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**REPORT 2**  
*1215/52/IM*

## **WELLINGTON REGIONAL STRATEGY – DRAFT OUTCOMES AND ISSUES**

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

To seek feedback from the Strategy and Policy Committee on the initial Wellington Regional Strategy draft issues and outcomes.

### **2. Executive Summary**

The Wellington Regional Strategy project is working towards the release of a draft Growth Framework in July 2005. At a Forum meeting of 31 March, the draft Regional Issues and Outcomes were adopted. These are outlined below for initial feedback from the Strategy and Policy Committee.

### **3. Recommendations**

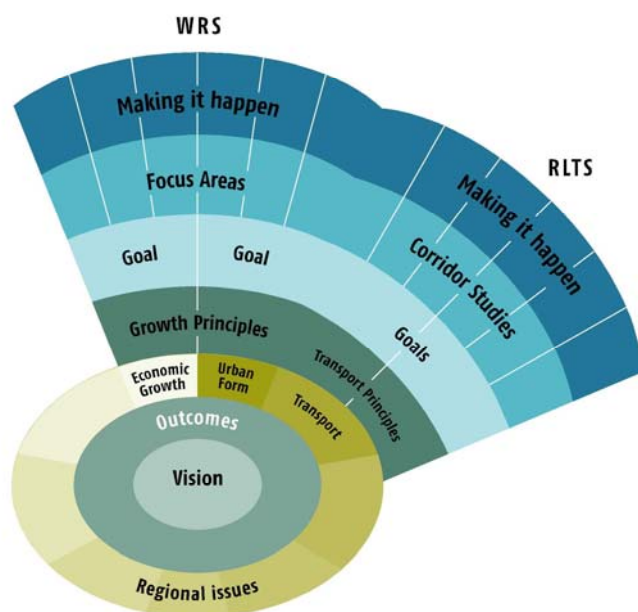
It is recommended that the Committee:

- 1. Receive the information.*
- 2. Agree to provide feedback on the outcomes and issues adopted by the Wellington Regional Strategy Forum.*

### **4. Background**

On Wednesday 16 March 2005, the SPC Committee was provided an overview of the Wellington Regional Strategy project and progress to date. In particular, the draft vision and draft regional issues/outcomes were identified. The information provided to the committee was submitted as a briefing only and did not include a formal paper for the committee's consideration.

The project team will be presenting each phase of the project (ie. regional outcomes and issues; regional economic and urban form goals and draft regional growth principles) 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.



**Figure One: The Regional Growth Framework**

The Strategy and Policy Committee will be presented with information for feedback as follows:

21 April 2005 :	Draft regional outcomes and issues (this report)
19 May 2005:	Draft regional economic and urban form goals
16 June 2005:	Draft growth principles
End July 2005:	Draft Wellington Regional Growth framework

In 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 in March 2006.

## 5. Discussion

As noted above, draft regional issues and outcomes were presented to the Strategy and Policy Committee on 16 March 2005. A number of amendments have now been made by the Wellington Regional Forum, as identified below.

### 5.1 Regional Outcomes

The draft regional outcomes were drawn from the community outcomes expressed in the LTCCP's of the five Councils, and will provide the backbone for the strategy development.

Appendix One contains the proposed regional outcomes. The number of regional outcomes has been reduced from ten to eight in accordance with the wishes of the Wellington Regional Forum. Collaborative leadership has been removed and defined as a principle rather than a regional outcome. 'Confidence' has also been removed, however is still acknowledged as an important ingredient in achieving regional outcomes.

While the outcomes have been developed within a regional context, it is considered they are a good 'fit' with Wellington City Council outcomes, as expressed in our current LTCCP. I note that Council is soon to embark on a community outcomes process (see separate report), which will be informed by the regional outcomes developed during the development of the Regional Growth Framework.

Notably, Wellington's LTCCP recognises the importance of a diverse economy based on an innovation ethos, and the role which the Council has in encouraging an environment where all sectors can work towards a common goal. The importance of maintaining and enhancing Wellington's natural and built environment is expressed strongly as a city outcome, with an emphasis on maintaining Wellington's sense of place, protecting our urban form and delivering high quality public spaces and urban centres.

In addition, there is a distinct overlap between the draft regional outcomes and our CWIC principles of collaborative leadership, liveability, regional foundations and sense of place.

## **5.2 Regional Issues**

The proposed regional issues (Appendix Two) have been drawn from analysis of various reports prepared in the initial phase of the project, which provided information on the existing regional context, analysis as to likely future trends and an international context in which to assess possible scenarios.

The Wellington Regional Strategy also sought feedback and input from members of the Wellington Regional Forum, the Strategic Partners' Forum and the Regional Assembly on their understanding of the issues facing the region now and into the future.

Some issues have been flagged for consideration through the Wellington Regional Strategy, while others may require action by Central Government, with advocacy from the region. Others are issues that are regional and need consideration, but are best managed through separate regional exercises.

## **6. Conclusion**

The committee is asked to provide feedback on the draft regional issues and outcomes, as attached. Matters raised will be provided to the Wellington Regional Forum for their consideration.

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## APPENDIX ONE: PROPOSED REGIONAL OUTCOMES

1. **Community Prosperity** – Everyone will enjoy and prosper from a strong and growing economy that continues to attract and retain a highly skilled, productive population base and business sector.<sup>1</sup>

2. **Connected** – Wellington will be connected locally and globally by offering world-class accessibility and linkages. That includes high capacity communication networks, top quality ports, well-functioning highways and local links and excellent public transport services.<sup>2</sup>

3. **Entrepreneurial and innovative culture** – We will be recognised as a place of new ideas. Innovation and creativity underpin the development of new fields of endeavour and business, and drive strong sustainable economic growth. We will capitalise on being the seat of government and our excellent educational and research institutions will foster cross fertilisation.<sup>3</sup>

4. **Healthy environment** – Wellington will offer a beautiful ecologically sustainable natural environment. That environment will offer numerous opportunities for recreation and healthy living.<sup>4</sup>

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<sup>1</sup> The size of critical mass of “population base” is one of the key questions to be determined through the technical studies.

<sup>2</sup> Connections include the east/west and north/south connections locally. Local links include pedestrian and cycle facilities. The level to which the airport and seaport are “top” will match the direction of the strategy.

<sup>3</sup> Encompasses all aspects where entrepreneurial and innovation culture may be realised, not just in the business environment.

<sup>4</sup> Includes concepts of biodiversity, healthy ecosystems clean water and mauri

5. **Lifestyle** – Wellington will have an exceptional quality of life where living is easy, safe and fun and there is a wide range of affordable lifestyle options underpinning a strong community spirit. We will be celebrated for our arts, sports and entertainment scene.

6. **Regional foundations** – People and businesses will have high quality, secure essential services for their everyday living. They will be retained and developed in a manner that is consistent with the sustainable growth of Wellington.<sup>5</sup>

7. **Sense of place** – Wellington will have a rich, diverse sense of place as a sophisticated city-region encompassing its intimate urban core, capital city status, magnificent harbours, rivers, centres of learning, extensive coastlines, its rolling hinterland and diverse centres and neighbourhoods, that are all treasured by its citizens.

8. **Strong and tolerant communities** – We will have inclusive, caring, friendly and participative communities that embrace newcomers, are open and welcoming to different lifestyles and celebrate diversity. The relationship with tangata whenua and ethnic communities will be important to the vibrancy of the community tapestry.

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<sup>5</sup> Covers physically and social infrastructure including such areas as utilities, health, education, safety and housing that are stated in a number of current community outcomes.

APPENDIX TWO	DRAFT REGIONAL ISSUES:	
Regional Issues	Reasons	How regional/ macro aspects issue dealt with.
<b>Operating Principle: Collaborative leadership</b>		
<p>1. Failure to progress <b>collaboration</b> will reduce ability to attract external and central government investment</p>	<p><b>Key issue</b> identified at Forum Workshop,, Regional Assembly, Strategic Partners’ Forum and a critical success factor in the Successful Cities report</p> <p><i>Increasing expectations of the metropolitan area operating seamlessly, complementing not competing</i></p>	<p>WRS RLTC Triennial agreement Leaders’ Forum Mayors’ Taskforce for Jobs Mayoral Forum CEO Forum Stakeholder relationships</p>
<b>Outcome: Community prosperity</b>		
<p>2. Ability to sustain good relative and actual <b>regional economic performance</b> (GDP per capita) in international comparisons, not certain in the medium to long term</p>	<p>Issue identified at Forum Workshop, Strategic Partners’ Forum and in Economic Futures report, and in the Successful Cities report</p> <p><i>Impacts on individual and community wellbeing – affordability issues in long term</i></p>	<p>WRS PWB Central Government</p>
<p>3. Relatively low <b>labour force productivity</b> when measured internationally impacted by skilled labour shortages, aging population, increasing mobility of labour, emerging global competition for skilled labour, and disjunction between needs of business and education providers.</p>	<p>Issue identified at Regional Assembly and in Stocktake report</p> <p><i>Reduces economic performance, increases in business costs relative to returns, increases vulnerability of economy and reduces capacity for innovation and adaptability</i></p>	<p>WRS Central Government</p>
<p>4. <b>Major loss of population between ages of 25 – 35 and in retirement</b> for both overall region and for some local authority areas.</p>	<p><b>Key issue</b> identified at Regional Assembly, Strategic Partners’ Forum and in the Demographics report</p> <p><i>Affects workforce structure and skills, drains social capital investment and exposes affordability issues (e.g. infrastructure and services investment).</i></p>	<p>WRS</p>
<p>5. <b>Structural change to the economy</b> – issue of long-term adaptability and capacity to change. Social impacts if</p>	<p>Issue identified at Regional Assembly and in Economic Futures report</p>	<p>WRS Central Government</p>

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changes not offset or reduced where possible.	<i>Loss of employment and loss of business service opportunities. Increased vulnerability of unskilled/semi skilled from decline of manufacturing industry.</i>	
6. The limited supply of <b>suitable industrial land</b> is becoming a factor in business location and expansion decisions	Issue identified at the Strategic Partners' Forum and in the Business Location workstream (report to be submitted)	WRS RPS RLTS
7. <b>Iwi will become a more significant economic presence</b> in the region over the next twenty years – combine with current roles under RMA and LGA.	Issue identified at Forum Workshop  <i>Increased potential to work in partnership with iwi on economic development</i>	WRS Other forums
<b>Outcome: Connected</b>		
8. <b>Good transport modal split</b> but vulnerable to under investment in transport infrastructure and poor urban design decisions.	<b>Key issue</b> identified at the Regional Assembly and Strategic Partners' Forum. Also a key issue at the Forum workshop and in the Stocktake, Economic Futures and Successful Cities reports.	RLTS and associated Transport Package WRS (urban form and urban design aspects)
9. <b>Rising traffic congestion on key transport routes</b> and problems with network reliability.	<b>The number 1 issue</b> identified at the Regional Assembly. Also a key issue at the Forum workshop, the Strategic Partners' Forum, and in the Stocktake, Economic Futures and Successful Cities reports.  <i>Beginning to affect freight systems and reliability. Links to ports.</i>	RLTS WRS (urban form and urban design aspects)
10. The <b>international linkages, capacity and accessibility of the port and airport</b> remain critical to the performance of the wider region. Also includes “virtual networks” via clusters of excellence.	<b>Key issue</b> identified at the Regional Assembly and the Strategic Partners' Forum, and in the Economic Futures report	RLTS WRS

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<b>Outcome: Entrepreneurial and Innovative Culture</b>		
<p>11. Good levels of <b>entrepreneurship</b>, but businesses have poor international connections and low levels of access to venture capital, particularly for high-risk innovative projects.</p>	<p>Issue identified at Forum Workshop, Strategic Partners' Forum and in the Economic Futures and Successful Cities reports.</p> <p><i>Wellington's competitive advantage will decline if unable to be <b>innovative</b> and capture and <b>commercialise</b> on intellectual property. There is potential to invigorate sunset and sunrise industries. There is potential to invigorate sunset and sunrise industries.</i></p>	<p>WRS</p>
<p>12. <b>Perceived failure of local tertiary education/ research sector</b> to position itself as nationally/ internationally significant, in terms of overall education quality, research, innovation or investment links.</p>	<p>Issue identified at Forum Workshop, Strategic Partners' Forum and at the Regional Assembly, and in the Successful Cities and Economic Futures reports</p> <p><i>Limits the ability of the region's economy to be 'pro-active' rather than reactive in global economy.</i></p>	<p>WRS Central Government</p>
<b>Outcome: Healthy Environment</b>		
<p>13. Rising landfill disposal costs and potential for larger <b>economies scale for each waste stream to achieve significant waste reduction.</b></p>	<p>Issue identified in the Stocktake report</p> <p><i>Increasing costs, waste streams and pressures on LA's to address issue – unlikely to succeed at local scale (impact of markets for recyclables). Significant risks around bio-solids, investment pressures.</i></p>	<p>Not a core issue for WRS – other regional response recommended and links to be maintained</p>
<p>14 Maintaining and enhancing overall environmental quality including the natural</p>	<p>Issue identified at the Forum workshop</p>	<p>Not a core issue to be addressed by theWRS, but a</p>

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ecosystems, biodiversity and attributes of the region that represent a significant competitive advantage for a capital city-region. Maintaining or increasing access to the natural areas.		significant issue for the region
<b>Outcome: Lifestyle</b>		
14. <b>More efficient utilisation of the region’s recreational infrastructure</b> could help the region to achieve greater economic returns on the investment.	Issue identified in the Stocktake report  <i>Efficient use of infrastructure - regional promotion of facilities exploiting tourism opportunities; significant levels of TA investment currently planned; private sports interests and sports business development interest lobby each TA</i>	Not an issue for WRS – other regional response required
15. <b>Overall Population level and sub-regional variation in population growth</b> – decline in some areas and concerns that overall population may not be sufficient to support the economic development or social infrastructure needed to maintain the quality of life.	<b>Key issue</b> identified at the Forum Workshop, Strategic partners’ Forum and at the Regional Assembly  <i>Pressures on public health infrastructure (under and over capacity), social infrastructure and transportation networks.</i>	WRS (links to RLTS) Central Government
<b>Outcome: Regional Foundations</b>		
16. <b>The unplanned and uncoordinated growth within and on the edge of the metropolitan area</b> is reducing the benefit that such growth could generate by increasing costs and risks.	<b>Key issue</b> identified at the Regional Assembly, and in the Stocktake report and infrastructure reports (to be submitted)	WRS RPS
17. <b>Very poor understanding of energy</b> consumption, emissions levels, potential for power generation and environmental impacts of energy generation and use.	Issue identified at the Regional Assembly and in the Stocktake report  <i>Likely growing household and business costs. Opportunities for generation lost – positioning relative to Kyoto protocol</i>	Not an issue for WRS – other regional response required
18. Poorly understood long-term framework and investment intent for <b>communications infrastructure.</b>	Issue identified in the Stocktake report at the Strategic Partners’ Forum and in the infrastructure workstream (report to be	Not an issue for WRS – other regional response required WRS (economic growth implications)

APPENDIX TWO	DRAFT REGIONAL ISSUES:	
Regional Issues	Reasons	How regional/ macro aspects issue dealt with.
	submitted)  <i>Potential for major impacts on social and economic choices and opportunities. Potential for a social ‘communications divide’.</i>	
19. <b>Frequency and intensity of major storms and increased groundwater levels</b> in some areas – potential long term climate change impacts.	Issue identified at the Forum Workshop, the Regional Assembly and in the Stocktake report  <i>Impacts on flooding and groundwater (infrastructure costs and urban growth issues). Impacts on urban development decisions and affordability.</i>	WRS (urban form/ growth aspects) GWRC Otherwise more appropriate that is dealt with by individual LA’s – but needs a watching brief.
20. <b>Sustainable water use, water supply systems</b> nearing capacity in parts of the region and general vulnerability to climate change.	Issue identified in the Stocktake report and in the infrastructure reports (to be submitted)  <i>Impact on businesses, households – supply cost issues</i>	GWRC – Water management plan
21 Ability to fund necessary infrastructure (including resilience of systems to prevent isolation from natural disaster)	Issue identified at Forum Workshop and at Strategic Partners’ Forum	WRS RLTS
<b>Outcome: Sense of Place</b>		
21. <b>Wellington’s image</b> in the rest of New Zealand (and the key populations in other countries it is linked to) is improving, but barriers to visiting and locating here remain	<b>Key issue</b> identified at the Regional Assembly, Strategic Partners’ Forum and Forum Workshop	TA marketing PWT marketing will be addressed largely through other initiatives, but may need more attention
22. The sense of <b>urban vitality and ‘fizz’</b> and the sense of place of all the components of the region need to be enhanced	Issue identified at the Regional Assembly	TA marketing PWT marketing WRS (where value can be added)

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<p>23. Potential negative impact of unplanned growth on <b>urban character and natural environment amenity</b>, including the unique asset of public open space network.</p>	<p>Issue identified at the Forum Workshop and the Regional Assembly, and in the Environmental constraints workstream (report to be submitted)</p> <p><i>Any system requires a fundamental environmental quality. Highly valued by people as part of community and individual wellbeing. Amenity an important factor in travel mode choices, links to economic development, etc – key to maintaining national and international profile.</i></p>	<p>RPS and associated Plans. TLA initiatives. WRS (urban form development constraints and balancing within urban form/ economic growth framework)</p>
<p><b>Outcome: Strong and Tolerant Communities</b></p>		
<p>24. <b>Significant growth of Maori, Pacific Island and other ethnic groups and older populations</b> over next twenty years. Likely to result in different workforce structure, access needs etc.</p>	<p>Issue identified at Regional Assembly and in the Demographics report</p> <p><i>Impacts on workforce, skills training, social infrastructure needs</i></p>	<p>WRS</p>
<p>25. Potential impact of growth and economic change on current relatively <b>high level of social tolerance and integration</b></p>	<p>Issue identified in Stocktake report</p> <p><i>Important to economic development, social capital, wellbeing etc. Differences in wellbeing both an issue in itself and in terms of impacts on community stability and economic wellbeing.</i></p>	<p>Regional Settlement Strategy WRS (economic development – rate of change)</p>
<p>26. <b>Significant localised pockets of social and economic deprivation</b></p>	<p>Issue identified at Regional Assembly, and in Stocktake and Successful Cities reports</p> <p><i>Differences in wellbeing both an issue in itself and in terms of impacts on community stability and economic wellbeing.</i></p>	<p>WRS</p>

<b>Supporting Information</b>	
<b>1) Strategic Fit / Strategic Outcome</b>	Links with Councils CWIC principles and other Community outcomes
<b>2) LTCCP/Annual Plan reference and long term financial impact</b>	n/a.
<b>3) Treaty of Waitangi considerations</b>	n/a
<b>4) Decision-Making</b>	n/a
<b>5) Consultation</b>	
<b>a) General Consultation</b>	n/a – consultation to be undertaken in the future
<b>b) Consultation with Maori</b>	n/a – iwi involved in developing project, as part of the project team
<b>6) Legal Implications</b>	n/a
<b>7) Consistency with existing policy</b>	n/a