
REPORT 1
(1215/52/IM)

WELLINGTON REGIONAL STRATEGY – DRAFT FOCUS AREAS

1. Purpose of Report

To seek feedback from the Strategy and Policy Committee on the initial Wellington Regional Strategy draft focus areas.

2. Executive Summary

The Wellington Regional Strategy project is working towards the release of a draft Growth Framework in July 2005. The draft focus areas will be presented to the Forum on Friday 17th June. These are outlined below for initial feedback from the Strategy and Policy Committee.

3. Recommendations

It is recommended that the Committee:

- 1. Receive the information.*
- 2. Provide feedback on the draft focus areas that are being considered by the Wellington Regional Strategy Forum.*

4. Background

- 4.1 The project team is presenting the initial outputs of the project to the Committee for feedback, prior to presentation of the entire draft Growth Framework in July 2005. The six components of the Growth Framework are depicted below.

**Wellington Regional Strategy:
Growth Framework**

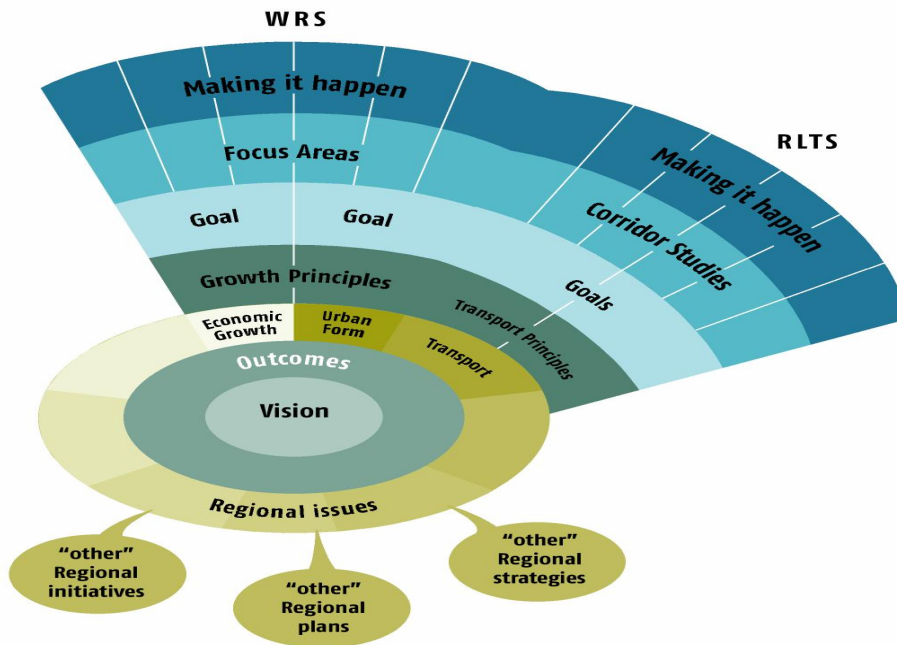


Figure One: The Regional Growth Framework

4.2 The Strategy and Policy Committee is being presented with information for feedback as follows:

- 21 April 2005: Draft regional outcomes and issues
- 19 May 2005: Draft regional principles
- 16 June 2005: Draft economic and urban form focus areas (this report)

4.3 On 7 July 2005, Council will be asked to agree to the draft Wellington Regional Growth framework being released for public consultation. 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.

5. Discussion

5.1 Context

5.1.1 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.

5.1.2 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. Refer to Attachment One for a summary of the background of each of the consultant firms.

5.1.3 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

5.1.4 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.

5.2 Focus Areas

5.2.1 Over recent weeks, using consultant input, the PEG has developed four 'packages' that group the focus areas:

- (1) Internationalisation
- (2) Unlocking economic potential
- (3) Smart urban structure
- (4) Effective leadership and partnerships

5.2.2 These packages are inter-related, as outlined in Figure 2

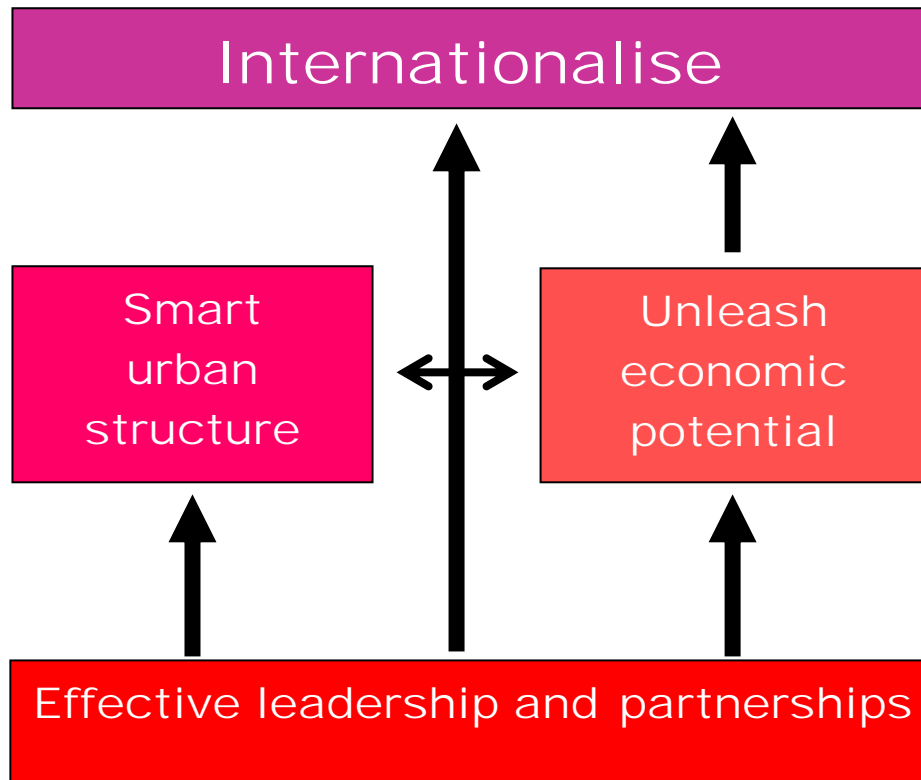


Figure Two: Inter-relationship between four focus area packages

(a) Package One: Effective leadership and partnerships

Focus Areas:

- (i) Working for the regional good
- (ii) Reducing barriers to achieving regional outcome
- (iii) Shared benefits – making sure no-one falls behind

(b) Package Two: Unleashing the Region's economic potential

Focus Areas:

- (i) Plugging the infrastructure gaps and connecting the networks
- (ii) Putting underutilised land to better use
- (iii) Addressing skill shortages and growing the labour pool
- (iv) Generating wealth from our knowledge and ideas
- (v) Making the most of our market niches

(c) Package Three: Smart urban structure

Focus Areas:

- (i) Reinforce and refine current compact, linear regional form
- (ii) Strengthen sub-regional centres
- (iii) Reinforce the Central Business District
- (iv) Build on culture and place
- (v) Support Marae as significant centres
- (vi) Improve range and location of housing stock
- (vii) Improve east-west corridor linkages
- (viii) Integrate transport corridor design with sub-regional centres
- (ix) Reduce pressure on good quality rural land and outstanding rural landscapes

(d) Package Four: Internationalisation

Focus Areas:

- (i) Increase the emphasis on export oriented goods and services
- (ii) Develop and implement a Wellington region marketing strategy and brand
- (iii) Develop global businesses, networks and connections
- (iv) Bring the world to Wellington
- (v) Take Wellington to the world
- (vi) Make Wellington a profitable world class visitor experience

5.2.3 These draft focus areas are currently being further refined in consultation with the WRS Forum. Note that not all the focus areas require action by Local Government – some rely on partnerships and interrelationships with Central Government and the private sector in order to be effective.

6. Conclusion

The Committee is asked to provide feedback on the draft focus areas, as outlined above. Matters raised will be provided to the Wellington Regional Forum for their consideration.

Contact Officer: *Ernst Zollner, Chief Strategic Advisor and Andrea Millar, Principal Advisor*

Consultant skill areas and backgrounds:

McDermott Miller: strong strategy evaluation skills and techniques, including application of forecasting, modelling, economic, financial and market analysis and planning balance sheet based techniques. Experience applying economic and urban models for the evaluation of regional and urban strategies

SGS Economics and Planning: specialise in economic development, strategic land use planning and public policy research and evaluation. Extensive experience internationally and within Australia.

Business and Economic Research (BERL): extensive experience in regional development industry and resource economics and public policy analysis. Renowned for their forecasting and monitoring information and business and economic advice expertise on the interface between planning and economic rationale.

Brian Waddell of **Urbanista Ltd** has a background in strategic and urban growth planning and played a key role in the development of the Auckland Regional Growth Strategy.

Kobus Mentz from **Urbanism Plus**, is one of New Zealand's leading urban designers and has worked extensively in the Wellington region, teamed up with Australian based Derek Kemp from **Prosperous Places**. Derek is an economist, town planner, employment and economic development specialist with extensive consultancy experience within Australia.

Cityscope Consultants Ltd: a range of backgrounds and skills to bring together complementary expertise in economics, strategy and planning. Responsible for auditing/reviewing the Auckland Regional Growth Strategy.

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