

Project Business Case (Moderate)

Eastern Bus Corridor Improvements

DRAFT



Table of Contents

1. Purpose of this Document.....	3
2. Executive Summary & Recommendation	3
3. Strategic Case.....	6
3.1 Background	6
3.2 Analysis already completed	10
3.3 Strategic alignment and problems, objectives and benefits	11
3.4 Key Risks, constraints, dependencies and assumptions	14
4. Economic Case	16
4.1 Project scope for economic case	16
4.2 Options outlined	16
4.3 Options analysis	18
4.4 Preferred option	20
5. Commercial Case.....	21
5.1 Procurement approach	21
5.2 Methodologies	21
5.3 Contractor requirements	22
5.4 Contractual approach and contract management	22
6. Financial Case	23
6.1 Costing and funding for preferred option	23
6.2 Assumptions and notes	24
6.3 Contingency	24
6.4 Overall affordability	24
7. Management Case	25
7.1 Project approach	25
7.2 Risk and issue management	25
7.3 Change control and change management approach	26
7.4 Benefits management approach	27
7.5 Impacts for Māori.....	27
7.6 Stakeholder management approach	27
7.7 Schedule, key milestones and next steps	28
Appendices	29
Appendix 1: Bus conflicts detail	29
Appendix 2: Analysis already complete	30
Appendix 3: Options analysis undertaken by Metlink for running articulated buses	34
Appendix 4: Alignment with strategies and plans	37
Appendix 5: Project and governance roles	39

1. Purpose of this Document

The Business Case facilitates a robust process that captures the business problem, analyses the available options to solve the problem, and outlines what is required to implement the preferred option and deliver the necessary benefits.

The five sections used within this document are based on the NZ Treasury Better Business Case (BBC) guidance that is best practice both in NZ and internationally, and they cover the following:

1. Strategic Case: is a strategic fit and is supported by a compelling case for change.
2. Economic Case: optimises value for money.
3. Commercial Case: is commercially viable.
4. Financial Case: is financially affordable.
5. Management Case: is achievable and can be successfully delivered.

The Business Case is effectively the Senior Responsible Owner's (SRO) contract with the business to deliver the project. It provides the baseline against which ongoing project viability is tested.

The Business Case also provides a formal record of project information. Project staff are required to support WCC's and GWRC's obligations under the Public Records Act and the Local Government Official Information and Meetings Act (LGOIMA).

2. Executive Summary & Recommendation

Definitions

These terms are used in this Business Case. They are provided here to show how these terms are defined in this Business Case and may differ from use in other documents.

- Eastern bus corridor – this is the bus corridor from Miramar [and Seatoun] to the central city. A number of buses run along this corridor including services such as the 2, 30x, 31x, Airport Express (AX), 14, 24, 18 and school services. A map of the Eastern bus corridor can be found in section 3.1.
- Metlink Route 2 – when this is mentioned it refers to the bus service by this name that runs from Karori to Miramar and Seatoun – see [Discover Wellington on Route 2 » Metlink](#).
- Bus capacity – the number of buses that can travel on the Eastern bus corridor at an acceptable level of service. A shortfall in bus capacity is where we don't have enough buses at an acceptable level of service to carry the current and projected number of passengers.
- Passenger capacity - is defined as the maximum number of passengers that a single bus is designed to carry.

This Business Case seeks formal approval to proceed with the Eastern Bus Corridor Improvement project in accordance with the information and preferred option in this Business Case.

The Business Case has been developed jointly by Wellington City Council (WCC) as the road controlling authority and Greater Wellington Regional Council (GWRC) as the public transport authority. The project will be implemented jointly.

This Business Case aligns with WCC and GWRC strategic direction for public transport. For instance, WCC's strategy is to "Transform our transport system to move more people with fewer vehicles" and the Wellington Regional Land Transport Plan (RLTP) has a target of "40% increase in the share of trips by active travel and public transport"

The current situation on the Eastern bus corridor is:

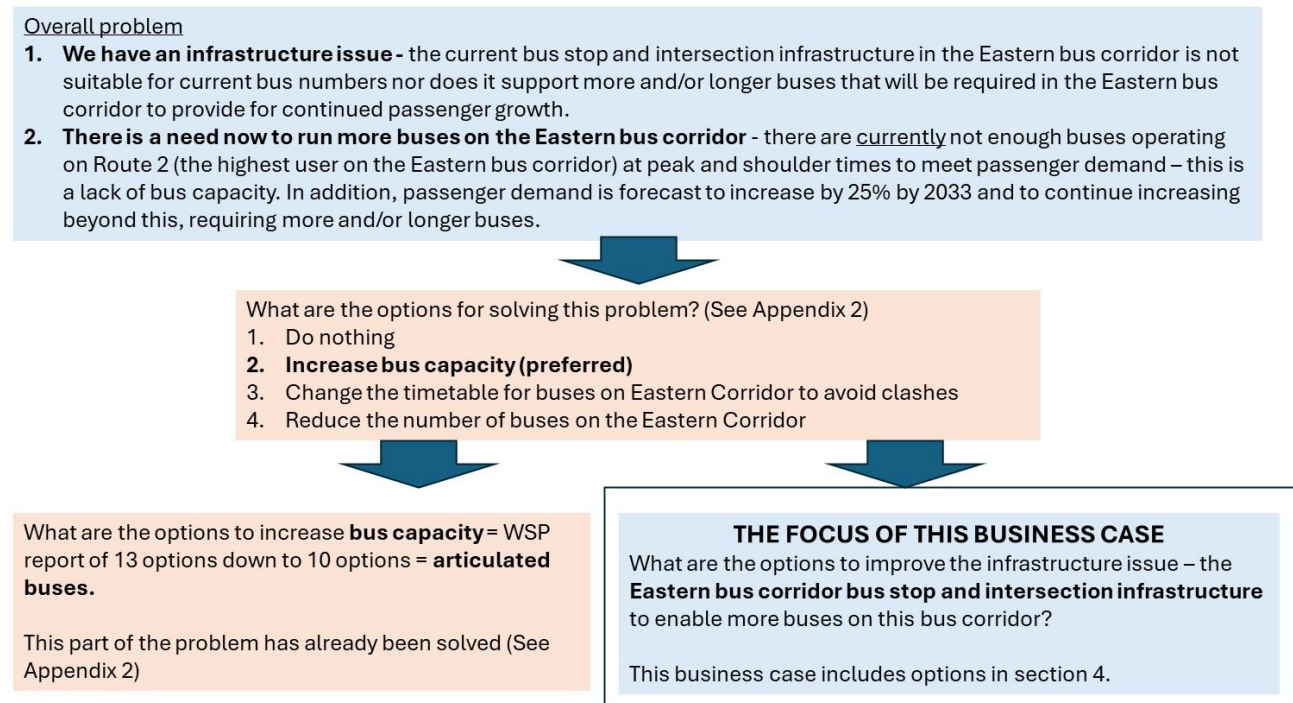
- 1 The high level of passenger demand for travelling by bus on the Eastern corridor is creating issues at bus stops as there are more buses than the current infrastructure can handle (i.e. bus stops are not long enough, bus queuing, buses stopping in the middle of the road, leaving passengers behind).
- 2 These issues cause safety issues for passengers and general traffic, reduce the efficiency of service and provide a reduced level of service for passengers.
- 3 Passenger growth on Route 2 (by far the largest bus service on the Eastern bus corridor with 3.4 million annual passenger trips on the total route Karori to Miramar/Seatoun in the 2024/2025 financial year) is continuing to increase and to meet this demand Metlink will need to operate more buses and/or longer buses.

- 4 We have a current infrastructure issue at bus stops and intersections in the Eastern bus corridor. There is not enough room at bus stops now for the current number of buses using the Eastern bus corridor¹ and as passenger demand increases, this will get worse. In addition, some intersections need changes to enable the use of articulated buses (the preferred solution for providing more bus and passenger capacity).

This Business Case addresses the infrastructure issue and provides a preferred option for resolving that infrastructure issue to meet current demand and projected increasing passenger demand.

Figure 1 below outlines the overall problem, identifies previous work that has got us to this point and identifies the focus this Business Case.

Figure 1: The overall problem and focus of this Business Case



The geographical area for this Business Case is the Miramar terminus (end of Darlington Road) to central city plus one intersection between the Miramar town centre and Seatoun.

The Miramar town centre to Seatoun section of the Eastern bus corridor (except the Broadway/Hobart intersection) is not included in this scope. Originally this project envisaged running articulated buses to Seatoun but based on current and projected passenger numbers for this section of the bus corridor it will now be several more years before Metlink will need to run articulated buses on this section and therefore bus stop changes are not required at present.

A number of Problem Statements and Benefits have been identified as part of the Business Case development. Three Investment Objectives have been developed for this project. They are:

- Investment Objective 1: To right size the bus stop and intersection infrastructure on the Eastern bus corridor to meet current and forecast passenger and bus numbers (by the end of 2027).
- Investment Objective 2: To improve safety and accessibility at bus stops on the Eastern bus corridor for bus passengers and other users of the corridor and to improve safety of general traffic at and around bus stops (by the end of 2027).
- Investment Objective 3: To maintain and improve the experience and amenity for bus passengers and those in the local area whilst bearing in mind the impact on residents and businesses (by the end of 2027).

¹ Buses using the Eastern bus corridor from Miramar terminus to the central city include services such as 2, 4, 30x, 31x, 38x, AX, 14, 24 and 18, and school services.

Whilst not part of this Business Case, previous work undertaken by WSP which identified articulated buses as the best option for meeting the current and projected passenger demand on Route 2 is included in this document for information. Metlink are looking to initially run five articulated buses on Route 2, but this consideration is out of scope for this Business Case. There are a number of drivers for this, and they are outlined in this Business Case.

Section 4 of this Business Case outlines the options for resolving the bus stop and intersection issues that currently exist on the Eastern bus corridor, and which could be expected to get worse as passenger (and therefore bus) numbers increase. The three options are summarised in Table 1 below.

Table 1: Options summary

Option	Bus stops	Intersections	Other
1	There are 50 bus stops along this corridor from the corner of Kent Tce and Elizabeth St in Mt Victoria to the terminus at Darlington Road in Miramar, 35 of these are lengthened via road markings in Option 1. Remove 11 of the 50 bus stops (where spacing is close) along this corridor. Bus shelters and Real Time Information (RTI) screens not moved	Miramar Ave/Park Rd/Hobart St roundabout – markings only The other proposed intersection changes would be left as is and treated with lower cost options or a decrease in level of service would be accepted.	Loss of 71 carparks and reinstatement of 26 parks associated with the lengthening of the bus stop box and entry and exit tapers (broken yellow lines) Minimal accessibility improvements
2	As for option 1, 35 of the 50 bus stops to be lengthened, plus civil works for ten bus stops that require kerb extensions, resulting in all bus stop changes being made. Remove 11 of the 50 bus stops (where spacing is close) along this corridor. Bus shelters and RTIs moved	All intersection work undertaken	Loss of 77 car parks and a reinstatement of 26 car parks associated with the lengthening of the bus stop box and entry and exit tapers (broken yellow lines) Consider further accessibility audit actions in places/locations of significance if able.
3	As for option 2, 35 of the 50 bus stops to be lengthened, plus the civil works for ten bus stops that require kerb extensions, resulting in all bus stop changes being made. Remove 11 of the 50 bus stops (where spacing is close) along this corridor. Bus shelters and RTIs moved	All intersection work undertaken	Loss of 77 car parks and a reinstatement of 26 car parks associated with the lengthening of the bus stop box and entry and exit tapers (broken yellow lines) Full accessibility audit recommendations implemented

The overall funding allocated for the Eastern Bus Corridor Improvements project is \$6 million equally funded by both councils. The Financial Case provides further information on costs.

Recommendation

It is recommended that the joint Steering Group and the WCC Senior Responsible Officer (SRO) approves this Business Case to deliver the preferred option.

3. Strategic Case

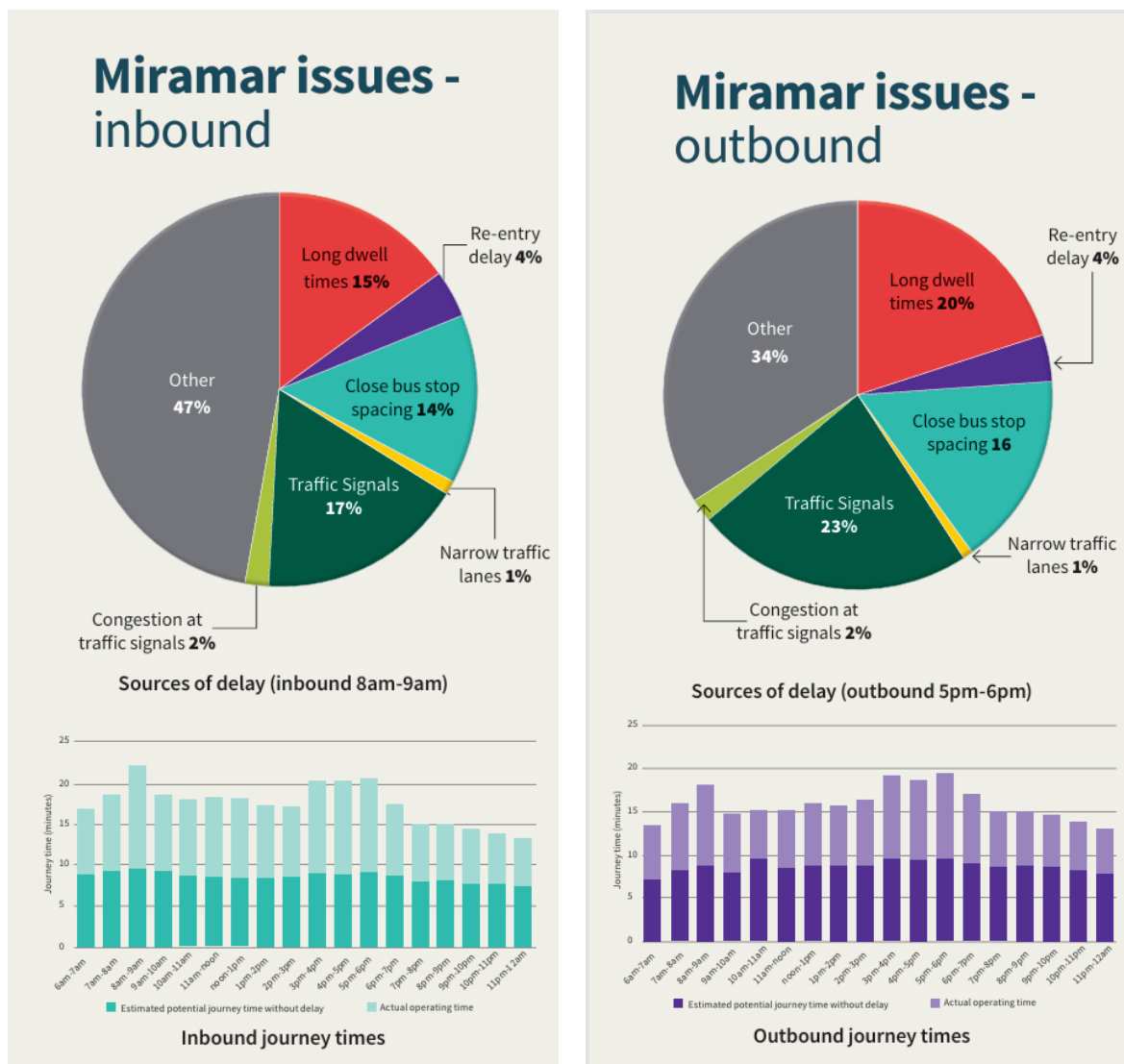
The strategic case and related Appendices include information on some aspects other than the Eastern bus corridor itself (for instance passenger numbers on the whole of Route 2) and information about decisions that occurred prior to this Business Case for the Eastern bus corridor. This information is provided to enable the reader of this Business Case to have a full understanding of the background to the Eastern bus corridor.

3.1 Background

We have an infrastructure issue – the bus stop and intersection infrastructure on the Eastern bus corridor does not meet current or future needs

Work undertaken by Metlink related to aspects of the Eastern bus corridor shows the following issues for the Miramar to central city section of this corridor and the impact this has on journey times. This can be seen in Figure 2 below.

Figure 2: Sources of delay



Further work recently completed by Metlink has made it clear that the existing bus stop and intersection infrastructure does not even meet current needs. There are current issues with the bus stop and intersection infrastructure in the Eastern bus corridor from the Miramar terminus (Darlington Road) to the central city.

Analysis related to the existing bus stop and intersection infrastructure issues shows:

- At most stops, Metlink presently can only fit one bus at a time at each bus stop due to the length of the bus stops (approximately 15m and a standard bus is 12.8m). Due to the number of buses running on the Eastern bus corridor to meet passenger demand, Metlink often finds currently more than one bus arrives

at a bus stop within a minute, or a few minutes, of each other, causing a range of issues². This is especially pronounced at the Hataitai town centre due to convergence of the 2, 35, 36, 30x, 31x and AX stopping there.

- There are 50 bus stops along this corridor from the corner of Kent Terrace and Elizabeth St in Mt Victoria to the terminus at Darlington Road in Miramar of which 35 of these require the bus box and entry and exit tapers to be lengthened and 10 bus stops require kerb extensions to accommodate either 2 standard buses or articulated bus movements in and out of a bus stop, 4 bus stops will remain unchanged, 11 bus stops will be removed as the spacing is too close.
- Multiple buses trying to stop at one bus stop and having to wait in the roadway negatively impacting on the flow of general traffic including cars and bikes.
- Intersections along the Eastern bus corridor are not able to be used effectively for articulated buses and/or need amendments for efficient movement of the buses and to meet turning, bus maintenance and stabling requirements for the buses.
- Cars parked in current car parks in the bus corridor sometimes impede buses getting into and out of the current bus stops. This has resulted in causing damage to buses and private cars along with delays and accessibility issues.

There is a current shortfall in bus and passenger capacity on the Eastern bus corridor and passenger growth is expected to continue

Route 2 has the highest impact on bus movements in the Eastern bus corridor and the analysis in this section outlines current and future issues.

Metlink's Route 2 service (Karori to Miramar/Seatoun) is currently its highest patronised and most frequent service, and in the 2022/23 financial year, became the first route to exceed 3 million annual passenger trips with a total of 3.4 million annual passenger trips in the 2024/2025 financial year. This route carries almost 18% of bus boardings in Wellington City. Yet it is one of only two core bus routes in Wellington City not currently utilising high-capacity buses.

On a typical weekday over 10,700³ trips are taken along the route, reaching 11,700 trips on a busy weekday.

Route 2 travels along the east/west bus corridor, with the western corridor (Karori to central city) servicing five public bus services and 20 school services and the eastern corridor (Miramar/Seatoun to the central city) servicing 10 public bus services including Route 2, the AX, and 23 school services.

The route is currently serviced by 20 electric large vehicles, with a maximum capacity of 68 passengers per bus running at a frequency of about 7.5 minutes during the morning and afternoon peak times.

Route 2 frequently experiences a shortfall in passenger capacity. Prior to the COVID-19 pandemic, about half of Route 2 services were at or above capacity, resulting in issues such as passengers being left behind to wait for the next bus, longer wait times and a reduced comfort for passengers on the bus all of which negatively affect the customer experience.

Route 2 is currently at capacity (full buses):

- Heading to the Eastern suburbs from the central city in the afternoon
- Heading from Karori to the central city in the morning
- Heading to Karori from the central city in the afternoon.

This is shown in the Table 2 below and in more detail in Appendix 1.

² This includes longer dwell times, causing delays and increasing unreliability of the service in terms of when a passenger can expect their bus to arrive and when they will get to their destination

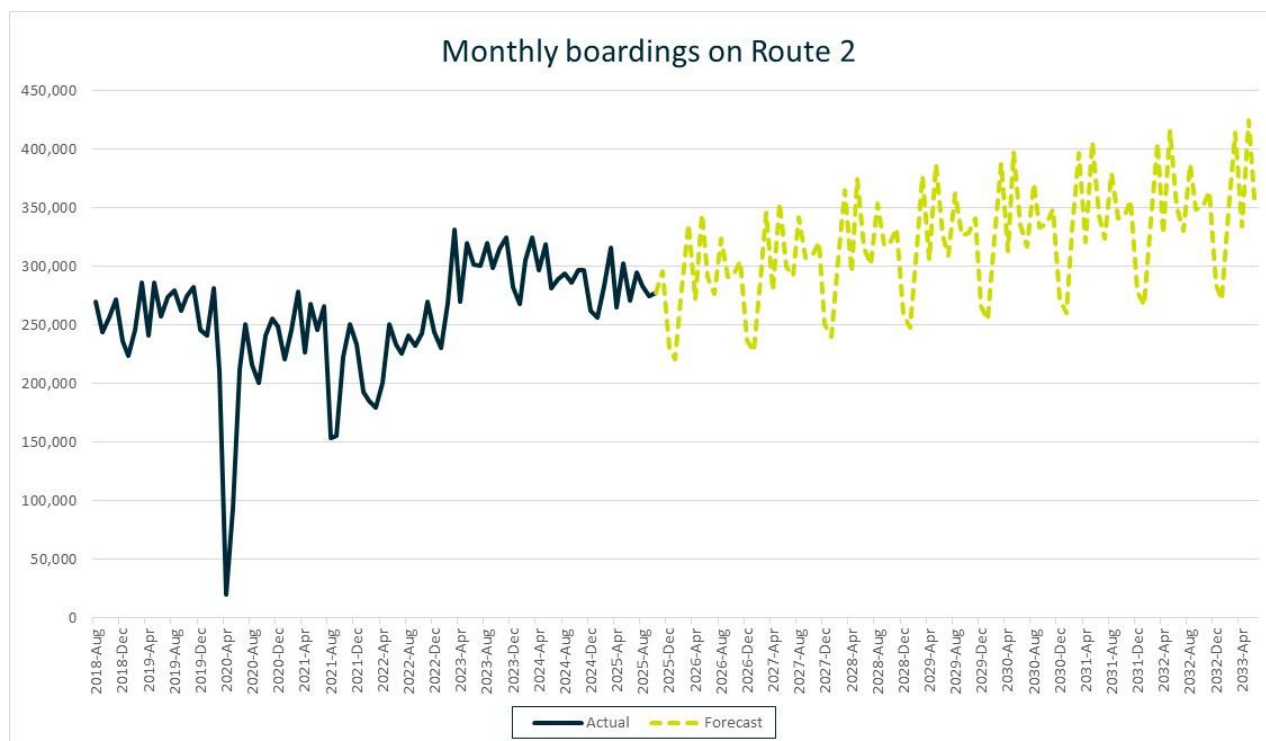
³ 2024/2025 financial year

Table 2: Bus conflicts

	From Miramar to central city	To Miramar from central city	From Karori to central city	To Karori from central city
AM peak	Nearing capacity		At capacity	
Mid afternoon		At capacity		At capacity
PM peak		At capacity		At capacity

Passenger numbers on Route 2 are projected to increase (see Figure 3 below), and this will require an increase in standard bus numbers and/or the need for longer buses on Route 2 if the capacity issues identified above are to be solved.

Figure 3: Actual and forecast passengers on Route 2 (Karori to Miramar/Seatoun)



Passenger growth on the Metlink network is driven by two main factors – demand driven by population growth and demand driven by major investments and external drivers.

Modelling undertaken by GWRC⁴ shows that 79% of the increase in passengers is expected to be driven by major investments and external drivers and 21% driven by population growth.

Passenger growth assumed by GWRC and as outlined in their Long-Term Plan 2024-2034 is shown in Table 3 below.

Table 3: GWRC patronage growth forecasting assumptions

Patronage growth	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	33/34
Bus	5.3%	4.7%	3.5%	3.7%	3.4%	3.5%	3.2%	1.9%	1.8%	1.6%

Passenger growth is then used to determine expected bus number growth.

⁴ Audited by both Deloitte (when made) and checked by Audit NZ

Assuming no timetable changes and no increase in the number of buses, the forecast growth in passenger demand will mean that:

- For the AM peak – already 62% of buses have all seats occupied, many people standing, need to move around to let others off the bus (LOS E); by 2028 this will have increased to 65% of buses and in addition to that 3% of buses will have absolute crush load (LOS F), probably leaving people behind. By 2031, people will be being left behind.
- For the PM peak, already 68% of buses have all seats occupied, many people standing, need to move around to let others off the bus (LOS E) and 3% of passengers have absolute crush (LOS F), probably leaving people behind. By 2029 this is 68% and 9% respectively and people will be being left behind.

This can be seen in more detail in Table 4 below.

Table 4: Number and percentage of peak time bus services at or near capacity (Source: Metlink)⁵

Both directions	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
AM Peak buses	34	34	34	34	34	34	34	34	34	34
LOS E	21	21	22	24	23	24	22	19	14	12
LOS F			1	2	4	4	7	9	12	14
Leaving behind						1	1	2	4	4
LOS E	62%	62%	65%	71%	68%	71%	65%	56%	41%	35%
LOS F			3%	6%	12%	12%	21%	26%	35%	41%
Leaving behind						3%	3%	6%	12%	12%
PM Peak buses	66	66	66	66	66	66	66	66	66	66
LOS E	45	45	47	45	41	36	35	35	32	31
LOS F	2	2	3	6	10	15	16	15	16	15
Leaving behind				2	3	4	6	9	13	16
LOS E	68%	68%	71%	68%	62%	55%	53%	53%	48%	47%
LOS F	3%	3%	5%	9%	15%	23%	24%	23%	24%	23%
Leaving behind				3%	5%	6%	9%	14%	20%	24%

The Eastern Bus Corridor Improvement project

The Eastern Bus Corridor Improvement project is led jointly by WCC and GWRC and involves improvements to bus stops and intersections in this bus corridor to provide for current performance issues and to enable more bus and therefore passenger capacity on the bus corridor including the ability to run articulated buses.

The geographical area for this Business Case is the Miramar terminus (end of Darlington Road) to central city plus one intersection between Miramar and Seatoun⁶. The following are excluded from this project:

- The Miramar town centre to Seatoun section of the Eastern bus corridor (except the Broadway/Hobart intersection which is included). Originally this project envisaged running articulated buses to Seatoun but based on current and projected passenger numbers for this section of the bus corridor it will now be several more years before Metlink will need to run articulated buses on this section and therefore bus stop changes are not required at present.
- Karori to central city (related to Route 2) – the changes required to enable more capacity for passengers and buses on the western corridor have previously been developed and implemented under a separate project. These changes are now complete.

The geographic scope of the Eastern Bus Corridor Improvement project can be seen below in Figure 4.

⁵ Level of Service (LOS)E – all seats occupied, many people standing, need to move around to let others off the bus; Level of Service F – absolute crush, probably leaving people behind; Leaving behind – projected loads above the absolute maximum of the bus

⁶ To provide for bus efficiency and safety when turning

Figure 4: Eastern Bus Corridor Improvement project scope

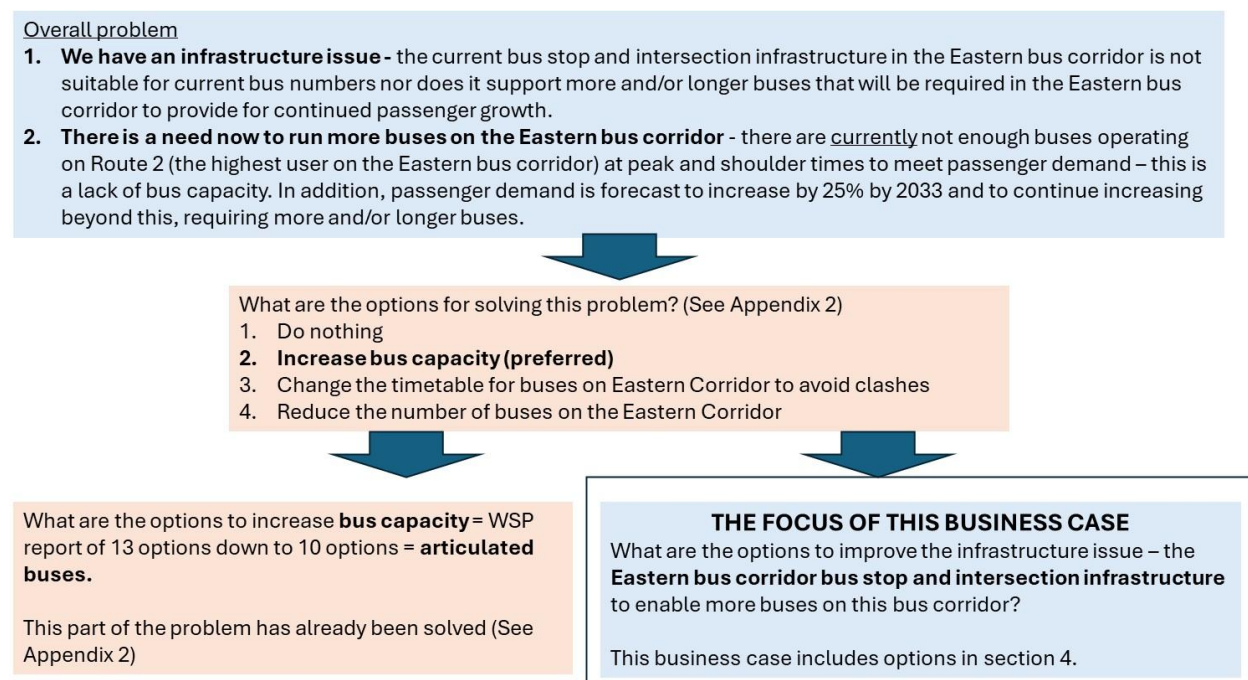


3.2 Analysis already completed

Options analysis to date

Figure 5 below summarises the issues outlined in section 3.1 and identifies the analysis already completed that informs this Business Case.

Figure 5: Overview of analysis done to date to get us to this point.



Further detail on the high-level options for solving the overall problem and the work undertaken by WSP on bus capacity options can be found in Appendix 2.

Articulated buses on Route 2

Metlink are looking to initially run five articulated buses on Route 2 from Karori to Miramar (Darlington Road)⁷. There are a number of drivers for this:

- An updated assessment of passenger numbers on Route 2 shows that whilst passenger numbers are increasing, they are not increasing as fast as had been forecast⁸ and the additional passenger capacity the articulated buses provide can be utilised by running the articulated buses through to Miramar. Just using the buses from Karori to the central city would oversupply the Karori end of the route with capacity but do nothing to alleviate issues on the Eastern end of the route.
- Despite patronage not having increased as much as was forecast in 2022, there are still capacity issues on Route 2 as outlined in Table 4 above.
- Tranche 2 of the articulated bus purchases will not be following in the timing originally planned (this will be reconsidered in the 2027-37 LTP). This has led Metlink to review how Route 2 could operate with five articulated buses initially.
- There will be operating efficiencies and cost savings for Metlink in operating costs, driver costs and timetabling from running the five articulated buses from Karori to Miramar as early as possible. This comes at a time when there are pressures on the council to minimise costs.

Appendix 3 provides the options analysis Metlink undertook to identify the preferred option of running five articulated buses from Karori to Miramar. This includes some analysis of the issues with changing timetables and bus frequency⁹.

Bus tracking was undertaken in 2024 for an articulated bus on the bus corridor, both modelled and real-life. A further trial was undertaken in January 2025. Based on the modelled and trial data, improvements are required to several intersections, and medians or centrelines in some locations as well as at bus stops. These improvements are outlined in this Business Case.

The electric articulated buses are expected to be operational between Karori and the central city from late 2026, and across the full route to Miramar as soon as the bus stop and intersection infrastructure is ready (nominally the end of 2027).

By 2031 Metlink expects to be running electric articulated buses and/or more standard buses on Route 2 approximately every five minutes in each direction during the peaks, and approximately every 6-7.5 minutes during the interpeak. To move the same forecast passenger numbers with the current standard bus fleet, would see a bus movement approximately every 3 minutes and 4.5 minutes respectively.

3.3 Strategic alignment and problems, objectives and benefits

Strategic alignment

Analysis has been completed on the alignment with this Business Case and relevant national, regional and local Acts, strategies, policies and plans.

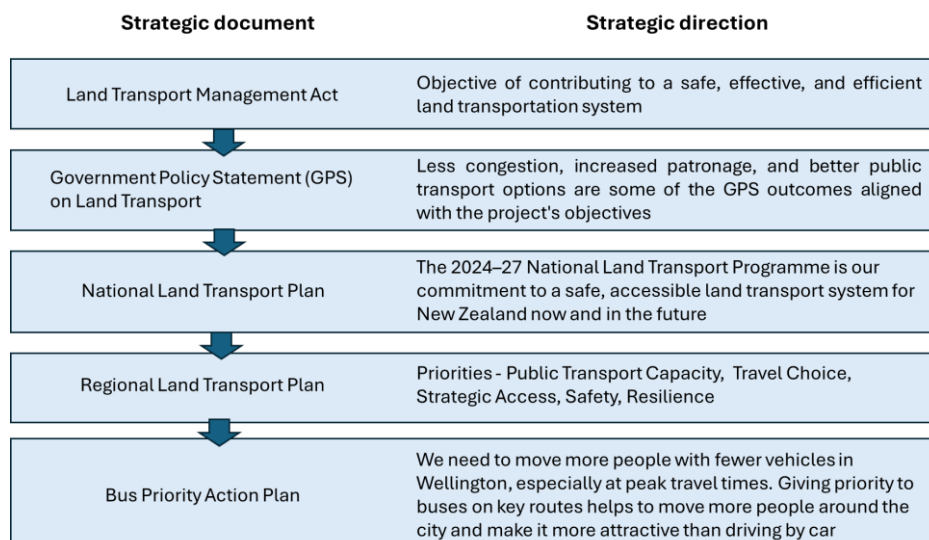
Figure 6 below outlines the strategic context of the transport elements of these plans and strategies, noting that a wide range of plans e.g. spatial plans, are also relevant for this Business Case. Detail on specific strategies and plans at a national level and for WCC and GWRC can be found in Appendix 4.

⁷ These articulated buses will be used alongside standard buses on the route.

⁸ , Largely due to the current economic downturn and the increase of unemployment within Wellington City which is currently sitting at 4.8% (data from Figure NZ – June 2025).

⁹ It should be noted that the options in Appendix 3 state that running seven articulated buses from Karori to Miramar is the best performing modelled option. However, as Metlink currently (and for the near future) will only be operating five articulated buses, the seven articulated buses option is not practical

Figure 6: Strategic context of transport elements



Problem statement

Table 5 below identifies the problem statements for this Business Case. This relates to the bus stop and intersection infrastructure on the Eastern bus corridor. It does not include the problem related to not enough bus capacity as that problem was addressed by the WSP work outlined in Appendix 2.

Table 5: Problem statements

Problem	Problem definition	Potential benefits of resolving the problem	Weighting
Bus stop and intersection infrastructure on the Eastern bus corridor does not effectively support the volume of buses using the corridor now and into the future	Some parts of the bus corridor infrastructure don't work well for the volume of buses e.g. intersections, tunnel entrances. Bus stop infrastructure isn't "right sized" for the volume of buses e.g. 35 bus stops on the Eastern corridor are not long enough for more than one bus. Passengers have to wait longer for their bus as buses queue at a bus stop and wait for other buses to leave. General traffic is held up waiting for buses queuing in the bus corridor.	Can effectively run the current volume of buses in the bus corridor and increase that volume to align with passenger demand. Improved customer service through more timely bus services. Reduced amount of time general traffic is waiting for bus movements.	70%
Bus stop infrastructure is causing safety and accessibility concerns for passengers and general traffic	Short bus stop lengths result in buses partially blocking the road corridor making it unsafe for all users e.g. cars overtaking, cyclists behind buses Passengers sometimes get off the bus on the road. Bus stop infrastructure is not as good as it could be to meet safety requirements for some passengers such as those needing improved accessibility.	Increased safety for passengers on buses in the Eastern bus corridor. Increased accessibility for passengers. Increased safety related to the interaction with buses for general traffic in the Eastern corridor. Less damage to vehicles and infrastructure	20%

Problem	Problem definition	Potential benefits of resolving the problem	Weighting
	Vehicles (buses and private vehicles) and infrastructure are sometimes damaged by buses due to the pulling in and out of short bus stop lengths		
Articulated buses could soon be running on the Eastern bus corridor, and the bus stop and intersection infrastructure is not suitable for these buses.	Some infrastructure doesn't work well for articulated buses e.g. roundabouts, intersections, tunnel (next bus in line cannot get out of the tunnel). The length of bus stops are not long enough to fit an articulated bus (most are 12m and they need to be 20m).	Metlink can run articulated buses which are shown to be the best option for meeting increased passenger demand. Improved customer service. Operational efficiencies for Metlink	10%

Investment objectives

The investment objectives related to this Business Case are:

Investment Objective 1- Right size	To right size the bus stop and intersection infrastructure on the Eastern bus corridor to meet current and forecast passenger and bus numbers (by the end of 2027).
Investment Objective 2- Safety and accessibility	To improve safety and accessibility at bus stops on the Eastern bus corridor for bus passengers and other users of the corridor and to improve safety of general traffic at and around bus stops (by the end of 2027).
Investment Objective 3- Experience and amenity	To maintain and improve the experience and amenity for bus passengers and those in the local area whilst bearing in mind the impact on residents and businesses (by the end of 2027).

Key benefits

Key benefits were identified in preparing the project brief and were evaluated and confirmed at an officer workshop on 15 January 2026. They were further refined after the workshop and can be seen in Table 6.

Table 6: Key benefits

Benefit Description	Beneficiary	Benefit Measurement
Effective and efficient running of buses on the Eastern bus corridor	Bus passengers Other Eastern bus corridor users e.g. drivers, cyclists Metlink	Buses on time Increased bus patronage Reduced waiting time for other Eastern bus corridor users
Increased safety on the Eastern bus corridor	Bus passengers General traffic	Reduction in crashes attributed to buses pulling in and out of bus stops on the Eastern bus corridor Less unsafe positioning for general traffic Satisfaction with bus stops/safety
Improved bus travel time and reliability improvements for bus passengers on the Eastern bus corridor	Bus passengers	Improved average travel time Reduced variability of average travel time for buses Satisfaction with travel time and reliability of services on the Eastern bus corridor

Predicted disbenefits are a reduction of car parks on the Eastern bus corridor and householders' dissatisfaction with having a bus stop outside their property when there is not one there now. Due to the changes being proposed some bus passengers may need to walk further to a bus stop than they do now.

3.4 Key Risks, constraints, dependencies and assumptions

Key risks

Key risks and the proposed treatment for these can be seen in Table 7 below.

Table 7: Key risks

Risk Description	Treatment
Funding - \$6 million for the Eastern Bus Corridor Improvement project may not be enough	Contingencies and P95 costings applied to forecast to allow for unexpected costs. Project team aware of need to design to funding level, construction risks to be incorporated within cost estimates by the quantity surveyor.
Scope - an accessibility audit has raised many locations where further works could increase the utility of the bus stop.	Review construction cost estimate and ensure overall cost stays below project brief numbers
Stakeholders - risk that the project could receive negative exposure through the news or social media. Reduction in car parks along the Eastern bus corridor may lead to public opposition to the project Property owners and tenants along the bus corridor may oppose new bus stop infrastructure being located outside their property or business, leading to vocal opposition to the project.	Front-foot any issues and take a proactive communications and engagement approach. Ensure responses to requests are appropriately escalated and reviewed. Critical stakeholders that are considered high risk will be managed proactively and at the right level. Councillors are well briefed, and a proactive media strategy is put in place.
Resource - risk that the contractor may not have capacity for the current construction timeframes.	Early engagement of contractor and regular schedule tracking to reduce the risk
Public perception that GWRC and WCC are not aligned or coordinated in their approach to this Business Case could result in opposition and disagreements with the public	A Joint Communications and Engagement Plan has been developed. Regular joint Steering Group and Leadership Team meetings
If the Eastern Bus Corridor Improvements project is unable to be delivered quickly enough, requiring Metlink to implement high-capacity buses from Karori to Miramar in two stages this will result in changes occurring twice for passengers from Karori to the central city and for operators	Communication with passengers and operators will need to be carefully managed both in terms of timetable changes and also about why the timetable will change twice.

Main constraints, dependencies and assumptions

This project is subject to the following constraints, dependencies and assumptions. During the project, management strategies and registers will be used to keep track of these and they will be monitored and managed regularly. These can be seen in Table 8 below.

Table 8: Constraints, dependencies and assumptions

Constraints	Notes
There is funding of \$6 million for development and implementation	Allocated in WCC and GWRC LTPs 2024-2034 and signalled in the project brief.
Delivery timescale constraints	Metlink will have articulated buses ready to run on this bus corridor by late 2026.
Significance and Engagement Policies	The policies consider the importance of the project to both councils, community interests, consistency with strategy, and impact on both council's capacity

Constraints	Notes
	to inform the level of engagement and communication.
The proposed traffic resolution must be open for consultation for a minimum of 2 weeks before a decision can be made on it.	Will follow practice of “significant projects” (even though this project is not rated that) and allow for 4 weeks for feedback on the proposed traffic resolutions.
Road and pavement space is limited and the reallocation of that space across various users is likely to be politically contentious.	Designers to consider this during optioneering and design process.
Local Government Act requirements for elected members to make the decision on reasonably practicable options (unless delegated) and sufficient information to be included in consultation.	Elected members to be provided with all options as part of any decision-making process, and the public to be informed of all the identified reasonably practicable options as part of any consultation process.
The operator’s bus drivers require extensive consultation and programming of changes to their rosters (generally six months).	This lead time will be factored into the go-live planning.
Dependencies	Notes and management strategies
Metlink bus service operators require these infrastructure changes to be in place before they can service Miramar to central city with articulated buses. Metlink will be using these buses as well as standard buses to provide the additional bus capacity	Buses have already been ordered and are expected to be in NZ in 2026 for use in late 2026
New pedestrian crossings at the Pirie/ Brougham Street intersection provides additional pedestrian safety if small island at intersection of Pirie and Brougham Street is removed.	New pedestrian crossing is a separate project but being included as part of package of changes.
Assumptions	Notes and management strategies
Buses on the Eastern bus corridor (Route 2 in particular) are either at or near capacity due to increased passenger demand and this demand is expected to continue to increase (see Figure 3).	This is identified in data from Metlink.
Following the introduction of high-capacity bus stops along the Eastern bus corridor, Metlink will introduce higher capacity electric articulated buses from the Miramar terminus to the central city.	Articulated buses have been ordered.
Traffic resolution approvals will be achieved for the preferred design.	If consultation raises issues which require designs to be changed significantly before traffic resolutions are presented to the relevant Committee or are not adopted, redesign will be required to deliver an approvable solution.
The councils can deliver the outcome within the public road reserve with no necessity to purchase private land.	It would cause additional expense and time delays if we need to purchase private land, which requires approval of one or both councils. It is confirmed that no private land is required.

4. Economic Case

4.1 Project scope for economic case

The project scope below includes the changes required from the Miramar terminus to the central city.

In scope are:

- A number of intersection changes¹⁰
- Bus stops changes - 11 stops are proposed to be removed to rationalise spacing; 35 stops require the bus box and entry and exit tapers to be extended, and ten of these 35 stops also require civil works to extend the kerb; four stops remain unchanged.
- Bus stops (minimum 20m length), entry (minimum 12m) and exit (minimum 9m) tapers

Out of scope are:

- The Miramar to Seatoun section of the Eastern bus corridor – see discussion on page 9 regarding this not being included in the scope.
- Pedestrian, cycling and placemaking improvements and opportunities
- Improvements or changes to other intersections not identified as in scope
- Improvements to bus stops outside of the Eastern bus corridor
- Improvements to pavement strength to support higher axle loadings

4.2 Options outlined

Options summary

The options range from leaving the existing bus stop and intersection layout and facilities as they are whilst doing a bare minimum treatment with only paint to an approach which includes implementing all accessibility issues across the Eastern bus corridor as raised by an accessibility audit. A summary of the changes can be seen in Table 9 below and described in more detail in the commentary under the table.

Table 9: Three options summary

Option	Bus stops	Intersections	Other
1	There are 50 bus stops along this corridor from the corner of Kent Tce and Elizabeth St in Mt Victoria to the terminus at Darlington Road in Miramar, 35 of these are lengthened via road markings in Option 1. Remove 11 of the 50 bus stops (where spacing is close) along this corridor. Bus shelters and Real Time Information (RTI) screens not moved	Miramar Ave/Park Rd/Hobart St roundabout – markings only The other proposed intersection changes would be left as is and treated with lower cost options or a decrease in level of service would be accepted.	Loss of 71 carparks and reinstatement of 26 parks associated with the lengthening of the bus stop box and entry and exit tapers (broken yellow lines) Minimal accessibility improvements
2	As for option 1, 35 of the 50 bus stops to be lengthened, plus civil works for ten bus stops that require kerb extensions, resulting in all	All intersection work undertaken	Loss of 77 car parks and a reinstatement of 26 car parks associated with the lengthening of the bus stop box and entry and exit tapers (broken yellow lines)

¹⁰ The list of all intersections requiring change is: Brougham St/Pirie St intersection; Moxham Ave/Taurima St intersection; Miramar Ave/Park Rd/Hobart St roundabout; Hobart St/Broadway intersection; Improvement to the Ross St/Coutts St and Coutts St/Onepu Rd

Option	Bus stops	Intersections	Other
	bus stop changes being made. Remove 11 of the 50 bus stops (where spacing is close) along this corridor. Bus shelters and RTIs moved		Consider further accessibility audit actions in places/locations of significance if able.
3	As for option 2, 35 of the 50 bus stops to be lengthened, plus the civil works for ten bus stops that require kerb extensions, resulting in all bus stop changes being made. Remove 11 of the 50 bus stops (where spacing is close) along this corridor. Bus shelters and RTIs moved	All intersection work undertaken	Loss of 77 car parks and a reinstatement of 26 car parks associated with the lengthening of the bus stop box and entry and exit tapers (broken yellow lines) Full accessibility audit recommendations implemented

Option 1 (Do Minimum)

- The minimum intervention would be lengthening the majority of bus stops (35 stops) through road markings and rationalising spacing by removing 11 bus stops. By lengthening the current 12m bus boxes to 20m and adding entry and exit tapers two standard buses or an articulated bus can safely pull against the kerb and in and out of the general traffic lane.
- Ten of the 35 bus stops to be lengthened, also require civil works to extend the kerb to meet service , in Option 1 this work will not be undertaken meaning the bus is likely to stop in the road and block the road. This situation is unlikely to be acceptable to bus operators, passengers and general traffic.
- Bus stops will be rationalised under this option to improve the efficiency of the service. Eleven bus stops will be removed to rationalise bus stop spacing. While minimum impact may appear to be changing these stops to meet the longer bus stop length, the added design work, additional parking loss and potential for civil work makes rationalising the lowest investment option which further delivers a more efficient network.
- Lengthening the bus stops often changes the location of the front of the stop and will put many bus shelters and RTIs in sub-optimal locations. Leaving these bus shelters and RTIs in their current position will decrease project benefits. Experience shows that in this situation customers do not change their behaviour and wait at the current bus shelter placements. Also, bus drivers may stop at the current shelter placement rather than the head of the stop which will not fully utilise the lengthened bus stop.
- Under this option preliminary treatments at the Miramar Ave/Park Rd/Hobart St roundabout at the Miramar town centre could be installed using markings to improve the swept path of the articulated buses through this intersection.
- The other proposed intersection changes would be left as is and a decrease in level of service would have to be accepted.
- Lengthening the 35 bus stops will remove 71 localised carparks throughout the bus corridor, however the rationalised bus stops create another 26 new carparks in localised areas.

Option 2 (Ensure all bus stops and intersections are viable)

- The scope of this option ensures that longer and/or more buses can access all 35 lengthened bus stops on the Eastern Bus Corridor. In addition to the changes outlined in option 1 this option includes undertaking civil works at ten of the 35 bus stops which could not be expanded through line marking alone. This

generally means adding buildouts at bus stops where there are overhead obstructions which affect how a bus approaches a bus stop or the kerb geometry does not permit buses to pull against the bus stop fully.

- 11 bus stops will be removed to rationalise bus stop spacing under this option to improve the efficiency of the service.
- The bus shelters and RTIs at bus stops where the bus stop or bus shelter has been moved will be relocated to better serve the new bus stop location. This would affect five shelters along the corridor.
- All proposed intersection works would be completed as follows:
 - Changes to the Brougham Street/Pirie/ Street intersection will facilitate smoother articulated bus travel through that area.
 - The Miramar Avenue/Park Road/Hobart Street roundabout will have modification
 - Realigning the Hobart Street/Broadway intersection will solve current issues and allow articulated bus access to the new Metlink Kauri St. depot.
 - Ross Street/Coutts Street and Coutts Street/Onepu Road intersections will enable better access to the Kilbirnie bus depot.
- Lengthening 35 bus stops (71 car parks removed), and installing a crossing on the corner of Pirie and Brougham Sts (5 car parks removed), plus 1 car park removed for the Ross/Coutts St intersection changes will remove 77 localised carparks throughout the bus corridor in total; however, the removal of 11 bus stops and the changes across the corridor create another 26 new carparks in localised areas.
- Consideration could be given in this option (subject to funding availability) to include some accessibility audit actions in places/locations of significance e.g. health centres.

Option 3 (Full accessibility treatment)

- The final option encompasses all the changes from option 2 and adds further works to fully address the accessibility concerns raised during an accessibility audit completed by MR Cagney. This includes more extensive bus shelter relocation and installation, relocating RTIs and several power and utility poles to ensure better access for mobility aids, and improved infrastructure across the Eastern bus corridor for ramps and getting on and off the bus.
- The primary beneficiary of the increased investment in accessibility aspects will be the disabled community; however, it will also deliver an improved, smoother customer experience for all users.
- Lengthening 35 bus stops (71 car parks removed), and installing a crossing on the corner of Pirie and Brougham Sts (5 car parks removed), plus 1 car park removed for the Ross/Coutts St intersection changes will remove 77 localised carparks throughout the bus corridor in total; however, the removal of 11 bus stops and the changes across the corridor create another 26 new carparks in localised areas. It is possible that for full accessibility of bus stops some additional car parks would need to be removed.

4.3 Options analysis

Table 10 below outlines the criteria for undertaking the Multi Criteria Analysis (MCA) on the options and Table 11 shows the results of the MCA assessment.

The MCA assessment was undertaken by WCC and GWRC officers working on the project. It was then further reviewed and refined to the final MCA shown below. The ratings used are consistent with other MCAs used in previous projects.

Table 10: MCA assessment criteria

Criteria	Description	Matters Considered	Weighting
Improves bus stop and intersection infrastructure on the Eastern corridor	Better utilisation of bus corridor for buses. Right sized bus stops to enable more than one standard bus to stop. Able to meet current and future demand for bus	Lengthen bus stops to allow two standard buses and/or an articulated bus against kerb. Remove bus stops which are inefficiently spaced. Move bus shelters and RTIs for efficient use of bus stops.	40%

Criteria	Description	Matters Considered	Weighting
	capacity on the bus corridor. Stacking and buses backing up on the network reduced.	Alter intersections to improve bus travel.	
Improves safety and accessibility for passengers and general traffic at bus stops.	Passengers have safety and accessibility improved through layout and bus stop changes within the bus corridor. This also provides safety improvements for general traffic around bus stops. Reduces vehicle (buses and private vehicles) and infrastructure damage	Implement accessibility and safety upgrades Improved customer satisfaction and experience Balance the need for demand from residents and businesses for on-street parking with bus customer service requirements	20%
Bus corridor suitable for articulated buses	Intersections on the bus corridor suitable for articulated bus usage.	Design and develop bus stops to accommodate articulated buses Develop intersection designs to accommodate articulated buses	10%
Project affordability	Project can be implemented within approved funding.	The project funding is \$6 million.	20%
Localised resident and business impacts.	Parking and congestion impact on local residents and business that arise from changes to the bus stop design and service layout.	Consider parking impacts in project design.	10%

Table 11: MCA assessment results¹¹

Criteria	Weighting	Option 1	Option 2	Option 3	Key differentiators
Improves roading and bus stop infrastructure in the Eastern corridor (Investment Objective 1)	40%	3	4	4	Option 1 is paint only. Not moving shelters and RTIs does little to improve the bus stop and intersection infrastructure Other options provide high level of improvement
Improves accessibility and safety of bus services	20%	1	4	5	The additional civil works in option 2 & 3 offer significant benefits for on and off boarding passengers with more bus stops getting benefits.

¹¹ Criteria rating for MCA – 1= does not meet criteria; 3= satisfies criteria; 5= exceeds criteria

Criteria	Weighting	Option 1	Option 2	Option 3	Key differentiators
Corridor suitable for articulated buses	10%	1	5	5	Option 1 does not meet the suitable level of service for bus operators to operate articulated buses on the bus corridor.
Project affordability	20%	5	4	1	Option 1 & 2 come in under allocated funding.
Resident and business impacts	10%	4	3	2	Option 1 has the least nett parking loss. Construction disruption with each other option has an increasing impact.
Weighted score		2.9	4	3.5	

4.4 Preferred option

The preferred option is option 2. This option delivers the necessary bus stop and intersection infrastructure to solve the current issues and enable increased bus and passenger capacity on the Eastern bus corridor.

As shown in the MCA above option 2 meets the project criteria the best out of the options. The option ensures that all bus stops on the Eastern bus corridor from the Miramar terminus to the central city can accommodate two standard buses or an articulated bus against the kerb. This will benefit passengers of all bus services on the Eastern bus corridor and other general traffic e.g. drivers, cyclists.

With two buses being able to pull into a bus stop and therefore reducing the number of buses waiting in the middle of the road this will deliver a better customer experience for bus passengers particularly mobility impaired users and improve travel time and convenience for all general traffic as the buses will not now block the traffic lane.

The changes to intersections allow articulated buses to be utilised and in the case of the Hobart/Broadway intersection upgrade increases the safety and clarity for all users.

The total parking impact (77 car parks removed, 26 car parks added) and other effects of bus stop changes on residents varies across the bus corridor and includes some locations where the changes remove high value parking for businesses, notably Hataitai and Mt Victoria and some locations where residents will also lose parking near to their house. Some of this residential car parking loss is offset by new parking nearby.

The benefits of this option are:

- Travel time improvements for bus passengers and general traffic. This will have an economic impact however quantifying the before and after measures of these impacts is cost and time intensive.
- Metlink have estimated that this option will have a financial benefit of between \$500,000 and \$1 million compared to other options.
- Accessibility benefits do not lend themselves to financial comparison but can deliver inarguable benefits.

5. Commercial Case

5.1 Procurement approach

Consultants

Design services up to concept design of the Eastern bus corridor have been direct appointed to Tonkin and Taylor (T&T) as they had completed a large majority of the design previously as part of design work commissioned for the 'City Streets - central city to Miramar' and 'Targeted Improvements' suite of work under Let's Get Wellington Moving as well for 'Te Motu Kairangi' a project within the Bike Network Plan (BNP). For the Detailed Design phase, a closed tender will be undertaken. The proposed use of a direct appointment for concept design is commercially pragmatic given prior involvement; however, this should be explicitly justified in the Procurement Plan with reference to continuity of knowledge, time criticality, and value for money considerations, and supported by appropriate probity controls.

Contractors

A fit-for-purpose procurement plan will be prepared and submitted for approval to the joint Steering Group prior to direct negotiations undertaken. An option exists to minimise the delivery time by procuring several contractors or crews to work across several sites which will deliver the infrastructure changes faster. Given current market capacity pressures, early contractor market engagement should be undertaken to test capacity, programme realism, and appetite. Outcomes should inform packaging, sequencing, and contract conditions.

The Procurement Plan will outline the procurement approach and will be aligned to the project's procurement strategy and WCC's and GWRC's procurement requirements. The joint delivery model between WCC and GWRC introduces commercial and contractual complexity. The Procurement Plan should clearly define client roles, contracting authority, cost allocation, variation approval pathways, and dispute resolution mechanisms between the partner councils.

5.2 Methodologies

Table 12 below outlines possible procurement options for the projects.

Table 12: Procurement options

Method	Benefit	For
Open Tendering (Open)	Ensures competitiveness and transparency	Preferred method for large packages of works such as the civil works required for this programme.
Closed Tendering (Closed)	Ensures competitiveness but with a focus on those suppliers with key competencies and experience, with a deep knowledge of pedestrian, public transport and cycleways design.	Preferred method for the civil engineering designers required for this programme.
Secondary Sourcing	Ensures an accelerated tendering process utilising prequalified panels such as the All of Government (AoG) panels and WCC internal panels (e.g. Transitional Cycleways and Minor Works Panel). for which we have agreed upon rates.	Preferred method for low risk and value consultancy services or speciality services.
Direct award	Ensures an accelerated tendering process by entering direct negotiations with a supplier	

Low risk & value contracts

Consultancy services required for this project and assessed as low risk, and value will be secondary sourced via the (All of Government) AoG panel or Transitional Cycleways and Minor Works Panel. These services will be direct appointed.

Speciality services

Speciality consultancy services that have a sole supplier or a limited supplier pool will be direct appointed or secondary sourced if available on the AoG panel.

5.3 Contractor requirements

The project partners each have contractor requirements. It is expected that existing suppliers will be leveraged for certain elements of the project to meet organisational requirements of either partner. Where existing suppliers are to be utilised, these will be nominated in tender documents.

GWRC requires contractors for the supply and install of their assets as described below:

- Shelter Supply and Install
- Real time information signage supply and installation
- Metlink specific bus stop signage and totem supply and installation

WCC requires contractors for the supply and installation of their assets as described below:

- Footpath, kerb and channel and roading works
- Drainage works
- Signals configuration and lantern changes
- Street furniture supply and install for seating, rubbish bins, lighting etc, where this is not part of a Metlink shelter
- Street lighting changes
- Road signage supply and installation
- Road markings

5.4 Contractual approach and contract management

We anticipate the following contract types are likely to be used throughout the duration of the programme:

- ACENZ Short Form Agreement (SFA)
- ACENZ Conditions of Contract for Consultancy Services (CCCS)
- NZS3910:2023 – Conditions of contract for building and civil engineering - Construction
- AoG Consultancy Services Order (CSO)

Procurement will be led by a procurement advisor from the WCC Procurement team.

Effective contract management is critical to the delivery and cost efficiencies across the project. Therefore, contract managers will be responsible for regularly reviewing and reporting on the contract and contract progress to key stakeholders.

6. Financial Case

6.1 Costing and funding for preferred option

The overall funding allocated for this project is \$6 million with the funding provided for in each councils LTP. This can be seen in the “capital funding” line in the table below. The project will be funded through a 50:50 cost sharing arrangement.

The financials below include all non-labour costs as well as the labour costs of the organisations respective project managers and project coordinators. The respective additional labour costs of the organisations will fall on their individual organisations.

As the project will not be creating any new assets and decommissioning some existing and only improving current assets, additional ongoing operational costs in the out years have not been included in the financial costings in Table 13 below.

Table 13: Financial costings

	Agency	2024/25	2025/26	2026/27	2027/28	Total Period
Capital expenditure (shared cost)		\$ 4,332.00	\$ 451,000.00	\$ 2,778,000.00	\$ 942,000.00	\$ 4,175,332.00
Project Contingency (shared cost)		\$ -	\$ -		\$ 929,000.00	\$ 929,000.00
Funding risk contingency (shared cost)		\$ -	\$ -	\$ -	\$ 501,674.00	\$ 501,674.00
Total Shared Capital Expenditure		\$ 4,332.00	\$ 451,000.00	\$ 2,778,000.00	\$ 2,372,674.00	\$ 5,606,006.00
Operating Expenditure (shared cost)		\$ 10,048.00	\$ 52,800.00	\$ 64,000.00	\$ -	\$ 126,848.00
Total Shared Expenditure		\$ 14,380.00	\$ 503,800.00	\$ 2,842,000.00	\$ 2,372,674.00	\$ -
Capital Expenditure (individual cost)	WCC		\$ 211,000.00	\$ 151,000.00	\$ 58,000.00	\$ 420,000.00
	GWRC	\$ -	\$ -	\$ -	\$ -	\$ -
Total Individual Expenditure (Shared + Individual Expenditure)	WCC	\$ 7,190.00	\$ 462,900.00	\$ 1,572,000.00	\$ 1,244,337.00	\$ 3,286,427.00
	GWRC	\$ 7,190.00	\$ 251,900.00	\$ 1,421,000.00	\$ 1,186,337.00	\$ 2,866,427.00
WCC Revenue		\$ 7,190.00	\$ 251,900.00	\$ 1,421,000.00	\$ 1,186,337.00	\$ 2,866,427.00
GWRC Revenue		\$ -	\$ -	\$ -	\$ -	\$ -
Total revenue		\$ 7,190.00	\$ 251,900.00	\$ 1,421,000.00	\$ 1,186,337.00	\$ -
Funded by:						
Capital Funding		\$ 300,000.00	\$ 4,500,000.00	\$ 1,226,400.00		\$ 6,026,400.00
Operational Funding		\$ 15,000.00	\$ 225,000.00	\$ 61,320.00		\$ 301,320.00
Total funding		\$ 315,000.00	\$ 4,725,000.00	\$ 1,287,720.00	\$ -	\$ 6,327,720.00

With the current project schedule, the project would be looking to rephase funding from the current LTP timing to match the scheduling shown above.

6.2 Assumptions and notes

- Costs exclude GST and are estimated based on June 2025.
- Impacts on inflation have not been considered.
- Contingency provisions for CAPEX are identified in the table above, based on the quantification of known risks at the time of preparing this Business Case.
- The funding risk contingencies identified in the table above cover all types of contingencies.
- It is assumed that WCC will act as banker for the project and all costs will be incurred by WCC, with GWRC then paying half of the costs.
- Revenue refers to the income from GWRC for their share of the project costs in years 1-3.
- It is assumed that funding is available in each organisation for their share of the operational costs in years 4-10 for their assets. No cost share is proposed for the maintenance and renewal of assets once the corridor is operational.
- Given the anticipated 15–20-year lifetime of the assets before more significant works occurs in the corridor, the capital costs have been depreciated over a 20-year life.
- Interest costs have not been calculated.
- The capital expenditure includes the construction cost estimate, consultant contracts (both existing and forecast) and internal staff costs from WCC and GWRC.
- The project will align with the GWRC Strategic Public Transport Asset Control Strategy
- Within WCC, Transport and Infrastructure will need to fund the maintenance, depreciation and interest costs once the project is capitalised and any asset transfer to GWRC has been undertaken. This is expected to be from the 2027/28 financial year.

6.3 Contingency

The first layer of contingency in the Eastern Bus Corridor Improvements project is a 15% contingency on construction costs. The initial construction cost estimate is based off the P50 estimate at concept design from the quality surveyor. By using this middle ground estimate and a comfortable contingency the uncertainty and expected rising costs of construction can be managed with a safe buffer. Further, another 20% contingency covers all project costs to prepare for potential overruns, unexpected delays and other changes to the expected cost.

6.4 Overall affordability

The funding allocated for this project is \$6 million. Due to scope changes in the project since its inception, the current proposal appears to fit well under that funding amount and be affordable to implement at this stage. As with any infrastructure process there is always potential for over runs therefore, although a comfortable contingency has been included officers will tightly manage costs to be ahead of unexpected changes and other impacts.

7 Management Case

7.1 Project approach

The project will use the WCC Investment Delivery Framework and project management guidelines, be managed via Paiaka¹² and overseen by the SRO and supported by the joint Steering Group.

The project will use a combination of both GWRC and WCC staff, design engineers on contract to WCC, and investigations and construction contractors to prepare for and install the work. For a full list of roles see Appendix 5. It is expected that design engineers will be providing advice for the duration of the design and installation phases and this cost is covered from the project funding. Investigations contractors will be contracted as required for short periods and construction contractors for the duration of the construction period.

The project will have a dedicated Project Manager and Design Manager along with a cross-organisation liaison. Communications and engagement teams across both organizations will support the project.

There will be monthly reporting provided to the joint Steering Group. A joint Leadership Team comprising tier 3 managers from both councils will support the Project Manager and provide advice to the joint Steering Group as needed.

At the commencement of the pre-implementation phase, a comprehensive Project Management Plan (PMP) will be developed to cover the pre-implementation and implementation phases which will include the following information:

- Project Scope, objectives, outcomes, outputs, and benefits.
- Project Governance, including roles and responsibilities, reporting and meeting requirements.
- Project Approach, including work breakdown, handover, closure, ongoing support, and post implementation review.
- Project Planning and Control, including resources, schedule, budget, risks, dependencies, stakeholder management, procurement, communications and engagement, assumptions and constraints, tolerances, and change control.

7.2 Risk and issue management

Risks and issues will be reported monthly using Paiaka. Any risks needing further attention will be escalated to the SRO and the joint Steering Group if required.

A risk management strategy will be included in the PMP that will be prepared following approval of this Business Case, with risk and issue registers already developed and being maintained. These will continue to be regularly reviewed and updated as the project progresses.

Assurance

Project assurances that are in place are:

- A project assurance plan will be covered in the Assurance section of the PMP.
- The project has a WCC Project Engineer involved from the start to ensure technical feasibility of the designs and construction delivery risks/opportunities are surfaced early
- The project has had external road safety and accessibility audits of the Concept Designs completed
- A joint Steering Group will oversee project performance and progress. The joint Steering Group will provide governance and strategic direction, ensuring the project aligns with its objectives and stakeholder expectations. They will monitor progress, manage risks, and make key decisions.
- The joint Leadership Team will meet fortnightly, with the Project Manager to provide a progress update and bring any emerging risks or issues to the attention of the Leadership Team. Upcoming joint Steering Group agenda items and any decisions will also be discussed, prior to taking to the Steering Group.

¹² WCC project management reporting tool

- Project team meetings will be held fortnightly when functional to gather feedback from stakeholders and provide them with necessary updates throughout the project's duration.
- There is clarity about roles and responsibilities within the governance structure, and the project team are contributing to all project milestones and ensuring reviews as needed on behalf of other business units
- Interdependencies are being coordinated with other internal projects in the Eastern bus corridor
- Reporting is done monthly through Paiaka
- Quantity surveys will be completed based on Developed Designs
- Lessons learned are being recorded and compiled in Paiaka as they arise
- Meetings are being held monthly to update relevant WCC and GWRC stakeholders including Parks and Open Spaces, Transport and Infrastructure, Metlink and Economic Wellbeing.
- Project Management Offices (PMOs) at both councils can be engaged for health checks as needed.

Several independent assurance activities will be planned as part of the pre-implementation and implementation phases; these will include the following:

- Safe system assessments at the completion of concept and detailed design, and post construction.
- Design review panel at completion of concept and developed design.
- Quantified risk assessments as part of each cost estimate prepared by the independent quantity surveyor.

7.3 Change control and change management approach

Change control

Project changes are managed using the following processes during the development stage:

- Project scope changes to be agreed by GWRC and WCC prior to any changes taking place. This will include a formal Change Request to the joint Steering Group where applicable.
- The Project Manager to fill in the template from the Investment Delivery Framework Toolkit: WCC Project Change and Exception Report.docx(sharepoint.com)
- The template will be saved into the relevant SharePoint folder and then socialised with the joint Steering Group before being sent to the SRO for approval.

For the project delivery stage, the Project Manager will be notified about all scope changes via verbal communication, followed up by email. The Project Manager will then formalise this in a Project Change Report as per the above process. An assumption is that it is not expected that the scope of the project will change much as the outcome of the design is relatively fixed. Most often, changes to a project will affect its timing and cost.

Change management approach

Expected impact on Metlink passengers: The public transport system will be affected, and Metlink will communicate any changes to bus timetables if applicable as part of normal operations.

Expected impact on GWRC process: Internal processes at Metlink will remain unchanged and continue as usual.

Expected impact on WCC processes: Internal processes at WCC will remain unchanged and continue as usual. The roll-out of more public transport infrastructure could require some of the maintenance processes to be updated for new assets. This will be anticipated by working closely with the Transport and Infrastructure Asset Owner Representative during the project life cycle.

The total parking impact (77 car parks removed, 26 car parks added) and other effects of bus stop changes on residents varies across the bus corridor and includes some locations where the changes remove high value parking for businesses, notably Hataitai and Mt Victoria and some locations where residents will also lose parking near to their house. Some of this residential car parking loss is offset by new parking nearby.

Further, generally residents prefer not to have bus shelters and bus stops outside their homes so the relocation of both facilities proposed in the project will also likely create some concern.

Through communication and engagement activities, we will inform the public about the following aspects:

- Undertake pre-engagement activities with relevant parties.
- Notify the public in advance that a consultation will take place.

- Gather feedback from the community regarding the design options.
- Ensure that the community understand the changes and their implications.
- Ensure Metlink passengers are advised of timetable changes.

Objectives and principles of change communication

The objectives and principles of change communication are referenced in the BNP (Paneke Pōneke) [Engagement Framework](#) for Transport Planning.

Other guiding communication will be the construction mitigation planning document, A City in Transition. As a framework for planning and delivering projects in the city, this document contains principles, guidelines, and tools for all parties involved with a specific focus on the central city.

The PMP will provide a more detailed overview of change management.

The project will be managed in accordance with the WCC Investment Delivery Framework and controlled using the Paiaka tool.

7.4 Benefits management approach

The benefits are outlined in section 3.3 in the Strategic case and will be managed in the Paiaka Benefits register. Representatives from both councils have contributed valuable input to the development of these benefits.

7.5 Impacts for Māori

As with previous projects the team will keep mana whenua partners aware of developments through the contacts within City Design and further support available from Mataaho Aranui at WCC and through regular channels at GWRC. While there are opportunities to incorporate Māori narratives through components on new bus shelters or other transport asset designs, GWRC has directed that the Eastern bus corridor project will not incorporate these components as they have not completed work with their mana whenua partners on integrating Māori narratives into shelters and other assets across the whole public transport network.

7.6 Stakeholder management approach

Key stakeholder involvement

Engagement to date

A comprehensive stakeholder mapping exercise has been undertaken to clarify the engagement process.

Pre-engagement has been undertaken with a number of resident and business groups outlining the proposed changes. This includes – Mount Victoria Residents Association, Miramar Maupuia Progressive Association, Miramar Business Association, Strathmore Park Residents Association, Seatoun and Bays Progressive Association, Destination KRL, and Mount Victoria residents.

Information regarding external stakeholders

- We continue to work to understand stakeholder interests in greater depth and improve designs/bus corridor plans as necessary. Stakeholders will have an opportunity to provide feedback on the design through the consultation phase.
- A list of stakeholders likely to be affected or interested in the proposed Eastern bus corridor project has been identified and will be engaged with.
- We have an engagement recording system where all engagements will be dated and recorded to track who we have spoken to, what the detail of that engagement was and what (if any) design or project changes were requested by the stakeholder.
- WCC and GWRC have jointly developed a Communications and Engagement Plan that includes key messages and channels for consultation and engagement.
- A dedicated mailing list will record stakeholders for targeted and regular engagement allowing those affected by on street car park removals and new bus stop installations in particular to be kept informed. This will complement the engagement undertaken through the traffic resolution process.
- Information on the project can be found on both WCC and Metlink websites and a dedicated email address will be available.
- Metlink will lead public transport network engagement by informing customers about network changes.

7.7 Schedule, key milestones and next steps

The maximum benefits from the Eastern bus corridor project will be realised once the increased bus capacity is able to operate on the corridor. We are therefore looking to optimise the time to completion.

The most notable steps to shorten the timeline to finalisation of the project are listed below. Note these are not included in Table 14 below but will be examined as options later in the project.

- Progressing with detail design at risk. For instance, by beginning the detail design process before consultation two months could be removed from the timeline.
- Construction scheduling which has opportunities to shorten the construction period. For instance, the 10-month period proposed below may be able to be shortened by contracting more crews to complete different sections. Due to the geographical spacing of most of the civil works, having several crews working in the corridor is likely to have a lower impact.

The proposed schedule below provides for the preliminary feedback from consultation to be collected, which can be used to steer design changes. There may be risk of design loops if elected officials request alterations through the Committee meeting or new information arises.

Table 14: Schedule and key milestones

Key Project Milestone	Explanatory Notes	Estimated Date
Project brief approved		11 March 2025
Conceive complete (mandatory)		3 September 2025
Decision point on whether to continue to consult with Harbour Quays		27 February 2026
Business Case approved		27 February 2026
Pre-engagement begins particularly in “hot spots”		From 2 March 2026
Consultation Start	4-week consultation period until June 16th	19 May 2026
Begin detail design	Detail design progressed at risk.	17 June 2026
Oral Hearings		June/July 2026
RPC Meeting		2 September 2026
100% Design complete		18 September 2026
Respond to pre-engagement and submitters on final design		Mid-late September 2026
Develop complete (mandatory)		18 September 2026
IFCs complete		2 October 2026
Construction Begins		4 Jan 2027
Construction complete		30 October 2027
Post construction audit		14 November 2027
Deliver complete (mandatory)		30 November 2027
Remedial works		1 December 2027
Close complete (mandatory)		30 December 2027

Next steps

Following the approval of the Business Case the project will begin pre-engagement with key stakeholders along the Eastern bus corridor and begin discussions with contractors to better understand the timeline and works phasing to minimize disruption and speed benefits delivery.

Appendices

Appendix 1: Bus conflicts detail

Table 15 shows the number of buses scheduled which are likely to conflict with another in each section of the Eastern bus corridor.

Table 15: Bus conflicts

Rotherham Tce – Park Rd (Routes 2, 18 and 31x, plus school route 712)			
	7-9am	4-7pm	Total per day
Red (<1min apart)	13	0	17
Amber (1-4 mins apart)	3	0	5
Rongotai Rd (Routes 2, 4, 18 and 24, plus six school routes)			
Red (<1min apart)	21	13	79
Amber (1-4 mins apart)	5	11	68
Kilbirnie Cres – Moxham Ave (Routes 2, 14 and 36, plus 10 school routes)			
Red (<1min apart)	20	6	52
Amber (1-4 mins apart)	8	0	14
Hataitai (Routes 2, 30x, 31x, 35, 36 and AX, plus 10 school routes)			
Red (<1min apart)	52	1	94
Amber (1-4 mins apart)	12	12	75
Pirie St – Elizabeth St (Routes 2, 35 and 36, plus six school routes)			
Red (<1min apart)	9	4	13
Amber (1-4 mins apart)	18	5	25

Appendix 2: Analysis already complete

High level options for solving the overall problem

Table 16 below identifies four options in terms of how to solve the dual issue of not enough bus and passenger capacity in the Eastern bus corridor. These options are outlined below with commentary regarding that option.

Multiple other options and variations of options are available, but these were not included mainly for practicality, localised resident/business impacts and financial reasons.

Table 16: Options for solving the bus capacity issue

Option	Commentary
1. Do nothing – leave the bus stop and intersection infrastructure as it is and don't add any more passenger or bus capacity.	Leaving the bus corridor without change would mean that the existing issues with bus services would persist and there would be no potential to increase public transport capacity on the Eastern bus corridor. In the short-term existing services would continue to back up at bus stops, with service and general traffic delays from multiple buses being unable to pull into stops and customer experience degradation as passengers are unable to offboard on to the kerb which particularly effects customers with mobility issues. Longer term, no change would mean that bringing articulated buses into service on the Eastern bus corridor would be impossible or severely compromised and mean the longer buses could not manoeuvre through certain intersections smoothly and bus stop lengths would continue to not be long enough. Not adding any more bus capacity (through articulated buses or more standard buses) would mean passengers continue to experience negative service issues such as being left behind or full buses and new passengers may not want to use the service. General traffic which is already impacted by multiple buses pulling into a bus stop will likely experience delays which are worse than now. This is not a credible option. This Business Case recognises that changes need to be made.
2. Increase bus and infrastructure capacity	This option would include both: - Improving the bus stop and intersection infrastructure on the Eastern bus corridor to enable more than one standard bus or an articulated bus to safely stop at each bus stop as well as changes to intersection infrastructure to enable use of articulated buses and; - The ability to increase bus and passenger capacity for bus services that use the Eastern bus corridor This option resolves the issues identified in Section 3.1 of this Business Case, particularly providing for more passenger and bus capacity and safety and infrastructure improvements for the Eastern bus corridor. This option also resolves the issue of Route 2 being the highest patronised on the Metlink network and yet being one of two core bus routes in Wellington City not operated by high-capacity buses. General traffic will see benefits from the option as buses are less likely to back up as there will be more space for them to stop along the kerb.
3. Change the timetable of buses on the Eastern corridor to avoid clashes	Metlink advise that changing the current timetables to avoid conflicts is not achievable, as once the Eastern bus corridor gets above about 20 buses per hour, it is inevitable that there will sometimes be more than one bus at a bus stop at once due to natural travel time variation. Except for the Miramar town centre to Darlington Road all of the Eastern bus corridor exceeds 20 buses per hour at peak. Hataitai for instance, is the most congested point on the bus corridor, and already has 42 buses per hour in the AM peak.

Option	Commentary
	General traffic will see benefits from the option as buses are less likely to back up as there will be more space for them to stop along the kerb. This is not a credible option and cannot actually be achieved with the current number of buses in the corridor.
4. Reduce the number of buses on the Eastern bus corridor	This option would be counter to both WCC and GWRC strategic direction for public transport. For instance, WCC want to “Transform our transport system to move more people with fewer vehicles” and the Wellington RLTP has a target of “40% increase in the share of trips by active travel and public transport” Practically this option would result in leaving customers behind at stops because fewer buses mean more buses are full and/or longer waiting times for Metlink customers. General traffic will see benefits from the option as buses are less likely to back up as there will be more space for them to stop along the kerb. This is an undesirable public transport option and not a credible option.

Option 2: Increase bus and infrastructure capacity is the preferred option for solving the insufficient bus and passenger capacity and the current road and bus stop infrastructure not meeting current needs.

The main reasons for this are that this option:

- Provides additional bus and passenger capacity for both current and future passengers anticipated by the Metlink forecast passenger growth
- Provides the bus stop and intersection changes to enable safe and efficient use of more and/or longer buses on the Eastern bus corridor, benefitting all bus services that operate on this corridor.
- Will make Route 2 consistent with other core bus routes that have high-capacity buses.
- Provides benefits to general traffic.

Options for increasing bus capacity

In 2023, Metlink engaged WSP¹³ to undertake an assessment to identify a preferred option to provide enough bus capacity for Route 2 to meet forecast demand whilst also being implementable within a one-two year timeframe.

The work identified 13 options initially grouped as options which either:

- Modified infrastructure to provide clearance for double decker buses
- Changed the route to avoid the tunnels
- Changed the fleet type.

The 13 options were assessed through an initial pass/fail test against the criteria below. The criteria being:

- Provides sufficient capacity to support growth
- Safe for both passengers and other road users
- Implementable within the next 1-2 years
- Maintains access to Karori, Northland, and Seatoun
- Has similar or better travel time compared to driving.
- This resulted in the number of options being reduced to 10.

This resulted in the number of options being reduced to 10 which were then assessed against a range of criteria, with the outcomes of the options analysis summarised in Table 17 below.

¹³ “Route 2 capacity improvements option assessment – multi criteria assessment report” – May 2023

Table 17: Outcome of options analysis

Op.	Description	Route	Fleet	infrastructure	Total score	Unweighted ranking	Weighted ranking
1	Widen Karori Tunnel	Current route 2	Double decker	Modified tunnel	-8	=9	10
2	Lower Karori Tunnel	Current route 2	Double decker	Modified tunnel	-8	=9	8
3	Part-time one-way tunnel operation	Current route 2	Double decker	Traffic signals	-7	8	9
4	Reroute Route 2 via Raroa Rd/Aro Street	New Route 2	Double decker	Current	-2	7	7
5	Re-route Route 2 via Kelburn Viaduct	New Route 2	Double decker	Current	2	5	5
6	Additional peak buses from Karori	Current Routes 33/34	Large bus	Current	9	=2	=2
7	Increase frequency of Route 18	Current Route 18	Large bus	Current	9	=2	=2
8	Increase frequency of Route 2	Current Route 2	Large bus	Current	9	=2	=2
9	Modify double deckers	Current Route 2	Modified double decker	Current	-1	6	6
10	Articulated bus	Current Route 2	Articulated bus	Current	17	1	1

Of the 10 options, four are applicable for Route 2 and the Eastern bus corridor¹⁴ and can be seen in Table 18 below.

Table 18: Relevant options for increasing bus capacity on Route 2 on the Eastern bus corridor

Option	Commentary
1. Increase frequency of Route 18	This route runs Miramar-Newtown-Kelburn-Karori. It includes use of a “large bus” in terms of the fleet and utilises the same route as currently but with more services. It currently runs an hourly service at off-peak times and 10-30 minutes at peak times. This option would increase frequency to every 20 minutes to improve the routes usefulness, which may reduce demand on Route 2 services. This option scored a weighed ranking of =2¹⁵
2. Increase frequency of Route 2	This option is simply to increase the number of large vehicles running on this route at peak times. While this would increase capacity, an increase in frequency would also result in higher bus operating cost, more bus-on-bus congestion (particularly on the Golden Mile and at the Hataitai Tunnel) along with worse driver shifts compared with operating higher capacity buses. This option scored a weighted ranking of =2.
3. Modify double deckers	This option requires working with a manufacturer to design a bespoke vehicle to fit through the Karori Tunnel with the maximum amount of capacity. It will cost more and take longer to procure but is expected to provide more capacity than a large single-deck bus.

¹⁴ The other six relate to aspects of the Karori to central city part of Route 2

¹⁵ 1 is the best weighted ranking

Option	Commentary
	During the short-listing stage of the project, it became apparent that these cannot be modified to the point of being able to clear the Karori Tunnel. This option scored a weighted ranking of 6.
4. Articulated buses	An articulated bus is the highest capacity option, with a maximum capacity of 116 passengers, or a planning capacity of 105 passengers. Articulated buses have a similar turning circle to a standard bus so are physically able to travel along the corridor with some modifications to traffic islands. However, being a longer vehicle the bus stops along the route would need to be lengthened. That would impact on parking. This option scored a weighted ranking of 1.

Option 4 above (option 10 of the short list options): Articulated bus is the preferred option to increase bus capacity on Route 2.

The main reasons for this are that this option:

- Scored highest against the 13 criteria¹⁶
- Provides for articulated buses to enable a “walk out and catch” frequency whilst avoiding a too high a frequency that would result in bus bunching.
- Means the higher capacity fleet reduces the number of bus drivers and peak vehicles that are required.

¹⁶ Criteria = Capacity provided, bus travel time, passenger comfort, community response, access during construction, road user safety, corridor clearance, regulatory implications, implementability, delivery timeframe, depot compatibility, driver numbers, operational challenges

Appendix 3: Options analysis undertaken by Metlink for running articulated buses

Information	Option A. 5 articulated buses operating from Karori to Courtenay Place	B. 5 articulated buses operating from Karori to Miramar	C. 7 articulated buses operating from Karori to Miramar
Summary	This is part of an approved stage within the original project plan for the implementation of the articulated buses into the Metlink network. However, due to recent changes to the project scope and the second tranche of articulated buses not being purchased anytime soon, this is not the preferred operational option. This stage was only ever designed to be an interim step before tranche 2 of articulated buses arrived. This implementation option comes with cost inefficiencies and reputational risks. Patronage demand has not increased in line with the forecast from 2022, largely due to the current economic downturn and the increase of unemployment within Wellington City which is currently sitting at 4.8% (data from Figure NZ – June 2025). This means that this option, whilst compelling when planned in 2022, would now deliver much more capacity than required. Note: Only Electric Large Vehicle (ELV)s operating from city to Seatoun/Miramar with this option.	This option is preferred over Option A, given that the second tranche of articulated buses will not follow on from the first (for several years at least). This option presents cost savings (\$514k) and avoids the reputational risks of Option A. It also allows us to tell a good news story for the Eastern Suburbs, which receive benefit in this option. This option would meet capacity requirements until late 2027 and give us the lowest opex cost in the short term.	This option is the optimal option now that we have been told that the second tranche of articulated buses will not follow on from the first and a review of the service design has been completed. This option provides significant cost savings in comparison to Option A and presents no reputational risks regarding timetable changes. Similar to Option B, but with two additional Electric Articulated Vehicle (EAV)s in service. This will provide sufficient capacity up to late-2029, at which point Metlink will need to purchase additional EAVs and clear the Seatoun part of the corridor for their operation.
Timetable	Increased from a 7.5-minute (current) frequency to a 5-minute frequency until the full route's roadside infrastructure is ready, at which point the timetable would revert back to a 7.5-minute frequency. This is because we have to run the Karori to Courtenay PI short variant trips as additional trips in order to maintain current service levels on the rest of the route.	Would remain at 7.5-minute frequency. The five trips from Karori to Miramar between 0730 and 0830 would be run by EAVs, along with selected trips to or from Miramar in the PM. Current short-working trips (Karori-Courtenay PI) in peak removed as no longer required.	Would remain at 7.5-minute frequency. The seven trips from Karori to Miramar between 0715 and 0845 would be run by EAVs, along with (more) selected trips to or from Miramar in the PM. Current short-working trips (Karori-Courtenay PI) in peak removed as no longer required.

Information	Option A. 5 articulated buses operating from Karori to Courtenay Place	B. 5 articulated buses operating from Karori to Miramar	C. 7 articulated buses operating from Karori to Miramar
Cost	\$8.04m p.a. (\$563k more than the current Rt 2 timetable).	\$6.96m p.a. (\$514k less than current Rt 2 timetable). We also see a \$ 1,077,375 cost saving/annum in comparison to Option A.	\$7.06m p.a. (only \$101k more than Option B). We also see a \$ 975, 978 cost saving/annum in comparison to Option A.
Risks	With this suggestion there is a risk of community impact when the expectation has been set at 5 minutes and is then reduced to 7.5 minutes again if route clearance to Miramar is obtained in the future. There is also a significant reputational risk that the buses might be perceived as not full enough to justify their existence. This was not predicted to be a factor when this was planned in 2022, as under forecasts at the time, the five-minute frequency would be required on more of the route once Tranche 2 arrived.	Requires changes made to 35 bus stops 3 Intersections by early 2027 for the buses to operate. Operating the buses only from Karori to Courtenay Place until the infrastructure would require us to adopt Option A as an interim step, creating the problem of reducing the frequency when we are ready to transition to this option.	Requires changes made to 35 bus stops and 3 intersections by early 2027 for the buses to operate
Pros	Front loads capacity, not subject to any further infrastructure requirements	- Provides a consistent and legible service offering (with no short workings) - Provides increased capacity for Hataitai and Miramar, as well as Karori. There is high demand on eastbound buses in the afternoon, which would not be addressed by Option A - Is the lowest-opex option to meet current demand - Allows the early withdrawal of an additional three interim diesel buses	- Provides a consistent and legible service offering (with no short workings) - Provides increased capacity for Hataitai and Miramar, as well as Karori. There is high demand on eastbound buses in the afternoon, which would not be addressed by Option A - Provides sufficient capacity for the first three years of operation, at a low marginal cost - Avoids the need to procure additional EAVs as soon as the first ones enter service - Allows the early withdrawal of an additional three interim diesel buses

Information	Option A. 5 articulated buses operating from Karori to Courtenay Place	B. 5 articulated buses operating from Karori to Miramar	C. 7 articulated buses operating from Karori to Miramar
Cons	- Risk to reputation if we change back to 7.5min frequency - Inefficient use of buses and drivers, leading to high operating costs - creates additional split shifts and driver retention issues	- Little redundancy in the system; patronage increasing faster than expected would cause overloading at the shoulder peak - Based on current growth projections, the shoulder-peak trips from Karori (immediately before and after the EAVs in the morning peak) will exceed the capacity of an ELV as soon as the EAVs enter service. In other words, this option will only meet expected demand up until late-2027 - Some customers may not be able to board the first bus in the peak on busy days (as all Seatoun buses will still be run by ELVs). There will be enough capacity on the following EAV to accommodate these people	Some customers may not be able to board the first bus in the peak on busy days (as all Seatoun buses will still be run by ELVs). There will be enough capacity on the following EAV to accommodate these people
Assumptions	- The short run trips from Karori to Courtenay PI are additional to the current timetable. Every 3rd bus would be an articulated bus running to Courtenay Place, and the others run the full route - We do not introduce a Miramar/Seatoun to Lambton Quay variant (effectively split Route 2 in half by running separate Karori – City and Miramar/Seatoun to City routes)	Will need to negotiate with Kinetic on the provision of a spare EAV. Under Option A, two trips are nominated on which it is acceptable to substitute an ELV for an EAV if necessary. This is possible due to the 5-minute frequency. With a 7.5min frequency, the loadings per bus will be higher and so this will not work. Means Kinetic will likely need to purchase a sixth EAV to meet a PVR of five.	Will need to negotiate with Kinetic on the provision of a spare EAV. This will be easier to achieve than for Option B, as it is more economically viable to have a spare bus for a PVR of seven than five

Appendix 4: Alignment with strategies and plans

National-level plans

- The Eastern Bus Corridor Improvement project supports the Land Transport Management Act's (2003) objective of contributing to a safe, effective, and efficient land transportation system.
- The Government Policy Statement on Land Transport 2024-34 (GPS)¹⁷ outlines four strategic priorities. Two of the priorities in this align closely with the objectives of this project. Reference is made in the GPS to the acceleration of the North-South, East-West, and Harbour Quays bus corridors in Wellington. Less congestion, increased patronage, and better public transport options are some of the GPS outcomes aligned with this project's objectives.

Several other strategies and plans are outlined below that provide direction for work being undertaken on the Eastern Bus Corridor including:

- National Policy Statement on Urban Development 2020 with a goal of a well-functioning urban environment: particularly (c) all people have good access to housing, jobs, community services, natural spaces, and open spaces, including by means of public or active transportation; (e) greenhouse gas emissions are reduced.
- The NZTA *Aotearoa urban street planning and design guide* draws on national and international best-practice to provide a framework for well-functioning urban environments. Urban environments that provide great places for everyone to live, play and work. Where people can move around safely and easily access a variety of transport options.
- NZTA's Arataki 30-year Plan represents a shared sector view of how we should plan, develop, and invest in land transport. Among the goals of the plan are to enable mode shift from private vehicles, easing congestion and supporting economic activity through high frequency and reliable services.
- A range of transport initiatives are identified in New Zealand's second Emissions Reduction Plan 2026-2030¹⁸. One of the key actions and policies in the Transport section of this plan is "Supporting public transport in our main cities". The plan notes that this work includes - making better use of existing infrastructure; introducing new technologies to optimise networks and services; integrating transport investment with housing and land-use planning. The plan also notes the transition to electric buses and financial support for this to speed up the deployment of the buses and encourage innovative approaches for the rollout of buses and infrastructure.
- NZTA Toitū Te Taiao – Our Sustainability Action Plan 2020: This project supports the Plan's vision for a low carbon, safe and healthy land transport system.
- NZTA's Regional Mode Shift Plan - Wellington 2020 – with a purpose of making shared and active modes more attractive, and to influence travel demand and choices of transportation, with a focus on increasing public transportation to improve travel times and reduce congestion.
- Road to Zero: Ministry of Transport's New Zealand's Road Safety Strategy for 2020-2030: This project supports two of the strategy's focus areas: infrastructure improvements and road user choices.
- In the Living Standards Framework, Treasury NZ identifies healthy individuals and communities as contributors to New Zealand's wealth.

Greater Wellington Regional Council plans

- Wellington Regional Land Transport Plan (RLTP) 2021-2031: The Eastern bus corridor project supports the plan's carbon emission, safety, and mode share headline targets. Objective 1 refers to providing quality, affordable travel options in the Wellington region. It is noted in the plan the Bus Network Review (BNR) will continue to improve services throughout the region. The RLTP mid-term review (2024) has identified the Eastern bus corridor as a significant project and ranked it at regional priority four (out of 30 ranked programmes – some of which include several projects).
- Wellington Regional Public Transport Plan (RPTP) describes long-term goals and objectives, setting out focus areas and the actions that will help achieve these goals. The RPTP includes activities and initiatives to - provide a high quality, high capacity, high frequency core network; utilise higher capacity buses on

¹⁷ [Government-Policy-Statement-on-land-transport-2024-FINAL.pdf](#)

¹⁸ This formally came into effect on 1 January 2026.

high demand routes to manage demand; improve access to public transport; prioritise safety through continuous improvements to both infrastructure and operations; promote behaviour change; accelerate decarbonisation of the Metlink fleet; improve the accessibility of public transport. It includes this project - Introduce higher capacity buses (articulated) onto the number 2 route (Karori- Miramar/Seatoun) to double its capacity.

- The Bus Priority Action Plan (BPAP) 2019 focuses on improving public transportation between the central city and suburbs.
- Wellington Regional Transport Emissions Reduction Pathway 2023, an initiative of the nine councils of the region, offers a long-term strategy for transforming the way we design our towns and cities. The focus areas of the Pathway include but are not limited to the following: more transport choice and smarter freight – support decarbonisation and mode shift. In addition, the report mentions the fact that the bus network review will look at any changes that may be needed to the network design.
- GWRCs LTP provides local share funding for this project.

Wellington City Council plans

- Triennium Plan 2025-2028: A list of outcomes to be delivered. The Harbour Quays project is supported in this plan.
- LTP 2024-34: prioritises investing in sustainable, connected, and accessible community and recreation facilities planning for a liveable and accessible compact city. A strategic priority is to transform the transport system to move more people with fewer vehicles. The LTP provides local share funding for this project.
- Te Atakura First to Zero Strategy (2025 update): This is a blueprint to make Wellington City a zero-carbon capital (net zero emissions) by 2050. This Strategy includes the following - the Harbour Quays and Route 2 improvements projects¹⁹ are joint initiatives with GWRC. A second bus corridor along Customhouse and Jervois Quays is proposed, as well as improvements to the Route 2 bus service in advance of high-capacity buses planned for 2026.
- The Wellington City Spatial Plan (2021): calls for a safe, connected, and low-carbon transport network. Cycling and active modes are prominent in the Plan, along with infrastructure that supports growth. Additionally, the Plan outlines:
 - Safely and efficiently moving more people with fewer vehicles
 - Giving convenient, safe, and accessible choice for people to travel without using cars
 - Making city streets more attractive and safer places to be
 - Supporting urban growth and regeneration.
- WCC Economic Wellbeing Strategy (2022): Includes an outcome of developing thriving suburban centres and a dynamic city centre through public and active transport infrastructure. There is also a focus in the strategy on the disruptions that occur in the central city and the importance of keeping businesses informed about these disruptions.
- The Paneke Pōneke: Bike Network Plan (2022): This project supports the plan's objective to improve safety and connectivity for pedestrians, cyclists, and users of scooters of all ages and abilities.
- Parking Policy (2020): The Policy provides a framework to guide future decision-making on the management of all Council-controlled parking spaces. This project supports the policy direction in the type of transport used and promotion of safe movement.

¹⁹ Now referred to as the Eastern Bus Corridor Improvement project

Appendix 5: Project and governance roles

Role	Name of role holder (if available)	Notes
WCC Senior Responsible Owner	Vida Christeller	Manager WCC City Design
GWRC Responsible Owner	Tamsin Evans	Senior Manager GWRC Network & Customer
Project Partner Liaison	Kim Kelly	WCC and GWRC
WCC Project Manager	Megan McDonald	WCC Team Leader Project Development
GWRC Project Manager	Ashleigh Berry	Project Manager on Contract GWRC
Business Owner(s)	Ross Balfour	Transport Manager WCC
WCC Team Lead Project Management	Megan McDonald	WCC
Programme Director	Paul Barker	WCC
WCC Design Lead	Brennan Baxley	WCC
GWRC Technical Advisor	Raymond Malcom	GWRC
Project Engineer	Yogesh Modi	WCC
Project Coordinator	Jo Tennet	WCC
WCC Project Communications lead	Aden Morunga	WCC
GWRC Project Comms Lead	Belinda Dunn	GWRC
WCC Project Engagement Lead	Owen Baxley	WCC
GWRC Project Engagement Lead	Jaime Hayden	GWRC
ELT Sponsor (if applicable)	Liam Hodgetts	WCC
Governance Group	GWRC/WCC joint Steering Group	WCC/GWRC
Design Engineer	Janine Sziklasi	Tonkin & Taylor