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**REPORT 5**  
(1215/52 IM)

## **WELLINGTON 2040 CITY STRATEGY AND CENTRAL CITY FRAMEWORK**

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### **1. Purpose of report**

This paper seeks approval for the public release of the draft *Wellington 2040 City Strategy*. This paper includes information on proposed engagement and consultation activities, including the role of Councillors in engaging the public on their views on the directions proposed by Wellington 2040. Subject to any changes agreed by this Committee, engagement and consultation resources will be available for public release on 20 June 2011.

### **2. Executive summary**

This report seeks approval from the Strategy and Policy Committee (SPC) to undertake public engagement and consultation on the draft *Wellington 2040 City Strategy* and *Central City Framework*, both attached as drafts. It is proposed that the public consultation on this material take place from Monday 20 June to Friday 19 August 2011.

The *Wellington 2040 Strategy* is a high-level strategy focusing on the challenges that the city needs to respond to now to secure Wellington's future success. It is a 30 year, whole-of-city strategy that defines and positions Wellington's future direction.

Wellington needs to respond to some big challenges. We have witnessed the fate of cities in other parts of the world, the American rust belt for example, that have failed to plan and understand what actions need to be taken now and in the medium and longer-term to ensure the future success of the city. *Wellington 2040* is a strategy based on research and an understanding of Wellington's strengths and challenges and developed in partnership with the community. It will be an essential resource to support the Council's leadership role in the city and a framework to guide decision-making on future priorities and investments, particularly the Long-Term Plan 2012-22.

The *Central City Framework*, along with the draft Digital Strategy presented to Committee last week, is one of the first substantial pieces of work deliberately designed to give effect to the *Wellington 2040 City Strategy*. The *Central City Framework* will guide the spatial development of the central city, including its built form, infrastructure and public spaces. The growth and sustainability of the central city is one of four priority goals identified by the *Wellington 2040 City Strategy*.

SPC previously received a presentation on the broad direction of *Wellington 2040* in December 2010, which identified a vision for a 'smart green' Wellington and four associated city goals. The key elements of the *Central City Framework* were also presented at this time, being – the roles of streets, built form and landscape.

More recently (March 2011) Councillors were briefed on the Space Syntax work which is a technical input into the *Central City Framework*. This work has been used to identify potential improvements to pedestrian and vehicle movements around the City.

An engagement 'concept' plan has now been developed and discussed with the Portfolio Leader for engagement. This outlines the approach to engagement activities and identifies key audiences. A range of engagement options will be available to enable Councillors to choose how they engage with their constituents.

The *Wellington 2040 Strategy* and *Central City Framework* will inform the development of the Long-Term Plan 2012/2022 and Council operational strategies and policies that underpin Council's ongoing priorities and work programmes.

### **3. Recommendations**

Officers recommend that the Strategy and Policy Committee:

- 1. Receive the information.*
- 2. Endorse the vision, city goals and areas of focus of the Wellington 2040 City Strategy and Central City Framework for public engagement scheduled for mid June-mid August 2011.*
- 3. Agree to delegate to the Chief Executive and the Mayor the authority to make changes to the Wellington 2040 City Strategy and Central City Framework required as a result of decisions of this Committee, as well as minor editorial amendments, prior to these documents being publically consulted on.*
- 4. (a) Receive the background analysis and consultants reports, that will inform the development of the Central City Framework:*

- *Space Syntax report*
- *Spatial Structure Plan analysis report.*

*(b) Note that following consultation officers will prepare a report back on implementation.*

## **4. Background**

### **4.1 Wellington 2040 City Strategy**

SPC was briefed on progress on *Wellington 2040* in December 2010. At this time, Councillors were presented with a draft vision for the future of Wellington as 'Smart Green'. This strategic position for Wellington is supported by four city goals:

- Connected city
- People-centred city
- Eco-city
- Dynamic central city

Together, the four city goals describe the step change that Wellington will need to achieve to position the city for future success and respond to current challenges. This is based on research and understanding of the opportunities and challenges arising from the global environment, and an assessment of what Wellington's areas of strength are now, and into the future.

The following is a summary of the key steps and deliverables to date, that have informed the development of the *Wellington 2040 City Strategy*.

- Public engagement in 2009 on ideas for the future of the central city.
- A scoping paper presented to SPC in May 2010, consisting of :
  - an environmental scan – identification of major global trends that are likely to impact on and have particular relevance to Wellington in the next 30 years; and
  - research on implications of global (mega) trends – identification of Wellington's strengths, weaknesses, challenges and opportunities in light of those trends.
- Exploration of alternative scenarios – understanding how critical underlying trends could play out and give rise to divergent futures for Wellington.
- Workshops with elected members (August, December 2010).
- Conversations/workshops with external community groups and stakeholders (August 2009, October-November 2010).
- Workshops with key stakeholders within Council (September 2009 and December 2010).

- One-day workshop and peer review with business analyst, Rod Oram (March 2011).
- Feedback received from previous conversations with Wellingtonians, for example, on the Annual and Long Term Plans.

At the committee workshop in December 2010, elected members were briefed on the general direction of Wellington as a 'Smart Green' city and the set of four city goals. The outcome of the October/November conversations with external groups was that there was broad support for this future positioning of the city. The draft *Wellington 2040 City Strategy* is **attached** to this paper as Attachment A.

## 4.2 Central City Framework

The Central City Framework is made up of:

- the Spatial Structure Plan (SSP) which sets the direction for the physical outcomes of the city over the next 30 years; and
- discussion and recommendations on short term and longer term priorities and actions that respond to issues and opportunities around streets, built form and landscape. Nine project ideas (**attached**) have been developed from this for the purposes of consultation material.

Officers have worked with internal and external stakeholders to analyse the study area, the constraints and opportunities, and from this, develop preliminary design options which meet the vision for Wellington towards 2040. This work forms the basis for continuing stakeholder consultation and input.

The SSP is the part of the framework that will set out the blueprint for the physical outcome of the city. It is the key input to the development of the Framework document, which will be finalised following public consultation.

The SSP guides the future development of the central city's built form, infrastructure and public spaces. It focuses on the location and organisation of buildings, the spaces between them and the hierarchy of streets, taking into consideration the underlying landform and existing development (including heritage). It does not deal with the architectural details of buildings, but it does consider building uses e.g. commercial, residential. This information will ensure high quality design outcomes for both the built form and the public domain. It will also provide guidance for infrastructure provision, community and recreational needs, land acquisition and/or disposal and investment. The intention is to clarify the city's structure, to relate parts to each other, to encourage a reading of the city as interdependent spaces not separate parts. It will also optimise the quality of the physical outcomes, provide certainty for the community and investment, inform consistent decision making and inform prioritisation.

The *Central City Framework* approach is defined by a layered analysis that establishes the broader context for the city in relation to significant infrastructure, open space, transport and other territorial authorities. The drivers for this work include the global trends identified in the *Wellington 2040 Strategy* work, through to the physical drivers in the city.

Space Syntax forms one of these layers of analysis. This spatial economics work aims to improve the productivity of the city by gaining an understanding of how pedestrian and vehicular movement relates to movement sensitive land uses (i.e. retail, commercial and cultural) and where this relationship can be influenced to produce better outcomes.

Key urban principles of integration, enhancing identity, variety and legibility, accessibility, walkability and public transport, amenity and site specific studies are all included within the framework. These key principles are developed across both long term and catalyst projects.

The spatial plan provides insight and design direction on the following:

- Street structure
- Built form structure
- Open space structure

From these recommendations we have developed nine project ideas that convey a number of the recommendations in the report. The purpose of the nine projects is to help communicate the ideas that are within the technical document to the general public. They are:

1. Laneways
2. Cross valley links
3. Triangle Spaces
4. Capital Precincts: Parliament and Memorial Park
5. Green Infrastructure
6. Victoria Street Precinct
7. Boulevard Strategy
8. Connected Waterfront
9. Quality of built form

Space Syntax presented to SPC in March 2011. This has helped to provide context for the city themes and for some of the recommendations around street and traffic flows identified above.

## **5. Discussion**

### **5.1 Consultation and Engagement (June-August)**

A draft engagement plan has been developed (**attached**).

As the Central City Framework incorporates multiple technical documents, a number of different communication and engagement resources to ensure that “non-technical” readers are able to understand the approach are being produced. Similarly, the key messages of the *Wellington 2040 City Strategy* will be communicated in multiple different formats to engage a wide range of audiences.

Key engagement tools include:

- W2040 Website - designed as a user-friendly portal where readers will be encouraged to submit their views directly on Wellington 2040. The website will have a long-term lifespan beyond the immediate public engagement exercise, and serve as a central repository for all things related to Wellington 2040, including updates on progress against the vision and new strategies and plans intended to support the aims of Wellington 2040.
- Online communications, including social media, forums and blogs.
- Visible activities in the community e.g. initiative being developed in Opera House Lane.
- Resources for the media, including press packs, opinion pieces, interviews with the Mayor.
- Physical communications material developed for distribution among community and business networks.
- Targeted meetings with key groups and individuals e.g. schools, central government, sector groups.

### ***Role of Councillors***

Involvement of Councillors in engaging their constituents and Wellington communities will be crucial to the effective communication of *Wellington 2040*. A key part of the engagement plan will be to ensure that Councillors are well-informed with regard to the key messages of *Wellington 2040*, and supported with appropriate resources to assist in their engagement activities.

Officers have been working with the Portfolio Leader for engagement to develop the most effective approach for supporting all Councillors to be closely involved and informed on Wellington 2040 engagement activities.

The Office of the Mayor will be an important public face of Wellington 2040 at this stage of public consultation. Officers will work closely with the Mayor’s office to support her role in promoting and encouraging Wellington’s organisations, key sector groups, communities and individuals to engage with, and provide feedback on, Wellington 2040.

## **5.2 Financial considerations**

No direct financial considerations. The Strategy will guide the future development and priorities of the Long-Term Plan and subsequent budget decisions.

### **5.3 Climate change impacts and considerations**

Climate change impacts have been considered in the context of future challenges that Wellington must respond to. A key strategic theme, 'Eco-city', has been identified as one of the four key themes of the City Strategy, acknowledging the importance of responding to future climate change implications.

### **5.4 Long-Term Plan considerations**

The final Wellington 2040 City Strategy adopted by Council will provide the conceptual framework for future Long-Term Plan development and priority setting.

## **6. Next steps**

- **Engagement and consultation (20 June – 20 August)**  
A series of engagement activities and mechanisms are planned through June-August. Appendix E (**attached**) outlines these in more detail.
- **Report back and options for way forward (early September)**  
The public views gathered from the engagement exercise will be reported back in early September. This will allow time for any further changes to be made before Council receives the report back and options to finalise the Wellington 2040 City Strategy and Central City Framework later in September.
- **Endorsement of final Wellington 2040 City Strategy and Central City Framework – Council (late September)**  
A final Wellington 2040 City Strategy and Central City Framework will be presented to Council in September, taking on board feedback from the community and discussion with Councillors. This will mark the end of the formal Wellington 2040 planning phase – the Council then shifts its focus to the Long Term Plan process, through which it will implement a programme of strategy, policy, research, and operational actions to give effect to Wellington 2040.

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*Attachments*

- A: Wellington 2040 Draft Strategy: *Toward 2040: Smart Green Wellington*
- B: Spatial Structure Plan
- C: Space Syntax report
- D: Engagement Strategy for Wellington 2040 Draft Strategy and Central City Framework



## Supporting information

### **1) Strategic Fit / Strategic Outcome**

*The Wellington 2040 Strategy proposes a new strategic direction for Wellington City – Smart and Green. This builds on the Council's overall vision of Creative Wellington – Innovation Capital. The evolution of this strategic direction is intended to support the increased economic, social and physical resilience of Wellington City.*

### **2) LTP/Annual Plan reference and long term financial impact**

*The new strategic direction indicated in Wellington 2040 will inform the prioritisation of Council's future activities, as developed in the Long-Term Plan and annual plan. No specific financial implications have been identified at this stage.*

### **3) Treaty of Waitangi considerations**

*The Wellington 2040 Strategy and Central City Framework acknowledges the role of mana whenua and iwi in Wellington City. It proposes that this role be made more visible in the City – in terms of the place of Maori in both Wellington's history and future.*

### **4) Decision-Making**

*The report does not seek a significant decision. The proposed Wellington 2040 Strategy and Central City Framework are draft. Councillors will be asked to make decisions on the final content and direction of the 2040 Strategy and Central City Framework following public consultation.*

### **5) Consultation**

#### **a) General Consultation**

*The draft Wellington 2040 Strategy and Central City Framework will be the subject of wide public consultation. A series of consultation activities and workshops have previously been held, which have demonstrated general support for the direction of the Strategy.*

#### **b) Consultation with Maori**

*Mana whenua have been consulted on the proposed direction of the Wellington 2040 Strategy and are supportive of the general direction. They will be further consulted as part of the public consultation process that will accompany the current draft Strategy.*

### **6) Legal Implications**

*There are no legal issues.*

### **7) Consistency with existing policy**

*There are no immediate policy implications as a result of proposed consultation on the draft Wellington 2040 Strategy and Central City Framework*

## **Attachment A: Wellington 2040 City Strategy**

## **Attachment B: Spatial Structure Plan**

## **Attachment C: Space Syntax report**

## **Attachment D: Draft Engagement Plan**

This paper outlines the approach for engagement on Wellington 2040.

### **Background**

The Wellington 2040 strategy has the potential to affect all Wellington businesses, residents and communities. It is therefore important that everyone has the opportunity to participate in the decision making process.

We have previously engaged on both a general and targeted basis and have used the information gained to inform our thinking. For any strategy that spans 30 years to be successful, it must reflect the aspirations of the people living, working and raising families in the city.

Additionally, as Wellington 2040 is pitched as a city (rather than a Council) strategy, our engagement is designed to inspire and challenge key stakeholders in the city to become involved. The Council will implement its activities through its planning processes e.g., Long Term Plan, however there will be activities and plans that will need to be undertaken by other Wellington organisations and individuals.

### **Purpose**

The purpose of this engagement is to:

- create as much awareness as possible with residents, businesses and community groups and gain feedback on the draft strategy;
- promote debate: foster a shared understanding among stakeholders about the key issues facing the city-region;
- secure commitment: ensure that relevant stakeholders see a place for themselves in delivering on a city strategy;
- establish what people are prepared to do to contribute to the implementation; and
- create momentum to ensure the engagement of the strategy drives implementation activities into the future.

### **Look and Feel**

We have developed a look and feel branding for the strategy that will ensure a consistency across paper-based and web based material and provide graphic representation of concepts as much as possible.

### **Approach**

We propose using the following engagement approaches:

- **On Line**
  - ***Dedicated 2040 website***  
A dedicated 2040 website has been developed as a key engagement and feedback tool. It will include all of the elements of the 2040

project developed for engagement to date - the 2040 City Strategy, Central City Framework and the Digital Strategy. The website has a forum and feedback function, and it is intended that the website will have an ongoing life as further actions are taken to move Wellington towards its 2040 aspirations.

- ***Councillors on the Web***  
Develop opportunities for Councillors participation in Web activities
- ***Facebook.***  
Update Facebook page and 'activate' (post links to web pages and then updates, message members – ask to pass on, put snippets of content on page and link to more detailed content).
- ***Twitter***  
Tweet and encourage re-tweet – links to content and sound bites.
- ***Forums and blogs***  
Website forum and Wellington blogs, including Victoria University, Wellingtonista, Scoop.
- **Out, About and Visible**
  - ***Councillors wards***  
Provide material and Q & A's along with print material to councillors to take to people in their wards, check on events in wards to combine Councillors public appearance opportunities with 2040 awareness and feedback opportunities.
  - ***Gathering areas***  
'Pop-up people' and feedback boxes in gathering areas like university quadrants and school break areas.
  - ***Airport Installation***  
Graphic installation at Wellington airport to raise awareness and gain feedback from people arriving at Wellington Airport.
  - ***Walking Tours***  
Target architect and design groups for walking tours to discuss potential catalyst projects in the CBD.
- **Physical 'street presence'**
  - ***StoryBox***  
Two double container installations with interactive participation and feedback activities, one placed at Te Aro Park and the other on the waterfront near the Wharewaka.
- **Media**

- **General**  
Press conference (press packs, speech from Mayor, Q&A)
  - **Papers**  
Op-ed, releases and Our Wellington article.
  - **Radio, TV**  
Opportunities to be identified and responded to.
- **Distribution and Circulation**
    - **Interest/community groups**  
Provide material to advisory groups, residents groups, church groups, parents groups, neighbourhood groups, social service groups and community groups. Offer workshops to go through material and Q & A, and help develop plans for circulation amongst members and then out to members' families and friends.
    - Provide material for Local MP's to discuss with constituents, offer scripts and Q & A.
- **Sector specific**
    - **Sector Groups**  
Mail outs to sector groups. Meetings with some Chamber, critical businesses like Airport and major services like Hospital. Discussions with sectors relating directly to the strategic goals to be focussed on appropriate aspirational targets, indicators and measures.
    - **Central Government**  
Meetings with key government departments. Mayoral meetings with key Ministers.
    - **Design School**  
The Victoria University School of Design has agreed with the Council to make Wellington 2040 the study subject for its Design Led Futures (DLF) course this year. Fifty three Industrial Design and Digital Media students will work in seven groups, each group creating a shared vision of Wellington 2040. The outputs:
      - *PDF books* with references to research and detailed explanations of their vision which will be uploaded to their website. These may be printed and bound, at students' choice and expense, and presented to the City.
      - *Videos, still images and textual explanations* of their work, which will be uploaded to the DLF website.
      - *A mixed media presentation* to the City, their classmates and lecturers at a selected theatre venue. A lunchtime presentation at

the City Gallery offers a convenient and appropriate venue encouraging Council officials and Wellington citizens to attend.

- *An exhibition of their work* at the City Gallery (Hirschfeld Gallery) in support of Philip Beesley's exhibition "Hylozoic Ground", part of the International DeSForM (Design and Semantics of Form and Movement) Conference being held in Wellington on 18-20 April 2012.

- **Phillip Fox Breakfast**

We are in discussion with Phillip Fox about having a breakfast meeting that follows on from the one we had in September 2010.

**Feedback adoption**

The feedback from each of the activities will be collated, summarised and presented to Councillors in early September with options on how we might adapt the strategy to account for the feedback. The Strategy will then be redrafted and the final Wellington2040 Strategy and Central City Framework will be presented to Council for adoption in late September 2011.



