In order to achieve our objectives for Wellington, we have established several companies and trusts. These organisations were set up to independently manage Council facilities, or to deliver significant services and undertake development on behalf of the Wellington community. Where necessary, we provide funding to support their operations and capital investment requirements.

The following pages explain what the organisations do, how their performance is measured, and how they performed during 2010/11.

### Partnership Wellington Trust
(trading as Positively Wellington Tourism)

#### STRUCTURE
All trustees are appointed by the Council. At 30 June 2011 they were Glenys Coughlan, Councillor Jo Coughlan, Kim Wickett, John Mildord (Chair), Mike O’Donnell, Peter Monk and Ruth Pretty. The Chair Executive was David Perks.

#### OBJECTIVES
The Partnership Wellington Trust markets and adds value to Wellington to achieve sustainable economic growth for the people of the city. It acts to enhance the recognition of Wellington as a desirable visitor destination, enhances the profile of city businesses and to promote strategic alliances and private sector partnerships, and maximise the city’s share of regional spending. It also promotes community focused initiatives, aims to improve the sustainability of Wellington’s commercial sector through the trust’s marketing initiatives, and facilitates the coordination of marketing initiatives that are appropriate to the objectives.

#### ACTIVITIES
The Trust:
- Promotes Wellington as a destination in national and international markets
- Markets Wellington as a convention and conference destination
- Provides visitor information services
- Runs initiatives that promote retail growth, including the downtown retail campaign
- Profiles Wellington’s strengths in arts, sport and education attractions, and conducts development of an ongoing events profile for the city
- Facilitates the development of new tourism and event product, and the development of the Visting Friends and Relations (VFR) market
- Manages Wellington’s destination profile on the internet
- Conducts research and analysis of the tourism industry.

The nature and scope of these activities are consistent with those set out in the 2009-10 long-term plan.

#### PERFORMANCE MEASURES
<table>
<thead>
<tr>
<th>TARGET/ACTIVITY</th>
<th>TARGET</th>
<th>ACTUAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase Australian arrival by 7% over 2009/10 levels</td>
<td>Direct Australian visitor arrivals to Wellington Airport increased by 6% to 111,167 for the year to March 2011.</td>
<td></td>
</tr>
<tr>
<td>Increase international visitor arrivals by 2% over 2009/10 levels</td>
<td>International visitor room nights increased 1.48% to 702,463 for the year to April 2011, compared to the same period in 2010.</td>
<td></td>
</tr>
<tr>
<td>Increase New Zealand market visitors and visitor nights by 2% over 2009/10 levels</td>
<td>Domestic visitor room nights increased 2% to 326,305 over 2009/10 for the year to April 2011, compared to the same period in 2010.</td>
<td></td>
</tr>
<tr>
<td>2% increase over 2009/10 levels</td>
<td>Weekend occupancy in partner hotels increased 1.4% to 50.2% in 2010/11.</td>
<td></td>
</tr>
<tr>
<td>Increase by 2% over 2009/10 levels</td>
<td>Weekend visitation in downtown Wellington declined 3.6% for the year to March 2011 compared with 2009/10.</td>
<td></td>
</tr>
<tr>
<td>Increase revenue by 2% over 2009/10 levels</td>
<td>OTK revenue decreased by 3% compared to 2009/10 revenue.</td>
<td></td>
</tr>
<tr>
<td>Maintain funding within +/- 5% of 2009/10 levels</td>
<td>Partnership funding increased by 6% to 2010/11 compared to 2009/10.</td>
<td></td>
</tr>
<tr>
<td>Maintain number of partner within +/- 5% of 2009/10 levels</td>
<td>The number of partners declined 1% to 198 compared to 2009/10.</td>
<td></td>
</tr>
<tr>
<td>Maintain Council funding at least 50% of total income</td>
<td>Council funding accounted for 49.88% of total income.</td>
<td></td>
</tr>
<tr>
<td>20% increase over 2009/10 levels</td>
<td>Visits to WellingtonNZ.com increased 20% to 1,435,941 compared to 2009/10.</td>
<td></td>
</tr>
<tr>
<td>Generate $750k of bookings through the site</td>
<td>$741,015 of bookings were generated through WellingtonNZ.com in the year – an increase of 6% on 2010.</td>
<td></td>
</tr>
</tbody>
</table>

See also City Promotions, Events and Attractions in the Economic Development strategy.
Wellington Museums Trust

STRUCTURE
All trustees are appointed by the Council. As at 30 June 2011, they were Councillor Ray Ahipene-Mercer, Peter Callen, Alick Shaw and Gwennie Hay (Chair). The Chief Executive was Pat Stuart.

OBJECTIVES
The Wellington Museums Trust (WMT) was established in 1995 to promote and manage the City Gallery Wellington, the Museum of Wellington City & Sea, the Colonial Cottage Museum, Capital E, the Wellington Cable Car Museum, and the New Zealand Cricket Museum. Since 1 June 2010, the Trust manages the Carter Observatory. It manages and develops the Trust programmes and services, and acquires and manages collections for the benefit of Wellington. It provides advice to the Council for the development of museum and gallery services in Wellington, establishes exhibition programmes and education policies for its facilities, and develops acquisition, de-accession and collection development policies. The Trust liaises with Positively Wellington Tourism to enhance its attraction to Wellington’s visitors.

ACTIVITIES
The Trust:
- Delivers high quality experiences, events and exhibitions at its facilities
- Manages conservation for the care of the objects, collections, and conducts research and development to enhance visitors’ experiences
- Offers quality education experiences to children and young people
- Promotes and protects the heritage of venues
- Develops and operates the Soundhouse Studio
- Works with national and international artists and collectors.

The nature and scope of these activities are consistent with those set out in the 2009-19 long-term plan.

St James Theatre Charitable Trust

STRUCTURE
All trustees are appointed by the Council. As at 30 June 2011 they were Chris Parke (Chair), Roger Miller, Peter Walker, Derek Fry and Sam Knowles. The Chief Executive was Glancy Coughlan.

OBJECTIVES
As at 30 June 2011, the St James Theatre Charitable Trust is in the final stages of winding up with operations having transferred to Wellington Venues Limited.

ACTIVITIES
The Trust:
- Managed and developed the St James Theatre and the Opera House
- Promoted audience development (to include children and young people) and developed a broad range of programmes to meet the needs of a wide audience
- Developed and maintained beneficial relationships with other national and international institutions, supports Positively Wellington Tourism, and developed new initiatives in its role as a key provider of performance venues.

The nature and scope of these activities were consistent with those set out in the 2009-19 long-term plan.

See also Galleria and Museums in the Cultural Wellbeing strategy.
Wellington Venues Limited
(trading as Positively Wellington Venues)

**STRUCTURE**
All trustees are appointed by the Council. As at 30 June 2011 they were Chris Parkin (Chair), Derek Fry, Sam Knowles, Linda Rieper, Stephen Whittington, Kim Wicksteed and Councillor Ngaire Best. The Chief Executive was Glenys Coughlan.

**OBJECTIVES**
Wellington Venues Limited began trading on 1 February 2011, merging the operations of the St James Theatre Charitable Trust and the Wellington Convention Centre. Wellington Venues Limited exists to manage and promote Wellington’s major events venues, including the Michael Fowler Centre, Town Hall, St James Theatre and Opera House as venues, and to help establish Wellington as the premier city for events and conferences.

**ACTIVITIES**
The company:
- Manages and operates the Venues and any related events businesses
- Advocates for the Venue and Event sector for the benefit of the residents of Wellington
- Works to achieve greater community access to the Venues’ facilities
- Develops and maintains beneficial relationships with other national and international institutions, supports Positively Wellington Tourism, and develops new initiatives in its role as a key provider of event and performance venues.

The nature and scope of these activities are consistent with those set out in the 2009-19 long-term plan.

Wellington Venues had no performance measures for the 2010/11 financial year. Performance measures for 2011/12 are outlined in the 2011/12 annual plan.

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Wellington Cable Car Limited

**STRUCTURE**
The Council is the 100% shareholder in this company and appoints all of the directors. As at 30 June 2011 they were Roger Drummond (Chair) and Jeremy Ward. The Chief Executive was Des Laughton.

**OBJECTIVES**
Wellington Cable Car Limited operates the Cable Car as an efficient, reliable and safe transport service and uniquely Wellington tourism asset. It also owns and maintains the overhead wiring system for the trolleybus passenger network which services the city.

**ACTIVITIES**
The company:
- Maintains the cable cars and associated track, plant, tunnels, bridges and buildings in accordance with best engineering practice, and to meet the certification requirements of the New Zealand Transport Agency
- Manages the Cable Car passenger service operation
- Markets the cable car
- Identifies options for enhancing the cable car travel and tourism experience
- Specifies and controls the contract for the inspection, maintenance and repair of the trolleybus overhead wiring system.

The nature and scope of these activities are consistent with those set out in the 2009-19 long-term plan.

**PERFORMANCE MEASURES**

<table>
<thead>
<tr>
<th>Performance Measure</th>
<th>Target 2010/11</th>
<th>Actual 2010/11</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cable Car passenger revenue</td>
<td>$3,943,000</td>
<td>$3,052,708</td>
</tr>
<tr>
<td>All cable car vehicles and associated buildings and equipment are maintained to required safety standards</td>
<td>Achieved</td>
<td>Achieved</td>
</tr>
<tr>
<td>Percentage of residents who have used the Cable Car in the last 12 months</td>
<td>30%</td>
<td>46%</td>
</tr>
<tr>
<td>Percentage of users who rate the standard and operational reliability of the Cable Car as good or very good</td>
<td>95%</td>
<td>94%</td>
</tr>
<tr>
<td>Cable Car service reliability</td>
<td>Greater than 99%</td>
<td>99.8%</td>
</tr>
</tbody>
</table>
Wellington Waterfront Limited

STRUCTURE
The Council is the 100% shareholder in this company and appoints all of the directors. As at 30 June 2011 they were Jane Black, Robert Grey (Chair) and Mark Petersen. The Chief Executive was Ian Pike.

OBJECTIVES
Wellington Waterfront Limited acts as the implementation manager for the waterfront development area. This means ensuring that the waterfront area is recognised locally and internationally for its design, is attractive; caters for a wide range of activities; is readily accessible to all people, and is both safe and perceived to be safe. Wellington Waterfront Ltd also acts to protect significant heritage buildings on the waterfront, and makes sure that activities on the waterfront are integrated with those on the harbour.

ACTIVITIES
The company:
• Implements the waterfront development project
• Owns and manages the marina
• Manages day to day operations on the waterfront, including cleaning, security and maintenance
• Negotiates and manages contracts for the design and construction of the waterfront’s public spaces
• Negotiates and manages contracts and leases for all building development sites, and the refurbishment and re-use of existing buildings.

The nature and scope of these activities are consistent with those set out in the 2009-19 long term plan.

PERFORMANCE MEASURES

Percentage of residents visiting the waterfront 90% 98%
Percentage of residents satisfied with the waterfront 90% 98%
Number of project milestones achieved on time: 191

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PERFORMANCE MEASURES

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Wellington Zoo Trust

STRUCTURE
The Wellington Zoo Trust was established on 1 July 2003 and all of the trustees are appointed by the Council. As at 30 June 2011 they were Ross Martin (Chair), Frances Russell, Linda Meade, Alan Dixon, Shaun Stevens and Councillor Simon Marsh. The Chief Executive Officer was Karen Fidler.

OBJECTIVES
The Wellington Zoo Trust manages the assets and operations of Wellington Zoo for the benefit of the residents of Wellington and visitors to the city. It aims to be “the best little zoo in the world” by providing a quality visitor experience, promoting species conservation, educating the community, and supporting the conservation and educational activities of other organisations. The Trust:
- Participates in managed breeding programmes
- Delivers educational material and learning experiences
- Contributes to zoological conservation and facilities management research projects
- Contributes to conservation awareness in the community

ACTIVITIES
The Trust:
- Develops and maintains high quality animal exhibits to provide an excellent visitor experience
- Cares for resident animals and manages the animal collection
- Participates in managed breeding programmes

PERFORMANCE MEASURES
\[
\begin{array}{l|l|l}
\text{PERFORMANCE MEASURES} & \text{TARGET 2010/11} & \text{ACTUAL 2010/11} \\
\hline
\text{Number of visitors} & 187,810 & 196,267 \\
\text{Number of visitors participating in an EVOUS learning session} & 90,079 & 94,579 \\
\text{Conservation Programme Managed Species % of total collection} & 41% & 41.1% \\
\text{Ave visitor WC spend per visit} & $14.14 & $14.21 \\
\text{Annual fundraising target for ZCP} & $658,894 & $579,651 \\
\text{Ave visitor WC spend per visitor (incl ZCP growth)} & $12.76 & $13.45 \\
\text{Ratio of generated Trust income as % of WCC grant} & 9.6% & 9.4% \\
\end{array}
\]

See also Environmental Conservation Attractions in the Environment strategy.

Basin Reserve Trust

STRUCTURE
There are four trustees, of whom two are appointed by the Council and two by Cricket Wellington. As at 30 June 2011 the two trustees appointed by the Council were Councillor John Morrison and Glenn McGovern. The two trustees appointed by Cricket Wellington were Don Neely and Douglas Catley (Chair). The Chief Executive of Cricket Wellington was Gavin Larseen.

OBJECTIVES
The Basin Reserve Trust manages and operates the Basin Reserve to continue to attract national and international sporting events to Wellington.

ACTIVITIES
The Trust:
- Manages the Basin Reserve for recreational activities and the playing of cricket for the residents of Wellington
- Contributes to the events programme for Wellington
- Operates as a successful not-for-profit undertaking
- Preserves and enhances the heritage value of the Basin Reserve

PERFORMANCE MEASURES
\[
\begin{array}{l|l|l}
\text{PERFORMANCE MEASURES} & \text{TARGET 2010/11} & \text{ACTUAL 2010/11} \\
\hline
\text{Number of events} & 56 & 56 \\
\text{Cricket} & 16 & 16 \\
\text{Other sports} & 20 & 20 \\
\text{Community} & 10 & 10 \\
\hline
\text{Number of event days} & 56 & 56 \\
\text{Cricket} & 28 & 28 \\
\text{Other sports} & 12 & 12 \\
\text{Community} & 10 & 10 \\
\end{array}
\]

Note: The Wellington Regional Stadium Trust is not formally defined as a Council Controlled Organisation. This report on their activities is presented to recognise the interest that Wellington City ratepayers have in the Trust and its activities.

Wellington Regional Stadium Trust

STRUCTURE
All of the trustees are jointly appointed by the Council and Greater Wellington Regional Council (GWRC). As at 30 June 2011 they were Paul Collins (Chair), Councillor Chris Laidlaw (GWRC), Chris Moller, Sir John Andrew, Liz Dawson, Sue Elliot, David Rule and Councillor John Morrison (GWRC). The Chief Executive was David Gray.

OBJECTIVES
The Wellington Regional Stadium Trust owns, operates and maintains the Stadium as a high-quality multi-purpose sporting and cultural venue. It provides facilities to be used for rugby, cricket and other sports codes, musical and cultural events, and other uses including sponsors and event and function organisers.

ACTIVITIES
The Trust:
- Operates the Stadium
- Manages the events programme and seeks opportunities to provide regular quality events
- Ensures the Stadium is provided to the community for appropriate usage
- Manages the Trust assets and the Stadium on a prudent commercial basis

The nature and scope of these activities are consistent with those set out in the 2009-19 long-term plan.