



VISIT
HURUNUI
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**HURUNUI TOURISM
STRATEGY 2017-2022**

MARCH 2017



'IF YOU ALWAYS DO WHAT YOU ALWAYS DID,
YOU WILL ALWAYS GET WHAT YOU ALWAYS GOT.'

Albert Einstein

This Strategy has been created to replace the Hurunui District Tourism Strategy 2015-2020 after a series of workshops undertaken by the Hurunui Tourism Board.

It signals a new approach to tourism management in the region, designed to ensure Hurunui maximises the opportunities New Zealand's rapidly growing tourism industry presents.

FOREWORD

"This Strategy outlines a bold new approach to the way Hurunui Tourism has traditionally operated. It will enable the organisation to proactively grow our tourism product, support our operators and better attract new visitors to our beautiful region. It has my wholehearted support."

Winton Dalley
HURUNUI MAYOR

"New Zealand's tourism sector is growing rapidly with 4.5 million visitors expected in 2022. This new Strategy repositions Hurunui Tourism to make the most of this opportunity. Our new focus – away from simply marketing our region to managing it as a destination – will bring numerous benefits to our region's communities and businesses."

Janice Fredric
CHAIR, HURUNUI TOURISM BOARD

"The new direction for Hurunui Tourism that is outlined in this Strategy is crucial to growing the district's tourism sector. It will bring a much more modern and active approach to Hurunui Tourism's leadership. This is best practice and in line with how tourism is being managed in progressive cities and districts across New Zealand."

Grant Lilly
BOARD MEMBER, TOURISM INDUSTRY AOTEAROA
AND BOARD MEMBER, HURUNUI TOURISM



TOURISM IN THE HURUNUI

AN OVERVIEW

The Hurunui district has a long history in tourism, primarily centred on the thermal waters in Hanmer Springs which have been attracting visitors for centuries.

Early Maori used to stop and bathe in the waters as they travelled across the South Island and today Hanmer Springs Thermal Pools and Spa attracts more than half a million visitors annually.

With more than a dozen spa and wellness operators, a wide variety of activities, accommodation and eateries, Hanmer Springs has cemented its place as New Zealand's alpine spa village and as one of the country's favourite tourism destinations.

The Hurunui offers much more than Hanmer Springs. The Waipara Valley is one of New Zealand's premier wine regions with award-winning wineries, restaurants and vineyards.

Across the district – from its iconic rolling green hills, forests and rivers, to its vast and sandy coastlines – the scenery is some of the best in New Zealand.

TOURISM BUSINESSES IN HURUNUI

	Hanmer Springs	Culverden / Hurunui	Hawarden / Waikari	Waipara	Amberley / Leithfield	Greta Valley	Cheviot Area	Rotherham, Waiau, Mt Lyford
🛏 Accommodation	49	6	5	11	13	3	9	5
📷 Attractions	25	3	6	7	7	8	5	3
🛒 Shopping	21	4	2	1	17	0	4	4
🚌 Tours & Transport	6	0	0	1	0	0	0	0
⚙ Services & Trades	29	6	3	4	31	3	18	5
🍴 Wine & Dine	27	7	4	4	17	2	6	4
🎨 Artists	0	2	1	1	0	0	0	0
🍷 Wineries	1	1	2	24	0	0	2	0
TOTAL PER AREA	158	29	23	53	85	16	44	21

** Please note these figures do not include holiday homes in either Mt Lyford or Hanmer Springs



HURUNUI

TOURISM BOARD

Maximising the opportunities that tourism presents to the Hurunui is the job of the Hurunui Tourism Board, a Hurunui District Council committee. Members are chosen for their business skills, tourism sector insight and knowledge of the district.

The Board's values and foundation principles are:



WORKING TOGETHER

With other District Tourism Organisations (DTOs), Regional Tourism Organisations (RTOs), the Hurunui District Council, stakeholders and operators.



SUSTAINABILITY

Ensuring that what we do is feasible in the long term and protects our precious environment and communities.



FOSTERING REGIONAL DISPERSAL

Encouraging visitors to explore all of our region.



LEVERAGING OPPORTUNITIES

Looking for and capitalising on opportunities that present themselves to promote and grow tourism in our district.



SHARING RESOURCES

Working collaboratively with others to maximise our limited resources.

THE SECTOR'S VALUE

The Ministry of Business, Innovation and Employment's (MBIE) Regional Tourism Estimates (RTEs) show that tourism in the Hurunui is worth approximately \$150 million to the district's economy annually.

Overall, the RTEs show tourism in Hurunui is in excellent shape with total tourism expenditure increasing by 6.7% in 2016.

The Key Performance Indicators (KPIs) that the Hurunui Tourism Board set to measure Hurunui Tourism's success in 2016 were achieved.

	KPI set	RTE for 2016
Domestic Tourism Expenditure	+2.5%	+4.0%
International Tourism Expenditure	+3.0%	+15.8%

The table below illustrates the value and growth of tourism in the Hurunui district.

Year	\$ million	% increase
2010	110.809	
2011	123.810	11.7%
2012	122.740	-0.9%
2013	125.868	2.5%
2014	142.102	12.9%
2015	143.406	0.9%
2016	153.027	6.7%



CHALLENGES & OPPORTUNITIES

Domestic tourism spend in the district dipped in 2015 and still faces competition with cheap overseas travel and new or returning activities to Christchurch.

Tourism in our district is also not growing as fast as it is in other areas.

District	% Growth Domestic 2016	% Growth International 2016
Hurunui	6.7	15.8
Mackenzie	10.9	20.3
Kaikoura	8.4	17.2
Christchurch	7.4	14.5

Current tourism forecasts predict continuing growth in international tourism for the foreseeable future. However, Hurunui's reliance on domestic tourism, especially from Christchurch, may restrict our overall growth.

It is important for Hurunui Tourism to continue to reach into various target markets (for example, Auckland, Wellington and the conference and meetings sector). To capitalise on these markets' potential, we need to adopt a more sales-focussed approach.

It is also crucial that Hurunui Tourism works harder to attract new investment to the region so that our range of tourism offerings is increased. That will help attract both new and repeat visitors to our district.

This Strategy outlines how this will be achieved.



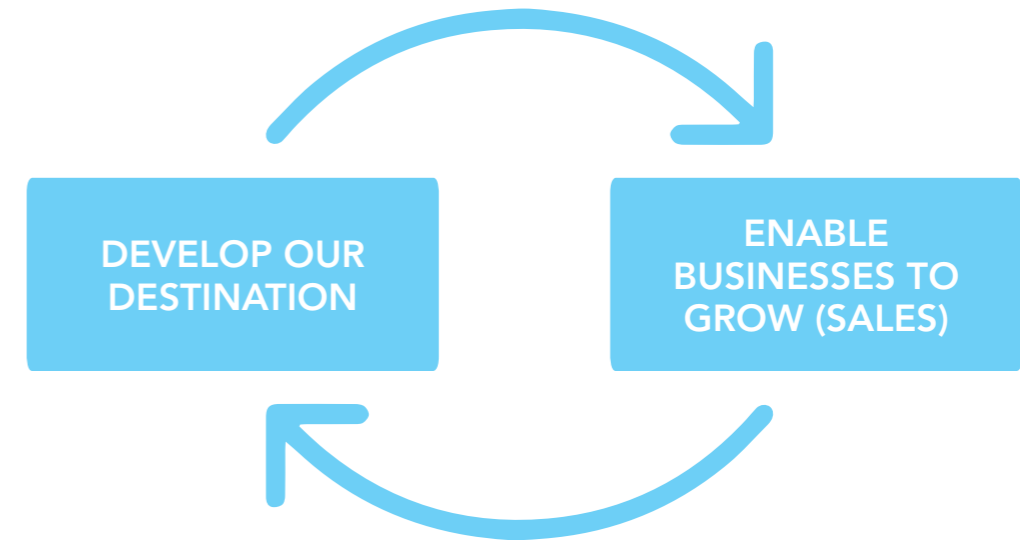
MAXIMISING OUR FUTURE 2017-2022

The Hurunui Tourism Board recognises and embraces the vision expressed in the New Zealand Tourism Strategy:

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.



To achieve this vision and to develop tourism in our district, the Hurunui Tourism Board has identified two core functions:



This Strategy proposes a shift from solely focusing on *destination marketing* to *destination management*.

Destination management is a process of leading, influencing and co-ordinating the management of all the aspects of a destination that contribute to a visitor's experience, taking account of the needs of visitors, local residents, businesses and the environment.

VISIT ENGLAND

WE HAVE TWO AREAS OF FOCUS TO ACHIEVE THIS

Destination Development:

Developing Hurunui as a tourism destination and **collaborating** with key stakeholders within and outside of our district.

Destination Marketing:

Targeting key markets to visit our district and actively **selling** all that our district offers.

DEVELOPING

- New products
- Threading product together
- Attracting investment
- Supporting ventures
- Events & conferences

COLLABORATING

- Hurunui businesses & promotion groups
- Clusters e.g. Hurunui Trails Trust
- External alliances e.g. South & CCT
- Communities

DESTINATION DEVELOPMENT

TARGETING

- International visitors
- Conferences & incentives
- South Island drive market
- Christchurch
- North Island
- Special Interest

SELLING/GROWING

- Create selling organisation
- Digital channel focus
- Effective media relationships & results
- Convert enquiries to sales
- Spread benefits across district

DESTINATION MARKETING



MAXIMISING OUR FUTURE 2017-2022

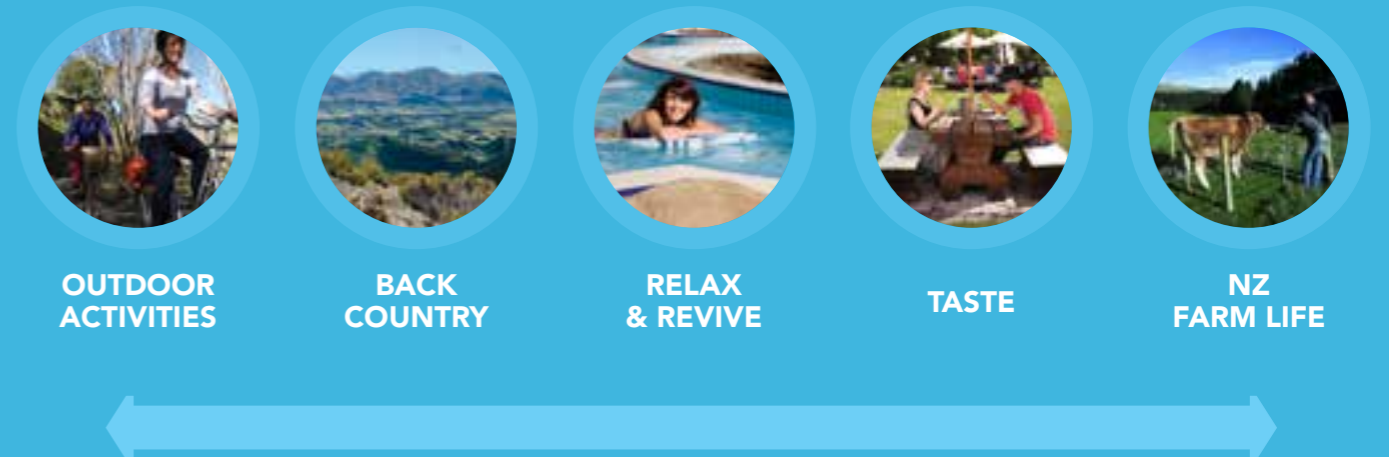
DESTINATION DEVELOPMENT

1. DEVELOPING HURUNUI AS A TOURISM DESTINATION

Developing Hurunui as a tourism destination includes improving and supporting our existing product, working to attract new products and investment and growing the number of events in the district.

It is important to the Board that any potential development encouraged reflects and enhances the district's values and has the ability to attract visitors.

WE HAVE IDENTIFIED FIVE POTENTIAL AREAS FOR PRODUCT DEVELOPMENT:



OUTDOOR ACTIVITIES

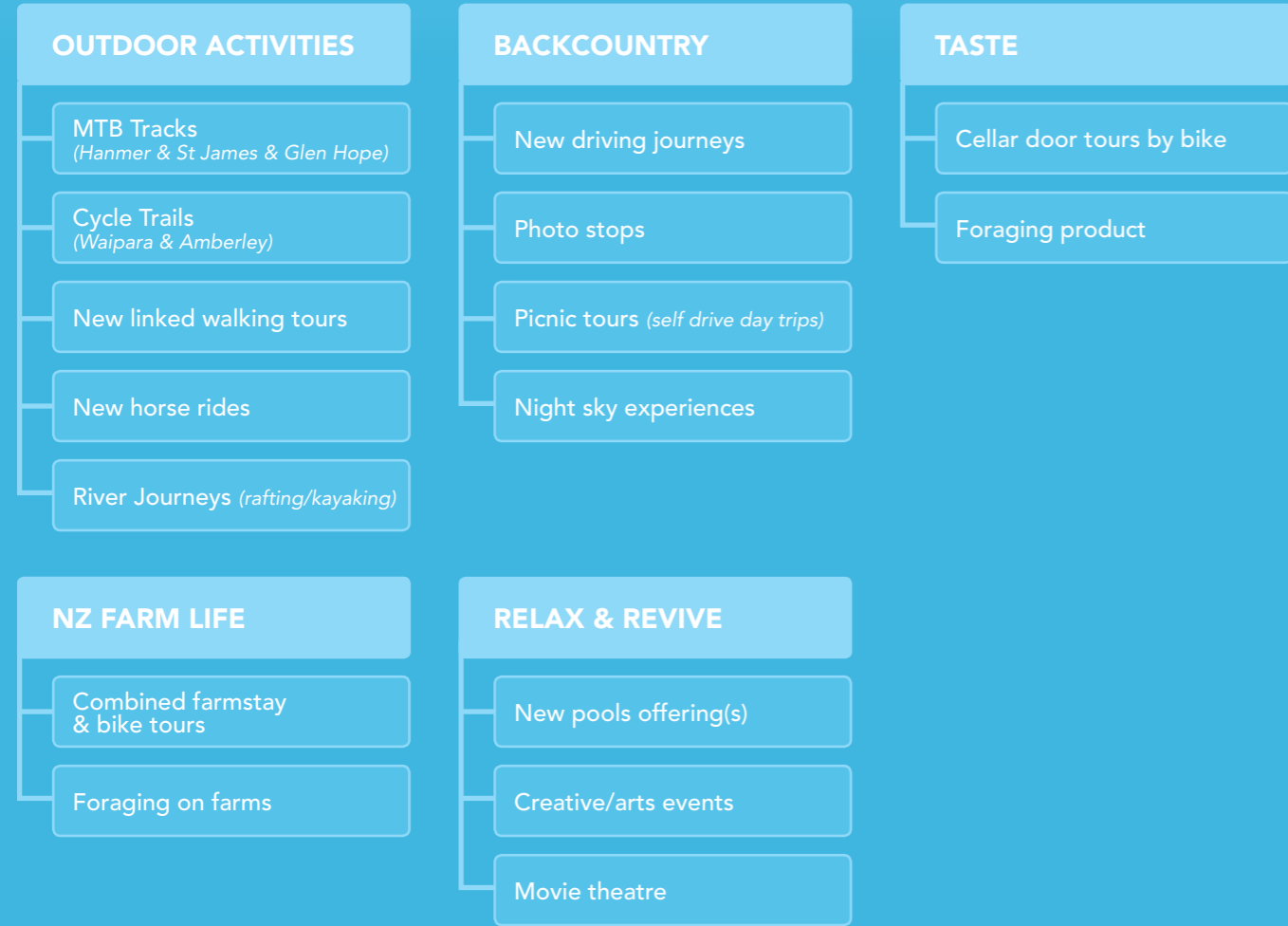
BACK COUNTRY

RELAX & REVIVE

TASTE

NZ FARM LIFE

Potential areas to focus on developing products and visitor experiences include (but are not limited to):



ACTIONS UNDER THIS PILLAR INCLUDE:

New products - establishing a Tourism Growth Package to assist businesses setting up new products with advice and funding.

Threading products together - assisting existing operators to collaborate and develop new products for visitors (for example, tours combining food, activity and accommodation offering).

Attracting investment - looking outside the region, forging relationships with major tourism operators and encouraging them to invest and establish new products in Hurunui.

Supporting ventures - improving relationships with existing operators and assisting them to lift their business' performance or improve the visitor experience they are offering.

Events and conferences: ensuring we proactively work to establish new events that will attract visitors to the Hurunui.



2. COLLABORATING WITH KEY STAKEHOLDERS IN AND OUTSIDE OUR DISTRICT

Development of Hurunui will only occur if Hurunui Tourism actively collaborates with a variety of key stakeholders. Including:

- **Hurunui businesses & promotions groups**
- **Clusters of businesses working already together** (for example: the Hurunui Trails Trust)
- **External organisations and businesses** (for example: Christchurch International Airport, South, Christchurch and Canterbury Tourism, Ngāi Tahu, Destination Kaikoura, West Coast Tourism)
- **Communities**

WHAT DOES SUCCESS LOOK LIKE IN 2022?

Our Key Performance Measures

- 20 new visitor experiences in the Hurunui
- Two leading national brands established here
- Tourism Growth Package has helped to establish 12 visitor experiences
- Eight iconic events each year
- Access to new funds and resources from outside the district
- The Alpine Pacific Triangle is a recognised touring route, attracting tourists to the district.

DESTINATION MARKETING

1. ACTIVELY SELLING OUR DISTRICT

This platform involves taking a more proactive approach to attracting visitors to our district. Instead of utilising traditional marketing tools, we actively sell all that our operators have to offer.

ACTIONS UNDER THIS PILLAR INCLUDE:

Creating a selling organisation – directly selling our product to trade buyers.

Digital channel focus – marketing our products and reach to potential visitors.

Effective media relationships and results – lifting our presence and profile both on and offshore.

Convert enquiries to sales – a more rigorous and measured approach to ensuring those who enquire are inspired to buy.

Spread benefits across district – a focus on dispersing our visitors across our region.

2. TARGETING KEY MARKETS

Effective sales results will be best achieved by targeting our marketing to audiences most likely to visit the Hurunui.

THESE INCLUDE:

International visitors – further capitalising on the potential growth in visitors from these markets presents.

Conference and incentives – attracting more meetings and conferences to the region.

South Island drive market – particularly given the change in road layout due to the November 2016 earthquake.

Christchurch – our most frequent visitors and important customer base.

North Island

Special interest – including health and wellness interest groups, walkers, mountain bikers and road cyclists.



WHAT DOES SUCCESS LOOK LIKE IN 2022?

Our Key Performance Measures

- Tourism spend is increasing by more than the national average
- Midweek is a strong contributor of revenue, including a \$12m conference market
- New sales organisation
- Digital channels are second nature
- Successful and strong alliances
- Targeted and cost effective sales campaigns

ACTIONING THIS STRATEGY

Each year, the Hurunui Tourism Board will develop an annual plan that will outline operational priorities for Hurunui Tourism during that year. These plans will be based on this strategy and will be focused on achieving the Key Performance Measures.

BUDGET

REVENUE	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
Targeted Tourism Rate	\$218,400	\$222,768	\$227,223	\$231,768	\$236,403
HSTPS	\$52,000	\$53,040	\$54,101	\$55,183	\$56,286
from Reserves (currently \$60,000)	\$41,600	–	\$0	\$0	\$0
from product investment	–	–	\$10,000	\$15,000	\$20,000
from grants and foundations	–	\$32,992	\$29,312	\$20,558	\$21,729
Total Revenue	\$312,000	\$308,800	\$320,636	\$322,509	\$334,419
EXPENDITURE	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
Fixed Costs	\$90,000	\$91,800	\$93,636	\$95,509	\$97,419
Developing the Destination					
Tourism Growth Package	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000
Event Development	\$5,000	\$5,000	\$10,000	\$10,000	\$10,000
Selling the Destination					
Collaboration	\$35,000	\$35,000	\$40,000	\$40,000	\$45,000
Digital	\$20,000	\$22,000	\$24,000	\$26,000	\$28,000
Collateral	\$40,000	\$30,000	\$20,000	\$15,000	\$10,000
Communications	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000
Trade	\$18,000	\$18,000	\$18,000	\$18,000	\$18,000
Advertising	\$44,000	\$45,000	\$46,000	\$47,000	\$48,000
Conferences & Meetings	\$10,000	\$12,000	\$14,000	\$16,000	\$18,000
In-market	\$5,000	\$5,000	\$10,000	\$10,000	\$15,000
Total Expenses	\$312,000	\$308,800	\$320,636	\$322,509	\$334,419



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HURUNUI TOURISM STRATEGY 2017-2022

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