

Wellington City's Draft

He Rautaki Ōhanga Oranga Economic Wellbeing Strategy 2022

Part B: The Draft Strategy



For Public Consultation
March 2022

Absolutely Positively
Wellington City Council
Me Heke Kī Pōneke



Ihirangi

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He whakarāpopototanga

Introduction

This strategy is intended for the Council, the region's economic development agency Wellington NZ and the businesses and people of the city. It has had significant input from the business community already, and will develop further through public engagement before being finalised in June.

The vision for economic wellbeing in Wellington

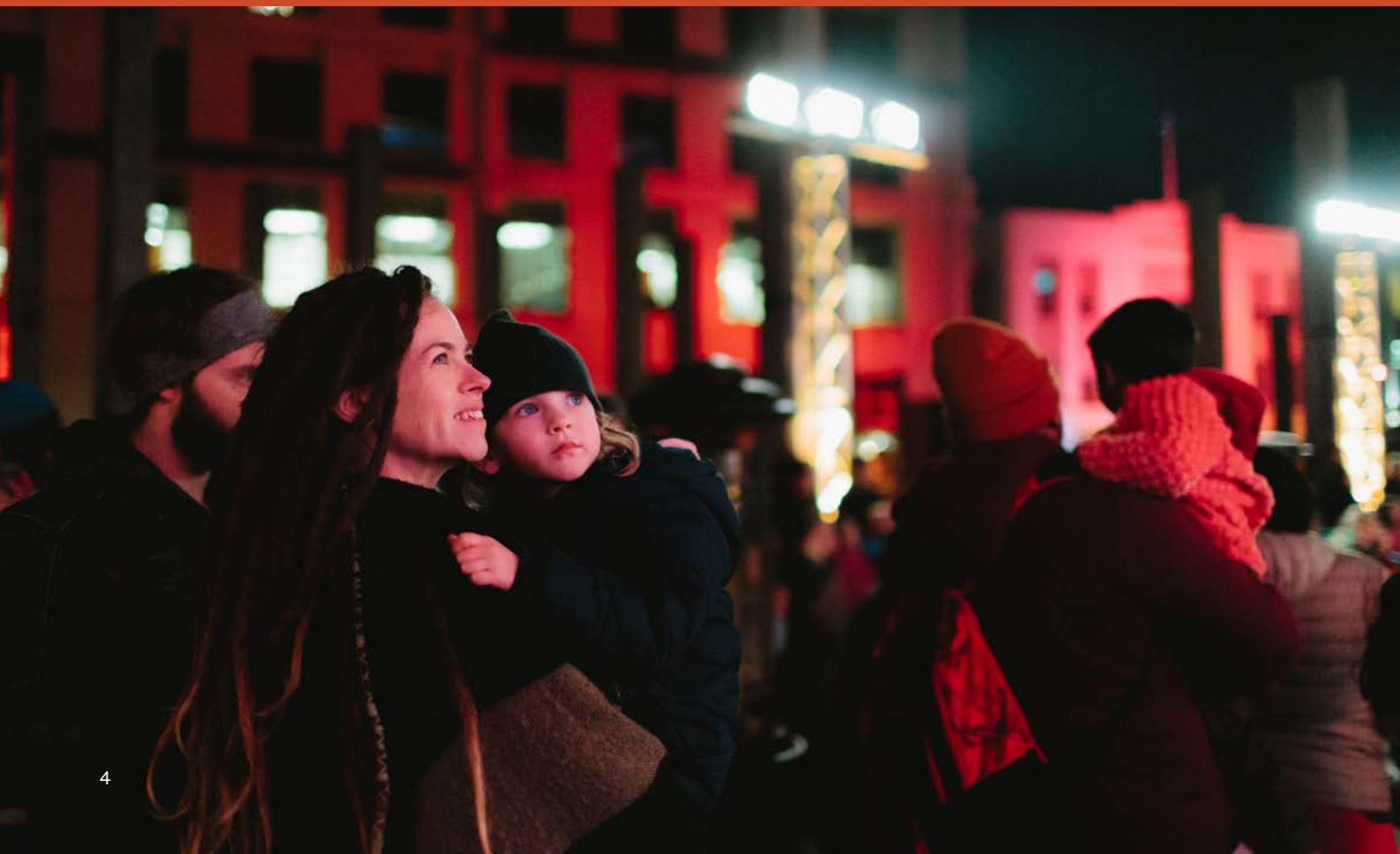
Vision: Wellington is a dynamic city with a resilient, innovative and low carbon economy that provides opportunities for all and protects our environment.

The vision is built upon the city's strengths, reflects sector feedback to date and will position the city's competitive advantage for the future.

Ngā putanga mō te ōhanga oranga

Outcomes for economic wellbeing

While we have ambitious economic goals for Wellington, we are conscious that we need to set a clear and specific direction. This strategy identifies six strategic outcomes for the city to focus on for the next 10 years. This ensures our economic funds are directed towards the most effective activities.



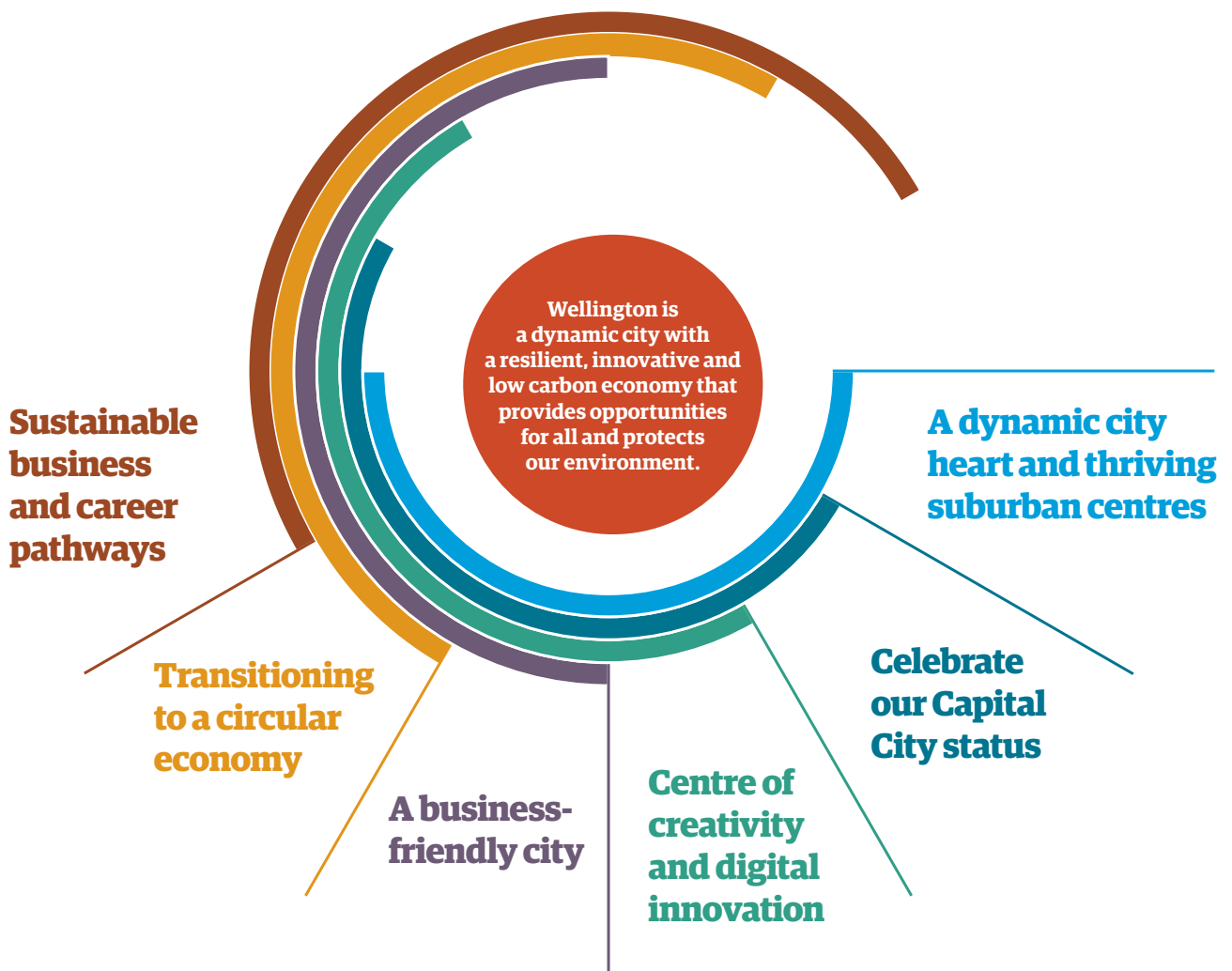
Based on pre-engagement with the wider community, we have outlined why each outcome is important and what it means, our approach and actions to achieve it, and how success will be measured under each of the outcomes. See the Appendix for the more detailed action plan.

The overarching measure of success is to have a strong performing economy that also delivers equity, environmental regeneration and sustainability.

We want to achieve six outcomes:

- Outcome 1: Sustainable business and career pathways
- Outcome 2: Transitioning to a circular economy
- Outcome 3: A business-friendly city
- Outcome 4: Centre of creativity and digital innovation
- Outcome 5: Celebrate our Capital City status
- Outcome 6: A dynamic city heart and thriving suburban centres

The outcomes are critically influenced by city liveability, infrastructure and building resilience.





Ngā mea e ono katoa o ngā putanga ūpoko

Outcome 1: Sustainable business and career pathways

We aim to enable Wellingtonians to work within their passions and strengths.

Why is this important?

We want our city's businesses to easily access people with skills, experience, and knowledge they need to drive productivity and innovation. And we want people (particularly young people) to be able to see their future career paths and opportunities in the city.

As a city we are good at attracting skilled migrants and students due to our city's great tertiary providers, walkability, entertainment offerings and overall quality of life, but we don't always manage to convert them into long-term Wellingtonians. Housing costs and job opportunities are the main barriers.

With a culture of focusing on hiring experienced staff, some students are struggling to find their first job after education (both secondary and tertiary). Concurrently there's a shortage of employees with intermediate level skills. It's a consistent theme across many sectors in Wellington including hospitality, construction, digital technology, research, policy, and screen.

Furthermore, people with disabilities continue to be underemployed and unemployed, and despite unemployment dropping for the wider population, unemployment for people with disabilities has remained unchanged.

The city's talent shortage has increased in severity because of the Covid-19 pandemic, with the closure of our national borders significantly affecting the city's access to migrant labour. This highlights numerous skills gaps that must be addressed to enable our businesses and economy to reach its full potential.

The proposed approach is to:

- do more to support young people to shift from education into employment.
- ensure each sector has clear career pathways.
- support employers to better-connect to primary, secondary and tertiary education providers to ensure there is clarity about the skills required for successful employment and career development.

Our approaches

Understand the skills gaps in key sectors

We need to enable kōrero between employers and educators in Wellington City to identify skills gaps, and to develop collaborative approaches to closing them. We can support businesses and educators where intervention is needed and can advocate to influence central government regarding its policies. A cohesive Wellington City voice will be represented at the Regional Skills Leadership Group (RSLG). We know that trades have been undervalued, and there are critical shortages in the health and tech sectors, and we have heard the need for more coherent film sector training and clearer career paths in the film sector including the need for producer training. We must also prioritise construction, digital tech, healthcare, engineering, and hospitality, and collaborate across the region where regionally relevant.

Priority Actions

- Establish a Wellington City Skills and Education Forum for employers and educators to connect, discuss, and collaborate with each other.
- Work with education and construction sectors to close skills gaps in construction.
- Work with local employers and education institutions to increase opportunities for students to explore the city's workplaces and professions, such as through internships.

Collaboration between Council and Education Providers

We will work with local tertiary education providers to identify opportunities to collaborate and support academics and students by connecting them to local businesses and employment opportunities. Building a strong relationship between the Tertiary Education Institutes and the city can assist in achieving good outcomes for the providers, students, and employers. Continuing to offer the best city for students is a factor in attracting and retaining young people in the city, for employment, creativity, and innovation.

Priority Actions

- Explore establishing a Town and Gown Committee(s) where key issues, opportunities and the aspirations of the tertiary sector can be better understood and progressed.
- Explore opportunities to better connect tertiary education providers within the city (business, public, and council), such as knowledge sharing and establishing formal work experience programmes.

Support rangatahi, young people and the disabled community into sustainable and fulfilling careers

We must consider how to implement a 'train local, employ local' approach and enable young people to progress in their careers and into leadership, including by embracing young people's creative ideas to deliver improvements and change. We will work with mana whenua and the Ministry of Social Development (MSD) to support rangatahi, young people and disabled people into sustainable and fulfilling careers, with a focus on sectors with skills shortages. We will support the education sector with early interventions such as working with schools from primary upwards to share new ideas about career options, and encourage employers to engage with the curriculum, connect with trainees and graduates, and identify career pathways and ongoing development opportunities within their own organisations.

As an employer, Council will lead by example to support the delivery of sustainable career pathways. For example, Wellington Water has opened an Infrastructure Skills Centre in conjunction with Fulton Hogan to help people take their first step into working on water infrastructure. Through this approach, learners earn while they are upskilled and then have access to job opportunities when they graduate.

Priority Actions

Partner with government agencies, education providers, mana whenua, and employers to:

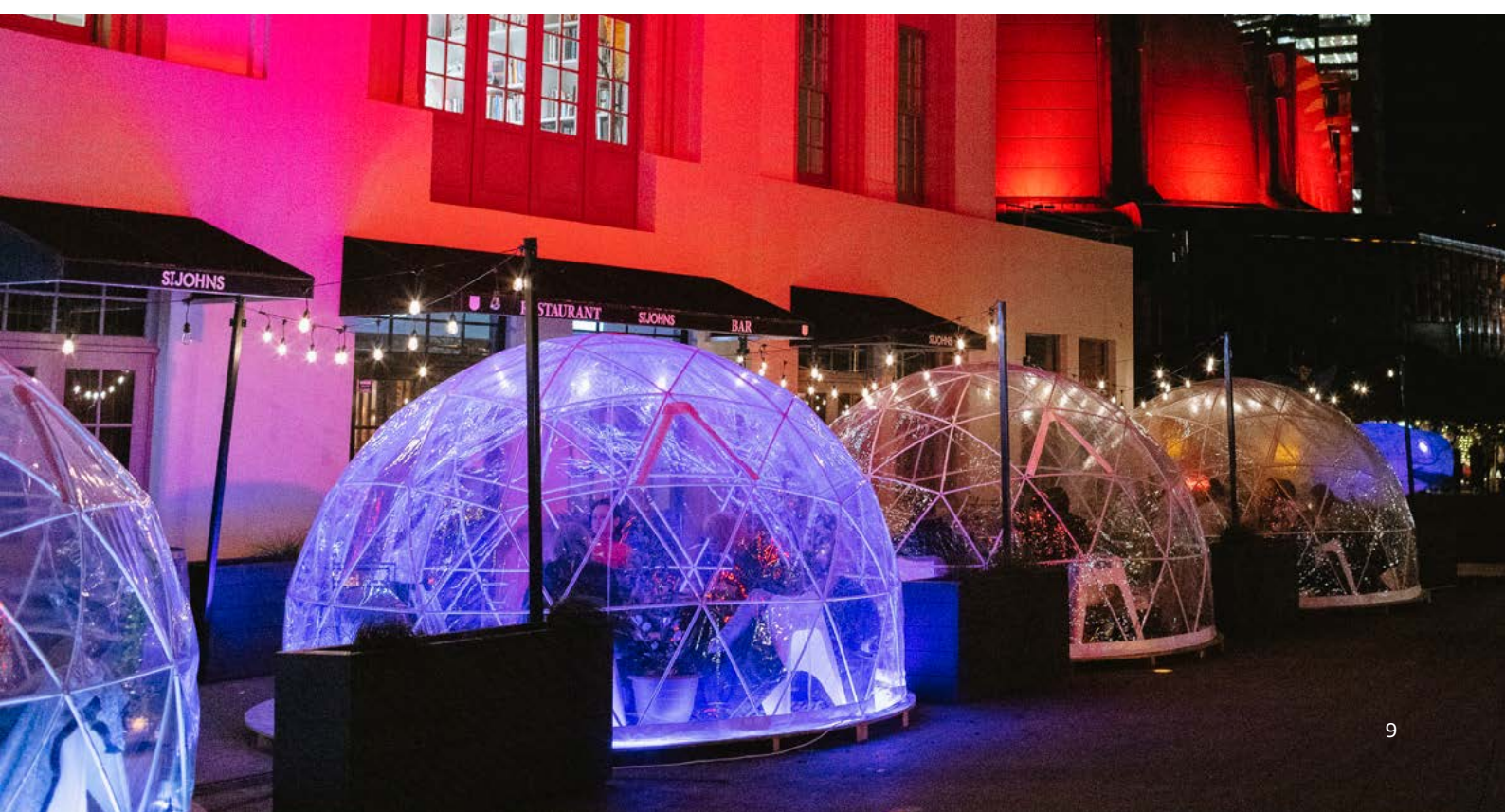
- identify career pathways and development opportunities.
- support education providers to inspire young people into careers.
- support and enhance work ready programmes and internships, including providing tailored services for diverse communities.

As an employer in the city, we lead by example by:

- designing clear pathways and resources so our staff understand how they can progress their careers through council.
- partnering with local schools to support curriculum delivery and inspire children with career opportunities.
- partnering with ministry for disabled people to break down employment barriers experienced by the disability community (note that we already work with workbridge on this).
- running intern programmes.

What success looks like

Description	Measures
Employment opportunities for all	Unemployment of disability sector
Students are supported to shift from education to employment	<ul style="list-style-type: none"> • Number of NEETs – declining trend • Unemployment rate – decreasing trend • Underutilisation rate – decreasing trend
Employers are well-connected to primary, secondary and tertiary education	<ul style="list-style-type: none"> • Number of employers actively involved in Inspiring the Futures, Secondary Transitions, and Tertiary Education programmes (increasing trend)
Our city's businesses can access the skills, experience, and knowledge they need to drive productivity and innovation	<ul style="list-style-type: none"> • Businesses are able to attract and retain talent – business perception survey
Increasing diversity of work / roles / careers available in the city	<ul style="list-style-type: none"> • Economic diversity (HHI sector diversity) – increasing diversity
People choose to live here and can have successful and meaningful careers	<ul style="list-style-type: none"> • Inward migration (increasing trend) • Number of houses under construction / housing affordability improving • Number of people staying in Wellington (30-65yo) (increasing trend) • Mean individual earnings (increasing trend)



Ngā mea e ono katoa o ngā putanga ūpoko

Outcome 2: Transitioning to a Circular Economy

We aim to be regenerative by design

Why is this important?

Wellingtonians are proud of the city's achievements in biodiversity and the transition to a low carbon economy. We want to create a further step change, and by moving quickly to a circular economy the city will have a competitive advantage and attract people to live in, visit, and set up business in the city.

The proposed approach is to:

- support the transition the city's economy and businesses to a circular economy over time.
- support the Māori economy to thrive.

Our approaches

Develop a circular economy change programme

A circular economy will ensure our economic wellbeing in the future and contribute to a zero carbon and zero waste city. Wellington City Council will work with businesses and sectors to better understand and support the transition to a circular economy. Sectors with high carbon/waste footprints, such as building and manufacturing, will still need to be a priority to meet accommodation shortages, but all businesses and organisations have a part to play. For example,

improved social outcomes can be achieved through living wages and ethical purchasing, and design for affordability. Environmental outcomes can be delivered through partnerships, product design, high quality recycling, reusing materials, designing for collective use, and avoiding unnecessary use (to name a few).

Priority Actions

- Offer co-creating business sector plans and sector transition programmes for Wellington's priority business sectors (e.g.: digital technology, screen, tourism).
- Partner with mana whenua and Māori to explore a Māori worldview of managing climate change and moving to a circular economy.
- Work with central government to enable business support funding incentives for businesses committed to a circular economic model.
- Investigate and act on opportunities to change our waste management systems (e.g.: products, food, construction and demolition materials) for a circular economy.
- Ensure our procurement practices enable a zero-carbon circular economy.

Promote Wellington businesses to attract investment, spending, and tourism that delivers a circular economy

Promoting our city is important for attracting investment, tourism, and talent. Tourism and investment both bring new money into our economy and help build a stronger ecosystem for our local businesses. As the country's borders reopen, we want to encourage a new future for tourism that is sustainable, climate-friendly, and socially responsible. We also want to encourage investment in our core strengths of innovation and creativity, particularly in science and digital technology, in ways that encourage and support a circular economy approach - designing out waste and pollution.

We want to refresh our city branding so that people are excited by the Wellington proposition. We are progressive, creative, and interesting. We have a lot to share, things to do and strong values tied to creativity, innovation, as well as social and environmental outcomes.

Priority Actions

- Develop a business and investment attraction strategy and action plan.
- Evolve Wellington's placemaking storytelling to amplify examples of progressive businesses making positive change and enhance Wellington City's brand.
- Develop and deliver a plan to attract business and cultural events and visitors to our city and the new convention and exhibition centre (Tākina).

Support the Māori economy to thrive

There are opportunities to enable sustainable and meaningful career opportunities in the Māori economy and the creative sector, while also realising social and environmental outcomes,

through the way Council, its Council Controlled Organisations (CCOs) and partners undertake procurement. Businesses, central government and Council can all use their procurement processes to support Māori business aspirations, as articulated in Te Matarau a Māui. This can be achieved through actions such as breaking contracts into parts, providing opportunities for smaller enterprises to work with us; providing a 30-year plan for investment to signal the resources and capabilities required by us over the medium and long term; forming longer-term relationships with contractors to provide the certainty required to undertake investment in equipment and capability; developing relationships with local Māori businesses; hiring local; and building an ecosystem of Māori and Pasifika businesses.

Priority Actions

- Facilitate sustainable job creation in the Māori economy through our procurement strategy.
- Partner with Te Matarau a Maui and mana whenua to build capability of Māori in digital technology and enable authentic storytelling.

What success looks like

Description	Measures
Businesses, education providers, researchers, mana whenua, Council, and government agencies are working together to reduce our collective carbon footprint and eliminate waste	<ul style="list-style-type: none"> • Volume of waste diverted from landfill (tonnes) (increasing trend) • Total city greenhouse emissions per capita (tonnes) – decreasing trend • Kg of waste per person to landfill – decreasing trend
Māori economic success is supported through Te Matarau a Maui	<ul style="list-style-type: none"> • Māori economy percentage contribution to GDP (increasing trend) • Successful delivery of Te Matarau a Maui actions • Procurement Strategy target of 5% contracts with Māori businesses
Buy/love local (Businesses are supported by locals)	<ul style="list-style-type: none"> • Business survey (increasing trend) • Percentage of locals buying local (increasing trend)



Ngā mea e ono katoa o ngā putanga ūpoko

Outcome 3: A Business-Friendly City

We aim to be Aotearoa New Zealand's city partner of choice for businesses, investors and developers

Why is this important?

According to the World Bank, New Zealand is ranked number one for Ease of Doing Business.¹ With a small population and domestic market, we are reliant on exports to enhance economic prosperity. However, the distance to market requires our businesses to be highly productive and to be competitive internationally. At a city level, we can do more to attract, retain and support businesses.

Some businesses are also finding it challenging to navigate Council's services and regulations and feel like their voice isn't heard. We want Wellington to be the partner of choice for the business community because of its sustainable approaches, collaboration, reliability and forward thinking.

The proposed approach is to:

- Continue the journey to make Council's regulatory services more joined-up and easier to navigate for businesses.
- Provide leadership and champion the city to central government.
- Collaborate with city businesses, government departments and stakeholders to resolve problems (a recent example of this form of collaboration is Pōneke Promise).

- Provide more support when businesses are starting up and scaling up.
- Support businesses and organisations to improve their digital offerings to be accessible to a wide range of people and potential customers.
- Ensure we're connected – key opportunities that we will work with relevant partners on are the development of new interisland ferry terminal, further development of Wellington International Airport, improved road and rail links to the north, and high speed national and international digital connectivity.

Our approaches

Deliver business capability and support programmes

While we work to attract people into the city, we will also encourage and support businesses to explore other ways to maintain, develop or shift their business models – supporting them to develop and grow, creating more jobs. Ultimately, we want businesses to have the confidence and support they need to start-up, change-up, and scale-up and to generally thrive. This is particularly important for our small businesses, which make up 69% of Wellington's

businesses (higher than the national rate of 63%). Small businesses are often overlooked in government contracting – we can provide an advocacy role to support change in government practices. We have recently been promoting 'buy local' and reviewed our Trading in Public Places bylaw.

Priority Actions

- Investigate new and innovative ways to support local businesses with strong growth potential.
- Work proactively with Central Government to amplify business support and research and development (R&D) programmes.
- Consider how we support smaller businesses to build capability and connect with each other and to the circular economy.

Re-design regulatory services for customers

To be a more effective regulator, we will be more responsive by putting the clients at the centre of whatever we do. We will continue to grow our business-friendly culture and endeavour to understand businesses' ambitions, pressures, and pain points, so we can provide the types of support that will enable them to deliver the outcomes we all strive for. We will act with transparency

¹ <https://www.doingbusiness.org/en/rankings>

and accountability, so businesses can have confidence in our decision-making, and understand how and where they can invest in future. In doing this, we also need to consider the needs of the wider community – which are often affected by the aspirations of business and development activity. Council needs to make good judgments related to these potential conflicts.

We will reduce 'red tape' as far as possible to expand the 'one stop shop' regulatory function in the years ahead to support businesses. We will explore a case management approach to support the delivery of positive outcomes for businesses and the Council. We have some great examples that provide us with a competitive advantage, such as Wellington's easy permit process for access to filming locations. Wellington is a playground for filmmakers, and we want to ensure this remains a key feature of our city. We will continue to connect with WellingtonNZ when dealing with screen businesses for better outcomes, and to facilitate information sharing and engagement.

Priority Actions:

- Co-design services with relevant and diverse business communities, including consideration of Case Management and the One-Stop Shop.
- Streamline business-targeted Council processes.

Strengthen existing Sister-City relationships

Sister-City relationships were extensively developed after the Second World War with the objective of creating positive international people to people relationships. They are also an opportunity for building international friendships, relationships and trade opportunities. In some markets in particular Mayors can open doors for business and educational opportunities.

Sister City relationships are established through Council and involve our education, business, and cultural communities, and connections with Embassies and High Commissions. We invest time in face-to-face relationships and have had online meetings during the Covid-19 border closure period. We continue to encourage

and enable cultural, educational, sporting, and art exchanges to build positive friendships. We have regular civic engagements with our Sister-Cities to exchange knowledge and promote trade. Our Sister-Cities are Beijing (China), Sakai (Japan), Sydney (Australia), Xiamen (China), and Canberra (Australia). We also have historic Sister-City relationships with Harrogate, Hania and Chanakkale and a Friendly-City relationship with Tianjin. We are also building upon our Friendly-City status with Seoul (Korea). Our aspiration is to deepen these relationships so that they are not merely City to City but people to people. We also aspire to build constructive relationships with Wellingtonians abroad.

Priority Actions

- Foster our relationship with Seoul to build trade partnership in the creative tech, film and gaming sectors.
- Review the International Relations Strategy to establish clear goals for our international relationships.
- Collaborate and share knowledge related to relevant issues such as Covid-19 response and developing a circular economy.

What success looks like

Description	Measures
Wellington's economy is productive	<ul style="list-style-type: none"> Gross Domestic Product (GDP) per capita - (increasing trend)
Start up and Scale Up businesses are well supported	<ul style="list-style-type: none"> Business perception survey - improving trend
Reliability of core infrastructure (water supply, energy supply, transport) supports business productivity	<ul style="list-style-type: none"> Water supply interruptions Time it takes to travel across the city - decreasing trend Business perception survey - improving trend
Business satisfaction with core council services (including regulatory services)	<ul style="list-style-type: none"> Business perception survey - improving trend
Good user experience (including accessibility) is baked into digital platforms	<ul style="list-style-type: none"> TBC
A business-friendly city that results in a stronger economy that leads to higher quality of life for residents	<ul style="list-style-type: none"> Average household income - increasing trend Residents' perception of their quality of life (increasing trend)





Ngā mea e ono katoa o ngā putanga ūpoko

Outcome 4: Centre of creativity and digital innovation

We aim to be Aotearoa New Zealand's centre for creativity and innovation

Why is this important?

Wellington is the heart of New Zealand's creative economy, with many internationally recognised individuals and businesses in sectors such as digital technology, film and screen, health and medicine, financial services, science, and online professional services. The city combines creativity and technology to solve local, national, and global problems. By playing to this strength, Wellington is well positioned to enable game changing opportunities in many sectors, and to utilise this knowledge to create more empathetic, responsive environments.

In general, there is a need for Council to better understand the digital sector and all its unique subsets (e.g., IT consultancy, Advanced Materials Manufacturing, Intellectual Property generation, Software as a Service, Gaming, and Screen). Based on a better understanding, we can better target our support, share success stories, facilitate collaboration amongst creative and talented people, work to attract more local and international investment, and support export and commercialisation efforts.

The proposed approach is to:

- Cement Wellington as the place to be for creativity and innovation
- Support the growth of Wellington's screen sector
- Support Wellington to be New Zealand's hub for digital sectors
- Create spaces that enable local innovators to amplify their message.

Our approaches

Establish Wellington as centre of excellence for digital technology services

We want Wellington to be a place that combines creativity and technology to solve our city's complex problems. Council, businesses and communities can creatively work together to solve complex problems. Council's 'Digital Twin City' is a powerful open-source computer tool which will progressively allow anyone to visualise our city, and proposed and potential changes notably in transport, urban development, city safety, and responding to climate change. Wellington has gained recognition as one of 15 cities worldwide which have won the Global Bloomberg Mayors Challenge, for designing the

boldest and most ambitious urban innovations that address current issues including economic recovery and growth, health and wellbeing, climate and environment, and gender and equality.

This investment contributes to the creation of better street environments and city spaces through better community engagement in the planning of our city. In turn, this will help the city and its communities to transition through the disruptions caused by technologies such as autonomous vehicles, new manufacturing technologies and a changing climate. We will drive innovative solutions through smart technology by partnering with businesses, including through Creative HQ and Wellington NZ.

We have over 100 amazing Digital and Tech companies which generally start out very small. They have been internationally successful in many sub-sectors such as gaming, medical tech, FinTech, and business technology. They often grow quickly when their innovations land successfully. Subsequently, they are required to compete internationally for specialist expertise. They need support to establish, commercialise

products and services, and access capital to successfully move to the next phase in their development. Council can act as a facilitator through targeted programmes to provide the connections required to scale up. Wellington City Council currently supports companies to incubate, accelerate and grow via Creative HQ and WellingtonNZ and there is work being done to create an IT hub.

Priority Actions

- Broaden the reach of targeted programmes to support emerging digital tech companies to scale up.
- Explore opportunities for science and innovation to co-locate and commercialise their research.
- Research the benefits and opportunities of sector hubs and shared services models.
- Advocate to central government for tax incentives that ensure our city is competitive in the global film and gaming markets.

Support our Screen Sector

We are a UNESCO City of Film. We are home to Weta Workshops, Wingnut and Park Road Post. Lane St Studios and Avalon are in the Hutt Valley. Victoria and Massey Universities, Whitireia Welltec, and Yoobee all deliver tertiary education in film. The screen sector has significant opportunities to further develop beyond being a service provider for large incoming projects. While we do need to attract those large companies, who procure the services created in Wellington, we are also a fantastic filming location because of the

variety of scenery and urban environments available in close proximity. Our big opportunity is for intellectual property (IP) and content – to explore the convergence between film, TV, game and interactive development. We will need to find appropriate ways to support the screen sector, including the rapidly growing gaming sector, to overcome the challenges of skills shortage. This may include better equipping people to enter the sector, improving employment conditions, and facilitating partnerships to enable authentic storytelling. These opportunities include location specific storytelling through apps. We have already developed a Wellington Screen Strategy, and robust Wellington Regional Screen Protocols.

Priority Actions

- Support Screen Wellington to deliver on the Screen Strategy and build sector partnerships and work programmes.
- Partner with mana whenua and Te Matarau a Maui to identify opportunities for Māori to increase their skills and capability in the film and screen sector.

Modernise our city venues

Our city venues have typically been used for business conventions, sports events, and cultural activities. A new convention and exhibition centre (Tākina) is currently being built and will open in 2023, which will provide a purpose-built venue for our business conventions. Our venues are in good locations well serviced

by public transport, but they lack integration with their surroundings and in some cases have more than one purpose. Limited foyer space, food and beverage vendors, and amenities, as well as outdated services systems, are common issues. The venues need updating to meet the needs of prospective event organisers. Much of this work is well underway. The St James Theatre will reopen this year and the Town Hall in late 2023 or early 2024. For remaining relevant venues achieving this will involve establishing a clear pathway forward for each venue, that enables a variety of interesting and sustainable events to take place across the city's venues network. A great example is bringing the National Music Centre to Te Ngākau Civic Square as part of the civic centre redevelopment and moving Council back into the Municipal Building. We already have a Major Events Strategy² and a Venues Refurbishment proposal. We have also reviewed our city venues to clarify their purpose and increase their use, and are now developing an investment plan for our city venues. This will support enhancing the vibrancy of the City's entertainment precinct.

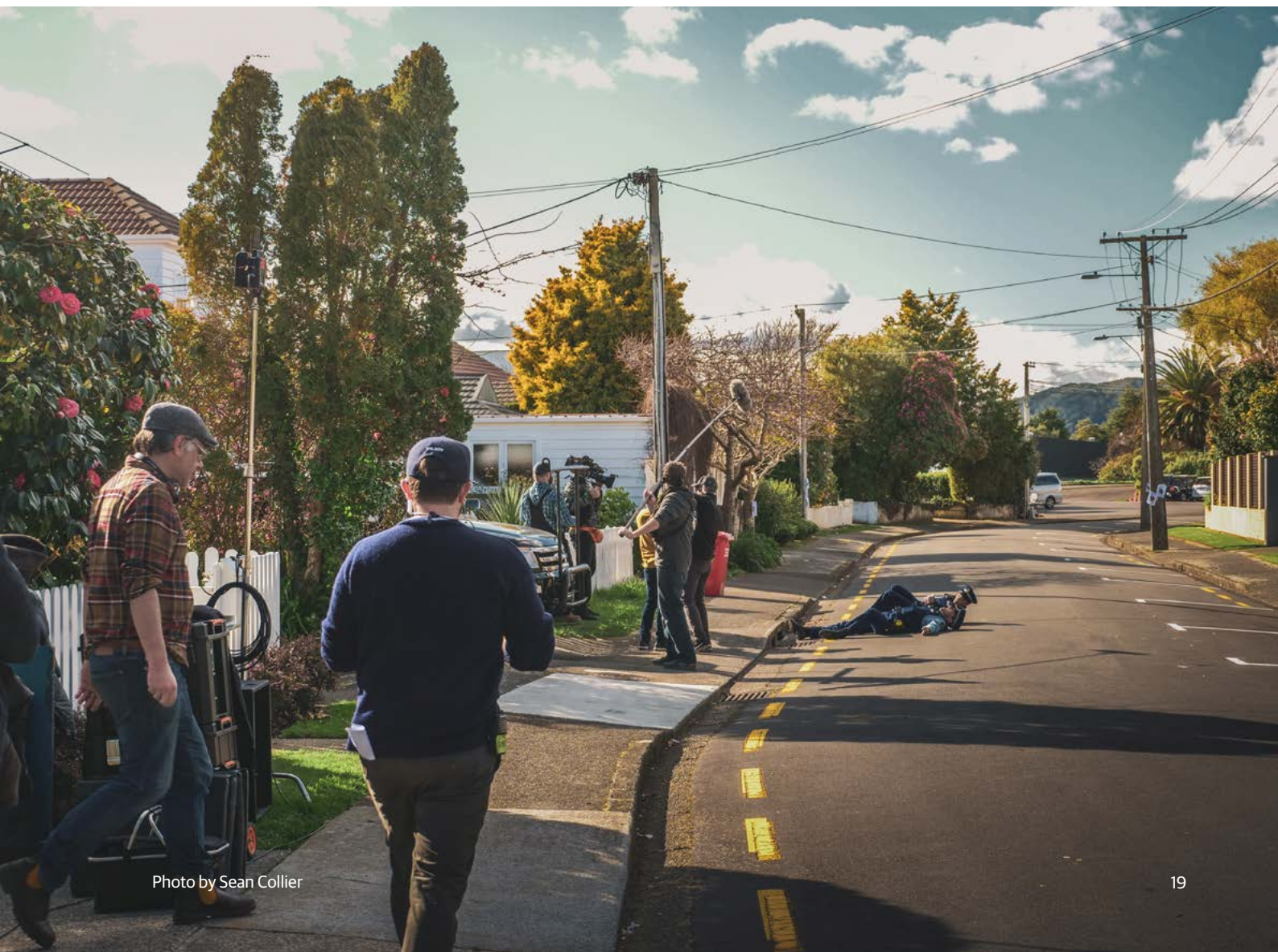
Significant private investment is also occurring, particularly in new mixed-used commercial and accommodation developments. But there are still gaps that need to be filled, including business-orientated co-working, incubation, shared-services and ideation spaces.

Priority Actions

- Redevelop the Opera House into a flexible, modernised venue to service identified gaps in our offerings.
- Explore opportunities for the TSB Arena to make sure the Arena can serve as the City's large multi-purpose entertainment and sports venue.

What success looks like

Description	Measures
Wellington City is cemented as the place to be for Creativity and Innovation	<ul style="list-style-type: none"> • Number of people employed in creative sectors – (increasing trend) • Number of people employed in ICT jobs
Wellington City is cemented as the place to be for Creativity and Innovation	<ul style="list-style-type: none"> • Number of people employed in gaming and film (increasing trend)



Ngā mea e ono katoa o ngā putanga ūpoko

Outcome 5: Celebrate our Capital City status

We aim to raise the profile of our Capital City

Why is this important?

Wellington has been New Zealand's capital since 1865. Wellington is the home of political decision-making, the place of big conversations, and a place where New Zealand meets the world, with more than 50 ambassadors, high commissioners and consular generals locating here to represent their nations. Traditions of protest, ceremony and the realities of administration have all shaped how the city has grown over the past 150 years. This government footprint gives the city a unique relationship with New Zealanders in that we are the city where New Zealander is represented, and every international visitor can explore the stories of Aotearoa New Zealand. This is now a national objective with the development of a compulsory national history curriculum.

This relationship can be seen in the taonga and memories that are kept in the archives, museums, and parliament buildings. There are significant opportunities to make more of our Capital City status and heritage, and for Council to partner with our national cultural heritage institutions including the National Archives, Te Papa, Ngā

Taonga Sound & Vision, National Library and Pukeahu National War Memorial Park, and Parliament to encourage visitors and enhance learning experiences. It is important that Council develops a close and lasting partnership with Government to facilitate enhancing the Capital City concept.

- The proposed approach is to pursue opportunities within the city to better tell the story of New Zealand, as many anchor points of New Zealand's history that took place here in Wellington.
- Leverage being the home of Government.

Our approaches

Celebrate our Capital City identity

We are the place of big conversations and the keeper of the nation's treasures - this relationship can be seen in the taonga and memories that are kept in the archives, museums, and parliament buildings. We are also home to an extensive range of nationally and sometimes internationally significant local treasures: Katherine Mansfield Birthplace, Zealandia (world leading fenced eco-sanctuary), Ōtari Wilton's Bush National Plant Museum, Weta

Workshops, Wellington Museum, Cable Car and Carter Observatory, and Cricket Museum. There are opportunities for Council to partner with mana whenua and our national and local cultural heritage institutions to attract visitors and enhance learning experiences. Much conversation has been had in this space - the introduction of Tākina to showcase local stories, and connecting with Te Aro Pa, Te Wharewaka, the waterfront and other cultural sites and locations will strengthen our capital credentials by tying these experiences together into a coherent story.

We want to promote and celebrate Wellington as the Capital of one of the world's oldest and most successful national democracies. We have recently applied for UNESCO world heritage status for the Parliamentary precinct as the venue for world-leading social legislation. With the inclusion of national history within the compulsory school curriculum the case for adopting the Australian education model which aspires to have every child visit the Capital as part of their school learning becomes even stronger.

Wellington has also been very progressive in Rainbow / Queer inclusivity. We should consider how we can better celebrate our city as a Rainbow Capital and continue to attract rainbow communities to Wellington.

Priority Actions

- Partner with mana whenua, heritage bodies, government institutions and the creative sector to make our Capital identity stories more accessible.
- Leverage the reputation of our public sector to generate growth opportunities for businesses, events, and education.
- Work with Queer and Rainbow organisations to share stories and provide platforms to enable visibility.

Leverage being the home of Government

More than 30 government departments, the Governor-General, high-level courts, other national institutions and 50 embassies call our city home. This creates employment opportunities for residents, attracts talent and helps local businesses to connect with international opportunities. It has also made Wellington into a place with a progressive mindset, having been the stage for protest, reform and positive change.

Being home to Government also brings global interest to Wellington, for businesses and organisations wanting to work with New Zealand. It attracts thinkers and researchers and makes Wellington an ideal

stage to host international forums, conferences and events that link back to being the centre of government.

Priority Actions

- Leverage our proximity to central government to influence decision-making.
- Explore Capital city tourism opportunities.
- Market Wellington's reputation as the home of New Zealand's transparent, ethical, and democratic public service, and identify opportunities to celebrate our government talent.

What success looks like

Description	Measures
Our identities and stories engage the world and give us unique and authentic experiences that enables a well-connected and celebrated capital and enhanced sense of national and local pride	<ul style="list-style-type: none"> • Successful delivery of proposed actions • Pride in the look and feel of the city (increasing trend)



Ngā mea e ono katoa o ngā putanga ūpoko

Outcome 6: A dynamic city heart and thriving suburban centres

We aim to be a compact city with a dynamic CBD and thriving suburban centres that are economically productive.

Why is this important?

A compact city contributes to a more inclusive and vibrant city where people can access quality jobs, housing, education, food, health and social care, and recreation.

The economic activity in Wellington city provides 64% of the region's GDP. The Central City (or CBD) contributes almost half of that (48%), showing the central city's importance to the city and region's economies.

Vibrancy matters too, to keep people interested and active in the city by day and by night. This in turn keeps businesses thriving and confident to invest and do more.

We are nearly two years into the global Covid-19 pandemic, and uncertainty remains around mandated restrictions regarding how people can live, work and travel. The reduced footfall in the CBD driven by an increase in people working from home is affecting many businesses, while others have flourished in the online world. Suburban centres have benefited from the shift, which currently appears to be stabilising at around two days working from

home per week for many people. It is important to ensure we have programmes and activities that encourage people into our CBD area to revitalise the city, and to assist businesses in the recovery.

The proposed approach is to:

- Enhancing the central city and make it more vibrant to give people a reason to come out and play.
- Support opportunities for participation in festivals and events, and cultural experiences.
- Celebrate our creative culture, Te tAo Māori and Te Reo Māori.

Our approaches

Actively create experience precincts

We want to work with businesses and building owners to identify and develop a range of experiences for locals and visitors by day and night. This is an opportunity to create precincts that enable our local cultures to shine, through entertainment, events, festivals and hospitality. We will continue to invest in major events for the city as well as supporting local entertainment options. We will enable opportunities to transform spaces to outdoor dining and

places people want to be in and feel safe walking through. We also have a Destination Management Plan which seeks to use the investment in Takina to revitalise Courtenay Place and create destination precincts.

Priority Actions

- Develop central city and suburban centre regeneration plans, including exploring an entertainment, artisan and retail experience precincts.
- Ensure we continue a year-round events programme that consistently supports visitation, vibrancy and spend to our city, including local events to support the viability of careers for people in the arts and culture sector.
- Investigate building/creating a weather resilient space for local farmers/artisan markets.
- Explore opportunities to activate empty buildings and shop fronts.

Celebrate our creative culture, Te Ao Māori and Te Reo Māori

We are inclusive of diverse personalities, abilities and ethnicities and support people to be themselves and to share their cultures. We want to enable our diverse cultures and subcultures

to thrive, by supporting their traditions and celebrating their history. Activating places and spaces through art, education and authentic storytelling, and increasing the opportunities for celebrating our creativity and diversity are important for creating a vibrant and inclusive place to live and for providing the ecosystem for our creative economies to thrive. We will lift the presence of

mana whenua and Māori in our city by creating places and spaces that tell authentic local and national stories in creative ways. This could be through artwork, landmarks, digital technology, narratives and using our civic infrastructure. This will be delivered through Aho Tini - our Arts, Culture and Creativity Strategy, as well as our place making projects and our Storytelling and Heritage

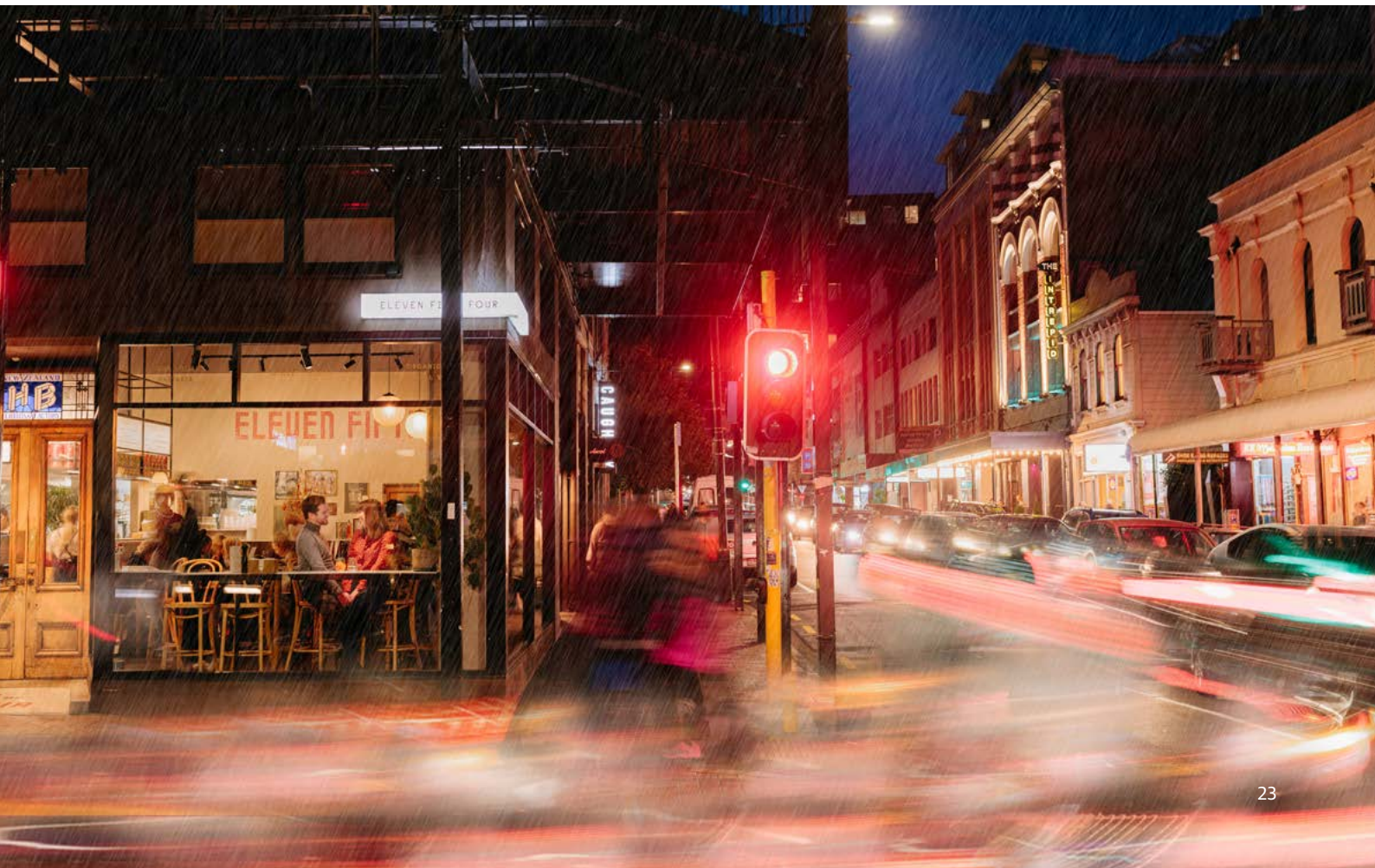
Strategies which currently under development.

Priority Actions

- Collaborate with mana whenua and creatives to identify and activate spaces through Te Ao Māori and Te Reo, including Tākina, Te Ngākau Civic Square and Te Aro Pa.

What success looks like

Description	Measures
Our central city and suburban centres are vibrant and dynamic	<ul style="list-style-type: none"> • Safety in the city (increasing trend) • CBD lively and attractive (increasing trend) • Local Suburb attributes (increasing trend)
We have a diverse range of things to see and do	<ul style="list-style-type: none"> • Wellington has a culturally rich and diverse arts scene • Wellington is the events capital of New Zealand
A rejuvenated economy and community	<ul style="list-style-type: none"> • Survival rate of businesses (increasing trend) • Retail activity • Business Confidence (increasing trend)



Ngā whakaaweawe hira

Critical influences

While the six outcomes in the previous section are key areas of focus for the Economic Wellbeing Strategy, it is important to recognise critical influences that there are essential foundations for economic success in cities – things like reliable infrastructure, safety, the ability to live a high quality of life and housing.

These areas are important to the success of the Economic Well-being Strategy and are being progressed through other Council strategies and

plans. They are noted here, as many of the aspects were raised by businesses in pre-engagement and are therefore noted for completion's sake.



He tāone nohonga pai

A liveable city

We aim to be a city that values and cares for the environment and our people.

Why is this important?

A liveable city means the city has good quality infrastructure, it is safe, people have the ability to live a high quality of life, there are equal opportunities for quality jobs, housing, education, food, health and social care, and recreation. A high quality of life also attracts students, migrants and businesses.

What Council is doing Placemaking and Third spaces

Suburban co-working spaces, relaxation and quiet spaces and thriving entertainment venues are essential for supporting liveability. Completing the Te Ngākau Civic Centre redevelopment including Te Matapihi the Central Library, Town Hall and, the new Michael Fowler Centre carpark building, and activating the square by creating great people spaces and programmes are important ways to do this. Te Matapihi's redevelopment will make it an even more valued resting, learning and working base.

'Activation' involves reallocation of city spaces to encourage people to make more use of them, so they feel more at home in the city. This can include more trees and green areas, cafe and restaurant seating, street markets or community activities. Activating and modernising the use of community spaces (such as libraries and community centres)

will support our communities to connect and enable creative enterprise. Reopening other buildings including St James Theatre, Molly Malones, and Reading Cinema will not only activate those spaces but also make Wellington more vibrant and enhance city safety as part of the Pōneke Promise partnership. Green spaces and other outdoor spaces can be developed or enhanced so that people can connect with nature within the city. Each place has its own identity and stimulates people. In our role as a place maker, we are developing plans for increased central city living and more vibrant, low traffic streets. This is a common approach for cities wanting to improve access for all, walkability, air quality and tourism, and this is also good for business.

Our bike network plan, green network plan, Children and Young People Strategy, and Social Wellbeing Framework, Civic centre rebuilds, and Let's Get Wellington Moving will all contribute to the placemaking needed to create social spaces.

It is also important that we continue our great city safety work through Pōneke Promise to improve people's sense of safety and their experiences of the city.

Enable our community to achieve aspirations for nature

Wellington is one of the only cities in the world that has a regenerating native bird populations and other species such as lizards and insects - native birds are thriving beyond the boundary of protected areas. Zealandia, Wellington Zoo, Ōtari-Wilton's Bush and local trails enable people to enjoy our native bird life and forests. As a key pillar of our city identity, we want to build on this, enhancing access for all ages and abilities.

The proximity of our tracks is a unique selling point for living in Wellington and provides an opportunity to attract more visitors. However, there are gaps in the levels of difficulty and information about the tracks is sometimes hard to find. We have a trails website that provides useful information about the trails, including entry and exit points, time required, toilet availability and opportunities for ice creams or drinks nearby - wellingtonregionaltrails.com - which needs to be promoted more. Through our Destination Management Plan, we have also identified the need to for better wayfinding and public transport to connect with our existing trail network.

As the city intensifies it is essential to retain as much street and garden vegetation as possible (for humans and wildlife) - which is often the

first casualty of development and necessary in some areas to support bird corridors between larger public areas. It's also important that our community and businesses are strongly engaged in biodiversity projects in their catchment areas.

This can be delivered through our Regional Trails Framework, Our Natural Capital Biodiversity Strategy, Open Spaces Strategy, completing the Green Belt Network and work programmes such as Predator Free Wellington and the reintroduction native species such as kiwi. We can also encourage greater community involvement in restoration and predator control programmes.

Embed accessibility and inclusion practices in infrastructure and services

Accessibility and inclusion are important to ensure equal access to participation in social and economic activities. We need our streets to have tactile pavers and smooth kerb crossings to facilitate safe crossing for disabled, elderly pedestrians and people using pushchairs. Footpaths need to be kept clear and wide. We should also advocate for free or low-cost public transport for students and the disability sector (a critical human rights issue to enable equal access to services and jobs³). Bathrooms need to support inclusion by offering accessible, family-friendly and complex needs changing places and gender-neutral facilities.

Digital inclusion and accessibility are also important to ensure no one is left behind. These are all important for enabling people to successfully participate in social and economic activities, and are included in our Accessible Wellington Action Plan, to be delivered through facilities and infrastructure upgrade projects.

Deliver on Councils' Housing Action Plan to increase supply and improve quality

Housing quality and supply requires an equitable and inclusive approach. When people's housing needs are met, they can fully participate in social and economic activity. We have a vision of 'all Wellingtonians are well housed', where all residents in Wellington can live in good quality homes that meet their needs and they can afford (refer Housing Strategy⁴).

Housing supply is being enabled through the Spatial Plan, District Plan, and our Housing Strategy, and will be enabled through the Let's Get Wellington Moving (LGWM) programme. This is a significant opportunity to deliver the right housing in the right locations, whilst minimising the negative effects of growth on our environment. The private sector provides most of the housing supply, and we must develop new approaches to raising the quality of our existing housing stock and increasing the supply of affordable housing - particularly for essential

workers in our health, education and service sectors and talent that supports local companies to thrive. We want to encourage safe, well-built apartments and stable housing for different community groups - encouraging universal design that improves accessibility. Co-housing and collective housing are potential opportunities for more inclusive affordable housing, and development of smaller retirement appropriate housing will free up housing space. Council has already opened the first of a targeted 1000 apartment conversions through our Te Kāinga Affordable Rental Programme.

More consideration and partnerships are needed to provide accommodation for other low wage workers and students. To accelerate this, we may need to investigate establishing a delivery entity for urban development and LGWM, and potentially a partnership with tertiary education providers.

³ <https://communitylaw.org.nz/community-law-manual/chapter-17-disability-rights/access-to-shops-transport-and-other-services/access-to-transport/>

⁴ Housing Strategy - Our 10-Year Plan (wellington.govt.nz)

He tāone kua whakahōungia, ā, e whakapaipai tonu ana

A revitalised and regenerating city

We aim to deliver a built environment that is safe, attractive, resilient, enabling, and climate and environmentally friendly

Why is this important?

Wellington City suffered in the Kaikōura earthquake of November 2016 when many multi-story buildings were damaged. Other buildings' seismic resilience was professionally reviewed because of the Kaikōura earthquake, and resulted in the need for repair, strengthening or demolition. Many of Council's own buildings are also earthquake prone and are being strengthened. At the same time the city's underground infrastructure requires significant investment to support growth and provide security of supply, and we need to invest in an efficient, accessible, and low carbon transport system that is fit for the future.

Cities are never finished and continue to evolve over time. We're going through a significant transition period, which needs to be managed well.

What Council is doing

Invest in the regeneration and activation of empty buildings

As previously outlined, we are rebuilding and strengthening our civic buildings such as the St James Theatre, Town Hall, and Central Library. Planning is advancing for the redevelopment and rejuvenation of the rest of Te Ngākau Civic Square. Our new convention and exhibition conference centre, Tākina, will open in 2023 and private business and building owners are also investing. We also want to work with businesses and building owners to rebuild and activate earthquake-damaged and earthquake-prone buildings and help remove barriers. Once the buildings are opened, we want to see them occupied and well-used

We also want to take the opportunity to deliver Zero-carbon and Zero-waste outcomes including meeting passive heating as part of the building process as per our Te Atakura strategy. Council venues and developments principles already specify that we do this. Tākina has been awarded 5 Star Green Building certification and we want to encourage other building developments to achieve green building status as well.

Invest in future fit transport, waste and water systems

The Council is in the process of planning and delivering significant programmes of work to enable the city to support our people now and in the future by ensuring a compact, resilient, vibrant, and greener Wellington city to live, work and play.

We will reclaim streets for people by pedestrianising some streets, providing safe cycling facilities, enabling efficient public transport that connects locals and visitors, and reducing central city traffic. We will balance the loss of parking by maximising existing parking availability - this means ensuring we use the right communication channels, and maximise the use of remaining parking spaces, recognising that some business types will continue to need delivery vehicles, and customer parking. Spatial planning to accommodate different activities will be crucial. Wayfinding to help visitors and locals to find their way around is also important for a stress-free experience of our city. Options to support a great transport experience can be delivered through our transport programmes, Bike Network Plan, LGWM, Green Network Plan and partnering with operators of off-street parking facilities.

Our capital works programme is driving climate and ecological emergency response outcomes. This investment will support higher density living; reliable, accessible, zero carbon transport networks; and resilient and reliable water services. We also need to consider how we can invest in better waste management systems to support a circular economy. Council is developing a Waste Minimisation Strategy and already supports many organisations and businesses to reduce waste, including the Sustainability Trust, Kaibosh, Kaicycle, Second Treasures, the Formary and the recycling system. Centreport has taken the lead in reprocessing and reusing demolition materials following the Kaikoura earthquake.

Minimise the disruption of major capital works

To minimise business disruption and uncertainty, we will ensure that planned capital works are well-coordinated to prevent multiple disruptions. We will ensure engagement with business owners is early, regular, two-way and provides clarity regarding anticipated changes, impacts, and the timing of infrastructure delivery. We are investing in Digital Twin capability to enable collaboration for better services and coordination of capital works.

Through the capital works programmes we will:

- Coordinate implementation and efficient sequencing of infrastructure delivery.
- Build and maintain relationships with impacted businesses and providing regular two-way communication.
- Ensure contract arrangements and resource consent conditions minimise disruption, both on-site and in surrounding areas.
- Proactively engage with impacted businesses, learn from the experiences Auckland City Rail and Sydney CBD Trams construction and provide suitable temporary support for impacted businesses.
- Identify how to manage and communicate parking options for private vehicles and bicycles by identifying, procuring and implementing Smart Parking technologies.



