

Draft Report

Cultural and Heritage Project 2004

“In the Footsteps of the Navigators”

*A strategy for sustainable
Regional Tourism Development
on The Coromandel*

November 2004

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For: Hauraki Coromandel Development Group

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While every effort has been taken to ensure the accuracy of the information provided in this report, no liability is accepted for errors of fact or opinions that have been expressed.

Executive Summary

This project and report comes as the result of an application by Tourism Coromandel for funding through New Zealand Trade and Enterprise for capability-building assistance for regional tourism development. In response to research findings, Tourism Coromandel identified that a key driver for sustainable tourism was the development of the regions cultural and heritage assets in relation to a growing global cultural tourism market.

Capability-building funding was received from New Zealand Trade and Enterprise through Hauraki Coromandel Development Group who administered the project.

The work has taken approx 11 months to complete and under the project brief included: the scoping of the region, gathering of data, development and implementation of a strategy for sustainable and appropriate regional tourism development. This included providing relevant industry and business-planning assistance to identified projects that have the potential to increase economic activity and employment of the region.

The project has achieved the development objectives and outcomes that were set within the timeframe allocated. The major outcomes include:

- The provision of capability-building assistance to four initial community and commercial projects that will have significant impact on defining the regions cultural and heritage story to an appropriate visitor market.
- The provision of capability-building assistance to two regional groupings that contribute to the region overall culture and social pride and values.

A logical strategy has focused this project with measurable results and recommendations being identified. The major recommendations include:

- The need to continue the process of sustainable and appropriate tourism development contributing to positive regional economic growth.
- The need to investigate and implement sufficient resources to ensure this valuable assistance becomes an on-going and permanent process for the region.

Community response to the interactive nature of this project has proven very supportive and in the interest of achieving positive outcomes for both the economic and social sectors of The Coromandel region, it is recommended that a pro-active approach be taken to the strategy and recommendations offered within this report.

1. Introduction

1.1 Background to Cultural and Heritage Project 2004

Tourism Coromandel is the Regional Tourism Organisation (RTO) responsible for the destination marketing, destination management and regional tourism development for the region referred as The Coromandel. This organisation was formed as a joint initiative between both the Hauraki and Thames Coromandel district councils. Tourism Coromandel is funded through contributions from both local authorities along with membership subscriptions.

As a result of the joint local authority boundaries the RTO region incorporates the Coromandel Peninsula, Hauraki Plains and Waihi areas. The scope of this area creates a very diverse environment both from a geographical and social perspective.

In 2004 Tourism Coromandel was contracted by the Hauraki Coromandel Development Group to conduct this capability-building project with the intended outcome of lifting the profile on the cultural and heritage assets that exist in the Coromandel region. This project has a relationship with:

- The Regional Partnership Program, Economic Development Strategy
- The Towards 2020 document, Tourism Coromandel's long term strategy
- The Tourism New Zealand 2010 strategy

The project overview states the following development objectives and these form the lead focus and direction for the project:

- Building a Heritage and Cultural Trail across the region that reflects the New Zealand experience but is based on our own uniqueness and experience.
- Building a unique point of difference and Branding positioning for the region within the overall context of "The Coromandel" main brand.
- Developing saleable product based on Culture and Heritage to meet the market expectations.
- Building Maori involvement in the Tourism industry.
- Creating market conditions that will encourage new business start-ups and the expansion of existing business.
- Increasing visitors average daily spend and length of stay. This will result in higher occupancy rates.
- Building domestic and international visitor numbers.
- Providing a vehicle to showcase our arts community and drive up incomes.
- Increasing employment.

1.2 Special Experiences of The Coromandel

This project is directly related to Regional Tourism Development and the outcomes of this project should pay particular attention to the special experiences of The Coromandel, described in the Towards 2020 strategy as:

The special experiences of The Coromandel are defined as those experiences and elements that help make the Coromandel / Hauraki region a unique place to visit. From Tourism Coromandel research, eight features of the total experience in The Coromandel have emerged as essential to the character and appeal of the region to visitors. This is not a list of all the many and varied attractions of the region, but rather those that are essential to its character and uniqueness as a tourism destination and which distinguish it from other places. Future tourism growth should maintain and where possible, enhance these special experiences:

- **A sense of exploration and re-discovery:** Visitors to The Coromandel bring with them a special sense of exploration and discovery. The region suits independent travellers, or those interested in exploring a little for their most special holiday experiences. The winding roads are an integral part of this 'sense of adventure', as are exploring the interesting communities of the region, and short walks in both coastal and forest environments.
- **A relaxed, special lifestyle with an interesting and expressive community:** the region has a gentle pace of life, largely free from the stresses of modern living, which give refreshment and replenishment to any visitor, even in a weekend away. The region has a diverse range of residents and communities, spread around the region, many with distinctive lifestyles or values. In total they create a special part of New Zealand society. These communities can be readily explored through such experiences as visiting arts and crafts people, farmstays, or attending local events.
- **Intimacy with the natural world offering personal interpretation by each individual:** tourism, though in total a significant industry, is spread around the region, not concentrated in one or two communities, or in large commercial operations. Accommodation and activities are mainly of an intimate, smaller scale offering a special opportunity to meet locals, and explore New Zealand away from larger groups or major commercial operations.
- **Dramatic landscapes, volcanic hills and dense green forests containing ancient kauri trees:** rising very close to the sea are the hills. These remnant volcanoes act as a dramatic backdrop to the coastal communities - and in combination with the ocean surround and embrace the communities of the region. They also offer many opportunities to access extensive areas of native forest, in particular, remnant or regenerating stands of Kauri, one of the world's great trees.

- **Unspoiled recreational beaches and a clean, spectacular coastline:** as a peninsula, the region has long stretches of largely undeveloped, natural beaches (relative to its land area), which are accessible to many, and are largely uncrowded, even by New Zealander's standards. Natural features such as remnant coastal forest (ie: Pohutakawa), natural sand dunes and the absence of visible development from many beaches are integral parts of the coastline's tourism value.
- **Variety of marine and maritime activities for all levels of experience:** The Coromandel offers an enormous range of high quality recreation possible in relative safety in the coastal/marine environment of the region. (e.g. boating, safe swimming, sailing, fishing, natural experiences)
- **Accessible exposure to New Zealand's pioneering history and Maori heritage:** as one of the oldest areas of both Maori and European settlement, the region offers a unique New Zealand history - still visible, and in some cases functioning. (eg: Goldfields Steam Train, Thames or Coromandel Stamper battery, Hauraki Maritime Park). This heritage offers visitors insights into the development of modern New Zealand, and lessons we may draw from this past.
- **Pastoral and rural activities reflecting the values of "middle New Zealand":** in their transition from traditional settlement to highly productive land the wide expanses of the Hauraki Plains have become home to many of the activities for which New Zealand has become internationally famous. From the hot spa springs of Miranda and high quality gemstone factories to state-of-the-art dairy farms providing comfortable overnight accommodation for visitors the region offers a fascinating snapshot of rural New Zealand life today and a character quite unlike that found elsewhere.

Preserving these special values and features are essential to the sustainable growth of tourism in the region. It is these experiences that visitors seek in the region, not a motel or a charter boat per se. Any developments or changes to the region which threaten these experiences, will undermine the long-term growth and sustainability of tourism in the region.

1.3 Project Methodology

To achieve the objectives set for this project it was essential to gain an understanding of the cultural and heritage assets that exist within the region along with knowledge of the current status of the assets from a structural and operational point of view. Meetings and interviews were held with the initial stakeholders as identified in the project overview along with other community groups and individuals.

This included:

- Thames Coromandel District Council - Council members and staff
- Hauraki District Council - Council members and staff
- Department of Conservation
- Hauraki Maori Trust Board
- Various Iwi from within the region
- Heritage groups and organisations of the region
- Museum groups of the region
- Art groups and artist of the region
- Arts Waikato/Creative Waikato partnership
- Tourism operators of the region
- Public workshops in five different locations of the region
- Economic development agencies
- Business owners and operators of the region
- Individual with particular interests in the region

These meetings allowed for an outline of project objectives along with the gathering of information relevant to existing assets and visitor attractions along with discussions on any new concepts and project ideas currently under consideration.

To gain a true understanding of the region's views and having regard for the regional parochialism public workshops were held in: Paeroa for Hauraki area, Thames, Coromandel town, Whitianga and Whangamata. This format was combined with one on one and group meetings in most areas of the region as requested by any relevant community group or person wishing to discuss the subject being investigated.

An open invitation regarding this project has continually extended to the community for anyone wishing to meet or discuss cultural and heritage projects or concepts that may be in progress around the region.

Meetings and interview discussions covered the following topics:

- What do you believe are the current cultural and heritage assets that exist for this region?
- What are the strengths, weaknesses, opportunities and threats for this region in relationship to these assets?
- What other possibilities do you believe exist for tourism in the region?
- What networking and co-operative opportunities might be developed?
- If you are involved with an organisation that delivers a heritage story, what is the structure of the organisation, what are the hours of operation, what policies do you have regarding customer service etc?
- What policies do the regions local authorities currently have in place regarding the cultural and heritage sectors of their communities?
- How do local authorities deal with issues relating to this subject?

2. Current Environment

2.1 Visitor Numbers and Expenditure:

Since the formation of Tourism Coromandel in 1992 the majority of the RTO resources have been directed into the area of destination marketing. This has proved to be very successful and the region has enjoyed a continual growth in visitor numbers annually over the past ten years.

As identified in the Regional Economic Development Strategy and is still the case, The Coromandel region continues to suffer from the effects of a lower than national average visitor daily spend. Recent 2003 figures from the Tourism Research Council of New Zealand (TRCNZ) shows the average daily spend in The Coromandel for international visitors to be around \$108 while domestic visitors spend approx \$76 per day.

These figures also state the total visitor expenditure for The Coromandel RTO during 2003 to be \$NZ 384 million. The charts below indicate visitor numbers and spend relevant to these figures.

The Coromandel Overnight visits: *

Visitor Type	Numbers	Spend \$NZ m	Average stay
International	267,000	\$ 104	3.6 days
Domestic	839,000	\$ 205	3.4 days
Total	1,106,000	\$ 309	

The Coromandel Day visits: *

Visitor Type	Numbers	Spend \$NZ m
International	18,000	<\$ 1
Domestic	983,000	\$ 75
Total	1,001,000	

The Coromandel Average Daily expenditure: *

Visitor Type	Average daily spend \$NZ
International overnight	\$ 108
Domestic overnight	\$ 72
International day	\$ 31
Domestic Day	\$ 76

*Figures extracted from the Tourism Research Council of New Zealand August 2004 Regional Tourism Forecasts 2004 – 2010

Comparison average daily visitor expenditure with other RTO's: *

Visitor Type	Coromandel	Auckland	Waikato	BOP	Taupo
International overnight	\$ 108	\$ 158	\$ 122	\$ 146	\$ 119
Domestic overnight	\$ 72	\$ 113	\$ 73	\$ 78	\$ 70
International day	\$ 31	\$ 32	\$ 37	\$ 34	\$ 33
Domestic Day	\$ 76	\$ 82	\$ 83	\$ 76	\$ 83

Comparison average daily visitor expenditure nationally: *

Visitor Type	Coromandel RTO	National Average
International overnight	\$ 108	\$ 143
Domestic overnight	\$ 72	\$ 89
International day	\$ 31	\$ 34
Domestic Day	\$ 76	\$ 76

*Figures extracted from the Tourism Research Council of New Zealand August 2004 Regional Tourism Forecasts 2004 – 2010

The information above confirms the need to commit to the on-going support for the development quality tourism product in order to continue closing the gap between average daily visitor spend on The Coromandel compared with neighbouring regions and national average.

2.2 Visitor Attractions and Experiences:

There is no doubt that The Coromandel is a unique region and offers the visitor market a very special experience, especially in relation to the environmental conditions and assets that are available.

While these assets contribute to the regional visitor experience, a large amount of product is in fact 'free to do' activity and therefore makes it difficult to gauge the economic impact generated. There is an understanding that this type of activity is an essential part of the product mix for our regional delivery. It is important that a mix of both 'free to do' and quality user pay attractions are provided to meet customer demands and expectations.

2.3 Target Market: “The Interactive Traveller”

An additional factor for consideration while developing a sustainable plan for regional tourism development is appropriate market sectors. The current Tourism New Zealand (TNZ) 2010 strategy identifies the “Interactive Traveller” as the most appropriate market for New Zealand. In the interest of effectiveness and efficiencies TNZ will be targeting the Interactive Traveller as New Zealand’s preferred visitor.

To a large extent The Coromandel has already been working with a very similar market sector for many years now – “The Free Independent Traveller”. This has been primarily due to the nature of the region and it’s ability to appeal to and accommodate this type of visitor. So the need to make any major change to regional marketing strategies or direction was minimal in order to be aligned with the national tourism body and their marketing directions under the 2010 strategy.

As part of the process of development for the TNZ 2010 strategy, Colmar Brunton Research Company was engaged to conduct a survey on the Demand for Cultural Tourism. Results from this survey confirmed a direction for providing tourism product based on the needs and demands of the Interactive Traveller.

The Demand for Cultural Tourism survey provides an overview of the habits, requirements and expectations that arise when dealing with this market sector. Samples of these are listed below and confirm the appropriateness of this market for our regional tourism product development and marketing fit:

Interactive Travellers are more likely than other Travellers to be interested in: *

- Natural wonders
- Physical outdoor activities
- Learning about the way of life of people from a different culture
- Sites that are important to a country’s history
- Sites that are important to a country’s indigenous people
- Experiencing a country’s local cuisine
- A country’s historic buildings
- Exhibits of natural history

*Source: Colmar Burton – Demand for Cultural Tourism

3. S W O T Analysis

To assist the process of defining the current situation regarding cultural and heritage assets of The Coromandel the following analysis highlights the major points as gathered from meetings and discussions around the various communities and groups of the region.

Strengths:

- The strong environmental heritage of the region
- The diversity of the environmental conditions – beach, bush and mountain range within a small geographical area
- The creative resource that exist in form of the talented artist that choose to reside in the region
- The abundance of gold mining history and associated resources that still remain in the region
- The parochialism of the regions communities creating the variety of “Flavours” that exist around the region
- The DoC managed areas and walkways that make the regions stunning environment accessible
- The location of the region in regard to major centres such as Auckland, Hamilton and Tauranga
- The strong regard for the environment held by the people of the region
- The FIT visitor sector currently visiting the region
- The regions association with New Zealand’s heritage in relation to the great navigators - Kupe and Cook
- Established and existing visitor attractions

Weaknesses:

- Lack of Maori heritage story and associated product
- Lack of wet day activities
- Poor interaction between different communities of the region
- Seasonality of the visitor market
- General lack of business skills in some sectors
- Lack of interactive/hands on type experiences for visitors
- Many heritage activities are volunteer based and under resourced
- Inconsistency in delivery of service, hours and presentation
- Parochialism both from an area and activity based situation, wanting to guard what is perceived to be secret
- Lack of council policy regarding the arts community
- Lack of council policy regarding heritage assets and issues
- Lack of Iconic type visitor attractions
- Funding and financial pressures for heritage organisations
- Accommodation sector – facility for larger groups. (Coach market)
- Lack of a coordinated approach to planning e.g. local authorities, community, DoC, EW, Iwi

Opportunities:

- Development of more wet day activities
- Creation of venues for arts and cultural events, exhibitions and productions – either new or existing buildings
- Access to economic development funding opportunities
- A more co-ordinated approach through opportunities such as the cultural and heritage project for more effective outcomes
- Linking the various communities and flavours of the region through information sharing and regional communication
- A co-ordinated regional museums strategy through the Mercury Bay museum development project
- Multi attraction ticketing for heritage assets of the region e.g. the Gold Town trail – Waihi, Karangahake Gorge, Thames and Coromandel
- Lifting visitor awareness of our heritage assets through appropriate signage and interpretation
- Further development of local and regional events – Arts festivals, Heritage festivals, a more co-ordinated approach
- The development of Maori tourism for the region – both specific Maori heritage delivery and in general tourism opportunities
- Develop business skills for the Arts sector
- Artist workshops and working artist visibility to the visitor market
- Encourage appropriate larger scale accommodation development and investment within the region
- Greater consultation within the region through local authority planning e.g. community plans etc
- Regions towns and communities to define and develop their flavours or branding to enhance the overall visitor experience of the region
- Development of a multi-day walk to showcase the heritage and unique experience that is The Coromandel

Threats:

- The parochialism of the region slowing the progress of plans
- Lack of a common vision
- The geography of the region
- Becoming over commercialised and having too many visitors
- Outside control of regional assets
- Lack of community spirit and pride in their heritage
- Inappropriate architecture and development not fitting with environmental surroundings and conditions
- Other regions within New Zealand competing for visitor market
- Poor communications between sector organisations
- Infrastructure inadequacies
- Development and co-ordination of sectors - losing momentum through lack of Local Authority support or change of policies and direction

4. The Common Issues

4.1 Lack of Iconic Tourism Product

While scoping the region for information relating to our cultural and heritage assets there was a large amount of feedback concerning the lack of **Iconic** type tourism product that is available for the current visitor market.

This subject was tabled and highlighted by many of the people spoken to during this project scoping. As most the interviewees were permanent residents of the region and they viewed this from the perspective of how they show off where they live, when entertaining visitors. This conversation very often ended with similar comment; that when taking visitors out to see the region they had a set routine of attractions that would be visited and this pattern had not changed for many years now, due to the lack of new visitor product to show their visitors.

General consensus was that the region would currently have around four to five attractions that might be regarded as being Icons for The Coromandel. Example of these are: Cathedral Cove, Hot Water Beach, Driving Creek Railway, Karangahake Gorge and the Thames Coast drive. Four of these are in fact 'free to do' activities, confirming the need to develop a larger range of quality tourism product that will generate economic contribution of the region.

4.2 Structure of Heritage Groups and Organisations

A factor for consideration when looking at the heritage assets and attractions that exist around the region is that many of these organisations are dependent on dwindling volunteer bases. While this system has its merits from the point of view that the majority of the volunteers are loyal and dedicated to the cause they are involved with, there does appear to some inconsistency of delivery and professionalism from the visitor experience perspective.

4.3 Regional Parochialism

The natural environmental conditions of the region contribute to the parochialism that exists within the region. This has two sides to it, one being the strong pride and belief that each community has for its particular part of the region. The other side of this, which can sometimes hinder progress of ideas and concepts through the want to protect and guard things, considered belonging to particular groups or areas only. This particular issue will require some careful management if the region as a whole is to maximise the potential of the visitor market and the benefits that come with it.

4.4 Maori Tourism Development and Product

A factor that was raised many times was the lack of Maori tourism product or availability of our regional Maori history for the visitors to the region. This feedback came from various groups and individuals of the region, from heritage groups to local Iwi groups. It is acknowledged that the region has a very rich heritage to tell from Maori perspective and this matter requires attention in order to meet the potential visitor market needs and expectations. This is especially so in relation to the “Interactive Visitor” market.

4.5 Local Authority Policy

Many people in the public workshops commented on the lack of Local Authority policies covering the cultural and heritage sectors. Currently neither TCDC nor HDC have defined policy under which these sectors can seek specific support. There is an understanding within the communities that this is now a requirement under the Local Authorities Act and there is a desire to this process undertaken.

4.6 The Regions Environmental Conditions

Many the people who choose to live and work with the region make no secret of the fact that the region is a very unique place from a geographical and environmental perspective. The environmental conditions have played a significant role in shaping the regions heritage for both the Maori and European history. The environmental heritage of the region contributes to and in fact is a significant component in defining the regional culture as a whole.

4.7 Access to Cultural and Heritage Assets

While investigations revealed that the region has a number of assets that are associated with both the heritage and arts sectors of the region, it was generally agreed that many of these lacked appropriate visibility to the visitor market. This has a relationship with 4.2 outlined previously and other identified concerns such as: lack of core business skills, having a co-operative approach to marketing initiatives and regional coordination for those wishing to participate.

4.8 Regional Arts Community Talent

It is well acknowledged that The Coromandel enjoyed a reputation during the seventies for being home to a number of pioneering arts and crafts people. Currently the region still has a large number of very talented and successful arts folk that choose to live in the region. There is a sense that the environmental conditions of the region contributes to the creative spirit of these folk and many people commented on the need for enhancement of this sector from a business skills and visitor market interaction perspective.

5. The Possible Projects Identified

Through the regional scoping exercise carried out above a number of concepts and projects were identified as having relevance to the objectives for this project. This list has been collated from discussions and meetings and it is noted that the projects listed are both ideas in concept form and projects that community groups and organisations were currently looking to advance.

5.1 Possible Projects list:

- Coromandel Multi-day Walk
- Ohinau Island Project – Ngati Hei, Mercury Bay
- WCCC Initiative – Waihi
- Thames Historic Trail – Thames
- Gold Town Trail – (Waihi - Thames - Coromandel)
- Mercury Bay Museum Project – Whitianga
- Waihi Discovery Centre – Waihi
- Te Ranga Wairua Project – Kennedy Bay
- Artistic Steps Walkway – Whitianga
- Beach Hop and Surf Museum – Whangamata
- Artist Regional Networking Group
- Maritime Museum/Waterways – Paeroa
- Cultural Centre – Ngati Maru, Thames
- Hauraki Rail Trail – (Waihi – Paeroa – Thames – Te Aroha)
- Discovery/Interpretation Centre – Thames
- Coromandel Discovery Track
- Thames Archival Centre – The Treasury Project
- Coromandel Walkways Project

6. The Strategy

In line with the objectives set, the strategic direction for this project centred on providing support and capability-building assistance for projects that would make a significant and long term contribution to positive Regional Tourism Development. Under the brief of this project these projects should pay particular attention to lifting our profile Cultural and Heritage assets.

Capability-building assistance for specified projects was provided and covered the following roles:

- Provision of tourism industry related information
- Provision of visitor target market information
- Marketing advice
- Business planning information and assistance
- Regional networking and communication opportunities
- Business services networking opportunities
- Meeting facilitation
- Assistance with project research
- Motivation and encouragement for project teams

6.1 Project Criteria for Assistance

A large number of possibilities were identified and the project steering group gave consideration to how to best achieve desired project outcomes. With this in mind and having regard for outcomes from a practical perspective the following criteria was set to prioritize projects that would receive initial support.

Based on objectives and issues raised to date, projects selected for assistance should:

- Tell an important or significant part of regional heritage story
- Have a heritage and/or cultural basis
- Showcase our unique environmental heritage and/or point of difference
- Encourage additional visitor spending and stay
- Compliment other regional visitor operations and attractions
- Encourage the development of Maori tourism product and involvement in the regional visitor industry
- Enhance the regional profile to the visitor market
- Provide employment opportunities
- Increase business sales/incomes

- The product should have appeal to current visitor market sector
- The product should relate to current regional and national marketing strategies

6.2 The Initial Projects for Support

Using the criteria set, a more informed decision could be made about the most appropriate projects and concepts for initial support (from the selection to date) and the process of growing visitor industry products and the experience on offer by the region could begin. Developing quality visitor attractions and experiences to lead the way and continue to raise the standard of regional tourism industry.

The following projects received capability-building support during this project timeframe:

- The Treasury Project
- Mercury Bay Museum Re-development Project
- The Ohinau Island Project
- Te Ranga Wairua Project

The following regional groupings also received support:

- The Regional Arts Group
- The Regional Museums Group

6.3 Regional Brand Development

A major objective set for this project was the development of a brand to define The Coromandel's point of difference within the market sector identified. This sector being "The Interactive Traveller" market, New Zealand's preferred market as described by Tourism New Zealand.

A brand development process was undertaken with the result of a unique regional brand being identified and established. This will be used in both the domestic and international market place. This brand distinguishes The Coromandel from other regions of New Zealand and reflects the regions unique, diverse and significant cultural heritage.

7. Establishing a Regional Brand

7.1 Project Brief for Branding

- To create a brand that will reflect the true uniqueness of The Coromandel region
- This branding will set the region apart from other locations and define the regions positioning and point of difference
- To create a brand that also reflects an authentic New Zealand experience
- While distinguishing the regional point of difference this branding should also fit within the overall context of The Coromandel main brand

7.2 Brand Development Process

Taking into account the criteria set for the brand design and development we set about considering some of the details that would define the Coromandel region from other areas of New Zealand.

A factor which stands out from most is the fact the Coromandel region and in particular Mercury Bay is the fact that this location is significant in the nations heritage because of its association with the great navigators and explorers – Kupe and Cook. This truly defines the regions place in New Zealand's history.

The association with these two great navigators forms the basis for an extremely strong branding package and point of difference, defining The Coromandel region in New Zealand's history.

This process also introduces our visitor markets to the idea of exploration and discovery offered by The Coromandel region.

7.3 National and Regional Tourism Strategies

The brand will have wide appeal to the "Interactive Traveller" identified as New Zealand's preferred visitor sector under the Tourism New Zealand's 2010 strategy.

This branding has a strong fit with the special experiences and values of The Coromandel as identified by regional communities within the "Towards 2020" strategy.

7.4 A brand that defines the regional point of difference



FOOTSTEPS OF
Kupe & Cook

Ngā tapuae o rātou mā



THE COROMANDEL
**Beginnings of our
Nations Heritage**

7.5 Brand Interpretation

The following points give an overview of the brand development, design background and interpretation:

- Kupe and Cook were great navigators and explorers of their time and made a significant contribution to the history of the region and New Zealand as a whole.
- The foot representing two cultures early footsteps onto the coastline of New Zealand.
- Within this context the foot also represents the landmass, which makes up The Coromandel region of both the Hauraki and Coromandel areas.
- The green within the foot signifies the lush bush and fertile ground the region enjoys.
- The two tone blue surrounding the foot being the sea. This portrays the fact the region is surrounded by water and that both Kupe and Cook came to New Zealand by sea.
- The spirals within the foot signify the many communities of interest that exist within the region and this creates the wonderful diversity on offer.

7.6 Kupe and Cook Brand use

- The brand can be used as over-riding brand for visitor activities with cultural and/or heritage emphasis.
- Regional marketing collateral can carry this branding and operator activities can be linked into the branding to deliver a consistent approach.
- Touring route or trail signage package can carry this branding as part of the regional delivery.
- The brand can be promoted both domestically and internationally to define The Coromandel point of difference in relation to the cultural tourism sector.

A website can be developed as a promotional tool for the brand. This will be linked to The Coromandel website and relevant operator and activities sites.

The following domain names have been secured for use:

- www.kupeandcook.com
- www.kupeandcook.co.nz
- www.kupeandcook.maori.nz
- www.kupeandcook.org.nz

8. The Treasury Project

8.1 Project Overview

As part of the capability building process of this project Tourism Coromandel has been actively involved with the Coromandel Heritage Trust project. This trust has the vision and aim of establishing The Coromandel Hauraki Heritage Centre. This will take the form of an archival centre located in Thames. The building will be purpose built and provide a safe and secure location to store and access the huge amount of history and records that contribute to the regions past.

The Treasury, as the building will be known was launched in Thames on Sunday 22nd August 2004. The trust (as the name suggests) aims to gather and preserve a collection of archives from both the Coromandel and Hauraki districts. The Treasury will be accepting: Photographs, Old records, Family histories, Business records, Maori history, Genealogy, Oral histories, Written histories and Video histories. Any other heritage information would also be considered.

The Trusts Vision Statement:

To help people to discover their past in order that they can understand their 'place to stand', their *turangawaewae*, and hoping that from this place, our community can develop a shared understanding of our collective past and find pride and vitality from that discovery.

This project is very well organised and has the backing of a number of well established and well respected people from the wider regional community. Thames Coromandel District Council has shown strong support for the project with the land/site purchase and an initial funding pledge of \$100,000 from the special projects fund. This pledge is based a 1:2 fund raising contribution which appears very achievable from this pro-active community group.

8.2 Key Assistance Provided

While assistance for this project took many forms, the following areas had particular relevance to this project:

- Visitor market information
- Business planning structures and outlines
- Branding design and production
- Print material
- Council interfacing and communication
- Project launch assistance, presentation and materials

8.3 Project anticipated timeline

Task	Action	Anticipated Timing
Legal Entity	Formation of Trust	Complete
Location	Secure land for building	Complete
Concept Plans	Building draft planning	Complete
Business Plans	Prepare business plans	Complete
Policies	Prepare business policies	Complete
Launch Project	Public launch of project	Complete – August 2004
Fund Raising	Commence fund raising	August 04 onwards
Fund Raising	Funding applications	Sept/Oct 04
Resource Consents	Applications for consents	Nov/Dec 04
Building Consents	Applications for building	Jan/Feb 05
Commence Building	Start building process	April 05

A project plan and overview is available for viewing on request

9. The Mercury Bay Museum Re-development Project

9.1 Project Overview

Tourism Coromandel has played an active role within the Mercury Bay Development committee during 2004. The major objective set for this project is the re-development of the existing Mercury Bay Museum (located in Whitianga) into a modern interactive Regional Museum with a wider local and visitor market attraction.

As is the case with many small rural locations this museum along with others in the region are run by small under resourced society based organisations. The achievement of this project will see a regional museum capable of providing an interactive visitor experience while portraying an authentic story of The Coromandel's heritage.

The strategy produced by the group identifies the need to work with the other museums in the region. With this in mind funding has been secured through the Mercury Bay Museum project for all regional museums to participate in the National Standards Programme along with the development of a regional strategy and plan for networking and communication.

The project has support from a large number of stakeholders and the steering committee has good representation from most. TCDC have supported the project through funding from the local community board of approx \$33,000 plus a pledge of \$100,000 from the councils special projects fund based on the same conditions of 1:2 fund raising as the Treasury project.

The public launch of re-development project was held on 26th November 2004 along the opening of the new Natural Heritage exhibition. The new exhibition is regarded as stage one of the projects and cost around \$37,000 to create.

9.2 Key Assistance Provided

While participating in the development committee advice was given on a number of issues however the following assistance was of particular use:

- Tourism related data and information
- Visitor market information
- Council communications and interfacing
- Regional museums communication
- Regional museums networking and interaction
- Meeting facilitation
- Promotional and presentation materials

9.3 Project anticipated timeline

Task	Action	Anticipated Timing
Project brief	Prepare brief	Complete
Project Strategy	Prepare strategy paper	Complete
Strategy Review	Committee review	Complete
Design Team	Appoint design team	Complete
Concept Design	Prepare concept design	Complete
Project Launch	Public launch of project	Complete – October 04
Detail Design	Prepare design detail	Feb 05
Construction Phase One	Begin phase one building	May – Dec 05
Complete Phase One	Public opening of phase one of project	April 06
Construction Phase Two	Phase two construction	Jan – Oct 06
Complete Phase Two	Public opening of phase two of project	Nov 06

A project strategy and promotional DVD is available for viewing on request

10. The Ohinau Island Project

10.1 Project Overview

Ngati Hei is a small but proud coastal tribe laying claim to one the most beautiful parts of Aotearoa. They invite visitors to enjoy the precious land and sea and encourage them to learn more about their people and their culture. Their long-term goal is to be able provide products and services in any area of the tourism market where they see an opportunity. The initial focus is on providing access to Ohinau Island departing from Whitianga.

Mission Statement:

By using the traditional assets of our rohe, and incorporating our culture, our company will create a world-class tourism experience with the undeniable influence of Ngati Hei. We will use this as a base to create opportunities for Ngati Hei Whanaunga to come home. This will enhance our role as kaitiaki of these assets and affirm our Mana Whenua in Te Whanganui O Hei.

Ohinau Island is located approximately 20km across Te Whanganui O Hei from Whitianga town, and around 5km from Opito point which is the closest point on the mainland. It covers nearly 42ha in size and is long and narrow in shape being only 400m at the widest point and 1.5km in length. It is surrounded by cliffs on all sides ranging from a few metres to around fifty metres in height in some places. The only landing site is a small boulder beach on the northwestern end. In recent times this has helped to keep the island secure from human interaction.

Traditionally Ohinau has been an important source of food for Ngati Hei and there are many stories of eventful trips out to the island. Mutton-birds were abundant and the microclimate was well suited to growing root crops. Stonewalls from the gardens can still be seen. Ohinau is one of the last islands in the region due to have restoration work carried out by the Department of Conservation.

A key and defining factor with the “The Ohinau Island Project” is that it will be promoted as a work in progress. This gives the project a real point of difference from a marketing perspective and will have significant appeal to the targeted Interactive Traveller sector. This opportunity provides a unique product that will portray a combination of both Maori culture and a living environmental project showcasing the various stages of restoration.

10.2 Key Assistance Provided

A key issue for consideration in providing assistance to this group is the fact that Ngati Hei is small in number and therefore lacking in human resources to drive this project. This project undeniably has the potential to become an Iconic tourism attraction for The Coromandel. With this in mind the following assistance has enabled this concept to move forward:

- Motivation and encouragement for project
- Meeting facilitation
- Business planning and direction
- Tourism industry information
- Visitor market information and planning
- Design and print material
- Partner and stakeholder networking/interaction (e.g.DoC)
- Communications and presentation materials

10.3 Project anticipated timeline

Task	Action	Anticipated Timing
Project Concept	Project concept and development	Complete
Location Visit	Island visit by identified stakeholders and advisors	Complete
Partnership Relationships	DoC agreement to management plan	In progress – Feb 05
Business Planning	Prepare business plans	In progress – Feb 05
Project Launch	Public launch of project	Feb 05
DoC Management Plan	Island restoration	July 05
Begin Visitor Operation	First visitor tours available to market	August 05

A project overview is available for viewing on request with business planning being completed Feb 05.

11. The Te Ranga Wairua Project

11.1 Project Overview

Te Ranga Wairau is being established to capitalise on a niche market opportunity that exists in the Coromandel. Based on local experience there is a demand for quality products with proven provenance. The indigenous art of the Maori is a unique point of difference that cannot be experienced elsewhere in the world. A demonstration of this point of difference is Dr Pakariki Harrison and the Te Toi Manawa Gallery in Kennedy Bay.

The establishing of a campus of Te Wananga o Aotearoa on the Tokatea Ridge, (land with strong ancestral connections to Harrison whanau), is the means of providing an avenue for students to display their art and at the same time derive an income and international exposure while training.

Te Ranga Wairau will be more than a training centre; it will provide the international and local visitor with a total cultural interactive experience. Planning and research for this project has focused on the visitor who is prepared to pay premium prices for a quality product with proven provenance and can experience first hand the creation of the works of art on display. That this market exists is well documented, research undertaken by Tourism New Zealand shows clearly that there is a market ripe for exploitation.

The Vision:

To establish and operate a quality profitable tourism business located on Tokatea Ridge that will showcase Maori art and culture to known and promoted as Te Ranga Wairau – The Source of Inspiration. The achievement of the vision will:

- Use our unique environmental asset - the commanding panorama vistas from the Tokatea Ridge and capitalise on the Mana of Te Toi Manawa – Maori Art Gallery.
- Develop a series of interrelated business units that will provide inspiration and employment for the people of Kennedy Bay.
- As part of the Te Wananga o Aotearoa, provide a working environment for students majoring in Whakairo Rakau.
- To utilise a current skill base of established artists and crafts people and provide a venue where the visitor can see first hand the artists at work. To display and sell these works in a professionally managed Gallery.
- As Te Ranga Wairau grows in reputation and stature develop further complementary business units that fit the overall philosophy outlined in this business plan.
- Create a partnership with the Department of Conservation in demonstrating that commercial enterprise and the objectives of conservation can work for the common good.

- Fulfils the vision long held by Dr Paki Harrison who developed this business concept over thirty years previous.

This concept had its beginning many years ago and it is now timely that this project is considered and re-kindled. From a target market perspective the resulting product from this project has a very good fit and has the opportunity of adding considerable weight to the regions visitor attraction portfolio.

11.2 Key Assistance Provided

Since becoming involved with this project the following assistance has been particularly helpful to this project:

- Meeting facilitation
- Business planning and direction
- Tourism industry information
- Visitor market information and planning
- Partner and stakeholder networking/interaction (e.g.DoC)
- Regional networking opportunities
- Council interfacing

11.3 Project anticipated timeline

Task	Action	Anticipated Timing
Concept investigation	Initiate discussions and meetings	Complete
Partnership Relationships	Begin discussions with DoC for land issues	Initiated – Oct 04
Planning	Business plans, land security, concepts, consents and costing	Nov 04 – June 05
Detailed Plans	Details drawings, costing and tenders	Sept 05
Centre Construction	Construction, business model development, marketing and training	Oct – March 06
Business Commencement	Opening and business start up	April/May 06

A project plan and overview is available for viewing on request

12. The Regional Arts Grouping

To assist with achieving a key project objective of: **Enhancing our Arts Community profile**, a steering group was formed. The group involved members from various communities of the region and covered a wide variety backgrounds and interests. Some of the members were practicing artists in some form and offered first hand experiences of working in this sector around The Coromandel. Regular attendance and support for the group was also received from Arts Waikato.

12.1 Arts Group Objectives

In order to set and keep a direction the group set a number of initial objectives:

- Creation of a network facility for the regional arts community.
- Maintaining a regional approach to project concepts.
- Group members will communicate project progress and direction to their particular community groups or organisations where appropriate.
- Members will participate in a constructive manner toward the positive outcome of project concepts.
- The steering group will discuss and analyse information received regarding project concepts within an open and constructive format.
- The development of strategy and plans for the enhancement of our regional Arts community.
- A team approach and commitment to this project is essential to ensure its success and resulting outcomes for The Coromandel region.

12.2 Communications and Meetings

A monthly meeting formed the basis for discussions and gathering of ideas and concepts relating the arts community. These meetings varied in numbers due member commitments and an average attendance might be around 4 to 5 people. This gave some consistency to subject matter and conversations were normally very constructive and lively.

Regular notes were distributed via email and this form of communication proved to be a valuable tool for group members that were unable to attend the meetings. Emails circulated between members regarding ideas relative to regional arts community or area specific concepts that may be under consideration.

Group conversations strongly acknowledged that the arts/creative sector of this region and possibly the country as a whole was a very unique industry. It would be essential to keep this in mind when considering the implementation of any plans or projects that might involve this sector. This would mean buy-in to any planning or projects by the sector would require some industry specific knowledge and careful handling.

Points identified for consideration when dealing with the arts/creative sector:

- Unique nature of creative individuals involved
- Business verses Hobby approach and the differences held by artists
- Attitudes of sector towards standard business structures
- The need for core business skills within the industry
- The sometimes solo approach to doing work
- The passion of the creative expression verses customer demand for the products produced
- Society based organisations objectives verses commercial objectives
- The growing profile of the creative sector on a national basis
- The growing target market from a visitor demand perspective
- The appropriate facilitation of planned sector activities
- The Coromandel's reputation for NZ arts and crafts pioneers

12.3 Key factors Identified

During the period that the group worked through ideas on how to lift the profile of the regional arts community the following key factors were identified as being relevant to obtaining this objective:

- Understanding and rekindling of the strong reputation held by The Coromandel during the 70's for pioneering arts and crafts people. Telling and promoting the mystic of the creative spirit of the region through a specifically designed print publication
- Development of networking opportunities for the sector, both regional and at local area level
- Creation of an effective communication tool to access the many artists of the region
- Establishment of regional database for communication purposes
- Wider participation from the sector will be required to achieve desired outcomes
- Exposing our art/creative sector to the appropriate visitor markets in order to enhance sector incomes
- Cluster development that may occur as a result of the lift in sector profile
- Regional website development and how this would prove to be a very valuable tool for promotion and communication within the sector.
- The need to research and design an effective website to meet expectations
- The need for core business skill within the sector

12.4 Setting the Priorities for Action

The steering group acknowledged that the task of lifting the Arts Community profile requires a well-planned and carefully implemented strategy. This process will take more time than allowed for under this project timeline. Therefore the following prioritisation and action plan taken from the factors above will provide a start to the process in logical and practical format:

Task	Action	Anticipated Timeframe
Database Development	Research appropriate model for implementation	February 05
Regional Road Show	A combined regional road show designed to inform the sector of assistance that is available and gather data on what the sector sees is needed to lift profile and increase commercial returns	April 05 (Initial round) October 05 (Re-visit with feedback of plans)
Regional Arts Website Regional Arts Showcase Publication - Print	Development of website and print material to showcase creative sector and provide business tool to artists	Mid 05 > (Following road show data collection)
Artsbiz Workshops	Delivery of business skills workshops to up skill sector – Arts Waikato	March 05 >

12.5 Programme Partners identified to date:

Hauraki Coromandel Development Group
 Tourism Coromandel
 Hauraki Enterprise Agency
 Arts Waikato
 Creative New Zealand
 Regional Arts Councils
 Regional Arts Steering Group
 Regional Arts and Creative Community

12.6 Summary

There appears to be no doubt that the arts/creative sector of the region requires assistance in order to reach any form of potential, both in a economic growth and social sense. While it may be difficult to gauge the exact economic contribution made to the region by this sector it needs to be acknowledged that from a social perspective the creative sector makes a huge contribution to the community. A creative community is capable of achieving great social outcomes.

Current public awareness of the creative sector both nationally and within the tourism industry support the case to address the issues that face the arts/creative sector of the region. This will require a strong regional strategy for implementation with sector buy-in and participation. Sufficient resources will need to be allocated if this is to be done effectively. This sector has for many years and will continue to make a significant contribution to defining the overall culture of The Coromandel.

12.7 Arts Steering Group Recommendations

12.7.1 Continued Support

The continued support of the work that has been initiated during this project is essential if the sector is to reach any form of potential. It is recommended that the Hauraki Coromandel Development Group investigate and implement sufficient resources and structure to assist this sector achieve positive economic and social outcomes

12.7.2 Local Authority Policy

It is recommended that both the Thames Coromandel and Hauraki District Councils investigate and adopt appropriate policies that will provide for and service the arts and wider creative sectors of their communities. The nature of The Coromandel region may provide the opportunity to have common policies between the two councils.

12.7.3 Formation of Working Party

It is recommended that extending the existing regional arts steering group to include the identified partners listed above and forming a working party will enable the planning and implementation of the action plan in 12.3.

12.7.4 Database and Website Development

Hauraki Enterprise Agency (HEA) have begun an investigation into suitable models for both database and website development. HEA have discussed with Creative New Zealand the possibility of using The Coromandel region for a pilot scheme for a common programme that might apply across the country if successful. In the mean time HEA have offered to oversee the collation of a simple database project. It is recommended that HEA continue with their investigations and report outcomes to the working party to be formed.

13. The Regional Museums Grouping

During this year as part of the cultural and heritage project Tourism Coromandel has had the opportunity to take active role in participating in a regional museums networking programs. This has come to the region through the Mercury Bay Regional Museum (MBRM) project and had natural alignment with some of the objectives looking to be achieved under the cultural and heritage project.

The invitation by MBRM was to facilitate two programs that run under the guidance of Te Papa National Services Te Paerangi. Invitations to participate in these programs were extended to all museums in the Coromandel and Hauraki areas. Response by these organisations was very good and feedback from attendees proved the value in providing this type of networking opportunity to the sector.

The offer to take part in these programs remains open to all museums of the region as the program continues. The Active participants to date:

- Mercury Bay Regional Museum
- Coromandel Museum
- Thames Museum
- The Treasury
- Thames School of Mines
- Paeroa Museum

13.1 Te Papa National Services - Standards Scheme

The first of the programs is the National Services Standards Scheme, which covers a number of units that can be undertaken by each museum to evaluate the systems and procedures that are being used to operate their structure. First steps in the process are one of self-evaluation by the organisation itself on chosen issues to gain an understanding of whether they measure up to the national standard. The units cover exhibit acquisition through to customer service and will all prove valuable in lifting the standards of delivery for the sector.

All of the organisations attending the workshops had discussed the program with their respected committees and have under taken to participate in the process. This program will continue to run through 2005 with initial self-evaluations due by March 05. The program will advance during the year with site visits from peer evaluators and reports for feedback and suggested improvement.

An outline of the program is available for viewing on request.

13.2 Regional Networking and Training needs Strategy

The second program that has come through MBRM and Te Papa National Services Te Paerangi is the opportunity for the sector is to establish a strategy to improve networking and training. Approval for financial support has been given by National Services and the first of the workshops took place in October.

This will take the form a number of workshops with specific subject matter and topics relevant to sector requirements. The following outcomes have been set for this project:

- A coherent strategy for the region
- A supportive structure to ensure the continued development of the sector in the region
- To revitalise the voluntary support structure in the region
- To ensure the continuing existence of the range of museums in the region

This program will continue from February 05 to approx June 05.

13.3 Regional Museums Grouping Recommendations

13.3.1 Continued Support

The continued support of the work that has been initiated during this project is essential if the sector it is remain sustainable. It is recommended that the Hauraki Coromandel Development Group investigate and implement sufficient resources and structure to assist this sector to maintain and build the volunteer base and skills that are needed to ensure this sector survives.

13.3.2 Local Authority Policy

It is recommended that both the Thames Coromandel and Hauraki District Councils investigate and adopt appropriate policies that will provide for and service the heritage and museums sectors of their communities. The nature of The Coromandel region may provide the opportunity to have common policies between the two councils.

14. The Future for Regional Tourism Development

The strategic direction of the cultural and heritage project 2004 has been one of facilitation, motivation and assistance for various community and commercial ventures. The major focus has been the development of relevant and appropriate visitor attractions and experiences. In essence the project has focused on regional tourism development.

There is no doubt that the tourism sector will continue to provide significant economic contribution for The Coromandel region for many years to come. There is very strong support for this argument from both local authorities and the communities of the region.

Feedback from many members of the regions communities suggests that this project has and will produce valuable and tangible results for the tourism sector and overall economic growth of the region. This has been achieved using the strategy and project criteria set as the project progressed. As previously mentioned, in the interest of achieving positive outcomes the number of projects selected for assistance within the timeframe allocated was limited.

As a result of the scoping phase of this project and the selection of the concepts and projects for initial support there are still a number of very good and viable projects that have been identified and are yet to be brought to the front for investigation and implementation. Many of these have the possibility of becoming iconic visitor attractions to be added to the regional tourism portfolio.

It has been acknowledged that in order to survive in the highly competitive world of New Zealand's regional tourism each region must continue to develop products and services to meet market demand. In a nutshell the process of regional tourism development must be regarded as a priority from an economic development perspective.

Taking these factors in to account the following list should be considered the next pool of projects for investigation, implementation and support in continuing and progressing the solid foundation of development that has been started through the cultural and heritage project 2004:

- **Coromandel Multi-day Walk**
- **Gold Town Trail – (Waihi - Thames - Coromandel)**
- **Hauraki Rail Trail – (Waihi – Paeroa – Thames – Te Aroha)**
- **Discovery/Interpretation Centre – Thames**
- **WCCC Initiative – Waihi**

This list is not in any particular order but is a suggestion of the projects that should be considered next in line for capability-building assistance, as the projects currently receiving support require less commitment and time.

Maori tourism development still remains a high priority for the region and as acknowledged this is a largely untapped market compared with other regions of the country. During this project a number of meetings were held to offer assistance on developing this sector. While there is general understanding of the need to encourage industry participation, it may yet take some time to develop an appropriate strategy for the advancement Maori tourism in Hauraki.

In the mean time industry advice and assistance continues to be offered on regional basis along with specific assistance to individual Iwi or groups wishing to become involved with tourism products and services. The Coromandel has a very unique story to tell from a Maori heritage perspective and it one that will have great appeal to target visitor markets.

14.1 Key Recommendations

14.1.1 Continued Support

It is recommended that Tourism Coromandel continue providing the capability-building assistance to current projects that have been initiated during this past 10 months.

14.1.2 Commencement of New Projects

It is recommended that Tourism Coromandel initiate the process of capability-building assistance to the next suggested tier of projects identified in this report.

14.1.3 Brand implementation

It is recommended that Tourism Coromandel encourage the use of the regional brand for The Coromandel's cultural and heritage sector by relevant operators and organisations.

14.1.4 Website Development

It is recommended that Tourism Coromandel develop and implement website presence for brand and related tourism product and operators.

14.1.5 Maori Tourism Development

It is recommended that Tourism Coromandel continue to offer tourism industry and strategy development assistance as required to key Maori tourism stakeholders and Hauraki Maori Trust Board as a leading agency.

14.1.6 Ensuring Regional Tourism Development continues

Hauraki Coromandel Development Group has been identified as the appropriate body to ensure the foundation work that has been initiated towards sustainable regional tourism development continues. Therefore it is recommended that HCDG investigate avenues for the provision of sufficient resources to provide capability-building assistance on an on-going and permanent basis for the region.

15. Summary and Conclusions

While the region continues to attract a mix of domestic and international visitors there are a number of issues that reinforce the need for Tourism Coromandel to become more actively involved with both destination management and regional tourism development in order to maximise our existing and potential visitors.

These additional responsibilities must be carried out effectively, without cost to the marketing of the region. Should the emphasis be taken off the marketing role, it is likely that visitor numbers to the region would decline within a short period of time. This is a particularly tough job in the competitive world of the New Zealand regional tourism.

The challenge for Tourism Coromandel is to balance the roles now required of it while ensuring adequate resources are allocated from the local authorities along with other appropriate supporting organisations involved.

Tangible results have come through this capability-building project. The fact that human resources have been available on the ground to encourage possibilities and concepts have proved valuable. The role has been one of motivation and guidance to the various groups to move ideas to a new level of involvement and commitment. Quality tourism and local visitor attractions are being developed with sound business planning and understanding of market requirements and expectations.

The results that will come through this initiative sit well with the special values and experience that make The Coromandel a unique visitor destination. Appropriate tourism development can be undertaken to maximise an existing customer base without necessarily creating excessive impact on the infrastructure of the region through large increases in visitor numbers.

The projects that have received assistance during this year along with the identified future projects provide the opportunity for existing regional visitor base to experience more, stay longer and of course spend more. The outcomes of which are regional economic growth and greater employment opportunity.

Ensuring that this pro-active and positive approach to economic development continues requires immediate investigation and implementation. The Hauraki Coromandel Development Group is seen as the appropriate body to instigate this process.