

# **DRAFT 2010/11 WATERFRONT DEVELOPMENT PLAN**

Appendix 1 - Roles and responsibilities

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## **1. INTRODUCTION and BACKGROUND**

In September 2000 Wellington City Council appointed a Waterfront Leadership Group to consult with the public and develop a vision, values and principles for future development on the waterfront. Council adopted its recommendations in the form of the Wellington Waterfront Framework (the Framework) in April 2001, and this Framework guides what is to be done on the waterfront.

Following approval of the 2007/08 Waterfront Development Plan, the Council's Strategy and Policy Committee (the Committee) agreed that, with the completion of design briefs for the identified development sites there was no longer a need for a separate Waterfront Development Subcommittee. Consequently, it was decided that on-going waterfront development plans will be considered by the Strategy and Policy Committee.

The Development Plan outlines the work programme to implement the objectives of the Framework. It has been developed directly from the concepts as laid out in the Framework, and includes how developments will be done, a phasing schedule and a financial model for the proposed work.

In December 2008, the Council decided to extend the implementation of the waterfront project over a 10-year work period. In 2009 consideration was given to transferring the project's development and management responsibilities in to the Council however it was subsequently agreed by Council in September 2009 that Wellington Waterfront Limited (WWL or the Company) should continue to manage waterfront projects. Accordingly funding has been allocated from 2010/11 onwards to reflect WWL's continuation and it was agreed that this decision would be reviewed in time for the 2012/22 LTCCP.

The decision to extend the project was based on the longer than anticipated Resource Management Act (RMA) time frames for individual projects; the unfavourable development market; and financial constraints as a result of deferred income from commercial developments within the waterfront. It was considered that the implementation should be spread to better align expenditure on public space developments with the income to be derived from commercial developments. Despite the longer timeframe for the project, there are a number of significant projects still in the planning stage that would benefit from continuity of management of this work, combined with the potential interim use projects and other projects in progress all providing a substantial work programme for WWL for the next few years.

## **2. PRINCIPLES**

The Waterfront Framework sets down the fundamental principles for establishing development work programmes on the waterfront. The phasing of work has been decided based on the following principles:

- Heritage buildings should be restored and reused as a priority.
- Timing of commercial development will be impacted by market conditions.
- Income should be generated upfront where possible to minimise the impact on ratepayers.
- Public confidence in the waterfront development must be maintained.

These matters have been influential in the formulation of the draft 2010/11 Waterfront Development Plan, particularly in respect to the timing of commercial developments i.e. significantly deferred. Equally as important has been the recognition of the need to maintain a degree of momentum with the waterfront project ensuring that the public and commercial sector has confidence that the project is being progressed.

### 3. 2010/11 PLAN OVERVIEW

This year's plan seeks to build on and consolidate the 2009/10 Plan, following the uncertainties of the project ownership, and whether or not WWL would be retained. The economic climate has impacted the timing of key commercial developments and in 2009/10 it was decided to use this deferral period as an opportunity to explore possible interim uses.

This year's draft development plan further considers the interim uses proposed in 2009/10, as well as a significant public space programme based substantially on previous year's plans and in accordance with the intentions of the Framework. The key developments planned for 2010/11 are the wharewaka and surrounding public space on Taranaki Street Wharf. Subject to receiving Council approval, the Kumutoto toilets will be built and construction could start on the temporary tensile structure. Preparations for the redevelopment of the Overseas Passenger Terminal, which is expected to commence in the fourth quarter of 2010/11, include the relocation of the Chaffers Marina offices and amenities, and various existing marine services businesses.

### 4. PROJECT PROCESS

The development of the waterfront follows three stages. Stage One, creating the Wellington Waterfront Framework and Stage Two, the development of design briefs for each precinct within the waterfront, have been largely completed. A master plan for the Queens Wharf precinct is a major piece of work in this year's plan and will conclude the necessary development of design briefs. Stage Three, WWL's implementation of each precinct's design brief is now underway. At all stages the public has had, and will continue to have, opportunity to provide input.

Each stage contains several elements:

#### ***Issues assessment***

For specific areas or projects an assessment of issues is carried out before a brief can be prepared. Issues such as the physical condition of the site, market conditions (if relevant) and how the project is to fit into the wider waterfront project all need to be understood.

#### ***Brief preparation***

The brief provides guidance on how a building site or an area of public space should be developed, giving direction to the designer through a series of performance criteria. It sets out the outcomes that should be met as part of the particular development. Briefs will vary in detail and specificity depending on size and scale of the project.

Each brief will:

- contain a clear statement of why the brief has been prepared and what it seeks to achieve
- show (in words, diagrams, photographs, drawings) how the Framework principles can be applied to the site including the relationship between the site and public space
- provide the basic area and site appraisal that is essential for a good design solution
- set out design objectives for the site, showing the first stage of urban design analysis for the area and how it links into surrounding areas
- set out any criteria that the Council feels – having engaged with the public – are pertinent to the site.

#### ***Design implementation***

The brief forms a basis on which WWL engages designers or developers. The design comes back to the Council for discussion and sign-off, again with public involvement, before being implemented.

It is anticipated under the Waterfront Framework that design briefs, once completed and signed off, would be incorporated into the District Plan. The recently proposed amendment to the District Plan (Variation 11) is an example of this objective; the independent commissioners approved

the amendment and Council ratified their decision in November 2009 however Variation 11 has subsequently been appealed.

### **Implementation**

Once sign-off of detailed design has been obtained, WWL manages the contracts for public space construction and the selected developer manages the contracts for commercial development construction.

## **5. ENGAGING WITH THE PUBLIC**

The Wellington Waterfront Framework requires transparency and a willingness to engage with the public about how the waterfront is developed. A balance must be set between making good progress on the waterfront and providing the public with sufficient opportunity to be involved.

The Council recognises that there are groups and individuals who have particular interest in the waterfront, and that there is also a need to inform other Wellingtonians and understand their interests and needs.

### **Committee meetings**

As mentioned above, the Waterfront Development Subcommittee was disestablished in 2007. Waterfront issues, including the draft development plan, are now considered by the Strategy and Policy Committee.

All Committee meetings are open to the public, with opportunities for the public to be heard at each meeting. Dates of these meetings are advertised and agenda and Committee papers are publicly available.

The Committee has adopted a responsive protocol for engaging with people who engage in waterfront issues. It involves a commitment to

keep participants informed about the issues they raise and it is part of the Committee's expressed desire to listen, engage with and respond to the public.

### **Formal Public Consultation**

Public submissions will be sought when detailed or concept designs are proposed by WWL or developers working on waterfront developments. In addition, public consultation is also intrinsic to the publicly notified resource consent process that all significant waterfront developments are required to undergo.

To assist formal consultation processes WWL provides information and receives feedback via any or all of the following channels:

- Paid advertorials
- Public open days
- News releases
- Special displays
- Brochures

### **Electronic and hard copy publications**

Information is readily available on meetings, issues and events through the Council's website, [www.wcc.govt.nz](http://www.wcc.govt.nz) and also reported in the Council newspaper, *Absolutely Positively Wellington*.

WWL's website, [www.wellingtonwaterfront.co.nz](http://www.wellingtonwaterfront.co.nz) contains detailed information about proposed waterfront developments as well as services and attractions on the waterfront. WWL's annual report is published on its website, and available to the public in hard copy format.

## **Waterfront Project Information Centre**

The Waterfront Project Information Centre is a permanent resource centre where members of the public can view the current status of the project, see what is proposed and make comments. It is located in Shed 6 at Queens Wharf. Since opening, it has been used as a key vehicle for informing the public for projects such as the progress on Waitangi Park, Taranaki Street Wharf proposed plans, Kumutoto development proposals, the NZX building, Chaffers Dock and Steamship Wharf developments, and the Outer-T design competition.

## **Feedback**

The Committee can select from a wide range of techniques to get feedback from the public, such as questionnaires or running on-site surveys of people using the waterfront. For initial feedback on an issue in a short space of time, emails can be circulated to a discussion group.

Feedback forms available in the Waterfront Project Information Centre invite comment on proposed developments, and the WWL website also solicits comments and ideas from visitors to the site.

## **Reference groups**

To address specific issues, small reference groups with interested parties can be set up. For instance, a steering group has been formed to work with the Company regarding the redevelopment of Queens Wharf.

## **Interactive workshops**

WWL has adopted a charette process, whereby individuals with relevant views and expertise related to a specific development challenge are

brought together in an independently facilitated environment to workshop ideas, issues and objectives.

## **Open Day**

An open day allows the public and interested groups to view information about a project and to talk to designers and other relevant people.

## **Ideas competition**

An ideas competition can stimulate creative thinking and interest – this is the process that was used for the Outer T and the competition winning entries are being used to inform the Queens Wharf master plan design process.

## **6. THE PROJECTS**

The Waterfront Project has many proposed and on-going projects, all with different complexities, and in some cases, the potential to be interrelated. Some work needs to be done sequentially because of physical requirements to maintain the waterfront experience as much as possible during construction or to coincide with neighbouring development activities. There may sometimes be financial implications that justify undertaking one piece of work before another. Further, sufficient flexibility must be built in to respond to good ideas or proposals in a timely manner, should they arise.

Wellington's waterfront comprises five distinct precincts, linked by a waterfront promenade, that have been highlighted in the Framework. What follows is an update on business activity and WWL's proposed activities which form the basis of the 2010/11 draft Development Plan. The location of sites is shown in Appendix 2.

## Waterfront as a whole

### ***The promenade***

The promenade will be maintained along the length of the waterfront. Any enhancement of this high-use area will be undertaken mainly as part of the development of adjacent areas, rather than as a single project.

Continued development of the promenade as the spine that connects the waterfront, is the significant reduction of vehicular traffic along the harbour side of Shed 6 near Queens Wharf resulting from a new bollard system at the southern end of the TSB Bank Arena.

### ***Parking***

In 2009/10 a review of the management of car parking on the waterfront brought about a gradual transition of the operation from external contractors to in-house management. A number of factors drove the decision to undertake this change in addition to the principle objective of the Company increasing its net revenues. These include providing freedom to act on the alternative activities planned for these spaces such as motorhome parks, fabric structures and craft markets.

### ***Berthage strategy***

Boating and shipping movements are important to the waterfront, generally enlivening the experience and are considered as part of the development of specific areas. WWL is currently negotiating with CentrePort Limited to increase the level of small boats using the wharves around the waterfront.

### ***Wharf Pile Maintenance***

The second stage of a waterfront-wide pile repair and refurbishment programme including minor urgent repairs to the southern end of the Outer-T and under Taranaki Street Wharf were completed in 2009. The next tranche of repairs is now budgeted for 2011/12 which will include work under the Outer-T.

## Waitangi Precinct

### ***Waitangi Park***

The 'transition' site continues to be used for different activities including a weekend market, plus a temporary car parking space while design work continues. One of the possibilities is a temporary tensile fabric structure, which is discussed further under *interim uses*.

WWL will complete a feasibility study for the development of the UN Studio design for the transition site and for the Wardle Building proposed for Area 3, which is the site bordered by the Chaffers Dock Apartments Clyde Quay Boat Harbour and the Overseas Passenger Terminal.

### ***Overseas Passenger Terminal (OPT)***

Resource consent was granted for the redevelopment of the Overseas Passenger Terminal in early 2008, and this has been confirmed by the Environment Court. The OPT redevelopment is currently scheduled to commence in the fourth quarter of the 2010/11 year, subject to Willis Bond confirming the contract. WWL will help to facilitate the start of construction and also complete all WWL ground floor lease negotiations.

## Taranaki St Wharf and Lagoon

In December 2009 the Council approved a 99-year ground lease between Wellington Waterfront Limited and the Wharewaka o Poneke Charitable Trust to enable the construction of the wharewaka on Taranaki Street Wharf.

The planning and design of the Taranaki Street Wharf public space surrounding the wharewaka site has continued and construction is expected to start in the first quarter of 2010/11. WWL is project

managing both the wharewaka and the public space construction and anticipates the entire project being completed by the end of the third quarter in 2010/11.

WWL will be responsible for completing the landscaped areas around the wharewaka (excluding operational requirements in direct association with the wharewaka). This includes increased declamation of the existing lagoon and landscaping treatment in the area previously known as the 'mound'. The construction of a bridge landing from the City to Sea Bridge in the Odlin plaza is planned to be completed as a second stage of this project.

### **Frank Kitts Park**

WWL will continue to oversee the design development of the whole of Frank Kitts Park and work with the Wellington Chinese Garden Society (WCGS) and Wellington Chinese sister cities to reach agreement on the final design of the Chinese Garden. Positive input has been received from Wellington's Chinese sister cities regarding the design for the Chinese Garden component of Frank Kitts Park and liaison with the WCGS, Xiamen and Beijing sister city delegations continues to be extremely positive.

WWL has deferred its planned application for resource consent for the redevelopment of the whole of Frank Kitts Park pending clarification of the status of the WCGS fund raising programme.

It is neither practicable nor desirable to construct the Chinese Garden separately from the remainder of Frank Kitts Park. The catalyst for commencement of the construction of this project will be WCGS achieving its approximate \$5 million fund raising. The equivalent WWL spend for the redevelopment of the remainder of the Park is currently budgeted for the 2013/14 year, with the expectation that this timing can be reconsidered if there is a requirement to bring the project forward.

### **Queens Wharf**

Long term master planning for the Queens Wharf precinct has been accelerated following the outcome of the Outer-T ideas competition. The competition provides a clear direction for this outermost area of Queens Wharf. WWL is formulating a master plan for the entire precinct to enable implementation over the medium to long term. WWL has already held the first in a series of workshops to consider the potential work streams that may contribute to the final master plan, with several more being scheduled for the 2010/11 year.

As part of this overall exercise, consideration will be given to the revitalisation of Shed 6, the TSB Bank Arena, the pedestrian and cyclist interface along the promenade, the Outer-T and the Queens Wharf plaza. The master plan will be incorporated into the District Plan by way of a variation. WWL plans on working with Wellington City and Regional Council planners to this effect throughout the 2010/11 year.

Commercial negotiations for building redevelopments, eg Shed 1 and 6, will be progressed by WWL following completion of the master plan for the area.

Interim uses such as an ice skating rink have been suggested for the Queens Wharf area. This is discussed further below under *Interim Uses*.

The recently completed Hunter Street traffic control project has already significantly reduced vehicular movements around Shed 6 and improved the safety of ingress and egress to the TSB Bank Arena. Additional benefits flowing from this work have been increased safety for children using the Frank Kitts Park playground and extra facilities associated with the TSB Bank Arena including a locked storage unit and improved truck access.

### **Kumutoto**

WWL has progressed design and resource consent planning for sites 8 & 9 within the Kumutoto precinct. However, in light of prevailing economic conditions resulting in much reduced tenant demand, together with the Council's initiatives regarding Variation 11 to the District Plan, WWL has elected to suspend any further planning/design for these two sites.

While it is expected that construction on sites 8-10 is unlikely to commence within a 3-5 year timeframe, WWL will continue to develop long-term concept plans for these sites and be responsible for marketing them and negotiating commercial outcomes as part of the usual development management process.

The planning work will also be influenced by the outcome of the proposed District Plan amendment. This amendment (Variation 11) seeks to reflect the approved design brief into the District Plan and provide greater certainty to the public and developers as to the appropriate form and scale of future development within the area. The independent commissioners approved the amendment and Council ratified their decision in November, however Variation 11 has subsequently been appealed.

In response to an opportunity presented by NZ Police and the National Maritime Dive Squad, WWL is investigating the construction of a small building to accommodate the physical requirements of these tenants in conjunction with, and adjacent to, the ex Eastbourne Ferry Terminal, potentially on the service jetty itself. This building would be funded by NZ Police. Plans are being progressed with New Zealand Police and subject to their approval, WWL aim to complete the design planning and regulatory approval phases of this project by Q2 in the 2010/11 year.

The design and construction of the temporary motorhome park within the Site 10 area is further explored under *interim uses* below.

In conjunction with the Wellington Sculpture Trust, WWL will assist with the construction of 'Kina' – a significant public artwork designed by internationally renowned artist Michel Tuffery. This is proposed to be located within the coastal marine area adjacent to Kumutoto.

The proposed Kumutoto toilet facility, originally designed as part of the Kumutoto public space area and to be located between Shed 11, the Loaded Hog and the Fronde harbourside building is currently subject to design development.

The Company has reviewed public feedback on the current design and has established the need for the facility after consideration of the location, quality and signage relating to existing facilities. With costs estimated to fall within the range of \$350,000-\$400,000, the Company is seeking approval for this project.

### **Interim uses**

In light of the stalled property development environment WWL proposed to investigate interim uses for a number of development sites on the waterfront. This activity is in response to the following:

- Car parking, pending development of various sites on the waterfront, has been an acceptable activity historically. It provides a useful facility to commuters and visitors alike and, importantly, provides an excellent return with little capital expenditure requirement;
- Changed economic circumstances, locally and globally, have resulted in the likelihood of waterfront sites not being developed in the short or even medium term. Current predictions are that we may not see development occurring on most of the larger waterfront sites for at least three years.
- Uses other than car parking may be more appropriate for these prime high profile sites, subject to financial returns;



- Consideration has been given to 'gaps' in Wellington's total recreational and tourism offering, as identified by Positively Wellington Tourism and Wellington City Council, and how WWL can assist in addressing these shortfalls. Consideration has also been given to the demands faced by the city for the hosting of events during the Rugby World Cup in 2011.

The three initiatives that were identified in 2009 and consulted on as part of the 2009/10 development plan were a temporary motorhome park, an ice-skating rink and a temporary tensile structure.

Construction of the motorhome park was completed in March 2010. WWL seeks approval, within this development plan, to continue investigating the other two proposed uses:

#### ***Wellington Motorhome Park***

The temporary motorhome park, located on site 10, Kumutoto, opposite the NZ Post headquarters on Waterloo Quay is now complete and fully operative.

The motorhome park's location provides an ideal opportunity to deliver a much needed facility in central Wellington, achieve a financial outcome that approximates the previous use, and without compromise to the medium - to - long term development plans for the site.

#### ***Temporary tensile fabric structure***

WWL has undertaken preliminary investigations into the construction of a semi-permanent structure for the 'transition' site adjacent to Waitangi Park. WWL has determined that a development of this type could be financially viable and would add a significant venue space for a variety of uses. It would provide an architectural solution anticipated in the original design for Waitangi Park inasmuch as it would transition between the height of Te Papa and the Park itself.

WWL seeks approval, via the development plan process, to prepare a business case for the development and implementation of the tensile fabric structure on Barnett Street to enable this concept to be brought to Council's Strategy & Policy Committee for ultimate approval in the 2010/11 year.

#### ***Ice skating rink***

WWL has undertaken preliminary investigations into the construction of an open air temporary ice skating rink on Queens Wharf. This facility would be in place for 3-4 months each year throughout the winter season.

WWL seeks approval, via the development plan process, to prepare a business case for the development and implementation of the ice-skating rink to enable this concept to be brought to Council's Strategy & Policy Committee for ultimate approval in the 2010/11 year.

## 7. PROJECT PRIORITIES

The following table sets out the projects on the waterfront in priority order as adopted by WWL

	2010						2011						
	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	
<b>Wharewaka</b>	Construction												
<b>Taranaki Street Wharf Public Space</b>	Construction												
<b>Overseas Passenger Terminal</b>	Sales & Marketing						Design & Construction						→
<b>Sites 8, 9 &amp; 10, Kumutoto</b>	Planning												→
<b>Kumutoto public toilet facility</b>	Design		Construction										
<b>Queens Wharf Master plan redevelopment</b>	Masterplanning												
<b>Interim Uses - Tensile Fabric Structure/Ice Skating Rink</b>	Planning												→
<b>Service Jetty Building, Kumutoto</b>	Planning, Design & Negotiations												
<b>Frank Kitts Park</b>	Planning and Negotiations												→
<b>UII Studio and Wardle Building -Waitangi Park</b>	Investigation & Planning												→
<b>Asset Management Plan</b>	Documentation												
<b>Maintenance Projects</b>	On going												→
<b>Rugby World Cup</b>	On going												

## 8. FINANCIAL PLAN

The Waterfront Framework incorporated a seven year financial plan which came to an end in June 2008.

In December 2008 Wellington City Council approved a new 10 year financial plan which included a \$15.0 million short term advance to manage timing difference with commercial proceeds and public space expenditure. The latest 10-year financial forecasts anticipate a maximum balance of the short term advance of \$13.8 million in 2010/11.

WWL, which manages the Wellington Waterfront Project (WWP), prepares and presents a business plan every year, with a 12-month work plan that commits to work in that period with the next two years being more indicative. This Waterfront Development Plan will form the basis of WWL's Business Plan for Waterfront Development from 2010/11.

### Assumptions

In preparing the financial plan a number of assumptions have been made. These include:

- Council funding of \$15.0 million, within the constraints imposed by the Framework and the LTCCP has been made available to the project.
- Current Council policy, which states that funds held plus future funds earned on the waterfront are available for reinvestment on the waterfront, will continue.
- Council approves the use of funds in the Project's commercial development fund for appropriate expenditure on capital (public space etc) projects.
- While there have been some positive indicators to suggest that the economic recovery is gaining momentum, there is still much uncertainty and the impact of the recession will continue to be felt for some time

- Commercial property generates proceeds of "highest and best use" (allowing for predominantly public access to ground floors).
- Income from rented properties, car parking and use of event facilities is maintained as planned.

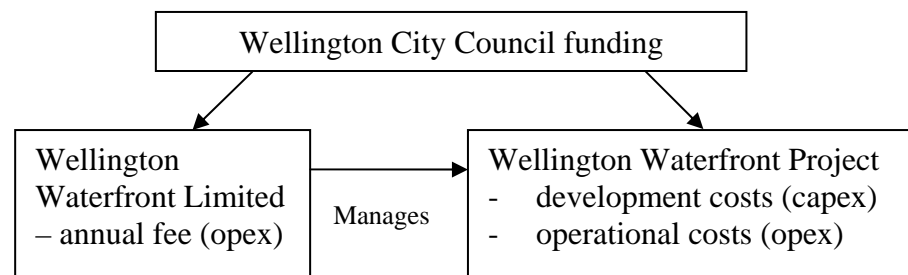
The current financial model allows for public space investment of \$24.9 million over the development period, which is expected to continue to a 2017/18 completion date. The expenditure on each area and project is based on the best information available. The above assumptions are consistent with those made in respect of the financial model contained in the Wellington Waterfront Framework and the 2009-19 LTCCP.

### Financial impact of development plan

The financial plan indicates that, given the above assumptions, the financial impact upon Council of this development plan will be similar to that contained in the Framework, with the acknowledgement of the need for a \$15.0 million short term advance to manage timing differences between commercial proceeds and public space expenditure.

The Council contributes to WWL through an annual management fee and also through funding for development (this development funding is managed by WWL). This is shown in Figure 1.

Figure 1 – *funding model*



The contribution from the Council required to carry out development for 2010/11 is \$5.0 million as a short term advance as part of the overall \$15.0 million advance. This is shown below in figure 2.

Figure 2 – ***funding schedule for the WWP***

<b>Receipts</b>	<b>\$m</b>
Operating	4.277
Proceeds from commercial developments	1.450
<b>Total receipts</b>	<b>5.727</b>
<b>Payments</b>	
Waterfront operating costs	4.465
Planning costs	1.040
Public space developments	4.219
Working capital adjustment	0.400
<b>Total payments</b>	<b>10.124</b>
<b>Net cash surplus / (deficit)</b>	<b>(4.397)</b>
<b>Funded by:</b>	
Wellington City Council - temporary additional funding	5.000
Decrease / (increase) in cash	(0.603)
<b>Total funding</b>	<b>4.397</b>
<b>Funding from Wellington City Council</b>	
Contribution for planning	1.040
Contribution for public space development	2.769
Contribution for waterfront operational costs	0.188
Working capital adjustment	0.400
Decrease / (increase) in cash	0.603
<b>Total Wellington City Council Funding</b>	<b>5.000</b>

This excludes the Council's payment of WWL's annual management fee, and internal Council waterfront costs such as TAG and officer time.

## APPENDIX 1

### ROLES AND RESPONSIBILITIES

This section outlines in more detail the roles and responsibilities of the Council and WWL. These roles and responsibilities are consistent with the governance arrangements as set out in the Wellington Waterfront Framework and form the basis of a partnership between the two entities.

The Council and WWL exercise their roles and responsibilities in a manner that is consistent with the Council's waterfront policy as expressed in the Wellington Waterfront Framework, the District Plan and any other documents adopted by Council.

#### Strategy and Policy Committee

The Strategy and Policy Committee reports to the Council. Its role is to:

- develop an annual work plan covering the waterfront's projected activities for the year that will form the basis of its delegations from the Council to make decisions
- develop and maintain a project development plan that includes broad priorities for work
- ensure that the development proceeds in a way that is consistent with the Council's Long Term Financial Strategy
- sign-off detailed designs

The Committee is responsible for ensuring that:

- Council has regular and informative reports on progress with the waterfront development.
- implementation of the development plan is monitored including approval of variations from approved designs.

- an open and effective basis for consultation and co-operation is maintained with WWL
- there is a project development plan and budget
- public views on the waterfront are fully and openly canvassed before design briefs are finalised
- the final detailed designs for public space work have been tested and endorsed through an open process of public engagement

#### Technical Advisory Group (TAG)

TAG acts as a provider of independent design advice for the Council. It ensures that the Framework principles have been applied consistently in all waterfront design.

The Strategy and Policy Committee has overall responsibility for monitoring waterfront development by reviewing and making decisions on major matters (with advice from TAG) but may delegate its authority on minor matters of detail. TAG's role is to provide:

- advice and recommendations to the Strategy and Policy Committee on major matters of design and implementation
- advice to officers to make decisions on minor matters of design and implementation
- advice to the officers on resource consent applications
- general design advice on an 'as required' basis

Minor matters of design and implementation relate to minor alterations to buildings, minor variations to detailed design of public space, temporary use of public space and minor elements in public space.

TAG draws on the architecture, landscape architecture and urban design expertise of its members. It has a core group of four, but on large projects, other professionals may be co-opted to bring on stream other specialist advice as deemed necessary by the Council.

## Wellington Waterfront Limited

WWL reports to the Strategy and Policy Committee and Council Controlled Organisations Performance Sub-committee. Its role is to:

- prepare an annual business plan (with input from the Strategy and Policy Committee) for the waterfront project (Lambton Harbour Development Project) covering the work plans, project implementation tasks and project operations. This will also incorporate an activity outline and projections for the subsequent two years. The business plan will support the approved project development plan.
- provide input into the project development plan and its annual revisions, and into the subcommittee's annual work plan
- manage day-to-day operations on the waterfront, including cleaning, security, tenancies and maintenance (with the exception of Waitangi Park)
- advise the Strategy and Policy Committee on all aspects of waterfront development, including budgets, development phasing, technical information, costs, feasibility and commercial issues
- commission work on detailed designs based on approved performance briefs
- select and appoint designers in consultation with the Strategy and Policy Committee
- market waterfront sites and properties as appropriate to get the best return for the Council (within any constraints imposed by the development plan)
- act as the contact point for anybody interested in a private development project on the waterfront
- 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.

WWL is responsible for ensuring that:

- for its part, an open and effective basis for consultation and co-operation is maintained with the Council
- the waterfront is clean, safe and well maintained
- the Strategy and Policy Committee has relevant and timely advice to inform its decision-making. This will include financial advice and will involve WWL maintaining a financial model for the waterfront
- all contracts entered into are appropriate to deliver the desired outcome and reflect Council policy
- all public space development projects are delivered to plan, on time and on budget.

## Definitions

**Waterfront Framework** – The Wellington Waterfront Framework was adopted as the Council's policy for the waterfront on 3 April 2001. It is a general overview of what is planned for the waterfront. The character of each area is described, along with ideas about what might be included, but there is no detail or drawings. The Framework can be considered a general guide to future development, and the principles can be considered the 'bottom line', but there is flexibility for decisions to be made at later stages.

**Development Plan** – The Development Plan sets out the phasing for all the work on the waterfront for the life of the project. It is reviewed annually. The Plan is based on high level budgets initially, but these are firmed up once each piece of detailed design work is completed and actual work costed. The Development Plan sets out the order for public consultation over the various areas of the waterfront, based on input from the public as well as professional advice such as market readiness. It covers phasing for work such as redevelopment of heritage buildings. WWL provides significant input into the preparation of this plan.

**Performance briefs** – Performance briefs are developed for each part of the waterfront before any design work is done. The briefs pick up the

character of each part as described in the Framework, and include major design functions and go into detail about how an area is to perform. The performance briefs make reference to the high level budgets agreed in the development plan, although the final detailed designs signed off may vary in cost. Again, WWL provides significant input into the preparation of these briefs.

***Detailed designs*** – Developed design or concept designs are completed based on the performance briefs. These may include options and are agreed through consultation as to which option to move forward this. Once the concept design is signed off, detailed designs are finished. Detailed design work is commissioned based on the developed/concept design. These detailed designs are of sufficient detail to enable construction work to start, but actual construction cannot begin until resource consent has been obtained.