

**DRAFT WATERFRONT DEVELOPMENT PLAN  
2007/08**

**Table of Contents**

- 1. Introduction and background**
  - 2. Principles**
  - 3. Plan overview**
  - 4. Project process**
  - 5. Engaging with the public**
  - 6. The projects**
    - The Waterfront as a whole
    - Waitangi Park
    - Taranaki St Wharf and Lagoon
    - Frank Kitts Park
    - Queens Wharf
    - Kumutoto (North Queens Wharf)
  - 7. Project priorities**
  - 8. The financial plan**
- APPENDIX**  
Roles and responsibilities

## **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 in April 2001, and this Framework guides what is to be done on the waterfront.

Council appointed the Waterfront Development Subcommittee in August 2001 to manage how this development is to occur in conjunction with Wellington Waterfront Limited (WWL) who will implement the work.

The Development Plan outlines the work plan/programme to implement 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.

This draft Development Plan for 2007/08 makes no significant changes in scope from what has been indicated in earlier plans, but the timing of some projects has changed. The 2006/07 focus was on the Kumutoto Precinct; Kumutoto public space is scheduled for completion in December 2007, with the refurbishment of the exterior of Shed 13 due to be completed in July 2007 and the Meridian building on Site 7 likely to be finished in October 2007.

The draft Development Plan proposes that in 2007/08 the remaining Kumutoto sites; 8, 9 and 10, will be subject to competitions and resource consent applications for their development. A competition will also be held for the redesign of Frank Kitts Park, including the siting of the Chinese garden and, if the design is approved by the Subcommittee,

resource consent processing will begin. Council officers recommend that construction be deferred until 2009/10 to allow WWL time to realise sufficient commercial proceeds to fund the expenditure.

Construction will begin on the Hilton Hotel conditional on a successful outcome at the Environment Court where the resource consent appeals are being heard in late July.

Planning on the Taranaki Street Wharf lagoon and bridge extension will continue and WWL will continue to work with Wellington Tenth Trust to progress the design of the wharewaka.

## **2. PRINCIPLES**

The Waterfront Framework sets down the fundamental principles for development 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.**

## **3. 2007/08 PLAN OVERVIEW**

The 2007/08 financial year will see continued focus and progress on Kumutoto, Taranaki Street Wharf, Frank Kitts Park and the Overseas Passenger Terminal.

WWL will continue to participate in a joint working group with the Wellington City Council and Save Our Sports to consider options for relocating the indoor sports activities that currently take place in Shed 1.

Construction in the Kumutoto area started in early 2006 with the four storey commercial development on Site 7, known as the Meridian building, which is expected to be completed in October 2007.

Construction of stages 1 and 2 of the Kumutoto public space, including reconstruction of the tug wharf and promenade, commenced in January 2007 and is expected to finish in December 2007. The Shed 13 exterior refurbishment is also expected to be completed in July 2007. Further development of this area will occur in 2007/08 with architectural design competitions being held for Sites 8, 9 and 10.

A design competition will also be held for Frank Kitts Park including the Chinese Garden.

The Environment Court will consider Waterfront Investment Ltd's (WIL) application to build a Hilton hotel on the Shed 1 site of the Queens Wharf Outer-T in late July 2007.

Construction on the development of Area 1 of Waitangi Park was completed in June 2006. Detailed planning of Area 2 (the area adjacent to

Te Papa) and Area 3 (the area to the east of Chaffers Dock) will continue through 2007/08.

The design for the Overseas Passenger Terminal (OPT) redevelopment has been agreed by the Subcommittee after public consultation and provision for parking. The Strategy and Policy Committee (SPC) and Council will be asked to approve a 125 year lease in June 2007 and, if approval is received the developer will apply for resource consent in 2007.

Resource consent was granted for the wharewaka in November 2005. WWL will work with the Wellington Tenth Trust in 2007/08 to progress the design, as well as progressing plans for the lagoon and bridge extension, with construction scheduled to begin in 2008/09.

Delays on the OPT redevelopment and the Hilton hotel have led to a delay in the realisation of commercial receipts for WWL. As a result, it is likely that WWL will have spent the entire \$15m Capex contribution from Council early in the 2007/08 year. Council officers are working with WWL to manage this issue by requesting SPC and Council to approve additional temporary funding to the waterfront project from 2007/08 to 2009/10. The additional funding requirement will fluctuate over the 3 year period as commercial proceeds are realised and funds are expended on public space development. However, any additional funding over and above the original \$15m commitment would be repaid in full by WWL during the 2009/10 year, through the realisation of the commercial proceeds from Shed 6 and sites 8 – 10. On 27 June 2007, SPC and Council approved the temporary additional funding requirement as detailed above.

#### **4. PROJECT PROCESS**

The development of the waterfront follows three stages. Stage One, creating the Wellington Waterfront Framework and Stage Two, the Subcommittee's development of design briefs for each precinct within the waterfront, have been completed. Stage Three, WWL's implementation of each precinct's design brief (monitored by the Subcommittee) is now well 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 have to 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 Subcommittee 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 Subcommittee for discussion and sign-off, again with public involvement, before being implemented.

***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 Subcommittee 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.

**Subcommittee meetings**

All Subcommittee 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 Subcommittee has adopted a responsive protocol for engaging with people who participate at WDSC meetings. It involves a commitment to keep participants informed about the issues they raise and it is part of the Subcommittee's expressed desire to listen, engage with and respond to the public.

**Formal Public Consultation**

WCC calls for public submissions to be made to the Subcommittee when detailed or concept designs are proposed by WWL or developers working on waterfront developments. Public submissions are also intrinsic to the publicly notified resource consent process that all 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 more detailed information about proposed waterfront developments, as well as events and other services and attractions on the waterfront. WWL also publishes a regular newsletter, *On the Waterfront*, available to anyone interested in keeping up to date with waterfront activities. This newsletter is published in both hard copy and electronic format. WWL's annual report is also 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 hotel proposal.

### **Feedback**

The Subcommittee 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.

WWL also conducts an annual survey of Wellingtonians, using independent researchers. This quantitative survey of 750 people establishes how frequently and for what purpose the waterfront is used, awareness about events, satisfaction about the current waterfront experience and how this experience might be improved. WWL also conducts additional qualitative market research of specific groups, when necessary.

Feedback forms available in the Waterfront Project Information Centre also 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 user group was formed to work with the designers of Waitangi Park.

### **Interactive workshops**

One technique is to get designers and members of the public to work together to develop plans or design ideas for certain areas. A process of

this nature took place as part of the Waitangi project where a public ideas day drew over two hundred people. This may be part of a planning day or some other form of action planning event. Different techniques such as brainstorming and SWOT analysis could be used to formulate and evaluate ideas. This information can then be used to help prepare the performance briefs.

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. WWL has a policy of using open days for every project.

### **Ideas competition**

An ideas competition can stimulate creative thinking and interest – this was the process followed for Waitangi Park. Judging of the competition was done by the Waterfront Development Subcommittee and advisory panels, taking into consideration public comments on entries. With the proposed redevelopment of Frank Kitts Park, a process is already underway whereby qualifying landscape architecture firms will be invited to submit concept designs as part of a competition.

## **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. For example, the exterior upgrade of Shed 13 was timed to coincide with work on the Kumutoto project to minimise the disruption and impact on public space. 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. Design briefs have been prepared for each of these precincts.

Below is a list of the proposed projects for the waterfront as a whole, and within the five precincts, with a brief description of the scope of the project. 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.

#### ***Road edges and connection to the city***

During 2004 Jan Gehl was commissioned by the Council to look at opportunities for improving access between the city and waterfront.

Recommendations of this work will be taken into account when addressing road edge areas.

***Parking***

Parking was the subject of a detailed assessment in 2001/02 that looked at the number of casual and tenant-related parks required, revenue goals and design/open space goals. This assessment is referred to when making decisions about parking requirements for specific areas. However, given the amount of redevelopment which has occurred since this assessment was undertaken, it would now be appropriate to review this assessment to ensure that it is still consistent with the Framework and Council's desired outcomes.

***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.

**Waitangi Precinct**

***Waitangi Park***

Construction of Area 1 – 75% of the total including the park itself, the wetland and the activity zone – was completed in June 2006.

In December 2004, WWL hosted a workshop to explore potential uses for the publicly accessible parts of the four proposed new buildings in Waitangi Park and the ground floor of the Overseas Passenger Terminal. The ensuing design competition held in 2005 resulted in the selection of three buildings to be developed in Waitangi Park Sites 1, 2 and 3 and in the transition area east of Te Papa. The Subcommittee approved the three designs in November 2005. The remainder of Area 2 not being used for one of the design competition winning buildings will be used for different

activities including a weekend market, plus a temporary car parking space while design work continues. Similarly, the rest of Area 3 is undergoing temporary works to ensure a safe and acceptable environment until design work is complete.

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

The OPT was included in the December 2004 workshop (see above). Following this exercise, three design proposals were short-listed and a preferred design has now been selected. Public feedback was sought on the preferred design before asking the Subcommittee to approve the recommendation in June 2006. Progress on this project has been delayed while WWL has worked to resolve the concerns of the marina berth holders regarding car parking. SPC is now being asked to approve the commercial terms of the OPT proposal and recommend that Council agree to a 125 year lease. Thereafter, if Council approve the proposal, the developer will apply for resource consent in the 2007/08 year.

**Taranaki St Wharf and Lagoon**

Following public consultation in October 2004, the Subcommittee approved the concept designs for the public space and the buildings (wharewaka and wharenuī/wharekai) in December 2004.

On completion of the final design, an application for resource consent was lodged in 2005. Resource consent was granted in late 2005 but its conditions were appealed by WWL as they were considered to be unworkable and unfair to other waterfront users. The main issues revolved around car parking and vehicle access to the boat clubs; WWL and the boat clubs mediated during early 2006 with resolution being reached. The organisations involved are currently discussing lease terms.

Planning on the Taranaki Street Wharf lagoon and bridge extension will continue and, subject to Wellington Tenth Trust funding, construction of the wharewaka will commence.

There has been a slowing of the Taranaki Street Wharf development in an attempt to match capital expenditure with revenues.

In the 2006/07 year there were improvements to the landscaping around Taranaki Street Wharf, the lagoon and around the Wellington Free Ambulance building and these were completed in September 2006.

### **Frank Kitts Park**

#### ***Breakwater***

Consideration of a breakwater off Frank Kitts Park has been deferred until other developments have been completed.

#### ***Redesign of park***

The Subcommittee approved the design brief for the redesign of the park in December 2006. Expressions of interest from landscape architecture firms close on 22 June 2007. Short-listed firms will then be invited to submit concept designs as part of a competition. Public feedback will be sought on the concept designs and a jury chosen to select the successful design. Following the selection, the site of the Chinese garden could be separately identified in order to allow the Chinese Garden Committee to continue progress for their fundraising and design. Timing of construction has been delayed until 2009/10 so that the public space expenditure can be funded by commercial proceeds.

### **Queens Wharf**

#### ***TSB Arena Remodelling / Shed 6.***

Phase 1 of the separately funded remodelling of the TSB Arena was completed in May 2005 and Phase 2a, comprising the replacement of all remaining seating was completed in February 2007. Phase 2b required the scope of the remodelling to be changed as detailed construction investigations and cost assessments undertaken during Phase 1 determined that expansion of the current building envelope was not possible. Council's Strategy and Policy Committee has recently approved a modified scope of works that will include toilet and changing room facilities and improvement to the venue's air quality. This work will commence in 2007/08 and should be completed before year-end.

#### ***Outer-T***

In 2005, development agreement pre-conditions were met for a hotel on the Outer-T and the developers lodged their resource consent in December 2005. The resource consent hearing was held in mid 2006 and the application approved in late 2006. However this was appealed and a hearing in the Environment Court is scheduled for July 2007.

### **Kumutoto**

It is planned to market and develop Sites 8, 9 and 10 in the Kumutoto precinct progressively over the next three years. Expressions of interest are currently being sought. Design development will take place in 2007/08. The outcomes of all the competitions will be reported back to the Subcommittee, with feedback being sought from the public on the final designs prior to resource consent processing commencing.

The Kumutoto public space development continues to closely track the timing and cost budgets, with completion of the \$11 million project due in late 2007. The strengthening and refurbishment of the Shed 13 exterior is underway and is expected to be completed in July 2007.

**7. PROJECT PRIORITIES**

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

		2007					2008						
		July	August	September	October	November	December	January	February	March	April	May	June
<b>Kumutoto Public Space</b>	Construction	█											
<b>Site 7</b>	Construction	█											
<b>Overseas Passenger Terminal</b>	Resource consent processing	█											
	Pre-sales and marketing								█				
<b>Hilton Hotel</b>	Environment Court hearing / decision	█											
	Detailed design						█						
<b>TSB Bank Interior Upgrade</b>	Construction					█					█		
<b>Wharewaka</b>	Funding / Review	█											
	Construction						█						
<b>Site 8</b>	Concept design	█											
	Developed design / public consultation				█								
	Resource consent application							█					
<b>Site 9</b>	Concept design	█											
	Developed design / public consultation				█								
	Resource consent application							█					
<b>Site 10</b>	Concept design	█											
	Developed design / public consultation				█								
	Resource consent application							█					
<b>Shed 6 / TSB Arena</b>	Concept design					█							
<b>Frank Kitts Park</b>	Design competition	█											
	Consultation and WDSC Approval				█								
	Resource consent preparation							█					

## **8. FINANCIAL PLAN**

A seven-year financial plan was incorporated in the Framework. This was reviewed by the Subcommittee and amended to reflect the prioritisation set out above.

Given the uncertainty for the out years, there is a need for a rolling plan that provides certainty for the immediate future. 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 2007/08.

### **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, will be available to the project.
- As at 25 June 2007, \$11.25 million of the available \$15 million has been spent.
- 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.
- No significant change in property market conditions, or in conditions relating to construction activities, though there are

several indicators (including labour shortages and visitor number reduction) that the economy is slowing down.

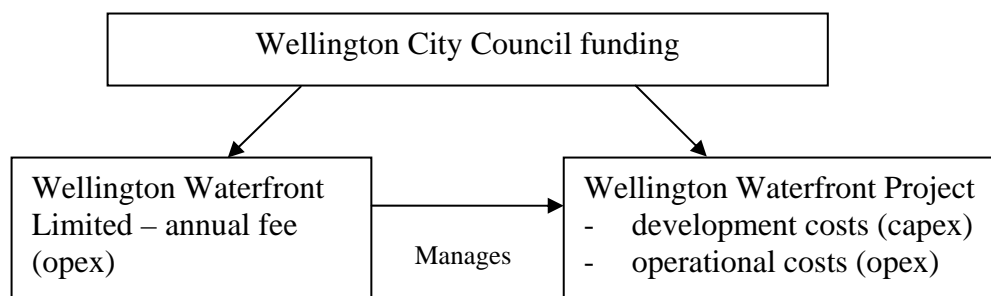
- Commercial property generates proceeds of "highest and best use" (allowing for predominantly public access to ground floors).
- Income from rented properties, car parking and use of event facilities is maintained as planned.

The current financial model allows for public space investment of \$58 million over the development period, which is now expected to extend beyond the original 30 June 2008 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.

### **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.

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 2.



**Figure 1 – Council funding to the waterfront**

The contribution from the Council required to carry out development as shown in this plan is shown in the following table. The Temporary Additional Funding requirement was approved by Council on 27 June 2007.

	<b>Council Contribution to Operating Deficit \$m</b>	<b>Council Contribution to Development Costs (Capital) \$m</b>	<b>Temporary Additional Funding \$m</b>	<b>TOTAL COUNCIL CONTRIBUTIONS \$m</b>
2007/2008	-	3.750	4.600	8.350
2008/2009	-	-	4.050	4.050
2009/2010	-	-	-8.650	-8.650
<b>TOTAL</b>	-	<b>3.750*</b>	-	<b>3.750</b>

**Figure 2 – Council funding of WWP (excluding the management fee)**

*\*Excludes the \$1.8 million Council contribution to the TSB Arena remodelling*

This table excludes the Council’s payment of WWL’s annual management fee, and internal Council waterfront costs such as the Waterfront Development Subcommittee.

Compared with the Framework there is an increase in the cost of developing public space of \$18.9 million. This reflects:

- The inclusion of the cost of developing the public space around the Queens Wharf - Outer T development site and the Overseas Passenger Terminal, which had previously been set off against property development proceeds.
- Costs have also been affected by a shortage of skilled labour and increased price of materials.

The above cost increases are more than offset by increases in the expected proceeds from commercial developments of \$24.0 million. This is due to:

- Higher than expected financial outcomes from development sites already realised.
- Increases in the value of development sites.

**Figure 3 - funding schedule for the WWP.**

<b>FUNDING SCHEDULE</b>				
	<b>2007/08</b>	<b>2008/09</b>	<b>2009/10</b>	<b>Total</b>
	<b>\$m</b>	<b>\$m</b>	<b>\$m</b>	<b>\$m</b>
<b>Receipts</b>				
Operating	2.426	1.985	1.686	6.097
Proceeds from commercial developments	7.150	6.600	17.850	31.600
<b>Total receipts</b>	<b>9.576</b>	<b>8.585</b>	<b>19.536</b>	<b>37.697</b>
<b>Payments</b>				
Waterfront operating costs	7.044	5.788	4.916	17.748
Public space developments	12.697	7.050	5.862	25.609
<b>Total payments</b>	<b>19.741</b>	<b>12.838</b>	<b>10.778</b>	<b>43.357</b>
<b>Net cash surplus/(deficit)</b>	<b>-10.165</b>	<b>-4.254</b>	<b>8.759</b>	<b>-5.660</b>
<b>Funded by:</b>				
Realisation of / (investment in) term deposits	0.646			0.646
Wellington City Council contributions - TSB Arena funding	1.800			1.800
Wellington City Council contributions - Drawdown (balance of \$15M)	3.750			3.750
Wellington City Council – Temporary Additional Funding	4.600	4.050	-8.650	0.000
<b>Total funding</b>	<b>10.796</b>	<b>4.050</b>	<b>-8.650</b>	<b>6.196</b>
<b>Funding from Wellington City Council</b>				
Contributions for waterfront operational costs				0.000
Contributions for public space developments	10.150	4.050	-8.650	5.550
<b>Total Wellington City Council Funding</b>	<b>10.150</b>	<b>4.050</b>	<b>-8.650</b>	<b>5.550</b>

## **APPENDIX 1**

### **ROLES AND RESPONSIBILITIES**

This section outlines in more detail the roles and responsibilities of the Waterfront Development Subcommittee 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 Waterfront Development Subcommittee and WWL both 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.

#### **Waterfront Development Subcommittee**

The Waterfront Development Subcommittee reports to the Council's Strategy and Policy Committee. Its role is to:

- develop and maintain a project development plan that includes broad priorities for work
- develop an annual work plan covering the Subcommittee's projected activities for the year that will form the basis of its delegations from the Strategy and Policy Committee to make decisions
- run a public engagement process
- develop performance briefs for individual areas or sections of work
- sign-off detailed designs
- monitor implementation including approval of variations from approved designs.

The Subcommittee is responsible for ensuring that:

- for its part, 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
- the development proceeds in a way that is consistent with the Council's Long Term Financial Strategy
- Council has regular and informative reports on progress with the waterfront development.

#### **Technical Advisory Group (TAG)**

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

The Subcommittee 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 Subcommittee 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, plus the chair of the WDSC who is a member *ex officio*. On large projects, other professionals may be co-opted to bring on stream other specialist advice.

### **Wellington Waterfront Limited (WWL)**

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

- prepare an annual business plan (with input from the Subcommittee) for the waterfront project (Lambton Harbour Development Project) covering the Subcommittee's 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 Subcommittee 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 Subcommittee

- 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 Subcommittee
- the waterfront is clean, safe and well maintained
- the Subcommittee 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.