



# **ATTACHMENTS MINUTES**

**Ordinary Council meeting**

**Monday, 25 September 2023**



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# HIGHLIGHTS

- Over 2 million visits - a return to pre-COVID numbers
- Financial position & funding review
- New structure
- Strategy delivery
  - Maximising activities & events
  - Looking after and enhancing our assets
  - Leverage our capability
  - Building our capability





# YEAR IN NUMBERS

REVENUE

**\$33.5m\***

(↑ 1% ahead of budget)  
(↑ 47% ahead of FY22)

VISITORS

**2.11m**

to our **facilities**  
(↑ 32% ahead of budget)  
(↑ 37% ahead of FY22)

**88%**

Overall Customer Satisfaction





# CHALLENGES

- Rising operating costs
- Aging assets
- Venues reaching maximum capacity
- Resourcing
- Anti-social behaviour
- Traffic access to Baypark





# GOVERNANCE

- Welcomed Wayne Beilby, Mana Whenua Representative
- Welcomed Saima Hussein-Anis, Future Director
- Re-appointment of Nick Lowe & Gareth Wallis
- Board Review late 2023





# LOOKING AHEAD

## KEY PROJECTS

- Customer Experience Programme
- Improved Venue Capacity (including Baypark Masterplan & Memorial Park redevelopment)
- Your Space / Your Place Project

## CONTINUE TO DRIVE FOCUS AREAS

- Maximise activity & events
- Invest in new and existing assets
- Leverage commercial opportunities where appropriate
- Invest in key systems & processes
- Promote a culture of learning & development





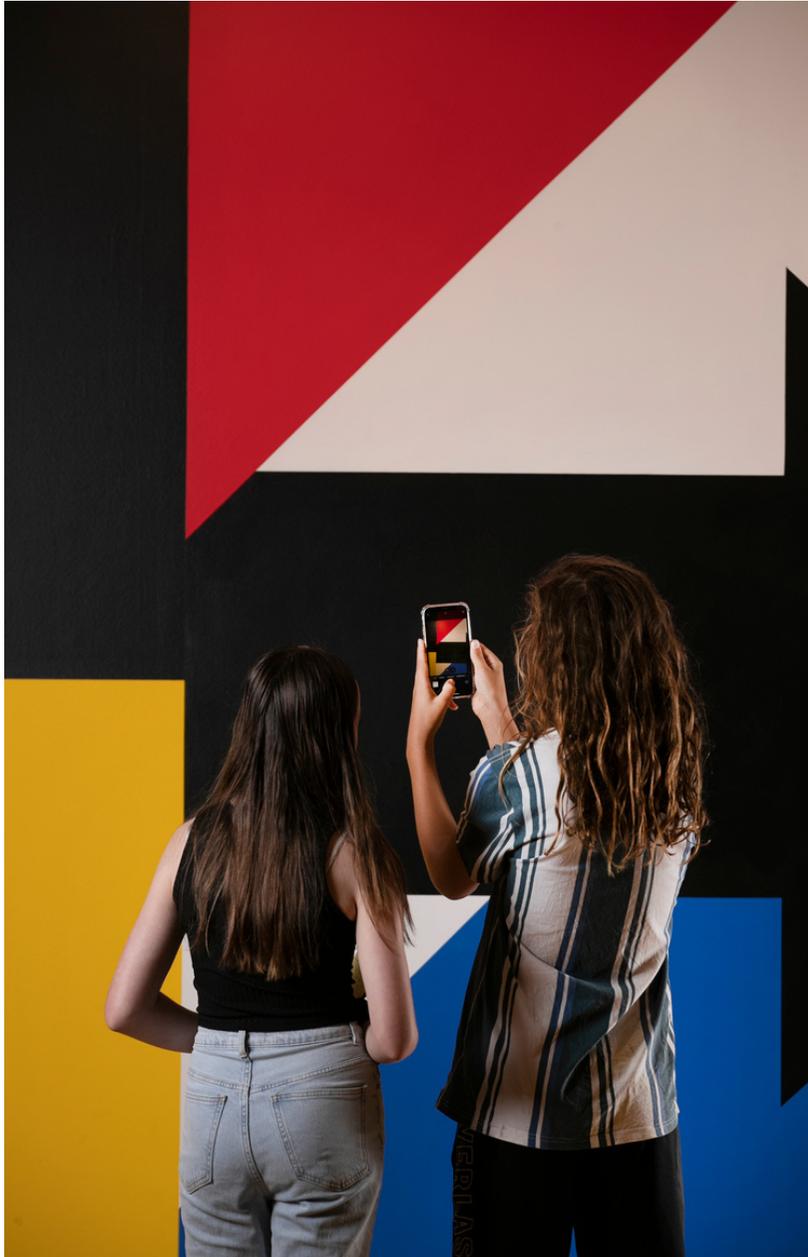
**BayVenues**

**Tauranga City**

# QUESTIONS?

## Tauranga Art Gallery Trust Annual Report 2022–2023





## Achievements

**51,056 people** experienced a Tauranga Art Gallery exhibition

With a target of 12 shows Tauranga Art Gallery created a **whopping 18 exhibitions**

A quarter of the programme showcased the practice of local artists

Highlights included popular Dream Girls Collective and **Rita Angus** toured by Te Papa

**Wellington audiences** experienced Tauranga Art Gallery touring exhibition by Ayesha Green – Folk Nationalism



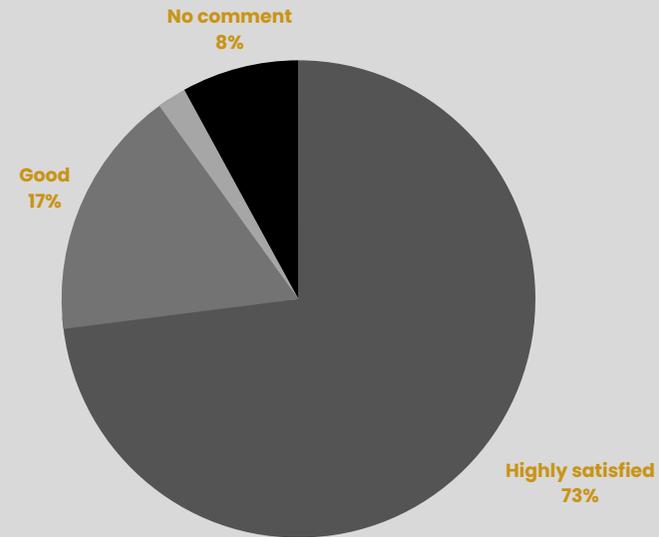
## Achievements

We achieved 86% of our target with **6,024 students** attending education programmes and over **5,000 caught the free Art Bus** funded through the gallery

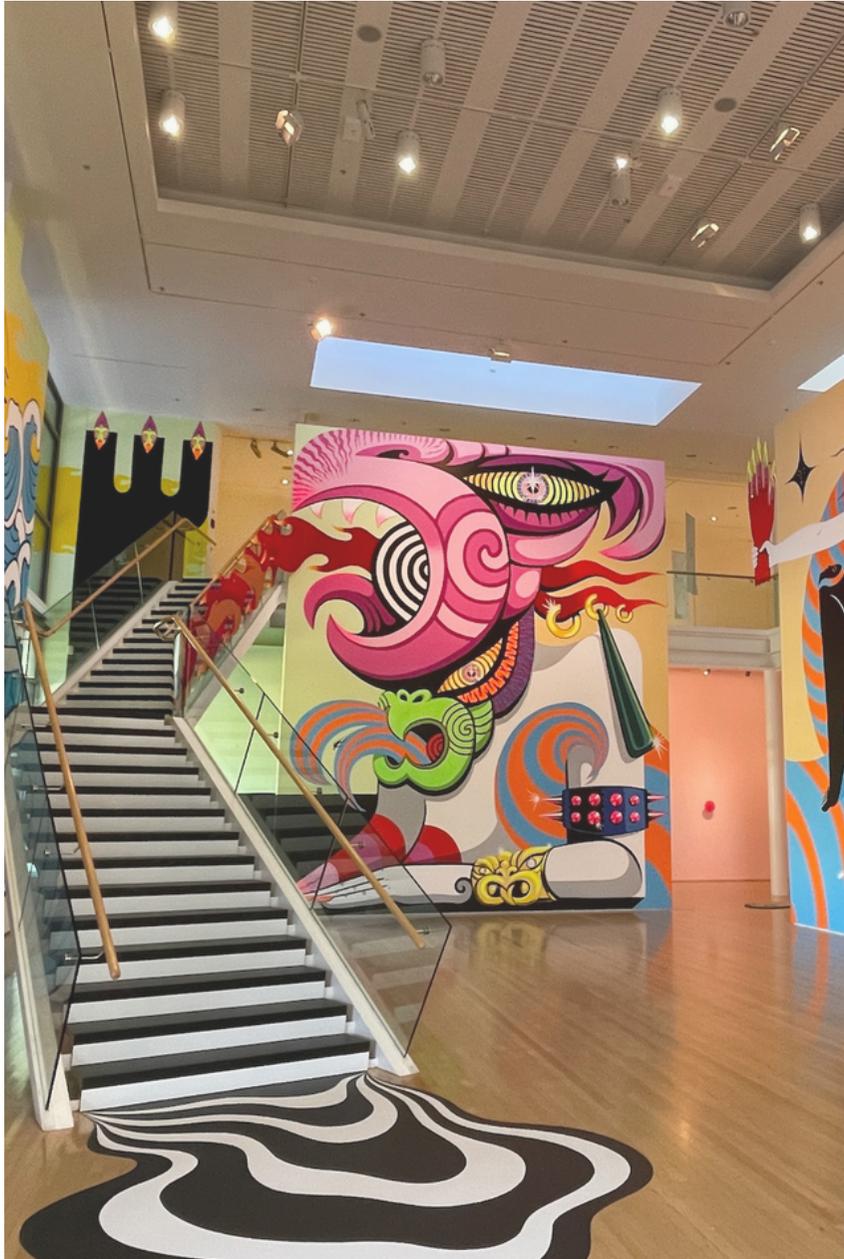




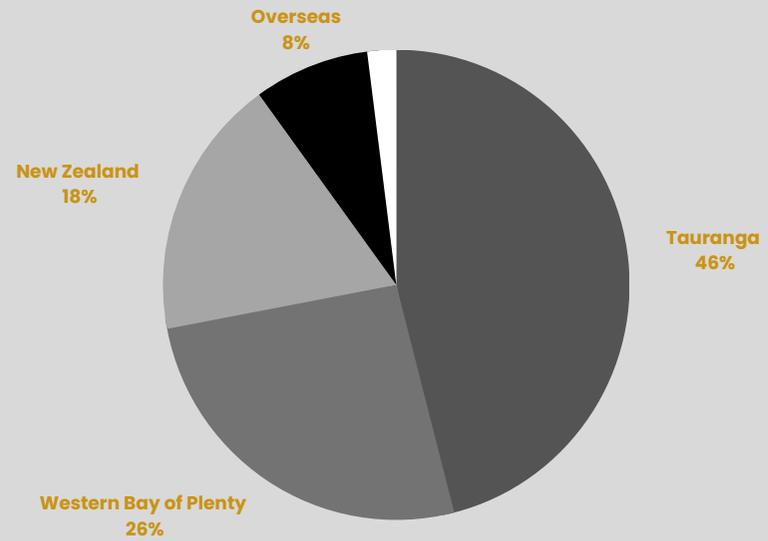
## Visitor satisfaction



**“The curation was just as brilliant as the artwork itself. Each room seemed to play a part in a grand theatrical performance...” – Anon**



## Residence



😊 I took a group of students from Rotorua and we were so well looked after. Best field trip for ages!" – Carolyn Compton





## **Financials 2022-23 (unaudited)**

**Deficit for the year - \$200,404**

### **Notes:**

**COVID impacted revenue generation in first two quarters in particular venue hire and education**

**Sponsorship and donors**

**Supply chain pressures resulting in increased product, service and labour costs**



## Looking forward – my priorities

- 1. Positioning Tauranga Art Gallery as a leading regional contemporary art space; and programming partner in Te Manawataki o Te Papa**
- 2. Enhancing the ‘visitor experience’ and what this entails as a gallery of today with an eye on the next generation**
- 3. Strengthening relationships and developing a sustainable business model to grow TAG programmes and activity**
- 4. Being an exemplary Te Tiriti o Waitangi partner**

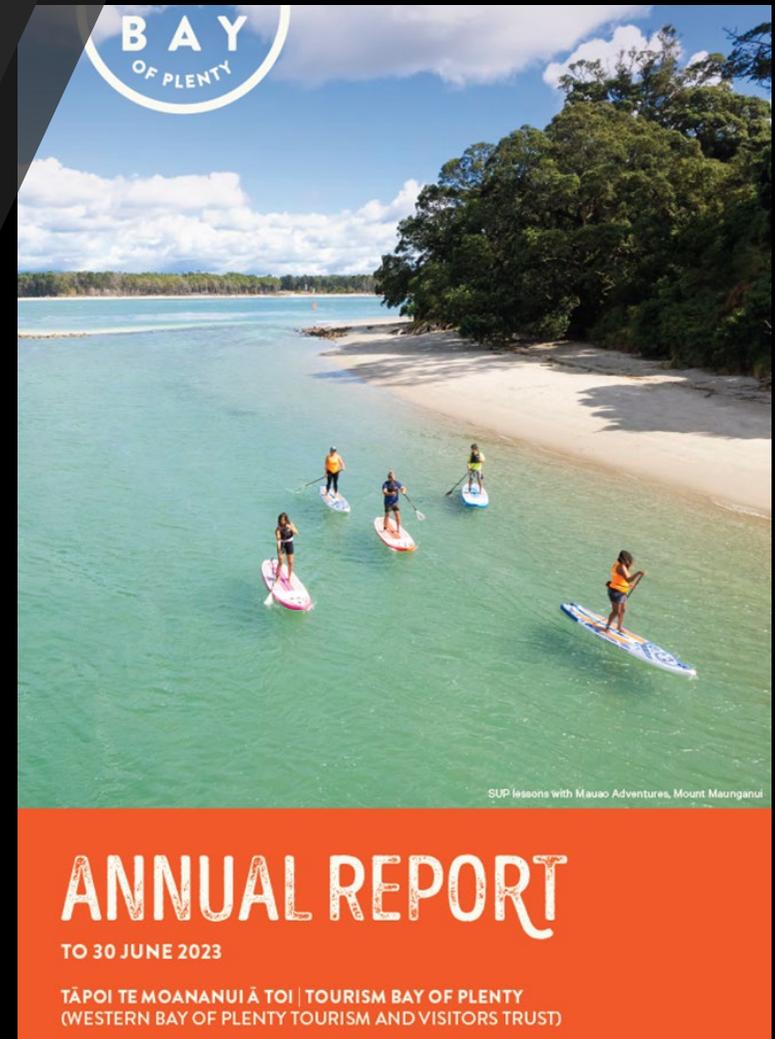


# Tourism Bay of Plenty

## ANNUAL REPORT

1 June 2022 to June 30, 2023

Monday 25 September, 2023



# Tourism Bay of Plenty

## Why do we exist?

To deliver specialist CCO services and outcomes from the BOP visitor economy, for the benefit of Tauranga City and Western Bay of Plenty District Councils and the communities they serve.

## What is our Purpose?

To lead the prosperity of our people and place through tourism.



# Tourism Bay of Plenty

## What do we do?

We deliver destination management and marketing outcomes for the region in collaboration with and support of our local councils, operators, agencies and key stakeholders.

We do this to make a valued contribution to the economic, social, cultural and environmental wellbeing of Tauranga Moana and the wider coastal Bay of Plenty.

Over this past year we have worked hard to establish and strengthen key relationships across the industry, at local, regional, national and international levels.

We have strived to make the most of the talent within our team and the limited resource within our organisation, owning our lanes, whilst working in collaboration where possible for the greater good of the region.



### STATEMENT OF INTENT 10 KEY RESULT AREAS

ENABLE	WELLBEINGS	Economic Visitor Stay & Spend
		Social Resident Tourism Sentiment
		Cultural Sharing our Stories & Wayfinding
		Environmental Te Rūmā Kākariki : Green Room
		Organisation (Staff) Engagement & Wellbeing
ENHANCE	DESTINATION MANAGEMENT	Elevate our regional Cycling and Walking Proposition
		Build Operator Capability and Resilience
		Attracting Business Events to Tauranga and wider BOP
ATTRACT	DESTINATION MARKETING	Grow our Regional Food Story and awareness
		Deliver campaigns that promote Tauranga and BOP

# Tourism Bay of Plenty

## PROGRESS AGAINST KPIs

Target by June 2023

- ✔ Achieved
- ⦿ On track
- ⦿ Work in progress
- ! Not achieved

<p><b>ECONOMIC WELLBEING</b></p> <p>Visitor spend YE June 2023 Te Moananui ā Toi   the Coastal Bay of Plenty</p> <p style="text-align: center;">↑ <b>8%</b>      ↑ <b>17%</b></p> <p style="font-size: 0.8em;">Compared to YE June 2022      Compared to YE June 2019</p> <p style="text-align: right;"><span style="color: green;">✔</span></p>	<p><b>SOCIAL WELLBEING</b></p> <p>YE June 2023</p> <p>Percentage of residents who agree that tourism has a positive impact on the community.</p> <p style="text-align: center;"><b>64%</b>      <b>71%</b></p> <p style="font-size: 0.8em;">Tauranga      WBOP</p> <p style="text-align: center;">Target: 70%</p> <p style="text-align: right;"><span style="color: red;">!</span>      <span style="color: green;">✔</span></p>
<p><b>CULTURAL WELLBEING</b></p> <p>Supported TCC in developing content for a cultural intelligence app, integrating the cultural narrative with key destination messaging. This Te Ara Whānui app is undergoing beta testing, as at June 2023.</p> <p style="text-align: right;"><span style="color: green;">✔</span></p>	<p><b>ENVIRONMENTAL WELLBEING</b></p> <p><b>51</b> number of businesses participating in The Green Room   Te Rūma Kākāriki.</p> <p>Target: 40</p> <p style="text-align: right;"><span style="color: green;">✔</span></p>
<p><b>TBOP ORGANISATION WELLBEING</b></p> <p>April 2023</p> <p><b>77%</b> of the team are happy/very happy to be working at TBOP.</p> <p>Target: 70%</p> <p style="text-align: right;"><span style="color: green;">✔</span></p>	<p><b>DESTINATION MANAGEMENT</b></p> <p><b>ELEVATE THE REGION'S CYCLING OFFERING</b></p> <p><b>5,000</b> copies of the Western Bay of Plenty and Tauranga cycle trails booklet were printed and distributed.</p> <p style="text-align: right;"><span style="color: green;">✔</span></p>
<p><b>DESTINATION MARKETING</b></p> <p><b>ELEVATE THE REGION'S FOOD STORY</b></p> <p>Flavours of Plenty Festival delivered 24 March - 2 April 2023</p> <p><b>56%</b> tickets sold, which equates to over 4,000 tickets.</p> <p>Target: 80%</p> <p style="text-align: right;"><span style="color: red;">!</span></p>	<p><b>DESTINATION MANAGEMENT</b></p> <p><b>OPERATOR CAPABILITY BUILDING</b></p> <p><b>10</b> tourism businesses have been provided with 1-to-1 digital marketing training.</p> <p>Target: 10</p> <p style="text-align: right;"><span style="color: green;">✔</span></p>
<p><b>DESTINATION MARKETING</b></p> <p><b>PROMOTE DESTINATION TO TARGET MARKETS</b></p> <p>Focus on social and other digital channels, taking a partnership approach to trade marketing, and critically assessing the value of media famils to ensure value for money.</p> <p style="text-align: right;"><span style="color: green;">✔</span></p>	<p><b>DESTINATION MANAGEMENT</b></p> <p><b>BUSINESS EVENTS</b></p> <p><b>40</b> conference bid proposals submitted; 11 confirmed conferences.</p> <p>Target: 15 bids</p> <p style="text-align: right;"><span style="color: green;">✔</span></p>

# Tourism Bay of Plenty

## PROGRESS AGAINST KPIs

### ECONOMIC WELLBEING

Visitor spend YE June 2023  
Te Moananui ā Toi | the Coastal Bay of Plenty

↑ 8%

Compared to  
YE June 2022

↑ 17%

Compared to  
YE June 2019



### CULTURAL WELLBEING

Supported TCC in developing content for a cultural intelligence app, integrating the cultural narrative with key destination messaging. This Te Ara Whānui app is undergoing beta testing, as at June 2023.



### TBOP ORGANISATION WELLBEING

April 2023

77%

Target: 70%

of the team are  
happy/very happy to be  
working at TBOP.



# Tourism Bay of Plenty

## PROGRESS AGAINST KPIs

### DESTINATION MANAGEMENT

#### ELEVATE THE REGION'S CYCLING OFFERING

5,000

copies of the Western Bay of Plenty and Tauranga cycle trails booklet were printed and distributed.



### DESTINATION MANAGEMENT

#### OPERATOR CAPABILITY BUILDING

10

Target: 10

tourism businesses have been provided with 1-to-1 digital marketing training.



### DESTINATION MANAGEMENT

#### BUSINESS EVENTS

40

Target:  
15 bids

conference bid proposals submitted; 11 confirmed conferences.



# Tourism Bay of Plenty

## PROGRESS AGAINST KPIs

### DESTINATION MARKETING

#### PROMOTE DESTINATION TO TARGET MARKETS

Focus on social and other digital channels, taking a partnership approach to trade marketing, and critically assessing the value of media famils to ensure value for money.



### ENVIRONMENTAL WELLBEING

**51** number of businesses participating in The Green Room | Te Rūma Kākāriki.  
Target: 40



# Tourism Bay of Plenty

## PROGRESS AGAINST KPIS

### SOCIAL WELLBEING

YE June 2023

Percentage of residents who agree that tourism has a positive impact on the community.

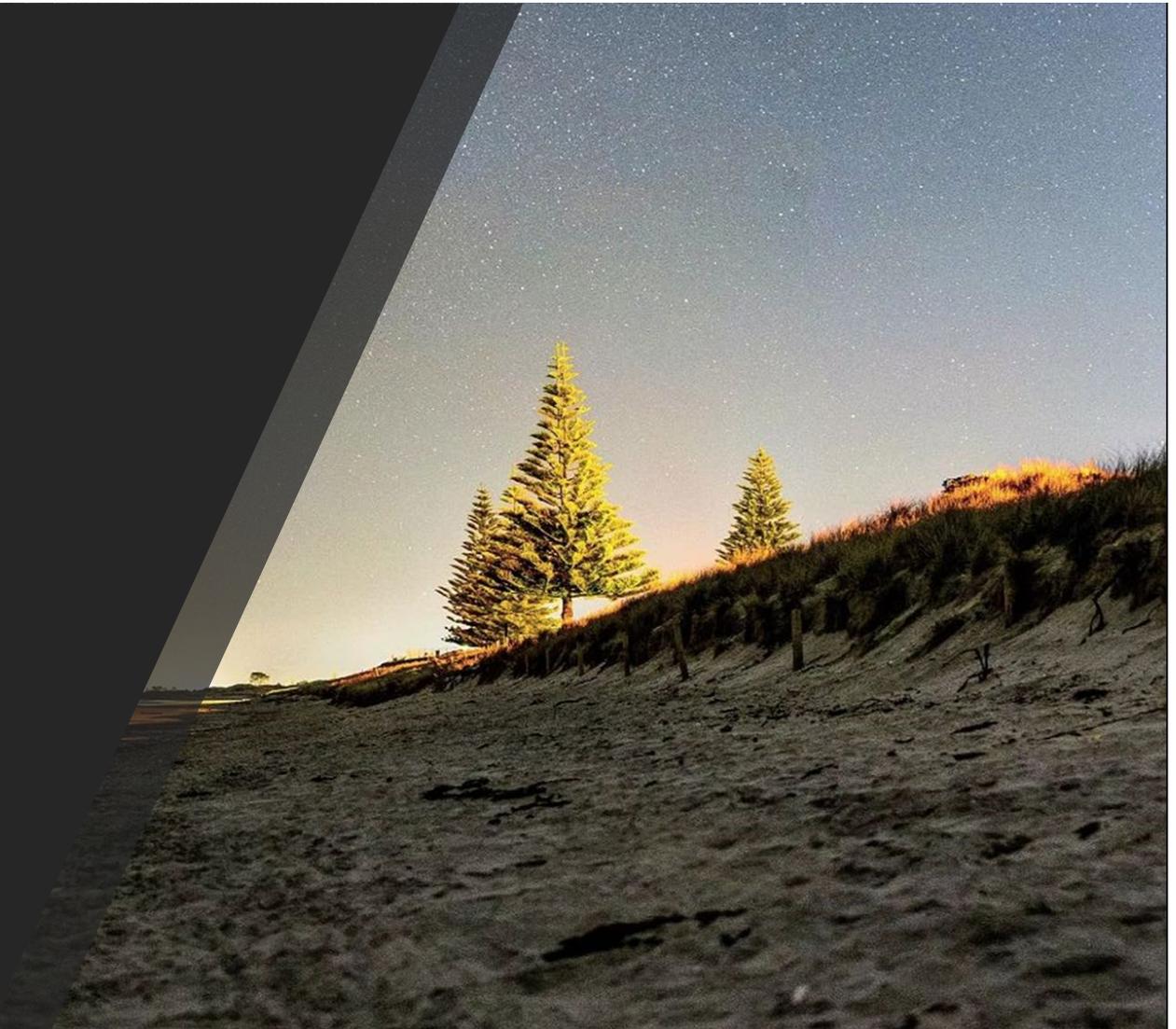


### DESTINATION MARKETING

#### ELEVATE THE REGION'S FOOD STORY

Flavours of Plenty Festival delivered  
24 March - 2 April 2023

**56%** tickets sold, which equates to over 4,000 tickets.  
Target: 80%



# DOMESTIC & EVENT MARKETING



## DOMESTIC CAMPAIGNS

**Details:** Ran campaigns in winter 2022, spring 2022, and winter 2023 targeting drive and fly markets.

**Results:** These campaigns generated a combined 8.9m impressions, 554k video views, and 11.5k link clicks.

**Areas covered:** Tauranga, Western Bay of Plenty



## MATARIKI GUIDE

**Details:** Highlighting and celebrating the significance of Matariki in the Coastal BOP, incorporating our food story.

**Results:** 6,500 views of online guide; 3,800 new eDM subscribers; 16,000 views of Instagram reels.

**Areas covered:** Tauranga, Western Bay of Plenty



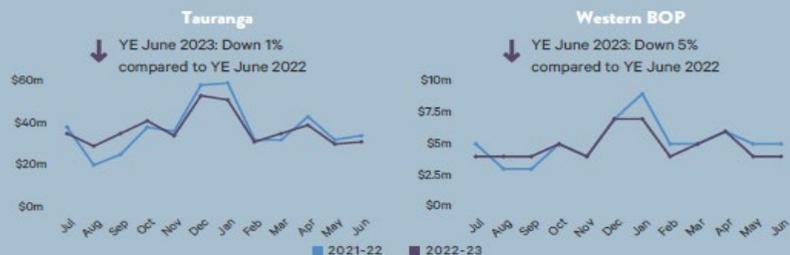
## EVENT PROMOTION

**Details:** Supported events via social, digital, and print promotions, including event guides and FIFA collateral.

**Results:** Over 50 events supported; marketing video and flags showcased at nine events; two prize packages.

**Areas covered:** Tauranga, Western Bay of Plenty

### DOMESTIC VISITOR SPEND VIA ELECTRONIC CARD TRANSACTIONS ONLY\*



\*Excludes cash, online & pre-bookings. Source - Marketview

# FLAVOURS OF PLENTY



## PROFILING THE FOOD STORY

**Details:** Media coverage and content creation to position the region as a food destination.

**Areas covered:** Tauranga, Western Bay of Plenty

**Results:** Feature articles in:



## MATARIKI DISH CHALLENGE

**Details:** Seven local eateries participated in the Bay of Plenty challenge, alongside Rotorua eateries.

**Result:** Increased awareness and understanding of Matariki among eatery staff and diners, and exposure for local eateries.

**Areas covered:** Tauranga, Mount Maunganui, Papamoa, and Paengaroa.



## LOCAL PRODUCT IN LOCAL EATERIES

**Details:** Hosted networking events, festival, and Plates of Plenty Challenge to encourage collaboration.

**Result examples:** Pearl Kitchen uses Kaimai Eggs; Pepper & Me uses Fat Guy Fungi mushrooms; Alma Eatery uses Te Puke Truffles, Kaimai Eggs and Marama's mushrooms.

**Areas covered:** Tauranga, Western Bay of Plenty

# INTERNATIONAL TRADE & MARKETING



**Reach:**  
2.8m  
people

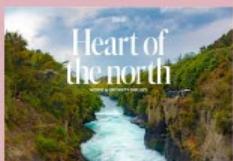
## SOCIAL CAMPAIGN IN AUSTRALIA

**Details:** Partnered with Tourism New Zealand to run a social media campaign on the eastern seaboard of Australia.  
**Results:** Reached 2.8 million; 21,000 website clicks; 16,000 video views.  
**Areas covered:** Mount Maunganui



## SALES ACTIVITY

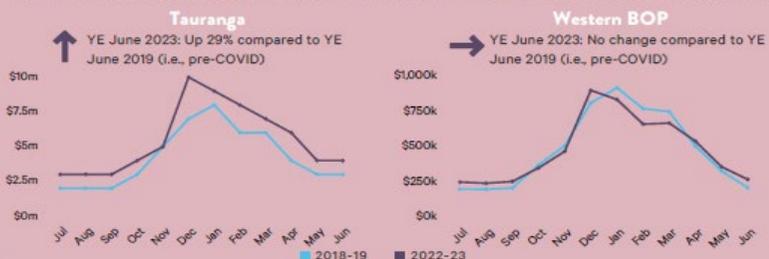
**Details:** Attended trade shows, such as TRENZ and eXplore, with tourism operators. Focused on key markets.  
**Results:** Increased reach and profile in international markets, meaning more likelihood of bookings.  
**Areas covered:** Tauranga



## HOSTED INTERNATIONAL JOURNALISTS

**Details:** Hosted six international journalists from Frommers, 9Honey, Forbes Magazine, Australian's Women's Weekly etc.  
**Results:** Increased reach into international markets; this gave rise to higher quality tourism operations, given the more stringent international requirements.  
**Areas covered:** Tauranga, Western Bay of Plenty

## INTERNATIONAL VISITOR SPEND VIA ELECTRONIC CARD TRANSACTIONS ONLY\*



# ELEVATION OF CULTURAL TOURISM PROPOSITION



## NEW CULTURAL ITINERARY

**Details:** Developed cultural itinerary covering Coastal Bay of Plenty from Te Puna to Whirinaki Forest.  
**Results:**

- Itinerary is being picked up in trade market, creating exposure for the region and these operators.
- Increase in cultural products added to international wholesale brochures will build interest and drive sales.

**Areas covered:** Tauranga, Western Bay of Plenty



## GLOBAL TOURISM NZ FAMIL

**Details:** Introduced global Tourism NZ staff to Māori cultural tourism product, partnering with NZ Māori Tourism.  
**Results:**

- NZMT and TNZ can knowledgeably share local offering with wider networks, including Inbound Tour Operators.
- Operators built connections with TNZ and now better understand the trade space and how to refine product to fit.

**Areas covered:** Tauranga, Western Bay of Plenty



## DEVELOPED STORYTELLING APP

**Details:** Storytelling and cultural intelligence app developed in collaboration with TCC Takawaenga team.  
**Results:** App content covers regional history, stories, key information, experiences, and significant sites. App in beta testing phase, planned release date is September 2023.  
**Areas covered:** Tauranga

# SUPPORTING OPERATORS



## BUILDING DIGITAL CAPABILITY

**Details:** Digital capability sessions held with ten local tourism operators.

**Results:** Improved the digital footprint, website listings, and online marketing knowledge of these operators.

**Areas covered:** Tauranga, Western Bay of Plenty



## SUPPORTING BUSINESS EVENTS

**Details:** Attended business events trade shows to profile the region and the conferencing and incentives offerings here. BE workshops attended by 50+ businesses.

**Results:**

- 40 bids submitted and 11 conferences secured.
- Partnered with Bay Venues at MEETINGS Expo 2023.

**Areas covered:** Tauranga, Western Bay of Plenty



## OPERATORS ACHIEVE QUALMARK

**Details:** Supported operators to get Qualmark, allowing them to operate in the cruise market and to be marketed off-shore.

**Result:** Eight new Qualmark operators across the Coastal BOP region; several others improved their rating.

**Areas covered:** Tauranga, Western Bay of Plenty

# VALUING OUR ENVIRONMENT

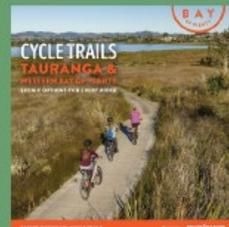


## SUPPORTING HARBOUR FERRY

**Details:** Supported the Tauranga Harbour Ferry with ticketing, promotion, and connection to cruise passengers.

**Results:** Over 1,700 tickets sold. Provides a more sustainable transport option to city centre when larger (1,000+ pax) ships are in port.

**Areas covered:** Tauranga



## CYCLE TRAILS BOOKLET

**Details:** Cycle trails booklet developed and 5,000 copies distributed via information centres, accommodation providers, bike shops, cycle groups, Tauranga Airport etc.

**Results:** Provides information about cycle trails and increases awareness of them to encourage use for leisure and travel.

**Areas covered:** Tauranga, Western Bay of Plenty

## Funders



## THE GREEN ROOM | TE RŪMA KĀKĀRIKI

**Details:** A 12-week programme which enables visitor sector organisations to become more sustainable.

**Results:** Carbon and waste measurement and reduction, review of business plans to build resilience, donating and participating in community and environmental initiatives etc.

**Areas covered:** 31 Tauranga and 21 Western Bay of Plenty organisations have completed or started the course.

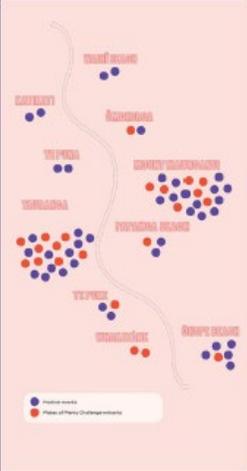




# FLAVOURS OF PLENTY

<b>34</b> EVENTS	<b>10</b> DAYS	<b>51</b> CONTRIBUTING ORGANISATIONS	<b>5,000+</b> ATTENDEES
<b>\$450K</b> TICKET REVENUE FOR LOCAL BUSINESSES	<b>\$1.3M</b> DIGITAL EAV	<b>19%</b> TICKETHOLDERS FROM OUT-OF-REGION	<b>4,000+</b> TICKETHOLDERS

**12** Coastal BOP eateries featured in the Cuisine Good Food Awards Guide 2023-24 as a direct result of TBOP's media familiarisation programme associated with the festival.



**NZEA**  
NEW ZEALAND  
**EVENT AWARDS**

**FINALIST**  
Best Local Government Event 2023

**FINALIST**  
Best Lifestyle Event 2023



**FESTIVAL FUNDERS:** TECT, BAY TRUST, Tairāroa City, Western Bay of Plenty District Council, BAY OF PLENTY

**FESTIVAL SUPPORTERS:** CRAIGS, TOI-OHOMAI, Te Pūkenga, FLAVOURS OF PLENTY



## Cruise Season 2022 - 2023

### Season Statistics

- This recent season we received 91 actual ship berths (with 105 scheduled) which is a total of 77 actual ship days (83 scheduled ship days). From the cruise ships we welcomed 153,177 passengers (180,135 scheduled passengers) and 68,366 crew (80,101 scheduled crew).

### Season Cancellation Statistics

- This season we had 14 berths cancelled (12 due to weather, one (1) due to a dirty hull and one (1) due to change of itinerary). There were nine (9) ship days cancelled. This affected a total number of passengers, 23,660 and a total number of crew, 10,281.



#### 76% OF RESIDENTS SUPPORT CRUISE

**Details:** Pre-season survey of residents to understand perceived concerns and advantages of cruise.

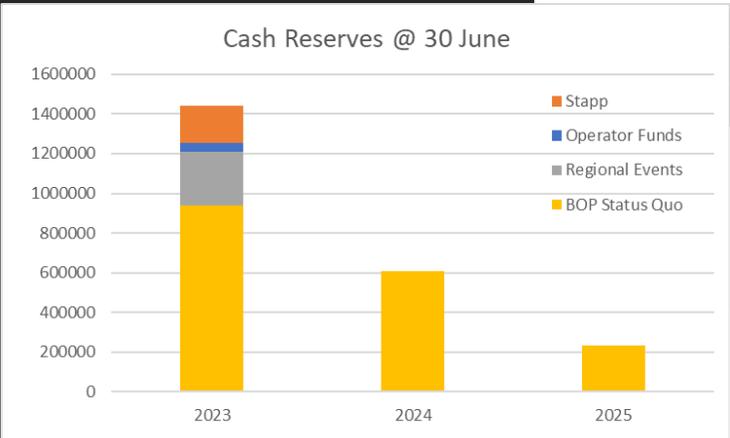
**Result:** Positive media coverage to celebrate the return of cruise after a two-and-a-half year absence, including primetime lead TV news item.



# Finances

Reserves reflect approval by MBIE to carry forward \$361k of funds related to projects and event delivery relating to the Strategic Tourism Assets Protection Program (STAPP) and the Regional Events Funding (REF).

LIABILITIES			
Current liabilities			
Creditors and accrued expenses	13	166,815	335,727
Revenue received in advance	13	361,797	1,141,229
Employee benefit liabilities	14	177,837	177,548
Finance leases	15	0	0
<b>Total current liabilities</b>		<b>706,450</b>	<b>1,654,504</b>



## WESTERN BAY OF PLENTY TOURISM AND VISITORS TRUST

### STATEMENT OF COMPREHENSIVE REVENUE & EXPENDITURE FOR THE YEAR ENDED 30 JUNE 2023

	Notes	2023 Actual	2023 Budget	2022 Actual
<b>REVENUE</b>				
Funding - Tauranga City Council		2,460,663	2,410,660	2,354,721
Funding - Western Bay of Plenty District Council		252,000	232,000	232,000
Funding - Whakatāne District Council		84,705	84,000	84,000
Retail sales		21,048	17,000	10,386
Finance revenue		24,185	1,700	4,424
Other revenue	1	1,587,843	1,642,140	879,900
<b>Total revenue</b>		<b>4,430,444</b>	<b>4,387,500</b>	<b>3,565,431</b>
<b>EXPENDITURE</b>				
Cost of sales	2	12,733	10,300	6,709
Operating & marketing	3	1,938,003	2,096,867	1,469,910
Administration & overhead	4	418,775	495,333	462,266
Finance costs		0	0	0
Employee benefit expenses	5	1,514,566	1,636,200	1,328,354
Trustee fees		81,500	87,000	75,000
Depreciation and loss on sale of assets	11&12	54,276	61,800	70,276
<b>Total expenditure</b>		<b>4,019,853</b>	<b>4,387,500</b>	<b>3,412,515</b>
<b>SURPLUS/(DEFICIT) before Tax</b>	6	<b>410,590</b>	<b>0</b>	<b>152,915</b>
<b>Taxation</b>	7	<b>0</b>	<b>0</b>	<b>0</b>
<b>SURPLUS/(DEFICIT) after tax</b>		<b>410,590</b>	<b>0</b>	<b>152,915</b>
<b>Other Comprehensive Revenue &amp; Expense</b>				
Other comprehensive revenue		0	0	0
<b>Total Other Comprehensive Revenue &amp; Expense</b>		<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Comprehensive Revenue &amp; Expense</b>		<b>410,590</b>	<b>0</b>	<b>152,915</b>

### STATEMENT OF CHANGES IN NET ASSETS/EQUITY FOR THE YEAR ENDED 30 JUNE 2023

	2023 Actual	2022 Actual
Net Assets/Equity at start of the year	614,203	461,288
Total comprehensive revenue and expenses	410,590	152,915
<b>BALANCE AT 30 JUNE</b>	<b>1,024,793</b>	<b>614,203</b>

## MAJOR NEXT STEPS



### 01 ONGOING PROMOTION

TBOP will continue to promote the region, both domestically and internationally. We are looking to build our activity in the trade marketing space post-COVID, concentrating on our key international markets of Australia, the UK, and the USA. Tauranga has long been a popular destination among New Zealanders, so we are also exploring new and innovative ways of connecting with our domestic target markets.

We will also continue to build on the business events proposition, building capability, and promoting the region for business events, conferences, and incentives.



### 02 DEVELOPING A SMART CITY NETWORK

TBOP is implementing a digital storytelling and wayfinding solution for Tauranga City. We have acquired two digital kiosks which are user-friendly, interactive, and have accessibility features. These kiosks provide tailored visitor information and specific area-related storytelling. The kiosks allow for updates on weather, emergencies, events and more, to be shared to increase our in-region touchpoints with visitors. We are aiming to establish an integrated network of these kiosks, managed by TBOP, with Tauranga City Council, Bay Venues Limited, and other stakeholders coming on board as partners. This system will also be linked with a destination app, sharing the same kind of location information, storytelling and promotion of experiences.



### 03 WELLNESS AS A VISITOR PROPOSITION

A key element of our destination is the ocean and beaches for which the region is already well-known. We have recognised an opportunity to elevate perceptions of the destination's surf and beach culture to include 'wellness'. This will involve linking in products and opportunities to the visitor experience that support mental, emotional, physical, and cultural wellbeing. The initial focus will be on connecting these products to the tourism sector, with a particular interest in how this could tie to the business events sector.

## MAJOR NEXT STEPS



### 04 BRAND

TBOP is working with TCC, WBOPDC, and other stakeholders on the Brand Tauranga Moana project. A formal stakeholder group is being pulled together to collaborate on next steps. TBOP will lead this project.



### 05 DEVELOPING THE CRUISE SECTOR

There are currently 111 ships booked to visit Tauranga during the next cruise season. We are working with TCC, Port of Tauranga, tourism operators, cruise lines, NZ Cruise Association, and other entities to plan for the season ahead.

TBOP is also undertaking a project to better understand the impacts and values of the cruise sector in Tauranga and the wider Coastal Bay of Plenty. It will take a four wellbeings approach, assessing the economic, social, cultural, and environmental impacts.



### 06 REGIONAL DEVELOPMENT

TBOP is actively involved in a number of exciting projects and initiatives across the region, which include Te Manawataki o Te Papa, and the Mount Spatial Plan, and a potential new community/tourism/cruise hub for Coronation Park. These important projects are expected to make a significant impact on the future visitor experience in Tauranga.

TBOP is also supporting development opportunities in Te Puke, Waihi Beach and Maketū. We have scoped the tourism opportunities in the latter two locations and will be following these up with council and other stakeholders in the coming months.

We will continue to play a key role as a connector, promoter and experience developer (where possible) on cycleways, waterfalls, and walking trails and reserves, and other projects that support our region's tourism offerings.

## Tourism Bay of Plenty Our Lanes & Delivery Focus (2023)

Tourism Sector	Council & CCOs	National & Regional Entities	Iwi & Community
Campaigns & Promotions	SOI, LOE's (TCC & WBOPDC)	TNZ - Marketing, PR & Trade	Council Iwi Leadership Grps
Social Media Channels	CCO Collab Focus	Qualmark - Cert & Standards	Te Whanau Tāpoi Māori
Industry Capability Building	Accessible Tourism (Inclusive)	TIA - Regenerative Projects	Cultural & Destination S/T
Flavours of Plenty	Hotel Attraction & Facilitation	Cruise NZ - Advocacy & Intel	Waihī Beach & Maketu
Travel Trade Training	Tauranga Moana Brand (Lead)	EV Charging Station (BOP)	Mauao & Matariki
Experience Enablement	Digital Kiosks & App (Lead)	DOC - Great Day Walk/Rides	Pukehinahina & Pāpāmoa
Conferences / Trade Events	Cycleways & Waterfalls	Aot.Circle - Adaption R/Map	Main Sts (TGA, MT, GR & PA)
Major Events Leverage	Support of Major Events AIP	NZMT - Māori Tourism	Ngā Pōtiki   Waka Māori
Place DNA Passion Projects	Mt. Spacial Plan   Cruise	RTNZ - Training & Advocacy	TECT Park 2.0 Opportunities
Data, Research & Insights	Te Ara Whānui App	TGA - Brand Champion Orgs	Heritage Society & The Arts
Cruise Season Facilitation	P/Arts, Conference & BC (SG)	Edu - UOW & Toi Ohomai	Ngāti Hangarau   Omanawa
iSITE Visitor Operations	W/Front & Public Realm (SG)	Explore Central NZ - Trade	Visitor Related PR & Media

## Ngā mihi | Thank you

Often it is through times of adversity and opportunity that looking back on where we have come helps us better navigate where we are going.

He Patai | Questions

