



**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 Te Pānui o te Hui:**

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

**Date:** Friday 23 May 2025  
**Time:** 9:00 am  
**Venue:** Council Chamber, Environment Canterbury,  
200 Tuam Street, Christchurch

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15 May 2025

To watch the meeting live, go to:

<https://www.youtube.com/@ECanGovt>

To view copies of Agendas and Minutes, visit:

<https://www.ccc.govt.nz/the-council/meetings-agendas-and-minutes/>

## Committee Members

### **Greater Christchurch Partnership Interim Chair**

Chair Craig Pauling

### **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**

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)**

Ian Duncan

**Director, Greater Christchurch Partnership**

John Bartels

Ph 941 8456

**Democracy Services 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

Karakia mō te Tīmatataka Opening Incantation .....	8
1. Apologies Ngā Whakapāha .....	8
2. Declarations of Interest Ngā Whakapuaki Aronga .....	8
3. Deputations by Appointment Ngā Huinga Whakaritenga.....	8
4. Confirmation of Previous Minutes Te Whakaāe o te hui o mua .....	8

## STAFF REPORTS

5. Draft Canterbury Regional Public Transport Plan 2025–35 .....	17
6. Greater Christchurch Transport Plan Endorsement .....	255
7. Joint Housing Action Plan - Phase 2 Actions .....	257
8. Greater Christchurch Spatial Plan - Implementation Plan 2024-27 .....	267
9. Greater Christchurch Spatial Plan Annual Report 2025 .....	287
10. Priority Areas Programme Update .....	365
11. Secretariat Update .....	369

Karakia Whakakapi Closing Incantation

# Standing Items

## Karakia mō te Tīmatataka Opening Incantation

Whakataka te hau ki te uru	<i>Cease the winds from the west</i>
Whakataka te hau ki te tonga	<i>Cease the winds from the south</i>
Kia mākinakina ki uta	<i>Let the breeze blow over the land</i>
Kia mātaratara ki tai	<i>Let the breeze blow over the sea</i>
E hī ake ana te atakura	<i>Let the red-tipped dawn come with a sharpened air.</i>
He tio, he huka, he hau hū	<i>A touch of frost, a promise of a glorious day</i>
Tihei Mauri Ora	

### 1. Apologies Ngā Whakapāha

Apologies will be recorded at the meeting.

### 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

Deputations by appointment will be recorded in the meeting minutes.

To present to the Committee refer to the [Participating in decision-making](#) webpage or contact the meeting advisor listed on the front of this agenda.

### 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, 7 March 2025](#) be confirmed (refer page 9).



# Greater Christchurch Partnership

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

## Greater Christchurch Partnership Committee OPEN MINUTES

**Date:** Friday 7 March 2025  
**Time:** 9.03am  
**Venue:** Council Chamber, Environment Canterbury,  
200 Tuam Street, Christchurch

**Present  
Members**

Jane Huria , Mana Whenua  
Gail Gordon - Mana Whenua  
Mayor Phil Mauger , Christchurch City Council  
Councillor Sara Templeton , Christchurch City Council  
Chair Craig Pauling , Environment Canterbury  
Councillor Grant Edge - Environment Canterbury  
Councillor Vicky Southworth , Environment Canterbury (via audio/visual)  
Mayor Sam Broughton , Selwyn District Council  
Councillor Lydia Gliddon , Selwyn District Council  
Councillor Nicole Reid - Selwyn District Council  
Mayor Dan Gordon , Waimakariri District Council  
Deputy Mayor Neville Atkinson , Waimakariri District Council  
Councillor Niki Mealings , Waimakariri District Council

**Principal Advisor**  
Tracy Tierney  
Programme Director Greater  
Christchurch Partnership  
Tel: 941 6993  
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**Meeting Advisor**  
David Corlett  
Democratic Services Advisor  
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**Website:** [www.ccc.govt.nz](http://www.ccc.govt.nz)

## Karakia mō te Tīmatataka Opening Incantation

Whakataka te hau ki te uru	<i>Cease the winds from the west</i>
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Kia mākinakina ki uta	<i>Let the breeze blow over the land</i>
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Tihei Mauri Ora	

### Election of a Chair

#### Committee Resolved GCPC/2025/00001

The Greater Christchurch Partnership Committee resolved that Chair Craig Pauling be appointed Chairperson of the Greater Christchurch Partnership Committee for today's meeting.

Gail Gordon/Mayor Dan Gordon

**Carried**

Environment Canterbury Chair Craig Pauling assumed the Chair.

### 1. Apologies Ngā Whakapāha

#### Committee Resolved GCPC/2025/00002

That the apologies from Councillor Henstock, James Caygill and Dr Anna Stevenson for absence, and Jane Huria for a late arrival be accepted.

Mayor Phil Mauger/Mayor Sam Broughton

**Carried**

### 2. Declarations of Interest Ngā Whakapuaki Aronga

There were no declarations of interest recorded.

### 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/2025/00003



That the minutes of the Greater Christchurch Partnership Committee meeting held on Friday, 13 December 2024 be confirmed.

Councillor Niki Mealings/Councillor Grant Edge

**Carried**

## 5. Secretariat and Work Programme Update

### Committee Comment

1. In reference to the government directions watching brief, changes to the Building Consent Authority could bring opportunity. It was noted that this is being discussed at the Canterbury Mayoral Forum. The Secretariat will stay connected.
2. Commencement of the blue-green strategy was queried, this was not prioritised by the Committee in this years' work programme so has not been progressed at this stage.
3. It was noted that the work programme doesn't include forward looking milestones which would be useful to see. Reporting to the Committee will change from the next meeting, in May, when the Greater Christchurch Spatial Plan Implementation Plan and annual report will be provided. This will include forward work programme including key actions and milestones.

### Officer Recommendation accepted without change

### Committee Resolved GCPC/2025/00004

### Part C

That the Greater Christchurch Partnership Committee:

1. **Receives and notes** the Greater Christchurch Partnership secretariat and work programme update.

Mayor Sam Broughton/Councillor Grant Edge

**Carried**

## 6. Mass Rapid Transit - Project Update

### Committee Comment

1. The work of staff was acknowledged. It was noted that at a meeting with Minister Bishop last week there was a positive conversation around MRT. A priority is to make sure the corridors are protected.
2. Members are keen to progress this work at pace and provide support to Christchurch City Council who are leading this work. Funding may need to be brought forward to better resource the project.
3. It was noted the next Committee report is planned for the end of the year. The Mayors and Chair would like to continue to advocate for MRT with the Minister and so would like an interim update that could support a further conversation. The timing for this update is to be confirmed.

## Officer Recommendations Ngā Tūtohu

That the Greater Christchurch Partnership Committee:

1. **Receive** the update on the Mass Rapid Transit (MRT) project next steps
2. **Notes** that the initial focus of the MRT project development now being led by Christchurch City Council remains consistent with the Hornby to Belfast extents included in the MRT Indicative Business Case (MRT-IBC) and endorsed by the Whakawhanake Kāinga Komiti in May 2023 as the preferred option
3. **Endorses** the 2025-27 MRT work programme approach outlined in this report which proposes a focus, for this first stage of work, being on:
  - a. Route protection of the preferred MRT corridor endorsed in the Indicative Business Case
  - b. Alignment with related Greater Christchurch and Crown work programmes
  - c. Maintaining a national profile
4. **Notes** that the preferred option in the MRT-IBC includes proposed improvements to Waimakariri and Selwyn District (District) public transport connections and this alongside longer-term considerations will be included in the next stage of the detailed business case development programme.
5. **Notes** that consideration of how these future District public transport outcomes will be achieved, will require further actions and tasks to be outlined, timelines developed and a development pathway (including responsible agencies) to be agreed by the Partnership.
6. **Notes** that a subsequent progress update on the delivery of the MRT and wider Greater Christchurch Public Transport Improvements Programme is intended to be provided to the Greater Christchurch Partnership Committee in late 2025.

## Committee Resolved GCPC/2025/00005

### Part C

That the Greater Christchurch Partnership Committee:

1. **Receive** the update on the Mass Rapid Transit (MRT) project next steps
2. **Notes** that the initial focus of the MRT project development now being led by Christchurch City Council remains consistent with the Hornby to Belfast extents included in the MRT Indicative Business Case (MRT-IBC) and endorsed by the Whakawhanake Kāinga Komiti in May 2023 as the preferred option
3. **Endorses** the 2025-27 MRT work programme approach outlined in this report which proposes a focus, for this first stage of work, being on:
  - a. Route protection of the preferred MRT corridor endorsed in the Indicative Business Case
  - b. Alignment with related Greater Christchurch and Crown work programmes
  - c. Maintaining a national profile
4. **Notes** that the preferred option in the MRT-IBC includes proposed improvements to Waimakariri and Selwyn District (District) public transport connections and this alongside

longer-term considerations will be included in the next stage of the detailed business case development programme.

5. **Notes** that consideration of how these future District public transport outcomes will be achieved, will require further actions and tasks to be outlined, timelines developed and a development pathway (including responsible agencies) to be agreed by the Partnership.
6. **Notes** that a subsequent progress update on the delivery of the MRT and wider Greater Christchurch Public Transport Improvements Programme is intended to be provided to the Greater Christchurch Partnership Committee in late 2025.
7. **Requests** that staff prepare an update to support the Committee with their conversations with the Minister.

Mayor Phil Mauger/Councillor Sara Templeton

**Carried**

## 7. Greater Christchurch Transport Plan

### Committee Comment

1. Mana whenua reiterated their position that Māori reserve land be must be protected through any transport implementation.
2. The impact of RMA Fast Track applications was queried. Staff noted it is too early to say yet. However, the impact of any decisions will be considered in terms of both the GC Transport and Spatial Plans to see if amendment required.
3. At this stage partners do not require individual briefings.

**Officer Recommendation accepted without change**

**Committee Resolved GCPC/2025/00006**

### Part C

That the Greater Christchurch Partnership Committee:

1. **Receive** the Draft Greater Christchurch Transport Plan for review.
2. **Note** the next steps for the Greater Christchurch Transport Plan.
3. **Confirm** if further wider Partner Governance briefings are required.

Mayor Sam Broughton/Councillor Sara Templeton

**Carried**

Councillor Templeton left the meeting at 10.26 am during Item 8 and returned at 10.29 am during the same item.

## 8. Joint Housing Action Plan Partner Council Briefing Update

John Bartels, Strategic Projects Lead, Greater Christchurch Partnership tabled a presentation which he spoke to. Feedback was received that while some options were not favoured i.e. inclusionary zone and targeted rates, everything should be progressed to the next stage to provide the detail required to inform decision making.

### Attachments

A Joint Housing Action Plan Partner Council Briefing Update

## 9. Greater Christchurch Partnership Review

### Committee Comment

1. Option 1 was supported by the Committee. However, the Committee would like to add in the key question from option 2 “What opportunities are there to enhance either the combined work of the GCP and CMF to advance Canterbury’s diverse interests?”
2. Chair Pauling was elected to the position of Interim Chair unopposed.

### Officer Recommendations Ngā Tūtohu

That the Greater Christchurch Partnership Committee:

1. **Approves** [Option 1 or 2] as the Terms of Reference for the Greater Christchurch Partnership Review (Attachment A).
2. **Agrees** to the appointment of an Interim Chair until the review is concluded, and the committee has considered the recommendations. Noting this is a temporary variation of the Memorandum of Agreement.
3. **Agrees** that if more than one nomination is received for the Interim Chair, to use voting system [A or B] in the election of an Interim Chair.
4. **Appoints** [insert name] to the role of Interim Chair the Greater Christchurch Partnership.

### Committee Resolved GCPC/2025/00007

### Part C

That the Greater Christchurch Partnership Committee:

1. **Approves** Option 1 as the Terms of Reference for the Greater Christchurch Partnership Review (Attachment A)
3. **Agrees** to the appointment of an Interim Chair until the review is concluded, and the committee has considered the recommendations. Noting this is a temporary variation of the Memorandum of Agreement.
4. **Appoints** Chair Craig Pauling to the role of Interim Chair the Greater Christchurch Partnership.

Mayor Sam Broughton/Mayor Dan Gordon

**Carried**

## Karakia – Whakakapi Closing Incantation

Given by Chair Craig Pauling

Meeting concluded at 10.50 am.

CONFIRMED THIS 6th DAY OF MAY 2025

Unconfirmed



## 5. Draft Canterbury Regional Public Transport Plan 2025–35

Reference Te Tohutoro: 25/619503

Responsible Officer(s) Te Len Fleete, Senior Strategy Advisor

Pou Matua: Sonia Pollard, Public Transport Strategy and Planning

Accountable ELT

Member Pouwhakarae: John Bartels, Director Greater Christchurch Partnership

### 1. Purpose of Report Te Pūtake Pūrongo

- 1.1 The purpose of this report is to seek the Greater Christchurch Partnership Committee's (Committee) endorsement of the amended Draft Canterbury Regional Public Transport Plan 2025–35. It also requests the Committee to recommend to the Canterbury Regional Council that the Draft Canterbury Regional Public Transport Plan 2025–35 be approved and adopted when considered at the July 2025 Council meeting.

### 2. Relationship to Partnership Objectives Ngā Whāinga Matua ki te hononga

- 2.1 Clause 9.2 x. (b) of the Memorandum of Agreement establishing the Greater Christchurch Partnership Committee states that one of the Committee's strategic transport functions is to:  
*“Develop the Greater Christchurch component of the Regional Public Transport Plan and recommend to the Canterbury Regional Council for approval, when required.”*

### 3. Officer Recommendations Ngā Tūtohu

That the Greater Christchurch Partnership Committee:

1. **Confirms** the minutes from the Greater Christchurch Partnership Committee Canterbury Regional Public Transport Plan 2025-35 Hearings Panel Deliberations meeting of 20 March 2025.
2. **Endorses** the amended Draft Canterbury Regional Public Transport Plan 2025–35 as recommended by the Greater Christchurch Partnership Hearings Panel.
3. **Recommends** that the Canterbury Regional Council adopt the amended Draft Canterbury Regional Public Transport Plan 2025–35.
4. **Notes** that the Greater Christchurch Partnership Hearings Panel will be discharged at the point the final Canterbury Regional Public Transport Plan 2025-2035 is adopted by the Canterbury Regional Council.

### 4. Context/Background Te Horopaki

#### Background

- 4.1 The Canterbury Regional Public Transport Plan (RPTP) 2018–28 has been in effect for six years. A refresh of the Plan has been underway for the past 18 months to incorporate legislative, strategic, and policy changes since 2018. The updated Plan is targeted for completion and adoption by Environment Canterbury in July 2025.
- 4.2 The refresh process has been coordinated through the Greater Christchurch Partnership Committee (GCPC), with the Canterbury Regional Transport Committee (CRTC) overseeing matters outside the Greater Christchurch boundary. In mid-2024, a draft Plan was presented

to the respective committees, and two Hearings Panels were convened to manage engagement, review submissions, and deliberate on proposed amendments.

- 4.3 The refreshed Canterbury Regional Public Transport Plan 2025-2035 consultation was held between 25 September and 24 October. Almost 800 individuals and groups provided feedback on the draft Plan.
- 4.4 Hearings were held between 18 and 25 November 2024 at Environment Canterbury (ECan). A total of 65 submitters were originally scheduled to be heard.
- 4.5 The submission and hearing process concluded on 20 March 2025, when the respective panels deliberated on the proposed changes to the draft Plan.
- 4.6 Staff are seeking the Committee to confirm the minutes from the Greater Christchurch Partnership Hearings Panel Deliberations meeting of 20 March 2025 [Attachment A]. The GCP Hearings Panel is considered a subcommittee of the Greater Christchurch Partnership Committee and as such they have overall responsibility for the GCP Hearings Panel.

### GCP RPTP Hearings and deliberations

- 4.7 The GCP Hearings Panel, comprising Deputy Mayor Atkinson (Waimakariri District Council), Councillor Reid (Selwyn District Council), Councillor Templeton (Christchurch City Council), and Councillor Edge (Environment Canterbury), resolved to approve the proposed amendments to the Draft Canterbury Regional Public Transport Plan 2025-35 as outlined in Section 5 of the [Officers' Hearing Report](#).
- 4.8 A marked-up version of the amended Draft Canterbury Regional Public Transport Plan 2025-35 has been provided to the committee [Attachment B].
- 4.9 Changes to the plan are visible throughout the marked-up plan in the following colour categories:
  - Red text - Inaccuracies, typographical errors, and design/layout revisions.
  - Green text - Recommended changes from the Officers' Report, endorsed by the Hearings Panels.
  - Blue text - Additional changes recommended by the Hearings Panels.
- 4.10 A summary of the key amendments on the Draft Canterbury Regional Public Transport Plan 2025-35 as a result of the submission and hearing process include:
  - On-demand Services: Expanded criteria for introducing on-demand services, allowing them in areas where traditional public transport does not operate but where population and demand assessments indicate viability.
  - Specialist Services: Amended school assist bus timing conditions in the policy explanation.
  - Trials and Innovation: Updated actions to reference the National Ticketing Solution and its potential for trialling fare adjustments.
  - Integrating Public Transport with Land Use: Added network utility operators to the list of stakeholders involved in integrating public transport with land use.
  - Customers Travelling with Domestic Pets: Expanded actions to ensure ongoing monitoring of pet travel numbers and regular review of carriage conditions.
  - Aligning the RPTP with recent NZ Transport Agency (NZTA) guidelines on increasing the private share of public transport expenditure released after the consultation process began.









- Updating references from the Sustainable Public Transport Framework (SPTF) to the Land Transport Management Amendment Act 2023, following NZTA’s submission.
- Adjusting the timing of public transport improvements due to limited funding availability in the National Land Transport Programme (NLTP) 2024–27, which has delayed delivery of the PT Futures programme.
- Correcting typographical errors and improving document layout and readability.

4.11 The Committee is asked to endorse the amended Draft Canterbury Regional Public Transport Plan 2025–35 [Attachment C] as recommended by the Greater Christchurch Partnership Hearings Panel. If the Committee, does not agree with the GCP Hearings Panel's recommendation that the matter be referred to the Canterbury Regional Council for further consideration at its July meeting.

5. Next Steps

- 5.1 The revised Canterbury Regional Public Transport Plan 2025-2035 will be presented to the Canterbury Regional Council 30 July meeting for adoption.

Attachments Ngā Tāpirihanga

No.	Title	Reference	Page
A  	UNCONFIRMED Greater Christchurch Partnership Hearings Panel Minutes 20 March 2025	25/770479	20
B  	Marked up Draft Regional Public Transport Plan RPTP 25-35	25/770483	26
C  	Final Draft Regional Public Transport Plan RPTP 25-35	25/935286	103

**Minutes of the Greater Christchurch Partnership Hearings  
Panel, held at Environment Canterbury, Council Chamber,  
200 Tuam Street, Christchurch, on Thursday 20 March 2025  
at 9.07am.**

**Present**

Panel Chair Grant Edge (Environment Canterbury), Cr Sara Templeton (Christchurch City Council), Cr Nicole Reid (Selwyn District Council), Deputy Mayor Neville Atkinson (Waimakariri District Council).

\*via audio/visual link.

**1. Karakia/Mihi Whakatau - Opening**

Cr Edge opened the meeting with a karakia, followed by a mihi whakatau.

**2. Apologies**

No apologies were received.

**3. Conflicts of Interest**

There were no conflicts of interest reported.

**4. Minutes**

Refer pages 8-76 of the agenda

**4.1 Unconfirmed Minutes - Greater Christchurch Partnership  
Hearings Panel - 18 and 25 November 2024**

Refer pages 8-76 of the agenda.

**Resolved GCPHP/2025/00001**

Staff recommendation adopted without change.

That the Greater Christchurch Partnership Hearings Panel:

1. Confirms the minutes from the Greater Christchurch Partnership Hearings Panel meeting held on 18 and 25 November 2024.

Cr Templeton/Deputy Mayor Atkinson  
CARRIED

## 5. Report Items for Decision

Refer pages 77-303 of the agenda.

### 5.1 Canterbury Regional Public Transport Plan 2025-35 Deliberations

Refer pages 77-303 of the agenda.

Staff provided the Panel with an analysis of all submissions (written and oral) for the Panel to consider.

## 6. Procedural Motion - Temporary Suspension of Standing Orders

Secretarial note: Panel Chair Edge advised that the meeting would suspend Standing Orders 21.2 and 21.5 in order for members of the panel to speak more than once and for longer than five minutes if needed.

Panel Chair Edge moved and Cr Templeton seconded the following motion:

**GCPHP/2025/00002**

That the Greater Christchurch Partnership Hearings Panel:

1. Resolves to temporarily suspend Standing Order 21.2 (Time limit on speakers), and 21.5 (Members may speak only once) whilst in discussion on agenda item 5.1.
2. Notes that all other Standing Orders remain in force, unless under Standing Order 3.5 (Temporary suspension of Standing Orders), any member of the Panel moves a motion to suspend another specific Standing Order.

Panel Chair Edge/Cr Templeton  
CARRIED

The meeting adjourned at 9.57am and reconvened at 10.10am.

The meeting adjourned at 10.55am and reconvened at 11.30am.

## 5.1 Canterbury Regional Public Transport Plan 2025-35 Deliberations (continued)

Refer pages 77-303 of the agenda.

Secretarial note: The Panel requested that during consultation on the next Canterbury Regional Public Transport Plan, that submissions relating to Banks Peninsula are included for consideration with the submissions relating to the Greater Christchurch area.

Updated staff recommendations:

That the Greater Christchurch Partnership Hearings Panel:

1. Considers the Draft Canterbury Regional Public Transport Plan 2025-35 Officers' Hearings Report and the proposed recommendations included within that report (Attachment 5.1.1).
2. Approves the proposed amendments to the Draft Canterbury Regional Public Transport Plan 2025-35 document, as outlined in section 5 of the Draft Canterbury Regional Public Transport Plan 2025-35 Officers' Hearing Report (Attachment 5.1.1), plus the following amendments:
3. Recommends to the Greater Christchurch Partnership Committee that it endorses the amended Draft Canterbury Regional Public Transport Plan 2025-35 (Attachment 5.1.2) and forwards it on to the Canterbury Regional Council for approval and adoption.
4. Delegates to the Chief Executive of the Canterbury Regional Council the ability to correct any minor errors or to make changes of minor effect to the Draft Canterbury Regional Public Transport Plan 2025-35 identified before it is recommended to the Canterbury Regional Council.

### Resolved GCPHP/2025/00003

Under Standing Order 23.3 'Motions expressed in parts', the recommendations were taken in parts. Recommendation 1 was taken at this time.

Staff recommendation adopted without change.

That the Greater Christchurch Partnership Hearings Panel:

1. Considers the Draft Canterbury Regional Public Transport Plan 2025-35 Officers' Hearings Report and the proposed recommendations included within that report (Attachment 5.1.1).

Mayor Atkinson/Cr Templeton  
CARRIED

Updated staff recommendation 2 was taken at this time.

2. Approves the proposed amendments to the Draft Canterbury Regional Public Transport Plan 2025-35 document, as outlined in section 5 of the Draft Canterbury Regional Public Transport Plan 2025-35 Officers' Hearing Report (Attachment 5.1.1), plus the following amendments:  
Cr Templeton/Deputy Mayor Atkinson

During discussion on the motion, the Committee considered amendments to updated staff recommendation 2, and agreed that the following amendments be added to the motion:

- 2.1 On page 18, to adjust Our Vision and replace the word 'seamless' with 'accessible'.
- 2.2 On page 61, adds an additional criterion under Policy 1.3 On demand services to include the consideration of a new service where population density and general urban conditions would support successful on-demand services.
- 2.3 On page 66, adds an additional action under Policy 1.8 Trials and Innovation to include considering leveraging the capabilities of the National Ticketing Solution (NTS) to review fare policies and zone options, for example, the investigation of a Christchurch Central City Zone.
- 2.4 On page 79, adds additional actions under Policy 2.8 Customers travelling with Domestic Pets to include the monitoring the usage of that facility, and to undertake regular reviews of the conditions under the Metro Code of Conduct.
- 2.5 On page 80, expands the third bullet point under Policy 2.9, Accessible Infrastructure and Services, to include the wording 'and ensuring bus destinations are easily visible on the exterior of buses'.

Under Standing Order 23.4 'Substituted motion', the mover and seconder agreed that the amendments be added to the substantive motion.

The amended substantive motion 2 was taken at this time.

**Resolved GCPHP/2025/00004**

That the Greater Christchurch Partnership Hearings Panel:

2. Approves the proposed amendments to the Draft Canterbury Regional Public Transport Plan 2025-35 document, as outlined in section 5 of the Draft Canterbury Regional Public Transport Plan 2025-35 Officers' Hearing Report (Attachment 5.1.1), plus the following amendments:
  - 2.1. On page 18, to adjust Our Vision and replace the word 'seamless' with 'accessible'.

- 2.2. On page 61, adds an additional criterion under Policy 1.3 On demand services to include the consideration of a new service where population density and general urban conditions would support successful on-demand services.
- 2.3. On page 66, adds an additional action under Policy 1.8 Trials and Innovation to include considering leveraging the capabilities of the National Ticketing Solution (NTS) to review fare policies and zone options, for example, the investigation of a Christchurch Central City Zone.
- 2.4. On page 79, adds additional actions under Policy 2.8 Customers travelling with Domestic Pets to include the monitoring the usage of that facility, and to undertake regular reviews of the conditions under the Metro Code of Conduct.
- 2.5. On page 80, expands the third bullet point under Policy 2.9, Accessible Infrastructure and Services, to include the wording 'and ensuring bus destinations are easily visible on the exterior of buses'.

Cr Templeton/Deputy Mayor Atkinson  
CARRIED

Updated staff recommendation 3 and staff recommendation 4 were taken at this time and adopted without change.

**Resolved GCPHP/2025/00005**

That the Greater Christchurch Partnership Hearings Panel:

3. Recommends to the Greater Christchurch Partnership Committee that it endorses the amended Draft Canterbury Regional Public Transport Plan 2025-35 (Attachment 5.1.2) and forwards it on to the Canterbury Regional Council for approval and adoption.
4. Delegates to the Chief Executive of the Canterbury Regional Council the ability to correct any minor errors or to make changes of minor effect to the Draft Canterbury Regional Public Transport Plan 2025-35 identified before it is recommended to the Canterbury Regional Council.

Deputy Mayor Atkinson/Cr Reid  
CARRIED

## 6. Next Meeting

This was the last meeting of the Greater Christchurch Partnership Hearings Panel. The Panel will be discharged by the Greater Christchurch Partnership Committee at its next meeting.

## 7. Mihi Whakakapi - Closing

The meeting closed with a karakia from Cr Edge.

The meeting concluded at 12.08pm.

CONFIRMED 23 MAY 2025 at the Greater Christchurch Partnership Committee meeting.

---

Interim Chair Craig Pauling  
Chair, Environment Canterbury

UNCONFIRMED



# Canterbury Regional **Public Transport Plan** 2025-35

Mahere mō Waitaha  
Ngā Waka Tūmatanui

DRAFT

Photoshop route name into the  
image and subsequent images  
through the document.

Item 5

Attachment B







**Contents** Will require updating to reflect changes in content marked in red below.

*Ngā wāhanga o roto*

<b>The Metro story</b>		
» Our region, connected by our network	4	
» Metro - A vital connection	4	
<b>Foreword</b>	6	
<b>Executive summary</b>	8	
About this Plan	10	
<b>Part A: The network story</b>	12	
<b>1. Introduction and Context</b>	13	
Purpose of the RPTP	13	
Strategic context	13	
1.2 Funding	14	
1.3 Roles and responsibilities	15	
1.4 Integration with spatial planning	15	
1.5 Challenges and opportunities	15	
Key achievements	16	
1.6 Changes in policies and frameworks	17	
<b>2. The future of public transport</b>	18	
2.1 What does the future system look like?	18	
Integrated land and transport planning		
» Seamless ticketing		
» Mass Rapid Transit		
» Adaptive technology		
2.2 Meeting the needs of a growing region	20	
2.3 What we want to achieve	22	
To increase public transport patronage we are aiming for:		
2.4 How we will get there	23	
2.5 Mana whenua priorities	24	
2.6 The future of public transport in Canterbury	25	
<b>3.0 Our Priorities</b>	26	
3.1 Public transport priorities in Canterbury	26	
3.2 Key directions to achieve our priorities	28	
<b>The Public Transport Customer Charter</b>	30	
<b>4. Policy areas, outcomes, and targets</b>	32	
4.1 Overview of policies	32	
4.2 Current network	32	
4.3 Issues and opportunities	34	
4.4 Future network	35	
4.5 Supporting infrastructure	36	
4.6 Aspirations for the broader region	42	
4.7 Aspirations for the broader region	46	
<b>5. Actions</b>	47	
<b>6. Funding public transport improvements</b>	50	
<b>7. Monitoring Outcomes</b>	50	
<b>Part B: Policy</b>	54	
This Plan's four key policy areas:	55	
<b>Policy area 1:</b>	56	
» Networks - service levels, infrastructure and supporting measures   Te Reo translation		
1.0 Service levels	57	
1.1 Frequent services	59	
1.2 Connector and link services	60	
1.3 On demand services	61	
<b>Policy area 1B: Other services</b>	62	
Policy 1.4 Specialist services	62	
Policy 1.5 Community Vehicle Trusts	64	
Policy 1.6 Total Mobility service	64	
Policy 1.7 Regional connections	65	
Policy 1.8 Trials and innovation	66	
Policy 1.9 Event services	66	
Policy 1.10 Requests for changes to services or introduction of new services	67	
Policy 1.11 Services to areas of new development	68	
<b>Policy area 1C:</b>	69	
» Integration of public transport services, land-use, infrastructure and supporting measures		
<b>Appendices</b>	105	
<b>Glossary of Acronyms</b>	146	





## 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.

#### 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.

*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.*

*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 rongo 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](#).**







New Foreword to be drafted for Environment Canterbury Chair prior to document adoption by ECan

## Foreword

### He Whakatakinga



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

~~The Canterbury Regional Public Transport Plan sets out an ambitious 30-year strategy to ensure we have a sustainable transport future. It proposes ways to meet the needs of our communities as demand increases and landscapes change—and explains how we partner with operators and other councils in the region.~~

We know that Canterbury is growing. By 2050, 700,000 more people are projected to live in Greater Christchurch, and a fit-for-purpose transport network will become even more important. The draft plan outlines our key priority areas—improving our environment, growing patronage, accessibility, innovation and technology, and affordability—all of which are vital as we look to make public transport more appealing and user-friendly. We want more people to use our services more often.

Other key features of our plan include integrated land and transport planning, seamless ticketing, Mass Rapid Transit and adaptive technology.

~~The Canterbury Regional Council (Environment Canterbury) also provides public transport services for small centres and rural areas. Timaru has the innovative on-demand service, MyWay by Metro, which gives passengers flexible services that comes when passengers need it and takes them where they need to go. Across the region, we support 17 Community Vehicle Trusts, alongside subsidising door-to-door trips for Total Mobility users.~~

~~We want your feedback on our plan. This is your opportunity to have your say on how public transport can best work for you, while helping ensure our communities thrive. We're also seeking feedback on a proposed policy that would allow passengers to travel with their pets.~~

~~Your views are invaluable to this process. Together, we can shape the planning, funding and delivery of public transport in our region over the coming 10 years and beyond.~~

Chair, Canterbury Regional Council





## 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 have future aspirations regarding how public transport 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 complement our public transport system.
- **Affordability.** Public transport needs to be affordable for all.







## About this Plan

This RTPP 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 RTPP has been prepared in accordance with the Land Transport Management Act 2003 (LTMA) and the Land Transport Management Amendment Act 2013. The 2018-28 RTPP 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 high-level design of the future public transport network and the principles it is based on.**

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).

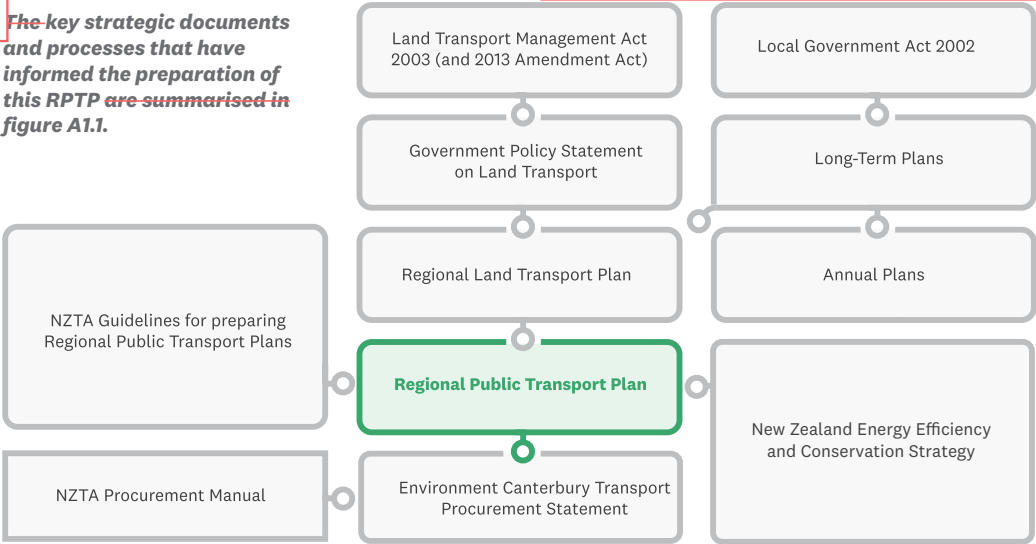
Membership of these groups includes Environment Canterbury, NZTA, Christchurch City Council, all District Councils, Ngāi Tahu, and Health NZ/ Te Whatu Ora (previously the Canterbury District Health Board). Collaboration is key to the successful integration and delivery of public transport infrastructure,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

Figure A1.1. These include: the Government Policy Statement on Land Transport (GPS 2024); the Canterbury Regional Land Transport Plan 2024-34; Greater Christchurch Spatial Plan; Greater Christchurch Transport Plan; Ōtautahi Christchurch Future Transport, Waimakariri District Council's Integrated Transport Strategy and Selwyn District Council's Transportation Activity Management Plan 2021.

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







Public transport services are funded through a combination of private share contribution<sup>1</sup>., Environment Canterbury rates and Central government grant. Figure 1.2 below is taken from the Environment Canterbury Long Term Plan 2024-34 consultation document and provides an example of the proposed funding breakdown for 2024/25.

### 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.

Heading for new section - "Increasing the private share of public transport operating expenditure"

Public transport services are funded from both private and public revenue sources. The ratio between these sources is dynamic and changes over time depending on several factors including policy, passenger demand, network service levels and revenue sources.

The Government policy statement on land transport 2024 (GPS 2024) set the initial expectation for increased private share revenue to support increased levels of public transport expenditure and reduce pressure on ratepayers and taxpayers. The GPS 2024 strategic priorities include the delivery of an effective public transport system that provides commuters with more choice and helps to reduce travel times, congestion, and emissions. There has been a significant increase in Crown and NLTF funding over recent years. As a result, the GPS 2024 expects local government to increase passenger fare revenue and third-party revenue to help support the increased costs in the public transport sector. NZTA provided Public Transport Authorities with information on a new policy framework in November 2024.

Private share is a measure of cost recovery and represents the proportion of public transport operating expenditure funded from private revenue sources (see table 1). The policy framework for private share is broader than the previous farebox policy, with a more tailored regional approach and some important differences in how cost recovery is measured.

Private share is calculated as revenue divided by operating expenditure (See table 1). Private share revenue includes passenger fares, private fare substitutes and commercial revenue. Operating expenditure includes the management and operation of passenger services and the maintenance and operation of public transport facilities and infrastructure. Operating expenditure does not include capital renewals or infrastructure improvement projects. Environment Canterbury has worked with NZTA to set and agree regional private share targets with NZTA in the short term and is working on setting longer term targets. This will be supported through the implementation of new initiatives to increase private share.

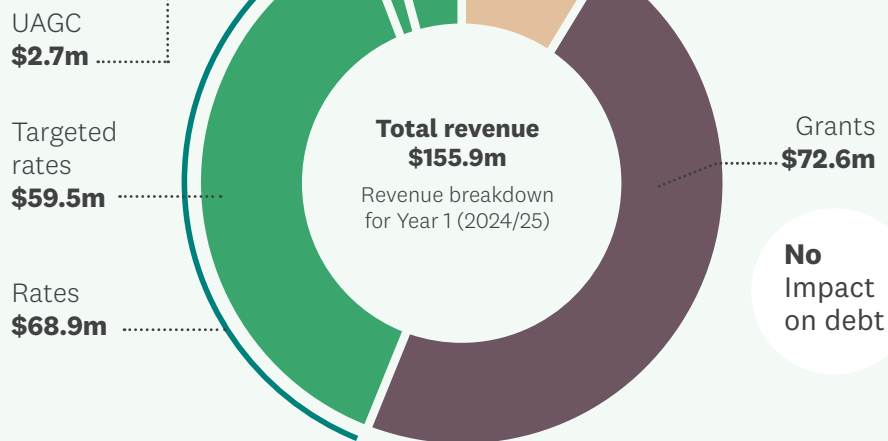


Figure 1.2 Funding model (Adapted from "What's the cost to Waitaha/Canterbury? Environment Canterbury Long-Term Plan 2024-34 consultation document" Option 1 Page 50)

add footnote : 1. Private share contribution has been defined by NZTA as passenger fare revenue, private fare substitutes (from third party fare schemes), commercial revenue (from advertising, rentals, sponsorship or investment revenue) or enforcement fees (e.g. fines for unpaid tickets) (see discussion document "Increasing the private share of public transport operating expenditure" NZTA November 2024 page 9).

### 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 the 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.



New Foreword to be drafted for Environment Canterbury Chair prior to document adoption by ECan

### 1.6 Key achievements since the last RTPP

#### 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 RTPP.~~

2023	<div>Amendment to the Land Transport Management Act/Land Transport Management (Regulation of Public Transport) Amendment Act 2023 (No 56)</div>	<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>
2024	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>

2024 - New Zealand's second emissions reduction plan. Realising the benefits of reliable and accessible public transport will require continued planning, delivery and maintenance to support growing populations and meet demand. The government has a target of decarbonising the public transport fleet by 2035. Furthermore, the government has mandated that all new buses procured after 01 July 2025 must have zero emissions at the exhaust pipe. To support this transition, the Government has reconfirmed \$44.721 million through Budget 2024 over four years. Co-funding will be available to authorities to:

- speed up the deployment of the buses
- encourage innovative approaches for the rollout of buses and infrastructure





## 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, **accessible**, low emission transport option.

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

To meet this vision the public transport system will have the follow 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 ten minutes or better frequency 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.

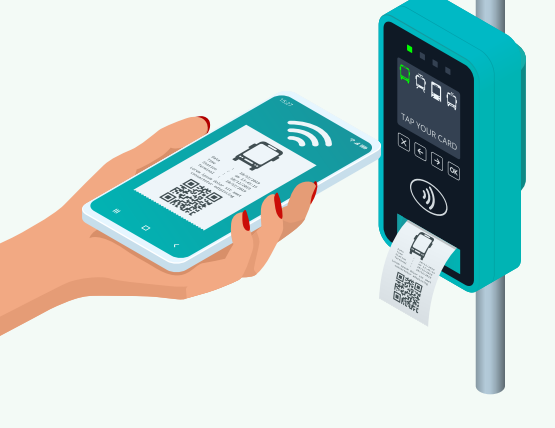
#### Seamless ticketing

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.

We're making it easier to use public transport in New Zealand with new ways to pay. Motu Move is a ticketing and payment system providing easy, consistent ways to pay for buses, trains and ferries across Aotearoa.

By making payments easier, we'll encourage more people to use public transport more often.

Motu Move (the National Ticketing Solution) is being rolled out in Greater Christchurch and Timaru in 2025.

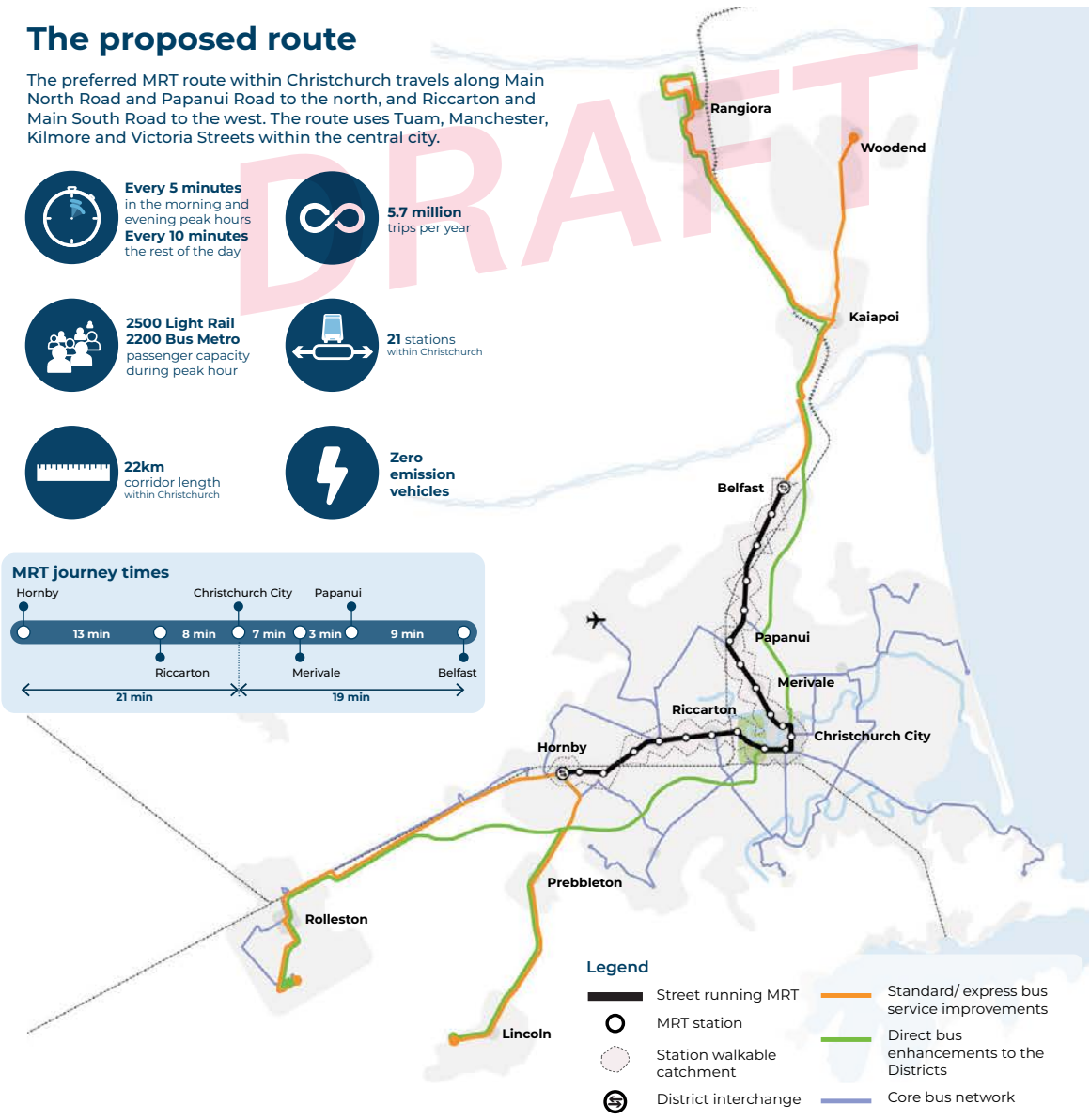
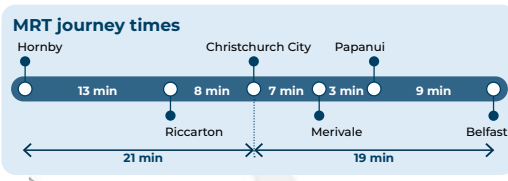
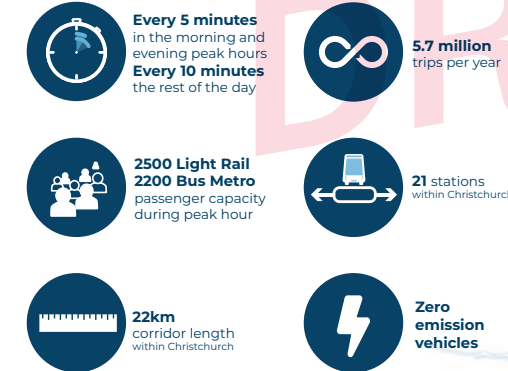


### Mass Rapid Transit

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.



Mass Rapid Transit - Shaping Greater Christchurch



### Adaptive technology

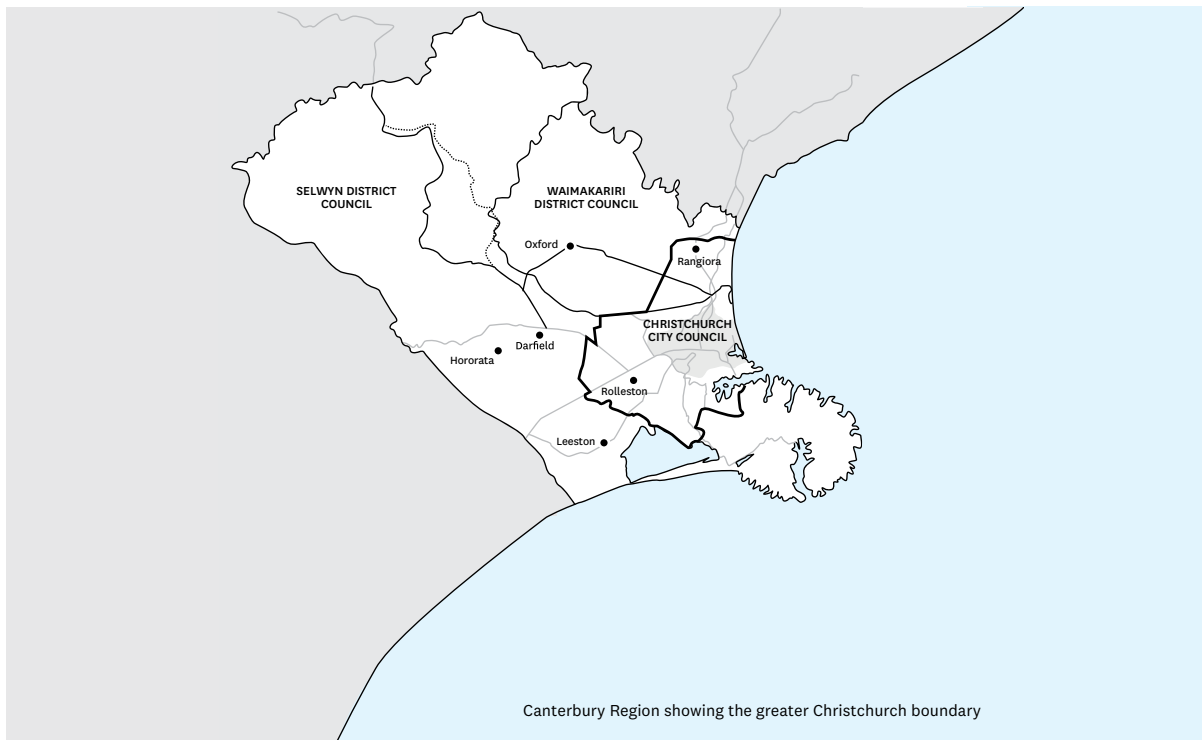
Customer-facing technology solutions will be part of improving the customer experience.

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.

### 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.



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.

Public transport patronage in Canterbury peaked at 17.4 million trips per year in 2010 before dropping sharply after the earthquakes. Following the quakes, the Greater Christchurch network was rationalised, and services were cut due to funding constraints and changing demand. In 2018/19 there were 13.9 million passenger trips recorded across the region, but during the COVID-19 pandemic this again dropped to 9 million passenger trips by 2021/22.

Passenger trips have risen significantly since then with 14.74 million trips in 2023/24, despite a significantly smaller network when compared to pre-earthquake (currently around 250 buses operate daily covering 16.8 million km annually as opposed to over 300 daily buses and 19.8 million km travelled annually in 2010). Utilisation of the network has grown favourably when compared with the pre-quake network and although the number of trips continues to increase, we still need to significantly increase patronage to achieve a real step change in travel behaviour and this requires committed investment to improve the frequency, accessibility and reliability of the network.

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.



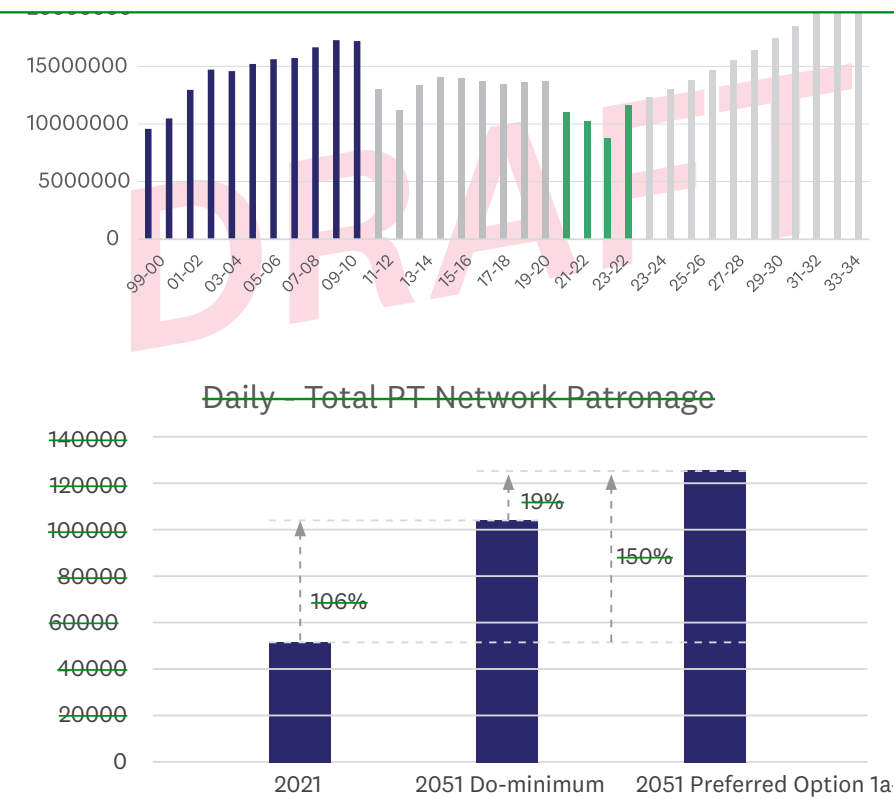
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### 2.3 What we want to achieve

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.

Delete content of section 2.3 page 22 which includes the forecasted patronage graphs from PT futures and MRT as this information is no longer valid.

Due to funding constraints the delivery of the programme has been delayed. Following completion of the next PT futures detailed business case the RPTP will be updated to reflect the new programme and timelines agreed.



### 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 xiii)

### To increase public transport patronage we are aiming for:



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



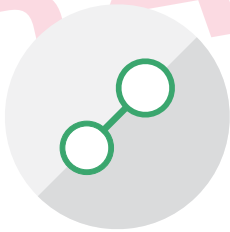
Better access to key activity centres, with 90% of households able to access a key activity centre within 30 minutes by 2038.



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 RTPP reflects the PT Futures investment programme of public transport improvements identified through the PT Futures Business Case approved by Greater Christchurch partners in 2020 (See Appendix 1 for the updated Public Transport Futures Strategic Case).

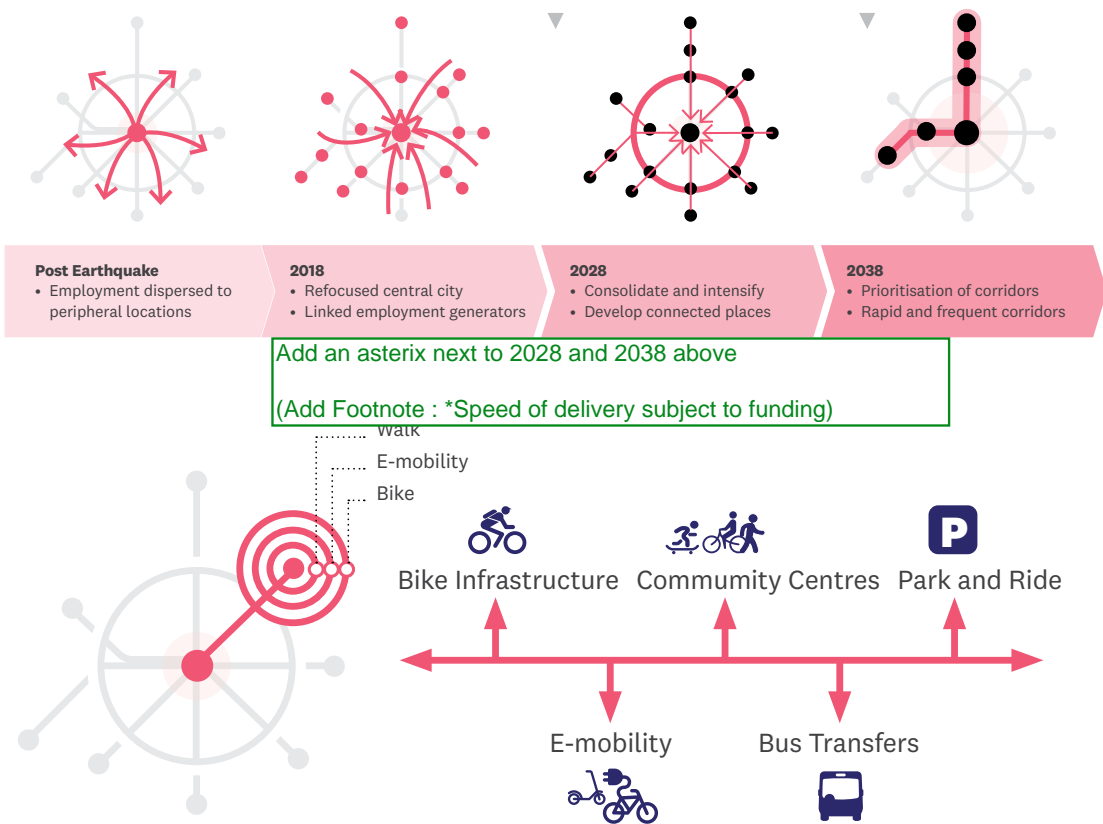
This approach focuses on growing patronage by concentrating investment on frequent routes, increasing service frequency, improving reliability through improved infrastructure, and improving the customer experience. Implementing this represents a significant step towards supporting planned urban growth.

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. An improved service to Rāpaki was introduced with the implementation of a new high frequency 8 service, and the Arowhenua marae is adjacent to the Temuka service linking with Timaru.

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).

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.

## 2.6 The future of public transport in the wider Canterbury Region.

Traditionally RTPP'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 RTPP'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 are different from the fixed routes model used in large urban centres. We are interested in investigating new initiatives to enhance interregional and intra-regional public transport. Affordability and the "willingness to pay" by the community being serviced, will be a key consideration when contemplating public transport services in smaller communities.

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.

The success of the on-demand MyWay service in Timaru has changed perceptions of how public transport services may be provided in the future, particularly in compact, identifiable communities of interest. Investigations on how this model of service provision can be considered in other locations across the region will be on-going subject to community and funding support.

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.



### 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 is 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. 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<sub>2</sub> 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.

Integrating  
land use and  
sustainable  
planning.

Focusing  
on the  
customer.

#### 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.metro.co.nz/conduct](http://www.metro.co.nz/conduct)

### 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.metro.co.nz](http://www.metro.co.nz)

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

### The public transport partnership includes:



Ensure logos are in colour and correct eg NZTA needs updating



## 4. Policy areas, outcomes, and targets

### Ngā Wāhanga Kaupapa Here

#### 4.1 Overview of policies

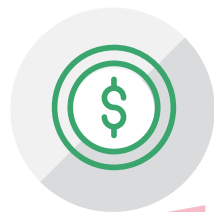
Our public transport policies are organised into four areas:



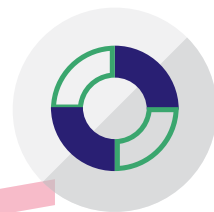
The network: services, infrastructure, and supporting measures.



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 service types

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 2023/24 we provided around 620,000 bus trips, serving more than 14.7 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 City Centre.
- Direct services** – Several (currently peak only) services operate to the outlying towns including direct routes to from Christchurch to Rangiora, Kaiapoi, Rolleston and Lincoln.

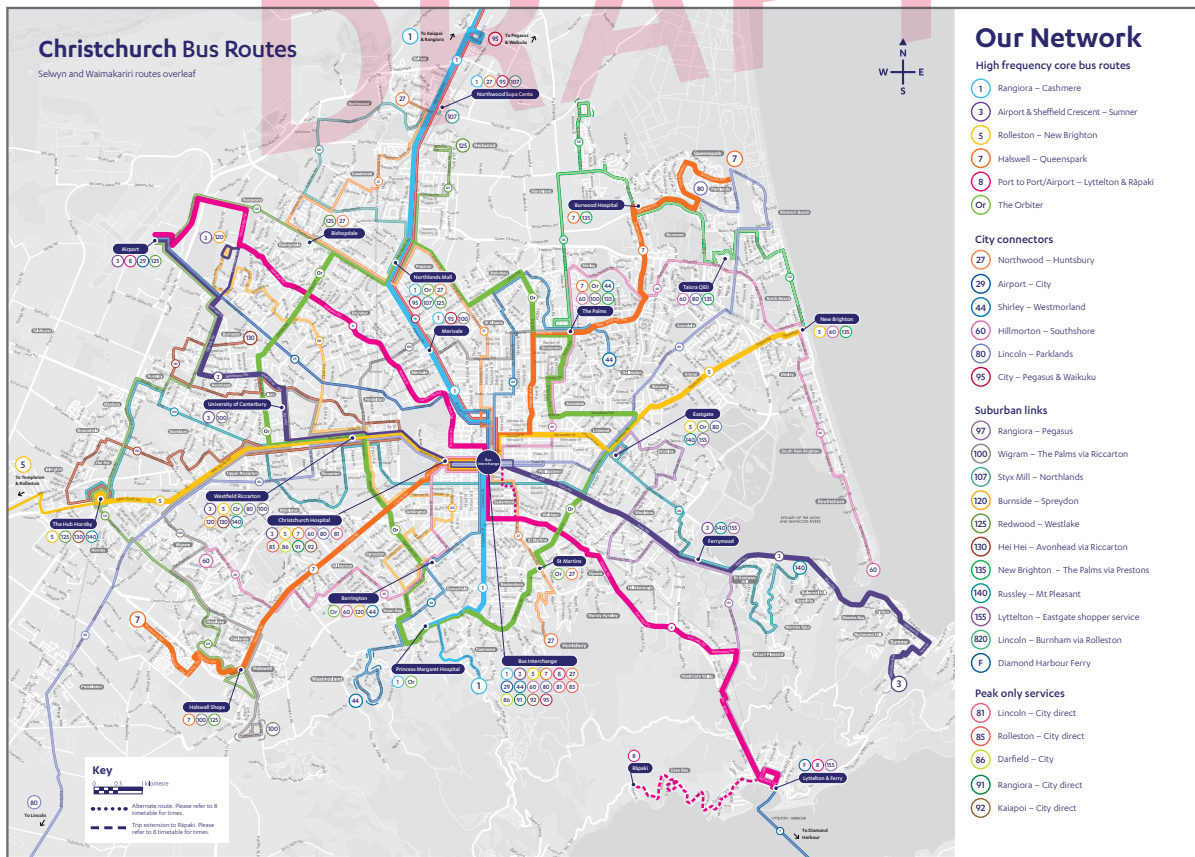


Figure 1





#### 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 Proposed Christchurch City 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:

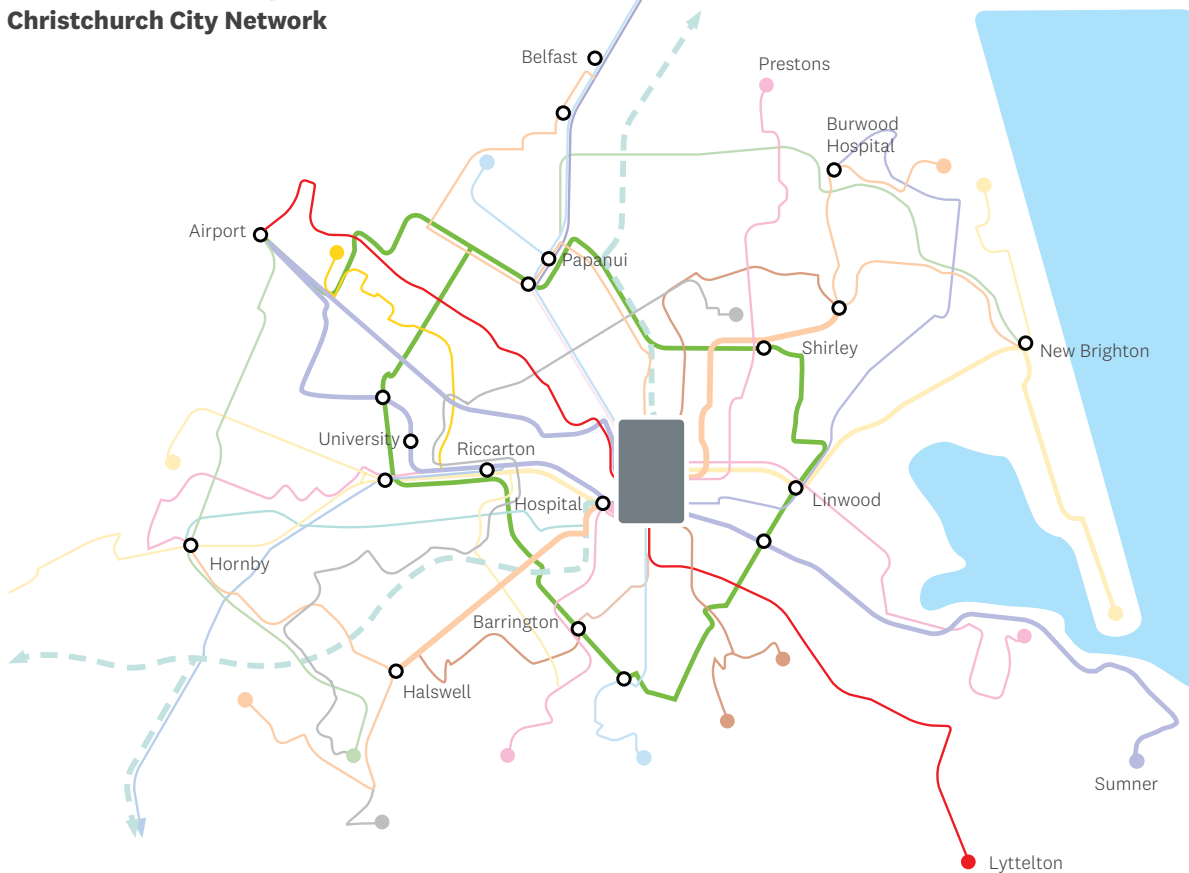
1. Increasing frequencies and reliability of the public transport services, so that more people can access key destinations quicker by public transport.

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 will focus on bus priority measures to make the bus network more efficient and reliable and technology to improve experience.

4. Prioritising services which are walkable, direct and travel through high density areas.

Christchurch City Network



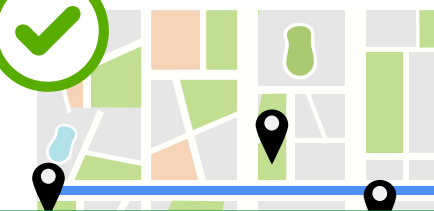
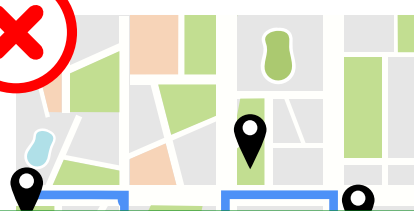
Adapted from "Greater Christchurch Public Transport Futures Combined Business Case Non Technical Summary November 2020" page 12.

#### Supporting annual patronage growth every year will require a range

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.



Add additional explanation after Figure 2 - Coverage model vs. Patronage model  
Jarrett Walker (transit consultant) coined the terms "ridership" and "coverage" to describe the two main models for public transport networks. A maximum ridership (patronage) system concentrates routes in areas with the most people, while a maximum coverage system spreads its resources to serve the entire region (Figure 2). The patronage model reduces carbon emissions, alleviates congestion, and allows buses to run more efficiently. A focus on coverage, meanwhile, aims to provide equitable access to public transport.

When designing routes and networks public transport authorities such as Environment Canterbury need to try and find a balance and to weigh up these two competing priorities. This is particularly so when funding is limited.

Improvements to the Public Transport network in Canterbury, approved through the PT Futures Business Case, primarily focus route decisions that prioritise patronage over broader access (coverage). This ensures the network meets its environmental outcomes and in densely populated areas, provides the greatest number of people with access to public transport.

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

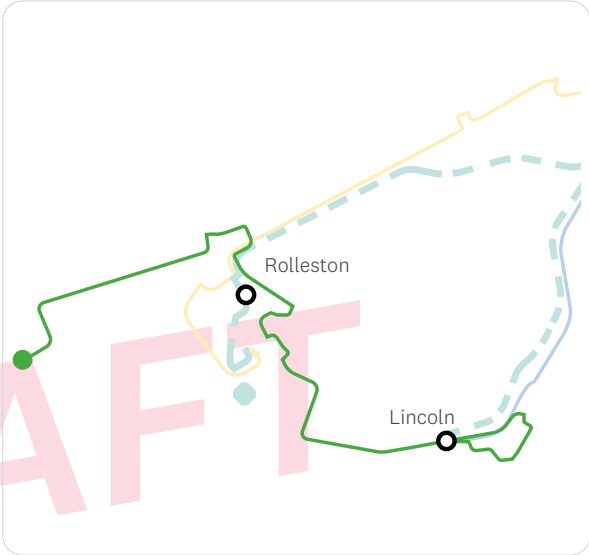
This approach moves the system further away from a coverage approach of many small routes operating across a larger area infrequently illustrated in Figure 2.



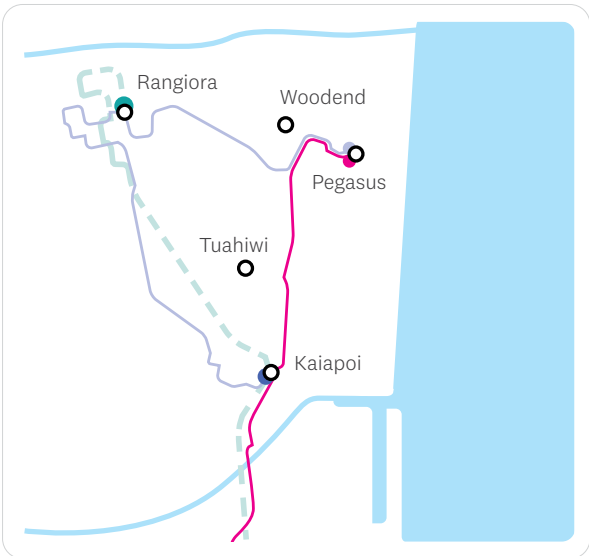
Services in Waimakariri and Selwyn districts

Future network improvements Services in Waimakariri and Selwyn districts focus on improvements to the direct services between the main urban centres (Rolleston/ Lincoln and Rangiora/ Kaiapoi and Christchurch City). Later phases include branch extensions to routes in outer areas, more direct secondary routes (as illustrated on the adjacent maps), and further improvements to direct Waimakariri and Selwyn services, linking in with the future MRT service.

Selwyn District Network



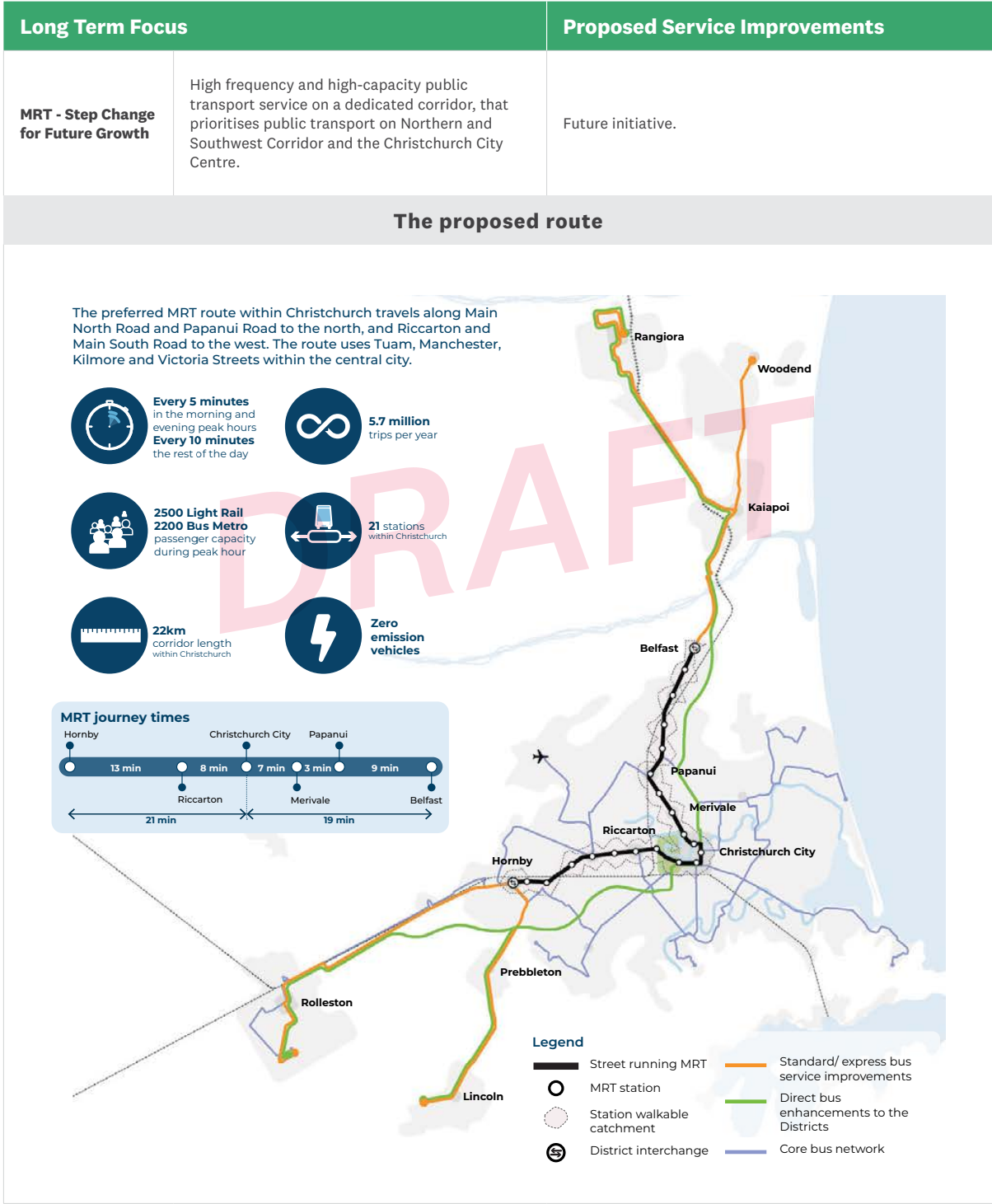
Waimakariri District network



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

Short Term Focus		Proposed Service Improvements
Building Blocks for future expansion.	Enhanced frequencies to turn up and go through the core of Greater Christchurch. 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.	Make best use of the existing network structure and assets that support the highest population and employment areas.
	Improved frequency reliability on the Orbiter to improve transfer between routes.	<b>Enhanced frequencies on the existing 'direct' services from Lincoln, Rolleston, Rangiora and Kaiapoi aligned to demand.</b> Turn Up and Go (TUAG) gives customers a high frequency of services along key corridors and removes the need for planning. Review connector and local services through a business case by mid-2026.
Short term programme Years 1-6		
<div><div></div><div></div><div></div></div> <div><div>Frequency improvements to frequent services</div><div>More frequency and direct secondary routes</div><div>Enhanced direct connections from Waimakariri and Selwyn</div></div>		
Mid Term Focus		Proposed Service Improvements
Leveraging off the capacity created through the short-term programme	More substantial route changes to keep pace with the forecast growth in population and economic activity.	Implement the improvements identified through the business case by 2031.
	Changes will significantly increase public transport capacity across Greater Christchurch, improve coverage and reduce the need for transfers.  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.	<b>An additional Diamond Harbour ferry and refurbishment of the existing ferry.</b>  Continue to replace end of life diesel buses with new electric buses.
Mid term programme Years 1-6		
<div><div></div><div></div><div></div></div> <div><div>Branch extensions to frequent routes in outer areas</div><div>More direct secondary routes</div><div>Further improvements to direct Waimakariri and Selwyn services</div></div>		





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).

Slight amendment to map area.  
Replace the map with the correct map from <https://timaru.metroinfo.co.nz/assets/Maps/MyWay-Service-Map.jpg>





C.2 Page 42 - Replacement Text for section 4.6

4.6 Supporting Infrastructure

Major infrastructure in Greater Christchurch is noted on the map on page 43. To support the delivery of public transport services, it is critical to provide clear guidance on the staging and prioritisation of public transport infrastructure. This section identifies strategic assets, classifies them by tier, and outlines the timeframes for their upgrade or introduction and projected investment figures. Enabling infrastructure and assets are classified into three tiers:

**Tier 1 Assets:**  
Description: Foundational long-term strategic assets such as land, transport hubs, and key access corridors.  
Lifecycle: Lifecycles are measured in decades.  
Example: Major bus interchanges, park-and-ride facilities, MRT

**Tier 2 Assets:**  
Description: Medium-term assets essential to ensuring service reliability, such as bus stops, shelters, and priority lanes.  
Lifecycle: Typically renewed or upgraded within 10 years.  
Example: Real-time information systems, shelters and bus priority lanes.

**Tier 3 Assets:**  
Description: Commodity-type assets with shorter lifecycles, such as minor signage, bike racks, and temporary structures.  
Lifecycle: Lifecycles are generally up to 10 years and often replaced as part of routine operations.  
Example: Standard bus stop poles, temporary stops during route changes.

**Delivery timeframes**  
To ensure effective planning and delivery, infrastructure investments are categorized into short-term, medium-term, and future-term activities:

**Short-Term (2024-2027):**  
Focus: Address critical infrastructure gaps and low-cost low risk improvements as well as planning for medium and future term assets.  
Activities: New shelters on high-priority routes, introduction of real-time display systems at key stops, accessibility upgrades and bus priority measures.

**Medium-Term (2027–2034):**  
Focus: Expansion of enabling infrastructure to support growing demand and land-use intensification.  
Activities: Implementation of bus priority measures on additional corridors.

**Long-Term (2034 +):**  
Focus: Strategic long-term investments to enable the RPTP vision.  
Activities: Major upgrades to accommodate Mass Rapid Transit (MRT), and integration of zero-emission charging infrastructure.

**Christchurch City Council**  
Christchurch City Council is spending approximately \$97 million on public transport infrastructure improvements, including new bus lanes and shelters, intersection changes, and renewals over the next 10 years. Under the PT Futures infrastructure programme, Christchurch City Council plans to deliver approximately \$80 million worth of improvements. NZTA subsidy is still being confirmed for this programme.

Under the PT Futures infrastructure programme, Christchurch City Council plans to deliver approximately \$80 million worth of improvements. NZTA subsidy is still being confirmed for this programme.

**PT Futures Programme**  
(Inset tables)

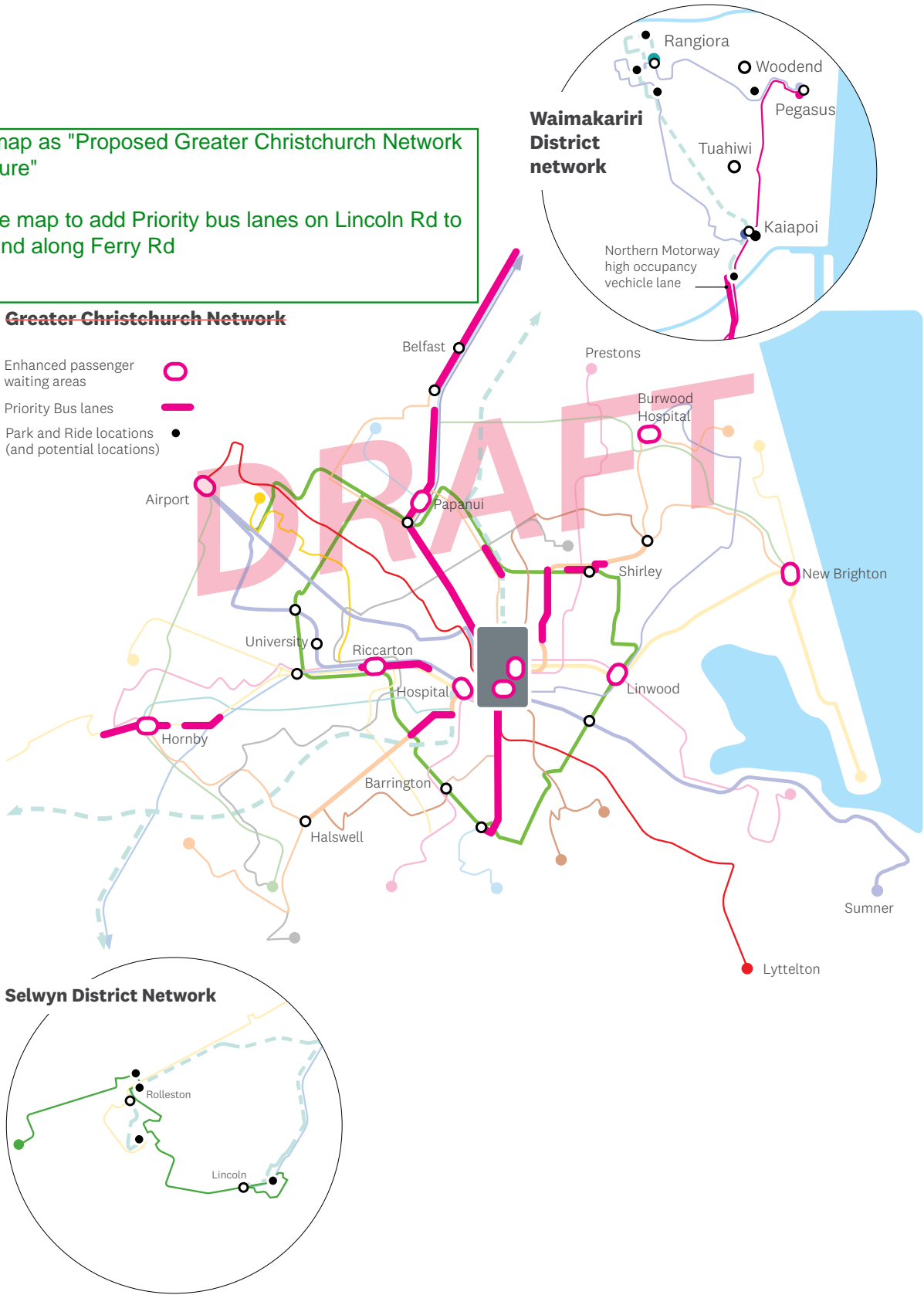
Additionally, Christchurch City Council plans to deliver several other public transport projects, totaling approximately \$17 million. These projects contribute to the overall improvement of public transport and are outlined in the table below.

**Other Infrastructure Improvements**  
(insert tables)

**Notes:**  
Fully funded: Christchurch City Council shares confirmed. NZTA subsidies for some projects are still being confirmed. Budgets have been sourced from Christchurch City Council's Long-Term Plan 2024-2027. Refer to subsequent Christchurch City Council's Annual and Long-Term Plans for the latest projects and budgets. 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.

Rename map as "Proposed Greater Christchurch Network Infrastructure"

and update map to add Priority bus lanes on Lincoln Rd to Halswell and along Ferry Rd







Selwyn District Council Programme

In addition to the standard stop/shelter infrastructure configuration, Selwyn District currently provides Park and Ride facilities at two sites (Council offices in Rolleston and Foster Park on Broadfields Drive). Improvements identified in the PT Futures business case are included in the table below and align with proposed service improvements planned by Environment Canterbury, notably provision of more direct services to Lincoln and Rolleston.

(inset table)

Waimakariri District Council Programme

As with Selwyn District, Waimakariri District has a network of stop/shelter infrastructure and has invested in Park and Ride facilities in both Rangiora (River Road, Dudley Park, Southbrook Park) and Kaiapoi (Kaiapoi Central in Charles St and Kaiapoi Southern on Main North Rd). Future infrastructure investment may include improvements/expansion to these existing sites as demand dictates, and:

(insert table)



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

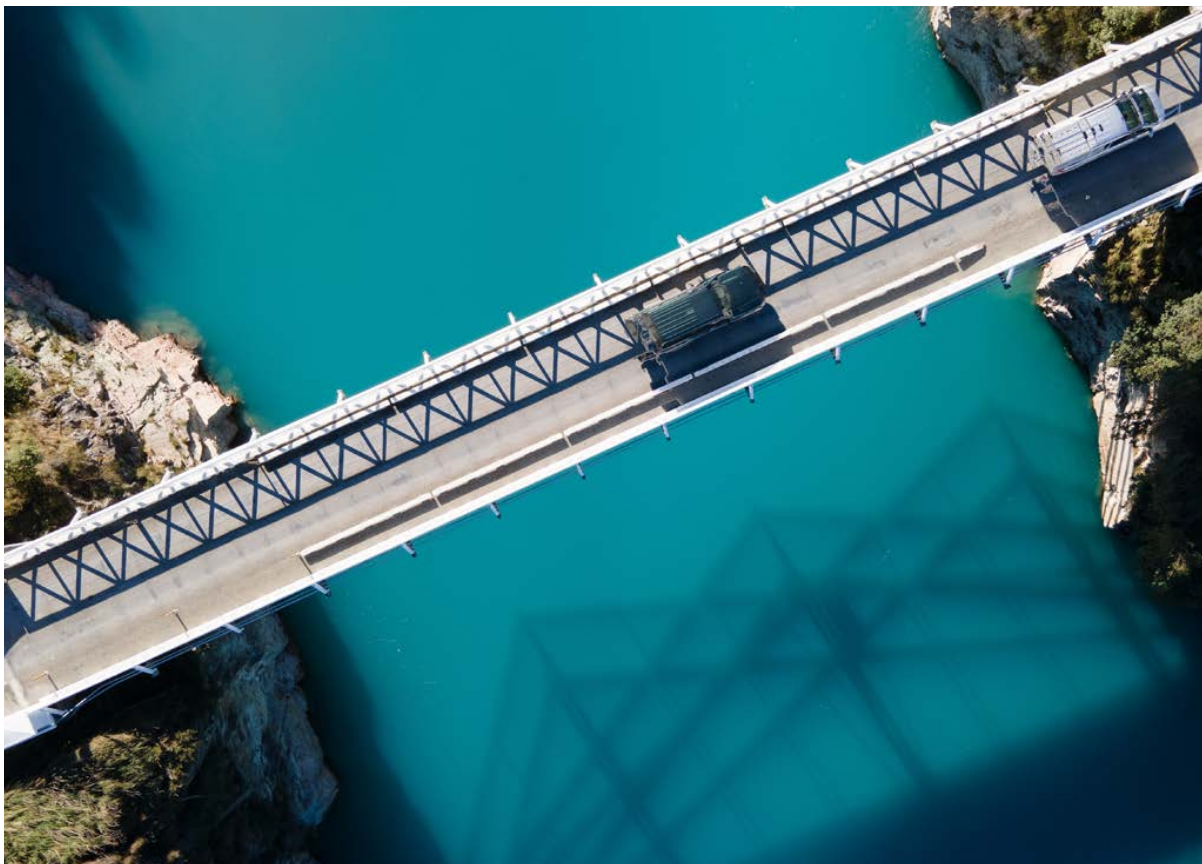
About 18 per cent of the Canterbury population lives outside Greater Christchurch. The public transport needs of rural and smaller communities differ to those of a large urban and higher populated area such as the Greater Christchurch area.

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.



## 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
Network (Integrated Planning)	<ul style="list-style-type: none"><li>Service planning and network design</li><li>Integrated land use and transport planning</li></ul>
Network (Services and infrastructure)	<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>
Customers	<ul style="list-style-type: none"><li>Accessible and inclusive</li><li>Safety</li></ul>
Funding and Fares	<ul style="list-style-type: none"><li>Funding and Procurement</li><li>Partnerships</li></ul>
Standards and Procurement	<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
Network (Integrated Planning)		
<p>Implement the short term component of the Public Transport Futures Business Case.</p> <p>o Agree and implement the next steps for the detailed business case for Mass Rapid Transit and protect the corridors.</p> <p>o Continue to align public transport planning with changes in land use as per the Greater Christchurch Spatial Plan.</p> <p>o Engage with central government to secure a significant investment package for public 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
Network (Services and infrastructure)		
<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>
Customers		
<p><b>Motu Move</b> 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
Funding and fares		
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>
Standards and procurement		
<p>Procure contracts using the new Environment Canterbury Procurement Strategy 2025</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>

add text to funding and fares three years 2025-2028 above:

Work with NZTA to agree longer-term targets for improved private share of operating expenditure.

Develop an action plan of interventions to improve private share of operating expenditure to progress towards meeting the targets.

Provide performance reporting on private share ratio of operating expenditure.

add text to funding and fares three years 2025-2035 above:

Agree longer term targets for improved private share of operating expenditure.

Implement interventions to improve private share of operating expenditure aligned to targets.







## 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 private revenue, 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 grants 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.

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

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.

We will provide an overview of the outcome measures as part of our wider annual reporting and make data accessible on our website where possible.

Environment Canterbury Council will review any necessary changes to the outcome and service measures (collectively described as the impact framework) annually through the annual plan process. The RPTP will be varied to reflect any changes.

Tables below - Environment Canterbury intends to update the outcome measures and service measures in June 2025 to reflect any changes approved through Environment Canterbury's annual plan 2025/26 process. This information reflects data on pages 56 to 61 of the ECan draft Annual Plan 2025/26



Outcome measures	What are we measuring and reporting?	Outcome measure targets
<b>A. Mode share</b>		
Percentage of Greater Christchurch population using public transport in the last year	Reporting annually on the number of estimated unique users of public transport in Greater Christchurch using the ticketing system.	Increasing 2023/24: 30.7%
<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></ul>	Reporting every 10 years from the Health and Air Pollution in New Zealand (HAPINZ) 3.0 report.	Reducing 2016: 359 for 10 districts in Canterbury
<ul style="list-style-type: none"><li>NO<sub>2</sub> from the kilometres travelled by the public transport fleet<sub>2</sub></li></ul>	Reporting annually on NO2 emissions generated by the public transport fleet in our real-time data.	Reducing 2023/24: 73.65 tonnes
<b>C. Accessibility</b>		
Percentage of workplaces in Greater Christchurch and Timaru within 400 metres of network bus stops.	Reporting annually on active bus stops from our network information (updated annually), and Stats NZ data (updated every census)	Increasing 2023/24: Greater Christchurch 77.1% 2023/24: Timaru 84.5%
<b>D. Inclusive access</b>		
Percentage of key activity centres in Greater Christchurch within 400 metres of network bus stops.	Reporting annually on active bus stops from our network information (updated annually), and Stats NZ data (updated every census). Note key activity centres include schools, hospitals, medical centres and defined key activity centres by territorial authorities	Increasing 2023/24: 94.9%
Percentage of households in Greater Christchurch within 400 metres of network bus stops.	Reporting annually on active bus stops from our network information (updated annually), and Stats NZ data (updated every census).	Increasing 2023/24: 80.5%
Number of marae in Greater Christchurch within 400 metres of network bus stops.	Reporting annually on active bus stops from our network information (updated annually), and Ministry of Māori Development data.	Increasing 2023/24: 4 out of 7 marae within Greater Christchurch
<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 from the Christchurch City Council's emissions tracker	Reducing 2023/24: 2.5 mega tonnes

<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 28	Previous result (2023/24)	2024-25 target	2025-26 target	2026-27 target	2027-28 target
Percentage of customers satisfied with Metro public transport services	95%	95% or more	95% or more	95% or more	95% or more
Service measure 29	P (2023/24)	2024-25 target	2025-26 target	2026-27 target	2027-28 target
Number of trips per capita per year in Greater Christchurch and Timaru	25.12* 27* (new measure)	25 or more	27 or more	28 or more	29 or more
Service measure 30	P (2023/24)	2024-25 target	2025-26 target	2026-27 target	2027-28 target
Percentage of fleet that meet quality criteria	87%	80% or more	80% or more	80% or more	80% or more
Service measure 31	P (2023/24)	2024-25 target	2025-26 target	2026-27 target	2027-28 target
Number of safety related incidents (passengers and drivers) per 100,000 passenger trips	2* (new measure)	3 or less	3 or less	3 or less	3 or less
Service measure 32	Previous result (2023/24)	2024-25 target	2025-26 target	2026-27 target	2027-28 target
Percentage of bus and ferry services that start on time	Bus services: 96% Ferry services: 97%*	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
Service measure 33	Previous result (2023/24)	2024-25 target	2025-26 target	2026-27 target	2027-28 target
Proportion of kilometres travelled by zero emission vehicles	18%* (new measure)	19% or more	20% or more	21% or more	22% or more
Service measure 34	Previous result (2023/24)	2024-25 target	2025-26 target	2026-27 target	2027-28 target
Percentage of customers satisfied with Total Mobility services	96%	95% or more	95% or more	95% or more	95% or more

\*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.

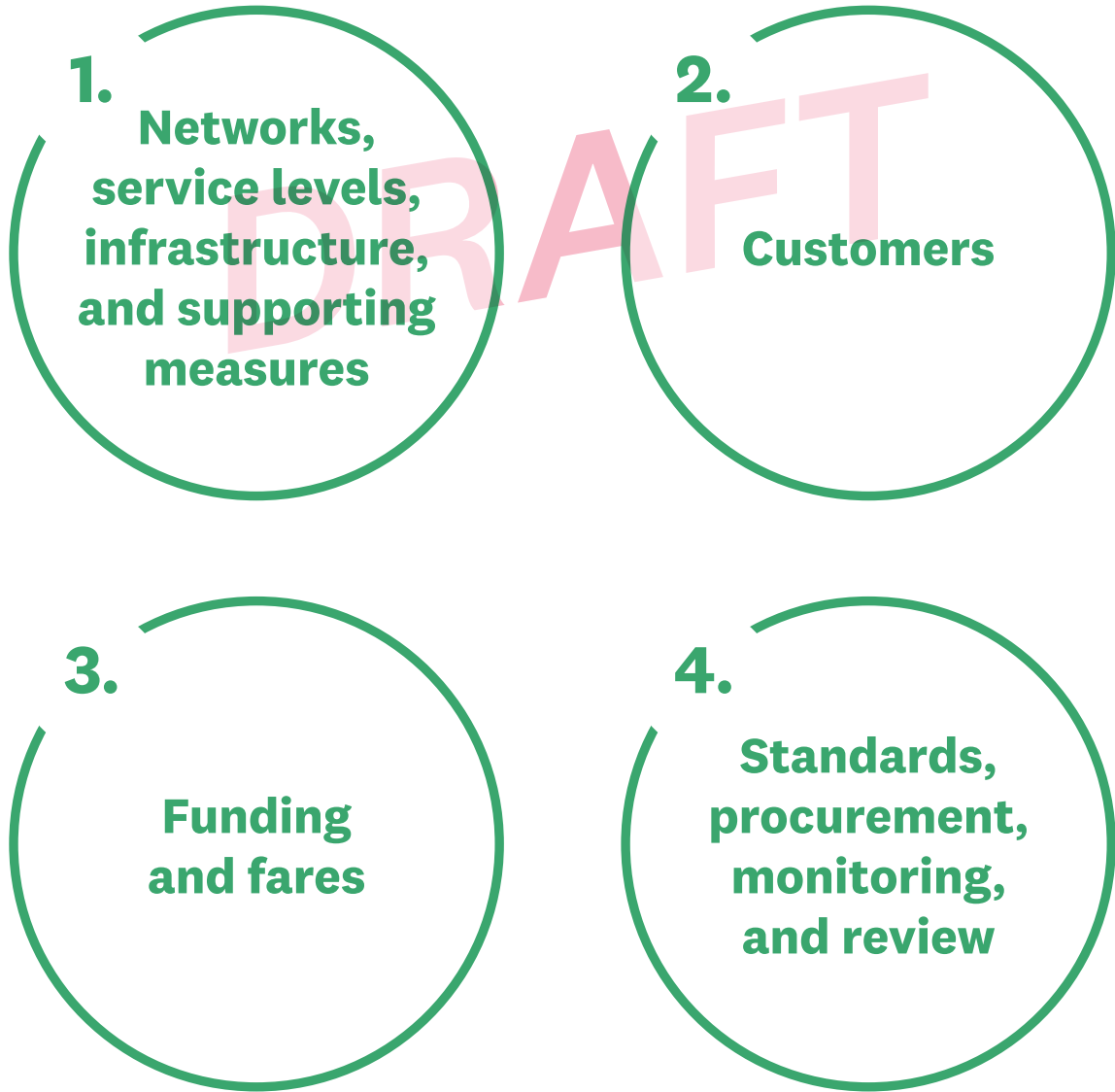
**Service measure 34** helps us understand customer experience with Total Mobility services, and where investment in improvements may be needed to align service delivery with community expectation. We commission an independent annual user survey of Total Mobility service consumers in Greater Christchurch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

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



**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 MahiTautoko



### 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						
Operating hours	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
Frequency	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
Destinations	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
Speed and priority	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			

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.

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





**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.



### 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.

expand the section "On-demand services will be considered in the following circumstances" above to include a new bullet point  
- where population density and general urban conditions would support successful on-demand services.





## 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

ideally can be picked up no later than an hour after school finishes.

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 1.8 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.

expand the Actions section above under "Policy 1.8 Trials and innovation" to include a new bullet point  
- Consider leveraging the capabilities of the National Ticketing Solution (NTS) to review fare policies and zone options, for example, the investigation of a Christchurch City Central City Zone.

### 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

#### 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.

#### 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.

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



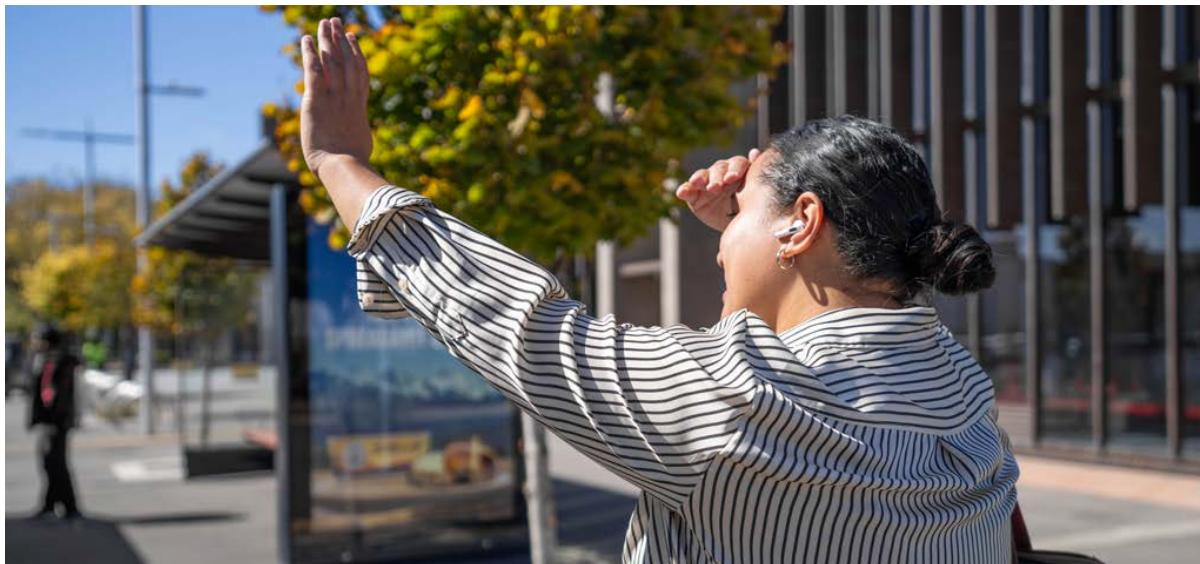
#### Objective 1C:

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 and network utility owners on structure plans and area development plans to integrate public transport with energy requirements, land use development and integration with 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.

expands the Actions section above under "Policy 2.8 Customers traveling with Domestic Pets" to include  
- monitor of number of pets being carried and  
- undertake regular reviews of the controls under the Code of Conduct.





### 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 **Motu Move**
- 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 **Motu Move**
- 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 **Motu Move** 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 the 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 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.

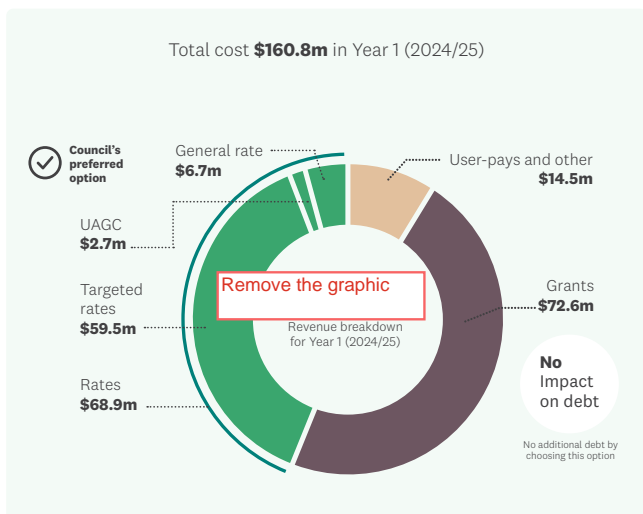


Figure 3.1 Funding model for public transport services (Taken from Environment Canterbury's Long Term Plan 2024).



### 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.

Private share contribution

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 Private share contribution across our networks. Private share contribution 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 Annual Plan processes with current revenue and expenditure figures noted in Table 3.1.

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 Table 3.1 outlines the public transport projections from the 2025/26 Annual Plan.

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

	Annual Plan	Revenue and expenditure						Final figures to be determined following Annual Plan processes.			
	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
Revenue	129,074	155,947	178,974	201,753	211,820	221,411	231,014	239,740	250,964	262,685	274,990
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
Expenditure	132,398	160,827	179,398	201,856	212,230	221,821	231,251	239,919	251,144	262,785	275,058
Surplus/(Deficit)	(3,325)	(4,881)	(424)	(103)	(409)	(409)	(237)	(180)	(180)	(100)	(69)

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.

bullet Explore how to grow third party revenue

##### 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.
- Review fare levels annually in a manner that balances operating costs and incentivising patronage and make any necessary adjustments to ensure user contributions keep pace with operating costs to support meeting private share revenue targets consistent with NZTA policy and ministerial expectations.
- 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.

**Motu Move**  
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

**Motu Move**

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.

**Motu Move**  
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:

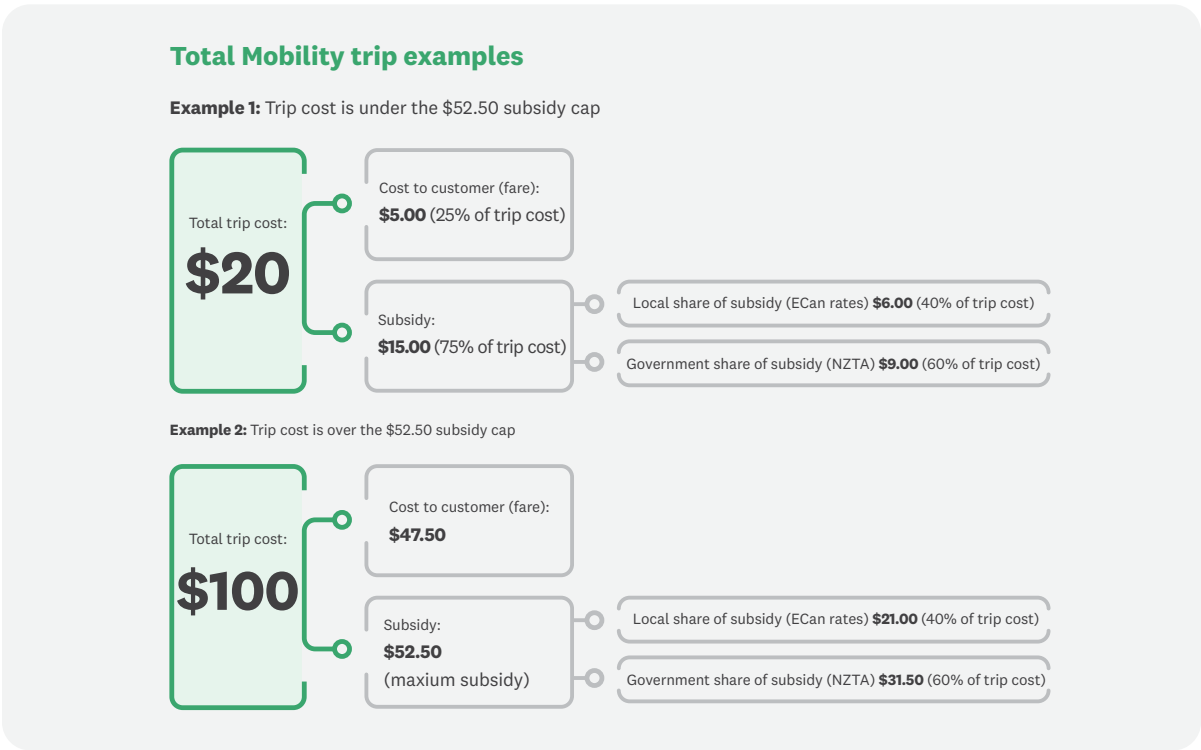
- Provide the Total Mobility service in communities that are willing to support it through separate rates.
- Advocate for a greater central government contribution to Total Mobility.

- 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**

DRAFT

**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.

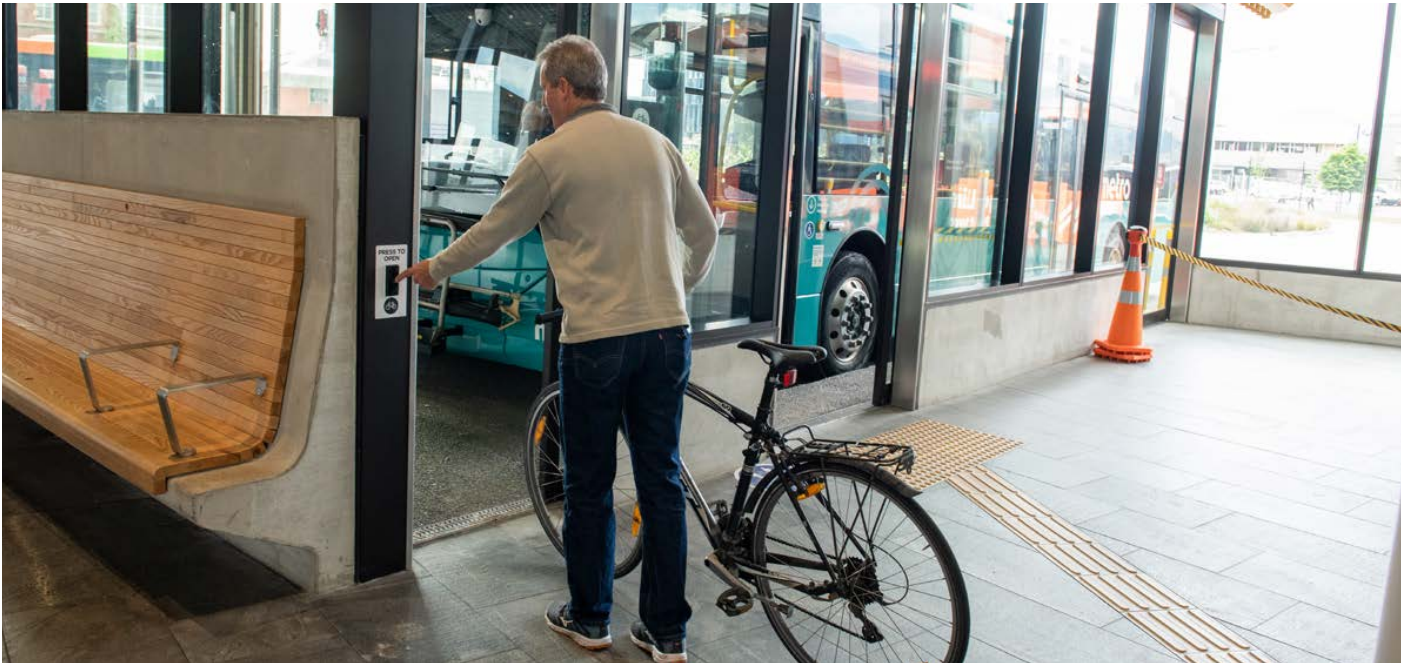
Environment Canterbury will transition towards zero emission vehicles. This will be a staged process, and the exact timing depends on a number of factors including the average age of the vehicle fleet and the availability of government funding to support the transition. Increased funding and investment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

(see Fleet decarbonisation strategy appendix 6)

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 compliant bicycle racks are provided on all contracted 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 2025-28) 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 NZTA.

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.

The Land Transport Management (Regulation of Public Transport) Amendment Act 2023 (2023 No.56) assented August 2023, triggered a review of the Environment Canterbury Transport Procurement Strategy to ensure it is fit for purpose and aligned with relevant changes to the LTMA.

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 amendment in the 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

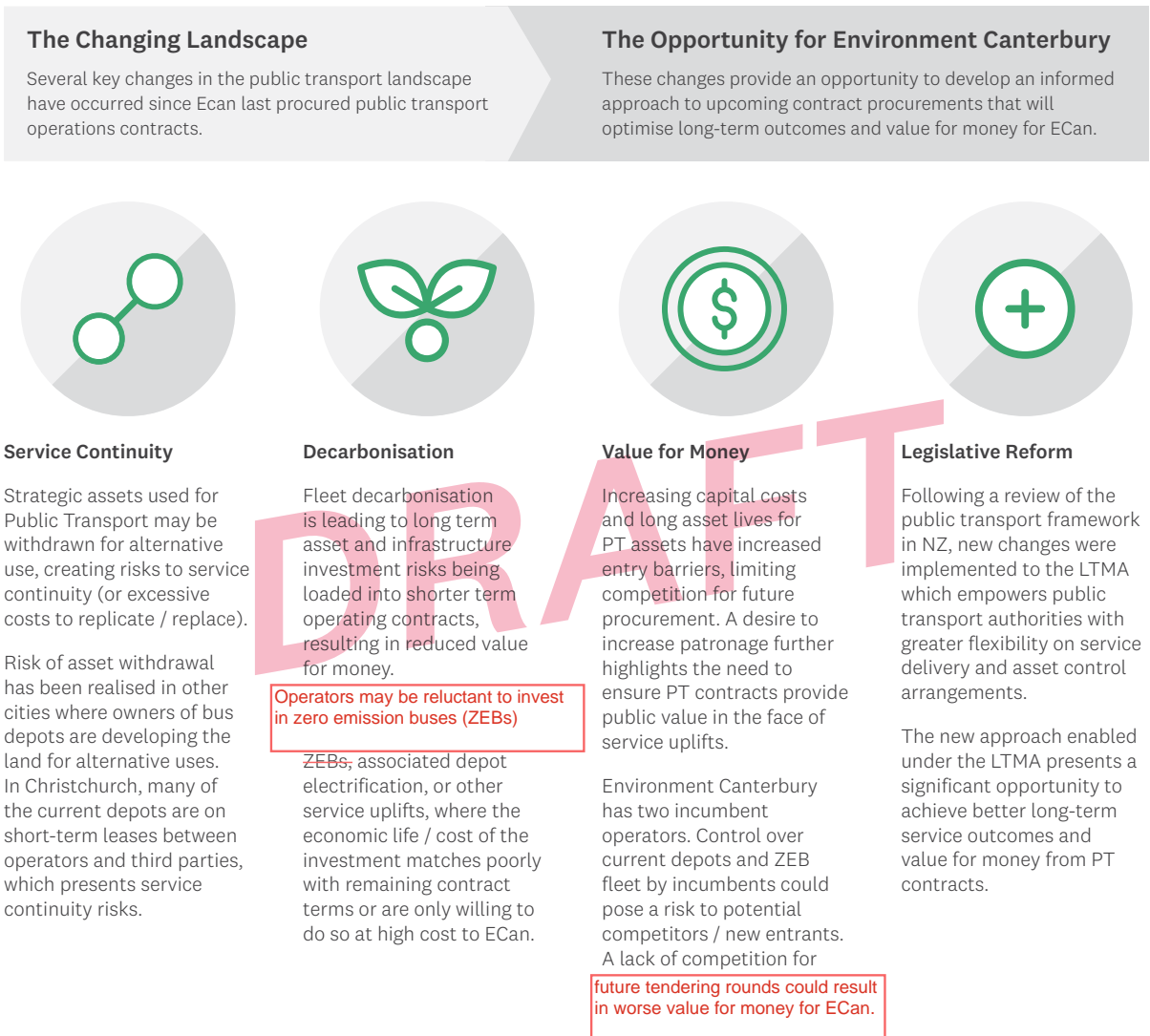
Control of strategic assets can adversely impact the ability to enable fair competition amongst suppliers and sustain competitive and efficient markets and contracts;

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.



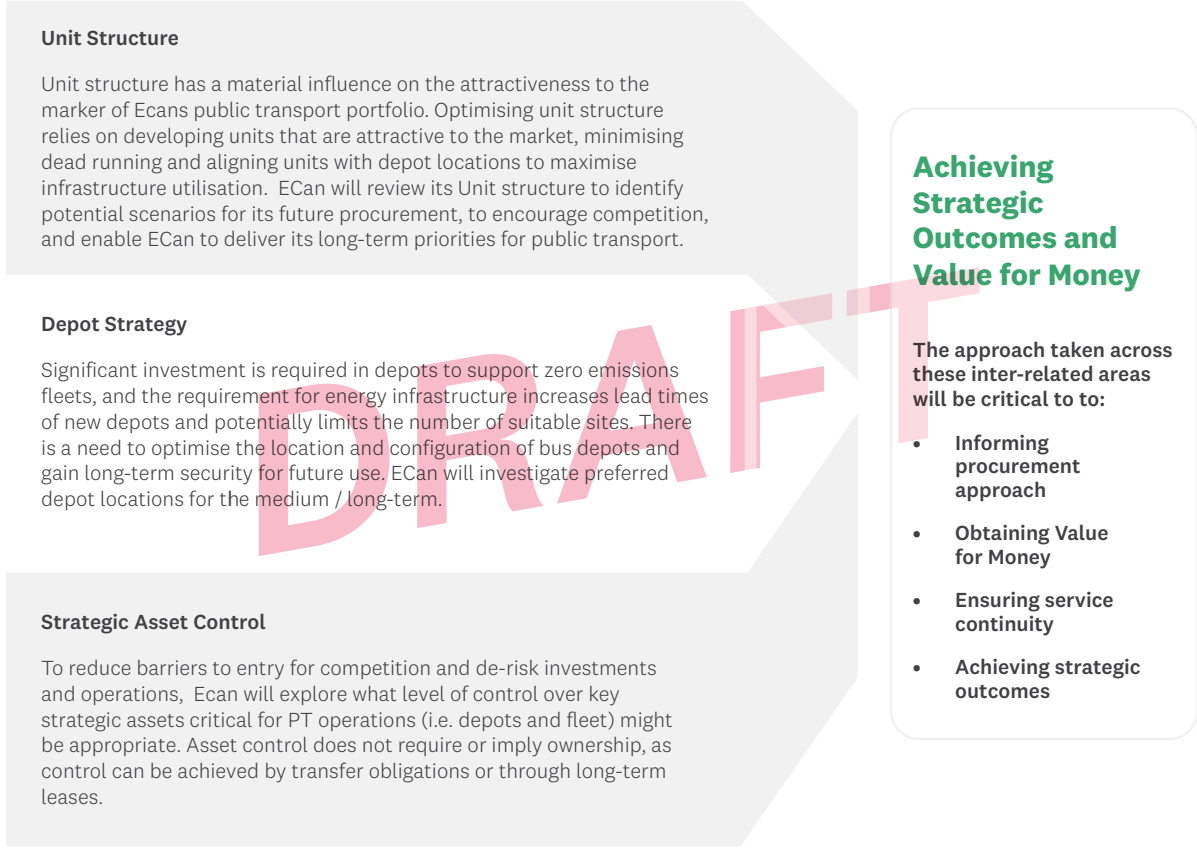


## Key Considerations | The Changing Landscape



## Key Considerations | Our Current Thinking

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

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 LTMA 2023 and Procurement Strategy 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.

The register is available at <https://api.ecan.govt.nz/TrimPublicAPI/documents/download/5562456>







#### 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:

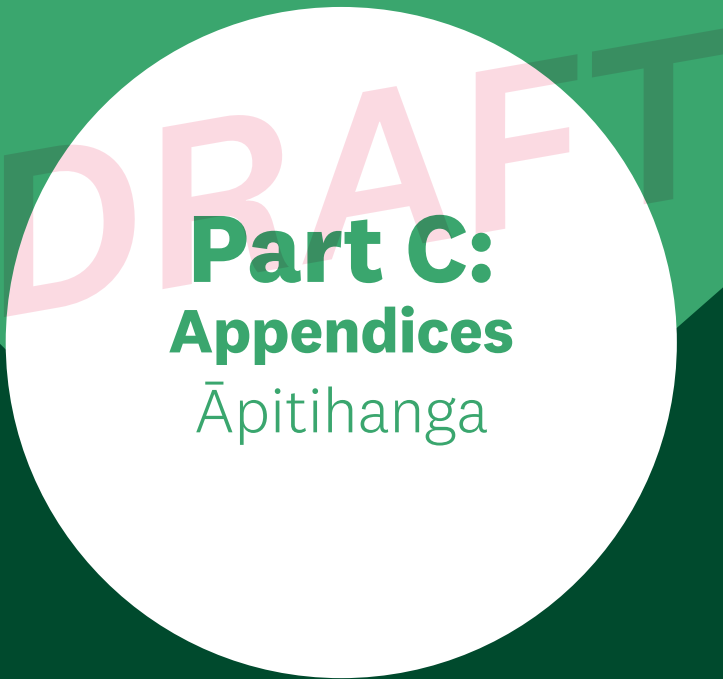
- Work with partners to undertake a review of this RPTP at least once every three years, to determine whether it needs to be varied.
- Work with partners to identify when emerging opportunities may be available to improve public transport (such as through changing technology, or proposals from the community 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.



## Part C: Appendices Āpiti hanga

Re-order pages 109 to 111 to correct sequence so that the content page is first.

### 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.





Contents / Ngā wāhanga o roto

Part C:  
Appendices

<b>Appendix 1.</b>	
<b>Public Transport Futures Strategic Case</b>	
Introduction	108
Strategic Context – An overview	112
Benefits and Investment Objectives	117
Strategic Alignment	119
Dependencies and Integration	122
Initial Risks	123
<b>Appendix 2.</b>	
<b>Services (including integral services) by policy</b>	
<b>1.0 service levels</b>	
Existing turn-up-and-go standards	124
Core frequent services	124
Connector Services	125
Link Services	126
Direct services	127
On-demand	127
Specialist services	128
Total Mobility Services	129
Exempt services	129
Community Vehicle Trusts	130
<b>Appendix 3.</b>	
<b>Development of the farebox recovery policy</b>	
Background	132
Farebox recovery principles	132
Farebox recovery	133
Farebox recovery in Canterbury	133
Future improvements to farebox recovery	133
<b>Appendix 4.</b>	
<b>Considering the needs of the transport disadvantaged</b>	
Who is transport disadvantaged?	135
Where do our transport disadvantaged customers need to travel?	136
Public transport responses	137
<b>Appendix 5.</b>	
<b>Policy on significance</b>	
Purpose	138
Determination of significance	138
Consultation on variations that are not significant	139
6.3 Variations	139
<b>Appendix 6.</b>	
<b>Waitaha/Canterbury Regional Public Transport Plan (RPTP) – Fleet Decarbonisation Strategy</b>	
Why we are decarbonising our public transport fleet	140
Strategic priorities to reach zeroemissions by 2035	144
Monitoring	145
<b>Glossary of Acronyms</b>	
	146





# 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 – subject to funding approval	
Environment Canterbury	Service improvements	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) 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>
Christchurch City Council	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>
Waimakariri District and Selwyn District Councils	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>
Christchurch City Council/ Environment Canterbury.	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 PTFoundations. 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 suggests that patronage numbers have not increased back to pre-COVID levels. This is not applicable to 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

Programme Business Case, 2018	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.
Combined Business Case, 2020/1	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).
Public Transport Infrastructure Draft Detailed Business Case, 2023	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.
Public Transport Foundations Strategic Case, 2024	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.

Add this text below paragraph 3 column 1:

Passenger trips have risen significantly since then with 14.74 million trips in 2023/24, despite a significantly smaller network when compared to pre-earthquake (currently around 250 buses operate daily covering 16.8 million km annually as opposed to over 300 daily buses and 19.8 million km travelled annually in 2010). Utilisation of the network has grown favourably when compared with the pre-quake network and although the number of trips continues to increase, we still need to significantly increase patronage to achieve a real step change in travel behaviour and this requires committed investment to improve the frequency, accessibility and reliability of the network.





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
<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.	<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>
<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..	<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>
<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.	<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 outcowmes. 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 focuses 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.

Reforms to the Land Transport Management Act (LTMA) 2003 to established several principles focused 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>	In part
<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>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>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>	✓

National and Regional Policy Framework	Aligns
<p>New Zealand's second emissions reduction plan 2026–30</p> <p>Aotearoa New Zealand's emissions reduction plan (ERP) outlines how Aotearoa will reduce emissions. In December 2024 the Government released the second emissions reduction plan. This will cover the emissions budget for the years 2026 to 2030. □</p> <p>The ERP states that realising the benefits of reliable and accessible public transport will require continued planning, delivery and maintenance to support growing populations and meet demand. Improvements will need to occur progressively through investments in and enhancements to infrastructure and services. This work includes making better use of existing infrastructure, introducing new technologies to optimise networks and services and integrating transport investment with housing and land-use planning. The PT Futures programme and existing work programmes focus improvements aligned to those specified in the ERP.</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>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>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>	✓



### 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

The GCP are currently progressing the MRT project with Christchurch City Council as the lead. Planning and development will continue over the short to medium term with implementation in the longer term.

~~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	GPS 2024 and ERP 2 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 (2027-30 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 (2027-30 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, Edgeware, 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 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	Kaipoi Direct to City (and return).	Kaipoi town centre, South Kaipoi (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 West 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

Add following row of text after Kaikoura

Hanmer Springs - Support the community in offering reliable, free transportation to health and wellbeing appointments both locally within Hanmer Springs as well as the wider area of North Canterbury and Christchurch. - Hanmer Springs Community Vehicle Transport - 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

Add following row of text above Twizel Tekapo:

Ashburton District - Mt Somers, Methven, Rakaia, Wakanui, Chertsey, Fairton and Hinds - Return trips into the Ashburton township, running on-demand five days a week. - Ashburton / Mid Canterbury Connector - 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.**

How farebox recovery is calculated is defined in Appendix D of the NZTA's "Development Guidelines for Regional Public Transport Plans" published in September 2024 (<https://www.nzta.govt.nz/resources/guidelines-for-regional-public-transport-plans>). These formulae can be applied to future and historical financial data to assess performance for comparative purposes.

<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<sub>2</sub>) emissions to net zero is the highest priority for addressing climate change. Unlike other gases, CO<sub>2</sub> stays in the atmosphere for hundreds of years.

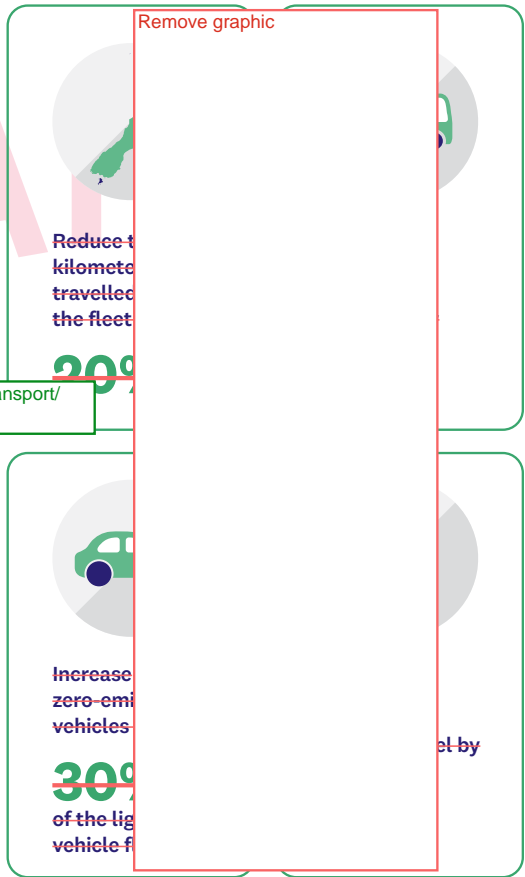
Transport emissions are the fastest growing source of greenhouse gas emissions in New Zealand. Reducing transport emissions is critical to reducing the effects of climate change, and ensuring New Zealand can meet its targets under the Paris Agreement and the Climate Change Response (Zero Carbon) Amendment 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 (<https://www.transport.govt.nz/area-of-interest/public-transport/public-transport-decarbonisation>).

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).



### 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.

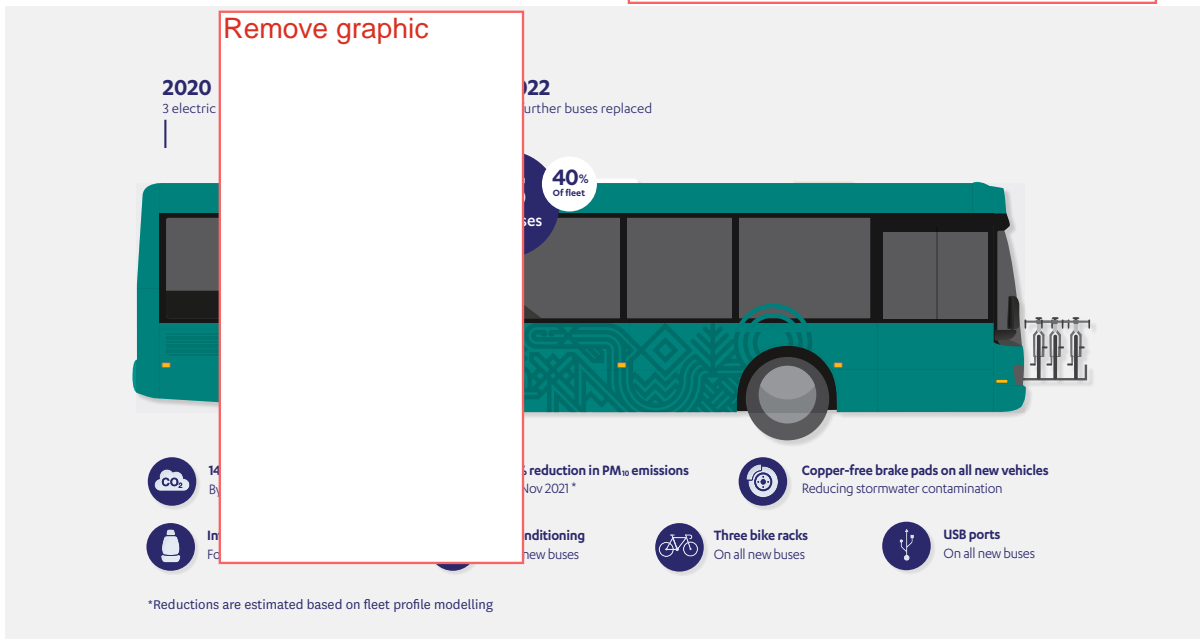
By the end of 2035, the Canterbury public transport bus fleet will be close to producing zero-emissions.

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.

As at December 2024 of the 296 vehicles in the Greater Christchurch PT fleet 68 are Electric buses.

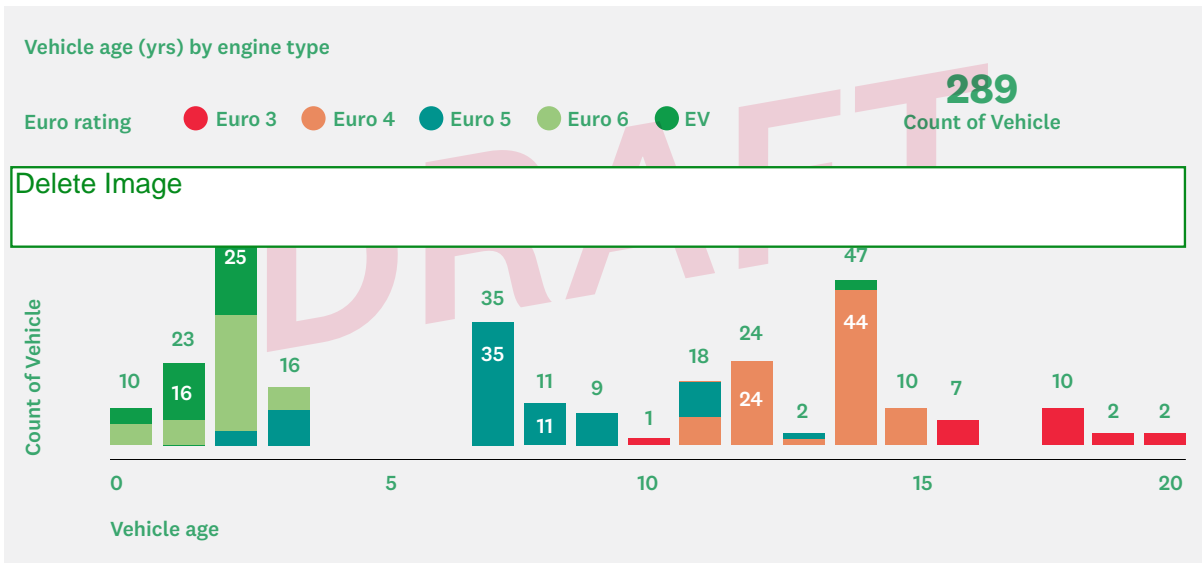


<sup>1</sup> <https://www.transport.govt.nz/area-of-interest/environment-and-climate-change/public-transport-decarbonisation/>



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
Delete Table							
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.

Changes to the Land Transport Management Act in 2023 provide a new framework for how public transport is planned, procured, and delivered. One objective of this 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.

### 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.





### Glossary of Acronyms

**PT** - Public Transport

**SPTF** - Sustainable Public Transport Framework

**RPTP** - Regional Public Transport Plan

**NZTA** - New Zealand Transport Agency Waka Kotahi

**CCC** - Christchurch City Council

**PTOM** - Public Transport Operating Model

**MRT** - Mass Rapid Transport

**LTP** - Long Term Plan

**TUAG** - Turn up and go services

**LCLR** - Low Cost Low Risk

**HAPINZ** - Health and Air Pollution in New Zealand

**VKT** - Vehicle Kilometres Traveled

**NTS** - National ticketing solution

**RUB** - Requirements for Urban Buses

**LTMA** - Land Transport Management Act

**GCPC** - Greater Christchurch Partnership Committee

**CRTC** - Canterbury Regional Transport Committee

**SSBC** - Single Stage Business Case

**WDC** - Waimakariri District Council

**SDC** - Selwyn District Council

**BCA** - Business Case Approach

**GPS** - Government Policy Statement

**ILM** - Investment Logic Mapping

**PBC** - Programme Business Case

**KPI** - Key Performance Indicators

**DBC** - Detailed Business Case

**CVT** - Community Vehicle Trust

**MyWay by Metro** - Timaru's on-demand public transport system

**PT Futures** - Public Transport Futures, a collaborative investment program that bring together public transport services and infrastructure.

**NLTF** - National Land Transport Fund

**RLTP** - Regional Land Transport Plan

**CERF** - Public Transport Fleet Decarbonisation Fund

**NLTP** - National Land Transport Programme

**SCATS** - Sydney Coordinated Adaptive Traffic System - an intelligent transportation system that manages the dynamic (on-line, real-time) timing of signal phases at traffic signals.

Add:

Private Share Contribution - Private share contribution has been defined as passenger fare revenue, private fare substitutes (from third party fare schemes), commercial revenue (from advertising, rentals, sponsorship or investment revenue) or enforcement fees (e.g. fines for unpaid tickets)



*Taking action together to shape a thriving and resilient Canterbury, now and for future generations.*  
*Toitū te marae o Tāne, toitū te marae o Tangaroa, toitū te iwi.*  
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# Canterbury Regional **Public Transport Plan** 2025-35

Mahere mō Waitaha  
Ngā Waka Tūmatanui

Item 5

Attachment C



**Environment  
Canterbury**  
Regional Council  
Kaunihera Taiao ki Waitaha







# Contents

## Ngā wāhanga o roto

<b>The Metro story</b>		
» Our region, connected by our network	4	
» Metro - A vital connection	4	
<b>Foreword</b>	6	
<b>Executive summary</b>	8	
About this Plan	10	
<b>Part A: The network story</b>	12	
<b>1. Introduction and Context</b>	13	
Purpose of the RPTP	13	
Strategic context	13	
1.2 Funding	14	
1.3 Increasing the private share of public transport operating expenditure	15	
1.4 Roles and responsibilities	15	
1.5 Integration with spatial planning	15	
1.6 Challenges and opportunities	16	
1.7 Key achievements	16	
1.8 Changes in policies and frameworks	17	
<b>2. The future of public transport</b>	18	
2.1 What does the future system look like?	18	
» Integrated land and transport planning		
» Seamless ticketing		
» Mass Rapid Transit		
» Adaptive technology		
2.2 Meeting the needs of a growing region	20	
To increase public transport patronage we are aiming for:	23	
2.3 How we will get there	24	
2.4 Mana whenua priorities	25	
2.5 The future of public transport in Canterbury	25	
<b>3.0 Priorities</b>	26	
3.1 Public transport priorities in Canterbury	26	
3.2 Key directions to achieve our priorities	28	
<b>The Public Transport Customer Charter</b>	30	
<b>4. Policy areas, outcomes, and targets</b>	32	
4.1 Overview of policies	32	
4.2 Current network	32	
4.3 Issues and opportunities	35	
4.4 Proposed Christchurch city network	36	
4.5 Supporting infrastructure	42	
4.6 Delivery timeframes	42	
4.7 Christchurch City Council infrastructure	44	
4.8 Selwyn District Council infrastructure	45	
4.9 Waimakariri District Council infrastructure	45	
4.10 Timaru District Council	46	
4.11 Aspirations for the broader region	46	
<b>5. Actions</b>	47	
<b>6. Funding public transport improvements</b>	50	
<b>7. Monitoring Outcomes</b>	51	
<b>Part B: Policy</b>	54	
Our four key policy areas:	55	
<b>Policy area 1:</b>	56	
» <b>Networks - service levels, infrastructure and supporting measures / Te Reo translation</b>		
<b>Policy area 1B: Other services</b>	62	
» <b>Lorem Ipsum</b>		
<b>Policy area 1C:</b>	69	
» <b>Lorem Ipsum</b>		
<b>Policy area 2:</b>	72	
» <b>Lorem Ipsum</b>		
<b>Policy area 3:</b>	83	
» <b>Lorem Ipsum</b>		
<b>Policy area 4:</b>	92	
» <b>Lorem Ipsum</b>		
<b>Part C: Appendices</b>	109	
<b>Glossary of Acronyms</b>	150	

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Policies - tbc how best to lay out





## 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 (subtribes) of the region through kaihaukai, a system that wove together trade, kinship and mahinga kai (food resources and gathering).

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 (subtribes), 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 connecting people to work, school, recreation, and to their whānau and friends.

**A fit-for-future transport network is becoming increasingly important for our region, with an additional 700,000 more people expected to live in Waitaha/Canterbury by 2050.**

The Canterbury Regional Public Transport Plan sets out an ambitious 30-year strategy to ensure we have a sustainable transport future. It proposes ways to meet changes in demand, and the future needs of our communities

Our networks have responded to significant disruptions from the Christchurch earthquakes in 2010/11 and the COVID-19 pandemic in 2022. These events have shaped where we live and how we work and travel around the region. We have adapted to these challenges by optimising routes, improving scheduling and adding new infrastructure like the bus interchange and priority bus lanes.

While our current network size in Greater Christchurch is about 20 per cent smaller than it was pre-earthquake, our patronage is growing. In the 2023/24 financial year we saw 14.5 million passenger trips – surpassing previous post-earthquake records.

To continue to meet the growing demand for our services, we need to invest in increasing frequency of services and lifting accessibility and reliability for our customers.

As part of the Greater Christchurch Partnership, we are working closely with our partner territorial authorities to progress this work through the PT Futures programme, as well as with central government, our funding partner, to advocate for network-wide improvements.

Following the successful trial of an on-demand service in Timaru, the MyWay service is now a permanent part of our public transport network and is highly valued and well used by the Timaru community.

In this Plan, we outline our key priority areas – improving our environment, growing patronage, and lifting accessibility, innovation and technology, and affordability.

Other key features of this plan include integrated land and transport planning, seamless ticketing, Mass Rapid Transit and adaptive technology.

The Plan sets a clear path to prioritise planning, funding and delivery of public transport services across the region for the next thirty years.

I would like to thank everyone who has been involved in the development of this Plan, especially those who provided us with feedback and submissions as part of the consultation process.

**Craig Pauling**  
Chair, Canterbury Regional Council







## Executive summary

### Whakarāpopototanga Whakahaere



The Canterbury Regional Public Transport Plan (RPTP) is a shared 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 the Canterbury Regional Council (Environment Canterbury) 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 have aspirations regarding how public transport can support their needs with access to 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 RTPP continues to inform the process to decarbonise public transport. Since the adoption of the RTPP 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 NZ 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 RTPP are:

- **Improving our environment** by continuing to decarbonise the fleet and support health based outcomes.
- **Growing Patronage** by adopting the PT Futures 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 emerging opportunities like Motu Move (the new National Ticketing Solution) integrate with, improve, and complement our public transport system.
- **Affordability.** Public transport needs to be affordable for all.







## About this Plan

This RTPP 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 5), which is set out into three timeframes: operational (0-3 years), tactical (0-10 years) and strategic (0-30 years) to reach the 30-year vision.

This RTPP has been prepared in accordance with the Land Transport Management Act 2003 (LTMA) and the Land Transport Management Amendment Act 2013. The 2018-28 RTPP 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. The high-level design of the future public transport network and the principles it is based on.
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

Item 5

Attachment C





## 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.

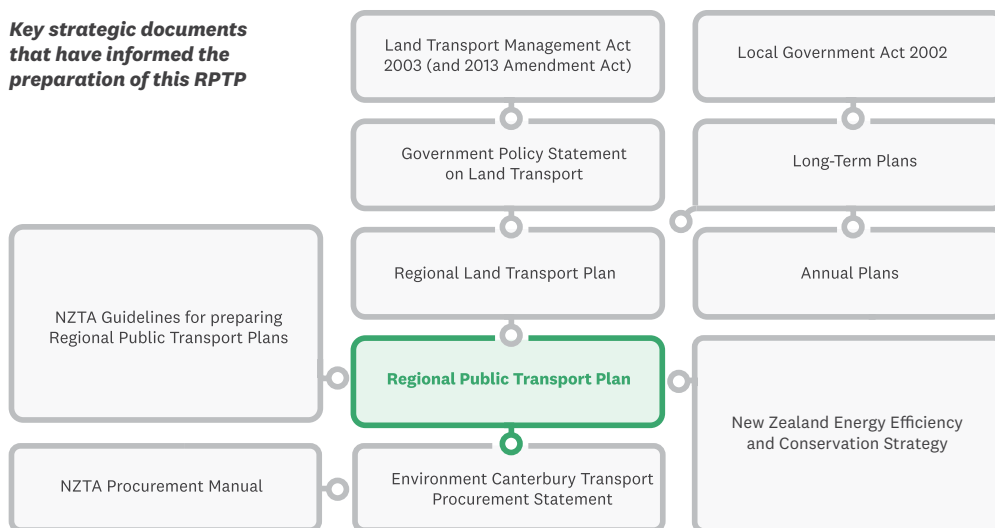
The RPTP has been developed in collaboration with the Greater Christchurch Partnership Committee (GCPC) and the Canterbury Regional Transport Committee (CRTC).

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 below. These include: the Government Policy Statement on Land Transport (GPS 2024); the Canterbury Regional Land Transport Plan 2024-34; Greater Christchurch Spatial Plan; Greater Christchurch Transport Plan; Ōtautahi Christchurch Future Transport, Waimakariri District Council's Integrated Transport Strategy and Selwyn District Council's Transportation Activity Management Plan 2021.

**Key strategic documents that have informed the preparation of this RPTP**





## 1.2 Funding sources

Public transport services are funded through a combination of private revenue (eg fares, fines, fees, advertising and sponsorship) and public revenue (eg council rates and government grants). Figure 1.2 provides an example of Environment Canterbury's public transport revenue for 2024/25.

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 Canterbury Regional Land Transport Plan (RLTP) guides the planning and investment for the region's transport network, including public transport, for ten years. Investment priorities outlined in the RLTP may then get funding allocated through central and local government sources.

The RPTP sets out the vision and objectives for public transport and how funding will be used to deliver the services, infrastructure, policies and supporting elements.

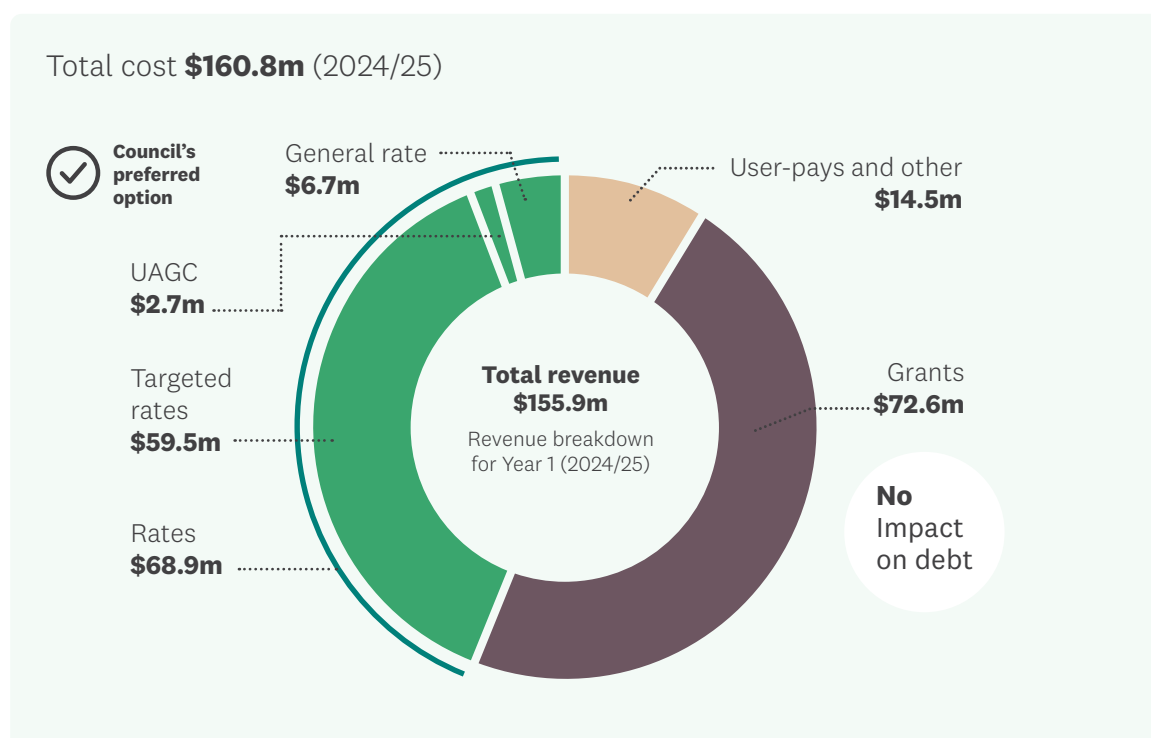


Figure 1.2 Funding model (Adapted from "What's the cost to Waitaha/Canterbury? Environment Canterbury Long-Term Plan 2024-34 consultation document" Option 1 Page 50).

<sup>1</sup> Private share contribution has been defined by NZTA as passenger fare revenue, private fare substitutes (from third party fare schemes), commercial revenue (from advertising, rentals, sponsorship or investment revenue) or enforcement fees (e.g. fines for unpaid tickets) (see discussion document "Increasing the private share of public transport operating expenditure" NZTA November 2024 page 9).



### 1.3 Changing ratio of private and public funding

The ratio of private and public revenue sources is dynamic. It is influenced by changes in government policy, patronage, fares, network service levels and other income.

The Government Policy Statement on Land Transport 2024 (GPS 2024) set an expectation that private revenue share would need to increase to support more spending on public transport, while reducing the cost to ratepayers and taxpayers. As a result, regional councils now need to increase their fare and/or third-party revenue to help support increased public transport costs in the public transport.

In November 2024, NZTA released a new policy framework for private revenue share. This policy is broader than the previous one, with a more tailored regional approach and some important differences in how cost recovery is measured.

Private revenue share is calculated as private revenue divided by operating expenditure. Private revenue includes fares, fare substitutes and commercial revenue, like advertising and sponsorship. Operating expenditure includes the management and operation of passenger services, facilities and infrastructure. Operating expenditure does not include capital expenditure or infrastructure improvements.

We have worked with NZTA to agree regional private share targets in the short term and are working on setting longer-term targets. We are investigating new initiatives that will increase private revenue share.

### 1.4 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 the full benefits of the public transport system can be realised.

### 1.5 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.





## 1.6 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.

## 1.7 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.



## 1.8 Changes in policies and frameworks

2022	Te hau mārohi ki anamata Towards a productive, sustainable and inclusive economy: Aotearoa New Zealand's first emissions reduction plan	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.
2023	Amendment to the Land Transport Management (Regulation of Public Transport) Amendment Act 2023 (2023 No 56)	The new framework applies to the planning, procurement, and delivery of public transport services. Anticipated benefits including: <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>
2024	Greater Christchurch Spatial Plan	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.
2024	Government Policy Statement of Land Transport	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.
2024	New Zealand's emissions reduction plan (ERP 2024)	Aotearoa New Zealand's second emissions reduction plan outlines how Aotearoa will reduce emissions.  Reliable and accessible public transport will support emissions reduction. Maximising benefits will require continued planning, delivery and maintenance to support growing populations and meet demand.  In this plan, the government has set a target to decarbonise the nation's public transport fleet by 2035. It has also mandated that all new buses procured after 1 July 2025 will be zero emissions. To support this transition, the Government allocated \$44 million for the nation's PT operator over four years from 2024-2027. Co-funding may be sought to: <ul style="list-style-type: none"> <li>Speed up the deployment of zero emission buses</li> <li>Encourage innovative approaches for the rollout of buses and infrastructure.</li> </ul>



## 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, accessible, low emission transport option.

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

To meet this vision the public transport system will have the follow 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 ten minutes or better frequency throughout 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.

We’re making it easier to use public transport in New Zealand with new ways to pay. Motu Move is a ticketing and payment system providing easy, consistent ways to pay for buses, trains and ferries across Aotearoa.

By making payments easier, we’ll encourage more people to use public transport more often.

Motu Move (the National Ticketing Solution) is being rolled out in Greater Christchurch and Timaru in 2025.







## 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

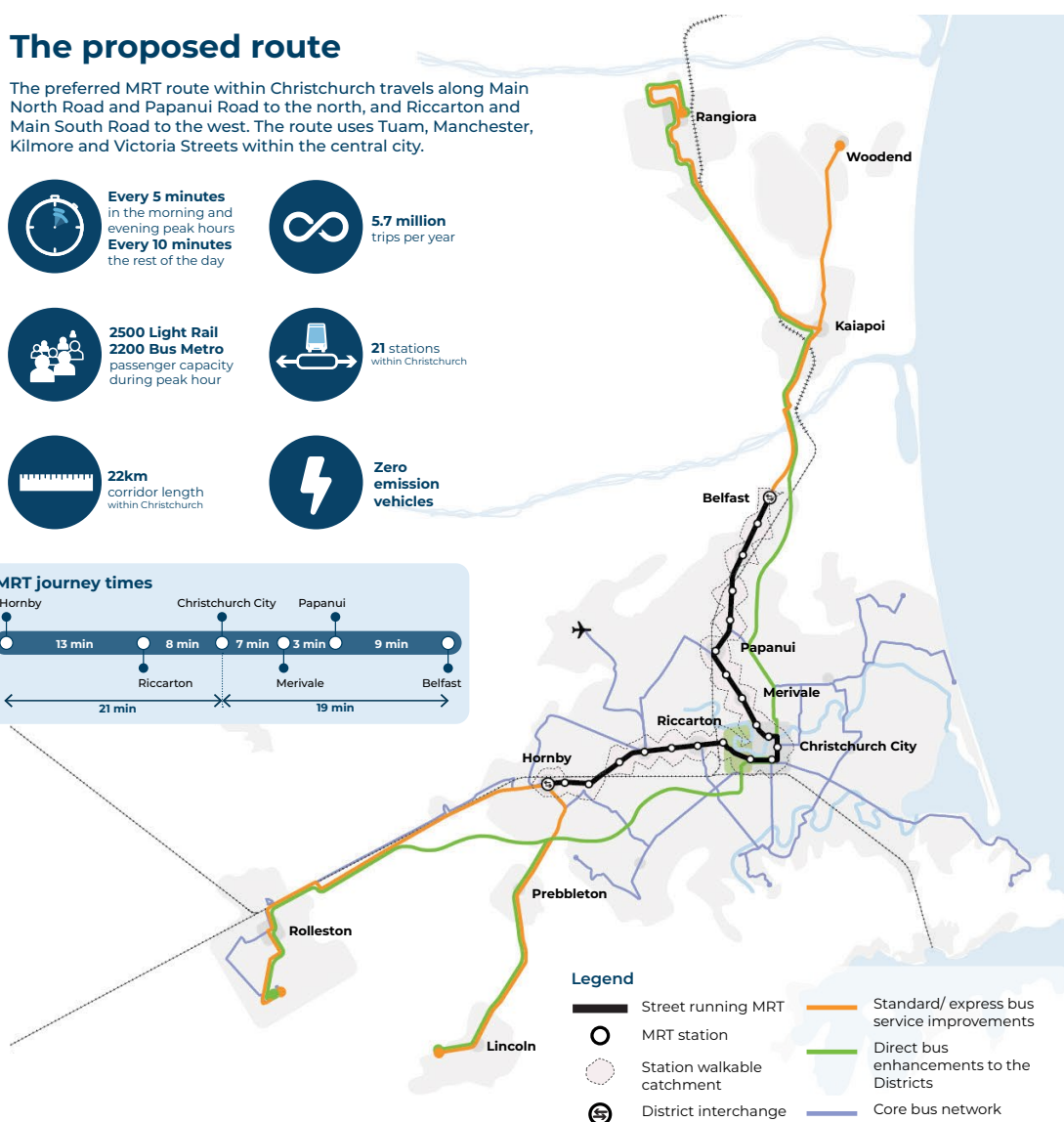
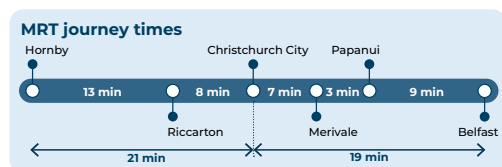
**5.7 million**  
trips per year

**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.

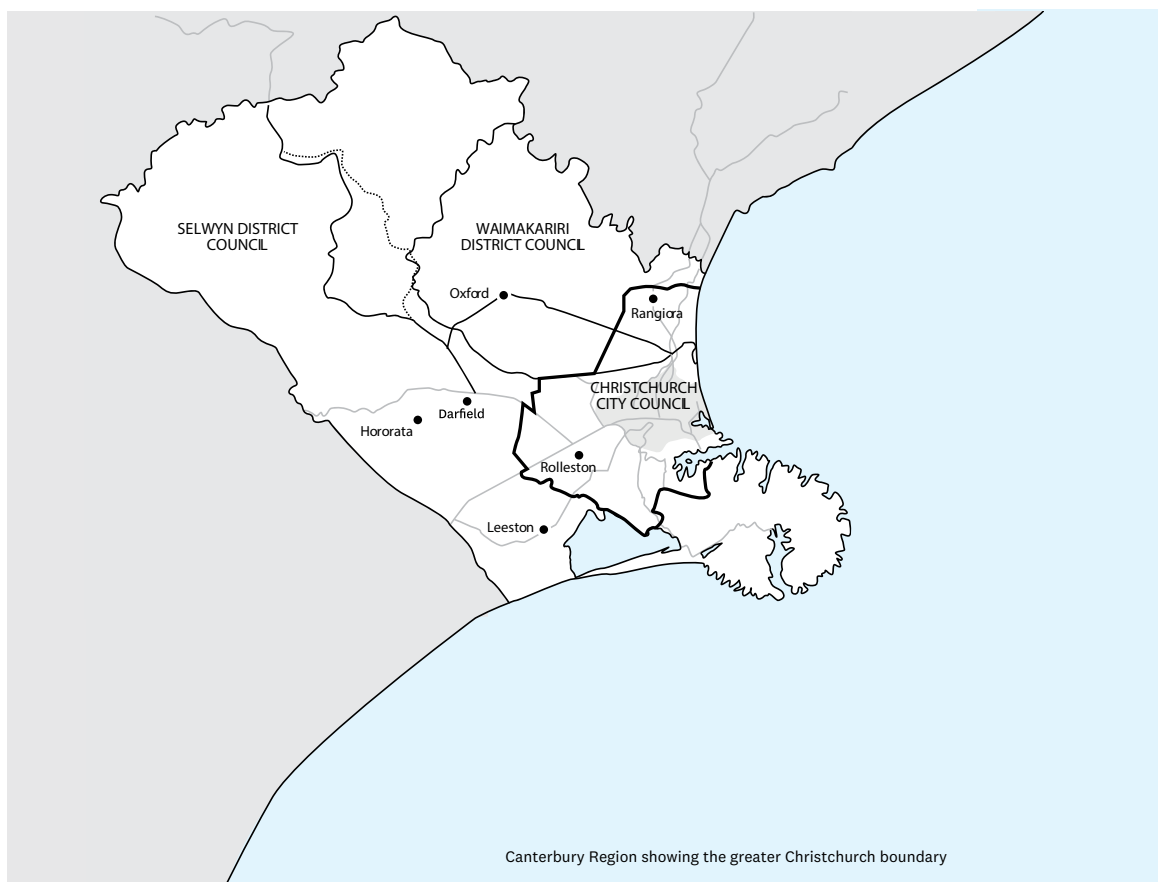
The increasing availability of data and improved connectivity will allow travellers to plan multi-stage journeys with confidence and on the go.

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.

## 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.





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.

Public transport patronage in Canterbury peaked at 17.4 million trips per year in 2010 before dropping sharply after the earthquakes. Following the quakes, the Greater Christchurch network was rationalised, and services were cut due to funding constraints and changing demand. In 2018/19 there were 13.9 million passenger trips recorded across the region, but during the COVID-19 pandemic this again dropped to 9 million passenger trips by 2021/22.

Passenger trips have risen significantly since then with 14.7 million trips in 2023/24, despite a significantly smaller network when compared to pre-earthquake (currently around 250 buses operate daily covering 16.8 million km annually as opposed to over 300 daily buses and 19.8 million km travelled annually in 2010).

Network use has grown compared with the pre-quake network use. Although the number of trips continues to increase, we still need to increase patronage and change the way people travel. This will require committed investment to improve the frequency, accessibility and reliability of the network.

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.





Item 5

Attachment C



**To increase public transport patronage we are aiming for:**



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



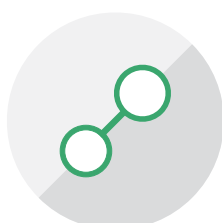
Better access to key activity centres, with 90% of households able to access a key activity centre within 30 minutes by 2038.



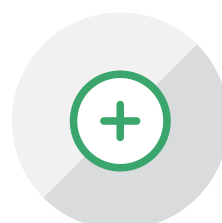
Improved environmental outcomes – with a totally zero emissions fleet.



Supporting public health outcomes.



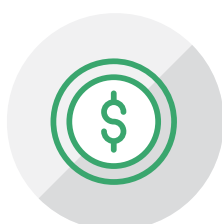
Integrated land use transport planning which supports public and active transport.



A valued system with excellent community use and support.



Safe and accessible transport for everyone



An affordable and economically sustainable system.





## 2.3 How we will get there

This RPTP reflects the PT Futures investment programme of public transport improvements identified through the PT Futures Business Case approved by Greater Christchurch partners in 2020 (See Appendix 1 for the updated Public Transport Futures Strategic Case).

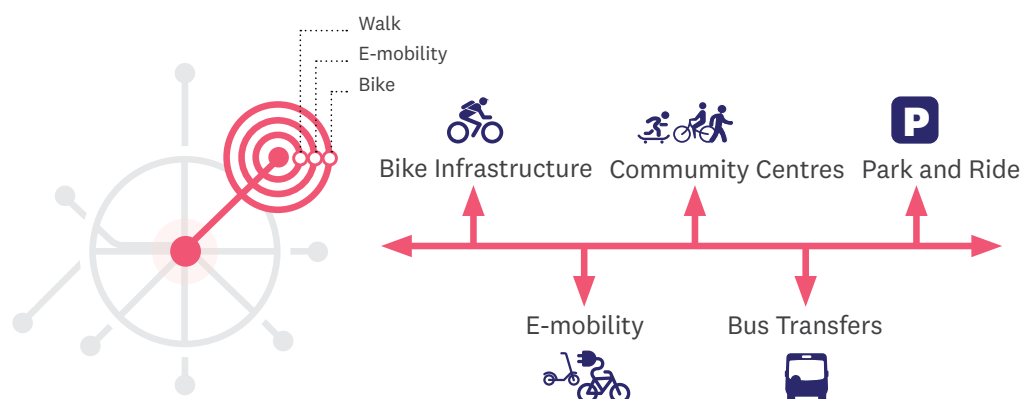
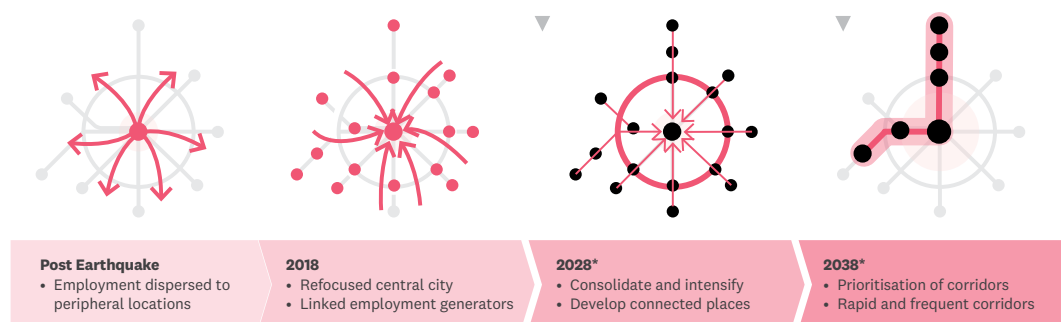
This approach focuses on growing patronage by concentrating investment on frequent routes, increasing service frequency, improving reliability through improved infrastructure, and improving the customer experience. Implementing this represents a significant step towards supporting planned urban growth.

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  
\*Speed of delivery subject to funding





## 2.4 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. An improved service to Rāpaki was introduced with the implementation of a new high frequency 8 service, and the Arowhenua marae is adjacent to the Temuka service linking with Timaru.

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).

## 2.5 The future of public transport in the wider Canterbury Region

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 are different from the fixed routes model used in large urban centres. We are interested in investigating new initiatives to enhance interregional and intra-regional public transport. Affordability and the "willingness to pay" by the community being serviced, will be a key consideration when contemplating public transport services in smaller communities.

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.

The success of the on-demand MyWay service in Timaru has changed perceptions of how public transport services may be provided in the future, particularly in compact, identifiable communities of interest. Investigations on how this model of service provision can be considered in other locations across the region will be on-going subject to community and funding support.

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

### 3.1 Public transport priorities in Canterbury

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.

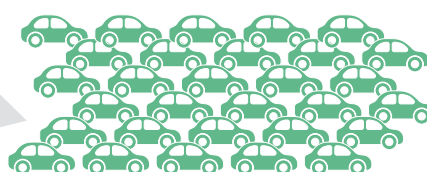
It is important to take a holistic approach. The priorities in the RTP are interconnected and together they support the overall vision for the future of public transport. For example, affordability helps expand the system, offering more services and options, which in turn drives an increase in patronage growth, which then helps to manage the transport demand created by population growth. More people travelling on public transport in turn improves environmental outcomes.



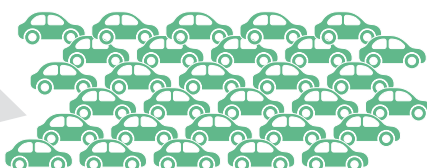
The CO<sub>2</sub> emissions from one diesel bus roughly equates to those from five petrol cars



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

##### 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 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 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

### 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: [metro.co.nz/conduct](https://metro.co.nz/conduct)

### 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: [metroinfo.co.nz](https://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:



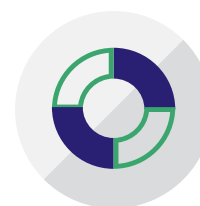
The network: services, infrastructure, and supporting measures.



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 service types

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 2023/24 we provided around 620,000 bus trips, serving more than **14.7 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).

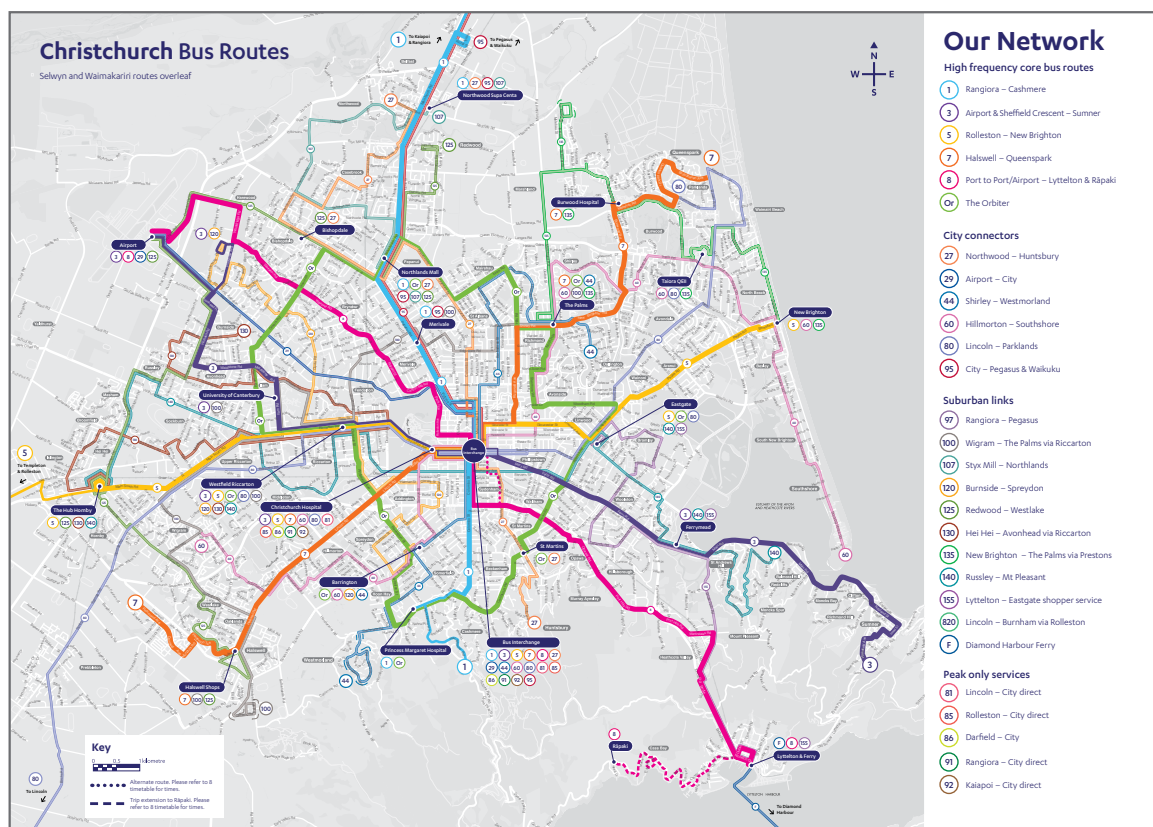
- **Frequent** – Five routes run along Greater Christchurch's major arterial road corridors, connecting people to significant activity centres and destinations.

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

The Orbiter provides an additional frequent service operating at 10 minutes frequencies, running in both clockwise and anti-clockwise directions.



- **Connectors** – these provide services from outer suburbs and towns directly to the Christchurch central.
- **Links** – Links include ten bus routes and Diamond Harbour ferry service. These link routes serve the inner suburbs while bypassing the Christchurch City Centre.
- **Direct services** – Several (currently peak only) services operate to the outlying towns including direct routes to from Christchurch to Rangiora, Kaiapoi, Rolleston and Lincoln.







### 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.





#### 4.3 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.

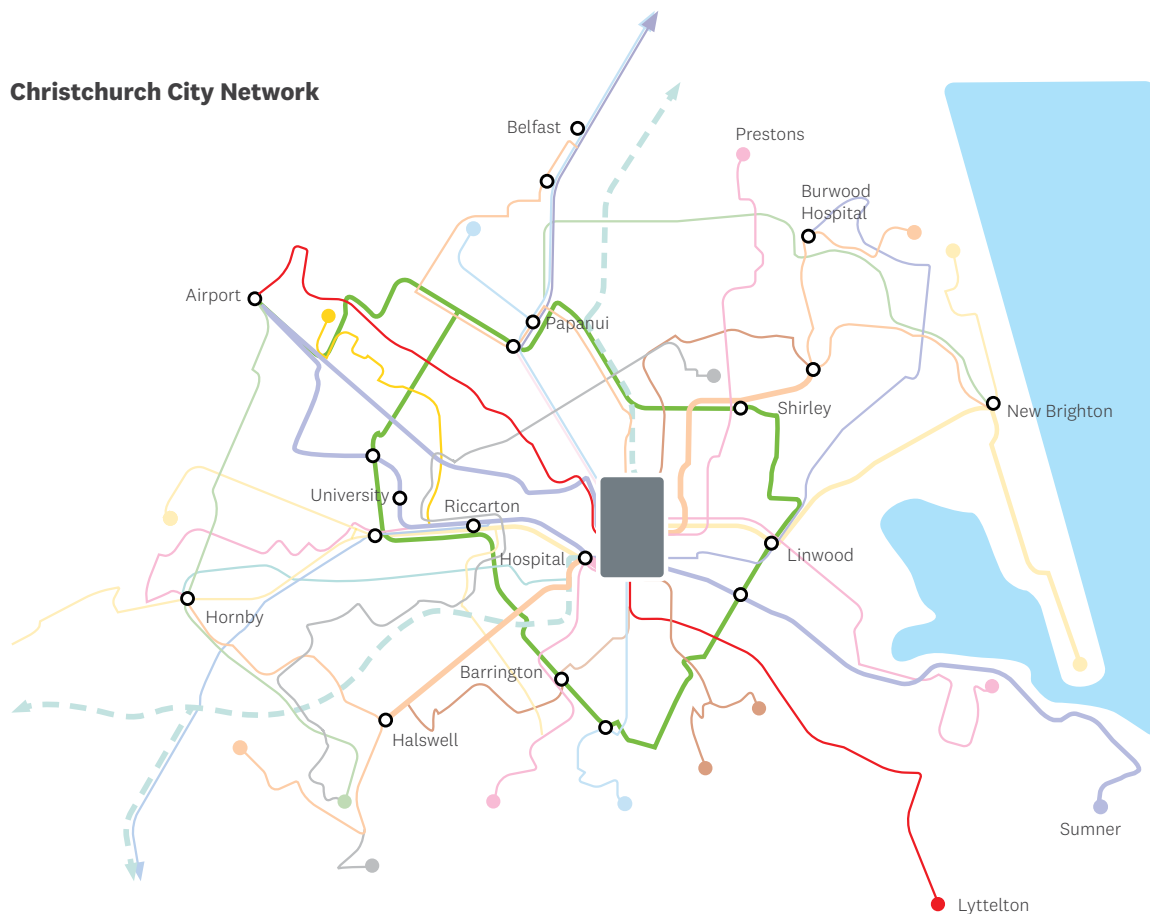


#### 4.4 Proposed Christchurch city network

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 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 will focus on bus priority measures to make the bus network more efficient and reliable and technology to improve experience.
4. Prioritising services which are walkable, direct and travel through high density areas.

#### Christchurch City Network



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





Supporting annual 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.

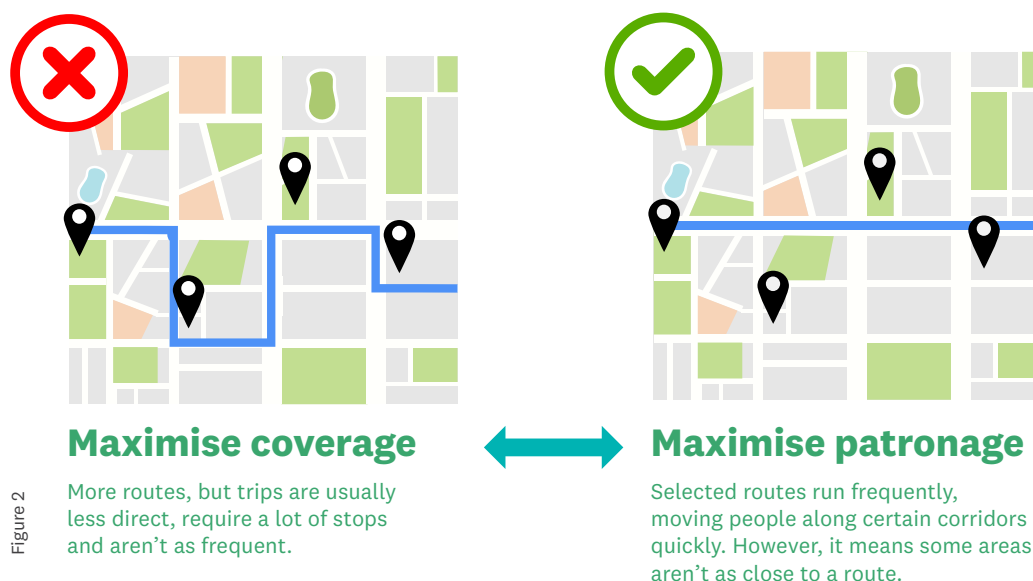


Figure 2

The maximise patronage approach reduces carbon emissions, alleviates congestion, and allows buses to run more efficiently. Whereas the maximise coverage approach provides more equitable access to public transport. When designing routes and networks, we need to try and find a balance between these two competing priorities. This is more challenging when funding is limited.

Improvements to the Public Transport network in Canterbury, approved through the PT Futures Business Case, primarily prioritise patronage over coverage.

This ensures the network meets environmental outcomes and provides the greatest number of people with access to public transport.

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.



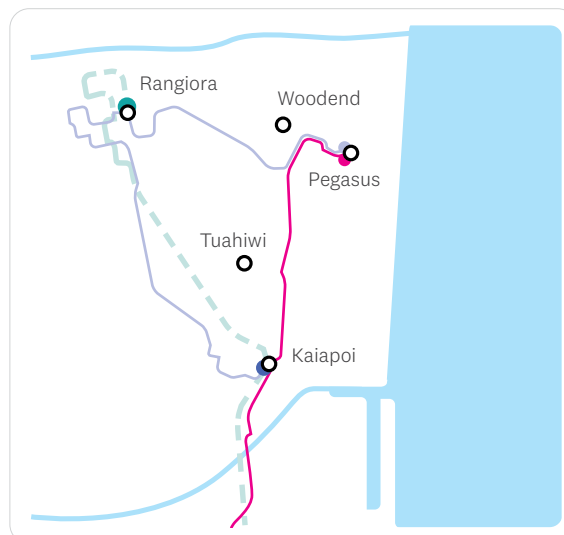
### Services in Waimakariri and Selwyn districts

Future network improvements in Waimakariri and Selwyn districts will focus on direct services between the main urban centres (Rolleston, Lincoln, Rangiora and Kaiapoi) and Christchurch city. Later improvements will include branch extensions to routes in outer areas, more direct secondary routes (as illustrated on the adjacent maps), and direct Waimakariri and Selwyn services that link with the future MRT service.

### Selwyn District Network

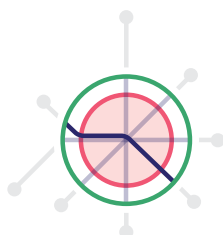
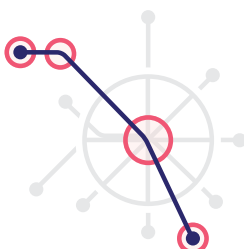
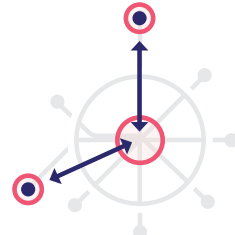

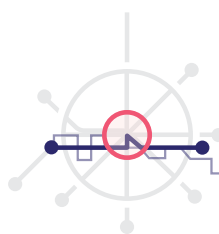
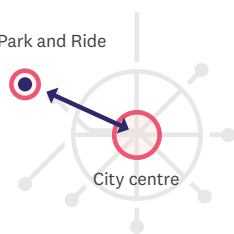
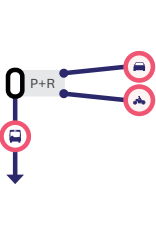


### Waimakariri District network

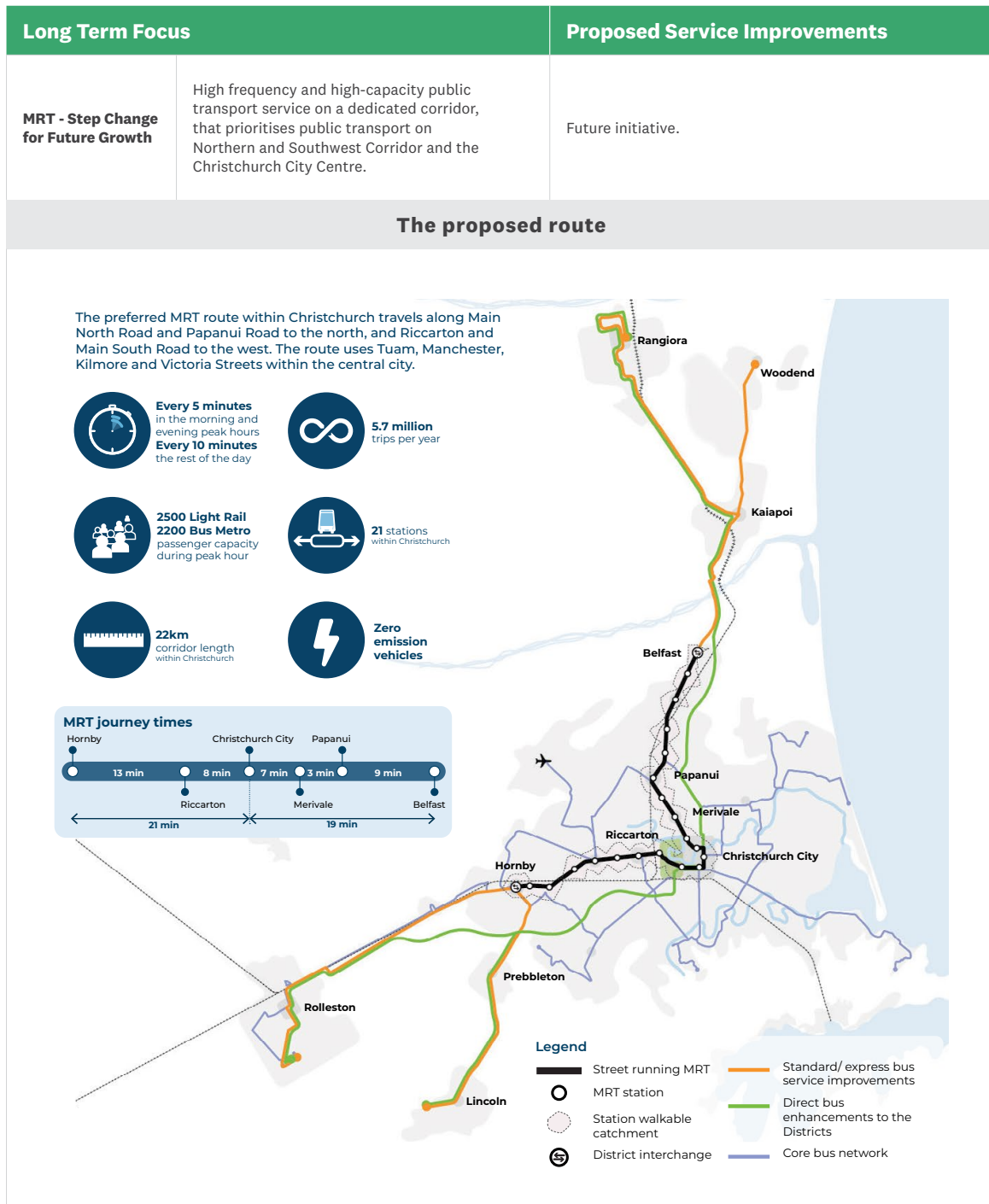


Adapted from "Greater Christchurch Public Transport Futures Combined Business Case Non Technical Summary November 2020" page 13.



Short Term Focus		Proposed Service Improvements
<b>Building Blocks for future expansion.</b>	<p>Enhanced frequencies to turn up and go through the core of Greater Christchurch. 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>Improved frequency reliability on the Orbiter to improve transfer between 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 Kaiapoi aligned to demand.</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>
Short term programme		
<div>    </div> <div> <p>Frequency improvements to frequent services</p> <p>More frequency and direct secondary routes</p> <p>Enhanced direct connections from Waimakariri and Selwyn</p> </div>		
Mid Term Focus		Proposed Service Improvements
<b>Leveraging off the capacity created through the short-term programme</b>	<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.</p> <p>Continue to replace end of life diesel buses with new electric buses.</p>
Mid term programme		
<div>     </div> <div> <p>Branch extensions to frequent routes in outer areas</p> <p>More direct secondary routes</p> <p>Further improvements to direct Waimakariri and Selwyn services</p> <p>Park and Ride</p> <p>City centre</p> <p>P+R</p> </div>		





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.

myway  
by metro

### 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).





## 4.5 Supporting infrastructure

Major infrastructure in Greater Christchurch is noted on the map on page 43.

Public transport infrastructure is critical to support service delivery. Below we classify infrastructure and assets into three tiers, related to their importance and lifecycle, and outline the investment required to maintain or upgrade them.

### Tier 1 Assets

**Description:** Foundational long-term strategic assets such as land, transport hubs, and key access corridors.

**Lifecycle:** Lifecycles are measured in decades.

**Example:** Major bus interchanges, park-and-ride facilities, MRT.

### Tier 2 Assets

**Description:** Medium-term assets essential to ensuring service reliability, such as bus stops, shelters, and priority lanes.

**Lifecycle:** Typically renewed or upgraded within 10 years.

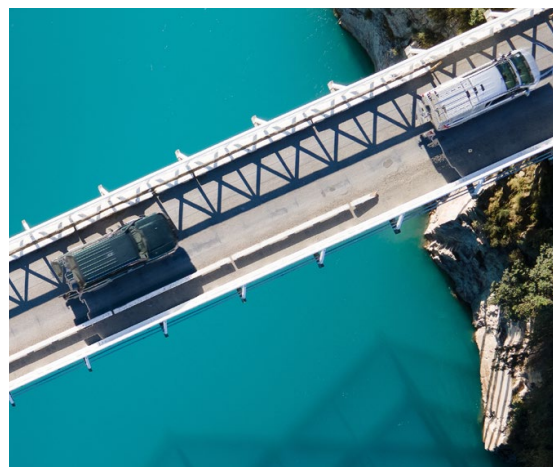
**Example:** Real-time information systems, shelters and bus priority lanes.

### Tier 3 Assets

**Description:** Commodity-type assets with shorter lifecycles, such as minor signage, bike racks, and temporary structures.

**Lifecycle:** Lifecycles are generally up to 10 years and often replaced as part of routine operations.

**Example:** Standard bus stop poles, temporary stops during route changes.



## 4.6 Delivery timeframes

To ensure effective planning and delivery, infrastructure improvements are categorised into short, medium, and long-term:

### Short-term (2024-27)

**Focus:** Address critical infrastructure gaps and low-cost low risk improvements as well as planning for medium and future term assets.

**Activities:** New shelters on high-priority routes, introduction of real-time display systems at key stops, accessibility upgrades and bus priority measures.

### Medium-term (2027-34)

**Focus:** Expansion of enabling infrastructure to support growing demand and land-use intensification.

**Activities:** Implementation of bus priority measures on additional corridors.

### Long-term (2034 +)

**Focus:** Strategic long-term investments to enable the RPTP vision.

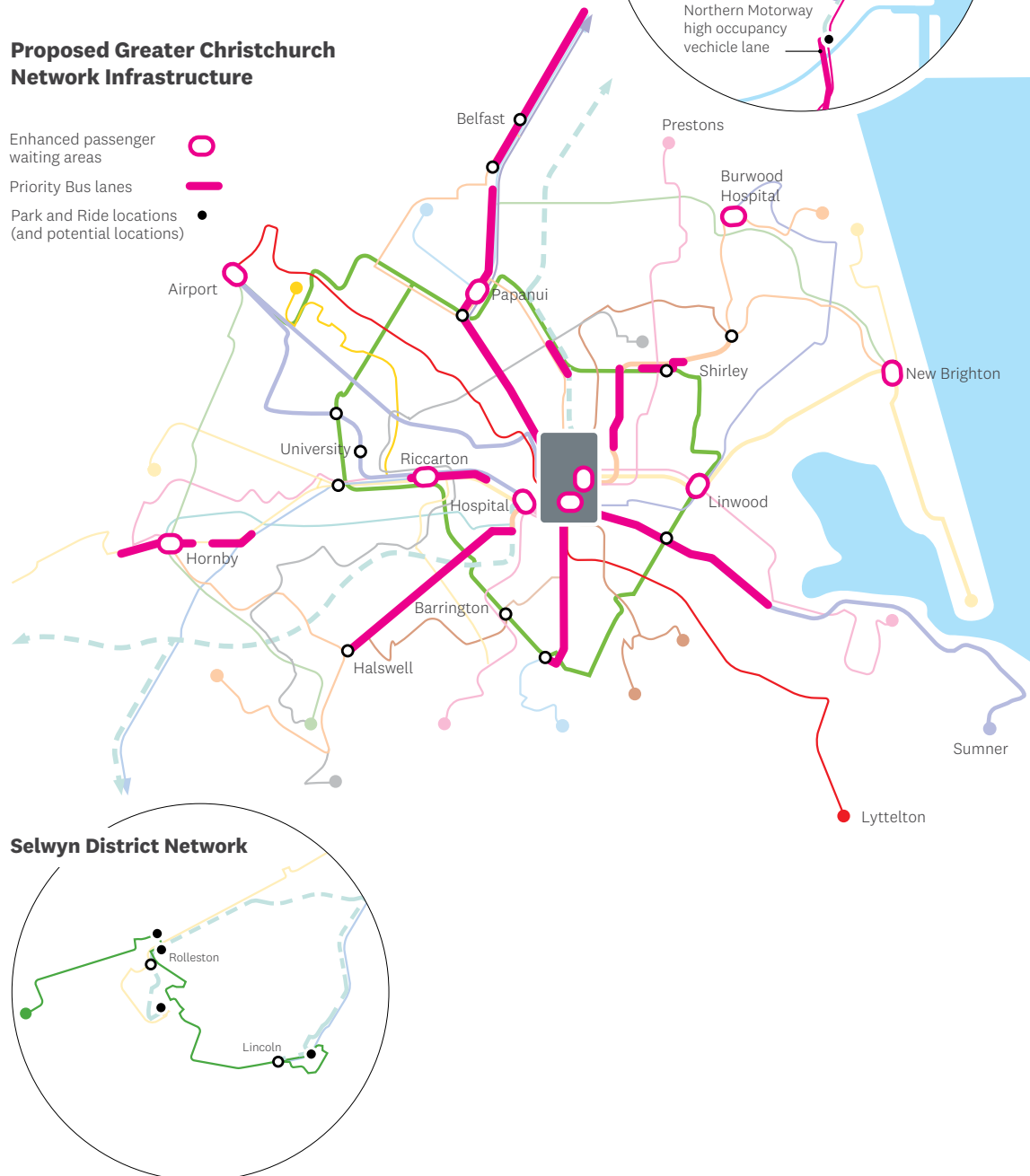
**Activities:** Major upgrades to accommodate Mass Rapid Transit (MRT), and integration of zero-emission charging infrastructure.





### Proposed Greater Christchurch Network Infrastructure

- Enhanced passenger waiting areas
- Priority Bus lanes
- Park and Ride locations (and potential locations)





#### 4.7 Christchurch City Council infrastructure

Christchurch City Council is spending approximately \$97 million on public transport infrastructure improvements, including new bus lanes and shelters, intersection changes, and renewals over the next 10 years.

Under the PT Futures infrastructure programme, Christchurch City Council plans to deliver approximately \$80 million worth of improvements. NZTA subsidy is still being confirmed for this programme.

##### PT Futures programme

Project	Description	Delivery Timeframe	Asset Tier	Funding Status	Budget (\$000)
PT Futures	Additional bus shelters Bus priority measures Real-time display units Secure bike parking Improved accessibility to access bus stops	Short to medium term (2024-34)	Tier 2	Fully funded*	\$80,029
Total					\$80,029

Additionally, Christchurch City Council plans to deliver several other public transport projects, totalling approximately \$17 million. These projects contribute to the overall improvement of public transport and are outlined in the table below.

##### Other Infrastructure Improvements

Project	Description	Delivery Timeframe	Asset Tier	Funding Status	Budget (\$000)
Bus Interchange Upgrades	Enhanced bus interchange infrastructure to cater for a greater frequency of bus services.	Medium term (2031-34)	Tier 1	Fully Funded	\$1,185
Lincoln Road Passenger Transport Improvements (Curletts to Wrights)	Construction of a bus priority lane between Curletts to Wrights	Short to medium term (2024-34)	Tier 2	Fully Funded	\$10,215
Public Transport CRAF (Christchurch Regeneration Acceleration Facility)	Bus priority lane scheme development and minor construction of bus priority lanes to accelerate the delivery of PT Futures.	Short term (2024-27)	Tier 2	Fully funded	\$3,085
Delivery Package - Public Transport Stops, Shelters & Seatings Installation	Installation of seats and shelters at bus stops with high patronage numbers	Short term (2024-27)	Tier 2	Fully funded	\$2,387
Total					\$16,872

Notes:  
Fully funded: Christchurch City Council shares confirmed. NZTA subsidies for some projects are still being confirmed. Budgets have been sourced from Christchurch City Council's Long-Term Plan 2024-2027. Refer to subsequent Christchurch City Council's Annual and Long-Term Plans for the latest projects and budgets. 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.



#### 4.8 Selwyn District Council infrastructure

Selwyn District Council provides Park and Ride facilities at two sites in Rolleston (Foster Park and Norman Kirk Drive), and bus stop/shelter infrastructure.

Improvements identified in the PT Futures business case are included in the table below and align with proposed service improvements planned by Environment Canterbury, notably provision of more direct services to Lincoln and Rolleston.

Project	Description	Delivery Timeframe	Asset Tier	Funding Status	Budget (\$000)
<b>LCLR PT Infrastructure renewal, maintenance and improvement</b>	Greater Christchurch Bus Stop Improvement Programme and bus shelter renewals across 10 years	Short to medium term (2024-34)	Tier 2	To be determined	<b>\$2,425</b>
<b>PT Infrastructure Improvements</b>	Lincoln Park and Ride	Short term (2024-27)	Tier 1	To be determined	<b>\$14,000</b>
	Rolleston Park and Ride (town centre, Kidman St)	Medium term (2027-30)	Tier 1	To be determined	
	Rolleston Park and Ride (Industrial Zone Jones Rd)	Medium term (2031-34)	Tier 1	To be determined	
<b>Total</b>					<b>\$16,425</b>

#### 4.9 Waimakariri District Council

As with Selwyn District, Waimakariri District has a network of bus stop/shelter infrastructure and has invested in Park and Ride facilities in both Rangiora (River Road, Dudley Park, Southbrook Park) and Kaiapoi (Kaiapoi Central in Charles St and Kaiapoi Southern on Main North Rd). Future infrastructure investment may include improvements or expansion to these existing sites as demand dictates, and:

Project	Description	Delivery Timeframe	Asset Tier	Funding Status	Budget (\$000)
<b>LCLR PT Infrastructure renewal, maintenance and improvement</b>	Greater Christchurch Bus Stop Improvement Programme and bus shelter renewals across 10 years	Short to medium term (2024-34)	Tier 2	Fully funded*	<b>\$4,000</b>
<b>PT Infrastructure Improvements</b>	Woodend/Ravenswood Park and Ride	Short term (2024-27)	Tier 1	Fully funded*	
*subject to approval of funding through the NLTP					





#### 4.10 Timaru District Council

Timaru District Council has 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.



#### 4.11 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.



## 5. Actions

The key actions planned 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 component of the Public Transport Futures Business Case.</p> <ul style="list-style-type: none"> <li>Agree and implement the next steps for the detailed business case for Mass Rapid Transit and protect the corridors.</li> <li>Continue to align public transport planning with changes in land use as per the Greater Christchurch Spatial Plan.</li> <li>Engage with central government to secure a significant investment package for public transport that will transform and enable public transport and Mass Rapid Transport to shape urban form.</li> </ul>	<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
Network (Services and infrastructure)		
<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>
Customers		
<p>Roll-out of Motu Move 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>		
<b>Work with partners and central government to explore funding for public transport and Mass Rapid Transit</b>		
<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>Work with NZTA to agree longer-term targets for improved private share of operating expenditure.</p> <p>Develop an action plan of interventions to improve private share of operating expenditure to progress towards meeting the targets.</p> <p>Provide performance reporting on private share ratio of operating expenditure.</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>Agree longer term targets for improved private share of operating expenditure.</p> <p>Implement interventions to improve private share of operating expenditure aligned to targets.</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 Environment Canterbury Procurement Strategy 2025.</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 private revenue, 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 grants 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.

We will provide an overview of the outcome measures as part of our wider annual reporting and make data accessible on our website where possible.

Environment Canterbury’s Council will review any necessary changes to the outcome and service measures (collectively described as the impact framework) each year through their annual or long-term plans. The RPTP will be varied to reflect any changes.





Environment Canterbury will update the outcome and service measures in June 2025 to reflect any changes approved through Environment Canterbury's Annual Plan 2025/26. This information reflects data on pages 56 to 61 of the draft Annual Plan 2025/26.

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 Greater Christchurch population using public transport in the last year</li> </ul>	Reporting annually on the number of estimated unique users of public transport in Greater Christchurch using the ticketing system	Increasing 2023/24: 30.7%
<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 from the Health and Air Pollution in New Zealand (HAPINZ) 3.0 report.</p> <p>Reporting annually on NO<sub>2</sub> emissions generated by the public transport fleet in our real-time data</p>	<p>Reducing 2016: 359 for 10 districts in Canterbury</p> <p>Reducing 2023/24: 73.65 tonnes</p>
<b>C. Accessibility</b> <ul style="list-style-type: none"> <li>Percentage of workplaces in Greater Christchurch and Timaru within 400 metres of network bus stops</li> </ul>	Reporting annually on active bus stops from our network information (updated annually), and Stats NZ data (updated every census).	<p>Increasing</p> <p>2023/24: Greater Christchurch 77.1%</p> <p>2023/24: Timaru 84.5%</p>
<b>D. Inclusive access</b> <ul style="list-style-type: none"> <li>Percentage of key activity centres in Greater Christchurch within 400 metres of network bus stops</li> <li>Percentage of households in Greater Christchurch within 400 metres of network bus stops</li> <li>Number of marae in Greater Christchurch within 400 metres of network bus stops</li> </ul>	<p>Note key activity centres include schools, hospitals, medical centres and defined key activity centres by territorial authorities</p> <p>Reporting annually on active bus stops from our network information (updated annually), and Stats NZ data (updated every census)</p> <p>Reporting annually on active bus stops from our network information (updated annually), and Ministry of Māori Development data</p>	<p>Increasing 2023/24: 94.9%</p> <p>Increasing 2023/24: 80.5%</p> <p>Increasing 2023/24: 4 out of 7 marae within Greater Christchurch</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 from the Christchurch City Council's emissions tracker	Reducing 2023/24: 2.5 mega tonnes

<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 28	Previous result (2023/24)	2024-25 target	2025-26 target	2026-27 target	2027-28 target
Percentage of customers satisfied with Metro public transport services	95%	95% or more	95% or more	95% or more	95% or more
Service measure 29	Previous result (2023/24)	2024-25 target	2025-26 target	2026-27 target	2027-28 target
Number of trips per capita per year in Greater Christchurch and Timaru	27* (new measure)	25 or more	27 or more	28 or more	29 or more
Service measure 30	Previous result (2023/24)	2024-25 target	2025-26 target	2026-27 target	2027-28 target
Percentage of fleet that meet quality criteria	87%	80% or more	80% or more	80% or more	80% or more
Service measure 31	Previous result (2023/24)	2024-25 target	2025-26 target	2026-27 target	2027-28 target
Number of safety related incidents (passengers and drivers) per 100,000 passenger trips	2* (new measure)	3 or less	3 or less	3 or less	3 or less
Service measure 32	Previous result (2023/24)	2024-25 target	2025-26 target	2026-27 target	2027-28 target
Percentage of bus and ferry services that start on time	Bus services: 96% Ferry services: 97%* (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
Service measure 33	Previous result (2023/24)	2024-25 target	2025-26 target	2026-27 target	2027-28 target
Proportion of kilometres travelled by zero emission vehicles	18%* (new measure)	19% or more	20% or more	21% or more	22% or more
Service measure 34	Previous result (2023/24)	2024-25 target	2025-26 target	2026-27 target	2027-28 target
Percentage of customers satisfied with Total Mobility services	96%	95% or more	95% or more	95% or more	95% or more

\*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.

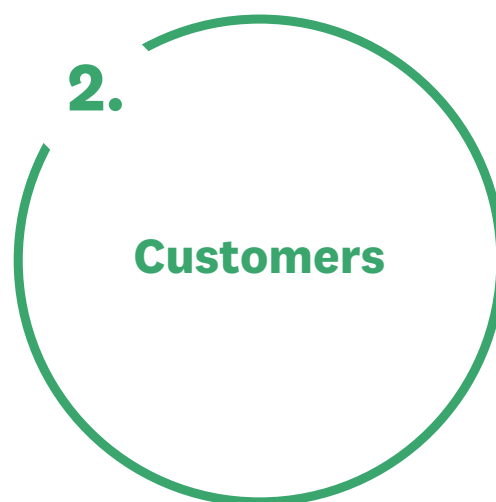
From Environment Canterbury Long Term Plan 2024-2034 pages 64 and 65

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





## ***Our four key policy areas:***





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



### 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.

### Policy area 1A: Services 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			
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.								

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





### 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.







### 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.
- where population density and general urban conditions would support successful on-demand services.

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 ideally can be picked up no later than an hour after school finishes.

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.

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.
- Consider leveraging the capabilities of the National Ticketing Solution (NTS) to review fare policies and zone options, for example, the investigation of a Christchurch City Central City Zone.

### 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.

### 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.

### 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.

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



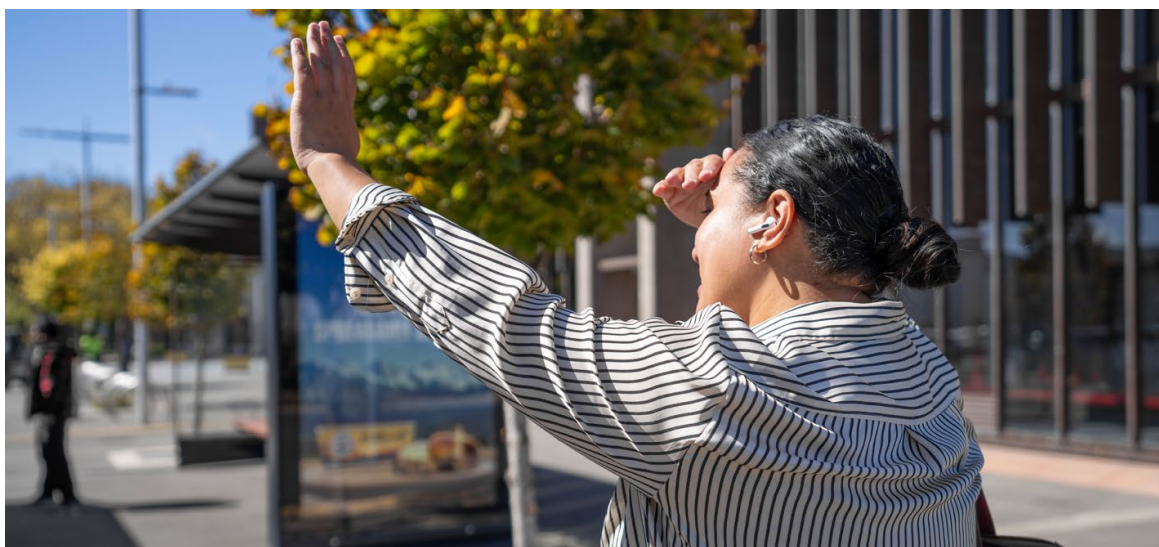
### Objective 1C:

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 and network utility owners on structure plans and area development plans to integrate public transport with energy requirements, land use development and integration with 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 Customer 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:**

- Monitor of number of pets being carried.
- Undertake regular reviews of the controls under the Code of Conduct.
- Incorporate appropriate controls for the carriage of pets on public transport into the Metro Code of Conduct.

#### Explanation

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 Motu Move.
- 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 Motu Move, 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 Motu Move that will offer a consistent ticketing experience throughout the country.

Payment through the Motu Move 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 Motu Move 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 Motu Move 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 Motu Move 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.

### What the funding pays for

- 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 current funding situation

Private share contribution 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 Private share contribution across our networks. Private share contribution 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 Long-Term Plan Plan and Annual Plan processes with current revenue and expenditure figures noted in Table 3.1.

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 3.1 outlines the public transport projections from the 2025/26 Annual Plan.

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

(Final figures to be determined following Annual Plan processes).

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.

	Annual Plan	Revenue and expenditure by year (\$000's)							
	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
General rates	10,703	10,651	10,861	11,073	11,359	11,539	11,716	12,107	12,248
Targeted rates	64,301	84,331	90,318	93,075	96,627	99,582	103,418	108,669	114,254
Grants	74,962	88,724	92,346	96,298	101,609	106,791	111,223	117,138	123,398
User pays and other	17,443	17,461	17,829	20,350	20,749	21,152	23,796	24,092	24,392
<b>Revenue</b>	<b>167,408</b>	<b>201,167</b>	<b>211,354</b>	<b>220,796</b>	<b>230,344</b>	<b>239,063</b>	<b>250,152</b>	<b>262,006</b>	<b>274,292</b>
Bus and ferry services	155,241	200,326	210,704	220,346	229,387	238,002	249,307	260,851	273,059
Total Mobility and Community Vehicle Trust	16,071	12,623	13,405	14,325	15,213	16,171	17,288	18,389	19,560
<b>Expenditure</b>	<b>171,312</b>	<b>200,326</b>	<b>210,704</b>	<b>220,346</b>	<b>229,387</b>	<b>238,002</b>	<b>249,307</b>	<b>260,851</b>	<b>273,059</b>
<b>Surplus/(Deficit)</b>	<b>(3,904)</b>	<b>841</b>	<b>650</b>	<b>450</b>	<b>957</b>	<b>1,061</b>	<b>844</b>	<b>1,155</b>	<b>1,233</b>

Table 3.1 Public transport funding projections to 2033 (\$000).

Taken from Environment Canterbury's Long-Term Plan 2024-34 and Draft Annual Plan 2025/26.



## 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 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.
- Explore how to grow third party private revenue share.

#### 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.
- Review fares annually to balance operating costs with incentivising patronage. Make any necessary adjustments to ensure private share revenue targets are achievable and consistent with NZTA policy and ministerial expectations.
- 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 Motu Move 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.

Motu Move 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. Motu Move will ensure that customers can access the best price for that journey.

To enhance customer experience, as part of a ny 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. Motu Move 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 Motu Move 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 remainder 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.



## 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.



Item 5

Attachment C





## 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.

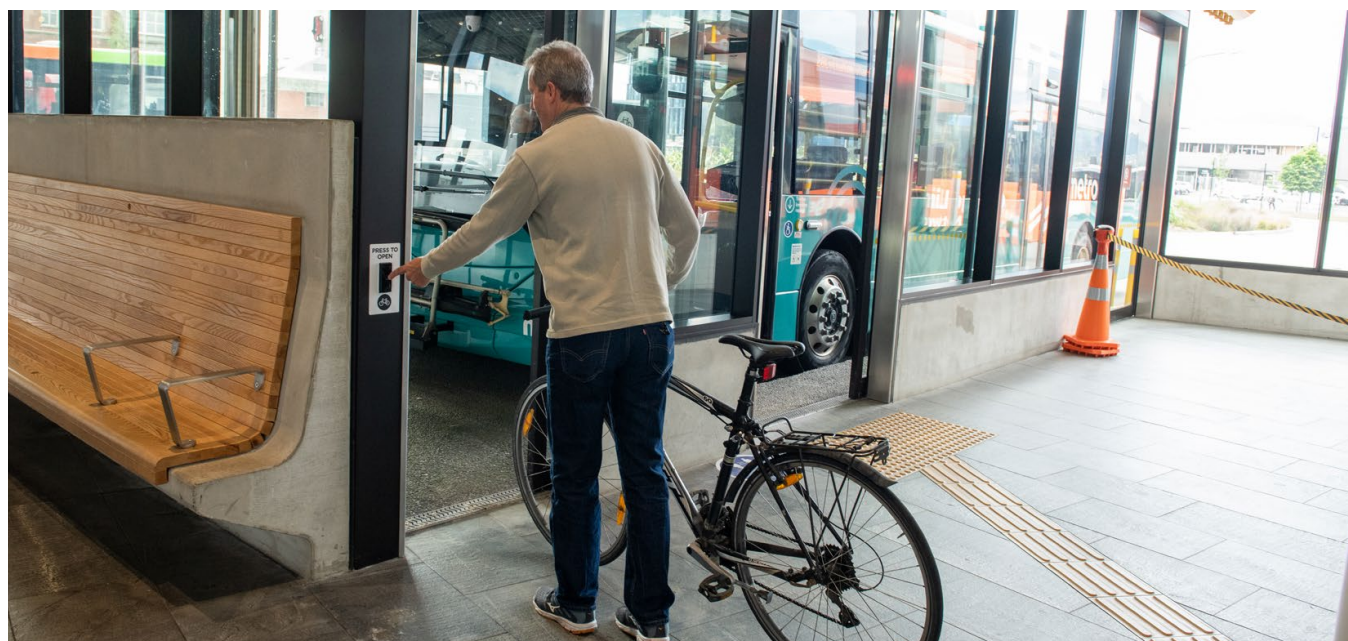
Environment Canterbury will encourage operators to embrace environmental innovation through vehicle standards and the procurement process.

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 (see Fleet decarbonisation strategy appendix 6).

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 compliant bicycle racks are provided on all contracted 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 2025-28) which sets out its procedure for procuring public transport services.

The Land Transport Management (Regulation of Public Transport) Amendment Act 2023 (2023 No.56) approved August 2023, triggered a review of the Environment Canterbury Transport Procurement Strategy to ensure it is fit for purpose and aligned with relevant changes to the LTMA.

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 amendment in the 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.



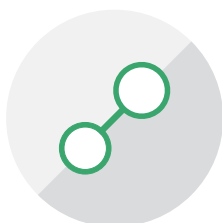
## Key Considerations | The Changing Landscape

### 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.

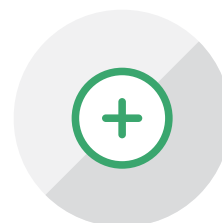
Operators may be reluctant to invest in zero emission buses (ZEBs), associated depot electrification, or other service uplifts, where the economic life / cost of the investment matches poorly with remaining contract terms or are only willing to do so at high cost to ECan.



#### 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 value for money for Environment Canterbury.



#### 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 enablement 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 with operators

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 LTMA 2023 and Procurement Strategy 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.

The register is available at <https://api.ecan.govt.nz/TrimPublicAPI/documents/download/5562456>



### 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



### Objective 4C:

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

**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.





## 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.

**Part C:**  
**Appendices**  
Āpitihanga

Item 5

Attachment C



## Contents / Ngā wāhanga o roto

### Part C: Appendices

#### Appendix 1. Public Transport Futures Strategic Case

Introduction	108
Strategic Context – An overview	112
Benefits and Investment Objectives	117
Strategic Alignment	119
Dependencies and Integration	122
Initial Risks	123

#### Appendix 2. Services (including integral services) by policy 1.0 service levels

Existing turn-up-and-go standards	124
Core frequent services	124
Connector Services	125
Link Services	126
Direct services	127
On-demand	127
Specialist services	128
Total Mobility Services	129
Exempt services	129
Community Vehicle Trusts	130

#### Appendix 3. Development of the farebox recovery policy

Background	132
Farebox recovery principles	132
Farebox recovery	133
Farebox recovery in Canterbury	133
Future improvements to farebox recovery	133

#### Appendix 4. Considering the needs of the transport disadvantaged

Who is transport disadvantaged?	135
Where do our transport disadvantaged customers need to travel?	136
Public transport responses	137

#### Appendix 5. Policy on significance

Purpose	138
Determination of significance	138
Consultation on variations that are not significant	139
6.3 Variations	139

#### Appendix 6. Waitaha/Canterbury Regional Public Transport Plan (RPTP) – Fleet Decarbonisation Strategy

Why we are decarbonising our public transport fleet	140
Strategic priorities to reach zeroemissions by 2035	144
Monitoring	145

#### Glossary of Acronyms

146







## 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.





## 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.

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

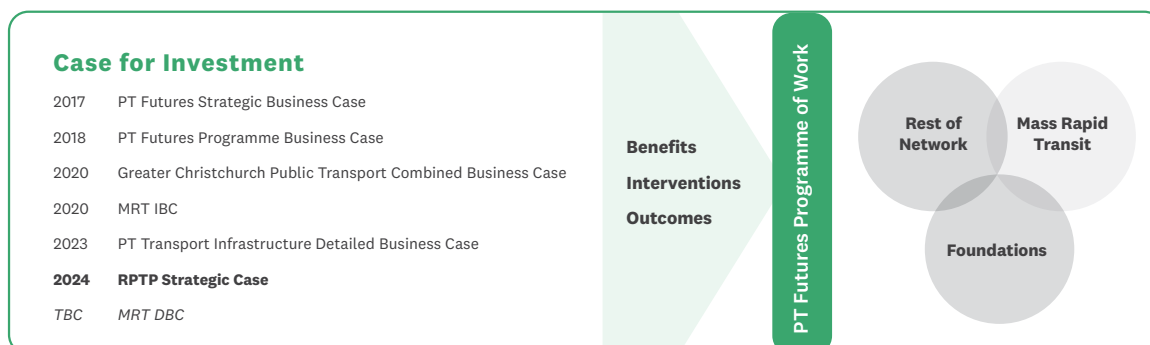


Table 1 PT Futures Programme and roles

Lead Agency	PT Future Elements – <i>subject to funding approval</i>	
Environment Canterbury	Service improvements	<p>First 6 years Foundations – this Strategic Case)</p> <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>
Christchurch City Council	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>
Waimakariri District and Selwyn District Councils	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>
Christchurch City Council/Environment Canterbury.	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 suggests that patronage numbers have not increased back to pre-COVID levels. This is not applicable to 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.

Passenger trips have risen significantly since then with 14.74 million trips in 2023/24, despite a significantly smaller network when compared to pre-earthquake (currently around 250 buses operate daily covering 16.8 million km annually as opposed to over 300 daily buses and 19.8 million km travelled annually in 2010). Utilisation of the network has grown favourably when compared with the pre-quake network and although the number of trips continues to increase, we still need to significantly increase patronage to achieve a real step change in travel behaviour and this requires committed investment to improve the frequency, accessibility and reliability of the network.

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 (CO <sub>2</sub> ) from all transport sources.
			KPI 4.3	Reduce the air pollution (from PM <sub>10</sub> and NO <sub>2</sub> ).
	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. The GPS 2024 focuses 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.

Reforms to the Land Transport Management Act (LTMA) 2003 established several principles focused 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>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>	In part
<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>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>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>	☑



National and Regional Policy Framework	Aligns
<p>New Zealand's second emissions reduction plan 2026–30</p> <p>Aotearoa New Zealand's emissions reduction plan (ERP) outlines how Aotearoa will reduce emissions. In December 2024 the Government released the second emissions reduction plan. This will cover the emissions budget for the years 2026 to 2030.</p> <p>The ERP states that realising the benefits of reliable and accessible public transport will require continued planning, delivery and maintenance to support growing populations and meet demand. Improvements will need to occur progressively through investments in and enhancements to infrastructure and services. This work includes:</p> <ul style="list-style-type: none"> <li>• Making better use of existing infrastructure</li> <li>• Introducing new technologies to optimise networks and services.</li> <li>• Integrating transport investment with housing and land-use planning.</li> <li>• Aligning PT Futures and existing work programme improvements with the ERP.</li> </ul>	<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

The GCP are currently progressing the MRT project with Christchurch City Council as the lead. Planning and development will continue over the short to medium term with implementation in the longer term. 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	GPS 2024 and ERP 2 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 (2027-30 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 (2024-30 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 (2027-30 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, Edgeware, 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 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 West 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	✓



## 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		✓
Ashburton	In areas where scheme transport providers operate.	Ashburton Taxis		✓
Timaru	In areas where scheme transport providers operate.	Timaru Taxis Geraldine Community Vehicle Trust Driving Miss Daisy Timaru		✓
Waimate	In areas where scheme transport providers operate.	Waimate Vehicle Trust		✓

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 required 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	✓
Hanmer Springs	Support the community in offering reliable, free transportation to health and wellbeing appointments both locally within Hanmer Springs as well as the wider area of North Canterbury and Christchurch.	Hanmer Springs Community Vehicle Transport	Grant funded	✓
Cheviot	A transport option for hospital appointments or treatment; operations, anything medical or health-related.	Cheviot Community Vehicle Trust	Grant funded	✓
Amuri (Culverden Waiau)	Transport option within Hurunui and to Rangiora or Christchurch for important specialist appointments.	Amuri Community Vehicle Trust	Grant funded	✓
Hawarden Waikari	Transport option providing access to medical or hospital services outside of Hawarden-Waikari region.	Hawarden-Waikari Community Vehicle Trust	Grant funded	✓
Amberley	Transport option throughout the Amberley District.	Amberley District Community Vehicle Trust	Grant funded	✓
Waimakariri District	Transport option covered within North Canterbury includes Rangiora, Oxford and Kaiapoi.	North Canterbury Community Vehicle Trust	Grant funded	✓
Malvern (Darfield)	Transport option covering	Malvern Community Vehicle Trust	Grant funded	✓
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	✓



Location	Extent	Service providers	Contracted	Integral Service
Ashburton District	Mt Somers, Methven, Rakaia, Wakanui, Chertsey, Fairton and Hinds – Return trips into the Ashburton township, running on-demand five days a week.	Ashburton / Mid Canterbury Connector	Grant funded	☑
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	☑
Fairlie	Transport options to healthcare appointments in Fairlie, and healthcare, social welfare or other appointments in Timaru.	Fairlie Community Vehicle Trust	Grant funded	☑
Geraldine	Transporting residents to and from and around the village and transport to and from Timaru or Temuka.	Geraldine Community Vehicle Trust	Grant funded	☑
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	☑
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	☑
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	☑
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	☑

\* These services are exempt services but identified as "integral" to the public transport network under the section 120 of the LTMA. Identifying an exempt service as integral does not change its status as an exempt service. For further clarity see <https://www.nzta.govt.nz/resources/guidelines-for-regional-public-transport-plans>



## 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

How farebox recovery is calculated is defined in Appendix D of the NZTA's "Development Guidelines for Regional Public Transport Plans" published in September 2024 (<https://www.nzta.govt.nz/resources/guidelines-for-regional-public-transport-plans>).

These formulae can be applied to future and historical financial data to assess performance for comparative purposes.

### 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 RTPP 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 RTPP 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<sub>2</sub>) emissions to net zero is the highest priority for addressing climate change. Unlike other gases, CO<sub>2</sub> 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. (<https://www.transport.govt.nz/area-of-interest/public-transport/public-transport-decarbonisation/>).

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.

As at December 2024 of the 296 vehicles in the Greater Christchurch PT fleet 68 are Electric buses.





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.





Item 5

Attachment C





## 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.

Changes to the Land Transport Management Act in 2023 provide a new framework for how public transport is planned, procured, and delivered. One objective of this 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.



**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.







## Glossary

<b>BCA</b> – Business Case Approach	<b>Private Revenue Share</b> – Financial contribution to public transport operating expenditure from passenger fares, private fare substitutes (from third party fare schemes), commercial revenue (ie advertising, rentals, sponsorship or investment revenue), and enforcement fees or fines.
<b>CCC</b> – Christchurch City Council	<b>PT</b> – Public Transport
<b>CERF</b> – Public Transport Fleet Decarbonisation Fund	<b>PT Futures</b> – Public Transport Futures, a collaborative investment program that brings together public transport services and infrastructure.
<b>CRAF</b> – Christchurch Regeneration Acceleration Facility	<b>PTOM</b> – Public Transport Operating Model
<b>CRTC</b> – Canterbury Regional Transport Committee	<b>Public revenue share</b> – Financial contribution to public transport operating expenditure from local and regional council rates and central government grants
<b>CVT</b> – Community Vehicle Trust	<b>RLTP</b> – Regional Land Transport Plan
<b>GCPC</b> – Greater Christchurch Partnership Committee	<b>RPTP</b> – Regional Public Transport Plan
<b>DBC</b> – Detailed Business Case	<b>RUB</b> – Requirements for Urban Buses
<b>GPS</b> – Government Policy Statement	<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>HAPINZ</b> – Health and Air Pollution in New Zealand	<b>SDC</b> – Selwyn District Council
<b>ILM</b> – Investment Logic Mapping	<b>SPTF</b> – Sustainable Public Transport Framework
<b>KPI</b> – Key Performance Indicators	<b>SSBC</b> – Single Stage Business Case
<b>LCLR</b> – Low-Cost Low-Risk	<b>TUAG</b> – Turn up and go services
<b>LTMA</b> – Land Transport Management Act	<b>VKT</b> – Vehicle Kilometres Travelled
<b>LTP</b> – Long Term Plan	<b>WDC</b> – Waimakariri District Council
<b>Motu Move</b> – the brand name for the National Ticketing System	<b>Private Share Contribution</b> – Private share contribution has been defined as passenger fare revenue, private fare substitutes (from third party fare schemes), commercial revenue (from advertising, rentals, sponsorship or investment revenue) or enforcement fees (e.g. fines for unpaid tickets).
<b>MyWay by Metro</b> – Timaru’s on-demand public transport system	
<b>MRT</b> – Mass Rapid Transport	
<b>NLTF</b> – National Land Transport Fund	
<b>NLTP</b> – National Land Transport Programme	
<b>NTS</b> – National Ticketing Solution	
<b>NZTA</b> – NZ Transport Agency Waka Kotahi	
<b>PBC</b> – Programme Business Case	





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## 6. Greater Christchurch Transport Plan Endorsement

Reference Te Tohutoro: 25/611958

Responsible Officer(s) Te  
Pou Matua: Jesse Burgess, Chair of the Transport Manager Group

Accountable ELT  
Member Pouwhakarae: John Bartels, Director Greater Christchurch Partnership

### 1. Purpose of Report Te Pūtake Pūrongo

- 1.1 The purpose of this report is present the final Greater Christchurch Transport Plan to the Greater Christchurch Partnership Committee for endorsement.

### 2. Relationship to Partnership Objectives Ngā Whāinga Matua ki te hononga

- 2.1 The partnership developed a Joint Work Programme<sup>1</sup> which identifies the development of a Greater Christchurch Transport Plan as a key initiative, to plan and coordinate the development of an integrated transport system to achieve the outcomes set out in the Greater Christchurch Spatial Plan.

### 3. Officer Recommendations Ngā Tūtohu

That the Greater Christchurch Partnership Committee:

1. **Receives and endorses** the Greater Christchurch Transport Plan.
2. **Notes** the final designed Greater Christchurch Transport Plan will be circulated to members separately prior to the meeting.
3. **Approve** the Director of the Greater Christchurch Partnership to make any final editorial updates to correct typographical, formatting or minor design errors identified within the document.
4. **Notes** the next steps for reporting on the progress of the Greater Christchurch Transport Plan.

### 4. Context/Background Te Horopaki

- 4.1 The final Greater Christchurch Transport Plan document will be provided under separate cover prior to the meeting.

#### Background

- 4.2 The purpose of the Greater Christchurch Transport Plan focuses on implementation and identifies the changes required to deliver the opportunity and directions of the Greater Christchurch Spatial Plan (GCSP).
- 4.3 It also outlines the key strategic partnership actions that require a collaborative approach and commitment to succeed.
- 4.4 The drafting of the document is a result of a collaborative partner approach, based on feedback throughout the development process to shape the plan and ensure it takes a best for Greater Christchurch perspective.

<sup>1</sup> [Greater-Christchurch-Spatial-Plan-2024-Joint-Work-Programme.pdf \(greaterchristchurch.org.nz\)](https://greaterchristchurch.org.nz/Greater-Christchurch-Spatial-Plan-2024-Joint-Work-Programme.pdf)



- 4.5 The draft Greater Christchurch Transport Plan was presented to the Greater Christchurch Partnership Committee in March for the review. The Committee had no feedback on the plan and indicated it did not require wider partner governance briefings on the transport plan, noting we are not proposing the plan to be formally adopted by partner governance.
- 4.6 Environment Canterbury did hold a briefing on the transport plan for its Council on 1 May.
- 4.7 The final Greater Christchurch Transport Plan will be circulated to members under separate cover prior to the meeting.
- 4.8 Any amendments of minor effect to design or to correct minor errors are consider of an operational nature and would be approved by the Director of the Greater Christchurch Partnership.
- 4.9 Subject to the plan being endorsed it will be made publicly available through the Greater Christchurch Partnership and partner Council websites, where appropriate.

## 5. Next steps

- 5.1 Subject to the plan being endorsed it will be made publicly available through the Greater Christchurch Partnership and partner Council websites, where appropriate.
- 5.2 The implementation progress will be coordinated through the Transport Managers Group and overseen by the Senior Officials Groups. Progress reporting to the committee would be aligned to the broader GCSP monitoring and reporting framework.

## Attachments Ngā Tāpirihanga

No.	Title	Reference	Page
A	Greater Christchurch Transport Plan <i>(Under Separate Cover)</i>		

## 7. Joint Housing Action Plan - Phase 2 Actions

Reference Te Tohutoro: 25/617949

Responsible Officer(s) Te Pou Matua: John Bartels, Director Greater Christchurch Partnership

Accountable ELT Member Pouwhakarae: John Bartels, Director Greater Christchurch Partnership

### 1. Purpose of Report Te Pūtake Pūrongo

- 1.1 To provide the proposed Phase 2 actions for the Greater Christchurch Partnership Committee's (Committee) endorsement. It outlines the phased approach for returning to the Committee with further details on the anticipated costs, opportunities and challenges of implementing each of these actions.
- 1.2 This report follows on from the workshop discussions and feedback provided at the 7 March 2025 Committee meeting on the options to progress as Phase 2 actions of the Joint Housing Action Plan (JHAP).

### 2. Relationship to Partnership Objectives Ngā Whāinga Matua ki te hononga

- 2.1 The development and implementation of the Joint Housing Action Plan (JHAP) was committed to as part of the Greater Christchurch Spatial Plan and is a work programme priority for the Greater Christchurch Partnership (Partnership).

### 3. Officer Recommendations Ngā Tūtohu

That the Greater Christchurch Partnership Committee:

1. **Receives** this report.
2. **Endorses** the Joint Housing Action Plan - Phase 2 actions as detailed in Attachment A.
3. **Notes** that the work on the Phase 2 actions has been sequenced into three tranches, allowing actions that have limited upfront financial implications to be progressed most quickly.

### 4. Context/Background Te Horopaki

- 4.1 Joint Housing Action Plan (JHAP) Phase 1 findings and options were presented at the 13 December 2024 Committee meeting as part of a workshop and feedback provided. The materials presented at this workshop were informed by two documents prepared as part Phase 1 work:
  - JHAP Phase 1 Findings report
  - JHAP Phase 1 - Indicative Economics Assessment report.
- 4.2 From the Phase 1 investigations it was found that the most effective levers available to partners to positively impact social and affordable housing are:
  - Partners leveraging land holdings;
  - Accessing fundings and financing for housing developments;
  - Pro-housing policy changes that support Mana Whenua, Community Housing Providers and Community Housing Trusts (CHPs/CHTs) in generating more affordable housing; and

- Partnering and advocacy to influence external settings and levers out of control of the GCPC e.g. Government legislation, investment attraction.
- 4.3 Building on Phase 1 of the Joint Housing Action Plan, Ōtautahi Community Housing Trust (ŌCHT) has continued efforts to amend its Trust Deed—through a Private Bill—to operate beyond Christchurch City Council boundaries. With Council support confirmed in December 2024, the Private Bill has been drafted and is ready for introduction to the House of Representatives. Officers will look to update the Committee as it progresses.
- 4.4 Four Partner briefings were completed by the relevant council officers and supported by the secretariat across February 2025.
- 4.5 John Bartels presented a summary of the feedback received at these briefings from elected members at the 7 March 2025 Committee meeting. This highlighted that the majority of the options were supported as Phase 2 actions. As actions this involves completing the work necessary to inform decision making by Partners.
- 4.6 From the Partner briefings there were three options which had received mixed feedback: 1) undertaking the next stages of assessment and scoping for Inclusionary Zoning; 2) assessing and scoping a targeted rate; and 3) advocacy for Inclusionary Zoning in Resource Management Act reforms.
- 4.7 The workshop with the Committee at the March 2025 meeting resulted in support for those options that had received mixed feedback to be progressed, such as Inclusionary Zoning, but only doing the minimum work required at this stage to identify high level costs involved in the process of implementing these actions and likely implications.
- 4.8 Officers will complete the work necessary to provide Committee members with a clearer picture of the anticipated range of costs to Partners for implementing each action, alongside the forecast social and affordable housing yield drawn from the Phase 1 Indicative Economic Assessment report.
- 4.9 This approach maximises the effective use of Partner resources in providing this next level of detail on each action whilst recognising the range of views across Committee members on proceeding with various actions.
- 4.10 The proposed actions for Phase 2 of the Joint Housing Action Plan are outlined in **Attachment A**. These actions have been categorised for completion over different time horizons, as three distinct tranches:
  - **Tranche 1 - Progress now:** So that the Committee can consider and ideally Partners can make decisions to implement within the FY25/26;
  - **Tranche 2 - Assess and scope:** Complex actions that have significant impacts, which need to be further assessed and scoped for the Committee to consider and Partners to make decisions to implement beyond the FY25/26;
  - **Tranche 3 - On hold:** Awaiting clarification of Government legislation or policy to enable assessment of the whether the action can be implemented.
- 4.11 There was additional feedback from the Committee at the March workshop with Mana Whenua identifying housing for its people as a high priority. This included Mana Whenua needing support to help realise the desired housing for Māori across Greater Christchurch area. A specific action has been introduced into Phase 2 of the JHAP to explore a ‘navigator’ role for progressing new housing opportunities for Mana Whenua.
- 4.12 Other feedback related to the approach to advocacy on having inclusionary zoning (affordable housing value capture) included as part of the Resource Management Act reforms. The





tangible advocacy ‘asks’ have been further detailed as part of the Phase 2 actions for consideration by the Committee.

- 4.13 A presentation that summarises the approach taken to identifying the Phase 2 actions for the Joint Housing Action Plan is included as **Attachment B**. This reflects the input and feedback provided by the Committee and Partner Council as part of this process.

5. Next Steps

- 5.1 The proposed next steps from this report are:
- 5.1.1 Secretariat to work with members of the Housing Working Group to progress the Phase 2 actions as outlined in **Attachment A**. This includes coordination of any required internal activities e.g. working with policy teams to determine the appropriate policy amendment wording.
  - 5.1.2 Officers will continue to monitor the progress made on the Private Bill to allow Ōtautahi Community Housing Trust to expand its area of operation and provide updates to the Committee as it advances.
  - 5.1.3 The Housing Working Group to return to the Committee with a report on the first tranche of ‘Progress Now’ category of Phase 2 actions. The aim is for the timing of this Committee report to align with Partner Councils’ annual planning processes to enable endorsed recommendations to be integrated into their 2026/27 Annual Plan processes.
  - 5.1.4 Subsequent reports will be prepared by the Housing Working Group to the Committee on those Phase 2 actions in the second tranche of ‘Assess and scope’ category. These are anticipated to be provided within the next 12-18 months to best inform upcoming annual and long-term plans by Partners. These timeframes reflect the complexity and significance of these actions.

Attachments Ngā Tāpirihanga

No.	Title	Reference	Page
A  	JHAP Phase 2 - Proposed Actions	25/944481	260
B  	Presentation - Summary of approach to identify JHAP Phase 2 - Proposed Actions	25/944830	261



## Proposed JHAP Phase 2 Actions and Implementation Timeframes

Levers	Options	Progress with Partners	Proposed Phase 2 Action and Timeframes
Pro-Housing Policies	Inclusionary Zoning – Monetary and/or Property	Should be progressed collaboratively	ASSESS & SCOPE– Consider implementation in next LTP
	Density/ Height bonuses	CCC able to progress independently	ON HOLD – Awaiting completion of Govt RMA reforms and then assess potential
	Increasing priority to Mana Whenua and Community Housing Trust/Providers in offering surplus properties for purchase with market rate discount.	Best progressed collaboratively	PROGRESS – Develop consistent process across Partners and revised policy wording, return to GCPC for endorsement followed by Partner adoption in 25/26FY
	Planning concessions – discounts on charges and fees	Best progressed collaboratively	ASSESS & SCOPE - Consider implementation in 26/27FY Annual Plans
	Development Contributions Rebates (\$6-10k/dwelling)	Best progressed collaboratively	ON HOLD – Awaiting Govt direction and policy on Development Levies and then assess potential
	Council Rates Remissions to Community Housing Trust/Providers	Able to be progressed independently	ASSESS & SCOPE - Consider implementation in 26/27FY Annual Plans
Partners Leverage Land Holdings	Long-term ‘peppercorn’ leases by Territorial Authorities and Crown to Mana Whenua and Community Housing Trust/Providers.	Able to be progressed independently	PROGRESS – Explore a ‘Navigator’ function to support Mana Whenua in progressing housing development proposals, return to GCPC in 25/26FY for endorsement and any funding required.
	Discounted land sales to Mana Whenua and Community Housing Trust/Providers.	Able to be progressed independently	PROGRESS – Each Partner to identify its surplus sites, determine the preparations required and compare peppercorn lease and discounted sale options. Return to GCPC for endorsement followed by Partners seeking formal Council meeting decision in 25/26FY and then recurring process in future financial years.
Access to Finance & Funding	Low/ no interest loans to to Mana Whenua and Community Housing Trust/Providers for housing developments.	Able to be progressed independently	PROGRESS – Prepare an overview of the funding/ financing, loan structure and contractual model, with consideration of borrowing capacity within debt ceiling. Return to GCPC for endorsement followed by Partners seeking formal Council meeting decision in 25/26FY.
	Targeted rate (circa \$20/household p.a)	Should be progressed collaboratively	ASSESS & SCOPE – Consider implementation in next LTP
	Match funding contributions on a case-by-case basis.	Able to be progressed independently	ASSESS & SCOPE– Partners to consider affordable housing development proposals on a case-by-case basis.
Influencing	Engage with the Government on RMA Reforms – Enable Inclusionary Zoning; Allow density bonuses.	Should be progressed collaboratively	PROGRESS – Partners pursue key ‘asks’ consistently from Government through communications with MPs and MfE on RMA Reforms: 1) Affordable Housing value capture mechanism be enabled in RMA replacement legislation; 2) Govt makes it easy and cheap for GCP to activate this mechanism; 3) Parameter settings of the mechanism are determined jointly between Minister and GCP (e.g. % contribution, development triggers) 4) All money and land generated through this mechanism are to remain exclusively for providing new social or affordable housing owned by Mana Whenua and/or CHPs in GCP area.
	Foreign Institutional Investment – Support Overseas Investment Act amendments.	Should be progressed collaboratively	ASSESS & SCOPE – Consider whether there’s a role for a Partner organisation to attract external investment into LGFA bonds, CHFA and/or affordable housing projects – Consider implementation in 26/27FY Annual Plans.
	Multiplier effect - Seek match funding by Government on a revenue basis (Council Partners 10%; Govt 90%).	Should be progressed collaboratively	PROGRESS – Include this message in other advocacy, influencing and communications opportunities.
	Monitoring for opportunities	Should be progressed collaboratively	PROGRESS - Ongoing scanning by Partners for influencing opportunities.



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One Group, Standing Together

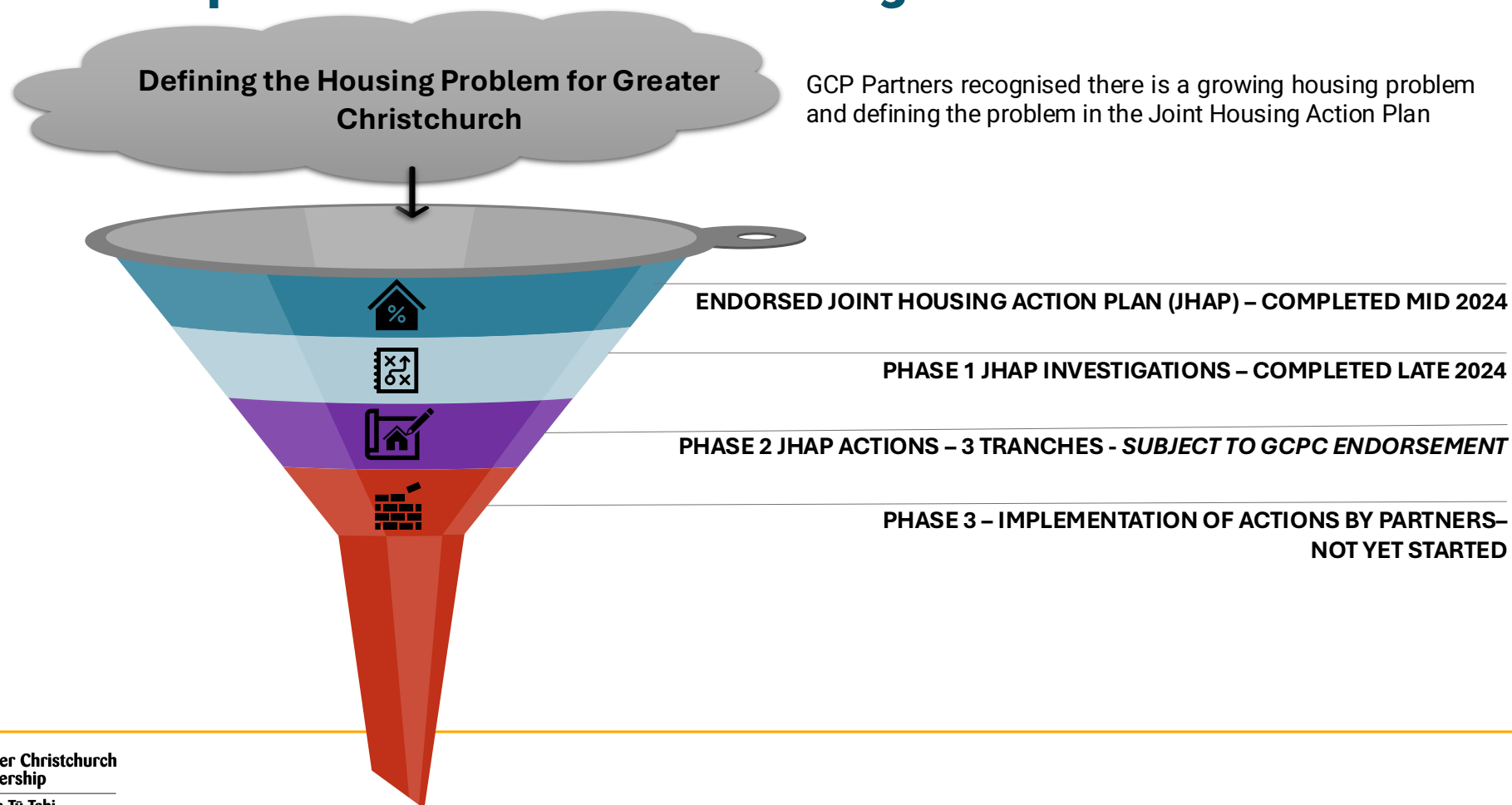
# Joint Housing Action Plan – Phase 2 Actions

Greater Christchurch Partnership Committee  
May 2025

## Purpose

- ❖ To reflect the workshop discussions at the 7 March 2025 Committee meeting on the options to progress into Phase 2 actions of the Joint Housing Action Plan.
- ❖ To provide the proposed Phase 2 actions for the Committee's endorsement and provide the indicative timing for progressing the work to inform decision making by Partners.

## What is the process for the Joint Housing Action Plan work?





## Outcome of January '25 Partner workshops – Appetite for including options in Phase 2 of JHAP

### Level of Appetite of Partners in progressing Phase 1 options into Phase 2 of JHAP implementation

Levers	Options	Progress with Partners	Overall Partner Feedback
Pro-Housing Policies	Inclusionary Zoning – Monetary and/or Property	Should be progressed collaboratively	Mixed Feedback
	Density/ Height bonuses	CCC able to progress independently	On Hold - Await completion of RMA reforms and then assess potential
	Increasing priority to Community Housing Trust/Providers in surplus properties and discounted land sales	Best progressed collaboratively	Progress the work to inform decision making by Partners
	Planning concessions – discounts on charges and fees	Best progressed collaboratively	Progress the work to inform decision making by Partners
	Development Contributions Rebates (\$6-10k/dwelling)	Best progressed collaboratively	Progress the work to inform decision making by Partners
	Council Rates Remissions to Community Housing Trust/Providers	Able to be progressed independently	Progress the work to inform decision making by Partners
Partners Leverage Land Holdings	Long-term 'peppercorn' leases by Territorial Authorities and Crown to CHPs	Able to be progressed independently	Progress the work to inform decision making by Partners
	Discounted land sales to Community Housing Trust/Providers	Able to be progressed independently	Progress the work to inform decision making by Partners
Access to Finance & Funding	Low/ no interest loans to Community Housing Trust/Providers	Able to be progressed independently	Progress the work to inform decision making by Partners
	Targeted rate (circa \$20/household p.a)	Should be progressed collaboratively	Mixed Feedback
	Match funding contributions on a case-by-case basis.	Able to be progressed independently	Progress the work to inform decision making by Partners
Influencing	Engage with the Government on RMA Reforms – Enable Inclusionary Zoning; Allow density bonuses.	Should be progressed collaboratively	Mixed feedback
	Foreign Institutional Investment – Support Overseas Investment Act amendments.	Should be progressed collaboratively	Govt has amended Overseas Investment Act in Feb '25 to enable.
	Multiplier effect - Seek match funding by Government on a revenue basis (Council Partners 10%; Govt 90%).	Should be progressed collaboratively	Progress the work to inform decision making by Partners
	Monitoring for opportunities	Should be progressed collaboratively	Yes - Continue

## Outcome of March '25 GCPC – Approach to JHAP Option for Phase 2

Proposed JHAP Phase 2 Actions			
Levers	Options	Progress with Partners	Overall Partner Feedback
Pro-Housing Policies	Inclusionary Zoning – Monetary and/or Property	Should be progressed collaboratively	Progress the work to inform decision making by Partners
	Density/ Height bonuses	CCC able to progress independently	On Hold - Await completion of RMA reforms and then assess potential
	Increasing priority to Community Housing Trust/Providers in surplus properties and discounted land sales	Best progressed collaboratively	Progress the work to inform decision making by Partners.
	Planning concessions – discounts on charges and fees	Best progressed collaboratively	Progress the work to inform decision making by Partners
	Development Contributions Rebates (\$6-10k/dwelling)	Best progressed collaboratively	Progress the work to inform decision making by Partners
	Council Rates Remissions to Community Housing Trust/Providers	Able to be progressed independently	Progress the work to inform decision making by Partners
Partners Leverage Land Holdings	Long-term 'peppercorn' leases by Territorial Authorities and Crown to CHPs	Able to be progressed independently	Progress the work to inform decision making by Partners
	Discounted land sales to Community Housing Trust/Providers	Able to be progressed independently	Progress the work to inform decision making by Partners
Access to Finance & Funding	Low/ no interest loans to Community Housing Trust/Providers	Able to be progressed independently	Progress the work to inform decision making by Partners
	Targeted rate (circa \$20/household p.a)	Should be progressed collaboratively	Progress the work to inform decision making by Partners
	Match funding contributions on a case-by-case basis.	Able to be progressed independently	Progress the work to inform decision making by Partners
Influencing	Engage with the Government on RMA Reforms – Enable Inclusionary Zoning; Allow density bonuses.	Should be progressed collaboratively	Progress the work to inform decision making by Partners
	Foreign Institutional Investment – Support Overseas Investment Act amendments.	Should be progressed collaboratively	Govt has amended Overseas Investment Act in Feb '25 to enable.
	Multiplier effect - Seek match funding by Government on a revenue basis (Council Partners 10%; Govt 90%).	Should be progressed collaboratively	Progress the work to inform decision making by Partners
	Monitoring for opportunities	Should be progressed collaboratively	Yes - Continue

## Proposed JHAP Phase 2 Actions and Implementation Timeframes

Levers	Options	Progress with Partners	Proposed Phase 2 Action and Timeframes
Pro-Housing Policies	Inclusionary Zoning – Monetary and/or Property	Should be progressed collaboratively	ASSESS & SCOPE– Consider implementation in next LTP
	Density/ Height bonuses	CCC able to progress independently	ON HOLD – Awaiting completion of Govt RMA reforms and then assess potential
	Increasing priority to Mana Whenua and Community Housing Trust/Providers in offering surplus properties for purchase with market rate discount.	Best progressed collaboratively	PROGRESS – Develop consistent process across Partners and revised policy wording, return to GCPC for endorsement followed by Partner adoption in 25/26FY
	Planning concessions – discounts on charges and fees	Best progressed collaboratively	ASSESS & SCOPE - Consider implementation in 26/27FY Annual Plans
	Development Contributions Rebates (\$6-10k/dwelling)	Best progressed collaboratively	ON HOLD – Awaiting Govt direction and policy on Development Levies and then assess potential
	Council Rates Remissions to Community Housing Trust/Providers	Able to be progressed independently	ASSESS & SCOPE - Consider implementation in 26/27FY Annual Plans
Partners Leverage Land Holdings	Long-term ‘peppercorn’ leases by Territorial Authorities and Crown to Mana Whenua and Community Housing Trust/Providers.	Able to be progressed independently	PROGRESS – Explore a ‘Navigator’ function to support Mana Whenua in progressing housing development proposals, return to GCPC in 25/26FY for endorsement and any funding required.
	Discounted land sales to Mana Whenua and Community Housing Trust/Providers.	Able to be progressed independently	PROGRESS – Each Partner to identify its surplus sites, determine the preparations required and compare peppercorn lease and discounted sale options. Return to GCPC for endorsement followed by Partners seeking formal Council meeting decision in 25/26FY and then recurring process in future financial years.
Access to Finance & Funding	Low/ no interest loans to to Mana Whenua and Community Housing Trust/Providers for housing developments.	Able to be progressed independently	PROGRESS – Prepare an overview of the funding/ financing, loan structure and contractual model, with consideration of borrowing capacity within debt ceiling. Return to GCPC for endorsement followed by Partners seeking formal Council meeting decision in 25/26FY.
	Targeted rate (circa \$20/household p.a)	Should be progressed collaboratively	ASSESS & SCOPE – Consider implementation in next LTP
	Match funding contributions on a case-by-case basis.	Able to be progressed independently	ASSESS & SCOPE– Partners to consider affordable housing development proposals on a case-by-case basis.
Influencing	Engage with the Government on RMA Reforms – Enable Inclusionary Zoning; Allow density bonuses.	Should be progressed collaboratively	PROGRESS – Partners pursue key ‘asks’ consistently from Government through communications with MPs and MfE on RMA Reforms: 1) Affordable Housing value capture mechanism be enabled in RMA replacement legislation; 2) Govt makes it easy and cheap for GCP to activate this mechanism; 3) Parameter settings of the mechanism are determined jointly between Minister and GCP (e.g. % contribution, development triggers) 4) All money and land generated through this mechanism are to remain exclusively for providing new social or affordable housing owned by Mana Whenua and/or CHPs in GCP area.
	Foreign Institutional Investment – Support Overseas Investment Act amendments.	Should be progressed collaboratively	ASSESS & SCOPE – Consider whether there’s a role for a Partner organisation to attract external investment into LGFA bonds, CHFA and/or affordable housing projects – Consider implementation in 26/27FY Annual Plans.
	Multiplier effect - Seek match funding by Government on a revenue basis (Council Partners 10%; Govt 90%).	Should be progressed collaboratively	PROGRESS – Include this message in other advocacy, influencing and communications opportunities.
	Monitoring for opportunities	Should be progressed collaboratively	PROGRESS - Ongoing scanning by Partners for influencing opportunities.

## 8. Greater Christchurch Spatial Plan - Implementation Plan 2024-27

Reference Te Tohutoro: 25/598372

Responsible Officer(s) Te John Bartels, Strategic Projects Lead

Pou Matua: Jenny Wilkinson, Programme and Relationship Advisor

Accountable ELT

Member Pouwhakarae: John Bartels, Director Greater Christchurch Partnership

### 1. Purpose of Report Te Pūtake Pūrongo

- 1.1 The purpose of this report is present the Greater Christchurch Spatial Plan – Implementation Plan 2024-27 as detailed in Attachment A, for endorsement by the Greater Christchurch Partnership Committee (Committee).

### 2. Relationship to Partnership Objectives Ngā Whāinga Matua ki te hononga

- 2.1 The implementation plan is a key tool for the delivery of the Future Development Strategy and outcomes sought by the Greater Christchurch Spatial Plan.

### 3. Officer Recommendations Ngā Tūtohu

That the Greater Christchurch Partnership Committee:

1. **Notes** this report.
2. **Receive and endorse** the Greater Christchurch Spatial Plan – Implementation Plan 2024-27 as detailed in Attachment A.

### 4. Context/Background Te Horopaki


- 4.1 The Greater Christchurch Partnership has completed the Future Development Strategy (FDS) as required by the National Policy Statement on Urban Development (NPS-UD) through the development of the Greater Christchurch Spatial Plan adopted in 2024. Noting that Spatial Plans have a wider focus that aims to balance various needs such as housing, transportation, environmental protection and economic development.
- 4.2 The form and content of implementation plans is not currently prescribed in the NPS-UD. In undertaking the development of this plan, a review of draft and endorsed plans from other urban growth partnerships was undertaken. The structure and content of the Greater Christchurch implementation plan is similar to the other plans however the implementation action section in particular is tailored to Greater Christchurch.
- 4.3 Clause 3.18 of the NPS-UD introduces a requirement to have an implementation plan for the FDS that is updated annually. The implementation plan does not form part of the FDS and there is no requirement to consult. This means that it does not have statutory weight but is intended to set out what the partners, both individually and collectively, will do to implement the FDS. As the Greater Christchurch Spatial Plan was developed jointly there is a collective requirement to implement and monitor progress.
- 4.4 The Partnership has been working on delivery of the Joint Work Programme outlined at a high level in the Spatial Plan. Regular work programme updates have been provided to the Committee. The Greater Christchurch Partnership Implementation Plan (Implementation Plan) seeks to formalise the work programme and provide a longer term view. It also provides

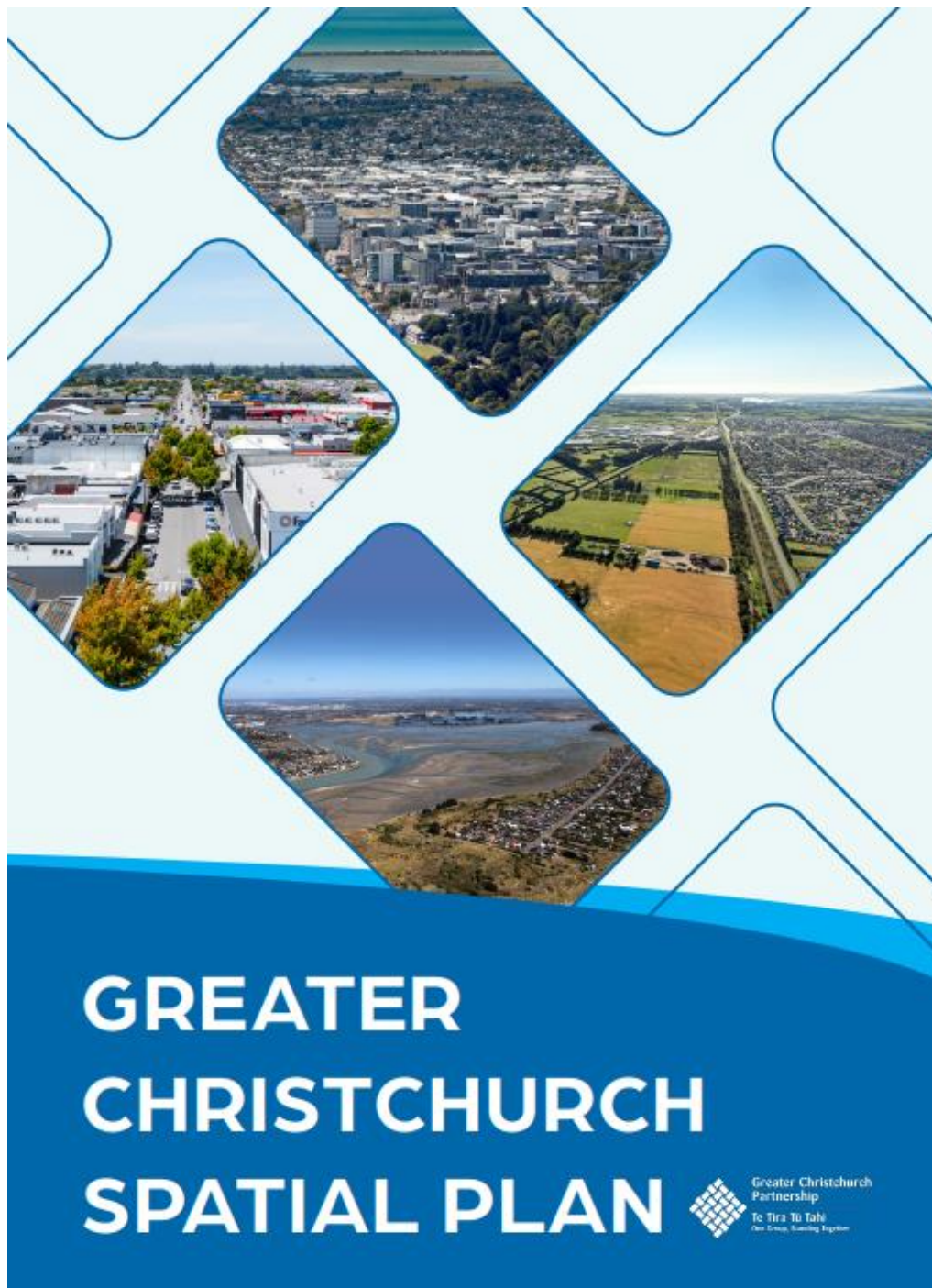


greater detail including specific actions, timing and indicative costs to help inform subsequent investment decisions to be made by Partners through annual and long term plan processes.

- 4.5 Consistent with the NPS-UD, the implementation plan will be reviewed annually to reflect progress made across the year in delivering the Greater Christchurch Spatial Plan.
- 4.6 The Implementation Plan has been developed collaboratively through the Planning Managers Group, Senior Officials Group and directly with project leads, particularly in relation to the Priority Areas. The key role of the secretariat is co-ordination and reporting on the Implementation Plan to the Committee.
- 4.7 There are additional actions that contribute to Greater Christchurch Spatial Plan outcomes which the Partners currently undertake as 'Business as Usual'. These include important community infrastructure and open space activities as well as other projects and activities that are the responsibility of individual partners. These have been excluded from the actions in this Implementation Plan as they do not require cross-organisational leadership by the partnership to be achieved. Although not included in this document, they are an important part of delivery for the Greater Christchurch sub-region as a well-functioning urban environment.
- 4.8 As noted in the Implementation Plan the leadership model and structure may change as a result of the Greater Christchurch Partnership Review. The plan can be amended as necessary, with any change to be reflected in the next annual review of the Implementation Plan in 2026.

### Attachments Ngā Tāpirihanga

No.	Title	Reference	Page
A 	Greater Christchurch Spatial Plan - Implementation Plan 2024-27	25/944506	269



## IMPLEMENTATION PLAN 2024-27

1

Attachment A Item 8

# Table of contents

Purpose.....	3
What is the Future Development Strategy - Greater Christchurch Spatial Plan? .....	3
Greater Christchurch Context.....	4
Leadership Model of the Greater Christchurch Partnership .....	7
Roles and Responsibilities.....	8
Operating Environment Statement .....	8
Implementation Actions .....	9
Partnership Governance, Management and Operations .....	14
Managing Uncertainty .....	15
Monitoring and Adaptive Approach.....	17

Item 8

Attachment A

## Purpose

This implementation plan is prepared to support the Greater Christchurch Partnership Future Development Strategy (FDS) as per clause 3.18 of the National Policy Statement on Urban Development (NPS-UD) and the wider spatial plan.

The implementation plan sets out in greater detail what the Greater Christchurch Partnership will do to implement its Greater Christchurch Spatial Plan (GCSP).

It does not form part of the FDS, does not carry any statutory weight and is not consulted on. It contains the Greater Christchurch Partnership work programme and will be reviewed annually consistent with the NPS-UD.

## What is the Future Development Strategy - Greater Christchurch Spatial Plan?

Greater Christchurch Partnership (GCP) Partners are required to have in place a future development strategy (FDS) under the NPS-UD. The purpose of an FDS is to promote long-term strategic planning by setting out how local authorities intend to:

- (i) achieve well-functioning urban environments in its existing and future urban areas; and
- (ii) provide at least sufficient development capacity, as required by clauses 3.2 and 3.3, over the next 30 years to meet expected demand; An FDS also needs to assist in the integration of planning decisions under the RMA 1991 with infrastructure planning and funding decisions.

Every FDS must spatially identify the broad locations in which development capacity will be provided over the long term, in both existing and future urban areas, and the development infrastructure and additional infrastructure required to support or service that development capacity, along with the general location of the corridors and other sites required to provide it, and any constraints on development. Every FDS must include a clear statement of hapū and iwi values and aspirations for urban development.

The Greater Christchurch Spatial Plan (GCSP) satisfies the requirements of a future development strategy under the National Policy Statement on Urban Development. This includes setting out how well-functioning urban environments will be achieved, and how sufficient housing and business development capacity will be provided to meet expected demand over the next 30 years.

As part of the development of the Greater Christchurch Spatial Plan (GCSP) a Joint Work Programme<sup>1</sup> was included comprising key initiatives to deliver on the opportunities and key moves identified in the Plan. The Joint Work Programme is a high-level summary of what the Partnership intends to do to achieve the overarching directions of the Plan. The implementation plan provides greater detail including specific actions, timing and indicative costs to help inform the investments decisions to be made by partners.

<sup>1</sup> Joint Work Programme Page 84, Greater Christchurch Spatial Plan document



## Greater Christchurch Context

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. It's important to plan for how growth this significant will be accommodated, while also looking after the environment and responding to climate change.

In 2022, the Greater Christchurch Partnership and the Crown established an Urban Growth Partnership for Greater Christchurch. This partnership of central government, mana whenua and local government is focused on achieving greater alignment, integration and co-ordination between partners around housing, land-use, infrastructure planning and investment.

The priority of the partnership was to prepare the Greater Christchurch Spatial Plan. Significant public engagement was undertaken including over 7000 people who engaged during the development of the plan through Huihui Mai and the 358 who submitted on the draft Plan.

The GCSP was endorsed by the partnership on 16 February 2024 then subsequently adopted by each of the partner Councils as their FDS.

The GCSP sets out the partners' shared vision for the future of Greater Christchurch. It is a plan for action, for starting to make the transformational shifts needed to secure the future of Greater Christchurch. This includes a clear pathway for how the city region will create prosperous and well-functioning urban environments and build greater resilience in the context of the changing environment. It sets out what the priorities are and what needs to happen to achieve them.

The overarching directions of the Plan are to:

- Focus growth through targeted intensification in urban and town centres and along public transport corridors
- Enable the prosperous development of kāinga nohoanga on Māori Land and within urban areas.

Diagram 1: The Greater Christchurch spatial strategy (1 million people) – Excerpt from the Greater Christchurch Spatial Plan.

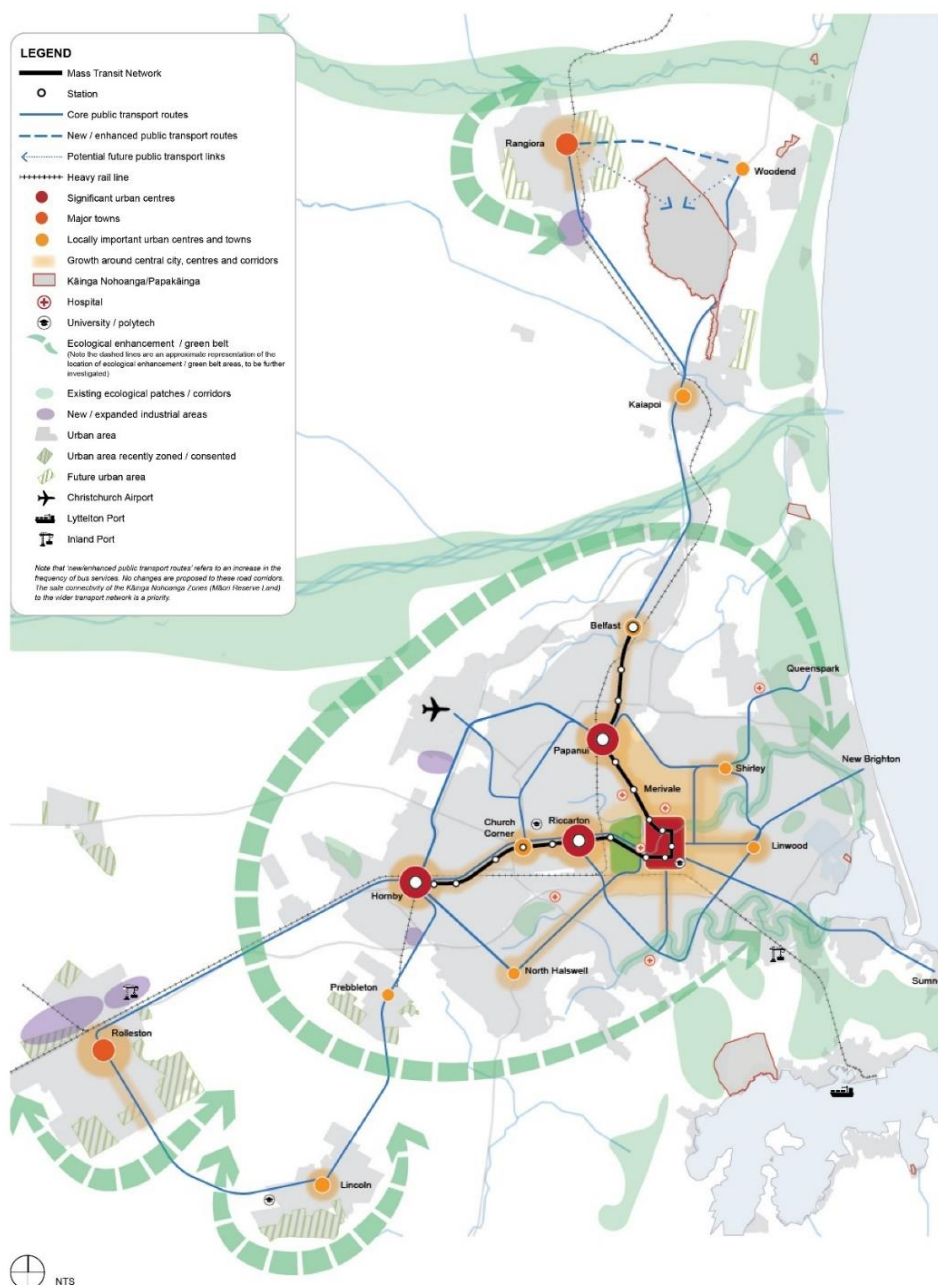
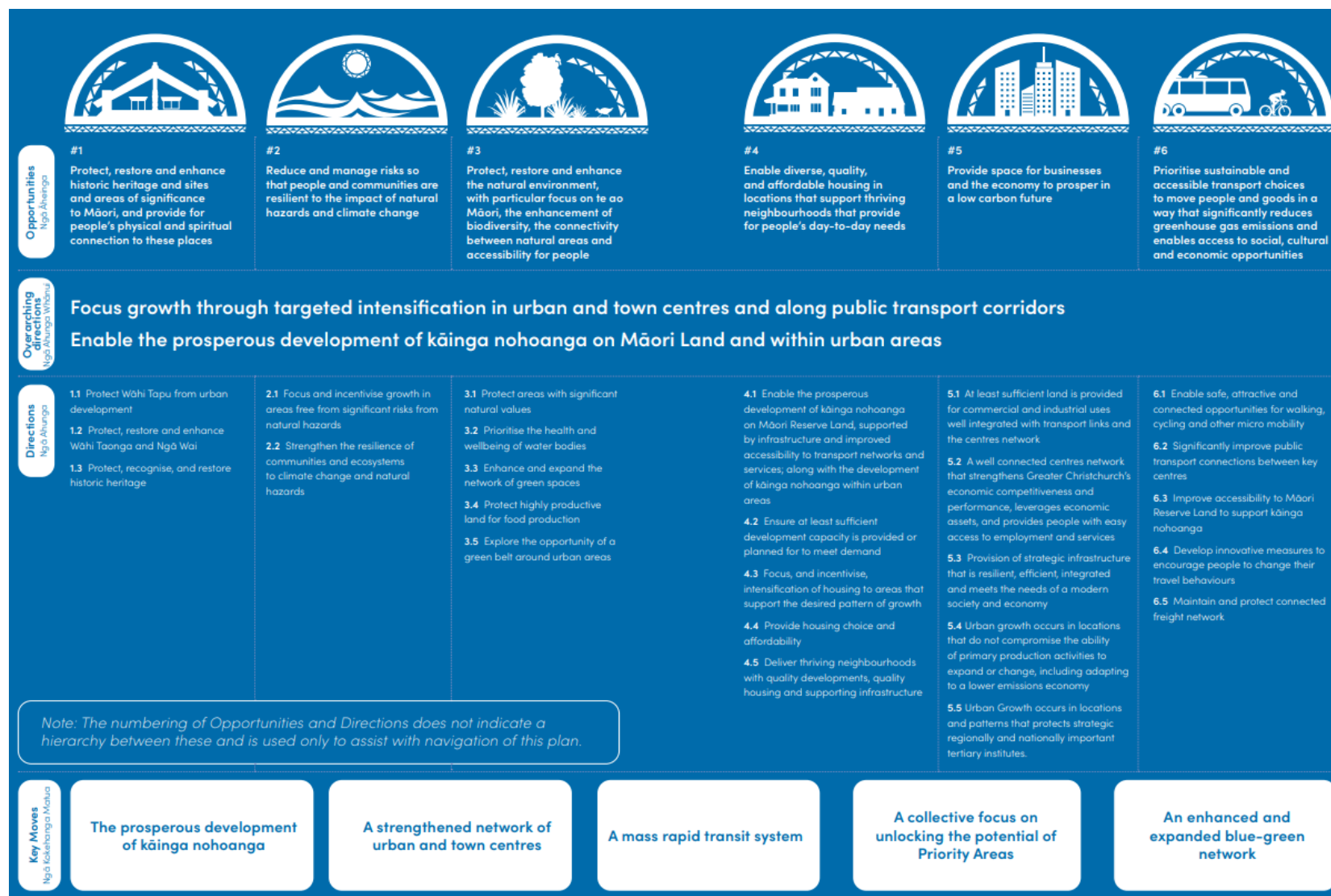


Diagram 2: The Spatial Plan – Overarching Directions, Opportunities, Directives and Key Moves



6

## Leadership Model of the Greater Christchurch Partnership

The GCP provides a collaborative leadership approach to the management of key issues facing the Greater Christchurch area. Working together from the agreed Spatial Plan allows for greater efficiencies and provides certainty to the community that partners are collaborating to manage growth.

This Implementation Plan relies on all partners working together to deliver on the overarching directions of the Spatial Plan. The current Greater Christchurch Partnership leadership structure<sup>2</sup> is shown below:

**Diagram 3: Greater Christchurch Partnership – Current Leadership Structure**



The Implementation Plan is delivered through the structure outlined above. There are a number of actions that require individual partners to implement. The GCP has oversight of these actions and ensures they are monitored and progress regularly reported.

<sup>2</sup> This structure may change because of the Greater Christchurch Partnership Review intended for completion by mid 2025.



## Roles and Responsibilities

The Implementation Plan sets out a range of activities and projects that will be progressed individually and collectively to progress the Spatial Plan's overarching direction.

The partnership is committed to showing visible leadership and using a collaborative approach to address the issues identified for Greater Christchurch. Projects on the work programme will be undertaken by the GCP partners either individually or collectively. The GCP Secretariat will maintain oversight of the work programme and will report regularly to the Greater Christchurch Partnership Committee. Funding for these projects will be considered as part of Council Annual and Long Term Plans and other appropriate funding mechanisms.

Although implementation of the Spatial Plan will principally be the domain of councils, mana whenua and government agencies, the private sector, third sector and community also have a key role to play in ensuring the shared vision for the future is realised. Coordinated action with infrastructure providers and the development sector will be of particular importance to enabling the type and scale of development needed to achieve the desired pattern of growth.

It will be crucial that investments are aligned with the planned direction set out in the Spatial Plan, which will require strong working relationships between councils, infrastructure providers, developers and the property sector.

This Implementation Plan will be reviewed annually as required under the NPSUD. As part of this review, the GCP will publish updated versions of the Implementation Actions set out in the section below<sup>3</sup>.

## Operating Environment Statement

The GCSP follows the requirements of the NPS-UD, informed by related national policy direction on housing, transport and the environment under the previous Government's Urban Growth Agenda.

The operating environment has changed substantially following the change of government and associated coalition agreement and will continue to change. It is important that GCSP delivery responds appropriately to this changing operating environment. The Secretariat will continue to monitor and keep a watching brief on policy setting changes and escalating those of significance for consideration to the GCP Committee. Where required this will include an assessment made of the need for changes or adjustments to the Implementation Plan and, where necessary, updates to the GCSP.

## Implementation Actions

There are actions which the Partners currently undertake which are considered 'Business as Usual'. These include important community infrastructure and open space activities as well as other projects and activities that are the responsibility of individual partners. These have been excluded from the actions in this Implementation Plan as they do not require cross-organisational leadership by the partnership to be achieved. Although not included in this document, they are an important part of delivery for the Greater Christchurch sub-region as a well-functioning urban environment.

This Implementation Plan covers the delivery of the Greater Christchurch Spatial Plan (as the sub-region's Future Development Strategy) across it has a 30-year time horizon. Over time and at each periodic review of the Implementation Plan, the list of Implementation Actions may change to reflect the circumstances at that time, progress made in delivery and the outcomes generated aligned to realising the Greater Christchurch Spatial Plan.

There is uncertainty for some actions that relate to infrastructure requirements, in particular timing, cost and funding. Some of the information provided in this Implementation Plan is subject to change and is linked to other processes such as the outcomes of Annual Plan, Long-Term Plans and other funding plans and decision-making processes.

<b>Timing</b> <i>This describes the planned timeframe for completion of actions/projects</i>		<b>Funding</b> <i>This describes the status of funding for the action/ project</i>		<b>Status</b> <i>This describes the stage in the lifecycle of action implementation</i>
Short	2024-2027	Funded/Resourced or signalled for funding		Not started
Medium	2027-2034	Partially funded/resourced		In planning
Long	2034-2054	No funding/resource yet allocated		In delivery
				Completed

Focus Area	Actions	Lead Agency	Timing	Funding	Status
<b>Housing</b> To deliver a collaborative, effective and achievable plan that increases the provision of housing that matches demand of a type, at locations and prices that people in Greater Christchurch can afford.	Develop Joint Housing Action Plan (JHAP)	GCP Partners	Short		Completed
	Complete Phase 1 investigations of JHAP to agree what Phase 2 implementation actions will include	GCP Partners	Short		Completed
	Determine scope of Phase 2 actions of JHAP	GCP Partners	Short		In delivery
	Explore a 'Navigator' function to support Mana Whenua in progressing housing development proposals.	GCP Partners	Short		Not started
	Complete Phase 2 actions of JHAP – <i>timing &amp; funding dependent on actions agreed by partners</i>	GCP Partners	Short		Not started
	Implement Phase 3 of JHAP - <i>timing &amp; funding dependent on actions agreed by partners</i>		Medium		Not started

Focus Area	Actions	Lead Agency	Timing	Funding	Status
<b>Transport</b> Plan and coordinate the development of an integrated transport system that will encourage mode shift, reduce vehicle kilometres travelled, transport emissions, and help shape the urban form.	Prepare the Greater Christchurch Transport Plan aligned to the GCSP	GCP Partners	Short		Completed
	Public Transport (PT) Futures – Service uplift to turn-up-and-go frequency on Route 7.	ECan, NZTA	Short		Completed
	SH1 Belfast to Pegasus and Woodend Bypass	NZTA	Short-Medium		In planning
	SH76 Brougham Street corridor improvements	NZTA	Short-Medium		In planning
	Complete the investment cases for the PT Futures programme of coordinated infrastructure improvements and service uplifts	ECan & CCC, SDC & WDC	Short-Medium		In delivery
	Public Transport (PT) Futures – implementation of the endorsed investment programme for improving the public transport network.	ECan, CCC, SDC & WDC	Medium		In planning
	Mass Rapid Transit System (MRT) for Greater Christchurch – Advance the staged approach to the Detailed Business Case. Stage one Detailed Business Case for protection of the core route.	CCC & ECan	Short-Medium		In planning
	MRT for Greater Christchurch – Secure route protection through completing the statutory process for designation of MRT Phases 1 and 2.	CCC	Medium		Not started
	MRT for Greater Christchurch - Complete stage two of the Detailed Business Case, inclusive of District connections.	CCC & ECan	Medium		Not started
	MRT for Greater Christchurch – Secure funding for implementation and operation of the MRT for Greater Christchurch	Council Partners, NZTA	Medium		Not started
	MRT for Greater Christchurch – Implementation of the MRT system for Greater Christchurch	CCC, ECan, NZTA	Long		Not started
<b>Mana Whenua</b> To provide direction to partners on how to support and enable kāinga nohoanga on Māori Land and within urban areas.	Develop the Kāinga Nohoanga Strategy	Whitiora	Short		In delivery
	Prepare an implementation plan to support delivery of the Kāinga Nohoanga Strategy	Whitiora	Short		Not started
Priority Areas:					
<b>Priority Development Area – Rolleston</b>	Progress SH1 Rolleston Access Improvements Projects and complementary local road network improvements.	NZTA, SDC	Short-Medium		In planning

Focus Area	Actions	Lead Agency	Timing	Funding	Status
Creating a thriving higher density, mixed-use town centre, serving Rolleston residents and the wider Selwyn District – <i>Aspiration is for a centre supporting a town of 50,000+ people.</i>	Supporting ‘turn-up-and-go’ public transport services to/from Rolleston as the key District transport hub.	SDC, ECAN	Short		Not started
	Investigate opportunities for catalyst housing projects and anchor employers.	SDC	Short-Medium		In planning
<b>Priority Development Area – Hornby</b>  A thriving sub-regional service centre serving as a major employment hub and centre for West Christchurch and parts of the Selwyn District– <i>Aspiration is to grow employment from current base of circa 8,500 jobs and grow towards a residential population of over 16,000.</i>	Progress Hornby Access and Development PBC	NZTA	Short		In planning
	Determine the preferred MRT terminus station location, the design requirements and land needed.	CCC, ECan	Short		In planning
	Commence local area planning for growth and change.	CCC	Short		In planning
	Investigate opportunities to leveraging its location and strong connections to air and land ports.	CCC	Medium		Not started
	Explore redevelopment opportunities to support future MRT.	CCC	Medium		Not started
<b>Priority Development Area – Riccarton</b>  A town centre serving West Christchurch, rejuvenating underused land to deliver quality mixed-use developments and density supporting MRT – <i>Aspiration as a mixed use area is to grow towards 17,000 jobs and a residential population of 37,000.</i>	Determine the preferred MRT station locations and design requirements.	CCC	Short		In planning
	Complete local area planning – Support realising redevelopment opportunities for higher density and mixed use.	CCC	Short		In planning
<b>Priority Development Area – Central City</b>  Central Christchurch continues to grow and prosper as the thriving economic heart of an international city, as a vibrant people-focused place – day and night- and as a liveable Central City neighbourhood – <i>Aspiration is to grow</i>	Plan for MRT in the Central City, including determining the best route around the bus interchange.	CCC, ECan	Short		In planning
	Major projects coming onstream: Parakiore and Te Kaha	CCC, Rau Paenga	Short		In delivery
	Evaluating the progress on the delivery of the Central City Recovery Plan projects and outcomes.	CCC	Short		In planning
	Delivery and investigation of projects in the Central South-East neighbourhood plan area.	CCC	Short-Medium		In planning

11



Focus Area	Actions	Lead Agency	Timing	Funding	Status
<i>by attracting 12,000 new residents and up to 15,000 new jobs by 2028.</i>					
<b>Priority Development Area – Papanui</b> Cements itself as a thriving town centre serving Christchurch North. Rejuvenating underutilised land to deliver quality mixed-use developments in the walking catchment to MRT Stations – <i>Aspiration is to grow towards a residential population of 35,000 and maintaining circa 8,000 jobs locally.</i>	Determine the preferred MRT station locations and design requirements.	CCC, ECan	Short		In planning
	Complete local area planning - Investigate opportunities for higher density, mixed-use developments, retail, health and tourism sectors.	CCC	Medium		Not started
<b>Priority Development Area – Rangiora</b>  Creating a thriving mixed-use centre (whilst retaining character) with high quality connections across the wider town– <i>Aspiration is for a centre supporting a town growing toward 30,000 people.</i>	Progress development of the Eastern Link Project	WDC, NZTA	Short - Medium		In planning
	Supporting ‘turn-up-and-go’ public transport services to/from Rangiora as a key District transport hub.	WDC, ECan	Short		Not started
	Facilitating the South Health Link Medical Centre in Rangiora.	South Health Link, WDC	Short-Medium		In planning
<b>Priority Areas arising from Te Tiriti Partnership</b> Māori Reserves and land in urban areas are developed to fulfil Mana Whenua needs and to support realising its future aspirations.	Develop an implementation plan to support the Kāinga Nohoanga Strategy and guide development of Māori land.	Mana whenua, GCP Partners	Short		Not started
<b>Priority Regeneration Area – Eastern Christchurch</b> A prospering, highly accessible area with thriving, regenerated centres and wide-ranging recreational assets which support strong, resilient communities.	Pages Road Bridge Upgrade Project – Gateway to New Brighton	NZTA, CCC	Short - Medium		In planning
	Weaving the East project	CCC	Short - Medium		In delivery
	Development of the Linwood Framework to support regeneration of the Linwood neighbourhood	CCC	Short		In planning
	New Brighton – Village Centre project & related initiatives to stimulate investment in the centre.	CNZ, CCC	Short		In delivery

Focus Area	Actions	Lead Agency	Timing	Funding	Status
Environmental	Develop an integrated blue-green network strategy aligned to the principles and environmental directions within the GC Spatial Plan. This Strategy will also include investigating options to establish a Green Belt Action Plan.	GCP Partners	Medium		Not started
	Investigate a sub-regional green belt concept for potential inclusion in the blue-green network strategy. Subject to the outcome of this work, a green belt plan could form part of the strategy or be a standalone document.	GCP Partners	Medium		Not started
	Develop and implement a blue-green network programme to deliver the strategy's outcomes, including project prioritisation and phasing, and funding mechanisms.	To be confirmed	Medium		Not started
Economic Growth Opportunities	Support the Canterbury Mayoral Forum (CMF) with its regional economic development planning if required.	CMF	Short		In planning

## Partnership Governance, Management and Operations

These are actions that relate to the operations of Greater Christchurch Partnership and exploration of general funding and financing options rather than a specific transformation move.

Action / Initiative	Lead Agency	Timing
Monitor and keep a watching brief on policy setting changes and escalating those of significance to the GCP Committee for consideration.	GCP	Ongoing
Develop monitoring and report framework for the Greater Christchurch Spatial Plan (FDS)	GCP	May 2025 to GCPC
Report to the Greater Christchurch Partnership Committee on the progress of the Implementation Plan bi-annually	GCP	Six monthly (Q1/Q3 of Financial Years)
FDS Implementation Plan must be reviewed annually and updated as required.	GCP	Annually
Review the Future Development Strategy component of the plan every three years following the preparation of the latest Housing and Business Development Capacity Assessment	GCP	2027 then every three years onwards
Review the GSCP every five years - incorporating the latest release of census information from Stats NZ. This will ensure that future iterations of the plan can respond to changing demographic, social, economic and cultural factors.	GCP	2029 then every five years onwards
Review the Implementation Plan at least every three years to coincide with council's long term planning processes to ensure the partnership prioritises and adequately resources the delivery of the Spatial Plan (and its future iterations).	GCP	By June 2026 to inform 2027 to 2037 LTP

## Managing Uncertainty

There is risk and uncertainty inherent in any long-term strategy. This includes changes in political, economic, social, technological, legal and environmental factors that influence the GCSP.

Monitoring and review are important to ensure that the Implementation Plan, and potentially the GCSP, adapts to any new initiatives and significant, strategically important changes that occur.

For each strategic risk, a summary of the main factors and influences and mitigation for Greater Christchurch Partnership has been included in the table below:

Ref	Change Factor or Influence	Mitigation
SR-1	<b>Population Growth</b> The GCSP plans for a population of more than 700,000 people over the next 30 years. An envisioned population scenario of more than 1,000,000 people over the next 50+ years is used for the GCSP. There are many factors that influence population growth, including migration settings and economic cycles.	The inherent uncertainty in population forecasting cannot be removed, but it can be managed to a more acceptable degree of uncertainty. Over the next 30 years Stats NZ projections are used. To help manage the uncertainties, these forecasts are reviewed regularly and adjusted as new information arises—such as Census data or similar.
SR-2	<b>Infrastructure (Cost and Delivery)</b> The costs of constructing infrastructure have been rising. There are significant infrastructure constraints that need to be overcome to enable the GCSP.	Greater Christchurch Partnership will actively monitor this risk and support Partners work on delivery constraints.
SR-3	<b>Funding availability and Finance</b> Current funding sources are inadequate to deliver the GCSP key moves in full, without significantly increasing rates.	GCP Partners are working closely to identify alternative funding sources to enable implementation, pursue use of new funding mechanisms enabled by the Government and seek to optimise timing of project development to maximise alignment to Government policy and funding cycles.
SR-4	<b>Regulatory and Delivery Risk</b> Several of the Priority Areas have an assumption that development can physically occur in some locations. Should a major growth node or intensification fail to go ahead for legal / regulatory reasons or due to inability to redevelop land at intended density, the settlement pattern will be at risk and a full re-set of the plan may be required. <i>(Refer to Achievability of intensification Risk)</i>	This risk is managed through annual updates to the Implementation and Funding Plan as well as three yearly reviews of the GCSP (As FDS). The introduction of a PDA tracker to increase visibility and reporting on work to unlock PDAs will also help to identify barriers and escalate these.
SR-5	<b>Changes in Government policy</b> The operating environment has changed substantially with a recent change of government and associated coalition agreement and will continue to change. It is important that strategy delivery responds appropriately to this changing operating environment.	This is being actively tracked by the Partnership through the Operating Environment Statement, with those of significance escalated to the GCP Committee for coordinated response.



SR-6	<p><b>Priorities and Alignment Risk</b></p> <p>GCP and the delivery of the Implementation Plan relies on coordinated actions and investment decisions by several different agencies working together over multiple planning and investment cycles.</p>	<p>The GCP leadership model is intended to manage this risk by providing a mechanism for regular review and alignment discussions. The Partnership Review to be completed in mid-2025 will seek to Identify areas for improvement and enhancing the Partnerships performance. A future Regional Deal may assist with achieving even stronger alignment across Partner organisations.</p>
SR-7	<p><b>Global Events and Impact of Technology</b></p> <p>Global events such as the recent pandemic can have a significant impact on our planning environment and our household priorities.</p> <p>Technology is also evolving rapidly. It is likely that over time, new technologies will impact on how we move people and the degree to which people still need to move around the sub-region to work</p>	<p>Careful monitoring of demand and an adaptive approach to implementation is required. This occurs already but will be further enhanced through GCP's monitoring and reporting framework currently under development.</p>
SR-8	<p><b>Achievability of intensification</b></p> <p>The GCSP assumes a significant level of intensification within the existing urban areas to achieve a compact and concentrated settlement pattern.</p> <p>Intensification may not occur to the level anticipated due to factors such as government policy settings, infrastructure constraints and market issues increasing the attractiveness of low density greenfield development and under-development in existing urban areas/ centres. <i>(Refer to Market Confidence, Brand, Placemaking and Transition Risk)</i></p>	<p>Greater Christchurch Partnership will continue to monitor this evolving situation and consider any actions required to achieve the desired settlement pattern.</p>
SR-9	<p><b>Uncertainty around future development aspiration for Mana Whenua (Māori-owned land)</b></p> <p>There are clear spatial priorities for mana whenua in the subregion. However, there is uncertainty associated with what actions might be required to enable their use and development.</p>	<p>Greater Christchurch Partnership will continue to monitor the situation, and consider any action or support required to achieve the overarching directions of the GCSP. Progressing the development of the Kāinga Nohoanga strategy will provide greater clarity on realising this direction.</p>
SR-10	<p><b>Market Confidence, Brand, Placemaking and Transition</b></p> <p>Growth/investment does not proceed as planned due to a lack of feasibility and certainty in the redevelopment, absence of demonstration projects delivering on strategic outcomes, a failure to adequately fund and/or leverage catalytic investments to create a sense of place and a failure to adequately manage the transition from brownfield to denser mixed-use areas.</p>	<p>Greater Christchurch Partnership will continue to monitor this evolving situation and through its work on its PDA Programme consider any actions required to achieve the desired settlement pattern.</p>

## Monitoring and Adaptive Approach

Progress made with the implementation plan overall will be reported on as part of an annual report to the committee. Progress with priority areas and implementation plan actions will be provided to the Greater Christchurch Partnership Committee at their quarterly meetings. A Greater Christchurch Residential Development and Housing Dashboard that will track key housing metrics will also go live on the GCP website in mid 2025.

The Spatial Plan will be reviewed every five years, incorporating the latest release of census information from Stats NZ. This will ensure that future iterations of the plan can respond to changing demographic, social, economic and cultural factors. In accordance with the NPSUD 2020, the Future Development Strategy component of the plan will be reviewed every three years following the preparation of the latest Housing and Business Development Capacity Assessment.

The implementation plan will be updated annually and reviewed at least every three years to coincide with council's long term planning processes to ensure the partnership prioritises and adequately resources the delivery of the Spatial Plan (and its future iterations).

The approach to monitoring and reporting will develop over time as new data sets and applicable key performance indicators become available or are developed.



## 9. Greater Christchurch Spatial Plan Annual Report 2025

Reference Te Tohutoro: 25/88266

Responsible Officer(s) Te Jenny Wilkinson, Programme and Relationship Advisor  
Pou Matua: John Bartels, Strategic Projects Lead  
Senior Officials Group

Accountable ELT John Bartels, Director Greater Christchurch Partnership  
Member Pouwhakarae:

### 1. Purpose of Report Te Pūtake Pūrongo

- 1.1 The purpose of this report is to present the inaugural Annual Report for 2025 and provide an overview of the Monitoring and Reporting Framework for the Greater Christchurch Spatial Plan (Spatial Plan) to the Greater Christchurch Partnership Committee (Committee).

### 2. Relationship to Partnership Objectives Ngā Whāinga Matua ki te hononga

- 2.1 Monitoring and reporting progress towards delivery of the Greater Christchurch Spatial Plan outcomes including the joint Future Development Strategy, is fundamental to informing future decision making.

### 3. Officer Recommendations Ngā Tūtohu

That the Greater Christchurch Partnership Committee:

1. **Notes** the content of this report.
2. **Receives** this Annual Report 2025 as detailed in Attachment A.

### 4. Background

- 4.1 It is just over a year since the Greater Christchurch Spatial Plan (Spatial Plan) was adopted by all partner Councils in March 2024 as their Future Development Strategy (FDS) as required by the National Policy Statement on Urban Development (NPS-UD). Noting that Spatial Plans have a wider focus that aims to balance various needs such as housing, transportation, environmental protection and economic development.
- 4.2 The partnership must undertake monitoring as required by the National Policy Statement on Urban Development as part of its commitment to the FDS which will inform future development capacity assessments.
- 4.3 The inaugural Annual Report (**Attachment A**) aims to provide an overview of the approach to monitoring and reporting, using currently available data to set a baseline for future reporting. It considers what has happened and changed over the previous 12 months and how that might impact the directions and opportunities within the Spatial Plan. The Implementation plan takes the learnings from the annual report to help inform the future work programme.
- 4.4 It should be noted that the Spatial Plan is still in the very early stages of implementation for most projects and initiatives. It is likely that noticeable progress towards achieving the overarching directions and opportunities included in the Spatial Plan could take a number of years.



- 4.5 There has been a previous desire communicated by both the Committee and its wider partner governance to improve visibility of progress and reporting against the Spatial Plan and agreed work programme priorities.

## 5. Key findings from the Annual Report

### What's changed in Greater Christchurch?

- 5.1 Key external factors impacting on Greater Christchurch are that:
- The economy performed well in 2024 over the previous year.
  - Long-term trends show most economic indicators remain positive and are on par with the rest of New Zealand.
  - Population growth is strong.
  - Growth is contributing to housing pressure - Housing prices are increasing faster than other parts of New Zealand.
  - Households have lower average incomes than the New Zealand average - This gap in household incomes is likely to grow further if the trend over last 5 year continues.
  - Housing affordability continues to worsen for both homeowners and renters - As a measure of housing affordability, there is considerable housing stress across Greater Christchurch. Consistent with the above average rises in house prices and declining affordability, there is an increase in rents as more people cannot afford to buy a home. This has the potential to feed greater rental stress across households into the future.

### What does that mean for the Greater Christchurch Spatial Plan?

- 5.2 The long term outcomes sought by the Spatial Plan are over the next 30 years. As it has only been a year since the plan was adopted, it is too soon to tell if the external environment or actions taken by the Partnership have had a measurable impact.
- 5.3 Government policy to increase land supply in effect enables development in most areas of Greater Christchurch. This is potentially helpful for increasing overall housing supply however could reduce the demand for intensification as envisaged by the plan. Planning tools are increasingly limited in their ability to influence the outcomes sought in the plan. The Partnership will need to look for opportunities to invest, lead, co-ordinate and to influence others to achieve change.
- 5.4 The importance of progressing the investment in the journey to Mass Rapid Transit (MRT) as a 'city shaping' initiative is fundamental to achieving many of the outcomes of the Spatial Plan. It is hoped that MRT will be included in the next Waka Kotahi NZ Transport Agency National Land Transport Programme 2027-30. Partners collective commitment to progressing public transport investment will be critical to unlocking the future of MRT.
- 5.5 The trends over the past 12 months have been mostly consistent with assumptions used when developing the plan. Therefore, the plan remains relevant and fit for purpose. Of concern over this period however is worsening housing affordability per capita. The indicators provide further evidence to support the Partnerships continued focus on progressing the Joint Housing Action Plan.

## 6. Monitoring and Reporting development and approach

- 6.1 There is currently no specific guidance from the Ministry for the Environment on what is required to monitor or report on spatial plans beyond NPS-UD requirements. Other Urban

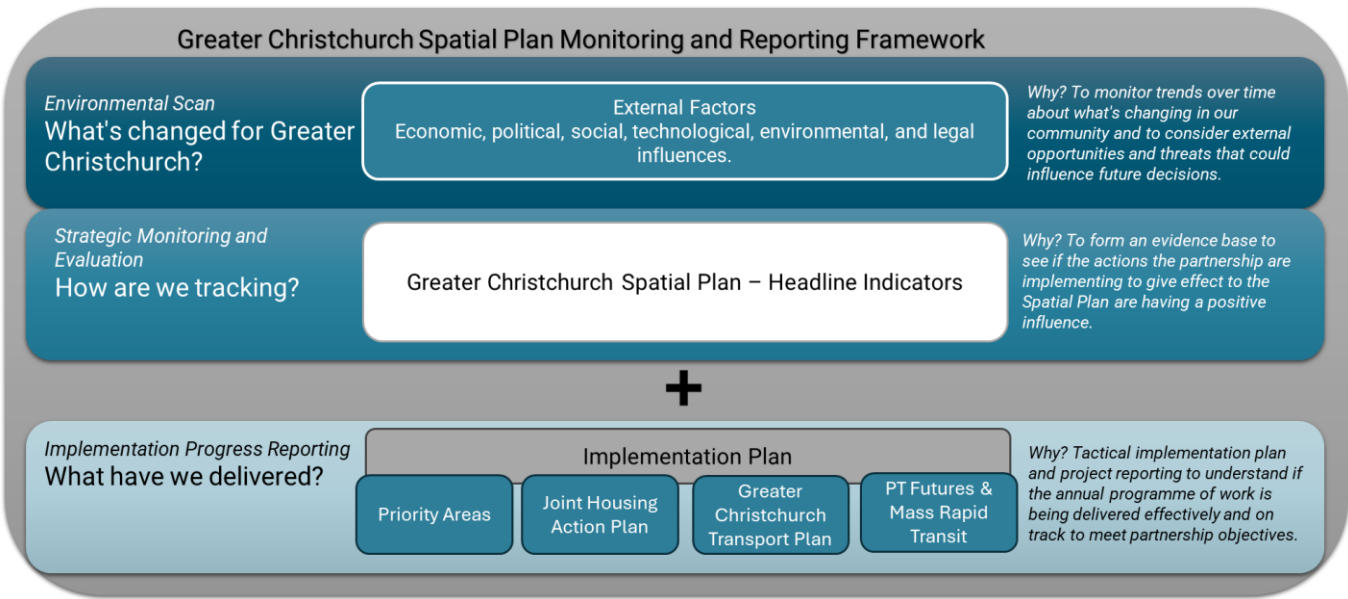
Growth Partnerships are also working through how to effectively monitor their plans beyond reporting on tactical actions being completed as part of their work programmes/implementation plans.

- 6.2 The following outcomes are intended to be achieved by the development of a Greater Christchurch Spatial Plan Monitoring and Reporting Framework:
- 6.3 Fulfil the legislative requirements of the NPS-UD by developing a Greater Christchurch Residential Development and Housing Dashboard, largely focussed on one of the spatial plan opportunities.
- 6.4 Strategic monitoring and evaluation through a set of headline indicators of the broader opportunities in Spatial Plan.
- 6.5 Track implementation plan and operational progress.
- 6.6 It has been challenging to identify a range of key indicators that focus on outcomes so that the effectiveness of any interventions can be tracked over time and that are measured consistently across the partnership. One gap in particular are wellbeing measures now that the Canterbury Wellbeing Survey is no longer undertaken. The approach to data sources has been to:
  - Use existing data sources
  - Focus on fewer, but meaningful key indicators
  - Combine reporting requirements as far as possible
  - Ensure the processes are efficient and sustainable
- 6.7 The approach to monitoring and a data requirement will take an iterative approach and will develop over time as new data sets and relevant key performance indicators become available or are developed.
- 6.8 There are three indicators identified within the annual report that are still under development. Mana whenua is best placed to lead the approach to measuring the protection, restoration and enhancement of sites and areas of significance to Māori with support from the Greater Christchurch Partnership. Data sets to support two indicators have been identified but were not available by the time of finalising the report and will be reported in the 2026 Annual Report.

## 7. The Greater Christchurch Spatial Plan Monitoring and Reporting Framework

- 7.1 As the Spatial Plan has a 30-year horizon, progress will take time and the external environment the partnership operates within will change. Monitoring key indicators over time will show whether trends are heading in the right direction and help the partnership to assess the effectiveness of its implementation actions.
- 7.2 The framework will enable future decision-makers to track progress against the intent of the plan, enabling them to identify where progress is consistent with the partnership's aspirations, or where it is off track, and a different approach may be required.
- 7.3 The proposed framework needs to reflect the external environment as well as specific spatial plan headline indicators and implementation action progress. Figure 1 provides an overview of the layered approach to the framework that include an environmental scan, strategic monitoring and evaluation and operational progress reporting.

Figure 1: Framework for Greater Christchurch Spatial Plan Monitoring and Reporting



## 8. Greater Christchurch Partnership Reporting Overview

- 8.1 The cycle for partnership reporting is proposed to align with Councils financial year (1 July – 30 June) and align to the quarterly governance meetings throughout the year which are usually held in August, November, March, May.
- 8.2 A Greater Christchurch Residential Development and Housing Dashboard that will track key housing metrics will also go live on the GCP website later this year.
- 8.3 Regular reporting to the Greater Christchurch Partnership Committee is summarised in Table 1:

Table 1: Summary of Greater Christchurch Partnership reporting

Level of reporting	Timeframe (Quarterly reporting commences with each financial year)	Reporting focus
Annual Report	Annually – Q1 (August annually)	<ul style="list-style-type: none"><li>Environmental Scan – What's changed in Greater Christchurch?</li><li>GCSP Headline indicators – How are we tracking? Monitoring trends and indicators</li><li>Financial Summary</li></ul>
Implementation Plan	Six monthly – Q1/Q3	<ul style="list-style-type: none"><li>Implementation Plan reviewed and updated (annually Q1)</li><li>Implementation Plan progress reporting (Q3)</li></ul>
Priority Areas programme	Six monthly – Q1/Q3	<ul style="list-style-type: none"><li>Priority Area Tracker for reporting progress on the Priority Areas (PAs) programme.</li></ul>

## 9. Data sets and sources





- 9.1 The 2024 Infometrics Greater Christchurch Regional Economic Profile (**Attachment B**) has been used to form the basis for the environmental scan and some data within the annual report.

- 9.2 The Spatial Plan is focused on the Greater Christchurch urban extent which includes parts of three territorial authorities: Christchurch City, Selwyn District and Waimakariri District. The report summarises the current key metrics for the Greater Christchurch area, which includes the council geographical boundary outside of the Greater Christchurch Urban extent. This is outlined further within relevant sections of the Annual Report. Where available, information showing trends over the past 10 years has been provided.
- 9.3 The profile provides a summary of key metrics in March 2024 when the GCSP was adopted by Councils so provides an appropriate baseline.
- 9.4 The Spatial Plan will be reviewed every five years, incorporating the latest release of census information from Stats NZ. This will ensure that future iterations of the plan can respond to changing demographic, social, economic and cultural factors. In accordance with the National Policy Statement Urban-Development 2020, the Future Development Strategy component of the plan will be reviewed every three years following the preparation of the latest Housing and Business Development Capacity Assessment.
- 9.5 The joint work programme should be reviewed and updated at least every three years to coincide with council’s long term planning processes to ensure the partnership prioritises and adequately resources the delivery of the Spatial Plan (and its future iterations).

10. Next Steps

- 10.1 Monitoring and reporting will be shared with the Committee on a periodic basis as outlined in Table 1.
- 10.2 A Greater Christchurch Residential Development and Housing Dashboard that will track key housing metrics will also go live on the GCP website in mid/late 2025.
- 10.3 All reporting will be made available to the public on the GCP website following it being shared with the Committee.

Attachments Ngā Tāpirihanga

No.	Title	Reference	Page
A  	Greater Christchurch Spatial Plan - Annual Report 2025	25/935399	292
B  	Greater Christchurch Economic Profile 2024	25/753874	310





# Greater Christchurch Spatial Plan Annual Report 2025

Item 9  
Attachment A



# Table of Contents

Introduction ..... 2

Executive Summary ..... 7

    Relevant highlights from the Infometrics Regional Economic Profile ..... 8

    What does this mean for the Greater Christchurch Spatial Plan? ..... 9

Greater Christchurch Spatial Plan – How are we tracking? ..... 10

Strategic Risk Management..... 16

Financial Summary ..... 17

## Introduction

Monitoring is a critical component in ensuring the Greater Christchurch Partnership (GCP) is achieving the opportunities, directions and key moves set out in the [Greater Christchurch Spatial Plan \(GCSP\)](#), and for reporting progress on implementation of the joint work programme.

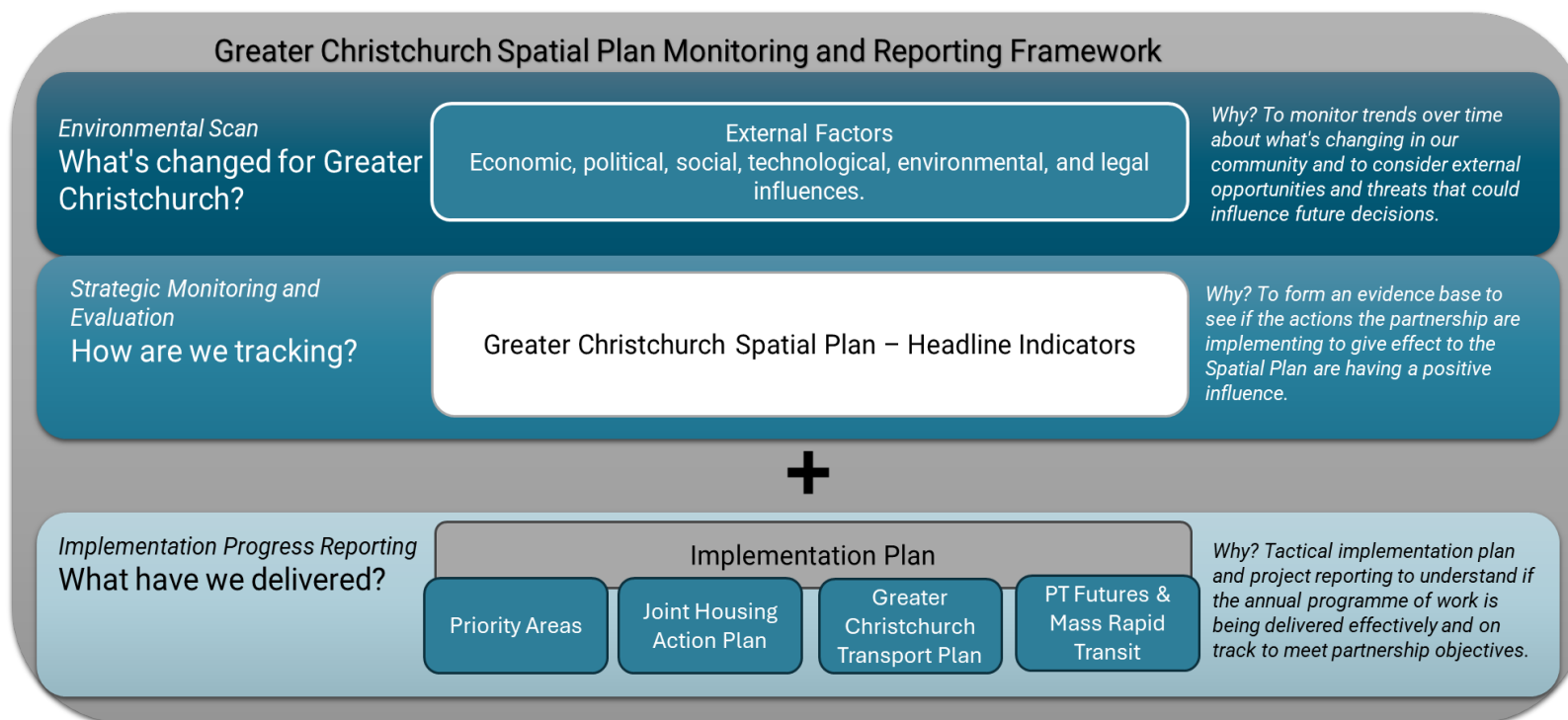
As the Greater Christchurch Spatial Plan has a 30-year horizon, progress will take time and the external environment the partnership operates within will change. Monitoring key indicators over time will show whether trends are heading in the right direction and help the partnership to assess the effectiveness of its implementation actions. The framework will enable future decision-makers to track progress against the intent of the plan, enabling them to identify where progress is consistent with the partnership's aspirations, or where it is off track, and a different approach may be required.

This is the first annual report for the partnership. It's just over a year since the Greater Christchurch Spatial Plan was adopted by all partner Councils as their Future Development Strategy in March 2024. It aims to provide an overview of the approach to monitoring and reporting, and where the data is available and sets a baseline for future reporting. It should be noted that the Spatial Plan is still in the early stages of implementation for many projects and initiatives.

### The Greater Christchurch Spatial Plan Monitoring and Reporting Framework

The proposed framework needs to reflect the external environment as well as specific Spatial Plan headline indicators and implementation action progress. Figure 1 provides an overview of the layered approach that include an environmental scan, strategic monitoring and evaluation and operational progress reporting.

Figure 1: Framework for Greater Christchurch Spatial Plan Monitoring and Reporting





## Greater Christchurch Partnership Reporting Overview

The cycle for partnership reporting is proposed to align with Councils financial year (1 July – 30 June) and align to the quarterly governance meetings throughout the year which are usually held in August, November, March, May.

Regular reporting to the Greater Christchurch Partnership Committee is summarised as a high level in the Table 1:

Table 1: Summary of Greater Christchurch Partnership reporting

Level of reporting	Timeframe (Quarterly reporting commences with each financial year)	Reporting focus
Annual Report	Annually – Q1 (August annually)	<ul style="list-style-type: none"> <li>Environmental Scan – What's changed in Greater Christchurch?</li> <li>GCSP Headline indicators – How are we tracking? Monitoring trends and indicators</li> <li>Financial Summary</li> </ul>
Implementation Plan	Six monthly – Q1 (August) /Q3 (March)	<ul style="list-style-type: none"> <li>Implementation Plan reviewed and updated (annually Q1)</li> <li>Implementation Plan progress reporting (Q3)</li> </ul>
Priority Areas programme	Six monthly –Q1 (August) /Q3 (March)	<ul style="list-style-type: none"> <li>Priority Area Tracker for reporting progress on the Priority Areas (PAs) programme.</li> </ul>

## Greater Christchurch Spatial Plan review requirements

The partnership must undertake monitoring as required by the National Policy Statement on Urban Development which will inform future development capacity assessments. The Spatial Plan will be reviewed every five years, incorporating the latest release of census information from Stats NZ. This will ensure that future iterations of the plan can respond to changing demographic, social, economic and cultural factors. In accordance with the National Policy Statement Urban-Development 2020, the Future Development Strategy component of the plan will be reviewed every three years following the preparation of the latest Housing and Business Development Capacity Assessment.

The joint work programme should be reviewed and updated at least every three years to coincide with council's long term planning processes to ensure the partnership prioritises and adequately resources the delivery of the Spatial Plan (and its future iterations).

## Data sets and sources

The approach to identifying data to inform this report has been to utilise existing data sources, focus on fewer, meaningful key indicators, and streamline reporting. Where available information showing trends over the past 10 years has been provided. The Spatial Plan is focused on the Greater Christchurch urban extent which includes parts of three territorial authorities: Christchurch City, Selwyn District and Waimakariri District.

Data is reported for the entirety of the three Greater Christchurch territorial authorities unless otherwise specified. This will be outlined further within relevant sections of the annual report.

### Residential Development and Housing Dashboard

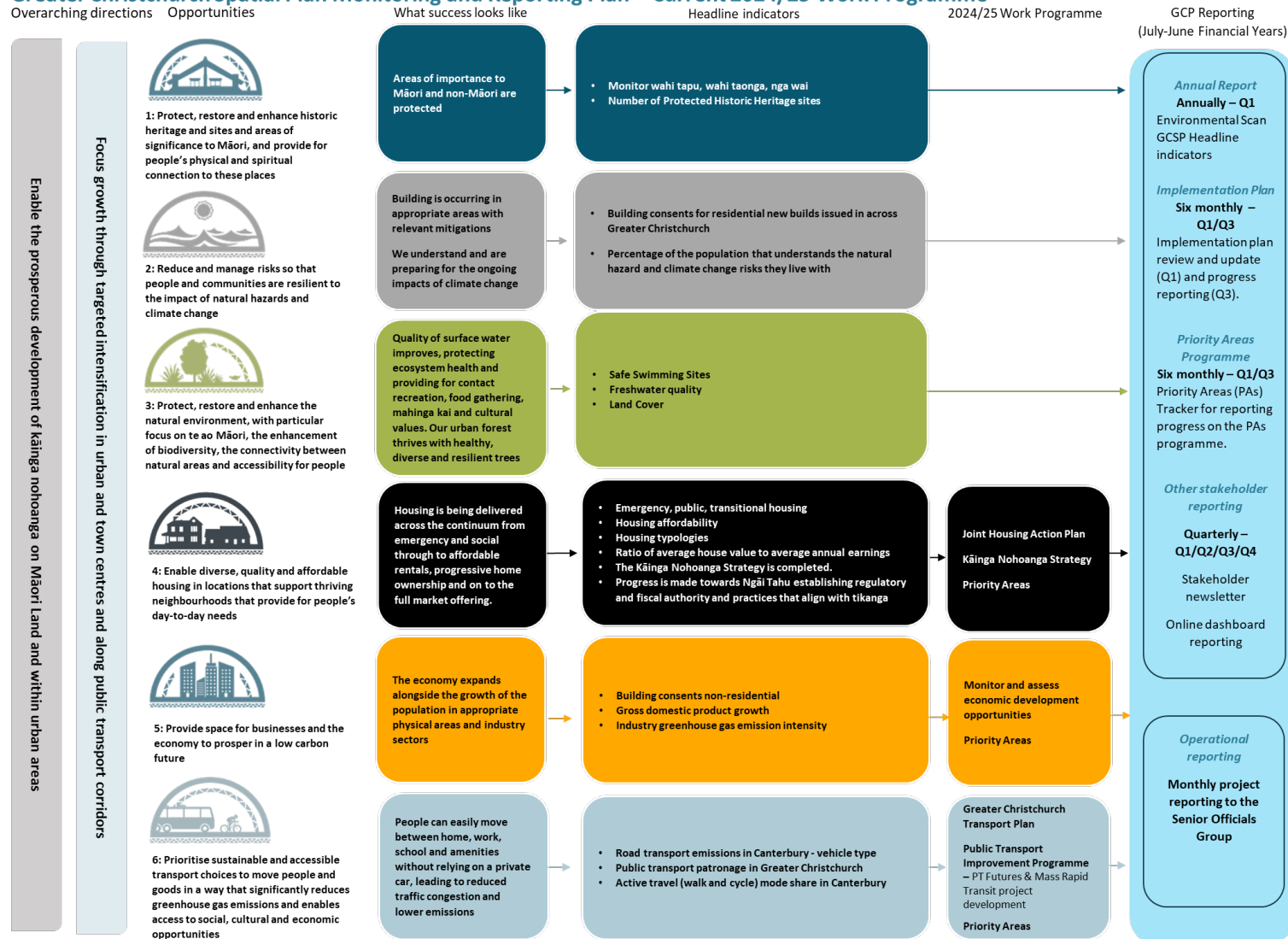
The National Policy Statement on Urban Development further requires that Councils monitor housing and business capacity on a quarterly basis and report annually. A GCP Urban Residential Development Dashboard has been developed to support the legislative requirements of the Greater Christchurch Spatial Plan and should be available on the GCP website later this year. It is anticipated that this will provide reporting to support the legislative requirements.

This dashboard provides an overview of the key indicators for residential development in the Greater Christchurch Partnership area and includes:

- Total new housing since 2013
- Proportions of intensification versus greenfield development
- Size of dwellings (using number of bedrooms)
- Change in feasible capacity
- Mortgage and rental affordability
- Demand for public housing
- Supply for public housing

As this information will be publicly available on the GCP website, it will not be included in this annual report.

## Greater Christchurch Spatial Plan Monitoring and Reporting Plan – Current 2024/25 Work Programme



## Executive Summary

### What's changed in Greater Christchurch?

- The economy performed well in 2024 over the previous year.
- Previous 10-year trends show most economic indicators remain positive and are on par with the rest of New Zealand.
- Population growth is strong.
- Growth is contributing to housing pressure - Housing prices are increasing faster than other parts of New Zealand.
- Households have lower average incomes than the New Zealand average - This gap in household incomes is likely to grow further if the trend over last 5 year continues. Housing affordability continues to worsen for both homeowners and renters - As a measure of housing affordability, there is considerable housing stress across Greater Christchurch. Consistent with the above average rises in house prices and declining affordability, there is an increase in rents as more people cannot afford to buy a home. This has the potential to feed greater rental stress across households into the future.

### What has been achieved?

During 2024 the Greater Christchurch Partnership achieved the following key milestones:

- ✓ The Greater Christchurch Spatial Plan was unanimously endorsed by the Greater Christchurch Partnership Committee (GCPC) and adopted and all partner Councils
- ✓ The Mass Rapid Transit Indicative Business Case. Handover of the project to Christchurch City Council completed.
- ✓ The Joint Housing Action Plan was endorsed by the GCPC and adopted and all partner Councils, Phase one investigations completed and presented to the committee.
- ✓ The Greater Christchurch Transport Plan developed.
- ✓ PT Future continuous programme funding through Waka Kotahi's National Land Transport Programme e.g. route 7 (1 out of only four in NZ)

***The 2024 Infometrics Greater Christchurch Regional Economic Profile (Attachment B) has been used to form the basis for our environmental scan. The report summarises the current key metrics for the Greater Christchurch area, which includes the council geographical boundary outside of the Greater Christchurch Urban extent.***

***The profile provides a summary of key metrics in March 2024 when the GCSP was adopted by Councils so provides an appropriate baseline.***



### Relevant highlights from the Infometrics Regional Economic Profile

- The Greater Christchurch economy was more diverse than the New Zealand average.
- Economic growth averaged 3.1% per annum over the 10 years to 2024 compared with an average of 3.0% in New Zealand. Similarly, employment was up 3.2% from a year earlier. Over 10 years employment growth has averaged 2.2%, on par with the rest of New Zealand.
- The total population for Greater Christchurch was 570,300 in 2024, up 1.6% from a year earlier. Population growth averaged 1.9% over the 5 years to 2024 compared with 1.4% in New Zealand.
- In the following wellbeing domains, Greater Christchurch outperformed New Zealand in the following domains: *civic engagement and governance, environment, housing, jobs and earnings, knowledge and skills, safety and social connections*.
- It underperformed New Zealand in the following wellbeing domains: *health and income and consumption*.
- Looking at average household income, the average was \$117,506 in 2024, significantly lower than the New Zealand average of \$132,873, with annual average increases over the past 5 years being 3.3% in Greater Christchurch and 4.6% across New Zealand.
- Per capita income is a widely used measure of living standard as it accounts for all sources of household income as well as household size. Per capita income growth was 6.8% for the year to March 2024 compared to growth of 5.9% in New Zealand.
- House value growth increased by 4.7% for the year to March 2024 compared to growth of 2.6% in New Zealand.
- 45.8% of the average household income would be needed to service a 20-year mortgage on the average house value, with a 20% deposit at average 2-year fixed interest rates in 2024.
- Growth in average weekly rent was 9.5% for the year March 2024. Growth was greater than in New Zealand at 6.9%.
- The average weekly rent accounted for 22.4% of the average household income in 2024. Rent was less affordable than in New Zealand at 21.9%.

### What does this mean for the Greater Christchurch Spatial Plan?

*Focus growth through targeted intensification in urban and town centres and along public transport corridors*

*Enable the prosperous development of kāinga nohoanga on Māori Land and within urban areas*

The overarching directions above are the key, long term outcomes sought by the Greater Christchurch Spatial Plan over the next 30 years. As it has only been a year since the plan was adopted, it is too soon to tell if the external environment or actions taken by the partnership have had a measurable impact.

Government policy to increase land supply in effect enables development in most areas of Greater Christchurch. This is potentially helpful for increasing overall housing supply however could reduce the demand for intensification as envisaged by the plan. Planning tools are increasingly limited in their ability to influence the outcomes sought in the plan. The partnership will need to look for opportunities to invest, lead, co-ordinate and to influence others to achieve change.

It is difficult to anticipate the likely impact of the Coalition Government's fast-track approvals projects on the implementation of the Spatial Plan. Should all such proposals be approved, the scale of housing and commercial development proposed has the potential to compromise the urban form and transport outcomes in the Spatial Plan, and result in additional infrastructure and servicing costs to local authorities.

The importance of progressing the investment in the journey to Mass Rapid Transit (MRT) as a 'city shaping' initiative is fundamental to achieving many of the outcomes of the Spatial Plan. It is hoped that MRT will be included in the next Waka Kotahi NZ Transport Agency National Land Transport Programme 2027-30. Partners collective commitment to progressing public transport investment will be critical to unlocking the future of MRT.

The trends over the past 12 months have been mostly consistent with assumptions used when developing the plan. Therefore, the plan remains relevant and fit for purpose. Of concern over this period however is worsening housing affordability per capita. The indicators provide further evidence to support the Partnerships continued focus on progressing the Joint Housing Action Plan.

Greater Christchurch Spatial Plan – How are we tracking?

Opportunity One - *Protect, restore and enhance historic heritage and sites and areas of significance to Māori, and provide for people’s physical and spiritual connection to these places.*

Outcome sought: Areas of importance to Māori and non-Māori are protected.

What are the indicators telling us?

Mana whenua is best placed to lead the approach to measuring the protection, restoration and enhancement of sites and areas of significance to Māori with support from the Greater Christchurch Partnership. This could potentially involve:

- Baseline state,
- What has been done, and how has this worked,
- Are there new or ongoing issues/risks,
- Has the state changed and
- are the mechanisms in place to achieve this working?

Heritage Zealand have recently undertaken a triennium survey of Councils and have agreed to work with us to provide a stronger narrative and assessment for the next annual report.

External factors

- Climate change is impacting on our cultural heritage with changes in the environment.
- Development pressures, including urban growth and the need for housing, can put pressure on heritage areas.
- Demolition by neglect, where heritage buildings are allowed to deteriorate and no regulatory controls are available to enforce or incentivise a standard of maintenance and care.
- The insurance industry is facing increasing risks due to climate change, potentially leading to higher premiums or difficulties obtaining insurance for heritage properties, especially those in coastal areas.
- The RM reforms emphasises private property rights and a shift towards a more permissive approach to development. This change could impact heritage designations, as the new legislation aims to simplify processes and enable development, potentially leading to fewer restrictions on heritage properties.

Future considerations

How can we support mana whenua to protect sites of significance to Maori and track progress?

What different incentives for the conservation of Heritage Places could the partnership consider that they don’t already have in place?

What successful examples of education and initiatives have been used to encourage heritage retention, preservation and re-use in Aotearoa New Zealand that could be considered in Greater Christchurch?

Monitor Wahi Tapu, Wahi Taonga, Nga Wai

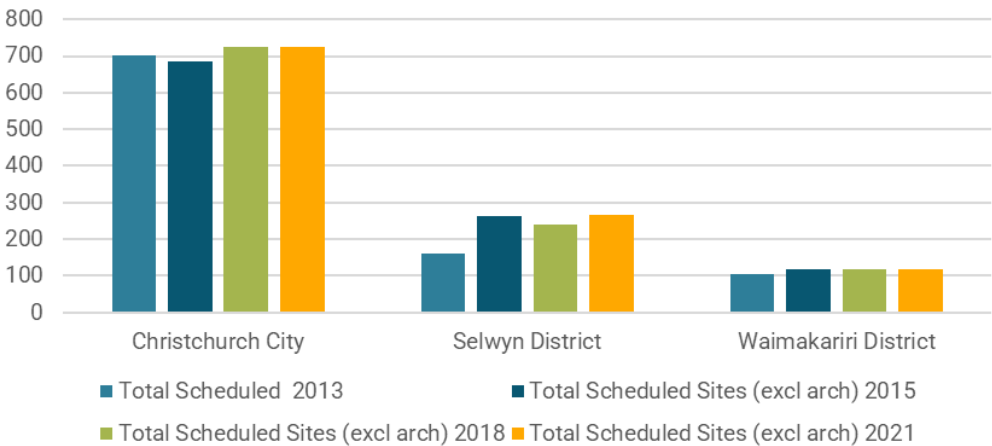
*Why is this important?* The Greater Christchurch area encompasses a number of sites and areas of significance to Māori. This includes those recognised as Wāhi Tapu, Wāhi Taonga, Ngā Tūranga Tūpuna and Ngā Wai. The protection of sites and areas of significance to Māori for the benefit of current and future generations is essential to the cultural identity of Greater Christchurch, acknowledging that their protection is a matter for engagement with mana whenua.

Number of Protected Historic Heritage sites

*Why is this important?* New Zealand’s historic heritage encompasses a diversity of significant places – historic buildings and structures, archaeological sites, historic sites, coastal sites, historic areas and Māori heritage. The protection of historic heritage from inappropriate subdivision, use and development is a matter of cultural importance. Protecting our historic heritage is important for our identity and for our economic, social, and cultural wellbeing as well as future generations. Protecting our historic heritage can be challenging and may require active stewardship often in the face of limited resources.

Monitor Wahi Tapu, Wahi Taonga, Nga Wai  
Still in development and will be reported in the 2026 Annual Report.

Heritage Sites Listed in District Plan Schedules  
2013-2021 (excluding archeological sites)



**Opportunity Two - Reduce and manage risks so that people and communities are resilient to the impact of natural hazards and climate change**

Outcomes sought: To ensure that growth occurs in the right places, it is important to identify and map areas that require protection, and areas which need to be avoided or mitigated. Urban development is directed away from areas that are at significant risk vulnerable to hazards and climate change and where that risk cannot be reduced to acceptable levels. Our communities understand and are preparing for the ongoing impacts of climate change.

**What are the indicators telling us?**

These indicators are still being developed with partner staff.

Partner staff have a workable solution for the mapping development in areas vulnerable to high hazards.

The Canterbury Civil Defence Emergency Management have developed a new annual community survey that asks the community about their understanding of natural hazards and climate risk. Data will be available to us at a Greater Christchurch. This survey was conducted in March 2025.

Both of these data sets were not available by the time of finalising this report and will be reported in the 2026 Annual Report.

**External factors**

- Increased extreme weather events, and a higher frequency of natural disasters like floods, wildfires, and droughts may pose risks to biodiversity and the reliability of water supplies.
- Break down in social cohesion may impact on neighbourhood and communities preparedness, response and recovery.
- The insurance industries response to future insurance of natural hazards. The nature and extent of any Government response to that will be an important factor in how much impact it has on the general population and investment in at-risk property.

**Future considerations**

How can we align with and support the Canterbury Climate Partnership Plan (CCPP) in the short term?

How should we consider natural hazard risk, particularly in the Priority Areas?

How can we encourage or incentivise development in appropriate areas that are not subject to natural hazards?

**Overall consents issued in areas noted as high hazard in Greater Christchurch**

*Why is this important?* It is essential that urban development is directed away from areas that are at significant risk from natural hazards where that risk cannot be reduced to acceptable levels, to ensure the safety and wellbeing of people, and the protection of buildings, infrastructure and assets. By understanding and preparing for climate change impacts, communities can create safer, more resilient, and sustainable environments for people and ecosystems. In the spatial plan areas to avoid or mitigate are areas vulnerable to a high risk of flooding, vulnerable to a medium or high risk of coastal inundation, coastal erosion and tsunami inundation or areas at risk from rockfall, cliff collapse, mass movement and fault lines.

**Overall consents issued (code of compliance completion) in areas noted as high hazard in Map 7 in the Greater Christchurch Spatial plan.**

*Still in development and will be reported in the 2026 Annual Report.*

**Percentage of the Greater Christchurch population that understands the natural hazard and climate change risks they live with**

*Why is this important?* Knowing how many people understand these risks helps authorities and emergency services assess the region's readiness for events like earthquakes, floods, and rising sea levels. The more people understand the risks, the more they can prepare their homes, businesses, and infrastructure to withstand hazards, reducing potential damage and loss. When people are aware of the risks, they are more likely to take proactive measures, like securing homes against earthquakes or preparing emergency kits.

**Percentage of the Greater Christchurch population that understands the natural hazard and climate change risks they live with.**

*Still in development and will be reported in the 2026 Annual Report.*



Opportunity Three - Protect, restore and enhance the natural environment, with particular focus on te āo Māori, the enhancement of biodiversity, the connectivity between natural areas and accessibility for people

Outcome sought: Quality of surface water improves, protecting ecosystem health and providing for contact recreation, food gathering, mahinga kai and cultural values. Our urban forest thrives with healthy, diverse and resilient trees

What are the indicators telling us?

Data on safe swimming sites in Greater Christchurch shows a generally stable trend over the past several years, with the proportion of monitored sites rated as safe remaining relatively consistent and largely aligned with national patterns. While the data suggests some year-to-year variation, the overall trend indicates that the safety of monitored swimming sites has not significantly declined over the reporting period.

Freshwater quality trends show a mixed picture across monitored sites. A number of sites appear to be improving, which is an encouraging sign. At the same time, there are still sites showing signs of degradation, which remains a concern and will require continued focus. A proportion of sites have trends that are indeterminate, indicating a need for improved long-term data to better understand the state of freshwater environments and support effective management.

Land cover in Greater Christchurch has changed notably over the past two decades, with an increase in the built environment reflecting population growth and development. Changes in land cover provide a useful context for understanding land use patterns and highlights the importance of managing future growth in a way that protects highly productive land and supports environmental outcomes.

External factors

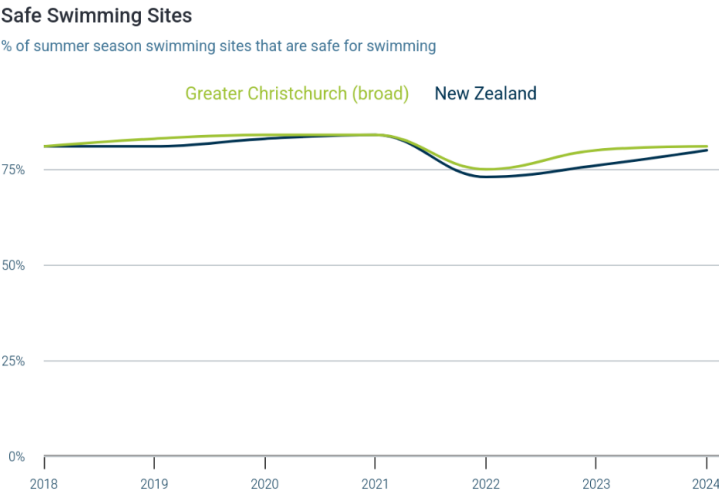
- Changes to national direction instruments and wider resource management reform may constrain available options.
- Climate change and weather patterns such as El Niño affect the health of waterbodies.
- Population growth influences changes in land use cover and places pressure on the natural environment.

Future considerations

- What impact is the Government’s legislative and policy reform programmes anticipated to have on vegetation cover, highly productive land and non-permeable land cover?
- What insights can we draw from the delivery of the Canterbury Climate Partnership Plan to inform our future GCSP actions e.g. Blue-Green Strategy in the medium-term?
- How can private development contribute to enhanced biodiversity and environmental performance with a focus on te āo Māori?
- What innovative mechanism/ incentives are there to preserve highly productive land for future generation, in the context of development enablement?

Safe Swimming Sites

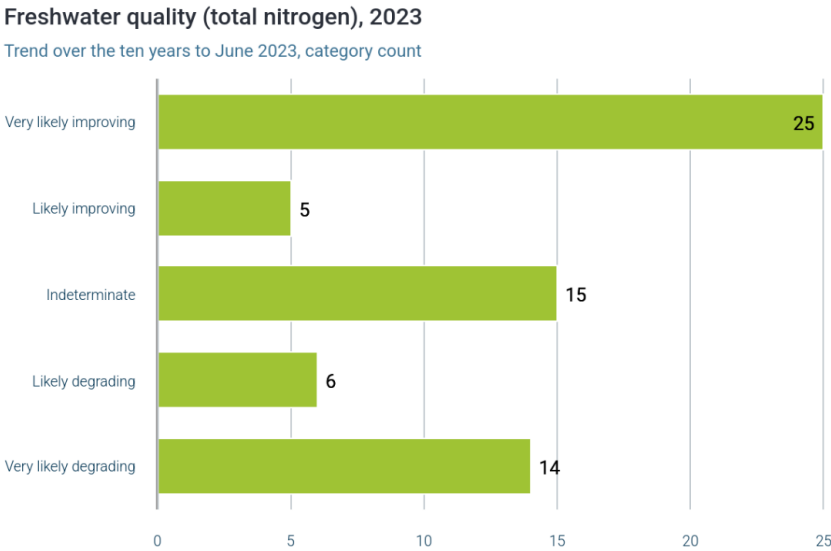
Why is this important? Monitoring safe swimming sites is crucial to protect public health by identifying and mitigating risks from waterborne illnesses, such as those caused by faecal contamination or toxic algae and ensuring safe recreational activities.



Source: Infometrics

Freshwater quality

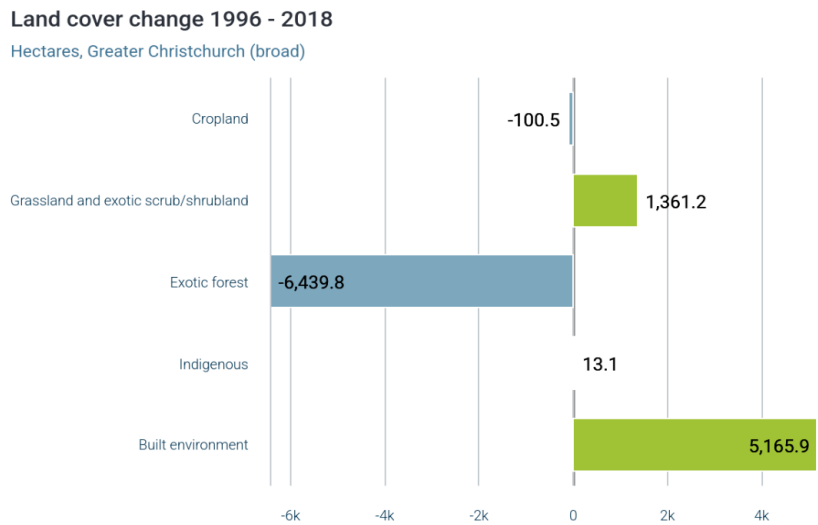
Why is this important? Monitoring freshwater quality is crucial for protecting human health, maintaining healthy ecosystems, and ensuring the sustainable use of water resources for drinking, agriculture, recreation, and industry. Monitoring the health of freshwater is important to evaluate long-term trends in ecosystem health and identify freshwater quality issues early.



Source: Infometrics

Land cover

Why is this important? Land cover describes the types of vegetation and built or natural features that cover the land’s surface. Land cover can be natural in origin (e.g. a remote indigenous forest or a lake), artificial – occurring as a direct result of human activities (e.g. a built-up area or roads), or somewhere in between (e.g. exotic grassland or exotic forest). Understanding changes in land cover is important because the type and location of vegetation cover can influence land stability and the movement of water through the landscape.



Source: Infometrics showing change between 1996 and 2018

**Opportunity Four - Enable diverse, quality and affordable housing in locations that support thriving neighbourhoods that provide for people's day-to-day needs.**

Outcome sought: Housing is being delivered across the spectrum from emergency and social through to affordable rentals, progressive home ownership and on to the full market offering.

**What are the indicators telling us?**

There are a large number of detailed housing indicators included within the GCP Residential Development and Housing Dashboard.

Delivering enough affordable housing continues to be a significant challenge. Mortgage affordability has declined by -27% since 2013. Although rental affordability has increased by between 14% and 21% depending on the TA over the same period.

The total new housing supply across Greater Christchurch has increased by 48,900 dwellings since 2013. This indicates GCP are on track to meet our projected growth targets for 2032.

Demand for public housing has declined by 516 people since 2022, while the transfer register (people needing different public housing) is at the same level as 2022.

**External factors**

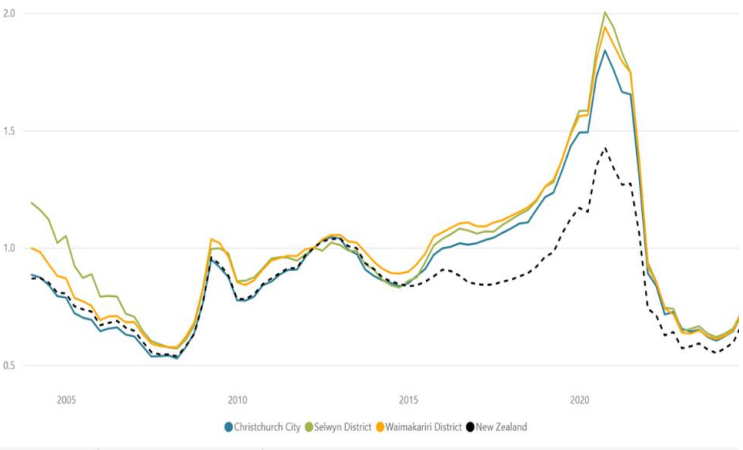
- Housing is complex with many contributing factors, many of which lie outside the remit of local government and will require working with our central government partners and community housing providers to influence and advocate for change.
- Interest rate cuts, aiming to stimulate borrowing and investment. While reductions can make mortgages more affordable, the overall impact on the housing market depends on broader economic conditions and buyer confidence. High interest rates, cost-of-living crisis and recessionary pressures and job uncertainty, have led to a noticeable cooling in buyer interest.
- The Government's Going for Housing Growth programme (GfHG) Pillar 1 changes could be implemented through the new resource management system will commence in mid-2025. Further work is currently underway on detailed design of Pillar 2 improvements to infrastructure funding and financing tools. The legislation to implement these changes expected to be introduced in September 2025 and enacted in mid-2026.
- Over 7,000 of the nearly 8,400 additional homes indicatively provided for across the listed of the fast-track projects in Greater Christchurch, would be developed in greenfield locations outside the future growth areas in the Spatial Plan. The scale of development proposed has the potential to undermine the urban form and transport outcomes in the Spatial Plan, and result in additional infrastructure and servicing costs to local authorities.

**Future considerations**

- Development of a targeted implementation plan to support the development of kāinga nohoanga on Māori Land and within urban areas will be progressed once the Kāinga Nohoanga strategy is completed.
- How can mana whenua be supported in accessing finance and navigating the system to deliver housing on Māori owned land across Greater Christchurch?
- How will the Community Housing sector be supercharged by the Government to provide greater numbers of social and affording homes?
- What influence will the Government's three stage RMA reform programme have on the deliverability of the GCSP?
- What does a consistent, sustainable and ongoing funding mechanism for social and affordable housing look like for Greater Christchurch?
- How can affordable housing – assisted rentals and assisted ownership – be best delivered in Priority Areas, aligned to the GCSP?
- How do we grow demand for apartment style living in Greater Christchurch, and what are the qualities it needs to offer to overcome possible trade-offs?
- What incentives need to be implemented to realise medium to high density developments – residential with a range of bedrooms, commercial, mixed use – in well serviced location in Greater Christchurch?

**Home Ownership Affordability Index by TA and NZ**

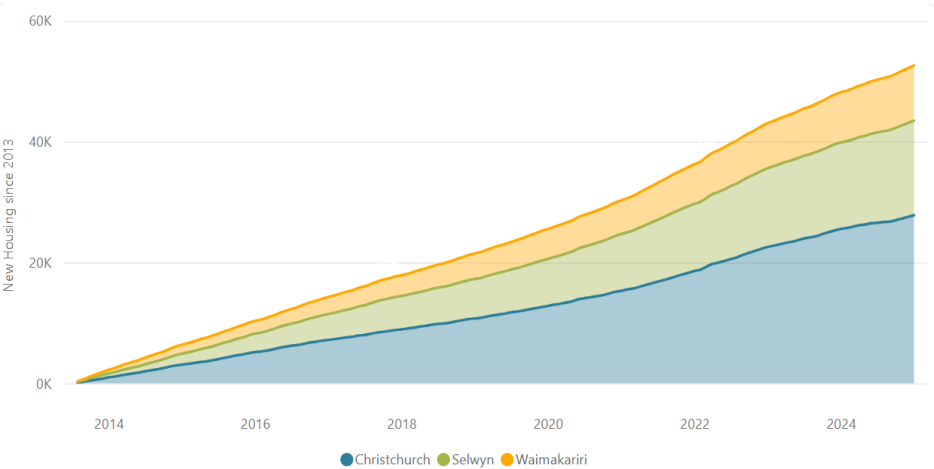
*Why is this important?* The change in mortgage serviceability indicator compares changes in the purchasing power of mortgage interest payments for home loans with the growth in median household disposable (after tax) income. Housing Affordability Indicators show how affordability of renting a home, saving for a deposit, and servicing a mortgage for people entering the market has changed over time.



Source: HUD Urban Development Dashboard – Sept 2024

**Cumulative new housing supply consented (issued) since 2013**

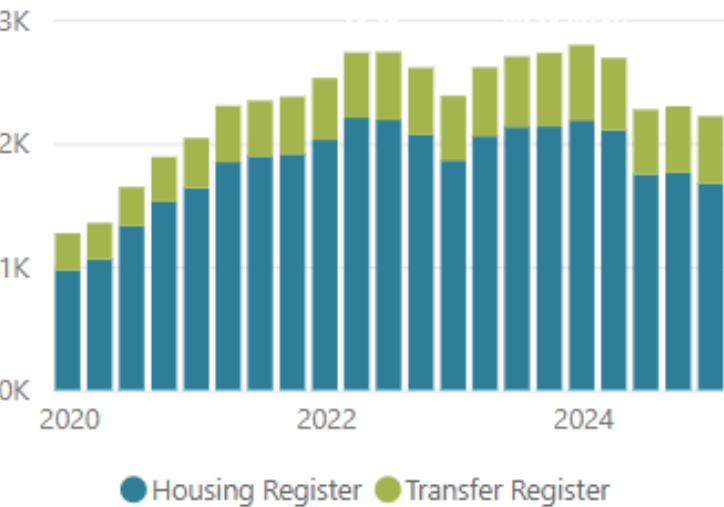
*Why is this important?* Monitoring housing supply is important for understanding and addressing housing affordability and accessibility. It helps decision makers make informed decisions about planning, development, and resource allocation. Tracking housing supply also ensures that enough different typologies are available to meet a range of housing needs, particularly in high-growth areas such as Greater Christchurch.



Source: CCC, SDC, WDC building consent records January 2025

**Demand for Public Housing in Christchurch, Selwyn and Waimakariri**

*Why is this important?* It helps show how many people need warm, safe, and sustainable housing, and the movement of people through the public housing system.



Source: HUD Urban Development Dashboard – Sept 2024

Opportunity Five - Provide space for businesses and the economy to prosper in a low carbon future

Outcome sought: The economy expands alongside the growth of the population in appropriate physical areas and industry sectors

What are the indicators telling us?

In 2023, the intensity of industry greenhouse gas emissions in Christchurch City was lower than in New Zealand (181), Waimakariri District (272) and Selwyn District (571). Largely due to the agriculture, forestry and fishing industries.

GDP in Greater Christchurch measured \$42,366.5m in the year to March 2024, up 1.6% from a year earlier. Growth was greater than in New Zealand (1.4%).

GDP per capita in Greater Christchurch was \$74,288 in 2024, which was lower than the New Zealand average of \$78,453. GDP per capita change in Greater Christchurch was 0.0% for the year to March 2024. Growth was negative in New Zealand (-0.4%).

Non-residential building consents to the value of \$1,404.1 million were issued in Greater Christchurch during the year to December 2024. This compares with the ten year annual average of \$1,273.3 million. The value of consents in Greater Christchurch increased by 11.3% over the year to December 2024, compared to a year earlier. In comparison, the value of consents decreased by 0.9% in New Zealand over the same period.

External factors

International trade and policy changes such as proposed tariffs from major trading partners could lead to increased inflation volatility and affect export demand.

Elevated inflation and interest rates are affecting consumer confidence and demand. These economic conditions influence household spending and business investment decisions within Greater Christchurch.

Climate change and changes in temperature and precipitation patterns can affect crop yields and livestock poses risks to various sectors, particularly agriculture.

Christchurch Airport saw a 26% increase in international arrivals over the year to September, bringing visitation numbers to 75% of pre-COVID levels.

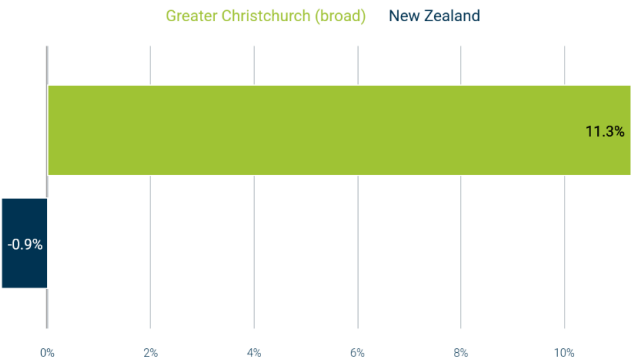
Future considerations

- How do we ensure the business community is involved in the development of Priority Areas to support appropriate development opportunities?
- What types of businesses and industrial sectors do we wish to see grow in Greater Christchurch?
- How do we generate agglomeration benefits for the Greater Christchurch economy in coordinated working across our regions key employment centres (Grow the pie not compete for the same slice)?
- What incentives could be pursued in order to retain, attract and grow the businesses and sectors we want to see based in Greater Christchurch?

Building consent (non-residential)

*Why is this important?* Monitoring non-residential building consents can provide valuable insights into the overall economic health. A rise in non-residential consents, can suggests confidence in economic growth and investment. A decline in consents may indicate a declining economic environment.

Growth in value of consents  
Annual average % change December 2023 - December 2024

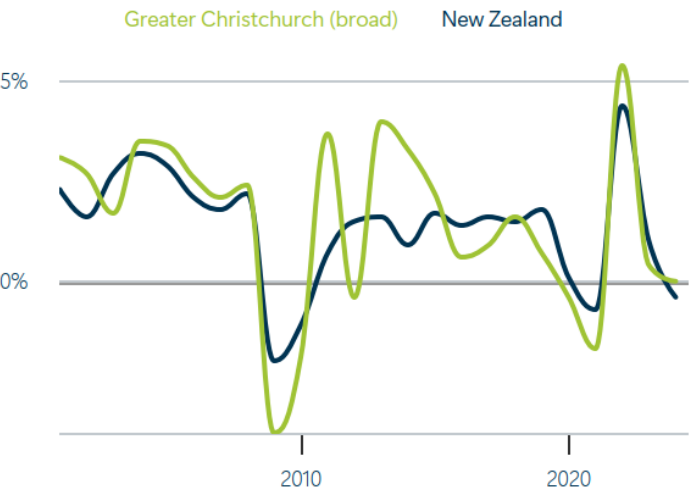


Source: Infometrics Quarterly Economic Monitor

Gross domestic product growth

*Why is this important?* GDP is important because it gives information about the size of the economy and how an economy is performing. The growth rate of real GDP is often used as an indicator of the general health of the economy. In broad terms, an increase in real GDP is interpreted as a sign that the economy is doing well.

Annual % change, March years

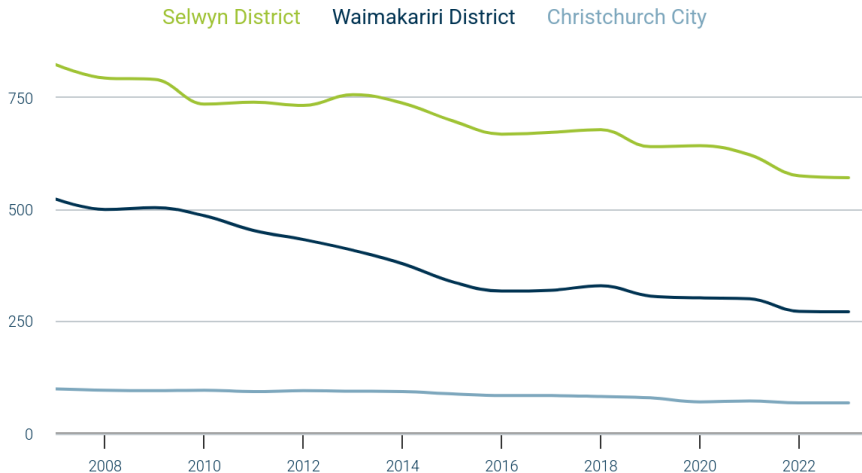


Source: Infometrics Regional Economic profile

Industry greenhouse gas emission intensity

*Why is this important?* Measuring industry greenhouse gas emission intensity is important because it allows for a standardised comparison of how much greenhouse gas emissions are produced per unit of economic activity within different industries. This enables policymakers and businesses to identify sectors with the highest emissions and prioritize efforts to reduce them, ultimately contributing to achieving climate change goals and supporting a move towards a lower carbon economy.

Tonnes CO<sub>2</sub>-e per \$1m GDP, December years



Source: Infometrics Regional Economic profile



Opportunity Six - 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

Outcome sought: People can easily move between home, work, school and amenities without relying on a private car, leading to reduced traffic congestion and lower emissions

What are the indicators telling us?

Greenhouse gas emissions from road transport in Canterbury are regularly monitored to track progress toward achieving a 30 percent reduction in land transport greenhouse gas (GHG) emissions by 2030. Total road transport emissions dipped during the Covid 19 pandemic and since then have remained relatively stable. Despite population growth, emissions from light vehicles haven't increased significantly. Overall road transport emissions have generally been increasing but decreased in 2019 and 2020. The changing profile of the vehicle fleet in Greater Christchurch and increased vehicle fuel efficiency is likely to have been a contributing factor.

Metro's Greater Christchurch network has superseded a former post-earthquake patronage record – with nearly 14.5 million passenger trips taken in the 2023-24 financial year. That's 2.8 per cent above the previous post-earthquake record of almost 14.1 million passenger trips in the 2013-14 financial year.

External factors

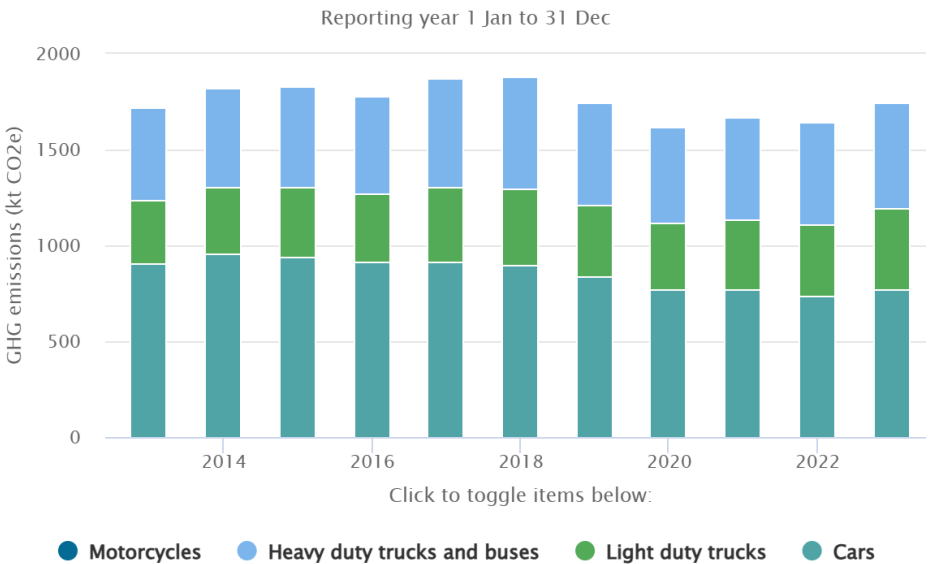
- Population growth continues to increase demand for travel and freight movement, placing additional pressure on the transport system and emissions reduction efforts.
- Fluctuating fuel prices, inflation, and interest rates influence household and business transport decisions, potentially delaying uptake of low-emission transport options.
- Shifts in central government priorities, including a stronger focus on Roads of National and Regional Significance, may limit investment in public and active transport infrastructure.

Future considerations

- The importance of progressing the investment in the journey to Mass Rapid Transit (MRT) as a 'city shaping' initiative is fundamental to achieving many of the outcomes of the Spatial Plan. Hopefully the next Government Position Statement – Land Transport, supports MRT. Partners collective commitment to progressing public transport investment will be critical to unlocking the future of MRT.
- The community continue to seek and advocate for improve public transport across Greater Christchurch
- How is Greater Christchurch best positioned to influence funding allocations in the next NLTP?
- How will long term funding be secured to deliver the Greater Christchurch shaping public transport initiatives?
- What new funding and financing mechanisms will the Government make available to Partners to fund the regionally significant infrastructure required to service the growing population?

Road transport emissions in Canterbury - vehicle type.

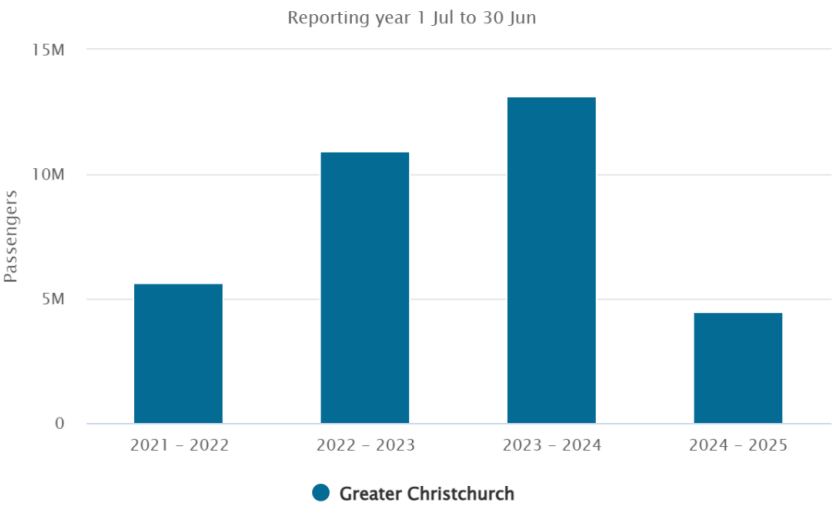
*Why is this important?* Monitoring road transport emissions in Canterbury is important because it enable us to track progress towards reducing greenhouse gas emissions, which is crucial for addressing climate change, and improving air quality in the region, especially considering that road transport is a major contributor to emissions in New Zealand. It can help to identify emission hotspots and implement targeted strategies to reduce emissions and build a more sustainable transport system.



Source: Environment Canterbury

Public transport patronage in Greater Christchurch

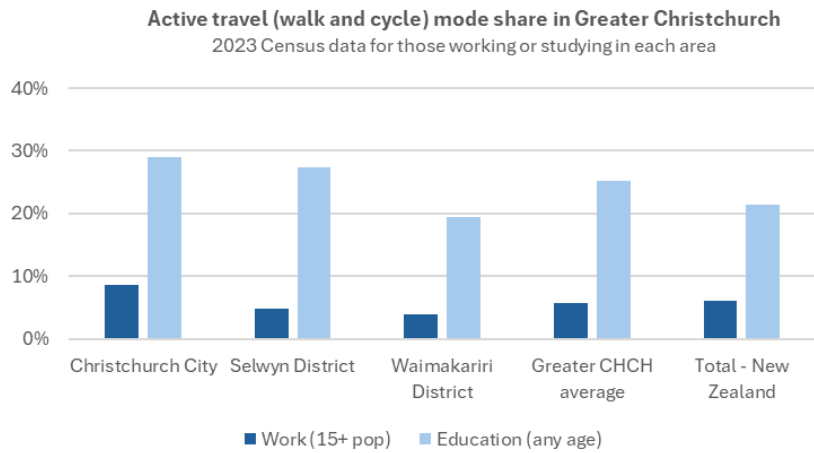
*Why is this important?* Monitoring patronage helps to understand how well public transport is meeting the needs of the community. It also helps to identify when more or different public transport is needed to reduce traffic congestion and provide more travel choice. The increase in public transport patronage is considered a key foundation to realising the future MRT system.



Source: Environment Canterbury

Active travel (walk and cycle) mode share in Canterbury

*Why is this important?* A key component of the focus on targeted intensification is the creation of an urban form that supports and encourages as many trips as possible being made by active travel – walking, cycling and other modes of micro mobility (such as scooters). By monitoring active travel, we can see how effective our actions are being.



Source: Environment Canterbury



## Strategic Risk Management

There is risk and uncertainty inherent in any long-term strategy. The Strategic Risks and Managing Uncertainty section of the Implementation Plan details each of the ten identified strategic risks and the Partnership's actions to mitigate each of these.

Monitoring and review are important to ensure that implementation of the GCSP as a long-term development strategy adapts to new and emerging influences and changes that occur over time. Of the ten strategic risks, those of highest importance for partners to mitigate are outlined below, along with the Partnership's approach to mitigating these risks:

- Funding availability and Finance (Critical risk level): GCP Partners are working closely to identify alternative funding sources to enable implementation, pursue use of new funding mechanisms enabled by the Government and seek to optimise timing of project development to maximise alignment to Government policy and funding cycles.
- Priorities and Alignment (High risk level): The GCP leadership model is intended to manage this risk by providing a mechanism for regular review and alignment discussions. The Partnership Review to be completed in mid-2025 will seek to identify areas for improvement and enhancing the Partnerships performance. A future Regional Deal may assist with achieving even stronger alignment across Partner organisations.
- Changes in Government policy (High risk level): This is being actively tracked by the Partnership through the Operating Environment Statement, with those of significance escalated to the GCP Committee for coordinated response.
- Achievability of intensification (High risk level): Greater Christchurch Partnership will continue to monitor this evolving situation and consider any actions required to achieve the desired settlement pattern.
- Infrastructure Cost and Delivery (High risk level): Greater Christchurch Partnership will actively monitor this risk and support Partners work on delivery constraints.

## Financial Summary

At year end to 30 June 2024 the operating budget for the secretariat had a modest surplus of \$82K as shown in Table 1.

Table 1 – Secretariat Operating Budget Year End Financial Results

Expense	Approved Budget FY 2023/24	Actuals FY2023/24	Approved Budget FY2024/25	Revised Budget FY2025/26
Operating Costs				
-Staff costs & independent chair	610,000	507,000	610,000	500,000
-Mana whenua Advisory	100,000	100,000	100,000	70,000
-Administration ( <i>printing, catering, adhoc</i> )	10,000	8,000	10,000	10,000
-Advice & Communications	70,000	45,000	70,000	60,000
-CCC Overhead ( <i>accommodation, IT, support</i> )	50,000	65,000	50,000	114,900
Total	840,000	725,000	840,000	754,900
Surplus		115,000		
Less Joint Housing Action Plan funding carry forward		-33,000		
Surplus		82,000		

Table 2 – Project Funding Balances

Project Balances as at 30/6/24	Programme Delivery	485,956
	Kāinga Nohoanga Strategy	6,522
	Joint Housing Action Plan Development	33,000
Project Budget contribution for 24/25 year	Programme Delivery	150,000
	Engagement & Consultation	80,000

### Outlook for 2025/26 Financial Year

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

The secretariat operational costs are under budget year to date. The annual Programme Delivery budget of \$150k and Engagement & Consultation budget of \$80K have not to date been invoiced to Councils and won't be unless approved project plans are in place that require this funding to be called upon. The 2025/26 operational budget has been reviewed and further savings of \$85,100 identified through reductions in consultants, salaries and other operational costs which represents a 10% reduction on the approved Long Term Plan budget.

The secretariat operating budget for the 2024/25 year remained the same as the 2023/24 year at \$840,000.

Project balances as of 30 June 2024 and project budgets for the 2024/25 year are listed in Table 2.

CEAG approved the consolidation of the 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.



## REGIONAL ECONOMIC PROFILE



Item 9

Attachment B

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## Contents

<b>Economy</b>	1
The New Zealand economy in 2024	1
How fast has Greater Christchurch (broad)'s economy grown?	1
What is the GDP per capita in Greater Christchurch (broad)?	2
What is the industrial structure of Greater Christchurch (broad)'s economy?	3
Which broad industries made the largest contribution to economic growth?	5
How diverse is the Greater Christchurch (broad) economy?	7
In which industries does Greater Christchurch (broad) have a comparative advantage?	9
<b>Productivity</b>	10
How has productivity in Greater Christchurch (broad) changed over time?	10
Which are the most productive industries in Greater Christchurch (broad)?	11
<b>Business</b>	13
How fast did the number of business units grow in Greater Christchurch (broad)?	13
In which industries are businesses concentrated in Greater Christchurch (broad)?	14
What is the size of business units in Greater Christchurch (broad)?	15
<b>Employment</b>	18
How fast has employment grown in Greater Christchurch (broad)?	18
What is the industrial structure of employment in Greater Christchurch (broad)?	19
Which industries have created the most jobs?	21
What proportion of the workforce is self-employed?	22
What proportion of the workforce is unemployed?	24
<b>Population</b>	26
How fast has Greater Christchurch (broad)'s population grown?	26
What is the source of Greater Christchurch (broad)'s population growth?	27
What is the age composition of Greater Christchurch (broad)'s population?	28
<b>Wellbeing</b>	30
How does wellbeing in Greater Christchurch (broad) compare with New Zealand?	30
<b>Income and housing</b>	31
What are the mean earnings in Greater Christchurch (broad)?	31
What do households earn in Greater Christchurch (broad)?	32
What is per capita income in Greater Christchurch (broad)?	33
How have house values in Greater Christchurch (broad) grown?	34
How affordable is housing in Greater Christchurch (broad)?	36
How have rents in Greater Christchurch (broad) grown?	37
How affordable is renting in Greater Christchurch (broad)?	38
How many beneficiaries are there in Greater Christchurch (broad)?	39
<b>Tourism</b>	41
How much employment does tourism contribute to Greater Christchurch (broad)?	41
How much GDP does tourism contribute to Greater Christchurch (broad)?	42
<b>Geography</b>	45
<b>Technical notes</b>	46

### 3 2024 REGIONAL ECONOMIC PROFILE: GREATER CHRISTCHURCH (BROAD)

## Economy

### The New Zealand economy in 2024

Economic growth in New Zealand eased to 1.4%pa over the March 2024 year, following revised 3.5%pa growth in 2023. Record net migration of around 98,000 people drove growth locally as GDP per capita fell 1.1%pa over the year to March 2024. Activity in the global economy cooled as heightened interest rates began to rein in inflation stemming from stimulus during the pandemic, compounded by global geopolitical tensions.

Economic growth decelerated between March 2023 and March 2024 years in 9 out of 19 headline industries. The slow headline growth of 1.4%pa relative to the 5-year pre-pandemic average of 3.6%pa, combined with weakness across many sectors points to weak economic momentum. Health care and social assistance contributed about a third of the total increase in economic activity over the year to March 2024, growing at 5.5%pa. Agriculture, forestry and fishing, public administration and safety, and rental, hiring and real estate services industries were also major contributors to growth.

Manufacturing and retail trade were the largest moderators of economic growth, declining by 3.7%pa and 4.2%pa respectively over the year to March 2024. Wholesale trade and accommodation and food services also showed large declines. Despite the difficult trading environment, the New Zealand economy ended the year around 10% larger compared to the pre-pandemic.

### How fast has Greater Christchurch (broad)'s economy grown?

Gross Domestic Product (GDP) is a fundamental economic indicator that measures the value added from the production of goods and services. This section presents estimates of GDP for Greater Christchurch (broad) for the year to March 2022 and previous years. GDP is measured in 2024 prices.

Figure 1. Gross domestic product  
Annual average % change, year to March 2024

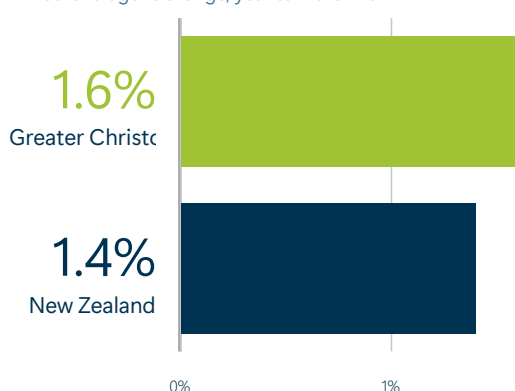
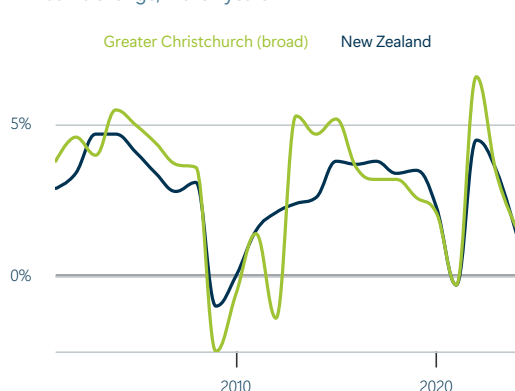


Figure 2. Gross domestic product  
Annual % change, March years



2024 REGIONAL ECONOMIC PROFILE: GREATER CHRISTCHURCH (BROAD) 4

Highlights

- GDP in Greater Christchurch (broad) measured \$42,366.5m in the year to March 2024, up 1.6% from a year earlier. Growth was greater than in New Zealand (1.4%).
- Economic growth in Greater Christchurch (broad) averaged 3.1%pa over the 10 years to 2024 compared with an average of 3.0%pa in New Zealand.
- Growth in Greater Christchurch (broad) reached a high of 6.6% in 2022 and a low of -2.5% in 2009.
- Greater Christchurch (broad) accounted for 10.1% of national GDP in 2024.

Table 1. Gross domestic product  
March years, 2024 prices

Greater Christchurch (broad)				New Zealand		
Year	Level	% change (annual average)	Absolute change (annual average)	Level	% change (annual average)	Absolute change (annual average)
2000	\$20,816.2m			\$218,896.9m		
2005	\$26,057.0m	4.6%	\$1,048.0m	\$265,804.0m	4.0%	\$9,381.0m
2010	\$28,315.4m	1.7%	\$452.0m	\$287,915.2m	1.6%	\$4,422.0m
2015	\$32,847.9m	3.0%	\$906.0m	\$325,176.9m	2.5%	\$7,452.0m
2020	\$37,945.9m	2.9%	\$1,020.0m	\$382,971.0m	3.3%	\$11,559.0m
2021	\$37,825.8m	-0.3%	-\$120.1m	\$381,794.3m	-0.3%	-\$1,176.7m
2022	\$40,320.2m	6.6%	\$2,494.4m	\$399,110.2m	4.5%	\$17,315.9m
2023	\$41,694.7m	3.4%	\$1,374.5m	\$413,064.7m	3.5%	\$13,954.5m
2024	\$42,366.5m	1.6%	\$671.8m	\$418,823.8m	1.4%	\$5,759.1m

What is the GDP per capita in Greater Christchurch (broad)?

GDP per capita is a measure of the economic output of an area relative to the size of its resident population. It can provide a gauge of the economic health and prosperity of an area. However, it has shortcomings as an indicator. Areas which have a higher proportion of their workers commuting in from outlying areas tend to have higher GDP per capita. The reverse also applies as areas which serve as dormitories to nearby economic centres tend to have lower GDP per capita. GDP per capita is measured in 2024 prices.

## 5 2024 REGIONAL ECONOMIC PROFILE: GREATER CHRISTCHURCH (BROAD)

Figure 3. GDP per capita, 2024  
Year to March 2024

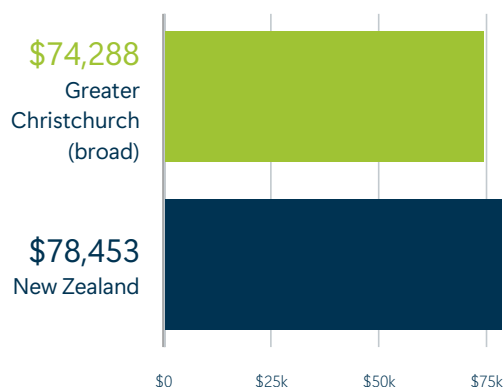
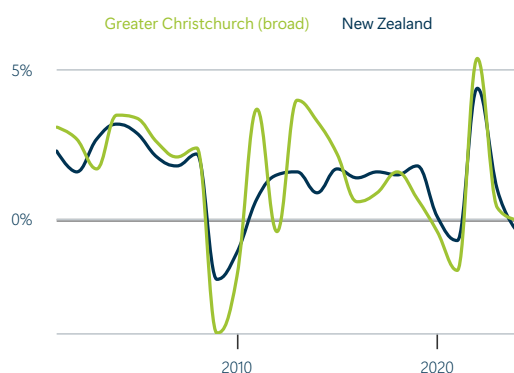


Figure 4. GDP per capita growth  
Annual % change, March years



### Highlights

- GDP per capita in Greater Christchurch (broad) was \$74,288 in 2024, which was lower than the New Zealand average of \$78,453.
- GDP per capita change in Greater Christchurch (broad) was 0.0% for the year to March 2024. Growth was negative in New Zealand (-0.4%).

Table 2. GDP per capita  
March years, 2024 prices

Year	Greater Christchurch (broad)			New Zealand		
	Level	% change (annual average)	Absolute change (annual average)	Level	% change (annual average)	Absolute change (annual average)
2000	\$52,236.0			\$56,743.0		
2005	\$60,122.0	2.9%	\$1,577.0	\$64,299.0	2.5%	\$1,511.0
2010	\$60,906.0	0.3%	\$157.0	\$66,177.0	0.6%	\$376.0
2015	\$69,081.0	2.6%	\$1,635.0	\$70,546.0	1.3%	\$874.0
2020	\$71,488.0	0.7%	\$481.0	\$75,237.0	1.3%	\$938.0
2021	\$70,269.0	-1.7%	-\$1,219.0	\$74,696.0	-0.7%	-\$541.0
2022	\$74,036.0	5.4%	\$3,767.0	\$77,995.0	4.4%	\$3,299.0
2023	\$74,296.0	0.4%	\$260.0	\$78,754.0	1.0%	\$759.0
2024	\$74,288.0	0.0%	-\$8.0	\$78,453.0	-0.4%	-\$301.0

### What is the industrial structure of Greater Christchurch (broad)'s economy?

This section shows how different industries contribute to the Greater Christchurch (broad) economy. At the broadest level, we look at GDP in terms of primary industries, goods-producing industries, high-value services, other services, and other sectors. We also look at the contribution to GDP in terms of the more detailed 1-digit ANZSIC06 industries. Further information about the industrial classification is given in the Technical Notes at the end of the document.



2024 REGIONAL ECONOMIC PROFILE: GREATER CHRISTCHURCH (BROAD) 6

Figure 5. Economic structure by broad sectors, 2024  
% of total, year to March 2024

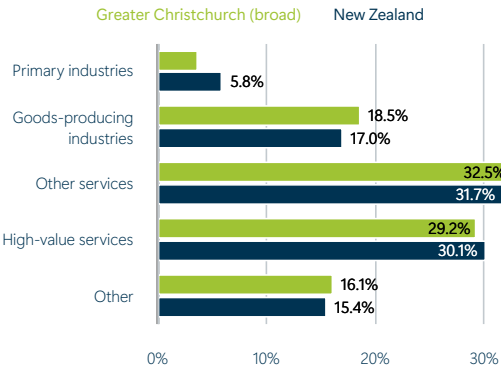


Figure 6. Ten largest ANZSIC Level 1 industries, 2024  
% of total, year to March 2024



Highlights

- Among the broad economic sectors other services accounted for the largest proportion of GDP (32.5%) in Greater Christchurch (broad), which was higher than in New Zealand (31.7%).
- Goods-producing industries accounted for the second largest proportion in Greater Christchurch (broad) (18.5%) compared with 17.0% in New Zealand.
- Primary industries accounted for the smallest proportion in Greater Christchurch (broad) (3.6%) compared with 5.8% in New Zealand.

7 2024 REGIONAL ECONOMIC PROFILE: GREATER CHRISTCHURCH (BROAD)

Table 3. Gross domestic product by industry, 2024  
2024 prices, year to March 2024

ANZSIC Level 1 industries		Greater Christchurch (broad)		New Zealand	
Code	Name	Level	% of total	Level	% of total
M	Professional, scientific and technical services	\$4,861.2m	11.5%	\$40,269.9m	9.6%
E	Construction	\$3,433.7m	8.1%	\$27,536.8m	6.6%
Q	Health care and social assistance	\$3,377.1m	8.0%	\$27,796.9m	6.6%
C	Manufacturing	\$3,306.0m	7.8%	\$32,688.5m	7.8%
L	Rental, hiring and real estate services	\$2,548.0m	6.0%	\$26,150.5m	6.2%
F	Wholesale trade	\$2,274.4m	5.4%	\$21,433.2m	5.1%
G	Retail trade	\$2,197.7m	5.2%	\$19,801.7m	4.7%
O	Public administration and safety	\$1,788.9m	4.2%	\$20,317.5m	4.9%
I	Transport, postal and warehousing	\$1,733.5m	4.1%	\$16,671.6m	4.0%
P	Education and training	\$1,517.1m	3.6%	\$14,314.4m	3.4%
K	Financial and insurance services	\$1,492.4m	3.5%	\$23,657.4m	5.7%
A	Agriculture, forestry and fishing	\$1,475.5m	3.5%	\$20,997.3m	5.0%
J	Information media and telecommunications	\$1,329.6m	3.1%	\$16,804.6m	4.0%
D	Electricity, gas, water and waste services	\$1,106.5m	2.6%	\$11,030.7m	2.6%
N	Administrative and support services	\$875.4m	2.1%	\$9,353.3m	2.2%
H	Accommodation and food services	\$839.7m	2.0%	\$8,255.3m	2.0%
S	Other services	\$758.2m	1.8%	\$7,921.3m	1.9%
R	Arts and recreation services	\$580.8m	1.4%	\$6,115.3m	1.5%
B	Mining	\$68.5m	0.2%	\$3,297.1m	0.8%
	Owner-occupied property operation	\$3,594.1m	8.5%	\$32,694.5m	7.8%
	Unallocated	\$3,208.2m	7.6%	\$31,716.1m	7.6%
Total		\$42,366.5m	100.0%	\$418,823.8m	100.0%

Which broad industries made the largest contribution to economic growth?

Although an industry may be growing rapidly, if it is small relative to a region's total economy, its contribution to overall GDP growth may also be small. This section, investigates which industries made the largest contribution to the overall growth of Greater Christchurch (broad)'s economy after taking into account their different respective relative sizes.

2024 REGIONAL ECONOMIC PROFILE: GREATER CHRISTCHURCH (BROAD) 8

Figure 7. Top five industries, ANZSIC Level 1, 2023 - 2024  
Absolute change in GDP, March years, 2024 prices

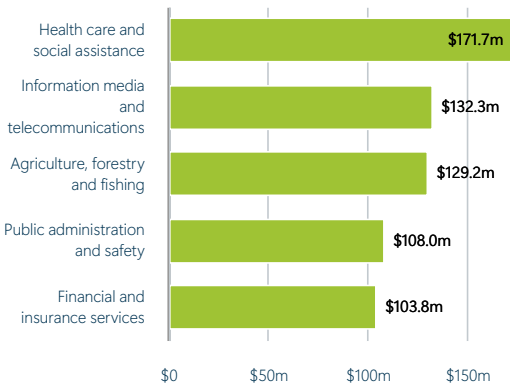
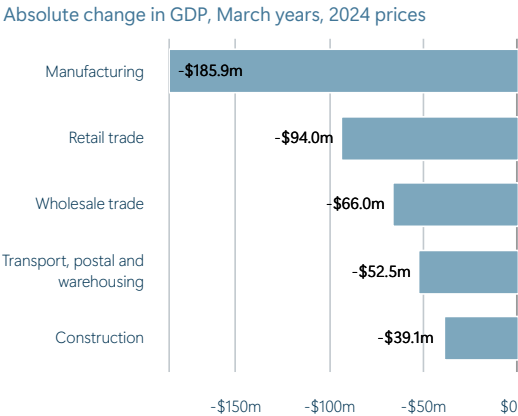


Figure 8. Bottom five industries, ANZSIC Level 1, 2023 - 2024  
Absolute change in GDP, March years, 2024 prices



Highlights

- Health care and social assistance made the largest contribution to overall growth in Greater Christchurch (broad) between 2023 and 2024. The industry grew by 5.4% over the period and contributed \$171.7m to the district's total growth of \$671.8m.
- The next largest contributor was information media and telecommunications (\$132.3m) followed by agriculture, forestry and fishing (\$129.2m).
- The largest detractor from growth was manufacturing which declined by \$185.9m. Retail trade (-\$94m) was the next largest detractor.

## 9 2024 REGIONAL ECONOMIC PROFILE: GREATER CHRISTCHURCH (BROAD)

Table 4. ANZSIC Level 1 industries ranked by contribution to growth, 2023-2024

March years, 2024 prices

ANZSIC Level 1 industries	Greater Christchurch (broad)				
Name	2023	2024	Absolute growth	% point contribution to growth	Annual growth
Health care and social assistance	\$3,205.4m	\$3,377.1m	\$171.7m	0.41%	5.4%
Information media and telecommunications	\$1,197.3m	\$1,329.6m	\$132.3m	0.32%	11.0%
Agriculture, forestry and fishing	\$1,346.3m	\$1,475.5m	\$129.2m	0.31%	9.6%
Public administration and safety	\$1,680.9m	\$1,788.9m	\$108.0m	0.26%	6.4%
Financial and insurance services	\$1,388.6m	\$1,492.4m	\$103.8m	0.25%	7.5%
Professional, scientific and technical services	\$4,762.0m	\$4,861.2m	\$99.2m	0.24%	2.1%
Rental, hiring and real estate services	\$2,470.4m	\$2,548.0m	\$77.6m	0.18%	3.1%
Administrative and support services	\$802.3m	\$875.4m	\$73.1m	0.17%	9.1%
Arts and recreation services	\$523.8m	\$580.8m	\$57.0m	0.14%	10.9%
Education and training	\$1,474.0m	\$1,517.1m	\$43.1m	0.10%	2.9%
Other services	\$730.9m	\$758.2m	\$27.3m	0.07%	3.7%
Mining	\$70.4m	\$68.5m	-\$1.9m	0.00%	-2.7%
Accommodation and food services	\$853.7m	\$839.7m	-\$14.0m	-0.03%	-1.6%
Electricity, gas, water and waste services	\$1,133.0m	\$1,106.5m	-\$26.5m	-0.06%	-2.3%
Construction	\$3,472.8m	\$3,433.7m	-\$39.1m	-0.09%	-1.1%
Transport, postal and warehousing	\$1,786.0m	\$1,733.5m	-\$52.5m	-0.13%	-2.9%
Wholesale trade	\$2,340.4m	\$2,274.4m	-\$66.0m	-0.16%	-2.8%
Retail trade	\$2,291.7m	\$2,197.7m	-\$94.0m	-0.22%	-4.1%
Manufacturing	\$3,491.9m	\$3,306.0m	-\$185.9m	-0.44%	-5.3%
<b>Total</b>	<b>\$41,694.7m</b>	<b>\$42,366.5m</b>	<b>\$671.8m</b>	<b>1.60%</b>	<b>1.6%</b>

### How diverse is the Greater Christchurch (broad) economy?

The more concentrated a region or district's economic activity is within a few industries, the more vulnerable it is to adverse effects, such as those arising from climatic conditions or commodity price fluctuations. This section presents the normalised Herfindahl-Hirschman Index (HH Index) which measures the level of diversification of the Greater Christchurch (broad) economy. An index of 0 represents a diversified economy with economic activity evenly spread across all industries. The higher the index, the more concentrated economic activity is in a few industries.



2024 REGIONAL ECONOMIC PROFILE: GREATER CHRISTCHURCH (BROAD) 10

Figure 9. HH Index  
March years

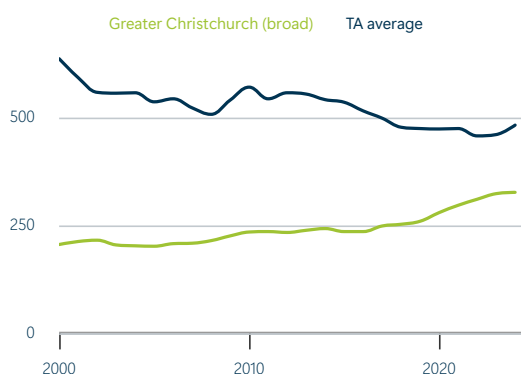
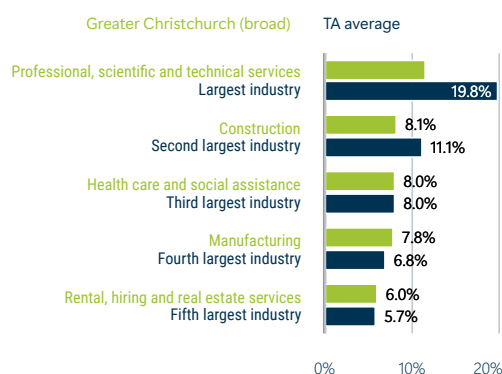


Figure 10. Industries contributing to diversity in Greater Christchurch (broad), 2024  
% contribution to GDP of five largest industries compared to average across all territorial authorities



## Highlights

- With an HH Index of 327 in 2024, Greater Christchurch (broad)'s economy was more diverse than the average. The average HH Index across all 66 territorial authorities was 483.
- The largest industry in Greater Christchurch (broad) (professional, scientific and technical services) contributed 11.5% to its GDP in 2024, which was lower than the average contribution (19.8%) of the largest industry across 66 territorial authorities.
- The second largest industry in Greater Christchurch (broad) (construction) contributed 8.1% to its GDP in 2024, which was lower than the average contribution (11.1%) of the second largest industry across 66 territorial authorities.

Table 5. HH Index  
March years

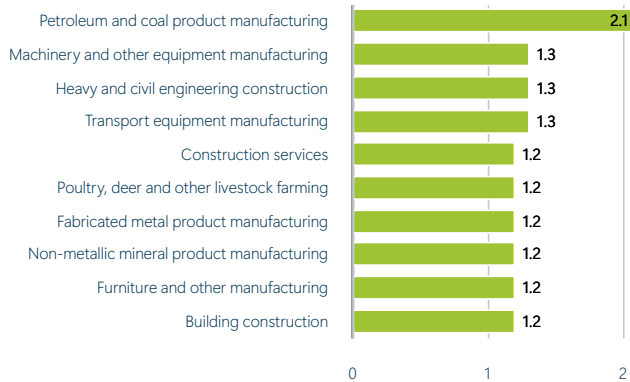
	Greater Christchurch (broad)	TA average
Year	Level	Level
2000	206	637
2005	202	537
2010	235	571
2015	236	536
2020	280	474
2021	297	475
2022	311	458
2023	324	461
2024	327	483

11 2024 REGIONAL ECONOMIC PROFILE: GREATER CHRISTCHURCH (BROAD)

In which industries does Greater Christchurch (broad) have a comparative advantage?

A high concentration of certain industries in an area can be indicative of the area having a comparative advantage in these industries. Comparative advantage is an economy's ability to produce a particular good or service at a lower opportunity cost than its trading partners. This comparative advantage may be a result of the area's natural endowments, location, skill profile, or historical reasons. This section uses location quotients to identify what industries an area may have a comparative advantage in. An area has a location quotient larger than one when the share of that industry in the area's economy is greater than the share of the same industry in the national economy. The higher the quotient's value the greater the comparative advantage.

Figure 11. Location quotient for top 10 NZSIOC Level 3 industries, 2024  
March years



Highlights

- The industries in which Greater Christchurch (broad) has the largest comparative advantages are petroleum and coal product manufacturing (location quotient=2.1), transport equipment manufacturing (1.3) and machinery and other equipment manufacturing (1.3).

## Productivity

### How has productivity in Greater Christchurch (broad) changed over time?

Labour productivity varies from industry to industry. The level of GDP per filled job can differ between industries for a variety of reasons including the skill levels of workers and their inherent efficiency, as well as the different amounts of machinery, technology and land being used as production inputs. As the capital intensity of an industry is often a significant determinant of labour productivity, it is useful to also consider industrial capital intensity when examining labour productivity. The section measures each industry's labour productivity in Greater Christchurch (broad) by ranking industries according to their level of GDP per filled job. Capital intensity is also provided and measured in terms of the share of GDP in that industry, which is attributable to capital inputs. Highly capital-intensive industries are, therefore, those industries which utilise greater proportions of capital inputs.

Figure 12. Productivity level, 2024  
GDP per filled job, 2024 prices, March years

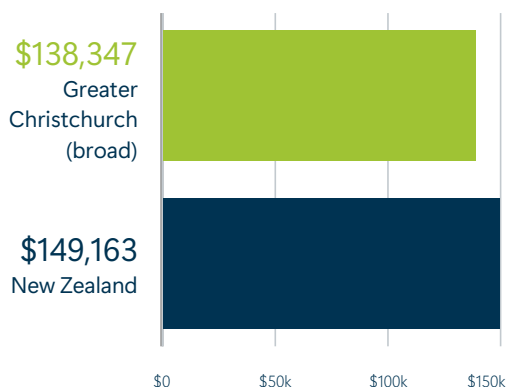
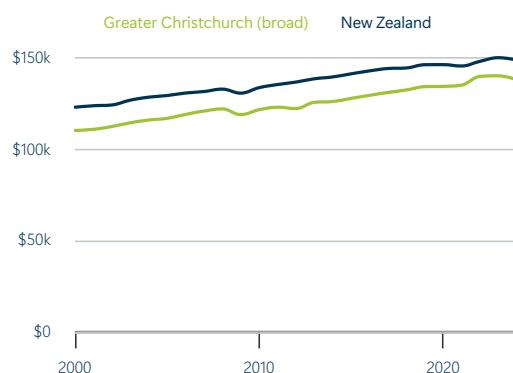


Figure 13. Productivity level  
GDP per filled job, 2024 prices, March years



### Highlights

- GDP per filled job in Greater Christchurch (broad) measured \$138,347 in the year to March 2024, which was lower than in New Zealand (\$149,163).
- Productivity in Greater Christchurch (broad) decreased by 1.5% from a year earlier, compared with a decrease of 0.8% in New Zealand.
- Productivity growth in Greater Christchurch (broad) averaged 0.9%pa over the 10 years to 2024 compared with an average of 0.6%pa in New Zealand.

### 13 2024 REGIONAL ECONOMIC PROFILE: GREATER CHRISTCHURCH (BROAD)

Table 6. Productivity

GDP per filled job, 2024 prices, March years

Year	Greater Christchurch (broad)			New Zealand		
	Level	% change (annual average)	Absolute change (annual average)	Level	% change (annual average)	Absolute change (annual average)
2000	\$110,540			\$123,261		
2005	\$117,181	1.2%	\$1,328	\$129,650	1.0%	\$1,278
2010	\$121,879	0.8%	\$940	\$133,964	0.7%	\$863
2015	\$128,095	1.0%	\$1,243	\$141,545	1.1%	\$1,516
2020	\$134,676	1.0%	\$1,316	\$146,577	0.7%	\$1,006
2021	\$135,385	0.5%	\$709	\$145,833	-0.5%	-\$744
2022	\$140,119	3.5%	\$4,734	\$148,382	1.7%	\$2,549
2023	\$140,469	0.2%	\$350	\$150,380	1.3%	\$1,998
2024	\$138,347	-1.5%	-\$2,122	\$149,163	-0.8%	-\$1,217

#### Which are the most productive industries in Greater Christchurch (broad)?

Labour productivity varies from industry to industry. The level of GDP per filled job can differ between industries for a variety of reasons including the skill levels of workers and their inherent efficiency, as well as the different amounts of machinery, technology and land being used as production inputs. As the capital intensity of an industry is often a significant determinant of labour productivity, it is useful to also consider industrial capital intensity when examining labour productivity.

The section measures each industry's labour productivity in Greater Christchurch (broad) by ranking industries according to their level of GDP per filled job. Capital intensity is also provided and measured in terms of the share of GDP in that industry, which is attributable to capital inputs. Highly capital-intensive industries are, therefore, those industries which utilise greater proportions of capital inputs.

Figure 14. Top five industries with highest productivity, 2024

GDP per filled job, 2024 prices, year to March 2024

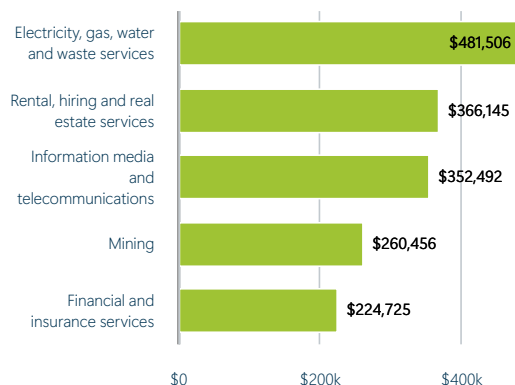
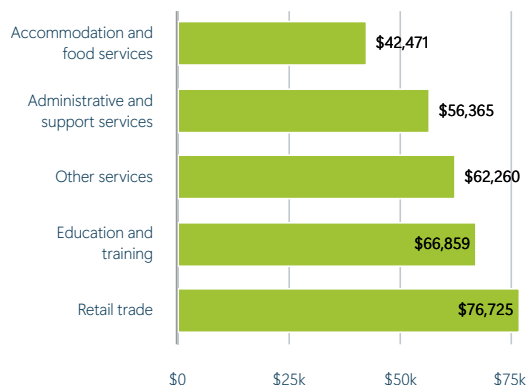


Figure 15. Bottom five industries with lowest productivity, 2024

GDP per filled job, 2024 prices, year to March 2024





2024 REGIONAL ECONOMIC PROFILE: GREATER CHRISTCHURCH (BROAD) 14

Highlights

- The industry in Greater Christchurch (broad) with the highest labour productivity was electricity, gas, water and waste services with an average GDP per filled job of \$481,506 in 2024.
- The next most productive industries were rental, hiring and real estate services (\$366,145) and information media and telecommunications (\$352,492).
- The industry in Greater Christchurch (broad) with the lowest labour productivity in 2024 was accommodation and food services (\$42,471).

Table 7. Productivity by ANZSIC Level 1 industries, 2024  
GDP per filled job, 2024 prices, year to March 2024

ANZSIC Level 1 industries		Greater Christchurch (broad)	New Zealand
Code	Name	Productivity	Productivity Capital intensity
D	Electricity, gas, water and waste services	\$481,506	\$507,089
L	Rental, hiring and real estate services	\$366,145	\$404,857
J	Information media and telecommunications	\$352,492	\$394,465
B	Mining	\$260,456	\$526,609
K	Financial and insurance services	\$224,725	\$308,260
A	Agriculture, forestry and fishing	\$170,342	\$144,461
M	Professional, scientific and technical services	\$154,554	\$145,973
I	Transport, postal and warehousing	\$139,843	\$147,617
F	Wholesale trade	\$139,022	\$161,565
O	Public administration and safety	\$128,283	\$132,280
C	Manufacturing	\$114,680	\$129,518
E	Construction	\$99,522	\$93,965
R	Arts and recreation services	\$98,658	\$116,916
Q	Health care and social assistance	\$95,261	\$95,518
G	Retail trade	\$76,725	\$80,774
P	Education and training	\$66,859	\$68,258
S	Other services	\$62,260	\$72,171
N	Administrative and support services	\$56,365	\$66,870
H	Accommodation and food services	\$42,471	\$45,304
Total economy		\$138,347	\$149,163

15 2024 REGIONAL ECONOMIC PROFILE: GREATER CHRISTCHURCH (BROAD)

## Business

### How fast did the number of business units grow in Greater Christchurch (broad)?

The number of businesses in an area is an indicator of the health of the economy. For example, growth in the number of businesses in an area reflects increased entrepreneurial activity and economic activity as entrepreneurs are prepared to take risks and start new ventures. This section shows Greater Christchurch (broad)'s recent performance in business unit growth.

Figure 16. Business unit growth, 2024  
Annual average % change, as at February 2024

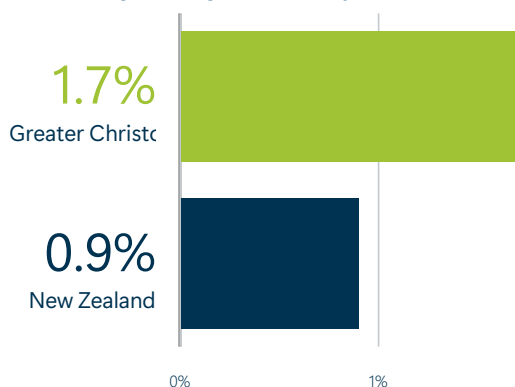
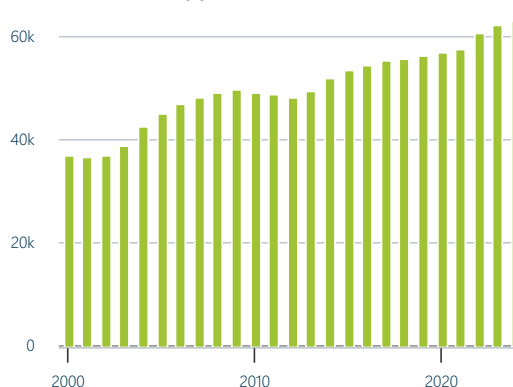


Figure 17. Business units  
Annual level, February years



### Highlights

- Total business units in Greater Christchurch (broad) measured 63,366 in February 2024, up 1.7% from a year earlier. Growth was greater than in New Zealand (0.9%).
- Business units growth in Greater Christchurch (broad) averaged 2.0%pa over the 10 years to 2024 compared with an average of 2.0%pa in New Zealand.
- Business units growth in Greater Christchurch (broad) reached a high of 10.0% in 2004 and a low of -1.1% in 2010.
- Greater Christchurch (broad) accounted for 9.8% of national business numbers in 2024.

2024 REGIONAL ECONOMIC PROFILE: GREATER CHRISTCHURCH (BROAD) 16

Table 8. Business unit growth

Geographic units, as at February 2024

Year	Greater Christchurch (broad)			New Zealand		
	Level	% change (annual average)	Absolute change (annual average)	Level	% change (annual average)	Absolute change (annual average)
2000	36,978			406,242		
2005	44,982	4.0%	1,601	476,565	3.2%	14,065
2010	49,224	1.8%	848	511,521	1.4%	6,991
2015	53,511	1.7%	857	543,789	1.2%	6,454
2020	57,096	1.3%	717	596,973	1.9%	10,637
2021	57,588	0.9%	492	601,323	0.7%	4,350
2022	60,882	5.7%	3,294	631,416	5.0%	30,093
2023	62,292	2.3%	1,410	643,305	1.9%	11,889
2024	63,366	1.7%	1,074	649,164	0.9%	5,859

## In which industries are businesses concentrated in Greater Christchurch (broad)?

The number of business units in an area is determined by the industries in the region, their direct economic exposure and the typical size of business units within the industry. This section examines the composition of business units in Greater Christchurch (broad) by broad industry categories and 1-digit ANZSIC06 industries.

Figure 18. Business units by broad sectors, 2024

% of total, as at February 2024

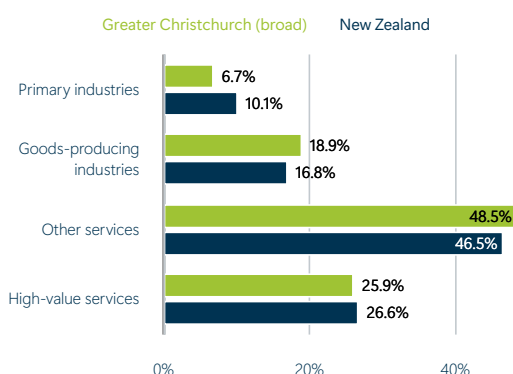
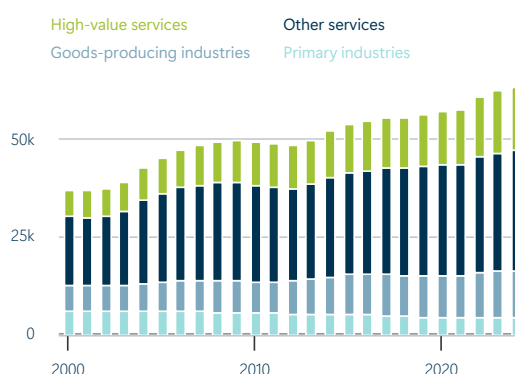


Figure 19. Business units by broad sectors

% of total, as at February 2024



17 2024 REGIONAL ECONOMIC PROFILE: GREATER CHRISTCHURCH (BROAD)

Highlights

- Among the broad economic sectors other services accounted for the largest proportion of business units (48.5%) in Greater Christchurch (broad), which was higher than in New Zealand (46.5%).
- Goods-producing industries accounted for 18.9% in Greater Christchurch (broad) compared with 16.8% in New Zealand.
- Primary industries accounted for the smallest proportion in Greater Christchurch (broad) (6.7%) compared with 10.1% in New Zealand.

Table 9. Business units by industry, 2024  
As at February 2024

ANZSIC Level 1 industries		Greater Christchurch (broad)		New Zealand	
Code	Name	Level	% of total	Level	% of total
L	Rental, hiring and real estate services	12,519	19.8%	129,363	19.9%
E	Construction	9,117	14.4%	82,968	12.8%
M	Professional, scientific and technical services	7,191	11.4%	74,961	11.6%
K	Financial and insurance services	4,335	6.8%	47,559	7.3%
A	Agriculture, forestry and fishing	4,200	6.6%	64,578	10.0%
G	Retail trade	3,948	6.2%	37,446	5.8%
Q	Health care and social assistance	3,375	5.3%	28,500	4.4%
S	Other services	3,123	4.9%	30,129	4.6%
H	Accommodation and food services	2,817	4.5%	26,766	4.1%
C	Manufacturing	2,661	4.2%	24,312	3.8%
N	Administrative and support services	2,364	3.7%	22,788	3.5%
F	Wholesale trade	2,262	3.6%	20,127	3.1%
I	Transport, postal and warehousing	1,962	3.1%	18,783	2.9%
R	Arts and recreation services	1,230	1.9%	12,726	2.0%
P	Education and training	1,200	1.9%	13,173	2.0%
J	Information media and telecommunications	513	0.8%	8,196	1.3%
O	Public administration and safety	327	0.5%	4,182	0.6%
D	Electricity, gas, water and waste services	147	0.2%	1,758	0.3%
B	Mining	63	0.1%	852	0.1%
Total		63,366	100.0%	649,164	100.0%

What is the size of business units in Greater Christchurch (broad)?

The majority of businesses in New Zealand are small to medium enterprises (SMEs). As well as being a contributor to the economic performance of a region, the size of business units is also considered to be an indicator of innovation with larger firms have the capacity and structures to support research and development.



2024 REGIONAL ECONOMIC PROFILE: GREATER CHRISTCHURCH (BROAD) 18

Figure 20. Proportion of businesses by employees, 2024  
Geographic units, as at February 2024

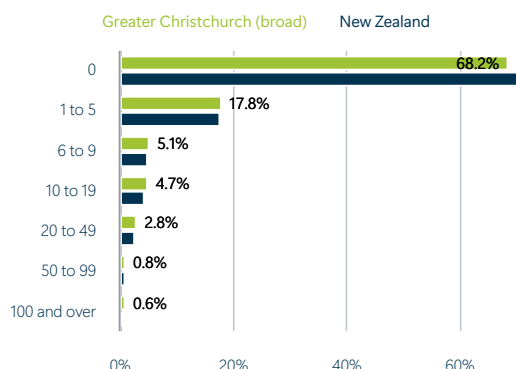


Figure 21. Average business size  
Average number of filled jobs per geographic unit, Feb years

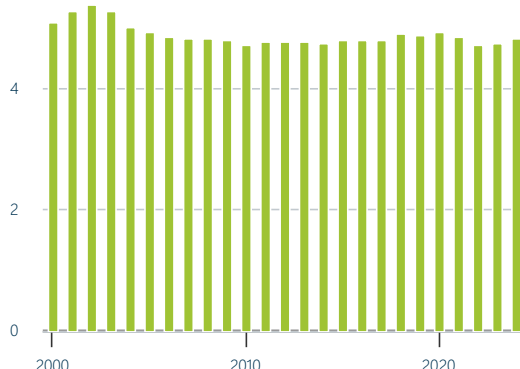


Table 10. Businesses by size of business, 2024  
Geographic units, as at February 2024

Business size	Greater Christchurch (broad)		New Zealand	
	Business unit count	% of total	Business unit count	% of total
0	43,194	68.2%	453,888	69.9%
1 to 5	11,277	17.8%	114,420	17.6%
6 to 9	3,225	5.1%	30,831	4.7%
10 to 19	2,961	4.7%	26,346	4.1%
20 to 49	1,773	2.8%	15,648	2.4%
50 to 99	528	0.8%	4,809	0.7%
100 and over	405	0.6%	3,219	0.5%

## Highlights

- In Greater Christchurch (broad), 17.8% of businesses had five or fewer employees in 2024. This was higher than in New Zealand (17.6%).
- Greater Christchurch (broad) had 405 businesses with 100 or more employees. These businesses accounted for 0.6% of total employment in Greater Christchurch (broad).

19 2024 REGIONAL ECONOMIC PROFILE: GREATER CHRISTCHURCH (BROAD)

Table 11. Average business size  
Filled jobs per geographic unit

	Greater Christchurch (broad)			New Zealand		
Year	No. of business units	Filled jobs	Average size	No. of business units	Filled jobs	Average size
2000	36,978	188,314	5.1	406,242	1,775,876	4.4
2005	44,982	222,366	4.9	476,565	2,050,169	4.3
2010	49,224	232,323	4.7	511,521	2,149,204	4.2
2015	53,511	256,434	4.8	543,789	2,297,342	4.2
2020	57,096	281,756	4.9	596,973	2,612,767	4.4
2021	57,588	279,395	4.9	601,323	2,618,030	4.4
2022	60,882	287,756	4.7	631,416	2,689,741	4.3
2023	62,292	296,825	4.8	643,305	2,746,803	4.3
2024	63,366	306,234	4.8	649,164	2,807,834	4.3

Highlights

- The average number of employees per business in Greater Christchurch (broad) was 4.8 in 2024. This remain the same from 10 years before when it was 4.8.

## Employment

### How fast has employment grown in Greater Christchurch (broad)?

Employment growth is an economic and social wellbeing indicator. As an economic indicator, positive employment growth shows that businesses in a region are confident in their activity and outlook to expand their workforce. Job creation provides new opportunities for the population in Greater Christchurch (broad) to earn an income, contribute to the local economy, and choose how they live their lives.

Figure 22. Employment growth, 2024

Annual average % change, year to March 2024

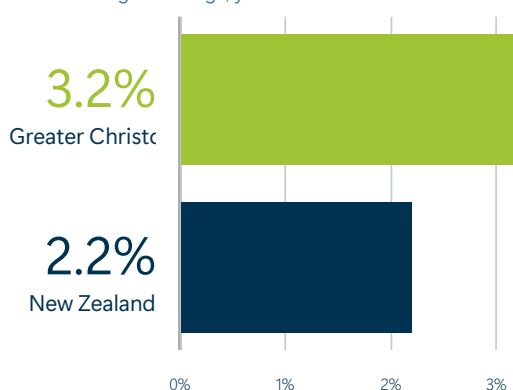
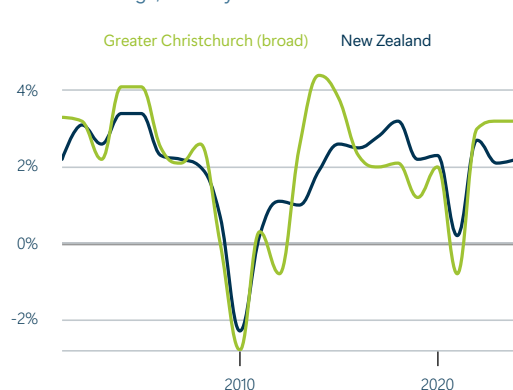


Figure 23. Employment growth

Annual % change, March years



### Highlights

- Employment in Greater Christchurch (broad) measured 306,234 in the year to March 2024, up 3.2% from a year earlier. Employment growth was higher than in New Zealand (2.2%).
- Employment growth in Greater Christchurch (broad) averaged 2.2%pa over the 10 years to 2024 compared with average employment growth of 2.3%pa in New Zealand.
- Employment growth in Greater Christchurch (broad) reached a high of 4.4% in 2014 and a low of -2.8% in 2010.
- Greater Christchurch (broad) accounted for 10.9% of national employment in 2024.

## 21 2024 REGIONAL ECONOMIC PROFILE: GREATER CHRISTCHURCH (BROAD)

Table 12. Employment

Filled jobs, March years

Year	Greater Christchurch (broad)			New Zealand		
	Level	% change (annual average)	Absolute change (annual average)	Level	% change (annual average)	Absolute change (annual average)
2000	188,314			1,775,876		
2005	222,366	3.4%	6,810	2,050,169	2.9%	54,859
2010	232,323	0.9%	1,991	2,149,204	0.9%	19,807
2015	256,434	2.0%	4,822	2,297,342	1.3%	29,628
2020	281,756	1.9%	5,064	2,612,767	2.6%	63,085
2021	279,395	-0.8%	-2,361	2,618,030	0.2%	5,263
2022	287,756	3.0%	8,361	2,689,741	2.7%	71,711
2023	296,825	3.2%	9,069	2,746,803	2.1%	57,062
2024	306,234	3.2%	9,409	2,807,834	2.2%	61,031

### What is the industrial structure of employment in Greater Christchurch (broad)?

This section shows the breakdown of Greater Christchurch (broad)'s employment at various levels of industrial disaggregation. At the broadest level total employment is broken down to primary industries, goods-producing industries, high-value services, and other services. We also break down employment to 1-digit industries of the ANZSIC06 classification.

Figure 24. Employment structure by broad sectors

Filled jobs, March years

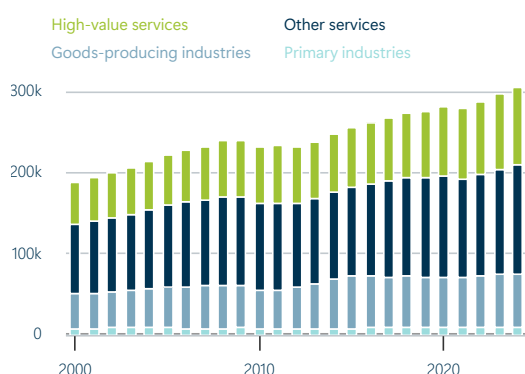
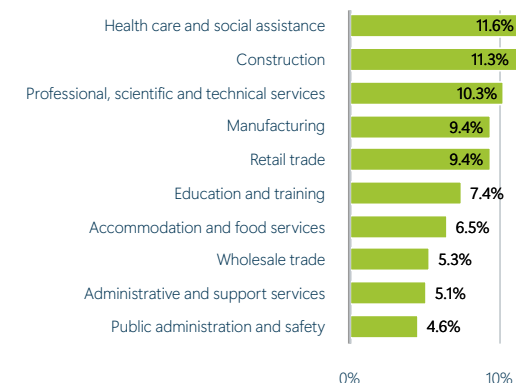


Figure 25. Ten largest ANZSIC Level 1 industries, 2024

% of total, year to March 2024





2024 REGIONAL ECONOMIC PROFILE: GREATER CHRISTCHURCH (BROAD) 22

Highlights

- Among the broad economic sectors other services accounted for the largest proportion of employment (44.0%) in Greater Christchurch (broad), which was higher than in New Zealand (42.2%).
- High-value services accounted for the second largest proportion of employment in Greater Christchurch (broad) (31.7%) compared with 32.2% in New Zealand.
- Primary industries accounted for the smallest proportion in Greater Christchurch (broad) (2.9%) compared with 5.4% in New Zealand.

Table 13. Employment by industry, 2024  
Filled jobs, year to March 2024

ANZSIC Level 1 industries		Greater Christchurch (broad)		New Zealand	
Code	Name	Level	% of total	Level	% of total
Q	Health care and social assistance	35,451	11.6%	291,013	10.4%
E	Construction	34,502	11.3%	293,055	10.4%
M	Professional, scientific and technical services	31,453	10.3%	275,872	9.8%
C	Manufacturing	28,828	9.4%	252,386	9.0%
G	Retail trade	28,644	9.4%	245,149	8.7%
P	Education and training	22,691	7.4%	209,709	7.5%
H	Accommodation and food services	19,771	6.5%	182,220	6.5%
F	Wholesale trade	16,360	5.3%	132,660	4.7%
N	Administrative and support services	15,531	5.1%	139,873	5.0%
O	Public administration and safety	13,945	4.6%	153,595	5.5%
I	Transport, postal and warehousing	12,396	4.1%	112,938	4.0%
S	Other services	12,178	4.0%	109,757	3.9%
A	Agriculture, forestry and fishing	8,662	2.8%	145,349	5.2%
L	Rental, hiring and real estate services	6,959	2.3%	64,592	2.3%
K	Financial and insurance services	6,641	2.2%	76,745	2.7%
R	Arts and recreation services	5,887	1.9%	52,305	1.9%
J	Information media and telecommunications	3,772	1.2%	42,601	1.5%
D	Electricity, gas, water and waste services	2,298	0.8%	21,753	0.8%
B	Mining	263	0.1%	6,261	0.2%
Total		306,234	100.0%	2,807,834	100.0%

Highlights

- Among the ANZSIC Level 1 industries, health care and social assistance was the largest employer in Greater Christchurch (broad) in 2024 accounting for 11.6% of total employment.
- The second largest was construction (11.3%) followed by professional, scientific and technical services (10.3%).

23 2024 REGIONAL ECONOMIC PROFILE: GREATER CHRISTCHURCH (BROAD)

Which industries have created the most jobs?

The number of people employment in an industry can change over time. These changes are largely driven by economic conditions, such as employer's perception of their future activity and their willingness and ability to create new jobs. In this section we look at which industries have grown and which industries have declined.

Figure 26. Top five employment creating industries, ANZSIC Level 1, 2023 - 2024

Absolute change in filled jobs, March years

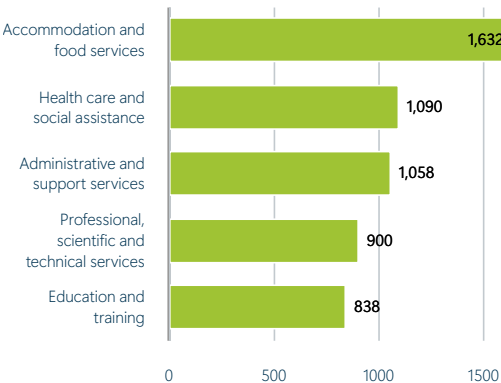
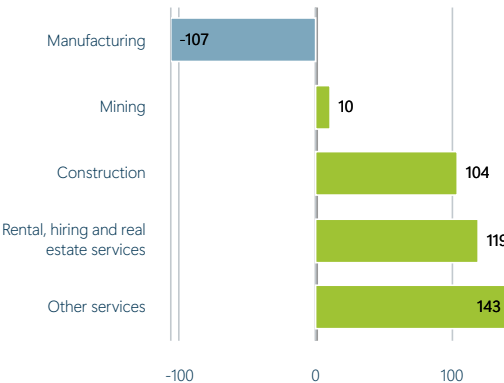


Figure 27. Bottom five employment creating industries, ANZSIC Level 1, 2023 - 2024

Absolute change in filled jobs, March years



Highlights

- Accommodation and food services made the largest contribution to employment growth in Greater Christchurch (broad) between 2023 and 2024 with the industry adding 1,632 jobs.
- The next largest contributor to employment was health care and social assistance (1,090 jobs) followed by administrative and support services (1,058 jobs).
- The largest detractor from growth over the year was manufacturing which declined by 107.

2024 REGIONAL ECONOMIC PROFILE: GREATER CHRISTCHURCH (BROAD) 24

Table 14. ANZSIC Level 1 industries ranked by contribution to employment growth, 2023-2024

Filled jobs, March years

ANZSIC Level 1 industries		Greater Christchurch (broad)				
Code	Name	2023	2024	Absolute growth	% point contribution to growth	Annual growth
H	Accommodation and food services	18,139	19,771	1,632.0	0.56%	9.0%
Q	Health care and social assistance	34,361	35,451	1,090.0	0.37%	3.2%
N	Administrative and support services	14,473	15,531	1,058.0	0.36%	7.3%
M	Professional, scientific and technical services	30,553	31,453	900.0	0.31%	2.9%
P	Education and training	21,853	22,691	838.0	0.29%	3.8%
G	Retail trade	28,085	28,644	559.0	0.19%	2.0%
I	Transport, postal and warehousing	11,850	12,396	546.0	0.19%	4.6%
F	Wholesale trade	15,859	16,360	501.0	0.17%	3.2%
R	Arts and recreation services	5,429	5,887	458.0	0.16%	8.4%
O	Public administration and safety	13,521	13,945	424.0	0.14%	3.1%
K	Financial and insurance services	6,260	6,641	381.0	0.13%	6.1%
J	Information media and telecommunications	3,421	3,772	351.0	0.12%	10.3%
A	Agriculture, forestry and fishing	8,436	8,662	226.0	0.08%	2.7%
D	Electricity, gas, water and waste services	2,125	2,298	173.0	0.06%	8.1%
S	Other services	12,035	12,178	143.0	0.05%	1.2%
L	Rental, hiring and real estate services	6,840	6,959	119.0	0.04%	1.7%
E	Construction	34,398	34,502	104.0	0.04%	0.3%
B	Mining	253	263	10.0	0.00%	4.0%
C	Manufacturing	28,935	28,828	-107.0	-0.04%	-0.4%
Total		296,825	306,234	9,409.0	3.20%	3.2%

## What proportion of the workforce is self-employed?

Approximately one in six people in employment in New Zealand is self-employed. At a broad industry level, there can be large differences in the proportion of people in self-employment. This section looks at self-employment trends in Greater Christchurch (broad) at an aggregate level as well as at an industry level.

## 25 2024 REGIONAL ECONOMIC PROFILE: GREATER CHRISTCHURCH (BROAD)

Figure 28. Self-employment rate  
% of total filled jobs, March years

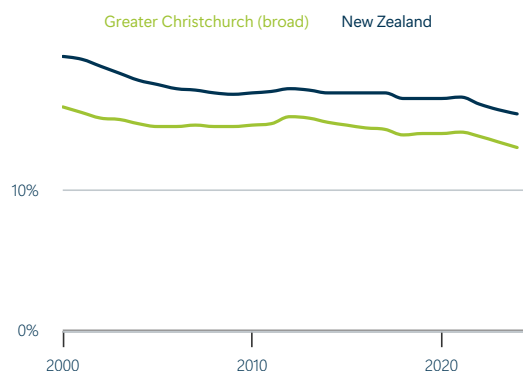


Figure 29. Top 5 self-employment industries, 2024  
Filled jobs, year to March 2024



### Highlights

- Self-employed workers accounted for 13.1% of the workforce in Greater Christchurch (broad) in 2024, which was lower than in New Zealand (15.5%).
- A total of 40,186 workers were self-employed in Greater Christchurch (broad) in 2024.



2024 REGIONAL ECONOMIC PROFILE: GREATER CHRISTCHURCH (BROAD) 26

Table 15. Self-employment by ANZSIC Level 1 industries, 2024  
Filled jobs, year to March 2024

ANZSIC Level 1 industries		Greater Christchurch (broad)		
Code	Name	Total employment	Self-employment	Self-employment rate
E	Construction	34,502	8,257	23.9%
M	Professional, scientific and technical services	31,453	6,437	20.5%
L	Rental, hiring and real estate services	6,959	2,848	40.9%
S	Other services	12,178	2,470	20.3%
G	Retail trade	28,644	2,404	8.4%
A	Agriculture, forestry and fishing	8,662	2,382	27.5%
Q	Health care and social assistance	35,451	2,381	6.7%
N	Administrative and support services	15,531	2,339	15.1%
C	Manufacturing	28,828	2,297	8.0%
H	Accommodation and food services	19,771	1,891	9.6%
I	Transport, postal and warehousing	12,396	1,479	11.9%
F	Wholesale trade	16,360	1,411	8.6%
P	Education and training	22,691	975	4.3%
R	Arts and recreation services	5,887	836	14.2%
K	Financial and insurance services	6,641	789	11.9%
J	Information media and telecommunications	3,772	537	14.2%
O	Public administration and safety	13,945	321	2.3%
D	Electricity, gas, water and waste services	2,298	108	4.7%
B	Mining	263	24	9.1%
Total		306,234	40,186	13.1%

## What proportion of the workforce is unemployed?

The unemployment rate measures the proportion of the workforce that is not in employment. It is measured as an average over the four quarters of each year.

Figure 30. Unemployment rate, 2024  
% of workforce unemployed, year to March 2024

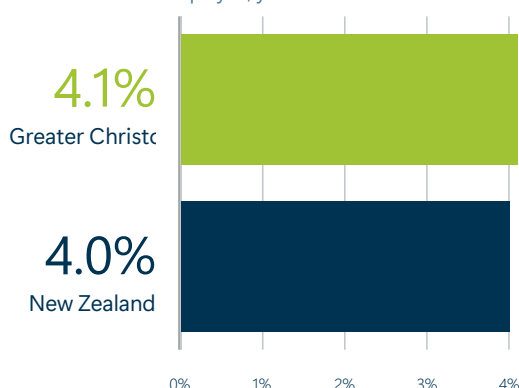
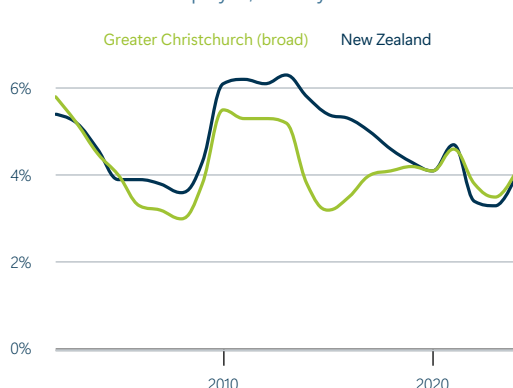


Figure 31. Unemployment rate  
% of workforce unemployed, March years



27 2024 REGIONAL ECONOMIC PROFILE: GREATER CHRISTCHURCH (BROAD)

Highlights

- The annual average unemployment rate in Greater Christchurch (broad) was 4.1% in the year to March 2024, up from 3.5% in the previous 12 months.
- In the year to March 2024, the annual average unemployment rate in Greater Christchurch (broad) was higher than in New Zealand (4.0%).
- The unemployment rate in Greater Christchurch (broad) reached a peak of 5.8% in the year to March 2002 and a low of 3.0% in the year to March 2008.

Table 16. Unemployment rate  
% of workforce unemployed, March years

	Greater Christchurch (broad)	New Zealand
Year	Unemployment rate	Unemployment rate
2005	4.0%	3.9%
2010	5.5%	6.1%
2015	3.2%	5.4%
2020	4.1%	4.1%
2021	4.6%	4.7%
2022	3.8%	3.4%
2023	3.5%	3.3%
2024	4.1%	4.0%

## Population

### How fast has Greater Christchurch (broad)'s population grown?

Changes in an area's population are driven by two factors: natural increase (births minus deaths) and net migration (arrivals minus departures). A strong regional economy with plentiful job opportunities will help a region retain its population and attract new residents from other regions and abroad.

Figure 32. Population growth, 2024  
Annual % change, year to 30 June 2024

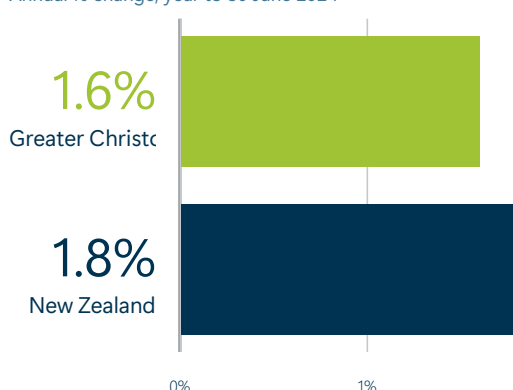
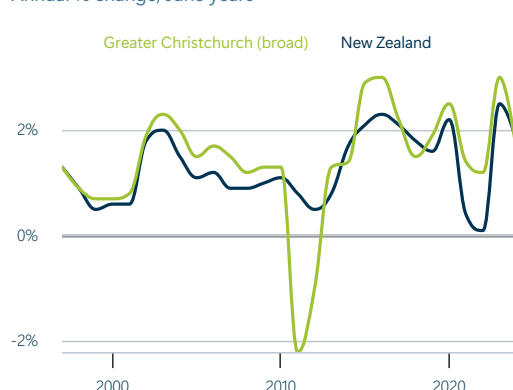


Figure 33. Population growth  
Annual % change, June years



### Highlights

- Greater Christchurch (broad)'s total population was 570,300 in 2024, up 1.6% from a year earlier. Total population grew by 1.8% in New Zealand over the same period.
- Population growth in Greater Christchurch (broad) averaged 1.9%pa over the 5 years to 2024 compared with 1.4%pa in New Zealand.
- Since , growth in Greater Christchurch (broad) reached a high of 3.0%pa in 2023 and a low of -2.2%pa in 2011.

## 29 2024 REGIONAL ECONOMIC PROFILE: GREATER CHRISTCHURCH (BROAD)

Table 17. Population

People, as at 30 June

Year	Greater Christchurch (broad)			New Zealand		
	Level	% change (annual average)	Absolute change (annual average)	Level	% change (annual average)	Absolute change (annual average)
2000	398,500			3,857,700		
2005	433,400	1.7%	6,980	4,133,900	1.4%	55,240
2010	464,900	1.4%	6,300	4,350,700	1.0%	43,360
2015	475,500	0.5%	2,120	4,609,400	1.2%	51,740
2020	530,800	2.2%	11,060	5,090,200	2.0%	96,160
2021	538,300	1.4%	7,500	5,111,300	0.4%	21,100
2022	544,600	1.2%	6,300	5,117,100	0.1%	5,800
2023	561,200	3.0%	16,600	5,245,000	2.5%	127,900
2024	570,300	1.6%	9,100	5,338,500	1.8%	93,500

### What is the source of Greater Christchurch (broad)'s population growth?

An area's population can grow through natural growth (births minus deaths), net internal migration between areas, or net international migration (arrivals minus departures). This section describes the relative contributions of these sources to population growth in Greater Christchurch (broad).

Figure 34. Source of population growth

Persons, June years

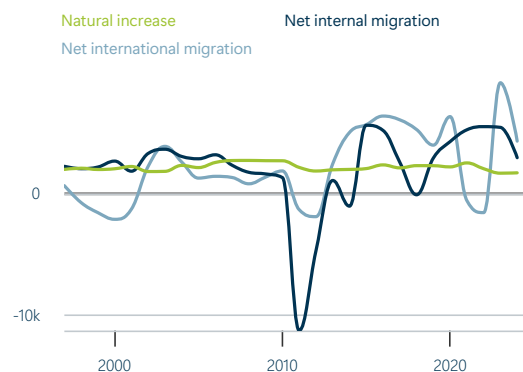
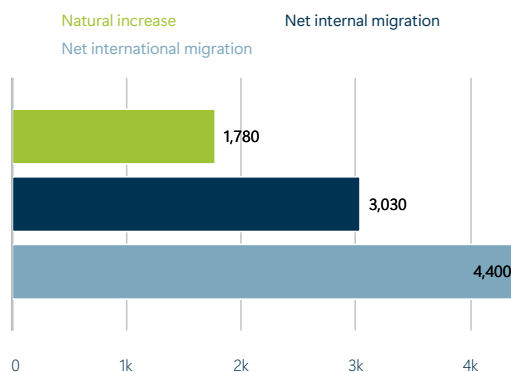


Figure 35. Source of population growth 2023 - 2024

Persons, annual average, June years



### Highlights

- Greater Christchurch (broad)'s population increased by 9,210 people in the year to June 2024. This was made up of an internal net migration of 3,030, an international net migration of 4,400 and a natural increase of 1,780.



2024 REGIONAL ECONOMIC PROFILE: GREATER CHRISTCHURCH (BROAD) 30

Table 18. Source of population growth  
Persons, June years

	Greater Christchurch (broad)			New Zealand		
Year	Natural increase	Net internal migration	Net international migration	Natural increase	Net internal migration	Net international migration
2020	2,270	4,360	6,430	26,200	0	84,800
2021	2,600	5,340	-520	27,700	0	-6,600
2022	2,120	5,600	-1,510	23,500	0	-17,700
2023	1,750	5,540	9,230	19,100	0	108,800
2024	1,780	3,030	4,400	20,300	0	73,300

What is the age composition of Greater Christchurch (broad)'s population?

The age composition of an area's population has implications for the demand for services and facilities, as well as decisions regarding changes to property rates. For example, as a population ages, the demand for certain types of service and new facilities such as schools will decrease. Meanwhile, as a greater proportion of the population retires from work, sources of incomes change and there is likely to be an increase in demand for leisure and care-based facilities.

This section outlines the age composition of Greater Christchurch (broad)'s population by ten year age group. The dependency ratio, the number of under 15 year olds and over 65 year olds as a ratio of the rest of the population, is also provided.

Figure 36. Population by broad age group, 2024  
% of total, as at 30 June

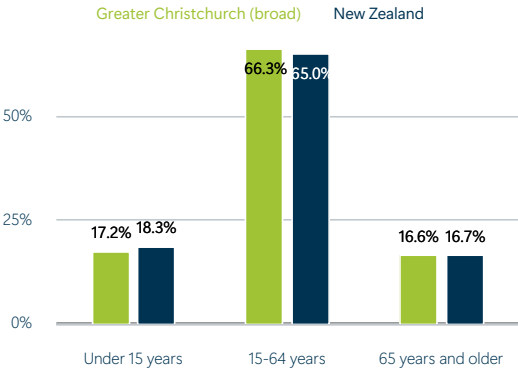
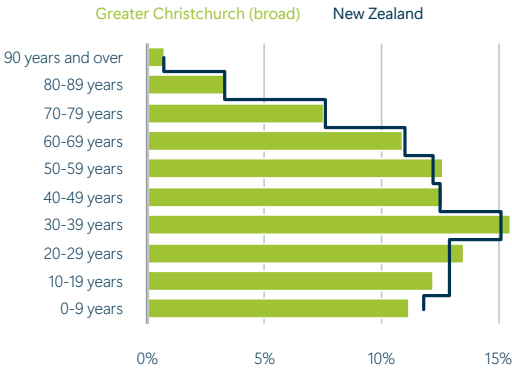


Figure 37. Population by 10-year age group, 2024  
% of total, as at 30 June



31 2024 REGIONAL ECONOMIC PROFILE: GREATER CHRISTCHURCH (BROAD)

Highlights

- In 2024, 66.3% of Greater Christchurch (broad)'s population was of working age (15-64). This proportion was higher than in New Zealand (65.0%).
- The proportion of young people (0-14) was 17.2% in Greater Christchurch (broad). This proportion was lower than in New Zealand (18.3%).
- The proportion of people 65 years and older was 16.6% in Greater Christchurch (broad). This proportion was lower than in New Zealand (16.7%).
- Overall, the dependency ratio was 50.9% in Greater Christchurch (broad). This proportion was lower than in New Zealand (53.9%).

Table 19. Age composition of the population, 2024

People, as at 30 June

	Greater Christchurch (broad)		New Zealand	
Age decade	Level	% of total	Level	% of total
0-9 years	64,130	11.2%	630,020	11.8%
10-19 years	69,510	12.2%	689,630	12.9%
20-29 years	77,000	13.5%	686,810	12.9%
30-39 years	88,200	15.5%	808,770	15.1%
40-49 years	71,900	12.6%	666,290	12.5%
50-59 years	71,600	12.6%	652,440	12.2%
60-69 years	62,160	10.9%	584,730	11.0%
70-79 years	42,790	7.5%	406,060	7.6%
80-89 years	18,810	3.3%	178,360	3.3%
90 years and over	4,160	0.7%	35,440	0.7%
Dependency ratio	50.9%		53.9%	
Total	570,300	100.0%	5,338,500	100.0%

## Wellbeing

### How does wellbeing in Greater Christchurch (broad) compare with New Zealand?

The Infometrics wellbeing framework provides insight into how different parts of New Zealand compare across a range of wellbeing metrics. The framework uses 30 objective, outcome-focussed indicators of wellbeing across nine wellbeing domains. This sections shows how Greater Christchurch (broad) compares with New Zealand in each of the nine wellbeing domains. The web-based Regional Economic Profile for Greater Christchurch (broad) provides more detail on each of the domains and the 30 wellbeing indicators contained in the domains.

Figure 38. Wellbeing radar, 2024



### Highlights

- Greater Christchurch (broad) outperformed New Zealand in the following wellbeing domains: civic engagement and governance, environment, housing, jobs and earnings, knowledge and skills, safety and social connections.
- Greater Christchurch (broad) underperformed New Zealand in the following wellbeing domains: health and income and consumption.

33 2024 REGIONAL ECONOMIC PROFILE: GREATER CHRISTCHURCH (BROAD)

## Income and housing

### What are the mean earnings in Greater Christchurch (broad)?

Earnings are income earned through employment. This series measures average annual earnings per filled job. Earnings are typically an important source of household income, they contribute to well-being and provide choices to individuals.

Figure 39. Mean annual earnings, 2024  
Year to March 2024

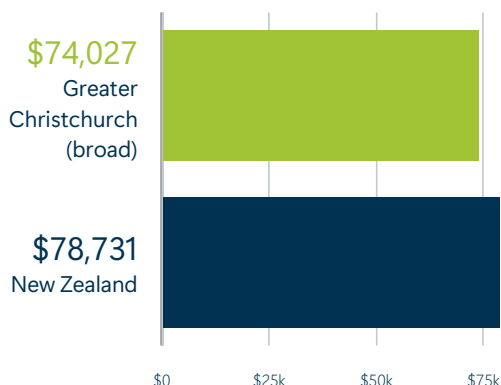
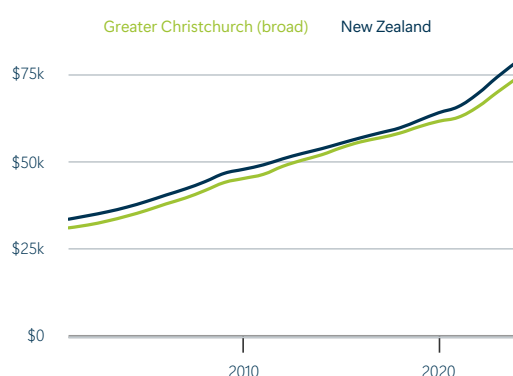


Figure 40. Mean annual earnings level  
March years, current prices



### Highlights

- Mean annual earnings in Greater Christchurch (broad) were \$74,027 in the year to March 2024, which was lower than in New Zealand (\$78,731).
- Mean earnings in Greater Christchurch (broad) increased by 5.7% over the year to March 2024, compared with an increase of 5.8% in New Zealand.
- Since 2001, earnings growth in Greater Christchurch (broad) reached a maximum of 6.3% in 2023 and a minimum of 1.8% in 2021.



2024 REGIONAL ECONOMIC PROFILE: GREATER CHRISTCHURCH (BROAD) 34

Table 20. Mean annual earnings  
March years, current prices

Greater Christchurch (broad)				New Zealand		
Year	Level	% change (annual average)	Absolute change (annual average)	Level	% change (annual average)	Absolute change (annual average)
2005	\$36,169			\$38,742		
2010	\$45,347	4.6%	\$1,836	\$47,975	4.4%	\$1,847
2015	\$54,161	3.6%	\$1,763	\$55,450	2.9%	\$1,495
2020	\$61,723	2.6%	\$1,512	\$64,170	3.0%	\$1,744
2021	\$62,856	1.8%	\$1,133	\$65,910	2.7%	\$1,740
2022	\$65,851	4.8%	\$2,995	\$69,620	5.6%	\$3,710
2023	\$70,031	6.3%	\$4,180	\$74,395	6.9%	\$4,775
2024	\$74,027	5.7%	\$3,996	\$78,731	5.8%	\$4,336

## What do households earn in Greater Christchurch (broad)?

Household income is a fundamental measure of living standards and reflects the economic health of an area. Household income is derived from multiples sources including earnings from employment (wages and salaries), earnings from self-employment, allowances, benefits and superannuation. By including incomes of all household members from a range of sources, it provides a more holistic measure of living standard and housing affordability than individual earnings. This section looks at how average household income in Greater Christchurch (broad) has changed over time. It is measured in current prices.

Figure 41. Mean household income, 2024  
Year to March 2024

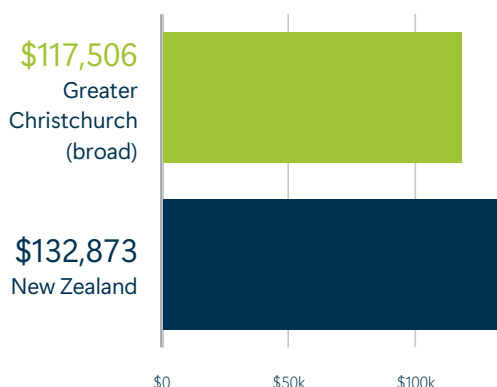
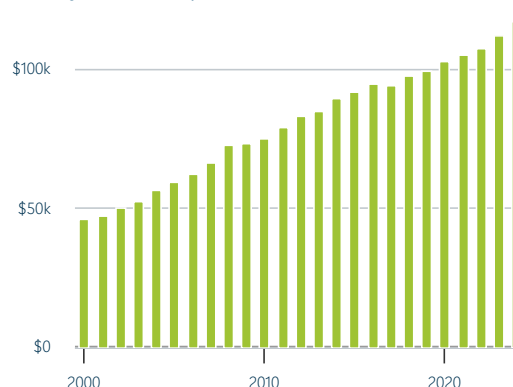


Figure 42. Mean household income  
March years, current prices



35 2024 REGIONAL ECONOMIC PROFILE: GREATER CHRISTCHURCH (BROAD)

Highlights

- The average household income in Greater Christchurch (broad) was \$117,506 in 2024, which was lower than the New Zealand average of \$132,873.
- Household income growth in Greater Christchurch (broad) was 4.7% for the year to March 2024. Growth was lower than in New Zealand (5.6%).
- Since 2000, household income growth in Greater Christchurch (broad) reached a maximum of 9.4% in 2008 and a minimum of -0.4% in 2017.

Table 21. Mean household income  
March years, current prices

Year	Greater Christchurch (broad)			New Zealand		
	Level	% change (annual average)	Absolute change (annual average)	Level	% change (annual average)	Absolute change (annual average)
2000	\$45,988			\$50,431		
2005	\$59,301	5.2%	\$2,663	\$63,258	4.6%	\$2,565
2010	\$75,104	4.8%	\$3,161	\$76,961	4.0%	\$2,741
2015	\$91,551	4.0%	\$3,289	\$90,205	3.2%	\$2,649
2020	\$102,526	2.3%	\$2,195	\$110,606	4.2%	\$4,080
2021	\$104,860	2.3%	\$2,334	\$115,613	4.5%	\$5,007
2022	\$107,216	2.2%	\$2,356	\$119,207	3.1%	\$3,594
2023	\$112,197	4.6%	\$4,981	\$125,851	5.6%	\$6,644
2024	\$117,506	4.7%	\$5,309	\$132,873	5.6%	\$7,022

What is per capita income in Greater Christchurch (broad)?

Per capita income is a widely used measure of living standard, as it accounts for all sources of household income as well as household size. Household size is an important consideration, as households with a similar household income may have considerably different living standards depending on how many individuals their income is shared among. Per capita income is calculated by dividing total household income by population. This section looks at how average per capita income in Greater Christchurch (broad) has changed over time. It is measured in current prices.

2024 REGIONAL ECONOMIC PROFILE: GREATER CHRISTCHURCH (BROAD) 36

Figure 43. Per capita income, 2024  
Year to March 2024

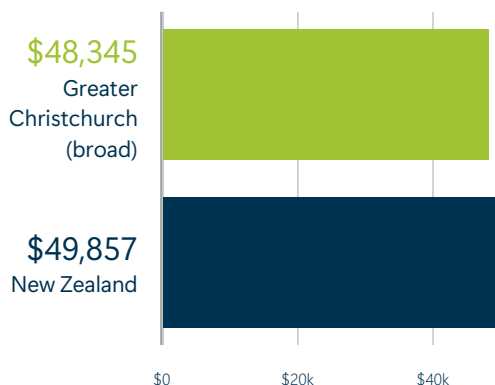
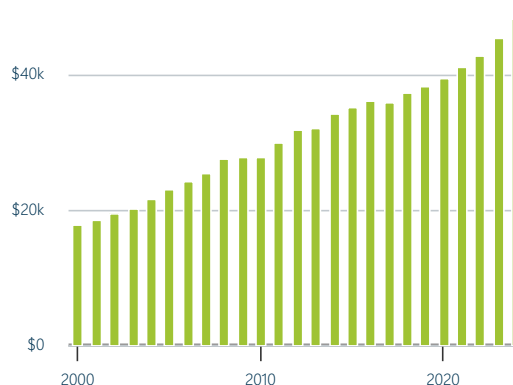


Figure 44. Per capita income  
March years, current prices



## Highlights

- Per capita income in Greater Christchurch (broad) was \$48,345 in 2024, which was lower than the New Zealand average of \$49,857.
- Per capita income growth in Greater Christchurch (broad) was 6.8% for the year to March 2024. Growth was greater than in New Zealand (5.9%).
- Since 2000, per capita income growth in Greater Christchurch (broad) reached a maximum of 9.0% in 2008 and a minimum of -0.4% in 2017.

Table 22. Per capita income  
March years, current prices

Greater Christchurch (broad)				New Zealand		
Year	Level	% change (annual average)	Absolute change (annual average)	Level	% change (annual average)	Absolute change (annual average)
2000	\$17,800			\$18,377		
2005	\$22,895	5.2%	\$1,019	\$23,273	4.8%	\$979
2010	\$27,852	4.0%	\$991	\$28,503	4.1%	\$1,046
2015	\$35,045	4.7%	\$1,439	\$33,084	3.0%	\$916
2020	\$39,511	2.4%	\$893	\$40,115	3.9%	\$1,406
2021	\$41,006	3.8%	\$1,495	\$42,516	6.0%	\$2,401
2022	\$42,798	4.4%	\$1,792	\$44,637	5.0%	\$2,121
2023	\$45,266	5.8%	\$2,468	\$47,062	5.4%	\$2,425
2024	\$48,345	6.8%	\$3,079	\$49,857	5.9%	\$2,795

## How have house values in Greater Christchurch (broad) grown?

Expenditure on housing is a major component of household spending. This section describes the average current house value in Greater Christchurch (broad).

37 2024 REGIONAL ECONOMIC PROFILE: GREATER CHRISTCHURCH (BROAD)

Figure 45. Average house value, 2024  
March 2024

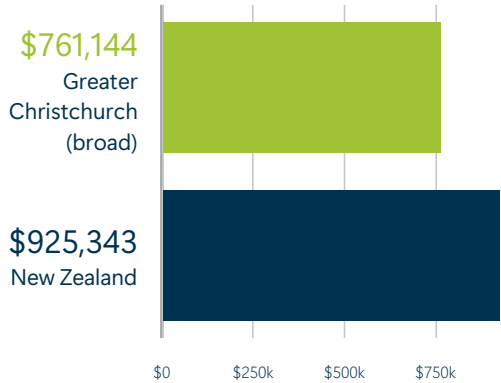
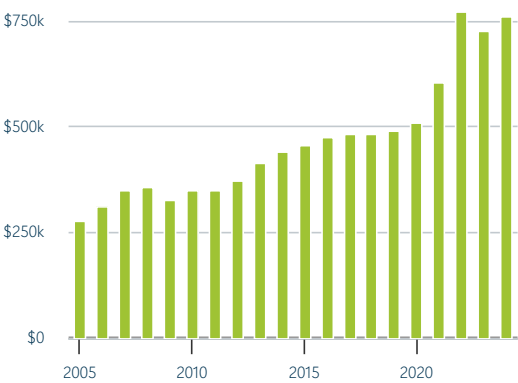


Figure 46. Average house value  
March years, current prices



Highlights

- The average house value in Greater Christchurch (broad) was \$761,144 in March 2024, which was lower than the New Zealand median of \$925,343.
- House value growth in Greater Christchurch (broad) increased by 4.7% for the year to March 2024. Growth was greater than in New Zealand (2.6%).
- Since 2005, house value growth in Greater Christchurch (broad) reached a maximum of 27.8% in 2022 and a minimum of -8.5% in 2009.

Table 23. Average house value  
March years, current prices

Greater Christchurch (broad)				New Zealand		
Year	Level	% change (annual average)	Absolute change (annual average)	Level	% change (annual average)	Absolute change (annual average)
2005	\$275,101			\$314,710		
2010	\$348,463	4.8%	\$14,672	\$391,897	4.5%	\$15,437
2015	\$457,249	5.6%	\$21,757	\$504,468	5.2%	\$22,514
2020	\$507,872	2.1%	\$10,125	\$725,981	7.6%	\$44,303
2021	\$605,873	19.3%	\$98,001	\$901,205	24.1%	\$175,224
2022	\$774,214	27.8%	\$168,341	\$1,025,826	13.8%	\$124,621
2023	\$726,864	-6.1%	-\$47,350	\$902,023	-12.1%	-\$123,803
2024	\$761,144	4.7%	\$34,280	\$925,343	2.6%	\$23,320



## How affordable is housing in Greater Christchurch (broad)?

Affordable housing is important for people's well-being. For lower-income households, high housing costs relative to income are often associated with severe financial difficulty, and can leave households with insufficient income to meet other basic needs such as food, clothing, transport, medical care and education. High outgoings-to-income ratios are not as critical for higher-income earners, as there is sufficient income left for their basic needs.

This section investigates the affordability of housing in Greater Christchurch (broad). We present a ratio of the average current house values to average household income. A higher ratio, therefore, suggests that median houses cost a greater multiple of typical incomes, which indicates lower housing affordability. We also present the proportion of average household income that would be needed to service a 20-year mortgage on the average house value, with a 20% deposit at average 2-year fixed interest rates.

Figure 47. House value to income multiple  
March years

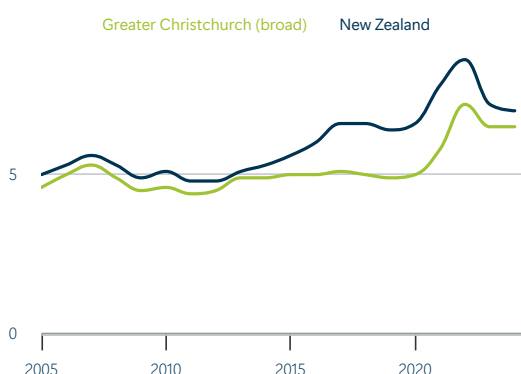
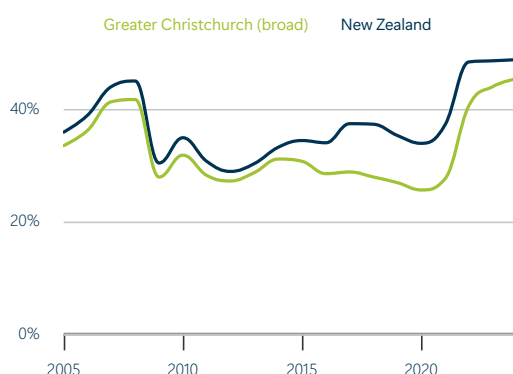


Figure 48. Mortgage payment proportion of income  
March years



## Highlights

- In Greater Christchurch (broad) the average house value was 6.5 times its average household income in 2024. Housing was more affordable than in New Zealand (7.0).
- Since 2005, the house value to income multiple in Greater Christchurch (broad) reached a maximum (least affordable) of 7.2 in 2022 and a minimum (most affordable) of 4.4 in 2011.
- In Greater Christchurch (broad), 45.5% of the average household income would be needed to service a 20 year mortgage on the average house value, with a 20% deposit at average 2-year fixed interest rates in 2024. This was lower than in New Zealand (48.9%).

39 2024 REGIONAL ECONOMIC PROFILE: GREATER CHRISTCHURCH (BROAD)

Table 24. House value to income multiple and mortgage payment proportion of income  
March years

	Greater Christchurch (broad)		New Zealand	
Year	House value to income	Mortgage payment proportion of income	House value to income	Mortgage payment proportion of income
2005	4.6	33.6%	5.0	36.0%
2010	4.6	31.9%	5.1	35.0%
2015	5.0	30.8%	5.6	34.5%
2020	5.0	25.7%	6.6	34.0%
2021	5.8	27.7%	7.8	37.3%
2022	7.2	40.7%	8.6	48.5%
2023	6.5	44.1%	7.2	48.7%
2024	6.5	45.5%	7.0	48.9%

How have rents in Greater Christchurch (broad) grown?

Rent is a major component of household spending, especially for lower income households. This section presents average weekly rental prices each year for Greater Christchurch (broad).

Figure 49. Average weekly rent, 2024  
Year to March 2024

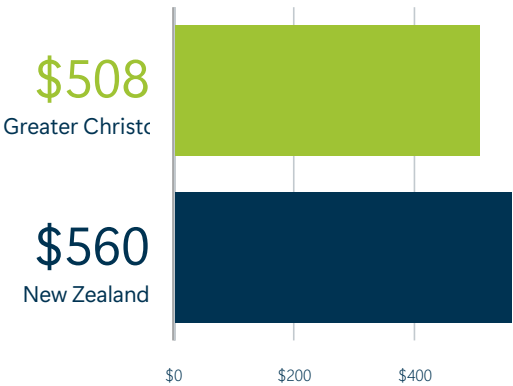
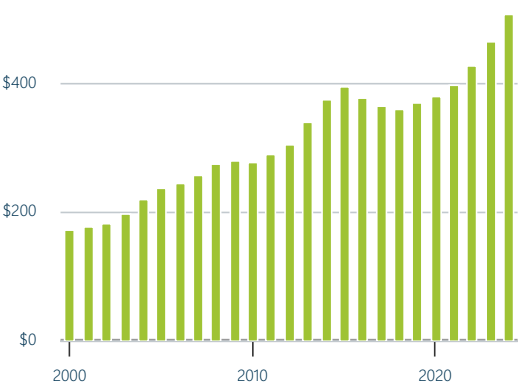


Figure 50. Average weekly rent  
March years, current prices



Highlights

- Average weekly rent in Greater Christchurch (broad) was \$508 in 2024, which was lower than the New Zealand average of \$560.
- Growth in average weekly rent in Greater Christchurch (broad) was 9.5% for the year to March 2024. Growth was greater than in New Zealand (6.9%).
- Since 2000, average weekly rent growth in Greater Christchurch (broad) reached a maximum of 11.7% in 2004 and a minimum of -4.3% in 2016.

2024 REGIONAL ECONOMIC PROFILE: GREATER CHRISTCHURCH (BROAD) 40

Table 25. Average weekly rent income

March years, current prices

Year	Greater Christchurch (broad)			New Zealand		
	Level	% change (annual average)	Absolute change (annual average)	Level	% change (annual average)	Absolute change (annual average)
2000	\$172			\$190		
2005	\$236	6.5%	\$13	\$241	4.9%	\$10
2010	\$276	3.2%	\$8	\$292	3.9%	\$10
2015	\$394	7.4%	\$24	\$350	3.7%	\$12
2020	\$378	-0.8%	-\$3	\$449	5.1%	\$20
2021	\$398	5.3%	\$20	\$470	4.7%	\$21
2022	\$427	7.3%	\$29	\$501	6.6%	\$31
2023	\$464	8.7%	\$37	\$524	4.6%	\$23
2024	\$508	9.5%	\$44	\$560	6.9%	\$36

## How affordable is renting in Greater Christchurch (broad)?

This section investigates the affordability of renting by comparing average weekly rents with average weekly household income. We present a rent affordability measure which is the ratio of the average weekly rent to average household income. A higher ratio, therefore, suggests that the average rent take up a greater proportion of the average income, which indicates lower rent affordability.

Figure 51. Rent to income proportion, 2024

Year to March 2024

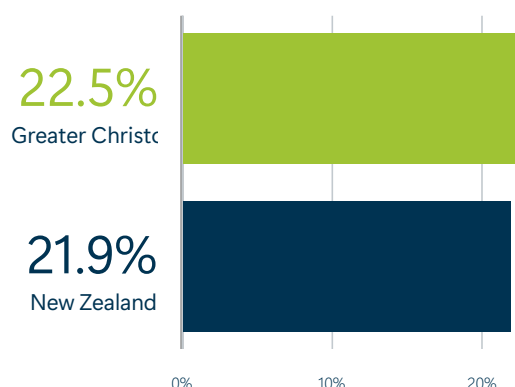
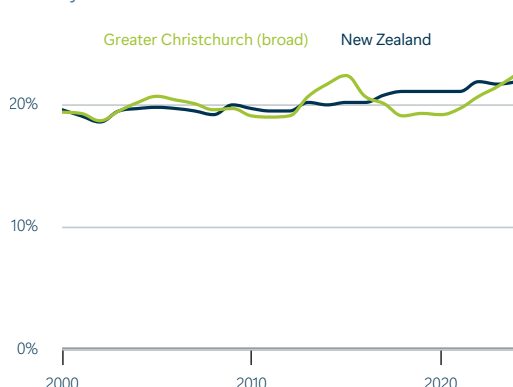


Figure 52. Rent to income proportion

March years



## Highlights

- In Greater Christchurch (broad) the average weekly rent accounted for 22.5% of the average household income in 2024. Rent was less affordable than in New Zealand (21.9%).
- Since 2000, the rent to income proportion in Greater Christchurch (broad) reached a maximum (least affordable) of 22.5% in 2024 and a minimum (most affordable) of 18.7% in 2002.

41 2024 REGIONAL ECONOMIC PROFILE: GREATER CHRISTCHURCH (BROAD)

Table 26. Rent to income proportion

Average weekly rent as % of average household income, March years

	Greater Christchurch (broad)	New Zealand
Year	Rental to income proportion	Rental to income proportion
2000	19.4%	19.6%
2005	20.7%	19.8%
2010	19.1%	19.7%
2015	22.4%	20.2%
2020	19.2%	21.1%
2021	19.7%	21.1%
2022	20.7%	21.9%
2023	21.5%	21.7%
2024	22.5%	21.9%

How many beneficiaries are there in Greater Christchurch (broad)?

This section describes the number of people in Greater Christchurch (broad) receiving benefits relative to the rest of the country.

Figure 53. Total beneficiaries

Average number of persons, annual level, March years

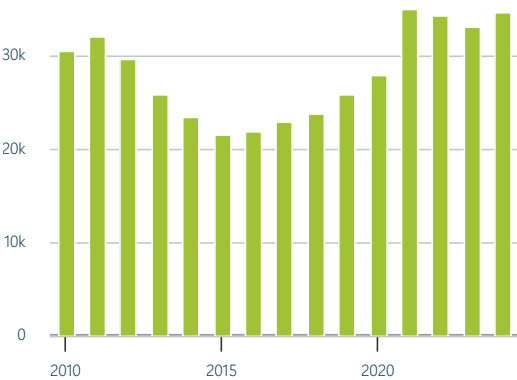
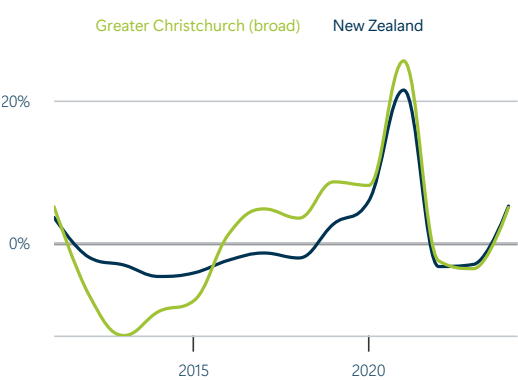


Figure 54. Growth in total beneficiaries

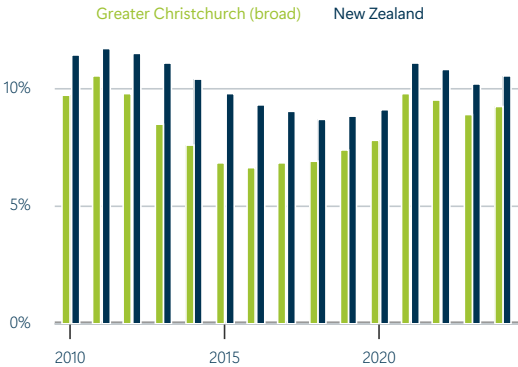
Annual % change, March years





2024 REGIONAL ECONOMIC PROFILE: GREATER CHRISTCHURCH (BROAD) 42

Figure 55. Total beneficiaries as percentage of working age population  
March years



Highlights

- In Greater Christchurch (broad) there were 34,728 people on beneficiary support in 2024. This was a 5.1% increase compared to the previous year.
- Since 2010, the number of people on beneficiary support reached a maximum of 35,077 in 2021 and a minimum of 21,540 in 2015.

Table 27. Total beneficiaries  
Average number of persons, March years

Year	Greater Christchurch (broad)			New Zealand		
	Level	% change (annual average)	Absolute change (annual average)	Level	% change (annual average)	Absolute change (annual average)
2010	30,452			326,849		
2015	21,540	-6.7%	-1,782	295,318	-2.0%	-6,306
2020	27,903	5.3%	1,273	303,961	0.6%	1,729
2021	35,077	25.7%	7,174	369,545	21.6%	65,584
2022	34,224	-2.4%	-853	357,688	-3.2%	-11,857
2023	33,031	-3.5%	-1,193	347,412	-2.9%	-10,276
2024	34,728	5.1%	1,697	365,710	5.3%	18,298

43 2024 REGIONAL ECONOMIC PROFILE: GREATER CHRISTCHURCH (BROAD)

## Tourism

### How much employment does tourism contribute to Greater Christchurch (broad)?

The tourism sector is not an industry in itself but rather comprises parts of various industries including accommodation and food services, retail, arts and recreation services and transport. This section describes the contribution of tourism to total employment in Greater Christchurch (broad). It shows how tourism ranks as an employer in Greater Christchurch (broad) relative to the broad ANZSIC industries.

Figure 56. Tourism employment growth  
Annual % change, March years

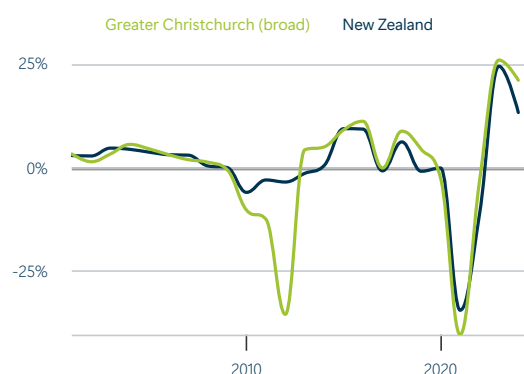
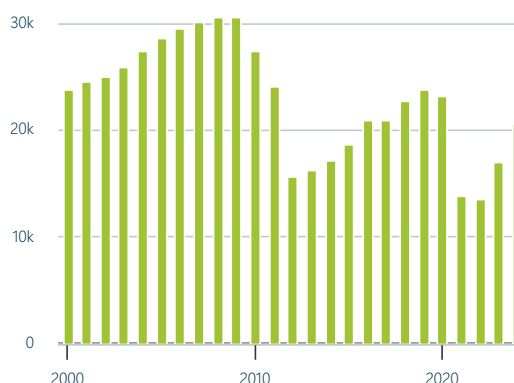


Figure 57. Tourism employment  
Filled jobs, March years



### Highlights

- The tourism sector employed an average of 20,579 people in Greater Christchurch (broad) in 2024. This amounted to 6.7% of Greater Christchurch (broad)'s total employment in 2024 as compared to 12.6% in 2000.
- Employment growth in the tourism sector in Greater Christchurch (broad) has averaged 0.6%pa between 2000 and 2024, compared with an average of 1.3%pa in New Zealand.
- Employment in the tourism sector increased by 21.3% in 2024 in Greater Christchurch (broad), compared with an increase of 13.5% in New Zealand.

2024 REGIONAL ECONOMIC PROFILE: GREATER CHRISTCHURCH (BROAD) 44

Table 28. Tourism sector employment relative to other industries, 2024  
Filled jobs, year to March 2024

ANZSIC Level 1 industries	Greater Christchurch (broad)		New Zealand	
Name	Level	% of total	Level	% of total
Health care and social assistance	35,451	11.6%	291,013	10.4%
Construction	34,502	11.3%	293,055	10.4%
Professional, scientific and technical services	31,453	10.3%	275,872	9.8%
Manufacturing	28,828	9.4%	252,386	9.0%
Retail trade	28,644	9.4%	245,149	8.7%
Education and training	22,691	7.4%	209,709	7.5%
<b>Tourism sector</b>	<b>20,579</b>	<b>6.7%</b>	<b>182,727</b>	<b>6.5%</b>
Accommodation and food services	19,771	6.5%	182,220	6.5%
Wholesale trade	16,360	5.3%	132,660	4.7%
Administrative and support services	15,531	5.1%	139,873	5.0%
Public administration and safety	13,945	4.6%	153,595	5.5%
Transport, postal and warehousing	12,396	4.1%	112,938	4.0%
Other services	12,178	4.0%	109,757	3.9%
Agriculture, forestry and fishing	8,662	2.8%	145,349	5.2%
Rental, hiring and real estate services	6,959	2.3%	64,592	2.3%
Financial and insurance services	6,641	2.2%	76,745	2.7%
Arts and recreation services	5,887	1.9%	52,305	1.9%
Information media and telecommunications	3,772	1.2%	42,601	1.5%
Electricity, gas, water and waste services	2,298	0.8%	21,753	0.8%
Mining	263	0.1%	6,261	0.2%
<b>Total</b>	<b>306,234</b>		<b>2,807,834</b>	

### How much GDP does tourism contribute to Greater Christchurch (broad)?

The tourism sector is not an industry but rather comprises parts of various industries including accommodation and food services, retail, arts and recreation services and transport. This section describes the contribution of tourism to total GDP in Greater Christchurch (broad). It shows how tourism ranks as an contributor to the economy in Greater Christchurch (broad) relative to the broad ANZSIC industries.

## 45 2024 REGIONAL ECONOMIC PROFILE: GREATER CHRISTCHURCH (BROAD)

Figure 58. Tourism GDP growth  
Annual % change, March years

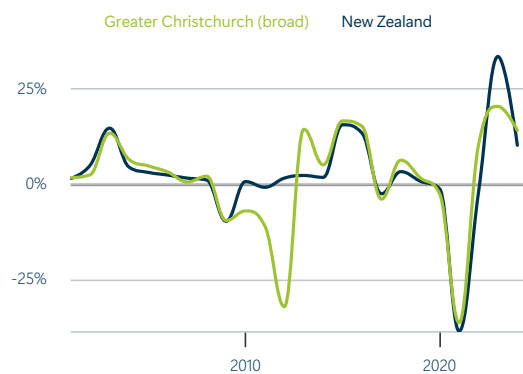
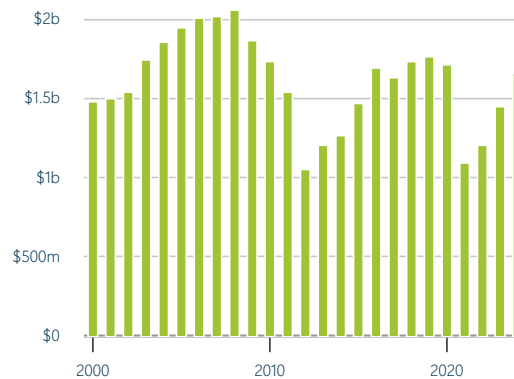


Figure 59. Tourism GDP  
March years, 2024 prices



### Highlights

- The tourism sector contributed \$1,657m towards GDP in Greater Christchurch (broad) in 2024. This amounted to 3.9% of Greater Christchurch (broad)'s economic output in 2024 as compared to 7.1% in 2000.
- Growth in the tourism sector in Greater Christchurch (broad) has averaged 1.5% since 2000, compared with an average of 2.6% in New Zealand.

2024 REGIONAL ECONOMIC PROFILE: GREATER CHRISTCHURCH (BROAD) 46

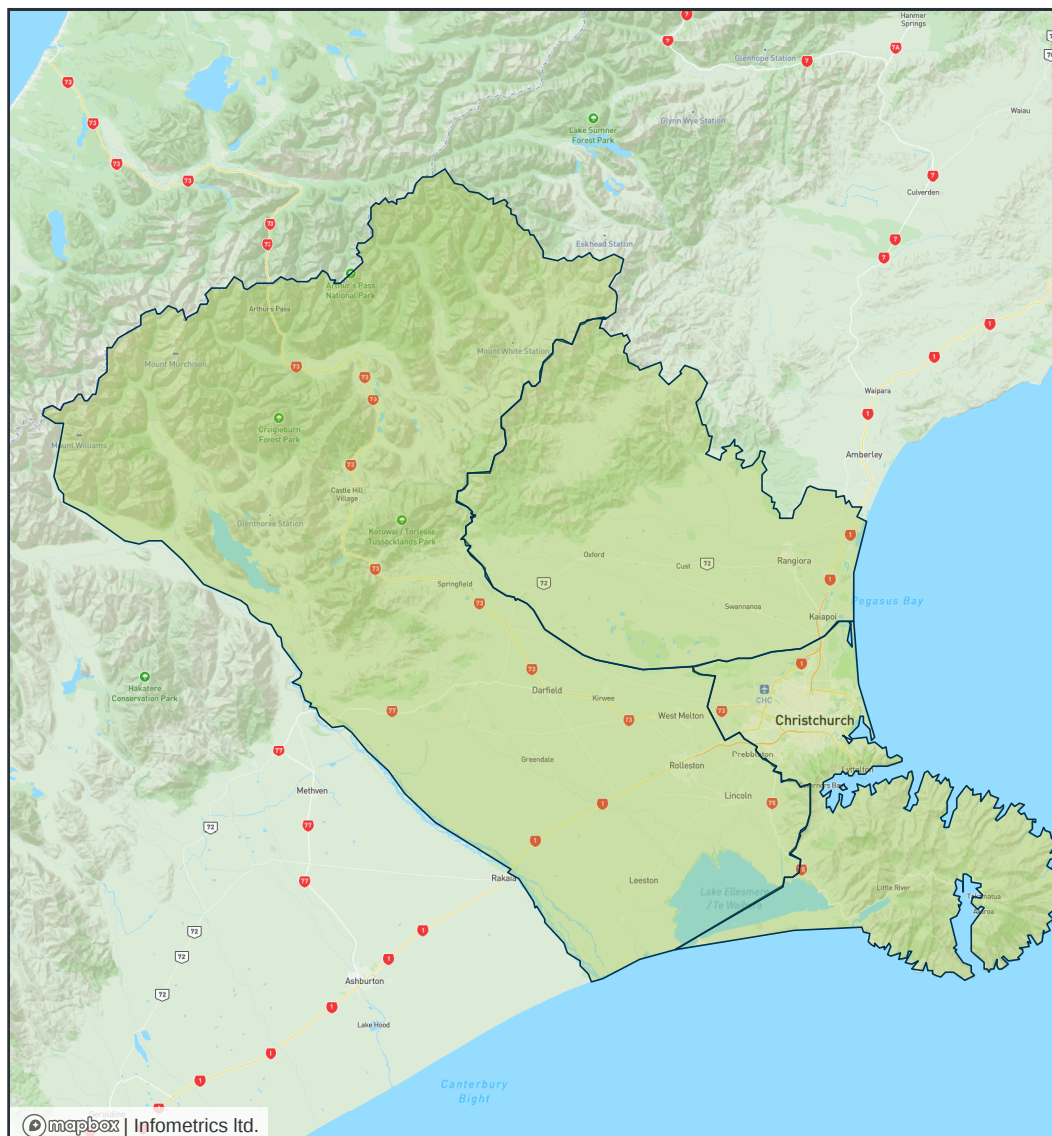
Table 29. Tourism sector GDP relative to other industries, 2024  
2024 prices, year to March 2024

ANZSIC Level 1 industries	Greater Christchurch (broad)		New Zealand	
Name	Level	% of total	Level	% of total
Professional, scientific and technical services	\$4,861.2m	11.5%	\$40,269.9m	9.6%
Construction	\$3,433.7m	8.1%	\$27,536.8m	6.6%
Health care and social assistance	\$3,377.1m	8.0%	\$27,796.9m	6.6%
Manufacturing	\$3,306.0m	7.8%	\$32,688.5m	7.8%
Rental, hiring and real estate services	\$2,548.0m	6.0%	\$26,150.5m	6.2%
Wholesale trade	\$2,274.4m	5.4%	\$21,433.2m	5.1%
Retail trade	\$2,197.7m	5.2%	\$19,801.7m	4.7%
Public administration and safety	\$1,788.9m	4.2%	\$20,317.5m	4.9%
Transport, postal and warehousing	\$1,733.5m	4.1%	\$16,671.6m	4.0%
<b>Tourism sector</b>	<b>\$1,657.0m</b>	<b>3.9%</b>	<b>\$17,008.0m</b>	<b>4.1%</b>
Education and training	\$1,517.1m	3.6%	\$14,314.4m	3.4%
Financial and insurance services	\$1,492.4m	3.5%	\$23,657.4m	5.7%
Agriculture, forestry and fishing	\$1,475.5m	3.5%	\$20,997.3m	5.0%
Information media and telecommunications	\$1,329.6m	3.1%	\$16,804.6m	4.0%
Electricity, gas, water and waste services	\$1,106.5m	2.6%	\$11,030.7m	2.6%
Administrative and support services	\$875.4m	2.1%	\$9,353.3m	2.2%
Accommodation and food services	\$839.7m	2.0%	\$8,255.3m	2.0%
Other services	\$758.2m	1.8%	\$7,921.3m	1.9%
Arts and recreation services	\$580.8m	1.4%	\$6,115.3m	1.5%
Mining	\$68.5m	0.2%	\$3,297.1m	0.8%
<b>Total</b>	<b>\$42,366.5m</b>		<b>\$418,823.8m</b>	



47 2024 REGIONAL ECONOMIC PROFILE: GREATER CHRISTCHURCH (BROAD)

## Geography



Statistical Standard for Geographic Areas 2023 (SSGA23) boundaries from Stats NZ, licensed under CC BY 4.0. Boundary simplifications by Infometrics Ltd. Base map tiles from Mapbox, using data from OpenStreetMap, licensed under ODbL.

Greater Christchurch (broad) is a custom area defined by 3 territorial authority geographic areas: Christchurch City, Selwyn District and Waimakariri District.

## Technical notes

### Average rent

Residential rents (\$ per week) are sourced from monthly data provided by MBIE and averaged across each quarter or year using weighted geometric means. Rental data pertains to averages from data collected when bonds are lodged and does not control for specifications of the home (eg. size, number of bedrooms, age of home, etc).

Residential rents for Auckland Local Boards should be considered approximate, as rounding and confidentialisation in the source data from MBIE has a significant impact on the accuracy of these estimates.

### Beneficiary numbers

Beneficiary numbers have been sourced from the Ministry of Social Development (MSD) and are shown as the average number of beneficiaries in each benefit category across each quarter for the current year. Benefit categories were changed in July 2013, and cannot be reconciled consistently with previous data, as a result decompositions of total beneficiaries are only provide from 2014 onwards.

Our data shows the four main benefit categories established and reported on since the 2013 category changes. These are Jobseeker Support, Supported Living, Sole Parent Support, and Other (which includes all other residual main benefits). Further details of the benefit categories can be found on MSD's website.

Beneficiary numbers for Aotea/Great Barrier and Waiheke Local Boards are set as zero due to the significant impact of confidentialisation and rounding in data from MSD.

### Benefit dependency rate

The percentage of the working age population (15-64-year olds) that are receiving a main benefit. Data sourced from the Ministry of Social Development and Stats NZ, for March years.

### Broad economic sectors

Primary industries extract or harvest products from the earth and include agriculture, forestry, fishing, and mining. Goods-producing industries produce manufactured and other processed goods and include manufacturing, electricity, gas and water, and construction. High-value services include knowledge intensive service industries. Other services include all service industries that are not knowledge intensive, such as retail trade, and food and accommodation services. 'Other' includes owner occupied property operation and unallocated activity.

### Broad skill level

Highly skilled occupations typically require a bachelor degree or higher qualification and include professionals such as accountants, teachers, and engineers, as well as most managers such as chief executives. This category is consistent with skill level one of the Australia New Zealand Standard Classification of Occupations (ANZSCO).

Medium-high skilled occupations typically require an NZ Register Diploma, an Associate Degree or Advanced Diploma. The category includes some managers (such as retail managers) and technicians (such as architectural draftspersons, ICT support technicians and dental hygienists). This category is consistent with skill level two of the ANZSCO classification.

Medium skilled occupations typically require an NZ Register Level 4 qualification. The category includes tradespersons (such as motor mechanics), skilled service workers (such as firefighters), as well as skilled clerical and sales workers (such as legal secretaries and estate agents). This category is consistent with skill level three of the ANZSCO classification.

Low skilled occupations typically require an NZ Register Level 3 qualification or lower. It includes a range of lower skilled occupations from general clerks, caregivers, and sales assistants, through to cleaners and labourers. This category is consistent with skill level four and five of the ANZSCO classification.

## 49 2024 REGIONAL ECONOMIC PROFILE: GREATER CHRISTCHURCH (BROAD)

### Business units

Data on the number of businesses is sourced from the Business Demography statistics from Stats NZ. Businesses are measured by geographic units, which represent a business location engaged in one, or predominantly one, kind of economic activity at a single physical site or base (eg a factory, a farm, a shop, an office, etc). All non-trading or dormant enterprises, as well as enterprises outside of New Zealand, are excluded from business demography statistics.

The number of business units is based on a snapshot as at February each year.

A significant number of enterprises are recorded as having zero employment. Enterprises in the zero employee count size category may have:

- working owners who do not draw a wage from their business
- labour provided by other businesses or contractors
- labour provided by other businesses or contractors

Only business units that are economically significant enterprises are included. To be regarded as economically significant they must meet at least one of the following criteria:

- annual expenses or sales subject to GST of more than \$30,000
- 12-month rolling mean employee count of greater than three
- part of a group of enterprises
- registered for GST and involved in agriculture or forestry
- over \$40,000 of income recorded in the IR10 annual tax return (this includes some units in residential property leasing and rental).

### Dependency ratio

The dependency ratio is the number of under 15-year olds and over 65-year olds as a ratio of the rest of the population (working age). Population data is sourced from Stats NZ, and is for June years.

### Earnings

Earnings data comes from the quarterly Linked Employer Employee Data (LEED) published by Stats NZ. LEED publishes the mean earnings of full quarter jobs for each quarter. Full quarter jobs may include full time and part time jobs. Earnings include overtime and lump sum payments. We sum the mean earnings for the four quarters making up the year to arrive at an estimate of average annual earnings.

### Employment by occupation

Employment in each industry is converted to occupational employment using the relationship between industry and occupational employment observed in various Population Censuses. The Population Census measures the occupational composition of employment in each industry and how this changes over time. Occupations conform to the categories used in the Australian New Zealand Standard Classification of Occupations (ANZSCO).

### Employment: total and by industry

Employment is measured as an average of the four quarters making up each year. The unit of measurement is filled jobs, based on work place address.

Regional employment numbers are from the Infometrics Regional Industry Employment Model (RIEM). The model draws heavily on quarterly and annual Linked Employer Employee Data (LEED) published by Stats NZ. RIEM differs from data from Business Demography (BD) in that it is a quarterly series (BD is annual) and it includes both employees and self-employed, whereas BD only includes employees.

Employment for SA2s and other small areas is estimated by Infometrics, breaking down the values for each territorial authority (TA) using Business Demography data.

Industrial classification is explained below.



## 2024 REGIONAL ECONOMIC PROFILE: GREATER CHRISTCHURCH (BROAD) 50

### Exports

Due to a lack of regional-specific data on exports Infometrics uses a modelling approach to estimate exports by territorial authority. Goods exports and service exports are modelled separately. All export estimates are measured in current prices.

The main assumption for modelling goods exports is that the industries in each territorial authority have the same export characteristics as the national economy, i.e. their export orientation (export / gross output ratio) is the same as the national average.

The assumptions for modelling services exports are more complex. For services which are extensively used by tourists (e.g. accommodation and food services) estimates of expenditure by international tourists are used to allocate exports across territorial authorities. For other services, the same approach for allocating goods across territorial authorities is used.

### GDP per capita

GDP per capita income is calculated by dividing the area's GDP by the number of persons resident in the area. GDP can be generated by people living in other areas. The area's GDP is estimated by Infometrics while the number of persons is Stats NZ's Estimated Resident Population (ERP). GDP per capita is measured in 2024 prices.

### Gross domestic product (GDP)

Gross Domestic Product (GDP) measures the value economic units add to their inputs. It should not be confused with revenue or turnover.

Total GDP is calculated by summing the value added to all goods and services for final consumption - ie it does not include the value added to goods and services used as intermediate inputs for the production of other goods as this would result in double counting.

GDP for each territorial authority (TA) is estimated by Infometrics. A top-down approach breaks national production-based GDP for each industry (published by Stats NZ) down to TA level by applying TA shares to the national total. Each TA's share of industry output is based on the share of employment measured in the Linked Employer Employee Data (LEED), which is, in turn, based on taxation data. Our estimates are benchmarked on regional GDP published by Stats NZ which ensures we capture differences in regional industry productivity and changes in productivity over time. In the 2022 GDP estimates we incorporate Infometrics' estimates of the proportions of industries in each territorial authority which were able to operate under each COVID-19 alert level to capture the economic impacts of the pandemic.

GDP for SA2s and other small areas is estimated by Infometrics, breaking down the estimates for each TA using Business Demography data.

### Herfindahl-Hirschman (HH) Index

Economic diversity within New Zealand's regions is measured using the normalised Herfindahl-Hirschman (HH) Index, a common measure of economic concentration or diversity.

The basic HH Index is calculated by squaring the percentage share of regional GDP of each industry (at 54 industry level) and adding these together, resulting in a range from 185.2 to 10,000. These numbers are normalised by subtracting 185.2 and dividing by 53/54. The normalised HH Index can range from zero (a highly diversified economy with activity spread evenly across all 54 industries) to 10,000 (a totally concentrated economy focused exclusively on a single industry). As the whole of the country will usually be more diverse than individual regions, we use the average of the 66 territorial authorities for the New Zealand number.

While the HH Index is a useful measure of economic diversity within a regional or TA, it can fail to fully account for the complexities within regional economies. For this reason, the HH Index measure of economic diversity should be evaluated in conjunction with a detailed industry-level breakdown of regional economies.

## 51 2024 REGIONAL ECONOMIC PROFILE: GREATER CHRISTCHURCH (BROAD)

### House values

House values (dollar value) are sourced from CoreLogic. The level is the average for 12 months.

### Household income

In 2024 we revised our methodology for estimating household incomes to incorporate new data sources. Previously we relied heavily on Stats NZ's LEED-Annual for historical income estimates, however, we have since uncovered a number of issues with how regional incomes are distributed to territorial authorities within some regions.

Previously, we eschewed Census data, due to its tendency to under-report incomes, due to challenge of accurately recollecting incomes when filling out a Census form. Stats NZ have started producing the Administrative Population Census (APC) which draws upon tax data to more completely record incomes, partially overcoming the problem of Census data. In light of the issues with LEED-Annual at a territorial authority level, we now use APC data to indicate each territorial authority's share of regional income. The APC still underestimates incomes, but is a reliable indicator of relative incomes.

These changes have resulted in historical revisions of our household income and housing affordability estimates for many areas, however, we expect future revisions to be minimal. We always recommend that you download a complete time series if looking to compare changes over time.

### Industrial classification

This profile uses industry categories from the 2006 Australia New Zealand Standard Industrial Classification (ANZSIC). The ANZSIC is a hierarchical classification with four levels, namely divisions (the broadest level also referred to as 1-digit categories), subdivisions (3-digit), groups (4-digit) and classes (7-digit). There are approximately 500 7-digit industries.

This profile also uses the New Zealand Standard Industrial Output Classification (NZSIOC). We present data at Level 3 of the classification which has 54 industries.

### Knowledge intensive employment

Knowledge intensive employment is measured as employment in industries (measured at the 7-digit industry level) which are defined as knowledge intensive.

### Knowledge intensive industries

Knowledge-intensive industries are industries that satisfy two basic criteria: At least 25 per cent of the workforce must be qualified to degree level and at least 30 per cent of the workforce must be employed in professional, managerial, as well as scientific and technical occupations.

### Māori and Pacific Peoples industry and occupational employment

Infometrics models Māori and Pacific Peoples industry and occupational employment data by drawing on detailed data from the Census, Household Labour Force Survey (HLFS) as well as the Infometrics Regional Employment Industry Model (REIM) and the Infometrics Regional Industry-Occupational matrix. Employment is measured at the place of work.

### Owner occupied property operation

Owner-occupied property operation represents the economic services that a house-owner gets from living in their house, equivalent to a tenant renting a house.

### Per capita income

Per capita income is estimated by dividing total household-income by the number of persons resident in the area. Total household income is estimated by Infometrics.



## 2024 REGIONAL ECONOMIC PROFILE: GREATER CHRISTCHURCH (BROAD) 52

### Population

The population numbers presented in this profile are based on Stats NZ's Estimated Resident Population (ERP). The ERP is an estimate of all people who usually live in an area at a given date. Visitors from elsewhere in New Zealand or from overseas are excluded.

The ERP is not directly comparable with the census usually resident population count because of a number of adjustments. The ERP at 30 June 2018 is based on the 2018 census usually resident population count, adjusted for:

- net census undercount (based on the 2018 Post-enumeration Survey)
- residents temporarily overseas on census night
- births, deaths, and net migration between census night and the date of the estimate
- reconciliation with demographic estimates at ages 0–9 years.

Annual regional Māori and Pacific Peoples population is modelled by Infometrics using Stats NZ's national annual estimates and Census.

### Prices

In this profile, we present all GDP estimates in constant 2024 prices. GDP presented in constant prices is sometimes referred to as real GDP. By using constant prices we remove the distractionary effect of inflation. It enables us to meaningfully compare GDP from one year to the next.

### Productivity

Productivity measures the efficiency of production. In this profile, we measure productivity as GDP per filled job (ie the amount of economic activity generated on average by each filled job). Labour is only one input into production. The output of each employee may differ across industries in a region due to differing access to machinery, technology, and land. Therefore, productivity comparisons should only be made in circumstances where it is reasonable to assume that capital intensity will be broadly the same – for example, when looking at productivity within an industry over a limited-time period, or when comparing productivity of a particular industry with that same industry in another region.

### Regional Wellbeing Framework methodology

Not all indicators are available each year – notably for values from Census or elections. To create a reliable time series across the Framework, we carry forward these values for each subsequent “missing” year.

Each domain contains several indicators which draw on a wide range of data sources and have different units of measurement. Indicator values are normalised using the OECD's min-max method, with a 4th and 96th percentile threshold for removal. This threshold removes the highest and lowest values to avoid overly skewing the data. The highest Indicator values are normalised to be between 0 and 100. A score of 100 indicates a better wellbeing outcome and 0 a worse wellbeing outcome. By giving each indicator equal weighting, we estimate an overall score (from 0 to 100) in each domain for each area.

The overall score for each area is an equally-weighted average of the individual scores for each domain. An area with a higher score is considered to have greater wellbeing outcomes in that domain.

Further information about the OECD's methods or calculating regional wellbeing scores, which Infometrics has followed, can be found here.

### Regional Wellbeing Framework principles

The following four principles were considered when assessing if a variable should be included:

- Outcome-focused: A variable should be focused on the end result, rather than an input or intermediary step. Outcomes are preferred as they allow for a better understanding of what good wellbeing actually manifests as, rather than applying a judgement to what should lead to a positive outcome. This criterion prioritises a quality assessment of wellbeing, rather than a quantity assessment.

## 53 2024 REGIONAL ECONOMIC PROFILE: GREATER CHRISTCHURCH (BROAD)

- Availability of data: An indicator variable should be available for all territorial authorities and regions across New Zealand on a comparable basis. This variable requires that the information be available for assessment, calculation, and manipulation, rather than that the variable is fully formed already – transformation of various data sources is acceptable as long as the underlying data is available across all areas on a comparable basis. Other data may be available for some domains, but it may not be easily translated to regional boundaries or may not have comprehensive coverage across the country.
- Ability to influence: A variable should be able to be changed by decision makers, through direct or indirect intervention, including the settings put in place by businesses, local government, central government, or the community. Variables which could clearly affect wellbeing, such as sunshine hours, but which cannot be influenced, have not been included.
- Understandable by the public: A variable should be easily understood by the general public, when contextual information is provided about it. Technical definitions aside, the broad encompassing concept should be readily understood and relatable to the public.

To build a comprehensive picture of wellbeing at a detailed level, Infometrics has sought to balance these criteria so that where the gold-standard data is not available, a suitable proxy is located and used. When this has occurred, the outcome-focused principle has been balanced against the availability of data. A clear example is our examination of the crime rate: the data available at a detailed level only included reported crime and does not provide a dimension of how safe people feel. However, higher crime is an obvious proxy for unreported crime (more reported crime would seem to imply a higher overall crime burden), and more crime would logically see people feel less safe.

Air quality data is often a core wellbeing indicator for the environment. However, in New Zealand, only 52% of territorial authorities have air quality monitoring, requiring its exclusion from this wellbeing framework.

Given the need for data to be available at a detailed level across the country, at a comparable level, survey-based data has been excluded, given the significant sampling errors present at the territorial authority level. As such, the Regional Wellbeing Framework is purely objective, rather than including subjective notions of wellbeing.

### School leavers

The number of students leaving secondary school. Data sourced from Ministry of Education and is for calendar years.

### Self-employment

Self-employment is measured from annual Linked Employer Employee Data (LEED), published by Stats NZ.

### Significant employers of Māori

A business is counted as a significant employers of Māori when 50% or more employees are of Māori ethnicity and/or descent, irrespective of ownership. Te Puni Kōkiri have produced this data using linked data about people and businesses from Stats NZ's Integrated Data Infrastructure and Longitudinal Business Database.

### Small areas

The small areas module provides data at geographies below territorial authority level including statistical area 2 (SA2) which are typically suburbs or rural communities with 1,000 to 4,000 residents and urban areas which vary from large metropolitan areas (population more than 100,000 residents) to small regional centres (populations from 5,000 to 9,999). The REP uses statistical areas defined in 2023. More information is available at <https://www.stats.govt.nz/methods/geographic-hierarchy/>.

### Tourism employment

Our estimates of tourism employment leverage off our tourism GDP estimates. We apply the proportion of output in each industry in a territorial authority that is associated with tourism and apply this proportion to underlying employment levels in that industry. Summing up tourism employment across all industries gives us an estimate of the total number of jobs in a territorial authority that is attributable to the tourism sector.

2024 REGIONAL ECONOMIC PROFILE: GREATER CHRISTCHURCH (BROAD) 54

Tourism GDP

Our estimates of tourism GDP are measured in millions of dollars and are in 2024 prices.

At the national level we draw on data from the Tourism Satellite Accounts (TSA) published by Stats NZ. To estimate tourism GDP at the territorial authority for the period 2019 onwards we draw on territorial authority level visitor expenditure data from the Monthly Regional Tourism Estimates from MBIE, pass them through a TA-specific input-output multiplier model to arrive at a first estimate of tourism GDP. We benchmark the first round TA estimates on national tourism GDP from the TSA to arrive at final estimates by TA.

For the years 2009 to 2019 we use a similar method, although we use the old MRTE series to backcast tourism expenditure to 2009.

For the years before 2009, we have calculated growth rates in each TA's tourism GDP, by adjusting TSA industry ratios (that summarise the proportion each industry's output associated with tourism at 500 industry level) and apply these adjusted ratios to our estimates of the TA's GDP. Our adjustment takes into consideration each TA's relative exposures to industries and guest night shares compared to the national economy. The estimates for each TA are then benchmarked on the national total from the TSA.

Unallocated

Unallocated items include taxes levied on the purchaser rather than the producing industry (such as GST, import duties, and taxes on capital transactions), and items that cannot easily be allocated to a specific industry (such as the seasonal adjustment balancing item). A seasonal adjustment balancing item is necessary to ensure that the sum of all seasonally adjusted industries can be reconciled with total GDP.

Unemployment

Regional level unemployment rates are sourced from Stats NZ's Household Labour Force Survey. Trends in the number of Jobseekers at TA level are used to break down regional unemployment rates to TA level. To reduce volatility the unemployment rate is presented as an average for the last four quarters.

10. Priority Areas Programme Update

Reference Te Tohutoro: 25/617817  
Responsible Officer(s) Te John Bartels, Strategic Project Lead, Greater Christchurch  
Pou Matua: Partnership  
Accountable ELT John Bartels, Director Greater Christchurch Partnership  
Member Pouwhakarae:

1. Purpose of Report Te Pūtake Pūrongo

- 1.1 The purpose of this report is to provide the Greater Christchurch Partnership Committee (Committee) with a progress update on the Priority Areas Programme and regular reporting to the Committee going forward.

2. Relationship to Partnership Objectives Ngā Whāinga Matua ki te hononga

- 2.1 Priority Areas are a key component of the Greater Christchurch Spatial Plan (Spatial Plan) and will be a key tool to progressing shared objectives through the Urban Growth Partnership’s Joint Work Programme and Implementation Plan.

3. Officer Recommendations Ngā Tūtohu

That the Greater Christchurch Partnership Committee:

1. **Notes and receives** the update on the Priority Areas Programme.  
2. **Notes** that Priority Area progress reporting to the Greater Christchurch Partnership Committee will be provided every six months and commence in December 2025.

4. Context/Background Te Horopaki

Background

- 4.1 The Priority Areas were identified in the Greater Christchurch Spatial Plan and adopted by all partners in early 2024 – Figure one provides an overview of these areas.

Figure 1: Priority Areas for Greater Christchurch

Priority Areas arising from Te Tiriti Partnership	Priority Development Areas		Priority Regeneration Area
Kāinga nohoanga on Māori Reserves and within urban areas	Rangiora Town Centre and surrounds		Eastern Christchurch area
	Mass rapid transit phase one corridor	Papanui	
		Central City	
		Riccarton	
	Hornby		
	Rolleston Town Centre and surrounds		

- 4.2 The Priority Areas are further categorised as follows:

Priority Areas	Purpose
Priority Areas arising from the Te Tiriti Partnership	The Priority Areas for Greater Christchurch include areas arising from Te Tiriti Partnership. This recognises that supporting the prosperous development of kāinga nohoanga on Māori Reserves and within urban areas is a priority to be progressed on the basis of Te Tiriti o Waitangi relationships, and as part of partners giving effect to mana whenua’s priorities and expectations.
Priority Regeneration Area	Eastern Christchurch has been identified as a Priority Regeneration Area. This is to recognise the need for a partnership approach to maximise opportunities for regeneration of housing and business areas in appropriate locations, improve accessibility to this area, including its significant recreational assets; and support this area to adapt to the impacts of climate change and to strengthen resilience.
Priority Development Areas	The Priority Development Areas have been identified through technical evaluation and include areas that offer significant opportunities for change in Greater Christchurch. These areas provide the opportunity to accelerate development in locations that will support the desired pattern of growth.

- 4.3 Priority Areas are a key tool from the Urban Growth Agenda in key locations where successful development gives effect to a Spatial Plan. They provide a mechanism for coordinated and focused action across multiple agencies to inform, prioritise and unlock public and private sector investment.
- 4.4 Priority Areas:
- Offers the opportunity for accelerated and/or significant development
  - Is complex, in that achieving successful development at the required pace and scale requires a partnership approach
  - Is in a key location where successful development gives effect to a spatial plan.
- 4.5 Advancing the Priority Areas was identified by the Greater Christchurch Partnership Committee as a high priority initiative in the 2024/25 GCP Work Programme.

5. Establishing the Priority Area Programme

- 5.1 The focus of the partnership has shifted from spatial planning to implementation, complemented by monitoring and reporting. Progressing the work on Priority Areas reflects this shift in focus.
- 5.2 The Secretariat has worked collaboratively with the identified Priority Area leads in each Council and Mana Whenua since late 2024 to identify priorities, understand barriers and develop an initial baseline for each Priority Area. This work has been synthesised into a summary one-pager, included as **Attachment A**. It provides a clear overview of the focus of the Priority Areas Programme and will feature in regular reporting.
- 5.3 Partners are at varying stages of progress with each respective Priority Area and that progress of each of these areas will vary in terms of pace and timing between the identifies areas. This



reflects the prioritising of efforts based on the available resources directed to each Priority Area as well as any sequencing of activities.

- 5.4 The Senior Officials Group (SOG) will act as the Priority Areas Steering Committee, with senior representatives from other key organisations outside of the Partnership to be invited into the relevant Priority Areas discussion as and when required. This approach has been taken to provide flexibility and adaptability, cognisant of the Partnership Review and its recommendations.



6. Regular Reporting

- 6.1 Regular reporting is necessary to drive collaboration, enable coordinated action and give appropriate oversight using a consistent format. Reporting has been developed to be streamlined for Officers whilst maximising its effectiveness.
- 6.2 The format of regular reporting will take the form of a small number of slides that make up the Priority Areas Tracker for the Committee. It has been developed by drawing upon the body of practice and learnings from similar reporting by other Urban Growth Partnerships.
- 6.3 The intent is for the Senior Officials Group (SOG) as the Steering Committee for implementing the Spatial Plan to receive the Priority Area Tracker initially every two months.
- 6.4 The frequency of reporting balances the enabling of appropriate oversight with providing Partners and Priority Area Leads with sufficient time to meaningfully progress next steps on complex projects and actions.

Next Steps

- 6.5 Reporting will be provided through to the Senior Officers Group every two months starting June 2025.
- 6.6 Regular reporting to the Committee through the Priority Area Tracker will be provided every six months starting December 2025.

Attachments Ngā Tāpirihanga

No.	Title	Reference	Page
A  	Greater Christchurch Priority Areas - Summary One-Pager	25/944532	368

# Priority Areas

## Rolleston

Creating a thriving higher density, mixed-use town centre, serving Rolleston residents and the wider Selwyn District – *Aspiration is for a centre supporting a town of 50,000+ people*

### Barriers:

- Constraints to securing ideal Medium Density block developments
- Unmet demand for public transport service uplifts & infrastructure
- Challenging to grow local employment opportunities

### Projects & next steps:

- Progress SH1 Rolleston Access Improvements Projects (NZTA) & complementary local road network improvements (SDC)
- Supporting 'turn-up-and-go' public transport services to/from Rolleston as the key District transport hub.
- Investigate opportunities for catalyst housing projects and anchor employers.

## Hornby

A thriving sub-regional service centre serving as a major employment hub and centre for West Christchurch and parts of the Selwyn District – *Aspiration is to grow employment from current base of circa 8,500 jobs and grow towards a residential population of over 16,000.*

### Barriers:

- SH1, major arterial roads, and Railway lines sever the core centre.
- Resources to progress public transport improvements (PT Futures and MRT).
- Infrastructure demands with changes to housing density.
- Economic positioning and industry attraction needs analysis.

### Projects & next steps:

- Progress *Hornby Access and Development PBC* (NZTA).
- Determine the preferred MRT terminus station location, the design requirements and land needed.
- Commence local area planning for growth and change.
- Investigate opportunities to leveraging its location and strong connections to air and land ports.
- Explore redevelopment opportunities to support future MRT.

## Riccarton

A town centre serving West Christchurch,–rejuvenating underused land to deliver quality mixed-use developments and density supporting MRT– *Aspiration as a mixed use area is to grow towards 17,000 jobs and a residential population of 37,000.*

### Barriers:

- Resources to progress public transport improvements (PT Futures and MRT).
- Ability to redevelop crown owned sites in prime locations

### Projects & next steps:

- Determine the preferred MRT station locations and design requirements.
- Complete local area planning – Support realising redevelopment opportunities for higher density and mixed use.

## LEGEND

- Greater Christchurch Extent
- Priority Areas Arising from Te Tiriti Partnership - Māori Reserves
- Priority Development Areas
- Priority Regeneration Area

## Te Tiriti Priority Areas

Māori Reserves and land in urban areas are developed to fulfil Mana Whenua needs and to support realising its future aspirations

### Barriers:

- Determining the type of housing needed and desired development
- Delivery of essential infrastructure to service development and housing
- Funding and finance for housing and infrastructure needs
- Insufficient resourcing capacity to action opportunities.

### Projects & next steps:

- Develop an implementation plan to support the Kāinga Nohoanga Strategy and guide development of Māori land.

## City Centre

Central Christchurch continues to grow and prosper as the thriving economic heart of an international city, as a vibrant people-focused place – day and night- and as a liveable Central City neighbourhood – *Aspiration is to grow by attracting 12,000 new residents and up to 15,000 new jobs by 2028.*

### Barriers:

- Getting market to deliver affordable medium-high density residential developments in Central City.
- Cathedral Square redevelopment and activation
- Resources for targeted business and developer attraction into Central City

### Projects & next steps:

- Plan for MRT in the Central City, including determining the best route around the bus interchange
- Major projects coming onstream: Parakiore and Te Kaha
- Plan to capitalise on the significant growth potential to be leveraged from world class facilities (anchor projects) coming on stream.
- Evaluating the progress on the delivery of the Central City Recovery Plan projects and outcomes.
- Delivery and investigation of projects in the Central South-East neighbourhood plan area.

## Rangiora

Creating a thriving mixed-use centre (whilst retaining character) with high quality connections across the wider town– *Aspiration is for a centre supporting a town growing toward 30,000 people.*

### Barriers:

- Private market desire for greater residential density and medium rise developments
- Unmet demand for public transport service uplifts & infrastructure
- Unserved demand for primary medical care in the centre.

### Projects & next steps:

- Progress development of the Eastern Link Project (WDC/ NZTA)
- Supporting 'turn-up-and-go' public transport services to/from Rangiora as a key District transport hub.
- Facilitating the South Health Link Medical Centre in Rangiora.

## Papanui

Cements itself as a thriving town centre serving Christchurch North. Rejuvenating underutilised land to deliver quality mixed-use developments in the walking catchment to MRT Stations – *Aspiration is to grow towards a residential population of 35,000 and maintaining circa 8,000 jobs locally.*

### Barriers:

- Resources to progress public transport improvements (PT Futures and MRT).
- Resources to engage meaningfully with key Property owners and redevelopment plans

### Projects & next steps:

- Determine the preferred MRT station locations and design requirements.
- Complete local area planning - Investigate opportunities for higher density, mixed-use developments, retail , health and tourism sectors.

## Eastern Regeneration Area

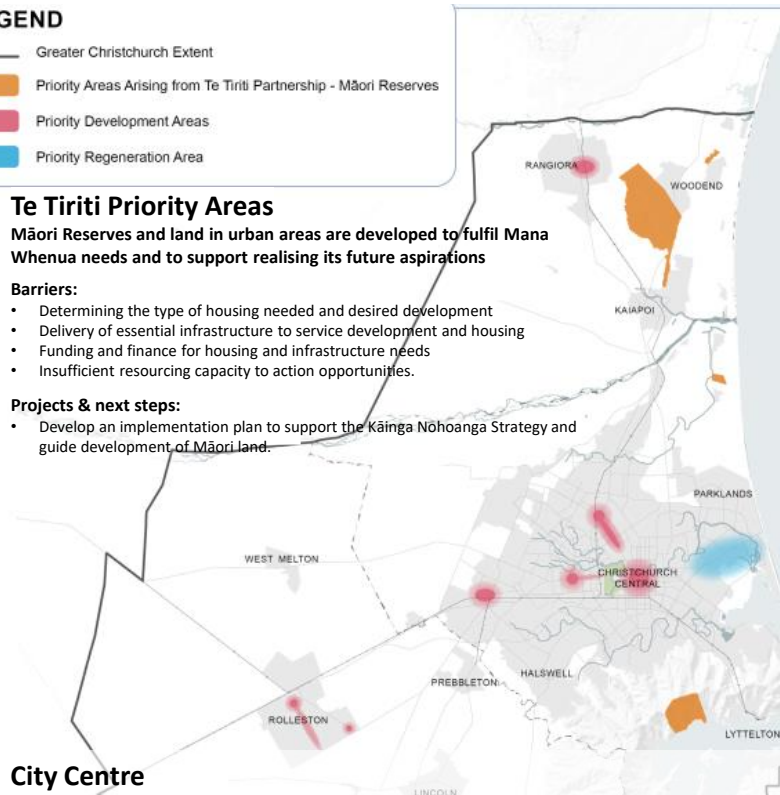
A prospering, highly accessible area with thriving, regenerated centres and wide-ranging recreational assets which support strong, resilient communities.

### Barriers:

- Strategic three waters infrastructure to support intensification in Linwood and New Brighton.
- Market conditions may affect development and business activity and the desirability of the Area.
- Timing of public transport service improvements, transport infrastructure delivery and climate adaption requirements.

### Projects & next steps:

- Pages Road Bridge Upgrade Project – Gateway to New Brighton (CCC/NZTA)
- Weaving the East project across this area.
- Linwood Framework being developed to support regeneration of the Linwood neighbourhood.
- New Brighton – Village Centre project & related initiatives to stimulate investment in the centre.



## 11. Secretariat Update

Reference Te Tohutoro: 25/654475

Responsible Officer(s) Te Pou Matua: John Bartels, Director Greater Christchurch Partnership

Accountable ELT Member Pouwhakarae: John Bartels, 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 (Committee) with a secretariat update on activities that support the partnership work programme.

### 2. Relationship to Partnership Objectives Ngā Whāinga Matua ki te hononga

- 2.1 This report is to inform the committee on progress in the delivery of the joint work programme and to support effective dialogue and relationships between partners.

### 3. Officer Recommendations Ngā Tūtohu

That the Greater Christchurch Partnership Committee:

1. **Receives and notes** the Greater Christchurch Partnership secretariat update.

### 4. Secretariat Update

#### Secretariat Staff Update

- 4.1 Tracy Tierney departed from the Director of the Greater Christchurch Partnership (GCP) role on 11 April 2025. Cognisant of the GCP review underway, John Bartels has moved into the Director role on a fixed term basis until June 2026. This provides seamless continuity, experienced leadership of the secretariat and continued implementation of the Partnership's agreed priorities and work programme.
- 4.2 Resourcing is currently being reviewed by John Bartels across the agreed priorities to determine those that may require additional external support to maintain momentum and ensuring sufficient capacity within the secretariat. It is intended for this to be funded through existing budgets.

#### GCP Review Update and Interim Chair of Chief Executives Advisory Group (CEAG)

- 4.3 Martin Jenkins, led by Sarah Baddeley and Cat Moody, have been appointed as the independent reviewers to complete the Greater Christchurch Partnership Review (Review) as per the terms of reference approved by the Committee at its March meeting. The secretariat has provided support with arranging interviews with committee members and other stakeholders. Interviews have largely been completed and will be concluded this month. The report and any recommendations of the Review will be presented to the committee at its August meeting.
- 4.4 A report was presented to CEAG on 6 May, that sought the appointment of an interim chair of the CEAG until the review is concluded. Tracy Tierney was confirmed as interim chair of CEAG following the last meeting in March but has since left GCP. On the basis of maintaining efficiency and continuity, an interim Chair of CEAG was drawn from the standing members.

- 4.5 Jeff Millward was nominated and appointed to the role of interim chair of CEAG. This interim arrangement will be reassessed by CEAG following the outcome of the Review.

#### Fast Track Bill Update

- 4.6 At the last Committee meeting in March 2025, there was a request from members to receive an update on the Fast Track Bill Projects and any implications on the Greater Christchurch Spatial Plan. An overview of the process and projects relevant to Greater Christchurch is summarised in **Attachment A**.
- 4.7 At this stage in the process, it's difficult to anticipate which projects will be approved and the likely impact of the fast-track projects on the implementation of the Spatial Plan. However, if all of the projects were to be approved, of the nearly 8,400 additional homes indicatively provided for across the listed projects located in Greater Christchurch, over 7,000 would be developed in greenfield locations outside the areas identified for future growth in the Spatial Plan.

#### Resource Management Act Reforms

- 4.8 On 24 March 2025, the New Zealand Government announced a comprehensive overhaul of the Resource Management Act (RMA), introducing two new legislative frameworks: the Planning Act and the Natural Environment Act. The reforms aim to replace the RMA with a more enabling planning system that supports economic growth and infrastructure development while protecting the environment. Key features include a presumption in favour of land use, unless there is a significant adverse effect on others' property rights or the natural environment; standardised zoning; simplified national direction; and the requirement for regional spatial plans to identify areas for future urban development.
- 4.9 The Government's approach seeks to streamline planning processes and enhancing property rights. This includes narrowing the scope of effects management to focus on externalities, excluding matters such as effects on trade competition.
- 4.10 Additionally, the reforms aim to strengthen environmental compliance monitoring and enforcement through the establishment of a national compliance regulator with regional presence. The Government plans to introduce the new legislation before the end of 2025, marking a significant shift towards a more liberal planning system.
- 4.11 The Government's Expert Advisory Group had prepared a set of principles to guide the reforms within its RMA Reform Blueprint. The fact sheet that summarises this and aligns it against Cabinet decision making has been included in **Attachment B**.
- 4.12 All Partners are working to consider the likely impacts from the Blueprint's recommendations to support the formulation of organisational positions. The secretariat is working across Partners through the Planning Managers Group, to monitor the development of these and aligning these wherever possible.

#### Canterbury Regional Deal – Working Group (Canterbury Mayoral Forum)

- 4.13 In late April 2025, John Bartels was invited to join the officer level working group to support preparation of a Regional Deal proposal for Canterbury. This provides an opportunity for the secretariat to provide support and input from a Greater Christchurch Partnership perspective into the development of a Canterbury regional proposal.

#### Regional Housing Steering Group (Canterbury Mayoral Forum)

- 4.14 Work on the Waitaha Canterbury Regional Housing Strategic Plan (Plan) is well progressed. John was invited onto the steering group in place of Tracy to serve as a conduit between the

regional and sub-regional housing work streams. John met with the consultant team from the Urban Advisory to share information and learnings from the work completed to date through the Partnership's Joint Housing Action Plan and to avoid duplication. Approval by the Canterbury Mayoral Forum of the final version of the Plan is anticipated in mid 2025.

#### **Te Waipounamu Community Housing Provider Network**

- 4.15 The network brings together community housing providers and their partners operating in the South Island. Its members' primary activity is to provide community housing solutions for people in housing need. John Bartels attends the monthly meetings to stay current on community needs and programmes being delivered by a wide range of providers including community housing providers and government agencies. Of concern is the observed sharp increase in homelessness including families, which members have started to consistently gather data to demonstrate need.
- 4.16 At the meeting on 10 April the key takeaways remain were that the need across affordable, social, transitional and emergency housing continues to outstrip supply, most believe this situation has worsened over the past 12 months. The importance of this has grown as the Ministry of Housing and Urban Development (MHUD) moves into its 'Active Purchaser' role. Working with the community housing sector to actively direct the funding for social and affordable housing in specific locations/ areas, the number of houses and the type of housing delivered. It reinforces the need for the Joint Housing Action Plan with phase two focusing on Partners working together on delivery.

#### **Te Waihanga's Infrastructure Priorities Programme (IPP)**

##### ***Mass Rapid Transit (MRT) Application to Round One***

- 4.17 As the Committee will be aware from the March Mass Rapid Transit (MRT) Update, the MRT project was submitted jointly by Christchurch City Council (CCC) with NZTA to Te Waihanga Infrastructure Commission for consideration in the first round of IPP applications in December 2024. If successful, this will significantly increase its national prominence.
- 4.18 In late April CCC officers were advised that the outcome of Te Waihanga's assessment will be publicly released in mid-2025. The secretariat will work with CCC staff to assist in sharing the outcome of Te Waihanga's assessment of the MRT project with the Committee.

##### ***PT Futures Application to Round Two***

- 4.19 Te Waihanga opened a second round for IPP submissions closing on 17 April. At the 7 March Senior Officers Group meeting there was support for putting in a submission for PT Futures due to the programme being foundational to the success of MRT in the future.
- 4.20 CCC Officers took the lead in preparation of the joint application with ECan on behalf of the Partnership. Communication was provided to all GCP Committee members outlining the intent for an application on behalf of the partnership. The final application submitted on 17 April drew upon the previously completed PT Futures combined business case and in consultation with GCP partner staff. It is anticipated Te Waihanga will advise the outcome of its assessment in late 2025.



- 4.21 The secretariat operational costs remain under budget with only the operational budget invoiced to partners for the current financial year. The current financial year 2024/25 budget summary is outlined in Table 1.

**Table 1 – FY2024/25 Secretariat Operating Budget**

Expense	Approved FY2024/25	Full Year Forecast FY2024/25	Variance
Operating Costs			
-Staff costs & independent chair	600,000	471,163	128,837
-Mana whenua advisory	100,000	73,500	26,500
-Administration ( <i>printing, catering, adhoc</i> )	10,000	4,458	5,542
-Advice & Communications	70,000	93,840	-23,840
-CCC Overhead ( <i>accommodation, IT, support</i> )	50,000	65,000	-15,000
<b>FY2024/25 Opex total</b>	<b>830,000</b>	<b>707,961</b>	<b>122,039</b>
Carry forward from last financial year	82,000		82,000
<b>FY2024/25 Forecast Surplus</b>			<b>204,039</b>

- 4.22 Staff costs and the independent chair represent the areas with the most savings due to the independent chair role having concluded earlier than anticipated in December 2024 and staff vacancies within the secretariat.
- 4.23 The recent GCP Review currently underway is an unbudgeted activity and this has been accommodated with the current advice and communication budget.
- 4.24 The 2025/26 budget was reviewed [Table 2] and further savings of \$85,100 identified through reductions in consultants, salaries and other operational costs which represents a 10% reduction on the approved budget. The CCC corporate overhead has historically been charged on a nominal, arbitrary basis. The increase in the budget is reflective of actual costs.

**Table 2 – FY2025/26 Secretariat Operating Budget**

Expense	LTP Budget FY 2025/26	Proposed amendments	Approved Budget FY 2025/26
Operating Costs			
-Staff costs & independent chair	610,000	(110,000)	500,000
-Mana whenua Advisory	100,000	(30,000)	70,000
-Administration ( <i>printing, catering, adhoc</i> )	10,000		10,000
-Advice & Communications	70,000	(10,000)	60,000
-CCC Overhead ( <i>accommodation, IT, support</i> )	50,000	64,900	114,900
<b>Total</b>	<b>840,000</b>	<b>(85,100)</b>	<b>754,900</b>

- 4.25 It should be noted that with the reduction of budget for FY2025/26 it is not anticipated there will be any underspend in the coming financial year's operational budget.
- 4.26 Regarding the forecast FY2024/25 surplus, the Chief Executive Advisory Group (CEAG) have approved the carry forward of a modest \$40,000 buffer with the balance of the surplus returned to Partners on a pro-rata basis.



- 4.27 The carry forward of some funds reflects the reduced operational budget envelope for FY2025/26 and allowing some flexibility in accommodating the outcomes of the Review, whilst managing the potential need to request partners for an out of cycle contribution.
- 4.28 When the Long-Term Plan budgets were developed, CEAG were supportive of putting an estimated sum aside for the Programme Delivery Budget and Engagement/Consultation [Table 3] annually to try and avoid the out of cycle requests for funding that have happened previously.
- 4.29 The Senior Officials Group agreed that the Programme Delivery budget of \$150,000 and \$80,000 Engagement & Consultation budget would only be invoiced if there was an identified need and an approved project plan. The current GCP work programme focus has not required the use of these budgets for the FY2024/2025. The large support for the work programmes has been delivered through secretariat/partner resource time and through the use of the secretariat operational budget.

Table 3 – Project Funding Balances

Project Balances as at 30/04/2025	Programme Delivery (underspend from GCSP & GC2050 projects)	485,956
	Kāinga Nohoanga Strategy	6,522
Project Budget contribution for 25/26 year	Programme Delivery	150,000
	Engagement & Consultation	80,000

- 4.30 The project funding balance for FY2024/25 will carried forward into the 2025/26 financial year.
- 4.31 The secretariat has commenced development of a three-year Programme delivery budget and will work with Senior Officials Group members to finalise. This multi-year view will assist in the forecasting of future funding requirements, aligned to the available funding and support decision making. This work is intended to leverage off the actions identified within the Implementation Plan 2024-27.

Attachments Ngā Tāpirihanga

No.	Title	Reference	Page
A 	Fast Track Projects Overview and Implications for the GCSP	25/723601	374
B 	Government Fact Sheet - Resource Management Act Reform	25/831785	379

### Fast-track Approvals Act 2024 – implications for Greater Christchurch Spatial Plan

At the last GCP Committee meeting (7 March), staff undertook to provide further information about the projects located in Greater Christchurch that are listed in the Fast-track Approvals Act 2024 (the Act).

There are two pathways for applications to be considered for fast-track approval under the Act. Schedule 2 of the Act lists the projects the Government decided met the purpose of the Act and can access the fast-track pathway without requiring Ministerial referral. Other projects can be considered for fast-track approval, provided they meet the eligibility criteria set out in the Act. Further information regarding the fast-track approvals process can be found on the Ministry for the Environment website: [Fast-track approvals process | Ministry for the Environment](#)

Twenty-two projects in the Canterbury region were included in Schedule 2 of the Act. Twelve of the listed projects are located within the area covered by the Greater Christchurch Spatial Plan: five in Christchurch City, three in Selwyn District, and four in Waimakariri District. Some of the projects have faced significant local opposition in the past. Attachment 1 provides further detail about each of these projects and a map showing their approximate location.

Of the projects listed in Schedule 2, one substantive application located in the Greater Christchurch area has been lodged with the Environmental Protection Agency (EPA) to date. The proposal, from Carter Group Limited, seeks approval to subdivide and develop land for industrial use at 104 Ryans Road, Yaldhurst, Christchurch. The EPA has consulted Environment Canterbury and the Christchurch City Council as part of determining whether the application is complete and within scope, prior to referral to an Expert Panel. Staff are currently reviewing the proposal and collating comments in preparation for responding to the EPA. Further comments will be invited from the local authorities if the application is referred to an Expert Panel.

It is not possible to predict how many proposals are likely to progress through the fast-track approvals process. There are significant costs associated with lodging a substantive application, and the likelihood of approval depends on the project's eligibility and the outcome of an assessment by an Expert Panel.

It is therefore difficult to anticipate the likely impact of the fast-track projects on the implementation of the Spatial Plan. Potential benefits of the listed projects include additional housing and business development capacity, improvements to the transport network, and economic and social benefits. However, of the nearly 8,400 additional homes indicatively provided for across the listed projects located in Greater Christchurch, over 7,000 would be developed in greenfield locations outside the areas identified for future growth in the Spatial Plan and Canterbury Regional Policy Statement (i.e. outside a Future Development Area, Greenfield Priority Area and the Projected Infrastructure Boundary). Should all such proposals be approved, the scale of housing and commercial development proposed has the potential to undermine the urban form and transport outcomes in the Spatial Plan, and result in additional infrastructure and servicing costs to local authorities.

Opportunities for councils, and mana whenua, to provide feedback on fast-track projects are provided for under the Act. These include through pre-lodgment consultation by an applicant (before

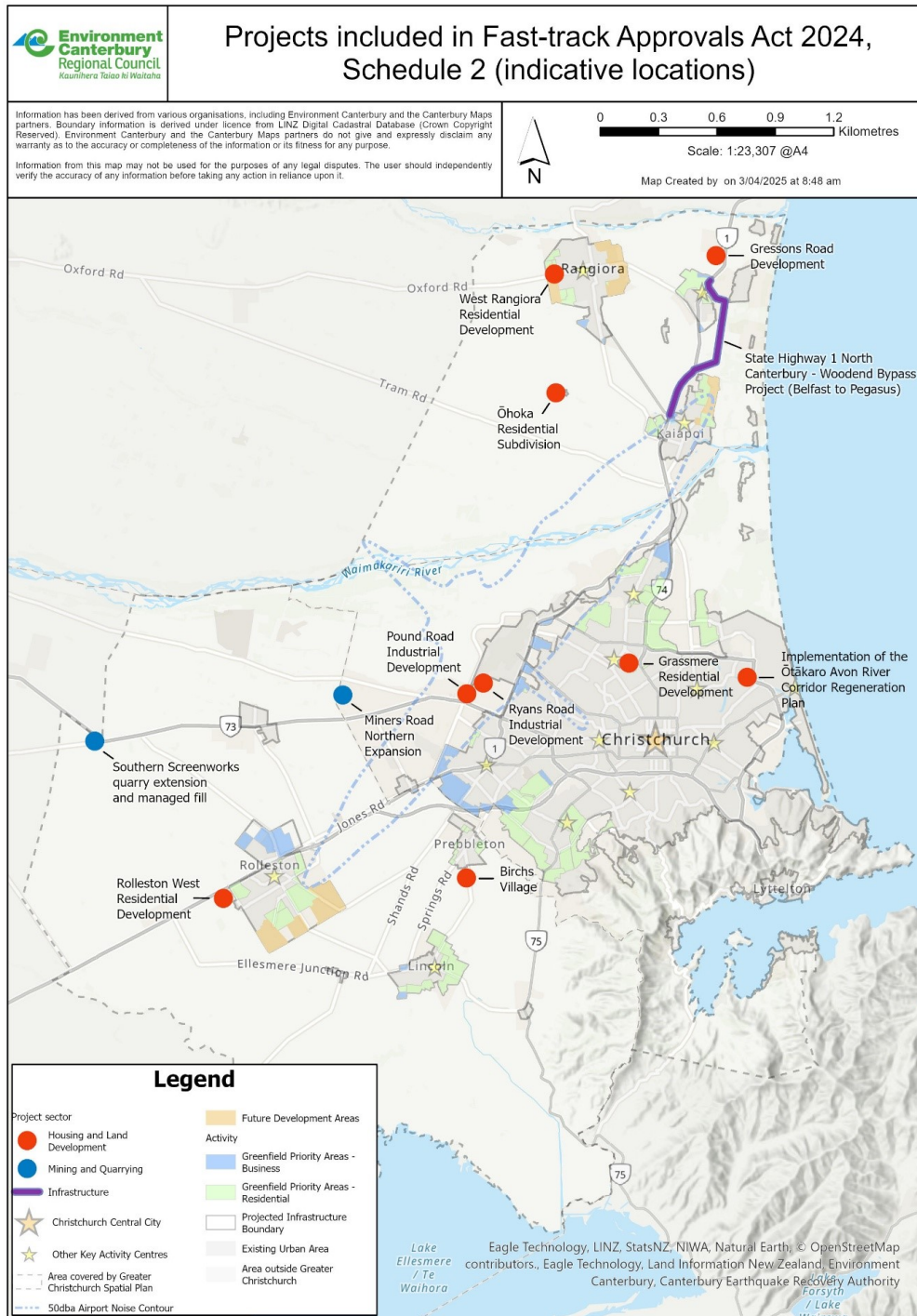
referral/application), referral application stage (Ministerial review), Expert Panel review (substantive application stage), and, if a Panel approves a project, at decision and conditions stage. Appeals on appeal Expert Panel decisions can be made to the High Court, but only on points of law, not on the project's merits.

Attachment 1 – Projects included in Fast Track Approval Bill Schedule 2 within Greater Christchurch

	Applicant	Project name	District	Sector	Project description
1	Christchurch City Council	Implementation of the Ōtakaro Avon River Corridor Regeneration Plan	Christchurch City	Housing and Land Development	Provision of infrastructure and facilities to regenerate the Ōtakaro Avon River Corridor in response to the Canterbury earthquakes, to achieve the vision and objectives of the Ōtakaro Avon River Corridor Regeneration Plan.
2	Grassmere Estates Limited	Grassmere Residential Development	Christchurch City	Housing and Land Development	Development of approximately 17 hectares of residential zoned land to enable 528 residential units in total, in a range of housing densities, and upgrades to transport and three-waters infrastructure.
3	Ngāi Tahu Property Development Holdings	Pound Road Industrial Development	Christchurch City	Housing and Land Development	Subdivision and land development to create industrial sites on land currently zoned for rural purposes (Rural Urban Fringe). Site size and site location plan redacted.
4	Carter Group Limited	Ryans Road Industrial Development	Christchurch City	Housing and Land Development	Subdivision and land development of 55.5 hectares of land adjacent to Christchurch International Airport currently zoned for rural purposes, to provide for industrial activities.
5	KB Contracting and Quarries Limited	Miners Road Northern Expansion	Christchurch City	Mining and Quarrying	Expansion of current aggregate extraction activities.
6	Carter Group Limited	Rolleston West Residential Development	Selwyn District	Housing and Land Development	Development comprising 4,200 new residential sites and four commercial centres to the west of Rolleston.
7	Birchs Village Limited	Birchs Village	Selwyn District	Housing and Land Development	Development of 527 residential allotments and a commercial area.
8	Southern Screenworks Ltd	Southern Screenworks quarry extension and managed fill	Selwyn District	Mining and Quarrying	Expansion of the extraction of aggregate from the existing Southern Screenworks quarry and establishment and operation of a managed fill facility.



9	Suburban Estates Limited on behalf of Anne Lois Stokes and Brian James Stokes	Gressons Road Development	Waimakariri District	Housing and Land Development	Subdivision and development of approximately 144ha of land to provide 1,500 homes and supporting community features including public and active transport connections, green spaces and infrastructure on a site adjoining existing residential and commercial development.
10	Ben Dormer	West Rangiora Residential Development	Waimakariri District	Housing and Land Development	Staged subdivision and development of approximately 40ha of land, to create approximately 700–780 residential units (400–480 in stage 1, and 300 in stage 2), with associated road and service areas. The proposal is located within a Future Development Area identified on Map A of the Canterbury Regional Policy Statement.
11	Carter Group Limited	Ōhoka Residential Subdivision	Waimakariri District	Housing and Land Development	Development of approximately 152ha of rural land to provide for 850 houses and a commercial mixed/use centre, a school and/or retirement village, recreational facilities, and associated infrastructure.
12	New Zealand Transport Agency Waka Kotahi	State Highway 1 North Canterbury – Woodend Bypass Project (Belfast to Pegasus)	Waimakariri District	Infrastructure	Extension of SH1 Christchurch Northern Corridor between Belfast and Pegasus by constructing 4 km of motorway or expressway to bypass the Woodend township.





## Resource management reform

The Government's resource management reform will replace the Resource Management Act 1991 (RMA) with two new pieces of legislation:

- A Natural Environment Act – focused on managing the natural environment
- A Planning Act – focused on planning to enable development and infrastructure.

The new legislation will narrow the scope of the resource management system and the effects it controls, with the enjoyment of private property rights as the guiding principle. A shift from a precautionary to a more permissive approach will unlock development, streamline processes, and enhance New Zealand's ability to meet its housing, infrastructure, and environmental objectives.

### Expert Advisory Group

The Expert Advisory Group (EAG) was established in September 2024 and was tasked with preparing a blueprint to replace the RMA, based on ten objectives and principles set by Cabinet. The EAG provided a draft blueprint to Ministers on 20 December 2024.

The EAG's blueprint addresses the main failings of the RMA and provides 21 key recommendations that are ambitious and wide ranging. The Cabinet proposals, for the introduction of new legislation, are broadly in line with the EAG's recommendations.

A system based on the EAG blueprint will be simpler, faster, more effective, and provide proportionate and measured responses to land and resource use.

### Narrower scope

The new legislation will narrow the scope of the resource management system and the effects it controls, with the enjoyment of property rights as the guiding principle. Compared to the RMA, the new legislation will more clearly define the types of adverse effects that can be considered and raise the threshold for when those adverse effects must be managed.

This will provide greater protection of and ability to use property as its owners see fit. It will set a higher bar for regulatory restrictions on property.

Change is needed to ensure the resource management system better supports growth and development in a market economy as well as respecting private property rights, while also improving environmental outcomes.

### National policy direction

One set of national policy direction under each new act will simplify, streamline, and direct local government plans and decision-making. It will also provide guidance on how to resolve conflicts between competing priorities. This is expected to provide direction on the purpose of the primary legislation and declutter the existing set of RMA national policy statements.

Resource management reform

Direction under the new Natural Environment Act will cover matters such as:

- freshwater
- indigenous biodiversity
- coastal policy.

Direction under the new Planning Act will cover matters such as:

- urban development
- infrastructure (including renewable energy)
- natural hazards.

The national policy directions for each act will be developed in parallel to ensure they are aligned.

## Standardisation of the system

The new legislation will provide for greater standardisation, shifting the focus of policy setting to a national level, while maintaining local decision-making over things that matter. This approach will provide for genuinely novel issues to be given adequate consideration on a case-by-case basis.

The benefits include:

- Following international approaches, nationally set standards (including standardised land-use zones) will provide significant system benefits and efficiencies.
- Standardising best practice for councils and others reduces the financial burden on communities. It will assist councils to take a similar approach to the same issues faced in other parts of the country.

## Environmental limits and natural resource allocation

There is agreement that the RMA's 'first in, first served' approach to allocating natural resources is inefficient and inequitable when resources are scarce. It lacks incentives for resources to be used efficiently and does not enable higher value uses. The EAG recommended a more deliberate framework for natural resource allocation and charging for use. A better legal framework for setting environmental limits will provide certainty around where development can and should occur, whilst protecting the natural environment.

## Streamlining the system

Cabinet has agreed to reduce the number of plans and policies in the system. A combined plan will include a spatial planning chapter, an environment chapter and planning chapters (one per territorial authority district) and could be achieved via an 'e-plan'. Spatial plans will provide long-term, strategic direction to simplify and streamline the system. This will allow development within constraints, and better align land use, infrastructure planning, and investment.

A national compliance and enforcement regulator will be set up and will provide the opportunity to ensure more consistency as well as reduce the variability in compliance and enforcement activities across regions. A new planning tribunal will provide for faster and low-cost dispute resolution and lessen reliance on the courts.



## Comparison: Expert Advisory Group Blueprint recommendations and Cabinet paper recommendations

**Table 1:** Summary and comparison of main recommendations of Expert Advisory Group Blueprint alongside Cabinet paper recommendations

Note this table sets out the Expert Advisory Group's main recommendations (a)-(u) – these recommendations are described in full in each chapter of the blueprint.

<p>Action key:</p> <div> <div></div> Cabinet paper progresses broad Blueprint recommendation         </div> <div> <div></div> Cabinet paper progresses in part or via delegated decisions on detail         </div> <div> <div></div> Cabinet paper does not progress Blueprint recommendation         </div>		
Expert Advisory Group Blueprint recommendation	Action	Cabinet paper recommendation
<p><b>Develop new legislation in two separate Acts:</b></p> <p>i. <b>A Planning Act focused on regulating the use, development and enjoyment of land.</b></p> <p>ii. <b>A Natural Environment Act (NEA) focused on the use, protection and enhancement of the natural environment.</b></p>		<p>2 <b>agree</b> that the RMA will be replaced by two Acts that separate land-use planning and natural resource management – a Planning Act and a Natural Environment Act</p> <p>3 <b>note</b> that the significant debate over the meaning of the RMA's 'sustainable management' purpose can be avoided in the new system by using descriptive purpose statements</p> <p>4 <b>note</b> that the Planning Act will focus on establishing a framework for planning and regulating the use, development and enjoyment of land</p> <p>5 <b>note</b> that the Natural Environment Act will focus on establishing a framework for the use, protection and enhancement of the natural environment, subject to further advice on ensuring the NEA purpose recognises that protection and enhancement must be proportionate as the act is intended to be enabling</p>

Comparison: Expert Advisory Group Blueprint main recommendations and Cabinet paper recommendations



The new Acts will have a smaller regulatory scope and not address matters adequately covered in other legislation. The effects regulated will be based on the economic concept of externalities. Matters such as financial effects and effects on trade competition will be excluded.		8	<b>agree</b> that the approach to effects management in the new system is based on the economic concept of externalities, meaning effects (relating to land use) borne solely by the party undertaking the activity would not be controlled
		38	<b>agree</b> that the EAG's recommendations about overlaps between the RMA and other legislation will be staged to allow other legislation to be amended and avoid leaving gaps during the transitional period
		38A	<b>agree</b> that further work will be done prior to introduction on where heritage sits in the system, particularly in the context of regulatory takings, heritage management and listing of historic heritage between Minister Responsible for RMA Reform, Minister for Arts, Culture and Heritage and Under-secretary Court.
Both Acts will be based on the enjoyment of property rights and require justification reports if departing from approaches to regulation standardised at the national level. Compensation may happen for regulatory takings in some circumstances.		10	<b>agree</b> that the legislation will include protection against regulatory takings, with the details to be decided under delegation
		15	<b>agree</b> that both Acts will require regulatory justification reports that outline the rationale for any regulatory plan rules that deviates from national standards
Each Act will contain national goals setting out the main objectives of the regulatory framework that provide a basis for monitoring its implementation. The Planning Act will include goals for infrastructure provision and well-functioning urban and rural areas. The NEA will include goals for protecting important natural values.		6	<b>agree</b> in principle that each act will have a set of legislated goals and decision-making principles which will be streamlined to focus on the essential functions of land use planning and natural resource management, subject to further advice on the value provided by legislated goals and decision-making principles
		7	<b>agree</b> in principle that each act will have a set of decision-making and procedural principles to embed good planning practice and environmental management practice
Each Act will require one mandatory national policy direction (NPD) that is succinct and resolves conflicts between environmental protection and development and, where that is not possible, provides direction on how conflicts can be reconciled through subsequent processes.		11	<b>agree</b> that the responsible Minister (to be decided under delegation) would be empowered to develop the following instruments:
		11.1	a single mandatory National Policy Direction (NPD) under each Act
		11.2	national standards under each act, including nationally standardised zones under the Planning Act
		11.3	environmental limits (under the NEA only)
		11.4	regulations under each Act, including but not limited to emergency or urgent response provisions, technical matters, matters requiring frequent updating and administrative matters
		12	<b>agree</b> that national standards will be for the purpose of implementing the NPD under each Act and providing a consistent approach to the regulation of activities

Comparison: Expert Advisory Group Blueprint main recommendations and Cabinet paper recommendations

Regional policy statements (RPSs) will be eliminated and partially replaced by spatial plans made under the Planning Act. Spatial plans include the coastal marine area (CMA) and will have weight in the regulatory planning process.		<p>22 <b>agree</b> that spatial planning requirements sit under the Planning Act but are designed to help integrate decisions under the Planning Act and NEA at a strategic level, resolving conflicts where possible</p> <p>23 <b>agree</b> that spatial planning will also promote integration of regulatory planning under the Planning Act and NEA with infrastructure planning and investment</p> <p>24 <b>agree</b> that the Planning Act will include mandatory and optional matters for spatial plans to address with a strong focus on enabling urban development and infrastructure within environmental constraints</p>
Spatial plans will enable development and focus on mapping major constraints, identifying existing and future infrastructure (including future infrastructure corridors), future urban areas, and growth and development opportunities.		<p>21 <b>agree</b> that the new system will include long-term, strategic spatial plans that will simplify and streamline the system, enable development within environmental constraints and have sufficient weight and reach to better align land use and infrastructure planning and investment</p>
Each Act will require a single regulatory plan per region. The regional council will prepare a natural environment plan under the NEA. District councils will each prepare a chapter of a combined district plan.		<p>25 <b>agree</b> that each Act will require one combined plan per region – plan chapters would be developed by each local authority, combined for each region, then presented as a national e-plan</p> <p>26 <b>agree</b> that each regional council would deliver plan chapters under the NEA and there would be no duplication across chapters</p> <p>27 <b>agree</b> that each territorial authority would deliver a plan chapter managing land use for their area under the Planning Act</p>
The Planning Act will require the Minister for the Environment to create nationally standardised zones (NSZs) that councils select and apply in the combined district plan, with a ‘stickier’ exceptions pathway if bespoke requirements are needed to meet specific community needs or preferences. NSZs will include a zone with substantial flexibility in land use on Māori land.		<p>13 <b>agree</b> that national standards and standardised zones will channel most of the administrative activity in the current system into “default” solutions set once at the national level, with “safety valves” available to allow genuinely novel issues to be given adequate consideration on a case-by-case basis</p>

Comparison: Expert Advisory Group Blueprint main recommendations and Cabinet paper recommendations

<p>The NEA will require environmental limits to protect the life-supporting capacity of the natural environment. It will also require environmental controls to protect significant natural values, such as outstanding natural features and landscapes (ONFLs) and significant natural areas (SNAs) – applying similarly to NSZ provisions – with nationally set default pathways to select from and a ‘stickier’ process if bespoke solutions are required to meet local variations.</p>		<p>16 <b>agree</b> that the responsible Minister would be required by the NEA to prescribe limits nationally or set default methods for limits to be developed at the regional level, or both</p> <p>17 <b>agree</b> that limits to protect human health would be set nationally, and limits to protect the natural environment would be set by regional councils following a set methodology</p> <p>18 <b>agree</b> that the NEA would include the following framework for setting limits:</p> <p>18.1 mandatory domains for which limits must be set - subject to further advice, these could include air, water (freshwater and coastal), soil, and ecosystems</p> <p>18.2 criteria for setting management units</p> <p>18.3 a process for setting limits nationally to protect human health</p> <p>18.4 a process and methodology for regional councils to follow to set limits to protect the natural environment</p> <p>37 <b>agree</b> that the following EAG recommendations will not be included in the bills for introduction and will be progressed in parallel but on a longer timeline:</p> <p>37.2 consideration of institutional arrangements for limit-setting</p>
<p>To support a faster transition, the regulatory plans made under each Act will initially be notified and considered by an independent hearings panel (IHP) together in each region, but determined by each individual council.</p>		<p>Cabinet previously agreed that reform proposals will be developed in a way that builds on the Phase 2 work programme, minimises uncertainty and economic disruption, and enables a rapid transition to the new system [CAB-24-MIN-0315 refers]</p> <p>Delegated decisions will further consider the plan-making process</p>
<p>The form and structure of spatial and regulatory plans will be highly standardised, enabling them to be collated and accessed as one national e-plan for New Zealand.</p>		<p>28 <b>note</b> that the one plan per region approach would be achieved through a national e-planning portal, and investment would be required to establish and maintain this portal</p>
<p>A common platform for presenting information spatially – combined with a focus on collecting better environmental reporting data in a form that can be aggregated nationally – will enable significantly better monitoring of system performance and, from there, adaptive management.</p>		<p>56 <b>note</b> that improving the data, technology, and tools that underpin and support the resource management system are critical to better decision-making, the efficient allocation of resources, monitoring and improving system performance and efficiency, unlocking economic growth, and delivering upon the Government’s strategic objectives</p> <p>57 <b>agree</b> that the Minister Responsible for RMA Reform and Parliamentary Under-Secretary for RMA Reform will investigate the economic case for improving data and technology to support a more efficient and effective resource management system, including potential cost recovery mechanisms</p>

Comparison: Expert Advisory Group Blueprint main recommendations and Cabinet paper recommendations

<p>Consenting activity classes under both Acts will be rationalised and simplified by:</p> <ul style="list-style-type: none"> <li>i. Making greater use of permitted activities.</li> <li>ii. Removing controlled activities.</li> <li>iii. Having a greater focus on the use of restricted discretionary activities.</li> <li>iv. Removing the non-complying activity category.</li> <li>v. Retaining prohibited activities, but with a narrower scope and direction on how they can be used.</li> </ul>		<p>9 agree that the new legislation will raise the threshold for the level of adverse effects on people and the environment that can be considered in setting rules and determining who may be affected by a resource consent, with detailed decisions about reverse sensitivity, materiality threshold for effects management and how it applies through the system to be made under delegation</p> <p>14 agree that the new legislation has fewer consent activity classes than the RMA, including greater use of permitted activities</p>
<p>Reverse sensitivity concerns will be addressed in the Planning Act by specifying that:</p> <ul style="list-style-type: none"> <li>i. Those that 'come to the nuisance' should not be able to complain about it.</li> <li>ii. Reasonable expansion of existing activity will be permitted where the site is 'zoned or owned'.</li> </ul>		<p>9 agree that the new legislation will raise the threshold for the level of adverse effects on people and the environment that can be considered in setting rules and determining who may be affected by a resource consent, with detailed decisions about reverse sensitivity, materiality threshold for effects management and how it applies through the system to be made under delegation</p>

Comparison: Expert Advisory Group Blueprint main recommendations and Cabinet paper recommendations

<p>The NEA will require councils to charge for using natural resources to recover costs of operating the system and, in the case of overallocated resources, to enable them to be managed back to within environmental limits over time.</p> <p>Where a resource approaches overallocation, or an environmental limit will soon be breached, the relevant community must agree a timeframe and approach for making improvements, and must settle on an alternative allocation method to 'first-in-first-served'.</p>		<p>19 <b>agree</b> that the NEA require use to be capped to ensure a limit is not breached.</p> <p>20 <b>agree</b> the NEA include procedures for some existing over allocated resources to achieve limits over time</p> <p>40 <b>agree</b> to a staged approach where the new allocation system is enabled in primary legislation with the following features only being 'switched on' through secondary legislation:</p> <p>40.1 the ability of councils to use new allocation methods that are not enabled under the RMA</p> <p>40.2 the ability to compel councils to plan for and implement new methods by resource and/or by region</p> <p>41 <b>agree</b> to carry over existing RMA allocation methods in the NEA and enable the following new methods: market-based approaches (eg, trading, auctions, or tenders) and administrative approaches requiring comparison of the merits of applications</p> <p>42 <b>agree</b> to carry over existing RMA charging provisions in the NEA, including for cost recovery, and enable charges to be imposed on resource users to enable allocation methods to be operationalised, address overallocation, and provide for efficient use</p> <p>43 <b>note</b> that the interests of existing resource consent holders will be considered through delegated decisions to enable transition to new allocation methods in a reasonable timeframe where resources are already scarce (eg, 10 years)</p>
<p>A new Planning Tribunal will be established to offer quick, low-cost conciliation and administrative review of council functions (eg, notification, requests for further information), and determination of the meaning of consent conditions.</p>		<p>36 <b>agree in principle</b>, the institutional design for the new planning tribunal be established by the time of the commencement of the legislation, subject to further advice from Ministry of Justice and Ministry for the Environment on the role of the tribunal, and the tribunal's role in transitioning to a new planning system</p>
<p>A new national compliance and enforcement regulator with a regional presence will be established to build a centre of excellence that will strengthen compliance performance and provide confidence that the system can shift its focus away from ex ante consenting.</p>		<p>37 <b>agree</b> that the following EAG recommendations will not be included in the bills for introduction and will be progressed in parallel but on a longer timeline:</p> <p>37.1 establishment of a national compliance regulator</p>

Comparison: Expert Advisory Group Blueprint main recommendations and Cabinet paper recommendations



The extent of the CMA managed under the replacement legislation should be reduced to the area of interest to regional communities, with the Environmental Protection Authority (EPA) responsible for planning and consenting beyond that.		39 <b>agree</b> to retain the existing geographical extent of the resource management system, including the coastal marine area
The new Acts will each include a section on how the Treaty of Waitangi should be reflected in the exercise of their respective functions.		<p>29 <b>note</b> the EAG has recommended that the new legislation carry forward an equivalent of section 8 of the RMA</p> <p>30 <b>note</b> further work is needed to ensure the approach taken to an overarching Treaty of Waitangi clause appropriately considers the objectives of resource management reform and the wider review of Treaty clauses in legislation</p> <p>31 <b>direct</b> the Minister Responsible for RMA Reform and Parliamentary Under-Secretary for RMA Reform to report back to Cabinet Economic Development Committee before the introduction of legislation to finalise an approach to a Treaty of Waitangi clause, noting the report-back will:</p> <p>31.1 seek agreement to a clause that recognises the Treaty of Waitangi and the uniqueness of settlements entered into by the Crown with Iwi/Māori; and</p> <p>31.2 rule out the use of a general Treaty principles clause, as recommended by the EAG report, and as is currently expressed in section 8 of the RMA</p> <p>32 <b>note</b> we will work with officials to ensure the system is explicit about how Māori groups interact with the planning system, while also ensuring that any Treaty settlements are upheld</p> <p>33 <b>note</b> Cabinet has agreed that upholding Treaty settlements and related agreements is a principle of the reform of the RMA</p> <p>34 <b>note</b> the scope and objectives of reform will require changes to be made to settlement redress, which require the agreement of relevant PSGEs or groups</p> <p>35 <b>agree</b> further decisions on the appropriate process and legislative drafting required to enable a process for Treaty settlements and related agreements to be upheld will be made under delegation</p> <p>44 <b>note</b> that possible approaches to preserve and uphold Crown commitments on rights and interests in freshwater and geothermal resources, including in a new allocation system, will be explored through engagement with Māori (consistent with CAB-24-MIN-0413.01) and options will be brought back to Cabinet for decisions</p> <p>55 <b>note</b> officials will work with key iwi/Māori groups such as the National Iwi Chairs Forum's Pou Taiao advisory group and Te Tai Kaha, as well as engaging with the relevant PSGEs and other entities to ensure Treaty settlements and other legislative arrangements are upheld appropriately</p>

Comparison: Expert Advisory Group Blueprint main recommendations and Cabinet paper recommendations

### 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