



VICTORIA UNIVERSITY OF
WELLINGTON
TE HERENGA WAKA

2020
CAMPUS MASTER PLAN
A VISION TO 2030



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OUR PLAN FOR OUR PROPERTIES

This 2020 Campus Master Plan provides a single document that outlines what Te Herenga Waka—Victoria University of Wellington intends for our property portfolio. The Master Plan supports the University’s Strategic Plan to fulfil our purpose of teaching, research, and engagement that transforms lives.

The Master Plan is reviewed every two years to ensure that forecast growth, or consolidation, is well considered and planned for within the existing properties we own and lease. Through this review process, we ensure the Master Plan:

- is kept up to date
- reflects changes in the University’s strategies that affect our property portfolio
- includes plans for the areas in demand, and allocates resources as needed.

The University acknowledges that it may need to make additional changes to its property portfolio due to demand that Property Services was not aware of at the time this Master Plan was published.

The 2020 Campus Master Plan was endorsed by the University’s Senior Leadership Team at its meeting on 21 July 2020.



CAMPUS VISION— OUR CITY AS OUR CAMPUS

Te Herenga Waka—Victoria University of Wellington has a vision to be a world-leading capital city university and one of the great global—civic universities. Our vision aims to expand the transformative impact that we have on our community through teaching, research, and engagement.

Our city is fast becoming our campus. With three distinctive campuses, embedded in the city centre and in Kelburn, the University is already an integral part of our city's pulse and landscape. We will seize opportunities to expand our position and showcase ourselves as a world-leading capital city university in the Asia—Pacific region.

We are connected to New Zealand's decision makers, industry partners, and the Wellington community through our inner-city location. Our precincts will be clearly identifiable as part of the university footprint in the city of Wellington. These will be vibrant, support the highest standards of scholarship and research, and enable us to deepen our engagement with our city and communities.

The COVID-19 pandemic is changing the strategic context that we operate in and it will be more important than ever to use our estate as best as we can. We will learn from the COVID-19 pandemic, and seek opportunities to become even more student-focused and to change how we use our assets.

Our campuses will be the anchor for our University community and encourage vibrant, face-to-face experiences. On-campus experiences will be blended with our digital platform so that students can learn at the pace and place of their choice. Our digital platform will also connect staff with international communities of research.

The 2020 Campus Master Plan will guide our decision-making around capital investment in our buildings and campuses. This Master Plan sets our objectives, identifies challenges, and plans an ambitious 10-year roadmap that articulates how we will deliver on our vision.

The Master Plan will be refreshed in 2022 so that the impact of COVID-19, forecast growth, and changes in demand are well considered and planned for within our current property portfolio. Through this two-year review process, the Master Plan will be kept up to date, reflect subtle changes in University strategies, and include plans for areas of demand.

Through our Master Plan, we will position ourselves in Wellington city as a world-leading university in Aotearoa New Zealand's vibrant and diverse capital.



Professor Grant Guilford
Vice-Chancellor

OUR PROPERTIES NOW

The University operates across three main campuses in New Zealand's capital city and several smaller sites, including office space in central Auckland. The University has a gross floor area of around 215,000 m² across more than 160 buildings, excluding student accommodation. Our smallest building is a 20 m² cabin and our largest building is Rutherford House, which is 21,000 m².



FERRIER INSTITUTE

ROBINSON RESEARCH INSTITUTE

PIPITEA CAMPUS

KELBURN CAMPUS

COMPUTATIONAL MEDIA
INNOVATION CENTRE

MIRAMAR CREATIVE CENTRE

HEALTH AND SCIENCES
AT WELLINGTON HOSPITAL

COASTAL ECOLOGY LAB

TE ARO CAMPUS



KELBURN CAMPUS

The Kelburn campus forms the nucleus of the University and accommodates the majority of Central Service Units; the Faculties of Education, Engineering, Health, Humanities and Social Sciences, Science; the main library; and space for learning and research. The buildings are an assortment of purpose-built structures, with the 1906 Hunter building being the oldest, and repurposed houses built between 1895 and 1960.



PIPITEA CAMPUS

The Pipitea campus includes Rutherford House, Government Buildings, and a lecture theatre block in the grounds of the Government Buildings. Rutherford House and the lecture theatre block are owned by the University, whereas the Government Buildings are leased from Heritage New Zealand. This campus accommodates the Wellington School of Business and Government, and the Faculty of Law. Both capitalise on their location in the heart of Wellington's government and legal precinct.



TE ARO CAMPUS

The Te Aro campus houses the Wellington Faculty of Architecture and Design Innovation. The Te Aro campus consists of two adjoining buildings and a small parcel of development land on Knigges Avenue. One of the adjoining buildings is owned by the University and the other is leased. The campus is located in the heart of the creative sector, enabling the Faculty to benefit from its closeness to the city and industry professionals.



OTHER SPECIALIST SITES WE OWN AND LEASE

The University also operates across several specialist sites in Wellington and beyond. These sites are integrated with industry and public sector organisations, and include:

- **MIRAMAR CREATIVE CENTRE**
(cross-faculty)
- **WELLINGTON UNIVERSITY COASTAL ECOLOGY LAB**
(School of Biological Science)
- **NEC HOUSE**
(Computational Media Innovation Centre)
- **CALLAGHAN INNOVATION**
(Ferrier Research Institute, and Robinson Research Institute)
- **WELLINGTON HOSPITAL**
(Wellington Faculty of Health, and Wellington Faculty of Science)
- **AUCKLAND CBD** (pan-university).

The next page has a breakdown of the floor space and conditions of the buildings across each area of property.

OUR PROPERTIES

Overall our buildings and sites scored as adequate (3) for condition and functionality.

	GROSS FLOOR AREA (M ²)	USEABLE FLOOR AREA (M ²)	WEIGHTED SCORE OF THE BUILDING CONDITION	WEIGHTED SCORE OF THE BUILDING FUNCTIONALITY	NET BOOK VALUE (\$M)
KELBURN CAMPUS					
Owned	155,563	86,917	3.4	3.3	569.5
Kelburn total	155,563	86,917	3.4	3.3	569.5
PIPITEA CAMPUS					
Owned	21,398	12,800	3.3	3.8	81.8
Leased	11,992	5,648	4.0	2.6	N/A
Pipitea total	33,390	18,448	3.5	3.3	81.8
TE ARO CAMPUS					
Owned	11,706	7,217	3.0	3.4	23.1
Leased	4,341	3,223	4.2	3.5	N/A
Te Aro total	16,047	10,441	3.3	3.4	23.1
OTHER SITES OWNED					
Coastal Ecology Lab	1,392	865	4.0	3.6	7.8
Onekaka (field station)	139	93	3.0	3.0	0.3
Other sites owned total	1,531	958	3.9	3.5	8.1
OTHER SITES LEASED					
Miramar Creative Centre	819	639	4.8	3.8	N/A
Wellington Hospital	1,558	1,130	4.0	3.4	N/A
Callaghan Innovation	4,210	2,807	–	–	N/A
NEC House	1,697	1,131	5.0	5.0	N/A
Auckland CBD	593	401	4.5	4.6	N/A
61 Marsden St	133	89	–	–	N/A
Viet Nam*	300	200	–	–	N/A
63 Hawker St	–	–	–	–	2.7
Other sites leased total	9,309	6,397	4.6	4.2	2.7
Other sites total	10,841	7,355	4.2	3.7	10.8
TOTALS	215,841	123,161	3.5	3.3	685.2

GOOD

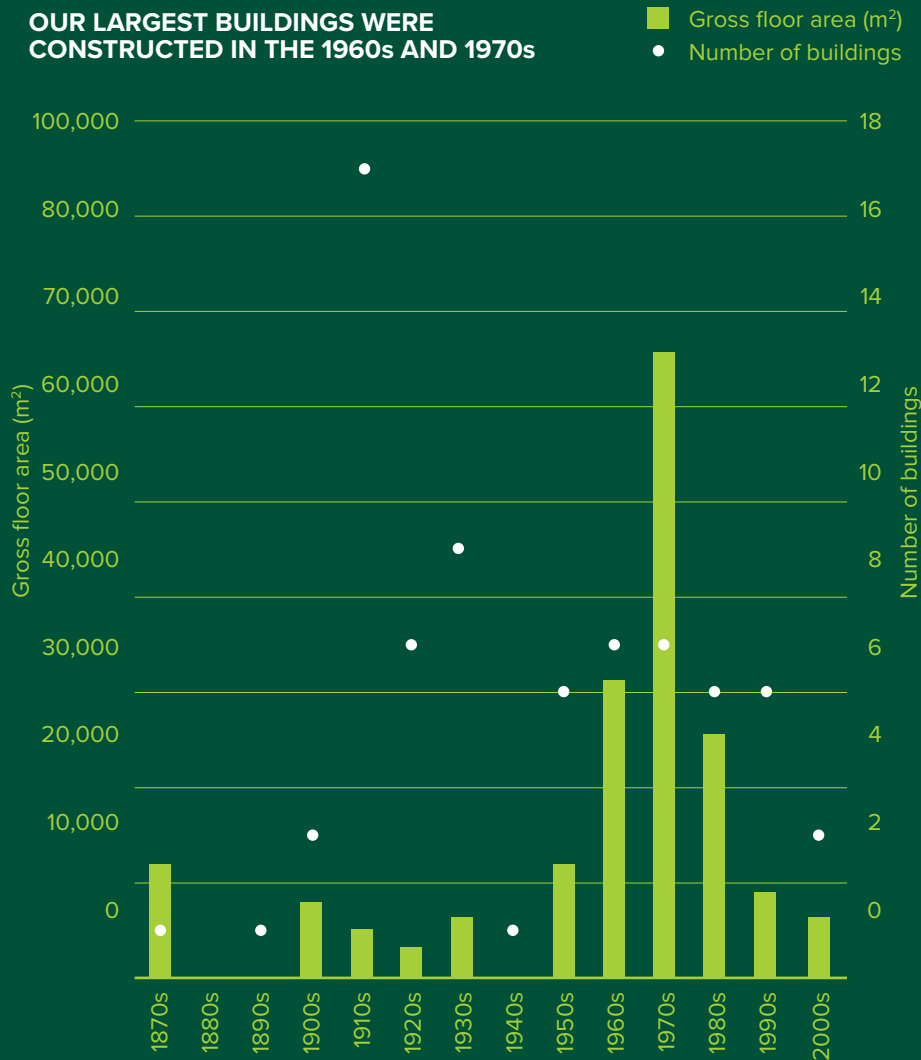
ADEQUATE

POOR

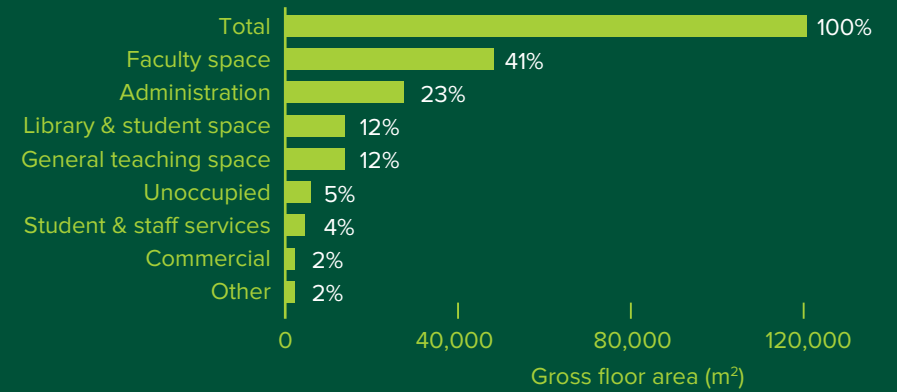
*If useable or gross floor area are unknown, assumed a grossing factor of 1.5. Floor area is based on built area and excludes vacant land.

THE PROPERTY PORTFOLIO TODAY

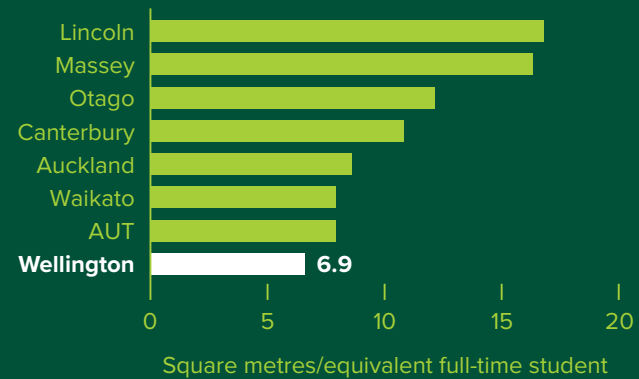
OUR LARGEST BUILDINGS WERE CONSTRUCTED IN THE 1960s AND 1970s



DIFFERENT USES OF OUR SPACE (EX. ACCOMMODATION)



WE HAVE THE LOWEST USEABLE SPACE PER STUDENT OF NZ UNIVERSITIES



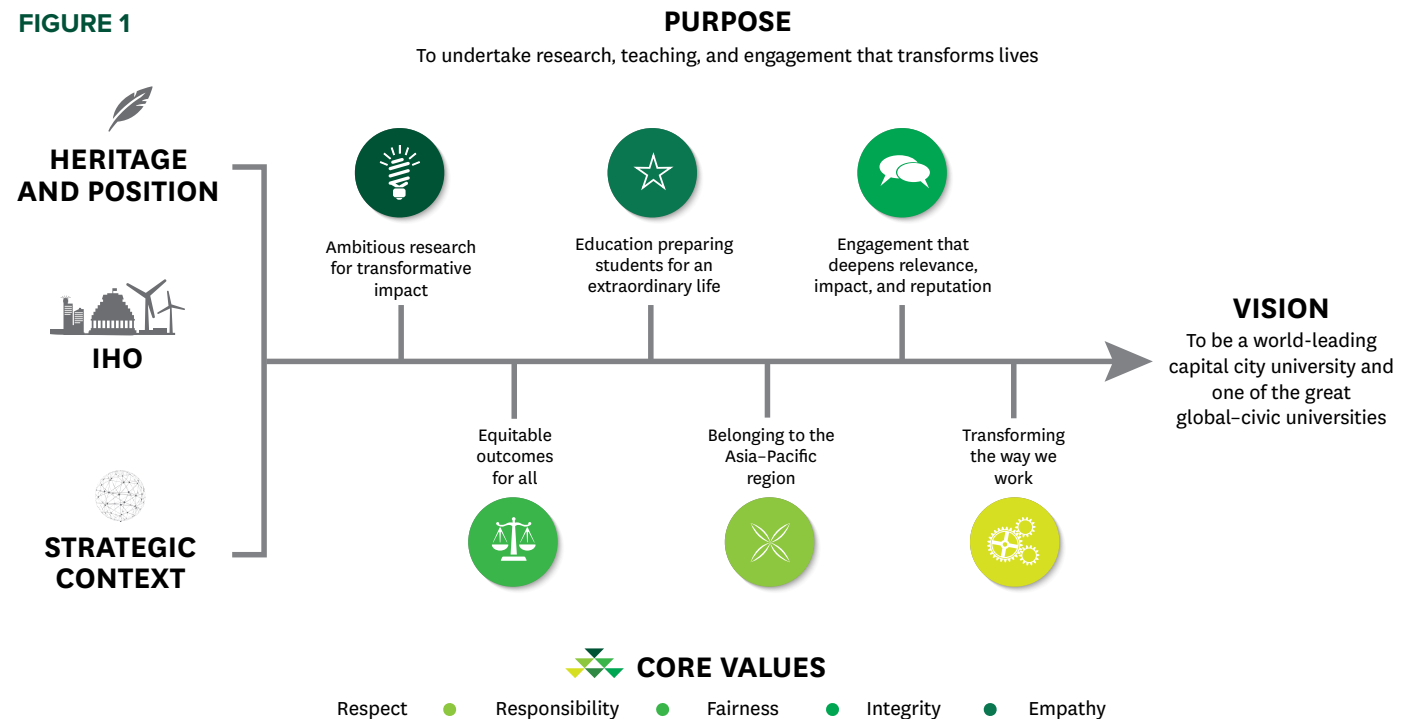
OUR VISION AND OUR STRATEGIES

Te Herenga Waka—Victoria University of Wellington has a vision to be a world-leading capital city university. We have a long heritage and are now positioned as Aotearoa New Zealand’s globally ranked capital city university. Our iho (essence) as a global–civic university with our marae at our heart is enriched by our location in Wellington city, Aotearoa New Zealand, and the Asia–Pacific region.

Figure 1 shows how our six inter-related strategies fit together to support our purpose and our vision. These strategies draw off our heritage and position, iho, and strategic context. We are a values-based university, and our strategies are underpinned by our commitment to respect, responsibility, fairness, integrity, and empathy.

Read our 2020 Strategic Plan on our [website](#).

FIGURE 1



OUR FOCUS AREAS TO FULFIL OUR STRATEGIES

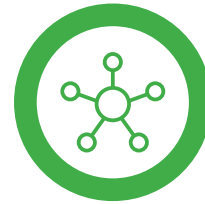
We will innovatively tackle our property challenges through five key focus areas and two enabling focus areas—all are equally important. As we operate within an increasingly resource constrained environment, we'll need to plan thoroughly and use resources wisely to achieve results in a financially and environmentally sustainable manner.

Our campus vision of 'our city as our campus' will support the University's Strategic Plan by increasing our profile and presence in Wellington city. The University's core purpose is research, teaching, and engagement that transforms lives. This is our collective mission in the service of our communities. It expresses why all of us, no matter our role in the University, come to work each day. The University's vision draws from our iho (essence), and the heritage and position of our capital city location.



1. FOCUS AREA

INTEGRATED PRECINCTS



Our physical precincts will have a high profile and be integrated within key locations to support our interdependent relationship with Wellington city.



OUR HEART, AND OUR FRONT DOOR TO THE CITY

With panoramic views over the city, the Kelburn campus is where most of our students begin their University experience. Kelburn will continue to have the greatest concentration of University activity and house a majority of Central Service Units and the faculties of Education, Engineering, Health, Humanities and Social Sciences, and Science. Our staff and students will benefit from access to academic services; and a world-class library; and social, cultural, learning, recreation, and wellness facilities. These student spaces will be easy to find and near the centre of the campus.

Our marae is at our heart. We will redevelop the villas that are in front of Te Herenga Waka Marae to create a Living Pā. This Living Pā will draw together mātauranga Māori and sustainable practices at the heart of the Kelburn campus, and transform the way we realise our culture and values.

The city front door of the Kelburn campus will be at Te Huanui, our proposed redevelopment of 320 The Terrace. The site would connect to the upper campus through assisted vertical transport, and create opportunities to directly link the Kelburn campus to the city and increase our visibility. An entrance plaza will signal the importance of this campus gateway.

BUILDING OUR PLACE IN THE NATIONAL QUARTER OF BUSINESS, LAW, AND GOVERNMENT

The Pipitea campus will continue to house the Faculty of Law and the Wellington School of Business and Government. Located in the Wellington quarter of business, law, and government, the campus benefits from its access to industries and New Zealand's Parliament. The University can lease nearby office buildings, with floor plates ranging from 530 to 4,000 m², to accommodate any future growth in this campus.

GROWING OUR CONNECTIONS WITH CREATIVE INDUSTRIES

The Miramar Creative Centre will continue to offer unrivalled access to work experience and professional connections with New Zealand's world-leading film, animation, and game design industries. The Centre sits among the Weta Group buildings, and is a collaboration between the University and Miramar Creative Ltd.

We will develop a National Music Centre in Wellington's Te Ngākau Civic Square. The Centre will be a unique opportunity to bring the New Zealand School of Music and the New Zealand Symphony Orchestra together in the same location as the Michael Fowler Centre and Wellington Town Hall. This will position us to enhance our engagement with Wellington city and increase our civic visibility.

We will look for opportunities to expand the Te Aro campus which houses the Wellington Faculty of Architecture and Design Innovation. We will seize lease opportunities along the creative corridor that connects the Te Aro campus to the National Music Centre. We will also seize opportunities that strengthen our links to the creative sector and other tertiary providers. Depending on the outcome of a review, these opportunities may also drive decisions around poor-quality spaces that house the Kelburn-based creative fields.

EXPANDING OUR PROFILE AND PRESENCE AS WE GROW

We will seek leased opportunities to expand our profile and presence in the city. This means that we will respond to opportunities as they arise, or to changes in demand or the external environment.

The University will continue to own all properties that form the Kelburn campus, as the campus is the nucleus of the University. We will continue monitoring opportunities to expand onto adjacent properties or to physically connect the campus to the city.

We have a number of leased facilities for learning and research that are embedded within key locations. These include spaces at:

- Wellington Hospital, where the Faculty of Health is integrated with other academic institutions, health agencies, and the District Health Board
- Callaghan Innovation, where the Robinson Research Institute and Ferrier Research Institute are co-located with industry
- NEC House, which accommodates the Computational Media Innovation Centre
- Island Bay, where the Wellington University Coastal Ecology Lab overlooks the rocky reef systems of the Taputeranga Marine Reserve.

ENRICHING OUR PHYSICAL PRECINCTS WITH OUR DIGITAL PLATFORMS

Over time, the boundaries between our physical precincts and our digital platforms will blend together. Our capital city precincts will be an anchor for our learning and research communities and our digital platforms will connect us globally and allow us to teach, research, and work flexibly from the places and spaces of our choice.

LINK TO UNIVERSITY STRATEGY



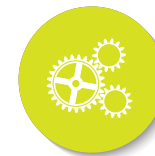
Our transformative research builds on our location in the capital and our proximity to internationally respected centres of creativity.



Our connection to the political and creative heart of the nation gives our students unrivalled experiences.



Increased profile and presence to support engagement with Wellington.



The University will have a far higher profile and presence in Wellington.

2. FOCUS AREA

SPACES AND PLACES



We will embrace a collective ownership of our spaces and places so that we can use our property assets as effectively and efficiently as possible to enrich our learning, teaching, research, and engagement activities.



DESIGNING SPACES FOR FACE-TO-FACE ENCOUNTERS

The COVID-19 nationwide lockdown from March to May 2020 required the University to operate virtually and reassess what the learning experience should involve. Our long-term vision remains anchored to high quality face-to-face learning and teaching that helps us engage with other learners, academics, and professionals. Our aspirations for student learning are shaped by the way that each campus anchors scholarly communities, influences learning, and supports wellbeing.

We will need a mix of formal, informal, individual, and community spaces organised in precincts to reflect student populations and disciplinary mixes. These student and public-facing spaces will be of the highest quality. Experts from the learning and teaching community will govern a rolling upgrade programme to help us achieve this, and ensure that our learning spaces meet our future needs.

IMPROVING ACCESS TO OUR QUALITY RESEARCH SPACES

Our research spaces vary from highly specialised laboratories to technology-enabled workspaces. We will work closely with our research community to ensure that high-quality research space is available when it is needed.

These spaces will be dynamic and support opportunities for collaboration across academic disciplines and with industry partners. We will also encourage institutes, schools, and industries to share specialist research space where possible, to nurture collaboration, avoid duplication, and provide greater access to facilities for the research community.

EMBRACING COLLECTIVE OWNERSHIP OF UNIVERSITY SPACE

Where possible, spaces should be available to all members of the University community. Collectively sharing space will give us all access to the best spaces to meet our needs, when we need them.

USING EVERY SQUARE METRE AS EFFECTIVELY AND EFFICIENTLY AS POSSIBLE

Our overarching philosophy is that existing buildings will be as efficient and effective as possible. As construction and maintenance is one of our highest costs, we will improve how we use our existing space before building anything new.

Learning from our experiences working from home during the COVID-19 lockdown (March–May 2020) may help us create more efficient workspaces. Office spaces make up around 30 percent of our campuses. If we can use these experiences to make our office space more efficient, we could repurpose some underused office space to benefit the community more.

CREATING FLEXIBLE AND CONTEMPORARY WORKING ENVIRONMENTS FOR STAFF

Our people are integral to the University. We will nurture environments that are collegial, vibrant, highly creative, supportive, and inclusive. These environments will create a sense of belonging and enable our staff to reach their full potential. Working environments will be innovative, contemporary, flexible, and allow for the cross-learning and support activities that staff need to do on campus.

We will learn from our working-from-home experience during the COVID-19 lockdown (March–May 2020). There may be opportunities to improve staff productivity and wellbeing that, in turn, free up space on our campuses. Our office space standards will guide how we create and refurbish physical workspaces, and encourage creative approaches to the way we work.

DEVELOPING POSTGRADUATE HUBS FOR STUDENTS

We will progressively create postgraduate hubs to support the needs of research students, and continually learn what works effectively. Developing these hubs will be particularly important to meet our strategic goal aiming to increase the number of our postgraduate students.

These spaces will offer our postgraduate research students a choice of communal work areas, quiet rooms, and social spaces. We will design these flexible working environments to foster the sense of being part of a cohort; provide opportunities to connect with other students; and do quiet, focused work. Some faculties will share these flexible working environments between schools, although we will consider this case by case.

Postgraduate study space currently varies in quality and is fragmented across the University. The quantity of space is roughly the size of the Kirk building (around 6,800 m² of usable floor area). Surveys of room usage consistently highlight that the space is underused. For instance, an average of 19 percent and a maximum of 27 percent of workspaces were in use at any one time during the 2018 survey. We intend to improve the quality of the postgraduate experience. The shift towards flexible postgraduate space will improve the consistency of spaces and also potentially allow us to repurpose underused space.

Over the course of the 10-year roadmap, Property Services will help the Faculty of Graduate Research and the Post Graduate Student Association review the Resources Agreement.

LINK TO UNIVERSITY STRATEGY



High quality spaces that support research.



High-quality learning and teaching spaces.



Our workspace standards will encourage an equitable approach to space allocation.



An outstanding staff experience while supporting a sustainable operating model.

3. FOCUS AREA

VIBRANT CAMPUS EXPERIENCES



Through our Wellington city location, we provide an unrivalled university experience. Our staff and students will feel a sense of belonging to a vibrant, inclusive University and civic community that is anchored to our campuses.



CONNECTING OUR FORMAL SPACES WITH OUR INFORMAL ONES FOR A HOLISTIC EXPERIENCE

Our formal spaces for research, learning, and teaching, such as seminar rooms and laboratories, will be interconnected with informal group and individual spaces. These formal spaces will be clustered around high-quality central hubs near to student services, the Library, retail, food outlets, and community spaces to create a holistic university experience.

ENRICHING WHAT HAPPENS ON CAMPUS WITH TECHNOLOGY THAT CONNECTS US GLOBALLY

On-campus research, learning, and teaching will be enriched by technology that connects us globally. Technology will complement and enrich the high-quality face-to-face experiences that occur in our physical spaces and places. The digital platform will connect us globally and give us the flexibility to research, learn, teach, and work from the best places for our needs.

CREATING COMMUNITY SPACES FOR COMMUNITY EVENTS

We will provide a variety of community and social spaces that can be used to host orientation, University celebrations, events, and exhibitions, to attract the University community to our campuses. These spaces will be designed to encourage chance encounters and ongoing engagement to create a sense of place and connection to our precincts and Wellington city.

MAKING SPACE FOR OUR STUDENT COMMUNITIES

Our student communities will have better access to formal learning spaces when they are not being used for teaching, so that they can use them for their own interests, social and cultural needs, clubs and other purposes. This will provide access to a greater number of spaces at concurrent times.

DESIGNING INCLUSIVENESS INTO OUR PHYSICAL PRECINCTS

Our University community is inclusive and reflects the diversity of Aotearoa New Zealand's population. We are proud to have staff and students with a broad range of experience, knowledge, cultures, and backgrounds, from here and overseas. Design elements will incorporate artistic and cultural elements that promote a sense of belonging.

We will continue to promote our culture of inclusion to ensure students can fully participate and achieve their aspirations. Our physical precincts will be wheelchair-accessible, and include access suites, appropriate toilets, and other necessary amenities.

MATCHING OUR LIBRARY SPACES TO OUR WORLD-LEADING LIBRARY SERVICE

A world-leading academic library service for the twenty-first century will be enriched by our Library spaces. Integral to this are adaptability, consolidation, the provision of research and study space, and evolving in a manner that respects the collection.

REDESIGNING OUR STUDENT SERVICES

Student-facing services will be redesigned so that they are streamlined, integrated, and meet the needs of our diverse student population to better support academic success. It follows that property changes may be also required to support our student services, such as services being in obvious locations, with excellent signage making them easy to find.

We will work with Student Academic Services, and Student and Campus Living to review how we use the Student Union building. We will use the building to its full potential to enhance the experience of our students.

IMPROVING OUR RECREATION FACILITIES TO ENHANCE WELLBEING

Our current recreational facilities are dilapidated and we are facing competition with commercial gyms in the city. Based on what is provided at other New Zealand universities, we need to double what these facilities can offer. In the long term, we will create a new Recreation and Wellness Centre that encompasses all of our recreational needs, such as fitness, tennis, and squash.

We will support University Recreation Wellington to explore the feasibility of creating an affordable, high-quality Recreation and Wellness Centre. This will involve investigating the feasibility of various potential development sites.

PROVIDING VIBRANT RETAIL OUTLETS WITH DIVERSE CHOICES

We will increase the range of vibrant, attractive, affordable, and convenient retail outlets that give staff and students diverse choices. The selection, opening hours, and locations will provide opportunities for social interaction and create a 'buzz factor'. The major courtyards outside Hunter, Kirk, Student Union Plaza, and Te Toki a Rata provide opportunities for different styles of facilities to open onto and enliven these outdoor spaces.

PROMOTING CLEAN AND SAFE SPACES FOR OUR STAFF AND STUDENTS

Staff and students will be satisfied with the cleanliness, security, and condition of our facilities. We will incorporate Crime Prevention through Environmental Design principles to promote spaces that are designed to keep staff and students safe.

COMPLEMENTING OUR INDOOR SPACES WITH HIGH-QUALITY OUTDOOR SPACES

We will create a range of outdoor spaces to enjoy on any day, including plazas, courtyards, and green spaces. These spaces will be attractive and each will have a clear identity and character. Spots with seating will be comfortable, and sunny or sheltered to foster quiet study, or social interaction and gatherings.

LINK TO UNIVERSITY STRATEGY



Our campuses will be designed to foster an unrivalled student experience.



We will adopt an inclusive approach to the design of learning and teaching environments.



Ensure an environmentally sustainable operating model.

4. FOCUS AREA

RESILIENCE



Our buildings for research, learning, and teaching will be seismically resilient, fit for purpose, high quality, flexible, and future-proofed to support our shared purpose.



STAYING AHEAD OF SEISMIC CHALLENGES

Our portfolio will be brought above 67 percent of the current New Building Standard as a matter of priority. We are already well advanced, with only three major academic buildings that are below 67 percent. All three buildings will be seismically strengthened as part of our 10-year roadmap.

We will continue to be proactive in monitoring and improving the seismic resilience of the portfolio. This will require ongoing investment, as legislation continues to evolve with advancements in structural engineering. Our 10-year roadmap includes a programme to obtain detailed seismic assessments for all major buildings used for research, teaching, and learning.

COMPLYING PROACTIVELY WITH LEGISLATION

We will comply proactively with our statutory requirements, including the removal of hazardous building material, passive fire protection, and non-structural seismic requirements. We will remove asbestos that is stable and contained from buildings as they are refurbished. Asbestos removal and containment will continue at Kelburn campus until at least 2025.

PLANNING REMEDIAL AND RENEWAL WORKS FOR EACH MAJOR BUILDING

We will reduce the risk of asset failure through our asset renewal programme. We will prioritise assets with the highest risk of failure, or highest consequence should they fail. Our roadmap to 2030 includes the largest summer maintenance programme since 2010. As we refurbish spaces, we will maintain a record of any concerning items we find, such as earthquake damage. We will also seek advice from consultants as needed.

We will align remedial and renewal projects with other concurrent projects to optimise the use of resources and minimise disruption to building occupants. Our Strategic Asset Management Plan explains how we manage our assets and how we identify priority projects. Over the 10-year roadmap, we will develop five-year building plans for each major building, and communicate planned remedial and renewal works to our staff and students.

FUTURE-PROOFING OUR SPACES FOR THE LONG TERM

We will create facilities that are adaptable and flexible to respond to future opportunities and growth, and changes in demand and teaching practices. Advances in technology, such as digital exams, will require us to think innovatively about the fitout requirements for these spaces.

REDUCING OUR VULNERABILITY TO IMPACTS FROM CLIMATE CHANGE

As well as measures to reduce our carbon emissions, we also need to consider our vulnerability and response to climate change. For example, energy generation will need to be resilient, and we will need to accommodate extreme weather events. We have carried out a study to better understand the risks and impacts that the changing climate may have on our buildings. We will use the data from this study to incorporate adaptation measures into our policies and procedures, as well as informing the design of new developments.

APPLYING WHAT WE LEARNT FROM OUR VIRTUAL EXPERIENCE DURING THE COVID-19 LOCKDOWN (MARCH–MAY 2020)

We will apply what we learnt from the COVID-19 lockdown (March–May 2020) where we worked, researched and taught from home. We will work with the Centre of Academic Development to understand how we can offer a blended delivery of courses. This may mean that we can improve the resilience of our physical campuses through our digital platforms, rather than using a purely ‘bricks and mortar’ approach.

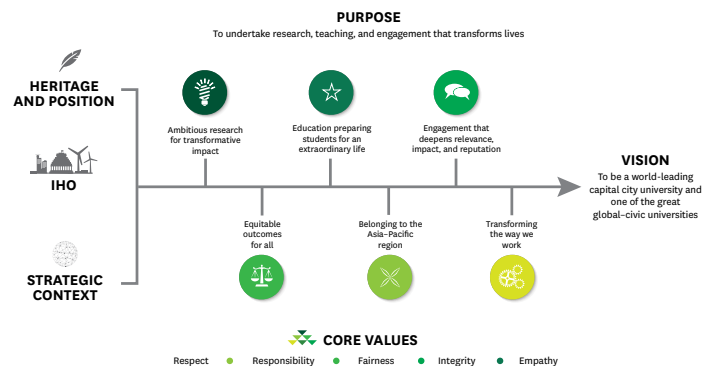
PLANNING FOR EMERGENCIES

We will continue to increase our generator capacity as we expand our campuses and buildings.

Our backup power provides up to four hours of emergency power to high-priority buildings. This enables us to safely shut down and exit these buildings in an emergency event.

If an emergency event happens, we store emergency water in two 4,000 L and one 60,000 L water tanks at the Kelburn campus.

LINK TO UNIVERSITY STRATEGY



ENABLING FOCUS AREA

Our built environment will be of the right quality and type to support our shared purpose of research, teaching, and engagement that transforms lives. The built environment will also be future-proofed to protect our institutional autonomy for the long term.

5. FOCUS AREA

SUSTAINABILITY



We will use our campuses as a learning tool, and put the principles around sustainability that we teach and research into practice. In this way, our spaces will be built and operated using resources efficiently to minimise our impact on the environment.



REDUCING OUR ENERGY CONSUMPTION TO MEET OUR AMBITIOUS ZERO-CARBON PLAN

We have made significant reductions in our carbon emissions since we started measuring and reporting these in 2007. However, we need to think more ambitiously. We are the first New Zealand university to release a comprehensive plan for a net carbon percent reduction in gross greenhouse emissions.

Our energy use accounts for just under half of our carbon footprint. Reducing our energy consumption is the most effective way to contribute to our zero-carbon plan. We will achieve this by focusing on:

- decarbonising our existing heating services, and shifting away from gas to alternatives with lower carbon emissions
- increasing the amount of renewable energy generated on campus
- improving the energy efficiency of our existing buildings through their external fabric
- managing energy in new and existing buildings by installing lighting, equipment, and controls that use little energy
- designing all new developments to deliver a low-energy solution.

DESIGNING SUSTAINABILITY INTO NEW BUILDINGS AND REFURBISHMENTS

The most effective time to introduce low-carbon, sustainable features into our facilities is at the very start, when new buildings or refurbishments are designed. Sustainability will continue to be embedded into our property projects and planning through:

- integrating environmentally sustainable design initiatives at the planning phase
- calculating a project's whole-of-life cost, and using sustainable procurement methods
- using resources efficiently, including 'smart' space management, and finding alternative solutions to building where possible
- learning from ongoing engagement with our neighbours
- incorporating sustainable transport features.

SUPPORTING SUSTAINABLE TRANSPORT OPTIONS

Our community will have more facilities to encourage them to choose sustainable transport. These facilities include bicycle stands, showers, and lockers. Sustainable transport could reduce demand for carparks, so we will review our carparking strategy over the 10-year roadmap.

We will also continue to work closely with public transport providers, so our campuses are adequately serviced and we have the right infrastructure in the right locations to support this.

MINIMISING WASTE THAT GOES TO LANDFILL

Everyone can help with minimising waste that goes to landfill. Recycling prevents useful resources being wasted and reduces our consumption of raw materials, energy use, and greenhouse gas emissions. We will continue to encourage everyone to help by:

- working with service providers and retailers to minimise packaging and reduce waste
- increasing the number and type of recycling bins
- keeping up with local improvements to resource recovery
- adding additional recovery streams when available (such as soft-plastic recycling)
- continuing to reuse our furniture and IT equipment, and donating extra furniture to local charities whenever possible
- minimising construction waste.

CONTINUING TO CONSERVE WATER

Reducing water consumption is both environmentally and financially responsible. Any water we use also has a flow-on effect for Wellington city, from treatment processes to run-off.

Our water consumption has reduced by 30 percent since 2007. We will continue to conserve water by installing:

- more efficient fittings
- rigorous leak detection processes for underground water systems
- rainwater harvesting for toilets
- gardens with low watering requirements.

GIVING OUR COMMUNITY ACCESS TO NATURE ON OUR URBAN CAMPUSES

We are an urban university with our three main campuses in, or bordering, the city centre. We will ensure that we provide good access to nature and enrich our city's biodiversity through installing green walls and roofs. We will provide opportunities to interact with nature through community gardens and annual tree-planting in the Town Belt. An inventory of our trees on campus has been compiled by a Masters student and will inform our grounds management.

CREATING A LIVING PĀ TO AN INTERNATIONAL STANDARD

We will create a Living Pā that proposes to meet the Living Future Institute's internationally recognised Living Building Challenge. This is considered the most rigorous performance standard to measure built environments.

The Living Building Challenge is an internationally-recognised certification programme intended to push the marketplace beyond current conceptions of a green building, and to transform how we think about our built environment. It asks us to reset standards, to approach building methods with care and consideration, and to take more responsibility. Living buildings strive for zero negative impacts. This includes new buildings using only sustainable and ethically-sourced materials, producing their own energy, and an overall reduction in carbon.

LINK TO UNIVERSITY STRATEGY



Our commitment to a sustainable future.



Using research and teaching from our location in the Asia-Pacific region.



An environmentally sustainable operating model.

6. FOCUS AREA

PLANNING FOR THE FUTURE



We have an ambitious goal to expand the transformative impacts of our teaching, research, and engagement while protecting our goals for autonomy in the future.

ADAPTING TO CHANGES IN THE CONTEXT WE OPERATE IN

The COVID-19 pandemic has changed the strategic context that we operate in and will continue to influence our planning for the property portfolio as we consider the challenges and opportunities that it brings. We may base our responses to these challenges and opportunities on a new operating model, technologies, processes, and systems that support online teaching and new ways of working.

EVOLVING SPACES TO ALIGN WITH NEW TECHNOLOGIES, AUDIENCES, AND PEDAGOGIES

We will work with the Centre of Academic Development, the Digital Solutions team, Timetabling, Disability Services, and other experts from the learning and teaching community. We will also follow guidance from the University's strategic programmes and their requirements for how we use and manage our spaces. Through this, we will govern the upgrade of our teaching spaces to ensure that we are prepared for

future teaching practices and changes in technology. A key aspect of this will be how technology complements our on-campus learning.

We will expand our Trimester 3 and also use our facilities in Auckland to spread the positive impacts of our research, teaching, and engagement beyond the Wellington region.

UNDERSTANDING WHAT WE NEED TO CREATE QUALITY RESEARCH SPACES

To support our goal to increase the transformative impact of our research, we will understand what optimal research spaces look like and work with the Vice Provost (Research) to govern research space. Our response may be a change in how research space is designated and used rather than a 'bricks and mortar' approach. For instance, research spaces may be multidisciplinary to encourage cross-collaboration, reduce duplication, and improve everyone's access to specialist equipment and a variety of spaces.



IMPROVING SUSTAINABILITY AND ACCESS TO FACILITIES FOR THE UNIVERSITY COMMUNITY

We will improve access to facilities for everyone in the University community, and improve our environmental and financial sustainability. Data on how we use space will give us insights into using our buildings effectively and influence our planning. We will also review our space standards and develop a space policy to support a fair and standardised approach.

We will encourage our community to view space as a resource that everyone needs to use efficiently. We will improve how space is used where possible before expanding our footprint. One of our highest costs is constructing, maintaining, and operating buildings. This will be particularly important after COVID-19. As space is limited, we will need to use our space flexibly and efficiently.

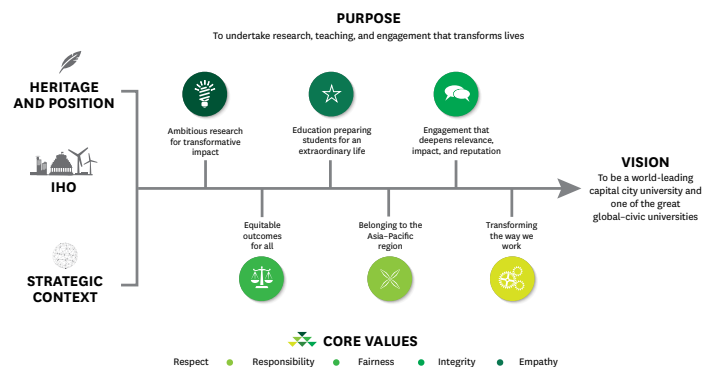
DEVELOPING AND LEASING NEW FACILITIES

We provide the lowest space-per-student ratio of New Zealand universities at an average provision of 6.9 m² usable floor area for each equivalent fulltime student. As a result, we need to significantly increase our space efficiency or build new space to accommodate growth. Our relatively small footprint is driving high reconfiguration costs, and limiting our capacity to accommodate growth and respond to unexpected events.

Expansion at Kelburn campus that complies with the District Plan is relatively limited. However, a significant amount of growth could be accommodated at 320 The Terrace in the future. Our proposal for this site is Te Huanui, where world-class teaching and research facilities are surrounded by lively civic spaces. Our would create a city 'front door' to the Kelburn campus, Te Huanui would include a well-designed pedestrian connection to the upper campus, and have increased visibility from the city. Development would be phased and, on completion, would be the University's largest development in history.

We will continue monitoring opportunities to lease or acquire space so we can accommodate growth in Design Innovation, Health, and Creative fields. We will look for properties that increase the University's profile in Wellington city. Through this Master Plan, we will deliver around 10,000 m² extra space at Kelburn campus over the next 10 years.

LINK TO UNIVERSITY STRATEGY



ENABLING FOCUS AREA

We will accommodate the growth to attain the scale of a required world-leading capital city University.

7. FOCUS AREA

DISTINCTIVE IDENTITY



We will have distinctive and memorable high-quality places that reinforce positive perceptions of our unique identity.



DESIGNING SPACES THAT EXHIBIT OUR IDENTITY AND COMMUNITY

Our precincts will be memorable, integral, and attractive places that create a sense of intellectual vibrancy and community, and that help attract and retain the best students, researchers, and staff. Our buildings will be accessible and welcoming, with excellent signage, and visible billboards to support our engagement with alumni and our communities. We will use resources wisely to achieve this.

High-quality architectural, interior, and landscape design will be used to attract people and retain them for extended periods. Facilities will be welcoming to all students and staff, and provide a sense of belonging for diverse cultural and social groups. Entrances will be designed to reaffirm a sense of place firmly rooted to our identity and essence.

DEVELOPING OUR FACILITIES FOR QUALITY RESEARCH

We will use our balance sheet and philanthropic support to provide outstanding campus facilities that enable excellent research. Our research facilities will be at an international level—especially our laboratories and studios. Our research facilities will create opportunities for collaboration between researchers, students, and the community.

SHOWING OUR MARAE IS AT OUR HEART

Te Tumu Herenga Waka, our fully carved whareniui, has been at our heart for over three decades. Our whareniui was the first one established in a New Zealand university and provides a place of teaching, learning, and connection. Te Tumu Herenga Waka makes us unique in providing a link to our ancestors, and tying us to all the iwi of Aotearoa.

On the face of it, the Living Pā project is the redevelopment of 42–50 Kelburn Parade—the five villas in front of Te Tumu Herenga Waka. However, the project's vision is much greater than bricks and mortar. It is a proposal to transform the way we realise our culture and values by drawing together mātauranga Māori and sustainable practices.

As a purpose-built living lab, the Living Pā will be an incubator for innovation, and a place for multiple communities and disciplines to come together to discuss how we can build a more equitable, fair, and sustainable society.

CELEBRATING OUR ARCHITECTURAL HERITAGE AND DISTINCTIVE CHARACTER

Our distinctive character will be emphasised through our architectural heritage. We will continue to celebrate and conserve buildings that are important to the history of the University, and refurbishing them if possible to deliver spaces that support our key teaching, research, and engagement activities.

We will continue to restore and maintain our oldest building—the Hunter building (1906), the adjacent Robert Stout building (1930s), and our heritage lecture theatre in the Easterfield building. We will also continue to value the aesthetic, distinctiveness, and location of the Government Buildings. Since 1996 we have leased the Government Building (1876) which is owned by Heritage New Zealand.

As well as our heritage buildings, we will also celebrate our heritage outdoor spaces. The steep Mount Street offers a shortcut to the Kelburn campus from the city centre, but is also home to one of Wellington’s oldest cemeteries. The Friends of Mount Street Cemetery implemented a conservation plan in 1995.

HONOURING OUR PLACE IN THE ASIA-PACIFIC REGION

We are strategically positioned in the dynamic Asia-Pacific region. This region sustains the University and it increasingly defines our future. However, Wellington city does not yet have a Fale Malae.

We will build a Fale Malae—a multipurpose cultural hub for Pasifika communities. The Fale Malae will provide a welcoming, inclusive space that embraces and shows our Pasifika culture, and promotes a place of belonging for Pasifika peoples and all New Zealanders.

LINK TO UNIVERSITY STRATEGY



Our facilities will support our ambitious research.



Our Marae at our heart.










We will have a far higher profile and presence in the city.



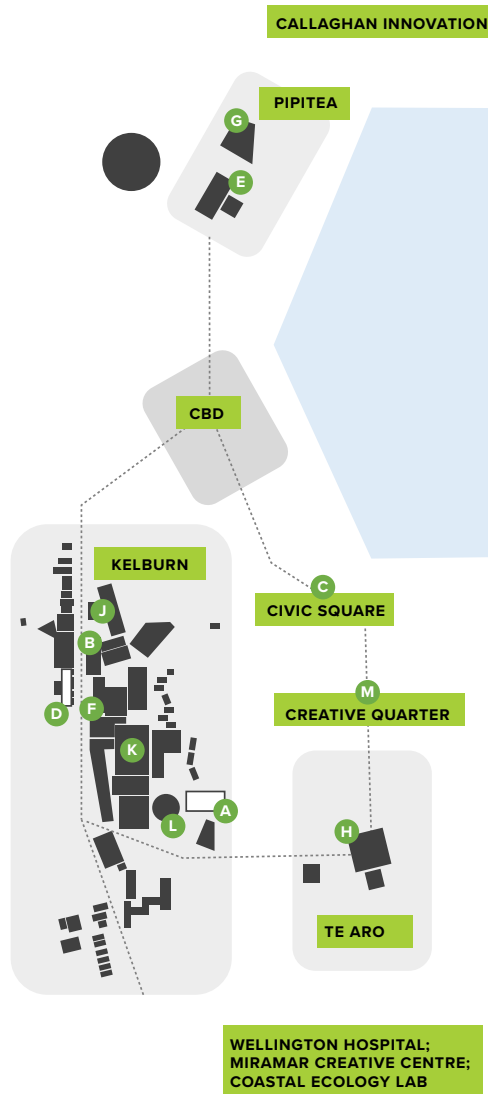
Our identity as an Asia-Pacific located University

HOW WE WILL MEASURE OUR SUCCESS

We will measure our success based on how we achieve the following objectives.

FOCUS AREA	OBJECTIVE	MILESTONE
 INTEGRATED PRECINCTS	We will seize opportunities to expand our presence in the city as they emerge.	% increase of gross floor area in the city.
	We will acquire properties that are adjacent to or near the Te Aro campus as opportunities emerge.	Increase in potential gross floor area to develop
 SPACES AND PLACES	We will work closely with experts from the learning and teaching community to govern and implement the teaching space upgrade programme.	Governance model in place.
	We will work closely with the Vice-Provost (Research) to understand our research space needs.	Governance model in place.
	The Resources Agreement for postgraduate students will be updated in 2020/21.	Improvement in how we use space.
	We will review the University's occupancy charge model in 2021.	Completion of review.
	We will update the University's office standards in 2021.	Improvement in space efficiency.
 VIBRANT CAMPUS EXPERIENCES	We will review our retail strategy and policy in 2021.	Completion of review.
	We will support University Recreation Wellington's feasibility study for a Recreation and Wellness Centre.	Completion of feasibility study.
 RESILIENCE	Our teaching and learning buildings will meet more than 67% of the New Building Standard (NBS).	% of portfolio at more than 67% NBS.
	Our teaching and learning buildings will score more than 'adequate' (3) for their condition and functionality.	% of portfolio more than 3 (adequate).
 SUSTAINABILITY	We will include learnings from the Living Pā project in the Property Services Design Standards.	Design Standards updated.
	We will continue to reduce how much operational energy we use to contribute to the plan of reducing our gross carbon emissions by 20%.	% reduction in operational energy.
	We will develop a carparking strategy and policy in 2021 and trial the preferred solution in 2022.	Completion of strategy and policy.
 PLANNING FOR THE FUTURE	We will complete a site master plan and concept design for 320 The Terrace in 2020 and lodge our Resource Consent for this plan.	Master Plan and concept design complete. Resource Consent lodged.
 DISTINCTIVE IDENTITY	We will celebrate our heritage as we continue to restore the Hunter building.	Annual budget committed.
	We will submit a business base for the Living Pā in 2021, once design is complete.	Completion of business case.
	We will complete the design for the Fale Malae.	Completion of design.

OUR 10-YEAR ROADMAP TO SUCCESS



MAJOR INITIATIVE IN ORDER OF PROJECT COST	PRIMARY BENEFITS AND LINKS TO FOCUS AREAS	COMPLETE	MAJOR INITIATIVE IN ORDER OF PROJECT COST	PRIMARY BENEFITS AND LINKS TO FOCUS AREAS	COMPLETE
A 320 The Terrace (stage 1)	Integrated precincts The site provides a city front door to the Kelburn campus. Spaces and places Opportunity to develop high quality, faculty and/or pan-university learning and teaching spaces that meet our future needs. Planning for the future Provides for substantial growth.	2029	G Rutherford House refurbishment	Resilience Hazardous material will be removed and assets nearing end of life renewed. Spaces and places Opportunities to improve the efficiency and effectiveness of workspaces and test new ways of working. Planning for the future Potential to release underutilised space for re-use.	2022
B Kirk refurbishment	Resilience End-of life assets would be replaced and obsolete laboratories replaced with fit-for-purpose facilities. Spaces and places Opportunities to improve the efficiency and effectiveness of workspaces, test new ways of working, and improve our learning and teaching spaces.	TBC	H Vivian St refurbishment & strengthening	Resilience The NBS rating will improve from less than 67% to 80% NBS. Spaces and places Opportunities to improve the efficiency and effectiveness of workspaces and test new ways of working.	2022 2024
C National Music Centre	Integrated precincts The Centre will increase the University's engagement with Wellington city and its civic visibility. Distinctive identity The New Zealand School of Music will be co-located with the New Zealand Symphony Orchestra.	2024	I Teaching space upgrades	Vibrant campus experiences Continual upgrade of teaching spaces.	Ongoing
D The Living Pā	Sustainability; Distinctive identity Mātauranga Māori and sustainability in the heart of the University.	2024	J Hunter heritage work	Distinctive identity Conserving our architectural heritage.	Ongoing
E Fale Malae	Integrated precincts; Distinctive identity A potential site has been identified in the CBD.	TBC	K Engineering	Planning for the future Refurbishments to support short term growth in Engineering.	2023
F Easterfield (weathertightness, seismic & L7 refurbishment only)	Resilience The NBS rating will improve from less than 67% to more than 67%. Spaces and places Opportunities to improve the efficiency and effectiveness of workspace and test new ways of working.	TBC	L Malaghan Institute of Medical Research	Planning for the future Support growth of New Zealand's leading independent immunotherapy research institute.	TBC
			M Hunter atrium/ Robert Stout roof	Resilience Remediate weathertightness issues.	2020
			N Seek leases/ acquisition opportunities in the city	Integrated precincts Increased profile in Wellington city, particularly along the creative corridor.	2021



VICTORIA UNIVERSITY OF
WELLINGTON
TE HERENGA WAKA

Pipitea Campus
Te Papa Akoranga O Pipitea

→ Wellington School of
Business and Government
Rutherford House

← Faculty of Law
Government Buildings

