

TARANAKI

2050

TOURISM

TRANSITION PATHWAY ACTION PLAN

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Executive summary

In August 2019 Taranaki launched a co-designed Roadmap for how the region will transition to a low-emissions economy by 2050. A collaborative process has been used to further develop detailed actions across the 12 pathways the Roadmap identifies. This document describes the actions required in the Tourism transition pathway and is primarily a record of an action framing process held with sector and regional participants in June 2020.

Introduction

Taranaki is blessed with the Maunga, moana and surf, as well as a variety of gardens, walkways and interesting experiences. The Govett-Brewster Art Gallery, the Len Lye Centre and a burgeoning café and food/drink scene have all helped create an upmarket vibrancy that appeals to a variety of visitors.

Building off these assets, the tourism sector has grown significantly in Taranaki in the last few years. Tourism can help diversify our economy to provide green and meaningful jobs as part of our just transition. Recently there have also been significant investments in experiences and infrastructure to further unlock the region's potential.

However, there are some challenges. Reducing emissions in a sector linked to air travel is not easy. Visitor growth can also create infrastructure pressures, overcrowding and environmental impacts. Finally, the region is not on the main tourist trunk route, and has traditionally provided low-paid, less secure jobs. Nearly every region in New Zealand is competing for the tourist dollar.

Vision, action statement and focus areas

In the Taranaki 2050 Roadmap, the Tourism vision was:

The tourism sector in Taranaki 2050 is prosperous. Sustainability – of the environment, workforce and sector – is at the heart of our tourism. Tourism growth is regenerative, not degenerative, to our natural and human resources, and retains the authenticity of our offering. Energy efficient transport and other infrastructure is well established and enables easy access in and around the region for everyone.

The region has many diverse, high-value, sustainable and exciting tourism jobs and offerings, products and services that are available for everyone to experience.

Our story and what we stand for is well known, communicated and shared. We are known for our manaakitanga across all cultures and for our commitment to low-emissions practices as a 'green' region.

Building on this, an action statement was developed at the Tourism workshops, to:

'Create a thriving sustainable tourism sector and welcoming destination renowned for our rich natural and cultural heritage and arts; driven by a collaborative and passionate region bursting with pride.'

The workshops considered that to deliver this Taranaki would need:

- 1) A low-emissions and sustainable sector that respects and values the mana of Taranaki Maunga and tangata whenua

- 2) A focus on growing value from visitors to reduce the need to grow volume
- 3) A prosperous sector that invests in its capability and provides meaningful jobs, and
- 4) Actions that enrich the cultural, physical and mental well-being of the communities in Taranaki.

Tourism strategy

Taranaki has gradually been transforming its reputation, from a traditional rural province to one with a sophisticated arts and food scene and welcoming hospitality. It is a place to experience nature in a more relaxed way than other parts of New Zealand.

To be successful and to effectively compete going forward, Taranaki needs to further define its unique selling points. An important step in this strategy evolution is to investigate and cross-map our regional offerings, or those which could be further developed against emerging visitor segments and preferences. These would be overlaid with low emissions and growing sustainability consciousness.

COVID-19 has had a significant impact on the tourism sector. There has been a loss of revenue during the lockdown period, no international tourists are coming into the region and many events, conferences and sports tournaments that help bring in visitors all year round have been cancelled.

As the date for reopening of New Zealand's borders is unknown, the emphasis on domestic tourism has been brought to the forefront for the sector. This Transition Pathway Action Plan (TPAP) considers immediate actions in response to COVID-19, given the impact on the longer-term position. The impacts of COVID-19 will also be considered as part of taking the action plan forward in 2020 and the subsequent two years (via the regional recovery plan and its economic pillar 'return to better' tactical plan).

Actions

The following actions have been identified across the areas below:¹



1) Environmental stewardship and low-emissions tourism

- a. Support low-emissions travel and experiences.
- a. Implement sustainability initiatives, e.g. signage and information on the Tiaki Promise², and supporting tourism operators to undertake sustainability commitments.

¹ It should be noted that these capture discussion at the workshops and are not a prioritised list.

² The Tiaki Promise is a commitment organisations and individuals can make to care for New Zealand, for now and for future generations. Refer to <https://tiakinewzealand.com/>

2) Marketing and promotion

- a. Undertake a COVID-19 domestic marketing campaign, including marketing the Taranaki Crossing as soon as possible.
- b. Complete the Taranaki Story. This is an overarching regional story (aligned with the successful New Zealand Story) and a range of sub-stories, including a visitor story. It also includes updating imagery to support the story.
- c. Update branding guidelines, marketing products (websites and free maps) and consider innovative methods to promote the region.
- d. Create a step change increase in marketing budget as a medium-term aim.

3) Experience and product development

- a. Complete a design-thinking exercise on the domestic market to inform product development and immediate response.³
- b. Complete existing investments in experiences as soon as possible (e.g. Taranaki Crossing, Kaitake Trail, Taranaki Cathedral, Parihaka Visitor Centre, Dawson Falls Lodge).
- c. Experience development in cluster areas where competitive advantages and mutual benefits exist (e.g. ecotourism, artisan food, arts, rural experiences, cycleway experiences, well-being tourism and products).
- d. Development of commissionable products
- e. Events strategy – implement a smart, multifaceted and exciting approach.

4) Leadership, structures and collaboration

- a. Initiate regional collaboration on the three drive journeys (the west coast, the central region and a coastal arts trail).

5) Access, amenities, services and infrastructure

- a. Complete existing infrastructure investments (e.g. investments already noted in the Infrastructure and Transport TPAP such as SH3 and SH43, and others such as car park developments and Yarrows Stadium)
- b. Advocate for emerging investments, especially those reducing pressure on the environment and supporting low-emissions transport and active modes of travel
- c. Support smaller towns and CBD experiences.

6) Capability and development

Workshops to support tourism operators in:

- a. Digital capability
- b. Following tikanga Māori in operations, supporting the Māori role in resource management and working in partnership with iwi and hapū.

In addition, activities are needed that help the whole region to be visitor ambassadors and promoting our green tourism sector as an attractive career option.

³ To expand on this, this exercise would put the visitor at the heart of development and understand their needs, problems and insights. This exercise will build on this TPAP, and consider the region's competitive advantages, and where products can be developed using a strengths-based and user-centric, empathy approach.

Next steps

The actions in this pathway action plan will feed into a wider programme that will work with all stakeholders to take actions forward.

Context

Aotearoa New Zealand is moving towards a low-emissions economy

The world has committed to taking action to lower greenhouse gas emissions.

In 2016, Aotearoa New Zealand ratified the Paris Agreement. Under this agreement, New Zealand needs to reduce emissions to 30% below 2005 levels by 2030.

Taranaki is seeking to lead the transition to a low-emissions economy in New Zealand after the coalition Government announced it would grant new petroleum exploration permits only for onshore Taranaki and nowhere else.⁴ New Zealand's two largest contributing sectors for emissions are agriculture and energy (including transport)⁵. These sectors are a key part of Taranaki's economy. While forestry has considerable potential to offset emissions, a significant transition to a low-emissions economy will be required.

In addition to this, in the first half of 2020, the COVID-19 pandemic led to major restrictions on the movement of people, with subsequent impacts on economic activity. New Zealand – including Taranaki – was not immune. The economic shock is forecast to significantly increase regional unemployment, reduce gross domestic product (GDP) growth and lead to economic restructuring in industries most impacted⁶. These impacts may take time to manifest themselves given the dynamic nature of Taranaki's regional labour market and its underlying strength.

The past shows us that the impact of large transitions, such as what we need to do to lower our emissions and the economic shock of COVID-19, can lead to a legacy of negative impacts for some. A just transition is about managing these effects to continue to build a fair and inclusive New Zealand. For Taranaki, it means ensuring we keep what is great about our region while planning for more people to share in these benefits.

A just transition, requiring system-wide behavioural and institutional change to ensure more parity in outcomes for people, is needed. Co-creation with communities, iwi, local and central government, businesses, educators, unions and workers is the cornerstone of the approach we are taking in Taranaki. The Taranaki 2050 project has been designed to ensure the change process is developed from the bottom up and ensure no-one across Taranaki's communities is left behind.

Our vision is for Taranaki to be a low-emissions economy

Our vision for Taranaki in 2050 has been co-designed by the region. It considers not just how our economy will change, but all aspects of our lives. It provides the opportunity to plan for inclusive growth as we transition to a low-emissions economy.

⁴ <https://www.beehive.govt.nz/release/planning-future-no-new-offshore-oil-and-gas-exploration-permits> . Note that existing off-shore permits remain in place.

⁵ *The New Zealand Productivity Commission, Low-emissions economy: Final report, August 2018, p.30. Data from 2016 figures.*

⁶ *Infometrics, Economic Impacts of COVID-19 on the Taranaki Economy – Early Estimates, April 2020. The report was commissioned by Venture Taranaki and the New Plymouth District Council and anticipates a 8.5% contraction in regional GDP for the year to March 2021. Jobs are expected to decline 9.5% in the region.*

The Taranaki 2050 Roadmap was launched as a draft on 9 May 2019 at the Just Transition Summit in New Plymouth. It was issued in its final form in August 2019 after further input from a wide range of people and organisations. Overall, the Roadmap development involved over 70,000 engagements.

The Roadmap is the first step taken by the region to develop a just transition plan to a low-emissions economy. The draft was the culmination of 29 workshops on 12 transition topics, plus surveys and community outreach. There was also a creative challenge and specialist workshops/engagement for youth. More than 14,000 people viewed the introductory online video, and the creation process engaged ideas from more than 1,000 people. The workshops mixed the diversity and talent of our region with specialist expertise from around the country.

Following the launch of the draft Roadmap, public consultation included visits to more than 40 locations with over 1,000 people. Twenty-five separate email submissions were received from individuals and organisations that represented thousands of individuals, as well as 135 submissions via our online interactive tool.

Themes of the 2050 Roadmap

The people of Taranaki have a vision for 2050 that includes:

A strong sustainable environment

Education options that move and flex with a changing world

Attractive jobs

A similar lifestyle to the one we enjoy now, shared by all

Leading the way in sustainable, low-emissions energy, and

A region that looks out for and cares for itself and its people.

While there were some divergent views for the future of Taranaki across participants, there were also many common themes. What unites us as a region is stronger than what divides us as a region. The main consistent themes were: **sustainability**, **inclusivity** and **enterprise**.

These themes reflect the Māori values of guardianship of people and our environment (similar to kaitiakitanga), the importance of community and caring (similar to manaakitanga), and the need for collective action in our move forwards (similar to kotahitanga). They also signified a focus on long-term outcomes that span generations.

The Roadmap picture follows. To read more about the co-design process used for creating the Taranaki 2050 Roadmap, visit www.taranaki2050.org.nz

Transition Pathway Action Plans (TPAPs)

Following the finalisation of the Taranaki 2050 Roadmap, the Lead Group (20 volunteers from the seven pou of local business, iwi, community, unions, education, and local and central government who guided the co-creation of the Roadmap) and a sub-group known as the Design Council, developed a 'framing' process commonly used in the energy sector.

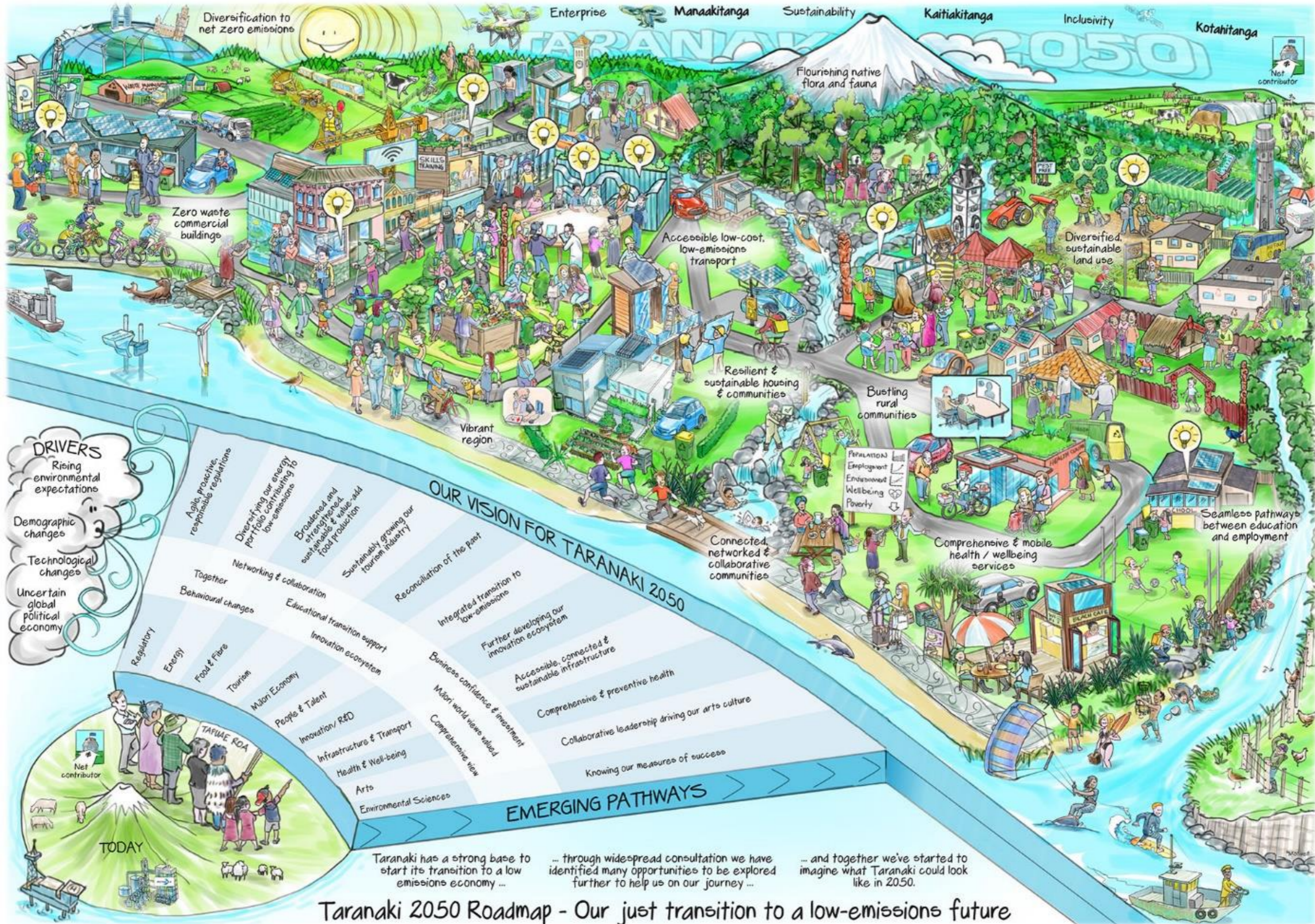
Participants representing a broad mix of the seven pou and with subject matter expertise, were invited to attend TPAP workshops, while others registered via an expressions of interest process on the Taranaki 2050 website.

The Tourism TPAP framing workshops were held in June 2020 (following a delay due to the COVID-19 lockdown).

Based on the co-design themes and the emerging opportunities identified in the Taranaki 2050 Roadmap, the methodology took the divergent thinking and opportunities identified in the Roadmap and channelled them into a more convergent set of tangible actions and outputs to define the short-term actions and medium-term strategy needed to achieve the region's long-term vision for 2050.

Tourism Transition Pathway Action Plan

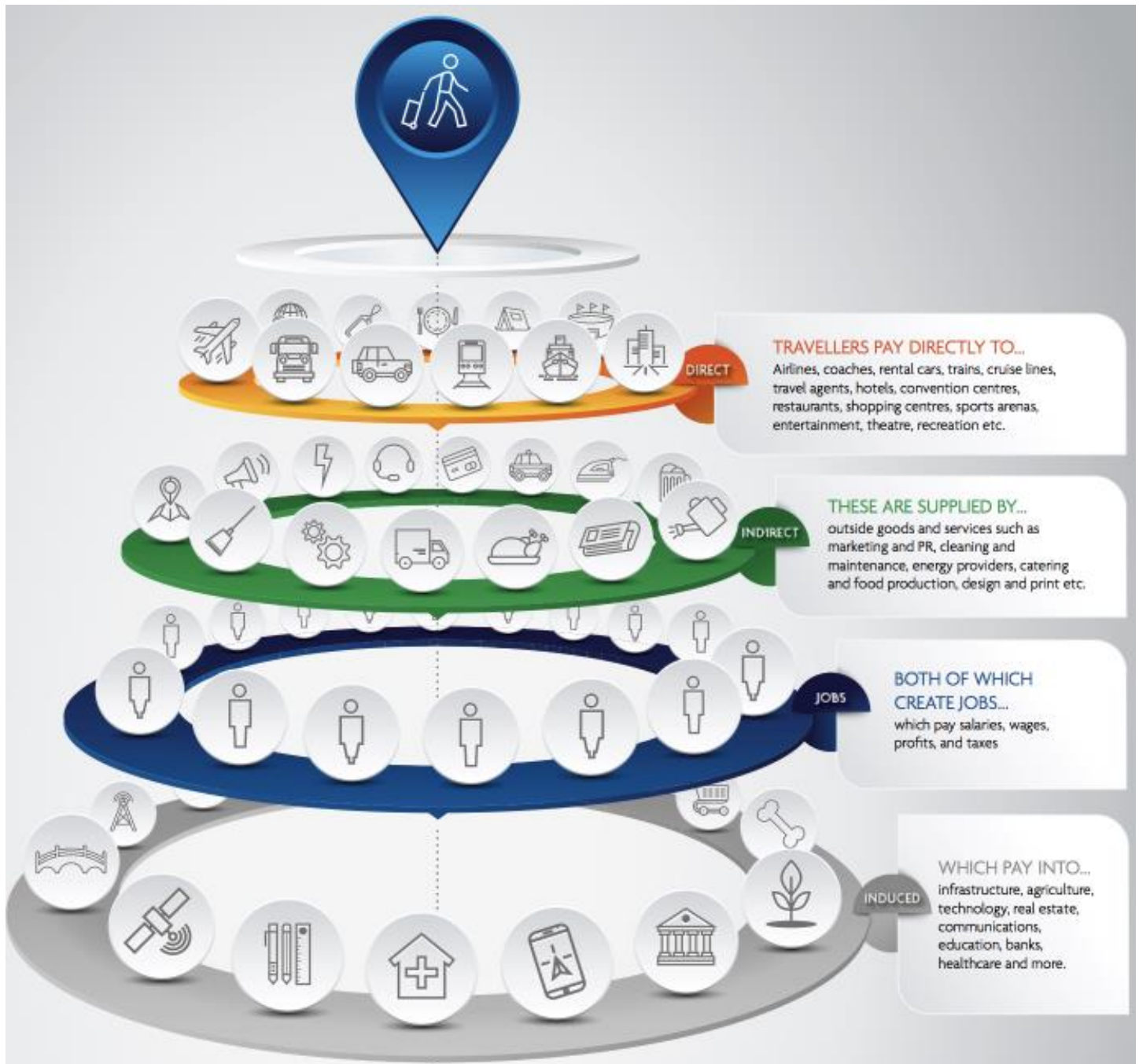
The output from the three TPAP Tourism workshops is described in this document. In preparing it, the Taranaki 2050 team would like to thank everyone who has been part of the process. Your contribution has made a real difference in defining the short-term actions and medium-term strategy needed to meet the goals and vision of the Roadmap. We recognise your time commitment, but more importantly, your respect for the value of manaakitanga during the process. By showing respect, generosity and care for others, you helped create an environment where people felt comfortable sharing diverse opinions.



Taranaki 2050 Roadmap - Our just transition to a low-emissions future

Introduction

This Transition Pathway Action Plan (TPAP) considers the tourism sector in Taranaki, which includes a wide number of services, such as visitor attractions, accommodation, transportation, hospitality and retail expenditure. The flow of this expenditure on the wider regional economy is shown in the diagram below.



The terms 'tourism' and 'visitors' are intertwined. 'Visitor' is a broader term and better relates to the way the impact and value of the sector is measured. Statistics NZ views the visitor sector as encompassing all the activities undertaken by people away from their home for less than 12 months.

For international visitors, these activities take place in a country other than their own. For domestic visitors, these are activities undertaken by people who are away from their home and are spending money on things unrelated to their home. This includes money spent while attending meetings, conferences, etc.

In this document, the term ‘tourism operator’ includes businesses or organisations that directly provide tourism services and products, such as experiences and accommodation.

Destination management

This TPAP has been developed using the Taranaki 2050 process, which aligns with a ‘destination management’ approach and involves integrating and aligning the perspectives, needs and expectations across the seven pou (iwi, community, local and central government, unions, businesses and education), as well as visitors themselves.

Building on the Tapuae Roa Visitor Sector Action Plan

The Tapuae Roa Visitor Action Plan was developed in 2017 and provides a foundation for this TPAP. Since the plan was finalised in 2017 there have been a number of developments.

As discussed earlier, the region has co-designed a Roadmap to have a just transition to a low-emissions economy, with a vision of what Taranaki will look like in 2050. At the Tourism workshops, there were strong messages of environmental sustainability and a prosperous, low-emissions sector that can provide decent and meaningful jobs and career pathways.

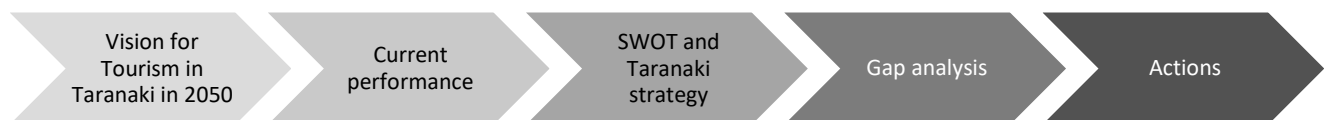
The COVID-19 pandemic has had a significant impact on the tourism sector in Taranaki and the rest of New Zealand. This TPAP considers short-term actions, given this has a flow-on effect to the longer-term response.

A number of the actions in the Visitor Action Plan have progressed. For example, investments have been committed to the Taranaki Crossing, SH3 and SH43 roading improvements, Taranaki Cathedral, trails around the region such as the Kaitake Trail, and a visitor centre at Parihaka.

Ministry of Business, Innovation and Employment (MBIE) published the New Zealand Tourism Strategy in May 2019 and Destination Management Guidelines in January 2020. The guidelines are designed to complement the New Zealand Tourism Strategy.

Outline of document

This document uses the following approach:



Strategic fit

Visitor sector planning needs to be cognisant of national and regional planning frameworks to reduce the potential for conflicting goals. This section considers these frameworks and the strategic fit of the direction of this TPAP.

National frameworks

Central Government

In May 2019 the Government published the New Zealand Aotearoa Government Tourism Strategy.⁷ This was developed as an all of government approach, led by MBIE with the Department of Conservation. Its long-term goal is 'Te puāwai tonu o Aotearoa i te tupu tonu o te ao tāpoi' (Enrich New Zealand Aotearoa through sustainable tourism growth). This goal is supported by a set of desired outcomes and focus areas, summarised in the table below.

Theme	Focus
Te ōhanga The economy	This focuses on the type of growth that we want tourism to deliver – with an emphasis on lifting the productivity of the sector.
Te taiao The environment	Our natural environment is the backbone of Aotearoa New Zealand's economy, culture and well-being. To achieve sustainable tourism growth, we must protect the environment and manage activity within its limits so New Zealand Aotearoa will be in great shape for the next generation.
Ngā manuhiri o te ao, o Aotearoa anō hoki International and domestic visitors	To ensure the sustainability of the tourism sector New Zealand Aotearoa needs to develop and promote high-quality, authentic visitor experiences that draw on New Zealand Aotearoa's unique visitor proposition.
Tātou o Aotearoa me ō tātou hapori New Zealanders and our communities	For New Zealand Aotearoa to achieve sustainable tourism growth we require the support of New Zealanders and our community.
Ngā rohe Regions	We want to make sure that sustainable tourism growth is inclusive and the benefits of tourism are distributed across all regions in New Zealand Aotearoa.

The New Zealand Aotearoa Government Tourism Strategy includes a Government investment framework which covers five key areas of investment to support well-functioning regional visitor destinations.

Attractions – visitors need things to do and see.

Awareness – visitors need to know what's on offer.

Access – visitors need to be able to safely get to where they want to visit, in a timely way, for an appropriate cost.

Amenities – visitors need accommodation, retail and hospitality, drinking water, wastewater and other infrastructure.

⁷ <https://www.mbie.govt.nz/dmsdocument/5482-2019-new-zealand-aotearoa-government-tourism-strategy-pdf>

Attitudes – communities need to welcome visitors to their region.

Central Government investment in tourism prior to COVID-19 primarily came from the International Visitor Conservation and Tourism Levy, the Tourism Infrastructure Fund, the New Zealand Cycle Trail Enhancement and Extension Fund and the Responsible Camping Fund.

COVID-19 support

The Government has created a \$400 million tourism package to support the industry in its recovery from the impact of COVID-19. This includes:

The **Tourism Transitions Programme**, which delivers advice and support for either pivoting a business towards the domestic and Australian market, hibernating a firm or other options.

The **Strategic Tourism Assets Protection Programme**, which provides some funding for assets in the New Zealand tourism industry that form the core of our essential tourism offerings, as well as assets that are culturally, environmentally and/or historically significant.

As part of the Government's Strategic Tourism Assets Protection Programme, up to \$20.2 million is available for the 31 **Regional Tourism Organisations** across New Zealand. This fund has its own investment framework, focusing on domestic tourism marketing, destination management, industry capability building and product development. Venture Taranaki has been provided with \$700,000 as part of this.

A variety of initiatives from **Tourism New Zealand**. This organisation, previously responsible for marketing New Zealand to the world as a tourist destination, is now also supporting the restart of the tourism sector with a focus on domestic tourism.

The Government is also establishing:

A **Tourism Recovery Ministers Group**, which will oversee the Tourism Recovery Package and the tourism industry's recovery. Members are expected to include the ministers of tourism, finance, Māori development, conservation and the under-secretary for regional economic development

A **New Zealand Futures Tourism Taskforce**, a public-private taskforce that will lead the thinking on the future of tourism in New Zealand. It will consist of cross-government and tourism sector representatives. The taskforce will prioritise the current and future issues that will shape and impact tourism, and lead recommendations on further policy and regulatory reform in the sector.

Tourism Industry Aotearoa

Tourism Industry Aotearoa (TIA), the independent association that represents the tourism industry, has developed Kaupapa Whakapakari Tāpoi/ A Sustainable Growth Framework⁸. This provides a pathway to grow a sustainable tourism industry that benefits New Zealanders by 2025.

This has the values of:

Whanaungatanga: A sense of family and belonging – relationships built on shared experiences and working together

Kaitiakitanga: Guardianship and protection of our natural, built and cultural resources for the benefit of current and future generations

⁸ <https://tia.org.nz/tourism-2025/>

Manaakitanga: Showing respect, hospitality, generosity and care for others.

It has the goals of:

Visitor: Deliver outstanding visitor experiences

Community: New Zealanders are welcoming hosts

Environment: Aotearoa is enhanced by tourism

Economic: Grow tourism's contribution to New Zealand's economy.

There are also ten top actions, including:

- 1) Embedding sustainability
- 2) Growing and shaping demand
- 3) Managing destinations
- 4) Embracing tikanga Māori
- 5) Living the Tiaki promise
- 6) Engaging the community
- 7) Measuring and managing industry carbon use
- 8) Investing in infrastructure and amenities
- 9) Fostering domestic tourism
- 10) Investing to deliver quality tourism data and research.

Regional frameworks

At a regional level, the following plans are important to consider:

The Taranaki 2050 Roadmap and Transition Pathway Action Plans

Tapuae Roa and its Visitor Sector Action Plan

The current Te Papakura o Taranaki Management Plan, noting that the settlement on Taranaki Maunga is expected to be completed soon. The Te Papakura o Taranaki national park review is also expected to take place

Iwi resource management plans published by Ngā Iwi o Taranaki

The long-term plans of the Taranaki councils, and

Regional plans and district plans.

Tourism vision

It is important to have a clearly defined long-term vision that the region is committed to and that provides an agreed understanding of what success looks like.

The Tourism 2050 Roadmap Vision

In the Taranaki 2050 Roadmap, the Tourism vision was:

The tourism sector in Taranaki 2050 is prosperous. Sustainability – of the environment, workforce and sector – is at the heart of our tourism. Tourism growth is regenerative, not degenerative, to our natural and human resources, and retains the authenticity of our offering. Energy efficient transport and other infrastructure is well established and enables easy access in and around the region for everyone.

The region has many diverse, high-value, sustainable and exciting tourism jobs and offerings, products and services that are available for everyone to experience.

Our story and what we stand for is well known, communicated, and shared. We are known for our manaakitanga across all cultures and for our commitment to low-emissions practices as a 'green' region.

To read the full introduction, vision, co-design themes and emerging opportunities for tourism visit [http://about.taranaki.info/Taranaki2050/Taranaki-2050-Roadmap-\(1\).pdf](http://about.taranaki.info/Taranaki2050/Taranaki-2050-Roadmap-(1).pdf).

This vision informed the development of an action statement at the Tourism TPAP workshops in June 2020, which is:

‘Create a thriving sustainable tourism sector and welcoming destination renowned for our rich natural and cultural heritage and arts; driven by a collaborative and passionate region, bursting with pride.’

Expanding on this are the following areas:

1) A low-emissions and sustainable sector that respects and values the mana of Taranaki Maunga and tangata whenua

Taranaki Maunga is the ancestor of Ngā Iwi o Taranaki, and soon Te Papakura o Taranaki (previously known as Egmont National Park) will be under co-governance with iwi. The Taranaki Mounnga Project is currently pushing the boundaries in landscape-scale ecological restoration, enhancing the mauri (vitality and life force) of Mount Taranaki over a 20-year period and beyond. The aims are ‘he kawa ora – back to life’ and ‘to restore the ecological vitality of Taranaki Mounnga for him, for us’⁹.

The Maunga is of high spiritual value for both Māori and non-Māori. It is central to the identity and whakapapa for many people of the region. There are also over 100 sites of cultural significance on the Maunga.

It is a special environment, with dense forests of kahikatea, tawa, tōtara and rātā trees, and rare native birds like North Island brown kiwi, and whio/blue duck. After restoration, it is hoped it will

⁹ <http://taranakimounnga.nz/the-project/vision/>

also be home to flourishing toutouwai/robin, kākārīki, kākā, kōkako, bats and tīeke/saddleback populations.

This extraordinary environment has so much more to offer as an experience. We can use this restored environment to create deep and meaningful experiences by connecting with nature for our own people and our guests. The Taranaki Crossing is an opportunity to offer this experience, with Dawson Falls being a gateway to a unique experience on the Maunga.

It's important that activities in the national park respect the mana of Taranaki Maunga, and that they operate in partnership with iwi and follow tikanga Māori.

2) A focus on growing value from visitors to reduce the need to grow volume

Creating green, low-emissions, decent and meaningful jobs will need an approach that seeks higher-value visitors, rather than focusing on volume. This includes the type of visitors we seek, the activities they undertake and how long they stay. This also includes widening the visitor market to be year-round.

Because many attractions are free, it is difficult to leverage funding for destination development from non-ratepayer sources. Seeking value will help address this.

3) Helping to create a prosperous sector that invests in its capability and provides meaningful jobs

The seasonal nature of tourism often means jobs are short term. The sector also tends to have low rates of pay and low union membership. If the sector is seen as a way to diversify the Taranaki economy and provide new employment as part of the transition, it is important that decent and meaningful jobs are provided, as well as career pathways.

Workshop participants noted that tourism can have a role in supporting Taranaki's smaller towns, both in employment opportunities and vibrancy.

4) Actions that enrich the cultural, physical and mental well-being of the communities in Taranaki

Tourism takes place in our backyard, so it is essential that any activity is welcomed by our communities. The sector must be a good citizen – engaging with communities, providing quality employment and using supply chains that benefit the local economy. Workshop participants noted that it is also important that free access be retained for locals, e.g. to Te Papakura o Taranaki and attractions mostly funded by local ratepayers.

Overview of tourism in New Zealand and Taranaki

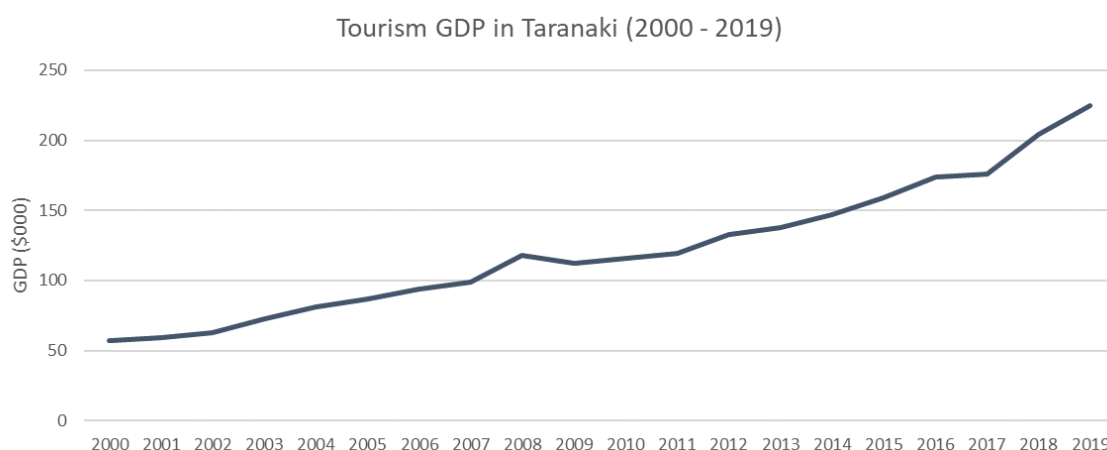
This section explores the characteristics and performance of the tourism sector in Taranaki, as well as future trends expected to impact the sector.

New Zealand snapshot

The Taranaki tourism sector operates as part of the wider New Zealand tourism sector, so it's useful to understand national trends. Tourism has been a significant export industry for New Zealand and a major part of the economy. New Zealand's international visitor growth has been steady over much of the last decade, primarily driven by the decreasing cost of travel and favourable global economic conditions. This has been complemented by a buoyant New Zealand economy and growth in domestic spending on tourism. While the rate of growth of international arrivals has been slowing nationally since 2017, visitor numbers are still expected to grow over the longer term.

Taranaki snapshot

In Taranaki, the contribution of tourism to the regional GDP has grown, as shown in the chart below.¹⁰



As a summary of the Taranaki visitor sector before COVID-19:

Tourism expenditure was \$428 million for the year ending March 2020. In 2019 tourism accounted for 2.4% of Taranaki's GDP.

Of the regional expenditure, \$346 million was spent in the New Plymouth District (81%), \$59 million in the South Taranaki District (14%) and \$23 million in the Stratford District (5%).

Tourism provided over 4,000 jobs in 2019 (7.2% of Taranaki's employment), showing that it is an important employer within the region.

Tourism number to year end March 2020 consisted of 78% domestic visitors and 22% international visitors. Around 50% of domestic visitors stay with friends and relatives, with comparatively low levels of daily expenditure.

¹⁰ Source: Infometrics, Taranaki Economic Regional Profile. <https://ecoprofile.infometrics.co.nz/taranaki%20region>

Tourism attracts around one million visitors per annum, and visitors stay in the region for an average two nights each. On average visitors spend more nights in the South Taranaki District per stay than the other two districts.

Tourism is a growing sector, with 6% annual growth in tourism spend across the region as at 31 March 2020.

Impact of COVID-19 on the visitor sector

COVID-19 has had a significant impact on the tourism sector. At the time of writing, international tourism has halted with the closing of New Zealand's borders. As the date for reopening New Zealand's borders is unknown, the emphasis on domestic tourism has been brought to the forefront for the sector nationally.

Having moved to lower alert levels in New Zealand's COVID-19 response framework, the domestic visitor market is beginning to return to normal. Nevertheless, a tighter rein will be exercised by owners of non-tourism businesses and household budgets. This will have a consequent negative effect on the expenditure that would have otherwise been made on visitor sector experiences and services.

With New Zealanders effectively unable to travel internationally, at least some of the pool of \$11 billion that was spent by New Zealanders on international tourism during 2019 is likely to be spent on holidays within New Zealand. However, after incorporating the increased pool of potential spending by New Zealanders, Infometrics still predicts a 21% decline in domestic tourism spending compared to 2019.

Nevertheless, Horizon Research (April 2020) found that the equivalent of 1.18 million New Zealand adults would go on a road trip within the six-month period and nearly 700,000 adults would take a domestic flight.

The implications of COVID-19 on the performance of the Taranaki visitor sector may be summarised as follows:

It will take time for overseas tourism levels to recover. There will be compositional changes, with different foreign markets having different recovery times.

As a significant interim measure, the Government has offered to help domestic tourism industries to change. The Government has also made funding available to organisations like Venture Taranaki for initiatives that will increase domestic visitor spending.

With a focus on domestic tourism, cross-New Zealand strategic alliances with other regions are expected to accelerate recovery.

Collaboration between operators with common or similar offerings to a Taranaki visitor will be important.

Long-term trends expected to impact tourism

There are many long-term trends that may shape the future of tourism. The following trends are from global commentators Frost and Sullivan¹¹:

Provenance and sustainability – People will increasingly 'be' what they wear, what they do and what they eat. They will want to know the story behind products and experiences, and

¹¹ <https://store.frost.com/global-mega-trends-to-2030.html>

have a preference for those that best contribute to personal and global well-being. Generation Y and Millennials will continue to assert their values and beliefs, lifestyles and behavioural patterns. This may mean people reduce flying, choose to visit one place for longer and prefer ecotourism experiences. New Zealand is more at risk than many other destinations if consumers chose to lower their international aviation emissions footprint, particularly if there are increased amounts of ‘flight shaming’. We need to be able to demonstrate that we are a leader in reducing our reliance on greenhouse gas emissions across the tourism system, and also in measuring, managing and reducing our overall environmental footprint.

Innovate to zero – There will be an increase in zero emissions technology and e-mobility that will usher in a more sustainable transport environment and new business models. This may offer new solutions to reach the region’s low-emissions goals.

Technology – Cloud computing, satellite technology, digital networking, wearable electronics, online communities, robotics and computer simulated environments will govern more things, from business to education and personal relationships. This may create new disrupters – for example, virtual reality tourism.

Rise of the middle class – With over 1 billion new middle-class people coming on stream in India and China, this income group will have the greatest impact on products and services and will become the group with the biggest emergent purchasing power. Countries like Vietnam, Mexico, Indonesia and South Korea will be playing a greater role as engines of future global economic growth.¹² This may provide new target markets. Tourism NZ strategically divides markets into tiers to prioritise based on contribution to value and growth rates.

Smart cities – Greater entrenchment of environmental sustainability and extensive use of communication devices to provide information to help manage energy, transport, buildings, personal security and crime and other infrastructure. This may offer opportunities to improve the visitor experience in CBDs.

Urbanisation, mega regions, and mega corridors – This is best displayed by the growing influence of Auckland and the growth in the Auckland / Waikato / Tauranga corridors.¹³ This may mean more domestic market growth from northern areas of New Zealand.

On the growing interest in sustainability, the Parliamentary Commissioner for the Environment’s 2019 report *Pristine, popular and imperilled – environmental consequences of projected tourism* provided evidence to support the need for greater concern and deeper consideration of what we as New Zealanders want to include in our tourism planning. This point is brought to a head by considering whether:

Taranaki is for tourists – we are here to provide; we have the assets for you to enjoy; come visit at your pleasure; or whether

¹² The whole cluster of south-east Asian countries may be viewed as equally fitting into this ‘emerging market’ category.

¹³ The growth occurring between Wellington and Horowhenua and that occurring in the corridor between Christchurch and Ashburton is like that occurring between Auckland and Hamilton, but smaller in scale.

Tourists are for Taranaki – we will enjoy having you here – at our pleasure, but we want your environmental footprint to be much lighter.

As noted by MBIE in its guide to destination management planning, New Zealand’s visitor experiences depend on our beautiful landscapes and natural environment. This implies priority must be given to preserving and restoring our environment for current and future generations to enjoy. This requires us to understand and actively manage any potential risks to our natural and cultural heritage. As travellers become more environmentally, socially and culturally conscious, they too are seeking experiences that enable them to act responsibly and minimise their impact.

SWOT analysis and competitive advantages

The table below provides a SWOT analysis for tourism in Taranaki.

Strengths (key assets and unique selling points)	Weaknesses
<p>Hidden gem experiences like the Forgotten World Highway, Tawhiti Museum, rural experiences and Taranaki Pioneer Village</p> <p>Air travel: Air access provision by Air New Zealand and new airport terminal</p> <p><i>Significant natural assets</i>, that are less busy than other parts of NZ:</p> <p>Te Papakura o Taranaki, and the Taranaki Crossing investment</p> <p>Te moana and the surf highway</p> <p>The quality, attractiveness and variety of gardens around the Maunga</p> <p>Walkways and cycleways e.g. the Coastal Walkway and new trails in Whangamomona</p> <p><i>Arts and culture:</i></p> <p>The Govett-Brewster Art Gallery, the Len Lye Centre and buoyant local arts scene</p> <p>Te Ramanui o te Ruapūtahanga, the new library, arts and culture centre planned in Hāwera</p> <p>The upmarket New Plymouth West End Precinct and artisan food and drink experiences (gin, craft beer, coffee, cheese)</p> <p><i>Family-friendly:</i></p> <p>Lots of free experiences</p> <p>Choice of beds: Accommodation options are provided to suit all markets</p> <p><i>Great Events</i> (e.g. WOMAD, AmericARna, Tattoo and Arts Festival, Festival of Lights, etc)</p>	<p>Perceived isolation: Not on the main trunk route and relatively time-consuming road access</p> <p>Lower-value tourists: High proportion of visitors stay with friends and relatives. Taranaki has limited ‘commissionable product’¹⁴ – a high proportion of the experiences and attractions offered in Taranaki are free</p> <p>Funding for destination management: Because many attractions are free, it is difficult to leverage funding for destination development from non-ratepayer sources</p> <p>Valued jobs: Low rates of pay and lower-skilled workforce than other sectors</p> <p>Tendency to think New Plymouth-centric and not whole of region</p> <p>Perceptions of poor weather, and limited indoor activities</p> <p>Only four electric vehicle fast-charging stations in Taranaki (New Plymouth, Ōpunakē, Hāwera and Waverley)</p> <p>Some weaknesses in digital connectivity and digital capability of businesses</p> <p>Few tourism operators have an environmental accreditation, e.g. enviromark</p>
Opportunities	Threats
<p>Investment in visitor centre at Parihaka, and other experiences that tell the region’s unique history</p> <p>Potential to grow arts experiences, and investments around the region</p> <p>Ability to add commissionable products to existing attractions</p>	<p>COVID-19 related:</p> <p>Loss of revenue leading to business failures or lack of funding for future investment</p> <p>Impact on flight options and cost, as well as other transport, e.g. Intercity buses</p> <p>Pressure on events companies, and loss of event options</p>

¹⁴ In the tourism industry, the distribution system to market a product via travel agents, tour wholesalers and tour operators is heavily commission based. If a product is not priced to be able to pay a commission, it cannot be marketed through these channels.

Significant biodiversity investment in the region, creating a gateway for people to connect to the environment

Sealing of SH43 and development of Forgotten World Highway and rural tourism experiences, e.g. farmstays

Developing regional collaboration and drive journeys

Growing year-round attractions

Making a low-emissions journey an experience by walking or cycling

Well-being experiences, especially those based on Mātauranga Māori

Competition with other regions intensifies and domestic market drops off

Longer-term threats:

Unwillingness of ratepayers to fund event facilities/ stadiums

Increased demand on the environment from more visitors

The cultural story of the region is not told from an authentic viewpoint

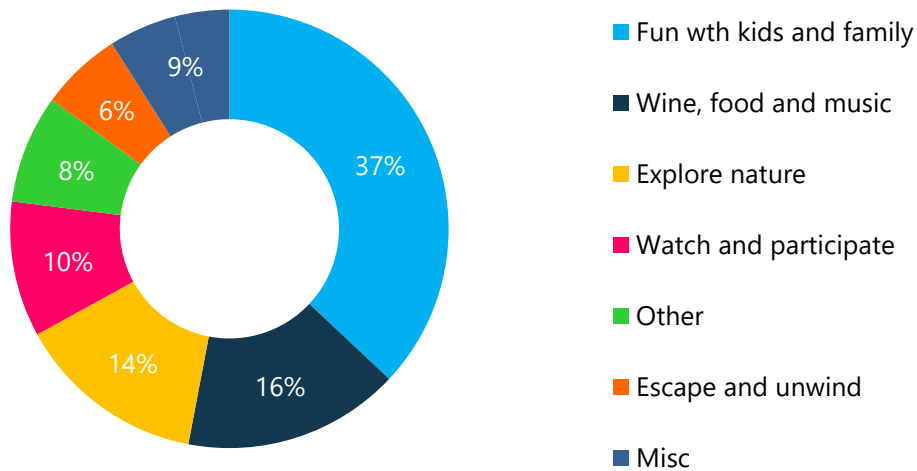
Strategy

Target markets

Domestic visitor demands

Colmar Brunton research into domestic visitor expectations indicates Taranaki is well-positioned to meet domestic market demands, given we already offer a range of family-friendly, nature, wine, food and music activities.

Most common activities sought by domestic visitors, Colmar Brunton



International visitors

Research commissioned by Tourism New Zealand suggests international visitors want personalised experiences; a share in the 'local' way of life; nature-based experiences; short stay, multi-experience visits and peer-to-peer Facebook photo opportunities.

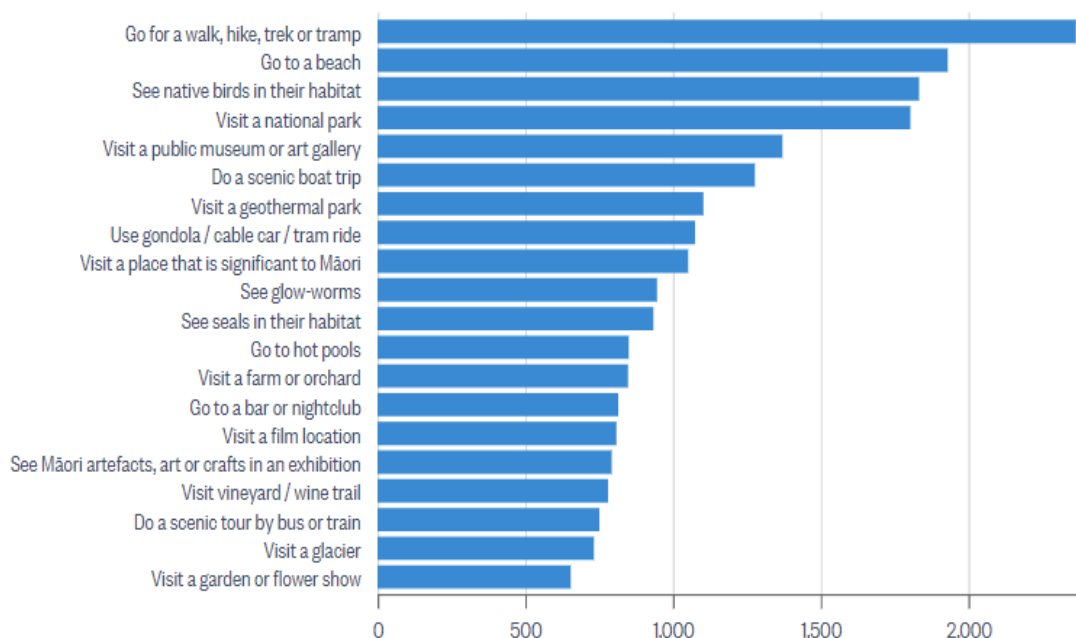
The international tourists who visit Taranaki tend to be from Australia, Europe and the United States, and their preferences tend to align with New Zealand domestic tourists.

The graph below shows that Taranaki has offerings in areas popular with international tourists. The main challenge is how to differentiate from other parts of New Zealand that also offer these activities.

Most common activities undertaken by international visitors in New Zealand

By type, year ended June 2019, thousands of people

Provider: Stats NZ



Destination Taranaki defined – our unique selling points into the future

Taranaki was historically perceived as a rural province – off the beaten track, with some family-friendly free activities and some challenging tramping tracks.

Over the last decade, significant investments, events and accolades have gradually transformed this reputation. Visitors are frequently impressed by the burgeoning café and arts scene, the iconic Len Lye Centre and the hospitality around the Maunga. For example, in 2017 the Taranaki region was named by Lonely Planet as the second-best region to visit in the world. Guest nights have increased by 100,000 over 10 years (although relative to many other regions in New Zealand the scale/size remains modest).

The importance of Taranaki’s visitor market is not only in its direct contribution. It also indirectly links to the broader regional goals of vibrancy and showcasing the region for its lifestyle and its appeal as a place to live and work.

The importance of considering visitor consumer trends and evolving preferences – including a COVID-19 and low-emission overlay, and how those may cross-map to Taranaki’s offerings (or those which could be further leveraged) – will help define unique selling points into the future.

Actions

The Tourism workshops and subsequent work have identified several potential actions. These are described below, across six areas identified by the workshops.



1) Environmental stewardship and low-emissions tourism

To support a just transition, tourism needs to provide green, decent and meaningful jobs. Ensuring the sector is built on low-emissions foundations is very important.

Taranaki's just transition to a low-emissions economy is also a point of difference. As travellers become more environmentally, socially and culturally conscious, they too are seeking experiences that enable them to act responsibly and minimise their impact.

Further, Taranaki's visitor experience depends on our beautiful landscapes and natural environment. Therefore, it is essential that we protect and restore our environment for current and future generations to enjoy.

a) Supporting low-emissions travel and experiences

Emissions represent a risk for tourism that requires a systematic industry response. A first step is to measure the contribution of the tourism sector to Taranaki's greenhouse gas emissions, and then take actions to progressively lower this over time. This could be by electrifying transport options, using active modes of transport, and activities and accommodation providers integrating sustainability into their operations.

b) Implement sustainability initiatives

The New Zealand Tourism Sustainability Commitment is the sustainability platform for the New Zealand industry. It aims to be universal so all operators are contributing to overall tourism industry sustainability, and playing their part in preserving and enhancing Aotearoa New Zealand for future generations. Actions include:

Support tourism enterprises to have a commitment to environmental sustainability (e.g. TIA Sustainability Commitment, enviromark)

Ensure visitors are educated on how to behave responsibly, e.g. signage and information on the Tiaki Promise¹⁵

¹⁵ The Tiaki Promise is a commitment organisations and individuals can make to care for New Zealand, for now and for future generations. Refer to <https://tiakinewzealand.com/>

To create momentum, share stories of actions taken by the industry to protect the environment.

2) Marketing and promotion

Taranaki's marketing and promotional activity is a core part of helping manage our destination effectively, targeting the right type of visitors and encouraging regional dispersal. For Taranaki to create a viable, sustainable tourism sector, it also needs to stand out in a highly competitive marketplace.

Venture Taranaki, as the region's regional development and promotional agency, leads and coordinates Taranaki's visitor marketing activities, working in partnership with local industry (including the creative and events areas), local government, MBIE and Tourism New Zealand.

Venture Taranaki seeks to use a range of methods and communication channels to attract visitors (e.g. digital and print media, social media) and aims to influence visitor purchase decisions throughout the customer journey.



DOC and i-SITE visitor centres provide connections to local stories and experiences, and can influence decision-making, dispersal and responsible visitor behaviour.

a) Undertake a COVID-19 domestic marketing campaign

With New Zealand's borders closed, it's essential Taranaki protects and builds its domestic tourism market. Marketing and promotion must be undertaken as soon as possible. This action is a domestic tourism marketing campaign, promoting Taranaki as a high-quality destination and focusing on our unique selling points compared to other regions.

At the workshops, the need for the following marketing actions was stressed.

- Undertake research and analysis of the target visitor market to target resources and use them as efficiently as possible

- Market the whole region

- Market new investments, such as the Taranaki Crossing, as soon as possible

- Recognise that Taranaki's people are a major marketing asset, and consider ways for locals to promote the region – for example, through social media, and

- Use storytelling to provide compelling propositions.

The campaign would also leverage the Tourism NZ campaign, working with the 'Do something new, New Zealand' concept. It would create bespoke Taranaki opportunities to work in with the campaign. It would also identify additional partnership opportunities, such as with Air NZ and the Automobile Association.

b) Complete the Taranaki Story

The Taranaki Story is about creating an overarching regional story (aligned with the successful New Zealand Story) and a range of sub-stories for industry sectors, through to culture and heritage. It will utilise the existing 'Taranaki – like no other' logo, and a shared resource/toolkit will be developed that can be widely utilised for promotion of the region, its people and enterprises. It is due to be completed in 2021.

To expand on this, the Taranaki Story will:

Define and articulate what makes Taranaki unique, and where we are going – as a strong, low-emissions, resourceful, innovative and attractive region that's poised for a great future

Provide a framework for promoting what 'innovative and forward-looking Taranaki' is doing for the rest of the country and the world, supporting visitor and people attraction and enterprise growth and investment, and

Help amplify local identity and pride.

This action ensures the themes and vision of this TPAP are reflected in the work.

c) Update imagery, branding guidelines, marketing products (websites and free maps) and consider innovative methods

Once the Taranaki Story is developed, branding guidelines and marketing products will need to be updated to reflect the key messages to visitors. The workshops discussed how it is challenging to keep internet information up to date and appearing at the top of searches. This action will also address these issues.

d) Create a step change in marketing budget as a medium-term aim

At the workshops, it was noted that Taranaki's visitor marketing budget benchmarks are 'low' compared to many other regions.

This action considers how a step change in marketing budget could be delivered.

3) Experience and product development

Research shows that successful destinations provide visitor experiences that meet visitors' needs and expectations and are true to the promises of their brand. They continuously maintain and enhance their existing products. Where there are gaps or opportunities, they invest in new products, infrastructure, services and amenities that strengthen the destination's appeal and competitiveness.

Today's visitors are looking for engaging and enriching experiences with strong storytelling which is often multi-sensorial in nature.

a) Complete a design-thinking exercise to inform product development¹⁶

Designing great experiences requires empathy and understanding of the customer. If we are to provide value and high levels of satisfaction, we need to create memorable experiences. The majority of Taranaki's current visitor market is domestic, and the region has some advantages in appealing to domestic tourists. However, over the next few years, the competition for domestic

¹⁶ This action has received funding from the Government's Strategic Tourism Assets Protection Programme.

tourists is expected to be intense. At the workshops it was discussed how Taranaki needs to appeal to people with significant travel budgets who would otherwise be going overseas in 2021–2022.

This action is a design-thinking exercise to understand how Taranaki can best position itself to be successful in attracting domestic visitors. The process would put the visitor at the heart of development and understand their needs, problems and insights. This exercise will build on this TPAP, consider the region's competitive advantages and identify where products can be developed using a strengths-based, user-centric, empathy approach. A subsequent action is then to help Taranaki develop these products.

b) Complete existing investments

There are a number of investments currently underway that create attractive experiences. The workshops noted the importance of completing these investments as soon as possible.

Two of these investments could be considered 'iconic' or 'hero' attractions:

The Taranaki Crossing (with associated investments, such as in Dawson Falls and the North Egmont Visitor Centre)¹⁷

The Parihaka visitor centre¹⁸.

Other investments include:

The Kaitake Trail

Investments at Pukeiti, including trails and a family hut

The Taranaki Cathedral development

Te Kohia pā site development and other New Zealand Land Wars sites

The extension of the coastal walkway to Waitara

Yarrows Stadium work

Te Ramanui o te Ruapūtahanga, the new library, arts and culture centre planned in Hāwera.

c) Cluster experience development in areas where competitive advantages and mutual benefits exist¹⁶

Cluster experiences are where several similar experiences can be wrapped together into a compelling package and promoted. Areas of potential cluster development discussed at the workshop included:

Arts and cultural experiences

Artisan food experiences

Biodiversity, ecotourism and wellness experiences

Experiences that share the history and culture of the region

Rural experiences, e.g. farmstays

Cycle and walkway journeys.

¹⁷ <https://www.doc.govt.nz/our-work/taranaki-crossing/>

¹⁸ <https://www.stuff.co.nz/pou-tiaki/122023364/parihakas-planned-visitor-centre-will-tell-sites-own-story>

The workshops also agreed that support and coordination is needed across these experiences. A tourism coordination group may need to be set up to ensure this happens and share learnings.

d) Events – a smart, multifaceted and exciting approach

The workshops noted the importance of events in achieving the Tourism 2050 vision. While Taranaki's ambition and capability has established the region as a significant events destination, ongoing infrastructure constraints and intensifying competition present an increasing challenge. However, Taranaki's standing as a leading events destination, with a consistent track record of successfully attracting and delivering high-profile events, means the region should be bold in its future ambitions.

A Taranaki Event Strategy has been developed. Its vision is that 'Taranaki is recognised as New Zealand's leading regional events destination'; and its mission is to 'build a sustainable and coordinated regional events programme that maximises immediate economic, social and tourism benefits, while supporting Taranaki's long-term regional growth objectives and environmental goals'.

The strategy details a number of actions focused across four priority areas, and these need to be progressed:

- 1) **Event infrastructure:** Identify and address region-wide event infrastructure gaps
- 2) **Event programme:** Proactively grow and restructure the events portfolio to deliver on the regional vision and objectives
- 3) **Event funding:** Bring together and expand the public and private funding opportunities to maximise regional return on event investment
- 4) **Capability:** Build upon regional capability, collaboration and decision-making.

4) Leadership, structures and collaboration

a) Initiate regional collaboration on drive journeys¹⁶

With Taranaki perceived as 'off the beaten track', and many visitors driving here from Wellington, Auckland and the rest of the North Island, compelling driving journeys are essential. They also support development of visitor products and experiences across the whole of Taranaki and in more rural areas. e.g. Tawhiti Museum and Taranaki Pioneer Village are excellent stops if driving from Wellington to Northern Taranaki.

The workshops noted the importance of collaborations with Taranaki's neighbouring regions. The following drive journeys were considered to have significant merit for investment:

West coast journey: This is a drive journey from Waikato to Taranaki, in collaboration with district councils in Waikato and Ruapehu.

Central drive journey: This is a loop including Whanganui, Taumarunui, the Forgotten World Highway, Stratford, New Plymouth, Hāwera.

Coastal arts trail: There are a significant number of arts attractions following the coast from Wellington to New Plymouth. For example, the \$49 million upgrade of the Sarjeant Gallery in Whanganui is taking place, with the Government committing \$24 million. This trail would link with Whanganui and Manawatū to create a coastal arts trail.

5) Access, amenities, services and infrastructure

Access to and around a region/destination is a key enabler. It can either accelerate or hinder visitor growth. Soft infrastructure (signage, interpretation) contributes to the quality of the visitor experience. Touring routes provide a guide to connect visitors to places through a shared story, encouraging dispersal and visitation into less-known areas and communities.

Adequate and future-proofed infrastructure and services are essential for both supporting the local population and providing an attractive destination for visitors. These include event, conference and sports venues. Infrastructure is also often needed to protect environmental assets.

a) Complete existing infrastructure investments

There are a range of infrastructure investments underway that supporting access to the region. Workshop participants considered it very important to get these completed and operational as soon as possible. These include investments already identified in the Infrastructure and Transport TPAP, such as:

- SH3 north improvements, including Mount Messenger, Awakino Gorge, Bell Block to Waitara improvements

- Sealing of and safety improvements to SH43.

It also includes others such as Yarrows Stadium, which has received \$20 million from the Government. Work on the stadium is expected to progress in 2020 and 2021. In addition, there are a range of investments to improve protection of our natural environment and improve the visitor experience – for example, the car park redevelopment at the North Egmont Visitor Centre.

b) Advocate for emerging investments, especially those reducing pressure on the environment

The workshops also advocated for investments to further reduce pressure on the natural environment – for example, more public toilets at popular visitor destinations.

c) Support smaller towns and CBD experience

The vibrancy of towns and CBDs is an important part of creating a pleasurable visitor experience. In turn, it provides a benefit of tourism to those communities. There was support in the workshops for investment in Taranaki's communities. For example:

- Support development of New Plymouth, Hāwera and Stratford's CBDs, and

- Work to support smaller towns.

6) Capability and development

We need to attract and retain a skilled workforce. We need to build the capability of tourism businesses to improve their productivity, profitability and ability to innovate, develop and grow.

Many tourism operations are small- to medium-sized enterprises, with many operators unable to survive on tourism income alone.

Taranaki is home to tourism training providers such as the Pacific International Hotel Management School and the Western Institute of Technology at Taranaki. It is important that Taranaki continues to provide quality education in this area and highlight local employment pathways for graduates. Through the education provided at these institutions, it is important that manaakitanga and kaitiakitanga are imbedded in the teachings.

a) Digital capability¹⁶

Travellers are becoming increasingly confident researching and booking their holidays online. It is therefore essential that operators have an online presence. If customers can't find a business online, there's a good chance they'll go elsewhere. It is also important operators understand how to use search engines, social media and popular travel websites, such as TripAdvisor.

Travellers are also using social media and blogs to update friends and family from the road, and these updates can act as personal recommendations in real time to an individual's entire network. In addition, people are increasingly guided by review systems on websites when making a booking. While there is no way to control what is said about an organisation online, it is important operators understand strategies to manage this – with the first one being providing excellent customer service.

This action builds the online capability of Taranaki's tourism operators.

b) Cultural competency and engaging with iwi and hapū¹⁶

Māori culture is a unique feature of New Zealand. It is important that all parts of the visitor sector appropriately incorporate elements of tikanga Māori within their operations. It's also important the sector recognises Māori as tangata whenua in resource management and works in partnership with iwi and hapū in Taranaki.

This action offers workshops to support tourism operators in this area.

c) Whole region being a visitor ambassador and promoting the sector as an attractive career option

The workshops stressed that people in Taranaki are the region's number one marketing tool, and also play a pivotal role in visitors having an excellent and memorable experience. It is also important that the sector is seen as an attractive career choice and one that people want to be part of. This is reflected in the action statement of a sector 'driven by a collaborative and passionate region, bursting with pride'. This action is to continue work to ensure the region supports tourism and sees its potential.

Critical success factors

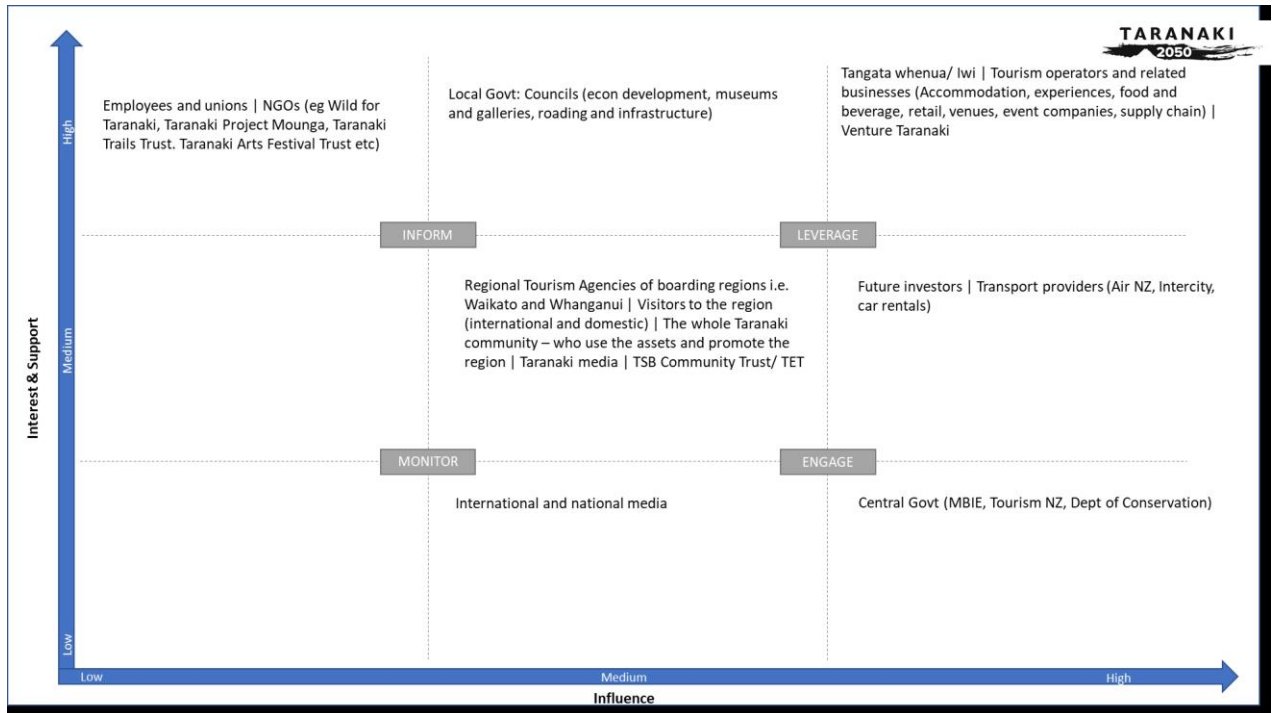
The following critical success factors were identified:

- 1) Having a unique selling proposition that is appealing to visitors
- 2) Recognition of Māori as tangata whenua
- 3) Offering a low-emissions experience
- 4) Having strong leadership, vision and coordination
- 5) Having skilled and capable people working in the sector
- 6) Building the sector's identity by showing success and telling local stories of successful tourism businesses and visitor experiences
- 7) Identifying and nurturing strategic partnerships
- 8) Commitment and funding support from local and central government
- 9) Being inclusive and diverse
- 10) Build in resilience, adaptability and flexibility
- 11) A community that is welcoming and supportive of the industry.

Implementation

Stakeholders

A key step in the process is to review stakeholders and build an engagement plan to ensure the right level of engagement is attained. The figure below identifies the influence and interest of the main stakeholders across the visitor sector.



Links with other parts of 2050

There are links between actions in the Tourism pathway and actions in the other transition pathways. The links will be considered after all TPAPs are finalised. The table below summarises how the tourism actions link to other parts of the 2050 Roadmap.

	Energy	Food & Fibre	Innovation & R&D	People & Talent	Arts, Creativity & Culture	Māori	Health	Environmental Sciences	Regulatory	Infrastructure & Transport	Metrics & Evaluation
Environmental stewardship and low-emissions tourism	■		■			■		■	■	■	■
Marketing and promotion			■								■
Experience and product development	■	■	■	■	■	■	■		■	■	■
Leadership, structures and collaboration				■		■			■	■	■
Access, amenities, services and infrastructure				■	■		■			■	■
Capability and development			■	■		■					■

Next steps

The actions in this TPAP will be taken forward and considered by the Taranaki 2050 Lead Group. The Taranaki 2050 website will continue to be updated with progress made on the actions.

The impacts of COVID-19 will be considered as part of all the actions across the 2050 Roadmap Pathway Action Plans in 2020 and the subsequent two years (via the regional recovery plan and the economic pillar 'return to better' tactical plan).

Taranaki 2050 Transition Pathway Action Plans implementation from 2020

Work to date has been part funded through the Provincial Growth Fund and supported with some resource from MBIE. A small amount of private funding has been made available from the TSB Community Trust, local businesses and councils to support workshops, facilitation, printing, etc. The work has been carried out by a large number of volunteers.

Future work needs to be funded at two levels:

- 1) Coordination resourcing (to drive implementation), and
- 2) Funding for the specific projects and initiatives that action plans set out.

Funding needs to be through:

Government (central and local) funding – new and existing; and
Private sector.

1) Taranaki 2050 funding – core coordinating resourcing

Resourcing needs are required for five people to facilitate and drive workstreams, as well as measure and track progress over five years.

Resources are to be Taranaki-based, with the suggested positions:

- 1 x leader
- 1 x administrator
- 3 x workstream leads

As well as facilitating and driving workstreams and measuring and tracking progress, the team would be tasked with refreshing the Taranaki 2050 Roadmap in 2024.

Funding required for core coordination and resourcing is \$3.75m over five years.

Requests will be submitted to central and local government for funding.

2) Taranaki 2050 Tourism TPAP project funding

The following investigatory projects have been identified as ready for kick-off/completion in 2020:

Opportunity	Description	Cost	T2050 TPAP Links
COVID-19 related recovery work for Tourism	A number of initiatives to support marketing the region for the domestic tourism market, supporting product development and capability building	TBC	Food and Fibre, Innovation & R&D, Arts, Māori, Metrics and Evaluation



Acknowledgements

The Tourism Transition Pathway Action Plan process has been a significant undertaking. We would like to acknowledge the Provincial Growth Fund and the Ministry for Business, Innovation and Employment for their financial and resource support.

We would like to acknowledge Stacey Hitchcock who facilitated the Tourism TPAP workshops.

We would also like to thank the Taranaki 2050 Lead Group and their organisations for their support and involvement. The organisations included Ngāti Maru, Ngāruahine, Ngāti Mutunga, Te Atiawa, the Western Institute of Technology at Taranaki, TSB Community Trust, Federated Farmers, the South Taranaki District Council, the New Plymouth District Council, NZEI, the Wells Group, the Ministry of Business, Innovation and Employment, Sustainable Taranaki, Velocite, the Taranaki Chamber of Commerce, E tū, Taranaki Futures, Fonterra, Port Taranaki, Todd Corporation and Venture Taranaki Trust.

As a final acknowledgement, the Taranaki 2050 team would again like to thank everyone who has been part of the process – many people gave up significant hours to participate in workshops.

The team has been overwhelmed with people's passion and commitment to this region. It is clear there is an excitement and energy to achieve our vision for Taranaki 2050.

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