

Destination AKL 2025

A new direction for
Auckland's visitor economy

THE VISION

Auckland
Tourism, Events and
Economic Development
An Auckland Council Organisation



He mihi

E tu noa ana ngā maunga
whakahii i te riu o Tāmaki
Makaurau.

E whakaruruhau ana i ngā
ahikaa mai tawhiti.

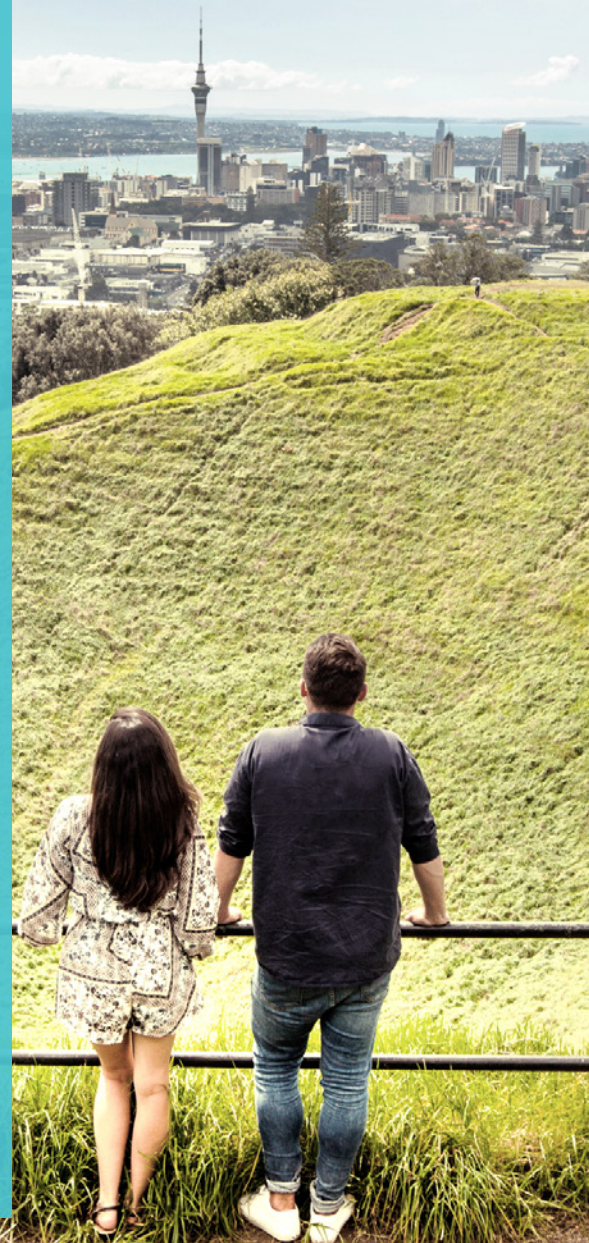
E maumahara ana i te nguha
a Mataoho Rātou kua poto ki
tua ō te ārai, e moe e okioki

Tātou te hunga ora, tēnā rā
tātou katoa.

The volcanic cones of Tāmaki Makaurau
stand as sheltering monoliths to the people
from an ancient heritage who have kept
the home fires burning as a symbol of
remembrance of Mataoho whose rage
created this beautiful landscape.

To those who have passed into the night,
may you find eternal rest.

For those of us who have been left behind,
greetings to us all.





A new direction for Auckland's visitor economy

The vision for Destination AKL 2025 is a sustainable future for Auckland and its visitor economy.

It has been guided by the principles of:

KOTAHITANGA

We will work together in unity and common purpose



KAITIAKITANGA

Guided by mana whenua, we will actively care for our region; our environment and our people



MANAAKITANGA

We share the abundance and spirit of generosity within this special region with our visitors, from their welcome to their farewell and return

A world-class city

Auckland aspires to be a world-class city. A special place to live, to work and to visit. We are doing pretty well, actually: human resource consultants, Mercer², reckon Auckland offers the third highest quality of living in the world.

Making our region an even better place to live, work and visit depends on us all playing our part.

But, just like every other region, Auckland faces challenges. Mayor Phil Goff has set out a vision for Auckland to be a region: “that cares for the environment, is prosperous and inclusive, celebrates its unique Māori culture as well as its diversity, and solves the challenges of population growth: especially transport, housing, and other infrastructure.”

The challenge, globally, is sustainability. The United Nations defines sustainable development as “meeting the needs of the present without compromising the ability of future generations to meet their own needs” and has adopted 17 Sustainable Development Goals³.

Sustainability—making our region an even better place to live, work and visit—depends on us all playing our part and this document is a contribution from those of us who have a particular focus on the sustainability of Auckland as ‘a great place to visit’. It is the outcome of a sector-wide process initiated and led by ATEED⁴.

² 2017 Quality of Living survey ³ <http://www.un.org/sustainabledevelopment/sustainable-development-goals/>

⁴ Auckland Tourism, Events, and Economic Development



Great cities are not static, they constantly change and they take the world along with them.

*Edward Glaeser,
Triumph of the City*



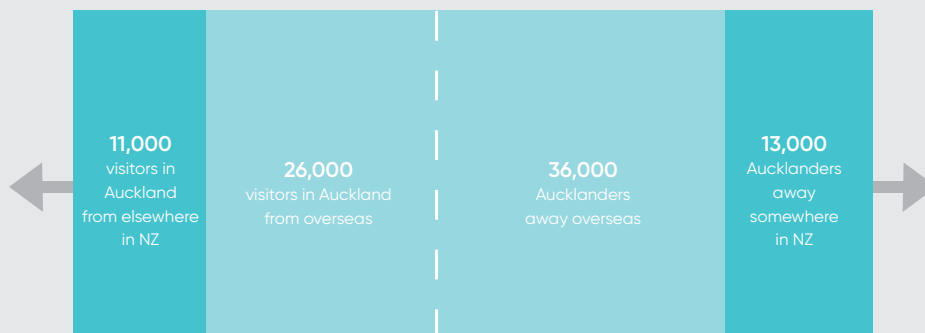
World-class cities are great places to visit

People love to travel. As Gloria Steinam writes, 'we've been a migratory species for nearly all our time on earth, and the idea of a settled life is very new.'⁵

Kiwis especially love to travel: New Zealand ranks 6th equal as the country whose people travel the most⁶. As a consequence—on a typical night—there are actually fewer visitors in Auckland than the number of us who are away, visiting somewhere else.

THE EBB AND FLOW OF VISITORS

Because people love to travel, there is a never-ending flow of people through Auckland. In fact, on a typical night, there are more Aucklanders away somewhere else, than there are people from somewhere else visiting Auckland.



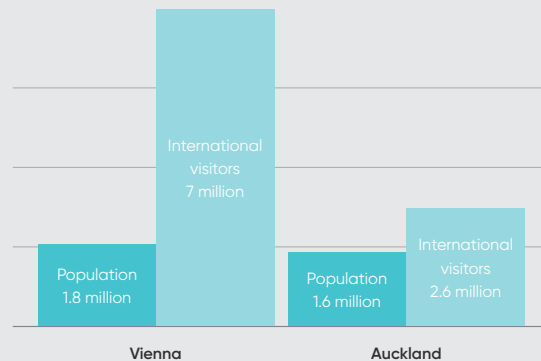
Data from Census night 2013. Statistics New Zealand.

Unsurprisingly, many of the places we like to visit are also great places to live and work. In the Mercer Quality of Life survey, Auckland ranks third in the world and Vienna ranks first. Vienna—a city of about Auckland's size—has topped that survey for eight years in a row and in each of those years has also set a new record for visitor numbers. In 2016, Vienna welcomed 7 million international visitors⁷. Auckland's figure, by comparison, was a mere 2.6 million.

⁵ "My Life on the Road", 2015, Nero Books. P5. ⁶ <https://www.worldatlas.com/articles/countries-whose-citizens-travel-the-most.html>

TWO GREAT PLACES TO LIVE WORK AND VISIT

Vienna—the city ranked number one in the world for quality of living— is about the same size as Auckland and has nearly three times as many international visitors each year. Vienna is the ‘convention capital’ of Europe.



Our love of travel creates jobs. Around the world, travel now accounts for one job in every 10⁸. International visitors to New Zealand now contribute more to our economy than any other industry⁹. The growth in travel is outpacing economic growth¹⁰ and this is expected to continue.

Visitors to New Zealand now contribute more to our economy than any other industry, but with growth comes responsibility.

With growth comes responsibility. As the UN’s World Tourism Organisation has said, “ensuring that tourism is an enriching experience for visitors and hosts alike demands strong, sustainable tourism policies, practices, and the engagement of national, as well as local governments and administrations, private sector companies, local communities and tourists themselves.”¹¹

This document is about jointly accepting responsibility for achieving a sustainable future for Auckland and its visitor economy.

⁷ <https://b2bwien.info/en/press-media-services/pressservice/statistics-vienna-2017> ⁸ <https://www.wttc.org/-/media/files/reports/economic-impact-research/2017-documents/global-economic-impact-and-issues-2017.pdf> In New Zealand, the figure is one in thirteen (<https://www.tourismnewzealand.com/about/about-the-industry/>) ⁹ <https://www.tourismnewzealand.com/about/about-the-industry/> ¹⁰ <https://www.wttc.org/-/media/files/reports/economic-impact-research/2017-documents/global-economic-impacts-and-issues-2017.pdf>. In New Zealand, in the year to March 2016, total tourism expenditure was up 12.2% on the previous year. (<https://www.tourismnewzealand.com/about/about-the-industry/>) ¹¹ <http://media.unwto.org/press-release/2017-08-15/tourism-growth-not-enemy-it-s-how-we-manage-it-counts>

A Destination Management Approach

Cities are ecosystems: complex, ever-changing interactions of people and place. It suits us to classify these interactions—to discuss, for example, the 'education sector', 'retailing', the 'visitor economy'—but in reality everything is connected, indivisible. An international student is equally a visitor and a shopper. Wellingtonians in Auckland on business occupy cars on our motorways before taking clients to lunch at the Viaduct or enjoying a concert at Spark Arena in the evening.

Because everything is connected, the only way we can ensure the sustainability of any particular subsystem of our region is by adopting a holistic approach. "If planned and managed well," the Executive Director of UN Habitat said recently, "Cities can be the main tool for sustainable development and a solution to many of the challenges our planet is facing today."¹²

Successfully managing Destination Auckland requires dialogue among the private sector, public sector, and other stakeholders.

We still want the benefits visitors bring to our region—there is still a place for Destination Marketing—but we need to more actively address the

unintended consequences. And that requires a Destination Management approach. Destination management is the coordinated management of all elements of a destination, in order to promote:

- Inclusive and sustainable economic growth
- Social inclusiveness, employment and poverty reduction
- Resource efficiency, environmental protection, response to climate change
- Cultural values, diversity and heritage
- Mutual understanding, peace and security¹³.

Destination management—successfully managing Destination Auckland—requires dialogue among the private sector, public sector, and other stakeholders who previously may not have considered that their decisions have implications for the sustainability of Auckland's visitor economy.

¹² <http://www2.unwto.org/press-release/2017-12-19/roadmap-towards-2030-legacy-international-yearsustainable-tourism-developm>

¹³ <http://www.tourism4development2017.org/about/>



Our Vision for Destination Auckland



*To ensure Auckland is a great place
to live, work and visit it must be:*

A UNIQUE PLACE

A CAPTIVATING PLACE

A SUSTAINABLE PLACE

A CONNECTED PLACE

A SKILLED PLACE

AN INSIGHTFUL PLACE

THE VISION

A UNIQUE PLACE

*By 2025, Auckland's **unique identity** **resonates** with residents and visitors alike.*

Where we're from matters. As we describe the place we live, and why we choose to live there, we're really making a statement about our own identity: who we are and what is important to us. This means continuing to develop the Auckland 'story'—articulating what defines Auckland and makes it 'our special place'—is as important for residents as it is for visitors. Our story will influence our choices: what we, as citizens, treasure and what we, as a region, preserve, encourage and invest in. In turn, therefore, our story will shape the natural world around us. And, of course, our story will frame the way we present ourselves to the rest of the world—'this is who we are'—and so determine the interest others will have in coming to visit.

A TEXT FROM 2025

"Beautiful place, wonderful people, amazing experiences. Thank you Auckland: you showed us a different way of being."

David and A-Yeun, Seoul.



MY QUESTION

"Surely a sign of a great place to visit is that you seriously consider moving there? If so, instead of asking what defines Auckland as a great place to visit, shouldn't we be defining it by what makes Auckland a great place to live?"

*Rhana Devenport ONZM,
Director, Auckland Art Gallery.*

KIWITANGA

"What visitors find remarkable about Auckland is its diversity: geographic as well as cultural. When they arrive, they're thinking 'a city is a city', but what they discover is a place with volcanoes and two oceans and islands and beautiful harbours and rainforest and black sand beaches. They are amazed that all of this is so close at hand.

"Then they begin to see that this is a region of many cultures and that people here are very open and welcoming. They respond very positively to that: it starts them thinking about their own culture and they compare how we live with life where they are from. They think they are coming to see a place, but it's the people they remember: our outlook, our approach...our kiwitanga."

*Neill and Ceillhe Sperath, Co-founders and Directors,
TIME Unlimited Tours.*



THE VISION

A CAPTIVATING PLACE

*By 2025, Auckland's
**visitors will be staying
longer** and locals will love
their region more.*



Central to the Destination Management paradigm is the belief that if we create a place that people want to visit, then we will also be creating a place where people want to live: the two should not be at odds. The industry jargon is 'targeting value, not volume': we are a small country, so we should be attracting more discerning visitors and encouraging them to stay longer. The clearer we are, therefore, about what makes Auckland 'our special place', the more likely it is that we will develop the region in ways that enrich the lives of Aucklanders, while making our region even more appealing to those who visit us.

A TEXT FROM 2025

"Fabulous, Auckland.

Came for the Convention; stayed on a few days afterwards.
So much to see and do!"

Holly, Hawthorn East, Melbourne.

MY QUESTION

"Isn't it about creating a sense of place? About offering an experience that is only available right here. A celebration of who we are and how we live?"

Peter Gordon, Chef.

AUTHENTIC EXPERIENCES

"When I'm meeting overseas visitors, I don't take them straight to the hotel, as they expect, I'll drive them to Piha and get them to take their shoes and socks off and walk in the ocean. I show them the outdoor New Zealand they know about and then introduce Auckland as an enrichment of that.

"The attraction of Auckland is the ease of getting into the countryside or onto the harbour for day trips and back in the evening to celebrate New Zealand's wine and food at high quality restaurants. We don't need to manufacture attractions to encourage them to stay longer: what our visitors are looking for is authenticity and what they love, most of all, is interacting with locals: the opportunity to meet the winemaker, the cheesemaker. Those rich and memorable human connections."

*Richard Didsbury, Company Director,
Owner and Director, Brick Bay.*

The background of the page is a scenic photograph of a coastline. In the foreground, there are green bushes and trees. In the middle ground, there is a body of water, likely a bay or harbor, with a small island visible in the distance. The sky is blue with some white clouds. A large teal rectangle is overlaid on the image, covering most of the upper and middle portions of the page. The text is centered within this teal area.

THE VISION

A SUSTAINABLE PLACE

*By 2025, Auckland is recognised as
a world-leading region for taking
action on sustainability.*



Climate change and environmental degradation are perhaps the biggest threats to Auckland, our special place. The Ministry for the Environment says climate change means Auckland can expect more intense storm events, heavy rainfall and coastal inundation¹⁴. The Hauraki Gulf Forum reports that the efforts to improve the Gulf habitat are being outstripped by the pace of change¹⁵.

Auckland's appeal as a great place to live, work and visit is based on our natural environment. What we now realise is that we can no longer take that environment for granted: it is more than ours to enjoy, it is ours to take care of. The threat can be an opportunity to be seen as a world-leading driver for change.

A TEXT FROM 2025

"Hello Auckland

Loved being back in your beautiful city and delighted to see how you've been caring for the Hauraki Gulf. Crystal clear waters and marine life thriving once more. On behalf of the rest of us, thank you for leading the way. "

Gustav, Berlin.

MY QUESTION

"We all know travel is a significant source of carbon emissions. To be a respected, viable visitor destination in the 21st century we must all deliver against ambitious climate change commitments. Offsetting emissions and embedding a low carbon economy into the foundations of Auckland is a crucial point of difference to the region's global brand. Success will require all arms of council and the private sector to join up and deliver on measurable sustainability/kaitiakitanga targets."

Sir Robert Fenwick, Environmentalist, businessman, company director.

A MORE SUSTAINABLE AIRLINE

"As a long-haul airline connecting our remote nation to the world, Air New Zealand faces a stark trade-off - between the carbon impact of our business, and the immense social, trade and tourism benefits our growth enables.

Global demand for air travel continues to rise, but the reality is the aviation industry can't continue to increase emissions indefinitely. While there are no easy answers, it's a challenge we're tackling head-on, by driving efficiencies within our operations and involving our people, partners and customers in solutions.

This sense of ownership and kaitiakitanga underpins our company-wide commitment to a purpose that's far bigger than ourselves: to supercharge our country's success - socially, economically and environmentally.

Sustainability is the greatest challenge facing our generation. And while these challenges are immense, I am confident collaborative action is the best way to advance a positive future for our region and country."

Christopher Luxon, Chief Executive Officer, Air New Zealand.

¹⁴ <http://www.mfe.govt.nz/climate-change/how-climate-change-affects-nz/how-might-climate-change-affect-my-region/auckland>

¹⁵ <https://www.aucklandcouncil.govt.nz/about-auckland-council/how-auckland-council-works/harbour-forums/docsstateofgulf/state-gulf-full-report.pdf>





THE VISION

A CONNECTED PLACE

*By 2025, Auckland will be
easier to get around.*



There is probably universal agreement that Auckland cannot truly claim to be a great place to live, work and visit until the region is easier to get around. As Auckland Transport chairman, Dr Lester Levy, acknowledges, congestion is choking the Auckland region: socially, environmentally and economically. "Overcoming congestion will liberate Auckland's economy and elevate the wellbeing and lifestyle of Aucklanders and visitors to our region," he says.

A TEXT FROM 2025

"The City Rail Link has TRANSFORMED our city! Wow. How did we ever live without it?"

Gav, Panmure.



MY QUESTION

"Why don't we set some targets for more trips on public transport? With the City Rail Link coming and the other improvements, let's have a conversation about the behaviour change we're looking for. Currently, 75% of trips at peak time are by car. Could we get that down to 66% in 10 years? 50% in 20? What do we need to do now to have 100% emission-free transport before 2050? Wouldn't this help make Auckland a better place to live, work and visit?"

Patrick Reynolds,
Photographer. Urbanist.

A REGION THAT'S EASIER TO GET AROUND

"Big problems are rarely solved quickly. For this to truly be a world-class city, we have to transform the way Aucklanders travel: reduce the dependence on cars by providing a really good public transport alternative. Because we were starting pretty much from scratch, it's taking time, but we're getting there. The basics are almost in place: redesigned bus networks, simpler fares, new electric trains, additional bus, train and ferry capacity and frequency, new stations and infrastructure and inter-modal alignment to form one simple service network across the region.

"A good public transport system has to serve visitors and residents alike: providing better connections to the airport is one example of that. But as we roll out our communications programmes, we'll be providing more information for visitors on how to use the system. Sometimes progress seems slow, but we really are on the cusp of significant change."

Mark Lambert, Chief Transport Services Officer, Auckland Transport.

THE VISION

A SKILLED PLACE

*By 2025, more of Auckland's **young men and women are choosing careers** in the visitor economy.*

The eighth of the United Nations' Sustainable Development Goals is 'Decent Work and Economic Growth'. Unemployment in New Zealand is now below 5%—an eight year low—but that figure is somewhat misleading because it doesn't include those no longer actively looking for work. On the flip side, employers in the visitor economy are struggling to recruit people who can provide a quality customer experience. Auckland will be a better place to live, work, and visit, if we can find ways to equip more young people with the skills and attitude they need to move ahead.

A TEXT FROM 2025

Māori language week is every week in Tāmaki Makaurau. You can hear te reo Māori spoken on planes, trains, buses, in restaurants, at the malls, everywhere. Te reo is a real point of difference for visitors and with so many Aucklanders that are bilingual and multilingual, we are unique in the world.

I love my career as Director of Visitor Experience for my iwi. Many of our people have carved out great careers and businesses building Auckland's visitor economy.

Maia, Grey Lynn.



MY QUESTION

"What better way to showcase our culture and our region than by encouraging our young people to take responsibility for welcoming and hosting our visitors?"

*James Brown,
Chair, Ngāi Tai ki Tāmaki.*

CREATING JOBS

"The best place to appreciate the significance of the visitor economy to our region is at Auckland Airport. More than 70% of visitors to New Zealand enter or leave from here. We serve 30 international airlines and more than 19 million passengers a year and the growth is such that we're investing a million dollars every working day in aeronautical infrastructure.

More than 16,000 people work at and around the airport in more than 800 businesses, and it's estimated that our investment will create up to 27,000 full-time jobs over the next 30 years. Ara – Auckland Airport's jobs and skills hub – is connecting South Auckland communities with businesses working around the airport to help fill the thousands of jobs that will be needed to build and run the airport. It makes sense to help South Aucklanders into long-term jobs and this joint initiative between the airport, South Auckland community, government agencies, training providers and employers will create better paths to sustainable work through training and support."

Adrian Littlewood, Chief Executive, Auckland Airport

A hand is holding a black smartphone. The entire image is overlaid with a semi-transparent teal rectangle. Inside this rectangle, the text 'THE VISION' is at the top, followed by a horizontal line with curved ends. Below that is the main title 'AN INSIGHTFUL PLACE' in large, bold, white capital letters. Another horizontal line with curved ends follows. At the bottom of the teal area is a paragraph of text. At the very bottom of the image, outside the teal area, is a small line of text.

THE VISION

AN INSIGHTFUL PLACE

*By 2025, Auckland will make
more informed decisions in the
management of its visitor economy.*

If you can't measure it,' the saying goes, 'you can't manage it'. To sustainably manage Destination Auckland—ensure it remains a great place to live, work and visit, we need a better understanding of the issues and the insight to make better decisions.

As Tourism Industry Aotearoa Chief Executive, Chris Roberts, says, we have "various types of data, analysis and strategic research, both government and private sector generated. How this information is interpreted, packaged and made available is crucial, as information is only 'insightful' when it generates knowledge to support tourism decision-making".

A TEXT FROM 2025

"I'm in Auckland pretty much every week on business. You guys seem to really understand what that's like.

Thanks for making it easier!"

Carolyn, Wellington.



MY QUESTION

Data can be used to make patterns visible that have previously been hidden to us, but to use it well we need to think about data as a navigation tool rather than simply surfacing answers. How about Auckland as a city that truly integrates data stories from the early stages of all future planning?

Lillian Grace

CEO, Figure.NZ.

ROBUST ANALYSIS AND INSIGHTFUL THINKING

"It seems to me we get so fixated on what just happened, or what's happening now, that we don't look at the future and how to invent it. One of the things we've been thinking deeply about is the future of mobility. Do we think people are going to continue to own and drive cars, or are we about to experience one of those moments in history that change everything: will mobility as a service be the next transport disruption?

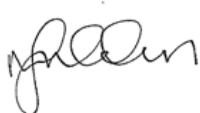
"Cities need good data, robust analysis and insightful thinking about these things because they're making major investments in infrastructure. And joined-up thinking too: I've found it a real positive that our organisation brings transport and tourism operators together, because if it's a lousy place to live, it'll be a lousy place to visit."

Margy Osmond, CEO, Tourism and Transport Forum Australia.

This document is about managing Auckland as a destination, in a way that is sustainable: ensuring Auckland continues to be a great place to live, work and visit.

As the representatives and guardians of Auckland's visitor economy, we recognise and accept our responsibility for leadership. We ask you to align with us and play your part too.

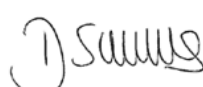
The process has been led by ATEED, and ATEED will continue to play a leadership role as we now seek to achieve even broader alignment. Our aspiration is for every organisation and enterprise in Auckland—indeed the entire community—to embrace the vision articulated here and consider what they can do to bring it about.



Martin Snedden,
Director,
New Zealand Cricket



Chris Roberts,
Chef Executive,
Tourism Industry
Aotearoa.



Debbie Summers,
Chair, Cruise
New Zealand



Graeme Stephens,
Chief Executive,
SkyCity and NZICC



Grant McPherson,
Chief Executive,
Education New Zealand



Iain Cossar,
General Manager,
Tourism, Sectors,
Regions & Cities, MBIE



Jan Tonkin,
Managing Director,
Conference Company



Jeremy O'Brien,
Regional General
Manager, Direct &
Market Development,
Air NZ



John Thorburn,
Chief Executive,
InterCity Group.



Kerrie Hannaford,
Area Director, Sales
& Marketing NZ, Fiji &
French Polynesia, Accor



Nick Hill,
Chief Executive, ATEED



Norm Thompson,
ATEED board advisor



Scott Tasker,
General Manager,
Aeronautical
Commercial,
Auckland Airport



Sir Rob Fenwick,
Entrepreneur and
Environmentalist



Stephen England-Hall,
Chief Executive,
Tourism New Zealand



Stephen Town,
Chief Executive,
Auckland Council



Mark Lambert,
Chief Transport Services
Officer, Auckland Transport



Steve Armitage,
General Manager
Destination,
ATEED



Sir Pita Sharples,
ATEED
Board Advisor

TĀMAKI - MAKAU A TE RAU,
MURAU A TE TINĪ, WENERAU
A TE MANO.

KĀHORE TŌ RITE I TE AO

AUCKLAND - BELOVED OF
HUNDREDS, FAMED AMONG THE
MULTITUDE, ENVY OF THOUSANDS.
YOU ARE UNIQUE IN THE WORLD.

To read the ATEED 'Destination
AKL 2025' strategy, go to:

aucklandnz.com/destinationakl



Destination AKL 2025



