



ATTACHMENTS

**Council Meeting
Under Separate Cover**

Wednesday, 27 April 2022

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A DESTINATION MANAGEMENT PLAN FOR CENTRAL OTAGO

honouring the past, embracing the present, navigating the future

DRAFT
APRIL 2022



Even before the double impacts of responding to Covid and Climate Change had hit the tourism industry worldwide, reports like the Parliamentary Commissioner for the Environment's Report on Tourism, and growing concerns about parts of New Zealand experiencing 'over tourism', there were calls for a fundamental re-set or reinvention of the tourism industry.

Enter 'Destination Management Planning' - already in its early stages in New Zealand (and embraced by CODC in the Central Otago Tourism Strategy (2018- 2028), the New Zealand Government 'seized the moment' offered by the closure of New Zealand's borders to make funds available to Regional Tourism Organisations across New Zealand to develop Destination Management Plans. MBIE provided a set of best practice guidelines and the development of DMPs began. Because these plans are focussed on 'destination management' vs the more traditional RTO function of 'destination marketing', they by definition take a much more inclusive view of every interface that tourism has with every moving part of region's economy, its environment and its communities.

The ambition proposed in this DMP for Central Otago, the future states that are aspired to and the strategies and activations that are presented, will require massive shifts in the governance and management of tourism - and Central Otago is not alone in this.

Importantly this plan should not be read as some kind of tourism take-over, rather, the plan identifies all of the areas (or moving parts) where tourism can contribute far greater value to the wellbeing of the region's people and places - environmentally, socially, culturally and financially - and, as importantly, it also identifies where tourism can destroy value if left unmanaged. These are referred to as the 'benefits and burdens' of tourism, and they are explained in more detail throughout the plan - particularly in relation to 'The Four Capitals & Wellbeings' framework and how it connects to the Values Based Tourism (VBT) model.

This DMP provides a blue print for the future of tourism in Central Otago that spans 50 years. But, we will fail to realise that future without committing to some critical groundwork in the first 12 months - or even the first 10 years in the life of the plan. There is an enormous exercise involved in clarifying and aligning accountabilities and responsibilities and confirming shared priorities across Council and with Kāi Tahu, external partner agencies, and other stakeholders before initiating significant change.

The reinvention of tourism is not negotiable but how we get there is.



Connecting with Stakeholders	
Central Otago - the Region	Provides a blue print for the future of tourism - creating the future the region aspires to vs having tourism and its unintended consequences shape the region
Mana Whenua Kāi Tahu	A sense of belonging and a belief in partnerships that are inclusive of matauranga maori and celebrated by all
CODC/TCO	A clear direction that encompasses the many moving parts of the tourism system - a platform for policy and strategy development/alignment
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 they'd new operators might contemplate in the future
CO's Communities	A reassurance that the things that matter most to the region's communities have been identified and accounted for and that their voices will remain central to the further development of tourism
CO's Visitors	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 RTOs	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
National Agencies	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

NAVIGATING THIS PLAN

In this Plan you will find:

A statement of our **Ambition** for tourism in Central Otago

A statement of **Challenge** that sets out the conditions that need to be met to create the future we aspire to

Our **Values** – the core principles and beliefs that will guide our behaviour

A **Long-term Plan** that describes the ‘future states’ we aspire to (our long-term goals), the 10 strategies we will use to achieve these goals, and a set of key performance indicators (KPIs) by which we will measure progress

A **10-Year Plan** that includes a set of nearer-term goals, actions, and the KPIs we will use to measure progress in the next 10 years

A **12-Month Plan** - our action plan for the immediate future

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