

# Kaikōura Destination Management Plan 2022 - 2032

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# VISION

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We strive to develop Kaikōura in an economically sustainable way and celebrate our coastal community, which is unique in its landscapes, seascapes, people, wildlife and history. A destination loved and treasured by all - our residents, our visitors, and for those who come after us.

**Kaikōura District Council's Vision**

Moving Kaikōura forward

Nuku Kaikōura whakamua



# MISSION

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To develop a values based regenerative visitor economy for the benefit of the Kaikōura District supporting the aspirations of tourism as identified in the Kaikōura Destination Management Plan.

## An industry that:

- Provides leadership and connectivity across all stakeholder groups
- Assesses and develops new product and experiences in the region to match market demands
- Provides innovative marketing and promotional tools and activities
- Is innovative, effective and competitive in the Kaikōura / Canterbury region and New Zealand
- Is based on sustainable environmental practices
- Manages its resources in partnership with the community and stakeholders

## Key Stakeholders

- Kaikōura Tourism Operators
- Kaikōura Community
- Kaikōura District Council and Central Government
- Ngati Kuri, Iwi and Hapu
- NZ Transport Authority
- Kiwirail
- Environment Canterbury
- Department of Conservation
- Tourism NZ
- Tourism Export Council NZ, TIA and Cruise NZ
- Christchurch International Airport (SOUTH initiative)
- Collaboration Partners: Alpine Pacific Touring Route partners (Hurunui Tourism, ChristchurchNZ) + Top of the South partners (Hurunui Tourism, Development West Coast, Nelson / Tasman and Destination Marlborough), Explore CHC (ChristchurchNZ, MacKenzie, Mid-Canterbury, Development West Coast, Hurunui Tourism) & Christchurch International Airport.
- Accommodation chains (Heritage Boutique Collection, Sudima, Bella Vista, Top 10 Holiday Parks, Kiwi Holiday Parks)
- National, regional private sector tourism organisations
- Other economic and business sectors e.g. education, science, research, horticulture



# WHY HAVE A DESTINATION MANAGEMENT PLAN?

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The Kaikōura Reimagine Plan (2017 Post-Earthquake District Recovery Plan), the Kaikōura District Council Long Term Plan, Three-Year Plan 2018-2021 (pages 168-169) and The Poha Project identifies tourism as being a major economic driver to assist the District with achieving its economic, community and hauora (health and well-being) goals. Fifty percent (50.4%) of the workforce are directly employed in the tourism and hospitality sector and thirty-five (35.0%) are indirectly employed.

To ensure the tourism sector capitalises on new opportunities and looks to mitigate challenges or barriers to growth, the Board of Destination Kaikōura has written the Kaikōura Destination Management Plan 2022 as a road map for future tourism development, management, marketing and sustainability.

The Kaikōura Destination Management Plan's primary goal is to provide a blueprint that will help the region achieve regenerative growth in visitor expenditure, and new jobs in the tourism and hospitality sector and owner enterprises.

The elements of the plan include:

- Planning & Infrastructure; such as services and amenities.
- Marketing & Promotion; promoting regions is still key.
- Environment & Sustainability; how can tourism regenerate our environment and communities.
- Experience Development
- Capability
- Leadership
- Insight

The Destination Management Plan will identify gaps and opportunities in areas that will have the greatest potential to drive economic growth, improve seasonality issues, maintain our social resilience and create new demand in the visitor market. It will ensure we are creating sustainable and vibrant places, for the benefit of locals and visitors.



# WHAT IS THE PLAN AND WHO IS IT FOR?

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What will the plan do and who is it for? It is a plan to...

- Give confidence to central and local government for new infrastructure projects
- Inform and give direction to the local industry instilling confidence in the RTO to attract future partnerships
- Attract future private sector investment for hotels and new product development
- Attract Iwi investment for future capital investment in tourism infrastructure and product
- Provide security for future local government investment e.g. Waka Kotahi New Zealand Transport, Kiwi Rail
- Work with Department of Conservation (DoC) on developing its high priority heritage and visitor sites in the Kaikōura region
- Demonstrate to other economic sectors that tourism is a catalyst to attract new investment (marine, forestry, horticulture, farming, honey, viticulture)
- Let Tourism New Zealand, Kiwirail, DOC, Tourism Export Council and travel trade, the Bus and Coach Association and the local industry know that Kaikōura is ready and able to host more visitors over a diverse range of experiences.
- Give confidence to Kaikōura District Council that Destination Kaikōura is a progressive and enterprising agency that values collaboration in marketing and promotional activities.
- Pay respect and give confidence to the local community so that they can enjoy a destination loved and treasured by us, our visitors, and for those who come after us.



# WHAT WILL SUCCESS LOOK LIKE FOR KAIKŌURA DESTINATION MANAGEMENT PLAN?

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- Enhancing the lives of the local community
- Increased land based offering
- Change the marketing narrative to celebrate all our offerings
- Cluster promotion of smaller operators
- Celebrate our local champions
- Regional projects established that will enhance the local environment supported by Tourism spend
- Low carbon opportunities
- The Mayfair Arts and Cultural Centre is a vibrant hub for the arts, conferencing and entertainment
- Increased winter activities such as sports and other events
- Longer localised itineraries
- 'Explore More' campaign for 'The Coast with the Most'
- More activities of National significance

**Ehara taku toa i te toa takitahi, engari kē he toa takitini**  
Success is not the work of an individual, but the work of many

# SCENE SETTER

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This Destination Management Plan has been prepared by Destination Kaikōura, guided by the community, business, council and an advisory board. The aim is to improve the long-term well-being of our region and its residents by placing our environment and our community at the heart of visitor sector planning. Our aspirations for the sector extend beyond creating mutual benefits for both locals and visitors to rebuilding the sector as a resilient, sustainable and vital part of the Kaikōura community. The plan has also been guided by the 2020 Destination Management guidelines published by the Ministry of Business Innovation and Employment.

Kaikōura is naturally blessed with a wide variety of marine and land-based attractions and the District has a unique cultural and heritage offering. The blend of environmental, historical and cultural tourism experiences appeals to visitors from Australia, mature western markets (UK, Europe, Germany, USA), Asian markets and domestic visitors (Auckland, Wellington, Marlborough & Christchurch).

The Kaikōura tourism offering began in earnest in 1987 when Ngati Kuri elders identified an opportunity to provide marine tours for visitors to view the local resident sperm whales and other migrating whale species. Over the past nearly forty years other tourism businesses have emerged and in 2019 the annual contribution tourism made to the district economy was substantial at \$116million. Fifty percent (50.4%) of the workforce are directly employed in the tourism and hospitality sector and thirty-five (35.0%) are indirectly employed.

The November 2016 earthquake in Kaikōura District rocked the foundation of the local economy and the tourism industry. This event had a devastating effect on the South Bay Marina, and State Highway 1 (SH1), with both road and rail connectivity from Christchurch to Kaikōura, and onward to Picton being closed indefinitely. The Inland Road Route (SH70) through the Hurunui District was also affected but was able to provide temporary access while SH1 either side of Kaikōura was reconstructed and repaired.

Many of the tourism, retail and hospitality businesses suffered a loss of over seventy-five percent of visitors and revenue for a period of thirteen months. Full road access to/from Kaikōura was reinstated in December 2017 albeit with many stoppages and single lane sections for a prolonged period but since then the tourism recovery has since gone from strength to strength. The rebound of visitors showed significant growth as a result of central government's investment in infrastructure, NZTA, KiwiRail and NCTIR's (North Canterbury Transport Infrastructure Recovery) with sterling efforts on the marina and road development. The generous support from MBIE of \$650,000 specifically to fund marketing recovery post-quake was a massive boost to local businesses regaining market share. But just as Kaikōura regained pre-quake visitor numbers Covid 19 hit, decimating the tourism industry once again. It is now timely for Destination Kaikōura to develop a Destination Management Plan

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**We have big dreams of how we make Kaikōura a better place for our own people to live and thrive, but also for our precious natural environment to be better looked after, studied, and experienced in a way that is world class. Poha Project 2020**



# KAIKŌURA'S VALUES

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## **Manaakitanga – Hosting and looking after our visitors**

As businesses develop, we need to ensure that they are customer facing, ensuring that all the appropriate tikanga aspects are catered for so that operators can safely focus on the visitor as they will be the ultimate experience promoters or detractors.

## **Kaitiakitanga – Guardianship of natural resources**

In all aspects of business development, we will ensure that product and visitor experience development truly reflect sustainability at its core, ensuring that we are guardians of the land, the people and the business opportunity (socially, environmentally and economically).

## **Kotahitanga - Strength is not that of an individual but that of the collective working together**

The only way that Kaikōura will effectively grow is if we all work together. Paddling together in the same direction – around a common goal providing value to our people.

## **Whaihua – Focus on Increasing Value**

The true opportunity for Kaikōura in terms of tourism is in value over volume - it is more than that, visitors that engage, connect with community, environment and are respectful, give back. Authenticity by hosts is so important as it allow visitors to safely interact and connect - this leads to a natural focus on more value as opposed to more volume.

## **The Tiaki Promise**

The New Zealand tourism industry developed The Tiaki Promise as a commitment to share with visitors an approach to encourage them (visitors) to care, guard, protect and conserve our turangawaewae (home) for now and for future generations.

# KAIKŌURA'S DESTINATION MANAGEMENT PLAN JOURNEY



**LATE 2020**

MBIE provided funding to Destination Kaikōura to develop a Destination Management Plan for the Kaikōura Region



**OCT 2021**

A working group was established with an advisor and admin engaged for this project.



**NOV 2021**

An advisory group was established made up of representatives from the RTO, local council, local businesses, various stakeholders, community and iwi.



**MAY 2022**

Contracted Angus & Associates to undertake a community survey. Also engaged with local stakeholder groups in person, via email and phone.



**JUNE 2022**

Community drop in session plus operator engagement where we asked what makes Kaikōura so special to them and what they wanted to see in the future.



**JULY 2022**

Detailed analysis was undertaken to direct the steer of the Destination Management Plan.



**AUG 2022**

Start work on the draft Destination Management Plan. Present draft report to Kaikōura District Council and DMP Advisory Groupn



**SEP 2022**

Present final draft to KITI Board and Kaikōura District Council for endorsement. Send final draft to key Stakeholders and Advisory Group

# KA MUA, KA MURI - WALK BACKWARDS INTO THE FUTURE

This whakatauki touches on Māori perspectives of time - that the past, present and future are intertwined and the past should inform the future.



Looking forward to the next 12 months, and to the years beyond, we feel a genuine sense of excitement. Kaikōura is poised on the edge of something great which will create positive change for our people and this place we call home.

This does not mean we have an easy task ahead but rather, we have a place that acknowledges where we've been, what we've learned and where we are heading.

Our Destination Management Plan is a living document that will be referred to often, it will be our point of reference as we navigate the plans and strategies outlined in this document. Weaving the values, goals and the vision in all that we do.

This plan is a collaboration of many who helped frame a Destination Management Plan our community can be proud of. A plan that helps shape a destination that is loved and treasured by all - our residents, our visitors, and for those who come after us.

**Lisa Bond**  
**Destination Manager - Destination Kaikōura**

The process of creating a Destination Management Plan has been a collaborative effort made possible by willing participation across a broad range of sectors. It has been a massive undertaking and I am extremely grateful to all those who have invested time and energy into seeing it through to its conclusion.

Tourism drives economic prosperity in and around Kaikōura and when tourism is flourishing, our destination thrives. This exercise has only served to reinforce the value that can be achieved by working together and establishing a combined aspirational approach to our future, without compromising what is at the heart of why we love and respect this beautiful region.

This plan is the beginning of the future, embracing community focus and ensuring that we do not lose sight of what matters and what makes Kaikōura the unique and precious destination that it is.

As we look ahead, this plan will serve as a guide to our thinking, underpin our actions, and provide a reference point to keep our minds focused, as we consider the journey ahead and what we hope to achieve for our future generations to treasure, in decades to come.

**Lynette Buurman**  
**Chair of Destination Kaikōura**

Kaikōura District is a truly special place to live, work and play. Although as a community, we have had to overcome a number of significant challenges over the last few years, the future is both extremely bright and exciting.

Our Destination Management Plan provides an incredible roadmap for not only how we can continue to create a better place for our community to live and thrive, but also how we can encourage others to share and enjoy our special place whilst playing a role in leaving it even better than they found it.

As a District Council our overarching vision is to continue to Move Kaikōura Forward. The vision, values and goals of the Destination Management Plan align perfectly with that whilst focusing on future tourism development, management, marketing and sustainability. Partnership and collaboration are at the heart to achieving all our goals and aspirations. Together we can accomplish great things.

**Will Doughty**  
**Chief Executive - Kaikōura District Council**

# KAIKŌURA PENINSULA

## TE TAUMANU O TE WAKA A MAUI

(THE THWART OR SEAT OF THE WAKA A MAUI)

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It is from the natural world and the secret biology of the limpet with its long string-like appendage that Ngati Kuri recalls the exploits of Maui-tikitiki-a-taranga who, standing in his canoe with his foot braced against the thwart, battled in a titanic struggle with the sacred fish Te-Ika-a-Maui (North Island).

Such was the strain on his foothold that he broke out the timber thwart and so it came to pass that the Kaikōura Peninsula was named Te-taumanu-o-te-Waka-a-Maui (the thwart or seat of the Waka a Maui).

The Kaikōura Peninsula remained a foothold for human habitation and interaction with the natural world that sustained over 800 years of pre-European occupation with the establishment of over fourteen Pa sites, the remnants of which can be seen today.

The shoreline of the Kaikōura Peninsula provided a base for the once thriving Waiopuka Whaling Station of which Fyffe House (erected in 1844) is the only surviving building of this era.

During this time the Ngati Kuri Chief Kaikōura Whakatau regulated the concession of shore whaling rights among European whalers to balance the relentless aspirations of man against the wellbeing and sustainability of the natural world. More than 170 years of New Zealand whaling history ended when J.A.Perano and company caught the last whale off the Kaikōura coast in 1964. What befalls the natural world befalls the sons of man. Every mountain valley, running stream and ocean wave holds the utterances and memories of those who have gone before us.

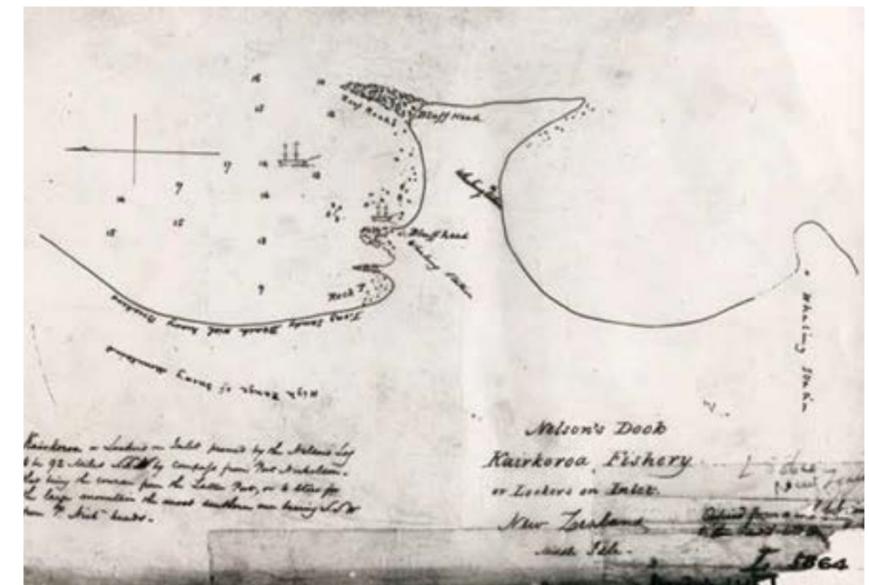
The natural world that sustained our forefathers now sustains our Kaikōura community today. The harpoon has now been replaced by the camera. Cultural tours and other unique eco-tourism ventures allow us to find a new balance in the relentless interaction between man and nature.

When our community imaginings become foot-stones of a pathway to rebuild our future, let us not forget the natural world that sustains us without voice.

This page and maps courtesy of Reimagine Kaikōura / Pōhewatia anō a Kaikōura (page 25)



Map by V C Browne Christchurch."Aerial view of Kaikōura"  
Image courtesy of Kaikōura Museum



Map of Kaikōura Peninsula and Whaling Station 1844. Kaikōura spelt "Kairkoroa" on map. Copied from M S belonging to the NZ Company April 1847. Neg from chart in Admiralty Records, London, lent by Dr P Maling 150 Heaton St, ChCh 22 Feb 1955.. Probably drawn by Capt G Maclaren of brig "Nelson" 1844. Image courtesy of Kaikōura Museum.

# KAIKŌURA DISTRICT

Population - 4,060 (Stats NZ June 2020)

## Key Tourism Statistics YE Feb 2019

Percentage % Results Compared to Pre-covid (2019)

Total Visitor Spend \$116m (+1.5%)

International Spend \$60m (-5.1%)

Domestic Spend \$56m (+9.4%)

No. Guest Nights 326,190 (-2.2%)

No. Guest Arrivals 178,021 (-8.7%)

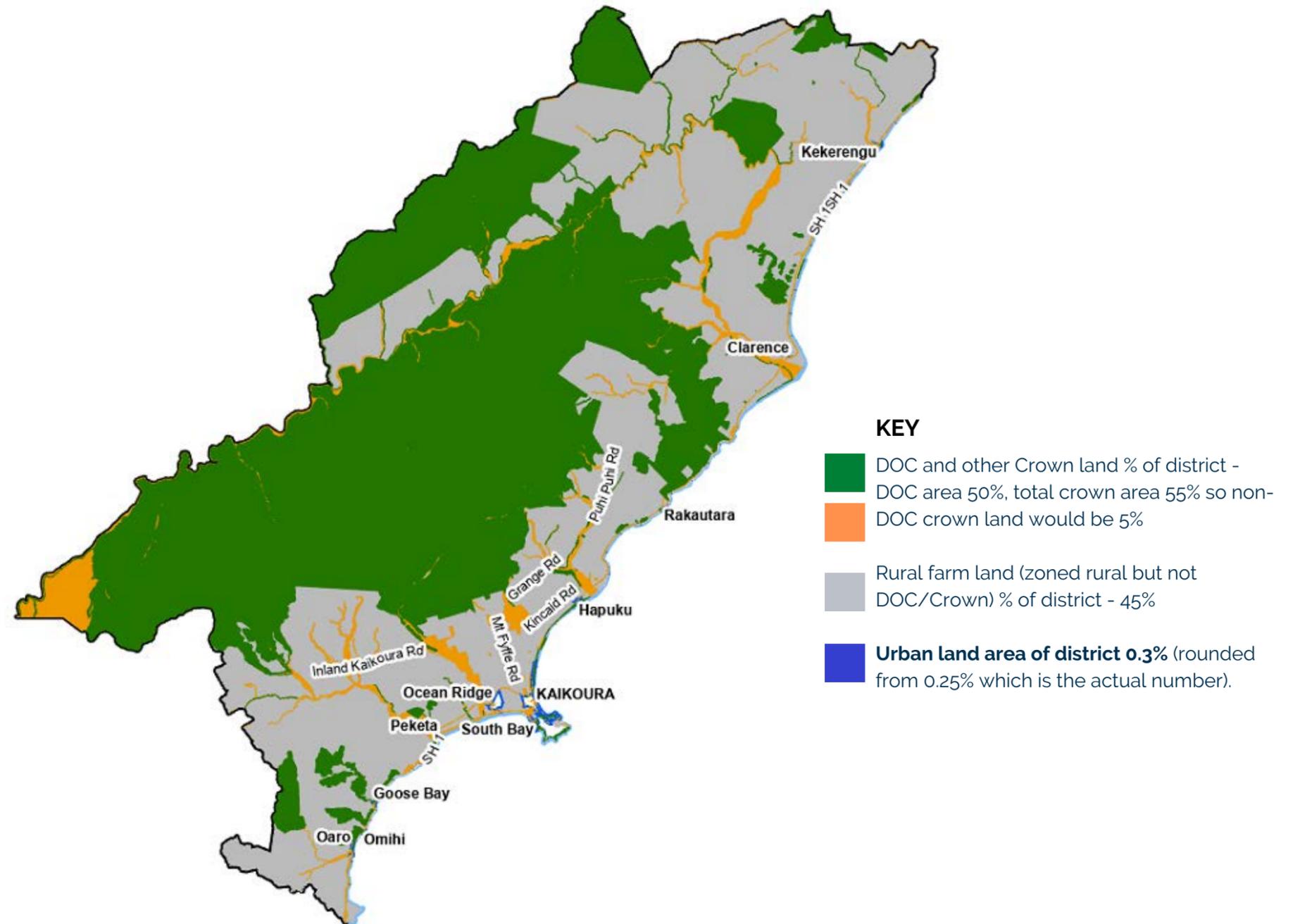
No. Cruise Ship Visits 9

## Key Economic Drivers

- Tourism
- Agriculture (dairy, sheep)
- Fishing
- Forestry
- State Highway 1
- Viticulture
- Honey

With domestic visitors, one group that is missed across multiple data collection measures are the holiday home visitors who are often habitual visitors to a destination. Kaikōura has a high proportion of holiday homes (2018 census showed 1506 occupied dwellings and 714 unoccupied). The most likely owners of these homes would be Canterbury residents. Another group of habitual domestic visitors are those who regularly stay (in caravans or camping) at the various commercial campgrounds and coastal camping areas located along the Kaikōura coast.

**We recognise tourism is not like other industries: it depends on the destination - a place where people live**



The nature of Kaikōura District's topography and location make it a distinct community of interest.

Kaikōura community is different to the community of many districts within NZ, in particular because:

- the majority of Kaikōura's population is located in the coastal area and accounts for only **.3% of land use**
- a high proportion of Kaikōura residents live in Kaikōura township itself
- Kaikōura is serviced by both Marlborough and Canterbury based central government agencies and non-government organisations
- The rugged landform and location of Kaikōura District contribute to most residents' sense of a distinct Kaikōura identity

# KAIKŌURA'S EARTHQUAKE STORY

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At 12.03am (NZT) on 14 November 2016, Kaikōura experienced a 7.8 magnitude earthquake that caused wide reaching effects across the North and South Islands. The earthquake ran from south to north and spanned an area of roughly 150km from the epicentre. A series of aftershocks followed over the following days.

As a result of the earthquake, key road access and operational infrastructure (marina) damage meant Kaikōura was effectively cut-off (isolated) from normal commercial (freight) and visitor markets. State Highway 1 (SH1) and the Inland Route 70 road were significantly damaged and the uplift of the seabed at South Bay Marina hugely impacted on the ability of commercial fishing vessels, Whale Watch Kaikōura (W/WK), Encounter Kaikōura (EK) and Coastguard vessels being able to run operations on a normal basis. The total cost of the damage from the earthquake was estimated to fall between \$3-8 billion.

The November 2016 earthquake significantly disrupted local social, cultural, natural and economic life by heavily damaging the Kaikōura District's infrastructure and changing the geography of the land. Some of the most visible changes include the lifting of the harbour by up to 1.5 metres, damaged roads, landslides and land collapses. Photo: Andrew Spencer Photography 2016

This led to a decrease of 50% (\$125m to \$63m) in visitor spend in the District. Tourism is one of the district's major economic contributors. Approximately 50.4% of the workforce directly depends on it, while another 35% support it indirectly.

Source: Reimagine Kaikōura 2017 Plan



Photo Credit: Andrew Spencer



# KAIKŌURA'S COVID STORY

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Just as Kaikōura recovered from the 2016 Earthquake, Covid 19 hit and once again tourism businesses were put under tremendous pressure. With no international travellers able to travel to NZ ,many businesses were forced to hibernate, restructure or close. The domestic market gave a small boost in 2021 but as this report goes to print there is still a huge downturn in business. The reliance on the international market will continue to be a burden for Kaikōura in the future. Diversification of businesses and attractions is a must for future proofing the local economy.

Kaikōura's local economy has been estimated to have been around 40% of gross domestic product (GDP) reliant upon tourism, and around 50% of the workforce is directly dependent upon visitor spend, while a further 35% support tourism indirectly. Hardest hit by the loss of international visitors has been our most iconic tourism operators – and our largest employers – Whale Watch Kaikōura and Encounter Kaikōura, although the impact has hit across the board with some businesses forced to close or hibernate until visitors return.

## **FORECAST OF INTERNATIONAL VISITORS/\$ RETURNING YE MAY 2022-2025 - TECNZ JUL 22**

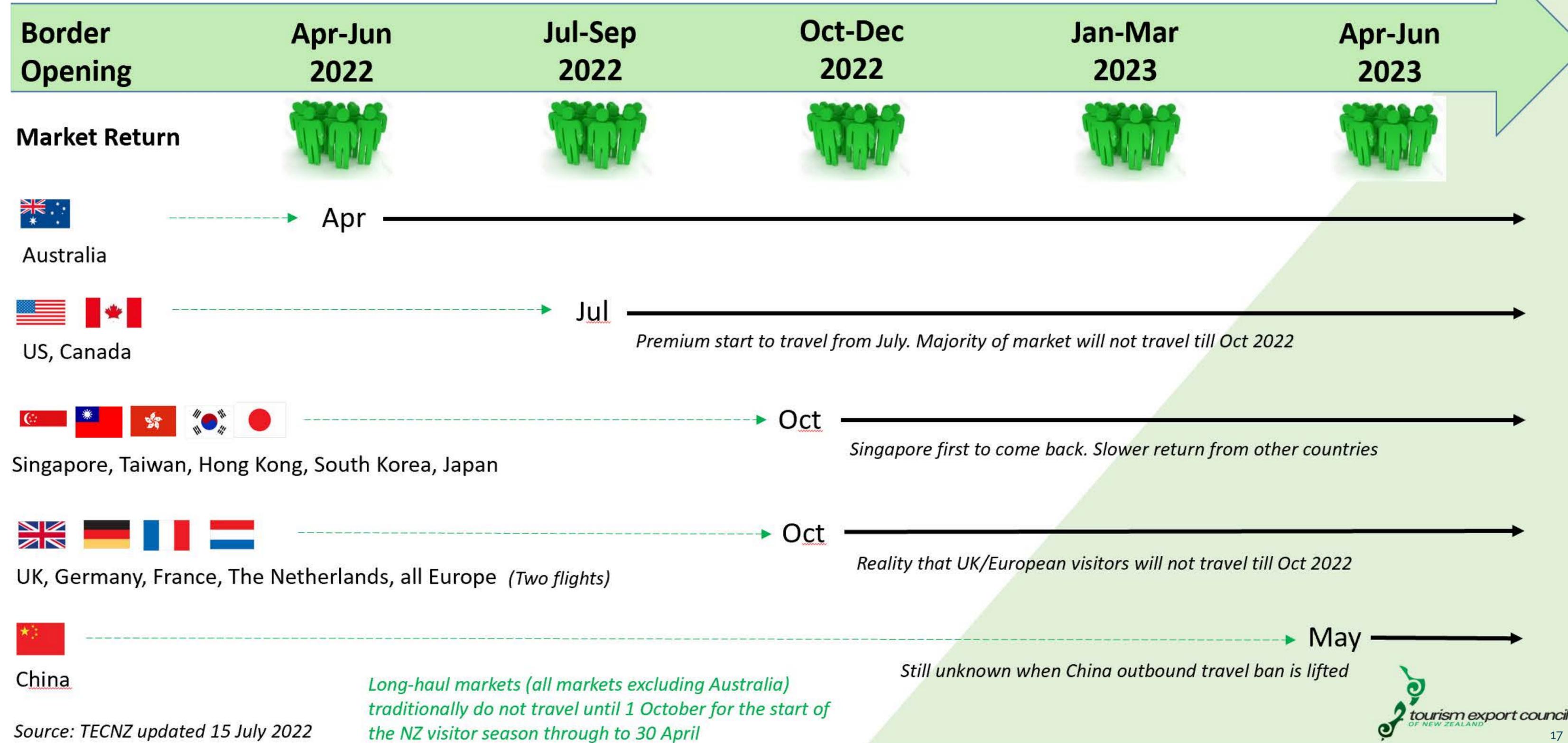
TECNZ's arrival and visitor spend forecasts for 30 countries based on research and assumptions noted below. The forecasts form a roadmap for NZ's international tourism recovery on a market basis and are based on no self-isolation requirement for visitors.

Visitor Market Return:

- Australia from 13 April 2022
- USA/Canada from July 2022
- UK/Europe from Oct 2022
- Asia from Oct 2022
- China from May 2023

NZ visitor season starts 1 Oct 2022. All countries can return from 31 July 2022.

# International Tourism Recovery Plan 2022-2025



Source: TECNZ updated 15 July 2022

# THE ROLE OF TOURISM IN KAIKŌURA

Kaikōura's economy is heavily reliant on tourism. At its peak in 2016, tourism made up over 34% of the region's GDP, compared with under 5% for New Zealand as a whole. Despite the impact of the Covid-19 pandemic on international visitors, the tourism share of GDP in Kaikōura had almost returned to pre-earthquake levels in 2020, which shows that tourism remains a very important industry for the region.

2019 Tourism contributed directly to 50.4% in employment for the district and around 34% indirect employment.



Prior to 2019 and the pandemic, tourism accounted for \$116m total GDP contribution



48% Domestic Visitors  
Average Daily Spend: \$94



52% International Visitors  
Average Daily Spend: \$148

# STRATEGIC PARTNERSHIPS

**Christchurch International Airport Ltd** has been a strategic partner with Destination Kaikōura since 2014 when Kaikōura became an RTO. As the smallest RTO in New Zealand operating in the smallest rating district in mainland New Zealand, it is these very critical relationships which enable us to achieve the exposure and opportunities required to build access and profile to our international markets.

The marketing support by way of activities and events which CIAL invest in on behalf of the regions of Canterbury, are undoubtedly the most valuable and cost-effective marketing activities for our destination and for this we are truly grateful.



## Transportation Partnerships

We work very closely with various transport providers. This compliments the work we have undertaken in the Touring Routes we have collaborated on with neighbouring RTO's



Intercity



Rental Companies



Kiwi Rail Interislander



Kiwi Rail Coastal Pacific

## Touring Route Collaborations

We also work very closely with our neighbouring RTO's in collaborating in the following Road Journeys.

### Alpine Pacific Touring Route

CHCNZ, Destination Kaikōura, Hurunui Tourism

### Explore CHC

CHCNZ, Development West Coast, MacKenzie, Hurunui Tourism, Destination Kaikōura

### Top of the South Touring Route

Destination Marlborough, Nelson/Tasman, Development West Coast, Hurunui Tourism, Destination Kaikōura



# KAIKŌURA AND THE JOURNEY WITH THE DOC & ECAN



## DOC'S ROLE IN DESTINATION MANAGEMENT PLANNING

While, DMP projects have differing lead agencies, DOC has a key role in this work:

- to ensure the protection and enhancement of cultural and natural heritage; and
- to safe-guard ongoing high-quality access for New Zealanders and others

Through the process, DOC uses its knowledge to advocate:

- which visitor experiences can be best accommodated where
- the constraints needed to protect species, places and heritage, and
- the expectations of iwi, hapū, whānau, visitors, local communities and other stakeholders.

The Department of Conservation is responsible for the management of approximately 50% of the Kaikoura District land area largely made up of the Ka Whata tu o Rākihouia Conservation Park ([click to see brochure](#)) associated with the Clarence River area. This public conservation land is largely made up of backcountry areas that contains a range of huts and tracks that support overnight activities such as hunting, mountainbiking, camping, horse trekking, fishing, rafting/kayaking, tramping and four wheel driving. DOC also manages more accessible public conservation land closer to Kaikōura township and the coast that allows less active day use activities or access to the coast for marine based activities. DOC also manages a number of heritage assets on these areas that attract visitors and provide the opportunity to tell the cultural stories of the area.

For DOC the Kaikōura Peninsula represents the area of highest investment priority alongside consideration of those areas of public conservation land associated with the Kaikōura Coastal Highway journey and the Mt Fyffe area. Other visitor assets in the area include:

- Kowhai/Hapuka Track
- Okiwi Bay/Seaward Track

Marine tourism is also enhanced by the Hikurangi Marine Reserve.

This DOC infrastructure contributes to the economic benefit of the District by providing a wider range of things for visitors to do and creating the opportunity to stay longer.

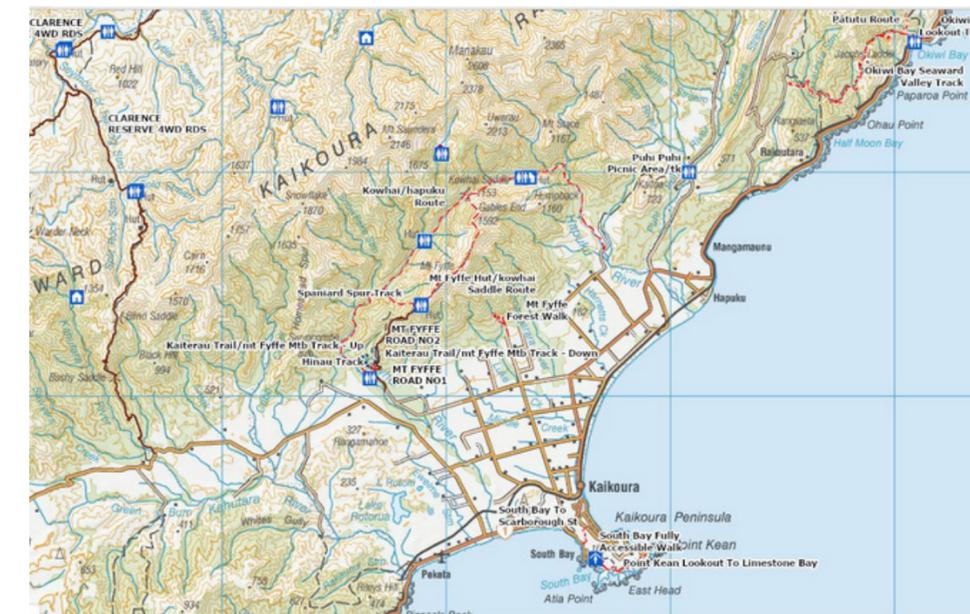
## ENVIRONMENT CANTERBURY (ECAN)

### Local projects and priorities

Maintaining and enhancing the unique wilderness and undeveloped character of Kaikōura's natural environment is a key focus for Environment Canterbury's work in Kaikōura.

Environment Canterbury works with landowners, community, groups and other organisations to support the protection and enhancement of biodiversity, water quality, mahinga kai and more.

Key projects include wetlands, waterways, soil conservation and funding for hill country erosion, the Kaikōura Plains Recovery Project and resource management, as well as offering support to farmers and community.



# KAIKŌURA DESTINATION MANAGEMENT PLAN GOALS

Rebuilding Business - Restoring Community - Respecting our Environment



To slow the  
visitor down



To increase the length of  
stay



To activate the visitor's  
want to spend more  
money in region



Lessen seasonality



Ensuring that our  
environment and  
community continue to  
thrive



**‘Today we plant a seed we may never shelter under’**

# WHAT IS REGENERATIVE TOURISM?

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Tradition sustainable tourism has always been about the idea of reducing harm and ensuring minimal environmental and/or community damage during the activation of a destination via visitation.

Regenerative tourism seeks to use the opportunity of visitation to leave the place and community better than it was before. Destinations seek to collaborate with visitors to ensure their experience contributes in some form during their time in this place. Fundamental to this concept is the idea that the visitor becomes invested, via actions or spending to the region, which improves the wellbeing of the local population – either culturally, environmentally, economically, or socially. The visitor leaves having not only contributed but also personally enriched and educated by their experience.

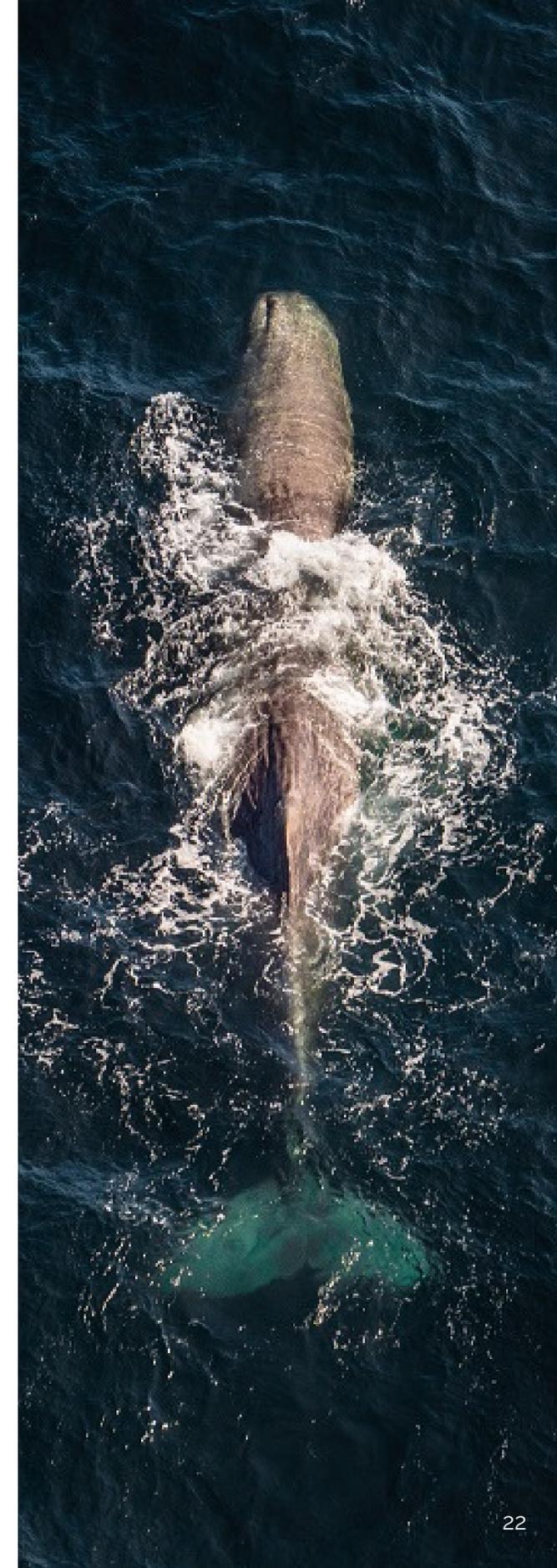
“Regenerative tourism looks to Indigenous people's ancient environmental approach and not a KPI driven commercialised economic model. Regenerative travel is a supply - side concept that asks operators to do more for the environment and community than they take from them.

Travellers are becoming more aware that their visit leaves a set of costs associated with it, which needs to be paid by someone.”

Anna Pollock – Conscious Travel

How can Kaikōura embrace regenerative tourism?

- Embracing the concept of Mauri (the life force) and Te Ao Māori (Māori world view), embedding these into visitor experiences – that all things in nature – from mountains to the sea, living and non-living are intimately connected. This can be achieved by sharing the local iwi environmental and heritage narrative with all visitors as a core part of the destination messaging – enhancing its position as an important Māori cultural centre of Te Waipounamu, while at the same time embracing a future positive environmental setting.
- Promoting, undertaking, and continuing to champion environmental restoration and preservation on land and sea – educating visitors and taking a leadership role in research and understanding. Looking at marine mammal protection, tree planting programmes, water quality etc and taking the visitor on the journey with us.
- Carbon reduction – focusing on the future of the community challenged by global warming and potential rising ocean levels. Working with research and the resources that visitors can bring to help this – either in labour or money. Looking at projects like electrification of local boat fleet and more cycleways.
- Consider the introduction of more user pays activities so visitors are positively contributing to their time in Kaikōura, while reducing the future debt burden on the local ratepayer base.
- Focusing on specific identifiable projects with the local community to make sure the benefits of tourism are shared widely to improve well beings – employment, housing, health, education etc.
- Fostering partnerships within local community groups and government agencies to ensure a strong cross over of resource allocation when considering wider infrastructure projects that benefit both local and visitor groups evenly.
- Working with the wider Kaikōura community to educate and allow them to fully understand the benefits and obligations that go with welcoming visitors into the community. Thus, breaking down barriers between disconnected pillars of industry and community cultures. This will enable wider acceptance and understanding of the tourism sector ticks.
- Continue to support Tourism Industry Aotearoa, and Tourism New Zealand via- New Zealand Tourism Sustainability Commitment and Tiaki Promise programmes – leading local Kaikōura Tourism businesses to remain engaged.



# EXAMPLES OF BUSINESSES THAT GIVE BACK

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## Encounter Kaikōura Encounter Foundation

The objective of this foundation is to support or initiate projects that primarily enhance the natural environment, both locally and further afield. The funds are accumulated by gifting a percentage of each of their customers fare to the Trust.

Project examples being funded:

The Critically Endangered Chatham Island tāiko - 5 solar-powered GPS loggers determine the relationship between environmental variables and the birds' movements.

LeopardSeals.org is a not-for-profit organization dedicated to the research, education and management of leopard seals in New Zealand waters.

Forest & Bird - The project is to equip 3-4 New Zealand surface longline fishing vessels with a 50% set of Hookpods. The Hookpod is a new mitigation device which prevents the accidental by-catch of seabirds on hooks on longlines.

## Driftwood Eco Tours Project Sponsorship

Portion of fare is given back to conservation projects leaving places visited better than when they arrived.

Tours through the Molesworth Station, \$300 is donated to the Seddon School for the development of their vegetable garden and orchard.

Tours in Kaikōura support is provided to Puhi Peaks Queen Elizabeth II Conservation Area by offsetting their carbon foot print to their reserve which is the home of the alpine nesting and nationally vulnerable Hutton Shearwater (an endemic bird to Kaikōura)

For the Muzzle Station Tours near Kaikōura, \$1,000 is donated each year to the Kaikōura Agricultural and Pastoral Show to support the connection between town and country and to promote natural New Zealand wool.

## Whale Watch Kaikōura Assisting with research costs

Whale Watch Kaikōura support marine mammal research that takes place in Kaikōura. Working with partners such as Otago University, Canterbury University and NIWA.

Their mahi in the eco-tourism space has been recognised with various awards:

- Maritime & Shipping: Best Marine Eco-Tourism Activity - New Zealand
- Australasian Responsible Tourism Award - Asia & Australasia World Travel Awards
- Pacific Asia Travel Association Gold Award in Environment & Eco-Tourism Category
- World Travel & Tourism Council, Tourism for Tomorrow Community Benefit Award
- Supreme Winner - Virgin Holidays Responsible Tourism Awards
- Green Globe Achievement Award with Distinction

## Hapuku Kitchen Locally Focused

They relish the opportunity to work with others to reduce waste such as repurposing items rather than buying new and feeding spent grain from our local brewery to their animals.

They spend the majority of their budget with local suppliers and businesses.

Over the 14 years they have owned their property, they have planted hundreds of natives plants, carefully selected to create a wildlife haven, providing a source of food all year round.

## Kaikōura Kayaks Sponsorship

Sponsor of two little blue penguin chicks, Rainbow and Kahurangi. This sponsorship went towards environmental and conservation education programmes.

Kaikōura Kayak staff participate in a Penguin Education and Awareness Programme which gave the staff up to date information regarding the local penguin population, biology and conservation.

Also assist in landscaping, planting native vegetation and to build nest boxes.

# THE DEVELOPMENT OF THINKING AND ASSOCIATED STRATEGIES AROUND KEY SUCCESS DRIVERS LIKE SEASONALITY, EXPANSION OF VISITOR EXPERIENCE OPTIONS, TARGETING OF SPECIFIC DOMESTIC AND INTERNATIONAL MARKETS, AND HIGHLIGHTING ACCESS STRENGTHS ARE PARAMOUNT FOR KAIKOURA.

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## SEASONALITY

Key to the future success and stability of the visitor economy in Kaikōura is to continue to focus on the reduction of seasonality

Key opportunities to achieve this are:

- 1: Development of more year-round domestic market appealing visitor experiences
- 2: Development of more less-weather-dependant visitor experiences
- 3: Promotion of more shoulder season events to drive visitation off peak
- 4: Driving meetings and conference business – especially via new Sudima Hotel
- 5: Activating indoor spaces like the Mayfair Theatre
- 6: Promoting the towns wider infrastructure to winter sports tournaments
- 7: Promoting the town as a day trip destination to special interest groups – e.g., car clubs
- 8: Linking in with neighbouring regions like Hurunui and Marlborough to drive winter campaigns
- 9: Highlight that Mount Lyford is just 63kms from Kaikōura while 75kms from Hanmer Springs leveraging low-cost off-season accommodation to compete against Hanmer Springs

Driving increased year-round visitor volume will encourage the community young to stay and make a life in the district.

## DEVELOPMENT OF THE DOMESTIC MARKET

Prior to covid Kaikōura relied heavily on the international market, with much of the marketing focus aiming this way. The period since late 2019 has proven that the domestic market is far more important than was realised.

- 1: Domestic market offers repeat visitation and longer stay – not just a once off bucket list visitor
- 2: Domestic markets can convert to wider town investment via holiday home build & purchase.
- 3: Winter domestic business props up the food, beverage, and retail sectors.
- 4: Domestic markets respond to events, business meetings, and sports tournament opportunities
- 5: Winter offerings such as hot pools and even skiing could shift the perception of Kaikōura as a must do destination.

## INTERNATIONAL MARKETS

- 1: Work towards higher yield quality experiences
- 2: Encourage stay put & longer stay
- 3: Grow the wider coastal and culture stories to back up existing marine mammal experiences
- 4: Target diversity of global markets – East and Western origins
- 5: Grow new types of products – regenerative options – shearwater, planting programmes, rural

## ACCESS OPPORTUNITIES FOR KAIKŌURA

Kaikōura is ideally located halfway between the key entry points to the South Island – Picton and Christchurch.

- 1: On State Highway One, with new rebuilt roading – Kaikōura is now easier to get to – perception change to compete against traditional locations like Akaroa, Hanmer Springs or Methven.
- 2: The development of the whale trail will help promote the coastal beauty and exploration message.
- 3: Continue to work closely with Kiwirail to promote the coastal journey.
- 4: Further promote, enhance, and develop the coastal heritage and narrative around new signage, interpretations and laybys between Oaro and Kekerengu
- 5: Continue to explore and develop the air connectivity of the region
- 6: Continue to promote the proposed South Bay Marina development
- 7: Continue to promote the Alpine Pacific Route and connectivity to Te Taihū
- 8: Promote the town as a centrally based location easy to get to for sports or conferences similar to the way Timaru does.

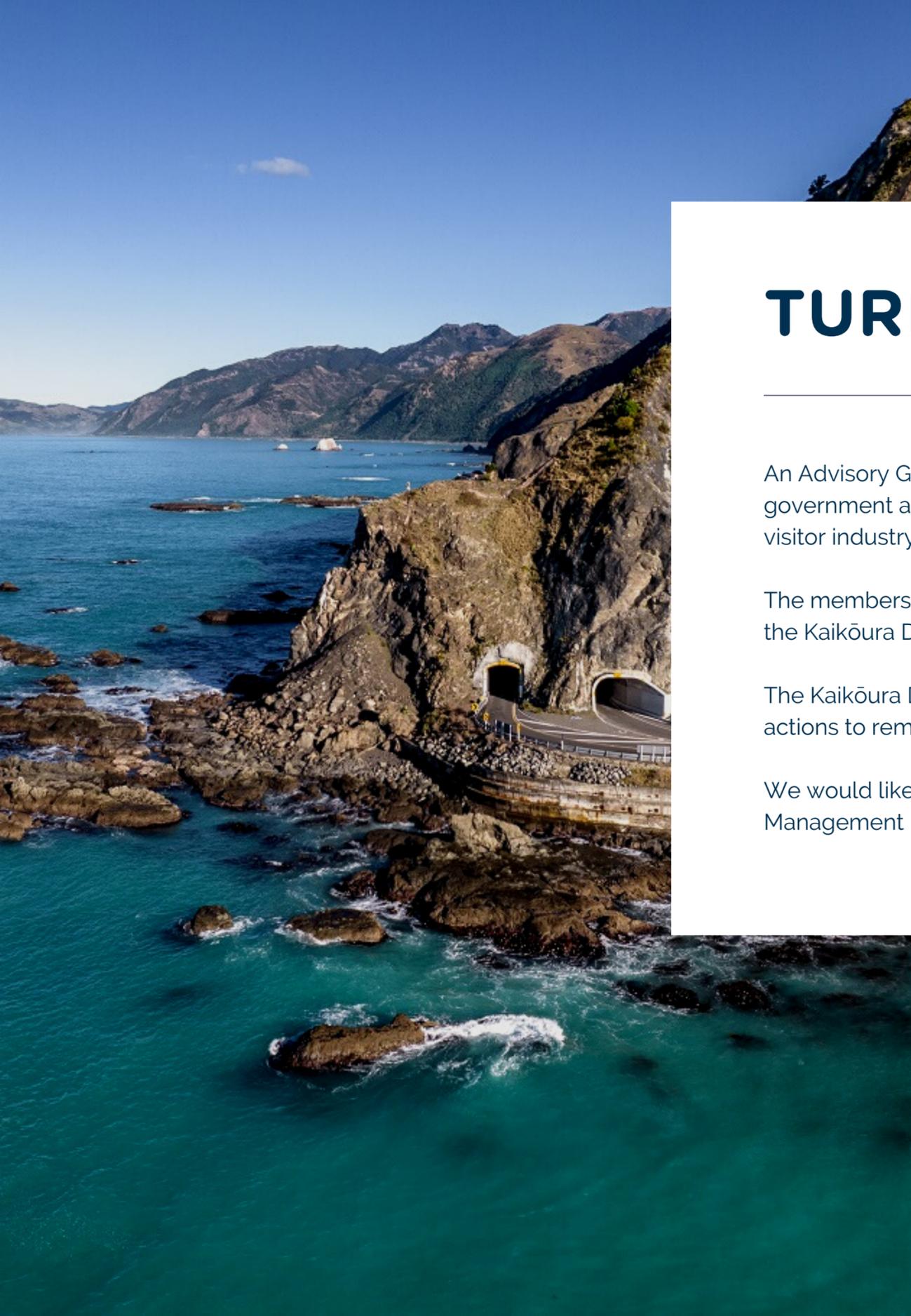
## DIVERSIFICATION OF VISITOR OFFERING

The destination of Kaikōura has been built on the success over many years on whale watching, dolphin swimming and other marine wildlife-based experiences unique to the area.

In addition to these key visitor magnets, Kaikōura needs to develop a wider set of options that provide wider market appeal.

- 1: Outdoors land-based activities – Zipline, hot pools, cycleways etc
- 2: Family-based options to attract new markets – shopping, walkways, family meals
- 3: Further leverage of the sea food and or iwi based experiences to further enhance the coastal culture position





# TURNING THE PLAN INTO ACTION

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An Advisory Group will be created, comprising of members from Kaikōura's iwi/hāpu, visitor industry, local government, and central government agencies. The primary role of the Group will be to enable the development and implementation of this plan for the visitor industry in Kaikōura.

The members of this group will be motivated to effect change and have the influence to do so. The implementation of the actions in the Kaikōura Destination Management Plan will be led and supported by a working group and facilitated by Destination Kaikōura.

The Kaikōura Destination Management Plan is a living document and will undergo regular reviews to its strategic direction and actions to remain relevant. This work will be one of several important pillars that will see Kaikōura achieve success.

We would like to thank the Ministry for Business, Innovation and Employment for supporting the production of this Destination Management Plan along with the many other community and visitor sector stakeholders who have provided input.



# KEY HEADLINES FROM COMMUNITY & STAKEHOLDER ENGAGEMENT



**ONE OPPORTUNITY WE HAVE IN THIS BIODIVERSITY PARADISE IS THE COLLABORATION BETWEEN UNIVERSITIES AND TEACHING INSTITUTIONS TO PROVIDE A RESEARCH AND LEARNING INSTITUTION.**

Kaikōura Resident

**THE OUTSTANDING ENVIRONMENT IS THE KEY ATTRACTION, ALL THAT WE DO PRESERVES OUR ENVIRONMENT.**

Kaikōura Resident

**I WOULD LIKE TO SEE A MOVE FROM BEING A PASS THROUGH TO A MUST STOP TOWN AND THAT PEOPLE LEAVE CHANGED**

Kaikōura Resident

**KAIKŌURA NEEDS MORE CYCLING TRAILS TO COMPLEMENT THE EXISTING KAIKOURA TRAIL AND KAITERAU TRAIL, THAT CAN BE RIDDEN ALL YEAR ROUND, THUS ENTICING VISITORS IN ALL SEASONS.**

Kaikōura Resident

**WHAT OUTCOMES WOULD YOU LIKE TO SEE FROM THE KAIKŌURA DMP FOR YOUR CHILDREN'S CHILDREN?**

- Protection of our natural environment
- Immersive experiences linked to our culture, heritage, and values
- A plan that balances social, cultural, environmental, and economic outcomes

**WHAT MAKES KAIKŌURA UNIQUE AND DIFFERENT COMPARED TO OTHER DESTINATIONS?**

- Diverse, uncrowded landscapes, easily navigated
- Nature / Outdoor Experiences – a variety for all interests and seasons
- Our Geology and Geography – coastline and mountains so close together

**WHAT ARE THE BIGGEST BARRIERS/CHALLENGES TO GROWING THE VISITOR ECONOMY IN KAIKŌURA?**

- Enabling visitors to look after the environment
- Consistent standard of infrastructure across the district to support sustainability
- Changing locals' attitudes toward visitorS

**WHAT ARE THE MOST IMPORTANT BENEFITS VISITORS BRING TO KAIKŌURA?**

- Economic Contribution
- Vibrancy and vitality from people being on holiday
- Prospective new residents

**WE NEED TO LOOK AT DIFFERENT TOURISM OPPORTUNITIES TO GIVE GREATER OPPORTUNITIES FOR PEOPLE TO VISIT AND ALSO TO STAY LONGER... ASTRO TOURISM WOULD BE AMAZING AND IS PERFECT FOR THE OFF SEASON. WE KNOW THROUGH THE GREAT WORK ALREADY DONE BY THE KAIKŌURA DARK SKY GROUP THAT WE HAVE AMAZING NIGHT SKIES AND BECOMING AN INTERNATIONAL RESERVE WOULD BE AN AMAZING ACCOLADE FOR THE TOWN AND ENCOURAGE TOURISM GROWTH IN THE AREA.**

Kaikōura Resident

**IT IS IMPORTANT TO DEVELOP COMMUNITY ASSETS THAT DIRECTLY SUPPORT THE NATURAL ENVIRONMENT THAT DRAW PEOPLE HERE. PRESERVES OUR ENVIRONMENT.**

Kaikōura Resident

**KAIKŌURA IS BEAUTIFUL AND NOURISHING OF THE SOUL. THINGS THAT ARE A GIFT IN A TROUBLED AND CRAZY WORLD.**

Kaikōura Resident

**WE ARE UNIQUE, PEACEFUL AND A PLACE OF BEAUTY -TIME TO REFLECT.**

Kaikōura Resident

**WE CANNOT SPOIL WHAT'S OUT OUR WINDOW**

Kaikōura Resident

**ENCOURAGE PEOPLE TO ENGAGE MORE IN OUR LAND ENVIRONMENT AND PROMOTING KAIKOURA AS THE SEABIRD CAPITAL OF THE WORLD. WE NEED A RESEARCH CENTRE ON SEABIRDS... MAKE KAIKŌURA A DARK SKY RESERVE**

Kaikōura Resident

# COMMUNITY SURVEY SNAPSHOT FROM ANGUS & ASSOCIATES

Destination Kaikōura commissioned Angus & Associates to undertake a community survey between April - June 2022.

This survey covered the following topics to help to measure, benchmark and understand our community's sentiment towards tourism.

- 1. Perceptions of domestic and international tourism** - Understand levels of support for tourism at national and regional levels.
- 2. Benefits of tourism** - Monitor shifts in positive sentiment in your community.
- 3. Identify potential improvements** - Locate areas for action to address adverse impacts.
- 4. Outlook** - Discover the key areas your community wants the local tourism industry to focus on in future.

To the right is a snapshot of the results of this community survey. A full report is found in the appendices.

This community sentiment along with feedback from stakeholder meetings and previous work with Reimagine Kaikōura & The Poha Project have helped shape the seven overarching focus areas with importance to the Kaikōura Destination Management Plan: Experience Development, Marketing, Environmental Stewardship, Infrastructure, Capability, Leadership and Insights.



97% of Kaikōura residents have experienced **benefits** from tourism activity in their area, and the top 5 are...

- Opportunities for employment & income
- More local businesses opening, or being able to stay open
- Has enhanced the profile or identity of my/our area
- Has encouraged a greater appreciation of our natural environment
- A greater variety of goods and services being available than otherwise would be

95% of Kaikōura residents have experienced **adverse impacts** from tourism activity in their area, and the top 5 are...

- More litter and waste generation
- My community is too reliant on tourism, causing significant impacts as the sector grows or declines
- Damage to the natural environment
- Too much pressure on community infrastructure
- Greater difficulty finding a car park



# OUR PLAN AND ACTIONS

The following actions represent the combined insights from engagement and consultation. These actions have been grouped into seven overarching focus areas with importance to destination management: Experience Development, Marketing, Environmental Stewardship, Infrastructure, Capability, Leadership and Insights.

## EXPERIENCE DEVELOPMENT

- Culture – identify and support iwi or Māori led businesses to develop products that attract both domestic and international visitors.
- Cycling – support the Whales Trail Trust & Kaikōura Cycle Club work that is underway.
- Seafood + Farm to table experiences that tap into the diverse offering in Kaikōura
- Events – Develop a Kaikōura events strategy and secure funding, continuing the good work established with REF funding.
- Astro Tourism - Start to develop business ideas in this space working with the Kaikōura Dark Skies Trust.
- Walking – promote the great day walks we have in region, work with Dept of Conservation.
- World Heritage Status – investigate what it would take for Kaikōura to achieve this.
- Education – Develop itineraries that suit school groups needs and budgets.



## MARKETING

- Work at securing more business events that align well with our regional offering, partner key stakeholders such as Sudima, CHCNZ, Kiwi Rail and others.
- Continue to build regional profile by managing the region's collective online presence i.e. website and social plus coordinating domestic & international media visits.
- Resume international travel trade and media training (prioritise niche markets and segments as borders reopen - Australia focus first).
- Collaborate with other regions where this strengthens the regional proposition. EG: Alpine Pacific Touring Route, Top of the South, Explore CHC.
- Work closely with CHC International Airport
- Promote Kaikōura as a great place to work for digital nomads



## ENVIRONMENTAL STEWARDSHIP

- Support and work alongside the following conservation groups: The Hutton's Shearwater Trust, Te Korowai, Marine Guardians, Dotterels Survey, the Love the Lyell Group, Kaikōura Water Zone Committee and Dark Skies Trust.
- Establish a operator led Sustainability Committee with a region wide focus.
- Promote the Sea Spotter App + The Annual Great Kaikōura Whale Count.
- Work with DOC and Te Rūnanga o Kaikōura on the predator free work they are undertaking.
- Encourage and support tourism businesses to adopt the Tiaki Promise ethos as well as join collectively in the towns sustainability framework.
- Advocate for more EV charging stations for vehicles and bikes
- Work with local council and tourism operators on the Kaikōura Climate Change framework.
- Endorse and support the Kaikōura District Council freedom camping by law.



# OUR PLAN AND ACTIONS

The following actions represent the combined insights from engagement and consultation. These actions have been grouped into seven overarching focus areas with importance to destination management: Product Development, Marketing, Environmental Stewardship, Infrastructure, Capability, Leadership and Insights.

## INFRASTRUCTURE

- Support the outcomes of the infrastructure projects in the KDMP such as the Dark Skies Initiative, the Whales Trail, Wakatu Quay Development and the South Bay Harbour Project.
- Create physical and digital story-telling platforms along the State Highway 1 coastal corridor and town based link pathway. Using existing iwi, council; and government owned assets.
- Work towards Kaikōura being a town that is accessible for all
- Work with DOC on developing visitor infrastructure on the Kaikōura Peninsula as a priority and consideration of those areas of public conservation land associated with the Kaikōura Coastal Highway journey and the Mt Fyffe area



## CAPABILITY

- Create story telling content: Māori, European, Sealing / Whaling, Earthquake, Agriculture, Tourism
- Prepare for the return of cruise to Kaikōura
- Continue to support businesses to achieve Qualmark
- Continue to provide upskilling and training opportunities to tourism businesses
- Explore education partners opportunities.
- Create a toolbox of resources available to assist operators eg: Tiaki Promise, How to work with Trade guide etc...
- Marine training + research centre of New Zealand
- Workplace labour shortages



## LEADERSHIP

- Establish and strengthen a Leadership Advisory Group with KDC, iwi + hapu and tourism business plus external stakeholders.
- Work with KDC in investigating a variety of user-pay scenarios eg: Harbour, Airport
- Investigate and establish long term funding for the outcomes of the KDMP
- Foster strong partnerships between the local visitor sector and national organisations e.g. DOC, MPI, Air NZ, TNZ, Waka Kotahi etc



## INSIGHTS

- Collaborate with Kaikōura District Council and their annual Satisfaction Survey of Kaikōura residents
- Undertake annual operators satisfaction survey
- Provide regular insights to our operators e.g. visitor flows, event impact, local sentiment and forward bookings or travel intentions. Also provide updates to local and central government to inform their decision making
- Utilise data collected from MBIE, Stats NZ, CHCNZ in our decision making..



# EXPERIENCE DEVELOPMENT



OBJECTIVE	ACTION	POTENTIAL PARTNERS	PRIORITY
To support the development and marketing of iwi led products for both the domestic and international visitor.	Culture - Identify and support iwi or Maori led businesses to develop products that attracts both domestic and international travellers	Destination Kaikōura, Te Rūnanga o Kaikōura, Sudima Kaikōura, Whale Watch Kaikōura	M
To attract cycle enthusiasts plus families to Kaikōura to enjoy the diverse trails available in region.	Cycling - Support the Whales Trail Trust & Kaikōura Cycle Club work that is underway.	Destination Kaikōura, Whales Trail Trust, Kaikōura Cycle Club, Kaikōura District Council	M
Support and promote the diverse offering of local produce and seafood in Kaikōura	Seafood + Farm to table experiences that tap into the diverse offering in Kaikōura	Destination Kaikōura, Future Kaikōura, Local Operators who specialise in this field.	M
To address seasonality by creating local events that attract people from out of region.	Events - Develop a Kaikōura events strategy and secure funding, continuing the the good work established already	Destination Kaikōura, funding partners, local events organisers, KDC	M
Highlight how unique and special Kaikōura's night skies are.	Astro Tourism - Start to develop business ideas in this space	Destination Kaikōura, Kaikōura District Council, Kaikōura Dark Skies Trust, Local Businesses	M

# EXPERIENCE DEVELOPMENT



OBJECTIVE	ACTION	POTENTIAL PARTNERS	PRIORITY
<p>To create a new reason to visit and spend longer in the region, appealing to a range of audiences that is user-friendly, accessible for all</p>	<p>Walking - promote the great day walks we have in region.</p>	<p>Destination Kaikōura, i-SITE (when it reopens) and Dept of Conservation, The Kaikōura tramping club.</p>	<p>L</p>
<p>Highlight how unique and special Kaikōura's environment is both on land and out at sea.</p>	<p>World Heritage Status - investigate what it would take for Kaikōura to achieve this status</p>	<p>Destination Kaikōura, Kaikōura District Council, Dept of Conservation., Te Runanga o Kaikōura</p>	<p>L</p>
<p>Kaikōura offers a wide diversity of opportunities both on land and at sea for learning based outcomes.</p>	<p>Education - Develop itineraries that suit educational groups needs and budgets.</p>	<p>Destination Kaikōura, Local Operators and Accommodation</p>	<p>L</p>

# MARKETING



OBJECTIVE	ACTION	POTENTIAL PARTNERS	PRIORITY
<p>Increase the visitors length of stay. Lessen seasonality. To increase the visitor's ability to spend more money in region</p>	<p>Work at securing more businesses events that align well with our regional offering.</p>	<p>Destination Kaikōura, Kiwi Rail, Sudima, KDC, CHCNZ, TNZ, ITO's</p>	<p>M</p>
<p>Undertake regular health checks of our digital assets to make they are current and telling the Kaikōura story well.</p>	<p>Continue to build regional profile by managing our region's collective online presence.</p>	<p>Destination Kaikōura, Maverick Digital, Local Operators and KDC</p>	<p>M</p>
<p>Make sure Kaikōura's story is being told well and that we are at the fore front of agents, and travellers mind when coming to New Zealand.</p>	<p>Resume international travel trade and media training (prioritise niche markets and segments as borders reopen - Australia focus first).</p>	<p>Destination Kaikōura, IMA (International Marketing Alliance, CIAL, TNZ and Local Operators</p>	<p>M</p>
<p>Collaborate with other regions to strengthen the regional proposition and enable our marketing spend to go further.</p>	<p>Collaborate with other regions where this strengthens the regional proposition. EG: Alpine Pacific Touring Route, Top of the South, Explore CHC</p>	<p>DK, Hurunui Tourism, Destination Marlborough, Nelson/Tasman, West Coast Tourism, CHCNZ, CIAL, TNZ</p>	<p>M</p>
<p>Maintain a tight relationship with the South Island's main International Airport</p>	<p>Work closely with CHC International Airport</p>	<p>Destination Kaikōura, Christchurch International Airport</p>	<p>M</p>
<p>Highlight the benefits of basing oneself in Kaikōura. Nature's playground and ease of access to Christchurch and Blenheim.</p>	<p>Promote Kaikōura as a great place to work for digital nomads</p>	<p>Destination Kaikōura, KDC</p>	<p>L</p>

# ENVIRONMENT STEWARDSHIP



OBJECTIVE	ACTION	POTENTIAL PARTNERS	PRIORITY
<p>To help in the journey to protect our precious region in all areas. Actively engage with these groups supporting their work and help share their stories and bring our community on the journey.</p>	<p>Support &amp; work alongside the following conservation groups: The Huttons Shearwater Trust, Te Korowai, Marine Guardians, Dotterals Survey Work, Love the Lyell Group, Water Zone Committee, Whales Trail Trust, Dark Skies Trust</p>	<p>Destination Kaikōura, The Huttons Shearwater Trust, Te Korowai, Marine Guardians, Dotterals Survey Work, Love the Lyell Group, Water Zone Committee, Whales Trail Trust, Dark Skies Trust, Dept of Conservation and KDC</p>	<p>H</p>
<p>Encourage operators to collaborate in being able to share our communities &amp; their sustainability stories. Make sure tourism gives back more than it takes.</p>	<p>Establish an operator led Sustainability Committee with a region wide focus.</p>	<p>Destination Kaikōura, Local Operators, ECAN, Kaikōura District Council</p>	<p>H</p>
<p>Support projects which highlight the diversity of marine life off the Kaikōura Coast. Help in telling their story and supporting where needed.</p>	<p>Promote the Sea Spotter App + The Annual Great Kaikōura Whale Count</p>	<p>Destination Kaikōura , Kaikōura Ocean Research Institute, World Wildlife Fund, Dept of Conservation</p>	<p>M</p>
<p>Support the vision for predator free Kaikōura. Highlighting the importance of the work they are doing and educate visitors on this work.</p>	<p>Work with DOC and Te Runanga o Kaikōura on the predator proof free work they are undertaking</p>	<p>Destination Kaikōura, Te Rūnanga o Kaikōura, Dept of Conservation, Community</p>	<p>M</p>

# ENVIRONMENT STEWARDSHIP



OBJECTIVE	ACTION	POTENTIAL PARTNERS	PRIORITY
<p>To encourage operators, not yet on the sustainability journey to commit to sustainability, making a positive contribution to New Zealand so that tourism gives back more than it takes.</p>	<p>Encourage &amp; support tourism businesses to adopt the Tiaki Promise ethos as well as join collectively in the towns sustainability framework</p>	<p>Destination Kaikōura, KDC, Local Businesses, Community, TNZ</p>	<p>M</p>
<p>Cater for future travel trends and help support the move for cleaner travel.</p>	<p>Advocate for more EV charging stations for vehicles and bikes</p>	<p>Destination Kaikōura, Kaikōura District Council, Kaikōura Cycle Club, Waka Kotahi</p>	<p>M</p>
<p>Keeping in line with the climate action plans of ECAN and Kaikōura District Council + Government set goals</p>	<p>Work with local council &amp; tourism operators on the Kaikōura Climate Change framework</p>	<p>Destination Kaikōura, KDC, Local Businesses, Community members. Dept of Conservation, ECAN</p>	<p>M</p>
<p>Ensure freedom camping does not become an issue like it did pre-Covid. Educate visitors of where camping is allowed and where it is not.</p>	<p>Endorse &amp; support the region wide freedom camping plan</p>	<p>Destination Kaikōura, KDC, Government</p>	<p>L</p>

# INFRASTRUCTURE



OBJECTIVE	ACTION	POTENTIAL PARTNERS	PRIORITY
<p>Work with stakeholders ensuring successful implementation of the projects highlighted in the KDMP.</p>	<p>Support the outcomes of the infrastructure projects in the KDMP such as the Dark Skies Project, the Whale Trail, Wakatu Quay, &amp; the South Bay Harbour Project.</p>	<p>Destination Kaikōura, KDC, Dark Skies Trust, KMDP</p>	<p>H</p>
<p>Slow the visitor down and educate them on the depth of history, culture and experiences of our region.</p>	<p>Create physical &amp; digital story-telling platforms along the coastal corridor &amp; link pathway.</p>	<p>Destination Kaikōura, Te Rūnanga o Kaikōura, Waka Kotahi, Kaikōura District Council. DOC</p>	<p>M</p>
<p>Advocate new builds &amp; product offerings to consider inclusivity for all travellers.</p>	<p>Work towards Kaikōura being a town that is accessible for all eg: hotel rooms, footpaths</p>	<p>Destination Kaikōura, KDC, Making Trax, Local Operators and Businesses</p>	<p>L</p>
<p>Slow the visitor down and educate them on the depth of history and culture of our region. Plus provide up to date information with safety in mind.</p>	<p>Work with DOC on developing visitor infrastructure on the Kaikōura Peninsula as a priority and consideration of those areas of public conservation land associated with the Kaikōura Coastal Highway journey and the Mt Fyffe area</p>	<p>Destination Kaikōura and DOC</p>	<p>L</p>

# CAPABILITY



OBJECTIVE	ACTION	POTENTIAL PARTNERS	PRIORITY
Advocate and provide feedback to decision makers and advocacy groups on industry behalf	Work with business and agencies to help alleviate the labour shortage	Destination Kaikōura, RTNZ, TIA, TECNZ, MBIE	H
Best stories are told by champions, create a space for local champions to step forward to tell our regions amazing stories.	Create story telling content: Maori, European, Sealing + Whaling, Earthquake, Agriculture, Tourism	Destination Kaikōura, Fyffe House, Kaikōura Museum, Local Community	H
Remind businesses of how to work with cruise, what the cruise sector brings to Kaikōura and how to best showcase their business.	Prepare for the return of cruise to Kaikōura, ensuring they align with community aspirations and visitor sector hosting capacity.	Destination Kaikōura, Local Businesses, New Zealand Cruise Association, KDC	H
To lift the quality of service being provided in our region which leads to a better reputation.	Continue to support businesses to achieve Qualmark accreditation	Destination Kaikōura, Qualmark, Local Businesses	M

# CAPABILITY



OBJECTIVE	ACTION	POTENTIAL PARTNERS	PRIORITY
Provide businesses opportunities to upskill and maintain a high quality reputation and offering.	Continue to provide upskilling and training opportunities to tourism businesses	Destination Kaikōura, Local Businesses, KDC	M
Kaikōura to become a place that encourages learning which in turn keeps young folk in region, trained and ready for employment.	Explore education partnership opportunities with Te Hā o Mātauranga - Learning in Kaikōura	Destination Kaikōura, Education providers out of district. Te Hā o Mātauranga - Learning in Kaikōura	L
Have a place where local businesses can connect into, providing information and opportunities to improve and grow business capability	Create a toolbox of resources available to assist operators eg: Tiaki Promise, How to work with Trade guide etc...	Destination Kaikōura, TIA, TECNZ, TNZ Local Businesses	L
Kaikōura to become the marine research capital of New Zealand. A location renowned globally for research programs and opportunities	Marine training + research centre of New Zealand	Destination Kaikōura, Education providers with a marine focus eg: Otago University, NIWA	L

# LEADERSHIP



OBJECTIVE	ACTION	POTENTIAL PARTNERS	PRIORITY
To generate support and buy in for the work undertaken on the KDMP, be united in the moving forward of Kaikōura for our children's children	Establish & strengthen a Leadership Advisory Group with KDC, iwi + hapu and tourism businesses, plus external stakeholders	Destination Kaikōura, KDC, Te Runanga o Kaikōura, DOC, Waka Kotahi, local operators, community rep	H
To ease the burden on the rate payers	Assess a variety of user-pays scenarios eg: Harbour	Destination Kaikōura, KDC, other regions for guidance	M
To support implementation of all that has been outlined in the KDMP	Establish long term funding for the outcomes of the KDMP	Destination Kaikōura, MBIE, KDC and other funding opportunities	M
Continue the work we are already doing in fostering relationships.	Foster strong partnerships between the local visitor sector and national organisations.	Destination Kaikōura, DOC, MPI, Air NZ, Tourism New Zealand, Waka Kotahi, CIAL etc...	L

# INSIGHTS



OBJECTIVE	ACTION	POTENTIAL PARTNERS	PRIORITY
Tap into council's database and capture a wider audience and gain insights from a community perspective.	Collaborate with Kaikōura District Council and their annual resident satisfaction survey	Destination Kaikōura, Kaikōura District Council	M
Be able to make better decisions when marketing our region, in line with operator sentiment	<p>Undertake annual operators satisfaction survey.</p> <p><small>Sentiment surveys generally focus on the community, understanding what they like / value from visitors (benefits) but also the things they don't like (pain points or burdens)</small></p> <p><small>Visitors : percpetion, motivation, satisfaction surveys to understand what they know/think about the destination, key drivers/motivations and how satisfied they are post visit.</small></p>	Destination Kaikōura, local operators - activities, accommodation, hospitality etc..	M
Be able to make fact based and data led decisions when marketing our region.	Provide regular insights to our operators eg: visitor flows, forward bookings, travel intentions etc.. Provide updates to local and central Government to inform their decision making	Destination Kaikōura, TECNZ, TIA. TNZ	M
Be able to make fact based and data led decisions when creating annual budget and marketing our region.	Utilise data collected from MBIE, Stats NZ, CHCNZ in our decision making	Destination Kaikōura, MBIE, Stats NZ, CHCNZ, TNZ	M

**Kua tawhiti ke to haerenga  
mai kia kore a haere tonu.  
He nui rawa o mahi kia  
kore e mahi tonu.**

**You have come too far not  
to go further, you have  
done too much not to do  
more.**



# BARRIERS & CHALLENGES TO GROWTH

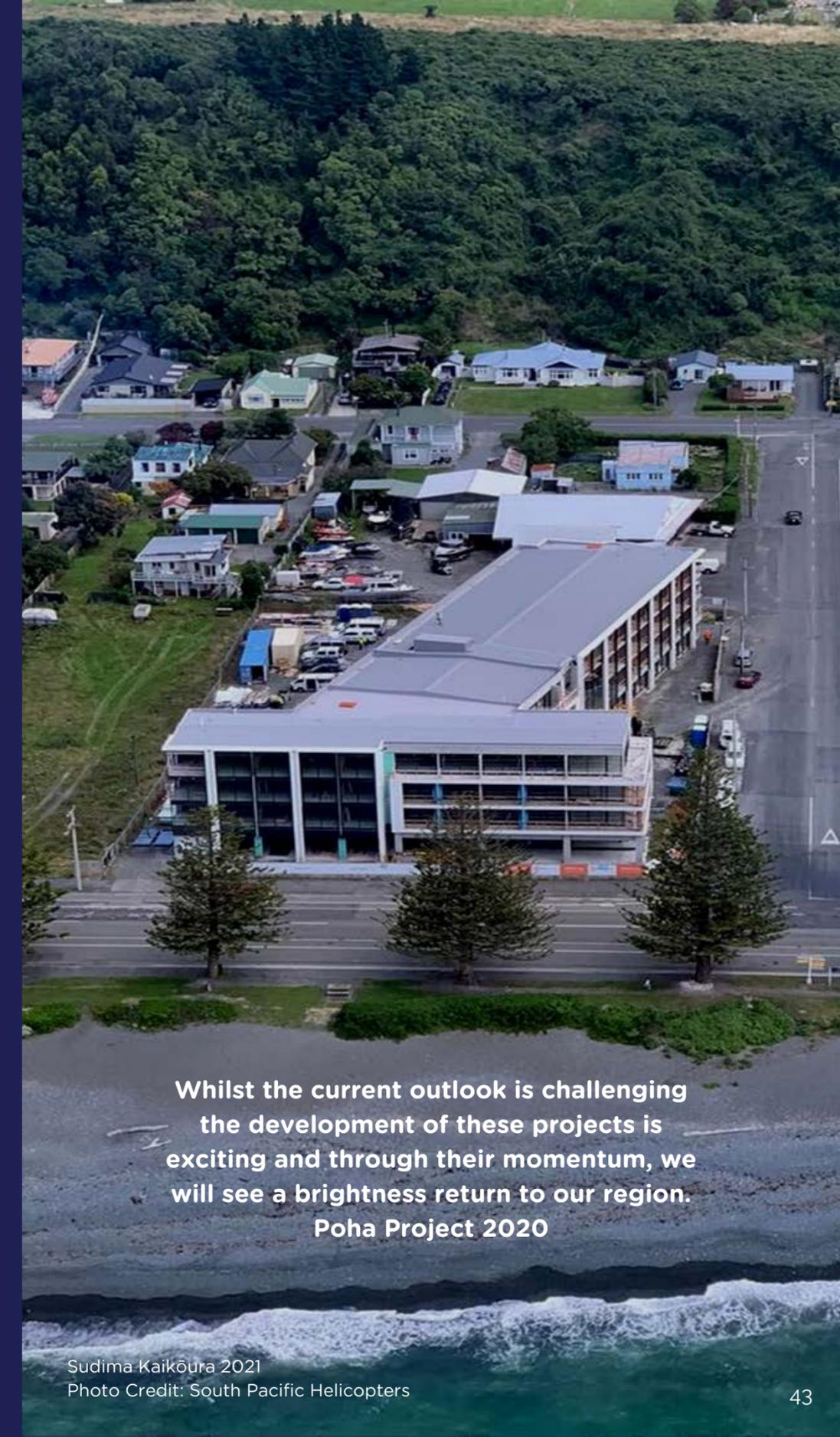


# THE FUTURE IS BRIGHT

Kaikōura is in a strong position to capitalise on significant infrastructure investment in the District that will add job creation, new product and visitor experiences and ultimately reflect in increased visitor expenditure and economic and social wellbeing in the community. New investment will result in increased marketing and profile for Kaikōura District.

- Sudima Hotels \$30million project to build a 120-room hotel with conference facilities set to open 17th Oct 2022. This investment proposes creation of up to 60 new jobs. The new hotel will create new business event (conference) visitors and will attract and support overnight stays and growth in the tour group market \*\*
- Coastal Pacific Train returning 29th September 2022 providing visitors another transport option in region.
- A shared walkway and cycleway is to be developed. The sustainable development of the proposed cycle trail between Picton and Kaikōura is actively underway by the Marlborough Kaikōura Trail Trust which represents both the Marlborough and Kaikōura District Councils.\*\*
- Eco-Zip to create a new activity visitor experience (land-based) in Kaikōura with an anticipated 30 new jobs. Building to start October 2023. \*\*
- Cruise set to return. The cruise market has been critically impacted by Covid19. There are 15 cruise ships scheduled for 2022-23 season. \*\*
- Hot pools - feasibility study has been completed for a privately owned hot pools & spa experience. \*\*
- Wakatu Wharf development \*\*
- South Bay Marina Business case. Adopted by Council July 2022, now before cabinet for decision on the next steps \*\*
- Link pathway - due to start construction spring 2022 \*\*
- Dark Skies Project Trust - working towards obtaining International Dark Skies Association Reserve Status accreditation for Kaikōura district. This also opens the door for Matariki celebrations and events. \*\*
- Mayors Task Force for jobs - Funding has been extended for another year for the successful programme
- Kāinga Ora's Infrastructure Acceleration Fund - Kaikōura District successful in a \$7.8million application that will support over 400 potential new homes for Kaikōura, including housing for the elderly and those on low-medium incomes.
- Conference and incentive market - collaboration with Sudima Hotel alongside BEIA and local providers.
- Potential of education, science and research opportunities
- Marine Mammal Research App encouraging citizen science.
- Te Tau Wairehu o Marokura predator control project.
- New facilities for Emergency Services: St John + Fire Brigade - creating better resilience.
- The bringing of the Kaikōura Information Centre out of hibernation early 2023.
- Collaboration with other regions with the Alpine Pacific Touring Route, Explore CHC and Top of the South NZ as well as campaigns with CHC International Airport.

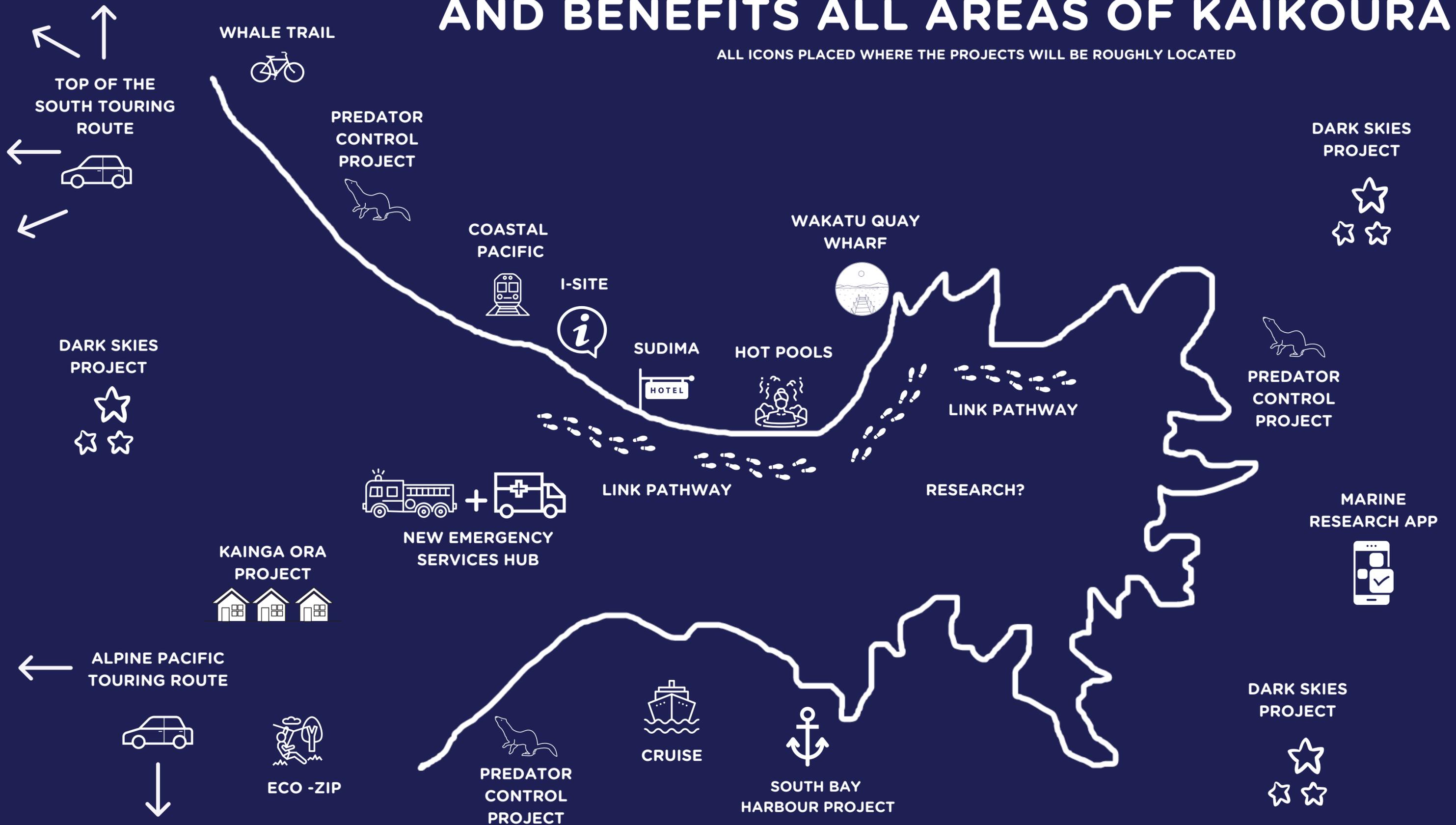
Please note all projects with a \*\* are elaborated on further in the plan.



**Whilst the current outlook is challenging  
the development of these projects is  
exciting and through their momentum, we  
will see a brightness return to our region.  
Poha Project 2020**

# AND BENEFITS ALL AREAS OF KAIKŌURA

ALL ICONS PLACED WHERE THE PROJECTS WILL BE ROUGHLY LOCATED



# UNIQUELY KAIKŌURA BRAND

The development of a new brand for Kaikōura commenced in 2019 and the focus of the exercise was to encapsulate in a visual expression, the key elements which Kaikōura is renowned for and which leave a residual imprint in the hearts and minds of those who visit and of those who call this place their home.

The three pillars of the sky, the land and the ocean, are the elements that define our destination very specifically – a place like no other which revitalizes and replenishes our wellbeing while satisfying what it is that we are yearning to discover for ourselves. Our logo illustrates these connections perfectly and succinctly as we describe the essence of our destination as being “uniquely – in our nature”.

## Uniquely Kaikōura

During the first lock down in 2020 we used this time to engage with our online audience to gain a picture of what makes Kaikōura stand out from other regions. One of the questions we asked was to provide one word that pops to mind when you think of Kaikōura?

Being in lock down everyone was on their devices which led to a huge amount of engagement and responses. The one word that was mentioned the most was the word unique (meaning - being only one of its kind; unlike anything else). The second most common word was to do with our nature (whales, dolphins, mountains etc...).

This resonated well with KITI Board and led to: Uniquely Kaikōura - in our nature.

This led to discussions with Te Rūnanga o Kaikōura who kindly helped guide our logo, destination video and also the Tauparapara that entwines all that makes Kaikōura unique.

Rangi - Whenua - Moana

Sky - Land - Sea

Above - On - Below

## Logo

The Destination Kaikōura logo is the face of Kaikōura - the primary visual expression that we use to identify ourselves. Our logo is the combination of Kaikōura's unique geographical features, Rangi (mountain), Whenua (land) and Moana (sea).

UNIQUELY  
KAIKŌURA  
IN OUR NATURE

Online



**Ko te rangi te korowai o te maunga me te  
whenua, ko te awa te hononga o te rangi ki te  
tai Ko te taiao te mauri o Te ahi Kaikōura a  
Tama ki te Rangi.**

Translation: The sky is the cloak that covers the mountains and land, the rivers connect the sky to the ocean, the environment is the life force of Te ahi Kaikōura a Tama ki te Rangi.

Meaning: This tauparapara represents the sky, land and sea which are the key components that makes up our natural environment that sustains the health, development and spirit of all people.

The Kaikōura Information and Tourism incorporated (KITI) Board would like to make a special mention and thanks to Rawiri Manawatu from Te Rūnanga o Kaikōura for his guidance with the beautiful Tauparapara provided for Destination Kaikōura's theming throughout our website and logo.

One of the answers provided during this online research sums up how we envision our visitor time in Kaikōura being:

**Settled a restlessness inside me I  
didn't realise I had**

# PRODUCT AUDIT OF THE KAIKŌURA DISTRICT



- Whales - 4
- Dolphins - 1
- Bird Watching - 1
- Diving - 1
- Fishing - 7
- Surfing - 1
- Rafting - 1
- Kayaks - 2



- Planes - 2
- Helicopters - 2
- Boutique tours - 2
- Shuttle - 1
- 4 Wheel adventures - 1
- Car rental - 1



- Peninsular walkway - 1
- Cycleway - 47kms
- Hunting - 3
- Golf / Mini Golf - 3
- Seal colony - 2
- Heritage trail - 1
- Hiking - 2
- Llama trekking - 1
- Short Walks - 1
- Coastal Walk - 1



- Cafes - 12
- Restaurants - 11
- Bars - 6
- Takeaways - 5
- Farm to plate - 1
- Brewery - 1
- Gin distillery - 1
- Winery - 1
- Mobile food stalls - 7
- Farmers Market (seasonal) - 1



- Motels - 23
- Luxury Lodge - 1
- Apartments - 6
- Pure Pods - 2
- B & B - 40
- Retreats - 3
- Holiday parks - 4
- Hotel - 1
- Air B & B - 206



- Retail - 15
- Fuel & automotive - 3
- Health & Wellbeing - 5



- Museum - 1
- Heritage attractions - 1
- Cultural Art trail - 1
- Lavender farm - 1
- The Mayfair - 1
- Escape Rooms - 1
- Aquatic Centre - 1

## Primary and Goods producing Industry:

Agriculture, Forestry, Fishing, Construction, Manufacturing

A product audit was undertaken as of the Kaikōura Destination Management Plan work. The results of this audit showcases the strength Kaikōura has with marine based activities but also highlights a weakness in the amount of land based - all weather experience offerings for visitors. There are projects on the horizon that will help bridge that gap - Hot Pools development and Eco-Zip, both projects are still in the planning stages.

**THE ULTIMATE PRODUCT IS THIS PLACE WE CALL KAIKŌURA**

# PROJECTS ON THE HORIZON

## Kaikōura Eco-Zip

EcoZip Adventures has restarted at its Kaikōura operation after the project being put on hold due to the pandemic, now targeting October 2023 to open this new attraction.

Testing and collecting data for the design process has begun in Sep 2022.

There will be a series of ziplines, totalling more than 2km in length. The experience will also see visitors ford a braided river in specialist 4x4 vehicles before climbing to 250m for a guided walk through native forest.

It is expected to create up to 30 jobs with preference given to locals.

EcoZip has also built into its budget a plan to plant one native tree for every guest that takes a zipline tour in Kaikōura.



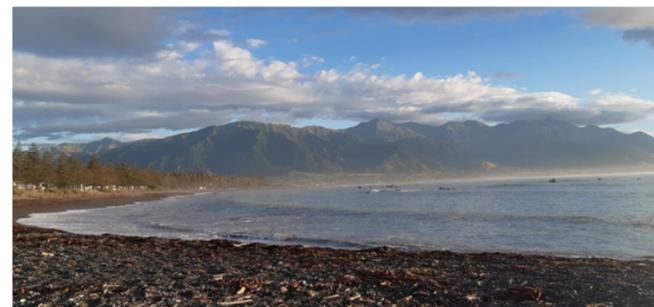
## Kaikōura Hot Pools

Plans are underway to develop a hot pool and wellness centre located on the site of the former community swimming pool on Kaikōura Esplanade.

It is envisaged this development will include between 3- 5 hot pools and 5 or more private bathing areas – all facing out to the ocean and mountains. Aligned with these facilities will be a wellness spa providing health and beauty therapies and services.

As an important local community and cultural site, the Kaikōura Hot Pools (final name yet to be determined) will be designed to sit lightly within the setting sharing an authentic narrative that aligns with the coastal link walkway and engaging suitable design and materials.

Is expected the facility will offer an additional land based, poor weather and evening experience that contributes to great visitor spend and length of stay. Targeted opening date is late 2024 -early 2025.



## Sudima Kaikōura

Set to open 17th October 2022 this 120-room, 4.5 star-rated waterfront hotel is expected to bring more domestic tourists to the area, with an estimated 70,000 additional new visitors coming to town annually.

A hotel of this size and quality fills a different market niche than many of Kaikōura's existing accommodation offerings and will help attract additional visitors including domestic corporate conferencing and larger international tour group series.

The state-of-the art hotel will also provide jobs for about 60 staff, who will be employed locally.

Sudima Hotels is one of New Zealand's leading Environmental Tourism businesses taking sustainability, local community and general environmental issues seriously..



## Dark Skies

The Dark Skies initiative in Kaikōura was formed in 2020 by a group of passionate volunteers and local astronomers. Since then the trust has grown to encompass local businesses, residents and local government organisations.

Together they believe achieving a Dark Sky Reserve status will benefit Kaikōura's economy, environment and community health. It's aim is to achieve International Accredited Dark Sky Reserve by the end of 2023. .

### Proposed Reserve

The Core will form the central part of the Reserve and will encompass the Ka Whata Tu o Rakihouia Conservation Park, Puhi Peaks Station and hopefully a few other private stations. The Periphery acts as the buffer around the remaining part of the Reserve.



# THE WHALE TRAIL

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The 2016 Kaikōura Earthquake caused unprecedented, extensive damage and disruption to communities, infrastructure, and people's lives throughout Kaikōura and Marlborough.

This catastrophic event also presented an opportunity to think creatively about new possibilities which could bring a range of economic and social benefits to the areas which were so heavily impacted. With this in mind, the Marlborough Kaikōura Trail Trust was established with a vision to establish a world-class cycle trail that could be enjoyed by visitors and locals alike.

The Whale Trail is planned to be a 210km cycling and walking trail along the South Island's spectacular northeast coast, from Picton to Kaikōura. It will also comprise an inland alpine section along with coastal segments providing diversity of terrain along the way.

Driven by local communities and delivered by the Marlborough Kaikōura Trail Trust, the trail will connect communities and showcase our regions' rich, diverse landscapes, history, industries, and people.

The trail itself will be a combination of newly formed trail designed to have the softest possible footprint on the landscape, while utilising existing corridors along country roads and utilising space within the rail corridor as much as possible. The trail will be designed to suit most abilities, from families to experienced riders, and will cater to all forms of bikes including e-bikes. Enjoyment and safety will be prioritised with the construction of purpose-built bridges, including re-decking of the historic Awatere Bridge, and safe road and railway crossings.

The trail will become an important, sustainable link to enhance our regional and national tourism infrastructure, while providing opportunities for employment, new business, while enhancing physical wellbeing and connecting with the outdoor environment.

The Whale Trail will add value to existing regional tourism offerings including Marlborough's wine industry, Kaikōura's marine mammal experiences along with many other tourist activities, and will celebrate our culture, history, breath taking scenery and fantastic local hospitality.

The trail can also link to other trails and visitor experiences, such as the Queen Charlotte Track, Link Pathway, Molesworth Muster and Hurunui Heartland ride.

It is a complex and costly project to deliver but the commitment and drive exists to make this dream a reality, made possible by project funding from MBIE and other funding partners. The economic benefit that this will undoubtedly bring to Marlborough and Kaikōura cannot be underestimated and is regarded as a key component in the ability of each region to recover from not only the earthquake but from the more recent impacts of COVID as well.



Foundation funders



# THE LINK PATHWAY PROJECT

In July 2021 Kaikōura District Council announced that they were successful in gaining a grant of \$1.9m from the Tourism Infrastructure Fund (TIF) to develop a Link Pathway from the Memorial Garden along the Esplanade to the seal colony at Point Kean.

The pathway presents an exciting opportunity to enhance the beach front walking experience for local residents and visitors to Kaikōura alike. There is an opportunity to create a high quality foreshore walkway that provides connectivity from the town centre to Point Kean and also ties in proposed new developments along that route. Opportunities are being researched to include artwork and family friendly activities and meeting areas along the pathway to ensure the pathway is a fantastic experience for all.

Stage 1 of this project is set to begin Spring 2022.

The diagram to the right showcases the alignment of the new pathway and highlights the linkages it will have with various other walking tracks and connections across the Peninsula. Click below to go to the interactive map.

[CLICK HERE](#)



# THE SOUTH BAY HARBOUR DEVELOPMENT

In 2018 Kaikōura District Council was awarded \$200,000 from the Provincial Growth Fund (PGF) to investigate the suitability of three concepts for funding including the development of Wakatu Quay and South Bay Harbour.

Input was sought from locals, experts and government. Based on these investigations Council successfully applied to PGF for \$10.88M – up to \$9.88M to develop Wakatu Quay and up to \$1M to study how South Bay Harbour and its surrounds could be developed.

PGF funds for the Kaikōura Marine Development Project are to

- enhance economic development opportunities
- create sustainable jobs
- boost social inclusion and participation
- build resilient communities

The South Bay Harbour facility is Kaikōura's primary hub for marinebased activities in the region. There are a range of operators actively using the harbour on a daily basis. There are the tourism operators with the largest vessels (up to 30m in length), the local commercial fishing fleet, the Coastguard, and of course, a multitude of recreational boaties that flock to the harbour from across the region.

The harbour was extensively damaged in the 2016 earthquake and was rebuilt to the original specification, with some improvements to accommodate the four larger Whale Watch boats. There are a series of ongoing challenges however, including a lack of space in the water for all operators, an increased level of silting due to the geotechnical impacts of the earthquake, a change in wave patterns and ocean currents, and substandard onshore facilities for commercial and recreational users – not least of which includes the current jetty that is unsafe and too small to be fit for purpose. The harbour is poorly configured and inflexible, contributing to ongoing concerns regarding congestion, health and safety, and severely constrains the potential for both the expansion of existing operations, and alternative uses in future – such as marine berth hire, aquaculture, or marine research.

Another important point to note is that at present, there is no safe harbour between Picton and Christchurch; the lack of berths in South Bay prevents locals and visitors alike from hiring berths, and there is no space for harbouring rescued vessels.

Kaikōura's economy is strongly linked to the marine and coastal ecosystems, and the health and wellbeing of the moana is an integral part of Kaikōura's identity. The South Bay Harbour plays a vital role in connecting land and sea, as it has in the past and will continue to do into the future.

The purpose of this business case is to ensure the region has a harbour that is fit-for-purpose, for both the near future and in the decades to come. The document places the proposed investment within its regional and national context, identifies the current and anticipated challenges, illustrates the preferred path forward, and maps out how this can be achieved in such a way that will deliver significant local, regional, and national, benefits.

Kānoa (Provincial Growth Fund) provided funding to the Kaikōura District Council to carry out a study on the potential redevelopment of the Kaikōura Harbour. The work has now been completed and is ready for consideration by Central Government. This video showcases the Kaikōura Harbour Redevelopment Proposal



# WAKATU QUAY DEVELOPMENT

While still a working wharf, a limited number of regular commercial fishing boats use the wharf and slipway. Wakatu Quay is mostly used by the community for recreational fishing and periodically for boats to embark and disembark passengers.

Wakatu Quay is often described as the best view in all of Kaikōura, this historic location represents the epitome of the Kaikōura landscape with sweeping views of the majestic Seaward Kaikōura ranges, framed by the blue Pacific Ocean and rugged East Coast. The location has become ironically linked with Kaikōura internationally, often using the tagline 'where the mountains meet the sea'.

Located on the northern side of the Kaikōura Peninsula, Wakatu Quay will be a destination experience for visitors and locals alike. The Concept Design thinking to date includes hospitality, tourism/activity operator, community gathering points, space to play/fish/walk and education/cultural facilities that will complement the other businesses in Kaikōura. All this set in the context of a world class scenic environment which is Kaikōura.

The development of Wakatu Quay will celebrate the strong cultural history and unique identity of this site while providing innovative opportunities for economic growth, sustainable employment and expansion and community gathering spaces.

## VISION

The creation of a connected mixed use area, accessible for all where its vibrancy and distinct sense of place, establish it as an enduring cultural, tourism and community asset for now and into the future.

## GUIDING PRICIPLES

- Future Focused Kaikōura
- For Our People
- Grounded in Our History
- Tangible Connection to Community
- Ecologically Sustainable

WAKATU QUAY OVERVIEW VIDEO



## CONNECTING KAIKŌURA

A cultural marker to represent the Tauihu (prow of the waka Uruao) that Rakaihautu navigated to the shores of Aotearoa at Wakatu Quay and the Taurapa (Stern of the waka) at West End. These cultural artifacts, the recently renovated Mayfair Arts and Cultural Centre and the exciting new developments taking place will connect the Kaikōura township to Wakatu Quay and continue on to Fyffe House and the Pont Kean Seal Colony.



Connecting Kaikōura - town to the quay



Artist impression of the design

# RETURN OF CRUISE



After a two year hiatus cruise has returned to New Zealand waters with the first ship entering Auckland Harbour on the 12th August 2022. The upcoming cruise season is set to be busy with 907 port calls from 42 vessels scheduled for New Zealand ports during 2022-23 season.

During the 2019 - 2020 cruise season Kaikōura hosted 9 ships with a total of 3506 passengers. Scheduled for the 2022-23 season there are 15 ship visits scheduled carrying an estimated total of 6616 passengers. The first ship of the season is due to anchor off Kaikōura on the 14th November 2022.

In preparation for the cruise season ahead Destination Kaikōura alongside Benjamin Dale from Abercrombie & Kent provided a cruise workshop for all interested hospitality, retail and tourism operators. This workshop provided an overview of what ships are coming to port, reminders of how to work with cruise and pointers in how to make our guests visit memorable.

## Worked well previously:

- Having the Mayor at the wharf meeting and greeting
- Town maps readily available
- Host from each company (Whale Watch Kaikōura + Dolphin Encounter etc...) at the wharf ready to host their guests

## Improve for the season ahead

- Consistency of hosts
- Cafes being ready for cruise guests
- Communications to hospitality, retail and tourism operators re cruise schedule for the season ahead

## Moving Forward

Destination Kaikōura & Kaikōura District Council and the KITI Board to work toward a collective vision / plan for Kaikōura as a cruise destination. Then work with Cruise New Zealand and shore agents to align with that collective vision.

Destination Kaikōura to work with Kaikōura District Council on the vision with the fee collected when each ship anchors in Kaikōura. Look potentially a portion of this being put toward a community planting project on behalf of the guests who have visited, which aligns with our work in the regenerative tourism space.

## 2022 - 2023 Schedule



**As a community, we are the voice for this natural world. It is incumbent upon us to preserve, conserve and sustain the Mana of the mountain valleys, the running streams and the ocean waves, so the utterances and memories of our children may be written in the song of nature for their children to follow.**

Reimagine Kaikoura 2017





# APPENDICES

## THE KAIKŌURA DESTINATION MANAGEMENT PLAN ADVISORY GROUP INCLUDES THE FOLLOWING REPRESENTATIVES:

- Lynette Buurman - Chair Destination Kaikōura
- Lisa Bond - Destination Manager for Destination Kaikōura
- Murray Dickson - Kaikōura District Council
- Hariata Kahu - Te Rūnanga o Kaikōura
- Chevy Allen - Te Rūnanga o Kaikōura
- Kim Boyce-Campbell - Community Representative
- Chris Sturgeon - Visitor Industry Representative + Deputy Chair of Kaikōura Information & Tourism Board
- Krissy Griggs - Visitor Industry Representative - South Pacific Helicopters
- Thomas Kahu - Visitor Industry Representative - Whale Watch Kaikōura
- Mike Davies - Dept of Conservation
- James Caygill - Waka Kotahi
- Neroli Gold - DMP Admin - Kaikōura Information & Tourism Board
- Anton Wilke - DMP Advisor

The Destination Management Plan Working Group are incredibly grateful to those who generously gave their time to support the development of this plan during various stages.

Special thanks to Linda Keene for her Destination Management paper in 2019 which has been referred to often in preparing this Destination Management Plan.



Department of  
Conservation  
*Te Papa Atawhai*



# BACKGROUND AND APPROACH TO THE KAIKŌURA DESTINATION MANAGEMENT PLAN (KDMP)

- Angus & Associates
- Stakeholder Engagement
- Operator Engagement
- Community Engagement
- Council Updates
- DMP Working Group Meetings
- DMP Advisory Group Meetings
- Monthly meetings with the CE from KDC
- Coastguard Kaikōura
- Lions clubs
- Kaikōura High school
- Te Ha o Matauranga
- Hutton Shearwater group
- Kaikōura Dark Sky Project
- Fishing Community
- Event Organisers
- Hurunui Tourism
- Destination Marlborough
- Iwi
- Coastal and Inland Communities
- Wider community via Kaikōura Notice Board
- Open day and Destination Kaikōura members
- Kaikōura Medical Centre
- Te Korowai
- Dotterels Study group
- Dept of Conservation
- Kaikōura Op Shop Volunteers
- Waka Kotahi

The Destination Management Plan Working Group are incredibly grateful to those who took time to provide feedback to enable the development of this plan.



Destination Kaikōura is embarking on a journey that will enable the Kaikōura region to move forward in a more regenerative manner.

Government's goal is to have all Regional Tourism Organisations complete a Destination Management Plan (DMP).

A Destination Management Plan is a document that will guide the future for tourism, which will protect Kaikōura's precious values and create exceptional visitor experiences.

Part of the process is to engage with our community.

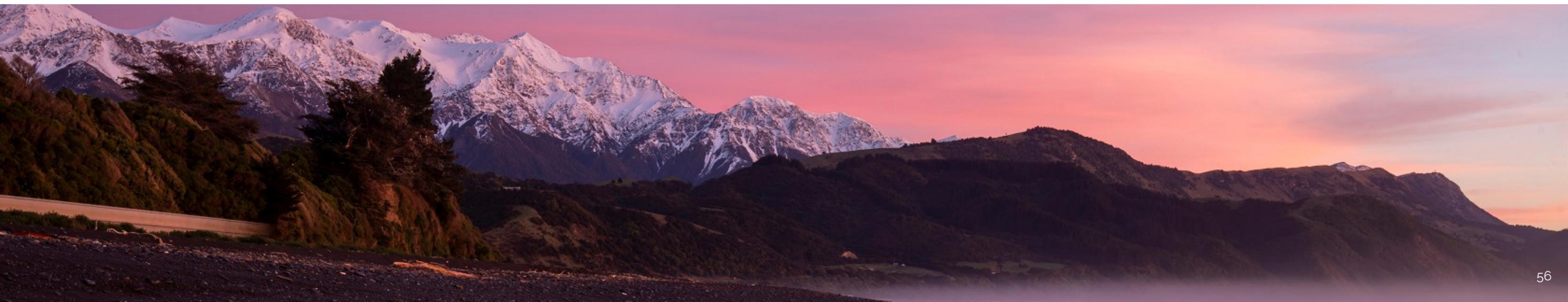
**YOU ARE INVITED - 9TH JUNE 2022**  
**5.30pm - 7.00pm**  
**Supper Rooms - Memorial Hall**

There will be a introduction at the beginning from Anton Wilke - Project Advisor, then break out groups where we can gain your feedback and insights that will help us guide the work we are doing on the DMP.

Email [marketing@kaikoura.co.nz](mailto:marketing@kaikoura.co.nz) for more information



All welcome, hot drinks and nibbles will be available.  
Come and go as able. Whatever time you can give is appreciated.



# SWOT ANALYSIS OF KAIKŌURA

<p><b>STRENGTHS</b></p> <ul style="list-style-type: none"> <li>Tight community</li> <li>Community that stands up to be counted</li> <li>Ability to adapt quickly</li> <li>Good local face to face connections</li> <li>Natural environment and natural assets</li> <li>Strongly geographically defined community (mountains and sea)</li> <li>Strong local groups that can be leveraged</li> <li>New infrastructure (rebuild)</li> <li>Passion</li> <li>Unique natural beauty of our district</li> <li>Strong regional connections through Destination Kaikōura</li> <li>Unique niche businesses that are nationally and internationally recognised</li> <li>Strong tourism brand and demand</li> <li>Global destination and proximity to Christchurch and Blenheim</li> </ul>	<p><b>WEAKNESSES</b></p> <ul style="list-style-type: none"> <li>Geographic location and isolation</li> <li>Small scale of services - small population and ratepayer base</li> <li>Attraction and retention of talent and inability to offer career paths leading to loss of youth from the community</li> <li>Lack of further education opportunities</li> <li>Lack of resources</li> <li>Division in community</li> <li>Reliance on SH1/tourism/farming (not diverse)</li> <li>People not willing to put their hand up for council</li> <li>Aging demographic with a low median income</li> </ul>
<p><b>OPPORTUNITIES</b></p> <ul style="list-style-type: none"> <li>Potential for retirement villages development with aging demographic</li> <li>Telling our stories</li> <li>Changing the narrative</li> <li>New opportunities to explore in tourism sector (conferences, hotel, art, events)</li> <li>Eco-tourism</li> <li>Leveraging our natural environment</li> <li>Food and beverage brand development</li> <li>Marine sustainability strategy and connection with marine eco tourism</li> <li>Maori identity and rich cultural heritage</li> <li>Unique opportunities for walking and cycling and adventure tourism</li> <li>Improved connectivity meaning data heavy business can operate from Kaikōura</li> <li>Remote working is enabled – people can work from here</li> <li>Tech has created many ops for multiple communication channels</li> <li>Capacity for growth and development</li> </ul>	<p><b>THREATS</b></p> <ul style="list-style-type: none"> <li>Seasonality of tourism and heavy reliance on tourism with limited business diversification</li> <li>Impacts of social media and how it is used</li> <li>Remote working impacts community cohesiveness</li> <li>Cyberterrorism</li> <li>3 waters reform</li> <li>Covid 19 and future pandemics – impacts on jobs and community</li> <li>Cats</li> <li>Loss of relationships / contacts with govt changes</li> <li>Fair representation of all socio-economic groups</li> <li>Expensive to live</li> <li>Cost of implementation</li> <li>Funding of tourism infrastructure</li> <li>Poor housing stock</li> <li>Natural disasters</li> </ul>

# ONE WORD TO DESCRIBE KAIKŌURA?



## WHAT ASSETS COULD BE DEVELOPED IN KAIKŌURA TO BENEFIT VISITORS AND THE COMMUNITY?

- Hot spa complex
- Improved Transport, tourist bus loop. Coastal Pacific Train
- Night sky tours / Astro tourism
- New industry / businesses / Marine Research centre
- State of the art toilet facilities
- Large sports facility
- Waterfront development
- Redo history signage
- Night life

## WHAT ARE THE BIGGEST BARRIERS/CHALLENGES TO GROWING THE VISITOR ECONOMY IN KAIKŌURA?

- Consistent standard of infrastructure across the district to support sustainability
- Enabling visitors to look after the environment
- Competition from other regions
- Transportation options to/from/around the district
- Changing locals' attitudes toward visitors
- Funding for development
- Integrating innovation / new technology into visitor experiences
- Seasonality - not being recognised as an all year round destination

## WHAT ARE THE MOST IMPORTANT BENEFITS VISITORS BRING TO KAIKŌURA?

- New ideas and perspectives
- Diversity
- Prospective new residents
- Economic Contribution
- Ambassadors for our district
- Vibrancy and vitality from people being on holiday



# KAIKŌURA:

## THE PLACE AND THE PEOPLE

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There are few places on earth like Kaikōura, a small coastal village located on the East Coast of the South Island between Ōtautahi Christchurch and Picton.

Kaikōura's natural landscape provides breath taking views that will stop visitors in their tracks. The towering mountains known as the Seaward Kaikōura's provide a stunning backdrop over the town centre, which extends out to the Kaikōura Peninsula, where the waves of the Pacific Ocean roll in.

These mountains rise to heights over 2600m and the undersea canyon plunges to depths of over 1200m very close to shore, these two factors alone make Kaikōura incredibly unique.

Kaikōura is primarily a tourism town with a unique asset of marine mammal encounters - whales, fur seals and dolphins which live permanently in the coastal waters. Whale watching trips leave the town several times a day and the local seal colony is always entertaining.

This place captivates all who visit, you can't help but be in awe of nature's wonders both on land and out sea.

Kaikōura has a population of 4,060 people at the last census, of which 18.4% identify as Māori and 86% identify as European. A small percentage of the population identify as Pacific, Asian and other ethnicities. Māori in Kaikōura are significantly younger than the rest of the population, with a median age of 28.4 years, compared to 46.3 years for the population as a whole. Aside from Māori, Kaikōura's population is older than the national median of 37.4 years.

**Information contained in the next six pages was compiled with the assistance of The Kaikōura Marina Development project lead Chris Sturgeon alongside the Economic Impact report produced for this development by Benje Patterson, referred to as the Patterson report, the 2018 Census and MBIE data**

# KAIKŌURA:

## THE COAST WITH THE MOST

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If measured by income and employment, the people of Kaikōura have a relatively good standard of living. The unemployment rate is exceptionally low at 1.2%, compared to the national rate of 4%; and the median income is slightly higher than the national average at \$32,400.

Kaikōura's housing situation is better than many places throughout Aotearoa. More people own their own home and the median weekly rent is almost \$100 less than the national average. Housing quality is also slightly better than the national average, with less homes reporting dampness and mould.

Only 8.8% of Kaikōura residents hold a bachelor's degree or level 7 qualification, compared with 14.6% of all New Zealanders. This is reflective of the employment opportunities in Kaikōura, which are predominantly pastoral and aquaculture related.

**The urban area of the Kaikōura district is only around 12% whilst Rural is around 45% and Department of Conservation controlled land accounts for the other 43% of land use.**



# ECONOMIC ASSESSMENT

## THE ECONOMY

1:208

Resident: **Visitor**

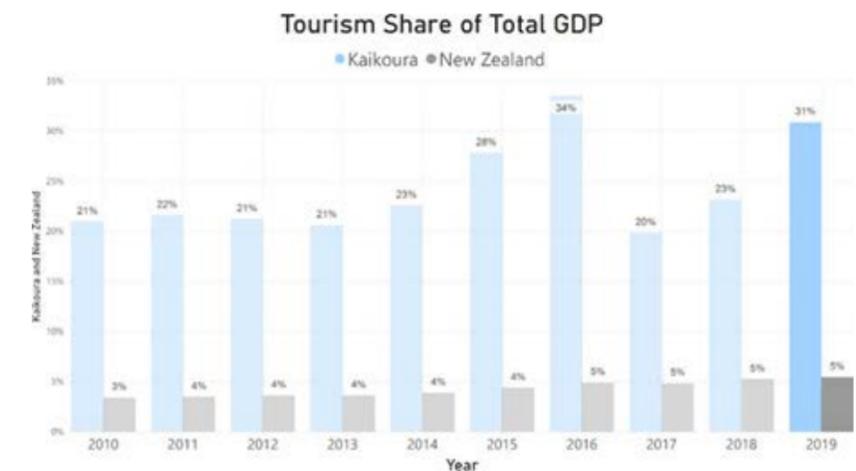
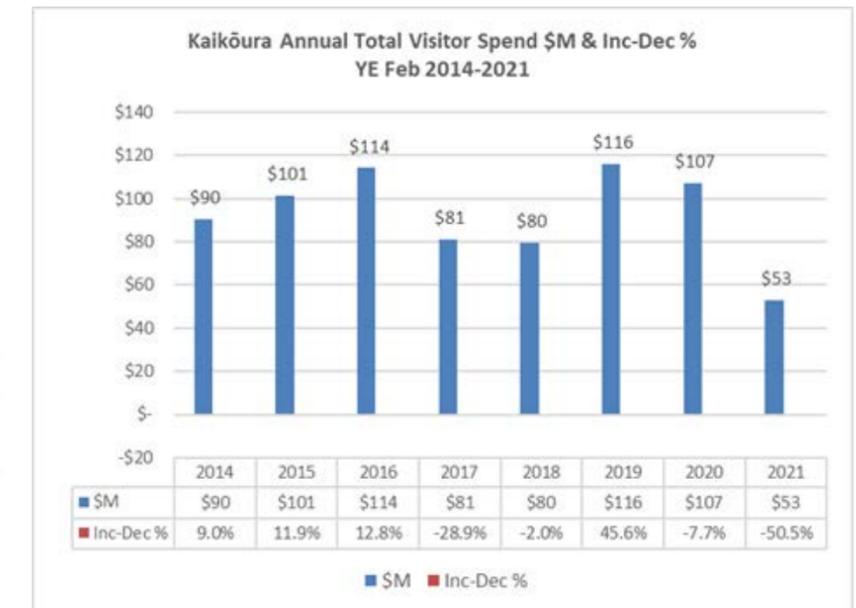
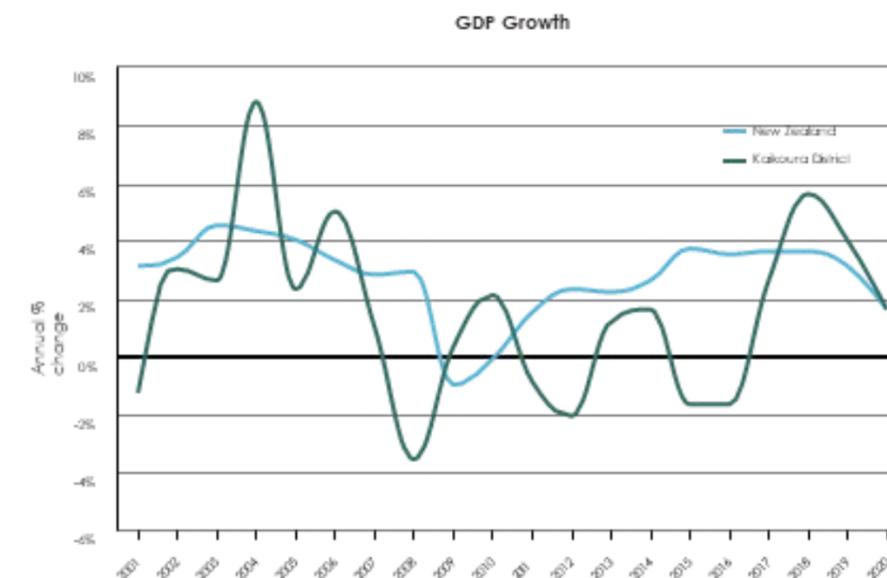
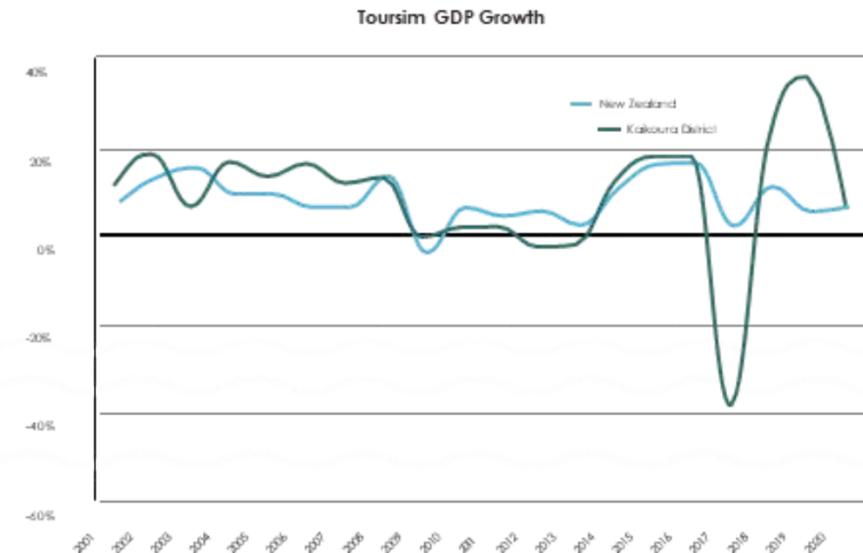
### Tourism is the lifeblood of Kaikōura's economy

It will be of little surprise that Kaikōura's economy is so impacted by fluctuations in tourism. At its peak in 2016, tourism made up 34% of the region's GDP, compared with under 5% for New Zealand as a whole. The tourism share of GDP in Kaikōura has grown relatively consistently over time, despite a drop in 2017, which can be attributed to the November 2016 earthquake. Despite the impact of the Covid-19 pandemic on international visitors, the tourism share of GDP in Kaikōura had almost returned to pre- earthquake levels in 2020, which shows that tourism remains a very important industry for the region.

Tourism spending is highly discretionary, so is extremely vulnerable to external disruptions, such as economic circumstances and changes in travel and destination preferences. The nature of tourism spending and Kaikōura's reliance on tourism has resulted in a boom-and-bust economy in the region. At times when Kaikōura is an attractive destination the economy thrives, but tourism demand is highly variable and fickle, so Kaikōura is vulnerable to fluctuations widely outside of its control.

That aside the unique nature of Kaikōura and its offering as a world leading tourism destination puts it in an excellent position to recover ahead of other regions across NZ post Covid 19 affects on the economy.

Data has been difficult to obtain throughout the Covid pandemic but a key data set remains the Annual visitor spend and the average nights stay of tourists in Kaikōura. Changes in both these levers has significant effects on the local economy



**When compared to other towns in NZ, Kaikōura's reliance on tourism suggests that primary focus of an analysis report, must predominantly focus on the patterns and needs of visitors to the area.**

# ECONOMIC ASSESSMENT

## SOCIAL CONTEXT

### In excess of 40% of Kaikōura's population is employed in Tourism and Hospitality

The 2018 NZ Census counted the resident population of Kaikōura at 4060. The rural tourism town has experienced a consistent growth in residents over the years.

NZ Census data also suggests that Kaikōura's estimated population will grow to 5000 by the end of 2030. It anticipates that this population will skew towards the older demographic.

The age groups of Kaikōura's permanent population has consistently for a number of years skewed towards the older demographic. 59% of the population is between the ages of 15-64 with 23% at 65+.

Kaikōura experiences a typical tourism population growth during its peak season with an influx of a younger age group, often international in origin to experience the marine environment. Often part time workers are mostly employed in local tourism activity businesses, accommodation and hospitality.

### Kaikōura's permanent population is older with an influx of younger workers during peak and shoulder tourism periods.

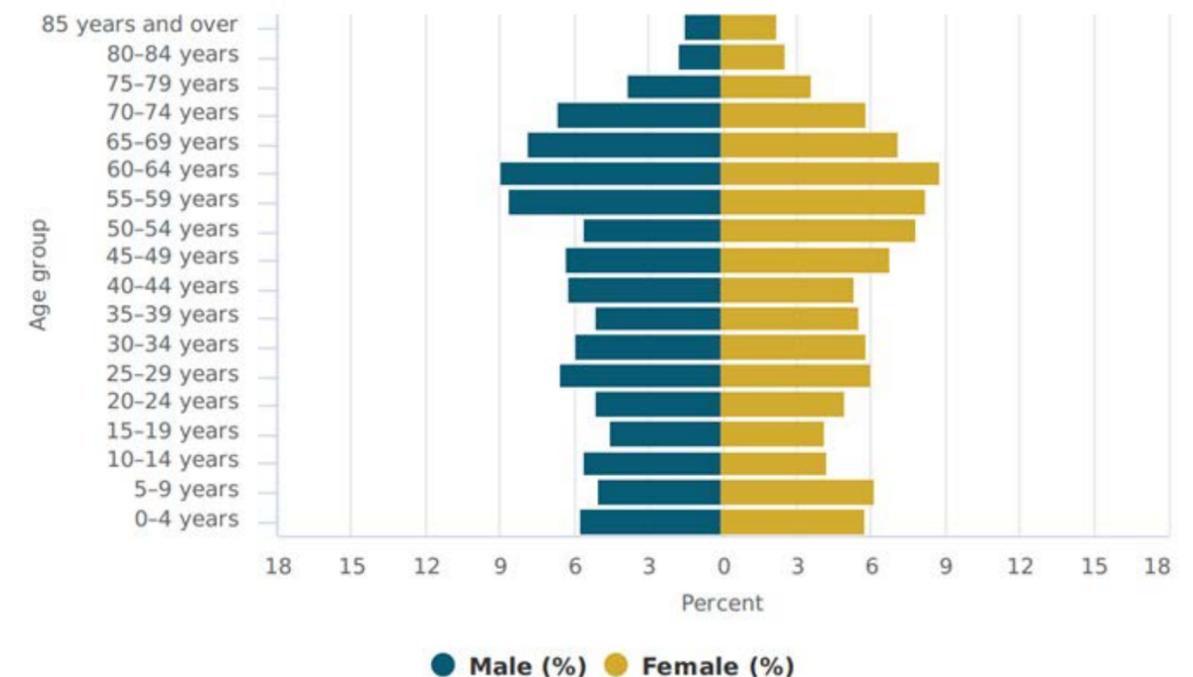
At least 40% of those employed in Kaikōura are directly employed by Tourism and Hospitality; higher still at 50% once closely aligned related activities are included.

Indirect employment as a result of connection to tourism in Kaikōura is believed to account for an additional 30%

account for an additional 30%  
**Tourism Share of Total Employment**



**Age and sex of people in Kaikoura District, 2018 Census**



# PROFILE ASSESSMENT

## VISITORS TO KAIKŌURA

### Visitor profile and spend is positive with swift return to previous levels anticipated

One of the key metrics used in Tourism to measure the growth and attractiveness of a destination is to track the **average length of stay** along with the **average spend of visitors**.

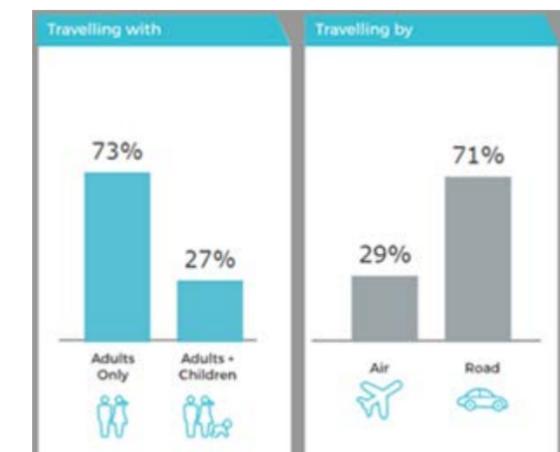
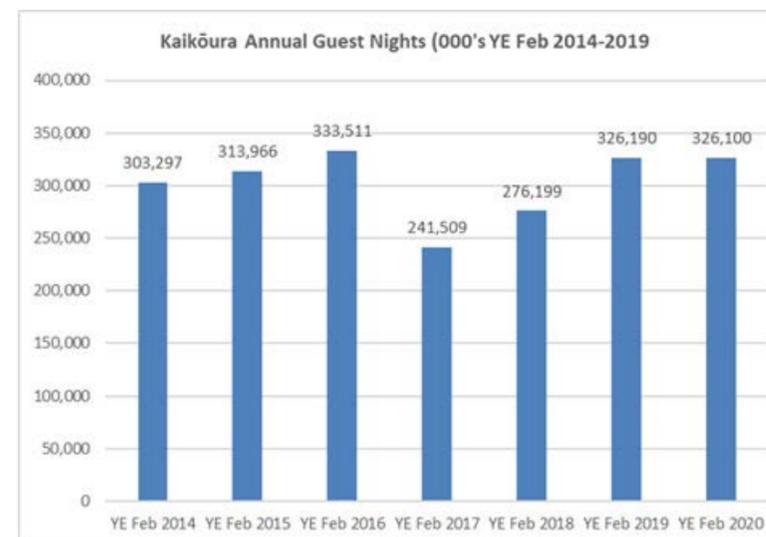
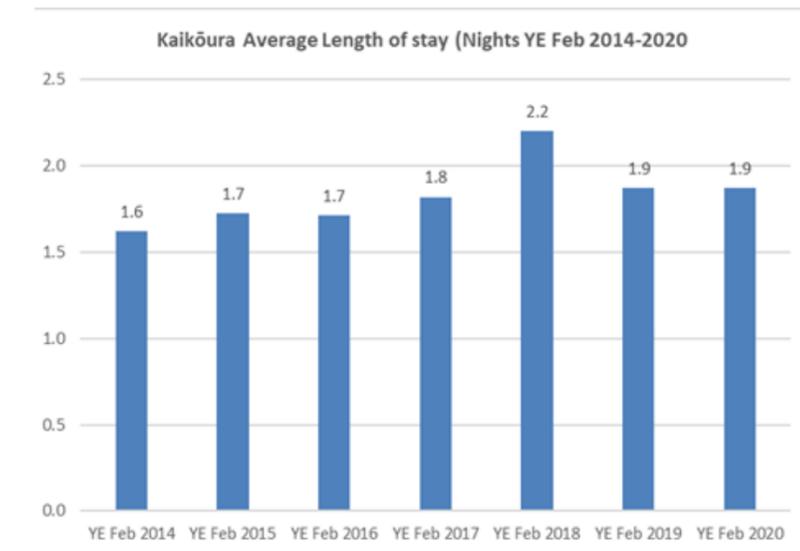
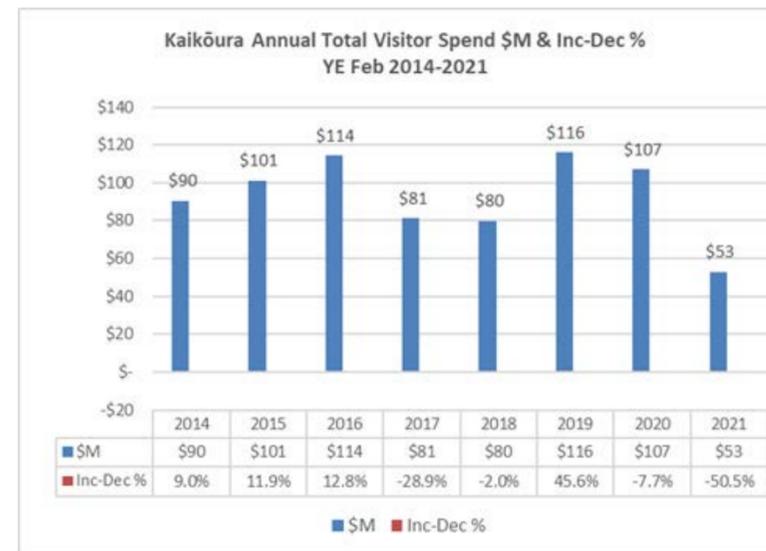
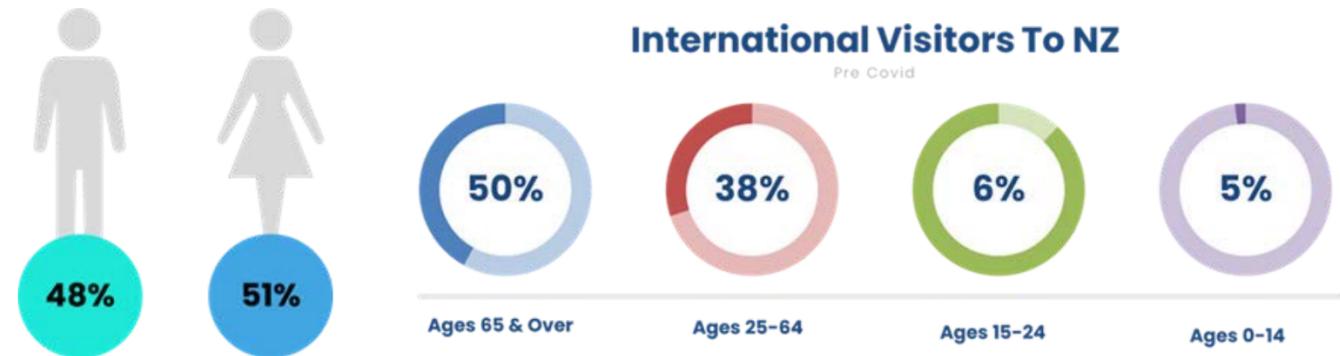
Average length of stay has increased steadily over the last 8-10 years peaking after the Earthquake at 2.2 levelling at 1.9 prior to Covid pandemic impacts. The Patterson report supports that to achieve the level of return anticipated Kaikōura would need to achieve the 2.0 nights average stay along with an increased spend of 10%. This level is expected to occur even prior to the proposed Wakatu Quay & Sudima hotel development suggesting a very strong outlook for Visitors to Kaikōura in the foreseeable future.

Guest Nights total has tracked along similar trends

International tourists pre covid were predominantly from Europe, UK, Germany, Australia, USA and China making up 85% of tourists and Canterbury making up over 43% of domestic traffic

Whilst no detailed data is held on ages of visitors to Kaikōura, using the NZ numbers as proxy would suggest 50% international visitors were typically 65 and over and a further 38% 25-64.

This follows the commonly accepted view of the Tourism community with the vast majority (73%) are couples and a smaller percentage 23% travel with families.



# PROFILE ASSESSMENT

## VISITOR SPEND

### Retail, Accommodation, F&B and Travel most substantial spend of visitors money in Kaikōura

Contributing a significant portion of Kaikōuras GDP the spend from visitors to Kaikōura is strong across traditional tourism spending attributes.

Accommodation, Food & Beverage, recreation and Travel services makes up 55% of total spend with the remaining 45% across more traditional Retail trade.

Retail Trade has been further explored to show that this is primarily 33% Fuel & Automotive, 27% Alcohol, Food & Beverage and 40% Other.

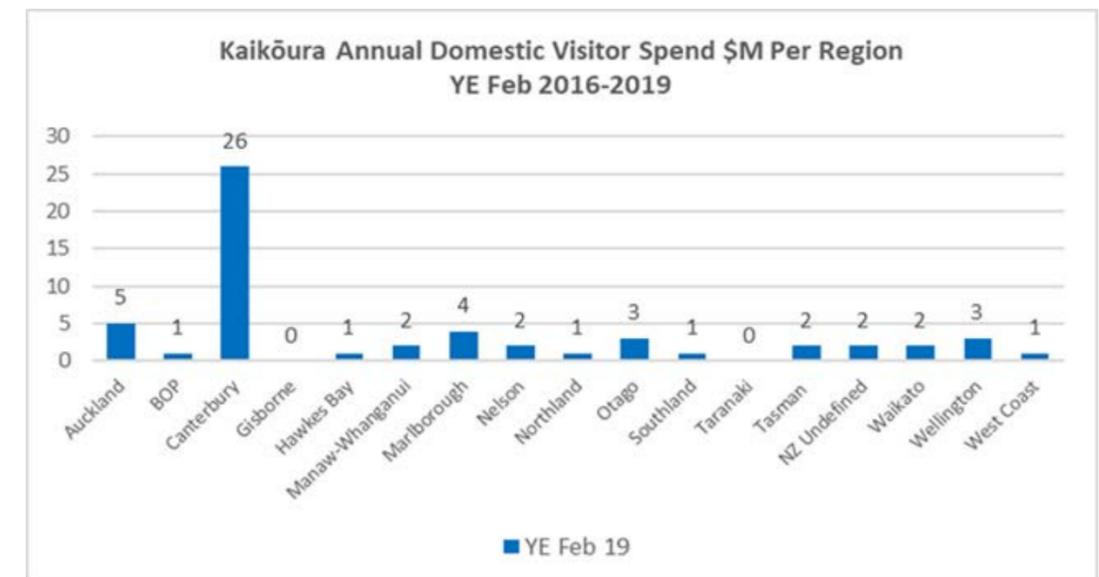
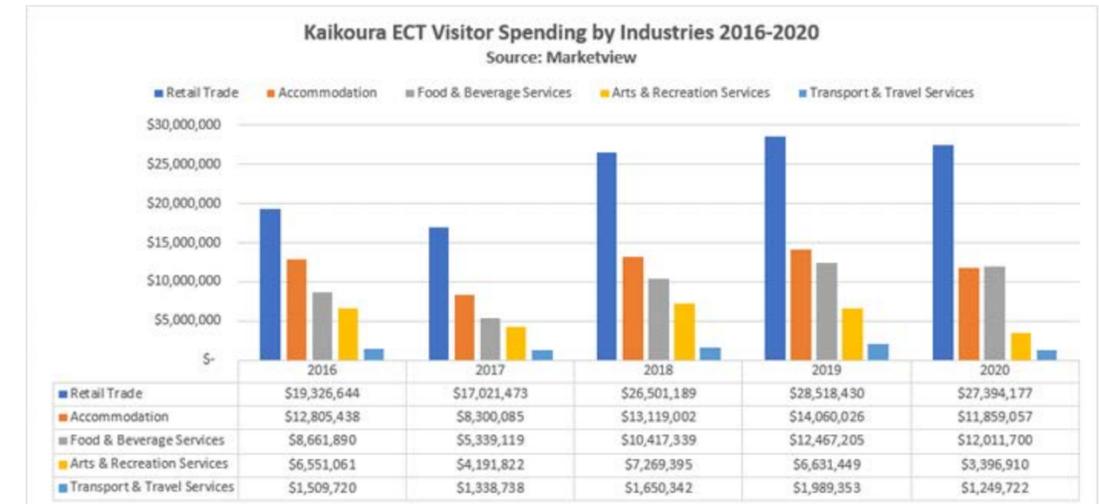
Outlined in the Patterson report, provision of Retail services in Kaikōura does not sit discretely within one industry or favour one particular activity but a range of industries that together service travellers and visitors to Kaikōura.

**There is anticipated growth across the core spend areas with the addition of Wakatu Quay & Sudima coming online suggests a additional \$22-37mil per annum increase a 10-15% increase in GDP**

**Local Kaikoura Residents** - Local spend in Kaikōura across Retail Trade, Food & Beverage and Hospitality is important to the ongoing support of operators however alone, local support of Retailers is insufficient to sustain businesses 12 months of the year. Due to the seasonal nature of the visitor profile in Kaikōura the local resident support particularly for hospitality & retail trade is important, in particular continued trading hours over Autumn and Spring each year.

**Average daily spend per visitor:**

International: \$148 & Domestic \$94



# PROFILE ASSESSMENT

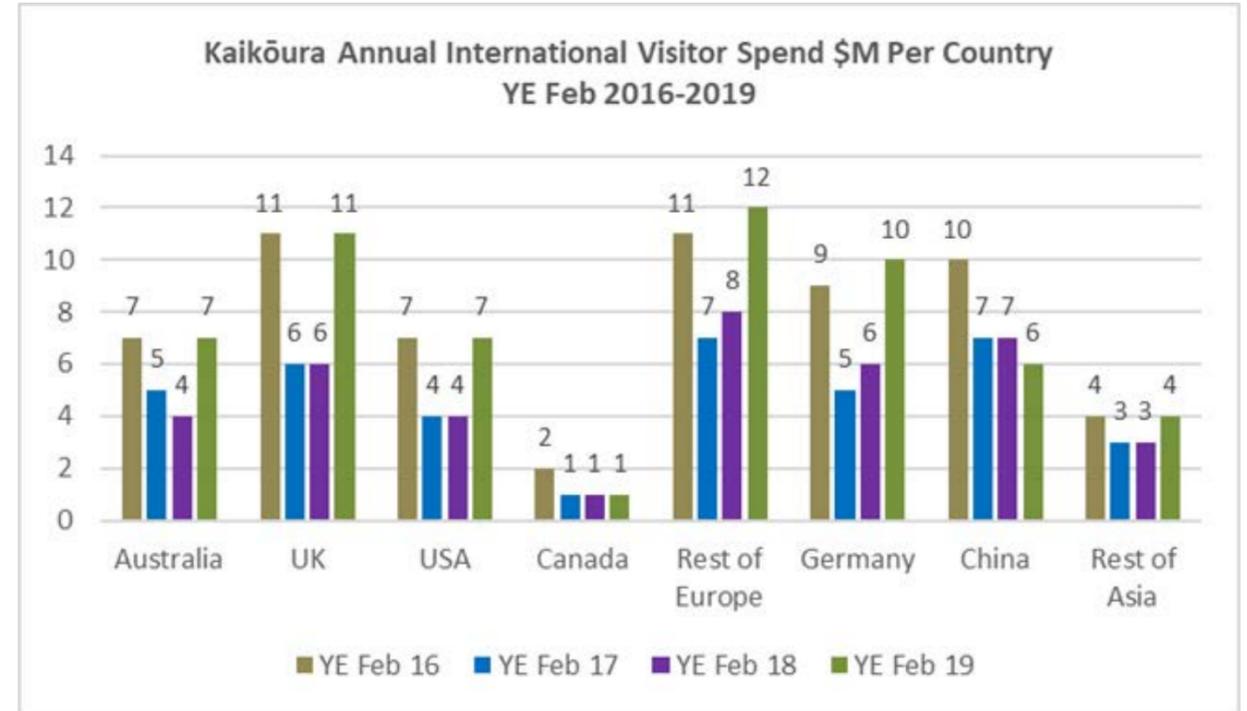
## VISITORS TO KAIKŌURA - WORLD VISITOR SPEND

### Strong International demand for return to NZ post Covid Pandemic predicts a swift return to previous levels

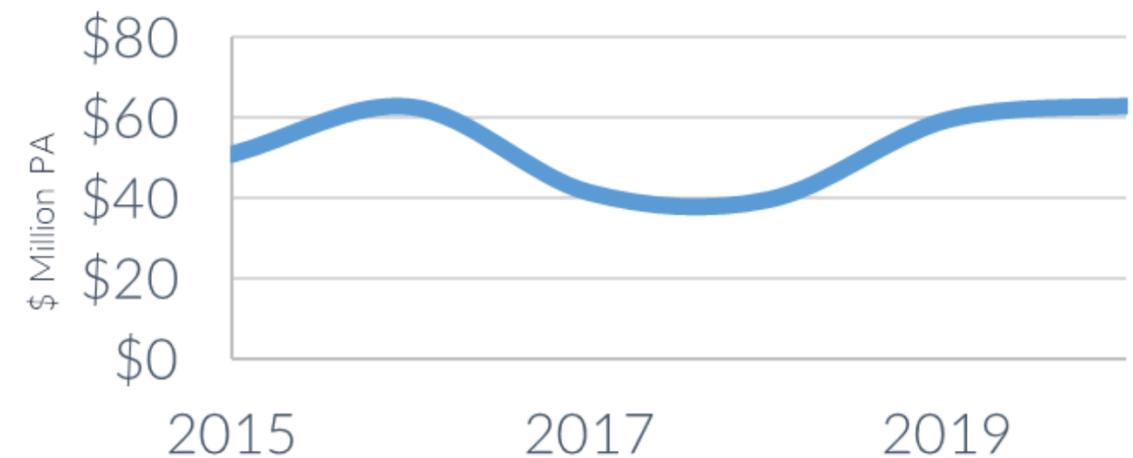
With traditional strong returns from the International visitors directed towards Kaikōura attractions, retail trade, accommodation & hospitality, there is strong opportunity for continued growth in these sectors all supported with the Wakatu Quay & Sudima Developments.

TECNZ anticipates a return to 95.5% of visitor numbers and a 94% return to previous spend levels by 2025.

Anticipating a return there is strong evidence of investment locally in tourism related developments including a hot salt water pool, Fly by wire and other land based tourism activities anticipates a continued level of growth over the coming years.



### INTERNATIONAL VISITOR SPEND – KAIKOURA



# PROFILE ASSESSMENT

## VISITOR PREFERENCE

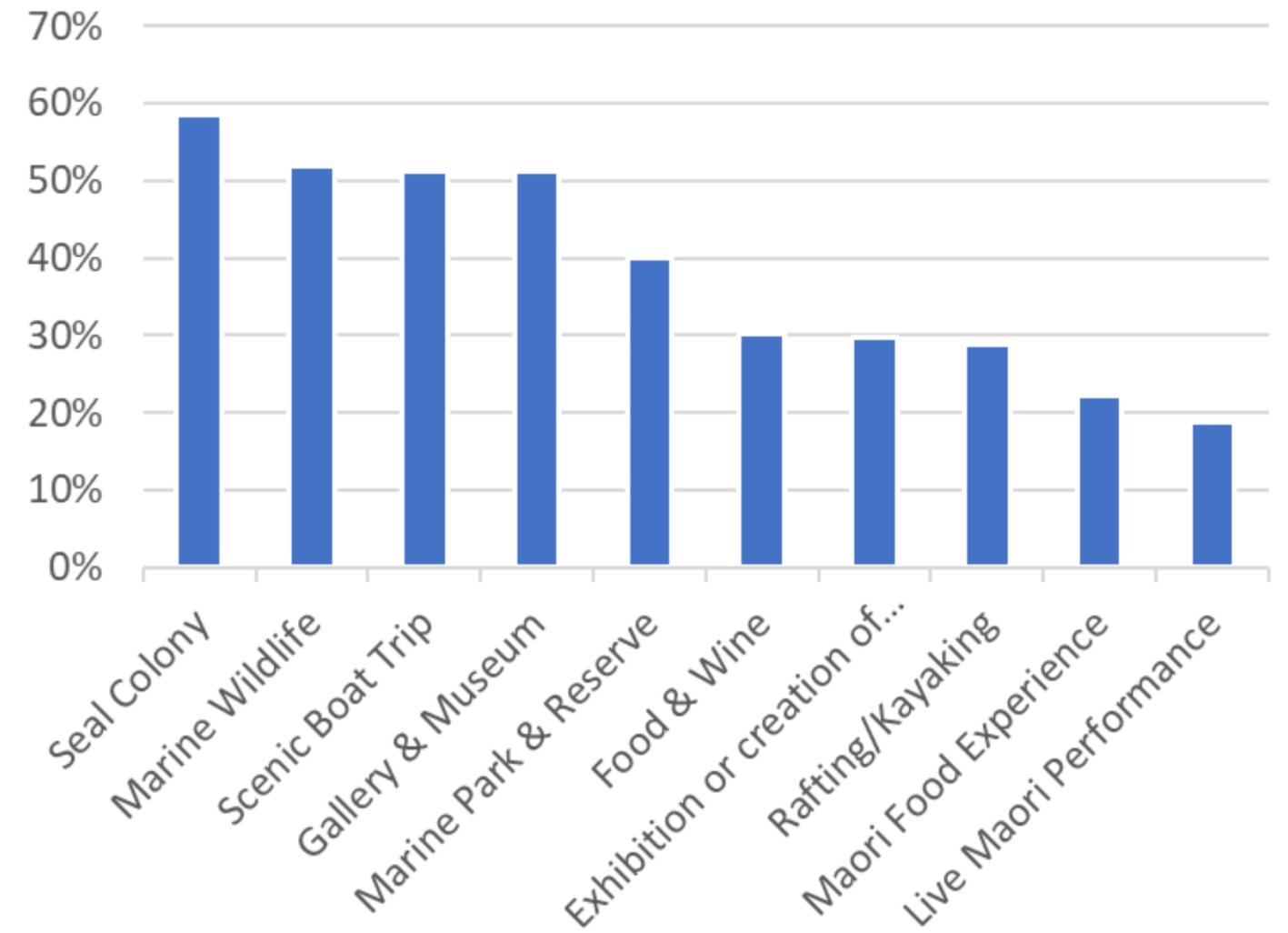
### Visitor preferences from MBIE data

The Paterson report provided the most up to date preference data from MBIE 2019 Visitor forecasts. The data is presented in the following graph.

94,100-166,800 pax Per Annum



### Visitor Activity Preferences



VIEWS ON TOURISM PROGRAMME

# KAIKŌURA RESIDENTS

APRIL 2022 – JUNE 2022



angus  
& ASSOCIATES

## KEY INSIGHTS



Kaikōura residents view domestic tourism more favourably than international tourism. Comparing sentiment of Kaikōura residents with New Zealand residents overall, the Kaikōura international TAR score of +39 (limited acceptance) is five points higher, and the domestic TAR score of +62 (approval) is one point higher.

**97 percent of Kaikōura residents have personally benefitted from tourism activity in their local area**, a much higher proportion than for New Zealand residents overall (75 percent). Seven in ten benefit from tourism activity providing opportunities for employment/income (for them or their family) and the same proportion believe that tourism activity means more local businesses are open or able to stay open. By age, Kaikōura residents aged 40-59 years are more likely to observe employment/income opportunities as a result of local tourism activity (85 percent vs 72 percent overall), but less likely to observe improved transport services/developments (10 percent vs 21 percent overall).

**95 percent of Kaikōura residents have been negatively impacted by tourism activity in their local area** - this proportion is higher than that for New Zealand residents overall (65 percent). 66 percent of residents have experienced more litter and waste generation, and 59 percent believe their community is too reliant on tourism, causing significant impacts as the sector grows or declines – a significantly higher proportion than the New Zealand benchmark. Kaikōura's youngest residents (aged 20-39 years) are more likely to experience difficulty finding a car park (67 percent vs 40 percent overall), however the inverse is true for those aged 60+ years (only 25 percent).

**Asked whether enough action is being taken to address the negative impacts of tourism, an average 75 percent agree that there is.** Key actions that Kaikōura residents believe will help mitigate the negative impacts of tourism include greater investment in community infrastructure and facilities for tourists (including waste management and freedom camping), diversifying the local economy to reduce its reliance on tourism, decreasing the costs of living and improving international visitors' driving.

## KEY INSIGHTS CONT.



Looking to the future, **38 percent of Kaikōura residents would like the local tourism industry most focus on attracting higher value visitors** (sentiment shared by only 22 percent of residents aged 20-39 years). Other commonly suggested key foci include encouraging visitors to travel outside of the peak season, improving community infrastructure and creating employment for people in my community.

A number of comments regarding the recovery of tourism post COVID-19 suggest that the industry's focus should be on building up local tourism infrastructure to support visitor growth, encouraging development that supports regenerative tourism and diversifying Kaikōura's economy to reduce its reliance on tourism.

## RESEARCH APPROACH

Following are findings from questions included in Destination Kaikōura's Views on Tourism research<sup>1</sup> conducted during April – June 2022. The questions are designed to measure resident opinion on the value of international and domestic tourism and the personally felt benefits and adverse impacts of tourism in the district. The research considers Kaikōura residents' views on tourism and its impacts on the region, and contrasts this with sentiment expressed by New Zealand residents about New Zealand.

The research involved an online survey with a total sample of n=154 Kaikōura residents aged 20 years or more. Of the total sample,

- n=37 contacts were collected through the Kaikōura Noticeboard (a private Facebook Group)
- n=33 contacts were collected through the Kaikōura NZ website
- n=23 contacts were collected through an email invitation sent to the Kaikōura Information and Tourism Incorporated (KITI) residents database
- n=60 contacts were collected through emails sent directly to key stakeholders and community groups
- n=1 contacts was collected through a referral from an email received from one of the above methods

As incentive to participate respondents were offered the chance to enter a prize draw to win one of five \$200 New World or fuel vouchers.

The survey was closed on 30<sup>th</sup> June 2022. Following quality checks, the data was cleaned and weighted to population proportions to reflect the characteristics of Kāikoura's resident population aged 20 years or more (based on 2018 Census data). However, due to the small sample size, especially for younger residents, findings should be treated as indicative of community sentiment and not necessarily conclusive.

The New Zealand sample used as a comparison is for the year ending June 2022 (n=3,075), and is population representative of residents aged 18 years or more.

The Kaikōura sample is population representative of residents aged 20 years or more.



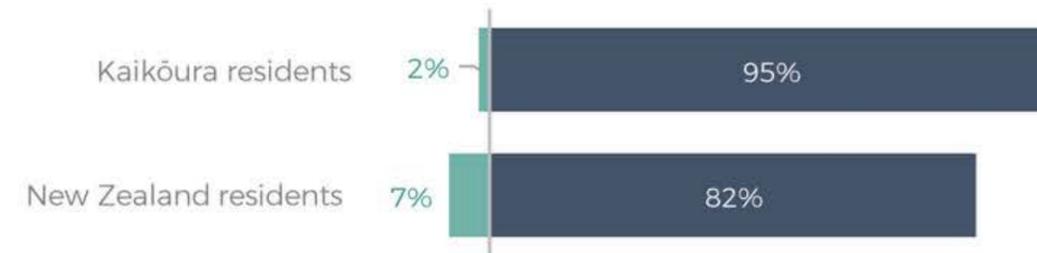
## INTERNATIONAL TOURISM

The vast majority of Kaikōura residents agree that international tourism is good for New Zealand and their region – and the proportions agreeing with this are significantly higher than the overall New Zealand benchmark.

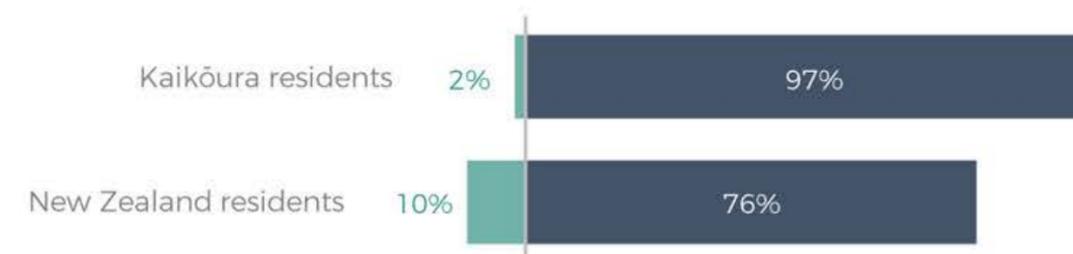
Despite the benefits of international tourism being widely acknowledged by Kaikōura residents, 58 percent believe that international visitors put too much pressure on New Zealand, and 47 percent believe that international visitors put too much pressure on their region. Again, these proportions are significantly higher than the overall New Zealand benchmark.

The international TAR score, which considers the positive and negative impacts of international tourism shows a level of 'limited acceptance' for residents of Kaikōura, the wider Canterbury region and for residents of New Zealand overall. Kaikōura's international TAR score of +39 is five points higher than New Zealand's international TAR score.

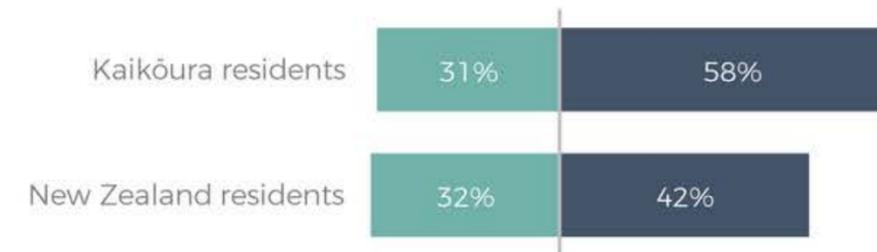
### International tourism is good for New Zealand



### International tourism is good for my region



### International visitors are putting too much pressure on New Zealand



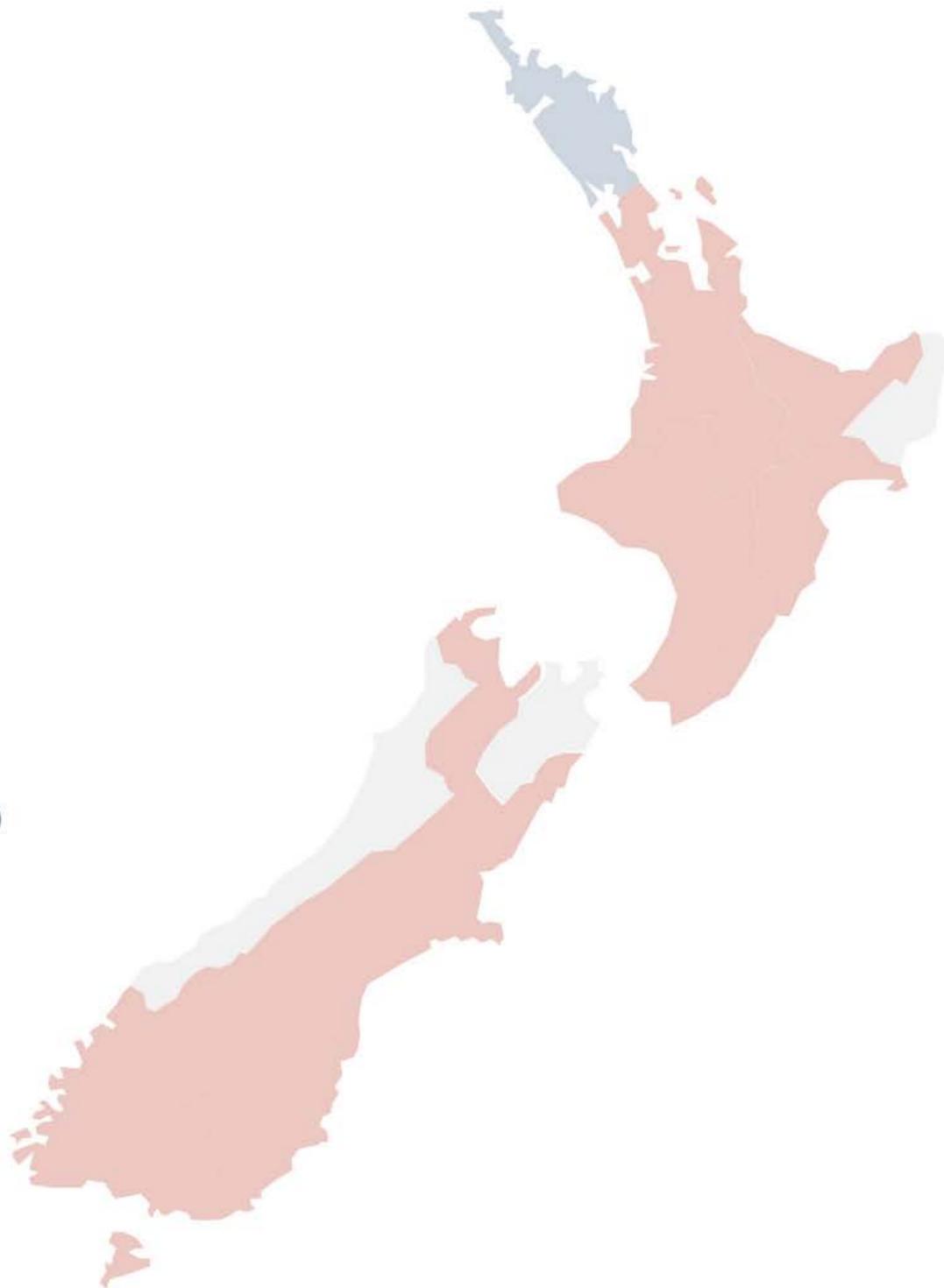
### International visitors are putting too much pressure on my region



Disagree Agree

# INTERNATIONAL TOURISM

- Advocacy
- Approval
- Acceptance
- Limited Acceptance
- Threatened Acceptance
- Disapproval
- Excluded (small sample size <20)



New Zealand  
Inbound TAR:  
**+34**

Canterbury  
Region  
Inbound TAR:  
**+37**

Kaikōura  
Inbound TAR:  
**+39**

IEWS ON TOURISM: KAIKŌURA RESIDENTS

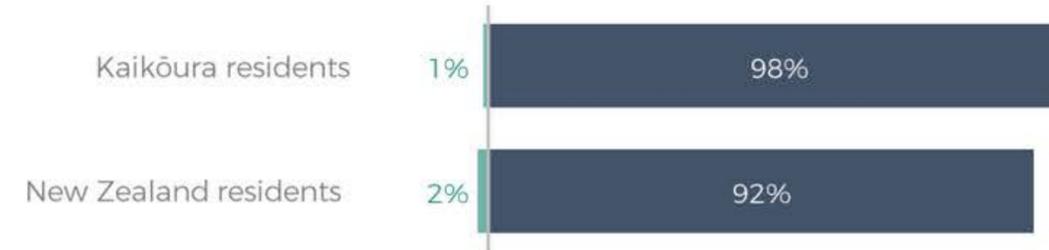
# DOMESTIC TOURISM

There is close to universal agreement amongst Kaikōura residents that domestic tourism is good for New Zealand and their region, with the New Zealand benchmark being lower for both measures.

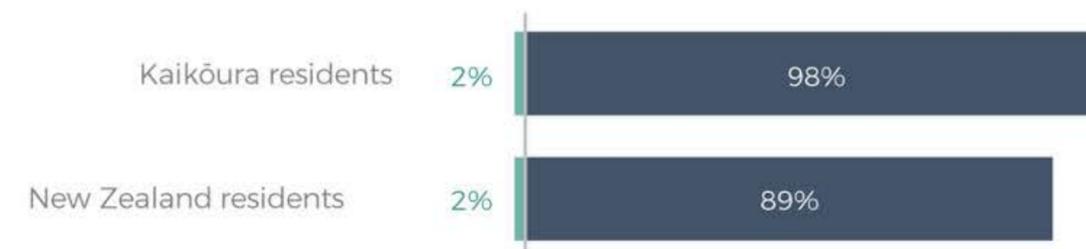
Amongst Kaikōura residents, 27 percent believe that domestic visitors put too much pressure on New Zealand, and 33 percent believe domestic visitors put too much pressure on their region – significantly higher than the proportion recorded for the New Zealand population as a whole.

Kaikōura domestic TAR score, which takes into account the positive and negative impacts of domestic tourism, is more favourable than its international TAR score. Kaikōura has a domestic TAR score of +62, lower than the domestic TAR score for Canterbury (+69), but higher than New Zealand’s (+61).

### Domestic tourism is good for New Zealand



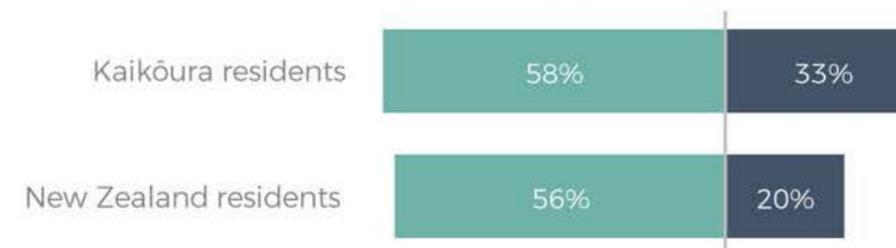
### Domestic tourism is good for my region



### Domestic visitors are putting too much pressure on New Zealand



### Domestic visitors are putting too much pressure on my region



Disagree Agree

# DOMESTIC TOURISM

- Advocacy
- Approval
- Acceptance
- Limited Acceptance
- Threatened Acceptance
- Disapproval
- Excluded (small sample size <20)



New Zealand  
Domestic TAR:  
**+61**

Canterbury  
Region  
Domestic TAR:  
**+69**

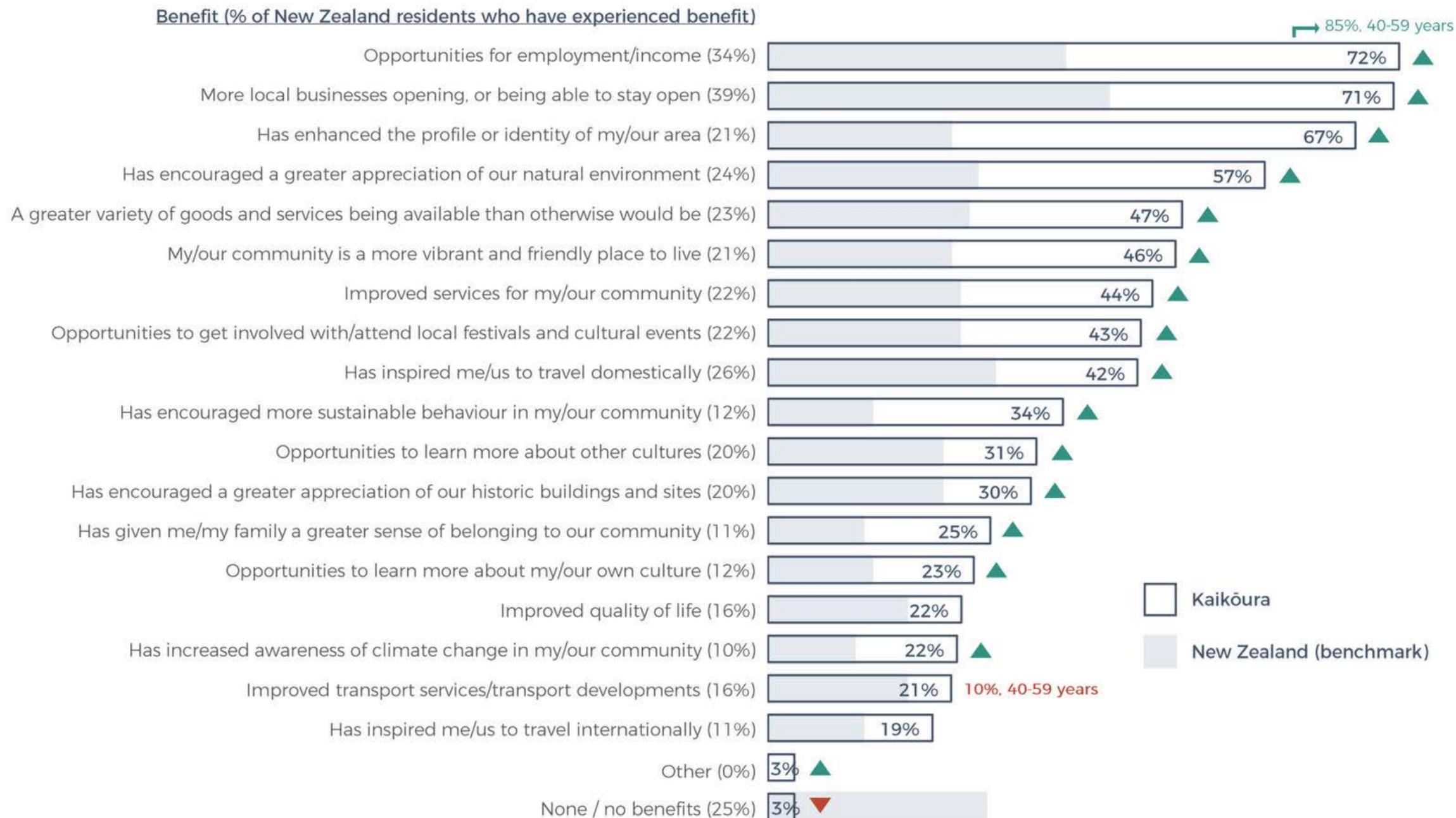
Kaikōura  
Domestic TAR:  
**+62**



**'FELT BENEFITS &  
IMPACTS' OF TOURISM**

# BENEFITS FROM TOURISM ACTIVITY IN LOCAL AREA

In which of the following ways, if any, would you say you/your family benefit from tourism activity in your local area?



# NEGATIVE IMPACTS FROM TOURISM ACTIVITY IN LOCAL AREA

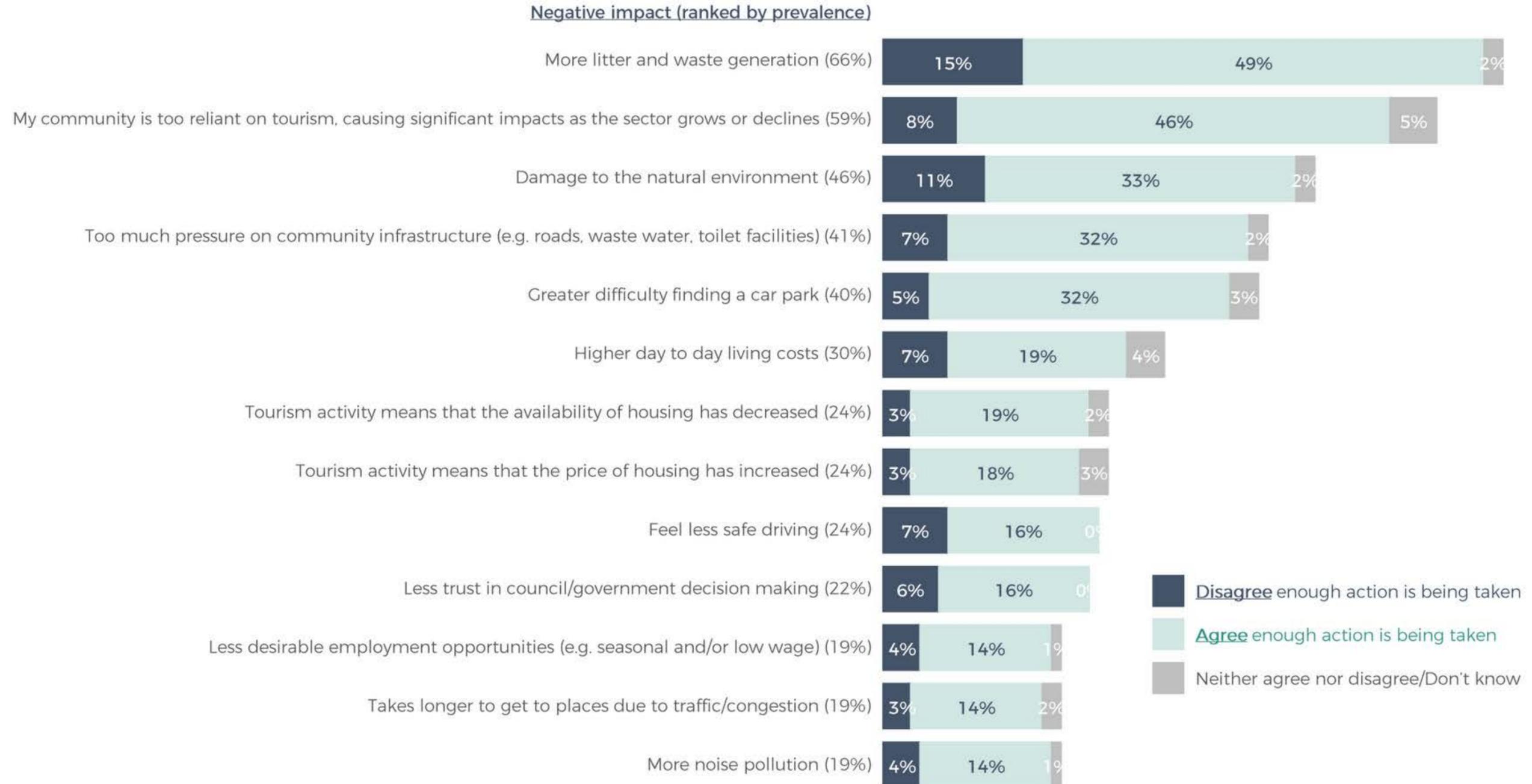
In which of the following ways, if any, would you say you/your family are negatively impacted by tourism in your local area?

**Negative impact (% of New Zealand residents who have experienced impact)**



# IS ENOUGH ACTION BEING TAKEN TO ADDRESS THE NEGATIVE IMPACTS OF TOURISM?

[Of those who have been negatively impacted by tourism activity in their local area] Thinking about the areas in which tourism has negatively impacted you/your family, to what extent do you agree or disagree that enough action is being taken to address these...?



## IDEAS FOR BETTER ADDRESSING TOURISM NEGATIVE IMPACTS

[Of those who have been negatively impacted by tourism activity in their local area and strongly disagree or disagree that enough action is being taken to address these] What more do you think could be done?

### LITTER & WASTE

"More accessible rubbish/recycling facilities"

"More recycling stations. Encourage civic pride within the community. It is not just tourists who create the waste and litter."

"We have lost our local rural recycle program"

"There is no point pretending to recycle so people think they are doing the right thing by recycling into the appropriate bins and then just chucking it all into the landfill once it is collected. We need to invest into recycling initiatives not just pretend to."

"I do think that the town centre needs a good tidy up, with the pavements being cleaned more regularly. And some beautification too. I also feel we need more litter bins, even though our local Innovative Waste do a great job emptying the ones that are here."

"The Zero Waste Kaikōura project has completely disappeared"

"The perceived idea that businesses need to litter our highways with billboards should be prohibited."

### COMMUNITY INFRASTRUCTURE

"Road to bypass the town centre. Resources consents should take account of the traffic increases they create, especially for industrial consents. Stop industry setting-up in the rural zone. Move industry into industrial park(s)."

"Need more toilet facilities and drinking fountains at places like cycle trail start & end points and along the trails. Need more maintenance and upgrading of roads leading to the Kaiterau Trail on Mt Fyffe."

"Provide better walking and cycling opportunities to get to businesses."

"Have allocated parking available for staff who work in the main West End of Kaikōura"

"Improved traffic management of the main entrance into and out of town (SH1 in to Kaikōura township)"

"Bypass in town or roundabout from West End onto SH1 and at the top of Killarney Street & SH1."

"Focus has been placed on beautification of areas of town tourists visit most, the esplanade, point Ken seal colony etc. The beach road section of Kaikōura, especially the northern is unpleasant, the footpaths are nearly unusable in places"

### FREEDOM CAMPING

"No one should be allowed to freedom camp unless it can be proven they are self contained. There needs to be more people checking that people are observing the rules otherwise it is just a token gesture which the tourists just thumb their noses at."

"More eco toilets and waste repositories at spots that are popular with visitors, e.g. beaches."

"Provision of toilet facilities at freedom camping sites, more rubbish bins/recycling facilities around town. Council staff to pick up rubbish in town to prevent it blowing out to sea."

"More could be done to cater for freedom campers i.e. toilets, rubbish disposal"

"Along the Kaikōura and Marlborough Coast was just disgusting sometimes, pre-covid people treated it like a toilet. More toilets doesn't encourage lazy tourists so there has to be some kind of oversight of people using these free camping facilities whether it is electronic or in people."

## IDEAS FOR BETTER ADDRESSING TOURISM NEGATIVE IMPACTS

[Of those who have been negatively impacted by tourism activity in their local area and strongly disagree or disagree that enough action is being taken to address these] What more do you think could be done?

### RELIANCE ON TOURISM

"While it is "on the water" tourism that attracts the majority to Kaikōura, it would be awesome to see some more "on land" tourism so that there is a more balanced tourist attraction. Currently when bad weather threatens, no one wants to go out on the water so let's keep the "on land" attractions growing to compensate."

"Encouraging other industries to develop/set up here. Improved internet access and a business hub could encourage people who can work from anywhere to move here. We should be encouraging and building infrastructure to support this. If you could work from anywhere in the world why wouldn't you want to work from Kaikōura? The people bring their own jobs, more kids in the local schools and a more diverse population with potential to build networks and talent. The seasonal and low wage nature of most tourism jobs is not enough to keep families or young people here."

"Diversification of businesses so not so reliant on tourism. Greater outreach to domestic tourism so not solely reliant on international visitors. Caps on international tourism numbers and reduced rates for the domestic markets."

"It seems that Council chase after any money that is going without real thought for impact on our community and the look of the place. Developments such as the waterfront hot pools seem to be aimed just at tourists and will be out of reach for most locals. They will distract from the natural beauty of our foreshore environment. Hot pools are all the rage at the moment but that will change. We are also putting ourselves in direct competition with a close neighbour who has natural hot pools. Any development and funding allocation should have the community interests at the forefront and not just in an economic sense."

### COSTS OF LIVING

"When tourism is raging again there should be special opportunity for NZers to visit landmarks and take part in opportunities only afforded to wealthy tourists."

"Higher limits as to overseas investors purchasing powers"

"Our supermarkets have a monopoly over the township so they can charge what they like. Costs less to travel out of town to get groceries half the time. If there was more competition perhaps?"

"Petrol is 10 cents more expensive than nearby centres"

## IDEAS FOR BETTER ADDRESSING TOURISM NEGATIVE IMPACTS

[Of those who have been negatively impacted by tourism activity in their local area and strongly disagree or disagree that enough action is being taken to address these] What more do you think could be done?

### HOUSING AFFORDABILITY

"Again, too many houses being used for accommodation. Needs to be some kind of levy on these properties. Extra rates? Also need to support and encourage affordable housing that can only be used for private homes."

"A bed tax on Airbnb type properties. Use this to fund community infrastructure and promote the area. Encourage and support more low-cost housing."

"We are a small town and have always needed more housing."

### SAFER DRIVING

"It's a hard one - vehicle rental companies need to take more care/responsibility at making sure people are able to drive. I have known of instances where rental companies already have the car started for the customer and once they've driven off and stop/turn vehicle off, they can't turn it back on because they've barely driven before."

"Driving test for non-English speaking visitors"

"Most of our roads should not be faster than 90KPH"

### TRUST IN COUNCIL/GOVERNMENT

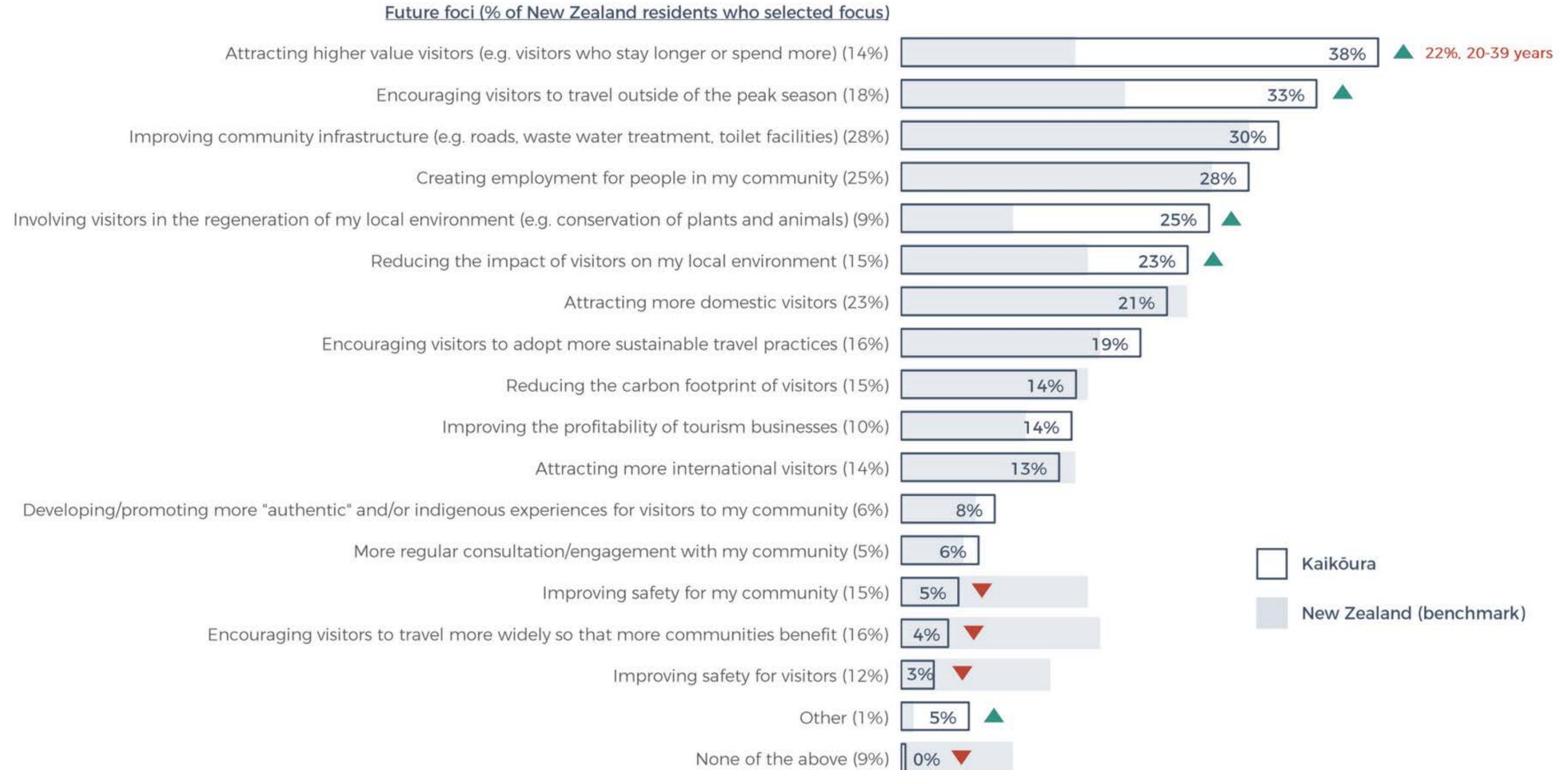
"Council could do a lot better in managing conflicts of interest when decisions around tourism are made. In a small town you can't avoid conflict of interest but it can be managed if a transparent and robust process is adhered to and publicly communicated. This would go a long way to developing trust in decision making."

"The town is growing, evolving and changing. New people are moving in. Industry is growing and moving in. The (old guard) farmers and large land owners seem to think they can control everything, and that change can be stopped. Council need to step-up and promote change, growth, and have more of a future plan."

"Use bylaws to protect amenity values and the environment rather than using the district plan. All the district plan does is allow someone to get what they want by paying for a variance. Then only the chosen ones get to do things that may not be in the best interest of the community."

# FUTURE FOCUS FOR TOURISM INDUSTRY

On which of the following would you like your local tourism industry to most focus in the future?



## RECOVERY OF TOURISM CONT.

What other comments do you have, if any, on the recovery of tourism in your community following the COVID-19 pandemic?

Kaikōura residents cited a range of ideas/comments which included building up local infrastructure to support increases in visitors to the region and encouraging development which supports regenerative tourism and reduces Kaikōura's reliance on mass tourism. Several residents also mentioned the need to have a more proactive approach to managing visitor numbers and providing facilities for freedom camping activity.

"I hope it would change the focus of the main tourism operator in Kaikōura to focus on a more sustainable tourism instead of profit and mass tourism"

"Support small business more, practical support to help them with the extra paperwork, tax breaks...give them a reason to want to continue in their businesses."

"It has saddened me to see so much waste on the roadside whilst we have been closed to international travellers. Bring back 'be a tidy Kiwi!'. The Govt needs to be realistic and make it seamless for people to get working visas to help with the shortage in available staff. Never allow the Govt to do another STAPP like handout! Look at how we can engage our residents in 'regenerative living' so that regenerative tourism become the norm."

"Kaikōura is heavily reliant on the tourism dollar domestically and internationally. Fantastic projects need to go ahead instead of the pushy minority constantly stopping them. Better accommodation options for employee's of tourism/hospo business."

"The Kaikōura Bike track needs to be seriously promoted as it is not even in the free AA Biking in NZ booklet."

"I believe that Kaikōura tourism has been widely overlooked, under valued and under supported throughout the pandemic. Having recently experienced a very serious natural disaster - the 2016 earthquake - Kaikōura tourism was only just starting to recover when the pandemic hit. The international market is crucial to our tourism, which is seasonal throughout summer, and I believe there has not been enough financial support for struggling businesses who are dependent on tourism income, or enough to promote our region to the domestic market."

"Off season product will be important - e.g. Dark Sky Reserve. Raising awareness of the environment and sustainability. Climate change and responsible tourism, consuming less and giving more."

"Being in a big region of tourism, we should have more shops and shopping areas to promote our local produce"

"The town has some great new developments happening or planned but we need to be careful about the impact of too many visitors on our small community environment and chosen lifestyle. The local tourism has been great to see and it would be great to see this continue. If international travellers are returning in high number then we need to ensure the environment is protected and we need to address road congestion, additional opportunities to shop for essentials such as groceries to reduce price monopoly and shop congestion. We need to ensure our most vulnerable residents are considered, protected and provided for i.e. the elderly, those with disability and our children. If the consequences of congestion is difficult for able-bodied residents then it has an even greater impact on these groups."

"Kaikōura needs more cycling trails to complement the existing Kaikōura Trail and Kaiterau Trail, that can be ridden all year round, thus enticing visitors in all seasons. Our scenery is epic and riding is a sustainable way of seeing it and being in nature. Trails are needed around the Kaikōura Peninsula, to Peketa along the coast, and linking Ocean Ridge, Seaview and Ludstone Rd."

## RECOVERY OF TOURISM CONT.

What other comments do you have, if any, on the recovery of tourism in your community following the COVID-19 pandemic?

"Encourage people to engage more in our land environment and promoting Kaikōura as the seabird capital of the world. A need for research centre on seabirds and environmental impact of climate change and human habits. Make Kaikōura a 'Dark sky reserve'."

"Put a toll or tax on tourism, used to cut the cost of living for my family. Ratepayers are paying and have paid for the infrastructure used by the tourism industry."

"Having high end accommodation available later in the year will make a big difference to our tourist destination as will create a number of jobs and attract a higher spending tourist. It is likely to have huge spin off including increasing our number of school pupils and therefore more staff and more subject choices etc. However we don't want to push this too far by allowing multiple large hotels to be put up as the nature of the tourist experience we offer would also likely chance."

"Improving the overall look of our community. Main shopping street is tired, needs upgrading. There is nothing nice looking about our town and yet it is set in one of the most scenic places in the world. We don't have an identity and the shopping area is very disjointed."

"We need to look at different tourism opportunities to give greater opportunities for people to visit and also to stay longer. I've heard about the hot pools and the zip line which are all great ideas. Astro tourism would be amazing and is perfect for the off season. We know through the great work done already by the Kaikōura Dark Sky group that we have amazing night skies and becoming an international reserve would be an amazing accolade for the town and to encourage tourism growth in this area. Please support them."

"It's time Kaikōura built other businesses in order to grow... but please, not endless cafes and trinket shops (which are invariably closed) and backpacker accommodation which cater to young hard up backpacker travellers."

"Higher wages for local workers"

"Get plenty of parking for campers and caravans, they are the future here."

"Review and ban freedom camping so that the Motor Camps get utilized."

"Please provide more toilets and stop freedom campers"

"Important to identify the sweet spot for numbers of visitors communities have the capacity to host. Exponential growth is not the answer. I don't know what that level is for Kaikōura but at some point growth will detract from what we have to offer visitors and impact negatively on residents. At the moment accommodation/houses to buy for residents is impacted by the out of towners buying holiday houses has a variety of impacts."

"It is disappointing watching the "boomers" on the local Council board and local business owners constantly repeat marketing plans that do not target a new generation of spenders. There will be a huge shift in tourist behaviour in a post covid world and I do not have the confidence that the leaders in this community are ready to embrace change and drive this community (Kaikōura) in the right direction."

"Having high end accommodation available later in the year will make a big difference to our tourist destination as will create a number of jobs and attract a higher spending tourist. It is likely to have huge spin off including increasing our number of school pupils and therefore more staff and more subject choices etc. However we don't want to push this too far by allowing multiple large hotels to be put up as the nature of the tourist experience we offer would also likely chance."

A photograph of a man and a young boy fishing on a boat. The man, on the right, is wearing a blue jacket and a brown hat, and is smiling while holding up a large fish. The boy, on the left, is wearing a yellow and blue checkered jacket and is also smiling. The background shows the ocean and a hazy sky. The image has a blue tint and a semi-transparent white circle on the left side.

## DEMOGRAPHICS

## DEMOGRAPHICS (UNWEIGHTED)

	Total Sample
<b>Gender</b>	
Female	66%
Gender Diverse	1%
Male	32%
Prefer not to say	1%
<b>Age</b>	
20-24 years	2%
25-29 years	4%
30-34 years	6%
35-39 years	2%
40-44 years	8%
45-49 years	10%
50-54 years	11%
55-59 years	16%
60-64 years	17%
65-69 years	13%
70-74 years	6%
75+ years	5%
<b>Base: Total Sample</b>	<b>n=154</b>

	Total Sample
<b>Travel in Past 12 Months</b>	
Travelled in New Zealand	84%
Travelled outside New Zealand	8%
Have not travelled	14%
<b>Household Composition</b>	
My husband, wife or partner	73%
My mother and/or father	4%
My child/children aged under 5	4%
My child/children aged 5 - 14	12%
My child/children aged 15+	7%
Other family/relatives	7%
Other person(s)	6%
None of the above - I live alone	10%
Prefer not to say	5%
<b>Base: Total Sample</b>	<b>n=154</b>

	Total Sample
<b>Ethnicity</b>	
New Zealand European	75%
Other European	7%
New Zealand Māori	10%
Pacific Islander	2%
Chinese	1%
Indian	1%
North American	3%
Middle Eastern	1%
Other	5%
Prefer not to say	5%
<b>Base: Total Sample</b>	<b>n=154</b>



**Mā te rongō, ka mōhio. Mā te mōhio, ka mārama.  
Mā te mārama, ka mātua. Mā te mātua, ka ora.**

From listening comes knowledge, from knowledge comes understanding.  
From understanding comes wisdom, from wisdom comes well-being.

HOEMOANA  
TUATAHI