

# Agenda

## Chief Executives Forum

**Date:** Monday 4 November 2019

**Time:** 9:00am–12:00pm

**Venue:** West Melton Community Recreation Centre, 1163 W Melton Rd, West Melton.

**Attendees:** Jim Palmer (Waimakariri, Chair), Angela Oosthuizen (Kaikōura), Bede Carran (Timaru), Bill Bayfield (Environment Canterbury), David Ward (Selwyn), Dawn Baxendale (Christchurch), Hamish Dobbie (Hurunui), Hamish Riach (Ashburton), Suzette van Aswegen (Mackenzie), Stuart Duncan (Waimate),

**In attendance:** Stefanie Rixecker (Environment Canterbury) – for item 7  
Caroline Hart (Environment Canterbury) – for item 9

**Secretariat:** Simon Fraser, Bill Peacocke, Cam Smith

**Apologies:** Fergus Power (Waitaki), David Bromell (Secretariat)

Time	Item	Paper	Person
9:00	1. Welcome, attendance and apologies a. Welcome to Dawn Baxendale – Christchurch City CE		Chair
	2. Confirmation of agenda	✓	Chair
	3. Minutes from the previous meeting a. confirmation of meeting minutes - 22 July 2019 b. action points	✓	Chair
<b>FOR DISCUSSION/DECISION</b>			
9:05	4. Incoming Mayoral Forum for 2019-2022 triennium: a. reflection on local body elections b. upcoming Mayoral Forum meeting – 28-29 November c. 2020 meeting dates	✓ ✓	Chair/Secretariat
9:35	5. Canterbury Regional Development Strategy 2020-22	✓	Chair
10:05	6. Three-year work programme a. new 2020-2022 work programme b. wrap up of 2017-2019 work programme	✓	Chair
10:25	<i>Morning tea</i>		
10:35	7. Climate Change working group – regional risk assessment	✓	Stefanie Rixecker, Tonkin&Taylor
11:05	8. Regional submissions	✓	Bill Bayfield
11:20	9. Canterbury Water Management Strategy - draft briefing to Mayoral Forum	✓	Bill Bayfield/ Caroline Hart
11:30	10. Appointment of Forum Chairs 2020	✓	Chair
<b>VERBAL UPDATES / TAKEN AS READ</b>			
11:35	11. Biosecurity Advisory Groups		Bill Bayfield
11:45	12. Monitoring reports a. Regional Forums report b. CREDS update c. PGF pipeline report	✓ ✓ ✓	Forum Chairs Secretariat
11:55	13. General business		Chair
12:00	Meeting close <i>Next meeting: 27 January 2020 (TBC)</i>		

**Note:**

- Items 4b, 4c, 5 and 9 have been withheld under LGOIMA s17(d) – these items were presented as draft before presentation to the Canterbury Mayoral Forum at its 29 November meeting. Final copies of these papers will be published following this meeting.
- Attachment for item 7 has been withheld under LGOIMA s7(2)(f)(i) & s17(d) – final report will be released once confirmed.
- Item 12c has been withheld under LGOIMA s7(2)(c) & s7(2)(i) – information is subject to negotiation by external parties.

# Canterbury Chief Executives Forum

# Minutes

<b>Date:</b>	Monday 22 July 2019
<b>Venue:</b>	West Melton Community and Recreation Centre
<b>Attendance:</b>	Jim Palmer (Waimakariri, Chair), Bede Carran (Timaru), Greg Bell (for David Ward, Selwyn), Hamish Dobbie (Hurunui), Hamish Riach (Ashburton), Leonie Rae (for Brendan Anstiss, Christchurch), Tafflyn Bradford-James (for Bill Bayfield, Environment Canterbury). Also in attendance: Caroline Hart (Environment Canterbury) for item 5; Stefanie Rixecker (Environment Canterbury) for items 5, 8; Tim Loftus and Rebecca Dawson (ChristchurchNZ) for item 6; Simon Markham (Waimakariri) for item 7; David Bromell, Simon Fraser and Warren Gilbertson (Secretariat).
<b>Apologies:</b>	Angela Oosthuizen (Kaikōura), Bill Bayfield (Environment Canterbury), David Ward (Selwyn), Fergus Power (Waitaki), Suzette van Aswegen (Mackenzie)

AGENDA ITEM	KEY POINTS DISCUSSED / RESOLVED	ACTION POINTS (Who will action, when?)
1	<b>Welcome, attendance and apologies</b> The Chair welcomed everyone. Attendance and apologies were noted.	
2	<b>Confirmation of agenda</b> The agenda was confirmed, with no items of general business.	
3	<b>Minutes from the previous meeting (6 May 2019)</b> The minutes were confirmed as an accurate record. All actions have been completed.	
4	<b>Draft briefings for incoming Mayoral Forum members</b> David Bromell spoke to the report. The <b>draft record of Mayoral Forum achievements 2016–19</b> was endorsed with one correction (My next Move expansion). The extent of Mayoral Forum advocacy (paragraph 19) was noted and affirmed. The <b>draft briefing to incoming members of the Mayoral Forum</b> was endorsed with two amendments: <ul style="list-style-type: none"> <li>state the 'why' of the Mayoral Forum (value of networking and mutual support, of building a common understanding of the issues facing the region, of collaboration in the best interests of Canterbury, and the power of joint regional advocacy)</li> </ul>	<b>Secretariat</b> to check and correct content at paragraph 8, penultimate bullet point, on expansion of MynextMove, prior to Mayoral Forum consideration on 9 August - <b>complete</b> <b>Secretariat</b> revise BIM for consideration by the Mayoral Forum on 9 August - <b>complete</b>

AGENDA ITEM	KEY POINTS DISCUSSED / RESOLVED	ACTION POINTS (Who will action, when?)
	<ul style="list-style-type: none"> <li>make explicit that Mayors speak in their own right, not as representatives of their councils, and that decisions of the Mayoral Forum are not binding on member councils.</li> </ul> <p>The content and value of the <b>regional overview</b> were affirmed. Any suggested changes to be emailed to the secretariat. Suggestions noted in the meeting were (if possible):</p> <ul style="list-style-type: none"> <li>distinguish unemployment in Christchurch from the rest of the region</li> <li>remove qualifying text on penultimate bullet p 11 (Climate) and move this bullet to the bottom</li> <li>p 24, Health – can we provide any data on, say, suicide or mental health?</li> </ul> <p>Chief Executives noted that this is a useful resource for councils as we prepare Annual Plans and Long-term Plans. It has been circulated to Policy Forum members.</p> <p><b>The Chief Executives Forum agreed to:</b></p> <ul style="list-style-type: none"> <li><b>note that amendments to the draft triennial agreement for 2020–22 will go to the Mayoral Forum for consideration on 9 August</b></li> <li><b>provide feedback on the draft documents accompanying the report</b></li> <li><b>note that the draft documents, with any changes requested by the Chief Executives Forum, will be presented to the outgoing Mayoral Forum for its final meetings on 8–9 August 2019.</b></li> </ul>	<p><b>All:</b> email any comments and suggestions on the regional overview to the secretariat no later than Friday 26 July - <b>complete</b></p>
5	<p><b>Canterbury Water Management Strategy</b></p> <p>Caroline Hart spoke to her three reports, supported by Stefanie Rixecker</p> <p>a. draft paper to the Mayoral Forum on 9 August on the 2019 targets report – points raised in discussion included:</p> <ul style="list-style-type: none"> <li>acknowledge Christchurch City work on stormwater and waterways</li> <li>note where Plan Change 7 is at in the process</li> <li>revise the Foreword so it does not imply that the Mayoral Forum set targets that were not achievable</li> <li>articulate more clearly in the Executive Summary the variable progress across targets (in terms of outcomes, as opposed to activities) – and provide key messages here that are tied to the communications strategy/plan</li> <li>provide a set of key messages for Chief Executives and Mayors, as the Targets report is likely to be used as a resource in the lead-up to 2019 local body elections</li> <li>confirm dates for next steps and dissemination of the report (paragraph 9 of the covering report).</li> </ul> <p><b>The Chief Executives Forum agreed to:</b></p> <ul style="list-style-type: none"> <li><b>receive the draft CWMS targets progress report 2019</b></li> </ul>	<p><b>Environment Canterbury</b> to consider feedback by the Chief Executives Forum as it finalises the CWMS targets progress report 2019 - <b>complete</b></p>

AGENDA ITEM	KEY POINTS DISCUSSED / RESOLVED	ACTION POINTS (Who will action, when?)
	<ul style="list-style-type: none"> <li>• <b>note that the CWMS targets progress report 2019 will be published following its receipt by the Mayoral Forum on 9 August 2019.</b></li> </ul> <p>b. development of a regional work programme to implement the goals set for 2025 and 2030 (Fit for the Future project) – in discussion, it was noted that:</p> <ul style="list-style-type: none"> <li>• agreeing priorities (given resource constraints) is critical – how might TAs prioritise actions?</li> <li>• Bede Carran confirmed as chair of the Operations Forum its willingness to pick up the oversight role proposed in the report</li> <li>• Chief Executives confirmed the importance of prioritised actions that deliver on community expectations, while noting that resourcing will require serious discussion by councils</li> </ul> <p><b>The Chief Executives Forum agreed to:</b></p> <ul style="list-style-type: none"> <li>• <b>commission the Operations Forum to oversee development of a regional work programme to support implementation of CWMS goals, based on work emerging from the Fit for the Future project</b></li> <li>• <b>ask the Operations Forum to provide a progress report to the Chief Executives Forum by February 2020.</b></li> </ul> <p>c. quarterly update report</p> <ul style="list-style-type: none"> <li>• it was noted that Plan Change 7 was notified on 20 July 2019 and that the submission period has been extended due to the complexity of matters covered by the proposed plan change</li> </ul> <p><b>The Chief Executives Forum agreed to:</b></p> <ul style="list-style-type: none"> <li>• <b>receive the CWMS quarterly update report.</b></li> </ul>	<p><b>Operations Forum</b> (Bede Carran) to pick up oversight of development of a regional CWMS implementation work programme and report back to the Chief Executives Forum by February 2020 - <b>underway</b></p>
6	<p><b>Canterbury story</b></p> <p>Tim Loftus and Rebecca Dawson from ChristchurchNZ reported progress on the project. Secretariat to convey requests from ChristchurchNZ to Chief Executives for:</p> <ul style="list-style-type: none"> <li>• a point of contact in each council</li> <li>• high resolution, open access photos, video, promotional material (business attraction, resident attraction, tourism, etc.), business case studies ...</li> <li>• information and infographics for each council's landing page</li> </ul> <p>Rebecca will work with councils to support accurate metadata tagging and file naming.</p>	<p><b>Secretariat</b> to work with ChristchurchNZ to convey requests to Chief Executives for council contributions to the Canterbury story resource library - <b>complete</b></p>

AGENDA ITEM	KEY POINTS DISCUSSED / RESOLVED	ACTION POINTS (Who will action, when?)
7	<p><b>Wellbeing data and indicators for Canterbury councils</b> Simon Markham spoke to his report.</p> <p><b>The Chief Executives Forum agreed to:</b></p> <ul style="list-style-type: none"> <li>• <b>establish a project group to advise on wellbeing indicators and relevant information service offerings, reporting to the Policy Forum</b></li> <li>• <b>direct the project group to consider service offerings in the context of wider information systems changes that will impact on councils' ability to be informed with evidence for policy and planning purposes</b></li> <li>• <b>direct the project group to report back to the Chief Executives Forum on 4 November 2019.</b></li> </ul> <p>Secretariat to work with Simon to send a request to all Chief Executives for nominations to a short-life project group and a point of contact for councils that do not wish to nominate project group members.</p>	<p><b>Secretariat</b> to support Simon Markham to elicit nominations from Chief Executives - <b>complete</b></p>
8	<p><b>Canterbury Climate Change Working Group</b> Stefanie Rixecker spoke to her report and asked whether Chief Executives wish to consider any changes to membership of the working group. Members need to have sufficient knowledge and authority to contribute to the (first-pass) regional climate change risk assessment.</p> <p><b>The Chief Executives Forum agreed to:</b></p> <ul style="list-style-type: none"> <li>• <b>note that the refreshed Strategic Plan of the Climate Change Working Group was adopted by the Climate Change Steering Group on 28 May 2019</b></li> <li>• <b>note that the refreshed workplan includes a first-pass climate change risk assessment (including capturing existing adaptation plans) to identify both threats and opportunities to the region from climate change as a priority deliverable for FY19/20</b></li> <li>• <b>note that the Civil Defence and Emergency Management (CDEM) Risk Assessment Guidance has also been released for consultation, with comments due by 27 September. An initial Environment Canterbury/CDEM Group workshop is planned for 30 July to develop a shared understanding of the guidance, and its implications and alignment with national and regional climate change risk assessments</b></li> <li>• <b>review the membership of the Climate Change Working Group in light of the refreshed workplan</b></li> <li>• <b>approve the approach to a Regional Climate Change Risk Assessment.</b></li> </ul>	<p><b>All:</b> advise any changes to council representation on the working group to the secretariat - <b>complete</b></p>

AGENDA ITEM	KEY POINTS DISCUSSED / RESOLVED	ACTION POINTS (Who will action, when?)
9	<p><b>Mayoral Forum endorsement of PGF applications</b></p> <p>David Bromell spoke to his report. In discussion, there was consensus that there should be a high threshold for Mayoral Forum support. An additional criterion to those suggested in the paper that an application should have the prior support of the council or councils in those districts.</p> <p>Secretariat to re-draft the paper in light of the discussion and circulate by email to Chief Executives for approval.</p>	<p><b>Secretariat</b> to re-draft the report and circulate to CEs for approval - <b>complete</b></p>
10	<p><b>Regional forums update</b></p> <p>Christchurch City asked to defer development of a work programme on shared legal services resources</p> <p>Warren Gilbertson spoke to the three-year work programme, CREDS projects update and PGF pipeline report. The secretariat will re-format the 3-year work programme to indicate clearly projects that are not yet complete or that are multi-year and continue into the next local government term.</p>	<p><b>Secretariat</b> convey request to David Ward to defer work on shared legal services resources - <b>complete</b></p> <p><b>Secretariat</b> re-format 3-year work programme for the Mayoral Forum - <b>complete</b></p>
11	<p><b>Draft Mayoral Forum agenda</b></p> <p>Chief Executives asked for the report on passenger rail services south of Christchurch to be a separate agenda item.</p> <p>The secretariat will work with Jim Palmer and Lianne Dalziel to draft Mayoral Forum resolutions of appreciation to retiring Mayors/Chair and prepare a draft media statement for consideration by the Mayoral Forum</p>	<p><b>Secretariat</b> include separate agenda item on rail services report - <b>complete</b></p> <p><b>Secretariat/Chair</b> draft resolutions of appreciation to retiring Mayors/Chair and a media statement - <b>complete</b></p>
	The meeting closed at 12:19 pm	

# Canterbury Chief Executives Forum      Item 6

**Date:** 4 November 2019

**Presented by:** Simon Fraser, Secretariat / Jim Palmer, Chair

## **Regional Forums three-year work programme**

### **Purpose**

1. This paper provides a draft three-year work programme for Canterbury regional forums for the 2019-2022 local government term.

### **Recommendations**

**That the Canterbury Chief Executives Forum:**

- 1. approve the draft three-year work programme for 2019-2022**
- 2. note that continuing projects from 2016-2019 have been carried across into the work programme for 2019-2022**
- 3. note that additional items will be added to this work programme from the Canterbury Regional Development Strategy 2020-2022, and as other issues arise**
- 4. agree to close off the 2016-2019 three-year work programme.**

### **Key points**

2. The outgoing Mayoral Forum agreed not to include a detailed list of projects in the draft Canterbury Local Authorities' Triennial Agreement 2020-22 as in previous agreements. The draft agreement that will be considered by the Mayoral Forum on 29 November 2019 states:

(Para. 15) The Canterbury Mayoral Forum will:

- continue to provide governance of the Canterbury Water Management Strategy
- develop and lead implementation of a Canterbury Regional Development Strategy for the local government triennium 2020–22
- advocate for the interests of the region, its councils and communities.

(Para. 18) The Chief Executives Forum will:

- report quarterly to the Canterbury Mayoral Forum on delivery of its work programme to implement and manage collaborative projects and agreed actions of the Canterbury Mayoral Forum

- identify and escalate to the Canterbury Mayoral Forum strategic issues and opportunities for collaboration from the Policy, Corporate and Operational Forums and other regional and sub-regional working groups.
3. Recent meetings of the Corporate, Operations and Policy Forums have discussed their work programmes for the 2019-2022 local government term. These are summarised in the attached draft regional forums work programme. The work programme will inform preparation of the regional forums budget for 2020-21.
  4. The work programme will be a 'living document', with the ability for additional items to be added as issues for regional collaboration arise. We anticipate that additional items will be added to support the Canterbury Regional Development Strategy 2020-2022 (CREDS) (as discussed in item 5 on today's agenda).
  5. The following items on the 2016-2019 three-year work programme are currently active:
    - mobile and broadband coverage mapping and analysis – awaiting completion of rollout by Crown Infrastructure Partners
    - promote uptake and use of digital technology – nine case studies have been published, remaining case studies will be progressively published during November
    - continue to monitor implementation of the CWMS – ongoing
    - youth transitions – final report due November 2019
    - Canterbury Story – website launched, material being collated and uploaded for use
    - value added production – ongoing work programme continuing
    - South Island Destination Management plan – final report due to be completed before end of 2019
    - Three Waters – continuing in 2020-2022 work programme.
  6. We have carried these continuing projects across into the 2019-2022 work programme. The CREDS project manager will continue to manage these projects through to completion.
  7. Remaining items on the 2016-2019 work programme are complete or have become established as continuing work programmes. We therefore recommend that the Chief Executives Forum close off the 2016-19 work programme.

## **Next steps**

8. The draft three-year work programme will be reported to the Mayoral Forum at its meeting on 29 November 2019. A final version will be presented to Chief Executives and Mayoral Forums following the development of the CREDS in the first half of 2020.

## **Attachments**

- Draft three-year work programme 2019-2022

- 2016-2019 three-year work programme – as at XXX October 2019

## Three-year work programme 2020–22

WHAT	TASK	SPONSOR	LEAD	DUE	STATUS / NEXT STEPS
<b>CANTERBURY REGIONAL DEVELOPMENT STRATEGY</b>					
1. Canterbury Regional Development Strategy	Develop a Canterbury Regional Development Strategy for the 2020-2022 local government term	Mayoral Forum	CMF/Secretariat	30 June 2020	•
2. Continue to monitor implementation of the CWMS	To continue providing governance oversight and strategic support to the implementation of the Canterbury Water Management Strategy (CWMS)	Mayoral Forum	TBC/ECan	30 Sep 2022	•
3. Food and Fibre Innovations project	Enabling leadership and support for the Canterbury community to work together to unlock opportunities across the value chain in the food and fibre sector, from on-farm to international markets. Incorporating the previous CREDS Value added production workstream	Mayoral Forum	Craig Rowley		•
4. CREDS 2016-2019 continuing programmes	To see through the completion of remaining projects from the 2016-2019 CREDS work programme: <ul style="list-style-type: none"> <li>• mobile and broadband coverage mapping and analysis</li> <li>• promote uptake and use of digital technology</li> <li>• youth transitions</li> <li>• Canterbury Story</li> <li>• South Island Destination Management plan</li> </ul>	Mayoral Forum	Secretariat	1 March 2020	•
<b>CANTERBURY CHIEF EXECUTIVES FORUM</b>					
5. Review regional forums terms of reference	Three-yearly review of terms of reference for Chief Executives Forum, Policy Forum, Corporate Forum, Operations Forum	CEs Forum	Chair	30 Sep 2020	•
6. A consistent Canterbury story	Develop an agreed collective positioning story and investment proposition that we consistently communicate in and for Christchurch and Canterbury	CEs Forum	CPF		•
7. Three Waters response	Build a collaborative response to central government's Three Waters review, including: <ul style="list-style-type: none"> <li>• build consensus on strategic intent – where we want to get to, in relation to national direction and developments</li> <li>• identify key risks, challenges and barriers</li> <li>• recommend priority actions for CEF consideration</li> </ul>	CEs Forum	COF	31 Dec 2020	•
<b>CANTERBURY POLICY FORUM</b>					
8. Collaboration on 2021 LTPs	Facilitate collaboration on 2021–31 Long-Term Plans – financial and infrastructure strategies, and strategic direction and community outcomes (the four wellbeings)	Policy Forum	David Ward / CCF	31 Mar 2020	•
9. Support each other to have a strong regional voice	Support a 'one strong voice for Canterbury' through the shared development of regional submissions and advocacy as requested by the Mayoral Forum and/or Chief Executives Forum on central government regulation and policy	Policy Forum		31 Dec 2020	•
10. Regional training workshops	Design and deliver two workshops during 2020 <ul style="list-style-type: none"> <li>• report template design – with Toni Durham (Ashburton)</li> <li>• use of 2018 Census data – with Simon Markham (Waimakariri)</li> </ul>	Policy Forum	Secretariat	31 Dec 2020	•
11. Mana Whakahono a Rohe	Share information and develop a common understanding across Canterbury councils of Mana Whakahono a Rohe iwi/rūnanga participation agreements	Policy Forum		31 Dec 2020	•
12. Review of Canterbury Regional Policy Statement	Facilitate a regional perspective on Environment Canterbury's review of the Canterbury Regional Policy Statement	Policy Forum		31 Dec 2020	•
<b>CANTERBURY CORPORATE FORUM</b>					
13. IT systems and digital services	Lead development of a 10-year plan for Canterbury councils to move to a common platform for IT systems and digital services (including valuation and rating functions) and secure cost savings through group licensing procurement, with specific concrete actions to be implemented in each year of the 10-year plan <ul style="list-style-type: none"> <li>• Conduct a stocktake of where everyone is at.</li> <li>• Develop a business case (with value proposition and a request for funding) to go to member councils to test and build consensus on a collective vision commitment and understanding of what it might mean over time for procurement and renewal cycles</li> </ul>	Corporate Forum	CIOs	30 Jun 2019 30 Nov 2019	•

14. Procurement	Develop a proposal for a joined-up procurement system/service for Canterbury councils, including legal services provisioning • Develop a proposal for consideration by member councils	Corporate Forum	CFMG	30 Nov 2019	•
15. Resource sharing	Facilitate resource sharing (staff capacity and capability) on a 'gifts and gains' basis – it won't always be a direct 'trade'; e.g. engineers, accreditation, planners, building inspectors ...; leveraging off moving to common systems and IT platforms where possible	Corporate Forum	CCF	30 Sep 2022	•
<b>CANTERBURY OPERATIONS FORUM</b>					
16. Co-ordination of waste minimisation plans	Align renewal of waste minimisation plans to provide a consistent approach to waste management across the region and improve efficiencies. • Develop a proposal for consideration by member councils.	Operations Forum	COF	31 Dec 2020	•
17. Road engineering to improve road safety	Engage with other roading agencies to align with best practice in designing and managing road engineering assets	Operations Forum	CEMG	31 Dec 2020	•
18. Implementing new Water Safety Plan format	Share advice and lessons between drinking water suppliers from implementing the new Water Safety Plan to improve compliance across the region	Operations Forum	DWRG		•
19. Shared approach to managing infrastructure	Develop a shared approach aligned to best practice for adaptation to climate change in 30-year Infrastructure Plans	Operations Forum	CEMG	31 Dec 2020	•

#### Key to acronyms

ADC Ashburton District Council

CCC Christchurch City Council

CECC Canterbury Employer's Chamber of Commerce

CEF Chief Executives Forum

CEMG Canterbury Engineering Managers Group

CMF Canterbury Mayoral Forum

CNZ ChristchurchNZ

COF Canterbury Operations Forum

CPF Canterbury Policy Forum

CPMG Canterbury Planning Managers Group

CREDS Canterbury Regional Development Strategy

CWMS Canterbury Water Management Strategy

DoC Department of Conservation

ECan Environment Canterbury

LGNZ Local Government New Zealand

MBIE Ministry of Business, Innovation & Employment

NES National Environmental Standard

NPS National Policy Statement

NZTA NZ Transport Agency

RTC Regional Transport Committee

SDC Selwyn District Council

TDC Timaru District Council

UC University of Canterbury

WMK Waimakariri District Council

## Mayoral Forum three-year work programme 2017–19 – as at 25 October 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
<b>CANTERBURY REGIONAL ECONOMIC DEVELOPMENT STRATEGY</b>					
<b>1. Integrated regional transport planning and infrastructure investment.</b> <i>Objective – Integrated transport planning across modes (air, rail, shipping and road transport) that:</i> <ul style="list-style-type: none"> <li>prioritises a resilient transport network</li> <li>enables the efficient movement of people and freight into, out of and within the Canterbury region</li> <li>improves social connectedness and wellbeing, supports visitor strategies and improves road safety.</li> </ul>					<b>Work programme complete</b>
<b>2. Digital connectivity: extension and uptake of fast broadband in rural areas</b> <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"> <li>identify and GIS map remaining gaps in mobile and broadband coverage</li> <li>work with stakeholders to analyse coverage gaps for economic and social significance</li> <li>support lead Mayor's advocacy for solutions</li> </ul>	Damon Odey	TDC	<ul style="list-style-type: none"> <li>project scoped and funded Jul-Dec 2017</li> <li>Crown Infrastructure Partners (CIP) has provided councils with maps of service areas for UFB rollout in Feb 2019</li> <li>awaiting completion of rollout by CIP before map gapping exercise can be completed</li> </ul>
b. Promote uptake and use of digital technology	31 Dec 2018	<ul style="list-style-type: none"> <li>identify and publicise uptake and use of digital technology to improve productivity in rural Canterbury</li> </ul>	Damon Odey	TDC	<ul style="list-style-type: none"> <li>project scoped and funded received Jul-Dec 2017</li> <li>digital hero case studies completed during Nov/Dec 2018 (up to 55 in total). Publication plan and roll-out of stories across various media platforms delayed.</li> <li>Content for case studies/stories complete</li> <li>9 case studies have been published to date. Remaining 21 of 30 total case studies will be progressively published during November</li> </ul>
<b>3. Freshwater management and irrigation infrastructure</b> <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"> <li>CWMS report quarterly to CMF</li> </ul>	CMF	ECan	<ul style="list-style-type: none"> <li>ongoing</li> <li>CWMS Targets Progress Report 2017 approved published Sep 2017</li> <li>CWMS Targets Progress Report 2019 provided to CMF August 2019 meeting</li> <li>working group established for Fit for the Future work programme to implement new 2025 and 2030 goals</li> </ul>
<b>4. Education and training for a skilled workforce</b> <i>Objectives:</i> <ul style="list-style-type: none"> <li>business, education and local government sectors are aligned, working together to make Canterbury a great place to study, live and work</li> <li>Canterbury has an appropriately skilled and educated workforce</li> <li>education and training institutions deliver an integrated education programme that maximises benefits to the institutions and to Canterbury</li> </ul>					
a. Youth transitions	31 Dec 2018	<ul style="list-style-type: none"> <li>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</li> </ul>	David Ayers	Aoraki Development	<ul style="list-style-type: none"> <li>project scoped and funding agreement signed with MSD, Jul-Dec 2017</li> <li>website launched Nov 2018</li> <li>Year one outcomes and achievements reported to CMF Dec 2018</li> <li>project initiative rebranded as MynextMove (MnM). Soft launch to selective group of students/parents and career advisors in May 2019. Benefits include: <ul style="list-style-type: none"> <li>personalised logins &amp; transition plans</li> <li>local business and industry info and connections</li> <li>events calendar and survey capability</li> <li>data collection &amp; monitoring i.e. Ministry of Social Development, Ministry of Education, TEC</li> <li>mobile interactive</li> </ul> </li> <li>exploring rollout into Ashburton with Mayor and two secondary schools</li> <li>Government announced a new education-to-employment brokerage service based on MyNextMove on 23 October.</li> <li>Project complete</li> </ul>

WHAT	DUE	TASK	SPONSOR	LEAD	STATUS / NEXT STEPS
b. Canterbury story	31 Dec 2018	<ul style="list-style-type: none"> <li>further develop 'the Canterbury story' – validation nationally and internationally</li> <li>production of a video</li> <li>fund-raising for ongoing assets library development, hosting and use</li> </ul>	David Ayers / Jim Palmer	Secretariat/ CNZ	<ul style="list-style-type: none"> <li>project funded, scoped and contract agreed with ChristchurchNZ, Dec 2017</li> <li>ChristchurchNZ presented an update to the Mayoral Forum on 24 May 2019</li> <li>ChristchurchNZ presented to the CE Forum 5 Jul 2019 on latest updates and toolkit – councils have nominated contacts to provide local material for toolkit</li> <li>Christchurch NZ has worked with councils to identify high resolution, open-source images, video, promotional material (e.g. any brochures for business attraction, resident attraction, tourism etc.) and case studies. These are available at: <a href="https://www.canterburystory.co.nz/">https://www.canterburystory.co.nz/</a></li> <li>The Canterbury Brand Story presentation is available upon request</li> </ul>
<b>5. Newcomer and migrant settlement: Skilled workers, cohesive communities</b> <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>					<b>Work programme complete</b>
<b>6. Value-added production</b> <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"> <li>investigate new value-add, market opportunities that Canterbury is placed to take advantage of – e.g. niche markets, particularly in China and SE Asia</li> <li>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</li> </ul>	Craig Rowley	CNZ	<ul style="list-style-type: none"> <li>funding agreement received Dec 2017</li> <li>project scoped and agreed with MBIE and ChristchurchNZ</li> <li>regional workshop to validate draft Roadmap and / or change future direction / opportunities, was held at Lincoln on 17 October</li> <li>final stage one report including roadmap (outlining opportunities and next steps) has been adopted by Mayoral Forum at their meeting on 7 December 2018</li> <li>implementation of roadmap under action – refer to CREDS project update for full summary</li> </ul>
b. High-value manufacturing (supply side)	30 Sep 2021	<ul style="list-style-type: none"> <li>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</li> </ul>	Craig Rowley	UC	<ul style="list-style-type: none"> <li>funding agreement received Dec 2017</li> <li>project scoped and agreed with MBIE and UC</li> <li>regional workshop to validate draft Roadmap and / or change future direction / opportunities, was held at Lincoln on 17 October</li> <li>final stage one report including Roadmap (outlining opportunities and next steps) has been adopted by Mayoral Forum at their meeting on 7 December 2018</li> <li>implementation of roadmap under action – refer to CREDS project update for full summary</li> </ul>
<b>7. Regional visitor strategy</b> <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. South Island destination management plan	31 Dec 2019	<ul style="list-style-type: none"> <li>invite South Island Mayors and Chairs to work together to develop a South Island destination management plan</li> <li>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</li> </ul>	Sam Broughton	Secretariat with CNZ, MBIE, NZTA, DoC, Tourism NZ	<ul style="list-style-type: none"> <li>support all South Island Mayors, all-of-government support offered by MBIE, NZTA, DoC and Tourism NZ received September 2018</li> <li>application to Provincial Growth Fund was granted 21 November.</li> <li>Terms of Reference and Request for Proposal process completed over December – February 2019. Stafford Strategy appointed as the lead consultant.</li> <li>South Island RTO's / DTO's and the Inter-regional steering group met in Christchurch on 30 May to review data and draft findings.</li> <li>Inter-regional steering group meeting on 30 June reviewed the draft recommendations</li> <li>The Inter-regional steering group meeting has met regularly to review and discuss the draft recommendations alongside the work being done by the Responsible Camping Forum.</li> <li>The final draft South Island Destination Management Plan will be presented to LGNZ Zone 5 &amp; 6 members in mid-November.</li> <li>Consultation on the final draft South Island Destination Management Plan will continue with South Island RTOs/DTOs and relevant industry operators over the remainder of 2019. The final draft plan will be presented to the Canterbury Mayoral Forum for signoff in February 2020.</li> </ul>

**INFRASTRUCTURE, LOCAL PUBLIC SERVICES AND REGULATORY FUNCTIONS (Chief Executives Forum)**
**8. 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"> <li>stocktake current state of 3 Waters management across the region, building on existing work by the Drinking Water Reference Group and Stormwater Forum</li> <li>build consensus on strategic intent – where we want to get to, in relation to national direction and developments</li> <li>identify key risks, challenges and barriers</li> <li>recommend priority actions for CEF consideration</li> </ul>	CEF / Bede Carran	COF	<ul style="list-style-type: none"> <li>(re-)commissioned by CEF 12 Feb 2018</li> <li>CEF agreed 30 Apr 2018 to extend the terms of reference of the Canterbury Drinking Water Reference Group to lead work on 3 Waters</li> <li>regional stocktake discussed by CEF and CMF, Aug-Sep 2018</li> <li>CEF met with DIA to discuss 3 Waters review, May 2018</li> <li>regional workshop on potential options for service delivery reform held 7 August 2019</li> <li><b>Secretariat continuing to co-ordinate work on Canterbury response to government proposals</b></li> </ul>
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**ITEMS THAT ARE COMPLETE OR ESTABLISHED AS CONTINUING WORK PROGRAMMES**

CREDS implementation management	Ongoing	<ul style="list-style-type: none"> <li>provide contract management across all work programmes</li> <li>support lead Mayors with CREDS implementation</li> <li>monitoring and reporting</li> </ul>	Lianne Dalziel	ECan	<ul style="list-style-type: none"> <li>Project Manager contract extended to 31 December 2020</li> <li><b>project complete – now BAU</b></li> </ul>
CREDS monitoring	Ongoing	<ul style="list-style-type: none"> <li>design a reporting template to improve communication and impact assessment</li> <li>further develop CREDS outcome indicators (with MBIE, MSD and MoE)</li> </ul>	Lianne Dalziel	Secretariat / Christchurch NZ	<ul style="list-style-type: none"> <li><b>project complete – now BAU</b></li> </ul>
Canterbury Drinking Water Reference Group	Ongoing	<ul style="list-style-type: none"> <li>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</li> </ul>	COF	Bill Bayfield	<ul style="list-style-type: none"> <li><b>continuing work programme</b></li> </ul>
Stormwater management planning and consenting	Ongoing	<ul style="list-style-type: none"> <li>CEF established a regional stormwater forum in 2014 to improve environmental and community outcomes from urban stormwater network discharges</li> </ul>	COF	Regional Stormwater Forum	<ul style="list-style-type: none"> <li><b>continuing work programme, reporting to the Operations Forum</b></li> </ul>
Contaminated land shared services	Ongoing	<ul style="list-style-type: none"> <li>deliver contaminated land technical support shared services to all councils</li> <li>monitor development of NES</li> <li>report progress by May 2017</li> </ul>	CPF	Bill Bayfield	<ul style="list-style-type: none"> <li><b>continuing work programme</b></li> </ul>
Refresh and relaunch the CREDS	30 June 2017	<ul style="list-style-type: none"> <li>re-visit and revise priority actions for 2016</li> <li>identify opportunities to align and integrate the Strategy with the Christchurch Economic Development Strategy</li> </ul>	CMF	Lead Mayors	<ul style="list-style-type: none"> <li><b>complete</b> – refreshed CREDS launched 23 June 2017</li> </ul>
Long-Term Plan working group	Jun 2018	<ul style="list-style-type: none"> <li>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</li> </ul>	CPF	David Ward	<ul style="list-style-type: none"> <li><b>complete</b></li> </ul>
Build on Canterbury Maps shared service	Ongoing	<ul style="list-style-type: none"> <li>continue bi-annual survey to inform future development and improvements from users</li> <li>improve data sharing and update methods for TAs and other partners contributing data to combined datasets</li> <li>build of 3D tools to enhance user experience by September 2017</li> <li>build an all-of-Canterbury e-Plan application to include all regional and district plans</li> <li>build property search tool – phase II by June 2017</li> <li>identify and develop TA-specific applications</li> </ul>	CEF	Bill Bayfield	<ul style="list-style-type: none"> <li><b>continuing work programme, reporting quarterly via Chief Information Officers to the Corporate Forum</b></li> </ul>
Health and safety collaboration	Ongoing	<ul style="list-style-type: none"> <li>re-constitute the ‘virtual team’ as a regional working group reporting to CEF</li> <li>the existing team to prepare terms of reference for consideration by CEF</li> </ul>	CEF	David Ward	<ul style="list-style-type: none"> <li><b>continuing work programme, reporting to the Operations Forum</b></li> </ul>
Valuation and rating services	30 Jun 2018	<ul style="list-style-type: none"> <li>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</li> </ul>	CEF	David Ward / Bede Carran	<ul style="list-style-type: none"> <li><b>continuing work programme, reporting to the Corporate Forum</b></li> </ul>
Public Records Act (PRA) Information and Records Management	Ongoing	<ul style="list-style-type: none"> <li>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"> <li>establish working group structure and administration, and finalise draft ToR for report to CCF by 12 March</li> <li>final ToR approved by CEF 30 April 2018</li> </ul> </li> <li>raise the profile of PRA obligations across CMF and CEF</li> <li>by 31 July 2018, develop a continuing work programme for 2018–19 for information and records management by Canterbury councils</li> </ul>	CCF	David Ward	<ul style="list-style-type: none"> <li><b>now a continuing work programme, reporting to the Corporate Forum</b></li> </ul>

Building control and regulatory co-ordination	Ongoing	<ul style="list-style-type: none"> <li>investigate and progress joint processing and shared resourcing standards, and shared regulatory provision (including food and alcohol licensing)</li> </ul>	COF	Hamish Dobbie / Andrew Dalziel	<ul style="list-style-type: none"> <li><b>now a continuing work programme – Compliance, Monitoring and Enforcement working group reports to the Corporate Forum; non-RMA regulatory managers to the Operations Forum</b></li> </ul>
Natural hazard risk management	Ongoing	<ul style="list-style-type: none"> <li>monitor natural hazards management reform (including climate change impacts, mitigation and adaptation) and possible emergence of an NPS in 2018</li> <li>prioritise tasks and project leads by Dec 2016 and report progress by May 2017</li> <li>report annually to CEF</li> </ul>	CEF	Bill Bayfield	<ul style="list-style-type: none"> <li><b>continuing work programme reporting to the Policy Forum</b></li> </ul>
Engineering services and common standards	Ongoing	<ul style="list-style-type: none"> <li>investigate opportunities to increase consistency of engineering standards across the region (Engineering Codes of Practice), in order to: <ul style="list-style-type: none"> <li>improve consistency across the region, particularly in relation to subdivisions</li> <li>help contain contract prices (more consistent specifications aid designers and contractors)</li> <li>reduce administrative effort/cost of maintaining the standards</li> <li>share knowledge, systems and resources between councils.</li> </ul> </li> </ul>	COF	Wayne Barnett / CEMG	<ul style="list-style-type: none"> <li><b>project complete</b></li> </ul>
Procurement of business inputs, e.g. insurance, digital transformation and 'infrastructure as a service'	Ongoing	<ul style="list-style-type: none"> <li>identify shared insurance/brokerage options</li> <li>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')</li> </ul>	CEF	Jim Palmer  Hamish Dobbie	<ul style="list-style-type: none"> <li><b>continuing work programme, reporting to the Corporate Forum</b></li> </ul>
Strategic policy analysis and advice, regional transport	30 Sep 2018	<ul style="list-style-type: none"> <li>accelerate progress on the four work programme priorities</li> <li>co-ordinate a stocktake of the resilience of the roading network in Canterbury</li> </ul>	Winton Dalley	ECan	<ul style="list-style-type: none"> <li><b>continuing work programme with RTC</b></li> </ul>
Refresh the CWMS	30 Apr 2019	<ul style="list-style-type: none"> <li>ensure the CWMS is fit for the future needs of the region <ul style="list-style-type: none"> <li>identify what is required to maintain and build momentum for implementation of the strategy and ensure it can and will be delivered</li> <li>develop intermediary goals for 2025 and 2030 to ensure that the CWMS continues to provide meaningful guidance for action</li> </ul> </li> </ul>	CMF	ECan	<ul style="list-style-type: none"> <li><b>project complete</b></li> </ul>
Welcoming Communities	31 Dec 2018	<ul style="list-style-type: none"> <li>participate in Immigration New Zealand pilot programme, Welcoming Communities</li> </ul>	Donna Favel & Sam Broughton	ADC with SDC	<ul style="list-style-type: none"> <li><b>project complete – now BAU</b></li> </ul>
Job Ready Programme	30 June 2019	<ul style="list-style-type: none"> <li>expand the programme to South Canterbury (40 students per year, for 2 years)</li> </ul>	David Ayers	CNZ	<ul style="list-style-type: none"> <li>final report received July 2019</li> <li>close-out report with MBIE complete</li> <li><b>project complete</b></li> </ul>
Immigration policy	31 May 2018	<ul style="list-style-type: none"> <li>develop constructive policy options that have potential to work for Canterbury and the South Island without compounding Auckland challenges</li> </ul>	Lianne Dalziel	Secretariat with ADC, CECC, CNZ	<ul style="list-style-type: none"> <li><b>project complete – now BAU</b></li> </ul>
Business case for rail passenger services south of Christchurch	31 Dec 2018	<ul style="list-style-type: none"> <li>work with KiwiRail on assessment of the business case for reintroducing rail passenger services south of Christchurch</li> </ul>	Damon Odey	Aoraki Development	<ul style="list-style-type: none"> <li>final report to CMF Aug 2019</li> <li><b>project complete</b></li> </ul>

# Canterbury Chief Executives Forum      Item 7

**Date:** 4 November 2019

**Presented by:** Stefanie Rixecker (Environment Canterbury) and Alex Cartwright (Tonkin & Taylor)

## **Draft Canterbury Climate Change Risk Screening – Interim Report**

### **Purpose**

1. This paper seeks feedback on the draft Canterbury Climate Change Risk Screening Interim Report, which has been commissioned by Environment Canterbury on behalf of the Regional Climate Change Working Group. Your feedback at this stage in the report's development will be critical to ensure partner alignment and support for the final report.

### **Recommendations**

**That the Canterbury Chief Executives Forum:**

1. **note that the purpose, scope and approach of the Regional Climate Change Risk Screening is as proposed to Chief Executives on 30 August, and aligns with the National Climate Change Risk Assessment Framework**
2. **review and provide feedback on the draft Canterbury Climate Change Risk Screening Interim Report, in particular:**
  - 2.1. **whether the Executive Summary reflects the key points needed by a Chief Executive and Governance audience**
  - 2.2. **any questions or concerns with the risks assessed as Critical or Major**
  - 2.3. **any additional information which might usefully be included at this first-pass screening stage of the risk assessment process.**
3. **note that the final Interim Report and recommended next steps from the Regional Climate Change Working Group will be tabled at the January Chief Executives Forum.**
4. **consider whether the final Interim Report should be made publicly available, following presentation to the Mayoral Forum in February 2020.**

## Background

2. After the release of the Climate Change Adaptation Technical Working Group report in mid-2018, the Chief Executives Forum requested that the Regional Climate Change Working Group develop an aligned understanding of climate change risks in Canterbury to support engagement on the proposed National Climate Change Risk Assessment.
3. On 28 May 2019, the Canterbury Climate Change Steering Group adopted the Canterbury Climate Change Working Group's Strategic Workplan. This plan includes a first-pass climate change risk assessment and is a priority deliverable for FY19/20.
4. On 22 July 2019, the Chief Executives Forum discussed the proposed approach to this first-pass regional climate change risk assessment. Further information on the project scope and approach was provided to Chief Executives on 30 August.
5. The agreed purpose of the regional climate change risk screening is to develop a shared understanding of the key climate change risks (threats and opportunities) to the Canterbury region, with a particular focus on local government responsibilities and existing/planned risk management strategies.
6. The agreed high-level scope includes the following risks:
  - adaptation and transition: The risks (threats and opportunities) caused by changes in climate as well as political and societal changes aimed at transitioning to a low emissions future will be included in the regional assessment. For example, transition risks could include those caused by changes to the national Emissions Trading Scheme.
  - value domains: Sectors, assets, systems and taonga within the following six 'value domains' (from the NCCRA Framework) will be included in the Regional Assessment – natural environment, built environment, economy, society, culture, governance.
  - the first-pass assessment will align with Stage 1 (Screening) in the methodology set out in the Government's NCCRA Framework. Stage 1 is the first step in a risk assessment process and is used to refine and shortlist a large group of risks across multiple domains and/or sectors to then allow a more focused (subsequent) risk assessment to occur.
7. The screening is designed to support the identification of further priority work, including:
  - critical information gaps on climate risks
  - high priority risks requiring further risk management planning
  - identification of potential additional stakeholder to engage with, to build a more holistic view of climate change risks to the wellbeing of the Canterbury region and corresponding adaptation and transition plans
  - engagement with the NCCRA.

## Progress to date

8. In September 2019, Environment Canterbury commissioned Tonkin & Taylor to carry out the climate change risk screening for Canterbury.
9. Tonkin & Taylor has facilitated two regional workshops as part of the risk screening: the first in Christchurch on 7 October 2019 and the second in Timaru on 10 October 2019. The purpose of these workshops was to elicit expert information from regional and local council staff to develop and validate priority climate change risks for Canterbury.
10. In addition, a meeting was held with Te Rūnanga o Ngāi Tahu on 18 October 2019. This was to integrate iwi knowledge (mātauranga ā iwi) and histories (hītori) into the climate change risk screening and validate and screen risks identified in the initial two regional workshops.
11. On 18 October 2019, the Canterbury Climate Change Working Group was presented with the findings of the two regional workshops, including the identified risks and their risk rankings. The Group provided further reflection on the screened risks.
12. Based on the information gathered from the two regional workshops, the meeting with Te Rūnanga o Ngāi Tahu and other relevant information, Tonkin & Taylor provided a draft Interim Report on 25 October 2019 for review by the Canterbury Climate Change Working Group. The feedback provided by the Group has been incorporated (where possible) into the updated draft interim report attached.
13. Further work planned to complete the report includes:
  - respond to all comments - most comments from the Climate Change Working Group have been incorporated into this draft, but some comments require further thought.
  - clarify the methodology used in this report – including explaining the approach in more detail and updating the final list of stakeholders that attended.
  - clarify the use of hazard/stressor throughout the report
  - clarify the definition of relationships/language used for climate components/variables/hazards etc.
  - write a summary of risks for each domain – environment, economy, natural, human and governance
  - incorporate Ngai Tahu related climate risks
  - cultural risks need to be reflected, and these will be reflected in the next iteration of the draft
  - finalise table of priority risks in the human domain
  - add existing and planned adaptations across domains where possible
  - finalise reference list

## Finalising the report

14. Following feedback from Chief Executives, Tonkin & Taylor will develop the final draft Interim Report by the end of November.
15. Project Governance will be provided by the Forum Chairs (Chief Executives, Policy, Corporate and Operations Forums) until such time as this group takes the final Interim Report to the Regional Climate Change Steering Group.
16. The final Interim Report will be presented to the Chief Executives Forum in January, followed by the Regional Climate Change Steering Group (meeting date to be confirmed) and the Mayoral Forum at February 2020 meeting.

## Next steps following the Risk Screening

17. While local government is not obliged to follow the NCCRA Framework, there is value in using this as far as possible to support alignment with the National Climate Change Risk Assessment and Adaptation Plan, and on-going engagement with the Ministry for the Environment (MfE) and the Climate Change Commission (once established).
18. In the NCCRA Framework, Stage 1 (first-pass risk screening) is followed by Stage 2 (detailed risk assessment). This second stage involves the selection of specific risks from Stage 1 for more detailed assessment, including the anticipated exposure, vulnerability and consequence of climate change for different scenarios (emissions pathways and timescales). Such a detailed assessment could also include a more granular, spatial perspective of a particular risk, or a set of risks.
19. The Regional Climate Change Working Group will meet in December to develop recommended next steps for the risk assessment. Examples of potential next steps include:
  - developing an approach to align a framework developed during the risk screening meeting with Te Rūnanga o Ngāi Tahu, with the NCCRA Framework, to enable an aligned approach for Canterbury
  - undertaking detailed assessments of critical and major risks in the Built Environment and Natural Environment (as the domains of most relevance to Local Government) where such assessments have not already been completed or are underway
  - for risks where detailed risk assessments have already largely been undertaken, collaborating to develop effective and consistent risk response/adaptation approaches
  - expanding the stakeholder group to enable different perspectives to inform the next iteration of the screening (for example to enhance the screening in the Economic Domain) or to support detailed risk assessments

20. The Working Group's advice on recommended next steps will be provided to Chief Executives for consideration at your January meeting.
21. MfE officials have advised that the consortium undertaking the National Climate Change Risk Assessment (including AECOM, NIWA, Tonkin & Taylor and others) will be engaging with stakeholders as follows:
  - Stage 1 (risk screening): one national hui and one national workshop (160pax) in late November, plus follow-up engagement.
  - Stage 2 (detailed risk assessment): five half-day workshops plus targeted stakeholder meetings (February/March 2020)
22. Representatives from the Climate Change Working Group met with MfE officials on 22 October to discuss our respective climate change risk assessments. We will continue to engage over the coming months to support shared learnings from use of the NCCRA Framework and to support alignment between the national and regional assessments.

## **Cost, compliance and communication**

### **Financial implications**

23. The risk screening is being funded by Environment Canterbury. There will be no cost to local councils beyond the necessary staff time to provide input to the risk screening. Costs and funding for any future stage of the risk assessment have not yet been determined.

### **Risk assessment and legal compliance**

24. There may be potential legal compliance issues relating to the obligation to disseminate findings on future hazards and risks. However, the legal risk for initial, first-pass climate change risk assessments is low as they may not be sufficiently robust to be used as an evidentiary basis.

### **Significance and engagement**

25. The regional workshops conducted as part of the risk screening were attended by both regional and local council staff, while Te Rūnanga o Ngāi Tahu has also provided input. The Canterbury Climate Change Working Group is acting as the project advisory group.

### **Communication**

26. A communications plan for the final outputs of the risk screening will be developed. It is anticipated that the report will be made publicly available following presentation to the Mayoral Forum.

## **Attachments**

- Draft Canterbury Climate Change Risk Screening - Interim Report

# Canterbury Chief Executives Forum      Item 8

**Date:** 4 November 2019

**Presented by:** Bill Bayfield, Chair, Canterbury Policy Forum

## Regional submissions

### Purpose

1. This paper invites discussion and seeks agreement on the relative value and resourcing of regional and individual council submissions on central government legislative and policy proposals.

### Recommendations

**That the Canterbury Chief Executives Forum:**

1. **indicate which of the following FOUR OPTIONS it wishes to pursue as a *general rule* when submitting on central government legislative and policy proposals likely to affect Canterbury councils and communities:**
  - 1.1. **develop only a regional submission**
  - 1.2. **develop only individual council submissions**
  - 1.3. **develop individual council submissions supplemented by a high-level regional submission on key points agreed by all councils**
  - 1.4. **develop individual council submissions supplemented by a robust regional submission prepared by a lead council or councils.**

### Key points

2. The Policy Forum seeks direction from Chief Executives on the relative value and resourcing of regional submissions and individual council submissions.
3. A high-level, 'vanilla' regional submission adds little or no value to government consultation and engagement processes.
4. Some councils appreciate having their views heard through a regional submission.
5. Developing a robust regional submission requires investment of staff time in:
  - engaging with their own chief executive, mayor/chair and council on their council's own position and individual submission AND
  - developing and consulting on a regional submission.

## Background

6. On 3 February 2017, the Chief Executives Forum:

- affirmed principles and criteria for working together
- adopted a decision framework for committing resource to significant joint projects
- approved a policy and process for joint advocacy (regional advocacy submissions prepared for consideration and approval by the Mayoral Forum).

These were subsequently endorsed by the Mayoral Forum, have been published on its website and were appended to the *Briefing to Incoming Members of the Mayoral Forum*.

7. The Policy Forum was established in 2013 to:

- ensure a strong local government 'voice' on issues affecting Canterbury – particularly central government policy and legislative proposals and other matters of regional significance affecting local government and communities
- reduce duplication of policy effort and, as a result, work more effectively and efficiently together
- provide support to councils when assessing national and regional policy initiatives
- facilitate communication and engagement with Ngāi Tahu
- practice working together in ways that support innovation, collaboration and joint initiatives.

(Policy Forum terms of reference are attached as Appendix 1 to the report for agenda item 10, Appointment of forum chairs for 2020.)

8. Decisions of the Mayoral Forum are not binding on member councils and tight timeframes for consultation have often made it difficult for Mayors to consult with their councils on the content of draft regional submissions.
9. Individual councils have always reserved the right to make individual submissions in addition to any regional submission. During 2019, councils have increasingly exercised this right. Some councils, however, are not always able to do so and appreciate having a 'voice' through regional submissions.
10. The regional forums secretariat's primary role is to provide secretariat and executive support to the five regional forums. The secretariat (2.0 FTEs) does not have capacity to prepare regional submissions on a routine basis but does support the Mayoral Forum by drafting correspondence to Ministers and developing submissions commissioned directly by the Mayoral Forum itself (e.g. on employer-assisted work visas and the proposed reform of vocational education).
11. The secretariat has prepared *Guidelines for preparing regional submissions* that were discussed (but not adopted) by the Policy Forum on 11 October 2019. Before these can be considered further, the Policy Forum agreed to seek direction from the Chief Executives Forum on the relative value and resourcing of regional submissions and individual council submissions.

## Options for discussion

12. In discussion, the Policy Forum identified four options and seeks an indication of the option or options Chief Executives wish to pursue.

### **Option 1: Develop only a regional submission**

*For:*

- 'one strong voice for Canterbury'
- a lead council or councils with a particular interest in the issue or proposal 'holds the pen' and over time, work is shared around councils
- some councils who may be unable to develop individual submissions can exercise 'voice' and influence through reviewing and endorsing regional submissions.

*Against:*

- councils want and expect to exercise their right to submit on behalf of local communities
- timeframes for consultation constrain the ability of Policy Forum members, Chief Executives and Mayors to brief councils and establish support for a regional submission
- lack of clarity on what the region is advocating for on occasions where there is an inherent difference between regional and district-wide issues/perspectives.

### **Option 2: Develop only individual council submissions**

*For:*

- submissions directly represent the interests of local communities
- policy and planning staff, even in large councils, do not have capacity to prepare both an individual council submission and a robust regional submission.

*Against:*

- central government does not hear 'one strong Canterbury voice'
- any submissions that the Mayoral Forum commissions directly from the secretariat will not necessarily reflect the interests and views of member councils.

### **Option 3: Develop individual council submissions supplemented by a high-level regional submission on key points agreed by all councils**

*For:*

- a regional submission can reflect and reinforce points of agreement between member councils.

*Against:*

- a high-level 'vanilla' regional submission that reflects only what councils can agree on adds little value to consultation and engagement processes
- policy and planning staff who are preparing individual council submissions do not also have time to lead development even of a high-level regional submission; neither does the secretariat routinely have capacity to do this.

**Option 4: Develop individual council submissions supplemented by a robust regional submission prepared by a lead council or councils**

*For:*

- a robust regional submission can summarise different interests and points of both agreement and disagreement across Canterbury councils and propose ways forward that, taken overall and on balance, councils and their Mayors/Chair agree are in the best interests of Canterbury, the South Island and NZ Inc.
- 'a strong voice for Canterbury' makes it difficult for central government to ignore our local and regional interests or play us off against one another.

*Against:*

- chief executives need to commit staff resource to developing both individual council and regional submissions – or the regional council needs to augment the secretariat and fund this by a further increase to the regional general rate.

## **Financial implications**

13. The issue to be resolved is the value of 'one strong Canterbury voice' and the cost of developing both individual council submissions and a 'well-seasoned' rather than 'vanilla' regional submission.

## **Next steps**

14. In light of direction from the Chief Executives Forum, the secretariat will revise its draft guidelines on regional submissions and circulate these to the Policy Forum for email response. (The Policy Forum is not scheduled to meet again until Friday 3 April 2020.)
15. Final guidelines will come back to the Chief Executives Forum for approval at its meeting on 27 January 2020.
16. A paper will then be prepared for consideration by the Mayoral Forum on 28 February 2020.

# Canterbury Chief Executives Forum Item 10

**Date:** 4 November 2019

**Presented by:** Jim Palmer, Chair

## **Appointment of forum chairs for 2020**

### **Purpose**

1. This paper invites the Chief Executives Forum to elect or appoint regional forum chairs for 2020, taking account of the need for both continuity and succession planning.

### **Recommendations**

That the Canterbury Chief Executives Forum:

1. **appoint Jim Palmer as chair of the Canterbury Chief Executives Forum for the 2020 calendar year**
2. **appoint Bill Bayfield on nomination from the Canterbury Policy Forum as chair of the Policy Forum for the 2020 calendar year**
3. **appoint Bede Carran as chair of the Canterbury Corporate Forum for the 2020 calendar year**
4. **appoint Hamish Dobbie as chair of the Canterbury Operations Forum for the 2020 calendar year.**

### **Background**

2. By convention, at its final meeting each year the Canterbury Chief Executives Forum elects its chair for the next calendar year and appoints the chairs of the Policy, Corporate and Operations Forums.
3. Regional forums terms of reference stipulate that the Policy, Corporate and Operations Forums are chaired by members of the Chief Executives Forum, and that chairs are eligible for re-appointment. Chairs during 2019 have been:
  - Chief Executives Forum Jim Palmer
  - Policy Forum Bill Bayfield
  - Corporate Forum David Ward
  - Operations Forum Bede Carran.
4. The Policy Forum's terms of reference provide for the Policy Forum to nominate a Chief Executive for appointment as its chair.

5. Terms of reference for the Policy Forum, Corporate Forum and Operations Forum are appended to this report. These terms of reference are scheduled for review by the Chief Executives Forum during 2020.

## **Continuity and succession planning**

6. At its meeting on 11 October 2019, the Canterbury Policy Forum nominated Bill Bayfield for appointment as (continuing) chair of the Policy Forum.
7. David Ward, currently chair of the Corporate Forum, will have his term of employment end as Chief Executive of the Selwyn District Council in mid-2020. David has indicated his willingness either to continue as chair of the Corporate Forum until mid-year, or to hand over and support a new chair during the remainder of his term of appointment.
8. Bede Carran has indicated his willingness to continue chairing the Operations Forum, or to chair the Corporate Forum if another Chief Executive feels they are a better fit with the work of the Operations Forum.

## **Next steps**

- Advise Forum chairs and contact details to members of the Mayoral Forum (in papers for 28–29 November) Jim Palmer / Secretariat by 21 Nov 2019
- Advise regional forum members when circulating the confirmed schedule of 2020 meetings Secretariat by 6 Dec 2019

## **Appendix 1: Canterbury Policy Forum terms of reference**

*As agreed by CRSPF on 18 October 2013 and endorsed by the Chief Executives Forum on 18 November 2013. Amended 12 August 2016.*

### **Background and purpose**

1. The Canterbury Mayoral Forum has endorsed a proposal by the Region's Chief Executive Forum that a Regional Strategy and Policy Forum be established to:
  - ensure a strong local government "voice" on issues affecting Canterbury
  - reduce duplication of policy effort and, as a result, work more effectively and efficiently together
  - provide support to smaller councils when assessing national and regional policy initiatives
  - facilitate communication and engagement with Ngāi Tahu
  - practice working together in ways that support innovation, collaboration and joint initiatives.
2. The Forum will tend to focus on the larger strategic issues facing the region in light of ongoing Government policy development and matters of regional significance affecting local government and communities.
3. It is acknowledged that there are considerable differences in the size and capacity of Canterbury Councils and that can impact on their ability to contribute to the Forum and that sometimes it is inefficient for people to travel to meet.
4. For the Forum to be effective and efficient there needs to be:
  - an ongoing clear resolve at a senior level within each Council to participate in the Forum, that is communicated to relevant staff within each organisation, and includes a commitment to respond to requests and issues within agreed timeframes
  - a key representative/contact (with an alternate) for each organisation who is responsible for ensuring ongoing participation and as issues/topics arise for identifying the appropriate person within each agency that will contribute/participate
  - the chair to have a direct connection with the Chief Executives forum
  - a secretariat/convening agency, acknowledged as such
  - a drop box/shared workspace for e-doc distribution/joint document preparation.

### **Scope**

5. Matters subject to the Forum's consideration will include:
  - national policy initiatives and announcements – providing analysis and jointly prepared submissions, where appropriate. This work needs to align with national policy development, such as via LGNZ, SOLGM, IPWA, etc.
  - regional opportunities/initiatives in the strategy, policy and planning sphere
  - regional growth opportunities, including identification of areas where influence at a national level might be valuable

- implementation of joint initiatives agreed by the Mayors and/or CEs Forum.

### **Membership and operation of the Forum**

6. All Canterbury Councils are invited to participate in the Forum. Participating Councils shall nominate a Forum member and an alternate.
7. The Forum members should meet in person at least quarterly, and via a conference call monthly to:
  - identify emerging issues
  - allocate responsibility for co-ordinating responses, including forming sub-groups
  - monitor progress of legislation, regional responses and opportunities for influence
  - agree key regional policy positions and develop (or commission the development of) submissions on behalf of the Canterbury Mayoral Forum.
8. The Forum should also maintain regular electronic exchanges to consider issues and monitor progress and to exchange ideas, policy positions and submissions.
9. The Forum may allocate an issue(s) to a sub-group(s) of the Forum, which may include other Council staff, or another appropriate collaborative grouping among councils, to consider and develop a response(s). Sub-group(s) should periodically update the Forum.
10. It is acknowledged that not all Councils will be able to, or need to, contribute resources to considering every issue, but it is expected that every Council will ensure its representative is available to participate in each Forum meeting.
11. The Forum will actively engage with Ngāi Tahu Strategy and Influence staff, with agendas being shared and invitations extended to attend meetings. The Forum may also invite other agencies to participate in its consideration of strategy and policy issues, as the Forum considers appropriate.
12. Annually the region's CEO Forum shall appoint a Chair from its membership to be the Chair of the Canterbury Regional Strategy and Policy Forum. The Chair is eligible for reappointment.
13. Support for the Forum will be provided by the Secretariat of the Canterbury Mayoral Forum.

### **Decision making and representation**

14. The Forum will seek to make decisions by consensus. Issues can be forwarded to the Chief Executive Forum if consensus cannot be reached on significant issues.
15. In respect of national submissions all Councils agreeing to a submission will be named as part of the Canterbury Mayoral Forum submission. This does not preclude a Council from making a separate submission. The Forum needs to develop a timetable and mechanism that enables timely sign-off of submissions.

16. From time to time, Forum member(s) may be required to present findings and submissions to the Chief Executive and Mayoral Forums, as well as help represent the region at meetings of Select Committees and other decision-making bodies.

**Changes to the terms of reference**

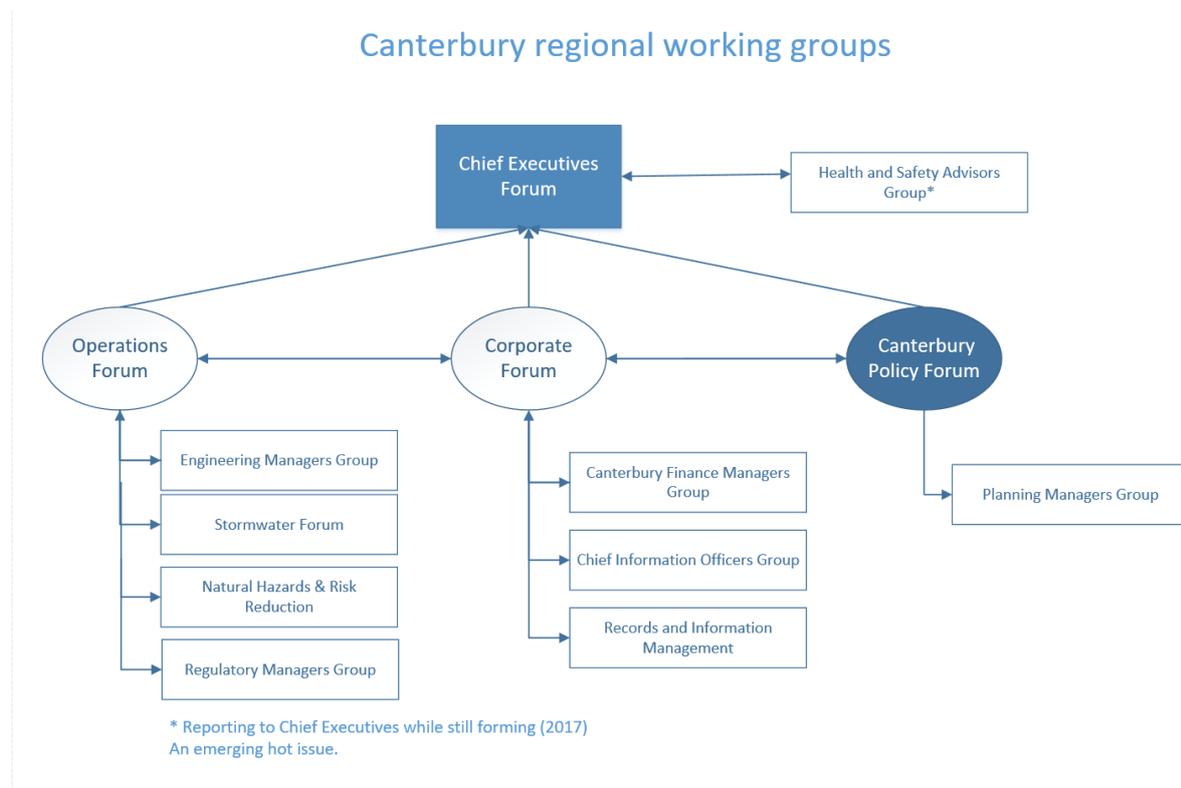
17. The Forum may recommend changes to the Terms of Reference to the Chief Executive Forum.

## Appendix 2: Canterbury Corporate Forum terms of reference

As agreed by the Chief Executives Forum on 8 May 2017.

### Background and purpose

1. The Chief Executives Forum, with Mayoral Forum endorsement, agreed to the formation of the Canterbury Operations Forum and Canterbury Corporate Forum in March 2017.
2. These 'overarching' Forums operate along the same lines as the Canterbury Policy Forum and are led by a Chief Executive to promote alignment and co-ordination, avoid duplication, identify and address gaps, and provide a single point of contact.



### Scope

3. Matters subject to the Corporate Forum's consideration will include:
  - alignment of corporate working groups' work programmes with Chief Executives priorities and work programme
  - alignment of long term permanent corporate working groups with the work of short term issues focussed groups
  - identification of emerging issues, risks, limitations and/or barriers.

### Membership and operation of the Forum

4. The Corporate Forum is chaired by a Chief Executive who is appointed by the Chief Executives Forum.

5. The chairs and key staff from corporate working groups will be members of the Forum.
6. At the time of formation of the Corporate Forum, the following related working groups are in existence:
  - Canterbury Finance Managers Group
  - Chief Information Officers Group
  - Records and Information Management group.
7. Existing terms of reference for working groups will be reviewed and agreed by Chief Executives in light of the formation of the Corporate Forum and new planning and reporting requirements.
8. At the request of Chief Executives, more corporate-related working groups may be formed over time. Their chairs and other key staff will become members of the Corporate Forum. Chairs of new working groups will prepare terms of reference which will be approved by Chief Executives.
9. The Corporate Forum should meet in person at least quarterly to:
  - identify emerging issues
  - align corporate working groups' work programmes with Chief Executives' priorities and work programme
  - ensure alignment between working group work programmes and the work of special issue groups
  - report progress on working group work programme items and review where necessary
  - allocate responsibility for items in the work programme.
10. The Corporate Forum should also maintain regular electronic exchanges to consider issues and monitor progress and to exchange ideas.
11. Annually the region's Chief Executives Forum shall appoint a Chair from its membership to be the Chair of the Corporate Forum. The Chair is eligible for reappointment.
12. The Corporate Forum Chair shall report six-monthly to Chief Executives on performance of member groups.
13. Records will be kept of agendas, minutes and correspondence pertaining to the group.
14. Support for the Forum will be provided by the regional forums secretariat.

### **Decision making and representation**

15. The Corporate Forum will seek to make decisions by consensus. Issues can be forwarded to the Chief Executives Forum if consensus cannot be reached on significant issues.

### **Changes to the terms of reference**

16. The Corporate Forum may recommend changes to the Terms of Reference to the Chief Executives Forum.
17. The Terms of Reference will be reviewed three-yearly by the Chief Executives Forum.

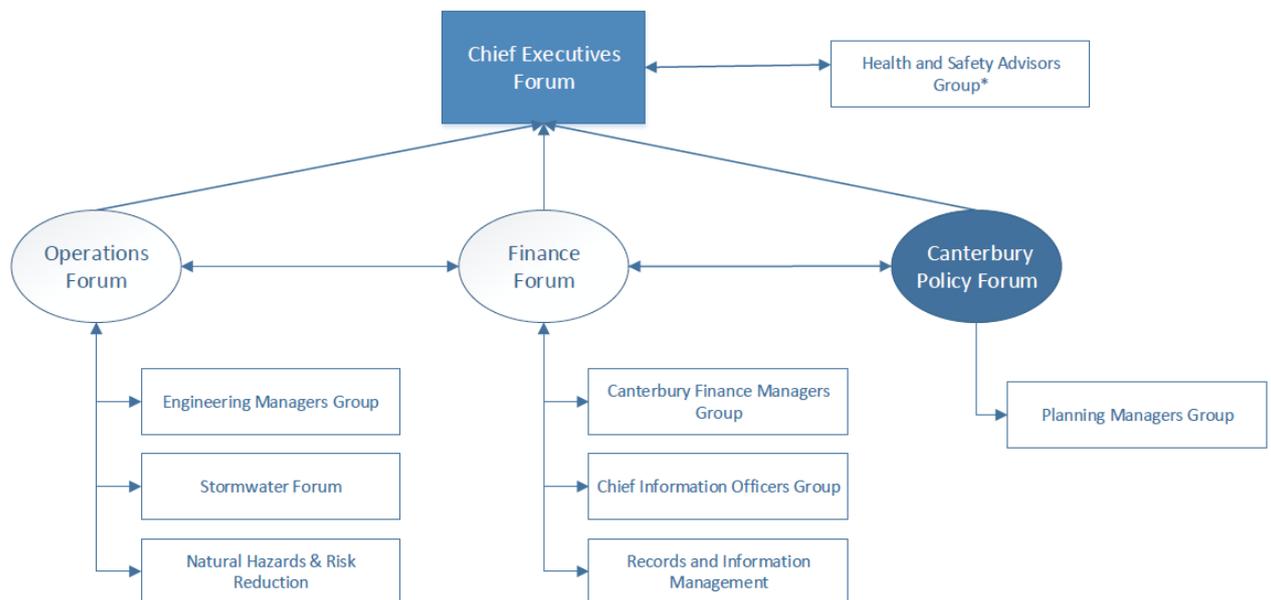
## Appendix 3: Canterbury Operations Forum terms of reference

As agreed by the Chief Executives Forum on 8 May 2017.

### Background and purpose

1. The Chief Executives Forum, with Mayoral Forum endorsement, agreed to the formation of the Canterbury Operations Forum and Canterbury Finance Forum in March 2017.
2. These 'overarching' Forums operate along the same lines as the Canterbury Policy Forum and are led by a Chief Executive to promote alignment and co-ordination, avoid duplication, identify and address gaps, and provide a single point of contact.

### Appendix B: Proposed structure for Canterbury regional working groups



\* Reporting to Chief Executives while still forming (2017)  
An emerging hot issue.

3.

### Scope

4. Matters subject to the Operations Forum's consideration will include:
  - alignment of operational working groups' work programmes with Chief Executives priorities and work programme
  - alignment of long term permanent operational working groups with the work of short term issues focussed groups
  - identification of emerging issues, risks, limitations and/or barriers.

## **Membership and operation of the Forum**

5. The Operations Forum is chaired by a Chief Executive who is appointed by the Chief Executives Forum.
6. The chairs and key staff from operational working groups will be members of the Forum.
7. At the time of formation of the Operations Forum, the following operational working groups are in existence:
  - Canterbury Engineering Managers Group
  - Regional Stormwater Forum
  - Natural Hazards and Risk Reduction Group.
8. Existing terms of reference for working groups will be reviewed and agreed by Chief Executives in light of the formation of the Operations Forum and new planning and reporting requirements.
9. At the request of Chief Executives, more operational working groups may be formed over time. Their chairs and other key staff will become members of the Operations Forum. Chairs of new working groups will prepare terms of reference which will be approved by Chief Executives.
10. The Operations Forum should meet in person at least quarterly to:
  - identify emerging issues
  - align operational working groups' work programmes with Chief Executives priorities and work programme
  - ensure alignment between working group work programmes and the work of special issue groups
  - report progress on working group work programme items, and review where necessary
  - allocate responsibility for items in the work programme.
11. The Operations Forum should also maintain regular electronic exchanges to consider issues and monitor progress and to exchange ideas.
12. Annually the region's Chief Executives Forum shall appoint a Chair from its membership to be the Chair of the Operations Forum. The Chair is eligible for reappointment.
13. The Operations Forum Chair shall report six-monthly to Chief Executives on performance of member groups.
14. Records will be kept of agendas, minutes and correspondence pertaining to the group.
15. Support for the Forum will be provided by the regional forums secretariat.

## **Decision making and representation**

16. The Operations Forum will seek to make decisions by consensus. Issues can be forwarded to the Chief Executives Forum if consensus cannot be reached on significant issues.

## **Changes to the terms of reference**

17. The Operations Forum may recommend changes to the Terms of Reference to the Chief Executives Forum.
18. The Terms of Reference will be reviewed three-yearly by the Chief Executives Forum.

# Canterbury Chief Executives Forum Item 12a

**Date:** 4 November 2019

**Presented by:** Forum Chairs (David Ward, Bede Carran and Bill Bayfield)

## **Regional forums update**

### **Purpose**

1. This paper reports on the work of the Corporate, Operations and Policy Forums since July 2019.

### **Recommendations**

**That the Canterbury Chief Executives Forum:**

1. receive the report.

### **Corporate Forum**

2. The Corporate Forum met on 16 September 2019. Agenda items included:
  - continuing discussions about potential collaborative services for councils, including updates from councils on areas previously identified for collaboration, such as legal provisioning and procurement frameworks
  - developing a work programme for the next three years (see item 6 in today's agenda)
  - updates from Finance Managers, Records and Information Managers, Chief Information Officers and Public Records Act Executive Sponsors working groups.

### **Operations Forum**

3. The Operations Forum met on 16 September 2019. Agenda items included:
  - supporting the implementation of the new CWMS Fit for the Future targets. This follows on from the request by the Chief Executives Forum to support the development of work programmes to meet the new targets and to inform resourcing decisions through 2021–31 Long-Term Plans. A short-life working group has been established to progress this work.
  - an update from the Health and Safety Managers working group on obligations for managing health and safety risks with council contractors
  - developing a work programme for the next three years (see item 6 in today's agenda)

- updates from the Drinking Water Reference Group, Stormwater Forum and Engineering Managers Group.

## **Policy Forum**

4. The Policy Forum met on 11 October 2019. Agenda items included:
  - upcoming proposals from central government that are likely to affect Canterbury councils and communities
  - reviewing a draft regional submission on *the Action for healthy waterways* discussion document for consideration and approval by the Mayoral Forum
  - process and guidelines for regional submissions and how these relate to council submissions (see item 8 on today's agenda)
  - convening a short-life working group chaired by David Ward for collaboration on 2021–31 Long-Term Plans
  - a report back on the recent train-the-trainers workshop held in September 2019 on writing recommendations and effective peer review. The Forum agreed to organise regional workshops in 2020 on report template design and using 2018 Census data.
  - developing a work programme for the next three years (see item 6 in today's agenda)
  - updates on the Canterbury Water Management Strategy, and from Canterbury Planning Managers and the Natural Hazards and Compliance, Monitoring and Enforcement working groups.

# CANTERBURY REGIONAL ECONOMIC DEVELOPMENT STRATEGY

## CANTERBURY MAYORAL FORUM

### PROGRESS REPORT: 25 October 2019

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

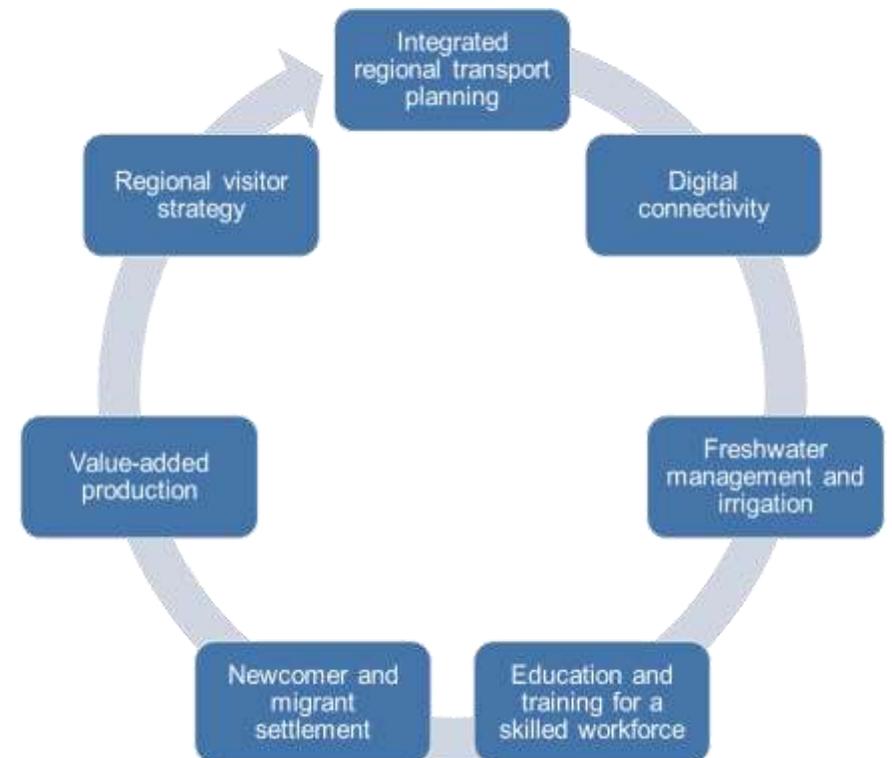
#### Objectives: 2017 - 19

- 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 (August 2019) is highlighted in red.

**Project overview: 13 total projects, 13 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><b>1. REGIONAL TRANSPORT</b></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><b>Timeline</b> <b>30 September 2018</b></p>	<p><b>Environment Canterbury</b></p> <p><b>\$100,000</b></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"> <li>prioritises a resilient transport network</li> <li>enables the efficient movement of people and freight into, out of and within the Canterbury region</li> <li>improves social connectedness and wellbeing, supports visitor strategies and improves road safety.</li> </ul>	<ul style="list-style-type: none"> <li>Darren Fidler contracted to project in September 2017.</li> <li>Monitoring indicators agreed with Regional Transport Committee (RTC) and are now published quarterly on the Environment Canterbury website <a href="https://www.ecan.govt.nz/your-region/living-here/transport/regional-transport-planning/regional-land-transport-scorecard/">https://www.ecan.govt.nz/your-region/living-here/transport/regional-transport-planning/regional-land-transport-scorecard/</a></li> <li>Freight modal shift phase 1 (scale of opportunity) is complete.</li> <li>Freight modal shift phase 2 (assessment of opportunity and development of action plan) is complete.</li> <li>Resilience stocktake – collaboration with NZTA, NIWA, GNS, Lifelines group, AF8 group, universities, Ministry of Transport and local authorities have identified a number of options for understanding the level of exposure to hazards and the consequence of this exposure across Canterbury.</li> <li>The RTC is continuing to explore how to fully implement the Government Policy Statement on Land Transport (GPS) 2018. Officials are assisting with GPS 2021 as well as the development of the new national road safety strategy.</li> <li>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.</li> <li>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>”.</li> <li>This required collaboration with the Ministry of Transport and the NZ Transport Agency (NZTA) to develop resilient, multi-modal</li> </ul>		<p>Not required.</p>

			<p>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 costs of freight transport by different modes.</p> <ul style="list-style-type: none"> <li>• 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. <b>As such a key transport priority for the CREDS has been achieved.</b></li> <li>• Darren Fidler was contracted in late 2017 by Environment Canterbury to undertake initial work to scope 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.</li> <li>• <b>Project Complete.</b></li> </ul>		
<p><b>2. YOUTH TRANSITIONS</b></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><b>Timeline</b> <b>31 December 2018</b></p>	<p><b>Aoraki Development</b></p> <p><b>\$130,000 plus up to \$100,000 for web/app</b></p>	<p>The CREDS Education and training work programme objectives are:</p> <ul style="list-style-type: none"> <li>• business, education and local government sectors are aligned, working together to make Canterbury a great place to study, live and work</li> <li>• Canterbury has an appropriately skilled and educated workforce</li> <li>• education and training institutions deliver an integrated education programme that maximises benefits to the institutions and to Canterbury.</li> </ul> <p>Funding has been used to engage a contractor for 12 months to facilitate</p>	<ul style="list-style-type: none"> <li>• Contract with Ministry of Social Development agreed December 2017. Milestone reporting occurs directly between fundholder Ministry of Social Development and supplier Aoraki Development.</li> </ul> <p><b>Year One Achievements</b></p> <ul style="list-style-type: none"> <li>• Significant commitment to date from schools.</li> <li>• Over 200 businesses committed – across variety of local businesses and industry sectors.</li> <li>• 25 Year-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"> <li>➤ 11 moving into part/fulltime work</li> <li>➤ 6 progressing onto further education Poly/Uni</li> <li>➤ 2 going back to school to obtain more qualifications</li> <li>➤ 1 actively pursuing entrepreneurial opportunities</li> </ul> </li> </ul>		Not required.

		<p>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 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>	<ul style="list-style-type: none"> <li>• Activity to date has resulted in gateway placements, work experience, dual pathways, internship, part &amp; full-time employment.</li> <li>• Valued relationships established with Ara, Ministry of Social Development, Ministry of Education, and Skills.</li> <li>• Operational funding recently extended for 2018/19 year by Ministry of Social Development.</li> <li>• Project initiative rebranded as MynextMove (MnM). Aoraki Development is rolling the rebrand out in the community along with the promotion of benefits, value, and new improvements etc. An update will be provided in the next report.</li> <li>• Rollout into Ashburton progressing with Mayor and two secondary schools.</li> <li>• <b>Central Government announced on 23 October a new education-to-employment brokerage service based on MyNextMove. Full announcement here:</b> <a href="https://www.beehive.govt.nz/release/government-announces-next-steps-part-comprehensive-plan-fix-skills-gap">https://www.beehive.govt.nz/release/government-announces-next-steps-part-comprehensive-plan-fix-skills-gap</a></li> <li>• <b>Project complete</b></li> </ul>		
<p><b>3. CONTRACT MANAGEMENT – CREDS PROJECT MANAGER</b></p> <p>Provide contract and project management across all work programmes and support lead Mayors with CREDS implementation</p> <p><b>Timeline</b> <b>31 December 2020</b></p>	<p><b>Environment Canterbury</b></p> <p><b>\$150,000 (new contract extension to 31 December 2020 - \$175,000)</b></p>	<p>Key outcomes:</p> <ul style="list-style-type: none"> <li>• Provide contract and project management across all Canterbury Mayoral Forum work programmes and</li> <li>• Support lead Mayors with CREDS implementation.</li> </ul>	<ul style="list-style-type: none"> <li>• CREDS Project Manager commenced role on 8 January 2018.</li> <li>• PGF Application seeking funding to extend term of Project Manager's contract expiry date to 31 December 2020, has been approved.</li> <li>• Funding Agreement with MBIE signed.</li> <li>• <b>New project manager appointed August 2019.</b></li> <li>• <b>Project continues.</b></li> </ul>		Not required.

<p><b>4. INDICATORS MONITORING REPORTING</b></p> <p>Develop outcomes / indicators and create a publication design that can be maintained and updated for further publications</p> <p><b>Timeline</b> <b>31 December 2017</b></p>	<p><b>Christchurch NZ</b></p> <p><b>\$10,000</b></p>	<p>This funding will be used to achieve the following:</p> <ul style="list-style-type: none"> <li>• further develop indicators for CREDS work programmes, specifically for Regional transport (with NZTA)</li> <li>• design a template for more effective presentation and communication of CREDS indicators.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Project Complete.</b></li> </ul>		<p>Not required.</p>
<p><b>5. DIGITAL CONNECTIVITY: 4G MOBILE AND BROADBAND MAPPING and UPTAKE PROJECTS</b></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 channels</p> <p>d. Supporting lead Mayor with advocacy / facilitation</p> <p><b>Timeline</b> <b>31 December 2019</b></p>	<p><b>Timaru District Council</b></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"> <li>• infrastructure – an integrated, resilient network that provides fast broadband and mobile phone coverage to every farm and community in Canterbury</li> <li>• retail packages that are fit for purpose and affordable</li> <li>• uptake and use of digital technologies and online services to increase economic productivity and improve social and environmental outcomes.</li> </ul>	<ul style="list-style-type: none"> <li>• Funding Agreement between ECan (acting on behalf of the Canterbury Mayoral Forum) and MBIE signed.</li> <li><b>A. Mapping remaining coverage gaps in rural Canterbury</b></li> <li>• 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. can be accessed to identify those areas in Canterbury which require some other form of connectivity.</li> <li>• 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"> <li>• 83% of the Canterbury population in 63 cities and towns will have access to ultrafast broadband</li> <li>• 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 region's population) not able to access services</li> </ul> </li> </ul>		<p>Not required.</p>

			<ul style="list-style-type: none"> <li>• Installation of 63 new mobile towers and 30 tourism sites will address mobile black spots over 154km of new State Highway</li> <li>• Deployment commences early 2019 with completion by 2022.</li> <li>• CIP has provided each Council with a map of the new service information.</li> <li>• 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.</li> </ul> <p><b>Next Steps</b></p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• The successful outcome for this pilot, is that the rollout can be extended to all districts within the Canterbury region.</li> </ul> <p><b>B. Promotion of benefits to businesses through take up of digital technology</b></p> <ul style="list-style-type: none"> <li>• Content for up to 40 potential “Digital hero” case studies / stories now completed, profiling case studies throughout the Canterbury region.</li> <li>• 9 case studies have been published to date.</li> </ul> <p><b>Next steps</b></p> <ul style="list-style-type: none"> <li>• Remaining 21 of 30 total case studies will be completed during November and will be progressively published in a variety of newspapers and other publications.</li> </ul> <p><b>Digital Connectivity – Waimate Proposal</b></p> <ul style="list-style-type: none"> <li>• An EOI was submitted by Alpine Energy to the Provincial Growth Fund and received support from MBIE indicating that it “sufficiently met the primary and secondary objectives of the PGF” and requested additional information (specifically technical</li> </ul>		
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			<p>points) as part of the Application stage. To date, no application to the PGF has been submitted by Alpine Energy.</p> <p><b>Contract Variation – New Initiative</b></p> <ul style="list-style-type: none"> <li>The Secretariat will work with MBIE to develop and agree initiatives for the spend of available funding which has come about as a result of extended rural broadband rollout programme which effectively 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 region’s population) not able to access services. This has meant that the intended “Mapping the Gaps” work and the subsequent Impact Assessment work are no longer relevant.</li> </ul>		
<p><b>6. JOB READY – PROGRAMME EXPANSION</b></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><b>Timeline</b> <b>30 June 2019</b></p>	<p><b>Christchurch NZ</b></p> <p><b>\$40,000</b></p>	<p>The CREDS Education and training work programme objectives are:</p> <ul style="list-style-type: none"> <li>business, education and local government sectors are aligned, working together to make Canterbury a great place to study, live and work</li> <li>Canterbury has an appropriately skilled and educated workforce</li> <li>education and training institutions deliver an integrated education programme that maximises benefits to the institutions and to Canterbury.</li> </ul> <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. First interim report received. Key matters for noting:</p> <p><b>KPI’s – Year One (30 June 2018)</b></p> <ul style="list-style-type: none"> <li>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.</li> <li>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.</li> </ul> <p><b>Key Learnings</b></p> <ul style="list-style-type: none"> <li><b>Collaboration with universities</b> - 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).</li> <li><b>Business capability</b> - 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.</li> <li><b>South Canterbury SME's</b> - While placements were achieved in Fonterra and Oceania through the Chamber relationship, Christchurch NZ wasn't able to gain a foothold in the SME market in a region with low unemployment.</li> </ul>		<p>Not required.</p>

			<p><b>Changes to implement</b></p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> </ul> <p><b>Media</b></p> <ul style="list-style-type: none"> <li>• 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. <a href="https://www.christchurchnz.org.nz/news/intern-helps-christchurch-company-crack-china-market/">https://www.christchurchnz.org.nz/news/intern-helps-christchurch-company-crack-china-market/</a></li> </ul> <p><b>Project summary</b></p> <ul style="list-style-type: none"> <li>• Job Ready continues to be a focus within ChristchurchNZ's talent operation following Education New Zealand Pilot Funding.</li> <li>• The Job-Ready Programme trained, placed and assisted with the placement of 153 international graduates in the financial year to June 30, 2019.</li> <li>• MBIE contract target of 42 international graduates exceeded.</li> <li>• ChristchurchNZ will continue to roll-out an abridged version of the Job Ready programme in partnership with Canterbury and Lincoln Universities for the next two years. A new work integrated learning model is being developed which will eventually replace Job Ready.</li> <li>• <b>Project completed</b></li> </ul>		
<p><b>7. IMPROVING PRODUCTIVITY</b></p> <p>a. Investigate new value-add market opportunities that the region is well placed to take</p>	<p>Christchurch NZ</p> <p><b>\$1,000,000</b></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</p>	<ul style="list-style-type: none"> <li>• Funding Agreement between ECan (acting on behalf of the Canterbury Mayoral Forum) and MBIE signed.</li> <li>• Project scope descriptions and deliverables within the MBIE Funding Agreement, were redrafted with input from ChristchurchNZ and University of Canterbury as the key</li> </ul>		<p>Not required.</p>

<p>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><b>Timeline</b> <b>30 September 2022</b></p>		<p>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"> <li>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.</li> <li>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 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.</li> </ul>	<p>organisations driving the delivery of these projects (and subsequently approved by MBIE).</p> <ul style="list-style-type: none"> <li>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.</li> <li>Following an open RFP process, David Rendall &amp; Associates were awarded the contract for Stage I of the project.</li> <li>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.</li> <li>The Roadmap outlining an action plan informing next key activities was adopted by the Canterbury Mayoral Forum at its meeting on 7 December 2018.</li> <li>Implementation of Roadmap under action.</li> <li>A copy of the full report for Stage One is available on the Canterbury Mayoral Forum website – link below. <a href="http://canterburymayors.org.nz/wp-content/uploads/2019/01/Value-added-production-roadmap-report-Stage-One-Dec-2018.pdf">http://canterburymayors.org.nz/wp-content/uploads/2019/01/Value-added-production-roadmap-report-Stage-One-Dec-2018.pdf</a></li> </ul> <p><b>Food and Fibre Innovations Programme (FFIP)</b></p> <p><b>Roadmap Implementation update – period from 1 January - 31 April 2019</b></p> <ul style="list-style-type: none"> <li><b>Leadership</b> <ul style="list-style-type: none"> <li>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.</li> <li>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</li> </ul> </li> </ul>		
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			<p>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.</p> <ul style="list-style-type: none"> <li>○ <u>Next steps.</u> Under the first draft Charter commitment “<b>to be more intentional with our messaging and conversations</b>”, 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 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.</li> </ul> <p><b>Mayor Craig Rowley will speak to this proposal at the Mayoral Forum meeting on 24 May 2019. Draft charter attached</b></p> <ul style="list-style-type: none"> <li>○ 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.</li> <li>○ 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.</li> </ul> <ul style="list-style-type: none"> <li>● <b>Evidence Based Insights</b> <ul style="list-style-type: none"> <li>○ Consultation is being held with key agencies (MBIE, MPI, ChristchurchNZ, University of Canterbury, Lincoln University and associated research organisations i.e. AgResearch, AERU.</li> <li>○ 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).</li> </ul> </li> <li>● <b>Food and Fibre Policy Initiatives</b></li> </ul>	
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			<ul style="list-style-type: none"> <li>○ The project team is liaising with agencies including Blinc Innovation at Lincoln University to gain a better understanding what is being done and to identify relevant gaps.</li> <li>○ 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 complementary approaches. Confirmed dates and locations are: <ul style="list-style-type: none"> <li>○ Glenavy Hall, 29 May</li> <li>○ Ashburton Trust Event Centre, 30 May; and</li> <li>○ Darfield Community Centre, 31 May. (Invitations will be forwarded to the Mayoral Forum shortly).</li> </ul> </li> <li>● <b>An Active and Engaged Workforce</b> <ul style="list-style-type: none"> <li>○ Initial discussion has been held with the CREDS Education work programme managers and is being followed up.</li> <li>○ 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).</li> </ul> </li> </ul> <p><b>Roadmap Implementation update – period from 1 May – 5 July 2019</b></p> <p><b>Collaborative Leadership</b></p> <ul style="list-style-type: none"> <li>● Leadership workshop held 11 June – report and action plan due 15 July 2019.</li> <li>● Youth Leadership forum held 28 / 29<sup>th</sup> June in Methven - report and action plan due 15 July 2019.</li> <li>● Charter – draft under revision following feedback from mayoral Forum and industry group.</li> <li>● <b>A forum of senior agricultural business leaders was held on 16 October 2019. Key outcomes were the need to build trusted evidence to support regulations; to create a positive environment/perception of agriculture through leadership of debates and regular communications; and to apply critical thinking techniques to issues, and not just follow the noise.</b></li> </ul>		
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			<p><b>Evidence Based Insights</b></p> <ul style="list-style-type: none"> <li>Data workshop held 5 June – draft report and action plan being finalised. Next step is to work with a number of agencies i.e. MPI, MBIE, ECan, Canterbury tertiary institutions and Agri-sector research organisations, and Canterbury EDA’s to develop Canterbury indicators.</li> </ul> <p><b>Capable and Agile Workforce</b></p> <ul style="list-style-type: none"> <li>Proposal has been developed by ChristchurchNZ – based on Supernode project underway and Job Ready programme. This has been signed off by the Steering Committee subject to addressing a number of process matters.</li> </ul> <p><b>Other</b></p> <ul style="list-style-type: none"> <li>Three Carbon farming seminars delivered (with over 200 farmers attending) – report and actions completed.</li> <li>Sustainable land use project – awaiting proposal from BLINC Innovation / Lincoln University partnership.</li> <li>Other initiatives under action; Nga Tahu land use review – potential for hemp and nut-based value-add initiatives; Sheep milk – in partnership with Food South</li> </ul> <p>University of Canterbury (UC) wishes to see more “supply side” focus specifically, in the technology and innovation environment. UC Project lead will work with Kea Topu (new UC Food Focused Research Centre) to develop project objectives for Steering group consideration.</p> <p><b>Project Governance</b> The Steering Group met on 16 October 2019 to:</p> <ul style="list-style-type: none"> <li>review progress and outcomes</li> <li>review and agree a UC led project on the Canterbury technology and innovation environment.</li> <li>review and agree a BLINC Innovation proposal to leverage funding from the Ministry of Environment’s Sustainability Fund to carry out work on sustainable land use in Canterbury.</li> </ul>		
<p><b>8. HIGH VALUE MANUFACTURING</b></p>	<p><b>University of Canterbury</b></p>	<p>A specific objective for the Value-added production work programme is that planning and consenting processes, and</p>	<ul style="list-style-type: none"> <li>Refer “Improving Productivity”.</li> </ul>		<p>Not required.</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><b>Timeline</b> <b>30 September 2021</b></p>	<p><b>\$450,000</b></p>	<p>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>			
<p><b>9. VISITOR STRATEGY</b></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><b>Timeline</b> <b>31 December 2018</b></p>	<p><b>Timaru District Council / KiwiRail</b></p> <p><b>\$50,000</b></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"> <li>• prioritises a resilient network</li> <li>• enables the efficient movement of people and freight into, out of and within the Canterbury region</li> <li>• improves social connectedness and wellbeing, supports visitor strategies and improves road safety.</li> </ul>	<ul style="list-style-type: none"> <li>• 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.</li> <li>• Project scope has needed to be reviewed a number of times pending buy-in from KiwiRail and MBIE on the final project scope</li> <li>• 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 was to provide tangible evidence on whether there is a market for passenger rail services south of Christchurch, be it predominantly</li> </ul>		<p>Not required.</p>

		<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"> <li>• a report on National passenger rail network development (KiwiRail, 2010) undertaken by Boulter Consulting and</li> <li>• MBIE’s 2016 review of Tourism infrastructure – highlighting limitations including lack of long-distance passenger rail capacity.</li> </ul>	<p>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.</p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> </ul> <p><b>Stage One - Preliminary Conclusions</b></p> <p><b>Based on available data the preliminary conclusions of the first stage of the project are:</b></p> <ol style="list-style-type: none"> <li>1. The concept of a South Canterbury tourist rail experience looks promising from a technical, operational and market demand perspective,</li> <li>2. 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.</li> <li>3. Timaru and Oamaru would be the two main rail stops on route between Christchurch and Dunedin,</li> <li>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).</li> <li>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.</li> <li>6. Critically KiwiRail can facilitate or terminate the concept given its central role in any development.</li> </ol> <p><b>Recommendations</b></p> <p><b>Stage One recommendations are that:</b></p>		
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			<ol style="list-style-type: none"> <li>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"> <li>a. Expanded discussions with potential partners such as Dunedin Rail,</li> <li>b. A preliminary business plan with key assumptions,</li> <li>c. An implementation plan,</li> <li>d. A risk and mitigation assessment.</li> <li>e. A combined report (merging phases one and two together)</li> </ol> </li> <li>2. Once completed the study should be presented to the potential partners and then depending on the outcome to KiwiRail for consideration.</li> <li>3. Should the concept be advanced to the next stage a full market analysis and business case should be completed.</li> </ol> <ul style="list-style-type: none"> <li>• 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.</li> <li>• Funding for the implementation of Stage Two has been budgeted for within the MBIE Funding Agreement.</li> </ul> <p><b><u>Stage Two - Complete</u></b></p> <ul style="list-style-type: none"> <li>• The second phase of the study, the preliminary financial analysis tested the proposition of using the Silver Fern Rail car for the service. The modelling concluded that the operation of a Silver Fern railcar service between Christchurch and Dunedin (with a stop in Timaru) was not operationally viable.</li> <li>• The financial model indicates that the rail car does not have enough capacity (at the required ticket price) to be a viable proposition. In the unlikely scenario that 100% seat utilisation is achieved, the cumulative capital return over a 10-year period is calculated to be \$110k. (The cumulative capital return can therefore be treated as zero). A more realistic 70% seat utilisation presents a cumulative capital return loss of circa \$7m over the same 10-year period.</li> <li>• In summary, a nearly 100% seat utilisation is required for the service offering to break even using the Silver Fern Rail Car.</li> </ul>	
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			<ul style="list-style-type: none"> <li>Based on the findings of the financial analysis it is recommended that: <ol style="list-style-type: none"> <li>Advancing any further investigation into a Christchurch to Dunedin rail service using a Silver Fern railcar should be ceased.</li> <li>Dunedin Railways should be thanked for their assistance in the study and be informed of its findings. An indication of Dunedin Railways future interest in any new partnering opportunities should be tested.</li> <li>KiwiRail should be consulted and the information from this study shared to determine if they are interested in exploring partnering opportunities for the rail route.</li> <li>If KiwiRail is interested, focus should be on the following: <ul style="list-style-type: none"> <li>Options that increase service capacity above that of a Silver Fern rail car, and</li> <li>Options that enable the development of the South Island tourist loops outlined in Phase One of the study.</li> </ul> </li> <li>Should the concept be advanced to the next stage with KiwiRail, a full demand analysis and business case should be completed.</li> </ol> <p>Meeting with KiwiRail to discuss final report held on 25 July 2019. KiwiRail has responded to the final report and confirmed that the Silver Fern railcars are being decommissioned immediately which puts an already strained rolling stock situation even under further pressure as KiwiRail need to source rolling stock to service the cruise passenger services between September - April. Stage 1 Hamilton – Auckland commuter link will initially use refurbished Auckland metro stock (30 – 40 years old) at a cost of \$1m per carriage with new stock coming on stream after 5 years if service can demonstrate commercial viability (at a cost of \$4 - \$5 million per carriage).</p> <ul style="list-style-type: none"> <li>The Final Report was adopted by the Mayoral Forum at its previous meeting in August 2019, and a final report provided to MBIE.</li> <li><b>Project complete.</b></li> </ul> </li> </ul>		
<p><b>10. CANTERBURY BRAND STORY</b></p> <p>Work with ChristchurchNZ to deliver a validated Canterbury story, integrated and aligned</p>	<p>ChristchurchNZ</p> <p><b>\$110,000</b></p>	<p>Key outcomes:</p> <ul style="list-style-type: none"> <li>promoting a shared, region-wide brand story</li> <li>greater efficiencies by leveraging the marketing resources of the region as</li> </ul>	<ul style="list-style-type: none"> <li>Funding Agreement between ECan (acting on behalf of the Canterbury Mayoral Forum) and MBIE signed.</li> <li>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</li> </ul>		Not required.

<p>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><b>Timeline</b> <b>31 December 2019</b></p>		<p>a whole</p> <ul style="list-style-type: none"> <li>• responding more powerfully as a region to increased competition from other place brands</li> <li>• helping to accelerate the transition from a traditional to a broader and more progressive economy</li> <li>• enhancing the value of what the region produces through a Canterbury source-of-origin association (provenance marketing).</li> </ul> <p>Funding is for the following:</p> <ul style="list-style-type: none"> <li>• development of media images and video production – particularly of Canterbury business / industry.</li> <li>• video production to tell the story, in a style aligned to the video of the Christchurch story.</li> <li>• 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.</li> </ul>	<p>phase of project – promotion and leveraging the brand with businesses.</p> <ul style="list-style-type: none"> <li>• Canterbury brand story will align and leverage off the Christchurch story process.</li> </ul> <p><b>Asset Library – Images and Video</b></p> <ul style="list-style-type: none"> <li>• The asset library project is complete with all Christchurch and Canterbury brand story images administered by ChristchurchNZ for use by Councils and other Canterbury organisations.</li> <li>• A number of video projects are being progressed within ChristchurchNZ including the Christchurch Narrative video.</li> <li>• The 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.</li> <li>• Alignment with Tourism NZ has been a 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.</li> <li>• 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.</li> <li>• Christchurch NZ presented the latest version of the Canterbury Brand Story to the CE Forum at its recent meeting on 22 July 2019 along with the toolkit resource This resource is a web-based toolkit and library of ‘assets’ that councils, economic development agencies, regional and district tourism organisations, chambers of commerce, educational institutions, businesses and major employers (e.g. district health boards) can use free of charge to promote ‘the Canterbury story’ and attract investment, workers, students and visitors to our region.</li> <li>• Christchurch NZ has worked with councils to identify high resolution, open-source images, video, promotional material (e.g. any brochures for business attraction, resident attraction, tourism etc.) and case studies. These are available at: <a href="https://www.canterburystory.co.nz/">https://www.canterburystory.co.nz/</a></li> </ul>		
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			<ul style="list-style-type: none"> <li>The Canterbury Brand Story presentation is available upon request.</li> </ul>		
<p><b>11. NZ AGRICULTURAL SHOW - INNOVATION PAVILION</b></p> <p>Work with NZ Agricultural Show (formerly Canterbury A&amp;P) to establish an Agri-science and Innovation Pavilion which is able to draw together a number of key 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><b>Timeline: 31 December 2018</b></p>	<p><b>NZ Agricultural Show</b></p> <p><b>\$35,000</b></p>	<p>Key objectives for Canterbury Mayoral Forum</p> <ul style="list-style-type: none"> <li>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.</li> <li>Confirm industry partners and develop a programme of workshops, panel discussions, and best practice case studies, to showcase regional innovative technology initiatives stories over the three-day duration of the Show.</li> </ul>	<ul style="list-style-type: none"> <li>Scope of project agreed with Canterbury A&amp;P event management.</li> <li>Business case approved by MBIE in March. 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</li> <li>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.</li> <li>A final report from the Event Manager including achievements, actual budget, key learnings and recommendations has been received.</li> <li><b>Project complete.</b></li> </ul>		Not required.
<p><b>12. SOUTH ISLAND EVENTS CALENDAR</b></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><b>Timeline</b></p>	<p><b>ChristchurchNZ / Christchurch Airport</b></p> <p><b>\$150,000</b></p>	<p>Key outcomes:</p> <ul style="list-style-type: none"> <li>Ensure that at a regional level, tourism initiatives, strategies and products can be planned around major events</li> <li>Inform infrastructure planning ensuring optimization of regional tourism marketing investments</li> <li>Encourage collaboration and partnerships between tourism marketing and economic development organisations</li> </ul>	<ul style="list-style-type: none"> <li>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.</li> <li>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.</li> <li>As per Contract milestone, a full project plan has been completed</li> </ul>		Not required.

<p><b>15 February 2020</b></p>		<p>throughout the South Island</p> <ul style="list-style-type: none"> <li>Development and implementation of an event by event planners, can be done in a coordinated manner and avoid competition occurring between major events happening on the same date.</li> </ul>	<p>by ChristchurchNZ.</p> <ul style="list-style-type: none"> <li>ChristchurchNZ has presented the pilot digital platform version to South Island RTO's / DTO's at their recent meeting on 30 May along with an outline of the functionality and planning for the roll-out.</li> <li>ChristchurchNZ has presented the proposed digital platform to a variety of DTOs and RTOs in the lower South Island. Feedback has been positive. Most of the regions like that the calendar: <ul style="list-style-type: none"> <li>provides potential of an internal planning tool (high level calendar) that shows big events coming up;</li> <li>could develop into the main point of reference regarding major events</li> <li>could have several functionalities added in future (event alerts to inform organisers which weeks look busy, newsletter to NZ Police and NZTA with list of upcoming events, etc.), and</li> <li>supports collaboration between regions</li> </ul> </li> <li>The project end date has been extended to mid-February to enable the orderly completion of the project.</li> </ul>		
<p><b>13. SOUTH ISLAND DESTINATION PLAN</b></p> <p>Development of a South Island visitor destination management plan that:</p> <ul style="list-style-type: none"> <li>recognises how domestic and international visitors flow through all our regions</li> <li>identifies the infrastructure and attractions we need to cater for current and projected visitor flows – including identifying</li> </ul>	<p><b>Consultant yet to be appointed / Inter-regional Steering Group</b></p> <p><b>\$250,000</b></p>	<p>Key Outcomes:</p> <ul style="list-style-type: none"> <li>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</li> <li>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</li> </ul>	<ul style="list-style-type: none"> <li>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]).</li> <li>Application seeking funding of up to \$250,000 has been approved. Funding Agreement in place and Conditions Precedent satisfied.</li> <li>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.</li> </ul>		<p>Not required.</p>

<p>opportunities to encourage high-value, low-impact tourism; improved visitor dispersal through our districts and regions; and a wider seasonal spread</p> <ul style="list-style-type: none"> <li>establishes agreed priorities for local and central government infrastructure investment, and</li> <li>ensures that tourism, and the infrastructure provided for tourists, benefits our communities and maintains a 'social licence to operate'.</li> </ul> <p><b>Timeline</b> <b>31 December 2019</b></p>		<p>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 tourism strategy</p> <ul style="list-style-type: none"> <li>understand visitor experience expectations</li> <li>understand resident expectations of visitor activity ('social license') and environmental limits to tourism growth</li> <li>identify and prioritise current and projected future infrastructure needs to support sustainable tourism, in terms of both visitor and resident expectations</li> <li>form a strategic partnership with the Provincial Growth Fund for prioritised infrastructure investment by local and central government</li> <li>identify other opportunities to work together between regions and with central government to ensure that South Island tourism is socially, economically and environmentally sustainable.</li> </ul>	<ul style="list-style-type: none"> <li>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 lead consultant. (Stafford Strategy has previous experience having led the Auckland Southland Destination Management Plan's respectively).</li> <li>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.</li> <li>A workshop with South Island RTO's / DTO's and the Inter-regional steering group met in Christchurch on 30 May to review data and draft findings.</li> <li>The Inter-regional steering group meeting has met regularly to review and discuss the draft recommendations alongside the work being done by the Responsible Camping Forum.</li> <li><b>The final draft South Island Destination Management Plan, together with an abridged summary overview report, will be presented to LGNZ Zone 5 &amp; 6 members in mid-November.</b></li> <li><b>Consultation on the final draft South Island Destination Management Plan will continue with South Island RTOs/DTOs and relevant industry operators over the remainder of 2019. The final draft plan will be presented to the Canterbury Mayoral Forum for signoff in February 2020.</b></li> </ul>		
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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  
EDA

Regional Tourism Organisation  
Economic Development Agencies