



A DESTINATION MANAGEMENT PLAN FOR CENTRAL OTAGO

honouring the past, embracing the present, navigating the future



FOREWORD

From Destination Marketing to Destination Management

In almost every visitor destination around the world, the development of tourism has been market driven with a focus on the benefits that growing visitor spend can bring to national and regional economies. Historically less attention has been paid to recognising and managing the impacts (or burdens) of tourism growth on a destination's environment, communities, indigenous cultures, infrastructure, capital projects, other productive sectors and workforces.

Until now, that is.

A Framework for the Future

As part of the COVID-19 response the New Zealand Government advanced funds to support the reinvention of tourism, charging Regional Tourism Organisations (RTOs) and their respective Councils to develop Destination Management Plans (DMPs), based on best practice guidelines developed by the Ministry of Business, Innovation and Employment (MBIE).

Central Otago's Approach

Central Otago embraced these guidelines and more by choosing to adopt a 50-year planning horizon. This ensures intergenerational changes in values and aspirations are built into the planning process alongside the acceleration in digital (and other) technologies, the emergence of new economic theories and political structures.

Central Otago District Council (CODC) was an early adopter of destination management (Central Otago Tourism Strategy 2018 -2028) understanding that a more balanced approach is necessary for tourism to make a positive and sustainable contribution to the district economy, the well-being of its communities and environments.

Using a values-based tourism model the strategy set out to double the value of tourism without doubling the number of visitors. It led to a range of game-changing projects designed to get the ball rolling towards a better future.

Rolling forward to 2022, the journey undertaken in development of this DMP has been far-reaching and inclusive of many rich sources of information and inspiration.

The DMP was commissioned by CODC with generous insight and guidance from Kāi Tahu and reference to the values that underpin Central Otago's A World of Difference Regional Identity. The process has been overseen by Tourism Central Otago and their Tourism Advisory Board in consultation with key stakeholders, and reviewed by the officers and elected members of CODC.

Intergenerational Horizons - Bold Ambitions

Encouraged by the intergenerational thinking of mana whenua and CODC's own values and planning philosophies, the 50-year rolling horizon adopted in the DMP is underpinned by research that identifies the aspirations for the future from a range of different perspectives, and working these perspectives backwards from there to the steps that need to be taken to realise those ambitions, broken into short, medium and longterm plans:

- a 50-year statement of ambition and the future states that have inspired the plan
- Ten long-term strategies to meet future challenges and leverage new opportunities that arise
- a 10-year plan that will re-set overall direction
- a 12-month activity plan to build on that momentum
- a summary of the current state of initiatives already underway

This plan is for all the people and places that help to create the magic that sets Central Otago apart. It is for all those people who share, or will share, a strong affinity with Central Otago and want to see the magic live on for generations to come.

Honouring the past, embracing the present, navigating the future.



THE AMBITION

When visitors experience our world, sharing a moment with our people and our places, they become an extension of our community - loyal advocates and believers in our causes and our dreams for generations to come.

We know this as whanaukataka - or kinship - and we believe that it is by creating this strong sense of connection and common purpose that tourism can make a lasting difference.



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PHILOSOPHY AND PRINCIPLES

The development of this Destination Management Plan began with a challenge from Council that asked for a bold vision and a commitment to taking brave steps. Council and Kāi Tahu also promoted an intergenerational approach and asked that we reference the question 'are we being good ancestors' throughout the development process.

At each point in the journey, when Central Otago District Council's elected members, executives and Tourism Central Otago's Tourism Advisory Board were challenged about how to move forward, the response was 'be brave'.

Core Principles

Accepting this approach has meant that we have adhered to:

1. a values based partnership with Kāi Tahu
2. a fundamental shift from communities serving the interests of tourism, to tourism working in support of communities
3. an approach that has consistently been about understanding bigger picture societal, environmental, and economic agendas and shifts, and the role or contribution of tourism within that picture
4. a research-led approach to inform the development of the plan, bringing the voices of stakeholders to life and validating the underlying thinking
5. engagement with related sectors and interested parties that have a shared interest in the future of tourism, and the potential, by working together, to drive transformational change
6. a belief that built environments, landscapes and vistas are a core part of visitor experiences that need to be considered and managed (as well as understood and respected)
7. a belief that, to deliver on a truly intergenerational approach there is a need for an overarching long-term plan and a series of 10-year plans that will need to be refreshed on a regular cycle



Values Based Tourism

Central Otago's approach to developing this plan was based on exploring the core values that are used in the Values Based Tourism (VBT) model with Kāi Tahu. This has resulted not only in a deeper understanding of these values, but it has enabled Kāi Tahu to reflect on the expression of their values and narratives in relation to tourism in Central Otago.

This has been an invaluable contribution - grounding this plan in people and place and offering a parable that sits at the very heart of this plan.

PARTNERSHIP AND PARABLE

THE PARABLE

Adding to the power of the work that has been shared, at one of the very early joint meetings in Ōtepōti Dunedin we talked about Central Otago's powerful landscapes and the early (pre-European) history of the region; a history that is now being surfaced as part of the destination management planning partnership with Kāi Tahu.

It is hard to imagine that the distinctive dry and barren landscape of Central Otago was once covered in kōwhai and other natives. It is equally hard to believe that having been buried for 400 or 500 years under layer upon layer of detritus, that the seeds of those kōwhai are germinating again and making their way back to the surface, re-colonising their old ground.

As Megan Potiki, Kāi Tahu, explained during our first meeting, having been buried or misrepresented, for many centuries themselves, bringing Kāi Tahu history and narrative into the light, is like the kōwhai seeds – allowing Kāi Tahu narrative to germinate and flourish again. And, while these narratives are of incredible value in explaining the very special character and ways of Central Otago, to people who live in and visit the region, they also help to inform a stronger sense of pride and identity for Kāi Tahu rakatahi and the generations that will follow.

This parable has become a very powerful metaphor for us during the development of the DMP and you will see this reflected in both the transformational projects we plan to deliver and the ways in which we will engage all our communities and stakeholders in this plan.

PARTNERSHIP

Under the leadership of Sanchia Jacobs, Chief Executive Officer, Central Otago District Council, the Council initiated partnership discussions with Kāi Tahu (via their consulting arm - Aukaha). This laid the groundwork for the process that has been followed in the development of this Destination Management Plan (DMP).

An initial meeting with Aukaha in Dunedin (December 2020) about Aukaha's engagement in the DMP process, established a commitment to base the partnership around the Values Based Tourism model beginning with developing an understanding of each other's values. A series of joint workshops and presentations has resulted in the values and narratives that are presented in this DMP.

Spanning a period of 16 months or more, the values that Kāi Tahu express in this plan were presented at a wānaka (or hui) with a panel that was representative of mana whenua for their endorsement. The process has been characterised by humility, thoughtfulness and wisdom, shared respect, and good humour, along with a willingness to do what it takes to reach common ground.

Significantly when the work has been presented to the Mayor and Council of CODC, to Tourism Central Otago's Advisory Board, leadership team, and through the community survey that was undertaken, there has been an overwhelming level of support to build on this new understanding of Kāi Tahu history in Central Otago, and to cultivate this with open minds and hearts.

Strategies and plans impress some people, but it is whānaukataka that enriches.

Ko Te Toa i a Tini i a Mano o Te Takata

We possess the strength of many, it is the contribution of the multitudes that ensures success

THE KĀI TAHU CODC DMP JOURNEY



KĀI TAHU VALUES & PRACTICES

The development of this Destination Management Plan (DMP) began by working with Kāi Tahu and their consulting arm Aukaha to look beyond the surface, back to the past and into the future to identify the underlying values and practices that have been used to shape this plan.

As part of this process, we have not endeavoured to force these values together with the values that Central Otago expresses through the A World of Difference Regional Identity (see further details on page 8).

Rather, we have sought to let both sets of values stand beside each other as fundamental reference points in the development of the DMP. Kāi Tahu and Aukaha (1997) Limited have shared the following values and Cultural Practices as part of Central Otago's DMP process.

Values

Whakapapa

Whakapapa is the foundation from which everything is explained and connected in our Māori world. Whakapapa explains the existence and connection between everything including all inanimate and animate objects. Whakapapa cements the ancient connection from the Pacific and in to Te Waipounamu as people settled the South Island and generations occupied the land and waterways. Whakapapa is the connection between layers of generations but also the linkage between mana whenua and celestial life and it is kinship, pivotel to identity.

Mana

Mana is loosely understood as prestige, however it is a layered and complex value. With mana comes ownership and responsibility which is earned through deeds and behaviours and this is reflected in our tribal narrative and whakapapa. Furthermore, mana also refers to the longstanding occupation and our tribal authority across the larger area of Te Waipounamu which goes far beyond the modern day boundaries and marae.

Tapu

Tapu pervades every aspect of the Māori world. In the past this restriction determined all aspects of daily life.

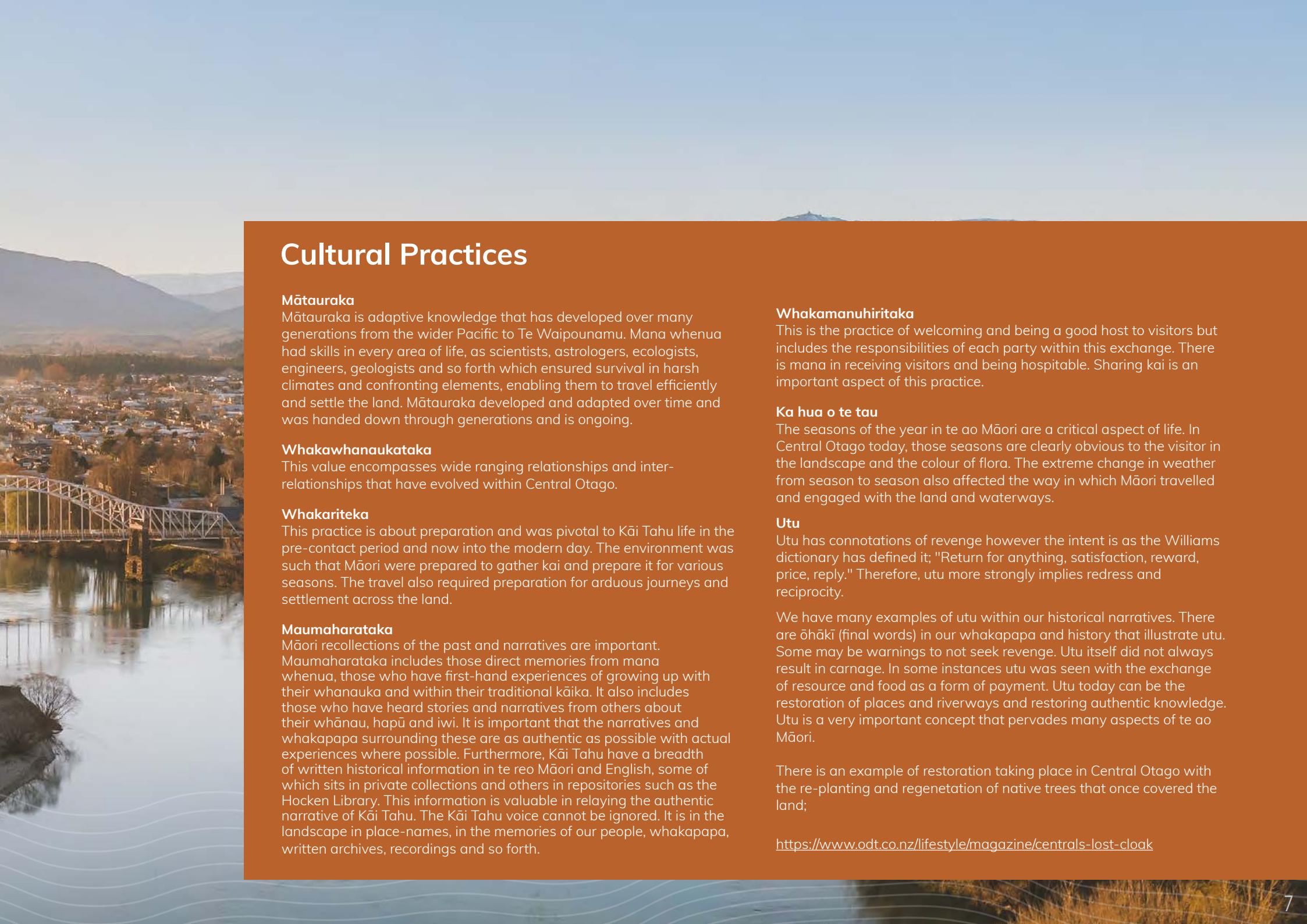
Examples of tapu are in the actual sites known as Wāhi Tapu which include urupā, past urupā, burial sites, modern urupā; places of particular events such as battles, or places of death, places of birth; Building sites such as past villages; Places where there were once alters and of a religious nature. There are many more however and these must be observed and considered with mana whenua guidance and advice.

Tapu is also about restriction which provides an element of safety for people.

Mauri

Mauri is generally defined as life force but it is a complex value to explain. It is noted that all things have a life force and as an example, the pollution of rivers disrupts their mauri. Mauri can be restored if it has been disrupted or affected. An example in the Central Otago area that is currently under research is the germination of kōwhai seeds that have been buried for hundreds of years. This is symbolic of restoring mauri and also reinstates narratives.





Cultural Practices

Mātauraka

Mātauraka is adaptive knowledge that has developed over many generations from the wider Pacific to Te Waipounamu. Mana whenua had skills in every area of life, as scientists, astrologers, ecologists, engineers, geologists and so forth which ensured survival in harsh climates and confronting elements, enabling them to travel efficiently and settle the land. Mātauraka developed and adapted over time and was handed down through generations and is ongoing.

Whakawhanaukataka

This value encompasses wide ranging relationships and inter-relationships that have evolved within Central Otago.

Whakariteka

This practice is about preparation and was pivotal to Kāi Tahu life in the pre-contact period and now into the modern day. The environment was such that Māori were prepared to gather kai and prepare it for various seasons. The travel also required preparation for arduous journeys and settlement across the land.

Maumaharataka

Māori recollections of the past and narratives are important. Maumaharataka includes those direct memories from mana whenua, those who have first-hand experiences of growing up with their whanau and within their traditional kāika. It also includes those who have heard stories and narratives from others about their whānau, hapū and iwi. It is important that the narratives and whakapapa surrounding these are as authentic as possible with actual experiences where possible. Furthermore, Kāi Tahu have a breadth of written historical information in te reo Māori and English, some of which sits in private collections and others in repositories such as the Hocken Library. This information is valuable in relaying the authentic narrative of Kāi Tahu. The Kāi Tahu voice cannot be ignored. It is in the landscape in place-names, in the memories of our people, whakapapa, written archives, recordings and so forth.

Whakamanuhiritaka

This is the practice of welcoming and being a good host to visitors but includes the responsibilities of each party within this exchange. There is mana in receiving visitors and being hospitable. Sharing kai is an important aspect of this practice.

Ka hua o te tau

The seasons of the year in te ao Māori are a critical aspect of life. In Central Otago today, those seasons are clearly obvious to the visitor in the landscape and the colour of flora. The extreme change in weather from season to season also affected the way in which Māori travelled and engaged with the land and waterways.

Utu

Utu has connotations of revenge however the intent is as the Williams dictionary has defined it; "Return for anything, satisfaction, reward, price, reply." Therefore, utu more strongly implies redress and reciprocity.

We have many examples of utu within our historical narratives. There are ūhākī (final words) in our whakapapa and history that illustrate utu. Some may be warnings to not seek revenge. Utu itself did not always result in carnage. In some instances utu was seen with the exchange of resource and food as a form of payment. Utu today can be the restoration of places and riverways and restoring authentic knowledge. Utu is a very important concept that pervades many aspects of te ao Māori.

There is an example of restoration taking place in Central Otago with the re-planting and regeneneration of native trees that once covered the land:

<https://www.odt.co.nz/lifestyle/magazine/centrals-lost-cloak>

CENTRAL OTAGO REGIONAL IDENTITY VALUES

We know there are few places in the world that will leave you with a lasting sense of difference.

Central Otago is undoubtedly one of them, from its landscapes, its seasons, its people, its products and experiences. Together we must celebrate it and look after it.

To help achieve this, we have based our regional identity around a set of values that help build on its uniqueness and create the kind of place we can be proud

of now and into the future. We are all encouraged to embrace these values in our everyday lives.

There will be many influences that could alter this unique region, meaning it is important that we all make wise choices that last beyond our lifetime.

It's up to each one of us to protect this world of difference – a life of involvement or generations of regret.





A set of values that bind people and place.

Making a difference

Inspiring and leading others with our special point of difference

Adding value

Always asking ourselves if there is a better way - one that achieves a premium status

Making a sustainable difference

Making decisions in business with the community in mind and in harmony with the natural environment

Respecting others

Respecting our cultural and personal differences

Showing integrity

Seeking to be open and honest

Protecting our rich heritage

Protecting and celebrating our rich heritage in landscapes, architecture, flora and fauna and different cultural origins

Embracing diversity

Recognising differences and embracing diversity

Learning from the past

Learning from past experiences with future generations in mind

Meeting our obligations

Meeting our legal obligations at both local and national levels

It is by amplifying and applying these values and behaviours in a contemporary and future-focused way that the communities of Central Otago will create stronger touchpoints for visitors. Encouraging them to become advocates and believers and a part of Central Otago's extended community.

TOURISM FUTURES RESEARCH

The tourism industry worldwide is being confronted with a set of new realities that are already re-shaping tourism's operating environment.

The scale and pace of change is unprecedented and while some of the new realities offer extraordinary opportunities, others deliver game-changing challenges.

A more detailed outline of the different trends and disruptors that are impacting tourism can be found in the full document of this Destination Management Plan.

Changing the paradigm



Changing the paradigm from 'communities serving the interests of tourism' to 'tourism development that serves communities'

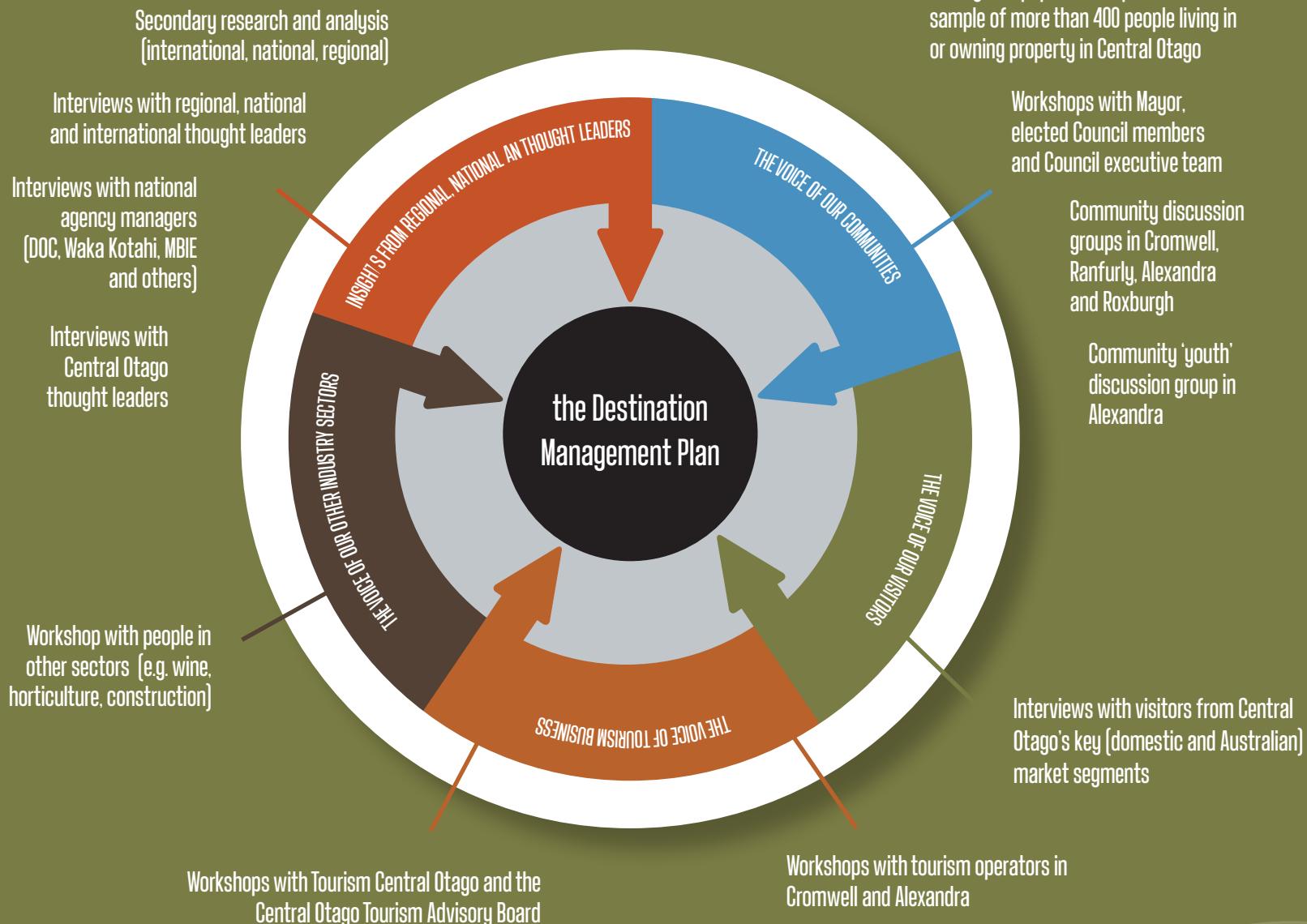
Global Realities

1. The crippling effect of global pandemics (and the challenge of recovering from their systemic impacts)
2. The profound changes needed to meet the challenges of climate change and what will be needed to drive the necessary transformations
3. Rapidly accelerating technological change – redefining how and where people do business and how, where and why they holiday
4. Intergenerational change as 'boomers' make way for new generations and their value sets (putting care for the planet, social justice, diversity, inclusion and equity centre stage)
5. Radical economic and social reforms with a hard shift from shareholder to stakeholder capitalism and reporting systems
6. Changing geopolitical landscapes and growing international tensions – driving localisation over globalisation and an ongoing threat of global recession?

Tourism Realities

1. A shift from wholly customer-centric to community-centric tourism development and recognition of the diversity within communities and the need for greater inclusivity of decision-making
2. A recognition that, in addition to the many benefits that tourism can bring, there are also significant burdens that need to be accounted and paid for
3. Acknowledgement that competition for talent will only intensify and that, while developing the tourism workforce, it will also be necessary to embrace changes in the future of work
4. Recognition that financing and funding the future of tourism development will require new investment models

Many voices were captured, and insights distilled, through a systematic programme of research and analysis



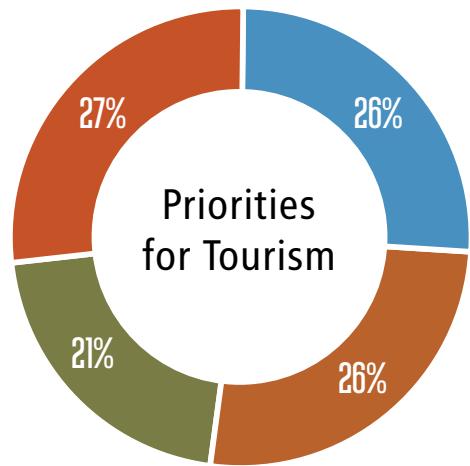
Key Insights

- Our communities are seeking balance in the needs/interests of visitors, economy, environment and communities – our job is to maintain this balance, manage potential conflicts and make trade-offs where these are needed.
- Our target market visitors value what we do – but we can't get complacent. Intergenerational shifts are already testing our regional identity values and visitors will increasingly expect more of us – more care for place, more evidence of social justice and respect for diversity and inclusion.
- Our visitors want, and our communities expect, our storytelling to embrace the full depth of our culture and heritage. Surfacing – and celebrating – the sites and stories of significance to mana whenua will be a key priority for us.
- Some almighty challenges lie ahead but the spirit of Central Otago is to be bold and brave. Creative solutions to workforce challenges, worker accommodation, climate change... these foreshadow other strategic themes.

OUR VOICES

COMMUNITIES

On the need for balance in the benefits of tourism - to visitors, economy, environment and communities (a view that is consistent across wards, but with a slightly stronger emphasis on economic benefits in Māniatoto)



A positive economic impact

(e.g. providing jobs/employment; creating opportunities for entrepreneurship and development of tourism businesses; contributing to other sectors of the local economy through visitor expenditure)

A positive impact on the environment

(e.g. building understanding and an appreciation of the natural environment; contributing funds for conservation; encouraging volunteer activity such as tree-planting; creating demand for active transport)

A positive impact on individuals

(e.g. providing new and enjoyable experiences for locals and visitors; providing opportunities for recreation and physical/mental health benefits; encouraging cross-cultural exchange; providing opportunities to learn new skills)

A positive impact on communities

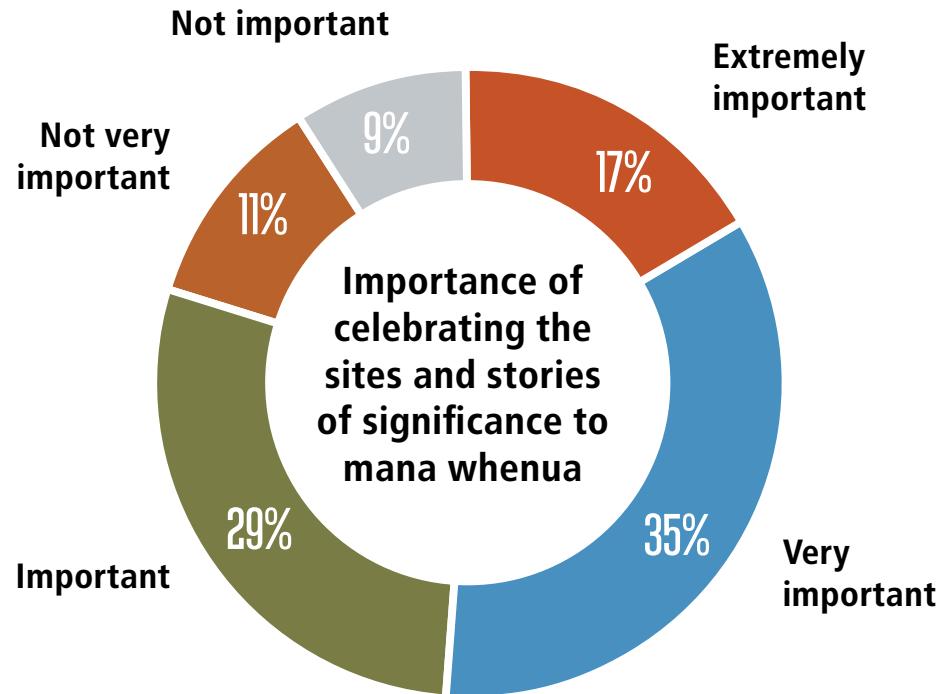
(e.g. creating amenities, services and events for local people to enjoy, building vibrant communities; generating local pride)

On the kind of destination we want Central Otago to be...

65%	A place that understands and promotes the stories of its culture and heritage	63%	A place where people can connect with nature (e.g. spectacular night skies or backcountry experiences)
62%	A place that showcases everything local (including locally grown/made food, wine and beverages, local artists and artisans)	61%	A place that has interesting boutique experiences vs large built mass attractions
60%	A place with essential character (small town, un-developed)	59%	An uncrowded place with wide open spaces vs. urban environment
55%	A place set up as a cycling hub (i.e. multiple cycling experiences from one place)	54%	A place where local talent can grow and where contribution is recognised in career advancement
53%	A place that invests in, and hosts, a broad mix of festivals and events (sports, community, arts, culture, business)	51%	A place where people take action to care for the natural environment
46%	A community that welcomes visitors with open arms (active vs. passive hosts)	45%	A place where people can relax and unwind - vs. do new things everyday

* Percentage is the proportion of survey respondents who chose this as one of their 'top 5' when asked to describe the type of destination they would like Central Otago to be in the future

On the importance of celebrating the sites and stories of significance to mana whenua...



On tourism's main benefits (now)...

- Supports local businesses
- Provides employment
- Enhances the profile/identity of Central Otago
- Fosters greater appreciation of our historic buildings and sites
- Makes a wider range of products/services available than would otherwise be the case
- Improves services for our communities
- Fosters greater appreciation of our natural environment
- Makes Central Otago a more vibrant and friendly place to live
- Provides opportunities to get involved with/attend local festivals and events

On tourism's main burdens (now)...

- Litter and waste
- Pressure on community infrastructure (roads, wastewater, toilet facilities)
- Damage to the natural environment
- Impacts on driver safety
- Higher day-to-day living costs
- Impacts on house prices
- Traffic congestion
- Difficulties finding car parking

OUR VOICES

VISITORS

On what makes Central Otago special...

- An uncrowded place with open spaces (rather than urban environment)
- A place that celebrates the seasons
- A place that has interesting boutique experiences (rather than large built mass attractions)
- A place with essential character (i.e. small-town, un-developed)
- A place set-up to encourage active transport (i.e. cycling as a means to travel between areas)
- A place where you can relax and unwind
- A place that celebrates locally grown/made food, wine and beverages

On the visitors whose values align with those of our communities...

Visitors motivated to...	...and what Central Otago offers
Escape and relax	<p>Visitors wanting to detach from the stress and pressure of their everyday lives and to return from a short break or holiday in Central Otago feeling recharged and refreshed.</p> <p>Central Otago's wide-open spaces, nature-based experiences, and the character of our small towns (the very antithesis of 'city hustle and bustle') provide the perfect setting in which to relax and unwind.</p>
Bond with others	<p>Visitors wanting to spend quality time with their whānau and friends; strengthening relationships and creating memories that will last a lifetime.</p> <p>Central Otago provides ample opportunity for shared activities and experiences in a relaxed and welcoming environment. Whether these involve cycling a trail, playing a round of golf, staying for a few nights at a favourite DOC campsite, learning how beer is brewed, stargazing on a night-sky tour, or taking a spin in a go-kart. The experiences we offer are ones in which everyone can participate and around which enduring memories can be built.</p>
Explore and discover	<p>Motivated by a desire for exploration and discovery, these visitors seek out the unfamiliar and return home from their travels with new knowledge or new skills.</p> <p>The stories of mana whenua in Central Otago - and later generations of residents who have made the region their home and a place of innovation for endeavours ranging from wine production to wool, fruit, fashion and scientific research – are the foundations of a compelling experience for visitors seeking new knowledge, authentic experiences and meaningful connection with our local people and places.</p>
Indulge	<p>Often as a personal reward for hard work, these visitors seek to indulge in a little luxury and comfort – to treat themselves. Central Otago's boutique accommodation and local experiences offer that 'special something' not available to everyone. Whether this is access behind the scenes to a working high-country farm, a personal tour of heritage sites with an expert guide, sharing dinner with other guests at a luxury heritage hotel, or glamping under Central Otago's wide-open skies, the immersive and highly personalised nature of these experiences is deeply rewarding.</p>
Find personal challenge and achievement	<p>For these visitors, holidays are a chance to get outside, get active and make the most of the natural environment; an opportunity to test personal limits through physical activity.</p> <p>Central Otago's cycle and walking trails, motorsport offerings and endurance events all set the stage for personal challenge and achievement (with the extra promise of time and space to relax and unwind in our stunning natural landscapes and hospitable small-town environment).</p>

TOURISM BUSINESSES

On opportunities...

- Further developing cycle tourism
- Collaboration with other sectors
- Extending visitor length of stay
- Increasing visitor expenditure
- 'Buy local' opportunities
- Developing/extending touring routes
- Enhancing Central Otago's events portfolio
- Collaboration with neighbouring regions
- Collaboration between tourism operators

On challenges...

- Attracting and retaining staff
- Addressing seasonal highs and lows
- Accommodation for people working in tourism
- Uncertain market conditions
- Retaining the character of Central Otago
- Managing the impact of tourism on our communities
- Managing the impact of tourism on our environment
- Succession planning/next generation business owners
- Regulatory compliance

INDUSTRY SECTORS

On tourism's importance...

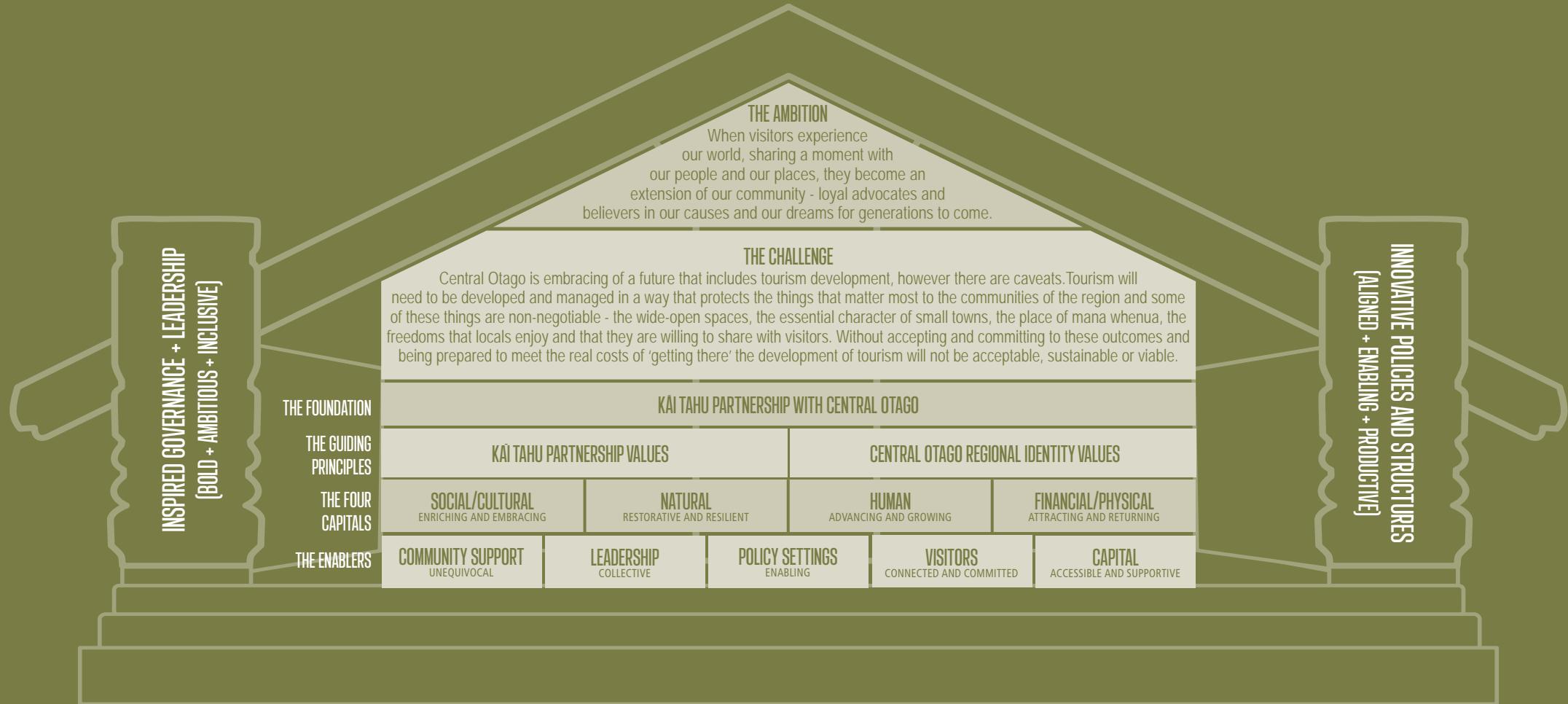
65%

of people working in sectors other than tourism believe that Central Otago's tourism activities and recreational assets are important to the success of their sector.

There is widespread support for collaboration on impending challenges - such as climate change adaptation and mitigation – and opportunities - such as 'buy local' promotional initiatives.



AMBITION & CHALLENGE



Designed to reflect a whare, this schematic takes the Values Based Tourism (GBT) model that has informed the development of this Destination Management Plan, illustrating how the components of the Plan connect as part of a broader strategic framework. Each of the components layer up to support achievement of the overarching ambition,

without ignoring the core challenge that has been articulated by a range of stakeholders - that is, shaping a future that is inclusive of tourism, but not at any cost. Enabled by the partnership that has been entered into between Kāi Tahu and Central Otago District Council and motivated by enhancing the value of the four capital stocks that generate

and sustain societal well-beings and living standards.

Realising the ambition is highly dependent on a commitment to building five enablers - unequivocal levels of community support, strong and focused collective leadership, innovative and enabling policy settings,

attracting like-minded visitors, and accessing and providing positive returns on the investment capital required to implement the plan.

The strategies and actions required to drive these enablers are presented as part of this plan.

THE BUILDING BLOCKS OF THE DMP

The Strategies (the building blocks)



Based on CODC's partnership with Kāi Tahu and the journey we have shared in the development of this DMP, rather than develop a singular strategy that highlights the relationship with mana whenua, we have embedded the values and thinking across all strategies.

The 50 year plan: Future States

> 10 Year plan: Strategies

> 12 month plan: Activations

STRATEGY 1 Inspiring Environmental Stewardship

**50
year goal**

A future where Kāi Tahu's core values and cultural practices are embedded alongside the best of environmental science in the management of Central Otago's environments.

There is an abundance of clean and renewable energy sources that underpin the development and delivery of accommodation and transport solutions.

Communities are actively involved in championing environmental causes and visitors knowingly and willingly contribute to reducing their impact on, and protection of, Central Otago's unique environment and the flora and fauna it supports.

Long-term Strategy

Develop partnerships with lead agencies and change-makers, driven by key stakeholders and supported by all to protect and enhance the environmental qualities of Central Otago.

Promote investment in initiatives that support adaptability, sustainability, restoration, and recovery, reducing tourism's footprint to net zero, and creating offsets beyond.

Why this is needed

Global and national realities dictate that tourism must reinvent itself to become environmentally sustainable. All stakeholders and partners confirmed the importance of acting to protect and sustain Central Otago's natural assets.

This means adapting to Climate Change, restoring biodiversity and mitigating tourism's negative impacts on the environment wherever possible.

10 Year Plan

Broaden the scope of work and extend partnerships to offset tourism's direct, indirect and induced impacts on Central Otago's environment.

Engage with neighbouring regions and other sectors of the region's economy to drive joined up approaches that deliver dramatic change in line with - or ahead of - the Government's Emissions Reduction Plan (ERP).

A tourism driven initiative to ramp up the scale and rate of indigenous plantings to accelerate the development of carbon sinks.

12 Month Plan

Engage with Tourism Industry Aotearoa to confirm what is involved in region-wide adoption of the Tourism Sustainability Commitment (TSC) programme.

Amplify support for Project Gold in partnership with Department of Conservation, Kāi Tahu and community organisations.

Launch a community driven anti-litter crusade to kickstart the region's commitment to environmental stewardship.

Investigate Aotearoa Circle's Visitor Economy Adaptation Roadmap (VEAR) and promote the idea of using Central Otago as a pilot region.

Advance discussions with Bodeker Scientific and other organisations about local responses to measuring tourism's carbon footprint and reducing emissions.

What has been done

The Central Otago Tourism Strategy (2018-2028) included projects designed to reduce tourism's footprint on the environment.

The development of Central Otago's DMP gives a better understanding of the range of tourism responses required to address any degradation of the environment.

Investigating national policies and programmes and tourism initiatives like Tourism Industry Aotearoa's Sustainability Commitment, alongside international tourism responses that should inform and enable a better way forward.



50 year goal

A future where the communities of Central Otago and mana whenua are committed tourism advocates engaging with visitors and sharing in their experiences. These connections are enduring and, by experiencing the strength and convictions of Central Otago's communities and their values, visitors are inspired to make a difference in their own lives and to return to Central Otago.

Community feedback goes beyond monitoring sentiment towards tourism and there is a range of community-driven projects in play - intersecting with Strategy 3: Placemaking.

Long-term Strategy

Evolve best of breed community engagement models to enable direct and real-time feedback on new ideas and initiatives. Deliver fast and responsive solutions to any emerging tourism pinch points.

Why this is needed

Destination Management Planning has elevated the voices of communities within the tourism system. Benchmarking community values and aspirations requires measures and mechanisms to ensure that these voices continue to be heard clearly and continuously.

Differences between communities are respected and addressed, and implications of generational, societal, environmental and economic changes are monitored and understood.

10 Year Plan

A range of different mechanisms are used to connect with communities. Explore ideas that promote more tourism-specific engagement such as shadow boards and social media monitoring.

12 Month Plan

The public launch of the DMP will include a roadshow and community engagement programme.

Host a series of discussions with residents, mana whenua, special interest groups, seasonal workers, younger generations, holiday homeowners and new arrivals to further explore what matters most to these communities.

What has been done

Central Otago District Council and Tourism Central Otago have already established community engagement programmes.

There is a genuine commitment to understand and act on the sentiments that are expressed by communities and the living standards they aspire to. The most recent Long-Term Plan is a great example of this.

Embracing an intergenerational philosophy in the development of the Destination Management Plan developed a deeper understanding of the benefits and burdens that communities thought tourism could bring in the future.

Significant investment in qualitative and quantitative research has provided a solid foundation upon which to reflect the voices of communities.



STRATEGY 3 Making a Difference with Placemaking

50 year goal

A future where placemaking initiatives are actively supported by all stakeholders. Kāi Tahu's values are embedded in place and embraced by all people. Investment in amenities and services are first and foremost being made to support the vibrancy and resilience of the region and its communities. Visitors value the difference that these assets make to the quality of their experience in Central Otago. Developers are committed to going beyond and are investing to make a difference across all of the region's capital stocks and well-beings.

Long-term Strategy

Map and explore placemaking initiatives that add layers of cultural understanding and meaningful points of connection for communities and visitors with places and spaces. Encourage development that makes a difference and will contribute to all well-beings.

Why this is needed

Placemaking is about strengthening the connection between people and the places they share. It supports local pride, a sense of belonging and the value that visitors place on their experiences in a destination.

People are inspired to collectively reimagine and reinvent public spaces. Ensuring that the development of new amenities, services or significant new public or private sector development consider placemaking and community development initiatives as part of their core responsibilities.

Central Otago's "A World of Difference" values provide a strong and enduring reference point and our partnership with Kāi Tahu confirms there are opportunities to work together to do more.

10 Year Plan

Tourism supports amenities and services that also benefit the lives of locals. Canvas how tourism might contribute to achieving the aspirations of locals - creating built and natural environments that continue to add to the attractiveness of Central Otago as a place in which to live, learn, work, play and invest.

A spatial plan for tourism that identifies a range of tourism development zones, mapping visitors flows and impact areas vs. carrying capacities.

12 Month Plan

In partnership with Kāi Tahu confirm the scope and secure funding to kickstart the cultural mapping project being considered.

Review the 'A World of Difference' values in the context of a more contemporary expression of those values - e.g. what does embracing diversity look like in 2022, and what might it look like thirty or forty years hence.

Explore how to extend the Tohu Whenua Programme in Central Otago in partnership with DOC and Kāi Tahu.

What has been done

Community supported placemaking projects are underway as part of the CODC's Long-Term Plan 2021-2031 and will also enhance the region's visitor offering. (e.g. memorial hall and Alexandra Riverside Park)

Elected members and CODC leadership team have been kept informed about the development of the DMP and it is understood that activating the DMP will result in the need to integrate a range of work streams.

Early engagement with Arts, Culture and Heritage groups and related sectors point to opportunities for higher levels of integration in placemaking initiatives.



50 year goal

A future where working in tourism in Central Otago is seen as highly desirable. Tourism jobs enable personal fulfilment and career advancement, opening up opportunities for ongoing learning and development from entry level to senior management positions. The education and training system supports workforce development and entrepreneurship, and tourism is seen as part of a career path where peoples' talents can shine. Work experiences and the on-boarding of new talent is followed through with ongoing coaching in business management and entrepreneurship. The next generation of owner operators and managers are emerging.

Long-term Strategy

Bring together a range of partners to pilot a talent lab - an integrated system by which local talent is grown and external talent attracted, creating a workforce and talent pipeline that is right sized, flexible, continuously up-skilled and regenerated.

Look at opportunities to work more closely with other economic sectors offering a range of work experiences and up-skilling opportunities, job-sharing and more.

Why this is needed

Developing Central Otago's workforces has always had its challenges and in tourism, Central Otago is not alone. COVID-19 has exacerbated workforce shortages that have been a persistent challenge in tourism for many years and accelerated changes in the future of work (which brings both up and down-sides).

As digital technology replaces human functionality the demand for human contact and shared experiences will increase. This suggests a future that will be both high tech and high touch.

A level of digital competency will be a foundation skill. Delivering immersive and transformative experiences will become a skill to be mastered.

10 Year Plan

Advance the scoping of a detailed feasibility study and identification of funding sources/investment partners in both the Talent Lab project and the Talent Lab village.

Build the workforce pipeline by using community engagement programmes to profile working in tourism and launch a schools' programme that lifts tourism's recognition in the education sector.

12 Month Plan

Advance discussions with other sectors to confirm their needs and explore whether there are opportunities for broader based skill development and job-sharing programmes.

Scope requirements and cost to pilot a talent lab with relevant partners including existing youth employment programmes and explore development of tourism micro-qualifications with leading education and training institutions.

Understanding that worker accommodation is a major constraint for all economic sectors in the region, initiate discussions regarding the development of a Talent Lab Village.

What has been done

Research confirms the significance of workforce shortages across all sectors of the district economy and the fact that tourism offerings do play an important role in attracting workers to the region.

Tourism Central Otago has supported seasonal recruitment campaigns for the horticulture and viticulture sectors over the last two seasons and is supporting the CODC Economic Development team on campaigns for wider workforce recruitment.



STRATEGY 5 Authentic Branding and Customer Engagement

**50
year goal**

A future where the very use of the words 'Central Otago' conjures up such strong images and emotions that there is no debating what the brand stands for. Making it a desirable place to visit and maintain an active association with. There is a clear understanding of how Central Otago is making a difference socially, culturally, environmentally and economically; and a deep-seated need to replenish and reinvigorate that connection.

Long-term Strategy

Evolve Central Otago's branding and customer engagement programmes to build and maintain the strongest possible affinity with the brand.

Ensure delivery of the brand promise at every step in the customer journey, through all visitor experiences and interactions in Central Otago.

Leverage the strength of this relationship to create enduring customer loyalty and value, encouraging repeat visitation and continued acquisition of goods and services made in Central Otago.

Develop powerful customer insights that will enable Central Otago to stay at the top of the tourism game.

Why this is needed

To position and promote a compelling and highly authentic brand is not only essential to attracting like-minded visitors to Central Otago but increasingly important in ensuring that the marketing promise is delivered on by people and place.

As borders re-open the competition for visitors will intensify and knowing which segments of the market to hone in on will ensure that marketing resources are deployed for maximum impact.

Central Otago has never chosen to compete across all markets and the region has deliberately adopted a value over volume tourism strategy.

10 Year Plan

Consider how to build upon the national Tiaki Promise as an underpinning to how visitors engage in New Zealand's visitor experiences.

Investigate how the Tiaki promise can be adopted in Central Otago, or whether refreshing the expression of the values that underpin the Regional Identity will yield a stronger connection between people and place, particularly if undertaken in association with Kāi Tahu.

Investigate data collection mechanisms and analytics to capture visitor data that will assist with the effectiveness of marketing, visitor satisfaction levels, new product development and the management of visitor impacts across the region.

Undertake deep dive research into the needs, expectations and motivations of tomorrow's visitors.

12 Month Plan

Recalibrate Central Otago's branding, marketing and customer engagement mechanisms so that they are well aligned with tourism's new realities and the aspirations of the DMP.

Inform local communities about campaigns promoting Central Otago to external audiences and find creative ways of engaging them so they connect the brand promise with the way in which visitors experience their place.

What has been done

Persona research has provided a clear understanding of the kind of travellers who will best connect with Central Otago based on their needs, interests, and motivations. This work has been updated to understand whether COVID-19 had driven any significant changes in customer needs and motivations and to understand the future shape that tourism in Central Otago should take to remain relevant and highly desirable as a destination for the future.

The futures that the region's potential visitors aspire to for Central Otago and the futures that Central Otago's communities aspire to are strongly aligned. The challenge is to maintain that alignment across changing market and community dynamics and into future generations. This will require monitoring customer engagement alongside community engagement and preparing for intergenerational shifts.



50 year goal

A future where cross-promotion of other sectors adds value to primary sectors. Visitors are enjoying richer experiences and demonstrating an abiding loyalty to goods and services produced in Central Otago. Sector leaders are driving innovative new solutions to workforce attraction and development, worker accommodation and affordable housing. The cross-fertilisation of ideas and transfer of new technologies and skills is delivering breakthrough solutions across all sectors of the economy. The development of new cultural and heritage attractions and support for local events is extending length of visitor stay, smoothing seasonal peaks and troughs, creating new career opportunities and opening up new investment channels.

Long-term Strategy

Pursue the development of productive cross-sector models and partnerships that amplify the ripple effect of tourism across other sectors of the economy improving the resilience of the Central Otago economy and the contributions that can be made to regional well-beings.

Why this is needed

COVID-19 has left many primary sectors exposed to supply chain issues and restricted access to international and domestic markets.

Responding to the challenges of climate change there are opportunities to develop stronger working relationships and closer strategic alignment across the different sectors of the regional economy.

Bringing visitors to the region to enjoy what is grown and made in the region, helps to reduce the footprint of physically exporting goods and likely creates stronger loyalty to place and products.

Bringing new audiences to the Arts, Culture and Heritage sectors broadens their economic base which should support their growth and development and extend and expand funding opportunities e.g. new partnerships and/or sponsorships.

10 Year Plan

Collaborate with other sectors to include carbon-zero initiatives, transport and infrastructure planning and spatial planning that provides for different land uses and access to scarce resources.

12 Month Plan

Build tourism's ability to make a stronger and more enduring contribution to other sectors of the Central Otago economy and the livelihoods that those sectors support.

Review the work-plans and priorities of the different sectors and map the challenges and opportunities that could be approached together. Investigate opportunities to grow, enhance or reposition existing events and festivals or provide a range of work experiences that enable re-skilling, up-skilling and cross-skilling.

Co-operate on the development of sector specific plans that will unlock opportunities that exist – such as joint research projects and/or funding bids.

What has been done

The research and engagement process in the development of the DMP included discussions with a range of sector groups. Conversations with the Department of Conservation and other national agencies highlighted the opportunities to develop new and existing initiatives.

The opening of the Eden Hore Central Otago (EHCO) exhibition in association with Te Papa at the Dowse Art Museum alongside the launch of the new EHCO Trust point to a world of opportunities that may not have been considered in the past.

The establishment of a Food and Beverage Tourism working group has demonstrated some successes.



STRATEGY 7 High Impact Tourism Alliances

**50
year goal**

A future where the tourism industry is structured and funded in a way that enables the seamless integration of destination marketing and destination management functions. Communities inclusive of mana whenua sit in the centre of the tourism universe; acknowledging their needs whilst also accepting that without a vibrant and resilient visitor market the tourism economy will fail.

A future where Regional Tourism Organisations have the capacity and capability to manage and market their destination with an advanced understanding of the broad range of levers that can be used to manage demand and supply. Where long-term success is measured by keeping the tourism system in balance so that it is naturally regenerative and contributing to the four capital stocks and well-beings.

Long-term Strategy

Embrace our geography but not be bound by it. Initiate a range of tourism partnerships with like-minded destinations and other partners, introducing new thinking and new models that will drive transformational change, contribute reciprocal benefits and enable new standards of performance.

In-region, strengthen business relationships with operators and industry stakeholders collaborating with them to bring visitors to the region and, as part of the reinvention of tourism, equipping them with the tools, knowledge and inspiration required to drive business success in an operating environment that will deliver new challenges at an unrelenting pace.

Why this is needed

Regional Tourism Organisations (RTOs) have traditionally focused on destination marketing and promotion to grow visitation (including length of stay and spend). The responsibility for managing the relationships required to manage those impacts has not normally been seen as core business.

Central Government has intervened with both the funding and the guidance for the development of Destination Management Plans.

This new agenda presents a challenge to traditional models and their funding and tourism operators will need to be prepared to enter into new ways of doing business.

10 Year Plan

Develop, build and enhance partnership models with partner RTOs and national tourism entities to accelerate business transformation. Identify shared projects, assign responsibilities and drive best practice collaboration.

Deliver programmes to support business transformation and develop the approaches required to encourage sign up to these programmes. Identify the issues and opportunities that need to be addressed and accelerate the speed and success of rates of business transformation.

Develop and utilise business toolkits, mentoring, certification, data collection and information sharing systems.

Rich and real-time data is informing management decisions at both enterprise and governance levels and is used to influence investment priorities and capital flows.

12 Month Plan

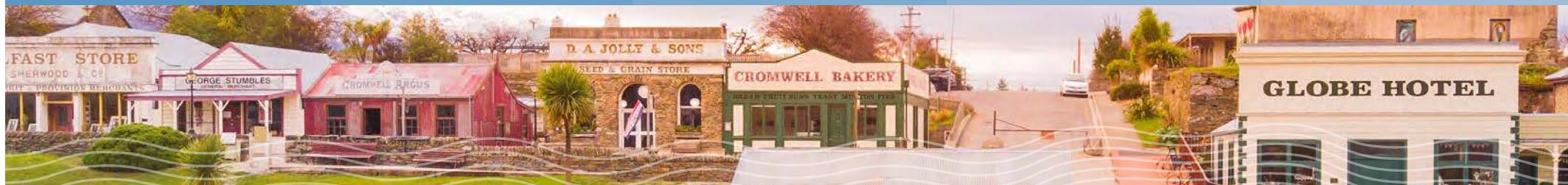
Engage with internal (within region) stakeholders and identify opportunities to collaborate on the points of intersection with other Destination Management Plans from surrounding regions, and nationally.

Collaborate with a range of partners to investigate and instigate the development of a new set of performance metrics for monitoring the benefits, the burdens and the net contribution of tourism to the national and regional economies.

What has been done

The development of the Destination Management Plan for Central Otago has redefined the scope and scale of work required to balance the region's tourism system and its contribution to regional well-beings.

There are strong relationships that are already in place that can be used to define forward paths and support the way forward. Projects like the Central Otago Touring Route, 45 South (8 Southern RTOs) and Collaborative Trails Marketing (Trails Trusts and RTOs) have opened the doors to new discussions.



50 year goal

A future where smart and circular investment models are championed; public and private sector investments are aligned, and the benefits and burdens of tourism accounted for and shared by all. A self-sustaining funding model provides the certainty and confidence that RTOs (or their equivalent) need to support both short and long-term expenditure in destination management that contributes to material improvements in the region's four capital stocks and living standards.

Long-term Strategy

Evaluate the long-term public sector funding requirements and private sector opportunities associated with the development of tourism in Central Otago.

Identify opportunities to promote new, more inclusive, partnership models that include central government agencies, local government, the private sector, special purpose funds like green finance and partnership funding with iwi.

Why this is needed

The economics of tourism and the commercial signals applied need to be revisited. While the benefits of tourism have been well accounted for, the burdens have not.

This has led to widespread market failures and systemic imbalances not just at an industry level, (inclusive of government agencies) but across individual business enterprises as well. It has also tipped into the other economic and social sectors that tourism interfaces with and impacted on the resources upon which tourism depends.

10 Year Plan

Explore the applicability of models like 'City Deals' or 'Regional Deals' with other RTOs and sector partners. These concepts are designed to direct infrastructure spending to projects that boost productivity, employment, economic growth, social wellbeings and environmental health under the umbrella of new governance models.

12 Month Plan

Confirm an interim funding model to support the destination marketing and management programmes of Tourism Central Otago. Include detailed scoping of the costs of implementing key initiatives from the DMP and the identification of potential funding sources.

Continue to advocate for the development of new performance metrics and to build the business case(s) needed to secure ongoing funding.

Continue to monitor what opens up in the tourism funding space and ensure that CODC as TCOs primary funder is well positioned, while exploring new models.

Further scope different funding models alongside other RTOs and industry bodies.

Assess current investment needs e.g. cycle trail maintenance and upgrades and build those into investment plans.

What has been done

Central Government through MBIE funded the development of 31 Destination Management Plans and called for suggestions on three transformational investment projects from each RTO.

Reports including the Parliamentary Commissioner for the Environment's investigation into tourism, DOC's Heritage and Visitor Strategy, New Zealand Infrastructure Commission, the Climate Change Commission and the World Economic Forum are provoking new thinking.

The 'Three Waters Reforms' and the Reform for Local Government are underway, making this a challenging but opportune time to revisit funding models.

The 2018-2028 Central Otago Tourism Strategy researched options for the funding and structure of Tourism Central Otago with the current model within council decided as best fit.



STRATEGY 9 State-of-the-art Connectivity

50 year goal

A future where integrated transport systems and digital platforms enable the seamless and carbon zero transfer of people and data from anywhere to anywhere across and beyond the region. Where real-time supply and demand and the use of dynamic pricing, keep the tourism system in balance across the region.

Long-term Strategy

Work with other sectors to adopt a fit-for-the-future approach to transport and digital infrastructure investment and development projects.

Seek smart and cost-effective solutions to transforming the ways in which residents, visitors, goods and services are moved to, through and beyond the region.

We will trade on our carbon neutral energy sources and wide-open spaces to establish powerful working relationships with a range of strategic partners - promoting Central Otago as a trial site for new innovations and developments and attracting inward investment.

Why this is needed

The carbon neutral movement of people is one way in which the sustainability of tourism in Central Otago can be secured.

This is not simply about transporting visitors or getting the people who work in tourism to work. It is about an integrated transport system and digital capacity that supports the development of all sectors of the regional economy. Our job is to make sure that tourism's voice is heard.

10 Year Plan

Commission a discussion paper on the future of digital and transport connectivity in Central Otago (including energy sources). Map shifts in visitor flows (and other people and goods) as a result of new transport systems to support infrastructure planning (including EV and e-bike charging network), Vertical Take-off and Landing (VTOL) sites and flight paths.

Investigate the advances being made in autonomous vehicles/ driverless shuttles and in aviation - short-hop all-electric flight and satellite internet. Product development includes refreshing current offerings to ensure that they are fit for the future.

TIA's Tourism Sustainability Commitment has a role to play as do any updates on consumer and trade research.

12 Month Plan

In the digital space, advance and support the development of digital shopfronts e.g. Central Otago Winegrowers Digital wine cluster initiative.

As part of TIA's Tourism Sustainability Commitment advance discussions with operators about the challenges and opportunities for fleet conversion.

Explore the use of digital apps that push data to visitors to manage flows and promote visitor dispersal.

What has been done

Central Otago has the leading network of off-road cycle/walking trails in New Zealand. With the development of the Central Otago Touring Route consideration was given to the future requirements of EV charging stations, but there is more to be done.

50 year goal

A future where visitors are drawn to Central Otago to connect with Central Otago's distinctive environments and exceptional way of life. Where the rewards for participating in different activities are deep and inspiring and an unbreakable bond with the region is forged.

Where the highs and lows of seasonal visitation have been smoothed (but not entirely flattened), the quality of visitor experiences is exceptionally high and engaging. Interactions between visitors and locals enrich and the juxtaposition of different offerings e.g. high country, high fashion only add to visitors' fascination with people and place. Where Kāi Tahu's narratives and values add another rich dimension to the visitor experience. Where tourism experiences are priced to reflect a fair exchange of value and discounting is used to reward loyalty vs. win business.

Long-term Strategy

Add to the region's portfolio of visitor experiences - introducing new experiences that are based on the region's unfakeable assets.

Extending product lifecycles through carefully targeted investment that reflects the needs of our communities, inspires mana whenua, maintains a strong customer pipeline (ideally with a seasonally smoothed flow) and delivers experiences that enable visitors to contribute to the region's capital stocks and wellbeings at all touch points.

Why this is needed

Staying true to Central Otago's unfakeable assets is non-negotiable and sits well with the fact that consumers are seeking authentic and meaningful experiences.

Diversifying the range of visitor experiences and events available will help address seasonality and smooth year-round demand and utilisation.

Exceptional product development opportunities exist based on certification (night skies) and acquisition (Eden Hore Fashion Collection) and extension (cycle trails).

The partnership that has been developed with Kāi Tahu and the opportunity to share their narratives and values in what is developed across the region, both transcends and grounds these opportunities.

10 Year Plan

A Product Development Master Plan for tourism is considered (and potentially overlaid on the spatial plan for tourism/visitor flows) and this is meshed with other initiatives e.g. participation in TIA's Tourism Sustainability Commitment - to ensure that best practice and future-proofed thinking is built into plans.

Product development also includes refreshing current offerings to ensure they are fit for the future. Again, TIA's Tourism Sustainability Commitment has a role to play in this process as do any updates on consumer and trade research.

12 Month Plan

Undertake a product stocktake and a tourism Warrant of Fitness project to assess the current health of operators (across a broad range of metrics) and understand whether they are fit for the future.

What has been done

The launch of the Central Otago Touring Route and Lake Dunstan Trail have added new experiences to the district.

The creation of a food and beverage working group is providing new opportunities to tell the regional food story.

Local and regional investment in events, arts and heritage trails and museum development.

The proposed new Cromwell Memorial Hall and Event Centre in Cromwell's Heritage precinct and Alexandra Riverside Park will contribute to richer and more diverse visitor experiences.



WHAT THIS PLAN MEANS FOR

Central Otago's communities	A reassurance that the things that matter most to our communities have been identified and accounted for and that their voices will remain central to the further development of tourism - creating the future our communities aspire to versus having tourism and its unintended consequences shape the future
Mana Whenua Kāi Tahu	A sense of belonging and a belief in partnerships that are inclusive of mātauraka māori and celebrated by all
Tourism Operators	Confidence in the future direction of tourism and what it means for the financial capital that they have at risk in the industry, and the investment that new operators might contemplate in the future
Central Otago District Council and Tourism Central Otago	A clear direction that encompasses the many moving parts of the tourism system - a platform for policy and strategy development and alignment
Visitors to Central Otago	A compelling and believable promise of what to expect and the invitation and the inspiration to become lifelong (intergenerational) loyalists to the region
Other Sectors	A commitment to creating shared solutions to both opportunities and threats in ways that advantage individual sectors and the wellbeings of the region as a whole
Investors	Confidence in the 'bankability' that tourism investment in Central Otago offers and in the broad based support for delivering a return on that investment
Partner Regional Tourism Organisations	A clear understanding of the future direction and end games that Central Otago is pursuing through tourism, and willingness to engage on that basis to deliver common good
National Agencies	Respect for the expectations and dreams that Central Otago's visitor industry (inclusive of communities, environment, operators and other stakeholders) hold, and a willingness to work in partnership to leverage shared opportunities and address common threats

ACKNOWLEDGEMENTS



The Central Otago District Council thanks and acknowledges the many people and partner agencies that have contributed in a multitude of different ways to the development of this Destination Management Plan - from giving up their time and being willing to share their ideas, to helping make things happen and being open to considering new ideas.

Thank you to all of the people who believe in Central Otago and were willing to share their aspirations for the future of the region.

And, for being brave enough and bold enough to believe that together we can rise to the challenges before us and make a genuine difference for today's communities, and for generations to come.

To read the extended Central Otago Destination Management Plan including alignment to the four well-beings, project KPIs and background research use the links below:

- [Full Destination Management Plan](#)
- [Tourism Futures Community Engagement Survey](#)
- [Central Otago Visitor Personal Research](#)
- [2018-2028 Central Otago Tourism Strategy](#)
- [Market Perceptions Research \(July - December 2021\)](#)



Ko Te Toa i a Tini i a Mano o Te Takata

We possess the strength of many, it is the contribution of the multitudes that ensures success