

Council Controlled Organisations

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 developments on behalf of the Wellington community. The following table explains what the organisations do and how their performance is measured.

ORGANISATION	WHY IT EXISTS	WHAT IT DOES	PERFORMANCE MEASURES	TARGET
Positively Wellington Tourism (Partnership Wellington Trust)	<ul style="list-style-type: none"> Market and add value to Wellington to achieve sustainable economic growth for the benefit of the public of Wellington Enhance the recognition of Wellington as a key and desirable visitor destination Maximise the city's share of regional consumer spending Enhance the profile of city businesses, promote strategic alliances and private sector partnerships Ensure marketing initiatives are focused on increasing the sustainability of Wellington's commercial sector. Recognise and promote community focused initiatives Actively facilitate the co-ordination of marketing initiatives appropriate to the objects of the Trust 	<ul style="list-style-type: none"> Domestic and international marketing of Wellington as a visitor destination. Marketing of Wellington as a conventions and conference destination Provision of Visitor information services Retail growth initiatives Wellington on the internet Facilitate development of new tourism and event product Profiling Wellington's strengths in arts, sport and education attractions Continued development of an ongoing events profile for city Downtown retail campaign Facilitate development of the Visiting Friends and Relatives (VFR) market Research and analysis of the tourism industry. 	<ul style="list-style-type: none"> International market share (numbers and nights) International visitor numbers and nights New Zealand market visitor number and nights Partner hotel occupancy (capacity aligned) Downtown market growth I SITE turnover 	<ul style="list-style-type: none"> Maintain market share in US,UK and Australian markets Maintain 2005/06 numbers and nights Domestic numbers and nights 1% above 2005/2006 1% above 2005/2006 Maintain 2005/2006 levels Maintain 2005/2006 turnover

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St James Theatre Trust	<ul style="list-style-type: none"> To preserve the St James Theatre in recognition of its value to the citizens of Wellington as an historic building To manage, promote, refurbish and administer the St James Theatre as a venue for the live performance of cultural and artistic events Generally to sponsor, support and promote performing arts, and the preservation of historic buildings in Wellington. 	<ul style="list-style-type: none"> Manage and develop the Westpac St James Theatre and The Opera House, delivering high quality experiences, events and programmes Proactively seek to develop new initiatives that link to its role as a key provider of performing arts venues within Wellington Work with other organisations with a strategic fit to find ways where it can assist them with their aims to our mutual advantage Promote audience development to include children and young people with the support of promoters and presenters of shows Further develop and broaden the range of public programmes to meet the expectations of the widest audience Develop national and international relationships that benefit the venues by partnering with other institutions Support the marketing initiatives of Positively Wellington Tourism that will enhance the overall visitor experience Continue to form close links and partnerships with private sector entities who are interested in the performing arts Work with others in the arts and heritage sector to promote opportunities for joint events Continue to form links with the wider Wellington community, including the education sector 	<ul style="list-style-type: none"> Number of performances <ul style="list-style-type: none"> – Westpac St James Theatre and The Opera House Total number of days utilisation <ul style="list-style-type: none"> – Westpac St James Theatre and The Opera House Average utilisation of seats Number of performance related events <ul style="list-style-type: none"> – Westpac St James Theatre and The Opera House Average performance spend per head <ul style="list-style-type: none"> – Westpac St James Theatre and The Opera House Average yield per non performance event 	<ul style="list-style-type: none"> Westpac St James Theatre 121; The Opera House 150 Westpac St James Theatre 177; The Opera House 151 55% Westpac St James 57 The Opera House 83 Westpac St James Theatre \$1.50 – \$3.50; The Opera House \$0.30 – \$1.50 \$2,469

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Wellington Museums Trust	<ul style="list-style-type: none"> • Manage and develop the Trust programmes and services and acquire and manage the collections and to operate them for the benefit of the inhabitants of Wellington • Provide advice to the City Council for the development of museum and gallery services in Wellington • Establish exhibition programmes and education policies for the Trust facilities • Develop acquisition, de-accession and Collection development policies for the Trust • Liaise with Positively Wellington Tourism to maximise the attraction of visitors to Wellington. 	<ul style="list-style-type: none"> • Deliver high quality experiences, events, exhibitions at City Gallery, Capital E, Museum of Wellington City and Sea, the Colonial Cottage Museum, Wellington Cable Car Museum and the New Zealand Cricket Museum. • Manage conservation and care for the objects of our collections in terms of internationally recognised practice • In terms of creative technology – develop and operate the Soundhouse Studio and broaden the access to its programmes • Offer quality education experiences to children and young people • Undertake exhibitions and events, including the International festival of the arts and performances at Capital E • Promote and protect the heritage of the venues • Develop national and international partnerships with artists and collectors • Undertake research and consider new developments that will enhance the experience at the venues. 	<p>Attendance targets:</p> <ul style="list-style-type: none"> • City Gallery • Capital E • City and Sea • Plimmers Ark • Colonial Cottage • Cable Car Museum • NZ Cricket Museum • Mount at least three temporary exhibitions including at least one community group exhibition at the Museum of Wellington City & Sea • Hold a total of twelve exhibitions in the main galleries at the City Gallery Wellington and ten in the Michael Hirshfeld Gallery • Subsidy per customer • Average retail income per customer 	<ul style="list-style-type: none"> • 150,000 • 85,000 • 85,000 • 80,000 • 2,700 • 220,000 • 3,000 • 3 • 12 and 10 • \$9.01 • \$1.15

ORGANISATION	WHY IT EXISTS	WHAT IT DOES	PERFORMANCE MEASURES	TARGET
Wellington Regional Stadium Trust¹	<ul style="list-style-type: none"> • Own, operate and maintain the Stadium as a high quality multi-purpose sporting and cultural venue • Provide high quality facilities to be used by rugby, cricket and other sports codes, musical, cultural and other users including sponsors, event and fixture organisers and promoters, so as to attract to the Stadium high quality and popular events for the benefit of the public of the region • Administer the Trust assets and the Stadium on a prudent commercial basis so that it is successful, financially autonomous community asset. 	<ul style="list-style-type: none"> • Operate the Stadium as a high quality multi purpose sporting and cultural venue • Increase the event programme by adding regular quality events • Ensure the Stadium is provided to the community for appropriate usage. 	<ul style="list-style-type: none"> • Number of events • Number of attendees • Total Income • Event income • Net surplus (deficit) 	<ul style="list-style-type: none"> • 35 • n/a • \$14.18 million • \$5.28 million • \$1.71 million

1. The Stadium Trust is not a Council Controlled Organisation but is included for the purposes of this report.

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Positively Wellington Business (Wellington Regional Economic Development Trust)	<p>Promote, foster and develop a dynamic and innovative economy in the Wellington region for the benefit of the people of the Wellington region by:</p> <ul style="list-style-type: none"> • Encouraging and assisting in the establishment, retention and development of sustainable, new and existing businesses • Promoting new investments • Developing viable employment opportunities • Marketing business opportunities • Raising funds, and carry out such business and other activities as are necessary or conducive for the carrying out and giving effect to the objectives of the Trust. 	<p>The Trust seeks to achieve its vision for Wellington to be the region of choice for Business through the four following goals:</p> <ul style="list-style-type: none"> • Creating new business • Growing existing business • Retaining existing business • Attracting new business. <p>Key areas of work to support the above goals include:</p> <ul style="list-style-type: none"> • Investment attraction • Marketing the region • Sector/Cluster facilitation • Research and analysis • Small business development • Migrant attraction. 	<p>Regional economic growth:</p> <ul style="list-style-type: none"> • Gross domestic product (GDP) • GDP per capita • Growth (GDP) by targeted sector • Growth in number of businesses by targeted sector • Number of Jobs by targeted sector • Location Quotients by targeted sector 	<ul style="list-style-type: none"> • Above national average • Above national average • Above national average • Positive growth • Positive growth • Above national average

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Wellington Cable Car Ltd	<ul style="list-style-type: none"> • Operate the Cable Car as an efficient, reliable and safe transport service and to work closely with the passenger service contractor to further enhance the Cable Car's attractiveness as a Wellington tourist icon • Meet a shareholder objective to retain, on environmental grounds, the trolleybus passenger service in the city and as a result, the need to maintain the trolleybus overhead wiring system to a safe and reliable standard. 	<ul style="list-style-type: none"> • Maintain the cable cars, track, plant, tunnels, bridges and buildings to the standards required by the Land Transport Safety Authority to ensure passenger safety and to specify and control the contract for the passenger service operation • Specify and control the contract for the inspection, maintenance and repair of trolley bus overhead and ensure the system remains in good working order, and to also ensure the safety of the public • Continue to maintain the cable car plant and equipment • Continue marketing the cable car in its key target customer sectors, thereby enhancing the value of the business through increased patronage and fare income • Identify options for enhancing the cable car travel experience. 	<ul style="list-style-type: none"> • Cable car vehicles, Track, Tunnels, bridges, buildings and equipment are maintained to required safety standards (Approval by Transport NZ). • Number of complaints by trolley bus operator • Number of adverse comments from the relevant regulatory authorities. • Degree of variance from budget • Cable Car passenger numbers • Percentage of residents who have used the Cable Car in the last 12 months • Percentage of residents who rate the standard and operational reliability of the Cable Car as good or very good 	<ul style="list-style-type: none"> • Approval granted • None • None • Within 10% or Board approved variance • 904,000 • 30% • 90%

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Wellington Waterfront Limited (Lambton Harbour Management Ltd)	<p>As implementation manager for the Waterfront development area, ensure:</p> <ul style="list-style-type: none"> • The waterfront is locally and internationally recognised for its design • The waterfront is readily accessible to all people • The waterfront is and is perceived to be safe at all times • The waterfront is seen as an attractive place; that draws Wellingtonians and visitors alike • The waterfront successfully caters for a wide range of events and activities • Significant heritage buildings are protected on the waterfront • Activities on the waterfront are integrated with those on the harbour. 	<ul style="list-style-type: none"> • Implement the waterfront development project as directed by the Waterfront Development Subcommittee (WDSC) • Advise the WDSC on budgets, phasing and other technical information as required • Own and manage the marina which is held by the subsidiary company • Manage day to day operations on the waterfront, including events, cleaning, security and maintenance • Negotiate and manage contracts for the design and construction of public space • Negotiate and manage contracts and leases for all building development sites and the refurbishment and re-use of existing buildings. 	<ul style="list-style-type: none"> • Percentage of residents visiting the waterfront • Percentage of residents satisfied with the waterfront • Number of events on the waterfront • Project timeliness, number of milestones achieved on time • Capital expenditure • Commercial proceeds 	<ul style="list-style-type: none"> • 95% • 80% • 225 • 75% • \$11.462m • \$2.2m

ORGANISATION	WHY IT EXISTS	WHAT IT DOES	PERFORMANCE MEASURES	TARGET
Basin Reserve	<ul style="list-style-type: none"> to manage, administer, plan, develop, maintain, promote and operate the Basin Reserve for recreational activities and for the playing of cricket for the benefit of the inhabitants of Wellington to establish a long term policy for the further development of the Basin Reserve as a recreational facility and as a facility for the playing of cricket, other sports and as a venue for other community based activities; to enter into management agreements and other contracts that are necessary or desirable to achieve the objects of the Trust; to promote and co-ordinate the raising of funds to assist the management, administration, maintenance planning, promotion and further development in a manner consistent with the achievement of council objectives. 	<p>The Basin Reserve Trust's vision for the Prime Finance Basin Reserve is for it to be recognised domestically and internationally as a premier cricketing venue, to be sustainable operationally and financially, and to contribute to the wider Wellington region in terms of provision and promotion of quality events.</p>	<ul style="list-style-type: none"> Number of events <ul style="list-style-type: none"> – Cricket – Other sports – Other (cultural) – Community Number of event days <ul style="list-style-type: none"> – Cricket – Other sports – Other (cultural) – Community Financial targets (including capital expenditure) Event income Non Event income 	<ul style="list-style-type: none"> • 11 • 10 • 1 • 4 • 33 • 10 • 1 • 4 • Results within budget • \$90,000 annual • \$345,000 annual

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Capacity (Joint Water Management Company)	<ul style="list-style-type: none"> • Operate as a successful undertaking, managed on a non-profit basis • Long term management of the water, wastewater and stormwater assets • Pursue and promote the development of related opportunities and undertakings with other local authorities and other organisations • Comply with all legislative and regulatory provisions relating to its operation and performance • Establish and maintain appropriate communications with the community about the company's activities • Ensure all contractual obligations of any other clients are met • Maintain an effective business continuity plan. 	<ul style="list-style-type: none"> • Long term management of the water, wastewater and stormwater assets of the shareholding councils and to operate as a successful business, managed on a non-profit basis. 	<ul style="list-style-type: none"> • Compliance with existing resource consents • Consent renewals accepted by regulatory authority prior to expiry • Responsiveness • Customer satisfaction • Progress against agreed programme of capital works • Actual total operating expenditure vs. budget • Actual total capital expenditure vs. budget • Savings of \$4.175m by 30 June 2009 	<ul style="list-style-type: none"> • 100% compliance • 100% accepted • 90% requests for service resolved within 15 days • 90% customer satisfaction • 90% completed on time; 90% completed within budget • Actual costs +/- 10% budget • Actual costs +/- 10% budget • Total annual savings of \$875,000

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Wellington Zoo	<ul style="list-style-type: none"> • Manage, administer, plan, develop, maintain, operate and promote the Wellington Zoo as a zoological park for the benefit of the inhabitants of Wellington and as an attraction to visitors of Wellington • Educate the community by building an awareness of plant and animal species in their habitats and the actions required to promote species conservation • Promote species conservation • Support and complement the conservation and education activities undertaken by other organisations • Develop and manage plan and animal species management programmes • Promote and coordinate the raising of funds to assist the management, administration, maintenance, planning, promotion and furthering development of the Wellington Zoo • Acquire additional plant and animal species. 	<ul style="list-style-type: none"> • Development and maintenance of animal exhibits which offer high quality • Provision of engaging learning experiences for visitors • Educational curriculum delivery • Management of resident animals to achieve excellent levels of health and emotional/psychological well-being • Strategic management of the resident animal collection • Contribution to conservation through advocacy, support for in situ programmes, facilitated research, and sustainable management practices on site • Participation in captive management breeding programmes • Contribution to zoological, conservation and facilities management research projects. 	<ul style="list-style-type: none"> • Number of visitors • Number of school visits • Number of evening camps • Conservation programme managed species • Animal wellbeing – husbandry and welfare practices • Learning outcomes – effectiveness • Average subsidy per customer • Average retail income per customer • Average income per Visitor (excluding WCC grant): • Ratio of generated Trust income as % of WCC grant: 	<ul style="list-style-type: none"> • 172,000 • 14,000 • 3,700 • 38% • Compliance with Animal Welfare Act • >97% of teachers agree learning was effective • \$15.60 • >\$8.50 • >\$11.70 • 75%