



2023

2030

TE PĀTAKA O RĀKAIHAUTŪ BANKS PENINSULA

Destination Management Plan

Whatungarongaro te tangata, toitū te whenua te oranga o te tangata, he whenua.

As people disappear from sight, the land remains, and the welfare of the people lies in the land.

Acknowledgements

Akaroa Civic Trust, Te Pātaka o Rākaihautū Banks Peninsula Community Board, Akaroa District Promotions Society, Akaroa and Bays Forum, Ōnuku Rūnanga, Wairewa Rūnanga, Lyttelton Community Association, Lyttelton Business Association, Governors Bay Community Association, BP Trust, Little River Wairewa Community Trust, Akaroa Ratepayers and Residents Association, Rod Donald Banks Peninsula Trust, Banks Peninsula Native Forest/Climate Change Group (BPNFCCG), Banks Peninsula Conservation Trust, Friends of Banks Peninsula, Federated Farmers, Potahu Tours and The Seventh Generation. Christchurch City Council, Waka Kotahi NZ Transport Agency, Department of Conservation, Lyttelton Port Company, Lyttelton Harbour Information Centre, Environment Canterbury, Regional Tourism New Zealand, Dr David Ermen — Destination Capacity, Erin Jackson — Narrative, Carl Pavletich — Fabriko, Kris Herbert — Creative Agent, and Resonance. Plus many individuals that wrote and provided extensive input.

Thank you to the community for their thoughts and ideas from right across Te Pātaka o Rākaihautū Banks Peninsula.

Glossary: Taiao means environment and manuhiri means visitor.

Acknowledging Limitations

While this Destination Management Plan seeks to address the opportunities, challenges, and future aspirations of Te Pātaka o Rākaihautū Banks Peninsula, it is constrained by being a strategic framework with no future funding currently associated, a lack of clarity about an equitable model and system for future tourism funding and no statutory or regulatory compliance components.

For successful implementation of the Destination Management Plan, we will need the buy-in, collaboration and support of those acknowledged within it. Whilst resources and lack of legislative mandate may constrain, we also recognise that a motivated group of people, and a well-defined direction for agencies, with a shared vision, and clear actions to take can make amazing things happen.

There is a separate Ōtautahi Christchurch Waitaha Canterbury destination management plan and for a complete picture of the region it should be read in conjunction with this document. You can access both plans as well as At A Glance versions [here](#).

The development of these plans was led by ChristchurchNZ with funding from MBIE. ChristchurchNZ is the Canterbury Regional Tourism Organisation.

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Executive Summary




Te Pātaka o Rākaihautū Banks Peninsula was formed out of fire 10 million years ago. The ancestor Rākaihautū dug the lakes of the Te Wai Pounamu, the South Island, and rested his great kō, or digging stick, on the hills above Akaroa creating one of Aotearoa New Zealand’s most unique landforms.

It’s a special ecological place. And a place with stories to tell and experiences to be shared. A massacre at Takapūneke in Akaroa Harbour — and the French intent to settle the peninsula — were both catalysts for our nation’s founding document, Te Tiriti o Waitangi. Lyttelton was where the first four ships arrived from England for an organised settlement in 1850 and the colonisation of what was to become Ōtautahi Christchurch. And where famous explorers Scott and Shackleton departed on expeditions into the great unknown of the Antarctic region.

Today the Te Pātaka o Rākaihautū Banks Peninsula community is made up of distinct communities, each with their own special character. However, they have a collective vision of regenerating the environment and protecting their unique ecology for future generations. The recent Christchurch City Council Long Term Plan consultation confirmed that climate change was a shared concern amongst all residents of Te Pātaka o Rākaihautū Banks Peninsula.

Through engagement in the development of the plan the Te Pātaka o Rākaihautū Banks Peninsula community have come together to explore, debate and share their vision for how they would like visitors to interact with their place. This consultation took place over the period August 2022 through to October 2023, through quantitative surveys with residents and visitors, workshops, face to face interviews, submissions and the guidance, drive and support of the Te Pātaka o Rākaihautū Banks Peninsula Community Board.

The vision, guiding principles and values that underpin the work include:

VISION	<p>We welcome manuhiri to come and learn about and explore our unique culture, history and geography in a way that delivers benefits for our taiao, our people, and our visitors</p>		
GUIDING PRINCIPLES	 <p>Kaitiakitanga</p> <p>We consider future generations in all our decisions so that we are enhancing their culture, communities and environment</p>	 <p>Kotahitanga</p> <p>We focus on our shared values and love of place to maximise our combined energy</p>	 <p>Mātauranga</p> <p>We welcome visitors to experience and understand our culture, history and geography</p>
VALUES	<p>Because we are custodians of the land for our future generations...</p> <p>We practice kaitiakitanga, regeneration</p>	<p>Because our visitors impact our communities...</p> <p>We believe in kotahitanga, collaboration</p>	<p>Because we respectfully welcome visitors to understand our unique place...</p> <p>We believe in mātauranga, respect</p>

The desire to educate visitors and enable them to explore in a respectful way, whilst prioritising the benefit first to the environment, the people of the place and finally visitors is quite deliberate. At the core of the thinking is

an acknowledgement that a regenerative human culture is healthy, resilient and adaptable; it cares for the planet and it cares for life in the awareness that this is the most effective way to create a thriving future for all of humanity.¹

Success Measures allow us to track the plan, and if we are moving towards achieving our “vision” for Te Pātaka o Rākaihautū Banks Peninsula:

	KAITIAKITANGA	KOTAHITANGA	MĀTAURANGA
SUCCESS MEASURES	<p>01</p> <p>Establish a plan for reducing the carbon footprint of the visitor economy in the region. Within this plan include training and support for local operators to lower carbon emissions. Additionally champion product development of low carbon visitor offerings</p>	<p>07</p> <p>Increased visitor participation in regenerative tourism experiences</p>	<p>12</p> <p>Develop a framework and then track measurement of the health of tourism that incorporates tracking increasing understanding of regeneration, mātauranga Māori and the unique ecology of Te Pātaka o Rākaihautū Banks Peninsula</p>
	<p>02</p> <p>Survey of residents shows an increasing number of visitors can make sustainable travel choices when they are visiting Te Pātaka o Rākaihautū Banks Peninsula</p>	<p>08</p> <p>Baseline resident tourism impact measures developed. Annual surveys track resident sentiment towards tourism including impacts on resident life. Seeking to improve outcomes post baseline development</p>	<p>13</p> <p>Track visitation to ChristchurchNZ website with updated content regarding special character regions and the Te Pātaka o Rākaihautū Banks Peninsula updated bi-cultural story</p>
	<p>03</p> <p>Workshops with local hapū conducted and long term plans, with prioritisation, developed around visitation and tourism</p>	<p>09</p> <p>Complete a comprehensive map of visitor experiences; visitor numbers, visitor spend and visitor flow to existing service facilities (public and private)</p>	
	<p>04</p> <p>Define metrics across ecosystem health, cultural wellbeing, community wellbeing and economic wellbeing</p>	<p>10</p> <p>Establish regular reporting system to monitor benchmarks</p>	
	<p>05</p> <p>Advisory group meeting minimum of three times per annum reviewing implementation of DMP</p>	<p>11</p> <p>Increase percentage of Ōtautahi Christchurch residents visiting Te Pātaka o Rākaihautū Banks Peninsula (measured by ECT spend)</p> <p><i>Note: this is also a measure in the Ōtautahi Christchurch and Waitaha Canterbury plan</i></p>	
	<p>06</p> <p>Track the number of tourism organisations becoming Qualmark Accredited, seek to increase</p>		

This plan is underpinned by 10 pillars that seek to guide decision making and prioritisation of the many agencies and communities that work in this place:



Finding a way forward that ensures environmental regeneration, together with social and economic prosperity is a challenge that the community would like to tackle together with the agencies and stakeholders that work alongside them. The community also acknowledges that the broader Aotearoa policies and strategies bear significant influence on this place. There is a strong desire for a true national regenerative tourism strategy that comes from the national tourism environment action plan (currently nearing completion). Plus the need to have a national cruise strategy with effective mechanisms for control, so communities can help manage the delicate balance of their environments effectively.

It is also noted that local government bears significant

costs of manuhiri such as public toilet amenities, wastewater networks, rubbish bins, car parks and related infrastructure without related income (i.e. GST, arrival levies). Additionally, tourists take advantage of our investment and ongoing maintenance of road networks, streetscapes (particularly in the central city) and facilities like Tūranga and Te Pae. The tourism sector continues to seek a model that equitably considers this, and this plan supports central government undertaking a review of this funding model.

Whilst the challenges are clear, and funding is limited, the community is excited about the opportunities ahead to share with stakeholders and agencies their desired path ahead. And they look forward to working side by side as together we all walk that path.

01.

Introduction

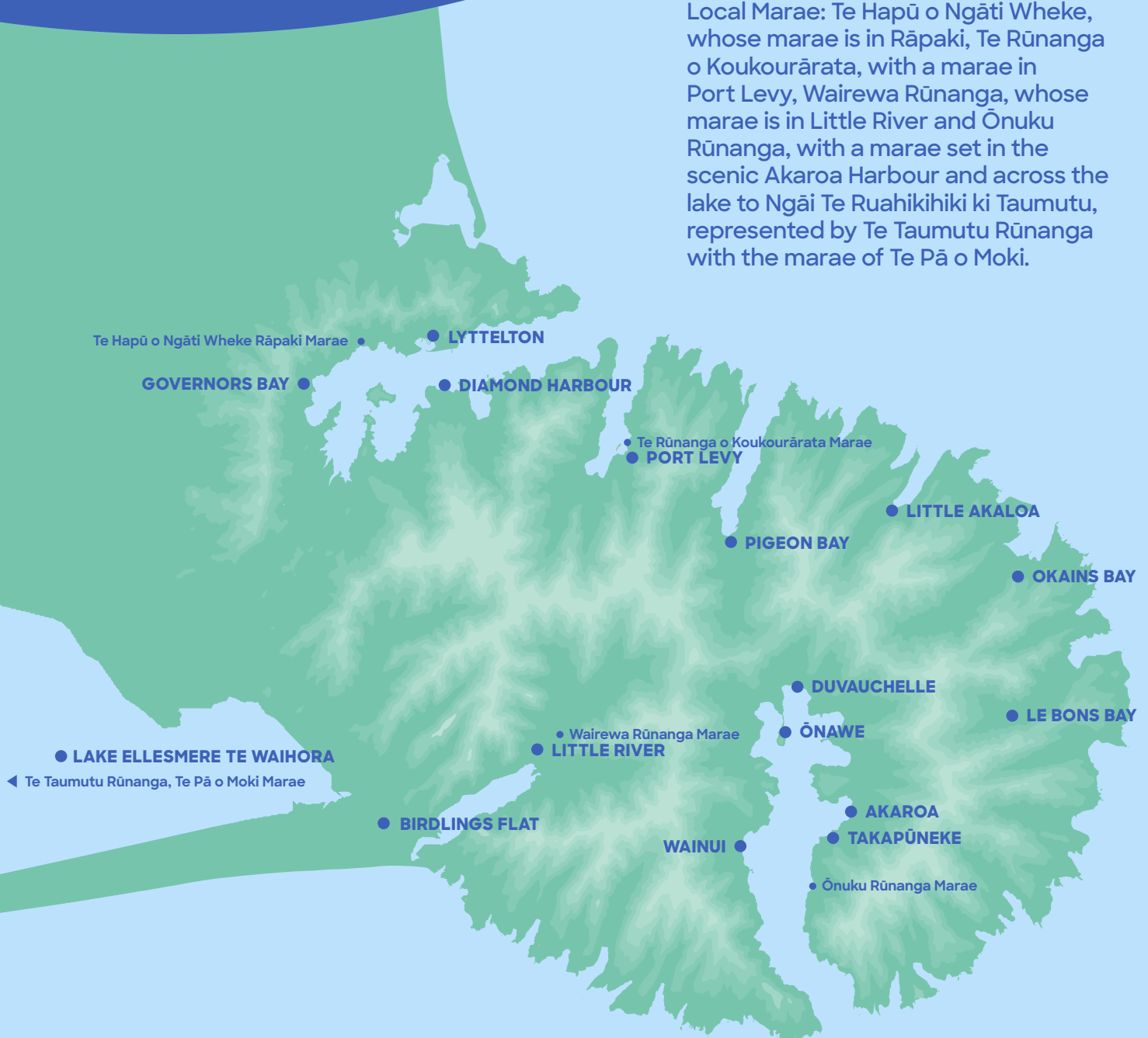
Key historic and geological events define Te Pātaka o Rākahautū as a place rich in stories and topography.



Te Pātaka o Rākaihautū Banks Peninsula is bristling with both Māori and European history, being originally settled by Waitaha, then Ngāti Māmoe and finally Ngāi Tahu. Later came European settlement with Akaroa founded in 1840 by French settlers and in 1850 Lyttelton, now the port town of Ōtautahi Christchurch, was the landing site for the first four settler ships from England. Many others from Europe and Australia followed. Lyttelton was the departure point for Antarctica Expeditions. Akaroa and Lyttelton are the two main hubs with substantial shopping areas and cafes/restaurants.

Key historic and geological events define the destination today as a place rich in stories and topography—a place where diverse nature opens its doors to meaningful adventure and where the sea offers recreation and kai.

Local Marae: Te Hapū o Ngāti Wheke, whose marae is in Rāpaki, Te Rūnanga o Koukourārata, with a marae in Port Levy, Wairewa Rūnanga, whose marae is in Little River and Ōnuku Rūnanga, with a marae set in the scenic Akaroa Harbour and across the lake to Ngāi Te Ruahikihiki ki Taumutu, represented by Te Taumutu Rūnanga with the marae of Te Pā o Moki.



In 1830 a massacre in Takapūneke is considered to be the first involvement of a European directly in inter-tribal warfare. Captain Stewart was convinced to transport Ngāti Toa leader Te Rauparaha and his war party south hidden on the brig Elizabeth. Ngāi Tahu leader Te Maiharanui was welcomed aboard the ship where he thought he would be trading harekeke with Captain Stewart and he was captured by Te Rauparaha. As night fell Te Rauparaha and his 100 warriors attacked the village and murdered almost everyone who was there. Stewart’s involvement in the attack on Takapūneke and deaths caused great concern to the missionaries

and the British authorities in Sydney and in London. As a result of the incident an appointment was made of a British Resident in New Zealand which led in turn to the signing of the Treaty of Waitangi and ultimately Britain of sovereignty over New Zealand in 1840.

Rik Tainui, Ōnuku Rūnanga said that it should be the “Waitangi of Te Wai Pounamu”, with the site taking its rightful place as one of the most significant landmarks of Aotearoa. Future developments at the site can be seen in the co-governed masterplan.

Takapūneke Reserve



These historic and geological events define our destination today as a place rich in stories and topography—a place where diverse nature opens its doors to meaningful adventure and the sea offers recreation and kai. The rich resources of this peninsula attracted the first people here more than 800 years ago. Their culture survives in Papatipu Rūnanga — these are Te Hapū o Ngāti Wheke, whose marae is in Rāpaki, Te Rūnanga o Koukourārata, with a marae in Port Levy, Wairewa Rūnanga, whose marae is in Little River and Ōnuku Rūnanga, with a marae set in the scenic Akaroa Harbour. Additionally, Ngāi Tūāhuriri have a connection to the place and Te Taumutu Rūnanga are nearby geographically on the banks of Te Waihora Lake Ellesmere.

Te Pātaka o Rākaihautū Banks Peninsula Ward is comprised of **four subdivisions** — Akaroa, Lyttelton, Wairewa, and Mount Herbert, containing eight census area units — Akaroa, Akaroa Harbour, Eastern Bays, Diamond Harbour, Lyttelton, Governors Bay, Little River, and Port Levy.

The geographical boundaries for this area encompass the whole of the Peninsula from the summit of the Port Hills from Evans Pass to Gebbies Pass, and along State Highway 75 to the Selwyn District Council border at the Halswell River.

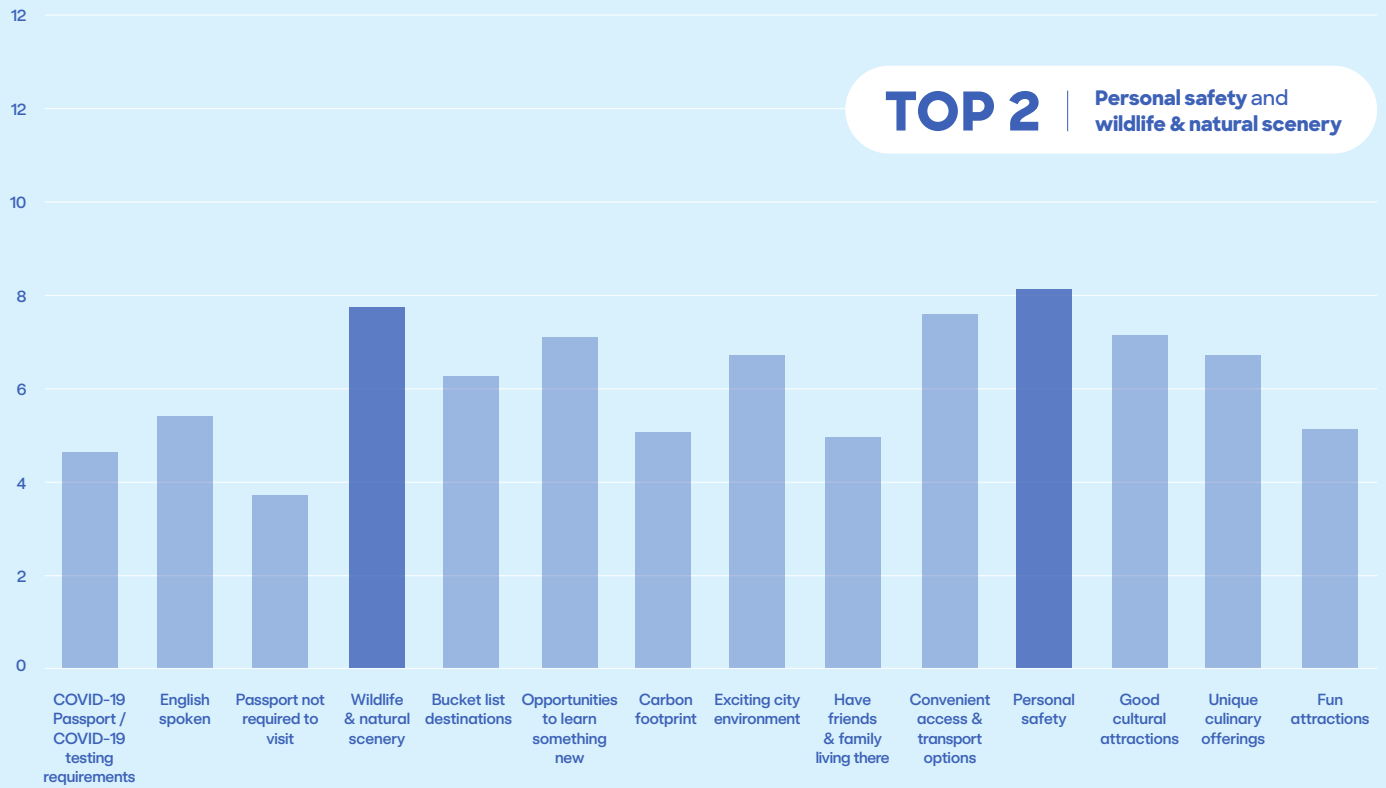
The Ward is predominantly rural, including 70 percent of the total land area of the Christchurch City Council territory, with just over two percent of the population (8,850 residents).

Compared to the wider Ōtautahi Christchurch population, Te Pātaka o Rākaihautū Banks Peninsula residents are older, less diverse and have higher average annual incomes.

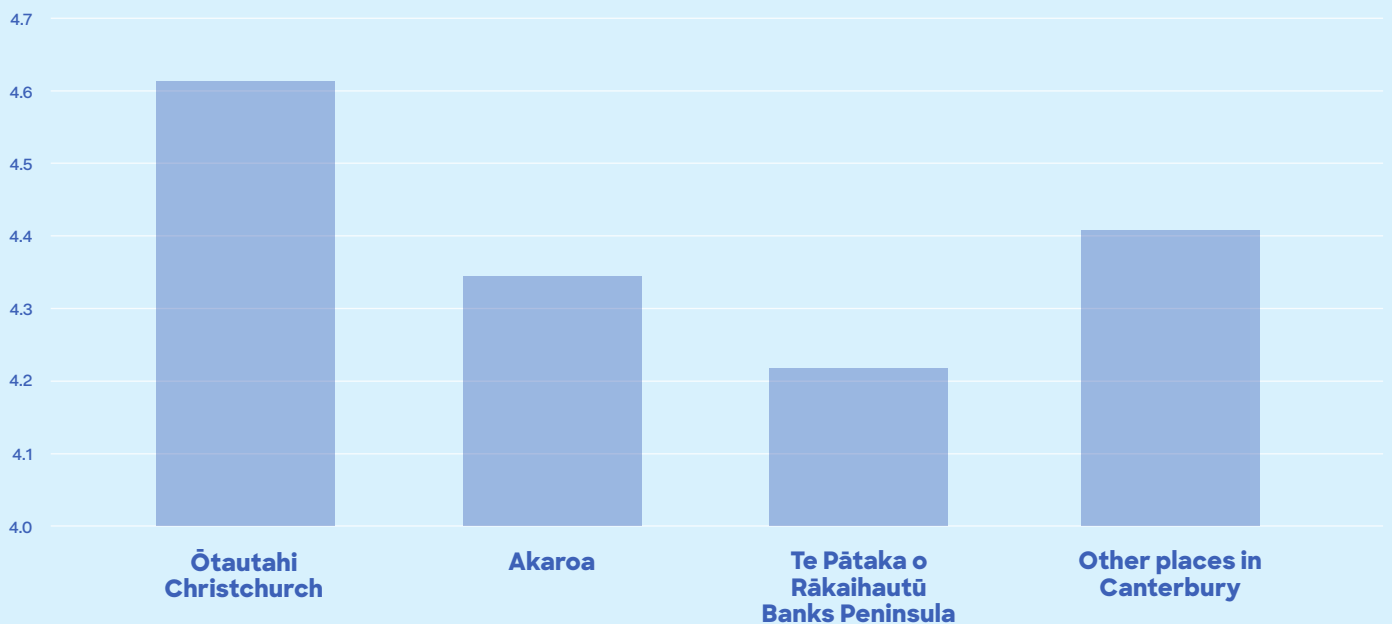
Data from visitor surveys during the research phase (Resonance, September 2022 – 9,714 responses in total, of these 2,012 completed information on Te Pātaka o Rākaihautū Banks Peninsula and 3,161 on Akaroa) identified the continued strong desire for visitation to Akaroa and the preference for self-driving holidays. For Akaroa and Lyttelton, the top two reasons for visiting were visiting family and friends and a leisure holiday or vacation.

Visitors to Akaroa and Lyttelton describe going on holiday as a time to relax and re-energise. From the research, this was by far the strongest reason, with the next most important reason being exploring new cultures and their traditions while on holiday. Interestingly the bottom reason was agreement with the statement that I go on holiday to give back to local communities (noting though a lot of people chose neutral in response to this statement).

What are the most important factors you take into account when deciding on a holiday destination?

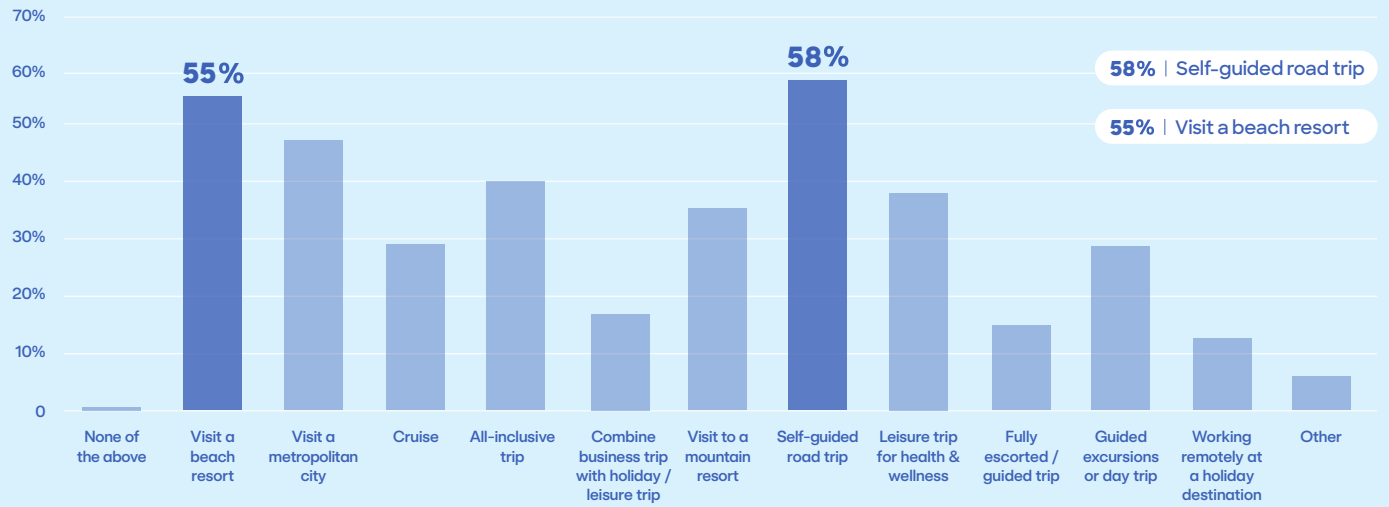


How interested are you in visiting each of the following places in the next two years?



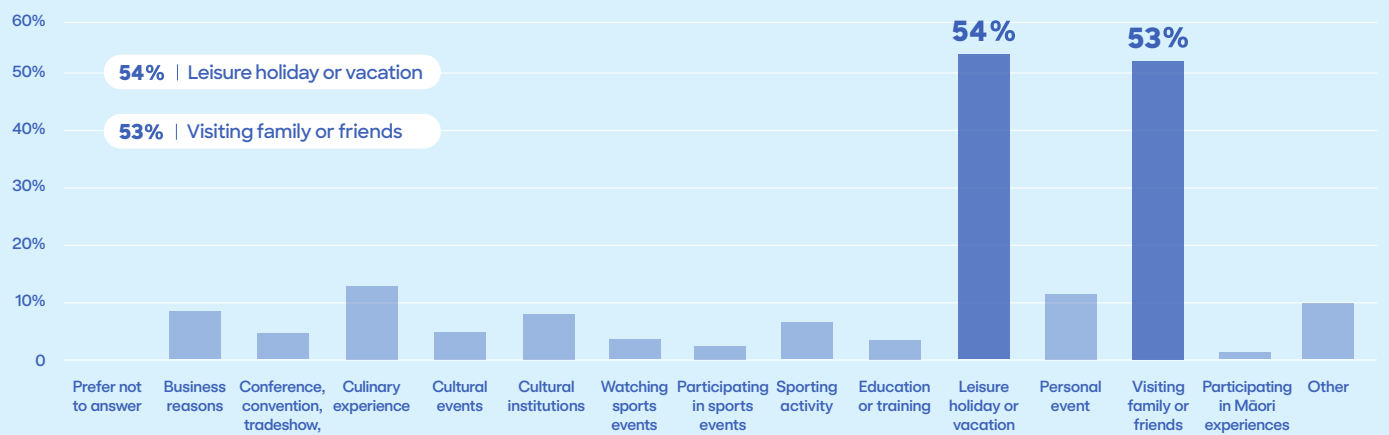
What types of holidays would you like to take in the next two years?

(all responses)



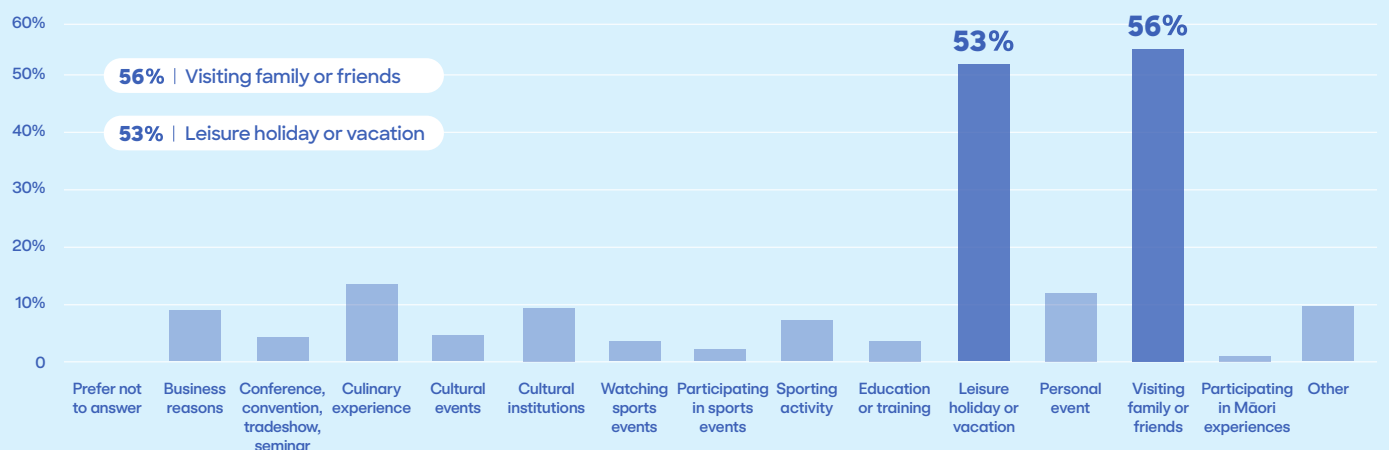
What were the main reasons for your last visit to Akaroa?

(previous visitor responses)



What were the main reasons for your last visit to Te Pātaka o Rākaihautū Banks Peninsula?

(previous visitor responses)



We have an opportunity to share the Te Pātaka o Rākaihautū Banks Peninsula stories and rich geography with visitors. Seasonality affects the viability of local businesses. The period from December through to April being the peak, with increased local visitation across the peninsula from Ōtautahi Christchurch (many locals own holiday homes in the region) and the cruise season

impacting Lyttelton and Akaroa. Infrastructure and road access (small, gravel roads to some places) are barriers along with accommodation scale limitations (B&B) and workforce housing during the peak seasons. Additionally, road access and flooding and land slippages during winter cause concerns for travellers coming into the region.

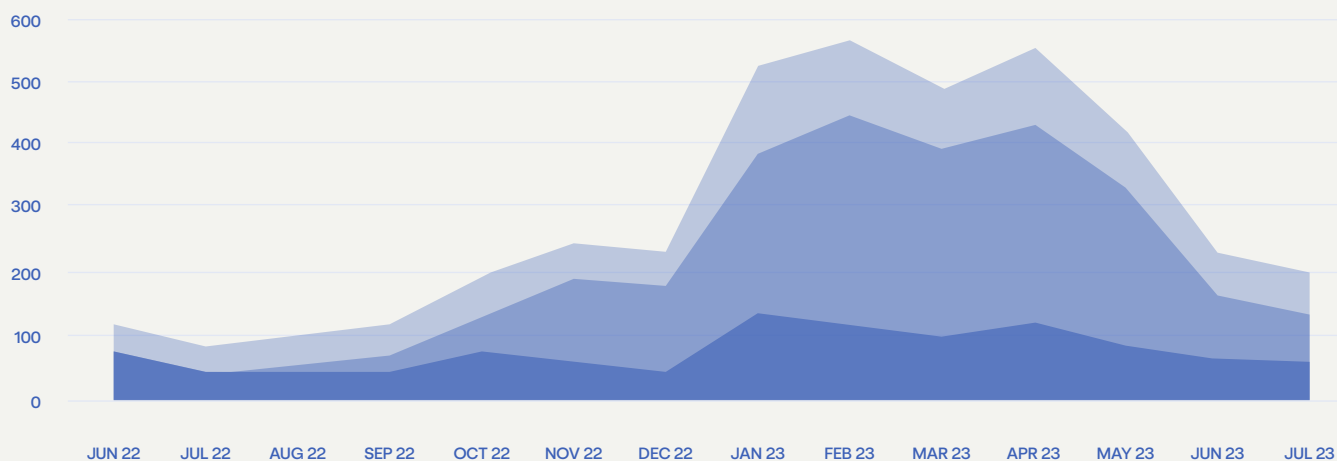
Source: Campermate

DOMESTIC

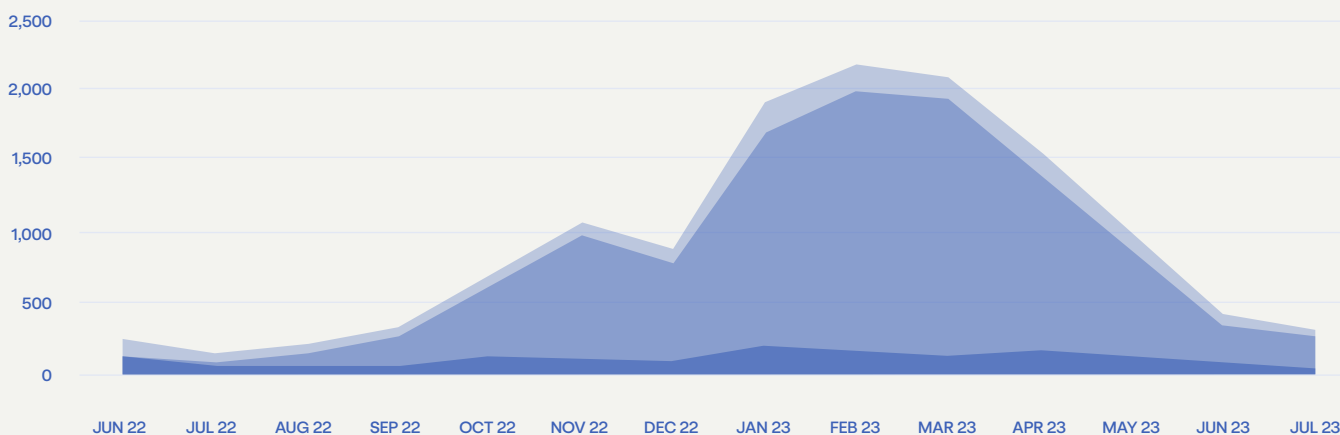
INTERNATIONAL

TOTAL

Visitor Numbers, by Market Type (campervan), Lyttelton



Visitor Numbers, by Market Type (campervan), Akaroa



Above all, there is a need for strong leadership and collaboration to support the development of Te Pātaka o Rākaihautū Banks Peninsula into a destination that welcomes manuhiri in a way that benefits the taiao and people of this special place.

This plan seeks to promote visitor opportunities that enhance visitor engagement in protecting Te Pātaka o Rākaihautū Banks Peninsula’s precious environments and conservation principles and focus tourism development by value; this includes longer-stay visitors and those who share and support Te Pātaka o Rākaihautū Banks Peninsula values and taonga.

In April 2022 ChristchurchNZ conducted a global tender process in the commissioning of two separate Destination Management Plans, one for Ōtautahi Christchurch and the surrounding area and the second for Te Pātaka o Rākaihautū Banks Peninsula. These two regions, while intrinsically linked from a visitation perspective, share different challenges when it comes to destination management. A leadership advisory group was put in place to support the development of the plans which included industry experts and Mana Whenua, and the selected supplier commenced work in July 2022.

The Ōtautahi Christchurch and Waitaha Canterbury plan has sustainable tourism growth at its core, as it is yet to return to the pre-quake share of the visitor market. Additionally, post-quake infrastructure has the capacity to deliver a positive visitor experience and research identified that the place has the opportunity to be a destination in its own right (rather than a gateway to other places). The visitors being targeted include two key audiences; “Sophisticated Explorer” and “Family-Oriented Travellers”. These additional visitor numbers will have an impact on the Te Pātaka o Rākaihautū Banks Peninsula region, and working together to manage this will be an important part of the plan.

Leadership Advisory Group:



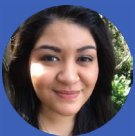
Chair – Paul Bingham
ChristchurchNZ Holdings Limited Board



Justin Watson
Christchurch International Airport Limited



Rebecca Ingram
Tourism Industry Association



Reriti Tau
Ngāi Tūāhuriri Rūnanga



Tracy Tierney
Greater Christchurch Partnership



Lynn McClelland
Christchurch City Council

Mana Whenua:

Reriti Tau, Ngāi Tūāhuriri, member of the RFP Evaluation Panel and Leadership Advisory Group

Engagement with Mana Whenua has been guided by Whitiōra

Approach to engaging rūnanga guided by Whitiōra

Tahu Robinson and Ariki Creative providing creative direction

Te Pātaka o Rākaihautū Banks Peninsula is connected to and governed by Christchurch City Council. Whereas Ōtautahi Christchurch is an urban area — with the infrastructure and opportunities that come with it, Te Pātaka o Rākaihautū Banks Peninsula is a remote rural community. Te Pātaka o Rākaihautū Banks Peninsula includes 70% of the land area of Christchurch City Council and just over 2% of the population. Approximately 86% of the peninsula is farmland. Mature or recovering indigenous forest covers 16% of the rural land area, and up to 20% native vegetation cover (including forest and tussock grassland).

In Te Pātaka o Rākaihautū Banks Peninsula, there is consensus that tourism should be managed to benefit the people and environment of the Peninsula. Ōtautahi Christchurch and Waitaha Canterbury Destination Management Plan also shows residents wanting sustainable tourism, and that climate change is an

important consideration (from Long Term Plan). However, it is fair to say the views are more strongly held on the Peninsula.

This plan has been created in the context of major global tourism disruption, including the impacts of the COVID-19 pandemic. In February 2022, Cyclone Gabrielle also dramatically disrupted everyday life and tourism for a significant portion of the North Island. One of the workshops for this plan was moved to online with that weather band as there was weather warnings noting that flooding at Little River was expected (effectively cutting off access to Akaroa). Events like these are directly linked to climate change and are forecast to increase in frequency and scale. We acknowledge that all our actions and choices have climate impacts. This plan aims to use these decision points as opportunities to make Te Pātaka o Rākaihautū Banks Peninsula more resilient to climate impacts and less of a contributor to the problem.

There are approximately 1,398 businesses employing 2,875 people (Feb 2021)

Using the rankings from 2021, the top six industry types (in order) are as follows:

01. Agriculture, Forestry and Fishing
02. Rental, Hiring and Real Estate Services
03. Construction
04. Professional, Scientific and Technical Services
05. Accommodation and Food Services
06. Retail Trade

So whilst tourism is not the top industry for the region, its impacts on residents at peak times means it is an industry that requires more focus and ongoing management. Importantly for Akaroa, statistics from the 2001 and 2006 census as well as research by Lincoln University indicates that the economic wellbeing of the Akaroa economy is very reliant on the tourism industry. They noted that more than 50% of all jobs are directly or indirectly dependent on tourism.

The findings from the recent Christchurch City Council Long Term Plan consultation identified that climate change was ranked the most important issue in the Te Pātaka o Rākaihautū Banks Peninsula Board area. This was significantly higher than the average number of points allocated in other board areas, and this plan reflects the strong desire to focus on regenerative tourism.

Additionally, it is worth noting that in the Long Term Plan feedback Ōtautahi Christchurch residents identified that they get significant recreational value from the Port Hills and Te Pātaka o Rākaihautū Banks Peninsula reserves and recreation areas. Attracting Ōtautahi Christchurch residents to the region is a continued focus of the plan.

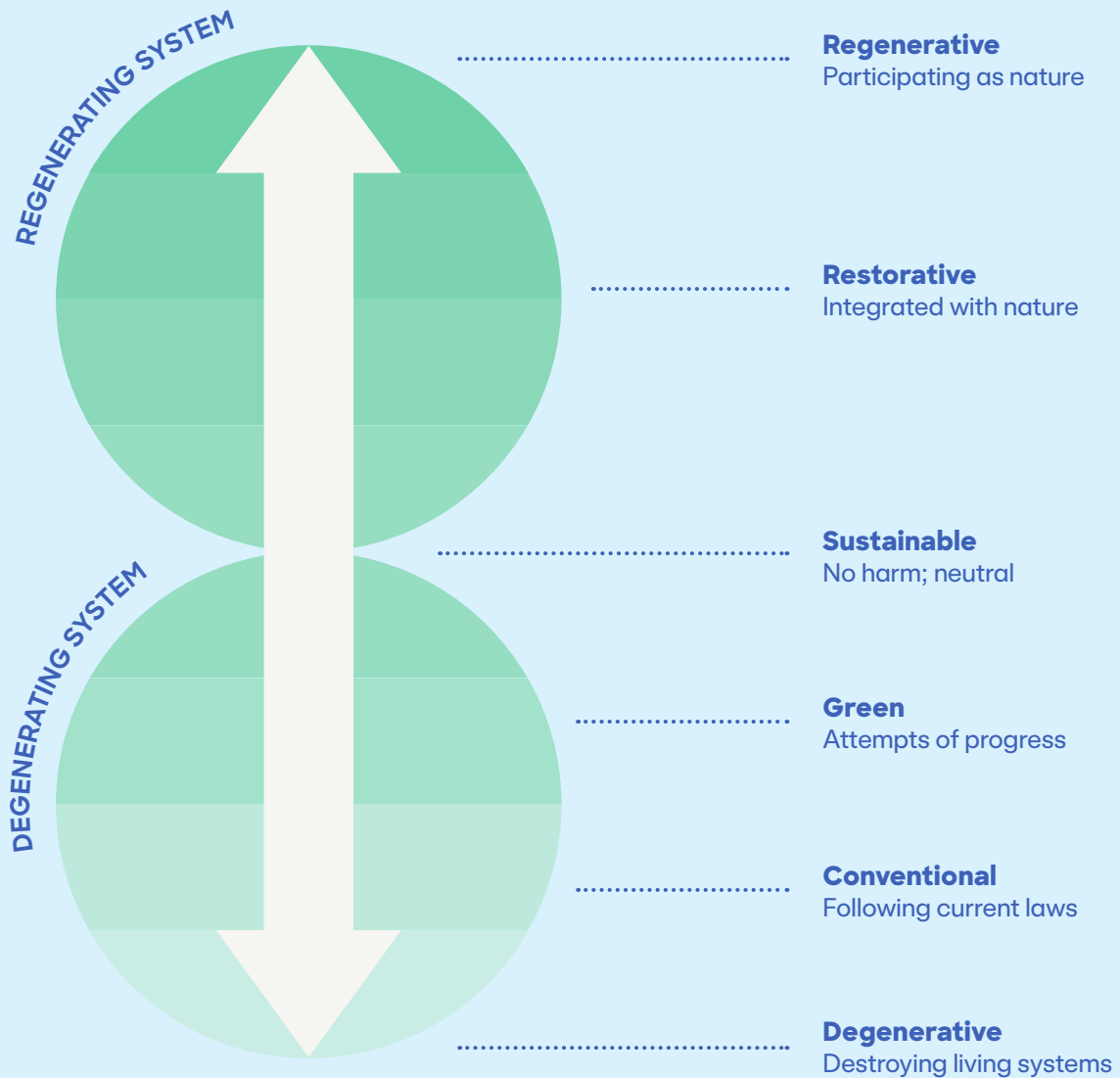
The Te Pātaka o Rākaihautū Banks Peninsula DMP is a plan for **regenerative tourism**. This plan examines all the ways tourism affects the area — positively and negatively — and uses intentional design to make sure tourism delivers positive impacts for people and place. The plan responds to the most significant tourism related challenges ahead for Te Pātaka o Rākaihautū Banks Peninsula with holistic priority actions.

Regenerative tourism aims to go beyond minimising the negative impacts of tourism on the environment and local communities to actively improve and regenerate those areas. Education and community engagement are important aspects of regenerative tourism. This includes educating tourists about the local culture and environment and involving local communities in intentionally regenerative tourism planning and decision making.

Tourism is a dynamic and multifaceted industry that faces uncertainty, changing global trends and shocks. Regenerative tourism recognises that all elements in systems are interconnected so researchers suggest an adaptive cycle model that mimics nature to measure regenerative tourism indicators.² We recognise the work we are undertaking is on a continuum, regeneration is the end goal with sustainability as an intermediate step along the way.



Spectrum of Environmentally Responsible Design:



The conventional tourism model revolves around increasing the number of visitors to ensure the economic return and often ignores the real costs of the travel industry.³ In March 2019 the Travel Foundation shared a report covering the “Invisible Burden of Tourism”, highlighting volume tourism impacting the management of outputs such as solid waste, sewerage and water usage. Alongside this the use of energy, loss of natural capital (environmental damage) and social capital (if amenity is lost by residents) are all important considerations for this plan.

COVID-19 demonstrated how significantly the travel industry can be affected. Before COVID-19 tourism

was growing globally but the policies to address its social, economic and environmental impacts were lagging. Visitation is still below 2019 levels, and this plan seeks to address concerns so we can alleviate the issues that can impact the community in the longer term.

In addition to clear action, destination development should include tourist education campaigns to portray conscious travel habits and positive psychology to make destinations more adaptable, resilient and creative.⁴

This plan recommends actions and measures that can be implemented both in the short to medium term and longer term aspirations.



Reflections on destination management as the plan is developed

In New Zealand, domestic and international tourism has contributed to the nation's prosperity, and it has the potential to enrich the lives and livelihood of New Zealanders in the future. This plan seeks to find that balance, where residents get to share their culture and story, and unique place in a way that brings benefit to the community.

The importance of stakeholder engagement in destination planning and development was acknowledged by the parliamentary commissioner for the environment report in 2019, which included government agencies, territorial authorities, iwi, hapū and commercial interests such as regional tourism organisations. The report reflected the important relationship between Mana Whenua and natural tourism features of the land.

For example, the report acknowledged that Ngāti Tūwharetoa sees themselves as guardians of Maunga Tongariro, not as the owners. Therefore, in relation to destination management, “visitor behaviour is shaped to fit the maunga rather than the maunga being shaped to fit the visitors”.⁵ This is reflected in the [MBIE Destination Management Guidelines 2020](#), that states clearly, the requirement for an ongoing collaborative process.

In response, the Minister of Tourism set up an independent tourism taskforce, which suggested that the future of New Zealand tourism must be regenerative and resilient with a focus on social, cultural, environmental and economic wellbeing.

Regenerative initiatives such as “Project Regenerative Tourism” resulted in the development of a “Regenerative Tourism Model”, which incorporated elements of the social-ecological system to embrace uncertainty and change. The model has also developed the indicators of regenerative tourism to measure the degree to which a tourism product or service is regenerative and sustainable.

The taskforce called for the development of genuine tourism products and unique life-changing experiences. It recommended community engagement, creating opportunities to grow regeneratively and to enrich Te Ao Māori, to improve natural ecosystems and generate durable financial returns. It was a call for regenerative tourism created in partnership between industry, workers and government.⁶

The Tourism Futures Taskforce Interim Report⁷ anticipates the future of New Zealand tourism from a Te Ao Māori perspective to provide a sustainable future. There is still much to do in this space, and we note this plan is limited due to the capacity and capability (as noted themselves) of Mana Whenua to do further work in this space.

Both academia and the industry show that there is a strong need to move from an extractive tourism system to a regenerative tourism system that “is rooted in indigenous knowledge and living systems theory.”⁸ Saying this theory in simpler terms: we want more local people, telling local stories and providing experiences that come from the heart and are focused on protecting the place.

This is reflected in the Tiaki Promise. Tiaki means to care for people and places and urges each individual “to act as a guardian, protecting and preserving our home”.⁹ Tiaki Promise is a code based on the commitment by people to care for New Zealand, for now, and, especially, for future generations, which many New Zealand businesses also support. The ‘Industry Information’ supplied includes suggestions as to how tourism operators can best support the Tiaki kaupapa, by guiding teams, showing Tiaki through collateral, sharing the commitment and by bringing the principles of Tiaki to life. This DMP supports the kaupapa of the Tiaki Promise and seeks to uphold this throughout this document.

Indigenous communities, who have lived in the landscape for centuries, show resilience and adaptability. According to Haley,¹⁰ “if we look to natural systems and indigenous ways of knowing, we can see that a resilient system has a strong vitality or life force (mauri), it is healthy, and humans that live in that system are healthy. When we know where we are from and build strong connections to place (turangawaewae), we are able to share this knowledge with others (mātauranga), and develop a strong sense of guardianship (kaitiakitanga) for this place and culture, making decisions that will sustain it for many generations into the future.”

The Tourism Industry Transformation Plan (ITP) is a partnership with the tourism industry, Māori, unions, workers and government to transform tourism in Aotearoa to a more regenerative model. This work essentially replaced the Tourism Futures Taskforce. The work is taking a phased model, with the first phase focusing on Better Work, which focuses on the tourism workforce and the people who are foundational to any system change.

The second phase is focused on the environment. “Ensuring the tourism industry protects and restores the environment is important because Aotearoa New Zealand’s natural environment is central to attraction as a destination. From a Te Ao Māori perspective, te taiao (the natural world) is paramount and inextricably linked with human wellbeing. Humans have responsibilities and obligations to sustain and maintain the wellbeing of te taiao.”

Three pillars underline the scope of this phase of the ITP:

01.

Climate change adaptation

Understanding the impact that climate change will have on the tourism industry and taking action to ensure the industry can adapt to climate events

02.

Climate change mitigation

Transforming the tourism industry into a low carbon emissions industry

03.

Restoring our biodiversity and ecosystems

Fostering positive ecological outcomes, such as biodiversity and ecosystem restoration

Consultation on the draft Tourism Environment Action Plan closed in July 2023 and we are awaiting the final version.

Additionally we note that there is very good work globally that we can consider to guide the way forward towards regeneration, for example there are a range of strategies that are available to address too much physical impact of the visitor economy (which

has been the case with Akaroa and Lyttelton with cruise visitation).¹¹

This plan seeks to respond to the broader government position around destination management and the vision of the community through identifying ten pillars of work to help move along the continuum towards regenerative tourism.

Method

This is an engaged community with many strong views. The passion for the place and the desire to protect it for future generations is commendable. This plan seeks to share the community voices and help bring together a collective view that can be implemented.

The core purpose of this plan is to recognise and realise the full value of tourism by ensuring that tourism is a

positive force for people, for nature, and for the economy, and creates lasting, net positive impact.

To help define the Te Pātaka o Rākaihautū Banks Peninsula Destination Management Plan, in-depth community and visitor engagement and multiple workshops with the Te Pātaka o Rākaihautū Banks Peninsula Community were held:

247

TE PĀTAKA O RĀKAIHAUTŪ BANKS PENINSULA RESIDENTS COMPLETED THE SURVEY

(August 18th to September 15th, 2022)

representing 3% of the population (8,850 at 2018 census). The resident response rate was the highest of all regions surveyed

871

TE PĀTAKA O RĀKAIHAUTŪ BANKS PENINSULA SOCIAL COMMENT BOARD VISITS

with 358 unique users (hosted via ChristchurchNZ, under the banner 'Defining Our Place') — promoted on social media to reach younger demographics

THIS DOCUMENT WAS PEER REVIEWED

by Dr David Ermen, Destination Capacity in September 2023

ATTENDANCE

AT TE PĀTAKA O RĀKAIHAUTŪ BANKS PENINSULA COMMUNITY BOARD MEETINGS

to hear submissions on cruise impacts

3,304

VISITORS SURVEYED WHO PREVIOUSLY VISITED TE PĀTAKA O RĀKAIHAUTŪ BANKS PENINSULA

(August 18th to September 15th, 2022)

ONGOING CONSULTATION WITH MANA WHENUA

TWO VISIONING AND COMMUNITY WORKSHOPS

with representatives identified by the Te Pātaka o Rākaihautū Banks Peninsula Community Board

ONE-ON-ONE INTERVIEWS

WITH STAKEHOLDERS & LOCAL RESIDENTS

LOCAL PRESS

provided content to update the broader community, including the Bay Harbour News and Akaroa Mail, plus information available at 4 local libraries to keep the broader community updated

LYTTELTON

COMMUNITY MEETING HELD ON CRUISE VISITATION

COMMUNITY

GROUP CONSULTATIONS WITH:

Akaroa Civic Trust, Akaroa District Promotions Society, Akaroa and Bays Forum, Ōnuku Rūnanga, Wairewa Rūnanga, Governors Bay Community Association, Diamond Harbour Community Association, Lyttelton Community Association, Lyttelton Harbour Business Association, BP Trust, Little River Wairewa Community Trust, Akaroa Civic Trust, Akaroa Ratepayers and Residents Association, Rod Donald Banks Peninsula Trust

ENGAGEMENT

through multiple community meetings in Akaroa and regular presentations at Te Pātaka o Rākaihautū Banks Peninsula Community Board meetings throughout 2022/23

STAKEHOLDER MEETINGS

with Department of Conservation, Environment Canterbury, Waka Kotahi, Lyttelton Port Company and Christchurch City Council

Also, over the period of 1 – 21 May 2023, a consultation process was undertaken with Te Pātaka o Rākaihautū Banks Peninsula communities in relation to the first draft of the Te Pātaka o Rākaihautū Banks Peninsula Destination Management Plan. An additional two workshops were held with an advisory group on the updated plan post the draft plan consultation.

Summary of Engagement

Over the period of 1 - 21 May 2023, a consultation process was undertaken with the Banks Peninsula communities in relation to the current [draft of the Destination Management Plan \(DMP\)](#).

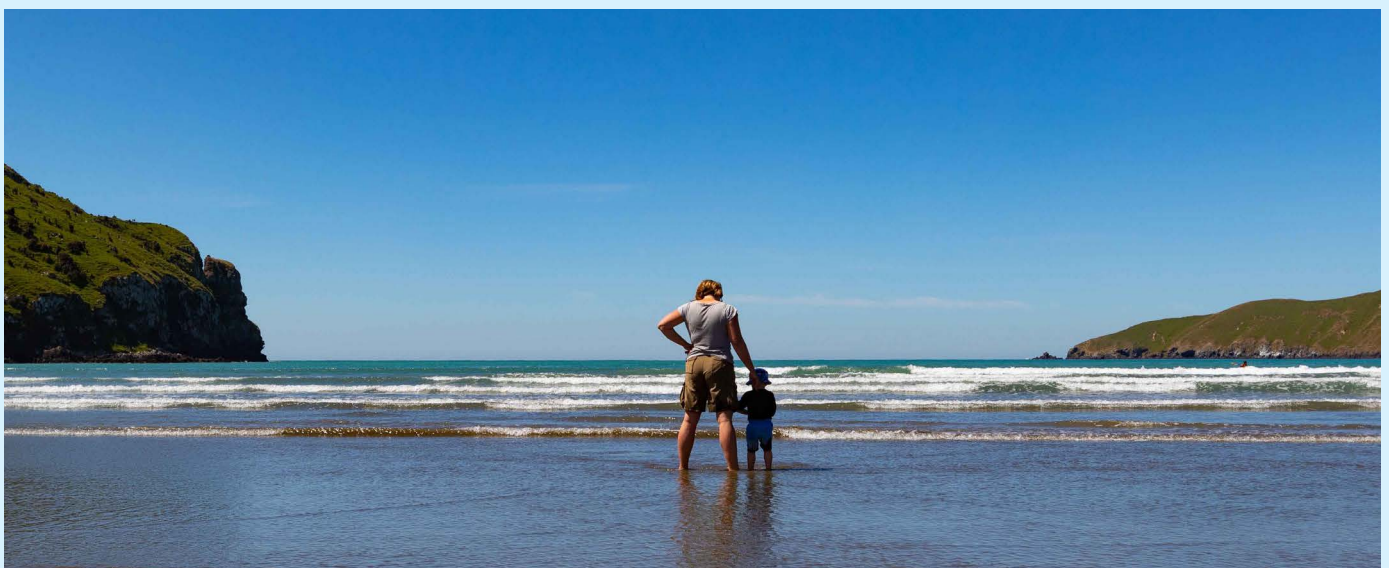
141	156	42
FACE-TO-FACE STREET INTERVIEWS	ONLINE SURVEY RESPONSES	PARTICIPANTS IN 4 GROUP WORKSHOPS
12 WRITTEN SUBMISSIONS	INFORMATION AVAILABLE AT 4 LIBRARIES	FEEDBACK GATHERED FROM AKAROA COMMUNITY HUI AND RATEPAYERS MEETING

SUMMARY OF COMMUNITY FEEDBACK

STREET INTERVIEWS	GROUP WORKSHOPS	ONLINE SURVEY	WRITTEN SUBMISSIONS
58 – Lyttelton 31 – Akaroa 21 – Diamond Harbour 13 – Little River 18 – Other	26 – Akaroa 10 – Lyttelton 3 – Diamond Harbour 3 – Little River	62 – Lyttelton 32 – Akaroa 16 – Diamond Harbour 8 – Little River 31 – Other	4 – Individuals 4 – Associations 3 – Trusts 1 – Business
Pages 6–10	Page 11	Pages 12–21	Page 22

The Te Pātaka o Rākaihautū Banks Peninsula Destination Management Plan reflects the Peninsula’s unique topography, land use, cultures, and ownership and addresses the needs of its residents, environment, local businesses, visitors and Mana Whenua. The Plan aligns with key challenges already identified by civic groups, and will address in particular:

- Cruise ship management
- Infrastructure demand
- Accommodation issues for seasonal and low-income workers
- Honouring Te Tiriti o Waitangi and Te ao Māori values
- Environmental sustainability and biodiversity
- Seasonality



02.

Te Pātaka o Rākaihautū Banks Peninsula Today

According to the visitor and resident survey, Te Pātaka o Rākaihautū Banks Peninsula provides a sense of safety, welcome, care, and resilience. Te Pātaka o Rākaihautū Banks Peninsula's unique biodiversity is a key tourism drawcard.



Te Pātaka o Rākaihautū Banks Peninsula's unique biodiversity is a key tourism drawcard and there is much scope within a regenerative tourism plan to include visitors in the ongoing biodiversity enhancement projects underway or planned for the peninsula. There are opportunities for visitors to participate in the regeneration, or at least be educated on the importance of the work being undertaken.

Only about 1% of original forest area on Te Pātaka o Rākaihautū Banks Peninsula's remains. These remnants are central to conservation of the region's biological diversity. A dozen tree and shrub species reach their natural southern limit on Te Pātaka o Rākaihautū Banks Peninsula. The area supports unique reptile fauna such as the jewelled gecko, forest gecko and spotted skink.

Te Pātaka o Rākaihautū Banks Peninsula streams have high native fish diversity, including two threatened species (longfinned eel and lamprey), inanga spawning sites, and two of only four known redfined bully habitats in Canterbury.

Volcanic rock outcrops comprise less than 5% of the total area but contain more than 33% of the region's plant species.

Te Pātaka o Rākaihautū Banks Peninsula's rocky coastline provides an important habitat for seabirds and marine mammals, such as the endangered Hector's dolphin and white flippered penguin. The coastline is diverse, with wild ocean beaches on the Southern aspect, two significant harbours and sheltered bays on the north eastern fringes. The Peninsula's coastlines are also a major source of mahinga kai for tangata whenua.

The Te Pātaka o Rākaihautū Banks Peninsula Conservation Trust has developed a 2050 Ecological Vision for the Banks Peninsula with ten goals, including reintroducing extinct species. The Tūi Project began in 2009 when 70 tūi were released in Hinewai Reserve. There are now 170 banded birds in the area.



The expansive Te Pātaka o Rākaihautū Banks Peninsula region is made up of many small communities of unique character.

Their remoteness, geography, histories and character attract a significant numbers of tourists every year, swelling these communities well beyond their resident number at

peak periods. Three communities; Lyttelton, Akaroa and Little River, have been identified as key focus areas for management and measurement.

The goal of defining communities of special character is to preserve and enhance the special social, cultural and environmental character of these small communities while balancing the economic impact of tourist demand.



LYTTELTON

Lyttelton is recognised for its quirks, its arts and its strong sense of community. With the return of cruise, it is now operating as a major port for visitation, feeding the Ōtautahi Christchurch economy.



AKAROA

Due to its quaint and historic feel Akaroa has become the hub of tourism in Te Pātaka o Rākaihautū Banks Peninsula. As a community dependent on tourism, the growth or decline in numbers has significant implications.



LITTLE RIVER

Little River is becoming a hub of recreational activities, environmental restoration and a destination in itself. This small community hosts a key role as the gateway to Te Pātaka o Rākaihautū Banks Peninsula.

In Lyttelton on a cruise ship day the number of visitors coming off the largest ships in port would double the population i.e. the same number again in visitors. This happened on approximately seven days of the 2022/23 season (and four of those times was the same ship returning).

See cruise data pages 1 and 2 of [Ōtautahi Christchurch Tourism And Business Events Research](#) — ChristchurchNZ

In Akaroa, on a cruise ship day the number of visitors coming off the ship were less than the population on all but two of the ship visitation days — this is due to the restriction in ship size entering the harbour.

There are also marine reserves throughout the region, including [Akaroa Marine Reserve](#) and [Pōhatu Marine Reserve](#) in Flea Bay and Lyttelton Harbour Whakaraupō Mātaitai Reserve

“It’s possible to welcome and embrace a small number of tourists but en mass it’s overwhelming.” — street interview, Lyttelton

The Situational Analysis summarises the insights on the destination and the key findings from the visitor and resident surveys, and industry stakeholder engagement.

Perception

Overall perceptions of Te Pātaka o Rākaihautū Banks Peninsula by visitors and residents are positive. It is perceived mainly as beautiful, outdoorsy, and historical. According to the visitor and resident survey, Te Pātaka o Rākaihautū Banks Peninsula also provides a sense of safety, welcome, care, and resilience.

Residents recognise the importance and benefits of the tourism industry. According to the community, tourism is important to the Te Pātaka o Rākaihautū Banks Peninsula economy, with 85% sharing the same opinion. In addition, more than half (57%) believe tourism has a positive impact on their life as a resident, while for nearly 1-in-5 residents

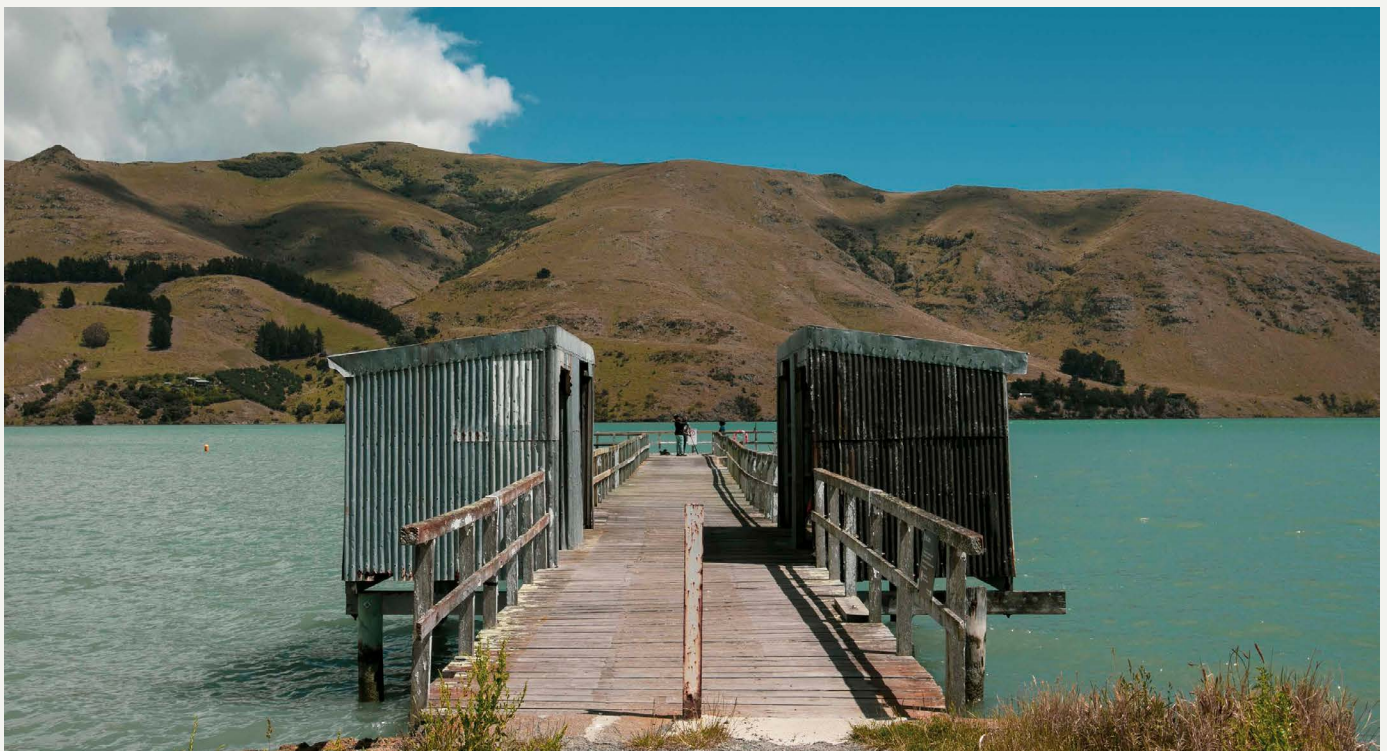
(18%) tourism has a negative impact on their quality of life. This polarised impact demonstrates the challenge within this region, and highlights for some residents, tourists are not a welcome part of their lives. It is important to note that these results have been impacted by the considerable load that Akaroa took during the cruise seasons that Lyttelton Harbour berth was closed.

Such perceptions reinforce the need to invest in the sustainable management of tourism, moving towards regeneration, in Te Pātaka o Rākaihautū Banks Peninsula to welcome visitors and improve the quality of life of residents.

Key Drivers & Experiences

The overall access to the outdoors (nature and parks, and outdoor activities), the road connectivity, and the unique landscapes and sights are the most important aspects for residents. The proximity and access to nature is one

of the top quality of life features. While visitors share similar priorities, unique culinary experiences, transportation and lodging options are also key when deciding on where to go.



Key Insights

A thorough review of the current situation reveals several key strengths in Te Pātaka o Rākaihautū Banks Peninsula, however, tourism has some diverse weaknesses and threats that can undermine long-term sustainability.

Strengths:

- Proximity to Ōtautahi Christchurch
- Quality and beauty of the natural environment
- Rich Māori culture and heritage
- Events in Akaroa that link to Te Tiriti o Waitangi
- Diversity of communities of special character
- Unique enhanced ecosystem and natural environment
- Lyttelton working port
- Artistic communities
- Diverse and regenerating biodiversity
- Concentration of water-based activities
- Stewardship of the land is a shared community value

Opportunities:

- Opportunity to leverage the unique history, culture, environment and geology of this area
- Attract local visitors (Ōtautahi Christchurch) to stay overnight
- Create narratives that tell the story of the place
- Educate visitors on the importance of the precious ecosystem

Weaknesses:

- Lack of promotion of the wider Te Pātaka o Rākaihautū Banks Peninsula region and the “communities of special character”
- Limited capacity of tourism service and facilities
- Limited public transit and connectivity to other regions for visitors and residents
- Affordable and attainable housing is limited
- Workforce shortages create negative impacts on both visitor quality of experience and resident quality of life
- Limited accommodation options for visitors; question of suitability for target audiences

Threats:

- Climate change threatens communities, infrastructure, the natural environment as well as economic activity and tourism operations on the peninsula
- Impact of cruise tourism on local communities
- Perceived lack of investment and maintenance of road infrastructure
- Visitors are concentrated in, and strain the resources in particular seasons and locations
- Residents are noticing crowding at certain attractions and sites
- Risk visitor isolation as Te Pātaka o Rākaihautū Banks Peninsula is a destination at the end of a road (limited options for exit)

Together, the destination assessment, the outcomes of the resident and visitor surveys, stakeholder consultations and workshops serve as the foundation of the Destination Management Plan. The pillars were then identified with a focus on nature and parks, public

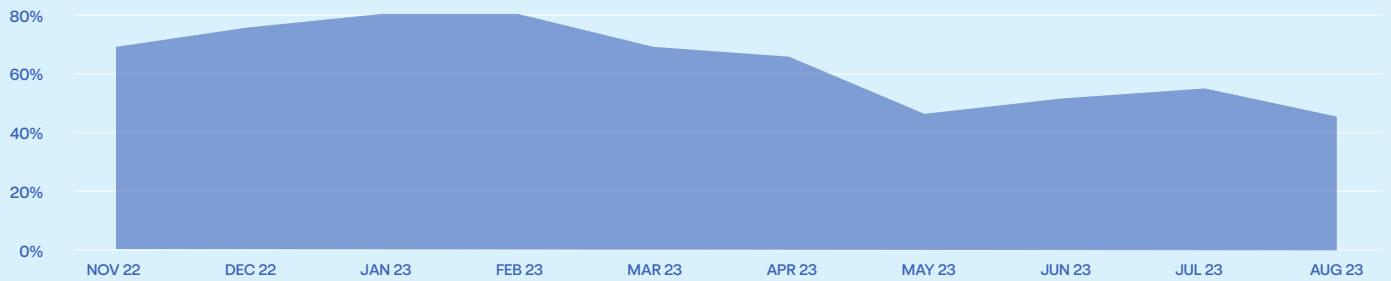
transportation, tour services, arts and culture, Māori experiences, accessible outdoor activities, cruise tourism, and sustainability. Consultation on the draft plan reinforced that these pillars had strong support in the community.

Accommodation in the region is dependent on a number of smaller scale motels/hotels and B&B facilities. On Booking.com Akaroa has 105 listings, Lyttelton has seven and on and Te Pātaka o Rākaihautū Banks Peninsula (a catch all, covering both) has 129 properties found.

Listings for Airbnb show that Akaroa has been having a slight decline in properties over the past year, whilst Lyttelton has had an increase in listings this year (potentially related to SailGP in March). Occupancy rates are also declining, likely based around seasonality.

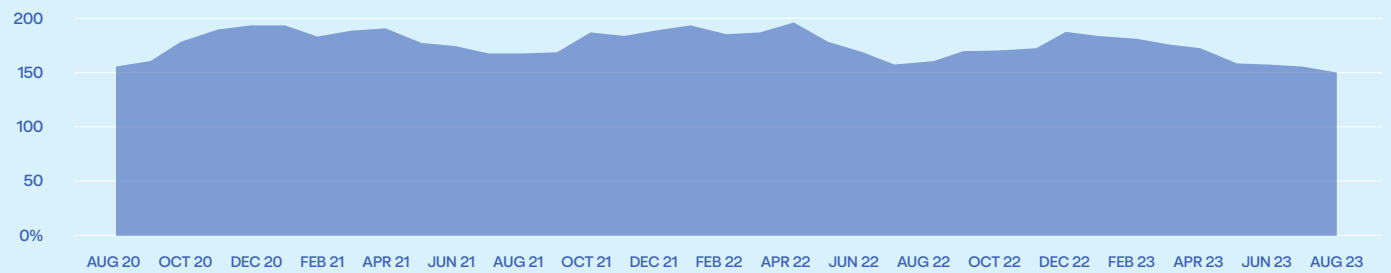
Airbnb Occupancy Rate, Akaroa

Source: AirDNA



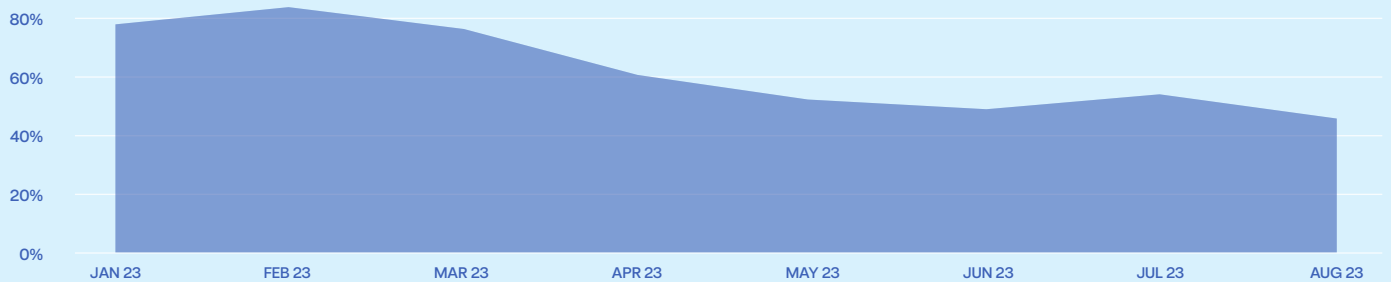
Airbnb Active Listings, Akaroa

Source: AirDNA



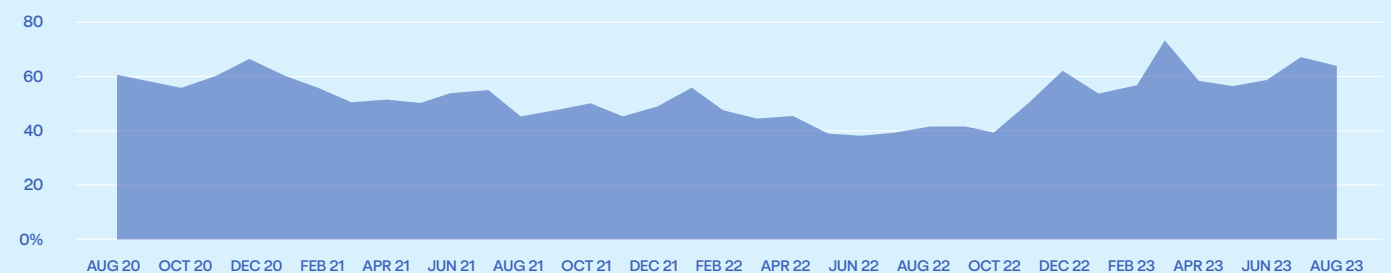
Airbnb Occupancy Rate, Lyttelton

Source: AirDNA



Airbnb Active Listings, Lyttelton

Source: AirDNA



Inbound visitors to Te Pātaka o Rākaihautū Banks Peninsula come from three main source markets:

Visitors to Ōtautahi Christchurch

Residents of Ōtautahi Christchurch

Cruise tourism

As a result, this plan advocates for alignment between Te Pātaka o Rākaihautū Banks Peninsula target audiences and those of Ōtautahi Christchurch and surrounding areas.

Target Audience Segmentation – Domestic and International

Segmentation is done on the basis of mindset, rather than geographics or demographics. It should be noted though that the opportunity for local and domestic tourism is significant and the plan focuses mainly

on these audiences. International visitation would only be encouraged to like-minded visitors that are committed to regenerative approaches e.g. voluntourism opportunities.¹²



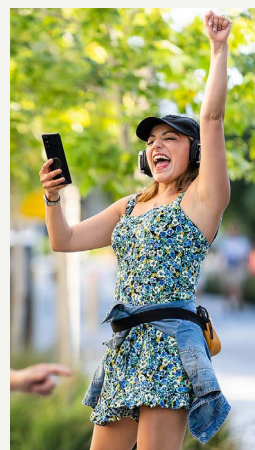
Family-Oriented Travellers



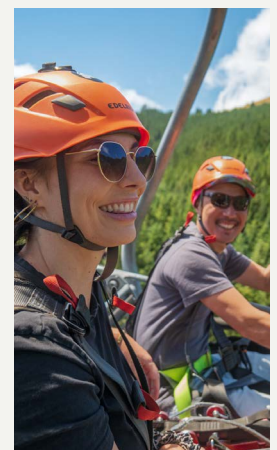
Sophisticated Explorers



Convenience Travellers



All-in Enthusiasts



Active Adventurers

FAMILY-ORIENTED TRAVELLERS

“Family-Oriented Travellers” take fewer and shorter trips that are close to home. As their name indicates, they’re fond of family vacations with kids and multi-generational vacations compared to other travellers. They place greater importance on safety, cost and favourable climate, and they’re very much beach people. They’d prefer that English be spoken and home currency accepted when travelling internationally, and fun attractions are their favourite activities. Clearly, this is a group that likes their vacations to be easy escapes.

SOPHISTICATED EXPLORERS

“Sophisticated Explorers” take fewer but longer vacations per year, with the highest average vacation spend, and are more likely to enjoy sightseeing, visiting cultural attractions, learning new things and attending cultural events. Exploring new cultures and traditions while on vacation is most important. It is important to note the use of the word sophisticated here means knowledgeable or worldly (like a sophisticated investor), it does not mean higher status.

ALL-IN ENTHUSIASTS

“All-in Enthusiasts” are interested in taking most types of vacations, and everything is important when deciding on a destination. They’re more likely to participate in most types of activities, and they go on vacations for many different reasons. Sightseeing, fun attractions, and learning new things are the top activities that they enjoy while on vacation. Shopping, nightlife and attending events are most preferred by “All-in Enthusiasts” compared to other types of travellers.

INFREQUENT CONVENIENCE TRAVELLERS

“Convenience Travellers” usually take shorter, less frequent trips per year that are close to home. Safety and spoken English is important to them when choosing a vacation destination. They are less likely to participate in all vacation activities, except dining and fun attractions. Dining, sightseeing and fun attractions are the top activities “Convenience Travellers” enjoy while on vacation. Like other types of travelers, dining is one of the top activities “Convenience Travellers” enjoy while on vacation.

Visitors to Ōtautahi Christchurch and Surrounding Areas

Ōtautahi Christchurch and its surrounding areas has traditionally positioned itself as an adventure destination. In fact, 47% throughout Ōtautahi Christchurch and Te Pātaka o Rākaihautū Banks Peninsula visitors fall into the “Active Adventurer” category.



ACTIVE ADVENTURERS

“Active Adventurers” share a keen interest in outdoor sports, engaging with nature, and health and fitness activities. They take fewer vacations per year to farther destinations, and they aren’t particularly interested in family or multi-generational vacations. “Active Adventurers” also enjoy athletic competitions and more extreme forms of leisure.

Christchurch Airport, a gateway to not only Ōtautahi Christchurch and surrounding areas but the South Island and Queenstown Region, has played an important role in the adventure positioning. The Christchurch Airport competes with Queenstown Airport for volume during the Winter season, and attracting the adventurer with skiing and tramping to come through Ōtautahi Christchurch is a core part of their marketing activity. (For example, they attend the ski show in Australia each year and encourage visitation to Mt Hutt).

Based on the new infrastructure development in Ōtautahi Christchurch and aspirations from our diverse community groups, Ōtautahi Christchurch and surrounding areas has an opportunity to shift its positioning and drive more visitation from two key target groups: “Sophisticated Explorers” and “Family-Oriented Travellers”.

“Family-Oriented Travellers” take shorter trips that are closer to home and fewer of them. They are fond of family friendly holidays with kids and multigenerational vacations. They’d prefer that English be spoken and home currency accepted when travelling, and fun attractions are their favourite activities. They prioritise safety, cost and favourable climate when looking for holiday locations. This is a group that prefers their vacations to be easy.

“Sophisticated Explorers” take fewer but longer vacations per year, with the highest average vacation spend. Exploring new cultures and traditions while on vacation is most important. They are more likely to enjoy sightseeing, visiting cultural attractions and events, and learning new things. It is important to note the use of the word sophisticated here means knowledgeable or worldly (like a sophisticated investor), it does not mean higher status.

In fact, our community ranks these two audience types as their priority for the future, at 41% and 25% respectively, ahead of “Active Adventurers” which rank 16%. Within the framework there is also the business events visitor who is a priority for Ōtautahi Christchurch, and potentially with smaller conferences this could be a target for Te Pātaka o Rākaihautū Banks Peninsula too.

Overnight Stays, Akaroa

Source: Campermate



Residents of Ōtautahi Christchurch

Ōtautahi Christchurch’s most recent population estimate was 389,300, in June 2022. Projections suggest that by 2033 the population is likely to be around 414,000 under a medium-growth scenario. However, it could range anywhere between 384,000 and 445,000.

The city’s estimated median age was 36.9 years in 2018. The number of older people aged 65 years and over is expected to increase by 56% between 2018 and 2048 (from 56,600 to 88,300). As a proportion of the city’s population, this age group will likely increase from 15% to 20% between 2018 and 2048.

The number of people aged under 15 years is expected to slightly decrease between 2018 and 2048, falling from

65,100 to 61,700. As a proportion of the city’s population, this age group will likely decrease from 17% to 14%.

Based on the shifting demographics of the important Ōtautahi Christchurch market, tourism experiences and product development will increasingly need to cater to an older demographic.

Residents of Ōtautahi Christchurch are an important local market to engage — they have lower travel emissions and fit the day tripper market (suitable with minimal accommodation offerings). We also see from existing data that visiting family and friends is a top reason for visiting the region, and this market is predominantly local.

414,000

POPULATION BY 2033

Projections suggest that by 2033 the population is likely to be around 414,000 under a medium-growth scenario

36.9

MEDIAN AGE

The city’s estimated median age was 36.9 years in 2018

56%

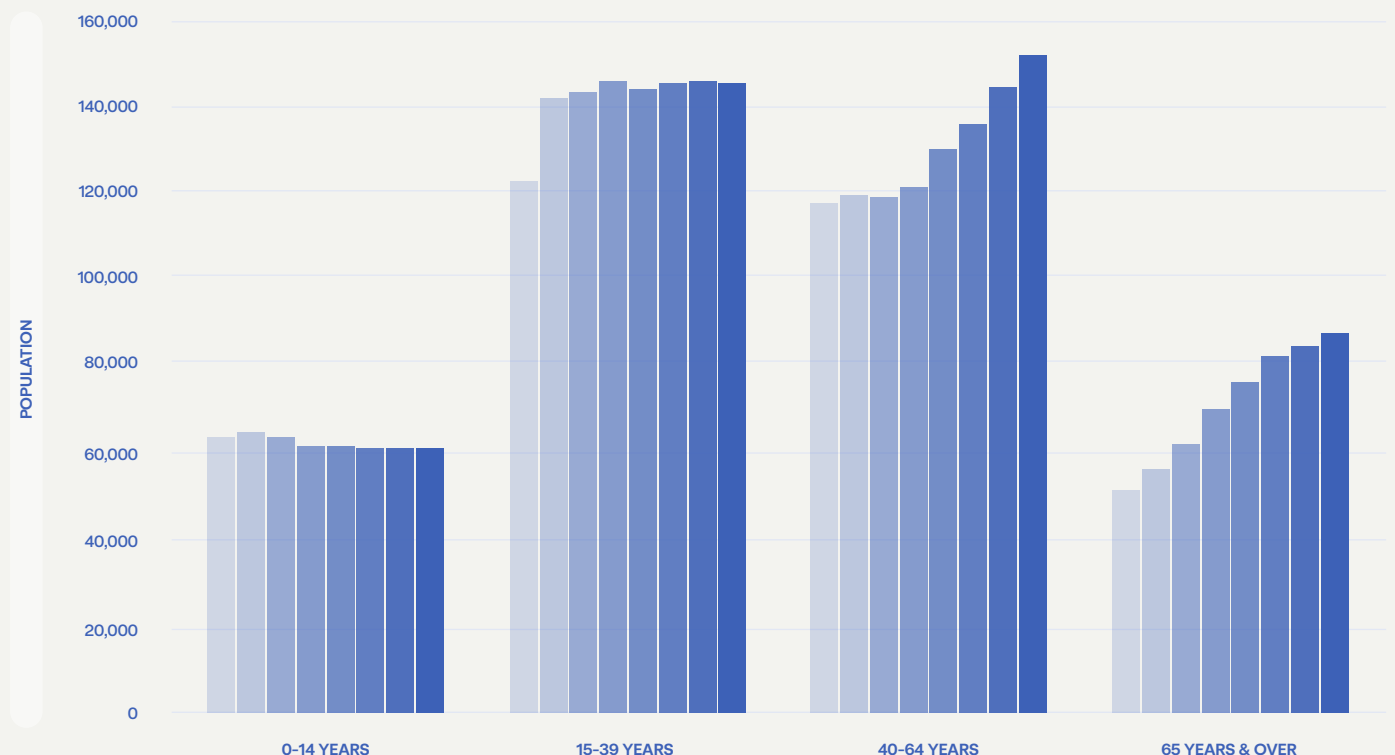
INCREASE IN 65+

The number of older people aged 65 years and over is expected to increase by 56% between 2018 and 2048

Ōtautahi Christchurch Population Estimates & Projections

Estimates: 2013 2018 | Projections: 2023 2028 2033 2038 2043 2048

Source: StatisticsNZ, Subnational Population Estimates and Projections (2018 Base-2048 Update)



Cruise Tourism

Cruise (see specific chapter on managing cruise tourism for more information) has an impact of visitation in Te Pātaka o Rākaihautū Banks Peninsula, in particular in and around Lyttelton and Akaroa — especially with larger ships docking. The [Milford Opportunities Master Plan](#) feasibility studies that are shortly being undertaken

have the potential to impact significantly on cruise ship visitation to our region. If cruise ships are banned from Milford inner sound there is a high likelihood that the number of ships visiting Akaroa and Lyttelton will decrease significantly, and future implementation plans need to consider the impacts of that too.

2022-2023 Lyttelton Cruise Season

Source: ChristchurchNZ Dashboard

75

Total Cruises

150,995

Total Guest Capacity

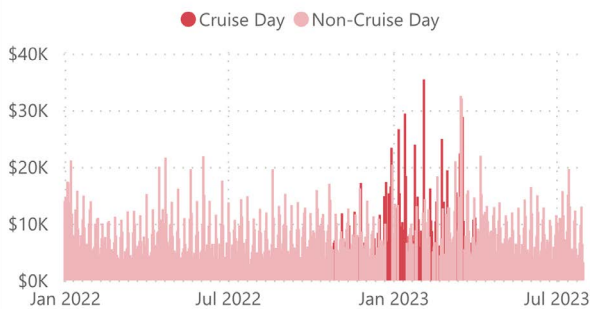
\$1,849.7K

Total Visitor Spending (Cruise Days)

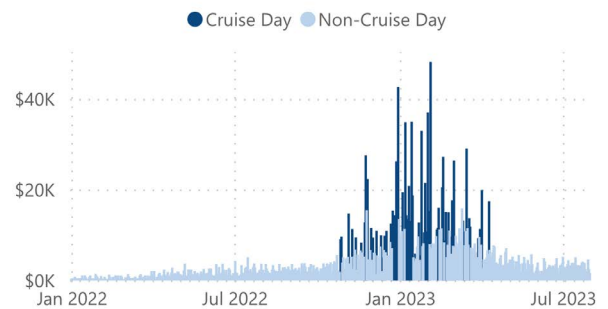
\$5,707.65K

Total Visitor Spending (Non-Cruise Days)

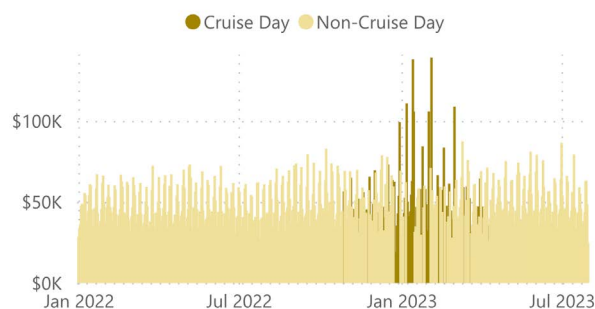
Domestic ECT Visitor Spend in Lyttelton



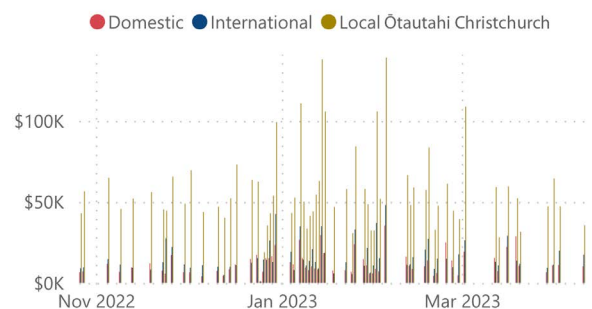
International ECT Visitor Spend in Lyttelton



Local Ōtautahi Christchurch ECT Spend in Lyttelton

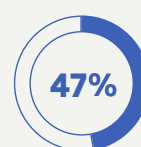


ECT Spend by Type on Cruise Days



Visitors Today

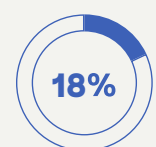
Based on the respondents from the Visitor Survey, “Active Adventurers” represent nearly half (47%) of travellers, followed by “Sophisticated Explorers” (20%), and “Family-Oriented Travellers” (18%). The Infrequent “Convenience Travellers” and “All-in Enthusiasts” make up the rest of the segmentation.



Active Adventurers



Sophisticated Explorers



Family-Oriented Travellers

Paradigm Shift – Our Visitor Tomorrow

“Active Adventurers” are a prime target audience for New Zealand, and especially the adventure-filled destinations in the South Island and around Queenstown. These visitors will continue to be attracted to the natural assets and offerings in the South Island, so for Te Pātaka o Rākaihautū Banks Peninsula focusing on other segments will be more beneficial.

Adventure travellers are not as aligned as other segments to the vision for Te Pātaka o Rākaihautū Banks Peninsula. The region seeks the slower, less impact visitor interested in culture and education. Therefore, this plan focuses on attracting new visitors that align with the ambitions of the community.

Based on the profile of our destination, infrastructure projects, community inputs and future trends and opportunities, “Sophisticated Explorers” and “Family-Oriented Travellers” are audience types that strategically align best with the future of our destination.

Throughout the engagement process, a strong shared

interest and understanding of the main issues and challenges faced, and even to some degree the solutions required have been shared.

Key themes emerged throughout the engagement process. Participants wanted to see the geology, culture, history and environment of the Peninsula promoted in a way that would balance the benefits of tourism with the impacts to the land and community. The community has expressed a strong desire for regeneration of nature and culture on the Peninsula. Communities would like to manage tourism in a way that supports or contributes to those goals. The high numbers of cruise ship visitation into Akaroa between 2011 and 2022 due to quake impacts to Lyttelton Port impacted resident experience significantly, and no doubt drives a strong desire to have more control of how tourism impacts place. Additionally, the 2022/23 cruise season saw a significant reduction of ship numbers in Akaroa and conversely the impact of larger volumes of ship in Lyttelton, again highlighting to residents the variable impacts of tourism on their place.



03.

Vision

We welcome manuhiri to come and learn about and explore our unique culture, history and geography in a way that delivers benefits for our taiao, our people, and our visitors.



Our vision is rooted in our destination and communities' aspirations. It sets our common long-term vision for our destination and community, one that is based around regenerative visitation

Throughout tourism development plans, the terms “regenerative” and “sustainable” often get used out of context and interchangeably. We provide the following

interpretations of both terms that are critical to Te Pātaka o Rākaihautū Banks Peninsula's Destination Management.

The following has been supported and informed by international best practice, as well as literature specific to the New Zealand context.



Regenerative

By “regenerative”, and “regenerative tourism”, we are referencing the idea that tourism can be a part of leaving the place better than it is now. It means positively adding to the natural, social, cultural, and economic resources of a place. The Ministry of Business, Innovation and Employment, who created the nationwide 2020 Destination Management Guidelines, defines regenerative as leaving a community and environment better than it was before. It calls for a plan that helps re-establish systems that are healthy, thriving and self-healing and delivers more for New Zealanders intergenerational wellbeing than it takes away.






Sustainable

We acknowledge that today many activities are degenerative, and that “sustainable”, and “sustainable development”, are a first step towards attempting to reconcile human needs, cultural, social and economic wellbeing with the preservation of natural resources. Human needs must learn to be satisfied within the sustainability of natural resources.

VISION	<p>We welcome manuhiri to come and learn about and explore our unique culture, history and geography in a way that delivers benefits for our taiao, our people, and our visitors</p>
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Values & Guiding Principles

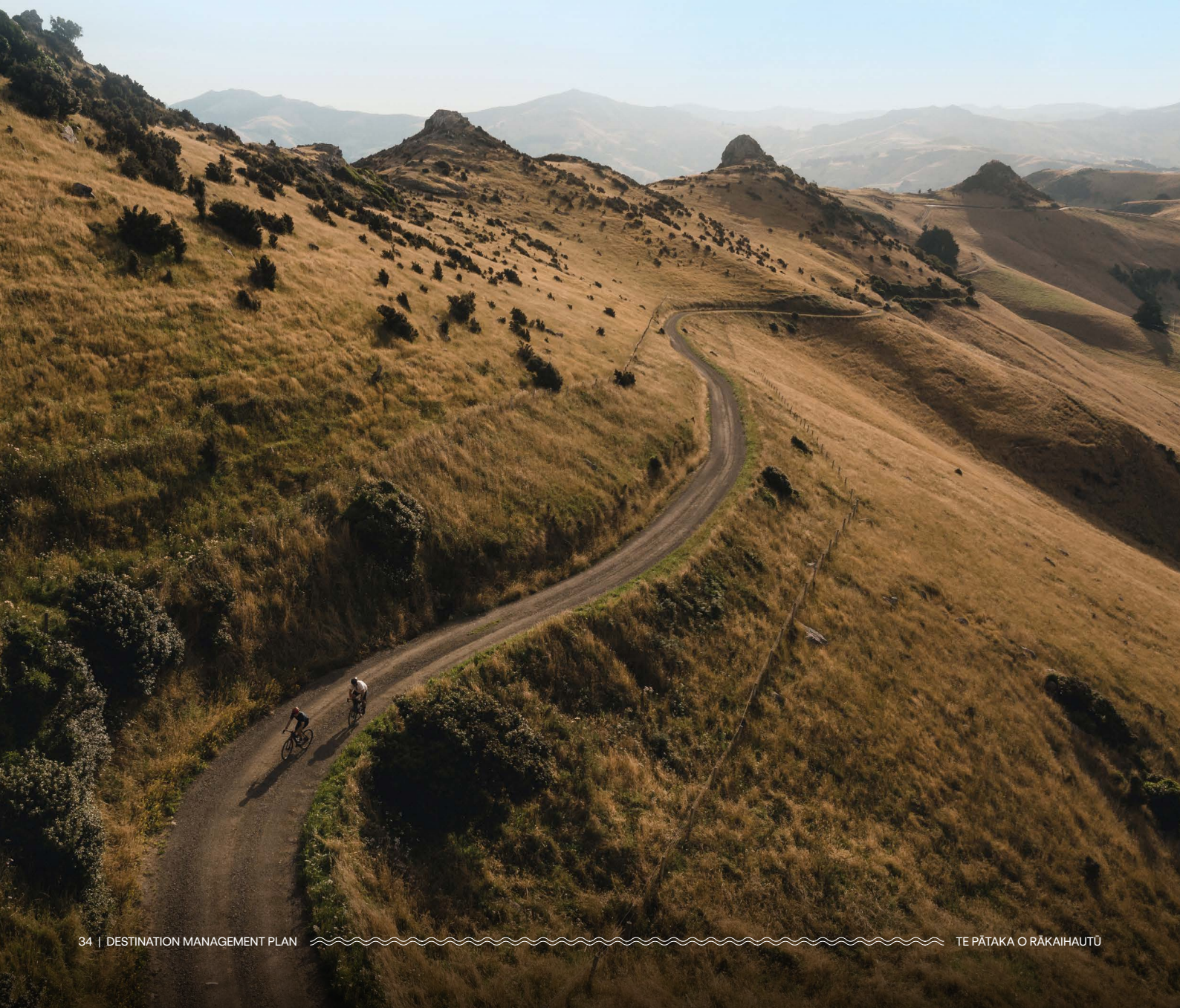
GUIDING PRINCIPLES	 <p>Kaitiakitanga</p> <p>We consider future generations in all our decisions so that we are enhancing their culture, communities and environment</p>	 <p>Kotahitanga</p> <p>We focus on our shared values and love of place to maximise our combined energy</p>	 <p>Mātauranga</p> <p>We welcome visitors to experience and understand our culture, history and geography</p>
VALUES	<p>Because we are custodians of the land for our future generations...</p> <p>We practice kaitiakitanga, regeneration</p>	<p>Because our visitors impact our communities...</p> <p>We believe in kotahitanga, collaboration</p> <p><i>The visitor that spends time in nature and nature itself will have their mauri (essence/life force) enhanced, not depleted</i></p>	<p>Because we respectfully welcome visitors to understand our unique place...</p> <p>We believe in Mātauranga, respect</p>

These principles guide and drive us towards the outcomes we seek. And now we explore the pillars that underpin the mahi to be done to help us achieve our vision.

04.

Destination Pillars

The pillars are strategic opportunities that embody the shared priorities and initiatives of communities to lead towards a more sustainable, and ultimately regenerative and resilient future for Te Pātaka o Rākahautū Banks Peninsula.



Shaped by the extensive input and recommendations shared by stakeholders and the community, we have identified 10 destination pillars that will help lead tourism towards a regenerative future. The pillars are strategic opportunities that embody the shared priorities and initiatives of communities to lead towards a more sustainable, and ultimately regenerative and

resilient future for Te Pātaka o Rākaihautū Banks Peninsula.

We also acknowledge that given limited specific funding for implementation, it best serves our community to prioritise pillars that can make a significant difference for the future, because climate impacts are being felt in our community today.



01

Coordinate destination and environmental stewardship



02

Improve access and supporting infrastructure



03

Celebrate the Te Pātaka o Rākaihautū Banks Peninsula narrative



04

Preserve and promote “communities of special character”



05

Strive for better managed cruise tourism



06

Embrace all four seasons and diversify tourism activities



07

Work with local hapū to develop tourism and associated opportunities



08

Enhance information about tourism facilities



09

Provide tourism services and facilities for visitors



10

Support the development of workforce support programmes

01 | Coordinate destination and environmental stewardship



This pillar addresses the operational governance of the overall plan. It seeks to provide a framework to guide how climate change mitigation, climate adaptation, and fostering positive ecological outcomes can be achieved. Stewardship to move from unsustainable to regenerative visitation practices is at the core of helping make this plan achievable.

The journey to a regenerative approach will require long-term coordination across all communities to create tourism

that enriches the land, residents and visitors. The destination management principles guiding this plan are critical to the long-term resilience of the tourism industry in Te Pātaka o Rākaihautū Banks Peninsula, the health and resilience of the environment and the prosperity of local communities.

Long-term aspirations expressed by the community include healthy harbours and waterways, regeneration of native forests and a reduction in harmful, introduced species.

OBJECTIVES

Ensure that our Destination Management Plan delivers on the regenerative vision, including collaboration across all jurisdictions. Evidence the success of this through the development of a framework for measuring the health of local tourism that incorporates regeneration and mātauranga Māori and the community.

THEMES

1.1 Develop a framework for measuring the health of the tourism system that prioritises regeneration and mātauranga Māori and the community

RECOMMENDATIONS

- Define metrics across ecosystem health, cultural wellbeing, community wellbeing and economic wellbeing
- Measure benchmarks for all defined metrics to set a baseline (including an opportunity to benchmark from the Ōtautahi Christchurch data)
- Establish regular reporting system to monitor benchmarks
- Use the process to create a common understanding of shared responsibility among residents, businesses, and visitors.
- Explore tools to help measure emissions, such as the local CarbonTrail

1.2 Establish a destination stewardship working group to guide the DMP implementation in the near term. This stewardship working group to:

RECOMMENDATIONS

- Review and expand existing programmes that promote sustainable operating practices
- Maintain community engagement in regenerative tourism by sharing the measured benefits
- Maintain a representative and diverse advisory group that continues focus on this work, provides on the ground input and updates the community more broadly on the implementation

1.3 Devise a visitor education strategy that influences responsible behaviour in the destination and informs visitors and community members about their shared responsibilities.

- Consider an independent chair (potentially from outside of region) to help govern the group, allowing members to “represent” and the chair to drive the broader context of the goals of the plan
- Determine the best way to transparently seek nominations for the group, recognising the need to work together effectively to guide the implementation of the plan (together with stakeholders ChristchurchNZ, Environment Canterbury (ECan), Lyttelton Port Company, isites, DOC, Waka Kotahi, etc)

RECOMMENDATIONS

- Build on resources from the Tiaki Promise initiative and create additional resources on how the concepts apply to specific experiences, landscape and culture of Te Pātaka o Rākaihautū Banks Peninsula
- Hero regenerative tourism experiences that allow visitors to give back and share these stories
- Encourage tourism operators to become Qualmark accredited, and through that programme have these businesses promoted to show visitors the importance of responsible behaviours

02 | Improve access and supporting infrastructure throughout the Peninsula



Since Environment Canterbury (‘ECan’) and Christchurch City Council declared a climate and ecological emergency in May 2019 to protect future generations, severe climate events have impacted New Zealand, the South Island, and Te Pātaka o Rākaihautū Banks Peninsula. As has been noted throughout this plan, the changing climate presents a risk to accessibility and infrastructure throughout Te Pātaka o Rākaihautū Banks Peninsula.

Because of the remoteness of Te Pātaka o Rākaihautū Banks Peninsula, and access granted through one main road (Christchurch Akaroa Road — State Highway 75), the plan calls for key actions to better inform our communities and visitors of road access.

Roads on Te Pātaka o Rākaihautū Banks Peninsula are vulnerable to flooding and landslides. These events are predicted to increase in frequency and severity as the climate warms. And whilst improving roading is important and needs to be addressed (for residents and visitors), it is also acknowledged that providing other low emission transportation options are important for climate mitigation including shuttles, cycleways, water transport, more

connected walkways, public transport (electric buses) and adding more EV charging stations.

Wairewa Little River floods easily during heavy rain events due to the catchment area of the many valleys it contains. The main road through the town of Wairewa Little River can become impassable. A severe weather event in December 2021 caused significant damage to the landscape of the Eastern Bays, washing out roads, bridges and altering the course of waterways.

Flooding in Little River in 2021 has prompted further calls for preparedness planning for the community.

ECan have contributed to riparian planting and management of potential obstructions in the streams that helps prevent erosion. The Wairewa Rating District has been running since 2015 as part of a community led initiative to drive further efforts in managing the streams and rivers and provide additional maintenance of our streams and rivers. It is funded primarily by a targeted component on the rates per parcel of land in the Little River catchment area.

In line with its regenerative goals, this plan also calls for actions to explore and expand more sustainable methods of transport including supporting Electric Vehicles ('EVs'), public and active transport.

Residents and visitors have mentioned traffic challenges and raised the need for improved mobility and transportation networks. Specific references were captured in the online surveys, and reinforced through stakeholder meetings and consultations. For visitors, and residents alike, higher levels of traffic, especially during the summer season, and the lack of parking at key destinations can compromise the overall visitor experience.

An overarching objective is to identify and frame tourism advocacy and stable funding sources for transportation infrastructure and public transit.

The tourism industry's involvement in addressing destination transportation and traffic congestion issues is key to advocating for and identifying stable funding sources for transportation infrastructure and public transit expansion. To maximise outcomes, initiatives align with existing and planned transportation and traffic congestion mitigation initiatives in Te Pātaka o Rākauhautū Banks Peninsula. Note improved roading infrastructure will also assist in attracting workers to the region.

OBJECTIVES

Create information-driven programmes to inform communities and visitors on road access, closures, and weather conditions, and provide a plan to improve road conditions, develop alternative routes and support alternative forms of transport.

THEMES

2.1 Proactively mitigate flood and landslide risks

The DMP acknowledges the existing efforts of the Te Pātaka o Rākauhautū Banks Peninsula Community Board, Christchurch City Council and Environment Canterbury to improve infrastructure to support community resilience, which includes bespoke local approaches for the communities of special character.

Working groups have been established in Little River and Le Bons Bay to address ongoing flooding issues. Membership includes the appropriate rūnanga, community organisations, ECan staff, Christchurch City Council staff, Banks Peninsula Water Zone Committee and elected members.

RECOMMENDATIONS

- Improve management of overland streams and rivers to reduce nutrient and sediment discharges with work led by ECan and DOC where relevant
- Plant native species to re-establish natural catchment management
- Deliver Wairewa Zone Implementation Plan initiatives

2.2 Look to support alternative transportation options to reduce dependency on private cars and main highways

RECOMMENDATIONS

- Develop water transport to connect Lyttelton and Akaroa harbour communities and destinations
- Expand transport operations that serve visitors as well as locals with public or private operators, seeking ways to manage peak periods for both

2.3 Provide updated road access information at Little River to provide up-to-date weather, access conditions, and predictions

- Look at expanding shuttle frequency, which will assist locals if the tourism volume can help sustain this
- Promote public transport access to Port Hills Walks and Ōtamahua Quail Island

RECOMMENDATIONS

- Work with Waka Kotahi and Christchurch City Council to assess communication opportunities for road access updates

2.4 Improve electric charging network for visitors and residents to support more sustainable EV travel

RECOMMENDATIONS

- Investigate private and public partnership opportunities for EV charging stations across Te Pātaka o Rākaihautū Banks Peninsula

2.5 Support evaluation and potential resourcing of public transit and/or shuttle services

RECOMMENDATIONS

- Identify the value of transit services to support the tourism and hospitality industry workforce, visitor services, and community special event
- Pilot a summer boat shuttle service between key waterfront destinations in Akaroa Harbour

2.6 Support the broader integration of live traffic information with trip planning providers

RECOMMENDATIONS

- Work with Waka Kotahi and Christchurch City Council to assess communication opportunities for road access updates

03 | Celebrate the Te Pātaka o Rākaihautū Banks Peninsula narrative



Te Pātaka o Rākaihautū Banks Peninsula communities told us they aspire to be recognised worldwide as a regenerative destination that locals are proud of and visitors are drawn to. They want the cultural, historical and geographic stories of the Peninsula to be well known by locals and promoted to visitors.

Te Pātaka o Rākaihautū Banks Peninsula is defined by its geography, culture, and history, not by its brand or identity. Various communities within the Peninsula have their own story and identity, from Akaroa (which celebrates the “French story”) to Little River (and the Train Museum and rail trail) or Lyttelton (which is more urban and closely connected to Ōtautahi Christchurch).

What connects the Peninsula communities and distinguishes them from Ōtautahi Christchurch is the landscape – the craggy volcanic cones and the many bays. The rich history of Māori habitation is another defining feature of the Te Pātaka o Rākaihautū Banks Peninsula narrative.

The Plan calls for an opportunity to draft a unifying narrative around Te Pātaka o Rākaihautū Banks Peninsula that will generate pride within the community and help tell the story of the destination in a more cohesive way. This narrative will hero the people, culture and landscape of Te Pātaka o Rākaihautū Banks Peninsula and drive its regenerative tourism strategy.

Narrative work will also support content and product development that draws the “Sophisticated Explorer” audience with its cultural, historical and geological stories. This work is supportive and complementary to the Te Pātaka o Rākaihautū Banks Peninsula draft

Community Board Plan, which aims to “listen to and work with community, Mana Whenua, partners and other organisations to protect and enhance the environmental, social, cultural and economic wellbeing of Te Pātaka o Rākaihautū Banks Peninsula.”

OBJECTIVES

Create a “sense of place” shared by the community at large around Te Pātaka o Rākaihautū Banks Peninsula, and develop and communicate a narrative that encompasses the communities and contrasts of the Peninsula and celebrates the stories, values and mātauranga (knowledge) of Mana Whenua.

THEMES

3.1 Develop and validate a new unifying narrative for the Te Pātaka o Rākaihautū Banks Peninsula region (note individual narratives still exist, but this is an opportunity for all to work with a common story)

RECOMMENDATIONS

- Develop a narrative steering committee within Te Pātaka o Rākaihautū Banks Peninsula, comprising rūnanga, civic organisations, boards, and businesses (using a nomination process and advice from the community board)
- Run a public engagement programme with the Te Pātaka o Rākaihautū Banks Peninsula community focused on narrative development
- Work with community board to understand scope of requirements and determine funding opportunities for the ongoing development of a resources that align with the narrative
- Review major events to align with new narrative and broaden the understanding of place
- Further explore the possibility of becoming a Geopark (noting there is more consultation to be done with Mana Whenua around this concept)

3.2 Provide residents and businesses with authentic and accurate storytelling resources to celebrate the narrative

RECOMMENDATIONS

- Collect local stories from local people and share these
- Embed the narrative into digital channels
- Review Akaroa.com funding, goals and audiences to determine if a wider Te Pātaka o Rākaihautū Banks Peninsula tourism information platform would serve the destination better – or what other options are available
- Work with local businesses to assess their content and asset needs
- Provide a toolkit for local businesses that addresses their needs and helps align destination communication

3.3 Work with Papatipu Rūnanga to provide residents and businesses with authentic and accurate storytelling resources to celebrate the narrative (encouraging word of mouth locally to be the right stories)

RECOMMENDATIONS

- Embed the narrative into digital channels
- Include this information in the toolkit for the local businesses

04

Preserve and promote “communities of special character” across Te Pātaka o Rākaihautū Banks Peninsula



Today, Te Pātaka o Rākaihautū Banks Peninsula’s towns and communities offer a unique history, culture, and sets of experiences. To better integrate these with visitor experiences and to increase the visibility of unique attractions and businesses, Te Pātaka o Rākaihautū Banks Peninsula will need to develop a clear positioning of communities of special character, such as Lyttelton, Akaroa, and Little River. There is a separate pillar related to promotion of place for the Ngāi Tahu Papatipu Rūnanga of the region (See pillar 7).

According to the community, Lyttelton has the opportunity to reinforce its position as a port town and artistic community, while Little River is the artisan and rural heart of Te Pātaka o Rākaihautū Banks Peninsula. The “Waitangi” of the South, Akaroa celebrates the country’s Māori and European/French heritage and provides the infrastructure for visitors to access Te Pātaka o Rākaihautū Banks Peninsula’s beautiful nature.

OBJECTIVES

Promote and reinforce the positioning of communities of special character (Lyttelton, Akaroa, Little River) in Te Pātaka o Rākaihautū Banks Peninsula.

THEMES

4.1 Develop or refine the positioning of Lyttelton, Akaroa, and Little River in collaboration with local communities and tourism businesses

RECOMMENDATIONS

- Work with rūnanga, community and stakeholders within the communities of special character to define their unique experiences
- Identify unique culture and heritage sites and stories e.g. The Little River Train Museum
- Identify a range of existing or potential experiences that align to the “Sophisticated Explorer” and “Family-Orientated Traveller” segments, as these are the two target markets we seek to attract more visitors from to align with our overarching goals

4.2 Integrate and activate the communities of special character as part of the Te Pātaka o Rākaihautū Banks Peninsula experience for visitors

RECOMMENDATIONS

- Integrate into the overarching Te Pātaka o Rākaihautū Banks Peninsula narrative and messaging
- Package activities and attractions under each community of special character to support the visitor experience
- Use placemaking to bring out the rich history of communities of special character and the Papatipu Rūnanga of the Peninsula

4.3 Conserve the character and authenticity of communities of special character

4.4 Widen the range of activities available in communities of special character

RECOMMENDATIONS

- Work with the Ministry of Culture and Heritage, Heritage New Zealand, Christchurch City Council Heritage team, and the Department of Conservation to conserve, protect and enhance cultural heritage sites
- Commission updated Tourism Carrying Capacity (TCC) reports for the designated communities to determine pragmatic limits

RECOMMENDATIONS

- Work with rūnanga who have tourism aspirations to support and promote their product
- Little River toilets need to be reviewed for suitability
- Work with the Lyttelton community to ensure its character and connection for Ōtautahi Christchurch visitation (just through the tunnel) for weekend markets and other artistic and culinary opportunities are maximised
- Identify specific initiatives that could be supported. For example, in Akaroa, this could include:
 - Fast tracking the renewal of the tennis croquet courts sports facility
 - Redeveloping the northern gateway hard fill area with parking

05 | Strive for better managed cruise tourism



New Zealand currently has limited mechanisms to control cruise visitation to ports, the types of ships (size, emissions, etc) entering our waters nor the way they work with ground handlers. The 2022/23 season was the return to scale visitation into Lyttelton Port post the earthquakes, and resulting impacts from that including the reduced visitation to Akaroa.

When the cruise ship berth in Lyttelton was damaged in the 2011 earthquakes, Ōtautahi Christchurch cruise traffic shifted to Akaroa. In summer 2009/10, Akaroa hosted seven ships and 6,222 passengers. By summer 2011/12, there were 77 ships visiting the harbour, bringing in 127,341 passengers. The town received 82 of 90 of the season's planned ships in the 2019/2020 season before New Zealand shut down cruise ship travel as part of the COVID-19 response on 15 March.

In 2022, with the \$67 million Lyttelton berth rebuilt and the country open again to tourism, the bulk of the cruise ship traffic returned to Lyttelton. A total of 89 ships visited Lyttelton and Akaroa hosted 17. Together, this was estimated to bring \$32 million to the Ōtautahi Christchurch economy, along with 200,000 passengers and crew. Cruise tourism has brought, together with a significant amount of day visitors to Ōtautahi Christchurch central city, pressure on Te Pātaka o Rākaihautū Banks Peninsula infrastructure.

After nine years of intense cruise tourism, the Akaroa community has been clear on its desire to limit the size and number of vessels to protect the town's character as well as its fragile marine environment and endangered Hector's dolphin.

Environment Canterbury's Harbourmaster's Office is one of a range of bodies that plays a key role in managing cruise ship activity in the region. In 2019, Environment Canterbury commissioned an Environmental Risk Assessment report from the Cawthron Institute regarding cruise ships in Akaroa Harbour.

The key findings¹³ were:

There is minimal available science

There is potential for some effects of varying degrees

The direct disturbance of the seabed could be considered to have less than minor to minor adverse effects

Based on the science available, effects are manageable if mitigations are in place

Perceptions¹⁴ in the community though raise concerns about cruise including:

- *Environmental damage* to ecosystems, concerns for seabed in Akaroa particularly
- *Pollution* from burning fuel while the ship is in dock and waste discharges
- *Disruption* to daily life for residents and businesses

There are also broader concerns about Hector's dolphin movements being impacted with the increase in cruise ship activity.

Rules for cruise visits to Akaroa Harbour have also tightened considerably, with vessels over 260 metres long required to seek resource consent (none have), and the number of anchorages has halved to three.

In Lyttelton in early 2023, residents presented concerns about the social and environmental impacts of cruise ships to Te Pātaka o Rākaihautū Banks Peninsula Community Board, citing pollution, carbon emissions and over tourism as key concerns. Per passenger mile, cruise ships produce at least twice the CO2 emissions of a long-haul flight.

A cruise ship can produce the same particulate matter as a million cars. Nearly a third of cruise ships in the 2022/23 season were failing to meet biosecurity standards.

Residents also raised concerns about overcrowding of the public bus lines to and from Lyttelton.

Challenging driver shortages and a subsequent delay in a new bus route (port to port) being put in place, combined with requiring exit off Lyttelton Port via bus, introduced a new surge of visitors at peak times for larger vessels. Initially, the Lyttelton Harbour Information Centre conveyed a strong desire to have cruise visitors come into Lyttelton township for economic benefit.

The Lyttelton Information and Resource Centre worked closely with Christchurch City Council in traffic management planning to get a drop-off close to them.

This resulted in congestion, particularly in the morning on the street near the Lyttelton Harbour Information Centre, and during the afternoon runs back to the ship. Throughout the season, visitors stopping in Lyttelton and then taking the public bus into Ōtautahi Christchurch became problematic – notably because arrival times at around 8am coincided with peak commuter times.

Environment Canterbury worked hard to solve that congestion issue, providing additional buses once the critical driver shortage eased after the national wage dispute was resolved.

Discussions are currently underway around how cruise visitors will exit the Port, and whether buses can go directly to the city – which would eliminate the congestion on the public bus route.

In addition to this local context, there is the national context to consider. The government's push for regenerative tourism may result in wider regulation of cruise ships into New Zealand. A destination management plan for the whole country would be useful to link both cruise and air capacity in the future.

The Ministry of Environment is monitoring pollution and the impacts of discharge washwater from “open loop” waste scrubbers, which are regulated under the Resource Management Act, with regional councils setting standards for each area. In 2021, the Milford Opportunities Master Plan recommended that cruise ships not be allowed into the Milford Inner Sound. This change could reduce the number of cruise ships to the South Island.

While there are economic benefits of cruise tourism, this plan focuses on key areas of concern, especially pressure on public transportation from Lyttelton (cruise ship terminal) to Ōtautahi Christchurch city centre, and on Akaroa Harbour, its ecosystem and ability to cope with mass travel. Many of the Lyttelton Harbour residents have also made their environmental concerns clear.

In the absence of a national cruise strategy, this plan seeks to address some of the core local and regional concerns, until such time as a national approach to cruise ships is taken.

A cruise review is currently underway, and this document can't pre-empt that outcome other than to say having better controls on the ships that enter our waters, their emissions, their size and engagement with local communities would be beneficial. A national strategy for cruise that answers the question — What does Aotearoa New Zealand want for cruise in our country? would be a welcome process. This needs to be followed by mechanisms or levers that can be pulled to ensure the experience for the community and visitors is as this country intends, and decarbonisation is prioritised.

OBJECTIVES

Define an acceptable balance of cultural, social, environmental and economic impact from cruise tourism.

THEMES

5.1 Mitigate the negative impacts of cruise tourism by limiting (that is having mechanisms for future control or levers) for the desired numbers of cruise ships in regards to defining the maximum number of vessels, vessel size and visitor numbers for Akaroa and Lyttelton

(Following the 2022–2023 cruise ship season, more consultation is required to understand the wider view of Akaroa and Lyttelton residents on the impact of cruise ships)

RECOMMENDATIONS

- Use 2023 cruise review and Harbourmaster data to form an overview of the impact on the community and business
- Work with the Community Board to seek wider input from communities on whether or not there is a desire to limits of passenger numbers, ship visits or emissions for Akaroa
- Work with the Community Board to seek wider input from communities on whether or not there is a desire to limits of passenger numbers, ship visits or emissions for Lyttelton

- Identify a healthy and sustainable level for cruise ship and cruise ship visitor numbers for Te Pātaka o Rākohaitū Banks Peninsula:

This will require environmental, social and economic research which goes beyond the current simplistic metrics of visitor spending and utilisation of businesses catering to tourists (which are counted as benefits), and includes the costs of ship and visitor numbers as well, whether economic, social or environmental. Regional Tourism New Zealand, MBIE and ChristchurchNZ are working together to explore a case study on our region with data collection to consider all impacts (environmental, social and economic).

- Identify the mechanisms for applying ‘cruise control’:
Are current laws, by-laws, policies and regulations fit for purpose when it comes to reducing ship/visitor numbers to healthy and sustainable levels? If so, start applying them as soon as possible; if not, create ones that will work as soon as possible.

5.2 Develop a management framework with cruise lines to improve the visitor experience and limit adverse impacts on surrounding communities

5.3 Develop a cruise passenger transportation plan to reduce impacts to Lyttelton residents using public transportation

RECOMMENDATIONS

- Te Pātaka o Rākaihautū Banks Peninsula Community Board continues to provide a conduit for community and business to feedback on management for cruise
- Set guidelines and experience principles for operators
- Consider an ecosystem levy and determine who pays

RECOMMENDATIONS

- Work with a logistics planner to map the experience options for cruise passengers and residents (for example accessing popular tourist attractions such as the Gondola). Potentially this planner could also consider other visitor bottlenecks in the future
- Work with Lyttelton Port Company, cruise ship service delivery stakeholders and, Environment Canterbury to provide an affordable alternative to public transportation for cruise passengers
- Monitor usage of the new Port to Port bus route from Lyttelton to Christchurch Airport that has now been implemented, and consider impacts on residents (noting this route can be picked up from the Bus Interchange and take visitors to the International Antarctic Centre)



06

Embrace all four seasons and diversify tourism activities (key audiences)



In Te Pātaka o Rākaihautū Banks Peninsula, we need to find the balance between attracting visitors to sustain our communities economically and the need to protect the communities and environment. This comes through diversifying tourism throughout all four seasons which will also benefit our communities' access to services all year round. There is also an opportunity to diversify tourism geographically within the Peninsula. Survey and workshop participants expressed a desire for new activities on Te Pātaka o Rākaihautū Banks Peninsula to focus on ways to connect visitors with the stories and landscape and to inspire visitors to be part of the cultural and natural regeneration of the place.

Feedback from the community highlighted that the peak season had too many people, but the off season visitation at times was too low that it was a struggle for business owners to stay open. This impacts the community, as they value restaurants, cafes and other

amenities being open year round.

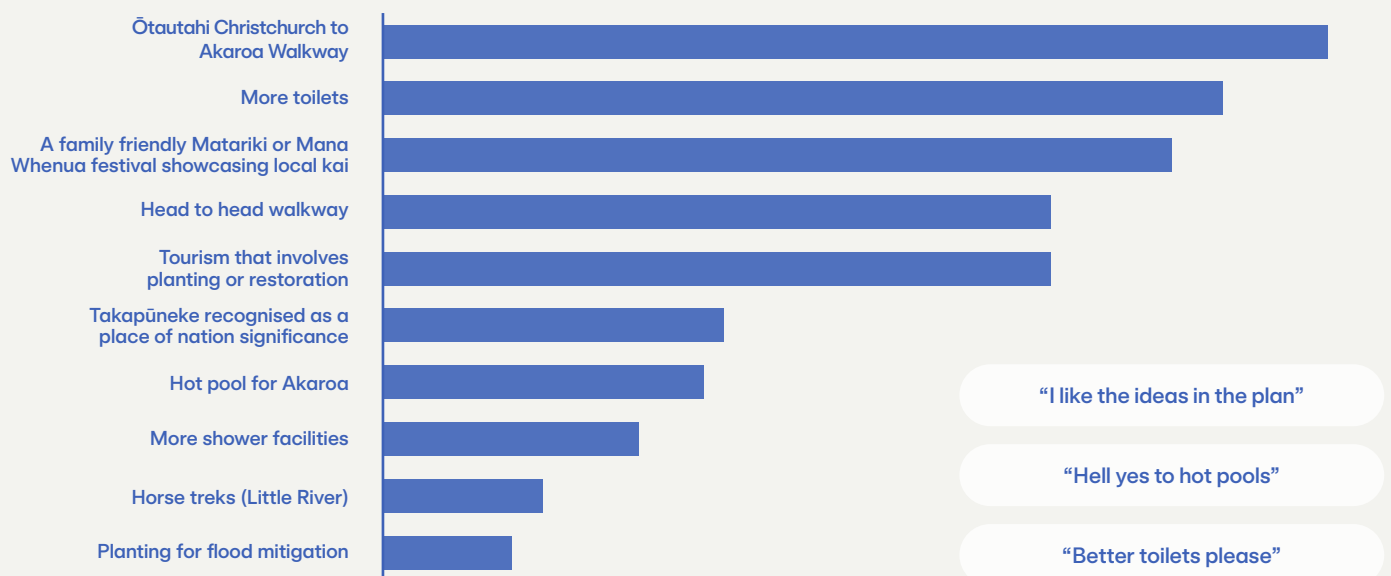
Much of the Peninsula's conservation work is done on private land with volunteer labour and under the guidance of charitable trusts. There is an opportunity to leverage this community-led passion for regeneration into activities that welcome visitors who are looking for authentic (local stories from the heart), educational experiences that give back. There is also an opportunity to connect existing reserves into multi-day guided or self-guided itineraries that tell the natural and cultural stories of the place.

Product development should consider the two target audiences: "Sophisticated Explorers", who are looking for culture and wellness experiences, and "Family-Oriented Travellers", who are looking for safe, affordable and fun experiences. Products should also be developed that encourage visitors to slow down and make eco-friendly choices.

Which initiatives do you support?

Source: Banks Peninsula Draft DMP Community Consultation Summary

Strong support for low impact and regenerative initiatives from qualitative street interviews:



OBJECTIVES

Drive and promote visitation throughout the year to support locally-owned businesses in the off-season, and create new low-impact tourism activities outside major areas that attract our target audiences.

The plan calls for the following actions, especially between April and December:

6.1 Evaluate market potential (demand) and capacity (supply) by season to inform future product development, ensuring that there are attractions for the target audiences

RECOMMENDATIONS

- Consolidate and evaluate all existing experiences based on their seasonal viability, including active experiences and culture and heritage experiences
- Explore a unified and strategic approach to market, fund and connect a range of seasonal experiences
- Create themes to develop, enhance or extend experiences that connect a range of locations, such as the Banks Peninsula Walking Festival, Seaweek or Le Race
- Explore the viability of new off-season experiences such as the Akaroa hot pools proposal, Wairewa Little River horse treks or expanded biking and walking trails e.g. Little River Rail Trail

6.2 Develop off-season academic and research trips in Te Pātaka o Rākaihautū Banks Peninsula

RECOMMENDATIONS

- Develop specific academic tours together with business owners. For example, align learning experiences that connect the rich cultural history of the region with the new NCEA Aotearoa New Zealand's histories/Te Takanga o Te Wā framework
- Identify academics, schools and courses from Ōtautahi Christchurch and surrounding areas that could be interested in participating in, and/or developing location specific, cultural learning experiences.
- Work with Akaroa and Lyttelton Museums and the Okains Bay Māori & Colonial Museum Trust to coordinate tours and learning experiences
- Create self-guided interpretive routes around themes of culture, heritage, nature and geology (potentially fitting with Geopark concept)
- Work with local accommodation providers to identify opportunities for academic tours, small-scale research trips and other immersive experiences during the off-season
- Leverage resources developed for academic and research trips to attract "Sophisticated Explorer" audiences year-round

6.3 Te Pātaka o Rākaihautū Banks Peninsula hosts a wide range of niche, small scale conference and wedding venues, from Living Springs to the Ōnuku Marae. Leverage this niche to attract more small conferences/retreats from Ōtautahi Christchurch and the South Island

RECOMMENDATIONS

- Review the size of the small scale conference market locally and competitors to determine attractiveness of the segment (include a review of those conferences already running there and see why they chose Te Pātaka o Rākaihautū Banks Peninsula)

6.4 Capture and promote the range of current activities across Te Pātaka o Rākaihautū Banks Peninsula that encourage a day trip experience of the residents of Ōtautahi Christchurch and surrounding areas

- If all stacks up, promote the Peninsula as a conference and incentive destination
- Determine if Te Pātaka o Rākaihautū Banks Peninsula has the capacity and venues to meet the requirements of the market (if a desirable market to target)
- Consolidate and capture the unique offerings, capacities and capabilities of all event venues and accommodation options across the peninsula to create an easily accessible evaluation tool for event planners
- Capture and promote stories of unique and niche conferences, retreats and events

RECOMMENDATIONS

- Review visitors that are currently day tripping and seek to understand them more, and find others like them
- Consolidate local and unique events, such as the Waitangi Day celebrations in Okains Bay, Le Race and Akaroa French Festival create opportunities for Ōtautahi Christchurch and Canterbury residents to plan day trips to the region
- Increase visibility of these events to the local Ōtautahi Christchurch and domestic market through existing digital and social channels
- Develop marketing messaging to build awareness of the diverse range of experiences Te Pātaka o Rākaihautū Banks Peninsula has to offer, within a short drive
- Combine marketing messaging with provision of accommodation options and packages, tailored to the target audiences
- Explore opportunities to attract conference attendees to the Te Pae Convention Centre to visit before or after their conference, or for non-conference attending partners to visit during the conference time

6.5 Investigate opportunities for local, interconnected activities that both attract visitors during different seasons and offer opportunities that showcase the people, culture and place of Te Pātaka o Rākaihautū Banks Peninsula

RECOMMENDATIONS

- Create and implement a series of hiking, biking, motorised and coastal trail plans and secure funding to improve facilities, access, safety education, conservation, and emergency response resources
- Support Ōnuku Rūnanga to share the nationally significant stories of Takapūneke reserve (co-governed by Ōnuku Rūnanga and Christchurch City Council) and efforts to achieve national reserve status
- Work with rūnanga to create a whānau-friendly Matariki dark sky and kai experience that leverages the culture, nature and remoteness of the peninsula targeted at the “Family-Oriented Traveller”
- Develop kai-based seasonal visitor experiences to celebrate the region’s food and wine offerings for the “Sophisticated Explorer” audience

- Support Akaroa hot pools proposal to boost the winter offering and support a year-round wellness offer
- Introduce a four-star (or similar) accommodation offering to Akaroa, in order to better support the target audiences
- Promote the economic benefits of the trails and trail system as one of Te Pātaka o Rākaihautū Banks Peninsula's key tourism destination assets, which also connects people, communities, and businesses
- Support the proposed development of a Christchurch-Akaroa multi-day walk by working to solve third night accommodation issues at Hilltop and expanding public access along the route
- Support the Head to Head Walkway initiative in Lyttelton Harbour (new sections to be built — important for future recreation)
- Support promotion of Akaroa Walkway via Te Ara Pātaka to be used as a cycleway in the future too
- Little River Railtrail to be explored for the potential to link to other walk and cycle trails
- Leverage community-led native regeneration efforts into regenerative tourism offerings that support increased biodiversity and climate change prevention and mitigation
- Promote visitor opportunities that enhance visitor engagement in protecting precious Te Pātaka o Rākaihautū Banks Peninsula environments and conservation values
- Promote the flagship walk of Awaroa/Godley Head Loop (note DOC are not looking to invest in further Great Walks)
- Reflect on all offerings to ensure they are developed in a considered way, and in consideration of competitive offerings nearby that may already have taken a large part of the market

07 | Work with local hapū to develop tourism and opportunities



As consultation has taken place there has been clarity that the region is ready to wholeheartedly embrace the significant māori history and tell the stories of the people and place. The hapū in the region have shared that they want to lead this, however they have also conveyed that they lack the capacity and capability to do so. Additionally, they don't see their voices represented through the existing governance mechanisms, thus they seek to separately represent their own views.

There is a strong desire to promote the real interests and needs of diverse Te Pātaka o Rākaihautū Banks Peninsula communities and hapū, in particular indigenous partners and vulnerable groups.

And when considering developments, the limited capacity within the fragile ecosystem is encouraging us to take an approach that protects this special place for current and future residents and visitors. The mahi will also keep in mind that we need to promote engagement of hapū, locals, tourism operators and visitors in activities to restore and preserve Te Pātaka o Rākaihautū Banks Peninsula taonga.

Te Hapū o Ngāti Wheke, Te Rūnanga o Koukourārata, Wairewa Rūnanga, and Ōnuku Rūnanga have different priorities and goals for visitation. An approach that enables each hapū to focus on their needs is desired (one size, will not fit all).

OBJECTIVES

Explore ways for hapū to determine their future tourism aspirations.

THEMES

7.1 Work with local hapū to develop tourism and associated education, employment, business and career opportunities

RECOMMENDATIONS

- Conduct hapū workshops facilitated by experts to determine ambition for further tourism development
- Determine priorities from the plan following the workshops
- Seek to find commonality between hapū, and other destination development, to leverage limited resources for greater good

7.2 Work with Ngāi Tahu to explore the opportunity for a local indigenous tourism offering, in conjunction with local hapū

RECOMMENDATIONS

- Identify key product opportunities and locations that can commercially support the aspiration for an indigenous product offering
- Find ways to link visitation options from the many visitors to Te Pae Convention Centre, and connect to hapū visitation opportunities on the Peninsula



08

Enhance information about tourism facilities throughout the Peninsula



Travel and tourism drive the local economy, but the volume of visitors and unmanaged impacts can strain community resources (infrastructure, public services, environmental systems) and lead to a poor visitor experience and diminished quality of life for residents.

Current offerings (including marketing of existing opportunities) are fragmented, disconnected and not intuitively linked for any of the target visitors. This DMP recommends developing the following themes and recommendations, with the intention of more cohesively linking together the offerings across Te Pātaka o Rākaihautū Banks Peninsula.

OBJECTIVES

Improve visitor access to information to manage traffic and inspire sustainable choices.

THEMES

8.1 Plan a destination-wide wayfinding initiative to ensure access to existing experiences, facilities, and routes for visitors as well as residents, with a focus on “communities of special character” and local gateways

RECOMMENDATIONS

- Assess all existing information platforms that exist across Te Pātaka o Rākaihautū Banks Peninsula (i.e. Little River Wairewa Community Trust website, Akaroa.com, etc) and identify opportunities to cross-collaborate information for visitors by providing an integrated platform
- Showcase and celebrate the communities of Te Pātaka o Rākaihautū Banks Peninsula, leveraging existing channels (such as that of ChristchurchNZ and TourismNZ)

8.2 Elevate the digital ecosystem that supports information sharing in Te Pātaka o Rākaihautū Banks Peninsula across all platforms

RECOMMENDATIONS

- Connect existing digital information platforms into a shared and live data dashboard to manage destination information (an adjunct to the ChristchurchNZ tourism dashboard)
- Investigate opportunities for investment and support
- Identify tourism providers who are not currently featured in the information platforms and prioritising inclusion
- Work with tourism providers to connect and leverage their existing digital presence (i.e. cross-collaboration on social media)
- Explore a specific Te Pātaka o Rākaihautū Banks Peninsula tourism campaign targeted at specific audiences of interest
- Develop education and communication materials to be used by tourism businesses, and other organisations, to educate visitors and residents about Te Pātaka o Rākaihautū Banks Peninsula, and the different areas
- Identify opportunities that exist to amplify the Te Pātaka o Rākaihautū Banks Peninsula narrative on a wider scale (i.e. NZStory)

8.3 Develop real-time, reproducible, and interactive data sets accessible to all, including a comprehensive summer and winter map of visitor experiences

RECOMMENDATIONS

- Work with tourism providers and relevant agencies (Waka Kotahi, Christchurch Airport, Tourism New Zealand, Christchurch City Council and ChristchurchNZ) to capture and assess the data related to visitor experiences
- Share the above data and information locally to increase understanding and visibility of the ‘visitor experience’
- Work with tourism providers to better understand and find ways to leverage that data
- Use data on visitor flow to map journeys and support the self-drive itinerary goals that visitors identified as their key choice for visitation

8.4 Engage visitors through destination brand messages that support stewardship and inspire responsible behaviour

RECOMMENDATIONS

- Showcase the unique story of Te Pātaka o Rākaihautū Banks Peninsula, tailored for target audiences
- Support the Tiaki Promise locally and find channels to amplify that message for visitors
- Share content on tourism apps and content platforms e.g. Trip Advisor

8.5 Improve internet coverage and connectivity across Te Pātaka o Rākaihautū Banks Peninsula

RECOMMENDATIONS

- Work with internet and wireless service providers to identify areas and routes of Te Pātaka o Rākaihautū Banks Peninsula that are frequented by high numbers of visitors or where tourism operators are located, yet do not have existing or adequate internet or cell phone coverage

8.6 Develop educational tourism resources that showcase the culture, history, geology and environment of the peninsula

RECOMMENDATIONS

- Work with existing organisations and groups within the community who are leading on issues of sustainable mahi (i.e. Rod Donald Trust, Banks Peninsula Conservation Trust, Akaroa Civic Trust, etc) and identify opportunities

09 | Provide tourism services and facilities for visitors



Tourism services and facilities are key to supporting existing and new ways of experiencing and enjoying the area, that are aligned with the values and heritage of people and place. As such, a clear understanding of infrastructure gaps is important in order to plan and prioritise long-term investments. Over the course of the project, a significant number of officials, local

leaders, and industry stakeholders suggested a growing list of specific and wide-ranging projects and fixes to Te Pātaka o Rākaihautū Banks Peninsula’s public infrastructure and facilities that would benefit the tourism industry and increase the quality of life for residents.

Increase the capacity of tourism services and facilities for visitors, and residents.

9.1 Build a clear view of visitor experience through data. While some data is Te Pātaka o Rākaihautū Banks Peninsula specific, there is a need to collect further Te Pātaka o Rākaihautū Banks Peninsula specific visitor data to inform facilities and services

RECOMMENDATIONS

- Collect Te Pātaka o Rākaihautū Banks Peninsula specific visitor data, including visitor numbers, visitor spend and visitor flows
- Map all existing service facilities (including privately and publicly provided) across Te Pātaka o Rākaihautū Banks Peninsula
- Overlay the existing service facilities with the visitor data collected, in order to complete a needs assessment for future use
- Review needs assessment with feedback received via Te Pātaka o Rākaihautū Banks Peninsula Community Board raised by the community

9.2 Advocate for new and improved facilities and infrastructure to limit the impact of tourism on the built and natural environment while improving access and amenities in popular natural areas

RECOMMENDATIONS

- Support the community to maintain active advocacy on any proposed new facilities
- Plan facility improvements in “communities of special character” to welcome day and overnight visitors, from outdoor showers and toilets to refuse facilities for campervans
- Increase parking capacity in “communities of special character” as informed by traffic studies
- Support the Community Board’s request from staff for a briefing on the availability, condition and the need for additional toilets in Te Pātaka o Rākaihautū Banks Peninsula
- Review existing improvements underway to toilet facilities and identify further opportunities for improvement e.g. Little River
- Advocate that where appropriate new or upgraded public toilets on Te Pātaka o Rākaihautū Banks Peninsula are environmentally friendly
- Ensure that all platforms feature information for freedom camping restrictions and regulations, including what services are currently available
- Work with Christchurch City Council to review other plans in the region that will assist in achieving functional facility improvements

10 | Support the development of workforce support programmes



Workforce shortages continue to trouble the tourism industry in Te Pātaka o Rākaihautū Banks Peninsula. The attraction and retention of the workforce is a main challenge for local tourism businesses to deliver quality services and welcome visitors. Today, the lack of affordable housing in the region, among other factors such as low industry wages, makes it very difficult to attract and retain year-round and seasonal workers in Te Pātaka o Rākaihautū Banks Peninsula.

In Akaroa 62 percent of homes are unoccupied dwellings. Rental properties are difficult to secure long-term, limiting opportunities for young people and families to establish themselves permanently in the community as well as for seasonal workers to find short-term rentals. Property ownership for this group is often out of reach owing to 'inflated' property prices and demand for holiday homes outstripping availability.

New short-term visitor accommodation rules became effective from Monday 24 July 2023. Under the new rules in most residential and rural zones, hosted visitor accommodation for up to eight guests will generally be

a permitted activity. This means property owners who live on site and rent out a room/rooms will not need a resource consent, provided they don't have more than eight guests per booking. However, they will be required to notify the Council and keep records of the number of nights they rent rooms out for. Unhosted accommodation is a permitted activity in residential zones for up to 60 days per year only — then needs resource consent. These changes are relatively new, so we need to watch the impact on this of operators, however given the size of eight guests at a time, it is felt that the scale of operations in the region will largely be unaffected (other than reporting requirements).

A dynamic and diverse workforce is critical to the long-term sustainability of the tourism industry in Te Pātaka o Rākaihautū Banks Peninsula. To guarantee employment stability, recruitment, and retention, tourism businesses have the opportunity to work collaboratively with public and private partners to create industry workforce programmes and advocate for and actively support the development of affordable workforce housing.

OBJECTIVES

Increase tourism stakeholder engagement and advocacy for affordable and workforce housing and create strategic partnerships for an industry-level workforce development programme.

THEMES

10.1 Advocate for funds to develop community/workforce housing and temporary accommodation

RECOMMENDATIONS

- Identify workforce challenges with Te Pātaka o Rākaihautū Banks Peninsula Community Board
- Work with the Community Board, Christchurch City Council and central government to advocate for support where possible
- Encourage employers and property owners to provide employee housing on their properties
- Work with planners to investigate if requirements for new developments can include plans for workforce accommodation
- Advocate for and educate private sector tourism and other stakeholders to support workforce housing development in communities of special character
- Advocate for and expand incentives and resources to allocate land and repurpose infrastructure for housing

10.2 Create an engagement programme to educate stakeholders on the tourism industry to nurture a more inclusive community that is responsive to workforce needs, in particular housing and wages. This aligns with the plan's values of regeneration, collaboration and respect

RECOMMENDATIONS

- Profile and showcase success stories of tourism providers leading the way in regards to employment
- Support ongoing industry-level workforce recruitment and retention programmes that builds from the government's Go With Tourism recruitment initiative and the six Tirohanga Hou (ways of thinking) developed by MBIE's [Better Work Action Plan](#) for tourism workforce






05.

Success Measures

The importance of reducing emissions, promoting sustainable and regenerative tourism, engaging the community, and preserving the unique character of Te Pātaka o Rākaihautū Banks Peninsula are all key areas for measurement.



The following success measures are outlined to help the destination monitor its contributions and progress toward achieving the vision “we welcome manuhiri to come and learn about and explore our unique culture, history and geography in a way that delivers benefits for our taiao (environment), our people, and our visitors” and delivers on the strategic pillars previously outlined.

PRINCIPLES	 Kaitiakitanga	 Kotahitanga	 Mātauranga
ENVIRONMENTAL STEWARDSHIP		INTERCONNECTEDNESS	EDUCATION
SUCCESS MEASURES	<p>01 Establish a plan for reducing the carbon footprint of the visitor economy in the region. Within this plan include training and support for local operators to lower carbon emissions. Additionally champion product development of low carbon visitor offerings</p> <p>02 Survey of residents shows an increasing number of visitors can make sustainable travel choices when they are visiting Te Pātaka o Rākaihautū Banks Peninsula</p> <p>03 Workshops with local hapū conducted and long term plans, with prioritisation, developed around visitation and tourism</p> <p>04 Define metrics across ecosystem health, cultural wellbeing, community wellbeing and economic wellbeing</p> <p>05 Advisory group meeting minimum of three times per annum reviewing implementation of DMP</p> <p>06 Track the number of tourism organisations becoming Qualmark Accredited, seek to increase</p>	<p>07 Increased visitor participation in regenerative tourism experiences</p> <p>08 Baseline resident tourism impact measures developed. Annual surveys track resident sentiment towards tourism including impacts on resident life. Seeking to improve outcomes post baseline development</p> <p>09 Complete a comprehensive map of visitor experiences; visitor numbers, visitor spend and visitor flow to existing service facilities (public and private)</p> <p>10 Establish regular reporting system to monitor benchmarks</p> <p>11 Increase percentage of Ōtautahi Christchurch residents visiting Te Pātaka o Rākaihautū Banks Peninsula (measured by ECT spend) <i>Note: this is also a measure in the Ōtautahi Christchurch and Waitaha Canterbury plan</i></p>	<p>12 Develop a framework and then track measurement of the health of tourism that incorporates tracking increasing understanding of regeneration, mātauranga Māori and the unique ecology of Te Pātaka o Rākaihautū Banks Peninsula</p> <p>13 Track visitation to ChristchurchNZ website with updated content regarding special character regions and the Te Pātaka o Rākaihautū Banks Peninsula updated bi-cultural story</p>

06.

Governance & Implementation

The community is key for the ongoing implementation of the plan, as ultimately they are the true owners of the plan.





ChristchurchNZ will be a champion and advocate for activities outlined in the plan. The ownership of the plan however is broad, with various stakeholders having delivery requirements. The community is key for the ongoing implementation of the plan, as ultimately they are the true owners of the plan. All parties and agencies are effectively seeking to help implement it. For example, the infrastructure requirements within the plan have implications for Waka Kotahi and Christchurch City Council, particularly around roading. ChristchurchNZ will take a leadership role in convening governance groups and measuring the success of the plan. Note that the designation of ‘Lead’ in the matrix below does not necessarily mean that the entity is delivering the work — they simply have a key role in guiding the action moving forward.

The recommended Te Pātaka o Rākaihautū Banks Peninsula Destination Advisory Group, if convened, would play a key stewardship role, helping to guide the DMP implementation in the near term. This on the ground, local ongoing role is critical to ensuring the sentiment and delivery of the plan is achieving the

outcomes sought. The Te Pātaka o Rākaihautū Banks Peninsula Community Board and local Rūnanga will continue to be conduits to and from the community for destination management tracking in the future.

As has previously been noted within the plan, there is not a separate budget for the implementation of the plan. However, existing organisations have their own budgets that could potentially be utilised to prioritise the work identified within the plan. Future requests for funds would need to be made through the Christchurch City Council Long Term Planning process.

The following action plan matrix illustrates the wide range of partners and stakeholders whose support and partnership will be critical to the implementation of themes of work identified in this plan. The workbook is intended to be an iterative, working to sections of the plan to track progress and implementation. Essentially, the implementation plan is “living” and will be adapted as work progresses. The plan itself though doesn’t change, it is at this point in time based on the community and stakeholder thoughts during its development.

01 | Coordinate destination and environmental stewardship



Action	Lead	Supporting Partner / Vendor	Status	Timeline	Cost	Impact
1.1 Develop a framework for measuring the health of the tourism system	ChristchurchNZ		Future	Long	Medium	Medium
1.2 Establish a destination stewardship council/ committee to guide the DMP Implementation	ChristchurchNZ	Banks Peninsula Community Board	Underway	Short	Low	High
1.3 Devise a visitor education strategy that influences responsible behaviours	ChristchurchNZ	Tourism New Zealand	Future	Medium	Low	Medium

02

Improve access and supporting infrastructure throughout the peninsula



Action	Lead	Supporting Partner / Vendor	Status	Timeline	Cost	Impact
2.1 Proactively mitigate flood and landslide risks	ECan	Department of Conservation	Underway	Long	High	High
2.2 Establish and support alternative transportation options to reduce dependency on private cars and main highways	City Council	Waka Kotahi	Underway	Long	High	High
2.3 Provide updated road access information at Little River to provide up to date weather, access conditions and predictions	Waka Kotahi	City Council	Future	Medium	Medium	Medium
2.4 Improve electric charging network for visitors to support more sustainable EV travel	City Council		Future	Medium	Medium	Medium
2.5 Support evaluation and potential resourcing of public transit and/or shuttle service	ChristchurchNZ	ECan	Future	Medium	Low	Medium
2.6 Support the broader integration of live traffic information with trip planning providers	Waka Kotahi	City Council	Future	Medium	Medium	Medium

03

Celebrate the Te Pātaka o Rākaihautū Banks Peninsula Narrative



Action	Lead	Supporting Partner / Vendor	Status	Timeline	Cost	Impact
3.1 Develop and validate a new unifying narrative for Te Pātaka o Rākaihautū Banks Peninsula	ChristchurchNZ	Banks Peninsula Community Board	Future	Medium	Low	Medium
3.2 Provide residents and businesses with authentic and accurate storytelling resources	ChristchurchNZ	Banks Peninsula Community Board	Future	Medium	Low	Medium
3.3 Work with local Papatipu Rūnanga to provide residents with authentic and accurate storytelling resources	ChristchurchNZ	Banks Peninsula Community Board	Future	Medium	Low	Medium

04

Preserve and promote “communities of special character” across Te Pātaka o Rākaihautū Banks Peninsula



Action	Lead	Supporting Partner / Vendor	Status	Timeline	Cost	Impact
4.1 Develop or refine the positioning of Lyttelton, Akaroa and Little River	Community Groups	ChristchurchNZ	Future	Medium	Low	Medium
4.2 Integrate and activate the communities of special character	Community Groups	ChristchurchNZ	Future	Medium	Low	Medium
4.3 Conserve the character and authenticity of communities of special character	Community Groups	ChristchurchNZ	Underway	Long	Medium	High
4.4 Widen the range of activities available in communities of special character	Community Groups		Future	Medium	Medium	Medium

05

Strive for better managed cruise tourism



Action	Lead	Supporting Partner / Vendor	Status	Timeline	Cost	Impact
5.1 Mitigate negative impacts of cruise	MBIE / RTNZ	CNZ / LPC	Underway	Long	Medium	High
5.2 Develop a management framework with cruise lines to improve visitor experience and limit adverse impacts	ChristchurchNZ	LPC / CCC	Underway	Medium	Low	Medium
5.3 Develop a cruise passenger transportation plan to reduce impacts to Lyttelton residents using public transportation	ChristchurchNZ	Environment Canterbury / LPC / CCC	Underway	Short	Medium	High

06

Embrace all four seasons and diversify tourism activities (key audiences)



Action	Lead	Supporting Partner / Vendor	Status	Timeline	Cost	Impact
6.1 Evaluate market potential and capacity by season to inform future product development	ChristchurchNZ		Future	Short	Medium	Medium

6.2	Develop off-season academic and research trips in Te Pātaka o Rākaihautū Banks Peninsula	Local Operators	ChristchurchNZ	Future	Short	Low	Low
6.3	Attract more small conferences/retreats from Ōtautahi Christchurch and South Island	Local Operators	ChristchurchNZ	Future	Short	Low	Low
6.4	Capture and promote the range of current activities across Te Pātaka o Rākaihautū Banks Peninsula that encourage day trips by Ōtautahi Christchurch residents	Local Operators	ChristchurchNZ	Future	Short	Medium	Medium
6.5	Investigate opportunities for local, interconnected activities that attract visitors during different seasons and showcase the place	ChristchurchNZ		Future	Medium	Low	Medium

07 | Work with local hapū to develop tourism and opportunities



Action	Lead	Supporting Partner / Vendor	Status	Timeline	Cost	Impact
7.1 Work with local hapū to develop tourism and associated education, employment, business and career opportunities	Hapū / ChristchurchNZ	Ngāi Tahu	Underway	Short	Medium	High
7.2 Work with Ngāi Tahu to explore the opportunity for a local indigenous tourism offering, in conjunction with local hapū	Ngāi Tahu / Hapū	ChristchurchNZ	Future	Medium	High	High

08 | Enhance information about tourism facilities throughout the peninsula



Action	Lead	Supporting Partner / Vendor	Status	Timeline	Cost	Impact
8.1 Plan a destination-wide wayfinding initiative	City Council	ChristchurchNZ	Future	Medium	Medium	Medium
8.2 Elevate the digital ecosystems that supports information sharing in Te Pātaka o Rākaihautū Banks Peninsula across all platforms	ChristchurchNZ	Local Operators	Future	Medium	Medium	Medium
8.3 Develop real-time, reproducible and interactive data sets accessible to all	ChristchurchNZ	Waka Kotahi / Christchurch Airport	Future	Medium	Medium	Medium

8.4	Engage visitors through destination brand messages that support and inspire responsible behaviour	ChristchurchNZ		Future	Medium	Low	Medium
8.5	Improve internet coverage and connectivity across Te Pātaka o Rākaihautū Banks Peninsula	City Council	Spark / One	Underway	Long	Medium	High
8.6	Develop educational tourism resources to showcase Te Pātaka o Rākaihautū Banks Peninsula	ChristchurchNZ		Future	Medium	Low	Medium

09 | Provide tourism services & facilities for visitors



Action	Lead	Supporting Partner / Vendor	Status	Timeline	Cost	Impact	
9.1	Build a clear view of visitor experience through data	ChristchurchNZ	Future	Long	Medium	High	
9.2	Advocate for new and improved facilities and infrastructure to limit the impact of tourism	ChristchurchNZ / City Council	Banks Peninsula Community Board	Future	Long	High	High

10 | Support the development of workforce support programmes



Action	Lead	Supporting Partner / Vendor	Status	Timeline	Cost	Impact	
10.1	Advocate for funds to develop community/workforce housing and temporary accommodation	City Council	ChristchurchNZ	Future	Long	Low	Medium
10.2	Create engagement programme to educate stakeholders on tourism industry to support needs	ChristchurchNZ		Future	Medium	Low	Medium

07.

Background

Through engagement in the development of the plan the Te Pātaka o Rākaihautū Banks Peninsula community have come together to explore, debate and share their vision for how they would like visitors to interact with their place.

Many people and background materials contributed to the formation of this document:

Community Consultation Summary

click to read more ↗

Key factual information about Te Pātaka o Rākahautū Banks Peninsula

can be found here ↗

Akaroa Tourism Carrying Capacity 2008

click to read more ↗

Workshops to be held on visitor destination plan

Lights partially on at Birdlings Flat

Tracey McLellan MP for Banks Peninsula

DELICIOUS, HOT & FRESH PIZZA

Media

DEFINING OUR PLACE

Background on the project

Stakeholder workshop in Little River

January 2023



The second stakeholder workshop was moved online due to weather, however it provided a good way to statistically verify our focus areas

**Whatungarongaro te tangata, toitū te
whenua te oranga o te tangata, he whenua.**

**As people disappear from sight, the land remains,
and the welfare of the people lies in the land.**

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