



**A growth
agenda to
transform
the city**

8 Big ideas



Growth benefits all Wellingtonians

Sustainable economic growth provides better job opportunities, higher wages and lower unemployment. With a growing economy come opportunities for residents to enjoy higher standards of living. And a growing economy lifts business confidence and encourages more investment in new businesses, leading to a virtuous cycle of increased growth and higher standards of living.

Economic growth results in improved public services

Economic growth increases the ratepayer base providing the means for Council to invest more in the city – everything from parks, events, through to biodiversity and the arts. A growing ratepayer base provides the means to deliver on the *Smart Capital* vision.

Our growth also has wider benefits

Cities are the economic engines of most nations. And there are many examples of cities that are succeeding in all kinds of ways. They are growing. Their economies are thriving. They are attracting talented people, businesses, investors, and visitors. And they are helping lead many regions and countries out of recession.

But Wellington is not currently realising its economic potential

By many measures, Wellington is falling behind larger or more competitive cities. We continue to offer outstanding quality of life, but economic growth is slow.

Wellington has all the ingredients for better economic performance

The city can build a more prosperous economy if it plays to its strengths and invests in the right areas.

We have to focus on – and grow – areas where we have advantages such as film, the smart industry such as IT and design, tourism, creativity and education.

And we have to remove barriers to growth by improving our connections to the region, to the rest of the world and by making it easier to do business in the city.

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The following eight ideas set out a priority agenda for the next three years.

The ideas included in this priority agenda are in their informative stages. Funding decisions will follow in time.

The ideas collectively demonstrate the Council's commitment to provide the foundations and services for businesses to prosper in the city.

While each idea is at a different stage of development, collectively they have the ability to significantly transform the city.

Transformation is not new to Wellington. It's done it before.

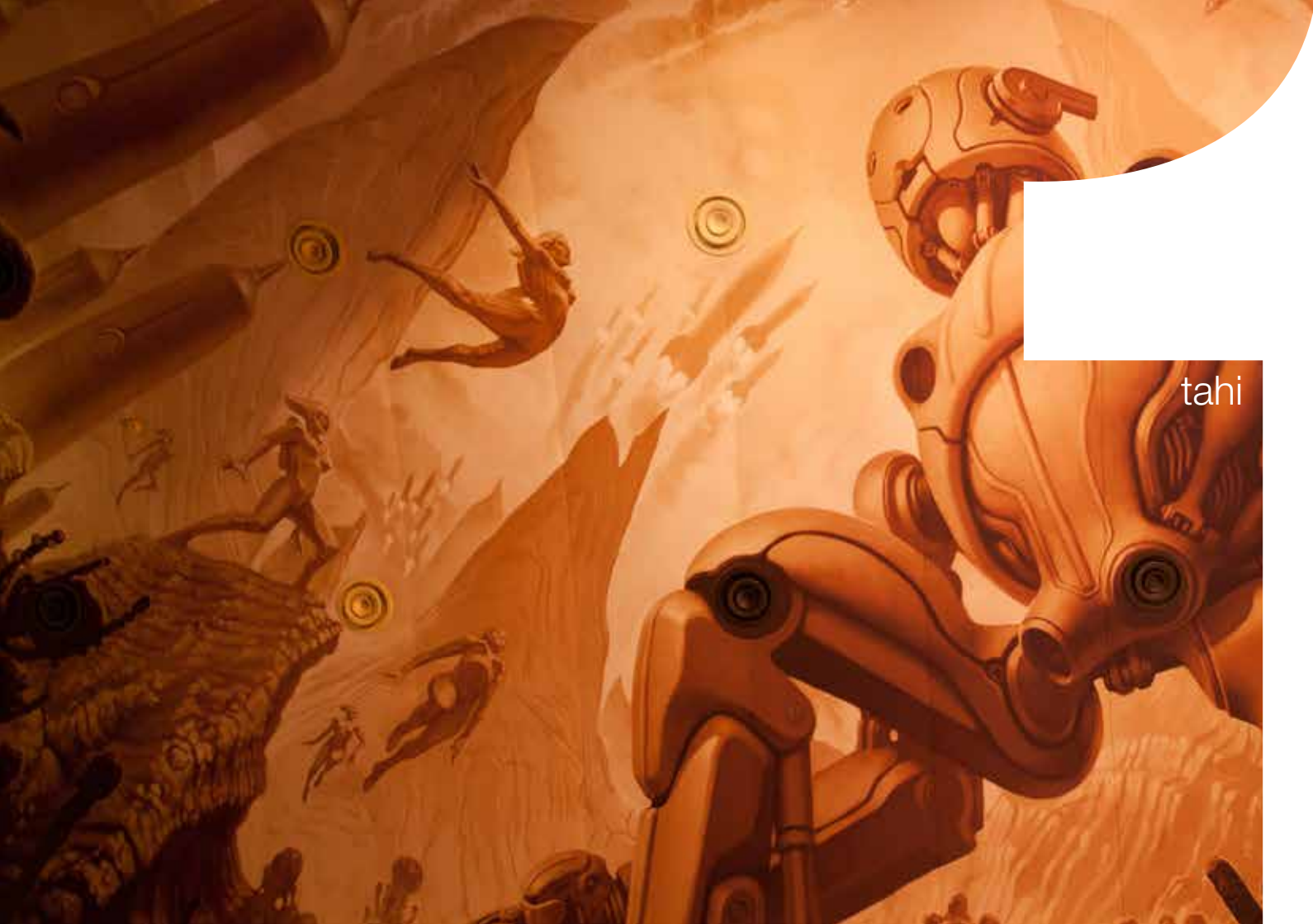
The city is a long way from the quiet government town of the 1980s.

The transformation that the city made to get to this point is a good example that significant change can occur – with the right investment – over very short periods of time.

The Council cannot create economic prosperity on its own – these ideas can only become reality if we work in partnership with others.

Together we can create the environment, culture and opportunities that will allow talented people and smart businesses to flourish.

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tahi

idea 1: film museum

Wellington's film sector thrills, inspires and amazes people here and around the world. In the last 20 years it has become a vital part of the city's identity, its creative culture, and its economy – attracting visitors, providing jobs and bringing income into the city.

A Film Museum provides an opportunity to celebrate the contribution Wellington's film sector has made to the city and the international film and visual effects industries, while adding another high quality tourist attraction to the central city.

Benefits

- Recognise and celebrate a key Wellington industry and its people
- Add to the cluster of world class visitor attractions in the city
- Greater concentration of cultural activity in the city centre
- Raise Wellington's profile in New Zealand and internationally
- More tourists visiting Wellington, staying longer and spending more
- Increased retail spend
- Aligned to Tourism New Zealand priority area to capitalise on 100% Middle Earth campaign.

Potential partners

- Film industry
- Tourism agencies
- Tourism New Zealand
- New Zealand Trade and Enterprise
- Regional Amenity Fund supporters
- Wellington City Council
- and others.



Wellington's film sector thrills, inspires and amazes people here and around the world.

idea 1: actions

DESIGN/BUILD

Obtain site, funding, project partners and develop designs.
Build the museum and exhibits to create a world class visitor experience

PROMOTE

Promote to national and international visitors, media, travel agencies, encouraging more visitors and longer stays.

LAUNCH

Launch the opening of the museum on the world stage. Use it to showcase Wellington's world class creative sector at international locations and expos.

EXPLORE

Explore other attractions that build on Wellington's strengths and draw foreign tourism spend. This could include a decade of culture expanding on the Festival of the Arts and a museum of conflict.



idea 2: international air connections

Wellington's economic prosperity depends on the strength of its connections with the rest of the world. Right now, we have limited ability to connect internationally because our airport isn't built for long-haul international flights. A longer airport runway will allow planes to fly direct to and from Asia, also opening up the prospect of one-stop flights to and from other international destinations – helping to increase visitor numbers and potentially also strengthen education and business connections.

Benefits

- Easier connections to the rest of the world for Wellingtonians and others in central New Zealand
- Reduced travel time and cost
- Increased visitor numbers – more jobs and a more vibrant and cosmopolitan city
- Supports tourism infrastructure (attractions, hotels, retail, convention business)
- Improved access to markets for goods and services
- Makes Wellington more attractive to skilled migrants and students (population growth)
- Potential reduction in carbon emissions from more direct flights/ reduced connections

- Industry growth in sectors that support international airports
- Increased retail spend
- Opportunity for international aviation freight to be serviced locally

Potential partners

- Wellington International Airport
- International airlines
- Tourism/hospitality industries
- Central and local government
- Mana Whenua and local communities
- Tourism/economic development agencies
- and others.



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idea 2: actions

PLAN	SECURE	BUILD	PROMOTE
Complete a business case study to determine feasibility, costs, benefits, and funding options. Review runway options – either North or South – and assess economic, environmental, landscape, urban design, traffic, noise, social, cultural and other impacts as required.	Develop a funding partnership strategy, design detailed runway extension plans and associated environmental mitigations secure funding partners, resource consents and international airline commitments to establish long-haul flights to and from Wellington.	If feasible, undertake capital works – runway extension and associated environmental, transport and landscape works.	Promote use to increase Wellington's profile among international visitors, and grow other airport support services and businesses that can leverage of better global connections eg freight



toru

idea 3: tech precinct

One of the critical conditions for success in high-tech industries is opportunities for people to connect with each other, sharing knowledge, ideas, innovation, investment, and pathways to national and international markets. Wellington's compact central city naturally encourages these connections. The area already has several high-tech/new media companies, ranging from start-ups to established national and international companies. It also has several universities and training institutions. A central city tech precinct offers opportunities to foster growth in high-tech companies, and to encourage connections between start-ups, established businesses, training providers and others in the sector, bringing innovation, skills, jobs and prosperity.

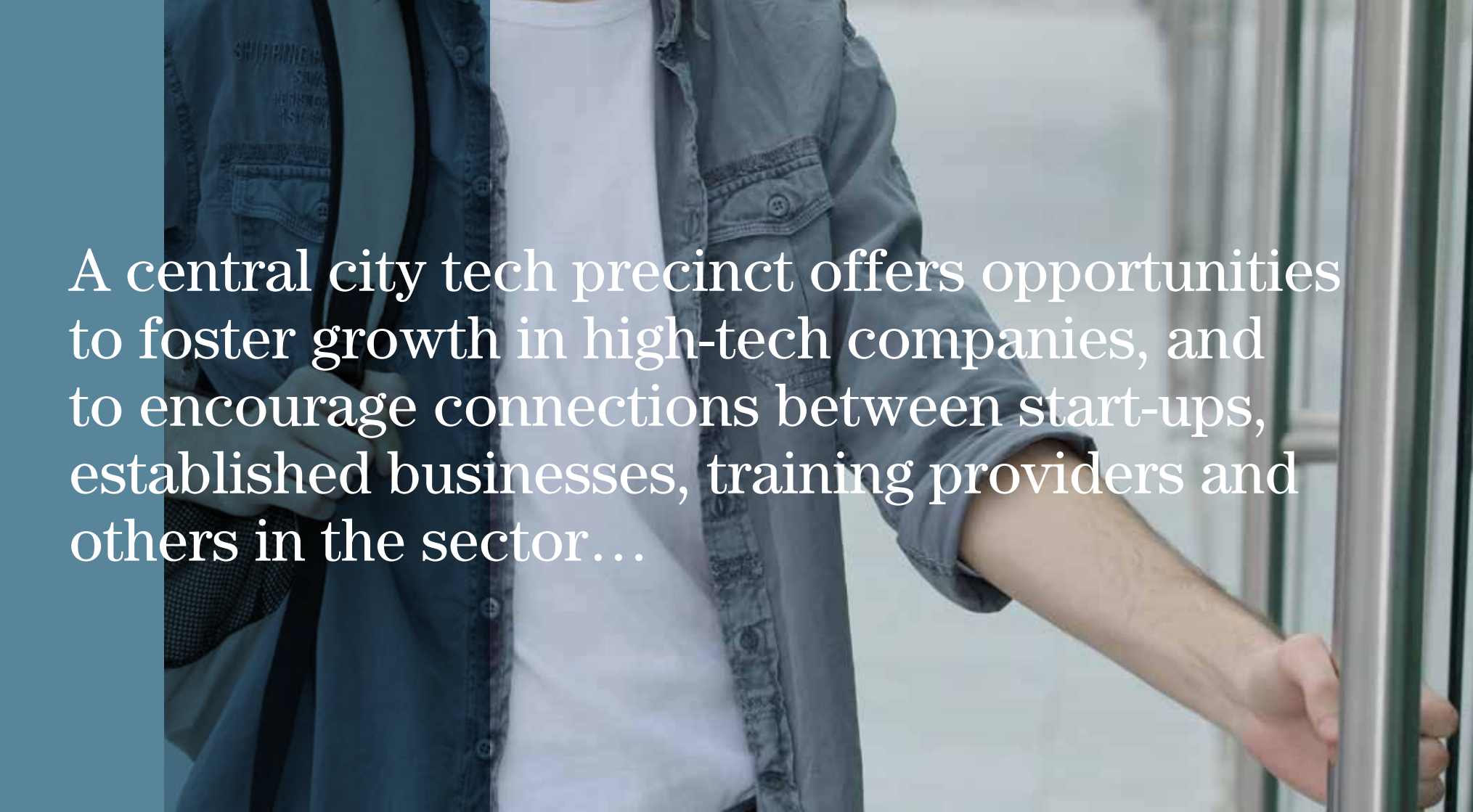
Benefits

- Increase number and type of start-up companies
- Improve connections/foster innovation
- Provide clearer pathways to success
- More jobs for graduates
- Better matching of skills to market demand
- More talent staying/coming into the city (population growth)
- More talent available to support firms like Xero

- More international exposure
- Revitalise parts of the central city.

Potential partners

- Start-ups
- Business accelerators/incubators
- Existing software, IT, gaming, new media and telecommunications companies
- Technical/educational institutions
- Wellington City Council
- Mana Whenua
- Economic development agencies
- and others.



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idea 3: actions

IDENTIFY	ESTABLISH	CREATE	EXPLORE
Consider locating the hub in an area that will act as a catalyst for urban regeneration.	Establish a 'hub' in the central city where high-tech start-ups can share facilities, knowledge, ideas, and market connections, as well as receiving opportunities to take part in mentoring and accelerator programmes.	Create stronger connections between the Hub and tertiary institutions to help accelerate the collaboration and the commercialisation of intellectual property Fast track software development training options to help existing companies meet their skill needs.	Explore how to better align programmes that aim to grow – everything from business incubation, fostering connections between companies at different stages of development and building stronger links with research organisations.



whā

idea 4: conference and concert facilities

Conventions bring people to the city from throughout New Zealand and overseas to discuss ideas, and make connections. A covered concert venue could attract headline acts and more visitors to the city. Both facilities would provide a direct return to the central city hospitality industry, and the conference facility will also encourage connections between Wellington businesses/research organisations/education providers and their counterparts in other cities and countries.

Benefits

- More/larger conventions
- More visitors to the city
- Residents don't have to go to Auckland for headline acts
- More high value delegates
- More international exposure
- Stronger business/research/education links
- Free existing venues for other uses
- Growth in the hotel and service sectors

- More jobs/prosperity
- Increased retail spend
- Aligned to Tourism New Zealand's priority of attracting high value visitors to New Zealand.

Potential partners

- Hotel/convention centre operators
- Central and local government
- Tourism/economic development agencies
- other funding partners.



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idea 4: actions

PLAN	SECURE	BUILD AND CONVERT
Complete a business case study to determine feasibility, costs, benefits, and sites and funding options.	Identify and secure partnerships with potential funders and developers. If feasible, secure resource and building consent for any capital works.	Undertake capital works and consider converting existing convention spaces such as the Town Hall and TSB arena into dedicated performances or specialist spaces.

We can't shrink our way to success. In order to prosper we need to invest in the things that grow our economy.



rima

idea 5: miramar framework

Miramar is the home of Wellington's film industry, which employs about 5000 people and makes a vital contribution to the city's economy. The suburb is home to studios and sound stages, visual and digital effects companies, editing and post-production facilities, and many other creative companies. Set against the backdrop of the coast, green open space and a rich history, the industry's presence has been transforming the peninsula's urban character for many years.

The possible extension of the runway, the continued success and growth of the film industry, and potential future development opportunities such as the prison site, Shelly Bay and others means the peninsula is likely to change. These should enhance the area and its reputation as a centre of creative work – by supporting the development of a film precinct and associated education facilities, and an enterprise zone.

Benefits

- Raises international profile
- Attracts Wellington and international students
- Supports jobs/prosperity
- Strengthens links with US film industry and film education providers
- New Zealand Film, post production industries have access to first class talent

- Development is planned to meet business needs and enhance amenity for residents.

Potential partners

- Film/VFX/post-production industries
- Creative sectors
- Education/training providers
- Mana Whenua
- Central and local government
- other development/funding partners



Miramar is the country's creative gateway

idea 5: actions

EXPLORE	MATCH	SCOPE
Explore film school opportunities, through discussions with universities in NZ and on the US west coast, and with the film industry here and internationally.	Match opportunities to enhance the Miramar Peninsula's status as a hub for creative industries with inward investment and land use provisions.	Investigate the creation and focus of a land development agency as an urban regeneration and economic growth tool.

idea 6: open for business

One of the significant steps Wellington can take towards economic transformation is to become a city that is recognised as being 'open for business'. That is, a city that openly aims to facilitate success – by ensuring that common transactions can be completed quickly and easily, regulatory requirements are clear, consistent and are fairly applied, information is readily available, unnecessary barriers and costs are eliminated, and a positive, enabling culture flourishes.

Whether it's a breakthrough or a subtle shift in efficiency, innovations in council's services allows business to focus on what it does best – investment and jobs growth.

Benefits

- Improved customer experience/ more efficient transactions
- Improved transparency
- More effective council decision-making
- Better use of resources – reduced costs/free up capital
- Better council understanding of business needs/issues

- Better access to information.
- Potential reduction in carbon emissions from more direct flights/ reduced connections

Potential partners

- Business sector
- Service providers
- other councils
- and others.

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idea 6: actions

DELIVER	ESTABLISH	REFORM/REVIEW	EXPLORE
<p>Deliver opportunities to share back office functions with other councils, freeing up capital, reducing overheads and improving skills.</p> <p>Provide transactions online.</p> <p>Streamline delivery of council economic development functions, by establishing a single agency to manage tourism, marketing and venues</p> <p>Promote an open debate on amalgamation of councils.</p>	<p>Establish a 'civic consulting alliance' allowing the city to tap into business and research expertise, in order to strengthen understanding of business needs and other issues, and improve quality of decision-making.</p> <p>Establish a regular business summit and survey, improving decision-making by enhancing Council understanding of issues facing businesses.</p>	<p>Reform the Council's Development Contributions Policy, giving greater certainty to land developers and encourage growth</p> <p>Review the Council's Revenue and Financing Policy to improve clarity/ transparency and ensure a fair split between public and private benefit.</p>	<p>Explore the development of a Wellington investment portfolio with stakeholders – a defined list of civic and private investment products that can align to government priorities and grant schemes, and attract direct foreign investment.</p> <p>Align the 'Wellington Story' with New Zealand Inc. story in key markets abroad.</p>



idea 7: better land transport options

Over the next three years there will be opportunities to further improve the performance of Wellington's transport networks, by reducing bottlenecks and encouraging further mode shift away from private cars and towards cycling, walking and public transport. The transport network can be improved by: developing cycleways as a safe, efficient and healthy option for transport between suburbs and the city; working with NZTA to complete Roads of National Significance projects in a manner that minimises impacts on local communities; and further strengthening the reliability and efficiency of the city's public transport network, particularly along the growth spine.

Benefits

- Reduced peak-time congestion
- More reliable, efficient transport network
- Reduced carbon/particulate emissions from lower car use
- Improved health from cycling/walking
- Improved safety from transport mode separation
- Improved quality of life from walking/cycling and reduced traffic congestion.

Potential partners

- New Zealand Transport (subsidises transport projects including cycle network extension)
- Local communities and Mana Whenua
- Cycling/transport lobby groups
- Centre port
- Greater Wellington Regional Council
- Wellington City Council
- and others.



We want to maintain the city's compact form, accessibility improvements, and ease of connection.

idea 7: actions

ESTABLISH	IMPROVE	MAINTAIN
<p>Establish an Accord with the New Zealand Transport Agency to complete the city's Roads of National Significance projects and agree how to best mitigate impacts on the city.</p>	<p>Improve the city's network of cycleways, giving people more opportunities to move to and from the central city in a low cost, safe and convenient way.</p> <p>Improve the efficiency and reliability of the city's public transport options, especially along the 'growth spine', giving people more opportunities to move to and from the central city without using private cars.</p> <p>Work with Centreport and the New Zealand Transport Agency to improve the movement of freight along and across Aotea Quay.</p>	<p>The city's compact form, accessibility improvements, and ease of connection by foot.</p>



wharu

idea 8: go for growth

There is much to celebrate about Wellington. We are a highly educated and cosmopolitan city. When it comes to quality of life, Wellington consistently ranks among the world's top 20 cities in international surveys. This didn't come about by accident. It was the result of sustained and deliberate investment by Council over a long period of time.

The Stadium, Te Papa, the revitalised waterfront, the city's reputation for events and the arts, our compact urban form and café culture are all the result of deliberate investment strategies. And most residents are proud of the way the city looks and feels, support the way the city has progress, and enjoy the high quality of life that can be enjoyed here.

But now is the time to build on this position of strength and move the city forward again. By focusing on investments that generate income or lead to economic growth we can enlarge the rate base and – over time – have more funding available to invest in projects that transform Wellington and secure the capital's future.

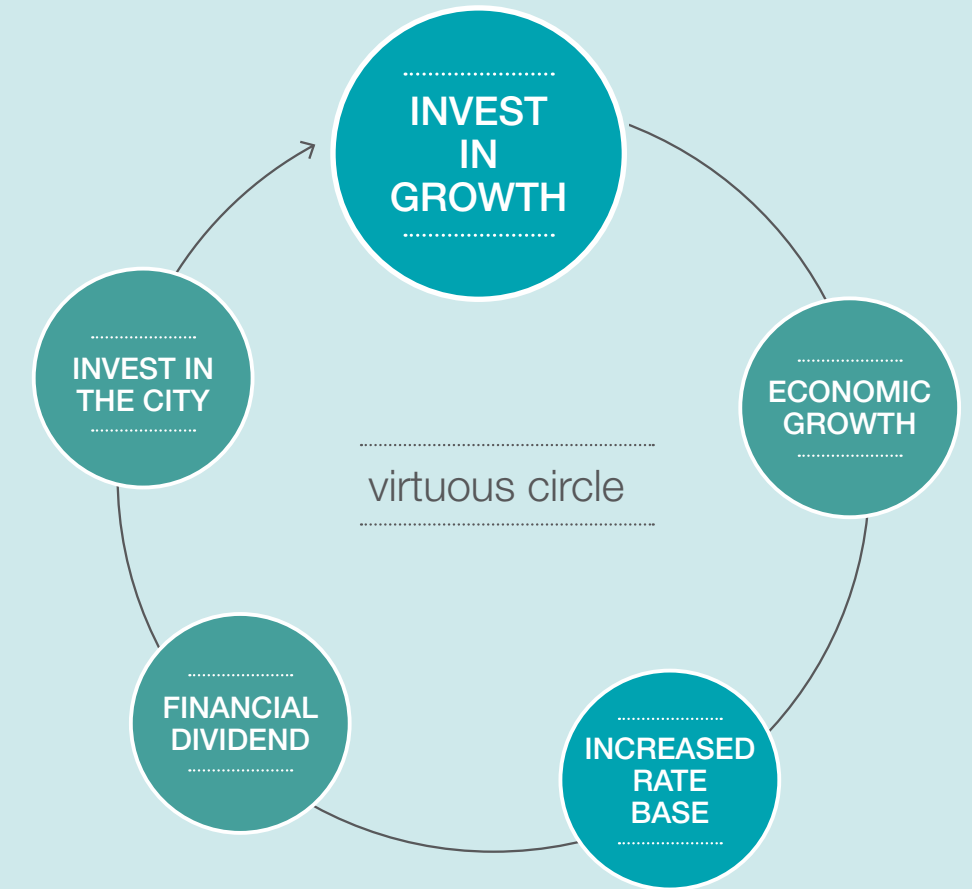
Benefits

- Benefits of investing in growth:
 - increased rate base
 - increased financial dividend
 - revenue streams to invest back into community services
 - more investment in growth
 - a higher quality of life

Potential partners

- Central Government
- Business community
- Universities
- Mana Whenua
- and others.

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The Council will build capacity in its budget, and secure partners, to invest in these projects, and ensure a return to the city.