



Destination Pōneke

Putting People at the Heart
of Pōneke Wellington

DESTINATION MANAGEMENT PLAN 2021 – 2031



WellingtonNZ





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Introduction

In Te Ao Māori, Wellington is known as Te-Upoko-o-te-Ika-a-Māui, the head of the fish of Māui. The name comes from the story of Māui hooking a giant fish out of the ocean, which became the North Island of Aotearoa.

The fish's tail is Northland, its head is Wellington. It's an apt description for the capital city of Aotearoa, the place where big decisions are made. Or as Liz Mellish (Te Ātiawa) Chair of Te Wharewaka o Pōneke puts it, "the head of the fish is where the brains are. Wellington is a place of imagination and thought-leadership."

Being the head of the fish is something we have taken seriously in developing Destination Pōneke, a new destination management plan for Wellington city.

Whilst devastating, the Covid-19 pandemic has provided the opportunity to stop and think about tourism and its value to Wellington and Aotearoa. As Government has articulated, tourism must "enrich New Zealand" culturally, economically, socially and environmentally.

Fundamental to this wellbeing framework is our approach that a great place to visit must also be a terrific place to live and all destination initiatives must be of mutual benefit to visitors and community.

As an urban destination and the most creative city in Aotearoa, enhancing Wellington's vibrancy and giving visitors a taste of local life, through enriching experiences, underpins this plan. We want people to explore and have fun, but also to be inspired by what they experience and who they meet.

Our ambition is to transform Wellington into a zero-carbon city famous for experiences that ignite curiosity and make you think.

By doing this, we believe we can also build Wellington's reputation as a place where people want to belong, whether for a weekend or a lifetime.

We've summarised this in a unifying vision: Wellington is a zero carbon capital famous for transformational experiences.

To achieve this, we all must work together towards the same goal, whether you're a business owner, policy maker, inner city worker, tech developer, community organiser or resident. It will take that creative thinking and collaboration Wellingtonians are famous for, along with perseverance and adaptability.

Let's make Wellington wildly famous.







Strategic framework

VISION

Wellington is a zero-carbon capital famous for transformational experiences.

MISSION

Make Wellington wildly famous by enriching it as a place where people can enjoy memorable, life-enhancing experiences - over a weekend or a lifetime.

GOAL

Enhance the economic, social, cultural and environmental benefit from tourism in Wellington, for the wellbeing of all.

CROSS CUTTING PRINCIPLES

Kotahitanga

Take a collaborative approach to ensure the destination management of Wellington is managed by many, aiming for shared outcomes.

STRATEGIC FOCUS AREAS



Enriching experiences

Make Wellington famous as a place where locals and visitors alike can have wild, memorable and transformative experiences all year round - ensuring the visitor economy adds value and creates jobs.



Future proofing

Meet the needs of locals and visitors by developing and maintaining infrastructure, the visitor economy workforce and our beautiful environment.



Sharing our stories

Enhance Wellington's reputation as New Zealand's creative heart to keep it front of mind as somewhere people want to live and visit.

Welcome to a place where cosmopolitan and natural environments are seamlessly connected and the path towards a sustainable future is clear. Where creativity and tikanga Māori are part of our DNA, easy to experience, see and learn from.

A place where everyone is welcomed, and everyone belongs.

Nau mai, haere mai ki Pōneke.

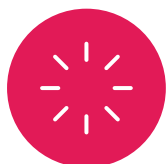
Manaakitanga

Work together to ensure locals and visitors have welcoming and personally enriching experiences no matter where they are in Wellington.

Kaitiakitanga

Ensure the visitor economy is developed with sustainability at the centre of all planning and decision making to protect our city for future generations.

Strategic focus areas



Enriching experiences

MISSION

Make Wellington famous as a place locals and visitors alike can have wild, memorable and transformative experiences all year round - ensuring the visitor economy adds value and creates jobs.

GOAL

Develop existing and new experiences to attract a diverse range of visitors to Wellington and improve livability for locals, and create jobs.

FOCUS AREAS

- Leverage Wellington's **capital city** status
- Share the stories of **mana whenua**
- Elevate **culinary** experiences
- Highlight the **creativity** of Wellingtonians
- Promote our **natural environment**
- Host unique **live experiences/events**
- Enhance existing experiences

KEY ACTIONS

- Work with mana whenua to share their stories, through the development of Te Aro Pa and other initiatives
- Feasibility study into new commercial tourism experiences that align with Wellington's strengths
- Develop an investor proposition and undertake outreach to commercial operators/investors
- Develop capability and develop new experiences within existing businesses, including national and government organisations around nationhood storytelling
- Improve accessibility to Wellington's regional trails network through better transport and wayfinding
- Invest in events that attract visitation into Wellington and build its reputation with target audiences
- Leverage the investment in the Tākina Wellington Convention and Exhibition Centre to deliver urban regeneration in the Courtney Place precinct, including attracting new hotel investment



Future proofing

MISSION

Meet the needs of locals and visitors by developing and maintaining infrastructure, the visitor economy workforce and our beautiful environment.

GOAL

Wellington businesses transition to a regenerative model, and visitors and residents make the behavioural changes required achieve this goal.

FOCUS AREAS

- Business **sustainability** and a regenerative tourism industry
- Improving **access** to and around Wellington
- Enhancing city **safety**
- Considering short term visitors within **urban design** projects
- Developing the tourism **workforce**
- **Housing** availability and affordability for residents
- Improved **accessibility, services and infrastructure**

KEY ACTIONS

- Develop and run sustainable tourism programmes so local businesses can measure and reduce their carbon
- Champion and promote visitor experiences that are zero and low carbon
- E-fleet conversion by tourism operators
- Nationwide integrated ticketing system for public transport
- Ensure all public transport options can accommodate mode-shift transport such as bikes and scooters
- Improve wayfinding across the city through consistent and clear signage
- Improve public transport connections from transport hubs including the airport, port and ferry terminal
- Urban planning initiatives such as laneway redevelopment and street art to beautify the city in a distinctly Wellington way
- Increase access to water through public water fountains and bottle refilleries
- Expand CBD waste bins to include organic and recyclable waste



Sharing our stories

MISSION

Enhance Wellington's reputation as New Zealand's creative heart to keep it front of mind as somewhere people want to live and visit.

GOAL

Wellington is globally famous as a creative, welcoming and environmentally focused destination.

FOCUS AREAS

- > **Develop the audiences** interested in visiting Wellington
- > Communicate a **compelling brand proposition**
- > **Share inspiring stories** to enhance Wellington's reputation and give people multiple reasons to visit
- > **Leverage events** to attract visitation and build our destination proposition
- > **Work in partnership** to make our investment go further

KEY ACTIONS

- > Work with mana whenua to enrich Wellington's story and brand
- > Undertake targeted marketing campaigns and communications activity to attract visitation to Wellington
- > Engage locals to advocate for Wellington via their networks
- > Work with local creatives to shape and share the Wellington story
- > Work with the international travel trade to add Wellington to NZ itineraries



Top 4 priority projects

1

Leverage Wellington's capital city status

REASONING

Wellington is rich in local and national institutions that tell stories of Aotearoa. However, they're often closed at weekends when domestic travellers are most likely to visit and their internal tourism capability is often limited. Addressing this would enable deeper engagement and stronger cultural and economic benefit when it comes to leveraging our capital city status and improve access of these experiences to visitors and communities.

ACTION

Partner with government institutions to develop their product and customer experience offering

2

Share the stories of mana whenua

REASONING

Integral to Wellington's story are the stories of mana whenua. Te Ātiawa is already making great progress in sharing their stories - notably via Te Wharewaka o Pōneke, Pipitea marae and the storytelling uncovering of the site of Te Aro pā. Te Ātiawa is working to enhance Te Aro Pā, a project that will enable them to share the stories of their iwi in a more memorable, engaging way. This project will enhance cultural tourism in Wellington and provide a place for Wellingtonians to better understand the history of their home.

ACTION

Support mana whenua to share their stories, through the development of Te Aro Pa and other initiatives



3

Develop local IP

REASONING

Developing new experiences aligned to Wellington's strengths will make the city a more dynamic destination, attract new visitation, extend length of stay and boost value. Tākina is one such new experience with its exhibition space somewhere new to entertain audiences. It also offers an opportunity for New Zealand creatives to premiere new exhibitions and stories, before touring elsewhere. To achieve this, investment in local IP is needed – to ensure Aotearoa's stories can be captured and shared in an immersive, engaging way.

ACTION

Feasibility and investment attraction into new commercial tourism experiences and the development of local IP.

4

Transition to a carbon zero tourism industry

REASONING

To reach carbon neutrality, environmental stewardship needs to be part of every decision made in relation to Wellington's destination management. Of particular interest is de-carbonising public transport and making it more accessible through integrated ticketing, better frequency and mode shift options. Many Wellington tourism operations are already on a meaningful sustainability journey, particularly larger companies. Some indeed have been doing so before the regenerative tourism term was even coined. However, sustainability is less visible amongst small and medium tourism businesses. To address this WellingtonNZ is currently delivering a trial project to build capability with local tourism businesses with plans to roll out more widely.

ACTION

Sustainable tourism programmes and visitor-friendly public transport planning



About this plan



This destination management plan will enable WellingtonNZ to actively lead, facilitate and advocate in ensuring that Wellington city as a destination is managed in a sustainable way. It is about enhancing aspects of our destination so that Wellington continues to be a great place to live, work, study and visit, and is ready for future change.

Destination Pōneke has been developed by canvassing the aspirations of communities across Wellington, not just the tourism industry. It has included research and consultation with iwi, Wellington residents, potential students and talent, New Zealanders who want to travel domestically, local businesses and associations who represent the wider business and tourism sectors, and local and central government bodies.

Taking a collaborative approach, this document incorporates the views and expertise from the many stakeholders we have engaged and collaborated with to develop our vision and priority projects to support jobs in our region, add diversity, vibrancy, and prosperity to our communities.

Our vision is for Wellington to become a zero-carbon capital famous for transformational experiences - whether you are here for a weekend or a lifetime.

To ensure this strategy and action plan is future-proofed, a sustainable lens has been applied across all focus areas and projects, as well as being flexible to ensure it is agile to a continuously changing operating environment.

This plan should also be cross-referenced with the Wellington City Council's Economic Wellbeing Strategy, Aho Tini Arts and Culture Strategy and the Wellington Regional Destination Management and Wellington Regional Economic Development Plans.

About WellingtonNZ

This plan has been written and facilitated by WellingtonNZ. WellingtonNZ is the Wellington region's economic development, events, and promotions agency. Our ambition is to make the Wellington region wildly famous as a place to visit, live, study, work, do business and invest. Our vision is that the Wellington region is thriving with more people participating in the benefits. WellingtonNZ receives funding from Wellington City Council, Greater Wellington Regional Council, central Government and its agencies, and a range of private sector partners.



Strategic Alignment

This destination management plan does not sit in isolation. It has connections and relationships with numerous other plans developed in our community, by our region and with government. Its development has considered these other plans and the views of the organisations responsible for delivering them.

From a visitor sector perspective, this plan will sit alongside similar documents from Porirua, Hutt Valley, Kāpiti and Wairarapa. These will underpin the Wellington Region Destination Management Plan, which will bring together the ambitions of the region as a destination in a coordinated fashion.

As a result of Government's 2019 Review of Vocational Education (ROVE), a Regional Skills Leadership Group (RSLG) was established by MBIE and local workforce and skills development groups are coordinating efforts. The policies of government and the constricted New Zealand labour market will mean that engaging with these groups and ensuring tourism, hospitality and retail employment is included as a need in the future Regional Workforce Development Plan will be important. In 2019, Greater Wellington Regional Council published a Regional Māori Economic Development Plan, from this Te Matarau a Maui has been established. This plan focuses on building a sustainable Māori economy recognises tourism is a sector where the opportunity exists for mana whenua to be employed in and also establish a business.

Simultaneously to the development of this Destination Management Plan, Wellington City Council has developed a plan for economic well-being and has already published Aho Tini

2030 - Arts, Culture & Creativity Strategy. Both these pieces of work connect to this plan. They all target the creation of a vibrant Wellington experience for residents delivered through driving a thriving economy and dynamic arts and culture offering. The WellingtonNZ-owned Major Events Strategic Framework also connects to these plans and recognises the need to find a balance in events between commercial success and delivering cultural and social outcomes.

The visitor sector is facing up to the challenges of climate change and the future development of the sector will depend on transformation to address its carbon footprint. This is recognised in all levels of government. Wellington City Council's Te Atakura - First to Zero resolves to make Wellington a carbon neutral capital city by 2050. The initiatives proposed in the Destination Management Plan must align with the ambition of Te Atakura.

The Councils and iwi of the region committed to a Regional Growth Plan in 2021 that considers the future infrastructure, transport, utility and housing needs of the region. Following on from this, WellingtonNZ is developing a Regional Economic Development Plan for how the economy can be stimulated to grow sustainably. Wellington is the engine room of the regional economy and the key attraction for visitors; this Wellington City Destination Management Plan will provide an important pillar to the Region's economic development plan.

Putting people at the heart of Pōneke

A new era for tourism in Wellington

The city's most important tourists are not those visitors who travel the furthest and spend the most. They are in fact its residents.

These are the people that make a city vibrant, who regularly fill its restaurants, explore its trails, visit its attractions, create its art and pack its theatres. They are the people who drive an economy, enrich culture, create community and have the power to drive positive change.

It's therefore essential that locals love where they live and for that enthusiasm to spread to visitors. And for each to add value to the other's experience.

This means considering both residents and visitors when approaching how to best manage Wellington's development as a destination.

Put simply, to put people at the heart of our place.

The way visitors now explore a city is also intricately linked to how locals live. They want to soak up the vibe of a place and experience what it's like from a local's perspective. To visit the corner cafe and stumble across a bar tucked down a laneway. To leisurely browse for books and hear from locals the stories that don't make a museum wall. To experience culture and meet the chef at the end of an incredible meal. To take a morning stroll along a trail near their hotel and tread more lightly to reduce their environmental impact.

For residents, it is essential that Wellington is a place that's easy and enjoyable to live. There are five fundamental aspects of great, liveable cities: robust neighbourhoods, accessibility and sustainable mobility, a diverse and resilient local economy, vibrant public spaces and affordability.

The liveability of Wellington is therefore central to WellingtonNZ's approach for creating this Destination Management Plan for Wellington city. We want everyone to feel like our city is a place where they belong. Whether they're here for a few days or a lifetime.

We strongly believe that by doing this, we will collectively make choices and decisions that enhance Wellington as both a place to live and visit. To ensure that the people that choose to come here will support local businesses, get engaged in our culture, and respect of our whenua. To ensure that planning decisions and new investment make it easier and more enjoyable for people to explore Wellington, and to ensure that the impact on our environment is minimal.

“It's therefore essential that locals love where they live and for that enthusiasm to spread to visitors. And for each to add value to the other's experience.”





From dull to dynamic

The evolution of Wellington as a destination



Whilst the history of tourism in New Zealand is more than 100 years old, it wasn't until the mid-1990's that Wellington took its first steps to becoming a destination people wanted to go for a holiday.

In 1995, Wellington's pages in the ubiquitous New Zealand Lonely Planet Guide were few and largely guided visitors to speed south over the Cook Strait to the South Island. Wellington's hotels were as good as empty at the weekends, and some would even shut during school holidays. Put simply, Wellington was seen as grey, dull and windy.

Jump forward 25 years and only one of those remains true, due to the determination of local leaders' who saw the potential for a more dynamic city. Kicked off by then Mayor and former Minister of Tourism, Fran Wilde, Wellington was put on Aotearoa's visitor map thanks to the development of major new infrastructure. The most noticeable of these was the construction of The Museum of New Zealand Te Papa Tongarewa. Te Papa Tongarewa ('container of treasures') was created as a place that would deliberately tell a more provocative and culturally diverse story of our country. When Te Papa opened in February 1998,

Wellington began to realise its place as the capital of New Zealand and the place that hosts and shares our nation's stories.

Next was a new stadium for the region. Always a place known for arts and culture, the new Wellington Regional Stadium opened in 2000 and immediately enabled Wellington to step into the limelight as a thrilling events capital. The Wellington Rugby Seven's became a national institution and the Stadium's location in the central city made sure that whether it was the British and Irish Lions, Rugby or Cricket World Cups, the Rolling Stones or Eminem, Wellington became the events destination of choice for New Zealanders.

But it wasn't just about new buildings. Local conservationist Jim Lynch had a vision to bring native birds back into the city centre. In 1995, an urban eco-sanctuary was created in Karori with an extraordinary 500 year aim to return it to its pre-human state. Zealandia, a fully-fenced predator-free conservation project, has successfully reintroduced 18 species of native wildlife back into the area, some of which previously had been absent from mainland New Zealand for more than 100 years. Native birdlife in Wellington now thrives thanks to Jim's vision.

Around this time, Wellington City Council also established its Regional Tourism Organisation, Positively Wellington Tourism.

Promoting the city as a weekend break destination, Wellington went from zero to hero being heralded as the Coolest Little Capital in the World by *Lonely Planet*, a Locavores dream by *Vogue*, the Little City that Could and Did by the *Huffington Post*, and the Most Liveable City in the World by *Deutsche Bank*.

In 2021, Wellington city has become the leading urban break destination for New Zealanders, a statement proven by recent Colmar Brunton research¹ and consistently ranks² highly as the most liveable city in New Zealand by people that live here.

The city attributes enjoyed by locals have also become a driver of international visitation. But only to a point. For a capital city, Wellington attracts far less of the international visitor pie than its domestic popularity suggests.

It is also a city struggling with growing pains. Transport, housing, water and building infrastructure all need significant development to ensure Wellington remains desirable.

Destination strategies from 1995, 2003 and 2008 have guided Wellington city to coming of age as a destination. Now as the world looks to recover from the Covid-19 pandemic, Wellington

must find a new way forward. A path that is economically and environmentally sustainable. A path that shares not only certain stories of New Zealand but also the stories of Te Whanganui-a-Tara and the tangata whenua of this place. A path that allows Wellingtonians to keep loving their city and sharing it with visitors.



¹ Colmar Brunton Research into perceptions of Wellington, December 2020

² The bi-annual Quality of Life Project survey. Partnered by 8 NZ councils.

A glimpse into Wellington in 2031

The Tan whānau touch down at Wellington Airport. They've just flown to Wellington in a bio-fuelled plane. They're greeted in the airport by beautiful waiata and a large solar powered sign that welcomes them to Wellington – Aotearoa's creative, low-carbon capital.

As they walk through the airport terminal, a message appears on their phone encouraging them to "Make your trip carbon free" by downloading the Carbon Free Aotearoa (CareFreeNZ) app. They press the download button. Browsing quickly through the app, they find it can not only count the carbon they use and save but is also filled with lists of carbon zero businesses and activities – and it can be used to pay for public transport.

Once they've collected their bags, the Tans hop on the electric bus swiping their phone as they board. Driving through the city they notice colourful street art everywhere and make a plan go and take some photos later. As they tap off, the CareFreeNZ app gives them a smile, letting them know they've saved 1,777 gm of CO₂ by using electric public transport vs a fossil-fuelled taxi ride.

Arriving at their quirky inner-city eco hotel, they are warmly welcomed by staff and offered a refreshing iced kawakawa tea. They wander into the hotel's native-garden courtyard and watch as a kereru takes a drink from the bright yellow flowers on a kōwhai tree.

Over the next two days in Te Whanganui-a-Tara they explore much of what the city has to offer. They enjoy a waka tour of the harbour, starting with a mihi whakatau, before walking to the Te Aro Pa experience where the vibrant digital displays that overlay the remnants of whare

give them a glimpse into how tangata whenua lived before the arrival of colonial settlers. The experience inspires them to buy a painting, created by a local Te Ātiawa artist, to take home.

As well as inspiring visits to Zealandia, Te Papa, the Parliamentary Precinct and Wētā Workshop, they also have lots of fun at a pick-your-own-path maze experience where the paths visitors go down determine the story they uncover. Created by multiple storytellers from Wellington, from filmmakers to game developers, every member of the Tan family follows a different character and adventure, and all four emerge with anecdotes at the weird and wonderful things they'd spotted and learnt along the way.

A highlight for the Tans is dining out. They love the coffee, craft beverages and local eats, and using the CareFreeNZ app they find all the carbon zero places they can dine, and love discovering the stories told at each eatery around where in the region the food comes from and the people that produce it. The kids love eating at the food truck market off Courtenay Place, where they sit at shared tables, listen to live music and chat to locals.

The Tans can't believe how easy it is to get around the city and how much they can pack into their two days. They've walked everywhere and hardly needed to use transport, and when they have, the public transport system has been easy to navigate. They're impressed that the signage around the city is bi-lingual, and whilst they can't speak te reo Māori, they have been using some kupu here and there they've been learning via the te reo dictionary on the CareFreeNZ app.

At every spot they've checked in with their app and feel good about how much carbon they've saved on their trip. As they sit on the ferry - making their way to the South Island - Mr and Ms Tan talk about sending the kids to university in Wellington. It seems like such a great place to live.

A collaborative approach

To develop a destination management plan for Wellington, WellingtonNZ has engaged widely with mana whenua, the local tourism industry, event partners, residents and domestic visitors. International visitor perceptions were examined via Tourism New Zealand research. These perspectives and research have shaped the priorities and actions identified as part of this work.

This included:



1,700+ New Zealanders who intend to travel domestically



400+ Wellington residents



200+ workers who would consider moving to a different destination within New Zealand



100 students



Mana whenua of Wellington City: Te Atiāwa and Ngāti Toa Rangatira



Tourism businesses



Industry associations



Tertiary institutions



Hoteliers



Central government agencies, including Tourism New Zealand and the Department of Conservation



Local councils



Transport organisations: Wellington Airport, KiwiRail, Waka Kotahi, Great Wellington Regional Council, Air New Zealand, Centreport



Understanding broad perceptions of Wellington

Comprehensive quantitative research with Colmar Brunton was undertaken with 1,700 16+ year olds from across New Zealand who were intending to travel domestically. This also included 400+ Wellington residents and 200 people who work in an occupation the Wellington region is trying to attract and 100+ current or potential tertiary students. This ensured that those we considered the perspectives of those that currently live or are interested in living in Wellington.

Industry perspectives and collaboration

Tourism development consultancy TRC undertook 1:1 interviews with local iwi and 25 senior tourism leaders from across the accommodation, experience, arts and culture, transport, environment and local government sectors. These views have been factored into the recommendations made in this plan.

Te Ātiawa

Te Ātiawa has bold ambitions for connecting whānau to their whenua of Te Whanganui a Tara. These aspirations and plans take a holistic approach around social, cultural, environmental and economic wellbeing. The iwi wants to bring their people home and for their rangatahi to feel connected to this place. It wants to provide employment and career pathways and to pass on to them the stories of Te Ātiawa so they're sustained for future generations. It wants to see the harbour and its wildlife better looked after to support their regenerative tourism goals and projects. To do this the iwi needs partners, resource and a richer understanding by locals of the importance of Te Ātiawa to Wellington.

Ngāti Toa Rangatira

Ngāti Toa Rangatira's vision is to build a "strong, vibrant and influential iwi, firmly grounded in our cultural identity and leading change to enable whānau wellbeing and prosperity." Much of their mahi is therefore concentrated in Porirua, but their mission to nurture a resilient environment to sustain future generations transcends boundaries. In creating economic opportunities for their iwi that leverage the tourism sector, Wellington city will be an important opportunity.





Wellington's tourism sector today

Economic opportunity

Prior to the Covid-19 pandemic, international tourism was New Zealand's largest export earner. International visitors contributed \$17.5 billion³ to the New Zealand economy in the year ending March 2020, with more than 3.6 million visitors⁴ travelling here in the same year, with MBIE forecasting this number would grow to more than 5 million by 2025⁵.

With border closures and international travel severely impacted by the pandemic, international tourism will be much slower to return. Covid has shown the industry the importance and opportunity of the domestic traveller market, which even prior to the pandemic was worth considerably more than international tourism. Domestic visitor spend was \$24.4 billion in the year ending March 2020⁶ - demonstrating the importance of tourism to every corner of Aotearoa.

This is certainly true for Wellington. Visitor spend in the Wellington region was \$2.8 billion in the year ending March 2020, comprised of \$1.9 billion domestic spend and \$900 million international visitor spend⁷. Importantly, international visitors are high value. An international visitor will spend on average \$232 per day, compared to a domestic visitor (\$155) or local resident (\$74). Through this spending, tourism supports amenities that New Zealanders enjoy that would not otherwise exist.

Aucklanders are Wellington city's single largest visitor market, accounting for 25% of total domestic spend in the year to March 2020⁸. Drive-time visitors are the next most popular visitor group, with visitors from Hawkes Bay, Manawatu-Whanganui, Taranaki and the wider Wellington Region and accounting for 31% of total domestic visitor spend. This is followed by visitors from Canterbury (12%) and Waikato (6%). This shows there is opportunity to create more awareness outside these regions, to attract more visitors from the likes of Southland, Northland and the West Coast.

Unsurprisingly, this level of economic impact means the visitor sector is a large employer in Wellington. Tourism employment in the Wellington region accounted for 23,000 filled jobs in 2020⁹, with 18,000 of those located in Wellington city¹⁰.

³ Tourism Satellite Account YE March 2020.

⁴ Statistics NZ, International Travel and Migration: Visitor arrivals YE March 2020

⁵ Ministry of Business, Innovation and Employment, New Zealand Tourism Forecasts 2019-2025

⁶ Statistics NZ, Tourism Satellite Account YE March 2020

⁷ Ministry of Business, Innovation and Employment, Monthly Regional Tourism Estimates, YE March 2020

⁸ Ministry of Business, Innovation and Employment, Monthly Regional Tourism Estimates, YE March 2020

⁹ Infometrics, Tourism Employment 2020

¹⁰ Infometrics, Tourism Employment 2020



Consumer opportunity

In research of New Zealand travellers, carried out by Colmar Brunton in December 2020, Wellington city ranked highly as desirable destination for a short break (up to three nights). It ranked as the leading city for a weekend break, and the fourth destination overall, after Coromandel, Taupō and Rotorua – all destinations within driving distance of Auckland, which was the largest population surveyed.

Amongst all visitor segments¹¹, Wellington was positioned favourably as a destination. Shopping, and sports and events hold the highest appeal. Family fun and explore nature have the lowest appeal, albeit still in a healthy range.

Despite an already healthy domestic tourism market, the research indicated there is still opportunity to grow and diversify visitation from different parts of New Zealand – if we can grow awareness of the types of experiences Wellington has to offer. The biggest additional interest and therefore opportunity is from the markets the furthest away from Wellington; the bottom of the South Island (45%) and the top of the North Island (25-32%) as well as Christchurch, demonstrating the importance of good air connectivity.

To attract international visitation, Wellington's position as Aotearoa's capital is advantageous, however there is currently a lack of awareness amongst international travellers around what Wellington has to offer. Educating people on why Wellington is worth a stop, will lead to more people including a night or two as part of their wider New Zealand holiday.

¹¹ Family and Friends, Family Fun, Relaxation and Wellbeing, Explore Nature, Wine, Food and Scenery, Treat Myself, Shopping, Knowledge Seeking, and Sports and Events

Hero experiences

Hero experiences are key drivers of visitation to a region, impacting the decision to travel. Other factors such as accommodation, restaurants and shopping are the factors people researched once they are interested in visiting that destination.

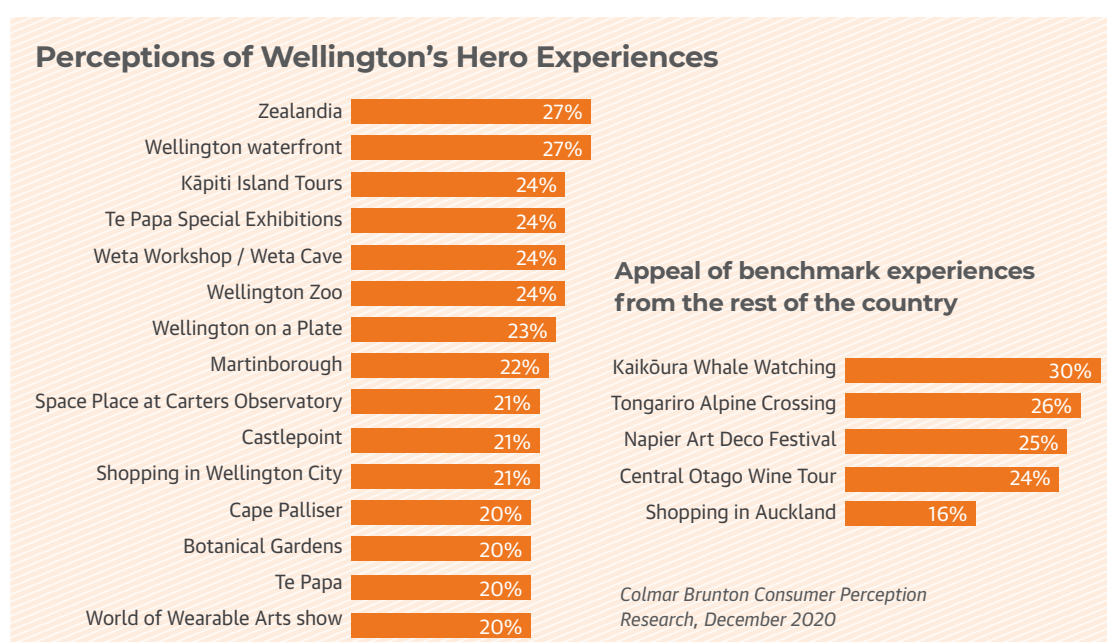
Wellington's hero experiences are perceived to be as appealing as those elsewhere in the country with Zealandia, the Waterfront, Te Papa's blockbuster exhibitions and Weta Workshop holding the highest appeal. These were closely followed by Wellington Zoo and the Wellington On a Plate culinary festival.

The impact of Covid-19

The impact of Covid-19 has been catastrophic across the travel/tourism industry. Pre Covid, tourism was New Zealand's largest export earner, accounting for 20% of all exports and \$41.9 billion (40% international, 60% domestic) in spend in the year to March 2020. Whilst domestic spend on travel has increased \$1.1 billion (June 2020 – March 2021) compared to pre-Covid levels, there is still a sizeable gap¹².

The industries tourism is built around – hospitality, events, retail, accommodation, visitor experiences – have all suffered from the lack of international visitors. Labour shortages due to border closures have added to the challenges facing businesses.

Whilst devastating, Covid has presented an opportunity to pause and consider how to build a more sustainable tourism industry. Wellington, which is already well on its way to lowering its carbon footprint, is well positioned to lead the way. The Economist Intelligence Unit¹³ ranks Wellington as the top city in the world for the best plan of action towards climate security. Wellington has falling carbon emissions, high public transport use with significant investment to further green its transport system, and broad urban forest cover. If Wellington makes further environmental gains, supported by a low-carbon transport industry, the city's environmental credentials could be used as a reputational advantage to attract short- and long-term visitors who want to limit their environmental impact, whilst still enjoying the benefits of travel.



¹² Tourism Electronic Card Transactions, YE March 2021, MBIE

¹³ <https://safecities.economist.com/safe-cities-2021-whitepaper/>



\$2.8billion

visitor spend in the Wellington region, YE March 2020



70%

of visitor spend in Wellington is from New Zealanders



#4

preferred destination for a weekend break, after the Coromandel, Taupō and Rotorua



18,000 jobs

in tourism in Wellington city, YE March 2020



Top NZ markets

1. Auckland
2. Canterbury
3. Wellington Region
4. Manawatu-Whanganui
5. Waikato



Top international markets

1. Australia
2. USA
3. UK
4. China
5. Germany

Top 5 city experiences



Zealandia



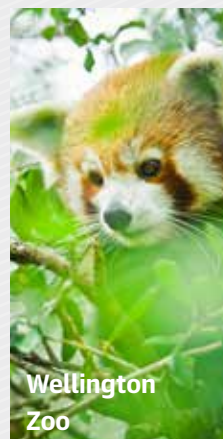
Te Papa special exhibitions



Wellington waterfront



Weta Cave



Wellington Zoo

Strategic Focus Areas



Enriching experiences

VISION

Wellington is a place where locals and visitors alike can enjoy memorable, life-enhancing experiences all year round

GOAL

Develop existing and new visitor experiences to attract a diverse range of visitors to Wellington, improve liveability for locals and support jobs

Tourism in New Zealand has classically been built around the development of paid experiences. For example, in places like Rotorua, Taupō and Queenstown, tourism is largely based around the commoditisation of nature-based and cultural experiences.


Wellington doesn't have a tourism industry based on commercial tourism product/paid experiences. WellingtonNZ's promotion of the overall destination and investment in events has been critical to sustain travel to Wellington.

However, research shows this alone isn't enough. Colmar Brunton's Research indicated that one of Wellington's main weaknesses as a destination is the perception that there isn't enough to do whilst on holiday. This sentiment was also echoed in TRCs research that showed a strong

interest from industry stakeholders for new tourism product that will create new interest in Wellington, enliven the visitor experience and extend the length of stay.

The research showed the greatest potential to enrich Wellington's experiences is to play to our strengths as a city, including:

- Leveraging Wellington's **capital city** status
- Sharing the stories of **mana whenua**
- Elevating **culinary** experiences
- Highlighting the **creativity** of Wellingtonians
- Developing **eco** experiences
- Unique **live experiences/events**
- Enhance the experiences we already have



Leverage being a Capital City: Telling the Stories of a Nation

Our place

Te Papa takes pride of place as Wellington's most popular visitor attraction. Pre-Covid, Wellington's Cable Car was the most popular tourist attraction. The place of Te Papa for visitors has evolved over time and the motivation to visit Te Papa for domestic visitors is distinctly different to that for international visitors.

Colmar Brunton's research shows New Zealand visitors rate blockbuster exhibitions at Te Papa as being a much larger drawcard than the free entry parts of the museum. To succeed in attracting high levels of domestic visitors, Te Papa must continue to secure exciting regular large-scale exhibition content that motivates New Zealanders to visit the museum every time they visit Wellington and to visit Wellington more frequently.

The development of Tākina provides further opportunity to provide exhibition content that might tell further stories of New Zealand or indeed bring international exhibitions to New Zealanders for the first time. As well as exhibiting popular touring exhibitions, Tākina will provide a space for showcasing Wellington and New Zealand IP. Whatever the story being told, it will provide somewhere for locally-developed exhibitions to be premiered and tested, before potentially touring around the world. Curating an exhibition programme between Te Papa and Tākina would also mean that there is always something for both locals and visitors to enjoy.

■ **As a thoroughly modern museum, Te Papa must also retain its expertise in sharing the stories of New Zealand in an accessible and engaging way so both international visitors and New Zealanders can connect with it.**

Claim the capital

Reflecting the views of many stakeholders, there is potential to share a more diverse story of Wellington, including film, technological innovation and the socially progressive culture of the city and country. Reflecting Wellington as Te Upoko o te Ika – head of the fish / brain of the country – it can be demonstrated that Wellington's journey from Te Tiriti to protest, reform and innovation have created the New Zealand of today.

The opening of He Tohu, an exhibition of New Zealand's founding documents at the National Library, in 2017 has significantly lifted the quality of experience around Te Tiriti o Waitangi/ The Treaty of Waitangi. He Tohu and its neighbour across the road, Parliament, represents an opportunity for Wellington to articulate its capital city story better to visitors. A UNESCO World Heritage status designation for the area is being applied for, which would create a global platform from which to enhance this area as a visitor destination. Uniting them and other relevant experiences (such as Pukeahu National War Memorial Park and Te Papa) into one guided and/ or self-directed tourism experience would also be beneficial, for visitors and indeed students as part of wider educational programmes.

Wellington is rich in local and national institutions that tell stories of Aotearoa. However, they're

often closed at weekends when domestic travellers are most likely to visit, are less likely to participate in programmes such as Qualmark, which would enable wider marketing aligned with Tourism New Zealand and their internal tourism capability is often limited. Addressing this would enable deeper engagement and stronger economic benefit when it comes to leveraging our capital city status.

Stories of mana whenua: Te Ao Māori of Te Ātiawa

Integral to Wellington's story are the stories of mana whenua – both past and present. The stories of Te Ātiawa can provide the heart – Te Ngākau – of the Wellington story, and the amplification of these stories will ensure Wellington is seen to have a soul.

Te Ātiawa are already making great progress in sharing their stories – notably via Te Wharewaka o Pōneke, Pipitea marae and the storytelling uncovering of the site of Te Aro pā – and have bold ambitions. Te Ātiawa is working to enhance Te Aro Pā, a project that will enable them to share the stories of their iwi in a more memorable, engaging way. This project will enhance cultural tourism in Wellington and provide a place for Wellingtonians to better understand the history of their home.

Te Whanganui a Tara – Wellington harbour – is another area Te Ātiawa want to see better protected and leveraged. People need to better appreciate the importance of the harbour and the need to protect it. With improved access to the harbour, members of Te Ātiawa, other residents and visitors would be able to more easily enjoy guided and hosted experiences on the water that could be developed from Te Wharewaka o Pōneke and other locations around the harbour. To achieve this, investment and capability building is needed.

This type of development would also enable better use of the harbour for events and especially for events that have a strong Māori element, not just in pōwhiri but in as a holistic event, for example Matariki, a kaimoana festival or a Waka Ama celebration.

During the 1820s and 1830s, members of Te Ātiawa and other tribes left their ancestral home in Taranaki and travelled south in four great migrations, finally reaching the Kāpiti Coast and Wellington Harbour. After the arrival of the first English settlers in the area, many important sites were lost in the pressure for land. The number of Te Ātiawa living in what is today's central city declined dramatically and the pressures of European settlement led to the disappearance of many traditional pā. By the 1890s sites at both Te Aro and Pipitea were unoccupied. The pā at Ngāūranga also declined and did not survive into the 20th century. The opening of Te Wharewaka o Pōneke on Taranaki Wharf was a big step forward in amplifying Māori culture in central Wellington but there is more work to be done to build awareness with locals and visitors that Wellington city is the home of Te Ātiawa and a place where all feel welcomed.

A creative edge: Highlighting the creativity of Wellingtonians

The evolution of the visitor experience at Wētā Workshop has been one of the key tourism development stories of the past decade. Building on the excitement of The Lord of the Rings and The Hobbit premieres in Wellington and the use of Tolkein's Middle Earth in Tourism New Zealand's destination marketing, Wētā Workshop has developed a variety of tours and behind the scenes experiences that have been successful in attracting both domestic and international visitors. The continued evolution of the Wellington film story remains an opportunity both to develop leisure tourism product and create new exhibitions that could tour internationally.

However, in New Zealand's most creative city, there is opportunity to draw on the creativity of our people to develop experiences that are distinctly Wellington and makes the city an even more memorable place to live and visit.

Imagine an experience like Meow Wolf, a US based immersive art experience created by local artists and immersive storytellers. Or the world's largest outdoor art exhibition built and curated by local artists and innovators. Or Ngake and Whātaītai (the taniwha of Wellington harbour) coming to life as giant sculptures in the harbour and the story of the creation of Te Whanganui-a-Tara brought to life via AR.

To make these types of experiences a reality, we need people and organisations to drive the development and make them commercially viable.



Natural Capital: Making the most of Wellington's wild environment

On Land

New Zealand's place on the international visitor's bucket list has been largely founded on the diversity and beauty of its landscapes. This foundation has constantly been reinforced by the marketing activity of Tourism New Zealand, which for more than 20 years has successfully promoted the nation's brand as '100% Pure New Zealand'.

Although long recognised by residents, Wellington's reputation as a destination for nature-based experiences has only recently come to the fore. Colmar Brunton's research shows an opportunity to build further upon the easy access to wild natural environments that Wellington enjoys.

The standout natural attraction for visitors in Wellington is the urban eco-sanctuary of **Zealandia**. Zealandia has come-of-age as an attraction for locals, domestic and international visitors and is a global leader in regenerative tourism. Voted by Time as one of the World's Greatest Places in 2019, Zealandia has led to Wellington being one of the only cities in the world where the diversity of native birds is increasing. Supported by hundreds of volunteers and visited by more than 100,000 people a year, Zealandia has created genuine social change as people learn to reconnect with New Zealand's natural environment.

Wellington Zoo, the world's first accredited carbon zero zoo, with its very specific story of sustainability and animal conservation and easy access to the CBD, also offers a unique experience and a sustainable, ethical model for the future of zoos globally.

The current investment by Wellington City and Hutt Councils, and Waka Kotahi, in **cycle routes** around the harbour provide assurance that the long-awaited Great Harbour Way/Te Aranui o Pōneke will become a great experience

for locals and visitors. It will also link the city to the Remutaka Cycle Trail, one of New Zealand's National Cycle Trail Great Rides. These developments provide opportunity to enhance the experience of the city for visitors through better wayfinding and place-based interpretation of the historical, cultural, and geological stories of Wellington.

The development of the **off-road trails network** by Wellington City Council and volunteer groups has in recent years seen a significant step-up in the experience provided on Mākara Peak Mountain Bike Park, Polhill/Wind Turbine Reserves, the Skyline Walkway and Mount Victoria on the Southern Walkway.

The proximity of Wellington CBD to its trail network is extraordinary, but trails can still be challenging to access. Wellington would benefit from easier Grade One trails, which would enable more experiences for pushchairs and mobility devices.

Access to trail entry and exit points is often by narrow and winding suburban roads. Even for locals, they are often discovered only by chance or through being shown by others. To increase their use, trail entry points need to be easier for visitors to find through better wayfinding.

The development of new areas on the city fringe for off road trails at Te Kopahou Reserve and linking the Skyline Walkway to the proposed Porirua Adventure Park will further the variety and quality of experiences. To increase access to these tracks and others, public transport services need to make it easy to carry mountain bikes.



Numerous cities like Vancouver, Salt Lake City, Glasgow, Malaga, Rijeka, Queenstown and Rotorua have leveraged their trails to grow their visitor economy and enhance liveability for locals. Supporting the implementation of the Wellington Regional Trails Framework provides an important opportunity to develop a city asset that is sustainable, causes visitors to stay longer and make Wellington a more attractive city for people to live.

Enabling the provision of commercial guided and self-guided trails experiences is an important action that ensures visitors can access the wild places around our city with confidence, safely and without detriment to the environment. Enhancing our trail events portfolio, commercial voluntourism and enviro-tourism are other potential growth areas.

On Water

The creation story of Te Whanganui a Tara/Wellington harbour tells how two taniwha, Ngake and Whātaimai, transformed a lake into the harbour, with Ngake breaking through a cliff with such force that he created a pathway to the ocean (Te Moana-o-Raukawa/Cook Strait).

The harbour is one of Wellington's greatest assets, with most activity in the form of ferries, freight ships, cruise liners, and only a few sail boats and kayakers.

The development of tourism experiences on the harbour has been restricted to experiencing Matiu/Somes Island and Eastbourne using the cross-harbour passenger ferries, and the more recent development of Waka experiences by Te Wharewaka o Pōneke. Other marine tourism operators have considered Wellington as a place for expansion but have ultimately decided that the environment of the harbour is too challenging. Regardless, those that are already involved in visitor experiences on the water are enthusiastic to extend their activity and develop their visitor offering.

On sunny weekends, large numbers of Wellingtonians enjoy the Taputeranga Marine Reserve on the city's south coast by walking along the road edge that skirts the coast below steep slopes. Whilst the Reserve is accessible to all, there is a paradox that a marine reserve so close to a large population is rarely accessed beyond swimming at the two beaches at Island Bay and Houghton Bay. The development of commercial concession access to the reserve may secure the opportunity for visitors and locals alike to access the significant marine treasures found beneath the surface of the Cook Strait.

Urban regeneration: Adding vibrancy to the CBD

The development of a purpose-built convention facility was a key ambition of the Wellington Visitor Strategy written in 2008. Tākina, the Wellington Exhibition and Convention Centre, is now being built and scheduled to open in mid-2023. It will provide two levels of convention spaces able to accommodate up to 1600 delegates, and a public exhibition centre that is purposefully designed to house large touring exhibitions that can't fit into Te Papa spaces or have a populist subject matter that is less appropriate for the national museum.

Just as Te Papa did in 1998, Tākina provides an opportunity for Wellington to take a significant step forward in boosting visitor spend in the city. A pre-Covid report from BERL on the impact of the centre, suggested it would deliver \$90.6 million annual spend, adding \$44.8 million to Wellington's GDP while creating 554 new jobs.

The exhibitions and events hosted by Tākina will also further build on Wellington's reputation for arts and culture, creative technologies, digital and screen, and science and innovation. It can also provide a stage from which Wellington can tell its story. It is essential that the full utilisation of Tākina as an asset for the city is supported by appropriate investment from the city to attract both business events and public exhibitions, recognising that at times this will require investment to deliver the economic impact from visitors for the city.

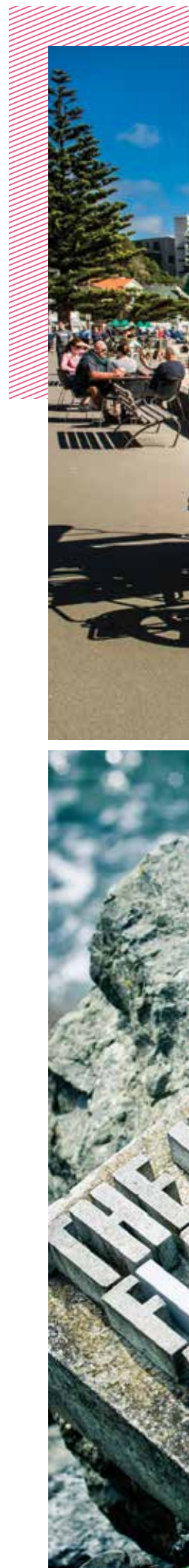
The Tākina project will support the growth of the city in other ways. Prior to the Covid-19 pandemic, hotel accommodation in the city was seeing exceptionally high levels of occupancy and, other than Sunday nights and a brief period over the height of summer, capacity was often very constrained. The demand created by Tākina will require the development of new hotel accommodation in the central city.

The seven-day nature of business in Tākina will also serve to support new hospitality business in the city and growth of businesses that support the convention sector such as audio-visual services, event theming and food producers. This provides opportunity to influence the development of the Courtenay Place precinct, making it more attractive for all visitors and create jobs for locals.

The development of laneways in the central part of Wellington has been reflected in the successful changes seen in Egmont Street, Leeds Street and Lombard Street. These developments have positively regenerated the city centre and have quickly become loved by Wellingtonians and destinations for visitors. Building on the much earlier redevelopment of Cuba Street, this part of the city continues to grow as a place to live, visit, work and be entertained.

Te Ngākau Civic Square is another area that is receiving substantial investment to help reinvigorate the area, after its surrounding buildings were assessed as earthquake prone. This includes strengthening of the Town Hall, the creation of a new music centre and an enhanced, strengthened Central Library.

However, there are still areas of the city in need of some love. More can be done to enhance areas where there is a high concentration of businesses but a drop in footfall. Courtenay Place, Lambton Quay, Left Bank (off Cuba Street), Tory Street and various laneways are all areas that would grow in visitor potential if resource was available to develop them into precincts both locals and visitors would enjoy. This echoes Colmar Brunton's research that found shopping and hospitality are big drivers of visitation to Wellington.





Events: Entertainment all year round

Wellington has a reputation for delivering exceptional events and experiences. They play a significant role in making the Wellington region wildly famous as one of the most vibrant places to live and visit in Australasia.

Major events, such as the World of Wearable Art, All Blacks tests, the NZ Festival of the Arts, Visa Wellington On a Plate, CubaDupa, stadium concerts and Homegrown, are a key contributor to Wellington's regional economy, attracting out of region visitation, generating spending in retail, hospitality, accommodation and tourism, and creating new jobs across multiple sectors.



In the past five years, the WellingtonNZ major events portfolio has contributed more than \$500 million in visitor spending for the local economy.

Performance and business events have contributed tens of millions of dollars more. Events are also important to Wellingtonians; making life richer and connecting people with what they love.

To ensure events can continue to deliver significant visitation to Wellington, WellingtonNZ has created a Major Events Strategic Framework¹⁴ that takes a portfolio approach to the events the City invests in. It recognises that no two events are the same, with each event providing unique experiences and outcomes for Wellingtonians and visitors alike. WellingtonNZ considers the combined

impact of the portfolio of major events across the year; ensuring a diverse, and balanced calendar to achieve the desired outcomes for the Wellington region and maintain Wellington's position as a great place to visit and live. A portfolio-wide approach ensures Wellington has:

- An events portfolio that delivers economic, social, cultural and reputational benefits
- Events that strategically fit within Wellington's existing events landscape
- A balanced mix of events to suit different audiences
- A calendar of events throughout the year

An evaluation framework that looks at benefits of the entire portfolio versus individual events

Business events and conferences are also critical to attracting year-round visitation and supporting local businesses, particularly mid-week. The opening of Tākina in mid-2023 will mean for the first time that Wellington has a large purpose-built facility to build upon its opportunity as capital city and a key commercial centre of New Zealand.

Supporting the development of Tākina, the city strategy for business events now looks to attract international events that align with the city and New Zealand interests, grow the number of delegates attending events by promoting a longer stay based on the attractions of the Wellington region and establishing new events that are based on key Wellington attributes that can be retained in Wellington on an ongoing basis. The business events strategy also looks to increase the engagement between events and the Wellington community by establishing an action for impact programme.

¹⁴ wellingtonnz.com/major-events

Elevating culinary experiences: Food, Beverage and Local Provenance

Reflecting the spending of domestic tourists in New Zealand post the Covid-19 pandemic, research shows¹⁵ that food and beverage experiences rank very highly in what Kiwis seek out in a destination.

Wellington delivers well in this category and has become internationally renowned for its coffee, casual dining scene and craft beer. Driven by events such as Visa Wellington On a Plate, food markets and culinary precincts such as Hannahs Laneway, the innovation in the dining scene is highly regarded and provides opportunity for future enhancement in how visitors experience local cuisine.

Visitors from all segments need to eat and drink and the diversity of food and drink experiences available in Wellington will lead to multiple market opportunities. Locally roasted coffee may be the beverage of choice of business visitors, family visitors might like to explore the multiple ice creameries, whilst mountain bikers will often visit a local craft brewery post ride. For those celebrating a special occasion, a number of restaurants play at the top end of the market. Since opening, Hiakai by Monique Fiso, has won many accolades proving there is opportunity to highlight Māori cuisine and the flavours of Aotearoa.

Wellington's food story is complemented by the local provenance of much that is on offer being sourced from the farms and vineyards of Wairarapa, the market gardens of Kāpiti and artisanal products such as cheese, olive oil, chocolate and baked goods that have been created by local manufacturers. This local provenance supports a more environmentally sustainable hospitality industry and ensures

that premium culinary experiences can be used to sell product beyond Wellington, including internationally.

These strengths provide opportunity, but Wellington cannot be complacent. Most destinations in New Zealand have realised the importance of food in defining destinations. In other cities savvy investors have developed bespoke spaces for culinary encounters, such as Ponsonby Central in Auckland and Riverside Market in Christchurch, which have both become visitor attractions as well as adding to the local food story. More visitor-friendly culinary experiences are needed to showcase Wellington's talents in this area.



¹⁵ Colmar Brunton Research, December 2020



Future Proofing

VISION

Wellington is a zero carbon city (net zero emissions) by 2050

GOAL

Wellington businesses transition to a regenerative model, and visitors and residents make the behavioural changes required achieve this goal

Planning for climate change, population growth, infrastructure needs, improved access and labour market requirements are critically important to ensure Wellington remains a place people want to live and visit.

With the significant and devastating impacts of climate change, Wellington City Council has set an ambitious target to be a carbon neutral destination by 2050. This means local government, businesses, residents, and visitors all need to make major changes to how they operate and move around the city.

With its compact size, public transport system and community of businesses making positive change, it is possible to live – and visit – sustainably in Wellington. But often planning decisions are not often made with visitors in consideration. To ensure visitors can make the

right choices when travelling to and around Wellington, planning decisions must be made with visitors as well as residents in mind.

To future-proof Wellington, destination management needs to consider:

- Business **sustainability** and a regenerative tourism industry
- Improving **access** to and around Wellington
- Enhancing city **safety**
- Considering short term visitors within **urban design** projects
- Developing the tourism **workforce**
- **Housing** availability and affordability for residents
- Improved **accessibility, services and infrastructure**



LEEDS STREET
BAKERY

ESPRESSO

LA FARMACIA	black	4.50
MACARON	white	4.50
Almond, orange	large	5.50
CHOCOLATE	xxx	5.50
	double	6.50

HOURS

Monday - Friday
7:30 am - 3:30 pm

Saturday
8:00 am - 4:00 pm

Sunday
Closed

Business sustainability: Towards regenerative tourism

Sustainability is an overarching principle of this plan. It's critical environmental stewardship is not just thought of as one area for consideration but is part of every decision made in relation to Wellington's destination management.

The New Zealand-Aotearoa Government Tourism Strategy and the Climate Commissioner's 2021 Report, outline the need for long-term sector transformation from volume to value. Whilst over-tourism is not a challenge Wellington faces, there is more action needed by local businesses, local and central government, and residents to achieve Wellington City Council's vision for the city to be Carbon Neutral by 2050.

Wellington can also play a role in the New Zealand tourism system to cater for tourists from other "over tourism" areas so that these visitors are not lost to New Zealand entirely. What's been achieved by linking Wellington with Queenstown (spreading visitor time across both) has helped Queenstown manage their peak visitor problems when Wellington has ample capacity.

Beyond carbon neutrality, is the consideration to how tourism can enrich Wellington. Regenerative tourism is about reconsidering the impact of tourism not just in terms of its economic benefits,

but also social and cultural gains, whilst ensuring the environmental impact is minimal.

Many Wellington tourism operations are already on a meaningful sustainability journey, particularly larger companies. Some indeed have been doing so before the regenerative tourism term was even coined.

Te Wharewaka o Pōneke, led by Te Ātiawa, takes a te ao Māori approach to its operations. This means operating its business to not just have a low environmental footprint but also to provide education and development opportunities for rangatahi and whānau, sourcing product from Maori producers, enriching cultural understanding through the stories of Te Ātiawa, and providing spaces for kōrero and progress to happen. All of which take equal importance and work together symbiotically.

Environmental sustainability is less visible amongst small and medium tourism businesses. Whilst there are programmes, industry pledges and resources available to assist businesses, many operators struggle to move from good intentions into action or are unable to effectively record the efforts they are making. This means there is a lack of meaningful data that businesses can use to track progress and make further positive change.

To address this, WellingtonNZ is currently delivering a trial project to build capability with local tourism businesses.



From here to there: Improving access

As a destination Wellington city is blessed by its compact nature making it an easily walkable city. Access to Wellington from destinations within New Zealand is strong with regular flights from all around the country and State Highways 1 and 2 providing direct driving routes into the city.

For international visitors - outside of Australia and Singapore (via Australia) and Fiji - there are no direct flights due to Wellington's runway length, meaning that larger aircraft can land in Wellington but cannot take-off without payload and/or range restrictions. To ensure Wellington is included on international visitor itineraries, easy domestic access via road, air and by ferry is therefore especially important.

By road

A large percentage of travellers explore New Zealand by car, a significant contributor to carbon emissions. However, with Wellington's compact geography it should become a destination where you don't need a car to get around. To achieve this, there need to be steps taken to make it easier and more seamless for travellers to travel from place to place, particularly by enabling easier access to Wellington's public transport system.

Wellington's public transport system has been developed to meet the needs of locals, particularly commuters travelling into the city from the surrounding suburbs. However, for visitors the bus and networks can be confusing, with a lack of awareness of real-time digital information and suburban access. Wellington requires a Snapper transport card for buses (which requires an upfront card fee) and requires cash for trains, which is confusing for visitors.

If visitors don't have a car, exploring beyond the immediate CBD can be challenging. Getting to Wellington Zoo, Wētā Workshop, the south coast beaches and marine reserve, Mākara Peak and the western hills trails, and other parts of the region can be confusing. Consideration needs to be made around how visitors access the public transport network to these and other attractions.

Improving access for visitors to experiences and different parts of the region has the potential to extend length of stay, expenditure and give visitors a taste of the lifestyle Wellingtonians enjoy.

Public transport options connecting the airport to the central city are currently lacking. At the time of writing this plan there was no public transport option connecting the airport to the city and other parts of the region. Thankfully, reestablishment of a bus service is underway, with the intention it is integrated into public transport, at a lower price point, with better real time information.



The Let's Get Wellington Moving plan¹⁶ for rapid mass transport will significantly improve car free access to and from the city.

The plan to reduce vehicle access into the central city will make access more challenging for visitors who are staying outside the central city or who are travelling by car or campervan. Consideration of shuttle and park and ride services may need to be considered from surrounding areas, especially with the recent increased domestic ownership of motorhomes.

¹⁶ <https://lgwm.nz>



By water

Wellington is the connection point between the North and South Islands for people who travel by road and rail. Visitors need to forward book Cook Strait ferry crossings, which means visitors can be highly focussed on planning their visit around ferry bookings.

Over the next few years, a new terminal will be developed that will be shared by Wellington's two ferry operators. The available passenger capacity will also be increased with larger ferries introduced.

With the regeneration of Centreport - necessitated by the Kaikoura earthquake - there is an opportunity to create a new walk-off Cruise Terminal that provides a better experience for cruise ship passengers. Improving port to city connection would ideally result in integrated transport for ferry and cruise users improving the user experience as well as sustainability outcomes.

The current experience for visitors arriving in or departing from the city is poor, especially at the current Kaiwharawhara terminal and its linkage to the city centre. For those who have been driving around the South Island the urban nature of Wellington can come as a shock and the ability to transfer into the city easily and to park a car or campervan can dictate their willingness to stay in the city.

The new electric ferry service from the City to Matiu Island and Days Bay (both which offer nature based experiences) will also make those destinations more attractive to visitors.

By air

The importance of air connectivity to Wellington and New Zealand cannot be overstated. Given New Zealand's geographic isolation at the bottom of the globe, international air links are crucial to maintain social and economic connections with the rest of the world; around 99% of visitors to New Zealand arrive by air. Air connectivity also plays a critical role domestically with limited travel alternatives between islands, a long challenging road network, and a lack of public transport options compounded by sparse populations. This is recognised by the Climate Change Commission, which notes aviation will continue to play an important part in New Zealand's transport network, even in a carbon zero future.

For Wellington to prosper and grow socially and economically, aviation will continue to play an important role in the future of the city. Good air services support a liveable city, helping residents to connect with friends and family, businesses to be closer to clients and customers, highly skilled migrants and international students to relocate to Wellington, and for visitors to holiday in the region. While good air connectivity supports all these things, the absence of connectivity can constrain the growth of a city, and one only needs to look at the economic trajectories of Wellington versus Auckland to see the benefits a connected city can provide for its residents.

Better connectivity supports better outcomes. For Wellington, developing direct services to the major airport hubs would provide one-stop connectivity between the capital and most of the world's population. Providing a service to a hub in the Middle East (for Europe, Middle East and Africa), South-East Asia, China and North America gives Wellington access to most of the globe with little overlap between services. These services also better support local business by providing cargo and freight capacity which can be used to get products to market quicker and more cheaply.

Wellington's connectivity to these places beyond New Zealand is restricted by the relatively short runway and the ability of current aircraft to take-off with enough passengers and freight given the fuel required. This has meant that Wellington relies on international connectivity through Australia, Auckland or Christchurch. This 'extra leg' can be a barrier between tourists, students and businesses choosing Wellington when coming to New Zealand and increasing emissions by reinforcing non-direct routes with an additional take-off and landing and longer flight path contributing to extra fuel burn.

While the current runway length is a barrier for most long-distance services to commence, Wellington Airport continues to explore with global airlines ways in which they can provide better connections to the city within the current operating constraints. A good example of what can be achieved, in partnership with the city, was the commencement of a Singapore Airlines service to Wellington in 2016, which operated via Australia to overcome the runway limitations. Over the time it operated (until it was paused as a result of Covid) the service had contributed to an increase of +135% in visitors from Singapore, +83% from India, +61% from Indonesia, and 48% from Japan and the Philippines (overall a +46% increase in passports from Asia). International visitors spend in Wellington increased by +21%, including a +52% increase in spend from Asian visitors.

With the short-term negative impact of the pandemic on connectivity, in particular the withdrawal of Singapore Airlines from Wellington, the partnership between the city and airport will be important as borders reopen. As services around the globe start to rebuild, airlines will be relooking at access to Wellington to supplement their networks with high value travellers, which may in turn support the introduction of new innovative ways of connecting the city.

Aviation in Transition to carbon neutrality 2050

Aviation tends to be the elephant in the room when people talk about a low carbon tourism industry, as a major user of fossil fuel within the transport sector.

In developing the pathway to reach net zero emissions, the Climate Change Commission recognised in its 2021 report that aviation is essential to New Zealand's way of life and aviation is considered in all scenarios and pathways to meet the 2030 and 2050 emissions targets. Te Atakura – First to Zero, also identifies the critical role of the airport in a connected city; in particular the importance of air travel for tourism, and our reliance on air travel to stay connected to each other.

Wellington is well placed to be a world leader in sustainable aviation, with early adoption of electric aircraft, and commitment from Wellington Airport to its own emissions reduction targets and partnerships with airlines that put sustainability front and centre.

Whilst decarbonising the aviation industry will be challenging, there are positive steps being taken. Wellington-based Sounds Air will introduce of the first commercial electric air passenger

services in 2026, there has been some uptake of low carbon liquid fuels (biofuels or electrofuels from green hydrogen) and further investment in next generation aircraft.

To affirm the industry's commitment to a carbon zero future, IATA has committed to reduce total aviation CO2 emissions 28% below 1990 levels. IATA's airline members, including Air New Zealand, the operator of 73% of passenger seats to and from Wellington has committed to its targets on fuel efficiency and carbon emissions, specifically:

- 1.5% average annual fuel efficiency improvement between 2010 and 2020
- Carbon neutral growth from 2020
- A reduction of 50% in net emissions by 2050 compared to 2005 levels.

More specifically Wellington Airport has committed to reducing the airport's operational carbon emissions (as well as waste to landfill and electricity use) by 30% by 2030. These targets inform daily decision making, including adopting energy efficient and sustainable construction into airport projects and making changes to how waste and resources are managed.



City safety

In the Quality of Life Survey 2020¹⁷, based on resident perceptions, Wellington scored best amongst city safety out of the places surveyed. Seventy per cent of respondents felt Wellington is very safe and 24 per cent felt Wellington is safe.

Whilst safety is perceived by Wellington residents to be of relatively low concern in their daily lives, there are areas that require attention to ensure the city is safe and welcoming. One area that has been identified for improvement is the entertainment areas in central city and night-time safety, particularly in the streets around Courtenay Place.

To address this, Wellington City Council, Police, health officials, hospitality businesses and retailers have committed to collective action. This includes a code of conduct for hospitality operators and patrons, a community support base on Manners Street, better lighting and increased funding of Take10 to establish an inner-city safe zone.

It is important that the visitor sector is a consistent participant in this conversation, recognising that a safe city is important for everyone and initiatives such as urban regeneration, and event programming and investment can deliver a positive impact on the safety of the city for all.

Picture perfect: Urban design

Wellington's compact, densely developed central business district is frequently noted as the single thing that makes Wellington a more compelling urban destination than other places in New Zealand. It is this intensity of experiences, businesses and people that makes Wellington so vibrant.

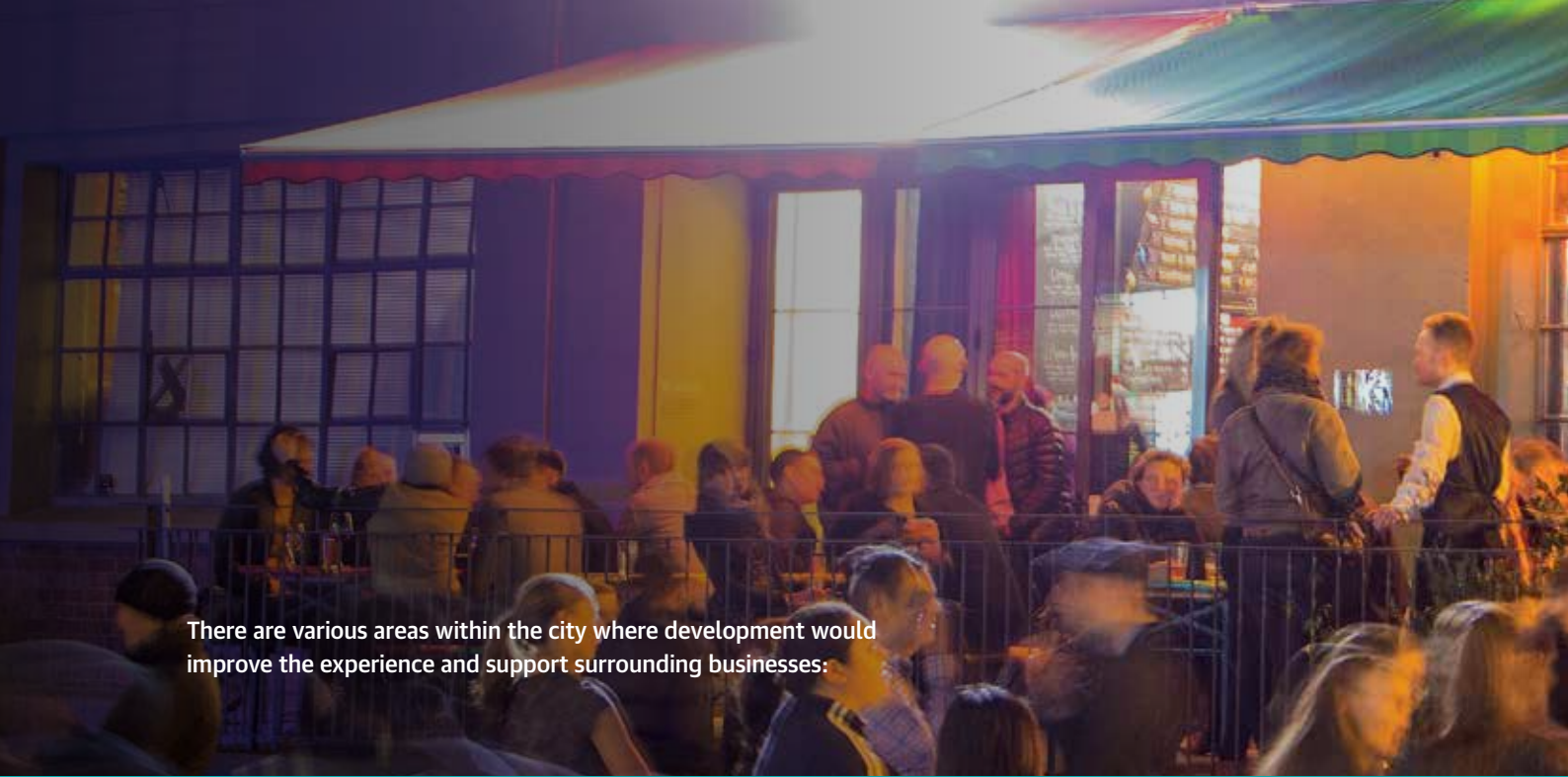
The city centre experience is loved by locals. In many larger cities, locals mainly visit their urban centre to go to work, but for Wellingtonians the city is also where they go for shopping, eating out, celebrating, enjoying a show or exhibition, or just to stroll along the waterfront. This compactness is also something highly prized by visitors, resulting in reduced transport costs and being able to see and do more in a day.

The opening up of the waterfront revolutionised the city experience. The development of specific spaces such as Pukeahu, Te Papa, Oriental Bay beaches and Hannahs Laneway have all added significantly to the fabric of the city. These developments each offer further potential but should also act as an indicator of how future development can enhance the city.

Over the past decade, Wellington has had to confront the consequences of sitting in an active seismic zone. The 2011 Christchurch earthquake and the more direct impact of the 2016 Kaikōura earthquake have demanded core civic infrastructure and other inner-city buildings be strengthened, and unsafe buildings demolished.

As a result, the city remains a canvas for better urban design. To retain its vibrant heart, it's important that future urban design projects consider both visitors and locals. Whilst much development will be led with a commercial lens, the opportunity for the development of mixed-use infrastructure is significant and will contribute to the prosperity of the city.

¹⁷ qualityoflifeproject.govt.nz/survey.htm



There are various areas within the city where development would improve the experience and support surrounding businesses:



Northern waterfront

Consideration should be given to how the city and waterfront can be developed northwards towards Sky Stadium now that ferry operations are anticipated to be consolidated at Kaiwharawhara. There are also still spaces left vacant by the Kaikōura earthquake on Waterloo Quay that require development.



TSB Arena

Whilst much of the development on the waterfront has been successful, the TSB Arena remains unloved externally and in need of development to make it fit for purpose internally. The Outer T with Shed One is poorly utilised considering its central position in the city; it provides opportunity for an appropriate mix of recreational, public amenity and commercial development that would lead people to enjoy this central piece of the city landscape.



Tākina precinct

The development of Tākina, immediately across the road from Te Papa, provides the opportunity to develop a precinct between these two buildings and Circa Theatre. To achieve this, transport developments resulting from the 'Let's Get Wellington Moving' Programme should look to enhance this precinct and reduce the traffic flow through it.

On the south side of Tākina, along Wakefield Street, the impact of the Kaikōura earthquake on the Reading site that connects to Courtenay Place and Tory Street was significant. Redevelopment of this zone is key to the success of Tākina and would also deliver a vibrant city experience for delegates and the transition of the Courtenay Place economy from its high reliance on weekend drinkers to a seven-day opportunity.



Courtenay Place

The closure of the Reading Cinema complex has left a gap not just on Courtenay Place but also an indoor hub for people to gather and socialise within the central city, particularly younger people. Other business closures (largely because of earthquake strengthening issues) add to the need to make Courtenay Place a more attractive destination to locals and visitors are drawn to the area day and night.



Te Ngākau Civic Square

A plan is underway to revitalise this area including the strengthening and enhancement of the Town Hall and Wellington Central City Library.

The plan has a vision for Te Ngākau to be the beating heart of our capital city: A thriving neighbourhood where creativity, culture, democracy, discovery and arts experiences collide on the edge of Te Whānganui-a-Tara.



Laneways

The development of Laneways such as Egmont Street, Hannah's Laneway and Lombard Lane have delivered immeasurable impact for these previously rundown parts of the city. Supporting the continuation of such urban development around the places where a growing city population lives, will add to the Wellington experience. Retaining a diversity of experiences is important to ensure that any development complements, rather than competes, with existing offerings.



Construction impact

The Let's Get Wellington Moving transport programme, earthquake strengthening, and new inner city housing construction will have a major impact into the visual aesthetic of Wellington over the next 10+ years. Whilst these infrastructure projects are essential, thought needs to be made in how to mitigate the visual impact these will have on the city and the impact ongoing construction will have on businesses.



Transport

The Let's Get Wellington Moving programme will reduce traffic in the CBD and therefore the reliance of Wellingtonians on cars.

However, there will inevitably be significant disruption because of works on the arterial highways across the city. Ensuring visitors are considered in the programming of works and the solutions they deliver is important. If we want our visitors to utilise the transport systems that will get Wellington moving, we need to:

- Ensure that public transport is easy and logical for visitors to use, including supporting leisure as well as commuter travel.
- Ensure access from the ferry terminal and the airport to the city centre without a car is simple and a good experience.
- Ensure there is provision for coach parking for group travellers (whether they be schools, international visitors or conference attendees)

Another important consideration is the impact of major transport upgrades on businesses. Sufficient support needs to be provided so the financial impact is minimised, and the vibrancy of the city is retained.

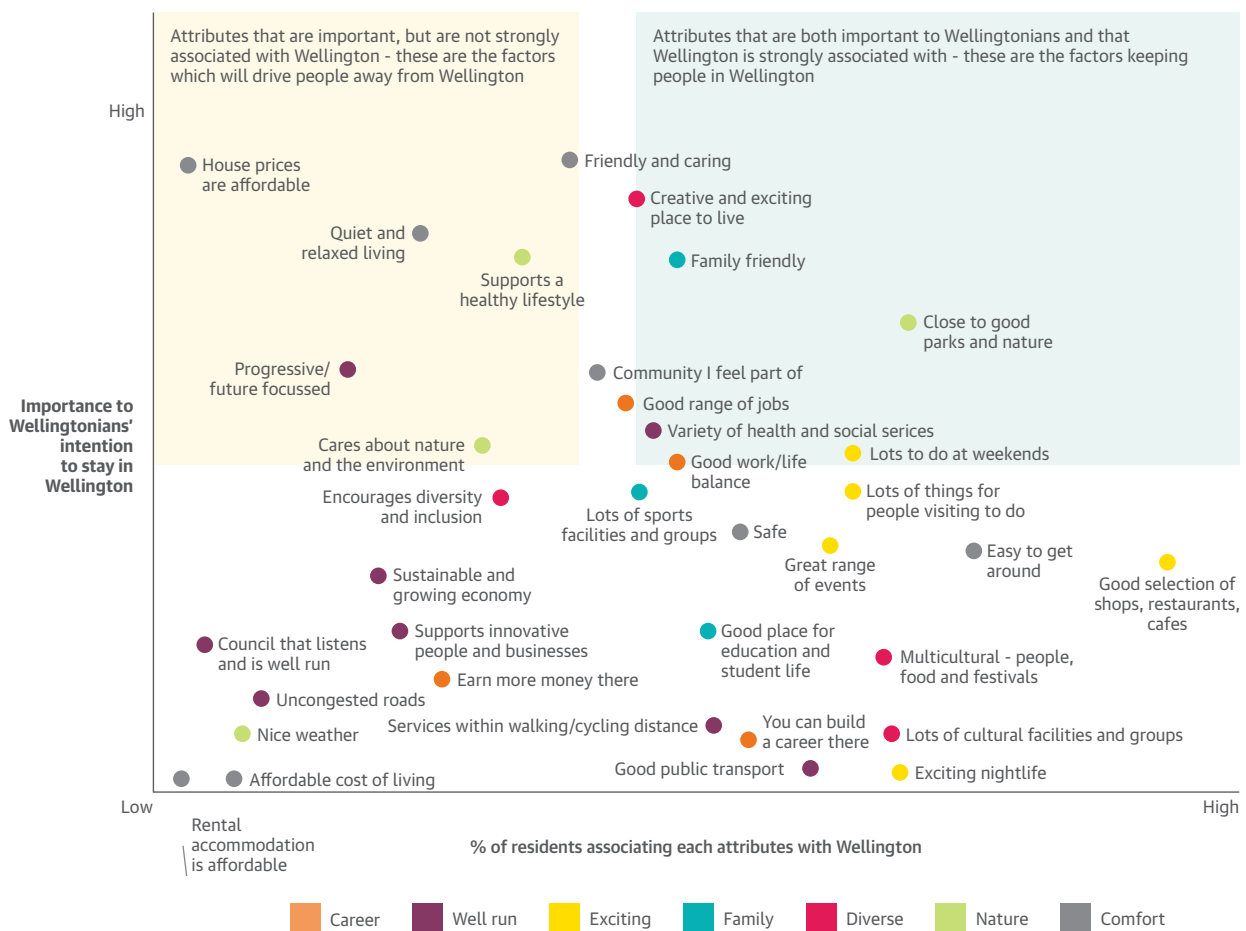
Housing and workforce

Housing

Like elsewhere in the country, Wellington has a housing crisis. Research¹⁸ shows Wellington has strong appeal for talent and students. It ranks as the number one place in New Zealand talented people would move to and one of the top destinations for students. Wellington is perceived as exciting and diverse, offering good career opportunities. However, the affordability of housing in Wellington is the single largest barrier to converting interest from people keen to

move to Wellington. It is also a major barrier for tangata whenua keen to move to their whenua.

The affordability of housing can lead to current talented residents moving away from Wellington. Housing affordability is one of the most important attributes for Wellingtonians to stay in Wellington. Currently however, residents rank affordable housing and cost of living as attributes in which Wellington has a poor association.



Colmar Brunton Wellington Resident Perception Research December 2020

¹⁸ Colmar Brunton Research, December 2020

Results from the 2020 Quality of Life Survey show only 46% of Wellington City residents felt their current housing (mortgage and rent) costs are affordable. This is lower than other metropolitan cities such as Hamilton (49%), Christchurch (59%), Tauranga (50%) and Dunedin, (53%) and only marginally better than Auckland (44%).

The Greater Wellington Region isn't scoring any better, with Porirua at 43% and Hutt Valley at 49%.

Forecasted population growth will put even more pressure on housing. Increasing supply is therefore critical to addressing accommodation issues, albeit more challenging than some cities due to Wellington's compact geography. Wellington City Council's spatial plan¹⁹ seeks to address this, paving the way for increased density in the inner city, to accommodate up to 80,000 new residents over the next 30 years.

¹⁹ <https://planningforgrowth.wellington.govt.nz/>



Workforce

As well as investing in a workforce development programme to ensure good capability amongst our tourism workforce, the living environment in Wellington needs to be affordable and attractive to attract and retain talent. This is currently a challenge on several fronts:

- The cost of housing is impacting talent attraction and retention.
- High rents and a lack of suitable housing means not all students who want to study in Wellington can. This is an important workforce for Wellington's hospitality and retail sectors.
- The cost of housing is a barrier for many tangata whenua who are keen to live and work in Wellington.
- People working in the arts, tourism and hospitality typically have a lower household income than the average²⁰. Retaining and attracting creative professionals is essential to maintaining Wellington's vibrancy and reputation as New Zealand's creative capital.
- Closed borders mean there has been a significant impact on the size of New Zealand's migrant workforce. This is negatively affecting many business sectors in Wellington and across the country.

These current challenges are occurring on top of longer-term ones. Tourism has long been considered by those outside the sector as a poor career choice with a perception of low wages and unsocial hours. There is however a huge volume of people who enjoy successful careers and the many benefits the sector offers.

The visitor service sector needs skilled, knowledgeable staff and excellent training programmes in order to deliver high-quality services that people expect. In Wellington, the vibrancy of the city is driven by domestic visitors and locals who attend events, enjoy

hospitality and the diverse retail opportunities the city offers. These experiences are delivered by the skills of the Wellington workforce.

Success will depend on the quality of people the sector attracts, the ways it grows and manages them, understanding employee motivation and aspirations, and recruitment methods.

The sectors' ability to pay a living wage to entry level employees and to provide development of a career pathway will move the right people forward to lead visitor sector businesses.

For the rangatahi of Te Ātiawa and Ngāti Toa Rangatira the visitor sector offers the opportunity to pursue a career in their rohe and share the stories of Te Whanganui a Tara through the development of compelling experiences for visitors and residents delivered in innovative and authentic ways.

In 2021, the visitor sector is operating in a very tight labour market and recruiting people to the sector is exceptionally challenging. It is essential for the sector which is a significant city employer that its needs for workforce development are represented to the Regional Skills Leadership Group and that opportunities such as 'Go with Tourism' and working with a variety of training institutions in the city are actively cultivated with businesses.

²⁰ A Profile of Creative Professionals, Colmar Brunton 2019, Commissioned by NZ On Air and Creative NZ

Attitudes towards tourism

According to research by TRC²¹, Wellington has a better social license than most other regions when it comes to attitudes towards international tourism. There is a broad understanding amongst residents that it creates vibrancy, economic opportunities, business growth and jobs. The areas for improvement are tourism's contribution to infrastructure development and connecting communities to other cultures.

The strength of perceived benefits of international tourism varies by region, with residents of Auckland, Wellington and Manawatu-Whanganui regions having the strongest perceptions of benefits from tourism

Urban destinations tend to have a more positive relationship with tourism than provincial or rural destinations. This reflects the far greater capacity of a city to absorb visitors without impacting negatively on the experience of residents or put pressure on infrastructure. Cities tend to have greater cultural diversity and as such people from other cultures blend into the daily life of the city. City populations also trend younger – somewhat driven by student numbers – and are likely to be less conservative and more open to welcoming people from other cultures.

Pros of international tourism by region

% agree, 18+ year olds, March 2020

	Northland	Auckland	Bay of Plenty	Gisborne/ Hawkes Bay	Taranaki	Manawatu Whanganui	Wellington	Canterbury	Otago	West Coast
Creates economic growth for the region	56%	66%	55%	55%	45%	57%	60%	60%	63%	52%
Creates employment opportunities for residents	49%	59%	60%	50%	46%	65%	55%	49%	57%	49%
Creates growth opportunities for businesses	52%	56%	52%	52%	56%	61%	56%	55%	58%	50%
Adds to the vitality of regions and local communities	45%	39%	35%	37%	41%	46%	42%	41%	35%	35%
Connects local communities to other cultures	39%	39%	24%	41%	32%	37%	34%	31%	28%	35%
Drives improvements to recreational facilities in local communities	29%	33%	24%	28%	26%	27%	34%	39%	21%	31%
Drives infrastructure development in the regions	36%	27%	29%	31%	18%	23%	25%	28%	26%	30%
Base n =	100	101	60	102	100	80	103	151	153	99

Weaker Stronger

²¹ Mood of the Nation March 2020 by Kantar, commissioned by Tourism Industry Aotearoa and Tourism New Zealand.

While cruise has created social licence issues in some New Zealand destinations, Wellingtonians have remained supportive and exceptionally welcoming. If and when mega-ship cruising (4000+ passenger ships) returns post-COVID, active management will be required between stakeholders. The recently refurbished Wellington i-SITE Visitor Centre has provided a coordinated cruise welcome via the Wellington City Ambassador programme, acting as a central point for transport logistics and tours sales.

Cons of international tourism by region

% agree, 18+ year olds, March 2020

	Northland	Auckland	Bay of Plenty	Gisborne/ Hawkes Bay	Taranaki	Manawatu Whanganui	Wellington	Canterbury	Otago	West Coast
Results in increased traffic congestion on holiday routes	51%	51%	47%	53%	44%	53%	40%	48%	65%	63%
Results in a higher number of road accidents	42%	37%	46%	38%	36%	57%	38%	47%	60%	57%
Increases the risk of serious road accidents	43%	38%	53%	42%	43%	46%	35%	48%	60%	57%
Results in increased littering	38%	45%	33%	39%	33%	46%	29%	46%	50%	56%
Results in damage to New Zealand's natural environment	38%	39%	41%	42%	26%	41%	32%	41%	45%	40%
Makes accommodation too expensive for New Zealand residents	32%	33%	37%	41%	32%	39%	26%	37%	54%	44%
Makes it hard for New Zealand residents to find accommodation vacancies	28%	27%	27%	36%	28%	32%	21%	29%	42%	38%
Means attractions are too busy for New Zealand residents to enjoy	19%	32%	25%	32%	25%	39%	19%	24%	36%	32%
Increases congestion in the walking areas of urban centres	30%	27%	21%	29%	22%	22%	17%	23%	44%	31%
Makes it hard to find enough staff in the tourism industry	23%	15%	15%	14%	14%	12%	11%	21%	39%	24%
Base n =	100	101	60	102	100	80	103	151	153	99

Weaker Stronger

Mood of the Nation March 2020 by Kantar, commissioned by Tourism Industry Aotearoa and Tourism New Zealand.

Amenities, Services & Infrastructure

Amenities, Services and Infrastructure are critical aspects of a destination, providing important foundations for a great visitor destination as well as a place to live. Having the right infrastructure that is sustainable and future-fit is imperative for good destination management.

These foundations include access to, from and within the region, but also public infrastructure such as water, wastewater, waste collection, car parking/ transport hubs, toilets, signage and wayfinding. Many of these infrastructure requirements are well documented with plans to address them. However, there are some areas of relevance to visitors that need to be addressed. These include:



Accessibility

More consideration needs to be put in to make Wellington a city that is accessible for all. There are currently many challenges for people who are differently abled or juggling young children and strollers. Wellington is a hilly city with many narrow footpaths. We have public buildings without lifts, inaccessible toilets, eateries and shops without ramp access, and uneven surfaces in parts of the city. There isn't currently easy access to mobility scooters and wheelchair hire is only possible from Lower Hutt. Extending accessibility on our trails and open spaces is another area for consideration. This will become of increasing importance considering our aging population.



Zero Carbon

There currently isn't enough infrastructure to support visitors (and locals) to lower their environmental impact. For example, visitors can't easily find out how to choose sustainable eateries, shops and accommodation providers, there is limited public recycling system and very few water fountains / bottle refilling stations.



Public toilets

There is a lack of public toilets in some areas of the city and inadequate signage for others. For example, the distinctive Lobster Loos on Queens Wharf don't look like public toilets and there is no visible signage to indicate they are. Further down Queens Wharf, by Fergs Kayaks, there are only men's public toilets and at the end of Shed 6 there are public toilets but no clear visible signage. Within the popular Cuba Street precinct, the only public toilets are in Te Aro Park, an area that has issues with public safety making these facilities unsuitable. There is also a lack of facilities with baby changing provisions and gender diverse toilets.



Wayfinding

There is no consistent and clear wayfinding system in the city. Existing signage needs to stand out to make it easier to spot from a distance and placed at key locations to ensure visitors and new arrivals to the city don't get lost. Consideration needs to be put into how visitors arriving in Wellington find their way, how they find their way around the city and how they can easily find their way to the Wellington i-SITE / visitor information centre.



Accommodation

Colmar Brunton research indicated that a lack of affordable visitor accommodation is one of Wellington's weaknesses as a destination.

The city also requires a broader diversity of accommodation that matches Wellington's creative brand and meets the needs of travellers who want something different.



Sharing our stories

VISION

Wellington is globally famous as a creative, welcoming and environmentally-focused destination

GOAL

Enhance Wellington's reputation as New Zealand's creative heart to keep it front of mind as somewhere people want to live and visit.

There are many things that help make a destination a desirable place to be and create the stories that make it a place people seek out. Wellington is arguably not an obvious visitor destination within a New Zealand context. It doesn't have the combination of scenic beauty and adventure of Queenstown, the mix of cultural and nature-based experiences as Rotorua or offer the international connectivity of Auckland. Therefore, whilst a popular weekend destination in Aotearoa, it is often missed off international visitors' New Zealand holidays.

However, we know once visitors discover Wellington it gives them an enriching experience that fuses cuisine, culture and active nature together in one colourful compact package. This is the reason Wellington is ranked as the most popular weekend urban break by New Zealanders²².

WellingtonNZ and its partners use a mix of strategic levers to make Wellington wildly famous as New Zealand's creative heart and a place where everyone belongs. These include:

- Strategically **developing the audiences** interested in visiting Wellington
- Communicate a **compelling brand proposition**
- **Share inspiring stories** to enhance Wellington's reputation and give people multiple reasons to visit
- **Leverage events** to attract visitation and build our destination proposition
- **Work in partnership** to make our investment go further



Audience development

Whilst a popular destination in New Zealand, there is potential to attract more of the international visitors that visit Aotearoa to the capital. Prior to Covid, Wellington saw 900,000 total international visitor nights a year, well behind Auckland at 3.5 million, Queenstown at 2.6 million and Canterbury at 1.8 million²³.

Situated in the centre of the country, Wellington is an ideal place to finish a North Island itinerary or start exploring the South Island via a relaxed cruise on an inter-island ferry. Using Wellington as a gateway in and out of New Zealand will help drive international visitor dispersal to central New Zealand, helping better stimulate movement of visitors around the country.

There is also opportunity in giving Kiwis more reasons to make Wellington a more frequent weekend break. To do this we need to develop and nurture potential audiences for Wellington through compelling storytelling, an exciting major and business events programme, target market strategy and partnership.

Target markets (pre-Covid)

Internationally, and once borders reopen, we will manage a portfolio of priority markets with a clear focus on those that will deliver the highest return for Wellington and New Zealand for the resource available. This includes:

1. Focus on the markets most likely to convert to Wellington - the markets that can get to Wellington the easiest, have the length of stay that permits Wellington's inclusion in itineraries and on visitors that will be most receptive to regional USPs
2. Take a longer-term view of nurturing these markets
3. Target the visitors within those markets that will add value to Wellington and New Zealand, and who understand the importance of environmental protection
4. Consider the volatility of a world travel market in the light of the Covid-19 pandemic

We will work with a range of partners, including Wellington International Airport, KiwiRail, Weta Workshop, Te Papa and Tourism New Zealand to nurture a portfolio of markets.

²³ StatisticsNZ, Accommodation Survey September 2019.

International target markets

Market	Reason	Numbers ²⁴
Australia	New Zealand's biggest international visitor market with 1,491,252 visitors per year in the year to Mar 2020 (Wellington attracted approximately 201,872 of these). The market Wellington currently has the strongest connectivity with, with direct flights from Sydney, Brisbane, Gold Coast, and Melbourne. Being only a three-hour flight, the only non-NZ destination (aside from Fiji, which is much smaller market) in which Wellington has both a short-break and touring holiday proposition. The market most likely to recover the quickest following the impact of Covid19.	Current number of visitors: 201,872 Value: \$194m. Target for growth.
China	New Zealand's second largest visitor market, but one Wellington is currently massively underrepresented in and with excellent potential for Free Independent Traveller growth.	Current number of visitors: 22,747 Value: \$50m. Target for growth.
North America	A growing and high value market thanks to additional air capacity. From a travel seller perspective, the US is a fragmented travel market, made up of smaller state-based organisations.	Current number of visitors: 73,112. Value: \$103m. Target for growth.
UK	An established but strong performing visitor market with longer length of stay, good regional product fit and high VFR component.	Current number of visitors: 55,532. Value: \$73m. Maintain market in line with national arrivals.
Singapore and South-East Asia	Aligning with Singapore Airlines' Capital Express service (presuming it resumes once international borders reopen) and key feeder routes from across South-East Asia.	Target for growth.

²⁴ Monthly Regional Tourism Estimates, year to March 2020, MBIE and International Visitors Survey

Domestically, we will concentrate on both Wellington residents and out-of-region visitors to shape and promote a destination that is both a great place to live and visit.

New Zealand target markets

Market	Reason	Numbers ²⁵
Wellington regional residents	The region currently has a population of 542,000 with 325,760 of those living outside of Wellington city. Their regular visitation into the city is essential to support local businesses, attend events, and make the city a vibrant place to be.	Maintain
Drive time market (Manawatu, Hawkes Bay, Wanganui, Taranaki, top of the South)	The destinations within a 4-hour drive time radius are collectively Wellington's largest visitor market, accounting for 27% of spend. Their proximity to the capital makes for an accessible city break.	Maintain
Auckland	New Zealand's largest domestic visitor market, currently accounting for 17% of Wellington city's total visitor spend.	Grow
Top of the North Island, and bottom of the South Island	Research ²⁶ shows this is a growth opportunity for Wellington, once travellers from these areas understand what Wellington has to offer as a destination. Whilst furthest away, the Wellington short break proposition is a vibrant contrast with what these destinations	Grow

²⁵ Monthly Regional Tourism Estimates, year to March 2020, MBIE

²⁶ Colmar Brunton Research, December 2020

Addressing seasonality

Pre-Covid, winter (May – August) has historically been Wellington's low season, where local businesses experience the largest drop in business. WellingtonNZ will work to attract events (major events, performance events and business events) as a strategic lever over winter to stimulate visitor numbers and spend, as well as investing in marketing to position Wellington as a winter weekend destination. Wellington accommodation has historically been less busy from mid-December to mid-January, which offers international opportunity while other destinations have capacity constraints.

Length of stay

For both domestic and international markets, our target has been to extend average length of stay from visitors in Wellington city to two nights and beyond. This accounts for both the weekend break for Kiwis and Australians, and a city stay as part of a longer New Zealand holiday by international travellers. We promote this by consistently promoting the Wellington weekend proposition in our marketing, and through communicating - via the travel trade and editorial media outreach - that you need at least a two-night stay to explore what Wellington has to offer. This has been successful with Wellington enjoying an average two-night visitor stay²⁷ - New Zealand's longest urban visitor stay.

²⁷ Statistics New Zealand, Accommodation Survey YE September 2019.

New Zealand's creative heart: Wellington's brand proposition

Sharing a compelling and consistent story about a destination - often championed by a tagline - has often been heralded as the secret sauce for placemaking. However, in today's age of diverse audiences, fractured media and shortening attention spans, it is no longer possible to define a destination by a single-minded tagline and story.

Defining a destination around a central organising idea is important to stand out in a crowded travel market, but that story needs to be constantly refreshed, told often and from different perspectives, and adapted for different audiences.

Wellington is lucky to have a distinct brand identity driven by its landscape and imaginative, friendly people, in conjunction with a long-term commitment to destination marketing, events and fostering creativity.



New Zealand's creative heart was developed in response to what is distinct about our city and region.

Home to creative people doing wildly innovative things - whether that's making a film, spreading their aroha via food, making art for the stage, a gallery or the street, or reimagining industries - Wellington employs more people in the creative sector than anywhere else in New Zealand²⁸.

It is also a city filled with warm, welcoming, inclusive people who love their city and love sharing it with others. And of course, it is a destination right in the centre of Aotearoa.

New Zealand's capital city is a cosmopolitan destination that attracts visitors looking for a colourful city break. Surrounded by nature and fuelled with a creative energy that makes life interesting, Wellington is a compact, easily walkable city with a powerful mix of culture, history, film, nature and cuisine.

Visitors can fuel their days with strong coffee, wander through hidden laneways, discover New Zealand's stories in the Southern Hemisphere's most visited interactive museum and immerse themselves in the local film industry. They'll be inspired in theatres and galleries and fill shopping bags with new wares and tasty treats from boutiques and markets.

Discover why Vogue dubbed Wellington 'a locavore's dream' in the city's eateries, cocktail lounges and craft beer bars. Explore the dramatic scenery of the wider region by going cycling in the Hutt Valley, experience Pacific and Māori culture in Porirua, enjoy the beaches and spectacular walks of the Kāpiti Coast and take a trip to the picturesque Wairarapa, Wellington's boutique wine region.

²⁸ Infometrics Creativity Index 2020; infometrics.co.nz/new-zealands-most-creative-city-in-2020



Destination strengths

Wellington over delivers on what many travellers are looking for from a New Zealand break. Wellington's brand proposition is supported by five brand pillars, which have been used to consistently promote Wellington via marketing campaigns, content and editorial media storytelling for numerous years.

We've got the good stuff:

- **Wild weekends** – Perfect city for a short break – compact, fun, easy to get around with something new to discover around every corner.
- **Food city** – New Zealand's food city with more cafés, restaurants and bars per capita than New York. Masters of casual dining and café culture, a booming craft beer industry, nestled between two wine regions and an emphasis on local food with soul.
- **Creative capital** – Home to 55 galleries and museums as well as a vibrant arts, music and events scene, Wellington reflects New Zealand's diverse cultural tapestry and is home to the nation's stories – including at Te Papa, He Tohu and Parliament.
- **Active nature** – Nestled between a sparkling harbour and lush bush, Wellington is an outdoor-lovers paradise with trails for walking, biking, running and an ocean for surfing, diving, fishing and sailing.
- **Absolutely positive people** – Wellingtonians are friendly, warm and welcoming folk who love sharing and talking about their home to visitors.

This consistent messaging has cemented Wellington as a favourite weekend break amongst New Zealand. However outside

New Zealand, little is still known about why travellers should visit Wellington. We need to make Wellington wildly famous by drawing on that creative community that has driven the city's reputation within New Zealand.

This story also needs to evolve to include Wellington's place as home of Te Ātiawa and enriching māori culture, and its commitment towards carbon zero.

Marketing and promotion

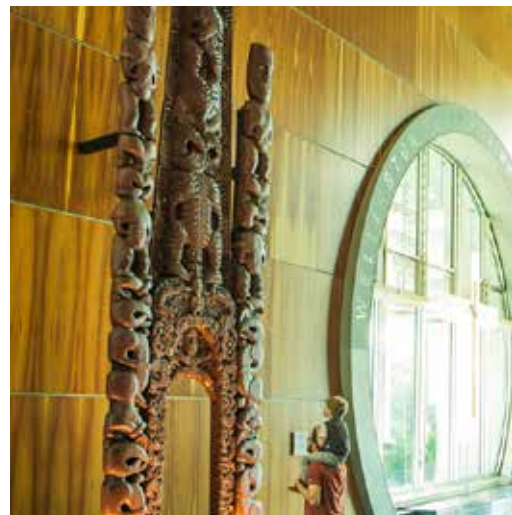
Wellington has consistently been promoting itself as a destination to New Zealanders for more than 20 years and in Australia for a decade. Modelling done by media agency MBM in 2019 showed that WellingtonNZ's marketing delivered an incremental visitor spend of \$1.9 billion in Wellington over the previous four years.

However, there is still work to be done to promote Wellington as an integral part of a New Zealand experience that offers a taste of what visitors are looking for in a New Zealand holiday. Attracting more visitors to Wellington will help increase regional dispersal to the lower North Island and upper South Islands – especially if they arrive and/or leave via Wellington.

There are also reputational issues facing Wellington that need to be considered and addressed. Whilst consumer research demonstrated high appeal from New Zealand visitors in Wellington's offering, many of the stakeholders surveyed²⁹ felt Wellington has fallen behind other destinations in its appeal. New experiences, infrastructure improvements and strong civic leadership were all cited as areas in need of attention to keep Wellington an appealing destination.

²⁹ TRC Stakeholder Consultation Report, March 2021





Action Plan





Enriching experiences

Strategic Priority	Key Actions	Rationale	Success metric	Delivery
Develop new tourism experiences	Feasibility study into new tourism experiences that align with Wellington's USPs and target markets (nationhood, Māori culture, creativity, culinary, nature)	Extend visitor length of stay and increase value of visitor contribution to the Wellington economy - supporting businesses and jobs	Delivery of feasibility study	WellingtonNZ
Develop new tourism experiences	Put together an investor proposition and target potential commercial operators	Extend visitor length of stay and increase value of visitor contribution to the Wellington economy - supporting businesses and jobs	Investment from commercial operator in new attraction	WellingtonNZ WCC Private sector
Product development: Māori cultural experiences	Work with Mana Whenua to develop experiences around the indigenous stories of our city including Te Aro Pa and the harbour as anchors in a way that not only attracts visitors but also provides a deeper connection for Mana Whenua and Māori	Enhance the experience of visiting and living in Wellington	Te Aro Pa regeneration New Māori owned and run tourism experiences	Te Wharewaka o Pōneke / Te Ātiawa Ngāti Toa WellingtonNZ WCC
Product development: Nationhood	Work with national bodies / organisations to develop capability, and support feasibility around scaling existing experiences and making them visitor friendly Support UNESCO bid for Wellington's capital precinct	Enhance the experience of visiting Wellington for multiple audiences - including the education sector	New tourism products developed, including commissionable product	WellingtonNZ Parliament / National Library of NZ / DIA / Te Papa / MCH WCC
Product development: capability building	Work with local tourism operators to develop capability and support feasibility to develop new commissionable tourism product Ensure all hero Wellington City Council operated visitor experiences are Qualmarked to maximise Tourism NZ marketing opportunities	Enhance the experience of visiting Wellington for multiple audiences and increase length of stay	New tourism products developed	Existing tourism operators and experience providers WCC CCOs

Strategic Priority	Key Actions	Rationale	Success metric	Delivery
Product development: Trails and nature experiences	Support the actions of the Wellington Regional Trails Framework and develop better transport and wayfinding access to existing trails, more Grade 1 accessible Trails and return economic value through more commercial opportunities	Connect people with Wellington's environment	Improved consumer perceptions in the variety of what there is to see and do in Wellington More spend in the wider region	WellingtonNZ DOC GWRC Local Councils
Events: investment and attraction	Carry out event attraction within the Major Events Strategic Framework, including investing in a balanced portfolio of events and using events to address the challenge of seasonality	Give people more reasons to visit Wellington throughout the year – filling the current gaps in Wellington's entertainment and business event calendar Provide a balanced mix of entertainment to suit different audiences	Tens of millions of dollars in economic benefit	WellingtonNZ Event producers and promoters NZ Major Events Wellington City Council
Events: Conferences	Attract large scale conferences and other business events to Wellington	Deliver economic impact to Wellington businesses	Number of conferences secured Economic impact of conferences	WellingtonNZ Tourism NZ PCOs
Events: Tākina	Leverage the new investment into the Tākina exhibition space by attracting major exhibitions and conferences that will drive visitation to Wellington	Increase visitation to Wellington and the revitalisation of the Courtenay Place precinct	A perpetual programme of major exhibitions Increased number of large-scale conferences attracting international delegates Significant increase in visitor spend with a positive impact on seasonality	WellingtonNZ Wellington City Council Te Papa PCOs Event producers and promoters NZ Major Events Tourism NZ
Urban regeneration: Laneway development	Support Wellington City Council's urban planning, including laneway regeneration, to make the city more accessible and attractive to visitors and residents	Enhance parts of the city in need of regeneration to improve the experience for residents and visitors and support surrounding businesses / jobs	Another inner-city laneway (like Hannahs) that is a must-visit More public art in laneways	WCC WellingtonNZ
Urban regeneration: Courtenay Place	Work with potential investors to regenerate the Courtenay Place precinct around Tākina for complementary offers/ experiences – creating a seven day a week proposition	Enhance the visitor experience around Tākina and reinvigorate the Courtenay Place precinct	New investment into the Courtenay Place precinct Increased spend in surrounding businesses	WCC WellingtonNZ Property developers

Strategic Priority	Key Actions	Rationale	Success metric	Delivery
Urban regeneration: Accommodation demand study	Carry out a study of existing inventory to confirm the future requirements for accommodation in Wellington	Pre-pandemic hotel occupancies in Wellington were amongst the highest in NZ and the city was full on a very regular basis. Tākina and the demand it will create from conference delegates and public exhibition visitors will mean there is increased demand for accommodation.	Demand study completed	WellingtonNZ WCC Property developers and investors
Urban regeneration: Accommodation investment attraction	Accommodation investor prospectus including potential sites to address accommodation shortage, including: <ul style="list-style-type: none"> seeking to diversify accommodation mix with more boutique/funky properties, specifically for leisure travellers looking for a "Wellington experience" accommodation suitable for the large-scale conference market 	Ensure there is appropriate quantity and variety of accommodation for visitors	New accommodation investment / opening	WellingtonNZ WCC Property developers Commercial accommodation providers
Urban regeneration: Green spaces	Advocate for the retention of green spaces as Wellington's housing density increases	Retain nature spaces in the city for residents and visitors	Wellbeing	WCC
Urban regeneration: Creativity	Align with the Aho Tini (City Arts and Culture) Strategy to realise the vision of "the entire city is a creative space with the possibility of art around every corner", contributing ideas that will bring this to life for residents and visitors	Make the city more vibrant and attractive	More public art More creative concepts included in regeneration and developments	WCC WellingtonNZ Investors / developers Local creatives





Future proofing

Strategic Priority	Key Actions	Rationale	Success metric	Delivery
Sustainability: Sustainable Tourism Programme pilot	Develop, run and measure a sustainable tourism pilot programme – Wellington Sustainable Tourism - to upskill small-medium sized operators on how to measure and reduce their carbon footprint	Put environmental stewardship at the heart of how Wellington's tourism industry operates, in order to significantly reduce the environmental impact of tourism in Wellington and New Zealand	Ten operators complete trial sustainability programme and demonstrate carbon reduction in operations over five-year measurement period.	WellingtonNZ TIA Tourism operators
Sustainable Tourism Programme rollout	Rollout programme to more operators, including making it available for nationwide rollout. Make measuring and lowering carbon footprint a condition of WellingtonNZ partnership	Shift the industry towards carbon neutrality	50% of Wellington's tourism operators part of the programme within 5 years	WellingtonNZ Tourism operators
Sustainability: capability	Capability building workshops to help tourism businesses adopt conversion to low carbon alternatives	Shift the industry towards carbon neutrality	Six workshops delivered, open to all operators, over three years	WellingtonNZ Tourism operators
Sustainability: business promotion	Champion and promote visitor experiences that operate sustainably	Incentivise sustainable business practises through marketing support	More business for sustainable operators	WellingtonNZ Tourism operators
Sustainability: transport	E-fleet conversion by small to medium tourism operators following the example of the Zealandia shuttle.	Shift the industry towards carbon neutrality	Wellington's five largest operators convert to e-vehicle use within five years	Tourism operators
Sustainability: consumer awareness	Support and promote tourism industry initiatives such as Tiaki, Sustainability Promise and Qualmark	Increase awareness of why sustainability is important amongst travellers	Visitors take action to reduce their carbon footprint	WellingtonNZ Tourism operators Tourism NZ Visitors Wellington i-SITE
Sustainability: waste minimisation	Waste minimisation project within WellingtonNZ operated venues and major events, assisting events industry to more sustainable practices	Shift the industry towards carbon neutrality	Delivery of low and carbon events	WellingtonNZ
Sustainability: waste minimisation	Transition to multiple public waste disposal options (recycling, green waste) in the CBD. Increase the number of water fountains / bottle refilleries	Make it easier for consumers to act sustainably	New public waste disposal system New public water fountains	WCC WellingtonNZ

Strategic Priority	Key Actions	Rationale	Success metric	Delivery
Sustainability: waste minimisation	Transition to multiple public waste disposal options (recycling, green waste) in the CBD. Increase the number of water fountains / bottle refilleries	Make it easier for consumers to act sustainably	New public waste disposal system New public water fountains	WCC WellingtonNZ
Access: Public transport	Advocate for progress on the NEXT nationwide integrated ticketing solution for public transport (nationwide solution)	Make it easier for consumers to act sustainably	Successful rollout of integrated ticketing system resulting in increased public transport use	WCC GWRC Waka Kotahi
Access: Public transport	Carry out an audit and action plan of the challenges around access by visitors to Wellington's transport system	Make it simpler and more streamlined for visitors to get to and get around Wellington	Increased public transport use	WellingtonNZ
Access: Public transport	Work with operators to improve access by visitors to public transport	Make it simpler and more streamlined for visitors to get to and get around Wellington	Increased public transport use	GWRC WCC Waka Kotahi
Access: Visitor transport	Retain a key hub for visitor transport at Wellington i-SITE	Make it simpler and more streamlined for visitors to get around Wellington	Connections between attractions around the city and region and the CBD	WellingtonNZ Tourism operators
Access: Public transport	Improve consistency of transport offerings to ensure all buses and trains can accommodate mode-shift transport (i.e., bikes, scooters)	Make it simpler and more streamlined for visitors to get around Wellington	Increased public transport use	GWRC
Access: Visitor transport	Reinstatement and promotion of airport bus transport	Make it simpler and more streamlined for visitors to get to and get around Wellington	Increased public transport use	GWRC
Access: Visitor transport	Ensure new Centreport and Cook Strait ferry passenger terminals have a well thought out transport and wayfinding system between terminal and the city	Make it simpler and more streamlined for visitors to get to and get around Wellington	Improved access from airport and ferry terminals into Wellington city	Centreport KiwiRail Bluebridge
Access: Visitor transport	Support CentrePort in reestablishment of cruise passenger facilities and direct walk on/off access for passengers	Enhance the visitor experience of Cruise passengers into Wellington		Centreport
Access: Visitor transport	Increase number of secure bike stations in key locations	Make it simpler and more streamlined for visitors to get around Wellington	Increased bike use in Wellington	WCC Locky Dock
Access: Visitor transport	Partner with the airport to support the resumption of air services, develop new services that improve connectivity and assist the transition to a more sustainable aviation industry.	Improve connectivity to and from Wellington for locals, businesses and visitors. Reduce the impact of aviation on the environment.	New services serving existing and new routes. Aviation contributing to Wellington reaching it's Zero Carbon goal.	Wellington Airport, Airlines, WCC, WellingtonNZ

Strategic Priority	Key Actions	Rationale	Success metric	Delivery
Safety	Continued support and action of the Pōneke Promise to improve inner city safety at night	Increase safety around Wellington's entertainment precincts to create	Reduced instances of safety issues	WCC NZ Police Local business
Wayfinding	Investigate a nationwide solution for wayfinding	Make it easier for visitors and new arrivals to Wellington to get around the city		Waka Kotahi RTONZ
Wayfinding	Update wayfinding audit of Wellington city, cataloguing where we need additional signage, ensuring signage is accessible, signage to trailheads is clear	Make it easier for visitors and new arrivals to Wellington to get around the city	Consistent, clear maps and signage across the city Improved access to Wellington's trail network	WCC Waka Kotahi WellingtonNZ
Wayfinding	Improve wayfinding to Cable Car Lane and the Wellington i-Site	Make it easier for cruise ship passengers and other visitors to get to popular locations	Consistent, clear maps and signage across the city	WCC
Urban design	Collaborate with the WCC urban planning team, developers and other relevant parties to provide a visitor's perspective and the economic benefits of urban development in increasing visitor value	Enhanced experience for residents and visitors – more to see and do Economic benefit for local businesses	Visitor friendly urban enhancement	WCC Developers WellingtonNZ
Urban design	Work with local artists to enliven spaces around the city and minimise the negative visual impact of construction projects	Enhance the central city environment and minimise construction impacts	More street artworks around the city	WCC Local creatives Developers
Workforce development	Work with industry partners on workforce development initiatives, including Go with Tourism	Increase the appeal of working in tourism	A stronger pipeline of tourism talent	WellingtonNZ
Attitudes	Share stories of the benefits the visitor economy delivers to the Wellington community. Monitor resident perceptions around tourism in Wellington	Residents understand the value of Wellington's visitor economy and the broader benefits tourism brings to the region	Continued positive attitudes amongst Wellingtonians of the benefits tourism delivers	WellingtonNZ Tourism NZ



Strategic Priority	Key Actions	Rationale	Success metric	Delivery
Amenities, services and infrastructure: toilets	Audit of public loos and signage, identifying where investment is needed	Provide a great destination experience, ensuring guests have access to the amenities they need	New amenities	WCC WellingtonNZ
Amenities, services and infrastructure: accessibility	Develop an action plan to make Wellington more accessible to visitors with accessibility needs	Make Wellington a more friendly destination for people with accessibility needs	Accessibility friendly city	WCC WellingtonNZ
Housing	Implementation of Wellington's District Plan as a pathway to significantly increasing housing supply.	More affordable housing will improve issues around talent availability within the tourism sector.	Increased housing supply and lower rents.	WCC Investors / developers



Sharing our stories

Strategic Priority	Key Actions	Rationale	Success metric	Delivery
Brand and marketing	Carry out engaging marketing activity to attract visitors to Wellington to support local businesses	Keep Wellington top of mind NZ's best urban break and sustain and grow interest in visiting Wellington amongst target audiences.	Sustaining and growing visitor value Brand preference scores 40% growth in audience engagement over 5 years	WellingtonNZ Tourism NZ
Storytelling	Tell a richer story about what Wellington is all about	Drive interest in connecting with Wellington and Wellingtonians	Value of media coverage generated Audience engagement growth	WellingtonNZ
Storytelling	Work with mana whenua to enrich Wellington's story with the original stories of this place	Increase visitor engagement in local culture	Increased interest in Māori culture	WellingtonNZ Te Ātiawa Ngāti Toa
Creative voices	Engage local creatives to shape and share the Wellington story	Enhance Wellington's reputation and NZ's creative heart	Number of creatives engaged	WellingtonNZ Local creatives
Market development	Work with the international travel trade to add Wellington to NZ travel itineraries	Increase the value of international tourism in Wellington	Increased international visitor spend from target markets Increased number of NZ itineraries featuring Wellington	WellingtonNZ Team Wellington partners: Wellington Airport, KiwiRail, Te Papa, Weta Workshop Tourism NZ
Market development	Targeted PR storytelling and digital media activity in key international marketing	Increase the value of international tourism in Wellington	Value of international media coverage	WellingtonNZ Tourism NZ



