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4. List of Acronyms

DC	District Council
DoC	Department of Conservation
DTO	District Tourism Organisation
EDA	Economic Development Agency
FIT	Free Independent Traveller
FTE	Full Time Equivalent
GDP	Gross Domestic Product
GNZTR	The Great New Zealand Tourism Route
HCC	Hamilton City Council
IMA	International Marketing Alliances
KPI	Key Performance Indicator
LTCCP	Long Term Council Community Plan
MED	Ministry of Economic Development
MPDC	Matamata-Piako District Council
MRTO	Maori Regional Tourism Organisation
NZTE	New Zealand Trade and Enterprise
RTO	Regional Tourism Organisation
SH	State Highway
TIANZ	Tourism Industry Association New Zealand
TLA	Territorial Local Authorities
TNZ	Tourism New Zealand
TPK	Te Puni Kokiri, Ministry for Maori Development
TRENZ	Tourism Rendezvous New Zealand - international tourism tradeshow
VFR	Visiting Friends and Relatives
VIN	Visitor Information Network

5. Executive Summary

- Katolyst commissioned this research to record the voice of tourism operators and stakeholders at the grass roots, to assess the major tourism issues in the Waikato, and to assess the role of Katolyst, if any, in the economic development of the tourism sector.

- In total, 125 participants contributed in this research through interviews, focus groups, or an on-line questionnaire.

- Visitors do not focus on geographical or political boundaries, but rather are seeking an experience that transcends these boundaries.

- The region is generally ignorant of the significant economic impacts of the tourism sector, and education and advocacy is urgently needed:
    - In 2006, tourism comprised 9.6% of New Zealand's Gross Domestic Product (GDP), generated $18.9 billion in visitor expenditure, and employed 9.9% of the workforce
    - Tourism was also New Zealand's highest single export earner in 2006, comprising 19.2% of total exports and generating $8.3 billion, followed by dairy at $5.9 billion
    - Tourism contributed 11.8% of employment in 2006 within the Waikato Regional Council boundary, making tourism the second highest employer in the Waikato economy
    - Two thirds of Waikato visitor expenditure comes from the domestic market. Using a multiplier of 3.18, visitor expenditure delivered $2,557 million in 2006 and is forecast to deliver $3,183 million in 2012, within the former Tourism Waikato boundary
    - Tourism is the fourth largest sector in the Waikato economy in terms of sales revenue and has experienced the highest growth per annum since 2001.

- Tourism should not be seen in isolation to other key economic generators for the region, and there is potential for cross sector regional initiatives between tourism and other major sectors within the Waikato that could lead to cross sector strategic growth.

- The Waikato is a significant player in international visitor expenditure (7^{th} out of 30 tourism regions), although the forecasted growth to 2012 for the Waikato is less than the national average. Although the Australian visitor market is significant for Hamilton International Airport, it comprises just 2% of all Australian visitors to New Zealand.

- Domestic visitors are the major driver of visitor expenditure in the region, with domestic visitor expenditure in the Waikato the third highest among the 30 tourism regions in New Zealand.

- Events are a driver, yet there is a perception that there is a lack of coordination and regional linkages.

- *i*-SITEs are inadequately funded and can rely on non-visitor revenue streams.

- There is a need to improve tourism expertise and knowledge to facilitate product development, especially getting current and potential tourism product export ready.

- The recommendations resulting from this research, to be implemented in the short term, comprise:
  Enablers and capability development
    - Operators to drive advocacy / education of major stakeholders of the economic, social, cultural, and environmental benefits of tourism
    - Capability development opportunities for tourism operators which should include clustering

  Marketing
    - The region to rejoin the Great New Zealand Tourism Route, to ensure its presence on the International Tourism Map
    - Develop a coordinated events calendar
    - Develop and market themed trails and touring routes across the region

  Strategic
    - Establishment of a cross-sector advisory group to investigate potential options to advance the sector.

6. Background

This project was commissioned by Katolyst, the Waikato Economic Development Agency, to assess the following:

- What is meant by regional tourism
- The current views of industry stakeholders within the tourism and hospitality sectors
- Major issues, drivers, and obstacles facing tourism and pathways to address them, including industry capabilities
- New opportunities for industry growth.

The purpose of this research was to record the voice of tourism operators and stakeholders at the grass roots, to identify the specific issues facing the Waikato. The researchers facilitated focus groups and conducted interviews across the Waikato region, with operators, *i*-SITE Managers, and key industry stakeholders to gather their specific views. The results of this research are presented in this report, which is structured as follows:

- The Method section outlines the research undertaken for this report
- The Findings section summarises the results in terms of: A definition of regional tourism; the economic impact of tourism for the Waikato; a map of the industry structure, key linkages and drivers; and the Waikato stakeholders' views on the need for regional tourism in the Waikato, potential opportunities and threats for tourism, potential initiatives to strengthen tourism and their visions for tourism in the Waikato region
- The Conclusion provides a summary and an identification of the gaps for the tourism sector in the region, from the perspective of the researchers
- The Way Forward section offers realistic short term (12 months) next steps for the industry.

7. Method

This research was advertised through the regional *i*-SITEs, the Hamilton and Cambridge Chambers of Commerce, and the Waikato Motel Association to invite tourism operators, accommodation providers, and interested parties to submit their comments on the need (or lack thereof) for regional tourism in the Waikato.

In total, **125 tourism stakeholders** participated in this research, either in one-on-one **interviews**, as part of a wider **focus group**, in an **on-line questionnaire**, or through a combination of these methods. All participants were invited to remain anonymous, though only three chose to do so. Appendix I provides a list of participants in the research, who have agreed to their name appearing in this report, excluding the three anonymous respondents, and three who could not be contacted to confirm the inclusion of their name in this report. Although every effort was made to contact potential respondents, some operators may have missed the advertising of focus groups and distribution of the on-line questionnaire, especially if their business was not registered with their local *i*-SITE.

7.1. Interviews

A total of **23 one-on-one interviews** were conducted, which comprised 16 interviews with ***i*-SITE Managers** and **key industry stakeholders within the Waikato region**, and an additional **seven interviews** with key tourism **stakeholders from outside the Waikato**. These wider stakeholders included, for example, neighbouring Regional Tourism Organisation CEO's and Tourism New Zealand, and were undertaken to gather an understanding of the issues facing the Waikato in the context of the wider industry.

All interviews were audio-taped with the consent of respondents and transcribed for ease of analysis. Although interview comments are incorporated into this report, a summary of interview responses is not provided for reasons of confidentiality.

7.2. Focus Groups

In addition to the interviews, **11 focus groups**, **attended by a total of 102 respondents**, were held across the Waikato to canvass opinions at the grass roots of tourism operators, accommodation providers, and other interested parties. Table 1: Focus Group Attendance outlines the number of respondents per focus group:

Table 1: Focus Group Attendance

Location of focus group	Number of attendees
Cambridge	24
Hamilton 1	11
Hamilton 2	7
Hamilton 3	15
Matamata	4
Pirongia	3
Raglan	3
Te Aroha	7
Te Awamutu	5
Tirau / Tokoroa	7
TRENZ Rotorua	7
Waitomo	9
n = 11 focus groups	**n = 102 attendees**[1]

The location of the focus group does not necessarily represent the attendance. For example, one of the 'Hamilton' focus groups was attended mostly by people representing organisations outside the city.

The focus group sessions were structured as follows:

1. An initial overview of the project was provided, including the sequence of events that resulted in the need for this research, some background as to the wider issues the industry faces, and the neutral stance of Katolyst in the research process
2. Questions from participants were invited, which led to further explanation of the above issues
3. The floor was opened for participants to air their views, raise any concerns, and generally comment on the status of tourism in the Waikato
4. The following questions were addressed to ensure consistency of data across the groups:
    1. Do you think we need tourism in the Waikato, and why?
    2. What opportunities do you see for tourism at a district level?
    3. What opportunities do you see for tourism at a regional level?
    4. What threats do you see for tourism at a district level?
    5. What threats do you see for tourism at a regional level?
    6. What initiatives that could be undertaken to improve / strengthen the tourism industry?
    7. Where do you want the tourism industry in the Waikato to be in 10 years time?
    8. Do you have any other comments or questions?

While the history of the former Tourism Waikato was acknowledged as a valuable learning curve, the detail regarding its demise was avoided, as the objective of the project was to look forward rather than dwelling on past events. The feedback from the focus groups indicated that participants could understand why funding was withdrawn from Tourism Waikato, as this organisation was perceived as not addressing stakeholder needs.

[1] It should be noted that some respondents attended more than one focus group, hence 98 individuals participated in total, excluding the researchers. Some focus group attendees were also interviewed.

With the consent of respondents, the research assistant recorded all focus groups by note-taking. A summary was then sent to the attendees of each focus group, who were invited to comment or request changes to the summary document. No changes were requested to the summaries distributed to participants. Appendix II provides a summary of results from each focus group.

7.3. On-line Questionnaire

An **on-line questionnaire** was distributed via the *i*-SITEs, through the Hamilton and Cambridge Chambers of Commerce, and through the Waikato Motel Association to tourism operators, accommodation providers, and interested parties, to provide those who were unable to attend the focus groups with an opportunity to submit their comments. In total, **17 responses were submitted**. Table 2: Questionnaire Respondents by Location outlines the number of respondents per location:

Table 2: Questionnaire Respondents by Location

Location	Number of respondents
Cambridge	1
Hamilton	3
Otorohanga	1
Raglan	3
Te Aroha	2
Te Kuiti	1
Tirau	1
Waipa	2
Waitomo	3
n = 9 locations	**n = 17 respondents**

The background information provided at the beginning of each focus group was not presented to the on-line questionnaire respondents, as it was felt that too much information may deter some respondents. The on-line questionnaire respondents, therefore, may have been unaware of the sequence of events that resulted in the need for this research and the wider issues facing the tourism industry, which may be evident in some of the questionnaire responses.

This questionnaire asked similar questions as were covered in the focus groups, to ensure consistency of data:

1) Please state your name, organisation / business, and district (e.g. Te Aroha)
2) Do you think we need a coordinated approach to regional tourism in the Waikato, and why?
3) What opportunities do you see for tourism within your district?
4) What opportunities do you see for tourism across the Waikato region?
5) What threats do you see for tourism within your district?
6) What threats do you see for tourism across the Waikato region?
7) What initiatives can be undertaken to improve / strengthen the tourism industry?
8) Where do you want the tourism industry in the Waikato to be in 10 years time?
9) Do you have any other comments?

Appendix III provides a summary of results from the on-line questionnaire.

The data and views in this report are current at the time of data collection and writing, but given the nature and dynamics of the tourism sector, some of the issues raised may quickly become outdated. Every endeavour was made to check the accuracy of the data within the time and funding framework of this investigation.

8. Findings

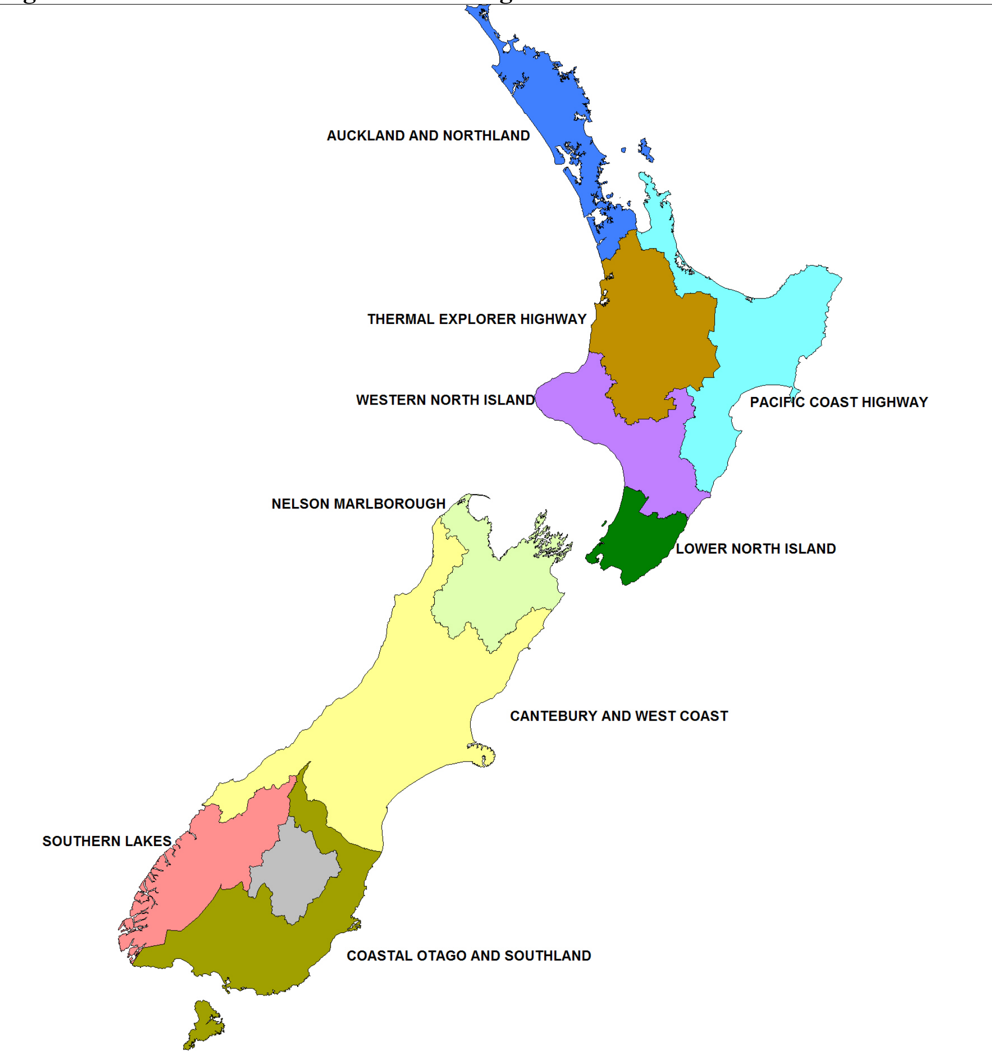
The following section combines the findings of the interviews, focus groups and questionnaire with research from secondary sources, to answer the questions Katolyst wants addressed, in terms of: A definition of regional tourism; the economic impact of tourism at a national and regional level; a map of the industry structure, key linkages and drivers; and the views of industry stakeholders within the tourism and hospitality sectors regarding the need for regional tourism in the Waikato, threats and opportunities for tourism across the Waikato, potential initiatives to strengthen the industry, and the vision of the industry stakeholders.

8.1. Definition of Regional Tourism

There is **no clear definition of regional tourism**. The trend for central government agencies such as the Ministry of Economic Development and Trade and Enterprise New Zealand is to move to fewer macro regions in New Zealand to integrate transport, urban planning, business development, tourism, and regional marketing and investment. Tourism New Zealand (TNZ), a crown entity responsible for marketing New Zealand internationally, has traditionally worked with Regional Tourism Organisations (RTOs) in its offshore marketing. In more recent years, TNZ has preferred to work with nine international marketing alliances (IMAs) or regional RTO groupings for both the North and South Islands. **TNZ argues that the international market perceives New Zealand as a country and can only cope with a small number of geographic / regional offerings**, and that **New Zealand can only provide regional offerings to the Australian market**.

There have been a number of successful Australian marketing campaigns in which TNZ has partnered with RTOs. Even in the Australian market, well resourced RTOs have needed to work together to gain leverage. For example, Queenstown, Dunedin, and Christchurch promote themselves as the 'best of the South Island' in a 15 second television commercial. In the TNZ international tourism marketing context, 'Waikato' would be geographically placed as part of the central North Island or part of the 'Thermal Explorer Highway', as highlighted in Figure 1: Tourism New Zealand's Marketing Alliances.

Figure 1: Tourism New Zealand's Marketing Alliances[2]

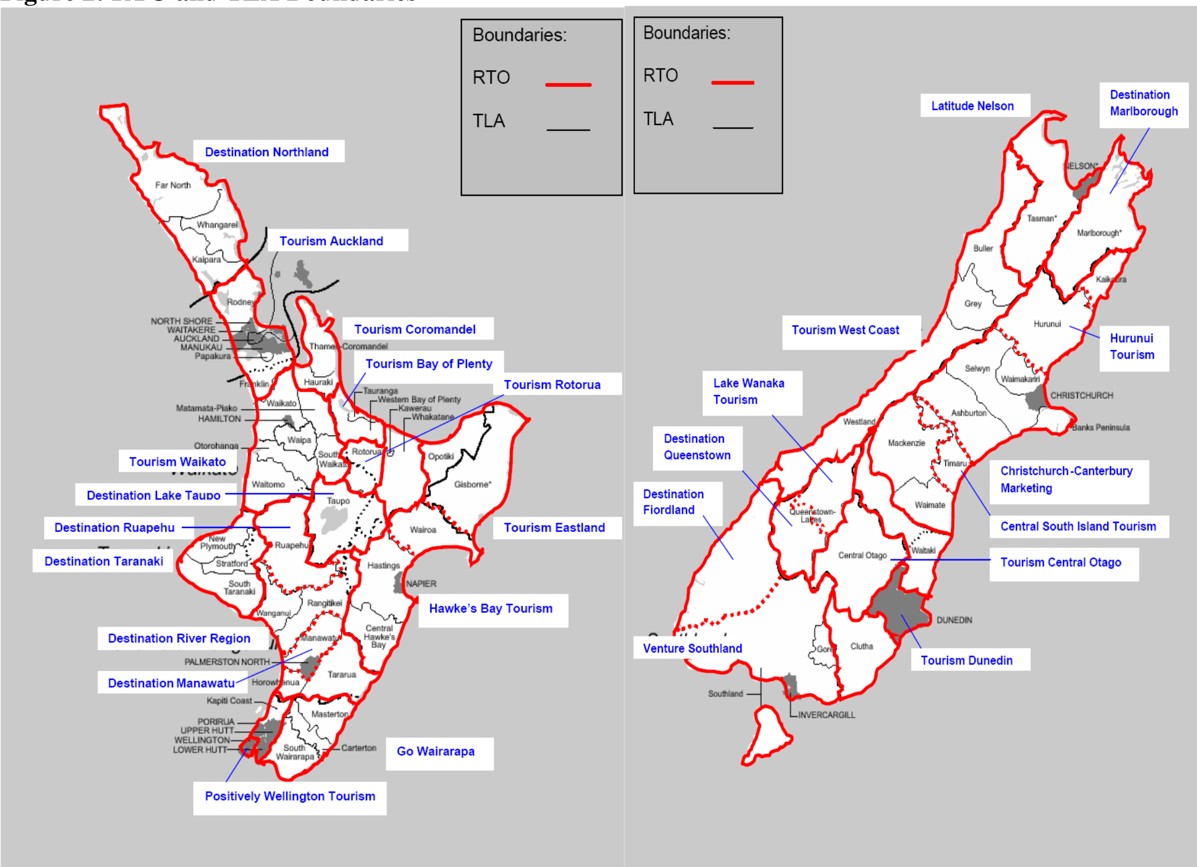


Nationally, the New Zealand tourism industry is organised and structured around RTOs, responsible for both domestic and international marketing. The Ministry of Tourism research data is organised according to RTO geographical boundaries. In most cases RTOs follow the boundaries of a group of Territorial Local Authorities (TLAs), although in some instances the RTO mirrors the Regional Council boundary. Figure 2: RTO and TLA Boundaries highlight these boundaries.

With the closing of Tourism Waikato **seven TLAs are not represented by an RTO on the national tourism map**: Waikato, Matamata-Piako, Waipa, Otorohanga, Waitomo, and South Waikato District Councils, and Hamilton City Council. Historically, it would be argued that the geographical boundary of these seven TLAs is what is meant by regional tourism in the Waikato.

[2] Source: Tourism New Zealand

Figure 2: RTO and TLA Boundaries



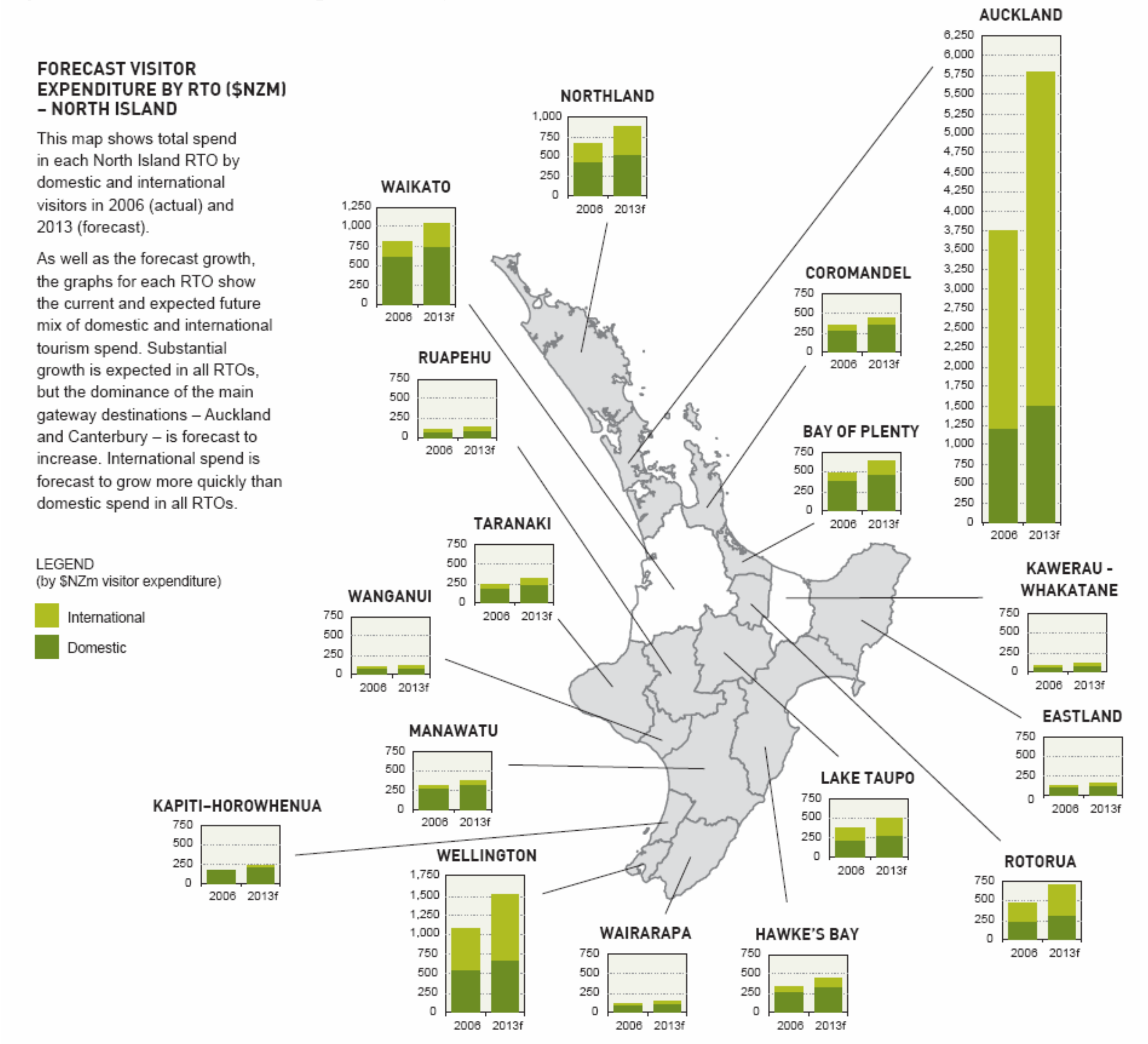
All TLAs in New Zealand, except the seven in the Waikato, Whakatane, Kawerau and Clutha are represented by an RTO. The Ministry of Tourism 2007 data sets and published reports still group the Waikato using the former Tourism Waikato's geographic boundaries, while also acknowledging there is "currently no funded RTO". Figure 3: Forecast Visitor Expenditure by RTO highlights how the Ministry of Tourism has figuratively put the Waikato on the same level as Kawerau-Whakatane and Clutha, as a region not currently funded by an RTO, **yet total visitor expenditure for the Waikato is the fourth largest in the country**. The Waikato Regional Council includes Taupo District Council, which has its own RTO, and Hauraki Plains and Coromandel District Councils, which are represented by Tourism Coromandel (an RTO). **For this report, any reference made to the Ministry of Tourism's research data for the Waikato will imply the former Tourism Waikato regional boundary**.

The **term RTO has been fraught with difficulties**, since the term was first used in the mid 1980s, in regard to alignment with regional or unitary government bodies or even groupings of TLAs[3] . In fact the term RTO is a misnomer, as some of the most successful and well resourced RTOs in New Zealand are funded by one TLA, for example, Wellington, Auckland and Rotorua, yet they do represent other neighbouring TLAs on the national tourism map. One TLA has two very successful RTOs within its boundaries: Queenstown and Wanaka. This problematic notion of RTO is endemic of the structural problems of the New Zealand

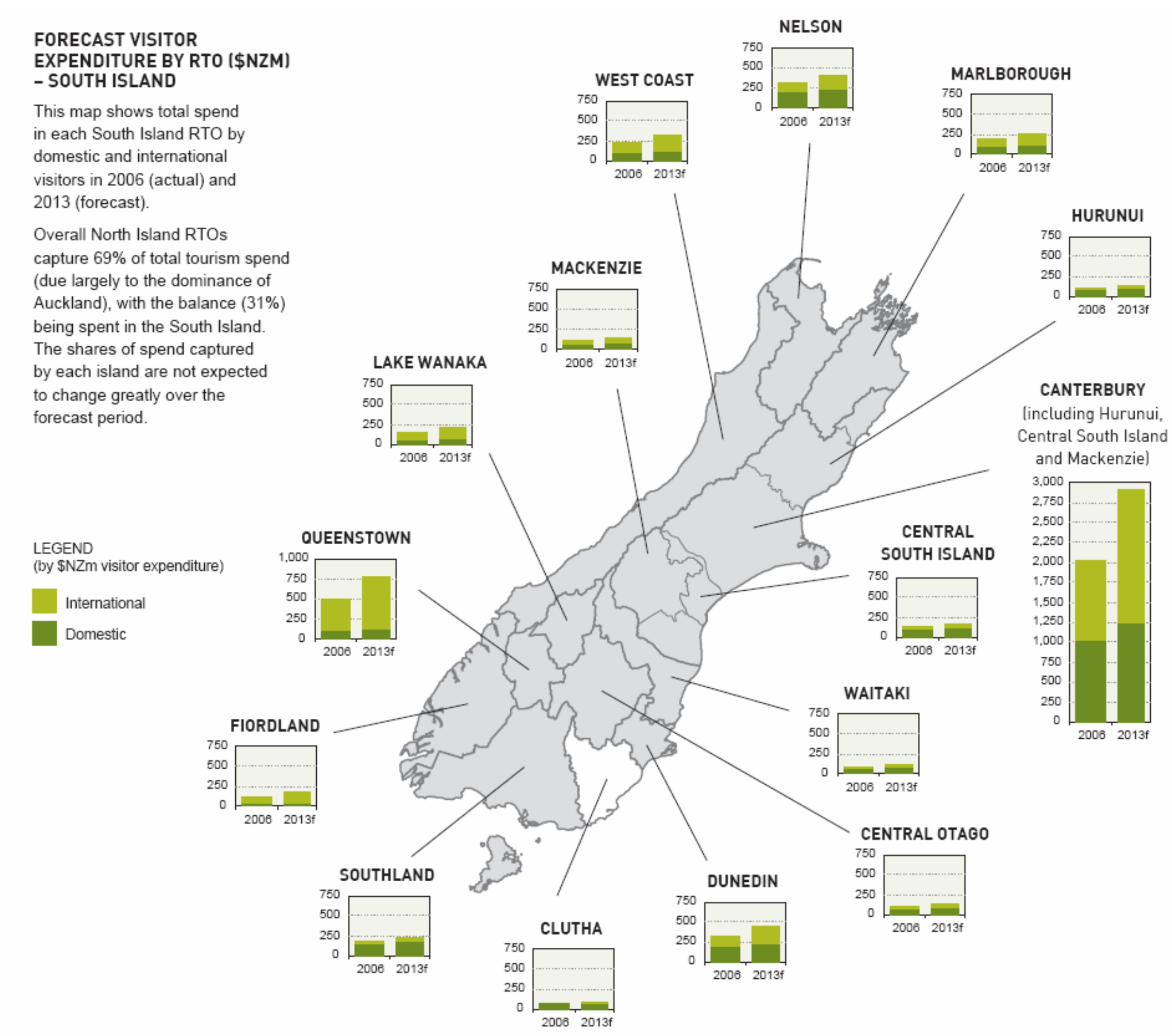
[3] For more information refer to Zahra, A. (2006). "Regional tourism organisations in New Zealand from 1980 to 2005: Process of transition and change". Unpublished Doctoral thesis, University of Waikato, Hamilton

Tourism Industry which has predominantly focused on international offshore marketing since 1990.

Figure 3: Forecast Visitor Expenditure by RTO



Version: Final Public Report



Given this plethora of 'regional' tourism arrangements, regional tourism can mean anything that the local groupings and funders want to make of it.

The notion of regional tourism needs to be driven by a visitor strategy that clearly identifies the funders and stakeholders, has clear vision, identifies gaps, identifies specific projects to fill the gaps, and is backed by funding required to implement the vision. It needs to be noted that visitors do not focus on geographical boundaries, but rather are seeking an experience that transcends these boundaries.

8.2. Economic Impact of Tourism

The following section outlines the economic impact of tourism at a national level and at a regional level. This section also explains the multiplier effect of tourism compared with other industries, compares tourism with other sectors in the Waikato economy, and explains the impact of exchange rate fluctuations on the tourism industry.

8.2.1. Economic Impact of Tourism at the National Level

The tourism industry is a major economic driver in the New Zealand economy in terms of production of goods and services and creation of employment opportunities. **In 2006, tourism comprised 9.6% of Gross Domestic Product (GDP), generated $18.9 billion in visitor expenditure, and employed 9.9% of the workforce or 1 in 10 people**. Tourism was also New Zealand's **highest single export earner in 2006, comprising 19.2% of total exports and generating $8.3 billion**. The next highest export earner was dairy at $5.9 billion[4].

International visitor arrivals to New Zealand totalled 2.41 million in 2006, and are expected to reach 3.17 million by 2013. This represents an increase of 31.4% or 4% per annum. **International visitor expenditure** was $6.38 billion in 2006, and **is forecast to increase to $10.49 billion in 2013, which represents an increase of 64.6% or 7.4% per annum**. In 2006, domestic visitor spend was larger than international visitor spend, but by 2011 international visitor spend is expected to take over domestic visitor spend[5].

Tourism in the Tourism Satellite Account 2006 (refer footnote) had a direct contribution (value added) to GDP of $6.9 billion or 4.8% of GDP. The indirect value of industries supporting tourism generated an additional $5.9 billion to GDP. Tourism is different to 'conventional' industries such as agriculture or manufacturing that are classified according to the goods and service they produce or supply. Tourism is defined by the customer demanding tourism products. Therefore, tourism can cut across standard industry definitions; hence, importance is given to the indirect value added by tourism to the New Zealand economy.

8.2.2. Economic Impact of Tourism at the Regional Level

Statistics New Zealand tourism economic data is not available at the regional level. The former Tourism Waikato commissioned two tourism economic impact reports, one in 2001 and the other in 2004 based on the RTO's boundaries[6]. Katolyst also commissioned a study on the Waikato Regional Economy 2007, with some references to tourism[7]. The information in Table 3: Key Economic Indicators of Tourism's Contribution to the Region is based on these three reports. The three reports had different objectives; therefore, comparisons of all economic indicators for the three years: 2000, 2003 and 2006 were not available.

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[4] Tourism Satellite Account 2006. www.stats.govt.nz

[5] Ministry of Tourism. New Zealand tourism forecasts 2007-2013. Summary document. August 2007. www.tourismresearch.goct.nz

[6] "The value of tourism and its contribution to the economy of the Tourism Waikato RTO region", C. Ryan & W. Hughes, May 2001, University of Waikato.
"Tourism – its contribution to the economy of the Waikato Regional Tourism Organisation: Full technical report", C. Ryan & W. Hughes, November 2004, University of Waikato.

[7] "The Waikato regional economy. Report for Katolyst". W. Hughes, May 2007. www.katolyst.co.nz

Table 3: Key Economic Indicators of Tourism's Contribution to the Region

	2000	2003	2006
Direct Tourist Expenditure	$496m	$799m	$804m
Value Added to Waikato RTO region	$380m	$400-430m	
Tourism employment in Waikato RTO region (2006 Waikato Region economy)	5.3-6.5%	6%	11.8%
Tourism contribution to economic activity within the Waikato RTO region	5-6.5%	4-5%	
Total Waikato Region Tourism Multiplier			3.18
Attractions Spend	$37-$43m		
Accommodation Spend	$100m		
Retail Spend	$240-317m		

Two thirds of Waikato visitor expenditure comes from the domestic market. This market has been the most volatile this decade, as competition in the international Trans-Tasman and Pacific destinations has reduced airfares, and the rise in the New Zealand dollar has led New Zealanders to substitute domestic holidays for international holidays. Visitor expenditure has fallen from a high in 2002, to a low in 2005, with 2006 total expenditure levelling to just above the 2003 expenditure.

As can be seen in Table 3: Key Economic Indicators of Tourism's Contribution to the Region, the direct tourist expenditure and value added from 2000 to 2003 increased, whereas the percentage of tourism employment and tourism economic contribution remained static. This was due to the growth in other key sectors of the Waikato economy over this period, especially dairying and construction[8]. **Employment in the tourism sector has grown quite significantly this decade with 11.4% growth per annum**[9]. In 2001, there were 10,862 FTEs employed in the tourism sector, which represented 8.7% of the region's workforce. **In 2006, there were 18,610 FTEs in tourism sector, increasing to 11.8% of total employment**. The actual number of people employed is larger than this FTE number, because of the part-time and casual employment characteristics of the tourism sector. Given the young population (including young families and students) in the Waikato, the tourism sector is a significant source of employment for young people and women, and compliments rather than directly competes in the employment market with other major sectors of the Waikato economy, such as dairy, agriculture, manufacturing, and forestry.

The 2001 economic impacts report[10] and Table 3: Key Economic Indicators of Tourism's Contribution to the Region, show that **visitors to the Waikato spend more in retail outlets than they do on attractions and accommodation, highlighting the indirect contribution of tourism to the Waikato economy**. This highlights the **common tension found around the world regarding funding the marketing and infrastructure needs for the tourism industry**. Visitors come to the region and consume products, services, and public goods alongside other community members. Attractions, restaurants, cafes, petrol stations, and information centres service and enhance the local community as well as visitors. Accommodation operators provide an important service to the business sector, as well as visitors, and can be one factor, among many, that facilitates and attracts business investment to the region.

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[8] "Tourism – its contribution to the economy of the Waikato Regional Tourism Organisation: Full technical report", C. Ryan & W. Hughes, November 2004, University of Waikato.
[9] "The Waikato regional economy. Report for Katolyst". W. Hughes, May 2007. www.katolyst.co.nz
[10] "The value of tourism and its contribution to the economy of the Tourism Waikato RTO region", C. Ryan & W. Hughes, May 2001, University of Waikato.

8.2.3. Tourism Industry Multiplier

Multipliers indicate the total economic impact on the region. Table 3: Key Economic Indicators of Tourism's Contribution to the Region lists a multiplier for tourism of 3.18 for the Waikato Regional Council economy. This means that a $1.00 change in tourism expenditure leads to a $3.18 final impact on the local economy. **The multiplier impact needs to be considered when looking at visitor expenditure**. Table 4: Multiplied Impact of Visitor Expenditure for the Waikato takes past and forecasted visitor expenditure[11] for former Tourism Waikato RTO boundaries, and uses the 2007 Waikato regional economy multiplier for the tourism sector, to give an approximate indication of the final economic impact of tourism on the regional economy. It should be noted that multipliers remain constant in the short term whether there is an increase or decrease in visitor expenditure; therefore, a drop in visitor expenditure will have a multiplied negative effect on the regional economy.

Table 4: Multiplied Impact of Visitor Expenditure for the Waikato

Year	Total Visitor Expenditure	Positive Multiplier Impact
2000	$496m	$1,577m
2003	$799m	$2,541m
2006	$804m	$2,557m
2009	$891m	$2, 833m
2012	$1,001m	$3,183m

Table 5: Multipliers for Major Industry Sectors in the Waikato Economy[12] compares the tourism sector to other major sectors in the region. Electricity is the most valuable sector, in terms of retaining economic value, of all the major sector groups, with tourism ranked fourth. The backward / supply linkage multiplier for tourism of 1.89 implies that for every $1.00 generated by tourism, another $1.89 is generated in sectors from the local economy that supply tourism. The forward / using linkages tourism multiplier of 2.47 implies that if the tourism sector starts contracting by $1.00, another $2.47 of regional output will be lost in the Waikato. **The tourism sector is one of the higher forward linkage multipliers as it keeps output in the local economy**. This can be compared to dairy processing, which exports most of its output.

Table 5: Multipliers for Major Industry Sectors in the Waikato Economy

Major Sector Groups	Total Regional Output Multiplier	Backward / Supply Linkages	Forward / Using Linkages
Electricity	4.73	2.3	3.43
Sheep, Beef & Deer Farming	3.62	1.94	2.68
Retail, Wholesale and Trade	3.27	1.80	2.47
Tourism	3.18	1.89	2.47
Meat Processing	2.98	2.44	1.54
Dairy Processing	2.51	2.36	1.15
Dairy Farming	2.46	1.64	1.82
Education & Scientific Research	2.43	1.81	1.62
Agricultural Manufacturing	2.10	1.71	1.39
Central Government	2.03	1.85	1.18

[11] 2007 Ministry of Tourism forecasts
12 Source: "The Waikato Regional Economy. Report for Katolyst". W. Hughes, May 2007

8.2.4. Tourism in Comparison to other Major Sectors in the Waikato Economy

The 2007 Waikato Regional Economy report for Katolyst[13] examined the major economic trends for the major industry sectors in the Waikato economy. Table 6: Output for Major Sector Groups in the Waikato Economy, taken from this report, shows the tourism sector's ranking compared to other sectors. Sales values are in current dollars, and therefore incorporate price inflation from 2001 to 2006. Sales revenue is based on Statistics New Zealand data for regional economies, while all other statistics referring to visitor expenditure in this report are drawn from Ministry of Tourism research data. As this table shows, **tourism is the fourth largest sector in the Waikato economy in terms of sales revenue and has experienced the highest growth per annum**.

Table 6: Output for Major Sector Groups in the Waikato Economy

Major Sector	Sales Revenue 2006	Sales Revenue 2001	Increase	Growth per annum
Retail, Wholesale and Trade	$3,098m	$2,074m	$1,024m	8.4%
Dairy Farming	$2,346m	$1,508m	$838m	9.2%
Dairy Processing	$2,153m	$1,462m	$691m	8.0%
Tourism	$1,413m	$ 738m	$675m	13.9%
Electricity	$1,083m	$ 591m	$492m	12.9%
Agricultural Manufacturing	$ 976m	$ 575m	$401m	11.2%
Education & Scientific Research	$ 907m	$ 597m	$310m	8.7%
Meat Processing	$ 841m	$ 542m	$299m	9.2%
Sheep & Beef Farming	$ 594m	$ 384m	$210m	9.1%
Hospitals	$ 510m	$ 309m	$ 201m	10.5%
Central Government	$ 369m	$ 288m	$108m	6.6%

Table 7: Employment Levels for Major Sector Groups in the Waikato Economy, also taken from the same report, indicates that **tourism is the second highest employer in the Waikato economy**, with an annual growth rate of 11.4% per annum since 2001.

Table 7: Employment Levels for Major Sector Groups in the Waikato Economy

Major Sector	FTE 2006	FTE 2001	Increase	Growth per annum
Retail, Wholesale and Trade	28,350	21,296	7,054	5.9%
Tourism	18,610	10,862	7,748	11.4%
Education & Scientific Research	12,500	10,522	1,978	3.5%
Dairy Farming	5,790	11,838	(6,048)	(13.3)%
Hospitals	5,620	3,622	1,998	9.2%
Agricultural Manufacturing	5,020	3,622	1,398	6.7%
Dairy Processing	2,980	1,529	1,451	14.3%
Meat Processing	2,580	1,362	1,218	13.6%
Sheep & Beef Farming	2,210	3,128	(918)	(6.7)%
Central Government	2,040	2,382	(342)	(3.1)%
Electricity	790	577	(213)	6.5 %

[13] "The Waikato Regional Economy. Report for Katolyst". W. Hughes, May 2007. www.katolyst.co.nz

8.2.5. Tourism and Exchange Rate Fluctuations

Tourism growth nationally has been achieved despite the significant appreciation of the New Zealand dollar over the last three years. The New Zealand tourism industry appears resilient though affected by exchange rate fluctuations. Income growth in source markets has chiefly driven the long term growth of international visitors. Australian and UK visitor arrivals (50% of the inbound visitor market) are less sensitive to exchange rates than visitor arrivals from Germany, Japan, US, and South Korea. Holiday travel is more sensitive to exchange rate fluctuation than other travel segments such as Visiting Friends and Relatives (VFR) and business travellers. Visitor expenditure in New Zealand is considerably more sensitive to exchange rate movements than visitor arrivals. Overall, a 1% increase in the value of the New Zealand dollar reduces the expenditure per visitor by 0.81%, although inbound markets vary significantly, and the Australian market (the largest) exhibits no significant impact. It is assumed that these patterns will remain in the current environment of a falling New Zealand dollar[14].

Exchange fluctuations have more impact on the travel behaviour of New Zealanders. An increase in 1% of the New Zealand dollar increases outbound travel by 0.87%. New Zealanders tend to take more overseas trips when the dollar is strong which in turn dampens the level of domestic tourism activity. This is important for the **Waikato economy,** which **should see an increase in domestic tourism with a falling dollar**.

8.3. Map of Industry Structure, Key Linkages and Drivers

The following section outlines the industry structure, key linkages, and drivers in terms of international and domestic visitor markets, drivers and linkages at the district and regional levels, and *i*-SITE / information centre linkages.

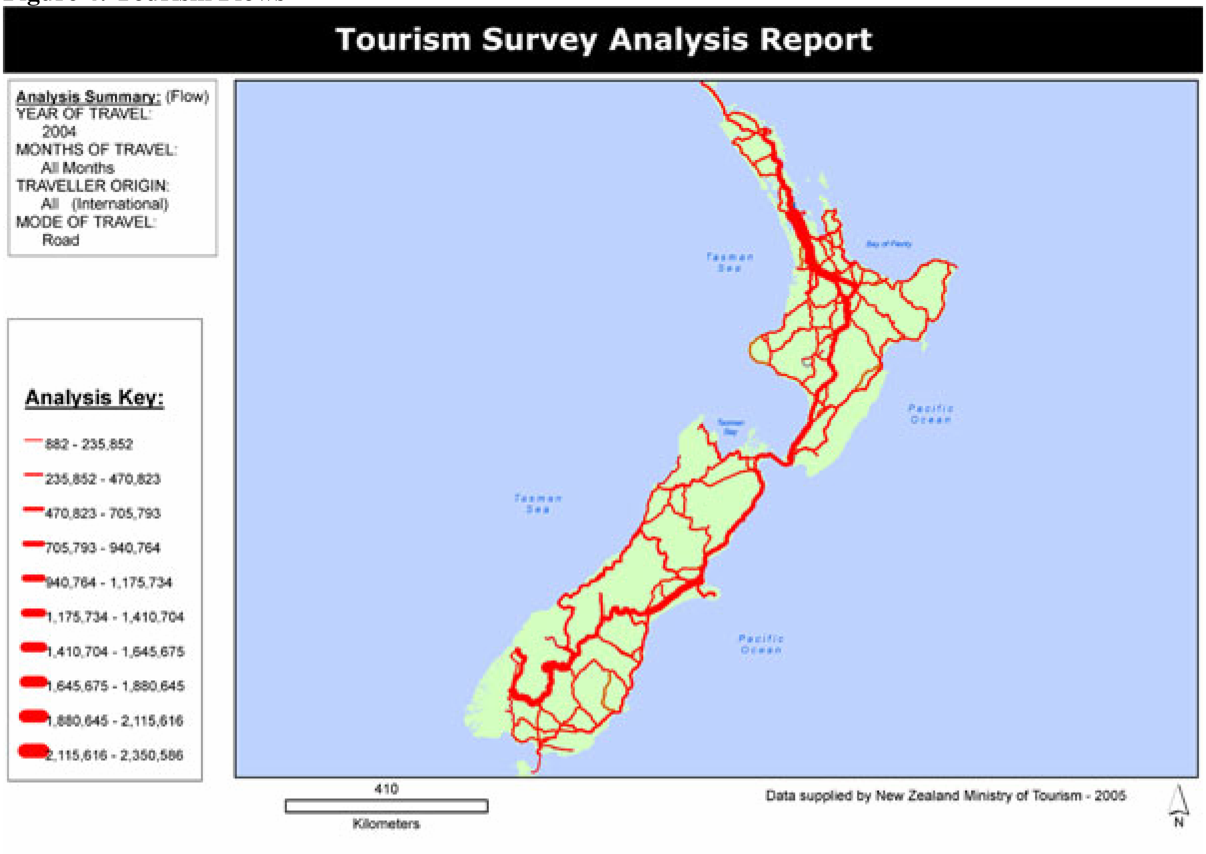
8.3.1. International Visitor Markets

The international visitor market is a key tourism driver in this region.

At the year end March 2007, 20% of international visitors coming to New Zealand stopped and visited the Waikato. In total, 70% of international visitors arrive in Auckland, and most drive through the Waikato to get to other destinations. Figure 4: Tourism Flows highlights **the thickest trunk of tourists flow south of Auckland and through the Waikato**. **This international visitor flow is the major driver and has the highest potential for economic growth in the Waikato**. A coordinated regional approach to tourism could aim to increase the number of international visitors stopping in the Waikato from 20% to 30%.

[14] Ministry of Tourism Exchange Rates and Tourism Relationships in New Zealand. www.tourismresearch.goct.nz

Figure 4: Tourism Flows



Overall, 21% of visitors arrive directly into Christchurch, 5% into Wellington, with the next largest airport for international visitors being Queenstown, which welcomes 1% of international visitors. Hamilton is the next gateway receiving less than 1% of international visitors, of which 90% are visitors from Australia. Even though the **Australian visitor market is significant for Hamilton International Airport, this is still only 2% of total Australian visitors to New Zealand**. A potential driver for international tourism for the Waikato is the Australian market flying directly into Hamilton. Currently Australian flights in and out of Hamilton are driven by outbound travel (New Zealanders flying to Australia) rather than inbound (Australians deciding to fly directly to Hamilton). The lack of regional tourism coordination over the last eighteen months has seen Hamilton Airport lose ground to Dunedin and Queenstown in the Australian market, with the Dunedin RTO having a full time marketing person based in Sydney.

Hamilton Airport's international freight strategy is potentially another international tourism driver, as freight can underpin passenger services not only to Australian cities, but also to Asia. **Tourism should not be seen in isolation to other key economic generators for the region**.

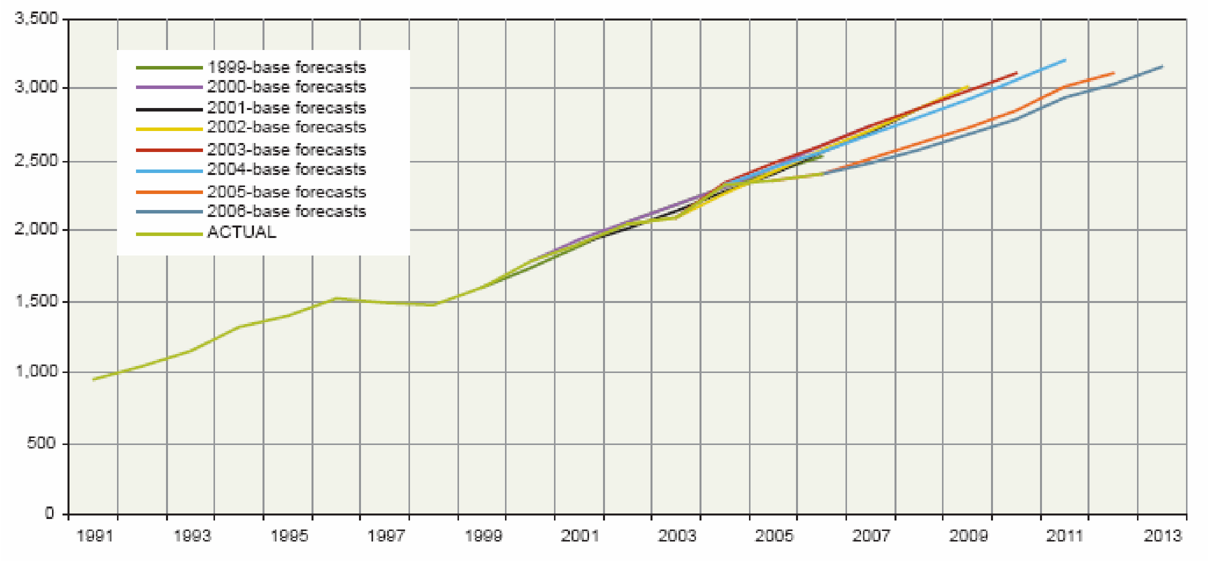
Figure 3: Forecast Visitor Expenditure by RTO indicates that the **inbound international visitor market offers significant growth for tourism over the next few years, with the Waikato and neighbouring regions, especially Auckland, experiencing good growth**. Table 8: Regional Comparison of International Visitor Expenditure shows that the **Waikato is a significant player in the international market** (7th out of 30 tourism regions)**, although the forecasted growth for the Waikato is less than the national average**.

Table 8: Regional Comparison of International Visitor Expenditure

Region	2006	2013	Total Change	Annual Change
Auckland	$2 525m	$4, 276m	69.4%	7.8%
Canterbury	$1 005m	$1 665m	65.6%	7.5%
Wellington	$ 536m	$ 842m	57.1%	6.7%
Queenstown	$ 389m	$ 651m	67.5%	7.5%
Rotorua	$ 222m	$ 397m	78.5%	8.6%
Northland	$ 223m	$ 347m	55.7%	6.5%
Waikato	$ 192m	$ 300m	56.3%	6.6%
Lake Taupo	$ 139m	$ 218m	56.7%	6.6%
Dunedin	$ 135m	$ 212m	56.9%	6.7%
West Coast	$ 134m	$ 212m	58.2%	6.8%
Nelson	$ 111m	$ 174m	57.1%	6.7%
Bay of Plenty	$ 108m	$ 168m	55.2%	6.5%
New Zealand Total	$6,377m	$10,494m	64.6%	7.4%

The above forecasts are fairly reliable. Figure 5: Summary of Visitor Arrivals Forecasts 1999-2006 ('000s) indicates the accuracy of these Ministry of Tourism forecasts, which have been used by the tourism industry for the last 20 years.

Figure 5: Summary of Visitor Arrivals Forecasts 1999-2006 ('000s)

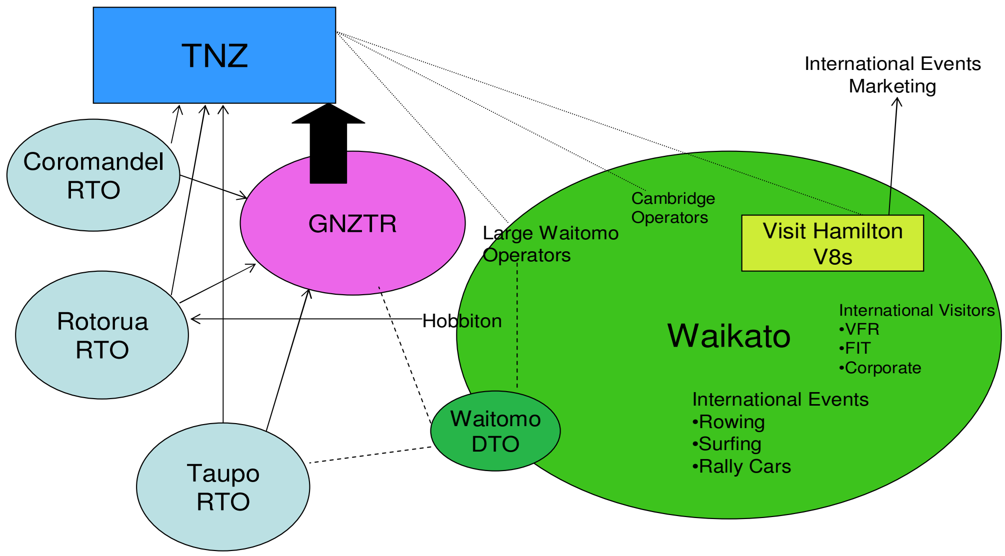


The international visitor market is a major driver for tourism in the Waikato. Currently there are weak linkages in reaching the international market. International tourism destination marketing has long lead times. Those consulted in this study had mixed views on the region's past international marketing efforts. Some operators and stakeholders, involved in tourism international marketing, argue that the Waikato is still reaping the benefits of over fifteen years of international marketing, at least since the establishment of the New Zealand Tourism Board in 1991, now Tourism New Zealand, due to the long marketing lead times. It is expected that this will rapidly diminish if the status quo remains. A small number argued that the former Tourism Waikato's lack of focus and effectiveness during its last years and limited budget for international marketing rendered it ineffective. The Waikato has had a continued presence in international tourism marketing since the late 1980s, since the establishment of the Waikato Promotion Society, which became Tourism Waikato. A consistent message received from respondents is that by **withdrawing from international marketing the Waikato is loosing profile**, and because it is not present, others are taking over.

Tourism New Zealand, responsible for marketing New Zealand internationally, has been clear, since the demise of the former Tourism Waikato, that the region needs to come together collectively and that they could not "work a little bit with Cambridge, a little bit with Waitomo, a little bit with Hamilton. We just couldn't manage the process of working together with separate people"[15]. **TNZ's message is: get together, work together and then we can work with you**. **TNZ do not care who takes the lead or how the region is organised and branded; however, they only want to work with one entity**. TNZ outlined at the outset that the Waikato and export ready operators were going to miss out on international media opportunities and liaison with international travel and trade wholesalers as they were coordinated through the RTOs. RTOs were also the link to TNZ's www.newzealand.com website.

The Figure 6: International Marketing Linkages highlights the tenuous links between TNZ and Waikato groups who have an interest in international marketing.

Figure 6: International Marketing Linkages



The Great New Zealand Touring Route (GNZTR) was established to cooperatively market member regions (Central North Island) and participating export ready tourism products within these regions, to international travel trade. All RTOs within this geographical area: Rotorua, Coromandel, Bay of Plenty, Taupo, Ruapehu and Hawke's Bay conduct their international marketing through GNZTR. Each RTO contributes $20,000 per year, and 90% of their international marketing is done for them covering all markets: Australia, Europe, Asia, North and South America. The regions are represented at TNZ's Kiwi Links and other trade shows, they have a web presence through www.gnztr.com and GNZTR communicates with all travel trade on their behalf. Five thousand glossy brochures (product manuals) are printed every year and these go only to travel trade wholesalers and retailers. Tourism Operators, under the jurisdiction of a member RTO can pay $700 and become a member, giving them listing access to the website, the option of being listed on the product manual, and their products are represented in international trade shows. **The GNZTR is viewed by member RTOs to be a very effective and economical approach to international marketing**. Some member RTOs conduct all their international marketing through the GNZTR.

[15] Tracey Johnson, Industry Communications Manager, TNZ

As there was no RTO in late 2006, while the planning was being undertaken for 2007, the **Waikato has had no representation this year at international travel shows, with travel trade or in the printed media**.

The omission of the Waikato, except for Waitomo, on the GNZTR, has been perceived by tourism stakeholders outside the Waikato, as an embarrassment to New Zealand Tourism and a blot on the GNZTR map. These stakeholders believe that both **Hamilton**, as the major city within the touring route with the largest range of accommodation facilities, **and the Waikato region** as the entry point and gateway **needs to have a presence and enhance the collective appeal to international visitors**.

8.3.2. Domestic Visitor Marketing

Figure 3: Forecast Visitor Expenditure by RTO shows that domestic visitors are the major and staple driver of visitor expenditure in the region. Table 9: Regional Comparison of Domestic Visitor Expenditure highlights that the **Waikato is a significant national player and generates more domestic visitor expenditure than Wellington,** whose RTO has run some very successful domestic tourism campaigns in recent years. The Waikato has a geographical advantage in the domestic visitor market because of its close proximity to New Zealand's largest and fastest growing population bases of Auckland, the Bay of Plenty, and the greater Waikato (including Taupo and Coromandel).

Appendix IV shows that the main drivers of the domestic market are VFR (visiting friends and relatives), then the holiday market, followed by the business sector. **In 2006, Waikato hosted 13.5% of total New Zealand day visits, but only 5.6% of overnight visits**. A day trip is defined as a trip by a person outside their usual environment of at least 40km one way or 80km return within New Zealand, completed within the same day. Appendix IV also highlights the low occupancy rates for accommodation providers across the Waikato, except for Hamilton. **If a percentage of day visits could be converted into overnight visits, because of a suite of well marketed product offerings being available, occupancy rates and therefore profitability for accommodation providers in the region would increase**.

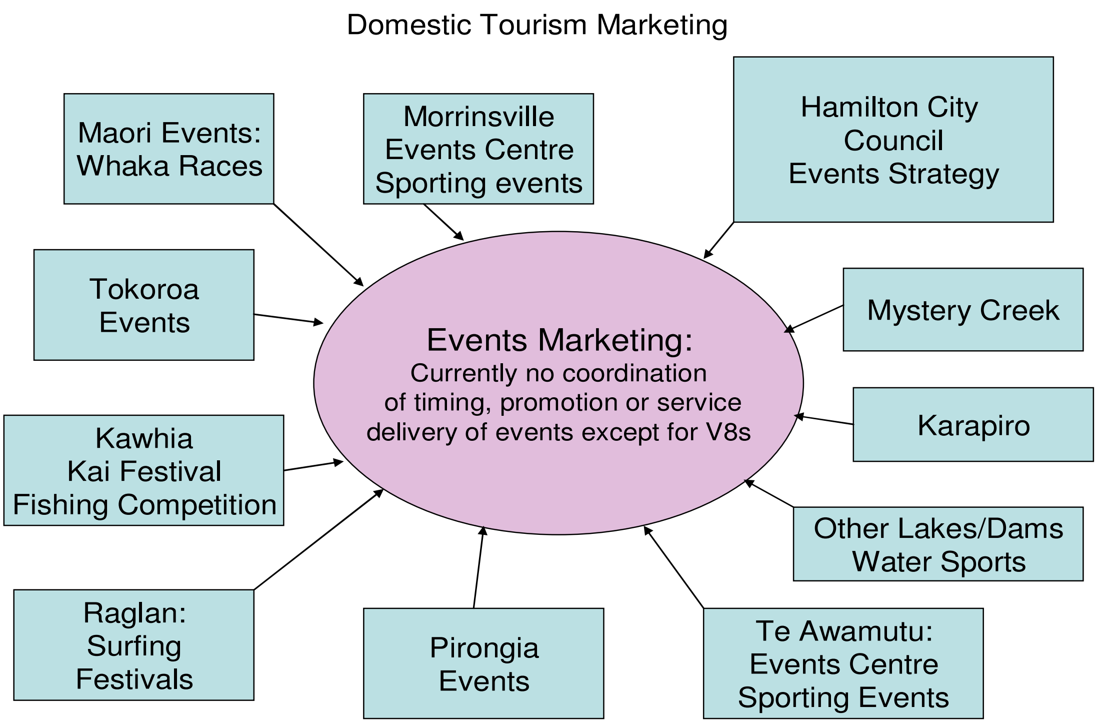
Most domestic visitors come from neighbouring regions. Table 9: Regional Comparison of Domestic Visitor Expenditure shows that the regions closest to Auckland: Waikato, Northland, Bay of Plenty and Coromandel, have the largest regional domestic visitor expenditure. **The large population base of Auckland, with good road transport linkages, is the biggest domestic visitor market opportunity for the Waikato region**. Well packaged product offerings and themed trails could attract Aucklanders and the growing Bay of Plenty population base to the region. A gap exists as there is no coordination or development of these tourism opportunities.

Table 9: Regional Comparison of Domestic Visitor Expenditure

Region	2006	2013	Total Change	Annual Change
Auckland	$1, 221m	$1,513m	23.9%	3.1%
Canterbury	$1 023m	$1 248m	22%	2.9%
Waikato	$ 612m	$ 741m	21%	2.8%
Wellington	$ 557m	$ 675m	21.1%	2.8%
Northland	$ 435m	$ 538m	23.8%	3.1%
Bay of Plenty	$ 382m	$ 464m	21.5%	2.8%
Coromandel	$ 287m	$ 356m	24%	3.1%
Hawke's Bay	$ 279m	$ 333m	19.3%	2.6%
Manawatu	$ 269m	$ 318	18.5%	2.5%
Rotorua	$ 247m	$ 302m	21.9%	2.9%
Lake Taupo	$ 234m	$ 283m	21%	2.8%
Dunedin	$ 191m	$ 232m	20.3%	2.8%
New Zealand Total	$7,468m	$9,083m	21.6%	2.8%

Events are a major domestic tourism driver. Most communities in the region host at least one or two major events per year. Hamilton City has made events a priority, and towns like Te Awamutu and Morrinsville have very good sporting events facilities. Figure 7: Location and Linkage of Regional Events shows some of the events around the region that were noted in the data collection of this study. There are undoubtedly many more events across the region initiated and run by local communities. Tourism in most New Zealand regions is subject to seasonal fluctuations and many regions are looking to events to balance this seasonality.

Figure 7: Location and Linkage of Regional Events



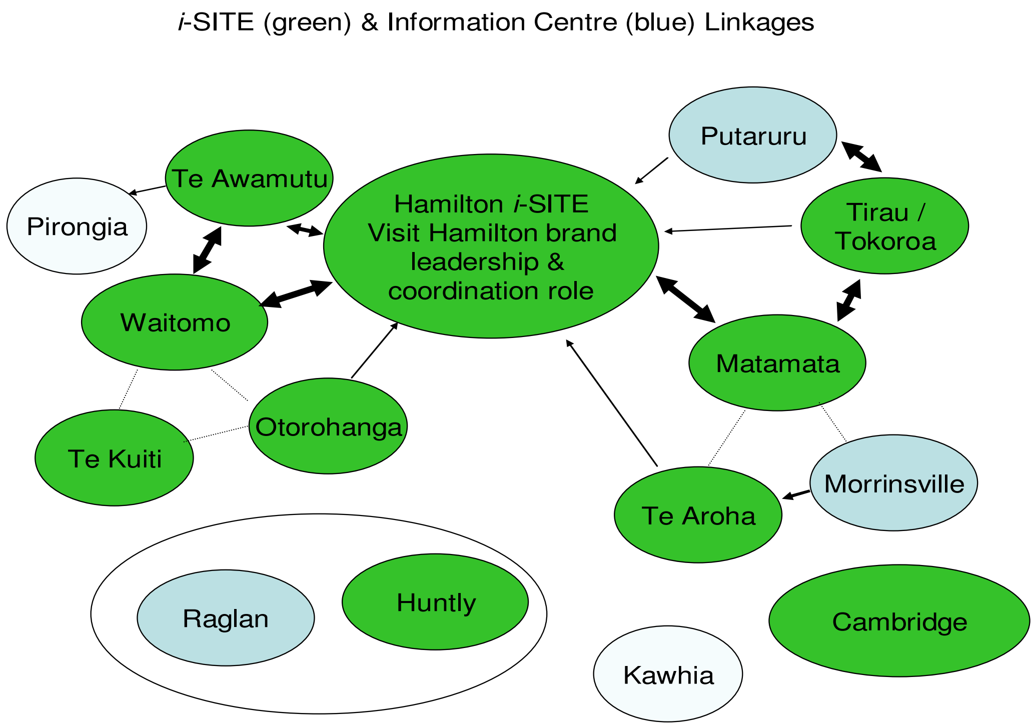
Some regions in New Zealand list major events, which chiefly aim to attract domestic and international visitors, in a summarised calendar at the front of their visitor brochure. Hamilton and the wider Waikato do not have a coordinated regional events calendar. Visit

Hamilton lists events in the city and around the region on their website and in their print media, but major events are listed alongside lectures, exhibitions, theatre productions and other local community events (approximately 1,100 events listed for 2008, as at September 2007). There is no regional events focus listing and coordinating events that aim to attract visitors outside a 40km radius.

8.3.3. *i*-SITEs / Information Centres

TNZ's Visitor Information Network (VIN) promotes the green '*i*-SITE' brand, compared to the blue internationally recognised '*i*' which represents information centres. TNZ places importance on the quality of the international visitor experience and tries to manage this through setting criteria for membership, and by rebranding the logo to '*i*-SITE' earlier this decade. The *i*-SITE brand is known to international visitors as it is promoted as part of TNZ's offshore marketing. Yet, domestic visitors are less familiar with the brand distinction as domestic tourism is outside the remit of TNZ. This discordance between domestic and international visitor branding for information centres is another example of the structural problems associated with the New Zealand tourism industry.

Figure 8: Information Centre Linkages for the V8 Event



For the purposes of this report the name *i*-SITE will be used to represent all *i*-SITEs and information centres as shown in Figure 8: Information Centre Linkages. ***I*-SITEs vary in structure and funding**. TNZ's VIN network offers professional development courses, which some *i*-SITE Managers have attended, leading to improved business capability, including preparation of business plans, finance, accounting, preparation of promotional material, and marketing. Some *i*-SITE Managers have a leadership role among local tourism operators and stakeholders. For example, the Matamata *i*-SITE Manager is core to the local Tourism Action

Group, who have developed a strategic plan and are now focusing on specific projects, such as a DVD to keep the tourism momentum going, and organising a number of meetings with operators and stakeholders throughout the year.

The *i*-SITEs have a history, to a greater or lesser extent, of meeting and networking amongst themselves. **In 2007, the Waikato *i*-SITE Managers plan to meet four times and have identified initiatives to improve their coordination**. During 2007, some *i*-SITEs have been working closer together to address the potential accommodation shortage of the V8s event, and an on-line booking system now centralises all the accommodation options both in Hamilton and the surrounding region. The Hamilton *i*-SITE is taking a leadership role for this event, with the other *i*-SITEs joining the Visit Hamilton Group (this group also includes operators from outside the city and is based on the former Tourism Waikato database).

The **main role of the *i*-SITE is to promote the local destination**; therefore, networking with local operators and promoting their products is part of this role. Some *i*-SITEs are responsible for coordinating local events. Most *i*-SITEs rely on operators to inform them of a change of ownership, change of product offerings etc., as most *i*-SITE Managers do not have the time or resources to proactively seek such information.

Most *i*-SITEs are inadequately resourced, relying on a number of revenue streams to meet operating expenses. It needs to be noted that *i*-SITE staff can spend a lot of their time on non-visitor related activities such as ticket sales, dealing with suppliers, and inventory management for the retail outlet.

The ***i*-SITEs exist not just for tourism, but to also offer the local community a service**. This is reflected in their varied structures summarised in Table 10: Governance Structures and Tourism Representation. For example, Tokoroa, Tirau and Te Kuiti have service contract arrangements between Councils and individual *i*-SITE Managers. Huntly and Raglan *i*-SITEs are managed by the Waikato Enterprise Agency, the Economic Development Agency (EDA) of Waikato District Council. The EDA has a service contract to operate and manage the two *i*-SITEs.

Table 10: Governance Structures and Tourism Representation

***i*-SITE**	**Directly to Council**	**Board or Committee**	**Incorporated Society**	**Tourism Operators significant representation on the Board**	**Database of tourism operators**
Cambridge		Yes	Yes	No	Yes
Hamilton	Yes				Yes (includes region)
Huntly		Economic Development Agency Board	No Charitable Trust	No	No *i*-SITE Yes EDA
Morrinsville		Board	Yes	No	No
Matamata		Yes	Yes	Yes	Yes
Otorohanga		District Development Board	Yes	No	No (in process)
Raglan		Economic Development Agency Board	No	No	Yes
Te Aroha	Yes		No		Yes

i-SITE	Directly to Council	Board or Committee	Incorporated Society	Tourism Operators significant representation on the Board	Database of tourism operators
Te Awamutu		Public relations Committee			Yes
Te Kuiti	Yes				No
Tirau / Tokoroa	Yes				Yes
Waitomo		Waitomo Caves Museum Society	Yes	Yes	Yes

Some boards or committees responsible for *i*-SITEs have been sceptical and lack trust in TNZs VIN network. They perceive that TNZ imposes demanding standards, yet does not accommodate local needs, and view *i*-SITE membership as simply a revenue source for TNZ for which the individual *i*-SITE receives no benefits. Some of the incorporated societies have members paying fees, although most *i*-SITEs do not have time to chase people who do not pay their fees.

Staffing of *i*-SITEs also varies and is a reflection of the resources available. *I*-SITE Managers who have few staff to support them are required to be on the premises most of the time, limiting their mobility to attend networking functions, deal with operators offsite etc. Table 11: Staff Structure of *i*-SITEs shows the structure of the *i*-SITEs within the Waikato region.

Table 11: Staff Structure of *i*-SITEs

i-SITE	Full-time Staff	Part-time Staff	Casuals	Volunteers
Cambridge	2	2	1	
Hamilton	9	2		
Huntly	2	1	3	
Morrinsville		2		
Matamata	2	3		
Otorohanga	1	5		
Raglan	0	3		4
Te Aroha	1	2	1	1 Gateway student
Te Awamutu	2	2	2	20
Te Kuiti	2		4	
Tirau	2 FTE	1 FTE		
Tokoroa	2 FTE	0.5 FTE		
Waitomo	3	1	1 possibly 2 extra staff for Summer	

8.4. Respondents' Views

The following section summarises the views of the tourism stakeholders and interested parties, who participated in this research, regarding the need for regional tourism in the Waikato, threats and opportunities for tourism across the Waikato, potential initiatives to strengthen the industry, and the vision of the industry stakeholders.

8.4.1. Need for Regional Tourism in the Waikato

Overall, participants indicated a **resounding 'yes'** when asked whether regional tourism was needed in the Waikato, and qualified 'regional tourism' as the **need for coordination, facilitation, and leadership** across the Waikato.

The reasons given for the need for regional coordination, facilitation, and leadership comprised the following:

- The Waikato is missing out on domestic and international marketing, media, and trade famils
- The potential product development and export ready product across the region is untapped
- A lack of knowledge of product offerings exists across the region, both within the industry and in the wider community
- There is a lack of networking within the industry
- Regional coordination enables strength in numbers
- There is a need for advocacy in the region, a need to secure available funding, and a need for representation, e.g. AA top 100, GNZTR
- Small operators need networking, advisory support when they have specific questions, support regarding marketing expertise, and an understanding of wider tourism dynamics
- Small operators and operators wanting to develop export ready product need the advice of a tourism expert
- A perception exists that leverage from international events, like surfing, rowing, V8s, is uncoordinated
- A strategic plan for tourism is needed across the region.

On the other hand, large corporate operators (e.g. Novotel) and small operators who do not understand the wider tourism dynamics felt there was little need for 'regional tourism'. Also, there is a **reluctance to see another bureaucratic body**, and **contributors want to see clear benefits from a coordinating body / organisation**.

Respondents in most locations emphasised their desire to maintain local, unique identities, and respondents suggested that the **diversity of the region should be celebrated with an inclusive marketing strategy**.

The coordination / facilitation / leadership body would also **need to educate and obtain buy-in from local communities and local politicians** regarding the value of tourism at varying levels, for example, the multiplier effect and local employment are just two economic benefits of tourism.

8.4.2. Potential Opportunities for Tourism in the Waikato

The potential opportunities respondents saw for tourism in the Waikato comprised the **geographic location** in terms of potential **visitor flows and proximity** to other areas, the **events strategy** led by Hamilton City, the **natural landscape** of the wider region, and potential **product offerings**, especially in terms of the region's diversity. A summary of these discussions is outlined in the points below.

Waikato's **location** was seen as an opportunity for the following reasons:
- The geographic location means a high level of tourist flow through the region (SH 1, 2, 3)
- Waikato's proximity to other areas, like Auckland, the central North Island ski fields, and Rotorua is an opportunity
- The proximity of the Waikato region to Hamilton city could be better marketed, i.e. there is lots to see within an hour's drive of the city
- Hamilton International Airport is an opportunity, especially for targeting the Australian market.

Events were seen as an opportunity for the following reasons:
- Leadership has been initiated by Hamilton City Council with their current events focus
- Many other smaller untapped events take place around the region
- An opportunity exists for the region to piggy-back on the larger events
- There is an opportunity for better coordination of events across the region, e.g. spread events across seasons
- Even more events could be developed than those already in place.

The **natural landscape** of the wider region and **potential product offerings** were seen as opportunities for the following reasons:
- The Waikato holds many untapped natural landscapes, like rivers, lakes, green pastures etc
- Geothermal activity is spread across the region
- More quality trails and outdoor recreation product could be developed
- The quality of current and future product offerings could be improved
- The Western Coastal corridor could be developed
- The unique local boutique identities should be maintained and could be developed further
- Ecotourism, e.g. Maungatautari, wellness tourism and adventure tourism are all opportunities for the region
- An opportunity exists to market a unique, authentic New Zealand experience
- Waikato has heritage and cultural tourism potential, including Maori and the Arts, the village culture in rural areas, and local kiwi-made products available in souvenir shops
- The diversity of product offerings across the region is an opportunity.

Participants also generally agreed that the **domestic and Australian markets offer the biggest potential to the Waikato**, as well as the **conference and corporate markets**, and that in order to target these markets successfully, greater cooperation and alignment is needed.

In particular, participants suggested that an opportunity exists for the tourism industry to **align with other industries**, like agriculture, equine etc. **Packages and themed trails** across the region could then be established, for example garden trails, a collective approach to arts, agri-tours, and geothermal trails. However, for such packages to eventuate, better networking and collaboration would be needed, with full community involvement in tourism and a greater awareness of the benefits of tourism to local communities. In addition, participants felt that a greater alignment with other regions, Rotorua, Coromandel etc, would benefit tourism in the Waikato.

8.4.3. Potential Threats for Tourism in the Waikato

Lack of coordination and leadership was the most cited threat for tourism in the Waikato. In addition, the **lack of understanding and buy-in** from key stakeholders, potential funders and the wider community, and in particular **insufficient funding and infrastructure**, were reported by respondents as a threat to tourism in the Waikato. The **diversity of the region**, while seen as an opportunity in some respects as mentioned above, was also deemed a threat. A summary of these discussions is outlined in the points below.

The **lack of understanding and buy-in** was seen to threaten tourism in the Waikato, and in particular:

- The individualism and a lack of comprehension of the bigger picture, or parochialism, across the region threatens a coordinated approach to regional tourism
- The apathy and lack of understanding of the importance of tourism as an economic driver for the region threatens the tourism industry generally
- A lack of buy-in from some councils and local communities, and a lack of understanding of the value of regional tourism, for example the multiplier effect, local employment etc threatens the tourism industry
- Negative attitudes and a lack of enthusiasm for tourism product offerings, as well as the perception that communities and the region have nothing to offer tourism threatens tourism in the Waikato specifically
- Mistrust and competitiveness between operators, and the individualistic and fragmented nature of the industry threatens tourism
- Tensions with strong green and anti-development views of local community threatens tourism development in some areas.

In particular, **insufficient infrastructure and funding** was seen to threaten tourism in the Waikato, for example:

- Insufficient accommodation, facilities, sewerage, and broadband infrastructure (especially in rural areas)
- Insufficient infrastructure to cater for packaged tour coaches (e.g. parking in Hamilton)
- Insufficient funding for marketing, both international and domestic
- Under-funded *i*-SITEs
- Ineffective transport across the region, i.e. it is difficult to see the region without a car.

The **lack of coordination** was seen to threaten tourism in the Waikato, and in particular:

- The lack of knowledge and visibility of product offerings across the region
- Tensions around seven district councils within the Waikato, and some districts with three towns
- The threat of proposed pylons with no coordinated opposition from tourism industry.

The **diversity of the region** was seen to threaten tourism in the Waikato for these reasons:

- Districts and towns across the region attract different markets, for example Hamilton attracts the corporate market, while the wider region attracts backpackers, adventure tourists, and other specialised groups
- There will be difficulty in establishing branding and marketing synergy for the region
- The infancy of many product offerings within the region and resultant low quality threatens the Waikato's reputation and export readiness. This is also a threat to securing and delivering events in the region.

In addition, cost implications of increased tourism for small communities, the potential failure to deliver on promises made, and the competition with Rotorua, Taupo, and the Rotorua airport were seen as threats to tourism in the Waikato.

8.4.4. Potential Initiatives to Strengthen the Tourism Industry

The realistic potential initiatives suggested by respondents for strengthening tourism in the Waikato comprised **packaging and publicising product offerings**, **improving coordination and facilitation** of the region, **educating stakeholders and the community**, and **improving infrastructure** in some areas. A summary of these initiatives is outlined in the points below.

Respondents suggested **packaging and publicising product offerings**, and in particular:

- Developing packages along themes, e.g. garden trails
- Publicising product offerings (including packages), by developing a Waikato-wide website portal, and ensuring all product information is available in all *i*-SITEs
- Developing packages across operators, e.g. accommodation, activity operator, food providers
- Targeting short breaks from domestic (especially Auckland) and Australian locations
- Promoting Waikato as a "multi-visit in a lifetime destination".

Respondents suggested improved **coordination / facilitation** would strengthen the industry, and in particular:

- Coordinating events across the region
- Developing more events across the region
- Coordinating an up-to-date regional database of operators
- Facilitating networking opportunities for operators
- Developing a strategic plan for tourism for the region, aligning it with local TLA strategies, perhaps developing separate marketing strategies for Hamilton and the region
- Developing coordinated transport across the region.

Respondents suggested **education and advocacy** would strengthen the industry, and in particular:

- Educating communities and politicians on the value of tourism
- Coordinating industry famils for *i*-SITE staff and locals for VFR tourism
- Coordinating famils for South Island *i*-SITE staff, media etc
- Encouraging quality accreditation, e.g. Qualmark
- Communicating with other industries, e.g. Federated Farmers.

Respondents would like to see improved **infrastructure**, and in particular:

- Moving the Hamilton *i*-SITE away from bus station
- Creating an *i*-SITE at the Hamilton airport
- Tapping into coach tours, by providing parking and toilet facilities for mass tourists travelling through the Waikato
- Improved signage across the region.

8.4.5. Where the Industry Wants to be in 10 Years Time

Respondents would like to see a **Waikato tourism industry in 10 years time that has a clear vision, is sustainable, and has a clear identity**. The detail of these views is outlined in the points below.

Respondents would like Waikato tourism to have a clear **vision**, and in particular would like to see:

- Coordination, facilitation, leadership, a well-connected industry
- An industry that is strategically positioned, well planned, and focussed
- Hamilton as the gateway, providing coordination and leadership to the wider region
- Up-to-date information effectively dispersed
- An industry that is educated on product offerings
- Tourism as important to the Waikato as the dairy industry, and tourism seen as a major economic driver for the Waikato
- An industry that is supported by proactive councils, for example a tourism expert employed within each TLA
- Coordination and collaboration in place with other regions
- The Waikato region providing an authentic New Zealand experience.

Respondents would like **sustainable growth** in Waikato tourism, and in particular:

- Waikato tourism growth matching the national average
- Bed nights matching the national average
- A steady visitor flow throughout the year
- Sustainable tourism in terms of the environment and green tourism
- Commercially sustainable tourism that is profitable, with spend spread across seasons
- Sustainable tourism in terms of managing tensions with community, community involvement in tourism, and the community embracing tourism
- Sustained, coordinated, and active cultural tourism, including arts, heritage, and Maori.

Respondents would like **a clear identity**, and in particular:

- Local areas maintaining clear, unique local identities across the region
- A diverse range of boutique quality products available
- A multi-visit destination within a lifetime

9. Conclusion

Tourism or the visitor industry is a significant economic driver for the Waikato region and is well situated, in terms of geographical proximity to Auckland, to increase its share of the international and domestic visitor markets. Strengthening the tourism sector will lead to improved lifestyle options for local communities and help attract skilled families to the region. The sector can be a major driver in fostering the protection of the natural environment and a regional leader in sustainable business practices.

Tourism at a national level in 2006 contributed 9.6% of GDP, generated $18.9 billion in visitor expenditure, employed 1 in 10 people, and was New Zealand's highest single export earner, generating $8.3 billion. The next highest export earner was dairy at $5.9 billion. At both the national and local level, tourism in the Waikato is not perceived to be a major economic driver, or of any significant importance, yet in terms of visitor expenditure, it is the fourth highest region in the country after Auckland, Christchurch, and Wellington. **There is an urgent need for advocacy promoting the economic, social, and cultural benefits of tourism to the Waikato**. A clearer identification of the economic impacts of tourism to the region, in comparison to other major sectors such as dairy farming, dairy processing, agriculture, and manufacturing, will assist the advocacy process, especially with local government officials who need to understand the economic importance of this sector.

Events are important to the region with both large and small communities hosting events. Well coordinated events, including international, national, and local events, can bring not only economic, but also social and cultural benefits to communities. To maximise these benefits, coordination of events is needed. Events are becoming increasingly important in regional New Zealand as a strategy to minimise the seasonal effects of tourism and spread visitor expenditure outside the peak season(s).

This study has found that the major obstacle to the development of tourism initiatives to accelerate economic development is a **lack of regional coordination and leadership for tourism.** It is not the objective of this report to propose the structure, funding, or governance for regional coordination. Operators consulted in this study acknowledged that the private sector needs to make a financial contribution to funding regional coordination. **It is recommended that a cross sector advisory group, with regional representation and consultation be set up to study how regional coordination for tourism can be achieved**.

It is strongly recommended that the region rejoins the GNZTR by December 2007. This initiative will allow the region and the advisory group up to twelve months to study the structure and funding options for regional coordination.

The consultation process in this study has found that **there is unity across the region regarding vision, the need for coordination, and the potential vitality of the sector**.

The purpose of this report was to elicit and record views and suggestions, not to prioritise them. Operators, local communities and *i*-SITEs can start thinking about how to implement some of these suggestions over the next twelve months. **It is suggested that the development of themed trails and driving routes, may be a tangible outcome in the short term**. The more visionary and strategic issues raised in the Findings section need to be studied in the context of an integrated regional tourism strategy that aligns destination marketing and destination management.

The next section lists tangible short term (12 months). The gaps for the tourism sector identified in this report can be grouped under the following categories:

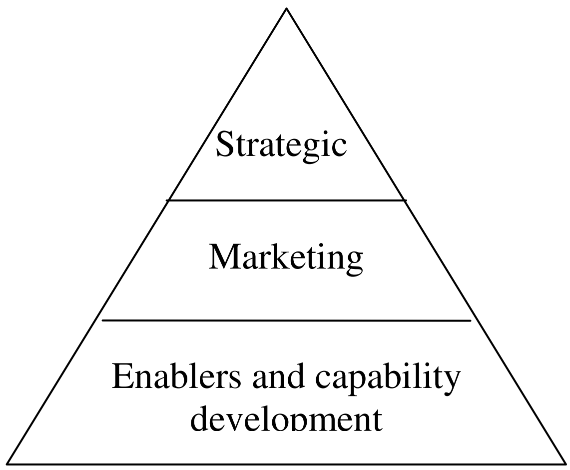
1) **Enablers and capability development**: Structures and/or activities that will enhance the capabilities of the tourism sector to deliver quality tourism product and maximise leverage from marketing activities. There is currently a lack of tourism expertise to facilitate tourism product development, help operators to understand the distribution channels for domestic and international marketing, and to assist operators to become export ready. Most operators in the region are small owner operated firms with a few medium sized firms. A number are lacking tourism sector knowledge and business capabilities.

2) **Marketing**: Initiatives that will deliver more visitors to the region, who will stay longer and spend more, targeting one or more of the following market segments:
    a. Domestic: targeting the Auckland-Tauranga-Hamilton triangle
    b. Events: Securing or offering more events and attracting more visitors
    c. International FIT (Free Independent Travellers): Chiefly the Australian market, with some Australians using Hamilton airport as the entry or exit gateway
    d. International Tours: Special interest groups and/or international coach tours staying overnight in the region, experiencing a diverse range of export ready tourism products as opposed to just driving through.

3) **Strategic**: Identifying objectives and addressing gaps will help the region concentrate its limited resources on the greatest opportunities to increase visitor growth, market share and achieve a sustainable competitive advantage to deliver economic growth to the region.

Figure 9: Building Blocks for a Sustainable Tourism Sector shows the interrelation of the above categories. Procuring economic development through the effective marketing of the region is dependent on a strategic vision. The success of visitor marketing is also dependent upon the building blocks of enablers and business capabilities, especially of small tourism enterprises.

Figure 9: Building Blocks for a Sustainable Tourism Sector



MED and NZTE (for export ready product development) may have some funding schemes and funding criteria that meet the gaps of the sector / region identified in this report. However, these two central government agencies are moving towards 14 macro regions, and therefore the sector will need to take the wider regional definition to be able to access funding from these agencies for the strategic economic development of the tourism sector.

10. A Way Forward

This section presents suggestions for the tourism sector for the short and medium terms.

10.1 Realistic Short Term Steps

Realistic short term steps include enablers and capability development, marketing, and strategic initiatives.

10.1.1. Enablers and Capability Development

10.1.1.1 **Education and Advocacy**: **Organised advocacy or education of major stakeholders, especially Councils, of the economic, social, cultural, and environmental benefits of tourism is a priority of the industry**.

10.1.1.2 It is recommended that Katolyst extend the Warren Hughes 2007 report "Recent Developments in the Waikato Regional Economy" to **examine the performance of the tourism sector in terms of economic contribution**, especially in terms of value added and employment for the Waikato Regional Council economy, the former Tourism Waikato boundary (building upon Ryan and Hughes reports commissioned by Tourism Waikato in 2001 and 2004), and the Core Waikato Economy (Hamilton City, Waikato DC and Waipa DC).

10.1.1.3 **Capability development opportunities for tourism operators**. Operators need to be made aware of and encouraged to access the resources available to them by the Business Development Centre www.businessdevelopmentcentre.co.nz and the Enterprise Training programme funded by NZTE. The University of Waikato and other tourism and hospitality education providers in the region may facilitate, and make accessible, tourism sector knowledge to operators within the region.

10.1.2. Marketing

10.1.2.1 **GNZTR**: **Waikato to rejoin the Great New Zealand Tourism Route, to ensure Waikato is back on the International Tourism Map**. It is strongly recommended that $20,000 is found by the end of 2007 to enable the region to rejoin the GNZTR. It is advisable that the region's membership to the GNZTR in 2008 is financed by both private (tourism operators targeting the international market) and public sector funding.

10.1.2.2 **Events Calendar**: **It is recommended that Visit Hamilton take the lead**, working in conjunction with *i*-SITEs around the region, **to coordinate and publish a coordinated events calendar** for 2008, for events that target or attract visitors outside a 40km radius of the event. This regional events calendar is clearly distinct from the Hamilton events calendar currently on the HCC website listing approximately 1,100 events across the region in 2008 (as at September 2007). Work on the coordinated events calendar needs to start immediately.

Planning for 2009 should commence soon after the 2008 calendar is finalised and should be driven by local groups.

10.1.2.3 **Themed Trails**. It is recommended that each *i*-SITE take responsibility for one themed trail and a deadline could be set to have brochures available for the Hamilton V8 Supercars event in April 2008.

10.1.2.4 **Half Day, One Day and Weekend Touring Routes**: It is recommended that *i*-SITEs, supported by operators, work together over the next 12 months to develop touring routes around the region.

10.1.3. Strategic

10.1.3.1 Establish a **cross sector advisory group** to investigate potential options to advance the tourism sector.

10.1.3.2 Establish a **tourism cluster group** focusing on tourism product development, marketing packages based around a collective of tourism products, and the development of export ready product.

11. Appendix I - List of Participants

The participants of this research are listed here in alphabetical order by surname. This list excludes the three participants who asked to remain anonymous and three respondents who could not be contacted to grant permission for inclusion of their details in the report.

	Last Name	First Name	Title	Organisation
1	Alexander	Russell	Managing Director	Hobbiton Movie Set & Farm Tours
2	Alspach	Marion	Owner	Our Patch Lavendar
3	Alspach	Mike	Owner	Our Patch Lavendar
4	Ammon	Mark	Mayor	Waitomo District
5	Andreef	Carole	Director	Waitomo Adventures Ltd
6	Andreef	Nick	Director	Waitomo Adventures Ltd
7	Archibald	Jim	Chief Executive	Tourism Coromandel
8	Arthur	Sue	Consultant	Map the Future Ltd
9	Ash	John	Board member	Waitomo Museum and Otorohanga Kiwihouse
10	Ashby	Barry	Owner	Journey's End B & B
11	Ashby	Tricia	Owner	Journey's End B & B
12	Barker	Eileen	Resident	Tourism interested party
13	Beeston	Janet	Owner	Waitomo Caves Guest Lodge
14	Benhum	Marlene	Owner	Tea Cottage Accommodation
15	Bennett	Anne	Manager	Hamilton YWCA
16	Bradley	Chris	Tour Manager	Leisure Time Tours
17	Bredenbeck	Kim	General Manager	Waikato Enterprise Agency & Visitor Centres
18	Brittain	Wanda	Representative	Te Aroha & District Museum Society Inc
19	Brough	Felicity		Rangini Hunting
20	Brown	George	Kaiwhakarite (Relationships and Information)	Te Puni Kokiri
21	Brown	Tina	Owner	Te Aroha Massage and Natural Therapies
22	Brunton	Gary	*i*-SITE Manager	Tirau / Tokoroa *i*-SITEs
23	Buller	Roger	Representative	Motel Association
24	Burton	Philip	General Manager	Communication & Marketing HCC
25	Campbell	Frances	Councillor	South Waikato District Council
26	Campbell	Diane	Owner	Mokena Boutique Hotel
27	Captein	Patricia	Owner	Greenfields B & B
28	Carr	Peter	Consultant – Transport economics	Cambridge Chamber of Commerce
29	Carter	Donald	Director	Environmental Advice International Ltd
30	Chandler	Peter	Owner	Spellbound Glowworm and Cave Tours
31	Chaplow	Christine	Councillor	Waitomo District
32	Clearwater	Derek	Owner	Tour of Duty Paintball
33	Clothier	Sheryn	Chief Organiser	Tirau WoW - Weekend of Workshops, Corrugated Creations, MercWorxs

	Last Name	First Name	Title	Organisation
34	Cowan	Liz	Owner	Kamahi Cottage Otorohanga
35	de Thierry	Karen	*i*-SITE Manager	Waikato *i*-SITE
36	Doak	Chris	Chief Executive	Hamilton Airport
37	Durning	William	Director	Calder & Lawson House of Travel
38	Ebbett	John	Owner	B & B
39	Emms	Diane	Owner	Arbor Lodge
40	Exelby	Nola	Unknown	Myrtles Accommodation
41	Falconer	Hilary	Advisor	Arts Waikato
42	Fortesque	Helen	Owner	Abseil Inn
43	Fox	Kelly	Destination Waitomo Advisor & Waitomo District Council Event Coordinator	Waitomo District Council
44	Fox	Eric	Curator	Otorohanga Kiwihouse
45	Gavin	Dominic	Owner	Raglan Shuttle Co.
46	George	Ken	Representative	Te Awamutu *i*-SITE Committee
47	Gifford	Butch	Manager	Morrinsville Information Centre
48	Gilroy	Chris	Owner	Muffins Accommodation
49	Goulter	Kiri	Development Manager	Tourism New Zealand
50	Hall	Genny	Director, Deputy Chairperson	Chocolate Creations, South Waikato Arts Trust
51	Hamilton	Malibu	Managing Director	Cleanearth
52	Hay	Colleen	Owner	Rosetown Motel
53	Herbert	Shelley	Facility Manager	Te Aroha Mineral Spas
54	Hicks	Campbell	CEO	Waikato Yamaha
55	Hobden	Jill	Issues assistant to Sue Moroney	Labour Waikato MP's
56	Huitema	Phyllis	Economic Development Manager	Waipa District Council
57	Hunter	Kathryn	Conference Manager	Hamilton Airport Motor Inn
58	Hunter	Jeff	Inbound Sales	Leisure Time Tours Ltd
59	Inglis	John	Chief Executive	Waipa District Council
60	Irwin	Jason	Business Manager	Westpac
61	Irwin	Sasha	Manager	Te Aroha Pools Facility
62	Johnston	Tracy	Manager Industry Communications	Tourism New Zealand
63	Kereopa	Rangi	Manager	Raglan Information Centre
64	King	Teena	Representative	Te Aroha Business Association
65	Lang	Heather-anne	Chairperson	Pirongia Tourism Association
66	Langlands	Bruce	Manager Community Facilities Operations	Matamata Piako District Council
67	Laurie	Michele	Centre Manager	Te Aroha *i*-SITE Visitor Centre
68	Leach	Chris	Director	New Zealand Alpacas
69	Lee	Peter	Deputy Mayor	Waipa District Council
70	Lee	Scott	General Manager	Destination Lake Taupo
71	Lewis	Ray	Chief Executive	Waikato Chamber of Commerce
72	Liddell	Roz	*i*-SITE Manager	Te Awamutu *i*-SITE
73	Livingston	Alan	Mayor	Waipa District Council
74	Mans	Christine	Commercial Manager	Tourism Holdings Ltd
75	Martin	Eunice	Owner	The Olive Grove
76	Mau	Jayne	Owner	Jayne Mau Photography
77	Maunsell	Bruce	Owner	Huhu Café
78	Maynard	Andrew	Manager	Novotel Hamilton
79	McKay	Kieran	Director	Absolute Adventure Ltd

	Last Name	First Name	Title	Organisation
80	McKenzie	Mike	Director	Karapiro Cruiser
81	McLachlan	Hilary	Owner	EasyRider NZ
82	Mudford	Ray	Host	Southern Cross Hotel
83	Mudford	Annette	Host	Southern Cross Hotel
84	Muir	Peter	Chief Executive	Rural Tourism Holdings Ltd
85	O'Sullivan	Lynne	Marketing Executive	HCC
86	Oxlade	Pip	Owner	Relaxation Correlea B & B
87	Parlane	Ian	Director	Alphra Lavender Te Awamutu
88	Parnwell	Ada	Managing Director / Owner	Cambridge Thoroughbred Lodge
89	Pavlovich	Ivan	Director	Pavlovich Coachlines
90	Pellowe	Graeme	*i*-SITE Manager	Te Kuiti *i*-SITE
91	Perry	Marlene	Manager	Wintec @ Te Kuiti
92	Quay	Phillip	PR consultant	Karapiro Wellness Centre
93	Ramasawmy	Belinda	Hostel Manager	Hamilton YWCA
94	Reid	Shirley	Unknown	Homestead Mountain View
95	Russell	Sue	Representative	Raglan Business and Tourism Inc
96	Scott	Amanda	Community Development Manager	South Waikato District Council
97	Smith	Graham	Chief Executive	Katolyst Group
98	Smythe	Judi	Executive Officer	Cambridge Chamber of Commerce
99	Somervell	Lee	Sales General Manager	Cambridge Thoroughbred Lodge
100	Sowerby	Caroline	Marketing Manager	Absolute Adventure Ltd
101	St Pierre	Clare	Secretary	Pirongia Tourism Association
102	Starr	Debbie	Function Manager	Eurest Catering & Events Waikato
103	Stolwyk	Liz	*i*-SITE Manager	Hamilton *i*-SITE
104	Tritt	Steve	Regional Economic Development Manager Waikato / Bay of Plenty	Trade & Enterprise New Zealand
105	Trowell	Paul	Sales & Marketing Executive	Great New Zealand Touring Route
106	Underwood	Andrea	Reception Manager	Anglesea Motel and Conference Centre
107	Upston	Louise	Representative	Arapuni and Mangakino tourism
108	Van Velzen	Harold	Owner	Camjet
109	Van Velzen	Mona	Owner	Camjet
110	Viggers	Maxine	Electorate Agent	for MP Lindsey Tisch Tourism
111	Wakeling	Dorothy	Board Secretary	Waitakaruru Arboretum and Sculpture Park
112	Wallace	Vicki	Owner	Karapiro Barn and Cottage
113	West	Graeme	International Sales Manager	Tourism Holdings Ltd
114	White	Vanessa	Owner	Creative Flow
115	Whiting	Sue	Manager	Matamata Public Relations Association
116	Williams	Denise	Owner	Maple Lodge
117	Wilson	Jenny	*i*-SITE Manager	Cambridge *i*-SITE
118	Wood	Lindsey	Director	Davis Wood Consultancy
119	Yapp	Celina	Managing Director	Waitomo Museum of Caves & *i*-SITE

12. Appendix II - Summaries of Focus Groups

The focus group summaries are listed in chronological order.

Meeting TRENZ Rotorua
Wednesday May 23, 2007

Present: 7 respondents (Please note this group did not have the same structure as the later groups)

Views on regional tourism

- The only workable outcome is that we work together
- Need to work together to achieve any 'grunt' in both the international and domestic markets
- Parochialism is killing development not only in the Waikato, but in New Zealand
- From the consumer (visitor) perspective, they travel to a destination, they see itineraries, they do not consider local boundaries
- The consumer wants us to work together
- We need to be cooperating to seek opportunities and undertake new initiatives in the upper North Island
- Coordinated and empowered District Tourism Offices will not work, the wider regional issues can be seen as a threat.

Opportunities for the Waikato

- Do not spread too wide but rather focus
- International Australian market and the domestic market
- Key marketing events and trade shows, visitor guide
- Need a simple structure
- Need to educate local councils (buy-in of TLAs)
  - VIP programme for Counsellors
  - TNZ: Get the Mayors, Counsellors and CEOs together, and George Hickton CEO of TNZ can address them
  - Need to see the benefits of synergies and linkages
- Need a vision.

Funding Structure

- Hard, but not impossible once major stakeholders are educated
- Suggested funding model of $1 per rate payer: Fair; limits disparity between TLAs
- Operators contribute to tactical marketing - brochures and others can be self funded
- Need a balance of strategic and tactical marketing - the funding structure needs to reflect this
- Need to guarantee long term funding.

Short-term Outcomes

- Confident committed body
- Need to set the wheels in motion

- Set short term goals that are achievable (and that everyone wants): Website; TRENZ, Trade Magazine, media hosting etc
- Serious dollars to support body, not necessarily huge dollars
- Create a lean, mean focused body.

Matamata
Wednesday June 13, 2007. 9.00am

Present: 4 respondents

Views on the need for regional tourism in the Waikato

- Small operators do not benefit directly from regional tourism, except for new operators needing assistance to get established – an advisory role has been beneficial in the past
- Larger operators need a coordinated effort
- A small network is emerging and undertaking initiatives for Matamata already.

Opportunities & threats for tourism at a district level

- Opportunity to bring people off State Highway 27 into Matamata
- Local art and culture (Hobbiton brand, Te Aroha heritage town)
- Opportunity to develop product (walking and tramping in the Kaimais, Morrinsville art gallery)
- Threat of limited funding and MPDC's focus on infrastructure over tourism
- Operators must promote their own product – no support from MPDC except the Te Aroha pools, which MPDC owns
- Threat of limited signage on state highways, e.g. direct route from Auckland to Rotorua runs through Matamata, but no signage to Rotorua via Matamata on Bombay Hills
- Lack of coordination at local level, though this is improving.

Opportunities & threats for tourism at a regional level

- Location seen as an opportunity (high day visitor numbers, two hours from Auckland, central) and a threat (tourists don't stop overnight on their 'mission' to bigger centres)
- Ecotourism opportunity at Maungatautari, if marketed and controlled well
- Hamilton City events will provide good opportunities for Waikato regional operators
- Opportunity to educate customer-facing staff in *i*-SITEs and other centres on the region's attractions
- Lack of coordination and leadership seen as a threat
- Increasing cost of living for domestic market seen as a threat.

Initiatives that could be undertaken to improve / strengthen the tourism industry

- Proactive coordinator, not an organisation, with a regional focus
- Educate operators on budgeting and the benefits of spending on promotion to develop business capability
- Tap into the large day visitor numbers and the Australian market, develop existing product further.

Where the tourism industry in the Waikato should be in 10 years time

- Coordinated industry
- Educated industry re attractions available
- Regional coordinator with a regional (not central) focus, though not sure who will pay for this as operators see more benefits in local investment.

Raglan
Friday July 20, 2007. 10.00am

Present: 2 respondents + 1 separate interview

Views on the need for regional tourism in the Waikato

- Need coordination, but must allow Raglan to maintain its local and unique identity
- Raglan see themselves as distinct from east Waikato areas such as Matamata-Piako and more compatible with King Country, Ngaruawahia etc, with the Port Waikato to Awakino coast line
- Regional coordinator could help with international events (e.g. surfing)
- Need a regional webpage with Raglan district having its own identity
- Need Maori input but cannot trample on Maori protocol.

Opportunities & threats for tourism at a district level

Raglan offers

- Untapped natural resources with heritage (e.g. tunnel built by army, Maori War pathways, drive to Awakino etc)
- Harbour – pancake rocks, unique fauna and flora untouched by pests
- Small villages (e.g. Marakopo) and islands
- Arts and crafts (80 artisans in town but no collaboration)
- Close proximity to Manukau harbour (tour boats from Onehunga operate, but do not stay overnight)
- Surfing events, which could develop into kite-surfing events (better spectator sport)
- Town walks (e.g. via Kiwi baches)
- Wellness tourism (underdeveloped at present).

Raglan is challenged by

- Many local people with strong 'green' views, anti development
- Cost of tourism infrastructure: 1600 ratepayers paying for 20,000 visitors during peak season
- Coordination of both tourism and operators
- Board surfing club (800 members) anti international and national surfing events
- Tangitawhenua approval needed before any development on natural land sites occurs
- Lack of signage
- Property development pricing young people out of the area
- Heightened house prices
- Lack of infrastructure
- Big business lack of local identity.

Opportunities & threats for tourism at a regional level

- Most tour operators taking tourists from Auckland to Waitomo or Rotorua and not to Raglan.

Initiatives that could be undertaken to improve / strengthen the tourism industry

- Keep businesses in Raglan township owner-operated (cottage industry)
- Improve infrastructure.

Where the tourism industry in the Waikato should be in 10 years time

- Secure industry, so small owner operated boutique businesses are growing and have a sustainable existence.

Te Aroha
Tuesday July 24, 2007. 1.00pm

Present: 7 respondents

Views on the need for regional tourism in the Waikato

- Initial response was there is no direct need for regional tourism in the Waikato, as most operators are small and need support from the district council first. Though respondents conceded they would have benefited from an RTO in the AA Domestic Tourism Campaign and Great New Zealand Tourism Route initiatives
- Need coordination to get Te Aroha recognised, and to be there to represent Waikato when opportunities arise
- Given the development potential of Te Aroha as a thermal / spa destination, then regional tourism needed.

Opportunities & threats for tourism at a district level

Opportunities:

- Alignment with Thames / Coromandel
- Geothermal activity – should be on Great New Zealand Touring Route
- The town needs to establish and market its unique identity
- Model Te Aroha off Dalesford, Australia (natural springs town)
- Affordable weekend destination for domestic tourism
- Packages
- Vineyard, arts and crafts, wellness tourism – more than a spa town
- Morrinsville Events Centre
- Tourism operators looking for distinctiveness from Rotorua
- Asian market for spas
- Tourism expertise in local operators
- Gondola up the mountain.

Threats:

- Te Aroha doesn't 'belong' to a district - 'orphan town' status
- Morrinsville perceived as having nothing to offer tourism, yet it hosts a lot of events
- Matamata-Piako district not a marketable tourism destination itself – the three towns: Te Aroha, Matamata, and Morrinsville have separate identities and no alignment

- Council, as owner-operator in the tourism market in Te Aroha, presents difficulties for some operators, as there is a perception of Council's plan to drive tourism in Te Aroha only through its own businesses
- Lack of voice at a wider level, lack of support to develop tourism initiatives
- Bus companies visiting only those businesses who pay (significant backhanders), Kiwibus only stops if asked to by customers
- No coordination of economic development in Te Aroha for small businesses
- No tourism expertise at Council
- Three town tensions (under one Council)
- Local business lack of appreciation for (and contribution to) *i*-SITE services
- Hidden agendas of individuals.

Opportunities & threats for tourism at a regional level

Opportunities

- Events
- V8 pitstops brochure
- People who make something from what they have already (e.g. Hobbiton as wedding venue etc)
- Diversity in the Waikato – marketing destination differentiation / distinctiveness
- Capture tourist flows out of Auckland on the way to Rotorua
- New Zealand as spa destination.

Threats

- Division between Council and local business
- Waikato region not seen as having anything to offer.

Initiatives that could be undertaken to improve / strengthen the tourism industry

- Educate local businesses re the role of the *i*-SITE
- Define and smartly market local identity / branding
- *I*-SITE webpage (forthcoming) link to Tourism New Zealand
- More events, e.g. miners ball, sports tournaments, other annual anniversaries.

Where the tourism industry in the Waikato should be in 10 years time

- District flourishing as a weekend destination, including wellness tourism
- Coordinated structure supporting all people involved – from Council to independent operators
- Coordination, facilitation, leadership
- Tourism and economic development for district – someone working with Council.

Hamilton 1
Wednesday July 25, 2007. 3.00pm

Present: 11 respondents

Views on the need for regional tourism in the Waikato

- Increasing political awareness of the need for a regional tourism approach
- District Councils starting to understand the impact of tourism on the local economy, but still not providing direction, focus, or funding
- Missing relationship with Tourism New Zealand, no access to international media, Hamilton brand unknown internationally
- Losing knowledge of regional product offerings through the lack of a regional website and lack of training for customer-facing staff
- No support for operator initiated marketing
- Missing initiatives, e.g. WhatsOn promotion in Australia
- Noone encouraging the renewal of the tourism resource, few new enterprises / initiatives
- Advocacy – need defence and promotion of tourism, with a voice at the regional level, educating stakeholders, and managing politicians
- Lack of RTO having little or no impact on large accommodation operators targeting the corporate market e.g. Novotel.

Opportunities & threats for tourism at a district level

Opportunities:

- Tactical marketing in Australia
- Events agenda
- Claudelands Events Centre
- Maungatautari
- Hamilton as gateway
- Airport
- Regional attractions listed in Hamilton website.

Threats:

- Lack of training opportunities
- Districts having to deal with regional issues.

Opportunities & threats for tourism at a regional level

Opportunities

- Sports tourism events (cycling, rowing etc)
- Scenic route, e.g. Waitomo to Raglan via coast
- Better signage.

Threats

- Large area and diversity of attractions make promotion difficult
- District Councils' lack of understanding re value of regional tourism (e.g. multiplier effect, employment impact)
- No networking opportunities connecting operators
- Mistrust between operators
- Districts target different markets

- Rotorua airport
- Loss of international awareness as other regions market themselves internationally
- Iconic areas may align with other regions
- Difficulty attracting capable staff
- Lack of profile at the regional level
- Guidebooks imply tourists shouldn't stay.

Initiatives that could be undertaken to improve / strengthen the tourism industry

- Need all District Councils' buy-in and fair contribution to 3-5 year funding
- Administration at a strategic level
- Let operators contribute at the right level (e.g. Novotel vs. small operator)
- Coordinated marketing initiatives within realistic budgets for small businesses
- Unified branding across the region (e.g. at TRENZ)
- Strengthen advocacy, networking, capability, development, education of stakeholders (including the public re what tourism means for the region)
- Ensure standards of business are of international standard
- Engage with neighbouring regions, build relationships with other RTOs.

Where the tourism industry in the Waikato should be in 10 years time

- Keeping up with the market and abreast of international developments
- Inclusive – top end to affordable end
- Professional
- Well connected
- Perception of must visit, must stay – more than caves
- Preferred tourism destination internationally
- Updated guidebooks with 'must stay' message
- Some changes in tour bus route.

Additional notes:

- Need industry input into structure of any organisation – what does industry require the organisation to do, e.g. TRENZ, networking meetings, visitor guide, industry famils, media hosting, advocacy - define and set clear criteria.
- Governance structure is important for any new organisation – should be independent of councils, with set funding contracts.

Waitomo
Wednesday August 1, 2007. 5.00pm

Present: 9 respondents

Views on the need for regional tourism in the Waikato

- Need to define first what is meant by regional tourism
- Collective effort, linked branding
- Waitomo wants to retain local identity
- Need something with a local focus with affiliation at regional and up to national level
- Need an organisation to represent stakeholders at all levels.

Opportunities & threats for tourism at a district level

Opportunities:

- Rich history (Maori + European) of Waitomo and King Country
- Iconic product
- Piriora
- Adventure tourism – depth of product
- Accommodation providers for rowing championships
- More cohesive links with gift shops, cafes etc in nearby towns
- Community involvement in greeting visitors
- Culture, Maori (without commodification)
- Geothermal route
- Village culture – tranquillity, rural kiwi routes, shearing demonstrations etc
- Opportunity for people to stay longer
- Google ad – "Raining at Ruapehu? Come to Waitomo"
- District develop strategy, e.g. greenglobe
- Hotels in nearby towns.

Threats:

- Parochialism
- Lack of infrastructure – accommodation, sewerage, facilities
- Broadband – for both tourist and operator
- Missing opportunities because not cohesive at district level
- Little collaborative marketing
- Disillusioned operators due to lack of perceived benefits from Tourism Waikato in the past
- Operators conducting tactical marketing rather than strategic
- Lack of vision, strategy, leadership, facilitation
- Too much politics (not just local authorities).

Opportunities & threats for tourism at a regional level

Opportunities

- Maungatautari, synergy with Kiwi house – package marketing
- Packaged product offerings
- Infrastructure – Hamilton airport
- Develop Western coastal corridor (one day trip)
- Kawhia to Rotorua eco tours
- Area south of Te Kuiti
- Walks, trails
- Coordination – e.g. Hamilton direct people to stay in Waitomo rather than one day trip
- Event capital region – calendar with events around the region – opportunity to unite
- Capturing tourist flows to ski fields and Taranaki events
- Education of direct benefactors – politicians, café owners, rate payers
- Target Australian, domestic, and Asian markets
- Encourage people to stay rather than drive through (eco-friendly)
- Family tourism.

Threats

- Seven district councils under one RTO
- Different districts within region target different markets, e.g. Backpackers to Waitomo vs. conferences / events in Hamilton
- Competition from other regions
- Few domestic visitors
- Relying on iconic products
- CO_2 emissions from aircraft – less European visitors.

Initiatives that could be undertaken to improve / strengthen the tourism industry

- National government funding into regional and district tourism – tax based rather than rate based
- Regional promotion as a multi-visit destination in a lifetime
- Actually become clean and green, e.g. zero waste initiatives across whole country
- Education on a national scale
- TIANZ - National communication rather than the current outward focus – communicate / educate inter-governmental and inter-industry, e.g. Federated Farmers etc.

Where the tourism industry in the Waikato should be in 10 years time

- Hamilton airport international gateway to central North Island
- Bed nights match national average
- Green globe and sustainable destination
- More domestic tourism throughout the year – overcome seasonality
- Packaged product offerings
- Domestic perception of Waikato improved
- Local identities kept
- Well planned, focussed, and strategically positioned.

Hamilton 2
Tuesday August 7, 2007. 11.00am

Present: 7 respondents

Views on the need for regional tourism in the Waikato

- Need coordination but not a bureaucratic body
- Need to facilitate coordination of smaller operators into collective groups - networking opportunities for smaller operators
- Need to promote and link visitor attractions outside the city
- Hamilton accommodation providers need knowledge of regional product offerings
- Regional tourism needs to be inclusive, not Hamilton-centric
- Many similar meetings have been held in the past and nothing has come from them.

Opportunities & threats for tourism at a district level

Opportunities

- Range of product offerings within relatively short distance from city
- More promotion and marketing of events

- One event per month – calendar
- Tamahere monthly market and other markets in Hamilton and the surrounding districts
- City / district tour to give tourists an overview of product offerings
- Immigrants intending to live in New Zealand / Hamilton, using Hamilton as a base to see the area, is an underestimated tourist market
- Spouse alternatives for corporate conference / events
- Small towns networking, cooperating, promoting other small towns
- Hamilton as the gateway to the region.

Threats
- Negative attitudes and lack of enthusiasm for tourism product offerings (perceptions that Hamilton has nothing to offer)
- Customer facing staff perceptions that a 30 minute drive is a long way
- Complacency and disinterest of some customer facing staff (e.g. school leavers) in information centres. Important that information centres have good product knowledge and famils
- Prejudices against certain (non-commercial) accommodation types, e.g. B & B, farm stays
- Brochure stands are Waitomo focussed
- Hamilton *i*-SITE structure – location at bus station means people take brochures but don't stay, layout of *i*-SITE is problematic
- Hamilton is not perceived as a tourist destination, not a place to visit.

Opportunities & threats for tourism at a regional level

Opportunities
- Proximity to Auckland airport
- Proximity to other regions – centrality of Waikato
- Information dissemination and coordination
- Family attractions around the Waikato
- Events strategy
- Kiwi-made products
- Pirongia races and market day and other events around the district
- Domestic tourism
- Engaged *i*-SITE staff with interest in the area and local / regional product knowledge
- Easily accessible information available to free independent travellers passing through
- More promotion in Lonely Planet and key websites
- Tailored information, e.g. product offerings within ½ hour of city, within 1 hour, day trip etc
- Themed trails – art, history, adventure etc
- Local artists
- Maungatautari and Pirongia
- Suburbia dwellers visiting the countryside – the country feeling is underestimated.

Threats
- Parochialism
- *I*-SITEs under-funded and under-resourced
- Local councils uneven contribution to regional coordination effort
- Operators don't see any direct benefits of strategic marketing of a destination

- Lack of coordination.

Initiatives that could be undertaken to improve / strengthen the tourism industry
- Each district / operator ensure all *i*-SITEs have their information
- More product famil initiatives, e.g. familiarisation tours around the region
- Facilitation of a website that is easy to follow, inclusive, informative, tailored
- Build on Hamilton Convention initiative
- Networking, collaboration, association, cooperation among stakeholders
- Operators contribute to coordination to subsidise salary of coordinator
- Operators contribute to *i*-SITEs.

Where the tourism industry in the Waikato should be in 10 years time
- Local areas maintaining local identities
- Hamilton as the gateway to the region, providing information, answering questions
- Hamilton providing leadership, cooperation, coordination for the wider region
- Local areas promoting themselves in Hamilton – greater knowledge of product offerings across the region
- Waikato as a tourist destination, where it is easy for people to stay, spend money and take away a pleasant memory.

Cambridge
Thursday August 9, 2007. 10.00am

Present: 24 respondents.

* This group was split into two focus groups to ensure every voice was heard; however, the results have been combined for ease of reporting.

Views on the need for regional tourism in the Waikato
- Resounding 'yes' for the need for regional tourism, reasons included:
  - Need coordination for stakeholders to work in harmony, for funding, for market effectiveness, and to ensure cohesiveness across the industry
  - To develop a strategic plan for tourism across the region
  - To overcome seasonality
  - It is an embarrassment not to be included, e.g. Great New Zealand touring route
  - Waikato region is suffering with the current structure
  - Because regional and government bodies have more hits on internet searches
  - So that councils aren't fighting each other for the same market
  - To advertise in other regions, e.g. Auckland, Christchurch
  - As it makes it easier for providers to market the destination
  - Because there is strength in numbers
  - So that single operators and individual districts or destinations are not left on their own to market their product offerings
- Requirements from regional tourism 'organisation / coordination' initiative:
  - Maintain local identity (boutique, high quality product / service offerings)
  - Provide more brochures to *i*-SITEs
  - Be proactive with other regions, e.g. attend industry conferences
  - Coordinate famil days across the region

- Get funding, but also spend it well
- Consult with local areas on how to spend funding
- Ensure professional management and a political voice
- Employ good research practices – do things properly
- Ensure industry participation, including industry funding (not just ratepayer funded)
- Ensure a cross section of the industry is represented
- Councils need to support it as well as industry support
- Educate wider population – gain to retailers and locals, multiplier effect of tourism
- Need to be passionate about promoting the region
- May need a strict review process for the organisation, to ensure these requirements are met
- Promote Waikato as a base for tourism, rather than a region for tourism per se.

Opportunities & threats for tourism at a district level

Opportunities

- Boutique identity
- Maungatautari – stunning ecological island
- Lake Karapiro – world renowned facility
- Hydrodams – history, future power needs, sunken original dam, education opportunities re energy, operation etc
- History of Maori culture, e.g. artefacts in Te Awamutu museum
- Mystery Creek – situated in Waipa District
- Mount Pirongia
- Corporations sponsor tourism, e.g. Mighty River Power
- Equine industry, horse treks etc
- Dairy industry – agritourism
- Local heritage
- Stop busses to enjoy cafes, eateries, bars etc
- Traffic flow on State Highway 1 bypass (bypass also seen as a threat)
- Weekend retreat
- Arts and crafts
- Best atmospheric conditions in the world for training pilots – local students and families visiting the area
- New Zealand sporting icons – jockeys, rowers, netballers, cyclists etc
- Jet boat
- Location – piggy back on Hamilton events
- Lots to do, but not marketed to tourists
- Trees in Cambridge
- Cambridge lifestyle
- New pool and hydroslide.

Threats

- District is not being marketed properly in other regions, e.g. Auckland, Rotorua
- "Waipa" as an unknown name
- Shops in Cambridge close at lunchtime on Saturday
- State Highway 1 bypass

- Not enough land zoning for commercial use across Waipa
- Perceived lack of local Government support for tourism, specifically marketing (although it was noted that the TLA invests in leisure facilities, *i*-SITEs, parks, beautifying the streets, signage etc)
- Lack of planning
- Lack of promotion at the district level
- Limited funding for district marketing
- Little entertainment in Cambridge, e.g. no movie theatre, no up-market bars
- Little appreciation of old villas and local history – villas being uplifted
- Loss of heritage and identity
- Hamilton name overtakes Waipa, e.g. Mystery Creek associated with Hamilton, is a threat to Waipa identity (one brand "Waikato" seen as preferential to "Hamilton")
- Boutique status may conflict with growing population base, who want city-like facilities.

Opportunities & threats for tourism at a regional level

Opportunities

- Hamilton International airport
- Diversity of region – see a lot in 1-2 days
- Events strategy
- Location - central base for travel to other regions
- Proximity to Auckland and central North Island mountains
- River, mountains, coast to coast
- Waitomo, Raglan
- Equine across the region
- Opportunity to offer unique New Zealand experience
- Good schools
- Regional tourism plan is an opportunity
- New ventures different from elsewhere in New Zealand – point of difference
- Good place to stop over en route to somewhere else
- Niche markets, e.g. golf courses
- University, Ruakura Research Station and other business travellers – opportunity for them to stay longer
- Sustainable projects, e.g. eco tourism
- Off the beaten track.

Threats

- Waikato gets drive-through tourists who don't stop
- Hard to get package tours to stop
- Coordinating seven councils across the region
- Diversity of the region (also an opportunity)
- Limited funding for regional marketing
- Tension of each district needing the wider region
- Competition and popularity of Rotorua
- Rotorua airport
- Region is only as strong as its local bodies.

Initiatives that could be undertaken to improve / strengthen the tourism industry

- Promote Waipa towns and iconic products (Cambridge, Te Awamutu, Karapiro, Maungatautari)
- Promote region domestically
- Regional tourism plan, including marketing plan
- Find the target market for the region (not necessarily mass tourists, rather boutique, quality, small)
- Implement an *i*-SITE at the airport
- Develop niche markets, e.g. eco-tourism
- Develop packaged product offerings – link products together
- Develop linkages and connections with other regions, e.g. travel loops, Cambridge on the way to Rotorua / Taupo
- Educate stakeholders so other regions are not seen as a threat
- Communication between operators, communities and councils
- Tap into high profile magazines for promotion, e.g. arrivals magazine
- Facilitation, coordination, collaboration, and leadership
- Operators band together across the region
- Increase knowledge of other product offerings
- More trails.

Where the tourism industry in the Waikato should be in 10 years time

- Strong brand, more profitable
- As important to the region as the dairy industry
- Tourists come to New Zealand to come to Waikato, Waikato as a destination, not a tourist flow
- Themed tours, e.g. Waikato + West Coast, boutique trail
- Linkages with other regions
- Well organised
- Multi-visit destination in a life-time
- Diverse range of quality product offerings
- Maintain high level of quality, especially for affluent market
- Maintain boutique town identity
- Increase spend out of season
- Embracing other industries, farm, dairy, equine to offer a total New Zealand experience.

Pirongia
Friday August 10, 2007. 3.00pm

Present: 3 respondents

Views on the need for regional tourism in the Waikato

- Need regional tourism, as there is great market potential that is not being tapped efficiently, so that all are represented, for coordination, facilitation, and for professional development
- Need a Waikato-wide free website (Hamilton *i*-SITE website too pricy for operators at $200 per annum)

- Hamilton city needs the region as people want to get out of the city and events are irregular
- Need a body without bureaucracy –adequately funded with clear terms of reference
- Regional organisation needs to communicate the benefits it provides
- Could get funding from central government (Ministry of Economic Development), District Councils, tourism operators (including accommodation providers), Regional Councils
- Tourism provides economic development as well as community development
- Regional councils also have an interest in tourism, e.g. environmental concerns
- If other regions get it together re tourism, Waikato will be left behind.

Opportunities & threats for tourism at a district level

Opportunities:

- Enviro-centre on Mt Pirongia, with education component
- Promotion of local art
- Niche marketing
- Wellness tourism
- More tourism workshops (like recent Rural Tourism workshop held in Pirongia)
- Mentors with expertise and skills to advise operators and Pirongia Tourism Association [e.g. http://www.business.govt.nz/]
- Waipa events – e.g. food and wine festival in Te Awamutu, Pirongia craft day (approx. 20,000 people), boxing day races, Mt Pirongia art awards, Kai festival in Kawhia, country markets
- Native bird festival opportunity
- One of the oldest racing clubs in New Zealand
- Develop natural attractions for recreation tourism
- Themed trails
- History and archaeological tours in Pirongia – colonial, Maori, military history, land wars etc
- Pirongia Tourism Association has 20-30 members
- Geneology
- Clydesdales – rides and training
- Three towns in Waipa (also seen as a threat) –need to cluster together, bring people together across the three towns, e.g. with trails / artists / Waipa promotion initiatives.

Threats:

- Parochialism
- Operators have no resource to invest in strategic marketing or professional advice
- Three towns in Waipa – geographically scattered with different identities but also competing
- Visitors deciding to live in Waipa; infrastructure can't cope and difficult to get resource consent
- No stormwater drainage planned for Pirongia until 2016.

Opportunities & threats for tourism at a regional level

Opportunities

- Hamilton airport
- Regional website

- *I*-SITE at Hamilton airport + internet access to make bookings on arrival, brochures etc
- Bulk airfares from Australia to Hamilton
- Package holidays
- Destination Waikato brand
- Networking opportunities, e.g. arts network across the region
- Proximity to central mountains and rest of North Island
- Karapiro, Maungatautari
- New Zealand experience, natural environment, back to nature, outdoor recreation, rural, health retreats, organic farms, pastoral environment, green fields, lakes, rivers etc
- Coast – Raglan, Kawhia (looking for fossils)
- South Waikato, e.g. natural bridge
- Good climate for food
- Opportunity to share as we learn
- Seven summit event (DoC + Sport Waikato) – but timing precludes people from other regions coming and staying for this event
- Other industries
- Funding opportunities with digital strategy developing community connection
- Capability development, knowledge sharing, skill building
- "Co-opertition" – supporting each other in a competitive way
- Educate operators to understand "co-opertition" – if I do well, so will others, and vice versa.

Threats
- Lack of funding available for marketing and expertise
- Capability of operators
- Lack of mentors, e.g. project for trails needs expertise to help develop and market them
- Hamilton central city focus
- Perceived threat of a regional organisation being too bureaucratic
- Locals blind to product offerings, especially dairy opportunities
- Negative perception of rural Waikato and Hamilton as a "hole", when actually they have lots to offer.

Initiatives that could be undertaken to improve / strengthen the tourism industry
- Regional website
- Coordination across the region
- Strategic marketing for the Waikato: Hamilton as the hub, region as the destination (even for events)
- Better coordination of the national trail Te Araroa (goes across Mt Pirongia)
- One source of information
- Upgrade Mt Pirongia (huts, tracks etc)
- Clean green adventure – can still develop and protect as well
- Set Waikato website as homepage in internet access places (including accommodation) – with links to local product offerings.

Where the tourism industry in the Waikato should be in 10 years time

- Local coordinator / events organiser employed with good product knowledge of all local operators
- Tension with local communities being managed
- Waikato known for sustainable tourism and profound connection with the natural world
- Indigenous product offerings – including kiwi-made souvenirs
- Clear identity and sense of pride.

Te Awamutu
Tuesday August 14, 2007. 1.30pm

Present: 5 respondents

Views on the need for regional tourism in the Waikato

- The *i*-SITE is starting to see the impact of having no RTO for Waikato, e.g. AA Top 101 promotion, Australian campaign for spring festivals / events
- The problem belongs to the Waikato – we have to either fix it or live with it
- Need more coordination across the region – famils, information available, education
- Noone else will do it if there is no regional coordination
- Organisation could market and coordinate regional events, but let the locals organise the event.

Opportunities & threats for tourism at a district level

Opportunities:

- History, heritage
- Bush walks, outdoor environment
- New Zealand famous musicians
- Events on a national scale – rich in inter / national centres, e.g. Kihikihi national centre for equestrian, international polo, Karapiro – more than just rowing, Mystery Creek, karting club, speedway
- Te Awamutu Events Centre – national basketball, international kick-boxing, boxing tournaments, netball, national New Zealand hotrod show, art exhibition – still underutilised though committee recently formed to better utilise it
- Facilities, reserves, outdoor and indoor to cater for a variety of events
- Local arts and culture
- Cambridge events, other district events piggybacking on Hamilton events
- Wānanga and other contributing organisations
- Waipa is the heart of history
- High standard of accommodation across the district
- Enthusiasm of the local community.

Threats:

- Small towns will always be overshadowed by Hamilton by virtue of size
- Not enough information reaching the general public, e.g. no televised events
- Under-resourcing of *i*-SITEs and tourism industry generally
- Money made on national events spent on running the day, no profit for investment into marketing

- Hard to control visitors to some national event facilities, therefore don't charge for entry
- Complacency – attitude that someone else will take the initiative, "I am too busy doing my own thing"
- People are not aware of what is happening in the community, e.g. youth awards etc.

Opportunities & threats for tourism at a regional level

Opportunities

- Local *i*-SITEs, operators, and authorities need to put themselves on the map, look within their own resources, focus on the existing markets and target them more, share local knowledge with other areas
- Focus on Australian and domestic markets, rather than trying to be all things to all visitors
- Focus on free independent travellers and specialist groups
- Learn from the Australians, e.g. consistent information available at all information centres
- Waikato *i*-SITE Managers meet every six weeks, initiatives to standardise regional information available at *i*-SITEs already beginning
- Events strategy
- Proximity to National Park
- Opportunity for more open communication across the region
- Locals are proud and protective of their area, communities within districts in the region have their own identity but need to work together, communicate, and coordinate
- Each community doing its own thing is a strength for the region, creating strong points for tourism – need to be careful not to lose that
- Specialised themed trails, packages, tours – gardens, heritage, farming, walking etc
- Agri-tourism, dairy industry
- Coordination of an up-to-date regional website
- Expertise for marketing consulting with operators and *i*-SITEs.

Threats

- Tourism is a fragmented, competitive, individualistic industry, where individuals struggle to comprehend the bigger picture - parochialism
- Waikato not on the major players route, a drive-through place
- Locals (public, operators, *i*-SITE staff) unfamiliar with regional product offerings
- Good dairy payouts mean a buoyant agriculture industry not interested in diversifying
- No coordinating body within the dairy industry for agri-tourism, agriculture industry interested in developing the industry, but not diversifying to combine with tourism
- Other areas being more proactive means Waikato will miss out
- Other external factors which we have no control over.

Initiatives that could be undertaken to improve / strengthen the tourism industry

- Convince airlines to land in Hamilton from Australia
- Share product knowledge across the region with *i*-SITE staff, operators, and the public, including better local and domestic marketing of new campaigns by bigger Waikato operators
- *I*-SITEs become more active - used to be PR, then visitor information, now event coordination, and still more opportunities exist

- Bring South Island *i*-SITE staff north to see product offerings
- Tap into immigrant market's visiting friends and relatives, manage tension of diverse cultural needs
- Collective coordination
- Better funding
- Broader spectrum of marketing and promotion within the region, strategic marketing plan
- CD / video marketing – use new technology
- Educational famils.

Where the tourism industry in the Waikato should be in 10 years time

- Vibrant, internationally recognised
- 3-5 times larger than now, increased visitor numbers
- Organised, proactive, informative – all informed of product offerings
- Maintaining momentum
- Focussing on strengths
- Sustainable tourism, e.g. not mass tourists, keep clean and green image
- Maintained high quality of infrastructure, activities and product offerings, e.g. trails with no signs missing
- Supportive and proactive councils.

Hamilton 3
Wednesday August 15, 2007. 3.00pm

Present: 15 respondents

Views on the need for regional tourism in the Waikato

- Better coordination of marketing product offerings, a lot of opportunity exists in the Waikato that isn't well packaged, need better product awareness
- Able to tap into available government funding with coordinated effort
- If no regional tourism, 40-60 interested parties will be going in 40-60 different ways - need some degree of coordination and collaboration
- Regional coordination is the directory and network facilitation, need to coordinate smaller operators through networks
- Need to know about new initiatives, e.g. Maori initiatives, artists and artisians
- The tourism industry is personalised, need networks and forums for people to come together
- The tourism market is competitive, e.g. regions compete for business, no representation = no business
- May be able to leverage Hamilton events branding, but also need engagement with attractions in the wider area
- Don't want another Tourism Waikato like the last one, need a different kind of regional coordination that is aimed at unique, smaller, authentic experiences.

Opportunities & threats for tourism at a district level

Opportunities

- Even more events, including more sporting events
- International airport

- Conferences and corporate market
- Upgrade of Claudelands
- Research and innovation based groups visiting Hamilton
- Hamilton is a good place as a base for visiting other places
- Opportunity for visitors coming for events to stay in the region longer to see other attractions
- No distinction between district and region in terms of opportunities and threats, but also need to recognise the unique components of district identities, e.g. Raglan – jazz, surfing
- Opportunity to integrate to meet visitor needs, collaborate and market across the whole region rather than everyone 'stealing' attractions, e.g. gardens across the Waikato; 44 golf courses; river + six lakes; a number of mountain biking trails, hunting, kayaking, rowing etc
- Maungatautari – seen as an extension of Hamilton and the Waikato, as people from outside the region don't differentiate district boundaries
- Opportunity for common branding and marketing, not segmentation of attractions (in comparison, 'Auckland' events / activities can span an hour's drive from the city centre and still be named 'Auckland').

Threats

- Not enough tourists attending art festivals, shows etc
- Lack of infrastructure to cater for coaches, e.g. parking, toilets etc - nowhere for coaches to stop, not capturing the coach tourist flow
- Entertainment geared for Hamilton residential market, not catering for visitor market (booked out on the night)
- No coordination of events within the city, e.g. three conferences, boat show and car rally in one week – should be spread out across the month
- Location of Hamilton *i*-SITE at bus station.

Opportunities & threats for tourism at a regional level

Opportunities

- Targeting domestic and Australian markets
- Quick break packages from East Coast Australia
- Off the beaten track tourism, FIT travellers for tramping, trails etc
- Niche bus tours travelling around the region with specific packaged product offerings, e.g. bird, heritage, garden tours
- Special interest groups, e.g. arts and culture visitors from North America
- Generic brochures putting similar products together and available at all relevant sites, e.g. brochure of galleries or museums to visit in the region, gardens, historical sites etc
- Opportunity for operators to be connected and networked around the *i*-SITEs, present brochures at *i*-SITEs
- Good coordinated website on one central site with suggested itineraries
- Create activities around events, e.g. stop offs on the way, other side events in other areas
- Dairy farm visits
- Cultural tourism – Maori, visual art, need a separate identity for Waikato.

Threats

- Pylons - no advocacy or lobbying re impact on regional tourism
- People don't think about product offerings in the region, think automatically of Rotorua for VFR, e.g. Taumaranui – wide open spaces, tramps, close to mountains, off the beaten track, tourists want to stay there, but locals don't see it as a tourist attraction for VFR travel
- Lack of visibility of product offerings
- Waikato has no unity in substance – very diverse area, no common branding and identity is an issue
- Branding and identity for Waikato will be an issue due to different opinions and identities, e.g. city vs hinterland
- No engagement with Tourism New Zealand or international marketing
- Lack of coordination, not pulling funding, lack of vision, too much squabbling, too many chiefs, uneven contributions versus perceived benefits
- Tourism operators are entrepreneurs and individualistic
- Competition from neighbouring regions
- Failure to deliver on promises we make, e.g. quality events, accommodation, cuisine etc, seen as a threat – we should deliver on what we promise and promise what we can deliver, e.g. if accommodation not available for V8s, promise smaller event and build on it later
- Lots of small operators, not many large operators, threat if small operators don't survive because of lost sales, seasonality etc, then region loses the attraction
- Elder Maori fear tourism on Maraes, clash with Tangi etc, Maori need to drive Maori tourism themselves
- People can't see and don't understand local heritage, e.g. Kawhia harbour.

Initiatives that could be undertaken to improve / strengthen the tourism industry

- Better product awareness across the region, e.g. for repeat visitors on coach tours who are bored with iconic attractions, but don't know what else is available off the golden route
- Better marketing of products, e.g. have a stand at TRENZ
- Create experiences of excellence
- Coordinate local authority agendas, link with their own strategies, e.g. coordination of cultural / heritage development
- Availability of parking for tour busses
- Share market information to support individual businesses, disseminate information, e.g. economic information, visitor numbers as well as product offerings, new initiatives etc
- Communication about conservation tourism, e.g. Pirongia, Te Aroha DOC trails etc.

Where the tourism industry in the Waikato should be in 10 years time

- Sophisticated, professional, grown up, no individual egos getting in the way of the greater common good
- A valid alternative to Rotorua
- Recognised destination for Australians
- Operators are connected, communicating, earning a great living
- Active cultural tourism initiatives and activities
- Waikato has a strong identity and brand, so people recognise it

- Waikato identity integrated with outdoor lifestyle, landscape and culture, as it's more than a city, it's unique, diverse, different from Melbourne – perhaps need to brand Hamilton as events, conferences etc and Waikato differently
- Hamilton will have lost its current image - people can say, "I will visit Hamilton" and it's acceptable.

Tirau / Tokoroa
Monday August 20, 2007. 5.00pm

Present: 7 respondents

Views on the need for regional tourism in the Waikato

- There is a gap in the Waikato, especially regarding destination marketing
- Tourism Waikato did off-shore marketing, there must have been some residual benefit from it
- There is currently no visible web-portal for Waikato
- Any collective marketing would help South Waikato
- It is difficult for any one district to put money into international and domestic marketing, need regional leadership and coordination
- Regional tourism broadens the market – not just a city, variation across the region
- Contributors (Councils, operators, rate payers) need to see immediate returns on investment
- Need a collective approach to tourism in the Waikato, governance and funding are important, as is macro destination marketing
- If all are to contribute to regional coordination, need to market the region, not individual identities.

Opportunities & threats for tourism at a district level

Opportunities

- State Highway 1: 13,000 cars passing through per day
- Eastern Taupo Arterial planned for 2011 will divert approximately 50% of traffic flow through Tokoroa, bypassing Taupo
- Arapuni – can build product around it
- Culture and heritage, e.g. Vaka Village Pacific Island experience in Tokoroa
- Collective approach to arts and coordination across the district, e.g. Artspace gallery in Tokoroa also runs courses
- Talking poles that are multisectional - ethnic culture, sport, industry - can represent anything
- Museums – Timber museum, honey museum
- Mineral springs, heated pools
- Rivers in the district, including Waikato River Trail linkage to Taupo
- Openness to tourism on urban, multi-tribal local Marae - owned by Catholic Maori Society
- Outdoor recreation – trout fishing, pig hunting, trails, golf, mountain biking trails, Barnetts Reserve near Putaruru
- More events in the district.

Threats

- Tourism trail currently detours around Tirau via Waitomo or Matamata-Rotorua
- Infancy of product offerings in the district, quality of products not export ready, e.g. mountain biking trails underdeveloped with no signage, moteliers don't see tourism as target market
- No tourism group representing the district
- Apathy for tourism in South Waikato, perceived low importance, dominated by farming and forestry
- Hard to get tourism recognised as an economic driver
- Council has tourism as a sector priority in LTCCP but no plans to implement – appears to be lip service
- Tirau Castle closed a lot, only open for groups and holidays, FIT signage on highway, lots of complaints by tourists, poor impression of quality product
- Operators so focused on their own operations they do not network, work together, or come to meetings like this
- Transport – only one bus between towns in the district daily – can't get around without a car
- Supporting quality product offerings lacking, e.g. lack of restaurants and cafes in Tokoroa and Putaruru.

Opportunities & threats for tourism at a regional level

Opportunities

- Target short breaks from Auckland both at district and regional levels – need coordination at both levels to target them
- Collective marketing with the rest of the Waikato - South Waikato as an add-on to itineraries, rather than a destination in itself
- The Waikato is not rural and not urban but a mixture of these, variation across the region is a good opportunity, scope of target markets is huge
- Outdoor recreation – fishing, hunting, trails, golf etc
- Events – world rowing, V8s, Field days etc
- Collaboration is emerging, e.g. Tirau and Tokoroa currently working with Hamilton and accommodation providers are offered free spots on the Visit Hamilton website
- Craft days around the region
- Tourism aligning with other industries, farming, equine etc
- Heritage
- Green pastures, attractive to the Australian visitor, locals take this for granted.

Threats

- It is difficult for rate payers, operators etc to understand the macro value of destination marketing across multiple TLAs
- Tourism in the region is not connected with a wider central government strategy
- Lack of coordination, marketing
- Disparity in the region if Hamilton dominates, perception that Hamilton will call the shots.

Initiatives that could be undertaken to improve / strengthen the tourism industry

- HCC see Hamilton as a city, but also need to define Hamilton's place within the region – may need two marketing strategies, one for the city and one as leader of the region
- Packaging of product offerings, e.g. themed trails based on common interests packaged with accommodation and food providers
- Use the Waikato river to link region and districts
- Hydro-station technical tours across the region
- Linking operators across the region, e.g. operators grouping together to offer packages, and accommodation operators working closely with tourism operators to get people to stay longer
- Brochures on racks in Auckland and websites offering packages
- Better spread of events across the region – coordination of city and district events
- Private mini bus owners / operators work together to coordinate transport across the district (this is being done in the Hauraki Plains).

Where the tourism industry in the Waikato should be in 10 years time

- Tourism growth in the region matching the national average
- Managed tensions re: the balance of development and quality development => quality products => quality wages => quality staff
- Sustainable, keeping it green
- Not relying on sporadic events, sustainable profits
- Clear, unique identities across the region to appeal to different groups.

13. Appendix III – Summary of On-Line Questionnaire Responses

On-line Questionnaire
8th July 2007 to 22nd August 2007

Respondents: 17

Do you think we need a coordinated approach to regional tourism in the Waikato, and why?

- Regional coordination is currently fragmented, but an opportunity exists to coordinate and connect the region
- More strength is gained by working together, working together we can offer visitors to the region an easy, professional and memorable experience
- Need to combine resources and be more focused, plan more cohesively and consistently, avoid duplication, and use skills from across various sectors
- The energy spent by individual tourism operators could be capitalised on if there was a strong, fair, coordinating body that brought tourists to the door and assisted with getting new products to the market for the operators
- It is difficult for small businesses to be prominent in the tourism industry without support
- Need a specific direction and goals
- Need a source for up-to-date product offerings to advise guests on things to do
- Need cohesion of marketing functions, a regional marketing plan
- Need regional representation to national tourism bodies
- Working together is slowly disappearing because we don't have the resources and energy anymore to make it work
- Districts received little value for money from previous coordination efforts, which focussed on main attractions like Waitomo.

What opportunities do you see for tourism within your district / across the Waikato region?

As these respondents came from a diverse range of districts, most opportunities are also applicable to the wider region. Therefore, the sections regarding the district and region have been combined and categorised.

Events

- Rowing Champs, WRC, V8s, Rugby World Cup
- Kiwiana Festival and Te Kuiti Muster
- Conferences: Regional, national and trans-tasman; rural, agricultural, and scientific based
- Events strategy – create a timetable of events across the region.

Natural scenery

- The Waikato river
- Hakarimata ranges, Pureora Forest, Maungatautari Mountain, Waikato Walkway, gardens (various gardens around the region), river, caves, forest, mountains, lakes, coast, wetlands, country side, mixed trails, coastal to bush

- Walking paths, existing paths and the opportunity to develop new walking trails, including mountain bike trails
- Diversity of the Waikato region from the hills of the East towards Paeroa to the idyllic-ness of Kawhia with its black sands and remoteness, wide variety of things to do within easy reach within the region
- Sport and recreation: Fishing, kayaking, tramping, boating, rowing
- Country homestays, small town shopping experiences
- Adventure tourism
- Eco-tourism
- Focus on the environment as the region grows.

Culture & heritage

- Historic sites, Taurangawaewae, Karapiro Dam, historical walking tours, museum and heritage trails and packages, arts and crafts, bi-culturalism
- Other local attractions: Chocolate eating, soda spa, architecture.

Location & infrastructure

- Proximity to other higher profile areas like Auckland, Bay of Plenty, central North Island mountains, Rotorua, Coromandel
- Hamilton airport as an alternative to Auckland
- Develop train networks and timetables around events.

Coordination

- Waikato website, full time coordinator / marketer for the region, Waikato-wide marketing
- Develop routes and a coordinated approach to tourism
- Develop Waikato weekend packages, e.g. golf, spa, recreation, gardens
- Develop farming and forestry tourism as educational events
- Coordination between Hamilton and Waitomo, specifically, in terms of accommodation, attractions and common branding
- Opportunity to increase visitor stay and spend in the area
- Opportunity to start up more tourism businesses
- Opportunity to improve the quality of accommodation in some districts.

What threats do you see for tourism within your district / across the Waikato region?

As these respondents came from a diverse range of districts, most opportunities are also applicable to the wider region. Therefore, the sections regarding the district and region have been combined and categorised.

Lack of coordination, collaboration and buy-in

- The inability of the separate district councils to work together in tourism for the good of the whole area
- Insufficient funding for marketing and common branding, lack of visibility about things to do and see
- Negativity of other regions, 'cow town' and 'foggy' stigmas, not being proud of the resources we have
- Blasé bureaucracy, lack of leadership, no focused direction, no unity in marketing
- Lack of a tourism strategy within councils
- Lack of regional inclusion in Hamilton events

- The tension with the community in terms of tourists using infrastructure and providing little economic growth for the district due to the short visiting timeframes
- The fragmented, parochial and competitive nature of tourism, lack of coordination and working together attitude
- Missed opportunities through the lack of a planned and coordinated approach
- Individuals not sharing ideas, lack of communication between operators in the local area.

Threat of other regions

- Waikato has a higher population than Rotorua and undersells its tourism / event potential
- Good coordination in other areas is a threat to the Waikato
- Rotorua airport expansion
- Waikato not on major tourist routes
- 80% visitors come to Waitomo for less than 1 day, short stay of tourists in the area.

Insufficient product offerings and infrastructure

- The river is Waikato's only natural feature, and the bush, mountains and sea do not compare with other regions
- The Waikato has little to keep tourists in the area
- Insufficient facilities, e.g. roading, toilets, parking
- Overdevelopment affecting the environment
- Lack of accommodation room numbers to support events in the district
- Untrained operators, poor customer service
- Inability of the Hamilton airport to secure further airlines to support the new terminal.

What initiatives could be undertaken to improve / strengthen the tourism industry?

- Connect and name routes by improving infrastructure and signage
- Appoint an unbiased leader to control everything
- Encourage operators to cooperate with each other
- Connect stories (history) across the region and tell them in a coordinated way
- Focus on developing and promoting a recognisable identity, with visibility of local Waikato towns and their unique character, building upon local pride in regional identity
- Include Waikato businesses, local authorities and other industries in the promotion of tourism
- Promote Waikato as a destination to stop in for a few days to see the whole district, the place to visit before flying out
- Keep up the Waikato profile continually
- Set up a Northern King Country based RTO, that could include other areas within the Waikato
- Get Waitomo and Hamilton working closely together along with other places in the Waikato
- Plan an events calendar, support domestic and international marketing of the region, encourage 2 - 5 day stays in the Waikato, offer business and recreation packages
- We need more attractions to appeal to more people
- Continually seek a growing membership, tiered membership scale to cater for all operators

- Ensure members see tangible benefits for their money
- Establish mentoring for new operators, training seminars, towards a change of attitude of service providers
- Specific, specialised and short training courses, other than at major tertiary institutions, available on a regular on-going basis at an affordable price so that operators can train all staff members
- Establish a regional standard of customer service course to cover all types of operators
- Provide a range of campsites, free to self-contained motor-homes, to encourage people to stay longer
- Form a small working forum / group with representatives from regional areas to formulate a Tourism Strategy that would incorporate the three main levels of: Region, District, Town under one main 'brand', yet each retaining their own uniqueness and allowing for all to be incorporated under one banner
- *I*-SITEs promote each other's areas, product famils for *i*-SITE staff.

Where do you want the tourism industry in the Waikato to be in 10 years time?

- Each district comfortable working within its own particular strength and secure in the knowledge that other areas respect, encourage, and promote them
- Waikato recognised as a destination rather than just a place to pass through
- A boutique tourism destination
- Waitomo recognised as a 'must' for an overnight stay
- A high profile in the global tourism market
- A leader in the industry with a region to be proud of
- Number two industry for the Waikato behind dairying
- Significant contributor to the Waikato's economic development
- A booming tourist destination, providing economic growth, and ploughing money and recourses back into the community, offering more job opportunities for young people
- Thriving, but maintaining the unique natural environment
- Strong leadership and strong member support of whatever 'body' is deemed to be our tourism 'face'
- An industry with a united long term plan to develop, support, sustain, and market each feature of the region
- Coordinated tourist services training guild awarding qualifications and checking quality.

Do you have any other comments?

- If any new organisation becomes a battleground for self-interest, it is simply not worth it
- The tourism industry is one of the lowest paid industries for service staff - this needs to be addressed
- The need for environmental awareness is a top priority, we need to look at the long term big picture. New Zealand is famous for its clean green image, and the Waikato region is one of the greenest. We need to look after it.

14. Appendix IV - Economic Impact of Tourism Details

The Waikato Region: Tourism Economic and Statistical Data

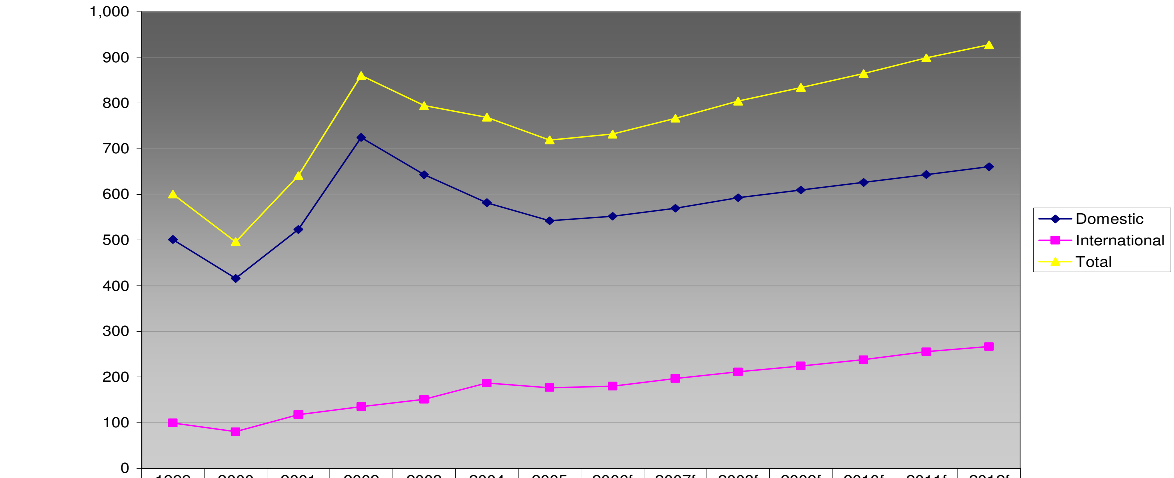
This report was prepared for Katolyst by Dr Anne Zahra from the University of Waikato in February 2007. This statistical data is based on the Ministry of Tourism research data sets available at that date: www.tourismresearch.govt.nz.

Table 12: Key Tourism Facts and Figures for the Waikato Region

	Actual 2005	Forecast 2012
Total Overnight Visitors	1,720,453	1,931,526
Domestic Overnight Visitors	1,357,432	1,459,442
International Overnight Visitors	363,021	472,084
Total Day Visitors	6,410,354	6,960,457
Domestic Day Visitors	6,024,829	6,453,401
International Day Visitors	385,525	507,056
Total amount spent by all visitors	$719m	$927m
Amount spent by domestic visitors	$542m	$661m
Amount spent by international visitors	$177m	$267m
Total amount spent by overnight visitors	$365m	$494
Amount spent by overnight domestic visitors	$208m	$253
Amount spent by overnight international visitors	$157m	$240
Total amount spent by day visitors	$354m	$434m
Amount spent by domestic day visitors	$334m	$407m
Amount spent by international day visitors	$20m	$26m

Figure 10: Waikato Visitor Spend (NZ$m)

Chart 1: Regional Tourism Activity by Year



	1999	2000	2001	2002	2003	2004	2005	2006f	2007f	2008f	2009f	2010f	2011f	2012f
Domestic	501	416	523	725	643	582	542	552	570	593	609	626	643	661
International	99	80	118	135	151	187	177	180	197	211	224	238	256	267
Total	601	496	641	860	794	769	719	732	767	804	834	864	899	927

Purpose of Visit to the Waikato

All data in the following figures relates to visits to the Waikato region.

Figure 11: Purpose of Visit (Domestic + International Visitors)

Chart 2: Regional Tourism Activity by Purpose of Travel in 2005 and 2012

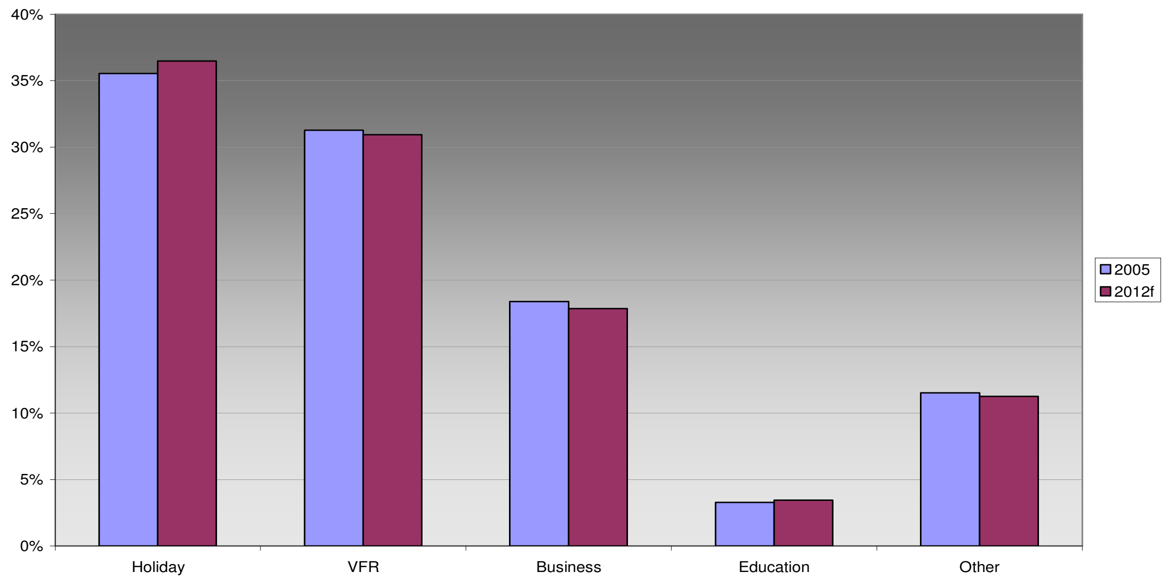


Figure 12: Purpose of Visit (Domestic Visitors)

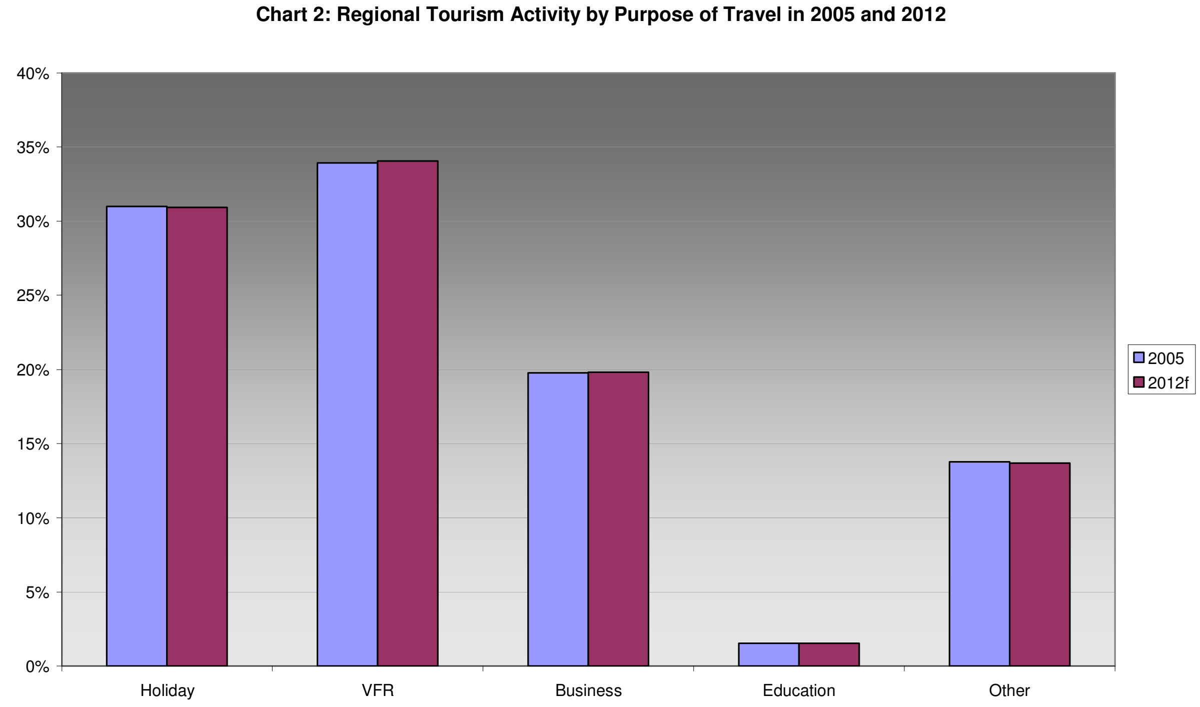
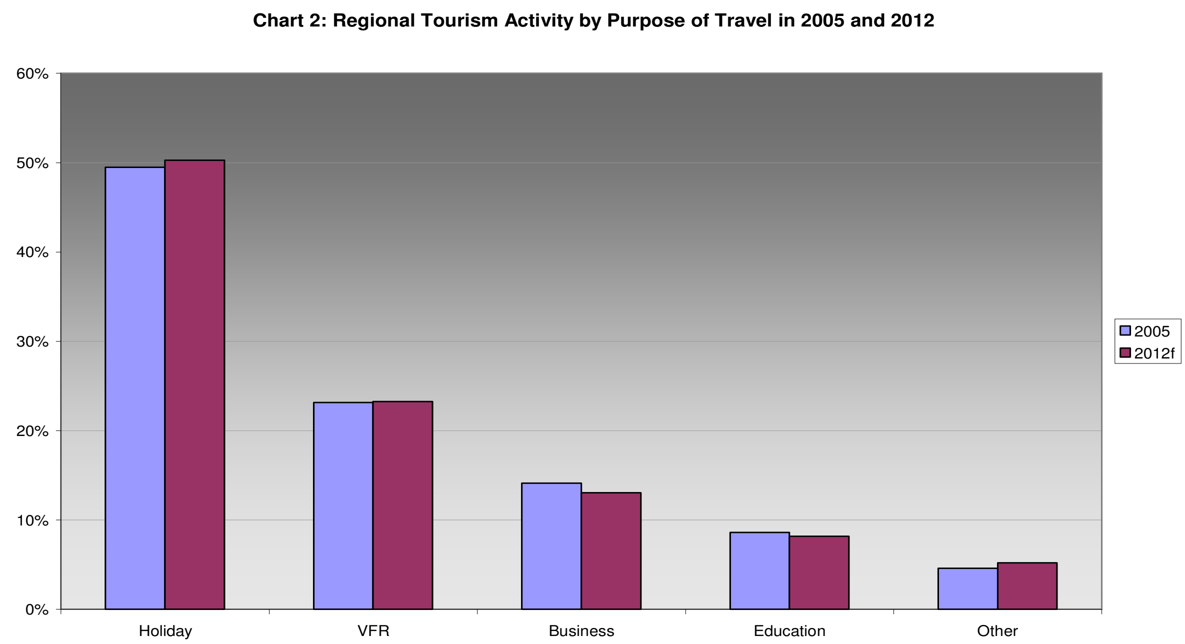


Figure 13: Purpose of Visit (International Visitors)



Origin of visitors

All data in the following figures relates to visitors to the Waikato region.

Figure 14: Origin of Domestic Visitors

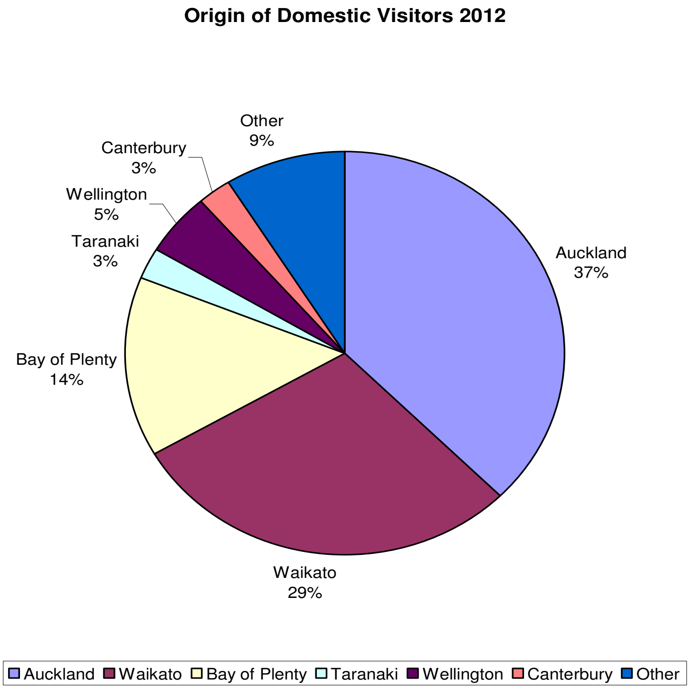
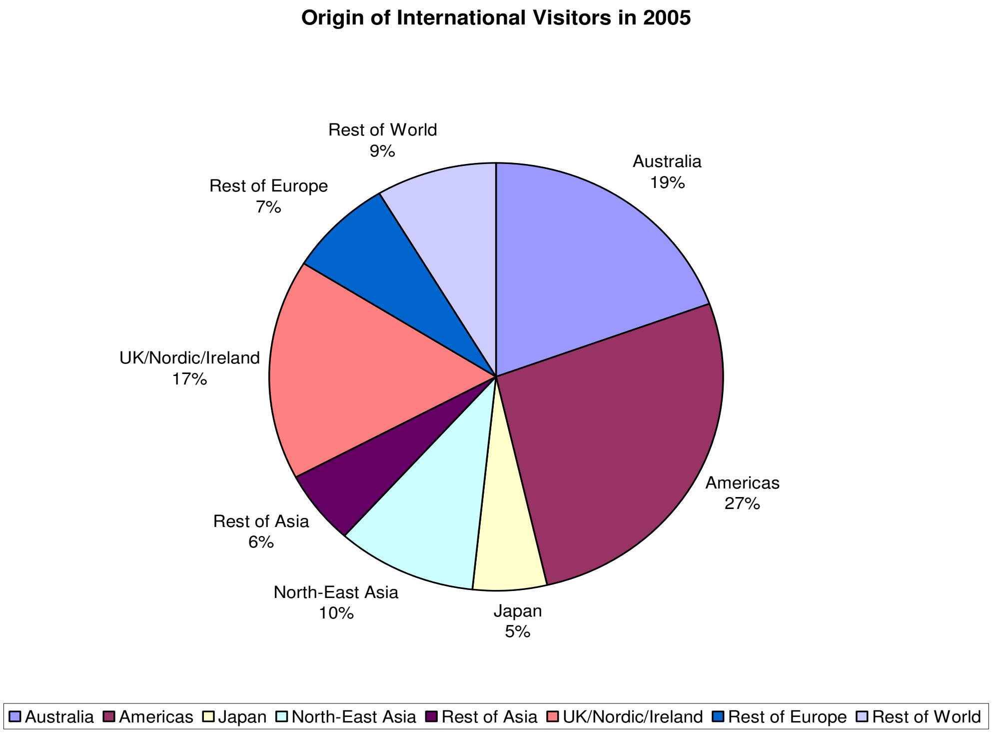


Figure 15: Origin of International Visitors in 2005



Commercial accommodation providers: Occupancy and guest nights

The following tables summarise the occupancy of commercial accommodation providers in the Waikato region over the last nine years.

Table 13: Waikato Region Commercial Accommodation Data

Measure	YE Dec 98	YE Dec 99	YE Dec 00	YE Dec 01	YE Dec 02	YE Dec 03	YE Dec 04	YE Dec 05	YE Dec 06
Establishments	143	149	156	157	161	153	164	170	163
Daily Capacity	3,639	3,830	4,359	4,358	4,449	4,409	4,556	4,831	4,847
Capacity Per Period	1,328,168	1,398,119	1,595,403	1,590,608	1,623,746	1,608,921	1,667,474	1,763,422	1,769,137
Stay Units Nights	386,702	408,521	472,132	482,565	506,752	517,667	545,452	595,694	618,051
Guest Nights	679,599	712,733	818,884	816,680	868,644	927,400	958,851	1,027,904	1,070,637
Guest Arrivals	384,745	407,148	468,877	472,334	514,948	560,213	583,318	606,920	617,472
Length Of Stay	2	2	2	2	2	2	2	2	2
Occupancy Rate %	29	29	30	30	31	32	33	34	35
Guests Per Stay Unit	2	2	2	2	2	2	2	2	2
Stay Units Per Establishment	25	26	28	28	28	29	28	28	30

Table 14: Hamilton City Council Commercial Accommodation Data

Measure	YE Dec 98	YE Dec 99	YE Dec 00	YE Dec 01	YE Dec 02	YE Dec 03	YE Dec 04	YE Dec 05	YE Dec 06
Establishments	52	53	53	53	55	52	59	59	52
Daily Capacity	1,213	1,247	1,528	1,531	1,601	1,628	1,649	1,744	1,657
Capacity Per Period	442,961	455,040	559,170	558,674	584,346	594,041	603,505	636,782	604,815
Stay Unit Nights	206,166	212,807	252,416	258,582	284,461	282,520	302,301	319,330	321,743
Guest Nights	345,488	357,814	429,338	427,090	471,652	506,196	524,702	547,282	570,255
Guest Arrivals	188,027	198,366	238,470	238,726	269,063	299,532	307,161	310,021	312,555
Length Of Stay	2	2	2	2	2	2	2	2	2
Occupancy Rate %	47	47	45	46	49	48	50	50	53
Guests Per Stay Unit	2	2	2	2	2	2	2	2	2
Stay Units Per Establishment	23	24	29	29	29	31	28	30	32

Table 15: Waikato District Council Commercial Accommodation Data

Measure	YE Dec 98	YE Dec 99	YE Dec 00	YE Dec 01	YE Dec 02	YE Dec 03	YE Dec 04	YE Dec 05	YE Dec 06
Establishments	14	15	17	15	17	16	19	22	19
Daily Capacity	479	503	606	628	633	611	648	688	747
Capacity Per Period	174,807	183,700	221,854	229,328	231,073	222,918	237,115	251,058	272,777
Stay Unit Nights	23,474	28,656	0	36,781	42,797	45,559	50,393	54,327	61,078
Guest Nights	47,287	52,919	0	64,224	73,878	76,181	83,473	87,331	94,242
Guest Arrivals	22,702	29,933	35,479	32,652	39,274	40,828	45,183	49,126	54,672
Length Of Stay	2	2	0	2	2	2	2	2	2
Occupancy Rate %	13	16	0	16	19	20	21	22	22
Guests Per Stay Unit	2	2	0	2	2	2	2	2	2
Stay Units Per Establishment	34	34	36	42	37	38	34	31	39

Table 16: Waipa District Council Commercial Accommodation Data

Measure	YE Dec 98	YE Dec 99	YE Dec 00	YE Dec 01	YE Dec 02	YE Dec 03	YE Dec 04	YE Dec 05	YE Dec 06
Establishments	27	27	30	31	28	31	30	29	34
Daily Capacity	611	634	691	716	711	746	864	918	965
Capacity Per Period	223,069	231,365	252,971	261,421	259,481	272,396	316,313	335,198	352,146
Stay Unit Nights	47,895	54,038	61,534	62,593	64,312	72,408	72,993	82,098	82,735
Guest Nights	87,621	102,779	109,373	103,720	110,584	130,075	128,237	146,612	143,225
Guest Arrivals	50,904	57,545	62,231	59,317	69,275	75,449	78,261	84,902	82,987
Length Of Stay	2	2	2	2	2	2	2	2	2
Occupancy Rate %	21	23	24	24	25	27	23	24	23
Guests Per Stay Unit	2	2	2	2	2	2	2	2	2
Stay Units Per Establishment	23	23	23	23	25	24	29	32	28

Table 17: Waitomo District Council Commercial Accommodation Data

Measure	YE Dec 98	YE Dec 99	YE Dec 00	YE Dec 01	YE Dec 02	YE Dec 03	YE Dec 04	YE Dec 05	YE Dec 06
Establishments	16	16	16	17	19	17	19	20	19
Daily Capacity	487	518	505	492	496	505	508	583	632
Capacity Per Period	177,569	189,075	184,696	179,578	180,900	184,410	186,117	212,927	230,859
Stay Unit Nights	45,856	49,243	47,525	46,194	46,023	51,518	48,490	63,770	76,687
Guest Nights	86,269	89,080	86,727	84,462	87,449	94,146	91,603	110,392	125,415
Guest Arrivals	61,955	62,408	62,126	63,271	62,159	65,981	66,881	77,305	81,950
Length Of Stay	1	1	1	1	1	1	1	1	2
Occupancy Rate %	26	26	26	26	25	28	26	30	33
Guests Per Stay Unit	2	2	2	2	2	2	2	2	2
Stay Units Per Establishment	30	32	32	29	26	30	27	29	33

Table 18: Otorohanga District Council Commercial Accommodation Data

Measure	YE Dec 98	YE Dec 99	YE Dec 00	YE Dec 01	YE Dec 02	YE Dec 03	YE Dec 04	YE Dec 05	YE Dec 06
Establishments	7	8	11	12	11	10	11	11	12
Daily Capacity	136	158	240	259	240	232	236	256	256
Capacity Per Period	49,733	57,697	88,045	94,546	87,556	84,880	86,326	93,569	93,611
Stay Unit Nights	7,957	9,335	0	19,356	15,834	15,380	16,227	18,743	16,970
Guest Nights	15,186	16,736	0	40,103	34,551	32,253	35,926	38,005	32,759
Guest Arrivals	11,533	10,362	17,937	25,053	22,416	22,626	25,391	26,632	22,520
Length Of Stay	1	2	0	2	2	1	1	1	1
Occupancy Rate %	16	16	0	20	18	18	19	20	18
Guests Per Stay Unit	2	2	0	2	2	2	2	2	2
Stay Units Per Establishment	19	20	22	22	22	23	21	23	21

Table 19: South Waikato District Council Commercial Accommodation Data

Measure	YE Dec 98	YE Dec 99	YE Dec 00	YE Dec 01	YE Dec 02	YE Dec 03	YE Dec 04	YE Dec 05	YE Dec 06
Establishments	12	14	13	13	15	12	11	13	12
Daily Capacity	226	270	276	278	266	205	182	214	285
Capacity Per Period	82,245	98,672	100,923	101,649	97,049	74,666	66,542	78,035	103,991
Stay Unit Nights	24,253	27,959	27,858	30,065	25,620	23,137	24,650	25,548	27,389
Guest Nights	38,448	47,853	47,325	47,916	43,756	40,516	43,005	42,168	46,357
Guest Arrivals	22,343	27,049	27,120	27,547	25,649	24,886	26,880	26,769	28,363
Length Of Stay	2	2	2	2	2	2	2	2	2
Occupancy Rate %	29	28	28	30	26	31	37	33	26
Guests Per Stay Unit	2	2	2	2	2	2	2	2	2
Stay Units Per Establishment	19	19	21	21	18	17	17	16	24

Table 20: Matamata-Piako District Council Commercial Accommodation Data

Measure	YE Dec 98	YE Dec 99	YE Dec 00	YE Dec 01	YE Dec 02	YE Dec 03	YE Dec 04	YE Dec 05	YE Dec 06
Establishments	15	16	16	16	16	15	15	16	15
Daily Capacity	487	500	513	454	502	481	469	427	304
Capacity Per Period	177,784	182,570	187,744	165,412	183,341	175,610	171,556	155,853	110,938
Stay Unit Nights	31,104	26,480	30,355	28,997	27,709	27,148	30,400	31,882	31,452
Guest Nights	59,302	45,553	51,194	49,163	46,776	48,038	51,912	56,117	58,387
Guest Arrivals	27,286	21,486	25,516	25,775	27,114	30,913	33,564	32,169	34,428
Length Of Stay	2	2	2	2	2	2	2	2	2
Occupancy Rate %	17	15	16	18	15	15	18	20	28
Guests Per Stay Unit	2	2	2	2	2	2	2	2	2
Stay Units Per Establishment	32	31	32	28	31	32	31	27	20