

DRAFT

Regional Host Strategy

2012-2022

Gisborne and the East Coast



Table of Contents

1. Executive Summary	3
2. Our Community	6
	2.1 Our Uniqueness.....	6
	2.2 Our Population.....	6
	2.3 Our Lifestyle.....	7
	2.4 Our Economy.....	7
	2.5 Tourism Industry.....	9
	2.6 Impact of Tourism on our National Economy....	10
	2.7 Regional Response to Tourism.....	11
3. Why and How this Strategy was Written	12
	3.1 The Regional Host Steering Group.....	12
	3.2 Environmental Scan.....	12
	3.3 Consultation.....	13
4. Stakeholders	13
	4.1 Tangata Whenua and Māori.....	14
5. Current State	15
	5.1 Demographic Trends.....	15
	5.2 Economic Trends in the Region.....	15
	5.3 Current Community Perception of Events.....	16
	5.4 Current Events: Strengths and Challenges.....	16
	5.5 Available Resources and capacity.....	17
	5.6 Iconic Events.....	18
	5.7 Other Major Community Events.....	18
6. Vision and Principles	19
	6.1 The Vision.....	19
	6.2 The Principle of Manaakitanga.....	19
7. Strategic Objectives and Goals	21
8. Outcomes and Responsibilities	24
9. Managing Risk	31
10. Monitoring, Evaluation and Reporting	32

1. Executive Summary

1.1. Background

In October 2010 a group of interested parties came together to discuss the issues and concerns relating to growth and development around events and hosting activities in the Gisborne region. The group included representatives from:

- Gisborne District Council
- Eastland Community Trust
- Tourism Eastland
- Rhythm & Vines Ltd
- Heart of Gisborne
- Chamber of Commerce
- Wine & Food Festival Company Ltd, and
- Councillor Brian Wilson.

As a result of this meeting the Regional Host Steering Group was established. The purpose of this group is to enable and support the achievement of the Regional Host vision and goals as set out in the **Regional Host Strategy (Gisborne and the East Coast) 2011**.

1.2. The Regional Host Strategy

The Regional Host Steering Group met monthly from December 2010 through to July 2011 and developed the Regional Host Strategy through a series of facilitated workshops. Through this strategy the Steering Group intends to support the region to:

- attract more quality events and activities to our region
- maximise the legacy value of events in Gisborne
- reflect the diversity of our people and community by embracing and celebrating Gisborne's unique bi-cultural environment
- deliver excellent quality services and facilities for residents and visitors to our region
- manage the delivery of all events and activities in an environmentally and economically sustainable way
- work in partnership with the region's tangata whenua, and
- support the successful delivery of Gisborne's existing iconic events.



Te Unga Mai Festival at TheCut: 2010

1.3. The Vision

The East Coast is a welcoming and friendly region.

We provide our visitors and residents with a positive and unique experience including excellent services and access to vibrant and dynamic activities and events across the East Coast region.

We aim to achieve this vision by:

1. attracting visitors to the region to attend events, participate in activities, and visit with family and friends
2. maximising economic benefits from visitors to the region
3. building on and supporting existing iconic events in the region
4. improving communication and collaboration across all relevant parties to create a cohesive approach in developing Gisborne as a Host City
5. making it easy and desirable for events to be held in Gisborne by improving mechanisms that enable successful delivery
6. developing and enabling solutions to address identified issues, challenges and barriers to success.



Hukurangi – First Mountain to See the Light

1.4. Acknowledgements

Gisborne District Council acknowledges and thanks members of the Regional Host Steering Group for their contributions and guidance throughout this process. Thanks also to other councils who have shared their plans, and individuals for sharing their thoughts and experience.

2. Our Community



Our district covers the largest land area in the North Island of New Zealand with 8,360 square kilometres of land. We are located in the north-eastern corner of the central North Island and are referred to as Tairāwhiti, the East Cape, East Coast and the Eastland region. Gisborne city is the eastern-most city in New Zealand and is the first city in the world to see the sun rise each day.

The unspoiled East Coast region is still one of the world's best kept secrets and has inspired authors, poets, artists and wine lovers. It has some of New Zealand's most exciting and consistent surf breaks and safe swimming.

It is a region rich with historical significance and our bicultural heritage can be seen in our physical, social and cultural environments throughout the district. This includes such features as the Motu and Ruakituri Rivers which boast excellent trout-fishing for the enthusiast.

With stunning views, Titirangi (Kaiti Hill) overlooks Poverty Bay, the surrounding rural areas and the white cliff headlands of Young Nick's Head (Te Kuri-a-Paoa – the Dog of Paoa).

Other features of the region include Mount Hikurangi, the fifth highest mountain in the North Island, and its highest non-volcanic peak. Hikurangi is the first mountain in the world to see the sun.

While agriculture has been the most important industry since earliest settlement Gisborne has diversified over the years and forestry, viticulture, horticulture and related industries such as food processing are becoming increasingly important. For the future, tourism has been targeted as an industry of high growth potential.

Freedom camping is available through summer and, with its safe beaches and warm sunny climate, our district is a popular holiday location.



2.1. Tourism Industry



The image above shows the East Coast region as defined by Tourism NZ. The Tourism Research Council has forecast an expected increase in total visitor nights to this region of approximately 0.4% per annum. This is the third lowest growth in the sector for the country and well below the NZ average of 1.2%.

There is an opportunity for us to increase this expected forecast through a targeted and strategic action plan that improves the region's performance as an excellent Host region.

2.2. Regional Response to Tourism

The Tairāwhiti region is a unique part of New Zealand. Along with our spectacular natural environment, temperate weather conditions, internationally acclaimed surf and beaches, and the honour of being the first to see the sun every day, our region also provides an excellent range of activities and events for visitors.

If tourism plays a significant role in the New Zealand economy in terms of the production of goods and services and the creation of employment opportunities, then we are in a fortuitous position for making the most of all the opportunities that the tourism sector offers.

We have already started to address this through the Regional Economic Strategy which includes an objective to “increase the awareness and positive image of the region for our visitors, future residents and investors”. Actions taken to address this objective over the last two years include creating the “Out East” branding for our region which is being used successfully to promote the East Coast as a great place to live, work and play.

This region has the potential to draw in a substantial portion of the tourism dollar – but that won’t happen by accident. This strategy is a step towards ensuring that visitors:

- are drawn to the East Coast
- have a great experience while they are here, and
- promote our region as a place to visit when they leave.

Appendix Two provides some data on the impact on tourism on our national economy.

3. Why and How This Strategy Was Written

In October 2010 Council brought together a number of organisations and individuals who had an interest in how events were managed and promoted across the region. The intention was that this group would provide input to a Major Events Strategy for Council.

In early discussions a number of strategic questions were raised such as:

- what sort of events did we want to attract to the region?
- where were the gaps in our current events calendar?
- who did we want to attract to our region?
- what sort of experience did we want to deliver to visitors to our region?
- what other attractions/activities did we want to promote and encourage to draw people to our region?

These and other fundamental questions quickly made it apparent that before tackling how to manage and promote major events, there was a need to first identify the wider issue of who and what direction Gisborne wanted in relation to hosting visitors to our region.

As a result the group formed the Regional Host Steering Group and Council facilitated a series of workshops to draft a Regional Host Strategy for Gisborne and the East Coast.

3.1. The Regional Host Steering Group

The Regional Host Steering Group is made up of representatives from the following:

- Gisborne District Council (staff)
- Councillor representation (Cnr Wilson)
- Eastland Community Trust
- Tourism Eastland
- Rhythm & Vines Ltd
- Heart of Gisborne
- Chamber of Commerce
- Wine & Food Festival Company Ltd
- Sport Tairāwhiti Gisborne
- Iwi.

3.2. Environmental Scan

Relevant information was gathered to support the development of this strategy and to provide a national perspective on any issues raised during the process. Other Councils were approached to gather their views on event management and hosting as a region. Councils approached included Christchurch, New Plymouth, Wellington, Western Bay of Plenty and Hastings. Information was also sourced from the internet, peers and colleagues.

3.3. Consultation

The draft strategy will be presented to each member's board/trust once approved by Council for consultation. In addition the strategy will be posted on the Council website and the public will be invited to provide feedback before the strategy is finalised in October 2011.

The strategy aims to define the Council's role in helping to develop, promote and grow Gisborne and the East Coast as a Host Region and also defines other stakeholders' roles and contributions to achieving the strategy objectives.

4. Stakeholders

There are a wide range of organisations, groups and other parties who have an interest in seeing that Gisborne grows and develops its reputation as a successful Host City. Every stakeholder has a significant role to play in ensuring that we all work together to achieve successful and positive outcomes through good communication and collaboration.

The stakeholders are encouraged to have a representative sit on the Regional Host Steering Group.

Some of the Regional Host Stakeholders include:

- Gisborne District Council
- Tourism Eastland
- Heart of Gisborne
- Eastland Community Trust
- Iwi and Tangata Whenua
- Motel Association
- Hospitality Association
- Rhythm & Vines Production Company
- Gisborne Wine & Food Festival Limited
- Te Unga Mai
- Sport Gisborne
- Commercial Conference and Event Facilities (e.g. Emerald Hotel & Conference Centre, Gisborne Conference Centre, Showgrounds Park Events Centre, Waiohika Estate, etc)
- Tairāwhiti Ventures.

This is not an exhaustive list and we recognise that interested parties will vary depending on what goals and actions are being focused on at any one time.

4.1. Tangata Whenua and Māori

One of the most unique points of difference for Gisborne and the East Coast is its proportion of indigenous peoples. The tangata whenua of Tairāwhiti are a hospitable and welcoming people who hold the value of Manaakitanga in high regard.

It is this value – Manaakitanga – that forms the foundation of all that the people in this community wish to portray when hosting visitors to the region.

While Manaakitanga is but a singular word, it is important to note that it does not have a singular meaning or application. Manaakitanga and its root word, manaaki, describes or manifests, in a Māori sense, a broader cultural concept around reciprocity of kindness, respect and humanity.

It is vitally important for Council to develop and maintain relationships at an organisational level within the Māori tourism sector and with iwi in order to realise the potential benefits for the district.

5. Current State

5.1. Demographic regional trends

According to the 2006 census, the Gisborne region has a resident population of approximately 46,000 people and was projected to have a small rate of growth to 2011 increasing to approximately 46,900.

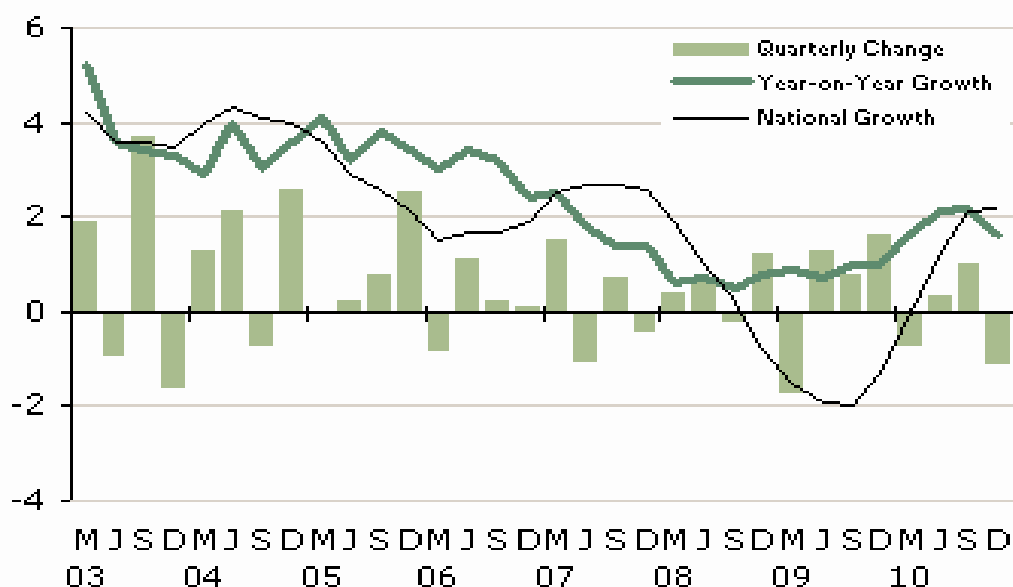
Regional council area ⁽¹⁾	Series ⁽²⁾	Population at 30 June						Population change 2006–31	
		2006 ⁽³⁾	2011	2016	2021	2026	2031	Number	Average annual ⁽⁴⁾ (percent)
Gisborne region	High		46,100	49,800	51,500	53,000	54,300	8,400	0.7
	Medium	46,000	46,900	47,100	47,000	46,700	45,900	0	0.0
	Low		45,700	44,400	42,600	40,500	37,900	-8,100	-0.8

The proportion of Gisborne region's population identifying as Māori is projected to increase from 47 percent in 2006 to 50 percent in 2021, while its 'European or Other' share is projected to drop from 63 percent in 2006 to 61 percent in 2021. The ethnic shares for an area sum to more than 100 percent because people can and do identify with more than one ethnicity.

Gisborne, West Coast and Southland – are projected to have fewer people in 2031 than in 2006. However all these regions are projected to experience an increase in the number of households. Similarly, 29 territorial authority areas are projected to have fewer people in 2031 than in 2006, but 20 of these are projected to have more households.

5.2. Economic trends in the region

The 1.0 percent lift in overall economic activity in the September 2010 quarter was the second strongest rise across the regions.



In the last quarter of 2010 the number of residential house sales dropped 5 percent, while rural real estate sales volumes slid 17 percent (the nationwide figures were 2.5 and -0.1 percent, respectively). Commercial building consents dropped 20 percent, compared to a -2.4 percent drop nationally. Retail sales slumped 8 percent, partly exacerbated by a 7 percent fall in the number of guest nights.

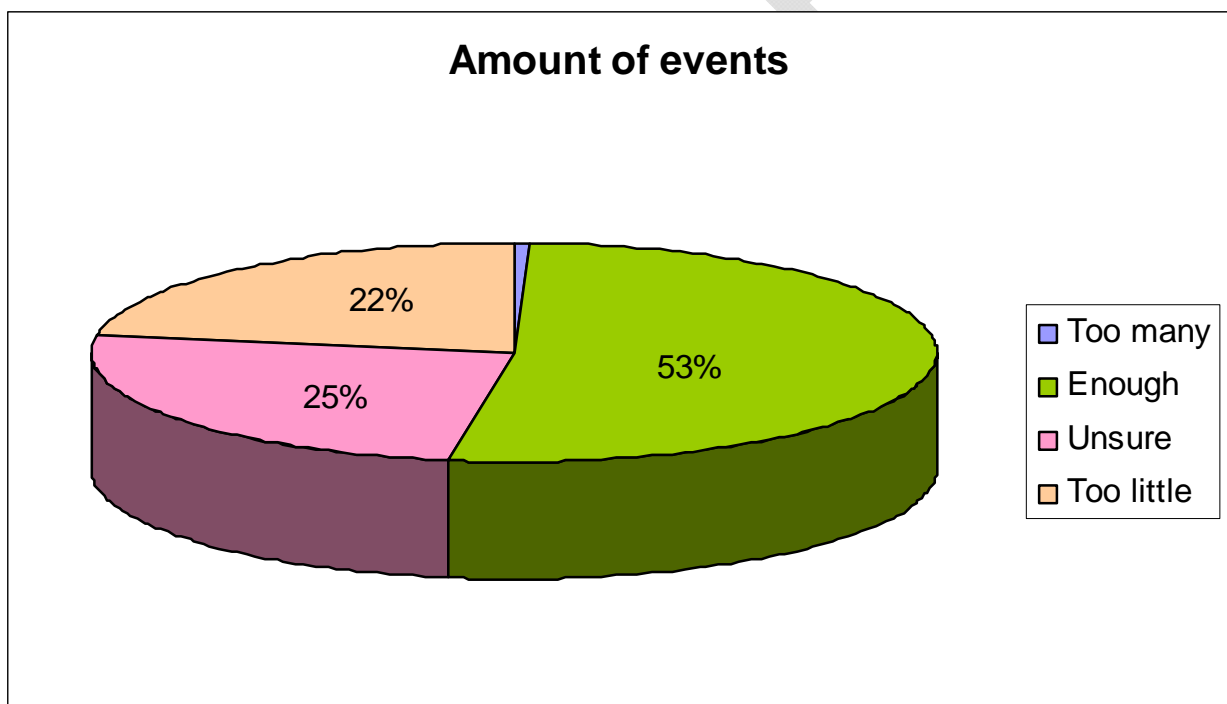
The outlook given the major increases in the prices for primary produce and the exceptional volumes of log exports, over 100,000 tonnes per month, bode well for the region over the medium term.

5.3. Current community perception of events

The current perception of events will vary considerably from 'there are enough' to 'there are too many' dependent on business sector and age group.

The 2010 Communitrak Survey, carried out on behalf of Council, showed that 76% of residents surveyed felt that the current level of commitment to promoting Arts and Culture across the region was adequate. However it was also revealed through the survey that 19% felt that there could be more done to attract/promote more events to the region, particularly in relation to performing arts.

This result was consistent with a recent survey of the owners and operators in the central business district (CBD) on the number of street events.



The above graph indicates more than half believe there are enough street events while 22% (47 businesses) of the survey participants considered that there are too little. 25% (52 businesses) of those surveyed were unsure whether there are enough street events or not. Just one business manager thinks there are too many events.

5.4. Current Events – Strengths and Challenges

There is strong competition for events at both a national and international level. Gisborne and the East Coast have been fortunate enough to attract a few high profile events because we have a number of points of difference such as:

- first to see the light
- temperate climate
- internationally renowned surf conditions
- relaxed and healthy lifestyle opportunities
- rural vista and extensive natural environment
- inclusive communities
- superb beaches
- bicultural communities
- highest Māori population in the country
- authentic Gisborne way of life
- city amenities, such as cafes, wine and food, and shopping without the city hustle
- vibrant arts and culture sector.

It is important that we build on these points of difference and address the issues and challenges that are facing us as we grow into a Host Region of excellence. Some of the key issues/challenges we face are:

- perception of isolation from the rest of the country
- difficulty in accessing Gisborne (getting event equipment in and out of the region)
- limited resources to support events (capacity and capability)
- limited funding from within the region to support events.

5.5. Available resources and capability across the sector, including relevant contracts

Resource capacity and capability across the sector is limited as one would expect by the demographics of this region.

The region does have some great people with good event management experience (such as those involved in Rhythm & Vines Limited). However there is limited support – both financially and resource-wise – for enabling growth in the events sector. This can prove frustrating for event organisers who are looking to develop more major events in the region.

If the Gisborne region wishes to effectively grow and develop its events sector then a commitment needs to be made by the partners and stakeholders together to work on growing access and availability of capable resources and funding.

5.6. Iconic Events

Despite these challenges, the Gisborne region has been successful in securing a number of iconic events of strategic significance. These are:

- Wine & Food Festival
- Rhythm & Vines
- Te Unga Mai.

One of the key aims of the Regional Host Strategy is to ensure that we continue to grow and support these iconic events in our region.

Other Major Community Events

Gisborne region also hosts a number of major community events. These include:

- A&P Show
- First Day First Light
- Christmas in the Park
- Te Matatini o Te Ra
- B&W Camping Festival
- October Arts Festival.

As well as supporting and growing our iconic events, it is also important that we continue to support and grow our major community events which are owned, supported, loved and well attended by our local community and their friends and families.

There is a wide range of events held across the region throughout the year, catering to most audiences at one time or another. Some of these events have been around for a long time and should be regularly reviewed to assess their success and current relevance. It is noted that there is a gap in the May-August period that needs to be addressed.

DRAFT

6. Vision and Principles



The East Coast is a welcoming and friendly region.

We provide our visitors and residents with a positive and unique experience including excellent services and access to vibrant and dynamic activities and events across the East Coast region.

6.1. The Principle

This vision is underpinned by the holistic concept of Manaakitanga.



(This diagram was sourced from the Māori Language Commission at <http://www.korero.Māori.nz/news/mlw/theme.html>)

Other principles that support the delivery of this strategy are:

The Visitor Experience

- As a city we attract quality events and activities to our region
- Events reflect the diversity of our people and community by embracing and celebrating Gisborne's unique bi-cultural environment
- Gisborne = "a place of authenticity"
- Gisborne delivers excellent quality services and facilities for residents and visitors to our region
- Event and activity organisers are respectful of protecting Gisborne's "way of life" while delivering an excellent experience for visitors.

Community Prosperity and Vibrancy

- We maximise the legacy value of events in Gisborne
- Our residents are welcomed at all events
- Events and activities contribute to our Community Outcomes and align with the Council's Arts and Culture Strategy, which has been developed in consultation with the community.

Collaboration

- Events and activities are delivered in collaboration with all stakeholders
- All events and activities are managed collaboratively in an environmentally and economically sustainable way
- Gisborne as a Host City is a collaborative venture incorporating a partnership with the region's tangata whenua.

Delivering Events and Overcoming Challenges

- We provide appropriate tools and resources to enable our event managers to be successful
- We support the successful delivery of Gisborne's existing iconic events. These are:
 - Wine & Food Festival
 - Rhythm & Vines
 - Te Unga Mai.

7. Strategic Objectives and Goals

The Vision can be achieved through the following strategic goals and objectives. Outcomes and responsibility for each objective are determined in Section 8.

Strategic Objectives

1. Attract visitors to the region to attend events, participate in activities, and visit with family and friends.
2. Maximise economic benefits from visitors to the region.
3. Build on and support existing iconic events in the region.
4. Improve communication and collaboration across all relevant parties to create a cohesive approach in developing Gisborne as a Host City.
5. Make it easy and desirable for events to be held in Gisborne by improving mechanisms that enable successful delivery.
6. Develop and enable solutions to address identified issues, challenges and barriers to success.

DRAFT

Strategic Objective	Principles	Goals
<p>Strategic Objective 1: Attract visitors to the region to attend events, participate in activities and visit family and friends.</p>	<p>Hospitality Visitor experience Community Prosperity and Vibrancy</p>	<p>Goal 1.1: We have a diverse and vibrant year around calendar of events that is accessible to all. Goal 1.2: Gisborne/ East Coast brand is promoted nationally and internationally to potential visitors and residents. Goal 1.3: Gisborne events and activities are marketed to potential visitors. Goal 1.4: Gaps and opportunities in event activity have been identified and action is planned to address these.</p>
<p>Strategic Objective 2: Maximise economic benefits from visitors to the region.</p>	<p>Community prosperity and vibrancy</p>	<p>Goal 2.1: Opportunities for economic development and growth around existing and any new events and activities have been identified, and relevant partners have developed plans to develop economic opportunities.</p>
<p>Strategic Objective 3: Build on, and support, existing iconic events in the region.</p>	<p>Delivering events Overcoming challenges Collaboration</p>	<p>Goal 3.1: Additional event spend per year is generated on current existing icon events based on a targeted investment return Goal 3.2: Two existing major community events have been developed into icon events by 2015</p>
<p>Strategic Objective 4: Effective communication and collaboration assists all relevant parties to create a cohesive approach in developing Gisborne as a Host City.</p>	<p>Nurturing relationships Collaboration</p>	<p>Goal 4.1: A stakeholder forum is established to support the successful achievement of the Regional Host Vision through effective communication and collaboration (Regional Host Steering Group) Goal 4.2: Effective communication is in place with stakeholders, including local business and residents. Communication tools include website calendar of events, community newsletter/s, and/or a Regional Hosts network.</p>
<p>Strategic Objective 5: Make it easy and desirable for events to be held in Gisborne by improving mechanisms that enable successful delivery</p>	<p>Delivering events Overcoming challenges Collaboration</p>	<p>Goal 5.1: Effective event management tools, processes and mechanisms are in place. These include funding pathways, support for promoters, event delivery tools, one-stop shop for event management information, and mechanisms for increasing capacity and capability in event management. Goal 5.2: Required infrastructure is in place to enable the delivery of targeted events (including accommodation and event production infrastructure).</p>
<p>Strategic Objective 6: Develop and enable solutions to address identified issues and barriers to success.</p>	<p>Overcoming challenges</p>	<p>Goal 6.1: Current challenges and issues are identified and action plans for addressing these are developed and implemented, including responsibility allocation and timeframes.</p>

8. Outcomes and Responsibilities

This section defines the outcomes for each goal, and allocates ownership. The outcomes in the table below have been agreed with the partners of the Regional Host Steering Group.

An implementation plan detailing what action will be taken, by who, and by when to achieve these outcomes will be developed to support this strategy once it has been adopted. Implementation of the action plan will be monitored by Council. The Regional Host Steering Group will assist in ensuring there is an integrated and multi-stakeholder approach to addressing each strategic objective.

This table below also indicates what resources will be required to deliver the expected outcomes, notes where these resources are already in existence or where new resources will be required. Resources requirements will need to be aligned to budgets.

DRAFT

Strategic Objective 1:

Attract visitors to the region to attend events, participate in activities and visit family and friends.

Goal	Outcome	Timeframe	Responsibility	Resource
1.1: We have a diverse and vibrant year around calendar of events that is accessible to all.	Event strategy defines type, size, category of events the East Coast wishes to build on, and demonstrates our bicultural/ diverse culture	Ongoing	Tourism Eastland	Existing
1.2: Gisborne/ East Coast brand is promoted nationally and internationally to potential visitors and residents.	Tourism Eastland is already doing this. Current marketing of "Out East" campaign. TE Strategic Plan to include future promotional activity	Ongoing	Tourism Eastland	Existing
1.3: Gisborne events and activities are marketed to potential visitors.	Develop a website dedicated to "What's On" linked to TE and Council websites Maintain up to date and relevant information on the site	By Dec 2012 Ongoing	Council Tourism Eastland	New*
1.4: Gaps and opportunities in event activity have been identified and action is planned to address these.	Current events calendar is up to date and report on gaps/ potential opportunity Action plan to address gaps is approved by the SG	December 2011 February 2012	Council	Existing

* Maintenance and general updating of the Tourism website that holds information on regional activities and events is managed by Tourism Eastland under the Service Level Agreement with Council. However, this funding does not cover the costs associated with upgrading and improving the quality and content of the website. New resource/ funding will be required to address this outcome.

Strategic Objective 2

Maximise economic benefits from visitors to the region.

Goal	Outcome	Timeframe	Responsibility	Resource
<p>2.1: Opportunities for economic development and growth around existing and any new events and activities have been identified, and relevant partners have developed plans to develop economic opportunities.</p>	<p>Current baseline data report and analysis (what does the data tell us) Methodology for collecting ongoing data is established</p>	<p>October 2011</p>	<p>Council</p>	<p>Existing</p>
	<p>Workshop is held to identify target events with greatest potential for growing business around the events</p>	<p>October 2011</p>	<p>Host Steering Group</p>	
	<p>Opportunities are identified and prioritised (such as hospitality operations open longer hours, pop up shops) that integrate with the Regional Partner Network, Chamber, and other stakeholder initiatives</p>	<p>December 2011</p>		
	<p>Multi-stakeholder plan for implementation of top priority opportunities that enables sustainable and steady growth</p>	<p>February 2012</p>	<p>ECT/ Council</p>	
	<p>Infrastructure required to support initiatives is identified as part of a targeted action plan and funding sourced to support infrastructure build that is sensitive to our cultural and heritage concerns</p>	<p>March 2012</p>		

Strategic Objective 3:**Build on, and support, existing iconic events in the region.**

Goal	Outcome	Timeframe	Responsibility	Resource
3.1: Additional event spend per year is generated on current existing iconic events based on a targeted investment return	Baseline data report provided for existing icon events with analysis (what does the data tell us)	February 2012	Council Icon event owners (Rhythm and Vines, Wine and Food – where not commercially sensitive)	Existing
3.2: Two existing major community events have been developed into iconic events by 2015	Two major events are identified for growth Event owners sit on Steering Group	December 2011 January 2011	To be determined	New

Strategic Objective 4:

Effective communication and collaboration assists all relevant parties to create a cohesive approach in developing Gisborne as a Host City..

Goal	Outcome	Timeframe	Responsibility	Resource
4.1: A stakeholder forum is established to support the successful achievement of the Regional Host Vision through effective communication and collaboration (Regional Host Steering Group)	The Regional Host Steering Group meet regularly to monitor and report on progress against the Strategy	July 2011	Council	Existing
	Stakeholder database is established Identify existing forums for communicating out to stakeholders Strategy updates sent out to stakeholders	September 2011		
4.2: Effective communication is in place with stakeholders, including local business and residents. Communication tools include website calendar of events, community newsletter/s, and/or a Regional Hosts network.	A regional hosts network is established building on the opportunity presented through the NZ Business Club initiative	September 2011	Council Regional Partner Network	Existing

Strategic Objective 5:

Make it easy and desirable for events to be held in Gisborne by improving mechanisms that enable successful delivery

Goal	Outcome	Timeframe	Responsibility	Resource
<p>5.1: Effective event management tools, processes and mechanisms are in place. These include funding pathways, support for promoters, event delivery tools, one-stop shop for event management information, and mechanisms for increasing capacity and capability in event management.</p>	<p>One Stop Event Management site with links to information, toolkit</p> <p>Event management toolkit</p> <p>Training opportunities are provided to up-skill not for profit community groups in event management</p> <p>Contestable funding criteria and pathways will be included in the Event Management toolkit</p>	<p>December 2012</p>	<p>Council</p>	
<p>5.2: Required infrastructure is in place to enable the delivery of targeted events (including accommodation and event production infrastructure).</p>	<p>Required infrastructure is in place to enable the delivery of targeted events (including accommodation and event production infrastructure).</p>	<p>December 2012</p>	<p>ECT/ Council</p>	<p>Existing</p>

Strategic Objective 6:

Develop and enable solutions to address identified issues and barriers to success.

Goal	Outcome	Timeframe	Responsibility	Resource
6.1: Current challenges and issues are identified and action plans for addressing these are developed and implemented, including responsibility allocation and timeframes.	Issues register with action/solutions being tracked and monitored	Ongoing	Council	Existing

DRAFT

9. Managing Risk

Risk is one of life's uncertainties. It is the threat that an event or action will adversely affect the ability to achieve objectives and execute strategies successfully. The risks faced by our region are constantly changing, along with the changes in our society, our environment and our economy. The most serious risks are those that are not recognised or understood and that can result in nasty surprises.

Risk is not all about the bad. Risk is also about managing our opportunities – knowing when to take advantage of an emerging opportunity or trend and when to exercise more caution. It helps us prioritise our work, evaluate innovative ideas and opportunities, protect our staff and our communities, and prepare us to respond to and recover from any adverse events when they happen.

Risk management provides a source of information that enables better decision making, greater openness and transparency and better outcomes in terms of efficiency and effectiveness. As the old adage says, prevention is better than cure – and it is also less costly!

The Council's risk management framework is being used to identify, mitigate and manage any significant risks that may impact on the successful achievement of the Regional Host Strategy outcomes. These risks include:

- We do not effectively market and promote our region's activities and events to the right target market
- Our region's activities and events do not attract the visitor demographic that we want to attract
- The region fails to maximise the potential economic impact from tourism and hosting activities/events
- Existing iconic events fail, or are drawn to other regions, because they lack support and are unable to grow in our region
- Poor communication and lack of collaboration mean that we are unable to achieve the outcomes from this Strategy in a reasonable timeframe
- Event organisers are put off having events in this region due to poor event management mechanisms which make it too difficult to successfully deliver
- Failure to identify critical issues, challenges and barriers to success result in failure to achieve outcomes due to unmanaged and unforeseen problems arising.

10. Monitoring, Evaluation and Reporting

An implementation plan that sets out priorities, detailed action plans and forecast costs will be developed to support the delivery of this Strategy.

The Implementation Plan will inform the Arts and Culture Activity Management Plan which forms part of the Council's 2012-2022 Ten Year Plan.

The Implementation Plan will be reviewed annually using appropriate evaluation tools and methodology (such as intervention logic, statistics and survey data and analysis, and outcome evaluation). Staff will be responsible for ensuring that monitoring and reporting occurs and that the strategy is reviewed in 2014 as part of the 2015-2025 Ten Year Plan process.

DRAFT

Definitions

Word or Phase	Definition
Event	<p>A celebration, activity or display of an educational, commemorative, exhibitive or competitive nature which occurs for a limited time and occurs no more than once a year. (New Plymouth)</p> <p>A celebration, activity, exhibition or staged performance that is open to the general public for a limited time. (Dunedin)</p>
Festival	A collection of events that celebrate a single or general theme and are promoted as one within this theme, and occur within a defined timeframe.
Icon Event	A festival or event that attracts a substantial audience and participation; and contributes to the positive regional – and sometimes national profile – of a city. A major festival or event will attract an audience and/or participation of at least 5,000 people, including a reasonable number of visitors, mostly from the Northern regions
Major Event	<p>An event that has the potential to support the regional economy by attracting visitors and positively change the perception of the Gisborne District on a national and/or international stage.</p> <p>A major strategic event will have the potential to attract at least 5,000 visitor nights and/or generate \$1.0million or more through direct visitor expenditure. Major events will be supported by Tourism Eastland and be able to be linked with Tourism New Zealand's "What's On" campaign.</p>
Community (Local) Events	An event that is aimed specifically at people living in the Gisborne region and that will attract (or has the potential to attract) an audience and/or participation of at least 2,000 people.
Participants/ Audience/Attendees	Refers to all people taking part in an event, whether in active or passive roles.

10.1. Impact of Tourism on our National Economy

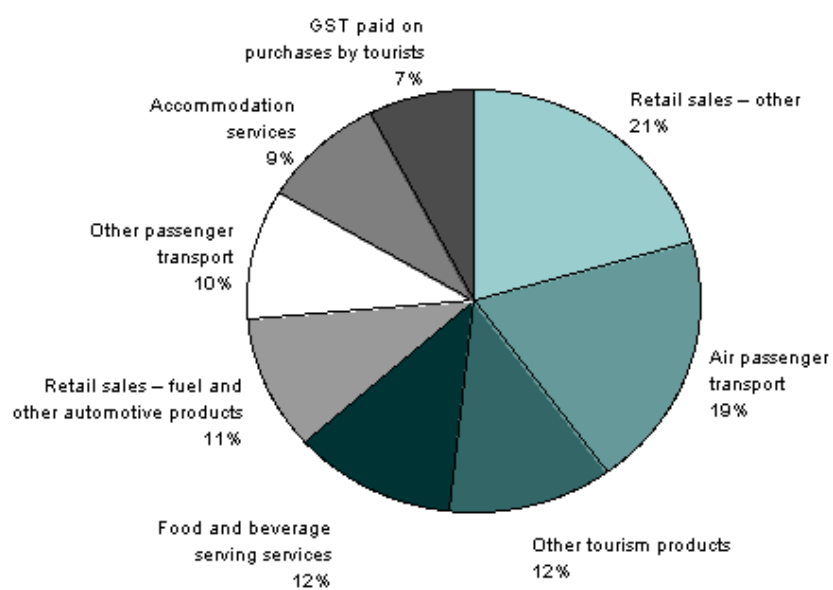
National tourism statistics include information about expenditure by domestic and international visitors, contribution to GDP, tourism employment, and arrivals and departures by overseas visitors and New Zealand resident travellers.

Tourism plays a significant role in the New Zealand economy in terms of the production of goods and services and the creation of employment opportunities. Tourism expenditure includes spending by all travellers whether they are international, resident householders, or business and government travellers. International tourism expenditure includes spending by foreign students studying in New Zealand for less than 12 months.

Key national results for the year ended March 2010 are:

- Total tourism expenditure was \$22.4 billion, an increase of 2.1 percent from the previous year.
- International tourism increased 1.6 percent (\$149 million) to \$9.5 billion and contributed 18.2 percent to New Zealand's total exports of goods and services.
- Domestic tourism expenditure was \$12.9 billion, an increase of 2.5 percent from the previous year.
- Tourism generated a direct contribution to GDP of \$6.5 billion, or 3.8 percent of GDP.
- The indirect value added of industries supporting tourism generated an additional \$8.6 billion to tourism.
- The tourism industry directly employed 92,900 full-time equivalent (FTE) employees (or 4.9 percent of total employment in New Zealand), a decrease of 1.6 percent from the previous year.
- Tourists generated \$1.7 billion in goods and services tax (GST) revenue.

Share of tourism expenditure by type of product Year ended March 2010



Note: Individual percentages may not sum to 100 due to rounding.

Source: Statistics New Zealand

DRAFT