



Goal 1

People are connected, empowered and feel part of a community

Our connections in the community provide us with informal support and shared resources, such as locally grown food, car pooling options, and opportunities to socialise. As our city grows and our systems are stretched, people in communities that are cohesive and empowered will be better able to support each other through disasters, as well as thrive in the face of everyday challenges.

Programme 1.1 **Everyone thrives** **p. 42**

We will enable all Wellingtonians to have an opportunity to enhance wellbeing for themselves and their communities.

Programme 1.2 **Community resilience** **p. 48**

We will build on existing strengths to develop innovative programmes that connect and empower communities to improve their wellbeing.

Programme 1.3 **Economic resilience** **p. 56**

We will support our business community to improve preparedness and strengthen our economic activity.



Programme 1.1

Everyone thrives

We will enable all Wellingtonians to have an opportunity to enhance wellbeing for themselves and their communities.

While most Wellingtonians have high levels of education and income, there are pockets of severe deprivation with high support needs and more limited access to services. Māori, Pasifika and refugee populations are over-represented in these areas. We are also not comfortable with the number of people living rough on our streets in recent years.

This sort of inequality can be a self-fulfilling cycle that entrenches existing disadvantage. Due to increasing pressures on housing affordability, people on lower incomes often have to settle for cold and damp housing in areas with limited access to public transport and other essential services. These factors can contribute to poorer health, reinforcing existing economic

deprivation and social isolation through reduced ability to work, and lower capacity to be prepared for disruptive events.

Wellington's population is also ageing - by 2030 the number of people over 65 will double. This will place increased pressure on our healthcare system and aged care support services, and there will be a smaller percentage of working aged people to fund these services through taxes. We need to reassess how our infrastructure, including housing and our transport system, supports the needs of older residents. Employers will need to prepare for a higher percentage of older workers. Wellington's ethnic mix and skills pool are also changing but we have even less information on that.

Wellington is in an area prone to a range of acute shocks. Our essential services are vulnerable to disruption, meaning that Wellingtonians need to take greater responsibility for their preparedness and ability to ensure their basic needs are met. At present, many Wellingtonians may be unable to access household items and services that can improve their resilience. Some may not be able to afford them, while others may not have access to them due to lack of awareness, physical isolation, or language barriers.

1980

2011

Between 1980 and 2011, New Zealand was in the top five OECD countries in terms of income inequality, with the increasing divide believed to be a significant handbrake on overall economic growth; nationally, income inequality is estimated to have reduced economic growth by almost 15 percent over the last 20 years.

(OECD, 2014)

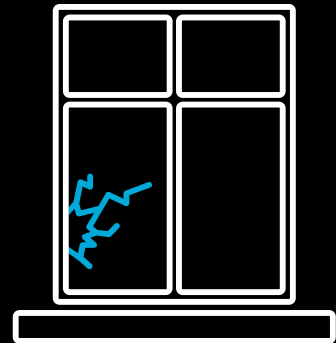


Māori and Pasifika were twice as likely as others to be admitted to hospital for an avoidable condition in the Hutt Valley DHB area, with Māori 70 percent more likely in the Central and Coast DHB area (which takes in Wellington City, Porirua, Tawa and the Kāpiti Coast).

(CCDHB, 2015)

29 percent of Māori and almost half of Pasifika were living in the most deprived neighbourhoods.

(CCDHB, 2015)



1

Improve access to household resilience items

Lead

WCC and WREMO

Scaling up existing regional project

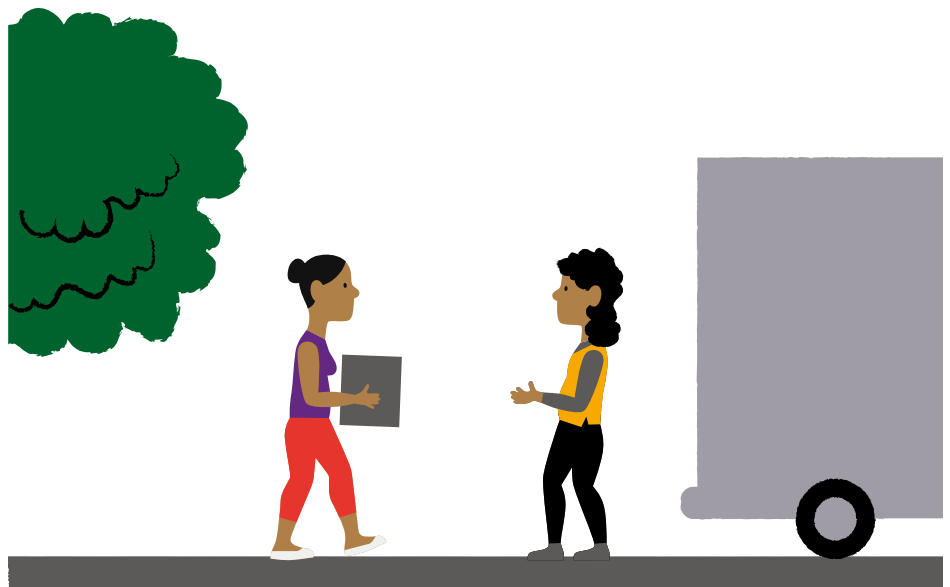
We will improve access to household items that enhance preparedness and recovery, ensuring that all Wellingtonians can survive in their own home for at least the first 7 days after a major shock event.

Action

This project will promote and scale up existing education programmes, services and products such as household water tanks, items for urban agriculture and Grab&Go bags. In addition, we will explore partnership opportunities with the private sector around new, affordable products that improve personal preparedness for shock events and improve day-to-day wellbeing, such as home kits to secure house foundations, and partnerships with nurseries to supply fruit trees and other produce that can be grown at home. The project will also investigate how to reduce cost barriers to access these products through subsidisation and private sector involvement. Other barriers will be considered too - we will partner with local trusted networks (for example, community groups and elders) to broaden the reach into more communities.

Resilience co-benefits

This project will build the capacity of vulnerable Wellingtonians to support themselves in the event of a shock (Project 18). Resilience resources will increase community confidence and also benefit Wellingtonians outside times of shock, improving social cohesiveness and reducing inequality (Project 4).



2

Prepare for an ageing population

Lead

WCC

New Wellington City project

We will plan our transport, housing, health system and social spaces to enable our ageing population to fully participate and contribute to the economic and social life of our city.

Key partners

WREMO, Universities, Office for Seniors

Action

The Council will host a symposium to discuss and share existing local efforts and international best practice in approaches to catering for ageing populations. It will bring together people from a wide range of backgrounds including senior and youth associations, health sector, sport and aged care industry, as well as architects, transport and urban planners. Topics will include examples from other 100RC cities and the WHO Global Network of Age Friendly Cities and Communities.

The symposium will be followed by a research project and spatial mapping of existing services for seniors and a loneliness index. The project will provide recommendations for changes required to prepare for a larger aged population. A multiagency steering group is proposed to oversee the project.

Resilience co-benefits

As a result of this project, our aged population will, over time, have access to more suitable housing, mobility options and healthcare. The project will focus on enabling this growing subset of our community to contribute actively to the economic (Projects 8, 10) and social life (Projects 4, 5) of our city, thus generating benefits for us all. Applying universal design principles will make our housing and open spaces more flexible and inclusive (Project 20). This will also ensure seniors are able to cope in an emergency as well as to provide support for others.



By better integrating seniors into society we will enhance their ability to cope in an emergency as well as provide support for others.



Bristol

Inspiration from the 100RC Network - Homes4Bristol

Rather than searching for the elusive ‘silver bullet’ solution to homelessness, Bristol has settled on a mature and realistic mix of approaches to combat what is invariably a complex problem.

Bristol is building on already successful programmes (such as better use of otherwise empty homes) to combat homelessness.

The city is now investing in early intervention and better co-ordinated social services to prevent homelessness in the first place, with a particular focus on youth. At the same time, Bristol deals assertively with the existing problem. This is supported by analysis that reinforces co-benefits to healthcare and other policy areas if homelessness can be prevented in the first place. There is further focus on making it easy for people to move on as soon as they are ready, and to prevent repeat homelessness.

Wellington will continue to look to Bristol and other parts of the 100RC network to combat homelessness.

3

Reduce homelessness

Lead

WCC

Scaling up existing city project

We will reduce street homelessness in Wellington and integrate the most vulnerable people into society by enabling access to housing and partnering with health, social services and other support agencies.

Key partners

Housing New Zealand, Te Whakamura Ai te Ahi

Action

Te Mahana is a community driven strategy to reduce homelessness in Wellington. Given that Māori are over-represented in those experiencing homelessness, the strategy has been built with strong Māori input, providing a cultural perspective on homelessness, which is essential to changing outcomes for Māori in this area.

The work of Resilient Wellington has identified that the additional success of this strategy will require greater investment and focus. The programme will be expanded so that frontline staff can work one-on-one with homeless people - this project will provide funding and training for these staff.

Resilience co-benefits

As well as building greater awareness of the challenge posed by homelessness in Wellington, this project will give more of our citizens a chance to be self-sufficient and an opportunity to contribute meaningfully to our communities (Projects 4, 10, 18).



Preventing homelessness should start with looking after our mental health.

Programme 1.2

Community resilience

We will build on existing strengths to develop innovative programmes that connect and empower communities to improve their wellbeing.

Resilient cities are integrated and resourceful. They harness connections between systems and institutions to generate multiple benefits, seeking better ways to use existing resources. At the core of these principles is sharing - something most Wellingtonians do regularly. We have a number of start-ups related to car sharing and communal gardens, and we have realised the benefits of shared spaces for innovative thinking through initiatives such as the BizDojo community space and Urban Agriculture programme.

This idea of sharing is nothing new to Māori, for whom manaakitanga² and papakāinga³ are traditional values. These values came to the fore in the response and recovery phases of the Canterbury earthquakes. Marae

facilities around the country, including Wellington, were opened up to the whole community for accommodation, catering and support. Māori communities were among the hardest hit by the earthquakes, and marae became a central hub for the Māori response and recovery.

Following the earthquakes, the marae network wasn't just about buildings and facilities. It was as much about leadership and governance - leaders with the autonomy to act quickly within an existing chain of command. These same attributes will be critical in addressing Wellington's next major shock and chronic stresses.

Wellington's changing size and demographics require us to think differently about how we design and use

our urban areas and common spaces. A key part of this will be multi-purpose places that enable safe gathering during or immediately after a shock, drive social connections and innovation every day, and provide a location for shared and distributed infrastructure. If these spaces are to meet the needs of our communities, we'll need to forge meaningful partnerships to understand their diverse and evolving needs, ensuring they are actively involved in decisions around new spaces and infrastructure. While neighbourhoods will always be important, it's also about engaging with communities of interest, as well as virtual communities who connect online.

2 Hospitality, kindness, generosity, support - the process of showing respect, generosity and care for others

3 Original home, home base, village, communal Māori land

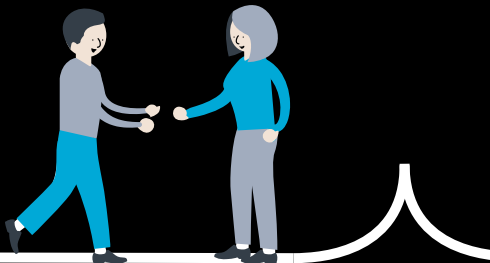


Currently, 90 percent of Wellingtonians feel they have someone to rely on for help if faced with physical injury or illness, or if in need of support during an emotionally difficult time.

(WCC, 2015a)



Ten percent do not. That's not acceptable. We are working to develop 'zero tolerance to loneliness' in Wellington.



We are looking at how we can expand successful ideas in our #wellynextdoor programme such as Neighbours Day Aotearoa and Growing Neighbourhoods.

Neighbours Day Aotearoa's purpose is to build community resilience, stronger neighbourhoods and to encourage neighbours to get to know each other because in emergencies they're likely to be the first to help.

Growing Neighbourhoods connects people with food and is a great way to increase social interaction.

Existing efforts to build our resilience - Strathmore 44

Strathmore 44 is an example of a programme where challenges including poor urban design, aged social housing and high levels of deprivation were addressed with a community-led process. A community priority is the need for an innovative space that delivers services, social interaction, and meets cultural needs, ensuring a resilient, collaborative community. This grows trust, pride and collaboration.



In July 2012, the nine councils of the Wellington region amalgamated their respective Civil Defence Emergency Management functions. The resulting organisation, WREMO, is a semi-autonomous organisation with a small core of staff that draws on the resources of the region's councils, as well as the benefits of modern technology. The organisation has been structured

with more than one-third of its resources dedicated to working with and empowering communities to build resilience to an emergency event.

This approach includes heavy investment in community development and participation, placing a strong emphasis on end-user perspectives and fostering robust social networks that help people address the challenges in their day-to-day lives, as well as those that occur following a major shock event.

With the Joint Centre for Disaster Research, WREMO is a founder of the International Centre of Excellence for Community Resilience.

4

Help communities build resilience

Lead

WCC, WREMO

Key partners

**Communities, Neighbours Day Aotearoa, NZ
Red Cross, NZ Post**

Scaling up existing regional and Wellington City projects

We will develop and grow innovative programmes that empower communities to increase people's wellbeing and emergency preparedness, connecting them to each other and their city.

Action

This project builds on existing engaged and connected communities, as well as current community resilience programmes. It will be run in two streams coordinated by the Council and WREMO.

The Council will expand the #wellynextdoor programme and, with the community, develop a series of events in streets and apartment buildings. It will also expand the existing participatory, place-based, co-design approach to community planning used in Strathmore Park and Newtown to develop similar projects in other communities in the future. The team will identify opportunities to develop new community spaces, such as community dojos, where a range of people and organisations can use the space to increase social connection and cohesion. All of these places need to be included in disaster planning as alternative shelter and work spaces. We will explore options to make funding accessible to groups and organisations that may not be legal entities.

WREMO will scale up its community response and resilience planning with councils throughout the region to expand opportunities to address community vulnerabilities and incorporate urban planning at the neighbourhood level. They will work with local leaders to build on their existing strengths and develop tailored community-led initiatives. WREMO, with support from key partners, will be offering emergency preparedness training and community preparedness workshops with schools, businesses, NGOs and residents. This will include a new Community Leadership module that will focus on helping local leaders direct their communities through change and times of stress.

The two streams of work are complementary, and a collaborative, participative approach to their design and delivery activities will be taken. They will also link the initiatives with wider planning frameworks.





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Resilience co-benefits

Engaged and empowered communities are at the heart of Wellington’s resilience. This project builds further opportunities for neighbours to meet and make changes to their community that improve their day-to-day wellbeing, while at the same time developing connections and collaboration skills that are essential in emergencies.

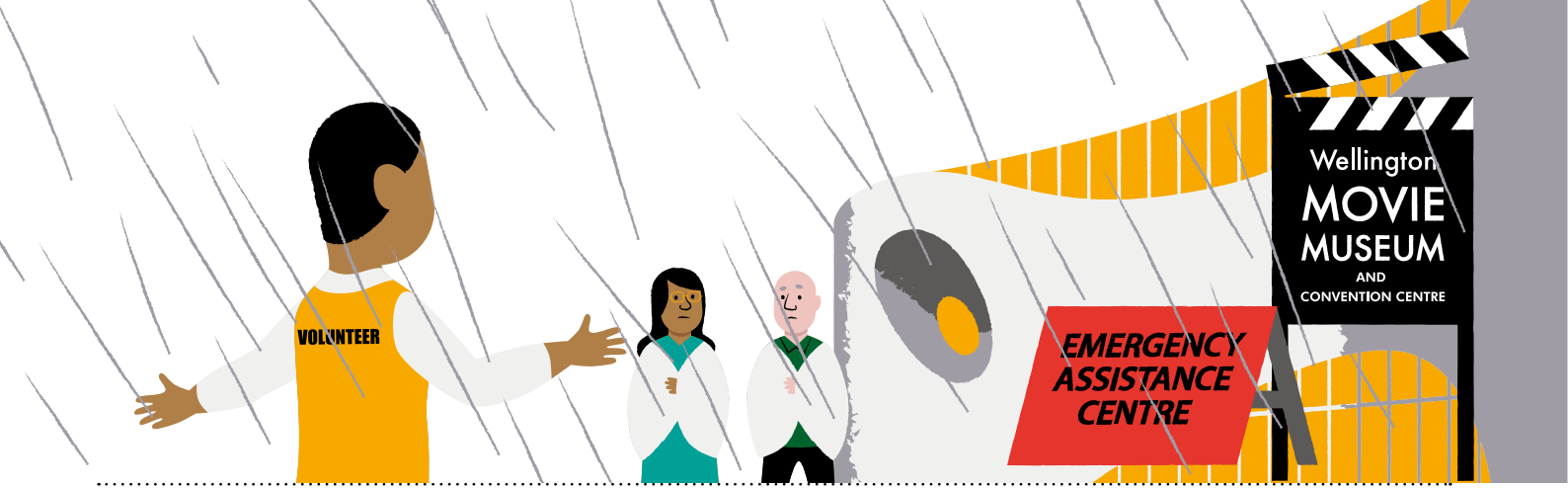
The project will support flexible and inclusive local initiatives with specialist knowledge and resources. The Council and WREMO will ensure the initiatives are coordinated at a regional level and are well connected to urban planning and other city functions.

Increased community investment in neighbourhoods will lead to healthier and safer communities, generating education and employment opportunities and improving day-to-day wellbeing.

This project relates strongly to action on household resilience (Project 1), community spaces (Project 5), new economic hubs (Project 8) and climate action (Project 17).

Helping communities to become resilient is not just about disaster preparedness. Increased community investment in neighbourhoods will lead to healthier and safer communities, generating education and employment opportunities and improving day-to-day wellbeing.





5

Support community spaces in taking on wellbeing and post-disaster roles

Lead

WCC,WREMO

Key partners

Communities, Victoria University School of Architecture and Design

Scaling up a Wellington City project

We will optimise new and existing multi-purpose spaces where communities can interact in good times, as well as after emergency events.

Action

Drawing on WREMO's community response planning and the Council's urban development process, the project team will work with land use planners, infrastructure owners, iwi and businesses to draw greater benefits from multi-purpose spaces in Wellington.

The project team will build on existing work by Victoria University of Wellington School of Architecture and Design to expand their research on the city's open space network for post-disaster housing, economic continuity, education and healthcare provision. The team will undertake an assessment to identify the potential for new and existing spaces such as parks, gardens, community dojos, offices and cultural venues to be developed or redeveloped to incorporate a disaster resilience component (such as water sources, food production, electricity, shelter and so on) while enhancing them to maximise their contribution to community wellbeing. A special focus will be given to providing space for volunteers. Ensuring these spaces are accessible to vulnerable Wellingtonians, such as the elderly, ill and recent arrivals, will be a key consideration in this process. Enabling local communities to be part of the design/redesign of those spaces is also critical to ensure they meet evolving needs.

These places will be the key locations for back-up power and water supply as well as for storage of maintenance and emergency supplies.

Resilience co-benefits

All Wellingtonians have the opportunity to benefit from this project. Rethinking our existing open and community spaces so they can serve multiple purposes supports the quality of resourcefulness - seeking to do more with what we have, sometimes at little additional cost (Project 6 and 24). When well designed, those new or redeveloped spaces will provide people with enhanced opportunities to connect and collaborate in good times (Project 4), build valuable knowledge and networks (Project 8) (like skills or resources to help recovery), as well as enable people to self-organise more easily in the event of a major disaster.

Those spaces will play a major role in ensuring people have access to basic services - food, water, shelter, warmth and so on - soon after a major disruptive event (Project 18).

6

Develop sustainable food networks

Lead

WCC

Scaling up a Wellington City project

We will develop a sustainable food network building on current initiatives and creating new programmes that meet social and health needs as well as ensuring a robust food distribution network post emergency event.

Key partners

Food distribution network, Sustainability Trust

Action

The Council will expand its current urban agriculture programme to map and connect existing community food projects. We will identify partnership opportunities with groups targeting child obesity, type 2 diabetes, families in need, marae, mental health, seniors, refugees, and prisons to develop new community gardening projects. We will also identify communities in need and establish coordinators there to run community garden programmes.

We will support the establishment and growth of local food businesses through the Good Food educational and mentoring programme and community funding. We will also explore food distribution models to develop a plan for Wellington in the event of a shock.

Resilience co-benefits

This project will teach potentially vulnerable Wellingtonians how to grow food for their own use and to establish small businesses. This can support their physical and mental health, wellbeing and provide a new source of income (Projects 1, 2, 10). The project provides an opportunity for refugees, aged or other people disconnected from the wider society to integrate back into their neighbourhoods (Project 3).

It also makes more local food available in an event where Wellington has reduced connection with the rest of the country (Project 18).

Urban agriculture can support physical and mental health, wellbeing and provide a new source of income.



7

Develop disaster risk management plans for heritage areas

A sense of place - of who we are and what we stand for - is a big part of resilience. We need to protect it.

Lead

WCC

Scaling up a Wellington City project

We will develop risk management plans for selected heritage areas to guide pre-disaster investment.

Key partners

Building owners, MBIE

Action

This initiative sets out to identify the most highly valued heritage areas, and to formally plan to invest in their resilience.

The Government has recognised that unreinforced masonry facades and parapets in Wellington present a risk to public safety, and has allocated funding to mitigate the risk. Many of the relevant buildings are in heritage areas. The Council will use a risk management framework to work with relevant agencies and building owners to better secure these heritage assets.

Wellington is already strengthening earthquake-prone buildings; this initiative will provide prioritisation for funding and the development of guidance for post-event decision making. It will also consider ways disaster resilience investment can improve the use of heritage places.

Resilience co-benefits

Pre-event preparedness will allow robust and considered post-event action, enabling us to better protect our sense of who we are and what we stand for. This project will enable more inclusive management of our heritage. It will be incorporated into wider community resilience building work (Project 4, 5, 14).





Byblos

Inspiration from 100RC network - Byblos's approach to managing their heritage

Byblos has dedicated a pillar of its Resilience Strategy to the protection and celebration of its natural and cultural heritage as a catalyst for improved economic development, community engagement, participation and social cohesion. The city worked with Platform Partner Swiss Re to conduct a tsunami simulation on the Old Port after it was damaged by storm Zina in January 2015. Old Port and some older religious buildings have been confirmed to be at risk from coastal flooding. It is predicted that the largest tsunami could create a 6-metre wave in the port area; this type of event has a return period of around 2000 years, while a smaller tsunami of 1-3 metres may re-occur every 300-1000 years. Following the work undertaken, Byblos is developing measures, guidelines and frameworks to protect the city's historic assets, including developing affordable restoration techniques for property owners to carry out. Training and implementation is being incentivised by loans and tax deductions.

Programme 1.3

Economic resilience

We will support our business community to improve preparedness and strengthen our economic activity.

Over recent years, Wellington has experienced significant growth in the numbers of people working, living and playing in the central city. This has helped enhance Wellington's compact urban form, with more people living close to where they work, with easy access to essential services and little need to own a car. A major challenge will be continuing to provide access to quality services as the residential population of the central city more than doubles by 2043.



As home to New Zealand's Parliament and Government, higher skilled services and public governance services contribute about two-thirds of Wellington City's GDP. This leaves us vulnerable to disruptive events such as earthquakes and terrorist attacks. As large tracts of the central city are also vulnerable to inundation in a future affected by sea level rise, there is a strong case to be made for spreading the risk by strengthening our central city at the same time as other commercial centres.

Our central city currently provides

77%

of total GDP for Wellington City

48%

for the Wellington region

8% of national GDP

(Infometrics, 2015a)

1-2%

A significant earthquake in Wellington could result in New Zealand losing about 1-2% of its current GDP per year.



The Net Present Value of such a loss over time would be about

\$30-\$40 billion

(BERL, 2015)

Over 90 percent of businesses in Wellington have nine or fewer employees. While small can mean agile, small-to-medium enterprises (SMEs) can also be especially vulnerable to disruptions to their supply chain and essential services, particularly if they have not planned ahead (Grow Wellington Ltd, 2011). Over the last year, WREMO has run free business continuity planning

workshops attended by 120 Wellington businesses. However, this is only a fraction of all businesses in Wellington - among many SMEs there is still limited understanding and uptake of business continuity planning.

But building Wellington's economic resilience is not just about being prepared for disruptive events - it also means better understanding

what segments of our economy will grow and provide future employment. An important element of this work will be partnering with our educational institutions and the private sector to ensure we have the right mix of skills for future industries. This will mean providing opportunities for workers to retrain and upskill for the jobs of the future.

8

Increase economic resilience of central city and outside hubs

Lead

WCC

New regional project

We will reduce the vulnerability of the central city and improve the capacity of outside hubs to carry out more economic activity.

Key partners

Chambers of Commerce

Action

The Council, in partnership with other councils, business and community groups, will assess the economic resilience of the central city, Karori, Johnsonville, Tawa, Lower Hutt, Upper Hutt and Porirua. The product will be a set of recommendations on how to reduce vulnerability in the central city and generate economic opportunities in the hubs.

Resilience co-benefits

The central city is both the most productive and the most vulnerable part of Wellington. This project sets out to involve interested parties in a structured way, ensuring inclusiveness with broad consultation and communication; and learning from the positives and negatives from Wellington's story so far, as well as from Christchurch and overseas (Project 18).

The project will improve Wellington's resilience to major disasters by building economic redundancy throughout the region, but it will also generate an opportunity to diversify our economy and prepare it for future demands and a changing workforce (Projects 8, 5, 10).

The central city is both the most productive and the most vulnerable part of Wellington. This project aims to build economic redundancy targeting new areas and new industries.



9

Help improve business continuity planning

Lead

Chambers of Commerce

Key partners

WCC, WREMO

Scaling up existing regional project

We will improve the level of business continuity planning by small-to-medium enterprises (SMEs) in Wellington.

Action

Currently, around 100 SMEs per annum participate in the existing WREMO business continuity programme. At little or no cost to businesses, this project aims to improve the reach of the existing WREMO programme by enlisting the support of other agencies, such as the Chambers of Commerce, the Wellington Region Economic Development Agency and the Earthquake Commission, to promote the programme and other opportunities for planning, with a view to 1,000 SMEs per annum participating. The intent is to develop an SME culture where continuity planning, including insurance, even at a rudimentary level, is part of normal business in Wellington. The mode of delivery will be active, with positive engagement on business locations, as well as the current offering.

Resilience co-benefits

Wellington’s business community will be better prepared to face shocks and quickly resume operations following a major disruptive event, such as an earthquake. This will help keep Wellington’s economy ticking over, as well as provide Wellingtonians with access to the services they need.

Business continuity planning will also help SMEs reduce the impact of minor disruptive events (such as equipment failures). The benefits also go beyond preparedness - business continuity planning requires organisations to examine their business process, which can identify opportunities to make operational improvements that increase overall competitiveness and efficiency as well as engagement within the business. This also relates to recovery planning (Project 18), connective capacity for working from home (Project 23) and insurance literacy (Project 21).



In a disaster it is critical that SMEs can quickly resume their operations. By investing to resilience SMEs will also improve their competitiveness and efficiency.

10

Improve understanding of workforce trends

Lead

WCC

New Wellington City project

We will work with a range of partners to undertake a study to better understand future workforce trends and investigate ways to prepare for them.

Key partners

Chambers of Commerce

Action

We recognise a resilience challenge for Wellington in relation to changing workforce requirements. The future economy will need different skills and we need to adapt to it. We will undertake a study to better understand this challenge and how we can respond to it. This will include an analysis of short to medium-term economic predictions, the offerings of existing tertiary learning institutions throughout the region, and how existing resources can be better harnessed to capitalise on future opportunities.

Resilience co-benefits

Changes in the economy and the way products and services are developed are transforming the way we work. This project aims to reduce Wellington's overreliance on government services and allow the city to take opportunities to diversify the economy. There are clear links with our work on ageing population (Project 2) and economic hubs outside of central city (Project 8).

The future economy will need different skills and we need to adapt to it.

