

*Visit
Hurunui
North Canterbury*

A Destination Management Plan for Hurunui District

*Protecting and
Sharing what
we Treasure*

The Destination Management Plan for Hurunui District was prepared by TRC Tourism for Hurunui District Council.

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ACKNOWLEDGEMENT

E ngā iwi, e ngā reo, e ngā karangaranga maha o tātou, tēnei te mihi atu ki a koutou katoa.

E tika ana hei poropororaki i a rātou mā. Me pēnei ake te kōrero, tukuna rātou kia okioki i runga te moenga roa. Āpiti hono, tātai hono, rātou ngā mate katoa ki a rātou, Āpiti hono tātou hono, tātou te hunga ora ki a tātou mā, Tēnā koutou katoa.

To the people, all voices, the many affiliations, greetings to you all.
It is appropriate that we acknowledge the past, those who have made things possible for us. We remember them as those who have been encompassed in the passage to the sleep of all sleeps.
May those who have passed on continue on that journey.
We who inherit the lands, bind together as one.
Greetings to you all.



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Foreword

Tēnā Koutou Kātoa

I am delighted to support the Hurunui District's Destination Management Plan.

The Hurunui District has been welcoming people into our district for generations and through creating the Destination Management Plan, we can better appreciate that a vital part of our future is to continue to embrace a holistic approach and grow our sustainable visitor economy.

In recognising the unique features of the Hurunui District, we also recognise the importance of manaakitanga, to embrace our visitors along with demonstrating the values of kaitiakitanga, in this way we will ensure we achieve the balance of our people, our communities and our environment.

This Destination Management Plan has been developed through extensive discussions with the Hurunui community, and with partners and groups from within and outside the region. We acknowledge all who participated or were involved in the development of the plan. In particular, my thanks go to the members of the advisory group who worked closely with Hurunui Tourism staff:

- Chevy Allen and Clint McConchie – Ngāti Kuri
- Darron Charity – Select Contracts
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- Nicki Murray – Hurunui District Landcare Group
- Nicola Kirby – Hurunui District Council
- Briar Nash – Christchurch International Airport
- Ian Wightwick – Department of Conservation

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I also acknowledge the work of TRC Tourism, our consultants, in bringing this plan together.

Whilst the formation of this plan has been driven by Hurunui Tourism and Hurunui District Council, the plan is owned by the district. Implementing the plan will need everyone to work together – industry, iwi, community, partners and stakeholders.

It is with great anticipation that I see the Destination Management Plan come to its fruition, I am grateful to all who participated along this journey and I look forward to observing all the elements that will contribute to the overall visitor experience.

Marie M. Black.

Kia kaha

Marie Black

Mayor

Hurunui District Council



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Introduction

*Nāu te rourou,
nāku te rourou ka ora ai te iwi*

*With your food basket, and my
food basket, the people will thrive*

This whakataukī, or Māori proverb, articulates the aspirations and expectations the community of Hurunui have for the visitor economy into the future. As visitors are welcomed into Hurunui and engage with the people and place of the district, the benefits they provide back to local communities are tangible and understood. The reciprocal relationship between the host and the traveller uplifting all involved and providing a platform on which to develop a resilient and sustainable tourism eco-system.

The naming of this plan came through community consultation and articulates the need to ensure that what is treasured most by the communities of, and visitors to, Hurunui region is accessible, protected and preserved for generations to come. With the number of natural assets scattered throughout the district, the strong rural psyche and backbone of the district, and the powerful connection that exists between the people and place, it makes sense that the heart of this destination management plan rests around the need to protect these treasures and sharing what we have with visitors.

Hurunui's abundance of natural assets, stunning clifftop views, lush forests and strong historical connection to wellbeing, make it a destination with the potential for unique experiences around every corner. The key to the success of this plan will be unlocking that potential, capitalising on the opportunities that exist throughout the district and building awareness of what the destination has to offer.



Plan on a Page

Hurunui Community Aspirations

Building Community Wealth and Health

- Communities have the ability to support their own physical, mental and social wellbeing
- A sense of neighbourhood is fostered throughout the district
- Residents have access to facilities within the community that will match the needs of the district into the future
- Adequate and affordable housing public amenities, infrastructures, green and recreation spaces is available for growing number of residents within the district

Empowering People

- Hurunui communities are empowered as hosts, while they are welcoming visitors
- Mana ki te tangata – Hurunui as a place where people are enriched whilst uplifting the local community
- The future is connected with the education of rangatahi, and the ability for them to hear their own stories – successful futures for rangatahi and rūnanga
- Iwi control how their stories are told, and by whom
- Stakeholders within the district understand and exemplify purposeful and meaningfully consultation with iwi

Respecting our environments

- Visitors to our natural assets know how to engage with them appropriately and respectfully
- Locals and visitors can access natural assets in a controlled and managed way
- The visitor-sector helps to support the environment through collaboration with environmental initiatives

Visitor economy is a strong economic enabler for the district

- Tourism is recognised as an economic enabler across the district for communities
- Investment throughout the district is encouraged and achieved
- Workforce development and living wage are in place for employees
- Increased quality employment and succession planning are in place for businesses – intergenerational business sustainability – particularly agri-tourism
- Impacts from the Visitor economy are assessed regularly to ensure a balance between the community vision for the region and impacts of growth or change remain aligned

Shared Vision

Hurunui is a place where visitors come to lift their spiritual, mental and physical wellbeing. In turn their visit enriches the health and wealth of our communities and environments.





Strategic Priorities

Become an Iconic Self-drive Destination

- 1.1 Build on the Alpine Pacific Touring Route as a journey experience to attract and service all modes of self-drive travellers
- 1.2 Position Hurunui District as a motorhome and camping friendly destination
- 1.3 Prioritise driver safety on the roads through and within Hurunui

Enhance The Visitor Experience

- 2.1 Develop experiences that enable visitors to engage with the natural assets and communities within Hurunui
- 2.2 Prioritise investment in infrastructure and services that will enhance the visitor experience

Targeted Destination Marketing

- 3.1 Build on the Hurunui brand story to be fully inclusive of the district
- 3.2 Target self-drive travellers
- 3.3 Drive demand out of Christchurch
- 3.4 Become recognised as an accessible and inclusive tourism friendly destination
- 3.5 Enable visitors to make a positive impact on the destination in return for the positive impact the destination has on visitors

Effective Destination Management

- 4.1 Optimise available district resources to market and manage the destination
- 4.2 Leverage the strengths of other agencies and partnerships to deliver improved outcomes for the district
- 4.3 Support private sector business attraction, development, capability and capacity building to fuel the visitor economy
- 4.4 Take responsibility for the District's Destination Management
- 4.5 Ensure the safety of visitors while in the district

Destination Management Planning

Effective and sustainable Destination Management involves the management of all aspects of the destination that contributes to a visitor's experience. In order to ensure that this is done correctly, the plan must take into account the expectations of a range of stakeholders.

This includes:

- Visitors
- Māori/iwi/hapū/whanau
- Tourism industry
- The wider business community
- Local residents
- Central Government
- Local Government.

Destination Management is designed to identify a pathway forward for a destination toward a common and agreed upon vision that will achieve a range of social, cultural, environment and economic benefits for the destination.

It is intended to give greater certainty to the private sector that enables long term investment as well as indicating to the public sector what facilities and services are needed to ensure a sustainable tourism sector into the future. The Ministry of

¹ Destination Management Guidelines - <https://www.mbie.govt.nz/assets/destination-management-guidelines-2020.pdf>

Business, Innovation and Employment have identified 16 components¹ that need to be considered when developing a destination management plan. All 16 of these have been addressed within the development of this plan.

Adopting a DM approach enables communities and destinations to respond to changing conditions and determine the type of tourism they would like to have and the benefits they would like to receive, taking an active role in managing these. The plan provides a framework for the region's stakeholders to best manage the demands, requirements, needs, desires and aspirations of a community to ensure their shared vision can be achieved.

Figure 1. MBIE Destination Management Components





The ‘Why’ – Community Aspiration

During the development of this plan, the perspectives of iwi, stakeholders and the communities of Hurunui were taken into consideration to ensure that the aspirations for tourism in the district are reflected in both the vision for the plan, and the future priorities and opportunities identified. During the consultation process, it became very clear that there were a number of shared commonalities for the district that would help to shape the shared vision for the plan.

The shared aspirations are captured beneath the four wellbeings² in the Plan on a Page, but to understand why these aspirations are integral for the success of the plan, and for building a thriving community in the district, it is important to understand the story that they tell for the district. By understanding the story, there is a greater chance of identifying what needs to be developed in the future to bring those stories to life, and achieve the social, cultural, environmental and economic aspirations of wellbeing for local communities.

² The Living Standards <https://www.treasury.govt.nz/information-and-services/nz-economy/higher-living-standards/our-living-standards-framework>



Building Community Wealth and Health

The communities that make up the District of Hurunui are proud of who and what they are and want the ability to ensure they can support their own wellbeing into the future. With an ageing population combined with young families entering the district to take employment in some of the thriving rural industries in Hurunui, there is a desire to ensure that a sense of community and neighbourhood is fostered, and at the same time, planning for the district’s future takes into consideration the facilities that will be needed.

As with many regions throughout Aotearoa, there is an aspiration to enable whanau to return to the district. This would require adequate employment, housing and access to education and training opportunities that can facilitate an increase in population throughout the district.



Empowering People

Perhaps one of the strongest shared aspirations throughout the district was to ensure that communities are empowered as hosts, while they are welcoming the visitor through the connections created with the people and place of Hurunui. There is an expectation from the community that this connection will be fostered by the visitor-sector, and positive benefits from this connection will be seen and felt through local communities.

Many in the district including members of the local rūnanga, indicated that investing in the education of children in the district is of vital importance for the future. This includes, for Māori communities, ensuring that rangatahi have the ability to hear and learn their own histories and whakapapa. There is a national upswell from many iwi throughout Aotearoa to ensure that these stories, traditions, and histories are captured before it is too late.

Another common theme for Hurunui that resonates throughout Aotearoa, is the desire for iwi to be in control of their stories. This includes having the ability to determine what stories are told, who tells them, and how they are told. For this to be achieved, there needs to be a purposeful, meaningful and collaborative approach to consultation with rūnanga in the district by stakeholders.

Respect Our Environments

Hurunui is blessed with a large number of natural assets throughout the district. The communities who call this place home expect that visitors to their place will engage with their natural taonga appropriately and in a managed and controlled manner. Some of these assets are difficult to access, and the communities desire to see that addressed was communicated through the consultation process.

Tourism as a sector has always benefitted from community and the natural environment. The elements of people and place in destinations are often the compelling reason why a particular location is selected as part of an itinerary. There is a degree of expectation among the community that the tourism sector helps to support community and environmental initiatives into the future. This could be done through a variety of different methods but should be collaborative in nature and enable visitors to connect with initiatives that resonate most with them and provide opportunities for meaningful interaction with local residents.

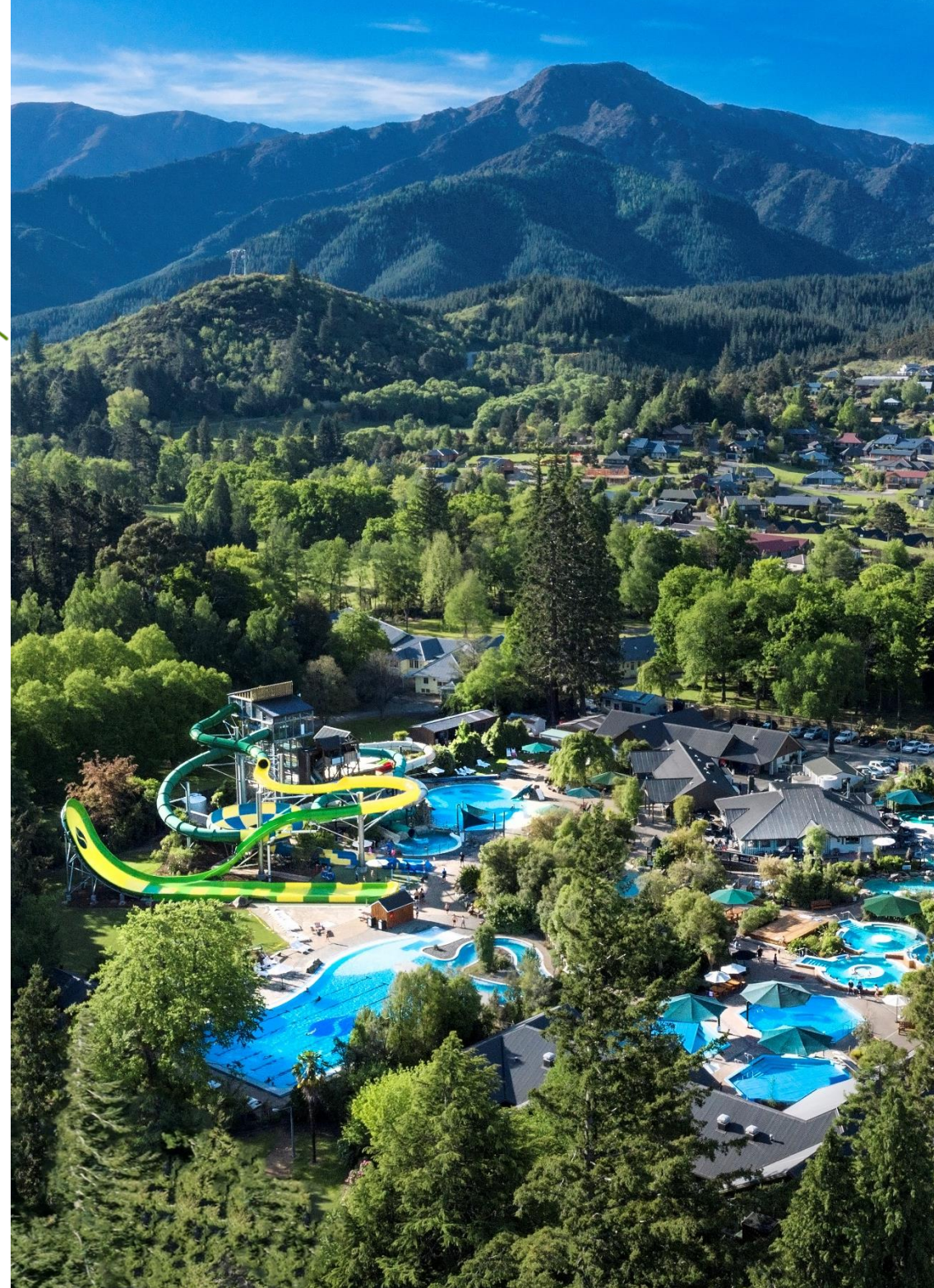


Strong Economic Enabler for The District

As a destination, Hurunui has a significant tourism opportunity to build sustainable economic pathways for individuals, communities and businesses throughout the district either through direct or indirect involvement with the visitor sector. There is a need to ensure that the sector is therefore recognised as the economic enabler it is, and that the benefits flow far and wide into communities.

A powerful tourism sector and industry will provide the district with new and evolving employment and career opportunities. This will require adequate workforce development programmes and pathways as well as working with existing businesses and education providers. There is an opportunity to grow the agritourism sector within the district to deliver sustainable inter-generational businesses for property and landowners, with succession plans to ensure existing experiences have longevity.

To ensure that the supply of experiences and services are in place to support a growing tourism industry, investment throughout the district should be encouraged, and an ethos of Red Carpet not Red Tape should be fostered when reviewing potential investment opportunities.



Our Shared Vision for Hurunui

Hurunui has the potential to grow a strong and sustainable tourism economy with a shared vision for the future. Throughout the consultation process for the development of Hurunui's Destination Management Plan, it was clear that for many within the district, a greater connection should be fostered between the visitors to the destination, and those who call it home. This connection is seen as integral to the success of this plan, but also the success of creating growth for the visitor economy.

Visitors to a destination are no longer just opting to spend their money on visiting, but they are also choosing to spend their time within that destination. Recent events have made travellers more appreciative of being able to travel freely when they want to and go where they want to. Many people are travelling fewer times throughout the year but opting to spend more time within a destination³. Given this scenario, when they do make the decision to travel, there is an opportunity for destinations to grow that symbiotic relationship between the visitor and the communities within which they opt to spend their time and money.

For Hurunui, the shared vision takes into account the symbiotic relationship between the local community and visitors and leans into the attributes associated with the destination.

³ Travel Trends 2022 – Forbes Magazine - <https://www.forbes.com/sites/angelinavillaclarke/2022/01/27/travel-trends-report-2022--part-2/?sh=674030ba1390>

Hurunui is a place where visitors come to lift their spiritual, mental and physical wellbeing.

In turn their visit enriches the health and wealth of our communities and environments.

Hurunui provides the opportunity for visitors to immerse themselves in the district. It is a destination that allows them to lift and support their own spiritual, mental, and physical wellbeing by engaging with a myriad of experiences in a manner that best resonates with them. In turn, their decision to visit Hurunui provides multiple benefits back into the communities and environments of the district in a meaningful and purposeful way.



Destination Attributes and Benefits

An important aspect in the development of a destination management plan is to identify the attributes and benefits that make the district a great place to live, as these inevitably lead to opportunities for the development of compelling reasons to visit. Throughout the consultation period for the plan, there were a number of attributes and benefits identified that have been distilled to articulate the motivators and target markets of travellers to the district.

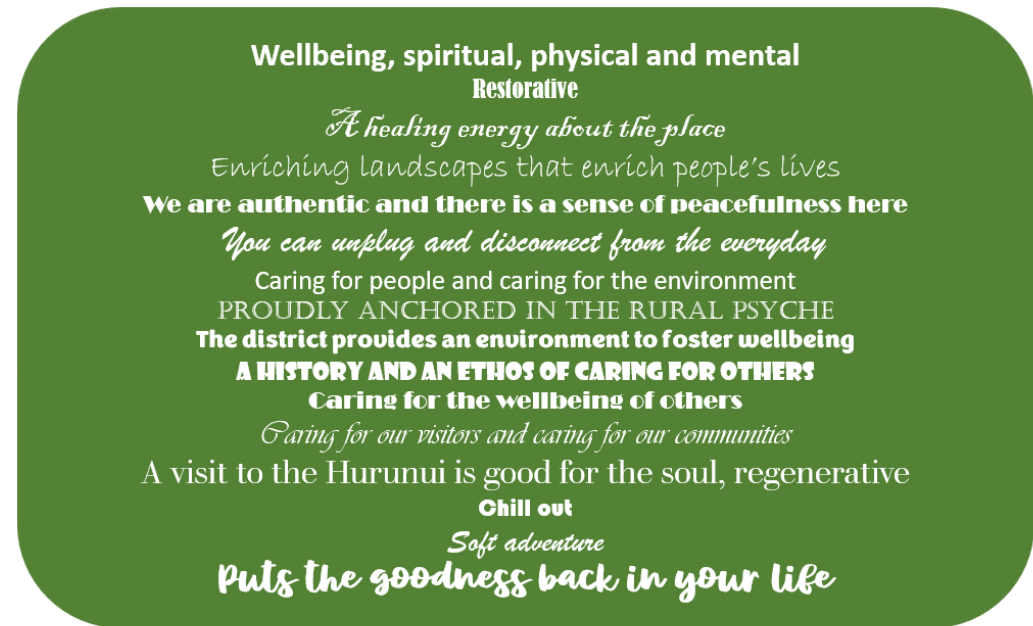
Figure 2 is an example of the reasons why residents love living in Hurunui, and the attributes and benefits they believe would best suit visitors to the district. Many of the attributes speak to the emotional benefits of a visit to Hurunui where a sense of connection is fostered between the visitor and the people and place of the district.

There is powerful appeal in the welcoming nature of the community and how that can add to a visitor's experience, knowing that they are supporting the natural environments and communities in the district at the same time.

With the number of natural assets, there is no wonder that the power of the landscapes in the district provide compelling reasons why people live within the district, and appeal to those choosing holiday destinations to visit. These lead to three core destination drivers:

1. Wellness and Wellbeing
2. Wide open rural landscapes
3. Abundance of natural assets.

Figure 2. Why residents love living in Hurunui



Wellbeing, spiritual, physical and mental
Restorative
A healing energy about the place
Enriching landscapes that enrich people's lives
We are authentic and there is a sense of peacefulness here
You can unplug and disconnect from the everyday
Caring for people and caring for the environment
PROUDLY ANCHORED IN THE RURAL PSYCHE
The district provides an environment to foster wellbeing
A HISTORY AND AN ETHOS OF CARING FOR OTHERS
Caring for the wellbeing of others
Caring for our visitors and caring for our communities
A visit to the Hurunui is good for the soul, regenerative
Chill out
Soft adventure
Puts the goodness back in your life

Unlocking The Potential for Hurunui

When visitors choose to spend time within a destination, they are going to engage with the people, place, stories and products of the district, building experiences, memories and at times, friendships that last a lifetime. Powerful destination management ensures that the experiences offered to the visitor exceed their expectations, deliver high satisfaction levels, and build a network of advocates who extol the virtue of the destination to potential visitors into the future. When developing experiences, it is also important to ensure that they meet the needs of current visitors as well as those of the future.

The Key Destination Motivators for Hurunui

A destination's key drivers of visitation create awareness of the destination and provide compelling reasons to visit. They also create demand that other tourism enterprises can leverage off.

With an aspiration for communities and visitors to be able to support their own physical, social, spiritual and mental wellbeing into the future, it is not surprising that there is a connection to wellness and wellbeing from a hero experiences perspective. Historically, there are stories that could be told that bring the Pounamu Trails to life, and how they enabled Māori using them to rest in the healing thermal waters in the area, that form part of a Hanmer Springs experience for guests to enjoy today. Or stories about the Sanatorium that was built in Hanmer Springs in 1897, became a convalescent hospital during World War I, and then became the Queen Mary Hospital that treated people with joint disorders, and later those suffering from psychiatric illness and alcoholism. Or histories of multiple-generation farming families whose ancestors arrived on New Zealand's shores after perilous ocean passages.

Hurunui is a district that is very much grounded in a rural psyche. It has been built on industries that work on and with the land, providing what the people of the district and country needed to sustain their own wellbeing. The wide-open rural landscapes and the clear abundance of natural assets make powerfully compelling reasons to spend time within the district, and once again, allow visitors to immerse themselves in the landscapes of the Hurunui.

The Supporting Themes – The Opportunity for Hurunui

A destination's support themes are those that are also compelling motivations for visitors to commit time to that destination and help to support the destination's unique hero experiences and strengthen awareness of the destination. For Hurunui, these fall into three categories:

1. Become an Iconic Self-drive Destination

With a lack of public and private transport connections, the roading network is the only way to access Hurunui as a whole, and as such, an important supporting theme for this plan, is to turn that limitation to a strength, and build the destination's reputation as an iconic self-drive destination. Hurunui's proximity to Christchurch, an official touring route, high natural scenic values and compelling visitor benefits and attributes, offer travellers a variety of reasons to slow down and savour the destination.

2. Connecting with the District

Hurunui is where visitors go for a restorative, enriching destination experience that is good for the body and soul. This is the place to disconnect then reconnect with family, friends and colleagues. This could include taking to the thermal waters, walking or riding the trails, hunting or fishing in the back country, camping at the beach, indulging in locally produced food and wine or escaping into the rural landscape to a luxury hideaway.

There is also an opportunity to explore the potential to provide greater access into the district to enable visitors to discover and engage with Hurunui’s unique environment through trails and guided experiences into the back country.

3. The Rural Agri-tourism, and local producers’ opportunity

Agri-tourism offers an opportunity to diversify and create supplementary income for residents, farmers and landowners. Many agri-tourism operators enjoy the social aspect of meeting people from all over the world and sharing their special place. Visitors can connect with the land, the people, the animals, learn where their food comes from, and enjoy the relaxing rural environment and activities.

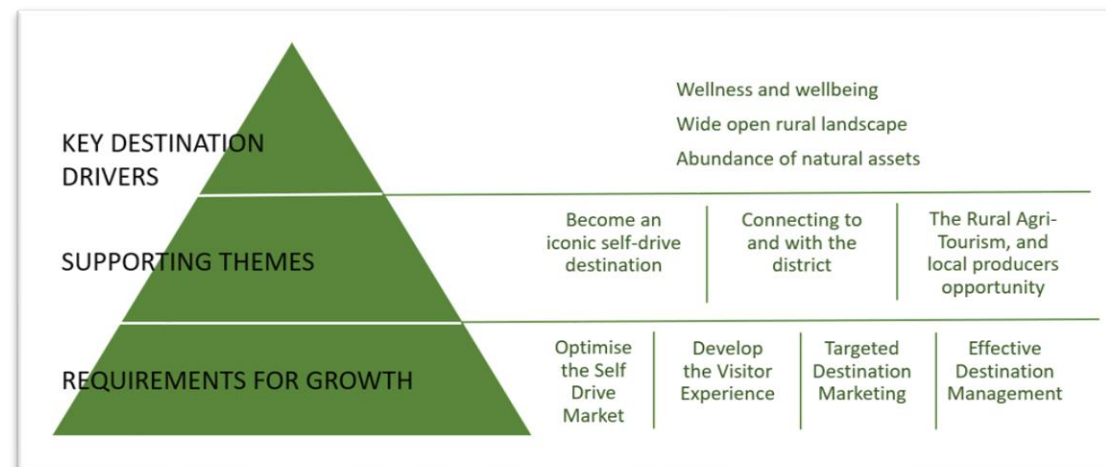
There are a number of high-quality producers within the district. Providing opportunities for visitors to connect with these growers, manufacturers, and artisans and sample their produce would create compelling experiences for visitors as well as potentially strong alternative revenue streams. It could also create employment opportunities for returning family members into the future.

Requirements for Growth

Given the key destination motivators and supporting themes, these are the requirements for growth:

1. Optimise the Self-drive Market
2. Develop the Visitor Experience
3. Targeted Destination Marketing
4. Effective Destination Management.

Figure 3. Create compelling visitor experiences





Target Markets for Hurunui District

The main target market for Hurunui District is self-drive travellers who are interested in exploring the district's agri/food and wellbeing offering set in a stunning rural backdrop. This appeals to a high proportion of the domestic visitor market and international visitor arrivals to New Zealand.⁴

Research shows that there are currently 314,633 potential domestic visitor trips for Hurunui (those with an interest in and the means to visit) annually. These are mostly for an overnight stay (245,705), and there is a strong skew towards the 18-34 age group, from the Canterbury region, and couples without children. The key activities they are generally interested in include short walks in the wilderness, bathing in hot pools, and shopping at local food and farmers markets.⁵ This shows there is a solid base of domestic visitor demand for Hurunui but there is also significant potential to attract the following domestic visitor segments where there is currently not much interest from⁶, but significant potential to attract based on the experience Hurunui has to offer:

- Wine Food and Scenery (50 years plus, indulge through wine, food and amazing scenery) (10% of domestic holiday market)
- Treat Myself (18-39, great food and wine, hot pools, and non-strenuous adventure) (11% of domestic holiday market)

- Explore Nature (all ages, hiking, walking, biking) (12% of domestic holiday market)
- Relaxation and Wellbeing (all ages but older skew, short walks in wilderness areas, bath in hot pools, local food and wine, health spas) (15% of domestic holiday market)
- Family fun (18-49, bond as a family, bath in hot pools) (15% of domestic holiday market)

These segments also apply to international markets for Hurunui – primarily self-drive visitors from Australia, the United Kingdom, Europe, and the United States.

Hurunui's target market aligns with the *International Experienced Connectors* market mindset targeted by Tourism New Zealand - visitors with more time to stay longer, who get in touch with nature, learn new things, connect with locals, experience local food, and relax, and with the *Domestic Considered Rejuvenators* – mostly short escapes, slow down and take it easy, hot pools, spend time with loved ones, seek calmness and mental revitalisation, and some light active experiences.

⁴ Based on Domestic tourism market segments and international visitors to New Zealand travel mode and activities undertaken (discontinued International Visitor Survey)

⁵ Domestic Growth Insight Tool - www.dgit.nz/

⁶ anecdotally due to lack of awareness rather than experience offering



The Drive Market Opportunity

Families are one of the two largest domestic market segments and make up 15% of the total domestic holiday market in New Zealand. With the close proximity to Christchurch, and the significance awareness creation opportunity that exists for families in Auckland, Waikato, Wellington, Manawatu-Whanganui, lower South Island regions and Australia, this segment has the potential to be a major contributor to growing the drive market to Hurunui.

Grey Nomads and the growing number of NZMCA memberships also provide an opportunity for the district to become an iconic self-drive destination. There are a significant number of members in the Canterbury region, that makes up 15% of all memberships across New Zealand. Not only are there significant numbers of members, over 60% of them will travel 5 times or more throughout the year, increasing the chance of repeat visits throughout the year, and providing a pool of visitors to attract during low and off-peak seasons.

The Cycling and Walking Market Opportunity

Cycling and walking opportunities with destinations are experiencing a boom in popularity throughout New Zealand, and recent research shows that they are an economic enabler for regions, as well as providing the associated health and wellbeing benefits. Domestically, 27% of Kiwi Adults⁷ have participated in a cycle tourism activity in the past year, while 18% are interested in participating in the next two years. Similarly, 21% of Australians have participated in a cycle tourism activity in the past year, and 13% are interested in participating in the activity in the next two years. 90% of the Australian Cycle Tourism Market find New Zealand appealing for a short break, and would be interested in looking for cycle activities within the destinations they choose.

For Hurunui, there is powerful potential to appeal to domestic and Australian visitors as a cycling destination due to the natural environment and scenery being in the top three reasons why visitors are interested in participating in a cycling tourism activity.

The 22 Great Rides of the Ngā Haerenga cycle trails network have enjoyed a surge in use from people on bikes and on foot, with almost 2.19 million trips in the year

⁷ Cycle Tourism Insights - <https://www.mbie.govt.nz/dmsdocument/19860-cycle-tourism-insights-new-zealand-and-australian-summary-september-2021-pdf>

to 30 June 2021, an increase of more than 204,000 trips annually, or 10.3 per cent growth in trail usage. The report⁸ compares June 2020 to June 2021 data with research from the year February 2019 to February 2020, when there were 1.98 million trips.

Following the border closure in 2020, Kiwi families increasingly took to their bikes and to walking in the great outdoors. There was a corresponding surge in spending and economic activity in the regions. The number of visitor nights in accommodation providers along the Great Rides cycle trails was 3.62 million in the year to June 2021. It was an annual increase of 560,000 visitor nights, representing growth of 18 per cent. Visitor spending attributed to the Great Rides cycle trails was \$951 million in the year to June 2021, an increase of \$226 million, or 31 per cent growth in economic activity.

The physical activity economy reached US\$874b⁹ in 2019, and despite a decline due to COVID, it is forecast to grow to US\$1.2Trillion in 2025. The categories of recreational physical activity includes sports and active recreation which includes cycling and walking, and mindful movement. Mindful Movement is where people check in with their own physical and mental wellbeing, and then get moving in a variety of ways that are designed to lower stress, and strengthen the connection between mind and body.

⁸ Evaluation of the New Zealand Cycle Trails <https://www.mbie.govt.nz/immigration-and-tourism/tourism/tourism-projects/nga-haerenga-the-new-zealand-cycle-trail/evaluation-of-the-new-zealand-cycle-ride-trails/>





The Wellness and Wellbeing Opportunity

As an emerging target market for Hurunui, wellness lies across each of the identified target segments to varying degrees. It is a sector that according to the Global Wellness Institute is worth a substantial US\$639b industry, and is forecast to grow. Events of recent years have showcased the need for people to invest time in money in their own spiritual, physical and mental wellbeing, and destinations who offer opportunities and experiences that allow visitors to do this, will benefit from this growing trend.

Domestically, a similar trend is seen where opportunities to relax and refresh is a significant travel motivator for domestic travellers with 50% indicating it is a motivator for their travel and destination choices.

Further details on sub segments within these overall target segments can be found in Appendix F.



Strategic Priorities

The strategic priorities for Hurunui are intended to reflect those issues and opportunities that will enable the visitor economy to make a greater contribution to communities across the district. They are reflective of the focus areas identified as requirements for growth to support and build on the key destination drivers, and supporting themes recognised in the development of this Destination Management Plan.

It is strongly recommended, that the implementation/advisory group identified in priority 4.4 is formed as soon as the Destination Management Plan has been adopted. This group will be responsible for providing governance over the plan, prioritising workstreams, activating and holding partners accountable, and championing the destination management plan throughout the district. Concurrently, clarifying the roles and responsibilities for all visitor economy stakeholders, including Hurunui Tourism, would provide the implementation/advisory group with the correct partners for each of the identified workstreams.

Although these priorities are numbered one through four, this is not an indication of importance, or that priority one is more important than priority four. All of them are of equal importance, and it will be up to the implementation/advisory group identified to determine priorities for stakeholders and potential partners for the workstreams moving forward.

The four strategic priorities of the Destination Management Plan work independently to assist in the development of the visitor sector as an enabler for the district, but they are also interconnected and work together to strengthen the destination's positioning and increase the benefit back to stakeholders and the community.

Figure 4. Strategic Priorities



Strategic Priority One: Become an Iconic Self-drive Destination

Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> • Proximity to Christchurch City and Christchurch International Airport • Loop route of Alpine Pacific Touring Route makes it attractive to travellers ex Christchurch • Strong State Highway, road based transport network that is funded by central government • Officially registered and signposted Alpine Pacific Touring Route loop through Hurunui • Predominantly a FIT (Free Independent Traveller), self-drive destination not dominated by coach touring • Waka Kotahi actively considering ways to add value to official touring routes. 	<ul style="list-style-type: none"> • Inland route does not have SH status or funding to maintain to SH status • No public transport network or commuter rail or air services into region • Inconsistency of signage and wayfinding across the district • Visiting drivers unaware of limitations of unsealed roads in the district • Hurunui District not considered by NZMCA to be ‘motorhome friendly’. Current Council Bylaw considered “overly prohibitive” by the NZMCA. 	<ul style="list-style-type: none"> • Generate value from travellers driving to, and through the district • Benefit from the increased SH traffic flows generated by the Inter Island Resilient Connection project (iReX) from 2025 • Build share of self-drive travellers out of Christchurch driving north • Motivate visitors travelling inter regionally via SH7 to turn off to Hanmer Springs • Take advantage of significant motorhome owner/hire travellers • Appeal to growing e-vehicle owner market. 	<ul style="list-style-type: none"> • Declining government funding for land transport maintenance • Only way to get in and out of the region is using roading network, no commuter rail or air services • Rate of deaths and serious injuries on roads in the region is high • Conflict between dairy tankers and agricultural vehicles and private vehicles a negative road user experience • Conflict of traffic and pedestrians in Hanmer Springs main street during peak periods • AF8¹⁰ event would have a significant impact on the destination for an extended period of time.

¹⁰ Alpine Fault magnitude 8

We will do this by	Workstreams
<p>1.1 Build on the Alpine Pacific Touring Route as a journey experience to attract and service all modes of self-drive travellers</p>	<ul style="list-style-type: none"> • Develop or partner to deliver self-drive journey mapping solutions leveraging technology • Attract and facilitate investment in e-vehicle services to support and attract e-vehicle owners and renters¹¹ • Engage with Waka Kotahi to advocate for ongoing investment in road maintenance, road safety, rest stops at sites of interest on the highways, wayfinding signage and bike routes out of Christchurch. • Improve access and amenities at DoC and Council road side sites and facilities to attract visitors to stop and rest and engage with the environment • See Case Study One.
<p>1.2 Position Hurunui District as a motorhome and camping friendly destination</p>	<ul style="list-style-type: none"> • Review the Freedom Camping bylaw at the conclusion of the national review of the Freedom Camping Act. • Enable NZMCA to develop sites and partner on waste and recycling services for members • Secure motorhome friendly status for towns within Hurunui.
<p>1.3 Prioritise driver safety on the roads through and within Hurunui</p>	<ul style="list-style-type: none"> • Advocate for increased funding to invest in inland route road to improve safety and drivability • Invest in improved signage and way finding to manage visitor access and safety on remote roads • Encourage the proactive offering of low/no alcohol alternatives for drivers by hospitality outlets throughout the district • Advocate for improved connectivity to eliminate mobile black spots

¹¹ EECA Low Emission Transport Fund - <https://www.eeca.govt.nz/co-funding/transport-emission-reduction/low-emission-transport-fund/>

Case Study One – Drive Tourism

CASE STUDY: THE WILD ATLANTIC WAY

#walkthetalk

HOW TO PACKAGE AND DELIVER A DRIVE EXPERIENCE

The Wild Atlantic Way, 1600 miles (2600 km) in length, is one of the longest defined coastal route in the world. It winds its way all along the Irish west coast from the Inishowen Peninsula in the north down to the picturesque town of Kinsale, County Cork, in the south.

EarthCheck worked with Fáilte Ireland, the National Tourism Development Authority, to develop their framework for Visitor Experience Development with Plans including the Skellig Coast, Cliffs of Moher and The Burren.

The aim of the partnership was to optimise the visitor experience and provide a framework for a national roll-out of experience plans for their three destination brands.

The plans that were developed in consultation with community, industry and agencies help identify the core 'brand promise', the unique selling points (USPs) that set the region apart and the signature experiences that deliver both the promise and the USPs.

Businesses, communities and agencies have embraced the plan, its stories and structure – generating a wealth of new publicity culminating in the Skellig Coast being recognised by the Lonely Planet as a must see destination.

"OUR RESEARCH SHOWS THAT CONSUMERS NEED BETWEEN 7-11 TOUCH POINTS TO RECALL A MESSAGE OR BRAND. THE BEST JOURNEYS HAVE AN INSPIRING STORY THAT CONNECTS THE ROUTE AND THE PEOPLE WHO LIVE ALONG IT." *Nigel Russell, General Manager, Consulting, EarthCheck*



CHALLENGES

- Willingness of consumers to travel longer distances
- In a post COVID-19 environment some attractions and accommodation options will not be available
- Need for quality roadside facilities such as rest areas, toilets and VICs
- Additional investment needed in wayfinding
- Working together with multiple agencies across borders (Key partners include local governments, RTOs, industry associations and individual tourism operators.)
- Collaborative and inclusive online promotion and marketing across borders and provision of visitor information

OPPORTUNITIES

- The Post COVID-19 traveller: domestic, self drive/ride, with campers seeking quality camp and caravan sites, walking trails, local food and produce and no health and safety worries
- Delivers tourism dollars to regional areas, tourism dispersal
- Strong linkage to local communities
- Potential flow-on impact into the revival of international touring market - especially FIT trans-Tasman travelers
- Data insight through big data can provide specific consumer behaviour and visitation patterns to help tailor and market experiences.

CHALLENGE & OPPORTUNITY

It will be important to provide peace of mind and confidence that travel is not just safe but general community wellbeing can also be protected. There is increasing environmental awareness and demand for more sustainable and responsible travel practices.

The variety, cleanliness and presentation of rest areas, lookouts, feature walks and other drive services are important to the drive experience and comfort.

Destination management teams need to work together with road authorities and local government to undertake corridor planning.

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Strategic Priority Two: Enhance the Visitor Experience

Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> • New Zealand’s only natural, geothermal alpine spa village at Hanmer Springs • New Zealand’s original wellness destination caring for the wellness of people since 1884 • Potential development at Queen Mary Hospital site, land and buildings • Strong rural and agricultural industry and community • A cluster of up to 20 Waipara cellar doors open to the public • Conservation land and waters and with high natural scenic values, predominantly easily accessible for recreation including back country tramping, hunting and fishing • Te Araroa Trail traverses through Hurunui • Hanmer Springs the entry/exit point to Molesworth and St James Conservation Area • A number of coastal communities in close proximity with long straight beaches, access to seafood and engaged resident communities • Rich pre-European history to share • Council owned campgrounds established in most of the villages within the Hurunui District. • A cluster of rural destination glamping sites through the region • Council support for NZMCA setting up Parnassus and Hanmer Springs member sites. • New geological features created by the 2016 Kaikoura Earthquake 	<ul style="list-style-type: none"> • Under developed, underutilized, low value series of Council owned and operated camp grounds and holiday parks throughout the region • Lack of non-weather dependent activities available to visitors • Lack of toilet, rubbish facilities on beaches frequently used by freedom campers/ day visitors 	<ul style="list-style-type: none"> • Foster experience development to underpin positioning and spread of visitors within the region to support communities. • Leverage the natural assets of the destination, the thermal waters, coastal, agricultural and back country as the basis of immersive visitor experience delivery • Attract visitors to venture off the State Highway so they stay longer do and spend more • Increase visitor engagement with local food and beverage producers and farmers • Increase utilisation of natural assets such as Molesworth Station, Mt Lyford, Lake Sumner Forest Park and St James Conservation Area • Support and enable biking and walking community groups actively looking to develop and grow trail network • Utilise Rail infrastructure within the District • Proximity of cruise ship ports Kaikoura and Lyttleton to Waipara for shore excursions • Planned DOC land stewardship review for Hurunui District • Build on the reputation of high value remote destination accommodation offering 	<ul style="list-style-type: none"> • Changing climate conditions could impact capacity to deliver visitor access to and experiences in rural, coastal and remote environments • Lack of waste and recycling services for motorhome travellers

We will do this by	Workstreams
<p>2.1 Develop experiences that enable visitors to engage with the natural assets and communities within Hurunui</p>	<ul style="list-style-type: none"> • Map out and develop a connected network of coastal communities via a by sea and/or by land trail to become the catalyst for accommodation, hospitality and experience business opportunities for local communities. • Engage rural and agricultural landowners to support them with experience and accommodation development and delivery – Refer Case Study Two • Leverage big rural landscapes to integrate night sky experiences (noting a historic aspiration to secure international dark sky status) • Explore development of additional walking and cycling infrastructure and supporting services to build on the network of multi-use walkways, cycleways and bridle paths. • Support the aspirations of the Hurunui Trails Trust to build on the network of multi use trails to attract trail users • Improve infrastructure and facilities to increase utilisation of St James Station • Build the capacity to safely welcome visitors into remote areas through guided experience offerings • Collaborate with DOC to identify potential changes to land status through the public conservation land review process that will support safety and managed increased access to the natural assets of the District • Encourage and enable private sector development of all-weather activities for residents and visitors
<p>2.2 Prioritise investment in infrastructure and services that will enhance the visitor experience</p>	<ul style="list-style-type: none"> • Develop a signage and wayfinding plan for the district and secure funding to implement • Lobby Waka Kotahi to increase investment in the district’s roading network to minimize closures • Invest in an aligned network of quality campgrounds to support visitor dispersal through the region • Build up EV infrastructure along the Alpine Pacific Touring Route to provide confidence of access to e-vehicle users • Capitalise on the Queen Mary Hospital site • Ensure fit for purpose parking facilities are in place to support self-drive travellers • Review traffic management in Hanmer Springs to improve pedestrian safety

Case Study Two – The Agritourism Opportunity

Pastoral Lease of Land

Pastoral product case study: Banka Banka West Station, NT

Business name: Banka Banka West Station and Tourist Park

Region: Stuart Highway, Explorer's Way, Barkly Region, 100km north of Tennant Creek

Land tenure and primary business type: Pastoral lease held by Indigenous Land and Sea Corporation (ILSC), primary business type pastoral and tourism. Exemption for tourist park which was excised from the pastoral lease through Pastoral Board via a Non Pastoral Use (NPU) application.

Tourism diversification type: tourist park with campground powered and unpowered sites. Cabin and cottage accommodation and facilities, licensed bar in the original mudbrick homestead, small range of merchandise offered. Station walks, animal feeding and night time communal campfires.

Competitive advantage: Location along highway, outside of a township, natural assets, spring water source. Communal campfire, bar, entertainment (character of place). Waterhole, lookout, WWII campsite, farm animal feeding and petting.

Growth journey: ILSC have held current lease since 2018 as part of Native Title negotiations. Business will be divested to Traditional Owners in the future as capacity to operate grows. Recent works include:

- Refurbishment of airconditioned cabins and three bedroom cottage, providing off season options and market diversity.
- Website booking system implemented enabling forecasting and ensuring sufficient resources on site.
- Investments to the whole business include fencing, water security and campground powered sites.
- Contractual agreements for agistment on the property.
- Development of tourism marketing materials.

There are benefits of acknowledging and collaborating with Traditional Owners to understand significance of country and appropriate sharing with visitors.

Future growth plans:

- Under Native Title and through the ILSC, working towards development of cultural tourism products at the station to provide employment and micro-business opportunities for Traditional Owners.
- Implementing signage and visitor interpretation around the Tourist Park and accessible visitor sites.
- Visitors only staying one night at Banka as an A-B, want to create an environment where people stay for more than one night enjoying the attractions around in the place.
- Tour operators – interested in discussing partnerships and possible tourist park management agreements.
- Pastoral tourism – looking to expand e.g. musters – have lots of queries and requests to observe and tour the station. Need to understand and develop an appropriate business model.

Viability and benefits of business: Neither business is viable alone. Synergies in running two operations from the property and sharing ongoing costs (staffing, fuel). Property is marginal presently, ILSC is working to establish as viable prior to divesting to Traditional Owners so they benefit from it.

Messages to pass on to others looking to start a tourism business:

- Market research – understand your markets. Talk to your visitors and understand what they like, don't like.
- Reputation is key – one bad review can negate 10 good ones!
- Building capacity and skills in tourism for everyone.
- More tourists that come, more staff you need, more resources (power / water), need to trial and adapt to get balance right.
- Tourism Central Australia membership assists with distribution of marketing materials.
- Capital investment needs to produce the returns – do you put in pastoral? Tourism? Need to do an analysis of best investment.
- Still a work in progress, measuring and assessing as we go.

Rural Living - Multigenerational

Agritourism case study: Tropiculture Australia, NT

Business name: Tropiculture Australia

Region: Bees Creek, Top End NT

Land tenure and primary business type: Rural Living – freehold since 1970s considered as a horticultural block. Individual grower.

Tourism diversification type:

- Nursery and orchard, farm Sales and fruit tasting. Open to General Public - Saturday's only 8am to 12 noon. Retailers can't take all of our stock so 17 years ago we decided to open to the general public.
- Special events, tour and school groups on request.

Competitive advantage: Broadest and rare fruit range, over 200 varieties of fruit, 4,000 trees in the orchard (e.g. 29 varieties of mango). Organically produced with the ability to taste, learn and purchase direct from the grower. Only 30 minutes drive from Darwin.

Growth journey: established 38 years ago by the Nathanael Family. Now produces over 400 different varieties of fruit trees, vegetables, herbs and spices supplying commercial growers, retail nurseries and the general public in Australia and overseas. Local people, businesses and visitors were turning up at the farm ad hoc to purchase produce and trees. Every time someone turns up, production has to stop impacting processing and supply. It was decided to formally welcome people in one day per week (Saturday morning) so all visits could be sustainably managed at once. Tour groups, special events and schools bookings are welcome on request (fee based).

- Conduct own research to assist with sustainable approaches to growth, sharing learnings with other organisations, peak bodies and interest groups.
- Regularly welcome visiting friends and relatives from a range of nationalities all keen to sample and purchase exotic fruits.
- Frequently promoted via shows such as Gardening Australia and Mecurio's Menu.
- Participation in a range of expos and shows including the Fred's Pass Show, Fred's Pass 50km, Royal Darwin Show, Best Ingredients of the Top End (BITE).

Future growth plans: Tropiculture Australia is continuing to adapt to deliver sustainable organic produce. Working towards regenerative power sources which will provide almost half of the electricity needs; educating about the importance reducing carbon footprint, greening spaces and producing own food through sales of fruit plants; largest producer of organic-based fertilisers and potting mix; installation of water-saving solutions; collaboration with Land Care, minimal use of chemicals and much more.

Viability and benefits of business: Although production has to stop to open to the public, it is very viable opening on Saturday mornings. Customers can purchase a broad range of up to 400 different varieties of fruit and vegetables, also process a large number of plant.

Messages to pass on to others looking to start an agritourism / farmgate business:

- Make sure you have plenty to show. More than just a paw paw or a mango, have lots of things for customers and visitors to see, try and learn about.
- Need infrastructure and equipment to showcase your product. This could be sufficient 'shop' space, shelters, point of sale.
- Allow enough time – people are interested and want to ask questions. Be available to share your story and connect customers to your product.
- Personal touch – people want to meet the 'boss', feel like they've had an authentic experience when they've met with the lead character.
- PR opportunities – participate in relevant trade shows, events, media where products can be showcased and awareness generated. Have products to sample and materials (e.g. brochures, catalogues) to hand out.
- Continue identifying opportunities for support. Have found it hard over the years to gain grants for 'visitor' facilities such as a customer amenities block, as previously agricultural businesses haven't been considered tourism product.

Agri-businesses need to work together with the Government to support opportunities in growing and benefitting from tourism.



Strategic Priority Three: Targeted Destination Marketing

Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> • Long history of strong domestic awareness and appeal of Hanmer Springs • Established annual events that reflect the culture of Hurunui • Existing Alpine Pacific Touring Route collective narrative • Compelling destination attributes to grow awareness and visitation • • Winter alpine thermal proposition has strong potential appeal in Australia 	<ul style="list-style-type: none"> • Weekend peaks and weekday troughs along with seasonal trough May to August 	<ul style="list-style-type: none"> • Attract residents of Christchurch and visitors to the city for day and overnight trips. • Diversify markets to build a resilient visitor portfolio • Influence visitors arriving at Christchurch to drive north • Attract visitors throughout the Hurunui region throughout the year via the Alpine Pacific Touring Route • Expand awareness and profile of District beyond Hanmer Springs • Attract but responsibly manage motorhome and camping travellers • Grow the life-time value of Christchurch City residents as regular repeat visitors • Christchurch residents proudly embrace Waipara Wine region as their home wine region • Hurunui District ratepayers living in Christchurch become ambassadors for the destination 	<ul style="list-style-type: none"> • Public recognition of Hanmer Springs vs Hurunui District

We Will Do This By	Workstreams
3.1 Build on the Hurunui brand story to be fully inclusive of the District	<ul style="list-style-type: none"> • Build the library of visual assets that reflect the Hurunui brand story • Support communities to tell their story
3.2 Target self-drive travellers	<ul style="list-style-type: none"> • Take a lead role in the Alpine Pacific Touring Route partnership • Leverage the resources of Waka Kotahi to promote the Alpine Pacific Touring Route through their channels and provide insights around traffic monitoring, measurement and journey planning to support future enhancements • Target motorhome and car rental companies to partner with to promote the destination as a self-drive journey • Target e-vehicle and e-bike companies to partner with to promote the destination as a self-drive journey • Secure Motorhome Friendly status through NZMCA for Hurunui District
3.3 Drive demand out of Christchurch	<ul style="list-style-type: none"> • Attract international visitors flying into and driving out of Christchurch • Target high value pre and post Te Pae conference delegates, corporate retreat, incentive and team building groups, 'bleisure' and remote working travellers with the disconnect to reconnect proposition • Grow and develop a calendar of events to influence repeat visitation • Build the Hurunui destination proposition that will appeal to and attract international travellers
3.4 Become recognised as an accessible and inclusive tourism friendly destination	<ul style="list-style-type: none"> • Encourage experience and accommodation providers to adapt their services and facilities to meet the needs of accessible travellers • Collaborate with accessible tourism specialists to profile the destination
3.5 Enable visitors to make a positive impact on the destination in return for the positive impact the destination has on visitors	<ul style="list-style-type: none"> • Collaborate with NZMCA to target their members and leverage their Green Fund initiative to support conservation initiatives in the region • Encourage collaboration between tourism businesses and organisations that seek to improve the community and environment.



Strategic Priority Four: Optimising Destination Management Capability and Capacity

Strengths	Weaknesses	Opportunities	Threats
	<ul style="list-style-type: none"> • Low ratepayer base to fund activity • In some communities there is a high proportion of non-resident ratepayers • Hurunui Tourism Board does not have dedicated industry/operator representation • Perception of lack of transparency between Hanmer Springs Thermal Pools and Spa and Hurunui Tourism. • Freedom camping bylaw not fit for purpose to maximise value from motorhome travellers. National policy yet to be set. • Limited Council capacity to enforce freedom camping bylaw • Funding for destination marketing solely sourced from ratepayers (80% Hanmer Springs) via a tourism targeted rate collected and distributed by Hurunui District Council. • Current funding model is not match fit to support aspirations of growth for the visitor economy and to expand the role of Hurunui Tourism to include destination management functions as well as destination marketing. • ChristchurchNZ not an active participant in the Top of the South regional cluster group which does include Kiwirail journeys in and out of Christchurch City. • Lack of resource and structure between partners to leverage Alpine Pacific Touring Route as a driver of visitation • Perception that having no Marae in Hurunui District is a barrier to connecting with iwi 	<ul style="list-style-type: none"> • Maximise the benefits of marketing collaborating to achieve economies of scale • Ensuring the regulatory and operating environment is fit for purchase to enable the visitor economy to grow • Utilise international representation relationships to build the profile of Hurunui offshore • The visitor sector is positioned to be the catalyst to attract and encourage private sector investment and participation • Collaborate and partner to build destination marketing capability and capacity • Strengthen relationship between iwi and community leaders and decision makers to align outcomes and actions to achieve the intent of the Destination Management Plan • Legacy benefit of joining and participating in the Welcoming communities programme • Minimise the impact on visitor safety and access in the event of a significant natural disaster 	<ul style="list-style-type: none"> • Private sector and community tensions over dominance of Hanmer Springs in visitor promotion • Lack of awareness of the value and contribution of tourism to the District beyond Hanmer Springs • Changing regulatory landscape inhibits business confidence to invest in the visitor sector. • Insufficient funding, resource and commitment to the outcomes of the destination management plan by regional agencies will limit success • Dominant visitor flow south from Christchurch • Lack of housing to support visitor sector workforce • Departure of young people out of the region to seek education and career development • Non-resident businesses revenue and home-owner rental revenue lost to the local economy • Significant mobile coverage blackspots to enable communication and support visitor safety while in the region

We will do this by	Workstreams
<p>4.1 Optimise available district resources to market and manage the destination</p>	<ul style="list-style-type: none"> • Clarify roles and responsibilities and expectations across Enterprise North Canterbury and Hurunui Tourism. • Create a pathway to include private sector representation on the Hurunui Tourism Board • Work with mana whenua to determine their tourism aspirations, and develop a pathway to achieving them • Review the relationship between Hanmer Springs Thermal Pools and Hurunui Tourism to define shared resources, roles and responsibilities including Hanmer Spring i-SITE. • Establish and maintain governance forum to oversee implementation and review of the Destination Management Plan • Review the Freedom camping bylaw to align with the intent of the Destination Management Plan
<p>4.2 Leverage the strengths of other agencies and partnerships to deliver improved outcomes for the district</p>	<ul style="list-style-type: none"> • Explore pathways to collaborate more effectively between Kaikoura, Hurunui and Waimakariri as North Canterbury • Undertake a strategic review of Alpine Pacific Touring Route partnership with a view to securing investment and resource to fully utilise it as a driver of visitation. • Advocate for ChristchurchNZ inclusion in the Top of the South partnership • Negotiate with ChristchurchNZ to leverage their channels to represent Hurunui in the international trade environment. • Negotiate with ChristchurchNZ to officially include Waipara Wineries and Food producers in Christchurch City positioning pillar of food and provenance to increase profile and visitation for Waipara District. • Formalise all partnerships including funding accountability, expectations and measures of success
<p>4.3 Support private sector business attraction, development, capability and capacity building to fuel the visitor economy</p>	<ul style="list-style-type: none"> • Identify business support programs or pathways to build the capability of new and existing operators • Engage with the local and regional Business Associations to support experience development and capability building activity. • Educate operators on the benefits of developing experiences that consider the needs of accessible travellers • Facilitate pathways to foster private sector investment and development • Identify sector workforce needs and advocate for these through the RSLG to ensure they are reflected in the Regional Workforce Plan

We will do this by	Workstreams
4.4 Take responsibility for the District's Destination Management	<ul style="list-style-type: none"> • Development of an implementation/advisory group to oversee implementation and review of the Destination Management Plan and prioritise actions • Set up mechanisms to capture and report on the success measures of the Destination Management Plan • Ensure that destination management is resourced adequately • Raise the profile of the value and contribution of tourism to the wellbeing agenda • Ensure visitor sector priorities are considered in future review and planning of the Council Reserves Management Plan
4.5 Ensure the safety of visitors while in the district	<ul style="list-style-type: none"> • Include Hurunui Tourism representative on to CDEM planning and response to support the wellbeing of visitors in a significant event that impacts visitor safety and movement. • Mitigate the risks of climate change on the coastal and rural communities • Provide leadership and guidance to support tourism operators adapt their experiences to respond to climate change impacts • Improve digital connectivity through the region to support businesses and visitors
4.6 Build a tourism system that is resilient and financially sustainable	<ul style="list-style-type: none"> • Support and develop cross sector industry collaboration projects with other industries to provide additional benefits across multiple sectors • Ensure communities understand the broader benefits of the visitor economy, and the role that they play in developing a resilient visitor economy • Identify critical challenges the district may face that will inform and enable future master planning initiatives to be developed to assist in achieving the objectives within the destination management plan, and ensure the visitor sector are included in the planning process

How Can Success be Measured?

Measuring the success of this plan will involve a mix of reporting measures that already exist, developing some that don't, working with industry to develop consistent measurements with regards to visitor sentiment, and gathering a range of metrics from other stakeholders. These metrics should be regularly gathered and supplied to the implementation/advisory board and visitor economy stakeholders to help inform prioritisation, resourcing, and potential changes to the current plan to react to local, national and global disruptors.

- Positive Sentiment of travellers to Hurunui
- Positive Sentiment of communities
- Purposeful Partnership with iwi
- Improvement in the health and wealth of communities
- Economic Contribution of tourism to the economy
- Traffic volumes on the state Highways and on rural roads
- Reduction in deaths and serious injuries on the roads
- Tourism operations supporting local environmental and conservation initiatives
- Progression of DMP outcomes – review DMP annually, and take into consideration future planning changes



Visit
Hurunui
North Canterbury

