

IMPLEMENTATION PLAN 2024-27

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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 Programme¹ 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.

¹ 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.

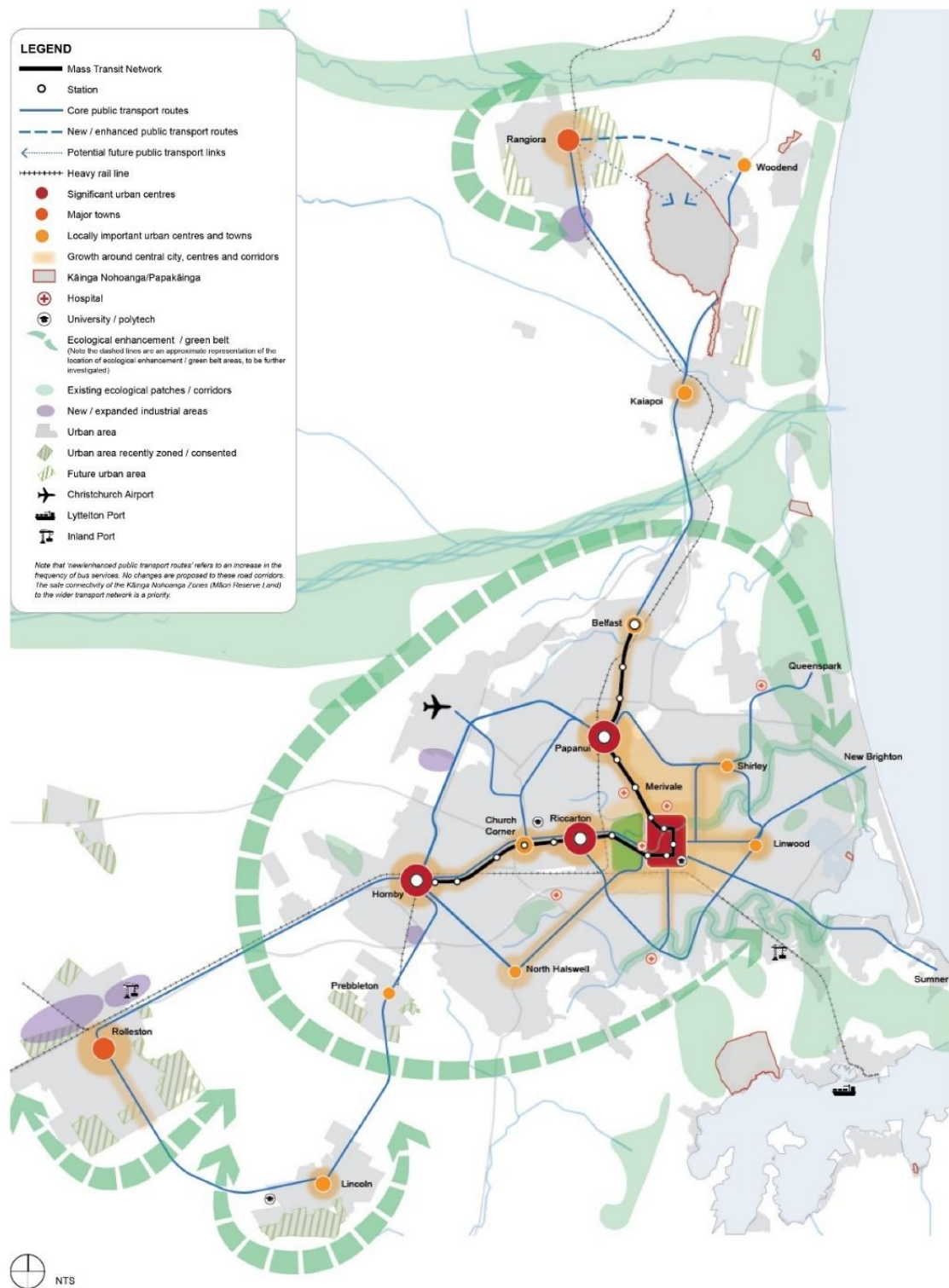
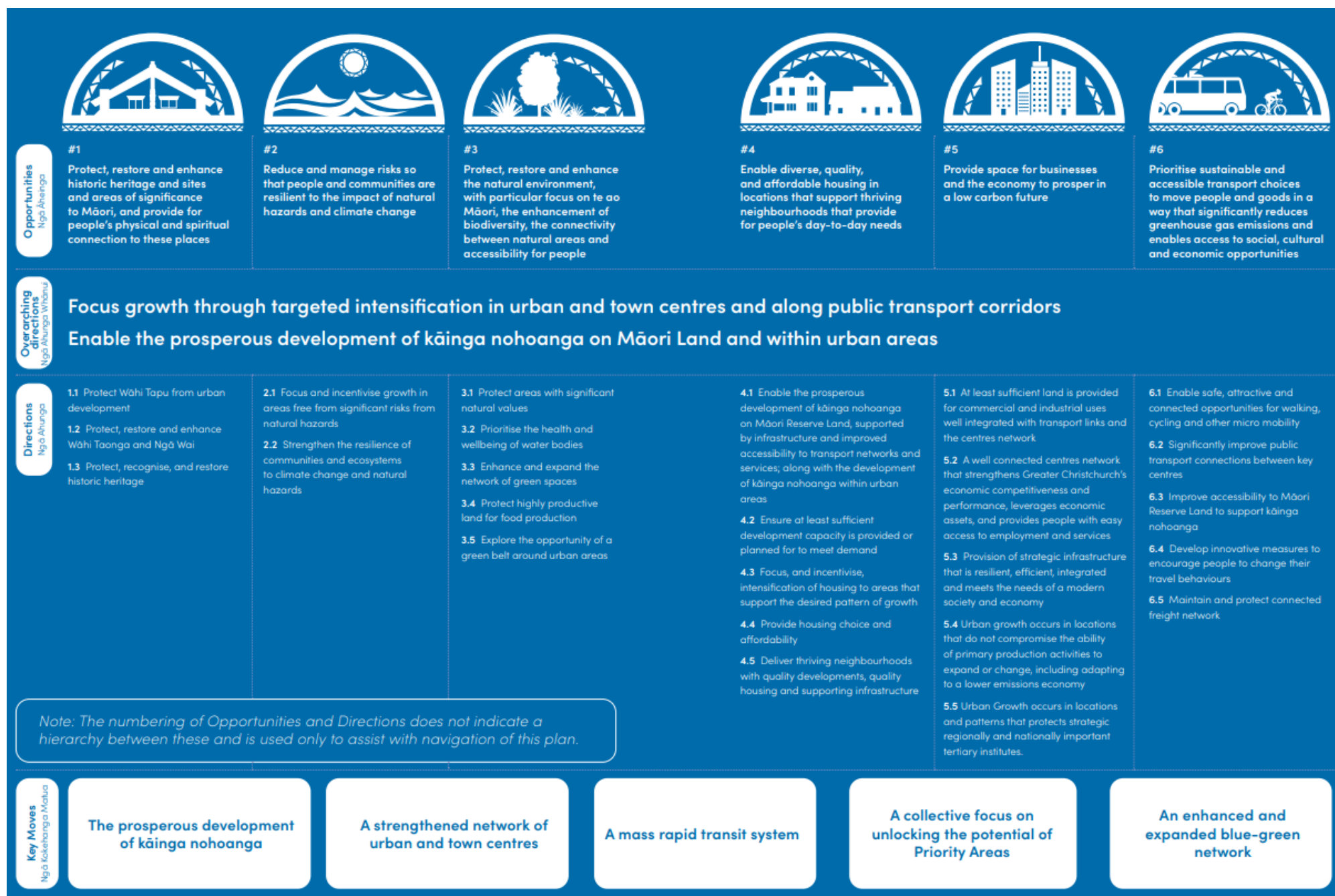


Diagram 2: The Spatial Plan – Overarching Directions, Opportunities, Directives and Key Moves



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 structure² 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.

² 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 below³.

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.

Timing <i>This describes the planned timeframe for completion of actions/projects</i>		Funding <i>This describes the status of funding for the action/ project</i>		Status <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
Housing 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 & funding dependent on actions agreed by partners</i>	GCP Partners	Short		Not started
	Implement Phase 3 of JHAP - <i>timing & funding dependent on actions agreed by partners</i>		Medium		Not started

Focus Area	Actions	Lead Agency	Timing	Funding	Status
Transport 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
Mana Whenua 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:					
Priority Development Area – Rolleston	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
Priority Development Area – Hornby 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
Priority Development Area – Riccarton 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
Priority Development Area – Central City 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

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>					
Priority Development Area – 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 – <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
Priority Development Area – Rangiora 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
Priority Areas arising from Te Tiriti Partnership 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
Priority Regeneration Area – Eastern Christchurch 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	Population Growth 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	Infrastructure (Cost and Delivery) 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	Funding availability and Finance 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	Regulatory and Delivery Risk 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	Changes in Government policy 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>Priorities and Alignment Risk</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>Global Events and Impact of Technology</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>Achievability of intensification</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>Uncertainty around future development aspiration for Mana Whenua (Māori-owned land)</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>Market Confidence, Brand, Placemaking and Transition</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.