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**REPORT 1**  
(1215/52/IM)

## **WELLINGTON REGIONAL STRATEGY – GROWTH FRAMEWORK DISCUSSION DOCUMENT**

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### **1. Purpose of Report**

To seek approval from the Strategy and Policy Committee to release the Wellington Regional Strategy Growth Framework discussion document for public consultation.

### **2. Executive Summary**

The Wellington Regional Strategy project has been working towards the release of a Growth Framework discussion document in July 2005. Previously, the Strategy and Policy Committee has received briefings on the Wellington Regional Strategy principles; outcomes; regional issues and focus areas;

21 April 2005: Draft regional outcomes and issues  
19 May 2005: Draft regional principles  
16 June 2005: Draft economic and urban form focus areas

The Wellington Regional Forum is now considering the draft Growth Framework (which includes all those aspects listed above), with the aim to release the document to the public for consultation in July. The entire Wellington Regional Strategy, including any amendments made as a result of feedback from the public, will be submitted to Council for final approval and adoption around March 2006.

### **3. Recommendations**

It is recommended that the Committee:

- 1. Receive the information on the Growth Framework discussion document; background papers relating the identified focus areas and the Consultation/Communication Plan for the Wellington Regional Strategy.*
- 2. Recommend to Council that the Wellington Regional Strategy Forum undertake consultation on the Wellington Regional Strategy (WRS) Growth Framework discussion document (Appendix One).*

3. *Note that officers will report back to Strategy and Policy Committee on the feedback arising from consultation on the Wellington Regional Strategy (WRS) Growth Framework discussion document.*

## **4. Background**

### **4.1 Joint project to produce a regional growth strategy**

- 4.1.1 The Wellington Regional Strategy is a joint project of the Councils of the Wellington region with a goal of working together to build an internationally competitive Wellington.
- 4.1.2 It is a growth strategy seeking to achieve sustainable and desirable growth for the long term benefit of the region's citizens, businesses and institutions. The Strategy provides the opportunity for the councils of the region to work together to develop agreed directions, and then make that common and agreed future happen. It will recognise and reflect the uniqueness of the Wellington region and that which should be protected and enhanced as the region grows. The project has a long term outlook to the year 2050, with a more detailed focus of action and priority for the next ten to 20 years.
- 4.1.3 The strategy is partly about building on the existing strengths of the region and partly about improving on the more troublesome projections for the region and their implications. Councils are already working together on a number of specific issues. Examples of issues being addressed jointly include transport, business development, some regulatory processes and migrant settlement. However, while these joint efforts are a regional strength their benefits are currently limited by two factors. First, there is no overall or clear direction driving the actions taken and as a result individual joint efforts can be driven by different objectives. Second, as the joint action is currently initiated on an ad hoc basis, a number of gaps exist. Issues that are not being addressed jointly and would greatly benefit from a regional approach include the provision of infrastructure and urban development, including the relationship between transport decisions and land use, and urban form and economic development.

### **4.2 Project participants**

- 4.2.1 The project is being undertaken and funded by all Councils in the Wellington region, and in association with New Zealand Trade and Enterprise and Positively Wellington Business. The Councils are working in association with a Strategic Partners Forum, business and community groups, infrastructure providers and central government.

### **4.3 How does the Wellington Regional Strategy link with Central Government and other regional processes?**

4.3.1 Development of the strategy will forge relationships and establish processes with central government, and give Wellington a strong regional voice. The successful delivery of this project will also be highly valuable in informing other regional processes, including the major review of the Regional Policy Statement, Regional Land Transport Strategy and Long Term Council Community Plans.

### **4.4 How is the Wellington Regional Strategy governed and managed?**

4.4.1 The project is steered by a Joint Committee of elected representatives of the nine councils. Wellington Councils' Chief Executives Forum is managing the project, assisted by a Project Executive Group of senior staff from each of the participating Councils. A central government officials group is working with the Project Executive Group, recognising that a key role of the Strategy is to provide a focus for working with central government in a way that would not otherwise happen. Ara Tahi, the iwi liaison group of Greater Wellington Regional Council, is acting as advisors on matters of significance to Tangata Whenua.

4.4.2 A Strategic Partners forum of representatives of sectors such as business, infrastructure providers and Central Government has been formed and is being used for consultation.

### **4.5 Project vision**

4.5.1 *"In 2025, Wellington is recognised as one of the top Asia-Pacific regions. Our thriving, diversified economy will reinforce sustainability, foster strong communities and tangata whenua, and celebrate our cultures and natural advantages. These include:*

- \* being the centrally located capital of New Zealand and linked to the world*
- \* having a smart and diverse population*
- \* a dramatic setting with unique natural environments; and*
- \* being home to a range of successful, innovative enterprises and institutions"*

### **4.6 Process**

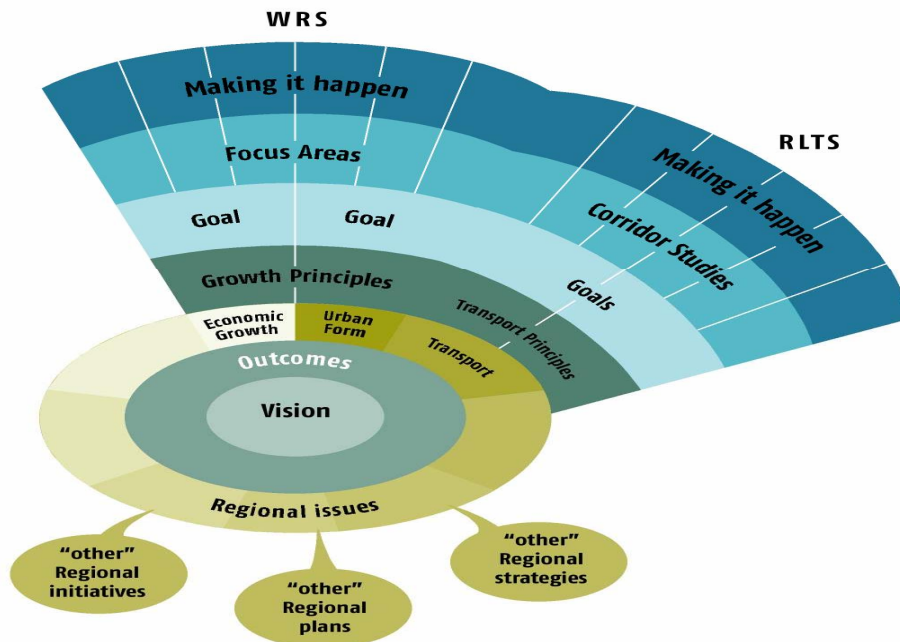
4.6.1 A significant part of the project to date has been undertaking an assessment or "stocktake" of the region and exploring national and international trends. In particular, information has been gathered to provide an overview of the region in terms of:

- Topography, natural hazards, infrastructural assets

- Income distribution, health, education, housing and household structure, population, environment
- Economy, regional businesses and business needs, GDP, labour productivity, economic levers
- Current and projected international trends, including factors which make international cities and regions “successful”

4.6.2 The data and information obtained to date has been used to inform the development and identification of regional issues; desired regional outcomes; operating regional strategy principles and focus/action areas. All this information has been combined into a Growth Framework Discussion Document.

**Wellington Regional Strategy:**  
Growth Framework



**4.7 Outcomes**

4.7.1 It is a requirement of the Local Government Act 2002 that in any decision-making, local authorities take account of known community opinions. Accordingly, the work stream was set up to explore existing community outcomes, aspirations and preferences as defined through various council documents.

4.7.2 The proposed Regional Outcomes are drawn from the community outcomes expressed in the councils’ first Long Term Council Community Plans and provide the backbone for policy and strategy development for each individual Council and the Wellington Regional Strategy.

## **4.8 Issues**

- 4.8.1 The proposed regional issues have been drawn from analysis of the initial background reports and feedback from members of the Regional Forum, the Strategic Partners' Forum and the Regional Assembly.
- 4.8.2 Some issues contained within the Growth Framework document have been flagged for consideration through the WRS. Others may be more for action by central government, with advocacy from the region. A third set are shown as issues that are indeed regional and need consideration, but are best managed through a separate regional exercise with the WRS maintaining links. A report outlining the proposed methods of addressing these "other regional issues" will be provided to the committee soon.

## **4.9 Principles**

- 4.9.1 Outcomes are the END RESULTS that we want to achieve from our actions. They differ from principles, which are used to describe the QUALITIES of urban development, economic development and transport that will deliver the outcomes.
- 4.9.2 The Growth Framework Discussion document identifies five 'overarching principles' which are present across **all three** areas of economic development, transport and urban development.

A number of other principles relate **specifically** to each of the three growth framework areas (economic development, urban development and transport)

## **4.10 Focus Areas**

- 4.10.1 Using consultant input, the project group has developed four 'focus areas', with more detailed actions arising from each. Each focus area is discussed in more detail in Attachment Two of this report.
- (1) Effective leadership and partnership
  - (2) Quality regional form and systems
  - (3) Unlocking economic potential
  - (4) Internationalisation.
- 4.10.2 The aim of the focus area component of the project is to identify the key economic and urban development interventions that the region should focus on in order to address as many of the identified regional issues as possible, and to deliver on the Regional Strategy goals.
- 4.10.3 Drawing on the background information and reports prepared during the project to date, seven consultant firms from Auckland, Wellington, Melbourne and Brisbane were asked to advise the Wellington Regional Strategy Forum on key interventions for the region to focus on.

4.10.4 The seven consultants were asked to propose focus areas that would:

- Work towards (and not be in conflict with any part of ) the strategy's vision and the regional outcome statements
- Address at least one of the identified regional issues, preferably several
- Have a proven track record to deliver economic growth and more efficient urban form
- Suit the Wellington context, including the capability of local authorities to deliver actions around such a focus area.
- Be compelling and galvanising – act as an effective and inspiring focus for regional efforts and subsequent action plan development
- Direct efforts to where there is proven 'market failure'
- Be potentially highly effective – large potential gain in relation to the required investment
- Carry an acceptable level of risk

4.10.5 Each consultancy delivered their proposed focus areas to the Chief Executives and Project Executive Group (PEG) in a workshop, allowing for questioning and inter-consultant discussion. The PEG then undertook a consistency analysis and cross-checked the proposed focus areas against the proposed regional outcomes/issues and the growth principles. The analysis found that:

- All the outcomes and issues would be addressed by the proposed focus areas, however there would be less direct impact on the three outcome areas of Healthy environment; Lifestyle and Regional foundations.
- None of the proposed focus areas are in conflict with any of the draft principles.
- The quality of the implementation will determine their ultimate impact (and fit with the principles), particularly with regard to environmental impact.
- None of the proposed focus areas are in conflict with each other, although some *potential* conflicts exist.

4.10.6 Appendix Two contains background papers relating to the proposed focus areas. This information will be available on request and on the WRS website, should the community require more detailed information than contained in the Growth Framework discussion document.

## **5. Discussion**

5.1 The Wellington Regional Forum will meet to consider the Growth Framework Discussion document and general direction of the strategy, on Thursday 30 June 2005. Should they request amendments to the document, the Strategy and Policy Committee will be advised orally at its meeting of 7 July 2005.

- 5.2 Each Council within the Wellington region will be asked to agree that consultation be undertaken on the Growth Framework discussion document (refer to Appendix One).
- 5.3 The Wellington Regional Strategy Forum retains the delegated authority to approve the Growth Framework for consultation purposes, however any feedback received from the Strategy and Policy Committee will be fed back to the Forum through Council representatives.
- 5.4 The Growth Framework Discussion document will be released to the public and targeted groups for consultation and feedback. The mechanisms for obtaining feedback (“Communication and Consultation Plan”) are outlined in more detail in Appendix Three of this report and will be conducted within the following timeframe:
- |                 |   |
|-----------------|---|
| July 2005:      | Growth Framework Discussion document completed.<br>Public consultation begins |
| August 2005:    | Consultation for framework concludes  |
| September 2005: | Consultation feedback merged into final Growth Framework                      |
- 5.5 Feedback obtained during consultation on the Growth Framework discussion document will be provided to the Strategy and Policy Committee in September 2005.
- 5.6 Further consultation will be undertaken once the draft Growth Strategy has been completed in 2006:
- |             |   |
|-------------|---|
| April 2006: | Communication and consultation of Draft Regional Strategy commences |
| June 2006:  | Strategy adopted.   |

## **6. Conclusion**

- 6.1 The Council is asked to agree to release the Growth Framework Discussion Document for public consultation.

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## Supporting Information

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

Links with Councils CWIC principles and principles contained within Council strategic plans. Aligned with principles contained within the draft Urban Development Strategy.

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

n/a.

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

n/a

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

n/a

### **5) Consultation**

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

n/a – consultation to be undertaken in the future

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

n/a – iwi involved in developing project, as part of the project team

### **6) Legal Implications**

n/a

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

n/a