



**Greater Christchurch
Partnership**

Te Tira Tū Tahī

One Group, Standing Together

Greater Christchurch Partnership Committee AGENDA

Notice of Meeting Te Pānui o te Hui:

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

Date: Friday 6 March 2026
Time: 9 am
Venue: Council Chamber, Environment Canterbury,
200 Tuam Street, Christchurch

27 February 2026

To watch the meeting live, go to:

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

To view copies of Agendas and Minutes, visit:

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

Committee Members

Greater Christchurch Partnership Interim Chair – Non Voting Member

James Caygill

Mana Whenua

Dr Te Maire Tau, Tania Wati, and Gail Gordon

Christchurch City Council

Mayor Phil Mauger, Deputy Mayor Victoria Henstock, and Councillor Tyla Harrison - Hunt

Environment Canterbury

Chair Dr Deon Swiggs, Councillors Joe Davies and Nettles Lamont

Selwyn District Council

Mayor Lydia Gliddon, Deputy Mayor Big Red Shefford, Councillor Sophie McInnes

Waimakariri District Council

Mayor Dan Gordon, Deputy Mayor Philip Redmond and Councillor Niki Mealings

Health

Dr Anna Stevenson

Director, Greater Christchurch Partnership

John Bartels

Ph 941 8456

Democracy Services Adviser

David Corlett

ph 941 5421

1. TERMS OF REFERENCE NGĀ ĀRAHINA MAHINGA

1.1. The role of the Committee is to:

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

1.2. The functions of the Committee are to:

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

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

2. QUORUM AND CONDUCT OF MEETINGS

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

3. MEETING FREQUENCY

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

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

4. DELEGATIONS

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

5. FINANCIAL DELEGATIONS

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

AGENDA ITEMS HE RĀRANGI TAKE

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Karakia Whakakapi Closing Incantation

Standing Items

Karakia mō te Tīmatataka Opening Incantation

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

1. Apologies Ngā Whakapāha

Apologies will be recorded at the meeting.

2. Declarations of Interest Ngā Whakapuaki Aronga

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

3. Deputations by Appointment Ngā Huinga Whakaritenga

Deputations by appointment will be recorded in the meeting minutes.

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

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

That the minutes of the Greater Christchurch Partnership Committee meeting held on [Friday, 5 December 2025](#) be confirmed (refer page 9).



Greater Christchurch Partnership

Te Tira Tū Tahī
One Group, Standing Together

Greater Christchurch Partnership Committee OPEN MINUTES

Date: Friday 5 December 2025
Time: 9.15am
Venue: Council Chamber, Environment Canterbury,
200 Tuam Street, Christchurch

**Present
Members**

Tania Wati - Mana Whenua
Gail Gordon - Mana Whenua
Mayor Phil Mauer - Christchurch City Council
Deputy Mayor Victoria Henstock - Christchurch City Council
Councillor Tyla Harrison-Hunt - Christchurch City Council
Chair Dr Deon Swiggs - Environment Canterbury
Councillor Joe Davies - Environment Canterbury
Councillor Nettles Lamont - Environment Canterbury
Mayor Lydia Gliddon - Selwyn District Council
Deputy Mayor Big Red Shefford - Selwyn District Council
Councillor Sophie McInnes - Selwyn District Council
Mayor Dan Gordon - Waimakariri District Council
Deputy Mayor Philip Redmond - Waimakariri District Council
Councillor Niki Mealings - Waimakariri District Council
(Non-Voting Member) James Caygill - Waka Kotahi (New Zealand Transport Agency)

Principal Advisor

John Bartels
Director Greater Christchurch Partnership
Tel: 941 8456
John.Bartels@GreaterChristchurch.org.nz

Meeting Advisor

David Corlett
Democratic Services Advisor
Tel: 941 5421
david.corlett@ccc.govt.nz
Website: www.ccc.govt.nz

Karakia mō te Tīmatataka Opening Incantation

Whakataka te hau ki te uru	<i>Cease the winds from the west</i>
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Tihei Mauri Ora	

1. Apologies Ngā Whakapāha

Committee Resolved GCPC/2025/00024

That the apologies from Dr Te Maire Tau, Dr Anna Stevenson for absence be accepted.

Councillor Niki Mealings/Chair Dr Deon Swiggs

Carried

2. Declarations of Interest Ngā Whakapuaki Aronga

There were no declarations of interest recorded.

3. Deputations by Appointment Ngā Huinga Whakaritenga

There were no deputations by appointment.

4. Briefing and decisions for the Incoming Committee

Officer Recommendations Ngā Tūtohu

That the Greater Christchurch Partnership Committee:

1. **Receives** the briefing to the incoming Committee (**Attachment A**), supplemented with relevant Greater Christchurch Partnership documents.
2. **Notes** the proposed meeting dates and arrangements for 2026 (Attachment B).
3. **Appoints** [James Caygill] to Chair the Greater Christchurch Partnership Committee for the remainder of this meeting.

Either:

4. **Approves** the recruitment for the new Interim Independent Chair through an Expression of Interest process to be undertaken in December, with the intent that the appointee to this role commences prior to the March 2026 Greater Christchurch Partnership Committee meeting and continue through to the end of June 2026. Noting the

appointment of an Interim Independent Chair is a temporary variation of the Memorandum of Agreement.

5. **Establishes** a Selection Panel (Panel) to carry out the appointment process established in Recommendation 4 using the position description (Attachment C), which will be comprised of between three and five Greater Christchurch Partnership Committee members, supported by Chief Executives and staff to ensure the recruitment conforms with the relevant organisational policy requirements.
6. **Delegates** authority to the Chief Executives Advisory Group to appoint the Selection Panel for the Interim Independent Chair with consideration given to partner recommendations.
7. **Delegates** the authority to the Panel to appoint the Interim Independent Chair and maintain the Greater Christchurch Partnership Committee's momentum into 2026.
8. **Notes** there is up to \$40,000 available to fund the Interim Independent Chair role through to the end of June 2026.
Or:
9. **Appoint** *[insert Committee member name]* to the role of Interim Chair of the Greater Christchurch Partnership Committee through to the end of June 2026 or sooner should the Committee make decisions on the implementation of the Independent Review within this timeframe. Noting the appointment of an Interim Chair is a temporary variation of the Memorandum of Agreement.

Committee Resolved GCPC/2025/00025

Part C

That the Greater Christchurch Partnership Committee:

1. **Receives** the briefing to the incoming Committee (**Attachment A**), supplemented with relevant Greater Christchurch Partnership documents.
2. **Notes** the proposed meeting dates and arrangements for 2026 (Attachment B).
3. **Appoints** James Caygill to the role of Interim Chair of the Greater Christchurch Partnership Committee through to the end of June 2026 or sooner should the Committee make decisions on the implementation of the Independent Review within this timeframe. Noting the appointment of an Interim Chair is a temporary variation of the Memorandum of Agreement.

Mayor Dan Gordon/Chair Dr Deon Swiggs

Carried

The meeting adjourned during item 5 at 9.40 am and reconvened at 9.49 am.

5. Secretariat and Work Programme Update

Committee Comment

1. The Chair noted that staff recommendations 1 and 2 would be dealt with first and asked for a mover and seconder for these recommendations. Deputy Mayor Henstock moved these recommendations which were seconded by Gail Gordon. This motion was passed.

2. The Committee then considered the remaining staff recommendations. Chair Swiggs moved amended staff recommendations 4 and 5 and the removal of staff recommendation 3. This was seconded by Mayor Gordon. This motion was passed.

Officer Recommendations Ngā Tūtohu

That the Greater Christchurch Partnership Committee:

1. **Receives and notes** the Greater Christchurch Partnership Secretariat and work programme update.
2. **Notes** the significance of the Resource Management Reforms to the Greater Christchurch Partnership and Partner organisations, the importance of the Partnership making a submission, and acknowledges that the consultation period and submission window are expected to be limited and not aligned with the scheduled GCP Committee meetings.
3. **Requests** officers prepare a Greater Christchurch Partnership submission on the proposed Resource Management reforms for submitting within the consultation period.
4. **Delegates** authority to the Chief Executives Advisory Group to approve the final submission on the proposed Resource Management reforms on behalf of the Greater Christchurch Partnership.
5. **Notes** the final submission will be circulated to Committee members prior to being submitted and will be tabled for retrospective endorsement at the March 2026 Committee meeting.

Committee Resolved GCPC/2025/00026

Part C

That the Greater Christchurch Partnership Committee:

1. **Receives and notes** the Greater Christchurch Partnership Secretariat and work programme update.
2. **Notes** the significance of the Resource Management Reforms to the Greater Christchurch Partnership and Partner organisations, the importance of the Partnership making a submission, and acknowledges that the consultation period and submission window are expected to be limited and not aligned with the scheduled GCP Committee meetings.

Deputy Mayor Victoria Henstock/Gail Gordon

Carried

Committee Resolved GCPC/2025/00027

Part C

4. **Requests** the Chief Executives Advisory Group consider preparing a submission on the proposed Resource Management reforms on behalf of the Greater Christchurch Partnership.
5. **Notes** a final submission would be circulated to the Committee members for approval prior to being submitted and would be tabled for retrospective endorsement at the March 2026 Committee meeting.

Chair Dr Deon Swiggs/Mayor Dan Gordon

Carried

6. Implementing the Greater Christchurch Partnership Independent Review

Secretarial note: A presentation was given by Sara Baddeley and Cat Moody from Martin Jenkins (Attached). This presented the findings of the Independent Partnership Review, set in the context of recent Government announcements and forthcoming reforms.

Committee Resolved GCPC/2025/00028

Officer Recommendation accepted without change

Part C

That the Greater Christchurch Partnership Committee:

Part 1 – Foundations of the Independent Partnership Review

1. **Receives** the **Independent Review Insights Report** and the **Independent Review of the Greater Christchurch Partnership Report**, summarised within the **presentation by Martin Jenkins at the August 2025 Committee meeting**.
2. **Notes** that the independent review by Martin Jenkins was conducted in accordance with the approved **Terms of Reference**.

Part 2 – Advancing implementation of the Review

3. **Notes** the Chief Executive Advisory Group have overseen implementation of the Independent Review's Phase 1 recommendations with preparatory materials developed by Martin Jenkins for consideration by the incoming Greater Christchurch Partnership Committee (**Attachment A**);
4. **Notes** the Chief Executive Advisory Group aims to secure decisions by the Committee on implementation of the Review at the March 2026 Committee meeting.

Councillor Joe Davies/Councillor Nettles Lamont

Carried

Attachments

- A Martin Jenkins Presentation 5 December 2025

Karakia – Whakakapi Closing Incantation

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

Meeting concluded at 10.39am.

CONFIRMED THIS 6th DAY OF March 2026

Unconfirmed

5. Greater Christchurch Public Transport Improvement Programme Update

Reference Te Tohutoro:	26/112140 Ben Rhodes, Manager Planning (CCC)
Responsible Officer(s) Te Pou Matua:	Jane Cameron, Team Leader Strategic Transport (CCC) Sonia Pollard, Strategy and planning manager (CRC)- Public Transport, Mark Gregory, Principal Public Transport Planner (CRC)
Accountable ELT Member Pouwhakarae:	John Bartels, Director Greater Christchurch Partnership

1. Purpose of Report Te Pūtake Pūrongo

- 1.1 To provide the Greater Christchurch Partnership Committee (Committee) with an update on the delivery of the Greater Christchurch Public Transport improvement programme. This includes updates on:
- the delivery of the Public Transport (PT) Futures investment programme, and
 - the MRT Route Protection Project being led by Christchurch City Council (CCC).

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

- 2.1 Significantly improving public transport connections between key Greater Christchurch centres is a priority in the Greater Christchurch Transport Plan. The development of a mass rapid transit (MRT) system is a key move in the Greater Christchurch Spatial Plan.

3. Executive Summary

- 3.1 Greater Christchurch partners remain committed to delivering the PT Improvement Programme to create a higher patronage network and enable transit oriented growth in the sub-region.
- 3.2 The PT Futures and MRT programmes are the cornerstones of Greater Christchurch's public transport improvement strategy.
- 3.3 Alignment with national, regional, and sub-regional strategies remains strong, and has been further reinforced through the Greater Christchurch Spatial Plan (2024), the Greater Christchurch Transport plan (2025) and the Regional Public Transport Plan (2025-35).
- 3.4 The national significance of the programme has been recognised through the inclusion of the Greater Christchurch programme in the draft National Infrastructure Plan.
- 3.5 Partner agencies are working on the next steps to deliver the agreed programme; this requires developing detailed level investment cases to secure co-funding through Long-Term Plans and the National Land Transport Programme 2027-30.
- 3.6 The initial priority is on improving the frequency and reliability of the core routes as these routes service the greatest number of people. This will be followed by public transport improvements to the rest of network. This is a critical enabler as we move towards implementing Mass Rapid Transit.

- 3.7 CCC has established a project team to progress the route protection phase for the core 22 kilometre long MRT corridor within Christchurch City boundaries. Resourcing has been secured through CCC to progress the work in FY25/26 and work has commenced.
- 3.8 The ability of the MRT project to make substantive progress in FY26/27 is contingent on the re-confirmation of \$1 million being allocated in the Canterbury Regional Council (CRC) budget through their upcoming Annual Plan deliberations.

4. Officer Recommendations Ngā Tūtohu

That the Greater Christchurch Partnership Committee:

1. **Receives** the update on the delivery of the Greater Christchurch Public Transport improvement programme.

5. Context

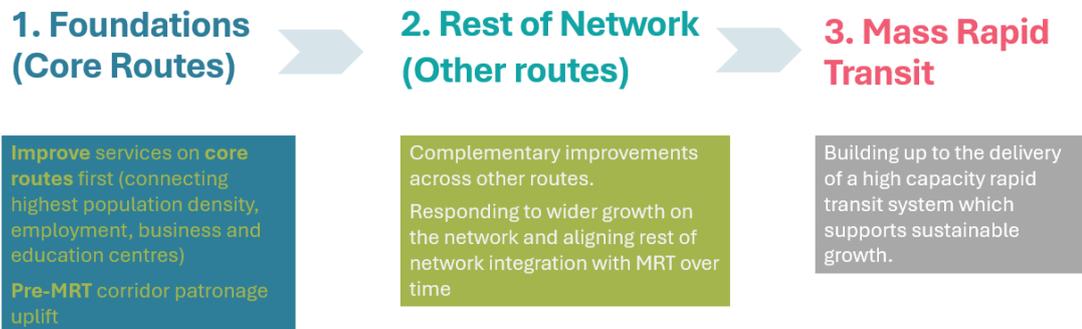
Alignment with National and Regional priorities

- 5.1 The alignment of the Greater Christchurch public transport improvement programme with national, regional, and sub-regional strategies remains strong. This has been further reinforced through:
 - the MRT project identified in the Greater Christchurch Spatial Plan (2024) as a city-shaping initiative that seeks to develop a high-capacity turn-up-and-go public transport system for Greater Christchurch.
 - the inclusion and reinforcement of key programme components in the Greater Christchurch Transport plan (2025) and the statutory Regional Public Transport Plan (2025-35).
 - the successful submission of the PT Futures and MRT projects into the draft National Infrastructure plan (2025). These assessments confirmed the national importance of the planned programme in meeting New Zealand's strategic objectives; being good value for money; and capable of being successfully delivered.
- 5.2 Wider Ministerial priorities for public transport also include expectations to actively work towards increasing public transport private share. This includes operating within approved funding, reviewing services delivering very low farebox recovery and considering appropriate fares. Programme delivery priorities (detailed below) which focus improvements on areas which service the greatest population densities and planned growth areas within Greater Christchurch align well with meeting this priority.

Public Transport improvement programme strategy and approach

- 5.3 The Greater Christchurch Partnership Committee and all partners approved the PT Futures combined business case in 2020 and endorsed the MRT Indicative Business Case (MRT IBC) in 2023. The MRT IBC has also been endorsed separately by partner Councils and the New Zealand Transport Agency (NZTA) Board.
- 5.4 The preferred Christchurch MRT route is a 22km street running corridor from Main North Road and Papanui Road to the north, and Riccarton and Main South Road to the west. The preferred route loops through the central city along Tuam, Manchester, Kilmore and Victoria Streets.
- 5.5 The IBC development phase was led by NZTA. The current phase of the project is securing route protection for the MRT corridor. This work was handed over to CCC, as the Requiring Authority for the corridor designation in December 2024.

- 5.6 The PT Futures business case recommended a staged investment programme of public transport improvements over a 10-year period. The proposed programme is focused on delivering high frequency, reliable, safe, and attractive services that connect people to key activity centres and growth areas and support land use intensification. Levels of service are built up incrementally over time.
- 5.7 The core elements of the PT improvement programme are:



- 5.8 Delivery of the PT Futures improvement programme has been slower than planned due to a constrained funding environment.
- 5.9 A presentation that summarises the basis for the Public Transport Improvement Programme and the activities underway each of its core elements is included as **Attachment 1**.
- 5.10 Partners remain committed to delivering the PT improvement programme and are working on the next steps to deliver the agreed programme over the 2027-30 funding period (detailed in section 6 below).

6. PT Futures programme update

- 6.1 The PT Futures programme is now transitioning to early-stage delivery of the core route uplift programme. To support delivery of the programme, Canterbury Regional Council (CRC) has established a dedicated project delivery office, which includes a dedicated project manager to support programme delivery.
- 6.2 Priority activity (delivery and planning) is currently focused on:
- The successful implementation of the **Route 7 (Halswell to Queenspark)** Turn Up and Go (TUAG) service which has resulted in a 7% patronage increase compared to the previous year. This is one of the only significant service improvements across New Zealand approved through the National Land Transport Programme 2024-2027;
 - Point of entry approval from NZTA for the next tranche of core route service uplifts and infrastructure improvement investment cases for **Route 1 (Belfast to Cashmere)** and **Route 5 (Hornby to New Brighton)**;
 - A review of the **Route 84/85 Rolleston** Hybrid public-private service model that has emerged in response to strong demand for direct services from Rolleston to the city; and
 - A **network review** and **10-year improvement programme** (2027-37) for service improvements.
- 6.3 A more detailed progress update for each activity is included as **Attachment 2**.

7. MRT route protection project update

Project overview and establishment

- 7.1 The MRT project is now at a route protection stage. This involves confirming the land requirements for the project and undertaking a designation process to protect the corridor.
- 7.2 A diagram showing the various steps involved in this process is included as **Attachment 3**.
- 7.3 A core team of technical, planning and engagement staff has been established within CCC to scope and deliver the work on this project. A project Steering Group, consisting of senior leaders from CCC, CRC and NZTA has been established to provide project governance.
- 7.4 The Greater Christchurch Transport Managers Group are being updated on progress to ensure wider Greater Christchurch partners remain informed.

Budget and resourcing

- 7.5 CCC approved the carry forward of \$307,000 opex funding to establish the MRT route protection work programme through its 25/26 Annual Plan deliberations. This enabled the full initiation of the project in mid-2025. This has been supplemented by CCC in-kind contribution to staff the project. The budget for the MRT route protection project currently stands at:

GC partner budget	FY25/26	FY26/27	FY27/28	FY28/29	FY29/30
CCC	\$0.307m (opex carried forward)	\$0	\$0.170m (capex)	\$2.64m (capex)	\$1.88m (capex)
Canterbury Regional Council	\$0	\$1.0m	\$3.2m	\$2.6m	\$0
Total	\$0.307m	\$1.0m	\$3.37m	\$5.24m	\$1.88m

- 7.6 CRC staff advise that their funding contribution of \$1 million in 26/27 will need to be re-confirmed through upcoming Annual Plan deliberations. The timely progression of this project in this funding triennium is largely contingent on the availability of this funding to progress technical design and assessments to inform the designation process.
- 7.7 It is not known at this time whether the Greater Christchurch MRT will be identified as a Government investment priority in the 2027-30 Government Policy Statement on Land Transport (GPS). This will be a core avenue for determining the extent of Crown co-investment to deliver MRT as a national transport priority.
- 7.8 However, as noted above, the inclusion of the MRT project in Te Waihanga Infrastructure Commission's Infrastructure Priorities Programme earlier this year is a positive step toward recognition as a nationally significant infrastructure project.

Project focus for 25/26 and 26/27

- 7.9 At a high level the stages for a route designation process under the current RMA legislation (*see below for comment on the implications of the proposed Planning Bill on designation processes*) are as follows:
 - **Pre-lodgement:** technical specialist assessments, landowner engagement, design refinement, preparation of assessment of effects and Notice of Requirement (NoR) documentation
 - **Post-lodgement:** evidence preparation, responses to submissions, hearing(s) etc

- **Appeals:** depending on outcome and process followed.
- 7.10 Project scoping and planning at this point in time is primarily focused on the delivery of the **pre-lodgement phase**.
- 7.11 Work to date has been focused on establishing a strong foundation and setting up the underpinning frameworks for the Notice of Requirement process and commencing the technical design work programme.
- 7.12 **Attachment 2** provides an overview of pre-lodgement project phasing and key deliverables.
- 7.13 To support project establishment the project team have engaged with colleagues from NZTA and Auckland Transport who have been closely involved in the development of the Auckland rapid transit projects. This has proven beneficial to establish the scope and scale of a comparable corridor designation process. The Auckland Airport to Botany rapid transit corridor designation (a 21km corridor designation situated largely on the local road network completed over a four year period between 2021-25) is a useful comparison project.
- 7.14 Joint planning has also been undertaken with interdependent projects, such as, the various inter-dependent Hornby transport and planning projects (notably the CCC Hornby Local Area Plan and NZTA SH1 Hornby Access and Development Strategic Transport Plan development).

Project indicative timeline and implications of the Planning Bill proposals

- 7.15 Detailed planning to date has been based on RMA process and evidentiary requirements, currently available resources and has drawn on the comparator projects noted above to size the project. While detailed planning has only been undertaken for the pre-lodgement phase to date, it is estimated that the full designation process could be completed within a 4-4.5 year period for the MRT project.
- 7.16 The Planning Bill proposes some changes to how designations are managed that could result in accelerating the planning and delivery of infrastructure. Key proposals include:
 - the provision of an option to bundle designations into the regional spatial planning process; and
 - replacing the current RMA ‘assessment of alternatives’ with an ‘assessment of strategic need for the project in the location of the designation footprint’.
- 7.17 The option to integrate the designation into the regional spatial planning process could provide strategic benefits. However, further detail is required to assess whether this would be the most beneficial pathway and the extent to which the designation timeline can be reduced. For example, the Bill does not prescribe the scale or depth of analysis required for the new ‘strategic need’ test yet.
- 7.18 When the final form of the Act and its transitional regime are confirmed later in 2026 a further recommendation to confirm designation pathway and timeline will be prepared for consideration. In addition, the project team is currently preparing advice for the MRT project steering group on options for accelerating the timeline and any resourcing implications associated with this.
- 7.19 Regardless of procedural pathway options and evidentiary considerations, the requirement to complete the technical work to confirm the designation extent will remain. Progressing the technical design work programme and confirming land requirements will remain the key project priority at this point in time.

8. Next Steps

- 8.1 A further Greater Christchurch Public Transport Improvement programme update will be provided to the Committee at the June meeting.

Attachments Ngā Tāpirihanga

No.	Title	Reference	Page
A  	Greater Christchurch Public Transport Improvement Programme Update 2025	26/392319	21
B  	PT Futures Programme Update - March 2026	26/128343	38
C  	MRT route protection project update - March 2026	26/128333	42



The Greater Christchurch and Urban Growth Programme: *Public Transport Improvement Programme update*

Greater Christchurch Partnership Committee
6 March 2026

Presentation overview

- 1. Strategic environment**
 - National and regional context
- 2. PT improvement programme overview**
 - Structure & logic
- 3. Current work programme update**
 - PT Futures delivery
 - MRT route protection
- 4. Key messages & next steps**



Strategic context (National)

- ❖ As part of the Ministerial expectations PTAs need to:
 - ❖ actively work towards increasing public transport private share.
 - ❖ deliver National Ticketing Solution
- ❖ Constrained funding environment
- ❖ To secure NLTP co-investment need to evidence value for money investments.
- ❖ This supports the focus of improvements on driving patronage growth.
- ❖ Local government reforms.

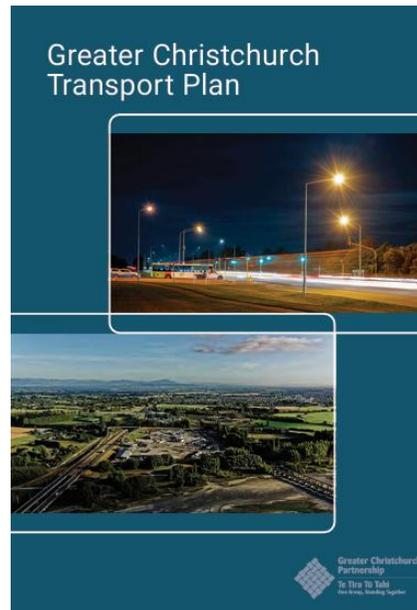
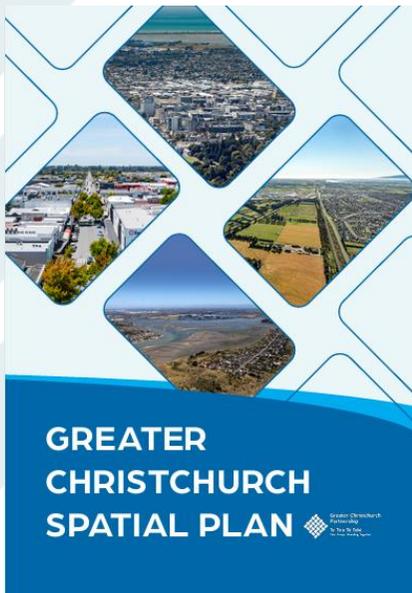
Government
Policy Statement
on land transport
2024-34

June 2024



Strategic context (Regional)

- ❖ Key strategic documents approved by Greater Christchurch Partnership committee and all partners over the past two years. Strengthens the need for Public Transport improvements.

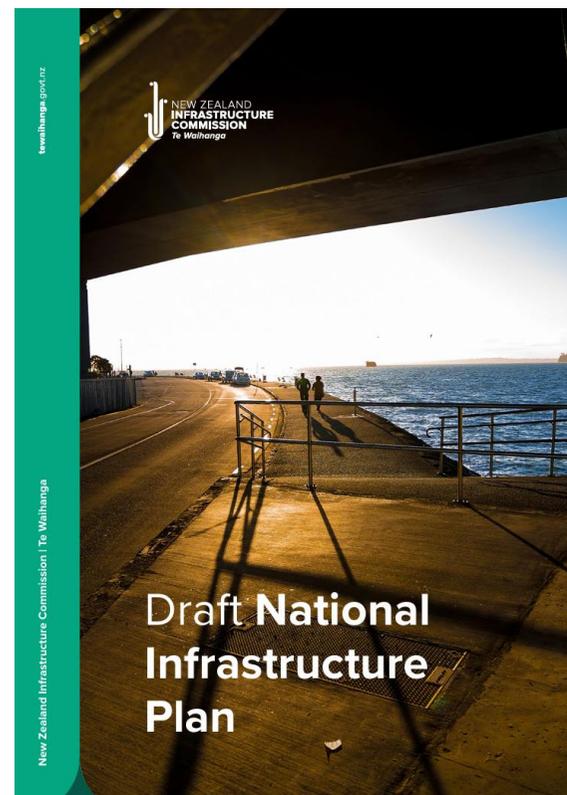


Successful inclusion in Draft National Infrastructure Plan

The Greater Christchurch Mass Rapid Transit and Bus Network improvement programme applications were both selected for inclusion in the draft National Infrastructure Plan in 2025

Assessments confirmed the national importance of the planned programme in:

- ❖ meeting New Zealand's strategic objectives
- ❖ being good value for money; and
- ❖ capable of being successfully delivered.



Greater Christchurch PT Improvement Programme - Structure

1. Foundations (Core Routes)



2. Rest of Network (Other routes)



3. Mass Rapid Transit

Improve services on **core routes** first (connecting highest population density, employment, business and education centres)

Pre-MRT patronage uplift

Complementary improvements across other routes (led by CRC service planning)

Responding to wider growth on the network, aligning network integration with MRT over time

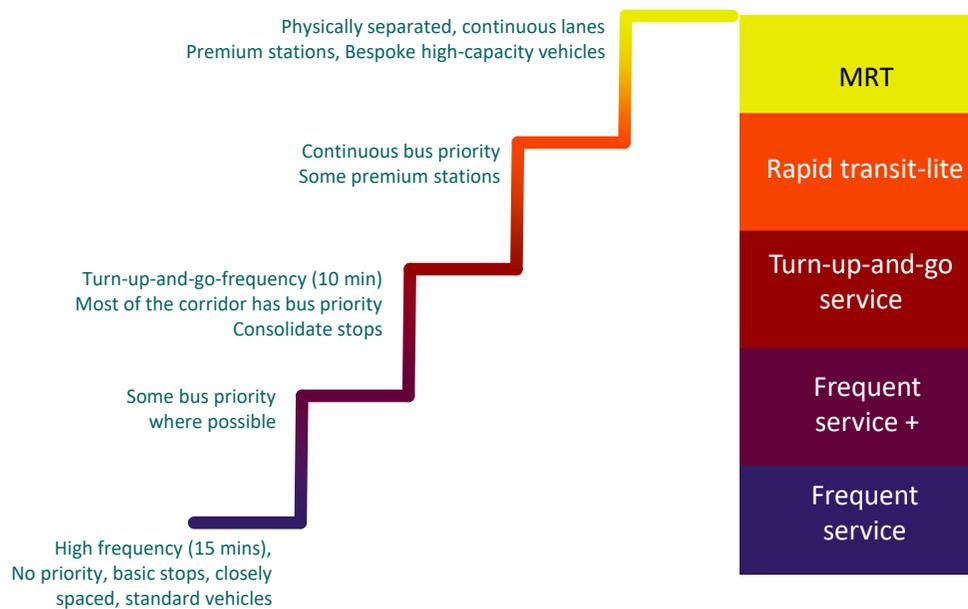
MRT readiness (route protection and land-use integration)

Developing the case for rapid transit delivery

Critical enabler for future mass rapid transit

PT Improvement Programme: Logic

It follows a staged 'staircase' approach to investing & building PT patronage that mirrors other programmes building up to rapid transit nationally.



Physically separated, continuous lanes
Premium stations,
Bespoke high-capacity vehicles



Continuous bus priority
Some premium stations

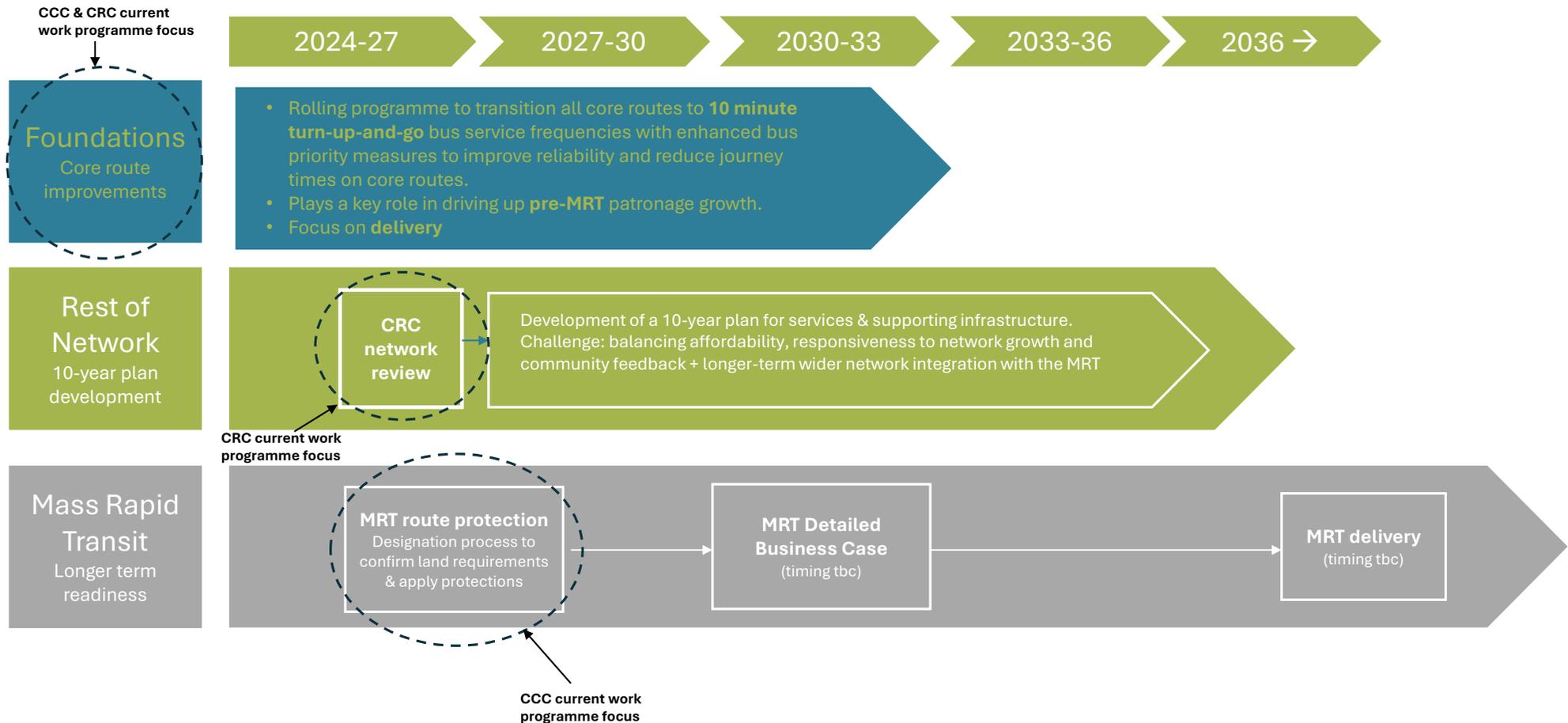
10-minute
turn-up-and-go services



Some bus priority
where possible



PT Improvement 10-year+ joint programme overview



PT Futures Programme update – Services & Infrastructure. Work in progress

Core route improvements

Route 1 (Belfast-Cashmere) and Route 5 (Hornby-New Brighton)

- ❖ Investment cases under development to improve services to to 10 mins frequencies ('Turn up and Go') and deliver supporting bus priority infrastructure improvements within Christchurch City
- ❖ Pre MRT (Hornby – Belfast) scenario will be tested on these corridors, including potential optimal timing.

Route 7 (Halswell-Queenspark)

- ❖ Monitoring and review of the Route 7 Turn up and Go frequency improvement introduced April 2025.
- ❖ Last phase of Lincoln Road bus priority to be constructed in 2026

District services

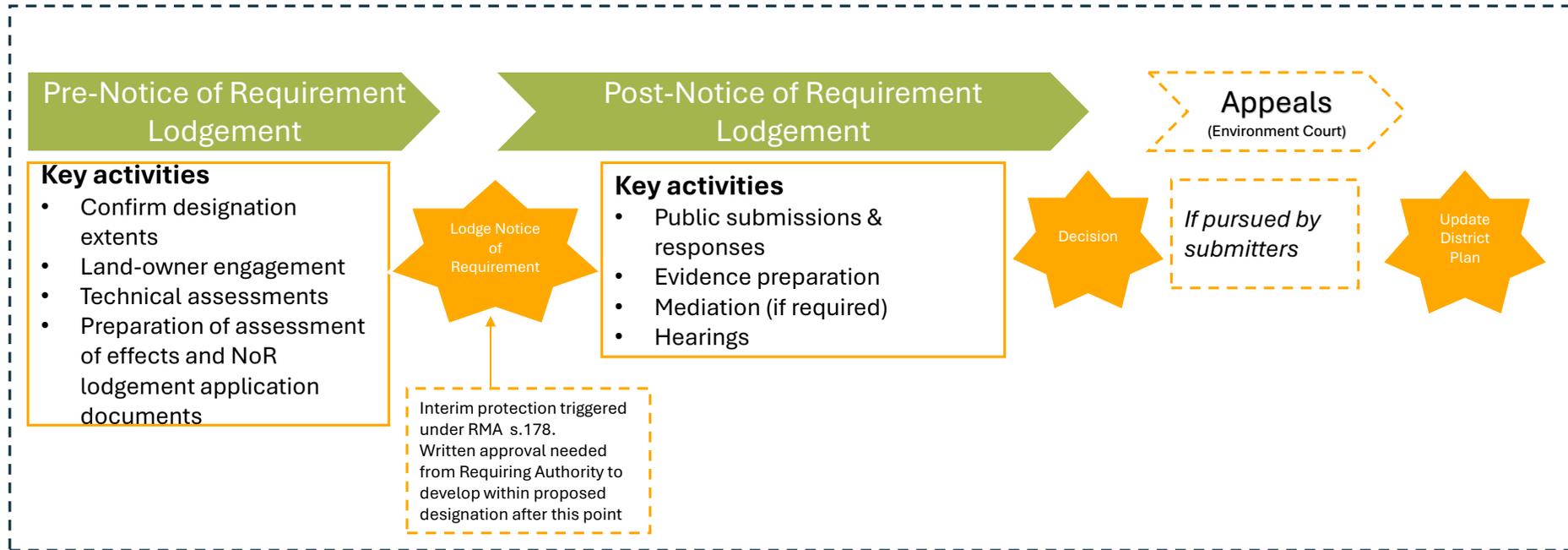
- ❖ Review of Route 84 / 85 Rolleston Direct hybrid service model scheduled February 2026.

PT Futures Programme update – Services. Planned

- ❖ Network review of services.
- ❖ Commencement of the development of a ten-year service improvement programme (2027-37).
- ❖ Public consultation and engagement – coordination with partners and stakeholders.
- ❖ Detailed services planning for 2027-30, including optimisation and improvements.
- ❖ Ongoing work with partners in coordinating infrastructure and services planning.
- ❖ Current focus on Routes 1 and 5 with CCC.
- ❖ Support of SDC in developing next phase for Park and Ride – through LTP work.
- ❖ Coordinating post Woodend Bypass opportunities with WDC.
- ❖ MRT – ongoing support through working group to ensure coordinated pathway ('steps') from LTP into MRT.

Standard RMA designation application process overview

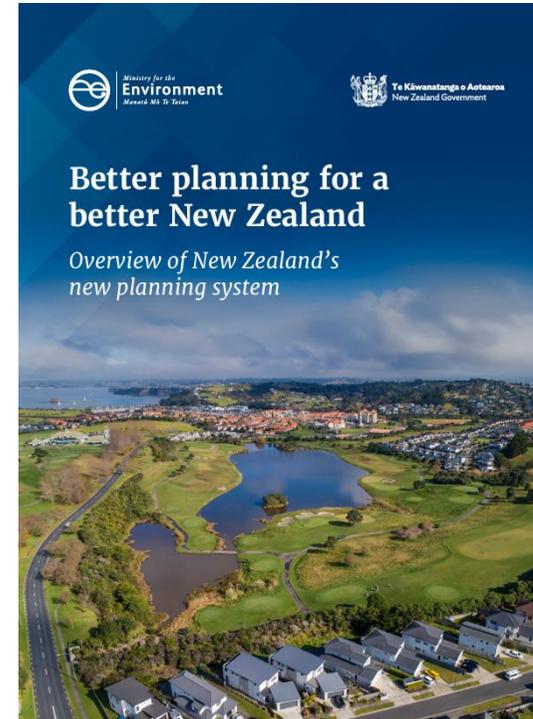
CCC is the Requiring Authority for the MRT route designation



Comparable rapid transit corridor designation processes in Auckland have been completed over a 4-5 period

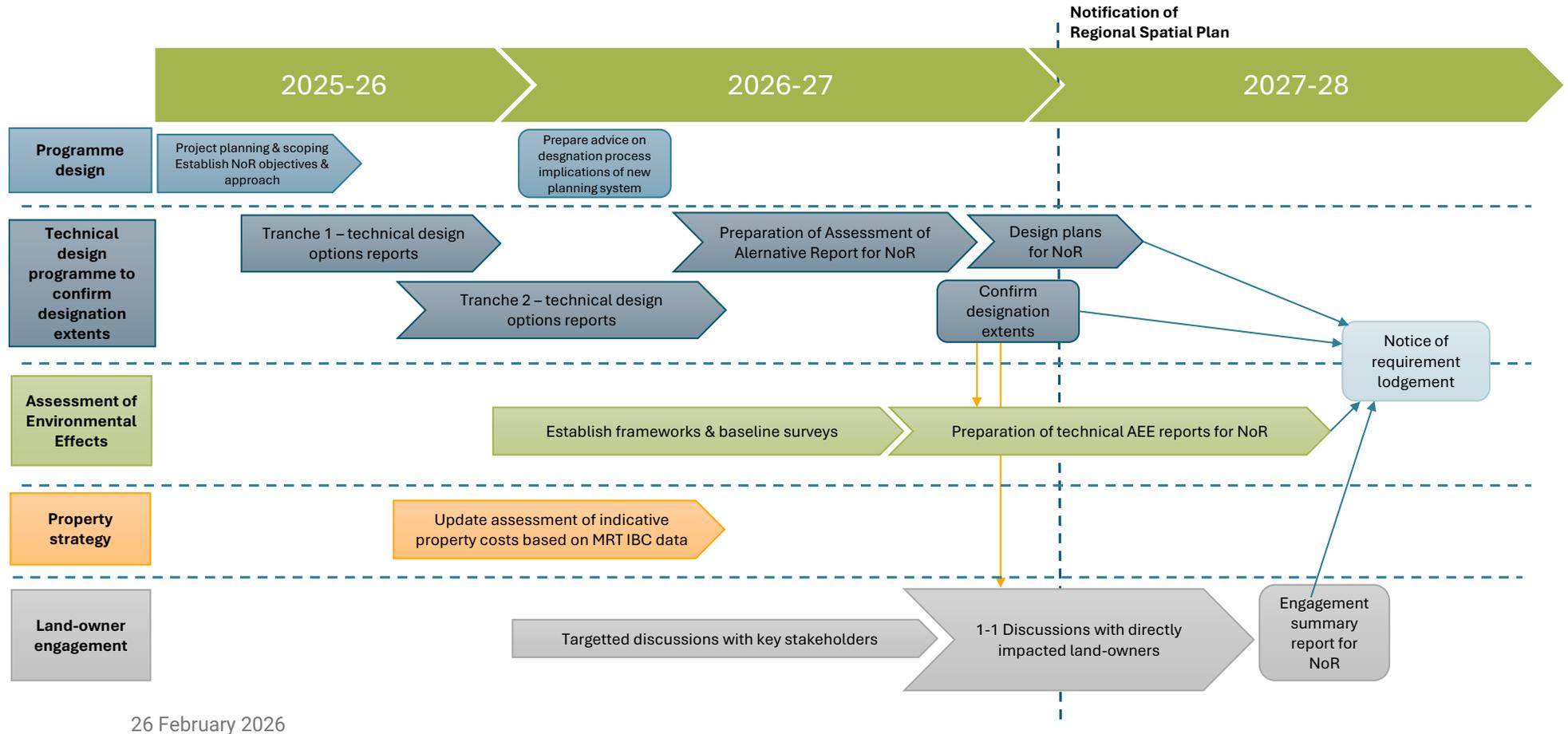
Implications of planning system reforms

- The **Planning Bill** proposes some changes to how designations are managed.
- **Key proposals include:**
 - the provision of an option to bundle designations into the regional spatial planning process; and
 - replacing the current RMA 'assessment of alternatives' with an 'assessment of strategic need for the project in the location of the designation footprint'.
- Further advice will be prepared when the final form of the Act and the details of its transitional regime are confirmed in c. September 2026.



Pre-lodgement MRT NoR project tasks & timeline (indicative)

(* based on standard RMA process & comparative projects)



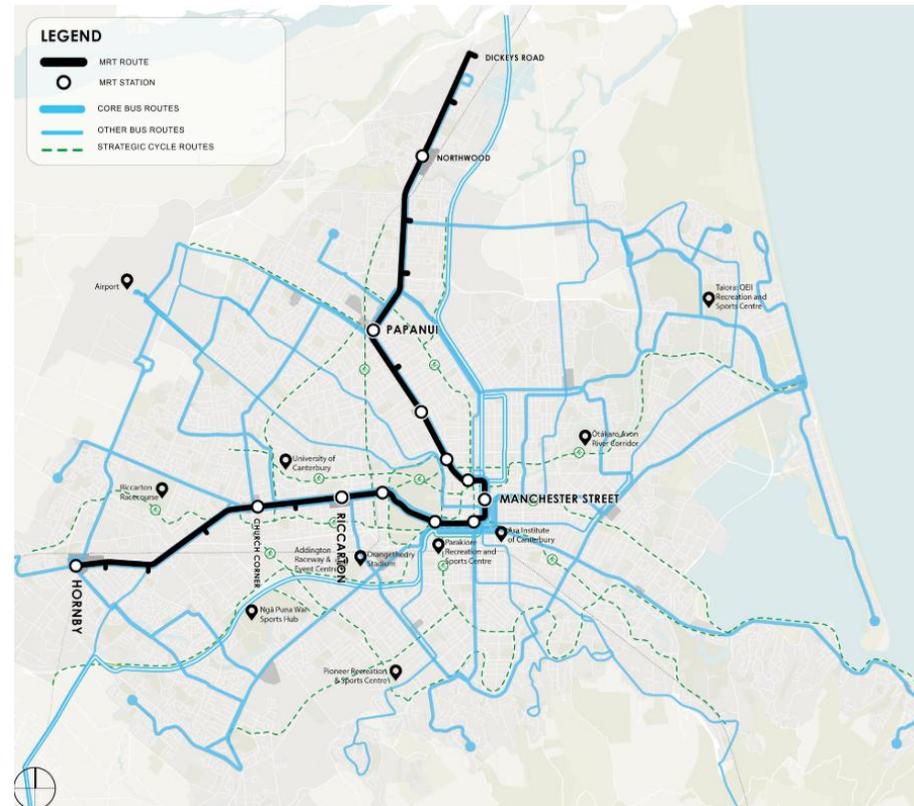
26 February 2026

Programme focus: technical programme commencement

A **technical work programme** has been commenced to confirm designation extents.

This includes:

- re-confirming the location and land requirements for stations, transit malls and intersections
- structural assessments of bridges and overbridges on the route
- completing scheme designs that were not finished in the MRT-IBC
- confirming land requirements for depots and park & ride facilities.



Key messaging for Central Government

- ❖ PT Futures is our approved programme to deliver public transport improvements within Greater Christchurch
- ❖ The programme will drive significant patronage growth supporting economic productivity and the ongoing population growth in New Zealand's second largest city.
- ❖ All partners are committed to delivering the programme as a key priority.
- ❖ As per the requirements for investment through the NLTP we are collectively working on detailed investment cases to secure funding to deliver improvements.
- ❖ We are working in close partnership to deliver service and infrastructure improvements
- ❖ We have a record of successful delivery where funding has been approved.
- ❖ We have embraced innovation (MyWay, Rolleston hybrid service, One NZ Stadium at Te Kaha events).
- ❖ The growth driven by PT futures creates the pathway for implementation of MRT.
- ❖ We are seeking support through the draft GPS Land Transport to fund delivery.

Next steps

- ❖ Partners are working on developing detailed level investment cases to secure funding to deliver improvements through the 2027-2030 NLTP.
- ❖ The next PT improvement programme update to GCPC will take place at June meeting.
- ❖ Feedback on the draft National Infrastructure plan closed on 6 August 2025. Awaiting the release of the final version of the Plan sent to the Government.
- ❖ GPS Land Transport 2027-37 announcements (indicative April/May).

PT Futures programme update

Route 7 (Halswell to Queenspark)

Route 7 post implementation

- Following the TUAG frequency improvement to Route 7 Halswell to Queenspark service in April 2025, buses now run every 10 minutes from 5.30am to 6.30pm on weekdays and every 15 minutes outside of those hours, and on weekends.
- The improvement was funded by NZ Transport Agency Waka Kotahi (NZTA) and through Canterbury Regional Councils 2024-34 Long-Term Plan. This is one of the only significant service improvements approved through the National Land Transport Programme 2024-2027.
- Since making the switch, for the period May to October 2025, patronage has grown by 7% when compared to the same period in 2024 with almost 120,000 passenger trips recorded on the route in October 2025.
- Route 7 has become particularly popular in recent years with increases in patronage previously causing capacity issues on board at peak times. Its popularity comes down to the route servicing several areas of high growth such as Halswell and the central city, people returning to their regular commuting routine post-lockdowns, and the flat-fare trial.
- Five new electric buses were added to the fleet to service the frequency increase; these also have real-time information available on board, providing an improved experience for customers.
- Work is ongoing with NZTA to evaluate the service improvement for Route 7. Canterbury Regional Councils funding bid for the NLTP 27/30 will include the Route 7 frequency uplift for inclusion as part of the continuous programme, which would make this a permanent network improvement through the National Land Transport Fund.
- As part of the PT Futures programme, the service improvement to Route 7 is part of a larger collaborative project to improve public transport with improvements to the infrastructure delivered by Christchurch City Council and NZTA including bus stop upgrades, a new bus parking space and continuous [bus priority lanes on Halswell Road between Dunbars Road and Moorhouse Avenue](#).
- CCC staff presented a report to their Council on the 10 September 2025 to progress the Lincoln Road Passenger Transport Improvements Stage 2B, Curletts Road/Hoon Hay Road to Wrights Road/Lyttelton Street to improve bus reliability and travel times. CCC staff have commenced the procurement process for construction services as a combined project with the Three Waters team, with a view to commencing construction in the first quarter of 2026.

PT Futures programme update

Route 1 (Belfast to Cashmere) & Route 5 (Hornby to New Brighton)

TUAG frequency and infrastructure uplift- investment cases Services

- The Point of Entry was approved by NZTA Value, Outcome and Standards (VOS) committee September 2025, releasing 51% FAR approved through NLTP 24/27 to develop the economic case. The investment case will form part of Canterbury's Regional Councils funding bid through the NLTP 27-30 as NZTA have advised there is no funding available through NLTP 24-27 for implementation of the service improvement.
- The contract to support this work has been awarded, and work is underway to review the viable options for a TUAG frequency uplift for Route 1 and 5 (10-minute headways). This also includes a review of the terminus locations for Route 1 and 5 and early investigatory work into a pre-MRT bus route. The investment case is planned for completion by Q4 2025/26 and will follow the new NZTA decision led approach.

Infrastructure

- In parallel, the bus priority infrastructure investment case Point of Entry was approved by NZTA's VOS Committee in December 2025 for a variation to add a Single Stage Business Case (SSBC) with a 51% FAR into the NLTP.
- The PoE enables a Single Stage Business Case focused on targeted bus-priority and stop upgrades to unlock TUAG benefits along Routes 1 and The SSBC will focus on the highest-priority segments and hotspots rather than the full corridor length, using diagnostics (travel-time variability, reliability, dwell/stop performance, safety) to select segments and hotspots.

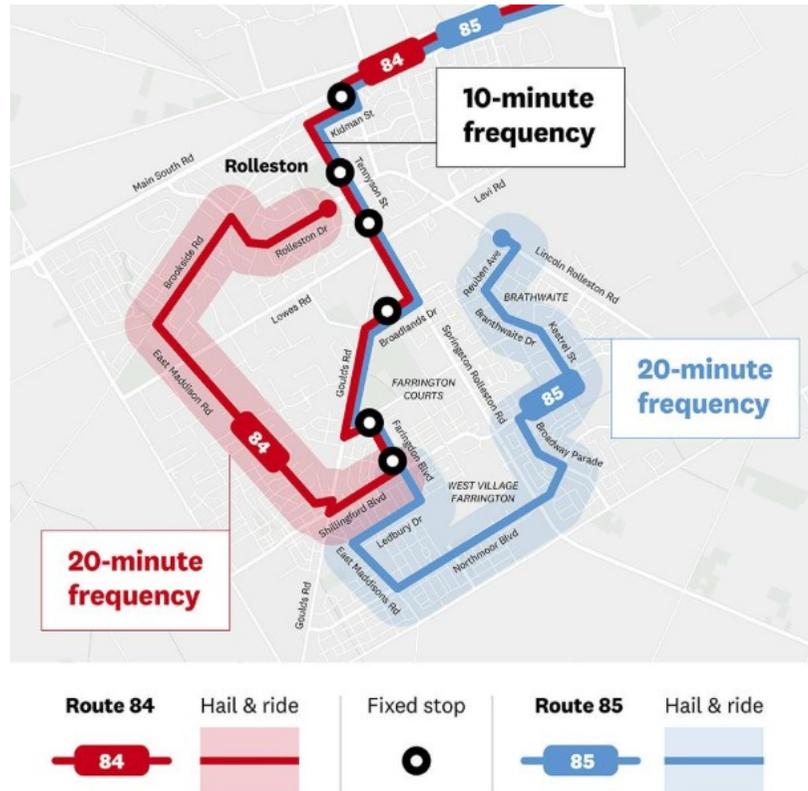
84/85 Rolleston Direct

Review of Route 84 / 85 Rolleston Direct hybrid service model scheduled February 2026

- Customer feedback and Annual Plan submissions indicated there was strong demand for better services to and from Rolleston. On 1st September 2025, Metro and Bentley Coachlines services began a six-month trial operating direct buses along two new routes, 84 Rolleston Direct West and 85 Rolleston Direct East.
- These new services initially boosted the number of direct buses between Rolleston and the city from four to 10 in the am peak and 11 in the pm peak.
- All trips stop at current Metro Route 85 bus stops at a 10-minute frequency. At the Rolleston end, trips all alternate between covering the East and West sides of the town on a "hail and ride" basis, giving customers the option to access the service from closer to their home.
- As a private operator, Bentley Coachlines is not subsidised and does not rely on rate payer funding. It is not part of the Metro network, meaning that it will have its own fare and payment system. Metrocards, free transfers, and concessions do not work on Bentley-operated services and customers need to check the combined timetable to ensure that they are ready to go on the trip that works best for them.

PT Futures programme update

- It is understood that this trial and collaboration with a private operator is the first of its kind in New Zealand and the performance evaluation will be used to inform the next steps for the community.



The map above shows the existing and new routes for route 84 and 8

PT Futures programme update

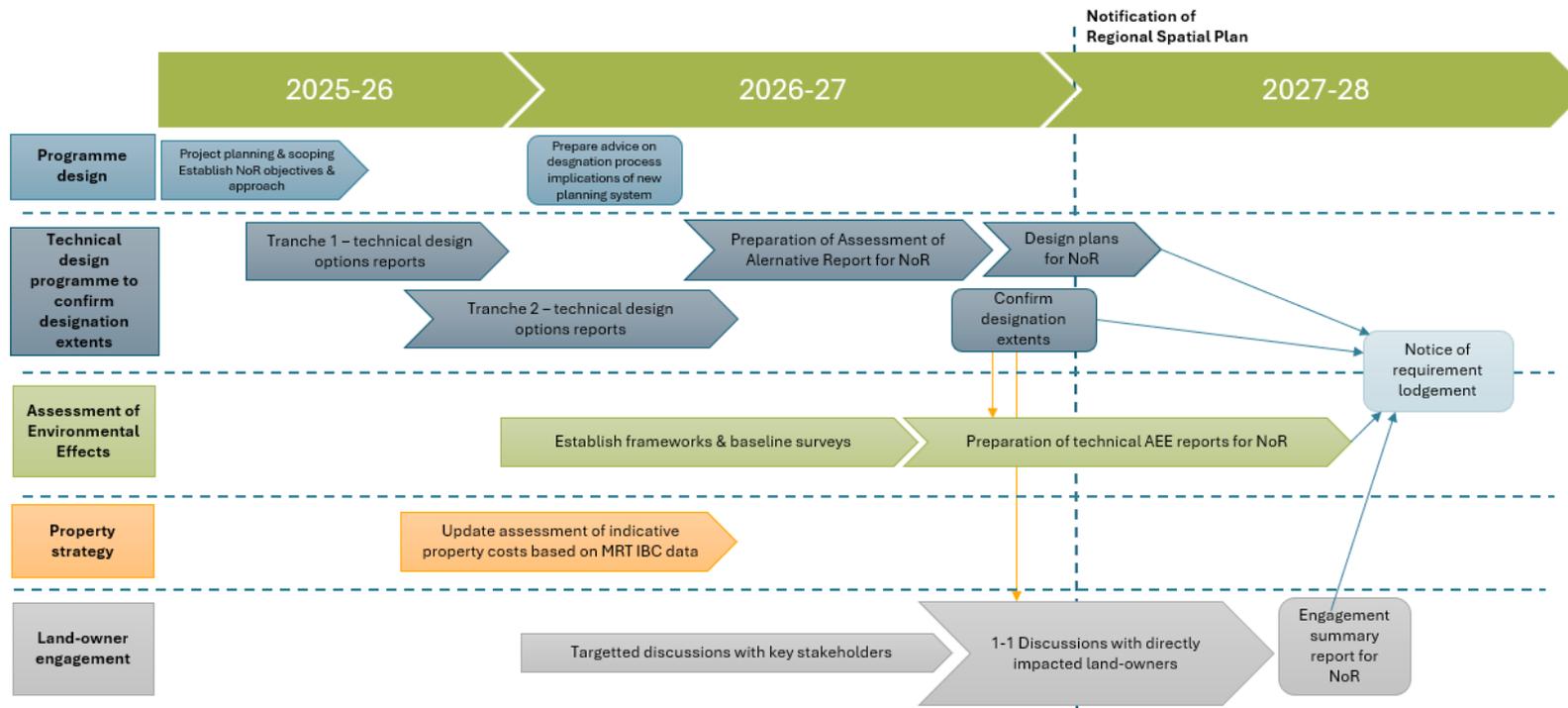
Network review and 10-year improvement programme

Network review and ten-year improvement programme for service improvements.

- Canterbury Regional Council are seeking a highly skilled technical team to work collaboratively with our small team of subject matter experts, to undertake a network review of services in Greater Christchurch, and to develop a ten-year improvement programme for services (2027-2037), using NZTA's new decision-led approach.
- A request for proposals to undertake this work was released on GETs early Dec 2025. The contract will be awarded in early March. The final investment case will be delivered July 2027, with the network review and draft ten-year improvement programme developed by December 2026, for inclusion in the draft funding bids for the National Land Transport Programme 2027-30 and Canterbury Regional Councils draft Long Term Plan 2027-37.
- This includes early community engagement in Q4 (2025/26) and community engagement through the Long-Term Plan process.
- By securing additional investment the programme will drive significant patronage growth on the network as we respond to existing and forecast growth and prepare for the implementation of Mass Rapid Transit. This will build on existing work, for example the indicative programme developed through the PT Futures Indicative business case.

Pre-lodgement MRT NoR project tasks & timeline (indicative)

(* based on standard RMA process & comparative projects)



6. Secretariat and Six-Monthly Reporting Update

Reference Te Tohutoro: 26/98362

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

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

1. Purpose of Report Te Pūtake Pūrongo

- 1.1 The purpose of this report is to update the Greater Christchurch Partnership Committee (Committee) on the key activities undertaken by the Secretariat to support the implementation of the Greater Christchurch Partnership (Partnership) work programme.

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

- 2.1 This report is to inform the Committee on progress in the delivery of the joint work programme and to support effective dialogue and relationships between partners.

3. Officer Recommendations Ngā Tūtohu

That the Greater Christchurch Partnership Committee:

1. **Receives and notes** the Greater Christchurch Partnership Secretariat and six-monthly reporting update.
2. **Receives and notes** the Greater Christchurch Spatial Plan Implementation Plan update March 2026 (**Attachment 1**).
3. **Receives and notes** the Priority Areas Programme Tracker update for March 2026 (**Attachment 2**).

4. Secretariat Update

Impacts of Recent Government Reforms on the Greater Christchurch Partnership

- 4.1 Aotearoa New Zealand is entering a period of profound structural reform, with significant implications for every partner in the Greater Christchurch Partnership (Partnership). It's important to acknowledge the impacts on all our partners resilience and capacity in responding to government reforms while continuing to support individuals, whanau and communities.
- 4.2 The Government's wide-ranging reforms are reshaping local and regional governance, restructuring central government agencies, and significantly affecting mana whenua through policy shifts that reduce Māori-focused services and Treaty references.
- 4.3 The Government's proposed overhaul of our local and regional partners governance system, including the replacement of regional councillors with mayor-led Combined Territories Boards, constitutes the most significant reset of the sector since 1989. Fundamentally altering how planning, environmental management, infrastructure and regulatory functions will be exercised across the motu. The proposed introduction of rate capping and the introduction of bills to replace the Resource Management system compounds this.

- 4.4 At the same time, our central government partners face their own internal restructuring and fiscal tightening, with widespread reprioritisation of programmes, reduced operating budgets, and growing service delivery pressures.
- 4.5 For our mana whenua partners, the implications are significant. The coalition government's policies—including the disestablishment of the Māori Health Authority, funding cuts to Māori services, the diminishing of Treaty references, and proposed changes to their role within regional council structures—pose substantial disruption. These shifts also raise concerns about the ongoing protection of their right to tino rangatiratanga.
- 4.6 Taken together, these reforms represent not isolated policy shifts but a system-wide transformation that requires every partner, local, regional, central government, and mana whenua to navigate change simultaneously.
- 4.7 For the Greater Christchurch Partnership, this means anticipating not only structural changes but also shifts in how urban growth, transport integration, climate adaptation, and long-term investment decisions are planned and coordinated.
- 4.8 While much of the reform activity sits outside the Partnership's direct control and will take a number of years to fully implement, pursuing the agreed outcomes and delivering the priorities for Greater Christchurch communities through the Partnership's work programme remains firmly within our mandate.
- 4.9 As government positions the reform package as a “once-in-a-generation opportunity,” leadership across the Partnership will be critical to ensuring that the sub-regional urban voice, priorities, and inter-agency relationships remain strong during a period of rapid system redesign and continued urban growth. This is an opportunity for coordinated leadership and purpose, agreeing to clear strategic outcomes and alignment, and a shared commitment to preserving the collaborative strengths that have long underpinned the Partnership's success.

Resource Management Reforms and preparing a Partnership submission

- 4.10 At the Committee's 5 December meeting it resolved to request the Chief Executive Advisory Group (CEAG) to consider preparing a submission on the proposed Resource Management reforms on behalf of the Greater Christchurch Partnership.
- 4.11 The Resource Management system replacement Bills – Planning Bill 2025 and Natural Environment Bill 2025 were introduced to Parliament at the end of 2025. Soon after the Environment Select Committee opened consultation for making submissions on these two bills by 13 February 2026.
- 4.12 Both the Planning Managers Group and Chief Executives Advisory Group expressed mixed views on progressing a Partnership submission, citing compressed timeframes for submissions, limiting capacity to develop the substance of a submission or align Partner positions. As a result, it was agreed that a Partnership submission would not be prepared.

Guiding Principles for decision making

- 4.13 The Partnership has a clear, shared joint work programme, incorporating the implementation of the Greater Christchurch Spatial Plan. As the steering group for the implementation of this work programme, the Senior Official Group (SOG) is well placed to drive delivery. As reforms evolve, this presents a valuable opportunity for the Partnership to strengthen its responsiveness and consider integrating emerging issues into its work programme.
- 4.14 Greater Christchurch enters this period from a position of real strength as the South Island's economic gateway, with strong cost advantages, significant capacity for growth, and the economic potential to make an even greater national contribution.

- 4.15 Within the current context of uncertainty, SOG has developed a set of guiding principles to support decision making and budgetary considerations that will enable consistent, timely and more confident action. These are:
- **Take a Partnership mindset:** What’s best for Greater Christchurch? into discussions, decision making and sponsorship. Partnership working to avoid duplication, strengthen alignment, minimise redundancy of effort and reworking
 - **Assess importance and urgency:** Why do we need to do it (what are the risks of not doing this)? Do we need to do it now? How does it relate to the work programme?
 - **Maximising value:** Prioritising value for money in the use of the GCP budget to commission work and progress priorities as cost effectively and efficiently as possible.
 - **Exercise adaptive leadership:** In response to non-technical and complex problems, set in a rapidly changing operating environment. Leaning into uncertainty to better position the Partnership to respond to emerging issues and influence decisions and outcomes.
 - **Evidence based decisions:** Anchoring decisions in high-quality data and robust analysis.
- 4.16 By enhancing alignment and lifting the consistency of our decision-making using a principles based approach, the Partnership can build certainty and accelerate progress, whilst positioning itself to positively shape change and maximise the opportunities ahead.

GCP Budget Update

- 4.17 Secretariat operational costs have been closely monitored and remain well within budget. Only the operational budget has been invoiced to Partners for the first two quarters of the current financial year (June 2025–December 2025).
- 4.18 Forecasts indicate the Secretariat will remain comfortably within the approved FY2025/26 budget. Year-to-date expenditure of approximately \$306,000 represents under 40% of the annual operating budget. Accounting for increased activity in the second half of the year (including any review-related work), current projections show no risk of overspend and no anticipated need for supplementary funding.
- 4.19 A summary of the FY2025/26 Secretariat operating budget is provided in Table 1.

Table 1 – FY2025/26 Secretariat Operating Budget

Expense	Approved FY2025/26	Actual Year to Date (Q1-Q2 FY2025/26)
Operating Costs		
-Staff costs	501,000	159,430
-Mana whenua advisory and Independent Chair	110,000	37,559
- Advice & Communications	51,000	50,924
-Administration (<i>printing, catering, adhoc</i>)	20,000	1018
-CCC Overhead (<i>accommodation, IT, support</i>)	112,500	56,250
FY2025/26 Opex total	794,500	305,181
Approved FY2024/25 carry-over	+40,000	n/a

- 4.20 The Chief Executive Advisory Group (CEAG) approved carrying forward a modest \$40,000 buffer from FY2024/25, with the remaining surplus returned to Partners on a pro-rata basis.

- 4.21 The carry-forward provided flexibility to accommodate outcomes of the current Review while reducing the likelihood of out-of-cycle funding requests during the financial year, especially given the reduced operational budget for FY2025/26.
- 4.22 SOG has approved a project plan for completing Phase 2 of the Joint Housing Action Plan using \$60,000 from the Operating budget. This was because much of the required project coordination and advice would have come from the vacant Secretariat role, thus utilising this underspend. The work on this project has been well managed and is anticipated to come in on budget.
- 4.23 The Programme Delivery budget is held by Environment Canterbury on behalf of the Partnership. The project funding balance for the 2025/26 financial year is set out in Table 2.

Table 2 – Project Funding Balances

Project Balances as at 05/02/2026	Programme Delivery (carryover from FY24/25)	500,478
Project Budget contribution for 25/26 year	Programme Delivery	150,000
	Engagement & Consultation	80,000

- 4.24 During Long Term Plan development, CEAG supported allocating annual funding for Programme Delivery and Engagement/Consultation (Table 2) to reduce the need for out-of-cycle funding requests. In recent years these funds have not been drawn upon, with work largely delivered through the Secretariat’s operational budget and in-kind staff time from Partners.
- 4.25 The Senior Officials Group (SOG) agreed that the Programme Delivery budget of \$150,000 and \$80,000 Engagement & Consultation budget would only be invoiced if there was an identified need and an approved project plan.
- 4.26 There are several projects in the work programme that have not been progressed as these were not considered priorities through the previous Committee term. If priorities change, these projects could be advanced using the available funding.
- 4.27 The Secretariat plans to work with the Senior Officials Group to progress refreshing the joint work programme and confirm the Partnership’s priorities with the Committee for the next three years at a forthcoming meeting, whilst being responsive to the outcome of the Partnership review, Government’s reforms and preparation in the lead-up to the upcoming general election. This is anticipated to form the basis for developing a three-year Programme delivery budget for the Partnership.

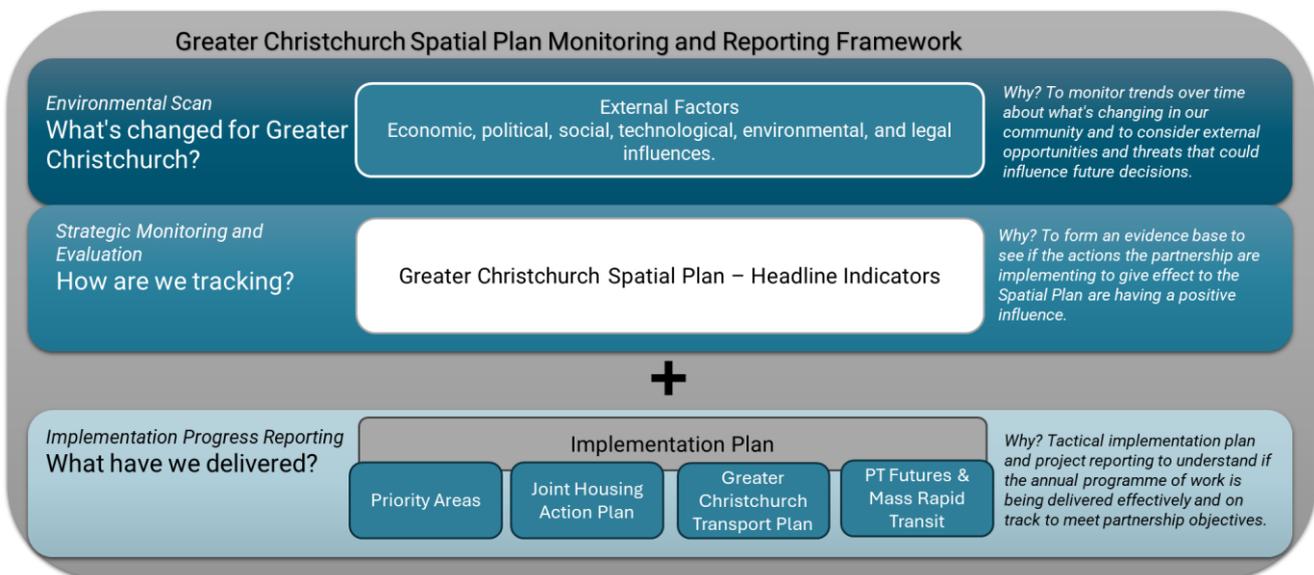
5. Greater Christchurch Spatial Plan Implementation Plan Update

- 5.1 The Spatial Plan, adopted in 2024, fulfils the requirements of the National Policy Statement on Urban Development (NPS-UD) and takes a holistic approach to balancing housing, transport, environmental and economic priorities.
- 5.2 As the Spatial Plan has a 30-year horizon, progress will take time and the external environment the Partnership operates within will change.
- 5.3 Under Clause 3.18 of the NPS-UD, partners must maintain an annually updated implementation plan for the Future Development Strategy (FDS). While the plan is non-statutory and not subject to consultation, it sets out the collective and individual actions

partners will take to give effect to the FDS and to monitor progress across Greater Christchurch.

- 5.4 In May 2025, the Committee endorsed the Greater Christchurch Spatial Plan Implementation Plan, a core tool supporting delivery of the FDS and the broader outcomes of the Spatial Plan. This forms part of the Partnership’s endorsed monitoring and reporting framework (See Figure 1 below).
- 5.5 Monitoring key indicators over time through annual reporting will show whether trends are heading in the right direction and help the partnership to assess the effectiveness of its implementation actions.

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



- 5.6 The Implementation Plan formalises and expands on the Joint Work Programme already reported to the Committee. It provides a longer-term view of the actions, timeframes and indicative costs that will inform partners’ budget decisions through annual and long-term planning processes.
- 5.7 The Implementation Plan will be reviewed annually to reflect progress and any organisational changes arising from the Greater Christchurch Partnership Review. Any required updates will be incorporated into the next review cycle.
- 5.8 The Implementation Plan update for March 2026 is included as **Attachment 1**, with key achievements being:
 - Joint Housing Action Plan adopted, Phase 1 Investigations endorsed, Phase 2 completed with the scoping of actions to present to Committee.
 - Greater Christchurch Transport Plan endorsed in May 2025.
 - High-frequency route increase for Route 7 Halswell – Queenspark service.
 - Six-month trial from September 2025 for direct services in Selwyn along 84 Rolleston Direct West and 85 Rolleston Direct East.
 - Both the Public Transport (PT) Futures Programme and Mass Rapid Transit System (MRT) were included in the Te Waihanga Infrastructure Commission’s Infrastructure Priorities Programme in recognition of their national significance.
 - Mana whenua led He Rautaki mō Kāinga Nohoanga Strategy was received by the Committee in August 2025.

- Priority Area Programme progress is provided in more detail in section 6 below.
- 5.9 Development of the Implementation Plan and the update was a collaborative effort involving the Planning Managers Group, Senior Officials Group and project leads, particularly in relation to the Priority Areas. The secretariat's primary role is coordination and reporting to ensure consistent delivery across the partnership.
- 5.10 While the plan focuses on cross-organisational initiatives, partners also undertake a wide range of important 'business as usual' activities—such as community infrastructure and open space provision—that contribute to Spatial Plan outcomes. These fall outside the scope of the Implementation Plan but remain essential to a well-functioning Greater Christchurch.

6. Priority Areas Programme Update

- 6.1 Priority Areas are a key component of the Greater Christchurch Spatial Plan and a central mechanism for progressing shared objectives through the Urban Growth Partnership's Joint Work Programme and Implementation Plan.
- 6.2 They provide a structured approach for coordinated action across agencies, enabling focused effort in locations where successful development gives effect to the Spatial Plan.
- 6.3 Priority Areas:
- Offers the opportunity for accelerated and/or significant development
 - Are complex, in that achieving successful development at the required pace and scale requires a partnership approach
 - Are in a key location where successful development gives effect to the spatial plan.
- 6.4 The Committee identified progressing Priority Areas as a high-priority initiative in the 2024/25 Work Programme. This reflects the wider shift from spatial planning towards implementation, supported by consistent monitoring and reporting.
- 6.5 The Secretariat has worked with Priority Area leads across partner councils and Mana Whenua to identify shared priorities, understand barriers and develop an initial baseline for the Priority Areas Programme. This has been progressed through ongoing monitoring and the preparation of regular reporting. This is distilled into the Priority Areas Tracker (**Attachment 2**), which provides a high-level strategic summary to the Committee of the progress on key projects, monitoring the status of the broader enablers for Priority Area development, along with achievements secured by Partners over the six months to December 2025.
- 6.6 Progress within each Priority Area will vary depending on resourcing, sequencing and the complexity of work required. The Senior Officials Group (SOG) is the Steering Committee, with additional partner agencies invited into discussions as needed. Representatives from the Ministry of Education have joined SOG when considering Priority Areas. This flexible approach allows the programme to adapt as work progresses.
- 6.7 The frequency of reporting balances the enabling of appropriate oversight with providing Partners and Priority Area Leads with sufficient time to meaningfully progress next steps on complex projects and actions, often with long timeframes.
- 6.8 Key achievements across the past six months to December 2025 for the Priority Areas Programme:

Transport and Access Infrastructure Investment

- Rolleston Access Improvements Project:
 - Government funding commitment secured.

- Phase 1 (Dunns Road) construction commenced, with completion due late 2026.
- Rangiora Eastern Link - Funding was secured by NZTA for the completion of the business case and concept design. The Council confirmed a preferred route in April 2025. The business case is due to be complete in Q1 of 2026.
- \$38.5 million Government funding secured for the Pages Road Bridge project.
- Work on NZTA's SH1 Hornby Access and Development Strategic Transport Plan commenced.

Three Waters and Enabling Infrastructure

- \$30m Infrastructure Acceleration Fund (IAF) investment secured and Three Waters infrastructure works undertaken to support the development of 1,400 homes in Grassmere, Papanui.

Urban Development and Regeneration Outcomes

- Manchester Square development by Williams Corporation completed in the City Centre East Frame:
 - 101 residential dwellings, with 2 apartment towers and 10 commercial tenancies.

Programme Establishment, Governance and Oversight

- Priority Areas Programme formally established, including completion of place-based baselining.
- Governance arrangements strengthened through:
 - Utilising the Senior Officials Group for Priority Areas with the addition of Ministry of Education.
 - Regular and streamlined reporting.
- Priority Areas Working Group established, with early identification of key barriers to development.
- Ongoing governance commitments:
 - Quarterly reporting to the Senior Officials Group.
 - Six-monthly reporting to the GCP Committee.

Hornby Priority Area Projects – commencing early engagement

- 6.9 Hornby is one of the Priority Development Areas of the Greater Christchurch Spatial Plan. Hornby is strategically located to the west of Christchurch and is a key employment hub. The State Highway 1 (SH1) is the main freight route for Christchurch and the South Island, generating significant traffic demands by the Lyttelton Port and the International Airport. It is anticipated that as the population of Greater Christchurch continues to grow, the housing, business and transportation demands in Hornby and its surrounding area will also increase.
- 6.10 CCC is developing the Hornby Local Area Plan to support good quality urban growth and route protection of mass rapid transit, while NZTA is working on the SH1 Hornby Access and Development Strategic Transport Plan to guide how changes to the transport system should be made over the next three decade, to maintain a well performing network for all.
- 6.11 CCC and NZTA are working together to engage early with key stakeholders, which includes GCP Partner organisations, and subsequently users of the area through focus groups, to consider land use and transport considerations in an integrated manner. CRC will also utilise

the opportunity to seek feedback and aspirations for public transport services at the same time.

- 6.12 This early engagement by the planning team of CCC, NZTA and CRC allows key stakeholders and focus groups to share their experience and aspirations, provide guidance to the planning team so that our considerations align with what matters most to them.
- 6.13 There will be upcoming opportunities for discussions with individual Partners at officer level, noting that materials to support engagement are currently being prepared and will be shared electronically in the coming weeks.
- 6.14 Further communications on what the draft plan may look like and opportunities to provide feedback is intended for late 2026, with any updates also provided through the Greater Christchurch Partnership.
- 6.15 More information on CCC local area and network planning programme can also be found on the Council’s website: [Ōtautahi Christchurch Planning Programme : Christchurch City Council](#).

Next Steps

- 6.16 The Implementation Plan Annual Review and six-month progress update will be presented at the September Committee meeting. This will assist Partners in annual forward planning and Partner Councils in their respective Long Term Plan preparation.
- 6.17 The next six-monthly Priority Areas Programme Update is also scheduled for September, with this provided alongside the 2026 Annual Report.

Attachments Ngā Tāpirihanga

No.	Title	Reference	Page
A  	Greater Christchurch Spatial Plan Implementation Plan Update - March 2026	26/387667	51
B  	Priority Areas Programme Tracker - March 2026 Update	26/387686	57

Joint Work Programme Implementation Actions Update – March 2026

Timing <i>This describes the planned timeframe for completion of actions/projects</i>		Funding <i>This describes the current status of funding for the action/ project</i>		Action Status
Short	2024-2027	Funded/Resourced or signalled for funding		Complete
Medium	2027-2034	Partially funded/resourced		In progress
Long	2034-2054	No funding/resource not yet allocated		Not yet started

Focus Area	Actions	Lead Agency	Timing	Funding / Resource	Comment
Housing To deliver a collaborative, effective and achievable plan that increases the provision of housing that matches demand of a type, at locations and prices that people in Greater Christchurch can afford.	Develop Joint Housing Action Plan (JHAP)	GCP	Short		Complete. GCPC Endorsed in December 2023. All Partner Councils fully adopted the Joint Housing Action plan in March 2024.
	Complete Phase 1 investigations of JHAP to agree what Phase 2 implementation actions will include	GCP	Short		Complete. Endorsed at the 23 May 2025
	Complete Phase 2 of JHAP	GCP	Short		In progress. Phase 2 Action Findings reports presented for discussion at the March 2026 GCPC.
	Phase 3 – Progressive delivery of JHAP – <i>timing & funding dependent on actions agreed by partners</i>	GCP	Short/Medium		Not yet started. Approval of agreed actions will be sought at the June 2026 GCPC Meeting.
Transport Plan and coordinate the development of an integrated transport system that will encourage mode shift, reduce vehicle kilometres travelled,	Prepare the Greater Christchurch Transport Plan aligned to the GCSP	CRC	Short		Complete. Endorsed by GCPC on 23 May 2025.
	Public Transport (PT) Futures – implementation of the endorsed investment programme for improving the public transport network.	CRC	Medium		In progress. Route 7 Halswell – Queenspark service increased to 10 minutes in April 2025. Six-month trial from September 2025 for direct services in SDC along 84 Rolleston Direct West and 85 Rolleston Direct East. National recognition through the IPP.

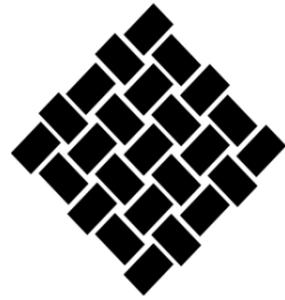
Focus Area	Actions	Lead Agency	Timing	Funding / Resource	Comment
transport emissions, and help shape the urban form.	Mass Rapid Transit System (MRT) – Advance the staged approach to the Detailed Business. Stage one - Notice of Requirement. <i>(MRT is a critical enabler for the success of the Spatial Plan)</i>	CCC & CRC	Short		In progress. MRT Project and Steering Group established. Focus on route protection with full designation anticipated 4-4.5 years. National recognition through the IPP.
	MRT – Complete Detailed Business case, Design & Build	CCC & CRC	Long		Not yet started. To be determined by future funding and resources.
Mana Whenua To provide direction to partners on how to support and enable kāinga nohoanga on Māori Land and within urban areas.	Develop the Kāinga Nohoanga Strategy	Mana whenua / Whitiōria Centre	Short		Complete. Received by the GCP Committee in August 2025.
	Prepare an implementation plan to support delivery of the Kāinga Nohoanga Strategy	Mana whenua	Short		Not yet started. Implementation is subject to the outcomes of the Government’s proposed reforms.
Priority Development Area – Rangiora	Explore feasibility of development of land linked to Rangiora High School	WDC	Short		In progress. Rangiora High School is creating a 200-year plan for its farmland, meaning the land will not be developed for housing. Potential pedestrian and cycle links may still be explored.
	Explore options to resolve the railway line severance to urban form and connectivity to the town centre	WDC	Short		In progress. Engaging with KiwiRail to establish what freight impacts need to be managed for an additional railway crossing in the centre to unlock access and private redevelopment potential.
	Explore Rakahuri/Ashley rivers secondary stop bank improvements to enable to further development to the west and south of the town and to provide additional protection to the town	WDC/CRC	Medium		In progress. CRC have provided WDC with multiple options for the design of the Ashley Rakahuri secondary stopbank.
	Investigate opportunities to activate replacement of ageing house stock through land agglomeration and medium density exemplars	WDC	Short		Not yet started.

Focus Area	Actions	Lead Agency	Timing	Funding / Resource	Comment
	Implement agreed projects	WDC	Medium/Long		In progress. Funding was secured for the completion of the business case and concept design for Rangiora Eastern Link (WDC/ NZTA). The Council confirmed a preferred route in April 2025. The business case is due to be complete in Q1 of 2026. Facilitating the South Health Link Medical Centre in Rangiora. Support 'turn-up-and-go' public transport services to/from Rangiora as a key District transport hub.
Priority Development Area – Rolleston	Plan for enhanced PT services to deliver a fast, reliable 'Turn up and Go' service connecting Rolleston to Greater Christchurch supported by Park n Ride facilities to meet expected demand	SDC	Short	Rolleston access upgrades funded. Additional investigation into Turn up and Go to be scoped.	In progress. SH1 Rolleston Access Improvements Project -Road of Regional Significance (NZTA). Rolleston intersection investments (SDC). Supporting 'turn-up-and-go' public transport services to/from Rolleston as the key District transport hub. Trial from September 2025 for direct services in SDC along 84 Rolleston Direct West and 85 Rolleston Direct East.
	Infrastructure upgrades	SDC	Short Medium		In progress. Infrastructure projects through the LTP are being delivered
	Investigate opportunities to develop mixed use and higher density housing exemplar project to catalyse development in central Rolleston & along transport corridor	SDC	Short		Not yet started. Planning has enabled higher density though exemplar projects not yet identified, scoped or underway.
	Implement and investigate other agreed projects	SDC	Medium/Long		Not yet started. Future Selwyn was approved last year. Local areas planning and community engaged has commenced that will inform the LTP and determine project timelines. Elements of economic and health are to be scoped.
Priority Development Area – Papanui (MRT Phase one corridor)	Complete local area planning with a focus on accommodating MRT & supporting the viability of the route	CCC	Short		Not yet started. Pre-planning for Papanui Local Area Plan sequenced to follow Hornby and Riccarton.
	Investigate opportunities to activate the significant potential for higher density and	CCC	Short	IAF funded 3 Waters works to	In progress. Monitoring the Grassmere Project enablement of approximately 1,400 new homes.

Focus Area	Actions	Lead Agency	Timing	Funding / Resource	Comment
	mixed-use developments, greater growth in retail, hospital/health and tourist accommodation sectors.			support 1,400 new homes to be developed in Grassmere.	Kāinga Ora researching incentives and disincentives for stimulating higher density development in that expands upon work previously completed by Partners.
	Implement agreed projects	CCC	Medium/Long		Not yet started.
Priority Development Area – Central City <i>(MRT Phase one corridor)</i>	Plan to capitalise on the significant growth potential to be leveraged from world class facilities (anchor projects) coming on stream	CCC	Short		In progress. Staff are identifying how to best leverage new business and employment opportunities these major Central City anchor projects will generate.
	Complete/update visioning for the central city supported by a storytelling narrative to help build demand for city living and higher density (done well).	CCC	Short		In progress. Manchester Square development completed – 101 units, 10 tenancies. Reviewing effectiveness of Central City Recovery Plan to inform dialogue about the future of the City Centre
	Complete local area planning with a focus on accommodating MRT, activation of The Square, South City reinvention, south frames potential & South-East neighbourhood potential.	CCC	Short	Development contributions funding for greenspace. Other elements not currently funded.	In progress. Delivery and investigation of projects in the Central South-East neighbourhood plan area.
	Implement agreed projects	CCC	Medium/Long		Not yet started.
Priority Development Area – Riccarton <i>(MRT Phase one corridor)</i>	Complete local area planning with a focus on accommodating MRT & supporting the viability of the route	CCC	Short		In progress. Commencing pre-planning for a Local Area Plan for Riccarton.
	Investigate opportunities to activate higher density and mixed-use environments and the potential for greater knowledge-intensive and innovation services.	CCC	Short		In progress. Kāinga Ora researching incentives and disincentives for stimulating higher density development in that expands upon work previously completed by Partners.
	Implement agreed projects	CCC	Medium/Long		Not yet started.
Priority Development Area – Hornby	Complete local area planning with a key focus on transport planning to address	CCC	Medium		In progress. Local area planning for Hornby and work on NZTA's SH1 Hornby Access and Development Strategic Transport Plan commenced.

Focus Area	Actions	Lead Agency	Timing	Funding / Resource	Comment	
	severance issues related to railways and key arterial roads.					
	Investigate opportunities to activate the significant potential to transition to a sub-regional service centre leveraging its western position with strong connections to air and land ports.	CCC	Medium		Not yet started.	
	Investigate ways to attract investment in residential development and business/employment growth opportunities	CCC	Medium		Not yet started. Kāinga Ora researching incentives and disincentives for stimulating higher density development that expands upon work previously completed by Partners.	
	Implement agreed projects	CCC	Medium/Long		Not yet started.	
Priority Areas arising from Te Tiriti Partnership <i>Kainga Nohoanga on Māori Reserves and within urban areas</i>	Develop an implementation plan to support the Kainga Nohoanga Strategy	Mana whenua	Short	LTP funding required for implementation	Not yet started. Implementation is subject to the outcomes of the Government's proposed reforms.	
	Implement agreed projects	Mana whenua	Medium/Long		Not yet started.	
Priority Regeneration Area – Eastern Christchurch	Linwood Framework being developed to support regeneration of the Linwood neighbourhood.					In progress. Local Area Planning for Linwood – 'Linwood Framework' has commenced.
	New Brighton – Streetscape upgrades, Village Centre project	CCC, private	Short		Projects underway	In progress. Brighton Mall upgrade, new housing (Kainga maha), Village Green (private investment), land purchase to support Oram Ave extension – all underway.
	Pages Road Bridge Upgrade Project – Gateway to New Brighton (CCC/NZTA)	CCC			Government committed \$38.5m in Aug 2025 (NZTA to fund bridge replacement, CCC to lead and deliver)	In progress. Pages Road Bridge Upgrade Project – Gateway to New Brighton (CCC/NZTA)

Focus Area	Actions	Lead Agency	Timing	Funding / Resource	Comment
	New Brighton – balance of master plan implementation; further business investment.		Medium	LTP funding required for implementation. Business investment and attraction is a challenge.	Not yet started. Streetscape upgrades not yet programmed or funded, including Berresford St, Hawke St, Seaview Rd, etc. Awaiting Council’s climate change direction/investment decisions.
Environmental	Develop an integrated blue-green network strategy including options to establish a Green Belt Action Plan.	<i>(to be confirmed)</i>	Medium		Not yet started. GCP are engaged with the project team leading the work on the Canterbury Climate Partnership Plan. One of the actions specifically relates to “ <i>Collaborate and align with Greater Christchurch Partnership and key stakeholders to deliver a blue-green network.</i> ”
Economic Development Opportunities	Scan economic development plans to identify if there are any gaps or opportunities to realise the spatial plans aspirations for economic prosperity. Co-ordinate a response if required.	GCP	Short		In progress. GCP is providing input into the Canterbury Mayoral Forum (CMF) with its regional economic development planning. Progress is subject to Annual Plan funding.



**Greater Christchurch
Partnership**

Te Tira Tū Tahi
One Group, Standing Together

Priority Areas Tracker - GCP Committee reporting

March 2026

What are Priority Areas?

Priority Areas (PAs) are a mechanism for coordinated and aligned action across multiple agencies to accelerate development in selected areas.

Priority Areas are a key component of the Greater Christchurch Spatial Plan and will be a key tool to progressing shared objectives through the Urban Growth Partnership's Joint Work Programme.

Priority Areas are where the Partnership wishes to focus coordinated effort aligned with the Urban Growth Agenda framework.

Priority Development Areas:

- ❖ Provide a mechanism for coordinated, aligned and focused action across multiple agencies
- ❖ Prioritise and unlock investment
- ❖ Drive collective accountability

How have we defined Priority Areas in Greater Christchurch?



An agreement among all partners that **additional collaboration is required** in these areas to maximise the opportunity to shape our urban form towards the desired pattern of growth identified in the Spatial Plan



These are areas that offer **significant opportunities to change**, such as accelerated urban development at the right scale, environmental change to enhance resilience, or exemplar projects that will reduce harm, encourage behaviour shift or be a catalyst for private investment



There are **complex barriers to achieving success**, these could be crosscutting issues involving multiple partners, conflicting demands and/or interdependencies, and cross agencies effort is warranted to enhance innovation or pace of change



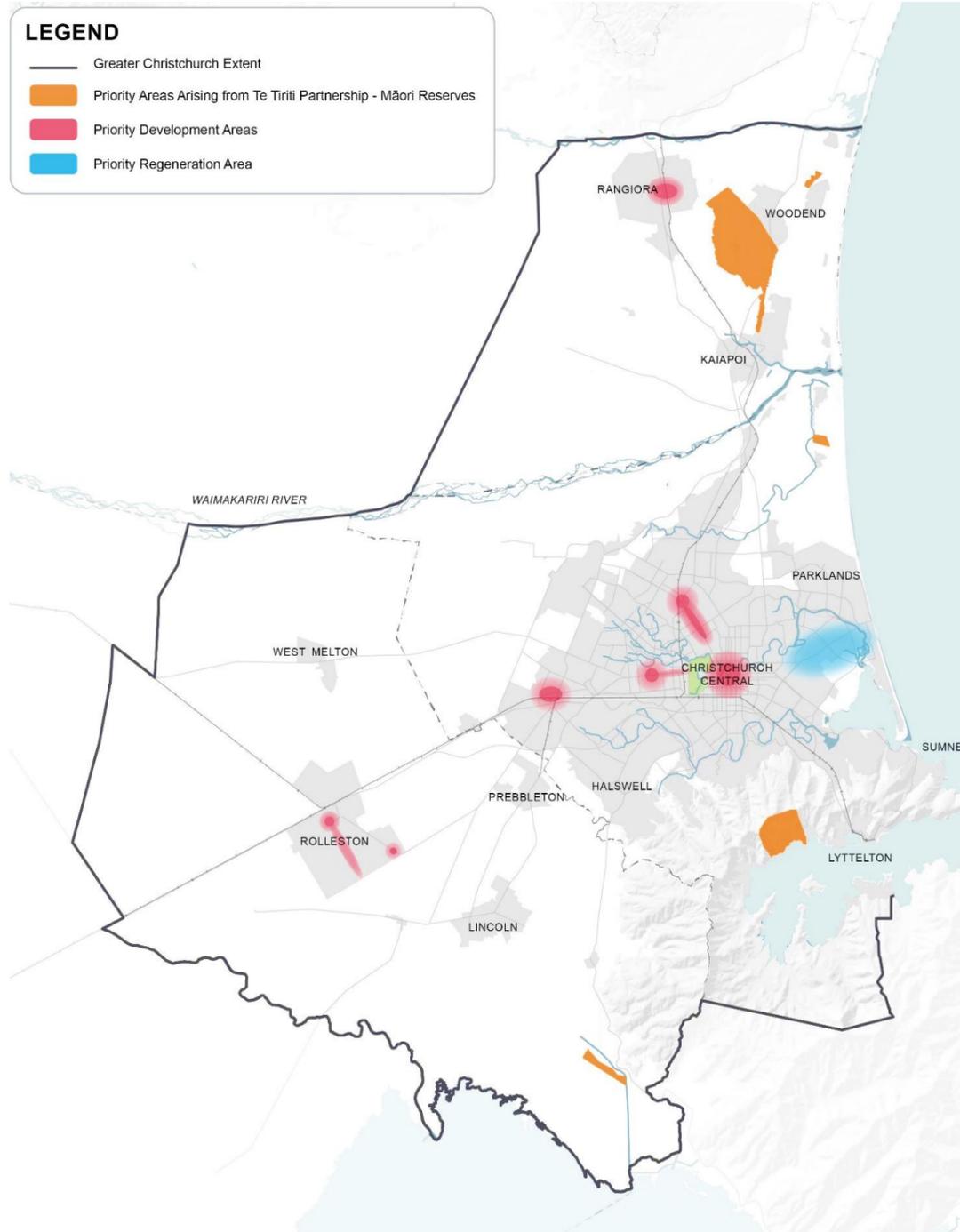
All partners will **commit to its planning, delivery and invest** (time, money and resources) to enable efficiency and generate change.



Without external influences, the **market alone will not deliver** the desired pattern of growth as identified in the Spatial Plan



Priority Areas



Rolleston
Creating a thriving higher density, mixed-use town centre, serving Rolleston residents and the wider Selwyn District – Aspiration is for a centre supporting a town of 50,000+ people

Barriers:

- Constraints to securing ideal Medium Density block developments
- Unmet demand for public transport service uplifts & infrastructure
- Challenging to grow local employment opportunities

Projects & next steps:

- Construction is underway for the Rolleston Access Improvements, with NZTA working on the SH1/Dunns Crossing Road intersection and Weedons Interchange. SDC is working on local road network improvements.
- Peak only 'turn-up-and-go' direct bus services to/from Rolleston (84/85) is on trial by CRC and Bentley Coachline.
- Investigate opportunities for catalyst housing projects and anchor employers.

Hornby
A thriving sub-regional service centre serving as a major employment hub and centre for West Christchurch and parts of the Selwyn District – Aspiration to grow employment from current base of circa 8,500 jobs and local population to over 16,000.

Barriers:

- Community severance by SH1, major arterials and railway.
- Resourcing to fully implement public transport improvements (PT Futures and MRT).
- Infrastructure demands with changes to housing density and expansion of industrial areas.

Projects & next steps:

- NZTA commenced the SH1 Hornby Access and Development Strategic Transport Plan.
- CCC is developing the Hornby Local Area Plan, Western Area Plan and South West Area Plan.
- Determine the preferred MRT terminus station location, the design requirements and land needed.
- Investigate opportunities to leverage strategic location and connections to air and land ports.
- Explore redevelopment opportunities to support future MRT.
- Economic positioning and industry attraction needs analysis.

Riccarton
A town centre serving West Christchurch, -rejuvenating underused land to deliver quality mixed-use developments and density supporting MRT – Aspiration to grow towards 17,000 jobs and achieve a local population of 37,000.

Barriers:

- Resources to fully implement public transport improvements (PT Futures and MRT).
- Securing investment to redevelop crown owned sites in prime locations

Projects & next steps:

- Determine the preferred MRT station locations and design requirements.
- Complete local area planning to incentivise redevelopment opportunities for higher density and mixed use activities.

City Centre
Central Christchurch continues to grow and prosper as the thriving economic heart of an international city, as a vibrant people-focused place – day and night- and as a liveable Central City neighbourhood – Aspiration is to grow by attracting 12,000 new residents and up to 15,000 new jobs by 2028.

Barriers:

- Getting market to deliver affordable medium-high density residential developments in Central City.
- Cathedral Square redevelopment and activation
- Resources for targeted business and developer attraction into Central City

Projects & next steps:

- Plan for MRT in the Central City, including determining the best route around the bus interchange
- Plan to capitalise on the significant growth potential to be leveraged from world class facilities (anchor projects) coming on stream.
- Evaluating the progress on the delivery of the Central City Recovery Plan projects and outcomes.
- Delivery and investigation of projects in the Central South-East neighbourhood plan area.

Te Tiriti Priority Areas
Māori Reserves and land in urban areas are developed to fulfil Mana Whenua needs and to support realising its future aspirations

Barriers:

- Determining the type of housing needed and desired development
- Delivery of essential infrastructure to service development and housing
- Funding and finance for housing and infrastructure needs
- Insufficient resourcing capacity to action opportunities.

Projects & next steps:

- Develop an implementation plan to support the Kāinga Nohoanga Strategy and guide development of Māori land.

Rangiora
Creating a thriving mixed-use centre (whilst retaining character) with high quality connections across the wider town – Aspiration is for a centre supporting a town growing toward 30,000 people.

Barriers:

- Private market desire for greater residential density and medium rise developments
- Unmet demand for public transport service uplifts & infrastructure
- Unserved demand for primary medical care in the centre.

Projects & next steps:

- Rangiora Eastern Link (WDC/ NZTA) business case completed.
- Support 'turn-up-and-go' public transport services to/from Rangiora as a key District transport hub.
- Facilitating the South Health Link Medical Centre in Rangiora.

Papanui
Cements itself as a thriving town centre serving Christchurch North. Rejuvenating underutilised land to deliver quality mixed-use developments in the walking catchment to MRT Stations – Aspiration to grow the local population to 35,000 and maintain circa 8,000 jobs.

Barriers:

Resourcing to fully implement public transport improvements (PT Futures and MRT).

- Incentivising investment and redevelopment opportunities.

Projects & next steps:

- Determine the preferred MRT station locations and design requirements.
- Develop a local area plan - Investigate opportunities for higher density, mixed-use developments, retail, health and tourism sectors.

Eastern Regeneration Area
A prospering, highly accessible area with thriving, regenerated centres and wide-ranging recreational assets which support strong, resilient communities.

Barriers:

- Strategic three waters infrastructure to support intensification in Linwood and New Brighton.
- Market conditions may affect development and business activity and the desirability of the Area.
- Timing of public transport service improvements, transport infrastructure delivery and climate adaption requirements.

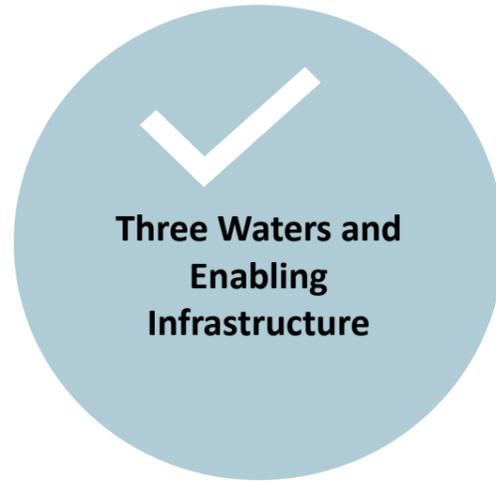
Projects & next steps:

- Pages Road Bridge Upgrade Project – Gateway to New Brighton (CCC/NZTA)
- Weaving the East project across this area.
- Linwood Framework being developed to support regeneration of the Linwood neighbourhood.
- New Brighton – Village Centre project & related initiatives to stimulate investment in the centre.

Achievements and key actions – June to December 2025



- ❖ Rolleston Access Improvements Project: Government funding commitment secured, Phase 1 (Dunns Road) construction commenced, with completion due late 2026.
- ❖ Business case and concept design for the Rangiora Eastern Link funded. The Council confirmed the preferred route in April 2025, and the business case will be completed in Q1 2026.
- ❖ \$38.5 million Government funding secured for the Pages Road Bridge project.
- ❖ Local area planning for Hornby and work on NZTA's SH1 Hornby Access and Development Strategic Transport Plan commenced.



- ❖ \$30m Infrastructure Acceleration Fund (IAF) investment secured and Three Waters infrastructure works undertaken to support the development of 1,400 homes in Grassmere, Papanui.



- ❖ Manchester Square development by Williams Corporation completed in the City Centre East Frame:
 - 101 residential dwellings, with 2 apartment towers and 10 commercial tenancies.



- ❖ Priority Areas Programme formally established, including completion of place-based baselining.
- ❖ Governance strengthened through:
 - Utilising the Senior Officials Group for Priority Areas with the addition of Ministry of Education.
 - Regular and streamlined reporting.
- ❖ Priority Areas Working Group established, with early identification of key barriers to development.
- ❖ Ongoing governance commitments:
 - Quarterly reporting to the Senior Officials Group.
 - Six-monthly reporting to the GCP Committee.

Key actions for next six-months:

1. Officers to continue to implement enabling projects and pursue opportunities to advance next steps identified for each Priority Area
2. Support Rūnanga led kōrero in determining the initial focus of the Te Tiriti Priority Areas;
3. Officers to identify suitable initiatives to address common barriers to intended growth and development of Priority Areas;
4. Continue regular reporting to Senior Officials Group quarterly and the GCP Committee half yearly

7. Implementing the Greater Christchurch Partnership Review

Reference Te Tohutoro: 26/323014

Responsible Officer(s) Te Pou Matua: Chief Executive Advisory Group

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

1. Purpose of Report Te Pūtake Pūrongo

- 1.1 The purpose of this report is to provide the Greater Christchurch Partnership Committee (GCPC) with the Chief Executive Advisory Group's (CEAG) recommendations on implementing the Greater Christchurch Independent Partnership Review (Independent Review) and seek the GCPC's endorsement of the recommended approach.

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

- 2.1 The Partnership is a joint committee established to provide a collaborative approach to addressing strategic challenges and opportunities for Greater Christchurch.
- 2.2 The review offers an opportunity for partners to reflect on the effectiveness and efficiency of the committee in meeting collective objectives now and into the future.

3. Officer Recommendations Ngā Tūtohu

That the Greater Christchurch Partnership Committee:

1. **Notes** that the independent review was conducted by Martin Jenkins in accordance with the approved Terms of Reference and overseen by the Chief Executive Advisory Group.
2. **Notes** that the Chief Executive Advisory Group has overseen the completion of the Independent Review and the implementation of its findings to date and has formed these recommendations to support timely Committee decision making.
3. **Notes** that while members value the Greater Christchurch Partnership, Partner organisations are being required to respond to multiple proposed Government reforms, resulting in an uncertain operating environment that is anticipated to continue beyond the end of 2026.
4. **Notes** that the Committee will revisit the recommendation of the Independent Review in mid-2027, once the operating environment for Partners is more certain.
5. **Endorses** that the Partnership maintain its current form and functions, until the Committee is ready to consider the available options in mid-2027.
6. **Endorses** the focus of the Partnership to be: progressing existing workstreams; supporting regional spatial planning; and advocacy and influencing across these workstreams in the intervening period. These priorities are to be given effect through updates to the Partnership's Joint Work Programme. Noting that this does not require amendment to the Memorandum of Agreement.

4. Context/Background Te Horopaki

Background

- 4.1 In December 2024, the Committee commissioned the Independent Review of the form, function, and focus of the Greater Christchurch Partnership to ensure it remains fit for purpose. The Terms of Reference were approved by the GCPC at its March 2025 meeting.
- 4.2 Martin Jenkins was appointed to carry out the Independent Review and presented its findings to the outgoing Committee in August 2025. The outgoing Committee recommended that the incoming Committee receive the same presentation and progress implementation.
- 4.3 The Independent Review provided 18 recommendations across three phases and identified several opportunities to lift clarity of purpose, strategic focus, governance alignment, and value for partners.
- 4.4 The six Phase 1 actions (August–December 2025) have been completed, including orientation of incoming Committee members and presentation of the Greater Christchurch Partnership Review findings in December 2025.
- 4.5 At the December 2025 Greater Christchurch Partnership Committee meeting, members endorsed the officer recommendations outlined in the Committee report, including a resolution that CEAG would seek Committee decisions on implementing the Independent Review at the March 2026 meeting.
- 4.6 The Chief Executive Advisory Group have overseen completion of the review and implementation of the Independent Review’s Phase 1 recommendations. This report presents CEAG’s advice on implementing the balance of the review and seeks Committee endorsement.

Summary of Independent Review insights and recommendations

- 4.7 Martin Jenkins drew out [key insights](#) using qualitative methods to support the development of its review findings and recommendations. These include:
 - 4.7.1 The Partnership has been highly effective during crisis response and major strategic planning phases, such as earthquake recovery and developing the Greater Christchurch Spatial Plan.
 - 4.7.2 In recent years, political confidence has weakened, decision-making has become slower and more consensus-driven, and the Partnership has shifted from strategic leadership to more operational coordination.
 - 4.7.3 Implementation of the Spatial Plan has been challenging due to regulatory constraints, limited resources, and insufficient authority to drive delivery.
 - 4.7.4 Stakeholders are uncertain about the Partnership’s current purpose, particularly given national policy shifts.
 - 4.7.5 To remain effective, the Partnership needs operational and structural improvements and renewed political commitment to collaborative leadership with mana whenua and central government.
- 4.8 Decisions about the Partnership’s future and preferred model should be made collectively by partners, with strong alignment on the sub-region’s strategic challenges.
- 4.9 [The independent review report by Martin Jenkins](#) includes functional model options ranging from enhanced status quo through to full structural reform, alongside the 18 recommendations across three phased timeframes.

Reform Context

- 4.10 Since the Review was commenced, the Government has announced wide-ranging reforms reshaping local and regional governance, restructuring central government agencies, and significantly affecting mana whenua.
- 4.11 For the Greater Christchurch Partnership, this means anticipating not only structural changes but also shifts in how urban growth, transport integration, climate adaptation, and long-term investment decisions are planned and coordinated.
- 4.12 While members have signalled their commitment to the Greater Christchurch Partnership, Partner organisations are being required to respond to multiple proposed Government reforms, resulting in an uncertain operating environment that is anticipated to continue beyond the end of 2026.
- 4.13 While much of the reform activity sits outside the Partnership's direct control and could take a number of years to fully implement, pursuing the agreed outcomes and delivering the priorities for Greater Christchurch communities through the Partnership's work programme remains firmly within our mandate.
- 4.14 The Chief Executive Advisory Group met on 17 February and considered how the operating environment has evolved and options for implementing the independent review in this context. CEAG recommends revisiting the remaining recommendations with the Committee in early 2027.
- 4.15 To reflect the uncertain operating environment and ongoing commitment to the value in the Partnership, it is intended that the implementation of the review will be revisited once the reform landscape is clearer, for Committee consideration by early 2027.

Recommended Approach

- 4.16 Given the uncertain operating environment and the significant reforms underway at both national and regional levels, CEAG recommends that:
 - the Partnership maintain its current form and functions by maintaining status quo
 - implementation of further Independent Review recommendations be paused
 - the Committee consider the available options in mid-2027, once the reform landscape is clearer.
- 4.17 This approach ensures:
 - continuity of the existing joint work programme priorities
 - stability during a period of external change
 - the ability to undertake a more informed assessment of future form and functional options once the reform landscape is understood.
- 4.18 During the intervening period, CEAG recommends maintaining the Partnership's momentum through advancing existing workstreams in the joint work programme, supporting regional spatial planning and strengthened advocacy and influencing based on these priorities and pursuing the outcomes of the Greater Christchurch Spatial Plan.

Partnership priorities

- 4.19 The Greater Christchurch sub-region benefits from a robust planning framework designed to guide and facilitate sustainable urban growth. Central to this is the [Greater Christchurch Spatial Plan](#) (GCSP).

- 4.20 With extensive community engagement incorporated into its development, endorsed by the Committee and unanimously adopted by all Council Partners in 2024, the GCSP provides a sound foundation for future growth and has significant public support.
- 4.21 The Plan provides a blueprint of how population and business growth will be accommodated in Greater Christchurch over the next thirty years, in essence to build well functioning communities. The two overarching directions of the Plan are:
- 4.21.1 Focus growth through targeted intensification in urban and town centres and along public transport corridors.
- 4.21.2 Enable the prosperous development of kāinga nohoanga on Māori Land and within urban areas
- 4.22 The Partnership's current priorities, aligned to the Greater Christchurch Spatial Plan, include:
- **Sub-regional Growth Planning:** Coordinated growth management to support housing supply and infrastructure development.
 - **Kāinga Nohoanga:** Enable the prosperous development of kāinga nohoanga on Māori Reserve Land, supported by infrastructure and improved accessibility to transport networks and services; along with the development of kāinga nohoanga within urban areas.
 - **Housing:** Enable diverse, quality, and affordable housing in locations that support thriving neighbourhoods that provide for people's day-to-day needs and addressing the gaps in the private housing market.
 - **Transport:** Prioritise sustainable and accessible transport choices to move people and goods in a way that significantly reduces greenhouse gas emissions and enables economic growth and access to social, cultural and economic opportunities.
 - **Priority Areas:** A collective focus on unlocking the potential of Priority Areas. Coordinated and focused action across multiple agencies to inform, prioritise and unlock public and private sector investment in catalysing development and intensification in these areas.

Current Joint Work Programme

- 4.23 At the August 2024 meeting, the Greater Christchurch Partnership Committee formally ratified the GCP Joint Work Programme and strategic priorities.
- 4.24 The view from the Committee was that the work programme and strategic priorities are supported with a strong focus on implementation and that we do not reinvent the wheel but look for the value-add where existing plans are insufficient or need to be better connected (e.g. blue-green network, economic development).
- 4.25 The current GCP Joint Work Programme and strategic priorities are:
- Monitoring & Reporting – Geater Christchurch Spatial Plan
 - Joint Housing Action Plan
 - Kāinga Nohoanga Strategy Implementation
 - Priority Areas Programme
 - Greater Christchurch Transport Improvements Programme:
 - PT Futures
 - Mass Rapid Transit
 - Greater Christchurch Transport Plan

4.26 The Senior Officials Group supported by the Secretariat will update the Joint Work Programme to reflect the priorities endorsed by the Committee and this will be presented for Committee endorsement in June 2026.

Focus of Partnership Advocacy and Influencing

4.27 The Partnership’s priorities and work programme form the foundation for coordinated advocacy and collaborative action. This is seen as integral to Partners working with the range of external stakeholders in delivering sustainable urban growth that builds well-functioning communities.

4.28 In terms of Greater Christchurch’s value proposition, it has a number of key strategic advantages when viewed in the national context:

- **South Island’s Economic Gateway** – Second largest urban area in Aotearoa;
- **Cost Advantage** – Lowest marginal growth cost across all of Aotearoa’s Urban Growth Partnerships;
- **Capacity for Growth** – Significant capacity, better affordability and lifestyle appeal;
- **National Contribution** – Further potential to grow the economy and resilience, lifting wellbeing and prosperity.

4.29 Reflecting the Partnership’s priorities and its strategic advantages the proposed advocacy asks to be pursued by the Partnership in the lead-up to the general election are outlined in the table below:

Partnership Priority	Partnership Initial Advocacy ‘Asks’
Sub-regional growth planning	<ul style="list-style-type: none"> • Provide clear guidance and funding support for regional spatial planning, drawing on relevant elements of the Greater Christchurch Spatial Plan within the new regulatory framework. • Providing realistic and achievable timeframes for the completion of regional spatial plans to support an orderly and affordable transition to the new system.
Kāinga Nohoanga	<ul style="list-style-type: none"> • Make a Māori purpose zone a standard zone in the new resource management system, with details developed regionally, as outlined in the <i>Kāinga Nohoanga Strategy for Greater Christchurch</i>.
Housing	<ul style="list-style-type: none"> • Close the gap between the funding allocated for new social and affordable homes and the actual need for this housing in a growing Greater Christchurch. • <i>To be assessed further based on the outcomes of the Committee workshop on the JHAP Phase 2 actions.</i>
Transport	<ul style="list-style-type: none"> • <i>Delivery of PT Futures:</i> Funding to fully implement the bus network enhancements (service uplifts and infrastructure improvements) included in the Public Transport Futures programme. • <i>Certainty for MRT:</i> Funding for the detailed business case for Greater Christchurch Mass Rapid Transit system and the acquisition of any land required along the route.
Priority Areas	<ul style="list-style-type: none"> • Putting in place market incentives to bring-forward the intensity of ‘brownfield’ development needed to support and leverage the high frequency public transport service enhanced proposed through PT Futures and MRT. • Targeted investment by Government in catalyst and enabling infrastructure within each Priority Area;

- 4.30 These 'asks' act as an initial starting point for further refinement and pursuit by the Partnership through ongoing collaboration and coordination amongst the Greater Christchurch Partnership Committee members.

5. Next Steps

- 5.1 The proposed next steps from this report are:
- 5.1.1 The Senior Officials Group supported by the Secretariat will update the Joint Work Programme to reflect the priorities endorsed by the Committee.
 - 5.1.2 The updated Joint Work Programme will be presented for Committee endorsement in June 2026.
 - 5.1.3 The Chief Executive Advisory Group will monitor changes in the operating environment and identify when the Independent Review recommendations should be revisited (early 2027).
 - 5.1.4 The Chief Executive Advisory Group will lead a Committee workshop in mid-2027 to reconsider the review recommendations.
 - 5.1.5 Any future changes to the form or functions of the Partnership will be determined by the Committee (mid-late 2027). If amendments to the Memorandum of Agreement are required, each of the Partners will be required to secure approval at the individual governance meetings for all voting member Partners (if required late 2027)

Attachments Ngā Tāpirihanga

There are no attachments to this report.

8. Joint Housing Action Plan - Determining preferred actions for taking forward in Phase 3 - Progressive Delivery (Workshop)

Reference Te Tohutoro: 26/114153

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

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

1. Purpose of Report Te Pūtake Pūrongo

- 1.1 The purpose of this report is to summarise the work completed in Phase 2 of the Joint Housing Action Plan (JHAP), including the further scoping and assessment of potential actions. This work provides the foundation for a workshop with the Greater Christchurch Partnership Committee (the Committee).
- 1.2 The intent is for officers to receive clear direction from Committee members on whether each Phase 2 action should be progressed or set aside for progressive deliver as part of Phase 3 of the Joint Housing Action Plan and the most important factors to consider in this context.
- 1.3 Feedback from this Committee workshop will be used by officers to prepare a report to the June 2026 Committee meeting, seeking endorsement of actions for progressive delivery in Phase 3 of the JHAP by Partners and and outlining any further recommended next steps.

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

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

3. Officer Recommendations Ngā Tūtohu

That the Greater Christchurch Partnership Committee:

1. **Receives and notes** the Joint Housing Action Plan (JHAP) Phase 2 workshop presentation (**Attachment 1**) and more detailed Scoping Report (**Attachment 2**).
2. **Notes** the intent is for officers to present a report to the Committee at a meeting in June 2026, seeking endorsement of proposed actions for progressive delivery by Partners in Phase 3 of the Joint Housing Action Plan.

4. Background Te Horopaki

- 4.1 Since 2018 the Greater Christchurch Partnership Committee (GCPC) has called for a housing action plan to tackle rising housing unaffordability in Greater Christchurch.
- 4.2 The JHAP was developed collaboratively and endorsed by the GCPC in December 2023 and subsequently adopted in early 2024 by all four partner Councils.
- 4.3 A Housing Working Group comprising representatives from the four Councils, Crown partners, mana whenua and the Ōtautahi Community Housing Trust was established and successfully progressed the completion of Phase 1 investigations. The Housing Working Group was restarted in late 2025 to complete the work required on the JHAP Phase 2 Actions.

5. Context

- 5.1 Joint Housing Action Plan (JHAP) Phase 1 findings and options were presented at the 13 December 2024 Committee. The materials presented were informed by two documents prepared as part Phase 1 work:
 - [JHAP Phase 1 Findings report](#)
 - [JHAP Phase 1 - Indicative Economics Assessment report.](#)
- 5.2 From the Phase 1 investigations it was found that the most effective levers available to partners to positively impact social and affordable housing are:
 - Partners leveraging land holdings;
 - Accessing fundings and financing for housing developments;
 - Pro-housing policy changes that support Mana Whenua, Community Housing Providers and Community Housing Trusts (CHPs/CHTs) in generating more affordable housing; and
 - Partnering and advocacy to influence external settings and levers out of control of the GCPC e.g. Government legislation, investment attraction.
- 5.3 Partner Council briefings held in February 2025, followed by a summary to the Committee in March 2025, confirmed broad support for most Phase 2 actions. Three actions: Inclusionary Zoning assessment; a targeted rate; and advocacy on Inclusionary Zoning through Resource Management Act reform received mixed feedback.
- 5.4 The Committee workshop in March 2025 agreed that these actions should still progress, but with only the minimum work required to understand the likely high-level costs and implications.
- 5.5 There was additional feedback from the Committee at the March workshop with Mana Whenua identifying housing for its people as a high priority. This included Mana Whenua needing support to help realise the desired housing for Māori across Greater Christchurch area. A specific action has been introduced into Phase 2 of the JHAP to explore a ‘navigator’ role for progressing new housing opportunities for Mana Whenua.
- 5.6 Other feedback related to the approach to advocacy on having inclusionary zoning (affordable housing value capture) included as part of the Resource Management Act reforms. The tangible advocacy ‘asks’ in relation to this action have been further detailed as part of completing Phase 2 of the JHAP, for consideration by the Committee.

Scope of Phase 2 Actions

- 5.7 Reflecting the feedback from earlier Committee workshops and Partner Council briefings, at the May 2025 meeting, the Committee endorsed the completion of Phase 2 Actions.
- 5.8 The expectation of the Committee was clear that officers would complete only the work necessary to provide Committee members with a clearer picture of the anticipated range of costs to Partners for implementing each action, alongside the forecast social and affordable housing yield drawn from the Phase 1 Indicative Economic Assessment report.
- 5.9 This approach maximised the effective use of Partner resources in providing this next level of detail of scoping on each action whilst recognising the range of views across Committee members on proceeding with various actions.
- 5.10 At this time it was intended to stage the scoping of the Phase 2 actions out into three discrete tranches: 1) Progress now (complete scoping within FY2025-26); 2) Assess and scope (complete scoping in FY2026-27) and 3) On-hold (To be considered at a future time).

- 5.11 Once lead-in times for the preparation of Long Term Plans and the annual budgeting cycles were considered, it was determined with the advice of the Senior Officials Group to accelerate the scoping of the Phase 2 actions across tranches 1 and 2 for completion as early as practicable in 2026. This was done to allow Partners time to consider any financial or resourcing needs to progress any proposed JHAP actions through future processes for the next Long Term Plan or annual budgets for Partner organisations.

Table 1: Joint Housing Action Plan – Phase 2 Actions

High Level Phase 2 Actions
2.1 Exploring what support mana whenua needs to help bring forward housing development opportunities
PROGRESS – Explore a ‘Navigator’ function to support Mana Whenua in progressing housing development proposals, return to GCPC in 25/26FY for endorsement and any funding required.
2.2 Assessing the development potential for affordable housing;
2.2.1 - PROGRESS – Each Partner to identify its surplus sites, determine the preparations required and compare peppercorn lease and discounted sale options. Return to GCPC for endorsement followed by Partners seeking formal Council meeting decision in 25/26FY.
2.2.2 PROGRESS – Prepare an overview of the low or no interest loans from Partner Councils for affordable housing - funding/ financing, loan structure and contractual model, with consideration of borrowing capacity within debt ceiling. Return to GCPC for endorsement followed by Partners seeking formal Council meeting decision in 25/26FY.
Match funding contributions – Partners to consider affordable housing development proposals on a case-by-case basis.
2.3 Undertake coordinated advocacy
2.3.1 - PROGRESS – Partners pursue key asks consistently from Government through communications with MPs and MfE on RMA Reforms.
2.3.2 - PROGRESS – Include this message in other advocacy, influencing and communications opportunities.
2.3.3 - PROGRESS - Ongoing scanning by Partners for influencing opportunities.
2.4 Making social and affordable housing a priority consideration for surplus land
PROGRESS – Develop consistent process across Partners and revised policy wording, return to GCPC for endorsement followed by Partner adoption in 25/26FY and then recurring process in future years.
2.5 Assess Targeted Rate
Assess the costs and scope of work involved to introduce a targeted rate for affordable housing across the Greater Christchurch sub region. Assess and scope, for consideration on implementation in next LTP
2.6 Assess need for external housing investment attraction role
GCP Partners consider the need for a new expanded role within their organisations to attract external investment in affordable housing developments (patient capital).
ASSESS – Consider whether there’s a role for a Partner organisation to attract external investment into LGFA bonds and/or affordable housing projects
2.7 Assess and scope value capture mechanism in planning system
Assess the costs and scope of work required to introduce an affordable housing value capture mechanism (Inclusionary Zoning) across the Greater Christchurch sub region.
2.8 Prepare a common set of development incentives/ discounts for delivering new affordable housing
2.8.1 - Planning concessions-discounted fees and charges - ASSESS & SCOPE
2.8.2 - Council rates remission to CHPs 2.13 ASSESS & SCOPE
2.9 Development contribution rebates - ON HOLD – Awaiting Govt release of detail on Development Levies
2.10 Density/ Height bonuses - ON HOLD – Awaiting Govt release of redesign of RM system

- 5.12 The Housing Working Group have since completed this next stage of scoping and analysis, providing clearer estimates of implementation costs for each action alongside expected social and affordable housing yield from the Phase 1 Indicative Economic Assessment.
- 5.13 A presentation that summarises the outcomes of this more detailed scoping and assessment of Phase 2 actions for the Joint Housing Action Plan is included as **Attachment 1**.
- 5.14 This presentation is the foundation for the workshop with the Committee at the March GCPC meeting. The intent is for officers to receive clear direction from Committee members on progressing or putting aside each of the Phase 2 actions for progressive deliver as Phase 3 of the Joint Housing Action Plan.
- 5.15 The full detail of the Phase 2 actions is contained within the JHAP Phase 2 Scoping Report, included as **Attachment 2**.
- 5.16 Wherever possible and reasonable costs and yields have been quantified. Establishing the costs for implementing a number of the Phase 2 actions has had to be undertaken on a qualitative basis to ensure cost effective and timely reporting to the Committee on the outcomes of this work.

Understanding the Housing Problem for Greater Christchurch

- 5.17 Greater Christchurch’s housing problem is one driven by growth and the increased demand for housing that this brings.
- 5.18 As part of the work on Phase 2 actions, recently released 2023 census data was assessed by Formative Consulting on behalf of the Partnership to get a more current sense of the housing problem in terms of housing stress and need for the communities of Greater Christchurch.
- 5.19 Housing need is defined as the total number of renter households within a community that require some form of assistance to meet their housing requirements. Total housing need comprises several distinct groups, including:
 - Households that pay more than 30% of their gross income as rent (i.e. stressed).
 - Households that live in public housing, Kianga Ora or community housing providers.
 - Households that are homeless or requiring housing.

Table 2: Greater Christchurch Housing Need in 2023 (Formative, 2025)

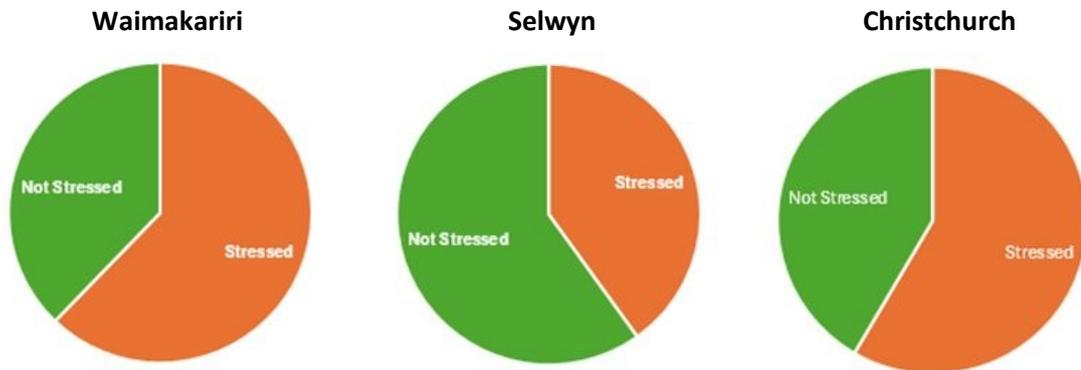
Formative (2025)	Renters Stressed	Social Renters*	Other need**	Total Housing Need	% of renters	% of all households
Waimakariri	2,180	240	410	2,830	62%	11%
Selwyn	1,970	40	160	2,170	40%	8%
Chch City	18,930	8,750	3,570	31,250	58%	20%

*Ministry of Housing and Urban Development - Kainga Ora and Community Housing Providers

**Ministry of Housing and Urban Development - Public Register and Homeless

- 5.20 After several decades of declining household ownership rates in New Zealand and the Greater Christchurch Partnership area, the most recent census indicates a slight upward shift.
- 5.21 Falling interest rates, subdued house price inflation, and rising household incomes have likely combined to enable more middle-income households to transition into home ownership. However, the households with the greatest need remain under significant housing stress, with incomes not having increased materially relative to rents.

Figure 1: Housing stress as a proportion of rental households in Greater Christchurch in 2023



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5.22 For Greater Christchurch there has been a 1.8% increase in median rentals across the 12 months to September 2025. In comparison for this this same measure across New Zealand there has been a -1.4% decrease, Auckland has seen no change and Wellington a -5.4% decrease.

Changing Operating Environment

5.23 It is noted that the JHAP Phase 2 actions that have been scoped and assessed are consistent with the Committee’s endorsement in May 2025. However, a number of contextual changes have occurred since this time, which the Partners will need to consider in progressing the implementation of actions as JHAP Phase 3. These changes include:

5.24 Announcements made by the government regarding the intention to:

- reform local government;
- introduce rate capping;
- progress the Resource Management replacement Bills in 2026;
- Wider access being provided to Community Housing Providers to wholesale borrowing rates through the Community Housing Funding Agency;
- The Ministry of Housing and Urban Development taking an ‘active purchaser’ role in funding social and affordable housing products, underpinned by evidence of specific housing needs and gaps. This role is embedded in its Housing Investment Plan.
- The introduction of proposed legislation to replace the Resource Management Act with two new acts - the Planning Act and Natural Environment Act

5.25 These changes are set in the context of all Partners already working in a fiscally constrained environment, with limited external funding opportunities to support the delivery of new social and affordable homes in Greater Christchurch.

Determining what actions should be proposed for progressive deliver as Phase 3 of the JHAP

5.26 Some actions warrant further consideration by the GCP Committee due to their potential to generate high yields for new affordable homes, outside of Partners’ existing investment and revenue streams. However, given the range of reforms currently proposed or underway, progressing these actions at this time could be challenging.

- 5.27 Workshopping the outcomes of the Phase 2 actions at this Committee meeting provides Committee members with the opportunity to consider the potential actions and combination of actions that should be implemented by Partners as Phase 3 of the JHAP and in response provide officers with clear direction and feedback on what the most important factors are for them, and actions that they wish to see progressed and others to be put aside.
- 5.28 By the Committee providing this clear direction and feedback will support officers and the secretariat in preparing a report to the Committee in June 2026, seeking endorsement of proposed actions for progressive delivery as Phase 3 of the JHAP.
- 5.29 It is envisaged that Phase 3 of the JHAP will be strategically sequenced for progressive delivery by Partners to maintain momentum in addressing Greater Christchurch’s housing problem and in recognition of the evolving operating environment.

6. Next Steps

- 6.1 The proposed next steps from this report are:
 - 6.1.1 Receive and address Committee direction and feedback received at the 6 March 2026 meeting workshop;
 - 6.1.2 Offer for Secretariat to brief Partner organisations on the Phase 2 scoping and outcomes of the March Committee meeting;
 - 6.1.3 June 2026: Return to GCP Committee meeting seeking endorsement of the proposed Phase 3 actions for progressive delivery by Partners;
 - 6.1.4 Mid-late 2026: Seek Partners adoption of endorsed Phase 3 actions for progressive delivery.

Attachments Ngā Tāpirihanga

No.	Title	Reference	Page
A  	Committee Workshop slidepack - JHAP Phase 2 Actions - Scoping	26/388920	73
B  	Joint Housing Action Plan - Phase 2 Actions - Scoping Report	26/388925	96



**Greater Christchurch
Partnership**

Te Tira Tū Tahī
One Group, Standing Together

Joint Housing Action Plan – Phase 2 Action Scoping Workshop

Greater Christchurch Partnership Committee
March 2025

Purpose

- ❖ Present the outcomes from the scoping of the endorsed Phase 2 actions of the Joint Housing Action Plan to the Committee for discussion.
- ❖ Confirm with the Committee the most important factors in assessing which actions should be proposed for progressive delivery in Phase 3 of the JHAP (in a report for endorsement at a Committee meeting in mid-2026).
- ❖ Seek clear direction from Committee members on progressing or putting aside each respective Phase 2 actions for progressive delivery of the JHAP.

Questions for Committee

1. What is the appetite of the Committee for progressing each of these actions to delivery? Are there any actions that the Committee wants to rule out at this stage?
2. What factors are most important to Partners in determining which Phase 2 JHAP actions are to be progressed by the Partnership?
3. Do Committee member have any further questions on the Phase 2 scoping of actions?

Joint Housing Action Plan – Greater Christchurch Housing Problem

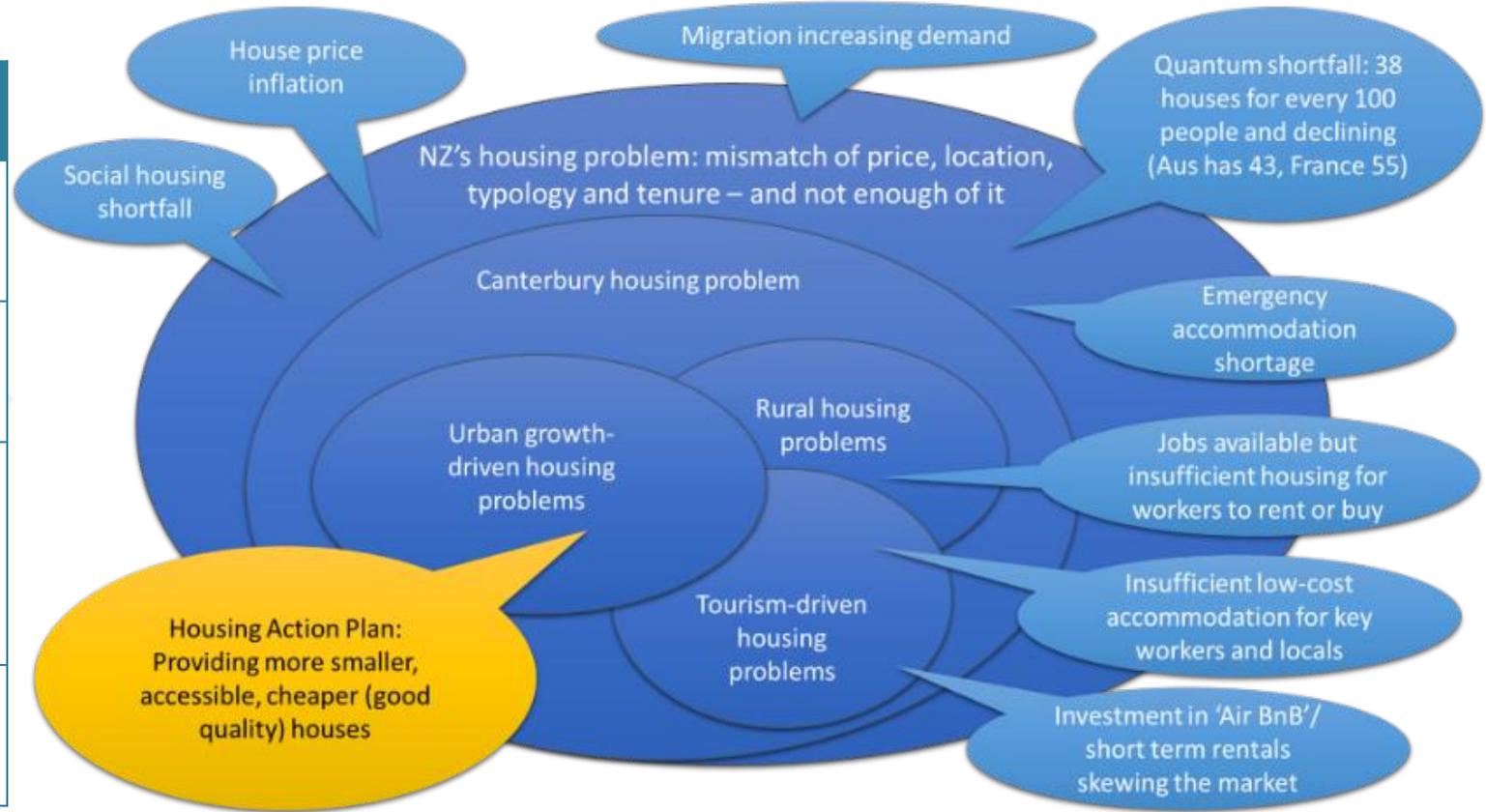
Four significant gaps in the private housing market:

Hidden homelessness – excess demand, incomplete data

Shortfall in social housing despite significant government intervention

Affordable rentals/home ownership: the growing intermediate market (people in work who cannot afford to buy), greater housing stress

Restricted choice of housing type resulting in poor use of existing housing stock



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Attachment A

Housing stress and need in Greater Christchurch

Housing stress as a proportion of rental households in Greater Christchurch



Formative (2025)	Renters Stressed	Social Renters*	Other need**	Total Housing Need	% of renters	% of all households
Waimakariri	2,180	240	410	2,830	62%	11%
Selwyn	1,970	40	160	2,170	40%	8%
Chch City	18,930	8,750	3,570	31,250	58%	20%

*Ministry of Housing and Urban Development - Kainga Ora and Community Housing Providers

**Ministry of Housing and Urban Development - Public Register and Homeless

The indicators – September 2025

5.8x

Ratio of average house price to annual household income (September 2025) - Greater Christchurch Avg

\$539 (\$533)

Christchurch - Median weekly rent Sept 2025 (Sept 2024)

+1.8%↑

Greater Christchurch - Median rentals changes September 2025 compared to 2024 (NZ -1.4%; AKL: 0%; WLG: -5.4%)

~34,500

Number of Greater Christchurch residents receiving Accommodation Supplement in September 2025

\$580 (\$530)

Selwyn - Lower quartile weekly rent Sept 2025 (Sept 2024)

2,154

of people on Public Housing Register in September 2025 in Greater Christchurch with 9518 social homes. This is after 180 new homes provided Sept 2024-2025 Community Housing Providers - 17; Kainga Ora- 163)



Greater Christchurch Partnership

Te Tira Tū Tahī
One Group, Standing Together

JHAP Phase 1 - Our focus



Development example - Carey Street



40 homes

Paenga Kupenga: 10 Affordable Rentals

Ōtautahi Community Housing Trust:

- 14 Affordable Rentals
- 11 Social Rentals
- 5 Progressive Home Ownership



GCP Partners can influence affordable housing



Pro-Housing
Policies

Pursue policy changes that foster affordable housing and support local Community Housing Trusts/ Providers

Leveraging
Partners Land

Use of partners property holdings

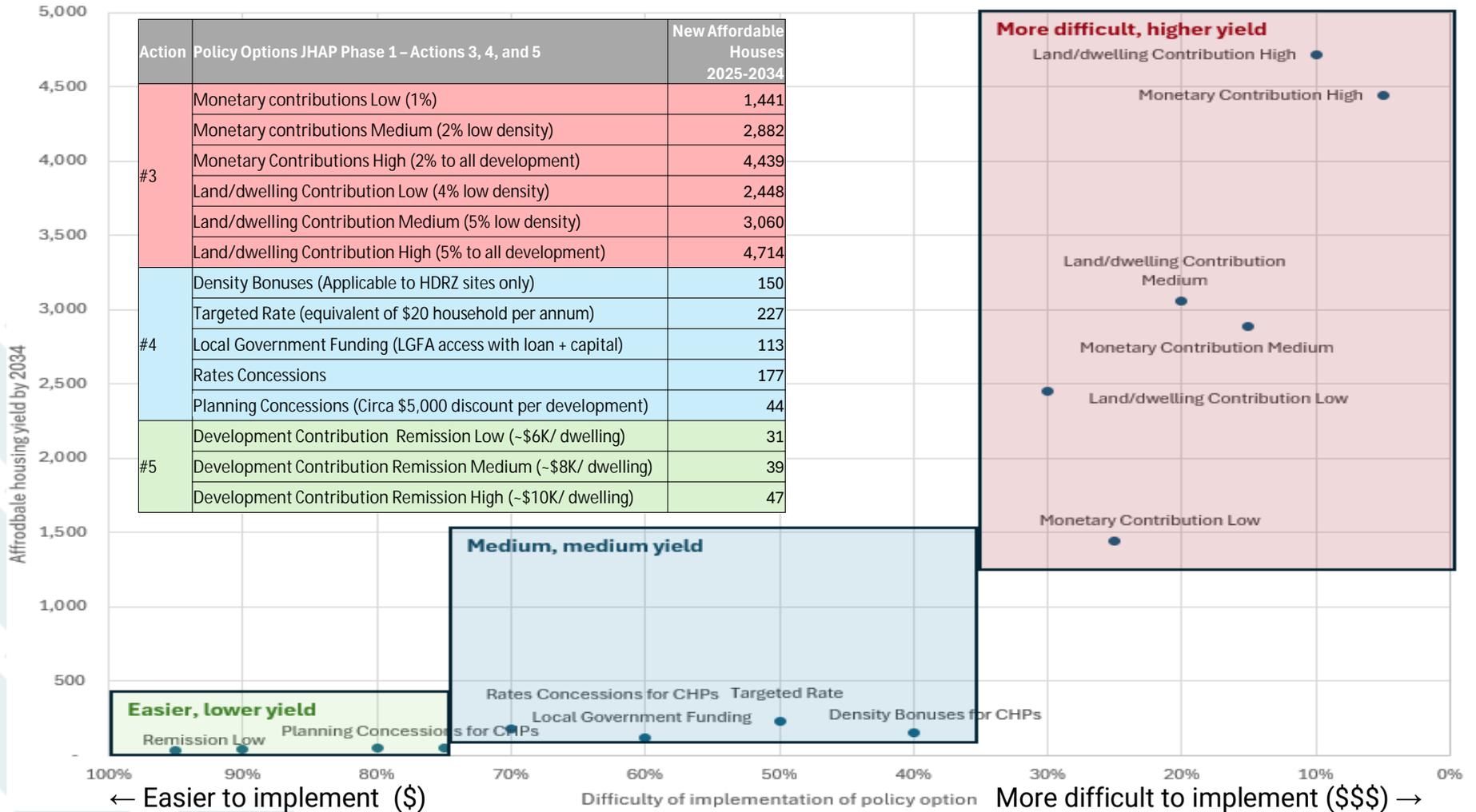
Funding &
Finance

Providing access to funding for new affordable housing by local Community Housing Trusts/ Providers

Influencing

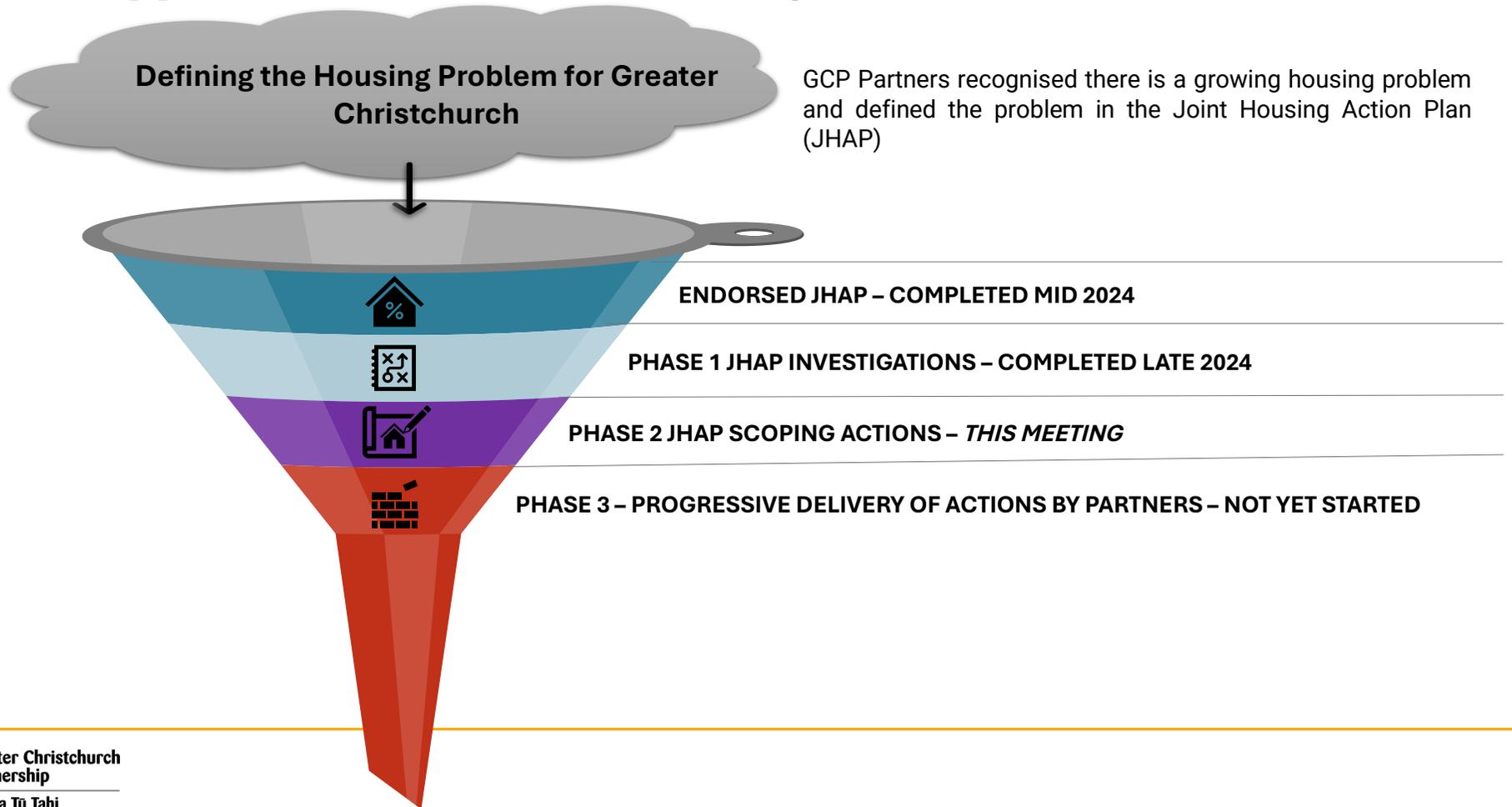
Work together to make more affordable housing happen and advocate to Government to make it easier to do

JHAP Phase 1 – Indicative economic assessment



Attachment A Item 8

Phased approach to the Joint Housing Action Plan work



Phase 2 Actions Endorsed by Committee in May 2025

High Level Phase 2 Actions

2.1 Exploring what support mana whenua needs to help bring forward housing development opportunities;

PROGRESS – Explore a 'Navigator' function to support Mana Whenua in progressing housing development proposals, return to GCPC in 25/26FY for endorsement and any funding required.

2.2 Assessing the development potential for affordable housing

2.2.1 - PROGRESS – Each Partner to identify its surplus sites, determine the preparations required and compare peppercorn lease and discounted sale options. Return to GCPC for endorsement followed by Partners seeking formal Council meeting decision in 25/26FY.

2.2.2 PROGRESS – Prepare an overview of the low or no interest loans from Partner Councils for affordable housing - funding/ financing, loan structure and contractual model, with consideration of borrowing capacity within debt ceiling. Return to GCPC for endorsement followed by Partners seeking formal Council meeting decision in 25/26FY.

Match funding contributions – Partners to consider affordable housing development proposals on a case-by-case basis.

2.3 Undertake coordinated advocacy

2.3.1 - PROGRESS – Partners pursue key asks consistently from Government through communications with MPs and MfE on RMA Reforms.

2.3.2 - PROGRESS – Include this message in other advocacy, influencing and communications opportunities.

2.3.3 - PROGRESS - Ongoing scanning by Partners for influencing opportunities.

2.4 Making social and affordable housing a priority consideration for surplus land

PROGRESS – Develop consistent process across Partners and revised policy wording, return to GCPC for endorsement followed by Partner adoption in 25/26FY and then recurring process in future years.

2.5 Assess Targeted Rate - Assess the costs and scope of work involved to introduce a targeted rate for affordable housing across the Greater Christchurch sub region. Assess and scope, for consideration on implementation in next LTP

2.6 Assess need for external housing investment attraction role

GCP Partners consider the need for a new expanded role within their organisations to attract external investment in affordable housing developments (patient capital).

ASSESS – Consider whether there's a role for a Partner organisation to attract external investment into LGFA bonds and/or affordable housing projects

2.7 Assess and scope value capture mechanism in planning system - Assess the costs and scope of work required to introduce an affordable housing value capture mechanism (Inclusionary Zoning) across the Greater Christchurch sub region.

2.8 Prepare a common set of development incentives/ discounts for delivering new affordable housing

2.8.1 - Planning concessions-discounted fees and charges - ASSESS & SCOPE

2.8.2 - Council rates remission to CHPs 2.13 ASSESS & SCOPE

2.9 Development contribution rebates - ON HOLD – Awaiting Govt release of detail on Development Levies

2.10 Density/ Height bonuses - ON HOLD – Awaiting Govt release of redesign of RM system

Context – Changing Operating Environment – Pt 1

- ❖ The further work on Phase 2 actions has been based on what the Committee endorsed in May 2025.
- ❖ Contextual changes since, which are relevant to the implementation of actions in Phase 3, include:
 - Announcements made by the government regarding the intention to reform local government and introduce rate capping;
 - Recent release of Resource Management replacement Planning and Natural Environment bills;
 - Wider access being provided to Community Housing Providers to wholesale borrowing rates through the Community Housing Funding Agency.
 - Ministry of Housing and Urban Development taking an ‘active purchaser’ role in funding social and affordable housing products, underpinned by evidence of specific housing needs and gaps and captured in the Ministry's Housing Investment Plan.

Context – Changing Operating Environment – Pt 2

- ❖ All Partners are already working within a fiscally constrained environment. With external investment a key challenge in the delivery of new social and affordable homes in Greater Christchurch.
- ❖ It is anticipated that the introduction of rates capping will constrain the capacity of Council Partners to contribute funding and/or resources to the implementation of actions.
- ❖ Actions that create alternative investment streams for new social or affordable housing supply or leverage Partner contributions to secure greater external funding, should be favourably considered by Partners in seeking to address the housing problem in Greater Christchurch.

Summary of Key Findings from Phase 2 work

		Low Cost Impact	Moderate Cost Impact	High Cost Impact	Low Yield (0-100 equivalent housing units/ 10 years)	Moderate Yield (101-999 equivalent housing units/ 10 years)	High Yield (1000+ equivalent housing units/ 10 years)
#	Phase 2 Actions	Cost			Indicative Sub-regional Yield (expressed as equivalent new houses)		
2.1	Exploring what support mana whenua needs to help bring forward housing development opportunities	Impact: LOW Type of Cost: Officer time - Costs for this action relate to additional officer time but are likely to be able to be included within existing role(s). Effort Required to Implement: LOW – likely adding to existing role(s). Level of Risk / Uncertainty to Implement: LOW – Action would augment other opportunities.			Impact: LOW Estimate: This is a complementary action, amplifying the benefits from implementing other actions. It is not possible to quantify the yield for this option.		
2.2	Assessing the development potential for affordable housing	Impact: MODERATE Type of Cost: Reduction in income - Costs largely relate to lost opportunity costs. For a peppercorn lease, this arises from the land being held for at least 70 years for housing. However, Partner Councils would still receive some income from the property via the lease and rates payments for the property. For discounted land sales, the lost opportunity cost would equate to the discount applied. Effort Required to Implement: MODERATE – Requires work to further assess suitability of sites and agencies working together on lease/sale agreements. Level of Risk / Uncertainty: MODERATE - Not all sites may be suitable or financially viable. Government funding is required to enable development. A lease or sale process is common-place, albeit some specific legal input likely to be required into detail of process associated with this action.			Impact: MODERATE Estimate: Up to a maximum of 320 new units.		
2.3	Undertake coordinated advocacy	Impact: LOW Type of Cost: Officer and Committee Member time - Costs relate to time associated with Partners establishing and implementing the advocacy strategy. Effort Required to Implement: LOW – primarily relates to deepening of relationships with Central Government. Level of Risk / Uncertainty to Implement: LOW / MODERATE – Advocacy commonly used, but level of effectiveness is uncertain.			Impact: LOW-HIGH Estimate: This is a complementary action, amplifying the benefits from implementing other actions. It is not possible to quantify the yield for this option.		
2.4	Making social and affordable housing a priority consideration for surplus land	Impact: LOW/MODERATE Type of Cost: Reduction in income and officer time - As per the costs associated with Action 2.2, in terms of reduction in income where surplus land is offered to CHPs/ mana whenua. The additional costs associated with this action relate to time required to undertake policy changes and update internal processes. Effort Required to Implement: LOW / MODERATE – Requires work to assess suitability of sites and agencies working together on lease/sale agreements. Also requires process and potentially policy updates. Level of Risk / Uncertainty to Implement: LOW / MODERATE – While this action involves slight modifications to the approach to surplus land, policy changes would likely be subject to community engagement and may not be universally supported. Not all sites identified as surplus may be suitable or financially viable. A lease or sale process is common-place, albeit some specific legal input likely to be required into detail of process associated with this action.			Impact: LOW/MODERATE Estimate: This action is reliant on Partner councils identifying additional land (beyond that in Action 2.2) that is surplus to operational requirements, and this land being suitable for development of affordable housing options. It is not possible to quantify the yield for this option.		

Summary of Key Findings from Phase 2 work

#	Phase 2 Actions	Cost	Indicative Sub-regional Yield (expressed as equivalent new houses)
2.5	Assess Targeted Rate	<p>Impact: MODERATE</p> <p>Type of Cost: Increased Rates and Officer time – This action has a direct impact on ratepayers. Other costs relate to staff time associated with developing a proposal for targeted rates. Consultation costs, and ongoing operational costs would largely be undertaken/absorbed into existing processes.</p> <p>Effort Required to Implement: LOW / MODERATE – implementation would be undertaken within existing well-understood processes. However, there is some complexity in determining how funds are collected and allocated.</p> <p>Level of Risk / Uncertainty to Implement: HIGH – Changes to purpose of local government and proposed introduction of rate capping by central Government make this option less viable. Introduction of a new targeted rate would be subject to community engagement and in current economic and political climate is likely to be subject to opposition.</p>	<p>Impact: MODERATE</p> <p>Estimate: 113 – 283 units over 10 years (depending on level of rate applied).</p>
2.6	Assess need for external housing investment attraction role	N/A - Enabled by Community Housing Funding Agency being established with Government backing, offering a similar borrowing function to that of the Local Government Funding Agency.	N/A - Enabled
2.7	Assess and scope value capture mechanism in planning system	<p>Impact: HIGH</p> <p>Type of Cost: Expenditure – Estimated to require \$843,600 - \$1,104,000 to implement under current framework.</p> <p>Effort Required to Implement: HIGH – introduction of an AHVCM into planning documents is a complex and time-consuming process.</p> <p>Level of Risk / Uncertainty to Implement: HIGH – QLDC process demonstrates high level of uncertainty around the ability to implement this action under current system, and likely high level of opposition. Value capture is not a mechanism available in Planning Bill as proposed. Advocacy will be necessary to enable this mechanism in the future.</p>	<p>Impact: HIGH</p> <p>Estimate: 1441 – 4714 units over 10 years (dependent on policy settings).</p>
2.8	Prepare a common set of development incentives / discounts for delivering new affordable housing	<p>Discounted Fees and Charges</p> <p>Impact: LOW</p> <p>Type of Cost: Reduction in income - Potential foregone revenue for Council Partners (being the estimated savings for CHPs) is: \$60,000-\$590,000 depending on level of discount (resource consents only). \$30,000-\$320,000 depending on level of discount (building consents only). \$90,000-\$900,000 depending on level of discount (both).</p> <p>Effort Required to Implement: LOW – primarily requires policy updates.</p> <p>Level of Risk / Uncertainty to Implement: LOW – discounts already applied for other purposes.</p>	<p>Discounted Fees and Charges</p> <p>Impact: LOW</p> <p>Estimate:</p> <ul style="list-style-type: none"> • 2-29 units / 10 years depending on level of discount (resource consents only). • 1-15 units / 10 years depending on level of discount (building consents only). • 4-44 units / 10 years depending on level of discount (both).
		<p>Rates Remission</p> <p>Impact: LOW/MODERATE</p> <p>Type of Cost: Reduction in income - For full remission, the total foregone revenue is expected to be \$2.2 million in 2025, increasing to \$5.1 million by 2034. For partial (50%) remission, the total foregone revenue is expected to be \$1.08 million in 2025, increasing to \$2.57 million by 2034.</p>	<p>Rates Remission</p> <p>Impact: LOW/MODERATE</p> <p>Estimate: 177 units over 10 years (full remission); 88 over 10 years (partial remission)</p>

Key Insights from completing Phase 2

- ❖ The completion of the further scoping of actions in Phase 2 has strengthened the Partnership's shared understanding of the trade-offs associated with different actions, including cost implications and how indicative housing yield is distributed across Council areas.
- ❖ Central Government reforms have materially affected the viability and timing of some actions, reinforcing the need for adaptability in implementation.
- ❖ Advocacy for housing affordability should remain a core and explicit focus of the actions the Partnership endorses for implementation.
- ❖ There is clear value in the Partnership actively leveraging and amplifying the combined contributions, investments, and influence of its member organisations to maximise impact.
- ❖ The completion of Phase 2 scoping provides a timely opportunity for the Committee to provide clear direction on the prioritisation and 'funnelling down' of actions to be progressed.

Questions for Committee #1

1. What is the appetite of the Committee for progressing each of these actions to delivery? Are there any actions that the Committee wants to rule out at this stage?

Determining the factors of greatest importance

1. **Effectiveness** - How well the action could demonstrably contribute to the Partnership's housing vision and addressing housing need
2. **Efficiency** - How much the action would cost to implement, including the cost to yield ratio
3. **Certainty** - How achievable is the delivery of actions in the evolving operating environment
4. **Long-Term Sustainability** - Consideration of the long-term viability of implementing an action, and its capacity to contribute to an enduring and adaptable housing system, avoiding future dependencies
5. **Collaboration** - Does the action involve collaboration across Councils, mana whenua, central government agencies and Community Housing Providers (CHPs)

An example of the Committees considerations

If you see this as more important....	Then this combination of actions are likely to appeal most to progress....	Potential Impact <small>(yield of housing units over 10 years)</small>
<p>Greatest Impact (Highest Yield actions)</p> <p>Where the overall level of yield is more important than the cost-yield consideration.</p>	<p>Action 2.2 Assessing the development potential for affordable housing Action 2.3 Undertake coordinated advocacy Action 2.7 Affordable Housing Value Capture mechanism* <i>(* requires legislative change as value capture not a mechanism in Planning Bill or RM replacement system)</i></p>	<p><1760—5035 (noting the contribution of actions 2.3 has not been estimated)</p>
<p>Minimising upfront financial cost to Partners</p> <p>Actions that involve a reduction in income are preferred to those that require a financial outlay.</p>	<p>Action 2.1 Mana whenua support to bring forward housing opportunities Action 2.2 Assessing the development potential for affordable housing Action 2.3 Undertake coordinated advocacy Action 2.4 Making social and affordable housing a priority consideration for surplus land Action 2.8 Prepare a common set of development fee discounts for delivering new affordable housing/ rates remission</p>	<p><410-540 (noting the contribution of actions 2.1, 2.3 and 2.4 have not been estimated)</p>
<p>Pursuing certainty in changing context</p> <p>Those actions which are most impacted by changes to the operating environment (including proposed changes) are avoided</p>	<p>Action 2.1 Mana whenua support to bring forward housing opportunities Action 2.2 Assessing the development potential for affordable housing Action 2.3 Undertake coordinated advocacy Action 2.4 Making social and affordable housing a priority consideration for surplus land</p>	<p><320 (noting the contribution of actions 2.1, 2.3 and 2.4 have not been estimated)</p>

Note: The implementation of actions and the potential impact of this in housing unit yield is contingent on external funding from the Government and other sources outside of Partner Councils, Mana Whenua and Community Housing Providers.

Questions for Committee #2

2. What factors are most important to Partners in determining which Phase 2 JHAP actions are to be progressed by the Partnership?

Questions for Committee #3

3. Do Committee member have any further questions on the Phase 2 scoping of actions?

Proposed Next Steps

- ❖ Receive and address Committee feedback in this workshop;
- ❖ Offer for Secretariat to brief Partner organisations on the Phase 2 scoping;
- ❖ Based on the direction given by the Committee today, return to GCP Committee meeting in June 2026, seeking endorsement of actions to be progressed by Partners to Phase 3 – Progressive delivery;
- ❖ Mid-late 2026 – seek Partners adoption of endorsed Phase 3 actions for implementation.

Joint Housing Action Plan Phase 2 Actions – Scoping Report

Joint Housing Action Plan - Phase 2 Actions – Scoping Report

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Joint Housing Action Plan - Phase 2 Actions – Scoping Report

Purpose

The Joint Housing Action Plan for Greater Christchurch (JHAP) was adopted by each of the Greater Christchurch Partnership (GCP) Councils in early 2024. Eight actions were investigated as part of Phase 1 of the implementation of the JHAP, the purpose of which was to investigate the full range of options partners could choose to implement to support affordable housing in response to the housing problem in Greater Christchurch. These were presented in the Joint Housing Action Plan Phase 1 Investigations - Findings Report (Phase 1 Findings Report).

The GCP Committee supported progressing these actions further, in terms of undertaking further work to identify the high-level costs anticipated in the process of implementing these actions, and the likely process involved, so as to compare these with the forecast social and affordable housing yield (drawn from the Phase 1 Indicative Economic Assessment report, and expanded or updated where required). A further action relating to support for Mana Whenua to help realise the desired housing for Māori across Greater Christchurch area was also identified by the Committee and a specific action introduced for the Phase 2 investigations relating to this.

A high level summary of the Phase 2 actions, which have been investigated further and summarised in this report, are set out in the table below:

High Level Phase 2 Actions
2.1 Exploring what support mana whenua needs to help bring forward housing development opportunities
PROGRESS – Explore a ‘Navigator’ function to support Mana Whenua in progressing housing development proposals, return to GCPC in 25/26FY for endorsement and any funding required.
2.2 Assessing the development potential for affordable housing;
2.2.1 - PROGRESS – Each Partner to identify its surplus sites, determine the preparations required and compare peppercorn lease and discounted sale options. Return to GCPC for endorsement followed by Partners seeking formal Council meeting decision in 25/26FY.
2.2.2 PROGRESS – Prepare an overview of the low or no interest loans from Partner Councils for affordable housing - funding/ financing, loan structure and contractual model, with consideration of borrowing capacity within debt ceiling. Return to GCPC for endorsement followed by Partners seeking formal Council meeting decision in 25/26FY.
Match funding contributions – Partners to consider affordable housing development proposals on a case-by-case basis.
2.3 Undertake coordinated advocacy
2.3.1 - PROGRESS – Partners pursue key asks consistently from Government through communications with MPs and MfE on RMA Reforms.
2.3.2 - PROGRESS – Include this message in other advocacy, influencing and communications opportunities.
2.3.3 - PROGRESS - Ongoing scanning by Partners for influencing opportunities.
2.4 Making social and affordable housing a priority consideration for surplus land
PROGRESS – Develop consistent process across Partners and revised policy wording, return to GCPC for endorsement followed by Partner adoption in 25/26FY and then recurring process in future years.
2.5 Assess Targeted Rate
Assess the costs and scope of work involved to introduce a targeted rate for affordable housing across the Greater Christchurch sub region. Assess and scope, for consideration on implementation in next LTP
2.6 Assess need for external housing investment attraction role
GCP Partners consider the need for a new expanded role within their organisations to attract external investment in affordable housing developments (patient capital).
ASSESS – Consider whether there’s a role for a Partner organisation to attract external investment into LGFA bonds and/or affordable housing projects
2.7 Assess and scope value capture mechanism in planning system

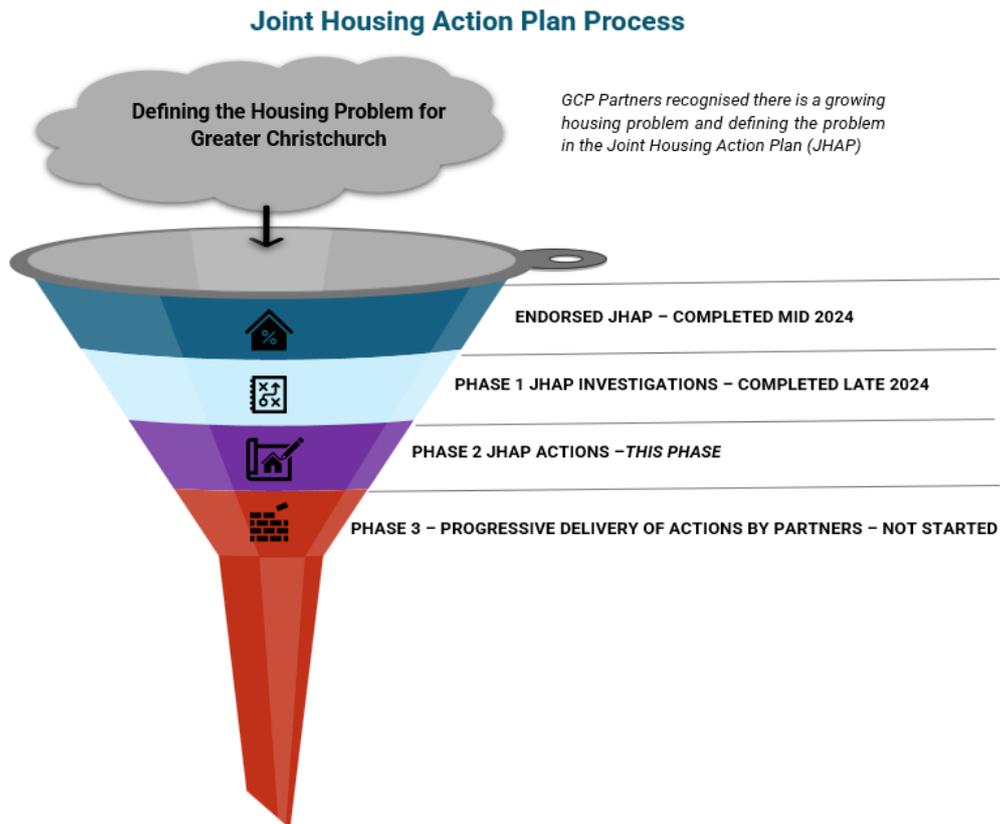
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Assess the costs and scope of work required to introduce an affordable housing value capture mechanism (Inclusionary Zoning) across the Greater Christchurch sub region.
2.8 Prepare a common set of development incentives/ discounts for delivering new affordable housing
2.8.1 - Planning concessions-discounted fees and charges - ASSESS & SCOPE
2.8.2 - Council rates remission to CHPs 2.13 ASSESS & SCOPE
2.9 Development contribution rebates - ON HOLD – Awaiting Govt release of detail on Development Levies
2.10 Density/ Height bonuses - ON HOLD – Awaiting Govt release of redesign of RM system

The next section of this report summarises the high-level findings from the progressing of the actions. The detail of the findings is then set out in following sections of this report.

Executive Summary

Work by Partners on delivering the Joint Housing Action Plan is divided across three distinct phases. The diagram below summarises where the work completed in Phase 2 sits overall:



The Joint Housing Action Plan identified four significant gaps in the market contributing to the sub-region’s housing problem: emergency/transitional housing; social housing; affordable housing; and

Joint Housing Action Plan - Phase 2 Actions – Scoping Report

typologies not matching the demand. The key headlines from the Joint Housing Action Plan's Phase 1 investigations were:

- that affordable housing is essential infrastructure, with a Benefit Cost Ratio of \$3:1;
- GCP partners have levers available to respond to the problem through increasing the provision of affordable housing and more diverse housing types;
- that there is flexibility in the:
 - 1) package of levers and options that Partners can opt-into to use,
 - 2) level of support to affordable housing which Partners can provide, and
 - 3) timing of implementing levers.

The key question that the further investigations undertaken in this second phase have sought to address are the costs associated with the various actions, and how these compare to the anticipated yield of social and/or affordable housing anticipated from the implementation of each action. The intent of this is to provide sufficient high-level information for the GCP Committee to decide which actions they wish to implement as part of Phase 3 of the JHAP.

Changing Operating Environment

It is noted that the Phase 2 actions that have been assessed in this report are based on what the Committee endorsed in May 2025. However, a number of contextual changes have occurred since this time, which the Partners will need to consider in implementing actions in Phase 3.

These changes include:

- Announcements made by the government regarding the intention to:
 - reform local government;
 - introduce rate capping;
- Wider access being provided to Community Housing Providers to wholesale borrowing rates through the Community Housing Funding Agency.
- The Ministry of Housing and Urban Development taking an 'active purchaser' role in funding social and affordable housing products, underpinned by evidence of specific housing needs and gaps. This role is embedded in its Housing Investment Plan.
- The introduction of proposed legislation to replace the Resource Management Act with two new acts - the Planning Act and Natural Environment Act

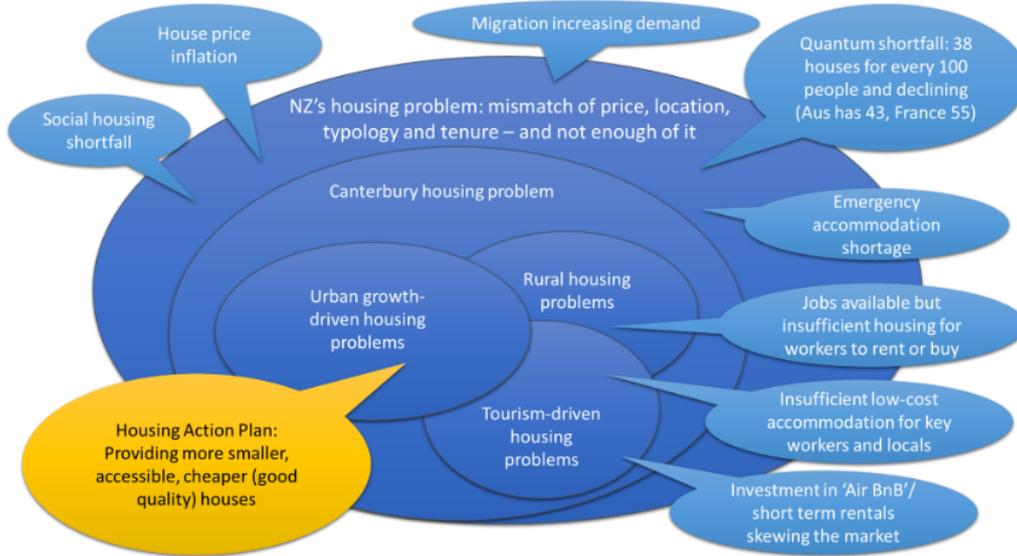
These changes are set in the context of all Partners already working in a fiscally constrained environment, with limited external funding opportunities to support the delivery of new social and affordable homes in Greater Christchurch.

The implications of these are noted below, as relevant to the options investigated. However, at a broad level, it is anticipated that the pool of rates-based funding for Council Partners is likely to shrink, and the capacity of Council Partners to contribute funding to the implementation of actions is anticipated to diminish. This means that actions that create alternative investment streams for new social or affordable housing supply or leverage Partner contributions to secure greater external funding, should be favourably considered by Partners in seeking to address the housing problems in Greater Christchurch.

Joint Housing Action Plan - Phase 2 Actions – Scoping Report

Dimensions of Greater Christchurch’s Housing Problem

Greater Christchurch’s housing problem is one driven by growth and the increased demand for housing that this brings as depicted in the figure below:



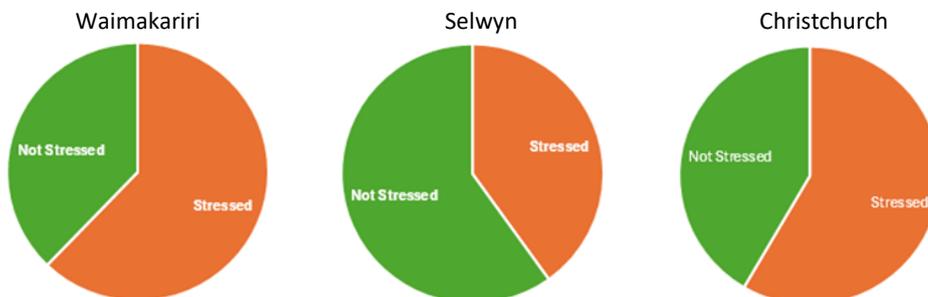
As part of the work on Phase 2 actions, recently released 2023 census data was assessed to get a more current sense of the housing problem in terms of housing stress and need for the communities of Greater Christchurch.

Formative (2025)	Renters Stressed	Social Renters*	Other need**	Total Housing Need	% of renters	% of all households
Waimakariri	2,180	240	410	2,830	62%	11%
Selwyn	1,970	40	160	2,170	40%	8%
Chch City	18,930	8,750	3,570	31,250	58%	20%

*Ministry of Housing and Urban Development - Kainga Ora and Community Housing Providers

**Ministry of Housing and Urban Development - Public Register and Homeless

After several decades of declining household ownership rates in New Zealand and the Greater Christchurch Partnership area, the most recent census indicates a slight upward shift.



Housing stress as a proportion of rental households in Greater Christchurch

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Falling interest rates, subdued house price inflation, and rising household incomes have likely combined to enable more middle-income households to transition into home ownership. However, the households with the greatest need remain under significant housing stress, with incomes having not increased materially relative to rents.

Summary of Outcomes from Further Phase 2 Action Scoping and Assessments

The Table below contains a summary of the findings for each Phase 2 action set out in this report along with an estimate of the costs and yield in equivalent affordable homes to enable comparison.

A caveat to the work completed across Phase 2 actions is that to generate the yield estimated for each action there needs to be sufficient Government funding provided to support the delivery and/or operation of the new social and affordable homes in Greater Christchurch by Partners and Community Housing Providers (CHPs).

#	Phase 2 Actions	High Level Findings	Costs	Indicative Yield (sub-regional) in equivalent housing units
2.1	Exploring what support mana whenua needs to help bring forward housing development opportunities	<ul style="list-style-type: none"> - Possible workstream at the back end of GCP processes to work directly with mana whenua on viability of partnerships, development or acquisition of land earmarked for affordable housing development, proposals and relationships. - Rather than a 'navigator' function, this is recognised as a 'connector' role, acting as a key contact and fostering relationships, focussed on supporting improved housing outcomes for mana whenua. - Possibility to leverage mana whenua's existing relationships with developers which will strengthen supplier diversity, spread risk, while still enabling affordable housing through the JHAP. - Once the actions for implementation are confirmed, the possible workstream may become clearer. There is an issue, as with any development, that case by case analysis is difficult until things start to happen or there are specifics to go off, and the competing demands on Mana Whenua capacity exacerbates the need for lead in time and feedback. 	<p>Impact: LOW</p> <p>Type of Cost: Officer time - Costs for this action relate to additional officer time but are likely to be able to be included within existing role(s).</p> <p>Effort Required to Implement: LOW – likely adding to existing role(s).</p> <p>Level of Risk / Uncertainty to Implement: LOW – Action would augment other opportunities.</p>	<p>Impact: LOW</p> <p>Estimate: <i>This is a complementary action, amplifying the benefits from implementing other actions. It is not possible to quantify the yield for this action.</i></p>
2.2	Assessing the development potential for affordable housing	<ul style="list-style-type: none"> - Based on a high-level assessment of the potential yield of identified surplus sites which are potentially suitable (based on a desktop assessment) for social or affordable housing, there is a potential yield of up to 320 units. (<200 CCC, <20 SDC and <100 WDC). - With the reduction in government funding for affordable housing and no forecast government funding for housing in Greater Christchurch prior to 2027, the action of a peppercorn lease on land to be held for long term council development is an action to explore. CHPs could work with councils. Financiers have already indicated that this action would be viable for debt funding. Land could also be sold on a discounted basis where used for affordable housing. - An alternate lending opportunity has been identified which provides wider access for CHPs to wholesale borrowing rates, 	<p>Impact: MODERATE</p> <p>Type of Cost: Reduction in income - Costs largely relate to lost opportunity costs. For a peppercorn lease, this arises from the land being held for at least 70 years for housing. However, Partner Councils would still receive some income from the property via the lease and rates payments for the property. For discounted land sales, the lost opportunity cost would equate to the discount applied.</p> <p>Effort Required to Implement: MODERATE – Requires work to further assess suitability of</p>	<p>Impact: MODERATE</p> <p>Estimate: Up to a maximum of 320 new units.</p> <p>Note: <i>The number of sites that may be available for consideration as surplus sites will be variable and will depend on a range of assessment matters that are outside the scope of the</i></p>

		via the Community Housing Funding Agency (CHFA). As a result of this, further investigation of the provision of loans from Partner Councils for the development of affordable housing has not been progressed.	<p>sites and agencies working together on lease/sale agreements.</p> <p>Level of Risk / Uncertainty: MODERATE - Not all sites may be suitable or financially viable. Government funding is required to enable development. A lease or sale process is common-place, albeit some specific legal input likely to be required into detail of process associated with this action.</p>	<p><i>initial desktop assessment.</i></p>
2.3	Undertake coordinated advocacy	<ul style="list-style-type: none"> - The following potential overall objective for advocacy has been identified: <i>“The new RMA system and wider policy settings, along with a collaborative approach, facilitates the provision of affordable housing.”</i> - This would be supported by the four key advocacy goals focussed on provision of affordable housing that meets the needs of all people and communities; having the right regulatory settings; taking into account the whole picture; and emphasising the GCP’s existing structures, relationships and track record, providing for a collaborative approach to be undertaken to address housing affordability. - A full advocacy plan would identify actions to be undertaken, and by whom, to work towards the objective. <p>While the effectiveness of this action is dependent on the effectiveness of the advocacy undertaken, it is generally expected to work alongside and amplify the benefits of other actions implemented.</p>	<p>Impact: LOW</p> <p>Type of Cost: Officer and Committee Member time - Costs relate to time associated with Partners establishing and implementing the advocacy strategy.</p> <p>Effort Required to Implement: LOW – primarily relates to deepening of relationships with Central Government.</p> <p>Level of Risk / Uncertainty to Implement: LOW / MODERATE – Advocacy commonly used, but level of effectiveness is uncertain.</p>	<p>Impact: LOW-HIGH</p> <p>Estimate: <i>This is a complementary action, amplifying the benefits from implementing other actions. It is not possible to quantify the yield for this action.</i></p>
2.4	Making social and affordable housing a priority consideration for surplus land	<ul style="list-style-type: none"> - CCC, SDC and WDC have different processes and policies for identifying and disposing of surplus land. Currently there is no specific prioritisation given to the sale or use of such land for affordable housing. - If prioritisation is given to offering peppercorn leases to CHPs/mana whenua for any surplus properties, relatively discrete changes to each council’s policies would be required, to allow for an additional step in the current process, whereby after being identified as surplus (in accordance with existing 	<p>Impact: LOW/MODERATE</p> <p>Type of Cost: Reduction in income and officer time - As per the costs associated with Action 2.2, in terms of reduction in income where surplus land is offered to CHPs/ mana whenua. The additional costs associated with this action relate to time required to</p>	<p>Impact: LOW/MODERATE</p> <p>Estimate: <i>This action is reliant on Partner councils identifying additional land (beyond that in Action 2.2) that is surplus to operational</i></p>

		<p>criteria/process), but prior to being offered for sale, properties can be notified to CHPs and mana whenua and a peppercorn lease considered.</p> <ul style="list-style-type: none"> - If priority consideration is given to the sale of surplus land for social and affordable housing to CHPs and mana whenua, modest amendments would need to be made to the current policies of the Partner Councils, but the current process to identify surplus properties (including the criteria applied) would not need to be altered. <p>The impact of this action is reliant on the identification of surplus land.</p>	<p>undertake policy changes and update internal processes.</p> <p>Effort Required to Implement: LOW/MODERATE – Requires work to assess suitability of sites and agencies working together on lease/sale agreements. Also requires policy and process updates.</p> <p>Level of Risk / Uncertainty to Implement: LOW / MODERATE – While this action involves slight modifications to the approach to surplus land, policy changes would likely be subject to community engagement and may not be universally supported. Not all sites identified as surplus may be suitable or financially viable. A lease or sale process is common-place, albeit some specific legal input likely to be required into detail of process associated with this action.</p>	<p><i>requirements, and this land being suitable for development of affordable housing options. It is not possible to quantify the yield for this action.</i></p>
2.5	Assess Targeted Rate	<ul style="list-style-type: none"> - Legal advice has confirmed the ability to establish a targeted rate, either individually by each TA, or by CRC, to provide funding for development of social and affordable housing within Greater Christchurch, under the current legal settings. However, this may be affected by proposed or intended changes to narrow the purpose of local government and introduce rates capping. - The potential operational costs of setting up the fund primarily relating to staff time to develop the proposal and supporting information for inclusion in the LTP and FIS. Consultation would be undertaken as part of the wider LTP process and is therefore unlikely to result in additional costs for councils. - Various policy settings that will need to be considered in determining how any funds are allocated, if this action is pursued, have also been identified, including geographic considerations; who is eligible for funding; what the funding 	<p>Impact: MODERATE</p> <p>Type of Cost: Increased Rates and Officer time – This action has a direct impact on ratepayers. Other costs relate to staff time associated with developing a proposal for targeted rates. Consultation costs, and ongoing operational costs would largely be undertaken/absorbed into existing processes.</p> <p>Effort Required to Implement: LOW / MODERATE – implementation would be undertaken within existing well-understood processes. However, there is some complexity in determining how funds are collected and allocated.</p>	<p>Impact: MODERATE</p> <p>Estimate: 113 – 283 units over 10 years (depending on level of rate applied).</p>

		<p>can be used for; any minimum requirements applying and the basis for any assessment of applications for funding allocations.</p> <p>There is a higher level of uncertainty about the viability of this action due to changes signalled by Central Government.</p>	<p>Level of Risk / Uncertainty to Implement: HIGH – Changes signalled by Central Government make this action less viable. Introduction of a new targeted rate would be subject to community engagement and in current economic and political climate is likely to be subject to opposition.</p>	
2.6	Assess need for external housing investment attraction role	<ul style="list-style-type: none"> - An alternate lending opportunity has been identified which provides wider access for CHPs to wholesale borrowing rates, via the Community Housing Funding Agency (CHFA). As a result of this, further scoping of need for GCP Partners to establish or expand an affordable housing investment attraction role has not been progressed further. 	N/A	N/A
2.7	Assess and scope value capture mechanism in planning system	<ul style="list-style-type: none"> - Further scoping work has been undertaken to understand the potential costs and scope of work involved in establishing an Affordable Housing Value Capture Mechanism (AHVCM) under the current RMA system. This includes the matters that would need to be considered in the settings for an AH VCM proposal; the likely planning policy/ district plan amendments required to implement the mechanism, and the anticipated resourcing and funding. - This has identified that the implementation of a AHVCM would have a relatively high yield of affordable housing compared to other actions, but would have relatively high costs to establish. - Given the costs and uncertainty of being able to establish this type of mechanism under the current RMA system, given the QLDC example, there is a risk that the upfront costs associated with this action might not result in the yield being realised. - With the fundamental system changes now proposed in the Planning Bill and Natural Environment Bill, value capture is not a mechanism that can be initiated through this proposed new system and so should be considered further once outcomes of the resource management reforms become clear. - If this action is pursued, it would need to be through advocacy for changes to the framework to explicitly provide for it in the new Planning Act. 	<p>Impact: HIGH</p> <p>Type of Cost: Expenditure – Estimated to require \$843,600 - \$1,104,000 to implement under current framework.</p> <p>Effort Required to Implement: HIGH – introduction of an AHVCM into planning documents is a complex and time-consuming process.</p> <p>Level of Risk / Uncertainty to Implement: HIGH – QLDC process demonstrates high level of uncertainty around the ability to implement this action under current system, and likely high level of opposition.</p>	<p>Impact: HIGH</p> <p>Estimate: 1441 – 4714 units over 10 years (dependent on policy settings).</p>

2.8	Prepare a common set of development incentives / discounts for delivering new affordable housing	<p>For discounted fees and charges:</p> <ul style="list-style-type: none"> - The concession options available to councils relate to the level of the concession offered; and whether it is applied to resource consents, building consents or a combination. - Relatively minor policy amendments would be required to implement this option. - The yield anticipated over a 10-year period, based on the savings made under the different options applied is also outlined at a per Council level. <p>This action would have a relatively low yield, but could be used in combination with other actions to further incentivise affordable housing, the costs essentially being the foregone revenue.</p> <p>For rates remission provided to CHPs:</p> <ul style="list-style-type: none"> - Relatively minor policy amendments would be required to implement this action. - The yield anticipated per year as well as over a 10-year period, based on the savings made under the different options applied is also outlined at a per Council level, for both a full, or partial (50%) remission. <p>This action would have a low to moderate yield (depending on the level of remission applied) but would not be expected to be used in combination with the use of surplus land for affordable housing (refer Action 2.2). The costs associated with this action are essentially the foregone revenue.</p>	<p>Discounted Fees and Charges Impact: LOW</p> <p>Type of Cost: Reduction in income - Potential foregone revenue for Council Partners (being the estimated savings for CHPs) is: \$60,000 - \$590,000 depending on level of discount (resource consents only). \$30,000 - \$320,000 depending on level of discount (building consents only). \$90,000 - \$900,000 depending on level of discount (resource and building consents).</p> <p>Effort Required to Implement: LOW – primarily requires policy updates.</p> <p>Level of Risk / Uncertainty to Implement: LOW – discounts are already applied for other purposes.</p>	<p>Discounted Fees and Charges Impact: LOW</p> <p>Estimate: 2-29 units over 10 years depending on level of discount (resource consents only). 1-15 units over 10 years depending on level of discount (building consents only). 4-44 units over 10 years depending on level of discount (resource and building consents).</p>
		<p>Rates Remission Impact: LOW/MODERATE</p> <p>Type of Cost: Reduction in income - For full remission, the total foregone revenue is expected to be \$2.2 million in 2025, increasing to \$5.1 million by 2034. For partial (50%) remission, the total foregone revenue is expected to be \$1.08 million in 2025, increasing to \$2.57 million by 2034.</p> <p>Effort Required to Implement: LOW – primarily requires policy updates.</p> <p>Level of Risk / Uncertainty to Implement: LOW – rates remissions are already applied for other purposes.</p>	<p>Rates Remission Impact: LOW/MODERATE</p> <p>Estimate: 177 units over 10 years (full remission) 88 over 10 years (partial remission)</p>	

Progressing from Phase 2 towards Implementation

The following matters are considered to be important in determining which action(s) to implement as part of Phase 3 of the JHAP:

- **Effectiveness - How well the action could demonstrably contribute to the Partnership's housing vision and addressing housing need:** Is the overall level of yield is more or less important than the cost-yield ratio? For example, are actions with a higher yield preferred over actions which may have greater 'bang for buck' but have only a low yield?
- **Efficiency - How much the action would cost to implement, including the cost to yield ratio:** Are lower-cost options preferred? Are actions that require a financial outlay less preferred over actions that involve a reduction in income?
- **Certainty - How achievable is the delivery of actions in the evolving operating environment:** Should actions that are likely to be affected by changes (including proposed changes) be avoided (or deferred)?
- **Collaboration - Does the action involve collaboration across Councils, mana whenua, central government agencies and Community Housing Providers:** Are actions which strengthen collaboration and leverage diverse resources and expertise preferred over actions that can be undertaken by Partners in isolation?

Taking the relevant importance of each of the above factors through workshoping with the Committee into account will help to identify recommended actions or a combination of actions for the Committee to decide upon at its mid-2026 meeting.

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Action 2.1 – Supporting Mana Whenua to Progress Affordable Housing Opportunities

Introduction

Some of the options identified and investigated in Phase 1 would provide an opportunity for mana whenua to pursue the provision of affordable housing opportunities. However, there is a need to understand what organisational support already exists for pursuing such opportunities, and what might need to be progressed to ensure a process is in place to consider any opportunities.

Phase 2 Action

The Phase 2 action is to:

- Identify the functions of a role which connects mana whenua with affordable housing opportunities and helps lead them through the process of considering the opportunity;
- Identify property focussed roles within mana whenua organisations and assess whether the identified functions fall within these existing roles, or what gaps might exist; and
- Where potential gaps exist, identify potential options to fill this gap.

Functions

The key component of this role is about connecting mana whenua with affordable housing opportunities and leading them through the process of determining if the opportunity is the right fit for rūnanga (“Connector role”). This is so that where an affordable housing opportunity arises – e.g. where surplus council properties are identified as suitable for social or affordable housing and offered to CHPs/ Mana Whenua for social and affordable housing development; or there are options to apply for Crown funding to establish affordable housing – there is an ability for mana whenua to consider and pursue such opportunities. The functions of the Connector role are expected to include:

- Being a point of contact: This function is about establishing who the point of contact is when an opportunity arises
- Identifying opportunities: This aspect of the Connector role would involve actively identifying opportunities, e.g. identifying when government funding opportunities are available, or where there might be a partnership opportunity
- Establishing a process for consideration: This function relates to setting up and then running the process for considering opportunities. For example, would all potential proposals be considered on a case-by-case basis by governors (with the Connector role being responsible for presenting information and providing advice on proposals); or would a set of criteria be developed by governors in the first instance, with the Connector role being responsible for undertaking a preliminary assessment against the criteria to determine which options to raise at the governor level. The function of the Connector role would therefore vary depending on the process used.
- Progressing opportunities: This aspect of the role relates to progressing opportunities, where there is a desire by rūnanga to do so. This is expected to involve functions such writing funding applications, preparing proposals, relationship building with potential partners, etc

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Existing Roles

The following identifies property focussed roles within mana whenua organisations and assesses whether the identified functions fall within these existing roles, or what gaps might exist.

- Te Rūnanga o Ngai Tahu/ Ngai Tahu Properties: Currently they are set on continuing their own land development model as the status quo. Given their scope there is not considered to be a lot of crossover, but could possibly assist smaller rūnanga, if they had specific needs, on a case-by-case basis.
- Hapu: This workstream could help enable Mana whenua at a hapu level to realise and engage in affordable housing initiatives themselves. Internally at hapu level there isn't much, if any, specific capacity for housing – it has more been undertaken case-by-case as an opportunity or funding arose.
- There could be potential crossover with a role that is exploring partnerships to develop land at a hapu level. This is a new role, and is split between Ngai Tūāhuriri's two development entities, so there is still some settling how that works from the hapu end. However, the idea of it linking into this space as an option has been raised.

Options to Provide Support

- The possibility of a split role or Partnership workstream – with a mana whenua contact and other Partner involvement.
- This would help the idea that there is a lot of institutional knowledge that would be difficult to manage for one person, and this could alleviate the situational nature of how opportunities may arise and the issues that come with employing someone in a specific role that would likely fluctuate.

Summary of Findings

A possible workstream has been identified at the back end of GCP processes, to work directly with mana whenua on the viability of partnerships, development or acquisition of land earmarked for affordable housing development, proposals and relationships. There is also a possibility of leveraging mana whenua's existing relationships with developers, which will strengthen supplier diversity, spread risk, while still enabling affordable housing through the JHAP.

The specific role or workstream will ultimately be influenced by what other actions are implemented by Partners.

Action 2.2 – Assessing the development potential for affordable housing

Introduction

In the JHAP Phase 1 Investigations – Findings Report, the mapping of surplus Council Partner properties was undertaken.

This involved identifying publicly owned land across the sub-region that is surplus to requirements that could be potentially considered for affordable housing development. This identified up to 90 sites, totalling between 450,000 - 500,000m² in combined area, which could be further considered for its suitability for affordable housing.

Phase 2 Action - 2.2.1 – Assessing Surplus Sites

This part of the Phase 2 action is to:

- Assess the high-level suitability of the surplus sites identified during Phase 1, for social or affordable housing; and
- Identify the financial implications for Partners for the use of the suitable sites for affordable housing.

Suitability of Sites

Ōtautahi Community Housing Trust have undertaken a conservative, high-level desktop analysis of the potential affordable housing yield of the identified surplus sites (noting that these have been checked and updated following Phase 1), to assist Committee members to better understand and potentially compare the anticipated costs and indicative yields from progressing further with this action. This is shown below:

Area	Indicative Yield (potential new homes)*
Christchurch City Council	<200
Selwyn District Council	<20
Waimakariri District Council	<100
Total	<320
<i>* The number of sites that may be available for consideration as surplus sites will be variable and will depend on a range of assessment matters and organisational considerations that are outside the scope of this initial desktop assessment</i>	

The desktop analysis considered the site size, location, and known hazards to determine their suitability for development. Sites with significant issues like rockfall hazards, poor shape, or insufficient size were excluded. For smaller infill sites, the density was estimated at approximately one home per 200m², while larger sites allowed for one home per 400m². The density was increased or decreased based on the site, and the issues highlighted on the site. This preliminary analysis therefore provides a typical yield, but following a Council decision to proceed on a site, further subsequent detailed investigations on a site-by-site basis may reveal that some sites are either unsuitable for this type of development or could support less or more homes.

Use of Surplus Sites for Affordable Housing

Outside of this high-level assessment, Partners retain flexibility on the decisions they make on any given site based on the specific circumstances. Partners have a range of different options for how

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surplus sites may be sold or repurposed, following Right of First Refusal by mana whenua. These include including competitive market sales, commercial or below market leases, discounted sales and peppercorn leases. Two of these options that warrant further consideration by Partners in progressing the development of new affordable housing on surplus land are peppercorn leases and discounted sales.

Peppercorn leases allow for a range of housing to be built for rental or affordable residential house sales. Such a lease can be offered in perpetuity, with Partner Councils receiving the rates for the land. Given the average age of housing is 70 years, there could be a side agreement that the land instead returns to the Council at the end of the development's useful life. The use of a peppercorn lease is expected to reduce the development costs by 20-40%, through the removal of the cost of the land purchase, and there being no GST paid on the land component of the development. The costs associated with this action relate to the opportunity cost of the land being held for at least 70 years for housing. However, during this time, Partner Councils would still receive some income from the property via the lease arrangement and through rates payments for the property.

Discounted sales to CHPs and mana whenua allow for land to be purchased at a reduced rate. This would be expected to be alongside a legal instrument ensuring the land is offered back to the Council if it is to be sold at a later date. The costs associated with this action would depend on the discount applied, for example, a 20% discount would result in a Council Partner losing 20% off market value sale; or the gifting of land would result in 100% loss to a Council Partner of the market value. Partner Councils would receive rates payments for the property, but there would be no future income stream to the Council Partner from the land. An additional cost from this action is that it is expected to result in a lower valuation on new housing, which in turn means a lower value and equity position, which can slow down future developments.

Phase 2 Action - 2.2.2 – Loan Structure and Contractual Arrangements

This part of the Phase 2 action relates to preparing an overview of the low or no interest loans that could be provided from Partner Councils for the development of affordable housing, including consideration of the funding/ financing mechanism, loan structure and contractual model, and borrowing capacity within a debt ceiling.

Contextual Changes

Since the Phase 2 actions were identified, an alternate lending opportunity has arisen which now provides wider access for CHPs to wholesale borrowing rates. The Community Housing Funding Agency (CHFA) was launched in late 2024 by Community Finance, an impact investment lending intermediary, that has been supporting and lending to CHPs since 2019. CHFA:

- is New Zealand's leading lender to the community and affordable housing sector - connecting community and affordable housing providers to finance that is consistently more efficient, through long-term partnerships with capital markets, banks and impact investors.
- provides loans to eligible community and affordable housing providers that meet their governance, financial, security and operational standards.
- has successfully worked with government and benefits from a Crown Standby Facility of up to \$150 million.
- has received an A+ credit rating by S&P Global Ratings.

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Over time, the strength of CHFA is expected to grow, and lending to CHPs may be at a similar rate to LGFA. With the establishment of CHFA, there is considered to be a reduced need for wider access for community housing providers to LGFA wholesale borrowing rates via Partner Councils. This has been confirmed through Housing WG reps engaging with CE Community Finance, James Palmer.

Because of this, investigation of the provision of loans from Partner Councils for the development of affordable housing has not been progressed further.

Summary of Findings

A high-level desktop assessment of the suitability of identified surplus sites indicates a potential yield of up to approximately 320 new homes. Providing for use of this land for social and affordable housing through peppercorn leases would still provide Council Partners with the land asset, and a modest income stream (increased once redevelopment and a net increase in housing is generated), while reducing the overall cost to the CHP of doing the development. A discounted land sale (or gifting of land) would result in a reduction of the income from the land purchase and remove a future income stream to the Council Partner from the land.

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Action 2.3 – Undertake Co-ordinated Advocacy

Introduction

In the JHAP Phase 1 Investigations – Findings Report, consideration was given to advocacy actions that could be undertaken to support provision of affordable housing, particularly affordable medium rise apartments. This was focussed on opportunities to influence financial institutions to invest in affordable housing solutions, including the potential to use inclusionary zoning as a lever to help provide additional affordable housing supply. It also identified current barriers, including within the current RMA system, and the opportunity to leverage the RMA reforms to advocate for ways to overcome barriers to provide a better supply of affordable medium rise apartments.

Phase 2 Action

The Phase 2 action is to identify the ‘key asks’ for Partners to pursue consistently from Government through communications with MPs and MfE on RMA Reforms. These key asks, building on the GCP Committee submission on the Going for Housing Growth strategy, would then form part of an Advocacy Strategy aimed at securing commitment to implementing the key asks in the new resource management system.

Key Asks

The recommended overarching policy objective of an Advocacy Strategy would be:

The new RMA system and wider policy settings, along with a collaborative approach between the GCP and Government, facilitates provision of affordable housing.

The goals aligning with this would be:

1. *Affordable housing that meets the needs of all people and communities:*
 - *The new RM system is not focussed solely on the quantity of housing supply, but also ensuring that a sufficient supply of affordable housing is provided to meet the full spectrum of people’s needs.*
2. *The right regulatory settings:*
 - *The Planning Act should explicitly address affordable housing.*
 - *The new RM system should provide for an affordable housing value capture mechanism to be used, to augment public sector funding for new social and affordable housing products in a growth context.*
3. *The whole picture:*
 - *Regulatory settings in the new RM system are supported by the Government funding its role in providing social and affordable housing, including through: directly providing affordable housing; or supporting the CHP sector through subsidies and supplements to deliver a mix of social and affordable housing products on its behalf.*
4. *We are set up and ready to go:*
 - *The GCP is a well-established sub-regional partnership, with a network of CHPs that have a track record of delivery, where the gaps in housing needs are well-known.*

Key Messages

The types of key messages that could be used in an Advocacy Strategy, to align with the goals outlined above are:

1. *Housing supply that meets the needs of all people and communities:*

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- *The RM reforms are expected to help deliver on aspects of the Government’s Going for Housing Growth (GfHG) agenda. One of the issues identified in the GfHG Discussion Paper is that housing in New Zealand does not meet the needs of people and communities. Freeing up land for urban development, including removing unnecessary planning barriers, is one of the GfHG pillars. While it is important that the new RM system removes unnecessary barriers to housing supply, it is important to recognise that unlocking supply will not, on its own, ensure that housing is affordable for all, and in turn, ensure it meets the needs of all parts of the community. Currently, the market not delivering to the full spectrum of needs. For example, in some areas within the sub-region, community members are being lost because there are limited downsizing options available in their community. As such, there needs to be an explicit consideration of, and focus on ensuring that housing affordability, and barriers to it are addressed in the new system, to ensure an appropriate supply of housing for all parts of the community.*
- 2. *The right regulatory settings:*
 - *Having the new Planning Act explicitly include reference to affordable housing – such as being broadly encompassed in one of the goals in the Planning Act (e.g. being explicitly referenced in what a well-functioning urban area encompasses), or through national policy direction - will help to cement the important contribution that the planning system can make to improving housing affordability for all New Zealanders.*
 - *An affordable housing value capture mechanism would allow for the collection of funds or land, to enable intervention in the market through the provision of affordable housing. This mechanism is necessary to provide a tool that local government can use, to help ensure that a sufficient supply of affordable housing is provided. This mechanism should:*
 - *Be explicitly enabled in the new RM system and legislation;*
 - a. *Be simple and low-cost to use;*
 - b. *Allow for the parameter settings of the mechanism to be determined jointly between the Minister and relevant local authority (e.g. the percentage rate of contribution, what type of development triggers for the Partners to activate);*
 - c. *Require that all money and/or land generated through this mechanism are to remain exclusively for providing new affordable housing.*
- 3. *The Whole Picture:*
 - *Affordable housing will not be delivered through the RM system alone. The Government, alongside other parties such as local government, iwi, the private sector and CHPs, has a much wider role in supporting and funding housing that is affordable for all members of the community.*
 - *This includes affordable housing options being directly provided by the Government, through the state housing provider, Kainga Ora, and community housing providers.*
 - *Previously, CHPs have been able to access an Income-Related Rent Subsidy (IRRS) and operating supplement from the Government for new supply. However, the IRRS is under review and new applications for new funding have been capped.*
 - *Without the new supply IRRS or a similar mechanism, the ability for CHPs to provide affordable housing is reduced. This has the potential to offset any gains made through changes in the new RM system to better facilitate the provision of affordable housing.*
 - *The GfHG Discussion Document notes that the Government has committed to other programmes of work to address the NZ housing crisis, which includes delivering better social housing. It is important that this is progressed, and integrated with the RM reforms.*

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- *Government’s current housing and urban development priorities (as outlined in the Government Policy Statement on Housing and Urban Development) aim to best enable the market and councils to achieve housing and development outcomes and meet the needs of the most vulnerable people, and Government investment is targeted to those most in need. GCP is supportive of this, but considers that it doesn’t go far enough and that there is a need for a longer term view of needs. The GCP wants to work together with the government to address broader issues.*
- 4. *We are set up and ready to go:*
 - *The GCP is a well-established, sub-regional partnership, that has a proven track record of working collaboratively to address strategic challenges and opportunities across the sub-region.*
 - *The GCP has a Joint Housing Action Plan that identifies the specific affordability issues arising in the sub-region, and has been investigating the levers that partners can use to increase provision of quality, affordable housing in Greater Christchurch. This has also highlighted the current challenges or barriers to maximise these opportunities.*
 - *There is an existing network of CHPs in Te Waipounamu that has a proven reputation for delivering contemporary, cost effective, social and affordable houses and services.*
 - *There is now an opportunity for the GCP to work collaboratively together with the Government, with the right settings in place and the right support, to fill the identified gaps in housing supply.*

Summary of Findings

This action is considered to be a complementary action, working alongside the implementation of other actions. The costs of this action are expected to arise from the time associated with confirming and fleshing out an advocacy strategy, along with the time taken to advocate.

The likely yield associated with this action is uncertain, as it is very dependent on the effectiveness of the advocacy. However, in general it is expected to amplify the benefits from implementing other actions.

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Action 2.4 – Priority Consideration for Surplus Land

Introduction

This action relates to how land disposal policies might be strengthened to give greater priority to affordable housing initiatives into the future. It involves providing for a priority to be given to social and affordable housing, where surplus land is identified in future (i.e. beyond that identified as part of Action 2.2). It is therefore similar to Action 2.2, but provides an ongoing commitment to prioritising the consideration for affordable housing in the use of surplus land.

Phase 2 Action

The Phase 2 action is to identify a consistent process, and policy wording, for how social and affordable housing can be made a priority consideration for surplus land. This would apply when surplus property is identified, providing an opportunity for CHPs/ Mana Whenua to be notified, and given priority, in the process of the divesting surplus property.

Current Process

Christchurch

CCC currently apply a set of criteria to determine whether a Council-owned property, which is no longer needed to the purposes it was originally acquired for, should be retained by the Council, or disposed of. Where properties do not meet the criteria, they are identified as potentially surplus, and their disposal is consulted on through the LTP/annual plan process. As part of this process, the list of potentially surplus properties which are to be consulted on are notified to CHPs and mana whenua. Where such properties are confirmed as surplus through the LTP/annual plan process, they are then offered for sale. If CHPs or mana whenua express an interest in the property, the Council would consider dealing unilaterally and preferentially, subject to the merits of the proposal alignment with the Council's statutory requirements and policies.

While the Council could offer peppercorn leases to CHPs/mana whenua for any surplus properties, there is no specific prioritisation given to this at a policy level.

Selwyn

Selwyn have a 'Land Sales Policy'. This states that where land is disposed of, sale is at the market value or by negotiated agreement of the land value, and must be approved by a Council resolution.

There is currently no internal process to consider prioritisation for CHPs/mana whenua for any surplus properties, but it is understood that further strategy and policy work on property investment is being considered by Selwyn.

Waimakariri

Waimakariri have a comprehensive 'Property Acquisition and Disposal Policy'

- The Review and Retention of Existing Properties Schedule of this policy outlines that a three-yearly review is conducted to assess the strategic value of existing property, with the reviews feeding in the Long Term Plan process. The review is undertaken against specified criteria on a weighted basis.
- Where identified as potentially surplus, this is identified in a report to Council.
- *The Council's preference is that a fully transparent, publicly competitive, open market sale process is followed where possible and appropriate; however, there may be cases where this is not feasible, i.e. the sale of stopped road where there is only one feasible purchaser. Therefore,*

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before disposing of Property, the Council must resolve that the Property is Surplus and capable of disposal.

- The Policy also allows for the Council to consider ad hoc requests to dispose of Property outside of a planned disposal in the Long Term Plan or Annual Plan. This would still require a Council resolution and be based on the assessment set out in the policy.

There is currently no internal process to consider prioritisation for CHPs/mana whenua for any surplus properties.

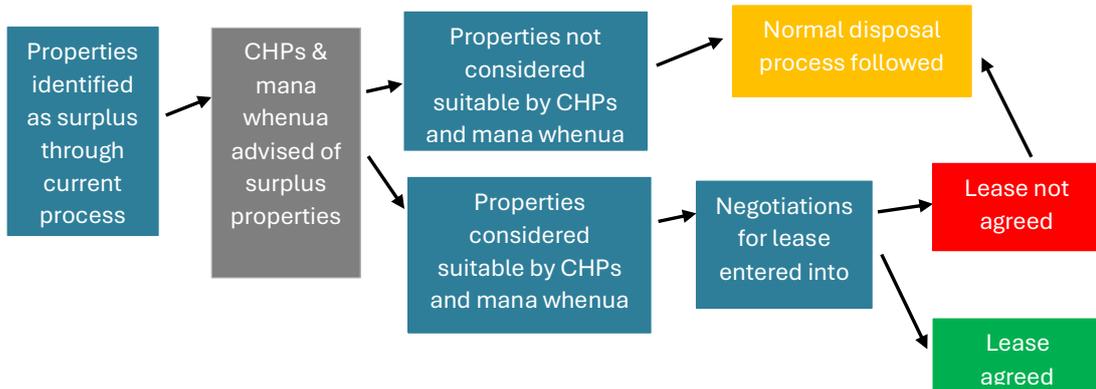
Current Process – Peppercorn Leases

While the Partner Councils could offer peppercorn leases to CHPs/mana whenua for any surplus properties, there is no explicit reference or specific prioritisation given to this at a policy level. This could be as it sits under the broader considerations for leases and the site specific terms for these.

Process and Policy Changes

Peppercorn Leases

The potential process for prioritising peppercorn leases is set out below:



In terms of policy changes required, it is noted that both CCC and WDC have existing comprehensive processes for identifying surplus land. The current policies could be amended in a relatively discrete manner to allow for the additional step outlined above, i.e. so that where identified as surplus (in accordance with existing criteria/process), and prior to being offered for sale, properties can be notified to CHPs and mana whenua. The current process to identify surplus properties would therefore not be altered. This is similar to the process currently followed by CCC, who already currently advise these parties of surplus properties, but would extend this further by a peppercorn lease option being prioritised in the first instance, ahead of any property being offered for sale.

For Selwyn, who have an ad hoc approach to disposal, prioritisation could still be given to peppercorn leases where surplus properties are identified, with the current ‘Land Sales Policy’ amended to provide for this.

Priority Sales

To provide priority consideration to CHPs and mana whenua for surplus land for social and affordable housing, amendments would need to be made to the current policies of the Partner Councils. The current process to *identify* surplus properties (including the criteria applied) would not be altered.

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However, where properties are identified as surplus, the policies would need to be amended to specify that priority consideration is to be given to sale of such surplus land where it is for social and affordable housing. From a process point of view, this would build on the current CCC approach to providing notice to CHPs and mana whenua of surplus properties, and extend it to provide for priority to be given to disposal to these parties, where it is agreed the land should be used for social and affordable housing. This same process could also be followed by SDC and WDC for identified surplus properties.

The sale of surplus land to CHPs and mana whenua could also be provided on a discounted basis, in order to better enable development for social and affordable housing. Such discounting would be considered on a case-by-case basis taking into account specific circumstances, such as where a discount is needed to make the development financially viability and the Partners ability to absorb the discount based on broader organisational needs.

Summary of Findings

It is acknowledged that, following Right of First Refusal by mana whenua, Partners have a range of options for the sale or repurposing of surplus sites and retain flexibility to determine the most appropriate approach for each site based on its specific circumstances and organisational needs.

The anticipated costs and yield associated with this action include those identified under Action 2.2, in terms of the costs associated with providing peppercorn leases or discounted land sales. However, the potential yield is not quantifiable, as it is dependent on how much land is identified as surplus in future, the suitability of such land for affordable housing options and the decisions made by Partners based on the specific circumstances related to a site and organisational needs. The costs associated with prioritisation of this, in terms of the identified process and policy changes, are expected to be limited to a small amount of time associated with the process to change internal processes and policies.

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Action 2.5 – Targeted Rates

Introduction

In the JHAP Phase 1 Investigations – Findings Report, targeted rates were considered as one of the options for providing incentives to the development of affordable housing.

Phase 2 Action

The Phase 2 action is to further assess the costs and scope of work involved to introduce a targeted rate for affordable housing across the Greater Christchurch sub region, for consideration by the GCP Committee on implementation in next LTP.

The further assessment required is to better understand the following:

- Relevant legal considerations for establishing a targeted rate;
- Who the rate is set / collected by;
- The operational costs associated with establishing and administering the targeted rate;
- What policy settings would need to be considered for decision-making on how funds are allocated; and
- The estimated yield per Council area.

Legal Considerations

Legal advice has been sought on whether there are any legal impediments to partner Councils establishing a targeted rate to provide funding for development of social and affordable housing within Greater Christchurch, and if no impediments, what the legal requirements are for establishing such a rate.

This has confirmed that based on the law currently, the member territorial authorities could levy a targeted rate to fund the development of social or affordable housing within Greater Christchurch; as could Canterbury Regional Council (subject to this being considered to be for the benefit of a significant part of the region and not a single district). However, it is noted that the Government is currently seeking to change the law to narrow the purpose of local government to focus on core services, and if the law is passed, consideration would need to be given to whether rates used for social and affordable housing is a "*public service*". The Government has also recently announced its intention to introduce rates cap legislation, which would require rating for affordable housing to be considered alongside other funding priorities by any Council to remain within any signalled or required rates cap.

To establish a targeted rate, rates must be consulted on and set by each Council in accordance with the Council's long-term plan (LTP) and the funding impact statement (FIS) for that financial year. This means that any new rate and/or new spending would realistically need to be developed for inclusion in a 2027 LTP. It is important to note that each Council is required to follow its own decision-making process to set a LTP and FIS before setting rates for its city, district or region. Therefore, while member Councils can agree that they will consult their communities on an aligned proposal, no agreement can properly (or lawfully) be entered into about the outcome of that process, as each Council needs to consider any consultation feedback with an open mind and not pre-determine the outcome.

Who the Rate is Set /Collected by

As noted in the legal considerations above, a targeted rate could be set per territorial authority; or by CRC.

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If set by each territorial authority, there is greater risk that through separate consultation processes, the approach taken between councils may end up varying. However, this approach would ensure that any money collected within a district would be allocated to social and affordable housing projects within the district.

If set by the regional council, the funds collected can be 'donated' to each territorial authority, (including this being allocated on the basis of which territorial authority area the funds were collected from). However, there are some administrative and timing complexities with this approach, as each territorial authority would also need to account for such revenue and spending through their FIS and Annual Plan for the relevant year too.

A further consideration is the extent to which the rate aligns with the functions and responsibilities of local and regional councils. As the CRC does not have a direct role in housing delivery or affordability, a targeted rate for affordable housing would be less aligned with its core services.

Operational Costs

There would be upfront operational costs associated with establishing a targeted rate, primarily relating to staff time to develop the proposal and supporting information for inclusion in the LTP and FIS. Consultation would be undertaken as part of the wider LTP process and is therefore unlikely to result in additional costs for councils.

Ongoing costs would largely relate to administration, monitoring, and reporting, which may be absorbed by local councils with existing housing teams and established housing-related work programmes. For the CRC, which does not have a direct role in housing delivery or dedicated housing capability, these activities may be less easily absorbed within existing resourcing.

Policy Settings for Allocation of Funds

The following sets out key considerations for decision-making around the allocation of any targeted rate.

Geographic Considerations

Sub-regional allocation

- If the targeted rate is set by CRC, it will be necessary to determine whether funds may be applied across the sub-region, or whether they must be ring-fenced to the territorial authority areas from which they are collected.

Intra-district allocation

- If the targeted rate is set by CRC or individual territorial authorities, and applies only within the Greater Christchurch area (as opposed to the whole territorial authority area), it will also be necessary to determine whether funds collected in that area must be spent there, or whether they could be used to fund social or affordable housing elsewhere in the district.

Who Can Apply for Funding

This policy consideration relates to who the fund will be available to, for example:

- Only specifically defined parties, e.g. CHPs, mana whenua, the council itself; or
- Anybody who comes forward with a proposal that is for social or affordable housing

What Can Funding be Used for?

This policy consideration relates to what the fund would be available for. For example, could it be used:

- To buy land which is to be used for social or affordable housing?
- To physically build social or affordable housing?

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- To subsidise market rentals?
- For wider things to help unlock development, e.g. infrastructure upgrades required to service an area, consenting costs of building and so on?

Minimum Requirements

This policy consideration relates to whether minimum requirements would apply to allocation for the funding. For example:

- Would there be a requirement for any proposal for any affordable housing to remain available as affordable housing in perpetuity?

Basis of Assessment

This policy consideration relates to whether proposals would be assessed on:

- A first-come first-served basis (subject to any minimum requirements being met); or
- Against specific criteria, e.g. the level of yield achieved relative to the funding, how well is it responding to an identified housing need etc.

If proposals are against specific criteria, further consideration would need to be given to what those criteria are.

Estimated Yield

The following table sets out the expected amount that a targeted fund would raise, and the corresponding yield, based on the funds raised being provided to CHPs, to use to build affordable housing. (Note, the detail around the basis for this calculation is set out in the Phase 1 Findings Report.)

Rate per Property	Total Fund Raised (Over 10 Years)				Yield (Over 10 Years)			
	CCC	SDC	WDC	Total	CCC	SDC	WDC	Total
\$10	\$17m	\$3.2m	\$3.2m	\$23.4m	82	16	15	113
\$15	\$25.5m	\$4.8m	\$4.8m	\$35.1	124	23	23	170
\$20	\$34m	\$6.4m	\$6.3m	\$46.8m	167	32	31	230
\$25	\$42.5m	\$8m	\$7.9m	\$58.5m	206	39	38	283

Summary of Findings

The yield associated with a targeted rate is dependent on the level of the targeted rate.

While this action is legally possible under the current law, there is a high level of uncertainty associated with the feasibility of its implementation, due to signalled changes to the purpose of local government and to introduce rates capping. It is also a novel approach and therefore may be contested by the community.

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Action 2.6 – External Housing Investment Attraction Role

Introduction

In the JHAP Phase 1 Investigations – Findings Report, consideration was given to advocacy for investment, particularly in terms of advocating to influence financial institutions to invest in affordable housing solutions.

This Phase 2 action relates to consideration of the need for GCP Partners to establish or expand an existing role within their organisations, to attract external investment in affordable housing developments; and/or LGFA bonds.

Contextual Changes

Since the Phase 2 actions were identified, an alternate lending opportunity has arisen, which is outlined above (under Action 2.2.2). With the establishment of CHFA, there is considered to be a reduced need for GCP to advocate for a special purpose funding vehicle, or wider access for CHPs to LGFA wholesale borrowing rates. Because of this, further scoping of need for GCP Partners to establish or expand an affordable housing investment attraction role has not been progressed further.

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Action 2.7 – Value Capture Mechanism

Introduction

In the JHAP Phase 1 Investigations – Finding Report, inclusionary zoning was one of the actions investigated to provide for the development of affordable housing. *Subsequently, “Inclusionary zoning” was identified as a potentially confusing term amongst Governors and the community in describing this mechanism. Based on further consideration of the intent of this mechanism and engagement with other Urban Growth Partnerships, the consistent description of “Affordable Housing Value Capture Mechanism” (AHVCM) was chosen for use in Phase 2 onwards of the JHAP implementation and is referred herein.*

The Phase 1 Findings established that a considerable amount of funds for affordable housing could be generated through a AHVCM, but that the policy options around the specifics of the mechanism could produce both positive and negative outcomes. As such, it was identified that Partner Councils would need to commission more research to develop a robust evidence base to justify the implementation of an AHVCM policy and to demonstrate the net positive outcomes of this policy.

The Phase 2 action is to assess the costs and scope of work required (i.e. the robust evidence base) to introduce an AHVCM across the Greater Christchurch sub region. This has been split into two parts as follows:

- Part 1 of this action is to undertake this assessment and scoping based on the current RMA system;
- Part 2 of this action will be to update the assessment and scoping based on the RMA replacement system.

Phase 2 Action – Part 1: Summary of Scope

The Phase 2 action is to further assess the costs and scope of work involved in establishing an AHVCM policy, for consideration by the GCP Committee on implementation in next LTP. The further assessment required is to:

- Identify those matters that would need to be considered in an AH VCM proposal (e.g. trigger, % rate, money/property), and the high-level pros and cons associated with each.
- The planning policy/ district plan amendments required to implement the mechanism.
- The anticipated resourcing and funding required to proceed with an AH VCM Plan Change process.
- Compare the above costs with the anticipated yield.

Phase 2 Action – Value Capture Mechanism – Part 1: Findings

The matters to be considered in an AH VCM proposal

If the GCP decides to implement an AH VCM, the following matters will need to be considered and determined:

- The trigger point for when the mechanism applies;
- Whether the contribution is in money, or property, or both; and
- The percentage rate to be used.

The following outlines each of these in more detail, along with a high-level assessment of the pros and cons of different options.

Trigger Points

This policy option relates to what type of development triggers application of the mechanism.

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Note – This is based on a financial contribution mechanism only being able to be applied after rezoning has occurred.

Stage of Development	Pros	Cons
Subdivision of land	- Allows for contribution to be taken at the time new demand is created. More directly related to the point at which value uplift occurs	- Less appropriate if applied to commercial / industrial land as this is often developed without subdivision occurring
Built development	- Does not add the cost to the subdivision	- Cost directly incurred as part of building development

Type of Development	Pros	Cons
Apply to residential development only	- Reflects that residential development is a key contributor to the demand for affordable housing - Reflects the planning windfall gains arising from zoning provisions that allow for increased residential development - Greater certainty over level of contributions	- Places financial burden on one sector of development community
Apply to new commercial (and potentially industrial) development in addition to residential	- Recognises that business activities contribute to the demand for affordable housing, e.g. it generates employment, and in turn the need for affordable housing for employees - Financial burden does not fall entirely on residential.	- More difficult to try and establish proportional impact other development makes to need for affordable housing provision

Type of Residential Development	Pros	Cons
New standalone residential development (i.e. greenfield development, or infill which creates new detached housing)	- Targets housing that is generally less affordable for low income households	- Contributions taken from smaller pool of development
Any new residential development – including the above, along with new attached housing.	- Contributions taken from wider pool of development	- May impact on financial viability of attached housing

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Scale of Development	Pros	Cons
Any new development (e.g. single additional residential unit)	- Greater revenue obtained	- May disincentivise small-scale infill development
Minimum level of development (e.g. subdivision creating two or more new lots/ three or more new residential units)	- Targeted to larger projects	- Less revenue generated

Location	Pros	Cons
Urban Areas Only	- More targeted to main areas where affordability is an issue	- Could make development in non-urban areas more appealing to progress.
All Areas	- Recognises that residential development outside urban boundaries also influences house prices and therefore supply of affordable dwellings	- The locational link between development activity and affordable housing need may be harder to demonstrate.

Type of Contribution

This policy option relates to whether the contribution required under an AH VCM is a monetary or a property contribution (or a combination).

Contribution	Pros	Cons
<u>Monetary</u> – paying a set percentage rate (see below) based on the sales value of all new dwellings.	- For developers, development can occur as “normal”. - For CHPs, may allow more flexibility in terms of allowing the providers to choose how and where the funds are used.	- Affordable housing may not be provided in areas of new development, but established in ‘separate’ areas.
<u>Property</u> – providing a set percentage of land or dwellings	- Affordable housing provided as part of the mix of new development, rather than in separate areas	- For developers, this approach might impact the model of their development
<u>Combination</u> - would allow developers to pay either a monetary contribution, or provide a set percentage of land/dwellings.	- Provides a more flexible approach	- More complex approach

Comment: If an AH VCM is progressed, then it would be worthwhile canvassing the views of developers and CHPs as to which option or combination of options is preferred and why.

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Percentage Rate

This policy option relates to the percentage rate set for the contribution. The Formative Report considered:

- a 1% or 2% rate based on monetary contributions; and
- a 4% and 5% rate based on property contributions.

In terms of pros and cons, a lower rate would be more palatable for developers, and have a lesser potential impact on the purchaser (i.e. if the contribution is effectively passed on to the purchaser through the sales price). However it would result in less money/land being collected and therefore a lower yield of affordable housing. A higher rate would result in the converse, i.e. less palatable for developers and more potential impact on the purchaser, but more greater money/land being collected and therefore a higher yield of affordable housing.

Comment: The Formative Report noted that the rate should be set at a level that would collect sufficient funds to meet the identified needs of the community. It was suggested that this need could be estimated by comparing the affordability of housing (calculated mortgage repayments or rents) as compared to the household incomes to establish how many affordable dwellings are required, and that it would be sensible to update the housing needs assessment in order for it to be used as a basis for setting the rate.

The planning policy/ district plan amendments required to implement the mechanism

The following section identifies, for each district plan within the Greater Christchurch Area, whether the Plan contains any financial contribution provisions.

Appendix 1 then sets out what support is provided in both the strategic provisions and residential zone provisions for an AHVCM to be included in the plan provisions, or where additions or expansions might be required as part of any plan change to include such a mechanism. (Note - The assessment does not extend to consider other zone chapters, which might also need to be considered if the mechanism is applied beyond just residential development (e.g. to commercial development)).

Christchurch City and Selwyn District

Both the Christchurch District Plan and Partially Operative Selwyn District Plan **do not** include any financial contributions¹. As such, a new chapter or sub-chapter (rather than additions and amendments to existing financial contributions) would be required. This would likely need to include:

- An overarching objective (the outcome sought from the financial contribution rules);
- One or more policies outlining the detail of the mechanism to be used; and
- Rules setting out when the financial contribution is required and how it is to be calculated.

¹ For completeness, it is noted that as notified, Plan Change 14 to the Christchurch District Plan included new financial contributions relating to tree canopy cover, which sought tree retention or planting of trees, or the payment of financial contributions in lieu of planting, for residential subdivision and/or development. However, these provisions were recommended to be deleted by the Independent Hearings Panel. The Council agreed with the recommendation to remove the proposed financial contributions on tree canopy cover, but investigate a separate plan change to proceed with this.

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Waimakariri District

The Partially Operative Waimakariri District Plan **does** contain a financial contributions chapter. As such, the details of any AHVCM would be added to the existing chapter.

The anticipated timing, resourcing and funding required to proceed with the Plan Change process

Based on the experience of Queenstown Lakes District Council, it is anticipated to take 2-3 years to work through all the required steps of the plan change process.

Based on the estimated breakdown of costs set out in Appendix 2, the

The steps involved in a plan change process under the RMA, the detail on the input required, and the estimated costs associated with those inputs is set out in Appendix 2. This shows a total estimate of costs of **\$843,600 - \$1,104,000**, taking into account Internal staff resourcing costs, external costs, and allowing a contingency.

Comparison of costs with anticipated yields

The following table summarises the estimated yield calculated by Formative as part of the Phase 1 Findings Report, based on different policy settings², with the estimated costs set out above. The estimated yield is then broken down for each territorial authority area.

Policy Options	Settings	Projected Yield - Total			Cost per dwelling
Monetary Low	<ul style="list-style-type: none"> 1% contribution rate based on sales value applying to new standalone residential development only 	1,441 dwellings and 13.4% of projected affordable housing needs			\$266 - \$766
		Projected Yield – Per Territorial Authority			
		CCC	SDC	WDC	
		701	506	234	1441
Monetary Medium	<ul style="list-style-type: none"> 2% contribution rate based on sales value applying to new standalone residential development only 	2,882 dwellings and 16.6% of projected affordable housing needs			\$293 - \$383
		Projected Yield – Per Territorial Authority			
		CCC	SDC	WDC	
		1,402	1,013	467	2,882
Monetary High	<ul style="list-style-type: none"> 2% contribution rate based on sales value applying to all new residential development 	4,439 dwellings and 20% of projected affordable housing needs			\$190 - \$249
		Projected Yield – Per Territorial Authority			
		CCC	CCC	CCC	
		2,765	1,114	561	4,439
Property Low	<ul style="list-style-type: none"> 4% of land applying to new standalone residential development only 	2,448 dwellings and 15.6% of projected affordable housing needs			\$345 - \$451
		Projected Yield – Per Territorial Authority			
		CCC	CCC	CCC	
		1,191	860	397	2448

² Note – this is based on the policy options modelled in the Phase 1 Findings Report and does not consider further policy options outlined above in this report.

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Property Medium	<ul style="list-style-type: none"> • 5% of land • applying to new standalone residential development only 	3,060 dwellings and 16.9% of projected affordable housing needs			\$276 - \$361
		Projected Yield – Per Territorial Authority			
		CCC	CCC	CCC	
		1,489	1,075	496	3060
Property High	<ul style="list-style-type: none"> • 5% of land • applying to all new residential development 	4,714 dwellings and 20.6% of projected affordable housing needs			\$179 - \$234
		Projected Yield – Per Territorial Authority			
		CCC	CCC	CCC	
		2,936	1,183	595	4714

Summary of Findings

This action has the highest potential yield, but is also the most costly to implement. Under the current settings, there is also a high level of uncertainty as to whether the action could be successfully implemented.

Part 2 of this action was to assess the ability to pursue the introduction of this value capture mechanism under the Resource Management replacement system and scope the work and cost involved in progressing this. A preliminary assessment of the Planning Bill has indicated the affordable housing value capture mechanism falls outside of the scope of effects that are proposed to be covered by the Planning Bill (section 14 of Bill) and the goals of the new system.

With the fundamental system changes now proposed in the Planning Bill and Natural Environment Bill, value capture is not a mechanism that can be initiated through this proposed new system and so should be considered further once outcomes of the resource management reforms become clearer.

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Appendix 1 – Wider Planning Framework

The following tables provide high-level consideration of the wider planning framework within each relevant district plan, including other potential changes that might be considered through a AHVCM plan change

Christchurch City

Chapter	Provisions	Potential Gap / Change
Chapter 3 Strategic Directions - Provides the overarching direction for the District Plan, including for developing the other chapters within the Plan, and for its subsequent implementation and interpretation. The provisions in this chapter have primacy over the objectives and policies in other chapters, with the latter needing to be expressed and achieved in a manner consistent with the objectives.	Objective 3.3.4 includes outcomes about housing choice. This includes seeking that there is a range of housing opportunities available to meet the diverse and changing population and housing needs of Christchurch residents, and this includes specific mention of “affordable, community and social housing”.	Nil - This would already provide support for introduction of an AHVCM within the Plan provisions.
	Objective 3.3.8 is specific to urban growth, form and design. It includes reference to increasing housing development opportunities in the urban area to meet the intensification targets.	This could possibly be expanded to more explicitly refer to residential growth including provision of affordable housing.
Chapter 14 Residential - Manages the scale and character of new development in the residential areas.	Objective 14.2.1 (and 14A.2.1/14B.2.1) seeks: <i>An increased supply of housing that will:</i> <i>i. enable a wide range of housing types, sizes, and densities, in a manner consistent with Objectives 3.3.4(a) and 3.3.7;</i> <i>ii. meet the diverse needs of the community in the immediate recovery period and longer term, including social housing options; and</i> <i>iii. assist in improving housing affordability.</i>	Nil - This would already provide support for introduction of an AHVCM within the Plan provisions. There is no particular policy about affordable housing, but this reflects that the Plan does not currently have a mechanism to actively require provision of such housing, which is what a financial contribution would do. As noted above, there would need to be more specific policies introduced in relation to this, likely in a new separate chapter.

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Waimakariri District

Chapter	Provisions	Potential Gap / Change
FC – Kopha pūtea – Financial Contributions - Sets out when financial contributions are required and how they will be calculated.	Objectives FC-O1 and FC-O2 relates to contributions from residential development on Council infrastructure (FC-O1) and mitigation of environmental impacts (FC-O2). These do not encompass contribution towards the provision of affordable housing. The related policies (FC-P1 and FC-P2) are similarly focused on infrastructure and environmental impacts.	A more specific objective and policy/ies relating to affordable housing would be required.
	Rule FC-R1 applies to development of three or more residential units in the Medium Density Residential Zone, and Rule FC-R2 applies to subdivision in most zones, where three or more new allotments are created. Both require an assessment of the financial contribution required in accordance with FC-S1 (assessment methodology) and payment of money as calculated under FC-S2 to FC-S4 (relating to three waters, acquisition/vesting of land and roading).	The circumstances where an affordable housing contribution is required are unlikely to be the same as those set out in FC-R1 and FC-R2, so an additional rule would be required. Similarly, a new specific assessment methodology for the affordable housing contribution would be required.
SD – Rautaki ahunga – Strategic Directions - Provides the overarching objectives that provide high level direction for the District Plan. The matters covered in the strategic directions are addressed in more detail by the objectives and policies in other chapters.	SD-O3 pertains to urban development and amongst other outcomes, seeks a range of housing opportunities are provided.	Extending this to more specifically refer to provision of affordable housing would better support financial contributions mechanism.
RESZ - General Objectives and Policies for all Residential Zones - This chapter provides for and manage activities within new and existing residential areas.	RESZ-O1 seeks sustainable residential growth that amongst other matters, is responsive to community and district needs. RESZ-O5 relates to housing choice and seeks that residential zones provide for the needs of the community through: a range of residential activities; and a variety of residential unit densities.	Extending one of these objectives to more specifically refer to affordable housing would better support a financial contributions mechanism.

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Selwyn District

Chapter	Provisions	Potential Gap / Change
<p>Strategic Directions - Sets out the overarching direction for the Selwyn District Plan. All other objectives and policies in all other chapters of this district plan are to be read and implemented in a manner that gives effect to and is consistent with these strategic directions.</p>	<p>SI-DI-O1 seeks that development in the District enhances environmental, economic, cultural, social and health outcomes for the benefit of the entire District. This would broadly encompass provision of affordable housing.</p> <p>SD-UFD-O4 pertains to urban growth and development, but is about its integration with infrastructure, management of conflicts and responding to climate change.</p>	<p>As SI-DI-O1 is at a very high level, either expanding this objective, or considering another strategic direction relating to affordable housing might be required to support a financial contributions mechanism.</p>
<p>RESZ - Residential Zones – sets out the objectives and policies apply to all of the Residential Zones, in addition to those objectives and policies located in, and specific to each, residential zone chapter.</p>	<p>RESZ-O1 seeks living environments that meet the needs and preferences of the community. RESZ-O3 seeks that a wide range of housing typologies and densities are provided for, to ensure choice for the community and to cater for population growth and changing demographics. While RESZ-O1 broadly supports provision of affordable housing, it is not explicit. RESZ-O3, while seeking to provide choice and cater for population growth, is specific to typologies and density.</p>	<p>Expanding RESZ-O3 to refer to provision of affordable housing options would help support a financial contributions mechanism.</p>

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Appendix 2 – Breakdown of Estimated Costs

The assumptions made in this estimate are:

- Expert support: \$200/hr
- Legal support and Hearing Commissioners: \$300 /hr

Step	Input	Cost
Issue identification and pre-consultation	Preparation of issues and options document (could be based on that prepared by other councils, including Waikato and Queenstown, but updated relative to Greater Christchurch context)	\$10,000 - \$16,000 for consultant <i>Or could be done internally within policy/strategy teams of partner councils.</i>
	Update of the housing needs assessment ³	\$40,000 - \$80,000
	Economic assessment	\$4,000 - \$8,000
	Targeted engagement with developers and CHPs (to inform choice of contribution methods) ⁴	<i>Cost of staff time</i>
Plan change and section 32 RMA report assessing costs and benefits	Preparation of changes to provisions	\$8,000 - \$16,000
	Preparation of s32 Report (summary of technical inputs and planning assessment)	\$16,000 - \$24,000
	Economic Assessment	\$6,000 - \$12,000
	Social Impact Assessment	\$6,000 - \$12,000
	Valuation Report (as undertaken by Telfer Young for QLDC IH variation)	\$8,000 - \$12,000
Plan change and section 32 approved by Council for public notification	Preparation of Council reports	<i>Cost of staff time to prepare necessary Council reports</i>
Public notification for submissions (minimum of 20 working days)	Preparation of public notices, information loaded onto website etc	<i>Cost of staff time to prepare and upload documents</i>
Public notification of summary of submissions for further submissions (10 working days to submit).	Preparation of summary of submissions	\$12,000 - \$20,000 for consultant <i>Or could be done internally within policy/strategy teams of partner councils.</i>
	Preparation of public notices, submissions and summary loaded onto website.	<i>Cost of staff time to prepare and upload documents</i>
Hearing Preparation	Legal Submissions	\$9,000 - \$18,000
	Planning Evidence / S42A Report	\$14,000 - \$22,000
	Economic Evidence	\$8,000 - \$12,000
	Social Evidence	\$8,000 - \$12,000
	Council Strategic Evidence	<i>Cost of staff time</i>

³ As recommended in the Formative Report included as part of the Phase 1 Findings Report.

⁴ As recommended in the Formative Report included as part of the Phase 1 Findings Report.

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Hearing Attendance – Assumptions: - 3 person panel - 10 hearing days, plus hearing prep, reading evidence and deliberations	Hearing Panel	\$100,000 - \$140,000
	Legal counsel	\$30,000 - \$40,000
	Planner	\$20,000 - \$30,000
	Economist	\$4,000 - \$6,000
	Social Impact Assessor	\$4,000 - \$6,000
	Council Strategic Advisor	Cost of staff time
	Admin Support	Cost of staff time
Appeal Process – Assumptions: - 2 days mediation - Outstanding matters proceeding to Court hearing. - 2 days Joint Witness Conferencing - Court hearing 2 days	Legal counsel	\$36,000 - \$54,000
	Planner	\$20,000 - \$28,000
	Economist	\$10,000 - \$16,000
	Social Impact Assessor	\$10,000 - \$16,000
SUB-TOTAL – External Costs		\$383,000 - \$600,000
Internal staff resourcing costs (1.0FTE for 2 years @\$160,000 p.a.)		\$320,000
Contingency – to reflect estimates and uncertainty (20%)		\$140,600- \$184,000
TOTAL		\$843,600 - \$1,104,000

Indicative Costs from QLDC

- One planner/project manager was dedicated to the project to develop the strategy and the plan variation proposal (0.6 FTE over a 2 year period)
- An additional planner was added to the project for the final year and a half (prior to notification and through the hearing (on average probably about 0.5 FTE over this period)).
- In addition, an external planning consultant was used for the s32 and s42A Report / hearing work
- The Hearing Panel had 4 members (all independent commissioners / no councillors)
- Total spend for the 2 year period was around \$1.33million (including staff time noted above)

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Phase 2 Action – Value Capture Mechanism – Part 2

A preliminary assessment of the Planning Bill has indicated the affordable housing value capture mechanism falls outside of the scope of effects that are proposed to be covered by the Planning Bill (section 14 of Bill) and the goals of the new system.

With the fundamental system changes now proposed in the Planning Bill and Natural Environment Bill, value capture is not a mechanism that can be initiated through this proposed new system and so should be considered further once outcomes of the resource management reforms become clearer.

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Action 2.8 - Common Development Incentives/ Discounts

2.8.1 - Discounted Fees and Charges

Introduction

In the JHAP Phase 1 Investigations – Findings Report, providing planning concessions to Community Housing Providers (CHPs) were considered as one of the options for providing incentives to the development of affordable housing. This would involve a reduction in direct application costs associated with consenting. The purpose of such a concession is to reduce the costs associated with development and enable the delivery of more affordable housing by CHPs.

Phase 2 Action

The Phase 2 action is to further assess the costs and scope of work involved in providing planning concessions to CHPs across the Greater Christchurch sub region, for consideration by the GCP Committee on implementation in the next LTPs. The further assessment required is to:

- Determine the concession type options
- Assess the varying costs and anticipated yield for each Partner Council
- Identify and document the policy amendments required to Council Partner's policies to enable the rebate to take effect

Concession Options

Level of Concession

This policy option relates to the level of concession provided to CHPs. This could be either a full reduction of the fee(s), or a specific percentage reduction; and may or may not be capped at a maximum amount.

For example, CCC currently provides a 25% discount on the processing of resource consent fees for CHPs, up to a maximum of \$5,000.

Application of Concession

This policy option relates to what applications a concession is applied to:

- Resource consents;
- Building consents; or
- Both

Resource consent fees are charged in accordance with a fee schedule, with the fees charged related to the type of resource management application.

- For Christchurch City, applications are generally charged at cost, with the current deposit fee for a land use consent for one or two new residential units being \$2,500; or for three or more residential units \$4,000.
- For Waimakariri District, if the resource consent is for a "Minor" land use consent, a fixed fee of \$1,000 applies. Otherwise, a \$2,500 deposit applies.
- For Selwyn District, a \$1,500 deposit applies to all land use consents.

Under the Building Act 2004 the Building Consent fees are set according to the estimated value of building works. Generally, councils have fee schedules that are relatively uniform, with the building consent fee being broadly similar across the value range of buildings. The flat structure of the schedule of fees means that building consent fee will represent a larger share of the total build cost for affordable houses. Inspection fees tend to be fixed, and do not vary according to the nature or value

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of the building works. These fees will represent a higher share of build costs for CHPs than the market or premium developers.

Costs and Anticipated Yield

In the Findings Report, Formative undertook an assessment of yield arising from application of planning concessions, based on CHPs receiving a full (100%) concession on all consenting fees (resource consents and buildings consents, including inspection fees) from CCC, SDC, and WDC. It was also assumed that new houses provided by CHPs are developed in GCP pro rata according to housing needs in each territorial area. The following table provides an assessment of the savings, based on different levels of concessions, and what the concession is applied to.

Application to	Level	Savings (\$million)				Yield over 10 years			
		CCC	SDC	WDC	Total	CCC	SDC	WDC	Total
Resource Consents	10%	\$0.05	\$0.00	\$0.01	\$0.06	2	-	-	2
	25%	\$0.12	\$0.01	\$0.01	\$0.15	6	-	1	7
	50%	\$0.25	\$0.02	\$0.03	\$0.29	12	1	1	14
	100%	\$0.50	\$0.03	\$0.06	\$0.59	24	2	3	29
Building Consents	10%	\$0.03	\$0.00	\$0.00	\$0.03	1	-	-	1
	25%	\$0.07	\$0.00	\$0.01	\$0.08	3	-	-	3
	50%	\$0.13	\$0.01	\$0.02	\$ 0.16	6	-	1	7
	100%	\$0.27	\$0.02	\$0.03	\$0.32	13	1	1	15
Resource Consents & Building Consents	10%	\$0.08	\$0.01	\$0.01	\$0.09	4	-	-	4
	25%	\$0.19	\$0.01	\$0.02	\$0.23	9	1	1	11
	50%	\$0.38	\$0.03	\$0.04	\$0.45	18	1	2	21
	100%	\$0.76	\$0.05	\$0.09	\$0.9	37	2	4	44

Consent fees are estimated to make up 1-3% of the total cost of a project, so it is noted that reduction there would have little impact on the purchase price.

Policy Amendments Required

Resource Consent Fees Concession

Selwyn District Council does not currently apply any discounts to resource consent fees associated with CHPs.

Waimakariri District Council does not currently apply any discounts to resource consent fees associated specifically with CHPs. However, a fee waiver can be applied for, for a reduction in resource and building consent fees, which is designed to help community groups and organisations whose goals are aligned with the Council’s community outcomes.

Requests are considered on a case-by-case basis by the Facilities and Consents Fee Waiver Subcommittee, based on:

- the purpose of the development being ‘not for profit’;
- sufficient budget being available for the fee reduction;
- clear identification of the community value;
- the financial position of the applicant identifying hardship; and
- Any exceptional circumstances.

To apply, the dedicated [Fee Waiver Application form](#) must be completed, which requires supporting financial documents.

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Christchurch City currently provides a discount on the processing of resource consent fees for CHPs. The current policy is as follows, noting that it applies discounts to both CHPs and to not-for-profit community organisations:

Fee discount for not-for-profit and community organisations

A 25% discount is available for not-for-profit community organisations and social/community housing providers because of the public good they provide. Fees can be discounted up to a maximum of \$5,000 for social and community housing providers and \$2,500 for other organisations.

Requests should be made in writing at the time the application is lodged, explaining how the below criteria are met. Applicants pay the normal deposit when the application is lodged, and the discount is applied when processing has been completed and the final fees are calculated.

...

Social/community housing provider criteria:

- *Registered as a community housing provider with the Community Housing Regulatory Authority; or*
- *A registered charitable trust; and*
- *Having as one of its objectives the provision of social and/or affordable housing.*

Confirmation that an organisation or housing provider qualifies for the discount is at the discretion of the Head of Resource Consents.

If the current approach taken by CCC is adopted across the Partner Councils, a similar policy (but limited to CHPs) would need to be included in the Resource Management Fees Schedule for each Selwyn and Waimakariri District Councils. An example is provided below. If a different level of discount is applied, this would also require a discrete amendment to the CCC policy to refer to the amended % and maximum cap.

Fee discount for community housing providers

A XX% discount, up to a maximum of \$XXX is available to social/community housing providers because of the public good they provide.

To obtain this discount, requests should be made in writing at the time the application is lodged, demonstrating that the applicant is:

- *Registered as a community housing provider with the Community Housing Regulatory Authority; or*
- *A registered charitable trust; and*
- *Having as one of its objectives the provision of social and/or affordable housing.*

Applicants will pay the normal fee/deposit when the application is lodged, and the discount will be applied when processing has been completed and the final fees are calculated.

Confirmation that a housing provider qualifies for the discount is at the discretion of the [Head of Resource Consents or Equivalent Title].

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Building Consent Fees Concession

Christchurch, Selwyn and Waimakariri District Councils do not currently apply any discounts to building consent fees associated with CHPs (see comment above in relation to Waimakariri’s broader Fee Waiver policy).

If a concession is applied to building consent fees, a similar policy to the CCC resource management fees concession would need to be included in the Building Consent Fees Schedule for each council. The above example could also be used for this purpose.

2.8.2 - Rates Remission

Introduction

In the JHAP Phase 1 Investigations – Findings Report, rates remissions to Community Housing Providers (CHPs) were considered as one of the options for providing incentives to the development of affordable housing.

Councils have rates remission policies which identify instances in which rates will be reduced (including full or partial remission). This often includes reductions for properties owned and used for not-for-profit community activities, that in the Council's opinion, provide a significant public good by their use of the land.

Currently, CHPs pay annual rates on their properties, as per the standard rates policy. This is a cost which reduces the amount that CHPs have to invest in additional housing.

Phase 2 Action

The Phase 2 action is to further assess the costs and scope of work involved in applying a consistent rates remission scheme to social and affordable housing properties owned or operated by CHPs or Mana Whenua, for consideration by the GCP Committee on implementation in next LTP. The further assessment required is to:

- Assess the likely foregone revenue, and housing yield, for each territorial authority Partner Council for a consistent remission scheme, applying to social and affordable housing properties owned or operated by CHPs or Mana Whenua, including a full or partial remission and applying to existing as well as new affordable housing.
- Identify and document the amendments required to the respective Council’s policies to enable the remission to take effect.

Cost, foregone revenue and housing yield

Formative undertook an assessment of yield arising from application of a full rates remission policy being applied to CHPs, based on estimated average rates of \$2,000 per dwelling. This is set out below, along with a further assessment based on a partial remission:

Remission Level	Total Foregone Revenue (\$million)		Per Council			Yield					
	2025	2034	CCC	SDC	WDC	Per Year			Over 10 years		
						18			177		
						CCC	SDC	WDC	CCC	SDC	WDC
Full (100%)	\$2.2	\$5.1	\$4.59	\$0.19	\$0.36	16	1	1	158	6	12
Partial (50%)	\$1.08	\$2.57	\$2.29	\$0.09	\$0.18	8	-	1	79	3	6

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It is important to note that ŌCHT leases some houses from CCC. For these houses CCC pays the rates, therefore any concession on these properties would have no impact on the ability of ŌCHT to provide more housing.

For completeness, it is noted that application of rates remission would not be expected if Partner Council's supported offering surplus land for affordable housing (refer Action 2.2).

Policy Amendments

CCC and WDC have rates remissions policies that set out an overarching objective or purpose, which relates to supporting the fairness and equity of the rating system or enhancing the overall wellbeing of the Community. Individual policies on rates remission are then outlined, including the objective of each, and the conditions and criteria setting out when it applies.

For both councils, a rates remission policy could be worded along the lines of the following [noting additional wording bracketed for WDC only to follow current drafting style]:

Remission XX: Land used for the provision of social and/or affordable housing

[WDC only – This policy allows the Council to provide rates relief to properties which provide social and affordable housing options.]

Objective

To reduce the operating costs of those organisations providing social and affordable housing, so that more funding can be directed to providing increased housing to meet the community's needs.

Conditions and criteria

Council may remit up to XXX% of rates for land owned by:

- a community housing provider registered with the Community Housing Regulatory Authority;
or
- or a registered charitable trust, which has the provision of social and/or affordable housing as one of its objectives; or
- mana whenua, which is used for the provision of social and/or affordable housing.

SDC has a simpler Rates Remission policy which does not include objectives or explanations. A condensed version of the above could therefore be added to the SDC policy, as follows:

Remission of rates for land used for the provision of social and/or affordable housing

The Council may remit up to XXX% of rates for land owned by:

- a community housing provider registered with the Community Housing Regulatory Authority;
or
- or a registered charitable trust, which has the provision of social and/or affordable housing as one of its objectives; or
- mana whenua, which is used for the provision of social and/or affordable housing.

Summary of Findings

The development incentives/discounts considered have relatively modest impact on potential yield, with the costs essentially being the foregone revenue arising from application of the discount/remission. Such incentives could however be implemented in combination with other actions to further incentivise affordable housing; except that rates remission is not considered suitable in combination with surplus land being used for affordable housing.

Karakia – Whakakapi Closing Incantation

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