

## Draft 2011/12 SOI Officer Cover Sheet

### WELLINGTON WATERFRONT LIMITED

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# Wellington Waterfront Limited

## Statement of Intent

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An overview of our planned strategies and activities 2011/12



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## What is our vision?

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*"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."*



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## What is our mission/purpose?

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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

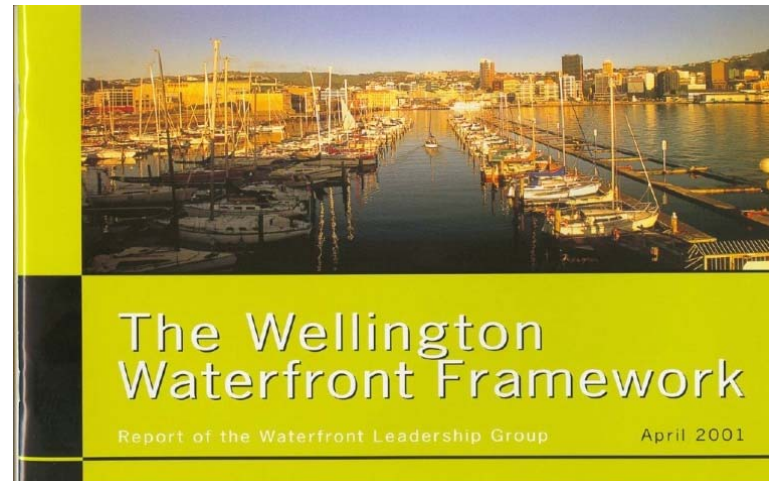
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## What guides our work?

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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. We understand this provision is contained within the Marine and Coastal Area Bill and will continue seamlessly with any change in legislation.



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## How we plan our work?

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## What principles guide our work?

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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



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## What values guide our work?

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





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## Our People - Governance

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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

- Robert Gray (Chair)
- Jane Black
- Mark Petersen (retires 30 June 2011)



Robert Gray



Jane Black



Mark Petersen

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## What is the role of the Board?

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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

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## How does the Board operate?

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- The Board meets regularly, no less than six times a year
- 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 terms 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

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## Our People – Management

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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 100 tenancies and waterfront businesses
  
- We have a core staff of eight plus an additional part time resource to manage the Harbourside Market

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## Where do we work?

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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

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## The Waterfront

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## Our relationships and partnerships

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### Wellington City Council:

WWL is appointed by the Council as its implementation manager of the Lambton Harbour Development Project (the 'project'). WWL makes recommendations and presents design outcomes and business cases to Council for approval. WCC remains responsible for all decision-making on the waterfront. WWL works closely with the Council and acknowledges 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 contributing to 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 work collaboratively with Positively Wellington Tourism in promoting the waterfront – the most recent example being the knowledge shared and assistance provided in the establishment of the Motorhome

Park. While it failed to come to fruition, we worked alongside PWT in identifying suitable I-Site locations on the waterfront.

- We entered into a formal Memorandum of Understanding with the Wellington Museums Trust several years ago. Activities include working together on the establishment of a historic review of the waterfront development as an educational programme for school groups and visitors alike.
- WWL has a positive relationship with the newly formed Wellington Venues Limited. WWL completed a major study on convention facilities in 2010 in conjunction with the Wellington Convention Centre and more recently has completed a preliminary review of the TSB Bank Arena, also in conjunction with Wellington Convention Centre.

We undertake active engagement with the waterfront's various communities of interest, fostering input into the implementation of the waterfront's various projects.

#### 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 and public representation on the Queens Wharf Steering Group
- 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.



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## A summary of our day-to-day work

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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

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## 2010/11 achievements

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

- Wharewaka construction together with surrounding public space, completes development of Taranaki Street Wharf precinct
- Wellington Waterfront Motorhome Park successfully completed its first year of operation
- Access control bollards at Taranaki St restricting vehicular traffic to the promenade were installed
- Preparation for the third stage of wharf maintenance was completed
- Completion of the Kumutoto toilets and refurbishment of toilet facilities in Sheds 1 and 6
- Master planning for Queens Wharf precinct completed
- Overseas Passenger Terminal redevelopment advanced
- Planning for NZ Police building completed
- Significant number of events held on the waterfront
- Continued assistance in development of the Great Harbour Way
- Environmental sustainability incorporated into all new development designs
- Roll-out of recycling facilities across the waterfront
- Wi-fi made available across the waterfront
- Completion of comprehensive asset management plan

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## What are our plans for 2011/12

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2011/12 focus will continue on project development albeit with a greater focus on infrastructure upgrades. 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 2012 WWL believes plans for the following projects will be significantly advanced and in some instances completed:
  - Stage 3 of a major wharf pile maintenance programme
  - Better utilisation of wharves around the waterfront
  - Overseas Passenger Terminal construction expected to commence
  - Site 10, Kumutoto – plans for Site 10 advanced along with resolution of District Plan Variation 11
  - Helicopter building on Outer-T, Queens Wharf
  - Service Jetty building, Kumutoto
  - Frank Kitts Park – Chinese Garden fund raising
  - Transition Building – Waitangi Park
  - Asset Management Plan implementation
  - Disaster recovery and business continuity plans completed and implemented
  - Maintenance projects
  - Continued planning of specific projects within the Queens Wharf precinct

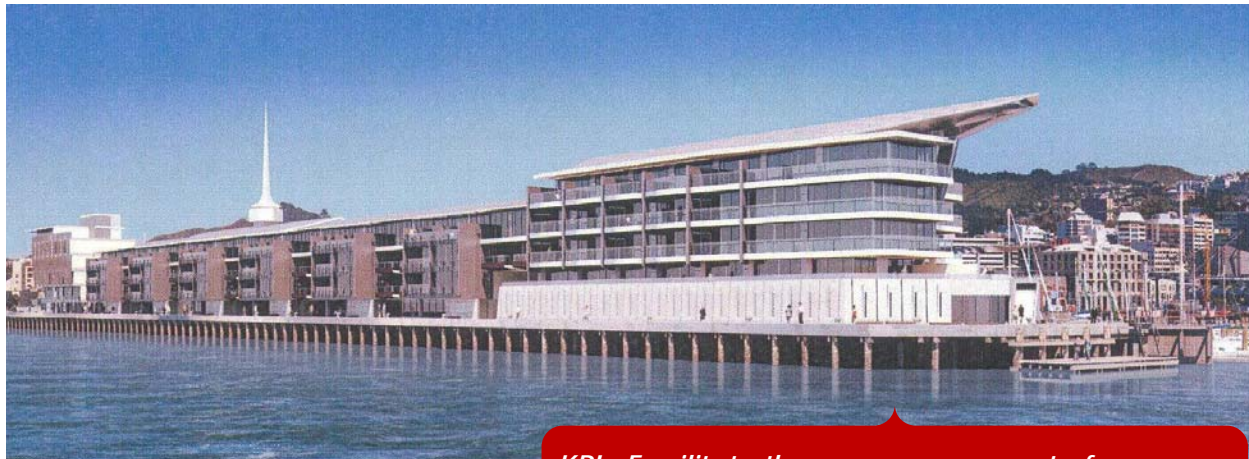
- Rugby World Cup
- Migration of our in-house financial function to a recently established shared services division within Council. A Service Level Agreement will be prepared by WWL and agreed with Council prior to implementation, expected to commence in September 2011

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## Overseas Passenger Terminal

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- Preparation will begin for the construction of the OPT by Willis Bond expected in the second quarter (Q2)
- Negotiate ground floor tenancies – temporary and permanent re-location; design of surrounding public space



*KPI: Facilitate the commencement of construction in Q2 (subject to Willis Bond confirming the contract) and complete all WWL ground floor lease negotiations*

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## Site 10 Kumutoto

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- 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 site 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: Progress development discussions with the aim of realising a development in line with funding expectations*

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## Helicopter Building – Queens Wharf

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



*KPI: Subject to gaining all necessary approvals, complete project by Q4*

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## Service Jetty – Kumutoto

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



*KPI: Subject to NZ Police and regulatory approval, complete construction of this project by Q4*



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## Wharf pile maintenance programme

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- Substantially complete Queens Wharf Outer-T pile repair
- Construction to commence in June/July 2011 and is expected to take 12-18 months



*KPI: Significantly advance phase 3 of wharf pile refurbishment programme*

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## Transition site – Waitangi Park precinct

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- Initial planning in conjunction with Te Papa
- Design development
- Fundraising



*KPI: Progress planning for development and enter into Memorandum of Understanding with Te Papa by Q4*

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## Disaster Recovery and Business Continuity Plan

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- Disaster recovery business continuity plans completed and implemented



*KPI: Complete comprehensive disaster recovery and business continuity plans by Q4*

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## Maintenance projects

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- 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*

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## Rugby World Cup

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WWL is excited about the prospect of contributing to and participating in the planning for Wellington's part in the Rugby World Cup 2011. Ongoing regular meetings with the City Council Rugby World Cup Directorate is ensuring a collaborative effort between WCC and WWL, and as a result we expect a seamless organisation of this significant event on the waterfront.

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.

Specific activities being undertaken by WWL include:

- Facilitation of negotiations/discussions with tenants within and adjacent to village and fan zone; general liaison/advice in regard to utilities, services connections, access control, etc
- Liaison with and input into planning and location of the RWC 2011 sculpture on the waterfront
- WWL upgrading public wc's on waterfront
- WWL installation of waste recycling bins next to litter bins on waterfront (funded by a Ministry for the Environment initiative through 'Love New Zealand')
- WWL coordination / facilitation of quarterly briefings of waterfront tenants by RWC 2011 personnel

- WWL input into planning of waterfront 'theming' eg flags, way-finding beacons, lighting, signage, dressing up of selected waterfront features such as cranes, etc
- Encouraging/facilitating extended operation of waterfront markets (Frank Kitts Market and Harbourside Market) to increase hours and days of operation particularly around quarter-finals weekend
- WWL offer to convert casual commuter carparks into temporary additional motorhome parks
- Liaison with RWC 2011 and CentrePort over possible use of WWL berths by visiting passenger liners providing additional temporary accommodation

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

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## Environmental Sustainability

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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
- Recycling facilities provided across the waterfront
- Wi-Fi facilities provided across the waterfront



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

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## What are our risks & how do we minimise them?

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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
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- 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.

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## Audit and Risk Assurance Processes

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- 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

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

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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 governance 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 2009 by WCC as a result of the economic environment, to fund future planning and for public space development. This funding was increased as part of the approved process for the governance review. The ten year financial forecast is shown on the following page. In the current economic environment there remains considerable uncertainty about delivering financial projections. WWL management will work assiduously to reduce risk and maximise commercial returns from the project within the context of the Wellington Waterfront Framework.

## Financial – Ten Year Financial Forecast

<b>CASH FUNDS SCHEDULE</b>	<b>2010/11</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>
<b>Public Space Fund</b>											
<b>Loan Financing - Balance</b>	11,900	14,500	16,400	3,400	1,900	600	1,700	5,200	6,800	8,400	9,800
<b>Receipts</b>											
WCC Equity Contribution / Loan Financing	11,900	2,600	1,900	(13,000)	(1,500)	(1,300)	1,100	3,500	1,600	1,600	1,400
<b>Total Receipts</b>		2,600	1,900	(13,000)	(1,500)	(1,300)	1,100	3,500	1,600	1,600	1,400
<b>Payments</b>											
Public Space Improvements		6,050	1,034	7,161	4,894	649	360	2,639	526	315	319
<b>Total Payments</b>		6,050	1,034	7,161	4,894	649	360	2,639	526	315	319
<b>Net Transactions for Period</b>		(3,450)	866	(20,161)	(6,394)	(1,949)	740	861	1,074	1,285	1,081
<b>Brought Forward Balance</b>											
<b>Net Transactions for Period</b>		(3,450)	866	(20,161)	(6,394)	(1,949)	740	861	1,074	1,285	1,081
<b>Commercial Development Fund</b>											
<b>Receipts</b>											
Proceeds from Commercial Developments		4,000	0	20,875	6,980	2,600	0	0	0	0	0
<b>Total Receipts</b>		4,000	0	20,875	6,980	2,600	0	0	0	0	0
<b>Net Transactions for Period</b>		4,000	0	20,875	6,980	2,600	0	0	0	0	0
<b>Operations Fund</b>											
<b>Receipts</b>											
WCC Equity Contribution - WWL Fee		1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Receipts from customers											
Lease/rental		2,291	1,996	1,397	1,183	961	966	994	1,000	1,008	1,010
Carpark/Motorhome		1,432	1,426	924	936	943	950	957	964	971	971
Recoveries		397	346	267	235	200	203	206	209	212	216
Interest Received		24	24	24	24	24	24	24	24	24	24
<b>Total Receipts</b>		5,143	4,792	3,613	3,379	3,128	3,143	3,181	3,196	3,215	3,220
<b>Payments</b>											
Operating Expenses before Int, Tax, Depc'n											
Property costs		2,371	2,237	1,557	1,382	1,290	1,281	1,302	1,321	1,341	1,361
Community relations		55	56	58	59	60	61	62	63	63	64
Overheads (including mm fee)		1,240	1,227	1,275	1,238	1,264	1,266	1,272	1,253	1,304	1,260
Planning costs - projects		350	450	0	0	0	0	0	0	0	0
Insurance		967	996	1,026	1,041	1,057	1,073	1,089	1,105	1,121	1,138
Operating Expenses before Int, Tax, Depc'n		4,983	4,966	3,916	3,720	3,670	3,681	3,724	3,741	3,830	3,824
Working Capital Adjustments - Payables		400	0	0	0	0	0	0	0	0	0
Loan payments / interest		717	751	221	124	39	111	338	442	546	637
<b>Total Payments</b>		6,100	5,717	4,137	3,843	3,709	3,791	4,062	4,183	4,376	4,461
<b>Net Transactions for Period</b>		(957)	(926)	(525)	(464)	(581)	(648)	(881)	(987)	(1,162)	(1,241)
<b>Net Transactions for Period</b>		(957)	(926)	(525)	(464)	(581)	(648)	(881)	(987)	(1,162)	(1,241)
<b>Net Cash at end of Period</b>	569	162	102	292	414	484	576	556	644	767	607

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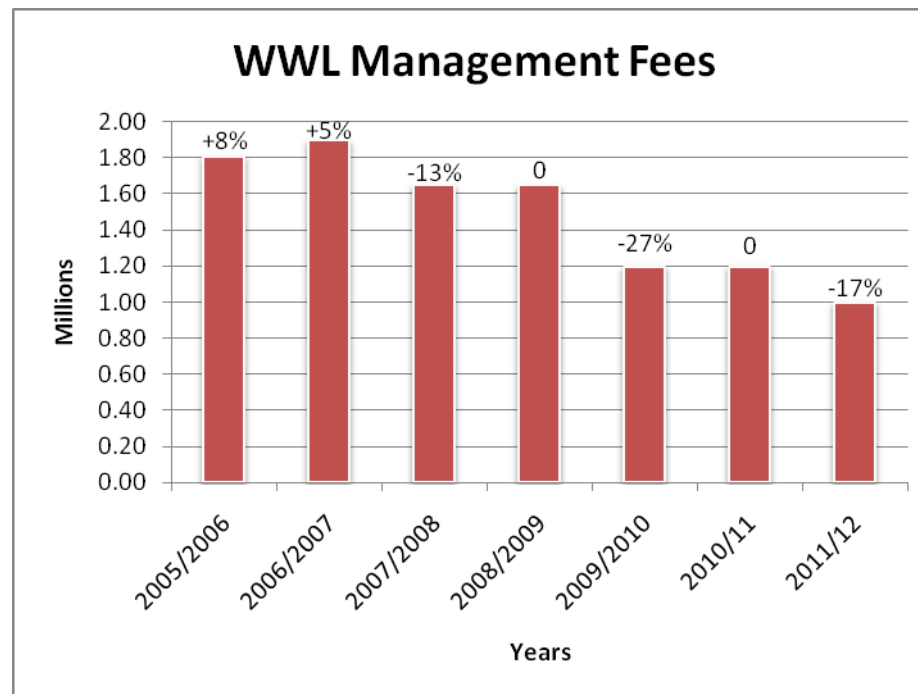
## Cost Management

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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. A further 17% reduction from \$1.2 million to \$1.0 million has been achieved for the 2011/12 year.

The Company has:

- Reduced its staff by outsourcing its financial activities to a WCC shared services business unit
- Reduced governance costs by reducing the number of directors and the frequency that the Board meets



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## WWL contribution to WCC vision

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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 thirteen 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 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, 24hour Relay, Ride for Life, Diwali, International Festival of the Arts, the Fringe Festival, and the Dragon Boat festival to name a few.
- 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, 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 Waterfront Framework review; updating 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 the resource management process.
- Better Connected:
  - Wi-fi broadband coverage is available across the waterfront.
  - 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 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.
  - Waterfront wide recycling facilities.
  - 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.
  - Pedestrian priority prevails on the promenade – WWL continues to monitor and improve the occasional conflict between pedestrian space and the presence of vehicles and non-vehicular transport including bicycles, scooters and rollerblades. The recent installation of bollards and signage has improved pedestrian safety.
- 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 an 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.

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## Our Future

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- WCC has extended WWL's life-span indefinitely; in line with sound business practice this decision will be reviewed on a three yearly basis
- 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

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## Our Legacy

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- 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
  - 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