

How the following chapters are organised

In this section, you'll find detailed information about our plans for the next 10 years.

Our work is divided into seven subject areas: urban development; transport; economic development; environment; cultural wellbeing; social and recreation services; governance.

In each chapter, you'll find information about: what we do; why we do it; how much we expect it to cost; how we expect to pay; how we'll measure whether we're doing it well enough; and how we manage the assets we use to deliver the service we're providing.

Each chapter is structured to explain our work and the thinking behind it as clearly as possible, by guiding readers from the high-level outcomes or aspirations we step through to more detailed explanations of what we do and the levels of service we aim to achieve. This approach aims to maximise our accountability to the people of Wellington by ensuring readers can easily understand our activities and the outcomes we are working towards, as required under the Local Government Act 2002.

WHAT YOU'LL FIND IN EACH CHAPTER

STRATEGY TREES

The strategy trees show the links between our aspirations for the city known as outcomes and the actual work we do. They also show how our work contributes to the community's aspirations for the city – 'community outcomes'. They are a shorthand, visual way of explaining the strategic thinking behind our work. For a detailed explanation of our strategic planning processes, see Part 2: Setting Our Direction.

INTRODUCTIONS

In these sections, we talk about the problems and **challenges** facing the city things that need to be made better, and things that are working well and need to be sustained. Then we give more detail about the outcomes we aspire to and how we think they can be achieved. This includes information about:

- how we'll measure whether the city is heading in the right direction
- our top priorities over the next three years given that no organisation can achieve all of their aspirations at once
- the main work we're doing to achieve our outcomes
- how we'll handle any significant negative effects on the city arising from our activities (for example, how we manage the harm that is potentially caused from stormwater runoff when we build new roads).

WHAT WE DO

These sections provide an outline of the work we do under each activity. We play a wide variety of roles in the city. Sometimes we **provide** a service – for example, libraries, roads, swimming pools and the sewerage network. Sometimes, we **fund** the service to help someone else provide it – for example, the Karori Sanctuary. Sometimes, we act as a **regulator**, controlling other people's activities – for example, building consents and liquor licensing. Sometimes we act as a **facilitator**, which means our staff help other organisations or individuals to achieve shared goals, but we don't provide direct funding.

Read together with our performance measures, these statements provide a clear, plain English explanation of the levels of service we aim to provide.

WHY IT'S IMPORTANT

Our decisions aren't made in a vacuum. Every decision we make takes into account a huge range of factors – all ultimately designed to make sure that our work programme benefits the city and reflects the collective will of Wellington's people.

These sections outline why we undertake the activity. We describe this in terms of the primary outcome that we feel the activity contributes to. We also note the wider community outcome that it contributes to.

HOW WE WILL MANAGE ASSETS THAT SUPPORT THIS ACTIVITY

We own a number of assets and these sections outline how we manage these and to what condition.

HOW WE WILL MEASURE OUR PERFORMANCE

In these sections, we outline the measures and targets we will use to assess our performance for each activity. We have generally set targets for the first three years of the plan and provided a target at the end of the 10 years that we will work towards.

We have followed an extensive exercise in setting these measures. In deciding which measures to use, we considered factors such as: relevance, measurability, completeness, and whether they are understandable. We also weighed up the cost and the practicality of identifying and monitoring activities.

The extent to which we meet these measures and indicators is discussed each year in our Annual Report. The Annual Report also provides a description of what we did for that year – the aim of this is to report against the 'what we do' section in this long term plan.

WHO SHOULD PAY

These tables show at a glance who we believe should pay for the activity. We have followed a complex process to determine this for each activity. To find out more see the Revenue and Financing Policy in Volume 2 of this long-term plan.

WHAT IT WILL COST

The 'what it will cost' tables show how much we plan to spend and how revenue we expect to receive overall for each activity. These cover the first three years of this plan. The projected costs over the next 10 years of the plan are provided at the end of each chapter.

SUMMARY TABLES – LEVELS OF SERVICE AND MEASUREMENT FRAMEWORK

At the end of each chapter we provide tables showing links between outcome indicators, service levels and performance measures, providing a snapshot of our work and how we'll monitor it.

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STRATEGY AREA 1

URBAN DEVELOPMENT



DIRECTING GROWTH AND DELIVERING QUALITY

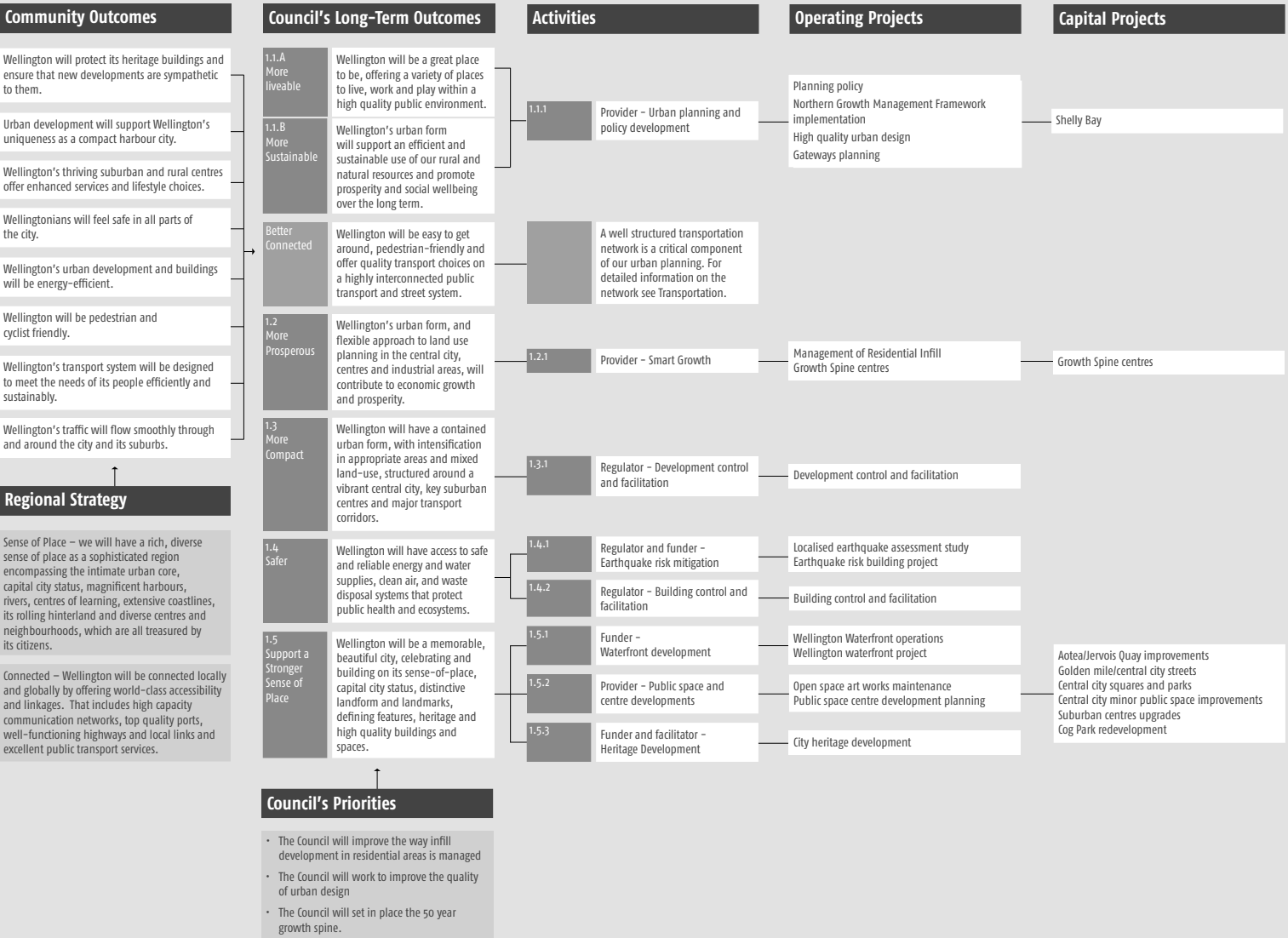
To deliver a quality urban environment, we aim to direct growth to where the benefits are greatest and where adverse effects are minimised.



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STRATEGY TREE – URBAN DEVELOPMENT



Introduction

The appeal of a city, and the quality of life it provides, are directly related to its urban form and design.

A well-planned city is attractive and easy to get around. It has a distinctive character and 'feel'. It values and preserves its heritage. And it offers a good range of places to live and work, and plenty of things to see and do.

Wellington's urban environment is shaped by its landscape – the harbour, hills, Town Belt and coastline. It is a compact, vibrant city, with a distinct heart and good access to transport. But it will only hold on to these positive traits if future development is carefully managed.

Over the period from 2001–2026, Wellington's population is forecast to grow by 19 percent, meaning an extra 33,000 people will be living here. 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.

These developments mean 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.

In addition, the city faces other challenges. Suburban centres need to be more attractive and provide better amenities. Heritage buildings need more effective protection. Overall building design standards need to be raised, and the city's built environment needs to more effectively recognise our status as the nation's capital.

KEY FACTS

- number of people living on each square kilometre of land in the city (2001): 567
- total value of non-residential building consents (year ended September 2005): \$297.6 million. Percentage increase since previous year: 57.3
- number of inner-city dwellers that walk to work 62 percent as compared to 40 percent in Auckland and 33 percent in Christchurch.



OUR LONG-TERM OUTCOMES

The long term direction for our Urban Development Strategy is based on ensuring growth is directed to areas where the benefits are greatest, avoiding adverse effects; and delivering a quality urban environment. For Wellington city, the benefits are greatest when most new growth is directed to areas that are already well connected, offer high levels of amenity, and have some or all of the supporting infrastructure. As a signatory to the Urban Design Protocol, we are committed to improving urban design outcomes in both the public and private domains.

Our strategy is built around a 50-year growth concept that reinforces the physical and spatial characteristics that make Wellington so distinctive. Illustrated in the diagram on page 52, it is based around the idea of a 'growth spine' along which more intensive urban development will be encouraged. This growth spine will be located along key public and road transport routes. From the central city, it will stretch northwards towards Johnsonville and south to Newtown and Kilbirnie. 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, and protect the environment by encouraging people to live close to their work or to public transport hubs.

Over the next 10 years, we aspire to the following outcomes:

1.1 (A) MORE LIVEABLE:

WELLINGTON WILL BE A GREAT PLACE TO BE, OFFERING A VARIETY OF PLACES TO LIVE, WORK AND PLAY WITHIN A HIGH QUALITY PUBLIC ENVIRONMENT.

Providing choices for an increasingly diverse community will be important if Wellington is to attract and retain a creative and dynamic population. It will be a city that offers residents' quality choices about where they live – in apartments, townhouses or traditional stand-alone dwellings. Affordability of housing plays an important role in this regard. Employment will continue to be predominantly located in the central area, but increasingly there will be opportunities to work in attractive and safe suburban centres and for people to work from home. The city's recreational resources will be protected and managed sustainably. This will include the green network, well designed public spaces in the central area and suburban centres, the coastline and rural areas. Making the city more liveable will mean:

- providing urban environments that are healthy, safe, attractive and meet our daily needs
- ensuring capacity for growth in the areas where it is most sustainable
- encouraging good quality development that provides for a range of lifestyle choices and a mix of household sizes in each part of the city
- continue to take a proactive approach to public housing and support initiatives to develop more affordable housing.

1.1 (B) MORE SUSTAINABLE:

WELLINGTON'S URBAN FORM WILL SUPPORT AN EFFICIENT AND SUSTAINABLE USE OF OUR RURAL AND NATURAL RESOURCES AND PROMOTE PROSPERITY AND SOCIAL WELL-BEING OVER THE LONG TERM.

It is important that growth does not diminish the city's natural capital. The distinctive natural and semi-rural areas that surround the city are an important part of our sense of place. They offer natural amenity to urban dwellers by providing a range of recreational, environmental, economic and social benefits. In addition, the natural environment also has its own intrinsic value. These values and benefits will continue to be acknowledged and carefully managed as a bottom-line requirement for future urban development. Building a sustainable city means:

- protecting and maintaining a green network of parks and open spaces around and within the urban environment
- reducing our ecological footprint by applying sustainable design principles in all aspects of urban development and urban living
- having a long-term vision for the rural areas of the city that is sustainable and reflects the natural values of the land.

1.1 (C) BETTER CONNECTED:

WELLINGTON WILL BE EASY TO GET AROUND, PEDESTRIAN-FRIENDLY AND OFFER QUALITY TRANSPORT CHOICES ON A HIGHLY INTERCONNECTED PUBLIC TRANSPORT AND STREET SYSTEM.

Good access from homes to shops and services, places of work and recreational destinations is essential in any successful city economy. This will be reliant on recognising the roles of all types of transport (car, bus, train, cable car, ferries, commercial vehicles, walking and cycling). Ensuring the city is better connected will mean:

- an increasingly pedestrian-and cycle-friendly city, where more trips can be made safely using active modes
- ensuring that local, city-wide and regional road and passenger transport systems function effectively for people and freight.

1.2 MORE PROSPEROUS:

WELLINGTON'S URBAN FORM, AND FLEXIBLE APPROACH TO LAND USE PLANNING IN THE CENTRAL CITY, CENTRES AND INDUSTRIAL AREAS, WILL CONTRIBUTE TO ECONOMIC GROWTH AND PROSPERITY.

Urban form is an important factor in unlocking economic potential and assisting economic flows. The compact layout of our urban areas combined with close proximity to major commercial centres and good transport linkages, is a real competitive advantage for Wellington city. Building on this good form and maintaining a flexible approach to land use planning in these areas will allow building owners and developers to respond readily to changing market needs and at the same time maximise compactness and travel choice. Making the city more prosperous will mean:

- continuing with the compact city principle
- promoting the central area and main centres as ideal locations of commercial activity
- allowing commercial, office, residential and industrial uses to occur as of right in the central area and suburban centres adjacent to main transport routes and
- ensuring capacity for growth in the areas where it is most sustainable.

1.3 MORE COMPACT:

WELLINGTON WILL HAVE A CONTAINED URBAN FORM, WITH INTENSIFICATION IN APPROPRIATE AREAS AND MIXED LAND-USE, STRUCTURED AROUND A VIBRANT CENTRAL CITY, KEY SUBURBAN CENTRES AND MAJOR TRANSPORT CORRIDORS.

Wellington's residents value the city's intensive and vibrant central area and the stunning green spaces on the city's doorstep. The wrong kind of growth has the potential to damage both of these. To make sure this doesn't happen the Council will continue to contain development within the established edges of the city. The Outer Green Belt and rural areas will effectively establish clear edges to the city. The resulting compact urban form will minimise transport distances, make public transport more viable and result in better use of infrastructure. Building a compact city will mean:

- focusing and encouraging growth along a spine (in the central area, around key suburban centres and on key transport routes) where mixed land-use can provide the services, shops, jobs and most of the homes for a growing population
- increasing the density of development in these areas so that there are sufficient people and activities to support passenger transport
- encouraging infill development to occur in and around suburban centres and key transport nodes, in a careful and considered manner, taking account of local sense of place values and the potential effects on neighbouring property owners. (This may result in some areas, particularly areas with valued suburban character, having future infill capacity constrained.)

1.4 SAFER:

WELLINGTON WILL BE A SAFE PLACE TO BE, WITH WELL DESIGNED BUILDINGS, SPACES AND CONNECTIONS BETWEEN THEM.

High-quality environments and quality design can enhance people's lives in many important ways. A perception of safety and security is critical to attracting public occupation of public spaces and places. Buildings, spaces and the connections between them, need to be well designed to make places lively and safe and facilitate contact among people. Active, occupied edges to buildings provide the opportunity for more people to be coming and going at all times of the day, thereby adding to the vitality and safety of the city. Making the city safer will mean:

- improving the design of private buildings, particularly where these interface with the public environment
- applying principles of crime prevention through environmental design when assessing development and in the design of public spaces
- promoting good building design to respond to building location and activities that take place within buildings.

1.5 STRONGER SENSE OF PLACE:

WELLINGTON WILL BE A MEMORABLE, BEAUTIFUL CITY, CELEBRATING AND BUILDING ON ITS SENSE-OF-PLACE, CAPITAL CITY STATUS, DISTINCTIVE LANDFORM AND LANDMARKS, DEFINING FEATURES, HERITAGE AND HIGH QUALITY BUILDINGS AND SPACES.

Wellington's success as a city relates closely to its sense of place. Wellington has a dramatic setting, is compact, and has good public transport. It is at the centre of the nation and is the national capital. It will have distinctive and beautiful buildings connected by high-quality public spaces and recognise the legacy of the past through the protection and conservation of its natural and cultural heritage. Building on Wellington's distinctiveness will mean:

- protecting and enhancing the elements of the city's sense of place, including the compact walkable nature of the city, its series of urban villages, its heritage buildings and objects, notable trees, heritage areas, Maori heritage sites, national capital uses, landmark natural and built features

- having more distinctive high quality buildings and increasing the focus on the quality of urban design, by integrating the planning of buildings and spaces, and the networks that connect them, at all scales across the city.

HOW WE'LL MEASURE OUR PROGRESS TOWARDS THESE OUTCOMES

To assess whether Wellington is becoming **more liveable**, we will survey residents to find out their perceptions of the city as a place to live, and their views on whether the city offers a range of places to live, work and play.

To assess whether Wellington is becoming **more sustainable**, we will monitor trends in population density in inner-city residential areas, suburban areas and along the 'growth spine'.

To assess whether Wellington is becoming **better connected**, we will survey residents to find out their views on whether the city is easy to get around and pedestrian-friendly, and whether it has a highly-interconnected street system.

To assess whether Wellington's urban design is helping to make the city **more prosperous**, we will monitor trends in the value of commercial building consents.

To assess whether the city is becoming **more compact**, we will monitor trends in building density in the central city, inner-city residential areas, and suburban residential areas, and the proportion of houses located within 100m of a public transport stop.

To assess whether the city's urban design is making it **safer**, we will survey residents to find out their perceptions of city safety and how urban design affects those perceptions.

To assess whether the city is developing a **stronger sense of place**, we will survey residents to find out whether they see heritage buildings and other features as contributing to the city's unique character and their local community's unique character, and to find out how proud they feel about how Wellington looks and feels. We will survey New Zealanders to find out their views on Wellington's attractiveness as a city.

OUR THREE-YEAR PRIORITIES

For the period 2006/09, we've identified the following priorities for our urban development work. The priorities are important stepping stones towards our long-term goals:

- we will improve the way infill development is managed in residential areas
- we will work to improve the quality of the city's urban design
- we will set in place a 50-year plan for the 'growth spine'.

HOW WE PLAN TO ACHIEVE THESE PRIORITIES

We already work hard to enhance the city's built environment. Our work includes creating fantastic parks and other spaces on the waterfront and throughout the city, protecting heritage sites, regulating building and development, and working with building owners to bring buildings up to earthquake standards.

Over the next three years, we plan several additional projects to deliver on our desired outcomes. We will complete our proposals for the city's 'growth spine' and develop concept plans for development of specific areas of the city. We will review our approach to infill housing. We will develop new plans for public spaces in the city centre and other areas of the city. We will carry out a review of how we can enhance to the city's 'sense of place'. We plan to provide incentives for the retention and enhancement of heritage assets. We also plan to support a major study on the likely timing and impact of a major earthquake in the city, and use this work to guide our transport and urban design decisions.

SIGNIFICANT NEGATIVE EFFECTS

Population growth and urban development, if not managed appropriately, can have negative effects on a city's environment and on social well-being. Left unchecked, growth can result in a reduction of open and green spaces with consequences for recreational opportunities, amenity values and even some ecosystems. Development in the wrong areas, or the wrong types of development, can place strain on infrastructure and reduce people's ability to access services and enjoy the opportunities the city offers. Poorly-managed growth, and poor development of individual buildings, can reduce the

attractiveness of the city and the 'sense of place' that people identify with. As explained above, we aim to avoid or mitigate these negative effects by guiding future development into areas where the benefits are greatest and the negative effects least. The tools we use include planning, working with landowners, direct investment in development of public spaces, and using our regulatory powers under legislation such as the Building Act and Resource Management Act.