

# Canterbury Regional Economic Development Strategy

## Canterbury Mayoral Forum

August 2015



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





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## Foreword

Regional economic development is a priority in the Canterbury Local Authorities Triennial Agreement 2013-2016. Mayors want to act now, to prevent a post-earthquake rebuild slump and ensure the long-term economic prosperity and social wellbeing of the Canterbury region.

The Forum has developed this strategy for Canterbury through workshops and conversations with a wide range of partners (including Ngāi Tahu) and other stakeholders from the farming, manufacturing, tertiary education, business, telecommunications, transport and tourism sectors.

The strategy is not a 'study' or a 'report' but an action plan focusing on what Mayors can achieve through leadership and facilitation to:

- identify and remove barriers
- knock on, and open, doors to opportunities
- advocate with one strong voice for Canterbury and its communities.

The Mayoral Forum's actions complement the Canterbury Development Corporation's *Christchurch Economic Development Strategy* (CEDS), which identifies long-term goals and priorities to 2031 that will create a stronger economy and better quality of life.

This strategy also complements and provides a whole-of-region framework for leadership and facilitation provided by other economic development agencies in Canterbury (Enterprise North Canterbury, Grow Mid-Canterbury and Aoraki Development Business & Tourism).

Together with its key partners, Te Rūnanga o Ngāi Tahu, the Canterbury Development Corporation, the Canterbury Employers' Chamber of Commerce and the Committee for Canterbury, the Mayoral Forum is encouraging economic development planning that steers resources, business and investment decisions toward shared goals and common objectives.

If you have not yet been part of this conversation and want to be, please contact your local Mayor's office or myself as Chair of the Mayoral Forum. Further information is available on the regional council website at <http://www.ecan.govt.nz/CREDS>

Dame Margaret Bazley, Chair, Canterbury Mayoral Forum / Chair, Canterbury Regional Council

Angus McKay, Mayor, Ashburton District Council

Lianne Dalziel, Mayor, Christchurch City Council

Winton Dalley, Mayor, Hurunui District Council

Winston Gray, Mayor, Kaikōura District Council

Claire Barlow, Mayor, Mackenzie District Council

Kelvin Coe, Mayor, Selwyn District Council

Damon Odey, Mayor, Timaru District Council

David Ayers, Mayor, Waimakariri District Council

Craig Rowley, Mayor, Waimate District Council

Gary Kircher, Mayor, Waitaki District Council

# Introduction

## Regional leadership

The Mayoral Forum comprises the mayors of the 10 territorial authorities in Canterbury and the chair of the regional council (Environment Canterbury) – from north to south: the Kaikōura, Hurunui and Waimakariri Districts; Christchurch City; the Selwyn, Ashburton, Timaru, Mackenzie and Waimate Districts; and the Waitaki River catchment part of Waitaki district.

The Forum has provided regional leadership to:

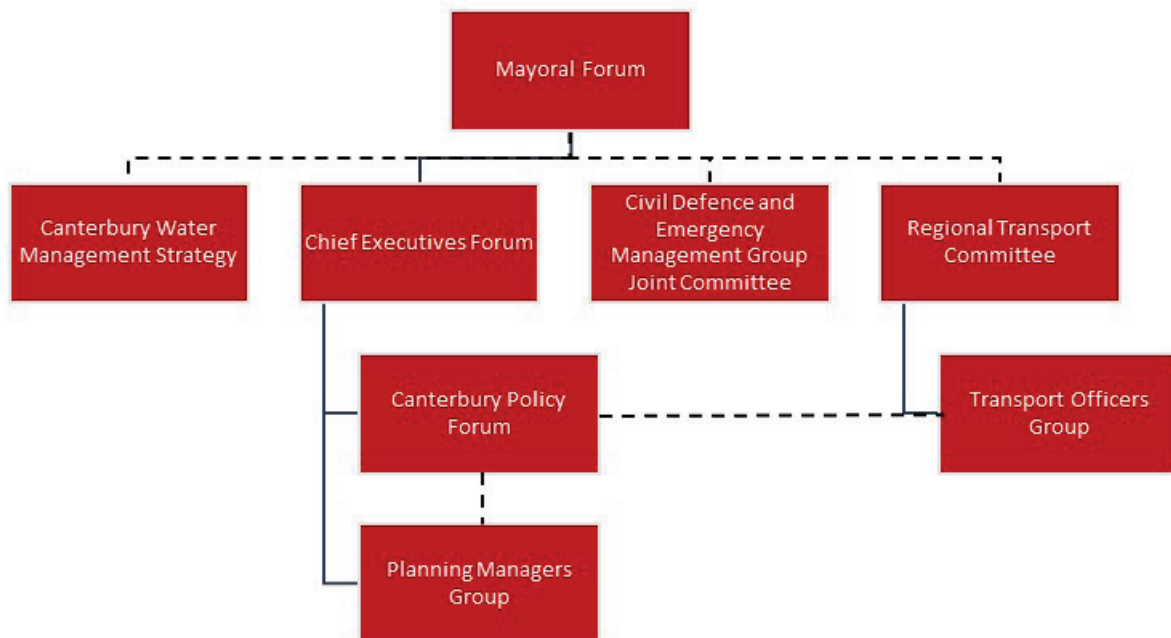
- initiate, design and deliver the Canterbury Water Management Strategy
- provide good-quality local infrastructure, local public services and performance of regulatory functions
- grow the region’s economy
- articulate a whole-of-region ‘voice’ that remains deeply connected to local communities through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

As required by the Local Government Act 2002 (s.15), a Triennial Agreement is in place for 2013-16. This includes a three-year joint work programme that is implemented by the Chief Executives Forum and the Canterbury Policy Forum.



THE CANTERBURY MAYORAL FORUM IS A REGULAR MEETING OF THE ELEVEN LOCAL AUTHORITIES IN CANTERBURY.

ITS PURPOSE IS TO INCREASE THE EFFECTIVENESS OF LOCAL GOVERNMENT IN MEETING THE NEEDS OF CANTERBURY’S COMMUNITIES.



Three key areas of focus for the period 2014-16 are:

- land use planning and water management
- earthquake recovery
- regional economic development.

## Canterbury's economy

Canterbury is New Zealand's largest region by land area and second-largest by population.

Despite the 2010-11 earthquakes, Canterbury's economy expanded more than any other region (30.9%) between 2009 and 2014, compared to 22.4% growth over the same period for New Zealand as a whole. In 2014, Canterbury contributed 13.1% of national GDP, after Auckland (35.3%) and Wellington (13.2%). Canterbury had the second-largest GDP increase by region (10.6%, compared to 6.7% for New Zealand overall). GDP per capita is currently \$53,054 per year in Canterbury, compared to \$51,319 per year for New Zealand.<sup>1</sup>

The unemployment rate in Canterbury for the year to June 2015 was 3.3%, compared to 5.9% in New Zealand overall. The Canterbury region continues to have the lowest unemployment rate in New Zealand.<sup>2</sup>

Over the last decade, employment growth in Canterbury has been particularly strong in dairy farming and manufacturing, particularly high-tech transport and machinery manufacturing.<sup>3</sup> Canterbury contributed an additional 6,800 people into manufacturing employment growth in the 12 months to 30 June 2015, compared to 6,200 in the Auckland region.

The Canterbury Development Corporation's most recent *Canterbury Report* (Winter 2015)<sup>4</sup> shows that Canterbury's GDP for 2014 was four per cent higher than the previous year. Healthcare and social assistance, retail trade, manufacturing, wholesale trade and the financial and insurance services sectors all made solid contributions to the region's growth in 2014. The labour market is strong and high migration is helping address skills shortage and controlling wage inflation. The construction sector continues to lead the way, with commercial property development becoming a key contributor to the region's growth in addition to residential construction. More importantly, core or underlying (non-rebuild) sectors are increasingly driving the region's economic growth.

### The importance of agriculture

The earthquake rebuild is currently a major driver of growth in Canterbury's GDP, but so is agriculture.

- Between 2008 and 2012 the hinterland agricultural economy's real GDP grew by 30% (from \$758m to \$983m) – driven by increased contributions from Ashburton, Selwyn, Hurunui, Timaru and Waimate districts.
- Dairy volume expansion over the decade to 2010 was worth \$590 per person in the Canterbury region (cf. \$270 in Waikato).
- There was a modest increase in employment in the agricultural hinterland from 2008 to 2012, and gradual growth in off-farm employment. The rate of demand for employment is expected to increase over the next 10 years.
- The estimated net farm gate contribution of irrigation on Canterbury's GDP increased from \$335m in 2003 to \$1,394m in 2012, driven by expansion in areas with access to irrigation from

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<sup>1</sup> Source: Statistics New Zealand, 2014 figures.

<sup>2</sup> In the year to June 2015, however, employment growth continued to ease in Canterbury, with a non-significant increase of 3,000 people employed over the year. Source: Statistics New Zealand, HLFS.

<sup>3</sup> Source: Ministry of Business, Innovation and Employment, *Regional economic activity report*, 2014.

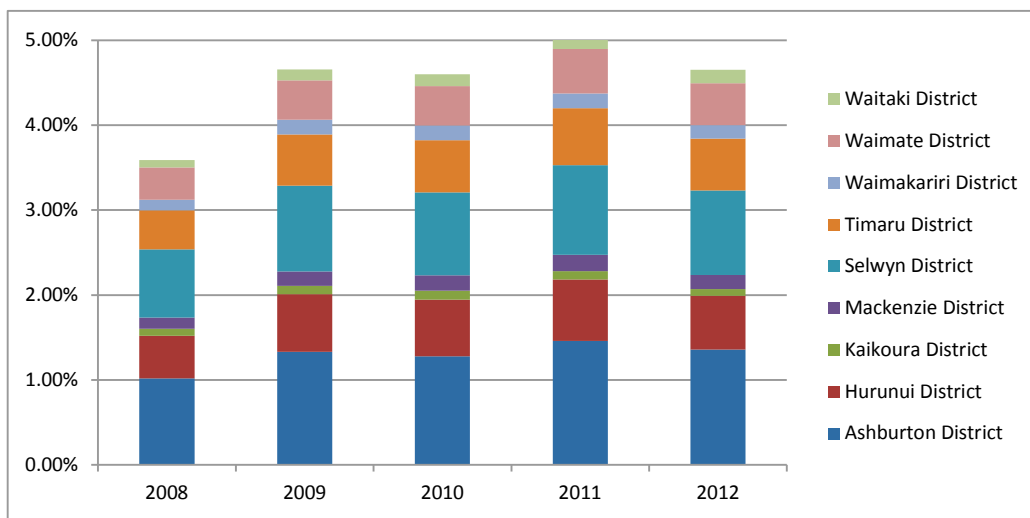
<sup>4</sup> Canterbury Development Corporation, *Canterbury Report*, Winter 2015.

287,000 to 444,777 hectares and an increase from gross margins per hectare associated with access to irrigation.<sup>5</sup>

International disaster recovery experts advised after the February 2011 earthquake that we should expect around a 10% GDP loss, but this did not happen in Canterbury, where the agricultural hinterland provided resilience. GDP estimates passed pre-quake levels in September 2013 and are now 11.7% above pre-quake levels.<sup>6</sup>

The fortunes of Christchurch and its agricultural hinterland are interdependent. For example, in February 2015, ANZ reported that the drought may knock at least 0.5% off GDP growth. That impacts on the agricultural hinterland, but the Canterbury Development Corporation has estimated that it also equates to a loss of at least \$60m for Christchurch. When Christchurch does well, the rest of the region benefits; when the agricultural economy grows, Christchurch prospers.

**The hinterland agricultural economy’s contribution to regional GDP, 2008–12<sup>7</sup>**



Canterbury Mayors want to act now, to prevent a post-earthquake rebuild slump and ensure the sustainable economic prosperity and social wellbeing of Christchurch and of the region as a whole.

**Māori economic development**

The Mayoral Forum is working in partnership with Te Rūnanga o Ngāi Tahu and Papatipu Rūnanga in the Canterbury Water Management Strategy. The Canterbury Regional Economic Development Strategy is an opportunity to broaden and further develop our relationship.

*He kai kei aku ringa*, the Māori Economic Development Strategy and Action Plan 2012-17, provides a blueprint for Māori economic development through to 2040. This regional economic development strategy for Canterbury aligns with *He kai kei aku ringa* in its emphasis on:

- partnership in freshwater management
- an internationally connected, export-oriented economy
- maximising opportunities and providing a unique value proposition

<sup>5</sup> Source: HenleyHutchings, *Leadership in the Hinterland: A brief economic overview of the rural Canterbury economy*, report to Canterbury Mayoral Forum, 20 August 2014. The Y axis shows share of Canterbury’s total GDP.

<sup>6</sup> Source: Canterbury Development Corporation.

<sup>7</sup> Source: NZIER.

- investment in education and training for a skilled and successful workforce
- economic and social wellbeing – resilient, connected communities and a better quality of life for all.

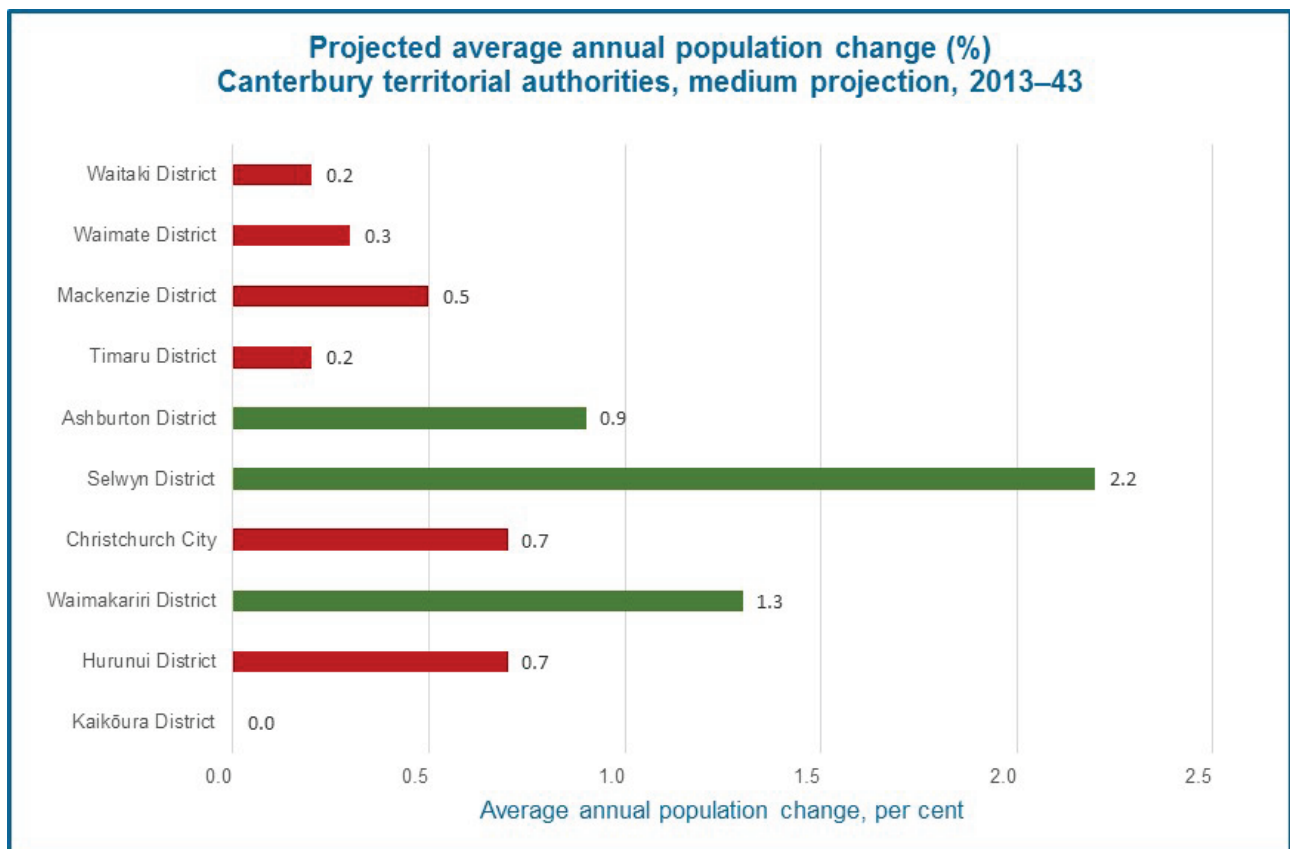
Te Rūnanga o Ngāi Tahu’s vision (*Mō tātou, ā, mō kā uri ā muri ake nei – for us and our children after us*) is holistic development to enhance the quality of life of Ngāi Tahu whānui in education, health, financial well-being and cultural strength. It also aims to grow economic development at tribal and regional levels, manage our environment and protect tribal taonga (treasures).

Investment in tourism has helped Ngāi Tahu reconnect to areas of significant historical importance. This in turn provides unique, cultural and value differences to visitor experiences in Canterbury. Examples are Whale Watch in Kaikōura and the new Te Ana Māori Rock Art Centre in Timaru.

Profits from Ngāi Tahu Tourism are used for further investment opportunities and distributed back to the Ngāi Tahu people to support cultural, educational and social initiatives.

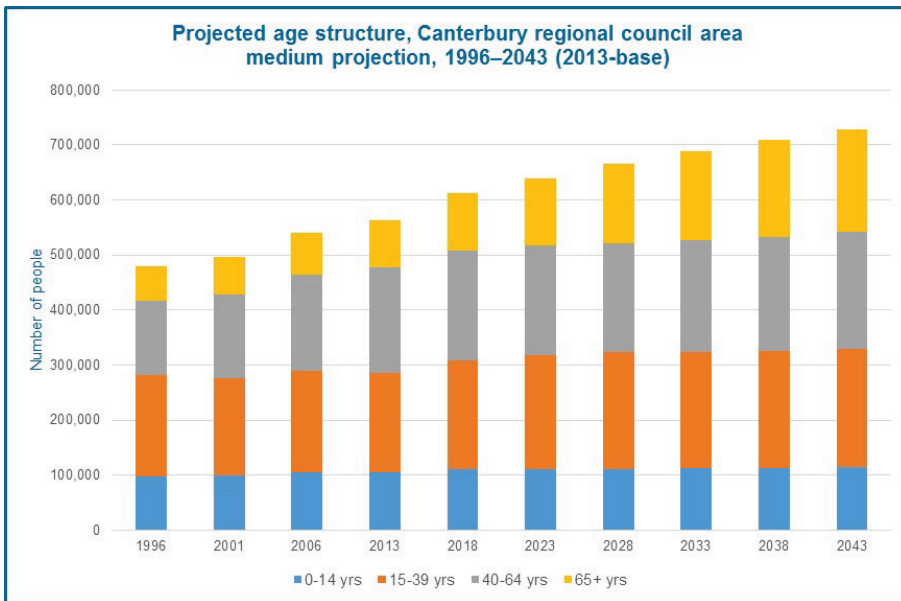
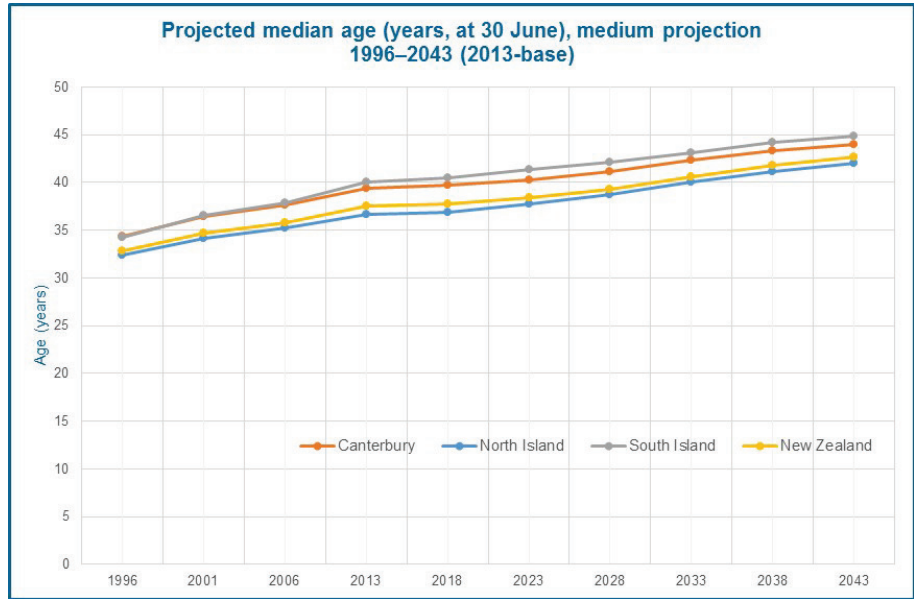
## Canterbury’s people

The Mayoral Forum wants to ensure the long-term future and viability of our communities and ways of life. On current demographic trends, only three of the territorial authorities in Canterbury are projected to grow at or above the average annual rate of population growth for New Zealand as a whole. Our population is also older, and ageing at a fast rate, than New Zealand’s total population.<sup>8</sup>



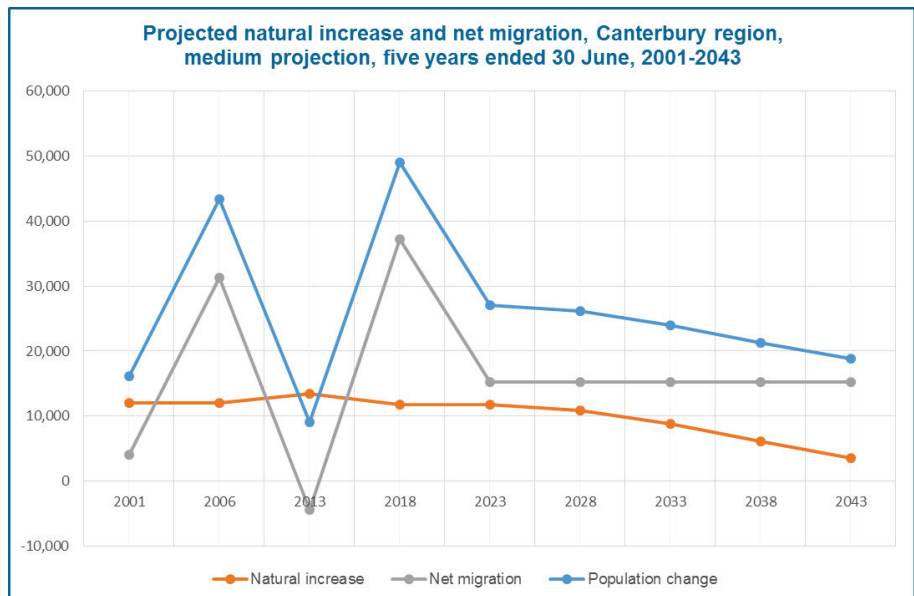
<sup>8</sup> Source of population data: Statistics New Zealand.





*Note the projected growth in the population aged 65+ years*

*Natural increase (more births than deaths) is projected to decline in all territorial authority areas except Selwyn and Ashburton districts, and in the region as a whole.*

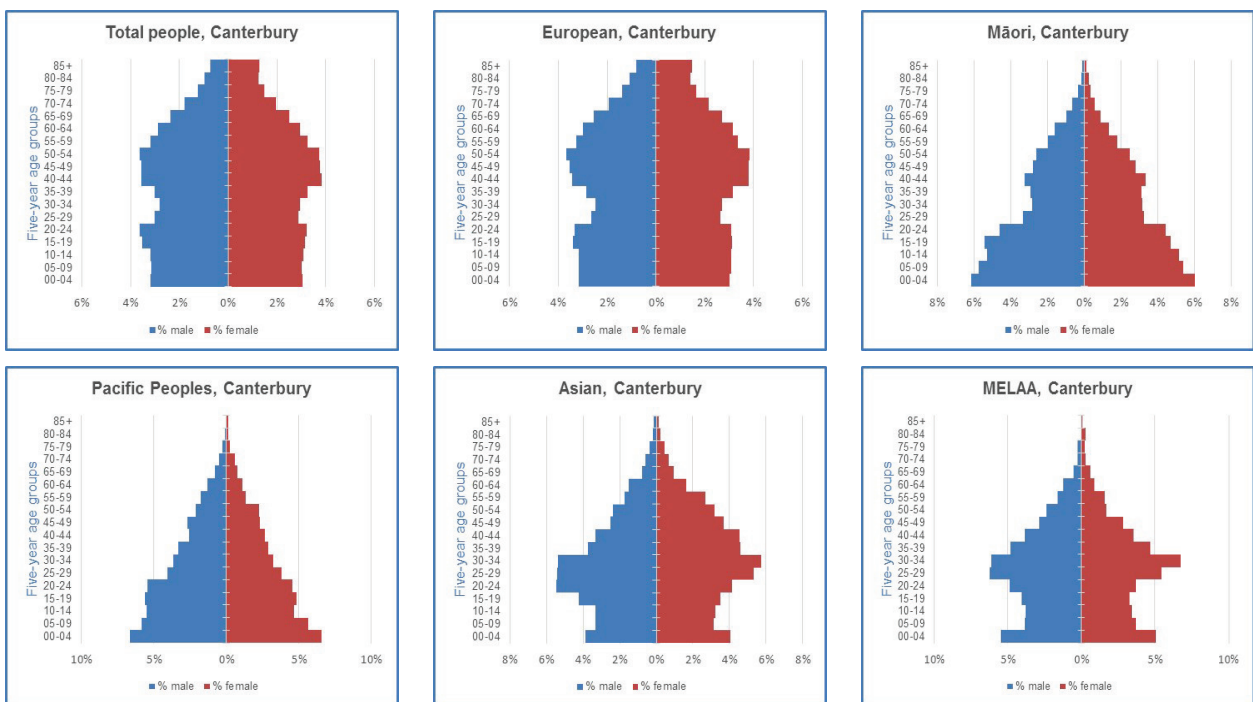


To sustain our economy and way of life, Canterbury needs to:

- attract and retain skilled workers and their families
- retain older people in the workforce
- educate, train and re-train workers, on and off farm, to meet increasing skills demands
- attract and retain skilled migrants/newcomers and their families, and ensure they can settle quickly and well, and integrate into cohesive, resilient communities.

The educational attainment of children and young people and their successful transition into paid work is a particular concern. Canterbury, like New Zealand as a whole, has markedly different population age structures for the main ethnic classifications. People who identify as Māori or Pacific Peoples have a younger population age structure, with proportionally more children and young people and proportionally fewer older people.

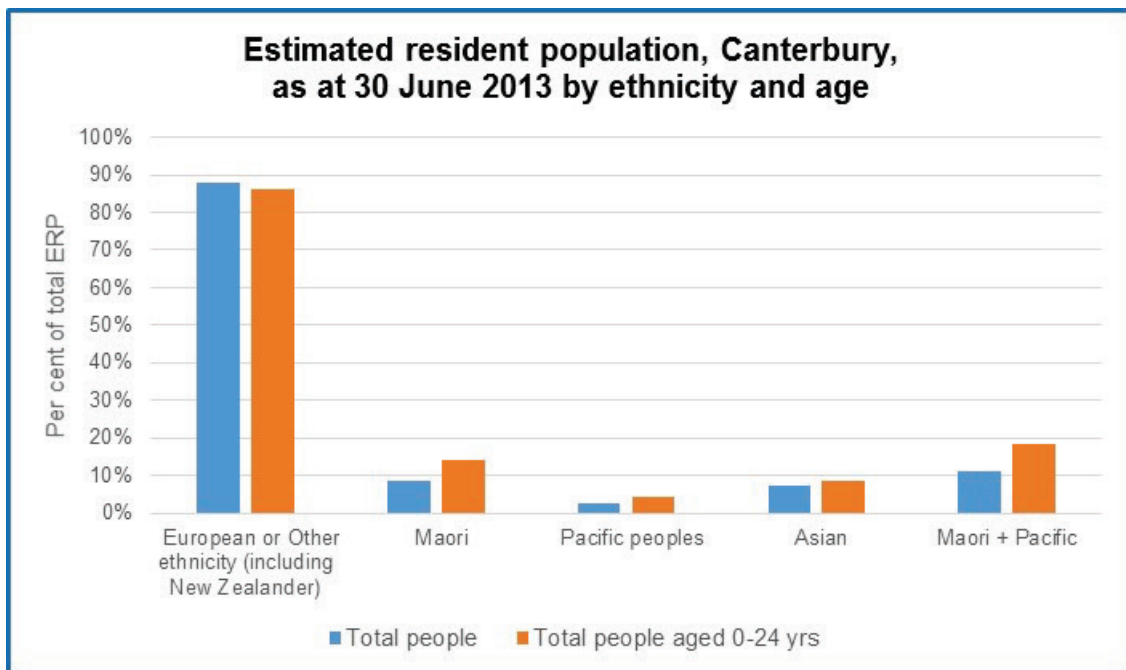
This can be seen in population ‘pyramids’ based on data from the 2013 Census of Population and Dwellings:<sup>9</sup>



Another way to look at this is to compare the percentage of the total estimated resident population in Canterbury by ethnic group with the percentage of the estimated resident population aged 0-24 years by ethnic group.<sup>10</sup>

<sup>9</sup> MELAA = Middle Eastern, Latin American and African. Ethnicity is the ethnic group or groups that people identify with or feel they belong to. Ethnic groups are not mutually exclusive, because people can and do identify with more than one ethnicity. People who identify with more than one ethnicity are included in each ethnic group, so totals sum to more than 100 per cent.

<sup>10</sup> Source: Statistics New Zealand.



It is estimated that at 30 June 2013, 20 per cent of children in Canterbury aged 0-14 years were identified as Māori and/or Pacific Peoples; and just over 18 per cent of people aged 0-24 years. By 2026, it is projected that 29 per cent of children in New Zealand aged 0-14 years will be identified as Māori, 20 per cent as Asian and 17 per cent as Pacific Peoples.<sup>11</sup>

The sustainable development of our communities and region requires equity in social and economic outcomes across all ethnic groups. The success of Ngāi Tahu whānui in achieving their economic aspirations will be critical to this.

Ngāi Tahu initiatives include:

- **Te Tapuae o Rēhua** – a unique partnership forged between Te Rūnanga o Ngāi Tahu, Christchurch Polytechnic Institute of Technology, Lincoln University, Otago Polytechnic, the University of Canterbury and the University of Otago
- **He Toki ki te Mahi** – an independent, not-for-profit trust that supports Māori trainees through their apprenticeships in a way that is customized to best meet their learning needs as Māori
- **He Toki ki te Rika** – a 12- to 14-week pre-trade training course covering programmes in carpentry, painting and decorating, plasterboard, plumbing, masonry, fabricating and drainlaying. It is a collaboration between CPIT, Te Tapuae o Rēhua, the Office of Te Rūnanga o Ngāi Tahu, Hawkins Group and the BETA cluster of Industry Training Organisation.
- **the Ako project** – a partnership between Ako Aotearoa, Te Tapuae o Rēhua (on behalf of Ngāi Tahu) and Hawkins Group that encourages industry to be more culturally responsive towards Māori apprentices and build lasting learning pathways for students
- **Whenua Kura** – a Ngāi Tahu-led partnership between Te Tapuae o Rēhua, Ngāi Tahu Farming and Lincoln University, which seeks to grow Māori leadership in agriculture.

<sup>11</sup> Source: Statistics New Zealand, National Ethnic Population Projections by age and sex, 50<sup>th</sup> percentile (median) projection, 2013(base)–2038. Ethnic categories are not mutually exclusive, as people can and do identify with more than one ethnic group. In the 2013 Census, 23 per cent of children aged 0-14 years were identified with more than one ethnic group.

## A 20-year vision for economic and social wellbeing

Through two workshops, in December 2014 and February 2015, with presentations from a range of sector groups, the Mayoral Forum has defined its vision and objectives.

<b>A regional vision</b>	A region making the most of its natural advantages to build a strong, innovative economy with resilient, connected communities and a better quality of life for all
<b>Objective</b>	Maximise the economic growth of Canterbury, and position this for when the earthquake rebuild peaks, by ensuring the region makes co-ordinated, optimal investment and development decisions that position it for long-term, sustainable growth.

### Seven work programmes

In February 2015, Mayors agreed seven priority work programmes to achieve this objective, with a lead Mayor and Council for each work programme.



Workshops and conversations with sector leaders highlighted two particular areas of focus: infrastructure, and building human and social capital.

**Infrastructure** (transport, digital connectivity and water) is critical to growing Canterbury's economy and a significant contribution that local government makes to the regional (and national) economy.

For example, fast, reliable broadband and cell phone coverage is essential infrastructure for:

- freshwater management and precision agriculture
- access to education, training, health and emergency services
- civil defence and emergency management
- attracting skilled professionals to our region; e.g. the ability to work remotely
- social connectedness – particularly important to attract and retain newcomers and their families to the agricultural workforce in our region
- enhanced experiences for visitors to our region.

**Building human and social capital** is also a priority for the Mayoral Forum:

- education and training that ensure a skilled workforce, now and in the future
- welcome and support for newcomers to our region, so they and their families can settle quickly and well, contribute in the workforce, participate in our communities and call Canterbury home.

There are strong **interdependencies between work programmes**. Value-added production, for example, depends on a reliable water supply and wastewater treatment systems, an integrated, multi-modal regional transport network, fast broadband, education and training for a skilled workforce, and successful settlement of newcomers and their families.

## **Long-term vision, immediate action**

The seven work programmes are outlined in the section that follows. Mayors have not waited to finalise and adopt the strategy before acting to implement it. The strategy is, moreover, a living document. The Mayoral Forum has initiated dialogue and partnership with a wide range of interested parties, and expects its work programme to evolve as these conversations continue.

Advocacy with central government ('one strong voice for Canterbury') is a key component across all work programmes.

## **Monitoring and reporting**

The Forum will keep reviewing the achievement of agreed actions quarterly and is working with the Canterbury Development Corporation to develop indicators to monitor whether its objectives are being achieved and to help identify further actions required.

Key partners and presenters to the Mayoral Forum's workshops in December 2014 and February 2015 will be invited to meet with the Forum in December 2015 and in mid-2016 to review progress.

# 1. Integrated regional transport planning and infrastructure investment

Lead agency                      Hurunui District Council  
 Mayor                              Winton Dalley

## Objective

Integrated transport planning across modes (air, rail, shipping and road transport) that:

- enables the efficient movement of people and freight into, out of and within the Canterbury region
- improves social connectedness and wellbeing, supports regional visitor strategies and improves road safety.

## Targets and milestones

Targets		Indicators of success
<b>2014-15</b>	<ul style="list-style-type: none"> <li>• seek a review of public transport governance and delivery in greater Christchurch</li> </ul>	<ul style="list-style-type: none"> <li>• the Minister of Transport commissions a review</li> </ul>
<b>2015</b>	<ul style="list-style-type: none"> <li>• develop a joint work programme between the Canterbury Policy Forum and the Transport Officers Group – to strengthen connections between strategy and planning/implementation, including improved travel planning</li> </ul>	<ul style="list-style-type: none"> <li>• a joint work programme is developed and adopted</li> </ul>
	<ul style="list-style-type: none"> <li>• review and strengthen the mandate of, and support for, the Regional Transport Committee</li> </ul>	<ul style="list-style-type: none"> <li>• the mandate of, and support for, the Regional Transport Committee are reviewed and agreed</li> </ul>
<b>By 2016</b>	<ul style="list-style-type: none"> <li>• connect with other Regional Transport Committees</li> </ul>	<ul style="list-style-type: none"> <li>• there is a regular exchange of information between the chairs of Regional Transport Committees</li> </ul>
	<ul style="list-style-type: none"> <li>• align with and support the regional visitor strategy, value-added production, and education and training work programmes</li> </ul>	<ul style="list-style-type: none"> <li>• interdependencies between work programmes are captured and capitalised on</li> </ul>
	<ul style="list-style-type: none"> <li>• make effective use of existing evidence and of existing and planned studies, reports and investigations to inform policy and planning</li> </ul>	<ul style="list-style-type: none"> <li>• the evidence base for policy and planning is accessed and fed into planning and investment processes</li> </ul>
<b>2016/17</b>	<ul style="list-style-type: none"> <li>• re-frame the Regional Land Transport Plan to support integrated, multi-modal transport network planning and investment</li> </ul>	<ul style="list-style-type: none"> <li>• the Regional Land Transport Plan supports integrated, multi-modal transport planning and investment</li> </ul>

Targets		Indicators of success
<b>By 2018</b>	<ul style="list-style-type: none"> <li>advocate for central government's support and assistance in relation to our objectives – and for a stronger focus on multi-modal transport strategy in the 2018 Government Policy Statement</li> </ul>	<ul style="list-style-type: none"> <li>central government agencies understand and support our desire for integrated, multi-modal transport planning and investment</li> <li>a 2018 Government Policy Statement that encourages multi-modal transport strategy and planning</li> </ul>
	<ul style="list-style-type: none"> <li>facilitate information sharing and connections between the New Zealand Transport Agency, Christchurch Airport, Kiwirail, Lyttelton Port, PrimePort Timaru, inland ports, freight companies and the business/commercial community</li> </ul>	<ul style="list-style-type: none"> <li>a multi-modal transport forum is established that includes business and industry representatives</li> </ul>
<b>By 2020</b>	<ul style="list-style-type: none"> <li>review achievements against objectives</li> <li>review and revise the strategy and work programme</li> </ul>	

## Building the evidence base

- gather together historic, current and planned studies, reports and investigations on integrated regional transport planning.

## Projects

WHAT	WHO	WHEN
<p><b>1. Review of public transport governance and delivery in greater Christchurch</b> The Mayoral Forum wrote to the Minister of Transport in October 2014 requesting a review. The Minister met with Mayors on 27 February 2015, and commissioned a review to be led by Mike James (Ministry of Transport) with the Urban Development Strategy Chief Executives Advisory Group, New Zealand Transport Agency and local government officers</p>	<ul style="list-style-type: none"> <li>Mayoral Forum</li> </ul>	<ul style="list-style-type: none"> <li>Mar-May 2015</li> </ul>
<p><b>2. Strengthen the mandate of and support for the Regional Transport Committee – and re-frame the Regional Land Transport Plan to support this Strategy</b></p>	<ul style="list-style-type: none"> <li>Bill Bayfield for Mayoral Forum</li> </ul>	<ul style="list-style-type: none"> <li>May 2015</li> </ul>
<p><b>3. Develop and adopt a joint work programme (Policy Forum and Transport Officers Group)</b> Align strategy and planning, build capability and review and develop the evidence base to implement the Mayoral Forum's strategy</p>	<ul style="list-style-type: none"> <li>Bill Bayfield for Mayoral Forum</li> <li>Policy Forum / Transport Officers Group</li> </ul>	<ul style="list-style-type: none"> <li>May 2015</li> <li>ongoing</li> </ul>

WHAT	WHO	WHEN
<p><b>4. Convene a regional transport forum</b>                      Bring together key stakeholders to identify barriers and opportunities for integrated, multi-modal transport planning and investment – and to consider the establishment of an ongoing forum to achieve agreed objectives</p>	<ul style="list-style-type: none"> <li>Winton Dalley and Dame Margaret Bazley for Mayoral Forum</li> </ul>	<ul style="list-style-type: none"> <li>12 August 2015</li> </ul>
<p><b>5. Strengthen connections with other South Island Regional Transport Committees</b>                      Share information and strengthen connections with other South Island Regional Transport Committees</p>	<ul style="list-style-type: none"> <li>Regional Transport Committee</li> </ul>	<ul style="list-style-type: none"> <li>Dec 2015</li> </ul>



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

Lead agency                      Timaru District Council  
 Mayor                              Damon Odey, with support from Commissioner David Bedford, Environment Canterbury

### 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.

### Targets and milestones

	Targets	Indicators of success
<b>By 3 July 2015</b>	<ul style="list-style-type: none"> <li>Canterbury local authorities will submit Registrations of Interest to the Ministry of Business, Innovation and Employment (MBIE) on the Government's Ultra-fast Broadband, Rural Broadband Initiative and Mobile Black Spot funding initiatives</li> </ul>	<ul style="list-style-type: none"> <li>local authorities, either singly or as sub-regional clusters, submit their Registrations of Interest by 3 July 2015</li> <li>proposed initiatives and innovations align</li> </ul>
<b>By 2016</b>	<ul style="list-style-type: none"> <li>Canterbury local authorities have assessed current and future connectivity models</li> </ul>	<ul style="list-style-type: none"> <li>software and hardware applications are understood, and benefits and implications identified</li> <li>the base cost for hardware, infrastructure and data capacity is known</li> </ul>
<b>By 2020</b>	<ul style="list-style-type: none"> <li>broadband is available to all rural households and businesses in Canterbury</li> <li>Canterbury has more urban free Wifi zones</li> </ul>	<ul style="list-style-type: none"> <li>percentage uptake of fast broadband via fixed wireless or copper in the rural sector, compared to 2015</li> <li>maps showing coverage in 2020 compared to 2015</li> </ul>

### Building the evidence base

To support applications for Government funding (Ultra-Fast Broadband and Rural Broadband Initiative Extension and Black Spot Fund) and long-term planning for digital connectivity across the region we need:

- accurate, up-to-date GIS mapping of digital connectivity across all modes of delivery (fixed, copper, wireless, cellular, etc.), to set a baseline (2015) and assess progress
- information and analysis of how improved digital connectivity can support desired social, economic and environmental outcomes.

## Projects

WHAT	WHO	WHEN
<b>1. Meet with the Minister of Communications</b> – to ensure how identified connectivity solutions for the Canterbury region might be applicable for Government funding	<ul style="list-style-type: none"> <li>Damon Odey</li> </ul>	<ul style="list-style-type: none"> <li>9 June 2015</li> </ul>
<b>2. Assess and understand requirements for Registrations of Interest</b> Analyse, understand and share information, so the entire region can access Government funding for Ultra-Fast Broadband 2, Rural Broadband Initiative 2, Mobile Black Spot Fund	<ul style="list-style-type: none"> <li>Timaru District Council</li> </ul>	<ul style="list-style-type: none"> <li>to inform Registrations of Interest due 3 July 2015</li> </ul>
<b>3. Commission analysis of areas where broadband accessibility and affordability are barriers to social and economic development:</b> <ol style="list-style-type: none"> <li>GIS map areas that currently lack broadband coverage</li> <li>advocate on this basis for allocation of funds in the Rural Broadband Initiative Extension programme</li> </ol>	<ul style="list-style-type: none"> <li>Canterbury Maps</li> <li>Mayoral Forum</li> </ul>	<ul style="list-style-type: none"> <li>12 June 2015</li> <li>3 July 2015</li> </ul>
<b>4. Analyse environmental benefits and opportunities</b> <ol style="list-style-type: none"> <li>initial analysis to identify what fixed fibre and wireless broadband can contribute to achieving desired environmental outcomes across the Canterbury region; e.g. water management, precision irrigation, nutrient management, air quality monitoring, etc.</li> <li>advocate on this basis for Government funding</li> </ol>	<ul style="list-style-type: none"> <li>Environment Canterbury</li> <li>Mayoral Forum</li> </ul>	<ul style="list-style-type: none"> <li>12 June 2015</li> <li>3 July 2015</li> </ul>
<b>5. Determine options for communities to access UFB connections from rural schools</b>	<ul style="list-style-type: none"> <li>Timaru District Council</li> </ul>	<ul style="list-style-type: none"> <li>31 December 2015</li> </ul>
<b>6. Investigate opportunities for collaboration with lines companies, irrigation schemes and other major infrastructure providers to accelerate broadband deployment</b> Develop innovative options for overhead and underground deployment	<ul style="list-style-type: none"> <li>Timaru District Council</li> </ul>	<ul style="list-style-type: none"> <li>31 December 2015</li> </ul>
<b>7. Assess opportunities for high-speed mobile data connectivity</b> Meet with key industry stakeholders to discuss mobile data connectivity in rural Canterbury, and to understand technical and infrastructure requirements across the region	<ul style="list-style-type: none"> <li>Damon Odey</li> </ul>	<ul style="list-style-type: none"> <li>18 June 2015</li> </ul>
<b>8. Review consents barriers and consistency of approach across the region's TLAs</b> <ol style="list-style-type: none"> <li>review consistency of approach to telecommunications easements and subdivision consents</li> <li>ensure that Corridor Access Requests are processed promptly and investigate future models for global consents to minimise delays</li> <li>consider creating a council single point of contact to facilitate dealings with all partners for telecommunications consents</li> </ol>	<ul style="list-style-type: none"> <li>Chief Executives Forum</li> </ul>	<ul style="list-style-type: none"> <li>31 March 2016</li> </ul>

### 3. Freshwater management and irrigation infrastructure

Lead agency                      Environment Canterbury  
 Lead Commissioner        David Caygill (Deputy-Chair, Environment Canterbury)

The Canterbury Water Management Strategy (CWMS) is an initiative of the Mayoral Forum that has developed into a community-led approach to environmental restoration and growing the social and economic benefits of irrigated agriculture in Canterbury. A shared vision has been developed over many years via extensive public engagement, and in partnership with Te Rūnanga o Ngāi Tahu and Papatipu Rūnanga, to protect and improve our fresh water now and for generations to come.

Ten target areas were agreed from 2010. Each has a set of immediate goals, as well as milestones for 2015, 2020 and 2040. They cover long-term environmental, social, economic and cultural objectives reflecting a sustainable development approach.

Mayors do not propose to add to agreed work programmes or monitoring and reporting requirements for the CWMS. The 2015 targets report was published in August 2015 and is available on Environment Canterbury's website at <http://ecan.govt.nz/get-involved/canterburywater/targets/>

#### Objective

Development of water infrastructure and environmental restoration initiatives to achieve the CWMS 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.*

#### Targets and milestones

	Targets	Indicators of success
<b>By 2018</b>	<ul style="list-style-type: none"> <li>all components of regional water infrastructure are identified</li> </ul>	<ul style="list-style-type: none"> <li>infrastructure providers have certainty on how their proposals fit within a regional network</li> <li>water users are clear about where and at what level of reliability water can be provided</li> </ul>
	<ul style="list-style-type: none"> <li>there are high profile examples of environmental improvement across the region</li> </ul>	<ul style="list-style-type: none"> <li>public confidence that growth in agriculture is not damaging waterways</li> </ul>

Targets		Indicators of success
<b>By 2020</b>	<ul style="list-style-type: none"> <li>• all 2020 targets are progressing                             <ul style="list-style-type: none"> <li>○ all components of regional water infrastructure are underway</li> <li>○ the regional storm water forum has made progress on cost-effective storm water systems with improved environmental performance</li> <li>○ environmental limits, set through a collaborative process with local communities, are in place across the region</li> <li>○ environmental improvements are commonplace and widely known</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• irrigated area in Canterbury is increased significantly and greater reliability provided to existing irrigators</li> <li>• growth in regional economies</li> <li>• urban residents understand and act to improve water quality</li> <li>• certainty about nutrient management for all land users</li> </ul>
<b>By 2040</b>	<ul style="list-style-type: none"> <li>• all CWMS 2040 targets are progressing</li> <li>• environmental limits are in place and achieving anticipated outcomes</li> <li>• all components of regional water infrastructure are complete and operating</li> </ul>	<ul style="list-style-type: none"> <li>• a 50% increase in irrigated land area (compared to 2010)</li> <li>• all irrigated land has access to reliable water</li> <li>• environmental limits are in place and achieving satisfactory outcomes</li> </ul>

## Building the evidence base

- CWMS targets reports are produced every two years

## Projects

WHAT	WHO	WHEN
<b>1. CWMS infrastructure work programme</b> – to identify an integrated approach to water supply and distribution infrastructure	<ul style="list-style-type: none"> <li>• CWMS Regional Committee</li> </ul>	<ul style="list-style-type: none"> <li>• ongoing</li> </ul>
<b>2. Environmental limits</b> – zone committees lead a collaborative community process to establish environmental limits, which Environment Canterbury then implements through the Land and Water Regional Plan	<ul style="list-style-type: none"> <li>• Environment Canterbury</li> </ul>	<ul style="list-style-type: none"> <li>• ongoing until 2022</li> </ul>
<b>3. Regional storm water forum</b> – identify cost-effective storm water systems and ensure consistent storm water management planning and consenting with improved environmental performance	<ul style="list-style-type: none"> <li>• reports to Canterbury Chief Executives Forum</li> </ul>	<ul style="list-style-type: none"> <li>• ongoing</li> </ul>
<b>4. Whakaora Te Waihora, Wainono Lagoon and other restoration programmes</b>	<ul style="list-style-type: none"> <li>• Environment Canterbury</li> </ul>	<ul style="list-style-type: none"> <li>• ongoing</li> </ul>

## 4. Value-added production

Lead agency            Waimate District Council  
 Mayor                 Craig Rowley

### Objective

Planning and consenting processes, and infrastructure managed by local government, enable value-added production in Canterbury.

### Targets and milestones

Targets		Indicators of success
<b>By 2020</b>	<ul style="list-style-type: none"> <li>identify and work with key sector leaders to align and strengthen advocacy to central government</li> </ul>	<ul style="list-style-type: none"> <li>a stakeholder group is formed and meets regularly</li> <li>links with key government agencies are established and maintained</li> </ul>
	<ul style="list-style-type: none"> <li>local government supports value-added production (continuous improvement)</li> </ul>	<ul style="list-style-type: none"> <li>territorial authorities and the regional council support business to enable, maintain and grow sustainable value-added production</li> </ul>
	<ul style="list-style-type: none"> <li>local and regional authorities' planning, rules and regulations align in ways that enable sustainable value-added production</li> </ul>	<ul style="list-style-type: none"> <li>opportunities are taken in District Plan reviews to improve the consistency of planning, rules and regulation and enable sustainable, value-added production</li> </ul>
	<ul style="list-style-type: none"> <li>transparent information sharing and reduction of compartmentalisation across local and regional authorities</li> </ul>	<ul style="list-style-type: none"> <li>communication flows between local and regional authorities</li> </ul>

### Interdependencies with other work programmes

- Water**  
 Water is an essential driver for productivity and value-added production. Sustainable, affordable and environmentally sound irrigation is a key issue that will drive Canterbury and New Zealand forward into the future.
- Transport**  
 The ability of producers and processors of product to transport these raw materials and end products efficiently to local and international markets is essential to the regional and national economy. Infrastructure (roads, rail, ports and air transport) planning needs to take into account projected increased production. It is critical that issues such as the 'open skies' policy for air freight be recognised and addressed. Road transport freight is predicted to increase exponentially

over the coming years with increased productivity. An integrated transport plan will be a key issue that will need to be tackled to enhance the efficient movement of freight throughout the region.

**3. Fast broadband**

Fast broadband is also key infrastructure for smart business development, and for attracting, retaining, training and re-training a skilled workforce.

Te Rūnanga o Ngāi Tahu (Ngāi Tahu Holdings and its subsidiaries, including Ngāi Tahu Farming) have a strong interest in and commitment to increasing value-added production in Canterbury.

## Building the evidence base

- alignment of District Plans consistent with key stakeholder expectations

## Projects

WHAT	WHO	WHEN
1. Identify key sector leaders and consult and communicate with them regularly on an ongoing basis	<ul style="list-style-type: none"> <li>• Mayoral Forum (lead Waimate District Council)</li> </ul>	<ul style="list-style-type: none"> <li>• 2015 and ongoing</li> </ul>
2. Identify opportunities in District Plan reviews to align planning, rules and regulation in ways that enable sustainable value-added production	<ul style="list-style-type: none"> <li>• Planning Managers Group for Chief Executives Forum</li> </ul>	<ul style="list-style-type: none"> <li>• 2016 and ongoing</li> </ul>
3. Share information across the region about innovation and new developments in value-added production	<ul style="list-style-type: none"> <li>• each council assigns responsibility to an officer to maintain a watching brief on value-added production, for report six monthly to the Canterbury Policy Forum</li> </ul>	<ul style="list-style-type: none"> <li>• 2016 and ongoing</li> </ul>

## 5. Education and training for a skilled workforce

Lead agency            Waimakariri District Council  
 Mayor                    David Ayers

### Objectives

- business, education and local government sectors are aligned, working together to make Canterbury a great place to study, live and work
- Canterbury has an appropriately skilled and educated workforce
- education and training institutions are collaborating effectively to deliver an integrated Education Programme that maximises benefits to the institutions and to Canterbury.

### Targets and milestones

	Targets	Indicators of success
<b>By 2018</b>	<ul style="list-style-type: none"> <li>• educators, businesses and local government align to deliver an integrated marketing proposition that attracts people to study, live, work and stay in Canterbury</li> </ul>	<ul style="list-style-type: none"> <li>• by the end of 2015, multi-institutional international, national and local marketing programmes are in place, resulting in increased student numbers</li> </ul>
	<ul style="list-style-type: none"> <li>• Māori, Pasifika and migrant workers and their families have career and study pathways that enable them and their children to study and stay in Canterbury</li> </ul>	<ul style="list-style-type: none"> <li>• barriers to study at all levels are removed</li> <li>• programmes are developed to attract workers and whanau from other regions to Canterbury</li> </ul>
	<ul style="list-style-type: none"> <li>• education and training institutions collaborate to offer new and modified courses (e.g. agricultural engineering)</li> </ul>	<ul style="list-style-type: none"> <li>• multi-institutional courses and programmes are in place</li> </ul>
	<ul style="list-style-type: none"> <li>• every secondary student has a plan to transition them from school to work or further learning</li> </ul>	<ul style="list-style-type: none"> <li>• every secondary student has a transition plan</li> </ul>
<b>By 2020</b>	<ul style="list-style-type: none"> <li>• talented under-40 year-olds are developed to take leadership/governance roles in Canterbury</li> </ul>	<ul style="list-style-type: none"> <li>• a talented pool of young leaders participates in Canterbury's leadership</li> <li>• there is an increasing pool of emerging iwi leaders</li> </ul>
	<ul style="list-style-type: none"> <li>• earthquake rebuild workers, especially 18-25 year-olds, are upskilled or retrained for their next career</li> </ul>	<ul style="list-style-type: none"> <li>• low post-rebuild unemployment levels, with most rebuild workers staying in Canterbury</li> </ul>

	Targets	Indicators of success
	<ul style="list-style-type: none"> <li>businesses and educators have effective mechanisms to develop job and on-the-job training pathways, determine future work needs and align education and training programmes</li> </ul>	<ul style="list-style-type: none"> <li>businesses are very satisfied with the pool of qualified and trained people to meet future business needs</li> </ul>
<b>By 2025</b>	<ul style="list-style-type: none"> <li>further development of centres of excellence in education and training with close business or research links (such as the ICT Graduate School, Lincoln Hub)</li> </ul>	<ul style="list-style-type: none"> <li>three further such centres are established or in an advanced state of establishment in areas where Canterbury has a competitive advantage/high growth prospects.</li> </ul>

## Building the evidence base

- develop a system to track the progress of each Canterbury school leaver

## Projects

WHAT	WHO	WHEN
<p><b>1. Establish a steering group</b> A steering group is established to oversee strategy development and implementation, comprising Aoraki Polytechnic, The Lincoln Hub, Lincoln University, CPIT, Academy NZ, Community College NZ, Ngāi Tahu, the Primary Industries Training Organisation and the University of Canterbury.</p>	<ul style="list-style-type: none"> <li>forum participants</li> </ul>	<ul style="list-style-type: none"> <li>7 May 2015</li> </ul>
<p><b>2. Develop plans for each work stream</b> For each strategic direction develop a work plan, brief for further work and terms of reference for each work stream</p>	<ul style="list-style-type: none"> <li>governance group</li> </ul>	<ul style="list-style-type: none"> <li>30 November 2015</li> </ul>
<p><b>3. Implement action plans for each work stream</b> Secure commitment and funding for each work stream and commence implementation of action-focused plans</p>	<ul style="list-style-type: none"> <li>work stream leaders</li> </ul>	<ul style="list-style-type: none"> <li>from July 2015</li> </ul>
<p><b>4. Migrant workers and families</b> Mayor David Ayers to liaise with Mayor McKay (Ashburton) on a joint approach to Government to remove barriers to migrant families to access affordable education and training</p>	<ul style="list-style-type: none"> <li>David Ayers for Mayoral Forum</li> </ul>	<ul style="list-style-type: none"> <li>by 31 December 2015</li> </ul>
<p><b>5. Articulate a vision for Canterbury</b> In conjunction with other work programmes, develop a vision for Canterbury outlining what Canterbury offers to prospective students, workers, investors and visitors</p>	<ul style="list-style-type: none"> <li>Jim Palmer, Visitor Strategy work group, CDC, C&amp;CT, tertiary institutions</li> </ul>	<ul style="list-style-type: none"> <li>by 31 December 2015</li> </ul>



WHAT	WHO	WHEN
<b>6. Develop an integrated marketing proposal</b> to attract international, national and Canterbury students	<ul style="list-style-type: none"> <li>Tertiary Institution Accord members</li> </ul>	<ul style="list-style-type: none"> <li>by 31 December 2015</li> </ul>
<b>7. Develop new and modified education and training opportunities</b> Establish a forum to develop collaborative courses of study in agricultural engineering and water management	<ul style="list-style-type: none"> <li>Lincoln University</li> </ul>	<ul style="list-style-type: none"> <li>by 31 December 2015</li> </ul>
<b>8. Explore a youth transition plan</b> Investigate developing a programme to ensure each school leaver in Canterbury has a transition plan and that progress is monitored post-school	<ul style="list-style-type: none"> <li>Governance Group</li> </ul>	<ul style="list-style-type: none"> <li>by 31 December 2015</li> </ul>

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

Lead agency            Ashburton District Council  
 Mayor                    Angus McKay

### Objective

Newcomers and migrants are attracted to Canterbury and feel welcomed and supported to settle quickly and well, contribute in the workforce, participate in our communities and call Canterbury home.

### Targets and milestones

Targets		Indicators of success
<b>By 2020</b>	<ul style="list-style-type: none"> <li>• local authorities in Canterbury will work collaboratively with newcomers and migrants, ethnic community leaders, the wider local community, the community and voluntary sector and central government agencies to develop action plans to support the settlement of newcomers and migrants, including (but not limited to):                             <ul style="list-style-type: none"> <li>○ multi-lingual resources (e.g., multi-media communications) to provide key information for newcomers and migrants</li> <li>○ recognised local points of contact for newcomers and migrants to seek information</li> <li>○ community-led initiatives to support newcomers and migrants</li> <li>○ development of an online portal of information about and for newcomers and migrants</li> </ul> </li> <li>• central government is made aware of issues and funding needs for settlement support in Canterbury, and funding is appropriately targeted</li> </ul>	<ul style="list-style-type: none"> <li>• clusters of local authorities have worked collaboratively with others to develop action plans to achieve better settlement outcomes for newcomers and migrants in Canterbury</li> <li>• central government is aware of the collective views of Canterbury local authorities about newcomer and migrant settlement support and provides the funding required to achieve the desired outcomes</li> </ul>

## Building the evidence base

To build the evidence base for policy and planning for newcomer and migrant settlement support, we will:

- draw on population statistics and analysis by the Population Working Group of the Canterbury Policy Forum and research studies on specific issues within territorial authority areas in Canterbury
- conduct needs assessments with newcomer and migrant communities through a consultative approach
- collect and share information, e.g. an online portal or cloud programme
- collect data consistently to enable development of indicators of success.

## Projects

WHAT	WHO	WHEN
<p><b>1. Advocate for the needs of newcomers and migrants</b>  <i>Canterbury councils, through the Mayoral Forum, will advocate to central government on the importance of attracting skilled migrants to the Canterbury region, and for adequate funding of settlement support services; e.g.</i></p> <ul style="list-style-type: none"> <li>• the introduction of open work visas</li> <li>• increased access to primary healthcare for those on work visas of &lt;24 months</li> <li>• increased funding to support newcomers and migrant settlement initiatives</li> <li>• widening the availability of funding for earthquake-related urban growth issues within the wider Canterbury region</li> </ul>	<ul style="list-style-type: none"> <li>• Mayoral Forum</li> </ul>	<ul style="list-style-type: none"> <li>• 2015 and ongoing</li> </ul>
<p><b>2. Share resources and strategies to improve efficiency and reach</b>  <i>Canterbury councils and government agencies working in the newcomers and migrant settlement sector will share resources and strategies; e.g.</i></p> <ul style="list-style-type: none"> <li>• ask for a Society of Local Government Managers Listserv for newcomers and migrants issues</li> <li>• create an online portal or use cloud technology to share findings of research and other resources on newcomers and migrant settlement from local government, central government, the community and voluntary sector, universities, etc.</li> </ul>	<ul style="list-style-type: none"> <li>• local authorities with other key stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• 2016</li> </ul>
<p><b>3. Make information available</b>  <i>Canterbury councils will ensure that information about local services is made accessible to newcomers and migrants throughout the Canterbury region; e.g.</i></p> <ul style="list-style-type: none"> <li>• multi-lingual resources to assist newcomers and migrants</li> <li>• local point(s) of contact for newcomers and migrants</li> </ul>	<ul style="list-style-type: none"> <li>• local authorities with support from central government agencies, community and voluntary</li> </ul>	<ul style="list-style-type: none"> <li>• by 2020</li> </ul>

WHAT	WHO	WHEN
<ul style="list-style-type: none"> <li>• support of community-led initiatives to welcome and support newcomers and migrants to local communities</li> <li>• various multimedia communications to improve access to information; i.e. print, social media, web, face-to-face, telephone, text ...</li> </ul>	<p>sector agencies and the private sector</p>	
<p><b>4. Strategically plan to deliver on desired outcomes for newcomers and migrants</b>  <i>Canterbury councils will adopt a collaborative, cross-sectoral approach to develop and deliver on the Mayoral Forum’s desired outcomes for migrants and newcomers; e.g.</i></p> <ul style="list-style-type: none"> <li>• establish a newcomers and migrants advisory group</li> <li>• facilitate workshops to discuss issues relevant to newcomers and migrants</li> <li>• consult with the wider community (community and voluntary sector, government agencies, etc.) about ways to support newcomers and migrants within the region</li> <li>• establish working parties to focus on newcomer and migrant matters</li> <li>• establish steering groups to provide guidance and governance of the development of any strategies or plans relating to newcomers and migrants</li> <li>• develop Memoranda of Understanding between agencies on cross-sectoral or collaborative actions to support newcomer and migrant settlement</li> </ul>	<ul style="list-style-type: none"> <li>• local authorities with ethnic community representatives, community and voluntary sector agencies and relevant central government agencies</li> </ul>	<ul style="list-style-type: none"> <li>• by 2020</li> </ul>
<p><b>5. Monitor and evaluate</b>  <i>Canterbury councils will develop a monitoring and evaluation process (ideally combining quantitative and qualitative data and analysis) to measure progress in achieving desired outcomes for newcomers and migrants; e.g.</i></p> <ul style="list-style-type: none"> <li>• develop and undertake surveys</li> <li>• hold focus groups and/or workshops</li> </ul>	<ul style="list-style-type: none"> <li>• local authorities with ethnic community representatives, community and voluntary sector agencies and relevant central government agencies</li> </ul>	<ul style="list-style-type: none"> <li>• by 2020</li> </ul>

## 7. Regional visitor strategy

Lead agency                      Kaikōura District Council, supported by Christchurch City Council  
 Mayors                              Winston Gray, supported by Lianne Dalziel

### Objectives

- grow tourism in the Canterbury region by:
  - working with the tourism industry to develop a long-term visitor strategy for Canterbury
  - advocating for the fast recovery of Christchurch City as the primary gateway to the Canterbury region and the wider South Island
  - supporting regional destinations to promote and develop their iconic visitor activities and landmarks
- Canterbury councils understand the benefits tourism offers, and lead destination management and planning initiatives and processes to maximise these benefits
- Canterbury councils identify their role as providing leadership and undertaking destination planning, so communities get the most out of tourism and minimise any negative effects it may have
- Canterbury councils recognise that the economic benefits of tourism could be spread more widely if visitors were dispersed more evenly throughout New Zealand.

### Targets and milestones

	Targets	Indicators of success
<b>By 2017</b>	<ul style="list-style-type: none"> <li>• review key tourism infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>• a report is prepared that identifies key tourism infrastructure</li> </ul>
	<ul style="list-style-type: none"> <li>• develop a long-term visitor strategy with the tourism industry for Christchurch and Canterbury, building on the <i>Destination 2025</i> discussion paper prepared by Christchurch Airport on economic and social development opportunities from Christchurch’s visitor economy</li> </ul>	<ul style="list-style-type: none"> <li>• a long-term visitor strategy for Christchurch and Canterbury is prepared that identifies infrastructure gaps and investment areas for local government</li> </ul>
	<ul style="list-style-type: none"> <li>• develop and agree a combined marketing plan</li> </ul>	<ul style="list-style-type: none"> <li>• marketing is collaborative and co-ordinated</li> </ul>
	<ul style="list-style-type: none"> <li>• identify regional linkages</li> </ul>	<ul style="list-style-type: none"> <li>• regional linkages are identified and leveraged</li> </ul>
<b>By 2018</b>	<ul style="list-style-type: none"> <li>• identify and co-ordinate key infrastructure and marketing projects for Canterbury</li> </ul>	<ul style="list-style-type: none"> <li>• key infrastructure investment and marketing support growth in tourism</li> </ul>

## Building the evidence base

- conduct a stocktake of existing infrastructure and likely future gaps
- forecast future tourism numbers and source countries (visitor profiles)

## Projects

WHAT	WHO	WHEN
<p><b>1. Facilitate a Canterbury tourism collaboration forum, to propose the establishment of a Canterbury Regional Tourism Alliance and development of a regional visitor strategy</b></p> <p>To co-ordinate and align the activities of Regional Tourism Organisations, District Tourism Organisations, Tourism New Zealand, Christchurch Airport, passenger terminal ports, Ngāi Tahu Tourism and other industry partners – in order to:</p> <ul style="list-style-type: none"> <li>• improve the range of available visitor experiences</li> <li>• increase the number and spend of visitors to Canterbury</li> <li>• keep visitors in Canterbury (and the South Island) longer.</li> </ul>	<ul style="list-style-type: none"> <li>• facilitated by Winston Gray</li> </ul>	<ul style="list-style-type: none"> <li>• 27 August 2015</li> </ul>



If you want to play a part in growing Canterbury's economy, please contact your local Mayor's office. For further information, go to:  
<http://www.ecan.govt.nz/CREDS>

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