



**Greater Christchurch  
Partnership**

**Te Tira Tū Tahī**

One Group, Standing Together

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## **Greater Christchurch Partnership Committee AGENDA**

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### **Notice of Meeting:**

A meeting of the Greater Christchurch Partnership Committee will be held on:

**Date:** Friday 9 August 2024  
**Time:** 9 am  
**Venue:** Council Chamber, Environment Canterbury,  
200 Tuam Street, Christchurch

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1 August 2024

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## Committee Members

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### **Greater Christchurch Partnership Independent Chair**

Jim Palmer

### **Mana Whenua**

Dr Te Maire Tau, Jane Huria and Gail Gordon

### **Christchurch City Council**

Mayor Phil Mager, Councillors Victoria Henstock and Sara Templeton

### **Environment Canterbury**

Chair Peter Scott, Councillors Grant Edge and Vicky Southworth

### **Selwyn District Council**

Mayor Sam Broughton, Councillors Nicole Reid and Lydia Gliddon

### **Waimakariri District Council**

Mayor Dan Gordon, Deputy Mayor Neville Atkinson and Councillor Niki Mealings

### **Health**

Dr Anna Stevenson

### **Waka Kotahi (New Zealand Transport Agency - Non-Voting Member)**

James Caygill

**Director, Greater Christchurch Partnership**

Tracy Tierney

Ph 941 6993

**Committee Adviser**

David Corlett

ph 941 5421

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1. TERMS OF REFERENCE NGĀ ĀRAHINA MAHINGA

1.1. The role of the Committee is to:

- i. Foster and facilitate a collaborative approach between the Partners to address strategic challenges and opportunities for Greater Christchurch.
- ii. Show clear, decisive and visible collaborative strategic leadership amongst the Partners, to wider stakeholders, agencies and central government and to communities across Greater Christchurch.
- iii. Enable Partners to better understand individual perspectives and identify shared objectives and areas of alignment.
- iv. Assist information sharing, efficient and effective working, and provide a stronger voice when advocating to others.
- v. Establish, and periodically review, an agreed strategic framework to support a collective approach to improving intergenerational wellbeing in Greater Christchurch through addressing strategic challenges and opportunities.
- vi. Oversee implementation of strategies and plans endorsed by the Committee and ratified at individual Partner governance meetings, including through the adoption and delivery of an annual joint work programme.
- vii. Ensure the Partnership proactively engages with other related partnerships, agencies and organisations critical to the achievement of its strategic functions.

1.2. The functions of the Committee are to:

- i. Establish, and periodically review, an agreed strategic framework to support a collective approach to improving intergenerational wellbeing in Greater Christchurch.
- ii. As required, develop new and review existing strategies and plans to enable Partners to work more collaboratively with each other and to provide greater clarity and certainty to stakeholders and the community. Existing strategies and plans endorsed by the Greater Christchurch Partnership Committee or endorsed by the UDSIC and inherited by this Committee are published on the Partnership's website.
- iii. Recommend to Partners for ratification at individual partner governance meetings any new or revised strategies and plans.
- iv. Adopt and monitor the delivery of an annual joint work programme to deliver on strategic goals and actions outlined in adopted strategies and plans.
- v. Undertake reporting on the delivery of adopted strategies and plans, including in relation to an agreed strategic outcomes framework.
- vi. Identify and manage risks associated with implementing adopted strategies and plans.
- vii. Establish and maintain effective dialogue and relationships (through meetings, forums and other communications) with other related partnerships, agencies and organisations to the support the role of the Committee, including but not limited to:
  - a. Waka Toa Ora (Healthy Greater Christchurch)

- b. Canterbury Mayoral Forum
  - c. Tertiary institutions and educational partnerships
  - d. Strategic infrastructure providers
  - e. Government departments
- viii. Undertake wider engagement and consultation as necessary, including where appropriate seeking submissions and holding hearings, to assist the development of any strategies and plans.
- ix. Advocate to central government or their agencies or other bodies on issues of concern to the Partnership, including through the preparation of submissions (in liaison with the Canterbury Mayoral Forum as necessary).
- x. For the avoidance of doubt, the Committee's strategic transport functions include:
- a. Consider key strategic transport issues, national policies and public transport associated collaborative business cases.
  - b. Develop the Greater Christchurch component of the Regional Public Transport Plan and recommend to the Canterbury Regional Council for approval, when required.
  - c. Monitor the delivery of the strategic public transport work programme in Greater Christchurch.
- 1.3. In undertaking its role and performing its functions the Committee will consider seeking the advice of the Chief Executives Advisory Group.

## 2. QUORUM AND CONDUCT OF MEETINGS

- 1.1. The quorum at a meeting of the Committee consists of the majority of the voting members.
- 1.2. Other than as noted in this Agreement, the standing orders of the administering Council at the time, shall apply.
- 1.3. Voting shall be on the basis of the majority present at the meeting, with no alternates or proxies.
- 1.4. For the purpose of clause 6.2, the Independent Chairperson:
- i. has a deliberative vote; and
  - ii. in the case of equality of votes, does not have a casting vote (and therefore the act or question is defeated and the status quo is preserved).

## 3. MEETING FREQUENCY

- 3.1. Notification of meetings and the publication of agendas and reports shall be conducted in accordance with the requirements of Part 7 of the Local Government Official Information and Meetings Act 1987.
- 3.2. The Committee shall meet monthly, or as necessary and determined by the Independent Chair in liaison with the Committee.

3.3. The Committee welcomes external speakers by deputation however the right to speak at meetings must be in accordance with the adopted public deputation guidelines of the Committee.

#### 4. DELEGATIONS

- 4.1. Establishing, and where necessary, amending, protocols and processes to support the effective functioning of the Committee, including but not limited to those relating to the resolution of conflicting views, communications and public deputations.
- 4.2. Preparing communication and engagement material and publishing reports relevant to the functions of the Committee.
- 4.3. Commissioning and publishing reports relevant to the functions of the Committee.
- 4.4. Undertaking engagement and consultation exercises in support of the terms of reference and functions of the Committee.
- 4.5. Selecting an Independent Chair and Deputy Chair in accordance with any process agreed by the Committee and the requirements of the LGA 2002.
- 4.6. Making submissions, as appropriate, on Government proposals and other initiatives relevant to the role of the Committee.
- 4.7. Appointing, where necessary, up to two additional non-voting observers to the Committee.

#### 5. FINANCIAL DELEGATIONS

- 5.1. The Committee can make financial decisions within an agreed budget envelope and as long as the decision does not trigger any change to the statutory plans prepared under the LGA 2002, the RMA 1991, or the LTMA 2003.

## AGENDA ITEMS HE RĀRANGI TAKE

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Karakia Whakakapi Closing Incantation

# Standing Items

## Karakia mō te Tīmatataka Opening Incantation

Tūtawa mai i runga	I summon from above
Tūtawa mai i raro	I summon from below
Tūtawa mai i roto	I summon from within
Tūtawa mai i waho	and the surrounding environment
Kia tau ai te mauri tū, te mauri ora ki te katoa	The universal vitality and energy to infuse and enrich all present
Haumi e, hui e, tāiki e	Unified, connected and blessed

### 1. Apologies Ngā Whakapāha

An apology for absence was received from Dr Te Maire Tau.

### 2. Declarations of Interest Ngā Whakapuaki Aronga

Members are reminded of the need to be vigilant and to stand aside from decision making when a conflict arises between their role as an elected representative and any private or other external interest they might have.

### 3. Deputations by Appointment Ngā Huinga Whakaritenga

There were no deputations by appointment at the time the agenda was prepared.

### 4. Confirmation of Previous Minutes Te Whakaāe o te hui o mua

That the minutes of the Greater Christchurch Partnership Committee meeting held on [Friday, 16 February 2024](#) be confirmed (refer page 9).





# Greater Christchurch Partnership

**Te Tira Tū Tahī**  
One Group, Standing Together

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## Greater Christchurch Partnership Committee OPEN MINUTES

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**Date:** Friday 16 February 2024  
**Time:** 9 am  
**Venue:** Council Chamber, Environment Canterbury,  
200 Tuam Street, Christchurch

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**Present**

Chairperson Jim Palmer , Independent Chairperson  
Members Councillor Victoria Henstock - Christchurch City Council - via audio/visual link  
Councillor Sara Templeton , Christchurch City Council  
Chair Peter Scott , Environment Canterbury  
Councillor Grant Edge - Environment Canterbury  
Councillor Vicky Southworth , Environment Canterbury  
Councillor Lydia Gliddon , Selwyn District Council  
Councillor Nicole Reid - Selwyn District Council  
Mayor Sam Broughton – Selwyn District Council  
Mayor Dan Gordon , Waimakariri District Council  
Councillor Neville Atkinson , Waimakariri District Council  
Councillor Niki Mealings , Waimakariri District Council  
(Non-Voting Member) James Caygill , Waka Kotahi (New Zealand Transport Agency)

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**Principal Advisor**

Tracy Tierney  
Programme Director Greater  
Christchurch Partnership  
Tel: 941 6993

David Corlett  
Democratic Services Advisor  
941 5421  
david.corlett@ccc.govt.nz  
[www.ccc.govt.nz](http://www.ccc.govt.nz)

Unconfirmed

**Karakia mō te Tīmatataka Opening Incantation:** Given by all

Tūtawa mai i runga	I summon from above
Tūtawa mai i raro	I summon from below
Tūtawa mai i roto	I summon from within
Tūtawa mai i waho	and the surrounding environment
Kia tau ai te mauri tū	The universal vitality and energy to infuse
te mauri ora ki te katoa	And enrich all present
Hāumi e, hui e, taiki e	Unified, connected and blessed

**1. Apologies Ngā Whakapāha**

**Committee Resolved GCPC/2024/00001**

That the apologies received from Mayor Phil Mauer, Mayor Sam Broughton, Jane Huria, Gail Gordan, and Dr Te Maire Tau be accepted.

Councillor Niki Mealings/Councillor Lydia Gliddon

**Carried**

Secretarial note: Although an apology Mayor Sam Broughton was able to attend the later part of meeting, arriving during the debate on Item 5.

**2. Declarations of Interest Ngā Whakapuaki Aronga**

Deputy Mayor Neville Atkinson and Councillor Niki Mealings noted that they are Commissioners on the review of the Waimakariri District Plan and will sit back on item 5.

**3. Deputations by Appointment Ngā Huinga Whakaritenga**

There were no deputations by appointment.

**4. Confirmation of Previous Minutes Te Whakaāe o te hui o mua**

**Committee Resolved GCPC/2024/00002**

That the minutes of the Greater Christchurch Partnership Committee meeting held on Friday, 8 December 2023 be confirmed.

Councillor Vicky Southworth/Councillor Niki Mealings

**Carried**

Councillor Templeton joined the meeting at 9.05am after the confirmation of the previous minutes. Mayor Sam Broughton joined the meeting at 9.58am during the debate on item 5.

**5. Greater Christchurch Spatial Plan**

**Committee Comment**

1. Staff spoke to their presentation (attached.)
2. Councillor Niki Mealings and Councillor Neville Atkinson abstained from voting on this item due to a potential conflict with their roles on the Waimakariri District Plan Hearing Panel.
3. During the discussion on this item various Committee members noted their appreciation and acknowledgement to all the staff and the Hearing Panel members who contributed to the

collaborative process that had been followed in developing the Spatial Plan. Members also provided their strong support for its adoption.

4. Cr Templeton was interested to understand the rationale for use of the term “Broad’ in relation to Greenfield and Urban Sprawl. Staff provided advice that they used the definition and terminology reflected in the NPS-UD.
5. Cr Southwark sought clarity on the insertion of “quality” in relation to Opportunity 4. It was noted that this was inclusive and a minor grammatical change can be made to better reflect this in the final wording.

### **Committee Resolved GCPC/2024/00003**

### **Officer Recommendations accepted without change**

#### **Part C**

That the Greater Christchurch Partnership Committee:

1. **Receive** the Hearings Panel Recommendations Report for the Greater Christchurch Spatial Plan dated 17 January 2024, included as **Attachment A**.
2. **Endorse** the final version of the Greater Christchurch Spatial Plan, as recommended by the Hearings Panel in **Attachment B**, as the Spatial Plan for Greater Christchurch.
3. **Recommends** that the Canterbury Regional Council, Christchurch City Council, Selwyn District Council and Waimakariri District Council adopt:
  - a. the Greater Christchurch Spatial Plan as recommended by the Hearings Panel in **Attachment B** as the Spatial Plan for Greater Christchurch.
  - b. the Greater Christchurch Spatial Plan as recommended by the Hearings Panel **Attachment B** as the joint Future Development Strategy for Greater Christchurch for the purposes of meeting the obligation to produce a Future Development Strategy under 3.12 (1) of the National Policy Statement on Urban Development 2020.
4. **Notes** that Mana Whenua, Te Whatu Ora – Health New Zealand and NZ Transport Agency Waka Kotahi will convey the recommendations of the Hearings Panel in **Attachment A** and the details of the **endorsed** Greater Christchurch Spatial Plan as recommended by the Hearings Panel in **Attachment B** as the Spatial Plan for Greater Christchurch to their governance, in a manner that is appropriate within the context of their respective governance arrangements.
5. **Approves** the addition of the Greater Christchurch Spatial Plan Foreword in **Attachment C** to be included in the final version of Greater Christchurch Spatial Plan.
6. **Delegates** authority to the Independent Chair of the Greater Christchurch Partnership to authorise any amendments of minor effect, or to correct minor errors, and make design edits to the final version of Greater Christchurch Spatial Plan.
7. **Notes** that partner Council governance adoption of the Greater Christchurch Spatial Plan will occur over February – March 2024.
8. **Acknowledge** and thank the following Hearings Panel members for the considerable time and effort they have contributed as part of undertaking their role as Hearings Panel members: Stephen Daysh (Independent Chair); Robbie Brine (Waimakariri District Council); Grant Edge (Environment Canterbury); Gail Gordon (Mana Whenua); Victoria Henstock

(Christchurch City Council); Nicole Reid (Selwyn District Council); and Kate Styles (Central Government Representative, Ministry of Housing & Urban Development).

Mayor Dan Gordon/Chair Peter Scott

**Carried**

**Attachments**

A Greater Christchurch Partnership Committee Staff Presentation February 2024

Councillor Henstock left the meeting at 10.03am after the vote on item 5 and did not return.

**Karakia – Whakakapi Closing Incantation: All**

Ka whakairia te tapu	Restrictions are moved aside
Kia watea ai te ara	So the pathway is clear
Kia tūruki whakataha ai	To return to everyday activities
Kia tūruki whakataha ai	
Hui e, tāiki e	Enriched, unified and blesses

**Meeting concluded at 10.12am.**

**CONFIRMED THIS <Enter date as 1<sup>st</sup>, 2<sup>nd</sup>, 3<sup>rd</sup> etc> DAY OF <Enter MONTH YYYY>**

**JIM PALMER**  
**CHAIRPERSON**



## 5. Greater Christchurch Partnership Work Programme

Reference Te Tohutoro: 24/1152750

Responsible Officer(s) Te Pou Matua: Tracy Tierney, Director Greater Christchurch Partnership

Accountable ELT Member Pouwhakarae: Tracy Tierney, Director Greater Christchurch Partnership

### 1. Purpose of Report Te Pūtake Pūrongo

- 1.1 The purpose of this report is to seek formal ratification of the Greater Christchurch Partnership (GCP) work programme and strategic priorities for 2024/25 and confirm approval to amend the meeting frequency of the GCP Committee to quarterly. It also provides an update on the partnership work programme.

### 2. Staff Recommendations Ngā Tūtohu

That the Greater Christchurch Partnership Committee:

1. **Ratifies** the Greater Christchurch Partnership work programme and strategic priorities for 2024/2025 as outlined in Table 1 under 3.2.
2. **Approve** the change of meeting frequency to quarterly.
3. **Notes** the Greater Christchurch Partnership work programme update.

### 3. Work Programme Ratification

- 3.1 The Greater Christchurch Partnership Priorities Workshop was held with the Greater Christchurch Partnership Committee (GCPC) on 19 April 2024. The purpose of this workshop was to discuss and consider the strategic priorities for 2024/25 and seek the committees view on further ways the GCP could be more effective and efficient.
- 3.2 At the meeting the secretariat provided an overview of the current work programme and proposed strategic priorities as shown below.

**Table 1 - Work programme and strategic priorities for 2024/2025**

Current work programme	Status
Monitoring & Reporting – Geater Christchurch Spatial Plan	In development
Joint Housing Action Plan	Phase one implementation on track
Kāinga Nohoanga Strategy	In development
GC2050	To be finalised
PT Futures	In progress
Mass Rapid Transit Detailed Business Case	Awaiting funding decision
Regional Public Transport Plan	On track for delivery by early-2025
Greater Christchurch Transport Plan	On track for delivery by early-2025
<b>Strategic Priorities</b>	
Priority Development Areas	Focus for 2024-25
Economic Development Opportunities	Timing to be determined
Blue-Green Network Opportunities	Timing to be determined
Responding to City/Regional Deals	Awaiting government direction

- 3.3 The view from the GCPC was that the work programme and strategic priorities are supported with a strong focus on implementation and that we do not reinvent the wheel but look for the value-add where existing plans are insufficient or need to be better connected (e.g. blue-green network, economic development).
- 3.4 We are seeking the Committee to formally ratify the GCP work programme and strategic priorities for 2024/25 as noted above.
- 3.5 We will continue to provide an update on the progress with the work programme at future GCPC meetings and through the GCP newsletter.

#### 4. Meeting Frequency

- 4.1 At the priorities workshop it was proposed that the scheduling of the meetings for both the GCPC and CEAG meetings move to a quarterly frequency. This will support efficiency of the partnership by allowing more time to focus on implementation rather than meeting preparation and will make best use of elected members time where key direction and decisions are required.
- 4.2 Feedback received by attendees indicated general support for the change.
- 4.3 In the current Greater Christchurch Partnership Committee – Memorandum of Agreement 2021 in section 8.1 it notes:

*8.1 The Committee shall meet monthly, or as necessary and determined by the Independent Chair in liaison with the Committee.*
- 4.4 It is within the Committees delegation noted in the GCPC terms of reference 4.1, to:

*4.1. Establishing, and where necessary amending, protocols and processes to support the effective functioning of the Committee, including but not limited to those relating to the resolution of conflicting views, communications and public deputations.*
- 4.5 As the decision to change meeting frequency is for the reason of increasing the effective function of the Committee and within the Committees delegations, it is recommended that the GCPC approve the change of frequency in line with MOA point 8.1.
- 4.6 Quarterly meetings of the Chief Executive Advisory Group (CEAG) and GCPC in 2025 will likely be held in the months of February, May, August, and November.

#### 5. Work Programme Update

- 5.1 The GCP work programme update is provided for the Committee to review in Attachment 1. Some areas of note are further expanded below:

*Priority Development Areas*
- 5.2 An initial Priority Development Areas (PDAs) Establishment Workshop was held on Friday 21 June. It was attended by 29 partner staff including representatives from the Ministry of Education. The purpose of the workshop was to create a collective understanding of the PDAs and share initial thoughts on the key opportunities and challenges to achieving the desired outcomes.
- 5.3 This work will be advanced through the Senior Officials Group, drawing on the 2023 work and the information and outcomes from 21 June workshop with the intention to:
  - Identify and agree the current key opportunities, challenges and risks to the successful development of each PDA



- Define what impactful actions partners could take (and who would lead on these) to address the above.
- 5.4 We are aware of the recent government announcements made by Hon Chris Bishop regarding freeing up land for urban development and housing as part of the Going for Housing Growth (GfHG) programme and are working with our central government partners to consider the implications and opportunities this may provide to PDAs.
- 5.5 We will continue to work and engage collectively with all GCP partners as this work evolves. A further update on the progress with PDAs is anticipated to be provided at the October GCPC meeting.

*Kāinga Nohoanga Strategy*

- 5.6 Mana whenua have advised:
- Whitiōria diverted resources to support the Spatial Plan. GCP expressed appreciation to Whitiōria for prioritising the Spatial Plan over the Kāinga Nohoanga Strategy, knowing Ngāi Tūāhuriri were making this sacrifice for the Spatial Plan.
  - Central Government reform – Keeps changing the landscape of local government, which the strategy must respond to. All Councils are facing this challenge currently.
  - Additional people resource has been secured and an update on the delivery timeframe will be available August 2024.
- 5.7 Partners have offered their support and resource, if required, to assist mana whenua with the development of the Kāinga Nohoanga Strategy.

*Greater Christchurch 2050*

- 5.8 The Senior Officials Group (SOG) were provided a revised approach and framework for GC2050 for its consideration at their May meeting. SOG were largely supportive of the draft document and provided feedback that the secretariat is looking to incorporate and provide to the GCPC for endorsement at the October meeting. We are seeking to engage with mana whenua to ensure there is support for the approach.

*Responding to City/Regional Deals*

- 5.9 The secretariat maintains a watching brief for government direction on City/Regional deals. Further detail on the approach and framework is expected late August.

## 6. Secretariat Update

- 6.1 Lucy Baragwanath's resigned from her position, her last day with the partnership was 3 July. Tracy Tierney has taken the lead on the Joint Housing Action Plan in the interim.
- 6.2 As the Partnerships approved work programme is more focused on project delivery than strategic planning over the next 1-2 years, the position description for the role was amended to a Strategic Projects Lead and changed to an 18 month fixed term position. This timeframe aligns with delivery of Phase 1 and 2 of the Joint Housing Action Plan and support for the Priority Development Area projects.
- 6.3 The recruitment process has now concluded. We were delighted that John Bartels accepted the role and commences on 5 August. John has extensive senior local government experience leading and contributing to significant urban development and transport projects on behalf of the City of Port Phillip, Victoria, Australia. John recently relocated to New Zealand to be closer to family.

## 7. GCP Financial Update

- 7.1 At year end to 30 June 2024 the operating budget for the secretariat had a modest surplus of \$82K as shown in Table 2.

**Table 2 – Secretariat Operating Budget Year End Financial Results**

Expense	Approved Budget FY 2023/24	Actuals FY 2023/24
Operating Costs		
-Staff costs & independent chair	610,000	507,000
-Mana whenua Advisory	100,000	100,000
-Administration ( <i>printing, catering, adhoc</i> )	10,000	8,000
-Advice & Communications	70,000	45,000
-CCC Overhead ( <i>accommodation, IT, support</i> )	50,000	65,000
<b>Total</b>	<b>840,000</b>	<b>725,000</b>
Surplus		115,000
Less Joint Housing Action Plan funding carry forward		33,000
<b>Surplus</b>		<b>82,000</b>

- 7.2 The secretariat operating budget for the 2024/25 year remains the same as the 2023/24 year at \$840,000.
- 7.3 Regarding the surplus, the Chief Executive Advisory Group (CEAG) have approved the carry forward of the full surplus and will review again at the end of the current financial year.
- 7.4 Project balances as at 30 June 2024 and project budgets for the 2024/25 year are listed in Table 3. CEAG approved the consolidation of the Greater Christchurch 2050, Greater Christchurch Spatial Plan and project leadership balances into a single Programme Delivery budget item. Expenditure from these funds can only be committed with approval from the Senior Officials Group.

**Table 3 – Project Funding Balances**

Project Balances as at 30/6/24	Programme Delivery	485,956
	Kāinga Nohoanga Strategy	6,522
	Joint Housing Action Plan Development	57,500
Project Budget contribution for 24/25 year	Programme Delivery	180,000
	Engagement & Consultation	80,000

- 7.5 Once project plans for the Phase 2 of the Joint Housing Action Plan and the Priority Development Areas are drafted alongside other projects i.e. monitoring and reporting, a programme budget will be developed aligned to available funding.

## Attachments Ngā Tāpirihanga

No.	Title	Reference	Page
A  	Work Programme Summary	24/1267962	20

# Greater Christchurch Partnership Work Programme Update

Project status summary as at 25 July 2024

Priority	Project / Initiative	Project lead	Timeframe	Key milestones
High	<b>Joint Housing Action Plan</b> - To deliver a collaborative, effective and achievable Housing Action Plan that increases the provision of housing that matches demand of a type, at locations and prices that people can afford in Greater Christchurch.	Tracy Tierney	December 2023	Phase 1 to be completed by December 2024 - <b>Underway</b>
High	<b>Kāinga Nohoanga Strategy</b> - The development of self-governing kāinga nohoanga on Māori Reserve land enabling and providing for kāinga nohoanga within urban areas .	Mana Whenua	TBC	Kāinga Nohoanga Strategy Developed - <b>Underway</b> Support by partners for the implementation of the strategy
High	<b>Greater Christchurch 2050</b> - Set a vision and strategic plan for Greater Christchurch to achieve intergenerational wellbeing	Secretariat	TBC	Committee endorsement of GC2050 framework - <b>Review of draft to be commenced</b>
Medium	<b>PT Futures</b> - Implementation of the endorsed investment programme for improving the public transport network	Sonia Pollard, Jacob Bradbury Sarah Thorne Chad Barker	TBC	<b>October 2023:</b> GCP briefing on the PT Future Acceleration - <b>Completed</b> <b>October 23 onwards:</b> Technical work for both infrastructure and PT service improvements for core routes is progressed and are considered for inclusion in draft 2024-27 LTP's - <b>Completed</b> <b>Early 2024:</b> PT Futures improvements to be included in Council LTPs and NLTP funding bids, PT Futures Infrastructure detailed business case for CCC finalised, Route 7 Single Stage Business Case submitted to Waka Kotahi - <b>Complete</b> <b>Mid 2024:</b> LTP's are approved - <b>Complete</b> <b>September 2024:</b> Funding approved through NLTP (in principal funding for service improvements as detailed business case required). The consideration and potential approval of Route 7 funding confirmed through NLTP.
Medium	<b>Mass Rapid Transit – Detailed Business Case</b>	Haroun Turay (Transport Planner) Stephen Carruthers (Project Manager)	Pre-DBC investigations to end of 23/24	<b>March 2024:</b> Land use and staging investigations drafted - <b>Complete</b> <b>Early 2024:</b> MRT to be included in NZTA's SHIP, Ecan's RLTP, and CCC's LTP for DBC funding in the 24-27 NLTP <b>Mid - late 2024:</b> Approvals of RLTP, LTP, NLTP – <b>Underway</b> . Finalisation and sharing of land use and staging investigations - <b>Underway</b> <b>Late 2024:</b> Subject to funding, DBC scoping and procurement preparation - <b>Underway</b>
Medium	<b>Regional Public Transport Plan</b> - Set out the objectives and policies for delivering public transport and describes the services provided in the future to meet the needs of new and existing customers and the policies which those services will operate by	Len Fleete	March 2025	<b>December - July 2024:</b> Draft Greater Christchurch chapters to Partners for feedback to develop a final draft for consultation - <b>Complete</b> <b>September 2024:</b> RPTP will be released for public engagement and consultation <b>November/December 2024:</b> RPTP Hearing Process and adoption by ECan early 2025
Medium	<b>Greater Christchurch Transport Plan</b> - Set the strategic case and transport interventions required to give effect to the strategic direction for transport in the Spatial Plan and other transport objectives	Jesse Burgess	Late 2024/Early 2025	<b>March 2024:</b> Rescope of the Greater Christchurch Transport Plan. <b>Complete</b> <b>May - October 2024:</b> Develop to Greater Christchurch Transport Plan - <b>Underway</b> <b>October 2024</b> - Present draft Greater Christchurch Transport Plan to GCPC <b>Late 2024/Early 2025:</b> Finalise the Greater Christchurch Transport Plan
Medium	<b>Greater Christchurch Spatial Plan Monitoring and Reporting Framework</b> - a framework that meets the reporting requirements of the NPS UD and the commitments made in the GCSP itself, enabling well-informed, timely decision-making for Governors.	GCP Secretariat	December 2024	<b>July 2024:</b> Reporting timeframes established for GCSP and NPSUD - <b>Underway</b> <b>December 2024:</b> Statutory obligations met, Monitoring framework completed and signed off.
<b>Projects to give effect to implementation of the Greater Christchurch Spatial Plan</b>				
High	<b>Priority Development Areas (PDA) and Priority Regeneration Areas (PRA)</b> - To enable aligned and coordinated action across multiple agencies to inform and prioritise investment to achieve change and growth that will not be delivered by the market on its own.	TBC	TBC	<b>June 2024:</b> Key projects identified for each PDA - <b>Underway</b> <b>December 2024:</b> Scope and leadership of each PDA confirmed
Other	<b>Blue-Green Network Opportunities-</b> To develop an integrated blue-green network strategy reflecting the blue-green network principles and environmental directions. This strategy will also include investigating options to establish a			
Other	<b>Economic Development Opportunities-</b> To ensure there is a comprehensive approach to economic development that integrates and coordinates existing strategies and plans to realise the Spatial Plan's aspirations for economic			
Other	<b>Spatial Plan Implementation – statutory tools</b> - To assess, propose and implement the suite of statutory tools that will give effect to the Spatial Plan and enable delivery of the joint work programme.			
Other	<b>Spatial Plan Implementation non-statutory tools</b> - To assess, propose and implement the suite of non-statutory tools that will give effect to the Spatial Plan and enable delivery of the joint work programme.			
Watching Brief: New Government Policy Direction, Local Water Done Well and RMA legislation changes, City/Regional Deals				

## 6. Development of the Greater Christchurch chapters for the Canterbury Regional Public Transport Plan

Reference Te Tohutoro: 24/1144076

Responsible Officer(s) Te Pou Matua: Sonia Pollard and Stewart Gibbon, Environment Canterbury

Accountable ELT Member Pouwhakarae: Tracy Tierney, Director Greater Christchurch Partnership

### 1. Purpose of Report Te Pūtake Pūrongo

1.1 The purpose of this report is to:

- Present the draft of the refreshed Canterbury Regional Public Transport Plan 2025-2035 (RPTP) to the Greater Christchurch Partnership Committee (GCPC) for endorsement.
- Confirm the Canterbury Regional Public Transport Plan hearing panel members and adopt the terms of Reference for the Greater Christchurch RPTP Panel.

### 2. Staff Recommendations Ngā Tūtohu

That the Greater Christchurch Partnership Committee:

1. **Endorse** the attached Draft Canterbury Regional Public Transport Plan 2025-2035 document to Environment Canterbury to enable the Draft Plan to be notified to the public and the special consultation process to begin.
2. **Reconfirm or nominate** a replacement member of the Greater Christchurch Partnership Committee to form part of the RPTP Hearings Panel as required.
  - a. The Waimakariri District Council representative will be either Mayor Dan Gordon or .....
  - b. The Selwyn District Council representative will be either Mayor Sam Broughton or .....
  - c. The Christchurch City Council representative will be either Councillor Sara Templeton or .....
  - d. The Environment Canterbury representative will be either Councillor Vicky Southworth or .....
3. **Adopts** the terms of Reference for the Greater Christchurch RPTP Panel noting any amendment to the panel members will be amended in the final version.

### 3. Context/Background Te Horopaki

#### Background

- 3.1 All regions are required to have a Regional Public Transport Plan (RPTP) under the Land Transport Management Act (LTMA). LTMA section 117 outlines the purpose of the RPTP.
- 3.2 In accordance with s119(1), the preparation and adoption of the RPTP is the responsibility of the Regional Council.
- 3.3 The LTMA (s119(4)) expressly prohibits delegation of the responsibility for adopting, varying, or renewing a RPTP. However, the Greater Christchurch Partnership has been delegated

responsibility to develop the Greater Christchurch component of the Regional Public Transport Plan and recommending approval through the Canterbury Regional Council.

3.4 The GCPC strategic transport functions include:

- Considering key strategic transport issues, national policies and public transport associated collaborative business cases.
- Developing the Greater Christchurch component of the Regional Public Transport Plan (RPTP) and recommend to the Canterbury Regional Council for approval, when required.
- Monitoring the delivery of the strategic public transport work programme in Greater Christchurch

3.5 Since the publication of Canterbury's existing Regional Public Transport Plan (RPTP) in 2018, there have been significant changes to Greater Christchurch and Timaru's public transport network that have required updates to the RPTP, which have not occurred. Ensuring RPTPs are current and reflect a region's aspirations is important because it provides direction to the public, co-investors and the public transport sector on what is required to deliver on these aspirations.

3.6 Guidance from NZTA requires that *Public Transport Authorities must renew and adopt a regional public transport plan at least once every six years and, if necessary, renew or vary their regional public transport plan at the same time as, or as soon as practicable after, the public transport service components of a regional land transport plan are approved or varied.*

3.7 NZTA supports priority resourcing being afforded to the RPTP's development and completion via the Greater Christchurch Partnership. This is because:

3.7.1 The current RPTP now being six years old

3.7.2 Previous network changes that have not been reflected in the RPTP

3.7.3 The recent adoption of the 2024-2034 Regional Land Transport Plan and the new Government Policy Statement on Land Transport.

3.8 At the GCPC meeting in October 2023, members were advised that the Regional Public Transport Plan refresh process had begun and that, while the Greater Christchurch Partnership Committee has responsibility to develop the Greater Christchurch components of the RPTP, the Canterbury Regional Transport Committee was also interested in the development of those components of the plan relating to public transport provision outside Greater Christchurch.

3.9 The GCPC was provided with a report seeking their endorsement on the approach for development of the Greater Christchurch component of the Canterbury RPTP 2024-34, including forming a hearings panel for the purpose of advancing the development of the refreshed RPTP through the public facing engagement process.

3.10 Should the draft RPTP be endorsed, it will then be forwarded to Environment Canterbury for adoption, before the engagement commences in September and the subsequent public submissions/hearings processes are completed in the later quarter of 2024.

### **Development of the Draft Plan**

3.11 Since October, officers have taken a measured approach to the plan refresh process that has allowed subject matter experts from all partner councils and the New Zealand Transport Agency to participate in a fit-for-purpose update of the 2018 Plan document.

3.12 The Plan content has subsequently been refreshed to take into consideration the extensive range of established policy and operational decisions taken over that time that will lead public

transport delivery in Greater Christchurch over the next 10 years and beyond. The draft RPTP 2025-2035 (attached) now reflects:

- The evolution of the Greater Christchurch Spatial Plan and the Huihui Mai engagement, particularly the work undertaken to date to progress toward Mass Rapid Transit.
  - The agreed programme of work that has evolved from the PT Futures Business Case process and looks to upgrade frequencies on major public transport corridors to turn-up-and-go standards.
  - The development of faster, more direct services into the Christchurch CBD from Selwyn and Waimakariri Districts that was also developed through the PT Futures Business Case.
  - Inclusion of infrastructural elements of the operation of PT services. District and city councils have outlined the programmes of work to support PT delivery, again largely based on PT Futures.
  - Changes to fare policies to ensure that price is kept affordable and enable a broader range of concessions for deserving sectors of the community and to incorporate the requirements of the Motu Move national ticketing solution. These developments should ensure that barriers to public transport usage from a payment perspective, are removed.
  - The growing role of zero emission vehicles within the public transport fleet.
  - The development of on-demand public transport, as demonstrated through the Timaru MyWay by Metro model.
  - Changes to the procurement environment resulting from the introduction of the Sustainable Public Transport Framework that allows more flexibility in how services are contracted and delivered.
  - Changes to reflect updated requirements of the New Zealand Transport Agency including definition of services and service levels.
- 3.13 The Plan changes that require additional investment will be caveated subject to funding, until such time as the investment trajectory for public transport improvements is confirmed.
- 3.14 This refreshed draft plan will form the basis of the public facing engagement process, which is scheduled to begin in September and will be followed by hearings in late November. This engagement will largely take an inform approach, as many of the changes to the Plan having been previously canvassed through previous processes (such as Huihui Mai last year).
- 3.15 The submissions/hearings for the Greater Christchurch Partnership area are programmed for November and will be mirrored by a similar process run by the Canterbury Regional Transport Committee.

### **Hearings Panel Membership**

- 3.16 In October 2023, the GCPC were asked the committee to nominate four GCPC representatives (one from each Council) to form the Greater Christchurch RPTP Hearings Panel for the purpose of hearing submissions on the Greater Christchurch components of the draft Canterbury Regional Public Transport Plan 2024-34 and making recommendations to GCP.
- 3.17 At the meeting the hearings panel nominations were confirmed as:
- a. The Waimakariri District Council representative will be Mayor Dan Gordon.
  - b. The Selwyn District Council representative will be Mayor Sam Broughton.
  - c. The Christchurch City Council representative will be Councillor Sara Templeton.

d. The Environment Canterbury representative will be Councillor Vicky Southworth.

- 3.18 Subsequently, some of the hearing panel members have advised that their availability in November (when the hearings need to take-place if the project is to meet its completion target of early 2025) may be compromised. To ensure there is no impediment to the hearings and deliberation process, and to enable the committee to meet its target to present a refreshed RPTP to Environment Canterbury in the early 2025, it is recommended to reconfirm panel membership or nominate a replacement panel member should the need arise.
- 3.19 While there is not statutory deadline to complete the RPTP, the LTMA section 126 notes the RPTP must be reviewed at the same time or as soon as practicable possible after the RLTP has been approved. The RLTP was approved on 19 June 2024.



**Timeline and next steps**

- 3.20 The indicative timeline below provides detail on the dates that the engagement process runs, and the subsequent hearings and deliberations processes that will be undertaken.

Draft Regional Public Transport Plan Public Consultation starts	25 September 2024
Final date for Submissions	24 October 2024
Greater Christchurch Partnership Hearing dates	18 & 19 November 2024 (note reserve days 25 and 26 November if needed)
Hearing Report available to panel	3 December 2024
Greater Christchurch Partnership Hearing Panel Deliberations Hearing Panel report to GCPC for decision on recommendations GCPC recommends adoption to Environment Canterbury	11-20 December 2024 February 2025 February/March 2025

- 3.21 Meeting dates have also been previously emailed out to committee members calendars to notify of the hearing’s dates.

**Attachments Ngā Tāpirihanga**

No.	Title	Reference	Page
A 	Terms of Reference for the Draft RPTP Hearing Panel	24/1193426	25
B 	Draft Regional Public Transport Plan 2025-2035	24/1333522	27



**Canterbury Regional Public Transport Plan Greater Christchurch Hearings Panel  
Terms of Reference**

Reporting to	Greater Christchurch Partnership Committee
Membership	Mayor Dan Gordon - Waimakariri District Council Mayor Sam Broughton - Selwyn District Council Councillor Sara Templeton - Christchurch City Council Councillor Vicky Southworth - Environment Canterbury Council The panel will have a provision for a replacement to be provided from each council should a member be unavailable.
Quorum	A quorum shall consist of <b>three</b> panel members.
Objective	To consider and make recommendations on the submissions received on the Greater Christchurch components of the Draft Canterbury Regional Public Transport Plan.

**Context**

Given the importance of public transport to Greater Christchurch, Greater Christchurch Partnership Committee's (GCPC) participation in the special consultative process for the Greater Christchurch elements of the Plan, leading to the adoption of the new Canterbury RPTP 2025-35, is essential.

The GCPC strategic functions include developing the Greater Christchurch component of the Regional Public Transport Plan (RPTP).

The RPTP needs to be updated to reflect the strategic direction and decisions that have been made over recent years e.g. Public Transport Futures.

The RPTP document is being brought up to date. To achieve this, partnership staff will develop an initial draft of the RPTP, based on the direction provided by previous decisions.

An initial draft of the Greater Christchurch component will be provided to GCPC for feedback in July 2024, with a final draft for public consultation then prepared for public consultation.

This will cover the collaborative requirement of s.117 of the Land Transport Management Act while strengthening the strategic transport planning function that the Committee has been vested with in its terms of reference.

**Scope of Activity**

1. To consider all submissions received in respect of the Draft Canterbury Regional Public Transport Plan, including oral and/or online presentations from submitters wishing to be heard
2. To receive an officers' report (being the collective advice from the partner staff) in response to the matters raised through submissions.

3. Following the consideration of submissions, hearing from submitters, and receiving of an officers' report the Panel will hold deliberations and make recommendations, in a written report, to the Canterbury Regional Council on responses to submissions and Greater Christchurch changes to the Draft Canterbury Regional Public Transport Plan as a result of the public consultation process.

4. The Hearings Panel shall run the hearings, managing submitter presentation time, questions from the Panel and any procedural matters or communications.

#### **Power to Act**

1. Adopt and provide to submitters, appropriate procedures for hearing submissions and undertaking deliberations, including but not limited to determining appropriate:

- a. Locations for the Panel to hear from submitters.
- b. Timings allocated to submitters wishing to be heard.
- c. Any grouping of submissions to assist consideration by the Panel.

2. To conduct meetings for the purpose of hearing and considering submissions made on the Draft Canterbury Regional Public Transport Plan that relate to Greater Christchurch.

3. Following the consideration of submissions, hearing from submitters, and receiving of an officers' report, the Panel will hold deliberations and make recommendations to the Canterbury Regional Council in a written report on responses to submissions and changes to the Draft Canterbury Regional Public Transport Plan as a result of the public consultation process.

4. The panel may seek legal advice from the Partnership's or the Canterbury Regional Council's legal counsel as necessary to assist deliberations and enable it to make recommendations.

5. In the event that considerations on any particular submission or issues are not unanimous then the majority view of the panel shall be reflected as the Panel's recommendation. However, the dissenting view shall also be outlined in the recommendation report.

#### **Power to Recommend**

1. To make recommendations to the Canterbury Regional Council on responses to submissions and changes to the Greater Christchurch components of the Draft Canterbury Regional Public Transport Plan as a result of the public consultation process.

#### **Discharge**

1. The Hearings Panel will be discharged at the point the final Canterbury Regional Public Transport Plan 2024-2035 is adopted by the Canterbury Regional Council.

#### **Hearing Panel administrative support**

The Panel will be provided administrative and logistical support as appropriate in order to fulfil its function and terms of reference. Where this is not able to be provided by partner staff, external temporary resourcing will be provided.

# Canterbury Regional Public Transport Plan 2025-35

Mahere mō Waitaha  
Ngā Waka Tūmatanui

DRAFT







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## The Metro story Te Kōrero mō Te Taone Nui

### Our region, connected by our network

**Ōtautahi/Christchurch sits on a mosaic of historic wetlands and waterways formed by a powerful connection between the mountains and the sea.**

Across this land lay a network of trails, streams and rivers that connected settlements and provided access to areas of vast natural resource, full of native birds, fish and plants that sustained the people who lived there.

These resources were shared amongst the hapū/sub-tribes of the region through kaihaukai, a system that wove together trade, kinship and mahinga kai/food resources.

People would travel the region to exchange ngā kai/food that was the best each had to offer and represented the wealth, health and uniqueness of their area.

*Ka noho a Ōtautahi ki ngā tini kūkūwai me ngā arawai, nā te hononga o ngā maunga ki te moana i hanga.*

*I ngā wā o mua i tūhonoa tēnei whenua e ngā ara, e ngā arawai, e ngā awa hoki. I tūhono atu ngā wāhi noho, ki ngā wāhi kai/wāhi mahinga kai – i reira ngā manu, ngā ika me ngā tupu e ora pai ai ngā tāngata whenua.*

*I tohaina ēnei rauemi ki ngā hapū o te rohe mā te kaihaukai, he tikanga i whakakotahi i te hohoko, te whanaungatanga me te mahinga kai hoki.*

*I hāereere ngā tāngata huri noa i te rohe ki te whakawhiti i ā rātou tino kai hei tohu i te whai rawa, i te oranga, i te rerekētanga hoki o ō rātou ake wāhi.*

### Metro – a vital connection

**Surrounded by our urban environment, Metro is our network that provides a vital connection between people and the Greater Christchurch area.**

By weaving into the design and experience the fundamentals of kaihaukai we hope to create a meaningful sense of place and connection that enriches people's understanding of their region.

This is why the Metro bus livery is made up of motifs and iconography inspired by taonga/treasure species, the foods and resources shared by hapū/sub-tribes, and the natural landscape that connected them.

Altogether, it represents our connection to the natural environment and reminds us of our shared responsibility.

*I ēnei rā, i te ao hurihuri, ko Metro tērā e tūhono ana i ngā tāngata ki te rohe whānui o Ōtautahi.*

*Ko te tūmanako, mā te whakatō i ngā āhuatanga o te kaihaukai ki ngā whakaahua me te wheako e rongu kau ai ngā tāngata i te hononga ki tēnei wāhi, hei whakawhānui i ngā mōhiotanga ki tō tātou rohe.*

*Koirā te take ka hua mai ngā whakaahua Metro i ngā āhua me ngā tohu nō ngā taonga, nō ngā kai, nō ngā rauemi i tohaina ai e ngā hapū o konei, me te taiao i tūhono ai i a rātou.*

*Arā, he tohu o te hononga ki te taiao hei whakamaumahara i a tātou - mā tātou katoa e tiaki.*

**Read more about our [connected region](#).**





## Foreword

### He Whakatakinga



Effective public transport contributes to our environmental, social, and economic goals. It is a lifeline that connects people to work, school, recreation, and to their friends and family.

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Replacement text  
to be supplied





**Replacement text  
to be supplied**



## Executive summary

### Whakarāpopototanga Whakahaere



The Canterbury Regional Public Transport Plan (RPTP) sets out Environment Canterbury's plan for delivering public transport in Canterbury. It sets out the vision, objectives and policies that apply to the public transport network in Canterbury.

**It describes the services that we propose to provide in the future to meet the needs of new and existing customers alongside the policies which those services will operate by.**

**It also explains how we will work in partnership with operators and territorial authorities in the region.**

#### What is Public Transport?

Public transport is a multi-modal system which integrates passenger vehicles with ferries, walking, cycling, shared transport, park & ride services and demand responsive transport, some of which will be provided publicly and some privately.

A successful public transport system provides better connections and accessibility to the services and activities people need. It is a major contributor to economic, social, and environmental goals.

#### Why is a Plan Needed?

Over 80% of Canterbury's population lives in Greater Christchurch.

By 2050, more than 700,000 people are projected to be living in Greater Christchurch – 30% more than there are today, with the population potentially doubling to 1 million people within the next 60 years. It's important to plan for how this significant growth will be accommodated and provided with a transport system that meets their needs.

Canterbury needs robust transport services to support growth and keep communities connected. Public transport has a key role to play. We want more people to use public transport more often so they can access key centres and opportunities, quickly and conveniently.

Improving public transport is a priority for the Greater Christchurch Partnership and supports the aspirations set out in the Greater Christchurch Spatial Plan. The Spatial Plan and the RPTP outline the importance of integrating land use and transport planning. Together the plans set out the long-term actions to progress Public Transport network towards Mass Rapid Transit (MRT) for parts of Greater Christchurch.

Beyond Greater Christchurch, communities in the broader region also aspire to how public transport services can support their needs to access services and activities.

As Canterbury's second major population centre, Timaru has had a long history of public transport provision within a smaller urban context.

The nature of what constitutes 'public transport' has changed with shared services, micro mobility and technology changing how we travel and plan trips. The public transport response in Timaru has evolved to provide for a different typology that better meets community needs. MyWay by Metro now provides an on-demand responsive transport has proved to be hugely successful in the district.



The RPTP continues to inform the process to decarbonise public transport. Since the adoption of the RPTP 2018-28, Environment Canterbury has been working with operators to increase the proportion of zero emission vehicles in the fleet and optimise their usage across the network. Currently approximately 20% of the fleet is zero emission electric buses.

Decarbonising the bus fleet is an important part of the system-wide move to build a more resilient New Zealand. It will help us reach our emissions target, support health outcomes, and improve amenity in our towns and city.

### Priorities

There is a significant opportunity to improve how 'attractive' and user-friendly public transport is and get more people using our service, more often.

In 2020, we committed to further improving public transport to cater for growth in Greater Christchurch and address customer needs. Some of this is happening already, and some will take more time, depending on the funding we receive.

The investment programme for public transport in Greater Christchurch has been developed via a partnership which includes the Canterbury Regional Council, Waimakariri District Council, Selwyn District Council, Christchurch City Council and New Zealand Transport Agency, Waka Kotahi. The programme is referred to as "Public Transport Futures (PT Futures)".

PT Futures brings together public transport services and the infrastructure that will ensure it is 'fit for purpose'. It acknowledges that public transport is a customer-centric service and removing barriers to using public transport are critical to the success of our future network.

The improved service provision is focused on retaining existing customers, attracting new users and increases patronage across the network.

### Key priorities are in this RPTP are:

- **Improving our environment** by continuing to decarbonise the fleet and support health based outcomes.
- **Growing Patronage** by adopting the PT Future Network to provide improvements including more frequent services, greater priority for public transport frequent routes and a high-quality customer experience.
- **Accessibility** including the integration of land use and transport planning support and increasing the number of households that can access a key activity centre by public transport within 30 minutes travel time.
- **Innovation and technology** ensuring these emerging opportunities like Motu Move (the new National Ticketing System) integrate with, improve, and compliment our public transport system.
- **Affordability.** Public transport needs to be affordable for all.





## About this Plan

This RPTP includes the legislative requirements for the management of public transport services, the vision, and key directions for the long-term transformation of public transport, an action plan (Section x), which is set out into three timeframes: operational (0-3 years), tactical (0-10 years) and strategic (0-30 years) to reach the thirty-year vision.

This RPTP has been prepared in accordance with the Land Transport Management Act 2003 (LTMA) and the Land Transport Management Amendment Act 2013. The 2018-28 RPTP has been reviewed to develop this Plan and follows the NZTA guidelines for preparing regional public transport plans.

### Part A: The Network Story

1. Our long-term vision for public transport in Canterbury and our priorities.
2. An action plan that summarises our three, ten and 30-year actions – all designed to achieve our vision.
3. Presents the redesign of the public transport network and the principles it is based on how the network is designed to be the foundation of our system into the future.
4. Summary of the objectives and policies contained in part B.

### Part B: Policies

Part B sets out our operational policies in four key areas:

1. The network: service, infrastructure, and supporting measures.
2. Customers.
3. Funding and fares.
4. Standards, procurement, monitoring and review.

### Part C: Supporting information

Part C includes appendices and additional technical detail, strategic context, and legislative requirements.





**Part A:**  
**The network  
Story**  
Wāhanga A -  
Te Kōrero  
Tūhononga



## 1. Introduction / Kōrero Whakataki



The Regional Public Transport Plan (RPTP) sets out the vision, objectives and policies that apply to the public transport network in Canterbury.

**It describes the public transport system that the Canterbury Regional Council (Environment Canterbury) proposes to fund and operate in partnership with local councils and the NZ Transport Agency Waka Kotahi (NZTA).**

Collaboration across agencies is vital to ensure that services and infrastructure align and complement each. The Plan reflects the joint commitment to provide a successful, customer focussed public transport network.

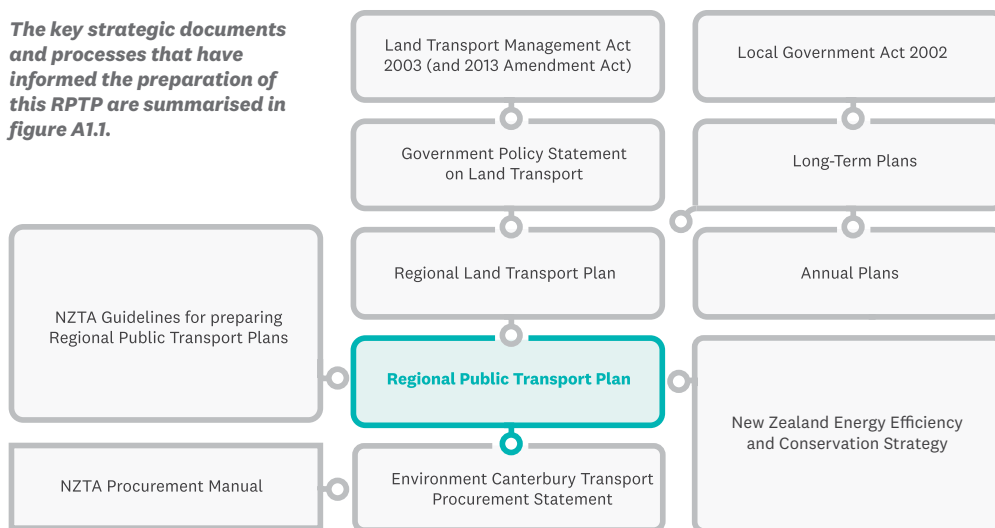
The RPTP has been developed in collaboration with the Greater Christchurch Partnership Committee (GCPC) and the Canterbury Regional Transport Committee (CRTC).

Membership of these groups includes Environment Canterbury, NZTA, Christchurch City Council, all District Councils, Ngāi Tahu, and Health NZ/ Te Whatu Ora (previously the Canterbury District Health Board). Collaboration is key to the successful integration and delivery of public transport infrastructure, services, planning and funding.

### 1.1 Strategic context

The RPTP sits within a broader strategic planning and investment framework and aligns with national and local direction for public transport. Strategies, plans and processes that have influenced the development of this Plan are outlined in Appendix x. These include: the draft Government Policy Statement on Land Transport (GPS); the Canterbury Regional Land Transport Plan 2024-34; Greater Christchurch Spatial Plan; Greater Christchurch Transport Plan; Christchurch Transport Strategic Plan and Waimakariri District Council's Integrated Transport Strategy.

**The key strategic documents and processes that have informed the preparation of this RPTP are summarised in figure A1.1.**





### 1.2 Funding

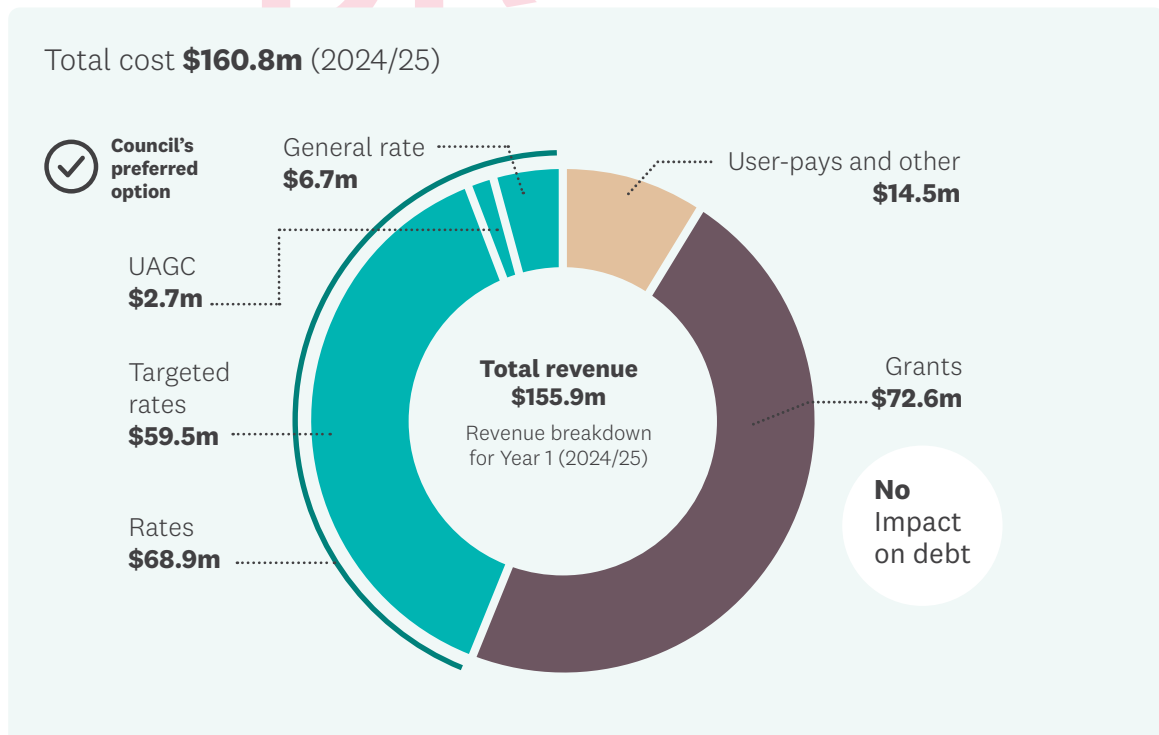
Public transport services are funded through a combination of fares, Environment Canterbury rates and Central government subsidies. While a proportion of the funding is made up of fares that passengers pay as they board, the remainder is split between Environment Canterbury rates and Central government funding (generally on a roughly 50/50 basis).

Public transport infrastructure, such as bus stops and shelters, are generally funded through city and district council rates and subsidies from the National Land Transport Programme (NLTP).

The NLTP matches local investment on an approximately dollar-for-dollar basis. District councils invest in infrastructure to support the public transport system through the local rates determined in their long-term plans.

The Regional Land Transport Plan (RLTP) is a ten-year investment plan, and the RPTP takes the investment allocation to public transport outlined in the RLTP. The RPTP explains how it will be delivered and translated to services, infrastructure and supporting elements.

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Adapted from Environment Canterbury Long-Term Plan 2024-34 consultation document





### 1.3 Roles and responsibilities

Environment Canterbury is responsible for the delivery of public transport services in Canterbury. We set the bus routes, schedules, and the types of vehicles used. We contract specific services to specialist urban public transport providers who provide the buses, ferries, drivers and staff to support these services.

Public transport infrastructure – such as bus stops, shelters, real-time information systems, bus lanes, and hubs like the Central Bus Interchange in Christchurch – are funded and provided by our local and central government partners (Christchurch City Council, Timaru, Selwyn and Waimakariri District Councils, and NZTA).

The scope and delivery of public transport in the region is determined by legislation, policy, funding cycles and processes. Environment Canterbury will continue to advocate for improvements and funding so that full benefits of the public transport system can be realised.

### 1.4 Integration with spatial planning

Integrated approaches to land use and transport planning are an important consideration for public transport.

The Greater Christchurch Partnership Committee and the Crown formed an Urban Growth Partnership for Greater Christchurch – the Whakawhanake Kāinga Committee, to work together to advance shared urban growth objectives relating to housing, infrastructure, and land use within the context of the Urban Growth Agenda.

The Urban Growth Partnership for Greater Christchurch aims to create more liveable communities, manage the distribution of new housing, improve transport links, and enhance environmental outcomes.

As Greater Christchurch grows, land use patterns and transport networks must be integrated. The Spatial Plan for Greater Christchurch includes proposals to link areas of intensive development with better public transport alternatives including Mass Rapid Transit (MRT). There is significant alignment with the public transport strategy from many years of collaboration.

### 1.5 Challenges and opportunities

#### COVID-19

The COVID-19 pandemic impacted our ability to operate and fund service improvements from 2021-2022. Even now travel is still affected with more people choosing to work from home. During 2023, the national driver shortage severely disrupted service provision and funding constraints delayed roll-out of improvements.

Despite these challenges, patronage numbers had returned to pre-COVID levels and are continuing to increase.

#### Public Transport Futures

In 2020, alongside Greater Christchurch partners, we committed to delivering Public Transport Futures (PT Futures), a 10-year investment programme that will see higher frequency services, realignment of routes and improved routes.

The focus is on improving journey times and reliability, improving access to growth areas and destinations, and removing the barriers for people using public transport. PT Futures is expected to deliver a range of benefits including reduced congestion, improved air quality and increased accessibility. Further improvements to the network will be rolled out during the lifetime of this RPTP as funding is secured.



## 1.6 Key achievements since the last RPTP

### Decarbonisation of the PT fleet

We committed to the decarbonisation of our fleet, to reduce emissions and contribute to achieving Central government's target of net-zero carbon in New Zealand by 2050. We now have 41 fully electric buses operating in Canterbury.

### New route

In September 2023, Route 8 (Port-to-Port) commenced with 15 min frequencies following a review of Routes 17 and 28.

### New peak only services

In January 2021, we introduced several peak-only services for outlying towns.

### Simplified fares

As a response to the effects of the COVID-19 pandemic, we reduced and simplified user charges on public transport to assess the effect on patronage and stimulate usage.

The simplified fare structure trial started on 1 July 2023 and showed a 4.2% patronage growth compared to pre-COVID-19 pandemic levels.

### Adoption of MyWay by Metro

Timaru's MyWay by Metro on-demand public transport was adopted following a successful service trial. Timaru residents have increased their use of public transport by more than 30%.

### New network branding

A single network brand weaving an historical, cultural story into Metro's design and experience was introduced in 2019. The branding contributes to creating a meaningful sense of place and connection that enriches understanding of our region and the usability of our services.





### 1.7 Changes in policies and frameworks

In 2024, the Urban Growth Partnership for Greater Christchurch – the Greater Christchurch Partnership Committee endorsed the spatial plan for Christchurch during February 2024. Not all of these can be captured here - the following are directly influence the vision and priorities set out in this RPTP.

2023	Sustainable Public Transport Framework (SPTF)	<p>The SPTF replaced the Public Transport Operating Model (PTOM). The new framework applies to the planning, procurement, and delivery of public transport services. Anticipated benefits including:</p> <ul style="list-style-type: none"> <li>• Supporting ‘on-demand’ public transport services.</li> <li>• Allowing councils to own and operate services in house.</li> <li>• Improving pay and working conditions.</li> <li>• Delivering routes and services that reflect community needs.</li> <li>• Incentivising decarbonisation of the fleet.</li> </ul>
2022	<p>Te hau mārohi ki anamata</p> <p>Towards a productive, sustainable and inclusive economy: Aotearoa New Zealand’s first emissions reduction plan</p>	<p>Te hau mārohi ki anamata set out the cross-sector actions to reduce emissions and achieve New Zealand’s emissions budget. The Plan calls for a 41% reduction in emissions from the transport sector by 2035 (from 2019 levels). A key action in the plan is to improve the reach, frequency and quality of public transport, and make it more affordable for low-income New Zealanders.</p>
2023	Greater Christchurch Spatial Plan	<p>In 2024, the Urban Growth Partnership for Greater Christchurch –the Greater Christchurch Partnership Committee endorsed the spatial plan for Christchurch. The Spatial Plan focuses on a strengthened network of urban and town centres. It confirms the focus on targeted intensification in urban and town centres around public transport corridors and improved public transport connections between key centres. It also sets out the evolution toward Mass Rapid Transit to enhance Christchurch’s infrastructure, support high growth and reduce emissions.</p>
2024	Draft Government Policy Statement of Land Transport	<p>Under GPS 2024, existing public transport services will continue to be funded where they are cost effective, achieve value for money, and achieve the expected outcomes of less congestion and increased patronage. This GPS also includes investment in a number of major public transport projects that will deliver better public transport options for commuters but does not specifically mention greater Christchurch or Canterbury. The GPS notes that there has also been a significant decrease in the private funding for public transport (fare revenue and third-party funding). Increased public transport fare-box recovery and third-party revenue will be expected from local government.</p>



## 2. The future of public transport

Ngā waka tūmatanui ā tōna wā



### Our vision:

Public transport is the mode of choice for more people and provides a safe, frequent, seamless, low emission transport option.

### 2.1 What does the future system look like?

To meet this vision the public transport system will have the following features:

#### Integrated land and transport planning

The public transport system will sit at the heart of a transport network that is integrated with urban development.

PT Futures and the Greater Christchurch Spatial Plan provide a strong emphasis on land and transport integration where public transport has a significant role in getting people to activities and services.

Better integrated public transport will have the following features:

- ‘Turn up and go’ (TUAG) services on key corridors with supporting priority measures. This will offer reliable and efficient journeys for customers with frequency of ten minutes or better through the day. This will remove the need for customers to pre-plan their journeys.
- Frequent routes will be supported by a network of scheduled and flexible services. Flexible options may include demand responsive transport, bike/scooter sharing, ride sharing, or car sharing to connect people to their destination or nearest frequent or rapid transit services.

#### Seamless ticketing

Improving the customers’ experience through easy access to information, on-board features, and better bus stops and hubs is integral for the best public transport service.

An integrated ticketing system will also be key to improving customer experience. The National Ticketing Solution (NTS) is being rolled out in Greater Christchurch and Timaru in 2024/25. With NTS, customers will be able to pay fares using on-board contactless payment options. Customers using public transport will be able to switch effortlessly between public transport and other shared services.





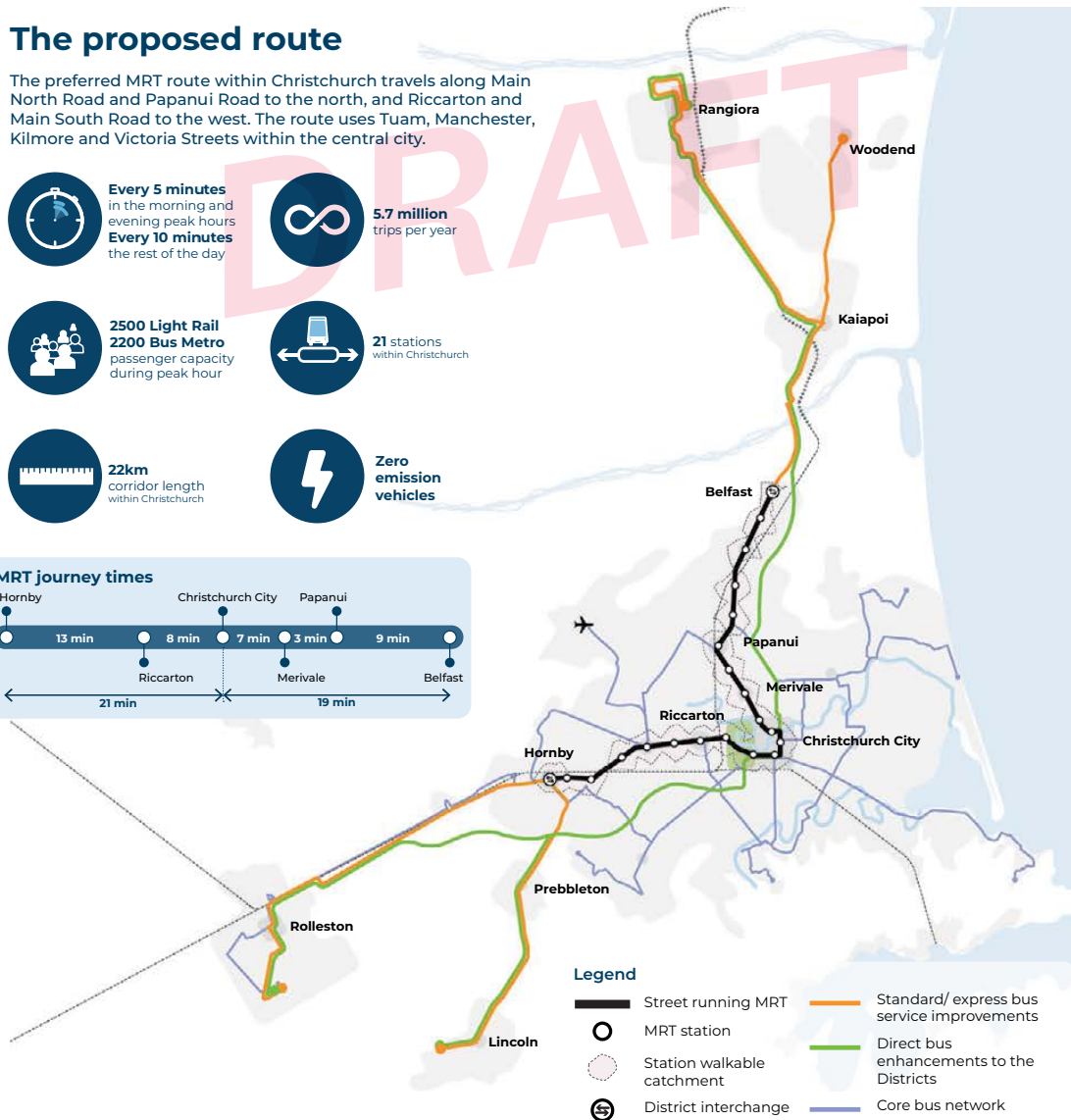
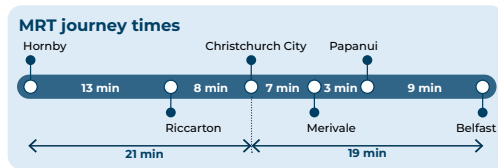
### Mass Rapid Transit

Mass Rapid Transit (MRT) will run on dedicated transport corridors where public transport and active modes are prioritised. MRT routes will connect Christchurch City Centre with key centres in the north and west. Separated public transport corridors and park and ride facilities will enable a high-speed service. In the long term, MRT will further influence the shape of the city as value uplift is realised and growth is focused on key corridors.

### The proposed route

The preferred MRT route within Christchurch travels along Main North Road and Papanui Road to the north, and Riccarton and Main South Road to the west. The route uses Tuam, Manchester, Kilmore and Victoria Streets within the central city.

- Every 5 minutes** in the morning and evening peak hours  
**Every 10 minutes** the rest of the day
- 5.7 million** trips per year
- 2500 Light Rail**  
**2200 Bus Metro** passenger capacity during peak hour
- 21 stations** within Christchurch
- 22km** corridor length within Christchurch
- Zero emission vehicles**



Mass Rapid Transit - Shaping Greater Christchurch



### Adaptive technology

Customer-facing technology solutions will be part of improving the customer experience.

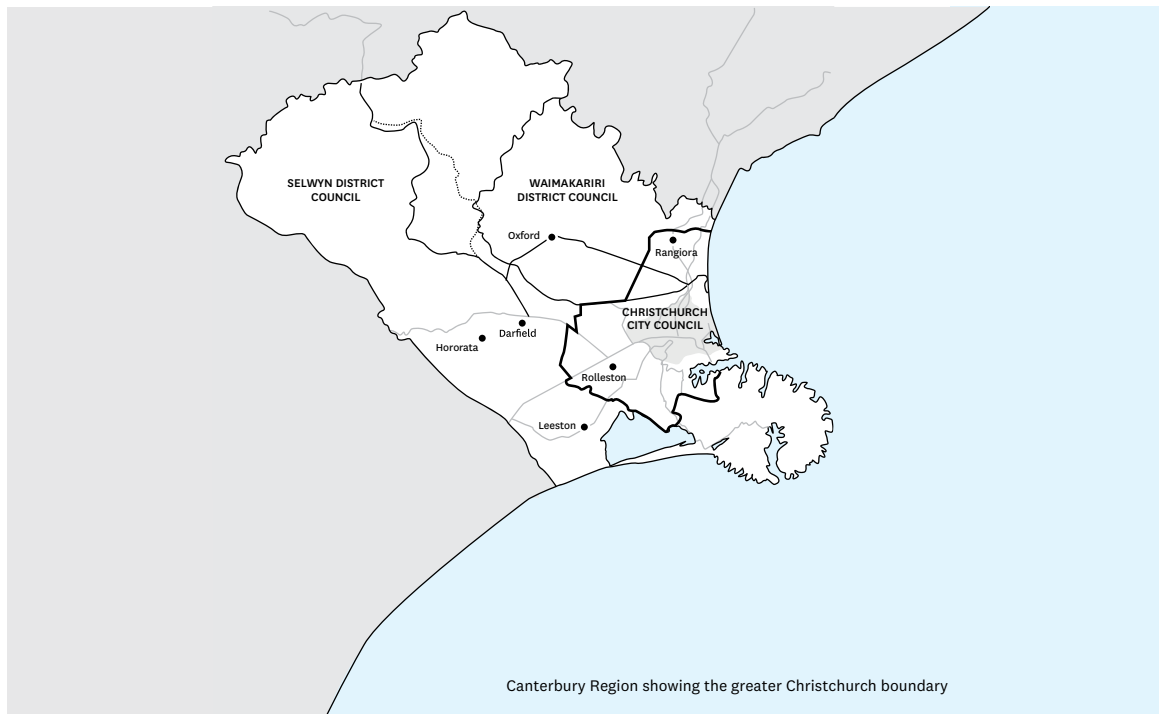
The increasing availability of data and improved connectivity will allow travellers to plan multi-stage journeys with confidence and on the go.

Vehicle, charging and information technology will continue to evolve. The public transport system will be equipped to adapt to these new opportunities in information technology, intelligent transport systems, and support the vision for zero emission vehicles.

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### 2.2 Meeting the needs of a growing region

Over the past 15 years, Christchurch and its surrounding towns have grown rapidly. This growth will continue. By 2050, more than 700,000 people are projected to be living in Greater Christchurch – 30% more than there are today, with the population potentially doubling to 1 million people within the next 60 years.



Canterbury Region showing the greater Christchurch boundary



We need to accommodate this significant growth by providing people with a transport system that meets their needs. Growth means more people will be making more trips across the transport network. Unless there is increased public transport use, there will continue to be increased congestion at peak times for all road users. There is also a pressing need to look after the environment and to respond to the effects of climate change. The integration of sustainable transport and land use planning is essential to managing this growth.

To realise the benefits of public transport we need to provide a service that is an attractive and everyday travel choice. High quality public transport services are reliable, frequent, fast, comfortable, accessible, convenient, affordable, and safe, and serve routes for which there is demand.

As of 2023, public transport mode share in Greater Christchurch was around 2.8% (12.5 million trips). Public transport patronage in Greater Christchurch peaked at 17.2 million trips per year in 2010 before dropping sharply after the earthquakes. In 2019 there were 13.5 million passenger trips, during the COVID-19 pandemic this dropped to 11 million passenger trips in 2021.

Despite the number of trips recovering, we still need to significantly increase patronage to achieve a real step change.

To increase patronage and deliver a successful public transport system that caters for growth, we need to address the current issues facing the network locally including:

- journey times are not competitive with the private car
- limited integration of services and ticketing
- poor perception of using public transport in Greater Christchurch.
- areas with limited integration of land use, public transport, and active modes.

A successful public transport network will result in significant and continuous growth in patronage. The way we design, deliver, and integrate public transport with land use, is integral to increasing patronage. Community feedback indicates that to increase patronage we need to:

- Increase frequencies and reliability of the frequent services, so that more people can access key destinations faster using public transport.
- Prioritise services which are walkable, direct (linear), and travel through high density areas.
- Provide access to the park and ride facilities in the larger towns in Selwyn and Waimakariri districts which are designed with secure cycle facilities.

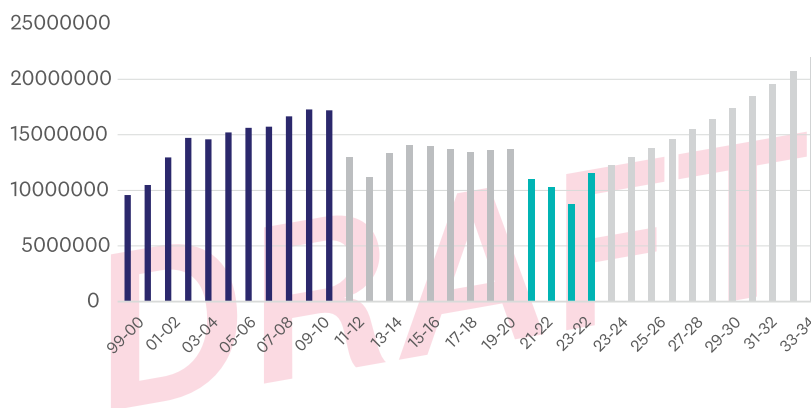
To support this and ensure progress we will continue to regularly review our service offerings in collaboration with local communities. This will help us better understand the community's evolving needs.



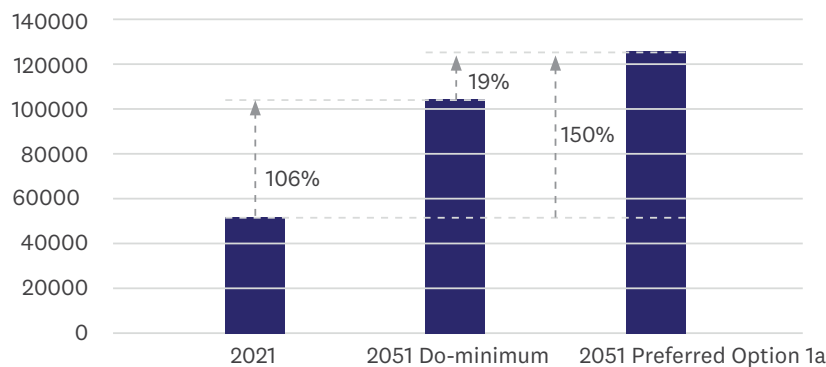
### 2.3 What we want to achieve

The overarching aspiration is safe, reliable, multi modal transport choices to significantly increase patronage. By implementing service and network improvements (PT Futures and MRT) we aim to double patronage by 2030, with a three-fold increase by 2051.

Greater Christchurch Public Transport Patronage  
1999/2000 - 2022/2023 forecast to 2034  
(assumes 6% cumulative growth per annum from 2022/23 - subject to funding)



Daily - Total PT Network Patronage



**Improving the reach, frequency, and quality of public transport, is the basis of our plan for public transport.**

By introducing other initiatives and making public transport more affordable we will see our system become more usable and a mode of choice for more people, more often. This is part of our long-term aspiration to champion safe reliable multi-modal transport choices and will support our strategic priorities to promote sustainable and healthy living and working environments and help communities respond and adapt to climate change.

2051 Patronage Growth from PT Futures Proposed Network Changes and Introduction of MRT  
(from Greater Christchurch pt futures mass rapid transit (mrt) indicative business case (May 2023) page xii)





To increase public transport patronage we are aiming for:



Improved journey times, which are comparable to journeys by car.



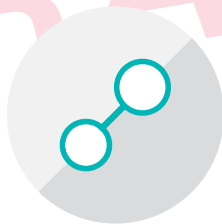
Better access to key activity centres, with 90% of households able to access a key activity centre within 30 minutes by 2038.



Improved environmental outcomes - with a totally zero emissions fleet.



Supporting public health outcomes.



Integrated land use transport planning which supports public and active transport.



A valued system with excellent community use and support.



Safe and accessible transport for everyone



An affordable and economically sustainable system.





## 2.4 How we will get there

This RPTP reviews the current public transport network and sets out the delivery of the PT Futures investment programme proposes and an improved connected network details in Appendix 1: Public Transport Futures Strategic Case.

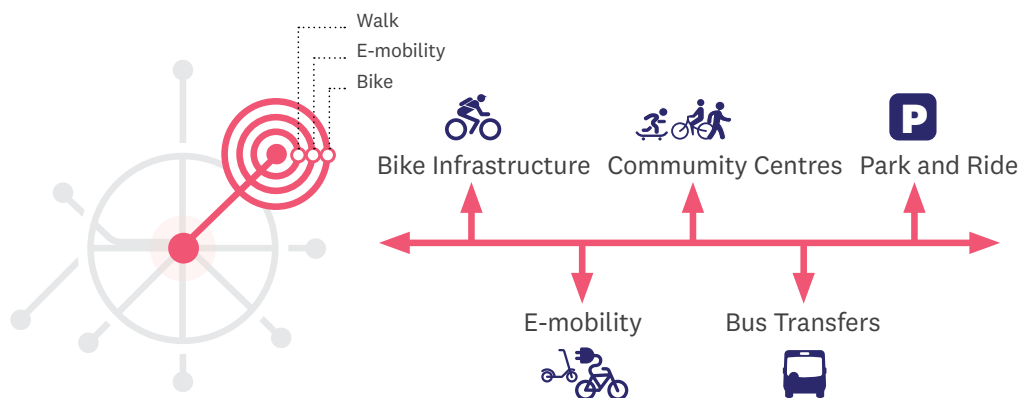
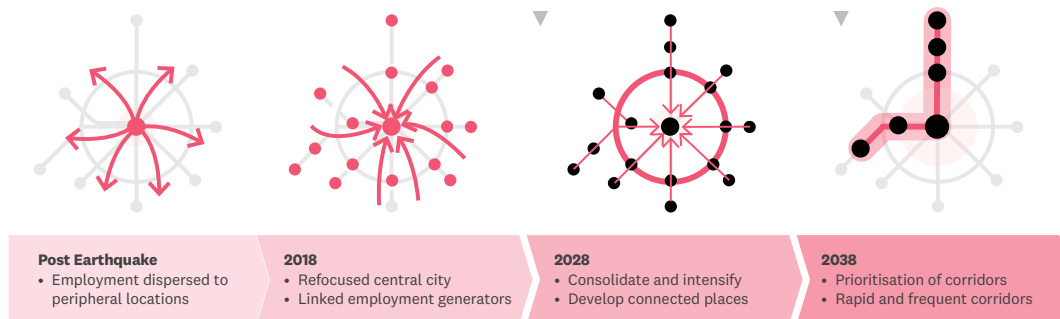
This approach focuses on growing patronage by concentrating investment on frequent routes, increasing service frequency, improving reliability through improved infrastructure, and improving the customer experience. Implementing this represents a significant step towards supporting planned urban growth.

The next step would be moving towards mass rapid transit (MRT) to enable even more people to access economic and social opportunities.

MRT and “turn up and go frequencies” will support intensification in main centres, around key activity centres along public transport corridors. In time this will provide the right conditions for the public transport system to further grow patronage.

Transforming the network starts with securing funding, by signalling investment in the frequent routes both in terms of priority measures and increasing service frequencies – these actions go hand in hand. Alongside our partners, we will continue the evolution of infrastructure and services. The transformation will also take place on services connecting to the frequent routes.

How fast we can transition to deliver the connected network will depend on the rate of funding from rates, fares, and central government subsidy. The public transport network has historically suffered from under investment, we need to close this funding gap if we are to increase patronage and reach our vision for public transport.



Reference: Pages 5 and 21 of the Greater Christchurch Public Transport Futures Combined Business Cases



## 2.5 Mana whenua priorities

Transport priorities for mana whenua are set out in the Canterbury Regional Land Transport Plan 2024-34 and Greater Christchurch Spatial Plan. The Greater Christchurch Spatial Plan is relevant as it sets out the commitment of partners to deliver on mana whenua's priorities and expectations regarding kāinga nohoanga. This includes enabling the development of kāinga nohoanga on Māori Land, supported by infrastructure and improved accessibility to transport networks and services. Prosperous kāinga nohoanga are essential to achieving well-functioning urban environments. Public transport and PT Futures have an important role within the wider land transport system to support access and connectivity to support the development aspirations for kāinga nohoanga. Our PT networks enable people to participate in society, which includes a good income and employment, education, cultural activities, or sport and recreation, as well as the goods and services people can rely on and the confidence with which they can access those goods and services. It enables people to have a secure sense of identity found in meaningful contact with other people – expressing their customs, responsibilities, obligations and cultural inheritance – particularly important in an increasingly multicultural society.

Improvements to our PT services will enhance Mana whenua priorities of:

- Accessibility and connectivity of kāinga nohoanga and papakāinga; improved transport network infrastructure and services to support development aspirations (including at Tuahiwi and Rāpaki within Greater Christchurch).
- Public, shared and active transport options including PT Futures and MRT in Greater Christchurch (which provides access to nearby Rehua and Ngā Hau e Whā marae on the turn-up-and-go frequency 1 route and 5 routes respectively. Improved service to Rāpaki has recently begun with the development of the new high frequency 8 service, while Arowhenua marae is adjacent to the Temuka service linking to Timaru).

## 2.6 The future of public transport in Canterbury

Traditionally RPTP's have focused largely on the larger urban areas. These areas have higher population density and business centres which acts as a hub of activity and provide 'value for money' for our investment. While RPTP's have always included references and policies relating to smaller communities within the region however, the service provision has looked very different to the fixed route network in Greater Christchurch.

The types of public transport that work for smaller urban centres and rural areas is not the same as fixed routes in large urban centres. We are interested in new initiatives to enhance inter-regional and intra-regional public transport.

Through the community vehicle trust (CVT) scheme, we have provided grants to many small communities to help finance community minibuses. The current commercial model provided by bus and shuttle companies will be under more scrutiny as customers request different public transport options.

Following the introduction of the on-demand MyWay by Metro service in Timaru, the district council has reconsidered the form and location of public transport infrastructure across the network. The removal of fixed route services has rendered many of the district's existing bus shelters, signage and pavement marking redundant. Through the NZTA Transport Choices programme, Timaru District Council trialled the provision of two new, modern shelter structures in key high-use locations that provide improved amenity for the community.

Priorities and actions for the broader region continue to evolve. Providing fit for purpose infrastructure is a key component of effective service delivery. In the future smaller or more rural communities will also need to consider how and where they can reduce emissions whilst still providing accessibility.

Mauriora (access to Māori cultural, economic and social resources), Waiora (environmental protection and access to the natural environment), Toiora (physical, mental and emotional wellbeing) and Te Oranga (participation in society) are all attributes of public wellbeing. Ngā Manukura (leadership) and Te Mana Whakahaere (autonomy and empowerment) are two important process requisites for meeting these goals.



### 3. Priorities / Ngā Kaupapa Matua

To achieve our long-term vision for public transport, over the next three to ten years we will deliver on the following five priorities:



#### Improving our environment:

Public transport has a key role in supporting the Government's goal of net-zero carbon emissions for New Zealand by 2050. Supporting the procurement of low or zero emission vehicles and build facilities to reduce our carbon footprint.



#### Growing patronage:

Providing a public transport system that attracts more customers, more often. This means providing more frequent services, greater priority for public transport on frequent routes and a high-quality customer experience. In the future, as the Greater Christchurch population grows, Mass Rapid Transit will improve access to main centres and support higher density development along key corridors, particularly within Christchurch city. The inner core of Christchurch generally has the highest proportion of cycling trips. It important that any public transport patronage increase within the inner core represents true mode shift (from private vehicles) as opposed to detracting from existing cycle trips.



#### Accessibility:

Improving access to social and economic opportunities by public transport and providing equitable access. Increasing the number of households that can access a key activity centre by public transport within 30 minutes travel time, opens opportunities for people to live a healthy, fulfilling life by helping more individuals participate in employment, study, recreation, and their community, as well as providing access to services, friends, and family.



#### Innovation and technology:

Transport technology is constantly evolving so it is impossible to predict what the future transport system will look like. Disruptive technologies continue to change the way people travel. Shared transport services, micro mobility, driverless vehicle, and apps such as Uber are embedded in our transport system. Ensuring emerging opportunities integrate with, improve, and complement our public transport system. Micro mobility and shared services can support increased public transport patronage and reach by providing better connection to services. New technology also provides better ways to operate our transport system by optimising use of our assets, managing the network efficiently, and gathering useful data about problems and opportunities across the network. These technologies present new opportunities for us to provide a more efficient transport network, a better travelling experience, more cost-effective investment, and reduced emissions.



#### Affordability:

Public transport needs to be affordable for all. Funding also needs to deliver the system we want while remaining financially sustainable for ratepayers and funding agencies. Investment in expanding the network needs to be at a rate the community can afford. New services and infrastructure need to be cost effective and ensure the right investment at the right time.

It is important to take a holistic approach and pursue these priorities in as a system when affirming the strategic direction that we and our partners have committed. The priorities in the RPTP are interconnected and together they support the overall vision for the future of public transport. For example, affordability helps expand the system, offering more services and options, which in turn drives an increase in patronage growth, which then helps to manage the transport demand created by population growth. More people travelling on public transport in turn improves environmental outcomes.



The CO<sup>2</sup> emissions from one diesel bus roughly equates to those from five petrol cars



Carrying 30 people on one diesel bus still only produces similar emissions from five petrol cars



Carrying 30 people on one zero emission bus is even better for our zero carbon future





### 3.2 Key directions to achieve our priorities

The direction we need to take to achieve our priorities focuses on:



#### Designing a high patronage network

When designing public transport network improvements for Greater Christchurch, we must balance two objectives:

- **Increasing patronage - maximising the number of users.**
- **Expanding coverage - maximising user access across Greater Christchurch.**

This creates a trade-off because prioritising frequent services, through increased frequency for instance, will often mean reducing service/s elsewhere as funds are re-prioritised. Balancing patronage and coverage is a significant challenge for our network moving forward.

The PT Futures programme is a step towards creating a higher patronage network that prioritises frequent services and routes that are in high-density areas and are walkable or linear routes.

The revised network design is intended to prioritise these objectives and better serve the current transport needs of the community through increased patronage. The revised network will provide a solid, sustainable foundation for long-term growth and enhancement of public transport. The network design can be summarised as:

- Maximising service frequency.
- Concentrating investment on high demand frequent routes. This enables more efficient allocation of resources to ensure public transport journeys can be reliable, fast, comfortable, and useful to the greatest number of customers.

- Maintaining coverage in areas outside of our frequent services as much as possible within the resources available.

#### Integrating land use and sustainable planning

Integrating land use and transport are key to our priorities. The Urban Growth Partnership for Greater Christchurch – the Whakawhanake Kāinga Komiti is focused on shared objectives related to affordable housing, emissions reduction, and creating liveable and resilient urban areas. Prioritising sustainable transport, including public transport is one of the key opportunities identified.

The network and system design, and our long-term vision support the vision in the Greater Christchurch Spatial Plan. It will help provide certainty to those who want to co-locate their homes, businesses, schools, and other facilities close to core routes. This can lead to higher concentrations of people in those areas, which in turn supports greater use of, and investment in, public transport services and infrastructure, creating a positive feedback loop.

This all begins with carefully considered integration of planning and investment, where land use and transport are developed together.



**Focusing on the customer**

Customers are at the heart of our public transport system. Public transport must be customer-centric; focused on the people who use public transport and those who would consider using public transport. The public transport system will only succeed if it delivers a service that people want to use more often. To achieve this, all aspects of the system need to be of a quality that attracts more people and meets their needs and expectations.

Our Customer Charter guides all planning, investment, and delivery of public transport. This customer charter is based on feedback from existing customers, as well as people who don't currently use public transport, about the key things they want in a public transport system. It sets out our commitment to deliver the key aspects customers have said they want. The Customer Charter will become a standalone document and will be incorporated into service contracts.

# The Public Transport Customer Charter



Customers are at the heart of our public transport system. This customer charter is a commitment by all the agencies that form the public transport partnership in Greater Christchurch and Timaru to work together to provide our customers with an excellent public transport experience.

## Under this customer charter, we will:

### Provide a public transport system that encourages regular use and attracts new users

We want more people to choose public transport more often. We understand that making public transport an attractive choice for new users requires a real commitment to quality.

We'll design and deliver routes, services and infrastructure so they are as attractive and environmentally friendly as possible, so that more and more people choose public transport.

### Provide reliable journeys

We know that arriving late can make or break your day, so we need to get you where you're going on time. We'll strive to deliver reliable services with consistent journey times and provide the right infrastructure to keep your service moving. We'll also publish performance results each month so you can see how we're doing, and we can see where we need to improve.

### Make public transport easily accessible

We want it to be as easy as possible for everyone to use our services so we're committed to improving the whole system, including for people with limited mobility, hearing or vision. To do this we'll strive to:

- Keep public transport fares as low as possible.
- Maintain high standards of vehicle and infrastructure accessibility, including good quality footpaths to major stops.
- Ensure all information is easy to access and understand, reducing any cultural and language barriers.
- Design routes, services, payment systems and infrastructure to enable convenient use and seamless end-to-end journeys.
- Regularly seek your feedback to help us identify ways to make our systems easier to use and to look for opportunities to make improvements.





**Provide safe and comfortable journeys**

We appreciate that comfort and safety are big factors in whether you choose to use public transport, so we're committed to:

- Keeping vehicles and facilities clean and in good condition.
- Providing seats for as many passengers as possible.
- Designing and managing infrastructure so it provides high personal security for passengers.
- Providing adequate shelter at key stops.
- Integrate with bike share services, where available.
- Training drivers so that your journey is safe and smooth.
- Transitioning to zero emission vehicles.

**Keep you informed and listen to you**

We'll provide you with the information you need so that you can confidently choose public transport. We're committed to:

- Making information available in a timely manner and in a range of formats so it's clear and easily accessible.
- Using the communication channels and information platforms that our customers expect in an ever-changing world.
- Embracing innovative and open ways of sharing information, communicating with you and enabling you to communicate with us.
- Welcoming your feedback at all times and providing regular formal opportunities for you to have your say on what we're doing. We'll consider all feedback and ideas and provide clear reasons for the decisions we make.

**How you can help**

As a public transport customer, you can help us achieve this by:

- Being friendly and respectful to your driver, fellow passengers and the whole public transport team.
- Respecting public transport vehicles and facilities, helping us keep them clean, tidy and in good condition.
- Letting us know when things need attending to. We want to hear from you so we can address any issues and keep making public transport better.

See the Public Transport Code of Conduct for full detail:

[www.metroinfo.co.nz/info/Pages/CodeOfConduct.aspx](http://www.metroinfo.co.nz/info/Pages/CodeOfConduct.aspx)

**Send us your feedback**

Delivering this high quality customer experience is a big challenge. We know we won't always get it right and we'll always have more to learn. Your feedback on how we're doing and ideas on how we can improve are really important to us.

Please feel welcome to give us any feedback here: [www.metroinfo.co.nz](http://www.metroinfo.co.nz)

**Together we can make an excellent public transport system.**

**The public transport partnership includes:**





## 4. Policy areas, outcomes, and targets *Ngā Wāhanga Kaupapa Here*

### 4.1 Overview of policies

Our public transport policies are organised into four areas:



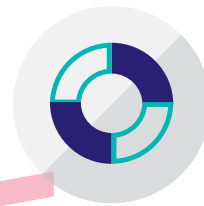
The network: services, infrastructure, and supporting measures.



Customers



Funding and fares



Standards, procurement, monitoring and review.

Each policy area (presented in full in part B) contains a range of objectives and policies, designed to deliver a system that meets our five priorities (in section 3) and move us toward our long-term vision.

### 4.2 Current network

Environment Canterbury provides three types of public transport in the Canterbury region:

- Urban services in Greater Christchurch and Timaru.
- Total mobility.
- Community vehicle trusts.

Subsidised door-to-door transport services for people with mobility impairments as part of our Total Mobility scheme and funding grants for Community Vehicle Trusts.

In 2023 we provided around 620,000 bus trips, serving more than **12 million passenger trips.**

### Urban services in Greater Christchurch

The current bus network is made up of a hierarchy of the service types (defined further in part b, policy 1.0) and shown in figure 1. These are core/high frequency routes, city connector, cross-town links, and specialist services.

- **Frequent** – Five routes run along Greater Christchurch’s major arterial road corridors, connecting people to significant activity centres and destinations.

### Current services:

- 1 Rangiora & Belfast to Cashmere
- 3 Airport & Sheffield Cres to Sumner
- 5 New Brighton to Rolleston
- 7 Halswell to Queenspark
- 8 Port to Port (Airport to Lyttelton)
- Or The Orbiter



- **Orbiter** - The Orbiter provides an additional frequent service operating at 10 minutes frequencies, running in both clockwise and anti-clockwise directions. The route includes activity centres: Westfield Riccarton, Barrington Mall, Cashmere, St Martins shops, Eastgate Mall, The Palms and Northlands.
- **Connectors** - these provide services to travel from outer suburbs and towns directly to the Christchurch central.
- **Links** - Suburban links include ten bus routes and the Diamond Harbour ferry service. These link routes serves the inner suburbs while bypassing the Christchurch Central City.
- **Direct services** - Several (currently peak only) services operate to the outlying towns including direct routes to from Christchurch to Rangiora, Kaiapoi, Rolleston and Lincoln.

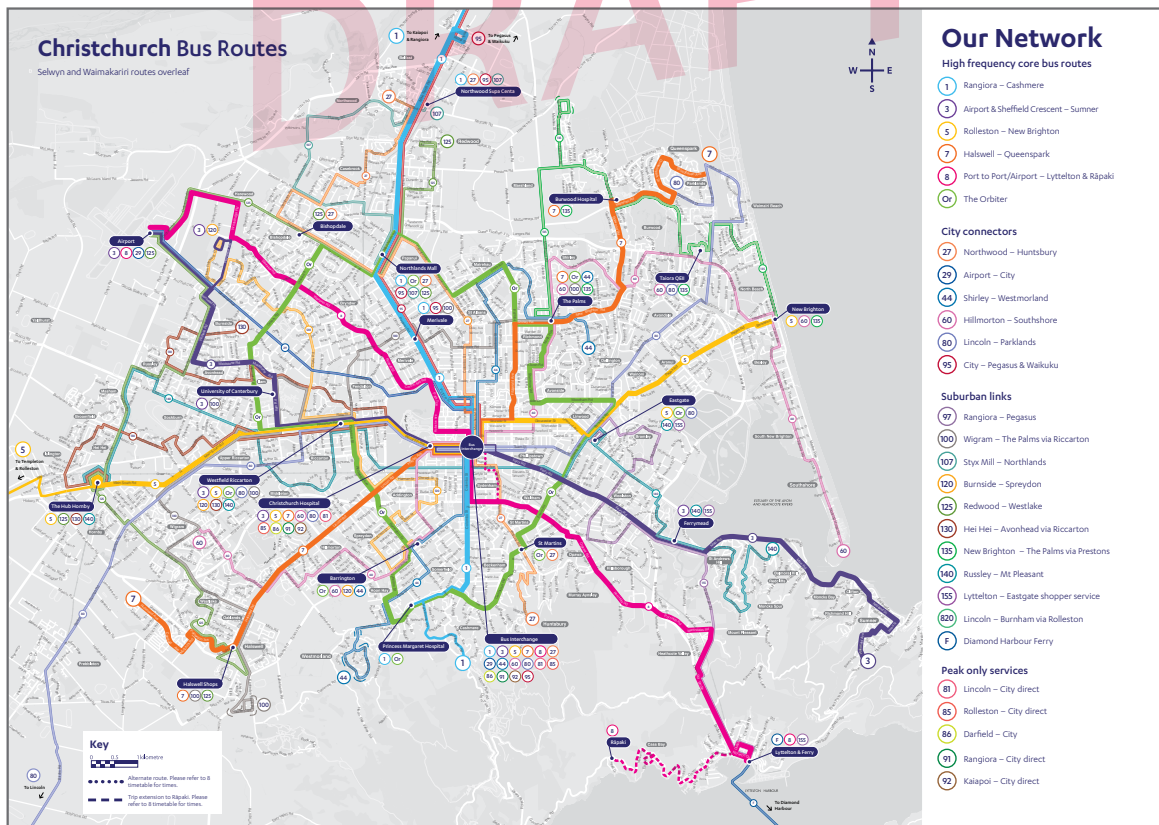


Figure 1



### 4.3 Current network

#### Urban services in Timaru

In Timaru, we operate MyWay by Metro, a popular on-demand service. Since the launch of MyWay in March 2020, Timaru residents have taken more than 600,000 trips and increased their use of public transport by more than 30%.

Environment Canterbury also operates specialist services, which includes school services, in Timaru and Temuka to support the smooth running of the MyWay system.

#### Total Mobility

In partnership with Central government, Environment Canterbury subsidise the Total Mobility scheme. This scheme assists eligible people to access appropriate transport to meet their daily needs and enhance their community participation. This is an increasingly popular service, with more than 14,000 people currently eligible for subsidised door-to-door trips.

#### Community Vehicle Trusts

Environment Canterbury support community vehicle trusts with funding grants so they can provide transport in areas outside the urban public transport network. There are 17 Community Vehicle Trusts operating across the region in Kaikōura, Hanmer Springs, Cheviot, Amuri, Hawarden-Waikari, Amberley, North Canterbury, Darfield (Malvern), Ellesmere, Ashburton, Geraldine, Fairlie, Twizel-Tekapo, Temuka, Pleasant Point, Waimate and Waitaki Valley.





#### 4.4 Issues and opportunities

Current issues and opportunities for Greater Christchurch public transport are as follows:

**The current PT system can be unreliable, and many journey times are not competitive with private vehicles.**

Current public transport journey times and reliability limit the attractiveness of public transport for customers. Generally, comparative travel times within Greater Christchurch are slower, car travel is much faster than public transport. Public transport priority measures combined with frequent or rapid services will improve journey time reliability, so that public transport can become a viable transport option which provides access to opportunities for all. Making public transport more competitive also contributes to managing traffic growth and reducing our reliance on single occupancy vehicles. The challenge is to improve the reliability of the current public transport system so that journey times are competitive with the private car.

**The current PT system is not effectively supporting highly populated or high growth areas and connections to key destinations.**

Designing a public transport system which better connects key activity centres will improve access and provide transport choice, in turn creating a more liveable and inclusive city. The integration of public transport and land use planning is key to creating communities and a more liveable city. There may be an opportunity for rapid transit to support more compact urban growth and improve access to opportunities like employment, education, and recreation. The challenge is to better integrate transport with existing and planned land use.

**There are several barriers to using PT in Greater Christchurch, resulting in a low uptake of new PT users.**

There are several factors which influence public transport patronage in Greater Christchurch, including user perception and experience, journey time reliability and accessibility. While existing public transport users appear satisfied with the service there are barriers to attracting new users.





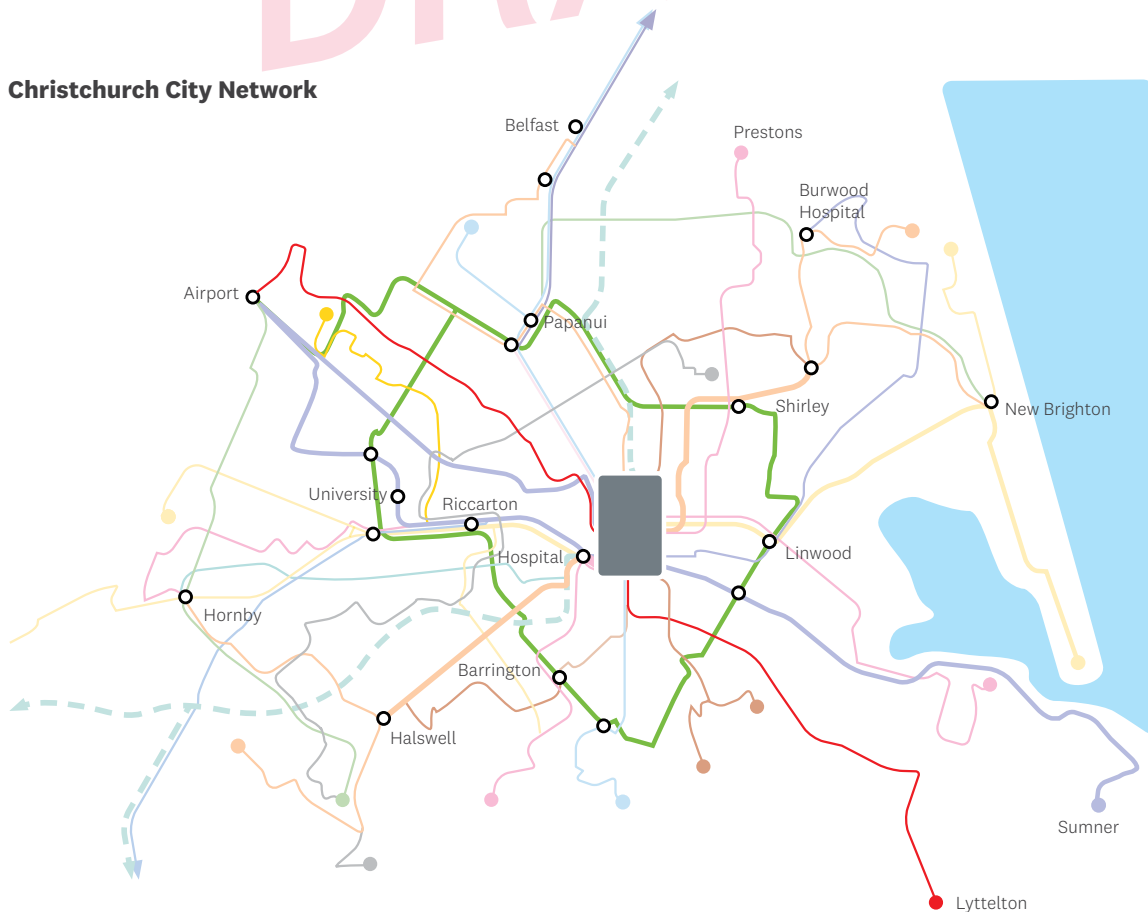
### 4.5 Future network

By implementing the improvements set out in the PT Futures Business Case we will substantially improve our network so that it is more attractive and provide a quality customer experience and patronage increased. Our approach focuses on:

1. Increasing frequencies and reliability of the public transport services, so that more people can access key destinations quicker by public transport.
2. Feeder routes branching out from the frequent routes and associated investment will remove create a greater focus on public transport around destinations, employment areas, identified growth areas and community facilities. This will encourage higher density and mixed-use development and zoning oriented around these key corridors.
3. Infrastructure improvements that enhance the efficiency of the increased capacity will focus on the repurpose of road space and technology to improve experience.
4. Prioritising services which are walkable, direct and travel through high density areas.

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Christchurch City Network



Adapted from "Greater Christchurch Public Transport Futures Combined Business Case Non Technical Summary November 2020" page 12.



To support patronage growth every year will require a range of service and infrastructure improvements including:

- Turn-up-and-go levels of frequency on key transport corridors providing more buses more often and more seats to more locations.
- Park and ride facilities in larger towns making it easier to access the bus network.
- More bus lanes making buses more reliable and faster.
- Additional priority measures for buses at key intersections across the city making journeys more reliable.
- Newer more comfortable zero emission vehicles.
- Technological improvement to ticketing and information systems that make individual passenger journeys simpler and more convenient.
- More real-time display units providing accurate information on bus arrival times, including information to personal devices.
- On-board audio-visual announcements providing information on upcoming stops and transfers.
- More bus shelters and associated infrastructure, providing better waiting facilities.
- Secure bike parking at key stops providing more options with a greater catchment to frequent bus routes.

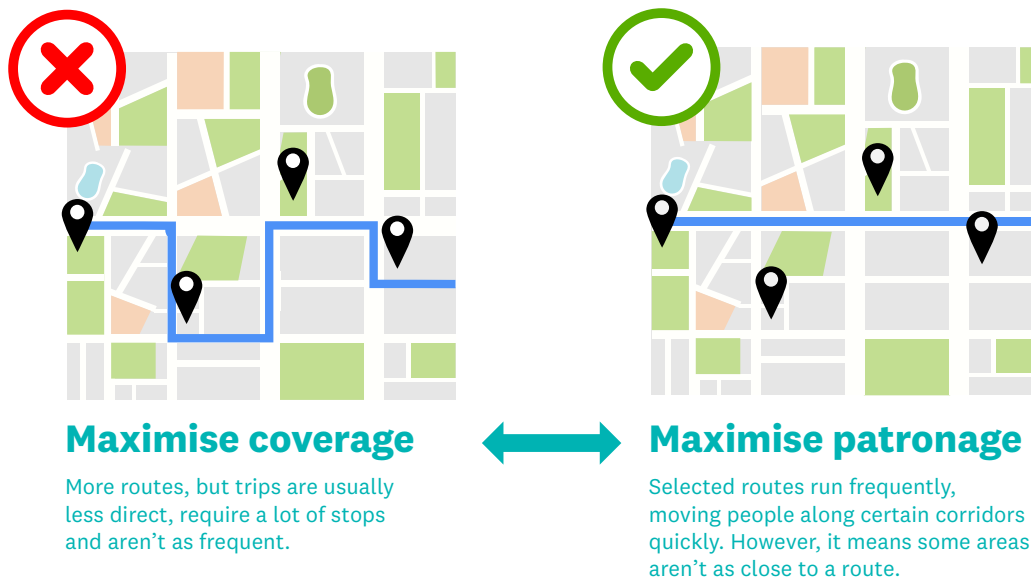


Figure 2

This means that resources are focused where they will most likely increase patronage such as areas which are walkable or have concentrated development.

This approach moves the system further away from a coverage approach of many small routes operating across a larger area infrequently illustrated in Figure 2.

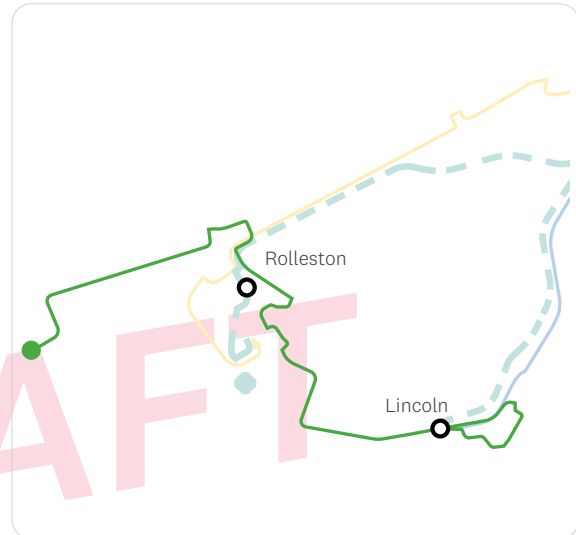


Services in Waimakariri and Selwyn districts are extensions to strong routes to and from Christchurch city, while the Lincoln route will be maintained and supported by the strength of Lincoln University and local services.

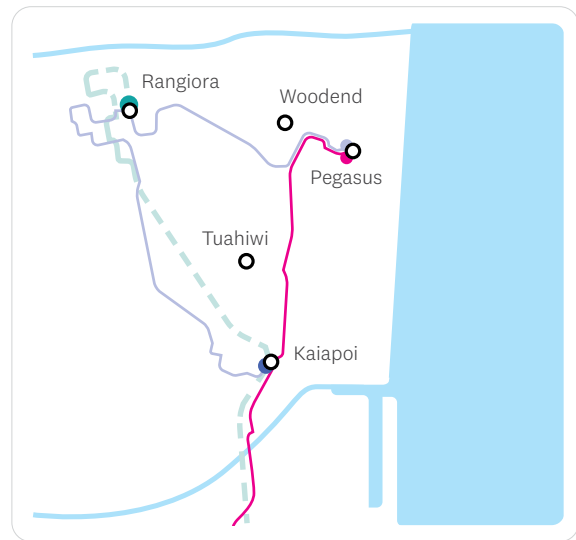
Later phases are planned from year seven onwards to include branch extensions to routes in outer areas, more direct secondary routes, and further improvements to direct Waimakariri and Selwyn services. This approach to service provision will continue through this Plan and will also be integral to the future MRT service.

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**Selwyn District Network**



**Waimakariri District network**

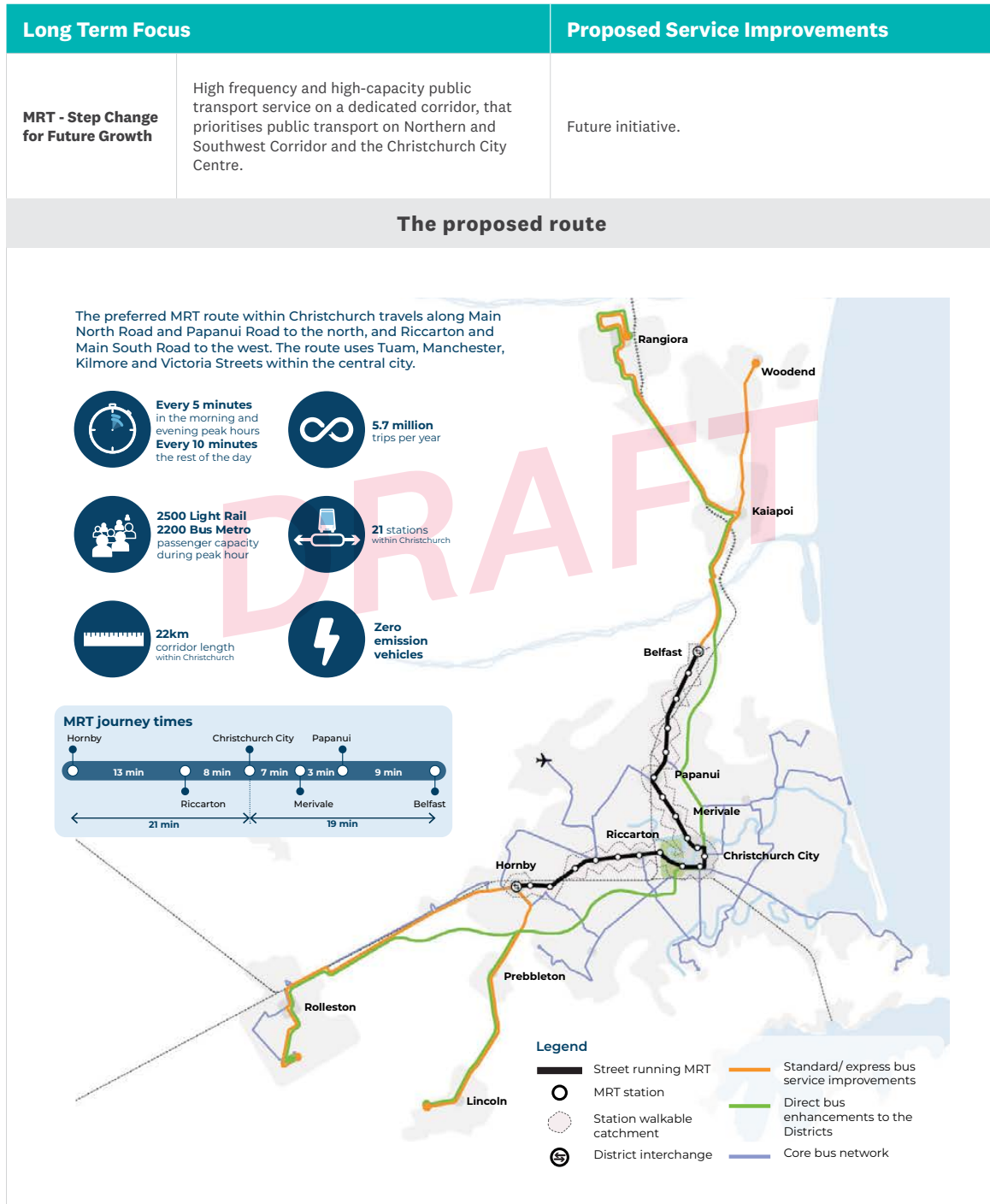


Adapted from "Greater Christchurch Public Transport Futures Combined Business Case Non Technical Summary November 2020" page 13.





Short Term Focus		Proposed Service Improvements
<p><b>Building Blocks for future expansion.</b></p>	<p>Enhanced frequencies to turn up and go through the core of Greater Christchurch</p> <p>Improved frequency on the Orbiter to improve transfer between routes.</p> <p>During weekdays buses will run every 10 minutes, and every 15 minutes in the evenings and on the weekend. On average, customers will have less than a 5-minute wait for their next bus on the Turn Up and Go routes.</p>	<p>Make best use of the existing network structure and assets that support the highest population and employment areas.</p> <p>Enhanced frequencies on the existing 'direct' services from Lincoln, Rolleston, Rangiora and Kalapoi.</p> <p>Turn Up and Go (TUAG) gives customers a high frequency of services along key corridors and removes the need for planning.</p> <p>Review connector and local services through a business case by mid-2026.</p>
	<p><b>Short term programme Years 1-6</b></p>	
<p>Frequency improvements to frequent services</p>		<p>More frequency and direct secondary routes</p>
<p>Enhanced direct connections from Waimakariri and Selwyn</p>		
Mid Term Focus		Proposed Service Improvements
<p><b>Leveraging off the capacity created through the short-term programme</b></p>	<p>More substantial route changes to keep pace with the forecast growth in population and economic activity.</p> <p>Changes will significantly increase public transport capacity across Greater Christchurch, improve coverage and reduce the need for transfers.</p> <p>The programme of interventions and timings will be confirmed through the development of a detailed business case planned for delivery by the end of 2025.</p>	<p>Implement the improvements identified through the business case by 2031.</p> <p>An additional Diamond Harbour ferry and refurbishment of the existing ferry.</p> <p>Continue to replace end of life diesel buses with new electric buses.</p>
	<p><b>Mid term programme Years 1-6</b></p>	
<p>Branch extensions to frequent routes in outer areas</p>		<p>Park and Ride</p>
<p>More direct secondary routes</p>		<p>City centre</p>
<p>Further improvements to direct Waimakariri and Selwyn services</p>		



Any future public transport provision from beyond the Greater Christchurch area will rely on actual demand (where communities agree to be rated and pay for defined service levels) or will be the responsibility of private providers

(commercial services or private vehicle to connect to routes within the Greater Christchurch area). This is discussed further in policy 1.7 Regional Connections and policy 1.11 Services to areas of new development.

### Timaru on-demand service

In Timaru, MyWay by Metro provides an on-demand public transport service designed to meet the needs of the community. The service responds in real-time to passenger requests to determine routes and deliver passengers to their destinations. Smart technology matches the ride with other passengers going the same way for efficient shared travel.

MyWay customers can request a trip via the phone app, MyWay call centre, or at a book-on-behalf locations. The MyWay service covers the Timaru urban area including Washdyke, Redruth, and the Port (see map).

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## 4.6 Supporting infrastructure

### Christchurch City Council

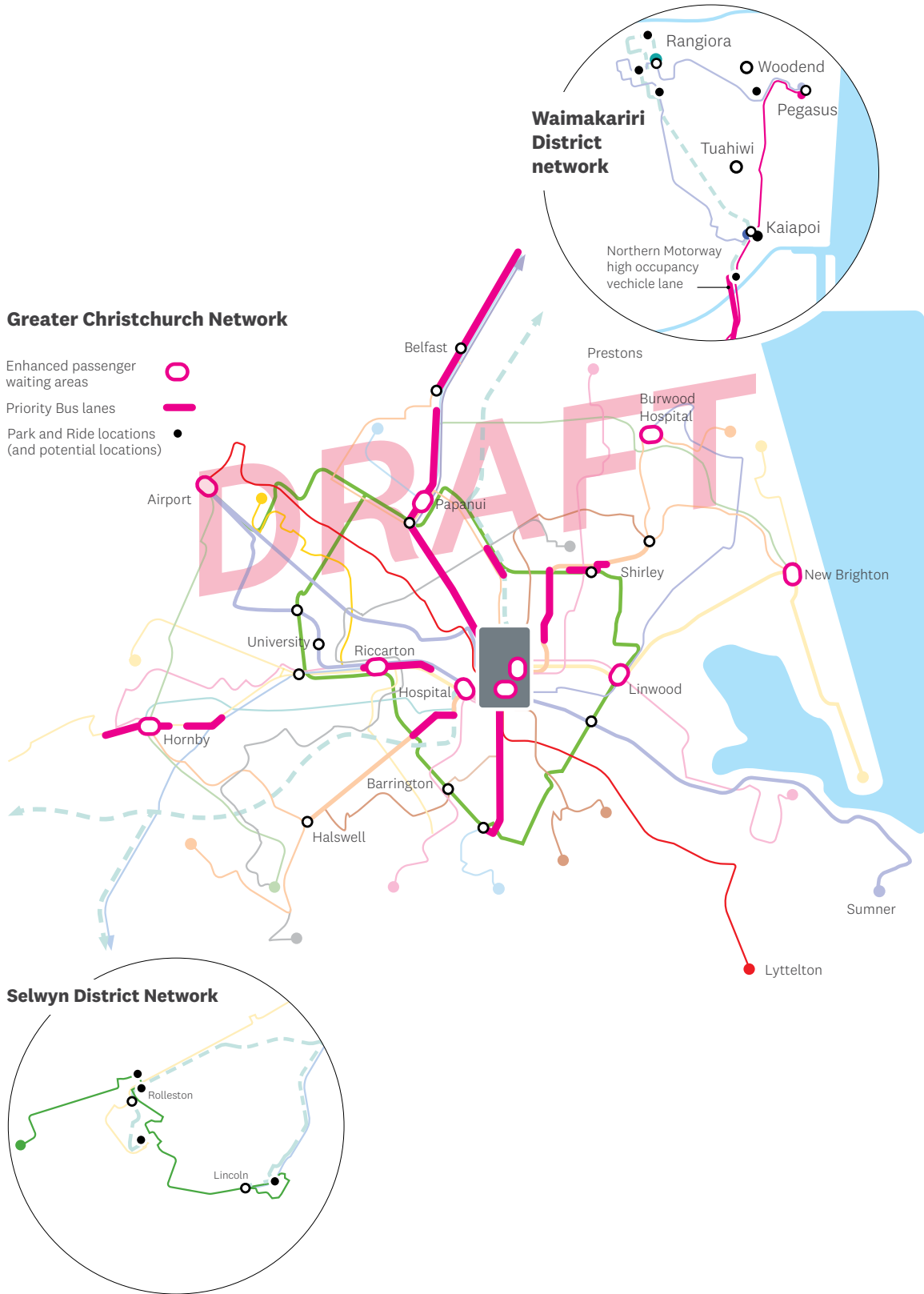
Christchurch City Council is spending \$101 million on public transport infrastructure improvements, including new bus lanes and shelters, intersection changes, and renewals over the next 10 years.

CCC will investigate timeframes for delivering the proposed infrastructure improvements and explore several public and private funding and procurement options for elements of the programme.

#### Subject to funding, CCC is delivering:

- Additional bus shelters.
- Bus priority measures.
- Additional real-time display units.
- Secure bike parking.
- Improved accessibility to access bus stops.

Project	Description	Delivery Timeframe	Lead	Funding Status
<b>Bus Route Enhancements</b>				
<b>PT Futures Bus Priority Corridors</b>	Bus priority measures along 20 km of frequent routes, as identified in the PT Futures Business Case, such as along Ferry Road and Colombo St. Focused on lower cost interventions in the short term, shifting to more significant upgrades in the medium term. This also includes projects outside of the PT Futures Business Case such as along southwest Lincoln Road.	2024-2034	CCC	Partially funded
<b>PT Futures Intersection Upgrades</b>	Package of intersection upgrades including SCATS bus priority.	2024-2034	CCC	Partially funded
<b>Additional Bus Priority Corridors</b>	Strengthening existing bus priority corridors.	2024-2028	CCC	Partially funded
<b>Bus Stop Enhancement</b>				
<b>Interchange Upgrades</b>	Enhanced bus interchange infrastructure at the Central City hub as well as any other key locations.	2031-2033	CCC	Partially funded
<b>PT Futures Bus Stop Upgrades</b>	Programme of upgraded bus stops, including new shelters, real time information displays, accessible kerbs, pedestrian crossing facilities, and bike storage. Focused along the frequent routes in the first three years, and then on to the rest of the network.	2024-2034	CCC	Partially funded
*NZTA will be upgrading State Highway 75 Halswell Road to include bus priority between 2024/27. As this is a State Highway the works are not the responsibility of Christchurch City Council.				





### Waimakariri District Council

Waimakariri District Council has rolled out a comprehensive system of park and ride facilities over the past five years. More than \$4M is planned to further extend this investment over the next 10 years. Extensions to existing services will also be considered to accommodate growth. In addition to the park and ride facilities Waimakariri District Council is planning to develop:

- Smaller satellite rideshares lots
- Cycle facilities to/from and at bus stops
- Real-time information and shelters.

These changes are currently included as outer year projects in the Waimakariri District Council 2024 Long Term Plan. Waimakariri District Council will continue to investigate future network plans to inform alignment of service reviews and growth in the district in alignment with the Greater Christchurch Spatial Plan and PT Futures Programme.

### Selwyn District Council

Selwyn District anticipates over \$17M invested in infrastructure improvements across the next 10 years that directly support public transport. This level of investment is set out in the Selwyn District Council's Long-Term Plan and includes major upgrades to park and ride facilities in Lincoln and Rolleston townships to meet projected demand from increased levels of services on direct routes to central Christchurch, as set out in the PT Futures Programme.

Description	Activity	Projected Investment
<b>LCLR PT Infrastructure</b>	Greater Christchurch Bus Stop Improvement Programme	\$1.8M across 10 years
<b>PT Infrastructure renewal</b>	Bus Shelter renewal	\$200,000 across 10 years
<b>PT Infrastructure maintenance</b>	Bus Shelter maintenance	\$425,000 across 10 years
<b>PT Infrastructure improvements - Bus</b>	Lincoln 'Park N Ride'	\$4M in year 2026/27
<b>PT Infrastructure improvements - Bus</b>	Rolleston 'Park N Ride'	\$5.5M in 2032/33
	PT Futures Selwyn Infrastructure Business Case	\$75,000 in 2024/25
	Kidman Street 'Park N Ride'	\$4.5M in 2029/30



### Timaru District Council

Timaru District Council recently completed upgrades on specific bus stop 'parklet' facilities to support bus services in Stafford Street in the central business area and Caroline Bay. These parklet structures have provided additional amenity for the community and as fit for purpose infrastructure, they are a key component of effective service delivery now and into the future.

The introduction of on-demand MyWay public transport in Timaru has changed the nature of infrastructure delivery in the district. As the Timaru network is now largely supporting a system where vehicles come to the passengers (as opposed to passengers coming to specific bus stop points) the type of investment in infrastructure changes.

Some stops provide for peak time services to meet school demand will require some level of on-going bus stop provision within the district.





#### 4.7 Aspirations for the broader region

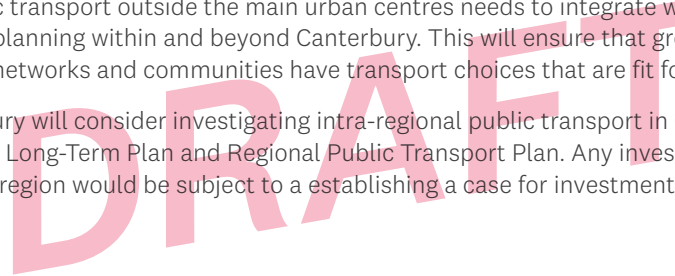
About 18 per cent of the Canterbury population lives outside Greater Christchurch. The public transport needs of rural and smaller communities differ to those of a large urban and higher populated area such as the Greater Christchurch area.

Public transport in smaller communities across Canterbury may look different to the conventional public transport where people immediately assume a bus system. This may include demand responsive services or feeder services, which can be integrated with scheduled services.

Intra-regional public transport are services in Canterbury linking smaller communities, towns, and districts to urbanised hubs. Inter-regional public transport are services connecting the region, most commonly the largest centre, with other regions major urban cities. Inter-regional services could be between Christchurch and Dunedin or Christchurch and Picton. Both intra- and inter-regional services are also provided by commercial operators such as Intercity to connect towns and cities together.

Development of public transport outside the main urban centres needs to integrate with other long-term transport and spatial planning within and beyond Canterbury. This will ensure that growth is better aligned with public transport networks and communities have transport choices that are fit for purpose.

Environment Canterbury will consider investigating intra-regional public transport in Canterbury in the development of future Long-Term Plan and Regional Public Transport Plan. Any investment in public transport in the wider region would be subject to a establishing a case for investment through a business case process.



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## 5. Actions

The following are the key actions planned are grouped into three timeframes for implementation from 2025-2055 reflecting short-, medium- and long-term interventions agreed in the PT Futures Programme and Greater Christchurch Spatial Plan.

Actions and interventions are subject to funding and resource availability and are periodically reviewed.

Policy Areas	Focus
<b>Network (Integrated Planning)</b>	<ul style="list-style-type: none"> <li>Service planning and network design</li> <li>Integrated land use and transport planning</li> </ul>
<b>Network (Services and infrastructure)</b>	<ul style="list-style-type: none"> <li>Frequent, rapid infrastructure and services</li> <li>Low emission public transport system</li> <li>Mode shift</li> <li>Quality and performance of services</li> <li>Customer experience, information, and technology</li> </ul>
<b>Customers</b>	<ul style="list-style-type: none"> <li>Accessible and inclusive</li> <li>Safety</li> </ul>
<b>Funding and Fares</b>	<ul style="list-style-type: none"> <li>Funding and Procurement</li> <li>Partnerships</li> </ul>
<b>Standards and Procurement</b>	<ul style="list-style-type: none"> <li>Flexible and future focused outcomes</li> <li>Carbon reduction</li> </ul>

Three years: 2025-2028	Ten years: 2025-2035	30 years: 2025-2055
<b>Network (Integrated Planning)</b>		
<p>Implement the short term (inv) component of the Public Transport Futures Business Case.</p> <p>Complete the detailed business case for Mass Rapid Transit and protect the corridors.</p> <p>Continue to align public transport with Greater Christchurch Spatial Plan for future land use to achieve an integrated and highly accessible by public transport.</p> <p>Engage with central government to secure a significant investment package for transport that will transform and enable public transport and Mass Rapid Transport to shape urban form.</p>	<p>Implement changes approved through the rest of network detailed business case.</p> <p>Begin construction of infrastructure that will separate public transport from traffic congestion (ie rapid public transport systems).</p> <p>Transit oriented development is supported, by ensuring urban development is focused on locations near public transport corridors, through future reviews of the Canterbury Regional Policy Statement and the District Plans.</p>	<p>Mass Rapid Transit services provided on the highest demand corridors and surrounded by transit-oriented development.</p>



Three years: 2025-2028	Ten years: 2025-2035	30 years: 2025-2055
<b>Network (Services and infrastructure)</b>		
<p><b>Frequent services:</b> Gradually implement network improvements by:</p> <ul style="list-style-type: none"> <li>Increasing frequencies on existing services to Turn-up-and-go (TUAG) frequencies (10-minute or better).</li> <li>Investment in infrastructure including new bus lanes on Lincoln and Halswell Road, shelters and bus priority at intersections.</li> </ul> <p><b>Connector and suburban services:</b> Integrate public transport with other transport modes more effectively, for example by providing cycling and bike share facilities at appropriate public transport stops.</p> <p>Improve pedestrian safety and walking access to frequent services.</p> <p>Delivery of renewals and maintenance on customer facilities (eg bus shelters, timetables, seats).</p> <p>Complete a detailed business case confirming the changes for the rest of network (outside the frequent routes) by 2026.</p>	<p>Complete roll out of rest of network improvements by increasing frequencies on services</p> <p>Consider the role of on-demand services.</p> <p>Continue to expand public transport priority features such as bus priority lanes and intersection priority to improve journey time and reliability.</p> <p>Ongoing implementation of technology advances on the network and the services.</p> <p>Ongoing improvements to walking and cycling connections to high demand routes.</p> <p>Explore policy opportunities for road pricing to support public transport.</p>	<p>Expand public transport infrastructure priority programme.</p> <p>Autonomous and technology-based services and service types integrated into the system</p>
<b>Customers</b>		
<p>Roll-out of the new National Ticketing Solution that will make payment easier, such as using a bank card or phone to pay, removing barriers to increase use and phase out on-bus cash payment.</p> <p>Deliver, maintain, and monitor the Customer Charter.</p> <p>Trial new technology measures that can be introduced to improve customer information, payment, and services.</p> <p>Develop and implement a new marketing and engagement strategy.</p> <p>Deliver information to commuters providing advice on their travel options, particularly public transport.</p>	<p>Integrated and improved way finding systems. Integrated customer information through technology.</p>	<p>Investigate autonomous vehicles.</p>



Three years: 2025-2028	Ten years: 2025-2035	30 years: 2025-2055
<b>Funding and fares</b>		
Work with partners and central government to explore funding for public transport and Mass Rapid Transit		
<p>Implement the network and service improvements at a rate which is affordable to the community and the users.</p> <p>Confirm fare structure and concessions.</p> <p>Annual review of passenger fares.</p>	<p>Implement the network and service improvements at a rate which is affordable to the community and the users.</p> <p>Annual review of passenger fares.</p>	<p>Implement the network and service improvements at a rate which is affordable to the community and the users.</p> <p>Annual review of passenger fares.</p>
<b>Standards and procurement</b>		
<p>Procure contracts using the new Sustainable Public Transport Framework.</p> <p>Through the procurement process continue the transition to zero emission vehicles.</p> <p>Require all new buses to be zero emission vehicles.</p> <p>Ongoing monitoring and review of network performance and patronage.</p>	<p>Procurement to include Mass Rapid Transit services.</p>	<p>Investigate autonomous vehicles.</p>





## 6. Funding public transport improvements

Change requires investment. We have identified important needs and changes to public transport services and infrastructure in Canterbury that have been confirmed with our partners through endorsement of the PT Futures Programme. These conversations will continue in parallel to improving our public transport service.

From past engagement, respondents have told us more money should be invested in public transport if we are going to achieve the desired outcomes of a more liveable, carbon neutral region. Many of the proposed improvements will be met through existing budgets set out in Long-Term Plans. Other targets are longer term which will require additional funding through future Long-Term Plans and will be subject to further consultation.

Public transport services are funded through a combination of fares, Environment Canterbury rates and government grants.

Funding is being sought through the relevant long-term plans and National Land Transport Programme (NLTP) for funding to implement improvements.

A portion of the operational costs of running public transport services is funded through fares that passengers pay as they board. The results of the fare trial will determine the level of income collected through fares, often referred to as farebox recovery. The remainder of the funding is split between local share ie the amount collected through Environment Canterbury public transport targeted rates and central government funding through the Funding Assistance Rate (FAR). See funding and fares policy.

Public transport infrastructure, such as bus stops and shelters, are generally funded through local Council rates and central government funding. Collaboration with partner councils like Christchurch City Council and Timaru, Waimakariri and Selwyn District councils ensure that the on-street facilities such as bus priority infrastructure, stops and shelters can be provided in an effective and cost-efficient manner that sees infrastructure provided to improve public transport journeys.

Current thinking and forecasts of future investment are included within the Regional Land Transport Plan (RLTP). They reflect the agreed investment pathways identified in respective councils' long-term plans and annual plans, and central government's contributions from taxation and the National Land Transport Fund. This investment profile dictates the pace and scale of change in public transport services and facilities.



## 7. Monitoring Outcomes

Environment Canterbury has developed outcome measures to monitor how effectively our public transport services contribute to our broader strategic outcomes and strategic priorities.

The public transport priorities and policies set out in this plan align with our broader strategic direction. The outcomes that are relevant to public transport are shown as highlighted on figure 1.

<b>Environment Canterbury long term aspirations</b>	Accelerate generation of the natural environment	Enable improved water and land use outcomes	Empowered communities taking action	<b>Champion safe reliable multi-modal transport choices</b>	Prepared and resilient communities
<b>Environment Canterbury strategic priorities 2024-34</b>		Take decisive action for healthy fresh water, land, coastal ecosystems and air quality	Foster relationships to underpin regional leadership for our communities	<b>Promote sustainable and healthy living and working environments</b>	<b>Help communities respond and adapt to climate change</b>

Figure 1 Environment Canterbury Impact Framework - Strategic Priorities

The measures are consistent with partner council's long-term plans and from existing legislation or national direction that we can contribute to and influence. They are an important part of how we measure our contribution towards environmental, economic, social, and cultural wellbeing over the long term.

The outcomes connect with the government's emissions reduction plan target, which states that by 2035, Aotearoa New Zealand will have significantly reduced transport-related carbon emissions and have a more accessible and equitable transport system that supports wellbeing. We will provide an overview of these outcome measures as part of our wider annual reporting and make relevant data accessible on our website.



Outcome measures	What are we measuring and reporting?	Outcome measure targets
<b>A. Mode share</b> <ul style="list-style-type: none"> <li>Percentage of journeys undertaken in Greater Christchurch using public transport</li> </ul>	Reporting every five years. Baseline to be established.	Increasing
<b>B. Healthy and safe people</b> <ul style="list-style-type: none"> <li>Premature deaths in Canterbury due to NO<sub>2</sub> from motor vehicles</li> <li>NO<sub>2</sub> from the kilometres travelled by the public transport fleet<sub>2</sub></li> </ul>	<p>Reporting every 10 years (the HAPINZ report shows that in 2016, premature deaths due to NO<sub>2</sub> from motor vehicles were 287 for Christchurch City, 19 for Waimakariri district, 6 for Selwyn district)</p> <p>Reporting annually. Baseline to be established.</p>	<p>Reducing</p> <p>Reducing</p>
<b>C. Accessibility</b> <ul style="list-style-type: none"> <li>Percentage of jobs that are accessible by public transport within Greater Christchurch, and Timaru (30 minutes)</li> </ul>	Reporting annually. Baseline to be established	Increasing
<b>D. Inclusive access</b> <ul style="list-style-type: none"> <li>Percentage of households within Greater Christchurch that can access key centres by public transport (within 30 minutes)</li> <li>Proportion of marae &amp; papakāinga in the Greater Christchurch area accessible by public transport</li> </ul>	<p>Reporting annually. Baseline to be established</p> <p>Baseline to be established</p>	<p>Increasing</p> <p>Increasing</p>
<b>E. Environmental sustainability/ Climate change</b> <ul style="list-style-type: none"> <li>Christchurch City Council goal - Halve district's greenhouse gas emissions (excluding methane) by 2030 <sup>(1)</sup></li> </ul>	Reporting annually (the Christchurch City Council's emissions tracker reports that 2.7 mega-tonnes of CO <sub>2</sub> -e were produced in the 2016/17 financial year)	Reducing

<sup>1</sup>We are supporting Christchurch City Council's goal to halve greenhouse gas emissions by 2030, through the decarbonisation of our bus fleet. Decarbonisation means transitioning from fossil fuel power sources (predominantly diesel) to zero-emission vehicles or vehicles using zero-emission power sources. For us, this means investing in electric buses that emit no emissions at their tailpipe. We work with our operators to prioritise the use of these electric buses on our high frequency network, to support greater emissions reduction.



## We provide bus and ferry services in Greater Christchurch and Timaru

Our Metro bus and ferry services aim to deliver effective public transport and access to social, cultural, education, and economic opportunities. Metro bus and ferry services offer accessible, affordable, and sustainable alternative options to private vehicle travel.

### We measure our performance against these targets / Ka ine nga putanga i enei whaingā

Service measure	Previous result (2022/23)	2024-25 target	2025-26 target	2026-27 target	2027-28 target
Service measure 28	95%	95% or more	95% or more	95% or more	95% or more
Percentage of customers satisfied with Metro public transport services					
Service measure 29	25.12* (new measure)	25 or more	Increasing	Increasing	Increasing
Number of trips per capita per year in Greater Christchurch and Timaru					
Service measure 30	86%	80% or more	80% or more	80% or more	80% or more
Percentage of fleet that meet quality criteria					
Service measure 31	2.78* (new measure)	3 or less	3 or less	3 or less	3 or less
Number of safety related incidents (passengers and drivers) per 100,000 passenger trips					
Service measure 32	Bus services: 88.4% Ferry services: 95.2%* (new measure)	Bus services: 95% or more Ferry services: 95% or more	Bus services: 95% or more Ferry services: 95% or more	Bus services: 95% or more Ferry services: 95% or more	Bus services: 95% or more Ferry services: 95% or more
Percentage of bus and ferry services that start on time					
Service measure 33	18%* (new measure)	19% or more	Increasing	Increasing	Increasing
Proportion of kilometres travelled by zero emission vehicles					
Service measure 34	97%	95% or more	95% or more	95% or more	95% or more
Percentage of customers satisfied with Total Mobility services					

\*Unaudited result

#### What do the measures mean? / He ngā tikanga o ngā ine?

**Service measure 28** helps us understand customer experience and where investment in improvements may be needed to align service delivery with community expectation. We commission an independent annual user survey of Metro service passengers in Greater Christchurch and Timaru.

**Service measure 29** helps us understand the level of utilisation of Public Transport services each year. This will give us an insight into how people are shifting to different modes of transport, contributing to reduced carbon emissions and traffic congestion. This measure also helps us understand how well the service is aligned to community travel needs and supports the measurement of key outcome measures for mode share, health and safety and environmental sustainability. To calculate this metric, we aggregate patronage data from our ticketing systems for Greater Christchurch and the Timaru district, and divide it by the total populations of these areas using estimates sourced from Stats NZ, which will help us to account for population growth over time.

**Service measure 30** will provide assurance that buses on routes are safe, comfortable, and fit-for-purpose. We audit our vehicle fleet a minimum of three times each year against quality standards.

**Service measure 31** helps us understand and influence the customer experience on our network so that our customers have a positive and safe experience.

**Service measure 32** demonstrates the reliability of our services by assessing the number of scheduled trips that depart their timetabled starting point on time. This helps us to run an efficient fleet and provides assurance for customers. Trips starting on time are defined as beginning between 1 minute before, and 5 minutes after, the scheduled departure time.

**Service measure 33** demonstrates progress towards reaching our goal of a net-carbon zero fleet by 2035. A net-carbon zero fleet refers to achieving an overall balance between greenhouse gas emissions produced and greenhouse gas emissions taken out of the atmosphere. We do this by investing in electric buses that emit no emissions at their tailpipe. As we increase the number of electric buses in our fleet, diesel buses will be phased out and therefore, fewer carbon emissions from public transport will be released into the atmosphere.

**Service measure 34** helps us understand customer experience with Total Mobility services, and where investment in improvements may be needed to align service delivery with community expectation. We commission an independent annual user survey of Total Mobility service consumers in Greater Christchurch and Timaru.

From Environment Canterbury Long Term Plan 2024-2034 pages 64 and 65

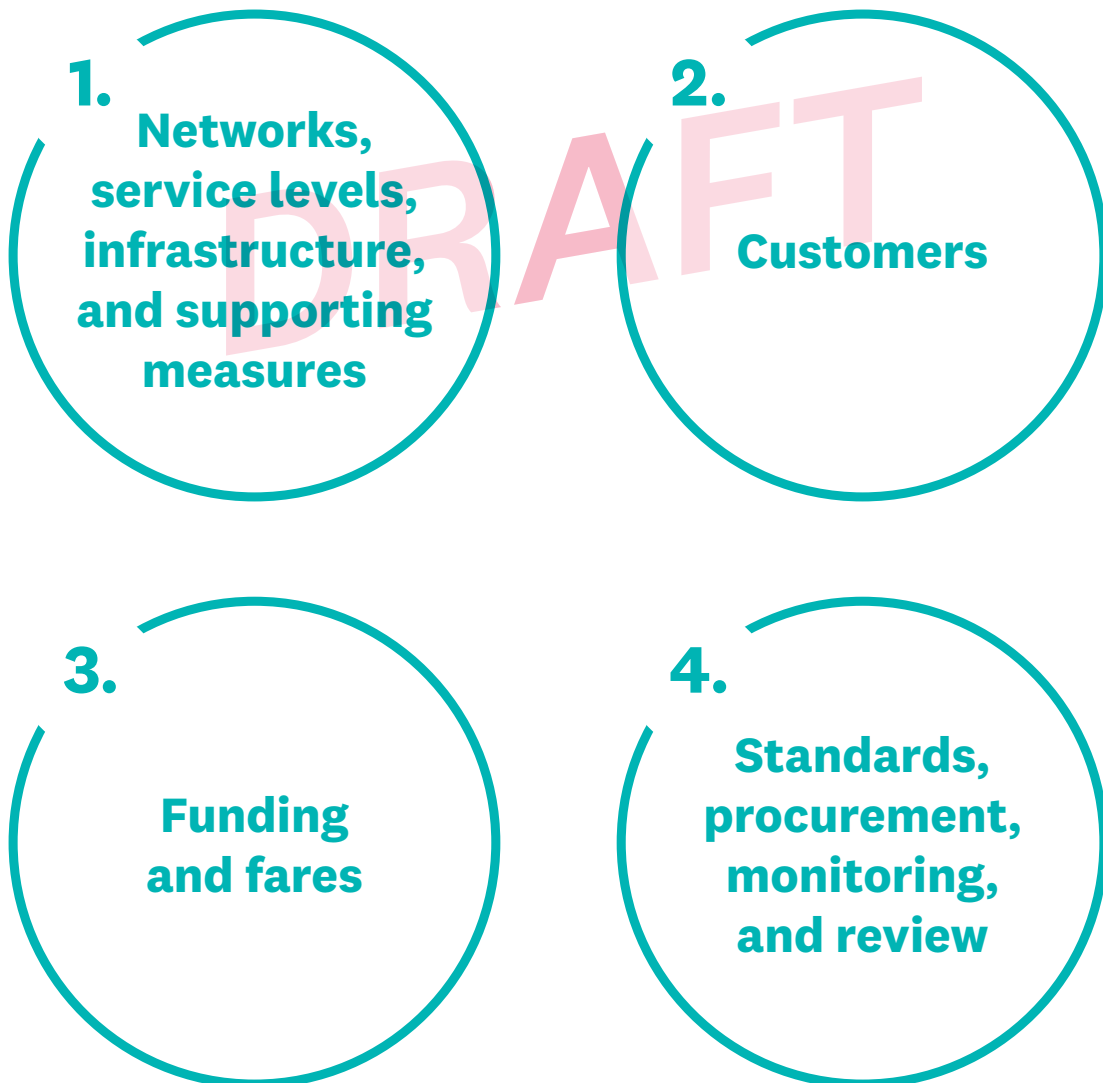
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**Part B:**  
**Policy**  
Ngā Kaupapa  
Here





## **Part B sets out this Plan's four key policy areas:**





## Policy area 1: Networks – service levels, infrastructure and supporting measures | Te Tūhononga: Rātonga, Waihanga me Ngā Mahi Tautoko



### Outcome:

Public transport connects people to where they want to go and provides a timely, attractive, and convenient alternative to private car travel.

This policy area describes the basic components of the public transport networks and services operating in Waitaha/Canterbury. It includes policies on where services will be provided, the type of services that will be provided, when they will operate and how frequently. These policies apply to all the contracted units specified in appendix 2.

These policies aim to achieve integrated networks of services (including ferries and demand responsive transport), recognising the different service demands in different parts of the region. The types of services covered by these policies are:

- Scheduled services
- On Demand services (demand responsive services)
- Other services including those to new areas, specialist services and special events, community transport services, regional connections, and services for the mobility impaired.

Some of the policies also deal with integration of public transport services with other modes, land use, infrastructure and supporting measures.

### Service types

**Objective 1A: Public transport services in the Greater Christchurch and Timaru urban areas provide people with access to key destinations.**

These policies give effect to the network designs presented in part A, section 4.

They provide for an integrated hierarchy of services, designed to meet the demand for customer movements. The current focus is the Greater Christchurch urban area and Timaru, but the services could be applied in other places subject to consultation, establishing demand and the willingness to fund. These networks of differing services will enable access to a range of key destinations within our urban areas.

These services contribute to networks that may include routes, infrastructure, and other supporting measures. Public transport services are categorised into a hierarchy of service types as specified in Table B1.1.



### Policy 1.0 Service Levels

Provide the service type attributes outlined in this policy (table B1.1)

Network Layers	Frequent		Connectors (direct and reliable services)	Links	Direct Services	Specialist services (School, peak only etc)	On demand services	Community vehicle Trust
	Turn-up-and-Go	High frequency						
<b>Operating hours</b>	Weekday Saturday & Sunday  6am - 11pm	Weekday 6am – 11pm  Saturday 7am – 11pm  Sunday 7am – 9pm	Weekday 7am – 9pm  Saturday 8am – 9pm  Sunday 9am – 6pm	Weekday 7am – 7pm  Saturday 8am – 8pm  Sunday based on demand	Weekday 6.30am – 8.30am  3pm – 6pm	These services complement the regular metro service offering and operate as required	As required	As required
<b>Frequency</b>	10 minutes 6am to 7pm Weekday  10 minutes 10am – 6pm Saturday  15 minutes 9am – 6pm Sunday  30 minutes otherwise	15 minutes 7am – 6pm Weekday  15 minutes 8am – 6pm Saturday  15 minutes 9am – 5pm Sunday  30 minutes otherwise	30 minutes all day	As required	30 minutes in the morning and evening peaks only	No set frequency	No set frequency	No set frequency
<b>Destinations</b>	Connecting multiple suburban and town centres, tertiary institutes or major trip generators	Connecting two or more suburban and town centres, tertiary institutes or major trip generators	Services along corridors connecting two or more neighbourhood centres with the central city	Coverage services linking areas not otherwise well serviced	Connecting townships beyond Christchurch and Timaru to these major cities	As required	As required	As required
<b>Speed and priority</b>	Bus priority measures in congested areas of the road network	Bus priority measures in congested areas of the road network	Reliable journey times along urban arterials and highways with some priority measures		Using motorways and urban arterials for fast reliable journeys			
<p>All services may operate more frequently in periods of peak demand. These standards are minimum service levels assuming normal operational circumstances. Public holidays and the Christmas/New Year break period will reflect either Saturday or Sunday service standards. These will be advertised in advance on appropriate information outlets and within vehicles.</p>								

Table B1.1 minimum level of service standard for each route type as at 2024



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**Actions**

Canterbury Regional Council (Environment Canterbury) will ensure that contracted services provide the minimum service attributes outlined in this Plan. From time to time, service attributes may be adjusted to best match the demand on parts of the network. This will be done when undertaking reviews of services, procuring new services, or amending services and will include engagement and consultation with affected communities as per our service review, engagement and significance policies.

**Explanation**

The service attributes are descriptions of the level of service associated with each of the services in the hierarchy. These outline the standard levels of service strived for. The hours of operation are intended to provide a comprehensive service.

Faster and more reliable journeys are a priority for the frequent routes, and these will be supported with infrastructure and priority measures. Services will provide the highest level of frequency (ideally 10-minute intervals or less), which is the frequency at which most customers do not require a timetable, which means on average customers wait five minutes for the next service. Higher frequencies on more routes may be possible if further funding becomes available.

In some situations, better service outcomes may be achieved by choosing to operate on demand services.

As demand on the network grows, services will be evaluated, and this may see service levels increased and improved to the higher standards noted in the hierarchy above. The standard service levels may change in response to demand.

Specific timetables may be set for public holidays and the period between Christmas and New Year, subject to review and approval by Environment Canterbury, as demand changes over these periods. If warranted, these services may have different minimum hours of operation and frequencies.

For specialist services, including peak-only and school services, the hours of operation and frequencies will be determined according to demand.

As our region continues to grow and change, there will be opportunities to test new services that meet the needs of discrete areas of demand - to offer a better service to our customers and better outcomes to our communities.



### Policy 1.1 Frequent services

Provide a permanent network of frequent, direct services that operate along strategic public transport corridors, with connections to urban and town centres and key business areas.



#### Actions

##### Environment Canterbury will:

Specify and contract for the provision of a network of frequent core services in Greater Christchurch (see Appendix 2: Services) that meet the relevant service attributes set out in policy 1.0, table B1.1.

Periodically review frequencies and service levels to ensure they continue to meet customer expectations.

Work closely with territorial authorities to ensure appropriate public transport infrastructure and operational optimisation is planned for and provided alongside frequent services to ensure reliable and timely journeys.

Work with partners to identify and develop isolated bus priority and future rapid transit opportunities on high demand, high growth core services.

#### Explanation

Frequent services provide the highest level of frequency and access connecting activity centres, the central city, and other key origins and destinations. Our highest frequency services run along strategic public transport corridors through key suburban interchange points and the central city to enable customers to make connections with other services. Urban and town centres act as destinations as well as interchange points, enabling customers to identify and access their bus service, and access a wide range of social, cultural, and economic amenities easily.



### Policy 1.2 Connector and link services

Provide a network of connector and link services that complement the frequent services to provide greater access to major shopping, education, employment, entertainment, recreational and medical facilities.

#### Actions

##### Environment Canterbury will:

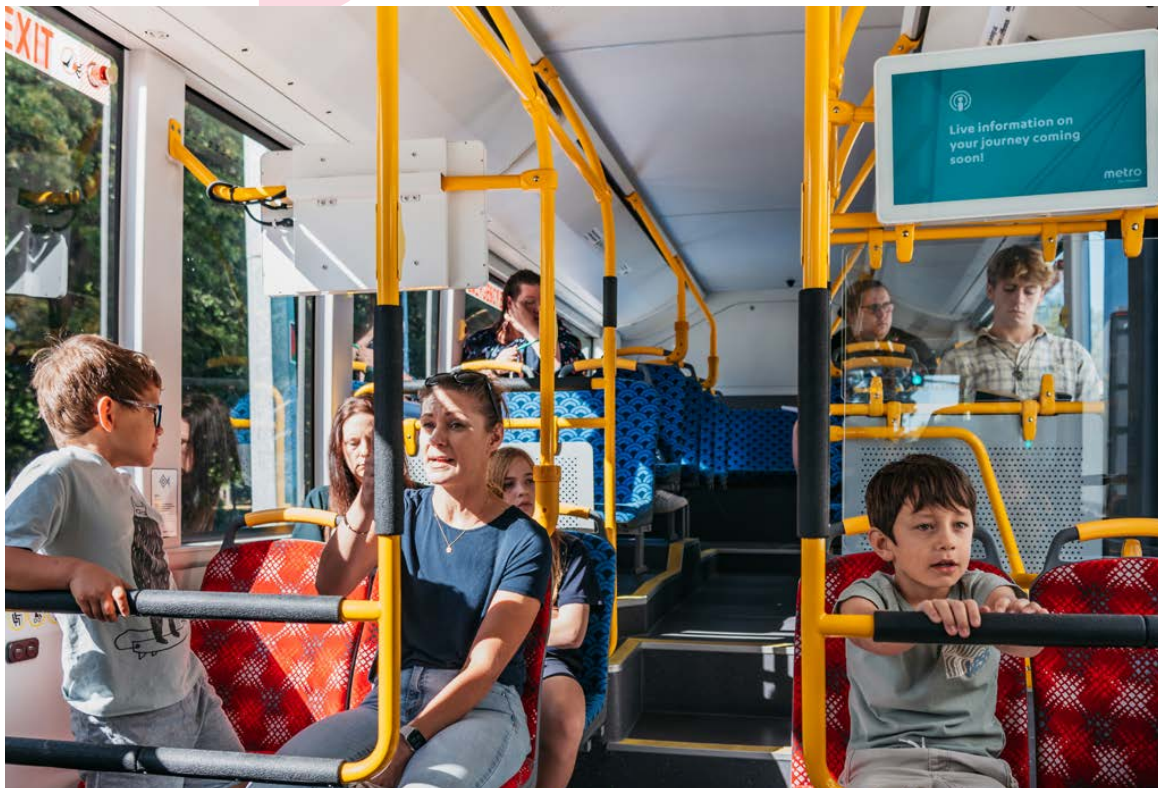
- Specify and contract for the provision of connector and link services where applicable that meet the relevant service attributes set out policy 1.0 table B1.1
- Work closely with territorial authorities to ensure appropriate passenger and pedestrian facilities and wayfinding infrastructure provides customers with comfortable and safe experiences.

#### Explanation

While the frequent services form the permanent backbone of our Christchurch network, the connector and link services are designed to provide good public transport access in and between remaining urban areas. Connector services connect two or more neighbourhood centres with the central city or strong trip generating areas. They are intended to be as direct as possible while connecting key destinations and with the highest frequencies as possible, relative to demand. Link services connect suburbs to a range of destinations and centres outside of the central business district. This enables customers to connect and move between residential areas and an array of important destinations not serviced by frequent services.

Specific routes and service levels will be influenced by demand patterns. Some connectors could be gradually upgraded to similar frequencies and levels of service as frequent services as demand grows.

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### Policy 1.3 On demand services

Provide services that enable access to destinations and opportunities, i.e. shopping, employment, tertiary education, entertainment, recreational and medical facilities.

#### Actions

##### Environment Canterbury will:

- Specify and contract for the provision of services that meet the relevant service design principles.
- Periodically review service levels to ensure they continue to meet customer expectations.

#### Explanation

The on-demand transport model is a flexible type of public transport service with no fixed route. It responds in real time to passenger demand to determine route and deliver passenger trips. The service requires customers to request a journey by booking via a phone app, through a contact centre or at one of the booking-on-behalf locations, then the technology determines the journey options available given the users' location and destination.

On-demand public transport services are regarded as a useful tool in the public transport service level toolbox (see policy 1.0 above). Like any tool, on-demand public transport can be very effective at servicing certain trip demands but not necessarily well suited to every demand (for example, catering for high school trip demand in the morning and afternoon peaks may be difficult in the on-demand model).

On-demand can be popular, resulting in increasing customer demand. While this is good, it can create a dilemma for scheme providers as the more people that seek to use an on-demand service, the less effective the service may become.

#### On-demand services will be considered in the following circumstances:

- Complementing existing service - where they can provide a new first / last leg connection to frequent public transport services; or
- Supplementing existing services - where they can 'open up' our public transport network to areas for the first time or where there is low bus feeder demand outside of normal working hours (early morning and late night); or
- Replacing existing services - where they can replace existing poor performing fixed route services and provide better customer experience and value for money.
- Where demand for an On-demand service approaches the capacity of the fleet in a serviced area, Environment Canterbury will consider whether a fixed route bus service of a type outlined in policy 1.0 is more appropriate. This decision will be guided by the policies related to periodic fit-for-purpose reviews of our services particularly policy 1.10, policy 4.4 and policy 4.17. Regular and appropriate service levels will be determined through consultation with communities and stakeholders, representing existing or potential customers to ensure that the service provided is valued, fit for purpose and meets community needs. This will include service availability parameters, frequency, and hours of operation.

This service type is currently applied within Timaru and is available to be applied in other locations subject to the policies and processes outlined by Environment Canterbury, including policy 1.10 and policy 1.11 below.



## Policy area 1B: Other services



### Objective 1B:

Improved access and freedom of travel for people whose needs are not met by, or who are unable to use the regular public transport system.

#### Policy 1.4 Specialist services

**Provide specialist services, such as school services and peak express services if they meet policy requirements.**

##### Actions

Environment Canterbury will contract specialist services to supplement and/or complement the regular network of scheduled services, where there is a recognised demand and where specialist services are able to serve travel demands more cost-effectively than regular scheduled services.

##### Explanation

Specialist services provide access to or from places with a specific purpose at a specific time and may offer a more flexible service for the customer. They currently include peak-only direct commuter services and school bus services.

They are provided on a case-by-case basis, where demand is sufficient to warrant a service operating in addition to and to supplement the regular scheduled network. The hours of operation and frequencies of these services will be determined by demand assessments.

Direct services may be provided to areas where there is high commuter demand, but insufficient demand at other times to warrant a service throughout the day. It may be viable to provide a more direct service to key destinations for commuters than would be available through the all-day network.

Review of direct commuter services and specialist services needs will be guided by the policies related to periodic fit-for-purpose reviews of our services particularly policy 1.10, policy 4.4 and policy 4.17. As support and patronage for these services changes, they may transition along the service level hierarchy following a review.

##### School assist buses:

It is Environment Canterbury's intention that secondary school pupils will be able to access the school nearest their home by using regular scheduled services. Where this is not practical, or demand exceeds that of the scheduled services, dedicated school buses may be provided. We will focus on ensuring access is provided to local schools, rather than those in different areas, unless it is more cost-effective to do so through purpose-specific school services.

Environment Canterbury will engage with the school and the Ministry of Education prior to making changes to any service.

As the scheduled public transport network is extended into new areas of development, Environment Canterbury will assess existing school bus service routes and demands, with a view to removing existing school services where the new scheduled services can cater for most of this demand and achieve better utilisation of bus resources.

Environment Canterbury will consider that a school is well served by the regular public transport network when:

- The closest public bus service bus stop is no greater than 500m walking distance from the school gate; and
- the bulk of school students are not required to make more than one transfer between services to get to school; and
- the public transport service timetable, including transfer times, means that most students are not required to leave home before 07.00am or arrive home after 5.00pm when leaving school at the usual end of school day.



Environment Canterbury will withdraw any legacy out of zone school buses if a school is well served by the regular public transport network (as defined by three bullet points above). We will periodically review school buses and withdraw when a school is well served by the regular public transport network.

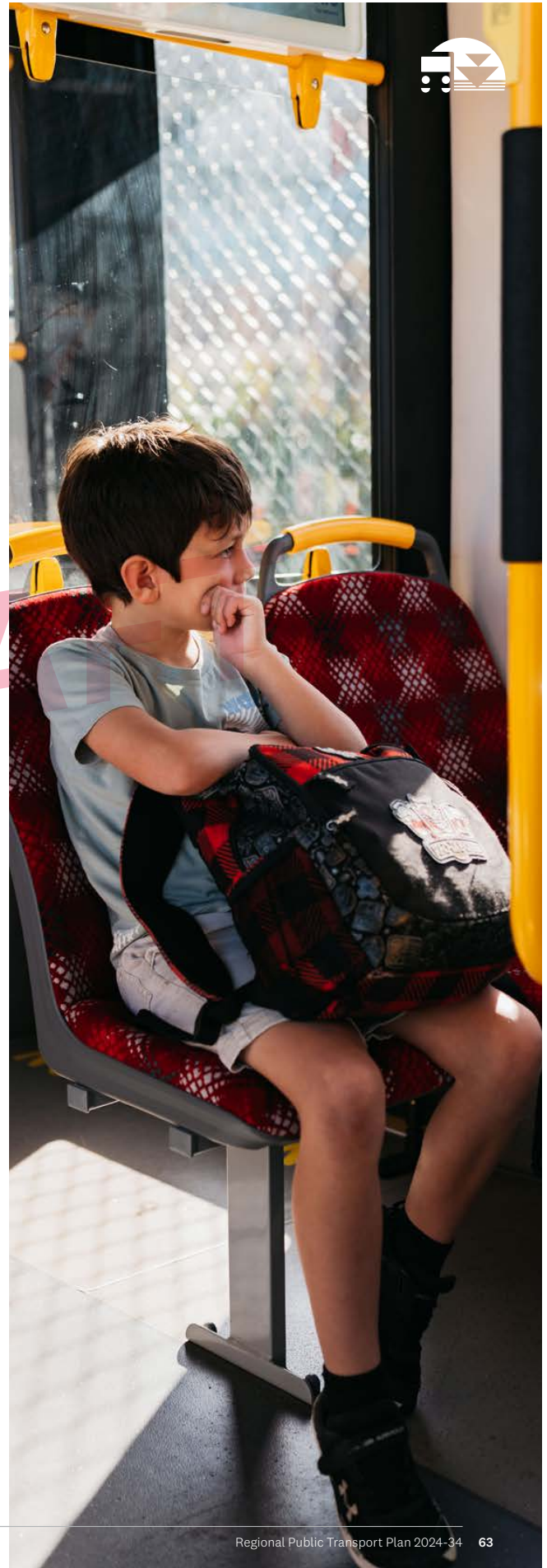
Environment Canterbury will consider providing additional school buses where there is a sufficiently large demand from a defined catchment. Large demand means that a school bus will be fully or heavily loaded before it leaves for homebound travel (afternoon) and fully or heavily loaded when it arrives at the school in the morning.

Environment Canterbury will periodically review all out of zone school bus services (and scheduled services that carry significant numbers of school students) with target schools to ensure that travel needs are being met in an appropriate and cost-effective manner. Capacity may be added as appropriate where persistent overloading issues are found to exist.

Environment Canterbury will consider a school bus service is underperforming when patronage is fewer than:

- 15 students for Secondary or Intermediate.
- 10 students for Primary.

Operators may provide additional school bus services without any Environment Canterbury involvement other than the registration of the service. These services are outside the scope of this policy, as are school bus services in rural areas provided by the Ministry of Education.





### Policy 1.5 Community Vehicle Trusts

#### Provide funding support by way of a Memorandum of Understanding for:

- Community transport services to meet the needs of communities that cannot sustain a regular public transport service.
- Specialist services not provided by the regular public transport services for an area.

#### Actions

##### Environment Canterbury will:

- Provide financial support to approved Community Vehicle Trusts to assist with the costs of vehicle replacement and/or administration. We will use the following criteria to determine the eligibility of Community Vehicle Trusts for financial support in relation to the signed Memorandum of Understanding with each Trust when:
  - There is no alternative public transport service available to the community;
  - There is a demonstrated need for a transport service in the community.
  - There is willingness from the members of the community to set up, operate and maintain a trust and for people to volunteer to be drivers.
  - There is sufficient funding available in accordance with Environment Canterbury's funding policy for community-based organisations.
  - The establishment of the trust has the support of the relevant territorial authority.
- Explore opportunities for this approach to play a greater role in enhancing the availability and quality of public transport in Canterbury.
- Ensure there is community willingness to financially contribute to the service through their rates.

#### Explanation

Environment Canterbury supports several Community Vehicle Trusts that have been formed to cater for the transport needs of a particular group of customers, or to provide transport

services in small towns and communities that cannot sustain a regular scheduled public transport operation. Vehicle trusts utilise the goodwill of the community by recruiting volunteer drivers, meaning transport is more affordable and meets the needs of customers. Environment Canterbury provides financial support through annual grants and advisory support to establish a vehicle trust or service when a request is received from the relevant local authority, community board or residents' group.

### Policy 1.6 Total Mobility service

**Provide the Total Mobility service so that transport services are available for people with a permanent impairment that prevents them completing any of the component parts of using regular scheduled public transport services in a safe and dignified manner.**

#### Actions

##### Environment Canterbury will:

- Provide the Total Mobility service in communities that are willing to support it through separate rates.
- Continue to collaborate with central government to maximise funding support, recognising the important function of this service.

#### Explanation

Meeting the needs of people with mobility impairments with a high standard of accessibility to our regular scheduled network of public transport services is core to the customer commitment (policy 2.8).

However, some customers have specific needs that mean they are unable to use regular services. Environment Canterbury will continue to provide the national Total Mobility scheme to support customers who are eligible under the scheme's criteria. Total Mobility is a national scheme, and the qualifying criteria and central government subsidy levels are set by the government. The level of Total Mobility subsidy that Environment Canterbury contributes to the scheme will be set according to our funding (policy 3.5).



### Policy 1.7 Regional connections

**Investigate the feasibility, costs and funding options for the provision of services to connect communities outside of the Greater Christchurch and Timaru urban areas, where there is strong community support and where it is cost effective to do so.**

#### Actions

Environment Canterbury will work with local communities and territorial authorities to identify the demand for, and willingness to financially support, regional connections. This will include establishing any central government funding contribution through existing business case requirements and processes.

Environment Canterbury will consider requests received from the relevant local authority, community board or residents' group for new regional connections where there is evidence that:

- the service is consistent with the objectives of this Plan;
- the demand for the service is sufficient to achieve an acceptable farebox recovery/private share of operating costs in the medium term;
- there is community willingness to financially contribute to the service through their rates; and
- there are no alternative solutions that can more cost effectively meet the community's access needs.

Environment Canterbury will contract for regional connections where the community is willing to provide an appropriate local financial contribution, and NZTA will support the new service.

Where possible, consultation on new regional connection services may be conducted in conjunction with wider service reviews or the development of Environment Canterbury's Annual Plan.

#### Explanation

This policy applies to public services that provide access to and from satellite towns and smaller communities located outside of the Greater Christchurch and Timaru urban areas. It focuses on the need to ensure that there is community support for new service proposals, including a willingness to financially support the service and evidence that alternative options have been explored.

Regional connections may involve more than just scheduled services and may include demand responsive services or feeder services, which may be integrated with scheduled services. Territorial authorities may need to be involved in providing parking facilities and other supporting infrastructure for these services, in partnership with Environment Canterbury.

Should central government funding be required to establish or support the provision of any new service, central government business case requirements may need to be adhered to, to secure the appropriate level of financial contribution.



### Policy 1.8 Trials and innovation

Enable the trial of new technology, services and service delivery types where existing services are not meeting customer needs or where opportunities may present themselves to improve services or service efficiency. Trials will test and assess the demand for, and viability of, new approaches.

#### Actions

##### Environment Canterbury will:

- Provide for trial services to test demand.
- Trial technology and innovation for new service delivery models and ways of operating our public transport system.
- Support CCC in the implementation of smart technology at traffic signals, including a trial of SCATS bus priority

#### Explanation

As our networks develop, trials may be needed to test the feasibility and suitability of innovations or enhancements. In areas of increasing residential and employment activity, travel demands will shift over time and may not be sufficiently met by the existing network of services.

Predicting the demand for new services is difficult and can sometimes be unsuccessful. Trial services are useful ways of determining service viability. Opportunities are also emerging for new technology and new service types to play a greater role in our public transport system. Trials provide a useful way of testing and assessing such technology and service types, enabling us to gather important information and assess costs and benefits prior to making more permanent commitments.

Trials will be validated against pre-agreed outcomes or thresholds and will be run for defined periods as per the trial proposal adopted at the instigation of the trial.

### Policy 1.9 Event services

Work with other agencies to help facilitate the provision of public transport services for major events in the region.

#### Actions

Environment Canterbury will work with local authorities and relevant organisations to explore and facilitate the use of public transport at major events in the region, where there are geographic synergies with the public transport network, and it is economic to do so.

#### Explanation

Events and promotions can generate a lot of traffic. Environment Canterbury is keen to work with event organisers to explore and encourage the use of public transport where there is an appropriate alignment between the event location and the public transport network. We want to help make events safer, more accessible and more sustainable, while minimising their impact on other road users. We also see this as a good opportunity to encourage new customers to try public transport.

Environment Canterbury can help coordinate and/or promote public transport services to these events, but we will not generally use ratepayer funding to provide these services. Costs will need to be covered by the event organiser.

Co-funding proposals can be presented to Environment Canterbury for consideration, and we will assess such proposals based on the extent an event is seen to benefit the public transport network and the wider community.



### Policy 1.10 Requests for changes to services or introduction of new services

Provide a clear process for members of the public to seek changes to public transport services or the introduction of new services, in accordance with the following criteria:

- The proposed change or addition will improve the accessibility of public transport to the wider community.
- The proposed change or addition is supported by the residents.
- New services or changes may be trialled (in accordance with policy 1.8) prior to a decision on whether to incorporate them into the network on an ongoing basis.
- Cost, patronage and revenue projections indicate that the change or new service will be financially viable in the long term.
- Where required, the proposed new service or service change is supported by a robust business case that secures central government or partner stakeholder co-funding.
- The proposed changes or additions can be supported by existing or new infrastructure subject to funding and approvals.

#### Actions

Environment Canterbury will:

- Assess the potential for changes to services as part of our regular service review process, using the criteria in this policy or as the result of a business case process based on NZTA's investment principles and business case approach.
- Assess specific requests from local authorities, community boards or resident groups for new services or changes to services and report any significant requests to council for a decision.
- Where possible, introduce these requested or proposed changes or additions on a trial basis and/or investigate them as part of a business case, wider service review or annual plan process.

#### Explanation

Environment Canterbury is open to ideas from customers and members of the public for service changes and or the introduction of a new service. The preferred approach for this is to direct an initial request to the local residents' group or community board for consideration. The request will then be considered by Environment Canterbury to see if it can be supported.

Environment Canterbury will work with the community to assess demand for the service and likely costs, to determine whether the change is supported and viable. This may involve introducing a new route on a trial basis, as part of the investigations to assess demand. These investigations will be incorporated into wider service reviews or the annual plan process when possible.

In situations where additional expenditure is required, Environment Canterbury must be able to secure funding to ensure that any change or new service can be financially viable. This will involve collaborating with partner stakeholders to ensure that funding streams are available and that the proposed change meets the agreed parameters identified through our own and partner stakeholder processes.



### Policy 1.11 Services to areas of new development

Enable timely and cost-effective public transport to new areas of urban development, in accordance with the following criteria:

- Alignment with objectives and outcomes of development strategies such as the National Policy Statement for Urban Development, Greater Christchurch Urban Development Strategy and the Greater Christchurch Spatial Plan.
- Planned eventual size of the development will support the provision of public transport.
- Cost, patronage and revenue projections indicate that the service will be financially viable in the long term.
- Infrastructure is designed and planned to support the service provision.
- where required, the proposed service change is supported by a robust business case that facilitates central government or partner stakeholder co-funding

#### Explanation

Our urban areas continue to undergo considerable change, particularly with the development of new communities and relocation of businesses. Introduction of public transport services to new and developing residential areas, as well as connections to employment areas, is important for growing public transport patronage and to support land use development plans. It is important that any service extensions are timed right. This is to ensure that they deliver value for money and offer a viable and attractive transport option to new communities at an early stage while residents are in the process of establishing their travel habits. This policy acknowledges that to provide services to new areas early, there may be lower patronage and farebox recovery/private share of operating costs in the early years of operation as the population or demand grows.

#### Actions

##### Environment Canterbury will:

- Assess the potential for service extensions to new areas as part of our regular service review process, using the criteria in this policy or undertaking a business case based on the New Zealand Transport Agency's investment principles and assessment approach.
- Assess specific requests from local authorities for new services, or extension of service, into areas of significant new development. The outcome of such an assessment will be reported back to the relevant local authority. Where possible, this will be investigated as part of a business case, wider service review or annual plan process.
- Where possible, introduce these requested or proposed changes or additions on a trial basis and/or investigate them as part of a wider business case, wider service review or annual plan process.

In situations where additional expenditure is required, Environment Canterbury must be able to secure funding to ensure that any change or new service can be financially viable. This will involve collaborating with partner stakeholders to ensure that funding streams are available and that the proposed change meets the agreed parameters identified through our own and partner stakeholder processes.



## Policy area 1C: Integration of public transport services, land-use, infrastructure and supporting measures



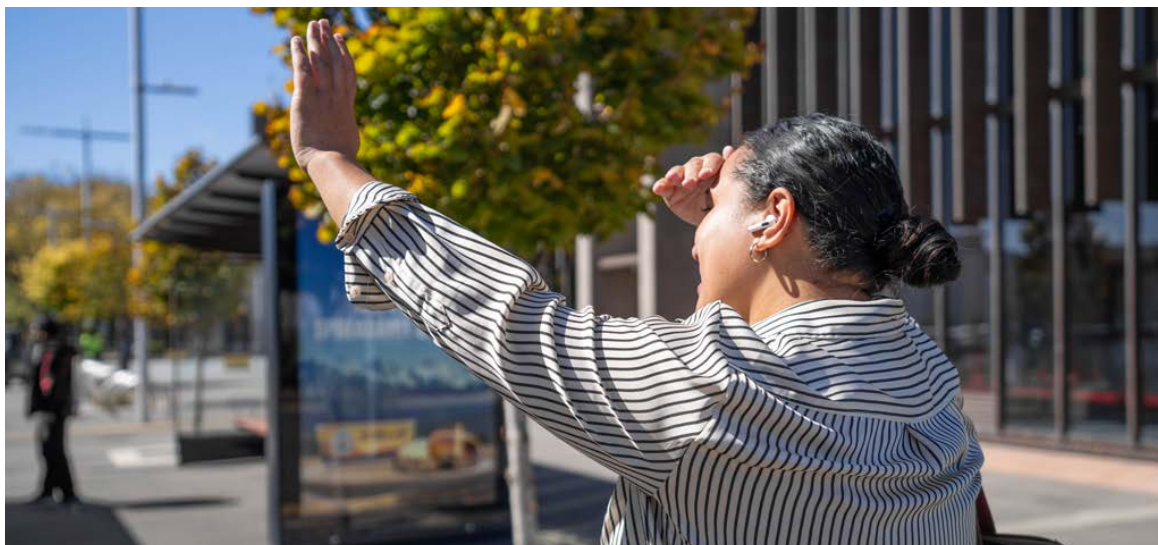
### Objective 1C:

To support compact urban form and multi-modal journeys, and that the delivery of public transport is integrated with land use development, quality infrastructure, and innovative technology.

**This policy area describes how the success of a public transport system relies on investment in infrastructure and network operations, as well as investment in services, and the integration of public transport into land use developments.**

The policies recognise the importance of the partnership that Environment Canterbury has with its territorial partners in the delivery of public transport. Specifically, local authorities enable public transport in the following areas:

- Coordinating the delivery of public transport services by delivering supporting infrastructure and other supporting measures (e.g. bus stops, shelters and layover areas, bus priority measures, information displays, intelligent transport systems such as sensors in vehicles and at signals to improve efficiency).
- Integrating the public transport system with other modes of transport (e.g. pedestrian facilities, bike share, park & ride) to enable and support multi-modal journeys that will extend the reach of the public transport network.
- Integrating land use planning and development with the planning, design, and delivery of public transport services.





### Policy 1.12 Deliver a coordinated public transport service and infrastructure programme

Deliver public transport services and infrastructure to make public transport journeys faster and more competitive with private vehicle trips, whilst enhancing the customer experience and addressing bus reliability. This includes ensuring adequate depot infrastructure is available to support service delivery.

#### Actions

Environment Canterbury, local authorities and other agencies and partners working within the region, will collaborate to:

- Deliver the Public Transport Futures Infrastructure Programme in Greater Christchurch.
- Deliver a bus priority programme for Greater Christchurch.
- Deliver new and upgraded bus shelters.

Upgrade bus stops in Greater Christchurch with real time information displays, accessible kerbs, pedestrian crossing facilities, illumination of crossing facilities and bike and micromobility storage.

#### Explanation

Territorial authorities are responsible for providing the infrastructure and management of the overall transport network to support public transport services provided by Environment Canterbury. The delivery of enhanced public transport services relies on the provision of priority measures, passenger facilities, operational measures and safe access to the system. The delivery of enhanced services, effective network management, and infrastructure requires coordinated planning and funding between Environment Canterbury and the territorial authorities. Coordinating the timing of the delivery of services and infrastructure and effective network management is a core focus of this Plan.

### Policy 1.13 Integrate the public transport system with other modes of transport

Integrate public transport services and infrastructure to extend the reach of frequent public transport services.

#### Actions

Environment Canterbury will work collaboratively with relevant territorial authorities, NZTA and developers to establish a network of appropriate schemes to integrate with public transport (cycling, walking, private car via park & ride facilities, ride share meet points, bike share, micro mobility and other services), to extend the reach of the scheduled public transport services, and increase the access to public transport.

#### Explanation

An integrated transport system connects to public transport services from all other transport modes. Designing and planning for these modes to connect with the public transport system, and vice versa, is critical to achieve a multi-modal transport system that enables people to make a range of journeys using the mode, or modes, of transport that work best for them. In areas with low populations or low density, it is not always cost-effective to run a scheduled bus service due to the

long distances involved, dispersed layouts, and low number of potential customers. Schemes such as park & ride, ride share, and bike share, can offer an effective solution for such areas by effectively extending the reach of scheduled services.

Park & ride services have been successfully established in Selwyn and Waimakariri districts, providing greater access to the Greater Christchurch public transport network. The introduction of further measures to better integrate across modes may be enabled through Policy 1.8. Monitoring of trials and projects will provide the information needed to establish appropriate design parameters.





### Policy 1.14 Integrate the public transport system with land use

Integrate public transport infrastructure and services with land use development to improve access.

#### Actions

All agencies within the region, including the Timaru District Council, central government agencies and organisations that make up the Greater Christchurch Partnership will work collaboratively together to:

- Continue to develop the Greater Christchurch Mass Rapid Transit Business Case to ensure rapid transit corridors are planned for and protected.
- Encourage transport-oriented land use development that supports increased density and diversity of housing that is highly accessible to public transport.
- Work with developers on structure plans and area development plans to integrate public transport with land use development and other transport modes to improve access, so that:
  - The design, location and access arrangements of developments facilitate convenient, easy and safe access to public transport services.
  - Customer facilities are integrated with other uses, such as retail, libraries or cafes, wherever possible.

#### Explanation

Public transport performs best in compact urban environments where a high number of potential passengers live and work close to the public transport system. This enables the provision of more direct routes and greater journey time reliability, which supports higher frequency services. Where these direct, high frequency services connect with areas of commercial, employment and recreational activity, it provides an opportunity to create attractive streets and centres that can also transform the development potential of the area.

The Greater Christchurch Spatial Plan takes an integrated approach to strategic land use and transport planning, focusing on household and business growth through greater intensification in urban and town centres and along public transport corridors. Planned public transport improvements, including a rapid transit system, in Greater Christchurch will support the urban form required to meet communities' aspirations for a well-functioning and sustainable urban environment that is safe, healthy, and enjoyable to live in and move

around. Protecting corridors for current and future public transport routes, in particular rapid transit corridors, and enabling and incentivising higher density development within walkable catchments of rapid transit stations, including through the Canterbury Regional Policy Statement and District Plans, will be key to implement the Spatial Plan.

Greater Christchurch Partners are currently working closely to investigate advanced rapid transit technologies, through the Mass Rapid Transit Business Case process. This business case will identify a preferred mode or modes for rapid transit and provide a platform for future development.

Integrating land use and public transport also entails designing public transport into new residential and commercial areas. This means designing streets to accommodate public transport and quality passenger facilities and ensuring safe and easy access.

It is also important to provide the appropriate level of public transport from the early stages of a development to ensure new residents and employees have access to public transport from the beginning, as transport habits are being formed.

Supportive land use planning should require that public transport routes are provided through newly developed areas (see policies 1.10, 1.11 and 1.12) and that there is safe, direct and convenient pedestrian access to those services e.g. by providing park & ride, bike share or bike & ride areas, and comfortable, safe and well-lit waiting areas. The design of new developments should ensure that higher density residential areas and community facilities such as shops, schools, retirement villages, recreational and health facilities, are well located close to future public transport services, in particular rapid transit corridors, to improve accessibility.

Emerging public transport vehicle technology will impact on our public transport system and may require integrating new technology and infrastructure into future developments and network planning. Environment Canterbury will work with partner agencies, public transport operators and the private sector to understand, and deliver on, these changing requirements.



## Policy area 2: Customers | Ngā Kirihioko



### Outcome:

To have more regular customers recommend Metro to friends and whānau.

Customers are at the heart of what we do. For public transport patronage to grow, we need to attract and retain customers, encouraging people to choose to take more of their trips by public transport and ultimately to become advocates for Metro. Having policies in place to ensure as many trips as possible are positive ones, and having the processes in place to support customers in cases where we don't meet expectations, are vital for the long-term growth of Metro.

Customer experience and marketing activity is fundamentally about providing a service that will encourage positive word of mouth and is a key building block for a service to grow organically. Moreover, it will make conversion of sales and marketing more effective as more of the community will already be at the 'consideration' stage of the purchase funnel. It also means that Metro needs to invest more in customer care activity. It is a given that the customer experience will not always be positive - external traffic disruptions alone can hamper this.

### There are four key requirements to achieving a better customer experience.

1. Encouraging more people to give feedback on their experience - good or bad.
2. Having the resources and process in place to "close the loop" on instances where customers may feel let down, ideally converting potentially negative word of mouth into positive.
3. Reinforcing positive experiences with customers that are advocates and using our channels to share these stories.
4. Robust analysis of pain points to inform decision making on customer experience priorities.

The first requirement is very much building upon the existing and vital feedback channels that Metro already has.



This focus on positive advocacy is particularly important for public transport in Greater Christchurch. Negative word of mouth is toxic to a brand, and Metro is no exception. Fundamental perception issues with public transport amongst non-users will not be transformed by marketing alone. The more people that hear positively about Metro from friends and family, the more they will see Metro as being for “them”. This is a long but vital journey.

Metro customer surveys consistently outline the key factors that have the most positive impact on experience. Beyond improvements to service frequency and reliability, Metro services need to be safe and easy to navigate within our increasingly diverse communities that we service. It is also about delivering the technology that customers expect from a ticketing and information perspective.

Transport technology is evolving constantly, and it is impossible to predict with any certainty what the future transport system will look like. Disruptive technologies have already arrived and are changing the way people travel. Ride-hailing apps such as Uber, electric bikes and cars, electric buses and driverless vehicles are changing the way people choose to travel. New technology is also presenting better ways to operate our transport system by optimising the use of our assets, managing the network efficiently, and gathering useful data about problems and opportunities across the network. These technologies present new opportunities for us to provide a more efficient transport network, a better travelling experience for the customer, more cost-effective investment, and reduced environmental impacts (particularly greenhouse gas emissions). The aim of this Plan is to be open to new technologies, proactively seek out opportunities and constantly look to implement the best solutions. Given the uncertainties around emerging technologies, this will mean taking a bold and innovative approach to trialing and testing new ideas, learning from them, and being committed to continual improvement.

For most people in Canterbury the term ‘public transport’ means buses. However, this has not always been the case and is less likely to be so as we move into the future. In the past, our public transport system was truly multi-modal, including trams, trains, ferries and buses – which people accessed on foot or by bike. Today, emerging technology, coupled with environmental and economic factors, are driving public transport (and transport in general) toward becoming a more diverse and multi-modal system once again. Rather than public transport simply referring to a publicly subsidised network of buses, it is evolving toward becoming a system comprised of multiple transport options and modes – some of which will be provided publicly, and some privately.

One of our key directions is to embrace these opportunities while ensuring that, where they are supplied, they are well integrated to provide people with excellent access across the various systems throughout the region. Investing in these modes will also help to reduce our total carbon emissions and improve air quality. Through this Plan, we will take steps to ensure these emerging opportunities integrate with, improve and complement transport choice.





### Objective 2A:

Public transport provides a high-quality experience that meets the expectations of existing and potential customers.

### Policy 2.0 Customers Charter

Develop and maintain a public transport customer charter.

#### Actions

##### Environment Canterbury will:

- Maintain the customer charter to guide our public transport planning, investment and operations.
- Use the customer charter in-house to guide our day-to-day work as a key foundation of any public transport service contracts.
- Ensure the customer charter is embedded in service contracts with public transport operators.
- Share public transport customer trip data and monitor results, to enable appropriate enhancements to the network operation and the customer capabilities of the system.

#### Explanation

The customer charter is a commitment by all the agencies responsible for delivering public transport to work together to provide our customers with an excellent public transport experience.

The success of the customer charter depends on its application across all aspects of the public transport system, which requires equal commitment from all the relevant agencies to deliver the level of customer experience outlined in the charter. Environment Canterbury and partners will work collaboratively to achieve that shared commitment.



### Policy 2.1 Customer service

Everyone involved in the delivery of the public transport system will be suitably trained so that customers experience excellent service and safe, comfortable, enjoyable journeys.

#### Actions

As a condition of all contracts, Environment Canterbury will require that all bus drivers are suitably trained, and all operators will have on-going training programmes which address both driving and customer service. Driver training will be considered in tender evaluation.

All contact centre staff will be trained to deliver best practice customer service, and all staff involved in delivering public transport will be initiated in the customer charter and relevance to their role.

#### Explanation

Bus drivers and contact centre staff are the primary face of our public transport services and have direct contact with our customers every day. It is therefore critical that they are well trained in customer service. This is essential to the success of the network by ensuring customers receive a friendly and professional service.

Training should occur as part of all staff induction but should also be regularly refreshed to ensure high standards are maintained.

#### Environment Canterbury will:

- Support operators by providing information about the customer charter to all new drivers as well as information about the network and service changes as required.
- Conduct regular public transport user surveys and maintain robust customer feedback processes. Monitoring customer satisfaction with the helpfulness and attitude of bus drivers will be used to provide feedback to operators as part of the partnership arrangements.
- Contact centre staff will be provided comprehensive customer service training, and regular refreshers to ensure the customer service we provide remains of excellent quality.

### Policy 2.2 Service reliability and punctuality

Provide reliable and punctual public transport services, by:

- a. developing realistic, achievable schedules and routes that are consistent and easy to understand;
- b. providing bus priority measures at key locations to ensure services can run reliably; and
- c. including high standards of service reliability and punctuality in all service contracts.

#### Actions

##### Environment Canterbury will:

- Develop public transport service timetables, based on robust transport network performance data. Timetables should ensure that all service types are realistically able to achieve the service levels set out in policy 1.0.
- Work with territorial authorities to provide public transport priority and optimisation measures in keeping with network policies set out in policy 1.12.
- Ensure robust, achievable, measurable, and enforceable reliability and punctuality provisions are included in all public transport service contracts, in keeping with standards set out in policy 4.2.

#### Explanation

Achieving reliable and punctual public transport services is perhaps the most important aspect of providing an attractive system that meets the needs of the customer. Timetabling, public transport priority measures and high-quality operator performance are all critical to achieving this. If any one of these three components fails, then the system is unlikely to provide the level of service that customers desire that will help grow patronage.



### Objective 2B:

Existing and potential customers have the information they need to confidently choose to use public transport, and Environment Canterbury has the information necessary to constantly improve the service.

### Policy 2.3 Customer engagement

Proactively undertake engagement activities to assist customers in understanding and removing barriers to using public transport by:

- Targeted interaction, engagement and information sharing with employers and communities in key destinations that have easy access to the high frequency routes.
- Working with communities to raise awareness of the travel options available and the benefits of the use of our public transport network.

#### Actions

- Environment Canterbury will continue to support the:
- Implementation of the Greater Christchurch travel behaviour programme.
- Technology advances that improve information and services for customer use of the system.

#### Explanation

Public transport usage is low in Christchurch compared to other major cities in New Zealand. There are known barriers to using public transport, and activities are focused on understanding the barriers, providing information and engaging with people. Greater Christchurch partners are investing in a programme of activities to help existing and potential customers understand their travel options.



### Policy 2.4 Customer information

Provide customer information in a range of up-to-date formats so that it is easily accessible to all users, is easily understood and keeps up with changing customer expectations, including:

- accurate real-time customer information;
- high-quality onboard audiovisual journey information where appropriate;
- a range of up-to-date, effective and accessible journey planning tools; and
- a proactive approach using a wide range of methods to provide timely information to customers.

#### Actions

Environment Canterbury will:

- Work with territorial authorities to provide accurate customer information (as outlined above), including timetables at every bus stop and accurate real-time information at selected high-usage stops.
- Explore ways to improve the provision of timetable schedules at public transport stops.
- Consider ways to improve bus stop identification for customers.
- Work with territorial authorities and stakeholders to ensure all relevant customer information is fully accessible to all public transport customers. This includes ensuring it is easy to find, legible and simple to understand, available in formats that are relevant to user groups (notably those with hearing and sight impairments), and available in languages other than English where appropriate.
- Provide live or real-time journey information (such as major stop announcements, real-time route and journey time updates), initially on vehicles serving frequent routes and expanding to other parts of the public transport network over time.

- Provide public transport information outlets that:
  - are independent of contracted public transport service operators;
  - provide accurate timetable and other information through a variety of channels, including website, journey planner, telephone information service, printed material, and social media networks;
  - receive and process customer complaints; and
  - provide professional and customer-centric handling of all customer enquiries.

#### Explanation

The primary objective of all customer information is to enable customers to use public transport with confidence and ease, have easy access to information, and that the information is accurate and easy to understand. This information is critical to the public transport customer experience, and therefore the success of the system. Complexity, or perceived complexity, is a major barrier for many people who do not typically use public transport. A range of methods, especially new opportunities in digital technology, will be used to achieve this and will be shaped using feedback collected from existing and potential customers to continually improve our approach to the provision of information. The provision of independent information services enables consistency of information across all operators and routes and supports the image of public transport services as a network.



### Policy 2.5 Customer feedback channels

Provide and promote a range of customer feedback channels including regular formal and ongoing informal opportunities for the public to give feedback and receive timely and meaningful responses. This feedback will be used to continually improve the public transport system.

#### Actions

##### Environment Canterbury will:

- Continue to enhance customer feedback processes and research to the point that it is a genuine voice of the customer programme.
- Regularly connect with customers that have ceased using the service, to better understand what factors have influenced their decisions and what can be improved.
- Ensure that appropriate feedback processes are in place so that, when relevant, we can close the loop on any issues an individual may raise, whilst aggregating the feedback to ensure the overall themes can inform future planning.
- Maintain and enhance customer relationship management systems and processes to ensure seamless customer care for feedback that requires cross-team/cross-agency input.
- Maintain and enhance customer relationship management systems and processes to ensure that customer-facing staff can view and share relevant customer information with a customer, subject to privacy checks.

#### Explanation

A robust customer feedback programme underpins improved customer experience, regardless of the industry, and public transport is no exception. Addressing the underlying causes of customer issues, whilst ensuring that the overarching themes of feedback inform future planning, is vital to this process. It is important to not only receive feedback from existing or potential customers, but also to understand why people who once chose public transport, no longer choose to use the service.

### Policy 2.6 Branding and marketing

Provide consistent branding and marketing for public transport throughout Canterbury so it is easily recognised and understood by customers.

#### Actions

##### Environment Canterbury will:

- Require all contracted operators to be part of an integrated branding system.
- Undertake, in collaboration with our partner agencies, regular promotional and educational campaigns to raise awareness of the public transport system.
- Collaborate with partnering Councils to ensure that all public transport customer-facing assets have consistent branding in-line with the Metro brand guidelines for the relevant network.

#### Explanation

Brand materials will be continuously developed by Environment Canterbury to support the overall brand and will be specified in the relevant service contracts.

The image for public transport services in the region is to be one of a high-quality, integrated network with a branding system that makes it easily identifiable and marketable to new users.

Environment Canterbury will specify system-wide service branding for all contracted services. Specific requirements related to how the overall network branding is applied to vehicles will be defined within contracts.





### Policy 2.7 Acknowledging customer loyalty

Provide a range of rewards and incentives to help retain existing users and attract potential customers.

#### Actions

Environment Canterbury will:

- Review the existing system of rewards and incentives, including fare discounts, to identify opportunities for improvement.
- Develop a suite of rewards and incentives to encourage regular, frequent and recurring use of public transport and to let customers know they are valued, and their support of the public transport system is appreciated.

#### Explanation

If customers feel valued and receive the level of service they expect, they are more likely to feel positively about public transport, and therefore use it more frequently, recommend it to others and support public funding of the system. A positive experience of the system will also help attract and retain new users. Reward and incentive schemes are a well-established method of attracting and retaining customers. Exploring new ways to enhance this aspect of the customer experience of public transport in Greater Christchurch and Timaru will enable the development of a range of rewards and incentives. These may go beyond just recognising those customers who are dedicated regular public transport users, to include a broader approach that acknowledges all our customers, including those for whom public transport may be one of several modes they use for their personal transport needs. This is consistent with the broader goal to encourage more people to use public transport more often, and our expectation that personal transportation will become increasingly multi-modal in future, as opposed to expecting customers to adopt public transport as their primary mode of transport to benefit from a reward and incentive scheme. It is also important that this is carefully integrated with the marketing approach so that existing and potential customers alike are aware of the rewards and incentives available for using public transport.

### Policy 2.8 Customers travelling with Domestic Pets

Passengers are permitted to travel with domestic pets on public transport with appropriate controls in place, as identified in the Metro Code of Conduct.

#### Actions

Environment Canterbury will:

- Investigate the level of community support for allowing passengers to travel with pets.
- Consult with the community about what controls would be considered appropriate.
- If appropriate, incorporate appropriate controls for the carriage of pets on public transport into the Metro Code of Conduct.

#### Explanation

Considering the increasing acceptance of pets on public transport both globally and in other regions of Aotearoa, we seek to understand if the community supports passengers travelling with pets on public transport, including buses and ferries, with appropriate controls.

Allowing passengers to travel with pets on public transport can enhance customer experience. It supports pet owners who don't own a car or suitable transport to take them to the veterinarian, work or leisure activities and improves equitable access to the network.



### Objective 2C:

Public transport is easily accessible to all existing and potential customers.

#### Policy 2.9 Accessible infrastructure and services

All new public transport infrastructure (and related supporting infrastructure such as footpaths) will be designed and constructed according to best practice, to ensure public transport is increasingly accessible and usable to all customers.

##### Actions

Environment Canterbury will work with local authorities and community organisations to:

- Upgrade bus stops in Greater Christchurch by implementing the Public Transport Futures Infrastructure Programme with accessible kerbs and pedestrian crossing facilities, etc.
- Consider universal design to improve accessibility at new passenger facilities stops, for example elevated kerbs and the installation of pedestrian crossing facilities based on the NZTA “Public Transport Design Guidance (May 2023).”
- Environment Canterbury will ensure services are accessible by implementing the procurement and standards in section 4.

##### Explanation

Public transport accessibility is determined by a range of different factors, primarily a combination of physical design and frequency of service. The physical design components are often brought together in a concept called universal design. Universal design refers to the measures implemented to improve the accessibility of public transport for all customers, irrespective of whether a person has an impairment or not.

NZTA has issued “Public Transport Design Guidance (May 2023)” to ensure the delivery of high-quality, consistent, user-centric public transport infrastructure. This document and its future updates will be considered when building new or improving existing public transport infrastructure.

Improving accessibility is also a question of prioritising investment where funding is limited. Adapting or upgrading old infrastructure to a modern universal accessibility standard can be costly. When affordability and timing are considered, accessibility improvements will need to be prioritised and ranked alongside other investments in the public transport network.

Collaboration between partners should see a review of infrastructure alongside reviews of services. These enhancements will ensure the total user experience is more attractive for customers.

### Policy 2.10 Wayfinding

Provide clear and simple wayfinding and signage so customers can easily navigate the public transport system and easily understand how to make connections between services.

Environment Canterbury will:

- In partnership with all Territorial Authorities, develop a public transport wayfinding programme. This will initially focus on the frequent services through key centres and expand to include the whole public transport network over time.
- coordinate wayfinding information provided within buses and at bus stops so that customers can easily navigate the system.

#### Explanation

Wayfinding involves orientation, route selection, journey monitoring, and destination recognition. Wayfinding should be presented in such a way that it is informative, appealing and provides the customer with a sense of confidence and trust in how they are to move around the city.

Our approach to bus wayfinding focuses on providing consistency of graphics for both text and maps, bus stop and route recognition, and to ideally integrate and complement other transport mode wayfinding elements.





### Policy 2.11 The ticketing system

Ensure the ticketing system, and other points of contact where customers carry out transactions with the public transport system (such as purchasing and topping up), are simple, easily accessible and highly visible.

#### Actions

##### Environment Canterbury will:

- Require all contracted services to use an Environment Canterbury approved electronic ticketing system. From 2025 this will be NZTA's national ticketing solution (NTS).
- Offer a range of different cashless payment options to enhance accessibility and ease of use for customers while providing a safer work environment for our operators.
- With the introduction of the NTS, require customers to tag-on when entering and tag-off when exiting services.

#### Explanation

Ticketing's main role is to provide a mechanism for Environment Canterbury to collect fares from customers, to contribute to the cost of providing the public transport system. To ensure the ticketing system can fulfil this role without creating a barrier to the customer experience or unduly affect the efficient operation of services, the ticketing system needs to be easily accessible to all users, simple to understand and easy to use. This includes ensuring equipment is positioned at an appropriate height for customers in wheelchairs to reach and read information without the driver's assistance.

Environment Canterbury will be a major stakeholder partner in the NTS that will offer a consistent ticketing experience throughout the country.

Payment through the NTS will ensure transfer arrangements will be maintained between individual services. The intention of this policy is that one-way origin to destination transfers should enable a complete journey to be made for a single fare. This does not apply to exempt services (exempt services are defined in section 130 of the Land Transport Management Act 2003 (LTMA) and include those bus services for which a subsidy isn't paid) and may not apply in places like Timaru, where on-demand services operate.

Cashless payment through the NTS will be the preferred payment option. Once the roll-out of this initiative is complete in 2025 it will:

- Speed up the boarding process. This reduced delay at stops improves journey times for customers (making public transport more attractive) and reduces operating costs.
- Improve safety and security for drivers as they are carrying less cash on board.
- Mean simpler and more cost-effective administration of fare revenue.

Tag-on and tag-off enables automatic calculation of the best fare price for the customer. Tagging off also provides data to enable Metro to monitor bus capacity and better plan the network, avoiding overcrowding and ensuring services are operating in the most effective way. Tagged off trips count towards daily and weekly fare capping and tagging off provides customers with a travel record, which is useful when planning transport expenses.

**To incentivise customers to tag-off, a trip that is not tagged off:**

- Is not included towards daily or weekly fare caps.
- May include a disincentive for not tagging off, in terms of the total fare paid for the trip, to encourage tagging off.
- Is not included as part of travel across multiple services.

All fare information will be open, transparent and available to customers using the journey planner website and fare calculators. Under NTS there may be some differences in information available between registered and unregistered customers, with registration giving some additional online functionality. New technology may also provide a higher level of independence for customers and improve loading times.

Environment Canterbury will use the NTS process as our primary forum for exploring the introduction of a new ticketing system and fit-for-purpose upgrades at appropriate times.



### Policy area 3: Funding and fares | Ngā Pūtea me Ngā Utu



#### Outcome:

Public transport funding is sustainable and supports system objectives while providing value to the community.

The delivery of the public transport system is funded through several sources – central government funding (mainly through the National Land Transport Fund (NLTF)), funding from the local community (targeted rates on property) and user pay (fares). While central government policies set out the funding levels received, property rates and fares are set by Environment Canterbury. This section presents the objectives and policies that will guide how we will fund everything we are proposing to deliver through this Plan.

#### How public transport is funded

Funding for the public transport system (shown in figure 3.1 below), comes from four main sources:

- **Fares:** paid by customers to use public transport.
- **Targeted rates:** collected by Environment Canterbury for services, and by territorial authorities for infrastructure (as this is local funding, it often gets called local share).
- Grants from central government via NZTA: these grants largely come from the NLTF. The Financial Assistance Rate that applies to the NLTF is currently approximately 50%. This means the grant is set to match our local share approximately dollar-for-dollar.
- Other central government investment may also be allocated from outside the NLTF such as SuperGold scheme funding.
- Public transport services (Environment Canterbury): services include the procurement, administration and operation of services, ticketing and customer support and information.

- Public transport infrastructure (territorial authorities): infrastructure includes the roads that buses run on, bus stops and interchanges, bus shelters, bus priority lanes and other supporting technology, maintenance and renewals.
- The allocation of funding for public transport services is determined through Environment Canterbury's Long-Term Plan, while funding for infrastructure and supporting measures is determined through the Long-Term Plans of each local authority.

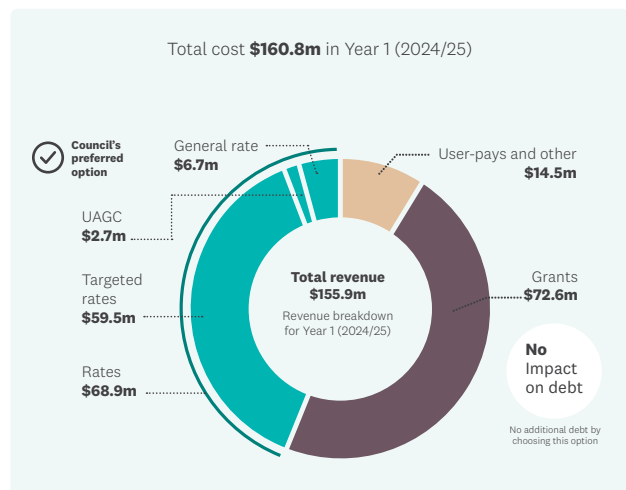


Figure 3.1 Funding model for public transport services (Taken from Environment Canterbury's Long Term Plan 2024).



### The current funding situation

The NZ Transport Agency (NZTA) are currently developing the NZ Public Transport Framework (PTF) to combine all relevant requirements, policy, and guidance relating to public transport into one resource. The PTF describes requirements and guidance for public transport fares and pricing policy. This includes a new definition of farebox recovery as being the private share of operating costs, to more accurately distinguish between public and private funding sources.

Farebox recovery is one parameter to consider when assessing the effectiveness of our services, and enables decision-makers to determine appropriate funding levels and mechanisms.

Canterbury fares remain among the lowest across the main centres. Together, the low patronage and low fares (revenue) have not kept up with the costs of delivering public transport services. The subsidy costs faced by Environment Canterbury have increased as a result. Each year, Environment Canterbury must also consider inflation within its service contracts and on average this has equated to increases in contract costs over the last few years.

Despite all this, Environment Canterbury is still committed to measuring the farebox recovery across our networks. Farebox recovery is one of several measures that can be used to assess the delivery of this and future plans, in a way that does not compromise achieving our priority public transport outcomes.

Current targeted public transport funding projections are noted in the 2024 Long-Term Plan and replicated in table 3.1 below.

Environment Canterbury and its stakeholder partners are continuously engaging in conversations with central government and NZTA to secure funding for public transport improvements. Infrastructure and service improvements are needed to support the delivery of the progressive step changes in public transport that in turn support the outcomes and objectives reflected in this Plan.

### Our future funding situation

By 2050, more than 700,000 people are projected to be living in Greater Christchurch – 30% more than there are today, with the population potentially doubling to 1 million people within the next 60 years, if not earlier. It's important to plan for how this significant growth will be accommodated, while also looking after the environment and responding to climate change. Demands on the transport network will be greater. This will require increased investment in public transport to help manage the effects of and embrace the opportunities provided by this growth, and avoid the greater costs associated with addressing other major transport issues.

The Greater Christchurch partners will continue to strongly advocate for the government to invest in a fully integrated investment programme which anticipates growth in our urban areas by shaping future land use and integrating other transport options. Since much of the current funding for public transport services is derived from local share (i.e. rates), progressive increases in the total targeted rate requirement for public transport over time will be required to not only address inflationary impacts, but to support this growth through the planned public transport improvements outlined in this document.

Climate change is a major issue facing our region. Policy 4.3 of this Plan will transition us to more zero emission vehicles. Local contribution is required to achieve this, which will need to be factored into rating and fare considerations.

Possible future public transport rates increase projections are noted in table 3.1.

This is based on the current NLTF framework. Partners will continue to develop an integrated investment programme and business case, working with central government on options for funding the continuous services and network improvements, so that the impact on local rates is affordable.



## Public transport service funding projections

Environment Canterbury’s current Long-Term Plan includes public transport service funding projections for Canterbury to 2034. The Long-Term Plan is updated every three years, but this can be adjusted each year, if required, through the Annual Plan process. Table 3.2 outlines the public transport projections from the current Long-Term Plan.

### Revenue and expenditure / Nga putea i whiwhi me nga putea i whakapau

	Annual Plan	Revenue and expenditure by year (\$000's)									
	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
General rates	9,150	9,368	10,247	10,005	10,154	10,385	10,629	10,751	10,954	11,170	11,312
Targeted rates	48,719	59,488	73,835	84,768	90,761	93,578	97,179	100,188	104,071	109,342	114,933
Grants	60,291	72,638	78,011	89,425	92,984	97,008	102,369	107,563	112,059	118,015	124,286
User pays and other	10,914	14,452	16,881	17,555	17,921	20,440	20,838	21,238	23,880	24,158	24,456
<b>Revenue</b>	<b>129,074</b>	<b>155,947</b>	<b>178,974</b>	<b>201,753</b>	<b>211,820</b>	<b>221,411</b>	<b>231,014</b>	<b>239,740</b>	<b>250,964</b>	<b>262,685</b>	<b>274,990</b>
Bus and ferry services	125,201	150,080	167,453	189,060	198,703	207,325	215,843	223,606	233,666	244,199	255,353
Total Mobility and Community Vehicle Trust	7,197	10,747	11,945	12,796	13,526	14,495	15,408	16,314	17,478	18,586	19,705
<b>Expenditure</b>	<b>132,398</b>	<b>160,827</b>	<b>179,398</b>	<b>201,856</b>	<b>212,230</b>	<b>221,821</b>	<b>231,251</b>	<b>239,919</b>	<b>251,144</b>	<b>262,785</b>	<b>275,058</b>
<b>Surplus/(Deficit)</b>	<b>(3,325)</b>	<b>(4,881)</b>	<b>(424)</b>	<b>(103)</b>	<b>(409)</b>	<b>(409)</b>	<b>(237)</b>	<b>(180)</b>	<b>(180)</b>	<b>(100)</b>	<b>(68)</b>

Table 3.1 Current public transport funding projections to 2033 (\$000) (Taken from Environment Canterbury’s Long Term Plan 2024)

The network and service changes planned will require an increased level of funding commitment. Fare concessions, adding frequency on our existing frequent lines and raising service levels on other lines to frequent standards present additional costs that may impact on future funding levels.

There is also likely to be more funding from partner agencies to deliver the infrastructure improvements (such as bus stop changes, transfer points, park & ride and priority measures) to support network improvements over the next ten years.





### Objective 3A:

Effective and efficient allocation of public transport funding.

#### Policy 3.0 Value for money

Improve value for money from existing public transport funding.

There is a continued aim to increase patronage by providing a more attractive service, improving operating efficiency to deliver value for money outcomes and reducing the reliance on public subsidy. Wider community, economic, health and environmental benefits delivered from an efficient, effective and attractive public transport system must also be factored into the value for money analysis.

##### Actions

Environment Canterbury will manage the use of existing funding transparently and effectively by:

- Maximising the efficiency of services through the service standards outlined in policy area 1a.
- Undertaking regular reviews of service effectiveness and value for money.
- Promoting and marketing a simple and intuitive public transport system.
- Taking account of the wider benefits derived from public transport when considering funding and investment decisions.

##### Explanation

Redesigning our services will improve efficiency in overall performance and ensure that they maximise access.

Our service provision will enable as many people as possible to use public transport. Service design parameters will balance the need to increase patronage and the potential for a higher farebox recovery. Any additional funding from the high demand routes could be put into supporting those services on the network that are serving a community need (e.g. link services).

#### Policy 3.1 Farebox recovery/ Private share of operating costs

Maintain or improve the current level of farebox recovery.

##### Actions

Environment Canterbury will manage farebox recovery through a combination of actions, including:

- Regular fare adjustments to ensure that fare levels keep pace with inflation and changes in operating costs.
- Initiatives to increase patronage, especially where this does not require additional operating resources.
- Control of unit operating costs through efficient operating and procurement practices in accordance with our Procurement Strategy and any subsequent NZTA guidelines or directives.
- Initiatives that support more cost effective and attractive delivery models.

##### Explanation

Measuring the private share of operating costs/ farebox recovery is desirable and provides an assessment metric when considering changes to services or funding sources. While maintaining or improving may be a desirable outcome, this must be balanced with other wider outcome priorities and community benefits of public transport. The background to the Canterbury farebox recovery is explained in appendix 3.



### Policy 3.2 New funding mechanisms

Encourage the development of new funding mechanisms for public transport.

#### Actions

Environment Canterbury will work with central government, local authorities and other stakeholders to advocate, investigate and implement potential new funding and funding mechanisms for transport.

#### Explanation

Conversations with central government are already underway to seek policy changes to the current funding mechanisms available for public transport. Environment Canterbury will support this and continue to work with its partners to look for opportunities to improve or add new funding mechanisms and sources.





### Objective 3B:

A fare system that attracts and retains customers, while balancing user contributions with public funding.

#### Policy 3.3 The fare system

Set and collect fares from customers, as a key component of system funding so that they:

- Are competitive with the costs of the private motor car to encourage use of public transport.
- Balance cost recovery with social and economic benefits and service quality.
- Contribute to long-term fare box recovery/private share of operating cost targets.
- Recognise the needs of the transport disadvantaged.
- Are kept as low as possible (whilst remaining consistent with other objectives and policies).
- Reward frequent, regular or recurrent use and enhance the customer experience.
- Are easy to access and understand for all customers.
- Enable customers to travel through the network using all routes and contracted services.
- Offer a range of fares targeted at improving customer experience and matching service quality with cost.
- Are integrated and transferable across all operators in the greater christchurch and timaru networks.
- Are simple to calculate, collect and administer.

#### Actions

##### Environment Canterbury will:

- Define a standard (Adult) fare that is to be used as the base fare for calculation of fare concession discounts that will apply to all contracted services.
- Ensure that any fare schedule provides an incentive for recurrent use.
- Operate a fare system based on distance travelled on the public transport network and a fare structure that closely aligns with customer expectation and experience.
- Undertake an annual review of fare levels to keep pace with inflation, taking account of changes in operating costs and the factors outlined in this policy. The results of the review will be used to determine the level of adjustment, if any, to fares.
- Where a step change in fares beyond inflationary adjustment is proposed to support service enhancements, we will undertake transparent public consultation with contracted operators, customers and the community.
- Review the fare structure at least once every six years. Where changes to the fare structure are proposed we will undertake transparent public consultation with contracted operators, customers, and the community.



### Explanation

Fares will be kept at levels that encourage and support patronage. While they may be set at a level that contributes to long-term private share of operating cost/fare box recovery targets, they will not be used as a tool to maximise overall fare revenue.

A distance-based fare system will continue in both Greater Christchurch and Timaru but remain adaptable to opportunities presented by improved technology and customer demand. This may be impacted by the results of the two year flat-fare trial that is operating since mid-2023. A decision on the success of the fare trial and future implications will be made by council before the end of the trial period due mid 2025.

Fare collection methods will be governed by the design of the NTS and will be cashless. More detail on this can also be found in policy 2.10.

Providing a fare structure so that the cost to the customer is not merely a reflection of the network design is a core principle of this plan. Transfers should enable completion of a journey from origin to destination and are not intended to facilitate free return journeys.

The NTS will allow best-price transfers that enable customers to switch between routes, where necessary, to complete a journey. This approach recognises that while it is not realistic for a single scheduled bus route to service all possible destinations, transfer arrangements will be maintained between individual bus routes and contracted operators to ensure that passengers can move seamlessly between routes with no price

penalty. The NTS will ensure that customers can access the best price for that journey.

To enhance customer experience, as part of any future fare structure review, a range of fare options may be considered to cater to the diverse needs of customers, from standard fares for regular services to premium fares for services that may offer improved levels of quality.

Regular review of fare levels will enable adjustments to be made to ensure that revenue keeps pace with changes in operating costs. This will help ensure sustainable funding is available to deliver the type of system that will provide a quality customer experience and move toward our long-term vision.

Service providers will be required to provide the service at the prescribed fare for the journey. The NTS ticketing technology will be used to manage the fare structure to ensure the appropriate fare is charged for the journey. This does not apply to exempt services although they may choose to utilise the NTS and/or opt in to providing best-price fares.





### Policy 3.4 Fare concessions

Subject to annual plan and national funding provision, provide fare concessions for identified targeted groups.

#### Actions

##### Environment Canterbury will:

- Provide reduced fares for passengers aged under 19, and free travel for passengers aged under 5 years accompanied by a fare-paying passenger.
- Continue to support the SuperGold card scheme providing free travel to senior citizens at certain times, and Community Services Card discount.
- Continue to provide funding to enable concession fares for use of the Total Mobility service at 75% of the full fare, subject to a maximum subsidy per voucher.
- Facilitate discounted fares for other groups where external funding is provided.
- Analyse the results of the 2023/2025 fare trial.
- Take account of the recent draft NZTA fares and pricing requirements.

#### Explanation

Reduced fares will be available to those customers who are able to show proof that they are under the age of 19 years by way of approved Environment Canterbury identification. No fares are to be charged for accompanied infants under the age of five.

The SuperGold card scheme and Community Service Card discount scheme is currently maintained through funding support from central government and provides free travel for senior citizens during off-peak periods and reduced fares for holders of a central government issued Community Services Card. Environment Canterbury will continue to support these schemes provided it continues to attract suitable government funding support.

Support is provided to all adults through subsidised fares for all passengers and further discounts for frequent use on contracted services. The fare levels enable public transport fares to be kept as low as possible and to be broadly affordable for all sectors of society.

Environment Canterbury are currently trailing reduced fare concessions within greater Christchurch for:

- under 25's
- total mobility card holders,
- tertiary students 25 and over.

The results of this trial will be analysed and will contribute to a decision on future fare concessions mid 2025.



### Policy 3.5 Total Mobility scheme

Provide a Total Mobility service to complement public transport services through fare subsidies for eligible people so that:

- 75% of the cost of a Total Mobility trip will be subsidised up to a maximum subsidy of \$52.50, while the remainder of the cost is paid by the customer.
- Of the total subsidy per trip, a maximum of 40% will be provided from Environment Canterbury rates with the remaining 60% provided by central government.
- A greater contribution is sought from central government, recognising the role of Total Mobility in ensuring people can stay connected and meet their daily needs in a safe and dignified manner.

#### Actions

Environment Canterbury will:

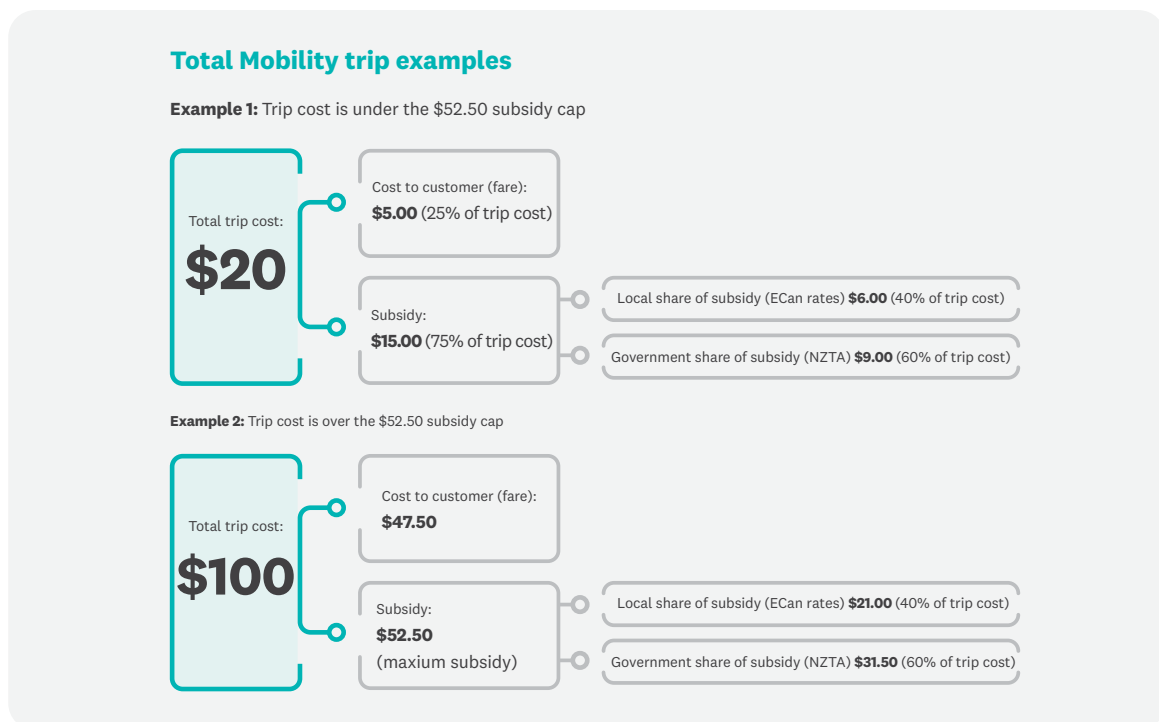
- Provide the Total Mobility service in communities that are willing to support it through separate rates.
- Advocate for a greater central government contribution to Total Mobility.

- Periodically review the level of Environment Canterbury local share contribution from rates to ensure affordability.

#### Explanation

Providing a quality network of accessible scheduled public transport services for all people is our primary objective. However, we understand that some people have specific needs that may be met more effectively by access to specialised passenger transport services and/or concessionary fares. Subject to continued funding availability (noting that the Ministry of Transport is currently conducting a review of the Total Mobility scheme), Environment Canterbury will continue to support the Total Mobility scheme for eligible people. Environment Canterbury understands the importance of being able to access appropriate transport for people with long-term impairments and will continue to support the provision of Total Mobility services so these people can meet their daily needs and enhance their community participation.

Examples of how the Total Mobility funding subsidy works are provided in the diagram below:





## Policy area 4: Standards, procurement, monitoring and review / Ngā Taumata, Ngā



### Outcome:

Public transport services that meet customer needs, benefit the wider community, and minimise environmental impacts are procured at a price that provides excellent value for money for customers and ratepayers.

### Policy area 4 is divided into three parts:

Policy area 4A: Vehicle and service standards

Policy area 4B: Procurement

Policy area 4C: Monitoring and review

### High quality vehicles and services are crucial for a public transport system that is attractive to customers, creating a positive and valued customer experience.

Public transport vehicle standards have been established at a national level through NZTA's "Requirements for Urban Buses in New Zealand: for consistent bus quality, 2022 (RUB)". This sets minimum standards for such things as accessibility onto the vehicle, internal layouts and spacing. Environment Canterbury adopts the standards within the RUB as our baseline and notes within this Plan the circumstances when and where standards may vary from these requirements.

Policy area 4A also notes the standards that describe the key service performance attributes such as reliability (on time performance) and vehicle capacity. The standards set out minimum requirements to achieve acceptable performance across the network, but our procurement process will recognise where higher standards are offered by operators tendering for service contracts. Other aspects of service quality are outlined in policy area 2.

The procurement process is explained in policy area 4B. Our procurement strategy sets out the process by which we prepare and award contracts for the provision of services of the type and quality set out in this Plan. The aim of the procurement process is to achieve a high quality of public transport at a cost which provides excellent value to customers, funding agencies, ratepayers and the whole community.

Policy area 4C sets out a framework for how we will monitor and review the performance of contracted operators, the public transport system, and the success of this Plan.





## Policy area 4A: Vehicle and service standards



### Objective 4A:

The vehicles and vessels used for public transport provide customers with safe, accessible and comfortable journeys, and have low or zero emissions.

### Policy 4.0 Vehicle quality standards

Vehicles supplied to operate on Environment Canterbury public transport services as a minimum must comply with the provisions of the RUB. The Requirements for Urban Buses is a national mandatory standard set by NZTA.

#### Actions

##### Environment Canterbury will:

- Require operators to adhere to the national standard RUB and ensure that vehicle quality, emissions and technology provisions are considered when awarding contracts.
- Move towards procuring only zero emission vehicles by mid-2025, as outlined in policy 4.3.

#### Explanation

Vehicle quality is an important component of providing an excellent service. Environment Canterbury will continue to improve the comfort, accessibility, safety and overall standard of vehicles by requiring compliance with the national standard set at the time contracts were awarded. This sets common minimum standards for the urban bus fleet and will be the basis for ensuring vehicle quality in all Environment Canterbury bus contracts.

The standard applies to all buses being introduced to bus fleets in a region for the first time. The standard addresses all aspects of vehicles, including step height and wheelchair access. As vehicles are replaced, the requirement for replacement vehicles to meet the new standard will ensure fleet quality will improve over time.

Environment Canterbury will require, as a minimum, all new vehicles introduced to the local fleet to comply with the RUB. However, Environment Canterbury has some discretion under the standard regarding the introduction of vehicles previously used elsewhere in New Zealand.

The standard requires that these vehicles must at least meet the previous vehicle requirements and requires that these vehicles must be acceptable to the regional council. Environment Canterbury may specify in its contracts that higher standards, than the previous vehicle requirements, may apply for such vehicles (for example, it may require these vehicles to be low floor, be wheelchair accessible and have low emission levels). This policy is applicable to all units funded through Environment Canterbury.

The new vehicle requirements of the RUB do not apply to school buses or buses used on rural services, although these vehicles must comply with minimum specifications set out in the RUB requirements. Likewise, we may look to introduce new service delivery types such as demand responsive transport, which may use a range of different vehicle types other than buses. While the RUB only applies to buses, we will use the general principles of quality and accessibility set out in the RUB as guidance when determining the appropriate standards for non-bus public transport vehicles.

In some specific areas, Environment Canterbury may require operators to go beyond the RUB standards. Environment Canterbury will set out these additional provisions when preparing contracts.





### Policy 4.1 Vehicle quality standards exceptions

While adherence to the RUB is mandatory, where practical, circumstances dictating vehicles of a lower standard to the current operational RUB could be used.

#### Actions

Environment Canterbury may amend standards in circumstances where:

- School bus services are operated, as noted above in policy 4.0.
- Temporary service provision is needed, such as assist bus services where patronage exceeds current service level capacity and additional buses need to be drafted into service to carry the capacity overload.
- Available funding to procure zero emission buses is not available and other vehicles are available to be cascaded into the local fleet that will still improve system outcome deliverables.

#### Explanation

Environment Canterbury is committed to providing high vehicle quality standards because of the benefits this brings to our users and the community. We acknowledge, however, that there may be circumstances where strict adherence to the standards may produce results that are detrimental to the effective and efficient operation of our services for our community. In each of the exception instances, the lower standard vehicle may only be used for a defined period to either allow the issue to be resolved or until compliant vehicles are available.

### Policy 4.2 Service performance standards

Provide high standards of reliability and punctuality on all contracted services.

#### Actions

Environment Canterbury will:

- Include reliability and punctuality requirements in service contracts to ensure that:
  - at least 99.5% of trips in any day on each service are operated in full;
  - at least 90% of trips in any day on each service shall arrive within three minutes of scheduled arrival times at timetable timing points, on routes where supporting priority measures are operating;
  - at least 95% of trips in any day on each service shall arrive within five minutes of scheduled arrival times at timetable timing points, on routes where supporting priority measures are operating; and
  - no trips shall depart a timetable timing point before the scheduled departure time under any circumstances.
- Include incentive and penalty provisions in contracts to encourage more reliable services.

#### Explanation

Unless frequencies are very high, the reliability of a service is dependent on meeting the times in published schedules. We will require operators to conform to agreed and designated timing points. These may include additional timing points that are not included in public timetables.

Contracted operators will have contingency measures in place to ensure that should a bus trip need to be cancelled, passengers do not wait more than 15 minutes for an alternative service. Where a trip is cancelled due to unforeseen circumstances and no other service will arrive within 15 minutes of the scheduled time on any section of the bus route, alternative transport must be provided for waiting passengers. Where practicable, this should be provided within 15 minutes of the originally scheduled timetable.



### Policy 4.3 Zero emission vehicles

**Move to the use of zero emission vehicles, such as electric or alternative fuels and vehicle technologies for contracted services to positively contribute to reducing public transport emissions levels over the next 10 years.**

#### Actions

**Environment Canterbury will:**

- Develop a suitable investment programme to enable the transition to a fully zero emission fleet as soon as possible.
- Ensure newly manufactured vehicles entering the Canterbury bus fleet will be zero emission vehicles wherever practicable. By mid-2025 at the latest, all newly manufactured vehicles purchased will be zero emission.
- Ensure vehicles will meet or be better than the latest European standard, where it is not practical to purchase a zero emission vehicle prior to 2025.
- Actively engage with partners and industry to identify emerging technologies available to reduce emissions and other environmental impacts of the public transport system.

#### Explanation

**Public transport enables more people to travel in fewer vehicles, which can contribute to a healthier environment by:**

- Reducing the greenhouse gas emissions that contribute to climate change.
- Reducing the amount of air pollution in our cities.
- Reducing the amount of heavy metals deposited by vehicles on our roads which then pass through the storm water system to become toxic contaminants in our rivers and estuaries.
- Reducing the level of noise in urban areas.

For public transport to achieve these environmental

benefits, it not only needs to be well used, but vehicles entering the public transport fleet need to be energy efficient, clean, produce as little greenhouse gas emissions and air pollutants as possible, and where possible use environmentally friendly brake pads. Innovations in this area will continue to introduce higher standards and improved environmental performance.

Environment Canterbury will encourage operators to embrace environmental innovation through vehicle standards and the procurement process.

Environment Canterbury will transition towards zero emission vehicles. This will be a staged process, and the exact timing depends on a number of factors including the average age of the vehicle fleet and the availability of government funding to support the transition. Increased funding and investment will be required to achieve a fully zero emission fleet and meet the proposed New Zealand target of net zero emissions by 2050.

Environment Canterbury will also work with partners and industry experts to help identify innovations and technologies in this area which may be available for use in Canterbury. Where appropriate such innovations may be trialled in accordance with policy 1.8.





### Policy 4.4 Vehicle capacity

Maintain sufficient capacity and frequency on public transport services to support comfortable, attractive journeys.

#### Actions

Environment Canterbury will monitor loadings to ensure that the capacity available on contracted services meets demand where practicable.

#### Explanation

While standing can be seen as a symptom of service success rather than failure, for many customers (the elderly, those with small children, or those with mobility impairments) access to a seat is important, and comfort is a key component of the attractiveness and usability of public transport. It is important to work towards achieving the right level of seat availability, while not compromising customer experience and service.

Where a service regularly exceeds full capacity, a review of the service will be undertaken to assess the need for improvements. In these instances, bigger vehicles or an increase in service frequency will be looked at.

When a service that is already operating at the maximum viable frequency reaches capacity, the aim is to introduce higher capacity vehicles to increase seat availability. This could mean moving to double-decker buses. In the long-term, on a few very specific high demand routes, it is likely we will need to move to a rapid transit solution to achieve the desired capacity.

Cultivating and encouraging a customer culture to support prioritising seats for those who may be in greater need, will help to ensure that those who need a seat are generally able to access one.

### Policy 4.5 Bike racks on buses

Ensure bicycle racks are provided on all contracted bus services in Canterbury.

#### Actions

Environment Canterbury will require as a condition of all contracts, that all vehicles used for urban bus services must have a bicycle rack on the front of them that can carry at least two bikes. Environment Canterbury will investigate options for more bikes to be carried on racks for the highest demand routes, and work with partners to explore options for bike storage at key locations.

#### Explanation

The provision of bike racks on buses enables customers to combine cycling and public transport to complete their journey.

This is particularly useful in bad weather, for longer trips, or on journeys with cycling barriers where it would be difficult to cycle the entire way. This integration of modes encourages more sustainable travel and provides opportunities for more people to use public transport.



## Policy area 4B: Procurement



### Objective 4B:

A procurement system that enables the efficient and effective delivery of our desired public transport system.

Environment Canterbury has reviewed the procurement strategy (Environment Canterbury Transport Procurement Strategy 2023-25) which sets out its procedure for procuring public transport services. The strategy has been reviewed through a collaborative and transparent process with current contracted operators and has been formally endorsed by NZTA.

In August 2023, the LTMA was amended and these amendments included the introduction of a new Sustainable Public Transport Framework (SPTF) that, amongst other things, further impacted on how we procure services. In light of the new legislative requirement, a further review of the Environment Canterbury Transport Procurement Strategy will be required to ensure it is fit for purpose and incorporates the new SPTF regime.

The focus for procurement is on partnering with transport operators to grow the sustainability of the network as well as ensuring competitors have access to the market to increase confidence that public transport services in Canterbury are priced efficiently.

Existing urban services in the Canterbury region operate under contract to Environment Canterbury and are deemed integral services within this Plan.

There are also several non-subsidised commercial services provided within the region, including long-distance scheduled services between major centres and those serving tourist routes. These services are currently treated as exempt services and operate without any financial support from Environment Canterbury, but they must be registered with Environment Canterbury. The registration of a commercial service may be declined on several grounds including if it will have a material adverse effect on the financial viability of contracted services.

### Strategic Asset Control

In response to the SPTF legislation, Environment Canterbury is currently exploring the appropriate balance of risk and control to achieve value for money through our future public transport service operating contracts. The following areas which may reduce market competition for our future tenders and / or impact on our ability to achieve long term value for money have been identified:

Decarbonisation is leading to long term asset and infrastructure investment risks being loaded into shorter term operating contracts resulting in the potential for reduced value for money;

Current operating contracts and delivery models may limit innovation and constrain the ability of the public transport system to accommodate significant and rapid patronage growth

Control of strategic assets can adversely impact the ability to enable fair competition amongst suppliers and sustain competitive and efficient markets and contracts;

Environment Canterbury has identified the need to review “control” of some strategic assets (depots, fleet, electrical supply, charging infrastructure). We will explore the merits of various mechanisms, to identify what mitigations might be suitable for the above issues. such as ownership, lease, end of term transfer etc The outcome of this work will inform our future procurement strategy and associated contracting framework.



## Key Considerations | The Changing Landscape

### The Changing Landscape

Several key changes in the public transport landscape have occurred since Ecan last procured public transport operations contracts.

### The Opportunity for Environment Canterbury

These changes provide an opportunity to develop an informed approach to upcoming contract procurements that will optimise long-term outcomes and value for money for ECan.



#### Service Continuity

Strategic assets used for Public Transport may be withdrawn for alternative use, creating risks to service continuity (or excessive costs to replicate / replace).

Risk of asset withdrawal has been realised in other cities where owners of bus depots are developing the land for alternative uses. In Christchurch, many of the current depots are on short-term leases between operators and third parties, which presents service continuity risks.



#### Decarbonisation

Fleet decarbonisation is leading to long term asset and infrastructure investment risks being loaded into shorter term operating contracts, resulting in reduced value for money.

Operators may be reluctant to invest in ZEBs, associated depot electrification, or other service uplifts, where the economic life / cost of the investment matches poorly with remaining contract terms or are only willing to do so at high cost to ECan.



#### Value for Money

Increasing capital costs and long asset lives for PT assets have increased entry barriers, limiting competition for future procurement. A desire to increase patronage further highlights the need to ensure PT contracts provide public value in the face of service uplifts.

Environment Canterbury has two incumbent operators. Control over current depots and ZEB fleet by incumbents could pose a risk to potential competitors / new entrants. A lack of competition for future tendering rounds could result in worse VFM for ECan.



#### Legislative Reform

Following a review of the public transport framework in NZ, new changes were implemented to the LTMA which empowers public transport authorities with greater flexibility on service delivery and asset control arrangements.

The new approach enabled under the LTMA presents a significant opportunity to achieve better long-term service outcomes and value for money from PT contracts.





## Key Considerations | Our Current Thinking

The outcomes of these key considerations will have a fundamental influence on developing our procurement approach, to enable Value for Money and enable achievement of our medium-long term outcomes.

### Unit Structure

Unit structure has a material influence on the attractiveness to the market of ECan's public transport portfolio. Optimising unit structure relies on developing units that are attractive to the market, minimising dead running and aligning units with depot locations to maximise infrastructure utilisation. ECan will review its Unit structure to identify potential scenarios for its future procurement, to encourage competition, and enable ECan to deliver its long-term priorities for public transport.

### Depot Strategy

Significant investment is required in depots to support zero emissions fleets, and the requirement for energy infrastructure increases lead times of new depots and potentially limits the number of suitable sites. There is a need to optimise the location and configuration of bus depots and gain long-term security for future use. ECan will investigate preferred depot locations for the medium / long-term.

### Strategic Asset Control

To reduce barriers to entry for competition and de-risk investments and operations, ECan will explore what level of control over key strategic assets critical for PT operations (i.e. depots and fleet) might be appropriate. Asset control does not require or imply ownership, as control can be achieved by transfer obligations or through long-term leases.

### Achieving Strategic Outcomes and Value for Money

The approach taken across these inter-related areas will be critical to to:

- Informing procurement approach
- Obtaining Value for Money
- Ensuring service continuity
- Achieving strategic outcomes

## Policy 4.6 Service units

**Establish units (groups of services which are integral to the public transport network) in accordance with this Plan and procure them following the Environment Canterbury Transport Procurement Strategy.**

### Actions

**Environment Canterbury will:**

- Establish units based on logical groupings of routes.
- Ensure the unit contracts are procured and awarded in accordance with the Environment Canterbury Transport Procurement Strategy.

### Explanation

All service units will be grouped based on logical integration and service outcomes set out in this Plan. For example, a frequent service could be integrated with a city connector or cross-town service to form one unit. All units will be based on complete routes. It will not be possible for a service provider to operate only part of a unit. Service units will then be procured, and service delivery contracts implemented.



### Policy 4.7 Collaborative network planning

Continue our partnering approach to network planning and service changes.

#### Actions

Environment Canterbury will:

- Apply principles and objectives as identified in regional and partnering agreements to guide successful partnering with operators.
- Undertake annual business planning in collaboration with operators.
- Collaborate with operators and territorial authorities in relation to route planning and service changes.
- Apply guidance set out in the SPTF to its collaborative partnering approach.

#### Explanation

Environment Canterbury enters into regional and partnering agreements with contracted operators. These agreements have provided, and continue to provide, definitions and guidance in relation to the partnering relationship between ourselves and the operators. In addition, Environment Canterbury will continue to work in partnership with operators and territorial authorities when planning routes and service changes.

### Policy 4.8 Service continuity

Ensure service continuity to the public transport customer.

#### Actions

Environment Canterbury will:

- Incorporate appropriate service continuity provisions into unit contracts to allow service variations to be made when necessary, during the life of the contract.
- Provide appropriate lead times for all service provisions to allow operators sufficient time to secure resources.

#### Explanation

Sometimes during the life of a public transport service contract, changes may need to be made to the service. This could be due to a range of factors such as changes to the roading network or changes in the customer demand pattern. Many of these changes cannot be foreseen but could have a negative effect on the customer when they occur. Likewise, where such changes require contract variations this could, if not anticipated, result in flow-on costs to Environment Canterbury and therefore the ratepayer. This policy seeks to manage this risk. The combination of appropriate service continuity provisions in contracts and appropriate lead times will ensure that customers and the ratepayer will not be adversely affected by changes to the public transport







### Policy 4.9 Contract monitoring and risk management

Ensure the appropriate allocation of roles, responsibilities and risks between Environment Canterbury and contracted operators and manage, monitor and evaluate unit performance to ensure high quality service delivery.

#### Actions

Environment Canterbury will manage, monitor and evaluate unit performance to ensure high quality service delivery by:

- Appropriately allocating roles, responsibilities and risks between ourselves and our operators.
- Working with operators to ensure that outcomes and success factors are understood, and appropriate performance monitoring regimes can be applied to incentivise these outcomes and success factors.
- Operate a performance-based partnering contract.

#### Explanation

Environment Canterbury will continue to operate a performance-based contract environment and monitor and evaluate unit performance to manage risk and achieve high quality service delivery. The process for this will be set out in the contract arrangements and the procurement strategy.

### Policy 4.10 Protecting the viability of public transport

Ensure that new commercially exempt services do not have adverse effects on the wider networks of integral public transport services.

#### Actions

Environment Canterbury will assess all applications to register commercially exempt services in line with statutory requirements and may decline to accept a registration or a variation to an existing registered service if it fails to comply with the requirement of section 134 of the LTMA.

#### Explanation

The LTMA sets the requirements for council to consider when choosing not to register an exempt service.

### Policy 4.11 Public notice of commercial service changes

Ensure that the public receive adequate notice of the commencement, variation or withdrawal of commercial services.

#### Actions

Environment Canterbury's preference is a notice period of no less than 30 days for commencing, varying or withdrawing an exempt service registration.

Environment Canterbury will comply with the 15 working days' notice period stated in the LTMA Section 136, and work with the applicant to preferably agree to a longer period. The urgency and necessity to respond to any rapid changes in demand will be taken into consideration when agreeing on the notice period.

#### Explanation

The LTMA sets out the requirements for registration of exempt public transport services. The notice periods in this policy enable Environment Canterbury to make any necessary changes to public information, or in certain circumstances, arrange for an alternative service. Agreement of notice periods will consider the impact on customers or other public transport services, and the ability for the public to receive enough notice of any changes. Longer notice periods may be more appropriate for changes that will have a significant impact on customers or other public transport services.



### Policy 4.12 Contract variations

Enable contracts to be varied to take account of changing circumstances.

#### Actions

Environment Canterbury will:

Seek to vary contracts for the provision of public transport services, as set out in each unit contract, consistent with our Procurement Strategy (which is also consistent with NZTA's Procurement Manual) in partnership with the contracted operator.

Support a process that enables operators to submit business cases for approval to trial new and/or innovative services or service amendments.

#### Explanation

Environment Canterbury may seek contract variations from time to time based on the specified criteria in the procurement strategy. They do not include instances of financial failures. Normally, reviews are only undertaken to coincide with the expiry of a contract, but an intermediate review may be necessary. Contracted operators are encouraged to work with Environment Canterbury to ensure that the services are meeting the needs of the public. Contracted operators may seek a variation to a contract themselves.

### Policy 4.13 Commercially sensitive information

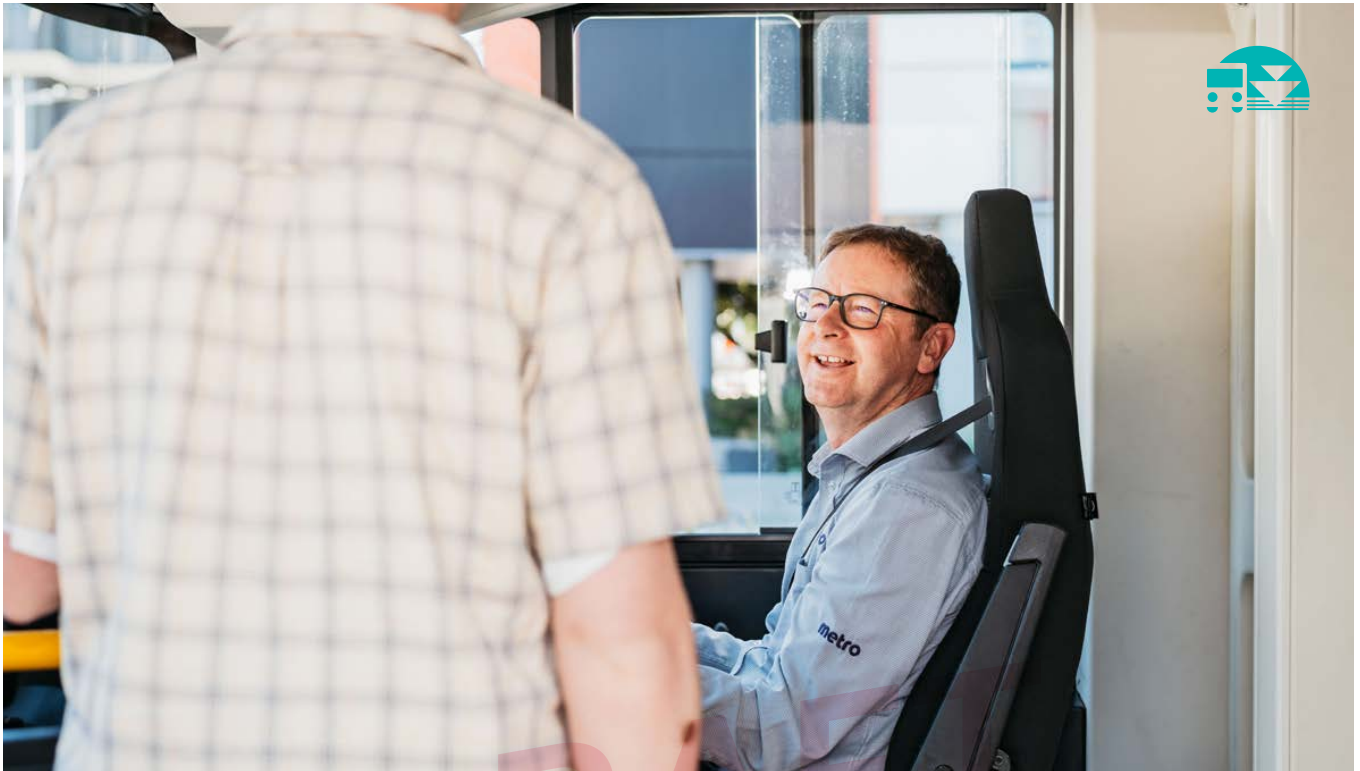
Ensure that commercially sensitive information is handled appropriately.

#### Actions

Environment Canterbury will ensure all commercially sensitive information pertaining to contracted and commercial services is handled appropriately.

#### Explanation

Most of Canterbury's public transport services operate under gross contracts meaning Environment Canterbury gathers the revenue and can share details around patronage information with the public. Information around costs and unit contracts is commercially sensitive and will be handled accordingly to ensure a competitive market and operator investment confidence is maintained.



### Policy area 4C: Monitoring and review

A significant amount of data is collected to monitor trends in the provision and use of public transport in Canterbury. This information is collected from several sources and is used to guide the operation of services and development of the network and to inform the future development of policy and its detailed implementation.

Monitoring takes place at two different levels. The first level involves monitoring operator performance to ensure that public transport operators are delivering services at the required level to meet their contractual obligations. The second level involves system monitoring to ensure that the public transport system is meeting the outcomes discussed in section 4 of this Plan.

From time to time there will be a need for changes to take account a change of circumstances and demands, many of which will be identified through the monitoring information.

The policies in this section set out the procedures that will be followed in reviewing and amending the Plan.



#### Objective 4C:

Timely information that assists a continuous process of review and improvement.



### Policy 4.14 Monitoring operator performance

**Undertake regular monitoring of operator performance.**

#### **Actions**

**Environment Canterbury will:**

- Require regular reporting of operational performance for all units and other contracted services under the following categories:
  - Reliability, punctuality and adherence to schedule;
  - Complaints and compliments;
  - Service quality and customer experience;
  - Bus appearance and condition;
  - Revenue protection (fares evasion);
  - Patronage levels;
  - Safety and security;
  - Non-patronage-based revenue generation; and
  - Operator responsiveness.
- Use the performance monitoring results as the basis for incentive payments to operators. Key performance measures will also continue to be monitored.

#### **Explanation**

Since November 2009, all contracts have been performance based, with operator performance being assessed through a quarterly balanced scorecard approach. Environment Canterbury proposes to continue this approach for future contracts (negotiated and tendered). Based on a weighted sum of performance measures, operators receive a monetary bonus or pay a monetary deduction for each unit from their contract payments for that quarter, according to whether their weighted sum performance is above or below the standard required for that unit, and to what extent.

This monitoring and incentive system has been effective in focusing operators' efforts to improve service quality and delivery on those aspects that are of importance to passengers and the wider community. As part of our tendering process, we will review our balanced scorecard to ensure it is fit for purpose for our revised RPTP goals and evolution in customer expectations. Further details of this system are provided in Environment Canterbury's Procurement Strategy.

Monitoring data is gathered from a variety of sources, including an annual user survey, information provided by operators, data from the real-time information system, ticketing data and quality control checks.

### Policy 4.15 Monitoring system performance

**Regularly monitor progress towards system targets.**

#### **Actions**

Environment Canterbury will prepare annual reports to monitor the performance measures set out in the Long-Term Plan and reflected in the targets table in part A, section 4.

#### **Explanation**

The purpose of system performance monitoring is to determine the extent to which the overall public transport system is making progress towards achieving its outcomes. This helps to evaluate the effectiveness of the RPTP policies. The information will be publicly reported as part of an annual public transport monitoring report. Key measures will also be reported through the Long-Term Plan and Annual Plans.



### Policy 4.16 Monitoring and review of service units

Ensure that public transport services continue to meet user needs and deliver value for money and support council outcomes.

#### Actions

Environment Canterbury will:

- Prepare service unit business plans with operators that include specific performance targets for each unit.
- Regularly monitor performance against unit business plan targets.
- Undertake periodic comprehensive reviews of each service unit.

#### Explanation

Several events may trigger a service review, including the expiry of an existing contract, vehicle passenger loads that result in the service not meeting required performance standards, a low level of cost-recovery, new major land use developments, passenger complaints or formal requests from a local authority, community board or residents group. There is also the possibility of a contracted operator abandoning a service for financial or other reasons.

Even in the absence of such triggers, Environment Canterbury will endeavour to review each service periodically. The review will cover all aspects of the service including commercial business development, land use development, geographic and demographic factors, bus route and stops, connecting services, frequency, hours of operation and other service performance standards. Service reviews will make use of all relevant available data and market research with potential passengers to identify ways to grow the service.

### Policy 4.17 Reviewing the Regional Public Transport Plan

Ensure that this Plan is kept up to date by regular review and variation where required, using the policy on significance in appendix 5.

#### Actions

Environment Canterbury will:

- Work with partners to undertake a review of this RPTP at least once every three years, to determine whether it needs to be varied.
- Work with partners to identify when emerging opportunities may be available to improve public transport (such as through changing technology, or proposals from the community or public transport industry) and agree if/when these should warrant a review or variation of the RPTP.
- Use the policy on significance in appendix 5 to determine how it will consult on any future variation to this RPTP.

#### Explanation

The policies and service descriptions set out in this RPTP reflect the current situation and the changes that are currently planned. However, it is likely that further changes will be needed to reflect the evolving public transport delivery environment. The progressive implementation service changes will also require changes to be made to the service descriptions contained in this RPTP. It is important that key partners are included in any review of the RPTP to ensure changes to the service are implemented efficiently and supported with appropriate infrastructure and vehicles.

Appendix 5 contains the policy on significance to be used when varying the Plan, which is required under the LTMA (s.120(4)). It shows how Environment Canterbury will decide whether any proposed variation to the RPTP is significant, and the degree of consultation and engagement required to be followed to vary the Plan.

The policy sets out a graduated consultation process which provides for targeted consultation with affected parties for variations that are not considered significant. This includes minor changes to routes, frequencies and operating conditions or changes to routes, frequencies and operating conditions within individual operating units. Major changes to the route network and structure affecting several operating units will be subject to wider consultation to ensure a transparent and collaborative process.

DRAFT

**Part C:**  
**Appendices**  
Āpitiḡanga



## RPTP Strategic Case

### Executive Summary

**Increasing the share of travel undertaken by public transport in Greater Christchurch will improve urban mobility. For urban areas to thrive, people need to be able to move around easily and have a range of choices for how they get to work, connect with family and friends and access services.**

An increasing travel choice will reduce reliance on private vehicle use for all trips. A higher proportion of trips on modes other than the private car will improve congestion, carbon emissions, public health, and travel costs. Consequently, a modern transport system with a mix of reliable transport options that help keep people and products safely moving is required.

This Strategic Case is part of a package of interrelated business cases that inform the Public Transport Futures (PT Futures) for Greater Christchurch. The foundations work and subsequent investigations and analysis span more than two decades of work that were reinvigorated as part of the post-earthquake regeneration. The purpose of the PT Futures Foundations is to develop a programme of network improvements that increase frequency, reduce bus travel times, and make bus journeys more competitive with private vehicle trips, while enhancing the customer experience.

The long-term outcome from this programme of work is significant growth in patronage. The philosophy underpinning the short-term interventions is to make best use of the existing network structure and assets that support the highest population and employment areas. The short-term interventions set out in Foundations provide a building block for future expansion from year 7 with minimum investment and longer-term implementation of Mass Rapid Transit (MRT).

In 2020, the Greater Christchurch Partnership (GCP) approved PT Futures, a 10-year investment programme that will see higher frequency services, realignment of routes and improved routes. The focus is on improving journey times and reliability, improving access to growth areas and destinations, and removing the barriers for people using public transport. PT Futures is expected to deliver a range of benefits including reduced congestion, improved air quality and increased accessibility.

Over 10 years we would expect to receive a significant level of funding from the NZ Transport Agency Waka Kotahi (NZTA) to support their contribution to the service improvements identified within the PT Futures business case process. If funding is not approved, we would not proceed with the planned investment in service uplift from 2024/25. We would review our plans for public transport investment with our Greater Christchurch partners as part of the Annual Plan process for 2025/26. If a lower funding assistance rate is proposed by NZTA, we would need to reconsider our investment plans because the options are dependent on the level of funding offered. There is a high level of uncertainty around NZTA's funding of PT Futures.







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# Appendix 1. Public Transport Futures Strategic Case

## Introduction

Environment Canterbury has prepared this Strategic Case to inform PT Futures – Detailed Business Case Foundations (Foundations). This Strategic Case is one of several completed and planned business cases that together provide the investment case for Greater Christchurch PT Futures Programme shown in Figure 1. This Strategic Case re-confirms that the proposed key areas of investment align to government strategy, stakeholder requirements and the investment objectives of the PT Futures Programme. It is anticipated that the PT Futures Foundations detailed business case will be commissioned in 2024.

This Strategic Case has been prepared in accordance with the NZTA Business Case Approach (BCA) five-case model. It addresses public transport operations that are the responsibility of the Canterbury Regional Council (Environment Canterbury).

Foundations is part of a wider suite of interventions being implemented as part of the Greater Christchurch PT Futures programme. The PT Futures Programme is fundamental to achieving broader objectives for sustainability and accessibility. Providing the case for investment in stages has allowed the partners to develop the programme delivery in a manageable way and allowed the identification of short to medium term activities without over-investing in the programme too early.

A combined Single Stage Business Case (SSBC) established the Foundations and Rest of Network components and was formally endorsed by the partner Councils (Environment Canterbury, Waimakariri District Council (WDC), Christchurch City Council (CCC) and Selwyn District Council (SCD)) in December 2020 and by the NZTA Board in May 2021. The investment programme brings together public transportation services and supporting infrastructure. It comprises of three interrelated components:

- Foundations
- Rest of network
- Turn up and go public transport service/MRT.

The purpose of the Foundations is to develop a programme of network improvements that increase frequency, reduce bus travel times, and make bus journeys more competitive with private vehicle trips, while enhancing the customer experience. The long-term outcome from this programme of work is significant growth in patronage.

The SSBC case recommends an investment programme for inclusion in the partner organisations' Long-Term Plans that:

- delivers high-frequency public transport options to existing Key Activity Centres (KACs) and planned growth areas.
- provides reliable bus services with journey times that are competitive with private vehicles.
- enhances the safety and attractiveness of the environment at bus stops for customers.
- improves bus routing and frequency that takes people where they want to go, when they want to get there.
- provides a catalyst for land use development adjacent to frequent public transport routes.

Initial engagement on specific service improvements was undertaken in 2021. Some of this work has begun, including improving frequency on the Airport to Lyttelton corridor (route 8 Port to Port) and improvements to Direct services from Selwyn and Waimakariri Districts.

## Foundations

This Strategic Case focusses on a suite of interventions that continue the Foundations interventions Environment Canterbury is responsible for delivering within Greater Christchurch.

The broader PT Futures Programme and lead agencies for the components is summarised in Table 1.



Figure 1 PT Futures Programme investigations



Table 1 PT Futures Programme and roles

Lead Agency	PT Future Elements - <i>subject to funding approval</i>	
<b>Environment Canterbury</b>	<b>Service improvements</b>	First 6 years Foundations - this Strategic Case) <ul style="list-style-type: none"> <li>Frequency improvements to the frequent routes, to provide more direct secondary routes and to enhance direct connections from Waimakariri and Selwyn districts to Christchurch City.</li> <li>Years 7 - 10 (Rest of Network - the Combined Business Case)</li> <li>Branch extensions to frequent routes in outer areas.</li> <li>Additional direct secondary routes.</li> <li>Additional improvements to direct Waimakariri and Selwyn services.</li> <li>Onboard visual announcements.</li> </ul>
<b>Christchurch City Council</b>	Bus Infrastructure Improvements	<ul style="list-style-type: none"> <li>470+ additional bus shelters to provide improved waiting facilities.</li> <li>190+ additional real time display units.</li> <li>Approximately 22 kilometres of bus priority to improve bus reliability.</li> <li>Bus priority at 20 key intersections to improve bus reliability.</li> <li>Secure bike parking at key stops to improve multi-modal connections.</li> <li>Improved accessibility to bus stops, e.g. traffic islands.</li> </ul>
<b>Waimakariri District and Selwyn District Councils</b>	Park and Ride Facilities and Bus Stop Improvements	<ul style="list-style-type: none"> <li>Ongoing capital expenditure on bus stop improvements programme.</li> <li>Park and ride investment is programmed for Selwyn from year seven.</li> </ul>
<b>New Zealand Transport Agency, Waka Kotahi</b>	MRT	<ul style="list-style-type: none"> <li>MRT DBC is under development with a longer-term view toward identifying a preferred MRT corridor/s and mode/s and better understanding of the staging of delivery. Subject to changes to Government Policy Statement for Transport.</li> </ul>



### Project scope

This Strategic Case is focused on PT Foundations. Drawing on work to date, this Strategic Case captures the overarching programme of works included in the Foundations Programme covering the first 6 years of improvements. The recommended program includes an integrated set of interventions ranging from higher frequency services, realignment of routes and new routes. The interventions focus on improving journey time and reliability, improved access to growth areas and destinations and removing the barriers to the uptake of public transport.

**Foundations – Year 1 – 6** interventions include enhanced frequencies through the inner core of Greater Christchurch (area with high density and land-use intensification) through the adoption of short runs on the inner core and improving the frequency on the Orbiter to improve the transfer between routes. The philosophy underpinning the short-term interventions is to make best use of the existing network structure and assets that support the highest population and employment areas. The short-term interventions will be a building block for future expansion from year 7.

The first stage of PT Futures has commenced with high-frequency public transport, reduced wait times and improving management systems to regulate the intervals between buses and minimise buses bunching. These foundations will support medium term changes (Rest of Network) commencing in year 7. Rest of Network focuses on more substantial route changes to keep pace with the forecast growth in population and economic activity. Rest of network improvement will leverage off the capacity created through the short-term programme further enhancing access to economic and social opportunities.

### Governance and Partners

Development of this strategic case is under the overarching strategic direction of the draft Canterbury Regional Land Transport Plan (RLTP) 2024-2034 and Canterbury Regional Public Transport Plan (RPTP) 2018-2028. This has continued with the strategic focus on Long-Term plans including the Greater Christchurch Spatial Plan. Funding is currently via the Long-Term Plans with additional funding that will need to be sourced as part of the Detailed Business Case Foundations.

The PT Futures Programme was developed under previous Government Policy Statements (GPS) for Land Transport and is consistent with the strategic direction at that time. The 2018 GPS signalled a shift in funding priorities to emphasise modal shift. This was continued in the 2021 GPS along with addressing climate change and improving access and safety. Two new classes for public transport were also introduced in 2012 separating the categories into services and infrastructure. The draft 2024 GPS only includes major public transport and does not include Greater Christchurch in this category.

The GPS for Transport 2024 indicates that the 2024-27 National Land Transport Programmes (NLTP) and corresponding RLTPs are expected to prioritise projects and activities that progress the GPS 2024 priorities. A key focus is achieving economic growth and productivity, through amongst other things, less congestion and increased patronage of public transport. However, the GPS does not include specific funding for public transport outside Auckland and Wellington.

If funding is not approved, we would not proceed with the planned investment in service uplift from 2024/25. We would review our plans for public transport investment with our Greater Christchurch partners as part of the Annual Plan process for 2025/26. If a lower Funding Assistance Rate is proposed by NZTA, we would need to reconsider our investment plans because the options are dependent on the level of funding offered. There is a high level of uncertainty around NZTA's funding of PT Futures.



There is an expectation that public transport providers increase fare-box recovery and obtain other third-party revenue. This is likely to impact on the funding and timing of the PT Futures Programme.

The draft GPS also states that patronage numbers have not increased back to pre-COVID levels. This is not true for Greater Christchurch where patronage has surpassed pre-COVID levels.

### Greater Christchurch Partnership

The Greater Christchurch Partnership is a voluntary coalition of local government, mana whenua and government agencies working collaboratively to address strategic challenges and opportunities for Greater Christchurch. In early 2022, the Greater Christchurch Partnership Committee and the Crown agreed to form an Urban Growth Partnership for Greater Christchurch – the Whakawhanake Kāinga Committee, to work together to advance shared urban growth objectives relating to housing, infrastructure and land use within the context of the Urban Growth Agenda.

These Urban Growth Partnerships are part of the government’s urban growth agenda to improve housing, land use and infrastructure planning co-ordination and alignment between central and local government and mana whenua in New Zealand’s high growth urban areas.

Public transport has a key role in supporting the vision for Greater Christchurch and MRT which is included in the Spatial Plan. Each of the partners has a role in implementing relevant aspects of PT Futures. NZTA, Environment Canterbury, WDC, CCC and SDC are responsible for the planning, development, operation and maintenance of the land transport network for Greater Christchurch.

### Previous work

This Strategic Case is part of a package of interrelated business cases that informs the PT Futures Programme. A significant amount of work has been undertaken on planning for public transport in Greater Christchurch. Investment in Greater Christchurch’s public transport network has been the subject of extensive discussion and research during the last 20 years. The post-quake environment provided a significant opportunity to confirm the future public transport network, revisit long-term requirements and provide for long-term settlement patterns. In 2018 the PT Futures Programme Business Case established the PT Futures Programme. Subsequent work has leveraged off this and remained steadfast on achieving investment objectives.

A summary of key work is provided in Figure 2. Early work provided the baseline of problem statements and definitions which has remained relatively consistent throughout the programme of work. Long Terms Plans reflect the next stages of the PT Futures Programme.

Figure 2 Summary of Key Previous Work

<b>Programme Business Case, 2018</b>	Confirms the role of public transport in stimulating regeneration of Greater Christchurch and benefits. It concludes that there is sufficient space on existing corridors to meet increasing travel demand. The PBC identifies several integrated improvements to be undertaken to achieve increased public transport patronage.
<b>Combined Business Case, 2020/1</b>	Combines the Greater Christchurch Public Transport Foundations Single Stage Business Case (SSBC) and Greater Christchurch Public Transport Rest of Network Indicative Business Case (IBC). Sets out service and infrastructure interventions across three integrated packages of work (Foundations, Rest of Network and MRT).
<b>Public Transport Infrastructure Draft Detailed Business Case, 2023</b>	Confirms the infrastructure elements of the Public Transport Futures programme for which CCC is responsible and including bus shelters and bus priority measures, EAL time display units, secure bike parking, improved accessibility to access bus stops.
<b>Public Transport Foundations Strategic Case, 2024</b>	Confirms strategic case for foundations intervention.



## Strategic Context – An overview

### Greater Christchurch area

The programme centres on the Greater Christchurch area which extends from Rangiora in the north to the Selwyn and Waimakariri Rivers in the south, and from Lyttleton in the east to Burnham in the west. Due to its size and geographical location, Greater Christchurch plays a significant role in the South Island economy. Christchurch city is the primary urbanised area in Greater Christchurch.

Over the past 15 years, Greater Christchurch has grown rapidly to a population of around half a million. By 2050, up to 700,000 people could be living in Greater Christchurch – 40% more than there are today, with the population potentially doubling to 1 million people in the future. A large concentration of this growth will be located within a 10km radius of the central city. The largest concentration of employment is expected to be in the Central City and southern employment belt where there are concentrations of businesses parks, light industrial zones, and heavy industries.

### Public Transport Current State

Public transport has low use in Greater Christchurch compared to other modes and other main centres in New Zealand. The public transport system currently services 2.8% percent of peak hour travel demand in Greater Christchurch, equating to 12.5 million passenger trips per year (2023).

PT patronage in Greater Christchurch peaked at 17.2 million trips per year in 2010 before dropping sharply after the earthquakes. In 2019 there were 13.5 million passenger trips.

During the COVID-19 pandemic, patronage slipped to 11 million passenger trips in 2021. In 2023, 620,000 bus trips were made across the network, serving more than 12.5 million passenger trips. Patronage is on target to exceed 14 million passenger trips in 2024. This is helped by the early successes of the simplified fare structure trial which started on 1 July 2023. Patronage growth is currently showing a 7% increase when compared to pre-COVID-19 pandemic levels.

A high concentration of the Greater Christchurch population falls within a 5km radius of the central city and this inner core area is also largely within the area encircled by the existing Orbiter route. In addition, 67% of all boardings occur within 5 km of Christchurch City centre. This area has 44% of the population of Greater Christchurch and 60% of all employment opportunities.

The current public transport network in Christchurch includes bus priority measures on some key corridors, particularly those that serve high frequency bus routes and key centres. The approach is to focus on where the biggest potential market exists.

The bus network is largely radial, connecting suburbs based on transfers at key locations including the central city. The aspiration for public transport in Greater Christchurch is set out in the wider RPTP to grow patronage, make improvements to bus priority and service frequencies on high-demand routes.

The PT Futures Programme includes a target to double public transport mode share by 2028, and then double again by 2048 (from 2018 baseline patronage). Significant investment in infrastructure and services will be required to achieve desired patronage levels.

### The Case for Change

An Investment Logic Mapping (ILM) workshop was held in February 2020 with representatives across the GCP. This refreshed and reconfirmed the previous Programme Business Case (PBC) problem statements and potential benefits. This work has been endorsed by the Partners and remains applicable across the PT Futures Programme, including the Foundations Strategic Case. The endorsed PT Combined Business Case will make several improvements to the existing PT network over the next 10 years.



PT Futures projects are considered to address the identified problems. This Strategic Case is focused on a suite of network improvements to support modal shift and improve efficiency across the network and are considered to most closely align with all three Problem Statements.

The evidence base includes data from the original PBC (2018) and in some cases different future years are noted (2048 and 2051), representing 30-year time periods from the different base years. With the release of the Greater Christchurch Spatial Plan, population projections have been updated to align with the data included in the Plan.

There is significant reliance on private vehicle travel throughout Christchurch and 76% of residents use a private vehicle to travel to work (2018 Census). As noted, public transport has relatively low use compared to other modes and other main centres in New Zealand. The public transport system currently services 2.8% of peak hour travel demand in Greater Christchurch, equating to 13.5 million passenger trips per year (2020). Patronage peaked at 17.2 million trips per year in 2010, dropping by over 40% immediately post-earthquake. This drop was largely due to the post-earthquake shift of residents and businesses away from the Central City.

The aspiration for public transport in Greater Christchurch is:

- Short term 2024–2030 (0–6 years) stabilise and growing patronage, along with improvements to bus priority and service frequencies on high-demand routes. Some of this work has commenced including bus priority along sections of Lincoln and Riccarton Road.
- Medium to long term (from year 7) the RPTP signals that significant investment in infrastructure and services will be required to achieve desired patronage levels.
- Long Term – MRT.

### Progress since endorsement

There have been several updates to national, regional, and local strategy and policy documents since work on PT Futures commenced in 2016. Overall the broader strategic planning and policy framework is aligned with the PT Futures Programme objectives.

Changes to travel behaviour (during the COVID-19 pandemic) were addressed through simpler fare structures and by addressing driver shortages. Several infrastructure and service improvements were also implemented by CCC and ECan. A review of available data on customer experience, travel times and ongoing work across the PT Futures Programme indicates that the overarching themes of public transport competitiveness with private vehicle travel times, bus reliability, mode share and barriers to public transport uptake remain current and valid in relation to Strategic Case.

Accordingly, the problem and benefit statements remain relevant to the broader strategic direction of the Greater Christchurch Partnership and are reflected in the Greater Christchurch Spatial Plan. The partners do not consider an update to the overarching Public Transport Futures problem or benefit statements is warranted.

### Problem definition

Three problem statements were presented in the initial Programme Business Case in 2018. A workshop was held in February 2020 with representatives from NZTA, Environment Canterbury, CCC, SDC and WDC. The workshop reviewed and amended the previous Investment Logic Mapping (ILM) from the *Future of PT in Greater Christchurch PBC* and stress-tested the Problem Statements, Benefits and Investment Objectives for relevance and appropriateness based on more updated information. During the workshop the Problem Statements and potential benefits presented in the Programme Business Case were reconfirmed.



Key issues agreed and reiterated were:

- Greater Christchurch will experience an increased need for travel due to the projected population and employment growth. This will result in degraded transport efficiencies and negative environmental impacts associated with the transport network.
- The uptake and use of PT in Christchurch is low and behind that of Auckland and Wellington (on a per capita basis).
- Low PT uptake relates to uncompetitive journey times of buses over private vehicles, the limited number of opportunities that bus users can access within an acceptable journey time, and the relative ease and comfort of using and understanding how the bus system operates.

Table 2 Problem Statements and Interventions

Problem Statement		Benefits	Intervention	Programme Element	
1	The current PT system can be unreliable and many journey times are not competitive with the private vehicle, resulting in poor PT mode share and longer and less reliable journey time.	PT journey times are increasingly competitive with private vehicle journey times and reliability increased (25%)	Increased frequency and number of buses	1,2,3	Foundations (Environment Canterbury)
			Additional bus lanes bus priority and intersections	1,3	Foundations (CCC, NZTA)
			MRT	1,2	MRT (GCP)
			Park and Ride sites and facilities	1,2,3	Rest of Network (WDC, SDC)
2	The current PT system is not effectively supporting highly populated/high growth areas and connections to key destinations, resulting in poor PT mode share within these areas.	Enhancing PT accessibility to highly populated/high growth areas and key destinations (12.5%)	Integrated land and transport planning	2	Foundations (GCP)
			Bus priority lanes (Riccarton and Lincoln)	1	Rest of Network (CCC)
			Real Time information at bus stops	1,3	Foundations (CCC)
			Demand Responsive Transport	1	Rest of Network (Environment Canterbury)
3	There are a number of barriers to using PT in Greater Christchurch, resulting in a low uptake of new PT users and subsequent poor PT mode share.	A PT system that attracts new and retains existing users, increasing PT mode share (62.5%)	Onboard audio/visual information	3	Foundations (Environment Canterbury)
			National Ticketing System	3	Foundations (Environment Canterbury)
			Improved vehicle quality	2,3	Rest of Network (Environment Canterbury)
			Bus stop accessibility	3	Foundations (CCC)
			Improved bus shelter facilities	3	Foundations (CCC)
			Secure bike parking at key stops	3	Foundations (CCC)
			Bus Interchange upgrade	3	Foundations (CCC)





As a result of this workshop, and subsequent discussions/analysis, the following Problem Statements, Benefits and Investment Objectives were confirmed. The problem statements and the proposed interventions identified across the PT Futures Programme are illustrated in Table 2 below. This demonstrates that the existing problem statements remain valid and relevant to Foundations.

The Foundations programme supports the medium term/rest of network interventions which include branching out from the core to expand routes along with enhancement of direct and cross-town connections. Each partner agency has responsibility for specific interventions that support the integrated programme of work. Environment Canterbury is the lead agency responsible for contracting and operating the bus network within Greater Christchurch. Environment Canterbury's role within this PT Futures Programme is to:

- Procure and manage the additional services required to ensure enhanced frequencies and more direct services.
- Implement relevant travel demand measures alongside each service improvement in the programme (jointly with relevant Council).
- Introduce audio/visual on-board announcements for buses operating on frequent routes.
- Install devices on the bus fleet and integrate them with the real time project to enable headway management.
- Develop ongoing information campaigns to ensure existing and potential new customers are aware of the benefit of the enhanced PT system.
- Include allocation for this programme in the Regional Land Transport Plan and Regional Public Transport Plan.

### Problem Statements

The problem definition outlines the case for change and is applicable to all aspects of the PT Futures Programme. The summary of evidence has been informed by previous investigations and ongoing work across the Programme and remain relevant. Existing evidence also includes engagement with existing and potential PT users.

The following summary draws on evidence that is relevant to the Foundations Strategic Case – additional evidence is presented in previous work listed in Figure 2.



Problem Statement	Summary of evidence from previous Business Cases and Analysis
<p><b>Problem Statement 1</b> The current PT system can be unreliable and most journey times are not competitive with the private vehicle, resulting in poor PT mode share and longer and less reliable journey time.</p>	<ul style="list-style-type: none"> <li>• Journey time on most trips can be 50% longer than expected and needs to be accounted for in trip planning by users on core routes.</li> <li>• Bus journeys are consistently slower than car journey times with many journeys taking more than double the time to complete by bus when compared to car.</li> <li>• Land development patterns encourage high levels of private car use and low PT uptake. With a relatively flat land value gradient from an approximate 5km radius from the central city, developers have been less inclined to build intensively outside of the central core.</li> <li>• Future housing growth in greenfield areas including new communities in the northern and southwestern parts of Christchurch (i.e. Halswell), growth in Selwyn at Rolleston and Lincoln and growth in Waimakariri at Rangiora and Kaiapoi, will result in increased numbers of people driving longer distances to access opportunities.</li> <li>• Christchurch has a high volume of cheap parking supply, especially in the city.</li> <li>• A comparison of the journey times using private vehicles vs buses shows that total travel time in a private vehicle is faster than the time taken by the bus, with bus to car travel time ratio ranging from 1.2 to 2.2.</li> </ul>
<p><b>Problem Statement 2</b> The current PT system is not effectively supporting highly populated/high growth areas and connections to key destinations, resulting in poor PT mode share within these areas..</p>	<ul style="list-style-type: none"> <li>• Substantial parts of Greater Christchurch zoned for high density development are located outside a walk-up catchment to frequent public transport services – this is also being addressed in the Greater Christchurch Spatial Plan..</li> <li>• The average trip length for private vehicles will increase from 8.4km in 2021 to 8.8km in 2051. The daily vehicle trips to the central city in 2021 is 174,000 trips per day. Without any intervention, the daily demand for vehicle trips to the central city in 2051 will be 288,000 (an increase of 114,000 or 65%).</li> <li>• By 2051, 27% of all jobs in Greater Christchurch are forecast to be located within the central city. Not all employment areas are well connected to their labour markets by public transport. Two key employment areas outside the city centre (the airport and Middleton/Addington area) are also not well connected to the labour market by direct frequent PT services.</li> <li>• By 2051 the main corridors into the city centre which are shared by buses and cars, are approaching a volume to capacity ratio of 70%-90% which will result in a limitation on access and if left unchecked will continue to worsen over time.</li> <li>• The growth in travel demand to the central city and the continued perpetuation of high car mode share will result in a growing deficiency of access to the central city.</li> <li>• Traffic from all zones to the hospital precinct (the zone with the highest employment numbers in 2051) is 16 minutes longer for PT than the car.</li> <li>• In 2018, 28% of all households in Greater Christchurch can reach the central city during the am peak by PT and by 2051 this reduces to 23%.</li> </ul>
<p><b>Problem Statement 3</b> There are several barriers to using PT in Greater Christchurch, resulting in a low uptake of new PT users and subsequent poor PT mode share.</p>	<ul style="list-style-type: none"> <li>• The Disabled Persons Assembly NZ submission on Way Safer Streets highlights issues relating to cover, seating, lighting, tactile sensors, visual and audio announcements, footpath gaps, accessible ablution facilities.</li> <li>• Key feedback from the 4,700 respondents to the 2022 Life in Christchurch transport survey noted that more direct routes (1,238 responses) and more frequent services (903 responses) remain the top factors that would encourage travel by public transport.</li> <li>• Bus timetables are typically provided, however, not all bus stops currently have real time bus arrival information boards.</li> </ul>



### Implications

The broad implications of not addressing the identified problems are that Greater Christchurch will remain private vehicle dependent and broader benefits will not be achieved. This includes specific implications for public transport journey times.

Without change it is anticipated that:

- By 2051 the main corridors into the central city which are shared by buses and cars will approach a volume to capacity ratio of 70-90% which will impact access and continue to worsen over time without intervention.
- Car dependency will continue. Combined with projected population growth, this will exacerbate economic, environmental, social and health effects.
- Barriers to public transport uptake in Christchurch will remain, thereby increasing accessibility-related challenges and people facing these challenges will miss out on economic and social opportunities as a result.

Under this scenario, it will become increasingly difficult for the sub-region to achieve:

- Mode shift and climate change targets
- A change in the perception of public transport
- Reduced congestion and demand for parking in the central city and centres
- An integrated response to land use and transport planning
- The goals of Ināia tonu nei: a low emissions future for Aotearoa
- The vision of the PT Futures programme
- An integrated approach to spatial, land use and transport planning.

### Benefits and Investment Objectives

Through addressing the problems identified, this project is expected to deliver the key benefits detailed below and identified at the ILM workshop with partners. Again, these benefits are applicable to the wider programme. The benefits will be realised through implementation of **all parts of the PT Futures Programme**.

The investment objectives were developed in conjunction with the ILM which directly correlate with the benefits, including in order of weighting. The investment objectives determine how options included in the preferred programme are anticipated to perform against the problem statements.

The Investment Objectives, Measures and Key Performance Indicators (KPIs) from the PT Futures public business case phase were reviewed and those relevant to the Foundations elements are set out below in Table 3.<sup>1</sup>

<sup>1</sup> The full suite of KPIs will measure the performance of the programme interventions once all elements (Foundations, MRT and Rest of the Network) are completed.



Table 3 Investment Objectives and KPIs for Foundations

Investment Objectives	Investment Specific Key Performance Indicators*			
Improve journey time and reliability of PT services relative to private vehicles by 2028.	KPI 1	In-vehicle journey time and congestion	KPI 1.1	Reduce the in-vehicle journey time along a specific route for PT compared to general.
			KPI 1.2	Reduce the percentage of the bus route exposed to vehicle congestion (V/C>0.5).
Improve PT services to and from highly populated/growth areas and key destinations across Greater Christchurch by 2028.	KPI 2	End-to-end journey time and accessibility to and from key areas	KPI 2.1	Increase the number of households able to access the Christchurch city (Christchurch Bus Interchange, West End, Ara Institute of Technology, Christchurch Hospital) within 30 minutes end-to-end travel time using the PT system.
			KPI 2.2	Increase the number of households able to access high employment zones (Christchurch Airport, University of Canterbury, Blenheim Road Industry, Hornby, Addington) within 30 minutes end-to-end travel time using the PT system.
			KPI 2.3	Increase the number of households able to access the Papanui, Riccarton, Hornby, Shirley, and Linwood KACs within 30 minutes end-to-end travel time using the PT system.
			KPI 2.4	Increase the number of households that can access more than one KAC from key residential areas within 30 minutes end-to-end travel time using the PT system.
			KPI 2.5	Increase the number of jobs that can be accessed from key residential areas within 30 minutes end-to-end travel time using the PT system.
			KPI 2.6	Increase the number of households able to access Rolleston and Rangiora centres within 30 minutes end-to-end travel time using the PT system.
			KPI 2.7	Reduce end-to-end journey time from Rangiora, Kaiapoi, Rolleston, and Lincoln to the Christchurch Bus Interchange using the PT system.
	KPI 3	Spatial coverage	KPI 3.1	Increase the population that is located within 800m of a frequent route.
Remove barriers to the update of PT by 2028.	KPI 4	Environment	KPI 4.1	Reduce the private vehicle kilometres travelled per capita.
			KPI 4.2	Reduce greenhouse gas emissions (CO2) from all transport sources.
			KPI 4.3	Reduce the air pollution (from PM10 and NO2).
	KPI 5	PT Ridership	KPI 5.1	Increase the number of PT trips originating in each area (aggregated zone).
			KPI 5.2	Increase the number of PT trips to Christchurch Central City originating in each area (aggregated zone).
			KPI 5.3	Increase the PT trips per capita.
			KPI 5.4	Increase the proportion of trips made by PT.
	KPI 6	Perception in ease of use of PT system	KPI 6.2	Improved on-bus information.
			KPI 6.3	Improved trip planning information (Metro website, phone apps).

It is anticipated that interventions will result in end-to-end journey times decreasing because of improved wait times and in-vehicle journey times. This improves access to KACs and employment areas, including the central city. In addition, the number of households that can access the central city within 30 minutes on PT increases by 56% along with population catchments significantly increasing within a frequent route (i.e. minimum PT frequency of 15 minutes).



## Strategic Alignment

The following section summarises how investment in PT Futures Foundations investment is aligned with the strategies of the partner organisations. It provides some evidence regarding the environment within which the investment will be made, constraints, interdependencies and potential sources of risk or uncertainty.

This Strategic Case is one of several completed and planned business cases that together form the Greater Christchurch PT Futures Programme. The investigations and analysis span more than two decades of work that recommenced as part of the post-earthquake regeneration. This has closely aligned with national, regional, and local directions to better integrate land use and transport planning with a focus on transit-oriented development, reducing congestion through mode shift, reducing emissions, and supporting more efficient access to services, education, and work.

The Greater Christchurch PT Futures programme developed by NZTA, Environment Canterbury, WDC, CCC and SDC recognises the growth challenges occurring in Greater Christchurch. The Partnership is committed to a collaborative, innovative and integrated approach to addressing land use and transport challenges in Greater Christchurch that recognises and responds to aspirations for economic, social, environmental, and cultural wellbeing outcomes. The programme sought to proactively respond to the need for a PT system with significantly increased patronage and mode share that:

- Provides reliable services with journey times that are competitive with private vehicles.
- Is attractive and safe to use for customers.
- Takes people where they want to go when they want to get there.
- Delivers high-frequency PT options to existing KACs and planned growth areas.
- Provides a catalyst for desired land use development.

Until recently, the Strategic Framework for the PT Futures Programme remained aligned with the national direction set out in the GPS. At the time of writing, the draft GPS 2024 proposes a shift in short term investment by focussing PT funding on Auckland and Wellington. For the term of the next GPS, the government expects public private partnerships, and other opportunities to use private expertise and finance, which will be considered for all major projects. The change in GPS focus does not detract from long term outcomes established in the broader strategic framework endorsed by the GCP given the long-term focus and outcomes sought.

The Sustainable Public Transport Framework (SPTF) reforms to the Land Transport Management Act (LTMA) 2003 to establish several principles focussed on delivering benefits through public transport. This includes reducing environmental and health impacts of land transport, supporting mode shift, and achieving equitable access. This will be achieved through a coordinated and integrated approach between local authorities and PT operators. The interventions and outcomes set out in PT Futures supports these principles.



Table 4 Alignment with Strategic Direction

National and Regional Policy Framework	Aligns
<p>Draft Government Policy Statement on Land Transport 2024-34 (2024)</p> <p>The draft GPS includes four priorities and a significant departure from the previous versions under which the PT Futures Programme was developed and adopted. However, the GPS acknowledges the importance of public transport in providing choice, reducing emissions, travel times and congestion. This Strategic Case aligns with two of the four draft GPS priorities:</p> <ul style="list-style-type: none"> <li>• <b>Economic growth and productivity</b> – Foundations and the wider PT Futures Programme will optimise the use of existing networks and services to deliver an appropriate level of service for users. A key outcome from this priority is less congestion and increased patronage. Both are consistent with the outcomes sought in PT Futures.</li> <li>• <b>Value for money</b> – better use of existing capacity is a key outcome that the government is seeking through this priority. Foundations focuses on maximising and improving the current network and is consistent with this. In addition, increasing patronage will provide a return on investment through fare box recovery.</li> <li>• <b>Safety</b> – while PT is not explicitly mentioned under this strategic priority, the provision of effective PT contributes to safer outcomes for the land transport system. Providing mode shift at scale in a city with safe and attractive infrastructure contributes to the safety of transport users. The adage of ‘safety in numbers’ also applies to public transport with benefits increasing with patronage.</li> </ul>	<p>In part</p>
<p>Arataki 30 Year Plan: baseline network version (2023)</p> <p>Arataki provides a shared sector view of how to plan, develop, and invest in the land transport system during the next 30 years. This strategic case aligns with the aspirations and collaborative approach set out in Arataki. Arataki seeks a sector shift which includes ensuring a transport future where - people can access goods and services; shared modes are the first choice for most daily transport needs; emissions are reduced; transport is integrated with land use and contributes to placemaking. The Strategic Case for Foundations supports the ongoing focus in Arataki to reduce reliance on private vehicles and removes barriers to public transport.</p> <p><b>Avoid-Shift-Improve framework</b></p> <p>Early versions of Arataki introduce the Avoid-Shift-Improve framework, an internationally recognised framework for sustainable transport ensuring the reduction of environmental impacts, improving access and liveability. Avoid/Reduce interventions aim to avoid or reduce the need to travel, and trip lengths, while improving access and liveability, e.g. through compact urban form that supports well-connected multi-modal access to services and employment. Shift/Maintain interventions focus on shifting people who need to travel from cars to more energy efficient modes such as public transport and active or shared modes. The Foundations (along with the wider PT Futures Programme) is aligned with this supporting framework particularly in terms of shifting to PT through improved services and operations.</p>	<p>☑</p>
<p>Keeping Cities Moving (2019)</p> <p><i>Keeping the Cities Moving Plan</i> is a plan to build a modern transport system with a mix of reliable transport options that help keep people and products safely moving. PT Futures aligns with the objectives of supporting efficiencies of the transport system and influencing travel demand and transport choices.</p>	<p>☑</p>
<p>Ministry for the Environment National Policy Statement on Urban Development 2020 (NPS-UD) (2022)</p> <p>This strategic case aligns with the NPS Policy framework objectives supporting the development of well-functioning urban environments through integrating land use and public transport planning through district and regional planning. This strategic case also aligns with the NPS-UD objective to provide for intensification so that all urban environments provide for greater intensity in locations of demand and accessibility by ensuring integration of land use and transport planning. The collaborative approach developed through the GCP continues to drive the type of outcomes sought in the NPS-UD.</p> <p>The strategic case aligns with objectives to increase access and operation of PT for residents through several interventions such as enhancement and expansion of services.</p>	<p>☑</p>



National and Regional Policy Framework	Aligns
<p>Te hau ā ohi i ana a a: Towards a productive, sustainable, and inclusive economy: Aotearoa New Zealand's First Emissions Reduction Plan (2022)</p> <p>The Emissions Reduction Plan is a commitment to a low-emissions, climate-resilient economy with a transition to net zero emissions by 2050 that is equitable for everyone. The strategic case aligns by seeking investment in transport operations which contribute to the reduction of climate emissions, reducing the reliance on private vehicles and increasing uptake of PT. This is supported by the ongoing work related to the transition to low emission buses.</p>	<p>☑</p>
<p>Canterbury Regional Land Transport Plan 2024-34 (2024)</p> <p>The draft Canterbury RLTP includes the Ministry of Transport <i>Transport Outcome Framework</i> as the foundation of its strategic framework, to align with this enduring long-term direction. Supporting and developing connected public transport and an active transport network is one of the four priorities in the Plan. Foundations is consistent with this priority and aligns with the several policies including:</p> <ul style="list-style-type: none"> <li>• <i>Developing transport solutions that promote shared prosperity and reduced inequality, through unlocking growth opportunities and improving connectivity</i></li> <li>• <i>Avoiding investment that has poor alignment with spatial planning and creates urban sprawl</i></li> <li>• <i>Rapid expansion in the reach, accessibility, and quality of public transport options, including shared travel modes connecting towns and cities.</i></li> </ul> <p>The interventions and outcomes set out in PT Futures and the Foundations focus on expanding coverage and frequency in a manner that is integrated with desirable land use patterns and projected growth.</p>	<p>☑</p>
<p>The <b>RPTP</b> sets out the public transport system that Environment Canterbury, in partnership with local councils in Greater Christchurch and Timaru, proposes to operate including funding and long-term aspirations. The vision of the CRPTP is to provide innovative and inclusive public transport that sits at the heart of the transport network and supports a healthy, thriving, and liveable Greater Christchurch. It seeks to provide a public transport system that is accessible and convenient, with high-quality, zero emission vehicles and facilities. The system would get people where they want to go and would be well used and valued. Foundations contributes to the integrated priorities in the CRPTP and particularly in Policy 1 and 2:</p> <p><i>Policy area 1: The network - services, infrastructure, and supporting measures - the public transport system connects people to where they want to go and provides a timely, attractive, and convenient alternative to private car travel.</i></p> <p><i>Policy area 2: Customers - the public transport system provides a high-quality experience that retains existing customers, attracts new customers, and achieves a high level of customer satisfaction.</i></p> <p>Foundations aligns by seeking to providing a service that removes barriers to using PT and increases patronage.</p>	<p>☑</p>
<p>Greater Christchurch Spatial Plan</p> <p>The <i>Greater Christchurch Spatial Plan (GCSP)</i> gives effect to national policy direction including the Urban Growth Agenda, the NPS-UD, and the Emissions Reduction Plan. This Strategic Case aligns with the GCSP objectives to prioritise sustainable transport in a way that significantly reduces greenhouse gas emissions and enables access to social, cultural, and economic opportunities.</p> <p>The GCSP provides a blueprint for how population and business growth will be accommodated into the future, through targeted intensification in and around centres and along public transport corridors (along with the prosperous development of kāinga nohoanga on Māori Land) and within urban areas.</p> <p>The CCSP and PT Futures are closely aligned as work on both has informed decisions, investment, and the broader vision for Greater Christchurch for more than a decade. This is expected to culminate in a transport plan for Greater Christchurch, which will include PT Futures Programme elements.</p>	<p>☑</p>



## Dependencies and Integration

PT Futures sets out an investment programme for an integrated package of works ranging from higher frequency services, realignment of routes and new routes. The PT Futures interventions are set out across several business cases to respond to different funding cycles, manage investment priorities and align with local authorities' long-term planning. Its success is reliant on all elements of the programme being implemented across the agreed timeframes. Together this programme:

- Enhances the safety and attractiveness of the environment at bus stops for customers.
- Improves bus routing and frequency that takes people where they want to go, when they want to get there;
- Provides reliable bus services with journey times that are competitive with private vehicles.
- Provides a catalyst for land use development adjacent to frequent public transport routes.
- Delivers high-frequency PT options to existing KACs and planned growth areas.

The three key components to progress are infrastructure improvements, MRT and available funding as described below.

### Infrastructure Improvements

Investment in public transport infrastructure improvements within Christchurch City covers the infrastructure elements of the PT Futures programme for which CCC is responsible (e.g. additional bus shelters, bus priority measures (corridor and intersection), real time display units, secure bike parking and improved accessibility to access bus stops). This infrastructure is critical to accommodate ongoing growth and to support modal shift, wellbeing, and liveability outcomes. These improvements provide the key infrastructure to support the Foundations interventions and future MRT System. Bus priority planning is key to ensuring faster journey times, more reliable buses, a legible and trusted bus network, and removes the need for consulting bus timetables, shifting to a 'turn-up-and-go' model.

### Mass Rapid Transit

In May 2023, a committee of the GCP endorsed the Greater Christchurch PT Futures MRT IBC. The GCP are currently progressing a DBC for MRT that is expected to be developed over the next two years. The MRT project and this strategic case have significant crossover with infrastructure improvements, particularly on Riccarton Road and Papanui Road.

### Funding

Progressing PT Futures is dependent on sufficient funding being available. If NZTA funding assistance is not approved, we would review our plans for public transport investment with our Greater Christchurch partners as part of the Annual Plan process for 2025/26. If a lower Funding Assistance Rate is proposed by NZTA, we would need to reconsider our investment plans because the options are dependent on the level of funding offered. There is a high level of uncertainty around NZTA's funding of PT Futures.

MRT corridors will prioritise public transport, pedestrians, and cyclists. The preferred route for MRT connects Christchurch's central city with the key centres of Riccarton, Papanui, Hornby and Belfast. The route will run along Papanui Road and Main North Road to the north; Riccarton Road and Main South Road to the west; and along Tuam Street, Manchester Street and Victoria Street in the central city. The proposal is for an on-street corridor ultimately running between Belfast in the north and Hornby in the west as summarised below.

The full route is 22km in length with 21 stations and would use either light rail or high-capacity articulated buses. The proposal includes direct bus services from Rangiora, Rolleston, and Lincoln.

Once funding is confirmed for the project, the next step will be to investigate in more detail the design, planning and consenting requirements for corridor and stations along the route.





## Initial Risks

The initial risk and uncertainties associated with this strategic case are summarised in Table 5. These would be explored in further detail as part of the DBC including treatment.

Table 5 Initial Risk Assessment

Risk	Description	Causes	Risk Consequence	Risk Level
Political will	Central government does not support initiative	Funding unavailable	Full programme does not proceed.	High
	Changes to transport outcomes set by government	Funding unavailable	Full programme does not proceed	High
Public opinion / perception	Negative perceptions of public transport	Poor public perception of public transport is not abated.	Lower than expected demand for the use of public transport and flow on effect.	Moderate
		Changes to travel behaviour e.g., from hybrid working patterns.		
Funding	Central government funding not available	Draft GPS 2024 signals focus on PT investment in Auckland and Wellington.	Unable to proceed with planned investment in service uplift from 2024/25. Delay to PT Futures investment programme.	High
Project dependencies – PT futures	Opportunity - integrate and align long term outcomes			
	Programme components are not progressed	There is a threat that a partner may not deliver an individual project/part of the recommended scope of works within their remit.	Desired outcomes are not achieved in in time.	Moderate
Resource Consenting	Resource consents/land acquisition delay or hinder all or part of the programme	Unforeseen environmental issues not fully understood. Can be mitigated by identifying preliminary consenting requirements and technical assessments required during the DBC phase.	Delivery times extended, and potential cost implications.	Moderate
Pandemic	New pandemic impacts on travel need and demand	A new pandemic occurs and results in similar effects to patronage as COVID-19. Ensure lessons learnt and legacy issues are factored in to design and risk assessment during DBC to minimise this.	Demand for public transport suppressed. Desired outcomes delayed or not achieved	Low
Project synergies	Synergies between projects and interventions outside of PT Futures are not considered	There are several interdependencies that may influence the Foundations programme including parking management around key activity centres, non-transport elements such as Plan Change 14 and pace of intensification. A clear programme of work will be required to understand synergies and timings.	Foundations maximum benefits not realised and other interrelated project outcomes also diluted.	Low
			Missed cost savings through task duplications.	



## Appendix 2. Services (including integral services) by Policy 1.0 service levels

### Existing turn-up-and-go services

Current Brand	Description and key attractors	Key Road Network	ONF PT Class <sup>1</sup>	Current Contract/ PTOM Unit	Integral Service
Orbiter	Bi-directional circular route linking suburban malls, schools and attractors.	Circular route using road network	Various	5	☑
Route 3	Sumner to Airport (and return) via Ferrymead/Woolston, the central city, Christchurch Hospital, Riccarton, the University of Canterbury.	Using Ferry Road and Riccarton Road.	(PT3 Primary) (PT2 Spine)	3	☑

### High frequency services

Current Brand	Description and key attractors	Key Road Network	ONF PT Class <sup>1</sup>	Current Contract/ PTOM Unit	Integral Service
Route 1	Belfast to PMH (and return) via Northlands, Merivale, the central city and Sydenham.	Uses Main-North Rd/Papanui Road and Colombo Street South	(PT2 Spine)	1	☑
Route 1 frequency improvement to Turn-Up-and-Go standard 2024-27 (subject to funding)					
Route 5	Hornby to New Brighton (and return) via Bush Inn, Riccarton, Christchurch Hospital, the central city and Eastgate.	Using Riccarton Road and Gloucester Street/Buckleys-Pages Road	(PT2 Spine) (PT3 Primary)	2	☑
Route 5 frequency improvement to Turn-Up-and-Go standard 2024-27 (subject to funding)					
Route 7	Halswell to Queenspark (and return) via Addington, Christchurch Hospital, the central city, The Palms and Burwood Hospital.	Using Halswell/Lincoln Roads and Hills/Shirley Roads	(PT3 Primary) (PT3 Primary).	4	☑
Route 7 frequency improvement to Turn-Up-and-Go standard 2024-27 (subject to funding)					
Route 8	Lyttelton Port, Central City and Christchurch International Airport (and return).	Heathcote, Opawa Rd, central city, Rossall St /Wairakei Rd.	(PT3 Primary)	3	☑



### Connector Services

Current Brand	Description and key attractors	Key Road Network	ONF PT Class <sup>1</sup>	Current Contract/ PTOM Unit	Integral Service
Route 1	Rangiora to PMH/Cashmere (and return). An extension of the Belfast to Cashmere frequent line, that does not operate to high frequency service levels beyond Belfast and Princess Margaret Hospital.	Rangiora, Lineside Road, Smith Street, Kaiapoi, Williams Street, Kainga, Old Main North Road, Belfast - Cashmere route and beyond Princess Margaret Hospital to the sign of the Takahe.	(PT4 Secondary)	1	☑
Route 5	Rolleston to New Brighton (and return). An extension of the Hornby to New Brighton frequent line, that does not operate to high frequency service levels beyond Hornby.	Rolleston, Templeton, Islington Main South Road, Hornby, Hornby - New Brighton route.	(PT4 Secondary)	2	☑
Route 27	Northwood to Huntsbury (and return).	Northwood, Bishopdale, Northlands, Edgware, Central City, Sydenham, St Martins.	(PT2 Spine) (PT3 Primary)	1	☑
Route 29	Airport to City (and return).	via Burnside and Fendalton using Memorial Avenue/Fendalton Road.	(PT3 Primary)	3	☑
Route 44	Dallington to Westmorland (and return).	Dallington, The Palms, Mairehau, St Albans, central city, Barrington, Westmorland.	(PT3 Primary) (PT4 Secondary)	1	☑
Route 60	Hillmorton to Southshore (and return).	Wigram, Aidenfield, Hillmorton, Barrington, central city, Richmond, The Palms, QEII, New Brighton.	(PT3 Primary)	4	☑
Route 80	Parklands to Lincoln (and return).	via Taiora QEII, Wainoni Rd and Eastgate, central city, Riccarton Road and Prebbleton.	(PT3 Primary) (PT2 Spine)	2	☑
Route 95	Woodend to City (and return).	via Silverstream, Belfast, Northlands, Papanui Road.	(PT3 Primary) (PT4 Secondary) (PT2 Spine)	1	☑



### Link Services

Current Brand	Description and key attractors	Key Road Network	ONF PT Class <sup>1</sup>	Current Contract/ PTOM Unit	Integral Service
Route 97	Pegasus to Rangiora (and return).	Pegasus, Woodend, Rangiora, Rangiora West (providing connectivity to the 95 route in Woodend and the 1 route in Rangiora).	(PT3 Primary)	1	☑
Route 100	Halswell to The Palms (and return).	Halswell, Wigram, Birmingham Drive Industrial Area, Riccarton, The University, Strowan, Merivale Mall, Edgware, St Albans and The Palms.	(PT2 Spine) (PT3 Primary) (PT4 Secondary)	5	☑
Route 107	Northwood to Northlands (and return).	Northwood, Northlands.	(PT4 Secondary)	1	☑
Route 120	Burnside via University and Riccarton to Barrington (and return).	Sheffield Crescent Industrial Area, Jellie Park, Canterbury University, Riccarton, Birmingham Drive Industrial Area, Hoon Hay, Barrington Mall.	(PT2 Spine) (PT3 Primary) (PT4 Secondary)	1	☑
Route 125	Halswell to Redwood (and return).	Halswell, Hornby, Christchurch Airport, Bishopdale, Northlands, Redwood.	(PT3 Primary) (PT4 Secondary)	5	☑
Route 130	Hornby to Avonhead (and return).	Hornby, Upper Riccarton, Riccarton, Canterbury University, Avonhead.	(PT2 Spine) (PT3 Primary) (PT4 Secondary)	2	☑
Route 135	The Palms to New Brighton.	The Palms, Prestons, Parklands, QEII, New Brighton.	(PT3 Primary) (PT4 Secondary)	4	☑
Route 140	Hornby to Mount Pleasant (and return).	Hornby, Russley, Upper Riccarton, Blenheim Road, Morehouse Avenue, Eastgate, Ferrymead, Mount Pleasant.	(PT3 Primary) (PT4 Secondary)	3	☑
Route 155	Lyttelton to Eastgate (and return).	Lyttelton, Ferrymead, Eastgate.	(PT2 Spine) (PT3 Primary) (PT4 Secondary)	3	☑
Route 820	Burnham to Lincoln (and return).	Burnham, Rolleston, Lincoln (providing connectivity to the 5 route in Rolleston and the 80 route in Lincoln).	(PT3 Primary) (PT4 Secondary)	2	☑
Diamond Harbour Ferry	Lyttelton to Diamond Harbour (and return).	Lyttelton, Diamond Harbour.	N/A	6	☑
Temuka	Temuka to Timaru (and return).	Temuka, Washdyke, central Timaru.	(PT4 Secondary)	Timaru 202	☑



### Direct services

Current Brand	Description and key attractors	Key Road Network	ONF PT Class <sup>1</sup>	Current Contract/ PTOM Unit	Integral Service
Route 81	Lincoln Direct to City (and return).	Lincoln University, Lincoln town centre to Central Christchurch (fastest journey basis)	(PT3 Primary) (PT4 Secondary)	2	☑
Route 85	Rolleston Direct to City (and return).	South-west Rolleston, Rolleston town centre, I-site to Central Christchurch (fastest journey basis)	(PT3 Primary) (PT4 Secondary)	2	☑
Route 86	Darfield to Christchurch (and return).	Darfield, West Melton and into the central city via Riccarton Road.	(PT5 Targeted) (PT 2 Spine)	3	☑
Route 91	Rangiora Direct to City (and return).	North Rangiora, Rangiora town centre, Southbrook to central Christchurch (fastest route).	(PT3 Primary) (PT4 Secondary)	1	☑
Route 92	Kaiapoi Direct to City (and return).	Kaiapoi town centre, South Kaiapoi (Bridgend) to central Christchurch (fastest route).	(PT3 Primary) (PT4 Secondary)	1	☑
Direct services – targeted frequency improvements as required 2024-27 (subject to funding)					

### On-demand

Current Brand	Description and key attractors	Key Road Network	ONF PT Class <sup>1</sup>	Current Contract/ PTOM Unit	Integral Service
MyWay Timaru	On-demand service within Timaru urban area and Washdyke.	Timaru urban area including Washdyke.	(PT4 Secondary)	Timaru 201	☑



### Specialist services

Current Brand	Description and key attractors <sup>1</sup>	Key Road Network	ONF PT Class <sup>1</sup>	Current Contract/ PTOM Unit	Integral Service
East Christchurch schools	Morning and afternoon peak services to and from schools in East Christchurch during school terms only.	Uses Main-North Road/Papanui Road and Colombo Street South.	(PT2 Spine) (PT3 Primary) (PT4 Secondary)	7	☑
West Christchurch schools	Morning and afternoon peak services to and from schools in East Christchurch during school terms only.	Using Riccarton Road and Gloucester Street/Buckleys-Pages Road.	(PT2 Spine) (PT3 Primary) (PT4 Secondary)	8	☑
Timaru schools	Morning and afternoon peak services to and from schools in the Timaru Urban area during school terms only.		(PT4 Secondary)	Timaru 201	☑

<sup>1</sup>Services through the central Christchurch city will generally utilise the public transport corridors identified in “An Accessible City” the transport chapter of the Christchurch Central Recovery Plan. The Recovery Plan aims to make the central city more cycle and pedestrian friendly and facilitate smooth traffic flow. It identifies the streets that would be constructed to facilitate the bulk of the public transport movements to and from the Central Interchange, these being Manchester Street which has been widened to a tree-lined boulevard prioritised for buses (for North-South flow) and Tuam Street/St Asaph Street one way pair (for East/West flow). These roads form the central public transport corridor completed in 2019 and would be classified as PT2 Spine within the ONF.



### Total Mobility Services

Location	Extent	Service providers	Contracted	Integral Service
Christchurch	In areas where scheme transport providers operate.	Blue Star Taxis, Christchurch Mobility Transfers, Driving Miss Daisy, First Direct, Gold Band Taxis, Freedom Companion Driving Services, Total Care Mobility Ltd		⊗ Exempt Financially assisted
Ashburton	In areas where scheme transport providers operate.	Ashburton Taxis		⊗ Exempt Financially assisted
Timaru	In areas where scheme transport providers operate.	Timaru Taxis Geraldine Community Vehicle Trust Driving Miss Daisy Timaru		⊗ Exempt Financially assisted
Waimate	In areas where scheme transport providers operate.	Waimate Vehicle Trust		⊗ Exempt Financially assisted

Note: The Total Mobility Scheme is currently being reviewed by the Ministry of Transport. Environment Canterbury has accordingly made the decision not to consider adding any additional Total Mobility service providers until such time as this review is completed and the results have been analysed and adopted. Should a decision to lift this moratorium be made at the completion of the Review, this Plan will be varied accordingly.

### Exempt services

Section 130 of the Land Transport Management Act determines that some unsubsidised commercial passenger services operating within the Canterbury region (including services that may operate between locations in Canterbury and other regions, such as Christchurch to the West Coast, Nelson, Marlborough or Otago) must be formally registered. These services use large passenger service vehicles, operate to a schedule for hire and reward (and are not independently chartered) and these otherwise commercial services are defined as 'exempt services'.

Registration is covered by Policies 4.10 Protecting the viability of public transport and 4.11 Public notice of commercial service changes.

Individuals or companies that wish to apply to register an exempt service should apply giving the details required at [ecan.govt.nz](http://ecan.govt.nz). As all passenger services of this type are also require to be licensed by the New Zealand Transport Agency, details of that licence must be supplied with the registration.



### Community Vehicle Trusts

Location	Extent	Service providers	Contracted	Integral Service
Kaikōura	An affordable transport option for doctors' visits, grocery shopping, outings etc. Transporting passengers to medical and other important appointments out of town in Christchurch and north to Blenheim.	Kaikōura Community Vehicle Trust	Grant funded	⊗ Exempt Financially assisted
Cheviot	A transport option for hospital appointments or treatment; operations, anything medical or health-related.	Cheviot Community Vehicle Trust	Grant funded	⊗ Exempt Financially assisted
Amuri (Culverden Waiau)	Transport option within Hurunui and to Rangiora or Christchurch for important specialist appointments.	Amuri Community Vehicle Trust	Grant funded	⊗ Exempt Financially assisted
Hawarden Waikari	Transport option providing access to medical or hospital services outside of Hawarden-Waikari region.	Hawarden-Waikari Community Vehicle Trust	Grant funded	⊗ Exempt Financially assisted
Amberley	Transport option throughout the Amberley District.	Amberley District Community Vehicle Trust	Grant funded	⊗ Exempt Financially assisted
Waimakariri District	Transport option covered within North Canterbury includes Rangiora, Oxford and Kaiapoi.	North Canterbury Community Vehicle Trust	Grant funded	⊗ Exempt Financially assisted
Malvern (Darfield)	Transport option covering	Malvern Community Vehicle Trust	Grant funded	⊗ Exempt Financially assisted
Ellesmere	Transport option covering the area of Selwyn District between the Selwyn River/Waikirikiriri and Rakaia River, some distance west of State Highway One, and to the coast in the east. Most of the trips leave from the towns of Leeston and Southbridge to a wide range of destinations.	Ellesmere Community Vehicle Trust	Grant funded	⊗ Exempt Financially assisted





Location	Extent	Service providers	Contracted	Integral Service
Twizel - Tekapo	Providing transport for those requiring travel within and outside the Mackenzie District, as far as Christchurch and Dunedin..	Twizel-Tekapo Community Vehicle Trust	Grant funded	⊗ Exempt Financially assisted
Fairlie	Transport options to healthcare appointments in Fairlie, and healthcare, social welfare or other appointments in Timaru.	Fairlie Community Vehicle Trust	Grant funded	⊗ Exempt Financially assisted
Geraldine	Transporting residents to and from and around the village and transport to and from Timaru or Temuka.	Geraldine Community Vehicle Trust	Grant funded	⊗ Exempt Financially assisted
Pleasant Point	Transport options for social outings, shopping trips, appointments for medical or professional services, student transport, and Timaru Airport. Longer trips by negotiation.	Pleasant Point Community Vehicle Trust	Grant funded	⊗ Exempt Financially assisted
Temuka	Transport options around the local area for various appointments or services people require. Can bring people into Temuka for shopping but not Timaru..	Temuka Community Vehicle Trust	Grant funded	⊗ Exempt Financially assisted
Waimate	Providing affordable and reliable transport for the people of the Waimate District with an emphasis on ease of access to the aged and infirm.	Waimate Community Vehicle Trust	Grant funded	⊗ Exempt Financially assisted
Waitaki Valley	Transport for residents of Omarama, Otematata, Haka Valley, Kurow and Duntroon with mobility issues - be it age, disability or economic disadvantage.	Waitaki Community Vehicle Trust	Grant funded	⊗ Exempt Financially assisted



## Appendix 3. Development of the farebox recovery policy

This appendix provides background information on the development of the Canterbury farebox recovery policy and farebox recovery targets. Farebox recovery reflects the private share of public transport service costs. Farebox recovery is important as it is about providing for an equitable sharing of costs that recognises that fares should reflect the private benefits that users of public transport receive. Subsidies should reflect the “spill over” benefits to the road users, the wider community and the environment, with regard to the objectives and circumstances of their region. It is one tool for understanding, developing and maintaining a successful public transport network, with the first “priority being to grow patronage and run an efficient network.

### Background

The farebox recovery policy for public transport in Canterbury is set out in policy 3.1 of this Plan. The policy has been developed in response to a requirement from NZTA for regional councils to include a farebox recovery policy in regional public transport plans. Regional farebox recovery policies are intended to reflect the contribution that the user pays component has in funding service provision. In the past, national targets of up to 50% were expected to be achieved. While this is no longer the case, the farebox component is still a useful and valid measure of user contribution.

### Farebox recovery principles

The NZTA farebox policy outlines the following principles for regional councils to consider when developing a farebox recovery policy and farebox recovery ratio targets:

- Fares should reflect the level of private benefits that users receive from public transport, while subsidy levels should reflect the ‘spill over’ benefit to the road users, ratepayers and the wider community, environment, and economy.
- The cost of providing public transport services should be shared equitably between users, ratepayers, and contributors to the National Land Transport Fund.
- Farebox recovery policies should be consistent with central and local government fare and funding policies and recognise the wider benefits of public transport.
- Farebox recovery policies should reflect the desire to meet the community’s social needs, including the provision of services for the transport disadvantaged, and the willingness of affected communities to pay.
- Farebox recovery policies should not be the only driver of the pricing of fares but be part of a wider assessment of all of the relevant factors when reviewing fares.



## Farebox recovery

### 2018 farebox recovery formula

The farebox recovery ratio (FRR) is calculated using the following formula:

$$FRR = (FT+S3)/(FT+ST)$$

Where:

**FT** (total farebox revenues) = FN + FG

**FN** = Farebox revenues on net contract services and commercial services

**FG** = Farebox revenues on gross contract services

**ST** = (total subsidy payments)  
= S1 + S2 + S3

**S1** = operating subsidies on contracted services

**S2** = concession fare payments on contracted and commercial services (as applicable)

**S3** = SuperGold card payments on contracted and commercial services.

NZTA have recently redefined farebox recovery<sup>1</sup>.

The farebox recovery is calculated using the following formula:

$$\text{Farebox recovery} = \frac{\text{Private share of operating expenditure}}{\text{Total operating expenditure}}$$

<sup>1</sup> As at May 2024, the NZTA PT fares and requirements policy is in draft and NZTA are working with the Ministry of Transport to ensure alignment with government policy and consulting with Regional Transport Authorities. This change may see farebox recovery percentages negatively affected.

Where:

**Private share of operating expenditure** is passenger fares and third-party revenue (excluding subsidies).

In this context, subsidies are council rates and government grants, including general and targeted rates and NZTA and Crown funding. Third-party funding includes that from advertising, private subsidies such as tertiary institutions, or employer contributions.

**Total operating expenditure** includes expenditure on all activities for contracting passenger services (as set out in this RPTP), and management, operation and maintenance of off-vehicle facilities and infrastructure associated with public transport, irrespective of revenue or funding source, and whether co-funded by NZTA or not.

### Farebox recovery in Canterbury

Using the former farebox recovery ratio formula, in 2014 Canterbury achieved approximately 38% with 13.7 million trips taken across the network. In 2024 trips have increased to 14 million per annum but farebox recovery has been impacted by lower fare rates established through central government and Environment Canterbury initiatives to increase ridership as public transport recovers from the Covid impacts and response. Public transport customers are currently contributing less of the public transport costs through the farebox than they did pre-Covid, with the shortfall being met with NZTA subsidies and ratepayer funds.

### Future improvements to farebox recovery

Environment Canterbury recognises the need to continue to improve the level of farebox recovery in the public transport system to ensure that our transition toward our vision for public transport can be sustainably funded.

The farebox recovery target outlined in this RPTP is to maintain or improve farebox recovery as this plan is implemented. Council recognises the need to appropriately balance costs, benefits and fiscal sustainability of the public transport system when considering farebox targets.



## Appendix 4. Considering the needs of the transport disadvantaged

This appendix presents a discussion of transport disadvantaged groups in Canterbury, their travel needs and how the public transport system is responding to those needs.

Section 124 of the Land Transport Management Act (LTMA) 2003 requires Environment Canterbury to consider the needs of people who are transport disadvantaged.

Section 5 of the same Act defines transport-disadvantaged as people who the regional council has reasonable grounds to believe are the least able to travel to basic community activities and services (for example, work, education, health care, welfare, and shopping).

There are many groups within the community who will identify as being disadvantaged. The Regional Public Transport Plan (RPTP) must also, describe how the public transport services described within it will assist 'transport disadvantaged'. In this regard, our ability to mitigate through public transport interventions is a determinant of how broad we consider transport disadvantage. The definition of transport disadvantage focuses on mobility and accessibility and therefore strongly influences the range of discussions within this section of the plan.

From this viewpoint, Environment Canterbury has an extensive history of acting to meet the needs of our customers and those members of our community who face mobility and accessibility issues. Our regional public transport plan and delivery processes have had a focus on accessibility for over twenty years.

We were the first major centre in New Zealand to fully integrate low floor buses into our fleet, by specifying this as a requirement in our contracting manual in the early 2000's. Voice announcements have been provided at the central bus interchange for a number of years and were automated in 2015 when the new interchange was opened after the earthquakes.

The trial and eventual adoption of the on-demand MyWay system within Timaru city was a response to intensive engagement within sectors of the community, particularly with aged and disability agencies. This brings services closer to the users, overcoming some of the access issues experienced in more traditional service models. Its ongoing success also points to this model providing an opportunity to further respond to the needs of the transport disadvantaged by trialling innovative solutions to meet transport needs.

While under 5's have always had access to free transport on our buses and ferries and children have had access through half price fares, in 2022 council made the decision to trial fare concessions that allow for lower charges for under 25's, tertiary students, people with mobility issues who had a total mobility card, and members of the community in the lower socio-economic category (through access to a Community Services Card). This trial is ongoing and the results will inform council decision-making during the adoption of the 2025/6 annual plan process.

Environment Canterbury undertakes frequent public consultation on these types of initiatives – the fare concession consultation in 2022, for example, attracted over 2,000 individual pieces of feedback from members of the public, with the majority supporting the proposals to reduce fares for targeted groups.

We convene both a Public Transport Accessibility Reference group and Youth Rōpū to work with sectors of the community who have specific transport accessibility issues.



Environment Canterbury also convenes local committees to oversee the operation of Total Mobility services in each of the areas where these services are available and liaises extensively with them and the 16 community vehicle trust organisations operating in the region.

This engagement helps to formulate our responses to the needs of the transport disadvantaged as set out in this plan.

One of the key aims of the public transport system is to connect people to important centres and destinations, where they can undertake most of the activities necessary to meet their needs such as healthcare, shopping and social interaction. Connections to workplaces and education are also important. Broadly speaking, this RPTP seeks to meet needs by providing a highly accessible public transport system, based on design principles that make it easy, convenient and useful for customers, as well as universal design principles for accessibility. This now includes consideration of on-demand service options like the successful MyWay model that operates in Timaru. We are also committed to ensuring that the vehicles and infrastructure we use to provide transport choice meet community requirements, including:

- The vehicles we supply are low-floor, with ramps and stepless entry and on-board equipment that is safe, usable and enhances journey comfort and utility.
- Bus stop infrastructure and facilities are safe and usable. Our partner councils are working to upgrade infrastructure to meet the requirements established in national guidelines.

In terms of affordability, this RPTP also seeks to keep fares as low as possible. This is a general approach which provides a better public transport system for all customers. Environment Canterbury continues to work with central government and partner agencies to ensure that targeted fare concessions are available where appropriate and will continue to analyse the success of any concession offerings to ensure they continue to meet the outcomes and objectives outlined in this plan, including those impacting the transport disadvantaged in the community.

### Who is transport disadvantaged?

Using the LTMA definition, Environment Canterbury identified the following groups of customers as potentially transport disadvantaged within the region:

- the elderly, especially those who require access to health care and other necessities;
- people with disabilities;
- people without access to a private vehicle;
- young people (under 19)
- people in low socio-economic circumstances; and
- people in isolated rural locations.



**Where do our transport disadvantaged customers need to travel?**

Group	Work	Education	Health	Welfare	Shopping
Elderly			✓✓	✓	✓
Young People		✓✓			
People with disabilities	✓	✓	✓✓	✓	✓
People without access to a vehicle	✓	✓	✓	✓	✓
People in low socio-economic circumstances	✓	✓	✓	✓	✓
People in isolated rural locations	✓	✓	✓	✓	✓

Table A4.1 Importance of access to activities and services for transport disadvantaged customers

For most groups, access to a wide range of activities is important, although for some, access needs are more focussed. Critical access needs include health services for people with disabilities and the elderly and education for children.

In general, health, welfare and shopping activities can be accessed within key activity centres.

The key activity centres defined in map A of the Canterbury Regional Policy Statement are:

- Papanui • Shirley • Linwood • New Brighton • Belfast • Riccarton • Halswell • Spreydon
- Hornby • Kaiapoi • Rangiora • Woodend/Pegasus • Lincoln • Rolleston

These centres, plus central Timaru, form the basis of the urban public transport network in Canterbury.

This suggests that public transport services should seek to connect people with their nearest centre. The location of work and education activities will be specific to each individual. For work travel, public transport services should seek to provide connections to the major workplace destinations for disadvantaged groups. These are likely to include areas with high concentrations of blue collar and service industry jobs. For education, connection to the nearest secondary school and key tertiary institutions is important.

Beyond Greater Christchurch and Timaru, support for community vehicle trusts provides a model of community-based self-help attempting to give options for the transport-disadvantaged in areas where distance and lower population present challenges.



### Public transport responses

Group	Need to access	PT Service response	Other responses
Elderly	Key activity centres, hospitals	Services to key activity centres	Concession fares (SuperGoldCard)  On demand
Young People	Schools	School bus services	Concession fares
People with disabilities	Key activity centres, hospitals, workplaces	Services to key activity centres	Total Mobility Scheme, Accessible vehicles, Concession fares (Total Mobility Card)
People without access to a vehicle	Key activity centres, workplaces	Services to key activity centres	
People in low socio-economic circumstances	Key activity centres, workplaces	Services to key activity centres	Concession fares (Community Services Card – Community Connect)
People in isolated rural locations	Key activity centres		Community vehicle trusts

Table A4.2 Current public transport responses for transport disadvantaged groups



## Appendix 5. Policy on significance

### Purpose

Section 120(4) of the Land Transport Management Act (LTMA) requires this Plan to set out the policy that Environment Canterbury will apply in determining whether a proposed variation to the Regional Public Transport Plan (RPTP) is significant.

For variations that are deemed to be significant, the LTMA requires Environment Canterbury to follow the consultation principles outlined in section 125 of the LTMA.

### Determination of significance

Environment Canterbury will determine, at its sole discretion, whether a proposed variation to the RPTP is significant in nature. In making this decision, Environment Canterbury will consider the following matters:

- Cost: The magnitude of the decision in terms of its net cost to the region.
- Outcomes: The extent to which the decision will have an adverse effect on the stated outcomes being sought by the RPTP. A decision that will hinder the achieving of the outcomes will be more significant than one that assists in achieving them.
- Community views: The extent to which the community's views on the matter are already known. If the community has already shown a clear preference for a particular option, then the decision to proceed with this option is less significant than a decision to proceed with an option that is clearly not favoured by the community, or when the community's views are unknown.
- Area of impact: The extent to which the proposed variation will have an impact across the region, or a more localised impact. Where the impact is expected to be local in nature, a targeted consultation process may be undertaken.
- Practicality: Environment Canterbury aims to make policy decisions on behalf of its communities in a well-informed, efficient and effective manner. This will not be achieved if the decision-making process is either unreasonably costly or unreasonably slow. Environment Canterbury will therefore take into consideration the urgency and magnitude of the decision when determining its significance.
- Precautionary principle: Where the significance of a matter being considered or a decision being made is unclear or the matter is controversial, then Environment Canterbury will err on the side of caution, treating the issue as of more, rather than less, significance.
- Controls: For the purposes of this policy, any proposal to introduce a control on a commercial public transport service will be deemed to be a significant variation to the RPTP.





### Consultation on variations that are not significant

This policy does not prevent Environment Canterbury from consulting on matters that it determines to be not significant. In these cases, Environment Canterbury will determine the appropriate level of consultation that is required to meet its obligations under the Local Government Act. For service reviews, for example, the following level of consultation is expected:

Extent of change	Consultation process
Minor changes to routes, frequencies and operating conditions that are limited to individual routes or operating units and unlikely to have a significant impact on most customers on those services.	Targeted consultation with operators.
Changes to routes, frequencies and operating conditions on individual corridors, routes or operating units that are likely to impact on a significant proportion of customers on those services.	Targeted transparent consultation with operators, local authorities and customers on the affected services.
Major changes to route network and structure affecting a number of corridors or operating units.	Widespread public consultation with operators, local authorities and customers across the network.

### 6.3 Variations

The RPTP can be varied at any time. However, if a variation is found under our significance policy to be ‘significant’, consultation will take place in accordance with our special consultative procedure.

The approach to consultation will reflect the level of significance of any proposed variation.



## Appendix 6. Waitaha/Canterbury Regional Public Transport Plan (RPTP) – Fleet Decarbonisation Strategy

### Why we are decarbonising our public transport fleet

New Zealand is committed to reducing emissions as part of the response to climate change. Globally, reducing carbon dioxide (CO<sup>2</sup>) emissions to net zero is the highest priority for addressing climate change. Unlike other gases, CO<sup>2</sup> stays in the atmosphere for hundreds of years.

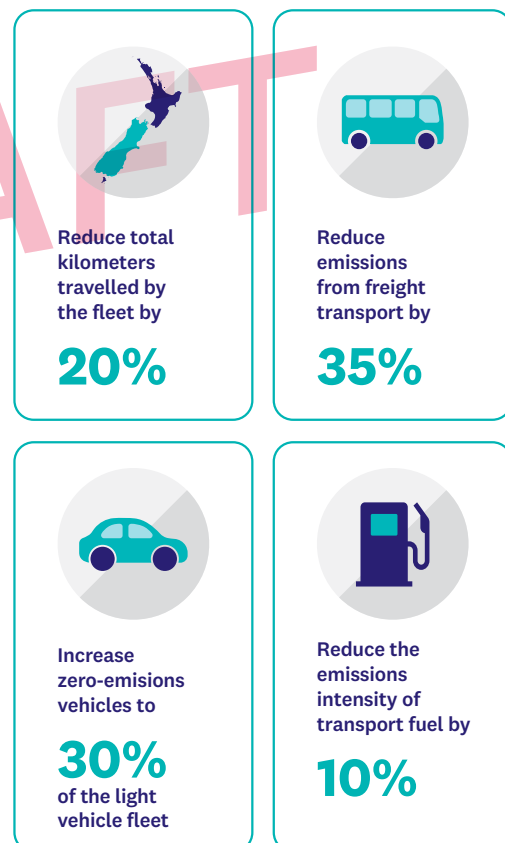
Transport emissions are the fastest growing source of greenhouse gas emissions in New Zealand. Reducing transport emissions is critical to reducing the effects of climate change, and ensuring New Zealand can meet its targets under the Paris Agreement and the Climate Change Response (Zero Carbon) Amendment Act.

In January 2021, the Government announced its commitment to decarbonising the public transport bus fleet. By 2025, the Government will only allow zero-emissions public transport buses to be purchased. This commitment targets complete decarbonisation of the public transport bus fleet by 2035.

From July 2025 any new public transport buses entering the fleet must be zero emissions. We can however, contract with an operator to use existing NZ registered diesel buses beyond 2025.

The commitment to decarbonise the public transport bus fleet forms part of a wider emissions-related work programme.

Reducing emissions from public transport is a priority area for the Canterbury Regional Council (Environment Canterbury). This Strategy sets out our commitment to transitioning to a zero-emission public transport fleet over the next decade. It should be read in conjunction with the Canterbury Regional Land Transport Plan (RLTP) and the Canterbury Regional Public Transport Plan (RPTP).



<sup>1</sup> <https://www.transport.govt.nz/area-of-interest/environment-and-climate-change/public-transport-decarbonisation/>



### Benefits of decarbonising our public transport fleet

Greenhouse gas emissions from the public transport bus fleet constitute just over one percent of greenhouse gas emissions generated by the transport sector. Although this is a small proportion, decarbonising the bus fleet offers several additional benefits including:

- Health benefits from reduced air pollution
- Amenity benefits from reduced air and noise pollution
- Lower maintenance costs.

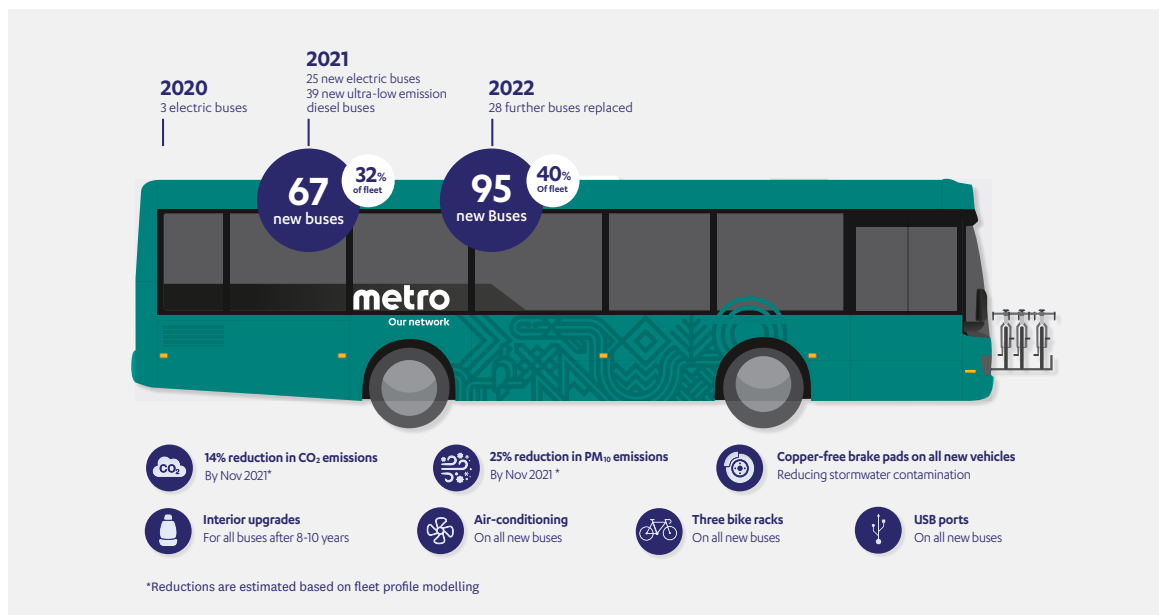
With increased amenity, public transport will also become a more attractive option. This in turn supports mode shift, increases patronage, and brings additional benefits for our cities, climate and communities.

By the end of 2035, the Canterbury public transport bus fleet will be close to producing zero-emissions.

Environment Canterbury is committed to the decarbonisation of its public transport fleet; reducing emissions and contributing to the central government target of net-zero carbon in New Zealand by 2050.

Transitioning to low emission buses in Canterbury commenced in 2020 with the introduction of 25 new electric buses and 39 new low emission Euro 6 buses. This figure has increased to 44 fully electric buses operating and a reduction of 18% CO<sub>2</sub> emissions. Environment Canterbury have ordered seven new EV buses to be delivered during 2024. As part of central government's Public Transport Fleet Decarbonisation Fund (CERF), we have been approved to receive funding to procure another 12 EV buses.

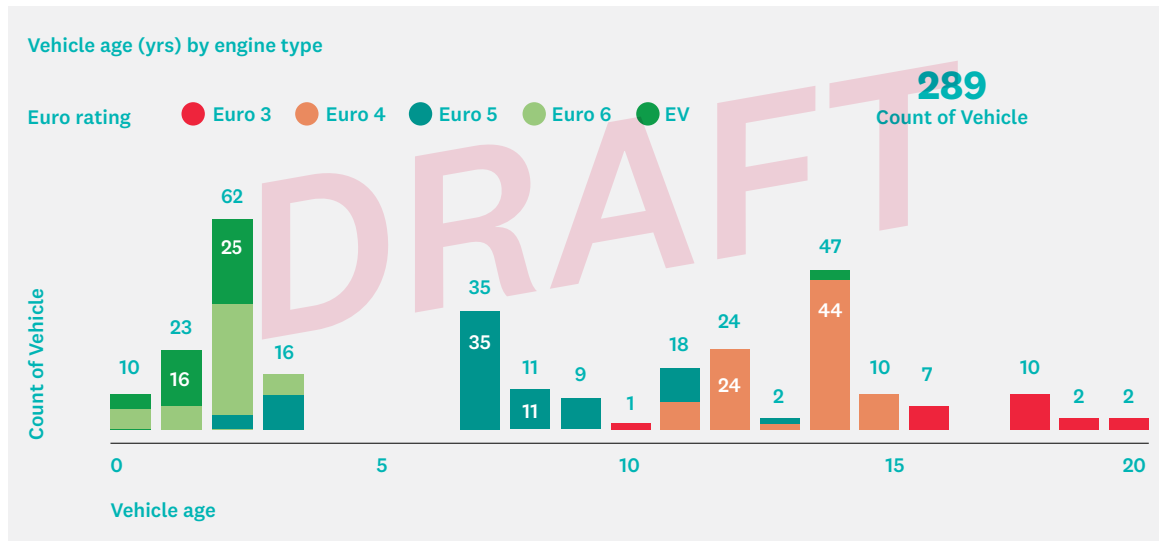
Decarbonisation of the public transport fleet is part of our wider commitment to support climate change mitigation through the integration of land use and public transport planning. It is linked to our broader commitments to improve the reach, frequency, accessibility, and quality of public transport.





**Existing public transport fleet**

The existing fleet comprises of 289 vehicles of varying sizes, ages, and Euro standards. The average age of the fleet is 7.99 years. The image below shows the fleet by vehicle age (x axis) and engine type:





Unit Number	Operator	Contract type	Contract Duration (years)	Current Contract Expiry	Opportunity to renegotiate	Number of vehicles	Number of EVs
1,4,5	Kinetic	Metro Bus	9	29 Nov 2029	Yes	132	41
2	Kinetic	Metro Bus	6	29 Nov 2029	Yes	53	0
3	Ritchies	Metro Bus	6	29 Nov 2029	Yes	44	3
6	Black Cat Cruises	Ferry Service	9	29 Nov 2029	No	1	0
7,8	Ritchies	School Services	9	2030	N/A	39	0
Timaru (201 and 202)	Ritchies	MyWay on demand, School Services and Temuka	15	30 June 2026	No	18	0

New heavy vehicles including buses must meet the Euro 6 standard as a minimum requirement<sup>2</sup>. The Euro standards were first introduced in 1993 and these standards have become more stringent over time, with lower permissible emissions profiles and more stringent testing requirements as the standards have been updated.

Prior to 2020, diesel vehicles that met current Euro emission standards were the preferred fuel option. The release of central government targets has shifted this focus to zero-emissions vehicles and the start of the transition to these.

Zero-emission buses can run on electric batteries or hydrogen fuel-cells. Battery-electric has dominated zero-emission bus purchases to date, but both technologies have strengths in different circumstances. Battery electric vehicles produce zero-emissions to air and are currently the most used technology for zero-emissions public transport in New Zealand. Battery electric vehicles are also sufficient to cover the routes on Metro services. To date, the transition to zero-emissions vehicles has focussed on the introduction of low emission and electric vehicles.

<sup>2</sup> The Euro emissions standards have been developed by the European Union and are designed to regulate the levels of pollutants that new vehicles may emit. The standards set limits on pollutants such as carbon monoxide (CO), hydrocarbons (HC), nitrogen oxides (NOx), particulate matter (PM), amongst others and are applicable to the diesel-powered vehicles in the Christchurch Metro fleet.



### Strategic priorities to reach zero-emissions by 2035

Three priorities underpin our transition to zero-emission fleet. They are:

- Developing a suitable investment programme to enable the transition to a zero-emission fleet.
- Committing to newly manufactured vehicles that are zero-emission vehicles wherever practicable.
- Collaborating with partners and providers for a successful transition.

#### Developing a suitable investment programme to enable the transition to a zero-emission fleet.

Increased funding and investment will be required to achieve a fully zero-emission fleet and to meet the proposed New Zealand target of net zero-emissions by 2050. Infrastructure development for charging is also critical to successful decarbonisation. The purchase price of zero-emission buses is more than equivalent to diesel buses and requires additional investment in depots for charging or refuelling infrastructure. In some cases, the power supply to bus depots also needs to be upgraded, requiring further investment.

The introduction of zero-emission vehicles will continue over the next decade. Timing of this transition depends on several factors including the average age of existing vehicles and the availability of government funding to support the transition.

The tactical deployment of low emissions diesel from the existing NZ fleet, may be considered to support a cost effective transition to zero emissions for NZ as a whole.

As a baseline, we will manage the average fleet age as required under policy 4.1. This will mean that as older vehicles are retired out of the fleet and where they are replaced with new vehicles, these will be zero-emissions.

Many of the vehicles in our existing fleet are relatively new so will remain able to be used and in operation until the contract arrangements expire. We will leverage the contract re-tendering process when they expire to influence the transition toward a fully zero-emissions fleet. This will provide the most cost-effective means to achieve a fully zero-emission fleet by leveraging tender tension for best value for money.

We will consider options to accelerate fleet transition within the lifetime of any contract where there is a demonstrable value-for-money case to do so, and as funding allows.

The staggered approach being taken has the additional advantage of not locking in point-of-time technology across the entire fleet. This allows for improved vehicle types and outcomes to be phased into the fleet, which will also deliver greater benefits, better outcomes and value for money over time as technology evolves and gets better.

The Sustainable Public Transport Framework (SPTF) provides a new framework for how public transport is planned, procured, and delivered. One objective of the SPTF is to ensure the transport sector has access to procurement and contracting models that enable the risks associated with the transition to decarbonisation to be allocated to the party best placed to manage that risk. A key opportunity that the SPTF will provide for is the option for councils to own strategic assets such depots, charging hubs and charging infrastructure. Environment Canterbury will explore options for ownership of strategic assets and investigate any cost savings through the bulk installation of infrastructure required.



**Committing to newly manufactured vehicles that are zero-emission wherever practicable.**

We are committed to achieving an all zero-emission bus fleet in the future. To ensure this, we need to develop a suitable investment programme to enable the transition to a fully zero-emission fleet. Newly manufactured vehicles entering the Canterbury bus fleet will be zero-emission vehicles wherever practicable.

Environment Canterbury will encourage operators to embrace environmental innovation through vehicle standards and the procurement process. By mid-2025 at the latest, all newly manufactured vehicles purchased will be zero-emission. Where it is not practical to purchase a zero-emission vehicle prior to 2025, these vehicles will need to meet, or be better than the latest European standard.

Transitioning to a low emission Diamond Harbour – Lyttelton ferry will be subject to technology and funding at the time that contracts are renewed.

Collaborating with partners and providers for a successful transition.

To be successful, we must work collaboratively through partnerships. We will work with partners and industry experts to help identify innovations and technologies which may be available for use in Canterbury. This includes supporting our partners to attract testing and pilots of new low emission technologies.

We will also actively engage with partners and the industry to identify emerging technologies available to reduce emissions and other environmental impacts of the public transport system. Where appropriate, such innovations may be trialled in accordance with Policy 1.8 in the RPTP.

The adoption of BEVs will need to be supported by the provision of adequate charging infrastructure and facilities. We will continue to investigate and collaborate with our partners and providers to sequence planning and the adoption of required infrastructure.

**Monitoring**

Electric vehicle procurement and planning will continue to be monitored as part of our air quality, transport, and urban development portfolio. This portfolio contributes to three key work areas and is made up of three programmes – clean air, transforming public transport, and integrating urban land use and regional transport.

Relevant policies and initiatives will be reviewed and updated in accordance with the RPTP and Long-Term Plan.

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## Glossary of Acronyms

<b>PT</b> - Public Transport	<b>SDC</b> - Selwyn District Council
<b>SPTF</b> - Sustainable Public Transport Framework	<b>BCA</b> - Business Case Approach
<b>RPTP</b> - Regional Public Transport Plan	<b>GPS</b> - Government Policy Statement
<b>NZTA</b> - New Zealand Transport Agency Waka Kotahi	<b>ILM</b> - Investment Logic Mapping
<b>CCC</b> - Christchurch City Council	<b>PBC</b> - Programme Business Case
<b>PTOM</b> - Public Transport Operating Model	<b>KPI</b> - Key Performance Indicators
<b>MRT</b> - Mass Rapid Transport	<b>DBC</b> - Detailed Business Case
<b>LTP</b> - Long Term Plan	<b>CVT</b> - Community Vehicle Trust
<b>TUAG</b> - Turn up and go services	<b>MyWay by Metro</b> - Timaru's on-demand public transport system
<b>LCLR</b> - Low Cost Low Risk	<b>PT Futures</b> - Public Transport Futures, a collaborative investment program that bring together public transport services and infrastructure.
<b>HAPINZ</b> - Health and Air Pollution in New Zealand	<b>NLTF</b> - National Land Transport Fund
<b>VKT</b> - Vehicle Kilometres Traveled	<b>RLTP</b> - Regional Land Transport Plan
<b>NTS</b> - National ticketing solution	<b>CERF</b> - Public Transport Fleet Decarbonisation Fund
<b>RUB</b> - Requirements for Urban Buses	<b>NLTP</b> - National Land Transport Programme
<b>LTMA</b> - Land Transport Management Act	<b>SCATS</b> - Sydney Coordinated Adaptive Traffic System - an intelligent transportation system that manages the dynamic (on-line, real-time) timing of signal phases at traffic signals.
<b>GCPC</b> - Greater Christchurch Partnership Committee	
<b>CRTC</b> - Canterbury Regional Transport Committee	
<b>SSBC</b> - Single Stage Business Case	
<b>WDC</b> - Waimakariri District Council	





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## 7. Greater Christchurch Transport Update

Reference Te Tohutoro: 24/1177253

Responsible Officer(s) Te Pou Matua: Jesse Burgess, Chair of Transport Managers Group

Accountable ELT Member Pouwhakarae: Tracy Tierney, Director Greater Christchurch Partnership

### 1. Purpose of Report Te Pūtake Pūrongo

- 1.1 The purpose of this report is to provide the Greater Christchurch Partnership Committee with an update on the progress of the Greater Christchurch Transport Work Programme and any implications from recent government decisions.

### 2. Staff Recommendations Ngā Tūtohu

That the Greater Christchurch Partnership Committee:

1. **Note** the Greater Christchurch Transport Work Programme update.
2. **Note** that the Transport Managers Group will provide a further Transport Work Programme update after the NLTP has been announced late August/early September.

### 3. Greater Christchurch Transport Work Programme Update

#### Greater Christchurch Spatial Plan (GSCP)

- 3.1 The GSCP was unanimously endorsed by the Greater Christchurch Partnership Committee on Friday 16 February 2024. During March 2024 all Partner Councils also adopted the Greater Christchurch Spatial Plan as their Future Development Strategy.
- 3.2 As such the GCP has committed to achieving the GCSPs overarching directions, one of which is to *focus growth through targeted intensification in urban and town centres and along public transport corridors*. One of the six opportunities identified as part of the GSCP development is specifically targeted towards transport: *Opportunity 6: Prioritise sustainable and accessible transport choices to move people and goods in a way that significantly reduces greenhouse gas emissions and enables access to social, cultural and economic opportunities*.
- 3.3 The Spatial Plan takes an integrated approach to strategic land use and transport planning to provide a pathway to achieving a more sustainable, accessible and equitable transport future. There are two critical components to Greater Christchurch's transport network required for the successful realisation of the GSCP and both are interrelated:
  - 3.3.1 Greater Christchurch Public Transport Futures implementation (PT Futures) – collective partnership investment and action are required to create a network that is accessible, convenient, safe and effective.
  - 3.3.2 Mass Rapid Transit (MRT) – an uninterrupted, reliable, effective 'turn up and go' transport service.

#### Greater Christchurch Transport Plan (GCTP)

- 3.4 The partnership developed a joint work programme comprising key actions and initiatives, and a selection of Priority Areas, that will help to implement the direction of the Spatial Plan.

- 3.5 The GCTP remains an important part of the implementation of the joint work programme and to put mechanisms in place to monitor progress in achieving the opportunities, directions and key moves set out in the Greater Christchurch Spatial Plan. The plans purpose as outlined in the joint work programme *is to plan and coordinate the development of an integrated transport system that will encourage mode shift, reduce vehicle kilometres travelled and transport emissions, and help shape the urban form.*
- 3.6 A working group of partner staff are developing the draft GCTP, reporting into the Transport Managers Group (TMG). The first draft of the document is expected to be provided to the TMG meeting in August for review. The anticipated timeline is that the draft GCTP will aim to be presented to the GCPC for comment and review at their October Meeting.

### Mass Rapid Transit/ Turn up and go

- 3.7 A key move within the Spatial Plan, as mentioned above, is the Mass Rapid Transit (MRT) system which will not only be a significant transport enhancement to Greater Christchurch's public transport infrastructure, but also a 'city shaping' initiative that is fundamental to the shift in urban form required to help achieve a net zero emissions future.
- 3.8 This route is the central corridor linking Greater Christchurch communities and needed for the GCSP to be effective. For the MRT to be effective it also requires improvements to the surrounding public transport network and initial investment in PT Futures core and rest of network upgrades. This will help to offset the congestion that will arise if we continue to rely on private cars. This is one of the biggest challenges facing Greater Christchurch and will require substantial improvements in its transport system.
- 3.9 GCPC were last provided an update at the December 2023 meeting. At that meeting it was noted that the MRT work is in an addendum phase preparing for the MRT Detailed Business Case (DBC) phase. This preparatory work includes completing an MRT Indicative Business Case (IBC) technical review, reviewing the implications of the Christchurch City Council's Housing and Business Choice Plan Change (PC14), undertaking land use and staging development, and preparing the DBC scope.
- 3.10 It also provided an overview of a two staged DBC that includes preparing and lodging a Notice of Requirement to protect the MRT route.
- 3.11 The project has been included in the Regional Land Transport Plan (RLTP), State Highway Improvement Plan (SHIP) and Long Term Plans for the Detailed business case phase. The final hurdle for the project will be if it is included in the National Land Transport Programme, which is expected to be released in late August/early September.
- 3.12 A more in-depth update on the future steps for the Mass Rapid Transit/ Turn up and go is planned for the GCPC meeting in October.

### Public Transport Futures

- 3.13 An important first step to improving Greater Christchurch's public transport network and MRT is to accelerate the implementation of planned operational improvements to the existing bus network, as set out in the PT Futures programme.
- 3.14 The single-stage business case (SSBC) Lite for Route 7 is under review by New Zealand Transport Agency Waka Kotahi (NZTA) for project approval and funding through the NLTP 2024-27. ECan confirmed its LTP investment by approving accelerated investment in delivery of PT futures, with some amendments leading to some reductions in the targeted rate across Greater Christchurch. All investment remains subject to funding through the NLTP. The key decisions related to delaying some work to enable government decisions to be clearer, include:

- 3.14.1 Delaying investment in the mass transit business case until year 2.
- 3.14.2 Delaying work on route 1 improvements to align with improvements with the direct services to Waimakariri main urban centres in Year 3.
- 3.14.3 Delaying the start of route 7 uplift until January 2025.
- 3.15 There were also two key decisions to support further work in key areas of the network, including:
  - 3.15.1 Increased funding in Year 1 to enable early engagement with Halswell and the rest of the community, on the rest of network business case. A point of entry has been submitted to NZTA for discussion and agreement on next steps.
  - 3.15.2 Bringing forward the improvements to the direct service between the main urban centres in Selwyn (Rolleston and Lincoln) and Christchurch City from Year 3 into Year 2.

#### 4. Government Policy Signals related to Transport

- 4.1 On 27 June 2024, Te Manatū Waka (Ministry of Transport) released the final Government Policy Statement on land transport 2024 (GPS).
- 4.2 The final GPS focusses on achieving four key strategic priorities:
  - Economic Growth and Productivity
  - Increased Maintenance and Resilience
  - Safety
  - Value for Money.
- 4.3 The GPS 2024 signals significant transformations to the transport system and supporting legislation:
  - Funding increased to \$22 billion from the \$20.2 billion National Land Transport Fund (NLTF) revenue, annual funding and GPS expenditure targets and ranges have all moderately increased. This reflects Crown grants held in tagged contingency for the Rail Network Investment Programme (RNIP) and National Land Transport Programme.
  - Ministerial expectations include NZTA to have developed a more efficient business case process, and progress to be made on the future of land transport revenue work by the end of 2024. Centralised procurement including that of road speed signs is also to be investigated with an expectation that speeds be reversed by 1 July 2025.
  - The Government is still considering regional deals between central and local government to integrate long-term strategy and planning, across the transport system.
  - There is Government intention to amend the Land Transport Management Act to require future GPSs to adopt a 10-year investment plan.
- 4.4 The next steps are for the NZTA Board to agree on the investments for within the NLTF funding ranges based on those identified in the GPS 2024, it is important to note that allocation of funds is often not expected within the median or upper range. The [Government Policy Statement on land transport 2024](#) can be found on the Te Manatū Waka website.
- 4.5 The GPS 2024 did not specifically name the MRT project or PT Futures, despite the submissions from Partners for these to be included.

## 5. Implications for the Greater Christchurch Transport Work Programme

- 5.1 The final GPS is not significantly different from the draft GPS in terms of transport issues in Greater Christchurch, Canterbury and the South Island. The government policy signals the direction of government funding towards delivery of Roads of National Significance (RoNS) and road maintenance funding towards resealing, rehabilitation, and drainage maintenance works to prevent potholes on State highways and local roads.
- 5.2 It is recognised that the GPS includes the Belfast to Pegasus Motorway and Woodend Bypass as a Road of National Significance and that there has been a new Roads of Regional Significance added for our region, these includes:
- *Canterbury Package – Rural Intersections\**
  - *Canterbury Package – Rolleston Upgrade\**
  - *Canterbury Package – Halswell\**
- \*These projects are Crown funded and should not be considered for additional funding.*
- 5.3 It also refers to *The Government is also completing pre-implementation of the Canterbury Package – Brougham Street and SH22 Drury projects. Further Crown funding for these projects is subject to funding availability once the Roads of Regional Significance project costs are confirmed. These two projects may be considered for inclusion in the NLTP if they deliver on the objectives of this GPS.*<sup>1</sup>
- 5.4 Whilst the government indicates “an indicative funding increase of 41 percent for public transport services and operations over the next three years”<sup>2</sup>, and the GPS includes investment in a number of major public transport projects that will deliver better public transport options for commuters, these are all projects located within the North Island. In the short term at least, there remains a risk to funding from government to support some of the key Greater Christchurch Transport projects to enable realisation of the overarching objective of the GCSP.
- 5.5 The upper funding range for PT Infrastructure has increased in years 2025 – 2027. The direction remains for fare box recovery and third-party investment of public transport to support increased PT costs and future improvements. The GPS 2024 expectation remains that public transport patronage will continue to increase.
- 5.6 Other key information for activity classes includes:
- **Safety:** Safe infrastructure and road safety promotion are mentioned numerous times in GPS 2024. The Safety Activity Class, however, stipulates no safety traffic calming infrastructure or Council road safety advertising will be eligible for funding. It is a ministerial expectation that NZTA will reduce expenditure on road safety promotion. Safety directives are focused on policing, drug driving and review of infringement fees and penalties.
  - **Walking and Cycling:** All investment in walking and cycling must be primarily funded through this activity class, this includes maintenance of infrastructure such as footpaths, shared use paths and cycle paths. A new addition to the final GPS 2024 is that 25 percent of funding for new improvements should be directed towards footpaths and walking projects. The upper funding range for this activity class has decreased.

<sup>1</sup> [Government-Policy-Statement-on-land-transport-2024-FINAL.pdf](#)

<sup>2</sup> [Transport Minister celebrates 'record investment' in public transport | RNZ News](#)

- Rail: The GPS 2024 provides investment to operation, maintenance and improvements targeted to the most economic productive areas, all of which are located in the North island.
  - Coastal Shipping: This is a new investment area for GPS 2024 and was not mentioned in the draft document. Coastal transport networks are important for interregional travel and align with our Canterbury Regional Land Transport plan 2024-34. Funding for any works would come from reallocating Crown grant funding from rail, is it unknown how these two investment areas will compete including any implications for investment to the Cook Strait connections.
- 5.7 The risk remains regarding the high likelihood of no new funding for bridges region wide, PT improvements in Greater Christchurch and local road safety improvements.
- 5.8 Once the partnership understands the funding outcomes from the NLTP, it will be in a better position to provide advice on the next steps. These could include looking at, with the support of NZTA and Ministry of Transport, alternative funding sources to deliver major public transport investments which could include ‘Build, Own, Operate, Transfer’ schemes and value capture and/or planning for improvements to advocacy and partnering with central government.
- 5.9 Some minor changes have been made that could be beneficial for Councils however there is not adequate detail in the GPS to understand what this might look like. More information will be available with the release of the NLTP later this year.
- 5.10 The GCP partner councils current LTP transport funding commitments are outlined below. Environment Canterbury’s LTP funding commitments are provided earlier in the report under the PT Futures section. It should be noted that some or all of these projects are subject to central government funding.

*Waimakariri District Council (WDC)*

- 5.11 There is a high level of uncertainty around NZTA funding for the Council’s roading projects, particularly Eastern Link Road and Skew Bridge which are multi-year projects. Over 10 years WDC would expect to receive \$16.3m from NZTA for both of the two projects.
- 5.12 Other key projects included:
- Implementation of the Walking and Cycling Strategy is funded for 2024-27.
  - Park & Ride Improvements are scheduled to be funded in years 2027/28 and 2029/30.
- 5.13 It is assumed that the level of financial assistance received from NZTA will remain at 51% for the period of the LTP. Funding assistance for large capital transport works would be achieved on a case-by-case basis through a Business Case approach with NZTA.
- 5.14 If NZTA funding is not approved, WDC would need to reconsider the budget as part of the Annual Plan process for 2025/26.

*Selwyn District Council (SDC)*

- 5.15 In the SDC LTP for the year 2024 – 2034, SDC has committed to \$15.87 million funded by rates, NZTA and development contributions. This will look to build two new Park and Ride facilities at Rolleston and one at Lincoln, upgrade Waikirikiri Selwyn public transport infrastructure, and undertake a Public Transport Futures Selwyn Infrastructure business case.
- 5.16 Other key transport projects included:

- Lincoln Town Centre Upgrade \$46 million (upgrade of the main street Gerald St for renewal, multimodal, amenity and safety outcomes)
- Rolleston Arterial Upgrades \$19 million (to coordinate with the NZTA Road of Regional Significance SH1 Project)
- Waikirikiri Alpine to Sea Trail \$15 million
- Urban development, growth and safety roading upgrades \$47 million
- Local Arterial and Safety Upgrades \$20 million

5.17 All SDC transport projects are currently subject to NZTA commitment to co-funding.

*Christchurch City Council (CCC)*

5.18 \$1.6 billion funding within the CCC LTP has been committed to across the entire transport network, \$1 billion of that on roads, footpaths and road infrastructure renewals and replacements, \$199 million on major cycling projects and programmes, and \$101 million on bus infrastructure improvements.

5.19 A total budget commitment of \$8,163,675 for the period of 2028-2030 will conduct an initial high-level preparation works for the MRT system encompassing feasibility studies, design planning, stakeholder engagement and regulatory approvals to ensure a robust foundation for the subsequent phases of development.

5.20 As a result of uncertainty in funding CCC staff will report back to the Council for a final decision on the Transport Programme and projects after the NZTA has advised the Council of its final funding outcomes in September or October 2024.

## 6. Next Steps

- 6.1 Partner staff will continue to review the coalition governments consultations, legislative changes and funding decisions to understand implications for the Greater Christchurch Transport work programme.
- 6.2 Greater understanding of funding implications for the work programme should be known following the NLTP has been announced late August/early September.
- 6.3 The Transport Managers Group will provide a further update at the October GCPC meeting, which will outline suggested next steps for the GCPC to consider.

## Attachments Ngā Tāpirihanga

There are no attachments to this report.



## 8. Joint Housing Action Plan Progress Update

Reference Te Tohutoro: 24/1143045

Responsible Officer(s) Te Pou Matua: Tracy Tierney, Director Greater Christchurch Partnership

Accountable ELT Member Pouwhakarae: John Higgins, General Manager Strategy, Planning & Regulatory Services

### 1. Purpose of Report Te Pūtake Pūrongo

- 1.1 The purpose of this report is to update the committee on progress with Phase 1 of the Joint Housing Action Plan and on government policy signals related to housing.

### 2. Relationship to Partnership Objectives Ngā Whāinga Matua ki te hononga

- 2.1 The development and implementation of the Joint Housing Action Plan was committed to as part of the Greater Christchurch Spatial Plan and is a work programme priority for the partnership.

### 3. Staff Recommendations Ngā Tūtohu

That the Greater Christchurch Partnership Committee:

- Receive** and note this report

### 4. Housing Action Plan Phase 1 Summary Update

- 4.1 The cross-partnership Housing Working Group has made good progress on phase 1 of the plan outlined below. Outcomes of investigations into the range of levers available to partners to increase the delivery of affordable housing, is on track to be shared with the Greater Christchurch Partnership Committee (GCPC) at the October meeting.
- 4.2 The intended approach is to share the findings from phase 1 and seek initial feedback from GCPC then workshop/brief partners to seek their input. This will then help inform the review of the draft phase 2 actions which will be brought back to the GCPC in early 2025 for consideration and endorsement.

	Action	Progress
1	Identify publicly-owned sites (Crown and Council) appropriate for affordable housing development across all three council districts; and determine what is required to acquire/consolidate these for development.	All Councils have now shared their available data and this is in the process of being consolidated including details of any encumbrances/constraints.
2	Identify mechanisms to enable development of affordable housing on public land. One example is retaining it in perpetuity but developing it for affordable housing through a leasehold model. (Requires councils/Crown to prioritise	Summary table has been drafted of tenure prototypes and mechanisms that could potentially be used to increase affordable rentals, affordable ownership, and progressive home ownership.

	development of affordable housing above other potential uses that may furnish a higher return, as well as sufficient capitalisation to buy back properties to enable them to remain affordable in perpetuity.)	
3	Investigate the introduction of inclusionary zoning by all three Councils to collectively increase the supply of social and affordable rental housing.	Actions 3, 4 & 5 are where significant work is underway. They are being considered collectively as a potential ‘carrot & sticks’ package. Planning and economic implications are currently being investigated.
4	Investigate and test incentives to develop affordable housing (e.g. density bonuses, value capture, rates concessions for CHPs, planning concessions).	See Action 3
5	Investigate expanding CCC’s development contribution rebates for social housing to all councils. Investigate extending this to include social, affordable rental and progressive home ownership.	See Action 3
6	Support wider advocacy to influence financial institutions to invest in affordable housing solutions e.g. pension fund investment in build-to-rent housing in Greater Christchurch.	Advocacy plan is being drafted
7	Investigate expanding or mirroring the Ōtautahi Community Housing Trust model (providing charities and charitable community housing providers access to finance and land).	Christchurch City Council are currently considering a Private Bill. Private bills ask for a change to, or an exemption from, a law for the benefit of a particular person or group. Private bills are commonly concerned with matters relating to private trusts, such as land held in trust for use by the community.
8	Develop a monitoring and evaluation framework to track progress	Appropriate measures to track key affordable housing outcomes are being considered as part of the monitoring and evaluation process for the Greater Christchurch Spatial Plan.

## 5. Government Policy Signals Related to Housing

5.1 The Minister of Housing, Hon Chris Bishop in 2023 announced ‘going for housing growth’ would entail “a comprehensive reform programme that targets the underlying causes of the housing shortage:

- Land is made available for housing, mixed use and other development

- Councils can access tools to build infrastructure that is necessary for growth
  - Councils have the right incentives to support growth in their regions<sup>3</sup>.
- 5.2 “My goal is to flood urban housing markets for Tier 1 and 2 Councils with land for development. Abundant zoned and serviced land within and at the edge of our cities for housing will moderate land prices and increase competition among land-owners to stop land banking. As the scale of development opportunities increase, developers will have the confidence to build up their capacity” (ibid).
- 5.3 Proposed work programme over the next three years:
- A. Free up land for development:**
    - Require Councils to make 30 years-worth of land available for development
    - Make MDRS rules optional for Councils
    - Consider other policy settings to create competitive urban land markets
  - B. Remove unnecessary planning barriers:**
    - Establish a fast-track consenting regime
    - Provide clear direction to local government around land supply (e.g. MDRS, NPS-UD)
    - Amend and ultimately replace the RMA
  - C. Provide new funding and financing tools:**
    - Explore new funding tools for infrastructure including value capture
    - Ensure transport funding settings facilitate housing
  - D. Encourage Councils to support housing growth:**
    - Investigate options to improve Council incentives for growth, including potentially sharing a portion of GST from developments
    - Investigate land protection options to lower infrastructure costs.
    - To support this work programme, establish a Ministerial working group comprising Ministers of Finance, Infrastructure, RMA Reform, Transport, Local Government and Housing.
- 5.4 With respect to housing, Budget 2024 entailed:
- \$140 million in new funding for 1,500 new social housing places to be provided by Community Housing Providers (CHPs), not Kāinga Ora.  
*“The Government’s new investment in 1,500 social housing places will start to become available from July 2025 onwards, giving the community housing sector much-needed certainty about the social housing pipeline, allowing them to plan for the future, and scale-up their build programmes” (Minister of Housing) 4.*
  - This investment is to be paid for by ending the First Home Grant: “The answer to New Zealand’s housing crisis is not demand-side measures like the First Home Grant, but

<sup>3</sup> <https://www.hud.govt.nz/assets/Uploads/Documents/Cabinet-papers/Cabinet-Paper-Fixing-the-Housing-Crisis.pdf>

<sup>4</sup> <https://www.beehive.govt.nz/release/government-invests-1500-more-social-homes>

supply-side solutions contained in the Government's Going for Housing Growth agenda (ibid).

- The Government will retain the First Home Loan which allows first home buyers to purchase a home with a deposit as low as five per cent. The Government is also retaining the ability for KiwiSaver members to withdraw funds for a first home house deposit.

The Budget cut funding in other areas pertaining to housing:

- Cuts to of \$127.5m over 4 years to the Energy Efficiency and Conservation Authority through reversals of various new parts of the programme including funding for hot water heating, low-cost energy efficiencies, an LED lighting scheme, and an outreach approach for hard-to-access homes.
- It also cut \$435 million from the Kāinga Ora house build programme and over \$1 billion from the maintenance fund<sup>5</sup>.

- 5.5 The review of Kāinga Ora by Sir Bill English inferred financial mismanagement with an annual deficit of \$700m. It recommended a multi-year transformation at the agency, beginning with a refreshed board (which was subsequently appointed in early July) and culminating in a shift towards delivering housing along a social investment model, which should occur within the next three years.
- 5.6 Minister Chris Bishop said the Government would continue to build and own public houses, but it appears likely that the growth in the number of houses Kāinga Ora builds and owns will slow and focus could shift towards allowing Community Housing Providers (CHPs), often charities, a greater role in providing social housing. It has not yet revealed how this transition will occur.
- 5.7 The Minister also announced a broad review of the existing housing programmes the Government currently runs, no further detail on the review is available currently.

## 6. Implications for the Joint Housing Action Plan

6.1 In relation to the Minister's work programme:

### A. Free up land for development:

6.2 On 4 July the Minister announced the following:

- The establishment of Housing Growth Targets for Tier 1 and 2 councils
- New rules requiring cities to be allowed to expand outwards at the urban fringe
- A strengthening of the intensification provisions in the National Policy Statement on Urban Development (NPS-UD)
- New rules requiring councils to enable mixed-use developments in our cities.
- The abolition of minimum floor area and balcony requirements
- New provisions making the MDRS optional for councils

6.3 Land supply constraints are less relevant in Greater Christchurch. Indeed, the Minister's approach reflects learnings from Greater Christchurch's response to the earthquakes in releasing land for development. It is expected that housing growth targets are already met as

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<sup>5</sup> <https://www.rnz.co.nz/news/political/518609/labour-attacks-budget-2024-over-cuts-for-housing-catastrophe-for-new-zealand>

30+ years of demand is currently zoned within Greater Christchurch. However, how this relates to 'live zoned' in terms of infrastructure requirements and compensatory housing capacity where 'unlisted' qualifying matters are used, is not yet clear.

- 6.4 The change in time horizon for Future Development Strategies from 30 to 50 years is effectively already considered in the Greater Christchurch Spatial Plan as it looks towards a population of 1 million +.
- 6.5 We await further detail on the other policy settings to assess their usefulness in advancing affordable housing in Greater Christchurch.

**B. Remove unnecessary planning barriers:**

- 6.6 Fast-track consenting, clear direction to local government around land supply and amending and replacing the RMA will affect Greater Christchurch but this a 'watching brief' awaiting further detail.

**C. Provide new funding and financing tools:**

- 6.7 An area of potential opportunity, as access to funding and financing is a major handicap for community housing providers, and intervention from government is necessary to tackle the market failure in the left-hand third of the housing continuum. The private sector is unlikely to deliver unless there are incentives or penalties, which are also being considered as part of the Joint Housing Action Plan.
- 6.8 It is also important to note that the Minister's work programme refers to the connection between transport funding settings and facilitating housing: this is the fundamental premise of the Greater Christchurch Spatial Plan (GCSP) and so should be used to demonstrate that the Partnership is 'ahead of the game', and to promote ongoing support from government for the GCSP (i.e. investment in public transport).

**D. Encourage Councils to support housing growth:**

- 6.9 This is a key strength of the work done to date by the Partnership. By adopting the Joint Housing Action Plan, the Councils of Greater Christchurch have signalled their commitment to playing their part to improve housing affordability. This is a critical message to government: "we are doing our part, and we need you to too".
- 6.10 The mechanisms identified (sharing a portion of GST from developments and investigating land protection options to lower infrastructure costs) can complement the Joint Housing Action Plan which includes a much wider range of initiatives that Councils can deploy.
- 6.11 With respect to the 1500 social houses to be funded, Christchurch City Council and Ōtautahi Community Housing Trust have actively engaged with the Minister to demonstrate achievements to date and what is required for further delivery of housing. We know that the Minister has been impressed by what has been achieved as he articulated at the opening of the Carey St complex in June 2024. However, the criteria for apportionment of the 1500 houses are yet unclear.
- 6.12 The uncertainty in relation to Kāinga Ora is concerning for Greater Christchurch, as Kāinga Ora is the major social housing provider across New Zealand by orders of magnitude (~8000 houses in Greater Christchurch compared with ~2000 owned by Ōtautahi Community Housing Trust as the next largest provider). Disruption to the significant pipeline of delivery is concerning given the demand and need, particularly as there is no clarity yet on how the Community Housing Providers are to be supported to increase delivery.

- 6.13 The independent review of Kāinga Ora supported a placed-based housing system approach for tenants and providers in geographic housing markets, to enable decision making close to households and communities. It further recommended the use of the Ministry of Housing and Urban Developments established place-based and urban growth partnership initiatives, with purchaser-funder agreeing local housing strategies and priorities with communities. This could lead to the creation of Community Housing Associations to manage the government's local social housing and pursue agreed local housing strategies and priorities. The Greater Christchurch Partnership is well placed to assist with the establishment of a Community Housing Association in our area.

### **Attachments Ngā Tāpirihanga**

There are no attachments to this report.

### Karakia – Whakakapi Closing Incantation

Ka whakairia te tapu	Restrictions are moved aside
Kia watea ai te ara	So the pathway is clear
Kia tūruki whakataha ai	To return to everyday activities
Kia tūruki whakataha ai	
Hui e, tāiki e	Enriched, unified and blessed