



2015–2020 HURUNUI DISTRICT TOURISM STRATEGY

Foreword

“The Hurunui District Tourism Strategy 2015-2020 is a solid vision that will ensure we boost tourism in the district. It takes the very best of what we have to offer, connects it to the markets we want to attract and sets some bold but achievable goals for the growth of tourism in the region. I am looking forward to making this vision a reality and seeing Hurunui as a whole reap the financial rewards for years to come.”

Janice Fredric, Chair, Hurunui Tourism

“Over the coming five years this strategy is set to accomplish some exciting projects including cementing Hanmer Springs as New Zealand’s alpine spa village and Waipara Valley as Christchurch’s wine region. I have every faith this approach will attract visitors from near and far and encourage them to explore the rest of the Hurunui before they return home with memories of our stunning coastlines, alpine vistas and of exploring our inland forests, lakes and mountains.”

Winton Dalley, Hurunui Mayor



History

The Hurunui district has a long history in tourism – primarily centred on the thermal waters in Hanmer Springs.

The first visitors the waters attracted were travelling Maori. Pioneers discovered the thermal waters around 1850 and they became such a popular bathing spot, a tin changing shed was built there in 1871.

A sanatorium, The Lodge, was developed in the village in 1897 – laying the foundation for the area's reputation as a wellness centre.

By the early 1900s the New Zealand Department of Tourist and Health Resorts had identified Hanmer Springs as one of its 'Official Tourist Destinations' and the Government further invested in the village with the development of Queen Mary Hospital in 1916.

Visitor numbers grew from 1930 to 1950, although tourism took a back seat to Hurunui's farming sector, which flourished in the 60s and 70s.

In 1981 the first vines were planted in the Waipara Valley, an area that would become a major wine producing region and a jewel in Hurunui's crown.

In the late 1980s the Hurunui District Council renewed its focus on investment in Hanmer Springs Thermal Pools and Spa (HSTPS). There have been several phases of development since, each bringing an increase in visitors to the district which in turn has led to the creation and growth of more tourism-related services, from accommodation to activities and eateries.

Current

The Tourism Industry Association's Tourism 2014 Election Manifesto shows the sector plays a significant role in Canterbury's economy.

Visitors spend \$2.099 billion in Canterbury every year – equivalent to 8.2% of the region's gross domestic product. The same document says 13.4% of jobs in the Hurunui depend on tourism.

For the year ended January 2013, there were 340,000 guest nights in the Hurunui. While that is down by 10,000 on the year before, overall the district's guest nights have increased by 8% between 2011 and 2013. The average length of stay is now 1.65 nights.

While Hanmer Springs village and the Thermal Pools and Spa remain the primary drivers, there are growing tourism products and visitor numbers in the Waipara Valley.

Waipara Valley wineries are producing award-winning wines that are attracting international attention. The

winery restaurants offer the ultimate dining experience and the increasing number of other tourism products is helping attract visitors and cement the Valley's reputation as 'Christchurch's wine region'.

Hurunui district is also home to a number of successful smaller tourism operators, historical buildings and some stunning scenery. From Amberley to Cheviot, down to Gore Bay and through the Greta Valley; from Culverden to Rotherham, Waiau and Mt Lyford; through the central towns of Hurunui, Waikari and Hawarden, there is a wealth of opportunities for tourists to really experience the Hurunui.

Events such as the Christmas Country Fete in Culverden and Waipara Valley Wine and Food Festival are also successfully drawing visitors to the region.



Operators

There are more than 400 tourism operators spread across Hurunui – an increase of nearly 5% from 2011.

One in three operators is based in Hanmer Springs, demonstrating its place as the backbone of Hurunui’s tourism sector. As well as those operators listed below, Hanmer Springs also has a high number of holiday homes which provide more than 1,500 commercial beds.

The positioning of accommodation operators in every area presents the opportunity to promote touring the district as a whole.



TABLE 1. TOURISM OPERATORS ACROSS HURUNUI

	Hanmer Springs	Culverden /Hurunui	Hawarden /Waikari	Waipara Valley	Amberley /Leithfield	Greta Valley	Cheviot Area	Rotherham /Waiau /Mt Lyford	TOTAL per sector
Accommodation	51	6	6	8	10	3	12	6	102
Attractions	22	3	7	5	6	5	5	6	59
Shopping	13	4	4	1	10	0	4	0	36
Tours & Transport	5	0	0	1	0	3	0	0	9
Services & Trades	22	7	4	5	35	2	18	8	101
Wine & Dine	24	6	3	5	15	1	6	4	64
Artists	0	1	1	1	0	0	0	0	3
Wineries	1	1	3	22	0	0	2	0	29
TOTAL per area	138	28	28	48	76	14	47	24	

Hurunui Tourism Board

The Hurunui Tourism Board is a Hurunui District Council committee.



Members are chosen to represent the entire district and selected for their business skills, tourism sector insight and local knowledge.

MEMBERSHIP OF THE BOARD COMPRISES:

- The Mayor
- Three Councillors
- A representative of the Hanmer Springs Business Association
- A representative of the Hanmer Springs Thermal Pools and Spa Management Committee
- A representative of the Waipara Valley North Canterbury Winegrowers Inc
- Two independent members

The board is responsible for the development of a district-wide Tourism Strategy.

This strategy, which will run for the period 2015-2020, has been created to replace the previous (2010 -2015) strategy.

Hurunui Tourism is funded by the targeted tourism rate paid to the Hurunui District Council.

Hurunui Tourism's projected budget is \$258,000 per annum. This includes a \$48,000 contribution from Hanmer Springs Thermal Pools and Spa but does not include any other third-party income.

This strategy has been developed after a long period of workshops, board discussions and consultation and outlines the optimal way the Board believes tourism in the Hurunui should be promoted.

However, Hurunui Tourism's budget is not large enough to fund all of the initiatives in the strategy so it will aim to work with other organisations where possible. The annual marketing plan will outline the initiatives that Hurunui Tourism will fund each year.

The Guiding Principle

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The national document that guides this strategy is **Tourism 2025: Growing Value Together**, the vision and framework document from the **Tourism Industry Association**¹.

This sets out the aspirational goal of reaching \$41 billion total tourism revenue by 2025, achieved by improving the competitiveness of New Zealand tourism.



¹ Available at www.tourism2025.org.nz

Review of 2011-2015 Strategy

The 2011-2015 strategy set out 28 goals for Hurunui Tourism.

The implementation of the strategy was affected by a significant funding cut in the second year (2012-2013). This meant several initiatives could not be completed.

However, overall the board is pleased with what was achieved given the budget constraint.

The full list of goals and comments relating to their completion / incompleteness are in Appendix A.



Tourism 2010 – 2015

Tourism activity during the period of the previous strategy (2010 – 2015) was mixed.

Total tourism revenue now sits at \$24 billion per year nationally – revenue from domestic tourism makes up the bulk of that (\$14.2 billion)².

Nationally, for the period 2010 – 2013, total international visitor arrivals increased by 8%³. However, the average expenditure per international visitor dropped to \$2,300⁴ (from over \$2,500) and tourism is no longer New Zealand's top export earner.

Between 2010 and 2013, total tourism expenditure in Christchurch declined by \$230 million⁵. Christchurch International Airport passenger numbers decreased from just over 6 million in 2010 to just over 5.5 million in 2013⁶.

The fall has been greatest in international arrivals over this period – around 19%. The decreases are clearly a result of the earthquakes that hit the region in 2010 and 2011.

This is significant for the Hurunui given a high proportion of our visitors come to us via Christchurch.

Despite that, accommodation statistics indicate that Hurunui has experienced a period of growth that is now flattening out. A significant portion of the growth experienced can be attributed to the earthquakes when growing numbers of people sought short breaks from Christchurch.

TABLE 2. Total guest nights (Commercial Accommodation Monitor, CAM)

Year End	Marlborough	Nelson / Tasman	Hurunui	Mackenzie	Timaru	West Coast
YE Jun 10	679,387	1,246,569	293,198	429,011	254,493	1,223,217
YE Jun 11	658,626	1,230,836	320,837	476,085	248,817	1,114,268
YE Jun 12	646,249	1,227,602	347,110	426,281	280,394	1,094,868
YE Jun 13	659,318	1,198,827	333,381	468,857	261,097	1,081,586
YE Jun 14	703,804	1,204,052	335,884	503,902	288,461	1,139,768
Change YE10 to YE14	3.6%	-0.5%	14.6%	17.5%	13.3%	-6.8%

Year End	Wanaka	Queenstown	Waitaki	Central Otago	Dunedin	Clutha	Fiordland	Southland
YE Jun 10	592,071	2,463,496	317,072	312,732	858,234	84,234	428,485	449,122
YE Jun 11	637,114	2,440,810	285,171	281,171	833,792	75,039	424,484	383,060
YE Jun 12	680,603	2,471,971	296,207	302,765	841,861	81,959	377,662	386,990
YE Jun 13	665,331	2,648,905	310,114	284,609	793,000	83,024	384,662	375,500
YE Jun 14	646,858	2,908,027	383,977	306,521	849,381	77,947	461,472	364,219
Change YE10 to YE14	9.3%	18.0%	21.1%	-2.0%	-1.1%	-7.5%	7.7%	-18.9%

² TIA – Tourism 2025 ³ MBIE – New Zealand's tourism sector outlook 2014 -2020 ⁴ TIA – Tourism 2025 ⁵ TIA – Tourism 2025

⁶ CIAL – Christchurch International Airport Annual Report 2013

TABLE 3. Hurunui Guest Nights

Year End	Domestic	International	TOTAL
YE Jun - 10	199,749	93,449	293,198
YE Jun - 11	222,305	98,534	320,839
YE Jun - 12	251,591	95,519	347,110
YE Jun - 13	233,975	99,406	333,381
YE Jun - 14	250,704	85,180	335,884

Hanmer Springs Thermal Pools & Spa (HSTPS) customer numbers over this period show that visitors peaked at 531,000 in 2011-12. Visitors in the last financial year (2013-14) dropped to 518,000. This again illustrates the effect the Canterbury earthquakes had on visitor numbers and is a peak that is now expected to flatten out.

The majority of the visitors to Hanmer Springs Thermal Pools and Spa are domestic. For the last financial year the percentages were:

- Canterbury - 51%
- Other South Island - 7%
- North Island - 7%
- International - 35%



Forecasts for 2015 - 2020

International

The Ministry of Business, Innovation and Employment is forecasting a 25% increase in annual tourism spending by 2020. This would bring the annual spend to \$8.3 billion.

The Ministry also expects 31% growth in total international visitor arrivals between 2013 and 2020, or about 3.9%⁷ per year. Much of this growth is expected to come from the Australian (31.6%), Chinese (122%) and US (22.7%) markets.

The 2015 Cricket World Cup is also expected to lift demand from the UK temporarily and gives an opportunity to showcase New Zealand to the world's media.

As the Christchurch rebuild progresses, the number of international visitors to the city is expected to rise which should lead to an increase for Hurunui too.

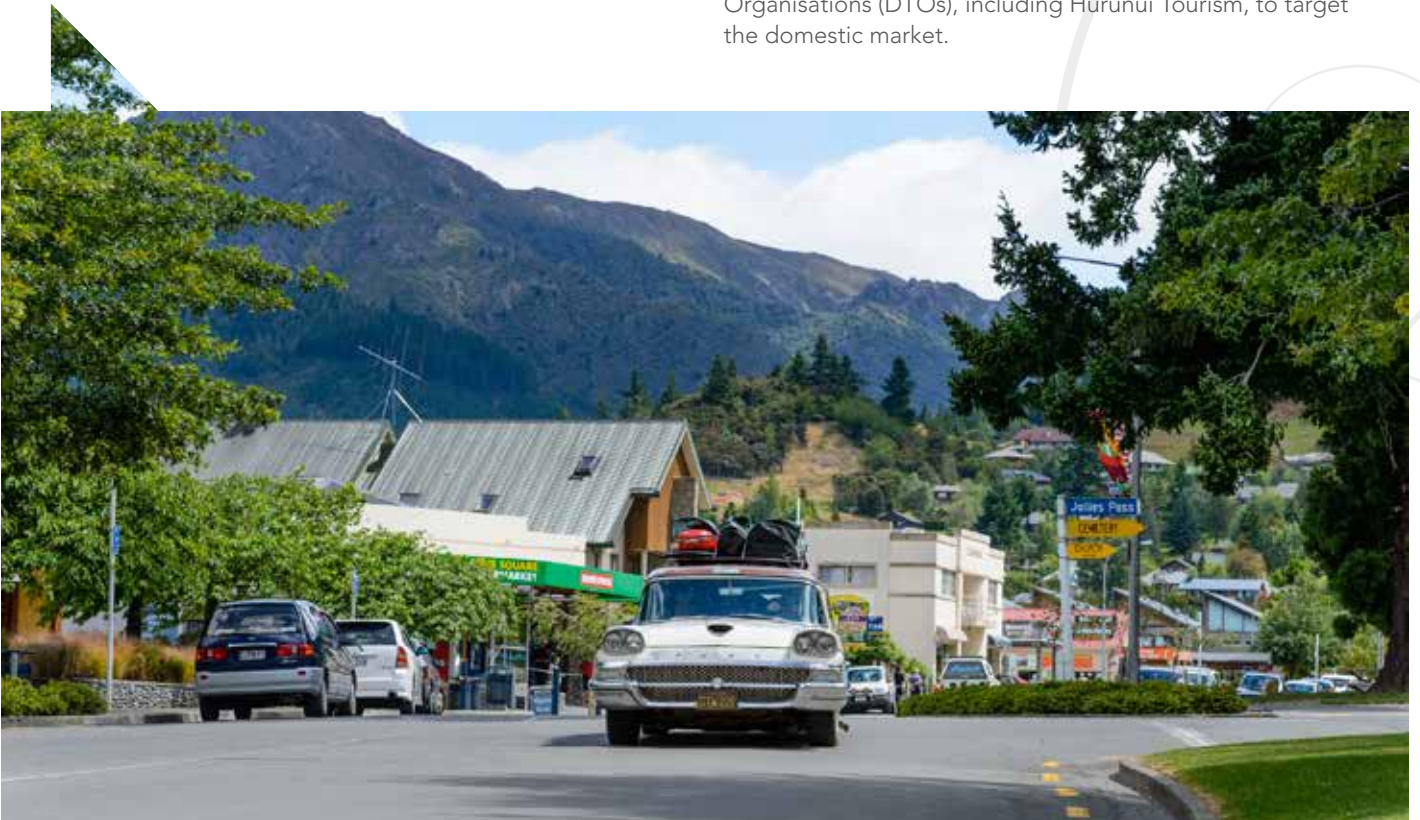
Domestic

Data on domestic tourism forecasts is harder to come by, and the Tourism Industry Association concedes that New Zealand is "insight poor" in this respect.

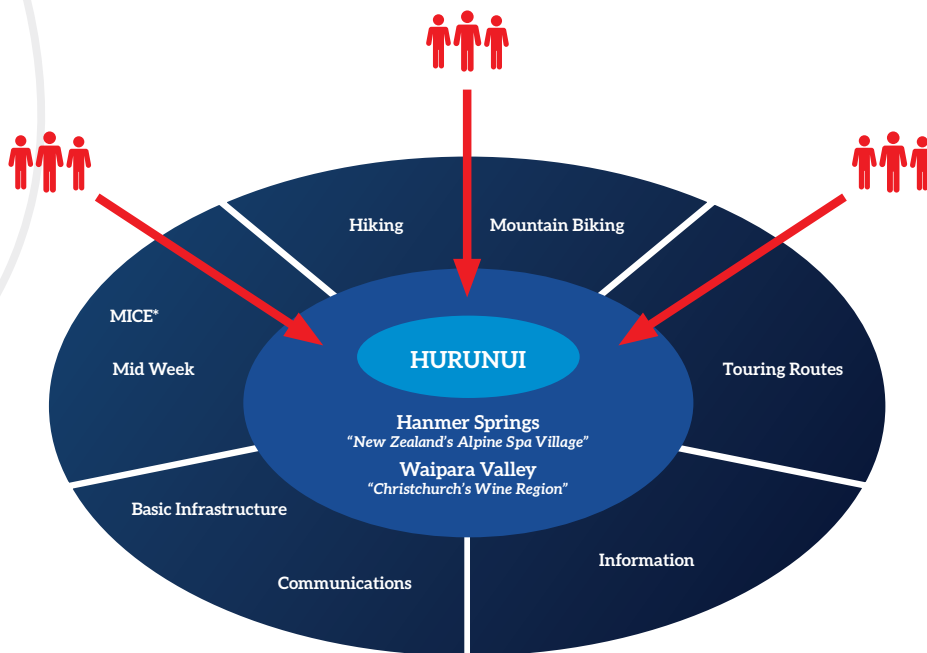
We do know that while New Zealanders' spending on international travel has increased by 66% since 2003, their spending on domestic tourism has increased by just 37%⁸.

The Tourism Industry Association expects domestic tourism spending to increase in the future, particularly as more baby boomers move into retirement⁹ and look to travel more. Hence, there is a push for domestic tourism operators to become more competitive. Promoting authentic and unique experiences (for example, cycle trails) to this market is seen as key.

The size of the spend and expectations of domestic tourism growth reflect how important it is for operators, Regional Tourism Organisations (RTOs) and District Tourism Organisations (DTOs), including Hurunui Tourism, to target the domestic market.



To drive more tourism and tourism-related business to the greater Hurunui district.



*Meetings, Incentives, Conference and Events

The Hurunui Tourism Board has three core strategies to achieve this goal:

1. To feature Hanmer Springs as a key product of the region.
2. To feature Waipara Valley as a key product of the region.
3. To continue to support and enhance tourism in the entire Hurunui district by working alongside operators and identifying opportunities.

The rationale

Comparatively, Hurunui Tourism is a small district tourism organisation (DTO) so it is important its resources are targeted carefully.

This also means it is important that Hurunui Tourism focuses on its strengths. The first two core strategies do this by focusing on promoting Hanmer Springs and Waipara Valley. This will showcase some of the best products and experiences our district has to offer. It will draw visitors to Hurunui, who will then be encouraged to explore the rest of the region.

This is known as a “hub-and-spoke” approach and is one often used by tourism organisations around the world. For example, Tourism NZ often focuses on promoting key New Zealand icons (for example: the glaciers, Mt Cook, Abel Tasman National Park, Hobbiton) to the international audience.

The third core strategy ensures that our spokes are in place and that promotional tools include the key attractions that exist outside of Hanmer Springs and Waipara Valley. This will encourage longer stays in the district and leverage business for operators across Hurunui.

Hurunui Tourism has a wide customer base. Our offering is high quality and diverse so we appeal to both domestic and international travellers, young and old, people with passive lifestyles and those with active lifestyles. Within that, we have identified some market segments that will be our primary focus.

1. Families

Hurunui is an ideal holiday location for families from across the South Island. This is evidenced by the peaks in visitor numbers being aligned with school holidays.

Hanmer Springs has long been a popular holiday destination for Canterbury families with many older Cantabrians having fond memories of visiting the village as a child. Recent research¹⁰ shows this market has a real affection for and a sense of ownership of Hanmer Springs and its pools' complex.

The redevelopment of Hanmer Springs Thermal Pools and Spa to include the freshwater pools and Super Bowl has increased its popularity and potential with families from further afield.

Marketing Hurunui to domestic families will focus on highlighting the district's accessibility, affordability, the fact it offers something for everybody, and that there's always something new to see as well as some best-kept secrets.

There is also scope to market Hurunui to families from international markets, particularly Australia and the United Kingdom. Reaching out to those who are visiting friends and relatives in the South Island will form a key part of this strategy.

2. Couples

With the growing number of boutique accommodation providers and unique visitor experiences, there is increasing opportunity to market Hurunui as a destination for couples.

This market segment includes both parents and childless couples of all ages and lifestyles and even couples travelling in groups.

Key messages will again focus on the Hurunui's accessibility, natural beauty, broad product offering and, for South Island markets, the ease and affordability of taking a break away locally.

The opportunity to market to couples applies to both domestic and international markets though, as demonstrated above, messaging will be targeted differently.

3. Special Interest

Hurunui District, and especially Hanmer Springs, is well equipped (having the necessary infrastructure and accommodation) to host special interest groups. These include sporting groups, people attending special celebrations and groups of friends / families going away together.

There are also opportunities to target groups attending events in nearby destinations (including Christchurch and Nelson).

Marketing Hurunui and Hanmer Springs to special interest groups will focus on the district's accessibility and convenience (90 minutes from Christchurch), affordability and range of attractions and activities ideal for groups.

4. Meeting and Celebrations

Hanmer Springs is well-positioned to host small to medium-sized meetings and special celebrations. There are also venues in other parts of the district that have marketing potential.

The sheer beauty of the Hurunui makes it a natural and

spectacular backdrop for weddings – particularly for South Islanders wanting a ‘destination wedding’. It is also a popular option for other celebrations including milestone birthdays or pre-wedding parties.

Corporates have long recognised Hanmer Springs as an ideal option for conferences, particularly small to medium-sized meetings.

The village has plenty of smaller function rooms and organisers, its alpine setting provides an excellent atmosphere for attendees to concentrate and there is a huge range of activities for team building or break out exercises.

A key benefit of attracting meetings is that they will take place mid-week when the village is at its quietest.

5. Events

Events are an important part of any district’s tourism sector – they can attract large numbers of tourists from outside the region, from a number of different niche markets, who often have high expenditure.

Hurunui District currently has a leisure events calendar with a number of small to medium events supplemented by a few larger events (for example, Christmas Country Fete, Art in a Garden). Many of these have been built up from scratch by volunteers. Hurunui Tourism is available to help those developing or overseeing both current and future events with advice on everything from resourcing to promotion.

6. Internationals

The target audiences identified above apply to overseas markets. There are also a number of opportunities in emerging markets around the world.

Tourism 2025 identifies China, India and south-east Asia as emerging markets where the growing middle classes are leading to huge growth in demand for overseas travel.

Hurunui Tourism will actively target these markets as well as our existing international markets, Australia, the United Kingdom and the United States.



New Zealand’s Alpine Spa Village

Hanmer Springs village is uniquely positioned to drive tourism growth across the district. Situated at the northern end of the district, only 90 minutes’ drive from Christchurch, visitors approaching from the south must travel across the district to reach Hanmer Springs.

Hanmer Springs has long been recognised as a destination for ‘active relaxation’ – a place with mountains, forests, clear air, outdoor opportunities and the iconic Hanmer Springs Thermal Pools and Spa.

The village has the necessary infrastructure to continue to drive tourism growth in the area. There are plenty of food and beverage options, a range of established accommodation providers with associated conference and event facilities and boutique shopping.

There is an opportunity to further position Hanmer Springs as New Zealand’s alpine spa village. This is the village’s unique selling point and sets it apart from other New Zealand tourism destinations. It is self-explanatory and when used properly can conjure not only a visual image but an emotive response.

Hanmer Springs is ideal for marketing to our target audiences, all ages and all lifestyles (passive and active).

Specific objectives:

• Develop the Hanmer Springs proposition in relation to the Hurunui brand.	2015 – 2020
• Develop support material specifically for the MICE industry.	
• Market the village to the cycling/mountain biking communities.	
• Increase awareness and consideration of Hanmer Springs outside of the Canterbury region.	

Christchurch's Wine Region

Waipara Valley is 45 minutes' drive from Christchurch and well positioned to capitalise on its proximity to a city of nearly 440,000 people.

The area's distinctly different geology with gravelly deposits, loams and limestone derived clays has literally formed the foundation for a now-thriving wine region.

Waipara Valley has 74 vineyards, 21 wineries, 12 cellar doors and 4 winery restaurants and a new 16-kilometre cycling/walking trail. Many wines grown in the region are award-winning and attract international attention.

The Waipara Valley has some outstanding attractions and assets that are well suited to the Christchurch market.

These include some of the iconic wineries and winery restaurants but also the historic Weka Pass Railway and Iron Ridge Quarry Sculpture Park.

It is an excellent destination for a weekend drive.

The long term strategy is to build a stronger relationship between Christchurch and Waipara Valley – marketing the area's wine to this metropolitan audience, similar to the way Martinborough is Wellington's wine region or the Barossa Valley is Adelaide's wine region.

Specific objectives:

<ul style="list-style-type: none"> • Develop the Waipara Valley proposition in relation to the Hurunui brand. 	2015 – 2020
<ul style="list-style-type: none"> • Decide on the future of North Canterbury Food and Wine Trail. 	
<ul style="list-style-type: none"> • Investigate a joint venture with Waipara Valley North Canterbury Winegrowers Inc. 	
<ul style="list-style-type: none"> • Establish and continue relationships with tour operators in Christchurch. 	
<ul style="list-style-type: none"> • Develop and implement an annual plan to promote Waipara Valley to Christchurch. 	Annually
<ul style="list-style-type: none"> • Assist with development of Waipara Valley specific collateral. 	Annually

Enabling and growing tourism in any district starts with laying down a solid foundation of infrastructure, promotional tools and support for operators.

Hurunui Tourism leads the creation of that foundation in our district.

OUR KEY FUNCTIONS ARE TO:

- Educate markets on what our district offers
- Create promotional tools that provide compelling reasons to visit
- Build relationships that raise awareness/promote our district
- Support operators
- Work to ensure industry infrastructure is in place.
- Create promotional tools that enhance the customer experience when visiting the region.



1. Basic Infrastructure

The backbone of any district’s tourism industry is to ensure basic infrastructure is in place – from road signage to specific promotional tools to market the district.

Specific objectives:

• Enhance Hurunui District’s presence at the Hanmer Springs i-SITE.	2015 – 2020
• Enhance the smartphone app to promote the district.	
• Review and improve signage in the area so roads and attractions are clearly signposted.	
• Replace the information boards located around the district.	
• Develop and implement an annual marketing plan.	Annually
• Publish and distribute the Official Visitors Guide.	Annually / Biennially
• Maintain and enhance the website, www.visithurunui.co.nz	Ongoing
• Update community township maps.	Annually
• Work with council officers to address areas of concern regarding tourism infrastructure.	Ongoing

2. Communications

Hurunui Tourism will continue to assist tourism operators throughout the district with advice and support. To assist

in further achieving this goal, there will be a renewed focus on engagement and communication.

Specific objectives:

• Undertake regular visits to, meetings with and networking functions in our communities.	Ongoing
• Consolidate tourism industry information from national and regional organisations (e.g. TIA and CCT) and interpret it for Hurunui operators.	Ongoing
• Utilise the information garnered from operators to enhance their profile.	Ongoing
• Enhance relationships with key tourism organisations, specifically CCT, Waimakariri, Kaikoura and the West Coast DTOs.	Ongoing



3. Attracting cyclists and walkers

Road cyclists, mountain bikers and walkers are viewed by the Tourism Industry Association as being key target markets for New Zealand tourism.

The success of products like the Central Otago Rail Trail show their potential to boost domestic tourism by drawing visitors back to a region they may have already been to and offering them a completely new experience.

Likewise, cycling and mountain biking in New Zealand's

beautiful environment holds great appeal to international visitors. Between 2008 and 2012, 318,000 international tourists participated in cycling sports¹¹.

Cycling tourists are also high value visitors, spending an average of \$3,800 per trip compared with the average of around \$2,300 and a portion of cycling visitors are of higher value still. Tourism New Zealand figures show 22% of international cycling tourists spent over \$5,500 on their trip.

Specific objectives:

<ul style="list-style-type: none"> Identify and profile any stand out walks and cycling trails in the district. For example, the St James Cycle Trail. 	2015 – 2020
<ul style="list-style-type: none"> Increase the profile of all walks and biking information for the region both domestically and offshore. 	
<ul style="list-style-type: none"> Work with key mountain biking and walking stakeholders in the district – the Department of Conservation, the Hurunui Trails Trust, Hanmer Springs Mountain Biking Club and Track Network Group to identify key trails, issues that they need assistance with and potential future developments. 	Ongoing

4. Profiling and establishing touring routes

Road trips are also of great appeal to both domestic and international tourists and the growth in 'Free Independent Travellers' (FITs) lends itself to using the Hurunui's greatest road trip, the Alpine Pacific Triangle touring route, to attract more visitors here.

The route is an easy drive that takes in some of the South Island's greatest scenery between Hanmer Springs, Waipara Valley and Kaikoura.

Already promotion of road trips has been met with success. For example, Tourism New Zealand's 2013 campaign The South Island Road Trip yielded more than 43,000 referrals to travel sellers from Australians¹².

It is imperative that Hurunui, in conjunction with nearby RTOs and SOUTH (Christchurch Airport's marketing initiative), works to establish strong top of the South Island touring routes.

Specific objectives:

<ul style="list-style-type: none"> Utilise the established Alpine Pacific Triangle touring route as a key route for promotion. 	2015 – 2020
<ul style="list-style-type: none"> Develop further touring routes to promote to the market. 	
<ul style="list-style-type: none"> Work with Christchurch International Airport (CIAL) and its subsidiary, SOUTH, on initiatives to promote road trips in international markets. 	Ongoing
<ul style="list-style-type: none"> Continue to work with Christchurch and Canterbury Tourism (CCT) and neighbouring District Tourism Organisations (DTOs) including West Coast, Kaikoura, Nelson/Tasman to profile the top of the South Island. 	Ongoing

5. Improving Measurement

As identified in the Tourism Industry Association 2025 strategy, insight driven by quality data is key to developing tourism.

Capturing solid data tells us everything from who our different visitors are, how long they are spending in the region, where they are going and the sort of experiences they are after. Such measurement enables effective management and marketing of specific tourism assets.

In recent years, Hurunui Tourism has used a variety of data sources and benchmarks:

- Commercial Accommodation Monitor (CAM) statistics.
- Hurunui Visitor Indicator (HVI).
- Holiday homes occupancy.
- Hanmer Springs Thermal Pools and Spa statistics.

It is important that these sources are consolidated and regularly reported on to enable the Hurunui Tourism Board to make informed decisions.

Specific objectives:

• Evaluate current sources of statistics.	2015 – 2020
• Establish a consolidated reporting structure.	
• Investigate the possibility of new measurements, for example of the hospitality sector.	
• Provide a regular consolidated report to the Hurunui Tourism Board.	Annually



6. Growing our MICE share

The Meetings, Incentives, Conferences and Events (MICE) industry provides a number of opportunities to bring customers to Hurunui.

Participants in this industry are hugely valuable as tourists as the following statistics¹³ show:

- Domestic convention delegates spent an average of 3.2 nights away from home.
- International convention delegates spend an average of 8.5 nights in New Zealand (5.0 in the host region and 3.4 in other regions).
- On average each international delegate spent a total of \$3,094 in New Zealand, spend per domestic delegate was \$1,545.

As the Christchurch and Canterbury rebuild continues, the opportunity for the region to host more conferences – both large and small – increases.

Leisure events are also major drawcards. Hurunui is competing with other districts to attract participants in events such as mountain biking, marathon running, wine, food and other festivals. It is vital that Hurunui Tourism supports the development of events in the district. The level of support and how it is applied are yet to be determined.

Specific objectives:

• Develop tools and relationships to attract additional MICE to Hurunui.	2015 – 2020
• Evaluate and identify MICE being held in nearby markets for leveraging.	
• Analyse the events industry as it relates to Hurunui District to determine the role of Hurunui Tourism in the events market.	
• Implement a support plan (not necessarily monetary) to develop the events portfolio in Hurunui District.	Ongoing
• Maintain digital support for all events in the district.	
• Manage and profile the established calendar of the Hurunui’s key events.	Annually

7. Boosting mid-week business

Statistics have consistently shown that Hurunui district tends to be very busy on weekends and quieter during the week.

This is an opportunity that has been identified by operators in Hanmer Springs where the Business Association has launched new tools to draw visitors to the region mid-week.

Specific objectives:

• Research the size, characteristics and opportunities of the mid-week market.	2015 – 2020
• Develop and implement a specific mid-week marketing plan.	

¹³ MBIE Covec Convention Delegate Survey 2012

Hurunui Tourism is committed to measuring how well we achieve our goal of driving more tourism and tourism-related business to the district.

This section of the strategy sets out specific and measurable key performance indicators which we will aim to achieve.

To set these we examined the national goal – Tourism 2025 has a stated goal of growing tourism value by 6% year on year for international tourism and 4% year on year for domestic tourism – and took into account the additional challenges Hurunui Tourism will face in 2015-2020.

THESE INCLUDE:

- The rate of growth in international arrivals through Christchurch Airport (our closest and main port) being slower than at ports in the rest of the country.
- The significant increase in domestic tourism post-earthquakes (as Cantabrians came to the Hurunui for a break) being potentially unsustainable.
- Growth in our domestic market hinging on opportunities with new migrants and the difficulties in reaching them.
- The lack of significant investment in new tourism-based product in the Hurunui while significant development is being made elsewhere. For example, the new mountain bike park in Christchurch and new hotels in Tekapo.
- The national focus on marketing New Zealand to emerging markets offshore – markets that will tend to gravitate to the country's iconic products (Queenstown, Fiordland and Abel Tasman). Smaller markets, including Hurunui, are more likely to attract these on subsequent visits.

OUR KEY PERFORMANCE INDICATORS (KPIs) HAVE BEEN SET AS:

1. Increasing domestic tourism value by 2.5% year on year
2. Increasing international tourism value by 3% year on year

These will be based on overall tourism value and measured by the Ministry of Business Innovation and Employment's Regional Tourism Estimate. This measures spend via electronic card transactions and does not include cash transactions.

Hurunui Tourism domestic tourism KPI: continue 2.5% growth year on year

YE March	2009	2010	2011	2012	2013	2014	2015*	2016	2017	2018	2019	2020
\$ millions	58.94	63.91	69.88	80.04	79.00	79.97	80.92	82.95	85.02	87.15	89.33	91.56
% change		8.4%	9.3%	14.5%	-1.2%	1.2%	1.2%	2.5%	2.5%	2.5%	2.5%	2.5%

Hurunui Tourism international tourism KPI: achieve 3% growth year on year

YE March	2009	2010	2011	2012	2013	2014	2015*	2016	2017	2018	2019	2020
\$ millions	35.98	36.63	34.20	31.00	27.73	29.61	30.91	31.84	32.80	33.78	34.79	35.84
% change		1.8%	-6.6%	-9.4%	-10.1%	4.4%	4.4%	3.0%	3.0%	3.0%	3.0%	3.0%

* Note that the figures for YE March 2015 are not available yet, therefore a proxy has been used – domestic growth of 1.2% and international growth of 4.4%, as per the previous year's growth. Once the YE March 2015 figures are released, the projections will be adjusted.

MONTHLY MONITORING

These figures are released in March each year. Therefore during each financial year, Hurunui Tourism will report to its board using Commercial Accommodation (CAM) statistics as a proxy. Hurunui Tourism will also report to the board on the wider market, using Christchurch Airport visitor arrivals, Hanmer Holiday Home and Hanmer Springs Thermal Pools and Spa statistics.

1. Our Brand and our Visitors

√	Clarify brands focused on visitors; particularly for Hurunui District, Hanmer Springs and Waipara Valley.	Brand developed and 'wellness' endorsed as the brand's positioning for visitors.
√	Review and update brand executions. Consider other sector applications within the district to leverage further value.	Brand executions completed.
√	Ongoing endorsement of the wellness positioning, along with enhanced positioning of Waipara Valley in the Christchurch market.	Core adverts were developed: - Well. Beings. (<i>Hanmer Springs</i>) - Well cared for. (<i>Waipara Valley</i>) - Here every day turns out well (<i>Hurunui District</i>) Waipara Valley was made more prominent in various publications including the holiday guides, the official visitor guide and the app.
√	Ensure the District continues to be promoted as a quality family fit with a goal of improving yield, with ongoing consideration of the development of luxury elements in the district.	Promoting appeal to families has been woven throughout all communications – including editorial coverage. Tourism value in the district increased from \$104.1 million to \$109.4 million (5.1%) from 2011 – 2014 ¹ , demonstrating an increase in yield.

2. Markets for Hurunui Tourism

√	Focus on and enhance activity in existing key markets – Christchurch and South Island, Australia.	Participated in TNZ and CCT road shows and sales agent training in Australia. The holiday planner (targeting the South Island) was placed in the market every year and in 2012 and 2013 there were also winter editions.
X	Develop North Island (Auckland focus) and maintain FIT (Europe) markets.	The FIT international markets remained a strong focus of Hurunui Tourism with involvement in all Tourism New Zealand onshore activity hosting famils, media, participation in Mega Famil programme and TRENZ. Additional work is required before push into North Island.
√	Consider opportunities for new origin markets through new airline entrants to Christchurch airport. In the short term as a supplement to Christchurch as a first night option. This will include the Tier 1 prioritised international origin market of China (alongside Australia), as identified by Tourism New Zealand.	An active partner in the SOUTH collective targeting China and Australia.
X	Develop "What's New" ongoing communications targeted to the significant repeat visitor segment	Both the holiday guide and regular Hurunui News feature focused on South Island repeat visitors. We also worked alongside CCT in promoting the district's highlights to their social media audiences.

3. Access to Markets

√	Publish an annual Marketing Plan.	Completed each year.
X	Update the District Tourism Online strategy. (Considering paid and organic search, and content partners)	Formal strategy not written. However visithurunui.co.nz was redesigned twice during 2011-15 to keep the site current. The mobile app was also developed.
√	Maintain the role of a strong key Hanmer Springs/Hurunui i-site Visitor Centre presence, print collateral and its effective distribution.	OVG (Official Visitors Guide) was distributed through channels including i-SITEs, Christchurch Airport and tourism distribution networks; between 60,000 and 80,000 per year. Additional pickup points at i-SITEs throughout Canterbury, West Coast and the Top of the South were added.
√	Consider further district i-SITE presence based on local community engagement and an economically acceptable model.	Additional i-sites in the district were investigated but considered to be uneconomic.
√	Continue the District's presence at relevant Tourism Trade Shows and with influential media.	Active participant at TNZ consumer road shows. Have been to Perth, Melbourne, Sydney and Brisbane over the last 5 years. Continued to support media famils, both direct and via CCT & TNZ.

4. Improve Tourism Sector Performance, and Development

√	Maintain the peak relationship with Christchurch and Canterbury Tourism.	Strong relationship with CCT including regular attendance at DTO meetings, regular host famils and participation at CCCB events (e.g. Convene South, Meetings)
√	Continue and expand the Tourism sector relationship with West Coast, Nelson, Kaikoura, Marlborough and Waimakariri.	Relationships built via Top of the South collective with West Coast, Nelson and Marlborough. Continue to work with Waimakariri & Kaikoura on initiatives e.g. the North Canterbury Food & Wine Trail.
√	Event and Product development framework established (Priority focus given to events and product that is linked to the District brand, enjoys strong local engagement and ha a positive economic impact), with funding guidelines outlined.	This framework has been approved at the Hurunui Tourism board and is currently on the Hurunui District Council table. It will be considered by Council at a later date.
√	Specific Product Development: Cycling and Walking from Hanmer Springs. Further develop the DOC engagement in the District visitor industry (St James as an important visitor experience).	Comprehensive information on St James Conservation Area is now available on our website. We have also supported the development of the Waipara Valley Vineyard Trail, are working alongside mountain biking groups to promote the trails in and around Hanmer Springs and in talks with DOC to develop a specific website to promote trails.
X	Consider support for heritage development from e.g. Te Papa, for story development, collection presentation. Particular focus on wellness, and food and wine stories.	Hurunui Tourism was made aware of an external project to develop existing heritage buildings and museum style opportunities across the region. Unfortunately, this proposal was not progressed due to changing priorities.
√	Develop support of Enterprise North Canterbury for capability build for tourism operators (business and technology focus).	Strong relationship with ENC developed. Opportunities for tourism operators in the district are communicated.

5. Destination Management

√	Specific visitor oriented infrastructure improvements outlined for council planning needs e.g. access roads (e.g. Gore Bay Coastal Drive, St James) and visitor reserves to be enhanced (e.g. Lake Sumner Forest Park). Improvement and development of walking and bike trails product.	A signage audit was conducted with a view to improving signage for visitors. Supported Hurunui Trails to get their website and brochure for the Waipara Valley trail completed.
√	District wide signage audit and enhancement plan (with a focus on visitor needs) developed, to focus on creating appropriate awareness of available tourism product.	Audit completed. Enhancement plan discussed but not being taken further until funding is available
√	Develop an annual update and education forum for tourism operators from smaller communities.	HTB meetings and networking opportunities taken around the district. Tourism Review document developed in 2013 to outline past 12 months of work, not completed in 2014. Promoted TNZ and CCT tourism workshops to district operators.
√	A Freedom Camping position for the district established in line with local and central government frameworks, and well communicated to visitors.	The Council Freedom Camping bylaw is available on the website and is communicated via third parties e.g. the Motorhome Caravan Association.
√	Engagement of the tourism sector in the Hurunui District 2011 LTP process.	We have worked to communicate the LTP proposals to operators and encouraged them to make submissions and engage with the process.
√	Maintain the Targeted Rate process to continue to support the advocacy for Tourism.	Targeted Tourism Rate maintained. Reviewed in 2012-13 which led to a funding cut.

6. Measurement

X	Complete and implement District wide Accommodation Monitor.	Accommodation monitor developed but it proved difficult to have 100% involvement from accommodation providers. A revised monitor was developed but its effectiveness is under review.
√	Focus on Capacity and Seasonality as key measurements.	The Holiday guide was published twice with a focus on Winter to boost winter numbers. Increased support of key events that are held during non-peak times e.g. Christmas Country Fete, Art in a Garden, Waipara Valley Wine and Food Festival.
√	Hurunui Tourism Board scoreboard developed to demonstrate progress against measureable outcomes. This should begin with existing data sets (e.g. HSTP&S and Accommodation Monitor) and expand as more effective tools are developed (e.g. Access to market (channel) performance, Visitor arrivals tracking, Accommodation, Restaurants, Activities Monitor).	Reporting system developed through a consultant but not implemented due to funding cut.

