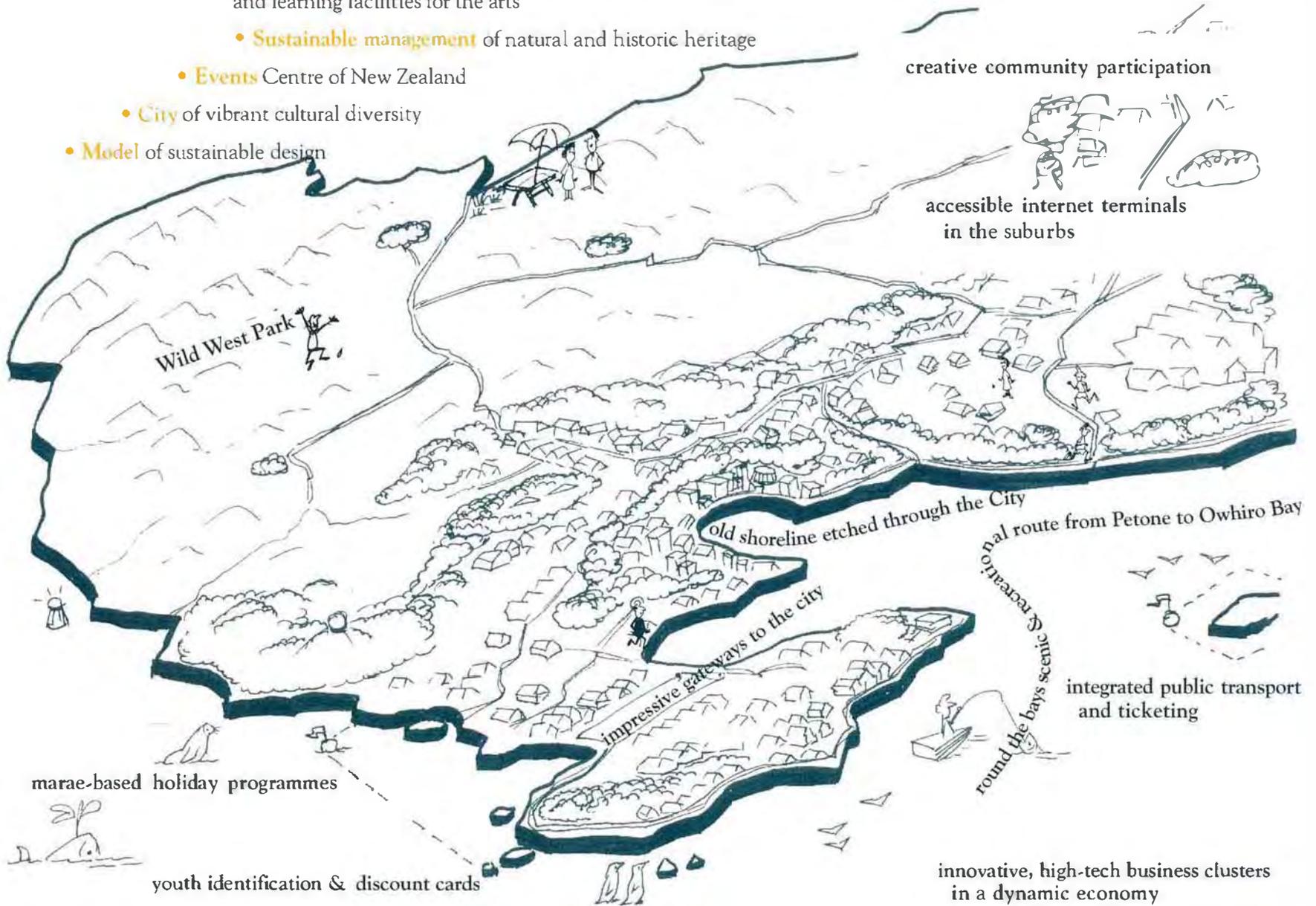


Our City ~ Our Future
strategy for the future of
WELLINGTON



WELLINGTON IS A PLACE FOR ALL PEOPLE

- **Arts Capital** of New Zealand
- **Centre** of innovative business excellence
 - **Wellington** is the national centre of training, development and learning facilities for the arts
 - **Sustainable management** of natural and historic heritage
- **Events** Centre of New Zealand
- **City** of vibrant cultural diversity
- **Model** of sustainable design





Vision



WELLINGTON IS A PLACE FOR ALL PEOPLE

Differences are celebrated,
our heritage is respected and our children are nurtured.
It is a City of diversity and opportunity, and choice in learning.

Our City is a healthy and safe place where
well-being and sustainability are promoted and the community is caring.

Wellington is dynamic, full of energy, music, laughter and contentment,
brimming with opportunities for
the arts, culture, leisure and recreational pursuits for all ages.

Wellingtonians respect their natural environment
from the harbour to beyond the hills,
and there are abundant examples of restored natural heritage.

The waters are sparkling and clear, and
the air is fresh and clean.

Wellington's unique character and beauty
are enhanced in its built environment.

People can move about the City with ease and in safety.

Wellington leads in creativity and innovation.
A vibrant economy promotes a wealth of opportunity.

As the centre of the nation's government,
Wellington contributes to improving the quality of life
for all New Zealanders.

*Manawhenua me Nga Iwi O Nga Hau E Wha have tino rangatiratanga
encapsulated in the Treaty of Waitangi.*

The communities of Wellington are empowered to promote this vision
in a spirit of co-operation.



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This document can also be viewed
on the Internet:
<http://www.wcc.govt.nz/wcc/future/ocof>

Key Principles

Communities working together can effect positive change for their future. This idea is central to *Our City ~ Our Future* and shared responsibility is the essence of the *Strategy for the Future of Wellington*.

The key principles have emerged clearly from the work of developing the *Strategy*.

The keys to this are:

iwi

vision

fairness

diversity

participation

sustainability

celebration and fun

safety and well-being

innovation and excellence

opportunities and empowerment

City Steering Group Foreword

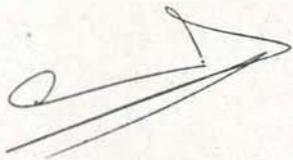
The City Steering Group came together early in 1996 to oversee and guide the development of an overall strategic direction for Wellington. The group represents a wide cross-section of Wellingtonians.

The *Strategy for the Future of Wellington* is the result of an unprecedented level of public participation in this city. Over the course of several City Steering Group meetings, we have worked as “guardians of the process” to ensure that the spirit and intent of the original visioning exercise are embodied in this Strategy document. We sincerely hope that we have been successful in this.

In preparing this document, the City Steering Group has adopted an inclusive approach, recognising there are many specific communities with their own needs. The Goals are intended to be all-embracing. Our aim is the satisfaction of our community in all its diversity. We anticipate that specific needs will be met through the development of Initiatives.

We believe that the Goals are not only broadly compatible and complementary, but also afford opportunities for creative synergy. The achievement of the goals is dependent on organisations and communities working closely together. Everyone is an implementation party! No one organisation or person, however, is expected to adopt the entire *Strategy*. Different organisations will now adopt and make use of those parts of the *Strategy* that are aligned with their own strategic vision. In addition, we shall encourage collaborative responses to ideas and problems from the various agency partners in our city's future.

We want to thank everyone who has contributed in any way to *Our City ~ Our Future*. We all look forward to seeing the vision becoming a reality.



Mark Blumsky, Mayor



Chris Calvi-Freeman, Eastern Ward



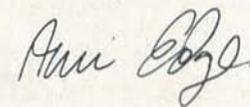
Amy Churchouse, Youth Liaison



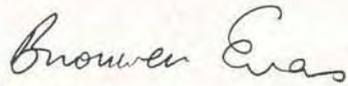
Mangila Annandale
Wellington Pacific Island Communities



Ian Cassels, Business & Economic Interests



Ann Edge, Social & Cultural Interests Liaison



Bronwen Evans

Natural & Physical Environment Interests



Con Flinkenberg, Social & Cultural Interests



Ripeka Healey, Manawhenua

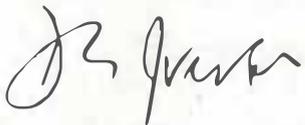


Chris Horne

Natural & Physical Environment Interests



Anna Gribble, Youth Interests



Debbie Iversen, Northern Ward



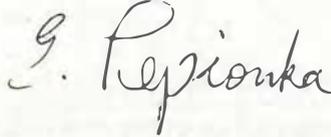
Helen Johnson, Manawhenua



Allan Johnston, Wellington City Councillor



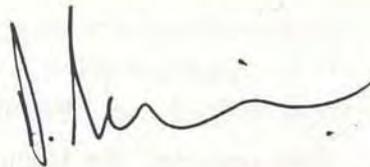
Raureti Korako, Nga Taurahere Ki Poneke Komiti



Eric Lepionka, Social & Cultural Interests



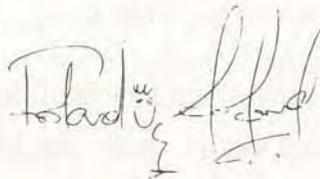
Jim Lynch, Natural & Physical Environment Interests



Daryl Narain, Business & Economic Interests

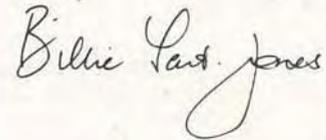


James Palmer, Youth Interests

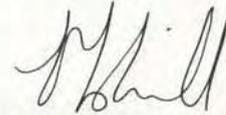


Roland Sapsford

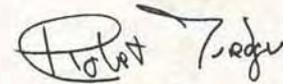
Natural & Physical Environment Interests



Billie Tait-Jones, Nga Taurahere Ki Poneke Komiti



Vicky Tohill, Southern Ward



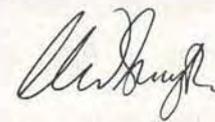
Robert Tredger, Tawa Ward



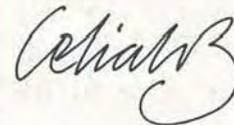
Roy Salmon, Business & Economic Interests



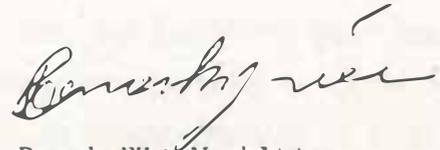
Rama Ramanathan, Business & Economic Interests



Karen Smyth, Social & Cultural Interests



Celia Wade-Brown, Wellington City Councillor



Barnaby Weir, Youth Liaison

Strategy for the Future of Wellington



it is the first strategic plan for a NZ city, guided and developed by a group of community representatives
it is a unique document as NZ's first strategic plan written by a wide range of residents, organisations and groups
it results from the largest public participation project ever undertaken in Wellington
it responds to the question "What could, or should, Wellington be like next century and beyond?"

The *Strategy for the Future of Wellington* has been developed over several months by hundreds of experts and lay people. The Vision Workshops early in 1996 provided the foundation ideas that were built upon by the Community Forum in June that year. Specialist Working Groups developed the details of the *Strategy* that were then checked at the Open Houses in March 1997. The Advisory Peer Review Group reviewed the draft in April and passed it on to the City Steering Group to fine-tune.

Publication of the draft *Strategy* in May was followed by several weeks of public discussion and feedback, with over 230 organisations and individuals providing detailed comment on the draft. This feedback was considered in detail at a series of workshops to finalise the *Strategy*. Final decisions on amendments to the draft were made by the City Steering Group.

An Implementation Plan will be developed to identify the roles of different implementation parties in achieving the Vision and goals. Progress has already begun, with the Wellington City Council using the *Strategy* to guide its own strategic direction and identifying its contribution to implementation, encouraging other organisations to do likewise.

WE NEED TO KNOW WHERE WE ARE GOING TO HAVE A GOOD CHANCE OF GETTING THERE

The **Vision** is the preferred future for Wellington.

The **Goals** are big-picture ideas about where we want to head.

The **Targets** are milestones along the way, and **Indicators** measure our progress towards the goals.

The **Initiatives** are specific things among the many that can be done right now.

The active participation of a wide range of agencies is required to realise the Vision and achieve the goals. The implementation parties named in the Strategy are examples of organisations which will have a role in achieving each of the goals. They are not listed in any order of importance. An Implementation Plan will be drawn up later in 1997 in consultation with the implementation parties. This will outline initiatives in more detail, and provide a fuller list of implementation parties and the specific roles of each one.

The initiatives in the Strategy provide examples of specific achievable ideas under each goal. A greater range of initiatives will be developed over time. All initiatives will be subject to the usual process of project development including concept plans, consultation and costing. In addition, they will need to meet criteria, developed by the new City Steering Group, based on the key principles.

Notes

- The *Strategy for the Future of Wellington* will be available on the Internet. Look for the *Our City ~ Our Future* page on the Wellington City Council web site: <http://www.wcc.govt.nz/wcc/future/ocof>
- A supplementary document is available with background information on several aspects of the Strategy. This material comes directly from the Specialist Working Groups that developed the goals, targets and indicators (contact *Our City ~ Our Future*, Strategic Planning Unit, Wellington City Council, P O Box 2199, Wellington).
- Where 'Iwi' is used with a capital 'I' it refers to Maori Culture. The use of 'iwi' with a small 'i' is derived from its meanings as 'bone', 'core' and 'nation'. The growth and development in our city will be achieved through working together in the spirit of an iwi because we are all citizens of this one city irrespective of our ancestry, and in that oneness we will have a core of strength.
- Implementation parties are examples only at this stage and not listed in any order of importance. An Implementation Plan will be developed in consultation with implementation parties to outline their roles.

Built Environment



Introduction

The interactions of the **built environment** with the **natural environment**, especially with the seascape, the Town Belt within the city, and the land and sea framing the city, are vital. The built environment comprises infrastructure for water, sewage, energy and communication, diverse suburban and urban areas, buildings, and also the open spaces and links between them. For many people, this is what makes their city.

The ideas from the Vision Workshops and community forums have been used to develop goals which celebrate Wellington's past and present as well as its future.

The goals recognise the desire of Wellington's citizens to take delight and pride in their city's built environment in all its rich diversity. In turn we want the built environment of the city to nurture and enhance our well-being, and for its special character to be developed in a sustainable and responsible manner.

FOR OUR CITY'S COSMOPOLITAN, BEAUTIFUL AND VIBRANT FUTURE ENVIRONMENT WE WILL...

- *interweave and complement the built and natural environments*
- *improve the health of people and ecosystems*
- *use resources prudently*
- *enhance the values and well-being of communities*
- *increase the visibility of all cultures*
- *find innovative ways to make co-operative decisions about the built environment*



WELLINGTON IS A COSMOPOLITAN, BEAUTIFUL AND VIBRANT CITY



- a. increasing numbers and visibility of artistic and cultural artefacts as part of the city's public environment
- b. increasing variety and diversity of public places and spaces within the city
- c. increase the visibility of cultures within the city



- a. % of people who believe that there has been an increase over the last five years in the proportion of commercial and institutional buildings, spaces and artwork which visibly contribute to art and culture
- b. % of people satisfied with the variety and diversity of public places and spaces
- c. the number of cultures that have a physical public expression



- *create an annual art competition for public spaces with private or commercial sponsorship*
- *extend the calendar of exciting regular seasonal city events*
- *initiate a regular city market which co-operates with existing market operators*

IMPLEMENTATION PARTIES

Historic Places Trust, art groups, Building Owners and Managers Association, Victoria University, NZ Institute of Architects, Wellington Ethnic Affairs Council, Wellington City Council



THE BUILT AND NATURAL ENVIRONMENTS ARE INTERWOVEN AT ALL SCALES



- a. increasing use of planting, and expanding the range of native plants used as an integral part of the built environment on both existing and new sites
- b. a welcoming and vibrant waterfront closely integrated with the city where green public spaces complement human scale, low-rise buildings, by year 2020
- c. increase and enhance accessibility between the built and natural environments
- d. protect public view shafts from the city to its surrounding hills, ridgelines and waterbodies



- a. number of healthy trees in streets
- b. number of people promenading along the water's edge day and night
- c. % of people satisfied with the number and quality of pedestrian links between natural and built environments including waterfront to city
- d. number of new buildings on ridgelines as defined in the District Plan



- instigate a 'buy a tree' scheme
- publish local community and city maps
- initiate a garden competition including a native garden section

IMPLEMENTATION PARTIES

schools, residents' associations, Building Owners and Managers Association, statutory bodies, NZ Institute of Architects, Royal Forest & Bird Protection Society, Lambton Harbour Management, Wellington City Council, Wellington Botanical Society



THE HEALTH OF ALL PEOPLE AND ECOSYSTEMS AND THE PRUDENT USE OF RESOURCES



- a. refurbish and re-use rather than demolish buildings in order to reduce resource/energy use
- b. increase use of natural systems for heating/cooling, lighting and ventilation to promote healthier living/working conditions and reduce energy use
- c. increase development of suburban centres as satellite 'villages' complementary to the city centre
- d. increase use of sustainable and healthy practices and materials throughout the built environment
- e. the built edge of the city is not expanded beyond the present built-up area unless sustainability for the city can be demonstrated
- f. new buildings will be long-life, adaptable and low energy/low environmental impact, and linked to life-cycle costs, by year 2010



- a. number of demolished buildings per year
- b. per capita electricity and gas consumption in Wellington
- c. % increase in diversity of facilities in suburban centres to decrease reliance on city centre, eg shops, library, medical centre, community hall/rooms and recreation space, EFTPOS facility, bus service/stop, phone box/post box service, information centre and playground, as well as a local residents' association
- d. % building consents where applicants specifically mention materials and components for health or other low environmental impact reasons
- e. area of expansion of built-up area
- f. % of new buildings meeting internationally accepted best practice standards for environmentally friendly buildings



- *implement an energy and water resource conservation scheme to help people install energy saving devices such as draught stoppers and high pressure shower heads*
- *Wellington City Council adopts sustainable design and development practices for its own properties, to lead by example for all public property*
- *investigate sick building syndrome*

IMPLEMENTATION PARTIES

Wellington City Council, TransAlta, NZ Institute of Architects, Business Owners and Managers Assn, Wellington Emergency Management Office, Energy Direct Community Trust, Energy Efficiency and Conservation Authority, Power for Our Future, Ministry of Commerce, Historic Places Trust, Ministry for the Environment



OUR BUILT ENVIRONMENT REFLECTS AND ENHANCES COMMUNITY SPIRIT, VALUES AND WELL-BEING



- a. generosity in the design qualities and provision of public facilities for all sections of the community
- b. improve safety and public perception of safety within all areas of the city
- c. adequate housing accessible for all, by year 2005



- a. satisfaction with public facilities as clean, welcoming and accessible
- b. % of people feeling safe in the city
- c. % of people satisfied with their housing
- d. reported crime rates



- *introduce international way-finding symbols*
- *provide disabled-access toilets in facilities open to the public, or indicate where a disabled-access toilet is available in the vicinity, Disabled Persons' Assembly to survey and provide a map*
- *encourage local safety audits*
- *encourage every property and business to have a street number clearly displayed*

IMPLEMENTATION PARTIES

Disabled Persons' Assembly, Wellington Safer Community Council, NZ Institute of Architects, Wellington Emergency Management Office, Ministry of Housing, NZ Housing Network, tenants' associations, residents' associations, Wellington City Council



INCREASED VISIBILITY OF IWI CULTURE IN THE BUILT ENVIRONMENT



- a. implement appropriate protocol on any Waahi Tapu in the District Plan, whether being redeveloped or not, by year 2000
- b. increase the public statement of Maori culture by involving Iwi groups, eg Marae, carvings in public places, sculpture, public signs and plaques



- a. local Iwi satisfaction with any redevelopment that may take place in identified Waahi Tapu
- b. number of separate public statements of Maori culture



- *promote rules on preservation of Waahi Tapu and enhance understanding of the rules*
- *develop an eco-tourism initiative that celebrates Iwi landscape features within the city*

IMPLEMENTATION PARTIES

Wellington Tenth Trust, Nga Taurahere Ki Poneke, Nga Kaimahi O Te Po Trust, Historic Places Trust, Wellington City Council



CONSERVATION OF HERITAGE AREAS, BUILDINGS AND FEATURES



- a. increase positive attitudes towards the retention of heritage buildings
- b. minimise the loss of heritage buildings from the District Plan Heritage Schedule
- c. maintain and update the schedule of built heritage to include additional areas, landscapes and sites
- d. 100% of all items on the District Plan Heritage Schedule display a statement of their history, by year 2010



- a. % of suburbs, streets and buildings displaying a statement of their history
- b. the number of items on the District Plan Heritage Schedule
- c. number of listed heritage items which have been lost
- d. % of residents with positive attitudes towards the retention of heritage buildings



- create heritage trails, city-wide, with the Makara area as a priority
- enhance the old shoreline and develop streambed marking systems throughout the city
- all new buildings and other major structures to display a date of construction plaque
- street name signs to include the name's derivation
- protect, maintain and enhance the city cemeteries as recorded history
- review and extend heritage incentive programmes

IMPLEMENTATION PARTIES

Historic Places Trust, residents' associations, Wellington Regional Council, Wellington City Council, Building Owners and Managers Association, NZ Institute of Architects,

Communities



Introduction

Wellington is a great place in which to live and work. This was a major theme identified by the Vision Workshops and community forums. Opportunities for all people in the wider community are strongly emphasised in the Communities strategy.

The concept of a socially sustainable city will be promoted to make Wellington an even greater city than it is now. Sustainable society agrees to act in ways today that will not jeopardise the social, economic, cultural and environmental viability of our future generations. We seek, for example, to minimise socio-economic stresses that are likely to cause conflict or social upheaval.

FOR OUR CITY'S FUTURE AS A GREAT PLACE IN WHICH TO LIVE WE WILL...

- *promote individual and collective responsibility for healthy, safe and happy communities*
- *encourage active participation of citizens in decision-making and the development of their city*
- *support and encourage citizens to fully develop their potential*
- *ensure community resources are available to all citizens*
- *enable all people in the city to have an acceptable standard of living*

Our City ~ Our Future has moved away from the all-purpose term "community" and is promoting the idea of communities to be overlapping, interacting, and recognisable. These include both geographic communities and communities of interest. We acknowledge particularly the special place of Maori in Aotearoa/New Zealand and in our city. The appropriateness of the targets in this document need to be tested against the great diversity of Wellington's communities to ensure everyone is acknowledged and their needs are recognised



WELLINGTON AND ITS COMMUNITIES ARE A GREAT PLACE TO LIVE



- a. most people living in Wellington think the city is a great place to live, by year 2005
- b. most people think the quality of life has improved over the previous five years, by year 2005



- a. % of people living in Wellington who think the city is a great place to live
- b. % of people who think the quality of life has improved in the previous five years



- *establish locally managed community resource centres with a paid worker having a strong mandate to network and facilitate the strengthening of community spirit*
- *conduct a 5-yearly Quality of Life survey targeting geographic and interest groups*
- *co-ordinate a family-friendly work environment promotion*

IMPLEMENTATION PARTIES

youth centres, Wellington City Council, Wellington Tenth Trust, Community Liaison Groups, Nga Taurahere Ki Poneke, Nga Kaimahi O Te Po Trust, Wellington Disability Reference Group, National Council of Women, Maori Women's Welfare League, YWCA, YMCA, Ministry of Women's Affairs, PACIFICA, Pacific Islands Women's Project, Samoa Aotearoa Unity Trust, Wellington Ethnic Affairs Council, community centres, Department of Internal Affairs, Police, residents' associations, Human Rights Commission



HEALTHY, SAFE AND HAPPY COMMUNITIES WITH INDIVIDUAL AND COLLECTIVE RESPONSIBILITY TO ACTIVELY INCREASE THE WELL-BEING OF ALL PEOPLE



- a. most people feel safe in their communities, by year 2020
- b. more people in the community are in good health, by year 2005
- c. all people have improved access to health services, by year 2005
- d. all communities have positive social relationships, by year 2005



- a. % of people who believe that safety in their community is improving
- b. % of Wellingtonians who feel they are in good health
- c. % of people with improved access to health services
- d. % of Wellingtonians who feel they live in communities with positive social relationships



- *establish a Healthy and Safe Wellington project*

IMPLEMENTATION PARTIES

medical centres, Plunket, Wellington Emergency Management Office, Wellington Safer Community Council, Fire Service, Life Education Trust, child care centres, Police, Wellington City Council, Ministry of Women's Affairs, Ministry of Health, Wellington Women's Health Collective, Disabled Persons' Assembly, parents/guardians, National Council of Women, Maori Women's Welfare League, YWCA, YMCA, Ministry of Women's Affairs, PACIFICA, Pacific Islands Women's Project, Wellington Ethnic Affairs Council, community centres, Neighbourhood Watch groups, Department of Internal Affairs



INDIVIDUALS AND GROUPS ACTIVELY PARTICIPATE IN THE DECISION-MAKING AND DEVELOPMENT OF THEIR CITY, COMMUNITIES AND CULTURES



- a. most Wellingtonians can effectively and actively participate in decision-making processes for the future direction of their city and communities, by year 2005



- a. % of people who believe they can participate in the future direction of their city and communities
- b. satisfaction expressed by residents' associations, non-governmental organisations and cultural groups with the opportunities for input to decision-making processes
- c. % of people who participate in local elections
- d. % of people who make submissions to the Wellington City Council Annual Plan or other city planning documents



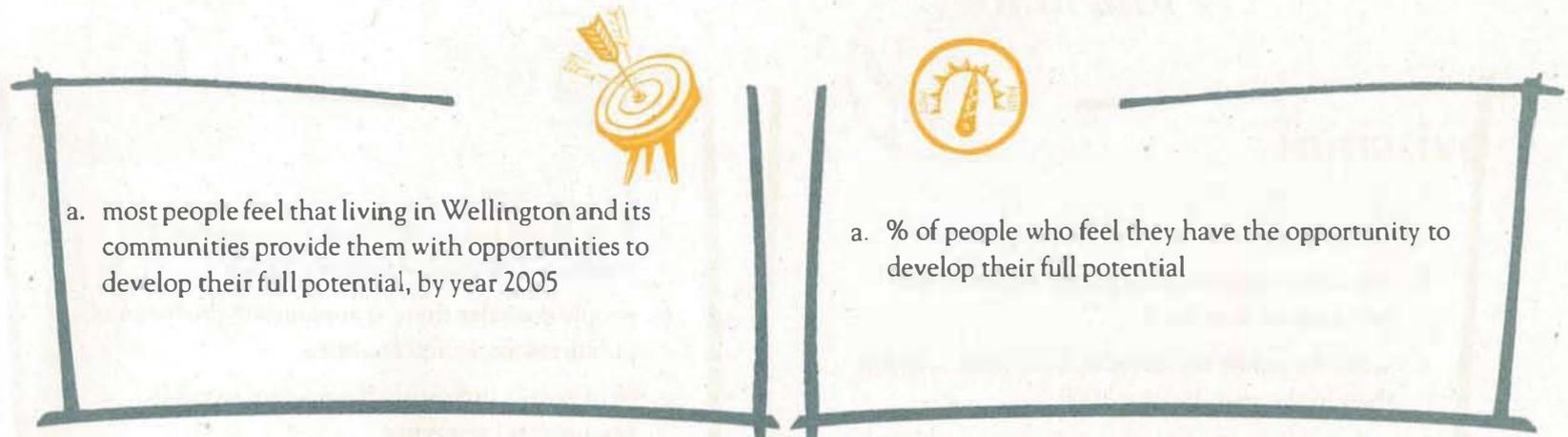
- *develop new models to encourage community participation in local government; this could include community groups that publicise, liaise, and advise on community activities*

IMPLEMENTATION PARTIES

youth centres, Volunteer Centre, Wellington Disability Reference Group, Department of Internal Affairs, Disabled Persons Assembly, Wellington City Council, residents' associations, National Council of Women, Maori Women's Welfare League, YWCA, YMCA, Ministry of Women's Affairs, PACIFICA, Pacific Islands Women's Project, Wellington Ethnic Affairs Council, community centres, community boards, Community Liaison Groups, Automobile Association



WELLINGTONIANS DEVELOP TO THEIR FULLEST POTENTIAL THROUGH SUPPORT AND ENCOURAGEMENT



- *establish a body to co-ordinate paid employment for people with disabilities*
- *establish support networks for people working from their homes*
- *establish educational support and recreational facilities for parents, youth and Maori*

IMPLEMENTATION PARTIES

Ministry of Education, Wellington City Council, Hillary Commission, Youth Affairs, Commissioner for Children, Maori agencies and groups, libraries, Citizens Advice Bureaux, tertiary institutions, schools, National Council of Women, Maori Women's Welfare League, YWCA, YMCA, Ministry of Women's Affairs, Wellington Ethnic Affairs Council, community centres, Department of Internal Affairs, families, PACIFICA



ALL PEOPLE HAVE EQUITABLE ACCESS TO COMMUNITY AND PUBLIC RESOURCES



- a. Wellington has a declining poverty rate
- b. appropriate provision of public resources and facilities, by year 2010
- c. access to public resources and facilities is better than in the past, by year 2005



- a. level of poverty in Wellington as measured by the New Zealand Deprivation Index
- b. people consider there is appropriate provision of public resources and facilities
- c. % of people indicating their access to public resources is improving



- *establish a working party on community equity*
- *identify the public resources and facilities that are available, and the barriers to access that exist*

IMPLEMENTATION PARTIES

Disabled Persons Assembly, Wellington Council of Social Services, Wellington City Council, Department of Corrections, Department of Courts, Department of Social Welfare, Department of Internal Affairs, Statistics NZ, Wellington Disability Reference Group, Council Tenants' Association, Wellington Unemployed Workers' Union, National Council of Women, Maori Women's Welfare League, YWCA, Ministry of Women's Affairs, PACIFICA, Pacific Islands Women's Project, Wellington Ethnic Affairs Council, community centres

Culture



Introduction

The dynamic and diverse range of cultural groups that have made Wellington their home was a key theme in the Vision Workshops. It is important to keep this dynamism and diversity alive and thriving.

FOR OUR CITY'S VIBRANT, CULTURALLY DIVERSE FUTURE WE WILL...

- encourage cultural and ethnic groups to stage their cultural events publicly throughout the city
- use all parts of the city, including streets and waterfront, for these events
- ensure that Wellington will continue to be the arts capital of New Zealand
- promote Maori culture, protocol, language and arts so they can be experienced by all citizens
- preserve Waahi Tapu and other sacred sites



A COSMOPOLITAN CITY OF VIBRANT DIVERSITY



- a. 80% of Wellingtonians have an understanding of their own culture and the cultures of others, by year 2005
- b. significantly more opportunity is available for Wellingtonians to express their cultures, by year 2005
- c. most Wellingtonians participate in outdoor cultural events and activities, both organised and self-initiated, by year 2005
- d. small ethnic groups maintain their mother tongue and cultural heritage



- a. % of Wellington residents who believe that they have an understanding of their own culture and of at least one other culture
- b. % of people who believe that they have adequate opportunities to express their culture
- c. % of residents participating in some outdoor cultural events and activities
- d. % of children who speak the language of their ethnic group



- encourage and support Arts Festival, Fringe Festival, cafes
- Banners in Courtenay Place painted by children on the theme of *Our City ~ Our Future*
- encourage cultural groups to stage public events which express their identity
- establish an expanding database of cultural activities and ethnic groups
- encourage, through an interpretation of school syllabuses, an understanding and celebration of cultural differences
- promote the creation of a function/information centre where cultures have the opportunity to express their identity

IMPLEMENTATION PARTIES

Courtenay Place Main Street Project, Stagecoach, Wellington Tenth Trust, Wellington Ethnic Affairs Council, Wellington schools, Lambton Harbour Management, Wellington Safer Community Council, NZ Institute of Architects, Siva Lava Productions, Whitirea Polytechnic, Performing Arts Centre, Festival & Convention Centre, Wellington Polytechnic



WELLINGTON IS NEW ZEALAND'S ARTS CAPITAL



- most New Zealanders name Wellington as New Zealand's arts capital, by year 2000
- most Wellingtonians attend or participate in an arts event or activity on a regular basis, by year 2005
- most national and international publicity for Wellington mention it is the arts capital, by year 2000
- the number and quality of international, national and regional events and activities are increased
- most international acts performed in Wellington have supporting acts by local artists, by year 2005



- % of New Zealanders who name Wellington as New Zealand's arts capital
- % of residents who regularly attend or participate in an arts event or activity
- % of local artists supporting international acts performing in Wellington
- % of events publicity mentioning Wellington as the arts capital



- erect a sculpture or other visual representation of Wellington's arts in a prominent location to give Wellingtonians and visitors a sense of the city as the arts capital
- publish a comprehensive weekly arts feature in one of the daily newspapers
- establish a permanent space for the exhibition of New Zealand art
- support use of funding criteria for projects that aim to recognise Wellington as arts capital

IMPLEMENTATION PARTIES

Wellington City Council, Siva Lava Productions, Whitirea Polytechnic, NZ School of Dance, NZ Drama School, Creative NZ, Council of Maori and Pacific Arts, NZ Symphony Orchestra, Royal NZ Ballet, NZ Opera Society, Wellington Society for Music Education, Inverloch Arts School, Learning Connection, Wellington Arts Centre, Wellington Polytechnic, International Festival of the Arts Trust, Festival & Convention Centre, Academy of Fine Arts

3

WELLINGTON IS THE NATIONAL CENTRE FOR THE TRAINING, LEARNING, PERFORMANCE AND DEVELOPMENT OF THE ARTS



- a. an arts co-ordination team is employed to support and develop the arts through provision of advice, co-ordination of arts organisations and dissemination of information, by year 2000
- b. all Wellington arts learning institutions are affiliated to one umbrella group, by year 2000



- a. numbers of national, training, learning, performance and development institutions for the arts in Wellington
- b. % of the arts organisations and learning institutions that are linked to a central resource
- c. % growth in the number of national and international students enrolling for arts courses in Wellington

- *develop and promote policies to encourage food vendors and performers to operate on city streets*
- *encourage arts groups to use street-based entertainment to advertise their events and reach wider audiences*
- *establish a structure for the development and co-ordination of the arts and its audience, including a comprehensive database available through the Internet*
- *develop information sharing opportunities, for example, an arts expo*
- *develop centralised advertising opportunities such as an arts calendar, City Council publications, an arts map and a resource for existing publications*
- *creation of a space for the arts co-ordination team that also provides facilities for arts groups and resources*
- *promote Wellington's learning institutions nationally and internationally*
- *identification of arts that are not catered for with a learning institution, for example, a school for film production*
- *encouragement of master classes and workshops to run in conjunction with festivals and other arts events*
- *establish a summer school including classes for arts and crafts*

IMPLEMENTATION PARTIES

Siva Lava Productions, Whitirea Polytechnic, Creative NZ, Council of Maori and Pacific Arts, NZ School of Dance, NZ Symphony Orchestra, Royal NZ Ballet, NZ Drama School, NZ Opera Society, Wellington Society for Music Education, Inverloch Arts School, Learning Connection, Wellington Arts Centre, Wellington Polytechnic



CULTURE, TIKANGA (PROTOCOL), REO (LANGUAGE) AND ARTS OF MANA WHENUA AND NGA IWI O NGA HAU E WHA ARE ACKNOWLEDGED, PROMOTED AND ENHANCED



- a. all Wellingtonians have the opportunity to participate in and gain an understanding of Maori culture, by year 2005
- b. 90% of Wellingtonians experience Maori culture as an intrinsic part of the city, by year 2005



- a. % of Wellingtonians who believe that they have opportunities to participate in and learn about Maori culture in Wellington
- b. % of Wellingtonians who experience Maori culture in the city
- c. % of Wellington Maori who believe that they have the opportunity to express their culture



- *include an appropriate Maori element in ceremonies representing Wellington*
- *incorporate an appropriate Iwi welcome at gateways to Wellington*
- *establish a programme to introduce tourists and immigrants to Maori culture*

IMPLEMENTATION PARTIES

Wellington Tenth Trust, Nga Taurahere Ki Poneke, Nga Kaimahi O Te Po Trust, Victoria University, Wellington City Council, Wellington Regional Council, Whitirea Polytechnic, Wellington Polytechnic



WAAHI TAPU AND TAONGA, AND OTHER SACRED SITES AND ARTEFACTS ARE PRESERVED



- a. Wellington's Waahi Tapu and other sacred and historic sites have been identified, recognised and appropriately valued by the community with proper protocols observed, by year 2000
- b. Waahi Tapu and other sacred and historic sites are protected and maintained, by year 2010
- c. Te Papa Tongarewa – Museum of New Zealand, has international recognition as New Zealand's national treasure house, by year 2000



- a. number of Waahi Tapu and other sacred and historic sites that are appropriately documented
- b. % of Wellingtonians who are aware of the existence, significance and location of one or more historic sites
- c. % of overseas visitors who name Te Papa Tongarewa – Museum of New Zealand on their list of places to visit in New Zealand



- *Iwi are involved in decision-making for, and practical management of, waahi tapu and taonga*
- *erect plaques at historic sites with interpretative educational information*

IMPLEMENTATION PARTIES

Wellington Tenth's Trust, Nga Taurahere Ki Poneke, Historic Places Trust, Department of Conservation, Wellington City Council, Museum of New Zealand

Economy and Employment



Introduction

The promotion of business enterprise along sustainable lines is a key goal without which many other goals of *Our City - Our Future* cannot be achieved. This makes improving Wellington's economic performance and prosperity an urgent task. A stronger regional economic focus is a necessary part of the Economy and Employment strategy. Recognition that we will be competing with other regions which are also seeking to promote their economic development will help to lift our game.

FOR WELLINGTON'S FUTURE AS A SUCCESSFUL POST-INDUSTRIAL CITY WE WILL...

- seek to improve the environment for all business in Wellington
- promote business enterprise through building on our knowledge, skills, technology, cultural and strategic assets
- adopt a regional approach to economic development including further co-operation between the five cities of the region
- recognise the role of unpaid work in our community
- achieve growth while enhancing community satisfaction and reducing adverse environmental effects
- develop clean and efficient means of moving goods and people



SUSTAINABLE ECONOMIC DEVELOPMENT AND FULL EMPLOYMENT



- a. Wellington is one of the three best-performing New Zealand regions in economic development and employment growth, by year 2005
- b. most people are satisfied with the opportunities to enter and move within the paid workforce, by year 2005
- c. most business leaders in the region believe, by year 2005, regional co-operation in economic development activities has increased
- d. public and private economic development initiatives in the Wellington region are supported by most people including most business leaders, by year 2005



- a. official statistics of economic development and employment growth
- b. % of residents who are satisfied with the opportunities to enter and move within the paid workforce
- c. % of people who support public and private economic development initiatives in the Wellington region
- d. % of business leaders who support public and private economic development initiatives in the Wellington region
- e. % of regional agencies and businesses that perceive increased regional co-operation in economic development activities since 1995



- *promote co-operation on economic development among the territorial authorities of the region*
- *develop a partnership between business, local authorities and the community to develop an economy and employment strategy for the region*
- *attract new business by promoting Wellington as a centre of dynamic knowledge-based and service industries*
- *advocacy for policies that support sustainable economic and environmental development*
- *investigate a new means of measuring and evaluating economic activity which takes into account the gains/losses of the natural environment, social capital and quality of life*

IMPLEMENTATION PARTIES

Wellington Regional Chamber of Commerce, Capital Development Agency & associated regional agencies, TRADENZ, Business Development Board, Wellington City Council & other territorial authorities, business associations, educational institutions, Retail Merchants Association, Wellington Ethnic Affairs Council

2

WELLINGTON IS A SUCCESSFUL POST-INDUSTRIAL CITY AND A GREAT PLACE FOR ALL SECTIONS OF THE COMMUNITY TO LIVE AND WORK



- a. Wellington is recognised by most business leaders as one of the most innovative cities in NZ in which to do business, by year 2005
- b. a growing proportion of residents confirm that Wellington is a world-class and enjoyable city in which to live and work, by year 2005
- c. most people in unpaid work believe their role in the community is recognised and valued, by year 2005
- d. an increasing number of small businesses start up, and more than 90% survive beyond five years



- a. % of NZ business leaders who recognise Wellington as one of the most innovative cities in which to do business
- b. % of residents who believe that Wellington is a world-class and enjoyable city to work in
- c. % of Wellingtonians who believe that their work is meaningful and valued by both themselves and the community
- d. % of residents in unpaid work who believe that their role is recognised and valued
- e. number of small businesses starting up annually
- f. % of small businesses that survive beyond five years



- *stress creativity and innovation, in a dynamic city with a vibrant economy that promotes a wealth of opportunities*
- *ensure this vision is reflected in the planning documents and programmes of key organisations in Wellington*
- *establish a think-tank to advise on economic and business development issues*
- *promote and develop businesses' understanding of their social responsibility and ability to improve social well-being*
- *improve community recognition of the role of business and improve economic and social well-being*
- *promote an efficient, effective, innovative infrastructure*

IMPLEMENTATION PARTIES

Wellington Regional Chamber of Commerce, Capital Development Agency & associated regional agencies, TRADENZ, Business Development Board, Wellington City Council & other Territorial Authorities, business associations, educational institutions, Volunteer Centre, trade unions, Retail Merchants Association, Ethnic Affairs Council, Small Business Agency, Victoria University, Wellington Polytechnic



BUSINESS IS BASED ON AREAS WHERE WELLINGTON HAS A SUSTAINABLE COMPETITIVE ADVANTAGE



- a. Wellington remains the financial and political capital of New Zealand
- b. Wellington has an internationally-oriented business community
- c. Wellington is acknowledged as the 'events capital' of New Zealand, by year 2005
- d. Wellington has dynamic knowledge-based industries in, for example, education, communications, information technology, research and consulting
- e. Wellington's retailing and hospitality sector is thriving, diverse and unique
- f. Wellington is a unique destination for tourists, based on arts and culture, heritage, shopping, night life and nature appreciation
- g. Wellington strengthens its position as New Zealand's arts and culture capital



- a. % of business leaders who acknowledge that Wellington is the financial and political capital of New Zealand
- b. % of business people who believe that Wellington is an internationally-oriented business community
- c. % of residents and visitors who agree that Wellington is the events capital of New Zealand
- d. growth above the national average for key knowledge-based sectors in Wellington
- e. % of residents and visitors that recognise Wellington's retail sector as diverse and unique
- f. % of visitors that value Wellington highly as a unique tourist destination
- g. patronage of cultural events and facilities



- *encourage the development of business growth clusters on a regional basis through the five cities of Wellington Economic Development Group [business clusters are groups of firms working collectively while also competing, internationally recognised as an effective tool for economic development]; is a major stimulus for tourism, film, and education businesses.*
- *develop a more effective working relationship between business and educational institutions*
- *develop and integrate events programming*
- *extend international linkages of key sectors*

IMPLEMENTATION PARTIES

Wellington Regional Chamber of Commerce, Capital Development Agency & associated regional agencies, TRADENZ, Business Development Board, Wellington City Council & other territorial authorities, business associations, Retail Merchants Association, NZ Employers Federation, Tribunals Division of the Department of Courts, Victoria University, Wellington Polytechnic

Education, Information and Technology



Introduction

Education is the basis for growth and development of our society. We have endeavoured in the Education, Information and Technology strategy to interpret and maintain the spirit of those ideas contributed by schools and colleges, and students, parents, teachers, educators, as well as by other groups. We hope the idea that our whole lives are for learning is reflected in the goals and targets.

FOR OUR CITY'S FUTURE GROWTH AND DEVELOPMENT WE WILL ...

- adopt values that contribute to caring communities
- make opportunities available for lifelong learning
- use information technology to ensure the city's information resources are readily available to all
- enhance the sustainability of our city's life through information technology
- preserve and acknowledge the strength of being the one people of our city, as an iwi, through the creative use of education, information and technology

1

ABUNDANT OPPORTUNITIES PROVIDED FOR LIFELONG LEARNING



- a. all learning styles and needs are catered for
- b. all Wellingtonians, especially pre-schoolers, have easy and affordable access to education
- c. people know of courses relevant to their needs and preferences
- d. average literacy of Wellingtonians is steadily increasing
- e. libraries are maintained and enhanced to encourage and support life-long learning



- a. % people who believe their own learning style is catered for
- b. % of pre-school caregivers who believe their children have easy, affordable access to pre-school education
- c. number of adults enrolled in education
- d. number of people using the libraries in Wellington



- *utilise accelerated-learning, speed-reading, mind-mapping and co-operative learning training: include this as part of the training and development of school teachers and community tutors, and teach it to all secondary school students; Wellington will host an annual accelerated-learning conference to attract international attendees and presenters*
- *provide community-based programmes to assist parents with literacy support*
- *develop small business mentor programmes to engage the resources of the community in education*
- *link schools and businesses through schemes, now operating in Australia, that allow each to work with and support the other; increase business sponsorship of schools, including businesses gifting their recently retired computer equipment to schools*

IMPLEMENTATION PARTIES

Capital Development Agency, Primary Teachers' Association, Brainworks, The Learning Connection, Education Training Support Agency, Workers' Education Association, Community Education Centre, NZ Employment Service, Victoria University, VicLink, VicNet, NZ Internet Institute, 2020 Communication Trust, Ministry of Education, Post Primary Teachers' Association, libraries, Central Institute of Technology, Wellington Polytechnic, early childhood centres

2

VALUES THAT CONTRIBUTE TO THE COMMUNITY ARE FOSTERED



- a. values applicable to all communities living in Wellington are fostered
- b. a strong feeling of community spirit
- c. all schools teach relationship skills and conflict resolution and model a win/win culture, by year 2005
- d. schools and communities encourage understanding of the local environment



- a. % of residents who can name ten neighbours and their position within the community
- b. % of residents having a strong feeling of community spirit
- c. % of schools using peer mediation programmes
- d. % of schools with anti-bullying programme
- e. % of teachers trained in conflict resolution techniques including Teacher Effectiveness Training



- *implement Te Whaariki, the new Early Childhood Curriculum*
- *establish partnerships of working community centres such as Aro Valley and Thistle Hall*
- *conduct research into values that contribute to building a sense of community, involving all Wellington's communities, and based on research already established overseas*
- *encourage school initiatives*

IMPLEMENTATION PARTIES

early childhood centres, Victoria University, Central Institute of Technology, Wellington Polytechnic, VicLink, VicNet, NZ Internet Institute, 2020 Communication Trust, Ministry of Education, Central Government, schools, community centres and liaison groups, religious organisations, everyone!



**THE CITY'S INFORMATION RESOURCES ARE READILY AVAILABLE
AND POSITIVELY ENHANCE A SENSE OF COMMUNITY**



- a. all the city's key government, corporate and community information providers produce Internet on-line catalogues of their information resources, and all material produced internally by those organisations for public use is on-line, by year 2000
- b. 25% of work within Wellington is carried out by teleworking, by year 2005
- c. 75% of Wellington region's tertiary education courses are available interactively on-line, by year 2005
- d. 50% of primary and secondary schools have curriculum material available interactively on-line, by year 2010
- e. libraries maintained as community information access points



- a. % of information providers producing Internet on-line catalogues of their information resources
- b. % of people who have the opportunity to telecommute
- c. % of courses available on-line
- d. % of curriculum available interactively on-line
- e. % of residents using the Internet to access public information



- *actively encourage the many and diverse communities to produce World Wide Web home pages that encourage their interaction; different cultures in Wellington's communities develop material in their own languages*
- *establish an interactive World Wide Web page on community health issues*
- *develop an on-line map of Wellington's information resources and an electronic database of all community and cultural resources*



- *develop community access points to the World Wide Web throughout the city, available to those on benefits and low incomes: this includes a mobile electronic information centre which travels throughout the Wellington region; several pilot projects are already delivering information via electronic screens in 'kiosks'; electronic bill boards could direct people to the nearest community information kiosk in Wellington's communities; the installation of fibre-optic cabling throughout Wellington will facilitate the electronic delivery of information*
- *increasing numbers of employees are working away from their primary office, utilising home offices, modem-connected computers or laptops; the present investigation of a telecommuting centre in Tawa is paving the way for establishing telecommuting centres in other suburbs*

IMPLEMENTATION PARTIES

Wellington City Council, 2020 Communication Trust, Capital Development Agency, Telecom, Central Institute of Technology, Open Polytechnic, Correspondence School, Victoria University, VicLink, VicNet, NZ Internet Institute, Ministry of Education, libraries, Government Departments, schools, Clear Communications





EDUCATION, INFORMATION AND TECHNOLOGY ARE UTILISED TO PRESERVE AND ACKNOWLEDGE IWI IN WELLINGTON



- a. Wellingtonians have access to information about iwi, by year 2000
- b. an increasing proportion of Wellingtonians can speak more than one language



- a. % of Wellingtonians who feel enabled to interact positively within iwi cultures
- b. % of Wellingtonians feel they have an understanding of what is uniquely iwi culture
- c. visitation rates to the city's museums, galleries and archives
- d. number of Wellingtonians who speak more than one language

- *place information about iwi culture on the Internet*



IMPLEMENTATION PARTIES

educational institutions, Museum of NZ, libraries, galleries and archives, NZ Internet Institute, Ethnic Affairs Council, everyone!

Note:

Where 'Iwi' is used with a capital 'I' it refers to Maori culture. The use of 'iwi' with a small 'i' is derived from its meanings as 'bone', 'core' and 'nation'. The growth and development in our city will be achieved through working together in the spirit of an iwi because we are all citizens of this one city irrespective of our ancestry, and in that oneness we will have a core of strength.

Natural Environment



Introduction

Clean, green and efficient are strong themes put forward in the Vision Workshops, and they lie at the core of the natural environment section.

We want Wellington to have a sustainable future and to leave for future generations an environmental birthright that we can be proud of. Energy and resources will be used wisely to achieve this, pollution will be reduced, the biodiversity of the city area will be protected, and we shall have easy access to our natural areas.

FOR OUR CITY'S SUSTAINABLE FUTURE WE WILL ...

- actively work to reduce our waste and use of non-renewable resources in industry, business and households
- reduce pollution of air, water and land
- have clean streams, beaches and the harbour with abundant aquatic and other life
- protect and restore ecosystems so that they are rich in plant, bird, lizard, insect and fish life, and assist them to approach that of Wellington's original natural environment
- encourage people to experience the natural environment, while living in this vibrant capital city, through easy access to urban parks, gardens and open spaces



RESTORED AND WELL-MANAGED NATURAL ECOSYSTEMS IN THE CITY AREA



- a. 90% of Wellington's environment with high conservation values is protected and managed primarily for those natural values, by year 2005
- b. 75% of sites protected for their conservation values are in good condition according to site condition assessment criteria, by year 2010



- a. % of Wellington's city area/number of sites with high conservation values that are protected - marine, coastal, forest, wetland, streams
- b. % of sites meeting minimum acceptable site condition assessment criteria - fruiting and flowering, browse damage, regeneration, pest animals, weeds, species density, connection to other sites, waste/rubbish contamination, people damage

- *implement District Plan Conservation Site resource management plans, the Town Belt Management Plan sections on native vegetation restoration and return of lands, develop the Wellington City Council Open Space Strategy, and establish the Karori Sanctuary as a nursery for key native species*
- *support and establish mataitai, taiapure, and a range of marine protected areas including a marine reserve on the south coast accessible by public transport*
- *establish South Coast Park and investigate its extension to the west in future*
- *establish linked protected areas on outer town belt from the south coast to Porirua (Te Kopahou Reserve, Manawa Karioi, Karori Sanctuary, Otari, Ngaio, Khandallah Park, Johnsonville Park, Tawa and Elsdon Bush)*



IMPLEMENTATION PARTIES

Wellington City Council, Wellington Regional Council, landowners, Wellington Civic Trust, Department of Conservation, Queen Elizabeth II National Trust, Royal Forest & Bird Protection Society, Wellington Botanical Society, Trelissick Park - Ngaio Gorge Working Group, Manawa Karioi Society, Southern Environmental Association, Karori Wildlife Sanctuary Trust



OPEN AND GREEN SPACES ARE ENHANCED



- a. 90% of residents have easy access to Wellington's open and green spaces, by year 2010
- b. 12% of green space is designated as linked green corridors, by year 2005
- c. visual amenity provided by natural landforms not lost



- a. % of residents believing that they have easy access to Wellington's open and green spaces
- b. % of green space designated as linked green corridors
- c. % of people believing that Wellington's open spaces provide high quality recreation and leisure opportunities
- d. % of natural landforms in Geopreservation Inventory which are protected



- local groups beautify, control and reforest local areas: one example is the Trelissick Park - Ngaio Gorge Working Group; in addition to community working 'bees', this group encourages locals to 'Adopt a Spot' to look after and revegetate the area
- develop a 10 year programme to extend decorative plantings to suburban centres
- develop a policy encouraging the planting of, and dissemination of information on, plants native to the Wellington and Cook Strait Ecological Districts
- encourage the use of protection mechanisms including open space covenants
- protect the easements on the Town Belt from future development

IMPLEMENTATION PARTIES

Wellington City Council, Wellington Regional Council, Wellington Civic Trust, Department of Conservation, Lambton Harbour Management, Trelissick Park - Ngaio Gorge Working Group



CLEAN AIR, WATER AND LAND



- a. our streams, estuaries, harbour and beaches meet or exceed internationally accepted ecological and human health standards, by year 2010
- b. a comprehensive air quality measurement system is operating and the output used to establish quantitative targets for a steady improvement in air quality at all measuring sites, by year 2000
- c. no increase in erosion or soil pollution
- d. establish quantitative targets for a steady reduction in water pollution caused by run-off from road surfaces and discharges from transport-related infrastructure and services, by year 2000

- a. % of stream, estuary, harbour, and beach monitoring sites meeting or exceeding internationally accepted ecological and human health standards
- b. number of times international air quality standards are not met at monitoring sites
- c. extent and severity of erosion at selected sites
- d. number and area of contaminated sites
- e. water pollution caused by run-off from road surfaces and discharges from transport-related infrastructure and services at selected sites



- *rehabilitate sewers to improve water quality and stormwater quality at stormwater outlets – stormwater run-off is a significant source of pollution of our waterways: the Wellington City Council is undertaking sewer rehabilitation to ensure sewage does not enter stormwater drains which discharge directly to the sea; this 15 year project (1993 - 2008) with a projected cost of \$70 million will dramatically improve water quality and stormwater quality at stormwater outlets*
- *run education programmes to prevent pollution of stormwater – stormwater drains gather not only rain water run-off but any other impurities in the catchment such as litter, animal faeces, vegetation, emissions from vehicles, including exhaust pollutants, oil, brake linings and rubber: the Wellington City Council and environmental groups such as the Kiwi Conservation Corps' education programmes "Drains for Rain", "Drains to the Sea" are aimed at preventing household pollution of stormwater from car washing, paint and oil disposal, and litter*

IMPLEMENTATION PARTIES

Wellington Regional Council, Wellington City Council, Kiwi Conservation Corps, Wellington Regional Chamber of Commerce, Department of Conservation, everyone!



SUSTAINABLE USE OF RESOURCES



- a. 50% reduction of solid waste generation, by year 2010
- b. use of water and energy is contained at 1996 levels despite population growth, by year 2010
- c. the amount of high quality open green space within the built-up area is increasing
- d. sustainable land management and food production practices are increasingly adopted



- a. % reduction in solid waste generated per capita
- b. per capita consumption of water and energy
- c. area of high quality open green space within the built-up area
- d. % of land managed in accordance with sustainable land management practices

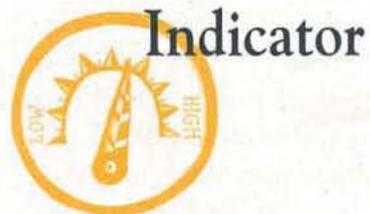


- *implement the existing strategies for solid waste management, water conservation, energy efficiency and conservation, and open space, along with the District Plan containment policy*
- *set up a green centre which gives advice and support on sustainability issues*
- *develop and co-ordinate recycling efforts in Wellington and establish a recycling centre*
- *partnership approach with business in reduction of waste*

IMPLEMENTATION PARTIES

Wellington City Council, Energy Efficiency and Conservation Authority, recycling businesses, Wellington Regional Chamber of Commerce, Wellington Regional Council, ECNZ, Contact Energy, Transpower NZ, TransAlta NZ, NZ Soil Association, NZ Biological Producers Council, Ministry of Health, Makara-Ohariu Community Board, Wellington Conservation Board, Waste Management Institute, Ministry for the Environment, everyone!

Recreation and Leisure



Introduction

Our city has natural resources ideal for a wide range of recreation and leisure pursuits, including its glorious hills and harbour, its central location, and its dignified role as the nation's capital. These resources mean that our city is ideally endowed to be the focal centre of NZ's sport, recreation and leisure.

We want to enhance these natural recreational resources to give our citizens the best opportunities for sport, recreation and leisure so that Wellington will be identified as the national capital, and an internationally favoured venue, for all forms of recreation and leisure pursuits

FOR OUR CITY'S FUTURE SUPERB RECREATION AND LEISURE OPPORTUNITIES WE WILL...

- develop quality facilities and resources
- provide varied and affordable recreation and leisure opportunities for all
- promote the safety and well-being of all citizens and visitors
- use and enhance sustainable recreation and leisure environments



WELLINGTON'S FACILITIES AND RESOURCES MAKE IT THE FIRST CHOICE VENUE FOR A WIDE VARIETY OF SPORTING, RECREATION, LEISURE AND ENTERTAINMENT PURSUITS



- a. high quality multiple-use facilities for sport and leisure which encourage participants at all levels
- b. a range of recreational and leisure facilities evenly distributed across the city
- c. outdoor environments developed for recreation and leisure activities, while retaining a balance between preservation and adaptation



- a. community and user group satisfaction with quality of, and access to, beaches, harbour and sea, sports grounds, recreation and leisure facilities, libraries, gardens, walking tracks, cycle lanes, footpaths
- b. satisfaction with recreational opportunities in the local communities and the city
- c. % of residents who use recreation facilities annually



- develop the "Round the Bays" recreational and scenic route for walkers, joggers and cyclists from Oriental Bay to Owhiro Bay; this includes developing a Miramar Peninsula/Shelly Bay recreational area with access for cyclists and pedestrians, parking for vehicles, and daytime access to environmental and historic reserves within the area as part of the Regional Coastal Trail
- establish a multiple-use sports stadium of international standard
- create a series of permanent and durable launching ramps for unrestricted use by trailer boats and yachts between Oriental Bay and Steeple Rock, and between Breaker Bay and Owhiro Bay
- create some marine reserves and retain some open fishing areas between Korokoro Stream and city boundaries south of Rock Point
- designate and develop the Karori - Makara - Johnsonville route as a safe, recreational scenic route for vehicles, cyclists and pedestrians as part of linking foot and cycle-ways throughout the city
- develop a camping ground for tourists and visitors

IMPLEMENTATION PARTIES

Wellington City Council, Transit NZ, Evans Bay Yacht & Motorboat Club, Wellington Rowing Association, Wellington Surfcasting & Angling Club, recreation facilities such as swimming pools, go-carts, indoor cricket, and gymnasiums, Wellington Regional Council, Port Nicholson Ponake Cycling Club, Wellington Mountainbike & Cycletouring Club, Wellington Triathlon & Multisports Club, Sport Wellington



AN ABUNDANT AND DIVERSE RANGE OF AFFORDABLE, QUALITY RECREATION AND LEISURE ACTIVITIES AND OPPORTUNITIES



- a. increase access to a wide range of affordable recreation and leisure opportunities for all Wellingtonians
- b. easy access to and around harbour and coast for a wide range of recreation, leisure and entertainment pursuits, by year 2005
- c. the changing recreation and leisure needs of teenagers are catered for



- a. resident satisfaction with formal and informal recreation and leisure opportunities, including access to facilities
- b. resident satisfaction with safeguards to the unique character of the Wellington environment
- c. satisfaction of teenagers with recreational and leisure opportunities



- *develop a database of recreational organisations and opportunities for providers and users of recreation facilities, public relations and communications strategy for sport, recreation and leisure activities; this would assist clubs to update their programmes and publicity, target people who do not already participate, ensure programmes meet the changing needs of children and young people and their limited ability to pay, and of parents, the elderly and people with disabilities*
- *marae-based holiday programme for families: the pilot programme ran in April 1997*
- *transport planning which puts 90% of people and all recreation and leisure facilities within five minutes of public transport*
- *develop public access to rural areas with a network of tracks and open areas for walking, cycling, horse-riding and other activities, separated from vehicle traffic*

IMPLEMENTATION PARTIES

Sport Wellington, Disabled Persons Assembly, Disability Reference Group, Wellington Regional Council, Wellington City Council, Wellington Tenth Trust, Hillary Commission, Passport to Leisure, Age Concern, Out of School Care & Recreation, Nga Taurahere Ki Poneke, Department of Conservation, Ministry of Education, Queen Elizabeth II National Trust, Royal Forest & Bird Protection Society, youth organisations, Guides, Nga Kaimahi O Te Po Trust, community organisations, Makara-Ohariu Community Board, Makara Guardians Inc, Wellington Ethnic Affairs Council



THE WELL-BEING OF PEOPLE OF ALL AGES IS PROMOTED THROUGH FORMAL, INFORMAL, PASSIVE AND/OR ACTIVE PARTICIPATION



- a. increasing community participation at all levels through sustainable access to facilities, resources, venues and programmes
- b. most communities and users feel safe in their recreation and leisure, by year 2010
- c. increasing proportion of Wellingtonians are using the public library system



- a. % of residents who believe access to facilities is adequate
- b. % of parents and youth who believe access to facilities is adequate
- c. participation levels in programmes for older users and people with disabilities
- d. % of Maori who believe they have adequate opportunities for participation in recreation
- e. satisfaction with cultural sensitivity in facilities and programme design
- f. safety perceptions and concerns of citizens regarding their participation in sport, recreation and leisure pursuits



- *develop a comprehensive recreation risk management programme to decrease the number of recreational activity-related accidents and harassment of participants: this would include education on personal safety and responsibility for others, and safety audits of lighting, parking and traffic movement adjacent to recreation areas*

IMPLEMENTATION PARTIES

Department of Conservation, surf lifesaving clubs, Police, Neighbourhood Watch groups, Wellington Safer Community Council, Capital Coast Health, Age Concern, Wellington City Council, youth organisations including Guides, Scouts, YMCA, YWCA, Girls & Boys Brigades, Mountain Safety Council, Water Safety Council, first aid organisations

Transport



Goal



Target



Indicator



Initiative

Introduction

Safe, easy movement about our city was the picture which clearly emerged from the Vision Workshops. People want better public transport and fewer cars in the city, and they want their local areas to be safe and accessible for everyone. Wellingtonians want better pedestrian and cycle facilities, and less noise and air pollution from traffic, particularly where people live, work, play and learn. The transport system of the future should be less intrusive and more people-friendly.

Walking, cycling and the use of public transport, including taxis and other hire vehicles, will be easier, safer and more popular than in the past. The transport system will move people and goods around Wellington in cleaner, smoother, safer and less intrusive ways, will promote the sustainable development of the Wellington region and help our city develop its central role in the movement of people and goods around New Zealand.

FOR THE CITY'S FUTURE INTEGRATED TRANSPORT SYSTEM WE WILL...

- develop affordable and accessible public transport
- reduce pollution, disruption and resource use by transport
- improve traffic management
- enable communities to use local streets for their social activities
- improve facilities for safe and easy movement across the city
- develop to a high standard, safe and user-friendly transport terminals which are a source of pride for Wellingtonians



AFFORDABLE, INTEGRATED AND ACCESSIBLE PUBLIC TRANSPORT TAKES PEOPLE TO MOST PLACES QUICKLY AND SAFELY



- a. a high level of public satisfaction with the quality, affordability and accessibility of public transport, by year 2005
- b. public transport stops are well lit, accessible, safe, and provide shelter from the weather, by year 2010
- c. 90% of homes and facilities are within 5 minutes walk of a stop, and 90% of shops, educational facilities and work places are within 2 minutes walk of a stop, by year 2010
- d. updated public transport information is readily available, by year 2000



- a. public satisfaction with the quality, affordability and accessibility of service
- b. fare for representative journeys as a proportion of the average wage
- c. fare for representative journeys as a proportion of the running costs of private car
- d. % of transport stops meeting the criteria of Targets b and c



- *install priority-bus traffic lights and provide more bus-only lanes*
- *integrated, flexible public transport ticketing, including proposed youth discount cards*
- *develop light rail/tram system across the city*
- *improve public transport services between suburbs*
- *improve cleanliness, comfort and speed of rail travel*
- *investigate providing electronic information at bus and train stops*

IMPLEMENTATION PARTIES

Wellington Regional Council, Stagecoach, Wellington City Council, Tranz Rail, Newlands Coach Service, Income Support, Human Rights Commission, Disabled Persons Assembly, Department of Conservation, Public Transport Users' Association, 3M, Campaign for a Better City, taxis



TRANSPORT ATTAINS LEAST POSSIBLE POLLUTION, DISRUPTION AND RESOURCE USE



- a. transport fossil fuel use within Wellington City is 10% below 1990 levels by year 2005, and 60% below 1990 levels, by year 2020
- b. changes to land use and land use planning reduce the proportion of urban land devoted solely to road transport infrastructure
- c. roadside traffic noise exposure to be steadily reduced, by year 2005
- d. set average exhaust emission levels and quantitative targets, based on the best achievable world-wide to steadily reduce average emissions, by year 2000



- a. transport fossil fuel sales within the city boundaries
- b. % of urban land devoted solely to roading and parking
- c. roadside sound levels at a range of sites throughout the city
- d. average emissions as assessed by annual measurement of a representative random sample of vehicles within the city



- *restrict types of private cars entering the central business district, for example, to small-capacity petrol engines in the short term, and later to zero emission vehicles or their equivalent in the long term*
- *strict enforcement of emission and noise controls*
- *develop a voluntary emissions testing programme*
- *promote walking, cycling and vehicles powered by renewable energy*
- *encourage living and shopping close to public transport services*

IMPLEMENTATION PARTIES

Tranz Rail, Wellington Regional Council, Wellington City Council, Ministry for the Environment, Transit NZ, Ministry of Transport, oil companies, Building Owners and Managers Association, insurance companies, NZ Institute of Architects, Department of Conservation, real estate industry, urban designers, transport consultants



A SENSE OF COMMUNITY IS FOSTERED BY USING STREETS AS PLACES FOR ACTIVITIES AND SOCIALISING



- a. 90% of Wellingtonians believe their local streets are useable for events and everyday social activities which build community spirit, by year 2015
- b. 90% of street users are satisfied with noise levels, air quality, street aesthetics and ease of movement in any part of Wellington, by year 2015
- c. 90% of people are satisfied with reduced speeds, volumes and calmer traffic flows throughout the city, by year 2015
- d. 90% of people have access to attractive, quiet, safe, well designed pedestrian routes that allow them to meet their local access needs, by year 2005



- a. % Wellingtonians who believe their local streets are useable for events and everyday social activities which actively build community spirit
- b. % street users not in vehicles satisfied with noise levels, air quality, street aesthetics and ease of movement
- c. maximum and average speed on selected indicator streets, including major routes and residential streets
- d. attitudes to speed and volume of cars and trucks



- *traffic calming*
- *maximise pedestrian connections between streets throughout the city*

IMPLEMENTATION PARTIES

Wellington City Council, residents' associations, Land Transport Safety Authority, Retail and Wholesale Merchants Association, community centres & liaison groups, Transit NZ

4

PEOPLE AND GOODS MOVE ABOUT EASILY AND SAFELY



- a. each class of traffic collision, including those involving pedestrians, reduced from 1998 by an average of 3% per year
- b. 90% satisfaction with safety, facilities and convenience including those with special transport needs, by year 2010
- c. increase proportion of trips made by public transport, cycling and walking, with public transport use greater than commuter car use, by year 2015
- d. goods are moved around Wellington more cleanly, quietly and efficiently



- a. number of each type of traffic collision within Wellington City each year
- b. level of satisfaction with safety, quality of facilities and convenience among pedestrians, cyclists, public transport users, business people and those with special transport needs
- c. % of commuter trips, recreation/shopping trips and trips to and from each major trip generator, made by public transport, private vehicle, cycling and walking
- d. % of population who regard heavy trucks as excessively intrusive



- *develop more cycle routes and dedicated cycle tracks, including "Round the Bays" from Eastbourne to Owhiro Bay*
- *develop a driver education programme to increase awareness of new traffic systems and the needs of other users*
- *develop cycle routes, storage, changing facilities and carriage of cycles on public transport*
- *develop better footpath lighting and shelter for pedestrians, and increase pedestrian crossings and seating*
- *encourage schools and work places to investigate flexible starting and finishing times*
- *develop and promote a code of conduct to reduce the environmental effects of heavy vehicle use*
- *develop and publicise cycle and pedestrian routes through the city*

IMPLEMENTATION PARTIES

Wellington Regional Council, Wellington City Council, Land Transport Safety Authority, Police, Automobile Association, Disabled Persons Assembly, Pedestrians Association, Cycle Aware Wellington, Tranz Rail, Port of Wellington, couriers, Wellington International Airport, Transit NZ



AIR, SEA AND LAND TRANSPORT TERMINALS AND GATEWAYS PROVIDE A SENSE OF PRIDE AND CONNECTION WITH NZ AND THE REST OF THE WORLD



- a. the airport buildings and bus/rail/ferry interchanges are designed and built attractively and effectively, and reflect Wellington's unique cultural identity and diversity, by year 2005
- b. gateways to Wellington create a vibrant first impression of the city and are accessible by all, by year 2010



- a. satisfaction of passengers and freight forwarders with terminals and their accessibility
- b. extent of completion of airport buildings and bus/rail/ferry interchanges
- c. % of Wellingtonians who believe the terminals provide a sense of pride and connection, and reflect our unique cultural identity and diversity



- *develop a comprehensive strategy for improving gateways and transport terminals including Thorndon gateway, airport terminal, new ferry terminal by the railway station*
- *cheap, frequent public transport linking city and gateways*
- *incorporate an appropriate lwi welcome at gateways to Wellington*
- *improve visibility of information about the city at terminals and gateways*

IMPLEMENTATION PARTIES

Wellington International Airport, Air NZ, Ansett NZ, Wellington City Council, Central Government, Port of Wellington, Tranz Rail, Wellington Regional Council, NZ Institute of Architects, Public Transport Users' Association, Transit NZ



IMPROVE MANAGEMENT OF ALL TRAFFIC AND REDUCE SPEED AND VOLUME OF CARS AND HEAVY TRUCKS



- a. car use significantly reduced, by year 2005, and volume of cars stabilised 10% below 1996 levels, by year 2010
- b. reduce speeds and create calmer traffic flows throughout the city, so that roads outside 90% of all educational facilities, hospitals and areas of significant pedestrian traffic have speed limits of 40 km/hr, by year 2000, and 30 km/hr, by year 2005, and maximum and average speeds are steadily reduced in residential areas
- c. improve management of traffic on existing roads to provide better access to key destinations, by year 2000



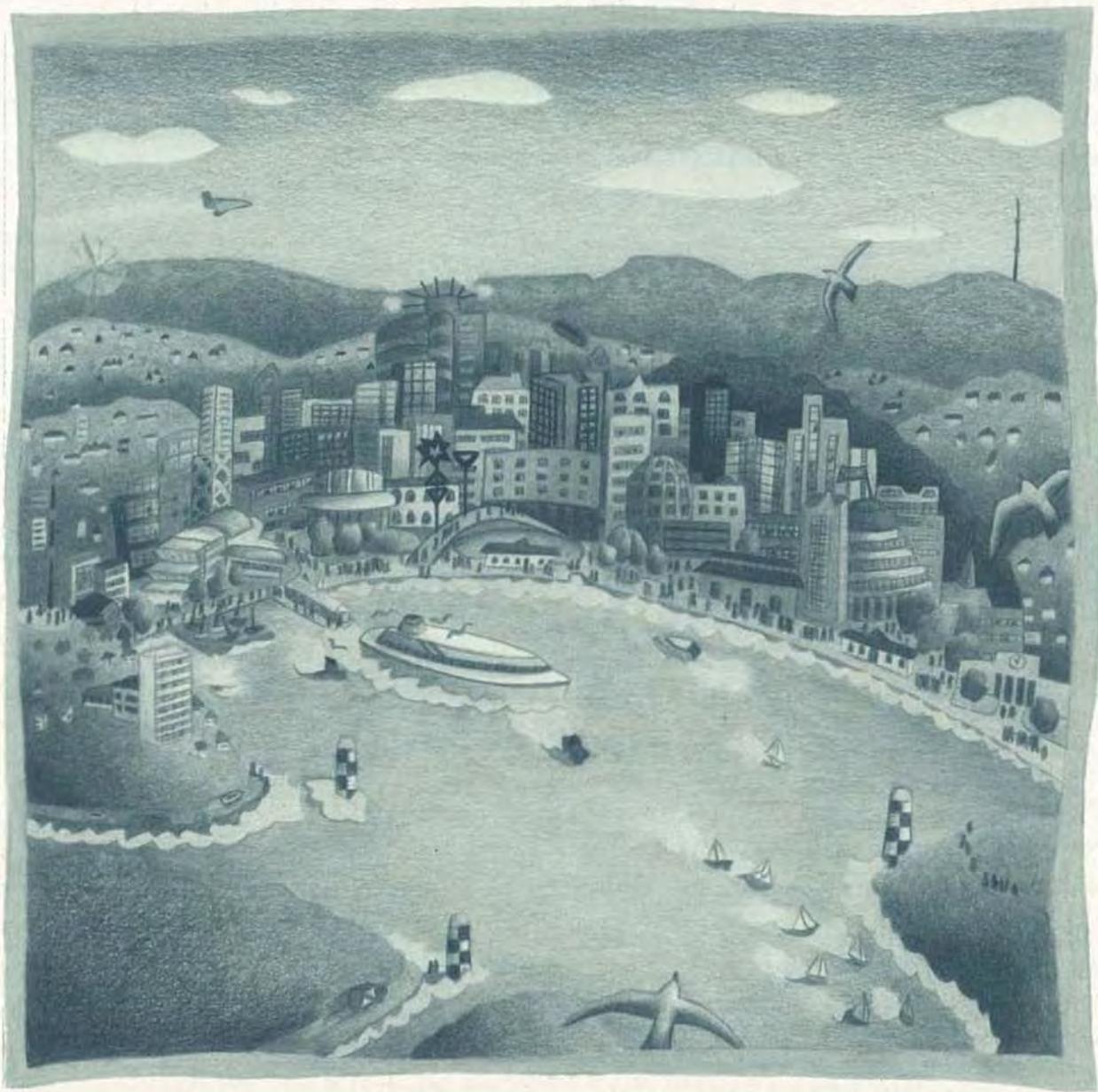
- a. volume of cars on major routes and on streets near educational facilities, residential areas, hospitals and areas of significant pedestrian traffic
- b. average and maximum speeds near educational facilities, residential areas, hospitals and areas of significant pedestrian traffic

- review the Regional Land Transport Strategy in 1998 – this is an ideal forum for further discussion and adoption of the Transport goals, targets and appropriate initiatives
- investigate computerised traffic management including electronic tolls for cars at peak times
- positive recognition for companies that investigate incentives such as reduced rates, for companies that provide a shuttle service for employees, and disincentives for companies that provide car parking spaces for employees
- develop a public programme about the benefits of reduced car use
- establish speed limits of 40 km/hr and 30 km/hr on roads outside educational facilities, hospitals and areas of significant pedestrian traffic



IMPLEMENTATION PARTIES

Road Transport Assn, Tranz Rail, Wellington Regional Council, Wellington City Council, tertiary institutions, primary and secondary schools, Crown Health Enterprises, Automobile Association, Transit NZ, residents' associations



How Our City ~ Our Future Developed

1995

February 2020 Taskforce convened

July proposal to develop city-wide multiple stakeholder strategic plan

December new Council agrees to fund and facilitate development of the plan

1996

February *Our City – Our Future* project team convened

March public meetings and City Steering Group nominee meetings

April City Steering Group convened

May Vision Workshops

June Community Forum

July draft vision and goal pamphlet to all households

August Specialist Working Groups convened

September Advisory Peer Review Group formed

October goals, targets and indicators developing

November Linkage Evening

December displays at cafes, libraries, community centres, swimming pools

1997

January Advisory Peer Review Group feedback to Working Groups

February adjustments to goals, targets, indicators and initiatives

March displays and Open Houses

April Advisory Peer Review Group report

May publish draft *Strategy for the Future of Wellington*

June you have your say! draft *Strategy* available for feedback

July feedback reviewed, changes made and *Strategy* finalised

August onwards organisations review *Strategy* and incorporate appropriate components into their own planning

Whose idea was it?

Agenda 21

- In 1992 the United Nations Conference on Environment and Development – the Earth Summit, was held in Rio de Janeiro.
- Agenda 21, aimed at promoting sustainable development, was signed by New Zealand and many other countries.

Wellington is one of the first cities in New Zealand to take up the challenge of Agenda 21, and one of over 1500 so far across the globe.

Agenda 21:

- provides a framework for bringing together disparate issues, actions, people and organisations into a coherent strategy for a more sustainable future
- encourages initiatives for local communities to participate in their own future
- aims to develop long-term plans based on sustainable development
- involves recognising the interdependency of the natural, social and economic spheres
- recognises that there are limits to the amount of natural and physical resources and, therefore, our ability to use them
- promotes development that delivers social, economic and environmental services to all without threatening the viability of the natural, built or social systems on which they depend
- values cultural and natural diversity

Wellington City Council

- supports development of an umbrella multiple-stakeholder plan for Wellington
- funds and facilitates the project
- ensures umbrella plan would inform Council's own strategic plan
- encourages other organisations to use umbrella plan to review their strategic directions

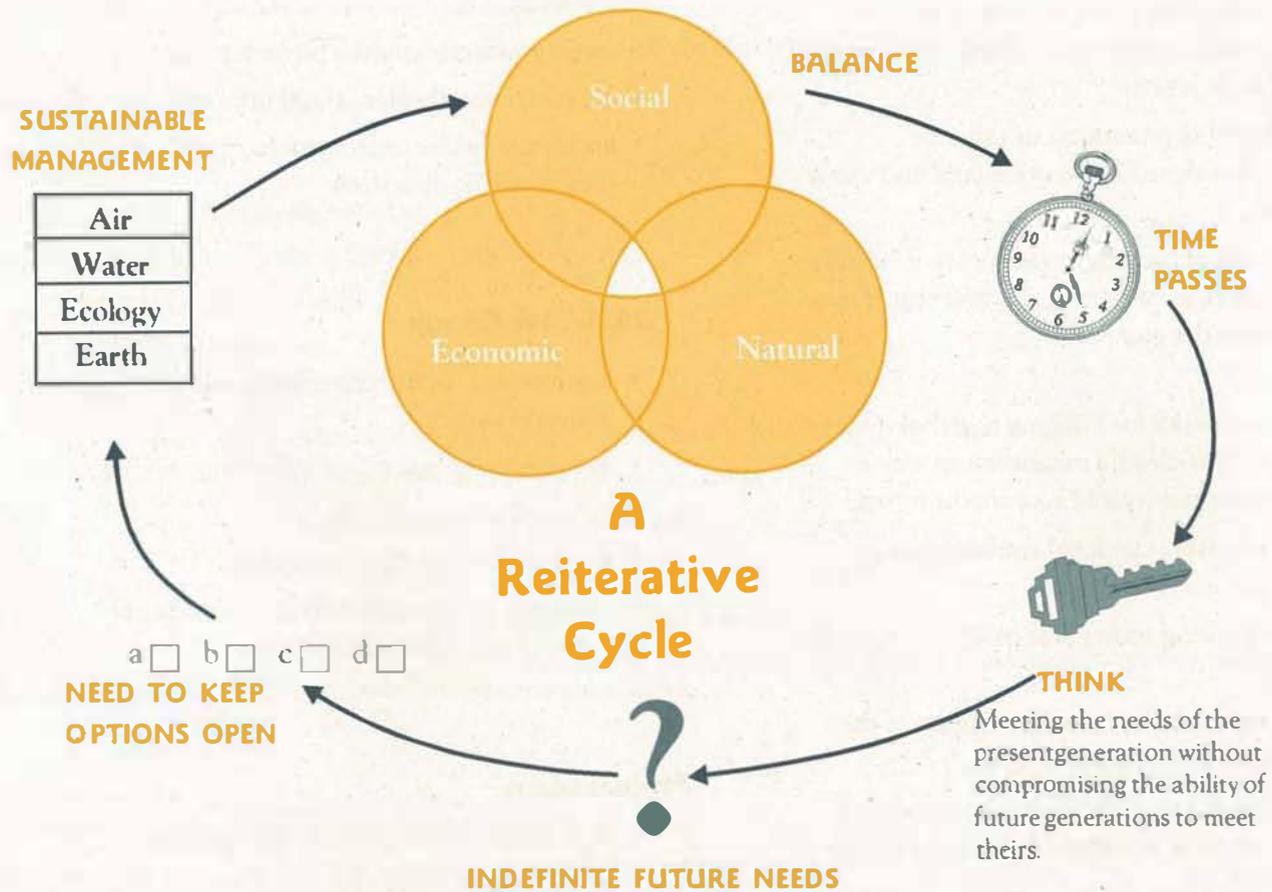
2020 Task Group

- key members of the community and City Council propose an action plan to:
- develop a strategic plan for Wellington City
- be based on Agenda 21
- set directions for the community
- influence priorities and decision-making of Council and other stakeholders

Project team

- wide range of backgrounds and interests
- designs and manages process
- advisers with considerable planning expertise
- open and broad-based participation
- multiple stakeholder implementation
- modelled on participative strategic planning successes
- aims to provide a useful planning tool for the city

Sustainable Development



The Keyhole (intersection of the three circles):
 When an action taken in any part of the complex environment does not compromise any other part of the system, we can say we have taken a sustainable action.

City Steering Group

- liaises with a wide cross-section of Wellington communities
 - range of expertise, interests and liaison networks
 - visionary, innovative, creative, dynamic and enthusiastic
 - ensures full participation in *Our City ~ Our Future*
 - nominations from public sought
 - nominees in each sector decide who joins Steering Group
 - tackles formidable tasks with energy and commitment
 - guardians of *Our City ~ Our Future*
 - Advisory Peer Review Group offers technical advice
 - keeps development of the Strategy on track
 - encourages community participation
 - 30 members including:

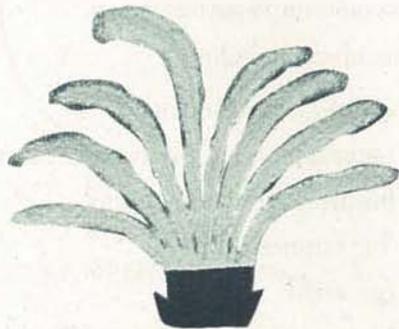


- social/cultural sectors
- natural/physical environment sectors
- business/economic sectors
- 'big business' sectors
- five wards
- Maori – Manawhenua and Taurahere
- youth – secondary school students and post-secondary
- Pacific Island community
- Council – Mayor Mark Blumsky
- Councillors – Allan Johnston and Celia Wade-Brown

Who wrote this plan?

EVERYONE FROM SCHOOL CHILDREN TO BIG BUSINESS

- public meetings in each ward
- 70 Vision Workshops all around the city
- wide range of groups participate
- over 1000 people from all walks of life offered their 'visions of the future'
- eight major theme areas emerge



Vision Workshops

- young people's day and art competition
- computer brainstorming
- *Our City ~ Our Past* exhibition
- draft Vision
- theme area workshops
- preliminary goals



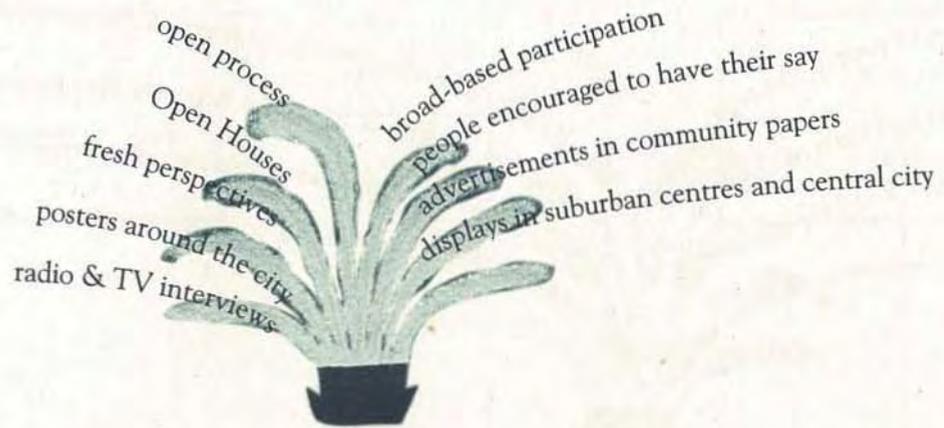
**Focus on the Future
Community Forum**

ENVIRONMENTALISTS, MOVIE-GOERS, PRAGMATISTS, DREAMERS

TO NEW PARENTS' GROUPS, ETHNIC GROUPS, COMMUNITY GROUPS, RESIDENTS' ASSOCIATIONS,

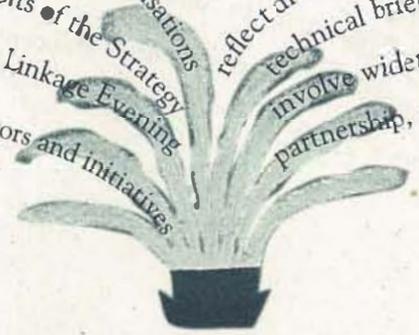
The people of Wellington

Communication



The people of Wellington

Specialist Working Groups



wide range of people and organisations
develop the nuts and bolts of the Strategy
share ideas and feedback at Linkage Evening
develop draft goals, targets, indicators and initiatives

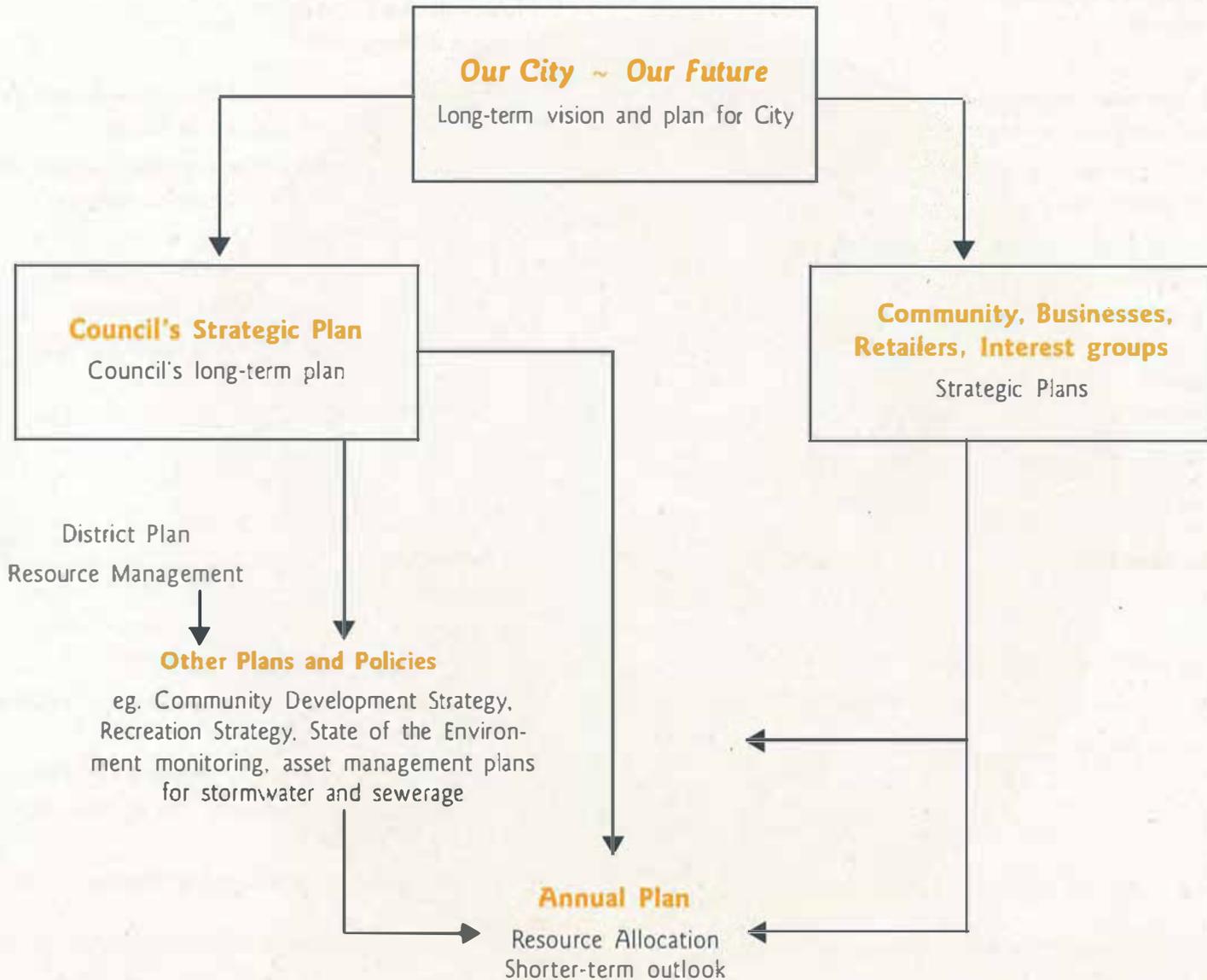
reflect diversity of Wellington's strengths and communities
technical briefing & review by Advisory Peer Review Group
involve wider communities in developing ways of achieving the Vision
partnership, timeliness, openness, participation, consensus and creativity

COMMUNITIES, BUILT ENVIRONMENT, CULTURE,

RECREATION AND LEISURE, TRANSPORT

ECONOMY AND EMPLOYMENT, EDUCATION, INFORMATION AND TECHNOLOGY, NATURAL ENVIRONMENT,

Umbrella Plan for Wellington



What next? Action!

How can your organisation be involved?

- identify under which goals your organisation should be an implementation party
- clarify the role your organisation will adopt under appropriate goals
- identify initiatives which your organisation is interested in promoting
- check your strategic plan to see where a closer fit with the *Strategy for the Future of Wellington* is possible

How will the Strategy make a difference?

- *Strategy* will be reviewed by individuals, groups and organisations throughout the city
- your City Council will incorporate components of the *Strategy* into its own strategic plan and ensure their implementation
- other organisations, groups and individuals challenged to adopt parts of the strategy
- develop your own strategic plan based on the *Strategy for the Future of Wellington*

Implementation Plan

- consultation with stakeholders
- identify roles of implementation parties
- develop initiatives

Advocacy and monitoring

- new City Steering Group will be convened to focus on advocacy and monitoring
- annual monitoring report, *Right Here ~ Right Now*, will track progress on the indicators
- annual appendix to the *Strategy for the Future of Wellington* will keep up to date with the targets and initiatives
- proposed to review the whole Strategy every six years

Wellington City and its boundaries



Acknowledgments

Thank you

Vision Workshop participants

Specialist Working Group members

City Steering Group members

Advisory Peer Review Group members Michael Harte, Chris Livesey, Marg Gilling

Project team

all who came to the Community Forum and Open Houses

all who contributed to the *Our City ~ Our Past* exhibition

all the people who offered their time and talent through the Volunteer Centre

Illustrators: Lorraine Parker and Jim Lynch



CENTRAL INSTITUTE
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Te Whare Wananga O Whirinaki



Wellington Tenth's Trust



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Wellington City Council



Our City ~ Our Future

strategy for the future of

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ISBN 0-909036-67-5

printed on recycled paper