An aerial photograph of a beach. The top half of the image shows golden sand with subtle ripples and textures. The bottom half shows waves with white foam crashing onto the shore, creating a dynamic contrast with the sand. The overall color palette is warm, dominated by the golden-brown of the sand and the white and greenish-blue of the water and foam.

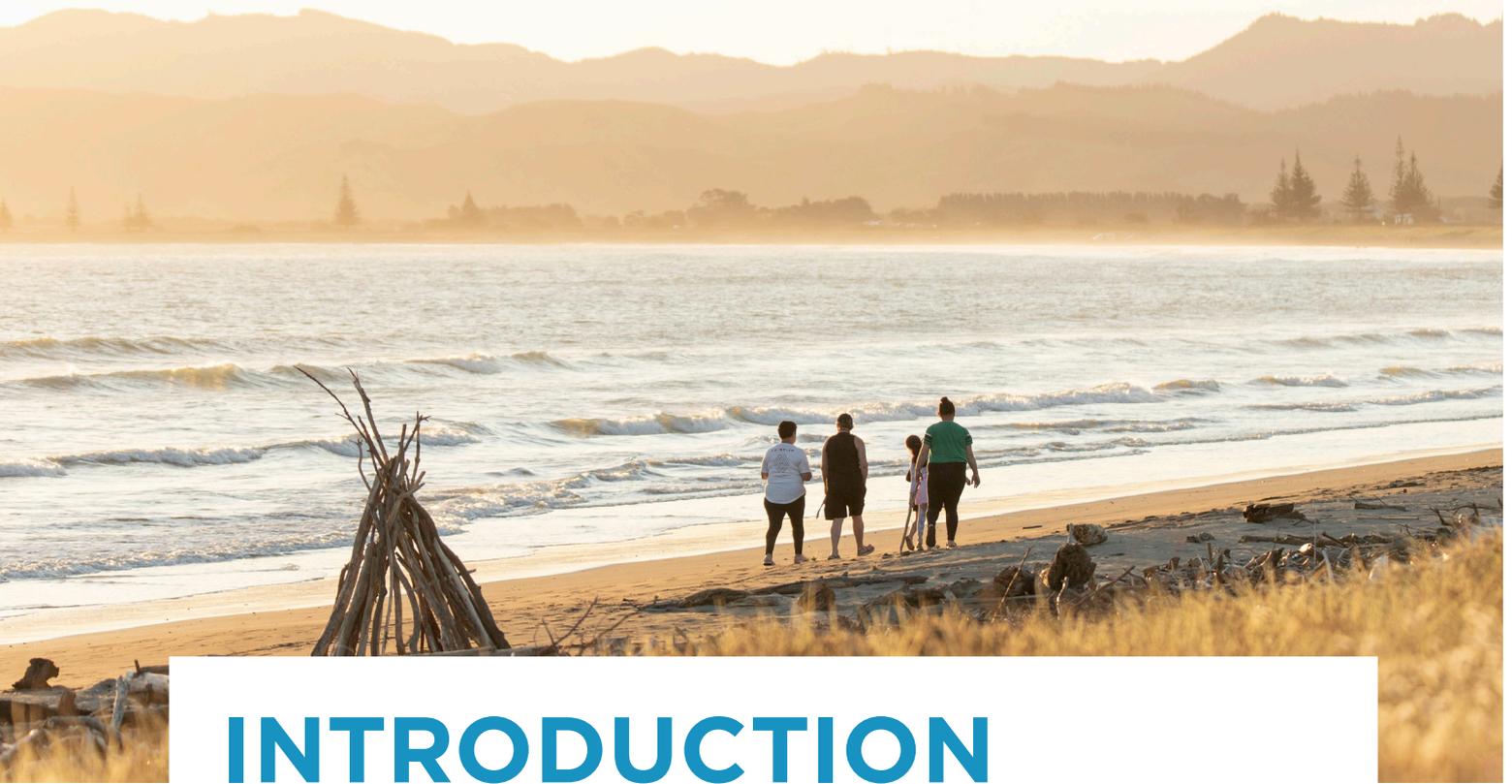
A LAND OF STORIES, A LAND OF STORYTELLERS

TAIRĀWHITI DESTINATION MANAGEMENT PLAN

DECEMBER 2022

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INTRODUCTION

Hurihia to kanohi ki te ra, kia taka to atarangi ki muri i a koe Turn your face to the sun and the shadows fall behind you.

When visitors turn toward the rising sun, and choose to experience Tairāwhiti as a destination, they are embracing the opportunity to let the shadows of the past, and the trials of everyday life fall behind them.

Tairāwhiti, the first place in the world to feel the touch of the sun on the dawn of a new day, is a stunningly beautiful and unique slice of Aotearoa that offers residents and visitors alike a chance to discover landscapes rich in stories and storytellers. From sacred mountains steeped in strong cultural heritage and histories, to the spectacular beauty of the Pacific Ocean coastline, there are stunning areas of natural beauty around every corner.

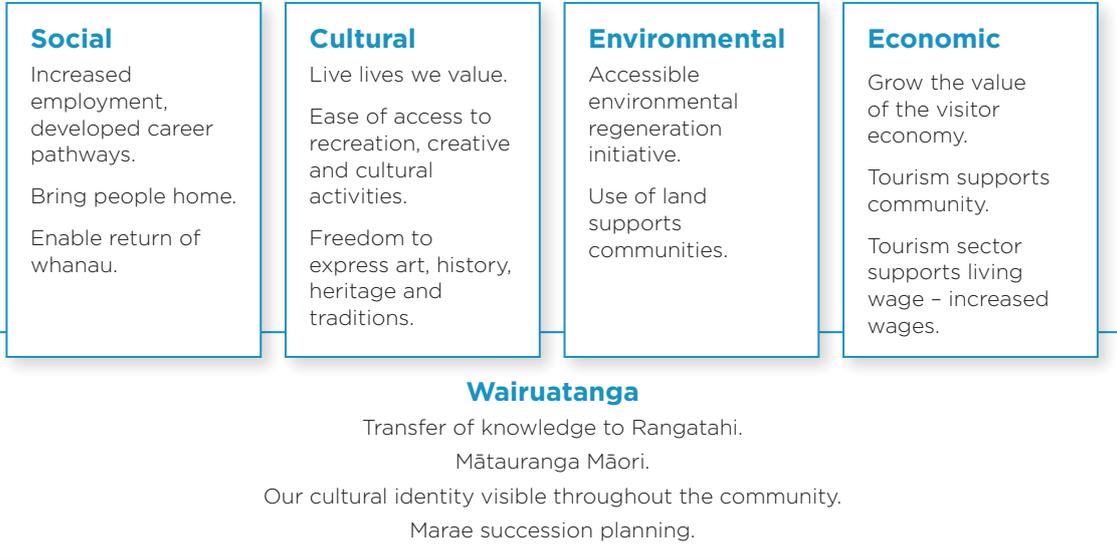
It is often said that Gisborne is full of people who came for a holiday and stayed for the lifestyle. Life unfolds here at a laid back, easy

pace that allows visitors to take a moment and reflect on what is important in life. A visit to Tairāwhiti is purposeful and made with the intention of travelling to the region to experience what it has to offer. The region enjoys a great climate with a high number of sunshine hours throughout the year and offers many opportunities for visitors to engage in outdoor activities in stunning natural environments. Combined with the welcoming nature of the people of the region, and you have a visitor experience and destination that is second to none.

Tairāwhiti is a land of stories and a land of storytellers just waiting for visitors to come, experience the unique manaakitanga of the region, and build lasting memories and relationships with the whenua and her people.

PLAN ON A PAGE

ASPIRATIONS



SHARED VISION

Grow the value of the visitor economy for the people and place of Tairāwhiti to support community social, cultural, environmental, and economic wellbeing, that enables us to live the lives we value.

GOALS

- Greater alignment and engagement between industry, stakeholders and communities
- Positive social licence for the visitor economy within the region
- Optimise the visitor economy to maximise community benefit.

GUIDING PRINCIPLES

- Value our heritage and taonga
- Live lives we value
- Empowered hosts, empowering visitors
- Quality over quantity
- People to people interactions
- Real outcomes for communities.

STRATEGIC IMPERATIVES





A FUTURE COMMUNITY VIEW – THE ‘WHY’

What does the Tairāwhiti community want for their future? An integral part of the destination management process is to capture and reflect the future aspirations of the people who live, work, play and visit the region. The information gathered through collaborative consultation ensures that the priorities outlined within this plan, will enable the region to make inroads towards achieving the aspirations the community has for future generations.

Whilst there were several aspirations that were specific and localised for communities within the region, there were a handful that came up time and again, that spoke to a larger shared regional appeal. These

aspirations help to shape what the future should hold for the people and place of Tairāwhiti and have helped to determine the key recommendations made within this plan.

WELCOME HOME

Many in the community wish to enable the return of their whanau to the Tairāwhiti region in the future. To enable family members to return, there is a need for increased quality and sustainable employment, with a range of development opportunities available to staff. Hand in hand with the ability to find employment, is the desire for those who are returning to be able to find adequate affordable housing and have education facilities and amenities available for everyone in the family.

Focused commitment to the development of the visitor economy can assist in the creation of new roles in current businesses and start-up experiences that invite visitors to the region. With strong business support mechanisms and available advisory services that can assist businesses from start up to scale up. Ensuring that the tourism sector supports this development and aspiration through ensuring that the living wage becomes the minimum wage

There are tourism aspirations throughout the region that should be explored to see how they might assist in achieving the overall vision of this plan.

OUR OBLIGATIONS TO TE TAIAO

The visitor economy has seen benefit from our natural resources and communities for many generations. For the people of Tairāwhiti, the natural environments within the region are very much at the heart of why this place is a great place to live and makes a very compelling reason to visit. Therefore, there is a sense of obligation and expectation from all corners of the community that tourism supports the community and the environment to thrive.

Future visitors to Tairāwhiti will look to engage with operators who can connect them with a way to give back to the communities that they have chosen to spend their time in.

This might be through a financial contribution to environmental initiatives already available in the region or connecting them physically with those initiatives so that they can get involved and perhaps leave a legacy of their trip behind. Planting trees, or cleaning areas of significance as part of an experience would enable visitors to truly feel like they are giving back to the natural environments they have come to see and engage with.

For Māori, there is also a clear aspiration to ensure that there are mechanisms and processes in place that will enable them to unlock the potential of Māori owned land to support Māori communities in the region.

LIVE LIVES WE VALUE

The consultation process for the development of this plan uncovered the desire for many to see growth within the region of the visitor sector. It is understood that this growth would provide significant benefit to communities in the region socially, culturally, environmentally, and economically. But there were also expectations that the lives valued by the people of Tairāwhiti, and the way they choose to live those lives, not be impacted, or effected in anyway by that growth or any potential projects or opportunities undertaken in the future.

The community currently enjoy access to a wide range of recreation, creative and cultural activities that deliver a high degree of wellbeing that needs to be protected and preserved for future generations. This comes with the freedom to express their art, histories, heritage, and traditions in a way that resonates with them. It should also be noted that these aspects of community aspiration also lend themselves to supporting and strengthening the unique positioning of the region and can help to not only achieve the vision for this plan, but also work to ensure that all the wellbeings rise as a tide.

HE KĀKANO AHAU

E kore au e ngaro, he kākano ahau i ruia mai i Rangiatēa - I will never be lost, for I am a seed sown in Rangiatēa*.

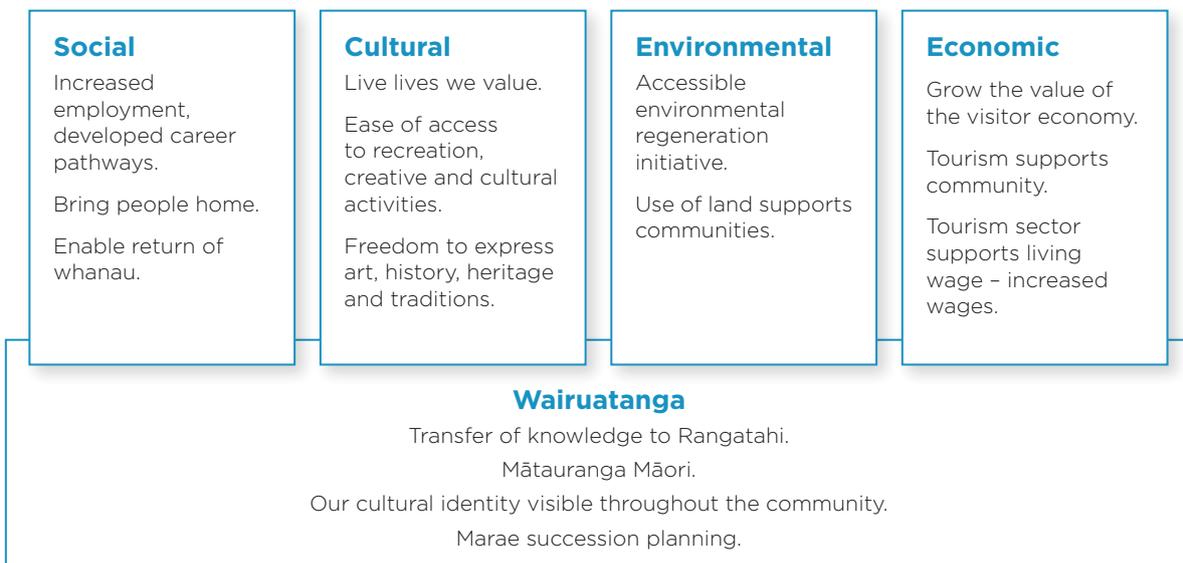
For the Tairāwhiti region, consultation highlighted that there was a strong aspiration from the Māori community for the spiritual wellbeing of whanau, and in particular that of Rangatahi. The proverb above, articulates the need for knowledge to be passed on, and transferred to Rangatahi to ensure that they can never lose their way, and that there is a continued strong connection for them with who they and where they are from.

Physical representations of these traditions and knowledge should be visible throughout the region to strengthen that connection and highlight to visitors the spiritual and cultural significance of Tairāwhiti. To ensure that there is always a place or tether for Rangatahi who whakapapa back to Tairāwhiti to connect to, there is a need to ensure that marae, and local whanau, hapū and iwi boards have strong succession plans for continuity and strength into the future.

OUR SHARED ASPIRATIONS

The following table offers a summary of the shared aspirations discovered through consultation for development of the Tairāwhiti destination management plan. These have

been articulated using the four wellbeing's, and the fifth realm of wellbeing that resonates so strongly for this unique region of Aotearoa.



* Like Hawaiki, Rangiatēa is seen by Māori as both a physical place and a spiritual realm – the fount of wisdom about the nature of existence.



OUR SHARED VISION FOR TAIRĀWHITI

To create a definitive pathway forward for the region, it is necessary to understand where the journey is taking us, essentially what the shared vision is for Tairāwhiti. Throughout the consultation, conversations were held to assist in the articulation of what success in the future looks like for the visitor-economy.

There was a consistent belief that the visitor-sector is an enabler for the communities within the region, and a desire to see the sector grow, offer employment, and deliver compelling reasons for visitors to journey through to the region. There is the expectation that benefits from this growth should be delivered to both the people and the place of Tairāwhiti, and ensure positive impacts socially, culturally, environmentally and economically.

The vision also needs to capture the community sentiment that growth in the sector should not come at the expense of what the people of the region hold most dear. This includes the natural and cultural assets within the region, the ability and freedom to express the culture, arts, heritage and traditions, and the ability to connect with whanau and enable smaller communities to thrive.

Grow the value of the visitor economy for the people and place of Tairāwhiti to support community social, cultural, environmental, and economic wellbeing, that enables us to live the lives we value.

WHAT WILL BE ACCOMPLISHED

In achieving the vision and moving in the direction of the future aspirations identified through consultation, there are three outcomes that will assist in the building of the tourism sector in Tairāwhiti.

GREATER ALIGNMENT AND ENGAGEMENT BETWEEN INDUSTRY, STAKEHOLDERS AND COMMUNITIES.

To build and develop the visitor-economy within Tairāwhiti, there needs to be a stronger connection between industry, key stakeholders, and communities. The plan must identify recommendations that will assist in building that connection and providing engagement opportunities to better align the sector. Engagement is seen by many as a solution to several the issues currently faced by the sector, and an opportunity to develop mutually beneficial collaborations for multiple sectors within the region.

POSITIVE SOCIAL LICENCE FOR THE VISITOR ECONOMY WITHIN THE REGION

Although the region does enjoy a relatively steady level of social licence in some areas, there are some communities that view tourism as potentially problematic. This can come from the few that there may be too many tourists in the future, and this might impact the way they live, and the lives they value. The success of this plan hinges on community support, and the social licence of the sector throughout the region will be important to enhance and maintain.

VISITOR-ECONOMY SUPPORTS THE COMMUNITY.

Tourism is an economic enabler, but it also enables the social, cultural and environmental wellbeing of communities. Developing the tourism sector to achieve the shared vision of this plan and move toward the aspirations articulated by the people of the region, the visitor economy will support the community and community led initiatives. Adopting a cross sector, and collaborative approach will also assist with this sector support.

GUIDING PRINCIPLES

Growth within the region will mean many things to different people. The success metrics on which the region can and should determine what growth will look like, and will differ depending on the location and social licence for tourism in that area. The region as a whole enjoys a somewhat positive social licence for tourism, but with the number of cultural and historical areas of significance within its borders, and the expectation to ensure that communities enjoy social, cultural, environmental and economic benefits from the visitor-economy, growth needs to be managed. Throughout the development of this plan, a range of shared principles were identified and used to help shape the strategic imperatives and associated key recommendations made within this plan.

- **Value our heritage and taonga** – ensure that the histories and stories that are told are factual and authorised to ensure that they are valued by the experience and those partaking in it.
- **Live lives we value** – ensure that tourism does not impact upon the way that people within the region choose to live, rather it supports that way of live.
- **Empowered hosts, empowering visitors** – this articulates the reciprocal nature of Manaakitanga that many hold as a core principle for the tourism sector to adhere to and deliver for visitors.
- **Quality over quantity** – this guides the development of the district to achieve a managed growth for the sector, and a destination that appeals to a higher value visitor.
- **People to people interactions** – delivering experiences that enable visitors to engage within the natural environment and hear the stories from locals, told their way.
- **Real outcomes for communities** – outcomes delivered through this destination management plan provide tangible, visible and real outcomes for the communities of the region.



DESTINATION POSITIONING

Tairāwhiti is a destination that visitors must make a conscious decision to visit due to its geographical location. This means that they do not benefit from visitors who are passing through on their way to other regions and might be tempted to stop and stay for a while.

To encourage that decision to visit to be made, it is important that the destination positioning is unique and compelling enough to move the destination from a maybe to a

definite choice. Throughout the consultation for this destination management plan, two pillars of positioning strength came through stronger than anything else.

PILLAR ONE: HISTORY AND HERITAGE

Cultural heritage and the histories that form the fabric of a destination are powerful platforms on which destinations can build competitive strength. As all destinations will have their own histories. Cultural heritage can be an advantage for destinations who have strong cultural identities that can be delivered through paid and unpaid experiences, and through the destination marketing that can be developed.

An additional strength can come from cultural heritage events that celebrates the unique aspects of the culture and provide opportunities for visitors to engage with the people and the place of the destination. Tairāwhiti has the potential to step into this space and position itself as a destination that connects visitors to the culture of the region. This can be done through telling the histories and heritage of the place, as well as through the arts and traditions of the culture.

PILLAR TWO: STORIES AND TAONGA

Tairāwhiti is a land of stories and a land of storytellers. There are a large number of stories that bring the landscapes, the people and the histories alive and provide an opportunity for visitors to engage. Through the destination management planning consultation process, it was determined that there is limited opportunity for visitors to hear the stories from those who have the right to

tell them and there should be a focus from a destination development perspective to build supply in this area.

There are many taonga in the region that are visible to visitors. This includes carvings, cultural identity assets, sites of significance and a range of taonga to be seen at local museums throughout the region.



 Puhi Kai Iti/Cook Landing
National Historic Reserve
JORDAN PERRY

REQUIREMENTS FOR GROWTH

There are a number of focus areas that have been identified within the development of this destination management plan that can assist in achieving the shared vision for the region.

EXPERIENCE DEVELOPMENT

There is lack of experiences available for visitors to engage with throughout the region. There needs to be a focus on this development in order to give visitors a reason to stay, and the ability to spend more money in Tairāwhiti. Whilst increasing supply will enable growth in the visitor-economy and opportunities to begin the journey toward achieving community aspirations, stakeholders, industry and iwi need to ensure that these experiences are complementary, inviting visitors to stay longer in the region.

There is also a need to ensure that current experience assets that support the arts and creative sectors are not lost. This includes live music venues, theatre companies, music clubs, events, cinemas, and galleries. These activities and assets have a dual benefit. Many operate after hours which increases the opportunity to draw revenue into the region, and can be packaged with other traditional tourism experiences to develop multi-day itineraries that promote a longer length of stay.

STRONGER IWI PARTNERSHIPS THROUGHOUT THE REGION

The iwi partners throughout the region play a significant role in ensuring the vision of this destination management plan can be achieved. At times, the relationship between sector stakeholders and their iwi partners can be seen as transactional or approaches are made after the project has been completed. Iwi, local government and regional partners can be stronger partners, by working together at local and iwi rohe levels they can boost shared prosperity and wellbeing for communities. For stronger partnerships to be formed, transparency and open lines of

communication need to be fostered. It should be noted that while there is a level of connection and partnership shared between iwi and their local government cohorts throughout the region, it remains a shared aspiration that this partnership is strengthened. Meaningful and purposeful consultation and collaboration will result in stronger benefits for the visitor-economy and communities. It will also result in better decision making, more robust and lasting solutions for the region, and a more engaged community.

COLLABORATIVE AND CONNECTED LEADERSHIP

Collaborative and effective leadership and governance will help to ensure that opportunities are maximised, and decisions that affect the entire region are made in consultation with relevant partners. This will also ensure an increased connection within the region, which is a key recommendation of this plan to maximise the growth potential of the visitor economy for the region.

The geographical size of the region is significant, and there are many agencies and stakeholders within it who play important roles in the management, development and marketing of the destination. Role clarity, collaborative leadership, and greater connection have been identified as a key element for growth. This was not only identified for agencies and stakeholders who are directly involved in the visitor economy, but with sector and industries that could add reciprocal benefit to the tourism sector.

ENABLE SECTOR SUPPORT

Valuing the people of the region is integral to achieving the aspirations of this plan. Enabling support for the sector is one way of moving toward achieving these aspirations. From the education sector and the role they play in providing future career pathways for the visitor economy, to support programmes for start-up businesses, through to larger scale initiatives for organisations looking to scale up their operations, there are a range of potential sector enablement opportunities that would empower people within the sector.

There is a need to grow the number of export ready products available within the region, with sustainable commission structures to appeal to international markets. As the domestic market has traditionally always been strong for Tairāwhiti, there is potential to open the region to international markets through developed export ready experiences.

Given the high number of Māori in the population there would be benefit in ensuring that there is a suite of Kaupapa Māori programmes that can assist with iwi development within the tourism sector, and for them to achieve the aspirations articulated within their individual iwi flight plans.

Hand and hand with enabling the support of the sector from a capability perspective, there is also the need to ensure that destination management is adequately resourced, both financially and with appropriate staff levels to achieve the success the region is looking for. This should also include a level of focus within local government avenues such as Annual and Long-Term plans.



INFRASTRUCTURE AND OTHER CHALLENGES IDENTIFIED

INFRASTRUCTURE

Throughout consultation, infrastructure throughout the region was identified as a challenge, this includes SH35, where the quality of the road is affected by the number of logging trucks moving throughout the region. Many of the roads are affected adversely during major weather events, and communities within the region have been faced with multiple cleans ups and impassable roads creating isolated communities.

The region is a popular destination for campervan and motorhome users, and there

are points within the region that will require higher level of waste management options to protect natural assets. Upcoming regulatory changes to freedom camping throughout the country will also add a level of complexity to the development of the region as a destination of choice for travellers who prefer this style of travel.

There are a number of infrastructure programmes and projects already underway within the region. Whilst the Destination Management Plan for Tairāwhiti does not

delve into the strengths and weaknesses of each of these projects, or the opportunities that each might present for the development and growth of the visitor-economy, this section outlines physical connection issues and challenges for the region, and amenity shortages identified during the development of this plan.

PUBLIC TRANSPORT

Upon arrival into Gisborne, there are very few public transport options that can take you out into the coastal and inland areas of the region. There is a small passenger and courier service available to transport people further around State Highway 35, but they are not a tourism transport provider, and there is no experience element to the service. Travel can be booked from the local i-SITE for passengers moving between Gisborne and Ōpōtiki along State Highway 2.

LACK OF ACCOMMODATION THROUGHOUT THE REGION

Even within the city limits of Gisborne, there is a lack of accommodation fit for purpose and accessible to visitors. When travelling to Ruatoria to join existing tourism experiences there, you must stay in accommodation in the city or close by and travel the two hours up the coast to the township to start the tour. Peer to peer options are available, but there is a limited number of these beyond the borders of Gisborne city.

CLIMATE CHANGE AND POTENTIAL IMPACTS TO COMMUNITIES

Issues associated with climate change, including increased storm damage and eventual sea level rise are likely to increasingly affect communities and result in some significant physical impacts in coastal areas. The Tairāwhiti region faces significant infrastructure costs to maintain current coastal roads that service residents as well as providing access to key destination assets. With 270 kilometres of coastline, and many of the arterial roading routes running directly along those coastlines, eventual changes in sea level will have impacts on communities, businesses but also for the visitor economy. In recent months, there have been increased negative impacts due to major weather events that have caused impacts and damage on an extremely large scale.

ENVIRONMENTAL MANAGEMENT

A lack of ablutions in key visitor areas in the region was identified as a challenge now and into the future. Where there are facilities available, there might not be enough to meet the future needs of the visitor sector, and this could have adverse environmental affects, as well as the potential to impact the social licence of tourism within the region. Waste and other environmental issues are continuing to be a feature of the long-term plans for communities across the region.

OTHER CHALLENGES

SEASONALITY FOR THE SECTOR

Tairāwhiti is seen as a destination to visit during the spring and summer months. Local tourism operators have often seen very little visitor traffic into the region over the winter months, although there were positive signs of growth into the shoulder months driven by events and other economic drivers in the region. There are times during peak season when accommodation is at capacity, providing very little opportunities for organic visitor growth over those periods.

URBAN DRIFT

A large, shared aspiration for the future of Tairāwhiti is to ensure that locals can thrive within their region. Whether they are leaving for educational, employment or other life opportunities, there is a steady flow of residents out of the region after high school. It is a problem faced both by Gisborne city, and the smaller rural and coastal communities around the region.

REGIONAL DISPERSAL

The benefits of the visitor economy to the region are swayed heavily toward Gisborne City. With the lack of paid experiences in the coastal and rural areas of the region, or appropriate wayfinding encouraging travellers to stop, there is little benefit derived by the visitor economy to those smaller communities.

NATURAL DISASTERS

With a large coastline within the region, the area is susceptible to tsunamis resulting from earthquakes in the area. Visitors who are moving through or staying within the region during these natural disasters will need to become part of the region's emergency response programme and be factored into the discussions and planning for the management of these events.



 Anaura Bay Motor Camp
JORDAN PERRY



STRATEGIC IMPERATIVES

The strategic imperatives outline the pathway and key recommendations designed to achieve the shared vision of the destination management plan. The recommendations that fall beneath each of the imperatives are designed to maximise the regions strengths and opportunities, whilst mitigating and managing the challenges identified.

Prioritising the recommendations and identifying the lead agencies and partners for each will be integral to the success of this destination management plan. It has been determined that the governance over this plan will be held by the Tairāwhiti Economic Action Plan Steering Group with the support of a Destination Management Working Group. The working group will meet on a regular basis to

ensure that the recommendations outlined, and the prioritisations are still relevant to meet any new disruptors that might occur.

This group will have the additional task of ensuring that lead and partner agencies are working together on the individual recommendations that fall within their workstreams to enable this destination management plan.

Imperative one

Fit for Success -
Enable Destination
Management

Imperative two

Experience
Development

Imperative three

Protect our natural
and cultural assets

Imperative four

Effective Destination
Marketing

STRATEGIC IMPERATIVE ONE:**FIT FOR SUCCESS – ENABLE DESTINATION MANAGEMENT****WHY IS THIS AN IMPERATIVE:**

To grow the visitor-economy within the region, it is necessary to ensure that the foundation and leadership structure for the sector is effective and working to enable all aspects of destination management. This includes ensuring that there is adequate governance and leadership over this destination plan to prioritise the key

recommendations and assign each one to the partners, and stakeholders who can achieve them. The management of the destination includes the understanding of what is required to develop the destination, but also how to resource the individual recommendations to ensure success.

1. ESTABLISH EFFECTIVE LEADERSHIP, MANAGEMENT AND GOVERNANCE FOR THE SECTOR**KEY RECOMMENDATIONS**

- A. Identify the best structure for sector with regards to governance and management of the visitor-economy within the Tairāwhiti region
- B. Develop a reference group to sit across the Destination Management Plan to provide governance over the plan and effective leadership for the sector.
- C. Resource destination management on an ongoing basis in baseline funding to ensure region is equipped to achieve the visions and goals identified within the plan.
- D. Build collaborative Partnerships across stakeholders to ensure recommendations can be achieved
- E. Develop working partnerships with neighbouring RTOs to provide opportunities for visitors to connect through the stories that connect the regions
- F. Ensure agencies with a communication, roading and infrastructure mandate are aware of the aspiration to ensure roading around the coast is maintained for both local residents and visitors engaging with the destination, and to understand the digital connectivity issues in the region, and potential demand for it.
- G. Encourage industry engagement opportunities within the sector, industry associations across other sectors from a cross-sector collaboration perspective
- H. Explore and understand what the Cruise sector can offer the destination and unlock the potential of the sector.

STRATEGIC IMPERATIVE TWO:**EXPERIENCE DEVELOPMENT****WHY IS THIS AN IMPERATIVE:**

There are distinct differences in the offerings between those within Gisborne, and the potential that exists around the coast and broader regions of Tairāwhiti. There is an identified lack of experiences within both that would encourage a longer stay and create compelling reasons to visit the region. Whilst

increasing supply will enable growth in the visitor economy and opportunities to begin the journey toward achieving community aspirations, stakeholders, industry, and iwi need to ensure that these experiences are complementary and strengthen the unique destination positioning.

2. INCREASE VISITOR EXPERIENCE SUPPLY THROUGHOUT THE REGION**KEY RECOMMENDATIONS**

- A. To enable iwi to achieve the aspirations articulated in the iwi flight plans
- B. Complete a gap analysis to support destination positioning for the region and determine product extensions or development opportunities to match
- C. Packaging products to create compelling itineraries that support the destinations unique positioning
- D. Conduct a new accommodation audit and identify opportunities and challenges that will affect both the visitors to the regions, and potentially for staff within the region.

3. INVEST IN SECTOR CAPABILITY AND DEVELOPMENT**KEY RECOMMENDATIONS**

- A. Determine the workforce development requirements for the sector into the future and identify the pathways forward for education and career development
- B. Locals and residents understand the benefits of tourism and the direction the sector is taking to ensure positive social licence is maintained
- C. Explore existing markets (eg. Cruise) and potential new markets (eg. knowledge seekers) to understand their needs and requirements into the future
- D. Ensure the region is collecting strong visitor-economy insights that can be shared with stakeholders to support project developments
- E. identify appropriate suite of business support programmes for current and new operators into the sector
- F. Lift the capability of existing and new operators and increase the number of Qualmark accredited business in the region

STRATEGIC IMPERATIVE THREE:**PROTECT OUR NATURAL AND CULTURAL ASSETS****WHY IS THIS AN IMPERATIVE:**

Unsurprisingly, the aspiration for the future most shared by the community was the protection of the natural and cultural assets throughout the region. For many, the strength and unique positioning the cultural connections and stories can offer the destination, is second only to the desire to ensure that the natural assets throughout

the region are maintained, enhanced and protected for future generations. The combination of both provide compelling reasons for visitors to choose Tairāwhiti as a destination, as well as platforms on which to build marketing campaigns that will create awareness of Tairāwhiti as a destination.

4. PROTECT OUR NATURAL ASSETS**KEY RECOMMENDATIONS**

- A. Ensure education and understanding of Tourism Sustainability Commitment and Tiaki Promise by industry to support the national vision of regenerative tourism
- B. Encourage tourism operators to support community and environmental initiatives to provide opportunities for the sector to give back.
- C. Appropriate wayfinding signage to assist visitors in travelling through the destination respectfully and acknowledging the significance of where they are.

5. PROTECT OUR CULTURAL ASSETS**KEY RECOMMENDATIONS**

- A. Working with iwi who have identified tourism aspirations to determine the stories they want to share and those that are private
- B. Develop business support programmes and avenues for Māori that are Kaupapa Māori oriented
- C. Work with Māori landowners to understand their aspirations and how visitors can or cannot access areas of the significance within the district

STRATEGIC IMPERATIVE FOUR:**EFFECTIVE DESTINATION MARKETING****WHY IS THIS AN IMPERATIVE:**

Tairāwhiti currently suffers from a lack of awareness among domestic and international visitors. This is not necessarily just with regards to the geographic location of the region, but also not knowing what there is so within the region. In order to build the awareness and enable the destination to

achieve the shared vision articulated within this plan, it is essential that there are effective destination marketing campaigns developed that build on the history, heritage, stories and taonga of the area, and highlight the values associated with a trip to the Tairāwhiti region.

6. BUILD AWARENESS OF TAIRĀWHITI AS A DESTINATION**KEY RECOMMENDATIONS**

- A. Define the destination positioning for the region and determine the best marketing and development pillars to achieve the vision for the region
- B. Align brand identity and tone of voice with destination positioning
- C. Develop a range of events that will support the destinations positioning and encourage visitors to come during shoulder and off season.
- D. Develop campaigns that push visitors around the region and create compelling opportunities for visitors to venture further afield.

7. ENSURE CONSISTENT MESSAGING TO NEW AND EXISTING MARKETS**KEY RECOMMENDATIONS**

- A. Develop a suite of tools to assist operators with their marketing to ensure it aligns with the regional message.
- B. Identify the right domestic and international partners to grow awareness of the region.

