Management Strategy (CWMS). The LWRP should give effect to the direction of travel of the CWMS.

The following points were made:

- The possible need for Memoranda of Understanding with external bodies.
- The need for concrete milestones.

- The value of non-statutory activity to maintain support of the CWMS goals.
- While there is broad community acceptance of the Zone Implementation Programme Addenda (ZIPAs) there were different views on the pace of implementation. The difficulty in accelerating change for those already working hard on change was noted.
- The need for good data to share with the community and stakeholders to explain what has been achieved.

The recommendations were discussed. A communications strategy will be provided with the final report in May 2019.

Resolved

That the Canterbury Mayoral Forum:

- 1. note the direction of the draft Canterbury Water Management Strategy goals for 2025 and 2030, the supporting work programme and associated implementation issues**
- 2. look forward to receiving a report in May with a communication strategy for approval.**

Mayor Dalziel /Mayor Ayers
CARRIED

4.2 Quarterly report

Chair Steve Lowndes presented the quarterly report. He highlighted that Plan Change 5 (Nutrient Management and Waitaki) to the Canterbury Land and Water Regional Plan becomes operative on 1 February 2019. The implementation of Good Management Practices will be key to improving water quality.

Resolved

That the Canterbury Mayoral Forum:

- 1. receive the Canterbury Water Management Strategy quarterly report.**

Mayor Dalziel /Mayor Broughton
CARRIED

5 Biodiversity in the Canterbury Region

Katherine Trought presented this report and showed a video 'Biodiversity Think Piece' created by the Local Government NZ regional sector including Environment Canterbury.

She explained that the regional planning managers have reviewed the Canterbury Biodiversity Strategy. The consensus is that the Strategy is still relevant but hasn't been implemented effectively. It is timely to refresh the Strategy with an implementation plan, taking into account changes in the national direction for biodiversity currently underway.

Mayor Broughton said that Selwyn District had received a number of submissions to its Long-Term Plan on biodiversity and asked about changes to the Resource Management Act. He was advised that proposed changes to the Act should provide clarification of the roles of regional and territorial authorities.

Mayor Dalley explained that Hurunui District Council was not a signatory to the 2008 Biodiversity Strategy because in the Council's view it took too strong a regulatory approach. Great progress has been made in Hurunui via a different philosophy and a strong voluntary commitment by the community, supported by the Council's biodiversity fund. He also expressed concern that central government is developing a National Policy Statement at the same time that it is developing its national biodiversity strategy, so appears to be driving a policy before the strategy is agreed.

Mayor Ayers supported Mayor Dalley's acknowledgement of the value and importance of local voluntary groups and added that these groups need the support of their local council while councils continue to keep an eye on wider developments. He raised the issue of language and the use of the word 'biodiversity' – e.g. 'keep the wrybill in the Ashley' communicates more effectively than 'protect biodiversity'.

Mayor Dalziel agreed with the importance of the local community's ability to identify what they are doing and the importance of local champions.

Mayor Dalley generally supported development of an appropriate strategy for Canterbury, but this needs to acknowledge all the voluntary activity going on in the community – and a degree of conflict about what 'biodiversity' is and what it means (e.g. noxious weeds can host considerable biodiversity).

Resolved

That the Canterbury Mayoral Forum:

- 1. note central government's intention to consult on:**
 - 1.1 a New Zealand Biodiversity Strategy discussion document in May 2019**
 - 1.2 a possible National Policy Statement in Indigenous Biodiversity in July 2019**
- 2. note that regular updates will be provided to the Mayoral Forum on how national policy changes are progressing**
- 3. note that refreshing commitment to the Canterbury Biodiversity Strategy and developing in implementation plan provides an opportunity;**
 - 3.1 for territorial authorities to affirm biodiversity as a priority**
 - 3.2 to align regional biodiversity work programmes**
 - 3.3 to position Canterbury local government to respond to the changing national policy landscape**
- 4. agree that the Mayoral Forum champion a refreshed commitment to the Canterbury Biodiversity Strategy and implementation plan**
- 5. agree to consider a collaborative commitment towards halting the decline of biodiversity in the Canterbury Local Authorities' Triennial Agreement for 2019-22.**

Mayor Dalley/Mayor Ayers
CARRIED

[Note: Following the meeting Mayor Dalley raised with the Chair his concern that decision-making on the recommendations in item 5 was not clear. The Chair has agreed that this item will come back to the May 2019 meeting for further discussion and clarification.]

6. ChristchurchNZ update

Joanna Norris introduced three members of her team who provided the following updates.

Canterbury Film Office

Bree Loverich reported on work to set up a regional film office to provide facilitation, advocacy and information to potential film makers. Bree noted that the screen industry is worth \$3.5b in New Zealand; most of this is in Auckland and Wellington. Canterbury has a share of about 1% and there is room to grow.

Regional offices are part of a national collaborative group. She would be happy to speak to individual councils about the work of the film office and opportunities for districts.

Canterbury District Tourism Offices

Loren Heaphy reported on work underway to re-develop current memoranda of understanding with District Tourism Organisations (DTOs) in Canterbury. ChristchurchNZ is the attributed Regional Tourism Organisation (RTO) for the region – in partnership with DTOs and Kaikōura (which is also an RTO), and in collaboration with the West Coast, Nelson-Tasman-Marlborough (Top of the South), and Tourism New Zealand.

Other tourism-related work being undertaken includes getting better data for destination management and developing the South Island event calendar. ChristchurchNZ will engage on these with the DTOs.

As part of the February South Island Lantern Festival, a South Island Lantern Business Forum has been organised.

In response to a question regarding potential local opportunities ahead of the winter Olympics to be held in China, Loren said that they were looking at ski marketing.

Canterbury Story

Tim Loftus provided an update on the development of the Canterbury story. He explained that it is more than just marketing. There are plenty of stories; the challenge is getting people to use them and to be strategic.

ChristchurchNZ will be in contact again with individual councils in March–April to present the Canterbury story.

7. Canterbury Compliance and Enforcement Strategy

Tracy Tierney, Paul Cooper and Jos Fryer presented this item with a PowerPoint presentation.

Jos Fryer reported on findings from Ministry for the Environment report on compliance, monitoring and enforcement by local authorities under the Resource Management Act, key points included:

- staff resources differ between councils
- the need for skilled staff and training
- there is insufficient cost recovery and low penalties
- political influence in some councils
- a lack of data

On the Ministry's website there are guidelines for officers, senior management, elected members and the public.

Paul Cooper provided an insight into the work of compliance staff. He explained the Waimate approach of being guardians rather than policing. The focus is on protecting people's rights and protecting the environment. Gaining the respect of the community enables a lot to be achieved without needing enforcement.

To support this, it is necessary to have elected members understand and promote compliance. It also requires investment in people and training.

Tracy Tierney explained that the Compliance, Monitoring and Enforcement working group reports to the Policy Forum. They are sharing resources between councils. She asked the Mayoral Forum for its support by championing the guardianship focus, being open to resourcing requests and being prepared to share resources and utilise skills from other councils. Tracy also offered to visit individual councils to talk about this.

Mayor Dalziel suggested a training programme on compliance should be included in councillors' induction.

8. Climate Change Regional Steering Group

Mayor Dalziel introduced this report that followed discussion at the previous meeting and sought nominations.

It was suggested that 'steering group' would be a better description of the group than 'think tank'.

Resolved:

That the Canterbury Mayoral Forum:

- 1. agree to a small representative group of Canterbury Mayors/Chair and Chief Executives form a steering group on climate change;**
- 2. approve the Terms of Reference; and**
- 3. appoint Mayors Sam Broughton, Winton Dalley, Winston Gray, Chair Steve Lowndes, and Chief Executives Bill Bayfield, Karleen Edwards and David Ward to the Regional Climate Change Steering Group.**

Mayor Ayers /Mayor Dalley
CARRIED

9. Rural Broadband and Mobile Blackspot Roll-out

Graham Mitchell and Nick Manning provided an update on progress with broadband coverage in Canterbury and reducing mobile phone blackspots.

83% of Canterbury currently has broadband coverage, this includes 63 towns. By 2022, the remaining gap is projected to be 0.1% (about 350 end users).

Work is also being undertaken to reduce mobile blackspots. This involves 154km of State Highway, 30 tourism sites and 63 new mobile towers.

Ultra-Fast Broadband (UFB) is being rolled out and has been completed in Christchurch, Timaru, Ashburton and Woodend.

10. South Island Destination Management Plan

Mayor Broughton provided a verbal update on recent developments on the South Island Destination Management Plan. He reported that he had visited all upper South Island Mayors, who confirmed their support and the importance of this work for the South Island. Mayor Broughton will be presenting on this work at the next LGNZ Zone 5 & 6 meeting.

The tender process for contracting the work has recently closed and a shortlist is being developed.

11. Chief Executives Forums Report

The reports from the regional forums were taken as read and received.

12. General Business

There were no items of general business.

Closure

Mayor Dalziel thanked everyone for their contribution and closed the meeting at 12.00pm.

Date: 24 May 2019

Presented by: Hugh Logan, Chair, Regional Water Management Committee

CWMS Fit for the Future project – final report

Purpose

1. This paper is the final report from the Canterbury Regional Water Management Committee (Regional Committee) on the Canterbury Water Management Strategy (CWMS) Fit for the Future project. The paper proposes goals for 2025 and 2030 for each of the ten target areas of the CWMS, and provides advice on work to support delivery of the goals and ongoing implementation of the CWMS.

Recommendations

That the Canterbury Mayoral Forum:

1. **note that the Chief Executives Forum endorses the Regional Committee's recommendations on proposed CWMS goals for 2025 and 2030**
2. **approve the proposed CWMS goals for 2025 and 2030 (Appendix 2)**
3. **agree that Environment Canterbury work with territorial authorities, Ngāi Tahu, industry and community partners to develop a regional work programme, with an implementation plan and monitoring framework to deliver the goals, and report progress to the Mayoral Forum by February 2020**
4. **request member councils to:**
 - 4.1. **note that the Canterbury Mayoral Forum has approved CWMS goals for 2025 and 2030**
 - 4.2. **note that the Canterbury Mayoral Forum has asked Environment Canterbury to work with territorial authorities, Ngāi Tahu, industry and community partners to develop a regional work programme, with an implementation plan and monitoring framework to deliver the goals**
 - 4.3. **note that implementation to deliver the goals will have resource implications that councils will need to consider in adopting annual plans for 2020/21 and long-term plans for 2021–31**
5. **invite Mayors Damon Odey, Sam Broughton and Winton Dalley to lead public communications about Canterbury Mayoral Forum decisions on the goals following the meeting on 24 May 2019.**

Key points

2. The Regional Committee has now completed its work to develop proposed CWMS goals for 2025 and 2030, and advice on what is needed to support implementation of the strategy. The proposed goals are attached (in summary form at Appendix 1, and in full at Appendix 2). The Canterbury Mayoral Forum (Mayoral Forum) is asked to approve these goals at its 24 May 2019 meeting.
3. The beginnings of a regional work programme to progress the goals has emerged from this project. At this stage, the Mayoral Forum is asked to agree that a regional work programme be developed based on this early work. Conversations with individual organisations will be required to develop the work programme, confirm responsible agencies, fully scope and cost each area of work, and secure the necessary resources and funding (for example, through long-term plan processes).
4. If the Mayoral Forum agrees, Environment Canterbury would be willing to initiate a collaborative project with territorial authorities, Ngāi Tahu, and other industry and community partners. The project would develop a regional work programme and an implementation plan, and develop a monitoring framework to track implementation of the work programme (actions) and measure progress on achieving the CWMS goals (outcomes).
5. Proposed implementation planning will also address strategic implementation matters, including arrangements for supporting leadership and providing accountability for delivery of the CMWS, ensuring an integrated approach to delivery, funding of programmes, monitoring and reporting of progress, and communication to continue to build understanding among water users and ensure communities are well informed about the CWMS.
6. A communications plan has been developed to inform interested parties and stakeholders about Mayoral Forum decisions on the goals. This is attached as Appendix 4. It is proposed that Mayors Damon Odey, Sam Broughton and Winton Dalley lead public communications, representing the northern, central and southern parts of the region.

Background

7. The CWMS provides the strategic framework for a collaborative, community-led approach to the management of freshwater resources within the region. Since its adoption in 2009, the Mayoral Forum has played a pivotal role in guiding CWMS implementation.
8. The purpose of the CWMS Fit for the Future project is to develop 2025 and 2030 goals for the ten target areas of the CWMS and provide advice to the Mayoral Forum on what is needed to support delivery of the strategy. The Regional Committee was tasked with leading the development of advice on these matters, supported by a Goals Working Group and six Task Groups representing a range of interests and perspectives.

9. Two rounds of engagement with Zone Committees, rūnanga, community groups, sector groups, district health boards, central government, industry and other stakeholders have been carried out, as well as engagement with a youth focus group. Environment Canterbury has acted as project manager, providing analytical and logistical support, managing stakeholder engagement, and working with a project steering group of territorial authorities.
10. The Regional Committee provided interim advice to the Mayoral Forum on 1 February 2019. This included a summary of a near-final set of goals, a summary of a preliminary draft work programme and early advice on strategic implementation matters. Further work has been undertaken since then to finalise the proposed goals, continue work on the emerging regional work programme and firm up recommendations to support strategy implementation.

Proposed CWMS goals for 2025 and 2030

11. The final set of proposed CWMS goals for 2025 and 2030 is attached as Appendix 2 (with a summary at Appendix 1). In developing the goals, the Regional Committee has addressed key matters raised during engagement, including an emphasis on CWMS first-order priorities (the environment, customary uses, community supplies and stock water), the importance of increasing the efficiency and reliability of water use, a greater focus on urban issues, addressing Ngāi Tahu concerns, and a need for resilience, especially around climate change. There has been little substantive change in the proposed goals since the interim report of 1 February 2019.
12. An overview of the proposed direction of the goals for each of the ten CWMS target areas is set out in the following table.

Target area	Comment on proposed goals for 2025 and 2030
Environmental limits	Goals largely maintain the direction set in 2010 – with emphasis on review of limits and attention to how these will be achieved
Ecosystem health and biodiversity	Ambitious new goals are proposed to prompt change in this area
Natural character of braided rivers	Ambitious new goals are proposed to prompt change in this area
Kaitiakitanga	Goals represent a move away from process objectives, with a greater focus on desired outcomes
Drinking water	Goals are a mix of maintaining direction set in 2010 and a new goal relating to untreated community drinking water supplies
Recreational and amenity opportunities	Goals largely maintain the direction set in 2010, with inclusion of new goals relating to recreational water quality
Water-use efficiency	Goals largely maintain the direction set in 2010
Irrigated land area	Shift in emphasis, with more focus on reliable and efficient use of water than on irrigated land area (for which an indicative target was set for 2040)

Target area	Comment on proposed goals for 2025 and 2030
Energy security and efficiency	Goals largely maintain the direction set in 2010
Indicators of regional and national economies	A range of more measurable goals is proposed to better reflect the links between water and economic resilience and incorporate externalities.

13. It is recommended that the Mayoral Forum approve the proposed goals.

2040 goals

14. The Regional Committee has not reviewed the 2040 goals, which are beyond the scope of this project. However, some adjustment to 2040 goals may be required in the future, given regional and national developments since 2010, and shifts in emphasis coming through the proposed 2025 and 2030 goals.

Work programme to support the goals and strategy implementation

15. The Regional Committee has developed ambitious goals for 2025 and 2030 and is conscious of the responsibilities to future generations and the legacy they will inherit. It is critical that mechanisms are in place to ensure these aspirations can be delivered. The Regional Committee has therefore given consideration to:

- what programmes of work need to be in place to support the goals
- mechanisms needed to support overall implementation of the CWMS.

16. Isolated actions are not sufficient to achieve the CWMS goals. The Regional Committee considers that an integrated approach is needed that involves:

- a mix of activity types, including on-the-ground and in-stream actions as well as research to help focus, validate and monitor activity
- a full suite of tools (including on the ground initiatives) to encourage behaviour change – ranging from compliance with rules through to education and community initiatives
- contributions by multiple agencies and sectors, working together in a co-ordinated way and making the most effective use of available resources.

17. The beginnings of a regional work programme have emerged from the Fit for the Future project. The emerging regional work programme provides a high-level view of what action is needed to progress the goals, subject to further discussion with contributing organisations. Appendix 3 provides a one-page snapshot that indicates, for each CWMS target area, the number of existing work areas and potential new programme areas that contribute to the goals, indicative timing for implementation, and key partners.

18. The emerging regional work programme includes a strong emphasis on the kaitiakitanga and ecosystem health and biodiversity target areas. During the engagement process, some stakeholders signalled that CWMS implementation needed

to better reflect the first-order priorities for water use (the environment, customary uses, community supplies and stock water). Particular concerns were expressed about progress towards achieving desired cultural and environmental outcomes, and this has therefore been addressed in the emerging regional work programme.

19. The Mayoral Forum is asked to agree that a regional work programme be developed, noting that the draft work programme that has emerged from this project provides a starting point for discussion.
20. Further conversations with individual organisations will be required to agree the work programme, confirm responsible agencies, fully scope and cost each area of work, and secure the necessary resources and funding (for example, through long-term plan processes). Consideration is also needed on how different elements of the work programme might be prioritised, and how strategic implementation matters (discussed below) can be integrated. The work programme will continue to evolve over time as this work is carried out, and in response to any relevant policy or legislative changes at the national level (for example, decisions on the Three Waters Review or changes to the National Policy Statement for Freshwater Management).

Co-ordinating development of the regional work programme

21. If the Mayoral Forum agrees, Environment Canterbury is willing to work with territorial authorities, Ngāi Tahu and key industry and community partners to develop the regional work programme and an implementation plan. It is proposed that further advice and a progress report be provided to the Mayoral Forum by February 2020.

Strategic implementation matters

22. The Regional Committee considers that successful implementation of the CWMS requires:
 - effective mechanisms for leadership and accountability
 - adequate resourcing and funding
 - regular monitoring, reporting and review of progress
 - a broad base of understanding and support for the CWMS.

Leadership and accountability

23. The Mayoral Forum plays a key role in championing the CWMS and maintaining oversight of the strategy, supported by partners delivering on specific work programmes. Looking ahead to the next ten years, it will be important to ensure:
 - participation of a broad range of interests across Canterbury, particularly the active involvement and support of Ngāi Tahu in water management processes
 - co-ordinated action by a wide range of agencies and sectors across the CWMS target areas, including Environment Canterbury, territorial authorities and key industry and community partners – to do the right things at the right time, together

- effective mechanisms for oversight to ensure that commitments to action are being honoured and that action is having the desired impact
 - support for the Zone Committees to shift their focus from planning and delivery through clear work programmes
 - ongoing management support for the Mayoral Forum, to provide robust information and advice and ensure that CWMS processes are well co-ordinated.
24. The Regional Committee considers that collective leadership of the CWMS is most likely to be achieved through the emerging regional work programme and implementation of actions by appropriate combinations of partner organisations. Developing the regional work programme and developing an implementation plan in collaboration with partner organisations is an important first step.

Resourcing and funding

25. The proposed goals are ambitious and, even with prioritisation, will require substantial effort and financial resources to make them happen. In developing the regional work programme and implementation plan, consideration will therefore be given to:
- identifying where responsibility for each action lies
 - obtaining commitments from communities and organisations to allocate people and resources to deliver the actions
 - considering how actions are best funded.
26. The Mayoral Forum has an important leadership role in endorsing the work programme, but funding decisions will be the responsibility of individual agencies.

Monitoring, reporting and review

27. Good monitoring and reporting processes are required to ensure that strategy implementation is on track and that progress is being made on concrete actions that lead to desired outcomes and achieve the goals. Regular reporting is required to inform the Mayoral Forum, key partners and communities on whether the goals are being met, and the likelihood of success. There is also a need for agreed processes for regularly updating the work programme and taking remedial action if necessary.
28. It is proposed that Environment Canterbury engage with partners to develop a monitoring and reporting framework (covering both actions and outcomes), alongside the work to develop the regional work programme and implementation plan. This work will also consider the role of citizen science in this process.
29. There are many areas where action is needed to improve information and data collection and build the knowledge base. These are identified in the work undertaken to date on the emerging regional work programme, along with action to ensure that reporting is meaningful to Māori. They will be included in discussions on further development of a regional work programme.

Understanding and support for the CWMS

30. A key strength of the CWMS has been growing understanding among different parties about their different perspectives and interests in water (thus increasing social capital). Continuing to build social capital and long-term commitment is important to the success of the CWMS. There is also a need to ensure that communities are better informed about the work that is underway to improve water management and the successes that exist, as well as the areas where progress is not tracking towards the achievement of the goals (and why). Communication is a key area of work to be included in the regional work programme, and will be supported by good monitoring and reporting processes.

Cost, compliance and communication

Financial implications

31. Over the next six to 12 months, costs will primarily relate to staff time required to develop the regional work programme, implementation plan and monitoring framework, and to socialise the 2025 and 2030 goals.
32. There will be financial implications associated with implementing the regional work programme, once developed and agreed, over the next ten years – for councils, Ngā Tahu and for key industry and community partners. Further work is required as part of implementation planning to fully scope and cost each work programme action, and to identify appropriate priorities, responsibilities, resources and funding. Funding decisions will be the responsibility of individual agencies (for example, through 2020/21 annual plans and subsequent long-term plan processes).

Risk assessment

33. Key risks and mitigations include:
 - lack of broad support for 2025 and 2030 goals – this risk has been mitigated by involving a wide range of interests and perspectives in the project. Some residual risk remains given tight project timeframes and limited engagement by some stakeholders. This will be managed by clearly communicating project processes and next steps to ensure the goals are delivered.
 - a supporting work programme is unable to be agreed or delivered due to lack of buy-in, competing priorities or lack of resources – this risk will be mitigated by considering deliverability as the work programme is developed, and by developing an implementation plan with partner agencies
 - national policy directives (such as changes to the National Policy Statement on Freshwater Management) have significant implications on the goals or work programme – this will be managed by regular communication with central government so agencies are aware of potential impacts, and ensuring the regional work programme remains a live document and can be adapted over time.

Engagement and communication

34. The project has involved two rounds of engagement with Zone Committees, rūnanga, community groups, sector groups, district health boards, central government, industry and other stakeholders during the goals development process, as well as engagement with a youth focus group. An update on project progress was provided to all stakeholders in February 2019.
35. A communications approach has been prepared, as requested by the Canterbury Mayoral Forum at its meeting on 1 February 2019. The advice sets out a communications approach, and sets out key messages. It is proposed that Mayors Damon Odey, Sam Broughton and Winton Dalley lead public communications about Mayoral Forum decisions, representing the northern, central and southern parts of the region.
36. The Mayoral Forum is asked to invite Mayors Damon Odey, Sam Broughton and Winton Dalley to lead public communications about Mayoral Forum decisions, supported by the attached communications approach (Appendix 4).

Next steps

37. Following Mayoral Forum consideration, key next steps are to release Mayoral Forum decisions and develop a regional work programme. Discussions with individual organisations will be required to agree the work programme, confirm responsible agencies, fully scope and cost each area of work and secure the necessary resources.

Attachments

- Appendix 1 - Summary of proposed CWMS goals for 2025 and 2030
- Appendix 2 - Proposed CWMS goals for 2025 and 2030
- Appendix 3 - Emerging draft work programmes – One-page dashboard
- Appendix 4 - Proposed Communications [attachment has been withheld under LGOIMA s17(d) - final version of communications to be released at a later date]

Appendix 1. Summary of proposed CWMS goals for 2025 and 2030.

Note: highlighted cells in the table represent notable changes in the goals.

Target area (CWMS)	Theme (Targets report)	Intermediary goals
Environmental limits	Environmental flows and catchment load limits	<p>One of the 2040 goals is that environmental flow and catchment load limits are achieved in all catchments. To help achieve that the intermediary goals continue the 2020 goal to provide for environmental flows and catchment load limits to be reviewed in response to new information.</p> <p>In addition, new intermediary goals propose that all catchments have planning frameworks that include environmental flow and catchment load limits that are consistent with the principles of the CWMS as well as planning processes that consider how the limits will be achieved by a mix of regulatory and non-regulatory methods, including consent reviews.</p>
Ecosystems health and biodiversity	Freshwater species and their habitat	Intermediary goals seek a reduction in the number of threatened or at-risk indigenous species.
	Wetlands	Intermediary goals set targets for the restoration of former or new wetlands and continue goals from 2015 and 2020 to protect existing wetlands.
	Drylands	Intermediary goals seek to manage the effects of water use on indigenous ecosystems, including drylands.
	Hapua, lagoons, estuaries	Intermediary goals seek improvement in key ecosystem health indicators for all hapua, lagoons and estuaries.
	Lowland streams and lakes	Intermediary goals seek incremental increase in the percentage of lowland lakes and streams where condition and water quality is improved, and an increase in the extent of riparian management along prioritised waterways.
	High country foothill streams and lakes	Intermediary goals seek to maintain or improve aquatic ecosystem health.
	Understanding emergent contaminant risks	Intermediary goals seek to ensure that emerging contaminants risks are understood and limits set where required.
Braided rivers	Braided river character	The 2010 goal sets out a basic management approach for braided rivers, which is appropriate to maintain over the next 10-15 years. Intermediary goals are consistent with the 2040 goal that Canterbury's braided rivers show the dynamic braided nature typical of such rivers, and include a new goals of increased community knowledge, awareness and guardianship.

Target area (CWMS)	Theme (Targets report)	Intermediary goals
	Ecosystems, habitats and species	Environmental flows: The 2015 goal was to identify where flows do not include the characteristics necessary for braided river health. With that identified, new 2025 and 2030 goals focus on making progress towards achieving those flows.
	Riparian wetlands, springs and lagoons	Species and habitats: 2025 goals build on the 2020 goals to protect significant habitat for indigenous braided river flora and fauna, and protect and enhance associated riparian wetlands, springs and lagoons. A new 2030 goal is proposed seeking a resulting measurable change in the abundance and health of braided river dependent species. New intermediary goals are proposed setting targets for the proportion of braided river habitat under active management, along with a new 2030 to improve the status of indigenous bird species.
Kaitiakitanga	Marae drinking water supply	Intermediary goals seek to maintain or improve the quality or quantity of water bodies used as drinking water supply to marae and associated papakāinga.
	Working together in partnership	Intermediary goals seek integration of ki uta ki tai into water management throughout the region, refresh of iwi management plans, the continued building of institutional capability and establishment of tangata tiakiwai (water guardians). New goals are proposed to support succession planning.
	Wāhi taonga and mahinga kai	Only one goal was set for 2040, to protect wāhi taonga and mahinga kai waterways. A series of intermediary goals are therefore proposed, to foster the restoration of specific sites, protect Ngāi Tahu values, and identify and protect at-risk freshwater taonga species.
Drinking water	Source water quality	Untreated supplies and treatment: There were no 2020 and 2040 goals. Proposed 2025 and 2030 goals seek to continue 2010 commitments to reduce need for treatment of source drinking water, reduce nitrates in groundwater, improve groundwater modelling and improve drinking water quality.
		Emerging contaminant risk: The intermediary goals are consistent with the wording of the 2020 and 2040 goals.
		Water volumes: There was no goal for 2020 or 2040. The intermediary goals assert priority for drinking water availability over other water uses.
	Catchment nutrient load	Existing 2020 and 2040 goals relate to the setting of catchment load limits and increasing nutrient use efficiency. Intermediary goals recommended for 2025 and 2030 provide ongoing support for this approach.

Target area (CWMS)	Theme (Targets report)	Intermediary goals
Recreation and amenity opportunities	Water based recreational opportunities	Proposed 2025 and 2030 goals seek a positive trend in the diversity, availability and quality of recreational opportunities in each zone. Intermediary goals also set out steps that will lead to the restoration of major fresh water recreational opportunities in each zone by 2040, and to identify threats to recreational uses.
	Freshwater angling	Intermediary goals seek to improve the health of lowland rivers, streams and lakes and an increase in fishing opportunities.
		Salmonid species: Intermediary goals seek to increase the number and area of protected salmonid spawning sites.
	Recreational water flows	Proposed 2025 and 2030 goals provide a continuation of the 2020 goal of progressing achievement of environmental flows.
Recreational water quality	A 2030 goal is recommended to achieve the NPS-FM target of 92% of rivers and 81% of lakes in Canterbury being swimmable. New goals are also proposed in relation to managing the risk from cyanobacteria to public health.	
Water use efficiency	Best practice and benchmarking	Proposed goals for 2025 and 2030 support the use and implementation of benchmarks, increasing uptake of Good Management Practice and increasing the benefits gained per unit of water.
Irrigated land area	Land area and reliability	Intermediary goals seek a greater focus on reliability with step-wise increases in the percentage of irrigated land provided with sufficient reliability, in order to bridge 2020 and 2040 goals.
	Infrastructure	Intermediary goals focus on reviewing regional infrastructure needs based on revised supply and demand factors, with a focus on reliability, as well as funding of infrastructure development and/or consent reconfiguration. There is a focus on ensuring that infrastructure development and improvements align with the principles and targets of the CWMS.
Energy security and efficiency	Energy security and efficiency	Intermediary goals support 2015 and 2020 goals, and seek to improve productivity per unit of energy used.
Indicators of Regional and National Economies	Added-value from water	Intermediary goals set interim measures of increasing added-value, employment, productivity and household income from the use of water, as well as ensuring there is no decline in rural economic and social vitality from 2010
	Externalities and opportunity costs	Intermediary goals seek to develop a way of assessing costs and benefits using a capitals approach that recognises externalities and opportunity costs. This includes developing options for funding the reinvestment in natural capital, including legacy issues and future opportunity costs.

Target Area: Environmental Limits

Theme: Environmental Flows and Catchment Load Limits

Collaborative process is at the heart of the CWMS. It empowers communities to make their own decisions about how best to meet agreed, region wide and local targets. Through the CWMS, the process of setting Environmental Limits (including environmental flows, allocation limits and nutrient loads) provides an opportunity for the community to take local ownership of water management, and to work together through complex information, to reach decisions around priority outcomes and values.

By 2015: Set environmental flows for surface streams, rivers and groundwater that are consistent with the fundamental principles of the CWMS and that: • are consistent with ecosystem health and biodiversity targets; • for all braided rivers include flood peaks, flow variability, flood periodicity, and channel forming flows to maintain their braided river character and ecosystems; • afford protection to instream values identified in Ngāi Tahu policies; • are consistent with recreational uses of the water body; • consider all the target areas of this strategy.

Set catchment load limits for nutrients for each water management zone that are consistent with the fundamental principles of the CWMS and that: • are consistent with ecosystem health, drinking water and biodiversity targets; • afford protection to instream values identified in Ngāi Tahu policies; • are consistent with recreational uses of the water body; • consider all the target areas of this strategy.

Established and begun to implement a programme to apply environmental flows to existing consents.

By 2020: Review of environmental flows and catchment load limits in response to changing monitoring information, new understanding and technologies, and if requested by regional and zone committees. [A106] Established and begun to implement a programme to review existing consents where such review is necessary in order to achieve catchment load limits.

By 2025: All catchments have planning frameworks that include both environmental flows and catchment load limits that are consistent with the fundamental principles of the CWMS and that: • are consistent with ecosystem health and biodiversity targets; • for all braided rivers include flood peaks, flow variability, flood periodicity, and channel forming flows to maintain their braided river character and ecosystems; • afford protection to instream values identified in Ngāi Tahu policies; • are consistent with recreational uses of the water body; • consider all the target areas of this strategy.

All planning processes include consideration of how environmental flows and catchment load limits will be achieved by a mix of regulatory and non-regulatory means that may include consent reviews. Of those consents that do not comply with plan environmental flows and catchment load limits, 20% have been reviewed to apply plan limits.

By 2030: Review environmental flows and catchment load limits in response to changing monitoring information, new understanding and technologies, and if requested by regional and zone committees.

All planning processes include consideration of how environmental flows and catchment load limits will be achieved by a mix of regulatory and non-regulatory means that may include consent reviews. Of those consents that do not comply with plan environmental flows and catchment load limits, 50% have been reviewed to apply plan limits.

By 2040: Review of environmental flows and catchment load limits in response to changing monitoring information, new understanding and technologies, and if requested by regional and zone committees. Environmental flow and catchment load limits achieved in all waterbodies.

Target Area: Ecosystem Health & Biodiversity

Theme: Freshwater species and their habitat

Freshwater environments and their inhabitants have considerable ecological and cultural value. Several of our native freshwater species are in decline, or are nationally threatened. Other introduced species are of significant value to recreational fisheries but can pose a threat to native freshwater fish. A regional habitat restoration programme is underway and takes a catchment-based approach to restoring the habitat of freshwater fish species.

By 2015: No target set for 2015.

By 2020: An upward trend in diversity and abundance of native fish populations.

By 2025: Reduction in threatened or at-risk status of indigenous fish species compared to 2020.

By 2030: Reduction in threatened or at-risk status of indigenous fish species compared to 2025.

By 2040: No Target Set for 2040.

Target Area: Ecosystem Health & Biodiversity

Theme: Drylands

Drylands are unique ecosystems that provide habitat for rare and threatened species. Presently only around 3% (60,000ha) of dryland ecosystems in Canterbury are protected. Projects for protection and restoration are underway. Priority needs to be given to effective planning and regulatory mechanisms to ensure no further loss of remaining dryland biodiversity.

By 2015: No Target set for 2015.

By 2020: No Target Set for 2020.

By 2025: Maintain or improve existing high-quality indigenous dryland ecosystems in intermontane basins and on the plains.

Water use (irrigation and changing hydrology as a result of water use) results in no further loss of indigenous dryland ecosystems.

By 2030: Maintain or improve existing high-quality indigenous dryland ecosystems in intermontane basins and on the plains.

Water use (irrigation and changing hydrology as a result of water use) results in no further loss of indigenous dryland ecosystems.

By 2040: No Target Set for 2040

Target Area: Ecosystem Health & Biodiversity

Theme: Wetlands

Wetlands, riparian margins and other areas of indigenous vegetation create habitats for indigenous fauna and have important natural character values. In Canterbury, less than 10 percent of the region's previously-extensive freshwater natural wetlands remain. Drivers of change, particularly wetland loss since European settlement, include drainage, diversion of water, infilling, reclamation, urban development, flooding, fire, vegetation clearance, cultivation, grazing and spread of introduced species. The mapping of the wetlands, and wetland projects helps us paint a picture of where remaining wetlands are, whether they are protected and identification of gaps to be filled. Planning provisions that protect the biodiversity values of natural wetlands are critical and are included in Canterbury's regional policy statement and plans. The Canterbury Land and Water Regional Plan (LWRP) requires the protection and maintenance of wetlands that contribute to cultural and community values, biodiversity, water quality, mahinga kai, water cleansing and flood mitigation.

By 2015: Protected all and restored at least two significant wetlands in each zone.

By 2020: Protected all existing wetlands.

By 2025: All existing 2020 wetlands are physically protected through active management.

By 2030: All prioritised wetlands are under active management where required and are in the process of being restored to a self-sustaining system.

By 2040: Protected all wetlands.

Target Area: Ecosystem Health & Biodiversity

Theme: Hapua, lagoons, estuaries

Hāpua, lagoons and estuaries are examples of coastal aquatic environments where the mix of coastal, surface water and groundwater systems produce an often dynamic environment from freshwater through to brackish and saline conditions. These areas provide an important habitat for a diverse array of native plant and animal species including mahinga kai species such as tuangi (cockles), pipi which is endemic to New Zealand, harakeke (flax), and tuna (eel). They also provide important nursery and spawning grounds for marine and freshwater fish species such as īnanga (whitebait), tuna (eel), pātiki (flounder) and margin habitats for the kowaro (Canterbury mudfish). Examples in Canterbury include hāpua river mouth lagoons such as the Rakaia and Ashburton river mouths, Waituna type lagoons or coastal lakes such as Te Waihora/Lake Ellesmere and Wainono Lagoon, tidal estuaries such as the Avon-Heathcote/Ihutai or freshwater river mouths such as the Clarence River.

By 2015: Accelerate the current riparian restoration and management programme for Te Waihora/Lake Ellesmere and tributary streams.

By 2020: A significant protection and restoration programme is in place on the most ecologically significant river mouth or coastal lagoon in each management zone.

By 2025: All coastal lagoons, hapua and estuaries show improvement in key ecosystem health indicators compared to 2010.

By 2030: All coastal lagoons, hapua and estuaries show improvement in key ecosystem health indicators compared to 2010.

By 2040: Examples of thriving coastal lagoons, and lowland or spring-fed ecosystems in each water management zone.

Target Area: Ecosystem Health & Biodiversity

Theme: Lowland streams and lakes

Lowland streams and rivers have lower ecosystem health and habitat quality than those in the high country as they are impacted by multiple stressors. These include low flows, habitat degradation and declines in water quality due to diffuse discharges of agricultural and urban contaminants. Land use is of greater intensity in the flatter low country. Contaminants accumulate in groundwater, which re-emerges in lowland streams. Spring-fed streams tend to meander through farms and urban areas, and are susceptible to both localised and diffuse contaminant sources. Actions are underway at numerous sites, catchment-wide, to effect change in land use management that will support all waterways.

By 2015: Protect and enhance the ecological health of the best examples of lowland streams ecosystems in each zone.

Improve ecosystem condition in at least another 10% of lowland streams in each zone.

By 2020: Increased the length of waterway with riparian management appropriate to aquatic ecosystem protection by 50% from 2010 figures.

Improved condition and water quality in at least 60% of lowland streams and 60% of lowland lakes in each zone.

By 2025: Increase in extent of riparian management to protect aquatic ecosystems along prioritised waterways from 2020 figures.

70% of lowland and spring-fed streams with at least good aquatic ecosystem health or showing an upward trend.

By 2030: Increase in extent of riparian management to protect aquatic ecosystems along prioritised waterways from 2020 figures.

80% of lowland and spring-fed streams with at least good aquatic ecosystem health or showing an upward trend.

By 2040: 100% of lowland and spring-fed streams with at least good aquatic ecosystem health or showing an upward trend.

Target Area: Ecosystem Health & Biodiversity

Theme: High country and foothill streams and lakes

Water quality in the high country is variable among river types, predominantly influenced by sediment inputs and associated contaminants from overland run-off and stock access. Aquatic ecosystem health and water quality is typically higher than in lowland streams, particularly for streams that receive a large volume of flow from higher up in the catchment. Spring-fed streams in the high country are particularly vulnerable to habitat degradation and siltation through stock access, upwelling of groundwater and associated contaminants or runoff from intensive land use. Hill-fed streams may be hampered by inflowing spring-fed tributaries or fluxes of contaminant sources during high flows. Alpine and hill sourced rivers are generally less impacted by contamination sources due to a large volume of flow originating high up in the catchment.

By 2015: Highlighted any high-country spring-fed or foothill streams where ecosystem health is declining, and identified the cause with an action plan in place.

By 2020: All foothill rivers and high-country rivers and/or lakes either in good ecological health or better, or showing upward trend.

By 2025: Maintain or improve aquatic ecosystem health of all foothill and high-country rivers and high-country lakes.

By 2030: Maintain or improve aquatic ecosystem health of all foothill and high-country rivers and high-country lakes.

By 2040: Maintained upland spring-fed streams and lakes in very good aquatic ecosystem health (no decline from 2010).

80% of other rivers/streams and lakes with very good aquatic ecosystem health.

Target Area: Ecosystem Health & Biodiversity

Theme: Understanding emerging contaminant risks

Managing emerging contaminants is fundamental to ensuring safe drinking water. District health boards, Environment Canterbury, territorial authorities and water suppliers are conducting ongoing monitoring and reporting, are implementing and enforcing catchment load limits and are working with communities to improve water quality.

By 2015: Understood any emerging contaminant risks and identified any at-risk areas for targeted management.

Emerging contaminant risks are understood and any at risk areas identified for targeted management, and a remedial programme underway.

By 2020: Understood any emerging contaminant risks and identified any at-risk areas for targeted management and a remedial programme underway.

By 2025: Emerging contaminant risks are understood and limits are set where appropriate; at risk areas are managed with targeted remedial programme in place.

Emerging contaminant risks are identified with targeted remedial programmes in place and evaluated.

By 2030: Emerging contaminant risks are understood and limits are set where appropriate; at risk areas are managed with targeted remedial programme in place.

Emerging contaminant risks are identified with targeted remedial programmes in place and evaluated.

By 2040: Understood any emerging contaminant risks and identified any at-risk areas for targeted management.

Understood any emerging contaminant risks and identified any at-risk areas for targeted management and a remedial programme underway.

Target Area: Ecosystem Health & Biodiversity

Theme: Catchment Load Limits

Managing emerging contaminants is fundamental to ensuring safe drinking water. District health boards, Environment Canterbury, territorial authorities and water suppliers are conducting ongoing monitoring and reporting, are implementing and enforcing catchment load limits and are working with communities to improve water quality.

By 2015: Achieved nutrient efficiency targets for the zone on all new irrigated land and 50% of other rural properties (and of properties within urban boundaries that apply nutrients over significant areas) Identified where environmental flows are not met or require change to meet ecosystem health and biodiversity outcomes and implemented actions to rectify.

* Identified areas where catchment load limits for nutrients are not met, prioritised areas and implemented actions to ensure there is no further enrichment.

* Demonstrated and included in implementation programmes, how land within the zone will be managed to achieve catchment load limits.

By 2020: Achieved nutrient efficiency targets for the zone on all new irrigated land and 80% of other land in major rural uses (pasture, major arable and major horticulture crops) and have 100% of rural properties working towards those targets (and of properties within urban boundaries that apply nutrients over significant areas).

Made progress towards achieving environmental flow and catchment load limits.

By 2025 Achieved nutrient efficiency targets for the zone on all new irrigated land and 90% of other land in major rural uses (pasture, major arable and major horticulture crops) and have 100% of rural properties working towards those targets (and of properties within urban boundaries that apply nutrients over significant areas).

Made progress towards achieving environmental flow and catchment load limits.

By 2030: Environmental flow regimes and catchment load limits are in place for all catchments and significant rivers affected by abstraction.

By 2040: Achieved nutrient efficiency targets for the zone on all new irrigated land and 100% of other rural properties (and of properties within urban boundaries that apply nutrients over significant areas).

Achieved all environmental flow and catchment load limits.

Target Area: Natural Character of Braided Rivers

Theme: Braided river character

Braided rivers are iconic features of the Canterbury landscape. The braided river floodplain, or braidplain, comprises both the active channels, less recently disturbed islands and lateral areas with more mature vegetation. The active riverbed includes the network of braided channels, islands and river margins that are inundated during flood events. There are a number of programmes underway to assist with maintenance of the braided rivers.

By 2015: Identified where environmental flows do not include flood peaks, flow variability, flood periodicity, and channel forming flows and implemented actions to rectify.

By 2020: Made progress towards achieving environmental flows.

By 2025: Made progress towards achieving environmental flows that maintain and enhance the dynamic, braided nature and indigenous ecosystems of braided rivers.

Continue to report on Target for 2010.

By 2030: Continue to report on Target for 2010.

Continue to report on Target for 2025.

By 2040: Canterbury's braided rivers show the dynamic, braided nature typical of such rivers.

Achieved all environmental flows.

Target Area: Natural Character of Braided Rivers

Theme: Ecosystems, habitats & species/riparian wetlands, springs & lagoons

Braided rivers are a distinctive feature of New Zealand's eastern South Island and have considerable biodiversity value. The braided rivers are characterised by ever-changing channels which are home to many species of birds, fish, invertebrates and plants that have adapted to live in this challenging and dynamic environment. Rare native birds such as wrybill, black-billed gull and black-fronted tern depend on braided rivers for their survival, but they are increasingly under threat. The riverbeds, riparian margins, floodplains and associated wetlands and springs support many of the region's endangered and rare species.

By 2015: Protect the indigenous habitats in riparian wetlands, springs and the lagoons associated with braided rivers.

Enhance and protect breeding populations of indigenous braided river birds.

By 2020: Protected significant habitat for a full range of indigenous braided river flora and fauna.

Protected and enhanced the habitats in riparian wetlands, springs and the lagoons associated with braided rivers.

By 2025: Five priority braided rivers are under active management to increase the area of habitat for a full range of indigenous braided river flora and fauna.

Increase area of actively managed habitat for indigenous flora and fauna in riparian wetlands, springs and lagoons associated with braided rivers compared to 2020.

Five priority braided rivers are under active management to increase habitat area usable by all species of indigenous braided river birds.

By 2030: Nine priority braided rivers are under active management to increase the area of habitat for a full range of indigenous braided river flora and fauna.

Increase area of actively managed habitat for indigenous flora and fauna in riparian wetlands, springs and lagoons associated with braided rivers compared to 2025.

Nine priority braided rivers are under active management to increase habitat area usable by all species of indigenous braided river birds.

More than 50% of indigenous braided river-dependent species are showing positive trends in abundance and health.

By 2040: All indigenous braided river-dependent species are showing positive trends in abundance and health.

Increase habitat area usable by all species of braided river indigenous birds.

Target Area: Kaitiakitanga

Theme: Marae water supply

Ensuring good quality drinking water at marae is an important Kaitiakitanga target. Looking after visitors/manaakitanga includes ensuring a safe drinking water supply. Previously this target has been measured by compliance with the drinking water standards. This has proved to be a complicated measure as the standards include criteria that are unrelated to the quality of the water and so a rating of 'non-compliant' can be misleading. The targets will now be measured using indicators more closely related to the quality/quantity of the water bodies used as the drinking water supply.

By 2015: No Target set for 2015.

By 2020: All marae and associated papakāinga have access to high quality drinking water.

By 2025: Maintain or improve, compared to 2020 levels, in the quality or quantity of water bodies used as a drinking water supply to marae and associated papakāinga.

By 2030: All marae and associated papakāinga have access to high quality drinking water that meets Drinking Water Standards.

By 2040: No Target Set for 2040.

Since signing the Tuia Relationship Agreement between Ngā Papatipu Rūnanga and Environment Canterbury in December 2012, the nature and extent of the relationship continues to grow and develop. Investing in the relationship by bringing capacity and capability to bear, ensures all parties continue to move closer to achieving partnership in the management of the region's natural, physical and freshwater resources. The cultural values return, from mana whenua engagement and participation in the CWMS collaborative process, will continue to be challenged by the inevitably slow and incremental pace of any real or tangible improvement at the flax roots level in terms of mahinga kai and customary use.

By 2015: Protocols for the recognition and exercise of mana, including kaitiakitanga within the Ngāi Tahu rohe, are implemented.

A report on the health of all Ngāi Tahu nominated water-bodies using the Ngāi Tahu Cultural Health Monitoring Tool.

Iwi Management Plans in place for all zonal areas.

Institutional capability within local government to adequately recognise and provide for the principle of kaitiakitanga in water management.

A formal co-governance arrangement for the active management of Te Waihora (Lake Ellesmere) and its catchment.

A system for appointing Ngāi Tahu tangata tiakiwai (water guardians) who have formal recognition and support from local government is established.

By 2020: Integrated Ki Uta Ki Tai environmental management philosophies into zonal and regional management planning.

Further co-governance arrangements (developed in partnership by Ngāi Tahu, the Crown and Canterbury local government) for the active management of nominated waterbodies in North and South Canterbury.

At least one Ngāi Tahu tangata tiakiwai is appointed in each zone.

By 2025: Develop an integrated Te Rūnanga O Ngāi Tahu/papatipu rūnanga reporting mechanism.

An annual mātauranga informed report is provided for rūnanga on the health of all waterways to inform water management decision-making (by councils and Ngāi Tahu).

All Iwi Management Plans more than 5 years old are refreshed.

A review of the level at which Ki Uta Ki Tai environmental management philosophies have been integrated into zone and regional planning is completed.

Institutional capability within local government to adequately recognise and provide for the principle of kaitiakitanga in water management.

Succession plans and rangatahi forums are in place to enable the next generation to participate in zone committees and other water management processes.

Co-governance arrangements developed and being implemented for at least one nominated waterbody in North Canterbury and one in South Canterbury.

At least one Ngāi Tahu Tangata tiakiwai is appointed in each zone.

By 2030: Integrated Te Rūnanga O Ngāi Tahu/papatipu rūnanga reporting mechanism in place.

Outcomes reporting is being informed by Mātauranga Maori Report.

All Iwi Management Plans are refreshed in relation to the integrated ki uta ki tai action plan and responded to.

An integrated ki uta ki tai strategic plan is completed for all catchments that sets out the agreed actions for all participants.

Institutional capability within local government to adequately recognise and provide for the principle of kaitiakitanga in water management.

Intergenerational representation is evident and supported, and ongoing development occurs in the CWMS process.

Co-governance arrangements implemented for at least one nominated waterbody in North Canterbury and one in South Canterbury.

All zones are sufficiently resourced by Tangata tiakiwai.

Papatipu Rūnanga are decision makers for allocations of Ngāi Tahu water in each catchment.

By 2040: Kaitiakitanga is a normalised and an integrated practice of water management.

Kaitiakitanga is about the active protection, sustainable use and responsibility for freshwater bodies and their related natural and physical resources by tangata whenua. Active participation of Papatipu Rūnanga in CWMS activities and decision-making is pivotal to success. Iwi Management Plans, co-governance of environmental resources and restoration of mahinga kai and wāhi taonga are pioneering examples of shared governance and management responsibilities between Ngāi Tahu and Environment Canterbury.

By 2015: Identified customary uses (current and potentially restored) for all waterways.

All degraded wāhi taonga and mahinga kai waterways nominated by Ngāi Tahu have an active restoration programme in place that responds to cultural priorities.

Work and research has commenced on establishing a mahinga kai food gathering standard.

A programme for identifying cultural preferences for river and stream flow agreed in each zone.

By 2020: A mahinga kai food gathering standard is confirmed and implemented as a water quality monitoring tool.

By 2025: Identified customary uses are mapped for all catchments in Canterbury.

5 sites in each papatipu rūnanga area (including freshwater mātaimai and Fenton Reserves) are being restored or protected in recognition of them as wāhi taonga and/or to support and be accessible to papatipu rūnanga for mahinga kai and resource gathering purposes.

At risk freshwater taonga species (e.g. kekewai, kakahi, long finned and short finned tuna) are identified and protection zones are identified and put in place.

Environmental flows provided for through regional planning processes afford protection to instream values identified in Ngāi Tahu policies.

No further loss of intergenerational cultural knowledge and practice.

By 2030: 10 sites in each papatipu rūnanga area (including freshwater mātaimai and Fenton Reserves) are being restored or protected in recognition of them as wāhi taonga and/or to support and be accessible to papatipu rūnanga for mahinga kai and resource gathering purposes.

Mahinga kai is available that is of high quality.

At risk species are increasing in abundance and the number of at-risk species is declining.

An increase in the number of papatipu runanga whanau who are learning and carrying forward intergenerational cultural knowledge and practice.

By 2040: Protection, in accordance with Ngāi Tahu values and practices, of wāhi taonga and mahinga kai waterways.

The quality and quantity of drinking-water supplies depends on the management of point sources and non-point sources of contaminants in drinking water supply catchments and aquifers, land-use in the catchment and/or recharge area, and on the treatment provided by the local authority. Actions to protect drinking water differ for groundwater from a secure source and surface water sources. The percentage of the region's population with access to safe drinking-water is high, but there are numerous smaller water supplies, supplying smaller communities, that are non-compliant.

By 2015:

By 2020: There is an increase in the percentage of the population supplied with water that meets the New Zealand Drinking Water Standards for health-based determinants.

By 2025: Communities that, at 2010, had access to untreated and safe drinking water continue to have access to source water that does not require treatment.

Communities that, at 2010, were treating drinking water supplies require no new treatment or increased monitoring requirements.

Priority is given to drinking water (including stockwater) over other uses in LWRP.

All community drinking water supplies and self-supplied bores meet the New Zealand Drinking Water Standards for health-based determinants.

Emerging contaminant risks are identified with targeted remedial programmes in place and evaluated.

No new activities in a drinking water catchment/ groundwater zone that reduce access to sufficient quantities of drinking water supplies including stockwater.

Drinking water has priority over other uses in the Land and Water Regional Plan and territorial authorities' district plans.

By 2030: Communities that, at 2010, had access to untreated and safe drinking water continue to have access to source water that does not require treatment.

All drinking water supplies and self-supplied bores meet the New Zealand Drinking Water Standards for health-based determinants.

Drinking water supplies (community use and stockwater) are maintained as a first order priority when reviewing regional policies and planning.

By 2040: Understood any emerging contaminant risks and identified any at risk areas for targeted management and a remedial programme underway.

Intensification of land use has necessitated the need to set catchment loads, limiting the amount of nitrate and phosphate that can be leached or discharged from farmland. Environment Canterbury continues to monitor water surface quality and groundwater flows to improve understanding of risks to drinking and recreational water quality and make this information publicly available. Work continues with water supply and health authorities and CWMS committees to meet a range of outcomes including the CWMS drinking water targets.

By 2015: Demonstrated, and included in implementation programmes, how land within the zone will be managed to achieve catchment load limits.

Set catchment load limits for nitrate consistent with drinking water quality targets for each zone, identified priority areas where targets are not met and implemented actions to ensure there is no further enrichment.

By 2020: Achieved nutrient efficiency targets for the zone on all new irrigated land and 80% of other land in major rural land uses (pasture, major arable and major horticulture crops), and have 100% of rural properties working towards those targets (and of properties within urban boundaries that apply nutrients over significant areas).

A demonstrable decrease in nitrate concentrations in shallow groundwater in priority areas is achieved.

By 2025: Detailed dynamic groundwater modelling provides data that ensures policy recognises impact of contaminants, land use and climate change.

Implementation programmes in place for each zone to achieve catchment load limits.

Reviewed progress towards achieving catchment load limits in catchments where limits have been in place for at least five years.

Achieved nutrient efficiency targets for the zone on all new irrigated land and 80% of other land in major rural land uses (pasture, major arable and major horticulture crops), and have 100% of rural properties working towards those targets (and of properties within urban boundaries that apply nutrients over significant areas).

Decrease in the number of wells with increasing trends in nitrate level concentrations from 2020.

By 2030: Refine, define and utilise detailed dynamic groundwater modelling to provide data that informs regional and district policies and rules that recognise impact of contaminants, land use and climate change.

Catchment load limits are met (timeframes set in implementation programmes).

Achieved nutrient efficiency targets for all zones as set out in plans.

Decrease in the number of wells with increasing trends in nitrate level concentrations from 2025.

By 2040: Achieved nutrient efficiency targets for the zone on all new irrigated land and 100% of other rural properties (and of properties within urban boundaries that apply nutrients over significant areas).

Average annual nitrate levels in all groundwater wells in Canterbury are below 50% of the maximum allowable value for drinking water.

Nitrate levels in community drinking water wells are below the maximum allowable values of drinking water.

Target Area: Recreation and Amenity Opportunities

Theme: Water Based Recreational Opportunities

Canterbury's rivers and lakes are highly prized for recreation and used throughout the year by locals and visitors. Recreational and amenity opportunities provide social, cultural, health and economic benefits. CWMS Zone Committees have identified actions and desired outcomes for recreational opportunities and information is being gathered to advance work programmes to support recreation targets.

By 2015: A positive trend in the availability and/or quality of recreational opportunities in each zone.

By 2020: A positive trend in the availability and/or quality of recreational opportunities in each zone.

By 2025: A continuing and measurable positive trend, against baseline information, in the diversity, availability and quality of recreational opportunities in each zone.

Identify the restoration of priority freshwater recreational opportunities in each zone, developing plans to achieve and show measurable progress.

Understand threats and act to reduce risk to freshwater recreational opportunities.

By 2030: A continuing and measurable positive trend, against baseline information, in the diversity, availability and quality of recreational opportunities in each zone.

Plans in place that recognise the values and provide protection for recreation and amenity opportunities.

Priority freshwater recreational opportunities in each zone (identified by 2025) show progress towards restoration and protection.

Potential threats to freshwater recreational opportunities are understood and plans in place to reduce risk.

By 2040: Restored at least one major fresh water recreational opportunity in each zone that was not currently available in 2010.

Target Area: Recreation and Amenity Opportunities

Theme: Recreational Water Flows

Different recreational activities, interests, and users require different water flows at different times. Some require a wilderness experience; others need white-water conditions or safer flows and tranquil places. Most rivers and streams in Canterbury are at, or near, full allocation for reliable 'run-of-river' takes.

By 2015: Identify where environmental flows are not met or require change to meet recreational outcomes and implemented actions to rectify.

By 2020: Made progress toward achieving environmental flows.

By 2025: Environmental flows, which support recreational requirements, are set as part of the rule setting process in new plans and included in existing plans when up for review.

By 2030: Environmental flows, which support recreational requirements, are set as part of the rule setting process in new plans and included in existing plans when up for review.

All new and existing consents in review are linked to environmental flows.

By 2040: Achieved all environmental flows.

Target Area: Recreation and Amenity Opportunities

Theme: Freshwater Angling

Freshwater angling is a popular recreational activity in Canterbury rivers with brown trout, rainbow trout and Chinook salmon a sought-after catch. The Rakaia River is one of the best salmon fisheries in New Zealand and the upper reaches are set amidst spectacular scenery. Lake Coleridge is a large, exposed high country lake that is heavily fished for its landlocked Chinook salmon. Both the Waiau River and the Hurunui River have some of the most productive reaches of trout fishing in New Zealand and are popular for their seasonal sea run salmon. The Waimakariri River is an excellent trout and salmon fishery in close proximity to Christchurch. Canterbury high country lakes provide fishing in a remote and uniquely scenic environment. Smaller, localised fisheries also exist for other introduced salmonids.

By 2015: A positive trend in the availability and/or quality of freshwater angling opportunities.

An increase in freshwater angler numbers (or catch rate) assessed over a five-year average.

No further reduction in the number and areas of existing salmon spawning sites.

Increasing annual trout spawning counts in identified important areas (based on a 5-year average) as an indicator of habitat availability for salmonid and indigenous fish species.

By 2020: No Target Set for 2020.

By 2025: Advocate for and support measures to effectively restore and protect fishing opportunities in each water management zone.

Health of lowland streams, rivers and lakes in Canterbury show improving habitat and an increase in fishing opportunities.

20% increase in the number and area of protected salmonid spawning sites from 2009 baseline in identified important areas.

By 2030: Freshwater fishing opportunities in each zone are restored and protected.

Sustained improvement in health of lowland streams, rivers and lakes in Canterbury.

40% increase in the number and area of protected salmonid spawning sites from 2009 baseline in identified important areas.

By 2040: Restored fishing opportunities in most lowland streams in each water management zone.

Target Area: Recreation and Amenity Opportunities

Theme: Recreational Water Quality

The recreational water quality monitoring programme follows the national guidelines for marine and freshwater recreational areas, assessing the microbiological quality of water bodies and associated health risks to water users. Monitoring is conducted in the summer seasons at popular river and lake bathing sites throughout Canterbury.

By 2015: At least 80% of river bathing sites graded as suitable for contact recreation.

By 2020: Of the lake and river sites used for contact recreation, an increase in the percentage that meet recreational water quality guidelines.

By 2025: Improve on percentage of rivers and lakes being swimmable since 2020 using consistent water quality monitoring and real-time results.

Cyanobacteria risk for priority contact recreation sites in Canterbury rivers and lakes is understood and managed for public health.

By 2030: Achieve the National Policy Statement for Freshwater Management target of 92 percent of rivers and 81 percent of lakes in Canterbury being swimmable by 2030.

Progress is made towards achieving identified reduction targets for cyanobacteria.

By 2040: No Target Set for 2040.

In Canterbury, irrigation complements variable rainfall. Careful water application boosts productivity while minimising drainage and water abstracted from aquifers. Minimising drainage helps to minimise nutrient losses as required by regional planning rules across Canterbury. Investment by farmers in modern overhead spray systems has displaced less efficient surface methods. Region wide benchmarks for water use, based on water metering data, are now beginning to inform policy rather than volumes historically allocated or consented. Improvements in application methods and irrigation systems are being driven by Irrigation schemes, Irrigation New Zealand, Industry sector organisations using industry led applied research, practical field programmes and irrigation efficiency testing on-farm.

By 2015: Established and reported against a benchmark of current water use efficiency for irrigation" (from target A184 below).

60% of water used for irrigation is operating according to best practice water use.

Established and reported against a benchmark of current water use efficiency for irrigation, community (potable, industrial and commercial) and stockwater.

By 2020: 80% of water used for irrigation and stockwater is operating according to best practice water use.

Reduced water used for community water supply by 10% (measured in litres per person for day) compared to that used in 2010.

Increased the benefits gained per unit of water so that the volume of water beneficially used (used in production of crops, electricity, or commercial uses) in each zone as a proportion of the volume of water take is, on average, 5% greater than that achieved in 2010.

By 2025: 90% of water users meeting or exceeding the agreed water use benchmarks.

100% of water used for irrigation and stockwater is operating according to water use Good Management Practices

Continued updating of best practice as industry makes advances.

Drinking water suppliers have demand management programmes in place as part of good infrastructure practices.

Policy mechanisms are in place to ensure that efficiency gains are returned to the environment where there is overallocation of the water resource.

By 2030: 100% of water users meeting or exceeding the agreed water use benchmarks.

100% of water used for irrigation and stockwater is operating according to water use Good Management Practices.

Drinking water suppliers implementing demand management programmes as part of good infrastructure practices.

A percentage of the water saved through water use efficiency is returned back to the environment or is allocated to other uses.

Increased the benefits gained per unit of water so that the volume of water beneficially used (used in production of crops, electricity, or commercial uses) in each zone as a proportion of the volume of water take is, on average, 10% greater than that achieved in 2020.

By 2040: Implemented best practice water use on all irrigation, stockwater and industrial/commercial use in Canterbury.

Reduced water used for community water supply by 20% (measured in litres per person per day) compared to that used in 2010.

Increased the benefits gained per unit of water so that the volume of water beneficially used (used in production of crops, electricity, or commercial uses) in each zone as a proportion of the volume of water take is, on average, 25% greater than that achieved in 2010.

The CWMS sets an indicative outcome for 2040 of at least 95% reliability of water supply. Increasing irrigated area and reliability requires progress to be made in water management at farm and scheme levels. This includes developing cooperative arrangements between the various water management interests, adopting improved management systems, improving the operation of existing infrastructure and the development and reliability capacity (storage) within these systems. Methods being used include the piping of formerly leaky unlined earth canals and the use of small and medium scale storage as well as improved methods for operating existing large-scale storages. Efficient on farm water use results in water storage being able to supply reliability to larger irrigated areas. More land benefitting from irrigation, both directly and indirectly through mixed irrigation and dryland farming systems, builds resilience into the local economy making it less susceptible to both long-term climate change and short-term dry spells, while widening the range of land use options.

By 2015: Increased the area of irrigated land and/or reliability of irrigation.

By 2020: Improved reliability of supply for at least 50% of irrigated land.

By 2025: Improved reliability of supply for at least 65% of irrigated land.

By 2030: Achieved 95% reliability of supply for 75% of irrigated land while also ensuring all target area water uses (including ecosystem health/ biodiversity, drinking water and kaitiakitanga targets) are met as per CWMS priorities.

By 2040: A substantial increase in the reliability of supply and the area of land irrigated in Canterbury all of which has demonstrated high standards of riparian, nutrient and water use management, and has been shown to be consistent with the principles of the strategy. An indicative target is 850,000 hectares of irrigated land with at least 95% reliability

Improved reliability of supply for all irrigated land.

The CWMS identifies infrastructure as a means to contribute to all CWMS target areas, not just the supply of water for irrigation and hydro-electricity. Infrastructure can also address future-proofing issues such as ecosystem support in a changing climate and water quality management through enhanced reliability and distribution efficiency. While the CWMS is a collaborative process involving all councils across Canterbury, infrastructure development is based on cooperation and coordination, while recognising the commercial goals of the parties involved. Infrastructure options are being considered and progressed with a vision for an integrated water infrastructure across Canterbury.

By 2015: A system of regionally distributed rural water infrastructure for the storage and distribution of water that provides reliable water to all irrigated land has been designed, timetabled, costed and staged.

The system has been demonstrated to align with the principles and targets of this strategy.

Decided mechanisms for funding infrastructure and the ongoing operation of the strategy.

Started on the infrastructure (or reconfiguration of existing consents) that facilitates efficiency improvements and is linked into the regional storage plan.

Specified, for each zone, their infrastructure requirements consistent with the regional storage plan, and the principles and targets of the strategy.

By 2020: Started construction of regional storage and [improved reliability of supply for at least 50% of irrigated land].

Started construction of infrastructure identified in zonal implementation programmes.

By 2025: Reviewed regional infrastructure needs (including storage and distribution) based on revised supply and demand factors (including climate change) to meet 2040 goals with a focus on reliability.

Establish a "reliability of supply" metric methodology for economic and environmental outcomes of this strategy.

Reviewed progress on the funding of infrastructure development and/or the reconfiguration of existing consents that aligns with the principles and targets of this strategy.

Reviewed progress on infrastructure development and/or the reconfiguration of existing consents that facilitates reliability improvements and is linked into the regional storage plan.

Progress made in construction of integrated infrastructure identified in zone implementation programmes (Integrated - both irrigation and environmental).

By 2030: Reviewed regional infrastructure needs (including storage and distribution) based on revised supply and demand factors (including climate change) to meet 2040 goals with a focus on reliability.

Establish a "reliability of supply" metric methodology for economic and environmental outcomes of this strategy.

Reviewed progress on the funding of infrastructure development and/or the reconfiguration of existing consents that aligns with the principles and targets of this strategy

Reviewed progress on infrastructure development and/or the reconfiguration of existing consents that facilitates reliability improvements and is linked into the regional storage plan.

Progress made in construction of integrated infrastructure identified in zone implementation programmes (Integrated - both irrigation and environmental)

By 2040: No Target Set for 2040.

Target Area: Energy Security and Efficiency

Theme: Energy Security and Efficiency

Canterbury's high-country lakes provide a largely natural water storage capacity that can act as an enabler for other renewable generation technologies, such as wind, which rely on the generation from hydro storage being available on demand. Electricity generation is generally, but not always, a non-consumptive use, making it highly complementary to irrigation. Investigating hydro power options, particularly where they have additional benefits or dual use of the water (e.g. in combination with farm irrigation) is encouraged. New infrastructure options must include consideration for hydro-electric power generation and where possible, feature design that utilises the landscape to convey water under pressure. This can minimise the need for pumping and, as a result, can improve energy efficiency.

By 2015: Started projects to generate electricity from existing irrigation infrastructure.

By 2020: Increased the productivity per unit of electricity – per hectare consumption for irrigation sector and equivalent measures in other sectors.

Generate at least 40-45% of the power used by irrigation in Canterbury from irrigation infrastructure (including multi-use hydro and irrigation systems) within Canterbury and other renewable on-farm sources.

Maintain or increase Canterbury's contribution to New Zealand's security of electricity supply.

By 2025: Established measures for the productivity of electricity - per hectare consumption for irrigation sector and equivalent measures in other sectors.

Factored efficient use of electricity in all irrigation infrastructure.

Continue to maintain or increase Canterbury's contribution to New Zealand's security of electricity supply.

By 2030: Increased the productivity per unit of energy by 10% from 2025 (downward trend in energy use per hectare).

Factored efficient use of electricity in all irrigation infrastructure.

Continue to maintain or increase Canterbury's contribution to New Zealand's security of electricity supply.

By 2040: Factored efficient use of electricity in all irrigation infrastructure.

Target Area: Indicators of Regional and National Economies

Theme: Added-value from Water

Indicators for Regional Gross Domestic Product (GDP) and employment growth are readily available, regularly updated and show positive trends. However, direct measures of the 'value added' impact of water on the regional economy are not yet readily available.

By 2015: Increase the value and employment added per unit of water.

By 2020: Increased production through the direct application of water to agriculture contributes an additional \$0.4 billion per annum value added to the Canterbury economy.

By 2025: Increase the value-add per unit of water uses in consumptive activities.

Productivity of water use grows by 3% per annum.

No decline in rural economic and social vitality from that measured at 2010.

Canterbury household income is maintained or expanded relative to national household income.

By 2030: Increase the value-add per unit of water uses in consumptive activities.

Productivity of water use grows by 3% per annum.

No decline in rural economic and social vitality from that measured at 2010.

Canterbury household income is maintained or expanded relative to national household income.

By 2040: Increased Canterbury's contribution to national GDP from 15% to 20% of which 2% is attributable to increased production and better water management.

Increased production through the direct application of water to agriculture contributes an additional \$1.7 billion per annum value-added to the Canterbury economy.

Recognised and reported on the employment benefits (direct and indirect) that arose from the CWMS.

The opportunity cost is the value of something that is forgone in order to achieve something else. In resource management this is the value that is lost by pursuing one use of a resource at the expense of a possible alternative use. All resources can have an alternative use, which means that every action has an associated opportunity cost.

An externality arises if the activity of one person is affecting another person without compensation. An adverse effect is called a negative externality and a beneficial effect is known as a positive externality. The discharge of nutrients from farmland can end up in water bodies which then contributes to declining water quality. This can have negative impacts on the users of water bodies (e.g. use for drinking water or recreational activities) which is an example of a negative externality.

By 2015: No Target Set for 2015.

By 2020: Measures in place to assess the economic wealth benefits of freshwater biodiversity (and other ecosystem services) and recreational use of water.

By 2025: Develop a way of assessing costs and benefits using a capitals approach that recognises externalities and opportunity costs.

Develop options (including a preferred option) for funding the reinvestment in natural capital, including addressing legacy issues and future opportunity costs.

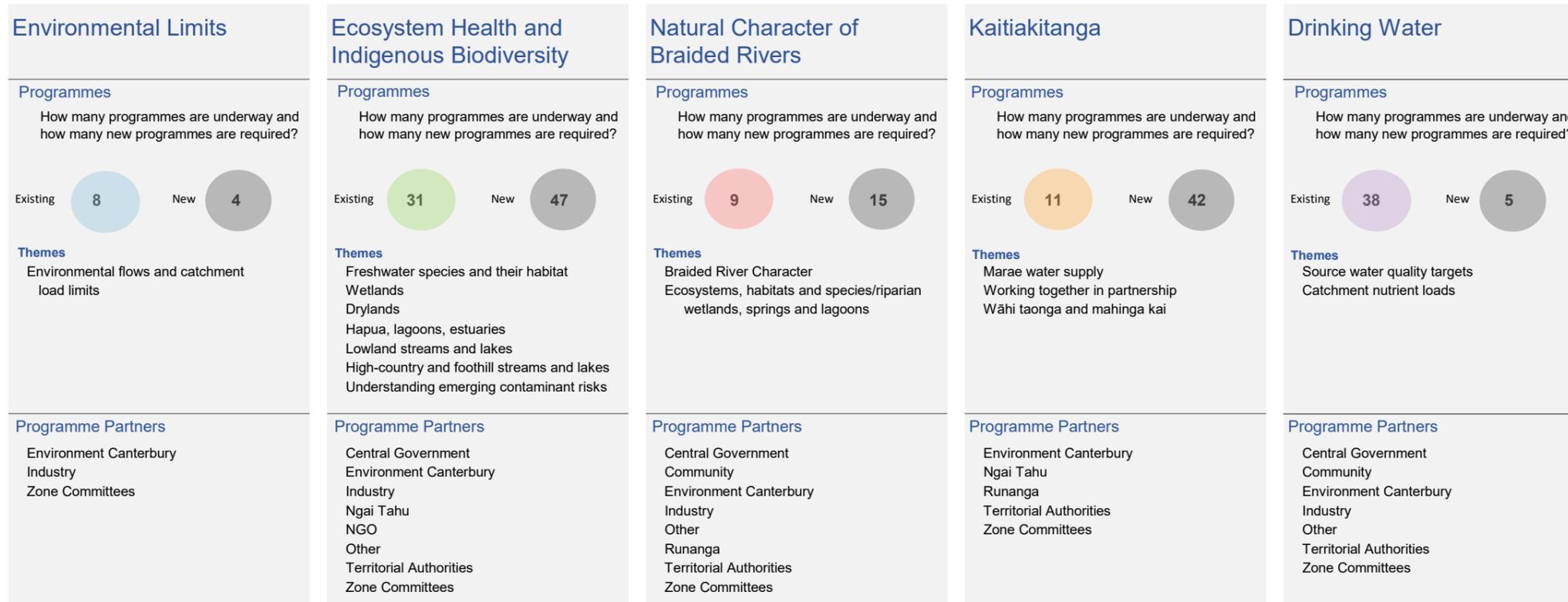
Measures in place to assess the economic wealth benefits of freshwater biodiversity (and other ecosystem services) and recreational use of water.

By 2030: Develop a way of assessing costs and benefits using a capitals approach that recognises externalities and opportunity costs.

Develop options (including a preferred option) for funding the reinvestment in natural capital, including addressing legacy issues and future opportunity costs.

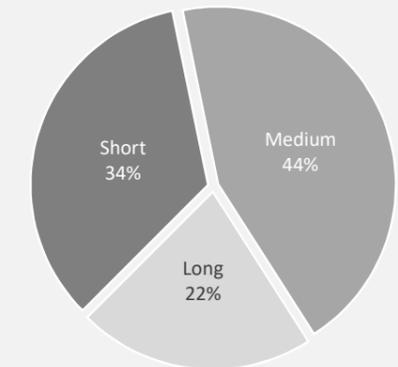
Measures in place to assess the economic wealth benefits of freshwater biodiversity (and other ecosystem services) and recreational use of water.

By 2040: A demonstrable increase in economic wealth due to biodiversity protection and improvement, and increased recreational use of water resulting from implementation of the CWMS.



CWMS Fit for the Future Draft Work Programmes to support the CWMS 2025 goals

Timing of draft work programmes



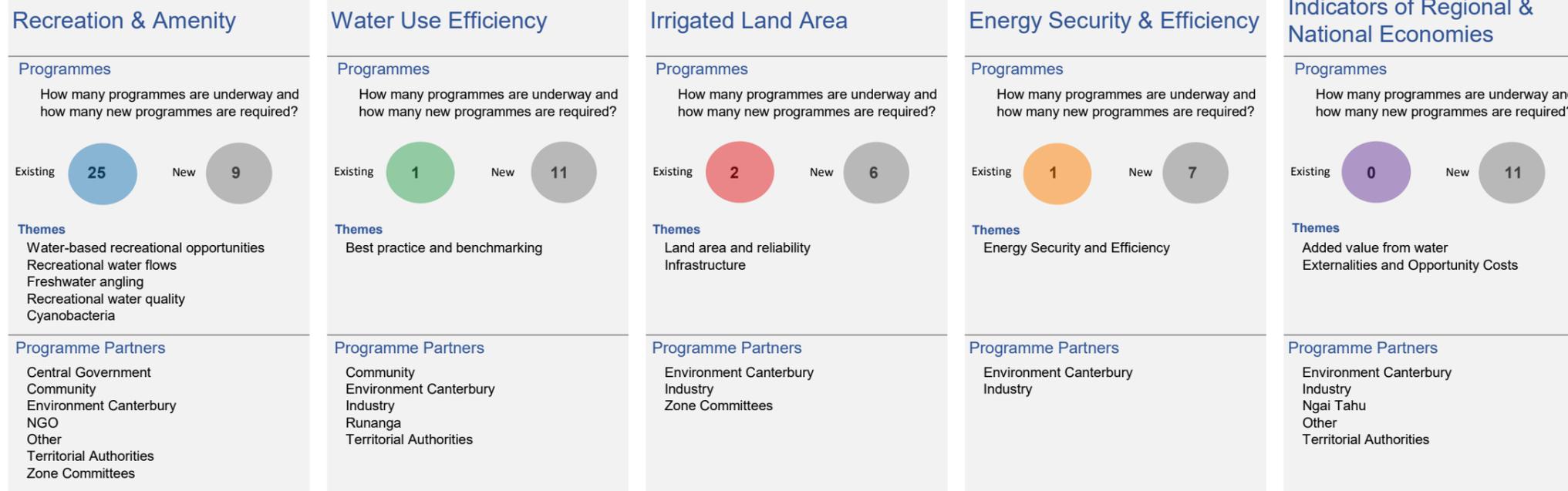
The chart shows the short, medium and long term work programme timing as a total for all target areas.

This provides an indication of the timing or work to deliver on the 2025 goals.

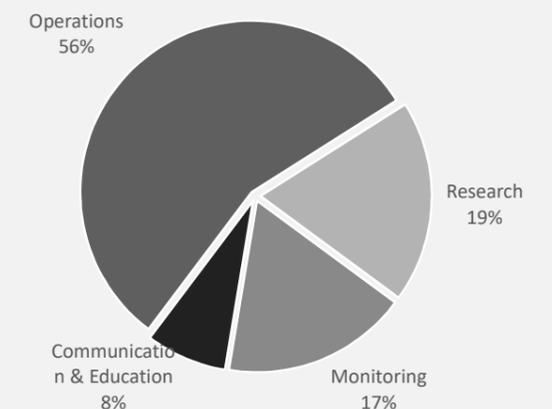
Short: Programmes that need to start as soon as possible to deliver on the goals (within 1-2 years); prerequisites for other programmes.

Medium: Programmes that should start within the next 2-3 years to effect the goals.

Long: Programmes that span a long duration, have prerequisites or can be started at a later date to deliver on the goals; within 3-4 years.



Programme types



This chart identifies the split of programme activity type, for example, 19% of programmes are Research.

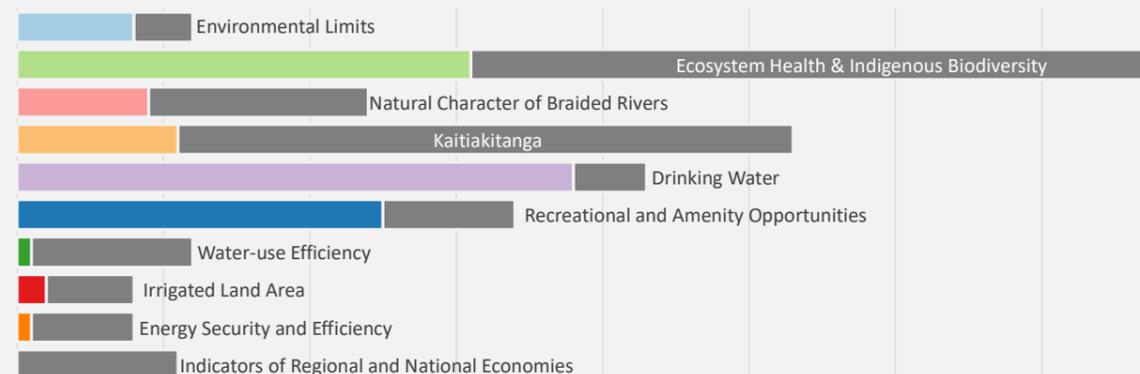
Committed and new programmes

Each coloured bar is a total of the committed programmes within each target area. The grey extension to each bar indicates the number of proposed new work programmes.

The total length of each bar identifies the size of each target area (by number of programmes).

The relation between the coloured and grey portion of each bar indicates the progress and the effort required to reach the specified goals.

■ New programmes



Date: 24 May 2019

Presented by: Steve Lowndes, Environment Canterbury

Canterbury Water Management Strategy update

Purpose

1. This paper provides the Canterbury Mayoral Forum with an update on region-wide progress towards implementing the Canterbury Water Management Strategy (CWMS) for February to April 2019.

Recommendations

That the Canterbury Mayoral Forum:

1. **receive the report and take it as read.**

Regional and Zone Committee updates

2. Zone managers and facilitators have summarised the current focus for the CWMS Zone and Regional Committees. The table is included in Appendix 1.

Environment Canterbury updates

3. **Nutrient Management and Waitaki Plan Change / Plan Change 5** to the Canterbury Land and Water Regional Plan was made operative on 1 February 2019. The plan change:
 - deals with the effects of land uses, particularly farming activities, on water quality at a region-wide level
 - ensures the effective management of water quality in the Waitaki sub-region
 - sets industry agreed Good Management Practice as the minimum standard for all farming activities.
4. The nutrient management rules apply in all catchments in the region not currently the subject of sub-region plans. Resource consent, including audited Farm Environment Plans, is required if properties irrigate more than 50 hectares or have more than a specified amount of winter grazing of cattle, depending on property size. As part of the process to settle appeals on the plan change, the external working group (set up to settle appeals on PC5) continues working through implementation challenges.

5. **Plan Change 7** to the Land and Water Regional Plan (LWRP) is currently under development and is being prepared in three parts. The first part is an omnibus change that proposes changes to region-wide policies and rules in the LWRP to:
 - provide greater protection to habitats of freshwater species
 - enable consideration of Ngāi Tahu values in relation to a broader range of activities
 - allow the use of managed aquifer recharge across the region
 - provide a revised nutrient framework for commercial vegetable growing operations.
6. The second and third parts of Plan Change 7 relate to the **Waimakariri and Orari Temuka Opihi Pareora (OTOP) sub-regions**. These parts of the plan change have been developed in collaboration with the Waimakariri and OTOZ Zone Committees and put in place a freshwater framework to implement recommendations in each Zone Committee's Zone Implementation Programme Addenda (ZIPA).
7. These ZIPAs were presented to the respective councils late in December 2018 and early this year. The types of changes being proposed include reductions beyond good management practice to limit the effect of different land uses on water quality and increases in minimum flow, and reduction in allocation in catchments where community outcomes are not being achieved. Environment Canterbury asked Ngāi Tahu and key stakeholders for their views in April 2019. Subject to Council decisions, formal notification of the plan change is likely to happen in the middle of the year, at which time the public is encouraged to provide its views through submissions. A hearing will then be held, probably in early 2020.
8. The Land and Water Regional Plan requires the implementation of **Good Management Practice** on farm to achieve water quality outcomes. There are a total of 7,815 farms (based on Statistics New Zealand) in Canterbury of which 1,400 require a consent and 1,500 are part of a collective (irrigation schemes and farming enterprises). To date, 85% of the required FEPs are in place and have been audited at least once or will receive their first audit within the next year. Targeted campaigns focused on irrigated properties not part of a collective, and have led to 48% of these farms now having a resource consent. User trials of the farm portal system have been successful and campaigns to target permitted activity farms are planned for November 2019.
9. The **fish screen** improvement campaign initially focused on 50 consents with a fish screen condition, selected with input from rūnanga, the Department of Conservation and Fish & Game. These consents are located mainly at large intakes, or environmentally significant or sensitive sites. Environment Canterbury continues to work with industry and consent holders to upgrade fish screens to current best practice. The industry-initiated Fish Screen Working Group operating under the auspices of the CWMS Regional Committee continues to investigate information gaps to inform improvements to intake configuration and practices, with particular regard to native fish species.

10. A number of projects to improve water quality, increase river flows and groundwater levels continue to be trialled in the region.
 - The **Selwyn/Waikiriri** Near River Recharge project land purchase has been finalised. Consent applications will be lodged in early April with construction for Stage 2 contracted for July and Stage 3 construction currently in the tendering process.
 - The Targeted Stream Augmentation and Permeable Reactive Barrier trials are underway in the **Silverstream/Kaiapoi** River catchment in the Waimakariri District.
 - The **Ashburton-Hinds** Managed Aquifer Recharge project: Year 2 catchment scoping project has been completed (including the preliminary business case), with a follow up from the Provincial Growth Fund expression of interest accepted to full application stage. A new community trust is also being set up to replace the current governance group.

Policy update

11. The Government is working through its **Essential Freshwater programme**. The Ministry for the Environment (MfE) sought further information on specific catchments in each of the regions in early January and February. This information was to enable MfE to identify a range of exemplar catchments nationally. MfE has indicated it is looking to present the Minister for the Environment with an initial draft list of exemplar catchments in March before finalising the complete list later this year.
12. The Ministry has also signalled possible changes to **the National Policy Statement for Freshwater Management (NPSFM)**, including provisions to:
 - provide for better management of fish passage and further loss of habitat connectivity
 - require consideration of downstream receiving environments when setting freshwater objectives and limits and strengthened integration between regional/district council functions
 - greater emphasis on urban catchments
 - changes to the National Objectives Framework.
13. Government has also signalled that the **National Environmental Standard (NES) for Freshwater** could include measures to address stock exclusion, riparian management, high risk farming activities and intensification. Consultation on the NPS and NES is expected to take place in mid-2019.
14. The **Three Waters Review** team, including representatives from the Ministry of Health, the Ministry for the Environment and the Department of Internal Affairs, has been undertaking targeted engagement over March and April 2019 on related emerging high-level policy proposals. The Christchurch workshops were re-scheduled to 10 April 2019 and engaged a range of individuals and organisations with operational and technical expertise of implementing, operating and managing drinking water, wastewater and/or stormwater systems.

15. Officials expect the first cabinet paper on regulatory proposal for Three Waters to be considered by Cabinet in late June 2019, with a cabinet paper on service delivery arrangements to be considered in August 2019.

In the news

Since January 2019

16. Environment Canterbury confirmed in early November that **Amuri Irrigation Company's** (AIC) Farm Environment Plan template met the requirements of the Land and Water Regional Plan.
17. **Hurunui Water Project** (HWP) shareholders voted unanimously to accept the offer from AIC to buy the resource consents held by **Hurunui Water Project**. AIC is proposing a smaller piped irrigation scheme between the Hurunui River and Hawarden/Waikari and with the takeover, hold the resource consents held by HWP.
18. As part of a new project, **30 demonstration wetlands** in Canterbury will receive government support as part of the latest round of funding from the Sustainable Farming Fund. The joint project has received co-funding and in-kind support from Environment Canterbury, NZ Landcare Trust, Merino NZ, DairyNZ and Overseer Ltd. Among other things, the project aims to identify how farm wetlands can be managed to recognise their economic, environmental, recreational and cultural values in a way that works for farmers.
19. In March, **Mackenzie Basin** community leaders attended a community forum in Twizel to learn how the five agencies (Mackenzie District Council, Waitaki District Council, Department of Conservation, Land Information New Zealand and Environment Canterbury) with statutory responsibilities in the region had become more aligned in protecting the iconic landscape since forming the Mackenzie Basin Agency Alignment Programme in 2017. The agencies are working on co-ordinated planning and consenting requirements, and provided more resources and support to enable several large-scale initiatives such as a tourism strategy to ensure tourism pressure and investment are well-managed.
20. Environment Canterbury has appealed the December 2018 High Court decision on the extent of a river bed, **Dewhirst Land Company Ltd v Canterbury Regional Council**, to the Court of Appeal. Among other things, the decision to appeal is felt to be necessary to ensure clarity for all – including landowners, communities and river users – on a point of law that has wide-reaching implications and which is central to Environment Canterbury's work in protecting the region's much-valued braided rivers. The appeal is expected to be heard later this year.

21. The Co-Governors of Te Waihora / Lake Ellesmere (Environment Canterbury, Te Rūnanga o Ngāi Tahu, Selwyn District Council, Christchurch City Council and the Department of Conservation) announced the blessing of a \$3.5-million project for a new wetland and improved habitat to improve water quality and biodiversity, as well as to ensure the future of mahinga kai in the **Ahuriri Lagoon** and downstream Huritini / Halswell River. This project is an important part of the Whakaora Te Waihora programme designed to help achieve the long-term goals for Te Waihora/ Lake Ellesmere.
22. Results from a Department of Conservation (DOC) report on water quality in the **Ashburton Lakes District** show trends that nitrogen is increasing in some lakes due to land use activities. DOC will work with Environment Canterbury through the Ashburton Zone Committee and landowners to reduce nitrogen and phosphorous loss to the lakes.
23. Implementation of a non-native predatory fish barrier at **Haldon Pasture** to protect the endangered Canterbury mudfish (kōwaro) is underway. This collaborative endeavour is a landmark Environment Canterbury – and national – project, the first of its kind in the southern hemisphere. The collaborative project has received a significant funding boost from Fonterra’s ‘50 Catchments’ initiative. It is jointly funded by Environment Canterbury, the Department of Conservation, the Selwyn-Waihora Zone Committee and landowners.
24. **Burgess Stream**, near Eyreton, has been identified as a focus area for the first stage of Waimakariri Irrigation Limited’s biodiversity project, which is designed to restore and enhance local waterways. The project focuses on 1600 hectares of shareholder land in the Burgess Stream and Old Eyre River catchment. Within that area, 6.3 hectares have been selected by the irrigation company as potential sites for riparian planting and wetland restoration.

Meetings and events

25. A summary of issues arising at recent meetings and events:

Date/Location	Event	Relevance to CWMS/Event summary
11-12 February 2019 Wellington	National Freshwater Conference	2019 conference focused on collaborating to create sustainable and efficient freshwater management strategies for the benefit of all New Zealanders
10-12 April 2019 Dunedin	Industrial Waters Conference 2019	The conference focused on Government’s water reform, treatment processes and the impact of tourism on the wastewater industry.
1-3 May 2019 Auckland	Water New Zealand’s 2019 Stormwater Conference	The theme of the conference was Stormwater: The Next Generation – introducing, exploring and challenging the impacts of stormwater on the environment.

Appendix 1: Zone Committee Focus: Overview from February 2019

CWMS Committee	Focus of the Zone Committee Work Programme	Highlights of practical work underway
<p>Kaikōura</p>	<p>Earthquake Recovery: Kaikōura earthquake</p> <p>Immediate Steps: implementation</p> <p>Collaborative Inter-agency Programmes</p>	<ul style="list-style-type: none"> • Managing, monitoring and reporting of earthquake-related consents and emergency actions under the Order of Council (Hurunui/Kaikōura Earthquakes Recovery Act 2016). • Post-earthquake experimental closing of Lyell creek to replicate a tidal and weather event to raise the Lyell/Waikōau level - allowing hatching of īnanga eggs in the creek has been a success. This will enable an īnanga run in November 2019. • Works on the three significant wetland protection and enhancement projects under the Kaikōura Flats (Lyell/ Waikōau Creek) Catchment Programme continue. • The Kaikōura Plains Recovery Project – a joint project with ECan, MPI, Fonterra, and DairyNZ covering 'in paddock' treatment of drainage water, land assessment and riparian restoration, and integration of mahinga kai values continues in its second year with the identification of two additional drainage sites.
<p>Hurunui Waiau</p>	<p>Minimum Flows: Hurunui and Waiau Rivers.</p> <p>Immediate Steps: Hurunui and Waiau Uwha predator control</p> <p>Good Management Practice: Targeted plan change to permit dryland farming.</p>	<ul style="list-style-type: none"> • Progress on implementing the Hurunui Waiau Rivers Regional Plan (HWRRP) minimum flows (on existing water take consents) has paused awaiting a cultural impact assessment. • Seven islands enhanced across both rivers to improve native river bird habitat and black-back gull control undertaken at two of the largest colonies on the Hurunui River. • “Hurunui Splash” project Balmoral site – river channels were modified to ensure more flows in the side people swim in. Monitoring of <i>E. coli</i> levels will continue. • SCAR (soil conservation and restoration) project is focussing on identifying priority areas and options to create a local nursery to provide trees for SCAR and Billion Trees project. • Plan Change 1 to the HWRRP, giving effect to the Hurunui Waiau ZIP Addendum will be notified in May. It proposes to change the HWRRP rules that address the cumulative effects of land use on water quality to enable dryland farmers to continue to operate without the need for resource consent.
<p>Waimakariri</p>	<p>RMA Planning: PC 7 giving effect to the ZIPA is planned to be notified in mid-2019.</p> <p>Implementation: A range of priority projects</p>	<ul style="list-style-type: none"> • Work continues on the “Clean and Green” Silverstream project with works on the Banyons Rd and Giles Rd reserve sites starting in April. Both sites are important to creating the 27km fresh water biodiversity loop. • Identification of funding options for woody weed control in the Ashley /Rakahuri catchment and the protection of wetlands in Lees Valley continues. • The three-year infiltration trial to reduce Silverstream’s nitrates levels has proved successful in the first few months. It is a joint project between Environment Canterbury and Waimakariri Irrigation Limited.

CWMS Committee	Focus of the Zone Committee Work Programme	Highlights of practical work underway
Christchurch-West Melton	<p>Canterbury groundwater system: Improving awareness among Christchurch residents.</p> <p>Immediate Steps: Dryland Biodiversity Hub</p>	<ul style="list-style-type: none"> • The Zone Committee are focused on educating Christchurch residents about the Canterbury groundwater system, drinking water supply and the challenges facing urban streams. The committee have hosted two popular public fieldtrips in collaboration with the Centre of Freshwater Management, Christchurch City Council and Environment Canterbury. • Provided feedback on Christchurch City Council Draft Integrated Water Strategy. • Environment Canterbury is beginning a project to investigate the cause/s of the decline of the Ōtukaikino stream and possible solutions. • Allocated Immediate Steps funding for the next three years to undertake weed control, fencing and native planting to enable a dryland biodiversity and recreational hub on the south side of the Waimakariri River.
Banks Peninsula	<p>Forestry Impacts: Considering options and actions related to increasing concerns about the significant risk that forestry poses to waterways.</p> <p>Wairewa Bank Stabilisation</p>	<ul style="list-style-type: none"> • Work continues on the implementation of the new National Environmental Standards (NES) for Plantation Forestry. • Implementation of the Whaka-Ora Healthy Harbour Plan continues. • Wairewa Bank Stabilisation Project –work continues to progress and earthworks at the first pilot site are likely to begin in April 2019. • The latest water quality monitoring results show an improvement in Te Roto O Wairewa. • Environment Canterbury is working with Christchurch City Council staff to improve fish passage at recently installed culverts.
Selwyn-Waihora	<p>Swimmable Selwyn at Coes Ford: Managing tributary impacts continues.</p> <p>Biodiversity Projects: Haldon Springs non-native fish barrier</p>	<ul style="list-style-type: none"> • Environment Canterbury continues to work closely with Selwyn District Council on key projects such as “The Swimmable Selwyn @ Coes Ford”. • The mudfish protection project has started with the majority of the civil works, willow and weed removal completed. The site-specific installation and electrical work for the mudfish protection barrier has begun along with an up-stream habitat enhancement planting. • Continue to progress the Lake Edge (wetland/wet pasture engagement and consent) project. • Catchment removal of willows and broom as well as wetland protection from Lake Grassmere and along the stream to the confluence with Waimakariri river completed in collaboration with land owners and University of Canterbury
Ashburton	<p>Fish Passage: Hinds Drains area</p> <p>Drainage and Food Protection: Focus on Hinds Drains and Carters Creek.</p> <p>Consent review process for consents linked to the</p>	<ul style="list-style-type: none"> • Several sites have been identified for fish passage improvements in the Hinds Drains area and a protocol agreed to between Fish & Game, DOC and Environment Canterbury around how best to implement these. • An assessment of the management of Mahinga Kai trial sites in Hinds is underway to look at management of different weeds. • Consultation on the Hakatere / Ashburton Rivermouth management strategy attracted more than 160 submissions and a draft strategy should be available by June 2019.

CWMS Committee	Focus of the Zone Committee Work Programme	Highlights of practical work underway
	Ashburton/Hakaterere River.	<ul style="list-style-type: none"> The Hakaterere / Ashburton River Consent review project is still being considered by the Ashburton Zone Committee with an update expected at their late April meeting. The Department of Conservation has raised concerns with the Zone Committee about declining water quality trends in several lakes and streams in the Ashburton Lakes area. The Zone Committee has asked for additional information from Environment Canterbury.
Orari-Temuka-Opihi-Pareora	<p>RMA Planning: PC 7 giving effect to the ZIPA is planned to be notified in mid-2019.</p> <p>Saltwater Creek: enhancement project.</p>	<ul style="list-style-type: none"> Continue to work closely Territorial Authorities and FENZ in relation to ongoing issues with crop burning. Improving monitoring and information provision Saltwater Creek catchment work is progressing well with several work streams in place with good community engagement. Joint information event organised with Beef+Lamb on monitoring water quality, using Stream Health Monitoring Assessment Kit. Implementation of several Immediate Steps projects including protection and enhancement of roosting habitat of long tail bats and joint pest control project with Department of Conservation and forestry company Port Blakely and projects at Milford and Orari Lagoons and Ellis Road coastal wetland.
Upper Waitaki	<p>Biodiversity projects: Lake Poaka.</p> <p>Farming at GMP: continue to support farmers on GMP.</p> <p>Willowburn Restoration</p>	<ul style="list-style-type: none"> Joint project underway with Department of Conservation, Central South Island Fish and Game and Environment Canterbury to reduce alder trees around the lake to improve amenity and habitat for plants and bird species including kāki. Alignment activity with Waitaki Irrigators Collective and Morven Glenavy Irrigation Ltd, looking towards simplification of process and reducing unnecessary overlap Rural Professionals meeting held focussing on PC5 (session held as part of Upper Waitaki Zone Committee) and PC3 Willow Burn/ Quaiburn Extension programme - identifying High Priority farms and Critical Source Areas (CSAs) Omarama Stream Extension programme continuation – supporting land owner with FEP and working closely with Irricon
Lower Waitaki	<p>Wainono Lagoon: improving water quality and reducing sediment inflows to help restore the culturally significant resource.</p> <p>Farming at GMP: visiting farms to advise on GMP.</p> <p>Projects: Native Scrub at Limestone Hills</p>	<ul style="list-style-type: none"> Restoration of Wainono Lagoon continues to be the Zone Committee's main focus along with improving the water quality in the Waihao River. As the likelihood of augmentation of Wainono Lagoon via the Hunter Downs Irrigation Scheme is remote, the Committee is working with Environment Canterbury and other parties to work out next steps. Continuing to work with Waimate District Council with a focus on sharing information and managing rubbish dumping and compliance of burn offs. Alignment activity with Waitaki Irrigators Collective and Morven Glenavy Irrigation Ltd, looking towards simplification of process and reducing unnecessary overlap Rural Professionals meeting held focussing on PC5 and PC3 (Farming Land Use Campaign: continuing to work with affected landowners)

CWMS Committee	Focus of the Zone Committee Work Programme	Highlights of practical work underway
		<ul style="list-style-type: none"> Continue to work towards improving protection of native forest and grey scrub at Limestone Hills.
Regional	<p>Monitoring progress: Tracking the implementation of the CWMS across the Canterbury region.</p> <p>CWMS 2025& 2030 Targets: Fit for Future Project</p>	<ul style="list-style-type: none"> Regional Committee is focussed on finalising its advice to ECan and the Mayoral Forum on the CWMS Fit for Future project. and has signed off on this advice during its April meeting.

Date: 24 May 2019

Presented by: Jim Palmer, Chair, Chief Executives Forum

Draft triennial agreement 2020–22

Purpose

1. This paper invites the Mayoral Forum to consider a draft Canterbury Local Authorities' Triennial Agreement (the Triennial Agreement) for 2020–22 and indicate whether the draft Triennial Agreement needs to come back to the meeting on 9 August 2019 for further discussion.

Recommendations

That the Canterbury Mayoral Forum:

1. **consider the draft Canterbury Local Authorities' Triennial Agreement 2020–22**
2. **indicate whether the draft Triennial Agreement needs to come back to the meeting on 9 August 2019 for further discussion.**

Background

2. As agreed by the Mayoral Forum on 7 December 2018, a draft Triennial Agreement is to be considered by the Mayoral Forum on 24 May 2019 and a final draft on 9 August 2019.
3. At the Mayoral Forum working dinner on 31 January 2019, there was agreement in principle to delegate more operational matters to the Chief Executives Forum for delivery through regional forums and working groups, and not to detail these in the Triennial Agreement.
4. Following local body elections, the Mayoral Forum will be asked at its first meeting on 29 November 2019 to approve the Triennial Agreement and ask all member councils to ratify it by 1 March 2020. The secretariat will provide a pro forma Council paper to facilitate this process, as in 2016.

Key points for discussion and feedback

5. In 2016, the Mayoral Forum largely rolled over the Triennial Agreement from 2013–16 with only minor changes. The attached draft is a more substantial revision, with additional headings to support a 'plain English' agreement. The current Triennial Agreement for 2017–19 is attached for comparison.

6. The most significant change to the draft triennial agreement is that it is kept high-level and detailed projects for collaboration are not specified, as previously.
 - The Mayoral Forum leads the Canterbury Water Management Strategy, the Canterbury Regional Development Strategy and advocacy for the region, its councils and communities (paragraph 15).
 - The Chief Executives Forum:
 - identifies and escalates to the Mayoral Forum strategic issues and opportunities for collaboration from the Policy, Corporate and Operational Forums and other regional and sub-regional working groups
 - reports quarterly to the Mayoral Forum on delivery of its work programme to implement and manage collaborative projects and agreed actions (paragraph 17).
7. Proposed minor changes to the Mayoral Forum's terms of reference are indicated in tracked changes in Appendix 1 of the draft Triennial Agreement.
8. The secretariat is drafting a briefing to incoming members of the Mayoral Forum, and a regional overview (with infographics) structured around the 'four wellbeings' (environmental, economic, social and cultural) and the 'four capitals' of the NZ Treasury's Living Standards Framework (natural capital, financial and physical capital, human capital and social capital). These drafts will come to the Chief Executives Forum on 22 July and to the Mayoral Forum for approval on 9 August 2019.

Cost, compliance and communication

Financial implications

9. The work of regional forums is supported by a Regional Forums Levy. The secretariat is hosted by Environment Canterbury and funded from:
 - the regional general rate
 - a grant from the Provincial Growth Fund for the position of CREDS Project Manager (until 31 December 2020).

Risk assessment and legal compliance

10. General Counsel at Environment Canterbury has reviewed the draft Triennial Agreement and confirmed that it complies with requirements in the Local Government Act 2002 ss.15–17.
11. On 3 April 2019, the Minister of Local Government announced interim measures to reform the local government reorganisation process. This is the first stage of a programme to disestablish the Local Government Commission in its current form and introduce a new locally led reorganisation process that is flexible, responsive to community needs, and allows for different types of reform and for local authorities to work together without needing large-scale reorganisations. As the Government

develops these proposals, we may need to review paragraphs 9–10 of the draft Triennial Agreement on local government structure in Canterbury.

Communication

12. Once ratified by member councils (by 1 March 2020) and signed by members of the Mayoral Forum, the Triennial Agreement is published on the Mayoral Forum website.

Next steps

- | | |
|---------------|---|
| 24 May 2019 | Mayoral Forum: <ul style="list-style-type: none">• discuss and provide feedback on draft Triennial Agreement |
| 22 Jul 2019 | Chief Executives Forum – endorse: <ul style="list-style-type: none">• final draft Triennial Agreement• draft briefing to incoming members of the Mayoral Forum• draft regional overview |
| 9 Aug 2019 | Mayoral Forum – approve: <ul style="list-style-type: none">• final draft Triennial Agreement• briefing to incoming members of the Mayoral Forum• regional overview |
| 12 Oct 2019 | Local body elections |
| 29 Nov 2019 | First meeting, Mayoral Forum: <ul style="list-style-type: none">• approve Triennial Agreement• consider framework for CREDS III, informed by briefing to incoming members of the Mayoral Forum and regional overview |
| by 1 Mar 2020 | Triennial Agreement ratified by member councils |

Attachments

- Draft Triennial Agreement 2020–22 [attachment has been withheld under LGOIMA s7(2)(f)(i) & s7(2)(i) - draft agreement yet to be confirmed and under negotiation between member councils.]

Date: 24 May 2019

Presented by: Jim Palmer, Chair, Chief Executives Forum

Regional Forums report

Purpose

1. This paper reports on the work of the Regional Forums since February 2019.

Recommendations

That the Canterbury Mayoral Forum:

1. **receive the report**
2. **note the attached progress reports (9.2 –9.4) on implementation of the three-year work programme, CREDS projects funded from the Regional Growth Programme and the Provincial Growth Fund, and the CREDS pipeline report.**

Chief Executives Forum

2. Chief Executives met on 6 May 2019. Key agenda items included:
 - discussion with the Department of Internal Affairs on the government's review of Three Waters – focused on the regulatory regime; the relative priorities of drinking water, storm water and waste water; drinking water standards; implications for rural schemes; stewardship and policy oversight of regulatory services; potential costs and funding issues; and options for water service delivery
 - reviewing the draft final report from the Canterbury Water Management Strategy 'Fit for the Future' project (item 4 on today's agenda)
 - endorsed an initial draft Triennial Agreement for the 2020-2022 local government term (item 7 on today's agenda)
 - confirmation of a budget for collaborative resourcing of regional activities undertaken by Canterbury regional forums and working groups
 - quarterly updates on the Canterbury Water Management Strategy, implementation of the three-year work programme and CREDS projects, and Provincial Growth Fund applications from Canterbury.

3. This meeting was Dr Karleen Edwards' last as Chief Executive of Christchurch City Council. The Chief Executives Forum thanked Dr Edwards for her contributions to Christchurch and Canterbury and wished her well in her future endeavours

Corporate Forum

4. The Corporate Forum met on 25 February 2019. Prior to their meetings, both the Corporate and Operations Forums received a presentation from David Bromell on how the Mayoral Forum may approach developing the triennial agreement and revising the CREDS for the next local government term.
5. Agenda items included:
 - continuing conversations on opportunities for collaboration, including business continuity planning, procurement and risk management policies
 - a presentation on the Regional Council Collaboration Programme as a potential framework for common digital services
 - updates from the Chief Information Officers, Finance Managers, and Public Records Act Executives Sponsors and Canterbury Records and Information Managers working groups.

Operations Forum

6. The Operations Forum also met on 25 February. Agenda items included:
 - receiving an update on the Three Waters review, including a summary of the Cabinet paper and central government next steps released in November 2018
 - opportunities for collaboration where efficiencies and benefits can be gained, building off other successful collaboration work such as the Aoraki Roding Collaboration and the Civil Defence Lifelines work. Potential opportunities identified for further investigation included co-ordination between operations and planning functions, common technology platforms, smart sensors to record data and common health and safety practices.
 - opportunities for councils to collaborate on waste management and minimisation plans
 - reports from the Drinking Water Reference Group, the Health and Safety Advisory group and the Stormwater Forum.
7. The Operations Forum agreed to co-ordinate a collaborative approach to waste management and minimisation plans across the region. Councils must review their waste management plans every six years, but the timing of review cycles across Canterbury councils differ. Further advice will be provided to the Chief Executives Forum on how best to implement a co-ordinated approach in line with current review cycles.

Policy Forum

8. The Policy Forum met on 12 April. Agenda items included:
 - a presentation from Sam Elder and Darren Fidler (Environment Canterbury) on regional transport and freight mode shift as part of the Canterbury Regional Economic Development Strategy. This included draft outcomes from a study into the cost opportunities for freight mode shift across the South Island.
 - the CWMS 'fit for the future' project, including receiving a copy of the interim project report previously received by the Mayoral Forum
 - re-visiting principles and processes previously agreed for regional submissions
 - a report on the three regional training workshops on *Thinking together ... before we write*, with a proposal to deliver a train-the-trainers workshop on writing recommendations and peer review in the second half of 2019
 - updates from the Planning Managers, Climate Change, Compliance, Monitoring and Enforcement, and Natural Hazards working groups.
9. With a number of changes to personnel across the Policy Forum, it was timely for the Forum to revisit previously agreed principles and processes for regional submissions. Members recognise the strength that a strong, co-ordinated regional submission provides and the weight that central government officials and Select Committees places on these submissions. This was noted recently with feedback received from the Group Manager Tertiary, Ministry of Education, on the Mayoral Forum's submission on the proposed reform of vocational education.
10. Principles and processes ('Working together for Canterbury') are on the Mayoral Forum's website at: <http://canterburymayors.org.nz/wp-content/uploads/2017/07/Working-together-for-Canterbury-Feb-2017.pdf>

Mayoral Forum three-year work programme 2017–19 – as at 16 May 2019 (updates in red)

Key to acronyms

ADC	Ashburton District Council	CMF	Canterbury Mayoral Forum	DoC	Department of Conservation	NZTA	NZ Transport Agency
CCC	Christchurch City Council	CNZ	ChristchurchNZ	ECan	Environment Canterbury	RTC	Regional Transport Committee
CECC	Canterbury Employer's Chamber of Commerce	COF	Canterbury Operations Forum	LGNZ	Local Government New Zealand	SDC	Selwyn District Council
CEF	Chief Executives Forum	CPF	Canterbury Policy Forum	MBIE	Ministry of Business, Innovation & Employment	TDC	Timaru District Council
CEMG	Canterbury Engineering Managers Group	CREDS	Canterbury Regional Economic Devlpt Strategy	NES	National Environmental Standard	UC	University of Canterbury
CIAL	Christchurch International Airport Ltd	CWMS	Canterbury Water Management Strategy	NPS	National Policy Statement	WMK	Waimakariri District Council

WHAT	DUE	TASK	SPONSOR	LEAD	STATUS / NEXT STEPS
CANTERBURY REGIONAL ECONOMIC DEVELOPMENT STRATEGY					
1. Integrated regional transport planning and infrastructure investment.					
<i>Objective – Integrated transport planning across modes (air, rail, shipping and road transport) that:</i>					
<ul style="list-style-type: none"> • prioritises a resilient transport network • enables the efficient movement of people and freight into, out of and within the Canterbury region • improves social connectedness and wellbeing, supports visitor strategies and improves road safety. 					
a. Strategic policy analysis and advice, regional transport	30 Sep 2018	<ul style="list-style-type: none"> • accelerate progress on the four work programme priorities • co-ordinate a stocktake of the resilience of the roading network in Canterbury 	Winton Dalley	ECan	<ul style="list-style-type: none"> • funding agreement signed • Darren Fidler appointed from 25 Sep 2017 for 12 months, funded by Regional Growth Programme (now employed on a permanent basis) • monitoring indicators agreed with RTC – published quarterly on ECan website • resilience stocktake – write-up in progress • freight modal shift phase 1 (scale of opportunity) complete • freight model shift phase 2 (assessment of opportunity and development of action plan) continuing • engagement with South Island RTCs and NZTA well advanced re. understanding visitor flows, and will align with Mayoral Forum's work on the development of a South Island destination management plan • The RTC is continuing to explore how to fully implement the Government Policy Statement on Land Transport (GPS) 2018 through the take up of extra funding options - NZTA has now signaled there is limited additional funding that will be made available to implement the GPS. The Ministry of Transport have indicated there will be no second GPS, but that the Minister will aim to issue GPS 2021 a year early. Staff who support the RTC are contributing to early engagement with the Ministry on GPS 2021 as well as the development of the new national road safety strategy. • Since the commencement of this work, the Government Policy Statement (GPS) on Land Transport 2018-2021 has been released by the Ministry of Transport which has mode neutrality as one of its key themes. As such a key transport priority for the CREDS has been largely achieved.

WHAT	DUE	TASK	SPONSOR	LEAD	STATUS / NEXT STEPS
2. Digital connectivity: extension and uptake of fast broadband in rural areas <i>Objective – A fully connected Canterbury, so the whole region can achieve the best possible results in health, education, social connectedness, economic growth and the environment</i>					
a. Mobile and broadband coverage mapping and analysis	30 June 2019	<ul style="list-style-type: none"> identify and GIS map remaining gaps in mobile and broadband coverage work with stakeholders to analyse coverage gaps for economic and social significance support lead Mayor's advocacy for solutions 	Damon Odey	TDC	<ul style="list-style-type: none"> initial project scoping 28 Jul 2017 preparation of business case and funding agreement Aug 2017 funding agreement received Dec 2017 project scope agreed with lead Mayor Crown Infrastructure Partners (CIP) presented information on the latest infrastructure roll-out for the Canterbury region and proposed time-line to the Mayoral Forum on 1 February 2019. Key messages included: <ul style="list-style-type: none"> 83% of the Canterbury population in 63 cities and towns will have access to ultrafast broadband The Rural broadband rollout will provide services for c.10,300 end users (including broadband coverage and 4G mobile) with only c.350 end-users or (0.1% of the regions population) not able to access services Installation of 63 new mobile towers and 30 tourism sites will address mobile black spots over 154km of new State Highway Deployment commenced early 2019 with completion by 2022. CIP has provided each Council with a map of the new service information. The Mayoral Forum can potentially speed up the deployment programme by ensuring that each Council provides one contact point to work with CIP to confirm the deployment timetable for each district. The secretariat has provided this information to CIP.
b. Promote uptake and use of digital technology	31 Dec 2018	<ul style="list-style-type: none"> identify and publicise uptake and use of digital technology to improve productivity in rural Canterbury 	Damon Odey	TDC	<ul style="list-style-type: none"> initial project scoping 28 July 2017 preparation of business case and funding agreement August 2017 funding agreement received Dec 2017 contract awarded and work underway – digital hero case studies completed during November / December 2018 (up to 55 in total) In the last update, the Mayoral Forum was advised that the Publication plan was due to be completed with roll-out of stories across various media platforms to occur in March / April. This has not eventuated. A verbal update will be provided to the Mayoral Forum at the meeting on 24 May 2019.
3. Freshwater management and irrigation infrastructure <i>Objective – Development of water infrastructure and environmental restoration initiatives to achieve the Canterbury Water Management Strategy vision: To enable present and future generations to gain the greatest social, economic, recreational and cultural benefits from our water resources within an environmentally sustainable framework</i>					
a. Continue to monitor implementation of the CWMS	Ongoing	<ul style="list-style-type: none"> CWMS report quarterly to CMF 	CMF	ECan	<ul style="list-style-type: none"> ongoing CWMS Targets Progress Report 2017 approved by CMF Aug 2017; published Sep 2017 agenda item 4.2

WHAT	DUE	TASK	SPONSOR	LEAD	STATUS / NEXT STEPS
b. Refresh the CWMS	30 Apr 2019	<ul style="list-style-type: none"> ensure the CWMS is fit for the future needs of the region <ul style="list-style-type: none"> identify what is required to maintain and build momentum for implementation of the strategy and ensure it can and will be delivered develop intermediary goals for 2025 and 2030 to ensure that the CWMS continues to provide meaningful guidance for action 	CMF	ECan	<ul style="list-style-type: none"> as agreed by the Mayoral Forum on 25 May 2018 – report due April 2019; interim reporting via quarterly updates to CMF agenda item 4.1
4. Education and training for a skilled workforce <i>Objectives:</i> <ul style="list-style-type: none"> business, education and local government sectors are aligned, working together to make Canterbury a great place to study, live and work Canterbury has an appropriately skilled and educated workforce education and training institutions deliver an integrated education programme that maximises benefits to the institutions and to Canterbury 					
5. Youth transitions	31 Dec 2018	<ul style="list-style-type: none"> facilitate, in partnership with MSD and MoE, expansion (with evaluation) of programmes piloted by Aoraki Development in South Canterbury to support youth transitions to further education, training and employment 	David Ayers	Aoraki Development	<ul style="list-style-type: none"> initial scoping with MSD July 2017 negotiation of funding agreement with MSD underway August 2017, with additional funding offered by MSD Southern for web and app development contract signed with MSD Dec 2017 project update provided to CMF 25 May 2018 significant commitment to date from schools, businesses, mentors and students website design underway for launch in November 2018 operational funding for 2018/19 confirmed from MSD Southern Year one outcomes and achievement report – refer CREDS Project Update report nationwide exposure of this project in September issue of Education gazette – refer CREDS Project Update report Project initiative rebranded as MyNextMove (MnM). Aoraki Development will shortly inform the community on the MnM Initiative as to value, suggested improvements etc. An update will be provided in the next report. Rollout into Ashburton progressing with Mayor and two secondary schools. MyNextMove website development almost complete with soft launch to selective group of students/parents and career advisors in May 2019. Benefits include: <ul style="list-style-type: none"> personalised logins & transition plans local business and industry info and connections events calendar and survey capability data collection & monitoring i.e. Ministry of Social Development, Ministry of Education, TEC mobile interactive. Local Trades Business Connection Group (also facilitated through this project) has developed videos to be used to promote local successes in the trades into schools https://www.youtube.com/channel/UC-a0z4hqaE4SA2MeymZ4B5w
a. Job Ready Programme	30 June 2019	<ul style="list-style-type: none"> expand the programme to South Canterbury (40 students per year, for 2 years) 	David Ayers	CNZ	<ul style="list-style-type: none"> for discussion with ChristchurchNZ and preparation of business case and funding agreement August 2017 funding confirmed October 2017 – project broadened to all of region, targeting graduates at NZQF L7+ contract let to ChristchurchNZ

WHAT	DUE	TASK	SPONSOR	LEAD	STATUS / NEXT STEPS
					<ul style="list-style-type: none"> • first interim report to 30 June 2018 received – 38 international students have been placed in regional Canterbury to date • KPI's – Year Two (1 July 2018 - 30 June 2019) <ul style="list-style-type: none"> ○ Year to date progress – 9 months to 31 March 2019 ○ 28 International Students (graduates) have been placed in regional Canterbury year to date (Year end KPI target is 40) consisting of the following: <ul style="list-style-type: none"> ▪ 11 internships ▪ 17 into work in sectors they have specialised in. ○ One intern no longer continuing programme. ○ 13 unfilled regional internships are currently being placed and ChristchurchNZ has advised that despite having just come through a change process, they will meet the target by YE.
b. Canterbury story	31 Dec 2018	<ul style="list-style-type: none"> • further develop 'the Canterbury story' – validation nationally and internationally • production of a video • fund-raising for ongoing assets library development, hosting and use 	David Ayers / Jim Palmer	Secretariat / CNZ	<ul style="list-style-type: none"> • for discussion with ChristchurchNZ and preparation of business case and funding agreement August 2017 • Jim Palmer and David Bromell working with ChristchurchNZ (steering and working groups respectively) to progress Christchurch and Canterbury stories • funding agreement received Dec 2017 • project scope and contract agreed with ChristchurchNZ • ChristchurchNZ presented an update to the Mayoral Forum on 7 September • ChristchurchNZ will present the latest version of the Canterbury Brand Story to the Mayoral Forum at its next meeting on 24 May 2019 along with toolkit resource and rollout across the region.
6. Newcomer and migrant settlement: Skilled workers, cohesive communities					
<i>Objectives – Skilled workers, cohesive communities: newcomers and migrants are attracted to Canterbury and feel welcomed and supported to settle quickly and well, contribute in the workforce and call Canterbury home.</i>					
a. Welcoming Communities	31 Dec 2018	<ul style="list-style-type: none"> • participate in Immigration New Zealand pilot programme, Welcoming Communities 	Donna Favel Sam Broughton	ADC with SDC	<ul style="list-style-type: none"> • funding agreement signed Jun 2017 • programme co-ordinator employed Sep 2017 • framework for each district's Welcoming Plan development agreed by Governance Group • combined district Advisory Group and separate district Steering Groups formed and engaged • ongoing detailed project scoping, design and research • design and roll out of community engagement processes and activities including region-wide website design for Welcoming Communities Canterbury • survey/feedback analysis and consolidation, and peer review of draft Welcoming Plan sections complete • drafting, completion and submission of separate district Welcoming Plans to Immigration NZ (30 April)

WHAT	DUE	TASK	SPONSOR	LEAD	STATUS / NEXT STEPS
					<ul style="list-style-type: none"> Ashburton District's Welcoming Plan launched Jul 2018 Welcoming Communities Canterbury website up at https://www.welcomingcommunitiescanterbury.com/ Selwyn District's Welcoming Plan launched Aug 2018
b. Policy development	31 May 2018	<ul style="list-style-type: none"> develop constructive policy options that have potential to work for Canterbury and the South Island without compounding Auckland challenges 	Lianne Dalziel	Secretariat with ADC, CECC, CNZ	<ul style="list-style-type: none"> policy framework developed with CECC and CNZ policy framework circulated to Mayors, CEs and Policy Forum for comment CECC hosted Minister of Immigration 23 Apr 2018 engagement with officials occurred in June 2018 in July 2018, Ministers declined to meet with a Canterbury deputation at this time discussion paper published on Mayoral Forum website Mayoral Forum made submission on Reform of Vocational Education in consultation with local Tertiary Education sector and ChristchurchNZ – April 2019
7. Value-added production					
<i>Objective – Planning and consenting processes, and infrastructure managed by local government enable value-added production in Canterbury</i>					
a. Improve productivity (demand side)	30 Sep 2022	<ul style="list-style-type: none"> investigate new value-add, market opportunities that Canterbury is placed to take advantage of – e.g. niche markets, particularly in China and SE Asia consult and engage with South Island economic development agencies on creating a virtual economic policy unit/function, to support economic development strategy and implementation across the South Island 	Craig Rowley	CNZ	<ul style="list-style-type: none"> for discussion with ChristchurchNZ and preparation of business case and funding agreement August 2017 funding agreement received Dec 2017 project scoped and agreed with MBIE and ChristchurchNZ contract agreed with ChristchurchNZ and work underway contract for stage 1 research awarded; first report completed along with all district workshops regional workshop to validate draft Roadmap and / or change future direction / opportunities, was held at Lincoln on 17 October Final Stage one report including Roadmap (outlining opportunities and next steps) has been adopted by Mayoral Forum at their meeting on 7 December 2018 Implementation of Roadmap under action – refer to CREDS project update for full summary
b. High-value manufacturing (supply side)	30 Sep 2021	<ul style="list-style-type: none"> Co-ordinate across the Canterbury Tertiary Alliance and with the Lincoln Hub, CRIs, Callaghan Innovation and NZ Trade and Enterprise to connect industry needs to research and accelerate knowledge translation to high-value production and manufacturing for export 	Craig Rowley	UC	<ul style="list-style-type: none"> Preparation of business case and funding agreement August 2017 funding agreement received Dec 2017 project scoped and agreed with MBIE and UC contract let with UC and work underway contract for stage 1 research awarded; first report completed along with all district workshops regional workshop to validate draft Roadmap and / or change future direction / opportunities, was held at Lincoln on 17 October Final Stage one report including Roadmap

WHAT	DUE	TASK	SPONSOR	LEAD	STATUS / NEXT STEPS
					<p>(outlining opportunities and next steps) has been adopted by Mayoral Forum at their meeting on 7 December 2018</p> <ul style="list-style-type: none"> Implementation of Roadmap under action – refer to CREDS project update for full summary
8. Regional visitor strategy <i>Objective – Grow sustainable tourism that focuses on the high-end market, encourages a wider seasonal ‘spread’, disperses visitors across the region and South Island, and keeps them here longer.</i>					
a. Business case for rail passenger services south of Christchurch	31 Dec 2018	<ul style="list-style-type: none"> work with KiwiRail on assessment of the business case for reintroducing rail passenger services south of Christchurch 	Damon Odey	Aoraki Development	<ul style="list-style-type: none"> initial project scoping 28 July 2017 preparation of business case and funding agreement August 2017 funding confirmed October 2017 project discussed with KiwiRail and MoT Nov 2017 workshop held with KiwiRail, MBIE, NZTA, MoT and Treasury March 2018; scope refined; looking for a promoter to organise rail journeys to sports fixtures and other major events – KiwiRail will not themselves develop this service but happy to work with charter service operators media story ran in Press 20 April 2018 project refined with agreement from MBIE – contract awarded for research on potential demand and work underway Research is evidencing market interest in a tourism route linking Christchurch to Dunedin focused around cycle tourism, visiting cruise ships, and visitors looking to complete a ‘South Island loop’ linking up with popular tourist destinations Meeting with Dunedin Rail Services. They are open to opportunity (on the basis that it is commercially viable and has positive benefits for Dunedin and Otago) and will assist consultants with validation research Stage one report, with options and recommendations, received. Project work is scheduled to be completed by 30 April with the drafting of the final report and recommendations. Draft final report will likely include a number of options given fluid state of rail sector (and recent approval of Hamilton – Auckland commuter link and the upgrade of Tranzcoastal and Tranzalpine services).
b. South Island destination management plan	31 Dec 2019	<ul style="list-style-type: none"> invite South Island Mayors and Chairs to work together to develop a South Island destination management plan design and implement project; seek funding from the Provincial Growth Fund for development of the plan, then agreed priorities for central government partnership in infrastructure investment 	Sam Broughton	Secretariat with CNZ, MBIE, NZTA, DoC, Tourism NZ	<ul style="list-style-type: none"> support in principle from all South Island Mayors all-of-government support offered by MBIE, NZTA, DoC and Tourism NZ terms of reference and RFP agreed by Inter-regional Steering Group application to Provincial Growth Fund was considered and granted 21 November. inter-regional steering group meeting was held 21 November in Wellington. Follow-up actions completed including development of project portal for access by Inter regional steering group members Terms of Reference and Request for Proposal process completed over December – February 2019. Stafford Strategy appointed as the lead consultant.

WHAT	DUE	TASK	SPONSOR	LEAD	STATUS / NEXT STEPS
					<ul style="list-style-type: none"> Mayor Sam Broughton and Albert Stafford (Stafford Strategy) presented to the Zone 5 / 6 Mayors meeting on 19 March. A workshop with South Island RTO's / DTO's has been scheduled for 30 May at ChristchurchNZ. The Inter-regional steering group will also meet immediately after the workshop.
INFRASTRUCTURE, LOCAL PUBLIC SERVICES AND REGULATORY FUNCTIONS (Chief Executives Forum)					
9. Infrastructure					
a. Strategic assessment of 3 Waters	tbc	<p>Picks up and supersedes earlier work initiated in 2016</p> <ul style="list-style-type: none"> stocktake current state of 3 Waters management across the region, building on existing work by the Drinking Water Reference Group and Stormwater Forum build consensus on strategic intent – where we want to get to, in relation to national direction and developments identify key risks, challenges and barriers recommend priority actions for CEF consideration 	CEF / Bede Carran	COF	<ul style="list-style-type: none"> (re-)commissioned by CEF 12 Feb 2018 CEF agreed 30 Apr 2018 to extend the terms of reference of the Canterbury Drinking Water Reference Group to lead work on 3 Waters CMF highlighted as a priority May 2018 and wrote to Minister of Health urging release of Government Response to the Havelock North Drinking Water Inquiry reported to and discussed by CEF 6 Aug 2018 and CMF 7 Sep Secretariat continuing to co-ordinate work on Canterbury response to government proposals
10. Collaboration and shared services					
a. Natural hazard risk management	Ongoing	<ul style="list-style-type: none"> monitor natural hazards management reform (including climate change impacts, mitigation and adaptation) and possible emergence of an NPS in 2018 prioritise tasks and project leads by Dec 2016 and report progress by May 2017 report annually to CEF 	CEF	Bill Bayfield	<ul style="list-style-type: none"> regional approach to risk signed off by all councils in May 2016 reported to CEF 8 May 2017 group is incorporated in and reports quarterly to COF report to CEF by 31 May 2018 – postponed to November 2018
b. Procurement of business inputs, e.g. insurance, digital transformation and 'infrastructure as a service'	Ongoing	<ul style="list-style-type: none"> identify shared insurance/brokerage options commission a technology working group with Spark, CCL and Revera and refine terms of reference to scope opportunities for a collaborative platform (mobility, networking, cloud services, service management, technology leadership) to deliver better local services ('infrastructure as a service') 	CEF	Jim Palmer Hamish Dobbie	<ul style="list-style-type: none"> awaiting outcome of LGNZ review of risk management and insurance arrangements – in abeyance as at 31 July 2017 technology working group met to agree terms of reference 7 Oct 2016; reported to CEF 31 Oct 2016; met 4 Aug 2017 reported to CEF 30 Oct 2017; to report back by June 2018 postponed to November 2018 report received by CEF 5 November, to be continued by Finance managers working group under CCF.
11. Performance of regulatory functions					
a. Engineering services and common standards	Ongoing	<ul style="list-style-type: none"> investigate opportunities to increase consistency of engineering standards across the region (Engineering Codes of Practice), in order to: <ul style="list-style-type: none"> improve consistency across the region, particularly in relation to subdivisions help contain contract prices (more consistent specifications aid designers and contractors) reduce administrative effort/cost of maintaining the standards share knowledge, systems and resources between councils. 	COF	Wayne Barnett / CEMG	<ul style="list-style-type: none"> CEMG discussed 11 Oct 2016 CEF discussed 31 July 2017 and will take up with COF Oct 2017 for report to CEF 30 Oct 2017 commissioning clarified at COF 16 Oct 2017 reported to CEF 30 Apr 2018: CEMG has commissioned an appraisal of Canterbury engineering (subdivision) standards April 2018 CEMG received consultation report Sept 2018 CEMG to submit final report back to COF and CEF

ITEMS THAT ARE COMPLETE OR ESTABLISHED AS CONTINUING WORK PROGRAMMES					
CREDS implementation management	Ongoing	<ul style="list-style-type: none"> provide contract management across all work programmes support lead Mayors with CREDS implementation monitoring and reporting 	Lianne Dalziel	ECan	<ul style="list-style-type: none"> funding agreement signed Warren Gilbertson appointed from 8 Jan 2018 PGF application seeking funding to extend term of Project Manager's contract expiry date beyond 31 March 2019, has been approved by MBIE Project Manager contract extended to 31 December 2020
CREDS monitoring	Ongoing	<ul style="list-style-type: none"> design a reporting template to improve communication and impact assessment further develop CREDS outcome indicators (with MBIE, MSD and MoE) 	Lianne Dalziel	Secretariat / ChristchurchNZ	<ul style="list-style-type: none"> template designed and ready for 24 Aug report 2017 preparation of business case and funding agreement August 2017 funding confirmed and received project substantially complete; transport indicators to be developed for Feb 2018 report agreed with ChristchurchNZ to produce this report in Jun and Nov 2018, with added transport indicators design complete continuing work programme
Canterbury Drinking Water Reference Group	Ongoing	<ul style="list-style-type: none"> in response to the Havelock North drinking water contamination incident: report on the vulnerability of drinking water supply in Canterbury, note contingency plans and recommend any amendments to current practice as may be required 	COF	Bill Bayfield	<ul style="list-style-type: none"> interim report to CEF 31 Oct 2016 progress report to CEF 3 Feb 2017 reported to CMF 26 May 2017 submitted to Inquiry 21 July 2017 reporting to COF from 2018 to report to CMF by 31 May 2018 continuing work programme
Stormwater management planning and consenting	Ongoing	<ul style="list-style-type: none"> CEF established a regional stormwater forum in 2014 to improve environmental and community outcomes from urban stormwater network discharges 	COF	Regional Stormwater Forum	<ul style="list-style-type: none"> reported to CEF 31 Oct 2016 reported to CEF 24 Feb 2017 reported to CEF 31 July 2017 group incorporated into and reporting quarterly to COF continuing work programme
Contaminated land shared services	Ongoing	<ul style="list-style-type: none"> deliver contaminated land technical support shared services to all councils monitor development of NES report progress by May 2017 	CPF	Bill Bayfield	<ul style="list-style-type: none"> funding model likely to be reviewed as a result of report to CEAG Oct 2016 ECan submitted on the draft NES 14 Oct 2016 reported to CEF Feb 2018 and revised funding model agreed continuing work programme
Refresh and relaunch the CREDS	30 June 2017	<ul style="list-style-type: none"> re-visit and revise priority actions for 2016 identify opportunities to align and integrate the Strategy with the Christchurch Economic Development Strategy 	CMF	Lead Mayors	<ul style="list-style-type: none"> lead Mayors agreed 27 Jan 2017 workshop with CREDS reference group 23 Feb 2017 funding proposals submitted to Regional Growth Programme Apr 2017 refreshed CREDS launched 23 June 2017 complete
Long-Term Plan working group	Jun 2018	<ul style="list-style-type: none"> identify opportunities to work together in developing 2018–28 Long-Term Plans (e.g. population analysis, infrastructure strategies, financial strategies, levels of service, consistency of presentation) – building on collaboration on 2015–25 LTPs 	CPF	David Ward	<ul style="list-style-type: none"> working group met 22 Nov 2016 and reported progress to CPF 2 Dec 2016 reported to CEF 3 Feb 2017 reported to CEF 8 May 2017 reported to CEF 31 July 2017 complete

Build on Canterbury Maps shared service	Ongoing	<ul style="list-style-type: none"> continue bi-annual survey to inform future development and improvements from users improve data sharing and update methods for TAs and other partners contributing data to combined datasets build of 3D tools to enhance user experience by September 2017 build an all-of-Canterbury e-Plan application to include all regional and district plans build property search tool – phase II by June 2017 identify and develop TA-specific applications 	CEF	Bill Bayfield	<ul style="list-style-type: none"> this work programme is well established as 'business as usual' and now reports quarterly via Chief Information Officers to the CCF continuing work programme
Health and safety collaboration	Ongoing	<ul style="list-style-type: none"> re-constitute the 'virtual team' as a regional working group reporting to CEF the existing team to prepare terms of reference for consideration by CEF 	CEF	David Ward	<ul style="list-style-type: none"> interim report to CEF 31 Oct 2016 ToR agreed by CEF 3 Feb 2017 reported to CEF 8 May 2017 reported to CEF 31 July 2017 continuing work programme
Valuation and rating services	30 Jun 2018	<ul style="list-style-type: none"> establish a valuation and rating programme management group to develop and lead a programme of work to further evaluate opportunities for shared valuation and rating services and progress them 	CEF	David Ward / Bede Carran	<ul style="list-style-type: none"> initial investigation (Ernst & Young) reported to CEF 29 August 2016 and funding approved for stage 2 reported to CEF 31 Oct 2016, 3 Feb 2017, 31 July 2017, 30 Oct 2017, 12 Feb 2018, 30 April 2018 CEF agreed 30 Apr 2018 not to proceed with expanding an existing system or introducing a new system; Rating Officers Group (ROG) to take a collaborative approach to enhance valuation and rating services and mitigate identified risks Mayoral Forum agreed May 2018 that ROG report to Corporate Forum continuing work programme
Public Records Act (PRA) Information and Records Management	Ongoing	<ul style="list-style-type: none"> establish a regional PRA Executive Sponsors Working Group to facilitate regional leadership and support for strategic information and records management across the Canterbury region <ul style="list-style-type: none"> establish working group structure and administration, and finalise draft ToR for report to CCF by 12 March final ToR approved by CEF 30 April 2018 raise the profile of PRA obligations across CMF and CEF by 31 July 2018, develop a continuing work programme for 2018–19 for information and records management by Canterbury councils 	CCF	David Ward	<ul style="list-style-type: none"> proposal and draft terms of reference discussed and endorsed by CCF 29 Jan 2018 and CEF 12 Feb 2018 working group established and meetings underway final terms of reference approved by CEF 30 Apr 2018 now a continuing work programme
Building control and regulatory co-ordination	Ongoing	<ul style="list-style-type: none"> investigate and progress joint processing and shared resourcing standards, and shared regulatory provision (including food and alcohol licensing) 	COF	Hamish Dobbie / Andrew Dalziel	<ul style="list-style-type: none"> this is being progressed in the north and south of the region, with MBIE MBIE has discontinued this project CEF reviewed 31 July 2017 and will discuss with Operations Forum in Oct 2017 for report to CEF 30 Oct 2017 CEF agreed 30 Oct 2017 to establish a working group of senior regulatory managers (RMA) reporting to the Policy Forum Compliance, Monitoring and Enforcement working group met 2 Feb 2018 and reported to CPF (non-RMA regulatory managers report to COF) now a continuing work programme

CANTERBURY REGIONAL ECONOMIC DEVELOPMENT STRATEGY

CANTERBURY MAYORAL FORUM

PROGRESS REPORT: May 2019

VISION A STRONG REGIONAL ECONOMY WITH RESILIENT, CONNECTED COMMUNITIES AND A BETTER QUALITY OF LIFE FOR ALL

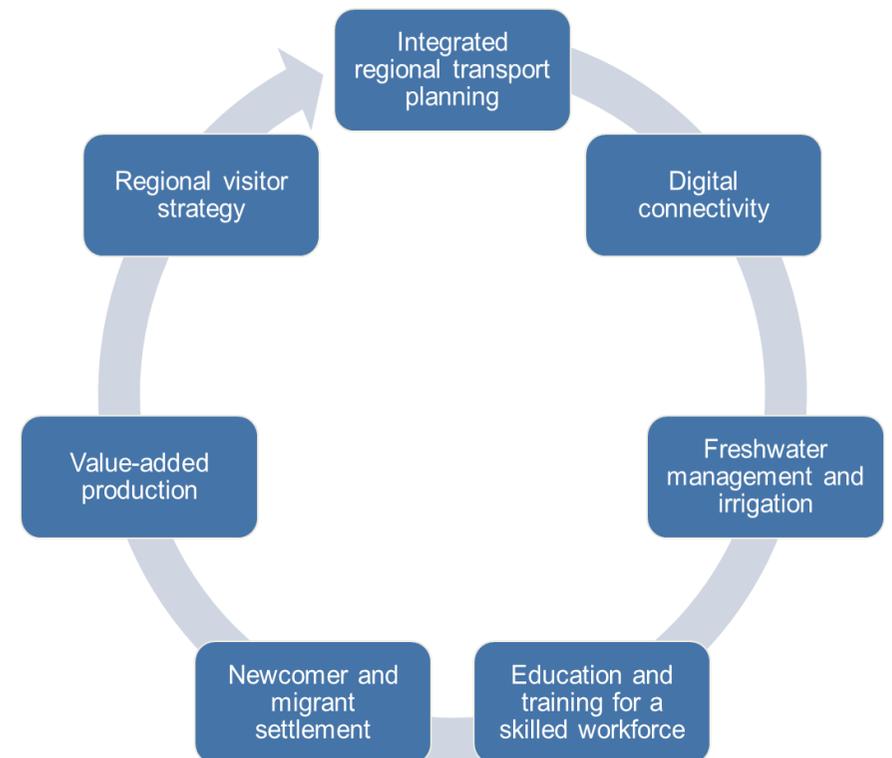
Objectives: 2017 - 19

- Position the Canterbury region for long-term, sustainable prosperity
- Complete/progress earthquake recovery and rebuild in greater Christchurch and in North Canterbury, attract and retain businesses, capital, skilled workers, students and visitors
- Strengthen and capitalise on interdependencies between the Christchurch and Canterbury economies.

The story of the CREDS

Advocating on economic and social development opportunities for Canterbury was a commitment in the Canterbury Local Authorities' Triennial Agreement for 2013–16. This commitment has been re-affirmed in the Triennial Agreement for 2017–19.

Key drivers are demographic trends, particularly the region's ageing population, and a sense of urgency about positioning the region's underlying economy for when earthquake recovery and rebuild cease to inflate economic activity and employment.



Seven priority work programmes

In February 2017, the Mayoral Forum and CREDS reference group re-affirmed the relevance and strategic importance of the seven CREDS work programmes initiated in 2015.

INFRASTRUCTURE, REGULATION AND INVESTMENT

- 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.**

HUMAN AND SOCIAL CAPITAL

- 4. Education and training for a skilled workforce**
- 5. Newcomer and migrant settlement: skilled workers, cohesive communities.**

WORKING WITH INDUSTRY

- 6. Value-added production**
- 7. Regional visitor strategy**

Please note that all updated information since the last CREDS Progress Update (February 2019) is highlighted in red.

Project overview: 14 total projects, 14 projects have commenced, 4 projects completed, 0 projects parked, 0 projects yet to commence.

Indicator:



On Track



Some issues but not critical



Substantive issues with remedial action required.

PROJECT	LEAD AGENCY / AMOUNT	KEY OUTCOMES / DELIVERABLES	UPDATE AND NEXT STEPS (UPCOMING MILESTONES)	INDICATOR	RECOMMENDED ACTION
<p>1. REGIONAL TRANSPORT</p> <p>Strategic policy analysis and advice to accelerate progress on work programme priorities and co-ordinate a stocktake of the resilience of the roading network in Canterbury</p> <p>Timeline 30 September 2018</p>	<p>Environment Canterbury</p> <p>\$100,000</p>	<p>The CREDS Regional transport work programme objective is to ensure that integrated transport planning occurs across all modes (air, rail, shipping and road transport) that:</p> <ul style="list-style-type: none"> prioritises a resilient transport network enables the efficient movement of people and freight into, out of and within the Canterbury region improves social connectedness and wellbeing, supports visitor strategies and improves road safety. 	<ul style="list-style-type: none"> Darren Fidler contracted to project in September 2017. Monitoring indicators agreed with Regional Transport Committee (RTC) and are now published quarterly on the Environment Canterbury website https://www.ecan.govt.nz/your-region/living-here/transport/regional-transport-planning/regional-land-transport-scorecard/ Freight modal shift phase 1 (scale of opportunity) complete. Freight modal shift phase 2 (assessment of opportunity and development of action plan) is complete with a draft report presented to the South Island RTC chairs in March, Canterbury RTC in May and with the offer of presentation to the Mayoral Forum in August (noting that there is reasonable crossover between RTC and Mayoral Forum). Feedback from the South Island RTC Chairs is being incorporated into the final report in collaboration with NZTA and MoT who are both on the project steering group, and the report will be published once this feedback is incorporated. The project is co-funded across South Island regional councils. Resilience stocktake – collaboration with NZTA, NIWA, GNS, Lifelines group, AF8 group, universities, Ministry of Transport and local authorities has identified a number of options for understanding the level of exposure to hazards and the consequence of this exposure across Canterbury. Working with NZTA and local authorities to establish the most appropriate way in which to collate this information for the transport networks in the region 		<p>Not required.</p>

			<p>(options include use of Canterbury Maps, NZTA MapHUB, RiskScape). Some preliminary work is being undertaken by Environment Canterbury to produce some hazard exposure mapping based on the currently collated hazard datasets with the intent of making this information available to all of the partners we are engaging with.</p> <ul style="list-style-type: none">• The RTC is continuing to explore how to fully implement the Government Policy Statement on Land Transport (GPS) 2018 through the take up of extra funding options - NZTA has now signaled there is limited additional funding that will be made available to implement the GPS. The Ministry of Transport have indicated there will be no second GPS, but that the Minister will aim to issue GPS 2021 a year early. Officials who support the RTC are contributing to early engagement with the Ministry on GPS 2021 as well as the development of the new national road safety strategy.• Officials who support the South Island RTC Chairs Group are working with NZTA and Mayoral Forum staff to align work on visitor flows by the Chairs with the work on a South Island Destination Plan.• NZTA is seeking to introduce a Regional Speed Management Plan for Canterbury and the Regional Road Safety Working Group is advising the RTC on how to take this work forward. <p>The relevant CREDS priority work programme for 2017-19 notes the following <i>“With the South Island RTC Chairs Group, advocate for a stronger central government focus on multimodal transport strategy in the 2018 and 2021 Government Policy Statements on Land Transport”</i>.</p> <p>This required collaboration with the Ministry of Transport and the NZ Transport Agency (NZTA) to develop resilient, multi-modal transport solutions for Canterbury and the South Island, including secondary roads, rail and coastal shipping. When the CREDS was developed in 2015, and this work initiated, Government policy was strongly focused on investment in road transport. There was an absence of substantive central government or private sector research into optimising freight mode share and understanding the external</p>		
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			<p>costs of freight transport by different modes.</p> <p>Since the commencement of this work, the Government Policy Statement (GPS) on Land Transport 2018-2021 has been released by the Ministry of Transport which has mode neutrality as one of its key themes. As such a key transport priority for the CREDS has been largely achieved.</p> <p>Darren Fidler was contracted in late 2017 by Environment Canterbury to undertake initial work to calculate the scope of the opportunity for freight mode shift from road to rail or coastal shipping in the South Island. In March 2018, the South Island Regional Transport Committee Chairs Group (the Chairs) agreed to formally progress research on freight mode optimisation in collaboration, with this work being led by Environment Canterbury on the Chairs' behalf.</p> <p>Project Complete.</p>		
<p>2. YOUTH TRANSITIONS</p> <p>Expand pilot programmes developed by Aoraki Development to support youth transitions to further education, training and employment in South Canterbury and Ashburton</p> <p>Timeline 31 December 2018</p>	<p>Aoraki Development</p> <p>\$130,000 plus up to \$100,000 for web/app</p>	<p>The CREDS Education and training work programme objectives are:</p> <ul style="list-style-type: none"> • business, education and local government sectors are aligned, working together to make Canterbury a great place to study, live and work • Canterbury has an appropriately skilled and educated workforce • education and training institutions deliver an integrated education programme that maximises benefits to the institutions and to Canterbury. <p>Funding has been used to engage a contractor for 12 months to facilitate and co-ordinate (in partnership with MSD and MoE) an expansion (with evaluation) of programmes piloted in Timaru to at least one other centre, working with the region's businesses, Aoraki Development and other</p>	<ul style="list-style-type: none"> • Contract with Ministry of Social Development agreed December 2017. Milestone reporting occurs directly between fundholder Ministry of Social Development and supplier Aoraki Development. <p>Year One Achievements</p> <ul style="list-style-type: none"> • Significant commitment to date from schools – 4,815 interactions with students (yr 9 -13 students, parents, teachers and careers advisors. • Over 200 businesses committed – across variety of local businesses and industry sectors. • 25 yr 12/13 students now with transition plans with 20 matched with fully inducted mentors. Working with remaining five Waimate High School students to match with Waimate based mentors. This has resulted in the following: <ul style="list-style-type: none"> ➢ 11 moving into part/fulltime work ➢ 6 progressing onto further education Poly/Uni ➢ 2 going back to school to obtain more qualifications ➢ 1 actively pursuing entrepreneurial opportunities • Nationwide exposure of this project in the September issue of the Education Gazette – refer "Career Pathways" 		Not required.

		<p>economic development agencies in Canterbury, secondary schools, tertiary education organisations, chambers of commerce, and businesses, and leveraging MSD's existing work with Te Rūnanga o Ngāi Tahu on NEET issues.</p>	<p>article. Project continues to attract media coverage locally and nationally (see attached).</p> <ul style="list-style-type: none"> • Activity to date has resulted in gateway placements, work experience, dual pathways, internship, part & full-time employment. • Valued relationships established with Ara, Ministry of Social Development, Ministry of Education, and Skills. • Operational funding recently extended for 2018/19 year by Ministry of Social Development. <p>Year Ahead</p> <ul style="list-style-type: none"> • Project initiative rebranded as MynextMove (MnM). Aoraki Development will shortly the community on the MnM Initiative as to value, suggested improvements etc. An update will be provided in the next report. • Rollout into Ashburton progressing with Mayor and two secondary schools. • MyNextMove website development almost complete with soft launch to selective group of students/parents and career advisors in May 2019. Benefits include: <ul style="list-style-type: none"> ○ personalised logins & transition plans ○ local business and industry info and connections ○ events calendar and survey capability ○ data collection & monitoring i.e. Ministry of Social Development, Ministry of Education, TEC ○ mobile interactive. • Local Trades Business Connection Group (also facilitated through this project) has developed videos to be used to promote local successes in the trades into schools https://www.youtube.com/channel/UC-a0z4hqaE4SA2MeymZ4B5w 		
<p>3. CONTRACT MANAGEMENT – CREDS PROJECT MANAGER</p> <p>Provide contract and project</p>	<p>Environment Canterbury</p> <p>\$150,000 (new contract extension)</p>	<p>Key outcomes:</p> <ul style="list-style-type: none"> • Provide contract and project management across all Canterbury Mayoral Forum work programmes and 	<ul style="list-style-type: none"> • CREDS Project Manager commenced role on 8 January 2018. • PGF Application seeking funding to extend term of Project Manager's contract expiry date to 31 December 2020, has been approved. 		<p>Not required.</p>

<p>management across all work programmes and support lead Mayors with CREDS implementation</p> <p>Timeline 31 December 2020</p>	<p>to 31 December 2020 - \$175,000)</p>	<ul style="list-style-type: none"> Support lead Mayors with CREDS implementation. 	<ul style="list-style-type: none"> Funding Agreement with MBIE signed. 		
<p>4. INDICATORS MONITORING REPORTING</p> <p>Develop outcomes / indicators and create a publication design that can be maintained and updated for further publications</p> <p>Timeline 31 December 2017</p>	<p>Christchurch NZ</p> <p>\$10,000</p>	<p>This funding will be used to achieve the following:</p> <ul style="list-style-type: none"> further develop indicators for CREDS work programmes, specifically for Regional transport (with NZTA) design a template for more effective presentation and communication of CREDS indicators. 	<ul style="list-style-type: none"> Complete. 		Not required.
<p>5. DIGITAL CONNECTIVITY: 4G MOBILE AND BROADBAND MAPPING and UPTAKE PROJECTS</p> <p>a. Mapping remaining coverage gaps in rural Canterbury</p> <p>b. Analysing gaps for economic / social assessment</p> <p>c. Promoting benefits to businesses through take up of digital technology – by way of case studies published through various media</p>	<p>Timaru District Council</p>	<p>Rural Canterbury generates much of the prosperity for the region but has suffered from a ‘digital divide’ between town and country. Fast broadband and addressing mobile ‘black spots’ are critical to the economic and social development of our region. For Canterbury to be fully connected, the following needs to be put in place:</p> <ul style="list-style-type: none"> infrastructure – an integrated, resilient network that provides fast broadband and mobile phone coverage to every farm and community in Canterbury retail packages that are fit for purpose and affordable 	<ul style="list-style-type: none"> Funding Agreement between ECan (acting on behalf of the Canterbury Mayoral Forum) and MBIE signed. A. Mapping remaining coverage gaps in rural Canterbury Crown Infrastructure Partners (CIP) announced the next round of Rural Broadband Initiative (RBI2) location extensions and roll-out on 18 December 2018. Up to this point, CIP and sector providers have not been openly sharing information – nor are they required to do so. This limits the ability for new sector entrants such as Wireless Internet Service Providers (WISP’s) or other commercial service providers to make commercial viability decisions to deploy capital and resources to new areas. Given announcement, all the updated datasets from CIP, Spark, Vodafone etc. are able to be accessed to identify those areas in Canterbury which require some other form of connectivity. 		Not required.

<p>channels</p> <p>d. Supporting lead Mayor with advocacy / facilitation</p> <p>Timeline</p> <p>31 December 2019</p>		<ul style="list-style-type: none"> uptake and use of digital technologies and online services to increase economic productivity and improve social and environmental outcomes. 	<ul style="list-style-type: none"> CIF presented information on the latest infrastructure roll-out for the Canterbury region and proposed time-line to the Mayoral Forum on 1 February 2019. Key messages included: <ul style="list-style-type: none"> 83% of the Canterbury population in 63 cities and towns will have access to ultrafast broadband The Rural broadband rollout will provide services for c.10,300 end users (including broadband coverage and 4G mobile) with only c.350 end-users or (0.1% of the regions population) not able to access services Installation of 63 new mobile towers and 30 tourism sites will address mobile black spots over 154km of new State Highway Deployment commences early 2019 with completion by 2022. CIP has provided each Council with a map of the new service information. The Mayoral Forum can potentially speed up the deployment programme by ensuring that each Council provides one contact point to work with CIP to confirm the deployment timetable for each district. The secretariat has provided this information to CIP. <p>Next Steps</p> <ul style="list-style-type: none"> Timaru DC and Internet NZ have entered into an MoU to complete a pilot project which will take datasets and uplift them to Council websites in a format which is easy to understand and provides information on broadband / mobile infrastructure rollouts by districts. The key matters to work through will be the data format, cost that each Council would need to pay to access the data, and the frequency for refreshing the data. The successful outcome for this pilot, is that the rollout can be extended to all districts within the Canterbury region. As a member of the Ministerial Advisory Group, Mayor Odey continues to advocate for the region with the Minister, MBIE officials, CIP, Rural Connectivity Group, Chorus, SPARK – a key priority being to advocate for the 		
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			<p>requirement of the sector having to make data and information readily available.</p> <p>B. Promotion of benefits to businesses through take up of digital technology</p> <ul style="list-style-type: none"> • Contract for Services signed with former STUFF South Canterbury editor Stuart Oldham. • First interim report received. Key matters for noting: <p>Sources</p> <ul style="list-style-type: none"> • There is broad support for this project from key sources in the rural and business sectors. Among others, Industry groups including Young Farmers, Irrigation NZ, Federated Farmers, TUANZ, regional economic development agencies, Chambers of Commerce, WISP's and Lincoln University have indicated a willingness to assist. <p>Publication support</p> <ul style="list-style-type: none"> • There is in-principle support to publish work associated with the project from the following multi-platform media organisations: <ul style="list-style-type: none"> ○ Stuff (principally Timaru Herald. The Press (TBC) ○ Allied Press (Rural Life, Timaru Courier, Ashburton Courier, Oamaru Mail, The News North Canterbury) ○ Ashburton Guardian (Dairy Focus, Guardian Farming, Selwyn App, Timaru App, Oamaru App) • Kaikoura Star (now owned by Greymouth Star) wants to use copy for advertising features) • Rural News. <p>Storyline / case study material will be available to all Councils for publication on their websites and media channels.</p> <p>There is also an opportunity to publish the stories to a stand-alone website, supported by a social media campaign.</p> <p>Next steps</p> <ul style="list-style-type: none"> • “Digital hero” case studies / stories now completed with up to 50 – 55 stories profiling case studies throughout the Canterbury region. 		<p>A verbal update will be provided to the Mayoral Forum at the meeting on 24 May 2019.</p>
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			<ul style="list-style-type: none"> In the last update, the Mayoral Forum was advised that the Publication plan was due to be completed with roll-out of stories across various media platforms to occur in March / April. This has not eventuated. A verbal update will be provided to the Mayoral Forum at the meeting on 24 May 2019. <p>Digital Connectivity – Waimate Proposal</p> <ul style="list-style-type: none"> The Mayoral Forum will recall that this proposal was put forward to Minister Curran with the response to rewrite it and submit it to MBIE as part of the Provincial Growth Fund process. An EOI was submitted by Alpine Energy and received support from MBIE indicating that it “sufficiently met the primary and secondary objectives of the PGF” and requested additional information (specifically technical points) as part of the Application stage. The completed application was due to be considered by the board of Alpine Energy on 1 May. 		
<p>6. JOB READY – PROGRAMME EXPANSION</p> <p>Expand programme to match and mentor international students trained in New Zealand to employment in export-facing businesses – all of region, focusing on South Canterbury and graduates at NQF L7+</p> <p>Timeline 30 June 2019</p>	<p>Christchurch NZ</p> <p>\$40,000</p>	<p>The CREDS Education and training work programme objectives are:</p> <ul style="list-style-type: none"> business, education and local government sectors are aligned, working together to make Canterbury a great place to study, live and work Canterbury has an appropriately skilled and educated workforce education and training institutions deliver an integrated education programme that maximises benefits to the institutions and to Canterbury. <p>This funding will be used to expand the Job Ready Programme in Timaru (40 students per year, for two years).</p>	<p>Contract for Services with Christchurch NZ signed 23 February 2018.</p> <p>First interim report received. Key matters for noting:</p> <p>KPI’s – Year One (30 June 2018)</p> <ul style="list-style-type: none"> 160 students have completed the Job Ready Programme by end of first as at 30 June 2018. From those 160, 55 are in internships with 80 in paid employment. 38 International Students have been placed in regional Canterbury as part of the CREDS Funding Agreement (KPI target is 40). However, there remain two unfilled opportunities (as of 30 June) so target may be met. Christchurch NZ remain confident it will be able to make up the shortfall in the second year of the contract. <p>Key Learnings</p> <ul style="list-style-type: none"> Collaboration with universities - trialled seminars at tertiary in collaboration with careers services at Lincoln University. Highly successful and planning on more at Lincoln/Ara and University of Canterbury (UC). 		Not required.

			<ul style="list-style-type: none"> • Business capability - SME's in the region consistently not capable of engaging with tertiary and young graduates. When engaging one on one through the Job Ready Programme, they learn to become capable. • South Canterbury SME's - While placements were achieved in Fonterra and Oceania through the Chamber relationship, Christchurch NZ weren't able to gain a foothold in the SME market in a region with low unemployment. <p>Changes to implement</p> <ul style="list-style-type: none"> • General - moving from Job-Ready to Talent Hub involving 1) Internship Programme similar to Job-Ready 2) Business Capability Building 3) Student Capability Workshops and Seminars 4) Tertiary Capability Consulting and 5) a Digital Platform. • South Canterbury - need to spend more time gaining the trust and advocacy of member and regional organisations in order to create a lasting talent pipeline between the public tertiaries and SME's in the region. <p>Media</p> <ul style="list-style-type: none"> • Media release on an international student who supported a local business to commercialize product in the China market. The release includes a video on the Job Ready Programme and the business's CEO telling other businesses about the value of working with international graduates and the benefits of Christchurch City's Internship Programme. https://www.christchurchnz.org.nz/news/intern-helps-christchurch-company-crack-china-market/ <p>KPI's – Year Two (1 July 2018 - 30 June 2019)</p> <p>Year to date progress – 9 months to 31 March 2019</p> <ul style="list-style-type: none"> • 28 International Students (graduates) have been placed in regional Canterbury year to date (Year end KPI target is 40) consisting of the following: <ul style="list-style-type: none"> ➤ 11 internships ➤ 17 into work in sectors they have specialised in. 		
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			<ul style="list-style-type: none"> • One intern no longer continuing programme. • 13 unfilled regional internships are currently being placed and Christchurch NZ has advised they will meet the target by YE. 		
<p>7. IMPROVING PRODUCTIVITY</p> <p>a. Investigate new value-add market opportunities that the region is well placed to take advantage of, to improve productivity and create higher living standards; e.g. niche markets, particularly in China / South East Asia, and</p> <p>b. consult and engage with South Island economic development agencies on creating a virtual economic policy unit/function, to support economic development strategy and implementation across the South Island</p> <p>Timeline 30 September 2022</p>	<p>Christchurch NZ</p> <p>\$1,000,000</p>	<p>A specific objective for the Value-added production work programme is that planning and consenting processes, and infrastructure managed by local government enable value-added production in Canterbury; i.e. focusing on what local government can contribute to value-added production.</p> <p>The funding will be used to:</p> <ul style="list-style-type: none"> • investigate further the global demand side of regional value-add opportunities, to improve productivity and create higher living standards. N.B. this is not engaging with CRIs or Public Research Organisations around commercialisation or supply side initiatives, which is the domain of the Lincoln Hub and other entities, but rather an outward-looking investigation of niche market opportunities for the region, particularly in China / SE Asia. • consult and engage with other South Island EDAs, councils and Mayoral Forums – with central government mandate and support – for the creation of a virtual economic policy unit/function, to support economic development strategy and implementation across the South Island. There are some critical 	<ul style="list-style-type: none"> • Funding Agreement between ECan (acting on behalf of the Canterbury Mayoral Forum) and MBIE signed. • Project scope descriptions and deliverables within the MBIE Funding Agreement, were redrafted with input from ChristchurchNZ and University of Canterbury as the key organisations driving the delivery of these projects (and subsequently approved by MBIE). • As the project duration is over a four – five-year duration, the project scope has been redrafted to ensure that the project working groups are not constrained against exploring opportunities around different products and markets. • The Steering Groups will be convened by Mayor Rowley. Following an open RFP process, David Rendall & Associates were awarded the contract for Stage I of the project. (Contract for Services signed). • 9 District Workshops held with purpose to Identify key challenges and opportunities to increase sustainable productivity and value add in the agriculture (including agri tech) sector. Workshops were well attended with valuable input from participants. We acknowledge the participation and leadership of Mayors attending these events. • Regional Workshop to validate draft Roadmap and / or change future direction / opportunities, was held at Lincoln on 17 October. • Stage one output was a report incorporating a Roadmap (focusing on four priority areas) to be known as the “Canterbury Food and Fibre Industry Innovations Gateway to 2050” initiative. • The Roadmap outlining an action plan informing next key activities was adopted by the Canterbury Mayoral Forum at its meeting on 7 December 2018. • Implementation of Roadmap under action. 		Not required.

common issues where the South Island is best viewed as a single market (e.g., tourism, transport, infrastructure, water). Three joint South Island EDA sessions were held last year – this proposal builds on that, and on the experience of the Mayoral Forum in creating the Canterbury Policy Forum in 2013.

- A copy of the full report for Stage One is available on the Canterbury Mayoral Forum website – link below.

<http://canterburymayors.org.nz/wp-content/uploads/2019/01/Value-added-production-roadmap-report-Stage-One-Dec-2018.pdf>

**Food and Fibre Innovations Programme (FFIP)
Roadmap Implementation update – period from 1 January
- 31 April 2019**

1. Leadership

- a. Overarching Collaboration – MOU established with Committee for Canterbury to partner in consultation with key regional leadership organisations and industry. This will identify and confirm a collaborative series of activities to be included within the Action plan with the outcome of building leadership within the Food and Fibre sector.
- b. Food and Fibre Charter – Margot Christeller has been working on the draft charter. A partnership has been established with the Primary Industry Council which is developing a national charter. This work has included a successful presentation by Mayor Craig Rowley and a panel workshop ('deep dive') session between Mayor Rowley, Gill Cox (Chair Ngai Tahu Farming, and Committee for Canterbury) and William Rolleston (Managing Director South Pacific Sera, MBIE Science Committee and former National President of Federated Farmers) GROW 2019 Agritech conference.
- c. Next steps. Under the first draft Charter commitment ***“to be more intentional with our messaging and conversations”***, it is proposed that each Mayor agrees to add a strategic message in the Mayoral forewords to their Long Term Plans that acknowledges Canterbury is one

			<p>of the world’s great food baskets (repeating CREDS message) and the food and fibre sector is key to our economy and communities. Secondly, we will continue to develop the draft Charter, through the establishment of an evidence-based dashboard of measures that underpin an “exemplary” food and fibre region and Canterbury’s progress towards that.</p> <p>Mayor Craig Rowley will speak to this proposal at the Mayoral Forum meeting on 24 May 2019. Draft charter attached</p> <p>d. It is proposed that the draft Charter including the proposed commitments, dashboard and action plan, will be presented to the Mayoral Forum after the local government elections for its consideration and endorsement.</p> <p>e. Youth Forum – the FFIP is working with the Young Farmers Organisation to establish a Food and Fibre Youth Forum from 2020. Over 2019, the project team will work with Young Farmers to hold a ‘pilot forum’ during May / June to test the approach and methodology.</p> <p>2. Evidence Based Insights</p> <p>a. Consultation is being held with key agencies (MBIE, MPI, ChristchurchNZ, University of Canterbury, Lincoln University and associated research organisations i.e. AgResearch, AERU).</p> <p>b. A Workshop will be held on 29 April to gain a better understanding of the available food and fibre data and identify how the data is presented to be relevant and insightful, and accessible to sector interests. (This initiative is of national interest hence the active interest from MBIE and MPI).</p> <p>3. Food and Fibre Policy Initiatives</p> <p>a. The project team is liaising with agencies including Blinc Innovation at Lincoln University to</p>		
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			<p>gain a better understanding what is being done and to identify relevant gaps.</p> <p>b. The Carbon Farming Seminars being led by Agribusiness Limited, are scheduled to be held in May and June 2019. The project team have been liaising with Beef and Lamb NZ and Blinc Innovation to ensure complimentary approaches. Confirmed dates and locations are:</p> <ul style="list-style-type: none"> ➤ Glenavy Hall, 29 May ➤ Ashburton Trust Event Centre, 30 May; and ➤ Darfield Community Centre, 31 May. (Invitations will be forwarded to the Mayoral Forum shortly). <p>4. An Active and Engaged Workforce</p> <p>a. Initial discussion has been held with the CREDS Education work programme managers and is being followed up.</p> <p>b. The FFIP Steering Committee has conditionally approved a Food and Fibre Scholarship programme (subject to approval of a business case), to support research activities by students (initially at Canterbury and Lincoln Universities). It is anticipated that this will be launched in the second half of 2019).</p> <p>5. Project Governance</p> <p>a. The Steering Group including Mayor Rowley, will meet on 5 June 2019 to:</p> <ul style="list-style-type: none"> ➤ review year one progress and outcomes ➤ ensure the direction of the project still meets the intent and proposed outcomes of the project, and ➤ review draft charter ensuring “innovation” is better reflected as well as next key project steps including innovation initiatives. 		
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<p>8. HIGH VALUE MANUFACTURING</p> <p>Work across the Canterbury Tertiary Alliance and with the Lincoln Hub, CRIs and Callaghan Innovation to connect industry needs to research and accelerate knowledge translation to high-value production and manufacturing for export</p> <p>Timeline – June 2017 to June 2018</p> <p>Timeline 30 September 2021</p>	<p>University of Canterbury</p> <p>\$450,000</p>	<p>A specific objective for the Value-added production work programme is that planning and consenting processes, and infrastructure managed by local government enable value-added production in Canterbury; i.e. focusing on what local government can contribute to value-added production.</p> <p>This investment will part-fund a co-ordination position (based at the University of Canterbury), to work across the Canterbury Tertiary Alliance (Canterbury University, Lincoln University (including the Lincoln Hub) and Ara Institute) and with CRIs as appropriate to connect industry needs to research and to accelerate knowledge translation to high-value production and manufacturing for export.</p>	<ul style="list-style-type: none"> Refer “Improving Productivity”. 		<p>Not required.</p>
<p>9. VISITOR STRATEGY</p> <p>Work with KiwiRail and other relevant agencies to develop a robust assessment of the business case for reintroducing tourism passenger services south of Christchurch – and to support the regional visitor strategy</p> <p>Timeline 31 December 2018</p>	<p>Timaru District Council / KiwiRail</p> <p>\$50,000</p>	<p>A specific objective for the Visitor strategy work programme is to grow sustainable tourism that focuses on the high-end market, encourages a wider seasonal ‘spread’, disperses visitors across the region and South Island, and keeps them here longer.</p> <p>This also relates to the CREDS Regional transport work programme, with its objective of integrated transport planning across modes (air, rail, shipping and road transport) that:</p> <ul style="list-style-type: none"> prioritises a resilient network enables the efficient movement of people and freight into, out of and within the Canterbury region 	<ul style="list-style-type: none"> Project scoping workshop on 8 March 2018 with KiwiRail, NZTA, Ministry of Transport, Treasury facilitated by MBIE. Key message: KiwiRail has advised that apart from the existing TransAlpine, TransCoastal and Northerner services, they are not in the businesses of developing new passenger routes where they take on the role of marketer, operator, and network provider i.e. carry the full end to end risk. KiwiRail will maintain the existing passenger service routes and will work with event managers and charter operators who are prepared to take on the financial risk of promoting an event and where KiwiRail’s role would be as a “service for hire” only i.e. provide the engine and passenger carriages, drivers etc, and the access to the rail network. Project scope has needed to be reviewed a number of times pending buy-in from Kiwirail and MBIE on the final project scope. Following a closed RFP process, Visitor 		<p>Not required.</p>

		<ul style="list-style-type: none"> improves social connectedness and wellbeing, supports visitor strategies and improves road safety. <p>This funding will be used to engage a consultant to work with KiwiRail on an indicative business case for reintroducing tourism passenger services south of Christchurch (Christchurch–Invercargill rail corridor) with initial emphasis on the Christchurch–Dunedin sector.</p> <p>The business case will refer to and build on earlier work, including:</p> <ul style="list-style-type: none"> a report on National passenger rail network development (Kiwirail, 2010) undertaken by Boulter Consulting and MBIE’s 2016 review of Tourism infrastructure – highlighting limitations including lack of long-distance passenger rail capacity. 	<p>Solutions has since commenced project work. (Contract for Services signed). New project scope now confirmed – signed off with MBIE.</p> <ul style="list-style-type: none"> Despite reporting record passengers on its TransAlpine and Northerner services indicating that there is a growing segment of the visitor and travel market that prefers this slower mode of travel, KiwiRail has no intention of introducing additional scheduled passenger services without hard evidence that there is a market and a viable proposition. The new project scope will provide tangible evidence on whether there is a market for passenger rail services south of Christchurch, be it predominantly tourism driven and possibly at a scale which might support say, up to three return trips to Dunedin each week. On the basis that a market segment is confirmed, the next step is to research any barriers for putting an operation in place. Research is evidencing market interest in a tourism route linking Christchurch to Dunedin focused around cycle tourism, visiting cruise ships, and visitors looking to complete a ‘South Island loop’ linking up with popular tourist destinations and existing transport infrastructure. Project approach methodology was to undertake the project as a two staged approach which provides for a go / no go decision at the completion of stage one based on outcomes and evidence that a case for a commercial proposition actually exists. <p>Stage One - Preliminary Conclusions</p> <p>Based on available data the preliminary conclusions of the first stage of the project are:</p> <ol style="list-style-type: none"> The concept of a South Canterbury tourist rail experience looks promising from a technical, operational and market demand perspective, Dunedin Rail is a natural partner that brings significant benefits to the testing and potential implementation of the concept. Dunedin Rail is likely to be central to the concept’s feasibility. Timaru and Oamaru would be the two main rail stops on route between Christchurch and Dunedin, 		
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			<p>4. The 'loop' approach to the concept potentially brings many other industry players into consideration (which could assist higher visitation on the Christchurch to Dunedin rail leg).</p> <p>5. Implementation is likely to be dependent on the use of a Silver Fern Railcar, either RM30 or RM18 (both owned by KiwiRail). RM18 would need to be made operational.</p> <p>6. Critically KiwiRail can facilitate or terminate the concept given its central role in any development.</p> <p>Recommendations</p> <p>Stage One recommendations are that:</p> <ol style="list-style-type: none"> 1. Phase two of the study (preliminary business model and partnership discussions) be advanced. Key deliverables would include things such as: <ol style="list-style-type: none"> a. Expanded discussions with potential partners such as Dunedin Rail, b. A preliminary business plan with key assumptions, c. An implementation plan, d. A risk and mitigation assessment. e. A combined report (merging phases one and two together) 2. Once completed the study should be presented to the potential partners and then depending on the outcome to KiwiRail for consideration. 3. Should the concept be advanced to the next stage a full market analysis and business case should be completed. <ul style="list-style-type: none"> • Following a review of the Executive Summary, the recommendation to progress the project to stage two was agreed by the Project manager with reference to the Project Mayor Sponsor. • Funding for the implementation of Stage Two has been budgeted for within the MBIE Funding Agreement. • In summary, Stage one progress has been promising to date with a key outcome being that there is an operator 		
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			<p>(Dunedin Rail) willing to work with the Mayoral Forum to develop an indicative business case to encourage KiwiRail to partner with the Mayoral Forum and undertake a full business case to determine whether the operation is commercially feasible.</p> <ul style="list-style-type: none"> • A copy of the full report for Stage One is available on request. <p>Stage Two</p> <ul style="list-style-type: none"> • Project work is scheduled to be completed in early May with the drafting of the final report and recommendations. • Draft final report will likely include a number of options given fluid state of rail sector (and recent approval of Hamilton – Auckland commuter link and the upgrade of Transcoastal and Transalpine services). • The sector is currently constrained by the availability and access to engine and rolling stock particularly as a result of aged engines and rolling stock. • As part of drafting the final report, a meeting with KiwiRail to discuss findings, needs to be scheduled in May. 		
<p>10. CANTERBURY BRAND STORY</p> <p>Work with ChristchurchNZ to deliver a validated Canterbury story, integrated and aligned with the Christchurch story, the production of a promotional video for Canterbury story, and develop a network of committed funders for ongoing asset development</p> <p>Timeline 31 December 2018</p>	<p>ChristchurchNZ</p> <p>\$110,000</p>	<p>Key outcomes:</p> <ul style="list-style-type: none"> • promoting a shared, region-wide brand story • greater efficiencies by leveraging the marketing resources of the region as a whole • responding more powerfully as a region to increased competition from other place brands • helping to accelerate the transition from a traditional to a broader and more progressive economy • enhancing the value of what the region produces through a Canterbury source-of-origin association (provenance 	<ul style="list-style-type: none"> • Funding Agreement between ECan (acting on behalf of the Canterbury Mayoral Forum) and MBIE signed. • Project scope and draft Contract for Services now confirmed with ChristchurchNZ. Canterbury Employers Chamber of Commerce (CECC) has offered to work with the project team during the third phase of project – promotion and leveraging the brand with businesses. • Canterbury brand story will align and leverage off the Christchurch story process. • Asset Library – Images and Video • The asset library project is progressing. This is where all Christchurch and Canterbury brand story images for all audiences will be housed. • The software Brand Kit is being used (can house imagery, video, presentations, infographics etc.) as per Canterbury Story requirements. This is the same software used by Tourism NZ, and EDA/RTO agencies. 		Not required.

		<p>marketing).</p> <p>Funding is for the following:</p> <ul style="list-style-type: none"> • development of media images and video production – particularly of Canterbury business / industry. • video production to tell the story, in a style aligned to the video of the Christchurch story. • Contracting a resource for 6 months to work and fundraise for the ongoing development and use of both the Christchurch and Canterbury brand stories to promote Canterbury as the preferred destination to work, live and invest. 	<ul style="list-style-type: none"> • A number of video projects are being progressed within ChristchurchNZ including the Christchurch Narrative video. ChristchurchNZ is working to achieve significant cost efficiencies by filming the Christchurch and Canterbury brand story concurrently. • ChristchurchNZ presented the first cut Canterbury brand story to the Mayoral Forum on 7 September. • Preliminary discussions with NZ Story on the economic development position for the region. NZ Story toolkit model is the baseline inspiration for the Canterbury proposition, and ongoing collaboration with NZ Story is seen as essential to the success of the Canterbury regional economic growth plan. • Alignment with Tourism NZ. There has been strong consideration into how the Canterbury story can be supported by and aligned with the Christchurch story to best capitalise on Tourism NZ investments overseas and the enhancement of the regional dispersal proposition. • Stakeholder engagement plan has been confirmed for roll out across the region. Key points of focus are the development of the functional toolkit that serves as a resource for business and agencies across the region, and the proactive education and training for regional business. • ChristchurchNZ will present the latest version of the Canterbury Brand Story to the Mayoral Forum at its next meeting on 24 May 2019 along with toolkit resource and rollout across the region. 		
<p>11. NZ AGRICULTURAL SHOW - INNOVATION PAVILION</p> <p>Work with NZ Agricultural Show (formerly Canterbury A&P) to establish an Agri-science and Innovation Pavilion which is able to draw together a number of key</p>	<p>NZ Agricultural Show</p> <p>\$35,000</p>	<p>Key objectives for Canterbury Mayoral Forum</p> <ul style="list-style-type: none"> • Grow the profile of Canterbury as a high-tech region by showcasing innovative technology initiatives promoting the region as the preferred place to work, live and invest. • Confirm industry partners and develop a programme of 	<ul style="list-style-type: none"> • Scope of project agreed with Canterbury A&P event management. • Business case approved by MBIE in March. Funding Agreement received with funding conditional on the confirmation of the other anchor tenants in the pavilion, and confirmation all funding required for delivery of the project is secured. These conditions have now been met. • Following consideration by ECan Executive to the resourcing of a key site within the Pavilion, it has been determined that this is not optimal forum to showcase 		<p>Not required.</p>

<p>industry stall holders to promote and showcase innovative technology initiatives and has the ability to grow the profile of Canterbury as a high-tech region. This becomes the opportunity to attract highly specialist individuals, business and investment into the region</p> <p>Timeline 31 December 2018</p>		<p>workshops, panel discussions, and best practice case studies, to showcase regional innovative technology initiatives stories over the three-day duration of the Show.</p>	<p>ECan / Mayoral Forum key projects.</p> <ul style="list-style-type: none"> • Key pavilion site-holders confirmed include MPI, BLINC (formerly Lincoln Hub), Irrigation NZ and KPMG. BLINC promoting the innovation programme workshops to be held in the pavilion • NZ Agricultural Show was held 15 – 17 November. Information and images of the Innovation Pavilion were provided to Mayoral Forum in an email (dated 15 November). In summary, the Pavilion was well attended – in particular the BLINC hosted two-day programme of workshops and panel discussions. In addition, recognition of the Mayoral Forum as a sponsor was acknowledged appropriately. • A final report from the Event Manager including achievements, actual budget, key learnings and recommendations has been received – final Contract milestone. • Project complete. 		
<p>12. SOUTH ISLAND EVENTS CALENDAR</p> <p>Development of an integrated and centralised event calendar accessed through a unique portal but available to all destination marketing and regional tourism organisations (RTO's) to promote all South Island major events</p> <p>Timeline 31 March 2019</p>	<p>ChristchurchNZ / Christchurch Airport</p> <p>\$150,000</p>	<p>Key outcomes:</p> <ul style="list-style-type: none"> • Ensure that at a regional level, tourism initiatives, strategies and products can be planned around major events • Inform infrastructure planning ensuring optimization of regional tourism marketing investments • Encourage collaboration and partnerships between tourism marketing and economic development organisations throughout the South Island • Development and implementation of an event by event planners, can be done in a coordinated manner and avoid competition occurring between major events happening 	<ul style="list-style-type: none"> • Business case approved by MBIE in June and draft Funding Agreement received. Project scope and approach methodology now confirmed with Christchurch NZ. Contract for Services between Christchurch NZ and ECan (on behalf of the Mayoral Forum) confirmed and signed. • Investigation into whether EventFinda could host and manage a shared event website has identified a number of issues which discount this option i.e. cost, coordination of events. • This initiative is being incorporated into Christchurch NZ's internal project to develop a new on-line website for Christchurch NZ along with reviewing other digital on-line services and information it provides / will provide i.e. destination promotion with other South Island regional tourism organisations and work being done to develop a South Island Destination Management Plan. • ChristchurchNZ's digital team has completed a pilot digital platform which meets the project needs, functionality and cost. 		<p>Not required.</p>

		on the same date.	<ul style="list-style-type: none"> The role to manage the project from end to end sits within ChristchurchNZ's Destination Development team. The role skillset requires good IT technical knowledge with a high level of stakeholder management experience, as the key part of this project will not be the build of the site, but in rolling out buy-in and training with the South Island RTO's and Economic Development agencies). As per Contract milestone, a full project plan has been completed by ChristchurchNZ. ChristchurchNZ will present the pilot digital platform version to the Mayoral Forum at its next meeting on 24 May 2019, along with an outline of the functionality and planning for the roll-out and uptake by South Island regional tourism organisations. 		
<p>13. SOUTH ISLAND DESTINATION PLAN</p> <p>Development of a South Island visitor destination management plan that:</p> <ul style="list-style-type: none"> recognises how domestic and international visitors flow through all our regions identifies the infrastructure and attractions we need to cater for current and projected visitor flows – including identifying opportunities to encourage high-value, low-impact tourism; improved visitor dispersal through our districts and regions; and a wider seasonal 	<p>Consultant yet to be appointed / Inter-regional Steering Group</p> <p>\$250,000</p>	<p>Key Outcomes:</p> <ul style="list-style-type: none"> quantify and understand current and projected future visitor flows (domestic and international) and analyse markets, visitor itineraries, visitor spend, occupancy rates and the current range of visitor experiences and known gaps work with Regional Tourism Organisations (RTOs), District Tourism Organisations (DTOs), the Department of Conservation (DoC), Tourism New Zealand (TNZ) and the Tourism Industry Association (TIA) to review existing destination management plans and establish a set of core principles and objectives for a South Island plan that aligns with the Government's development of a national 	<ul style="list-style-type: none"> Inter-regional Steering Group established - comprising nominated Mayors from South Island Mayoral Forums, Regional Tourism Organisations (RTO's), Destination Tourism Organisations (DTO's), and central government (MBIE, NZTA, and Department of Conservation [DoC]). Application seeking funding of up to \$250,000 has been approved. Funding Agreement in place and Conditions Precedent satisfied. The first face-face Destination Management Planning workshop was held on 21 November in Wellington. The workshop agenda focused on the process and approach methodology for developing the South Island Destination Management Plan with consideration to aligned strategic work already in place or underway by some regions / districts, and the Department of Conservation. Agreed next steps to action with key action being the RFP and procurement process. Chair Sam Broughton was also confirmed as the Project Chair. Terms of Reference and Request for Proposal process completed over December – February 2019 period. A panel comprising Mayor Sam Broughton, CREDS project manager, ChristchurchNZ, MBIE and DoC considered presentations from two short-listed applicants and unanimously agreed to appoint Stafford Strategy as the 		Not required.

<p>spread</p> <ul style="list-style-type: none"> establishes agreed priorities for local and central government infrastructure investment, and ensures that tourism, and the infrastructure provided for tourists, benefits our communities and maintains a 'social licence to operate'. <p>Timeline 31 September 2019</p>		<p>tourism strategy</p> <ul style="list-style-type: none"> understand visitor experience expectations understand resident expectations of visitor activity ('social license') and environmental limits to tourism growth identify and prioritise current and projected future infrastructure needs to support sustainable tourism, in terms of both visitor and resident expectations form a strategic partnership with the Provincial Growth Fund for prioritised infrastructure investment by local and central government identify other opportunities to work together between regions and with central government to ensure that South Island tourism is socially, economically and environmentally sustainable. 	<p>lead consultant. (Stafford Strategy has previous experience having led the Auckland Southland Destination Management Plan's respectively).</p> <ul style="list-style-type: none"> Mayor Sam Broughton and Albert Stafford (Stafford Strategy) presented to the Zone 5 / 6 Mayors meeting in Hanmer on 19 March. As well as providing an overview and objective for the project, information on the approach methodology was outlined including consultation with relevant stakeholders. As preparation for these meetings, Councils have been requested to provide any completed or draft destination management plans or strategies, they may have in place or are developing. A workshop with South Island RTO's / DTO's has been scheduled for 30 May at ChristchurchNZ. The Inter-regional steering group will also meet immediately after the workshop. 		
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Glossary

MBIE	Ministry of Business, Innovation and Employment
MfE	Ministry for the Environment
MPI	Ministry for Primary Industries
NZTA	New Zealand Transport Agency
RTO	Regional Tourism Organisation
EDA	Economic Development Agencies