



# WELLINGTON TOWARDS 2040: SMART CAPITAL



**WELLINGTON**  
**TOWARDS 2040**  
**SMART CAPITAL**

**Absolutely**  
**POSITIVELY**  
ME HEKE KI PŌNEKE  
WELLINGTON CITY COUNCIL **Wellington**

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## MAYOR'S FOREWORD

Tēnā koutou katoa.

I'm delighted to launch this strategy. Wellington has come a long way in recent decades. Our compact cosmopolitan capital city has one of the best lifestyles in the world in a beautiful natural setting. We're home to world-class talent, successful businesses, new technologies and a creative sector to be proud of.

However, the world is a changing place. We can't stand still and expect to achieve the success we want for the future. Globally, cities are facing challenges of economic and environmental uncertainty, population changes, and increasing demands on city resources and services.

As we respond to these challenges together, we need to think and act deliberately to grow Wellington's resilience. We need a strong focus on a thriving diversified economy and good opportunities for our people. Council's strategic role includes leadership in urban design and protection of our natural and built heritage – our sense of place.

The year 2040 marks the bicentenary of two significant events – the signing of the Treaty of Waitangi and the first Wellington Town Board. As such it provides a useful timeframe for thinking about Wellington's future. This strategy sets out where Wellington needs to head to secure our city's future, starting with actions to be taken right now.

Wellington's city strategy will position Wellington as an internationally competitive city with a strong and diverse economy, a high quality of life and healthy communities. It acknowledges and builds on our current success as New Zealand's creative and events capital and is based on evidence and research. It provides a platform for world-leading exemplars – socially, culturally, environmentally and economically.

We Wellingtonians love our city and engage actively in its development. We see this in the high levels of commitment to volunteer activities across Wellington's communities and passionate debate on many issues. This strategy will ensure that Wellington will continue to be a city of which we are proud.

The vision for Wellington is underpinned by four city goals. These goals are based on the city's competitive advantages – our highly skilled and innovative population; our strong 'eco-city' performance; our position as New Zealand's capital connected culturally and socially to the world; and our compact city form.

Many cities aspire to one or more of these goals but Wellington's combination of strengths is unique. These goals describe a distinctively Wellington approach to guide our decisions about what we need to do now and in the future to ensure that Wellington is economically, socially and environmentally thriving and prosperous.

Wellington's city strategy will inform the future work and investments of our City Council. Success will also require the contribution of all sectors and many individual Wellingtonians. I want to see effective collaboration between organisations, sectors and cities.

Wellington's success is closely related to New Zealand's success. I look forward to developing strong partnerships with communities, individuals and businesses here and overseas, as we work together to develop Wellington's exciting future.

A handwritten signature in black ink, appearing to read 'Celia Wade-Brown'.

Celia Wade-Brown  
Mayor of Wellington



# WELLINGTON TOWARDS 2040: SMART CAPITAL

Wellington City Council's vision for Wellington is focused on the future development of the city over the next 30 years – starting from today. It builds on Wellington's strengths, acknowledges the challenges the city faces now and over the medium to long-term, understands the changing role of cities, and is informed by Wellington's communities. It is a statement of the future that we want for Wellington and how we believe this can best be achieved. We will act with urgency to build the economic, physical and social resilience of our city.

The purpose of developing a strategy for Wellington City is to acknowledge the need to build our resilience – economic and social, physical and environmental – and to emphasise the urgency in which we need to act to achieve this.

Wellington needs to respond to some big challenges. Like other cities it is experiencing economic downturn; an ageing population; the need to respond to climate change; increasing resource scarcity; the pace of technological change; and competition to attract skilled and talented people to live and work in the city. Furthermore, Wellington faces this as a small city in a small country at a time when growth and prosperity is becoming increasingly concentrated in large global cities and city-regions. Standing still is not an option. The status quo will not deliver the future we want for Wellington in the short- or long-term.

Cities are not static. They grow, shrink, prosper, fail, at the mercy of luck and circumstance. The story of the American rust belt is an example of shifting fortunes – when the industries moved away, so did people. Yet other cities show that they can adapt and survive. The difference is resilience.

We need to be economically resilient – by reducing our dependence on central government employment and increasing the diversity of Wellington's economy. We need to be physically resilient – with infrastructure that protects our urban and natural environments from natural events – earthquakes and the impacts of climate change; and urban activity – population growth and resource use.

And we need to be socially and culturally resilient – understanding the needs of our communities, valuing the participation and knowledge of Wellingtonians, and working to ensure all can take part in the life of the city.

A strong economy will support Wellington to meet many of these challenges. A prosperous and resilient economy that delivers quality jobs for all Wellingtonians at all skill levels requires strong city foundations. The city needs to invest in the infrastructure and environment that supports business to innovate and thrive. We need to protect and enhance our outstanding quality of life, that attracts the best and the brightest to live in our city and region.

Wellington's city strategy acknowledges and builds on our achievements and previous successful transformations. From the quiet government town of the 1980s Wellington has become New Zealand's 'Creative Capital', transforming the entertainment, arts, culture and economic base of the city. Wellington's strengths as a creative city will continue to be a big part of our future.

Wellington has a world-class quality of life, a physical environment of outstanding beauty, a highly skilled population, healthy communities, and a reputation for creativity and quality events. These are the strong city foundations on which Wellington can act deliberately and decisively to build its future, recognise opportunities, and respond proactively to current and future challenges.

Local government has an important contribution to make, but is just one player in shaping Wellington's future.

To deliver the changes needed will require the efforts of all of Wellington's communities; strong partnerships with the region, the rest of New Zealand and further afield; and a clear understanding of the city's strengths and the challenges we face.



## DEVELOPING THE STRATEGY

We have developed a strategy for Wellington that is supported by four city goals:

- PEOPLE-CENTRED CITY
- ECO-CITY
- CONNECTED CITY
- DYNAMIC CENTRAL CITY

Each of the city goals is associated with priority outcomes for Wellington to achieve. Taken together, this strategic positioning of the city will support our economic, social, physical and environmental resilience into the future.

### How we got here

Work on developing the strategy has taken place over two years and involved the expertise and input of many Wellingtonians. It has drawn on what we know to be good practice from cities around the world and closer to home. It is informed by research on global trends – identifying what we need to respond to now and in the future. It reflects the city's strengths and where Wellingtonians have said they want to head in the future, starting today.

The process included:

- environmental scan – identification of major global trends that are likely to impact on and have particular relevance to Wellington in the next 30 years

- research on implications of global 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 – connecting with the views of Wellington communities
- conversations and workshops with external community groups and stakeholders
- public consultation process on the draft strategy, *Toward 2040: Smart Green Wellington*.

### What did people say?

Between June and August 2011, the City Council gathered views from Wellingtonians on the draft strategy document. People were able to give their feedback in written form; by making an online submission; filling out a feedback form; or talking to the Mayor, Councillors and Council staff directly at the many workshops and forums both during the development of the draft document and during the consultation. Two shipping containers, or *Storyboxes*, were installed in the city to profile the strategy and increase awareness of the work and ideas.

Wellington's stunning natural setting, vibrant creative downtown feel, public transport and cycling and walking infrastructure, all topped the list of what people love about the city. The relationship between Wellington's quality of life and ability to attract talent and business was a strong theme and one where we need to pay more attention.

Wellingtonians also clearly told us not to be complacent. We need to act with urgency to build on the strengths we have to retain our high performance as one of the best places in the world to live.



## GLOBAL TRENDS FACING WELLINGTON

### Big cities and the global competition for talent

In recent decades, major cities – such as Auckland, Sydney, Singapore and Shanghai – have dominated economic and population growth in Australasia and Asia, attracting ever greater shares of skills, business and investment. Smaller cities have to find ways to stand out and position themselves. What a city can offer, in terms of quality of life and quality of jobs, is driving the decisions of mobile, skilled populations about where they want to live. Wellington will need to have a clear sense of who we are and what we offer the world and develop partnerships that can support this.

### Harnessing the opportunities presented by new technologies

New technologies will affect the types of jobs people do, the skills they need, and how they communicate with, and relate to one another. They provide significant opportunities to improve the efficiency of our resource use and the effectiveness of city services. Information and communications technology (ICT) links will provide access to global resources, markets and ideas.

### Our response to climate change and resource scarcity will become ever more urgent

Cities – not countries – will lead the way in adapting to climate change, reducing dependence on fossil fuels and developing new ways of living and working that are less energy intensive. We will need to develop more urgent responses to protect our biodiversity, and gain a better understanding of the relationship between our urban and natural environments.

### Our people are becoming older and populations more diverse

City populations are becoming more diverse – in terms of culture, language, taste and interests. Populations are also ageing, and demands on cities are growing. Providing opportunities for all Wellingtonians to participate and be part of city communities will need to be actively supported. There will be continued demand for increasing access to city life, community and recreation choices for a range of abilities, interests and needs.

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“DEPENDING ON SIZE, CITIES ARE THE MOST INFLUENTIAL INSTITUTIONS WITHIN THE MODERN NATION. THEY REPRESENT THE ENGINES OF THE ECONOMY AND PROVIDE HOMES FOR A MAJORITY OF THE POPULATION. THEY ALSO ARE RESPONSIBLE FOR A MAJORITY OF RESOURCE AND ENERGY CONSUMPTION AND HARMFUL EMISSIONS.”

The World Bank, *Eco-Cities*, 2010



## OUR RESPONSE: CITY STRENGTHS

### **Creative capital with a dynamic central city**

Our compact and dynamic central city, unique in Australasia, has developed over recent years into one of the most distinctive features of Wellington, attracting people to work, live, visit and play.

It is the economic engine room of the Wellington regional economy. It is the locus for significant culture, arts and events, which drive the success of our city. The central city provides Wellington with many of the outstanding quality of life features we need to be a place where talent wants to live.

### **New Zealand's capital city**

As home to New Zealand's Parliament and Government, Wellington hosts significant historical and cultural sites and resources. National institutions, art galleries and museums, are based in the city.

As well as being an important driver of the local economy, Wellington, as the seat of government, is the location for national embassies, high commissions and consulates – all sources of valuable international connections and knowledge.

### **Highly skilled population**

Wellington's people are its greatest asset. We have New Zealand's most highly educated population. Our employment landscape is dominated by knowledge jobs that need degree-level skills or higher. We are home to significant high-quality education organisations.

### **Outstanding quality of life**

Wellington consistently outperforms bigger cities on quality of life measures. Our unique natural harbour setting, bounded by the Town Belt, characterises an urban form that is easy to move around. We have big city assets, such as our regional stadium, and national treasures like Te Papa. We need to continue to support the citywide leadership and investments that have created the city we enjoy today.

### **Ecological assets and opportunities**

Wellington has a head start on the rest of New Zealand, with a lower carbon footprint, higher public transport usage, access to significant renewable energy resources, and a growing creative and knowledge-based 'weightless' economy.

Our marine reserve and mainland sanctuary and parks signal the importance of our unique biodiversity.

We need to build our resilience to the impacts of climate change and protect our natural resources. We need to understand and develop the economic potential of our ecological assets through research and innovation.

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**“WE NEED TO ARTICULATE A VISION FOR NEW ZEALAND AS A PLACE WHERE TALENT WANTS TO LIVE. A CONSEQUENCE IS THAT WE PROTECT OUR ENVIRONMENT AND IMPROVE INFRASTRUCTURE. WE NEED TO SEE OURSELVES, AND PROJECT OURSELVES TO THE WORLD, AS SMART, CREATIVE AND INNOVATIVE, ENCOURAGING THE BEST AND BRIGHTEST TO LIVE AND WORK HERE.”**

Sir Paul Callaghan

# A STRATEGY FOR WELLINGTON



The city strategy tells the world what Wellington is about and where the city is headed in the future. It is based on our aspirations for Wellington and an understanding of the challenges and opportunities facing the city.

It is informed by research on the major trends facing cities around the world, now and in the future. It is based on conversations with Wellingtonians about what they want for their city. And it is based on a good understanding of where the city is now and where our future opportunities lie.

The strategy for Wellington reflects the city's future as one of evolution, not revolution. It builds on our creative, dynamic strengths and looks to grow these in a way that supports Wellington to be sustainable and resilient into the future.

## Global trends facing Wellington

- Big cities get the most attention
- Harnessing new technologies
- Responding to climate change and resource scarcity
- Populations older and more diverse

**ECO CITY**  
Our city will take an environmental leadership role as the Capital of clean and green New Zealand.

**CONNECTED CITY**

Our people, places and ideas will link to networks across physical, virtual and social connections.

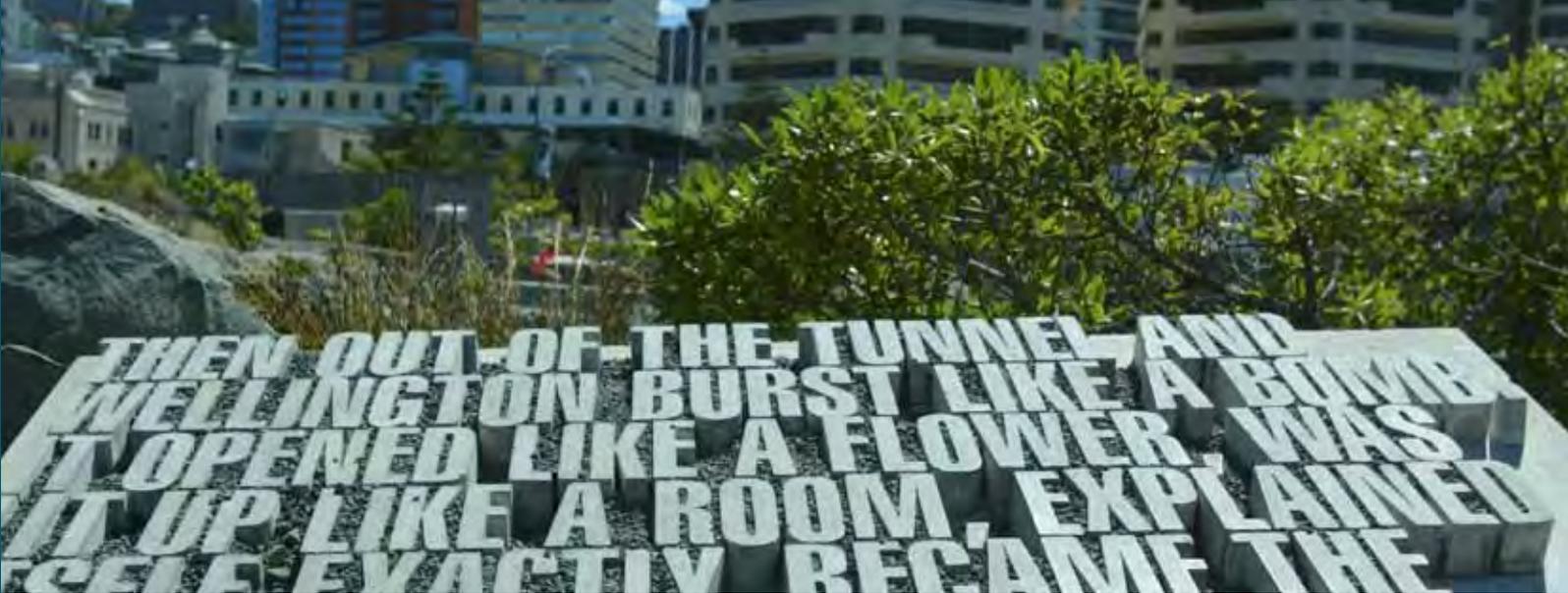
**PEOPLE CENTRED CITY**

Our city will be healthy, vibrant, affordable and resilient, with a strong sense of identity and 'place'.

**DYNAMIC CENTRAL CITY**

The central city will be a place of creativity, exploration and innovation, offering the lifestyle of a much larger city.

**THE CAPITAL CITY IS ALREADY A CREATIVE, HIGHLY SKILLED, CONNECTED POPULATION WITH OUTSTANDING ECOLOGICAL ASSETS. THESE ARE OUR STRENGTHS.**



## BUILDING A SMART CAPITAL

Wellington as a smart city is a response to known future challenges – most notably the ongoing impact of economic downturn. A smart city approach enables us to think about how to make the best use of knowledge, investments and technology to create a better Wellington with a diverse and resilient economic base. We need this as we face a future with an ageing and more diverse population, and the need to respond to climate change and resource scarcity.

Wellington as a smart city acknowledges our highly skilled, creative population; recognises how new technologies and innovations will help us to respond to future sustainability and resource challenges; and reflects a set of values that underpins much of what is distinctive about the city's character.

Wellington outperforms the rest of New Zealand (and many comparably sized cities internationally) on a number of smart characteristics. Wellington's population has the highest education levels in the country and the highest proportion of people employed in knowledge jobs (requiring degree-level skills or higher). Our smart people are a significant asset for Wellington, but they also present the city with a challenge – world-class skills expect to live in a world-class city.

Wellington's capital city status, home to central government, national institutions and embassies, strongly underpins our smart city foundations. The public sector is recognised as directly connected to the knowledge economy, through its dominance of knowledge sector employment and indirectly through its procurement budgets.<sup>1</sup> Regularly supporting education, innovation and new technologies and products, Wellington's public sector will continue to be a key part of our economy.

Alongside this, we will work to diversify our economy by focusing economic growth on high-value, knowledge-intensive sectors and businesses. Strong connections – regionally, nationally and globally – for sharing and creating new knowledge, ideas and innovations will be based on collaborative opportunities that support the scale we need to be competitive.

To be smart, Wellington will continue to value and support the growth of our highly skilled population and access to world-class education. We will understand and exploit our smart assets (research and development, new technologies), which will drive strong economic performance and help us to protect and sustain Wellington's high quality of life. We will encourage smart urban design that contributes to efficient, effective and environmentally sustainable results.

The idea of the 'smart city' has come to represent more than how cities use new technologies to be more efficient. Now, being a smart city means understanding the role of 'social infrastructure' to be a successful city. This includes the skill levels of the population, how we use information and knowledge, strong civic organisations and participation, and healthy communities.

The increasing diversity of Wellington's population will put extra pressure on city services at a time of need for greater efficiency. Everyone, regardless of age, culture, or ability must have access to city life and be able to participate in civic activities and healthy communities. Approaching solutions from a smart-city perspective will support innovation, valuing of good practice, technology and knowledge from around the world, acknowledging the importance of the involvement of Wellingtonians themselves as the city's most important smart resources.

<sup>1</sup> The Work Foundation, *A plan for growth in the knowledge economy*, 2011.

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**BY USING RESOURCES  
IN A SMARTER WAY,  
[CITIES] WILL BOOST  
INNOVATION, A KEY  
FACTOR UNDERPINNING  
COMPETITIVENESS AND  
ECONOMIC GROWTH.**

IBM, 'A vision for smarter cities'



## BUILDING A RESILIENT CAPITAL

Building Wellington's resilience for the future will influence the investments we make, how we build and create things, and how we go about our daily lives in the short-, medium-, and long-term future of the city. It is about recognising the need to put climate change, sustainability of resources and the environment front-and-centre of planning for the future. We need to find ways to do things differently, more efficiently, and smarter if we want to continue to support a strong economy and sustain our quality of life.

It is absolutely essential to Wellington's continued and future high performance that we support innovations that can protect our economy against rapidly rising energy costs – these are the kind of costs that put our enterprises out of business. We need to work to lower energy use and provide access to renewable local energy alternatives.

Wellington has the potential to build on its significant ecological assets, including the marine reserve, sanctuary and returning biodiversity, to make a green approach an opportunity. This can create economic advantage and will be a strong statement of the values that underpin the city's strategic positioning.

Wellington has many unique environmental strengths and natural advantages that give it a head-start over any other city in

Australasia. They include

- low carbon footprint – Wellington generates 6.2 tonnes per person of greenhouse gas emissions, a third of the national average of 18 tonnes per person
- access to local renewable energy – wind power and developing tidal technology
- strong public transport use
- an economic base dominated by knowledge-sector service industries – part of the 'weightless economy'
- a compact city with further potential for low-carbon residential growth in the CBD
- an established green identity at an international level – ranking 5th on the Mercer eco-cities index.

'Windy Wellington' – on the shores of the turbulent Cook Strait – is considered one of the best places in the world for developing and trialling new wind and tidal energy generation technologies. Work in these areas has already started in the region. We can further develop our understanding of the economic opportunities present in developing Wellington as an eco-city including tourism, clean-tech industries, and through leadership in national and international networks.

Wellington's geography and compact form work together to support a low carbon footprint, through inner-city residential living, use of public transport and more efficient infrastructure.

All of these factors support Wellington to be recognised as a high quality city, where people choose to live and do business. Research from around the world tells us emphatically – smart, highly talented and creative people place a high premium on quality of life when deciding where to live. If Wellington is to continue to attract the workforce we need to support the economy we want, we must act deliberately and remain at the forefront of leading edge initiatives to be a sustainable urban city.

Building on Wellington's strong creative city foundations to develop creative digital industries, and other knowledge-based innovative economic opportunities, will contribute to the city's growing low-carbon 'weightless' economy. Wellington is strongly supported by tertiary education institutions and Crown research institutes – all of which are key resources for developing leading-edge research, thinking, and technologies to support a green city.

As the capital city of 'clean green New Zealand', Wellington has an important role to play as an environmental leader. We need to ensure the city is prepared for the challenges and can build resilience in the face of the impacts of climate change, resource scarcity, environmental degradation and biodiversity loss. It requires active commitment, leadership and understanding of what's needed to position Wellington as a world-class green performer.

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**“IF NEW ZEALAND COULD BUILD COLLABORATIVE NETWORKS AS IF IT WAS A CITY OF FOUR MILLION PEOPLE, WE WOULD SURPASS AUSTRALIA IN INVENTIVE ACTIVITY.”**

Shaun Hendy, MacDiarmid Institute



## FOUR GOALS FOR WELLINGTON

We need to understand what can make the most contribution to advancing Wellington. Four goals describe a different way of working – focused on collaboration, not competition, to build Wellington’s resilience in the face of future environmental, economic, and social challenges.

### People-centred City

Wellington’s people are the city’s greatest asset. Wellington’s shape and character will continue to reflect the people who live in, work in, and visit the city. Wellington’s People-centred City will be healthy, vibrant, affordable and resilient, with a strong sense of identity and ‘place’ expressed through urban form, openness and accessibility for its existing and future population.

### Connected City

As a connected city, Wellington’s people, places and ideas access networks – regionally, nationally and globally. Connections will be physical, allowing for ease of movement of people and goods; virtual, in the form of world-class ICT infrastructure; and social, enabling people to feel connected to each other and their communities.

### Eco-City

Developing Wellington as an eco-city involves a proactive response to environmental challenges. It recognises the importance of Wellington taking an environmental leadership role as the capital city of clean and green New Zealand. Wellington’s many natural assets give the city a head start and opportunities as part of a green economy.

### Dynamic Central City

As a city with a dynamic centre, Wellington will be a place of creativity, exploration and innovation. The central city will be a vibrant and creative place offering the lifestyle, entertainment and amenity of a much bigger city. The central city will continue to drive the regional economy.





## PEOPLE-CENTERED CITY

Wellington's people are the city's greatest asset. Wellington's shape and character will continue to reflect the people who live in, work in, and visit the city. Wellington's people-centred city will be healthy, vibrant, affordable and resilient, with a strong sense of identity and 'place' expressed through urban form, openness and accessibility for its current and future populations.

### **The role of mana whenua celebrated and recognised by the visibility of Māori culture and history in the city**

- Use public spaces, buildings, artworks and events as opportunities to celebrate and reflect the city's relationship with Māori.
- Acknowledge and identify sites of historical importance to Māori.
- Acknowledge mana whenua and Wellington whānau, hapū and iwi as important partners in the future cultural, social, economic and environmental wellbeing of the city.

### **An open and welcoming city**

- Understand what attracts people, ideas and investment to the city – economic, social and cultural.
- Welcome diversity and new populations in the city and acknowledge how diversity drives success.
- Support social and economic integration of diverse populations in the city.

### **Suburbs with unique identities**

- Support mixed residential, commercial, social and cultural activities in Wellington's suburban areas.
- Support strong links and access to good transport options between suburban areas and the CBD and other parts of the city.
- Understand the factors that influence housing affordability and cost of living to ensure the city can support a dynamic and diverse population.

### **Wellington as a 'smart' city**

- Use new technologies to improve quality and efficiency of city infrastructure, amenities and natural resource use.
- Use 'smart' information to drive improvements in efficiency, access and effectiveness of city services and activities.
- Develop 'smart' infrastructure to support Wellington's creative, knowledge-intensive economic growth and quality jobs.

### **Active communities that support innovation and resilience**

- Develop spaces and places (physical and virtual) to engage with each other.
- Support participation and engagement through increased transparency and accountability of city-level decision-making.
- Use ICT and social media to augment traditional forms of engagement to increase access and relevance of city and community-level activities.

### **Healthy and safe communities**

- Understand how urban design and built form interacts with the climate and Wellington's environment.
- Respond to changing populations by investing in healthy and safe access to recreation activities for older people and across a range of different abilities.



## WHY A PEOPLE-CENTRED CITY?

### **Wellington's people are the city's greatest asset**

The people who live in, work in, and visit Wellington form the character, or personality, of this creative, smart city. They are Wellington's intellectual, social and cultural capital.

No one knows more about a place and how it functions than the people who live and work there. Urban planners across the world are working to involve people more directly in city development. New ICT technologies and social media make it cheaper and easier to share information and seek involvement in city and community development. But city governments worldwide struggle to appear relevant and to engage their citizens, as evidenced by low voter turnouts.

We need to increase the transparency and accountability of decision-making, provide more opportunities for direct involvement in city developments, and encourage a better understanding of how and where people engage in ideas and information.

### **We need to respond to the global competition for talent**

Wellington's people are highly skilled and mobile. We need to continue to respond to and deliver on the needs, wants and desires of our smart and creative people, or risk losing them to other parts of the globe.

Individuals and families moving to Wellington are attracted by the unique physical and social qualities of the city: its beauty and compactness, convenience, diversity, and sociability. It will be important to understand, and respond to, what contributes to a high 'quality of life' for new migrants and current residents.

### **Celebrating population diversity will promote social resilience**

New populations support the growth and sustainability of creative, knowledge-based cities. They provide connections to new ideas, networks and knowledge. They form part of the dynamic of the city that helps it be innovative and outward-looking, and celebrate diversity.

Increased diversity of the population can challenge the social cohesion of a city. People feel more connected to their city and communities when that diversity is reflected visibly in the city.

Urban form, the natural environment, facilities and events will all be used to reflect the people that live in the city, and tell the 'story' of Wellington, past and present.

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**“VERY FEW CITIES HAVE DEVELOPED SPECIFIC STRATEGIES TO ACHIEVE, TO ATTRACT AND CULTIVATE HIGH CALIBRE TALENT.”**

Greg Clark, 2009



## BUILDING PLACE AND IDENTITY

- Acknowledge and identify sites of historical importance to Māori.
- Acknowledge mana whenua and Wellington whānau, hapū and iwi as important partners in the future cultural, social, economic and environmental wellbeing of the city.

### **The role of mana whenua celebrated and recognised by the visibility of Māori culture and history in the city**

Māori whānau, hapū and iwi, as part of Wellington's history, present and future, are an important part of the city's identity. About 8 percent of Wellington City's population is of Māori descent.

Taranaki Whānui ki te Upoko o Te Ika (Taranaki Whānui) are the recognised iwi collective that includes Te Ātiawa, Ngāti Tama, Ngāti Ruanui and Taranaki interests in the area known as the Port Nicholson Block, which includes Wellington City. Ngāti Toa is also acknowledged by the Waitangi Tribunal as having mana whenua interests on the south-west coast of the city.

Mana whenua status acknowledges the customary authority of these iwi groupings within the Port Nicholson boundaries and the ongoing connection they have with the land.

Public spaces, buildings, artworks and events provide opportunities to reflect the city's relationship with Māori. Acknowledging sites of historical importance will make visible to all Wellingtonians the role of Māori whānau, hapū and iwi in the development of the city.

Wellington hapū and iwi have an important partnership role in the long-term cultural, social, economic and environmental wellbeing of the city, and work actively to pursue these interests.



## BUILDING WELLINGTON AS A PEOPLE-CENTRED CITY

- Support mixed residential, commercial, social and cultural activities in Wellington's suburban areas.
- Develop strong links and access to good transport options between suburban areas and the CBD and other parts of the city.
- Understand the factors that influence housing affordability and cost of living to ensure the city can support a dynamic and diverse population.

### Suburbs with unique identities

The areas outside of Wellington's CBD have little in common with the image of the quiet, dormitory 'suburbs' as experienced outside of the centre of many other cities around the world. All have their own distinctive characteristics, identity and 'feel'.

Wellington's suburban areas will continue to be strengthened to meet the needs of an increasingly diverse population and supported to continue to develop their own identities. We need a variety of residential options, ease of travel around the city, access to amenities – social, cultural and natural – to retain Wellington's reputation for a high quality of life; make Wellington a place where talent wants to live; and support people to access different lifestyle options over different stages of their life.

Understanding factors that influence housing affordability and cost of living in the city will be important to ensuring future population diversity.

Retaining and reinforcing the vibrancy of our urban areas while planning for population growth means thinking and acting deliberately to build and sustain local and community-level infrastructure – such as that planned for Johnsonville, Newtown-Adelaide Road and Kilbirnie.

Planning for growth will also require a balance between preserving the features and character of an area with the need to change and evolve to meet the needs of future populations.



## BUILDING VIBRANT AND RESILIENT COMMUNITIES

- Spaces and places (physical and virtual) to develop and engage with each other.
- Participation and engagement supported by increased transparency and accountability of city-level decision-making.
- Use ICT and social media to augment traditional forms of engagement to increase access and relevance of city and community-level activities.

### Active communities that support innovation and resilience

Communities underpin the civil society and social fabric of cities and directly contribute to a city's resilience to negative events – whether it's a natural disaster or a protracted economic downturn. Local communities are made up of many interests and backgrounds, including geography, culture, faith, interest, politics, sports and occupation. Most people are part of more than one community. Strong communities drive local activity, including volunteer activity, and support social cohesion and resilience.

Wellington's communities drive local innovation by connecting people to each other and their resources, knowledge and skills. But to do this, our communities need spaces and places to engage with each other and other communities.

Wellington, like other cities around the world, is facing the challenge of finding new and more efficient ways of meeting the needs of an increasingly diverse population. We need to find ways to be more proactive in our engagement of people in how services and facilities are developed and delivered.

We need to think of new ways to engage residents – less formal, more timely and accessible in different ways. Improving the transparency and accountability of city-level decision-making will help. ICT and social media can also be used alongside more traditional engagement and consultation processes.

We need to work to be more relevant and accessible to communities and individuals and acknowledge the value of their participation.



## BUILDING WELLINGTON AS A PEOPLE-CENTRED CITY

- Understand what attracts people, ideas and investment to the city – economic, social and cultural
- Welcome diversity and new populations in the city and acknowledge how diversity drives success
- Support social and economic integration of diverse populations

### An open and welcoming city

Wellington has successfully developed itself as a 'Creative Capital' with a strong cultural arts and events sector. People are drawn to the city's vibrancy and diversity.

Experience around the globe tells us that cities with strong creative identities need to be active in their efforts to attract new people into the city – to live, work or visit. New people bring new ideas, innovations and investments. They support a continued creative dynamic for Wellington.

Wellington's future success in attracting new talent and investments will require us to work actively to be an open and welcoming city. This means a city that is easy to do business in, attractive to new migrants, connected internationally, and tolerant of diversity.

Creative and knowledge-based companies need talented and innovative individuals to work for them. Wellington businesses like Weta, Icebreaker and Sidhe need to be able to access a workforce that reflects the kind of quality jobs we want in the city.

Increased population diversity in a city can have an impact on social cohesion. We need to support activities that help people feel connected to one another and to their city. Wellington needs to be a city that can support and integrate a diversity of people, not just attract them.

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QUALITY OF LIFE IS THE  
NUMBER ONE REASON  
PEOPLE CHOOSE  
TO LIVE IN WELLINGTON.

Department of Labour research, 2010



## BUILDING VIBRANT AND RESILIENT COMMUNITIES

- Use new technologies to improve quality results and efficiencies in city infrastructure, amenities and natural resource use.
- Use 'smart' information to drive improvements in efficiency, access and effectiveness of city services and activities.
- Develop 'smart' infrastructure to support Wellington's creative, knowledge-intensive economic growth and quality jobs.

### Wellington as a 'smart' city

As cities become increasingly complex and diverse in their populations, the demands on city infrastructure, amenities and natural resources rise. This is happening alongside contradictory pressures to reduce resource use (to contribute to environmental goals) and lower costs to residents of running the city (as a result of economic downturn). To respond to these challenges, Wellington needs to become a smart city.

Many cities are approaching these same issues in ways that are referred to as 'smart development' or 'smart cities'. They use new technologies to improve intelligence on how the city operates (and, importantly, how people operate within it) and improve the efficiency of the response. It's about gathering good data in timely, cost-effective and efficient ways. In other words, getting access to information when it's needed, where it's needed, both cheaply and quickly.

Smart city innovations can help improve access to city and community life for all Wellingtonians. ICT innovations and social media are increasingly used to overcome physical limitations of geography, income or physical ability to create spaces and places for people to come together, share ideas, work on joint issues and create community. Smart city

technologies can provide local and central government with information on how services and infrastructure are used and how they are accessed, contributing to improvements for end users.

With a highly educated population, Wellington is well-placed as a city that can learn, adapt and innovate. Smart cities can make use of new technologies to gather information on any number of city activities or functions, from traffic flow to water usage to trends in swimming pool use.

Smart city infrastructure also supports the kind of environment that can attract 'smart' people. ICT infrastructure, research and development systems and creative innovation networks – this is the kind of infrastructure a city needs to support creative and knowledge-intensive economic growth. Wellington's focus on being a smart city will emphasise ideas, creativity and innovation as well as new technologies.

Developing smarter services and infrastructure will support Wellington to respond to increasing quality-of-life expectations with sustainable approaches, as well as developing the infrastructure needed to support quality knowledge-sector jobs and industries.

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WELLINGTON HAS THE HIGHEST PERCENTAGE OF RESIDENTS WITH A BACHELOR DEGREE OR HIGHER QUALIFICATION. OVER 28% OF WELLINGTON RESIDENTS EARN OVER \$50,000 COMPARED TO 16% NATIONALLY.

NZ Census 2006



## BUILDING WELLINGTON AS A PEOPLE-CENTRED CITY

- Understand how urban design and built form interacts with the climate and Wellington's environment.
- Respond to changing populations by investing in healthy and safe access to recreation activities for older people and across a range of different abilities.

### Healthy and safe communities

Healthy and safe communities understand the physical environment, built form and public spaces and how these impact on the health and safety of people in the city.

Wellington is one of the windiest cities in the world, and it rains about a third of the time. While not necessarily a negative (many Wellingtonians take pride in their 'weather-resilience') the health and liveability of the city can be improved when these factors are considered as part of any changes to the urban and physical environment of the city.

Sports, recreation and outdoor activities are important to the lives of Wellingtonians. The way we plan and invest in amenities for Wellington should work to improve weather-resistant access to these important lifestyle features of our city.

Our recreational facilities and open spaces need to work with a changing population. We need to invest in providing healthy and safe access for older people and those with different abilities – for both formal and informal recreation in the city.

Wellington has evolved in the past to work with our natural environment and location in the 'roaring forties' – mitigating against threats to safety (eg understanding the importance of the design of corner buildings to wind trajectory on a street) and celebrating the uniqueness and value that results from our geography (eg significant local wind energy generation). The design and placement of open space, street lighting and pedestrian flows must be planned to enhance the safety of our streets and the attractiveness of public areas as places for people to meet and engage with each other.

Wellington will continue to improve the liveability of the city by considering how changes to the urban and built form can support the way in which future generations live in, move around, and engage with each other.



## CONNECTED CITY

As a connected city, Wellington’s people, places and ideas access networks – regionally, nationally and globally. Connections will be physical, allowing for ease of movement of people and goods; virtual, in the form of world-class ICT infrastructure; and social, enabling people to feel connected to each other and their communities.

### **Effective and efficient regional, national and international infrastructure**

- Understand, advocate for, and facilitate the existing and future infrastructure needs of Wellington and beyond – immediate priorities include long-haul airport capability and the ultra-fast and rural broadband initiatives.
- Continue to improve the city’s public transport and pedestrian/cycling infrastructure as a distinctive feature of Wellington, aligned with low-carbon goals.
- Develop a sustainable funding model to support the role of regional amenities as creators of spaces and places where people connect.

### **National and international connections that support Wellington’s economic, social and cultural goals**

- Clear understanding of Wellington’s unique characteristics (the Wellington ‘story’) and role in wider networks, nationally and internationally.
- City to city relationships that support international economic, social and cultural connections.

### **City and regional connections that drive economic growth and innovation**

- An environment that encourages collaboration and partnerships in the city and region.
- Industry strategies that identify the links between research, development, production, and commercialisation.
- Connections between Wellington’s tertiary education and research resources and regional development goals.

### **People connected internationally to support market access and knowledge exchange**

- Use Wellington’s arts and events successes to increase the city’s profile and reach to international audiences
- Connect Wellington’s existing international links with local business and communities
- Use Wellington’s national institutions, embassies and consulates to connect to markets and knowledge internationally
- Work with networks, such as Kiwi Expats Association (KEA) to connect to Wellington’s expat communities.



## WHY A CONNECTED CITY?

### Cities are becoming more important

Urban populations have been growing – half of humanity now lives in cities and the trend is continuing. Intensity of activity is resulting in greater efficiencies and knowledge creation and transfer – generating the majority of the world’s economic, social and cultural prosperity. Big places are getting bigger.

Smaller cities like Wellington will struggle to be seen among the bigger players. We need to change our gameplan – from competition to collaboration. This means having a strong sense of who we are and what we can offer, and building the connections we need to be part of a winning team.

Cities continue to grow, but differently than in the past. The cost of transporting goods has reduced and ICT has improved over the last few decades allowing many goods and services to be produced far away from where they are sold. Low-skilled jobs have moved to low-wage economies. The pressure is on high-wage economies like New Zealand to produce high-value goods and services.

When it comes to producing high-value goods and services, cities have the advantage. They provide intensity of activity; opportunities for ‘knowledge spillovers’ and access to skilled labour; they are the focus for building external connections and access to global resources, production and markets.

### We need strong connections within the city and region

For creative and knowledge-based sectors, product life-cycles are continuously shortening. Time is now the crucial cost, not distance. Face-to-face contact, and the trust and confidence that flows from these connections and relationships, is what makes the difference.

Wellington is proud of the knowledge, ideas, and innovation of its people. Proximity, and the ease and frequency of such face-to-face interactions, is what underpins the city’s creativity and innovation.

But we’re not that good at using this creativity and innovation to drive Wellington’s economy. We continue to rely on serendipity rather than strategy. We need a better understanding of this dynamic and how to maximise the potential of city and regional connections.

We need to understand how people move around the city and region, the way in which the urban environment provides opportunities and places for interactions, where and how businesses might locate, how to connect our research and innovation resources with industry, how to connect high-level skills with high-value business, and the implications this has for the

city’s infrastructure.

We will continue to need a clear understanding of how Wellington City contributes to wider regional goals. The *Wellington Regional Strategy* is one articulation of this. Our regional links and commitment to shared regional objectives will remain a priority and one of our most important connections.

### We need strong connections regionally, nationally and internationally

By world standards, Wellington is a small city in a small country. To respond, Wellington needs to become a connected city – networked regionally, nationally and internationally – to attract flows of people, ideas and investment, and access larger domestic and off-shore economies.

Wellington needs to actively partner and collaborate – with Auckland, Australia, and others in the Asia-Pacific region. We need to define Wellington’s role as part of wider networks, expand the city’s profile externally, develop city and industry level partnerships, grow the Wellington ‘brand’ and secure the right infrastructure and technology to support the city’s objectives.

As a result, regionally, Wellington’s connections will achieve greater scale and efficiencies in industry sectors. Nationally, Wellington will be part of a network of cities and

regions to support New Zealand’s development as a whole. At the international level, Wellington’s connections will support access to overseas markets, investment and knowledge.

Wellington’s shift to a more collaborative and connected approach will be underpinned by a clear understanding of the city’s strengths, what it has to offer, and how it wants to be viewed by the world. Telling this story is part of positioning the capital.

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**“A KEY BENEFIT FOR WELLINGTON OF A LARGE AND INFLUENTIAL TERTIARY EDUCATION SECTOR IN THE CITY IS THE OPPORTUNITIES IT CREATES FOR LINKAGES WITH KNOWLEDGE-INTENSIVE SERVICES IN THE CITY AND THE DISSEMINATION OF KNOWLEDGE BETWEEN THEM.”**

Infometrics



## CONNECTING PLACES

- Understand, advocate for, and facilitate the existing and future infrastructure needs of Wellington and beyond. Immediate priorities include long-haul airport capability and the ultra-fast and rural broadband initiatives.
- Continue to improve the city's public transport and pedestrian/cycling infrastructure as a distinctive feature of Wellington, aligned with low-carbon goals.
- Develop a sustainable funding model to support the role of regional amenities as creators of places and spaces where people connect.

### Effective and efficient regional, national and international infrastructure

We need effective and efficient infrastructure to connect Wellington to the rest of the world. Physical connections – by sea, air, rail and road – will continue to be essential to the flow of goods and people in and out of the city. ICT infrastructure, as the key delivery mechanism for goods and services associated with Wellington's knowledge industries, must continue to be developed. Future investment in the city's infrastructure must also be consistent with Wellington's goals to be efficient and work toward a lower carbon footprint.

A port, a rail network and an international airport support Wellington's connections nationally and internationally. All facilitate the movement of goods and people. Passengers and cargo moving in and out of the city are expected to continue to increase.

We need to continue to work to achieve enhanced connectivity through access to long-haul services from Wellington International Airport.

Formal and informal relationships at the city level are supported by the ease in which people can communicate with each other and physically move around. Wellington has good access to, and high use of, public transport. Ninety percent of the region's residents live within

400 metres of a bus stop or train station (about a five-minute walk). Having choice around transport options, supported by quality infrastructure, is greatly valued by Wellingtonians. The city must continue to support and improve its public transport and pedestrian and cycling infrastructure as an efficient and sustainable way of connecting people with each other.

ICT infrastructure is particularly important to Wellington as a way of connecting the city's knowledge-based industries to markets, new ideas and innovations. Knowledge-based service industries that deliver products – usually in the form of large amounts of electronic data – using ICT infrastructure are part of the 'weightless economy'.

Wellington has historically led the way with respect to broadband infrastructure with early investment in fibre deployment through the city in the mid-1990s. This has supported the rise of a number of innovative companies in the digital sector. The Government has two initiatives that will provide better broadband services through the Wellington area – the ultra-fast broadband initiative, and the rural broadband initiative. These initiatives are essential for supporting the next stage of development of a strong ICT infrastructure for the city.

Significant amenities, such as Westpac Stadium, are also key infrastructure for the wider region.

Te Papa and other national institutions hosted in Wellington play an important role in facilitating connections regionally, nationally and internationally – as physical venues and public spaces, and as leaders in the areas in which they operate.

Cities and regions rely on investment from the Government to support most major developments and improvements in key infrastructure. Wellington's city leaders will continue to advocate with the Government to support the infrastructure Wellington needs to sustain strong regional, national and international connections.



- A clear understanding of Wellington’s unique characteristics (the Wellington ‘story’) and role in wider networks, nationally and internationally.
- City-to-city relationships that support international economic, social and cultural connections.

**National and international connections that support Wellington’s economic, social and cultural goals**

Wellington needs strong links with other parts of New Zealand and connections with international centres to ensure the city’s future growth and prosperity, as well as its contribution to wider national goals.

Wellington needs to identify what role it will play as part of a national and international network of cities and regions. Wellington’s unique characteristics include: quality of life enjoyed by Wellingtonians; capital city status and links with central government and foreign embassies; home to national organisations; location of tertiary education and research institutions; and a highly educated workforce.

Wellington plays an important role in New Zealand’s network of cities and regions as the capital city of New Zealand. Wellington is home to the head offices of most of the country’s government departments and agencies and, of course, New Zealand’s Parliament. It is where national social, economic and cultural policy is developed and influenced. The shape of Wellington’s local economy, and many of the connections the city has with other parts of the country, will continue to flow from Wellington’s position as New Zealand’s capital city.

Wellington has a wealth of highly-skilled, specialised expertise that can be accessed by other parts of the country (and internationally) in the development of products, services and ideas. Wellington’s success in the screen industry provides a stand-out example of how Wellington-based workers can contribute specialist skills to a wider workforce through connections to other cities.

**International city-level connections**

Wellington must be able to sustain and grow active, mutually beneficial, connections internationally.

A New Zealand Treasury report notes:

‘the pace of technological progress is likely to continue, resulting in greater gains from international connections and higher risks should New Zealand fail to provide an environment conducive to knowledge creation and acquisition’<sup>2</sup>

In the past, Wellington’s international relationships have been largely organised around traditional sister city or ‘partner’-city arrangements. New city-to-city relationships can be developed to connect Wellington internationally on issues or industries of importance to the city, including film, earthquake technologies, climate change, research and knowledge exchange.

Wellington’s international connections support the following aims:

- Economic, through commercial opportunities in global markets and international investment in Wellington.
- Educational, enabling access to international best practice on (for example) climate change, city leadership, earthquake and green technologies.
- Social, by contributing to diversity and tolerance, city ‘openness’, and retention of existing populations and new skilled migrants to support a creative, knowledge-based city.

<sup>2</sup> NZ Treasury, *International connections and productivity: Making globalisation work for New Zealand*, (Productivity Paper 09/01), p 37.

**“IT IS BECOMING CLEAR THAT DESPITE THE ‘DEATH OF DISTANCE’, INNOVATION CONTINUES TO CLUSTER AROUND SPECIFIC REGIONS AND URBAN CENTRES THAT HAVE SKILLED PEOPLE, VIBRANT COMMUNITIES, AND THE INFRASTRUCTURE FOR INNOVATION.”**

Barbara Ischinger, ‘Universities for cities and regions’, *Change*, 2009.’



## CONNECTING PEOPLE AND IDEAS

- An environment that encourages collaboration and partnership in the city and regionally.
- Industry strategies that identify the links between research, development, production, and commercialisation.
- Connections between Wellington's tertiary education and research resources and regional development goals.

### City and regional connections that drive economic growth and innovation

#### Industry strategies

Wellington needs strong connections within the city as well as outside to support creative and knowledge-based innovative industries and ideas. There is an economic advantage to individual firms in thinking about connections and collaboration, rather than adversarial competition between firms in the same industry. For many businesses, this is a new way of thinking.

Industry sectors with high potential employment growth in Wellington over the next 30 years include high-tech innovative sectors with firms like Weta Digital, the broader business services sector, and the tertiary education sector.

Many of Wellington's potential future growth industries currently lack scale, suffer from fragmentation and compete against each other, stopping most of them from gaining the capacity they need to become export-focused and sustainable. Industry sector-level strategies can encourage collaboration, identify market opportunities and develop the scale needed for an industry to become export-focused.

We need to do more to recognise how value is gained from linking research, development, production

and commercialisation. This goes beyond simply encouraging co-location of similar businesses in an area. Instead it requires an environment for innovation that rewards collaboration over competition.

Wellington's economic development agency, Grow Wellington, and the Employers Central Chamber of Commerce (ECCC) will be important for facilitating collaboration. We will also work with central government and support agencies to think about how regional development is resourced and supported strategically.

#### Tertiary education and research linked to regional development goals

Wellington has significant tertiary education and research resources. Located in the city and region are two universities, two wananga, three institutes of technology and polytechnics, many private training establishments, national offices of over half of New Zealand's industry training organisations and four of the eight national Crown Research Institutes (CRIs). All are important contributors to Wellington's education, skills and research infrastructure.

Typically, tertiary education organisations consider their primary connections to be national (or, in the case of universities, even international) rather than regional. There is significant unrealised potential to be gained from more structured connections between

publicly-funded research and skill development and Wellington's regional development.

New Zealand has a very low level of privately-funded research and development, necessitating a larger role for tertiary and research institutions to support economic, social and cultural innovation and development. Forging these links at the regional level supports both access to (and retention of) a skilled workforce in the city, and the creation of more system-level opportunities for commercialising our research – an area in which New Zealand currently performs poorly.



- Use Wellington's arts and events successes to increase the city's profile and reach to international audiences.
- Connect Wellington's existing international links with local business and communities.
- Use Wellington's national institutions, government agencies, embassies and consulates can be used to connect Wellington to markets and knowledge internationally.
- Work with networks such as Kiwi Expats Abroad (KEA) to connect to Wellington's expat communities.

### People connected internationally to support market access and knowledge exchange

Wellington's researchers, businesses, creative sector, education institutions, students and migrants all link the city to international markets, knowledge and ideas. International connections are essential for Wellington and the city's emerging high-tech industries and research base.

Wellington does have some strong international connections, but not all are linked to city or regional development goals. Universities and Crown research institutes (CRIs) have good international research links which need to be more fully exploited. Wellington has some outstanding export business success stories, but the majority of Wellington's economy is domestically-focused.

Wellington businesses need to be supported to work and partner with businesses in similar industries in other parts of New Zealand which may have greater international access.

Wellington's strong and well-regarded creative sector showcases the city to the rest of the world.

Wellington is internationally connected as home to national arts sector institutions, including the New Zealand School of Music, the New Zealand Symphony Orchestra, and the Royal New Zealand Ballet.

High profile events, including the International Festival of the Arts, the World of Wearable Arts and the New Zealand International Comedy Festival are all important opportunities for showcasing Wellington to the world. Sporting events, such as the New Zealand Sevens and Rugby World Cup 2011 connect Wellington with international audiences.

Wellington's 'Creative City' arts and events strengths are a successful part of Wellington's brand internationally. We need to take this to the next level through the development of a deliberate and strategic approach to building on the international profile of Wellington's arts and events.

Wellington is also connected internationally through the many embassies and consulates located in the city. We need to realise the potential for moving these relationships beyond the diplomatic realm and introduce a more commercial focus. The Ministry of Foreign Affairs and NZ Trade and Enterprise already provide good support to Wellington businesses that embark on offshore travel to secure export markets. Forming earlier connections between local businesses and the Wellington-based diplomatic community will result in stronger connections and access to export opportunities and markets.

New migrants have an important role to play in connecting Wellington to

the world. We also need to recognise the valuable, and largely untapped, resource that is the Wellington and New Zealand expat community. Wellingtonians living or working in other parts of the world can be a rich source of information, market knowledge and networking opportunities. We need to work more deliberately to understand and value the role of the Wellington diaspora in supporting the city's international connections.

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**“ONE OF THE KEY DRIVERS OF A CITY'S ATTRACTIVENESS IS THE EXTENT TO WHICH PEOPLE FEEL CONNECTED TO ONE ANOTHER, IN OTHER WORDS, THE DEGREE OF SOCIAL CAPITAL THAT EXISTS.”**

*PricewaterhouseCoopers, Cities of the future, 2010*



## ECO-CITY

Developing Wellington as an eco-city involves a proactive response to environmental challenges. It recognises the importance of Wellington taking an environmental leadership role, as capital city of clean and green New Zealand. Wellington's many natural assets give the city a head-start and opportunities as part of a green economy.

### **A city-based approach to developing Wellington as an eco-city**

- Involve everyone in a city-level approach to Wellington's future as an eco-city.
- Understand where city activities can support change.
- Acknowledge the importance of Wellington's unique natural environment and how this supports healthy communities.
- Be clear about what we want to achieve to support a leadership role for Wellington beyond the city.

### **Infrastructure to create a secure and resilient city**

- Continue to prioritise the Council's work to develop an approach to earthquake resilience, consistent with the work of central government.
- Invest in infrastructure to build resilience to climate change impacts, sea-level rise and unexpected natural events.
- Invest in smart infrastructure that can increase the effectiveness and efficiency of our physical infrastructure through better information

### **A sustainable urban environment**

- Incentives and investment that encourage innovation in green building design and transport infrastructure.
- Support for the growth of 'domestic-based' energy efficiency initiatives.
- Protect Wellington's green infrastructure, including the Town Belt, to support biodiversity and offset carbon emissions.

### **A city with a green economy**

- Grow the city's knowledge-based, creative industries as part of a 'green, weightless' economy
- Require businesses to integrate sustainability into their business models.
- Develop innovation partnerships to explore the potential of Wellington's renewable energy resources and emerging green technologies.

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WELLINGTON HAS MORE PEOPLE WHO COMMUTE BY PUBLIC TRANSPORT, OR WALK, RUN OR CYCLE TO WORK THAN THE REST OF NEW ZEALAND. FOR CENTRAL CITY RESIDENTS THE RATE IS AS HIGH AS 65%.



## WHY AN ECO-CITY?

### The world is facing unprecedented environmental and resource challenges

The global population is growing. Oil reserves are declining. Many parts of the world face shortages of food, water and other resources. The climate is changing and becoming more unpredictable.

Climate change is one of the greatest challenges for the 21st century. We need to develop Wellington as an eco-city by understanding how planning and urban development decisions can support our sustainability and resilience to the impacts of climate change and threats to our biodiversity.

### Cities need to lead the response to these challenges

Most of the world's people live in cities, and cities are net consumers of the world's resources. Cities contribute to global environmental problems, and are especially vulnerable to their impacts.

But, if cities are the problem, they must also be the solution. More than national governments, cities are uniquely placed to find local solutions to environmental pressures.

Wellington is the capital city of New Zealand – a country that promotes itself as clean and green. This is how we sell ourselves to visitors, overseas markets buying our products, and the talented new New Zealanders we want to attract.

Wellington, with its natural environment, access to green space and safe and abundant natural resources is well-placed to step up and show leadership – nationally and globally – to ensure we play our part in protecting New Zealand's 'clean and green' image.

### Wellington has a head start on a greener future

Wellington's small carbon footprint and environmental outlook, combined with new smart technologies, means it can position itself as a green city, to drive economic opportunities, research and development connections and leadership in green innovation.

Research shows Wellingtonians have more concern for the environment than the average New Zealander. These are values we can build on to make Wellington an environmental leader.

Recognising the 'green dividend' that can result from eco-city initiatives can be a strong incentive for the changes we want. Business costs go down when energy use is reduced; business opportunities flow from low-carbon innovations; and jobs are created when investment responds to Wellington's growing reputation as a resilient and sustainable city.

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**“CITY PLANNING IS FIRST ABOUT PROTECTING AND REGENERATING THE IRREPLACEABLE NATURAL CAPITAL, ESPECIALLY THE NATURAL ASSETS AND ECOLOGICAL SERVICES THROUGHOUT THE URBAN REGION IN WHICH THE CITY IS LOCATED.”**

Eco<sup>2</sup> Cities, World Bank



## BUILDING SUSTAINABILITY AND RESILIENCE

- Involve everyone in a city-level approach to Wellington's future as an eco-city.
- Acknowledge the importance of Wellington's unique natural environment and how this supports healthy communities.
- Understand where city activities can support change.
- Be clear about what we want to achieve to support a leadership role for Wellington beyond the city.

### A city-based approach to developing Wellington as an Eco-City

Understanding the science is only part of the challenge of responding to climate change. Our future ecological sustainability will be reliant on us finding and implementing the right policy solutions.

A city-based approach creates top-down support for bottom-up actions. The World Bank's *Eco2Cities* project recognises the importance of involving everyone in a citywide response to the environmental challenge. Creative local-level self-reliant solutions need support at government level, such as access to good information, consistent regulatory settings, and leadership at all levels.

Leadership at the city level recognises Wellington's unique environment, geography, biodiversity and natural environment, and the intersection with Wellington's economy, its residents, and how they interact in the city and wider region.

A city-based approach can work to manage demand – resource and energy efficiency initiatives, city management systems, land use and infrastructure planning. Multimodal transport infrastructure (bus, cycle lanes), urban design and spatial planning, renewable energy, water and waste-water systems, and solid-waste management all have a role to play.

What happens nationally and further afield will also shape our response. Being clear about what we want to achieve as a city will support Wellington to take a leadership role beyond the city.



## BUILDING WELLINGTON AS AN ECO-CITY

- Incentives and investment that encourages innovation in green building design and transport infrastructure.
- Support for the growth of ‘domestic-based’ energy efficiency initiatives.
- Protect Wellington’s green infrastructure, including the Town Belt, to support biodiversity and offset carbon emissions.

### Build sustainability into Wellington’s urban environment

Traditionally, urban environments are users of energy and natural resources. Wellington’s buildings are responsible for 42 percent of the city’s greenhouse gas emissions. Transport accounts for another 35 percent. We need to find ways to develop our urban environment in a more sustainable way.

Creating incentives to reduce energy use will be part of the approach. Many small-scale energy-efficient improvements such as better insulation in homes, vehicle efficiency, more efficient lighting, cooling and heating systems, make economic sense as well as green sense. Our transport infrastructure will be more sustainable with continued increases in public transport availability and quality, alongside walking and cycling alternatives.

We also need an approach that supports the urban environment to be a positive environmental contributor. This means encouraging more green buildings in the city – buildings that are creators of energy, not just users. Green roofs also help to absorb rainwater, provide insulation and create spaces for city gardens. This is existing technology.

We need to explore the potential of domestic-based infrastructure, bringing green building innovations for homes and neighbourhoods. Local renewable energy such as wind, tidal and wave energy, as well as biomass energy from waste, could be used to power the city’s homes, buildings and transport.

The city will continue to invest in its network of natural assets – parks, gardens, coastline, Town Belt and reserves. These help to support biodiversity and absorb carbon emissions, and form part of Wellington’s green infrastructure.

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**“THE GLOBAL ‘GREEN’ ECONOMY WAS WORTH SOME \$6 TRILLION IN 2007/08. ALTERNATIVE FUELS, BUILDING TECHNOLOGY, AND WIND POWER WERE THE BIGGEST SECTORS AND ARE GROWING.”**

Department of Business, Innovation & Skills, UK



## BUILDING WELLINGTON AS AN ECO-CITY

- Continue to prioritise the Council's work to develop an approach to earthquake resilience in the city, consistent with the work of central government.
- Invest in infrastructure to build resilience to climate change impacts, sea level rise and unexpected natural events.
- Invest in smart infrastructure that can increase the effectiveness and efficiency of our physical infrastructure through better information.

### Infrastructure to create a secure and resilient city

The Christchurch earthquake, and other tragedies around the world, reminds us of how important it is for our city to be secure and resilient. The infrastructure that contributes to our ability to withstand unexpected shocks largely goes unnoticed – until it stops working. We need to plan for investment in the infrastructure we need to protect our security and future resilience.

Local and regional government facilitate decisions around the type of energy infrastructure and waste management systems the city should have, as well as how to manage the city's forests, parks and open spaces in ways that support environmental aims. Having a good understanding of the urban and natural environment, now and in the future, will support smart infrastructure decisions that are resilient and adaptive.

City infrastructure and land-use patterns will be adapted to ensure they can withstand potential threats including rising sea levels, storms, earthquakes and tsunami. We will need to be able to manage water prudently, to ensure security of supply and minimise wasteful consumption. We need a good understanding of the infrastructure needed to make our transport routes resilient.

Smart infrastructure will be part of future infrastructure investments. Smart infrastructure will include the use of ICT to better manage complex systems ranging from traffic patterns to the electric grid. It also includes the integration of wireless sensors, which can collect and transmit information from almost any object, including utility lines, water pipes, roads, and buildings – to monitor and 'optimise' the kinds of complex systems resulting in reduced energy use, emissions and waste.



## DEVELOPING THE 'GREEN DIVIDEND' FOR WELLINGTON

- Grow the city's knowledge-based, creative industries as part of a 'green, weightless' economy.
- Require businesses to integrate sustainability into their business models.
- Develop innovation partnerships to explore the potential of Wellington's renewable energy resources and emerging green technologies.

### A city with a green economy

There are significant potential economic opportunities to Wellington embracing an eco-city approach.

- Building on its skilled knowledge base, creative industries and services sector to capitalise on a world economy that is becoming increasingly 'weightless' – with a focus on generating high-value, low-carbon products and services.
- Taking advantage of opportunities for innovation and job creation while transitioning to a lower-carbon city, such as through retrofitting homes and offices and trialling new solutions to comply with green building standards.
- Partnering on global solutions in the area of renewable energy and sustainable urban development with others in the region, nationally and overseas.
- Developing lifestyle features attractive to skilled and talented migrants.

Businesses – in line with the city as a whole – will need to be sustainable in their use of resources such as energy and water, and to minimise, or if possible, eliminate waste. They will need to incorporate ecological principles into their business models. This will be important for their competitiveness – their ability to attract customers, investors and staff.

Our considerable local renewable energy resources, including wind and tidal, can provide a focus for innovation partnerships – including developing Wellington as a testing ground for new and developing clean-technologies. This will require commitment from the business sector, research organisations and also, from local authorities and central government in the development of international connections.

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AROUND 48% OF THE WELLINGTON CITY AREA IS OPEN SPACE – HIGH BY WORLD STANDARDS. THIS HAS IMPORTANT BIODIVERSITY, CARBON-REDUCTION, LANDSCAPE AND RECREATIONAL BENEFITS.



## DYNAMIC CENTRAL CITY

As a city with a dynamic centre, Wellington will be a place of creativity, exploration and innovation. The central city will be a vibrant and creative place, helping Wellington to offer the lifestyle, entertainment and amenity of a much bigger city. The CBD will continue to drive the regional economy.

### **Supporting the central city as the economic engine room of the wider Wellington city and region**

- Continue to invest in growing economic activity in the central city for the benefit of the wider city and region
- Protect and grow the lifestyle features offered by the central city that makes Wellington ‘a place where talent wants to live’
- Develop a better understanding of the partnerships and interdependencies between the central city and the wider city and region, nationally and internationally, that support Wellington’s economy

### **Wellington’s ‘story’ told through built form and natural heritage**

- Showcase Wellington’s values – respect for the natural environment, heritage and creativity
- Reflect the city’s status as capital city of New Zealand
- Reflect the diversity of cultures that are part of the city’s history

### **A showcase for Wellington’s green infrastructure and quality built form**

- Encourage green infrastructure developments
- A clear regulatory model that supports the development of quality built form
- Support for the uptake of emergent technologies, aligned with Wellington’s goal to be an eco-city

### **Actively plan for population growth in the central city**

- Ensure that inner-city urban development is adaptive and flexible, in response to diverse populations and the need for change over time
- Continue to support and grow ‘mixed use’ (ie residential, commercial, retail) in the city – as the key driver of the central city’s dynamism and vibrancy

### **Strategic planning for urban development in the central city**

Long-term planning for the city centre requires:

- a Central City Framework to enhance the street structure, landscape and built form of the city
- identification of long-term and catalyst projects
- review of policy changes to enable a more resilient urban environment



## WHY A DYNAMIC CENTRAL CITY?

### Engine room of Wellington's economy

Fifty-two percent of the region's GDP and 68 percent of all Wellington City employment is located in the central city.

The mix of commercial, residential and tourism offerings supports the central city's role as the economic engine room for the wider city and region.

As home to the Government, Wellington's central-city workforce is highly educated – the highest in the country. Being New Zealand's capital city is intrinsic to Wellington's identity and the foundation of our economy – that goes well beyond the public sector. Finance, communications and business services are all a part of the Wellington economic landscape.

As capital we are home to national institutions like Te Papa, the Royal New Zealand Ballet and the New Zealand School of Music. They are all part of an environment that reinforces Wellington's thriving creative industries which are such an important part of Wellington's identity.

### The face of the city – compact, accessible, liveable

Wellington's compact and dynamic central city, unique in Australasia, has developed over recent years into one of Wellington's most distinctive features, attracting people to work, live, visit and play.

The central city is the flagship of the city's identity and culture. It is Wellington's 'face' to the rest of the world. From its wide open harbour to its intimate streets and unexpected corners, the central city has become synonymous with what is most 'Wellingtonian' about Wellington – charming, urbane and offbeat.

Wellington's quality of life appeal is founded on characteristics intrinsic to the central city and its fringes: its compact scale, walkability, the accessibility of arts, culture and events, the waterfront, as well as a vibrant social scene.

Urban form and population growth in the central city will continue to support design – buildings, open space, transport options – that reinforce the city's low-carbon advantages on which to further develop Wellington as a green city.

### Supporting vibrancy, creativity and innovation

Wellington's distinctive compact central city provides an environment for the kind of 'unplanned activities' known to drive innovation and creativity. The central city form supports an intensity of activities – economic, social and creative – providing a catalyst for knowledge sharing that will drive Wellington to be a smart green city.

The concentrated, compact form makes Wellington a vibrant cornucopia of workplaces, shops, restaurants, theatres, bars, residential apartments, parks, public art, and communal spaces. Wellington has a 'big city' dynamism and access to a wide range of experiences, but with the friendliness and authenticity afforded by our smaller population.

The mix of activity in the city is at the heart of Wellington's vibrancy. Future growth in the city will continue to support mixed use – residential, commercial, entertainment, education, parks and open spaces, and strong links to the wider city and region. We will develop our streets, laneways, boulevards, built form and open spaces to reinforce Wellington as a city built for people.



## A DYNAMIC AND VIBRANT CITY CENTRE

- Continue to invest in growing economic activity in the central city for the benefit of the wider city and region
- Protect and grow the lifestyle features offered by the central city that makes Wellington ‘a place where talent wants to live’.
- Develop a better understanding of the partnerships and interdependencies between the central city and the wider city and region, nationally and internationally that supports Wellington’s economy.

### Supporting the central city as economic engine room of the wider Wellington city and region

Fifty-two percent of the Wellington region’s GDP is generated in Wellington’s CBD and 68 percent of all Wellington City employment is located in the central city. The central city provides the focus for the majority of tourist activity in the wider city and region and hosts significant regional amenities.

The continued growth of a dynamic and vibrant city centre will benefit the whole city and the wider Wellington region. This will require deliberate investment and the development of strong links (physical, economic, cultural) between the central city, the wider city and the region.

Wellington’s economy is built around knowledge, creativity and services. We are home to the Government, to many of New Zealand’s most prized cultural institutions, to many banks and financial institutions, to several tertiary institutions and research organisations and to a wide range of businesses that get their edge from creativity or innovation.

Wellington’s people are highly educated and highly mobile. Many were born overseas and are migrants to Wellington. What attracts them here is Wellington’s lifestyle – embodied in our compact central city – accessible, vibrant, creative and dynamic. We will need to continue to grow the varied range of workplaces, entertainment offerings, arts and culture assets and residential options that underpin the lifestyle features that attract the talent we need in Wellington.

The strength of the central city is the people, ideas and investments that flow in and out of the city daily. We need a better understanding of the partnerships, linkages and interdependencies between the central city, the wider Wellington city-region, nationally and beyond, to realise the full potential of our unique and dynamic central city environment.



## SUPPORTING WELLINGTON'S DYNAMIC CENTRAL CITY

- Showcase Wellington's values – respect for the natural environment, heritage and creativity.
- Reflect the city's status as the capital city of New Zealand.
- Reflect the diversity of cultures that are part of the city's history.

### Wellington's 'story' told through built form and natural heritage

Wellington's built form and natural heritage contribute to what makes up our sense of a Wellington 'identity'. Our compact city form is enhanced by our natural setting as a harbour city surrounded by hills. Our built environment is both an expression of the city's history and where we are charting our future.

Future development of the city should continue to showcase what we value about Wellington, and how the city's identity can be given physical expression in our new buildings, public spaces and interaction with the natural environment.

The physical environment should reflect the people that live in the city – past, present and future. Valuing heritage features will be as important as showcasing where we're headed (eg green innovations, smart buildings).

Wellington's status as the capital city of New Zealand impacts on the city's history; built form as home to Parliament and Government buildings, key national institutions (eg Te Papa) and embassies; and economy (as location of the head offices of most Government departments). Being the capital city is an important part of the Wellington story and one that will continue to be reflected in the city's urban landscape.

The place of Māori in Wellington's story – past, present and future – is one that must be made visible in the built form and natural heritage of the city. Wellington's more recent colonial history also reflects many different cultures important in the shaping of Wellington today. Reflecting the diversity of the city's past provides a strong base for accepting the diversity of its future.



## SUPPORTING WELLINGTON'S DYNAMIC CENTRAL CITY

- Ensure that inner-city urban development is adaptive and flexible, in response to diverse populations and the need to change over time.
- Continue to support and grow 'mixed use' in the city – as the key driver of the central city's dynamism and vibrancy.

### Actively plan for population growth in the central city

Wellington City's population is expected to increase by over 20 percent over the next 20 years. Retaining our inner-city vibrancy and building Wellington as a sustainable eco-city means directing much of that growth into the central city. We've already experienced an almost 10 percent drop in car use over a decade as a result of increased residential living in the inner city.

Retaining Wellington's central city as unique, dynamic and vibrant will rely on our ability to continue to support a greater intensity of activity in all areas – commercial, residential, entertainment and recreation.

Actively planning for inner-city residential population growth enables us to build the urban spaces and places that will work – now and in the future. We need to acknowledge that what people want will change over time. We need to develop buildings and public spaces that are adaptive and flexible, able to be repurposed for different uses over time.

As our population is growing, it is becoming more diverse. Making sure that future development and population growth enhances rather than undermines the central city as an attractive destination for people will be critical to Wellington's success. This includes ensuring that streets and public spaces are welcoming and easy to get around, and that buildings are designed flexibly to cater for a range of lifestyle and business needs.

Concentrating population growth in the inner city is the most effective way of providing residents with access to a full range of amenities and services. The growth of Wellington's central city as one that has 'mixed use' has enabled Wellington to offer greater choice and diversity than most cities the same size.



## A SUSTAINABLE AND RESILIENT CITY CENTRE

Long-term planning for the city centre will require:

- a Central City Framework to enhance the street structure, landscape and built form of the city
- identification of long-term and catalyst projects
- review of policy changes to enable a more resilient urban environment

Responding to how people use the central city, move around it, and interact with its buildings, public spaces and natural environments is key to growing the vibrancy and dynamism of the central city.

Wellington City Council has developed a Central City Framework – a plan to guide the future development of the central city’s built form, infrastructure and public spaces. It includes the following ideas:

- Encourage green infrastructure developments
- A clear regulatory model that supports the development of quality built form
- Support for the uptake of emergent technologies, aligned with Wellington’s goal to be an eco-city

### A showcase for Wellington’s green infrastructure and quality built form

Wellington’s central city should be an example of sustainable 21st century urban living, both ecologically sensitive to its environment and forward-looking. There are opportunities to incorporate more green infrastructure into the central city. This is in keeping with Wellington’s aspiration to become an eco-city and will contribute to Wellington becoming a model for sustainable living.

Green infrastructure is the interconnected network of open spaces and natural areas, such as parks, reserves, wetlands and native plant vegetation, that naturally manages stormwater, reduces flooding risk and improves water quality.

Wellington’s buildings should also reflect an eco-city ethos, meeting strong environmental standards and providing high levels of comfort for building users while minimising use of energy and water.

Buildings should be designed with the landscape, streetscape and neighbours in mind.

The regulatory model should be clear and managed in way that provides certainty for developers, occupiers, neighbours and future generations.

The overall aims should be those of increased amenity, more efficient use of land and greener building standards. Design and construction should also take into account emergent technologies and the ability to more easily adapt buildings for change of use over time. Innovations such as solar energy, rainwater harvesting





and green walls and roofs should become commonplace. Areas of the city could become showcases for leading-edge green development.

### A comprehensive plan for central city streets

Responding to how people use the central city, move around it, and interact with its buildings, public spaces and natural environments is key to growing the vibrancy and dynamism of the central city.

Wellington City Council has developed the Central City Framework – a plan to guide the future development of the central city’s built form, infrastructure and public spaces. It includes the following ideas:

#### Laneways

Laneways are small streets that offer pedestrians, vehicles and cyclists alternative routes through larger street blocks, bring light into potentially dark areas, offer views of nearby landscapes and provide sheltered routes in bad weather. They make movement easier and quicker and encourage people to get out and about more.

Wellington already has a network of small streets linking parts of Te Aro and also between Lambton Quay and The Terrace. There is scope to improve these links and create a network of highly distinctive, attractive, pedestrian-friendly, safe and viable laneways.

Those most important to the network will be prioritised, and

work with property owners and developers will be undertaken to encourage better design and land use and embed a regulatory environment that supports this.

#### Cross-valley links

The central city’s open spaces, including the Town Belt and the waterfront, offer people spaces for recreation, contemplation, to gather together or find solace.

While the city is surrounded by bush and green space it is not necessarily easy to get to. Access to good quality, attractive open space encourages people to be more physically active and improves their experience of a place. This project involves making the open spaces on the central city’s edge more desirable and accessible. It also involves making the most of the city’s streets as open spaces, making them greener and more attractive.

#### Boulevards

The north-south streets running through Te Aro are important for people moving around the city. These streets are hard to navigate for pedestrians, cyclists and vehicles largely due to buildings, kerbs and footpaths not aligning, street blocks being too big, too few areas of interest and a general lack of consistency within the streetscape.

In effect, these streets are merely acting as corridors rather than as spaces where people stop and occupy for any other reason. This project involves creating a

boulevard strategy — defining a clear identity and plan for each of these streets.

### Improved use and connection to open space

#### Better connected waterfront

Wellington’s waterfront is continually rated by residents as one of the city’s greatest features. For the waterfront to succeed it needs to be used by large numbers of people during the week as well as in the weekends. For this to happen, there needs to be easy-to-find, intuitive and frequent links between the city and the waterfront.

This project involves creating better connections to the waterfront. The role and identity of this area could be made clearer. Likewise, the central waterfront and Pipitea areas have the potential to be more clearly defined and their links to the city made more explicit.

Jervois Quay currently acts as a barrier to the waterfront. Much like the boulevard streets in Te Aro, Jervois Quay is more of a corridor than a space for people. Ensuring clear connections across this street will help link the waterfront and the city.

#### Triangular spaces

Triangular spaces in urban environments are highly prized. These spaces make cities easier to navigate and therefore more walkable. Wellington’s central city has an abundance of triangular

“GROWTH IS INEVITABLE AND DESIRABLE, BUT DESTRUCTION OF COMMUNITY CHARACTER IS NOT. THE QUESTION IS NOT WHETHER YOUR PART OF THE WORLD IS GOING TO CHANGE. THE QUESTION IS HOW?”

Edward T. McMahon



spaces, which were created where the original city street grid met the old shoreline. They make a significant contribution to the central city's compact, distinctive, pedestrian-friendly form.

This project involves redesigning the key triangular spaces to make the most of their special features and strategic locations. These redevelopments will improve connections to the waterfront and other civic spaces, create higher quality open, cultural and performance spaces, and revitalise parts of the city.

### **Building on the character of precincts, blocks and neighbourhoods**

#### **Capital city precincts**

Wellington's capital city status sets us apart from other cities in New Zealand. It is a major source of jobs, a point of attraction for visitors, and an important part of our identity. Yet this status is not celebrated in the city's urban design. Though Parliament is surrounded by the key state institutions, they are separated from each other both physically (by roads) and visually.

More can be done to give the Parliamentary Precinct a clear identity that celebrates New Zealand's unique parliamentary history, and to unify the precinct and open it up to the waterfront and other neighbouring areas.

#### **Victoria Street**

Victoria Street plays an important role in the central city, absorbing a number of minor streets and linking Jervois Quay with State Highway 1, Mt Cook and the southern suburbs. However, Victoria Street is car-dominated, and is an unattractive destination for shoppers and pedestrians. It's also not well integrated into Te Aro's network of small streets and lanes.

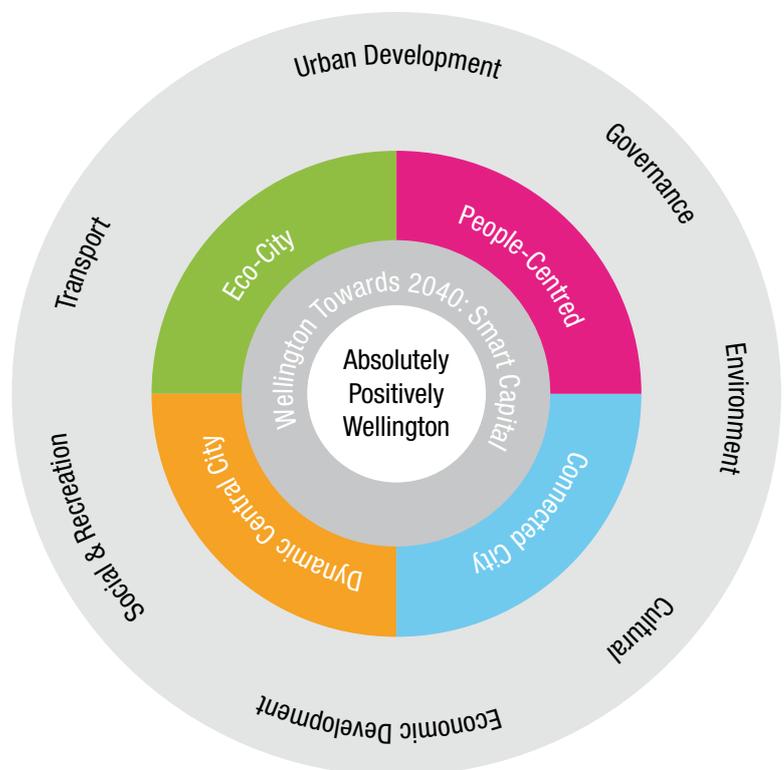
Improvements will have a big impact on this part of the city – making it more walkable and commercially viable, particularly given its proximity to the universities. This in turn will improve Dixon Street and enhance links to Cuba Street. It will also mean greater potential for residential developments.



# IMPLEMENTING THE STRATEGY

## WHAT WILL THE COUNCIL DO?

Wellington’s city strategy document itself is just the beginning. It is a resource for focusing debate in the community about the future of Wellington and how we can respond proactively to future challenges and opportunities to create the city we want. It is important that we develop a shared sense of the direction in which we are travelling; that our efforts are collaborative rather than conflicting; and that we know what is needed to make the difference.



Achieving our ambitions for the future will require a strong partnership between the Council and all of the people of Wellington. Everyone will have a role to play – local government, central government, communities, businesses, organisations and individuals. The success of the city, its look and feel, the way we live and work in Wellington, is a shared responsibility and will require shared action.

The Council will play its part in a number of different ways. It will have an important role in leading key projects in the city. Equally important will be Council activities that focus on supporting and facilitating collaborative activities with other partners in the city and wider region.

Wellington’s city strategy will provide the framework for decision-making and resource allocation for the Council’s

future activities. The strategy will guide future Council efforts at a number of levels.

## LEADING

The Long-Term Plan (LTP) is the Council's key planning document. Covering a 10-year period, and updated every three years, the LTP explains what the Council plans to do, why we plan to do it, how much it will cost, and who will pay. It is developed in consultation with the community and is due to be reviewed again in 2012. This will be an opportunity for the Council to work with the community to align Council-led projects and activities with the goals of Wellington's city strategy. Policy and research work informed by the LTP will provide a clearer description and prioritisation of what the Council needs to do.

Some of the work has already begun. The following strategies are being developed in direct support of these aims:

- *Central City Framework* – a plan for the future development of Wellington's central city
- *Digital Strategy* – a citywide strategy in support of developing Wellington as a creative digital leader
- *Economic Development Strategy* – a citywide strategy to support the development of an economic development strategy for Wellington
  - *Arts and Culture Strategy* – a review of Council activities to ensure the most effective support for Wellington's 'Cultural Capital' status into the future
  - *Events Strategy*
  - *Climate Change Action Plan* – completed in 2010, the plan identifies priority actions for Wellington to mitigate the impacts of climate change
- *Town Belt Legislative and Policy Framework review*
- *Review of Capital Spaces*
- *Water Efficiency and Conservation Plan*
- *Regional Waste Management Plan.*

On behalf of Wellington residents, the Council invests heavily in the look and feel of the city, and services to homes and businesses. Looking at what the Council does in the context of the strategy will have implications for decisionmaking and future investments in core services, including city infrastructure and urban planning.

## COLLABORATING AND FACILITATING

Wellington's city strategy has identified that there is significant potential to be realised by identifying greater opportunities for collaboration across the city, and with other places in New Zealand and overseas. We are not realising the full value of all of the resources that Wellington has to offer.

Many of these collaborations will need to be instigated and sustained by the individuals, institutions and/or businesses themselves. The Council can facilitate some of these connections by drawing on its own resources and relationships to develop wider networks. The city's sister-city relationships are an example of where the Council can facilitate economic development outcomes for the city through connecting Wellington business to international partners.

Opportunities to be part of wider networks and the ability to identify opportunities for collaborative activity can be supported by good information on the city – who lives here, what they do and where things are heading in the future. The Council's role in developing and disseminating good data and research on Wellington – its people, places and ideas – will be an important resource for facilitating people to work together in the direction we want to head.