



Smart Tourism

Bay of Plenty Tourism Strategy

Smart Tourism Region



Note: The region currently covered by Tourism Bay of Plenty (Regional Tourism Organisation) encompasses the territorial authority areas of Tauranga City and Western Bay of Plenty District. The statistics provided by Tourism New Zealand cover a region defined as Coastal Bay of Plenty which incorporates the territorial authority areas of Tauranga City, Western Bay of Plenty, Kawerau and Whakatane Districts. This strategy whilst having a major focus on the region covered by Tourism Bay of Plenty, also takes a wider Coastal Bay of Plenty perspective.

Glossary of Terms

C/C	Chamber of Commerce
CT	Creative Tauranga
EBOP	Bay of Plenty Regional Council
GNZTR	Great New Zealand Touring Route
KDC	Kawerau District Council
ODC	Opotiki District Council
PCH	Pacific Coast Highway
RLTS	Regional Land Transport Strategy
RTO	Regional Tourism Organisation
SmartEconomy	Western Bay of Plenty Economic Development Strategy
SmartGrowth	Western Bay of Plenty Growth Management Strategy

Sport BOP	Sport Bay of Plenty
TBOP	Tourism Bay of Plenty
TBD	To Be Determined
TCC	Tauranga City Council
TMMTI	Tauranga Moana Maori Tourism Incorporated
Toi EDA	Eastern Bay of Plenty Economic Development Agency
WBOPDC	Western Bay of Plenty District Council
WDC	Whakatane District Council
TNZ	Tourism New Zealand

TABLE OF CONTENTS

Strategy Summary	6
Section 1 Introduction	8
1.1 Strategy Need	8
1.2 Tourism Visitor: Visitor Focus	9
1.3 Tourism Strategy: Management.....	11
1.4 Tourism in the National Context.....	14
1.5 Sustainable Tourism Development	16
1.6 National and Regional Approaches.....	17
Section 2 Context: Regional Strategy Approach	19
2.1 SmartEconomy.....	19
2.2 Tourism Strategy: Benefits.....	20
2.3 Strategy Focus and Alignment.....	21
2.4 Community Outcomes.....	21
2.5 Regional Tourism Activity.....	22
2.6 Events and Conferences in the Region.....	23
Section 3 Strengths, Issues, Opportunities and Challenges and Market Analysis	26
3.1 Strengths, Issues, Opportunities and Challenges	26
3.2 Tourism Market Analysis.....	29
3.3 Major Events Market Analysis.....	31

Section 4 Vision, Mission, High Level Outcomes and Guiding Principles	32
4.1 Vision	32
4.2 Mission	32
4.3 High Level Outcomes.....	33
4.4 Guiding Principles.....	33
Section 5 Action Areas	35
5.1 Destination Marketing	35
5.2 Destination Management	35
5.3 Destination Leadership	36
5.4 Destination Development.....	36
Section 6 Actions	37
6.1 Destination Marketing	37
6.2 Destination Management	47
6.3 Destination Leadership	54
6.4 Destination Development.....	62
Section 7 Monitoring and Implementation.....	66
7.1 Implementation and Monitoring Overview.....	66
7.2 Strategy Implementation: Smart Tourism and Smart Economy.....	67
Appendix I Sustainable Tourism Charter	
Appendix II Overview of Other Regions	
Appendix III Community Outcomes	
Appendix IV Brand, Sub-Brands and Coastal Bay of Plenty	

Tourism: Strategy & Implementation Summary

STRATEGY VISION

The Coastal Bay of Plenty provides vibrant and sustainable visitor experiences.

MISSION

Welcome visitors, protect our environment, celebrate our culture.

HIGH LEVEL TEN YEAR OUTCOMES

1. *An increase in the yield spend per visitor to exceed the national average (average daily of international and domestic visitor spend) by at least 5% by 2015 as defined by the Tourism Research Council*
2. *Growth in visitor nights to exceed the national average as defined by the Tourism Research Council*
3. *Increase off-peak visitor nights as defined by the Tourism Research Council*
4. *Appropriate training and attracting skilled labour which will halve the identified skill gaps in the tourism sector by 2010*
5. *Quality experiences with 80% of operators, 'Qualmark' registered*
6. *Tourism Bay of Plenty has a nationally recognised position and brand*
7. *Have tourism products that match the brand, key market segments and all year round destination*
8. *A well connected tourism industry within the Bay of Plenty*
9. *An identity as a sustainable destination that reflects its cultural history and coastal location*

GUIDING PRINCIPLES

- 1. Commitment to a sustainable tourism approach**
- 2. Recognition of tourism as a key sector within the regional economic development strategy (SmartEconomy)**
- 3. Sustainability in visitor numbers, both on an annual basis and throughout the shoulder seasons**
- 4. Commitment to encourage tourism opportunities throughout the Coastal Bay of Plenty region**
- 5. Identification and development of unique products, infrastructure and packages to maximise visitor stay and expenditure.**
- 6. Recognition of growth and contribution of indigenous tourism, the unique experience through the “telling of stories” and, of increasing economic benefit to Tangata Whenua**
- 7. Commitment to focus all future development on quality experiences and services**
- 8. Development of strong partnerships, between tourism operators, local and central government, Tangata Whenua and communities**
- 9. Recognition that tourism is a key component of a growing economy, which requires employment opportunities and assists in diversification of the local economy**
- 10. Alignment with the New Zealand Tourism Strategy 2010**

Section 1: Introduction

1.1. Strategy Need

Tourism is already a major contributor to the region's economy and will continue to grow. Tourism makes up 9.7% of the economy and therefore makes a significant contribution on an annual basis.

In 2004 tourism expenditure in the region was recorded as \$411 million and is forecast to grow to \$553 million by 2011 (source: Tourism Research Council forecasts 2005 – 2011).

In 2001, the tourism and hospitality sector employed 2,544 full-time equivalents, providing 5.0% of the Western Bay of Plenty's total employment. A high proportion of regional employment in the tourism and hospitality sector is of a part-time nature. This is reflective of the high proportion of domestic visitors to the sub-region and the very seasonal nature of the industry over the summer months. Assuming that the mix of domestic and international visitors remains constant and that the Western Bay of Plenty maintains its market share, growth in tourism will be between 5% and 8% per annum by 2010.

Employment in the tourism and hospitality sector is projected to increase by around 500 full-time equivalents (19.7%) between 2003 and 2007 in the western Bay of Plenty. Most of this growth is projected in the accommodation, cafes and restaurants sub-sector (300), with further growth in the cultural and recreational services (200).

As has been noted in SmartEconomy, a regional tourism strategy is necessary to encourage and manage this growth, both of domestic and international visitors, for the following reasons:

- there are large numbers of small and medium sized businesses/operators with limited investment and marketing ability and a possible lack of appreciation of the wider tourism distribution chain
- competitive market, both nationally and internationally
- lack of tourism product

- to ensure planned and sustainable development
- to provide leadership and commitment to tourism and major event infrastructure investment
- to manage conflict between tourism growth and environmental, social and cultural values
- increase level of activity in the shoulder and low seasons to maximise tourism and major event infrastructure investment
- to assist in sustaining a skilled workforce
- need to maximise financial returns to regional economy
- to encourage cooperation between stakeholders
- to avoid reliance on any one tourist/visitor group
- assist in understanding the economic benefits of major events
- provides basis for implementation of key SmartEconomy actions

1.2. Tourism Strategy: Visitor Focus

The focus of this strategy is on the visitor. The Bay of Plenty needs to attract visitors that consume a wide range of tourism products and services. These visitors are identified by three target groups: domestic visitors, primarily from the Auckland and Waikato regions, international visitors who fit the interactive traveller profile as defined by Tourism New Zealand and the conference and events visitors (both domestic and international). It is about ensuring the visitors' experiences meet or exceed their expectations. It is about bringing more people into the region together with increasing their expenditure while they are here.

For the year ended July 2005, the Bay of Plenty had 1.26 million domestic visitor nights in commercial accommodation. The Bay of Plenty had 904,000 international visitor nights for the same period (source: Statistics New Zealand, Commercial Accommodation Monitor).

Domestic visitors make up 59% of guest nights in commercial accommodation in the Bay of Plenty. Auckland (16%) accounts for the highest percentage of visitor nights in commercial accommodation.

International visitors make up 41% of guest nights in commercial accommodation in the Bay of Plenty. Australia (11%) and the United Kingdom/Ireland (11%) represent the highest percentage of visitor nights in commercial accommodation.

For the year ended July 2005, the Bay of Plenty had 720,000 domestic visitor arrivals to private accommodation. The Bay of Plenty had 113,000 international visitor arrivals to private accommodation (source: APR consultants, Tourism Bay of Plenty VFR survey).

Domestic visitors make up 87% of visitor arrivals to private accommodation in the Bay of Plenty. Auckland (30%) and the Waikato (21%) account for the highest proportion of visitor arrivals to private accommodation in the Bay of Plenty.

International visitors make up 13% of visitor arrivals to private accommodation in the Bay of Plenty. Australia (5%) and the United Kingdom (2%) account for the highest percentages of international visitor arrivals to private accommodation in the Bay of Plenty

Tourism New Zealand defines its target market, the Interactive Traveller as:

Regular international travellers who consume a wide range of tourism products and services. They seek out new experiences that involve engagement and interaction, and they demonstrate respect for natural, social and cultural environments.

Interactive Travellers come from a range of countries around the world. They are more likely to fall into one of two age groups - 25-34 or 50-64. Younger Interactive Travellers probably haven't had children yet, while older Interactive Travellers are likely to be 'empty nesters' (their children have left home). Both groups are more likely to have discretionary income available to spend on travel.

The third target group of visitors is the lucrative conference and events market.

Events are the fastest growing segment of tourism and produces the highest yield for operators. An effective events strategy allows for seasonality to be reduced through annual calendar planning and it is proposed as a subsequent strategy action that an event strategy be developed.

Events and conferences can play a significant role in increasing both the number of visits to the area and also in increasing the average length of visitor stay. In recent years Bay of Plenty has positioned itself as a destination for small sized conferences of 50 – 100 people which reflects the size of venues available. Conference venues are privately owned and generally attached to accommodation businesses.

Tourism Bay of Plenty has undertaken some activities to market the region as a conference destination with some conference marketing performed with more generic marketing. Private conference venues have also taken a small role but focused on their individual venues. There will be a need to take a more active role as new facilities come on board and the city and region competes for larger conferences and events such as awards and dinners.

1.3 Tourism Strategy: Management

There are four core functions that are required for tourism management which are outlined as follows:

- Destination Development
- Destination Management
- Destination Marketing
- Destination Leadership

The lead agencies in respect of Destination Development and Management include local government and the Regional Tourism Organisation supported by other public sector agencies and the private sector.

Destination Marketing is predominantly through Tourism New Zealand and the Regional Tourism Organisation. Destination Leadership should be led by local government and the Regional Tourism Organisation.

The following table outlines in more detail, the respective roles, lead and support agency responsibilities.

Activity	Lead Agency	Support Agencies
• Destination Development		
- Product development (new and existing)	Private Sector	TBOP Priority One, TMMTI
- Product development (existing)	TBOP, Priority One, TMMTI	Chamber of Commerce
- Community assets	Local Government	Central Government, TBOP
- Natural assets	Central & Local Government	TBOP, TMMTI
- Packaging and clustering	TBOP, TMMTI	The Junction, Kaimai Coast
- Community and Major Events	Local Government (Community) Private Sector (major)	TBOP, Creative Tauranga, Sport BOP, Mainstreets, TMMTI
- Film Location & Packages	Film Volcanic	Local Government
- Conferences	TBOP	TCC, Private sector, Conference Tauranga
- Attractions	Private Sector	TBOP, TMMTI
• Destination Management		
- Physical infrastructure	Local Government	Central Government
- Sustainability (Economic, environment, social, cultural)	Local Government	Central Government
- Visitor Information Centres	TBOP	Private Sector
- Compliance and regulatory processes	Local Government	Central Government

• Destination Marketing		
- Market Research	Tourism NZ	TBOP
- Local marketing (to local community and industry)	TBOP	
- Domestic marketing	TBOP	Conference Tauranga (Chamber of Commerce)
- International marketing	Tourism NZ	TBOP,GNZTR
- Events and Film	Film Volcanic	TBOP
- Export Education	Export NZ	
- Collateral (print and web)	TBOP	Tourism Operators, Priority One, TMMTI Creative Tauranga
- Communications strategy	TBOP	TMMTI, Tourism Operators, Priority One, Creative Tauranga
• Destination Leadership		
- Branding/identity	TBOP	Local Government, TMMTI
- Positioning	TBOP	Local Government
- Community communications	Local Government	TBOP, TMMTI
- Stakeholder management	TBOP	TMMTI

Tourism Bay of Plenty's current approach is primarily focused on promoting and managing the destination (destination marketing). However given the growing significance of tourism from an economic and community perspective this strategy proposes Tourism Bay of Plenty role being expanded to include a product development leadership role and destination management.

Furthermore, it is envisaged Tourism Bay of Plenty will have a conference and major events marketing role.

1.4 Tourism in the National Context

The Bay of Plenty is considered to be one of the top leisure destinations in the country, and this position must be both protected and developed.

Tourist numbers visiting New Zealand are forecast to continue to grow over the next five years with a substantial increase in tourism expenditure. The two major international markets currently visiting the Bay of Plenty are Australia and United Kingdom. Tourism Research Council statistics show that a high proportion of these international visitors are visiting friends and relatives (VFR).

➤ Contribution to the National Economy

The significance of tourism to the economy is noted as follows.

Year ended March 2004

- Total tourism expenditure \$17.2 billion
- International tourism \$7.4 billion, domestic tourism \$9.8 billion
- 18.5% of exports (New Zealand's largest export earner)
- 172,000 direct and indirect full-time equivalent jobs – 9.9% of workforce
- GST revenue \$1.3 billion
- Direct tourism value \$6.2 billion, indirect tourism value \$5.8 billion.

Visitor Arrival Information- Year ended December 2004

- Total visitor arrivals reached 2.33 million in 2004
- Australia – largest market with 36.7% share, followed by UK (12.2%), USA (9.4%), Japan (7.1%) and South Korea (4.9%)
- 51% of visitors came here for a holiday, followed by visiting friends and relatives (28%), business (13%) and other (8%)
- 34% of visitors arrivals in the peak December to February period
- Average length of stay was 20 days.

Expenditure and Market Information- Year ended December 2004

- International expenditure of \$6.3 billion, down 1.3% from 2003
- Australians spent the most at \$1.437 billion
- 57% of all earnings came from the top four markets of Australia, UK, Japan and the USA
- 47% of visitors were repeat visitors to New Zealand
- 47% of visitors stayed in a hotel at some stage of their New Zealand visit.

The 'International Visitor Arrival Forecasts' indicate that by 2011, international visitors are forecast to reach 3.2 million. International visitor nights are forecast to increase by 4.2% per annum and domestic visitor nights are forecast to increase by 1% per annum over the same period.

The seasonal pattern of tourism in New Zealand has remained relatively unchanged over the past 20 years and is expected to continue to do so. The 'high' season is regarded as 1 November to 31 March, with 53% of visits occurring during this period.

The total visitor expenditure is forecast to increase by 6.2% per annum per international visitors and 3.7% for domestic visitors over the next 7 years. (NZ Tourism Forecasts 2005-2011 dated September, 2005).

1.5 Sustainable Tourism Development

This strategy reflects a commitment to the principles of sustainable development – achieving economic outcomes whilst also contributing to better social, environmental and cultural outcomes. It is based on a “quadruple bottom line” approach which recognises that economic, social, cultural and environmental outcomes must be mutually reinforcing. Maintaining a high quality environment is critical given the region’s dependence on the physical attributes such as beaches, harbours, ranges and hills.

A high quality environment is an important component of creating a place that is attractive for people to live, work, invest and play. Offering a wide variety of art, leisure and cultural attractions is internationally recognised as a source of competitive advantage. To ensure that this strategy remains tightly focused the approach that has been taken, is to emphasise sustainable tourism development, whilst recognising the linkages that exist between the economy, the environment and society generally.

Tourism Bay of Plenty was one of six regional tourism organisations to be awarded funding for an Environmentally Sustainable Tourism Project. The funding originates from the Ministry of Tourism and Ministry for the Environment and amounts to \$235,000 over three years. The tourism industry in the Bay of Plenty has written a draft charter for the project which is contained in Appendix I.

The foundations for a sustainable tourism sector include:

- Political and business support and commitment;
- Community ownership and support;
- Policy and strategy alignment and agreement;
- Strong leadership and entrepreneurship;
- Supportive legislative environment and processes;
- Suitable venues and facilities;
- Well managed and targeted tourism products;
- Products which reinforce the brand and position of Bay of Plenty region;
- Indigenous tourism integration with overall tourism strategy and implementation;

- Quality experiences, with appropriate trained and skilled staff;
- Balanced and spread of visitors over the year;
- Strategic, directed and sustainable funding;
- Co-ordination of resources – private and public sector;
- Strong strategic & marketing co-ordination.

1.6 National and Regional Approaches

➤ National Tourism Strategy

The vision outlined in the strategy for tourism in New Zealand is as follows.

“In 2010, visitors and their host communities understand and embrace the spirit of manaakitanga (hospitality) while, New Zealanders’ environment and culture is conserved and sustained in the spirit of kaitiakitanga (guardianship) and, tourism is a vibrant and significant contributor to the economic development of New Zealand”

The mission for the tourism sector is to:

“Welcome visitors, protect our environment, celebrate our culture”.

The overall direction for the national tourism sector can be summarised as being:

“A sustainable yield driven strategy based on growing tourism demand and financial returns while enhancing the quality of the visitor experience and New Zealanders’ quality of life”.

The strategy is based on four key principles.

- **Sustainability** – sustainability development is critical to ensure the benefits of tourism will not be short-lived. This will require greater integration between destination management and destination marketing than has been the case to date. It will also require all sector participants to embrace the values of manaakitanga and kaitiakitanga.

- **Yield driven** – increasing yield requires emphasis to be placed on both growing visitor numbers and spend per visitor. A 1% increase in spend by all visitors generates the same economic result (a \$1 billion dollar increase in revenue) as a 12% growth in visitor numbers. This highlights the importance of strategies that increase visitor spend rather than focusing solely on growing visitor numbers.
- **Maori Participation** – Maori will play a key role in tourism and will increasingly benefit from it as more Maori are employed in the sector and take an equity stake.
- **Public/Private Commitment** – more effective public and private sector partnerships consistent with the Treaty of Waitangi. The public and private sectors will need to commit additional funding if the potential benefits from tourism are to be achieved. This commitment will need to move beyond one year funding cycles and stronger public/private partnerships will be required if government funding is to be leveraged effectively.

➤ **Regional Tourism Offices (RTOs) – The New Zealand Picture**

There are 27 RTOs nation wide, functioning with various organisational structures and boards. The majority are bound to constitutional document. Studies show that the majority of marketing efforts are concentrated on international visitors, although domestic visitors make up a larger proportion of the market share.

Two thirds of the country's RTOs operate one or more visitor information centres. Half of the RTOs have a separate council or non-council operated events unit. The majority of funding comes from local government and some RTOs receive a small amount of industry funding. The largest expenditure is on marketing, with human resources the second largest.

RTOs across the nation identify their three biggest challenges as being, lack of security in obtaining long term funding, being under resourced, and community and industry support.

Contained in Appendix II is a brief summary of the tourism strategies of seven other areas which have some alignment or useful comparison with Bay of Plenty, these being; Hawke's Bay, Taupo, Waikato, Rotorua, Northland, Southland and Wellington

Section 2 Context: Regional Strategy Approach

2.1 SmartEconomy

The SmartEconomy Strategy highlights the need to develop a regional tourism strategy together with an associated implementation plan and actions. This will involve ensuring that there is an integrated tourism strategy that takes into account the SmartEconomy and SmartGrowth Strategies.

Tourism is a significant component of the local economy and is integral to the successful implementation of SmartEconomy and the achievement of a range of economic outcomes to benefit the region.

The benefits of having the SmartEconomy strategy include;

- a common understanding of economic drivers for the region and alignment in respect of a regional approach
- improved linkages and coordination between and within, all parts of the economic sector
- an opportunity to align regional priorities with those of Central Government following the May 2003 Government/Business Economic Forum
- identification of key opportunities and priorities
- a set of agreed stretch targets, actions, timings and resources to support the strategy implementation
- a framework for evaluating success

2.2 Tourism Strategy: Benefits

The benefits that this tourism strategy will provide as part of the implementation of SmartEconomy, together with general benefits to the region include;

- Significant catalyst for economic growth and associated employment. For the Bay of Plenty this currently involves significant activity as a destination for domestic tourists (friends and family)
- Brings expenditure from outside of the region into the local market
- Supports and maintains local services such as cafés, restaurants, retail activities and accommodation
- Enhances the image of an area, attracting investment outside of the tourism industry
- Builds upon and highlights the region as a visitor destination
- Builds upon the historic and cultural significance of the area
- Supports arts, sports and other cultural activities
- Assists in building distinctive communities and activities
- Fosters and encourages a strong sense of community spirit and identity
- Assists in diversification of the economy and builds on SmartEconomy strategies and actions
- Attracts additional visitors particularly during the shoulder and low seasons
- Provides basis for relationship development with neighbouring areas

- Identifies the agencies who will contribute to the strategy implementation including Tourism Bay of Plenty, local government, Priority One, Chamber of Commerce and others.
- Provides the basis for contractual arrangements between Tourism Bay of Plenty and local government funders.

2.3 Strategy Focus and Alignment

The proposed strategy includes marketing the region as a diverse coastal and harbour destination, development of new tourism products that are linked to culture, marine, beach and natural environments, technology, outdoor recreation, education, horticulture, aeronautics, health and wellbeing.

In addition, there is a range of specific event related actions that are outlined in both SmartEconomy and SmartGrowth. These include the provision of sports, arts, cultural and leisure facilities.

Furthermore, both strategies note the importance of the development of a series of major events, and enhancing existing events. Part of the approach is to develop some key events into both national and international events.

The focus also includes exploring inter-regional opportunities such as those that exist with Rotorua and the Waikato, including relationships and future strategy alignment and collaboration. Examples include the Pacific Coast Highway and the Great New Zealand Touring Route.

2.4 Community Outcomes

The Local Government Act 2002 (LGA 2002) requires local authorities to carry out a process to identify community outcomes for the intermediate and long term future of its district or region.

Tauranga City Council, together with Environment Bay of Plenty, established a community based process to identify community outcomes and this is now complete (Appendix III). Western Bay of Plenty recently reviewed and updated its community outcomes in through a community consultation process in 2005. They are also contained in Appendix III.

2.5 Regional Tourism Activity

The following background information primarily relates to the wider Bay of Plenty region of which the Tauranga region is one part. Information relating to the coastal Bay of Plenty includes both the Western Bay of Plenty and along the coast to and including Whakatane and Kawerau but excludes Rotorua. Points 1 to 10 have been sourced from the Tourism Research Council (NZ Tourism Forecasts 2005-2011 dated September 2005). Points 11 – 13 have been sourced from Tourism Bay of Plenty (Monthly Tourism Monitor, dated February 2005).

- Total international visitor nights to Coastal Bay of Plenty are forecast to grow from 3.7m in 2004 to 4.2m by 2011, an increase of 12.6% overall and 1.7% per annum
- Total visitor nights to New Zealand are forecast to grow by 18.6% from 2004 to 2011, an increase of 2.4% per annum.
- Domestic visitor nights are forecast to increase to 3.19m in 2011, an increase of 8.2% from 2004. During the same period domestic visitor nights in New Zealand are forecast to increase by 7%.
- International visitor nights are forecast to increase substantially in the coastal Bay of Plenty to 1.06m in 2011, an increase of 28.5% from 2004. During the same period international visitor nights to New Zealand are forecast to increase by 33.3%.
- In 2004 the comparison of domestic visitors to international to the coastal Bay of Plenty is 2.5m to 1.0m, or 2.5 to 1.
- In 2004 the comparison of domestic visitors to international to New Zealand is 60.4m to 44.4m, or 1.3 to 1.
- In 2010 the projected comparison of domestic visitors to international to the coastal Bay of Plenty is 2.7m to 1.5m, or 1.8 to 1.
- In 2010 the projected comparison of domestic visitors to international to New Zealand is 64.4m to 65.9m, or 1 to 1.
- In 2004 total visitor expenditure in the coastal Bay of Plenty was \$411m, therefore average expenditure per visitor night is \$111 (\$411m/3.7m visitor nights).

- In 2004 total visitor expenditure in New Zealand was \$13,507m, therefore average expenditure per visitor night is \$132 (\$13,507m/102m visitor nights).
- Commercial accommodation visitor nights for the coastal Bay of Plenty was 1.162 for the year ending June 2005, with a 10.5% increase compared to the year ending June 2004. Commercial accommodation visitor nights in New Zealand increased by 4.0% in the same period. (Statistics NZ, Commercial Accommodation Monitor, June 2005). The Bay of Plenty region is currently ranked number three for growth in guest nights in commercial accommodation.
- The coastal Bay of Plenty region recorded the largest percentage growth (11.6%) of any region in guest arrivals to commercial accommodation as at June 2005 (Statistics NZ Commercial Accommodation Monitor, June 2005)

2.6 Events and Conferences in the Region

2.6.1 Events

Bay of Plenty has a number of events spanning small community events through to large events which attract regional and national visitors. A large number of visitor attractor events have grown out of community and business initiatives and need in the Tauranga Region. Most of the visitor events and conferences are centred on Tauranga and Mount Maunganui.

The majority of these events have been initiated and developed by the community over a period of time. Many of the community events are centred in the community while the now larger (major) events are generally centred in the CBD (apart from the Garden and Art Festival which is hosted in gardens throughout the region).

Mount Maunganui hosts a number of visitor events based on or around the beach or Mauao including surf lifesaving, ironman, half ironman and triathlon events. These are organised by external event organisers often from outside the area and attract both locals and visitors, the mix of which is dependent on the event. The number of hosted events at the Mount has been limited to twelve per year in agreement with local residents, in respect of road closures to allow such events to occur.

The current policy of Tauranga City Council is to provide a facilitation service for events leaving the community and private sector to develop and fund event product development with some funding support provided in development stages. WBoP council does provide some staffing support to events through the Town Centre Promotions position but funding to new or current community events is limited.

Around the region, Katikati hosts a couple of small community festivals (Twilight Concerts, Fruits of Katikati) which reflect the local community.

Te Puke hosts an annual kiwifruit festival which has changed its timing from March until September. It is primarily community based and managed with staff support by WBoP Council. The content of the festival is centred on programmed local activities and competitions.

2.6.2 Event infrastructure

Tauranga has a privately owned event venue - Baypark - which provides a much needed large outdoor venue for rugby and an indoor venue catering for conferences and trade exhibitions. There are plans for the additional development of a large indoor venue specifically catering for trade shows and exhibitions.

Council facilities such as parks, domains are extensively used for community based events and some larger events such as the Blues, Brews and Barbeques. Baycourt is the primary arts venue and hosts a number of community and visiting events.

2.6.3 Conferences

The region has positioned itself as a destination for small sized conferences of 50 – 100 people which reflects the size of venues available.

Tourism Bay of Plenty will need to take a more active role as new facilities come on board and the city and region compete for larger conferences and events such as awards and, dinners.

Baycourt is the largest conference venue but it is more suited as a performance centre as it lacks a sizable flat floor space. Other conference venues are privately owned and generally attached to accommodation businesses, such as

the Hotel on Devonport. Bay Park provides for conferences of a larger scale but due to location and limited breakout facilities, tends to cater for single room conferences targeted at industry organisations rather than the corporate sector.

The Tauranga City Council has committed to the development of a flat floor area facility adjacent to Baycourt but this is unlikely to occur prior to 2010.

The future development of new hotels such as Novotel and Trinity Wharf will open up the potential to attract larger conferences.

Section 3 Strengths, Issues, Opportunities and Challenges and Market Analysis

The Tourism Strategy is about building on the areas strengths. Equally important is identifying and addressing issues facing the sub-region as it strives toward a sustainable and all year round visitor and event destination. To do this successfully requires an understanding of the strengths, issues, opportunities and challenges facing the area from a tourism perspective.

3.1 Strengths, Issues, Opportunities and Challenges

Strengths	Issues
<ul style="list-style-type: none"> ▪ Proximity to major population centres and Auckland and Hamilton international airports ▪ Attractive coastal and harbour environment ▪ Supported by SmartGrowth and SmartEconomy strategies and implementation actions ▪ Joint governance/Council committee for wBOP-collaborative approach ▪ Fundamental local authority funding commitment to tourism and events ▪ Commitment to target economic development rate ▪ Number and variety of community events ▪ Technical capability of Baycourt ▪ Mauao – as an icon and walking tracks ▪ Novotel to be started in 2006 and Trinity Wharf under construction ▪ Commercial investment in venues, e.g. Baypark ▪ Port that provides ability for cruise ships to visit ▪ Hot salt water pools ▪ Geothermal heated hot pools ▪ Marine life viewing (e.g. dolphins) ▪ Tauranga Moana Maori regional tourism Organisation 	<ul style="list-style-type: none"> ▪ Seasonal concentration of visitors and activity ▪ Lack of public transport for tourists, e.g. no airport bus service ▪ Congested roads ▪ Lack of product development reflecting region's strengths ▪ Funding growth for tourism infrastructure ▪ Lack of signage particularly regarding entrance to the region and Tauranga City destinations, CBD, Mount ▪ Lack of seven day shopping ▪ Employment practices in tourism sector

<ul style="list-style-type: none"> ▪ Clarity and consistency in marketing communications under the Bay of Plenty brand ▪ Proximity to unique tourism product of White Island ▪ Strong Maori heritage with tourism potential, e.g. Maketu, Huria Marae, Paparoa Marae ▪ Leveraging off the Pacific Coast Highway e.g. promote as starting point for touring around the East Coast ▪ Leveraging off the Great New Zealand Touring Route 	
<p>Opportunities</p>	<p>Challenges</p>
<ul style="list-style-type: none"> ▪ Coastal experience of the North Island (surfing, diving, sea fishing, sailing, jet skiing, kayaking, surfing museum, one of two best game fishing areas etc) ▪ Kaimai- Mamaku Forest Park development ▪ Surf museum potential ▪ Surf reef potential ▪ Opportunity to engage domestic market ▪ Training centre for sports ▪ Boutique approach as opposed to mass market ▪ Cultural heritage opportunities ▪ Indigenous tourism opportunities eg 31 Marae in the region ▪ Getting people off the major tourism routes ▪ Developing model for tertiary education/ training for events ▪ Expanded role of Tourism Bay of Plenty ▪ Capitalise on perceived climatic strengths ▪ Perception of vibrancy and growth ▪ Cooperative opportunity, e.g. World Mountain Bike Championships 2006 	<ul style="list-style-type: none"> ▪ Quality of existing experiences ▪ Strong Taupo and Rotorua event programmes ▪ Limited air services ▪ Mount “boy racer” image ▪ Need for consistent, strong co-ordinated messages ▪ Limited cultural facilities, e.g. museum ▪ Transport, accommodation and attraction infrastructure ▪ Appropriate management of the Mount as an events venue ▪ Long term events venue location ▪ No world unique product ▪ Cultural evolution of Maori ▪ Lifestyle versus commercial approach in respect of commercial activities/ operators

<ul style="list-style-type: none"> ▪ Cooperative strategy for Tauranga and Rotorua outdoor stadiums ▪ Art gallery, museum and waterfront development ▪ Aquatic centre development- linkages with Bayfair ▪ Leveraging off horticultural activity ▪ Cruise ship market ▪ Interactive traveller profile matches the region's offerings ▪ Confirmation of the Tauranga/Rotorua twin city model ▪ Kiwifruit capital of world ▪ Centre of Excellence opportunity ▪ Linkage of events centre/Baypark and Tauranga CBD through use of rail passenger services – link nodes of Tauranga, Baypark, Bayfair, Blake Park, Downtown Mount ▪ Endorsement of Rotorua Events Centre as a regional indoor stadium until 2020 ▪ Changing role of the visitor centres in Tauranga City ▪ Need for collaboration between Tourism Bay of Plenty and other agencies/sectors ▪ Development of events in the shoulder seasons ▪ Linkage with other sectors, e.g. export, horticulture, food, education 	
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3.2 Tourism Market Analysis

This analysis has been developed during the strategy formulation process. It is based on both anecdotal and research information, and is to provide some guidance and direction where tourism strategies and actions should be focussed and where future marketing opportunities lie.

Target Market	Size	Market Types	Characteristics/Why would they come
Domestic Auckland	Current actual market size YE Feb 05 is 853,000 private stay visitors. Visitors staying in commercial accommodation YE Jan 05 is 701,000. Combined is 1.54 million	Family	Mount Maunganui – surf/beach experience Hot pools and indoor pool experience Family focus Speedway Visiting friends and family
		Business	Incentives and small conferences
		Event or activity	New Year at Mount Jazz Festival Multi sport events Surf Speedway
Domestic Waikato/greater BOP	Current actual market size YE Feb 05 is 803,000 private visitor nights only	Family	Summer Beach Retail
		Business	Below 60 regional training 1 day
		Event or activity	Speedway

Target Market	Size	Market Types	Characteristics/Why would they come
			Jazz Rugby Multi Sport Surfing
Domestic Other NZ	Current actual market size YE Feb 05 is 976K private visitor nights only	Family	Mount Maunganui – surf/beach experience Hot pools and indoor pool experience Family focus Speedway Visiting friends and family
		Business	
		Activity	Multi sport events Surf
International	Current actual market size YE Feb 05 is 819K private visitor nights only. For commercial 1.644m and combined 2.463m.	Interactive travellers	Culture Indigenous tourism Kiwifruit Coastal beach experience Exclusive retreats Big Game Fishing
		Cruise	Relaxed coastal urban Gateway to Maori cultural experience in Rotorua
		Activity	Kiwifruit event

3.3 Major Events Market Analysis

This strategy acknowledges the strong role of community events and their potential to provide a local community interactive experience. However, visitor events are those events which are deliberately targeting and catering for the needs of visitors to the region and are considered a tourism product.

Visitor events and conferences are an important vehicle for destination marketing, image building, brand reinforcement, visitor expenditure and extending the tourism season.

From an economic and tourism perspective there is room to develop or grow events which are in the off peak season (i.e. May – September) which would provide tourism product and brand reinforcement. This should be addressed as part of a wider events strategy. However for some events and larger conferences, there is a need for provision of additional facilities such as flat floor space and accommodation.

Research on events and conferences is very limited. There are no accurate statistics on events or conference numbers, visitor patterns, activities around the primary visit - which makes it difficult to gain a complete picture and a basis for recommendations. Much of the current information is based on anecdotal information and is often conflicting.

Based on the current branding around the three themes of ocean/spirit/earth, there is a gap for a visitor event which supports the “earth” theme. It makes sense that this is built around the key industry of kiwifruit. The current festival could not be marketed as a visitor event and needs a comprehensive review and strategy for it to be positioned and marketed well.

The surf and beach events at the Mount (including surf lifesaving, ironman, half ironman and triathlon events) have the potential to be packaged and developed into longer festivals and attract a greater range of visitors. However the capacity to attract more events based around the Mount and harbour are limited. Currently the maximum number of road closures has been reached and it will require events to be dropped if new initiatives are to be adopted.

Section 4 Vision, Mission, High Level Outcomes and Guiding Principles

4.1 Vision

The region wants to build on its existing tourism base to increase its contribution to the local economy, create employment, spread the benefits through the community.

Our tourism vision for the region is;

'The Coastal Bay of Plenty provides vibrant and sustainable visitor experiences'

This vision will be achieved by transforming the region's existing strengths in respect of tourism, into major competitive advantages and through the development of strong partnerships and a collaborative approach to strategy implementation. This is underpinned by a strong belief that tourism has a significant role to play in diversifying the region's economy and as such needs to be developed and managed in a sustainable way so that the benefits are enduring for the long term.

4.2 Mission

The tourism mission for the region is:

'Welcome visitors, protect our environment, celebrate our culture'.

This is the same of the New Zealand Tourism Strategy 2010 Mission.

4.3 High Level Outcomes

To achieve this vision, the region will achieve the following high level outcomes:

- (1) An increase in the yield spend per visitor to exceed the national average (average daily of international and domestic visitor spend) by at least 5% by 2015 as defined by the Tourism Research Council***

- (2) *Growth in visitor nights to exceed the national average as defined by the Tourism Research Council***
- (3) *Increase off-peak visitor nights as defined by the Tourism Research Council***
- (4) *Appropriate training and attracting skilled labour which will halve the identified skill gaps in the tourism sector by 2010***
- (5) *Quality experiences with 80% of operators, 'Qualmark' registered***
- (6) *Tourism Bay of Plenty has a nationally recognised position and brand***
- (7) *Have tourism products that match the brand, key market segments and all year round destination***
- (8) *A well connected tourism industry within the Bay of Plenty***
- (9) *An identity as a sustainable destination that reflects its cultural history and coastal location***

4.4 Guiding Principles

- (1) Commitment to a sustainable tourism approach**
- (2) Recognition of tourism as a key sector within the regional economic development strategy (SmartEconomy)**
- (3) Sustainability in visitor numbers, both on an annual basis and throughout the shoulder seasons**
- (4) Commitment to encourage tourism opportunities throughout the Coastal Bay of Plenty region**
- (5) Identification and development of unique products infrastructure and packages to maximise visitor stay and expenditure.**
- (6) Recognition of growth and contribution of indigenous tourism, the unique experience through the “telling of stories” and, of increasing economic benefit to Tangata Whenua**
- (7) Commitment to focus all future development on quality experiences and services**
- (8) Development of strong partnerships, between tourism operators, local and central government, Tangata Whenua and communities**

- (9) Recognition that tourism is a key component of a growing economy, which requires employment opportunities and assists in diversification of the local economy**
- (10) Alignment with the New Zealand Tourism Strategy 2010**

Section 5 Action Areas

This strategy is organised around four action areas, under which a range of actions have been allocated.

5.1 Destination Marketing

This action area is about further developing the international and domestic tourism market and promoting the region as one of the premier tourist destinations for New Zealanders. The domestic market is a cornerstone of the Bay of Plenty's visitor industry. Key geographic targets and market groups are identified. Capturing a greater share of the international tourism market is also envisaged through this action area. Alignment with Tourism New Zealand's strategy of targeting the 'interactive traveller' as a key target market is a key action.

It is also about increasing the economic impact and quality of events held in the region. Developing the events market is an effective way to create market demand outside the peak season. Once visitors come to attend an event it is important to entice them to stay longer and experience other activities and attractions.

This action area is also about developing and strengthening the region's brand by highlighting the unique qualities of the local environment. All efforts of development and marketing should promote the brand. Effective communication with stakeholders and target markets is essential in growing the region's image and brand.

5.2 Destination Management

This action area is about increasing the capacity of the region's infrastructure and the resources required to successfully implement the strategy and achieve the ten year high level targets. Most notable is the shortage of international standard accommodation, transport infrastructure, a convention centre and cultural/arts facilities. The goal is to grow the capability of all sectors of the tourism industry and ensure they are aligned and committed to a common vision.

5.3 Destination Leadership

This action area is about improving communication between businesses working in the tourism industry and increasing their capabilities. Creating successful partnerships between industry partners and other regions is an effective way to increase capacity and optimise yield.

This is also about the tourism industry providing leadership as a key sector within the region and a major contributor to the local economy.

5.4 Destination Development

This action area is about developing tourism and major event products that better provide for the needs of the market. New products are to be developed that build on the unique characteristics and qualities of the region. Existing products are identified and to be enhanced.

Section 6 Actions

Note : Actions in the strategy which are the responsibility of Western Bay of Plenty District Council, Tauranga City Council or Tourism Bay of Plenty are subject to the funding approval process of the Long Term Council Community Plan or Annual Plan. Only once funding has been approved through these processes will the action have certainty of proceeding.

6.1 Destination Marketing

Action Area	Includes	Why is it important	What are the outcomes sought?
INTERNATIONAL TOURISM MARKETING	<ul style="list-style-type: none"> • Joint Ventures TNZ (tourism trade fairs, delegation visits, forum, Kiwilink, KEA etc) • Sister cities • Group marketing opportunities • Inbound operators (e.g. TRENZ, KIA) • Media and trade hosting • Website marketing (linkage to others e.g. Lonely Planet) • Entry point promotion • Visitor Centres- in BOP and nationally • Collaboration of RTOs both regionally and nationally • Destination brochures and specific attraction brochures 	<ul style="list-style-type: none"> • Cost effective for reach to relevant markets • Building on established links • Consumer awareness • Key information portal • Influence the NZ arrival (undecided) visitor • Linking to operators that bring people to NZ 	<ul style="list-style-type: none"> • Integrated information and collaboration/promotion • Key entry point awareness eg airports, cruise ships, road signage, VIOs in BOP and nationally • Increased awareness of NZ as a destination
DOMESTIC TOURISM MARKETING	<ul style="list-style-type: none"> • Collaboration of RTOs both regionally and nationally 	<ul style="list-style-type: none"> • Improved efficiencies and reach 	<ul style="list-style-type: none"> • Need for domestic coordination to maximise tourism potential

Action Area	Includes	Why is it important	What are the outcomes sought?
	<ul style="list-style-type: none"> • Website • Media (TV, magazine, newspaper) • Destination brochures and specific attraction brochures • TBOP and Other VICO/i-sites • Collaborative marketing by attractions • Marketing to Local Residents, Domestic and International Event Attendees • Marketing message consistency from all sources • Efficient and effective marketing 	<ul style="list-style-type: none"> • Key information portal • Image creation (incl. ease of access) and destination awareness • Core information and awareness/image reinforcement, motivate visitors • Opportunities/information source • Efficiency and reach • Consistent messages • National & international information portals • Can be distributed widely • Consistent brand reinforcement with other tourism products • Positioning of events alongside other products • Awareness • Attracting casual visitors • Attracting more Free Independent Travellers 	<ul style="list-style-type: none"> • Encouraging visitors to stay longer • Encouraging repeat visits for event or other purposes • Attracting visitors who may not normally come to the area • Visitor events are well promoted at entry points • Collaborative event marketing • Collaborative destination and event marketing in alignment with brand positioning to strengthen both • Strong marketing support from local community and businesses • An increased market share • Increase in information • Increased awareness • Increase in casual visitors and Free Independent Travellers.

Action Area	Includes	Why is it important	What are the outcomes sought?
BRAND AND COMMUNICATION	<ul style="list-style-type: none"> • Enhancing the Bay of Plenty tourism brand • Providing advice and marketing support for visitor attractions and events • Adopt the tourism brand across the Councils and key sector groups • Establishing brand partners (eg the airport, retailers) • Undertaking brand research • Brand review and monitoring • Using online tools to the best advantage • Communicating the tourism brand using a full range of media 	<ul style="list-style-type: none"> • Key part of marketing the sub-region • Building the profile of the sub-region and good brand positioning • Develops consumer awareness • Strong brand will help obtain private sector and community buy-in • Co-ordination in terms of brand management and communication is more efficient and effective 	<ul style="list-style-type: none"> • Maximise brand awareness • Increase both domestic and international visitor market share • Strengthening the sub-region's competitiveness • Common and identifiable brand, which is able to be used by the business community • Brand growth through research and development

International Tourism Marketing ACTION AREAS	Actions					
	What	Lead Agency	Other Agencies	Timing	Cost	Measures
1. Brand leverage off the national brand	Identification of opportunities to leverage the Bay of Plenty brand off the Tourism NZ 100% Pure brand	TBOP		Ongoing	Existing budgets	Opportunities identified
2. Market Coastal Bay of Plenty	Ensure that TBOP participation occurs at appropriate tourism trade shows and that the region is positioned as a collaborative and leading region in respect of being a coastal and harbour destination	TBOP	Tourism Operators	Ongoing	\$22,000 from 06/07	Attendance at trade shows
	MEETINGS attendance, including development and preparation of promotional material	TBOP	Tourism Operators	Ongoing	\$17,000 from 06/07	Attend MEETINGS on regular basis
3. Marketing emphasis	That the main emphasis on international marketing is through the Great NZ Touring Route and the Pacific Coast Highway partnerships	TBOP	Tourism Operators, TMMTI	Ongoing	Increases 06 - \$50,500 09 - \$20,000 10 - \$10,000 11 - \$20,000 12 - \$50,000	Marketing undertaken based on GNZTR & the PCH

International Tourism Marketing ACTION AREAS	Actions					
	What	Lead Agency	Other Agencies	Timing	Cost	Measures
					13 - \$50,000 14 - 50,000 15 - \$50,000	
4. Marketing information to meet market	Work closely with TNZ and others regarding the packaging and development of collateral to best meet the needs of specific markets including group marketing opportunities	TBOP, TMMTI	TNZ	Ongoing	Existing Budgets	Collateral developed
5. Leveraging off economic development opportunities	Investigate with Priority 1 ways to leverage off the economic development initiatives that are undertaken internationally	TBOP	Priority 1	Ongoing	Existing Budgets	Initiatives identified
6. Increase marketing activity	Increase marketing activity in Australia (sales missions) to key wholesalers, familiarisation visits of product buyer to region and additional promotion under Great NZ Touring Route umbrella	TBOP	Tourism Operators, TMMTI	By June 2006	06 - \$12,000, 07 - \$20,000	Marketing undertaken with product buyer visits completed

7. Coastal Bay of Plenty as a place to stay	Marketing of the region as the place to stay and then undertake day trips to adjacent areas	TBOP		Ongoing	Existing budgets	Marketing undertaken
8. Sister city relationships enhanced with a view to encouraging tourism related initiatives and encouraging increased visitor numbers	To provide translated versions of the TBOP visitor guide, contact follow up and involvement with official sister city delegation visits	TBOP	TCC, Export BOP, Priority One	By June 06 for guide translation, then bi-annually	\$15,000 every two years	Visitor guide translated and ongoing involvement with sister city visits
9. Cruise Marketing and Promotion	Take a proactive role with Cruise NZ on sales missions to the US cruise companies and further enhance local tourism industry participation for pre booked shore excursion passengers	TBOP	Port of Tauranga Ltd, Destination Rotorua-Tourism Marketing, TMMTI	On-going	06 - \$20,000	Sales missions completed
10. Maori Cultural Tourism	Identifying and promoting tourism experiences that feature Maori culture specific to the region	TBOP, TMMTI	Tourism NZ	Ongoing	Existing Budgets	Identification and promotion undertaken

Domestic Tourism Marketing	Actions					
ACTION AREAS	What	Lead Agency	Other Agencies	Timing	Cost	Measures
1. Increasing the profile of the region as a meetings destination	Undertake a direct marketing campaign to conference organisations and attract them to experience the venues and activities on offer.	TBOP	Private Sector	Two yearly from 07	\$21,000 every two years	Campaigns completed
2 Develop and implement domestic marketing campaigns, particularly in respect of the shoulder and low seasons	<ul style="list-style-type: none"> - Implementation of marketing campaign linked with package offerings by tourism operators and associated with local events such as the Jazz Festival. - Follow up campaign in 06/07 and then with viable television campaign in 07/08. 	TBOP	Private Sector, TMMTI		06 - \$10,000 07 - \$20,000 08 - \$35,000	Campaigns completed
3. Providing advice and marketing support for visitor attractions and events	Assist visitor attractions with advice, information and support	TBOP	Visitor Attractions, Private Sector		Within existing budgets	Advice and support provided
4. Produce and implement a targeted events marketing and promotion strategy	Coordinate and link with existing promotional channels Involve the organisers of current major events to	TBOP	Event Organisations ,Creative Tauranga, Sport BOP	08/09	\$70,000	To have group of events that are regular feature on events programme and are self

Domestic Tourism Marketing	Actions					
ACTION AREAS	What	Lead Agency	Other Agencies	Timing	Cost	Measures
for major events, particularly to increase participants and supporters in the April to October period.	consider cooperative and cross marketing					sustaining
5. Produce and manage large signage boards at gateways into the city to promote major events	Providing additional destination marketing of events	TCC	TBOP Transit NZ WBOPDC	07	TBD	Signboards erected and managed on an ongoing basis
6. Provide a major events promotional service at Information Centres	Brochures and information available at I Sites	TBOP	Major Event, Organisers, Private Sector	Ongoing	Existing budgets	Service provided
7. Communication strategy developed for local businesses	To promote value & benefit of major events	TBOP	Major Event, Organisers, Private Sector	Ongoing	Existing Budgets	Strategy developed
8. A destination for regional and national events	Work with national and regional organisations to consider the region as a destination for regional or national events	TBOP	Sport BOP Creative Tauranga, Private Sector	Ongoing	Existing Budgets	Awareness of organisations that regional can be event destination

Brand and Communications	Actions					
ACTION AREAS	What	Lead Agency	Other Agencies	Timing	Cost	Measure
1. Enhancing the awareness of the 'Bay of Plenty' tourism brand and understanding that brand promotion relates to the region with the possibility of extending to the wider coastal Bay of Plenty	Promote the understanding and usage of the Bay of Plenty brand to the tourism sector and other related agencies	TBOP (Brand Champion)	C/C, Priority 1, Export NZ, TCC, WBOPDC, Creative Tauranga, Sport BOP	Ongoing	Existing budgets	Bay of Plenty brand usage occurring across tourism sector and agencies
	Implement a brand partner approach	TBOP	C/C, Export NZ, Priority One, TCC, WBOPDC, Creative Tauranga, Sport BOP, Education providers, Others	Ongoing	Existing budgets	Brand partner approach implemented
	Communicating the tourism brand using a full range of media and on line tools	TBOP	TCC, WBOPDC	Ongoing	Existing budgets	Communication undertaken
	Promote the Bay of Plenty brand as the banner for all sector activity within the international and domestic visitor markets	TBOP	C/C, Export BOP, TCC, WBOPDC, Creative Tauranga, Education providers, Others	Ongoing		Brand used for sector activity

Brand and Communications	Actions					
ACTION AREAS	What	Lead Agency	Other Agencies	Timing	Cost	Measure
	Monitor effectiveness and usage of the brand	TBOP		First year 2007/08	\$50,000 every 5 years	Research completed
	Working with Rotorua, Whakatane, Kawerau and Opotiki to market the Bay of Plenty internationally.	TBOP	GNZTR	Ongoing	Within existing budgets	Marketing undertaken internationally

6.2 Destination Management

Action Area	Includes	Why is it important	What are the outcomes sought?
TOURISM INFRASTRUCTURE & SERVICES	<ul style="list-style-type: none"> • Visitor Centres • Accommodation • Transport • Indoor event venues • Conference venues • Outdoor event venues 	<ul style="list-style-type: none"> • A point of information co-ordination • Ability to accommodate more people • Wider markets, especially conferences • Positive visitor appearance • Positive word of mouth • Attract high quality events & conferences • Consistent delivery standards • Venues that meet a range of event and conference needs • Coordination & cooperation with private sector • Utilisation of existing and future venues/facilities 	<ul style="list-style-type: none"> • Increased awareness • Longer stays • Positive feedback from visitors • Range of venues which meet conference & event needs • Clearly identified venue requirements for 10 years • Greater year round use of venues • Regional approach to venue needs • Pool of event equipment for subsidised hire/free

NB: A number of actions in this action area are derived from the SmartGrowth and SmartEconomy Strategies to assist in providing the context and relationship between and with other strategies.

Tourism Infrastructure and Services	Actions					
ACTION AREAS	What	Lead agency	Other agencies	Timing	Cost	Measures
1. Quality visitor information provision to meet visitor need and operator needs	That there is continual quality improvement in the services provided by the Visitor Centres	TBOP	TCC,	Ongoing	Self Funding activities	Quality improvement measures in place
2. Invest in vibrant CBD and town centres	Complete waterfront/CBD development (10 to 15 year programme) in accord with the strategic development framework	TCC	Chamber, Priority 1, Sport BOP, Main street Tauranga, Creative Tauranga TBOP	December 14	\$25,000,000 (4)	Waterfront/CBD project completed
	Develop a strategy for vibrant living centres (Te Puke and Katikati) including streetscape amenity, public space, art works and ways of integrating communities and build on identities. Should build on the community plans for Te Puke and Katikati.	WBOPDC	Priority 1, Chamber Creative Tauranga,, Sport BOP, Mainstreets, Community Boards, Focus Te Puke, Range of sporting, cultural and community groups that	December 08	\$100,000 (4)	Strategy completed for each township

Tourism Infrastructure and Services	Actions					
ACTION AREAS	What	Lead agency	Other agencies	Timing	Cost	Measures
			operate in these areas.			
	Provide additional and upgraded regional parks, walkways, beaches and maintain amenity so that region continues to be a desirable place to live, work and play	TCC WBOP EBOP	EBOP, Forest and Bird, DOC	TBD	TBD	TBD
3. Provide high quality open space	Implement Regional Parks policy and provide mechanism to identify and purchase open space opportunities e.g. Papamoa Hills Cultural Park (purchased 2003) Active Rural Park (under negotiation) Passive Coastal Park Inner Harbour Park (purchased 2004) Wilderness Park Cycling and Walking Strategy	TCC WBOP EBOP	Sport BOP DOC, TMMTI	TBD	TBD	TBD
	Provide high class active recreation and sport facilities <ul style="list-style-type: none"> ▪ Indoor Sports/ Exhibition Space 	TCC (as agreed by the 3	EBOP, WBOP, Commercial Interests	2005		Facilities are built and operational

Tourism Infrastructure and Services	Actions					
ACTION AREAS	What	Lead agency	Other agencies	Timing	Cost	Measures
	<ul style="list-style-type: none"> ▪ Outdoor Stadium improvements 	Councils)	Relevant Regional Sporting Bodies TBOP	2010-11		
4. Provide high class sports, arts, and leisure facilities and activities	Provide high quality arts and cultural facilities <ul style="list-style-type: none"> ▪ Mobile Events Stage ▪ Tauranga Museum ▪ Kopurererua Valley Development 	Creative Tauranga TCC Ngai Tamarawa hao/TCC	WBOP, EBOP, Commercial Interests	2007 2010 TBD		Facilities are operational
5. Provide appropriate venues for accommodation and conferences	Facilitate the development of a multi purpose flat floor space and major hotel.	TCC	TBOP, Chamber, Priority 1	Dec 2007 Hotel Multi-Purpose Flat Floor Space Dec 2010	Private Sector	Hotel operational by Dec 2007 Multi- Purpose Flat Floor Space

Tourism Infrastructure and Services	Actions					
ACTION AREAS	What	Lead agency	Other agencies	Timing	Cost	Measures
						established by Dec 2010
6. Promote and support innovation and entrepreneurship relating to tourism development.	Undertake investigation and prepare a tourism business case to support regions competitive tourism advantage and develop a major regional initiative.	TBOP	Priority One Chamber TMMTI	Business case prepared by July 06	Existing budgets	Minimum of one successful tourism product development and training MRI.
7. Ensure appropriate signage is provided to both identify the region and provide direction to attractions , facilities and services	Work with road controlling authorities and Councils to have appropriate signage is erected to identify the region and provide direction to key attractions, facilities, and services such as information offices, transportation facilities etc	TBOP (Advocacy) Transit NZ, TCC, WBOPDC (Signage)		June 08	Advocacy- Existing Budgets Signage- TBD	Signage erected
8. Provision of readily accessible tourism information	Installation of I stations within the region at appropriate locations and provision of maps of key destinations	TBOP	TCC, WBOPDC, Facility, attraction operators	June 08	Existing budgets – capital self-funded	i stations installed

Tourism Infrastructure and Services	Actions					
ACTION AREAS	What	Lead agency	Other agencies	Timing	Cost	Measures
9. Continue the provision of the current council events facilitation role	That the role should be solely responsible for assisting event organisers through the council venue booking and regulatory processes	TCC	Event organisers, TBOP	Ongoing	Existing budget	Role clearly defined and operating
10. Support the establishment and operation of events management training	Establishment and operation of events management and training centre.	BOPP	Event organisers, TBOP	Jan 07	Existing budget and self funding	Centre established and operating
11. Review the regulatory framework	District Plan, Council bylaws and policies to enable more event friendly and streamlined processes	TCC, WBOPDC, EBOP	TBOP	June 08	Existing budget	Reviews completed
12. Recognition of events as significant aspect of tourism	Develop an events strategy that aligns with the Tourism Strategy	TCC, TBOP	Sport BOP Creative Tauranga	06	TBD	Strategy Completed
13. Supporting development of heritage product	Assist the Elms as an iconic visitor attraction through an interactive heritage experience approach	Elms Trust	TBOP	07	TBD	Assistance provided

6.3 Destination Leadership

Action Area	Includes	Why is it important	What are the outcomes sought?
LEADERSHIP, ADVOCACY, PARTNERSHIPS AND GROWING CAPABILITY	<ul style="list-style-type: none"> • Expanded role of TBOP and increasing/defining the breadth of activity/ re-positioning of events service provision • Clarifying role of related agencies • Acknowledging role of Councils (incl. Baycourt) • Broaden industry support base (e.g. operators) • Partnerships with major industry groups 	<ul style="list-style-type: none"> • Clarification of future roles • Ensuring that tourism is representative of all key agencies • Enables collaboration for more effective and co-ordinated outcomes • Having a successful public/private sector model • National visibility • Strong leadership so there is confidence in what is being done 	<ul style="list-style-type: none"> • Commitment to the Strategy • Private sector buy-in • Successful partnerships • Enhancing the national and international profile of the sub-region • Clear direction and defined roles for key agencies

Action Area	Includes	Why is it important	What are the outcomes sought?
	<ul style="list-style-type: none"> • Governance arrangement reviewed • Working collaboratively with other local agencies (e.g. Chamber of Commerce, Maori Tourism, Priority One) • Working with other RTOs • Working regionally with other organisations/Councils • Working nationally (TNZ, NZTE, CINZ) • Local leadership/perception • Industry leadership, endorsement and support • Working with Tauranga Moana Maori Regional Tourism Organisation • Coordinated approach with other agencies and related strategies • Identification and seeking of major event opportunities • Coordinating and providing leadership for events and conferences • Advocating with Council departments to ensure ease of access for major events • Partnerships with local businesses and major events • Partnerships with other 	<p>Ensures that Tauranga region is competitive with other regions</p> <p>Coordinated and consistent approach to event servicing and hosting</p> <ul style="list-style-type: none"> • Encourages major events & conferences to the region • Ensure events are attracted to the area • Greater private sector support of events and conferences 	<ul style="list-style-type: none"> • Strong organisation & personnel to drive events • Reputation in event management • Roles of regional agencies in events are well defined • Tauranga region is favoured host by event organisers • Event regulatory process is simple & supportive • Maximisation of event hosting and economic outcomes • Successful partnerships in event hosting

Action Area	Includes	Why is it important	What are the outcomes sought?
	regions for joint/spin off hosting of major events		

Leadership, Advocacy, Partnerships and Growing Capability	Actions					
ACTION AREAS	What	Lead Agency	Other Agencies	Timing	Cost	Measure
1. Expanded role of TBOP to include wider range of activities	Increasing/defining the breadth of activity to include marketing of major events, conferences and management of visitor information offices and implementation responsibilities outlined in Section 7 of this strategy	TBOP	TCC, WBOPDC	Refer specific actions	Refer specific actions	Refer specific actions
2. Ensure the respective roles of related agencies in respect to tourism related activities are clear	Agree future roles to avoid duplication and use mechanisms such as those outlined in Section 7 to assist in this	TCC	TBOP, Priority 1, C/C, WBOPDC	Ongoing	Existing budgets	No duplication occurring
3. Acknowledging the role of the Councils to reflect their focus in supporting existing and new community events and event initiatives (including Baycourt	That the Councils continue to provide community event seed and support funding while assisting event organisers work through the statutory	TCC, WBOPDC	TBOP	Ongoing	Existing budget	Continued provision of community event seed and support funding

Leadership, Advocacy, Partnerships and Growing Capability	Actions					
ACTION AREAS	What	Lead Agency	Other Agencies	Timing	Cost	Measure
services)	and Council processes					
4. Broaden industry endorsement, and support base by the establishment of tourism focus groups(e.g. operators)	Formation of focus groups to establish and maintain industry networks, provide input to TBOP in respect of strategy implementation and provide a mechanism for TBOP to inform and seek input regarding TBOP leadership and marketing initiatives	TBOP	Tourism Operators, Creative Tauranga, Sport BOP	On-going	\$10,000 from 2007/08	Focus Groups established and providing input
5. Partnering with major public facility operators to ensure there are collaborative marketing initiatives	Agreed action plans between TBOP and operators to ensure that all parties are linked into an agreed marketing strategy	TBOP	Museum, Art Gallery, Others	Ongoing	Existing budgets	Collaborative marketing undertaken
6. Governance and accountability arrangements to be reviewed	Define appropriate skill mix, experience requirements and representation arrangements	TCC, WBOPDC, TBOP		June 07	Existing budgets	Review completed

Leadership, Advocacy, Partnerships and Growing Capability	Actions					
ACTION AREAS	What	Lead Agency	Other Agencies	Timing	Cost	Measure
7. Working collaboratively with other local agencies and overseeing the implementation of the Tourism Strategy	Continue to work with agencies to ensure that the agreed direction defined in the strategy is implemented and reviewed and that other strategies such as Arts & Culture, and SmartEconomy, are recognised and implemented collaboratively where appropriate	TBOP	C/C, Priority One, Creative Tauranga, Sport BOP, TMMTI	From 2006/07	\$5,000	Collaborative implementation occurring
8. Working with other Regional Tourism Organisations	Continue to work with and develop initiatives collaboratively with other RTO's	TBOP	TNZ, Other RTO.s, NZTE	On-going	Existing budgets	Collaborative initiatives developed
9. Working regionally with other organisations/ agencies and, Councils to develop and implement coastal region wide approach to marketing and	Developing and implementing co-ordinated marketing plans and initiatives that recognise the differing strengths of the BOP region	TBOP	WDC, KDC, ODC, Toi EDA	On-going	Existing budgets	Development and co-ordination of marketing and initiatives

Leadership, Advocacy, Partnerships and Growing Capability	Actions					
ACTION AREAS	What	Lead Agency	Other Agencies	Timing	Cost	Measure
development of tourism product						
10. Working nationally (TNZ, NZTE, CINZ)	Contribute to, influence and assist in implementing national strategies that reflect agreed regional direction	TBOP	WDC, KDC, ODC	On-going	Existing budgets	Input into national strategy implementation
11. Leadership to ensure that the local community perception of the contribution of tourism is recognised in a positive manner	Series of (inform and educate) campaigns eg Play in the Bay, VIO role in providing information to locals	TBOP	C/C, Priority 1	08/09	\$20,000	Campaigns undertaken
12. Continue to work with the Tauranga Moana Maori Regional Tourism Organisation	Implementation of MOU and further definition of collaborative initiatives	TBOP TMMTI		On-going	Existing budgets	MOU in place and implementation occurring
13. Continue to develop alternative funding sources	Investigate and implement alternative funding sources in respect of funding TBOP's operational and strategy implementation costs	TBOP	Various	On-going	Existing budgets	Alternative funding obtained

Leadership, Advocacy, Partnerships and Growing Capability	Actions					
ACTION AREAS	What	Lead Agency	Other Agencies	Timing	Cost	Measure
14. Establish TBOP with responsibility for marketing of major events and attracting conferences	Undertaking co-ordinated marketing in respect of major events and conferences	TBOP	Event organisers, Conference Tauranga	On-going	Existing budgets	Co-ordinated marketing occurring

6.4 Destination Development

Action Area	Includes	Why is it important	What are the outcomes sought?
TOURISM PRODUCT DEVELOPMENT AND ENHANCEMENT	<ul style="list-style-type: none"> • All season products • Current event product potential (major/community events – growth potential) • Current and potential product positioning/gaps • Key nodal development (i.e. Mount, CBD/waterfront, western Bay) • Relationship between market and product type • Research/analysis re tourism (existing product) • Identification of events which best fit the region and its brands • Events reflect community/ area strengths and uniqueness • Current and potential product positioning gaps • Current event development • Clustering of events • Development or attraction of events to fill calendar & seasonal gaps 	<ul style="list-style-type: none"> • Ability to identify future opportunities • Establishes a competitive edge • Attracting tourists to key nodes (eg the Tauranga CBD) • Knowing the benefits of tourism to the western Bay of Plenty economy • Community support of events is critical for sustainability • Outcomes of events are clearly identified • Events are reviewed against outcomes • Strategic approach to development of events • Resources are coordinated and maximised • Events with potential are encouraged to grow and develop • Sustainable industry to ensure viability for businesses 	<ul style="list-style-type: none"> • Relevant and quality research information • Growing events in the sub-region – a more extensive calendar of events (particularly in the low and shoulder seasons) • Well positioned product to take advantage of future opportunities • Growing the retail sector, especially in the key nodes • Community support for events is captured • Economic yield from events is maximised • New events draw new visitors into the region • Major events reflect the branding of the region • Region recognised as home of certain types of events ie beach/ocean etc • Visitor event potentials are identified and assisted to develop • Events are enhanced through collaboration on marketing and resource development

Tourism Product Development and Enhancement	Actions					
ACTION AREAS	What	Lead Agency	Other Agencies	Timing	Cost	Measure
1. Investigate further festival product	Investigate the development of a flagship level kiwi fruit festival based around Te Puke venue/s	Private Sector/Kiwi fruit Industry	WBOPDC, Creative Tauranga, TBOP	June 08	TBD	Investigation completed
2. Investigate development of major events	Further development of new event product in off season- example of possible opportunity is the Tarnished frocks & Divas	Private Sector	TBOP, Creative Tauranga	June 08	TBD	Investigation completed
	Investigate a new food festival which captures the produce of the area	Private Sector	TBOP, Creative Tauranga	June 08	TBD	Investigation completed
3. Extension of existing events	Investigate the extension of the existing events eg.Jazz Festival to cover two weekends and others as appropriate	Event Organisers	TBOP, Creative Tauranga	TBD	TBD	Investigation completed
4. Investigate the development of an Ocean or Surf Festival incorporating surf related activities	Include events like <ul style="list-style-type: none"> • Surf Fashion • Surf Expo • Surf Shopping • Surf Sports 	Private Sector	Creative Tauranga	TBD	TBD	Investigation completed
5. Enhance the ability of visitors to move around the region.	Provide input to the review of the Regional Land Transport Plan and	TBOP	EBOP, TCC, Mainstreets	June 06, then ongoing	Existing budgets	Extended services in place

Tourism Product Development and Enhancement	Actions					
ACTION AREAS	What	Lead Agency	Other Agencies	Timing	Cost	Measure
	the Passenger Transport Plan seeking increased length of service in summer and investigation of extending bus routes to include the airport and circuit bus services at Mount and Tauranga CBD.					
6. Enhance retail shopping opportunities	Continued initiatives to have legislation changed to provide for seven day shopping.	C/C	TBOP, Mainstreets	Ongoing	Existing budgets	Legislation changed to permit 7 day trading
7. Improve Air Services	Support improved domestic air services to and from Tauranga. This includes flight frequency, capacity and better linkages particularly to Christchurch.	C/C, Tauranga Airport Committee	TCC, TBOP	Ongoing	Existing budgets	Support provided and improved air service
8. Celebrating Excellence	Implement expanded tourism categories in the Regional Business Awards	C/C, TBOP	Business Awards Partners	Ongoing	\$5,000 from 06/07	Categories defined in Business Awards
9. Understanding visitor perceptions and expectations	Undertake research to determine visitor satisfaction and meeting	TBOP		3 yearly from 2005/06	\$25,000 every 3 years	Research completed

Tourism Product Development and Enhancement	Actions					
ACTION AREAS	What	Lead Agency	Other Agencies	Timing	Cost	Measure
	of visitor expectation Undertaking research into the effectiveness of marketing strategies such as the Great NZ Tauranga Route and the Pacific Coast Highway in gaining visitor numbers	TBOP	Other GNZTR and PCH partners	3 yearly from 2007/08	\$25,000 every 3 years	Research completed

Section 7 Monitoring and Implementation

7.1 Implementation and Monitoring Overview

Tourism Bay of Plenty is to be the administrative agency for the SmartTourism strategy implementation and has reporting responsibilities to the Tauranga City Council and Western Bay of Plenty District Council Joint Governance Committee.

The monitoring of the SmartTourism actions is necessary to ensure implementation occurs given the range of agencies that are involved. It is envisaged that Tourism Bay of Plenty would undertake the roles of auditing implementation of the strategy against the timeframe milestones and overseeing the implementation of actions by the strategy partners and co-ordination of reporting.

7.1.1 SmartTourism Approach

- Tourism Bay of Plenty is committed to the implementation of SmartTourism strategy and actions
- The agencies involved in implementation will at all times seek a co-operative approach to addressing issues relating to strategy implementation.
- It is the intention that implementation of the work actions as outlined in the approved strategy will be achieved by co-operation and consensus.
- It is understood that this monitoring approach is an important mechanism to build and strengthen the constructive relationships that have developed between them and provides ability for issues to be considered in a measured, effective and timely manner.
- Each agency is committed to acting in good faith in meeting their obligations in respect of SmartTourism strategy and implementation.

7.1.2 SmartTourism: Administrative Agency Role

Tourism Bay of Plenty will have the following roles;

- Oversee the implementation plan, in particular the action milestones
- Communicate action to all relevant agencies involved with the delivery of actions through the lead agencies.
- Ensure that reporting to the Tauranga City/ Western Bay District Joint Committee at least every six months. This is to involve reporting on general strategy implementation, including, those actions the Councils have responsibility for achieving.

7.2 Strategy Implementation: SmartTourism and SmartEconomy

7.2.1 Collaborative Approach: The Group

Current experience indicates that whilst there is overall commitment to the implementation of various strategies there is a need to have an arrangement in place where the three primary agencies involved in SmartEconomy and SmartTourism implementation can come together in a formal manner to discuss and resolve issues where there is a lack of clarity about particular implementation actions or there is a need to work through and develop agreed positions on particular issues.

It is noted that Priority One, Tourism Bay of Plenty and the Chamber of Commerce recently developed and submitted an agreed submission on economic development funding and the funding required by each agency in respect of funding to implement SmartEconomy. The funding is sourced from the Economic Development Targeted Rate.

It is proposed that such an arrangement have a formal structure for the next three years. It is about collaboration, removing any duplication, determine responsibilities for actions if there is a lack of clarity or there is the need for a new initiative and having an agreed approach on the various issues that may arise through implementation.

7.2.2 Responsibility Allocation

Given the nature of economic development and tourism, it is considered necessary to clarify the broad approach that should be taken by the relevant agencies regarding economic development initiatives and how tourism initiatives fit into the mix.

The roles of Priority One, Chamber of Commerce, Creative Tauranga, Tauranga Moana Maori Tourism Organisation and Tourism Bay of Plenty are outlined as follows;

➤ **Priority One**

Priority One has a key role in driving economic growth initiatives in the Tauranga/Western Bay of Plenty sub-region. It works with a range of partners to:

- Attract new business and investment to the region.
- Facilitate the establishment and uptake of the industrial and business land resource.
- Advocating for and contributing to the progression of the required transportation networks.
- Increasing the required skill resources to meet industry needs.

Additionally, Priority One is responsible for the management and reporting role to ensure Smart Economy outcomes are achieved by a range of key players.

➤ **Chamber of Commerce**

The Chamber's primary roles include:

- Supporting the growth and development of sustainable businesses
- Building business capability of small and medium enterprises to encourage increased productivity and movement towards export capability
- Helping create an environment favourable to business growth through advocacy.

➤ **Tourism Bay of Plenty**

The primary roles of Tourism Bay of Plenty are;

- Marketing the western Bay of Plenty as a visitor destination to generate economic activity.
- Undertaking destination management and development to improve quality of destination product and experience for visitors.
- Encouraging the development of new and existing tourism businesses.

The proposed activities include actions relating to the marketing of the western Bay of Plenty, to grow the international visitor nights, (including taking part in the Tourism New Zealand Kiwi Link sales missions to the USA, UK, South East Asia and Japan and to negotiate joint venture promotions with Australian wholesalers), promote major events to international markets and support tourism operators.

➤ **Creative Tauranga**

The primary roles of Creative Tauranga are;

- Provision of arts and heritage facilitation services
- Provision of an arts and culture information hub
- Supporting arts and cultural development
- Provision of advice to Councils on strategies, policies, plans and projects impacting on the arts and culture sector

➤ **Tauranga Moana Maori Tourism Inc**

The primary roles of the Tauranga Moana Maori Tourism Inc, are;

- Assisting with product development

- Assisting with product promotion
- Providing best practice advice and direction
- Building collaborative partnerships

The MRTTO has an active role in assisting tourism operators to develop their product to a quality standard.

7.2.3 Agency Approaches

Having regard to the abovementioned responsibilities, it is proposed that agencies would undertake the following approach in respect of implementing this strategy. The responsibilities, incorporating leadership and advocacy, include;

Investment Attraction and New Product which involves identifying investment potential, would be with Priority One.

Multi Sector Approach and Community Product which includes infrastructure, transport, conference facilities, would be with Tauranga City Council and Western Bay of Plenty District Council. and central government

Multi Sector Commercial Initiatives with some Tourism Component, which includes identifying commercial investment potential, would be with Priority One.

Major Tourism Focus Tourism Initiatives which could include hotels and major tourism operations, would be with Tourism Bay of Plenty, with support as appropriate from the Tauranga Maori Regional Tourism Organisation

APPENDICIES

Appendix I Sustainable Tourism Charter

Appendix II Overview of Other Regions

Appendix III Community Outcomes

Appendix IV Brand, Sub-Brands and Coastal Bay of Plenty

Appendix 1: Sustainable Tourism Charter

Project Vision: Tourism in the Bay of Plenty – committed to a sustainable future

As a member of the sustainable tourism charter we will grow sustainable tourism in the Bay of Plenty through:

1. Developing and promoting Bay of Plenty's unique regional identity that reflects the diverse culture of our past, present and future.
2. Embracing, supporting and growing the inseparable link between the environment and tourism business success.
3. Developing a sustainable tourism culture in our workplace to deliver an inspiring and engaging experience for all
4. Raising the profile of Smart Tourism in the Bay of Plenty, by
 - strengthening relationships and participating between tourism, the community and Tangata Whenua
 - Ongoing education of industry staff
5. Actively promoting and positively influencing community and stakeholders regarding sustainable practices
 - Think globally, act locally and commit personally
 - Business to business connection and support

Appendix II: Overview of Other Regions

➤ **Hawke's Bay Tourism Strategic Overview 2001 - 2010**

The vision is for Hawke's Bay to become New Zealand's premier food and wine destination, and to be along side Rotorua and Queenstown, as a preferred holiday destination.

The ideal structure is identified as having a regional tourism organisation with a board which includes representatives from the major sectors of the industry, local tourism associations, local government and other organisations with a vested interest. Local tourism associations would sit under the RTO by becoming members of the proposed Hawke's Bay Wine Country Tourism Association.

The strategy is divided into sections covering key issues, marketing strategies, regional synergy, infrastructure and amenities, and priority actions.

➤ **Tourism Blueprint 2010: Destination Lake Taupo Strategic Plan 2002 – 2010 (July 2003)**

The vision of the strategy is "Lake Taupo as a vibrant, exciting and fresh tourism destination with our community enjoying diverse and sustainable economic and lifestyle benefits". The mission is to encourage greater visitation to the Lake Taupo District without compromising the quality of the visitor experience and the district environment.

Strategic inputs are provided by Taupo District Council Plan, NZ Tourism Strategy 2010, and the Taupo District Economic Development Strategy. Destination marketing and destination management are identified as the key roles of the strategy.

The key results are divided into 10 areas as follows: domestic tourism marketing, international tourism marketing, convention bureau marketing, events marketing, district visitor centres, brand and communication, regional advocacy and partnerships, product development, tourism research and environment.

➤ **Rotorua**

Visitor Industry Strategic Plan 2004 – 2014

The plan identifies key strategies to achieve maximum growth potential of the visitor industry whilst ensuring cultural, social environmental and economic sustainability.

The key actions are identified as being; to identify and assist in the development of new tourism products, to support and champion new infrastructure, to increase domestic visitors, increase international market share, strengthen retail competitiveness, increase conference and incentive market competitiveness, and to increase events competitiveness to address seasonality issues.

Rotorua Events Strategy

The purpose of this strategic plan is to provide focus, vision and development direction for events, visitors and the community. A collaborative approach is taken and a balance of events across the calendar is sought.

The key actions are identified as being; to develop an internal infrastructure that supports a vibrant events section, develop strong relationships and work with events partners and processes, effectively manage event timing, develop and promote event sites and resources, identify and develop existing and new events, effective event marketing, and to manage and ensure adequate event funding.

➤ **Waikato Regional Tourism Strategic Plan**

The vision of the plan is “to have a tourism sector that is contributing to Hamilton and Waikato’s economy and optimising value to all stakeholders whilst creating a vibrant visitor destination”.

The key strategies of the plan are separated into four objectives; conserve a long term future, regional development, marketing, and working smarter.

The plan outlines eight regional recommendations under the following areas; tourism as an economic driver, infrastructure and capacity, future state highway changes, marketing and promotions, visitor information centre development, new product development, research programmes, and public relations.

➤ **Wellington Tourism Action Plan 2004 – 2009: A Strategic Update**

The vision for Wellington's strategic plan is "Positive Wellington Tourism seeks to position Wellington as a destination of choice domestically and internationally and be regarded as the most vibrant, innovative and creative centre for tourism marketing and development in New Zealand". The aim is to achieve this vision by paying attention to both product development and marketing.

The plan is guided by the following five strategic action areas; new product development, new infrastructure, strengthening downtown retail vitality, growing domestic tourism, and increasing international market share.

The programme of implementation outlines who are the lead and supporting agencies, and the project timescale for each of the strategic action areas. Positively Wellington Tourism is involved in all action areas.

➤ **Northland**

This strategy establishes a clear set of priorities based around,

- Product and industry development
- Funding
- Stakeholder relationships through a tourism's developments group
- Infrastructure planning and destination management
- Marketing.

The strategy also contains a set of specific growth objectives relating to

Domestic and international bed days, numbers of visitors and expenditure.

The role of advocacy is also recognised.

➤ **Southland**

This June 2005 Strategy focuses on 3 objectives,

- Enhance the range of tourism products on offer in order to expand existing businesses, attract new investment and spread community benefits,
- Develop a regional marketing approach that will strengthen Southland's image, positioning and performance in its key visitor markets,
- Provide sustainable management of Southland's tourism destinations through strong stakeholder relationships.

Appendix III: Community Outcomes

➤ Tauranga City Council

Tauranga Tomorrow: Catch the Wave' is the community outcomes document for Tauranga City. Outlined below are the action areas relevant to tourism;

- Promote Tauranga's human history and heritage as a tourism resource
- Find ways to highlight the positives of Tauranga and what is happening here in major publications
- Provide assistance to event organisers to promote their events, including coordinated window displays; enhance event scheduling calendar; events promotion website; promotion of events through agency publications
- Implement a system to ensure better coordination of events
- Provide a one-stop community guide for people who are new to Tauranga
- Improve coordination of community awards that support and recognise the value of volunteers and encourage ongoing success
- Create places where the community can display their arts, crafts and other local products)
- Keep the community informed about what is happening across the city
- Develop a brand for Tauranga, linked to our identity that everyone can relate to
- Invest in vibrant CBD and town centres (led by SEIG, assisted by TBOP)
- Provide high quality open space
- Provide world class sports, arts, cultural and leisure facilities and activities
- Develop a series of major events
- Upgrade and promote the events calendar
- Develop investment strategy partnerships

➤ **Western Bay of Plenty District Council**

The Long Term Plan for the Western Bay of Plenty District Council 2006/16 includes several community outcomes relevant to tourism:

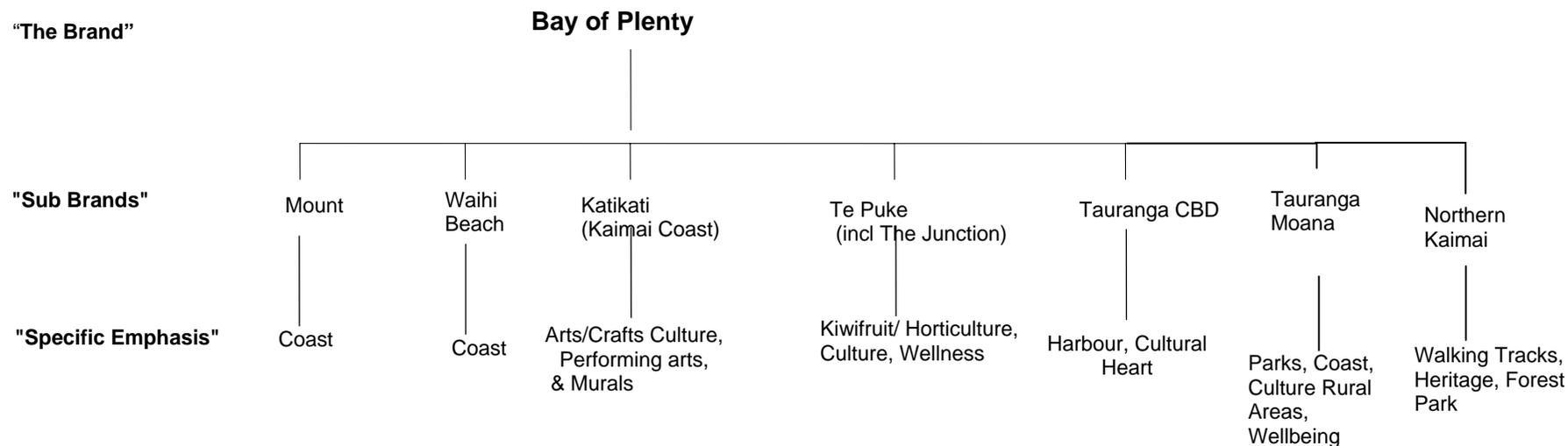
- Transport and other infrastructural services are safe and meet our needs;
- Our communities are caring, inclusive and work together;
- We recognise and respect Maori as Tangata Whenua;
- Our diverse cultural heritage and traditions are respected and celebrated
- A range of arts, culture, recreation and life long learning opportunities is available to us all
- Town centres are the heart of our communities and promote local identity
- The rural and coastal character of our District is maintained;
- Growth and development is well planned for;
- Innovation and entrepreneurship add value and support diversification of the local economy;
- Unique attributes of our District Are turned into competitive advantages,
- Infrastructure, services and facilities support and promote economic growth and development;
- We are skilled, enterprising and adaptable;
- Business practices are environmentally sustainable.

Appendix IV: Brand, Sub-Brands and Coastal Bay of Plenty

Continued use of the Bay of Plenty brand as the main basis of branding and product positioning for the region is proposed. The brand is about how others see us and is distinct from the identity of the region.

It will be up to the RTO (Tourism Bay of Plenty) how the brand is reflected and used in terms of marketing initiatives that will be undertaken in both the international and domestic markets.

How the brand and sub-brand concepts are proposed to fit together is outlined as follows.



The 'Bay of Plenty' brand would then have a range of sub-brands based on distinct areas including Tauranga CBD and Waterfront, Te Puke, Katikati and Downtown Mount. For destination marketing purposes, these sub-brands could be clustered together.

Ultimately the application of the Bay of Plenty brand, and the responsibilities of Tourism Bay of Plenty could be extended to cover the eastern Bay of Plenty but this would require further discussion and evaluation by Tourism Bay of Plenty and the respective communities in the eastern Bay of Plenty, as it would have both funding and operational implications. This would bring about well anchored coastal Bay of Plenty approach. It should be noted that the Tauranga Moana Maori Regional Tourism Organisation currently covers part of the Eastern Bay of Plenty.