
Wellington Waterfront Limited

Statement of Intent

An overview of our planned strategies and activities 2010



What is our vision?

"Wellington's waterfront is a special place that welcomes all people to live, work and play in the beautiful and inspiring spaces and architecture that connect our city to the sea and protect our heritage for future generations."



What is our mission/purpose?

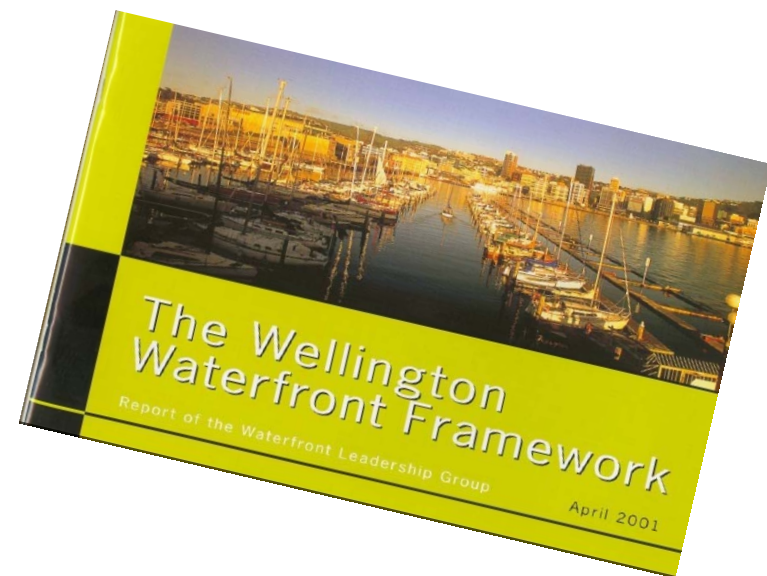
To implement the Wellington Waterfront Framework that contains criteria for the development of each area of the waterfront.

- We will know we are on track when:
 - We have developed a waterfront that is locally and internationally recognised for its design
 - We have developed an attractive waterfront that is accessible, safe and caters to a wide range of activities for locals and visitors
 - We have integrated the waterfront with the adjoining city and harbour
 - We have completed the design, consultation, funding and planning requirements of the waterfront development
 - The waterfront's heritage, maritime activity and history, and the city's cultural diversity is celebrated

What guides our work?

The Wellington Waterfront Framework is our principal guiding document. We also operate under specific legislation and authorities including:

- Wellington Harbour Board and Wellington City Council Vesting and Empowering Act 1987
- Constitution of Lambton Harbour Management Limited (now Wellington Waterfront Limited - WWL)
- The Overview Agreement between Wellington City Council (WCC) and WWL
- Board of Directors' Charter
- Foreshore and Seabed Act 2004, a special provision in the Act ensures that there is no legal impediment to the development of the Company's seabed titles in line with the Framework and the original legislation



How we plan our work?



What principles guide our work?

There are a number of inter-linking themes reflecting the public's interest in the future of the waterfront. These themes are considered and included in the planning of the waterfront as a whole and in each of the individual areas:

- Expression of heritage and history
- Expression of Maori heritage and presence
- "Sense of place" for Wellingtonians
- Diversity of experience
- Sense of collective ownership and involvement
- Experience of space and openness
- Ease of access for all



What values guide our work?

- Social responsibility
- Environmental sustainability
- Regard for the interests of the community
- Being a good employer; ensuring our people add value



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Our People - Governance

The Board is responsible to shareholders for the implementation of the Project by participation in the setting of objectives, strategy, and key policy areas, and the approval of key project phases and specific agreements.

Board membership

- Michael Cashin (Chair)
- Mark Petersen
- Councillor Ray Ahipene-Mercer
- Robert Gray
- Jane Black



Michael Cashin (Chair)



Mark Petersen



Cr Ray Ahipene-Mercer



Robert Gray



Jane Black

What is the role of the Board?

The Board is responsible for:

- Overseeing the implementation of the Project on behalf of the Wellington City Council
- Its work and its code of conduct are governed by the Company's constitution, the Overview Agreement with Council, the Charter, and the Board of Directors' Charter
- The Board reviews and approves the three year strategic plan and an operating budget prepared by management
- These documents include approval of annual accounts, provision of information to our shareholder, major capital projects, approval of development contracts, and disposal of assets
- The Board also reviews monthly financial statements, and individual project reports to monitor management's performance against the budget and the three year plan
- The Board aims to ensure our shareholder and stakeholders are informed of all major developments affecting the projects

How does the Board operate?

- An Interests Register is maintained and addressed at each Board meeting.
- Board Committees:

- Audit and Risk Committee - overviews management's practices; policies; financial position; the effectiveness of audit and risk management processes; and liaises with external auditors
- People and Performance Committee - ensures appropriate remuneration; people policies; procedures and programmes are in place; and reviews the term and conditions of the CEO's employment and is responsible for setting the objectives and performance targets of the CEO
- The Board conducts an annual self-evaluation by surveying each member against set criteria

Our People – Management

WWL operates with a small team of dedicated people each with clearly defined roles and responsibilities.

- The staff take responsibility for each of the projects and developments; care and maintenance of the infrastructure and facilities; restoration projects; health, safety and cleanliness on the waterfront; and management of the 50+ tenancies and waterfront businesses
- Until recently we operated with a core staff of seven, but with new income generating initiatives such as the Motorhome Park and the Harbourside Market we have found it necessary to appoint additional staff to manage these activities



From left to right: Allan Brown (Property Manager), Ian Pike (Chief Executive), Michael Faherty (Project Manager), Maria Mouroukis, (Executive Assistant), Graham Joe (Harbourside Market Manager), Kirstin Gardiner (Financial Accountant), Graham Owen (Motorhome Park Manager), Nikolett Devenyi (Motorhome Park Assistant Manager), Andrew Howie (Project Manager) Catherine Skinner (Harbourside Market Assistant Manager), John Tiller (Administration Officer), Gavin Smith (Maintenance Contractor)

Where do we work?

There are five distinct areas (precincts) on the waterfront. Each precinct has its own character that relates to both the built form and open spaces, and reflects the close proximity of the area to the central city.

- Kumutoto
- Queens Wharf
- Frank Kitts Park
- Taranaki Street Wharf
- Waitangi Park

The Waterfront



Our relationships and partnerships

Wellington City Council:

WWL is appointed by the Council as its implementation manager of the Lambton Harbour Development Project (the 'project'). We work closely with the Council and acknowledge the valuable contribution the Council makes towards the operation of the Waterfront.

In our dealings with the Council:

- We operate a no surprises policy where we inform Council of any significant issue
- Our key relationships are with WCC's Technical Advisory Group, the CCO Performance Sub-Committee and WCC officers, including the Urban Strategy Group and the External Communications Unit
- We are responsible for ensuring that:
 - For its part, an open and effective basis for consultation and co-operation is maintained with council
 - The waterfront is clean, safe and well maintained
 - Council 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
 - Contracts entered into are appropriate to deliver the desired outcome and reflect Council's policy
 - Public space development projects are delivered to plan, on time and on budget

We also undertake active engagement with the waterfront's various communities of interest, and promote to the public and fostering input into the implementation of the waterfront's various projects, through specific communications activities planned for each project.

Community:

WWL's ultimate accountability is to Wellingtonians and it demonstrates this by aiming to operate with transparency and through a willingness to engage with the public and welcomes feedback.

Feedback is encouraged through:

- The website
- Waterfront Project Information Centre
- Feedback forms
- Open days
- Other activities such as the Outer-T ideas competition
- Formal feedback sought through public consultation processes

Community and interest groups:

Community groups are encouraged to provide input through the above processes as well as presentations and face-to-face meetings.

We are also in regular contact with various interest groups including the media; arts; Chamber of Commerce; tenants/businesses; and our neighbours.

The objectives and our approach to relationship management for each key stakeholder are applied across all WWL work streams to ensure we are transparent and open in all our communications and that our relationships are constructive.

Regular planning and co-ordination group meetings are held with businesses, tenants and neighbours to facilitate event integration into their business plans and establish collaborative activities to promote the waterfront.

A summary of our day-to-day work

As the implementation manager of the Project we are responsible for a number of activities on a day-to-day basis. These include:

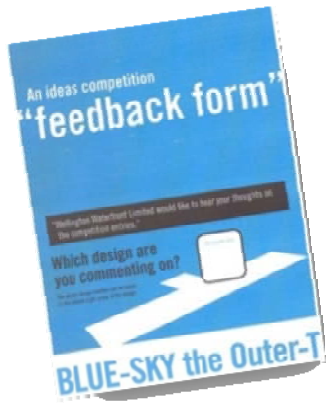
- Managing the operations on the waterfront, including property management (excluding Waitangi Park) inclusive of leasing, cleaning, maintenance, and security
- Advising the appropriate Council committees on all aspects of waterfront development, including budgets, development phasing, technical information, costs, feasibility and commercial issues
- Commissioning work on detailed designs for both public spaces and buildings based on approved performance briefs
- Selecting and appointing designers and other consultants
- Marketing waterfront sites and properties as appropriate to get the best return for the Council. The commercial return received from these properties is used to fund the public space expenditure on the waterfront. Commercial receipts supplement the agreed WCC funding
- Acting as the contact point for anybody interested in a development project on the waterfront
- Negotiating and managing contracts for the design and construction of public space
- Negotiating and managing contracts and leases for all building development sites and the refurbishment and re-use of existing buildings
- Managing the Harbourside Market and Motorhome Park
- Developing long term plans for the operation of the waterfront at the conclusion of the project

2009/10 achievements

In a constrained economic climate, it was gratifying to see so many projects come to fruition or get underway including:

- Wellington Waterfront Motorhome Park established
- Permanent site of the New Zealand Portrait Gallery at Shed 11
- Maritime police base moved in to the former Eastbourne ferry terminal building
- New restaurant Portofino started successfully
- Shed 13 commissioned as Mojo Coffee Central
- Access control bollards at Hunter St restricting vehicular traffic to Shed 6 promenade and outer T
- First stage of wharf maintenance project completed
- Frank Kitts Craft Market established
- Successful outcome of the Outer-T Blue Skies competition
- Wharewaka construction started
- Environment court decision upholds Overseas Passenger Terminal resource consent decision
- Huge number of events on the waterfront
- Successful rebranding and repositioning of the Harbourside Market
- Car park management brought in-house saving costs and generating extra revenue
- Car park coupon restaurant incentive scheme initiated
- Assistance in development of the Great Harbour Way
- New Four Plinths sculpture in place

- Environmental sustainability incorporated into all new development designs
- WWL support for WCC's proposed District Plan Variation 11
- Awards - 2009 November NZ Institute of Architects – The Wellington Waterfront Framework document received an award and acclamation (awarded to Wellington City Council)





What are our plans for 2010/11

2010/11 promises to be no less busy as projects and plans are advanced. Specific proposals for the services to be undertaken, and the detail of public space developments and commercial developments are included in the business plan for the project.

- By June 2011 WWL believes plans for the following projects will be significantly advanced, if not completed:
 - Wharewaka
 - Taranaki Street Wharf public space
 - Overseas Passenger Terminal
 - Sites 8, 9, 10, Kumutoto
 - Kumutoto public toilet facility

- Queens Wharf Master Plan redevelopment
- Interim uses - Tensile Fabric Structure / Ice Skating Rink
- Service Jetty Building, Kumutoto
- Frank Kitts Park
- UN Studio and the Wardle Building – Waitangi Park
- Asset Management Plan
- Maintenance Projects
- Rugby World Cup



Wharewaka and Taranaki Street Wharf Public Space

- Oversee construction of the wharewaka adjacent to the Taranaki Street Wharf
- Oversee design development and project manage construction of surrounding public space



KPI: Project completed in Q3

Overseas Passenger Terminal

- Preparation will begin for the construction of the OPT by Willis Bond expected in the fourth quarter (Q4)
- Negotiate ground floor tenancies – temporary and permanent re-location; design of surrounding public space



KPI: Facilitate the commencement of construction in Q4 (subject to Willis Bond confirming the contract) and complete all WWL ground floor lease negotiations

Sites 8, 9, 10 Kumutoto

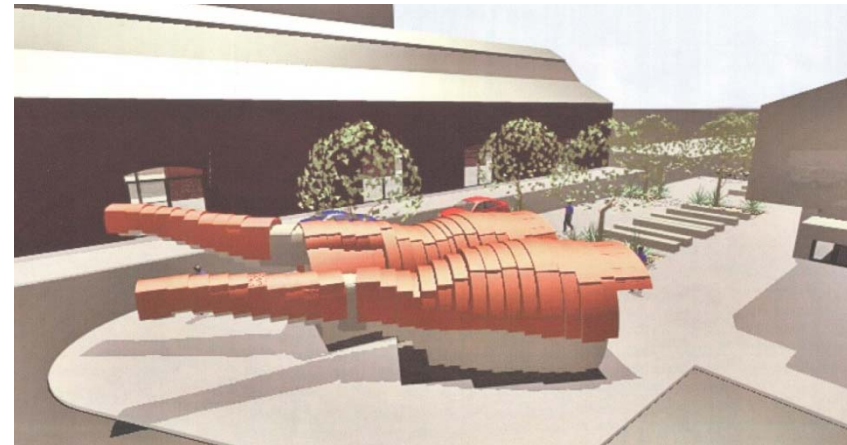
- Management of temporary motorhome park on site 10. The site will provide spaces and ablution facilities for 39 motorhomes for the short-to-medium term and during the Rugby World Cup
- Development of long-term concept plans for sites 8, 9 & 10 will continue
- WWL will work closely with the Council in support of its District Plan Variation 11, the subject of an Environment Court appeal



KPI: Favourable DPV 11 decision at the Environment Court by Q2

Kumutoto Toilet

- Initial planning
- Design development
- Gain WCC approval
- Project manage construction



KPI: Complete project by Q2

Queens Wharf redevelopment

- Develop concepts, seek approvals and oversee design development for the redevelopment of Queens Wharf, including Shed 6 and the Outer-T and prepare a master plan that will be publicly consulted upon as part of the process of adopting it as a variation to the district and regional coastal plans
- Implementation to take place over the course of the next twenty years
- Planning will build on the Outer-T ideas competition which enabled community input into the planning of this key component of the Waterfront



KPI: Complete the master plan and gain WCC approvals to the future direction of this precinct by Q4

Interim uses

- Prepare business cases for the development & implementation of the tensile fabric structure on Barnett Street and an ice skating rink
- Gain Council approval prior to commencement



KPI: WCC approval of projects; design development, and resource consents granted by Q4

Service Jetty, Kumutoto

- Plans for the development of the service jetty will be progressed in conjunction with New Zealand Police



KPI: Subject to NZ Police approval, complete the design planning and regulatory approval phases of this project by Q2

Frank Kitts Park

- Oversee design development
- Reach agreement with the Wellington Chinese Garden Society and Wellington Chinese sister cities regarding the design of the Chinese Garden
- Provide assistance to WCGS with its fund raising initiatives



KPI: Gain full stakeholder agreement to the Chinese Garden and commencement of fundraising by Q2

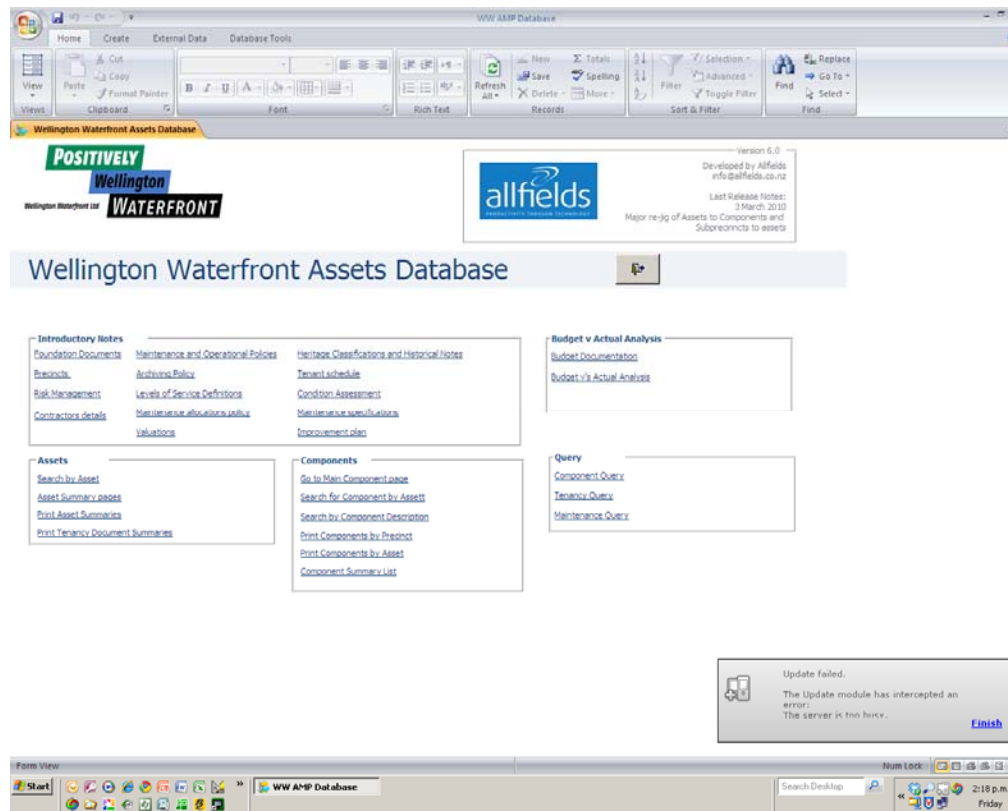
UN Studio & Wardle Building



KPI: Complete preliminary feasibility study by Q2

Asset Management Plan

- WWL will continue to develop its comprehensive Asset Management Plan



- Included in the AMP is a 10 year financial summary detailing forecast maintenance requirements across the waterfront

KPI: Achieve 'core' AMP status by Q2

Maintenance projects

- Roll out the full planned and reactive maintenance requirements that the Asset Management Plan prescribes on time and within budget
- Regular maintenance programmes will be implemented across the waterfront



KPI: Roll-out the full planned and reactive maintenance requirements that the AMP prescribes on time and within budget

Rugby World Cup

WWL is excited about the prospect of contributing to and participating in the planning for Wellington's part in the Rugby World Cup 2011.

The Wharewaka will be the heart of the Rugby World Cup Festival, and Queens Wharf will be a natural congregation point for locals and visitors alike.

Existing attractions on the Waterfront will also be a draw-card including: harbour cruises/taxis; helicopters; wharf berthage; the New Zealand Portrait Gallery; the Museum of Wellington City and Sea; markets; and food and beverage.

WWL will be implementing a wide range of new initiatives, as well as re-prioritising existing plans to create not only an excellent main thoroughfare to the stadium, but also be a major destination for recreation, entertainment and celebration.

- The initiatives include:
 - Waterfront ambassadors will be appointed to support and assist WCC Walkwise staff on the waterfront
 - Sheds 1 & 6 – providing other homes for events and teams
 - The 'Blue Park' – a variety of water-based activities organised on the harbour including: swimming, diving, kayaking, rowing, dragon-boating, waka-ama, jet-skiing, sailing, fishing

- Green Parks – Waitangi and Frank Kitts Park will be the home of a variety of activities such as concession stalls, cultural events, and cultural displays
- Other Temporary Uses/Facilities – ice-skating, and the tensile structure outlined in the WWL plan and public submission process
- A proposal to dress-up buildings in colours, national flags of participating countries
- The Motorhome Park on site 10 and the potential to extend this to include sites 8&9
- The completion and delivery of the new toilet facilities at Kumutoto, and upgrading of other facilities, as well as extra facilities provided with portaloos

KPI: Constructively contribute to Rugby World Cup planning in collaboration with Wellington City Council

Environmental Sustainability

Environmental sustainability is incorporated into all new development designs, and our processes are already delivering high quality spaces within budget.

What we've achieved:

- Sustainable designs 5-star building delivered with implicit water & energy savings – Meridian Building
- Water purifying treatment of stormwater water in Waitangi Park
- Experimental wind turbine in Waitangi Park
- Incorporating water and energy saving features in motorhome park amenities building



What we intend to do:

- Incorporate into designs for proposed buildings environmentally friendly features e.g. active measures – low energy lights, low flow rates for water, grey water usage, waterless wc's, solar power, wind power, use of chilled beams, opening windows, blinds, etc to reduce reliance on air-conditioning, sea-water heat exchangers, re-use of building materials; passive measures – bike racks, no car parks, planning configuration that encourages use of stairs as opposed to lifts

- Incorporating building features that will cope with expected sea-level rise / storm surges/potential water inundation into waterfront buildings over the next 50 years
- Encouraging construction contractors to adopt environmentally sound building practices
- Continuing to foster the development of inner-city apartments thereby reducing both urban sprawl and reliance on motor vehicle use
- Ensuring adequate and conveniently placed rubbish and recycling receptacles are provided along the waterfront for both our tenants and the public
- Reduction of car parks over time
- WWL will work with the Climate change directorate within WCC to better understand Council's requirements and implement further initiatives where appropriate

What are our risks & how do we minimise them?

WWL is a publicly owned company and there is considerable degree of community interest in our work. It is the company's job to balance the diverse community and commercial interests in the waterfront.

- The following is a list of key risk areas that WWL must manage in order to achieve its objectives:
 - Brand & Image
 - Market Environment
 - Regulatory Environment
 - Human Resource
 - Capital availability / credit
 - Environment Impact
 - Physical Assets

- Public Safety
- These risks are reviewed on a regular basis with regards to their likelihood of occurrence, impacts and mitigation measures. Greater detail of the risks, probability, impact and mitigation strategies are contained in the risk matrix within the Risk Management Policy which is prepared annually for inclusion in the business plan.

Audit and Risk Assurance Processes

- The Board has a dedicated Audit and Risk Committee
- The Committee believes the issues of segregation of duties, project management disciplines, contract/payment authorisation and banking controls, and the regular monthly reporting of financial information to the Board and WCC are appropriate
- WWL has had positive audits by WCC's Risk Assurance Unit and Audit New Zealand for procurements and project management
- Adherence is given to WWL's comprehensive Project Management Manual, Corporate Manual, and Asset Management Plan

How do we achieve financial stability in the short-term and work towards financial independence?

WWL is coming out of a period of adjustment and consolidation due to the impact of the global economic environment on the developers' interest and tenants' requirements, setbacks in the Environment Court, and the transition review undertaken by WCC which has now been completed.

Details of our operations include:

- WCC has allocated \$15 million to the development of high quality public space on the waterfront. This funding has gone towards maintaining and redeveloping existing infrastructure
- Approximately 75% of the actual costs of the waterfront development comes from income derived from commercial arrangements with developers and investors
- Additional temporary funding was approved in 2008 & 2009 by WCC as a result of the economic environment, to fund future planning and for public space development

Financial

Ten year financial forecast

CASH FUNDS SCHEDULE	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
Loan Financing - Opening balance		8,800	13,800	6,800	2,800	4,300	4,300	0	0	0	0
PAYMENTS											
Public Space Fund											
Payments											
Public Space Improvements		4,219	6,220	1,350	7,000	4,035	0	0	2,035	0	0
Total Public Space Payments		4,219	6,220	1,350	7,000	4,035	0	0	2,035	0	0
Operations Fund											
Payments											
Operating Expenses before Int, Tax, Depc'n		5,998	5,902	4,917	5,064	5,209	5,318	5,477	5,641	5,811	5,985
Working Capital Adjustments - Payables		400	0	0	0	0	0	0	0	0	0
Loan payments / interest		707	565	175	269	269	0	0	0	0	0
Total Operating Payments		7,105	6,466	5,092	5,333	5,478	5,318	5,477	5,641	5,811	5,985
TOTAL PAYMENTS		11,324	12,686	6,442	12,333	9,513	5,318	5,477	7,676	5,811	5,985
RECEIPTS											
Commercial Development Fund											
Receipts											
Proceeds from Commercial Developments		1,450	14,250	5,775	7,600	5,000	9,000	0	0	0	0
Total Commercial Receipts		1,450	14,250	5,775	7,600	5,000	9,000	0	0	0	0
Operations Fund											
Receipts											
WCC Equity Contribution - WWL Fee		1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200
Receipts from customers		4,253	3,913	3,546	3,652	3,516	2,977	3,068	3,159	3,252	3,352
Interest received		24	24	24	24	24	375	337	141	64	0
Total Operating Receipts		5,477	5,137	4,770	4,876	4,740	4,552	4,605	4,500	4,516	4,552
TOTAL RECEIPTS		6,927	19,387	10,545	12,476	9,740	13,552	4,605	4,500	4,516	4,552
Funded by:											
Receipts											
WCC Equity Contribution / Loan Financing		5,000	(7,000)	(4,000)	1,500	0	(4,300)	0	0	0	0
Net cash at end of Period		225	828	529	632	2,275	2,503	6,438	5,565	2,388	1,094
Net Loan at end of Period		8,800	13,800	6,800	2,800	4,300	4,300	0	0	0	0

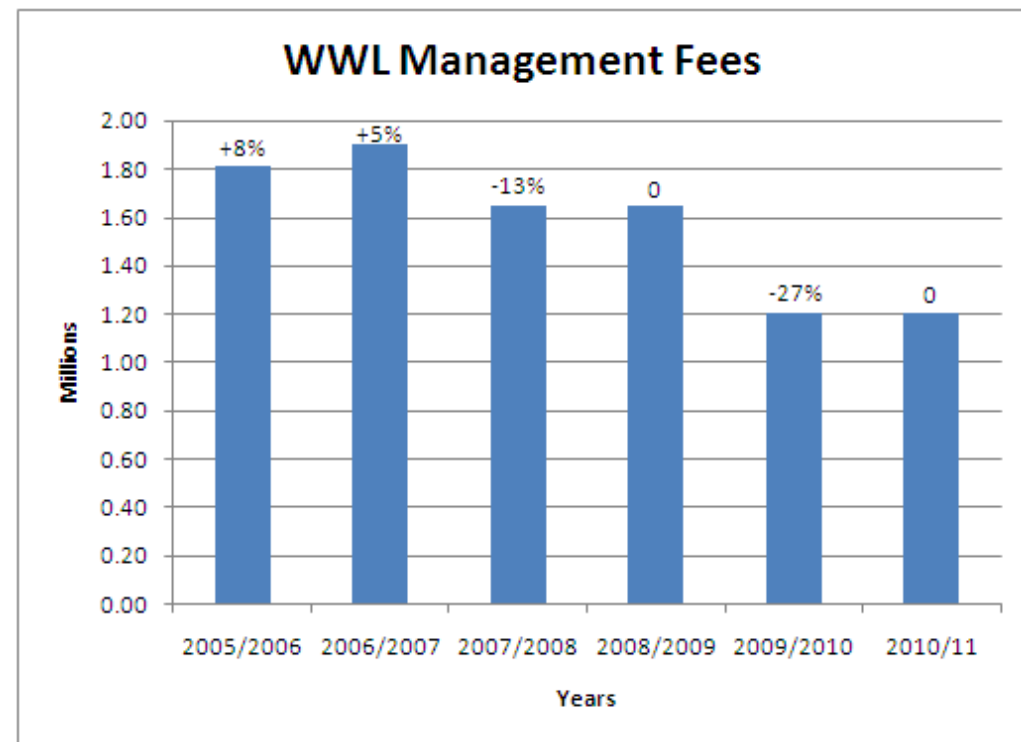
What would happen if funding was reduced by 5%?

WWL, in recognition of an increasingly difficult trading environment, reduced its costs by 27% in 2009. This included savings gained by a company restructure combined with a reduction in Directors' fees.

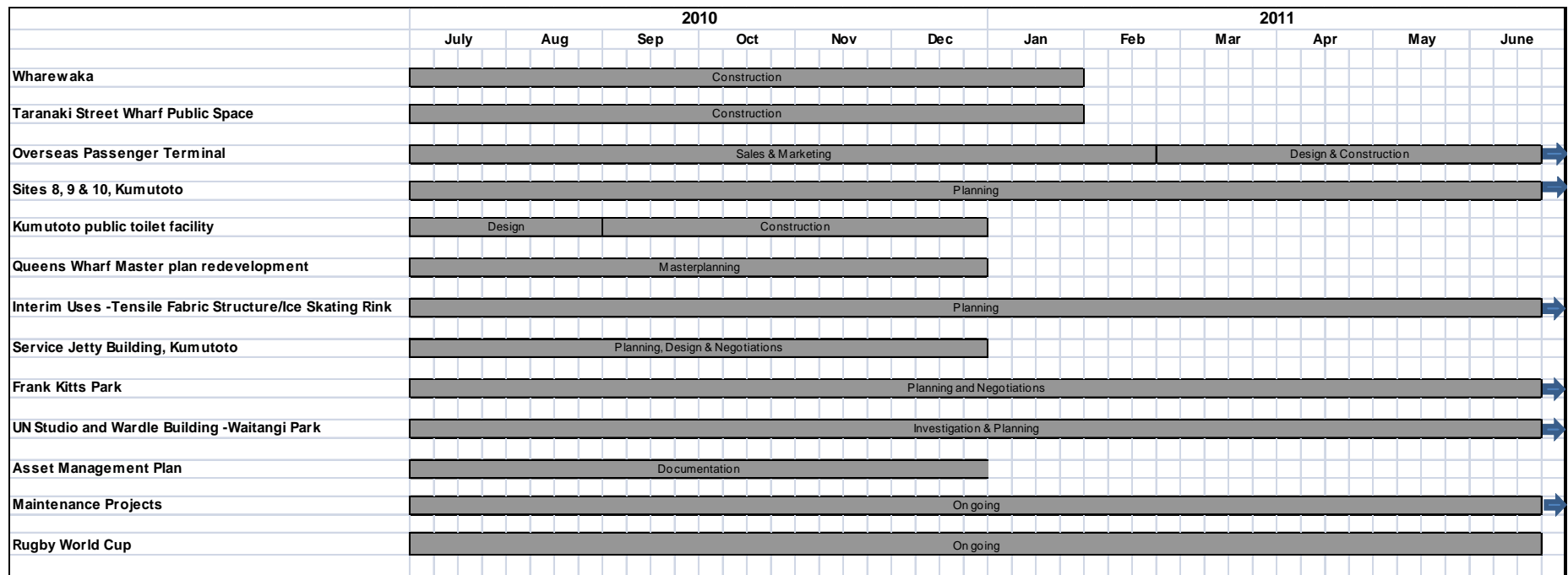
Since then the Company has:

- Increased its staff to ensure appropriate management of new initiatives including the Motorhome Park and the Harbourside Market
- Absorbed increased compliance costs, including environmental initiatives and asset management planning

WWL is seeking to maintain its management fee for the 2010/2011 year at \$1.2 million.



Processes and Timeline



WWL contribution to WCC vision

The Council's vision is to achieve global competitive advantage by positioning our city as *Creative Wellington-Innovation Capital*.

In line with this vision the Council has identified 13 outcomes that describe its aspirations to the city.

WWL is contributing to these outcomes in a number of ways:

- More Liveable:
 - The Waterfront is already a jewel in Wellington's crown, and a major driver of the Framework document is to work towards the goal of making the city more liveable.
 - Currently we contribute in a number of ways: by providing a diverse array of attractions e.g. events, markets, recreational opportunities; providing the opportunity for more inner city residential apartments; and by making our buildings more publicly accessible e.g. Sheds 11, 13, 6, 1.
 - The combination of both green public spaces and publically accessible spaces in commercial operations, such as the Queens Wharf, wharewaka and Taranaki St Wharf public spaces means we are creating a destination for more public gathering and recreational spaces; as well as a place for Wellingtonians to enjoy what makes Wellington unique.
- Stronger Sense of Place:
 - The principles that guide our work are set out on page 6, and each speaks to developing a stronger sense of place – this theme is considered and included in all our planning for the waterfront generally and projects specifically. This sense of space is being addressed directly currently in the Queens Wharf redevelopment project which sits at the heart of the waterfront.

- Other activities that speak to this outcome on the waterfront are the planned artworks, the three museums and two galleries that already exist to tell our stories, the writers walk and the regular reminders of waterfront history – plaques and historic information totems.
- More Compact:
 - WWL is working assiduously to integrate the waterfront with the adjoining city and harbour.
 - The waterfront now offers a distinct and compact restaurant/bar/café precinct, and we continue to add to the opportunity for people to live, work and enjoy recreational activities in the central city.
- More Eventful:
 - WWL, with the help of the Council, has succeeded in creating the premier event space in New Zealand.
 - We already hold a significant numbers of public events; WOW, Pinot Noir, HomeGrown, Chinese New Year, Guy Fawkes, 24hr Relay, Ride for Life, Diwali, International Festival of the Arts, the Fringe Festival, and the Dragon Boat festival to name a few.
 - WWL is still working on improving and evolving this calendar and we are currently investigating feasibility of a tensile structure to provide a semi-permanent venue, and offering an ice-skating rink.
- More Inclusive:
 - A key driver for our overall planning is to make the waterfront as accessible as possible both physically but also for the large community of interests that exist in our city.
 - The Waterfront hosts Maori, Chinese, Italian and Greek Festivals.
 - We are addressing the needs of the youth culture with the skate park and the possible addition of ice-skating, not to mention the water activities provided and facilitation of enabling young people to swim in the central harbour.

- The wharewaka development is a major new initiative that will bring lots more people to the waterfront and provide a place for celebration and acknowledgement of our heritage both maritime and cultural.
- We consult with disability groups and adhere to the universal charter for disabled design to enable full access by disabled people to the entire waterfront.
- More Actively Engaged:
 - WWL's ultimate accountability is to Wellingtonians, and we proactively and reactively respond to the need for all our stakeholders and the public to be involved.
 - High public interest means that we operate with a high level of transparency and with a great willingness to engage with the public and others, and welcome feedback.
 - Activities we undertake to ensure engagement include: the recent public Blue-Sky competition for the Outer T; the project information office; the establishment of an ideas box; development plan and strategic plan consultation; and consultation on all specific developments as required in Resource Management process.
- Better Connected:
 - Consideration is given to the digital age in all our projects.
 - From a physical connectivity perspective the waterfront is connected by controlled pedestrian intersections/crossings, flat easy to walk surfaces, the integration of the Great Harbour Way, and the work being done on the Queens Wharf Master Plan and connections back to the city.
- More Sustainable:
 - Environmental sustainability is incorporated into all new development designs, and our processes are already delivering high quality environmental spaces within budget.
 - The Meridian building is an example of what can be achieved under our processes.

- WWL is also working on ensuring that our visitors and our businesses and tenants can contribute to making the waterfront an environmentally sustainable precinct.
- Safer:
 - WWL adheres to the Crime Prevention Through Environmental Design principles and as a result we have low injuries and low crime statistics.
 - We undertake constant revision of our practices with Health and Safety consultants.
 - Lighting design plays a large part in making our precinct safer.
 - Water safety is a priority with ladders and life rings readily available.
 - The waterfront also has a Police and Ambulance presence.
- Healthier:
 - Lots of recreational opportunities are available on the waterfront with more to come.
 - Wellington waterfront is a hub for many public recreational activities e.g. bike the bays, fun runs, kayaking, rock climbing to name just a few.
- Prosperity/Prosperous:
 - The development of events, buildings which provide employment during and after construction, enticing new restaurants to Wellington and working on the delivery of hotel and conference centres all contribute to the prosperity of Wellington.
- More Competitive:
 - Meridian building created a environment that helped attract and retain good staff, and we expect to achieve similar results with other developments.
 - The Waterfront adds enormously to the desirability of Wellington as a place to work, live, and visit.

- More Entrepreneurial:
 - The hallmark of WWL projects is to showcase Wellington and its creative innovation whether that is through our buildings, our urban design, our designer toilets or our new way of doing things.

Our Future

- WCC has extended WWL's life-span indefinitely; in line with sound business practice this decision will be reviewed from time to time, initially in 2012
- WWL has already shifted responsibility for Waitangi Park and waterfront events to Council
- WWL is developing long-term plans for the operation of the waterfront at the conclusion of the Project

Our Legacy

- A waterfront transformed as a place of architectural, cultural and recreational renown
- A vibrant, dynamic, inspiring and multi-faceted waterfront that reflects the city's heritage, its people, and meets the needs of the future
- It will contain:
 - a network of public parks and open spaces - over 12 hectares of new and improved open space including Waitangi and Frank Kitts parks, Kumutoto and extensive promenades
 - provide both passive and active recreational opportunities
 - Over 36,000sqm of cultural and heritage facilities catering to the needs of tourists and locals alike
 - Mixed use, sustainable communities will be developed offering recreational space, commercial office space, apartments, and retail/food and beverage facilities
 - Ultimately WWL will be measured by its delivery of the principles and objectives clearly outlined in the Wellington Waterfront Framework