



Kāpiti Coast

Destination Management Plan

July 2021

This report was prepared by TRC Tourism for Kāpiti Coast District Council in relation to the Development of the Kāpiti Coast Destination Management Plan.

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ACKNOWLEDGEMENT

E ngā iwi, e ngā reo, e ngā karangaranga maha o tātou, tēnei te mihi atu ki a koutou katoa.

E tika ana hei poropororaki i a rātou mā. Me pēnei ake te kōrero, tukuna rātou kia okioki i runga te moenga roa. Āpiti hono, tātai hono, rātou ngā mate katoa ki a rātou, Āpiti hono tātou hono, tātou te hunga ora ki a tātou mā, Tēnā koutou katoa.



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Executive Summary

There is significant potential for the Kāpiti Coast to see strong growth in the visitor economy, while protecting the natural environment for future generations.

Spread across its 40km of coastline lie the six townships of Paekakariki, Raumati, Paraparaumu, Waikanae, Te Horo and Ōtaki - each individually offering its own unique essence and vibe, but more importantly, collectively representing an opportunity to provide a very special experience for those that travel there.

Traditionally centring its tourism offering on its geographical and natural assets, Kāpiti has the advantage of being geographically close to a significant urban population with New Zealand's capital, Wellington city, less than 50km away. As the main visitor source, the Kāpiti region offers Wellingtonians a place to escape and 'unplug' from their busy city life with the easy access to nature, beaches and a more favourable climate being key drawcards for both day-trippers and multi-night stays.

Beyond this natural offering however, and in particular its flagship experience of Kāpiti Island, there lacks a solid market positioning of what Kāpiti can offer potential visitors. As a result, Kāpiti as a sustainable tourism region requires significant attention and investment in both ensuring that its tourism offering is well stocked with quality experiences that appeal to its customer base, and that its promotional efforts accurately and successfully reflect this.

This Destination Management Plan (DMP) aims to help achieve this, by providing a long-term strategic framework to strengthen the whole of the Kāpiti visitor economy through sustainable development and visitation. Bringing all the key elements of the industry together, the DMP aims to guide tourism development, marketing and industry involvement, and improve visitor experience and infrastructure, with the ultimate goal of increasing the value of the Kāpiti visitor economy by increasing the number of visitors, their length of stay, and the ability to spend more money in the region.



VISION

A thriving coastal community that lives, works and plays sustainably, collaboratively striking balance between business and the environment



GOAL

Increase the value of the Kāpiti Visitor Economy by increasing the number of visitors, their length of stay, and the ability to spend more money in the region while ensuring that our environment and community continue to thrive.



STRATEGIC PRIORITIES

1

Effective and collaborative leadership across iwi, industry and community.

2

Develop the Kāpiti destination story to build awareness and position the district as a sustainable visitor destination.

3

Grow quality experiences to encourage new and existing markets to visit and spend.

4

Create a destination recognised for acting sustainably.

5

Develop a destination that is well connected.



ACTIONS

Each strategy has a suite of actions identified that aim to increase leadership, visitation, average length of stay, yield, customer satisfaction and repeat/referral visitation throughout the year and into the future.

STRATEGIC PRIORITIES

The Kāpiti Coast Destination Management Plan has the added goal of aligning visitor economy growth with other community benefits across the four pillars of wellbeing (Social, Cultural, Environmental and Economic). This also represents a key influence on the recommended strategic priorities and associated actions included in this report, as follows:

1 Build effective and collaborative leadership across iwi, industry and community:

For the visitor economy to grow and prosper within the region, strong leadership and collaborative relationships are needed. A common theme to the consultation sessions held was a feeling that the relationship between council, industry and community stakeholders within the Kāpiti Coast was fragmented. The Kāpiti Coast needs to determine what success for the district looks like for tourism, how it will be measured, and the collective actions required to achieve that success.

2 Develop the Kāpiti destination story to build awareness and position the district as a sustainable visitor destination:

Building awareness of the destination is imperative for the sustainable growth of the visitor economy for the Kāpiti Coast. This awareness is not just about knowing what there is to do in the region, which is important, but it is also about knowing what the unique identity of the Kāpiti Coast is to ensure it is marketed and promoted effectively.

3 Grow quality experiences to encourage new and existing markets to visit and spend:

Whilst there are many opportunities for visitors to the district to engage people and place throughout the region, there is very little in the way of paid experiences. Tourism is an economic enabler and can assist in delivering multiple benefits to the Kāpiti Coast that achieve growth in terms of the economic, environment, social and cultural well-beings.

4 Create a destination recognised for acting on sustainability:

Sustainability into the future was a strong aspiration expressed by many within the community. The council is currently exploring strategic imperatives to support this aspiration at a wider community level, but this aspiration was shared by stakeholders and industry within the visitor economy.

5 Develop a destination that is well connected:

This strategic priority is multifaceted. It is about ensuring that the district is easy to navigate and get around with good transport links, and that there is a sense of place and arrival to the district when approaching from the south or from the north. It is also about ensuring that there is adequate and strong internet connectivity throughout the region and identifying areas of concern and potential solutions.

DESTINATION MANAGEMENT PLANNING

Effective and sustainable Destination Management involves the management of all aspects of the destination that contributes to a visitor's experience.

In order to ensure that this is done correctly, the plan must take into account the expectations of a range of stakeholders. This includes:

- Visitors
- Māori/iwi/hapū/whanau
- Tourism industry
- The wider business community
- Local residents
- Central Government
- Local Government

Destination Management is designed to identify a pathway forward for a destination toward a common and agreed upon vision that will achieve a range of social, cultural, environment and economic benefits. The plan is for the destination, and will be reliant on all stakeholders working together to achieve the identified goals.

The Ministry of Business, Innovation and Employment (MBIE) have identified 16 components that need to be considered when developing a destination management plan. All 16 of these have been addressed within the development of this plan.

Figure 1 represents the 16 components in a honeycomb visual. These can be grouped into four specific categories:

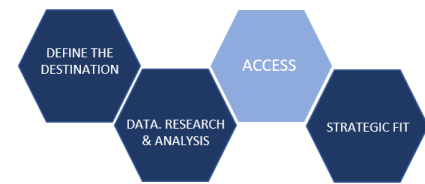
- **DARK BLUE:** Components that help to articulate the current situation for the destination – this includes benchmarking and current positioning.
- **LIGHT BLUE:** Components that are required for growth and effective destination management.
- **DARK GREY:** Components that are enablers for growth and effective destination management.
- **Light Grey:** Components that will enable the destination to succeed and monitor that success into the future.

Figure 1. MBIE Destination management components



To make it easier to identify the sections that are applicable to each of these components, a visual representation of these have been added into this document. You can find the honeycomb components applicable to each section in the top right-hand corner of the page that marks the start of the section.





Destination Kāpiti Coast

DEFINING THE REGION

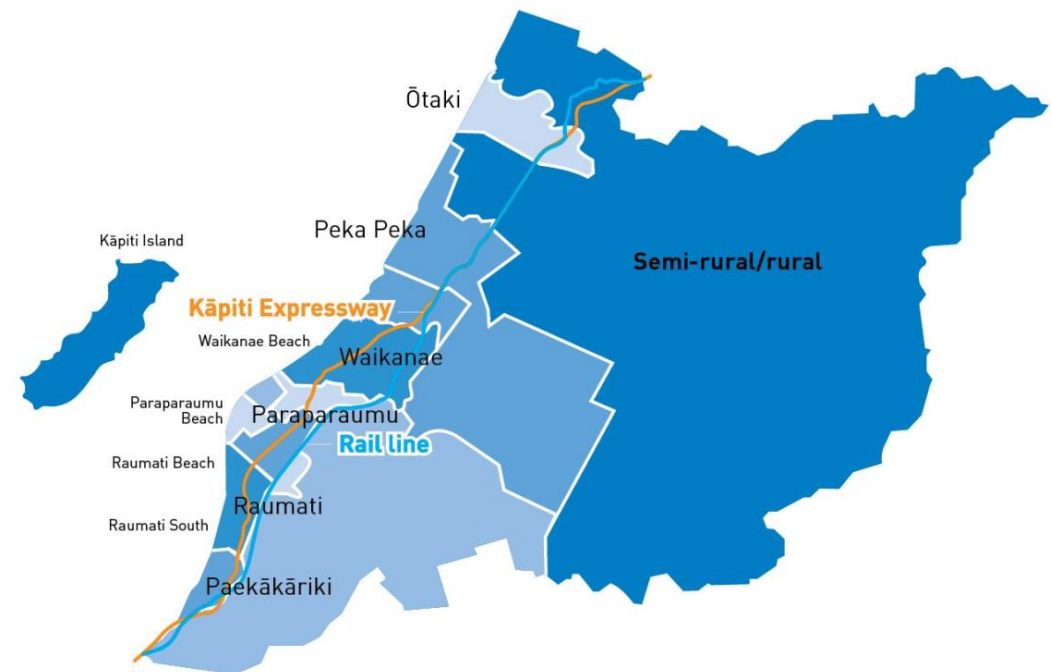
The Physical Region

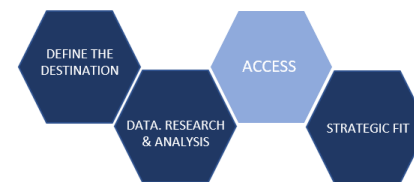
The Kāpiti Coast district stretches along the thin coastal plains at the foot of the Tararua Range, from Paekākāriki in the south to Ōtaki in the north. The district offers five hundred hectares of parks and sports facilities, and almost 80 km of walkways, cycleways and horse-riding paths that invite exploration and allow people to engage with the natural environment in numerous ways.

The region is defined by 40km of curved coastline offering stunning beaches and coastal views. Between the Tararua ranges and that coastline, there are several colourful villages that offer a different experience for visitors who make the time to stop. You can cover the 50km road journey in less than an hour via car, and there are a range of roading and infrastructure projects that will make that drive even easier.

The iconic Kāpiti Island, Ko te Waewae Kāpiti o Tara Raua ko Rangitane, located 5km to the west of Paraparaumu beach, is a predator-free nature reserve offering a unique visitor experience that is accessed by approved operators only. The iconic 19.65 square km island can be seen from almost every part of the district providing a form of easy navigation.

Figure 2. Map of the region





Access

The Kāpiti Coast District is dependent on efficient transport routes.



Road connections are vital to residents as many opt to live along the coast but work within Wellington city. Visitors are dependent on the same roads to access the coast. The geographic location of the Kāpiti Coast makes it a comfortable drive from Wellington city for day or weekend trips, but also from regions to the north. SH1 carries around 4500 AADT (Average Annual Daily Traffic). The completion of Transmission Gully (estimated to be September 2021) will provide visitors with a quicker way to get to the Coast. When completed, the Peka Peka to Ōtaki expressway, will remove traffic from inner district roads, but make it easy for potential visitors to bypass the Kāpiti Coast altogether.



Visitors and commuters can travel by train from Wellington to Waikanae station multiple times a day, with three stops throughout the Kāpiti district. There are limited services between Ōtaki and the rest of Kāpiti, and then through to Wellington or Palmerston North.

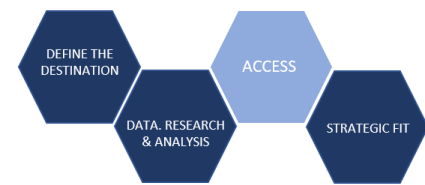
Kiwirail also operates the Northern Explorer, a 10 and a quarter hour train journey between Auckland and Wellington stopping at Paraparaumu. The current timetable is weighted to commuters during the week. Trains are often switched to buses between Wellington City and out to the Coast on weekends and during many holidays. This extends the journey time and makes the services e.g. bike transport unavailable at key recreational times.



Intercity offers a range of long-distance coach options through the district. These connections arrive and depart from the Railway Station located on the Main Road, Paraparaumu. There are a range of local bus routes throughout the region also which connect the beach suburbs with the main rail stations.



The regional airport in Paraparaumu provides an opportunity to service the entire district. There are currently daily flights on Air Chathams between Auckland and Paraparaumu. These flights are timed to coincide with business travellers arriving early in the morning and departing late afternoon. The airport presents opportunities for visitors from smaller regions into and out of the region, but also for the local community to travel with ease. There are also currently two airports within a one-and-a-half-hour drive from the Kāpiti Airport - Wellington, and Palmerston North.



Population

The current population estimate for the Kāpiti Coast District is 57,000¹ with just under 14% of the population being of Māori descent. The population of non-Māori in the district has a median age of 47.9 years, and 26.9 years for Māori. The district experienced a growth of 9.3% between 2013 and 2018, and that growth is anticipated to continue due to the increased connectivity with Wellington via the Expressway and Transmission Gully. The population is forecast to grow by 30,000 people (or 52%) by 2050. Most residents live in the larger towns within the district, and these will see the largest population growth change through to 2050.

The Regional Economy

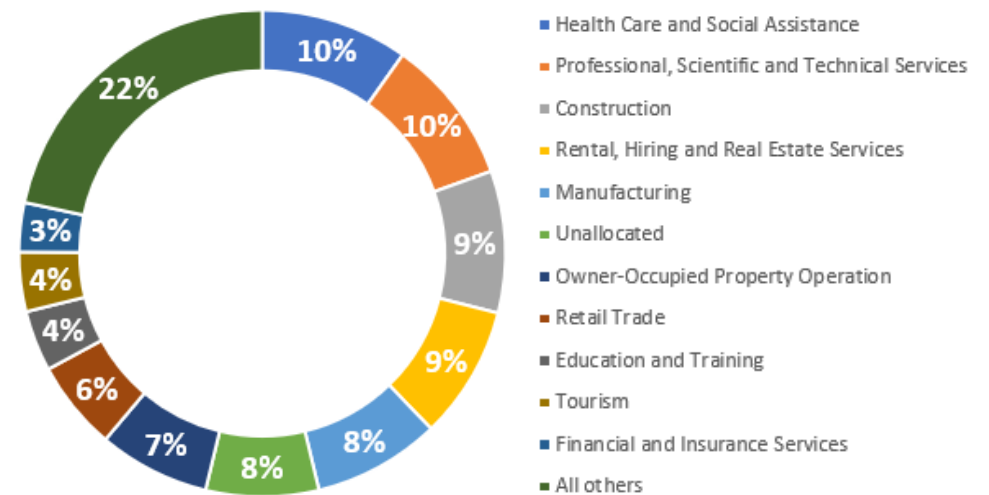
The current make-up by sector of the Kāpiti Coast can be seen in Figure 1². These strengths are not surprising given the growing population and large construction and roading projects in the region combined with the gaining population and increased number of aged care facilities.

The tourism economy was 4.9% of the district's GDP in 2019³ with accommodation and food services a significant contributor to the tourism dollar in the region, and a large employer accounting for 7.5% of filled roles in 2019. Due to the fact the region has only a small reliance on international visitors, and the domestic market is currently floating the visitor economy throughout New Zealand, the Kāpiti Coast industry is in a strong position to remain resilient through the effects of COVID-19.

GDP and Growth

Infometrics provisional GDP estimates indicate that the Kāpiti Coast has experienced a 0.4% growth to December 2020⁴, compared to the national 2.6% decline. The GDP figure for the December 2020 quarter was 1.8% higher than it was in the 2019. The GDP derived from tourism declined slightly from 4.9% in 2019 to 4.1% in 2020. Given the resultant lockdowns and the effect these have had on the tourism sector this was not unexpected.

Figure 3. Kāpiti GDP by Sector

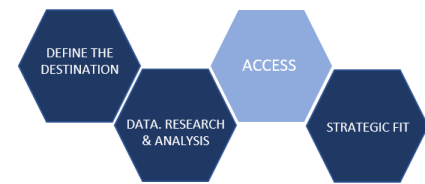


¹ Statistics New Zealand population estimates 2020

² <https://webgear.mbie.govt.nz/theme/gdp-by-industry/map/barchart/2018/kapiti-coast>

³ Kāpiti Coast District Economic Development Strategy 2020-2023

⁴ <https://www.kapiticoastnz.com/doing-business-in-kapiti/economic-insights>



LAND MANAGERS AND REGULATORY AGENCIES

Kāpiti Coast District Council

The role of Kāpiti Coast District Council is to lead and represent the community, and to enable democratic local decision-making to promote the social, economic, environmental and cultural wellbeing of the Kāpiti Coast. Council:

- Facilitates solutions to local needs
- Advocates on behalf of the local community with central government, other local authorities and other agencies
- Develops local resources
- Manages local infrastructure including network infrastructure (eg, roads, sewage disposal, water, stormwater) and community infrastructure (libraries, parks and recreational facilities)
- Carries out environmental management
- Plans for the future needs of the District.

In fulfilling its purpose, the Kāpiti Coast District Council exercises powers and fulfils responsibilities conferred on it by legislation.

WellingtonNZ

WellingtonNZ is the Greater Wellington region's Economic Development Agency (EDA) and Regional Tourism Organisation (RTO). They receive funding from both the Wellington City and Greater Wellington Regional Council. The organisation supports businesses to build capability, invests in events to host, runs civic venues for the city of Wellington and is also responsible for destination development and marketing. They should work closely with mana whenua through purposeful iwi engagement, and the Kāpiti Coast District Council to ensure the coast is marketed in the right way, through the right channels, and operators within the district are appropriately supported.

Whilst this arrangement is not currently as well leveraged as it should be, there are opportunities for WellingtonNZ to work much more closely and effectively to promote Kapiti as a place to visit, stay, live and play.

Mana Whenua

Te Whakaminenga o Kāpiti is one of the longest partnerships between mana whenua and local government in New Zealand. The goal of this group is to foster a mutually beneficial relationship between the council and tangata whenua. The group first met in 1994 as the council's iwi Consultation Group and was made up of the three iwi of the ART (Āti Awa, Raukawa, Toa) confederation. The group signed a Memorandum of Partnership in 1994 and guides the relationship between council and iwi. There are currently two elected representatives on this group from Ngā Hapū o Ōtaki and Te Rūnanga o Ngāti Toa Rangatira.

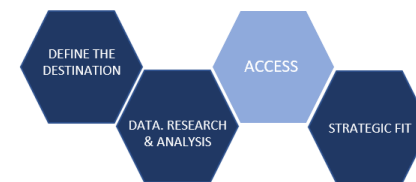
Through the treaty settlement process, there are tracts of land within the district that fall into the category of Māori Land, and can provide potential future economic opportunities for tourism operations within the region.

Greater Wellington Regional Council

The Greater Wellington Regional Council is a regional council with eight territorial councils within their boundaries. The responsibilities for this regional council include the management of natural resources for the benefit of the whole region (including the large recreational areas Queen Elizabeth Park, Akatarawa Forest Park and parts of the Waikanae and Ōtaki Rivers), essential community services such as road maintenance, land-use and subdivisions, community health and community services. Various Acts of Parliament such as the Local Government Act 2002 and the Resource Management Act 1991 provide the council with a framework for their activities.

Department of Conservation

The Department of Conservation plays an important role within the Kāpiti Coast both for the tourism industry and the broader community. Kāpiti Island is one of New Zealand's most significant nature reserves and the Department of Conservation manages the island and all access to it. The only way for visitors to access the island is to go with an approved operator who is a DoC concessionaire. Visitors are strictly managed and must go through a process of biosecurity before being allowed access to the island.



FUNDING AND MANDATES:

During the development of the Destination Management Plan, an ongoing issue was raised in regards to the roles for each of the local government agencies identified above with regards to the delivery of tourism promotion and support, and the funding provided for this activity.

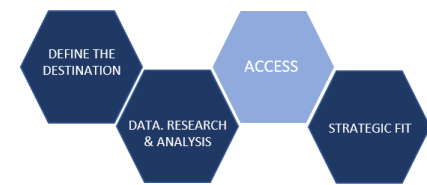
WellingtonNZ is the Regional Tourism Organisation for most of the Wellington Region including Wellington City, Porirua, the Hutt Valley and the Kāpiti Coast. To date their mandate for Tourism Promotion has been constrained as this activity is only funded directly by the Wellington City Council as a component of their core funding. WellingtonNZ does do some visitor destination promotion for the wider region but the investment level relative to that for Wellington City is low.

In the 2020/21 and 2021/22 years, WellingtonNZ has received government funding from Covid-19 recovery budgets based upon the resources it receives from Wellington City Council for tourism promotion. WellingtonNZ has utilised some of this money to support the development of sub-regional Destination Management Plans (including the Kāpiti Coast Destination Management Plan), regional destination promotion and supporting the building of resilience and capability amongst tourism businesses from across the region.

Both in regard to the core funding and this special government funding there has been concern amongst local Kāpiti stakeholders about how WellingtonNZ's funding is raised and consequently how it can be used. These stakeholders would like to see a greater investment made from rates funding received by WellingtonNZ on the promotion of Kāpiti as a visitor destination. Both the Kāpiti Coast District Council and WellingtonNZ have identified this situation as one that needs resolution. This concern has been raised by a number of stakeholders during the consultation completed for this project and they are clear that they see that this has created limitations for Kāpiti and its development as a visitor destination.

At the time of writing a one-year funding agreement between WellingtonNZ and its Greater Wellington Regional Council shareholder has recently been signed and this has acknowledged the challenge described and provided for direct investment to be made to sub-regional marketing beyond Wellington City.

Discussions are now also underway between the Kāpiti Economic Development Kotahitanga Board, Wellington NZ and Kāpiti Coast District Council for the creation of an agreement confirming how the organisations will work together to support the delivery of the Destination Management Plan and other economic development activities.



STRATEGIC CONTEXT

National Tourism Strategic Context

TOURISM 2025 AND BEYOND

Provides a clear pathway towards a sustainable tourism industry for Aotearoa, New Zealand. It has been created by industry for industry and places the value firmly on communities, individuals, the environment, the economy and visitors. The vision for the framework is “Growing a sustainable tourism industry that benefits New Zealanders.”

The Framework has four key goals:

- Make sure our visitors are having great experiences
- Make sure our communities are happy with and benefitting from tourism
- Make sure our environment benefits from tourism
- Bring economic success.

NEW ZEALAND/ AOTEAROA GOVERNMENT TOURISM STRATEGY

The Government wants tourism growth to be productive, sustainable and inclusive. The goals of the New Zealand-Aotearoa Government Tourism Strategy are:

- Tourism supports thriving and sustainable regions
- Tourism sector productivity improves
- New Zealand-Aotearoa delivers exceptional visitor experiences
- Tourism protects, restores and champions New Zealand-Aotearoa’s natural environment, culture and historic heritage
- New Zealanders’ lives are improved by tourism.

In May 2019 Government and Tourism Industry Aotearoa have agreed to five key priorities for immediate action in the coming year. These are:

- Sustainable growth
- Improved data and insight
- Building the tourism workforce
- Destination management and planning
- Carbon and climate change.

While there has been no revision of theme, these immediate priorities provide clear guidance for regions on the current important issues to deliver on the national tourism strategic goals.

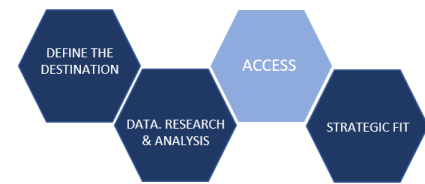
NEW ZEALAND TOURISM SUSTAINABILITY COMMITMENT

As part of implementing the tourism strategies, Tourism Industry Aotearoa has developed the Tourism Sustainability Commitment to enable tourism operators to voluntarily work towards achieving the four pillars of sustainability.

The Tourism Sustainability Commitment has been developed by industry for industry to progress the vision of New Zealand leading the world in sustainable tourism. It comprises 12 commitments across the four pillars of environment, community, visitor, and economy that individual businesses sign up to. Over 1400 tourism businesses have already committed to this programme which is becoming an industry standard. Commitment requires:

- Having a sustainability plan with goals for all 12 Commitments
- Making measurable progress towards the goals
- Embedding sustainability into business systems, processes, and plans
- Providing an annual update on progress
- Telling communities and visitors about our sustainability efforts.

As a result, this programme enables the tourism industry and individual operators to demonstrate their performance to potential visitors as well as the community within which the industry operates.



District Plans and Relevant Tourism Strategies

ANNUAL AND LONG-TERM PLANS

The long-term plan sets the direction for the council and governance of the district and provides financial and infrastructure strategies to determine budget over a long period of time. The Annual Plans outline the short-term specifics that are needed in order to achieve the long plan, and identifies the activities, and resource required to deliver the plans and where those resources might come from.

CARBON AND ENERGY MANAGEMENT PLAN

This strategic plan sets the objectives for measuring, managing and reducing emissions, improving energy efficiency, increasing the use of renewable energy, improving the resilience of operations to energy supply disruptions, and aiding the development of a low-carbon economy.

An environmental ethos and sustainability in the tourism sector in the future was a strong aspiration for the community. This strategy helps to outline how the district will measure, manage and reduce emissions and developing a low-carbon economy.

ECONOMIC DEVELOPMENT STRATEGY AND IMPLEMENTATION PLAN 2020-23

A recent addition to the suite of strategies in place to help guide the work of the Kāpiti District Council, this plan provides a roadmap for council, business, and community to continue to foster a thriving economy in the district. It outlines how council and businesses can work together to harness local knowledge, skills, and resources, while setting goals to help make the best decisions.

This strategy outlines a few tourism specific goals, but also identifies where cross sector collaboration would be beneficial and how the council are committed to working together with businesses to create a thriving economy in the Kāpiti Coast.

A key action in the Economic Development Strategy is to support the growth of the visitor economy, including strengthened air linkages and supporting infrastructure such as Te Uruhi (Kapiti Gateway), and a medium term outcome is the growth of the visitor economy.

KĀPITI RECOVERY PLAN 2020

This plan outlines a pathway toward recovery for Kāpiti Coast post COVID 19. It outlines a recovery framework via 6 achievable objectives, with 4 foundation values at its core.

MĀORI ECONOMIC DEVELOPMENT AND WELLBEING IN KĀPITI 2013

Māori economic development is not only important for iwi within Kāpiti, but also the district as a whole. Mana whenua within the district contribute to the economic, environmental, social and cultural growth locally, regionally and nationally. As iwi settle historic grievances through the Treaty settlement process, this adds to the iwi asset base supporting an increase in the number of Māori employers and self-employed individuals.

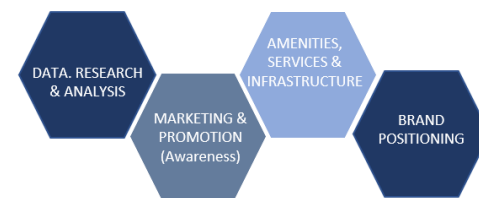
Tourism is an economic enabler for Māori and will contribute to the overall community wealth derived from the sector.

Future Tourism Strategies

WELLINGTON REGIONAL DESTINATION MANAGEMENT PLAN

A destination management plan for the Greater Wellington Region will be developed that will point to the aspirations for the region, the opportunities and challenges that exist on the journey to achieving these aspirations. The Kāpiti Coast destination management plan will be a key part in informing this region-wide plan which will identify the common themes and recommendation actions that should be taken in order to manage the broader destination effectively.





The Visitor Economy

Pre-COVID, the tourism and hospitality sector in the Kāpiti Coast employed just over 1,100 people and generated \$172 million in tourism spend. There was a decline of 1.45% in domestic spend for that same period, which would suggest that this growth came from international markets. The domestic tourism market accounted for 78% of total visitor spend in Kāpiti, with the top three markets coming from Wellington, Manawatu-Wanganui and Auckland. The top three international markets for the district were Australia, the United Kingdom and America. Total guest nights in commercial accommodation on the Kāpiti Coast grew 12% from 2017 to YE 2018 with visitors staying for a total of 199,633 nights.

Immediately following COVID lockdown and border closures, visitors to the Kāpiti Coast spent \$159 million in the year to October 2020. A significant majority (82%) of this expenditure was generated by domestic visitors, and 18% by international visitors.⁵ Total visitor expenditure on the Kāpiti Coast represents just over 10% of visitor spend in the Wellington region and 0.6% of the value of the visitor economy nationally.⁶

Visitors from the Wellington region are estimated to have spent \$55 million on the Kāpiti Coast in the year to October 2020, and those from Manawatu-Whanganui spent \$28 million, while visitors from Auckland spent \$13 million. International spend is predominantly generated by visitors from Australia (\$8 million), and the US and UK (both with \$4 million). While visitors from Germany are more numerous than those from the US, they only spent \$1 million.^{7,8}

Visitor spend is dominated by retail sales (64 %), followed by food and beverage serving (12.5%), other tourism products (9.5%) and other passenger transport (9%). Accommodation accounts for 2.5% of total visitor spend on the Kāpiti Coast.⁹

Finally, we note that there has been a decrease of approximately 21% in visitor spend in the wider Wellington region when compared to the year to October 2019. While we cannot conclusively state that this is solely due to the COVID-19 pandemic, it is likely to have had a significant impact. On the Kāpiti Coast however, the decrease was just under 8 % and it appears that the visitor economy has fared reasonably well due to being less reliant on international visitors.¹⁰

The visitor economy (specifically the accommodation and food services industry) accounts for 7.5 % of filled employment in 2019 and a 4.9 % share of the region's GDP – less than for New Zealand as a whole (5.4 % of GDP).¹¹

⁵ Annual Regional Tourism Spend to October 2020 (MBIE)

⁶ Annual Regional Tourism Spend to October 2020 (MBIE)

⁷ Annual Product and Country by TA and RTO to October 2020 (MBIE)

⁸ New Zealand Visitor Activity Forecast (FreshInfo)

⁹ Annual Regional Tourism Spend to October 2019 (MBIE)

¹⁰ Kāpiti Coast Economic Development Strategy and Implementation Plan 2020-2023 (KCDC)

¹¹ Kāpiti Coast Economic Development Strategy and Implementation Plan 2020-2023 (KCDC)

NEW ZEALAND



**OVERSEAS VISITOR
ARRIVALS**
3.9 Million pa
PRE COVID-19

Visitor arrivals came to a standstill in March 2020 as New Zealand shut its borders to international travel due to the COVID-19 pandemic.



The borders remain closed to everyone except citizens and residents.

**INTERNATIONAL TRAVEL
TO NEW ZEALAND**
looks set to remain low

for some time due to the ongoing pandemic, with the most promising light on the horizon, a potential travel 'bubble' with Australia in the next three to six months.



KEY MARKETS YE FEBRUARY 2020¹



Australia
1,550,680



USA
370,879



China
367,000



United Kingdom
231,235



TOTAL SPEND

up 5.2%
to \$17.2 billion

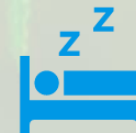


DOMESTIC TOURISM

worth 23.7 billion pa
(up 3.3%)
pre COVID-19³



GUEST NIGHTS
were on the increase



BOOST IN POST LOCK DOWN DOMESTIC TRAVEL TO NEW ZEALAND'S REGIONS

changing alert levels on a region by region basis is having ongoing effects



e.g. the Auckland region (a key domestic source market) moving back to alert level 3 in August

CURRENTLY STRONG DEMAND FOR DOMESTIC HOLIDAYS

driven by a desire to support the economy and to see more of New Zealand, both in the long and short-term



Approximately **43%** of New Zealanders that intend to holiday within next 12 months

intend to spend more than they typically would on domestic holidays



With over half planning on a weekend trip:

- more than 60% a short or week-long trip,
- 55% visit a place they haven't been to before



Long-term outlook for the domestic travel market is encouraging, as indicated by the number of New Zealanders' intent to continue to

52% choose domestic holidays over international⁴



1. Statistics New Zealand (February 2020)

2. Statistics New Zealand, year ended March 2019

3. Statistics New Zealand, year ended March 2019

4. Tourism New Zealand (July 2020), Kantar Domestic Sentiment Study



VISITOR EXPERIENCES

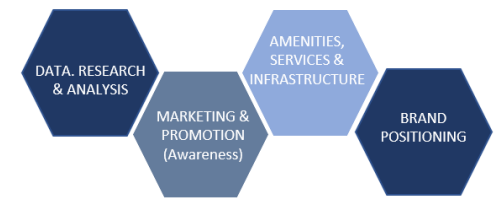
The region's most well-known and iconic visitor attraction, Kāpiti Island is a nature reserve and bird sanctuary accessible only with an approved tour operator. The Colmar Brunton research highlighted that a visit to Kapiti Island appeals to many domestic tourists, on par with the Tongariro Alpine Crossing and feature exhibitions at Te Papa.

The many beaches and bushwalks of the region are a drawcard for visitors seeking rest, relaxation and rejuvenation. However, the region also has much to offer the active visitor from walking and cycling to golf and fishing.

There are a number of local food producers offering products such as olive oil, chocolate, honey, limoncello and preserves, and multiple craft breweries including the famous Tuatara Brewery and the aptly named 'Change Maker'. The Kāpiti Food Fair showcases New Zealand packaged food and beverage, other related F&B products and the united nations of ready to eat food. Maoriland Film Festival and Ōtaki Kite Festival are other local events that provide compelling reasons to visit the Kāpiti Coast.

The Kāpiti Arts Trail has over 100 participating artists, and while there is an annual Arts Trail event in November most of the artists also welcome visitors all year round.





DEMAND RESEARCH – COLMAR BRUNTON

The Colmar Brunton research (commissioned in late 2020 by Wellington NZ as part of the regional Destination Management Plan development process) into Domestic Traveller Research captured insights into what the current appeal is for the Kāpiti Coast and what could drive greater levels of appeal. It should be noted that the findings articulated in this section refer to the domestic market only, and do not reflect what international visitors might see as the current appeal of the region.

This research showed that the most common reason for visitation to Kāpiti currently is to visit friends and family (51%), followed by exploring the outdoors and relaxing or escaping from daily stress. This is represented by the word cloud opposite. Wellingtonians made up 38% of current visitors.

The research determined that the Kāpiti Coast did not appeal as a destination for a weekend or longer break when subjects were unprompted. However, appeal increased markedly once respondents were shown what there was to do within the region, indicating that the issue is one of low awareness. This was limited to the experiences currently available and the natural assets that are abundant within the district. Interest rose from residents in the east coast of the South Island, and into the upper regions of the north island rose considerably once they knew what experiences were on offer. The target segments that showed strong additional interest in the Kāpiti Coast were the segments of Wine, Food and Scenery, Relaxation and Wellbeing and Explore Nature.

A Kāpiti Island Tour was the only Kāpiti experience in the wider Wellington region that appeared in the top 15 experiences identified as appealing within the region by those who took part in the research. The experiences that increased the appeal for those who were initially not interested in visiting the region, are the beaches and nature walks.

For New Zealand our largest market, Auckland, Kāpiti Island was identified as the most appealing aspect of the region to attract Aucklanders on a short or long break. The Kāpiti Food Fair also featured as a compelling experience.

When shown specific itineraries, 21% of respondents were extremely likely or very likely to do a multiday break where you spend most of your time in Wellington by go to the Kāpiti Coast for a day.

Figure 4. Reasons for visiting Kāpiti Coast



KEY TAKE OUTS

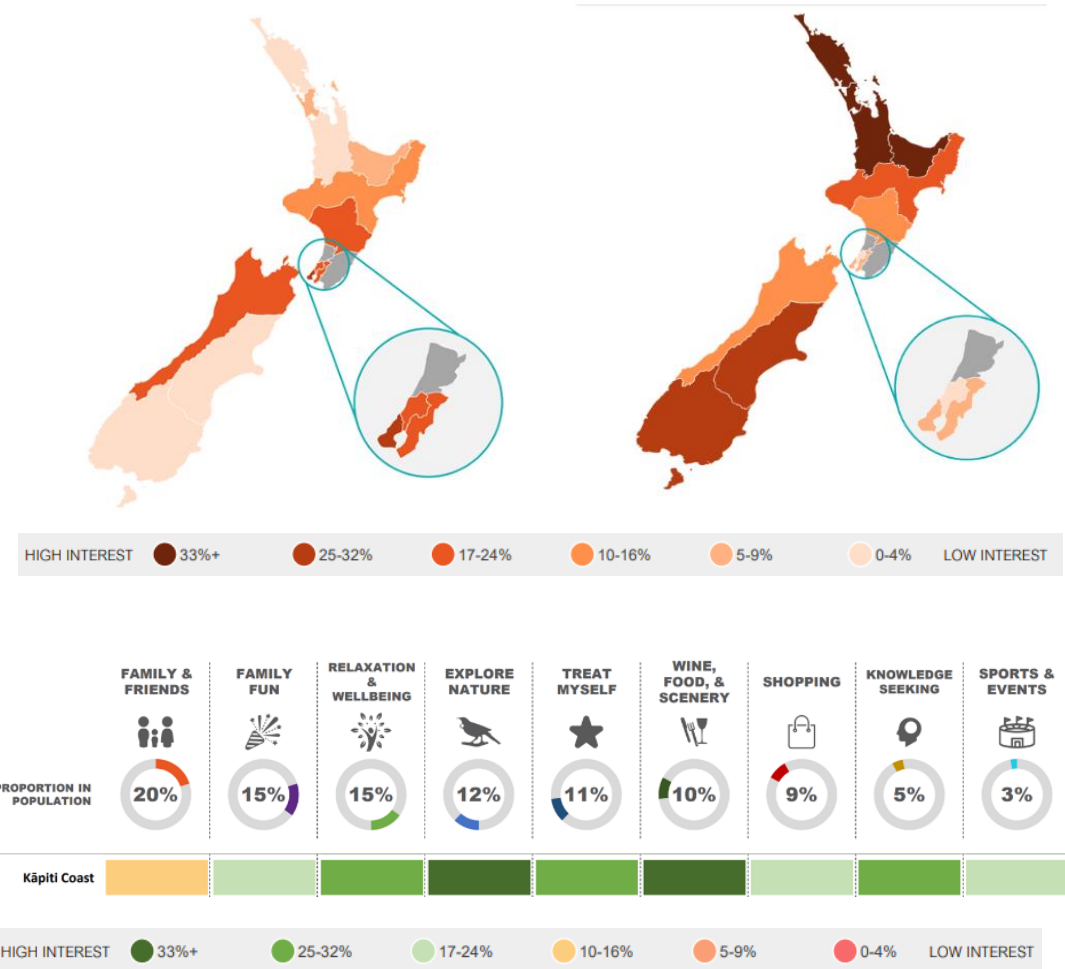
A key take out of the Colmar Brunton report was that there is a distinct lack of awareness with regards to the Kāpiti Coast as a destination. With appeal in the destination increasing significantly for potential visitors throughout New Zealand once they knew what the destination had to offer in terms of experiences.

That spike in appeal through New Zealand showed significantly in the Explore Nature, Relax and Wellbeing, and Wine, Food and Scenery market segments¹². These segments present an opportunity for experience development within the region and have helped shape the recommendations made within this plan. These market segments represent sizeable target audiences, representing a combined 37% of the New Zealand domestic travel market.

By increasing the number of experiences in the region that directly resonate with the target markets identified, and the district was marketed and promoted to increase that awareness, especially in the regions were appeal spiked once they knew what that district had to offer, then positive impacts should be seen in the visitor economy.

Although the Family and Friends market segment is currently Kapiti’s largest source of visitors and represents 20% of the national market, the level of appeal did not increase significantly once shown what experiences were available. Therefore, increased awareness is unlikely to improve this market segment’s likelihood to travel.

Figure 5. Heat map showing increase in appeal once aware of experiences.



¹² <https://www.dgit.nz/domestic-traveller-segments/>



ACCOMMODATION ON THE KĀPITI COAST

Accommodation in the region district is centred on Paraparaumu and Waikanae and beaches, and ranges from budget to more luxurious. Most of the accommodation available to visitors is private (rental holiday homes) rather than commercial (hotel, motel, backpacker, holiday park, bed and breakfast, lodges etc). There are only 11 accommodation providers listed on the official Kāpiti Coast tourism website, but links are provided to AirBnB (339 listings in the region), Bookabach (212 listings), Bach Care (43 listings) and Booking.com (82 listings). On the Booking.com website there are two hotels and 10 motels listed, with most being concentrated in the central Kāpiti Coast area.

The Accommodation Data Programme collates data from 16 commercial accommodation operators on the Kāpiti Coast with a total of 484 stay units available but does not provide a breakdown according to property type. Three properties are Qualmark certified – Barnacles Seaside Inn in Paraparaumu Beach (2 Star +), Waikanae Beach Motel (3 Star +) and Greenmantle Estate in Paraparaumu (which has Luxury Lodge status). Neither Barnacles nor Waikanae Beach Motel are still operating having been privately purchased to house workers for the district’s significant infrastructure projects.

There are five commercial campgrounds/holiday parks and at least half a dozen glamping operations spread along the length of the Kāpiti Coast from Paekakariri to Otaki. In addition, there are nine designated freedom camping sites for self-contained vehicles, maintained by Kāpiti Coast District Council www.KapitiCoastNZ.com.

There is currently no annualised data available for commercial accommodation – the last available data series produced by StatsNZ was for the year ended September 2019. This data showed an increase in guest nights for the Kāpiti-Horowhenua region of 9.8 percent on the previous year, to just over 296,000. International guest nights rose 4.3 percent (to 43,288) and domestic guest nights rose to 253,273 – an increase of 10.8 percent. The average length of stay in commercial accommodation for the year to September 2019 was 2 nights, with an average occupancy rate of 23.6 percent.

The new Accommodation Data Programme has been active since June 2020 and shows average length of stays between 2.3 (July) and 2.9 (June) nights, with average occupancy rates ranging from 28.6 percent (June) and 41 percent (October). The methodology differs from that of the StatsNZ Commercial Accommodation Monitor, and therefore direct comparisons cannot be made.

There are some DoC camp sites available in the area, some that have accessibility issues when roads or access are damaged. These camp sites are integral as the region provides access into the Tararua Forest park and the ranges themselves.



COUNCIL FUNDED EVENTS ON THE KĀPITI COAST

The Kāpiti Coast Major Events Fund was launched in 2016 as part of the Kāpiti Coast District Council's 2015-2018 Economic Development Strategy, recognising the economic contribution generated through hosting events. Events also generate social and cultural benefits including increased pride and a sense of community and can also provide a platform for showcasing the diversity within a region.¹³

The fund was initially set at \$160,000 per annum, but in 2019 was raised to \$200,000 including \$25,000 allocated to event feasibility studies.¹⁴ Major events in the region that have been recipients of this funding include:

- Māoriland Film Festival (funded across multiple years up to and including 2021/2022)
- Ōtaki Kite Festival (funded across multiple years up to and including 2021/2022)
- Kāpiti Food Fair (funded across multiple years up to and including 2021/2022)
- Coastella (funded 3 years)
- Ōtaki-Māori Racing Club Farmers' Market (funded 1 year)
- Kāpiti Coast International Jazz Festival (funded 1 year)
- Kāpiti Coast Festival (funded 1 year)
- XTERRA Wellington (funded 1 year)

FFFLAIRE, Matariki Light Arts Festival and Kāpiti Design and Arts Festival have received feasibility funding.

The eight events that have been funded since the programme's inception have generated a significant ROI for the Council and drawn a high proportion of visitors from the wider Wellington region and further afield.¹⁵

¹³ Walters and Insch (2018) How community event narratives contribute to place branding. *Journal of Place Management and Development*.

CURRENT MARKETING

Both WellingtonNZ and Kapiti Coast District Council undertake destination marketing activities for the district. Council's Economic Development team undertake destination marketing under the brand KapitiCoastNZ through the destination website and Facebook page.

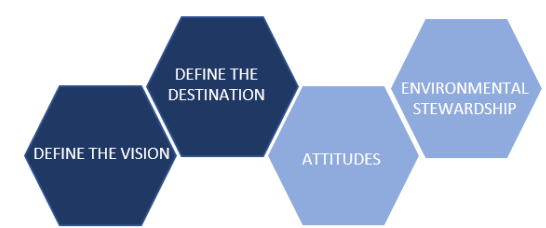
WellingtonNZ marketing tends to focus on day trips to the district to experience a handful of key activities from the tourism offer (as it is limited to promotion of Qualmark rated businesses) and the promotion of regional trails. KapitiCoastNZ marketing activity focuses on the range of experiences on offer from activities and events, to hospitality to accommodation



¹⁴ Kāpiti Coast Major Events Fund (KCDC 2019)

¹⁵ Kāpiti Economic Development Strategy: 2019/20 Major Events Fund Allocation Report (KCDC 2019)





Community Aspirations

In order to accurately reflect the community aspirations, future priorities and the opportunities that affords the region, this plan takes the perspectives of iwi, stakeholders, industry and broader communities of the Kāpiti Coast into consideration.

Aspirations from the community were gathered through purposeful stakeholder and community engagement sessions held within the Kapiti Coast combined with social pinpoint, an online community consultation tool utilised by TRC Tourism. You can read more about the results from Social Pinpoint in Appendix A.

When these aspirations were distilled, there were strong commonalities shared between those who were consulted. In order to articulate these aspirations in a more cohesive way, this plan outlines them under the headings of the four community wellbeing pillars of the Living Standards Framework. The aspirations are then expanded on to outline what that means for the destination, and the opportunities that might exist on the journey to achieving them.

ASPIRATIONS

Social Wellbeing

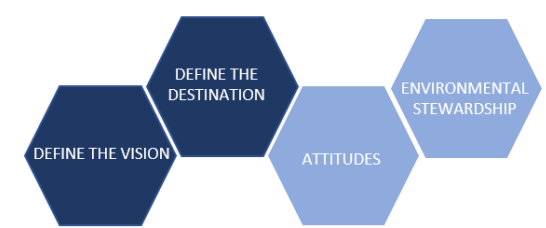
Opportunities that led to a stronger and more prosperous community for the people of the Kāpiti Coast was a shared aspiration. It was clear that those who live and work on the coast want to see their fellow locals thrive into the future. They placed a lot of emphasis on what the community would need to make that happen.

Increased Employment Opportunities: More employment opportunities across a broad range of industries will allow the community to thrive. The population within the Kāpiti Coast is heavily weighted to the over 50 and under 19 years of age. There is a distinctive lack of residents aged 20-50, and increased employment opportunities across a broader range of industries would provide a reason to stay, or to move back. Iwi indicated that they would like to stem the flow of Māori leaving the area but highlighted that there was a lack of incentive or reason for them to stay, or return.

Family Friendly: The Kāpiti Coast is seen as a great place for people to raise young families, and to retire, but there is a desire from the community to see more facilities and activities be created catering to teens and young adults.

Education Providers: Whilst there are 20 schools in the Kāpiti District¹⁶, people seeking higher education might need to leave the coast or commute into Wellington. Te Wānanga o Raukawa offers a range of tertiary education courses and could be developed to deliver strong indigenous education programmes across multiple sectors, including tourism. This aspiration resonates with iwi who would welcome the opportunity for their Rangatahi to learn the stories and histories of their people.

¹⁶ <https://www.educationcounts.govt.nz/>



Sense of Identity and Civic Pride: The identity is clearly distinct from others in proximity, with it clear to both locals and visitors what it is to live and visit the Kāpiti Coast. What makes up the Kāpiti experience, what will visitors see while they are in the district, and how will they feel? Currently, there is a feeling of disconnection in the community between council, community, and stakeholders. that needs to be dealt with for this aspiration to be realised.

Community Spaces: Many in the community believed that a strong social step forward would be to provide spaces for community groups to gather. There is a strong arts and culture sector throughout the Kāpiti Coast, so an example of a space that might also derive potential economic benefit would be an art's collective with associated gallery. A business hub could also provide value, encouraging government workers to remain in Kāpiti, but allowing them to still have a defined space to work.

Improved Connectivity: While there are linkages through to Wellington, and a few that journey north, there is a general perception that the internal connections on the coast need to be improved. Increased services that would make moving throughout the district would be welcomed.

More Events: Events are a way for the local community to come together, but also the catalyst to attract visitors into the region. People in the community believe that more could be done to attract visitors by creating events based on the districts' strengths: art, produce, nature trails, and history.

Environmental Wellbeing

Aspirations that worked to protect and preserve the natural environments in and around the Kāpiti Coast were shared by many of the groups consulted. Iwi communities and the younger generations within the community have a particularly strong shared desire to see an environmental ethos being fostered within the Kāpiti Coast for the benefit of future generations. These aspirations were not around keeping visitors and locals away from these natural assets but centred more around educating visitors and locals alike on how to engage with them in the right way, and how to live sustainably as an extension of this.

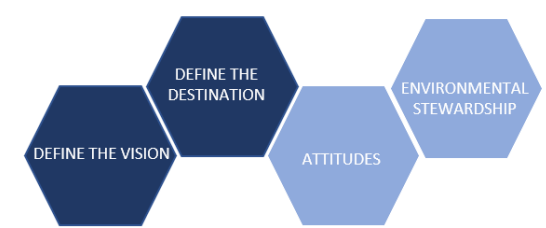
Living Sustainably: A shared aspiration for many was the desire to protect and maintain the land and create balance between people and place within the Kāpiti Coast. This could include conducting large scale environmental audits through to educating locals and visitors around aspects of recycling and how to travel through the destination limiting any impact they might have on natural environments.

Retention and Regeneration: There are over 500 hectares of green space along the Kāpiti Coast, with the numerous parks, forests and rivers providing strong ecology corridors for native bird populations, and locals and visitors alike highly valuing the accessibility of these areas. Regenerating areas back to native forest, and retaining and protecting these areas for future generations, are important initiatives to ensuring the environmental wellbeing of the community into the future.

Carbon Neutrality: The Kāpiti Coast District Council is working toward becoming a carbon zero destination by 2025, and this goal fits into the overall environmental aspirations expressed by various groups consulted.

An Eco-Destination: Kāpiti Coast becomes a destination that is known for being well managed and committed to sustainable practices. This would include having a wide range of high-quality nature-based tourism experiences within the region that enables visitors and locals to engage with the natural assets in the district in a sustainable way. It would also provide an opportunity for them to contribute towards the conservation efforts of the industry itself.

Utilise Marine/Shore Assets: The development and utilisation of the Kāpiti coastline and marine reserve were potential initiatives raised on several occasions throughout the stakeholder and community engagement process – snorkel hire, dive tours, stand up paddle boards and kayak hire for example. The need to make these assets more accessible to everyone and have more ways in which people can interact with and enjoy them were common themes (e.g., Dive School, Waka Ama, Scientific research/marine discovery centre).



Cultural Wellbeing

Cultural aspirations for the Kāpiti Coast were expressed by many within the community. There is a strong and unique story than can link the Kāpiti Coast with other regions to the south and north and provide the opportunity to create a point of difference for the district.

Māori Tourism Experiences: The Kāpiti Coast has a unique story to tell, but this is also a chapter of a larger regional story that could and should be told. The ability for visitors and locals to engage with mana whenua and hear the stories told the right way by the right people is a shared aspiration among many in the community. As an economic enabler, tourism is an industry that iwi would like to explore to determine what the opportunities are, and the benefits associated with them.

Storytelling: Iwi have articulated the aspiration to identify the stories they want to build commercial entities around, and those that might be used to market the district as a destination. These entities would assist in providing employment opportunities to bring iwi members' home.

Reenergise and Connect Whanau: A large aspiration from local iwi is to have facilities, operators or wananga available within the Kāpiti Coast that can help those who whakapapa back to the district connect with people and place. As mentioned, driving employment is a strong motivator, but it is also about reenergising the local whanau, hapū and iwi to reconnect with who they are, and where they have come from.

Build Capacity: Resourcing agencies and businesses to assist in building the capability of Māori within the community. Māori are mātauranga, land and story rich, but need help to build the capability to turn these assets into a commercial entity that can derive financial independence and sustainable employment into the future.

Cultural Infrastructure: Wayfinding and having cultural infrastructure to mark the entrance into the region both from the north and south. Iwi in the region have a strong art identity and having these assets to welcome and farewell people, while also helping them to navigate their way around the district would be of benefit both for locals and visitors to the Kāpiti Coast.

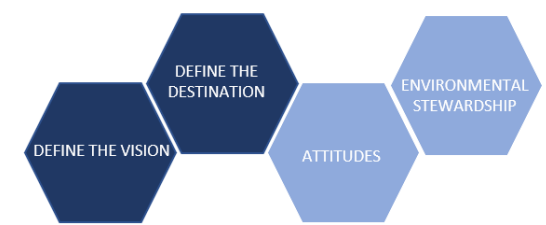
Economic Wellbeing

Providing employment and building community wealth would derive economic benefit for many within the community. Many of those consulted aspired for a vibrancy to the district with a diverse offering of boutique stores, eateries and entertainment precincts that would attract younger professionals and families to the area.

Encourage New Business with a Diverse Offering: While construction, healthcare and services, box store retail and hospitality were strong contributors to the economy within the Kāpiti Coast, there is an aspiration from the community to see more businesses offering a more diverse range of services and products. In particular, the need for more diverse dining options, enhancement of the 'night-time economy', and boutique retail open on weekends were mentioned.

Attract and Support Start-Ups: The need to incentivise SME start-ups to begin operation in the region was highlighted by several stakeholder groups. Potential methods to improve the likelihood of this included improving the provision of key information via relevant, accurate data, affordable access to business mentoring and support, and developing a clear pathway to accessing investment sources. It was noted during several of these discussions that the Kāpiti region enjoys significant business expertise and acumen amongst the community, with many retired/semi-retired residents having had very successful careers within the business world.

Economic Benefit Derived from Land, Histories and Stories: There is huge potential within the Kāpiti Coast to increase the value of the tourism economy by better utilising the natural assets and histories of the region, along with the stories that connect the two. There is a need to build the knowledge and capability of local entrepreneurs who are interested in pursuing commercial activities of this nature, relative to the suite of options already available in the region.



Diverse Industries: Develop opportunities to attract industries that are not currently operating within the Kāpiti Coast, outside of retail and hospitality. The Kāpiti Coast is a great place to live, with facilities for people with young families, and would be attractive given its proximity to Wellington for smaller industries and start-ups to come to the district.

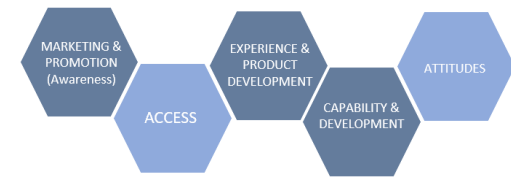
Leverage the Wellington Opportunity Better: Wellingtonians account for nearly 40% of current visitors to Kāpiti. It was widely felt that, while having Wellington city nearby represented a considerable opportunity in terms of a potential visitor source, the Kāpiti region as a place to visit is being represented in a very fragmented and inconsistent manner. A well-considered, strategic, definitive and collaborative approach would improve the information available to potential visitors within the Wellington area, teaching them both what Kāpiti has to offer, and how best to maximise their time there. Te Uruhi (Kāpiti Gateway), once completed in mid-2022- will help to sell the stories within the district, provide a location for visitors to head to in order to discover what there is to do within the district and to provide relevant and up to date information with regards to travelling through the district and maximising the opportunity for visitors to stay longer and spend more while they are there.

DEFINING THE VISION

Through consultation with the community, a range of words were used over and over by a variety of community groups consulted. These identified the future aspiration for the Kāpiti Coast, as it pertains to destination management. This was then tested with community groups throughout the feedback session. This share vision is:

A thriving coastal community that lives, works and plays sustainably, collaboratively striking balance between business and the environment.





Positioning the Region

To do this, it is important to first define its identity. What characteristics and elements are unique to this district, and make the Kāpiti Coast the destination it is?

A particular challenge for Kāpiti is that it is very much the sum of its parts, with the region made up of several characterful villages dotted along the coast, each with their own essence and vibe. This challenge has the potential to be turned into an advantage however, as all of these individual offerings combine and interact to form a unique point of difference. Add to this the distinct geography and natural assets that the region enjoys, the favourable climate on offer, the cultural connection and history the region has the ability to share, and the creative people who live there, and you can start to appreciate the distinct and unique sense of place that is the Kāpiti Coast.

With the addition of Te Uruhi in mid-2022, it will provide a physical story telling place for the Kāpiti story and provide information on how visitors into the region can engage with aspects of the story that resonate with them the most. It will assist in connecting visitors to Kāpiti with the stories throughout the district and the people who tell them.

HOW TO POSITION KĀPITI

While Kapiti is largely seen in a positive light, there is a lack of awareness as to what (outside of a visit to Kāpiti Island) a visit to the area would entail. As mentioned above, this problem is exaggerated by the geographically dispersed nature of the district, with a lack of information available to potential visitors surrounding what each distinct village can offer combining with an unclear path of connectedness between each centre.

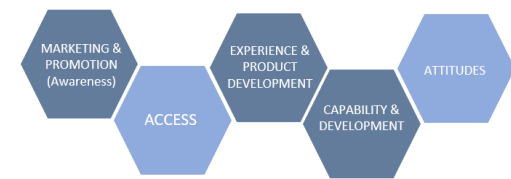
With this in mind, focus should be made on improving both the clarity in which visitor information and the ease of interconnectedness (both by experience type, and logistically) between each village, is presented and promoted. Teaching both potential and realised visitors 'how to Kapiti' by improving the information available surrounding the 'what', 'where' and 'how' and improving their wayfinding ability to maximise their Kāpiti experience.

POSITIONING PYRAMID

Compelling destinations allow visitors to engage with the local people within the natural environment and hear the stories that connect the two. Kāpiti has access to many natural assets that provide motivation for visitors to visit. The Colmar Brunton demand work points strongly towards these natural assets increasing the appeal for the destination for visitors.

Ascertaining the hero experiences that can drive the awareness and appeal of the Kāpiti Coast and identifying potential support themes will help determine the best positioning for the Kāpiti Coast. Whilst these are areas of strength, there is also a great deal of room for future growth and can be viewed as the 'building blocks' upon which a stronger, more defined, resilient, and cohesive tourism positioning can be created.

From this positioning, development areas, requirements for growth and supporting infrastructure and amenities can be identified. This diversity provides the additional benefit by avoiding the 'eggs in one basket' scenario that comes from solely relying on only one major strength, allowing one or the other to be dialled up or down depending on future events, circumstance or audience.



Hero Experiences

Hero experiences are, or have the potential to be, world class iconic experiences that provide strong competitive advantage for destinations and focus on truly unique, memorable and engaging offerings that meet the needs of new and existing target markets. Through consultation and research completed in the development of this plan, three hero images were identified for the Kāpiti Coast – the natural environment, Kāpiti Island, and the coast.

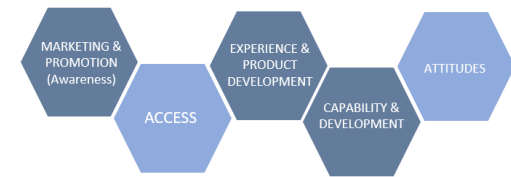
The natural landscapes of Aotearoa have always been a major motivator for visitors, and the Colmar Brunton research has determined that activities that take place within the natural environment dramatically increase the appeal of the destination. The depth and breadth of access available for visitors and locals to engage with the environment presents a range of opportunities for paid experiences throughout the region.

Kāpiti Island was identified through research and consultation as the only iconic paid experience currently available. As an experience it articulates many of the values and attributes that make the region unique and allow visitors to gain an insight into the diverse and fragile ecological environments along the coast. It also provides an additional layer of uniqueness as it is a predator free paradise that can only be accessed by approved tour operators who provide bio-security measures before accessing the island itself.

The 40kms of stunning curved coastline and tranquil beaches provide a strong compelling reason for people to visit the destination. The opportunity to walk along the beach, enjoying the sunshine, the clean air, the solitude and the stunning beauty of the coastline looking out toward Kāpiti Island shows the potential of this iconic hero.

Figure 6. Positioning Pyramid





Supporting Themes



Cycling, walking and horse-riding.

TARGET SEGMENTS: Explore Nature, Relaxation and Wellbeing

There is an excellent and well-maintained network of trails for walkers, cyclists and horse enthusiasts that are suitable for all ages and fitness levels. They provide the opportunity for visitors to engage with the natural assets in and around the region and increase one's own physical wellbeing at the same time. Whilst the canvas for this supporting theme is there, visitors are unable to engage with locals, and hear the stories along the way. This could be done through a fully guided experience on these tracks, or through virtual or physical interpretation panels that bring these unique aspects to life.

Experiencing the region on foot, cycle or horse allows people to travel at their own time and build lasting memories with the natural environments. These tracks have the ability to boost the community benefits across all four of the wellbeing pillars, especially if new or existing operators within these areas offer purpose brand elements to their offering, visitors then have the opportunity to give back in a very real and authentic way.

The Kāpiti Coast has a long involvement and history with different equestrian offerings. There are even accommodation providers that have stables and barns suitable for people to holiday along with their horse and dog. This allows visitors to engage physically with the equestrian culture and heritage of the area, and offer a unique way for visitors to engage with the destination.



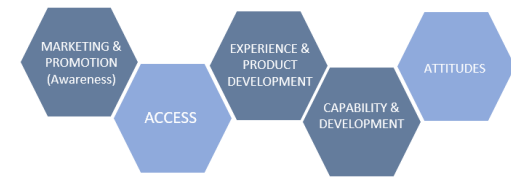
Nature activities

TARGET SEGMENTS: Explore Nature, Wine, food and Scenery, Relaxation and Wellbeing

There is no denying that Kāpiti Island is currently central to both the overall regional offering, and the main focus when it comes to the natural assets that Kāpiti has to offer. There are, however, many additional strings to Kāpiti's nature bow, with the diverse range of offerings and ease of access to these offerings being particularly strong such as Ngā Manu Reserve.

Harnessing this strong point for the region will however require a more strategic approach than previously applied. With many nature-focused activities being free to access, care must be taken that the economic potential of these assets is captured, while of course ensuring that a sustainable and environmentally responsible approach is always taken. Opportunities therefore lie not only in promoting the existing natural assets more optimally, but also developing new ways in which visitors can access, experience and positively contribute to these assets. This could include improvements to the surrounding infrastructure, the development of new tourism products, and the establishment of relevant supporting services.

Leveraged and built-on successfully, the natural assets also have a real ability to deliver results throughout all four of the community wellbeing pillars. The environmental wellbeing being the be most obvious, with the potential for visitors and locals alike to help protect the very natural assets they are there to enjoy through initiatives like citizen science and other tangible regenerative tourism practices. Placing importance on enhancing nature and greenspace provides additional social benefits to the region's community and can also provide opportunities to develop unique cultural experiences and infrastructure, with the opportunity to interpret the mountains, rivers and sea through a unique Māori cultural lens.



Heritage and history

TARGET SEGMENTS: Knowledge Seeking

From the escapades of Te Rauparaha and the incredible story of 'the swimmer' Kahe Te Rau-o-te-rangi, through to the US Marines stationed in the region during WWII, and the ten museums currently making up the Kāpiti heritage trail, the Kāpiti region has a fascinating heritage story that should be shared and celebrated more widely.

Importantly, the telling of these stories provides the opportunity for both the community and visitors to learn, acknowledge and appreciate what actions and events have made Kāpiti, Kāpiti, whether their viewpoint be of NZ European, of Māori, or of both/neither. Reconnecting with the local history also has the potential to answer several more of the community aspirations identified, including re-energising and re-connecting whanau, providing a source of renewed sense of identity and civic pride, the development and inclusion of cultural infrastructure, and the development of new tourism experiences, along with the economic and social benefits that these bring with them.

Care must be taken here however, that these heritage stories and associated experiences are delivered in a manner which appeals to the available target audience like Southward Car Museum. The subject of these experiences may be old, or 'old-fashioned' by their very nature, but that doesn't mean that the way they are interpreted, or experienced must be. The data showed that although this segment is important to the local community, it is attractive as a proposition to a certain extent, but it is not a large market.



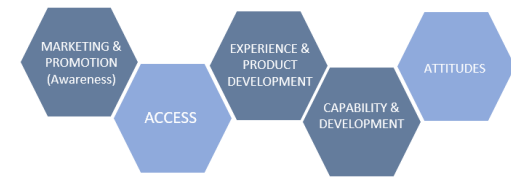
Arts and culture

TARGET MARKETS: Knowledge Seeking

Home to over 130 artists across a multitude of mediums, and the host of the well-established and successful 'Kāpiti Arts Trail' annual event, Kāpiti is already well-known regionally for its thriving art scene.

Strongly connected with both of the other tourism pillars identified, Arts & Culture as a pillar of strength has the ability to really bring the regions natural, cultural and historical assets to life through both creative interpretations and via specific events. Being predominantly housed inside, art galleries also offer a fantastic 'all-weather' experience for visitors to the region.

While undoubtedly strong, the watch-out for this tourism pillar is to ensure that the artistic offering is given the opportunity to be enhanced dramatically by the viewer physically visiting the artist or gallery. The strength here are the characters, stories and interpretations behind the art, optimising the introduction and intersection of these with the art lover/potential visitor and ensuring the offering is more than just a passive experience is the key to success within a tourism context. The data showed that although this segment is important to the local community, it is attractive as a proposition to a certain extent, but it is not a large market.



Accommodation, attractions, hospitality, retail, events and conferences

There is a desire among various community groups to see the number of accommodation providers increasing throughout the coast. There was an identified need for a mid-high range accommodation to add to the offerings already available, and increase the number of beds available. While there are a number of great restaurants throughout the coast, the need for more of them, ease of finding them and opening hours that reflect visitor movements into the region was identified.

There are a number of events that are already well attended by locals and visitors to the region, but there is scope to increase the number, and potentially broaden the market scope with new events which support the positioning. Given the number of community members who are artists in their own right, more performance venues were identified as a need for the community and would help to build the vibrant community people are looking for.

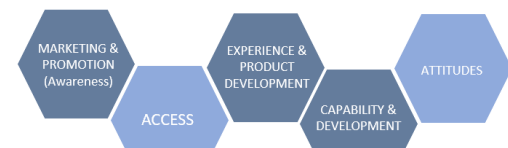
There is a clear need for more experiences throughout the coast, especially those that leverage the hero experiences identified, or fall into the supporting themes that help to position the Kāpiti Coast. These will be explored in more detail in the next section of the plan.

EXPERIENCE OPPORTUNITIES

The Kāpiti Coast has a lot to offer locals and visitors to the district, but at present, there are a limited number of paid experiences currently available within the district that allow visitors to engage with the natural environment, understand what makes the district unique, and to hear stories from locals. Through the consultation process, a range of opportunities were identified that could enable better access for visitors to engage with the people and place and hear the stories that connect the two.

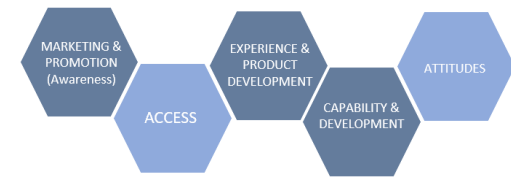
Māori tourism and the ability for visitors and locals to engage with the stories and histories of mana whenua in the region was a shared aspiration for many of those consulted. In addition to viewing Māori Tourism as a single opportunity pillar within the district, the potential for this sector is so broad, that it should be considered across all positioning pillars, and identified opportunities showcased below.





KAPITI COAST VISITOR EXPERIENCE OPPORTUNITIES





CHALLENGES TO SUCCESS

Transitioning to the aspired future state for the district, a range of challenges were identified. As is the case with many challenges, with time and resources, they can be turned into an opportunity that could deliver a range of benefits to the district.

Lack of Quality Paid Experiences

There is a distinct lack of product in the region. While there are many places to go and things to do that are unpaid, there should be a focus on developing paid experiences throughout the coast to support the community aspirations for employment and economic benefit. These experiences should be quality experiences that provide visitors with a level of assurance with regards to the experience they are paying for.

Accommodation

The lack of accommodation was identified as a significant barrier to success for the destination, as well as the range available. Many during consultation highlighted the need for high-end accommodation in the district. Along with new development, the existing accommodation stock is perceived as aged, with additional investment required to ensure a quality accommodation experience is maintained.

No Distinct Kāpiti Story

Kāpiti needs a proposition and story of its own to tell. This story can assist in positioning the region as a destination, provide a tone of voice for how the destination is marketed, and provide a consistent message that individual operators can link their own marketing efforts to.

Cellular Connectivity

Visitors insist on having consistent and strong connections, and it was identified through consultation that there are gaps on the coast where connectivity is an issue.

Community Connections

Understanding collaborative advantage over competitive advantage would be of benefit for the industry, and the building of cross-sector relationships and packaging.

Public Transport Gaps

There are rail issues on the weekends and holidays where trains are replaced by buses and the trip is longer than anticipated. There are a few intra-township bus links or connections to experiences throughout the district. There are also no transport options to the start of walking or cycling tracks. Regular services to Ōtaki are required.

Target Markets

THE IDEAL VISITOR

Recent research has found that in the short term (over the next 12 months), 72% of New Zealanders intend to take a domestic holiday and that there is an increasing desire for weekend/short stay breaks.

Tourism New Zealand scenario modelling shows that domestic tourism demand will continue to be more than 98% of pre-COVID-19 levels for the next two years and rising to over 110 % in 2023. Based on the assumption that after the border with Australia opened in April 2021, the models show a recovery to 80 % of pre-COVID levels by the end of 2021, while if the borders to the rest of the world open in January 2022, a recovery to 78 % of pre-COVID demand is not forecast until the end of 2023.¹⁷

The New Zealand Visitor Activity Forecast presents a longer-term view and was developed in early 2019, before the COVID-19 situation unfolded globally. As such, it does not consider the latest pandemic adjusted trends and so must be interpreted with caution. For that reason, here we provide a high-level overview of trends only rather than basing an analysis on the predicted numbers.

In future, the type of international visitors to the Kāpiti Coast are predicted to be those who enjoy engaging in activities such as going on day walks, seeing native birds, visiting museums and art galleries, and exploring a national park.

In contrast, the type of domestic visitors that are forecast by Tourism New Zealand to visit the Kāpiti Coast prefer activities such as hot pools, visiting museums and art galleries, dolphin/whale viewing and attending food and wine events.¹⁸

Pre-COVID, Australians were predicted to continue to comprise of the majority of international visitors, followed by those from the UK. China were fifth but forecast to overtake Germany and the US to become the third largest source of visitors to the Kāpiti Coast within the next five years.¹⁹

Though not technically visitors, the Kāpiti region's resident population should also not be forgotten. In fact, in many ways the locals can prove to be the most important consumer of tourism products and experiences. For one, they have the potential to provide a long-term, repetitive and consistent customer base. They are also far more likely to utilise these products both off-peak and mid-week, helping to smooth out seasonality issues. Finally, residents can become powerful ambassadors for local tourism products, providing invaluable word-of-mouth recommendations for both visiting friends and relatives, and to the wider target audience.

¹⁷ Tourism New Zealand Scenario Models (Dec 2020)

¹⁸ Domestic Travel Quarterly (Sept-Oct 2020) KANTAR

¹⁹ New Zealand Visitor Activity Forecast (FreshInfo)

Table 1. Target Market Segments for the Kāpiti Coast

SEGMENT/ DESCRIPTION	EXPERIENCE DRIVERS RELEVANT TO KĀPITI	DEMOGRAPHICS
DOMESTIC		
Explore Nature – exploring the outdoors as a way to relax	Kāpiti Island, The Tararua range, Escarpment Walk, Walking/hiking, cycle trails, Akatarawa Forest, Ngā Manu	Active Boomers and Independent Professionals (couples, no kids)
Wine, Food and Scenery – indulge or reward themselves with friends or visiting friends	Local food, local markets Arts/ cultural events Craft Breweries, tasting rooms	Couples, no kids, 65+
Knowledge seeking	Kāpiti Island tours, Nga Manu, Museums, art galleries, exhibitions, parks and gardens, places significant to Māori, music performance, special events	Couples no kids Predominantly 65+ Some younger families
Relaxation and wellbeing - Unplugged Wellingtonians – getting out of the city for a chance to relax	Visiting beaches, forest walks, visits to Kāpiti Island, café's, breweries, boutique shopping, art, Ngā Manu	Active Boomers and Independent Professionals (couples, no kids)
Sports and Events - Watching/participating - in sport/cultural event with friends and family	Sporting, arts and cultural events, Kāpiti hockey stadium, Paraparaumu Beach Golf Club	Active Boomers and Independent Professionals (couples, no kids) Families for sporting trips
Family Fun – bond with family	Kāpiti currently lacks some of the key drivers for this segment for kids over the age of 10, but does have secondary experiences - beach, parks, cycle trail, walks, Ngā Manu, splash pads, train and tram	Couples 35-44 with school age kids or younger
Friends and Family – going to visit friends and family (including students)	Walking, food, gardens, beach, arts and culture, events Kāpiti Island, Nga Manu,	45+
Small business events	Somewhere unique/ different, Ngā Manu Fun group team building activities	Corporates, government and leadership teams
Local Residents	All	All, but skew towards older age brackets to align with general population of the region.
INTERNATIONAL		
International Leisure travellers	Kāpiti Island Tours Proximity to Wellington and beaches MTB trips – Ranges to Sea Hiking, Ngā Manu	Free and Independent travellers Aust/UK/Europe/US
International VFR	Visiting friends and family Coming for an event at specific times of the year	Free and Independent Travellers mainly from Australia



Strategic Priorities for Growing the Kāpiti Visitor Economy

Success for the Kāpiti Coast as a destination requires a collaborative and effective industry, a strong brand position supported by industry and the community, and quality experiences that ensure visitors can engage with the destination in an appropriate way.

VISION

A thriving coastal community that lives, works and plays sustainably, collaboratively striking balance between business and the environment



GOAL

Increase the value of the Kāpiti Visitor Economy by increasing the number of visitors, their length of stay, and the ability to spend more money in the region while ensuring that our environment and community continue to thrive.



STRATEGIC PRIORITIES

1

Effective and collaborative leadership across iwi, industry and community.

2

Develop the Kāpiti destination story to build awareness and position the district as a sustainable visitor destination.

3

Grow quality experiences to encourage new and existing markets to visit and spend.

4

Create a destination recognised for acting sustainably.

5

Develop a destination that is well connected.



ACTIONS

Each strategy has a suite of actions identified that aim to increase leadership, visitation, average length of stay, yield, customer satisfaction and repeat/referral visitation throughout the year and into the future.

TIMELINES

To assist in the delivery and management of this plan, the actions that fall beneath each of the strategic priorities are identified as short, medium or long term priorities.

As this is just the first cut of the plan, and the steering committee or advisory group that will help to administer and monitor the actions within it have yet to be identified, these timings or priorities may change.

Priority timings have been identified as:

SHORT TERM – 12-18 months

MID TERM – 18-24 months

LONG TERM – 24-36 months

Strategic Priority 1

Strategic Priority 1

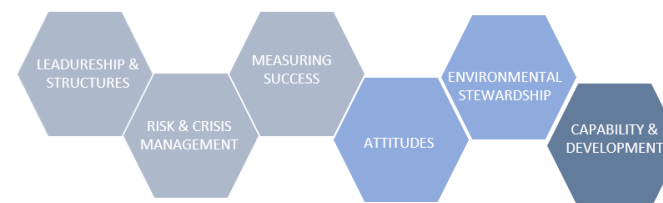
Build effective and collaborative leadership across the industry and community.

For the visitor economy to grow and prosper within the region, strong leadership and collaborative relationships are needed. This will enable stronger community buy-in for the industry and stakeholders, and optimise potential social, cultural, environmental and economic benefits. All of which builds resiliency.

The district needs to determine what success for the district looks like for tourism, and the collective actions required to achieve that success.

Strive for a carbon neutral industry and develop a plan toward carbon neutrality.

RECOMMENDED ACTIONS | STRATEGIC PRIORITY 1



SHORT-TERM PRIORITIES	STRATEGIC PRIORITY 1	KEY ACTIONS	RATIONALE	SUCCESS METRIC	PARTNERS
	1.1	Enable sustainable visitation through effective destination management <ul style="list-style-type: none"> Identify the best structure and model for the management, marketing and development of the Kāpiti Coast as a destination. Determine and define the roles of all agencies within the region for managing the destination. This includes WellingtonNZ, the Kāpiti Coast District Council, and the Greater Wellington Regional Council. 	For a destination to be managed effectively and sustainability into the future, a clear pathway with identified roles, responsibilities and avenues for funding and support need to be articulated. Success for this plan and ultimately for the destination hinges on a collaborative approach with clearly identified roles. It will be important that organisations are adequately resourced, staffed and structured in order to implement and action priorities assigned to them.	The roles and responsibilities of all agencies are clearly defined and understood. The role of the RTO for the district is given to the most appropriate agency, and the destination is seeing strong benefits from it.	KCDC Iwi WellingtonNZ GWRC Visitor Industry Stakeholders Central Government DoC
	1.2	Determine appropriate Destination management plan implementation steering group. <ul style="list-style-type: none"> Assign accountability of the key recommendations outlined within this plan to an advisory or steering group. 	There should be a steering committee or group who are tasked with managing this destination plan in terms of priorities, responsibilities, and assisting with avenues for funding if required. It has been suggested that perhaps the EDS Kotahitanga Board might work for this, but that would need to be determined.	A governance board meets regularly to address the priorities in this plan, reports back to stakeholders on actions and refreshes with opportunities, barriers or changes that might occur.	Iwi KCDC WellingtonNZ Visitor Industry
	1.3	Strengthen data insights to help inform all activity in the district. <ul style="list-style-type: none"> Subscribe to existing tourism research and statistics suppliers. When and where applicable, contract tailored research to assist in tracking metrics. Once industry have determined their best success metrics, ensure there are appropriate channels to monitor and collect that data. 	Although there is information out there on Kāpiti and the market demand for the region this could be improved. Information assists with defining the right market segments, and setting strategic priorities, but also to monitor success against pre-determined metrics.	A clear understanding of what success looks like for the district, with appropriate metrics identified, and data collected to monitor and report on those metrics.	KCDC WellingtonNZ Visitor Industry

STRATEGIC PRIORITY 1	KEY ACTIONS	RATIONALE	SUCCESS METRIC	PARTNERS
1.4 Create connections between the visitor industry and residents in order to foster social licence for tourism within the district.	<ul style="list-style-type: none"> Better inform the residents of the Kāpiti Coast of the benefits of the visitor economy to the overall economy of the Kāpiti Coast. Introduce local promotional campaigns to derive greater civic pride within the district. 	Residents are proud of where they live, but some are unsure of the benefit that tourism provides. Communicating what is happening and the benefits the sector provides would assist. A promotional campaign that harnesses that pride in PLACE would offer the chance for visitors to hear from locals what motivates them to live on the Kāpiti Coast.	An informed community would lead to a higher level of community acceptance and social licence for tourism in the district. Hearing from locals the key experiences that are unique to the Kāpiti Coast would provide motivation for potential visitors to choose the area as their holiday destination.	Iwi KCDC Visitor Industry Community Groups Stakeholders
1.5 Develop partnerships and collaborations within the district.	<ul style="list-style-type: none"> Clearly define individual and collective roles and responsibilities across stakeholder groups, relative to the tourism context. Support a visitor industry led association to provide support, coordination across the sector, but to also act as an effective conduit between industry and the Council. Strengthening the relationship with WellingtonNZ to ensure cohesion, broaden the reach, define roles and responsibilities, and share data and information to leverage resources effectively. 	To achieve the best outcomes from the destination plan, but to also see benefits across the four well-beings, a collaborative approach to partnership needs to be adopted. Working together will enable the destination to work toward a sustainable future for the region.	A collaborative and effective relationships exist between council stakeholders, industry, iwi and community. The industry led association is strongly supported by industry in Kāpiti, and advocates on behalf of its members.	KCDC Iwi DMP Steering Group All Stakeholders Industry
1.6 Cross-sector collaboration.	<ul style="list-style-type: none"> Identify sectors with similar values and desired outcomes and develop packages that encourage new or existing markets into the region to stay longer and ultimately spend more while they are here. 	The Kāpiti Coast has a lot to offer both locals and visitors. There is an identified lack of visitor information within the region, other than online sources. Working collaboratively across sectors will enable promotion and packages to be placed in front of more potential visitors. They might come for a music event, or to see a particular exhibition, but they stay to visit an experience.	Increased cross-sector packages available for sale in the market, promoting the Kāpiti Coast as a place to eat, stay and do. An increase in the average length of stay would be a metric of success for this objective.	Stakeholders Industry Arts and Culture Sector Iwi

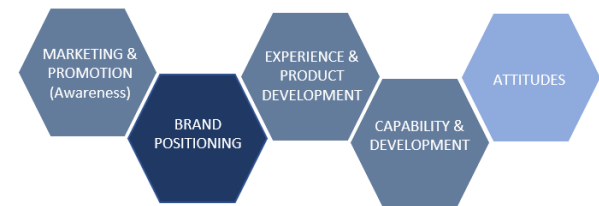


Strategic Priority 2

Strategic Priority 2

Develop the Kāpiti destination story to build awareness and position the district as a sustainable visitor destination.

Building awareness of the destination is imperative for the sustainable growth of the visitor economy for the Kāpiti Coast. This awareness is not just about knowing what there is to do in the region, which is important, but it is also about knowing what is the unique identity of the Kāpiti Coast to ensure it is marketed and promoted effectively.



RECOMMENDED ACTIONS | STRATEGIC PRIORITY 2

STRATEGIC PRIORITY 2		KEY ACTIONS	RATIONALE	SUCCESS METRIC	PARTNERS	
SHORT-TERM PRIORITIES	2.1	Determine the Kāpiti destination story and value proposition.	<ul style="list-style-type: none">• Determine what the unique identity is for the Kāpiti Coast that considers the most leverageable strengths of the region.• Work closely with iwi and other stakeholders to determine the unique proposition for the district.• Ensure the environmental ethos and regeneration aspirations of the community are developed within the brand story,	Offering a clear and unique position for Kāpiti Coast will help to differentiate the district from others. Telling the Kāpiti story through destination marketing channels, and providing marketing tools for the industry to utilise, will ensure a consistent message is presented. A strong combined positioning will give the community a heightened sense of identity and civic pride.	Kāpiti has a values proposition that is socialised and known by iwi, industry, community, and stakeholders. The story is linked to the destinations DNA and resonates with the values of the people who visit.	KCDC WellingtonNZ Iwi
	2.2	Develop and share a destination marketing toolkit accessible to industry.	<ul style="list-style-type: none">• A toolkit that will assist with the promotion of the district as a visitor destination would be of benefit.• As part of the kit, pathways to experience development and start-ups would assist in building better experiences within the district.	Having access to a destination marketing toolkit that can assist with the marketing and the development of a destination. A toolkit resource that assists operators to meet the marketing promise made in the promotion the destination. Access to, and identification of pathways to growth and development for operators that can assist from start up to scale up would provide long term benefits for the district and the visitor industry.	Toolkit has been resourced and supplied to stakeholders to assist with the marketing and development of the district.	KCDC WellingtonNZ
	2.3	Begin to develop a marketing plan and build relationships with media	<ul style="list-style-type: none">• Start to foster relationships with media outlets, TV, print, radio and online that can be used to promote stories from the district.• Begin to build clear communication, events and media strategy that can reach target markets• Start to build marketing plans that reflect the many narratives of the Kāpiti Coast and highlight the reasons to visit.	PR campaigns and marketing strategies are streams of work that are vital to the development of a destination, and integral to building awareness of what the district has to offer. These are large workstreams that will take time to build and enable them to focus on the right areas at the right time. These should be a focus in the short-term and built on into the mid to long term.	Within the next 12 – 18 months, relationships have started to be formed with the right media and PR partners that will enable awareness to be built. A marketing plan has been started that will focus on the positioning pillars and attracting the right visitors to the district	KCDC WellingtonNZ

	STRATEGIC PRIORITY 2	KEY ACTIONS	RATIONALE	SUCCESS METRIC	PARTNERS
	2.4 Work with WellingtonNZ and other neighbouring RTOs to promote itineraries that move people through the lower North Island and into the upper South Island.	<ul style="list-style-type: none"> • Work with WellingtonNZ to promote the Kāpiti Coast as a destination to city residents and visitors. • Work with Whanganui and Partners to develop coastal itineraries for people travelling down the west coast of the North Island and the Cook Strait Ferries. • Look for potential touring routes through neighbouring regions with wayfinding and interpretation to encourage movement through the regions. Cycleways and walkways would offer an opportunity. 	Good working relationships with neighbouring RTOs and those who form part of the Great Wellington Region can help to drive market visits from those regions, as well as strengthen the overall offering of the wider area as a tourism destination.	Packages and itineraries exist that promote cross-regional and cross-district travel. Promotional opportunities are explored for these at a Greater Wellington and individual RTO level.	KCDC WellingtonNZ RTNZ
MID-TERM	2.5 Build awareness of Kāpiti as a destination	<ul style="list-style-type: none"> • Work through the marketing plan developed in the short-term to drive awareness of the destination. • Begin to build on the media relationships to start planning a PR and media programme to assist with building awareness • Focus marketing plans on shoulder and low season periods where capacity is high across the visitor economy. 	Opportunities for media engagement, public relations and other activities would raise the awareness of the destination and improve consideration of the Kāpiti Coast as a destination. Ensure that the best examples of both business and sustainable environmental practices are used when dealing with media. Individual marketing plans that highlight the diverse strengths of the district would provide the opportunity to engage with more potential visitors to the Kāpiti Coast. Plans that focus on the strong arts and culture sector, Māori tourism experiences, on water engagement and other strengths.	Programme of media, social influencer and digital content is developed with metrics that need to be achieved for each calendar year. Marketing plans are developed that speak to the broader brand positioning of the destination and allows for targeted messaging to ideal audiences. With a focus on shoulder and off-peak, success would be seen in an increased number of visitors across this time.	KCDC WellingtonNZ Stakeholders

Strategic Priority 3

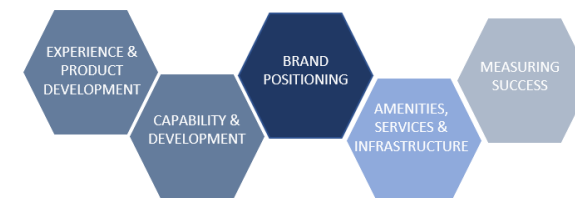
Strategic Priority 3

Grow quality experiences to encourage new and existing markets to visit and spend.

Whilst there are many opportunities for visitors to the district to engage with the unique natural assets throughout the region, there is very little in the way of paid experiences. Tourism is an economic enabler and can assist in delivering multiple benefits to the Kāpiti Coast that achieve growth in terms of the economic, environment, social and cultural well-beings.

Focus should be on the growth and development of quality experiences that enhance the Kāpiti offering and assist the community in achieving their aspirations while protecting the districts natural environments.

RECOMMENDED ACTIONS | STRATEGIC PRIORITY 3



STRATEGIC PRIORITY 3		KEY ACTIONS	RATIONALE	SUCCESS METRIC	PARTNERS	
SHORT-TERM PRIORITIES	3.1	Increase the number of quality paid experiences available	<ul style="list-style-type: none">• Increase the number of Qualmark accredited operators within the region.• Incorporate tourism sustainability commitment within operations and Purpose Brand ethos encouraged.• Develop capability building resources and programmes for the visitor industry• Use Te Uruhi as an example of best practice through the improved visitor experience offered to visitors to Kapiti Island.	Tourism has the ability to impact positively on communities and the environment and should be encouraged. Operators who enable visitors to engage with the people and place of the Kāpiti Coast must deliver a quality experience, A third party quality assurance accreditation programme like Qualmark will enable visitors to make informed and clear choices when looking for activities and accommodation. These programmes will also ensure that operators have full health and safety plans in place.	A wide range of Qualmark accredited experiences that appeal to broad target audiences are available in the district. These experiences allow visitors to engage with the natural and cultural assets. Visitor spend within the region increases. Strong community and environmental benefits achieved through regenerative tourism activity.	KCDC WellingtonNZ Visitor Industry Iwi
	3.2	Explore the opportunities identified in this plan to enhance the visitor experience by increasing supply.	<ul style="list-style-type: none">• Conduct a gap assessment to determine areas of opportunity to focus on with regards to new business/product development.• Support and promote the development of authentic visitor products and experiences.• Explore investment in new attractions and experiences throughout the coast.• Work to ensure Te Uruhi captures and articulates the district’s stories and provides inspiring visitor information.	There is a definitive lack of opportunity for visitors to engage with the natural and cultural assets of the district, particularly as a paid-for experience. A gaps assessment would identify experience development opportunities throughout the district. To encourage length of stay within a destination, visitors need to be provided with a reason to stay. If they are staying longer, they are spending more. By maximising the potential of the opportunities expressed within this plan, the Kāpiti Coast can increase the number of experiences on offer, drive the visitor economy to growth and derive better benefits back into the community.	An increased number of operators offering a wider range of experiences that capture the ability to engage with the natural and cultural assets of the Kāpiti Coast.	KCDC Stakeholders WellingtonNZ Stakeholders Iwi

	STRATEGIC PRIORITY 3	KEY ACTIONS	RATIONALE	SUCCESS METRIC	PARTNERS
MID-TERM PRIORITIES	3.3 Attract or develop major and business events to support the regions positioning.	<ul style="list-style-type: none"> Enhance the calendar of events with a balanced portfolio of event themes and timings. Focus on events that celebrate support the positioning of the region as well as the strength of sectors like the arts and culture sector. Create and actively enable new locally grown events that have broad appeal. Explore the potential to leverage off the events in Wellington with peripheral events that resonate along the same theme. 	Events provide the opportunity to extend the target audience of a destination and increase the number of markets available to them. The Kāpiti Coast has a range of events already held throughout the year, but would benefit from having more of them, dispersed throughout the shoulder and off season, to encourage people to travel to the region. Explore the potential of current local community events that might have the potential to appeal to a larger audience.	A clear calendar of events is created for the district and promoted widely for people to attend.	KCDC WellingtonNZ
	3.4 Work collaboratively with iwi to identify experience opportunities throughout the district and assist with business development support.	<ul style="list-style-type: none"> Work with iwi to build Māori tourism experiences along the coast that allow people to engage with local stories. Develop a working group between iwi and council to build on the relationship built during the development of Te Uruhi and look at potential opportunities to increase the social, cultural, and economic benefits for the community. ART will play a significant role in the development of the destination Plan, and will be partners in the development and implementation of the plan 	The Kāpiti Coast has a strong Māori history and story to tell. Local iwi should be the story tellers who bring those stories to life for locals and visitors to the district. Aligning these to the social, cultural and economic well-beings iwi are aspiring too would derive greater benefit for local Māori communities within the region, and build powerful experiences on offer for the destination. Consultation and discussions need to be purposeful and there should be a specific iwi tourism development plan to assist with this.	There are a range of Māori Tourism operators and experiences throughout the coast that offer multiple touchpoints for visitors to engage with the people and the place through the stories that connect the two.	Iwi KCDC Stakeholders
	3.5 Actively seek additional accommodation providers with quality services and product offerings into the district.	<ul style="list-style-type: none"> Invite investment of accommodation providers into the region. Develop an accommodation audit that can identify where the gaps are. Support and/or incentivise existing stock to maintain quality levels. 	The need for more beds and higher end accommodation on the Kāpiti Coast was clearly identified during consultation. A quality mid-range accommodation investment would be beneficial for the region. There are a few activities and events on the district that attract a high-end consumer, and at present there is limited matching accommodation offering.	Increased accommodation available throughout the coast. Additional mid-range to high - end accommodation has been built or developed. Existing stock is kept to a high level of quality.	KCDC WellingtonNZ



Strategic Priority 4

Strategic Priority 4

Create a sustainable place to live
and visit.

Sustainability and regeneration into the future was a strong aspiration expressed by many within the community. The council are currently exploring strategic imperatives to support this aspiration at a wider community level, but this aspiration was shared by stakeholders and industry within the visitor economy.

This communal environmental focus is present in all priorities, but this one identifies specific and broader actions to achieve long term aspirations.

RECOMMENDED ACTIONS | STRATEGIC PRIORITY 4

	STRATEGIC PRIORITY 4	KEY ACTIONS	RATIONALE	SUCCESS METRIC		
SHORT TERM PRIORITIES	4.1	Determine baseline metrics for a sustainable, carbon neutral destination.	<ul style="list-style-type: none">• Develop methods to measure sustainable practices and the benefits associated to them.• Ascertain a baseline for the industry.	In order to work towards a destination that is known for taking action on matters of sustainability and carbon neutrality, it is important to benchmark the starting point.	Baseline metrics achieved, and reporting and monitoring programme developed.	KCDC Visitor Industry
	4.2	Develop a range of purpose brand initiatives within the industry that provide strong regenerative tourism and community benefits.	<ul style="list-style-type: none">• Encourage a purpose brand ethos for the industry to adopt with direct benefits to the community.• Facilitate and enable the ability to contribute to catchment scale native conservation projects.• Increase the number of businesses that have committed to the NZ Tourism Sustainability Commitment	As an industry, building social licence and increasing the resiliency of the community as a whole is a key to a successful future for the Kāpiti Coast. Purpose brands, and their ability to provide support to community programmes, are one way in which to achieve that.	Purpose brands are recognised and supported by council and stakeholders. New entrants into the industry are encouraged to add a purpose brand aspect to their operations.	KCDC WellingtonNZ Visitor Industry
LONG-TERM PRIORITIES	4.3	Strive for a carbon neutral industry and develop a plan toward carbon neutrality.	<ul style="list-style-type: none">• Support and encourage operators to incorporate carbon neutrality into their business planning.• Plans and programmes should adhere to the guidelines set through current and future district strategies or policies.• Determine baseline metrics for a sustainable, carbon neutral destination	The carbon footprint and negative impact of the industry and visitors to the region need to be considered for the destination. Developing a plan that assists and supports the industry to embark on a path towards carbon neutrality is ambitious but would be seen as a positive move by locals, media and visitors to the region. Travellers will actively seek destinations who are taking action in this space. This might be incorporating a visitor economy section within the existing Carbon and Energy Management Plan.	The industry is carbon neutral and can market itself as being so. Visitors are coming to the district to see what a carbon neutral tourist destination might look like, and the impacts to the natural environment are mitigated through comprehensive management and mitigation programmes.	Visitor Industry WellingtonNZ KCDC



Strategic Priority 5

Strategic Priority 5

A destination that is well connected.

This strategic priority is multifaceted. It is about ensuring that the district is easy to navigate and get around, and that there is a sense of place and arrival to the district when approaching from the south or from the north. It is also about ensuring that there is adequate and strong internet connectivity throughout the region (where possible).

The completion of the Transmission Gully, Mackays to Peka Peka, and Peka Peka to Otaki roading projects provide easier access to the district from both the North and the South. Kāpiti Airport provides an alternative access point as well as an opportunity for additional paid experiences within the district.

Supporting ease of access with a well connected District is imperative to a great visitor experience.



RECOMMENDED ACTIONS | STRATEGIC PRIORITY 5

SHORT-TERM PRIORITIES

STRATEGIC PRIORITY 5	KEY ACTIONS	RATIONALE	SUCCESS METRIC	PARTNERS
5.1 Better leverage the airport and services it supplies for the community	<ul style="list-style-type: none">• Leverage the direct Auckland services for leisure seekers looking to engage with the Kāpiti Coast.• Explore further connections with Air Chathams to other regions that would provide benefit into the community.• Explore value added experiences that might operate from the airport including scenic flights, paragliding, and helicopter flights.• Explore what would be needed for electric planes and the services and resource that would be needed to support them	The airport is an asset for the district and provides access from key markets like Auckland, and potential growth into markets like the top of the South Island. With the land available within the airport and the resources and infrastructure that currently exists, there is also the potential to look at developing value added experiences within that location that will enhance the visitor experience offering for the entire region. This would involve working with Templeton Group to ascertain what might or might not be possible.	The Kāpiti Island Airport offers a range of services to key markets and provides visitors with experience options that include scenic flights, transfers into the city and the potential for electric planes into the district.	KCDC Templeton Group Airport Visitor Industry
5.2 Leverage improved road access once Transmission Gully and PP20 are completed.	<ul style="list-style-type: none">• Determine best way to market the fact that access into the Kāpiti Coast is improved through the completion of Transmission Gully and PP20.• Assess wayfinding on route.	The completion of Transmission Gully, Mackays to Peka Peka and Peka Peka to Otaki provides easier access to the district from both the North and the South. Supporting this ease of access with a well-connected District is imperative to a great visitor experience. Marketing and communication strategies that talk to this ease of access and potential experiences around the current SH1 would provide a compelling reason to visit the district.	Access to the coast is improved and current limitations and stress points are removed. Heritage and scenic tours that make the most of SH1 are offered and visitors are able to navigate throughout the district easily.	KCDC WellingtonNZ Visitor Industry
5.3 Improve the wayfinding and interpretation across the district.	<ul style="list-style-type: none">• Improve wayfinding for navigation throughout the district, and especially from access points into the district and attractions.• Develop quality interpretation signage throughout the district to assist in the telling of the Kāpiti story, and provide the 'what, where and how' to engage with this as a visitor.	Improved wayfinding throughout the district encourages regional dispersal and helps to connect visitors to the place. Place-based storytelling interpretation will bring the stories of people and place to life and can be used by paid experience providers to enhance their tours. A visual representation of the welcome allows people to connect with the destination they have entered. Tangata whenua could be commissioned to provide these. The PP20 will	Place-based wayfinding pieces mark the entrance to the region from the north and the south, designed and carved to match the unique style of local iwi. Interpretive signage helps people to navigate through the destination effectively.	KCDC GWRC Visitor Industry Stakeholders Iwi

STRATEGIC PRIORITY 5		KEY ACTIONS	RATIONALE	SUCCESS METRIC	PARTNERS
MID-TERM PRIORITIES		<ul style="list-style-type: none"> Have a visual representation of a welcome into the district. 	affect the north and south entrances into the region, and these markers could assist. Wayfinding on key path/cycleways and trailhead signs would be beneficial.		
	5.4	Improve the connectivity between visitor attractions on the coast and transport hubs. <ul style="list-style-type: none"> Identify transfer options from major transportation hubs in and around the district. Track how visitors get to and from current tourism operations, and points of significance. Identify any opportunities that might exist for additional transport infrastructure or operators in the region. 	Knowing how visitors can move from entry hubs into the Kāpiti Coast and experience points helps to determine what might be needed for visitors to travel through the destination and increase regional dispersal.	Increased transfer options are available for visitors moving through the region. New operators in the region offering transfer and tour options.	KCDC GWRC Industry Steering Group
	5.5	Enhance visitor journey mapping. <ul style="list-style-type: none"> Determine what the visitor journey is currently for people who choose the Kāpiti Coast as a holiday destination. Identify any areas of that journey that might need to be addressed or developed to enhance that journey. 	The visitor journey, from gathering information through to booking, undertaking the experience through to the follow up, should be seamless. It is important to know what that journey is, assess it regularly and make changes when you need to, to ensure the journey remains seamless. This might involve supporting operators with enhancing their own visitor journey experience.	Visitor reviews for those coming into the region are positive and there is a high level of visitor satisfaction across all stages of the visitor journey. Follow up, reviews and feedback on the experience are positive and recommendations to visit are made through public forums.	KCDC GWRC WellingtonNZ Industry
	5.6	Improve the digital connectivity for visitors and residents throughout the district. <ul style="list-style-type: none"> Assess digital connectivity throughout the region and identify areas where the connectivity is weak. Determine if there is a way to ensure these weak spots can be addressed. Assess the amount and location of free WiFi areas for visitors. 	Strong digital connectivity is expected by visitors to any region. When that connectivity is less than ideal, it will reflect badly on the destination. To attract new businesses into the region, and to service the desire to work from home a percentage of the time, connectivity must be high and consistent. Having good connectivity throughout the region can also support good health and safety practices for operators who run tours through areas of the district that might have connectivity issues.	Strong connectivity through 4G or 5G is sustained and accessible throughout the region.	KCDC Telcos



Risks and Mitigation

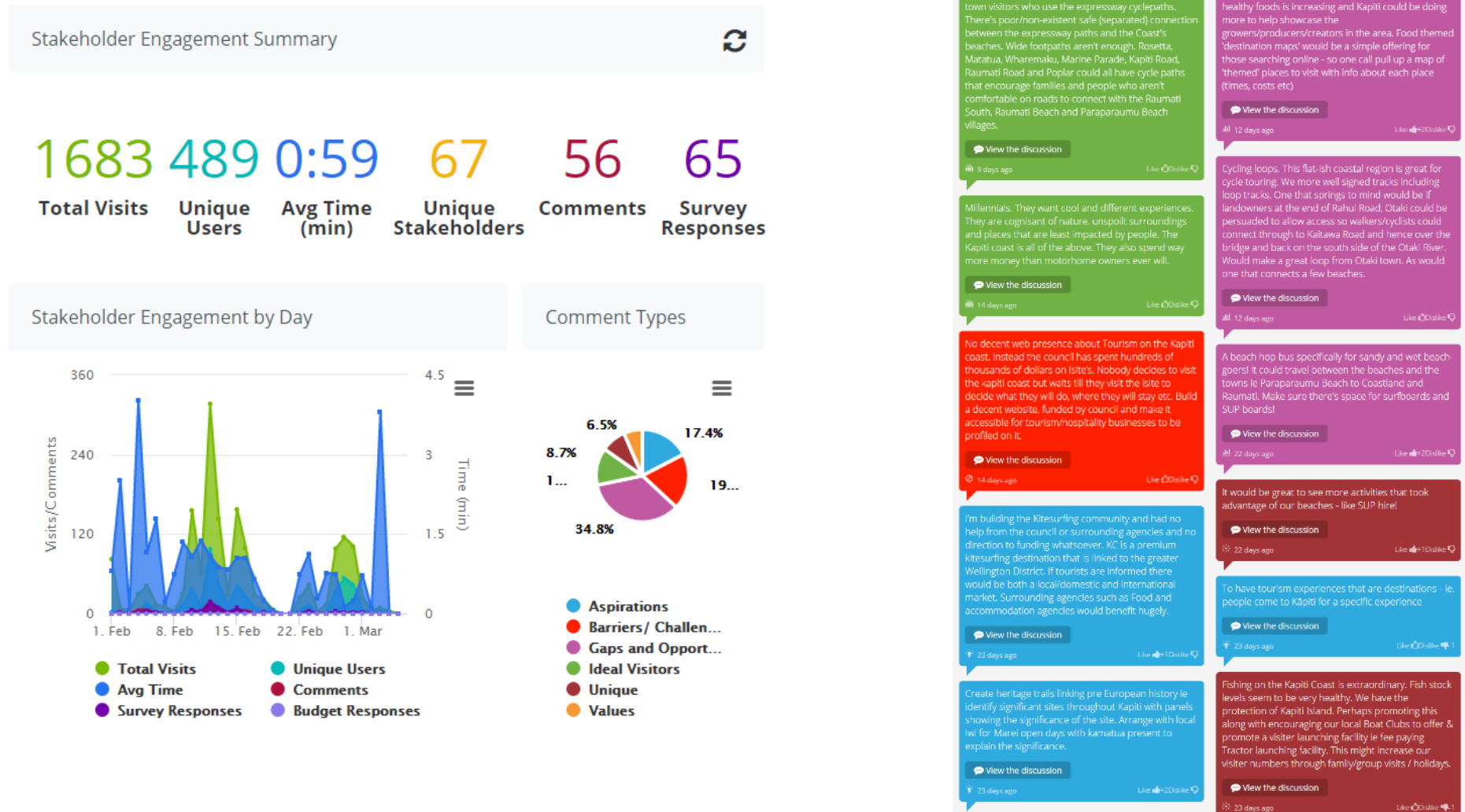
RISK DESCRIPTION	POTENTIAL CONSEQUENCES	INHERENT RISK	MITIGATING MEASURES	RESIDUAL RISK
1. Sustainability of funding	<ul style="list-style-type: none"> Lack of funding to continue managing the destination effectively. Limited opportunity to increase supply and subsequent spend into the region. 	MEDIUM	Local Government and tourism authorities could apply for additional funding through the announced Tourism Infrastructure Fund. There is also additional funding available through STAPP.	LOW
2. Lack of confirmed funding for activation	<ul style="list-style-type: none"> There are a number of actions within this plan that are integral to the growth of the visitor economy and eventual success of the sector within the Kāpiti Coast. Funding for activation should be sought from appropriate sources to activate effectively. 	HIGH	Funding streams are available but should be identified and placed against each workstream at the beginning of activation. Where there is no apparent funding investors might be sought to fill the gap.	MEDIUM
3. Climate Change	<ul style="list-style-type: none"> Eventual sea level change would have devastating effects on the local beaches. Dunes and the restoration work could be placed under pressure. 	HIGH	Additional work to the sand dunes could be done to limit the effects of sea level change.	MEDIUM
4. Social Licence of Tourism	<ul style="list-style-type: none"> With more tourists and potential pressure on existing services in the region, the social licence of tourism within then community could be affected. 	MEDIUM	Ensure that residents are taken on the destination management journey to understand what is happening in this space and the role they can play. Ensure there are strong programmes in place for tourism to give back to the community.	LOW
5. Development of Māori Tourism product and stories used	<ul style="list-style-type: none"> Any iwi stories used to market and promote the region must be determined and supplied by iwi. Tourism product development that includes Māori content should be developed in partnership with iwi. 	MEDIUM	Work with Māori and local iwi to understand what can be shared and what can't. Ensure that new and existing tourism operators are aware that some stories should only be told by iwi.	LOW

Appendices



Appendix A – Social Pinpoint – Online Community Consultation

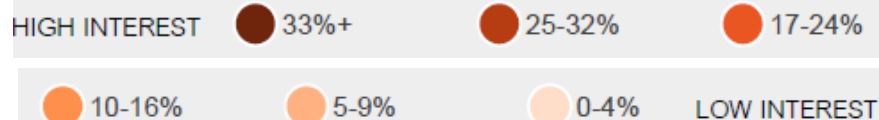
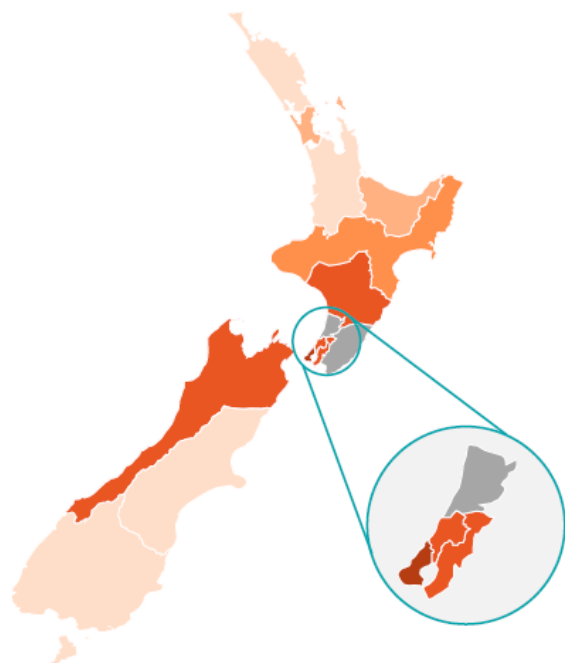
Social Pinpoint was the online tool to garner feedback from the community who were unable to attend the consultation sessions. These comments, aspirations, opportunities and barriers were all taken into consideration when developing this destination management plan.



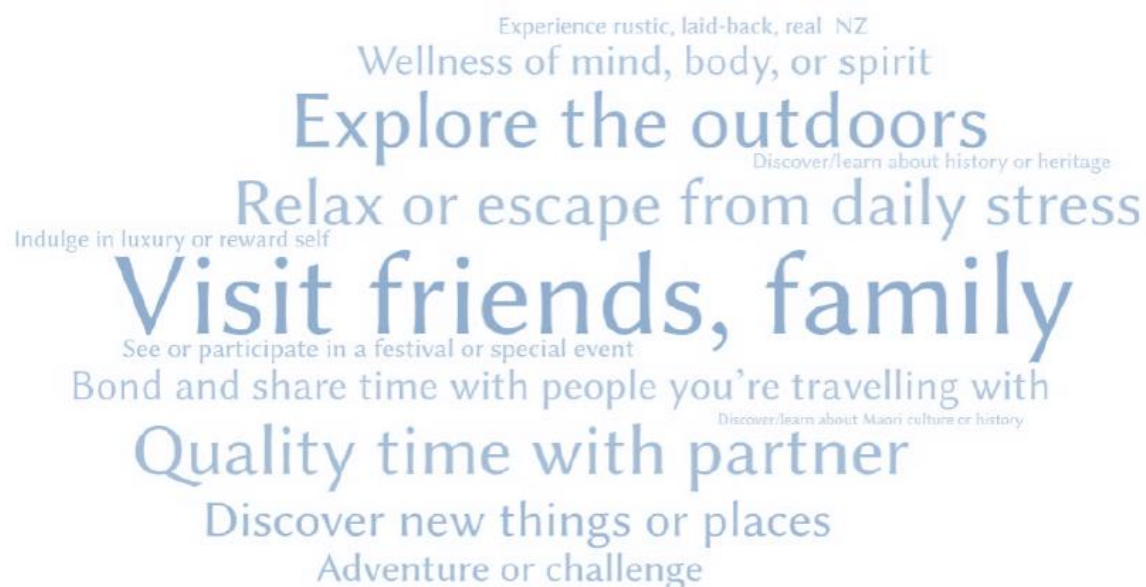
Appendix B – Colmar Brunton Demand

To create the Destination Plan Kāpiti first needs to understand the district's current appeal and what could drive greater levels of appeal. WellingtonNZ commissioned Colmar Brunton to help provide this understanding through a New Zealand domestic traveller survey and through data analytics. The following outlines some of the findings specific to the Kāpiti Coast District.

Where are those interested in visiting the Kāpiti Coast coming from?



Reasons for visiting the Kāpiti Coast



The size of the phrase indicates the frequency each reason was mentioned.

% identifying each activity as a 'hero' amongst those not initially interested in visiting the Wellington/Wairarapa region but changed their mind after seeing what is on offer



Appendix C – TOURISM NEW ZEALAND TARGET MARKET SEGMENTS

Tourism New Zealand's target segmentation research was used to determine the target markets for the Kāpiti Coast and are referenced throughout the Colmar Brunton Research.

We've identified nine segments of domestic leisure travellers based on their travel behaviours and preferences.

Queenstown



100% PURE
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