
Draft Canterbury Regional Public Transport Plan

2018 —2028



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Foreword

Public transport faces significant change and opportunity over the coming years as the effects of technological, environmental, social and urban change influence the transport system in our region.

Change begins with this document, produced collaboratively and approved for public consultation for the first time by the Greater Christchurch Public Transport Joint Committee agencies. It addresses the bold and transformative action needed across our region and particularly in Christchurch and Timaru.

Through its regeneration, Christchurch has reached a turning point, and has been given the opportunity to create a transport system that reflects the innovation and success of the people within it. This Regional Public Transport Plan proposes a 30-year strategy, containing the visionary change needed to prepare for a sustainable transport future.

We are facing exponential growth in technology and, within 30 years, another 150,000 people will be living within the Greater Christchurch boundaries. Now is the time to make decisions that will help Christchurch remain a thriving, healthy place to be.

The community has told us they want a public transport system that is more convenient, reliable, easier to engage with, and better for the environment. We've listened, and this plan outlines proposals for enormous system improvements in frequency, reliability and environmental sustainability.

The draft plan also outlines new ways of thinking about the delivery of public transport in Timaru, with the introduction of new technologies to deliver a more flexible and convenient service, and it provides an opportunity for a conversation about transport services in the smaller communities around our region.

The environmental, social, economic and transport outcomes from this plan deliver benefits to all members of our community whether you walk, cycle, use public transport or drive a car.

Your feedback will be invaluable as we work together to shape the planning, funding and delivery of public transport in our region over the coming 10 years and beyond.

Alister James

Independent Chair

Greater Christchurch Public Transport Joint Committee

Executive summary

The draft Regional Public Transport Plan (the Plan) describes the public transport system that Environment Canterbury, in partnership with local councils in Greater Christchurch and Timaru, proposes to fund and operate. The Plan, developed in close collaboration with the Greater Christchurch Public Transport Joint Committee (NZ Transport Agency, Canterbury District Health Board, Christchurch City Council, Selwyn District Council and Waimakariri District Council) and Timaru District Council, sets out the outcomes, objectives and policies that apply to the system. Greater collaboration is key to the successful integration and delivery of public transport infrastructure, services, planning and funding.

What is public transport?

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

Why is a plan needed?

Canterbury's population is growing. In Greater Christchurch, the population is expected to grow by 150,000 people to around 640,000 by 2048¹. Public transport will be key to managing this growth and improving access to economic and social opportunities. As Greater Christchurch grows, in order to reduce pressure on the transport network, it will be essential to move more people in fewer vehicles, and essential for more people to use public transport. However, whilst patronage has recently been stable, it is still well below the levels seen prior to the Canterbury earthquakes. The resulting decline in revenue from fares has placed the system under increased financial pressure. Bold and transformative action is needed to grow patronage and provide a better service to customers.

Timaru has also faced challenges with engagement with public transport, with declining patronage in recent years. Consideration must therefore be given to the shape and delivery of public transport in Timaru to ensure it meets the changing needs of this community in an affordable manner.

What is changing?

The plan, for the first time, sets a new long-term vision for public transport in Greater Christchurch and is equally

applicable to Timaru.

Our top priorities, over the next ten years, are:

- **Improving our environment:** A commitment to creating a public transport system that has minimal environmental impact by keeping emissions to a minimum.
- **Growing patronage:** Creating a system that attracts customers, with the aim that more people choose to use public transport more often.
- **Accessibility:** Ensuring public transport is accessible and usable for all customers, and helps improve access to economic and social opportunities.
- **Innovation:** Embracing innovations in technology and transport.
- **Affordability:** Public transport fares need to be affordable for both customers and rate payers.

A connected network

This Plan introduces a new connected network (figure E.1 overleaf) which aims to grow patronage and provide a quality customer experience instead of increasing the coverage (spread) of public transport services across Greater Christchurch. This approach will maximise service frequency and concentrate investment on the high demand core routes to improve journey reliability, speed and comfort. Increasing the frequency of services will increase the range of places people can travel to within 30 minutes and make it easier to go by public transport when you want to go.

Our vision: Public transport is innovative and successful and sits at the heart of a transport network that supports a thriving, liveable Greater Christchurch. The public transport system is accessible and convenient, with high quality, zero emission vehicles and facilities. The system gets people where they want to go – as a result it is well used and valued by the people of Greater Christchurch.

¹ Population growth figures have been derived from assessments undertaken on behalf of the Greater Christchurch Partnership, as a requirement of the National Policy Statement on Urban Development Capacity.

Policy changes

The proposed changes to the public transport system will be implemented through operational policies, which are reviewed every three years. There are four policy areas, with a number of key changes proposed. These include:

Policy area 1:

The network: services, infrastructure and supporting measures

- New types of services: core, city connector, cross-town, specialist, rapid network
- Enables trials and innovation
- Coordination of service delivery and infrastructure improvements
- Integration of public transport with land use and other modes
- Measures to extend the reach of the core public transport network

1

Policy area 2:

Customers

- A new customer charter for Greater Christchurch
- Service reliability and improve journey times
- Customer information, engagement and feedback
- Accessible infrastructure
- Simple ticketing and wayfinding

2

Policy area: 3

Funding and fares

- Value for money and affordability
- Explore new funding mechanisms

3

Policy area 4:

Standards, procurement, monitoring and review

- Encourage the use of electric or low emission vehicles
- Transition to Public Transport Operating Model (PTOM) contracts

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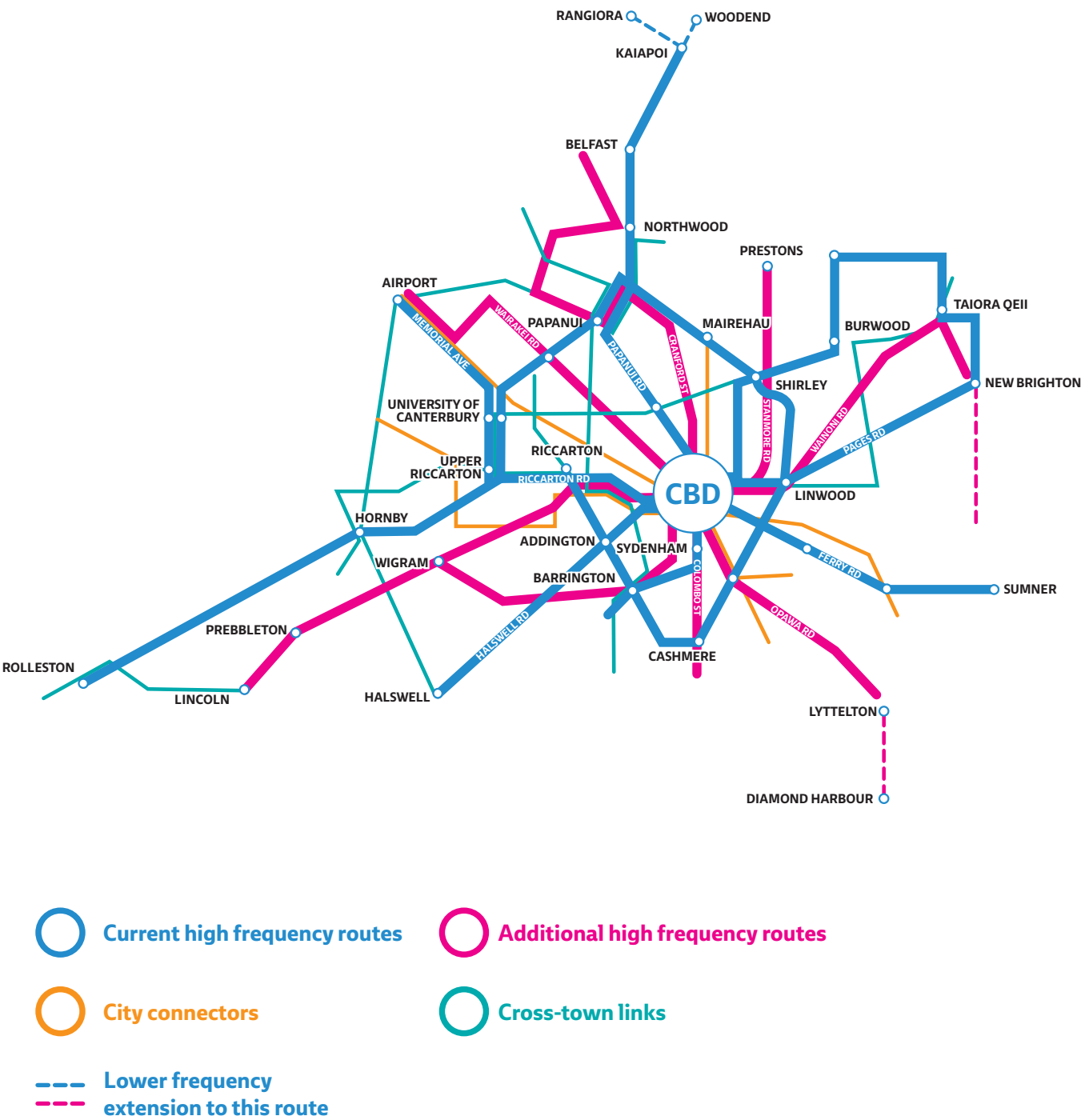


Figure E.1 Proposed network



Introduction

I. Introduction

This is the Regional Public Transport Plan (RPTP) for Canterbury incorporating the 30-year strategic vision for public transport in Greater Christchurch and Timaru. This Plan describes the public transport system that Environment Canterbury, in partnership with local councils in Greater Christchurch and Timaru, proposes to fund and operate.

The Plan, developed in close collaboration with the Greater Christchurch Public Transport Joint Committee (NZ Transport Agency, Canterbury District Health Board, Christchurch City Council, Selwyn District Council and Waimakariri District Council) and Timaru District Council, sets out the outcomes, objectives and policies that apply to the system. Greater collaboration is key to the successful integration and delivery of public transport infrastructure, services, planning and funding.

I.I. How to read this Plan

This Plan takes a different form to previous versions. While it still includes all the legislative operational policy content, for the management of public transport services, we’ve taken the opportunity to develop a vision and key directions for the long-term transformation of public transport in Greater Christchurch. This Plan shows how we intend to evolve and transform public transport over the next 30 years.

To reach our long-term vision we have developed an action plan (Section 8), which is set out into three timeframes: operational (0-3 years), tactical (0-10 years) and strategic (0-30 years), as shown in figure 1.1 (below).

The Plan is organised into three parts: A, B, and C.

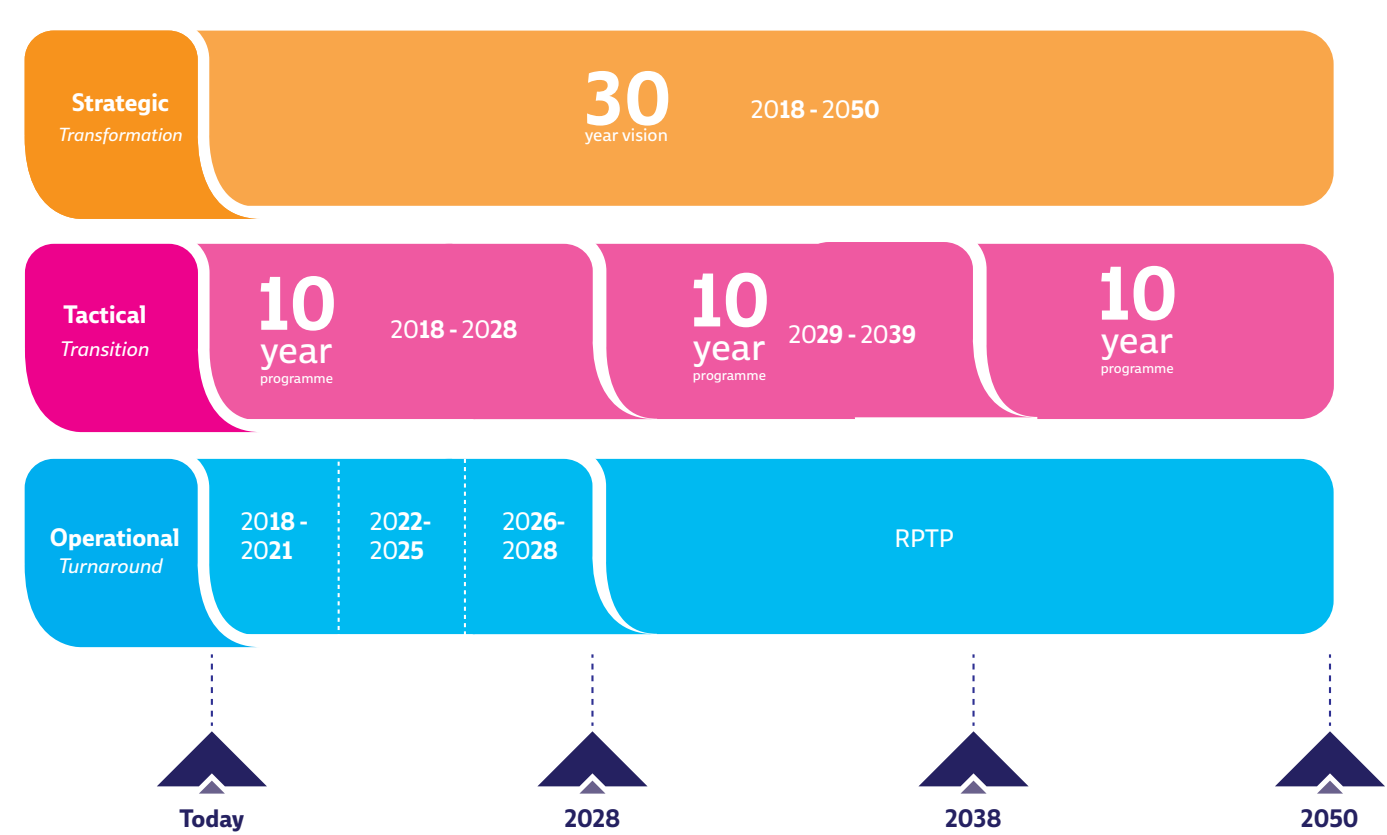


Figure 1.1 How this RPTP fits within our long-term vision

Part A has three main purposes:

- It sets out our long-term vision for public transport, and the key strategic priorities and directions we will pursue to achieve that vision. The action plan summarises our three, ten and 30-year actions – all designed to move us toward our vision.
- It presents the proposed redesign of the public transport network and the principles it is based on. This network is designed to be the foundation of our system into the future.
- It includes a useful, concise and easy-to-read summary of the objectives and policies contained in part B.

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

- The network: service, infrastructure, and supporting measures;
- Customers;
- Funding and fares; and
- Standards, procurement, monitoring and review.

These four areas set out the operational policies we will

strive to deliver over the first three to ten years of this Plan, with many rolling over into future iterations.

Part C includes several appendices containing more technical detail, the strategic context, and legislative requirements.

The structure of this Plan is illustrated in figure 1.2 (below) which shows how all the provisions flow from the vision and, in turn, feed back into achieving the vision.

This Plan has been prepared by the Greater Christchurch Public Transport Joint Committee on behalf of Environment Canterbury and in accordance with the Land Transport Management Act 2003 (LTMA) and the Land Transport Management Amendment Act 2013. The 2014 RPTP has been reviewed to develop this Plan. The development of this Plan has also followed the 2013 NZ Transport Agency (NZTA) guidelines for preparing regional public transport plans.

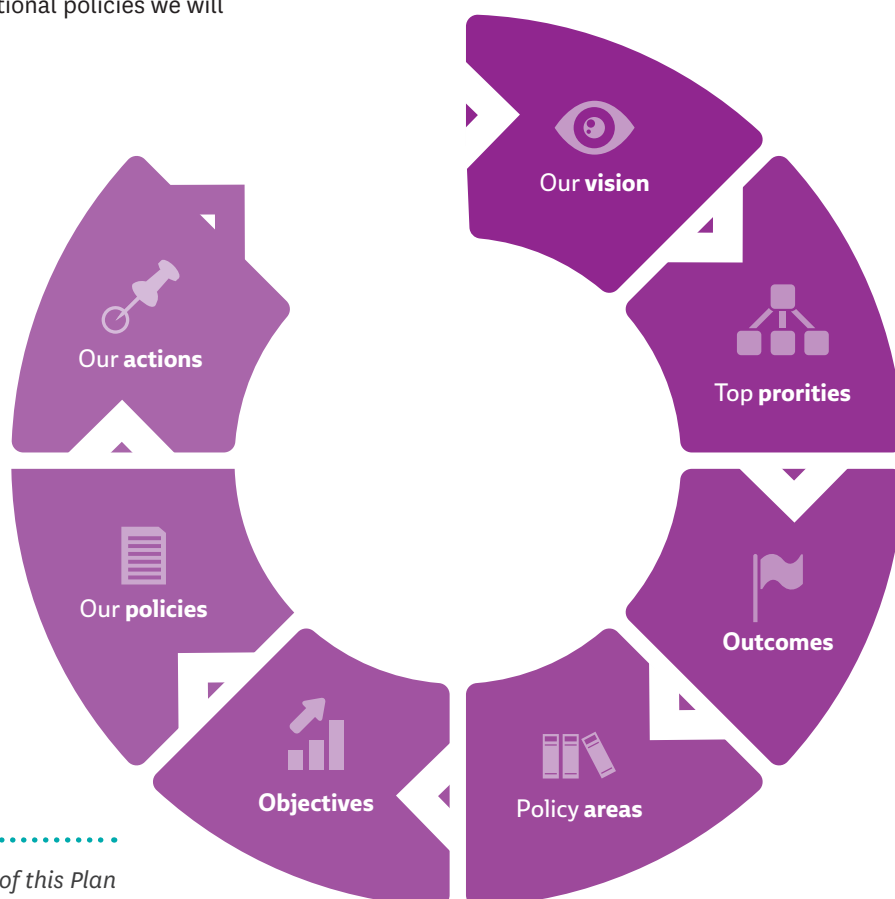


Figure 1.2 The structure of this Plan

Part A: The Network Story

2. The future of public transport in Greater Christchurch: Our vision

Public transport is innovative and successful and sits at the heart of a transport network that supports a thriving, liveable Greater Christchurch. The public transport system is accessible and convenient, with high quality, zero emission vehicles and facilities. The system gets people where they want to go – as a result it is well used and valued by the people of Greater Christchurch.

The transport network of 2048 is very different to that of the past. Emerging technologies, moving towards net carbon neutrality and the changing economics of transportation have broken down the divide between public and private transportation. In its place is a customer focused, integrated multi-modal transport system, supported by technology and smart infrastructure that all interconnect to make Greater Christchurch a vibrant, prosperous and sustainable city.

Greater Christchurch has proactively embraced the opportunities presented by these advances and created a transport ecosystem in which people move easily between integrated components, enjoying excellent zero-emission mobility, accessibility for all, and customer satisfaction – with a low impact on the environment. All of this helps make Greater Christchurch a thriving, healthy place where people want to live, visit and invest.

What the system will look like in 2048

The public transport system will be fully integrated with the wider transport system and urban form to provide excellent mobility and accessibility across Greater Christchurch.

- There will be a network of nine fixed core routes which will offer more reliable and efficient journeys for customers by providing high frequency services and supporting priority measures.
- Two rapid transit corridors from the north and southwest will offer high speed services (such as light rail, rapid bus ways, automated trackless trains) by providing separated corridors and park & ride facilities.
- Supporting these high frequency corridors will be a network of both scheduled services (guided by a regular timetable) and flexible services (based on customer demand). The flexible options may include demand responsive transport, bike sharing, ride sharing, and car sharing. These services will connect people to their destination or nearest core or rapid transit services.
- Customer information and ticketing will offer the latest

technology, enabling interconnectivity between services and with other modes of transport.

- The system will be equipped to support and be adaptive to new opportunities in information technology, intelligent transport systems, zero-emission vehicles and autonomous vehicles. Other emerging technologies, such as aerial drones, robotics and other solutions may well play a role in this future system.

Why the change is needed

Unless there is a shift to increase public transport use there will be increased congestion at peak times for all road users as Greater Christchurch grows.

Over the next 30 years, Greater Christchurch is projected to see significant population growth of about 150,000 people to 640,000 in 2048. This growth means more people will be making more trips across the transport network. For the region to remain productive, traffic volumes must not grow at the same rate as the population, as this will mean more congestion and longer journey times. The integration of public transport and land use planning is essential to managing this growth. By investing in rapid transit and encouraging higher density development around high demand corridors, concentrated around stations/stops along rapid transit corridors, more people will be able to access social and economic opportunities. Improving accessibility is key in terms of both improving access to jobs, services, recreation and education and ensuring public transport is increasingly usable for all customers.

This growth will accentuate the current issues facing the network:

- The current public transport system can be unreliable and many journey times are not competitive with the private car.
- The current public transport system is not always sufficiently integrated with existing and planned land use in Greater Christchurch.
- There is a poor perception of using public transport in Greater Christchurch.
- Transport contributes significant emissions to our environment.

What we want to achieve

- Grow patronage by progressively improving the attractiveness of public transport, to achieve a threefold increase in patronage by 2048.
- Improve journey times and the reliability of public transport

services to key activity centres, so that they are comparable to journeys by car.

- More people can access key activity centres by public transport, so that 90 per cent of households can access a key activity centre within 30 minutes by 2028.
- Improve health and environmental outcomes by delivering:
 - a zero emissions fleet; and
 - supporting public health improvements through greater patronage.

How we will get there

This Plan reviews the current network and proposes an improved ten year connected network for Greater Christchurch (in section 8). This approach focuses on growing patronage by concentrating investment on more core routes, increasing service frequency and improving customer services. Implementing this represents a significant step towards achieving the 30-year vision. The next step would be moving towards rapid transit to enable even more

people to access economic and social opportunities.

Transforming the network starts with this Plan, by signalling investment in the core routes both in terms of priority measures and increasing service frequencies, as the two go hand in hand. It will be an evolution of infrastructure and services. The transformation will also take place on services connecting to the core routes. The reliance on fixed, scheduled bus routes will diminish over time as the system embraces on-demand services that customers can access using a range of tools (such as phones and mobile apps) when and where they need it. Added to this will be a network of ride share, park & ride, bike sharing, walking and cycling to provide a multitude of options for people to access the core network when they chose to.

How fast we can transition to deliver the connected network will depend on the rate of funding that can be achieved from rates, fares and central government subsidy.

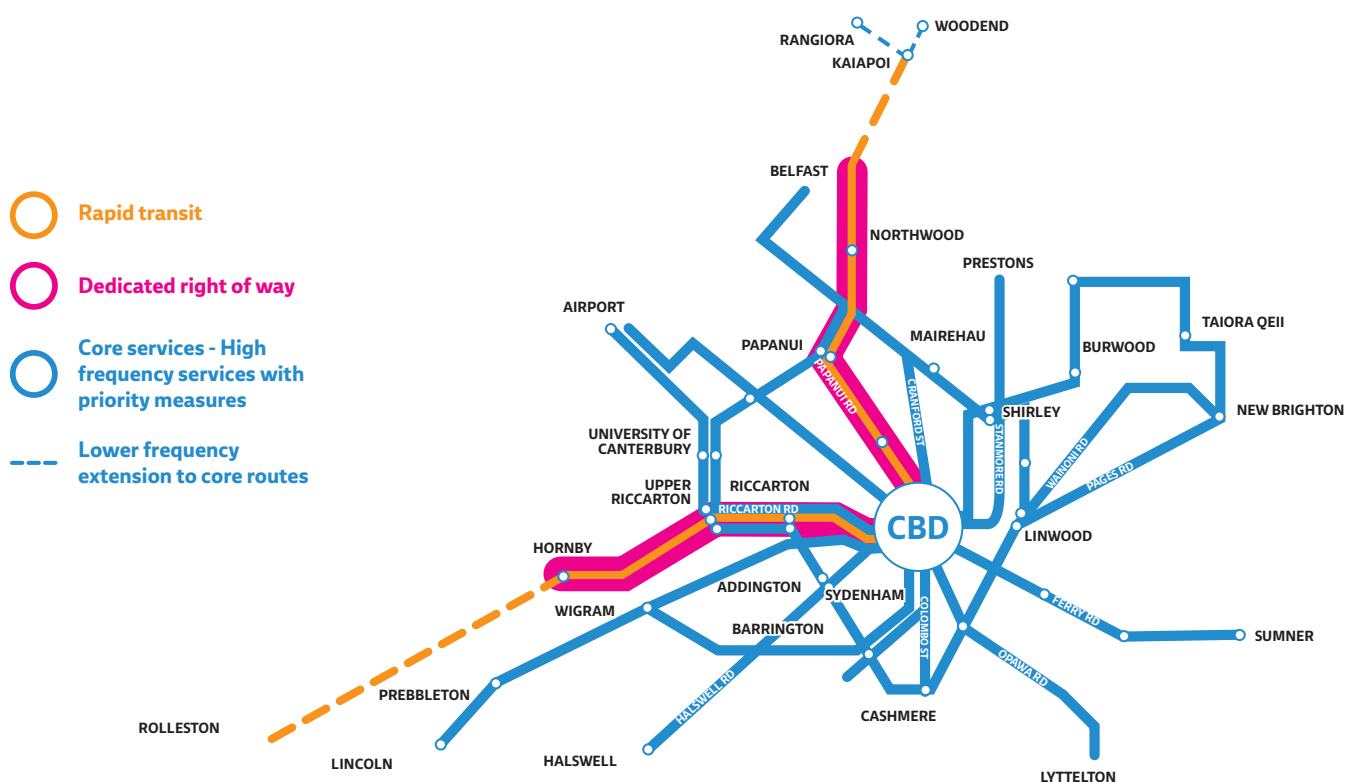


Figure 2.1 30-year vision for the public transport

3. Top priorities

This Plan contains a number of outcomes, objectives, policies and actions that we will deliver over the next three to ten years, as the first phase in achieving our long-term vision for public transport in Greater Christchurch. These are designed to contribute to our five top priorities for the public transport system:

- **Improving our environment:** The New Zealand government is proposing a Zero Carbon Act which aims to reduce our emission to net zero by 2050. We will help achieve this national goal by supporting a shift to low emission mobility and by growing the use of public transport. We will support the procurement of low or zero emission vehicles and build facilities to reduce our carbon footprint.
- **Growing patronage:** Providing the type of public transport system that attracts customers, with the aim that more people will choose public transport more often. This means providing more frequent services, greater priority for public transport on high demand routes and a high-quality customer experience. In the future, as the Greater Christchurch population grows, rapid transit will improve access to the city and support higher density development along key corridors, particularly within Christchurch city. Growing patronage also contributes to supporting a mode shift to lower emission forms of transport.
- **Accessibility:** Improving access to social and economic opportunities by public transport whilst making it increasingly usable for all customers (including the transport disadvantaged and people with disabilities). Increasing the number of households that can access a key activity centre by public transport within 30 minutes travel time, opens up opportunities for people to live a healthy, fulfilling life by helping more individuals participate in employment, study, recreation and their community, as well as access to food, services, friends and family.
- **Innovation:** The world of transport technology is rapidly evolving. New ideas and opportunities are emerging to provide more transport options and wider partnerships to deliver a better experience for customers with lower environmental impacts, greater safety and lower costs. Developing partnerships and opportunities for these new initiatives to be trialled, developed and implemented is at the core of this Plan.
- **Affordability:** Public transport fares need to be affordable for all customers. 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.

These interconnected priorities 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. Conversely, invest too quickly in the system and it becomes unaffordable which may drive patronage back down leading to negative environmental outcomes and network impacts. It is important to take a holistic approach and pursue these priorities together in an integrated way.

This Plan takes an integrated approach and accordingly the outcomes, objectives, policies and actions throughout the four policy areas contribute to each of these priorities.

4. Policy areas, outcomes and targets

This Plan is organised into four policy areas:

1. The network: services, infrastructure, and supporting measures;
2. Customers;
3. Funding and fares; and
4. 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 top priorities (in section 3) and move us toward our long-term vision. To track performance in the short to medium term, a set of key outcomes for each policy area and a range of measures and targets, have been developed to measure progress and success (these are set out in table 4.1).

Outcome	Measure	Target
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.	Proportion of Greater Christchurch urban households that can access one or more key activity centre by public transport within 30 minutes.	90% of households can use public transport to access one or more key activity centre within 30 minutes.
	Proportion of all peak-time trips to the central city made by public transport.	15% by 2021. 20% by 2030.
	Number of car trips replaced by public transport trips per year.	More than 7 million per year.
	Number of communities who receive financial support from Environment Canterbury to establish Community Vehicle Trusts.	100% receive support.
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.	Number of passenger trips per year in Greater Christchurch and Timaru.	36 trips per person per year by 2024 (this equates to approximately 18 million trips per year based on present population).
	Customer rating of service quality.	More than 95% of customers are satisfied.
	Proportion of Total Mobility customers satisfied with the system.	More than 90% of total mobility users are satisfied.
	A safe public transport system.	More than 95% of customers are satisfied with personal safety.
	Passenger rating of value for money.	More than 95% of passengers are satisfied with value for money.
	Greenhouse gas emissions per passenger trip.	Decreasing every year (not yet measured).
Policy area 3: Funding and fares		
Public transport funding is sustainable and supports system objectives while providing value to the community.	Overall ratepayer rating.	More than 95% of ratepayers are satisfied.
Policy area 4: Standards, procurement, monitoring and review		
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.	Proportion of public transport fleet that is zero emission.	More than 40% of the vehicle fleet is low or zero emission by 2025.

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Table 4.1 RPTP outcomes, measures and targets

5. Strategic context

The strategies, plans and processes that have influenced the development of this Plan are outlined in appendix 1. These include: the Government Policy Statement on Land Transport Funding (2018); the Canterbury Regional Land Transport Plan; Greater Christchurch Urban Development Strategy; Christchurch Transport Strategic Plan; and An Accessible City, the transport chapter of the Christchurch Central Recovery Plan.

6. Our current system

6.1 Public transport use

The public transport system currently services about 2.5% of the peak hour travel demand in Greater Christchurch. This results in about 13.5 million passenger trips per year. Patronage peaked at 17.2 million trips per year in 2010, but in 2011 levels dropped by over 40% from pre-quake numbers. This drop was mainly due to the post-earthquake shift of activity away from the central city - the traditional focus of the bus network. Patterns of travel demand also changed in Greater Christchurch as many people moved homes or work places; presenting a challenge for the public transport system to respond and meet these new demands. The resulting decline in revenue from fares placed the system under financial pressure. Short-term changes were made to the system immediately after the earthquakes, including some service level reductions, which helped to stem some of the financial losses. A more sustainable solution was sought through a review of the public transport network in 2011-12, which resulted in the current network.

Overall, trip numbers have now stabilised and growth is occurring on particular routes. While this is an encouraging sign, this stabilisation has occurred at a level well below the pre-earthquake peak of 17.2 million trips per year. Furthermore, in terms of mode share, public transport continues to decline, as the stabilisation of trip numbers has occurred while our population has been growing.

In order to achieve our vision for public transport, bold and transformative action is needed. This Plan proposes a range of improvements that are taking significant steps to start this transformation.

6.2 Issues and opportunities

There are six key issues and opportunities for transforming the public transport system that are addressed through this Plan:

The current public transport system can be unreliable and many journey times are not competitive with the private car.

Current public transport journey times and reliability limit the

attractiveness of public transport for customers. Comparative travel times within Greater Christchurch generally show that car travel is much faster than public transport.

Public transport priority measures combined with frequent or rapid services, would help to improve journey time reliability, so that public transport can become a viable transport option which provide 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 public transport system is not always well integrated with existing and planned land use in Greater Christchurch.

Currently, Greater Christchurch is relatively low density, compared with other cities such as Auckland, Wellington, and Hamilton. Low density means that there are fewer people within walking distance of a public transport stop, thus reducing the patronage catchment of each stop, making it more difficult to operate an efficient public transport system. Since 2011, the majority of growth has been located in greenfield areas. These areas of new development are on the fringes of the city and serving them with public transport is difficult, as it takes time for new areas to be developed and have sufficient population to make public transport viable.

Over the next 30 years, Greater Christchurch's population is expected to grow by about 150,000 people to 640,000. This growth means more people will be making more trips across our transport network to where they want to go. 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. In particular, 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 in Greater Christchurch.

There is a poor perception of the experience of using public transport in Greater Christchurch.

The most prominent issue that deters the use of public transport, identified by current and potential customers, is that it does not get to places on time and that it is not a convenient use of commuting time. The challenge is to better understand our customers' needs and improve the overall experience of public transport to retain existing, and attract new, users.

Transport contributes at least 19% to national greenhouse gas emissions. In Christchurch, transport contributes 53% of emissions and is a significant contributor to poor local air quality. The majority of transport emissions are a result of road transport and this represents a significant opportunity for reduction.

Local and central government are committed to reducing the adverse effects of transport on the climate, local environment and public health. The government has committed to the Paris Agreement target of reducing greenhouse gas emissions to 30 percent below 2005 levels by 2030, and has introduced a bill proposing to make New Zealand net carbon neutral by 2050. The challenge is to better recognise the role of public transport in achieving these outcomes and targets by growing patronage, therefore reducing single occupancy vehicle use, and by transitioning to a zero emission vehicle fleet.

Public transport affects all aspects of life that keep us well and healthy.

Access to public transport services enables individuals to participate in employment, study, recreation and their community and helps provide access to food, services, friends and family.

The use of public transport is also considered an active form of transport because it typically involves walking to and from bus stops. Being physically active reduces the risk of a number of health conditions. The challenge is to improve the overall health outcomes of our communities by enabling more people to access opportunities by using public transport.

In preparing this Plan, Environment Canterbury is required to consider the public transport funding that is likely to be available for the region. The two main sources of funding are local contributions (farebox revenue and rates collected by Environment Canterbury for public transport services), and subsidies from the NZ Transport Agency's National Land Transport Programme which match local investment on an approximately dollar-for-dollar basis. In addition, district councils invest in infrastructure to support the public transport system through the local rates determined in their Long Term Plans.

Achieving our vision will require a significant increase in investment in the years ahead. The draft Government Policy Statement on Land Transport (GPS) has signalled significant increases in the overall level of capital investment available for public transport. Conversations with government are being signalled and additional funding may emerge which could help us achieve our vision more quickly. There may be opportunities to further invest if more public transport funding becomes available.



7. Key directions

7.1 Our approach to designing a high patronage network

In designing a revised network for the Greater Christchurch area we are forced to balance two objectives:

- achieving a high patronage public transport system, which seeks to maximise the number of users; and
- achieving a high coverage public transport system, which seeks to maximise user access to the network across as much of the city as possible.

This trade-off exists because prioritising some services, through increased frequency for instance, will often mean a reduction in service elsewhere as funds are re-prioritised onto core services. Balancing this trade-off is a significant challenge for our network moving forward, as is illustrated below.

Our proposed connected network is a step towards creating a higher patronage network that prioritises our core services and other routes that are:

- in high-density areas with concentrated development;
- are walkable; and
- are linear routes.

The revised network design proposed through this Plan 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.

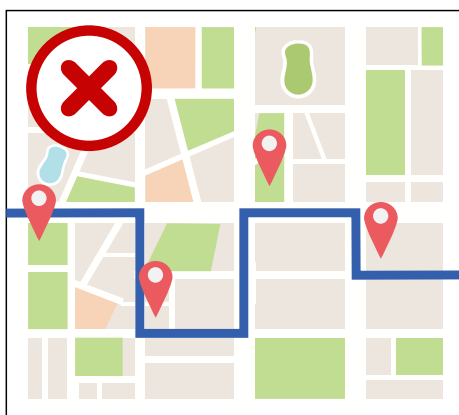
The network design can be summarised as:

- Firstly, maximising service frequency.
- Secondly, concentrating investment in the highest frequencies on high demand core 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.
- Thirdly, to maintain coverage in areas outside of our core services as much as possible within the resources available.

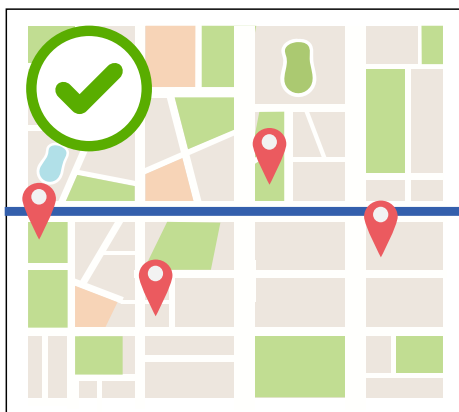
Maximise coverage



Maximise patronage



More routes, but trips are usually less direct, require a lot of stops and aren't as frequent.



Selected routes run frequently, moving people along certain corridors quickly. However, it means some areas aren't as close to a route.

7.2 Moving towards a wider view of public transport

For most people in Greater Christchurch 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 they are well integrated, to provide people with excellent access across the city and sub-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 our public transport system.

7.3 Integrating land use and public transport planning

The Greater Christchurch Partnership, as required by the National Policy Statement on Urban Development Capacity, is developing a Future Development Strategy to manage population growth in Greater Christchurch over the next 30 years. This provides an opportunity to integrate land use and transport planning. The network and system design, and the long-term vision outlined in this Plan, will inform the Future Development Strategy.

Public transport routes can also 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, creating a positive feedback loop. This all begins with carefully considered integration of land use planning and transport investment, where land use and transport are developed together in an integrated way. The Greater Christchurch Partnership is working collaboratively with government and other agencies to maximise integrated planning both in the growth areas and regeneration areas of Greater Christchurch.

7.4 Embracing emerging technology

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 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 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 for Greater Christchurch. Given the uncertainties around emerging technologies, this will mean taking a bold and innovative approach to trialling and testing new ideas, learning from them, and being committed to continual improvement.

7.5 A renewed focus on the customer

Public transport needs to be customer-centric, focused on the people who use, or may use, public transport. The public transport system will only succeed if it delivers the kind of 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 their needs and expectations need to be at the centre of everything the system delivers.

This Plan introduces a customer charter that 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 (overleaf) 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.

The public transport partnership includes:



For the full customer charter visit: <http://www>.

Under this customer charter, we will:

Provide excellent customer service and value our customers

We'll be friendly, courteous, helpful, and timely with our customer service. We consider that your journey is our responsibility and we're committed to doing what we can to ensure all your experiences of our system are successful and positive.

We appreciate that by choosing public transport, you're helping us make a better public transport system. We value this and want to acknowledge the support you give to your public transport system. To do this, we'll offer a range of rewards and incentives to encourage people to use public transport and let you know that we appreciate your support.

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 Customer Code of Conduct for full detail:

www.metroinfo.co.nz/info/Pages/CodeOfConduct.aspx

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.etroinfo.co.nz

Together we can make an excellent public transport system.

8. The network review

To achieve the high patronage public transport network we desire, we must provide a network of services that is attractive and provides a quality customer experience, which will involve changing the current structure.

The overall aim is to grow patronage by focusing on:

1. Increasing frequencies and reliability of the core services, so that more people can access key destinations quicker by public transport.
2. Prioritising services which are walkable, direct (linear), and travel through high density areas. This means that resources are focused where they will most likely increase patronage i.e. areas which are walkable or have concentrated development.

This approach moves the system further away from a coverage approach of many small routes operating infrequently.

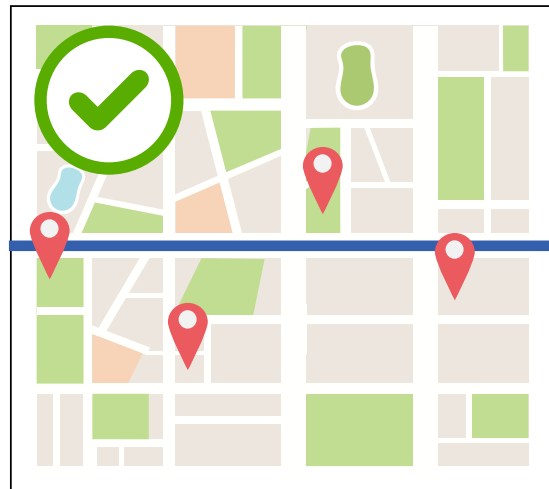
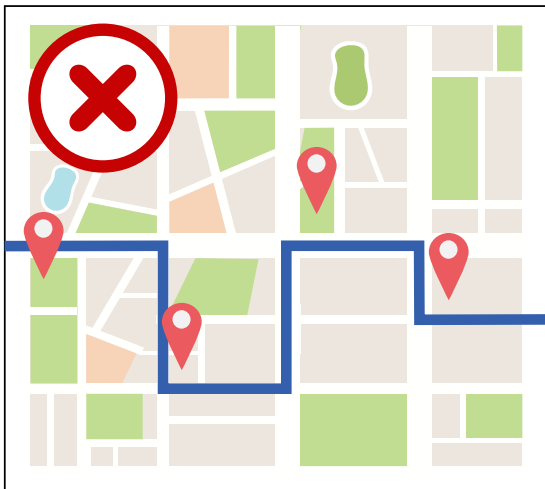
This new structure is based on the key directions (as set out in section 7) and seeks to achieve the outcomes (detailed in section 4).

The new network aims to serve both the current transport needs of the community, and provide a solid, sustainable foundation for long-term growth and enhancement. The implementation of this network will form the foundation of our future public transport system, which will be built on in the years ahead as the network develops towards the long-term vision.

8.1. Network design principles

Three network design principles have been applied to the Greater Christchurch network, to look for opportunities to make public transport an attractive and competitive travel choice. These have informed the network structure. The network design principles are:

- **Speed and journey time:** We want to improve journey times to be a competitive transport alternative.
- **Destinations and future demand:** We want to refocus the local network to serve major suburban attractions (such as key activity centres) and new and emerging destinations. The central city is the largest destination in our network, with a growing number of trips to access employment opportunities, shop or socialise.
- **Improved frequency to go further:** We want to facilitate anywhere to anywhere travel, making the system simpler to understand and faster to use.



8.2 Network structure

The proposed new network (figure 8.1) considered the feedback on the current network and incorporates areas where new services will be required, or where existing services may be redirected. This will future proof the network to meet the needs of the city as it grows through the next ten years and beyond. The proposed new network includes a number of enhancements:

- Stronger connections to key attractors such as Taiora QEII, Christchurch International Airport, and the central city.
- Frequency enhancements to existing core routes.
- Frequency enhancements for a number of routes to elevate them to the level of core services.
- Park & ride to and from outer destinations.

The proposed network structure is made up of a hierarchy of service types (defined further in part b, policy 1.o). These are core, city connector, cross-town links, and specialist services.

The key changes proposed for each service type are outlined overleaf.

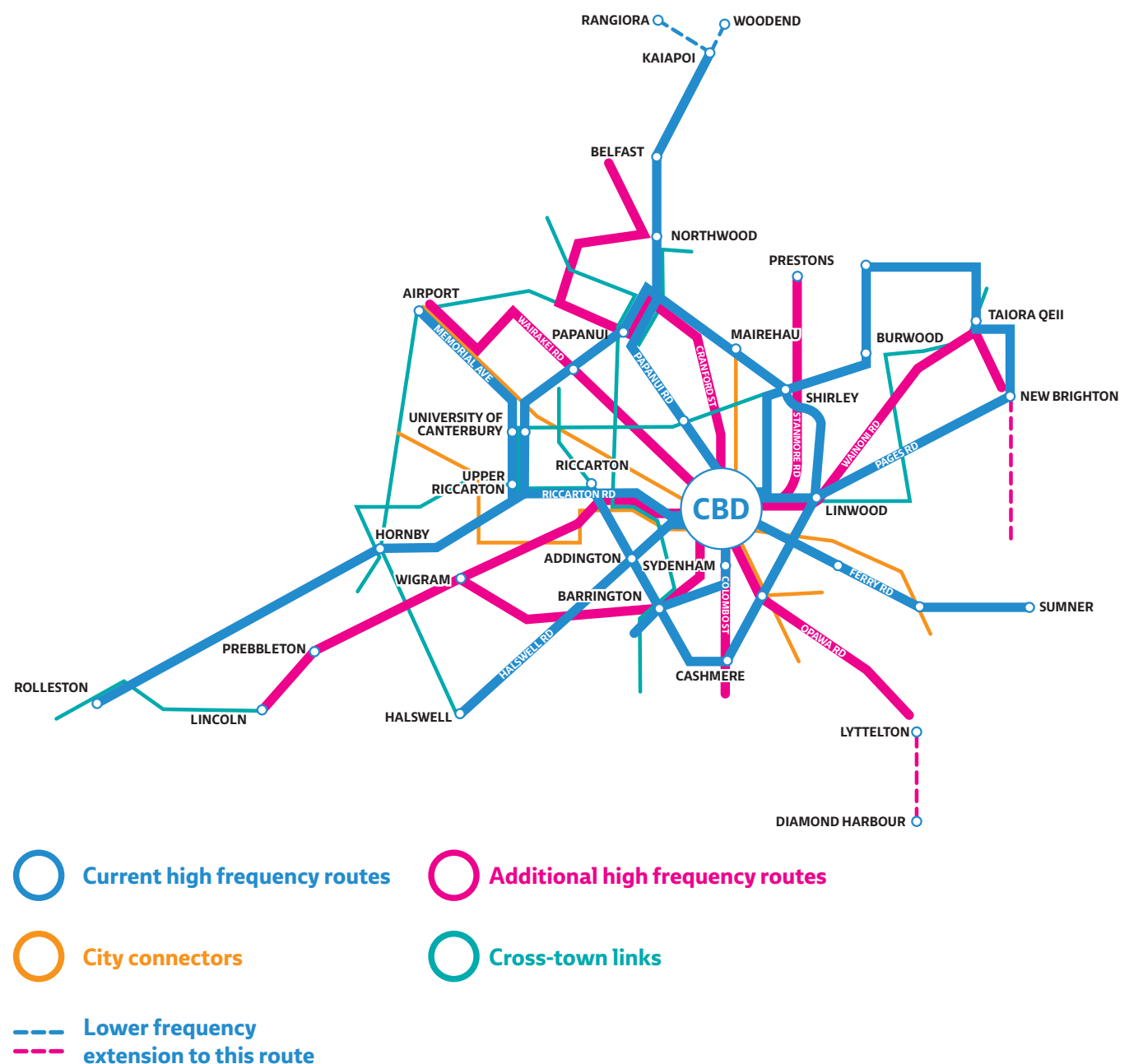


Figure 8.1 Proposed public transport network structure

Core services

Note: The terms “Core routes and services” and “Higher frequency routes and services” are the same and are used interchangeably through this document.

Core services are frequent services connecting two or more key activity centres, trip attractors or tertiary institutions along strategic corridors. Figure 8.2 illustrates the core services. The new network adds four new core service routes that will expand the existing core network.

The existing core routes are:	
The Orbiter	Bi-directional circular route linking suburban malls, schools and attractors.
Orange Line	Halswell to Queenspark (and return) via Addington, Christchurch Hospital, the central city, The Palms and Burwood Hospital.
Yellow Line	Hornby to New Brighton (and return) via Bush Inn, Riccarton, Christchurch Hospital, the central city and Eastgate.
Purple Line	Sumner to Avonhead (and return) via Ferrymead/Woolston, the central city, Christchurch Hospital, Riccarton, the University of Canterbury and Christchurch International Airport.
Blue Line	Belfast to Barrington (and return) via Northlands, Merivale, the central city and Sydenham.

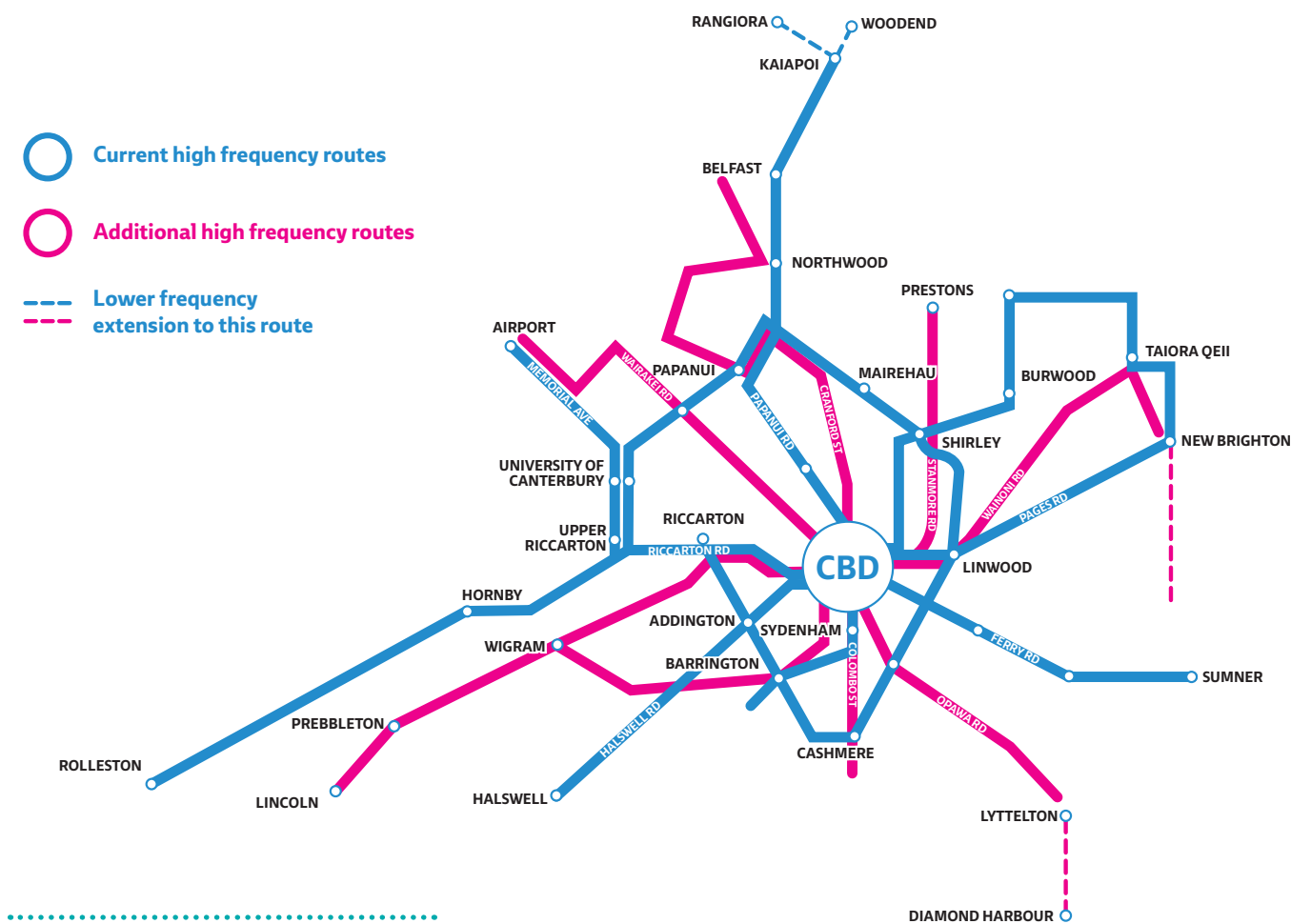


Figure 8.2 Core and potential core services

City connector Services

City connectors are direct services along routes connecting two or more neighbourhood centres with the central city or strong trip generating areas. These services provide quality and frequent connections to the wider network. Most of the destinations serviced in these proposed lines already receive a relatively high frequency. The proposed changes are to generally increase the frequency of services, as demand and availability of funding allow, along all routes so that they will, at some point, meet the requirements of core service (as defined in policy area 1: The network). The proposed city connectors are in figure 8.3 (below).



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Figure 8.3 Proposed city connector services

Cross-town link services

Cross-town link services provide coverage to areas of the city not well serviced by core or city connector services, and they typically run less frequently than city connectors. The cross-town link services are illustrated in figure 8.4 (below). There are currently a number of cross-town services which connect key destinations, but do not go through the central city. Many of the existing cross-town services are already achieving encouraging patronage levels and are catering for current demand. The new network presents amendments and additions to these types of service. The service frequency would initially be comparable to that of city connector services, with an emphasis on enhancing frequency at peak times, as required.

There are also a number of smaller link services included in this category, which link communities where access to the network is otherwise difficult due to their location, for example by geography. As somewhat bespoke services, these routes link together areas of lower demand to form a viable service that will connect to the network through key activity centres. These link services provide social access and enable connectivity to the rest of the network. Cost recovery on link services is likely to be lower than other parts of the network, but commercial success is not a primary driver of these services. They provide a basic level of social service by linking areas of the city together.

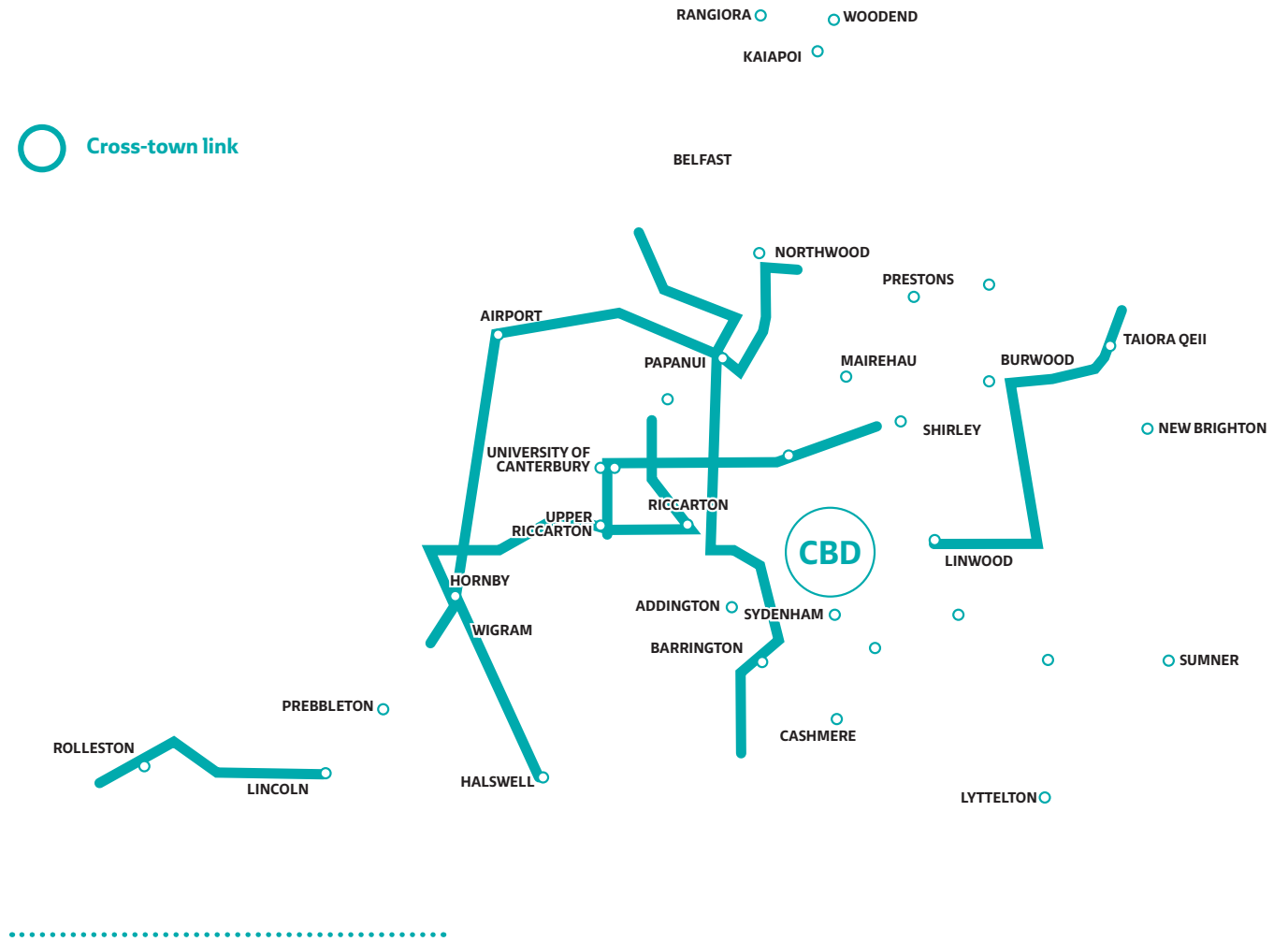


Figure 8.4 Proposed cross-town link services

Specialist services (including central city shuttle)

Specialist services are intended to meet specific areas of demand and complement the rest of the network. The introduction of demand responsive transport is an example of this type of service. These services can offer customers a more flexible service when they need it, reducing the reliance on traditional fixed schedule services. This approach is often more cost effective for the service provider, especially on the routes with high coverage and low patronage.

A key proposal in this Plan is the inclusion of a trial central city shuttle service, as a specialist service. A central city shuttle would link together key origins and destinations, enhancing the attraction and trip generating capacity of the public transport network. The Greater Christchurch Public Transport Joint Committee investigated the shuttle in 2017. They concluded that a central city shuttle service (in some form) could support the outcomes and objectives of this Plan, and that a trial central city shuttle service is necessary prior to committing to permanent implementation. This is discussed further under policy 1.5 Trials and innovation. The trial will enable monitoring and evaluation to reduce any potential financial risks and uncertainty around the appropriate time to introduce a shuttle to align with the redevelopment of the central city.

Waimakariri and Selwyn services

Waimakariri and Selwyn districts are the longer distance origin for some public transport trips. Services in Waimakariri and Selwyn districts are operational extensions to strong routes to and from Christchurch city (i.e. the Blue Line service to Rangiora and Kaiapoi, Yellow Line to Rolleston), while the Lincoln route has been maintained and supported by the strength of Lincoln University and ancillary services. This approach to service provision will continue through this Plan. Following the core and city connector descriptions noted above, routes in the respective districts will link one or more key activity centres to central Christchurch, to maximise connectivity and accessibility for local residents, while ensuring operational and cost efficiency.

Figures 8.5 and 8.6 show potential interventions within the urban areas of the respective districts. These types of interventions will be considered in more detail when the service reviews for the relevant lines are consulted on following the adoption of this Plan.

Any future public transport provision from beyond the Greater Christchurch area will rely on demonstrable 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 1.9 Regional Connections and policy 1.12 Services to areas of new development.



Waimakariri District Options

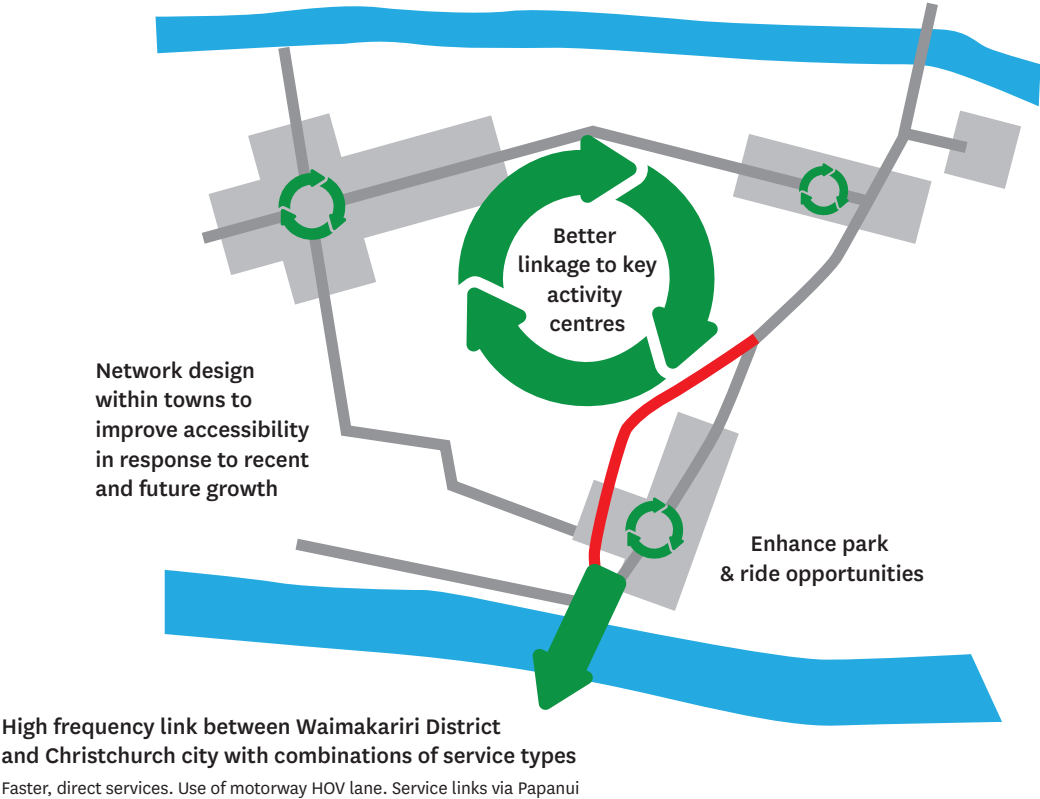


Figure 8.5 Waimakariri district public transport interventions

High frequency link between Selwyn District and Christchurch city with combinations of service types
Faster, direct services. Use of motorway HOV lane. Service links via Hornby and Riccarton

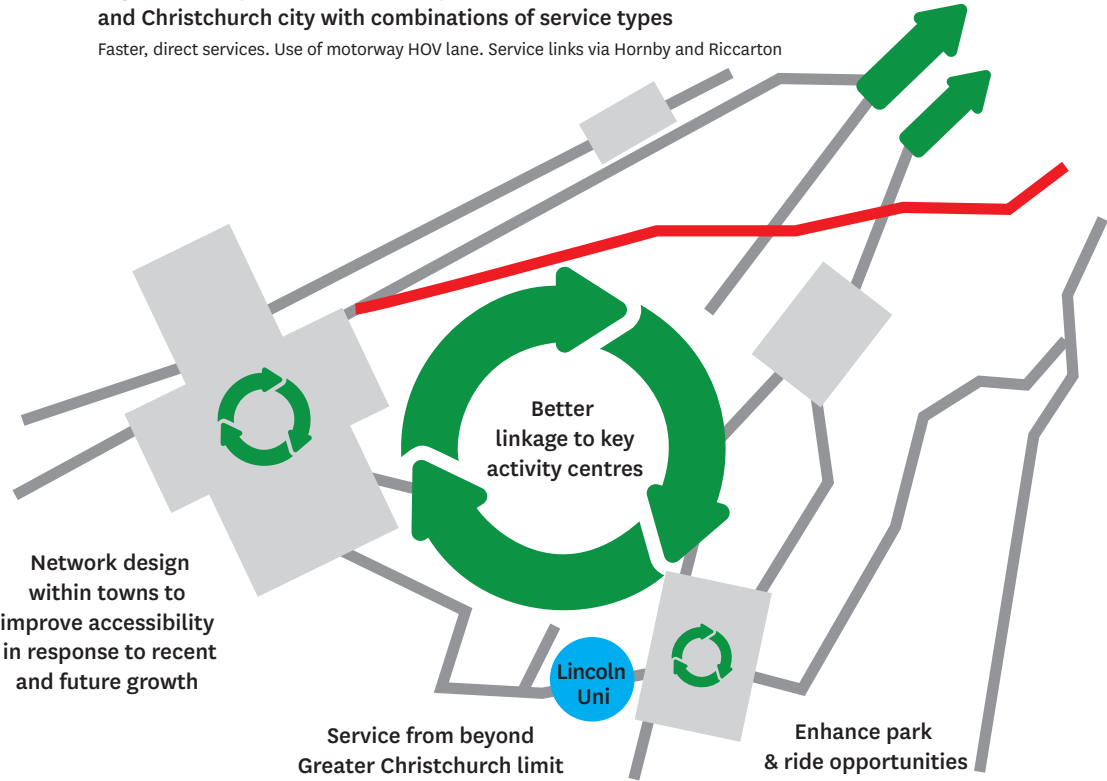


Figure 8.6 Selwyn district public transport interventions

Selwyn District Options

9. Moving toward our vision: action plan

Transitioning toward our aspirational network will require a staged approach. In the short-term (0-3 years), a focus on stabilising and growing patronage will be required, along with improvements to the priority measures and service frequencies on the high demand routes. Over the medium to long-term (0-10 and 0-30 years), significant investment in the services, low emission vehicles, priority infrastructure on core corridors, and other supporting measures such as smart technology, will be made. This will be accompanied by integrating public transport with new housing and land use developments that will be built during the next 30 years to accommodate our population growth.

The key phases of this transition are set out in the table below.

Policy area	Short-term (Three years: 2018-2021)	Medium-term (Ten years: 2018-2028)	Long-term (30 years: 2018-2048)
The network (integrated planning)	<p>Complete the public transport future business case and identify and protect rapid transit corridors¹.</p> <p>Complete the Future Development Strategy, and identify areas for future land use development that are integrated with, and highly accessible by public transport.</p> <p>Work together with partner agencies and developers to identify opportunities for public transport to be incorporated in design of areas of new development.</p> <p>Develop an integrated transport programme by June 2019.</p> <p>Engage with central government to secure an investment package for transport that includes significant investment to transform public transport and rapid transport to enable transport to shape urban form (i.e. urban development is focused on locations near public transport corridors).</p>	<p>Begin construction of infrastructure that will separate public transport from the traffic congestion (i.e. 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 Plan.</p>	<p>Rapid transit services provided on the highest demand corridors and surrounded by transit oriented development.</p>

¹. Systems such as rail or rapid busways. The exact system(s) will be determined by further investigation.

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Table 9.1 Action plan

Policy area	Short-term (Three years: 2018-2021)	Medium-term (Ten years: 2018-2028)	Long-term (30 years: 2018-2048)
The network (services and infrastructure)	<p>Core services: Stabilise the current system by implementing the new network by:</p> <ul style="list-style-type: none"> Increasing frequencies on existing core services. Extending the core services to more routes (four routes proposed) so that they are all at least 15 min frequency. Developing a public transport infrastructure priority programme and progress to detailed business cases for highest priority core routes in Greater Christchurch. Optimising the management of the network to prioritise bus movements through the use of new technology, particularly real time tracking of buses. Exploring opportunities to leverage high occupancy vehicle infrastructure, starting on the northern corridor. Developing a more detailed network management plan to enable more efficient public transport priority. Reviewing community board delegations for delivering city-wide public transport projects. <p>Connector and suburban services: Increase frequencies on city connectors, where necessary. Integrate public transport with other transport modes more effectively, for example by providing cycling and bike share facilities at appropriate public transport stops. Improve pedestrian safety and walking access to core services. Following the implementation of the network review and the future public transport business case, plan key park & ride sites across Greater Christchurch. Delivery of renewals and maintenance on customer facilities (bus shelters, timetables, seats). Test innovations to improve public transport and customer outcomes.</p>	<p>Continue to expand public transport priority features such as dedicated space and intersection priority to improve journey times. New infrastructure is designed to meet the needs for autonomous vehicles. Ongoing implementation of technology advances on the network and the services. Ongoing improvements to walking and cycling routes to high demand routes. Explore policy opportunities for road pricing to support public transport.</p>	<p>Expand public transport priority programme. Autonomous and technology based services and service types integrated into the system.</p>

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Table 9.1 Action plan

Policy area	Short-term (Three years: 2018-2021)	Medium-term (Ten years: 2018-2028)	Long-term (30 years: 2018-2048)
The customer	<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 education/information programmes aimed at providing advice and information to commuters on their travel options, particularly public transport.</p>	<p>Implement a national ticketing system for digital payments and phase out on-bus cash payment.</p> <p>Provide different payment options.</p> <p>Integrated and improved way finding systems.</p> <p>Integrated customer information through technology.</p>	
Funding and fares	<p>Work with partners and central government to explore funding for public transport.</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>Review fare structure.</p>	<p>Work with partners and central government to explore funding for public transport and rapid transit.</p>	<p>Work with partners and central government to explore funding for public transport and rapid transit.</p>
Standards and procurement	<p>Tender contracts using the Public Transport Operating Model (PTOM).</p> <p>Through the procurement process start the transition to low emission vehicles.</p> <p>Ongoing monitoring and review of network performance and patronage.</p>	<p>Provide low/zero emission public transport vehicles.</p> <p>Require all new buses that are procured after 2025 to be zero emission vehicles.</p> <p>Procurement to include rapid transit services.</p>	<p>Autonomous vehicles integrated into the fleet.</p>

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Table 9.1 Action plan

10. Policy summary

A summary of all the objectives and policies (set out in part B of this Plan) is presented in table 10.1 (below). Over time, while the vision will remain the same (subject to occasional review), the operational policies will be delivered, reviewed or amended and new policies will be introduced in a three-yearly cycle, to ensure we are constantly moving toward our vision.

POLICY AREA 1: The network-services, infrastructure and supporting measures Outcome: The public transport system connects people to where they want to go and provides a timely, attractive and convenient alternative to private car travel.	
Objectives	Policies
Objective 1A: A network of public transport services in the Greater Christchurch urban area that provides people with access to key destinations.	Policy 1.0 Service levels Provide the minimum service attributes outlined in this policy for scheduled services in the Greater Christchurch network.
	Policy 1.1 Core services Provide a permanent network of frequent, direct core services that operate along strategic public transport corridors, with connections to key activity centres and employment centres.
	Policy 1.2 City connector and cross-town link services Provide a network of city connector and cross-town link services that complement the core services to provide greater access to places such as major shopping, education, employment, entertainment, recreational and medical facilities.
Objective 1B: A public transport service in the Timaru urban area that provides people with access to key destinations.	Policy 1.3 Timaru bus services Provide a network of services that provide greater access to the central city and places such as shopping, education, employment, entertainment, recreational and medical facilities.
	Policy 1.4 Timaru alternative service levels Innovate through service trials in Timaru to improve service delivery and offer different service types (such as demand responsive transport). These services may run as alternatives to the traditional set route and scheduled transport options.
Objective 1C: 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 1.5 Trials and innovation Enable the trial of new technology, services and service delivery types where existing services are not meeting customer needs or in order to test and assess the demand for, and viability of, new approaches.
	Policy 1.6 Specialist services Provide specialist services, such as school services and peak express services according to demand.
	Policy 1.7 Total Mobility service Provide the Total Mobility service so that transport services are available for the mobility impaired who have difficulty with, or are unable to use, regular scheduled services.
	Policy 1.8 Community transport services Provide funding support for: <ul style="list-style-type: none"> community transport services to meet the transport needs of communities that cannot sustain a regular public transport service; and specialist services not provided by the regular public transport services for an area.
	Policy 1.9 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.

Table 10.1 Policy summary (2018-2021)

POLICY AREA 1: The Network-services, infrastructure and supporting measures

Outcome: The public transport system connects people to where they want to go and provides a timely, attractive and convenient alternative to private car travel.

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Objectives	Policies
Objective 1C: 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 1.10 Event services Work with other agencies to help facilitate the provision of public transport services for major events in Greater Christchurch and Timaru.
	Policy 1.11 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: <ul style="list-style-type: none"> a) the proposed change or addition will improve the accessibility of public transport to the wider community; b) the proposed change or addition is supported by the residents; c) new services or changes may be trialled (in accordance with policy 1.5) prior to a decision on whether to incorporate them into the network on an ongoing basis; and d) cost, patronage and revenue projections indicate the change or new service will be financially viable in the long term.
	Policy 1.12 Services to areas of new development Enable timely and cost effective public transport service provision to new areas of urban development, in accordance with the following criteria: <ul style="list-style-type: none"> a) the planned eventual size of the development will support the provision of public transport services; b) provision of service is supported by the residents; c) cost, patronage and revenue projections indicate that the service will be financially viable in the long term; and d) the infrastructure is in place to support the service provision.
Objective 1D: To support compact urban form and multi-modal journeys, the delivery of public transport is integrated with land use development, quality infrastructure, and innovative technology.	Policy 1.13 Coordination of service and infrastructure delivery Delivery of public transport services and infrastructure to enhance the customer experience.
	Policy 1.14 Integration of public transport with land use and other modes Integrate public transport infrastructure and services with land use development and other transport modes to improve access.
	Policy 1.15 Measures to extend the reach of the public transport network Provide supporting measures and infrastructure to extend the reach of core public transport services.
	Policy 1.16 Bike racks on buses Ensure bicycle racks are provided on all contracted bus services in Canterbury.

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Table 10.1 Policy summary (2018-2021)

POLICY AREA 2: Customers Outcome: The public transport system provides a high quality experience that retains existing customers, attracts new customers and achieves a high level of customer satisfaction.	
Objectives	Policies
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.
	Policy 2.1 Service reliability and punctuality Provide reliable and punctual public transport services, by: <ul style="list-style-type: none"> a) developing realistic, achievable timetables; 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.
	Policy 2.2 Customer service Everyone involved in the delivery of the public transport system will be suitably trained so that customers experience excellent customer service and safe, comfortable, enjoyable journeys.
	Policy 2.3 Vehicle capacity Maintain sufficient capacity and frequency on public transport services to support comfortable, attractive journeys.
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 2.4 Customer engagement Proactively undertake customer engagement to assist customers in understanding and removing barriers for using public transport: <ul style="list-style-type: none"> a) targeting interaction, engagement and information with employers and communities in key destinations that have easy access to the high frequency routes; and b) working with communities to raise awareness of the travel options available and the benefits of use.
	Policy 2.5 Customer information Provide customer information in a range of up-to-date formats so that it is easily accessible to all users, easily understood and keeps up with changing customer expectations, including: <ul style="list-style-type: none"> a) provide accurate real-time passenger information; b) provide high quality onboard audiovisual journey information where appropriate; c) provide a range of up-to-date, effective and accessible journey planning tools; and d) take a proactive approach and use a wide range of methods to provide timely information to customers.
	Policy 2.6 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 use this feedback to continually improve the public transport system.
	Policy 2.7 Branding and marketing Provide a consistent brand and marketing for public transport throughout Canterbury so it is easily recognised and understood by customers.
	Policy 2.8 Acknowledging customer loyalty Provide a range of rewards and incentives to help retain existing users and attract potential customers.
	Policy 2.9 Accessible infrastructure and services All new public transport customer 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 for all customers.
Objective 2C: Public transport is easily accessible for all existing and potential customers.	Policy 2.10 Wayfinding Provide clear and simple wayfinding and signage so customers can easily navigate the public transport system and understand how to make connections between services.
	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.

POLICY AREA 3: Funding and fares Outcome: Public transport funding is sustainable and supports system objectives, while providing value for money to the community.	
Objectives	Policies
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.
	Policy 3.1 Fare box recovery Increase fare box recovery yearly to achieve a fare box recovery ratio of 50% by 2024.
	Policy 3.2 New funding mechanisms Encourage the development of new funding mechanisms for public transport.
Objective 3B: A fare system that attracts and retains customers, while balancing user contributions with public funding.	Policy 3.3 The fare system Proactively undertake customer engagement to assist customers in understanding and removing barriers for using public transport. The fare system will: <ul style="list-style-type: none"> a) be easy to access and understand for all customers; b) enable customers to travel through the network using all routes and contracted services; c) offer a range of fares targeted at improving customer experience and matching service quality with cost; d) be integrated and transferable across all operators in the Greater Christchurch and Timaru networks; and e) be simple to calculate, collect and administer.
	Policy 3.4 Setting fares We will set fares at a level that: <ul style="list-style-type: none"> a) is competitive with the costs of the private car to encourage use of public transport; b) balances cost recovery with social and economic benefits and service quality; c) contributes to long-term fare box recovery targets; d) recognises the needs of the transport disadvantaged; e) ensures that fares are kept as low as possible (whilst remaining consistent with other objectives and policies); f) rewards frequent, regular or recurrent use and enhances the customer experience; and g) reduces the use of cash on board vehicles.
	Policy 3.5 Fare concessions Provide fare concessions for identified targeted groups.
	Policy 3.6 Total Mobility scheme funding Provide funding for the Total Mobility service so that: <ul style="list-style-type: none"> a) 50% of the cost of a Total Mobility trip will be subsidised up to a maximum subsidy of \$35, while the remainder of the cost is paid by the customer; and b) of the total subsidy per trip, a maximum of 30% will be provided from Environment Canterbury rates with the remaining 70% provided by central government.

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 Table 10.1 Policy summary (2018-2021)

POLICY AREA 4: Standards, procurement, monitoring and review 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.	
Objectives	Policies
Objective 4A: The vehicles and vessels used for public transport provide customers with safe, accessible and comfortable journeys, and have minimal environmental impact.	Policy 4.0 Vehicle quality standards Ensure that operators of contracted public transport services adhere to standards for vehicle quality.
	Policy 4.1 Super-low floor buses As far as is practicable, and within the provisions of the Requirements for Urban Buses (RUB), ensure super-low floor buses are used for all scheduled services.
	Policy 4.2 Service performance standards Provide high standards of reliability and punctuality on all contracted services.
	Policy 4.3 Electric vehicles or zero emission vehicles Encourage the use of zero emission vehicles, or alternative fuels and technologies, for contracted services to help reduce public transport emissions over the next 10 years.
Objective 4B: A procurement system that enables the efficient and effective delivery of the desired public transport system.	Policy 4.4 Public Transport Operating Model contracts Transition to the Public Transport Operating Model (PTOM) for all contracts by December 2020.
	Policy 4.5 Encouraging competition Maintain competition in the procurement of public transport services in Canterbury.
	Policy 4.6 Service units Establish units (groups of services which are integral to the public transport network) in accordance with (PTOM).
	Policy 4.7 Collaborative network planning Continue a partnership approach to network planning and service changes.
	Policy 4.8 Service continuity Ensure service continuity to the public transport customer.
	Policy 4.9 Contract monitoring and risk management Ensure the appropriate allocation of roles, responsibilities and risks between Environment Canterbury and contracted operators within the PTOM framework and manage, monitor and evaluate unit performance to ensure high quality service delivery.
	Policy 4.10 Exempt services Provide for commercial services to be exempt from PTOM contracts where they do not form part of the integrated network of urban public transport services.
	Policy 4.11 Protecting the viability of public transport Ensure new commercial services do not have adverse effects on the wider public transport network.
	Policy 4.12 Public notice of commercial service changes Ensure the public receive adequate notice of the commencement, variation or withdrawal of commercial services.
	Policy 4.13 Contract variations Enable contracts to be varied to take into account changing circumstances.
	Policy 4.14 Commercially sensitive information Ensure commercially sensitive information is handled appropriately.

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Table 10.1 Policy summary (2018-2021)

POLICY AREA 4: Standards, procurement, monitoring and review	
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.	
Objectives	Policies
Objective 4C: Timely information that assists a continuous process of review and improvement.	Policy 4.15 Monitoring operator performance Undertake regular monitoring of operator performance.
	Policy 4.16 Monitoring system performance Regularly monitor progress towards system targets.
	Policy 4.17 Monitoring and review of service units Ensure public transport services continue to meet user needs and deliver value for money.
	Policy 4.18 Reviewing the Regional Public Transport Plan Ensure this Regional Public Transport Plan is kept up to date by regular review and variation where required, using the policy on significance in appendix 5.

Table 10.1 Policy summary (2018-2021)

11. Timaru district

11.1 Vision, challenges and priorities

Public transport in Timaru faces similar challenges to those in Greater Christchurch, although on a different scale given the size, layout and transport network.

The vision for public transport in Greater Christchurch is also applicable in Timaru. If public transport is to serve its community and meet its potential it needs to be innovative and successful. It also needs to be as high a quality as can be afforded to meet the accessibility needs of the community, and be convenient in getting people where they want to go. If these things are evident, public transport in Timaru will be well-used and supported, and will be appreciated for the role it plays in supporting travel opportunities, economic and social connectedness, and environmental outcomes.

The top priorities for Timaru, are the same as those detailed for Greater Christchurch (section 3); however, to reflect its unique size and demographics, two additional priorities are:

- **Accessibility:** Acknowledging the need to cater for the movement patterns and desires of the community. With a higher proportion of retirees in Timaru compared to Christchurch, accessibility and coverage are priorities.
- **Safety:** The make-up of the local population ensures that safety is a high priority. As public transport is the safest transport mode, with fewer deaths and serious injuries than private car or walking and cycling, it can replace the need for more hazardous trip options. Customer safety and continuing to provide good service levels are important in improving user perception of personal security, ensuring that barriers to mobility, and thereby social isolation, are also minimised.

These priorities are all interconnected. Accordingly, the outcomes, objectives, policies and actions throughout the four policy areas contribute to each of these priorities.

Outcome	Measure	Target
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.	Proportion of urban households that can access the central business district of Timaru by public transport within 30 minutes.	Establish a baseline accessibility measure and ensure this is improved on with any subsequent changes to the network.
	Number of communities who receive support from Environment Canterbury to establish Community Vehicle Trusts.	100% who apply receive support.
Policy area 2: Customer		
The public transport system provides a high-quality experience that retains existing customers, attracts new customers and achieves a high level of customer satisfaction.	Number of passenger trips per year in Greater Christchurch and Timaru.	36 trips per person per year by 2024 (this equates to approximately 18 million trips per year across Canterbury based on present population).
	Customer rating of service quality.	<95% of customers are satisfied.
	Proportion of Total Mobility customers satisfied with the system.	More than 90% of total mobility users are satisfied.
	Work collaboratively with operators, NZTA and relevant agencies to provide a safe public transport system.	More than 95% of customers are satisfied with personal safety.
	Passenger rating of value for money.	More than 95% of passengers are satisfied with value for money.
	Greenhouse gas emissions per passenger trip.	Decreasing every year (not yet measured).
Policy area 3: Funding and fares		
Public transport funding is sustainable and supports system objectives while providing value to the community.	Overall ratepayer rating.	More than 95% of ratepayers are satisfied
Policy area 4: Standards, procurement, monitoring and review		
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.	Progress against this outcome will be assessed based on our achievement of other targets listed above.	

11.2 Timaru network design

Timaru's current public transport network comprises a number of suburban loop services that provide coverage and access to the central business area, schools, facilities and neighbourhood shopping points. Together with bespoke school services, and the Temuka link service, this makes up the traditional style of bus-based service provision. This system construct uses service types that are comparable with the city connector and suburban link descriptions noted elsewhere in this Plan and is outlined in figure 11.1.

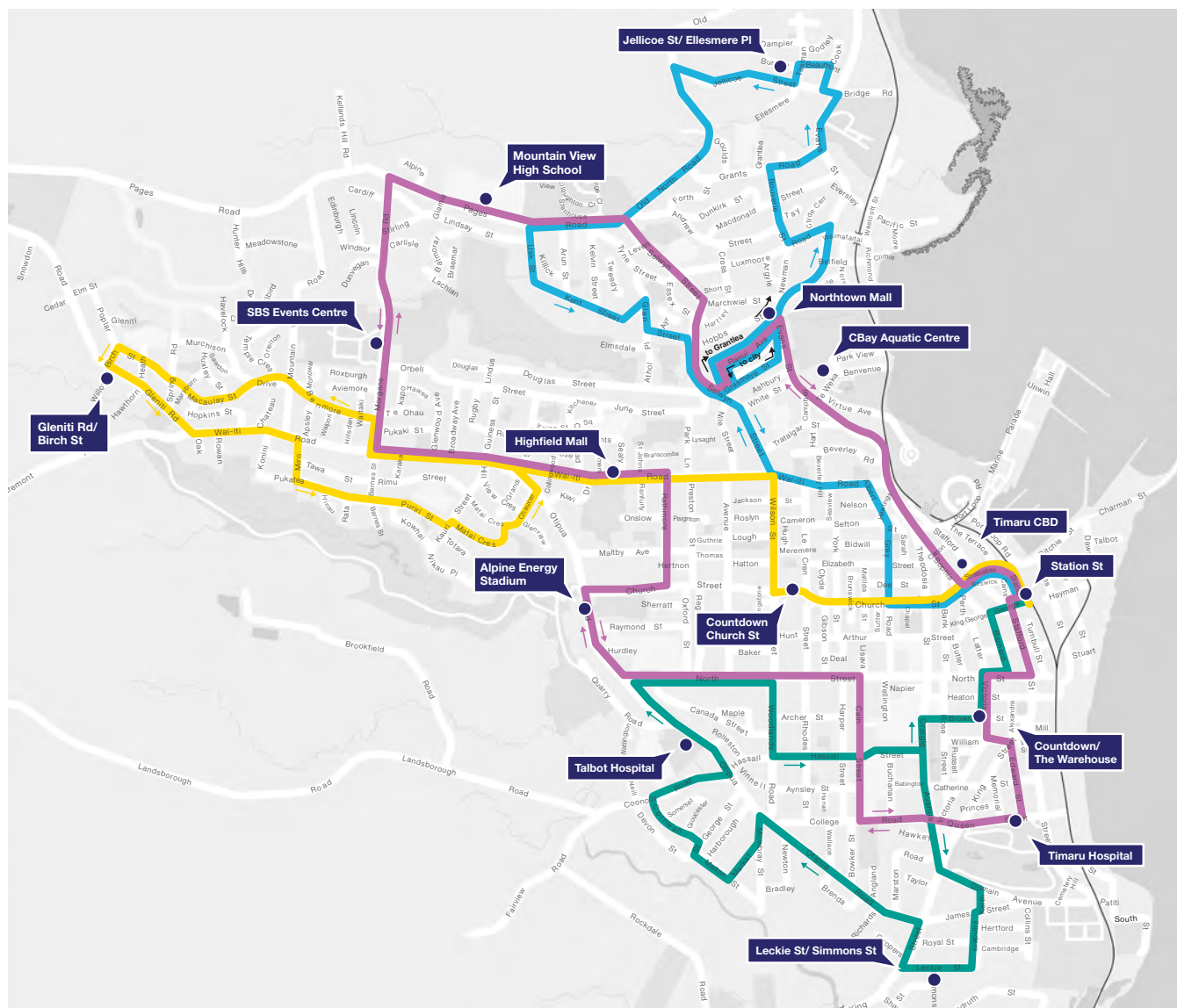


Figure 11.1 Timaru public transport network

Timaru patronage has been in decline for a number of years. Given the low-level population growth in the district over the last 20 years (ranging from -0.29% per year between 1996 and 2001 to 0.89% per year in the years up to 2015), patronage growth would not have been expected to come from additional residents to the area. Since the mid 2000's, Timaru's overall annual patronage has fluctuated around 200,000 trips per year, though in recent years, the level of usage has been dropping.

This suggests that a new model for public transport in Timaru might better serve existing and potential customers. This could improve the quality of service delivery, influence patronage results and improve service provision for the community at comparable cost profiles. Better service would be more marketable and attract more users. Timaru is also well-placed to play an integral part in trialling innovative changes that may alter the types of services we offer in Canterbury. This would in turn match the quality for customers and the social and environmental priorities of this Plan.

How any new model can be sourced and implemented in Timaru involves a search of innovative transport methodologies from the global transport industry. Environment Canterbury is working with the Timaru District Council and the local community to identify different types of service provision. This may involve analysis of demand responsive systems that bring the transport service closer to the user, as opposed to the traditional fixed route and timetable system whereby the user must go to the network and time their journey accordingly.

This process is currently under way and we have begun the global search for appropriate technology to meet the transport needs of Timaru customers.

11.3 Timaru policy

There are two specific Timaru policies.

Policy 1.3 Timaru bus services

Provide a network of services that provide greater access to the central city and places such as shopping, education, employment, entertainment, recreational and medical facilities.

Policy 1.4 Timaru alternative services

Innovate through service trials in Timaru to improve service delivery and offer different service types (such as demand responsive transport). These services may run as alternatives to the traditional set route and scheduled transport options.

11.4 Timaru action plan

Policy area	Short-term (Three years: 2018-2021)	Medium-term (Ten years: 2018-2028)	Long-term (30 years: 2018-2048)
Future transport system planning	Trial an innovative service model, such as demand responsive transport, in Timaru.	Ongoing conversations on the investment into new systems and services through Long-Term Plan processes.	
Customer information	Less complex customer information systems. Revised branding strategy. Deliver programmes aimed at providing advice and information to commuters on their travel options, particularly public transport.	Integrated customer information through technology. Digital payment systems. Mobility as a service.	
Service typology	Stabilising the current system through improved network design. Delivery of renewals and maintenance on customer facilities (bus shelters, timetables, seats). Remove unnecessary duplication between services. Investigate technology measures that can be introduced to increase efficiency, customer service and access. Implement trial services and systems and assess.	Transition to new technology. Infrastructure is designed to meet the needs for new technology. Introduce new types of services and travel options. As technology and travel systems evolve, there will be new options available to improve access where scheduled public transport services are more limited.	Continued improvements to services and infrastructure to encourage use of public transport. Some systems automated. Infrastructure supports the new systems. Integrate public transport into other core transport modes more effectively.
Vehicle fleets	Investigate opportunities to transition more alternative fuel vehicles into the public transport fleet.	Depending on the results of the investigation, provide more sustainably-powered public transport vehicles. Autonomous vehicles integrated into the fleet.	
Innovation and smart technology	Investigate technologies to be encouraged or invested in to improve current system and service offerings.	Implement early wins.	New services and systems are operational and established in the system. The system is run through optimised technology.

PART B: Policy

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

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

Policy area 1: The network - services, infrastructure and supporting measures

Outcome: The public transport system 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 service network for 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 an integrated network of services (including ferries), recognising the different service demands in different parts of the region. To achieve this, policy area 1 is divided into four parts:

- Policy area 1A: Greater Christchurch scheduled services
- Policy area 1B: Timaru scheduled services
- Policy area 1C: Other services including those to new areas or special events, community transport services, regional connections and services for the mobility impaired.
- Policy area 1D: Integration of public transport services, land use, infrastructure and supporting measures.

Policy area 1A: Greater Christchurch scheduled services

Objective 1A: A network of public transport services in the Greater Christchurch and Timaru urban areas that provides people with access to key destinations.

The Greater Christchurch network policies give effect to the network design presented in part A, section 8. These policies provide for an integrated hierarchy of routes, designed to meet the demand for customer movements in the Greater Christchurch urban area. This includes services to and from the satellite centres of Rangiora, Kaiapoi, Woodend, Pegasus, Rolleston, Templeton, Lincoln and Prebbleton. The integrated network enables access to a range of destinations throughout the urban area, not just along specific routes.

The components of the network include the routes, services, infrastructure and other measures that support the services. Public transport services in the Greater Christchurch network are categorised into the following hierarchy of service types:

- Core services: frequent services connecting two or more key activity centres, trip attractors or tertiary institutions along strategic corridors. Frequencies should aim to be 10 minutes or better at peak times.
- City connectors: direct services along corridors connecting two or more neighbourhood centres with the central city.
- Cross-town and link services: provide coverage to areas of the city not well serviced by core or connector services. They typically run less frequently than city connectors.
- Specialist services: intended to meet discrete areas of demand and complement the parts of the fixed route network.

The policies to guide the delivery of these services are outlined below on the next page.

Policy I.O Service levels

Provide the service type attributes outlined in this policy (table B1.1) for scheduled services in the Greater Christchurch network.

Network layers	Core network (Metro lines)	City connectors (Metro connectors)	Cross-town links (Former suburban links)	Specialist services (School, peak only etc)	Supporting modes (Walking, cycling etc)
Key features and hours	All day frequency services Weekday 6am - 11pm Saturday 7am - 11pm Sunday 7am - 9pm	All day direct and reliable services Weekday 7am - 9pm Saturday 8am - 9pm Sunday 9am - 6pm	All day frequency services Weekday 7am - 7pm Saturday 8am - 8pm Sunday based on demand	Peak only specialised services designed to meet discrete trip demands and complement the all day network	Complementary modes supporting the public transport network N/A N/A N/A
Frequency	15 minutes all day (more frequent in peaks depending on demand)	20-30 minutes all day (more frequent in peaks depending on demand)	30 minutes (more frequent in peaks depending on demand)	As required by demand	
Destinations	Connecting two more Key activity centres, trip attractors or Tertiary institutions along strategic corridors	Direct services along corridors connecting two or more neighbourhood centres with the central city	Coverage services linking areas of the city not well serviced by core or connector services	Based on demand and time of day	
Speed and priority	Bus priority measures in congested areas of the network at peak times	Reliable journey times along urban arterials and highways with some priority measures	Little or no priority measures	Little or no priority measures	

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Table B1.1 Service levels

Action

Environment Canterbury will ensure that contracted services in Greater Christchurch provide the minimum service attributes outlined in this Plan. From time to time, connector or cross-town service attributes may be adjusted to best match the demand on particular parts of the network.

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 core routes and these will be supported with infrastructure and priority measures. Services will provide the highest level of frequency (10 minute intervals or less), which is the frequency at which most customers do not require a timetable because they can expect to have a short waiting time. Higher frequencies on more routes may be possible if further funding becomes available.

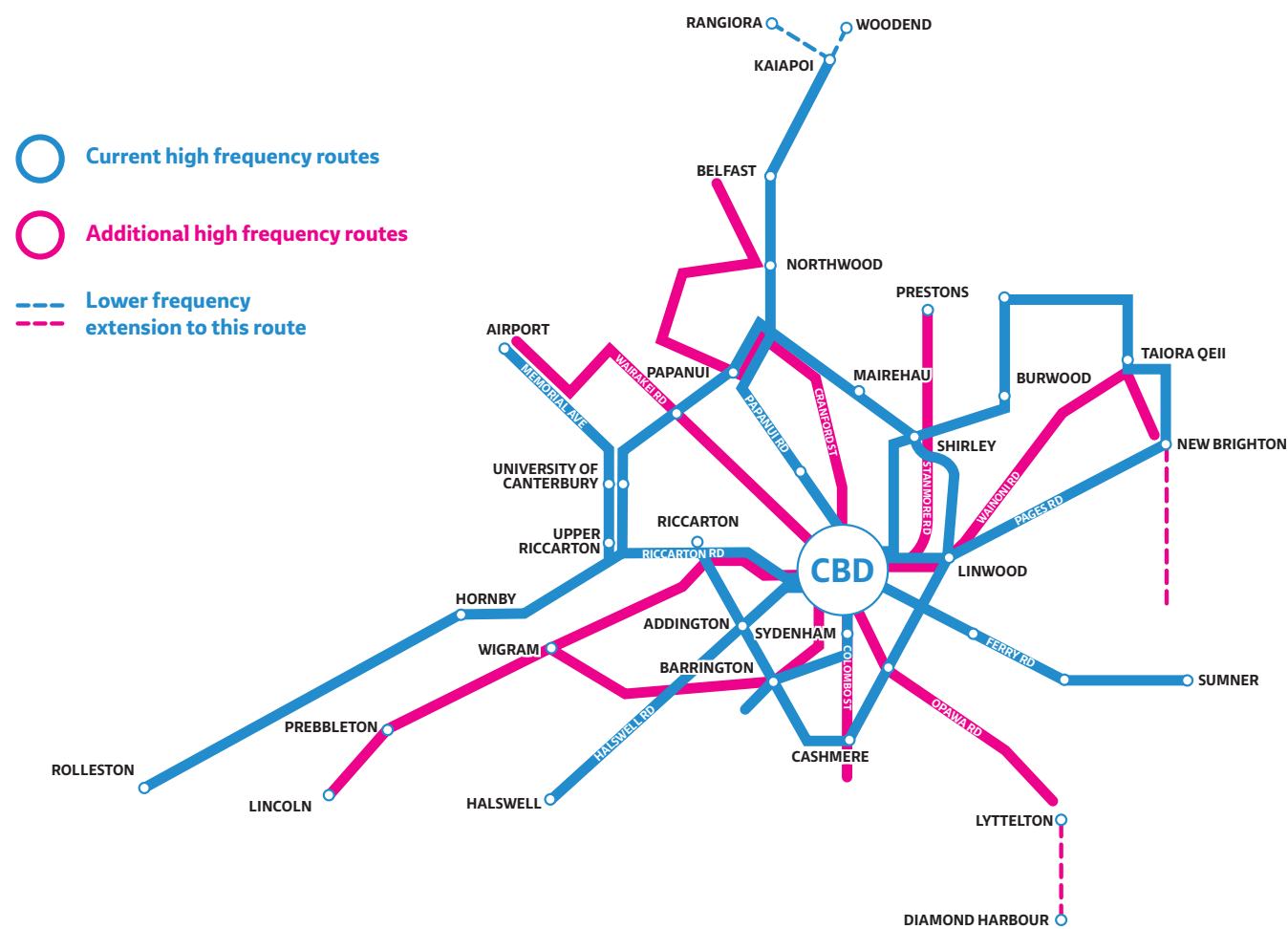
As demand on the network grows, city connector services will be evaluated and may be increased to frequencies similar to the core services. The standard service levels of the city connector and cross-town services may change in response to demand.

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 Greater Christchurch continues to grow and change, there will be opportunities to test new services that meet the needs of discrete areas of demand, or to introduce demand responsive transport options to offer a better service to customers and to replace the lowest performing fixed schedule services.

Policy 1.1 Core services

Provide a permanent network of frequent, direct core services that operate along strategic public transport corridors, with connections to key activity centres and employment centres.



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Figure B1.1 Core services

Actions

Environment Canterbury will:

- Specify and contract for the provision of a network of frequent, core services in Greater Christchurch (illustrated in figure B1.1) that meet the relevant service attributes set out in policy 1.0.
- 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 along core services to ensure reliable and timely journeys.
- Work with partners to identify and develop future rapid transit opportunities on high demand, high growth core services.

Explanation

The core services provide the highest level of access connecting key activity centres, the central city, and other key origins and destinations. 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. Key activity centres act as destinations as well as interchange points, enabling customers to more easily identify and access their bus service, and to access a wider range of social, cultural and economic amenities.

Policy 1.2 City connector and cross-town services

Provide a network of city connector and cross-town link services that complement the core 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 city connector and cross-town services in Greater Christchurch that meet the relevant service attributes set out policy 1.0.
- 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 core services form the permanent backbone of the Greater Christchurch system, the city connector and cross-town link services are designed to provide good public transport access to the remaining urban area. City connectors connect suburbs to the central city via key activity centres and the central Bus Interchange. They are intended to be as direct as possible while connecting key destinations and with the highest frequencies as possible, relative to demand. Cross-town services connect suburbs to a range of destinations and centres outside of the central city. This enables customers to connect and move between residential areas and an array of important destinations not serviced by core services.

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

Policy Area 1B: Timaru scheduled services

Objective 1B: A public transport service in the Timaru urban area that provides people with access to key destinations.

Policy 1.3 Timaru bus services

Provide a network of services that provides greater access to the central city and key shopping, education, employment, entertainment, recreational and medical facilities.

Actions

Environment Canterbury will:

- Specify and contract for the provision of services in Timaru that meet the relevant route design principles.

Explanation

This policy ensures that the Timaru urban area has reasonable access to central Timaru and other activity areas using public transport. Route design will ensure residential areas are connected with the places that people need to travel to. Routes and stops will be spaced to enable most people to be within 10 minutes walk of a bus stop. Appropriate service levels will be determined through consultation with communities and stakeholders, representing existing or potential customers to ensure that the service provided in Timaru is valued and meets community needs. This will include route choice, frequency and hours of operation.

Policy 1.4 Timaru alternative service typology

Innovate through service trials in Timaru to improve service delivery and offer different service types (such as demand responsive transport). These services may run as alternatives to the traditional set routes and scheduled transport options.

Actions

Environment Canterbury will:

- Consider the feasibility of operating different forms of public transport in the Timaru area.
- Where practicable, contract services on a trial basis to assess the benefit of operating a different form of public transport to service the needs of the people of Timaru.

Explanation

As a geographically unique urban area within Canterbury, Timaru provides an opportunity to test different models of service provision to meet the travel needs of the local populace. These trials may also provide useful data and experience that can be applied elsewhere.

Innovations in transport are evolving. Bold decisions on service delivery options may result in a better value for money package of public transport solutions in Timaru. Environment Canterbury has been working with the industry to identify these opportunities. The net result of any trial will be proof of

concept and the possibility of a better and more cost effective solution to local public transport demand.

Policy area 1C: Other services

Objective 1C: 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.

Across Canterbury, there are people and communities whose transport needs cannot be met by regular, scheduled public transport systems. Environment Canterbury is committed to providing for a range of different service types that are designed to fill some of those services gaps and, as much as possible, ensure viable public transport options are available to the widest range of customers.

This includes exploring and encouraging new and innovative ways of achieving our public transport outcomes, and will sometimes entail being bold, trying new things, and being flexible. It will also require sound evidence, based on quality information and analysis.

Policy 1.5 Trials and innovation

Enable the trial of new technology, services and service delivery types where existing services are not meeting customer needs, in order to test and assess the demand for, and viability of, new approaches.

Actions

Environment Canterbury will:

- Provide for trial services to test demand.
- Work with partner agencies to explore the potential for trialling the introduction of a central city shuttle or demand responsive transport to either complement the scheduled service network, or in place of scheduled service.
- Trial technology and innovation for new service delivery models and ways of operating our public transport system.

Explanation

As the city grows and develops, trials may be needed to test the feasibility and suitability of some 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.

Prior to the earthquakes a shuttle service operated in Christchurch's central city. With the loss of businesses in the central city and the proliferation of road works after the quakes, the shuttle service was no longer viable and was discontinued. There remains strong interest in the community to see a shuttle service reintroduced. The central city has now redeveloped to an extent where it may be viable once again to operate a shuttle service. This viability is likely to increase during the operational life of this Plan as more anchor projects are completed, businesses continue to re-establish in the central city and the roading network returns to normal operation.

A central shuttle service may have a role to play as part of the hierarchy of services in Greater Christchurch – particularly as a catalyst for city-building and as a visitor amenity. It is difficult to determine the ideal time to reintroduce such a service, as it may be implemented either in response to city redevelopment or in anticipation of it, the latter being with the intention that a quality shuttle could play a role in reinvigorating the central city, and thereby help drive redevelopment. The cost-effective way to reintroduce the shuttle service is on a trial basis in order to monitor its performance, clarify its operational cost, confirm optimum routing, and collect customer and public feedback.

Policy 1.6 Specialist services

Provide specialist services, such as school services and peak express services, according to demand.

Action

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 offer a more flexible service for the customer. In Greater Christchurch, they currently include peak-only commuter services and school bus services. They are provided on a case-by-case basis, where demand is sufficient to warrant a service in addition to the regular scheduled network. The hours of operation and frequencies of these services will be determined by demand assessments.

Peak-only 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. In other cases, it may be viable to provide a more direct service for commuters than would be available through the all-day network. Demand responsive transport provides a more flexible option for

operating these services.

Environment Canterbury intends 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 services.

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 1.7 Total Mobility service

Provide the Total Mobility service so that transport services are available for the mobility impaired who have difficulty with, or are unable to use, regular scheduled services.

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 social 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 Acknowledging customer loyalty). 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 3.6).

Policy I.8 Community transport services

Provide funding support 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:
 - There is no alternative public transport or taxi 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 to support the establishment and administration of the Trust and the purchase of a vehicle(s).
 - 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.

Explanation

Environment Canterbury supports a number of 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 towards vehicle replacement and trust administration costs, 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 I.9 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. 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 rate 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.

Policy 1.10 Event services

Work with other agencies to help facilitate the provision of public transport services for major events in Greater Christchurch and Timaru.

Action

Environment Canterbury will work with local authorities and relevant organisations to facilitate the use of public transport at major events in the region.

Explanation

Events and promotions can generate a lot of traffic. Environment Canterbury is keen to work with event organisers to encourage the use of public transport. 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 1.11 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 1.5) 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.

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.
- 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 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 their initial request to their 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.

Policy 1.12 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:

- 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.

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.
- Access 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 wider service review or annual plan process.

Explanation

Our urban areas continue to undergo considerable change since the earthquakes of 2010–2011, 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 in order to provide services to new areas early on, they may have lower patronage and farebox recovery in their early years of operation as the population grows.

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

Objective 1D: To support compact urban form and multi-modal journeys, 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, territorial 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 and shelters, 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 1.13 Coordination of service and infrastructure delivery

Delivery of public transport services and infrastructure to enhance the customer experience and extend the reach of public transport.

Actions

Environment Canterbury will work collaboratively with territorial authorities, other agencies and partners to help them to:

- Deliver a public transport priority programme for core routes and other key locations in Greater Christchurch.
- Provide appropriate passenger facilities and safety measures to ensure easy access to public transport services for all modes.
- Enhance the operational, management and customer capabilities of the public transport system.
- Ensure the relevant technology is available within the service network to enable network optimisation through GPS and other mechanisms.
- Share public transport customer trip data and monitoring results, to enable appropriate enhancements to the network operational and the customer capabilities of the system.

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 walking and cycling 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 1.14 Integrating the public transport system with other modes of transport

Integrate public transport services and infrastructure to extend the reach of core 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, Uber, private car via park & ride facilities, ride share meet points, bike share, demand responsive transport and other services), 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. The introduction of bike share in Christchurch presents an opportunity to further enhance the interconnectivity of transport services.

Pilot park & ride projects are currently underway in Selwyn and Waimakariri districts. Monitoring of these pilot projects will provide the information needed for the Greater Christchurch partners to establish appropriate locations and design for park & ride as part of the public transport system. In Christchurch city, a bike share scheme has been launched that will extend the reach of access to the public transport network for many more customers.

Policy 1.15 Integration of public transport with land use

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

Actions

The Greater Christchurch Partnership will work collaboratively together, and with central government and other agencies, to:

- Develop current and future land use planning strategies and policies to ensure rapid transit corridors are planned for and protected.
- Encourage transport-oriented land use development that supports increased density and diversity of housing that is highly accessible to public transport.
- Work with developers on structure plans and area development plans to integrate public transport with land use development and other transport modes to improve access, so that:

- The design, location and access arrangements of developments facilitate convenient, easy and safe access to public transport services.
- Customer facilities are integrated with other uses, such as retail, libraries or cafes, wherever possible.

Explanation

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

The Greater Christchurch Partnership is engaged in significant future land use and transport planning through the Future Development Strategy. This sets out growth targets, land use and settlement patterns. Public transport will be an integral part of this strategy and protecting corridors for current and future public transport routes, in particular rapid transit corridors, is a key outcome of this work.

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 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 work with partner agencies, public transport operators and the private sector to understand, and deliver on, these changing requirements.

Policy 1.16 Bike racks on buses

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

Action

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, such as the Lyttelton tunnel, 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. At present, the bike racks provided on all buses are only able to carry two bicycles at one time. Options for increasing capacity on routes with high cycle demand will be investigated.

Policy area 2: Customers

Outcome: The public transport system provides a high-quality experience that retains existing customers, attracts new customers and achieves a high level of customer satisfaction.

This Plan is oriented towards delivering a public transport systems that is focused on the customer. It is only through offering customers the type and quality of service that is useful and attractive to them that the public transport system will be successful. In this sense, most of the objectives and policies in this Plan can be considered customer policies. However, this policy section highlights the policies directly related to the customer experience. This is captured through the introduction of a customer charter.

Another key aspect of this customer policy area relates to experience for the transport disadvantaged. The Land Transport Management Act defines transport disadvantaged as, “people whom 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)”. A key focus in this Plan is to improve the experience for all users and the community, including those who might be defined as transport disadvantaged. However, appendix 4 presents a more detailed discussion of transport disadvantaged

groups in Canterbury, their travel needs and how the public transport system is responding to those needs.

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 for Greater Christchurch and Timaru.

Actions

Environment Canterbury will:

- Produce and implement a customer charter to guide our public transport planning, investment and operations.
- Use the customer charter in-house to guide our day-to-day work and as a key foundation of any public transport service contracts.
- Ensure the customer charter is embedded in service contracts with public transport operators.

Explanation

A customer charter has been developed as part of this Plan review and is included earlier in section 7.5 of this Plan. The customer charter is a commitment by all the agencies responsible for delivering public transport to work together to provide our customer 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 Service reliability and punctuality

Provide reliable and punctual public transport services, by:

- a) developing realistic, achievable timetables;
- 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 1.13.
- 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 and will help grow patronage.

Policy 2.2 Customer service

Everyone involved in the delivery of the public transport system will be suitably trained so that customers experience excellent customer 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 taken into account 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, mystery shoppers, complaints and compliments. Monitoring customer satisfaction with the helpfulness and attitude of bus drivers will be used to provide feedback to operators as part of the PTOM 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 2.3 Vehicle capacity

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

Action

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

Explanation

Whilst standing can be seen as a symptom of service success rather than failure for many customers, for 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 seated capacity, a review of the service will be undertaken to assess the need for improvements to ensure customer comfort. In these instances, bigger vehicles or 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. A first step will be to move 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. A second step of cultivating and encouraging a customer culture to support prioritising seats for those who may be in greater need, will help to ensure those who need a seat are generally able to access one.

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 2.4 Customer engagement

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

- Targeting interaction, engagement and information 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 use.

Actions

Environment Canterbury will continue to support:

- Implementation of the Greater Christchurch travel behaviour programme, including the ongoing expansion of the 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 2.5 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.
- Provide schedule information within customer waiting shelters where shelters are provided, to improve customer convenience and comfort.
- 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 possibly available in languages other than English where appropriate.
- Introduce onboard audiovisual journey information (such as major stop announcements, real-time route and journey time updates), initially on vehicles serving core routes and expanding to other parts of the public transport network over time.
- Provide a comprehensive public transport information centre that:
 - is independent of contracted public transport service operators;
 - provides accurate timetable and other information through a variety of channels, including website, journey planner, telephone information service, printed material, and social networks;
 - receives and processes customer complaints; and
 - provides a professional and customer-centric call centre service to handle 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 easy to understand and accurate. Accurate, accessible, timely and easily understood 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 through the use of 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 2.6 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 use this feedback to continually improve the public transport system.

Actions

Environment Canterbury will:

- Continue to enhance customer research to the point that it is a genuine voice of the customer programme.
- Conduct regular exit interviews with customers that cease using the service, to better understand what factors have influenced their decisions.
- 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.

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 2.7 Branding and marketing

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

Actions

To reinforce the core services as the high-frequency backbone of the Greater Christchurch network, and to enhance legibility for the customer, Environment Canterbury will:

- Review the current core service branding, with an intent of continuing to use unique and identifiable branding for these services.
- Review and develop a brand across all public transport vehicles, infrastructure, information and promotional materials in Greater Christchurch.
- 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.

Explanation

The core services are the heart and backbone of the Greater Christchurch public transport network and are located along the highest demand corridors across the city. Attractive and unique branding for the core services makes them easier for customers to identify and helps encourage growth across the network. This branding will be reviewed and further 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. The current Metro brand will be reviewed, to ensure that the brand for public transport continues to be fit for purpose in the future. 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 2.8 Acknowledging customer loyalty

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

Action

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 incentives 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 in order 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.

Objective 2C: Public transport is easily accessible to all existing and potential customers.

Policy 2.9 Accessible infrastructure and services

All new public transport customer 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 territorial authorities to:

- Prioritise and fund improvements to access across the network.
- Consider universal design to improve accessibility at new passenger facilities stops, for example elevated kerbs, installation of pedestrian crossing facilities, etc.
- 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 means measures implemented to improve the accessibility of public transport for all customers, irrespective of whether a person has a disability or not.

Improving accessibility is also a question of prioritising investment where funding is limited. Further, 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 accessibility investments in the public transport network.

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:

- Work with Christchurch City Council on the implementing the Christchurch Central City Wayfinding Action and Implementation Plan, to support access to public transport.
- Explore the potential, in partnership with Christchurch City Council (and other territorial authorities where relevant), to expand the wayfinding programme beyond the central city area, beginning with a focus on the core services and expanding to include the whole public transport network over time.
- Give further consideration to:
 - coordinated wayfinding information provided within buses; and
 - naming of bus stops, so that customers can easily associate the stop location with the local area or street name.

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.

The approach for bus wayfinding information focuses on providing consistency on the graphics for both text and maps, bus stop and route recognition, and ideally to integrate and complement other transport modes' 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 in Greater Christchurch and Timaru to use an Environment Canterbury approved electronic ticketing system.
- Maintain an integrated ticketing system that enables customers to transfer between services without having to make multiple payments.
- Work towards providing a range of different off-board payment options to enhance accessibility and ease of use for customers, with a view to moving toward a fully cashless ticketing system in future.

- Continue to explore options for upgrading the electronic ticketing system. In the first instance this will mean our continued engagement in NZTA's national ticketing initiative.
- Work with partner agencies, businesses and community facilities, to expand the number and distribution of outlets and kiosks where customers can purchase and top-up Metro cards, and promote these widely.
- Investigate barriers for customers and potential customers with the current Metrocard system and look for ways to improve uptake and ease of use. This investigation will include a review of the cost of purchasing a Metrocard, minimum top-up amounts, and Metrocard registration.

Explanation

The primary role of the ticketing 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 efficient to use. This includes ensuring equipment is positioned at an appropriate height for customers in wheelchairs to reach it and read information without the driver's assistance.

The following ticketing mechanisms currently operate within Canterbury:

1. Services in the Greater Christchurch area operate with an electronic ticketing system (Metrocard) and cash fares.
2. Services in Timaru operate with an electronic ticketing system (Metrocard) and cash fares.
3. Other South Canterbury services use paper-based ticketing systems.

These mechanisms will be continued. Transfer arrangements will be maintained between individual services. The intention of this policy is that transfers should enable a complete journey, from origin to final destination, to be made for a single fare. All operators operating under the Metro banner must offer and accept transfer tickets. This does not apply to exempt services (exempt services are defined in section 130 of the Land Transport Management Act 2003 and include those bus services for which a subsidy isn't paid).

Environment Canterbury will continue to facilitate and encourage the use of electronic ticketing and topping up of cards before boarding. Electronic payment (Metrocard) is preferable to cash payment of fares for a number of reasons:

- It speeds up the boarding process reducing delay at stops which improves journey times for customers (making public transport more attractive) and reduces operating costs.
- It improves safety and security for drivers as they are

carrying less cash on board.

- It makes for simpler and more cost-effective administration of fare revenue.
- All fare information will be open and transparent and available to customers using journey planner and fare calculators available on the Metroinfo website and via a number of third-party apps that draw on Environment Canterbury data.

For these reasons we want to increasingly move toward a cash-free system. We are aware that there are a number of barriers preventing some customers from moving to electronic payment. For example:

- The \$10 initial purchase cost of a Metrocard, and the minimum top-up amount of \$10.
- The limited number of outlets where Metrocards can be purchased or topped up.
- The need to register a Metrocard to a fixed address.
- Force of habit and technology anxiety for some users.

Currently there is no mechanism that allows customers to pre-pay for trips before getting on the bus, which might be particularly helpful for visitors to the city. Environment Canterbury will investigate ways to overcome these barriers and work toward introducing a range of ways that customers can pay for their trip prior to boarding a public transport service, with the ultimate intention of transferring to a cash-free system.

As technology advances and new methods become available and affordable, the ticketing system will be improved. A new system could also provide the operators and Environment Canterbury with more information about how the services are utilised, while more accurately collecting revenue for actual trips. Pay wave or tap and go technology may also provide an alternative to the Metrocard, removing a barrier for customers with the associated maintenance and administration costs. New technology may also provide a higher level of independence for customers and improve loading times. Environment Canterbury is part of NZTA's national ticketing initiative and will continue to engage in that process as our primary forum for exploring the introduction of a new ticketing system and moving to a fit-for-purpose upgrade at the appropriate time.

Policy area 3: Funding and fares

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 (financial assistance rates), rates and fares. While central government policies set out the funding levels received, 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 come from the National Land Transport Fund. The Financial Assistance Rate is currently approximately 50%, this means the grant is set to match our local share approximately dollar-for-dollar.
- **SuperGold grant:** other central government investment is also made into the SuperGold scheme.

This funding goes toward two primary components of the public transport system:

- **Public transport services (Environment Canterbury):** services include the procurement, administration and operation of services, ticketing and customer support and information.
- **Public transport infrastructure (territorial authorities):** infrastructure includes the roads that buses run on, bus stops and interchanges, bus shelters, bus priority lanes and other supporting technology, maintenance and renewals.

The allocation of funding for public transport services is determined through Environment Canterbury's Long-Term Plan, while funding for infrastructure and supporting measures is determined through the Long-Term Plans of each local authority.

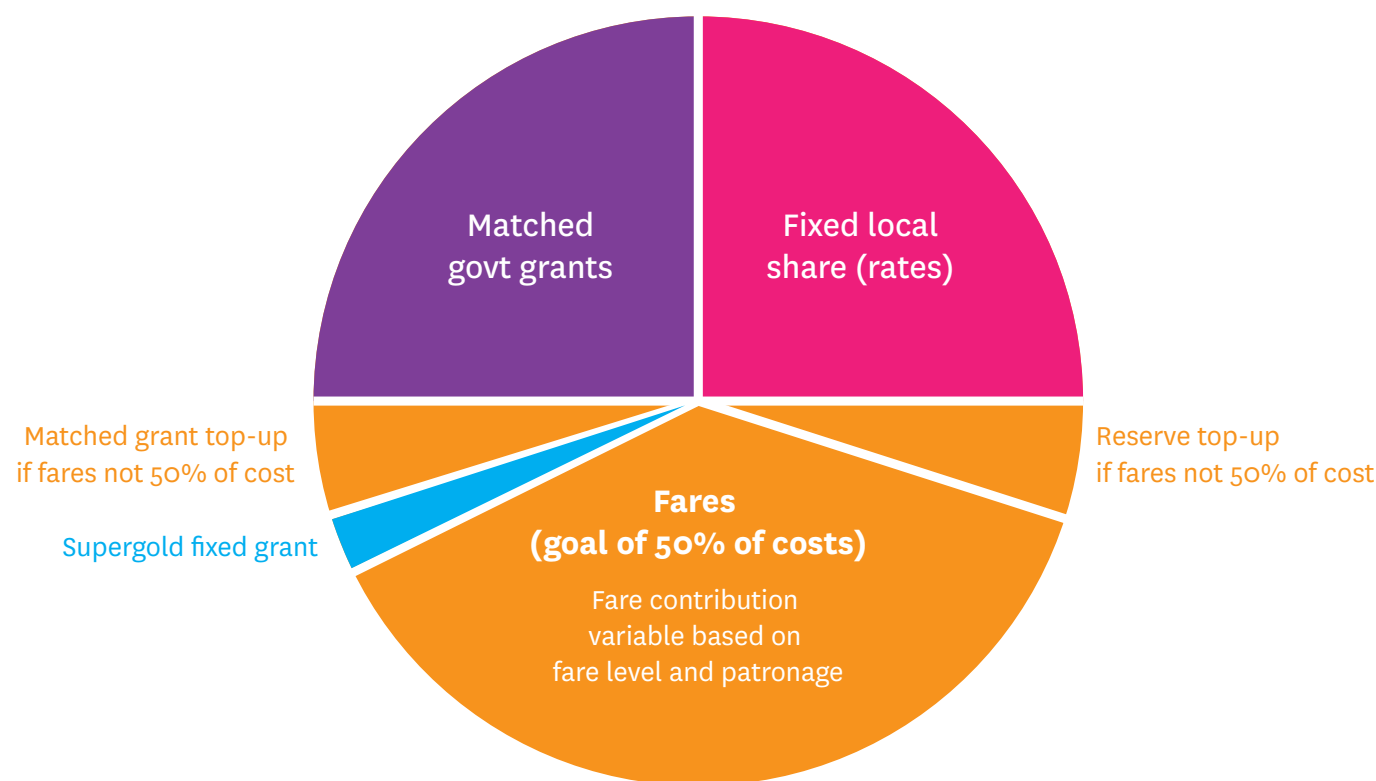


Figure 3.1 Funding model for public transport services

The current funding situation

Funding from the National Land Transport Fund is guided by policy that currently requires public transport services to achieve a 50% fare box recovery. This means that half the cost of providing the services is covered by fares (i.e. fares and SuperGold grants). Canterbury is currently achieving approximately 40% fare box recovery. This requires that the system is topped up by 10% from the Public Transport reserve^[1]. Appendix 3 outlines the formula and process used to develop our farebox recovery ratio.

The ability to fund public transport services from fares is driven by the number of people who choose to use public transport and the fares that are paid. The number of people using public transport has been affected by the city's regeneration taking longer than expected. The population and activity concentrations needed for sustaining public transport have not yet been achieved and as a result public transport patronage over the last few years has not reached pre-earthquake levels, and revenue has been lower than anticipated.

In terms of fare rates, Canterbury fares remain among the lowest across the main centres. Together, the low patronage and low fares (revenue) have not kept up with the incremental costs of delivering public transport services, such that subsidy costs faced by Environment Canterbury have increased as a result. Each year, Environment Canterbury must take account of inflation within its service contracts and on average this has equated to a 2% annual increase in contract costs over the last several years. It is noted however, that in the past year, employment and activity levels in the Christchurch central city have begun to experience modest growth reaching 60% of pre-earthquake levels in 2017. With this, public transport patronage has begun to stabilise and grow once again, albeit modestly at around 1% over 12 months. Despite all this, Environment Canterbury is still philosophically committed to a 50% farebox recovery ratio across the whole network. This is an aspirational goal that we will pursue incrementally over time through the delivery of this Plan, in a way that does not unduly compromise achieving our priority public transport outcomes. Committing to this ratio will contribute to the longer-term transport goals of the region.

The recent change to the government's funding policy for public transport, signalled in the GPS, recognises the importance of public transport in achieving environmental, safety, social and economic outcomes for cities and communities, while ensuring better value for money. Increased funding for public transport has been signalled for capital-based investments, however funding for operational and on-going service delivery activities (referred to as the Continuous Programme) have remained unchanged.

The Greater Christchurch partners are engaging in conversations with central government and NZTA on this issue. A combination of infrastructure and service improvements is needed to deliver the progressive step changes in public transport mode share required to support the wider social, economic and environmental benefits indicated within the GPS.

Our future funding situation

Greater Christchurch is expected to grow by 150,000 people by 2048, and with that population growth the demands on the transport network will be greater. This requires increased investment in public transport over time, to help manage the effects of, and embrace the opportunities provided by, this growth. Since approximately 25-35% of funding for public transport services is currently derived from local share (i.e. rates), progressive increases in the total targeted rate requirement for public transport over time will be required to address inflationary impacts, but more importantly to support this growth through provision of the type of quality public transport described in this Plan.

In addition to the need for increased investment in the public transport system, there is a desire to ensure the public transport system is contributing to meeting environmental commitments. The government has made emissions reduction commitments under the Paris Accord. Achieving those will require progressive reductions in emissions from the transport sector and the government has signalled support for reduced emissions in the GPS 2018. Policy 4.3 of this Plan has identified the desire to transition to more environmentally sustainable vehicles. Local contribution is still required to achieve this outcome, and this will also need to be factored into rating and fare considerations.

Current targeted public transport rates increase projections are noted in table 3.1 below.

Rating and farebox recovery are the only direct means that Environment Canterbury can currently use to fund public transport services, within the current government policy framework.

The government has recently signalled legislation that enables regional authorities to apply a targeted regional fuel tax from 2021. While funding from a regional fuel tax cannot be used to fund ongoing service delivery, such as bus and ferry services, it can be used to fund significant capital projects, such as separated public transport corridors. Given the potential future direction for public transport as signalled in the plan, it may be possible that this mechanism could be called upon at some time in the future to help fund the investment step changes signalled in this plan. The use of a regional fuel tax would be subject to public consultation and require Government approval.

^[1]Public transport reserve is a contingency fund derived from surpluses or targeted rates.

Public transport service funding projections

Environment Canterbury's current Long-Term Plan includes public transport service funding projections for Canterbury to 2028. 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 to 2022 from the current Long-Term Plan.

	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Expenditure	72,419,481	74,181,187	75,005,203	76,325,756	79,561,045	81,404,967	83,464,884	85,577,475	87,700,629	89,510,997
Targeted rates	23,203,889	23,786,779	24,089,788	23,782,406	24,807,574	25,196,494	25,596,856	26,001,779	26,356,196	26,612,548
Grants	30,618,154	30,081,042	33,513,153	31,667,443	30,717,984	31,136,022	31,704,769	32,272,020	32,848,427	33,321,554
User pays and other	19,474,911	20,354,366	21,259,199	22,217,843	23,220,212	24,263,549	25,354,357	26,494,797	27,687,127	28,933,708
Total revenue	73,296,954	74,222,187	78,862,140	77,667,693	78,745,770	80,596,065	82,655,982	84,768,596	86,891,750	88,867,810
Surplus / (deficit)	877,473	41,000	3,856,937	1,341,937	(815,275)	(808,902)	(808,902)	(808,878)	(808,878)	(643,187)

Table 3.1 Current public transport funding projections to 2028 (\$000)

The network and service changes noted in pages 18 – 24 above would involve an increased level of funding commitment in 2020/21 financial year. We have described the possible future network as our Aspirational Network. Adding frequency on our existing core lines and raising service levels on other lines to core standards would present additional costs above those projected in our the current Environment Canterbury long-term plan. The increase in the additional expenditure, the possible effects on rate funding and the service outcomes are noted in the table 3.2 below. Three scenarios are outlined based on different projections for patronage (conservative patronage rise, moderate patronage rise and the patronage uplift that would be required to achieve a 50% farebox recovery by 2024/25).

Conservative	Considers a more conservative patronage uplift than indicated by international elasticity research for frequency improvements anticipating a slower than anticipated return of population to the CBD.
Moderate	Considers a patronage uplift as indicated by international elasticity research for frequency improvements.
50% farebox	Considers a patronage uplift that is required to achieve the 50% farebox recovery by 2024/25.

In each case the following assumptions are taken as constant:

Inflation (via NZTA index)	2.50%
Fare increase per year	2.50%
Aspirational network cost increase 2020/21	33%
Additional capacity 2023/24	10%
Assumed Funding Assistance Rate (FAR) from central government	51%

Conservative	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Expenditure	72,419,481	74,181,187	94,600,359	96,401,359	100,122,022	110,970,283	113,744,845	116,597,876	119,478,465	122,063,557
Targeted rates	23,203,889	23,786,779	24,089,788	33,134,342	33,716,169	37,654,172	25,596,856	37,382,088	37,279,940	37,000,776
Grants	30,618,154	30,081,042	43,212,283	41,321,737	40,092,501	44,335,694	44,444,076	44,782,574	45,068,610	45,183,137
User pays and other	19,474,911	20,354,366	21,663,575	23,287,217	25,498,077	28,171,515	31,129,926	33,624,336	36,321,036	39,236,457
Total revenue	73,296,954	74,222,187	98,457,059	97,743,296	99,306,747	110,161,381	112,935,943	115,788,998	118,669,587	121,420,370
Surplus / (deficit)	877,473	41,000	3,856,937	1,341,937	(815,275)	(808,902)	(808,902)	(808,878)	(808,878)	(643,187)

Moderate	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Expenditure	72,419,481	74,181,187	94,594,418	96,382,884	100,084,624	110,913,262	113,672,900	116,520,305	119,394,823	121,973,364
Targeted rates	23,203,889	23,786,779	33,347,334	32,376,890	32,182,821	35,316,287	34,412,180	34,201,678	33,850,631	33,302,856
Grants	30,618,154	30,081,042	43,036,069	40,746,795	38,920,236	42,535,807	42,157,583	42,300,858	42,375,280	42,260,442
User pays and other	19,474,911	20,354,366	22,067,952	24,601,137	28,166,292	32,252,265	36,294,234	39,208,890	42,360,034	45,766,879
Total revenue	73,296,954	74,222,187	98,451,355	97,724,821	99,269,349	110,104,360	112,863,998	115,711,427	118,585,945	121,330,177
Surplus / (deficit)	877,473	41,000	3,856,937	1,341,937	(815,275)	(808,902)	(808,902)	(808,878)	(808,878)	(643,187)

50% farebox	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Expenditure	72,419,481	74,181,187	94,583,010	96,360,563	100,048,075	110,858,502	113,586,014	116,426,626	119,293,813	121,864,441
Targeted rates	23,203,889	23,786,779	32,879,601	31,461,735	30,684,337	33,071,115	30,849,872	30,360,827	29,709,192	28,837,029
Grants	30,618,154	30,081,042	42,683,641	40,052,148	37,774,625	40,807,297	39,396,279	39,303,790	39,122,655	38,730,822
User pays and other	19,474,911	20,354,366	22,876,705	26,188,617	30,773,839	36,171,188	42,530,961	45,953,131	49,653,087	53,653,404
Total revenue	73,296,954	74,222,187	98,439,947	97,702,500	99,232,800	110,049,599	112,777,112	115,617,747	118,484,934	121,221,254
Surplus / (deficit)	877,473	41,000	3,856,937	1,341,937	(815,275)	(808,902)	(808,902)	(808,878)	(808,878)	(643,187)

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Table 3.2 Effects of a frequency increase on local share

Aspirational network

- Five existing core routes increase in frequency to 10 minutes minimum all day
- Four additional core routes added to the network with minimum 15 minutes frequency all day
- 20% more people able to access employment within 30 minutes of the central city
- 47% more people can get to home within 30 minutes of the central city
- Reduction of carbon released to the atmosphere*
- 33% increase in expenditure on public transport services

* More people using fewer cars will save more carbon emissions.

There is also likely to be an increased level of funding to deliver the infrastructure improvements (such as bus stop changes, transfer points and priority measures) to support the aspirational network in Christchurch City over the next ten years. The level of investment needed is likely to be between \$150m (priority measures only where there are delays) and \$241m (for continuous bus priority measures).

Objective 3A: Effective and efficient allocation of public transport funding.

Policy 3.O Value for money

Improve value for money from existing public transport funding.

There is a continued aim to increase patronage by providing a more useful and attractive service, and improve operating efficiency to deliver value for money outcomes and reduce the reliance on public subsidies that have increased since the earthquakes. The 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 as indicated in the policy statement from central government.

Actions

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

- Maximising the efficiency of services through the new network structure 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.
- Take account of the wider benefits derived from public transport when considering funding and investment decisions

Explanation

Re-designing the network of services aims to improve efficiencies in the overall performance by ensuring that the network maximises the number of people who can access employment (linking high employment destinations with residential catchments). The network aims to enable as many people as possible to access public transport. The network design has balanced access, 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 (link services).

Policy 3.I Farebox recovery

Increase farebox recovery each year to achieve a fare box recovery ratio of 50% by 2024.

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 PTOM.
- Initiatives that support more cost effective and attractive delivery models on smaller suburban based services.

Explanation

The NZ Transport Agency requires regional councils to adopt a target farebox recovery ratio to contribute to the national aggregated farebox recovery target of 50%. This policy recognises the need to set a limit to the extent of the ratepayer and taxpayer contributions and to balance these contributions with the private benefits to customers using the service. At the same time, there is a need to ensure that fare levels support patronage growth and recognise the wider 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.

Action

Environment Canterbury will work with Greater Christchurch partners 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

The fare system will:

- Be 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.
- Be integrated and transferable across all operators in the Greater Christchurch and Timaru networks.
- Be simple to calculate, collect and administer.

Actions

Environment Canterbury will:

- 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.
- Adjust fares on an annual basis to keep pace with inflation. 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 within the next two years, and on-going 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

The current zone-based fare system will continue in Greater Christchurch and Timaru but remain adaptable to opportunities presented by improved technology and customer demand. To enhance the customer experience, as part of any proposed fare structure review, a range of fare options will 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. Providing a fare structure so that the cost to the customer is not merely a reflection of the network design but is a core principle of this plan. The fare system allows free transfers (within a two-hour window) to enable customers to switch between routes where necessary to complete a journey. This approach recognises that it is not realistic for a single scheduled bus route to service all destinations. Transfer arrangements will be maintained between individual bus routes and contracted operators to ensure that passengers can move seamlessly between routes without the need to purchase an additional fare. The intention of this policy is that free transfers should enable completion of a journey from origin to destination, its aim is not to facilitate free return journeys.

Electronic ticketing technology will be used to manage the fare structure to ensure the appropriate fare is charged for the journey.

Service providers will be required to provide the service at the prescribed fare for the journey. This does not apply to exempt service.

Policy 3.4 Setting fares

Environment Canterbury will set and collect fares from customers, as a key component of system funding. Fares are set at a level that:

- Is competitive with the costs of the private motor car to encourage use of public transport.
- Balances cost recovery with social and economic benefits and service quality.
- Contributes to long term fare box recovery targets.
- Recognises the needs of the transport disadvantaged.
- Ensures that fares are kept as low as possible (whilst remaining consistent with other objectives and policies).
- Rewards frequent, regular or recurrent use and enhances the customer experience.
- Reduces the use of cash on board vehicles.

Actions

Environment Canterbury will:

- Set and publish a maximum fare schedule that will apply to all contracted services.

- Ensure that the maximum fare schedule provides an incentive for recurrent use.
- Undertake an annual review of fare levels, taking account of changes in operating costs and the factors outlined in this policy. The results of the review will be used to determine the level of adjustment, if any, to the maximum fare schedule.

Explanation

Fares will be kept at levels that encourage and support patronage. While they will be set at a level that contributes to long term fare box recovery targets, they will not be used as a tool to maximise overall fare revenue. Fare levels are not specified in this RPTP as they must be able to be adjusted as required.

The fare structure is designed to encourage users to pay electronically rather than with cash. Electronic ticketing improves the efficiency of the service by reducing boarding times. It also helps to reduce the use of cash on buses over time which improves driver safety. This does not apply to exempt services. More detail on this can also be found in policy 2.11 The ticketing system.

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. It will also assist in meeting fare box recovery targets. Fare reviews will be undertaken at least annually and more frequently if necessary based on system revenue. Fare levels will not necessarily change following a review. This will only occur if the review indicates a change is required. When fare levels are set, they will be available on the Metroinfo website. Cash fares will be set at levels that reduce the need for small change where possible to speed up boarding times. The cost of cash fares will be higher than electronic payment to reflect the additional costs of providing for cash handling and to encourage use of electronic payment (the benefits of electronic ticketing are outlined in policy 2.11 The ticketing system).

Policy 3.5 Fare concessions

Provide fare concessions for identified targeted groups.

Actions

Environment Canterbury will:

- Ensure that the maximum fare schedule provides for reduced fares for passengers aged under 18, and free travel for passengers aged under 5 years accompanied by a fare-paying passenger.
- Continue to support the SuperGold card scheme providing off-peak free travel to senior citizens, subject to suitable levels of ongoing national funding.
- Continue to provide funding to enable concession fares for use of the Total Mobility service at 50% of the full fare, subject to a maximum subsidy per voucher.
- Facilitate discounted fares for other groups where external funding is provided.

Explanation

Reduced fares will be available to those customers who are able to show proof that they are under the age of 18 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 is 100% funded by central government and provides free travel for senior citizens during off-peak periods. It is based on a fixed annual grant rather than being aligned to actual usage. Environment Canterbury will continue to support this scheme provided it continues to attract suitable government funding support.

Support is provided to all adults through the provision of subsidised fares for all passengers and further discounts for frequent use with the Metrocard on contracted services. The fare levels, as a whole, enable public transport fares to be kept as low as possible and to be broadly affordable for all sectors of society. As such no other fare concessions are proposed for standard scheduled services. If organisations want to provide discounted fares to certain groups (e.g. staff of specific organisations or university students), Environment Canterbury will help facilitate this within the existing fare system wherever possible when external funding is available but no additional regional funding will be provided as this could result in increased fares for other passengers or higher levies on local ratepayers.

The 50% fare subsidy for Total Mobility users is consistent with the fare box recovery targets and aligns with NZTA national guidelines.

Policy 3.6 Total Mobility scheme funding

Provide funding for the Total Mobility service so that:

- 50% of the cost of a Total Mobility trip will be subsidised up to a maximum subsidy of \$35, while the remainder of the cost is paid by the customer.
- Of the total subsidy per trip, a maximum of 30% will be provided from Environment Canterbury rates with the remaining 70% provided by central government.
- A greater contribution is sought from central government, recognising the social function of the service.

Actions

Environment Canterbury will:

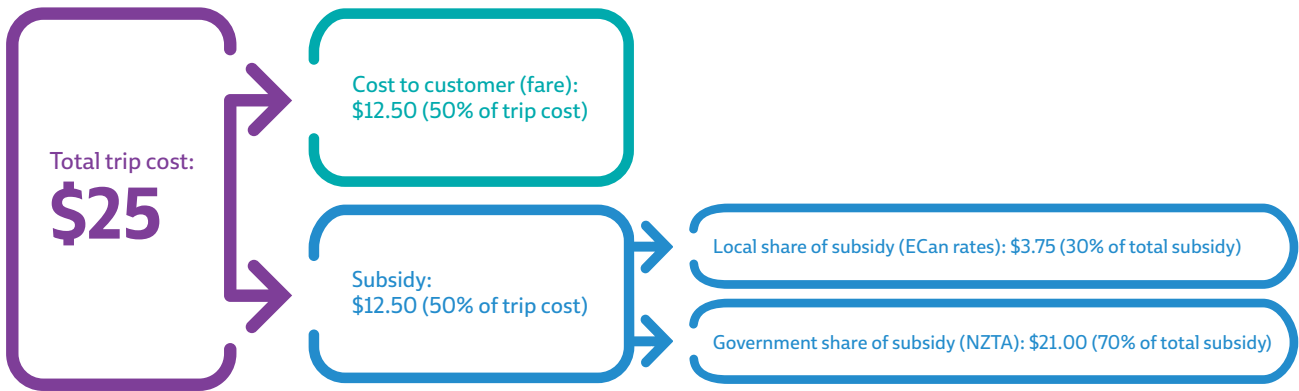
- Provide the Total Mobility service in communities that are willing to support it through separate rates.
- Advocate for a greater central government contribution to Total Mobility.

Explanation

Providing a quality network of accessible scheduled public transport services is our primary means of meeting the needs of people with mobility impairments. 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, as they are unable to utilise regular services. Subject to continued funding availability, Environment Canterbury will therefore continue to support the Total Mobility scheme for people with disabilities. Environment Canterbury understands the importance of continuing to support the provision of Total Mobility services for people with disabilities and limited mobility and with limited access to regular public transport services. Examples of how the Total Mobility funding subsidy works are provided below:

Total Mobility trip examples

Example 1: Trip cost is under the \$35 subsidy cap



Example 2: Trip cost is over the \$35 subsidy cap

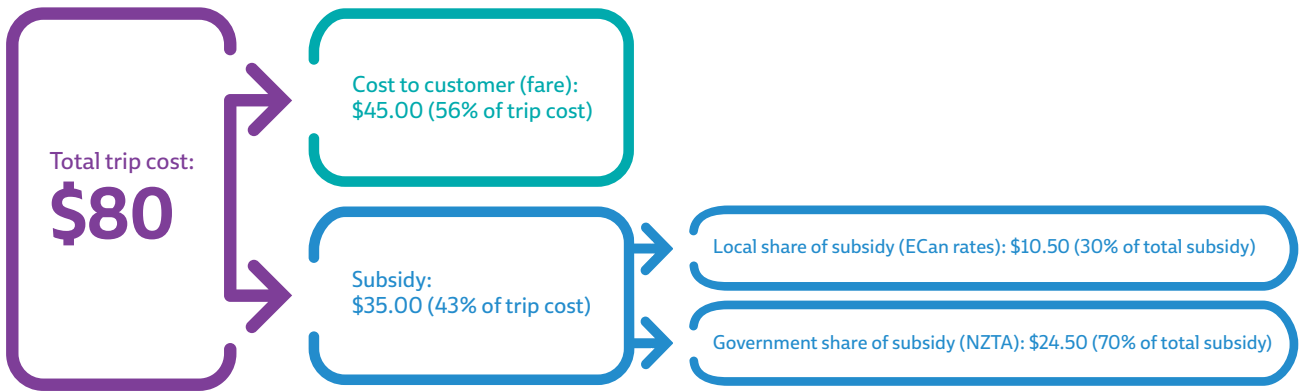


Table 3.2 Effects of a frequency increase on local share

Policy area 4: Standards, procurement, monitoring and review

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. Improving accessibility for all customers, including people with disabilities is also a key component of vehicle standards. Providing a high level of service quality is also critical if public transport is to grow and attract new customers. Vehicle and service performance standards are important methods for achieving this desired level of quality and are set out in policy area 4A.

Policy area 4A sets out standards that describe the required quality of public transport vehicles and key service quality attributes such as reliability (on time performance), vehicle capacity, environmental performance and speed of travel. 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. The national vehicle quality standard which sets our expectations for vehicle quality is the NZTA's Requirements for Urban Buses in New Zealand: New Zealand's common standard for urban bus quality, 2014 (RUB). Urban buses in New Zealand need to meet this standard, as a minimum, and we will implement the RUB on all services contracted to Environment Canterbury.

Other aspects of service quality are outlined in policy area 2: Customer, which includes driver training, customer service training, service capacity and passenger comfort.

The procurement process is explained in policy area 4B. Our procurement strategy sets out the process by which we tender 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 as a whole, 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 minimal impact on the environment.

Policy 4.O Vehicle quality standards

Ensure that operators of contracted public transport services adhere to standards for vehicle quality.

Action

Environment Canterbury will:

- Require operators to adhere, as a minimum, to the national standard. Requirements for Urban Buses in New Zealand (RUB) published by NZ Transport Agency, and will ensure that vehicle quality, emissions and technology provisions are considered when awarding contracts.
- Move towards procuring only zero emission vehicles by 2025, as outlined in policy 4.3.
- Undertake a review of bus advertising standards by June 2020.

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. 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 the replacement vehicles to meet the new standard will ensure the quality of the fleet will improve.

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 also 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 RUB do not apply to school buses or buses used on rural services, although any vehicles used for rural or school services 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, for example, requiring onboard audio-visual information displays to be provided on some services. Environment Canterbury will set out these additional provisions when tendering contracts.

Current contracts restrict the amount of advertising that can be displayed on vehicles. However, the potential revenue from on-bus advertising is significant, and could help to reduce the net costs of the system. A review of the current arrangements is proposed, to determine whether a more relaxed approach may be appropriate.

Policy 4.1 Super-low floor buses

As far as is practicable, and within the provisions of the Requirements for Urban Buses (RUB), ensure that super-low-floor buses are used for all scheduled services.

Action

All contracted services will provide wheelchair accessible super-low-floor buses for:

- All scheduled services in the Greater Christchurch network.
- All-day scheduled services operating within Timaru.
- All targeted bus services, including school bus services, contracted by Environment Canterbury.

Explanation

Environment Canterbury has set high accessibility standards for our fleet in the past which means that all urban buses in the region are now super-low-floor and wheelchair accessible. The requirements of the national standard will ensure that all new vehicles for urban contracts are also wheelchair accessible. Wheelchair accessible buses are also required for contracted school or targeted services.

Policy 4.2 Service performance standards

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

Action

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 and 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 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 Electric or zero emission vehicles

Encourage 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.

Action

Environment Canterbury will:

- Develop a suitable investment programme to enable the transition to a fully zero-emission fleet as soon as possible.
- New bus fleet will be zero-emission vehicles wherever practicable. By 2025 at the latest, all new vehicles purchased will be zero-emission. In any cases where it is not practical to purchase a zero-emission vehicle prior to 2025, these vehicles will need to meet or be better than European standard.
- 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 the public transport vehicle fleet needs 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 tender evaluation process. Environment Canterbury will transition towards zero-emission vehicles. This will be a staged process (shown in figure B4.1), and the exact timing depends on a number of factors including the average age of the vehicle fleet and funding. Increased funding and investment would be required to achieve a fully zero-emission fleet and meet the proposed New Zealand target of net zero-emissions by 2050.

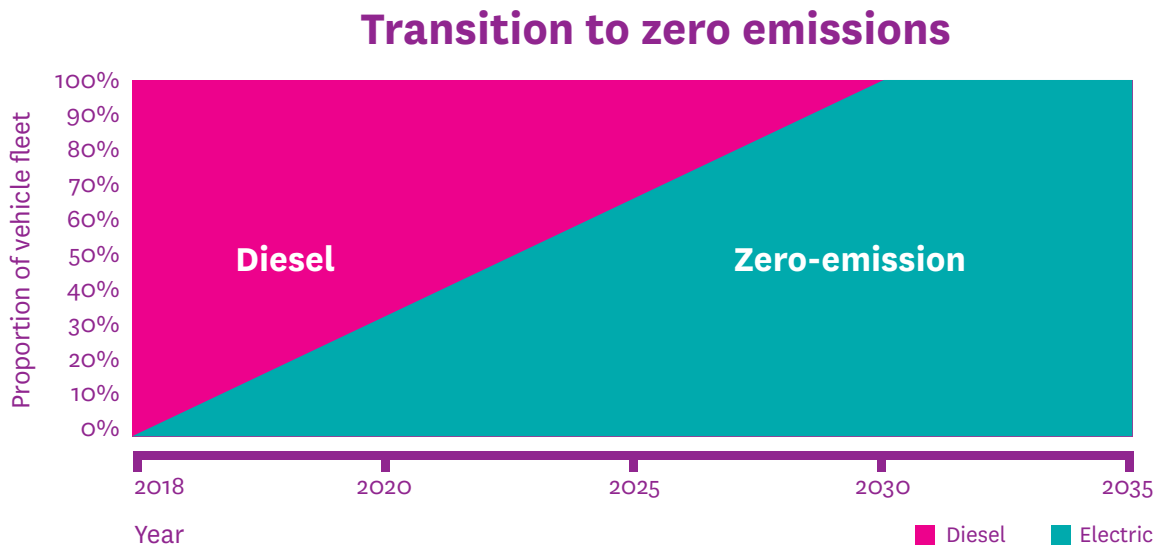


Figure B4.1 Transition to zero emissions scenario (this projection is indicative and based on the current Christchurch fleet profile which may change after any tender process)

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 1.5 Trials and innovation.

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 which sets out its procedure for procuring public transport services. The strategy is to be reviewed in a collaborative and transparent process with current contracted operators and NZTA and will be finalised by December 2018.

Environment Canterbury has based its procurement strategy on the Public Transport Operating Model (PTOM) which has been developed by the Ministry of Transport and the NZ Transport Agency in conjunction with the major regional councils and bus operators. The model is focused 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. The transition to PTOM will take place when the Canterbury public transport network contracts are retendered and then implemented between June 2019 and December 2020.

Almost all the existing urban services in the Canterbury region are operated under contract to Environment Canterbury and it is expected that this will continue in the future. However, there are also a number of non-subsidised commercial services provided in the region, including long-distance scheduled services between major centres and those serving tourist routes. These services are known 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 if it will have a material adverse effect on the financial viability of contracted services.

Policy 4.4 Public Transport Operating Model contracts

Transition to the Public Transport Operating Model (PTOM) for all contracts by December 2020.

Action

Environment Canterbury will:

- Work collaboratively with service operators to develop units which incorporate all integral routes of the public transport network.
- Negotiate with incumbent operators to extend contracts to enable service continuity through the tendering and implementation processes.
- Tender and implement all unit contracts as PTOM contracts between June 2019 and December 2020.

Explanation

The PTOM is the government's approved process for procuring public transport services. A key direction in PTOM is for public transport planning agencies to proactively engage collaboratively with the public transport industry to design the network and service contract units with a view to maximising the quality and value for money of the system. The transition to PTOM was delayed due to ongoing uncertainty in the Greater Christchurch post-earthquake environment. The transition to PTOM contracts will involve extensions of the current contracts using benchmarked negotiations and then tendering and implementing all services between June 2019 and December 2020.

Policy 4.5 Encouraging competition

Maintain competition in the procurement of public transport services in Canterbury.

Action

Environment Canterbury will:

- Ensure that the procurement strategy and transition measures take into account the impact on competition.
- Enable enough time in the tender and implementation process to provide non-Canterbury based operators the opportunity to feasibly enter the market.
- Encourage competition in the market to support continuous improvement and innovation.

Explanation

As outlined above in policy 4.4, the post-quake environment meant the transition to PTOM was delayed. As a result, in recent years existing contracts were extended to ensure service continuity for the customer as we prepared for the transition to PTOM. This situation resulted in limited opportunities for new operators to provide public transport services to customers in Canterbury. All contracts will now be tendered to facilitate a return to a competitive market in Canterbury, in order that the quality of public transport we seek for customers and the environment can be achieved for the best price.

Policy 4.6 Service units

Establish units (groups of services which are integral to the public transport network) in accordance with the PTOM.

Action

Environment Canterbury will:

- Enter into contracts with operators to deliver units to align with PTOM. The units will be awarded in accordance with the Environment Canterbury Procurement Strategy.
- These units will be based on logical groupings of routes.

Explanation

As we tender and implement all services between June 2019 and December 2020, units will be grouped based on logical integration and service outcomes. For example, a core service could be integrated with a city connector or cross-town service to form one unit. All units will be based on complete routes and it will not be possible for a service provider to operate only part of a unit.

Policy 4.7 Collaborative network planning

Continue our partnering approach to network planning and service changes.

Action

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.

Explanation

Environment Canterbury entered into regional, partnering and unit agreements with contracted operators in 2012. These agreements have provided, and continue to provide, definitions and guidance in relation to the partnering relationship between 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.

Action

Environment Canterbury will:

- Incorporate appropriate service continuity provisions into the PTOM unit contracts to allow service variations to be made when necessary during the life of the contract.

Provide appropriate lead times for all service provision 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 unduly adversely affected by changes to the public transport network.

Policy 4.9 Contract monitoring and risk management

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

Action

Environment Canterbury will:

- Work with operators to ensure that outcomes and success factors are understood by operators and will apply an appropriate performance monitoring regime that incentivises these outcomes and success factors.
- Operate a performance-based partnering contract.
- Undertake a review of the Financial Incentive Mechanism during the transition to PTOM.
- Undertake a review of the Balanced Scorecard Key Performance Indicator regime to ensure contract performance is appropriately incentivised.

Explanation

Environment Canterbury will continue to operate a performance-based contract environment and monitor and evaluate unit performance to achieve high quality service delivery. The process for this, including the Financial Incentive Mechanism and Key Performance Indicator regime, will be reviewed in collaboration with incumbent operators prior to the tendering of services to ensure it continues to promote ongoing service and performance improvements.

Policy 4.10 Exempt services

Provide for commercial services to be exempt from PTOM contracts where they do not form part of the integrated network of urban public transport services.

Action

Environment Canterbury will:

- Exempt the following services from PTOM contracts:
 - long distance inter-city style bus services; and
 - services that operate outside of the Greater Christchurch or Timaru urban areas.
- Enter into commercial contracts with operators of non-exempt commercial services that operate within the Greater Christchurch or Timaru urban areas.

Explanation

Exempt services are those that are not expected to have any impact on the operation of the scheduled urban networks in Greater Christchurch and Timaru. They will not be subject to PTOM contracts with Environment Canterbury.

Policy 4.11 Protecting the viability of public transport

Ensure that new commercial services do not have adverse effects on the wider public transport network.

Action

Environment Canterbury will assess all applications to register commercial services in line with the statutory requirements, and may decline to accept a registration or a variation to an existing registered service where the service:

- is likely to have a material adverse impact on the financial viability of an existing PTOM unit;
- is likely to increase the net cost to Environment Canterbury of any existing PTOM unit; and
- is contrary to sound traffic management and safety.

Explanation

The Land Transport Management Act (LTMA) requires regional councils to register commercial services unless one or more of the grounds listed above applies. Environment Canterbury does not expect to decline registrations for long-distance bus services that provide service to communities outside the Greater Christchurch and Timaru areas.

Policy 4.12 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 will require notice periods of not less than 30 days for commencing, varying or withdrawing an exempt service registration.

Environment Canterbury may consider a lesser notice period where this is necessary to respond to rapid changes in demand.

The LTMA sets out the requirements for registration of exempt public transport services. The notice periods in this policy reflect those permitted in sections 133 and 139 of the LTMA and enable Environment Canterbury to make any necessary changes to public information, or in certain circumstances, arrange for an alternative service. Lesser notice periods may be accepted if there is a low impact on customers or other public transport services, as long as the public receive enough notice of any changes. Longer notice periods may be more appropriate for changes that will have a significant impact on customers or other public transport services.

Policy 4.13 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, within the framework set out in the Procurement Strategy, in partnership with the contracted operator, under one or more of the following circumstances:
 - a. vehicle passenger loads that result in the service not meeting required performance standards;
 - b. a low level of farebox recovery;
 - c. a significant level of passenger complaints about the service;
 - d. a change to the NZ Transport Agency funding rules or procedures;

- e. a need to rationalise or reorganise one or more services to meet passenger demand or to significantly improve the level of service; and
 - f. the proposed use of alternative fuels or technologies.
- 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 these variations from time to time based on the specified criteria. They do not include instances of financial failures or failures by contracted operators to meet contract conditions. Normally, reviews are only undertaken regularly to coincide with the expiry of a contract, but an intermediate review may be necessary, particularly in the changing post-quake environment. 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 in similar circumstances, particularly with respect to point (e).

Policy 4.14 Commercially sensitive information

Ensure that commercially sensitive information is handled appropriately.

Action

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

Explanation

Most of Canterbury's public transport network operates under gross contracts so 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 in order to monitor trends in the provision and use of public transport in Canterbury. This information is collected from a number of 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 as a whole is meeting the outcomes discussed in section 4, and the objectives in section 7 of this Plan.

From time to time there will be a need for changes to take account of changing 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 4.15 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 which assesses operator performance 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;
 - non-patronage based revenue generation; and
 - operator responsiveness.
- Use the performance monitoring results as the basis of incentive payments to operators. Key performance measures set out in section 11.7 of the NZTA Procurement Manual 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 ongoing changes in customer expectations. Further details of this system are provided in Environment Canterbury's Procurement Strategy.

Monitoring data is provided 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 4.16 Monitoring system performance

Regularly monitor progress towards system targets.

Action

Environment Canterbury will prepare annual reports on to monitor the performance measures set out 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 4.17 Monitoring and review of service units

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

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 regular comprehensive reviews of each service unit.

Explanation

A number of events may trigger a service review, including 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 at least every five years. 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 4.18 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.

Action

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 to the network that are currently planned. However, it is likely that further changes to the network will be needed to address the changing public transport requirements in the post-earthquake environment. The progressive implementation of the new network strategy 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, which has been defined pursuant to the LTMA. It shows how Environment Canterbury will decide whether any proposed variation to the RPTP is significant, and therefore whether Environment Canterbury is required to follow the full consultative procedures outlined in the LTMA.

The policy sets out a graduated consultation process which provides for targeted consultation with affected parties for variations that are not considered significant, including 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 a number of operating units will be subject to wider consultation to ensure a transparent and collaborative process.

PART C: APPENDICES

Appendices

- Appendix 1: Strategic context
- Appendix 2: Description of services
- Appendix 3: Development of our farebox recovery policy
- Appendix 4: Providing for our transport disadvantaged customers
- Appendix 5: Policy on significance

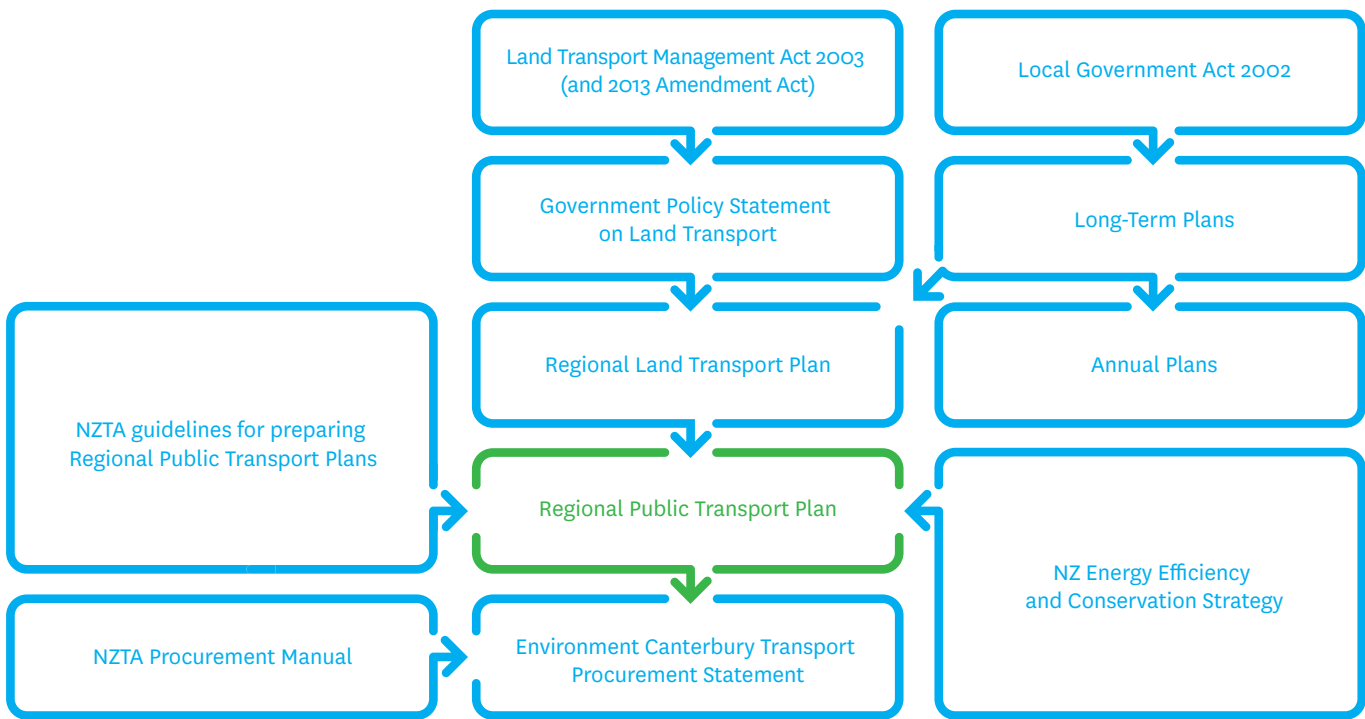
Appendix I: Strategic context

This appendix summarises the strategies, plans and processes that have influenced the development of this Plan.

The Land Transport Management Act (LTMA) identifies a number of matters that need to be taken into account in preparing the RPTP. These include national, regional and local strategies, policies and plans. It also sets out some key principles (below), which must be applied to the RPTP to fit within the Public Transport Operating Model (PTOM).

- Regional councils and public transport operators should work in partnership and collaborate with territorial authorities to deliver the regional public transport services and infrastructure necessary to meet the needs of passengers;
- The provision of public transport services should be coordinated with the aim of achieving the levels of integration, reliability, frequency, and coverage necessary to encourage passenger growth.
- Competitors should have access to regional public transport markets to increase confidence that public transport services are priced efficiently.
- Incentives should exist to reduce reliance on public subsidies to cover the cost of providing public transport services.
- The planning and procurement of public transport services should be transparent.

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



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Figure A1.1 Strategic context

National context

Government Policy Statement on Land Transport Funding (GPS) 2018

The GPS sets out the government's outcomes and priorities for the land transport sector and its broad transport funding allocations over the next decade. The GPS identifies three themes the government intends to focus on through land transport investment:

- A mode-neutral approach to transport planning and investment decisions.
- Incorporating technology and innovation into the design and delivery of land transport investment.
- Integrating land use and transport planning and delivery areas of economic growth and productivity, value for money and road safety.

The GPS also sets out four strategic priorities: safety, access, environment, and value for money (as shown in figure A1.2 below).

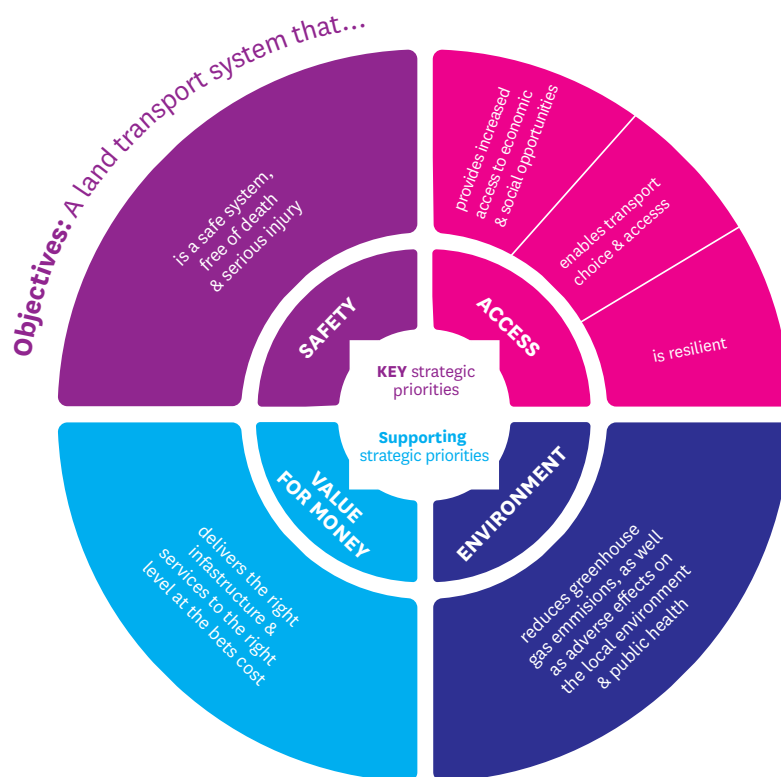


Figure A1.2 Strategic direction of the GPS 2018

An increased focus on public transport, particularly in high growth metropolitan areas – which includes Greater Christchurch – is a key focus of the GPS. The GPS has also introduced a new activity class called rapid transit. This RPTP is consistent with the draft GPS, particularly through a focus on growing public transport patronage, integrating public transport with land use, taking a multi-modal and mode-neutral approach to system design and, on high demand corridors, moving toward a rapid mass transit solutions in future.

New Zealand Energy Efficiency and Conservation Strategy (NZECS)

The NZECS promotes energy efficiency, energy conservation and renewable energy in New Zealand. It proposes government policies, objectives and targets and the means by which these will be achieved. The objective for the transport sector is, a more energy efficient transport system, with a greater diversity of fuels and alternative energy technologies. To contribute to this objective, the RPTP should provide the policy framework for increased public transport mode share, reduced transport energy consumption and a shift to lower emission buses.

Public Transport Operating Model

The Public Transport Operating Model (PTOM) seeks to build a commercially-based partnership between regional councils and public transport operators, creating an environment of aligned goals and objectives through collaborative planning, joint investment and risk and reward sharing.

Environment Canterbury has adopted the PTOM for the planning and procurement of services in Canterbury, as required by the LTMA. This allows Environment Canterbury to work with operators, suppliers and funders to develop PTOM units and to incorporate the risk/reward model into new unit contracts, to ensure there is a shared responsibility between the Council and operators for growing the business.

National Farebox Recovery Policy

The NZTA Farebox Recovery Policy seeks a national target for public transport services to achieve an average of 50% cost recovery from fares by 2017/18. The remaining funding is provided through NZTA grants and local rates. As a condition of funding approval, all regional councils must include a farebox recovery policy in their adopted Regional Public Transport Plans. Appendix 3 provides further detail on the NZTA requirements for farebox recovery policies and how this has been applied in Canterbury.

Regional context

Canterbury Regional Land Transport Plan (RLTP)

The Canterbury Regional Land Transport Plan 2015-2025 identifies the key transport related issues, objectives and outcomes for the Canterbury region and in this context recommends a prioritised programme of transport activities. This RPTP will be consistent with the public transport objectives set in the draft RLTP 2018 and if changes are made to the final objectives through the public consultation process, these will be incorporated through an amendment to this RPTP.

Canterbury Regional Policy Statement

The Canterbury Regional Policy Statement includes objectives, policies and methods related to land use and transport integration, which include policies to reduce motor vehicle transport demand and to support and implement programmes that make public transport services more effective and attractive.

The CRPS provides direction for the growth, development and enhancement of Greater Christchurch. It suggests that public transport services should be planned to support the evolving pattern of urban development, with an emphasis on providing good alternatives in areas of urban consolidation and the provision of services to new areas of development.

City and district council plans

The Christchurch City Plan includes objectives, policies and provisions to reduce dependency on private motor vehicles and promote the use of public and active transport. The Selwyn, Timaru and Waimakariri, District Plans are currently being reviewed. Environment Canterbury will collaborate with territorial authorities on District Plan reviews to aid in their development and implementation of plans that will support the public transport system outlined in the RPTP.

Greater Christchurch Urban Development Strategy (UDS)

The UDS is an integrated plan to manage urban growth in Greater Christchurch to 2041, developed between Christchurch City Council, Environment Canterbury, Selwyn and Waimakariri District Councils and the NZ Transport Agency. It aims to create more liveable communities, manage the distribution of new housing, improve transport links and enhance environmental performance into the future.

The UDS provides a broad settlement pattern for the Greater Christchurch area and provides a basis for consistent land use decision making by the Greater Christchurch partner organisations. The partners are currently undertaking a settlement pattern review that will guide the future urban form for Greater Christchurch and guide the development of transport networks to service new development areas.

Christchurch Transport Strategic Plan

In 2012, Christchurch City Council adopted the Christchurch Transport Strategic Plan (CTSP), a non-statutory plan that provides a vision for how Christchurch's transport system will develop over the next 30 years. During the preparation of the CTSP, Environment Canterbury and Christchurch City Council worked closely together to ensure the objectives aligned with the vision of both organisations.

The CTSP considers all transport modes and places a strong emphasis on providing travel choices for residents. A transport hierarchy has been established identifying core networks for each transport mode. For public transport, the hierarchy establishes routes across the city linking key activity centres where public transport will have priority. This will make public transport more

attractive by allowing services to operate with greater reliability and efficiency and strongly supports the new connected network. CTSP Action 1.1.4 relates to the public transport network, identifying that Christchurch will have an:

- Attractive and efficient public transport system to ensure journey reliability and provide good connectivity with other modes.

The CTSP acknowledges the need for investment in public transport infrastructure in order to provide an attractive, reliable public transport network.

An Accessible City (AAC)

After the earthquakes of 2010–2011, a Christchurch Central Recovery Plan was developed to focus on the redevelopment of the central city area. An Accessible City is the transport chapter of this plan and focuses on the way people travel into and around the city, and how the streets will look, feel and function as the central area redevelops. This includes the development of a ‘slow core’ with restricted vehicle access, a reorganisation of central city bus routes, stations and stops, and a road use hierarchy which aims to minimise mode conflicts and provide more enjoyable journeys for different types of road users.

A significant part of the central city recovery includes the rebuild of street infrastructure, including bus stops and the central city Bus Interchange. The new network structure outlined in this RPTP is designed to be consistent with AAC, to integrate with the Bus Interchange and support the ongoing recovery and growth of Greater Christchurch.



Appendix 2: Description of services

Interim units to be operated in Greater Christchurch from 2021 and beyond

Unit no.	Services	Service type
U1	Blue Line: Rangiora to Barrington	Frequent
	Woodend/Pegasus	Connector
U2	Yellow Line: Rolleston to New Brighton	Frequent
	Lincoln to Burnham	Link
	Redwood to Westlake	Link
U3	Purple Line: Sumner to Airport	Frequent
	Russley to Mt Pleasant	Connector
U4	Orange Line: Halswell to Queenspark	Frequent
	Riccarton to The Palms	Link
	North Shore to Eastgate	Link
U5	The Orbiter	Frequent
U6	Lincoln to New Brighton	Frequent
	Hornby to Burnside	Link
U7	Wigram to Prestons	Frequent
	Cashmere to Casebrook	Frequent
U8	Lyttelton to Airport	Frequent
	Airport to City	Connector
	Huntsbury/Opawa to Mairehau	Connector
	Westmorland to Belfast	Link
U9	Diamond Harbour Ferry	Link
U10	East Christchurch school services	Specialist
U11	West Christchurch school services	Specialist
U12	Timaru and Temuka	Connector

Appendix 3: Development of the farebox recovery policy

This appendix provides background information on the development of the Canterbury farebox recovery policy and the farebox recovery ratio targets.

Background

The farebox recovery policy for public transport in Canterbury system is set out in policy 3.1 of this Plan. The policy has been developed in response to the requirement from NZTA for regional councils to include a farebox recovery policy in regional public transport plans. Regional farebox recovery policies are intended to contribute to the national target, which is to achieve a recovery ratio of 50% by 2017/18 averaged across all public transport services in New Zealand. The policy reflects the government's desire to contain the recent growth in subsidy expenditure on public transport, and to encourage a greater share of user funding.

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 ratio

The farebox recovery ratio (FRR) is calculated using the following formula:

$$\text{FRR} = (\text{FT} + \text{S}_3) / (\text{FT} + \text{ST})$$

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

Farebox recovery in Canterbury

The farebox recovery ratio (FRR) in Canterbury increased from approximately 40% in 2006/7 to 46% in 2009/10, which was very close to the national average. The impact of the Canterbury earthquakes on customer volumes resulted in a significant fall in FRR. Table A3.1 shows for the year to June 2011, FRR fell to 36.9%. This meant public transport customers contributed approximately one third of the total system operating costs through the farebox, with the shortfall met from NZTA subsidies and ratepayer funds.

In the 2016/17 financial year the commerciality ratio across all services improved slightly to 39.91 but this is still short of the 50% by 2017/18 target which will therefore not have been achieved during the course of the 2014 Plan.

Future improvements to farebox recovery

Environment Canterbury has recognised 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 ability to achieve this target was severely disrupted by the earthquakes, and it remains to be seen whether this target is sustainable as the region rebuilds and continues to grow.

The farebox recovery target outlined in this RPTP is an aspirational goal that we expect to progressively move closer to as we implement this iteration of Plan.

Appendix 4: Considering the needs of the transport disadvantaged

In preparing this Plan, Environment Canterbury was required to consider the needs of people who are transport disadvantaged. The RPTP must also describe how the public transport services described in it (and any taxi services or shuttle services which receive financial assistance) will assist 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.

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 the needs of the transport disadvantaged by providing a highly accessible public transport system, based on routes and service frequencies that make it easy, convenient and useful for customers, as well as universal design principles for accessibility. In terms of affordability, this RPTP also seeks to keep fares as low as possible. This is a general approach which not only seeks to provide for the transport disadvantaged, but provides a better public transport system for all customers. However, Objectives 1C, 2A and 2C, and their associated policies, set out in this Plan, detail specifically how we intend to provide for the needs of the transport disadvantaged.

Who is transport disadvantaged?

The LTMA defines transport disadvantaged as: people whom 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).

Using this 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;
- children;
- low socio-economic groups;
- people in isolated rural locations; and
- people whose access needs have been severely impacted by the earthquakes.

Where do our transport disadvantaged customers need to travel?

Table A4.1 shows the types of activities that transport disadvantaged groups most need to access.

Group	Work	Education	Health	Welfare	Shopping
Elderly			XX	X	X
People with disabilities	X	X	XX	X	X
People without access to a vehicle	X	X	X	X	X
Children		XX			
Low socio-economic groups	X	X	X	X	X
People in isolated rural locations	X	X	X	X	X
People severely affected by earthquakes	X	X	X	X	X

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

This suggests that public transport services should seek to connect people with their nearest key activity 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.

Public transport responses

Table A4.2 summarises the ways in which the current public transport system responds to the access needs identified above.

Group	Need to access	Public transport service response	Other responses
Elderly	Key activity centres, hospital	Services to key activity centres	Concession fares (SuperGold)
People with disabilities	Key activity centres, hospital, workplaces	Services to key activity centres	Total Mobility scheme Accessible buses
People without access to a vehicle	Key activity centres, workplaces	Services to key activity centres	
Children	Schools	School bus services	Concession fares
Low socio-economic groups	Key activity centres, workplaces	Services to key activity centres	
People in isolated rural locations	Key activity centres		Community transport
People severely affected by earthquakes	Key activity centres, workplaces	Services to key activity centres	

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Table A4.2 Current public transport responses for transport disadvantaged groups

Appendix 5: Policy on significance

Purpose

Section 120(4) of the LTMA, requires this Plan to set out the policy that Environment Canterbury will apply in determining whether a proposed variation to the 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.

Glossary of terms

Acronyms

CBD Central business district

CRPS Canterbury Regional Policy Statement

GPS Government Policy Statement on Land Transport Funding

KAC Key activity centre

LTMA Land Transport Management Act 2003

NZTA New Zealand Transport Agency

PTOM Public Transport Operating Model

RLTP Regional Land Transport Plan

RPTP Regional Public Transport Plan

RTC Regional Transport Committee

Terms

Canterbury Regional Land Transport Plan – The Canterbury Regional Land Transport Plan (RLTP) sets a long-term vision and funding priorities for transport in Canterbury. The Canterbury Regional Transport Committee (RTC) develops the RLTP.

Commercial registration – A public transport service that is operated privately, without receiving Environment Canterbury funding. These are referred to as exempt services in the RPTP.

Connector services – Services that provide all-day access to key activity centres and the central city, but at less frequency than core services.

Contracted operators – Companies that are contracted by Environment Canterbury to provide tendered public transport services.

Core route/services – High frequency, direct, connecting two or more key activity centres, trip attractors or tertiary institutions along strategic corridors.

Demand responsive transport – Services that operate with flexible routes and schedules that respond to specific passenger needs.

Farebox recovery ratio – The proportion of total operating costs that are recovered from users through fares and SuperGold payments (see Appendix 5 for details).

Frequent services – Services on routes along high-demand corridors, connecting key activity centres and the central city at high frequencies.

Greater Christchurch – For the purposes of this document Greater Christchurch is determined to include that area set out in figure 6 of the Greater Christchurch Urban Development Strategy Update August 2016 and map A, chapter 6, Canterbury Regional Policy Statement.

Gross contract – A contract in which the service provider takes no risk for passenger fares, tendering a price based on the full cost of the service, with the tendering authority receiving the passenger revenues.

Infrastructure – Non-vehicle components of the public transport system such as roads, bus stops, shelters, bus lanes, taxi ranks, jetties, road markings and signs.

Integral services – All of the public transport services listed in the units in appendix 1 are integral to the network and receive financial support from Environment Canterbury.

Intelligent transport systems – Apply information, data processing, communication, and sensor technologies to vehicles, transport infrastructure and transport users to increase the effectiveness, environmental performance, safety, resilience and efficiency of the transport system.

Interchange – Places where people transfer between vehicles or from one transport mode to another.

Key Activity Centre – Centres of commercial activity as defined in Chapter 12a of the CRPS, including the central city, Papanui/ Northlands, Shirley, Linwood, New Brighton, Belfast, Riccarton, Halswell, Barrington (Spreydon), Hornby, Kaiapoi, Rangiora, Woodend/Pegasus, Lincoln and Rolleston.

Levels of performance – Refers to measures of the standard of service such as average speed, journey time reliability and timeliness of services. Target levels of performance cannot be specified as contractual conditions because causal factors may be outside of the control of service operators.

Local services – Services that provide all-day connections between local suburban areas and key activity centres, with connections to frequent services to enable travel to other destinations.

Metro – Brand name used to promote public transport services in Greater Christchurch, supported by Environment Canterbury.

Mode – A categorisation of transport methods, e.g. bus, motor vehicle, single-occupant vehicle, walking, cycling, rail, aeroplane, boat or ferry.

Network of services – Refers to a system of interconnected services within a geographical area.

Park & ride – A service that allows people to securely leave their personal vehicle (i.e. car, motorbike, cycle) in order to catch a public transport service.

Peak periods – Defined as 7.00am to 9.00am and 3.00pm to 6.00pm on weekdays. Peak period times are subject to change and may vary due to differing demands of individual services.

Public transport – Public transportation services, including taxi services, available to the public on a regular basis, usually but not exclusively over a set route or routes from one fixed point to another.

Real-time information system – A system that provides current information on arrival times for public transport services.

Regional connections – Services that provide connections to satellite towns and rural communities outside of the main urban centres of Christchurch and Timaru.

Regional Transport Committee – A committee established by the Land Transport Management Act. The committee is responsible for producing and monitoring the Canterbury Regional Land Transport Programme.

Regional Policy Statement – Required under the Resource Management Act 1991 and sets out policy for the region.

Requirements for Urban Buses – New Zealand's common standard for urban bus quality

Road controlling authorities – City councils, district councils and NZ Transport Agency.

Super low floor bus – A bus designed to be low to the ground to aid access and egress of passengers.

Targeted services – Services that access specific origins or destinations, or operate at specific times, and operate in addition to, or instead of, an all-day scheduled service, where it is more cost-effective and there is a recognised community need.

Territorial authorities – City councils and district councils.

Total Mobility – Subsidised transport for those with impaired mobility who have difficulty with, or are unable to use, scheduled public transport services.

Trial services – Services undertaken to test demand for services.

Units – All services that are integral to the region's public transport network are grouped into units. Each unit is subject to a separate contract between Environment Canterbury and the operator.

