



# AGENDA

## Infrastructure Committee Meeting Tuesday, 23 November 2021

**Date** Tuesday, 23 November 2021

**Time** following the Environmental Services Committee

**Location** Council Chamber  
Timaru District Council Building  
2 King George Place  
Timaru

**File Reference** 1462223

## Timaru District Council

**Notice is hereby given that a meeting of the Infrastructure Committee will be held in the Council Chamber, Timaru District Council Building, 2 King George Place, Timaru, on Tuesday 23 November 2021, at the conclusion of the Environmental Services Committee meeting.**

### **Infrastructure Committee Members**

Cr Sally Parker (Chairperson), Cr Paddy O'Reilly (Deputy Chairperson), Cr Allan Booth, Cr Peter Burt, Cr Barbara Gilchrist, Cr Richard Lyon, Cr Gavin Oliver, Cr Stu Piddington, Cr Steve Wills and Cr Mayor Nigel Bowen

Quorum – no less than 2 members

### **Local Authorities (Members' Interests) Act 1968**

Committee members are reminded that if you have a pecuniary interest in any item on the agenda, then you must declare this interest and refrain from discussing or voting on this item, and are advised to withdraw from the meeting table.

Andrew Dixon

**Group Manager Infrastructure**

**Order Of Business**

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<b>2</b>	<b>Identification of Items of Urgent Business.....</b>	<b>5</b>
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<b>4</b>	<b>Declaration of Conflicts of Interest .....</b>	<b>5</b>
<b>5</b>	<b>Chairperson’s Report.....</b>	<b>5</b>
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- 1 Apologies**
- 2 Identification of Items of Urgent Business**
- 3 Identification of Matters of a Minor Nature**
- 4 Declaration of Conflicts of Interest**
- 5 Chairperson's Report**

## **6 Confirmation of Minutes**

### **6.1 Minutes of the Infrastructure Committee Meeting held on 12 October 2021**

**Author:** Andrew Feary, Governance Advisor

#### **Recommendation**

That the Minutes of the Infrastructure Committee Meeting held on 12 October 2021 be confirmed as a true and correct record of that meeting and that the Chairperson's electronic signature be attached.

#### **Attachments**

- 1. Minutes of the Infrastructure Committee Meeting held on 12 October 2021**



# MINUTES

## Infrastructure Committee Meeting Tuesday, 12 October 2021

Ref: 1462223

**Minutes of Timaru District Council  
Infrastructure Committee Meeting**

**Held in the Council Chamber, Timaru District Council Building, 2 King George Place, Timaru  
on Tuesday, 12 October 2021 following the Environmental Services Committee**

**Present:** Cr Sally Parker (Chairperson), Cr Paddy O'Reilly (Deputy Chairperson), Cr Allan Booth, Cr Peter Burt, Cr Barbara Gilchrist, Cr Richard Lyon, Cr Gavin Oliver, Cr Stu Piddington, Cr Steve Wills, Mayor Nigel Bowen

**In Attendance:** Bede Carran (Chief Executive), Bill Steans (Acting Group Manager Infrastructure), Josie McNee (Transport Procurement Advisor), Erik Barnes (Acting Group Manager Commercial & Strategy), Alison Talbot (Temuka Community Board – via Zoom), Wayne O'Donnell (Geraldine Community Board), Hannah Goddard-Coles (Director Engagement & Culture), Ashley Harper (Three Waters Strategy Advisor), Symon Leggett (Group Manager Recreational & Cultural Services), Paul Cooper (Group Manager Environmental Services), Mark Low (Strategy & Corporate Planning Manager), Nicole Timney (Manager of Property Services & Client Representative), Suzy Ratahi (Land Transport Manager), Andrew Dixon (Group Manager Infrastructure – via Zoom)

### **1 Apologies**

There were no apologies.

### **2 Identification of Items of Urgent Business**

There were no items of urgent business.

### **3 Identification of Matters of a Minor Nature**

There were no matters of a minor nature.

### **4 Declaration of Conflicts of Interest**

Cr Peter Burt declared a conflict of interest in relation to item 7.2, due to involvement in Environment Canterbury.

### **5 Chairperson's Report**

Since the last Infrastructure Committee meeting on the 31 August 2021, the chairperson has attended the following events:

- Meeting with Group Manager Andrew Dixon
- Extraordinary Council meeting
- Workshops
- Council Meeting
- People and Performance Committee
- Stakeholder Meeting for the Theatre Royal/Heritage Facility
- Age Friendly Steering Group Meeting

- Three Waters webinar

## **Motion**

### **Resolution 2021/11**

Moved: Cr Barbara Gilchrist

Seconded: Cr Sally Parker

That the Chairpersons report be accepted.

**Carried**

## **6 Confirmation of Minutes**

### **6.1 Minutes of the Infrastructure Committee Meeting held on 20 July 2021**

#### **Resolution 2021/12**

Moved: Cr Steve Wills

Seconded: Cr Barbara Gilchrist

That the Minutes of the Infrastructure Committee Meeting held on 20 July 2021 be confirmed as a true and correct record of that meeting and that the Chairperson's electronic signature be attached.

**Carried**

## **7 Reports**

### **7.1 Capital Projects Update - September 2021**

The Acting Group Manager Infrastructure, Group Manager Recreational & Cultural Services & Transport Procurement Advisor spoke to the Committee to update the Infrastructure Committee on the delivery status of the 2021/22 capital work programme and to inform on the progress of key projects.

The report outlined progress on the earthquake strengthening project for the historic house; whereas a future workshop and report is focusing on the replacement of the gallery additions.

Caroline Bay improvements are soon to be underway with the proposed Soundshell seating; Whale Creek and Ashbury Park stormwater improvements being undertaken; with some Caroline Bay improvements are to be tied in with the CPlay project.

Flood recovery work is still occurring with the Land Transport Unit with several design and review work being undertaken.

#### **Resolution 2021/13**

Moved: Cr Sally Parker

Seconded: Cr Peter Burt

That this report be received and noted.

**Carried**

## **7.2 Canterbury Waste Joint Committee: Request Environment Canterbury to Re-join CWJC and Host Staff Resource**

The Acting Group Manager Infrastructure spoke to the Committee on this report to consider the request of the Environment Canterbury Regional Council (ECan) for additional funding and support for an additional staff resource in relation to the Canterbury Waste Joint Committee.

In the past individual councils have undertaken waste projects that benefit their community. Timaru District Council have been proactive on behalf of the whole group. A collective approach is now sought with ECan to contribute to and assist the Group.

### **Resolution 2021/14**

Moved: Cr Paddy O'Reilly

Seconded: Cr Barbara Gilchrist

That the Infrastructure Committee supports the Canterbury Waste Joint Committee (CWJC) request to member Councils to:

- (i) Supports an additional resource to progress waste minimisation and management initiatives across the region and improve regional collaboration subject to Environment Canterbury (ECan) re-joining the Canterbury Waste Joint Committee
- (ii) Agrees that the Timaru District Council annual funding share for Canterbury regional waste minimisation projects be increased from \$8,825.60 to \$14,428.02 excluding GST from 2022/23 and be adjusted annually for inflation.
- (iii) Supports Environment Canterbury being invited to become a member of the Committee on the same terms and conditions as its previous membership.

**Carried**

## **8 Consideration of Urgent Business Items**

There were no items of urgent business.

## **9 Consideration of Minor Nature Matters**

There were no matters of minor nature.

**10 Exclusion of the Public****Motion**

Moved: Cr Sally Parker

Seconded: Cr Gavin Oliver

That the public be excluded from the following parts of the proceedings of this meeting on the grounds under section 48 of the Local Government Official Information and Meetings Act 1987 as follows:

<b>General subject of each matter to be considered</b>	<b>Reason for passing this resolution in relation to each matter</b>	<b>Plain English Reason</b>
<b>11.1 - Public Works Act - Corner Splay - 41 Grasmere St</b>	s7(2)(b)(ii) - The withholding of the information is necessary to protect information where the making available of the information would be likely unreasonably to prejudice the commercial position of the person who supplied or who is the subject of the information	Commercial sensitivity
<b>11.2 - Pareora Dam Remediation</b>	s7(2)(b)(ii) - The withholding of the information is necessary to protect information where the making available of the information would be likely unreasonably to prejudice the commercial position of the person who supplied or who is the subject of the information  s7(2)(i) - The withholding of the information is necessary to enable the Council to carry out, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations)	Commercial sensitivity  To enable commercial or industrial negotiations

**11 Public Excluded Reports**

**11.1 Public Works Act - Corner Splay - 41 Grasmere St**

**11.2 Pareora Dam Remediation**

**12 Readmittance of the Public**

**Motion**

Moved: Cr Sally Parker

Seconded: Cr Peter Burt

That the meeting moves out of Closed Meeting into Open Meeting.

**The Meeting closed at 1030.**

.....

**Sally Parker**  
**Chairperson**



## 7 Reports

### 7.1 MyWay by Metro Trial Report

**Author:** Susannah Ratahi, Land Transport Manager

**Authoriser:** Andrew Dixon, Group Manager Infrastructure

#### Recommendation

That the Infrastructure Committee:

1. Note the findings of the MyWay by Metro Trial Report, presented by Environment Canterbury Officers
2. Confirm support for the continuation of the MyWay public passenger transport service in Timaru.

#### Purpose of Report

- 1 To present the outcomes of the Timaru MyWay by Metro public transport trial and inform Committee members of next steps.

#### Assessment of Significance

- 2 This project is deemed of low significance under the Council's Significance and Engagement Policy as this service is provided by Environment Canterbury.

#### Background

- 3 The MyWay by Metro trial has been underway for over 12 months now and has proved to be a success despite the challenges of Covid. It is now timely to present the learnings of the trial.

#### Discussion

- 4 The MyWay by Metro Trial Report (attached) has been developed by Environment Canterbury (ECan) to summarise the 12 month trial of on-demand public transport (the MyWay service) in Timaru. It includes learnings and information from the discovery, design and implementation phases of the trial and will assist other Councils in their investigation of on-demand public transport.
- 5 Environment Canterbury Officers will be presenting the highlights of the 12 month trial to Committee members.
- 6 Throughout the trial community have engaged well with the concept of on-demand public transport. Patronage of the MyWay service is considerably higher than patronage of the former scheduled bus services. This is despite the impact of multiple COVID-19 lockdowns.
- 7 The MyWay public transport service is funded by ECan rates and government financial assistance through Waka Kotahi.
- 8 The trial has been a success and provided learnings on each of the different elements that make up the delivery of on-demand public transport, enabling more informed decisions to be made locally and nationally. Timaru will be a model from which other centres in New Zealand can trial on-demand public transport.

- 9 The intention of Environment Canterbury is to continue the service in Timaru subject to continued funding. The service has importance to the Timaru urban community who use public transport and contributes to Councils community outcomes.

#### **Options and Preferred Option**

- 10 The options available are to formally support the continuation of the MyWay by Metro public transport service in Timaru which is the preferred option, or remain silent on this matter.

#### **Consultation**

- 11 Environment Canterbury have actively consulted and continue to engage with our community on the MyWay service.

#### **Relevant Legislation, Council Policy and Plans**

- 12 Land Transport Management Act  
13 Local Government Act

#### **Financial and Funding Implications**

- 14 There is no funding required from Timaru District Council for the MyWay service apart of bus stop infrastructure sufficient funding available in current approved budgets for this land purchase.

#### **Other Considerations**

- 15 There are no other considerations.

#### **Attachments**

1. **MyWay by Metro Trial Report**



## Summary report:

# Timaru trial of on-demand public transport

June 2021



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## Scope of this report

This scope of this report is the 12-month trial of On Demand Public Transport (ODPT) in Timaru. It includes learnings and information from the discovery, design and implementation phases of the trial and aims to inform and assist other Public Transport Authorities in their investigation of ODPT.

At time of writing the service is still live in Timaru and lessons are continually being learnt about the application and delivery of ODPT and community and customer engagement with the service. We have not answered nor tried to answer all questions about the service as the trial period was too short to answer all possible questions and COVID-19 impacted our ability to make some of the comparisons we wished or deploy some features.

The results presented in this report are a synthesis of working experience and quantitative and qualitative research conducted during the pilot and trial periods of the MyWay service in Timaru

## Background

Providing public transport in lower population areas has long proved a challenge in New Zealand, with patronage and farebox contribution impacting regional authorities, increasingly at the expense of community access. In Timaru, use of the public transport system has been steadily declining for several years. Feedback from users was that the service was not meeting their travel needs and was no longer sustainable in its current form. Urban growth and changes in lifestyle resulted in people wanting access to services or locations within the community in a more convenient way.

Environment Canterbury and the Timaru District Council believed something different was required to ensure we are delivering a fit for purpose service that meets the needs of Timaru residents including both current and potential customers. In mid-2018, Environment Canterbury, Timaru District Council and Waka Kotahi NZ Transport Agency began researching alternative solutions, including the feasibility of replacing Timaru's public transport network with an on-demand service.

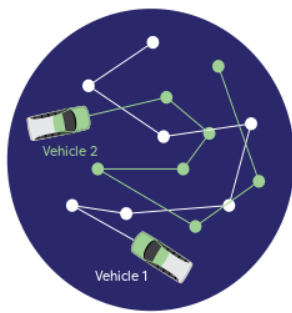
Following investigation of a wide range of options, investigation into an on-demand, ride-sharing service was proposed, to determine whether public transport could continue to be provided in Timaru at commercially acceptable levels.

On-demand public transport is widely used internationally, although New Zealand is one of the first countries to investigate a wholesale replacement of a town's public transport network with an on-demand service.

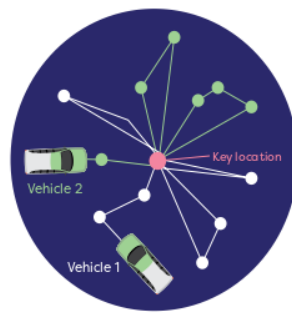
## What is on-demand public transport?

On-demand public transport (ODPT) is a flexible type of public transport service with no fixed route. It responds in real-time to passenger demand to determine route and deliver passenger trips. On-demand public transport systems require passengers to request a journey by booking with a central dispatcher (a dispatcher may be software and/or a person), which determines the journey options available given the users' location and destination.

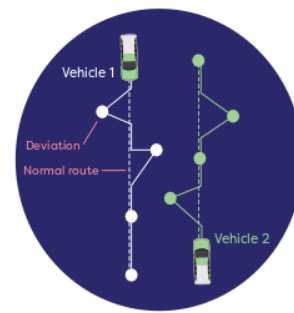
The three most common operating modes are outlined in the following graphic. There are however other operating modes and variations to each mode which are applied based on the specific problem that a service is trying to solve. There can also be a mixture of operating modes depending on-demand and time of day. For example, "anywhere to anywhere travel" may be desirable during off-peak periods but not viable during peak periods, where "travel to and from a common point" or "fixed route deviation" may be preferable. To enable this flexibility vehicles are smaller than traditional public transport, ranging from mid-sized buses to cars.



**Anywhere to anywhere**  
The Timaru Trial



**Anywhere to/from a common point**  
i.e. a transport hub, hospital, airport etc...



**Fixed route deviation**  
Vehicle adhere to a fixed route but may deviate within certain parameters on request.

## Benefits of on-demand public transport

There are many benefits to on-demand public transport depending on the situation it is applied to. The key benefits are as follows:

- Accessibility and/or social benefit – a more flexible service enables greater access for people within a community due to a combination of smaller vehicles able to access more streets including parking, reduced walking distance to bus pick-up/drop-off locations and less waiting outside in the elements
- Convenience and flexibility – a more convenient service as passengers are able to choose the time at which to travel, have the ability to manage their journey via a mobile application, and multiple payment methods
- Environmental – vehicle supply is scaled to fit demand meaning fewer empty vehicles in off-peak periods.

## Alignment to strategic objectives

MyWay on-demand public transport is aligned with key priorities outlined in National, Regional and Local strategies.

DOCUMENT		KEY PRIORITIES
National	Government Policy Statement on Land Transport 2021/22 – 2030/31	<p><b>Better Travel Options Priority</b> Have good accessibility for all people between housing, jobs, community services, natural spaces, and open spaces, including by way of public or active transport. Providing people with better travel options to access places for earning, learning, and participating in society.</p> <p><b>Climate Change Priority – Inclusive access</b> Mode shift in urban areas from private vehicles to public transport, walking, and cycling will support efforts to reduce emissions.</p>
	Government Health Strategy (Roadmap of Action - Closer to Home)	<p>People have access to services, information and support as close as possible to home. These services are available when they want them, and access to services is as easy as possible.</p>
	National Policy Statement on Urban Development 2020	<p><b>Objective 8: New Zealand's urban environments:</b> support reductions in greenhouse gas emissions; and are resilient to the current and future effects of climate change.</p> <p><b>Policy 1: Planning decisions contribute to well-functioning urban environments, which are urban environments that, as a minimum:</b> Have good accessibility for all people between housing, jobs, community services, natural spaces, and open spaces, including by way of public or active transport.</p>



DOCUMENT		KEY PRIORITIES
National	New Zealand Disability Strategy <sup>1</sup> 2016-2026	<p><b>Outcome 5 – accessibility. We access all places, services and information with ease and dignity.</b></p> <p>Our needs are also appropriately considered when planning for new transport services... there is access to specific transport options that are affordable, readily available and easy to use.</p>
Regional	Regional Public Transport Plan 2018-28	<p><b>Priority objective: Increase the attractiveness of public transport, walking and cycling, so there is greater use of these modes:</b></p> <p>For public transport the focus is on timeliness, convenience, affordability, efficiency, connectedness, and sustainability.</p>
	Mayoral Forum’s plan for Canterbury 2020-2022	<p><b>Target: 9.1</b></p> <p>Develop quality, reliable, sustainable and resilient infrastructure, including regional and transborder infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all.</p>
Local	Timaru District Council Long-Term Plan 2021-2031	<p><b>Roading and Footpath - Level of service</b></p> <ul style="list-style-type: none"> <li>• Public transport encouragement and facilities</li> <li>• Target 2021/22-2027/28 15% of residents are using public transport</li> <li>• Increase the availability, options, and infrastructure for active and alternative transport</li> <li>• Promotion of and education about active and alternative transport options.</li> </ul>



“Providing people with better travel options to access places for earning, learning, and participating in society... ease of access for all”

1. [odi.govt.nz/nz-disability-strategy/about-the-strategy/new-zealand-disability-strategy-2016-2026/read-the-new-disability-strategy](https://odi.govt.nz/nz-disability-strategy/about-the-strategy/new-zealand-disability-strategy-2016-2026/read-the-new-disability-strategy)



## Timaru

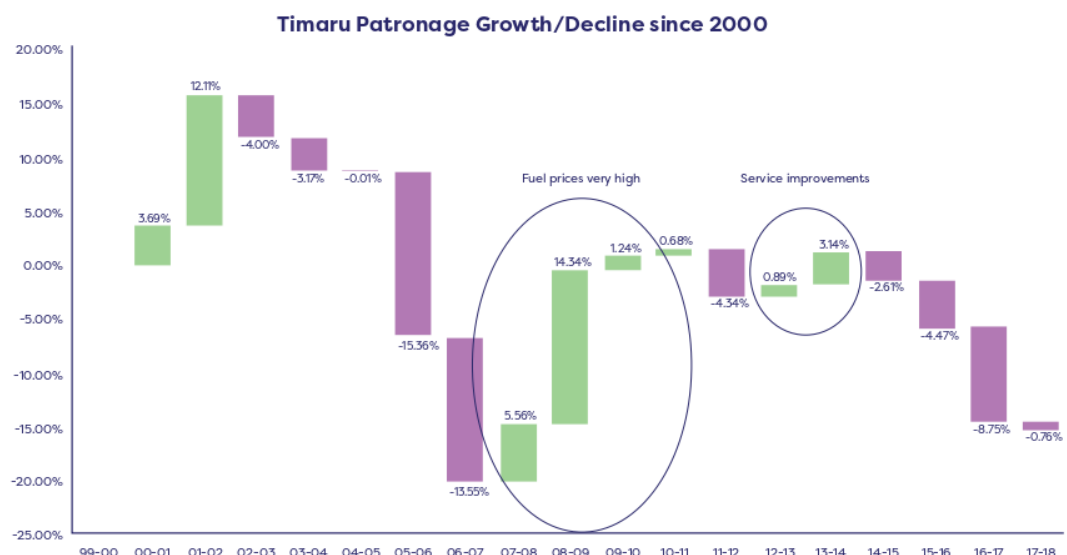
Timaru is a coastal city supporting rural South Canterbury with a maximum distance from one end of the city to another of 7km. It has high car ownership, plentiful inner-city parking, much of it free and traffic congestion is minimal.

Timaru also has a regionally significant Port and industrial hub in Washdyke. Timaru City has a population of 29,100 people and is the largest community within the district (47,400 in total) with a predicted growth of 1.73% by 2023, 7% by 2033. The share of the population over 65 years of age is currently just below a ratio of 1:4 and is expected to increase to a 1:3 ratio by 2033<sup>2</sup>. Mean annual earnings in Timaru District was \$54,721 in the year to March 2018, which was lower than the New Zealand mean of \$60,891.

### Timaru’s public transport challenges

Timaru bus patronage has varied over the years and since peaking at 263,000 trips in 2001-02 has been trending downwards. The route structure remained largely unchanged until July 2013, when major changes were implemented in response to strong community demand for an Orbiter style service that went around the town, rather than just radiating to and from the town centre. After the changes were implemented, there was a short-term growth in patronage, before returning to the long-term pattern of decline.

Low patronage and farebox contribution of 20% prior to the trial meant the network was no longer considered sustainable and indicated the transport needs of the community were no longer being met. To become sustainable, either service levels needed to be reduced, or a new approach taken to make public transport services more relevant to more people.



2. timaru.govt.nz



A review of services would lead to a reduced service in both coverage and timetable, an outcome which would severely impact the provision of this essential service for transporting disadvantaged people in Timaru and likely exacerbate patronage decline.

## Is on-demand public transport suitable for Timaru?

With low demand, the traditional fixed route public transport network of services in Timaru was no longer meeting the needs of the Timaru community and declining patronage was projected to continue. Providing access needs for the community is important and increasingly so in the future given the population demographic projections. On-demand public transport provides a mechanism to meet those needs in a more targeted way.

## Feasibility study

An initial exploration of similar trials in Australia was conducted in partnership with Timaru District Council, Environment Canterbury and Councillors from both organisations. Following consultation with the Timaru District Council and engagement with the Timaru Public Transport Advisory Group a feasibility exercise was undertaken. Information and evidence-based analysis was provided by from Via Transportation to understand the service options, customer benefits, likely patronage and cost to run of an on-demand public transport service in Timaru.

The study provided enough evidence to suggest that a fully flexible on-demand service taking people in Timaru from anywhere to anywhere within the city could both sustain existing patronage and add growth from current non-public transport users, meeting requirements to deliver a service that the community would use at value for money. An open, competitive procurement was conducted and Via Transportation was selected as the technology partner. The incumbent Operator of the fixed route service, Ritchies Transport, was selected as the Operator to deliver the service for a trial period of 14 months.

## Objectives of the Trial

The overall objective was to support the community with a public transport service that is sustainable and fit for purpose, and to provide a service that enhances the lives of Timaru locals.

During the course of the trial we sought to answer three questions to enable us to make an informed decision about the long-term future of on-demand public transport in Timaru and to provide insight for applications elsewhere in New Zealand:

1. Will the community engage with an on-demand public transport service?
2. Can the service be financially viable?
3. Can any lessons be applied elsewhere in Canterbury and/or New Zealand?

## On-demand public transport service design

Prior to commencing the trial, extensive engagement was undertaken by Environment Canterbury, and Waka Kotahi NZ Transport Agency with community groups. This explored their understanding of the proposed changes and openness to change. Waka Kotahi led research into customer needs, developed seven customer personas, and undertook a prototyping and validation exercise.

The study involved in-depth interviews with representatives from Timaru community agencies and groups, including those from the disability, aged care, migrant, business and education sectors. A detailed engagement plan supported the introduction of the service. Proposed approaches were assessed in a mock call centre environment, undertaking phone and app bookings as well as pick up and drop off scenarios on the ground.

Environment Canterbury developed the financial business modelling and community engagement plans. The service design and the planned implementation was as per the following table:

STAGE	ON-DEMAND PUBLIC TRANSPORT	FIXED BUS NETWORK	ENGAGEMENT
Small-scale pilot: two months. February – April 2020	In place for a small, selected cross-section of the community. Service iterations occur as learning gained.	Running as usual	<ul style="list-style-type: none"> <li>Working closely with the pilot group to identify issues</li> <li>Support existing users to change</li> <li>Attend community events to promote the service</li> <li>Build customer stories for marketing to the full community.</li> </ul>
Replacement of three bus routes: April – October 2020	In place for all, although option remains to use Link.	Link bus continues. Scheduled school services remain.	Marketing to the full community and particularly those still using Link. Explore conversion of new users.
Potentially replace all bus routes: October 2020*	In place for all.	No fixed bus services. Targeted, scheduled school services remain.	Close engagement with community to increase patronage. Conversion of new users.
Review: April 2021			Review the service based on trial evidence and community engagement and feedback

\*Ultimately the Link service was not removed as we discovered through the trial that we were unable to cater for the demand from school students at school times via an on-demand service without significantly increasing vehicle numbers and therefore costs to run the service.

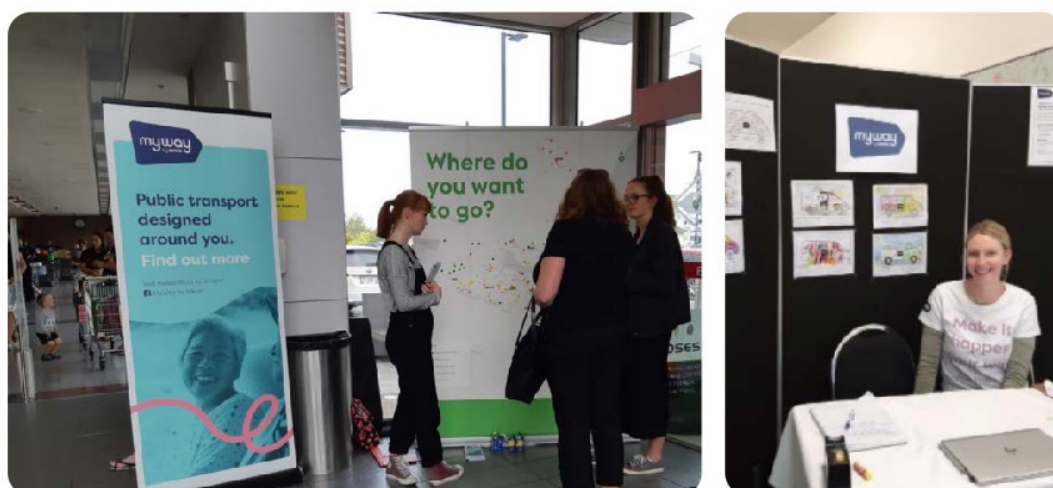
## Behaviour change

Introducing on-demand public transport requires a different way of thinking about travel, and Timaru was well-positioned to explore this. Instead of going where the bus goes, when the bus goes, an on-demand service takes people where they want to go.

The project team recognised this was a behaviour change project as much as a public transport project. It required a significant amount of work to validate the uses and needs of current public transport users and the personas and the needs of non-current (or potential) users. This information informed the design of a service to be attractive to a wider demographic than the current service to fully meet the community's needs.

This included significant initial outlay over and above a normal service implementation including:

- On street/on ground research
- Focus groups based on personas
- A clear call to action for the community to engage with the service and to buy-in to better outcomes for the wider community
- Iterative design throughout the pilot and trial stages
- High levels of communication and responsiveness to community feedback including changes to the service to ensure it met customer needs



“The project team worked closely with a wide cross section of the community to engage directly before launching MyWay”

## Community engagement

In setting out on this trial, we understood that the success of MyWay by Metro (the developed on demand public transport brand) would be contingent upon its adoption not only by pre-existing public transport users, but most importantly by those who previously did not use public transport. It also offers far greater convenience and flexibility for people with accessibility difficulties and offers a driveway to driveway service for Total Mobility-registered customers.

A key first part of our strategy was a competition within the community to name the new service with the winner receiving a month worth of ride credit once the service went live.

Through that process we developed the MyWay by Metro brand and in doing so seeded the on-demand concept to the community and that ‘something new is coming’.

The project team worked closely with a wide cross section of the community to engage directly before launching MyWay. Extensive community liaison work with focus groups and community support organisations (such as Senior Citizens, CCS Disability Action, IDEA Services, Aoraki Multi Cultural Centre, YMCA) was undertaken to ensure we designed a service that met the latent needs of the community.

The approach to implementation was hands-on to help the whole community familiarise themselves with the new service. The aim of this approach was to ensure that a cohesive and coordinated approach was adopted at the early stage of the pilot to help prevent public negativity regarding the service from:

- Misconceptions of the new service generated from rumours
- Inaccurate information due to lack of information presented to the community.

We aimed through this engagement process to maximise:

- Retention of current bus users moving across to the new on-demand service
- Generate interest from new passengers who did not use public transport
- Identify service gaps.

Our Community Engagement Advisor operated a pop-up shop in Stafford Street for six weeks and delivered drop-in sessions and talks designed for people who were not familiar with the service, or a little unsure of trying something new. At these sessions, she walked people through the service, explaining how it works and how to download and use the app.

Community Engagement Activities from October 2018 to April 2021

POP-UP SHOP		TALKS – AGENCIES & COMMUNITY GROUPS		DROP-IN SESSIONS AT KEY LOCATIONS		COMMUNITY EVENTS	
1x	Six weeks - open Seven days a week in Stafford St	48x	Govt agencies, retirement villages, sports clubs, schools, friendship clubs	29x 1x	Supermarkets, leisure centre, library 270 person intercept study in March 21	7x	Sustainability, community and innovation events

We continued through the trial to take a customer led approach to changes to service hours, routing rules, pick up and drop off locations, walking distances, maximum time in vehicle, fares and other elements of the service to be as responsive as possible within the parameters the service was able to deliver.

Finally, to assist in understanding the impact of the trial on the Timaru community 270 intercept interviews with a cross section of residents of Timaru was completed in in March 2021.

## Current Timaru public transport operating environment (May 2021)

To use MyWay, customers request a vehicle directly via a smartphone app or via the contact centre. The scheduling technology allocates a vehicle and identifies a nearby ‘virtual bus stop’ within a short walking distance for pick up and drop off. The journey may be shared with another passenger if someone is looking to travel in a similar direction at that time. The customer pays via either credit card (using the app) or transit card.

### Current Timaru Network Characteristics

	FIXED ROUTE SERVICE	SCHOOL SERVICE	ON-DEMAND SERVICE
Vehicles	2x large buses	2x large buses	3x Super Low floor 12-seat vehicles 4x 11-seat minivan
Hours of operation	8am to 4pm weekdays	8am and 3pm weekdays	6am to 7pm weekdays 8am to 6pm weekends Late night Friday/Saturday
Frequency	One trip every hour	Twice daily	Average pick-up time < 15 minutes
Pick-up locations	110	Ad-hoc	Over 1649 virtual bus stops Average walking distance 50m
Service parameters	Timaru Link – Circular Service	Direct to schools	Fully flexible – corner to corner service across the majority of Timaru
Fares	Adult \$1.65 Child \$0.95 SGC Free off-peak	Child \$0.95	Adult \$2.50 Child \$1.50 Late nights \$5.00 Driveway to Driveway \$5.00 SGC Free off-peak

## Future promotional initiatives

As we have confidence in the service, the confidence of our user base, and as COVID-19 vaccinations are beginning to roll out, we are beginning to introduce acquisition marketing tactics to enhance patronage.

Concession and unlimited rider passes are being trialled, followed by rider referral marketing promotions and discounted 'plus one' rides.

## Trial evaluation

This section contains the evaluation of the trial against the three questions we sought to answer and wider goals of public transport in Timaru, Canterbury and New Zealand. All evaluation is in the context of the disruptions to public transport services and passenger numbers as a result of COVID-19.

### Patronage

The first question the trial sought to answer was 'will the community engage with an on-demand public transport service?' The key measurement of this is patronage on the service in comparison to the fixed route network.

Over the course of the trial and as of August 2021, 6,557 MyWay accounts were created and the service has been used by 5658 registered users. Of this 1236 1526 have used the service within the last month. The daily average of completed rides is 500 with the highest number of rides being 606 in one day. This compares with 400 active transit card users prior to the trial. Overall patronage is 2116% above pre COVID-19 levels at a time when no other public transport networks in the country were experiencing growth. In the same period Greater Christchurch experienced a 25% reduction in patronage against pre COVID-19 levels. Patronage for the July 2020 – January 2021 period on the Timaru network was 99,663 152 compared to 85,778 for the same 7-month period in 2019/20. We used this comparison period due to the COVID-19 disruption of the 19/20 year and a more normalised patronage number between July to January.

#### Current patronage compared to the previous network - seven-month period

	FIXED ROUTE NETWORK - JULY 19 - JAN 20	BLENDED NETWORK (COVID-19 IMPACTED) JUL 20 - JAN 21	PERCENTAGE CHANGE
Patronage total	85,778	103,838	21%
Adult	35,248	62,523	77% <sup>3</sup>
Child	29,051	26,107	-10% <sup>4</sup>
Super Gold	21,479	15,943	- 26% <sup>5</sup>
Weekly patronage	2,465	2,864	16%
Weekday	2,351	2,465	5%
Saturday	114	268	135%
Sunday	0	131	

3. Early challenges with customers' use of the application and allocation of transit cards as children versus adult have meant that some child patronage has been included in adult.

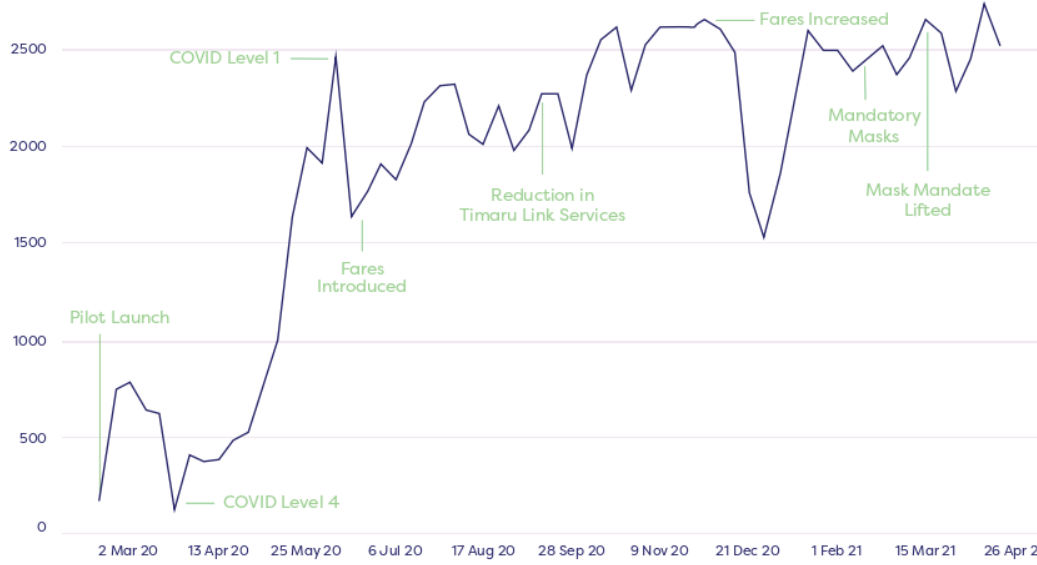
4. As above

5. The Super Gold and weekday decline correlate with the decline in Super Gold Card users on the Greater Christchurch network which we attribute to a response to COVID.



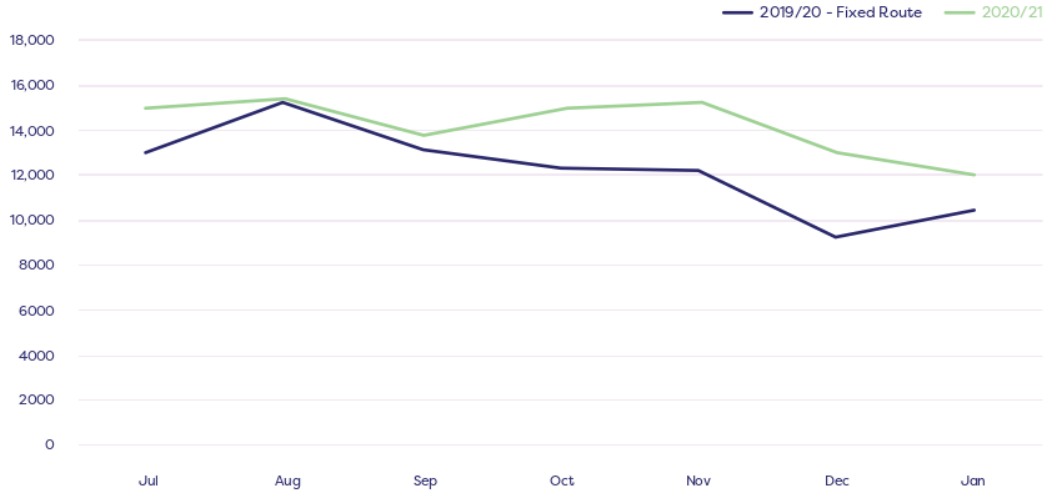
## MyWay patronage during trial:

### Weekly Passenger Numbers and Key Events



Monthly patronage on the current network has been consistently higher when compared to the previous fixed network.

### Monthly Patronage Comparison



## Cost

The second question the trial sought to answer was ‘can the service be financially viable?’ The key measurements of this are the cost to deliver the service and the revenue received to offset this cost in comparison to the fixed route network.

The service cost is twice that of the previous fixed route service in Timaru. Costs, revenue and subsidy are shown in the following table, comparing the previous fixed route service with a fully on demand service

### Annual service costs and fare revenue (excluding schools)

	PREVIOUS FIXED ROUTE NETWORK	CURRENT BLENDED NETWORK (COVID-19 IMPACTED)	PERCENTAGE CHANGE
Service cost	\$927,570	\$1,853,709	100%
Service revenue (includes SG)	\$181,208	\$282,785	56%
Service subsidy	\$746,362	\$1,570,924	110%
Farebox recovery	20%	15%	
Patronage	147,000	171,000	25%

Additional costs compared to a fixed route network are primarily based on the number of additional driver hours to drive additional vehicles required for the service, additional kms associated with the more flexible service and call centre and technology costs.

Another reason for additional cost is that MyWay operates seven days a week and for longer hours than the fixed route service. Costs are broken down in more detail in the options section of this report.

DAYS	HOURS
Monday - Thursday	6am to 7pm
Friday	6am to 9pm
Saturday	8am to 9pm
Sunday	8am to 6pm

COST TYPE	%
Operator	88%
Call centre	8%
Technology	4%

### MyWay hours and the percentage breakdown of costs:

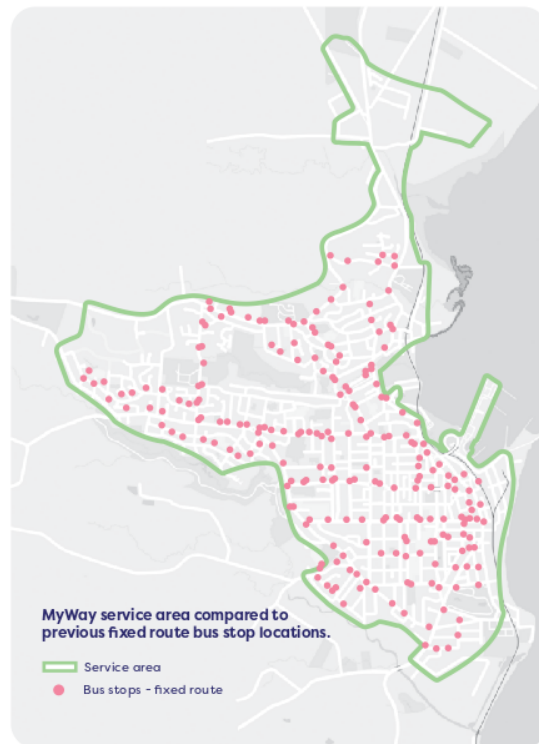
## Accessibility

The MyWay service provides greater coverage than the previous fixed route service. Assuming a maximum distance to walk to a bus stop of 250m, then there is a 17% increase in coverage of the Timaru community.

If we compare the average 50m walking distance of the MyWay service then the accessibility difference compared to the previous fixed route service is significant as displayed in the following image.

The service provides 1649 virtual bus stops around Timaru. The average walking distance to a pick-up or drop-off location is 50m, making the service much more accessible than the previous fixed route service.

There are three super low floor (SLF) vehicles with wheelchair spaces which are assigned to customers based on their profile meaning not all vehicles need to meet the rules for urban buses regarding SLF. There is also a newly released driveway to driveway service for total mobility customers which provides higher levels of accessibility at a lower cost to passengers than the Total Mobility service. The service has provided increase access to social and economic activities for many in the community. Examples are provided in the Appendix.



The most significant detractor from accessibility has been the need for customers to book using a mobile application or call centre. Our experience has been that customers are keen to engage but some need assistance with technology or to comprehend the new method of engaging with public transport.

Two thirds of customers use the mobile application to book rides and one third phone our call centre. Of that one third, 65% call using a mobile phone so there is ongoing opportunity to assist customers to use the mobile application although some people like the confidence of being able to talk to an operator to make bookings.

“One of our clients who has now lived in NZ 18 years cannot drive. She uses MyWay daily to get to work and would be lost without it. She is on minimum wage so MyWay is affordable. It would take 35 minutes to walk to work and is costly in a taxi. She loves the service and it has given her more independence.”

- Multicultural Aoraki Migrant support service

“It is definitely the case that people are using it to go to or from places they were never once able to go with the original transport options and it gives people a more independent approach of getting to places or appointments on their own when they do not have anyone to take them.”

- Timaru Information Centre





## Community and customer feedback

Given the statements from local agencies, MyWay is providing a demonstrable improvement in accessibility and community connection for many people in Timaru, as well as a sustainable transport choice. The service has been widely adopted by senior citizens and people with mobility and other health issues, demonstrated by the many comments in the attached testimonials (see Appendix). However, there is still work to do with super gold card usage at 65% of pre-COVID-19 levels which is the same reduction as in the Christchurch fixed public transport network.

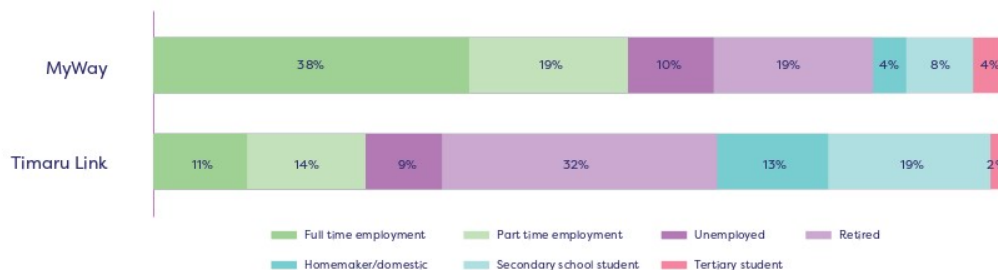
Most riders are frequent users; the average rider takes eight rides per month. Many of our riders are making trips to places they were previously unable to get to or are using it in place of their car.

Customer satisfaction measured by direct customer feedback into the mobile app is an average of 4.5 / 5.

## Community research

Timaru Metro User survey conducted over August/September 2020:

- MyWay users are extremely satisfied with the service. Over 90% feel the service makes using public transport easier for them, and that it is a better method compared with traditional methods
- MyWay users are more highly satisfied than Link users. In particular, highly satisfied users praise MyWay for its excellent service, good driver behaviour, convenience and efficiency
- Improvement feedback centred on better accuracy of virtual bus stop locations and advocacy for the continued use of the Link service
- The proportion of bus users who do not have a driver's licence remains consistent over time at around six in ten people
- MyWay users are significantly more likely to be employed (57% vs. 25% on the Link) and are less likely to be used by retirees (19% vs. 32% on the Link) as shown below.



(Source: Metro User Survey 2020)

"It's good and handy, I don't have to wait 20 minutes in the rain for the bus I just wait outside my house for 5 minutes."

"It's a better option than the previous bus service. More numbers of people using it and the MyWay picks you up at more places."

"It is a really handy and helpful service especially for those who don't drive."



### Employment Profile by passenger type

#### Research First MyWay Timaru resident intercept survey April 2021:

- Almost a third of respondents have increased their public transport use to weekly or fortnightly since MyWay has been introduced (32%)
- Since MyWay was introduced, the proportion of car owners who never use public transport is starting to go down
- Most respondents support continuing the service (77%). Unsurprisingly, support is highest among users of MyWay (91%) but over two thirds of non-users support the service continuing in the region
- Support for the service is most likely to be those that do not own a car (88%), those aged 16-39 years (87%) and women (82%)
- While car owners and those who do not own a car have similar levels of awareness of the service, only a quarter of car owners had used MyWay
- Many of the people who have used the service said they did so because they needed transport to get somewhere. Others explicitly stated that they don't drive so need to use public transport. Others gave positive comments about the service, such as it is easy to use, affordable, and convenient
- More work is needed to convert residents to users as a sizable portion (20%) of the sample (270) said they didn't know about the service
- Respondents suggested ways to gain patronage and improve the MyWay service including the following highest frequency of responses:
  - Increased hours – 18%
  - Alternative payment methods – 15%
  - Easier to order – improve the app – 6%
  - No improvements – it is fine as it is – 25%
- Much of the public support for the MyWay service in Timaru arises because public transport is recognised as an important and necessary service. Without public transport the number of cars on the road would increase. While 31% of respondents said removing public transport would have no impact on the way they travel, 55% stated that without public transport they would drive or be driven by someone else.

# Learnings from project partners

## Service operator

As the MyWay service operator, Ritchies have invaluable insight to the trial evaluation. Their key operational feedback from the trial is:

- On-demand public transport works well as a mid-way solution between a normal urban bus service and a taxi service. Drivers have become more interested in their work, due to the varied nature of the timetable and routes taken
- There are a lot of new passengers who have never previously used public transport
- The VIA software is easy to use from an operator perspective and drivers had no issue learning how to operate it. VIA have provided good support, responding to issues in a timely manner and been genuinely committed to optimise the solution for Timaru
- Whilst the app is popular, a call centre is still needed as many people like the confidence of being able to talk to an operator to make bookings. Some calls can take a while and call centre staff need a good general knowledge of the area
- There has been a large amount of management set up time to get the service running smoothly. The service also requires greater management than fixed route PT
- Functional issues with the software have been challenging. These include bus routing issues, access to the call centre application and the work involved in the initial set up of the start and whitelist points
- Vehicles with electric doors and additional low floor vans are required for this service
- Customers need to be reminded that on-demand public transport is not a taxi service; passengers must be at the pick-up locations on time and the drivers cannot change their route at request of a passenger
- Managing break time to meet customer demand is more fluid than a normal fixed route service and requires new ways of working with drivers to maintain vehicle capacity throughout the day.

## Technology partner

Feedback from our technology partner VIA is that the service is performing very well in comparison to global implementations with high levels of engagement with the service and repeat riders. The most significant outlier of the Timaru service is the comparatively low average walking distance of 50 metres compared to a median of 80 metres. This makes the service more accessible but possibly less cost effective.

“The success of the MyWay service in Timaru, New Zealand is a great example of the ways that technology-enabled on-demand transport can strengthen public transport,” said Daniel Ramot, co-founder and CEO of Via. “MyWay has been embraced by the community for its customer-centric design and flexibility, efficiency, and convenience. The service is a case study for cities and public transit agencies around the world.”

Daniel Ramot, Co-Founder and CEO, Via

## Timaru District Council

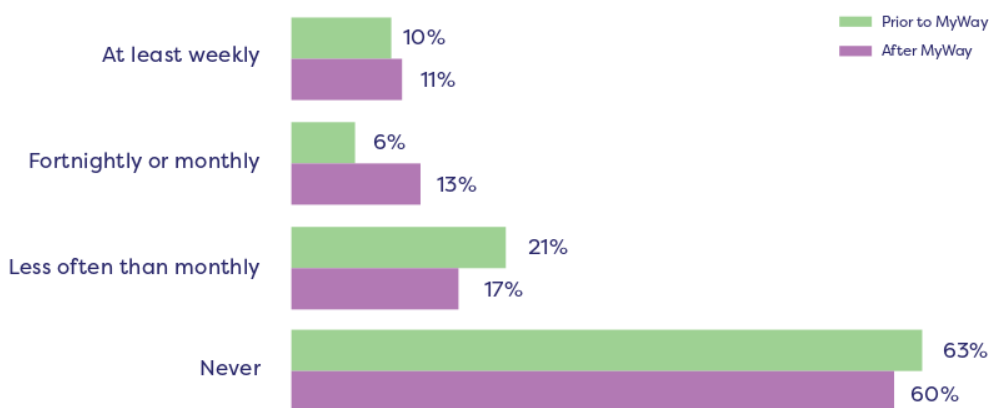
Timaru Council appreciated the partnership approach to the implementation of this service, noting that it has replaced the previously scheduled bus services with a successful public transport solution that is far better suited to the needs of the community, catering exceptionally well to the needs of Timaru’s growing aged population, the disability sector and new migrants. Lack of reliable transport options can pose major social, economic and health barriers for community members from these sectors.

Council feels strongly that discontinuation of MyWay would disadvantage these sectors and constitute a major step back in the suitability of public transport service provision. Council highlights the potential for MyWay to contribute to reduction in emissions from road travel and reduce dependency on privately owned vehicles, in line with its own climate change objectives. Timaru Council recommends continued investment in MyWay and its adoption as Timaru’s long term, primary public transport service. It recognises that this does represent an additional and ongoing cost to our community, but believes the benefits of the service outweigh the cost, and as the service continues to bed in, patronage will increase and some opportunities may arise for cost savings. Extension of the model to other areas in Canterbury could also open up opportunities for cost savings via contract negotiations with potential suppliers.

## Environmental impact and mode shift

With employed people making up the majority (57%) of MyWay users, this suggests a mode shift and choice to use public transport over private car. Of particular note is that, since MyWay was introduced, the proportion of car owners who never use public transport is starting to go down. Car owners appear to be giving public transport a try fortnightly or at least once a month.

### Car Owners Public Transport Use Before and After MyWay



We have calculated the CO<sup>2</sup> emissions of the vehicles comparing the previous fixed route network to the current blended network and a solely on-demand network in the following table:

### Annual CO<sup>2</sup> emissions comparison of different models

	PREVIOUS FIXED ROUTE NETWORK	CURRENT BLENDED NETWORK	ON-DEMAND ONLY
Total Kms travelled	286,031	658,567	636,210
Large Bus Km	286,031	102,357	0
Small Vehicle Kms	0	556,210	636,210
CO <sup>2</sup> emissions Euro IV (current vehicle type)	237.1 tonnes	211.8 tonnes	145.2 tonnes
CO <sup>2</sup> emissions Euro V	227.7 tonnes	208.5 tonnes	145.2 tonnes
Number of trips	147,048	159,703	121,619
Emissions per trip	1.5 kg	1.3 kg	1.2 kg



The following assumptions have been used in these calculations:

- The current large buses in Timaru are Euro IV rated and it is reasonable to assume the lowest possible diesel-based CO<sup>2</sup> emissions of a Euro V rated vehicle for this exercise
- The current vehicles on the MyWay service are 3 x 2019 Mercedes Sprinter and 4 x 2020 LDV Vans
- The on-demand only column assumes one additional vehicle which would be able to support the network, excluding school services, with an additional 80,000 annual km.

We have used CO<sup>2</sup> as a proxy for emissions as we do not have manufacture information on all emissions outputs of the MyWay vehicles.

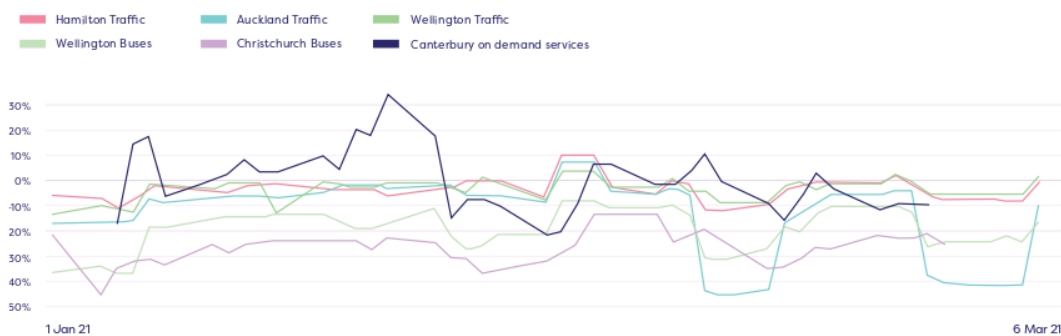
Due to the pilot nature of this project, the operator’s existing vehicles were utilised. If a permanent on-demand network was introduced, we would explore with partners and through the procurement process the deployment of low emission vehicles to significantly reduce emissions.



## COVID-19 impact

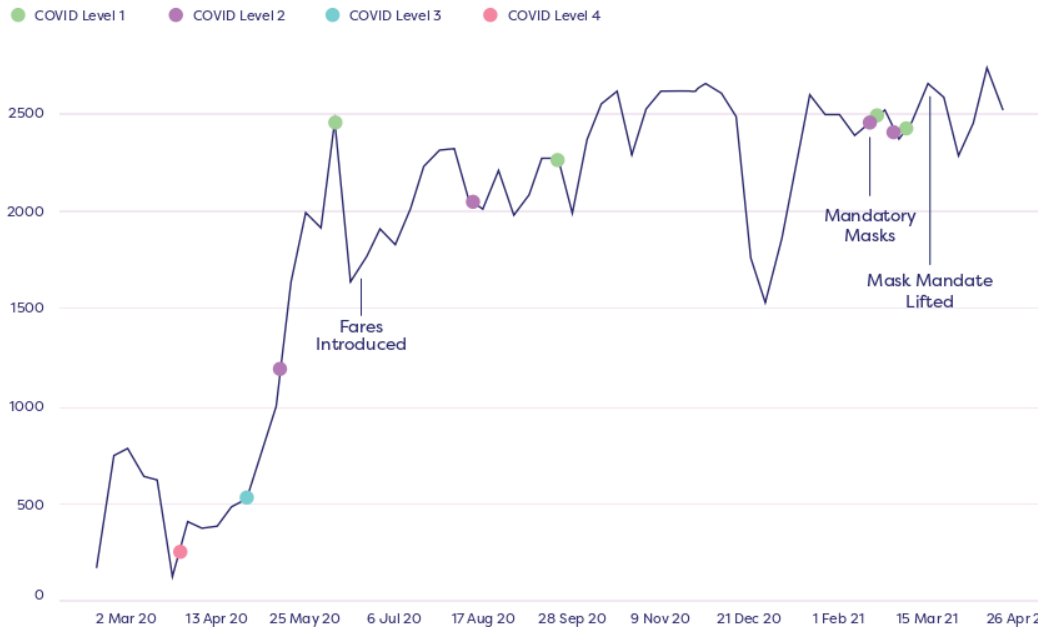
The trial period began just prior to the COVID-19 lockdown in New Zealand and the subsequent extended disruption to public transport across the country. This has limited our ability to test some elements of the service and impacted people’s engagement with public transport. This is best displayed in the following graph which shows national traffic and public transport volumes in the first two months of 2021. At this time patronage in Timaru had just reduced with the reintroduction of masks on the service compared to a significant reduction in Christchurch patronage.

### Early 2021 Transport Usage Trends



In late June 2020 at which time Timaru was in COVID-19 alert level 1, fares were charged on MyWay and the fixed route link service was re-established. Patronage levels reacted to COVID-19 alert levels changes as per the following graph.

**Weekly Ridership during the trial through COVID levels**



In Timaru, as across New Zealand, behaviour has changed due to COVID-19 which has impacted public transport usage. This has included an increase in people working from home, reduced personal travel, less public events and large gatherings.

## Lessons learned

The section of the report details the key lessons learned by Environment Canterbury in the design, implementation and delivery of the service.

### Planning and Implementation

The separate procurement of an operator and technology vendor worked well. As on-demand is not currently within the Public Transport Operating Model (PTOM) framework we offered the opportunity to taxi companies, ride share services and public transport operators. The successful tenderer was the incumbent public transport operator, Ritchies Transport. An alternate option is that a Council may ask an Operator to procure and manage an on-demand service on their behalf. The risk in this would be transparency of technology costs and removal of the ability to benchmark the operating cost of the service. As running costs are 88% of the cost of the service then purchasing agencies need to be very vigilant in obtaining value for money and our experience was a significant six figure cost variance between tender responses.

We observed three credible technology vendors with enough experience including a tested, deployed product to deliver the technology component of the service. Understanding the problem that needed to be solved by analysis of data, surveys and service design in the community was a vital component to the uptake of the MyWay service as we were able to deliver a solution that met a real need within the community.

Our early community engagement included the naming competition, a full-time staff resource dedicated to implementation and community engagement (with additional support as required). Investment in behaviour change, marketing, and socialising within the community were also key factors that made the implementation a success.

Development of a specific brand which was applied to vehicles was also a success for the project as it created something noticeably different for the community and alongside word of mouth our vehicles were our primary marketing strategy.



## Pilot and trial

The initial pilot with a closed group of 180 users was an excellent way to test the service before releasing it to the wider public. The service was free to this pilot group and we developed through this a high level of confidence in the service and a group of early adopters who ended up promoting the product on our behalf.

Through the pilot process we realised that the pre-booking service was not working as expected with customers, as the demand-responsive nature of the service meant that a pre-booked service did not guarantee that customer would be picked up at the exact time. We subsequently removed this as an option, however pre-booking is something that the community would like.

The COVID-19 requirement for cashless public transport was an excellent way for the community to trial the service with minimal barrier to entry. We essentially offered three months of free travel on the service until the 22 June when we turned payments on to customers. This created high awareness of the service and allowed users to test it at low risk.

Passengers are able to pay for the service in-app by credit card or by transit card and not with cash as had been the case in the fixed route service. There remains a percentage of the population that this is a challenge for, and they would prefer cash payment.

The on-demand and fixed route services did not have an integrated payment system due to the cost and complexity of integrating the two different payment tools for a trial. This was achievable from a customer centric perspective as if using the MyWay service there was no need to transfer to another service and therefore have an integrated payment mechanism. One of the impacts of this was that customers who had used the transfer window to pay only once for a return trip were no longer able to do so and paid two fares for a return trip.

We deployed a web-based booking service for customers on our website to complement the app and call centre booking, intending to cater for all customer types, but the web-based booking has not been used by any customer. This mirrors 'Via' experience elsewhere.

## Service delivery adjustments

Ongoing tweaks to walking distances, maximum time in vehicle, potential vehicle routes and stops were important in response to customer feedback. These also acted as 'levers' that existed within the technology solution to make the service more efficient.

Continued messaging about what the service was (a corner to corner, on-demand, shared public transport service) and what it wasn't (a door to door taxi service) and how that compared to a fixed route service was important as there are passenger expectations dependent on what the service is perceived to be. An example of this is wait time or cancelled rides. If a customer is not ready for the vehicle at pick up time or cancels a ride at the last minute this impacts the service availability for other passengers that may either be in the vehicle or unable to book a ride/delayed. Business processes were developed to manage regular cancelled rides or no-shows.

The ability for in-app messaging to customers was very useful as we could deploy messaging to users via app notifications and/or when they next used the app to notify them of service enhancements.

Finally and importantly, school services were a challenge and we were not able to accommodate the demand at peak times for school children. ODPT does not have the capacity to cater for school services unless it is a specific time of day fixed route service and in Timaru we added an additional school service to cater for school demand.





## Community engagement and behaviour change

The community engagement approach to deliver behaviour change and teach residents how to use the new service was adapted depending on the target audience’s needs. This was based on the seven community personas identified in the initial research. Being ‘forced to embrace technology’ and spend money on devices to use public transport was one of the main myth busting exercise undertaken during the early stage of our community engagement.

Creating long lasting partnerships by working with community agencies and the Timaru District Council has meant that we have been able to reach a wider groups of residents to better respond to their needs. For example, testing accessibility for wheelchair users on low floor vehicles was conducted with CCS disability where they were able to guide us on what would work best. The South Canterbury District Health Board provided MyWay information leaflets to the 4000 residents who are due to receive their first COVID-19 vaccination at a local clinic.

Meeting face-to-face with community groups, agencies, businesses or individuals was time consuming but, in our view, the best approach to gaining trust and building confidence in people to try the new service. This approach helped remove fear or anxiousness amongst the elderly population and instead provided them with encouragement and tips on how to use MyWay.

### A new way of thinking

For existing and new public bus users, the concept of virtual bus stops and not being picked-up and dropped off from and to the same bus stop location each time they booked a ride was at times difficult to understand. Being able to describe and explain the service parameters and functionalities to the community was especially important during the pilot and trial stages. Once people were given this information, they were able to better adapt to those changes and embrace the service more positively.

Community drop-in sessions at key public locations in Timaru are being well attended, providing residents with the opportunity to get assistance on issues they may have with the service.

“With the on-demand MyWay trial going, we decided to try living with one car. We are a family of four with kids who can bike to school, so we parents worked out who needed the car each day and the other one uses MyWay or bikes.

The boys use MyWay to travel to music lessons, sports and around town, enabling some independence. Using MyWay and increasing our use of public transport has been a great way for us to reduce emissions, maintain the budget (\$20 per fortnight vs \$80 petrol per fortnight plus maintenance and upkeep) and know that we can get around where and when we need to.”

– Andrea Grant





### Booking on behalf

One key question many residents asked was “how do I book a ride on MyWay once I am away from home if I do not have a mobile phone.” The Booking on Behalf initiative supported this by working in partnership with the business community and public facilities in Timaru. People without a mobile phone can drop into identified premises and ask reception staff to book a ride on their behalf by calling the MyWay call centre.

Building strong relationships with local community agencies meant that we were able to provide them with information which they were then able to relate to their client base in a way to suit their needs. Equally, agencies were able to provide us with useful feedback to help us make improvements where needed.

### Rider assistance

Designing and creating tools to help people navigate through setting-up their account and booking MyWay rides was especially important in getting new riders. App download instructions, videos, and leaflets with key service information were distributed widely in the community. The team encourages riders to continue provide feedback on their experience of the service, positive or negative, via the call centre, the app or the MyWay email address so that we can monitor and make changes if required.

Finally, over the last 12 months the community buy-in to the service has grown steadily. We have seen for example riders transitioning from using the call centre to using the app. Preconceived ideas and fears of using the service are continually being removed and instead rider confidence is growing in such a way that residents are promoting the service to friends and family.

## Partnership and delivery

Working closely with the local Council, transport operator and technology partner was vital. We had weekly meetings throughout the implementation, pilot and trial. The technology provider was able to provide considerable experience from other on-demand implementations of enhancements that would improve the service, as well as marketing ideas and ways to overcome challenges.

On-street infrastructure design was managed with Timaru District Council and did not require changes to bus stops other than approval for some key pick up/drop off locations in the CBD and at key activity centres. Drivers and their buy-in to the service and competency with the technology was vitally important as the service was more personal and their role more customer-impacting than driving a vehicle on a fixed route. Most drivers relished the more flexible interesting service but some preferred a fixed route service.

We did not have incentive based Key Performance Indicators (KPI's) for either the technology partner or transport operator for this service as we did not have enough insight to set realistic expectations and incentives. Our KPI's cover simple service delivery elements including call centre behaviour and customer feedback. For any future service we would expand on this with service management KPIs and driver specific KPIs as we know a lot more about the importance of the driver in the delivery of the service.

## Financial

Overall the 'many to many' on-demand service costs twice as much as the previous fixed route service. There are opportunities to increase revenue through on-vehicle advertising which we are currently trialling, and to potentially move the contact centre in-house to reduce costs.

This service cost increase was higher than originally anticipated. The feasibility study provided an accurate assessment of the number of vehicles required. However, we did not know the number of kilometres or driver hours that the service would require as these were in direct proportion for the demand for the service; this only became apparent once we implemented the service. This meant that variation rates were quite important in the procurement and contract with the Operator.

In a traditional fixed route service, Super Gold Card users travel free off-peak when there is latent capacity in the network. This does not exist in an on-demand network and so there is a real cost in providing free Super Gold Card travel. Initial introductory fares were \$2 for adults and \$1.30 for children and we increased fares mid trial by 25% to \$2.50 for adults and \$1.50 for children with no reduction in our patronage. We considered a higher increase but research suggested that a larger increase would impact affordability of the service and patronage. We are trialling a flat rate Friday and Saturday evening service of \$5 which will be reviewed at the end of the trial.



## Future opportunities if the Timaru on-demand network continues

The evidence suggests that the service is providing a genuine uplift in accessibility and therefore better economic and social benefit within the Timaru Community. Opportunities exist to enhance the amenity and value for money of the service including:

- Partnership with the SCDHB, retirement villages and/or schools to provide tailored services with a cost sharing model. Strongly promoting the \$5 driveway to driveway service with Total Mobility customers and potentially elderly customers to offer a more amenable driveway to driveway service for those with higher accessibility needs
- Piloting and evaluating the use of low emission vehicles in partnership with EECA and the transport operator
- Bringing the contact centre in-house to Environment Canterbury potentially saving \$130,000 per annum
- Increasing revenue from advertising which is currently being trialled. This brings in approximately \$100 per vehicle per week and so we can safely assume realise \$20,000 per annum to offset the cost of the service
- Tendering for a longer term to reduce the vehicle costs which are amortised over the life of the contract
- Reallocating TDC's \$20,000 per annum public transport infrastructure costs to an element of delivery of the service
- Considering fare structures, weekly or monthly passes and/or distance-based pricing for longer trips involving Washdyke.
- Stronger targeted promotion of higher revenue service such as late Friday and Saturday night service
- Investigate variable at different times or per distance travelled.
- Reviewing Super Gold Card revenue allocation from Waka Kotahi.

The financial elements of some of these options is as follows:

	PRE ON-DEMAND SERVICE	CURRENT TIMARU SERVICE	ON-DEMAND SERVICE & SCHOOLS	ON-DEMAND SERVICE, SCHOOLS CALL CENTRE IN-HOUSE
Fixed Route Service - Timaru link	\$927,570	\$391,086		
School Services - Timaru	\$57,734	\$149,338	\$249,338	\$249,338
On-demand - Timaru		\$1,532,155	\$1,652,155	\$1,652,155
Call Centre Costs		\$136,521	\$136,521	-
Technology Costs		\$60,310	\$65,033	\$65,033
<b>Total Cost</b>	<b>\$985,305</b>	<b>\$2,269,410</b>	<b>\$2,103,048</b>	<b>\$1,966,527</b>

	PRE ON-DEMAND SERVICE	CURRENT TIMARU SERVICE	ON-DEMAND SERVICE & SCHOOLS	ON-DEMAND SERVICE, SCHOOLS CALL CENTRE IN-HOUSE
Fare Revenue	\$147,130	\$261,800	\$261,800	\$261,800
Super Gold Card Revenue	\$51,707	\$51,707	\$51,707	\$51,707
Advertising Revenue		\$20,000	\$20,000	\$20,000
Community Partnerships		\$20,000	\$20,000	\$20,000
<b>Total Revenue</b>	<b>\$198,837</b>	<b>\$353,507</b>	<b>\$353,507</b>	<b>\$353,507</b>
Shortfall	\$786,468	\$1,915,904	\$1,749,541	\$1,613,020
NZTA Share of Shortfall	\$401,099	\$977,111	\$892,266	\$822,640
ECan Share of Shortfall	\$385,369	\$938,793	\$857,275	\$790,380
Rate impact per \$100k CV	\$11	\$24	\$22	\$20
Farebox Recovery	20%	16%	17%	18%

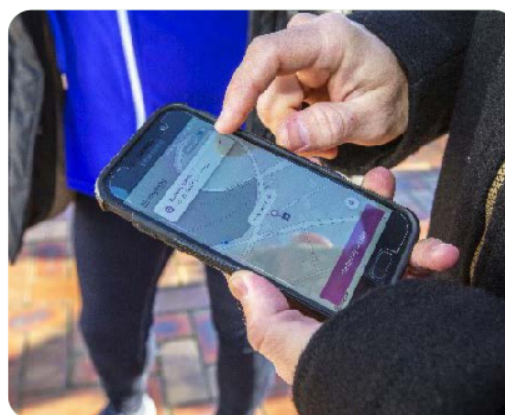
#### Financials of different future scenarios for the Timaru network

These figures suggest that there are meaningful opportunities to make the service more cost effective if the Timaru on-demand service is maintained.

### Risks of full on-demand public transport

There are risks to a fully on-demand network in Timaru which do not exist with a fixed term network:

- There is no set number of kilometres and hours, meaning monthly contract payments fluctuate and annual budgets are less exact
- Timaru's aging population means accessibility and need are going to increase and therefore the service will need to continue to evolve
- An increased number of Super Gold Card users would increase the cost of running the service with no correlating increase in revenue
- Significant growth in the Timaru urban area would increase cost for running the service.



## Measuring success

This initiative represents a significant investment by central and local government and the Timaru community to trial and develop a 21st century public transport service model that is fit for purpose for Timaru as well as for other urban communities throughout New Zealand.

### 1. Will the community engage with an on-demand public transport service?

Despite the disruption of COVID-19, the community has engaged with this service demonstrated by patronage increase whilst public transport usage has decreased across New Zealand. Our research, feedback and experience has been that the community has been willing to engage with a new type of service with different constructs to traditional public transport and have been willing to alter their behaviour and expectations of public transport.

### 2. Can the service be financially viable?

The service costs more money to run than a traditional fixed route service and the exact quantum of this will only be known once a service is fully embedded. As these additional costs are subsidised by the rate payer and taxpayer, local engagement and understanding of the benefits (e.g. increased accessibility) associated with these additional costs is required to determine the viability and palatability of these increased costs.

There is an opportunity to quantify and monetise the benefits of an on-demand service with input from central government agencies including the Ministry of Transport, Waka Kotahi, Ministry of Health and Ministry for the Environment which could be applied to potential implementations.

The traditional public transport funding model does not fit an on-demand service. Particular challenges include:

- Super Gold Card (SGC) users engage with the service but unlike a fixed route network there is not latency in the network to accommodate 'free trips' for SGC users. Additional off-peak use increases the cost to run the service and is a real cost incurred
- School services cannot be supported by an on-demand service as the vehicles do not have the capacity to move large numbers of students
- Costs are not flexible, not fixed based on actual usage which makes planning and budgeting for the service less concrete than traditional fixed route services.



### 3. Can any lessons be applied elsewhere in Canterbury and/or New Zealand?

The lessons learnt section of this report present a variety of learnings from the trial, all of which can be applied elsewhere in New Zealand.

The key learnings for applications elsewhere are as follows:

- Understand, respond to and design the service to solve the specific transport issue. In Timaru it was community accessibility. In other places, on-demand public transport may provide a feeder service for a high frequency route and the service characteristics would need to reflect that
- A many to many on-demand public transport service is costly compared to traditional fixed route public transport which has fixed vehicles, kms and hours. Flexibility and accessibility come at a price which requires Public Transport Authorities (PTA's) to seriously consider fare structures as part of planning for these services
- On-demand public transport does not cater for the transport of school children due to the smaller size of the vehicles and demand dynamic. Large buses are the most cost-effective way to transport children to and from school, and it may be more appropriate for these school services to be Ministry of Education run
- Working in partnership with transport operators, technology vendors and local authorities with responsiveness to user demand is critical to the success of these services. On-demand public transport requires higher levels of collaboration, time investment and flexibility of ideas than traditional public transport
- Super Gold Card user numbers have dropped compared to pre-COVID-19 by 30%. This correlates with the reduction in Greater Christchurch. Our research, feedback and user data suggests that they do engage with the service and require engagement to do so. PTA's need to be aware of this user group in the design and implementation of the service
- Community engagement and behaviour change have many elements, free/reduced fares at implementation, drop-in sessions, focus groups, having a distinct brand, correct fare sets, piloting a service and responsiveness are all extremely important elements of community engagement.

## Conclusion

This is the first time in New Zealand that a public transport network has been replaced by an on-demand service. The community have engaged and continue to engage with the service as ridership continues to increase on a monthly basis.

Patronage growth in a time of repressed patronage nationally has demonstrated the value of the flexible service construct to the Community and whilst a lot has been learnt there is plenty of opportunity to further test the Timaru service. There remains plenty to learn in the MyWay implementation as learnings from the technology vendor, Transport Operator and Council enable new elements to be trialled, services such as Total Mobility to be explored and funding / revenue approaches to be investigated.

The trial has been a success in providing learnings on each of the different elements that make up the delivery of on-demand public transport enabling more informed decisions to be made locally and nationally.

Further in-depth research could be conducted on the benefits to the community as they relate to Government priorities but these are out of scope of this trial report. Detailed, in-depth analysis would best be conducted in a period not impacted by COVID-19 when the service and community are in a 'normal' state. The questions in this research should include the real value of the service to wellbeing and the environment and how an on-demand service might integrate with education and/or health services to contribute to outcomes they are trying to achieve.

At time of final draft the country is in COVID-19 alert level 4 and the MyWay service operates as an essential service with patronage at 20% of normal compared to a country Public Transport average of approximately 8%. Greater accessibility means that the community is able to access essential employment or essential services and reiterates the enhanced value this provides when compared to traditional public transport.

Our intention is to continue the service in Timaru subject to funding with further learnings and reports made available to continue the development of On Demand Public Transport in New Zealand.

## Appendices 1: Testimonials

### Multicultural Aoraki (formerly Aoraki Migrant Centre)

We deal with people who are new to the area and for many English is their second language the simplicity of the MyWay system whilst novel is quite simple.

Many of our clients do not have NZ driving licences so being able to attend meetings and or events (we host a very popular weekly group at various locations around Timaru and have on occasion used MyWay to get all of the group to a location)

Being able to attract new members by encouraging use of the MyWay service is fantastic for us. Loneliness and feeling isolated living in a busy place is an issue for many of our clients. We and they know they can get to where we are easily by the MyWay service. We have previously picked people up to attend these meetings but are moving more and more into helping these people become more independent to organise their own travel. We are happy to join them on their first journey so they feel confident in using the service.

One of our clients who has now lived in NZ 18 years cannot drive and uses MyWay daily to get to work and would be lost without it. She is on minimum wage so MyWay is affordable. It would take 35 minutes to walk to work and is costly in a taxi. She loves the service and it has given her more independence. She believes there is insufficient incentive for people to move from cars to public transport so perhaps MyWay could consider doing a loyalty card or make it free after 5pm one or 2 nights a week. Her thoughts are this would encourage people to try it and they would then learn how it works and how efficient the system is. She also commented on it being kinder to the environment to use public transport (even better if they were electric)

There is still a stigma attached to using bus services in some circles. I don't know how you can change that.



Tracey Miron  
Community Connector  
Multicultural Aoraki  
27 Sophia Street, Timaru

Tel: 03 687 7332 Cell: 027 687 7335

### IDEA Services/IHC

IDEA Services provides a range of vocational and day services to people with intellectual disability. The agency supports people to learn, work and enjoy life in the community.

As a Support Worker I cannot praise the MyWay service enough. I have seen people grow and become so much more independent and confident, able now to get about in their community to places that were not an option before. The low price has been great as many people are on tight budget.

The staff at the call centre are just fantastic, super friendly and making it easy for people to feel at ease when booking a MyWay ride. The App is very easy to use also. The drivers are just wonderful and make everyone feel safe, very friendly, just super. I find the bus with the wheelchair access the best and the white Ritchies van the worst. Very hard to get on them with a load of groceries.

The waiting time is usually very good and not too long and the distance to walk to meet the bus good also. Any chance I get, I speak to people about trying the service as I have come across many people who either don't know about it or are unsure on how to try it.



Debs Crowe  
Support Worker  
IDEA Services South Canterbury  
38a Church Street | PO Box 419 | Timaru | 7940

## IHC Client Feedback

The MyWay bus is my only transport option to travel in the community. I do not drive. I am a job seeker and have on my C.V that getting to a job will not be a problem as I can use MyWay. I am happy to call the call centre, the staff are very nice to talk to.

- Justin Lambert

I love the MyWay buses and use them all the time. I was part of the MyWay pilot and once I learnt how to use the App, I was so happy. I can go anywhere, anytime now. I use it at the weekend too. I now have a job cleaning the MyWay buses at the Ritchies depot out at Washdyke. I use the Myway to get to my job and home again. I love my job and feel very proud to clean the buses. I use MyWay to go grocery shopping and visit my mum and to get around the community.

- Paul Smith

I use the MyWay bus all the time to go to play soccer up at the stadium and to get back home. I also use MyWay to visit my Nana at the weekend, to go to appointments and to get my shopping. I use MyWay to go to my voluntary work once a week at RDA but I couldn't go at all if MyWay didn't take me that far. Taxis are not an option for me. I use the call centre, staff are very good and friendly.

- Selina Murphy

## CCS Disability Action

As an Agency, CCS is encouraging the people we support to try the service.

Some are using this independently now following one on one support initially and others are still in the process of trying it out with their support workers.

We have 2 students currently and they are both using the My Way to get to work and also with the people they support. The availability of the rides is making it easier to use for 2-hour support sessions to get to the venue and back within the time constraints.

Support is being provided for those who can manage the app and assisted booking for some others, however there are some people who cannot manage either due to anxiety or speech/cognitive impairments.



Maree Simpson  
CCS Disability Action

## Community and Public Health

Community and Public Health's Timaru office is supporting MyWay. A member of our staff organised the purchase of a Metro card for our office and staff are encouraged to consider taking MyWay as an option to travel to meetings and for school visits in Timaru. It is important for our organisation to advocate and demonstrate our support for public transport to our settings and the wider community.

The My Way service has been promoted to schools in the WAVE newsletter.



Jane Sullivan  
School Travel Plan Coordinator  
Community & Public Health

## Family of four

Following hail damage to two cars in November 2019 and the MyWay trial beginning our family had the opportunity to re-evaluate the need for two cars.

We couldn't really afford to replace the written off car and with the on demand MyWay trial going, we decided to try living with one car. We are a family of four with kids who can bike to school, so we parents worked out who needed the car each day and the other one uses MyWay or bikes. When health issues prevented that (surgery, then a broken ankle), having public transport that took me from home to work, to appointments and even back from the hail repairs at Washdyke was so valuable.

The boys use MyWay to travel to music lessons, sports and around town, enabling some independence. I enjoyed using it so much that we reassigned an extra metrocard to for transport at my workplace so that at work we can travel in town to meetings for work, leaving the work cars free for travel further afield.

Using MyWay and increasing our use of public transport has been a great way for us to reduce emissions, maintain the budget (\$20 per fortnight vs \$80 petrol per fortnight plus maintenance and upkeep) and know that we can get around where and when we need to.

- Andrea Grant

## South Canterbury Chamber of Commerce

We support keeping My Way by Metro, currently being trialled here in Timaru, however more cost effective and environmentally friendly options need to be trialled.

The Climate Change Commission draft report states the need for "transformational and lasting change across society and the economy" which included reliable and affordable public and shared transport systems. To play our role in a low-carbon future and to enable equity and access to work, education, and enable positive visitor experiences we do need a public transport network that is affordable, accessible, and attractive. We would like to see more options explored by My Way to reduce costs to rate payers, and more targeted user pay modelling. However, we recognise the need to keep regional New Zealand competitive with our main cities and to keep pace with change and add to the resident and visitor experience. My Way does need to explore further visitor friendly on bus services to encourage greater utilisation.



Wendy Smith  
Chief Executive

## Stafford Recruitment

Stafford is a leading recruitment company based in Timaru. Stafford has been engaged in the MyWay project since the pilot phase by providing insight into travel issues for job seekers in Timaru. Stafford helps disseminate MyWay information directly to employers.

Stafford has reached out to the team to get their thoughts and feedback from candidates, and their own experiences. We have several candidates who use MyWay regularly to go to work.

"We find when it runs earlier than 7am it is more beneficial for our staff getting to work."

"It has also been helpful to many temps often recommend it when they have issues with transport."

"A Temuka option would be great."

"We have workers out there who would love to use it for getting to work in town/Washdyke especially. The town service doesn't seem to go at convenient times for anyone!"

"MyWay is really handy with very short turnaround times. I think it would be nice if you could see what other drop off or collections the bus that collects you has to do so you can effectively decide which bus could get you to your destination faster."



“One person uses it for getting into town on weekend evenings for going out for dinner/drinks.”

“Would be great if it went a bit later so you could take it home again.”

“One younger person finds it frustrating that you can’t use cash.”

Thanks for the opportunity to feed this back to you and overall very happy to have this service available in Timaru.



Karen Morland  
Recruitment Consultant

## Timaru District Council

We have appreciated the partnership approach to the implementation of this service with Environment Canterbury and Waka Kotahi (New Zealand Transport Agency (NZTA).

The MyWay trial has replaced the previously scheduled bus services in our District with a successful public transport solution that is far better suited to the needs of our community. It caters exceptionally well to the needs of Timaru’s growing aged population, the disability sector and new migrants. Lack of reliable transport options can pose major social, economic and health barriers for community members from these sectors.

MyWay delivers accessibility, flexibility and affordability and helps mitigate these constraints. Council feels strongly that discontinuation of MyWay would disadvantage these sectors and constitute a major step back in the suitability of public transport service provision. It is important that Environment Canterbury continues to recognise equally the needs of those current customers who are transport disadvantaged, with increasing public transport patronage.

Public feedback on MyWay has been highly positive, with an average service rating of 4.8/5 recorded. In addition, since the introduction of the service, patronage has steadily increased and outgrown the patronage observed on scheduled bus services. This growth has occurred despite the limitations of COVID-19 on public transport usage, and is contrary to usage patterns observed on public transport networks elsewhere in New Zealand during the pandemic.

Responding to climate change has been identified as a priority in our District’s Draft Long Term Plan and we consider that continuation of MyWay offers opportunity for TDC and Environment Canterbury to collaborate with climate change goals in mind. In particular, Council observes potential for MyWay to contribute to reduction in emissions from road travel and reduce dependency on privately owned vehicles. Use of public transport is also known to increase patronage of active transport modes, as it often requires a portion of the journey to be travelled on foot. Council considers that, in this respect, MyWay has potential to provide significant health benefits for our community. We believe this innovative approach to public transport is of national significance with strong potential as a model for greater public transport opportunities to other regions, districts or smaller communities and to provide an affordable and convenient service that meet the needs of transport disadvantaged. NZ is an ageing population with a relatively high cost of living and services like this will be critical in the future to meet these needs.

Our submission on Environment Canterbury’s Draft Regional Land Transport Plan recommended continued investment in MyWay. We reiterate our support for this investment and consider the service to be an integral component of the future of public transport in our District. Council strongly supports the continuation of MyWay and its adoption as our long term, primary public transport service. We recognise that under the Plan, this does represent an additional and ongoing cost to our community. However, we believe the benefits of the service outweigh the cost, and as the service continues to bed in, patronage will increase and some opportunities may arise for cost savings. Extension of the model to other areas in Canterbury could also open up opportunities for cost savings via contract negotiations with potential suppliers. In light of this, it will require ongoing support and partnership from TDC, Environment Canterbury and Waka Kotahi. We look forward to continuing to work with all agencies to ensure this innovative approach to public transport is maintained.



Nigel Bowen  
Mayor

## Ara Institute of Canterbury

Ara Institute of Canterbury Ltd (Ara) Timaru Campus supports the continuation of the MyWay bus services.

Ara has approximately 350 - 400 learners and 65 employees on site at our Timaru campus each semester. Our learners & team members have been accessing the MyWay bus service not solely for the purpose of attending study/work at Ara but also in their personal time.

We have gathered some general feedback from learners and staff at Ara who have used the services and provide the following feedback:

- MyWay Allows them to travel to study at wider variety of times – i.e., the older service meant they would have to arrive too early for class or wait long period for the next pick-up time. MyWay means they can arrive on time for their classes without long waiting periods
- MyWay allows people with teenagers to get to and from sports or afterschool activities without their parent having to leave classes or work to drive their child about town
- Drops them off right out the front of Ara
- Love how it has longer hours so they can do after class shopping or social catch ups. The 7pm is too early for some of Ara evening classes so those learners are not using the bus in evening
- Easy to book
- The cost is cheap enough but would like to see in the future a return trip discount price or a Tertiary student discount as students are on very limited budget i.e. If they provide evidence, they study with Ara they can get the \$1.50 student rate
- Like how it covers a wider area of the district
- Ara's learners who travel to Timaru from Oamaru or Ashburton on our own chartered bus service can use the service to get to work placements around Timaru or into town for appointments.

Ara considers this service to be essential to the future of public transport in Timaru. The alternative option is no service or a very limited bus service. Going back to the old model only would result in members of our community being unable to access study with Ara, attend doctor's appointment, complete their shopping and be involved in social activities.



Leonie Rasmussen  
Manager - Campus Operations (Southern)  
Ara Institute of Canterbury Ltd

## Timaru Information Centre

The i-SITE in Timaru is the delivering agent, where people can purchase or top-up their Metrocard to use on MyWay and The Link.

The feedback we have had has mostly positive with the odd negative comments or improving suggestions. Majority of people think this service is great and are using it regularly to take them to work/study or appointments and every day we are seeing new customers in that have never caught the bus before MyWay and have decided this is a great option, they see the vans go past their house so they will give it a go.

In relation to the app this has been a great option for all ages and a lot of elder people are really trying their best to be able to understand and use it as well, more than we expected which is great. On the daily we are assisting customers with help on this and giving out the instructions sheets for them to take away. There is still the ones who prefer to ring up which is understandable given the large population of people that are not tech savvy..... A few comments have been made about the call centre number not being free to call and the app needing data to book and noticing a lot more organised people that if they had the option would book well ahead of time or even the day before. People often think the metro card can be topped up on the MyWay app so whether it is something worth looking into as another option, even if it is set up as a link from the app to the metroinfo top up page to make things simpler.

It is definitely the case that people are using it to go to or from places they were never once able to go to or from with the original transport options and it gives people a more independent approach of getting to places or appointments on their own when they do not have anyone to take them.

Another thing that gets regularly brought to our attention is that the school bus always goes from North bound to South bound, is it worth looking at an option for children that live in the south and go to school in the north and the link isn't an option for them? Doesn't have to be a huge bus but something that is still gathering those children.

It has been a rather confusing transition for all users especially for them to understand that a metro card is what they need for payment on the MyWay but can also be used on the link and Christchurch buses as they think they need a specific MyWay card that can only be used on those vans although it has just been a case of us explaining a bit more. We think MyWay is great for Timaru and there is a lot of support behind it.



Patricia Jenney  
Manager  
Timaru Information Centre

## Timaru Senior Citizens (Eldernet)

Timaru Senior Citizens have been involved with MyWay since its beginnings.

Having senior members participate on the first trial when it started, they are today, still using it and their feedback has been amazing. They embraced the changes even though at first, they were looking for every loophole that they could find, and challenged them, only to find they are now regular users, and appreciate the need for this wonderful service especially as one person told us that if it were not for this service, she would not be able to visit the cemetery at all. It's all these little cogs in a bigger wheel that makes this exercise more user friendly for our seniors and our community who are not able to drive any more.

They say that the drivers get to know them, the call centre knows their needs, and people with walkers and those with disabilities are also well catered for. The drop off places in our central town centre are easily accessible, and the waiting is not that long. We have found that people are using it more, it is getting people out. We also hope that this service will stop those socially isolated by utilising the service to meet up with friends and family more often.

We cannot lose this service as there are so many people that are unable to walk distances for whatever reason, young and old, we have to accept changes in our lives and once people have tried it, they will realize how good it is and keep on using it. Transport is a fact of life, we all have to travel somewhere, and the best and safest way is on public transport, so let's embrace it, for if we lose it, we will have nothing and that would be a very sad day for Timaru, and our community.



Robyn Baldwin

## Appendices 2 : Acknowledgements

This report is a review and presentation of the 12-month trial of the MyWay service in Timaru and we wish to acknowledge Environment Canterbury's partners in the delivery of this service; Waka Kotahi, Timaru District Council, Via Transportation and Ritchies Transport Limited. We have appreciated key personnel involved in the design and delivery of the service and special mention to the Ritchies drivers, call centre staff and other operational personnel involved in the daily delivery of the On Demand service.

We are also grateful to the Community of Timaru for buying into the concept and embracing this new method of Public Transport.

Finally an acknowledgement to those involved in the writing and collating of this report including provision of data, commentary and feedback from partner agencies, detailed review from all parties involved and insight into useful report outputs and learnings.

### Report Authors:

Isabelle Bromham, Community Transport Advisor, Timaru - Product Owner

Jeremy Dickson, Manager Public Transport Business Services and Improvement - Project Owner

Stewart Gibbon, General Manager Public Transport, Project Sponsor



Report number: R21/40  
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E21/8516

## 7.2 Progress Reports: Pareora Pipeline Renewal, Downlands Water Supply Scheme Upgrade, Road Rehabilitation Programme, 3Waters Stimulus Programme, City Hub Programme, Theatre Royal and Heritage Facility Development

**Author:** Lili Delwaide, Programme Delivery Manager

**Authoriser:** Erik Barnes, Acting Group Manager Commercial and Strategy

### Recommendation

That the progress report for key infrastructure projects be received and noted.

### Purpose of Report

- 1 The purpose of this report is to inform the Committee on the progress of six key infrastructure projects; the Pareora Pipeline Renewal, the Downlands Water Supply Scheme Upgrade, the 3Waters Stimulus Programme, the Theatre Royal and Heritage Facility Development, the Road Rehabilitation Programme and the City Hub Programme.

### Assessment of Significance

- 2 This matter is of low significant in terms of the Significance and Engagement policy as this reports progress on approved council capital works projects that are consistent with the long term plan and levels of service expected.

### Discussion

- 3 Progress reports are attached for the Pareora Pipeline Renewal, the Downlands Water Supply Scheme Upgrade, the 3Waters Stimulus Programme, the Theatre Royal and Heritage Facility Development, the Road Rehabilitation Programme and the City Hub Programme.
- 4 The 2021/22 budgets for the above projects are:
  - \$14.7 million for the Pareora Pipeline Renewal;
  - \$13.53 million for the Downlands Water Supply Scheme Upgrade (at 100%);
  - \$3 million for the 3Waters Stimulus Programme
  - \$7.37 million for the Theatre Royal and Heritage Facility Development
  - \$9.6 million for the Road Rehabilitation Programme
  - \$0.6 million for the City Hub Programme
- 5 The attached progress reports cover all aspects of the projects up until the 31st of October, 2021 except for the financials that cover the month of September only, unless indicated otherwise. The progress reports will be presented again in February 2022 and will include total expenditure to date (actuals) for all multi-year projects.

### Attachments

1. Pareora Pipeline Renewal Progress Report October 2021  
2. Downlands Water Scheme Upgrade Progress Report October 2021  
3. 3Waters Stimulus Programme Progress Report October 2021  

4. **Theatre Royal and Heritage Facility Development Progress Report October 2021** [↓](#) 
5. **Road Renewal and Improvement Programme Progress Report October 2021** [↓](#) 
6. **City Hub Programme Progress Report October 2021** [↓](#) 



# Pareora Pipeline Renewal

Progress report – Issue 9 – 31 October 2021



## BACKGROUND

The existing Pareora pipeline, installed in the 1930s, is a critical pipeline that convey raw water from Pareora River intake to the Claremont water treatment plant and reservoir. This source provides approximately 60% of water consumed annually in the Timaru Water Supply.

The existing pipeline has numerous sections in poor condition resulting in leakages. Due to the pipe size, pipe material and difficulty to access the terrain, the repairs are usually more expensive and more challenging than for a standard pipe. Therefore the renewal of the pipeline is the preferred option, compared to continuing to maintain the current pipe, to ensure continuity of the Timaru Water Supply and to minimise water loss.

## OVERVIEW

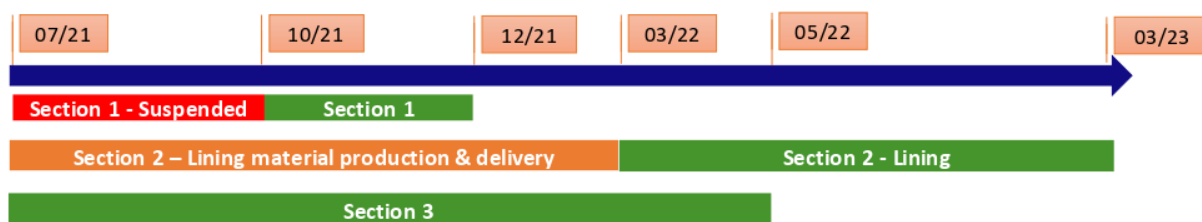
Approximately 37km of pipeline needs to be replaced from Lindisfarne to the Claremont water treatment plant (WTP). The Pareora pipeline renewal was approved in the 2021-2031 Long Term Plan, and is now in the construction phase. The project comprises three contract work packages listed below:

- Contract 2468 – Pareora Pipeline Renewal Section 1 (Lindisfarne to Pareora Gorge Road)
- Contract 2469 – Pareora Pipeline Renewal Section 2 (Pareora Gorge Road)
- Contract 2470 – Pareora Pipeline Renewal Section 3 (Pareora Gorge Road to Claremont WTP)

## RECENT PROGRESS

- **Section 1** – Installation of 12,900m of pipe has been completed (85% project completion). 8400m of the new pipeline and the flow control valve station has been successfully commissioned in October from Lindisfarne to Cliffs Road Bridge with 2,200m pipe installation remaining. It is programmed to be completed in December 2021.
- **Section 2** – The liner material is being produced overseas and is programmed to be dispatched from Europe to arrive in New Zealand by end of February 2022. The physical work is scheduled to commence in March 2022, with completion in 2022/23. The design produced by the liner specialist is being finalized. The applications for Resources Consent and Archaeological Authority are currently being finalized.
- **Section 3** – Installation of 8000m of pipe has been completed (45% project completion). The project is programmed to be completed by end of May 2022.

## PROJECT TIMELINE



**\$14.7M**  
Total 2021-2031 LTP Budget

**\$2.92M**  
*Spent 1 Jul – 31 Oct 2021*

**95% Design**  
**50% Construction Completed**



# Pareora Pipeline Renewal

Progress report – Issue 9 – 31 October 2021



## PROJECT TEAM

**Project Sponsor:** Andrew Dixon - **Project Lead:** Grant Hall - **Project Manager:** Octa

## PROJECT FINANCIALS

The project is funded by loan, within the Urban Water Supply budget. The loan in turn will be financed by urban water supply ratepayers via the Uniform Annual Charge for urban water.

Total LTP 2021-2031 Budget - \$14.7M

2021/2022 Budget - \$11.6M

2022/2023 Budget - \$3.1M

## PROJECT RISKS

**CONSENTING** – Some consenting applications are still ongoing, there is a risk that potential request for additional information may delay Section Two.

**MATERIALS** - Due to COVID-19, international supply of waterworks fittings could potentially delay the delivery of materials and / or increase the cost of freight.

**ARCHAEOLOGY & ECOLOGY** – Any finding of archaeology artefacts or bones and native lizards could potentially delay the construction programme.

**COVID LOCKDOWN** – COVID lockdown Level 4 will delay the completion of the work.

## PROJECT PHOTOS



*Contract 2468 – Inside a commissioned Flow Control Valve Station in Lindisfarne*

# Pareora Pipeline Renewal

Progress report – Issue 9 – 31 October 2021



*Contract 2468 – New pipe Installation both Pareora Trunkmain and ridermain in the same trench in Cliffs Road*



*Contract 2470 – Creek crossing installation in George Ward Road*



# Downlands Water Supply Scheme Upgrade

Progress report – Issue 9 – 31 October 2021



## BACKGROUND

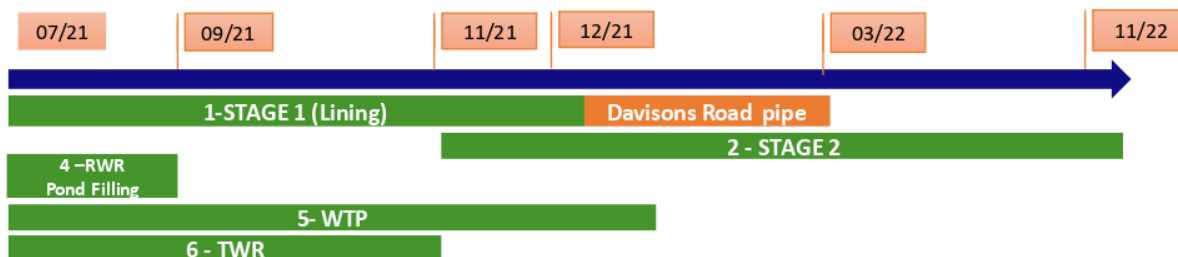
Timaru District Council manages the Downlands Water Supply Scheme on behalf of the Timaru, Waimate and Mackenzie District Councils. The scheme currently supplies stock and drinking water to over 2,500 properties. The scheme dates back to the 1930s and parts of the scheme no longer complies with the Drinking Water Standards for New Zealand 2008 (Revised 2018) (DWSNZ). Parts of the asset are also close to end of life so a scheme upgrade is ongoing. In addition, on completion of the upgrade additional water will become available for purchase.

## OVERVIEW

The Downlands Water Supply Scheme Upgrade was approved in the 2021-2031 Long Term Plan and is now in the **construction phase**. Updates to the six contracts are:

- Contract 2496 Te Ana Wai Treated Water Reservoir. The treated reservoir is 90% complete and commissioning is planned for November 2021.
- Contract 2485 – Te Ana Wai Intake Upgrade. The upgrade is complete and the intake is currently in operation with no issues.
- Contract 2460 – Te Ana Wai Water Treatment Plant. The plant is 75% complete and programmed for completion by the end of December 2021.
- Contract 2431 – Te Ana Wai Raw Water Storage. The majority of the construction work has been completed with minor works remaining such as trimming and grassing on the reservoir embankment. The construction is 98% complete. Water filling of the raw reservoirs is completed and there is no issues to report.
- Contract 2338 – Te Ana Wai Trunkmain Upgrade Stage 1 Pipeline - Four of five lining sections have been completed and commissioned. The last section of the lining is programme to be completed and commissioned in December 2021. Davison Road to Taiko Trunkmain (funded by the Three Water Reforms Stimulus Fund) will commence after the lining work has been completed and is programme to complete in March 2022.
- Contract 2448 Te Ana Wai Trunkmain Upgrade Stage 2 Pipeline. The lwi blessing has been carried out on 26 October. The construction works are scheduled to start in Richardson Road at the new water treatment plant location and progress towards Cave township in November 2022.

## PROJECT TIMELINE



**\$13.53M**

Total 2021-2031 LTP Budget

**\$5.56M**

Spent as of 31 Oct 2021 – \$12.19M Budget for 2021/22

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**100%** Design  
**40%** Construction Completed

# Downlands Water Supply Scheme Upgrade

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## PROJECT TEAM

**Project Sponsor:** Andrew Dixon - **Project Lead:** Grant Hall - **Project Manager:** Octa

## PROJECT STATUS

	Trunkmain		Intake	WTP		
	Stage 1	Stage 2		RWR	TWR	WTP
<b>Prelim. Investigations</b>	✓	✓	✓	✓	✓	✓
<b>Consenting</b>	✓	✓	✓	✓	✓	✓
<b>Design</b>	✓	✓	✓	✓	✓	✓
<b>Procurement</b>	✓	✓	✓	✓	✓	✓
<b>Construction</b>			✓			
<b>Commissioning</b>			✓			

Not started

In progress - on schedule

In progress - behind

Warning

Awaiting Sign-Off

Completed

## PROJECT FINANCIALS

Total LTP 2021-2031 Budget - \$13.53M

2021/2022 Budget - \$12.19M

2022/2023 Budget - \$1.34M

## PROJECT RISKS

**ARCHAEOLOGY & ECOLOGY** – Any finding of archaeology artefacts or bones and native lizards could potentially delay the construction programme.

**MATERIAL** - Due to COVID-19, international supply of waterworks fittings could potentially be delayed and / or the cost of freight could increase.

**COVID-19** – A move to COVID-19 Alert Level 4 will delay the completion of the work.

# Downlands Water Supply Scheme Upgrade

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New water treatment plant, water treatment reservoir and raw water reservoir



Contract 2338 – Temporary water bypass completed in last lining section in Cave.



# 3Waters Stimulus Programme

Progress report – Issue 5 - 31 October 2021



## OVERVIEW

In 2020 the Timaru District Council agreed with the Government to receive \$6.86m for 16 separate 3Waters Stimulus Package projects, of which 14 involved physical works. The projects are located throughout the Timaru District and cover urban water, rural water, sewer and stormwater activities. The projects were required to be completed prior to 31 March 2022, however due to COVID issues the end date has been extended to the 30<sup>th</sup> June 2022.

Despite the recent COVID Alert Level 4 lockdown, all projects are progressing as expected. Contracts are in place for 13 projects with infrastructure components, plant, and equipment with long lead times being procured. It is expected that 6 projects will be completed in 2021 and the remaining 8 in 2022 prior to the completion deadline.

Quarterly progress reports are submitted to the Department of Internal Affairs via Crown Infrastructure Partners, with \$5.14m of project funding receipted as at the 31<sup>st</sup> October 2021.

Defining the scope and scale of all projects soon after receiving funding approval, appointing appropriate project managers, and expediting procurement has resulted in the deadlines being very achievable.

A summary of all projects is on page 2 of this report.

*Below photos show progress on Te Moana water treatment plant, reservoir and building foundations.*



## PROJECT TEAM

**Project Lead:** Grant Hall - **Programme Manager:** Ashley Harper - **Technical Specialist:** Judy Blakemore

**\$6.86M**  
Total Stimulus  
Package Fund

**Procurement  
Completed**  
for 13 out of 14 projects

**4  
Projects  
Substantially  
Completed**

# 3Waters Stimulus Programme

Progress report – Issue 5 - 31 October 2021



## PROJECT UPDATE

Project Name	Update	Projected Completion
<b>Stimulus funded work substantially complete</b>		
<b>Serpentine Creek, Geraldine, Enhancement \$</b>	Clean up of Serpentine Creek has been completed and the design of improvements to the retention dam is underway.	December 2021
<b>Gleniti Reservoir Control Chamber Upgrade \$</b>	Building work by Colin Shore Building and pipework by Menzies now complete. Siteworks being finished in October/November.	November 2021
<b>Opihi/Timaru Water Communications Upgrade \$</b>	Project to improve communications with key sites along the Opihi Trunk Watermain now completed.	September 2021
<b>Washdyke Water Network Improvements \$\$\$</b>	All pipelaying completed by Rooney Earthmoving. Testing, commissioning and site reinstatement over the next 6 weeks.	November 2021
<b>Work in Progress (\$ 0-\$250k, \$\$ up to \$500k, \$\$\$ over \$500k)</b>		
<b>Trunk Watermain Renewal Davison Road \$\$\$</b>	Pipe renewal is being integrated with Downlands Stage 1 Trunk Watermain reweal by Hadllee and Brunton.	February 2022
<b>Whales Creek Stormwater Improvements at Caroline Bay \$\$</b>	Sand trap cleaned and an assessment of Waimataitai Creek progressing.	March 2022
<b>Downlands Water Pipes at Cannington Area \$\$\$</b>	Work is underway with 4700m of pipe installed.	December 2021
<b>Dawson Street Sewer Pump Station Replacement</b>	The prefabricated pump station including the pumping equipment is in Timaru and the installation contract has been let to Hadllee and Brunton.	March 2022
<b>Te Moana Water Treatment Plant \$\$\$</b>	Separable portion 1, funded from the Stimulus Package, being the water treatment plant fabrication is well underway and site works have now commenced.	April 2022
<b>Early stage work</b>		
<b>Arowhenua Water Treatment Plant and Storage \$</b>	Further consultation with Arowhenua is underway, with alternative options being developed.	March 2022
<b>Inland Towns Sewer Pipeline Improvements \$</b>	Work is now scoped, with the pump purchased and electrical work underway. Physical work to be completed with the Geraldine oxidation ponds embankment work.	March 2022
<b>Taitarakahi Creek Culvert Enhancement \$\$</b>	Work is being carried out in conjunction with the Showgrounds site development by Rooney Earthmoving. Box culvert units have been ordered and installation is programmed for early 2022.	February 2022
<b>Geraldine Oxidation Ponds Embankment Improvement \$</b>	Contract let and imported materials now on site. Physical works commence November 2021	January 2022
<b>Downlands Capacity Improvement Totara Valley and Kakahu \$\$</b>	Design and Build contract let to Apex Environmental with work underway.	Early 2022



# 3Waters Stimulus Programme

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## PROJECT FINANCIALS

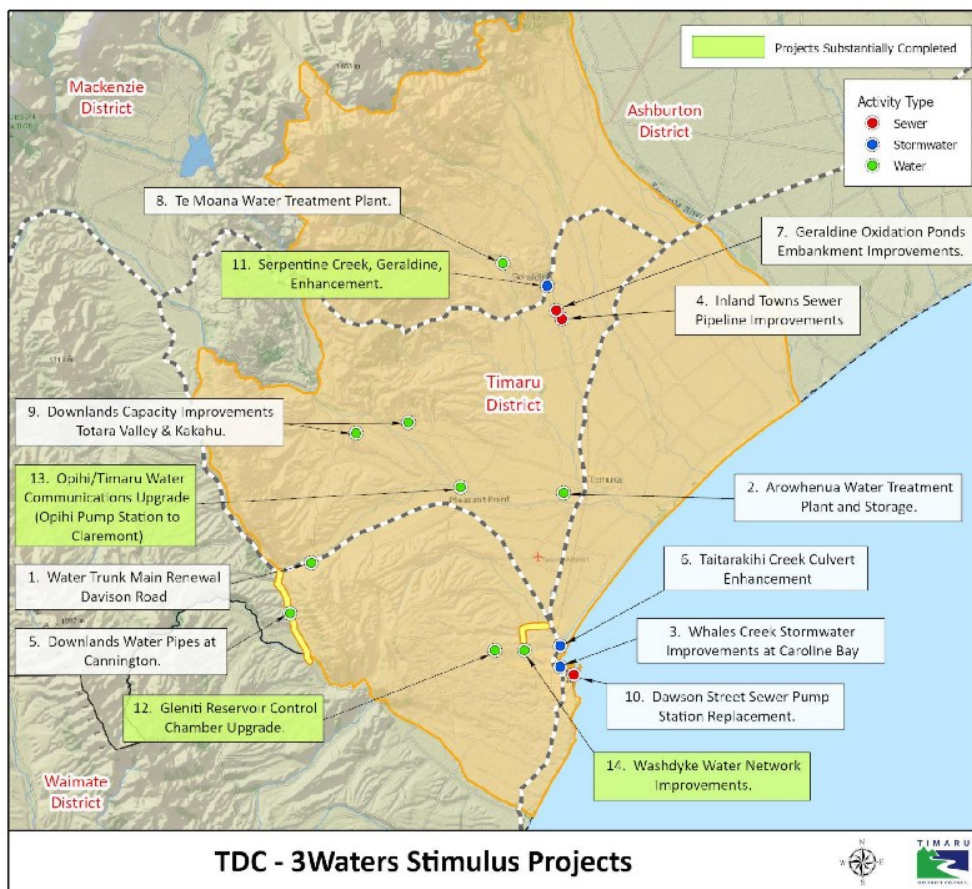
The following projects are co-funded from the approved 2021/22 budgets:

- The Taitarakahi culvert enhancement is a component of the Showgrounds Development. The primary project is being carried out by the developer.
- The Te Moana Water Treatment Plant is a separable portion of the wider scheme upgrade.
- The Washdyke to Mountain View Road new trunk water main.
- The Dawson St Pump Station Renewal.
- Downlands network extension at Cannington.

## PROJECT RISKS

The main risks to the 14 projects in the physical work programme are:

- Delays to consenting and approvals. This risk has been mitigated by selecting projects with minimal consenting and approval requirements.
- Not completing all projects by the new completion date of the 30<sup>th</sup> June 2022. This risk is now substantially mitigated by defining the scope and scale of projects soon after Stimulus package approval.





# Theatre Royal and Heritage Facility Development

Progress report – Issue 7 – 31 October 2021



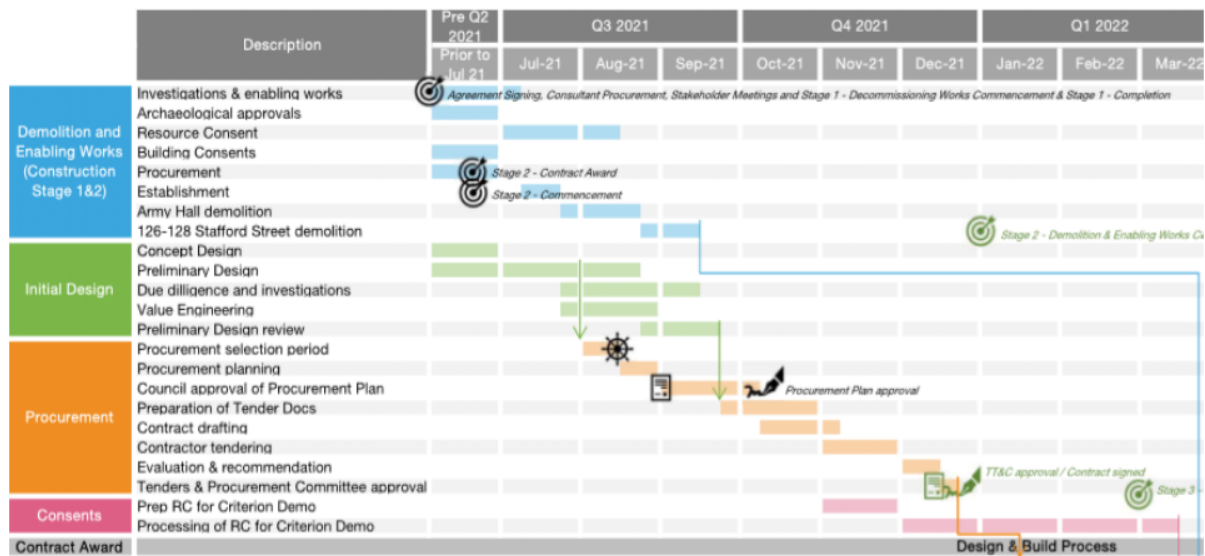
## OVERVIEW

This project combines the upgrade of the Theatre Royal with the development of a new Heritage Facility. The programme for 2021-22 comprises:

- The release of the RFP for a two stage Design and Construction build
- An update on Preliminary Design, contract drafting and tendering
- The reconfirmation of Procurement Brief, Value Engineering if required to meet budgets
- The preparation of Resource Consents application
- Awarding the Build Construction Contract
- Construction to begin between March to May 2022



## PROJECT PROGRESS AND INDICATIVE PROJECT TIMELINE



## PROJECT FINANCIALS

The combined total capital cost of the project is \$29.3m.

This project is to be funded by loan, reserves and external funding.

The 2021/22 budget is \$7.367m. The expenditure to 10 October 2021 was \$396,625.

## PROJECT RISKS

*(requiring active management)*

COVID-19 - Alert Levels and restrictions resulting in project delays or increased costs. Impact of COVID-19 on the supply of materials and delivery of special items of infrastructure required for fit out works.

## PROJECT TEAM

**Project Sponsor:** Symon Leggett - **Client Representative and Theatre Lead:** Nicole Timney - **Museum Lead:** Philip Howe - **Project Manager:** RDT Pacific Limited

**\$29.3M**

Total 2021-2031 LTP Budget

**\$7.37M**

2021/22 Budget

**Current Status:**  
Procurement and design

# KEY PROJECT

## Road Renewal and Improvement Programme

Progress report – 31 October 2021



### OVERVIEW

The Road Rehabilitation Programme is generally part of Contract 2494 with Fulton Hogan. The CAPEX figures are made up of funding under seal extensions, capital improvements and road rehabilitations. Projects updates are shown below. Following approval of Waka Kotahi budgets, good progress is being made on all projects. Land Transport expects that this track record of delivery will continue for 2021/22.

Location	Type of work	Length	Status	Procurement
<b>In Design/Procurement</b>				
Browne Street - Timaru	Road Reconstruction, Kerb and footpath replacement	250m	Tender Documents drafted. Tender close and award prior to Christmas. Construction to begin in January	Invited tender
Springfield Road	Road Rehabilitation	615m	To start November 2021 bulk to construction completed prior to Christmas	Contract 2494 – Maintenance Contract
Beaconsfield Road	Road Rehabilitation SH1 – Rocky Hundreds	1250m	Design underway	Contract 2494
<b>Construction underway</b>				
District Wide	Road Resurfacing	Multiple sites	North of the Opihi works has commenced with a . With South of the Opihi starting in the New year	Resurfacing Contract
Winchester Hanging Rock Road – Stage 1 and 2	Road Rehabilitation	2 Sites 600m & 1500m	Construction has begun. Completion of first site prior to Christmas	Contract 2494
Unwin Road	Intersection and Drainage upgrade	200m	Construction has begun. Completion Prior to Christmas	Contract 2494
<b>Completed</b>				
Tiplady Road	Road Rehabilitation	1km	Completed	Contract 2479
Orari Back Road	Seal Extension	2 sites total 4.7km	Completed	Contract 2459
<b>Planned</b>				
Earl Road – Stage 2	Seal widening	4km	Undertaking business case for Waka Kotahi consideration	Invited tender
Ranigata Gorge Road	Seal widening	3.5km	Design and scope underway	Contract 2494
Levels Plain Road	Road Rehabilitation and safety upgrades	2 Sites 2.3km	Design under review – Undertaking business case for Waka Kotahi consideration	Contract 2494
Woodbury Road	Seal widening	4.2 km	Construction likely to be 2022/23	Contract 2494

**PROJECT TEAM** Project Sponsor: Andrew Dixon - Project Manager: Susannah Ratahi

**\$9.6M**

Total 2021/22 Annual Plan Budget

**\$1.3M**

Spent to Date (as of Sept 2021)

**20%**

Completed (as of Sept 2021)



# KEY PROJECT

## Road Renewal and Improvement Programme

Progress report – 31 October 2021



### PROJECT PHOTOS

Orari Back Road during construction



Pitt Road West during construction



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# City Hub Programme

Progress report – Issue 1 – 31 October 2021



## BACKGROUND

A City Hub Strategy is being developed to identify and summarise Council and community actions needed to regenerate a vibrant, thriving, sustainable Timaru city centre.

The successful Strategy will provide a framework for future public and private investment supporting a wide range of commercial, social, cultural and environmental uses and wellbeings. Projects for possible investment will align with one or more of the [twelve strategic elements identified by the City Hub Strategy Project Steering Group](#).

Council has adopted an **Enabling** role to support community and private sector investment.

## OVERVIEW

The City Hub Strategy is currently being developed and a final draft with two alternative fully scoped and costed work programmes will be ready for consideration through the Long Term Plan 2024-2034. This timing will enable Council to engage the community in a robust, well informed cost/benefit conversation on both need to have projects within the original Enabling scope and budget, and the nice to have projects that address the aspirations and expectations of our community and stakeholders.

Throughout the entire process, there will be ongoing conversations about the form and function of the public and private realm, and about the experiences our people want to have in the city centre.

While individual projects continue to progress at pace, there will be two significant "activation" periods coinciding with design phases for the Urban Master Planning process, a cornerstone of the overall Strategy.

Summer 2021-22 will see a host of pop up initiatives happening around our central city streets, while Summer 2022-23 will bring a range of trials both alongside and within the road/parking network. This will offer our communities the opportunity to experience and provide feedback on possible changes which can be incorporated or addressed through the final Urban Master Plan and City Hub Strategy.



Urban connections with Caroline Bay and the Port are important to many stakeholders.



## PROJECT TEAM

Project Sponsor: Andrew Dixon

Programme Manager: Rosie Oliver

# City Hub Programme

Progress report – Issue 1 – 31 October 2021



## PROJECT UPDATE

Project	Update
<b>City Hub Core Programme</b> (\$ 0-\$250k, \$\$ up to \$500k, \$\$\$ over \$500k)	
<b>Website</b> \$	Due for go-live in the first week of November. Will provide both a shop front to showcase how projects integrate to build the strategy and a back stop for storing key information in a publicly accessible, transparent and user-friendly format.
<b>Urban Master Plan and summer trials</b> \$\$\$	Decision of the Tender Evaluation Team is due to go to Tenders and Procurement for approval in the first week of November. It is anticipated that the successful team will shortly meet with staff leading the project (11 November 2021) and the Project Steering Group (12 November 2021) to confirm direction and next steps.
<b>Earthquake Prone Buildings Toolkit</b> \$	First draft sitting with external designers to create a proof suitable for review by Senior Leadership Team and the Project Steering group in the first instance. Further internal and external engagement scheduled to follow.
<b>Impact and Investment Toolkit</b> S	To include a matrix for measuring private investment and community impact, a wish list (based on community input to date) analysis based on commercial probabilities and possibilities and a roadmap for Council around how to enable and encourage sustainable and appropriate investment. Will be directed by the Development and Investment Steering Group (see below) but resourced by staff from TDC and Venture Timaru together with external experts.
<b>MyWay Parklet</b> \$	Land Transport Unit have a draft concept in hand and are continuing conversations around (initial) site location. Once this has been confirmed staff will instigate a wider stakeholder conversation on the proposed concept to ensure that the trial installation is comfortable, convenient and appropriate to the needs of all of our diverse community and user groups. Staff are working in partnership with ECan and Ritchies (operators) to achieve this.
<b>Mana Whenua Narratives and Aspirations</b> \$	Tewera King and Fran Jackson have been named to lead this piece of work. We are waiting on confirmation of timelines,
<b>Establishment of a Business Improvement District (BID)</b> \$	The present CBD Group will arrange a meeting with the Strategy and Corporate Planning Unit to progress this.
<b>Linked Work Programmes</b>	
<b>Theatre and Heritage Hub</b> \$\$\$	<a href="https://www.timaru.govt.nz/community/facilities/theatre-royal-and-heritage-hub">https://www.timaru.govt.nz/community/facilities/theatre-royal-and-heritage-hub</a>
<b>District Plan review</b> \$\$\$	<a href="https://www.timaru.govt.nz/services/planning/district-plan/district-plan-review">https://www.timaru.govt.nz/services/planning/district-plan/district-plan-review</a>
<b>Parking Strategy</b> \$	<p>The development of a District Parking Strategy is being directed by the National Policy Statement on Urban Development. Led by the Land Transport Unit, the Parking Strategy is being progressed under Council' s Long Term Plan 2021-31 and will proceed to Council for approval, alongside the evolution of the Urban Master Plan/City Hub Strategy to ensure alignment with these significant work programmes. The draft strategy will then proceed to the public for consultation.</p> <p>Parking Management plans for Timaru, Temuka and Geraldine will be developed following finalisation and adoption of the Parking Strategy to support future proofed parking options that meet the needs of each community.</p>



# City Hub Programme

Progress report – Issue 1 – 31 October 2021



## THE FINANCIALS

The budget available includes \$31.9 million debt funding over the period 2021-31 to undertake capital works. The project will also leverage existing Land Transport operating budget to a total value of \$15.2 million from 2022/23 (Year 2) to 2030/31 (Year 10).

The budget approved for this programme of work has not yet been allocated on a per project basis.

The development of the urban master plan with its suite of place based trials is expected to consume the largest portion of the Year 1 and 2 budgets (\$613,925; \$957,150).



**Private investment will also underpin the regeneration of the city centre.**

## THE RISKS

- COVID-19. The current Alert Level 2 and proposed COVID-19 Traffic Light Framework both limit numbers for “events” or “gatherings” in public spaces from which the public cannot and would not be excluded. This is because it would not be possible to require vaccine certification at entry points to our city centre as this would evidently obstruct access to businesses who will each have their own policy on this. Our present understanding therefore is that for city centre activations the limits for outdoor “events” or “gatherings” must apply, ie no more than 100 people at Green, 50 at Orange, 10 at Red.
- This inability to draw a crowd into the city centre will limit both the social and the economic impact of the City Hub activations, at least for the summer 2021-22 trial period. The duration of this limitation and corresponding impact on social and economic outcomes is presently unknown.
- The success of the City Hub Programme is heavily reliant on participation and investment from the private sector into our city centre. Failure to successfully engage with or motivate private investors will compromise the programme.
- There is a tension between the pressure to realise “quick wins” and the recognised need to shift from ad hoc to strategic investment.
- Preliminary engagement revealed that community and stakeholder expectations for public investment and impact are not well aligned with the available budget

## COMMUNITY AND STAKEHOLDER ENGAGEMENT

The regeneration of the city centre will require private sector investment. A **Development and Investment Steering Group** is being set up to provide Council with guidance around measures that would enable sustainable and appropriate development and the alignment of public sector investment with private sector opportunities. Members of this group are yet to be confirmed.

A **Community Advisory Group** is also being established in order to ensure that both the process and the outcomes of the City Hub Strategy are inclusive and meet the needs of all our diverse communities.

**8 Consideration of Urgent Business Items**

**9 Consideration of Minor Nature Matters**