

I hereby give notice that a meeting of the City Centre Advisory Panel will be held on:

Date: Monday, 29 April 2024
Time: 3.30pm – 5pm
Meeting Room: The Great Hall, Room 101, Clock Tower
Venue: University of Auckland
 22 Princes Street, Auckland Central

City Centre Advisory Panel OPEN AGENDA

MEMBERSHIP

Chairperson	Mr Scott Pritchard	Independent
Deputy Chairperson	Mr Patrick Reynolds	Transport sector
Members	Ms Viv Beck	Business associations (Heart of the City)
	Mayor Wayne Brown	Auckland Council
	Ms Kiri Coughlan	Tertiary education sector (University of Auckland)
	Mr George Crawford	Property sector (Property Council of NZ)
	Mr Neville Findlay	Retail sector representative
	Mr Jamey Holloway	Business associations (Karanga-a-hape Road Business Association)
	Mr Grant Kemble	Mana whenua (Ngāti Whātua Ōrākei representative)
	Cr Mike Lee	Waitematā and Gulf Ward Councillor, Auckland Council
	Ms Amy Malcolm	Tertiary education sector (Auckland University of Technology)
	Ms Shona McCullagh	Arts, culture and events sector
	Mr Adam Parkinson	Residents' association (City Centre Residents Group)
	Mr Antony Phillips	Residents' association (City Centre Residents Group)
	Ms Helen Robinson	Social sector (Auckland City Mission)
	Ms Genevieve Sage	Waitematā Local Board Chair, Auckland Council
	Ms Debbie Summers	Tourism and travel sector (ID Tours)
	Mr Alec Tang	Sustainability and climate change

Tam White
Senior Governance and Relationship Advisor
22 April 2024
 Contact Telephone: +64 27 4298 005
 Email: Tam.white@aucklandcouncil.govt.nz
 Website: www.aucklandcouncil.govt.nz

Note: The reports contained within this agenda are for consideration and should not be construed as Council policy unless and until adopted. Should Members require further information relating to any reports, please contact the relevant manager, Chairperson or Deputy Chairperson.

ITEM TABLE OF CONTENTS

- 1. Ngā Tamōtanga | Apologies**
- 2. Te Whakapuaki i te Whai Pānga | Declaration of Interest**
- 3. Te Whakaū i ngā Āmiki | Confirmation of Minutes**
- 4. Ngā Pakihi Autaia | Extraordinary Business**
- 5. City Centre update**
- 6. Auckland and Destination Management & Marketing**
- 7. Endorsement: Feedback on City Centre Targeted Rate Investment Portfolio**
- 8. Endorsement: Feedback on Downtown West transport and urban realm outcomes**
- 9. Te Whakaaro ki ngā Take Pūtea e Autaia ana | Consideration of Extraordinary Items**

1 Ngā Tamōtanga | Apologies

An apology from Mayor Wayne Brown for absence on business has been received.

2 Te Whakapuaki i te Whai Pānga | Declaration of Interest

Members are reminded of the need to be vigilant to stand aside from decision making when a conflict arises between their role as a member and any private or other external interest they might have.

3 Te Whakaū i ngā Āmiki | Confirmation of Minutes

That the City Centre Advisory Panel:

- a) whakaū / confirm the ordinary minutes of its meeting, held on [Monday 27 November 2023](#), and the attached extraordinary minutes of its meeting held on 28 March 2024, as true and correct records.

4 Ngā Pakihi Autaia | Extraordinary Business

Section 46A(7) of the Local Government Official Information and Meetings Act 1987 (as amended) states:

“An item that is not on the agenda for a meeting may be dealt with at that meeting if-

- (a) The local authority by resolution so decides; and
- (b) The presiding member explains at the meeting, at a time when it is open to the public,-
 - (i) The reason why the item is not on the agenda; and
 - (ii) The reason why the discussion of the item cannot be delayed until a subsequent meeting.”

Section 46A(7A) of the Local Government Official Information and Meetings Act 1987 (as amended) states:

“Where an item is not on the agenda for a meeting,-

- (a) That item may be discussed at that meeting if-
 - (i) That item is a minor matter relating to the general business of the local authority; and
 - (ii) the presiding member explains at the beginning of the meeting, at a time when it is open to the public, that the item will be discussed at the meeting; but
- (b) no resolution, decision or recommendation may be made in respect of that item except to refer that item to a subsequent meeting of the local authority for further discussion.”

5 City Centre update

A verbal update will be provided at the meeting.

6 Auckland and Destination Management & Marketing

To appraise the City Centre Advisory Panel (CCAP) of the Auckland destination ecosystem and the current and planned destination activity that Tātaki Auckland Unlimited (TAU) is leading for Tāmaki Makaurau Auckland.

To recommend potential areas for investment of the city centre targeted rate (CCTR) in destination activity to achieve city centre outcomes and benefits.

To support CCAP to formulate its advice on the distribution of the CCTR for FY25 and beyond.

Attachment: Auckland Destination Management & Marketing report

7 Endorsement: Feedback on City Centre Targeted Rate Investment Portfolio

To endorse the Panel's feedback on the City Centre Targeted Rate investment portfolio.

Attachment: The City Centre Targeted Rate feedback report was not available and will be circulated separately.

8 Endorsement: Feedback on Downtown West transport and urban realm outcomes

To endorse the Panel's feedback on the Downtown West transport and urban realm outcomes

Attachment: Downtown West feedback report.

Minutes of an extraordinary meeting of the City Centre Advisory Panel held on Thursday, 28 March 2024 at 11.05am on level 12, HSB Tower, 188 Quay Street, Auckland

PRESENT

Chairperson	Mr Scott Pritchard	Independent
Deputy Chairperson	Mr Patrick Reynolds	Transport sector
Members	Ms Viv Beck	Business associations (Heart of the City)
	Ms Kiri Coughlan	Tertiary education sector (University of Auckland)
	Mr Jamey Holloway	Business associations (Karanga-a-hape Road Business Association)
	Ms Amy Malcolm (online)	Tertiary education sector (Auckland University of Technology)
	Ms Shona McCullagh	Arts, culture and events sector (Auckland Arts Festival)
	Mr Adam Parkinson	Residents' association (City Centre Residents Group)
	Ms Genevieve Sage	Waitematā Local Board Chair, Auckland Council

Apologies	Mayor Wayne Brown	Auckland Council
	Mr George Crawford	Property sector (Property Council of NZ)
	Neville Findlay	Retail sector (Zambesi)
	Mr Grant Kemble	Mana whenua (Ngāti Whātua Ōrākei representative)
	Cr Mike Lee	Waitematā and Gulf Ward Councillor, Auckland Council
	Mr Antony Phillips	Residents' association (City Centre Residents Group)
	Ms Helen Robinson	Social sector (Auckland City Mission)
	Ms Debbie Summers	Tourism and travel sector (ID Tours)
	Mr Alec Tang	Sustainability and climate change

1 Ngā Tamōtanga | Apologies

Resolution number CCAPC/2024/1

Moved by Chairperson S Pritchard, seconded by Deputy Chairperson P Reynolds:

That the City Centre Advisory Panel:

a) **Whakaae/ accept the apologies from**

Absence

**Mr Neville Findlay,
Antony Phillips,
George Crawford,
Helen Robinson,
Grant Kemble,
Debbie Summers
Alec Tang**

Carried

2 Te Whakapuaki i te Whai Pānga | Declaration of Interest

There were no declarations.

3 Long-term plan 2024-34 – City Centre Advisory Panel feedback

Resolution number CCAPC/2024/2

Moved by Member S McCullagh seconded by Deputy Chairperson P Reynolds:

That the City Centre Advisory Panel:

- a) **endorse its final feedback on the Auckland Council’s Long-Term Plan 2024-2034.**
- b) **agree to present its feedback on the LTP to the Budget Committee in April 2024.**

Attachments

28 March 2024, Long-term plan 2024-34 – City Centre Advisory Panel final feedback

12.03pm

The chairperson thanked members for their attendance and attention to business and declared the meeting closed.

CONFIRMED AS A TRUE AND CORRECT RECORD AT A MEETING OF THE CITY CENTRE ADVISORY PANEL HELD ON

DATE:.....

CHAIRPERSON:.....

28 March 2024

His Worship Mayor Brown and Councillors
Budget Committee
Auckland Council
135 Albert Street
AUCKLAND

Your Worship and Councillors

Auckland Council Long-term Plan 2024-2034 – City Centre Advisory Panel feedback

Thank you for the opportunity to provide our advice and feedback on the Long-term Plan 2024-2034.

The City Centre Advisory Panel represents the business, retail, residents, universities, design, climate and sustainability, arts and culture, tourism (domestic and international), social sectors and tangata whenua of central Tāmaki Makaurau. We have interests throughout the Auckland region and New Zealand, we bring business and industry sector expertise as well as lived city centre experience.

We are committed to the success of Auckland. We are very clear that a successful Tāmaki Makaurau Auckland, and indeed New Zealand as a nation, needs a strong, beating heart. Because of this, it is our view that the city centre must be a key investment priority across all seven service areas for the council group. We support council leadership and advocacy to create a fundamentally different relationship with central government, to align on transformational priorities, particularly those impacting the city centre.

The city centre is directly included in the “city and local development” service area, we support the following elements of the central proposal:

- **Continue** – we support continuation of the City Centre Targeted Rate (CCTR) funding mechanism and the associated programme. As part of our City Centre Advisory Panel role, we will be providing separate advice and feedback on the CCTR programme, cross-referenced here as appropriate. We will continue to provide advice on the programme with a view to review and extend the CCTR beyond its current end timeframe (2031).
- **Continue** – we support the renewal of critical assets on the waterfront. We would strongly encourage council to bring forward funding to replace the Wynyard Crossing Bridge.
- **Complete** – we support the completion of the Midtown regeneration programme and Karanga-a-Hape neighbourhood improvement programme to enhance the urban environment and support development and experience around the new CRL stations.
- **Complete** – we support masterplanning of the port land including options for the future use of Queens wharf. Within this work, we support the release of central wharves for public use, with an immediate focus on Queens wharf. Whilst the Panel as a whole is not taking a view on the ownership structure of port operations, individual members may provide their views through individual feedback on the LTP.
- **Commence** – we support the phased transformation and regeneration of Wynyard Point open space – Te Ara Tukutuku.
- **Continue** - to drive the implementation of the City Centre Masterplan as adopted by the Planning Committee in 2020.

Any proposal for new city-shaping infrastructure located in the city centre, such as a new stadium or harbour connection, must integrate best for city centre outcomes into its thinking and planning.

The Panel has communicated previously (10 November 2023) its six agreed priorities. Now is the time to capitalise on the investments and progress the council has made to date. This investment plays an enormous role in providing confidence for others to invest and focus their activities here. We would like to reinforce our six priorities as the council deliberates and makes important LTP funding decisions:

- **Safety** – this remains our top priority for everyone who lives, works, visits, studies and experiences the city centre and this includes our most vulnerable communities. The most impactful response is one that provides long-term solutions and this requires a commitment from central government that acknowledges the scale, complexity and particular characteristics of Auckland, and the city centre. These long-term solutions, supported by international evidence, include: a significant increase in the supply of affordable and appropriate housing, much better resourced mental health and drug & addiction services, increase in police presence and access, and assertive outreach services. Central government has a core role to provide and fund such services. We therefore support council taking a leadership and advocacy position with central government to champion these multi-faceted, complex issues. The panel supports increased funding for tangible safety initiatives and highlights the importance of outreach services increasing in parallel with any increased security or patrols. We support better coordinated action for safety and improved relationships with NZ Police, central government agencies and social services to ensure adequate funding for outreach and other services. This includes increasing police presence on the streets to service the approximately 40,000 residents and 15,000 businesses located here. Whilst not a long-term solution, we recommend an allocation of CCTR funding for the next two years to support improvements to community/visitor safety as a short-term fix.
- **Integrated transport** we support improving access into and around the city centre through integrated transport networks, realising the full benefits of the City Rail Link, while ensuring that operational needs of the city centre are addressed. We support a stronger focus on implementation of Access for Everyone as the integrated solution to balance both movement, place and operational requirements in the city centre. We support taking a “network readiness” approach, to ensure that operational needs of city centre businesses, communities and people are addressed in advance of making major network changes. The city centre represents the central hub and connector in the wider Auckland transport network. Given this, and with the loss of the regional fuel tax, we support city centre transport projects remaining priorities through the subsequent RLTP reprioritisation process.
- **Experience, Vibrancy and Events** – we support the ‘pay more, get more’ option with respect to economic and cultural development and events. In particular, we support more funding for destination marketing/tourism with a focus on marketing the city centre as a destination in its own right, and we recommend this is further supported through the CCTR. We support a stronger focus on growing more events, resuming active bidding for major events and concerts and reinstating visitor and overseas investment attraction initiatives. The lack of proactive, co-ordinated destination marketing and events results in many negative impacts on the economy – for example a potential 25% decrease in cruise visitation to Auckland next season. We consider there is a need for a lead agency for major events who can take a leadership role in developing a strong events pipeline and events calendar to avoid any duplication and ensure we are getting the best possible outcomes. We encourage council agencies to cut red tape and costs to help encourage events and people into the city. There is a need to enhance the visitor experience in the city centre through for example, better facilities for cruise passengers as well as improving public amenities and enlivening land banked and carpark areas. We suggest greater importance is placed on the city centre as the cultural and artistic hub, with greater focus on the regeneration of the Aotea Arts Quarter and of Te Tōangaroa as a unique inner-city precinct owned by tangata whenua.

- **Residential growth** we support a growing, thriving residential population in the city centre. Aligned with the Future Development Strategy, the city centre is a critical node to accommodate future growth and deliver across all the benefits of a quality compact city. It needs ongoing investment in hard and soft (community) infrastructure to unlock its potential as an attractive place to live. Implementing safe, low traffic neighbourhoods is essential to improving the quality of life in the city centre, acknowledging the need for a network readiness approach to ensure operational requirements are sustained. We support council advocacy with central government to prioritise a city centre school. We support strengthening the voice of residents as the city grows. We suggest that some council services need to be designed better so they can meet the needs of high-density apartment living e.g. recycling/food scrap services.
- **Learning Quarter** we reinforce the value of the Learning Quarter and support working in partnership with the universities/tertiary sector to realise the potential of the city centre as one of the world's premier learning and innovation hubs. This includes enhancing universities' campus connectivity with the rest of the city centre with safe and easy access, improving student experience of campus life, and attracting students to live (e.g. increasing student accommodation) in the city centre. There is an opportunity for council and the universities to work together in partnership to leverage planned investment and enhance the value proposition for the Learning Quarter helping Auckland to compete for domestic and international students.
- **Climate resilience** – we support prioritisation of action and funding to deliver on Te Tāruke-ā-Tawhiri/Auckland Climate Plan and build Auckland's climate resilience. The next ten years will be critical in shaping future outcomes. The city centre has the potential to lead the way in sustainable living, development, and transport. It can play a key role in protecting and regenerating the natural environment and enhancing its mauri e.g. Te Ara Tukutuku project. We therefore encourage council to develop and fund a plan to enhance the urban ngahere within the city centre.

We all want the city centre to compete successfully on the global stage, and be a safe, resilient, attractive and welcoming place for everyone. We encourage the council to commit through this LTP 2024-2034 to the continued success of the city centre to ensure it is a thriving city centre for the benefit of all Aucklanders, and New Zealand, now and into the future.

Yours sincerely

Scott Pritchard
Chair
CITY CENTRE ADVISORY PANEL

5 City Centre update

A verbal update will be provided at the meeting.

Tāmaki Makaurau Auckland Destination Management & Marketing

Te take mō te pūrongo Purpose of the report

1. In response to a request from the panel to consider enhanced destination marketing for the city centre, this report is to appraise the City Centre Advisory Panel (CCAP) of the Auckland destination ecosystem and the current and planned destination activity that Tātaki Auckland Unlimited (TAU) is leading for Tāmaki Makaurau Auckland.
2. To recommend potential areas for investment of the city centre targeted rate (CCTR) in destination activity to achieve city centre outcomes and benefits.
3. To support CCAP to formulate its advice on the distribution of the CCTR for FY25 and beyond.

Whakarāpopototanga matua Executive summary

4. To support ACCAP in its advice to council on the investment of the CCTR, this information paper will canvas TAU's destination responsibilities in the City Centre Action Plan, funding for destination activity, the destination ecosystem, governance and reporting, plan and vision – Destination AKL 2035, destination marketing, and destination investment options. This paper has been prepared recognising that CCAP's role is to advise on the distribution of the CCTR while the Auckland Council Group is the final decision maker on how the CCTR will be invested.
5. TAU proposes to lead, in collaboration with Heart of the City and the Karangahape Road Business Association, the development of a plan for the optimum investment of an increased allocation of CCTR and present this plan to a subsequent meeting of CCAP.

CITY CENTRE ACTION PLAN

6. Tātaki Auckland Unlimited (TAU) is the implementation lead (or co-lead) for nine actions within the City Centre Action Plan, namely:
 - i. Night-time economy
 - ii. Increase and align investment
 - iii. Major events
 - iv. Destination marketing
 - v. Neighbourhood identity and place branding
 - vi. Cultural facilities
 - vii. Aotea Arts Quarter
 - viii. Placemaking
 - ix. Wayfinding
7. Some of these actions are funded, some partly funded, and some have no funding at all. The first quarterly update on the progress of the City Centre Action Plan will be discussed at an upcoming meeting of CCAP.
8. Auckland city centre is the core of Auckland's destination infrastructure. The agglomeration of hotels, entertainment venues, restaurants, retail, and attractions located in the city centre, as well as cruise terminals and key transport and public transport infrastructure means the city plays a critical role in driving benefits for the wider region, with many of the benefits being realised in the city centre itself. In addition, destination activity and investment has

underwritten the amenity within our city centre, making it a more liveable place for our city centre residents and other Aucklanders.

9. As such, when considering options for attracting people to the city centre, it is important to consider growing overall visitation to Auckland (growing the total pie) which, creates spillover benefits to the city centre, as well as growing visitation to the city centre itself (a key slice of the pie).

FUNDING FOR DESTINATION ACTIVITY

10. Prior to Covid19, Tātaki Auckland Unlimited (TAU), then operating as ATEED, had a budget of approximately \$17m for destination activity, which included major events, business events, and visitor and international student attraction. This funding was primarily generated through the Accommodation Providers Targeted Rate (APTR). This targeted rate was suspended in 2020 and TAU's budget was reduced accordingly.
11. The Auckland Council Group continues to face significant financial challenges and, to contribute to solving the fiscal issues, TAU has reduced its annual budget by \$34.5M and reduced its headcount by 200 FTE. This has meant a massive reduction in funds to attract business events, major events, investment and visitors to Auckland and less resources to strengthen Auckland's brand and reputation locally, domestically, and internationally.
12. In 2023, TAU established the Destination Partnership Programme (DPP) as a paid membership programme with four tiers – platinum, gold, silver, and bronze – with a fee and suite of benefits that varies by tier. As of April 2024, there are 144 members of the DPP. While this has generated \$1.9m approx. in its first year FY24, this is only approx. 11% of the TAU budgets for destination activity pre-Covid.
13. In addition, TAU have received support from the CCTR to upweight city centre-focused aspects of destination marketing campaigns, cruise welcomes and Aotea Square activation.
14. As a result of the revised budget position, TAU's ability to bid for and win major and business events, attract visitors, investment, and conventions for Auckland has been significantly reduced. TAU are proactively working on behalf of Auckland Council with Central Government, our peer organisations around New Zealand and the destination industry on a nationwide solution (potentially a visitor levy) to sustainably fund the visitor economy long-term. A national solution is likely to require new legislation, so will take some time. Therefore, per above, TAU has established the DPP as an interim funding solution.

DESTINATION ECOSYSTEM

15. The destination ecosystem is comprised of multiple players, each with a distinct role. They include TAU in four Auckland region-wide roles - Regional Tourism Organisation (RTO), Destination Marketing Organisation (DMO), Investment Promotion Organisation (IPO) and Auckland Convention Bureau (ACB). These regional roles that TAU performs are common throughout the country and internationally. TAU also work alongside, Central Government agencies, including Tourism New Zealand, NZ Story, MBIE; Local Government entities BIDs and Business Associations; and the Destination Industry which includes cultural organisations and other attractions, restaurants, hotels, and retailers. There is also established offshore representation to achieve destination sector goals in offshore markets and established trade, regional and airline partnerships.
16. Refer 'Context' section for a fuller explanation of the Destination Ecosystem.

DESTINATION GOVERNANCE AND REPORTING

17. **Auckland Council Group** through its Letter of Expectation and Statement of Intent requires **Tātaki Auckland Unlimited**, as a Council Controlled Organisation, to deliver certain destination activities.

18. TAU has established the **Destination Partnership Programme Advisory Group (DPPAG)**, comprising paying members of the DPP with representation from each membership tier (platinum, gold, silver, and bronze). Two members of the TAU Board are DPPAG members, one acting as the Chair of DPPAG.
19. The DPPAG, which represents a strong industry voice, advises the TAU Board, and oversees the investment of the DPP fund on behalf of Auckland and the DPP members who fund the programme.
20. The DPP marketing working group has agreed to an always-on, owned (social media, email marketing, web content creation) and earned (PR) marketing strategy. All digital traffic via search engine marketing, digital display advertising and sponsored content is directed to Discover Auckland (www.aucklandnz.com). Discover Auckland platform and campaign performance is reported on regularly to DPP members, DPPAG and TAU Board.
21. The DPPAG also focuses on matters of common interest to the industry, for example: City centre safety.
 - Providing a world-class visitor experience for the cruise industry
 - The opening of the New Zealand International Convention Centre
 - The return of airline capacity, markets, and airport development plans
 - The performance of the accommodation sector and initiatives that deliver a positive impact for it e.g. hotel occupancy and ancillary spend during Amway, FIFA WWC, World Choir Games, international music acts and performing art shows
 - Development and performance of the Discover Auckland platform (www.aucklandnz.com), Auckland's digital storefront.
22. TAU reports regularly on the performance of the destination industry via the [Tātaki Auckland Unlimited: Tāmaki Makaurau Auckland Destination Overview](#). The overview is available publicly on TAU's website and reports visitor arrivals data, including reason for visit; accommodation data, including guest nights and average length of stay; forward booking data; visitor spend; major and business events data; and research and insights data.
23. Refer Attachment 1 for members of the DPP and DPP Advisory Group.

AUCKLAND'S DESTINATION VISION AND PLAN - DESTINATION AKL 2035

24. TAU are leading a refresh of Auckland's Destination Vision and Plan, *Destination AKL 2035*, which will align with the City Centre Master Plan and City Centre Action Plan, as well as recognise the important role the city centre has in the success of Auckland's overall visitor experience and economy.
25. Refer to the 'Context' section for an outline of Auckland's inaugural Destination Vision and Plan – *Destination AKL 2025*, its key achievements and recent research results that will inform the *Destination AKL 2035* refresh.

ECONOMIC DEVELOPMENT – CITY CENTRE FOCUS

26. Auckland City Centre accounts for 21% of Auckland's economic output and 8% of the entire New Zealand economy. It is 40% more productive than the rest of New Zealand, playing a critical role in the regional and national economy.
27. Ensuring ongoing and targeted investment in our city centre is critical to its future success. TAU is leading on the CCAP action to develop an investment proposition, which details the story of the city centre's transformation and opportunities to support further investment across residential, hotel, commercial, and business attraction, to build on the current investment pipeline of \$6bn.
28. A major part of this will be supporting the evolution of the Aotea Arts Quarter, which is critical to the revitalisation of midtown and the wider city centre. With some committed private-

sector investment already and the proximity to the main City Rail Link node, a joined-up approach to Aotea Arts Quarter could be transformational.

29. The amenity that our city centre offers is a key factor in its broader success: an amenity which is underwritten by the destination sector.
30. The vibrancy created through visitation and footfall is a core part of the city centre's attractiveness to investment, a vibrancy which was lost during Covid and only now, driven by a strong summer of tourism and events, was almost recovered.
31. Refer 'Context' section for further economic development insights.

DESTINATION MANAGEMENT AND MARKETING

32. TAU proactively partner with the destination sector to programme Auckland year-round. We bid for and win major events, business events, international exhibitions, international musical acts, and international performing art shows, as well as develop homegrown content for promotion to local, domestic, and international audiences to generate commercial and social outcomes.
33. A year-round calendar of marketing and communications activity is managed to promote Auckland events, including major sporting events, cultural organisations, Auckland's food story, cultural festivals (BNZ Auckland Lantern Festival, Pasifika, Moana Auckland, BNZ Auckland Diwali Festival), stadium concerts and performing arts shows, as well as attract business and major events, attract investment, and showcase Auckland as a desirable place to live, work, play and invest.
34. TAU have a sophisticated understanding of the target audiences for integrated marketing and communications campaigns and conduct post-campaign analysis, including on the performance of paid, owned and earned media channels.
35. Refer 'Context' section for more detail on audiences, marketing channels, recent and upcoming marketing, and communications activity.

Ngā tūtohunga Recommendation/s

That the City Centre Advisory panel:

36. Note this paper in their advice to staff on the distribution of the CCTR.
37. Endorse an increased allocation of CCTR to Auckland destination management and marketing activities to improve outcomes for the city centre.
38. Note that, subject to increased investment, Tātaki Auckland Unlimited will lead, in collaboration with Heart of the City and the Karangahape Road Business Association, the development of a plan for the optimum investment of an increased allocation of CCTR and present this plan to a subsequent meeting of the advisory panel.

Horopaki Context

DESTINATION ECOSYSTEM

39. Tātaki Auckland Unlimited (TAU) is the **Regional Tourism Organisation (RTO)** for Auckland and one of 31 RTOs throughout New Zealand. As an RTO, TAU is responsible for visitor attraction from both domestic (rest of New Zealand) and international markets. TAU also encourages those local Aucklanders who behave similarly to visitors to do more and spend more in their region, including the city centre.

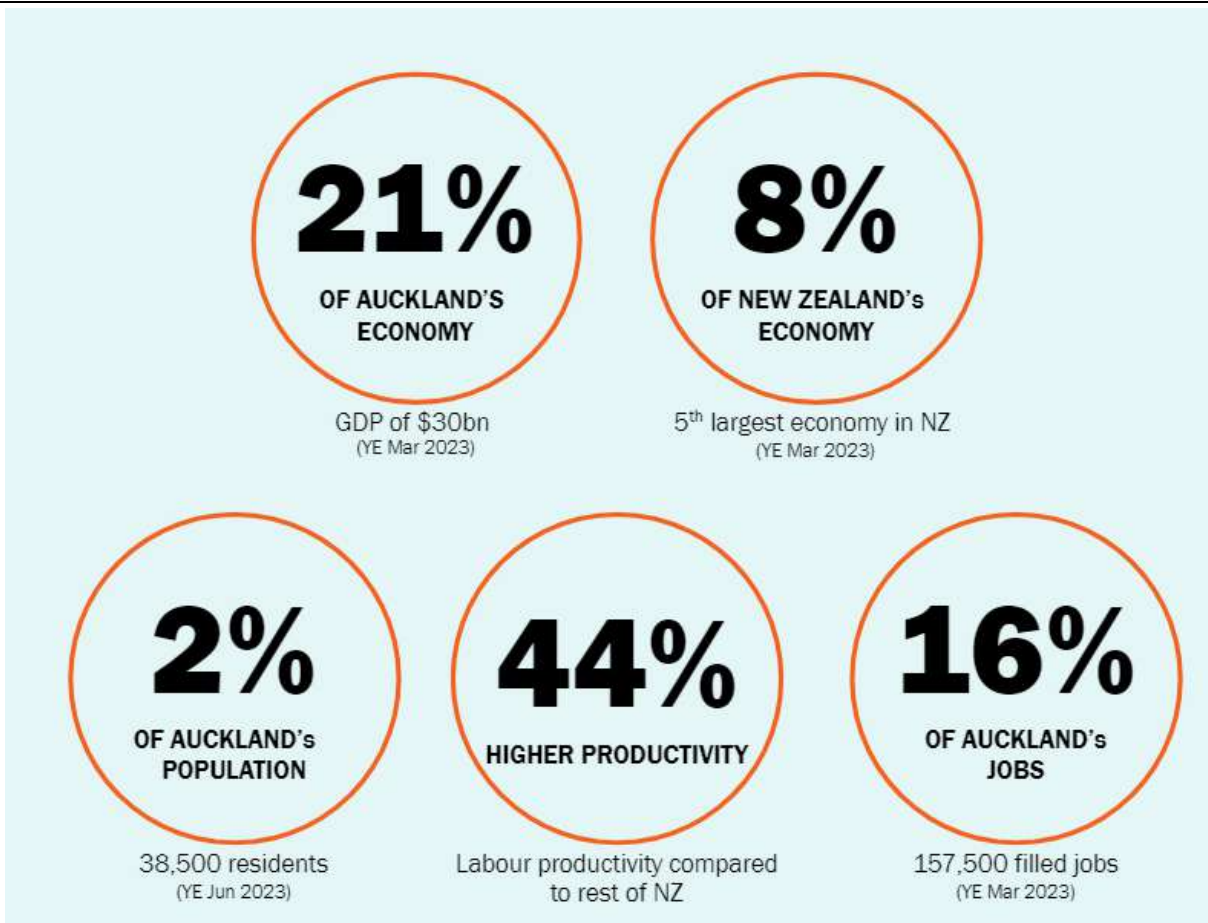
40. TAU promotes Auckland locally, domestically, and internationally, aligning to the award-winning and evidence-based Auckland Place Brand that articulates what makes Tāmaki Makaurau Auckland unique in the world and distinct from the rest of New Zealand.
41. As an RTO, TAU works directly with **Tourism New Zealand (TNZ)** on international opportunities. However, there is limited ability for TNZ to deliver individual city or regional advertising campaigns, as TNZ's role is to market New Zealand, not individual cities, or regions, internationally. They do this under the brand '100% Pure New Zealand' with TAU working to augment the national message with Auckland-specific representation.
42. TAU frequently partners with TNZ to share and leverage customer research and insights, bid for international business events, host international media in Auckland and secure international media coverage for Auckland as a result.
43. NZ Story promotes New Zealand business internationally, with support from MFAT, MPI, NZTE, TNZ, Education New Zealand, and Eyes on NZ and is responsible for promoting all New Zealand, with limited dedicated Auckland focus. TAU partner with NZ Story and other Government agencies on Auckland-specific business and investment opportunities; we also share insights and brand library assets.
44. In addition, TAU is the **Auckland Convention Bureau**, which is the regional organisation responsible for business event attraction. There are 24 convention bureaus in New Zealand. Most international cities have convention bureaus which are typically membership organisations that leverage member products and services to offer clients a co-ordinated destination package. The package may include venue, accommodation, food and beverage, delegate itineraries etc. A convention bureau acts as the destination's recognised official point of contact for all conference organisers and business event planners.
45. Our major events, tourism and business events teams also work with **MBIE and TNZ** to secure funding for nationally significant projects and opportunities. The major events team has regular prospecting meetings with **NZ Major Events** and partner on events of international significance, creating social connection, celebrating New Zealand culture, and building national pride. The TAU Major Events team has also started rolling out their new seasonal major events strategy with key anchor events building year on year with a clearly defined seasonal strategy.
46. TAU cultural organisations, **Auckland Art Gallery Toi o Tāmaki, Auckland Zoo, New Zealand Maritime Museum, Auckland Live and Auckland Stadiums** are key attractions for Auckland. Our promotion of these iconic attractions and, where feasible, outreach to and promotion of other cultural organisations and attractions in Auckland, forms part of our destination marketing and management programmes.
47. **Business Improvement Districts and Business Associations**, such as Heart of the City and Karangahape Road Business Association, work on behalf of their members to promote their immediate localities and distinct neighbourhoods, and to improve the local business environment and economy. There are currently 51 BIDs in Auckland, representing over 25,000 businesses with a combined capital value estimated at \$72.7bn (source: Auckland Council website).
48. TAU closely collaborates with **Waikato and Northland** and has established MOUs with **Destination Queenstown and Auckland Airport**. These partnerships allow us to view destinations from visitors' perspectives, disregarding regional or city centre boundaries. This approach promotes broader regions for better reach and appeal and aligns with how visitors plan travel. While enhancing the overall visitor experience, these strategic relationships also optimise costs through combined activities, including cross-promotion, roadshows, trade, and media familiarisation (famil) activities.
49. TAU has visitor economy representation in our two largest inbound markets: **Sydney, Australia**, and PR representation in the **USA** through our MOU with Auckland Airport.

Across markets, trade partners (travel wholesale, retail travel agents and online travel agents) play a significant role in promoting Auckland's offering, ensuring a high share of voice.

50. **Airline and trade partnership** activity is funded by the DPP and encompasses education and campaigns, the most recent example being an Expedia Auckland campaign. These partnerships increase the total investment in promoting Auckland and significantly extend our reach to partner audiences via bought media and owned partner channels. Core trade components also include product training and famil hosting. Similarly, airline partnerships target their highly engaged audiences across sales, loyalty and owned channels, including in-flight entertainment and airline magazines. In an increasingly competitive market, TAU is keen to lock in activity and ensure key Australian sellers continue to profile Auckland with a strong conversion focus.
51. **TAU is the only entity in the destination ecosystem with such a broad Auckland-centric destination remit, including promotion of Auckland to attract visitors, students, major events, business events and investment into Auckland, as well as negotiate strategic partnerships for the benefit of the region and city centre.**

ECONOMIC DEVELOPMENT - THE VALUE OF DESTINATION ACTIVITY TO THE ECONOMY

52. Auckland city centre accounts for 21% of Auckland's economic output and 8% of the entire New Zealand economy. It is 40% more productive than the rest of New Zealand. This is attributable to the high concentration of specialised professional, financial business and tech services who co-locate in the city centre, benefiting from agglomeration effects from shared infrastructure, knowledge spillovers and proximity to each other, Auckland council and the universities.



53. Ensuring ongoing and targeted investment in our city centre is critical to its future success. With a current pipeline of investment of \$6bn, including hotel investment, the city centre is a magnet for domestic and international investment, but could attract significantly more to support regional and city centre outcomes.
54. A key action within the City Centre Action Plan is the delivery of an investment proposition which tells the story of the city centre's transformation, highlights the range of investment opportunities in the city centre, and seeks to align investment to key infrastructure investments such as CRL and wider public realm works.
55. A major part of this will be supporting the evolution of the Aotea Arts Quarter, which is critical to the regeneration of midtown and the wider city centre. It is the home to key entertainment venues and civic assets such as Aotea Centre, the Civic Theatre and Auckland Town Hall, which attract hundreds of thousands of visitors annually. These assets are home to the Auckland Arts Festival and provide a year-round arts, theatre and musical offering for both Aucklanders and visitors to the region.
56. Going forward, the Aotea Arts Quarter will likely see a significant spillover from the opening of NZICC in 2025 and its proximity to the Te Waihorotiu station, which is forecast to be New Zealand's busiest station once opened. With committed private-sector investment already at the CAB development and Symphony Centre, as well as other sites on the market, this is a hugely transformational opportunity for our city centre,
57. The amenity that our city centre offers is a key factor in its broader success: amenity which is underwritten by the destination sector. Since 2007, investments in assets to support large-scale events, e.g., Viaduct Harbour, North Wharf and, more recently, Te Komititanga, have been catalytic for the city centre and these assets have become embedded parts of the destination offer and the wider appeal of the city centre.

58. The vibrancy created through visitation and footfall is a core part of the city centre's attractiveness to investment, a vibrancy which was lost during Covid and only now, driven by a strong summer of tourism and events, is almost recovered.

THE INAUGURAL DESTINATION VISION AND PLAN – DESTINATION AKL 2025

- *Destination AKL 2025*, a unifying vision for Tāmaki Makaurau Auckland's visitor economy, was launched in 2018.
- *Destination AKL 2025* represented a fundamental shift in thinking and approach. This shift reflected what was increasingly considered best practice at the time: a growing awareness of, and concern for, sustainability.
- *Destination AKL 2025* outlined the need for destination management – proactively managing the impact of our visitor economy in such a way that Auckland is better off not just economically, but socially and environmentally – alongside destination marketing.
- *Destination AKL 2025* also articulated the long-held need for Auckland businesses and stakeholders to have a positioning and narrative to rally behind.

Key achievements of *Destination AKL 2025* include:

- **Redevelopment of aucklandnz.com:** Auckland's digital storefront, now branded Discover Auckland www.aucklandnz.com, to attract international and domestic travelers to visit Auckland and encourage locals who behave similarly to visitors, to do more in their region.
 - **Development of Auckland's brand:** as articulated in the [*Tāmaki Makaurau He Aratohu Playbook*](#). The evidence-based and award-winning Auckland Place brand was the result of extensive research revealing the narrative and positioning of Auckland, allowing industry and stakeholders to align to an authentic Auckland story. (Refer Place Brand section below.)
 - **Destination Partnership Programme (DPP):** developed alongside industry in 2023 to provide a short-term/interim funding model to underpin development, support the promotion of the visitor economy and drive visitation until a long-term nationwide solution is introduced.
 - **New product:** supporting new wet weather attractions, such as the All Blacks Experience and Wētā Workshop Unleashed, and additional higher-quality accommodation product and services (with the Park Hyatt and InterContinental Auckland now open).
 - **Go with Tourism:** a government-funded initiative developed by TAU's predecessor, ATEED, aimed at growing New Zealand's tourism and hospitality workforce.
 - **The Taurikura Initiative:** a 12-week course for visitor economy businesses across Tāmaki Makaurau Auckland wanting to gain the knowledge, skills, and confidence to lead the charge in their sustainability approach and create positive change.
 - **Developing/attracting major and business events:** including the ICC Women's Cricket World Cup; Rugby World Cup, FIFA Women's World Cup; World Rally Championship; World Choir Games, The Lion King musical (New Zealand exclusive in Auckland in 2021); and Amway (China incentive trip for 10,000 of its top performers over three months in 2023).
 - **Development of three Localised Destination Management Plans:** [Aotea Great Barrier Island, Matakana Coast and Waiheke Island.](#)
59. The world has changed immeasurably since *Destination Auckland 2025* was released. Climate change, the rising cost of living, and the lingering impacts of a global pandemic are among the main factors that have markedly changed the tourism landscape since 2018.
60. Therefore, the time is right to refresh *Destination Auckland 2025*, updating it to better reflect this altered landscape. *Destination AKL 2035* will aim to strike the balance between progress and preservation for Tāmaki Makaurau Auckland, ensuring the growth TAU assists in cultivating adds to the vibrancy of the region in a way that is productive, regenerative, and inclusive.

61. A City Centre specific Destination Management Plan has been considered however, city centre groups are already covering a lot of the work that would be included, creating duplication.
62. The Destination AKL 2035 review will include a strong set of city centre actions and refer to the actions being taken by all parties.

Recent research and insights for the *Destination AKL 2035* refresh

63. In a survey completed at the end of 2023, TAU asked members of the destination industry (tourism attractions, accommodation providers, food & beverage providers, retailers, cultural organisations etc.) what they most wanted TAU to lead and prioritise. Key findings included:
 - **Marketing Auckland to priority international markets** (88%) was the highest-identified activity,
 - followed by **attracting and delivering major events** (85%) and,
 - **prospecting and attracting business events** (79%).
 - **Supporting operators to play their part in being a regenerative industry** (78%) for the future of the region and country was also highly rated as was,
 - **marketing Auckland to the domestic market** (68%).

THE VALUE OF THE TĀMAKI MAKAURAU AUCKLAND PLACE BRAND

64. TAU promotes Auckland locally, domestically, and internationally, aligning to the award-winning and evidence-based Auckland Place Brand, i.e. what makes Tāmaki Makaurau Auckland unique in the world and distinct from the rest of New Zealand.
65. The extensive research found that it is the combination of being New Zealand's largest international city set in beautiful natural surroundings; Tāmaki Makaurau Auckland's contemporary Māori culture and multicultural population; and its business sectors, economy and innovation that differentiate Auckland.
66. Building the Auckland Place Brand, i.e. Auckland's reputation, is the responsibility of all Auckland businesses and stakeholders. The Place Brand belongs to the residents of Auckland, and aligning all Auckland communications and endeavours to the Place Brand builds our city's reputation and favourable perception. Over time, it will build trust in our city, equity in the Auckland brand, a vibrant and resilient Auckland, a sense of pride, economies of scale, and a consistent online perception resulting in a stronger GDP, economy, and job market.
67. Improving favourable perceptions of Auckland being the collective responsibility of all Auckland stakeholders, it is increasingly important for the Place Brand to be socialised and integrated into the mahi of Auckland businesses and organisations. A city's reputation is built online, and joined up city communication, overtime, allows international audiences to experience and understand Auckland's city proposition.
68. Being known for the attributes that make Auckland authentically distinct, will attract the visitation, business and investment that aligns with our identity. Auckland's story cuts through and is impactful online when we collectively communicate it to the world.
69. A soon-to-be released multi-year global study of 63 cities and 55 countries from five continents (in which Auckland participated) by **Bloom Consultants and City Nation Place determined the economic value of 'perception' of a city.**
70. This research scientifically demonstrated that there is a moderate to strong correlation between perception and economic performance. On average, perceptions account for 26% of tourism receipts, Foreign Direct Investment inflows and talent attraction.

71. The study found that Auckland has a positive perception, 'very good' at 3.8 out of 5. An increase of 0.1 in positive perception results in significant economic gains and, conversely, a decrease in positive perception, a decrease in gains.
72. The research indicates that enhancing perceptions of Auckland by 0.1 of a percentage point on a six-point negative to positive scale could deliver increased economic benefits of:
 - US\$411million in tourism receipts (+12% increase)
 - US\$31million in FDI inflows (+14% increase)
 - +15% increase in migration population.
73. The Tāmaki Makaurau Auckland Place Brand additionally reinforces the value of distinct neighbourhoods to the Auckland region, and the importance of each neighbourhood towards building the overall city brand. TAU's experience in global destination place branding and marketing can be leveraged for the benefit of Auckland's business associations, and their precincts and neighbourhoods, including the city centre, Aotea Arts Quarter, and others.
74. TAU can support building and communicating the distinctiveness of different city centre areas, allowing residents, industry, businesses, and other stakeholders to champion and leverage the narratives of their areas of interest. Best practise place branding aligns neighbourhoods' unique identities with the over-arching Auckland Place Brand. This builds the reputation and positive perception of each area and Tāmaki Makaurau Auckland as a whole.
75. As a smaller city, relative to our international competitors, it is important to have a joined-up story of Auckland's neighbourhoods and precincts, aligned to the Place Brand, to communicate a cohesive and authentic story of our people, assets, and attributes, and demonstrate a strong, resilient, and compellingly city offering.

THE VALUE OF AUCKLAND CONVENTION BUREAU (ACB) – BUSINESS EVENTS

76. The Auckland Convention Bureau is a specialist unit within TAU focused on attracting business events to Tāmaki Makaurau Auckland. Business events are used as a platform to facilitate and promote targeted industry growth sectors and help grow the region's economy. ACB's major objectives are to:
 - Position Auckland as a premium business event destination.
 - Increase business events for Auckland from both the domestic and international markets.
 - Deliver return on investment for city stakeholders.
 - Leverage business events for maximum economic benefit.
77. Business events such as conferences, conventions and incentive programmes generate significant economic value to the city including through job creation, infrastructure development, promotion of local businesses, cultural, social and knowledge exchange, city profile, legacy, and community benefits.
78. Refer Attachment 2 for detail of the economic value of business events.

Auckland business events fund

79. The significant growth in business events for Auckland post-pandemic can be attributed to the city having a dedicated investment strategy enabled by MBIE's pandemic recovery funding mechanism, the **Regional Events Fund**. This fund enabled TAU, through the Auckland Convention Bureau, to attract domestic and international business events to Auckland from 2021 through to 2024.
80. Starting in 2021, Auckland Convention Bureau invested **\$2.4m** through the Regional Events Fund to attract **128 business events** to the city. These events are forecasted to generate **\$91m in economic impact** for the city.

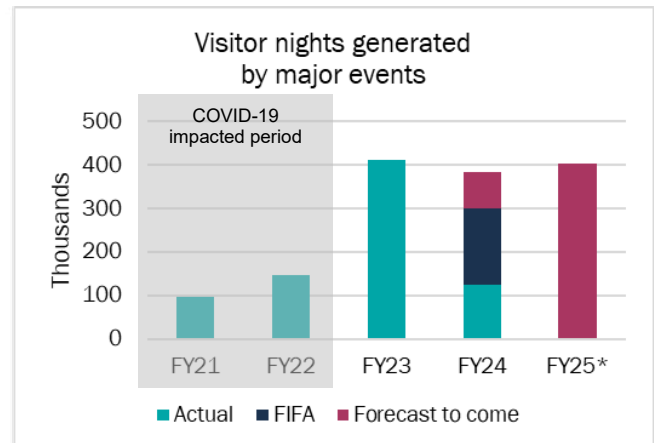
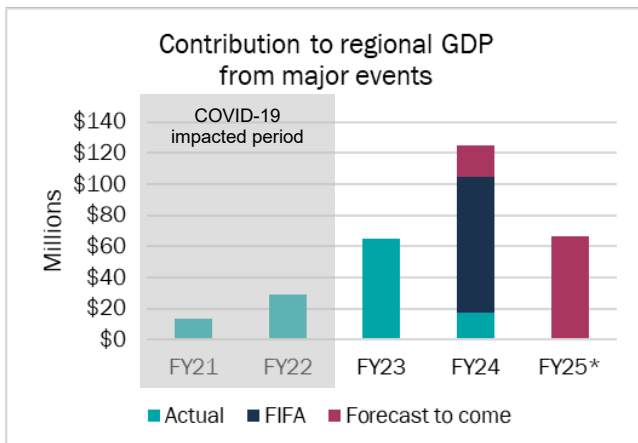
81. The Fund is due to expire in **December 2024**, thus restricting Auckland's ability to compete with other domestic and international destinations who continue to invest significantly to attract major business events to their destination. For example, Canada recently introduced a multi-million-dollar international convention attraction fund.

International bidding, recognition, and accolades

82. The Auckland Convention Bureau is the only agency in Auckland set up to identify and bid for international conferences and incentive programmes for the city.
83. ACB works with a range of city stakeholders from academics and researchers to venue, accommodation, and tourism stakeholders, as well as central government agencies, to bid and secure these international business events.
84. A significant incentive programme secured for Auckland is Amway China Leadership Programme, which brought close to 10,000 delegates to NZ and is estimated to have contributed \$40m to the economy. Securing this programme also enabled Auckland to secure other global Amway incentive programmes from Hong Kong, Philippines, and Vietnam. Further recent examples of ACB successfully securing business events for the city can be found in the list of links at the end of the paper.
85. At the World Meetings, Incentives, Conference & Exhibitions Awards (World MICE Awards), Tāmaki Makaurau Auckland has been voted the best Business Events destination in the Oceania region for four years running, from 2020 to 2023. Auckland has been nominated again for the same category in 2024. ACB international recognition and accolades can be found in the list of links at the end of the paper.

THE VALUE OF MAJOR EVENTS

86. TAU are the investment agency for major events in the Auckland region, supporting an annual portfolio of events for the region, recognising the importance of consistent content, and ensuring Auckland has a resilient and capable event ecosystem. TAU invests in events that generate benefits for Auckland and the people who live and visit here. The portfolio includes a mix of arts, cultural and sporting events, with a seasonal strategy to ensure events are spread across the year.
87. TAU also play a key advocacy role with central government and international rights holders, working to secure central government investment for international properties. Recent joint event investments include the America's Cup, ICC Women's Cricket World Cup, Rugby World Cup, FIFA Women's World Cup, Rainbow Games, and the upcoming World Choir Games and Hockey Masters World Cup.
88. The TAU major events team has a strong working relationship with other main centres, Wellington and Christchurch, sharing key learnings and, in some cases, joining forces to secure events for the region, for example, SailGP.
89. Major events generate significant economic impact for the Auckland region, attracting visitors and supporting the local economy through event and visitor expenditure. The graphs below show the contribution to Regional GDP and visitor nights in Auckland from FY21-FY25.



*Prospecting is still underway for FY25

90. For example, last year’s highly successful FIFA Women’s World Cup was a two-nation, multi-city event. While training pitches and games were dispersed regionally, the FIFA draw, FIFA Fan Festival and some FIFA team bases were in the city centre. Outside of training and game time, teams and fans enjoyed activities in and around the region, including in the city centre.

NIGHT-TIME ECONOMY

91. The City Centre Action Plan has a strong emphasis on making the city centre a vibrant place for locals and visitors to enjoy late-night shopping, dining, entertainment, and activations for all. A study conducted over the six months to April 2024 drawing on data up to December 2023 has provided a roadmap to make this happen.

92. Provisional results currently being further validated indicate that despite a 12% growth in nighttime spend since 2019, which includes solid growth from international (12%) and domestic (43%) visitors, the reality is that the number of transactions has dropped by 20%. The primary cause of this is Auckland residents (including city centre residents) disconnecting from their own city for a range of reasons including the cost of living, a shift of spend the suburbs etc. They have made 35% less city centre transactions, visited cafes and restaurants half as often as they did in 2019, and taken 1 million less trips on public transport.

Other provisional findings include:

- Over half of nighttime spend is in the cafes and restaurants category.
- The visitor economy is performing strongly with domestic and international visitors increasing spend.
- Auckland City Residents took 1 million fewer nighttime public transport trips (-39% reduction) in 2023 compared to 2019.
- Nighttime usage of public transport decreased by 41% between 2019 and 2023.
- Nighttime spend makes up 55% of total Auckland city centre economic activity.
- There is a need to get Aucklanders to fall in love with their city again and for the centre to be vibrant and welcoming. (There is also tension between some residents and the desire to create a vibrant nightlife).

93. The next step in the nighttime economy initiative within the CCAP is quantitative research to augment the above findings, Auckland Council Group alignment on the results and actions, followed by a stakeholder event to share the results of the nighttime economy research.

94. Related, a marketing and communications campaign to re-engage Aucklanders with their city and drive local and domestic visitation and spend is scheduled for winter 2024. This campaign is supported by FY24 CCTR funding.

95. Refer to 'Destination Marketing' section below for further information on upcoming destination marketing activity.

DESTINATION BRAND AND MARKETING STRATEGY

96. Our brand strategy is to build the place brand and reputation of Tāmaki Makaurau Auckland by showcasing all we do through our consumer facing brands, at the same time acknowledging that our activity is part of the Auckland Council whānau.
97. TAU combines its role as RTO for Auckland with its responsibilities as:
- Owner-operator of some of the city's major attractions, including the city centre-based Auckland Art Gallery Toi o Tāmaki and New Zealand Maritime Museum
 - Owner-operator of the city's major performing arts venues, including the city centre-based Aotea Centre, Auckland Town Hall and Civic Theatre
 - Delivery lead of the city's major cultural festivals, including the city centre-based Auckland Diwali Festival
 - Delivery lead for the city's major events strategy, creating and investing into city centre-based programmes, including – so far, this year – Red Bull Cliff Diving, Moana Auckland and Aotearoa Art Fair.
 - Host City for significant international events, such as the FIFA Women's World Cup 2023 and associated city centre-based Fan Festival.
98. As such, TAU markets the place brand of Auckland and Auckland as a destination and also many of the events and activities that encourage people to spend their leisure time and money in the city. From marketing major exhibitions to locally grown and internationally touring shows, festivals and concerts, TAU creates much of the cultural vibrancy of the city and leverages this for destination outcomes.
99. Currently our destination marketing activity is funded through the DPP with some support from the City Centre Targeted Rate (CCTR).
100. Our marketing positions, Auckland, a destination of choice for leisure travellers and business events planners in Auckland's target markets with a view to driving audiences through the conversion funnel – from dreaming to planning and, ultimately, booking (or extending) a visit to Auckland.
101. As agreed with the DPP members, we focus on always-on, content-driven destination marketing across owned, earned and partner channels, upweighted by seasonal pulses of paid advertising, to reach target markets with compelling messages. We direct all traffic to Discover Auckland www.aucklandnz.com In doing so, TAU leverages the unique attributes identified via Auckland's place brand work, as well as equity built in our many consumer facing brands, past campaigns, owned channels and insights from research and data.

Target markets

102. Refer Attachment 3 for a breakdown of the various target markets TAU focus on, which include:
- Domestic leisure travellers – with priority drive markets in Northland, Waikato and Bay of Plenty and fly markets in Christchurch and Wellington
 - International leisure travellers – with priority markets on eastern seaboard Australia
 - Business travellers / event planners – with priority markets among domestic and international organisers of meetings, incentives, and association and business conferences.
103. In addition to the domestic and Australian leisure markets and business events markets, 'World Class Cities' research conducted by The Research Association (TRA) for Auckland Council identified Aucklanders as comprising nine audience segments of which several behave like visitors within their own city. For example, the Youth (21%) segment look to

Council to 'provide opportunities to enjoy the city and its cultures', while the Active Families (10%) segment looks to Council to 'make it easy to enjoy an amazing Auckland'.

Marketing channels

104. Refer Attachment 3 for a summary of the various marketing channels that TAU leverage to achieve commercial outcomes for the destination sector through the marketing and communications activity that we lead and collaborate on with others.
105. We leverage owned, earned and partner marketing and paid channels for example:
- Owned - including websites, social media, email, and content marketing,
 - Earned - including local, domestic and international public relations,
 - Partner - including airlines, booking platforms, airports, central government agencies, industry, and trade channels,
 - Paid – including digital video on demand, digital display advertising, social media advertising, sponsored content, print advertising, broadcast and outdoor media.
106. Refer Attachment 4 which outline a sample of TAU campaigns in market April-June 2024

POTENTIAL DESTINATION MANAGEMENT & MARKETING INVESTMENT OPTIONS

107. In a constrained fiscal environment, a larger allocation of the CCTR for destination management and marketing would consider the following investment options and others in the development of a cohesive plan to optimise the city centre impact of additional investment in destination activity.

Investment Option	Description	Indicative Investment Range
1. Auckland Destination marketing	Destination marketing – local, domestic, and international promotion of the city centre specifically in autumn, winter and spring including the night-time economy.	\$300-\$500K would enable delivery of one seasonal campaign to domestic markets. \$800K-\$1.2M would enable delivery of one seasonal campaign to domestic and Australian markets.
2. Auckland Place Brand	Auckland Place Brand – invest in educating local business and stakeholders on the importance and benefits of their communications aligning to the brand of Auckland and their responsibility towards building Auckland's reputation by doing so.	\$80K would provide resource to create and deliver online workshops and webinars.
3. Auckland city centre precinct place names and identities	Aligned to the Auckland place brand, develop, and communicate neighbourhood place brands for distinct precincts in the City Centre that promote and build on their unique purposes and identities, i.e. Aotea Arts Quarter, midtown.	\$210K for resource, research brand development for 2 x precincts

Investment Option	Description	Indicative Investment Range
	<p>For example</p> <ul style="list-style-type: none"> Lead and develop the Aotea Arts Quarter identity. Currently required by private sector property development companies for inclusion in their real estate promotion and partnerships. Evaluation of a suitable name and identity befitting Tāmaki Makaurau for 'midtown' including consideration of the name Te Waihorotui having a broader role. 	
4. Major Event - City centre activations and leverage	Funding of city centre activations to leverage significant events in the city centre e.g. welcome to delegates for World Choir Games, All Black Test, Lions Test or Auckland's Food Story.	\$250,000 per annum to support significant events, conferences taking place by activating city centre areas to acknowledge the event taking place and welcome to visitors/delegates
5. Major Event Investment - Performing Arts	Performing Arts investment fund to attract international shows such as Lion King and Hamilton that draw large audiences, many of whom stay, shop eat, drink, and enjoy other attractions frequently in the city centre.	\$600,000 for attraction of content specifically in winter. For example, Lion King investment in 2022 was approximately \$175k and costs have increased significantly. 2 -3 international shows would be the target.
6. Major Event Investment - Musical Concerts	Musical Concert investment fund to attract international acts such as Coldplay and Pink that draw large audiences, many of whom stay, shop eat, drink, and enjoy other attractions frequently in the city centre	\$1m for up to 4 international acts.
7. Cruise	<p>In the 2023/2024 cruise season Auckland welcomed 131 port calls (an estimated 18,300 passengers)</p> <p>The Auckland Cruise Strategy is due for review and funding is required to achieve this. It was first released in 2015 by ATEED taking into consideration the National</p>	Auckland Cruise Strategy refresh \$25,000

Investment Option	Description	Indicative Investment Range
	<p>Cruise strategy, work being done by Eke Panuku and Ports of Auckland along with ensuring that this sector is adhering to our emission targets for the city.</p> <p>Funding is required to continue and grow the volunteer program for cruise. This program ensures the city is providing a warm welcome to the passengers that arrive in downtown Auckland. It includes a cultural welcome, wayfinding maps and connects passengers with the Discover Auckland platform to obtain further information about what is on offer in the city centre for visitors who are not on a pre-organised tour.</p>	<p>Cruise volunteer programme \$65,000 including:</p> <ul style="list-style-type: none"> • \$5,000 for the continued development and production of guest information, assets, and wayfinding. • \$15,000 Tāmaki Makaurau welcoming manaaki activations (celebrating up to 6 key cruise arrival days) and • \$30,000 for a part-time volunteer coordinator. • \$15,000 content creation to be shared with cruise lines visiting Auckland to be shared with passengers pre arrival into the city centre.
<p>8. Business Events Investment Fund</p>	<p>To assist in attracting convention, conference, and incentive business from key markets.</p>	<p>Recommending setting up an annual business events investment fund of between \$400K – \$500K annually to invest in high value Domestic, Australian, and international business events. This will also enable alignment of business events content with wider city strategy where possible to generate incremental visitation.</p> <ul style="list-style-type: none"> • To validate the importance of this fund, between 2021 and 2024 the Auckland Convention Bureau invested \$2.4m through the regional events fund to attract 128 business events to the city, these events are forecasted to generate \$91m in economic impact for the city. \$69m or 75% of this economic impact is forecasted to directly benefit Auckland city centre businesses. • As an example, Amway China Leadership Seminar is a standout programme that was

Investment Option	Description	Indicative Investment Range
		supported through a targeted investment fund. This is the largest incentive programme in the world and brought close to 10,000 delegates to NZ and estimated to have contributed \$40m to the economy.
9. Discover Auckland – Auckland’s digital shop window	Discover Auckland city centre focussed visitor experience enhancements and content creation for use on TAU owned channels including Discover Auckland, Visit social media and electronic direct mail.	\$300k - 500k to support ongoing improvements in digital customer experience and leverage new content trends to attract more visitors to the city centre Examples include personalisation of content to feature city centre in owned channels, optimising city centre content for search on social and use of content creators and influencers to increase reach.

Ngā koringa ā-muri

Next steps

108. CCAP to receive this information paper and consider it in their advice on the investment of the CCTR in FY25 and beyond.

Ngā tāpirihanga

Attachments

1. Destination Partnership Programme Members & Advisory Group
2. Destination Marketing – Target Market Summary
3. Destination Marketing – Owned, Earned, Partner and Paid channels
4. Business Events
5. Sample TAU campaigns in market April-June 2024
6. Table of links in this paper

Ngā kaihaina

Signatories

Author	Shelley Watson, Director Marketing, Communications & Growth – Auckland Unlimited
Authorisers	Nick Hill – Chief Executive - Auckland Unlimited Simon Oddie – Lead Officer

ATTACHMENT 1 – DESTINATION PARTNERSHIP PROGRAMME PARTNERS AND ADVISORY GROUP

Destination Partnership Programme Partners 2024			
Platinum	Gold	Silver	Bronze
Accor Hotel Group Auckland Airport Cordis Auckland Hospitality Services Ltd SkyCity Auckland	Airedale Boutique Suites Aotea Centre Auckland Art Gallery Toi o Tāmaki Auckland Live Auckland Stadiums Auckland Zoo Copthorne Hotel Auckland City Crowne Plaza Auckland Grand Millennium Hotel Auckland Go Media Stadium Heritage Auckland Hilton Auckland Holiday Inn Auckland Airport Horizon by SkyCity ibis Auckland Ellerslie ibis Budget Auckland Airport ibis Budget Auckland Central InterContinental Auckland JW Marriott Auckland M Social Auckland Mövenpick Hotel Auckland New Zealand International Convention Centre New Zealand Maritime Museum Novotel Auckland Airport Novotel Auckland Ellerslie Park Hyatt Auckland Pullman Auckland Hotel & Apartments QT Auckland SEA LIFE Kelly Tarlton's Aquarium Sky Tower SkyCity Hotel SO/ Auckland Soho Hotel Sofitel Auckland Sudima Auckland Airport Sudima Auckland City Te Arikiniui Pullman Auckland Airport The Grand by SkyCity The Hotel Britomart	AJ Hackett Bungy New Zealand All Blacks Experience Ananda Tours Auckland Town Hall Auckland War Memorial Museum AUT Events Celebrity Speakers NZ Conference Innovators CPG Hotels Cruise New Zealand Due Drop Events Centre EcoZip Adventures t Eden Park Catering Explore Group Fable Auckland, MGallery GO Rentals Great Journeys New Zealand Heartland Hotel Auckland Airport Heletranz Helicopters IDNZ Destination Management NW Group President Hotel Auckland Rydges Auckland Shed 10 Spark Arena Te Arai Links Terra and Tide The Cloud The Conference Company The Events Group Ltd. The Sebel Quay West Auckland Urban Gourmet Waipuna Hotel & Conference Centre Westfield Newmarket	Andy's Burgers & Bar Auckland & Beyond Tours Aucky Walky Tours Batch Winery Better Band Company Beyond The Blue Boss Black Ltd Brick Bay Wines & Sculpture Trail Bush and Beach Cassia Collective Hospitality Delamore Lodge Depot Eatery DJ4You Electric Boogie Eventfinda Stadium Federal Delicatessen Flaxmere House Fortuna Buffet Restaurant Fullers360 Golf In New Zealand Greenlane Suites Auckland Hotel DeBrett Hotel Fitzroy curated by Fable Huami Hyundai Marine Sports Centre Island Aviation Kiwi Connect NZMASU by Nic Watt Matakana Village Metita Orbit 360 Dining Parnell Business Association Power to the Pedal PPG Events Rydges Formosa Golf Resort SkyBar Te Mana Taupua The Sugar Club The Big Foody The HEKE Restaurant, Brewery & Distillery Thrillzone/Escape Quest TIME Unlimited Tours Waiheke Distilling Co.

	The Parnell Hotel & Conference Centre The Sebel Manukau The Sebel Auckland Viaduct Harbour Viaduct Events Centre voco Auckland City Cent Wētā Workshop Unleashed		Whangaparaoa Lodge Woodhouse Mountain Lodge
--	---	--	--

Destination Partnership Programme Advisory Group 2024

Tātaki Auckland Unlimited Board	Graeme Stephens (Chair) Jannah Wootten
Platinum	Iain Ganner, Accor Hotel Group Franz Mascarenhas, Cordis Auckland Ken Orr, Hospitality Services Ltd Scott Tasker, Auckland Airport Callum Mallett, SkyCity Group
Gold	David Wilks, Wētā Workshop Kevin Buley – Auckland Zoo/TAU cultural organisations
Silver	Gavin Oliver, EcoZip Adventures Jan Tonkin, The Conference Company
Bronze	Steven Pleciak, Beyond The Blue Ceillhe Sperath, TIME Unlimited Tours

ATTACHMENT 2: DESTINATION MARKETING – TARGET MARKET SUMMARY

Domestic leisure travellers

Geographic targeting	Local	Auckland region
	Drive	Bay of Plenty Northland Waikato
	Fly	Christchurch Wellington
Interest targeting	Shopping Accommodation Outdoor activities Family friendly activities Islands Arts and culture Wellness and relaxation Food and drink	<ul style="list-style-type: none"> • Malls, boutiques, markets • New openings, hotel bars, restaurants and spas • Hikes, beaches, outdoor life, wildlife, active adventure • Family friendly things to do, hands-on and adrenalin-based experiences • On-water and by-water experiences, wildlife, walks, wineries • Māori culture, visual and performing arts, history and heritage • Spas, massages and treatments, walks, connecting with nature • Seasonal cuisine, occasion dining, new openings, iconic eats, food markets
Psycho-socio-demographic targeting	Independent professionals	<ul style="list-style-type: none"> • Aged 25-40, singles or couples. • High disposable income. • Need a break from work and busy lives. • Active and aim for a good time while feeling relaxed and refreshed. • Tertiary or professionally educated. • Are establishing or have established professional careers.
	Active silvers	<ul style="list-style-type: none"> • Aged 50 and older, active older couples. • High disposable income. • Spend on experiences and exploring new things. • Holiday ideals include a mix of adventure, learning, exploring and harmony with nature. • Like being independent, while feeling safe, comfortable, and welcome. • Tertiary educated or in professional industries. • Have established professional careers, and likely semi-retired/retired.

Australian leisure travellers

Geographic targeting	Those in the catchment areas of Australia's major eastern-seaboard airports	Brisbane Melbourne Sydney
	Those in the catchment areas of Australia's regional eastern-seaboard airports with direct flights to Auckland (NB: Earned and partner activity focus)	Adelaide Gold Coast Sunshine Coast
Interest targeting	Food and drink Wellness Activities and attractions Nature Culture Hidden gems	<ul style="list-style-type: none"> Seasonal cuisine, occasion dining, new openings, iconic eats, food markets Spas, massages and treatments, walks, connecting with nature Family friendly things to do, adrenalin-based experiences Hikes, beaches, islands, outdoors, marine life and wildlife Māori culture, visual and performing arts, history and heritage The Aucklanders' Auckland, the Auckland you didn't know
Psycho-socio-demographic targeting ¹	Relaxers – primary	<ul style="list-style-type: none"> Represent 21% of the market. Found equally across Brisbane/Coasts, Melbourne and Sydney. Attractive segment with opportunity for marketing to influence. Aged 18-34. Average household income. Travelling with (53%) partner or friends (22%). Want to relax, unwind and have fun while taking a break from routine. Interested in a good range of activities, great food, landscapes and beaches and iconic attractions. Active on YouTube and Instagram, Facebook usage is average. Influenced by review sites such as TripAdvisor and social media.
	Older actives – secondary	<ul style="list-style-type: none"> Also represent 21% of the market. Found in Brisbane and Coasts, rather than Sydney. Less attractive segment than Relaxers or Family Holidaymakers based on size and number of high-value spenders. Less open to Auckland as a destination than Relaxers and on a par with Family Holidaymakers. 77% aged 55-75 with 22% aged 45-54. Have lower household income. Are a more spontaneous traveller and prefer a packed itinerary but tend to spend significantly less on activities.

¹ Kantar ATEED Australian Leisure Market Segmentation (short break focus)

		<ul style="list-style-type: none"> • Are looking for destinations that are safe and easy to travel around, affordable, offer relaxation and good food and beverage. • Not active on social media, get inspiration from friends and family.
	Family holidaymakers – secondary	<ul style="list-style-type: none"> • Represent 25% of the market. • The largest segment in Sydney and Melbourne. • Attractive segment with opportunity for marketing to influence. • Aged 35-54. • High household income. • Travelling with (100%) children and (82%) a partner. • Looking to relax, unwind and have fun while spending time with family. • Ready to spend both on accommodation and activities. • Landscapes and scenery, activities including beaches, great food and iconic attractions draw their attention. • Active on YouTube and Facebook, less active on Instagram. • Refer sites, such as TripAdvisor, and to shows and documentaries about travel destinations, social media and destination websites.

Business travellers / events planners

Geographic targeting	National	Wellington, Christchurch (for Domestic Association Executives and Professional Conference Organisers)
	International	Australia – Adelaide, Brisbane, Cairns, Canberra, Melbourne, Perth, Sydney, Canberra USA – Dallas, Chicago, Houston, Los Angeles, New York, San Francisco ROW – Brussels, Geneva, London, Shanghai, Singapore, Vancouver, Taiwan
Psychographic / needs targeting	Professional conference organisers	Primarily employed by events management companies. Work with a range of clients across public, private and third sectors. Want to organise events end-to-end using the most efficient, cost-effective solutions. Want events to have the necessary ‘wow factor’ to please clients.
	Account managers e.g. for global incentive agencies	Are looking for unique, bucket-list experiences for their clients. Wants to wow existing clients and win new ones. Appreciates fresh ideas that will help win customers. Wants support with planning/delivering knock-out incentive trips. Incentive travel rewards superior performance and is recognised as a tool for helping organisations achieve business objectives. Incentive groups generally number 15-150, although some international groups have >2000 participants.
	Conference hosts	Have won bid(s) to bring conference(s) to Auckland. Want to ensure events are delivered to expectations/criteria of the international committee. Liaise with local organizing committee(s).
	Association executives	Enable us to bid for conferences/conventions that align with city aspirations and sectors of focus.

		International association meetings are considered most desirable and attract high-spending delegates. They have the potential to deliver wider benefits through knowledge exchange and business networking. About 23,000 association meetings are regularly held throughout the world each year.
	Delegates	International business travellers staying Auckland for a longer duration. Are excited to be in New Zealand and keen to do some sightseeing. Places like Sky City and Waiheke Island are primary attractions.

ATTACHMENT 3: DESTINATION MARKETING – OWNED, EARNED, PARTNER AND PAID CHANNELS

Owned channels

aucklandnz.com

TAU has invested in developing its owned channels enabling direct-to-consumer destination marketing and providing ready access to insights and data on audience interests and behaviour. In May 2023, *aucklandnz.com* was relaunched as ‘Discover Auckland’ with new user-led functionality and content that automatically updates via APIs from a range of destination-related industry feeds. Since launch to 31 March 2024, Discover Auckland has had over 1.1m users, 1.4m sessions, over 2.3m page views and over 200k referrals to third-party websites, including tourism operators, hotels and restaurants, and neighbourhoods across the city centre. The top 10 listing pages across the site include pages on the city centre located Karangahape Road, Wētā Workshop Unleashed, Sky Tower / SkyCity, and Viaduct & Waterfront.

Domestic and Australia EDMs

The visual design of *aucklandnz.com* has now set the standard for the look and feel of TAU’s consumer email marketing – including monthly EDMs to the domestic market and bimonthly EDMs (launched in 2023) specific to the Australia market. Data capture initiatives with the Nine network in Australia and with Qantas Travel Insider are contributing to a growing database of Australian consumers interested in Auckland as a leisure destination. The content in the EDMs consistently features city centre content. For example, the domestic March EDM featured Best Waterfront Restaurants highlighting downtown delights, Auckland Writers Festival events at the Aotea Centre and a collection from Josh Emmett’s top places to visit in midtown Auckland.

Social media marketing

TAU’s destination-led social media channels – Facebook, Instagram and TikTok – have a combined following of 393K and deliver customised destination content through organic and paid social media marketing. Informed by a content strategy, pillars and calendar developed with in-market Australian specialists, these channels frequently spotlight city centre content. For example, highlighted posts include promotion of QT Auckland’s brunch with a reach of 871,415 and 10,959 shares, while a spotlight on ‘City Centre Rooftop Bars’ achieved a reach of 145,577 and generated 2,500+ shares.

Content marketing

A rolling programme of new-release functionality for *aucklandnz.com*, and the delivery in 2023 of the owned-channels content strategy for Australia, means TAU’s suite of Discover Auckland marketing tools – from web to social to EDM – is in constant evolution informed by feedback loops from priority markets and digital reporting. With new ‘article’ functionality recently released and new hero destination imagery, including imagery of Auckland’s city centre, being shot across April, TAU’s owned channels are Auckland’s priority tools for destination messaging direct to tourism markets.

Earned channels

In-country PR activity

At the end of 2023, TAU onboarded an Australia-based PR agency to drive earned media in this key international market. Using an always-on approach of monthly story pitching and opportunistic news jacking, plus a Discover Auckland media event hosted in Sydney in March and seasonal media / creator famils to Auckland, this relationship brings Auckland closer to the audiences of mass-market consumer media and social media platforms in Australia. For example, an Auckland famil in late March resulted in 80+ pieces of content on Tik Tok and Instagram, reaching 1.3m people and generating 165.5k engagements with an engagement rate of 12.6% (well above travel industry average).

In-house media expertise

TAU continues, alongside this in-market agency representation, to drive its own direct programme of famils and to bring media to Auckland to present destination content to the world.

In June 2023, TAU hosted Australia's morning show, *Today*, for live broadcasts across two days – one day from Auckland's city centre – delivering \$1.46M of nett value.

In the first quarter of 2024, TAU hosted the *Australian Financial Review* (Australia), *Harpers Bazaar* (Australia), *The Georgia Straight* (Canada), *Yahoo Lifestyle* (Australia), *Australian Women's Weekly* (Australia), *Hemisphere's Magazine* (United Airlines) and *Sydney Morning Herald Traveller* (Australia), as well as two freelance writers from the United States. These publications, collectively, achieve monthly impressions/readership far exceeding 10 million. Coverage secured for Auckland includes:

- [Delicious magazine Australia tells Auckland's food story](#) (featuring the city centre's Ahi, Gochu, Daily Bread, Culprit, SkyBar, Sumthin Dumplin and Depot)
- [Harpers Bazaar showcases Guo Pei exhibition at Auckland Art Gallery](#) (Auckland Art Gallery)
- [Nine Travel shares best long weekend activities in Auckland](#) (featuring Sky Tower, Wētā Workshop Unleashed, Metita and Explore Group)
- [Bounty Parents shares Auckland's school holidays offering](#) (featuring Sky Tower, Wētā Workshop Unleashed, Explore Group, Fullers360)

Partner channels

TAU operates within an eco-system of public- and private-sector entities all focused on delivering optimal outcomes, whether their interest is in promoting New Zealand as a whole or their business specifically (see table below). TAU leverages its established relationships with this network of entities to promote the unique interests of Auckland, and partners on both unpaid and paid bases to ensure Auckland gains representation.

Public-sector partnership

In March – April 2023, as RTO for Auckland, TAU led the Auckland city component of Tourism New Zealand's 'Re-view your city' urban tourism campaign, liaising across city centre business associations, HOTC and KBA, and Council's DPO, which funded the activity, to ensure city centre promotion.

TAU leveraged TNZ's national campaign by extending messages to Auckland's drive regions, encouraging domestic leisure travellers to revisit and re-engage with Auckland's city centre as their nearest neighbouring central city. Campaign activity included Food & Drink, Shopping, Experiences, and Arts content pillars across social, YouTube, MetService and Urban List channels. Auckland campaign KPIs reported to TNZ included 25M impressions and 1.1M social

reach with Auckland city centre messages displaying in 253 outdoor locations across the target markets.

As RTO for Auckland, TAU is Tourism New Zealand’s go-to for Auckland destination content and opportunities, and TAU represents the city on monthly calls and at regular RTNZ Connect meetings.

Private-sector partnerships

In addition to public-sector partnerships, TAU works across the destination industry’s private sector. For example, in the first few months of 2024, TAU has been working with:

- Air New Zealand on co-op marketing to Auckland’s target domestic markets
- Qantas on data capture and content marketing to Auckland’s target Australia markets
- Expedia on extending promotional offers to Auckland’s target Australia markets. The DPP approach to partner channels:

Central and local government		
Domestic	Tourism New Zealand (New Zealand) MBIE NZ Inc / NZ Story MFAT	Help promote Auckland to the world. Offer opportunities to leverage Auckland’s destination story. Run channels and share content that can carry Auckland’s messages.
International / offshore	Tourism New Zealand (Australia) Tourism New Zealand (RoW)	Share Auckland’s story to the Australian market. Offer opportunities for leverage and extension with potential for an increased share of voice for Auckland.
Industry bodies		
Domestic	Business Events Industry Aotearoa Cruise Association Tourism Industry Aotearoa	Help amplify destination messaging through their channels
Airlines and airports		
Domestic and Australian flight operators	Air New Zealand JetStar Qantas	Offer opportunities for partner / co-op marketing activity. Act as partners to promotional activity.
Domestic and Australian airports	Primary Auckland Airport Melbourne Airport Sydney Airport Queenstown Airport Secondary Adelaide Airport Brisbane Airport Christchurch Airport Gold Coast Airport Sunshine Coast Airport Wellington Airport	Offer opportunities for partner / co-op marketing activity. Act as partners to promotional activity.
Leisure travel trade		
Destination Partnership Programme members	Accommodation providers Attractions and activity operators Hospitality businesses	Offer proof points for marketing messages and content for marketing activity. Offer opportunities to leverage Auckland’s destination story.

	Retailers Tourism operators and tourism-associated businesses	Run channels and share content that can carry Auckland's messages.
Traditional wholesalers and retail agents	E.g. Flight Centre, Helloworld, ANZCRO	Offer potential routes to our target markets.
Online Travel Agents (OTA)	E.g. TripAdvisor, Expedia, Webjet, Booking.com	Offer potential routes to our target markets.
Payment partners	E.g. Visa, Mastercard	Can act as partners to promotional activity.
Business event trade		
Destination Partnership Programme members	Business event suppliers Business event venues	Offer proof points for marketing messages and content for marketing activity. Offer opportunities to leverage Auckland's destination story. Run channels and share content that can carry Auckland's messages.
Academics and others who help attract MICE business to Auckland	Auckland Advocate Alliance members Others who are not yet Alliance members Association Executives	Help attract international conferences to Auckland. Offer proof points for marketing messages and content for marketing activity.
Tourism operators and tourism-associated businesses	E.g. accommodation providers, attractions and activity operators, hospitality businesses and other tourism-associated businesses	Help attract business events to Auckland. Offer proof points for marketing messages and content for marketing activity.

Paid channels

In support of the always-on strategy for Auckland destination marketing via owned and earned channels and seasonal activity via partner channels, TAU layers bursts of paid advertising at key times of the year to boost messages to domestic and Australian audiences to prompt travel consideration and bookings.

TAU works through Council Group's media buying agency and panel of creative services suppliers, along with its own in-house studio, to deliver messages in the right way at the right time and through the right media to have impact. TAU's paid media channels in the Australian market include digital display advertising, sponsored content, search-engine marketing and paid social amplification. In the domestic market, and budgets allowing, these paid channels for destination marketing can extend further to incorporate out of home, digital video on demand and broadcast media.

ATTACHMENT 4: BUSINESS EVENTS

Business events, such as conferences, conventions, and incentive programmes, bring significant value to the city in various ways:

Economic Impact - Business events attract revenue through attendee and event spending on accommodation, dining, transportation, entertainment, and shopping. This spending directly benefits local businesses in the city centre and contributes to the overall economy of the city.

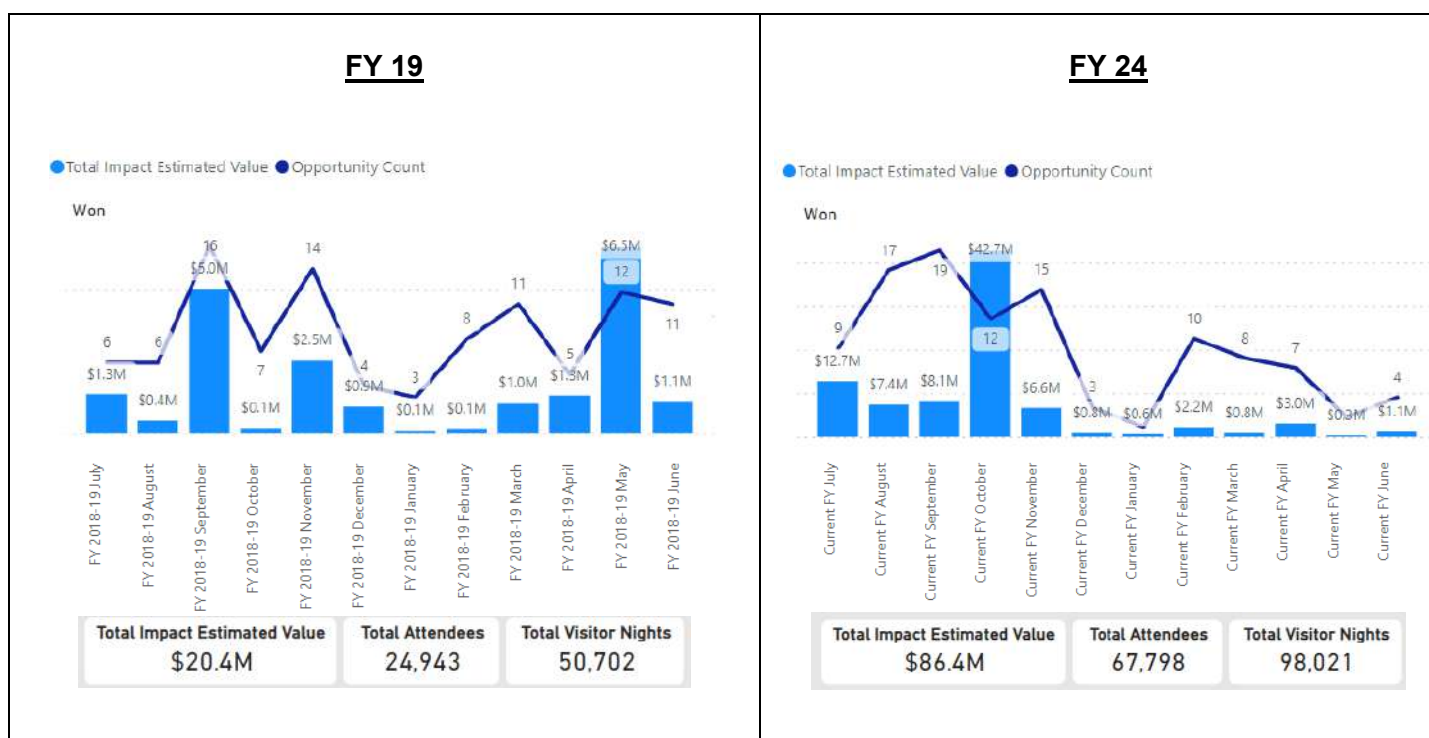
A 2019 MBIE Business Events delegate survey showed:

- International delegates stay an average of 7.3 nights in NZ with average spend of \$292 per night
- On average an international delegate spent \$2,133, domestic delegate \$1,451 and local delegate \$644 while attending a business event in a destination.
- Research also showed that domestic delegates stay 3 nights in event region average spend \$480 per night.

Business events have demonstrated exceptional value in terms of a return on investment to a destination. This is why world class destinations such as Singapore, Paris, Melbourne, Sydney etc invest significantly to attract business events to their destinations.

- Globally, the business events sector is valued at **US \$1.6 trillion (NZ \$2.7 trillion)**
- The value of business events to New Zealand in 2019 was estimated to be **NZ \$1.48 billion**
- The value of business events to Auckland in 2019 was estimated to be **NZ \$532 million vs. NZ \$236million in 2013.**

Demand for business events has never been stronger – below is a comparison of the economic impact of business events in the current financial year versus a full trading pre-pandemic year. **(FY19 vs. FY24)**



Job Creation - Hosting business events creates employment opportunities not only within the event itself (e.g., event planning, hospitality, catering), but also in ancillary sectors such as accommodation, tourism experiences, transportation, and retail. Most of these benefits are delivered within the city centre footprint.

Infrastructure Development - Cities often invest in infrastructure improvements to accommodate business events, such as building new convention centres, hotels, transportation systems, and public spaces. These improvements will have long-term benefits for residents and visitors alike.

Auckland is a great example of a city investing in significant new infrastructure development to support future growth. To put it in context, once operating, it is estimated that the New Zealand International Convention Centre, located in the heart of the city, will attract an additional 33,000 visitors to the city annually, forecasted to deliver an economic impact of \$90m to Auckland's economy. Most of this benefit will be delivered within the city centre footprint.

In addition to the substantial economic outcomes, business events can generate a range of other incremental benefits to city centre stakeholders, such as:

Promotion of Local Industry and Innovation - Hosting business events can showcase a city's strengths, expertise, and innovation in various sectors, attracting investment and fostering partnerships with local businesses, universities, and research institutions.

Brand Exposure and Reputation Building - Successful business events can enhance the reputation and visibility of a city as a desirable destination for future events, tourism, and business investment. Positive experiences by visitors can lead to promotion over social channels and generate repeat business.

Cultural and Social Exchange - Business events often incorporate cultural and social activities, such as tours, performances, and networking receptions, allowing attendees to experience the local culture, cuisine, and attractions thereby enhancing cross-cultural understanding.

Knowledge Exchange - Business events bring together experts, and thought leaders from diverse industries, providing a platform for networking, knowledge sharing, and collaboration. This can lead to innovation, skills development, and the exchange of best practice.

Legacy and Community Benefits - Business events can leave a legacy by supporting local initiatives, charities, and community development projects. They can also inspire local businesses to innovate and collaborate.

Business events play a crucial role in driving economic growth, fostering innovation and knowledge exchange, enhancing a city's reputation, and enriching its cultural and social fabric. Therefore, cities actively compete to attract and host such events as part of their economic development strategies.

ATTACHMENT 5: TAU CAMPAIGNS IN MARKET APR-JUNE 2024

Following please see a few of the marketing activities being led by TAU in Q3 FY23/24 with destination-focused outcomes of benefit to the city centre:

Campaign	Objective	Target markets	Timing
DPP domestic tourism	Stimulate domestic tourism from fly and drive markets	Fly / drive	Always-on, plus upweight mid-April to mid-May
DPP international tourism	Stimulate international tourism from key Australian markets	Sydney (NSW) / Melbourne (VIC) / Brisbane (QLD)	Always-on, plus upweight mid-April to mid-May
Activate Auckland	Stimulate local and fly / drive markets to think more positively towards Auckland as a place to spend leisure time / money	Local / fly / drive	May - July
Discover Auckland	Increase visibility of, and traffic to, aucklandnz.com	Local / fly / drive	Until June
Winter story	Stimulate engagement with Auckland's winter events programme	Local / fly / drive	May onwards
Auckland Art Gallery	Drive visitation to <i>Guo Pei: Fashion, Art, Fantasy</i>	Local / fly / drive	Until May
Auckland Art Gallery	Drive visitation to <i>The Robertson Gift</i>	Local	April onwards
Maritime Museum	Drive visitation to <i>Sentinel</i>	Local	April onwards

ATTACHMENT 6 - TABLE OF LINKS IN THIS PAPER

I.	<u>Tataki Auckland Unlimited: Tamaki Makaurau Auckland Destination Overview</u>
II.	<u>Auckland Place Brand</u>
III.	<u>Discover Auckland</u>
IV.	<u>Tāmaki Makaurau He Aratohu Playbook</u>
V.	<u>Aotea Great Barrier Island, Matakana Coast and Waiheke Island</u>
VI.	<u>Destination AKL 2035 Survey Refresh</u>
VII.	<u>Auckland Place Brand Research</u>
VIII.	<u>Destination Canada Launches Multi Million dollar international Convention attraction fund</u>
IX.	<p>Auckland Convention Bureau successfully secure bids</p> <p>https://www.cimbusinesssevents.com.au/aucklands-diversity-helps-secure-global-principals-convention/</p> <p>https://www.stuff.co.nz/travel/news/132751028/10000-amway-china-sellers-to-visit-nz-bring-40m-boost-to-economy</p> <p>https://industry.aucklandnz.com/news/auckland-wins-worlds-largest-indigenous-education-conference</p> <p>https://acb.aucklandnz.com/meet/news/auckland-delivers-smashing-global-avocado-congress</p> <p>https://acb.aucklandnz.com/meet/news/auckland-hosts-8th-iwg-world-conference-women-sport</p> <p>https://acb.aucklandnz.com/meet/news/moving-the-dial-on-diversity-in-stem</p> <p>https://acb.aucklandnz.com/meet/news/IWPC2023-a-gathering-of-great-women-in-auckland</p>
X.	<p>World Meetings, Incentives, Conference & Exhibition Awards</p> <p>https://worldmiceawards.com/award/oceania-best-mice-destination/2020</p> <p>https://worldmiceawards.com/award/oceania-best-mice-destination/2021</p> <p>https://worldmiceawards.com/award/oceania-best-mice-destination/2022</p> <p>https://worldmiceawards.com/award/oceania-best-mice-destination/2023</p>
XI.	<u>FIFA Women’s World Cup 2023 Impact Evaluation for Auckland Report</u>

Downtown West - Urban Realm and Transport Outcomes

Te take mō te pūrongo

Purpose of the report

1. To provide the City Centre Advisory Panel with an overview of the proposed regeneration of Downtown West and seek feedback on the next steps associated with the transport and urban realm outcomes proposed to be delivered in alignment with redevelopment of the Downtown Carpark site.
2. To seek endorsement of the City Centre Advisory Panels feedback and advice to Governing Body on the Downtown West transport and urban realm outcomes.

Whakarāpopototanga matua

Executive summary

3. With the sale of the Downtown Carpark (DTCP) confirmed and the development agreement executed, the Council group is now turning its focus to securing funding for the public good investment in 'Downtown West' as [envisaged](#) in the City Centre Masterplan (CCMP).
4. As per the Governing Body resolution ([GB/2023/229](#)), staff are seeking endorsement for the prioritisation of existing funding included within the draft LTP, to deliver the key transport and streetscape outcomes in Downtown West. This includes funding for the removal of the flyover as well as street, network and bus facility upgrades to Lower Hobson Street, Customs Street West and Sturdee Street.
5. Given the transformational outcomes that can be achieved, the advisory panel agreed at its 25 February meeting it would like to take up the opportunity to provide advice to the council's governing body to help inform their decision regarding funding for the Downtown West regeneration.
6. The panel agreed that it would delegate the responsibility of developing advice to the "Regeneration of our city centre precincts" working group, for endorsement by the panel at its 29 April meeting. This advice is included as Attachment 1.
7. The proposed works form an important part of the City Centre Bus Plan. There has been a steady increase in the demand for public transport trips into the City Centre over the past decade, and this is expected to continue. Removing the Lower Hobson Street Flyover creates space to optimise public transport outcomes.
8. The removal of the flyover is also a major step in enhancing the public realm in Downtown West, creating an area that is an attractive place to live, enhancing local connectivity and connecting the city centre to the rest of the waterfront.
9. Given the council group's constrained funding environment, it is recommended that new funding for further urban realm enhancements to the Sturdee Street public space can be deferred to a later time
10. The \$1.5 billion redevelopment of the Downtown Carpark will introduce an extra 7000 people into the precinct, completely changing its function and dynamic. When delivered in partnership with proposed package of transport and urban realm outcomes, it represents a significant opportunity to continue the regeneration of the central waterfront.
11. The Lower Hobson Street Flyover is no longer a critical piece of infrastructure. Traffic using the flyover has halved since 2019 and modelling suggests that the Downtown area can function perfectly well without it. The ability to get across town by car and access the motorway network, will still be possible with its removal.
12. Working in collaboration with the developer, there is an opportunity to dig once, minimise disruption and optimise investment by aligning with the redevelopment of the Downtown Carpark site.

Ngā tūtohunga Recommendation/s

That the City Centre Advisory panel:

- a) endorse its advice on the Downtown West transport and urban realm outcomes to the Governing Body.
- b) note that further developed design will come back to the panel for advice.

Horopaki Context

13. There has been an extensive decision-making process regarding the redevelopment of the Downtown Carpark and wider outcomes that are to be achieved in line with its redevelopment.
14. The sale of the site for redevelopment was approved by the Finance and Performance Committee in December 2020, subject to a set of outcomes that was finalised by the Planning Committee in [June 2021](#) resolution [PLA/2021/52](#).
15. The Planning Committee approved both strategic transport and wider outcomes aligned with the CCMP for the DTCP site. The wider strategic outcomes were in respect to land use, urban form and quality design, movement and access, environmental and social responsibility, and Māori opportunities.
16. Following confirmation of the resolutions at the November 2023 council Governing Body meeting Resolution number [GB/2023/229](#), Eke Panuku, in consultation with the Auckland Transport Board, executed the development agreement for the DTCP. This included the removal of the multi-modal/micro-mobility facility as part of the agreed transport outcomes required as part of the carpark sale.
17. Further, the governing body confirmed that funding the transport and public realm outcomes to be achieved as part of the sale of the carpark will form part of the council's Long-Term Plan (LTP) 2024-2034 process. The decision for the Governing Body is whether to continue to prioritise the existing funding provision for these projects in the LTP.

Tātaritanga me ngā tohutohu Analysis and advice

18. The redevelopment of the Downtown Carpark represents a significant opportunity to continue the regeneration of the central waterfront through the delivery of Transformational [Move 8](#) of the CCMP. It also delivers on the CCMP [10 Outcomes](#) and wider transport network outcomes, including the [City Centre Bus Plan](#) (Bus Plan).
19. This precinct is envisioned as a hub for a new human-centric environment, prioritising pedestrian and public transport outcomes for the city. This aligns with the city centre's transport vision, Access for Everyone (A4E) and the transport emissions reduction plan (TERP).
20. This requires the council group to deliver on integrated movement, access and place outcomes in partnership with the redevelopment of the carpark site. The proposed scope of these transport and public realm outcomes includes:
 - Lower Hobson Street Flyover removal
 - Road, street and bus upgrades - includes the provision of:
 - Network changes
 - Street enhancements

- On-street bus facilities
 - Custom Street bus improvements
 - Sturdee Street public space
- 21. Removal of the flyover provides benefits from an urban realm, transport, economic and cultural perspective. It creates space and also presents an exciting opportunity for a new public space that celebrates the rich history of Tāmaki Makaurau, revealing the historic foreshore, seawall, and the narratives within these spaces.

Transport outcomes

- 22. The proposed regeneration of Downtown West will help to deliver capacity, network, and circulation benefits to accommodate future growth in public transport demand. It will create a more operationally efficient bus network, as well as significantly enhancing customer experience through a more legible and consolidated transport hub.
- 23. The redevelopment of the Downtown Carpark will remove a key traffic generator in the area and supports making Downtown West a destination. It also allows the street layout to be re-configured to provide more space, connectivity and amenity for walking, cycling and local traffic, in line with the A4E vision for the area.
- 24. The City Centre Bus Plan, which has a strong BCR of 3 due to significant economic benefits, proposes a new bus network for Downtown. Future facilities proposed for Downtown West, as part of this plan, include bus layovers and bus priority lanes. Future considerations include provision of bus charging facilities in Sturdee Street.
- 25. Provision of sufficient bus layover in the Downtown West area enables the future bus network to operate as planned. The kerbside layover space, combined with the proposed bus priority lanes, will ensure reliable and efficient bus services and remove the need for bus circulation, bus stops and layover space elsewhere in Downtown, for example across Commerce Street north and south.
- 26. In addition to improved outcomes for buses, changes to the street network will focus on enhancing circulation and access for local traffic through making the one-way sections of Sturdee Street, Customs Street West and Fanshawe Street two-way. This means that movements to the area for private vehicles will be prioritised in line with Access for Everyone (A4E) objectives, however through movements utilising these streets will still be possible.
- 27. Removing the Lower Hobson Street Flyover creates space to optimise transport outcomes and create an area that is an attractive place to live, as well as connecting the city centre to the rest of the waterfront. Under the City Centre Bus Plan proposals, buses will no longer need to use the flyover.
- 28. We understand there are concerns around the impact of removing the flyover. Local access to the area, along with the ability to get across town by car and access the motorway network, will still be possible with its removal. Traffic using the flyover has halved since 2019 and modelling suggests that the Downtown area can function perfectly well without it. In particular, the modelling indicates that with the flyover removed, traffic volumes can be balanced across the network with minimal impact, particularly to travel times on Quay and Customs Street.
- 29. The report and associated presentation to the 20 July 2023 Transport and Infrastructure Committee meeting on [City Centre Transport Operations](#) set out the plan for how the road network will continue to cater to and enable vehicles to traverse east-west across the city centre, while creating low traffic neighborhoods.
- 30. While it is important to retain the choice to drive, it is also important to increase the capacity of the network to cater for many thousands more people via bus. Latest access data shows that 57% of people accessing the city centre are doing so by public transport and active transport modes, compared to 43% accessing by private vehicle.

Urban realm outcomes

31. Downtown West plays a critical role in realising [transformational move 8 of the City Centre Masterplan - The Harbour Edge Stitch](#). Sitting as the missing link in the 'Harbour Edge Stitch', Downtown West holds the key to connecting Wynyard Quarter and the Viaduct to the west with Commercial Bay and Britomart to the east. Intersecting this waterfront stitch is the CCMP's vision for a laneway circuit, creating a strong axis of active modes along Federal Street, linking midtown to the waterfront.
32. The redevelopment of the Downtown Carpark into a thriving commercial, retail and residential hub, which will reportedly accommodate over 7000 people, will fundamentally change this area into a new destination space. To make the most of this opportunity, the public realm needs to respond. We have an opportunity to enhance the way people experience Downtown West, transforming it from a space to quickly move through, to a unique and special place for all, to visit and enjoy.
33. The removal of the flyover is the first and major step in enhancing the public realm in Downtown West, enabling the reorganization of the streets and the creation of a place for people. This key move enhances connectivity, introduces a sense of openness and expands the usable area. Currently covering a quarter of the site, the removal of the two flyovers (including the carpark exit ramp onto Fanshawe St) dramatically increases the amount of sunlight into the area, improves sight lines and wayfinding, contributing to a safer, welcoming environment. Our heritage buildings in the area will be easier to see and appreciate.
34. The planned Downtown West works includes streetscape enhancements to Lower Hobson, Customs and Sturdee Streets. When combined with the high-quality internal laneways through the new mixed-use downtown precinct, this will improve connections to the Viaduct, the Waterfront and across the Downtown area.
35. This development of the Sturdee Street Public Space provides an opportunity to:
 - Repurpose over 3000m² of highly valuable land, already in council ownership, as public space for people, to support the growing population in the city centre.
 - Create a much better connection with Federal Street, one of our important laneways on the laneway circuit, supporting its ongoing refresh and where there are several sites ready to develop.
 - Create a better setting to the Tepid Baths, one of our important heritage buildings and cultural and recreational assets.
 - Reveal the historic water's edge – the wall along Sturdee Street follows the original cliff line and provides an opportunity to acknowledge the significant cultural and heritage importance of the area.
36. The development of the Sturdee Street public space is anticipated to generate significant urban realm enhancements to the area. Given the council group's constrained funding environment however, we believe that the most important urban realm outcomes to prioritise are those delivered through the transport package of works, including the removal of the Lower Hobson St Flyover.
37. It is therefore recommended that funding of further urban realm enhancements to the Sturdee Street public space be deferred to a future Long-term Plan process.
38. We instead propose to take a phased approach to development of the Sturdee Street public space, consisting of making good of the site following removal of the flyover (minimum viable product) with the full development to occur at a later point in time. This phased approach will enable us to define the best use and design of this space as the area changes.

Minimising impacts

39. There is an opportunity to dig once, minimise disruption and leverage investment by doing this work in alignment with the private developer Precinct Properties, which has committed to invest \$1.5b into the site.
40. Development and construction come hand in hand with disruption, which the city centre has experienced plenty of over the past decade or more. By addressing disruptions as part of a comprehensive package of works there is an ability to work with local businesses, residents, and key stakeholders to mitigate the prolonged inconvenience of construction and transport network changes.
41. The council group is committed to minimising impacts to network users and people working, living and visiting the area through the construction phase. This can in part be achieved through taking a “network readiness” approach based around the philosophy of not making changes until a suitable alternative is in place. This includes not making changes to the transport network until enhancements to key public transport corridors currently underway have been completed and are operational.
42. The Council group will also take learnings on what worked well and what didn't in terms of disruption management from past projects in the downtown area and current projects in Midtown and Karanga-a-hape.

Basis of the recommendation

43. We appreciate that there a number of competing demands and viewpoints when it comes to the regeneration of this area. It's important that we are clear on the key elements underpinning the recommendation.
44. The sale and redevelopment of the downtown carpark is a decision that has already been made and executed. The development is anticipated to begin approximately 2026 and may take 7-10 years. The endorsement we are seeking is therefore focused on how we make the most of the opportunity that this city-shaping redevelopment offers the city centre.
45. The removal of the Lower Hobson Street flyover is the single biggest enabler for the regeneration of Downtown West. It creates space to deliver several transport and urban realm benefits, as well as future economic and cultural prosperity for the area.
46. Funding to deliver the key transport and streetscape outcomes is not new funding and is already within the draft LTP. The proposed transport projects, including removal of the flyover, are part of a package of work which delivers on the city centre bus plan. The business case for the bus plan has a BCR of 3 due to the significant economic benefits that it brings. Removal of funding for these projects risks undermining the groups ability to deliver on these benefits.
47. Additionally, should funding for the substantive works be removed from the LTP, the opportunity to align disruption timings is lost. Council risks resulting changes to the detailed design of the carpark site's redevelopment including the potential of reorienting inwards and including a reduction in capacity for residents.
48. The council group's constrained funding environment is a key consideration. The Sturdee Street Public Space would require new funding through the LTP process. This project represents an exciting opportunity to develop the historically significant Sturdee St area. However, given council's constrained funding environment, we do not think this can be a priority for now and should be deferred to a future LTP process.

Tauākī whakaaweawe āhuarangi Climate impact statement

49. Climate impacts will be assessed through the next stages of programme development, including through design development.

50. The proposed package of works will enhance bus access and efficiency in the city centre. Improving mode share in the city centre will have a positive impact on the climate impact of transport choices. Auckland's current proposed sub-national vehicle kilometres travelled (VKT) reduction target is 29 per cent. As of 2016, transport was responsible for 43.6 per cent of Auckland's total emissions, with 86 per cent of this being travel by road.
51. The redevelopment of Quay Street and the upgrade of the Quay St Seawall, between 2018-2021, took into account sea level rise predictions for the next 100 years, enhancing the resilience of the city centre waterfront area against inundation events.

Ngā whakaaweawe me ngā tirohanga a te rōpū Kaunihera Council group impacts and views

52. Eke Panuku is leading the redevelopment partnership for the carpark site and the wider regeneration of the area as city centre lead agency, working closely together with Auckland Transport for delivery.
53. The Eke Panuku Board has oversight of this project as Lead Agency for the city centre and works in consultation with the Auckland Transport Board.

Ngā whakaaweawe ā-rohe me ngā tirohanga a te poari ā-rohe Local impacts and local board views

54. Following the Finance and Performance Committee's approval of the sale and redevelopment of the site in December 2020, workshops were held with the Waitemātā Local Board, Heart of the City, the Auckland City Centre Advisory Board (precursor to the City Centre Advisory Panel) and the Wynyard Quarter Transport Management Association (WQTMA) in early 2021. Feedback on the strategic outcomes for the redevelopment of the site was gathered and included in the 3 June 2021 Planning Committee business report (CP2021/07335).
55. The City Centre Advisory Panel has indicated that it will provide advice to the council's governing body to help inform their decision regarding funding for the Downtown West regeneration. This draft feedback will be considered by the panel at its 29 April meeting with the final feedback to be provided to Governing Body in its 2 May meeting. It is important to note that as per the advisory panel terms of reference any members with conflicts did not participate in or endorse a position.
56. The Waitemātā Local Board had a workshop on Downtown West - Urban Realm and Transport Outcomes on 9 April 2024. The Board were given the opportunity to provide advice to the Governing Body on the proposed recommendations from staff at their [16 April 2024 meeting](#). The Board resolved to receive the report and request staff to engage with key city centre stakeholder groups, namely City Centre Residents Group and Heart of the City.
57. The City Centre Residents Group have indicated that they will provide feedback on the proposed Downtown West urban realm and transport outcomes to the Governing Body ahead of the 2 May meeting.
58. Staff are also engaging directly with Heart of the City on the proposed urban realm and transport outcomes.
59. There will be multiple opportunities for the community to be engaged through the optioneering and design development phase to provide feedback and advice to help shape and inform the final outcomes.

Tauākī whakaaweawe Māori Māori impact statement

60. The council required Māori outcomes from the redevelopment as part of the authorising delegations. This included early engagement with mana whenua to explore the potential for

incorporation and expression of Māori identity and values including Te Aranga design principles.

61. Mana whenua have been informed of the redevelopment proposal through the Eke Panuku Mana Whenua Forum. Further engagement will occur during the development and detailed design of the area. Ngāti Whātua Ōrākei is a partner with Precinct Properties in this project.
62. Provision has been made in the development agreement for the development partner to provide employment and sub-contract procurement opportunities. This may include sourcing of aspects of the project from mana whenua authorities or Māori businesses.

Ngā ritenga ā-pūtea Financial implications

	Budget	Existing/New
Recommended funding package for LTP 2024-34	\$48.0m	
Lower Hobson Street Flyover removal	\$5.5m	Existing
Road, street and bus upgrades - includes the provision of: <ul style="list-style-type: none"> • Network changes • Street enhancements • On-street bus facilities 	\$32.5m	Existing
Custom Street bus improvements	\$10.0m	Existing
Future opportunity (to be considered later)	\$30.0m	
Sturdee Street public space (full delivery)	\$30.0m	New

63. Funding to deliver the key transport and streetscape outcomes is already within the draft LTP. This includes Lower Hobson Street Flyover removal; Custom Street bus improvements (part of City Centre Bus Plan); on street bus facilities; network changes to facilitate removal of the flyover and streetscape enhancements.
64. The funding allocations are based on initial cost estimates (P50 level of confidence), with contingency included. Given the early stages of the scheme development and potential unknowns, there is risk of cost increases. The Council group has processes in place to cater for and manage any future cost increases as we progress through detailed design.
65. The Sturdee Street public space is currently unfunded and would require additional funding through the LTP process. Given the council's constrained funding environment, it is not proposed that delivery of the Sturdee Street public space is a priority for now. An allowance would, however, need to be made for make good (paving, planting, furniture)
66. There is no City Centre Targeted Rate allocated to these projects.
67. Staff are recommending that the governing body support funding for key transport and streetscape outcomes. These include the removal of the flyover, but further urban realm enhancements to the Sturdee Street public space are deferred to a future LTP process.

Ngā raru tūpono me ngā whakamaurutanga Risks and mitigations

68. The sale and redevelopment of the carpark has always been envisaged as part of an integrated transformation of the area. Decisions to date have been made on this basis.

69. The development is designed around the integration of public realm and transport outcomes. This was the basis of the bid. There is the potential that the developer would need to revisit its design should the proposed public sector investment not go ahead, resulting in compromised outcomes to what was originally intended.
70. Through alignment of our works, we can generate efficiencies and minimise disruption. If we defer the proposed works, we risk re-work, escalating cost and extended disruption when we come to deliver these outcomes in the future.
71. In successful urban regeneration, public and private sector investment go hand in hand, and aligning investment (or not) sends a strong message around partnership to potential future investors. There is a future investment and reputational risk associated with this decision.

Ngā koringa ā-muri

Next steps

72. The governance runway for this funding decision includes:
 - 3 April 2024 – Governing body workshop (complete)
 - 9 April 2024 – Waitematā Local Board workshop (complete)
 - 10 April 2024 - City Centre Advisory Panel workshop (complete)
 - 16 April 2024 - Waitematā Local Board business meeting (complete)
 - 29 April 2024 - City Centre Advisory Panel business meeting
 - 2 May 2024 – Governing body meeting.

Ngā tāpirihanga

Attachments

73. Attachment 1: Downtown West - draft working group feedback
74. Attachment 2: Downtown West Urban Realm and Transport Outcomes – presentation (originally circulated for 3 April Governing Body workshop)

Ngā kaihaina

Signatories

Authors	Eric van Essen, Programme Director, City Centre Delivery, Auckland Transport Simon Oddie, Priority Location Director: City Centre, Eke Panuku
Authoriser	David Rankin – Chief Executive, Eke Panuku

Draft feedback for endorsement at the 29 April business meeting

The City Centre Advisory Panel (the panel) supports the proposal for the delivery of key transport and streetscape outcomes in Downtown West, including removal of the flyover and associated street, network and bus facility upgrades in Lower Hobson St, Customs St West and Sturdee St.

In particular, the panel is supportive of the removal of the flyover as the key move for unlocking the urban realm, public transport and economic benefits to this critical part of the city centre. The panel notes the importance of these works to creating a thriving residential and commercial hub, and is also supportive of the opportunity its removal provides to:

- Enhance visibility of our unique Maori heritage,
- Celebrate the original shoreline and associated history, and
- Enhance the status of the remaining heritage in the area

Noting that funding for this package of works is included within the draft LTP, the panel supports the continued prioritisation of this funding through the Long-term Plan 2024-34 process, to ensure that the desired outcomes are delivered in alignment with the development of the Downtown Carpark site.

Within the context of the Council group's constrained funding environment, the panel recognise the need to prioritise funding, and therefore support the recommendation that a decision on funding of further and important urban realm enhancements to the Sturdee Street public space be deferred to a future Long-term Plan process.

Support for this proposal is provided within the context of the following specific feedback, which the panel are requesting staff and elected representatives consider through the next phases of planning and design.

- We would like to see a strong commitment to place outcomes, in particular ensuring that bus layover impacts and transport improvements are very well considered so as not to impact the desired urban realm outcomes.
- We would like to see prioritisation of Lower Hobson Street as a green corridor, making a meaningful contribution to the city centre's urban ngahere (forest). This could require the layover space outside of Lower Hobson St to achieve these outcomes.
- Given the disruption coming from the largest private development investment ever seen in this city, the council group must ensure the proposed works, including removal of the flyover, takes place in conjunction to minimise impacts wherever possible.
- We encourage the council group to take a proactive approach to travel demand management to minimise the impact that will result from the reconfiguration of the transport network and temporary traffic management requirements, to help support the community through change. This aligns with the network readiness ethos the panel has advocated for through previous advice.
- We would like Eke Panuku to consider opportunities to accelerate the delivery of outcomes and benefits associated with the Sturdee Street public space, for instance through a targeted placemaking programme.
- We would like to better understand the benefits from a consolidated bus interchange that would be realised on other streets outside of the immediate vicinity of downtown west and across the rest of the city centre. For instance, confirmation that busses will no longer be required on Commerce and Fort St.

- We note the deficit of public amenities in the downtown area, and encourage the council group to consider opportunities to provide additional public amenities as part of this suite of projects.

The panel would like to confirm its desire to participate in key milestones of the future design process to ensure best-for-city centre outcomes are achieved through the proposed works. This includes providing advice on decisions regarding the layout and operation of the proposed bus facilities, changes to the local street network and urban design opportunities.

DOWNTOWN WEST

Value and Opportunity

- **Simon Oddie** – Priority Location Director, City Centre
- **Eric van Essen** – Programme Director, City Centre Delivery
- **Daniel Chapman** – City Centre Design Integration Lead

Artist's impression only

Auckland
Transport

Eke Panuku
Development
Auckland

The Site



Downtown West

Downtown Carpark

Downtown West Access improvements



DECISIONS THAT HAVE GOT US HERE TODAY

2012

Identified as key development opportunity in the **City Centre Masterplan 2012** (reaffirmed in 2020 refresh)

2020

03 Dec 2020

Planning Committee approves strategic outcomes for the sale of the downtown carpark

15 Dec 2020

F&P Committee approves the sale and redevelopment of the site

2021

3 Jun 2021

Planning Committee approves transport outcomes for the site

2023

23 Nov 2023

Governing Body: Decision on transport outcomes and funding

23 Nov 2023

Conditional Development Agreement with Precinct Properties executed

2024

03 April 2024

GB Workshop: Downtown West - Transport and Urban Realm outcomes

2 May 2024

GB Meeting: Downtown West - Confirmation of Funding

Purpose of today

Purpose of this workshop: Opportunity for Waitemata Local Board members to discuss and provide feedback on the proposed recommendation for investment in Downtown West, ahead of seeking Local Board endorsement.

2 May Governing Body - Draft recommendation: Support funding for key transport and streetscape outcomes, including the removal of the flyover, but further urban realm enhancements to the Sturdee Street public space are not funded at this time, given the current funding constraints.

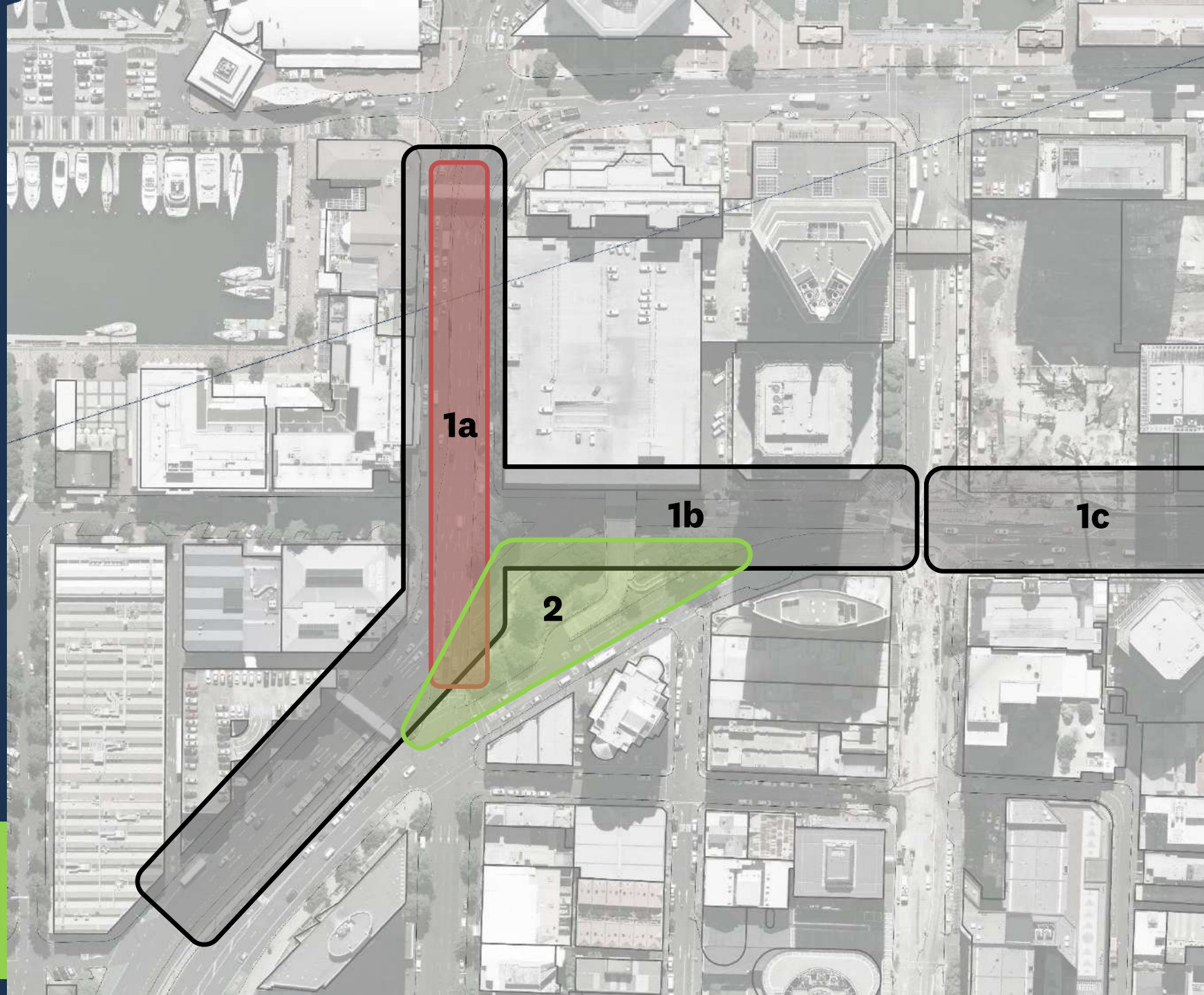
Scope of work

1. Recommendation for this LTP (\$53m):

- a. Lower Hobson Street Flyover removal - **\$5.5m**
- b. Road, street and bus upgrades - **\$37.5m** - includes the provision of:
 - Network changes
 - Street enhancements
 - On-street bus facilities
 - Make good - Sturdee Street Public Space
- c. Custom Street bus improvements - **\$10m**

2. Future works (to be funded later):

- a. Sturdee Street Public Space, including enhanced connectivity - **\$30m**



UNDERPINNING THE RECOMMENDATION:

1. Removing flyover - biggest enabler
2. Optimise bus
3. Supports residential and business growth
4. Opportunity to dig once
5. Car access to and through

01



Strategic Context

Delivering on the City Centre
Vision

Connected Precincts

The history of investment along the waterfront stitch

I want us to deliver to Auckland the most **BEAUTIFUL** and **LOVED** publicly owned **waterfront** of any harbour city in the **world**.

Mayor Wayne Brown.

Wynyard Quarter
2010 Ongoing

Viaduct Harbour
1995

Downtown West
1960s

Downtown
2023

Britomart
2000

Central Wharves
2025

Bledisloe Wharf/ Port Development
2025+

Te Toangaroa
2024+

Future Development
Unlocked

WE HAVE INVESTED HEAVILY IN THE WATERFRONT
THIS IS THE MISSING LINK

An area of evolving cultural, economic and social significance



~1300

Māori settled in
Tāmaki Makaurau

1873

Reclamation of
harbour began.

1878

Port company
Land

1970

Downtown
Carpark was built

1986

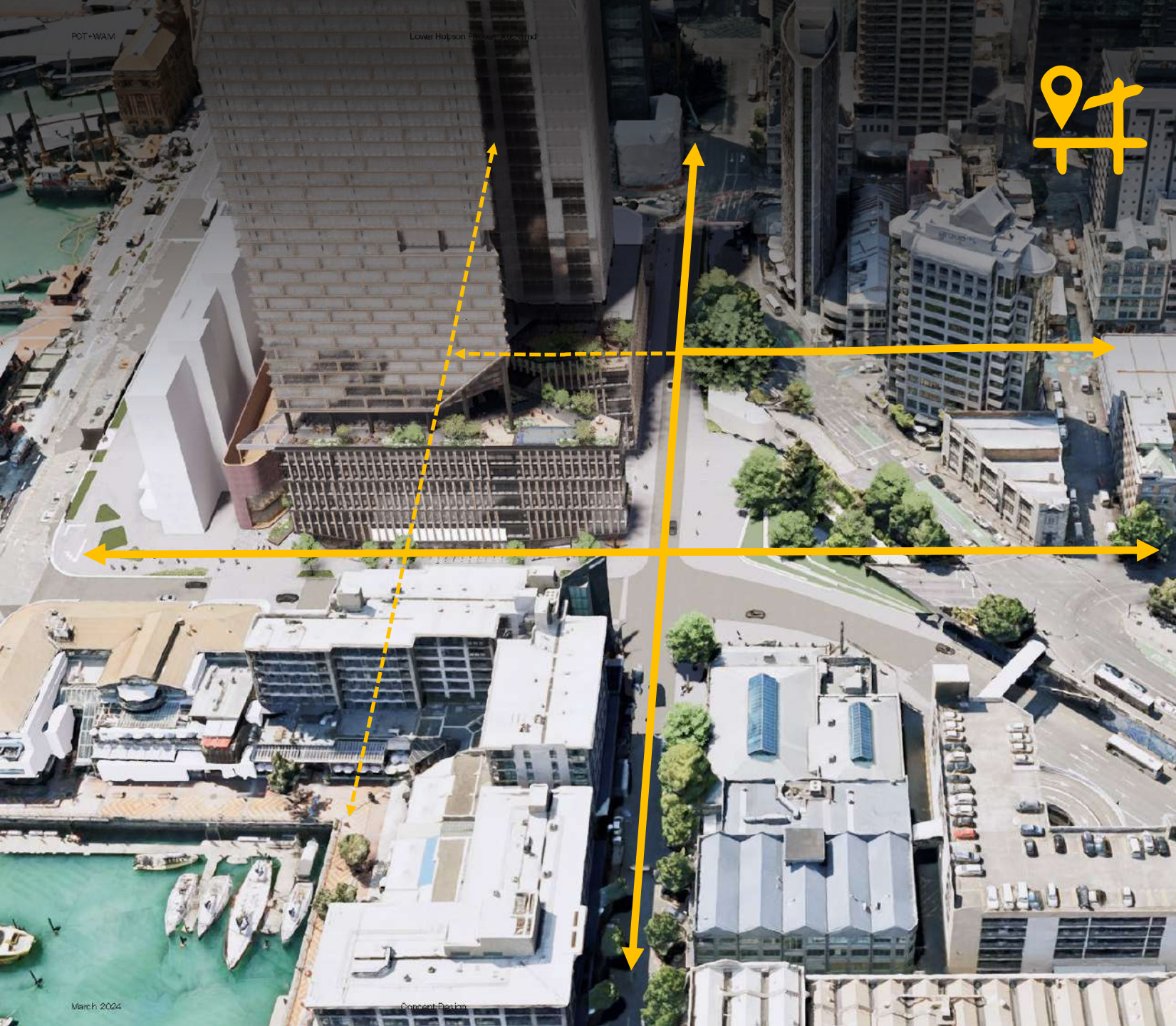
Flyover
constructed

2021

Downtown
redevelopment / Quay St

**INTO
THE
FUTURE**





THE PLACE IS CHANGING



A place for people - “from 1900 carparks to many thousands of people”



A place of transport & movement - enabling access to and movement around the precinct



A thriving commercial, retail and residential hub



A place of connection - linking the central waterfront with areas to the south, east & west



02

Access

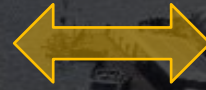
Transport Outcomes

DELIVERING ON THE TRANSPORT OBJECTIVES

Downtown West plays a key part within the Integrated Transport Network – helping to provide **easier, faster and more reliable options** for people accessing the city centre



Te Ngau o Horotiu



Bus Plan



Waitematā Station



Transport hub - connection to ferries, buses and train. Downtown West is a key enabler for the City Centre Bus Plan



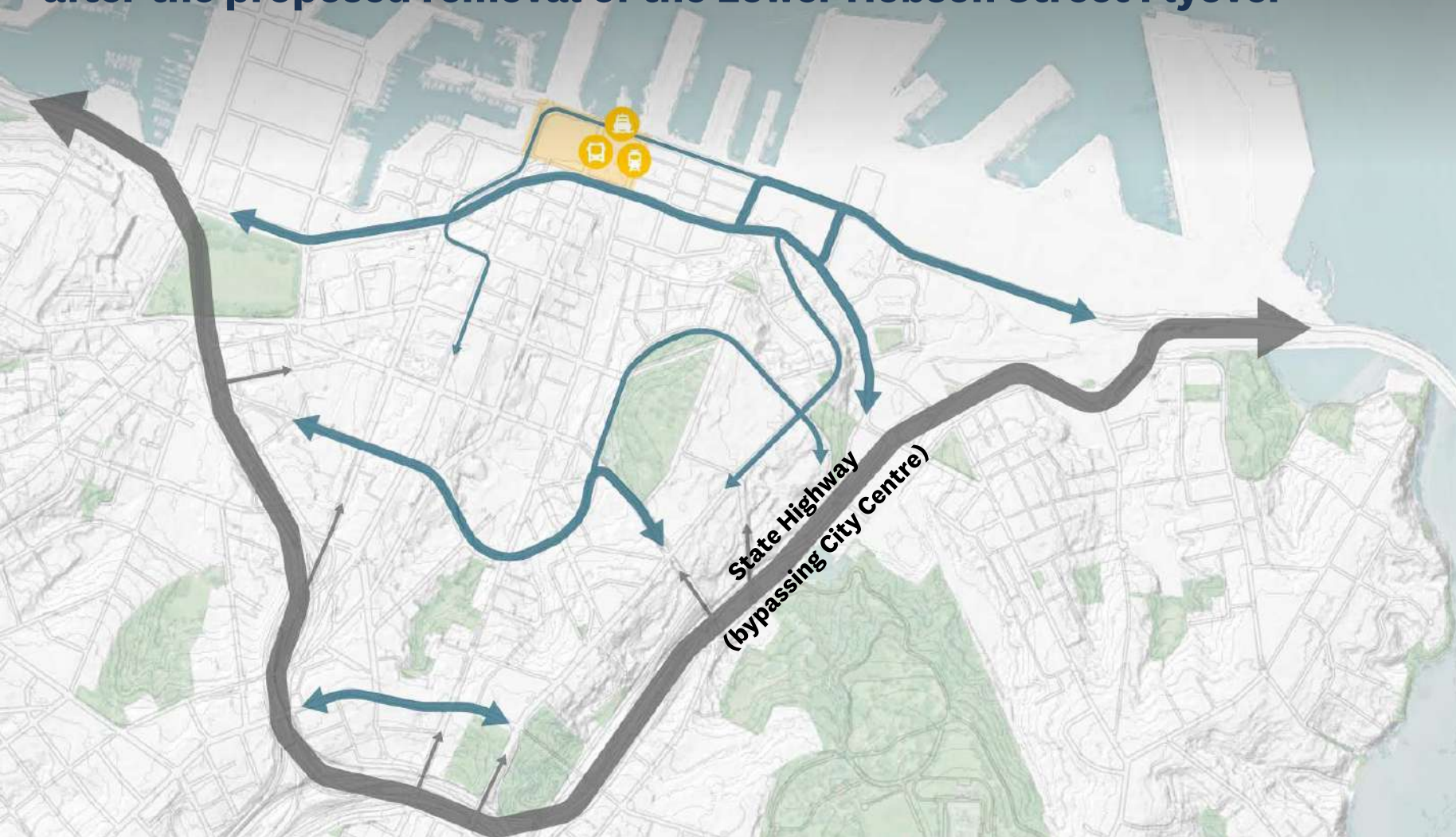
Prioritises local traffic over through movements, delivering on A4E Outcomes - **Retain all existing movements and property access**



Integrated Transport Network - integrates movement options including bus, cycling and walking with place outcomes

PLENTY OF OPTIONS **TO, THROUGH** **AND AROUND** THE CITY CENTRE

Alternative routes for accessing the State Highway and Uptown area,
after the proposed removal of the Lower Hobson Street Flyover



Downtown West -
prioritised for local traffic.

For those that need to
drive:

- Existing east-west corridors **available**
- Motorway ring **preferred** as route from east-west
- Local traffic is **prioritised** at **Downtown West**

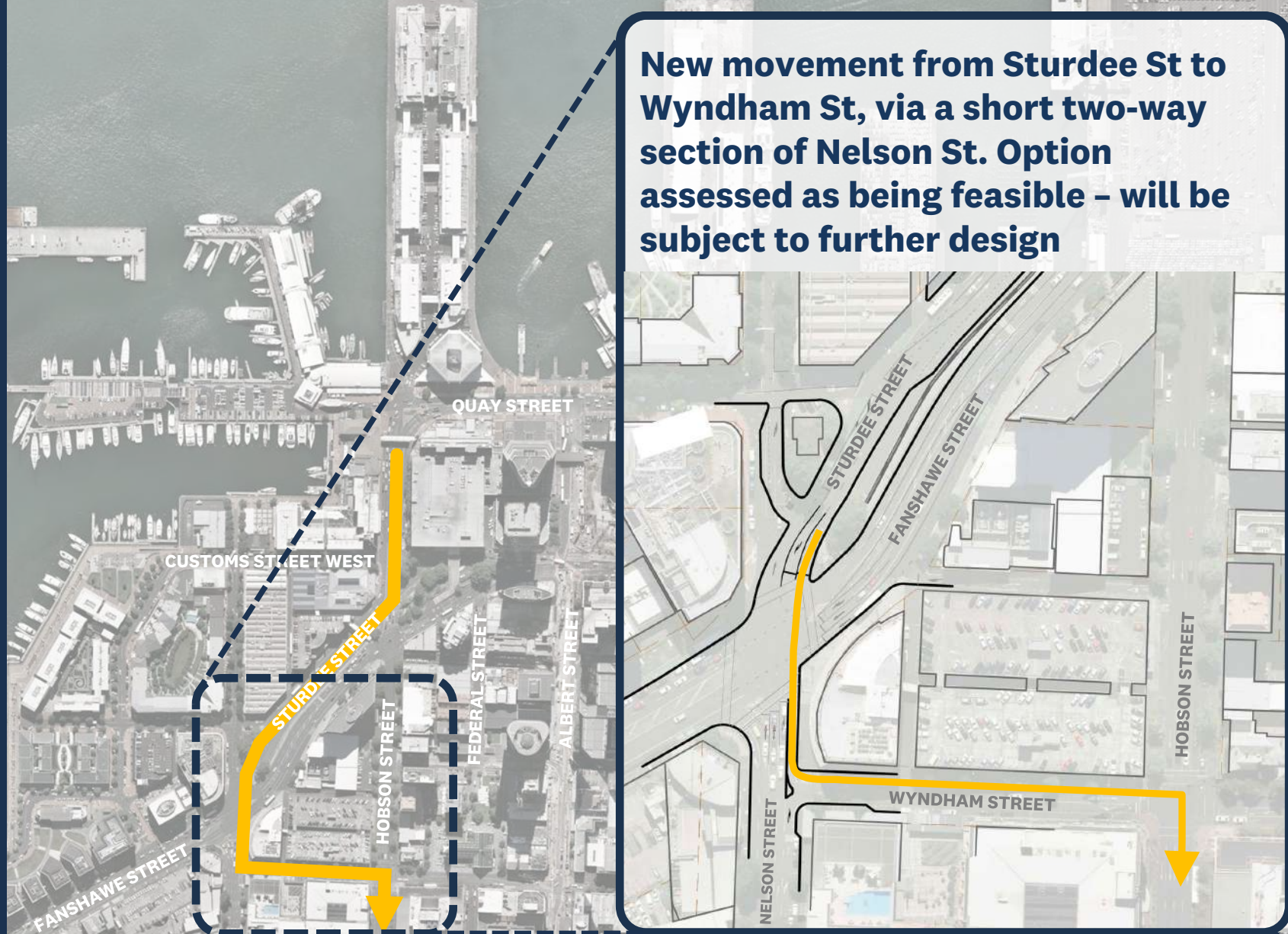
Improved public transport -
decrease reliance on
private vehicles

DOWNTOWN WEST NETWORK CHANGES

You will **still be able** to get to the **same places** tomorrow as you can today:

- **Motorway access** to the west and south
- Downtown east-west **through traffic**
- **Local traffic** and property access **prioritised**

Sturdee St and Fanshawe St changed from one-way to two-way traffic

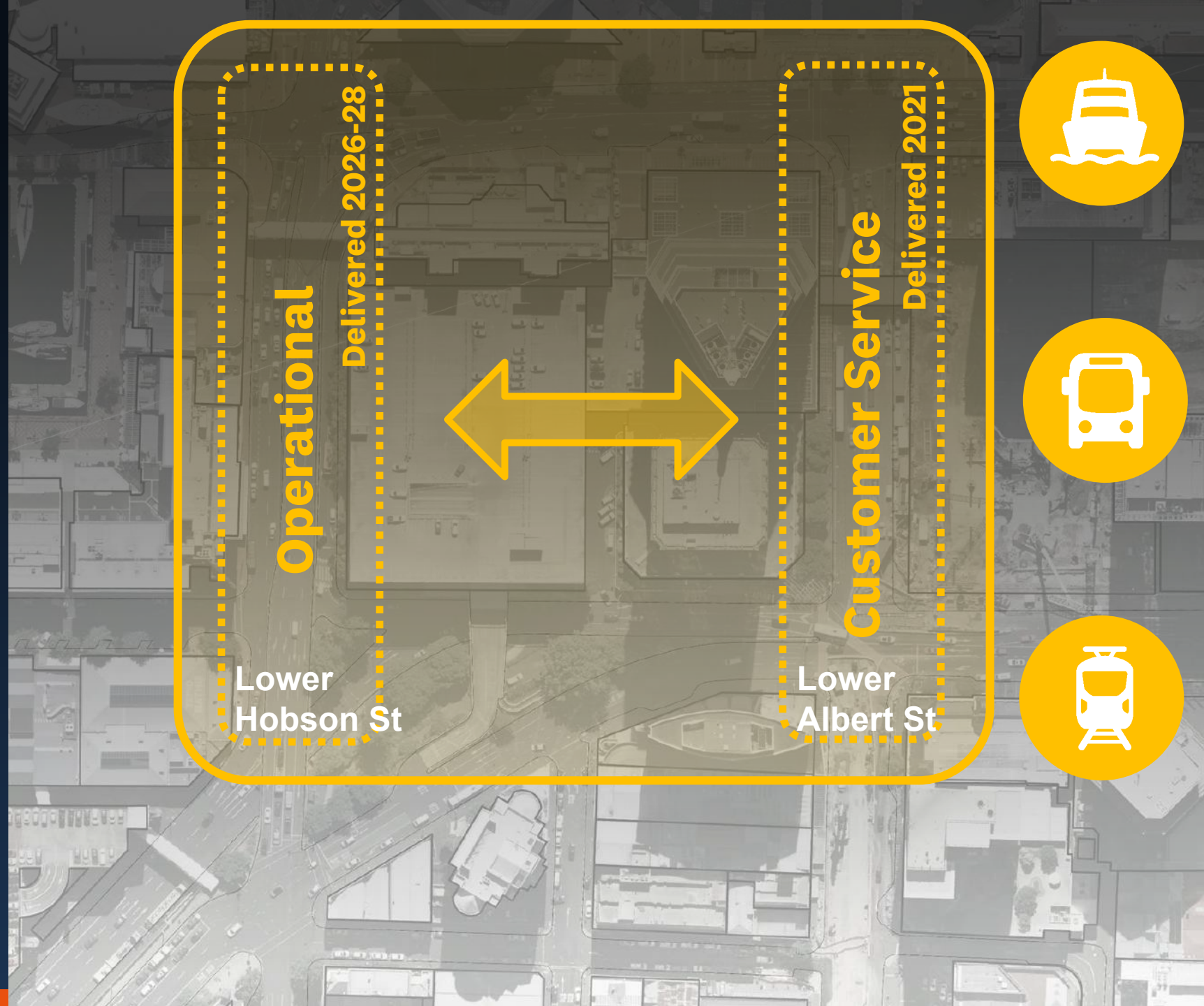


New movement from Sturdee St to Wyndham St, via a short two-way section of Nelson St. Option assessed as being feasible - will be subject to further design

TRANSPORT HUB

A **critical part** of delivering on the **bus plan**

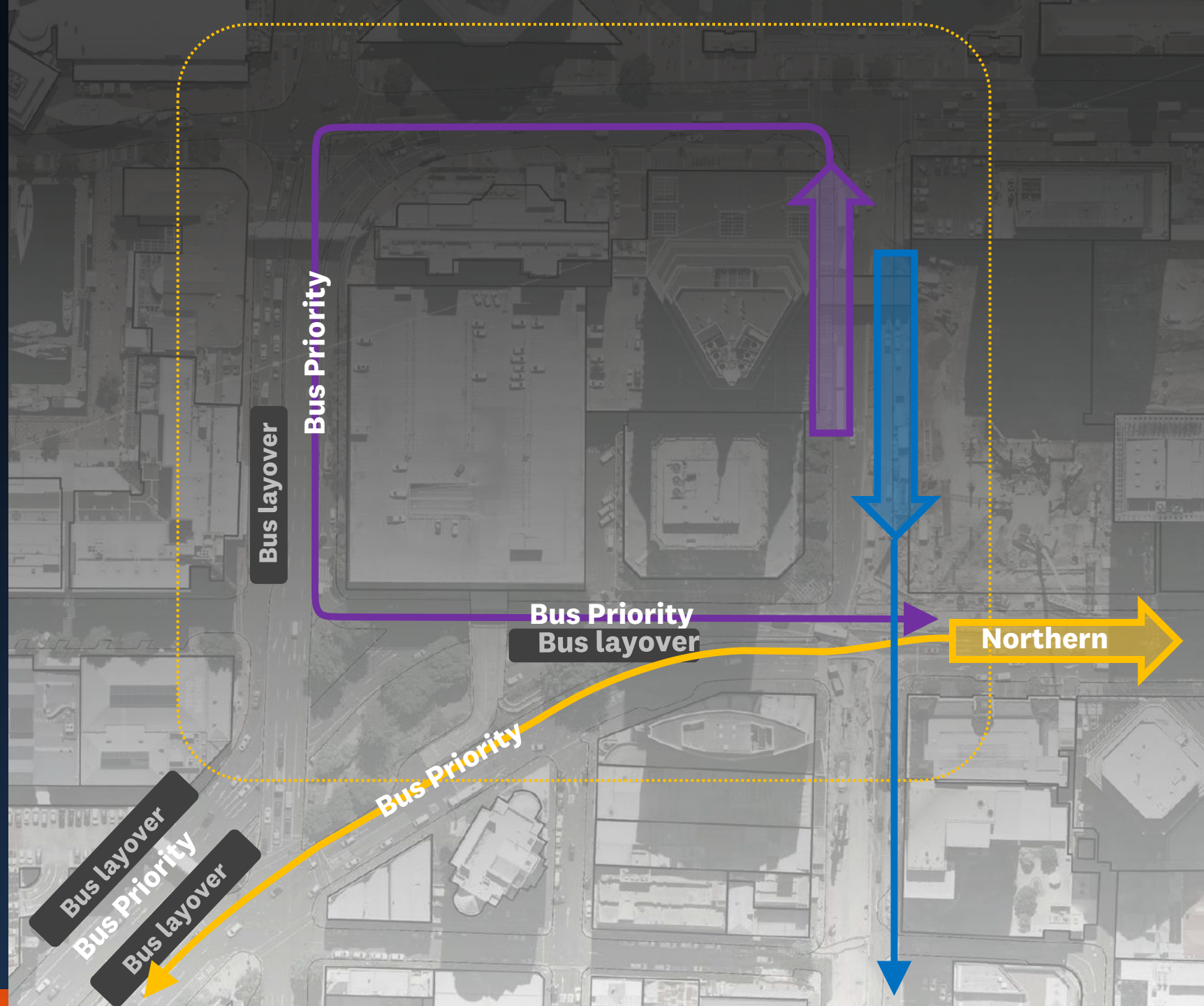
- Lower Hobson and Lower Albert St work together
- **Maximise** operational capacity of bus network
- Better **customer experience** - more **legible** and centralised interchange
- Enhance choice - **Easier connections** between modes



ENABLED THROUGH REMOVAL OF THE FLYOVER

- Buses **no longer need** the Flyover
- Free up space for **bus priority**, improving reliability
- Enhanced **bus circulation** improving efficiency
- **Maximise the value** of what we already have

*Flyover remaining =
compromised bus services*



NETWORK READINESS PRINCIPLES



We won't make changes until a **suitable alternative** is in place



Access will be maintained for all local movements



Movements to and through the area for private vehicles will still be able to take place



Key public transport access enhancement projects are completed and operational:

- First stage of the Wellesley St bus improvements
- Northern buses re-routed to through run on Customs St
- Northwestern buses re-routed to the Albert St bus corridor

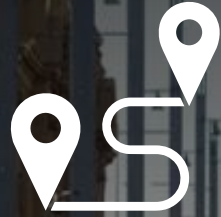
03



Place

Public Realm Outcomes

THE BIGGEST URBAN REALM IMPROVEMENT COMES FROM REMOVING THE FLYOVER



Improving **walking connections**



Private and public
investment **achieves more
together**



Transforming **the experience**

IMPROVING WALKING CONNECTIONS

Viaduct Basin

204 Quay Street

Quay Street / Waterfront



Te Komititanga



Federal Street Laneway

Queen Street

Waterfront +
Viaduct +
Te Komititanga +
Downtown =
Harbour Edge
Stitch

Federal Street via
Sturdee Street
Public Space

Viaduct Basin ->
Waitematā Station
via 204 Quay
Street

ACHIEVING MORE TOGETHER

- Prioritising investment supports a collaborative design process to achieve outcomes that work well together, **making the most of the private and public sector investment**
- Bringing the **streets to life**
- Creating an attractive **place to live**
- **Complementary** public spaces

TRANSFORMING THE **EXPERIENCE** OF THIS PLACE

Repurposing valuable land as
a **place for people**

Upgrading streets alongside
the transport changes

Significantly increasing the
amount of **sunlight**

Changing from a space to
move through to a **destination**
for all to enjoy



DELIVERY

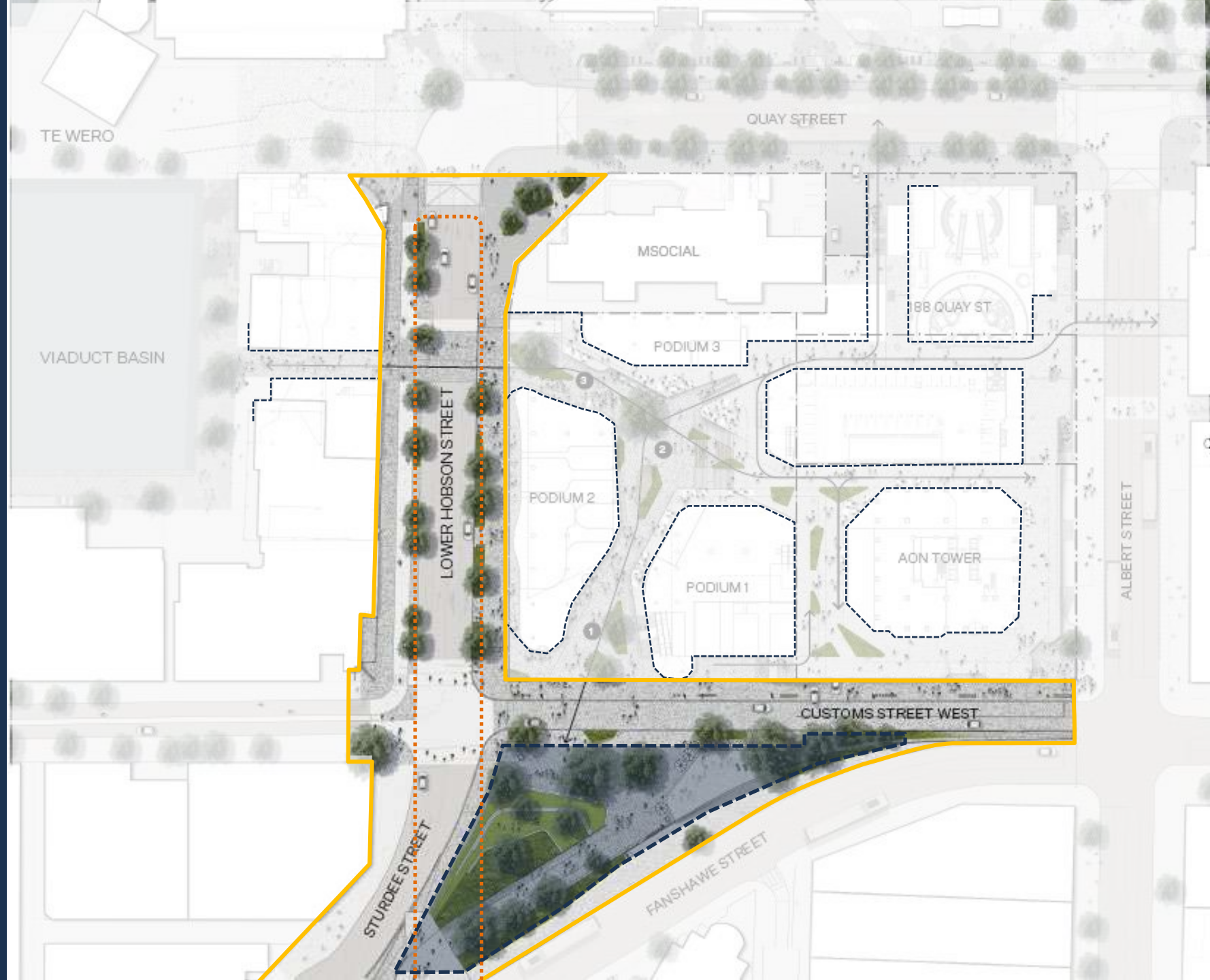
Removing the flyover **achieves a lot** on its own

Local connections and streetscape upgrades **delivered with the transport programme**

This is **already allowed** for in the draft LTP budget

Sturdee Street Public Space **delivered in stages**

1. Make good
2. Future upgrade



04



Partnership

Value through partnership with
the private sector

A COHESIVE OUTCOME



City Centre Masterplan provides clear direction for regeneration opportunity



Decisions to date based on integrated outcomes, public and private



Aligning investment **sends strong message around partnership** to investors



Development proposal based on **integrated transport and public realm.**



Value to ratepayers through synergies: cost efficiency, value (rates) uplift, minimising disruption.

05



Budget

Making a decision

Draft recommendation for 2 May:

- Support funding for key transport and streetscape outcomes, including the removal of the flyover
- Further urban realm enhancements to the Sturdee Street public space are not funded at this time, given the current funding constraints

	Budget	Existing/New
Recommended funding package for LTP 2024-34	\$53.0m	
1A) Lower Hobson Street Flyover removal	\$5.5m	Existing
1B) Road, street and bus upgrades - includes the provision of: <ul style="list-style-type: none"> Network changes Street enhancements On-street bus facilities 	\$32.5m	Existing
1C) Custom Street bus improvements	\$10.0m	Existing
1D) Make Good: Sturdee Street public space	\$5.0m	New
Future opportunity (to be considered later)	\$30.0m	
2A) Sturdee Street public space (full delivery)	\$30.0m	New

An aerial photograph of a city skyline across a large body of water. In the foreground, a boat is moving through the water, leaving a white wake. The city skyline includes several tall buildings, with a prominent tower on the right side. The sky is overcast and grey. The text 'Pātai?' is written in a large, white, serif font on the left side of the image.

Pātai?

Questions and discussion

eke panuku

Ngā mihi

Supporting slides



CURRENT PROPOSAL - FLYOVER REMOVED



ALTERNATIVE - FLYOVER RETAINED

NOTE: The design of the entire proposal would need to be revisited in a scenario where the Flyover is retained.

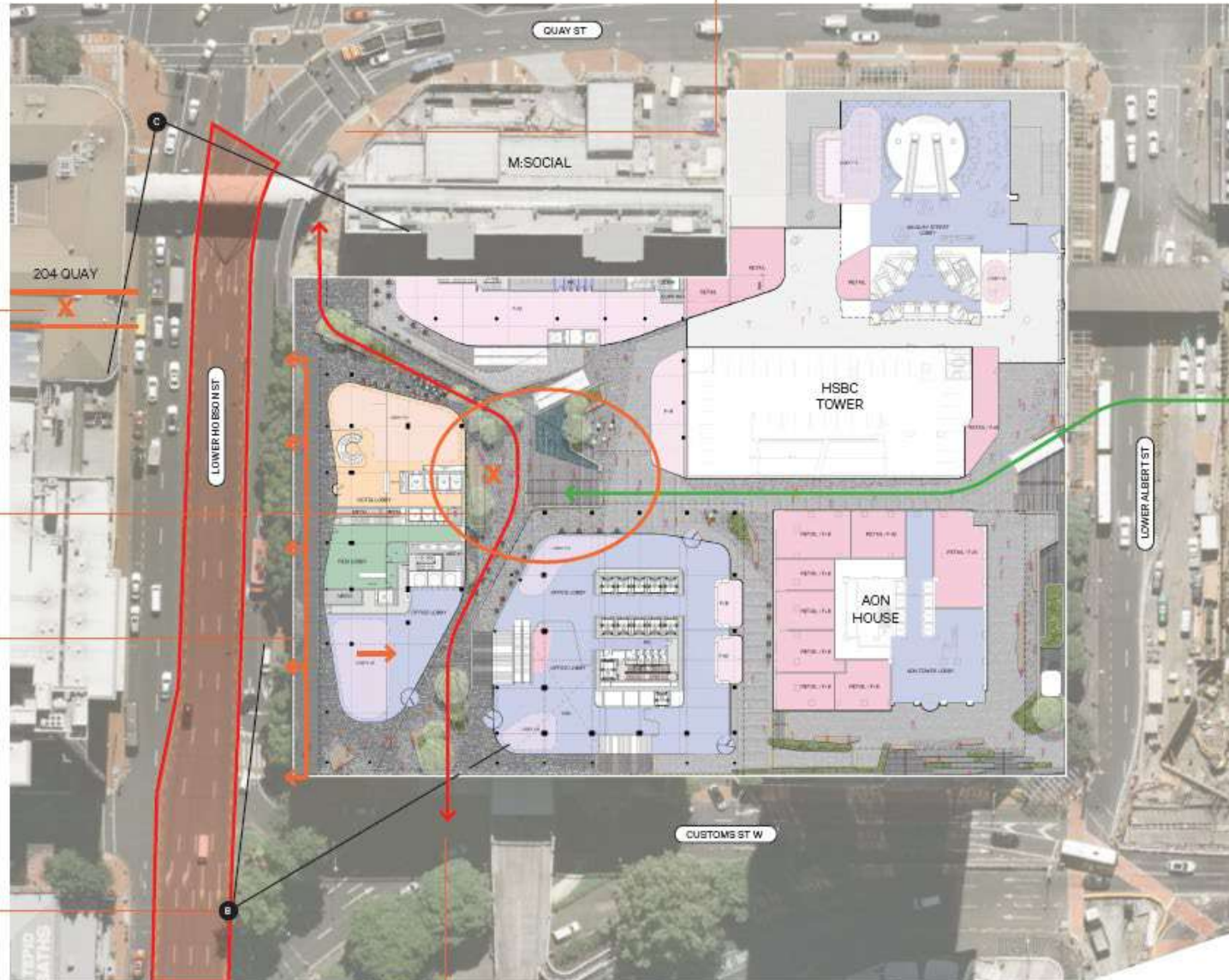
The intention of this diagram is to highlight the key issues associated with retention.

X LOSS OF QUALITY - FLYOVER PREVENTS ACCESS THROUGH 204 QUAY TO THE VIADUCT

X VIABILITY OF CENTRAL PUBLIC SPACE DIMINISHED BY LACK OF CONNECTIVITY AND MOVE OF T2 EAST

X LOSS OF QUALITY DUE TO COMPROMISED ACCESS AND OUTLOOK FOR PODIUM LEVELS (LEVELS 1-7). THIS WOULD REQUIRE MOVING THE BUILDING EAST AND MAY REQUIRE SCREENING OF LOWER LEVELS.

X REDUCED VISIBILITY AND CONNECTIVITY OF THE PODIUM DEVELOPMENT ON APPROACH INTO THE CITY.



X LOSS OF QUALITY DUE TO REDUCED VISIBILITY AND PEDESTRIAN CONNECTIVITY FROM QUAY ST / VIADUCT CORNER

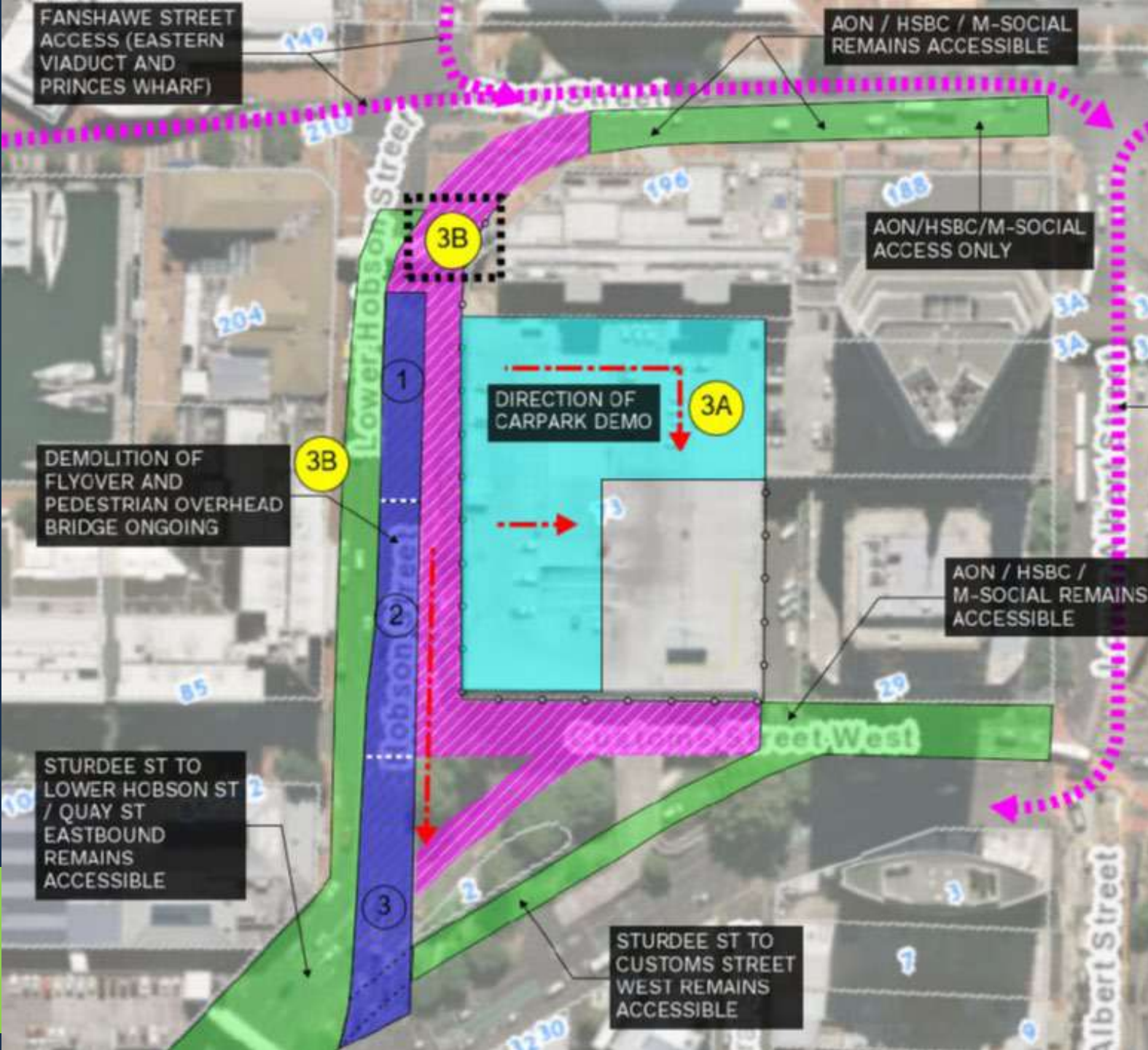
E-W PEDESTRIAN CONNECTION CONSTRAINED BY THE RETENTION OF THE FLYOVER

X PEDESTRIAN CONNECTION TO THE SOUTH WOULD REQUIRE RECONSIDERATION DUE TO LACK OF VISIBILITY & CONNECTION TO PARK.





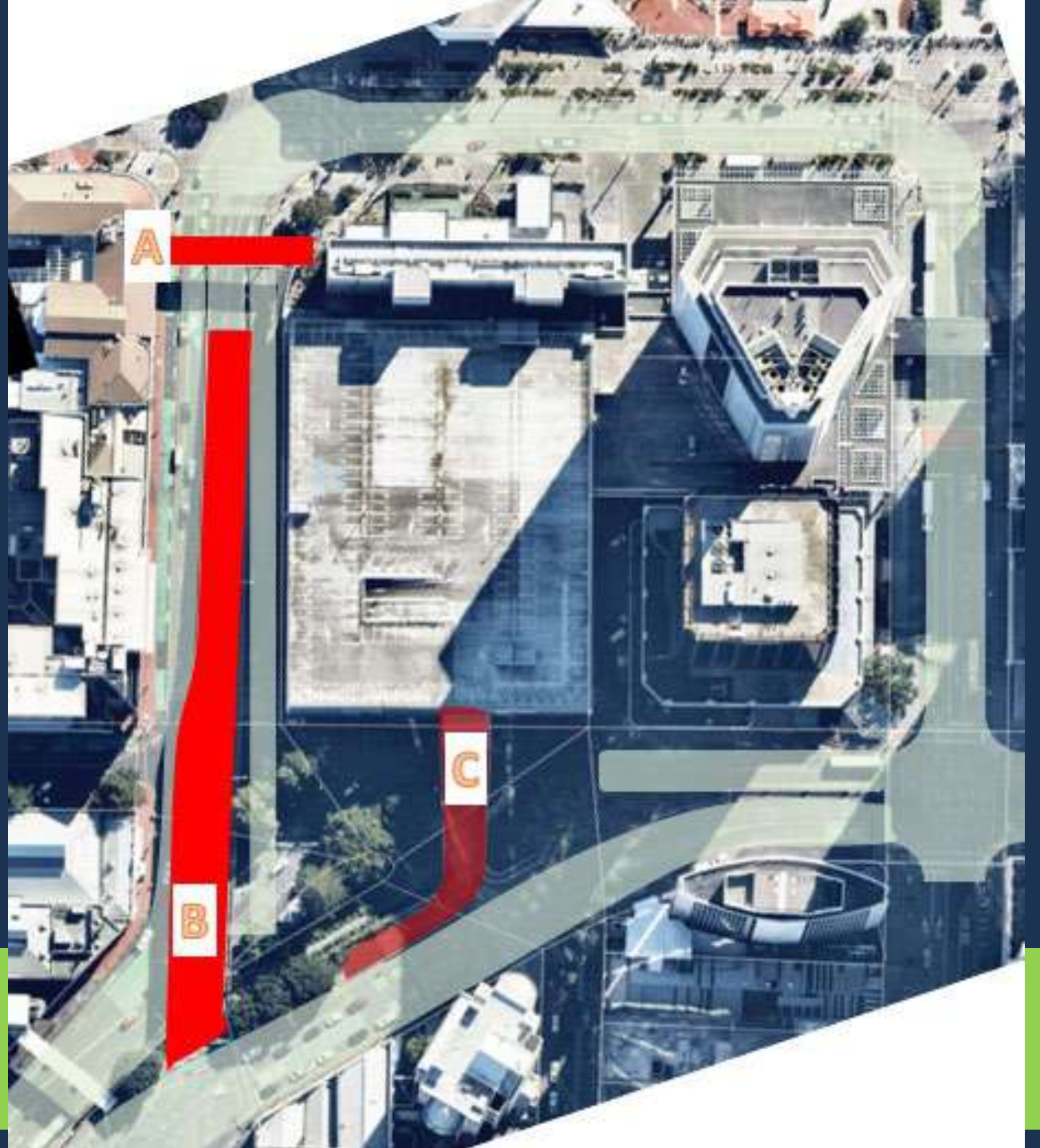




**Indicative
demolition
zones and
accessibility
(prepared by
PPL in early
2023)**

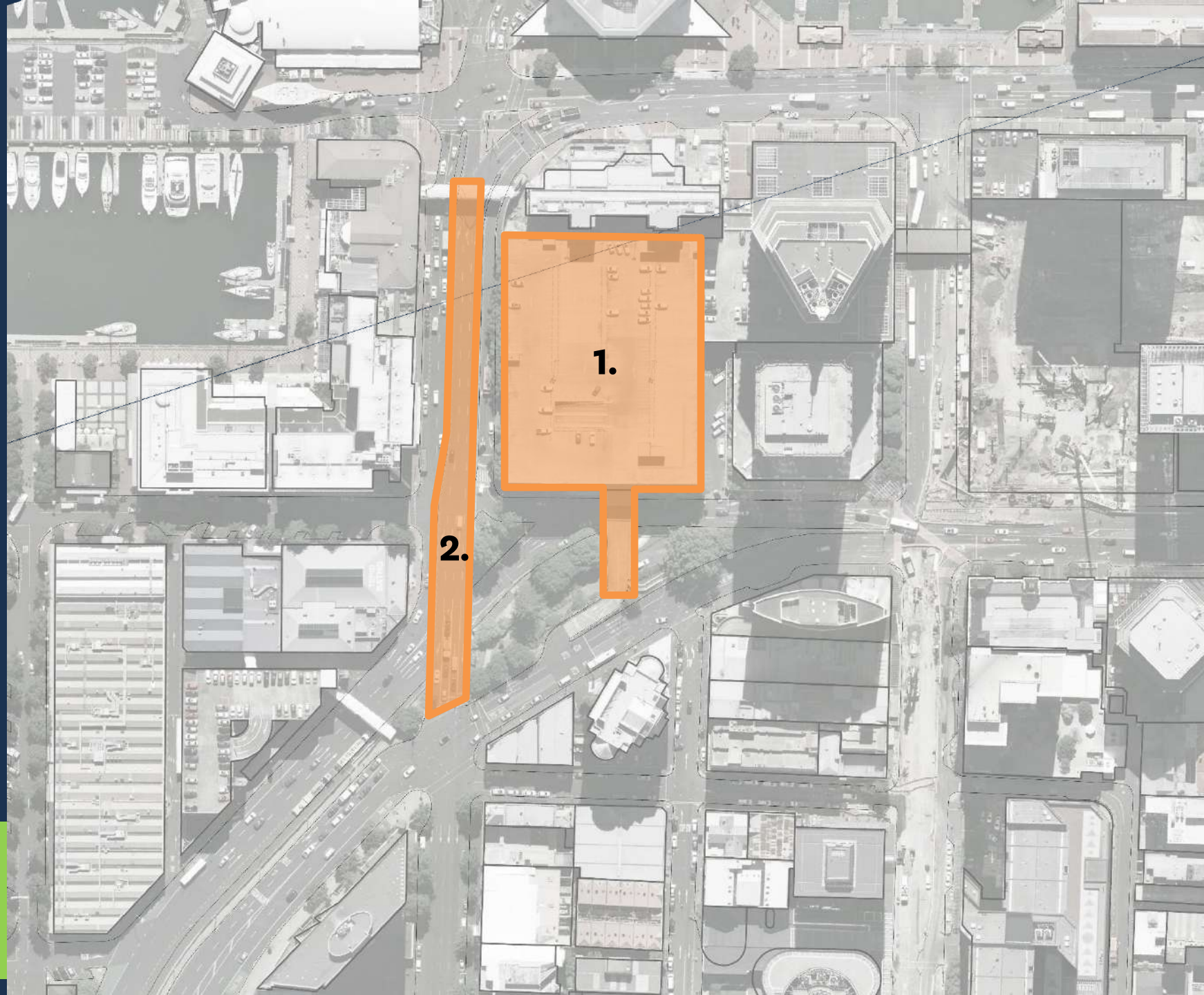
Demolition/removal of overhead structures located within the road corridor

- Structure A & C removed by PPL
- Structure B removed by AT



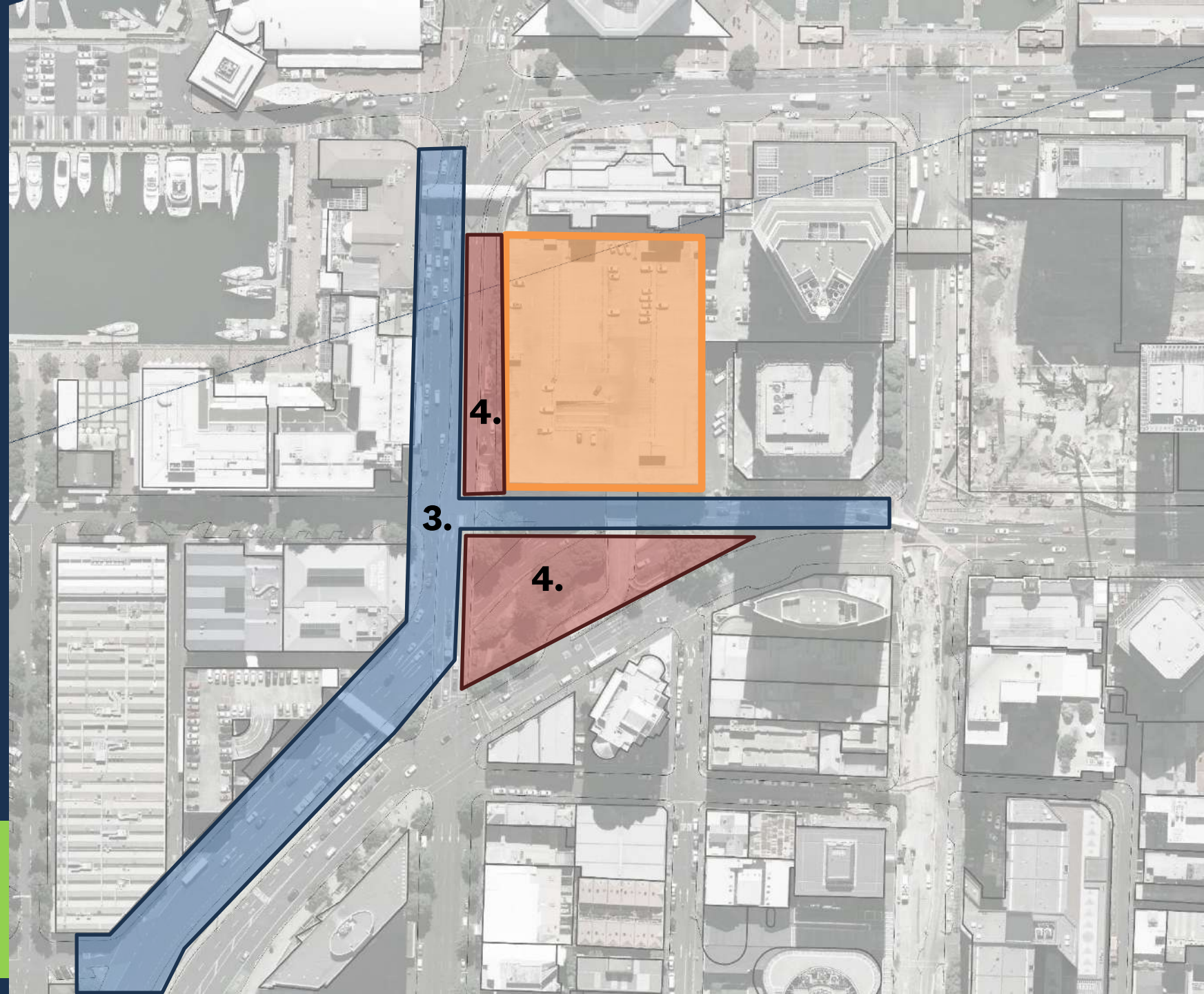
1. STAGING

1. Downtown carpark demolition starts early 2026
2. Hobson Street flyover removal in conjunction with downtown carpark for cost efficiencies



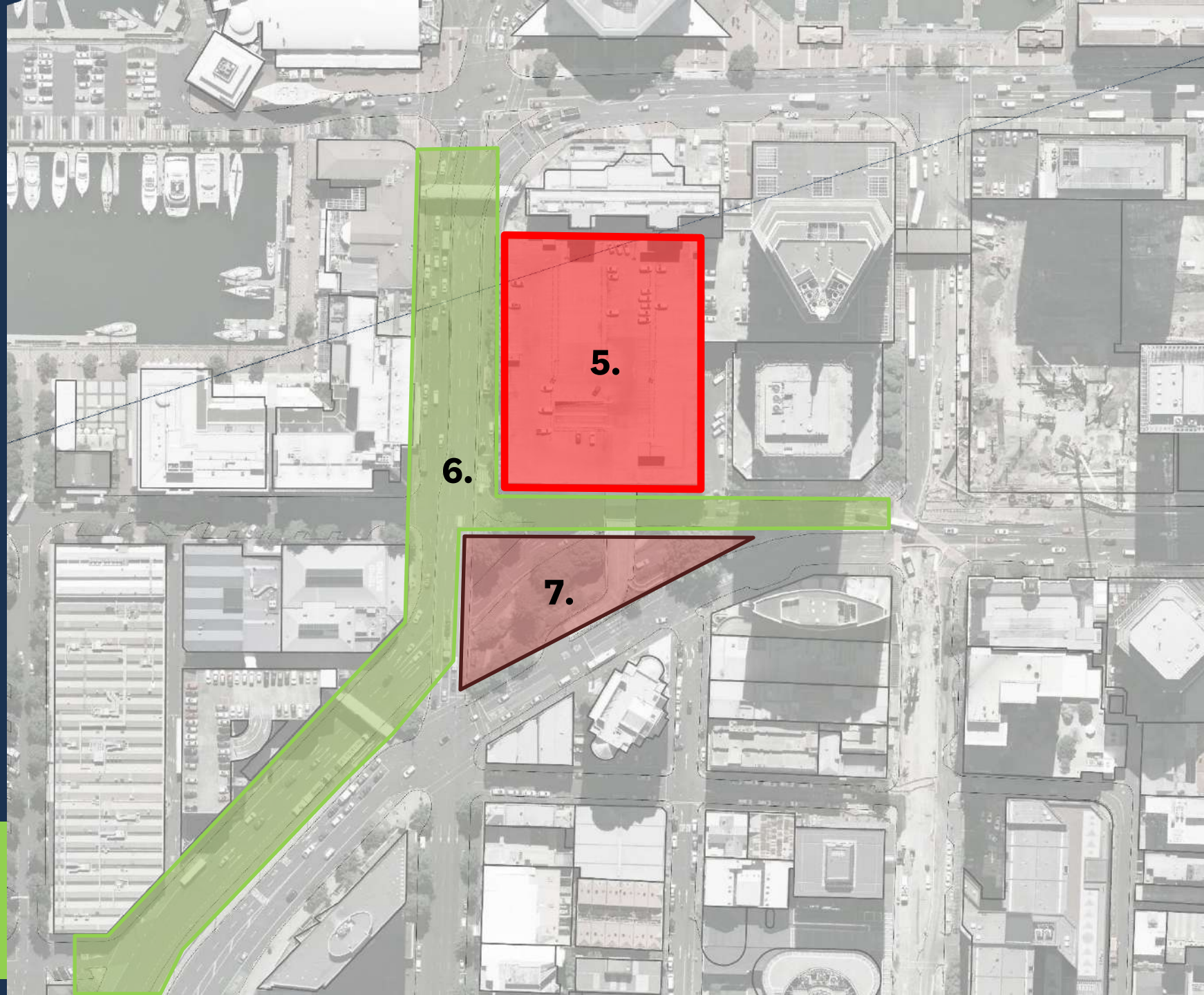
2. STAGING

- 3. New temporary road layout
- 4. Temporary construction laydown sites as required (TBC)



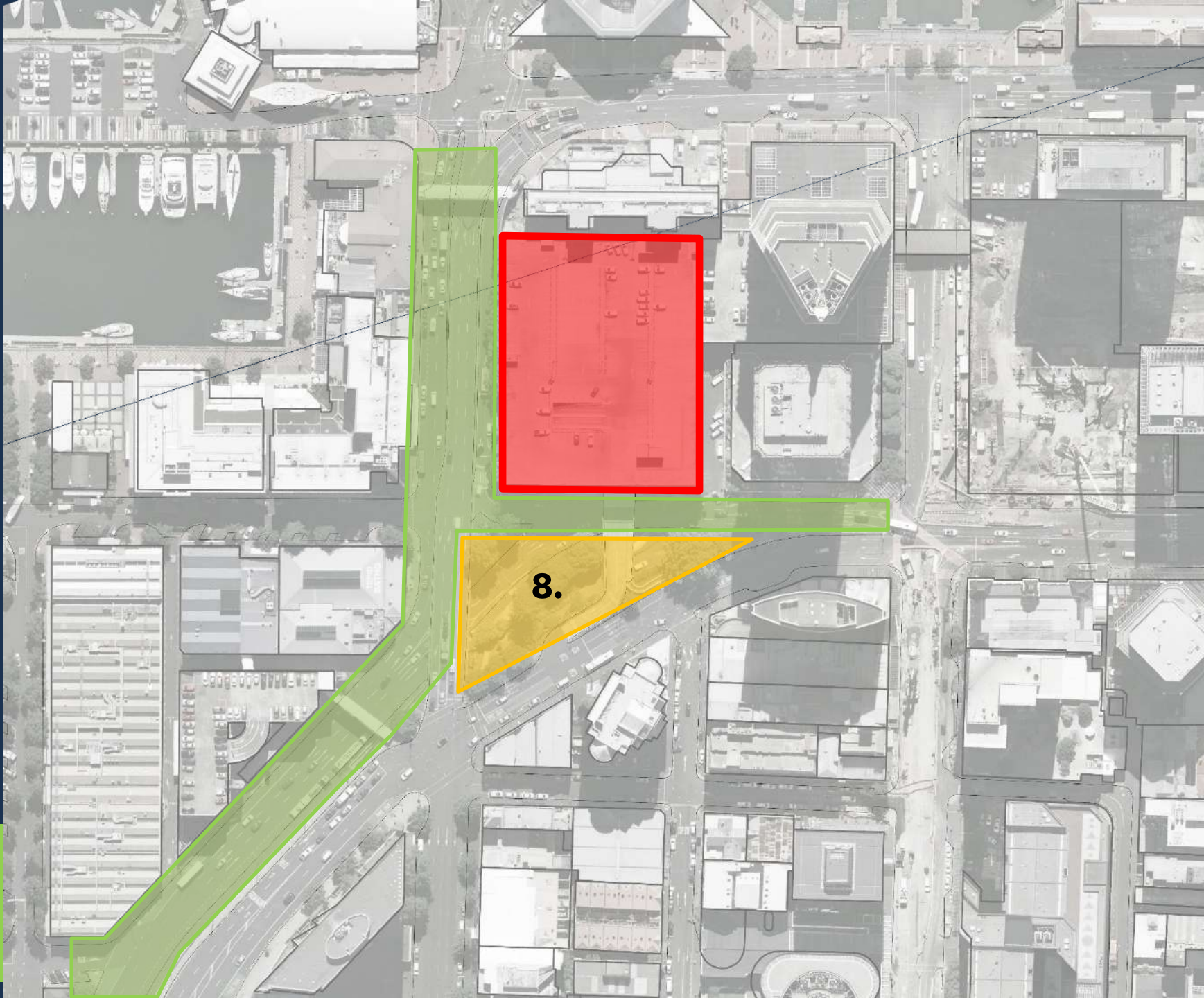
3. STAGING

- 5. Construction complete for downtown carpark development
- 6. Final street upgrades to Lower Hobson Street and Customs Street West
- 7. Meanwhile use for Shoreline Park/ square



4. STAGING

8. Shoreline Park/
Square public space
upgraded and
delivered



Unlocking Potential



Prioritising **people**

Deliver pedestrian centric streetscapes without compromising function and operation – an integrated transport outcome that fits the cities vision for access for everyone.

Best practice in **sustainability**

a well-considered design that, where appropriate, uses sustainable materials, integrated stormwater management and looks to repair the ecological condition of the site.

Celebrates and reveals the **history**

Create a destination that celebrates and reveals the historic built form and sites of significance within the development and the diverse social character of the city centre

A New type of **space**

Create an iconic new flexible public space within the city centre that represents the local community/ business, ignites development and activates the precinct – A new type of public space that complements the city centres network of high-quality spaces.



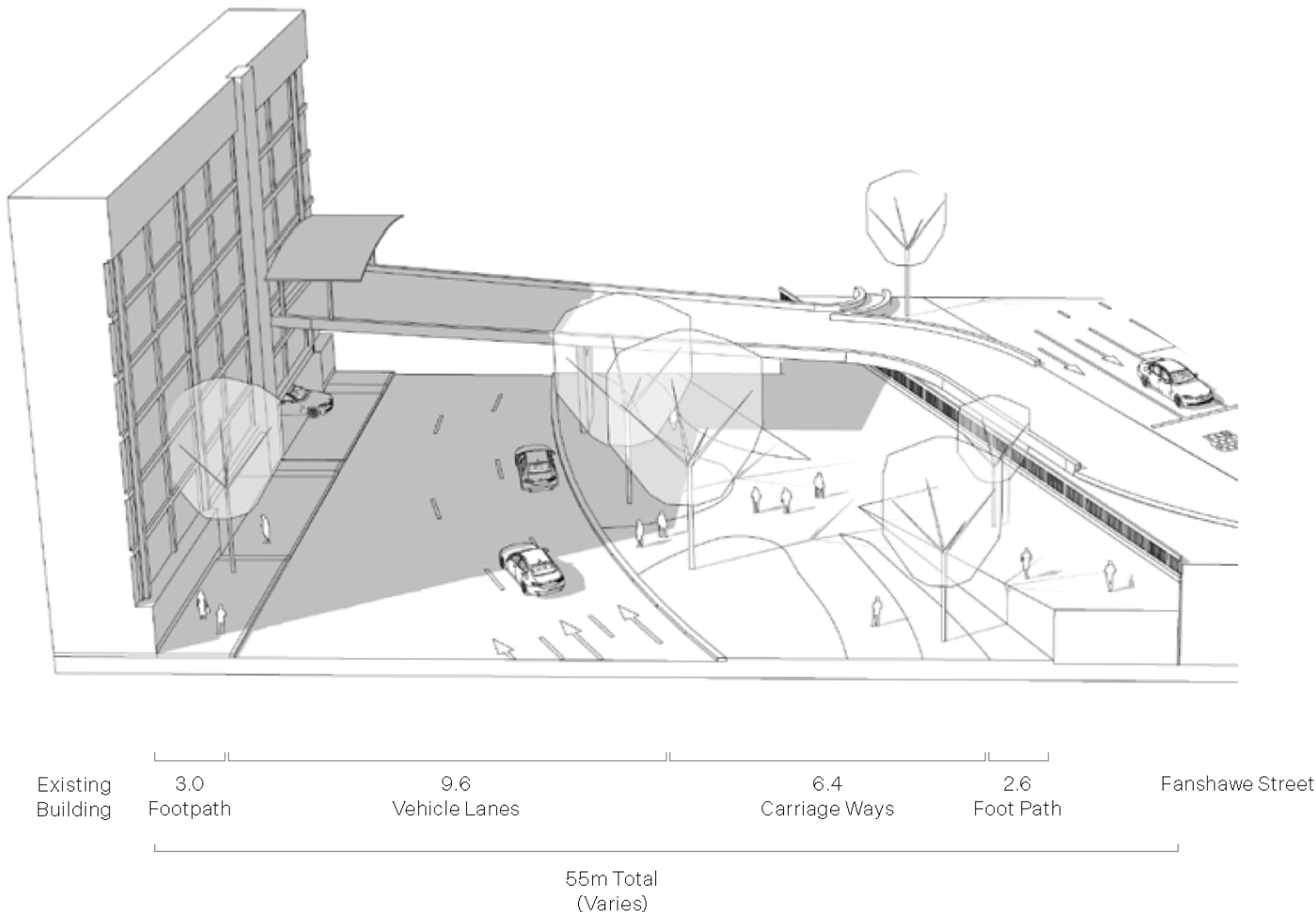


Customs Street West

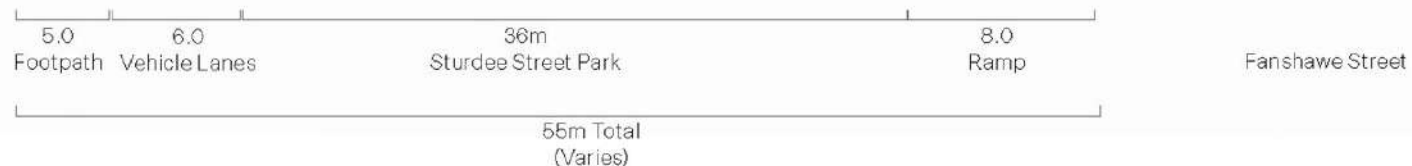
Existing Condition

Customs Street West presents an opportunity for a cohesive public realm provision which connects between the redevelopment, Fanshawe Street, Albert Street and the Viaduct.

- Sub-standard footpath provision along northern footpath
- Poor quality public space beneath flyover / at foot of retaining wall.
- Considerable Crime Prevention Through Environment Design CPTED issues
- No room to accommodate streetside dining / F&B opportunities



Customs Street West + 'Shoreline Square'

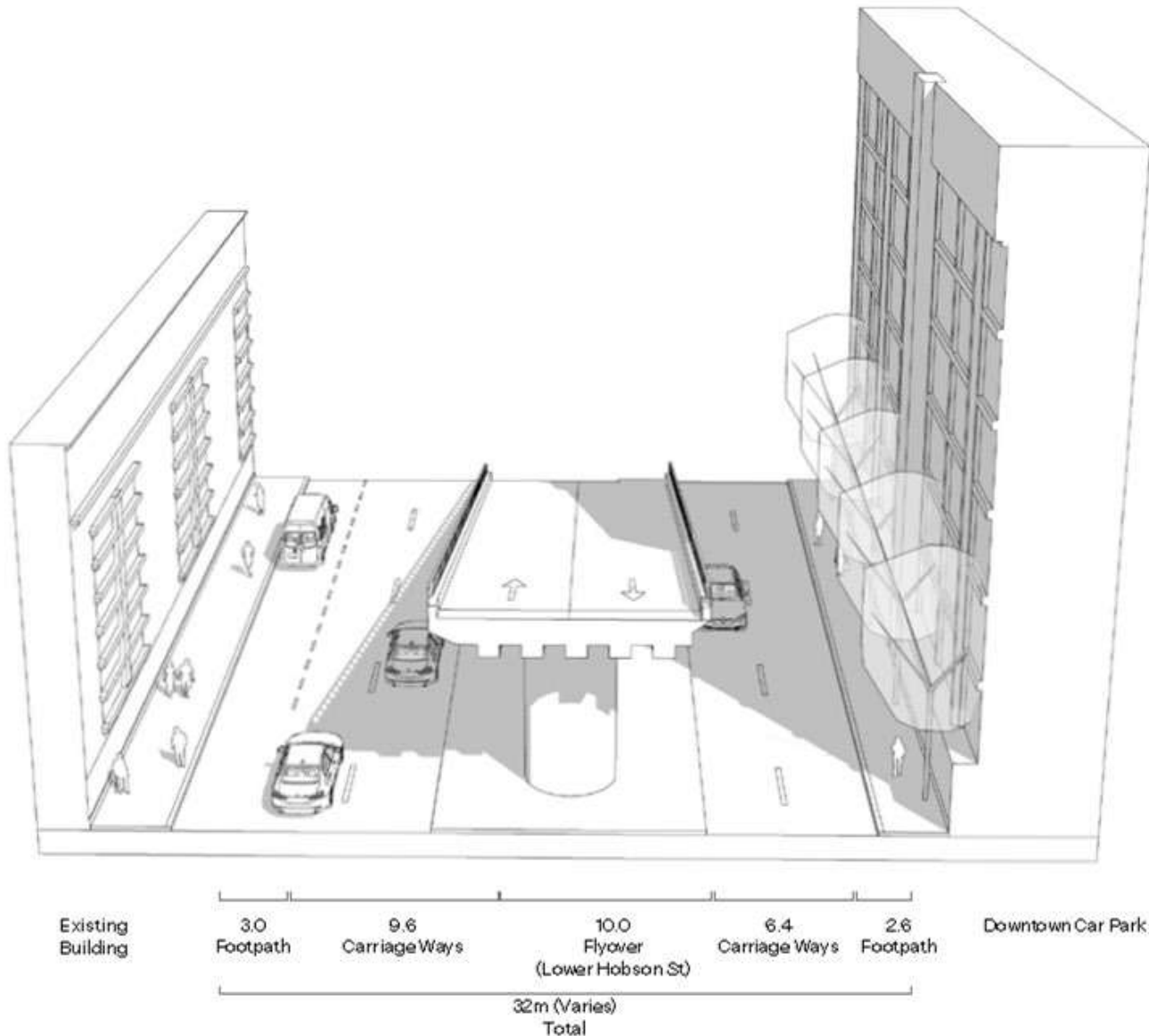


Potential Condition

A 'de-tuned' street configuration enables a high quality, pedestrian priority environment which supports flexible usages, public events, streetside dining, new street trees and best practice WSUD

- Transport Hub
- Generous footpath extensions - allowing new street trees, streetside dining, and exceeding pedestrian requirements and inclusion of dedicated cycleways
- Integrated rain gardens and WSUD strategy to achieve best practice stormwater treatment.

Lower Hobson Street

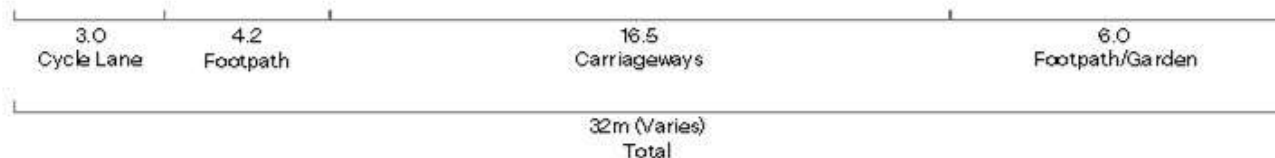


Existing Condition

Lower Hobson Street represents a key missing link between the city and waterfront. The removal of the 'Flyover' provides the opportunity to reconfigure the street as a vibrant, pedestrian friendly space which strengthens and extends the existing network of high quality waterfront streets.

- Sub-standard footpath provision
- Temporary cycleway connection
- Limited public transport function
- Poor quality public space beneath flyover
- Considerable CPTED issues
- No room to accommodate streetside dining / F&B opportunities

Lower Hobson Street



Project Site

Potential Condition

The street integrates significant pedestrian enhancements whilst integrating a dedicated cycleway, public transport infrastructure, streetside dining, new street trees and best practice WSUD.

- Generous footpath extensions - allowing new street trees, streetside dining, and exceeding pedestrian requirements.
- dedicated cycleway
- Public transport hub
- Integrated rain gardens and WSUD to achieve best practice stormwater treatment.



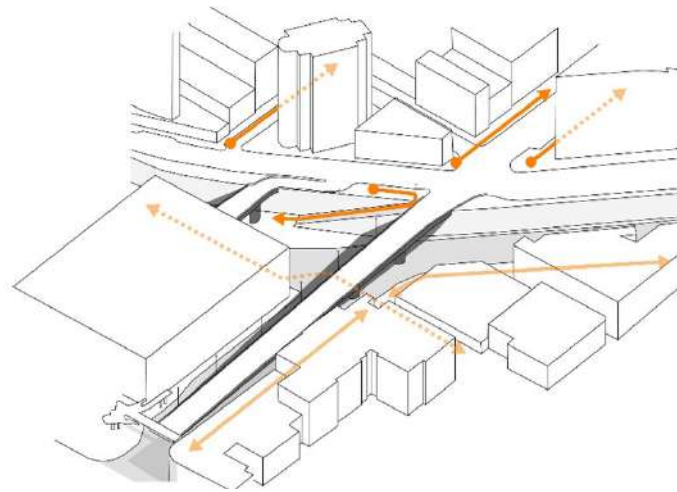
The Urban Environment

The opportunity to establish a unique 'Western gateway' to the city, consisting of a series of vibrant, distinctive urban environments, strengthening the expression of the emerging waterfront identity of Tāmaki Makaurau.

The flyover removal completely transforms the currently vehicle dominated area into a space for people to link with upper Fanshawe Street and providing new spaces for activity.

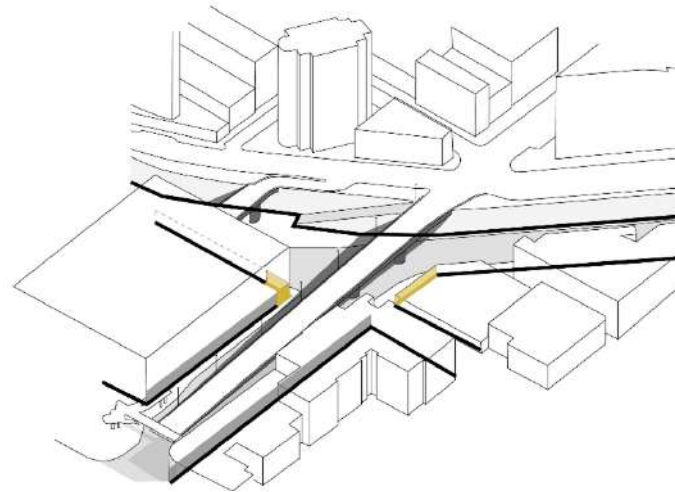
- A place that reflects who we are.
- A place for all people to enjoy.
- A place that connects us to nature and to each other.
- A place where business and cultural expression thrive.
- A place for future generations.

Site



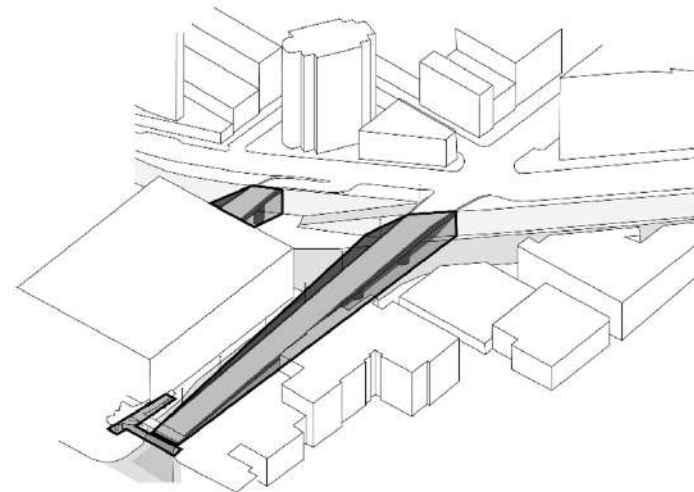
Severance

Car dominated corridors with no intuitive pedestrian movement network. The flyover actively severs the western development to the viaduct and beyond.



No Identity

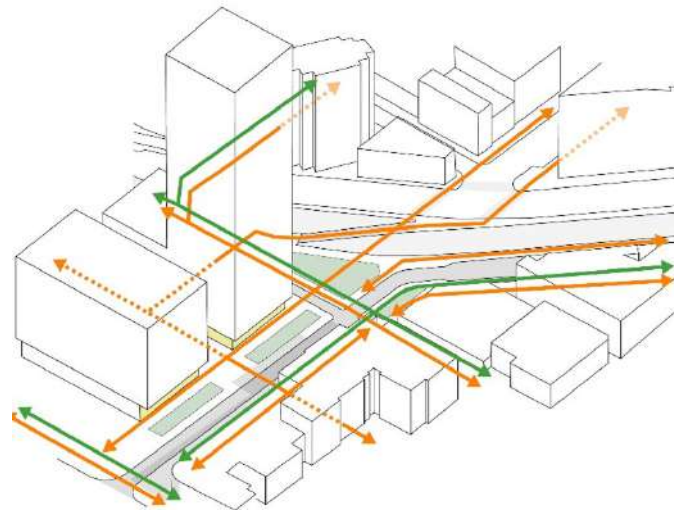
Dominated by stark carpark building and wide roads there is limited active edges and no inviting sense of place



Dark and uninviting

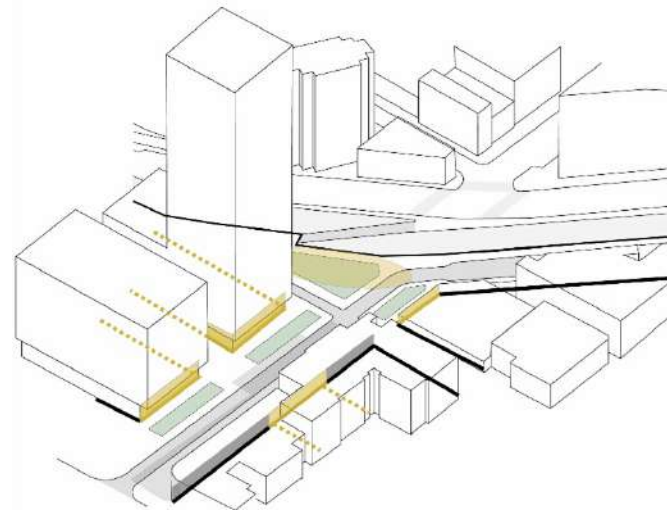
$\frac{1}{4}$ of the site sits under a flyover casting shadows and removing any human appeal.

Unlocking the Downtown West



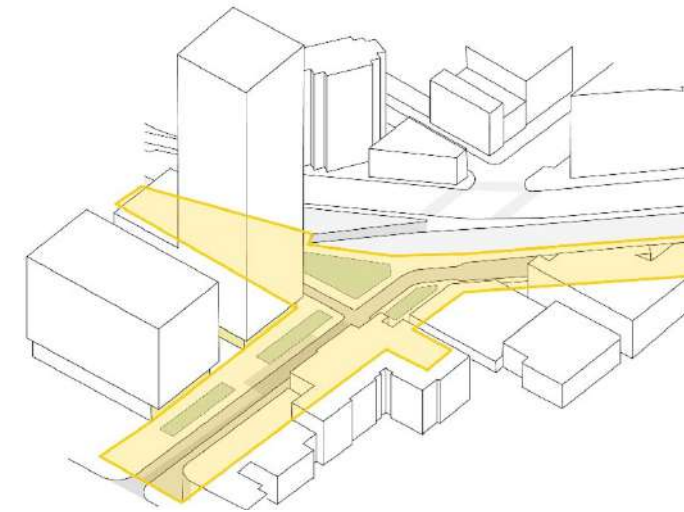
Connected

Car Dominated corridors with no intuitive pedestrian movement network. The flyover actively severs the western development to the viaduct and beyond.



Improved interface

Dominated by stark carpark building and wide roads there is limited active edges and no inviting sense of place



Create place

$\frac{1}{4}$ of the site sits under a flyover casting shadows and removing any human appeal.

Site Constraints

Dark and uninviting

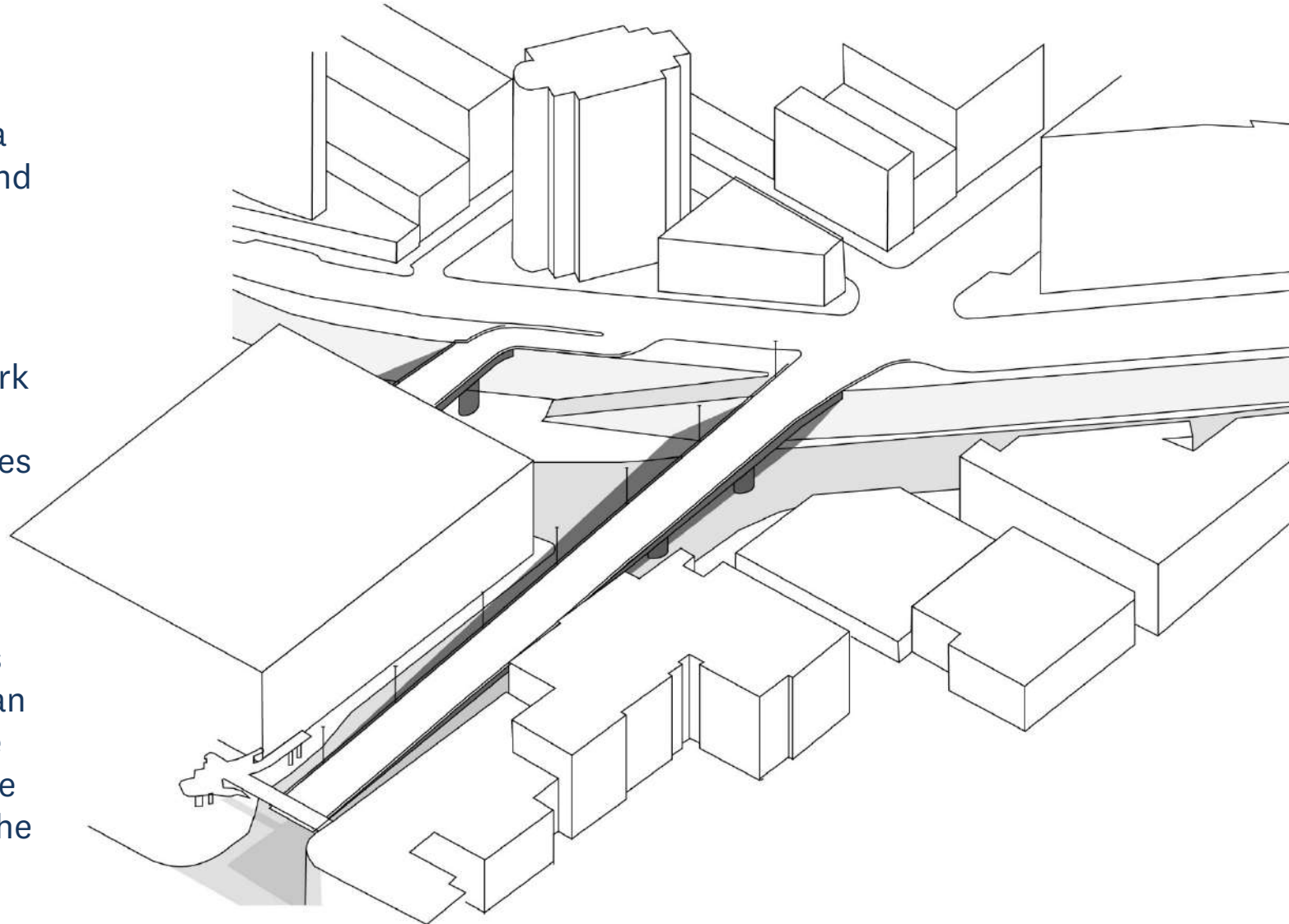
$\frac{1}{4}$ of the site sits under a flyover casting shadows and removing any human appeal.

No Identity

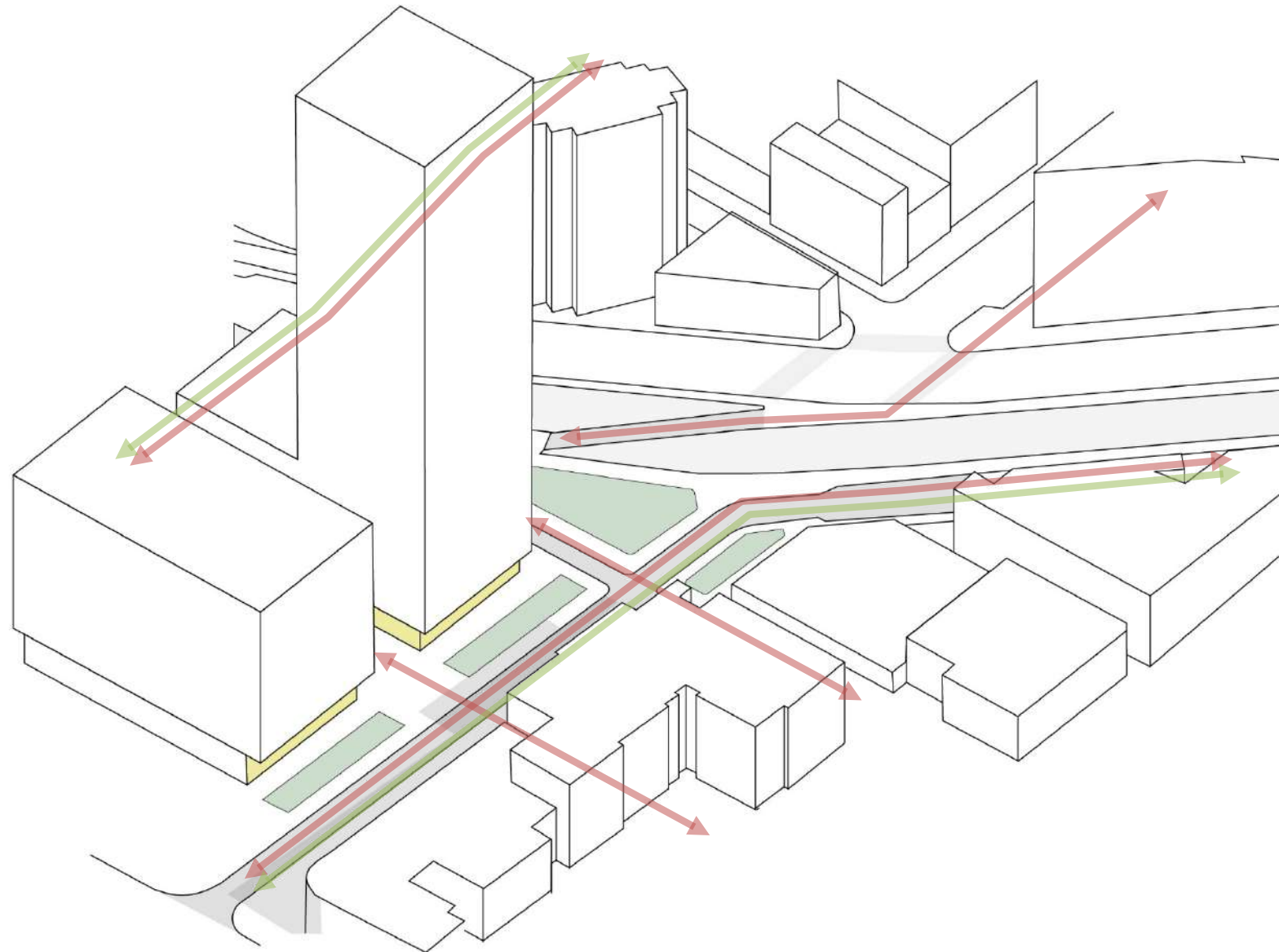
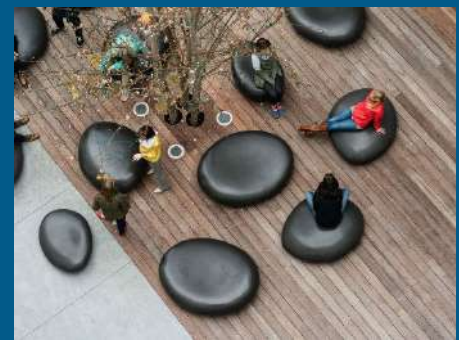
Dominated by stark carpark building and wide roads there is limited active edges and no inviting sense of place

Severance

Car dominated corridors with no intuitive pedestrian movement network. The flyover actively severs the western development to the viaduct and beyond.



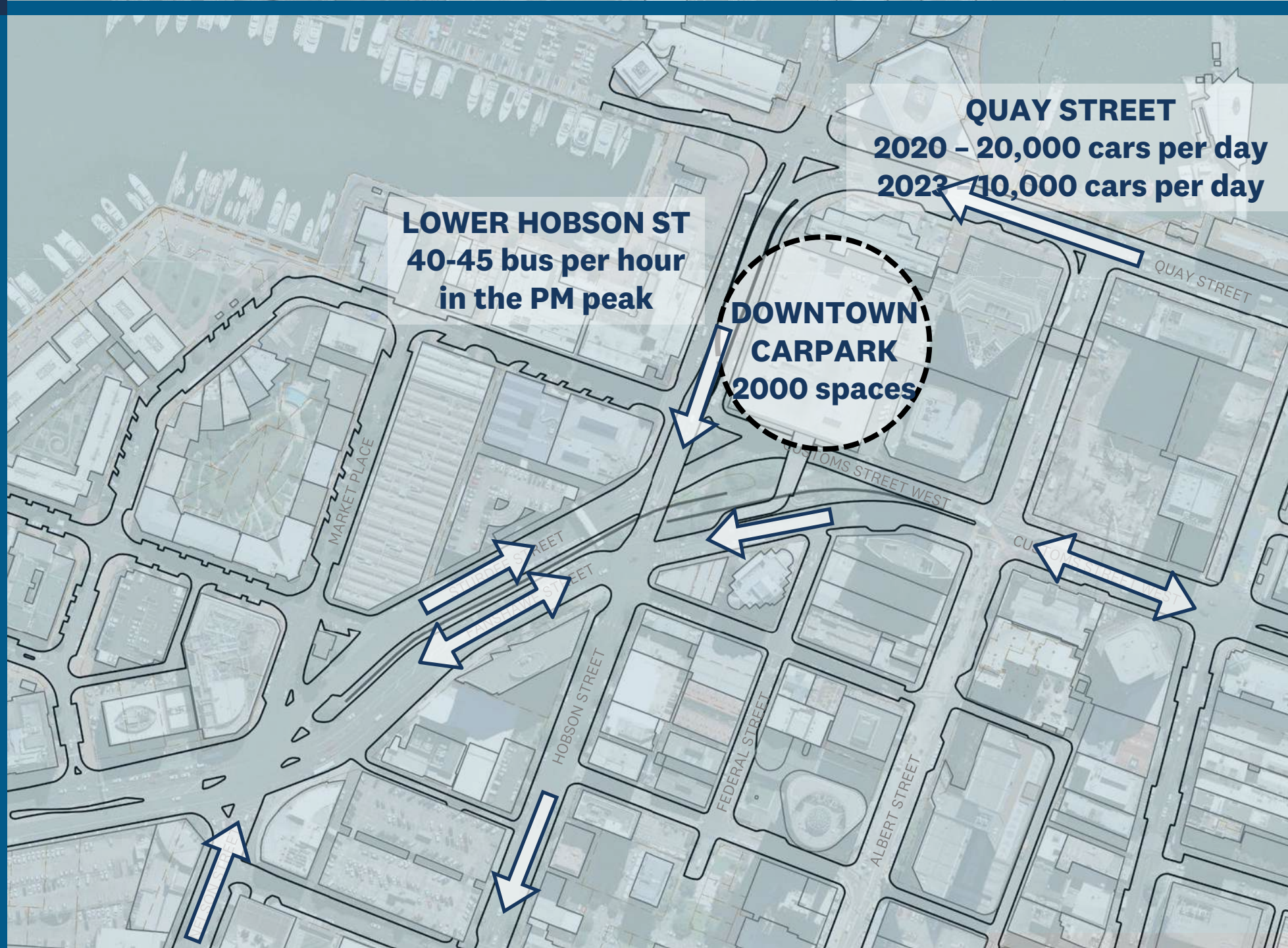
Unlocking the Potential



Current State

2018-2021, it carried approx 20,000 vehicles per day, it now carries approx 10,000 vehicles per day,

Northern bus services (40-45 bus per hour in the PM peak) currently use the Lower Hobson St Flyover, but the City Centre Bus Plan proposes to reroute this bus service from 2026.



LOWER HOBSON ST
40-45 bus per hour
in the PM peak

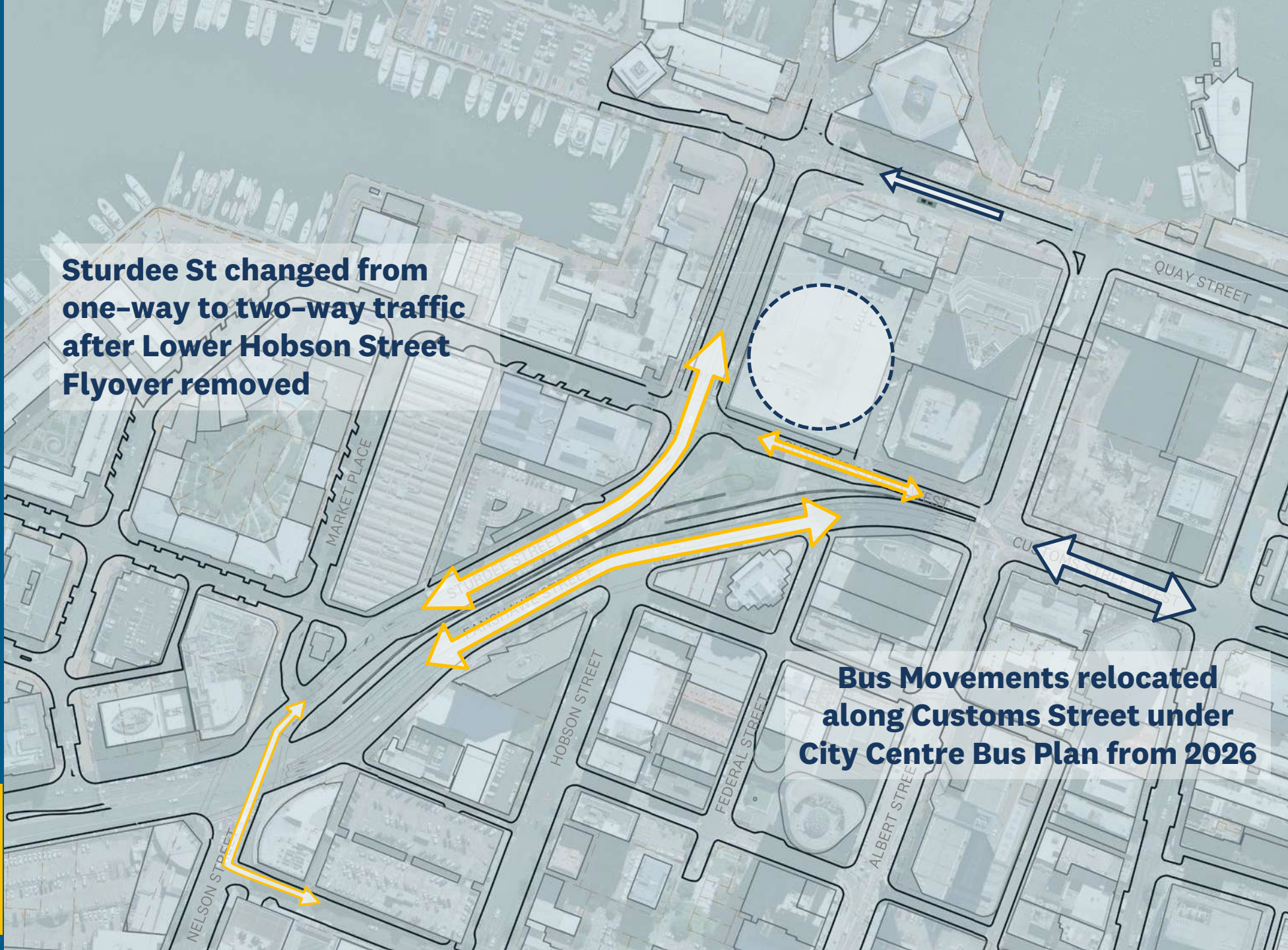
**DOWNTOWN
CARPARK**
2000 spaces

QUAY STREET
2020 - 20,000 cars per day
2023 - 10,000 cars per day

Future End State

Directing through traffic around the City Centre, to prioritise it as a destination

Removal of the Lower Hobson St Flyover (Flyover) is a critical step in delivering A4E outcomes for Downtown West.



Sturdee St changed from one-way to two-way traffic after Lower Hobson Street Flyover removed

The map shows an aerial view of downtown West with several streets labeled: Market Place, Sturdee Street, Hobson Street, Federal Street, Albert Street, Nelson Street, and Quay Street. Yellow arrows indicate traffic flow: one-way on Sturdee Street from north to south, and two-way on Hobson Street. Blue arrows indicate bus movements: one-way on Quay Street from north to south, and two-way on Customs Street. A dashed blue circle highlights a building on Sturdee Street.

Bus Movements relocated along Customs Street under City Centre Bus Plan from 2026

Future End State

This **will not prevent** people from what they can do today both during and after change



Sturdee St and Fanshawe St changed from one-way to two-way traffic after Lower Hobson Street Flyover removed

Bus Movements relocated along Customs Street under City Centre Bus Plan from 2026

Option assessed as being feasible - will be subject to further detailed design - new movement from Sturdee St to Wyndham St, via a short two-way section of Nelson St

eke panuku

Ngā mihi