

Positively Wellington Tourism

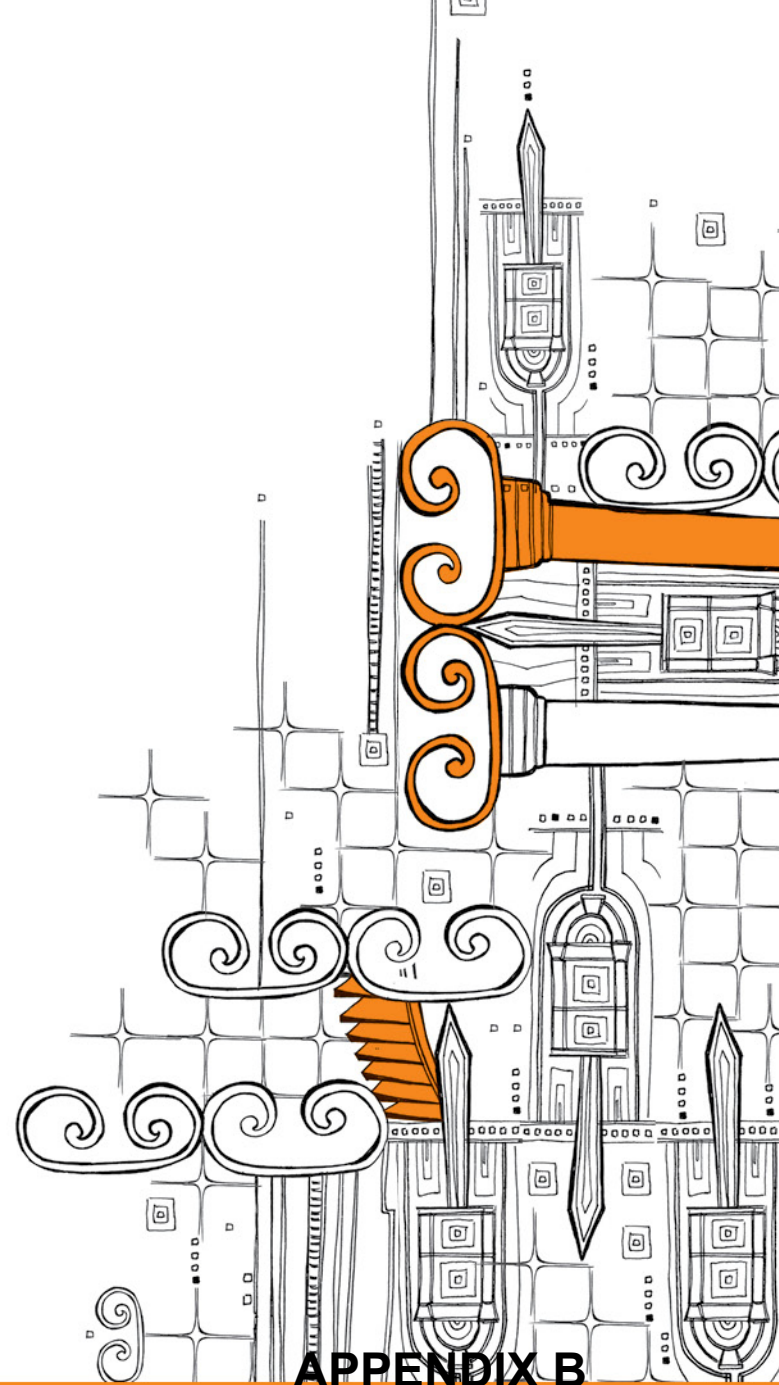
*Delivering the marketing of the Destination
Wellington project*

POSITIVELY

Wellington

WellingtonNZ.com

TOURISM



APPENDIX B

Destination Wellington Project

A deep pool of talent is the lifeblood of smart, knowledge-based economies. Global competition for innovative high-technology businesses and the talented people that create and grow them is strong. A core component of this strategy is attracting and retaining the people, businesses and investors that have the talent and resources to grow smart, innovative businesses here.

Wellington is one of the world's best kept secrets as a place to do business. Visitor return rates show that those who have experienced the city found it highly attractive not only as a place to visit, but to live and work.

Letting more people know what we have to offer will increase numbers of visitors, international students, migrants and potential investors in our innovative industries.

To date the Council has focused on marketing our city to visitors and attracting major events such as the Rugby Sevens to our capital. Continuing to do this is important as tourism and events make a major contribution to our economy.

But there is potential for more to be done to enhance the city's attractiveness to the talent, businesses and investment needed to develop a more fast-growing, innovative and globally competitive city.

We need to extend our destination marketing approach beyond promoting Wellington as a tourist destination and adopt a broader strategy that also targets attraction of talent, businesses and investment to promote Wellington as the business capital of New Zealand. For example, Wellington City performs comparatively poorly against other New Zealand cities in the attraction of international students yet the city's tertiary institutions are highly regarded both nationally and internationally.

Wellington City Council Economic Development Strategy 2012

Overview of Requirements for the delivery of 'Destination Wellington'

In this section we examine the project that has been defined and the various activities that are required for the project to reach its goals as defined in the Economic Development Strategy of Wellington City Council.

Potential Activities and Benefits

Activity	Potential Benefits
Coordination	<p>More effective delivery of existing initiatives</p> <ul style="list-style-type: none"> Business development Opportunity Identification <p>Better identification of gaps</p>
Marketing & Promotion	<p>Increased international awareness about economic opportunities in Wellington.</p> <p>Targeted activities likely to generate greater interest in business investment in Wellington</p>
Lead Generation	<p>Increased profile of local businesses to investors nationally and internationally.</p> <p>Increased investor awareness of specific capabilities in particular sectors</p>
Deal Facilitation	<p>Increased access for local businesses to investors in target sectors</p> <p>Improved conversion ratio</p>
Business & Talent Retention	<p>Better identification of new opportunities for existing businesses</p> <p>A strong commitment to Wellington as a location</p>

The job list

- Promotion of economic opportunities provided by the city
 - Research and report to determine what the business proposition is of investing in wellington
 - Create a 'story – brand position' for the city that is applicable to all things 'Wellington'
 - Digital delivery of this story
 - Communication of this story to targeted media – both traditional and online.
- Work with recruitment firms to better equip them to market Wellington to the best talent
- Proactively shape partnerships with NZTE, KEA, Immigration New Zealand and ATEED
 - Complimentary activity to ATEED
 - Leverage government agency policy and investment
- Partner with iwi as a co-investment partner for Foreign Direct Investment (FDI)
- Sector specific FDI targeting
 - IT/Digital/Creative
 - Business and Financial Services
 - Science and technology
- Convert the experience of WCC had by inward investors to one of Absolute Positivity at all levels in the organisation
- Continuing work to grow airline capacity Trans-Tasman and Long Haul airline connectivity

Core Activities

Function	Description
Coordination	<ul style="list-style-type: none"> •Developing a clear understanding of how the system functions (including investment, business growth and talent needs) •Using that knowledge to connect stakeholders in the system and helping coordinate specific activities
Marketing	<ul style="list-style-type: none"> •Increasing the awareness of the economic opportunities the City offers •Promoting the City Internationally and securing major events
Facilitating Investment Deals	<ul style="list-style-type: none"> •Putting out a ‘Welcome Mat’ (e.g. official reception, introductions to key players) •Providing information on doing business in the city and being able to respond to queries •Helping to connect investors with local networks and expertise
Business & Talent retention	<p>Providing aftercare services for major employers</p> <p>Providing support to local businesses looking to grow and export</p>

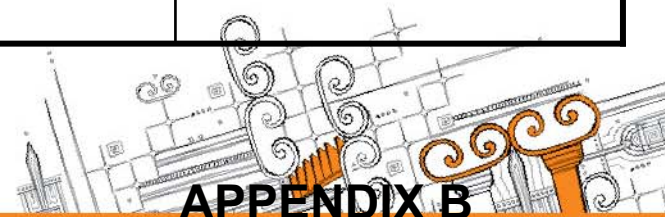
Alignment of new activity with objectives of investment

In this section we provide high level description and justification of the activities we propose should be undertaken to deliver the desired outcomes by Positively Wellington Tourism



Coordination and identifying opportunities

What Activities	Why	Expected benefits	Description of Activities
Building Understanding of existing system	Stakeholders feel there is no overall clear understanding of the Wellington talent and investment eco-system	Better identification of gaps that maybe hampering talent and investment activities More effective delivery of existing initiatives.	Research project (PWT with support) <ul style="list-style-type: none"> • Current status of brand Wellington (in Wellington, in New Zealand, in Australia, further afield) • WLG perceptions • External perceptions • Defining our strengths • Creating a brand story
Act as a coordinator (building partnerships and leveraging existing relationships)	Many of the activities and stakeholders are operating in Wellington - the view is that their activities would be more effective if they knew what each other was doing Several initiatives already provide impetus to talent and investment attraction (e.g. the work undertaken by Immigration New Zealand and NZTE). Leveraging existing initiatives represents a cost effective opportunity and avoids duplication.	Better functioning of the existing elements of the system (e.g. linkages within the investment community, and linkages between education providers and businesses)	(2 parts) Buy In; (PWT led) Getting the regional (PWT led) buy in: <ul style="list-style-type: none"> • Council • Agencies of WCC • Grow • Other TLA's / GWRC • Business community (especially large stakeholders & target sector stakeholders • Other Getting agencies beyond Wellington to buy our story (GW Led): <ul style="list-style-type: none"> • NZTE • MED • KEA • MFAT • ATEED



Marketing and Promotion Opportunities

What Activities	Why	Expected benefits	Description of Activities
<p>Developing a consistent and targeted value proposition for prospective jobseekers, businesses and investors</p>	<p>A common view amongst stakeholders is that Wellington has a strong brand reputation in tourism, but the economic opportunities the city offers are not widely known.</p> <p>New Zealanders are often referred to as 'lifestyle migrants' so destination marketing is an important aspect of talent attraction and a key opportunity</p>	<p>Increased awareness about economic opportunities in Wellington creates a larger pool of potential job seekers and investors willing to come to Wellington</p> <p>Highly targeted value propositions are more likely to generate interest in wellington opportunities amongst the investors and skilled migrants Wellington needs</p> <p>Making it easier for prospective jobseekers and investors to access the information they require to make decisions</p> <p>Strengthened partnership and co-investment between the Council and private sector businesses benefits both individual businesses and the wider economy</p>	<p><u>Develop a 'brand' for Wellington</u> that tells the story of our region for all stakeholders to align to. (PWT led)</p> <p><u>Web delivery</u> within Wellingtonnz.com (PWT) (for example)</p> <ul style="list-style-type: none"> • Visit Wellington • Live in Wellington • Move to Wellington • Work in Wellington • Study in Wellington • Do business in Wellington <p><u>Syndication of content</u> (PWT led) with NZ agency partners, private/commercial and off-shore partners and various media distribution</p> <p><u>Communication to investor media</u> delivery through global investment media (PWT led)</p>
<p>Build capability to respond to queries about economic opportunities in Wellington</p>	<p>Stakeholders feel it is difficult for prospective job seekers and investors to access detailed information</p>		<p><u>Web content and response</u> ability – set response toolkit (PWT led)</p> <p><u>Personalised enquiry service</u> for detailed inquiry (GW led)</p>
<p>Partner with key stakeholders to develop an offshore talent attraction approach for target sectors and leveraging existing events in wellington as recruitment opportunities</p>	<p>There is already interest from recruitment firms in undertaking a joint exercise</p> <p>The City already plays host to international events that can promote the capability of businesses, the career opportunities available and investment opportunities in Wellington</p>		<p><u>Specific hunter activity</u> in target business sectors (GW led)</p>

Lead generation

What Activities	Why	Expected benefits	Description of Activities
Building relationships with target businesses and investors	<p>Stakeholders feel better coordination of talent and investment activities is important and that the Council is well placed to fill the gap.</p> <p>The Council can then make it easier for investors and businesses to identify and pursue opportunities themselves or with others</p>	<p>A greater number of local businesses increase their profile nationally and internationally</p> <p>More prospective investors get the opportunity to visit Wellington and Wellington is regarded as being serious about attracting and facilitating investment</p>	<p><u>Build external investment relationships</u> (GW led)</p>
Developing lead to pass onto partners	<p>NZTE/MSI focus is on businesses with high growth potential – a value proposition is required if they are to invest in particular businesses</p>	<p>There is an increased awareness of the capabilities and opportunities in the targeted sector (s) internationally, resulting in more investment and growth in targeted sectors</p>	<p><u>Structured approach to developing a lead</u> (GW led)</p>
Hosting inward investment missions	<p>The Council already hosts delegations but there are likely to be more opportunities to be involved</p>		<p><u>Creation of Advisory Group</u></p> <p>Formal cross agency group to manage and maximise opportunity provided by inbound investment clients and delegations</p>
Investment missions to targeted cities	<p>The Council can use its international networks (e.g. sister cities) to make it easier for local businesses to find contacts and business partners offshore</p>		<p>Defines and tests opportunities, frequency and purposes of outward trips (WCC/PWT/GW & others?)</p>

Facilitating Investment Deals

What Activities	Why	Expected benefits	Description of Activities
<p>Providing a Welcome mat and soft landing services</p>	<p>Investors often want comfort that local policies and infrastructure will be able to support their investment aims; may want concessions/ regulatory changes or just want the recognition of meeting and knowing key city officials – the latter is highly valued by Asian investors.</p> <p>Integration of the Wellington and national ‘welcome mats’ is key to optimising the combined offers of the city and the New Zealand government</p>	<p>Improved conversion ratio of (pre-qualified) visiting potential investors to invested FDI</p>	<p>Formal cross agency group to manage and maximise opportunity provided by inbound investment clients and delegations</p> <p>Considers the symbiotic nature of activity in Wellington and other key metropolitan centres in NZ. (WCC/PWT/GW & others?)</p>
<p>Support for angel HQ</p>	<p>Angel HQ is poorly resourced (0.2FTE), has latent capital available (that already understand Wellington); has Seed Co-investment Fund capital to invest and would benefit from having more ‘lead angel investors’ brought to Wellington</p>	<p>Increased number of ‘lead angels’, leading to an increased number of completed deals</p> <p>Improved access by Wellington businesses to investors in target sector(s)</p>	<p><u>Coordination of investment</u> (GW led)</p>
<p>Bespoke services and information for particular investment</p>	<p>Developing investment opportunities often requires skills beyond the capabilities of management, or deal brokering capability to bring parties together</p> <p>In some instances, there are gaps in the current Wellington service offering, and this role is required to attract new businesses to the city that are complementary to the existing sectors</p>	<p>The development of more sector-wide collaborative investment proposals</p>	<p><u>Coordination of response to individual opportunities</u> (GW led)</p> <p><u>Concierge Service</u> Provision of a go-to service for assistance to newly arrived talent through digital service within Wellingtonnz.com (PWT)</p> <p>APPENDIX B</p>

Business and talent attraction

What Activities	Why	Expected benefits	Description of Activities
Liaison programme with large employers	Retaining large employers and high profile businesses is critical for the system	<p>Strengthened commitment to Wellington and identifying opportunities for new investment from existing businesses</p> <p>Retaining more talented students in Wellington following study</p>	<p>PWT builds on structures setup for tourism business network (KNOW BUSINESS & Positively Informed) and replicates for other sectors. (Major Business, Education, etc)</p> <p>This would enable distribution of content and events occurring as a result of the Destination Wellington project and other related activities generated from WCC, GW, PWT & WECC</p>
Support networks between businesses and education sector	Will help raise awareness about career paths and opportunities post-education		

Detailed description of work strands to be provided by Positively Wellington Tourism

- Research
- Brand Development & Marketing
- Digital
- Media & Communications

City Brand Research

For Wellington city, it's businesses, education establishments and residents to be able to maximise the investment made in promoting themselves to the world it is essential that a 'brand story' is brought together that reflects who we are, where we are, our aspirations, our interests and our inspirations – the things that make our city a city for visiting, investing, doing business in, studying and for living.

The Wellington tourism story is well established through the work of the Wellington City Council funded Regional Tourism Organisation Positively Wellington Tourism. Now it is time with the Destination Wellington project to broaden that story so that it encompasses all the different facets of the Wellington community.

The success of the Destination Wellington project will be driven by the way it engages with businesses and the 'buy-in' that individuals, businesses and organisations in the city have for the story of Wellington that is told to outsiders. Thus defining the 'brand story' of our city is not about a new fancy logo but the bringing together of a city-brand toolkit which can and will be used by all as they interface with the world beyond Wellington.

To define the tone, spirit, style and informative elements of this tool kit it is essential to research carefully and to encompass the broad perspectives of those individuals, businesses, establishments and organisations that drive the city today.

A draft research brief has been written and in brief this will encompass three different stages of work:

- Wellington Research – Find out what New Zealanders think of Wellington
- Stakeholder research – Find out what Wellingtonians think of Wellington
- Sector research – Much is already known about the traits of Wellington but in bringing the story under one umbrella gaps will be identified in the current web and literature content and by Stage's 1 and 2 of the research programme.

This research would be made available as a platform for further development for specific business sector groups so as to reinforce the core Wellington brand story and help any sector or business grow their contribution to the Wellington economy.

This area of activity is only required substantively in the start-up phase of the project and so funding is only required in year one.

Brand Development & Marketing

Having defined the 'brand-story' of Wellington there will be a significant task to be carried out in year one to define the use of that brand and to create toolkits and media for the use of both the core agencies involved in the Destination Wellington project and all Wellingtonians.

It will be essential that the toolkit provided is one which is extremely broad in format so that it is as accessible to Wellington businesses and organisations as possible. This means in the development stage that multiple options of the possible iterations of the defined brand story will be required and consideration will need to be given for the mechanisms required to:

- Promote the availability of the free toolkit
- Provide communications to be media in regards to what the toolkit id for and what it sets out to achieve
- Integration into the working documents etc. of the city's core agencies
- The digital platform from which the toolkit will be available
- The ongoing development of the toolkit in subsequent years providing for image and video content, case study reports etc.
- Resource to manage these activities

Of course having developed a brand for Wellington and built web content to tell the amazing and unique stories of our place which make it a vibrant and stimulating business environment it will be essential that this story and content is communicated to the world via marketing activities.

It is our recommendation that such marketing activity should be focussed on two areas of investment – Search Engine Marketing and Content Creation & Distribution.

Search Engine Marketing

Search engine marketing is made up of two components; Search Engine Optimisation (SEO, also known as natural or organic listings) and Paid Search (also known as PPC or CPC).

SEO is based on how relevant your website is to a particular search query, which is addressed through relevant copy and website architecture. Paid Search however, allows advertisers to by-pass the natural listings to display text advertisements in the three top spots of a search listing page as well as to the right-hand-side.

There are several key benefits of Paid Search. Firstly, it provides businesses the ability to get in front of highly relevant users for a low cost. As Paid Search is costed on a pay-per-click basis, you only pay for those actively searching for, and clicking on topics relevant to your business minimising up-front risk expenditure. Paid Search also has the ability to be highly targeted by geographical areas, allowing business to target key cities or countries. For Destination Wellington, Google Paid Search would allow PWT to target those in specific postal codes areas within for example California. A further key benefit of Paid Search is that it is highly tractable, by keyword and/or campaign. This means that PWT can track which keywords are driving traffic and conversions, and stop advertising those that are not performing.

While in New Zealand the majority of search traffic comes from Google, in larger countries Bing and Yahoo also have a significant amount of traffic. To give an example of how much traffic search engines are able to drive, in the 2011/12 financial year, approximately 70% of traffic to WellingtonNZ.com was driven by search engines.

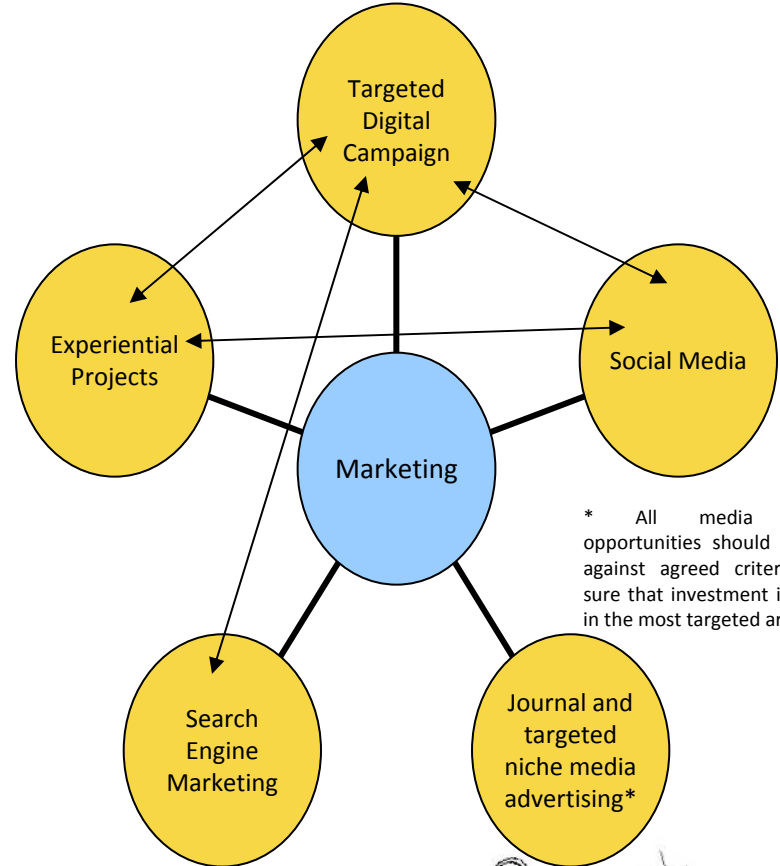
Content Creation & Distribution

This marketing cost in year 2 & 3 is all about the ways and means of how we get our story out to the world adding new and innovative content that makes people around the world sit up and say to themselves 'Wellington is something special' and to share that consideration with friends, colleagues and contacts through both traditional and social media channels.

An example of a piece of work which demonstrates this type of approach to raising profile was recently carried out by the marketing agency of Stockholm in Sweden. The developed media piece (http://www.youtube.com/watch?v=53_qvMQfvOE) clearly demonstrates Stockholm's brand proposition as the green technology centre for investment in northern Europe. The YouTube clip has been viewed 2.4m times.

Providing innovative highly viewed content is an approach to telling our story that will engage people with our city, its values and its proposition as a place to do business, live and work. Such activities will ensure that the investment made in the digital assets of brand Wellington and the awareness of Wellington as a business destination is increased.

This work is of course collaboratively constructed with other parts of the Destination Wellington programme so that the pure marketing initiatives are integrated with media and communications activity and engagement with a broad array of city business stakeholders who will boost the taking of our messages to the broadest platform of targeted business and investment consumers and attract talent to want to live in our city.



* All media advertising opportunities should be assessed against agreed criteria to make sure that investment is made only in the most targeted areas.

Digital

Wellington City Council has provided funding to Positively Wellington Tourism for marketing Wellington as a visitor destination since 1997.

In recent years a significant part of that funding has been committed to raising the profile of Wellington on line and through digital communication channels. A consequence of this is that the city's visitor website www.wellingtonnz.com has become a significant portal for information about Wellington and currently enjoys almost 2 million unique visitors per year – and is the most visited website of it's kind in New Zealand. Late in 2010 a small project between PWT and Grow Wellington improved the linkage between various public funded websites promoting Wellington with the implementation of common topline navigation on our websites.

As part of the Destination Wellington project we propose to bring these still disparate strands together under one single portal for consumers of any type outside of Wellington who want to find out more about Wellington.

This approach has been taken by many cities and countries and indeed is that taken by www.newzealand.com which is a portal which variously distributes information on business and tourism. A number of cities have succeeded in bringing their information together in a single digital portal. Examples of such cities would include Amsterdam, Stockholm and Brisbane. In creating the future for Wellington's web presence a broad study of the approach taken by other cities will be undertaken so that the site architecture allows visitors of all types to find the information they require with ease whilst motivating them to find out more.

A successful website might be defined as one which attracts both first time and repeat visitation. To achieve both these goals it is essential that content is constantly being revised, updated and uploaded. This content must be relevant and interesting. Even serious business information must 'entertain' the person who is reading it so that they are hungry to dig deeper and find out more.

Representing a city, a website must tell the story of that city, both in the facts and information it provides, and also in the style and tone in which information is imparted. Clearly it is paramount that the digital delivery of Wellington is informed by the Brand Development and Marketing work stream previously described.

Wellington is a leader in the business sector of 'creative digital' and it is highly important that the digital delivery in the city's primary information channel reflects this key strength of the city's economy. This means that the information provided must always be up to date, relevant, innovative and engaging.

PWT believes this bringing together of story and digital assets will be a key part of the promotion and development of the Wellington economy in years to come and that by using the site to promote, inform and provide businesses, investors and immigrants with toolkits to support and inform their transition into the Wellington community.

There are three core costs that will be incurred in the provision of this activity on an ongoing basis:

- Establishment & Development
- Maintenance Fees
- Hosting Fees
- Human Resource (.8 FTE)

The following diagram reflects the breadth of information that will be provided through the single portal www.wellingtonnz.com in the future

Separate Sites

Word on the Street

VWOAP

Sevens

Social Media

WellingtonNZ.com

Bars & Restaurants

Accommodation

Shopping

Events

Major Events

Regional Events

Local Events

Visitor Information

Sights & Activities

Second Language Pages

Conventions

Media

Travel Trade

Corporate "About Us"

Images

Australia

KNOW Wellington

CNZWT

Cycleways

Regions

WellingtonNZ.com/XXXXX

Wairarapa

Kapiti

The "Hutts"

Porirua

The Future Architecture of www.WellingtonNZ.com

Live

Work

Move

Study

Do Business

Council

Business Attraction

Media & Communications activity

This area of activity is an essential part of the projection of the newly defined brand Wellington story.

Firstly it is the part of the investment which will ensure that the material collateral utilised by Wellington core organisations will always be appropriate to the receiver and will provide more to the receiver of such information than a simple brochure in that collateral will be developed for both hard and soft copy use that will provide a vision of Wellington and will encapsulate the core brand values of the city as well as vital economic information. Collateral will be developed to be taken offshore by diplomatic trade missions and to be distributed to incoming business investment clients and visiting international trade and diplomatic missions.

Secondly this investment will provide for one employee who will be responsible for a number of media and communication activities:

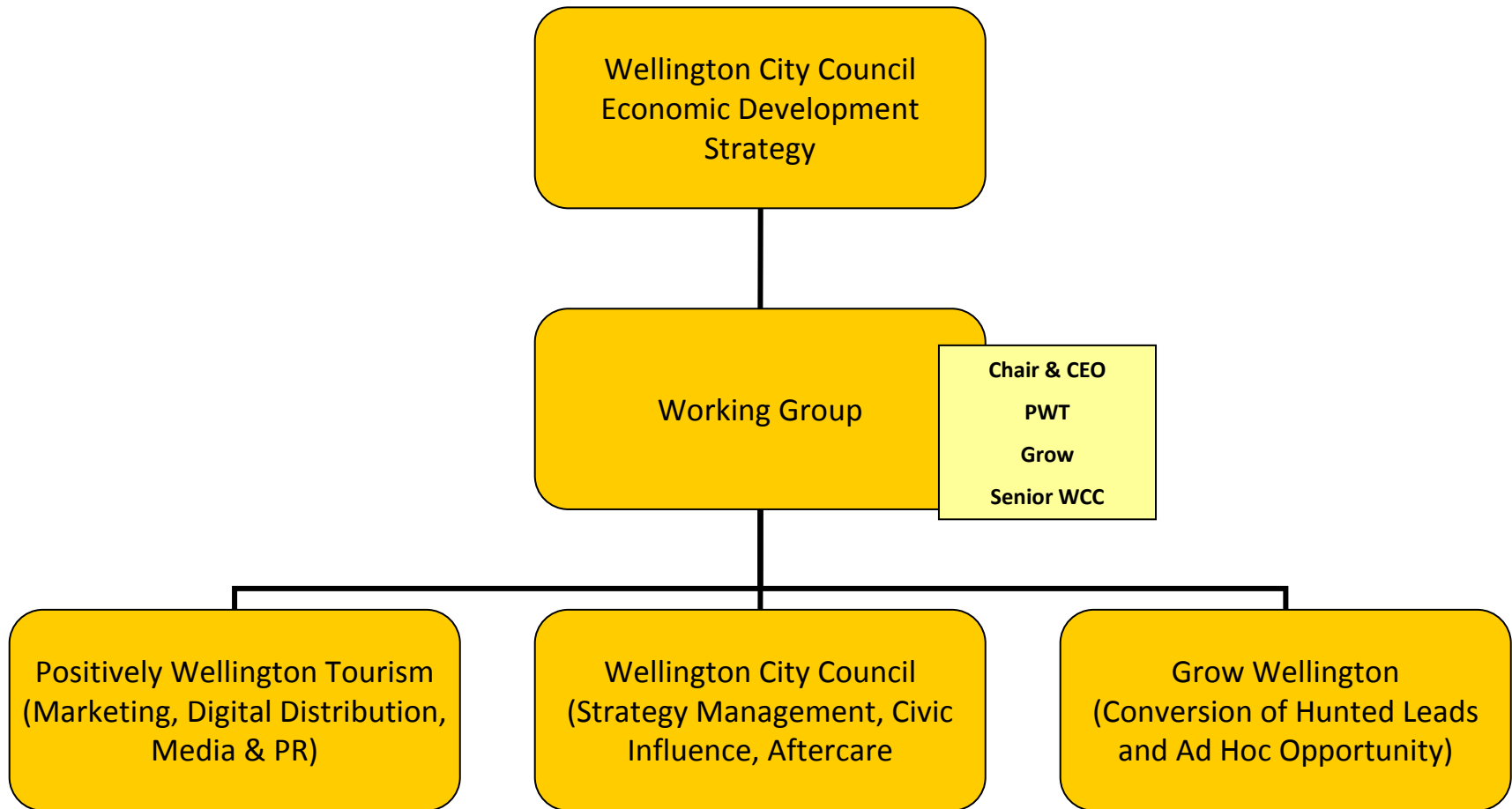
- Development and delivery of a digital information programme to keep Wellington business stakeholders informed of the progress of the Destination wellington initiative and other exciting activities that are happening in the Wellington business community. This channel will provide WCC with a primary channel to deliver of business and economic development information to significant city stakeholders
- Similarly a programme will be developed that utilises similar content but is delivered to the Wellington education community.

(Both these programmes will build upon the considerable experience PWT has enjoyed in its downtown promotion activity KNOW Wellington)

- A key method of amplifying the messaging found in the newly developed brand Wellington story both to internal and external to the city consumers will be through engagement with the general news and targeted business media. By creating the appropriate story hooks for media and hosting programmes for visiting media that promote the economic vitality of Wellington and our targeted business sectors we will be able to raise the profile of Wellington as a place to invest both domestically and internationally whilst at the same building business confidence within Wellington

This communication within the Wellington city and region will be essential if we are to achieve our goal of having our core agencies, businesses and organisations utilising the tool kits we will provide digitally and promoting their business or entity in a way that aligns with the brand Wellington story we form. This alignment will reinforce our messages and provide the outside world with a consistent view of Wellington as city which has attributes that make business successful and life enjoyable.

The operation of the Destination Wellington project



Destination Wellington – PWT Expense breakdown	Budget		
	Year 1	Year 2	Year 3
Activity	12/13	13/14	14/15
<i>Digital</i>			
Human Resources	\$ 60,000.00	\$ 85,000.00	\$ 85,000.00
Establishment & Development Costs	\$ 150,000.00	\$ 50,000.00	\$ 50,000.00
Maintenance Fees	\$ 15,000.00	\$ 20,000.00	\$ 20,000.00
Hosting Fees	\$ 5,000.00	\$ 10,000.00	\$ 10,000.00
Search	\$ 100,000.00	\$ 300,000.00	\$ 300,000.00
Subtotal	\$ 330,000.00	\$ 465,000.00	\$ 465,000.00
<i>Research</i>			
Research	\$ 45,000.00	\$ -	\$ -
Subtotal	\$ 45,000.00	\$ -	\$ -
<i>Media & Communications</i>			
Human Resources	\$ 35,000.00	\$ 70,000.00	\$ 70,000.00
Collateral Development	\$ 25,000.00	\$ 25,000.00	\$ 25,000.00
Subtotal	\$ 60,000.00	\$ 95,000.00	\$ 95,000.00
<i>Brand Development & Marketing</i>			
Brand Development	\$ 150,000.00	\$ -	\$ -
Brand Roll Out	\$ 85,000.00	\$ 100,000.00	\$ 100,000.00
Marketing & Promotion	\$ -	\$ 150,000.00	\$ 150,000.00
Subtotal	\$ 235,000.00	\$ 250,000.00	\$ 250,000.00
<i>Support & Administration</i>			
Set-Up & Other Expenses	\$ 15,000.00	\$ 10,000.00	\$ 10,000.00
Subtotal	\$ 15,000.00	\$ 10,000.00	\$ 10,000.00
TOTAL	\$ 685,000.00	\$ 820,000.00	\$ 820,000.00

Destination Wellington – Examples of Proposed PWT Key Performance Indicators

	Y1	Y2	Y3
Digital Activity			
New Web Content established	Completed	NA	NA
Visitation to Business pages of WellingtonNZ.com	Target X Unique Visitors	Target X Unique Visitors	Target X Unique Visitors
Social Media activity	Target Y Connections	Target Y Connections	Target Y Connections
Wellington Brand Story Establishment			
Research carried out to inform development of Wellington brand story	Completed	NA	NA
Wellington brand story developed for use	Completed	NA	NA
Wellington brand toolkit available for use by core partners	Completed	NA	NA
Wellington brand toolkit available for use by city businesses and organisations	Commenced	Completed	Available
Wellington brand story utilisation measure	NA	Target X Total Users	Target X Total Users
Marketing Wellington as a business, investment and talent destination			
Marketing Projects carried out delivered to global markets	0	Number of Marketing Projects Delivered	Number of Marketing Projects Delivered
Media Hosting			
International Business and investment journalists hosted in Wellington	Number of Media Hosted	Number of Media Hosted	Number of Media Hosted
Communication and PR in Wellington			
Recipients of Destination Wellington business investment newsletter	Number of Database Members	Number of Database Members	Number of Database Members
Press releases regarding the activity of DW and business development issued to media	Number of Press Releases Issued	Number of Press Releases Issued	Number of Press Releases Issued
Collateral			
Core collateral developed for use by primary stakeholders	Completed	NA	NA
Collateral development assistance provided to other Wellington businesses and organisations	NA	Rolled Out	Available