

Our Activities in Brief

We carry out work in seven strategic areas.

URBAN DEVELOPMENT

OUTCOMES

We want Wellington to become more liveable, more sustainable, more prosperous, and safer. We also want it to retain its compactness, and we want the city to support a stronger 'sense of place'.

WHAT WE DO

Our built environment work includes:

- enhancing the **waterfront** and city and **suburban** centres
- developing public spaces such as urban **parks** and squares
- looking after **heritage** sites
- assessing and issuing building and resource **consents**
- ensuring **earthquake**-prone buildings are upgraded
- planning for the city's future **growth** and development.

Our transport work also contributes to our desired outcomes for urban development.

KEY CHALLENGES

Over the period from 2001–2026, Wellington's population is expected to grow by about 33,000 people. Lifestyles are changing too: more people are living alone, or in smaller households, and people are choosing to live closer to shops and places of work. All of this means the number of homes in the city will increase significantly over the next couple of decades. Since land is limited, demand for high-density/infill housing is likely to increase, and the city is likely to grow where there is available land. The challenge is to manage this development to ensure it provides maximum benefits to the city.

We also face other challenges. Heritage buildings need to be protected more effectively. Overall building design standards need to be raised, and so do the links between public spaces and buildings. And the city's built environment needs to more effectively reflect our shared identity and recognise our status as the nation's capital.

3-YEAR PRIORITIES

We will improve the way infill development is managed in residential areas.

Aligned with our growth spine concept (below), we'll review our approach to infill housing to determine whether future infill should be concentrated in specific areas of the city. This will include a review of relevant District Plan provisions.

We will improve the quality of the city's urban design.

We're planning several projects to improve the city's urban design and ensure it reflects and reinforces the city's unique character. This includes new guidelines on how buildings can reflect our 'sense of place', proposals for the development of a 'capital precinct' in the area of the city around Parliament Buildings, and development of a framework on public spaces in the central city.

We're also taking steps to enhance protection of the city's heritage buildings. This includes: having engineering assessments done on identified earthquake-prone buildings and working with property owners on any necessary upgrades; and setting up an incentive fund to help building owners with upgrades of heritage buildings.

We will set in place a plan for the 'growth spine'.

Our draft Urban Design Strategy suggests focusing future growth and intensification around a 'growth spine', which follows key transport routes stretching from Kilbirnie to Newtown and north through the city centre to Johnsonville. By encouraging growth in these areas, we hope to preserve Wellington's compact nature, avoid urban sprawl, ensure growth is based around key 'urban villages' with high-quality amenities, preserve the special character of other suburbs where intensive development won't be encouraged, and make public transport more viable. In the next three years we'll work out the best way to implement this strategy, and develop concept plans for Johnsonville, Adelaide Rd and Kilbirnie/eastern suburbs areas.

OTHER PLANS

We're proposing to support a major research project considering the likelihood, impact and possible timing of a major earthquake on the city.

We're also reprioritising our programme of suburban centre upgrades. We now propose to move from one per year to, on average, one every three years. This is to ensure the programme is aligned with our priorities of improving the quality of urban design and focusing development along a 'growth spine'.

You'll find more detail on our Urban Development activities on pages 40 to 71.



TRANSPORT

OUTCOMES

We want Wellington to become more liveable, more prosperous, more sustainable, better connected, healthier, and safer.

WHAT WE DO

Our transport work includes:

- looking after the transport network, including 670km of streets and **roads**, as well as **footpaths**, bridges, retaining walls, **cycle lanes**, signs, traffic signals, roadside reserve areas and so on, and operating the network to keep traffic flowing
- supporting **public transport** through bus priority measures such as bus lanes and letting buses go first at traffic lights, as well as by providing the Lambton Interchange and a network of bus shelters
- working suburb by suburb, through our SaferRoads project, to improve **road safety** through education, enforcement, and measures to slow traffic and protect pedestrians
- planning to ensure the city's transport network meets its **future needs**, and working to influence decisions about the regional and national transport networks
- providing car **parking** (on-street and off-street) in the city centre, and regulating parking in inner-city residential areas.

Our urban development work also contributes to our desired outcomes for transport.

KEY CHALLENGES

Wellington's transport system is generally performing well. Most residents believe the city is easy to get around. By national standards, we are high users of public transport and of other alternatives to private cars such as walking. And our safety record in recent years is among the best of any New Zealand city.

However, population growth, increasing numbers of tourists, and continued economic development are also increasing pressure on the transport network. In many parts of the city cars, buses and cyclists are all competing for space on narrow, hilly streets. In most urban areas, building new roads isn't a viable or desirable option, which means we need to find other ways to deal with this increasing demand.

In addition, access to our port and airport need to be improved to ensure freight and visitors can move freely across the city. Northern access to the city needs to be improved. And we need to reduce harmful environmental effects such as noise, water and air pollution.

3-YEAR PRIORITIES

We will improve the performance of the city's transport system through Travel Demand Management.

Our Travel Demand Management Plan will include: initiatives to encourage walking, cycling and use of public transport; encouraging more intensive residential development around public transport hubs; considering our own travel practises as a Council; and considering price incentives to discourage road use.

We will advocate for and facilitate investment in the city's state highway network.

We need to ensure government decisions about the state highway network take account of Wellington city's needs. We'll also work to influence the design of the proposed Petone-Grenada link road and take part in studies of key transport routes such as the Ngauranga-to-Airport corridor.

We will improve the performance of the city's passenger transport system through bus priority measures.

We're planning to expand the network of bus lanes. As a first step, we're looking at each of the city's main transport corridors to see how feasible it is to expand the bus lanes and what impact expansion might have. We'll develop specific proposals in 2006/07. Implementation will start in 2007/08, probably in the CBD.

We will work to resolve conflict between access to the port and access to the central area and beyond.

We'll make changes to the 'city gateway' area to improve access to the port and ferry terminals. The first step will be improvements to Waterloo Quay alongside the Railway Station. In 2008/09, we're proposing a roundabout on Aotea Quay linking the motorway and ferry terminal.

OTHER PROPOSALS

We plan to increase some parking fees and increase our general enforcement to ensure that everyone can equally access car parks. We are also looking to introduce permits for use of taxi ranks.

You'll find more detail on our Transport activities on pages 72 to 119.



ECONOMIC DEVELOPMENT

OUTCOMES

We want Wellington to have a stronger 'sense of place', and become more compact, more eventful, better connected, more prosperous, more competitive, and more entrepreneurial and innovative.

WHAT WE DO

Our economic development work includes:

- funding Positively Wellington **Tourism** so it can promote the region to visitors from New Zealand and overseas
- attracting and developing **events** such as the World of WearableArt Awards, the International Sevens and the Volvo Ocean Race
- supporting visitor **attractions** such as Te Papa and conference venues such as the Wellington Convention Centre
- supporting Positively Wellington **Business** so it can promote the region to businesses, investors and skilled migrants, and help businesses to start and grow
- providing **grants** to help community projects with economic benefits for the city
- marketing the city as **Creative** Wellington – Innovation Capital
- working with other councils to complete the Wellington Regional Strategy, which will guide future **regional growth** (for more detail, see Part 3, The Building Blocks)
- supporting the **retail** sector by providing free weekend parking in the city centre.

Work in several other areas contributes to our desired outcomes for economic development.

KEY CHALLENGES

Wellington's economy has grown steadily in recent years, broadly in line with the national average. As with other regions, we have maintained low unemployment. Tourism has expanded rapidly, our film industry has emerged as a world leader, and steps have been taken to increase the economic contribution of our creative, research/technology and service sectors.

Further progress is needed, however, to ensure our future prosperity. As part of a global market, we need to compete more effectively for sales, investment, talent, events and tourism. Our labour productivity

is moderate by OECD standards. We need to retain young people with skills. We need to do a better job of turning bright ideas into products and services in the marketplace. And the whole region needs to invest to ensure we can provide infrastructure, amenities and lifestyles that make us an attractive place to live and do business.

3-YEAR PRIORITIES

We will contribute significantly to the completion and successful implementation of the Wellington Regional Strategy.

We're working with other councils on a Wellington Regional Strategy, which will set the direction for the region's economic development in coming years. Key aims include unlocking economic potential (for example, by strengthening infrastructure and making it easier to do business) and 'internationalising' the region (that is, selling Wellington and its goods and services to the world). We'll be completing the strategy by September 2006. Decisions on any specific initiatives to arise from it will be made after that time. For more, see Part 2: Setting Our Direction.

We will strengthen and further develop the city's status as a centre of creativity and innovation.

During 2006/07, we will investigate a proposal to establish a world-class sound recording and scoring stage for film and music. It's proposed the scoring stage would be located within the National Schools of Dance and Drama/Te Whaea complex in Mt Cook.

We're also exploring ways to promote our economic development objectives by making it easier for people to access information technology, and encouraging uptake.

Several other initiatives also contribute to this priority – for example, our urban development proposals.

OTHER PLANS

We're proposing to support efforts by Positively Wellington Tourism and Wellington International Airport Ltd to attract at least one regular long-haul air service to Wellington from a south-east Asian market.

We're also proposing to increase our funding to the regional economic development agency Positively Wellington Business so it can prepare to implement economic development initiatives agreed to under the Wellington Regional Strategy.

You'll find more detail on our Economic Development activities on pages 120 to 151.

ENVIRONMENT

OUTCOMES

We want Wellington to become more liveable, more actively engaged, better connected, more sustainable, safer, healthier and more competitive, and to have a stronger sense of place.

WHAT WE DO

Our environment work includes:

- looking after the city's 33+ square kilometres of **Town Belt**, park and reserve land, as well as the city's beaches and **coastline**, and botanical **gardens** – this includes maintaining a network of walkways to keep park and reserve areas accessible, controlling pests and weeds, removing hazardous trees, and enhancing open spaces areas with native or exotic plants
- promoting **energy efficiency** and **sustainability**
- funding the Zoo and the Karori Sanctuary, and working to develop other world-class nature-based **visitor attractions**
- providing basic **infrastructure** services such as water supply, stormwater and sewage disposal, and recycling and rubbish collection, that make the city viable and protect people and the environment



- providing **grants** for environmental initiatives, and working with volunteers and other organisations to protect native plants and bird-life and enhance the city's environment
- running the Kiwi Point Quarry.

Our urban development work also contributes to our outcomes for the environment. For example, the District Plan protects the city's reserve areas from development.

KEY CHALLENGES

Wellington's record at preserving and protecting the environment is good. We're unique in being able to enjoy extensive Town Belt and coastal areas near the heart of the city. Progress is being made in increasing the amount of waste that is re-used and recycled, and our approach to wastewater treatment ensures there are minimal environmental effects.

But, like any city, we face significant, ongoing challenges. We need to use water and energy more efficiently to reduce the risk of supplies running out, and – in the case of energy – to reduce our contribution to global climate change. We need to further reduce the amount of waste we produce, and ensure that waste is disposed of in ways that cause the least possible harm. And we need to more effectively protect the region's biodiversity and ecosystems.

3-YEAR PRIORITIES

We will increase our promotion of water and energy efficiency and conservation, energy security, and the use of renewable energy sources, and it will take a more active leadership role in these areas.

Proposed steps to encourage energy efficiency include: setting an example by working out ways to reduce our own energy use, then sharing our experience with others; developing guidelines on sustainable building, which will cover areas such as energy efficiency, water conservation and waste reduction for new buildings and renovations.

We're working with other councils in the region on a water management plan aimed at encouraging water conservation.

We will improve protection of streams.

With help from environment groups and volunteers, we'll continue with the restoration of the Kaiwharawhara Stream catchment, and apply the ideas we've learned from that project to start restoration of the Porirua and Owhiro streams.

We will develop a coherent plan to address biodiversity issues, including removing and replacing hazardous trees.

This plan will take a strategic look at existing Council policies and activities to ensure that we're protecting the city's biodiversity as effectively as we can.

We will strengthen our partnerships with stakeholders to increase environmental awareness, community participation, and the achievement of environmental goal.

Specific initiatives include: increasing the amount of grants funding available for projects that benefit the environment; increasing our support for community planting initiatives; and supporting a project to raise Wellington school students' awareness of and involvement in environmental issues.

OTHER PLANS

We plan to upgrade the old Owhiro Quarry site: the upgrade will reflect natural coastal values and provide recreation opportunities; key elements in the upgrade include public toilets, signs, seating, rubbish bins, landscaping, and car parking.

We're proposing to adjust our fees at the Southern Landfill. This is proposed in light of the closure of the Northern Landfill and the desire to divert waste away from the Spicer Landfill in Porirua, of which we are one-third owners. The Porirua landfill has a limited life span. This step is important and will ensure that the distribution of the region's waste maximises the life expectancy of the remaining three sites in the region.

You'll find more detail on our Environment activities on pages 152 to 217.



CULTURAL WELLBEING

OUTCOMES

We want Wellington to have a stronger sense of place, be more eventful, more inclusive, and more actively engaged.

WHAT WE DO

Our cultural well-being work includes:

- providing art **galleries** and **museums**
- providing the Wellington **Arts Centre**
- supporting well over 100 community **events** and festivals attended by more than 600,000 people each year
- supporting the **NZ International Arts Festival**
- running the **City Archives**, which preserves historical information including old photographs and building plans
- providing cultural **grants**, and supporting arts and culture organisations
- funding or providing new sculptures, murals and other **artworks** in public areas
- supporting the **NZ Symphony Orchestra** and the **St James Theatre**.

Our urban development work also contributes to our desired outcomes for cultural wellbeing, as good urban design reflects Wellingtonians' shared identity and enhances the city's 'sense of place'.



KEY CHALLENGES

'Culture' includes beliefs, values, customs, identities, and the way we express these things: language, arts, stories, celebrations and so on. Wellington is a diverse city – an estimated 24 percent of us were born outside New Zealand – yet we also share a strong sense of local identity. From community festivals to world-class performance arts to public sculptures and monuments, the city is alive with cultural expression. We have a deserved reputation as New Zealand's arts and cultural capital. The challenge is to maintain and enhance this strength, to ensure Wellingtonians understand their individual and collective identities, and can participate in the city's cultural life.

3-YEAR PRIORITIES

We will take a more pro-active role in protecting and enhancing local sense of place.

We'll be considering ways that our urban development work, and our work in other areas, can better enhance the city's sense of place.

We plan to extend Te Ara o nga Tupuna (the Maori Heritage Trail), which begins at Pipitea Marae in Thorndon and ends at Owhiro bay, by adding seven additional sites of cultural and historical significance. These sites will incorporate ornately carved pouwhenua and accompanying information panels.

We are working with the Carter Observatory, Wellington Botanic Garden, Cable Car Museum and Skyline Restaurant on proposals to improve marketing and enhance the visitor experience in the area at the top of the Cable Car.

We will strengthen our partnerships with arts organisations, festival groups and institutions.

We propose to support the establishment of a permanent national portrait and photography gallery in Shed 11.

We plan to convert the cinema in the City Gallery into an exhibition space to display work from the city's art collection. We'll name the new space the "Hancock Gallery", reflecting the city's gratitude to arts patron Russell Hancock for his bequest that included \$1.5 million and his art collection. The cinema will be relocated.

We will also continue to support a wide range of arts festivals, events and organisations throughout the city.

We will engage more effectively with the community on the benefits and relevance of a diverse city.

We aim to revitalise and expand Wellington's Waitangi Day celebrations by increasing the range of entertainment on offer. We're working with the Wellington Tenth Trust on this proposal, which will attract a wider audience while retaining a distinctly Maori 'flavour'.

During the next three years we also aim to develop two new high-profile cultural festivals.

We will engage more effectively with grassroots community and youth-oriented arts and cultural activities (including music made by youth).

We are proposing a one off grant of \$60,000 to support the popular Capital E National Arts Festival for Children, scheduled for March 2007. It is the country's largest arts festival for children.

You'll find more detail on our Cultural Wellbeing activities on pages 218 to 245.

SOCIAL AND RECREATION

OUTCOMES

We want Wellington to become more liveable, more inclusive, more actively engaged, better connected, healthier and safer.

WHAT WE DO

Our social and recreation work includes:

- providing **homes** for people whose needs are not met by state housing or the private housing market, and helping the homeless to meet housing and health needs
- city **safety** work such as monitoring key areas with city safety officers and closed-circuit cameras, banning liquor consumption in public places in the central city

- providing social and recreational **grants**, and supporting community groups
- protecting public **health** by providing toilets and cemeteries, by licensing food and liquor outlets, animal control, and regulating other public health risks, and by preparing the city deal with **emergencies** such as earthquakes
- providing **playgrounds**, swimming **pools**, recreation centres, **sports** fields and marinas
- running recreation **programmes**, and reducing the costs of using sport and recreation facilities for people who have community services cards
- providing **libraries** and community centres and **halls**
- promoting access to information and communications **technology**.

KEY CHALLENGES

Wellington offers its residents a high quality of life. Life expectancy and incomes are above the national average, the city is relatively safe, people are generally tolerant and welcoming of diversity. We are regarded as having a 'city-village' atmosphere in which people are caring and communities are strong. Overall, the vast majority of us rate our quality of life as good or extremely good. The challenge is to maintain this strength.

From community festivals to world-class performance arts to public sculptures and monuments, the city is alive with cultural expression.

3-YEAR PRIORITIES

We will work harder to increase the value of community facilities to their communities.

We are considering new options for helping community groups with their accommodation needs.

We will build capability and capacity within the community to promote social cohesion and sound social infrastructure.

We propose to continue our support for Project Margin, which employs outreach workers to help meet the needs of homeless people. The initiative has helped a significant number of people to either find homes or make their accommodation more secure. We also propose to support several projects to provide access to computers and the internet, and teaching of IT skills, for people who would otherwise not have access to these services. And we are planning to provide additional funding support to the Citizens Advice Bureaux for their accommodation needs.

We will increase our efforts to promote participation in sport and recreation, particularly for youth.

One of our major commitments will be to build a 12 court indoor community sports centre. Over the past two years we've engaged with representatives from netball, basketball, volleyball and other sports on how to meet the growing demands in those sports. We believe the facility, which will be located at Cobham Drive park, will be fantastic for these sports and for schools that are expected to utilise it during the week.

We have also agreed to provide funding support to the New Zealand Academy of Sport – Central for their talent development programme. The programme focuses on teenage athletes who have displayed the potential to become our future sports champions.

OTHER PLANS

We are planning some changes to the social and recreation services we deliver. We propose to reduce public holiday opening hours for the pools.

We have decided that the mobile library service will cease. We feel that our outreach programmes and the spread of our branch networks will mean that its closure will have a modest impact on the service we provide overall. The savings will be put towards maintaining the library collection.

We propose to allow 5 percent of our housing properties to be let at market rentals to tenants who do not meet our criteria for social housing. While this will result in a reduction in the number of properties available for social housing it is expected to result in more working people living in the flats – adding to the diversity in the mix of tenants.

You'll find more detail on our Social and Recreation activities on pages 246 to 305.



GOVERNANCE

OUTCOMES

We want Wellington to become more inclusive and Wellingtonians to be more actively engaged.

WHAT WE DO

Our governance work includes:

- running local **elections**
- holding **meetings** of the Council and its committees, and of community boards
- producing annual **plans** and reports, along with policies and strategies to guide our work
- seeking **feedback** on our proposals from members of the public, Maori and stakeholder groups
- providing **information** and answering **queries** about our services and activities, and about property within the city.

KEY CHALLENGES

It's our job to 'facilitate democratic local decision-making', which is a fancy way of saying we have to make sure people can have their say and know it will count.

In general, people are less trusting of public institutions than they used to be. This, along with time pressures, mean levels of involvement are declining. Fewer people vote in local elections, and only a small proportion of residents take advantage of opportunities to have input into our decisions.

The key challenge we face is to increase participation levels and build trust and confidence in civic decision-making.

3-YEAR PRIORITIES

We will improve the transparency and quality of processes for public involvement in civic decision-making.

We are developing 'Have your say' guidelines to help people understand how to have input into our decisions. We are also considering a number of other initiatives including the establishment of a 'civic network' of residents who can have regular input, extending our network of advisory groups, and providing additional support to community groups. We are reviewing our Consultation Policy to ensure our approach to consultation meets public expectations.

We will improve communication with communities.

We are boosting the resources used for producing our website in response to a rapid rise in demand. The website plays a vital role in informing residents about our services and proposals.

Other initiatives aimed at increasing involvement in city decision-making will also enhance communication with communities.

We will increase participation rates in democratic processes.

We are reviewing how local elections are run to find ways to increase participation, including ways to make it easier to vote. We are looking at ways to use 'e-democracy' to inform and involve residents – for example, we could provide forms on our website for direct public input to our committee meetings, and set up an e-panel of residents who want to have regular input on issues facing the Council.

We are also reviewing the payment services that we provide at our City Service Centre and the satellite centres in Kilbirnie, Newtown, Johnsonville and Tawa Libraries, to ensure these services are being delivered as cost-effectively as possible. We'll continue to ensure that payments can be made in a convenient way through other agencies and online.

You'll find more detail on our Governance activities on pages 306 to 325.