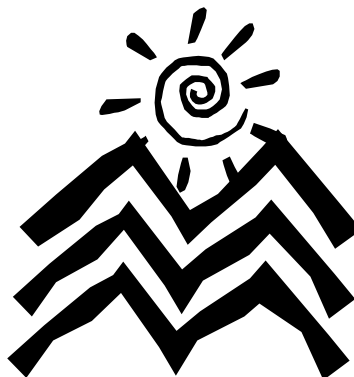




**KAIKOURA
DISTRICT COUNCIL**

Tourism Strategy

***For the Kaikoura District
(Working Document)***



Vision Statement

Kaikoura is a proud and self-reliant community, presenting its visitors with a quality experience in a unique and well cared for environment.

Guiding elements

The Kaikoura community is well equipped to meet the challenges of the tourism industry in terms of its human resources and social wellbeing. It treasures its heritage, has a strong sense of belonging and fosters the importance of control over its destiny.

The community has a well-balanced and diversified economic base with a stable growth rate that does not place undue strain on the community resources. The community has an outward looking focus representing a hospitable society when presenting its unique quality tourist products to visitors

The Kaikoura community displays responsible custodianship of its unique natural, social and built environmental resources by striving towards the sustainable utilisation and management thereof. It is a community that treasures the present small-scale town atmosphere and strives to retain and enhance this coastal village character and atmosphere.

The following document is a revision of the Tourism Strategy for the Kaikoura District, it is designed as a working document, excluding some of the detail such as the planning processes used to develop the original document as this was not felt to be required in a working document.

No policy, goal, objective or strategy was removed or drastically altered in the course of revising this strategy and every effort was made retain the tone and spirit of the original document. The full version of the Tourism strategy for Kaikoura District, which includes the “process” other detail excluded from this document, and can be obtained from the Kaikoura District Council offices 34 The Esplanade, Kaikoura

Ian Challenger
Environmental Development Officer
February 2002

Chapter 1

Background, Tourism in Kaikoura

1.1 Historical Background

Although the scenic values of Kaikoura District were recognised early last century (1900), it was only in the early nineties that Kaikoura became a distinct tourism destination. Some tourism development was recorded in the 1970s with the emphasis on accommodation rather than tourism attractions and the town serving as a comfort break or overnight stop for Cook Strait Ferry passengers travelling by road or rail (Poharama, Henley, Smith, Fairweather & Simmons, 1998).

While Kaikoura has long been known as a holiday destination with tourists travelling from Christchurch to camp or stay in one of the many South Bay baches during the Christmas holiday period, Kaikoura originally developed as a service centre for the farming and fishing communities. But by the 1950's employment was high in rail and communications, resulting from the development of the railway line and improvements to road and technology.

Government restructuring in the 1980s significantly affected Kaikoura, improvements in the telecommunications industry together with privatisation resulted in massive un-employment. This affected all sectors of the community, but particularly manual labourers who saw redundancies first and employment dropping by about 15 % between 1986 & 1991.

While employment decreased in the railway, communication, and agricultural sectors, between 1991 and 1996 it was increasing in the restaurant, accommodation, services and non-identified economic sectors by up to 25%. Growth in these sectors can easily be attributed to increased tourist numbers, following the establishment of Whale Watch in 1988. This growth meant that by 1998, tourism represented more than 30% of economic activity in Kaikoura (TREC reports 1 to 10).

Kaikoura is a model case study in many ways, with its small and fragile community, low tax base, high tourism growth and unique environment. The coastal village character of the town is facing unmanageable growth resulting in over crowding, social ills and pressure on the coastal and marine life. Threats such as these put at risk qualities both locals and visitors enjoy. Tourism is also an industry affected by economic downturns and political pressures, posing a question over the sustainable growth of tourism.

1.2 Key Issues

Various key issues were identified from TREC's research and these issues informed the founding premise to the tourism planning exercise.

- Firstly, market forces often swamp the destination community and the needs and wants of the locals need to be acknowledged. Also, Kaikoura's small quiet coastal environment needs to be harmonised with the needs of the visitor.

- Secondly, Kaikoura's tourism product is nature based with a strong focus on marine animals and distinct landscape features together with small-scale coastal settlement atmosphere. This resource base is vulnerable to over exploitation, risking the sustainability of the natural resource and the visitor.
- It is the expenditure of the tourist at the destination that helps to sustain tourism and the visitors preferred experiences needs acknowledgment, without compromising the host community or its environment and planning must occur for all five tourist types visiting Kaikoura.
- Development of Whale Watch not only revitalised the tourism industry but also presented local job opportunities. These aspirations must continue to be met without cultural identity being lost. Also with Iwi holding a controlling share at Whale Watch, Iwi and Pakeha must work together to build a sustainable tourism industry in Kaikoura.
- Tourism is a luxury and subject to market fluctuations, caused by economic crisis, political unrest and even weather patterns. Over reliance on tourism for economic development is risky in respect of the industry's sustainability.
- Other factors limiting a growth in Kaikoura's tourism activities include physical capacities such as water supply, solid waste, effluents treatment and traffic safety, convenience of flows and parking arrangements.
- There are also financial limitations on Kaikoura residents; Kaikoura has a low rating base, while still having to provide and maintain the infrastructure for tourists and residents. Attracting visitors and providing them with an enjoyable experience means the ratepayer subsidises them, resulting in above average per capita.

1.3 Need for Tourism Planning

Tourism in Kaikoura for any years was a low-key affair, and then it "just happened" when it was noted that Kaikoura was one of the few locations in the world where whales came nearest to the coast and in America people paid to see whales. Fourteen years later 1,000,000 tourists per year visit Kaikoura, without any directive strategy, or planning intervention (anecdotal).

During TREC's research some residents and businesses expressed concern that tourism planning was not occurring to cater for the increase in tourism. They believed tourism was at a "crossroad", Kaikoura needed to know where it was heading and Kaikoura District Council, Kaikoura Information and Tourism Incorporated and the business community were not providing leadership. Further, the Resource Management Act, 1991, relied upon as the planning instrument, was not meeting this need.

Finally, the community survey suggests that there is a high level of public dissatisfaction of Kaikoura District Council. This is often caused by conflicting expectations from different sectors in the community and not attributable to council's actual performance and is frequently intensified by the nature of the tourism industry where benefits are not always distributed equitable across the broader society.

Frustration within the local community risks reaching untenable levels when community aspirations are not met and occurs when social and environmental change within a community exceeds manageable proportions. Also it is important to recognised that the key resources for tourism development lie in the public domain, the marine mammals, "small coastal town

atmosphere", friendliness of the host community and the supporting infrastructure all have a "public good value" requiring careful management to ensure sustainable tourism development in Kaikoura.

It is therefore evident that public intervention through the District council is required to address these various conflicting aspirations with specific reference to the key issues raised in the paragraph above.

Chapter 2

Tourism Planning Context

2.1 Tourism planning issues in Kaikoura

Given the differences in population sizes, resources for product development, social dynamics and local politics between different destinations, the approach to tourism strategy development cannot be the same in every destination. The following issues reflect the basis for developing tourism strategy in Kaikoura:

- *The maturity level of tourism in Kaikoura* - tourism in Kaikoura is, relatively, still in its infancy with growth only occurring in the past ten years. The negative impacts of tourism yet to revealed themselves widely, and concerns are more of a "forewarning" nature. As such at this point in time, there is a general bias toward tourism development in the broader community.
- *The existence of any previous tourism strategies or plans* – as no tourism plan or strategy exists for Kaikoura, strategy development starts from scratch, influencing both the process and the content of the strategy and ensuring that Kaikoura is able to get the basics in place.
- *The size of the Kaikoura community and its economic strength* – given its low population, Kaikoura has a limited financial resources to be embarking on grand planning exercises. The number of visitors to Kaikoura in 1997 gave Kaikoura a tourist density of 250 visitors per resident, far higher than other destination areas and meaning that the capital expenditure available per tourist is therefore far less, and the community is reliant on grants and other financial resources for capital based projects.
- *The nature of the tourism product* – Kaikoura's tourist product focuses strongly on marine mammals as such tourist managers developers and marketers are limited to a few operators.
- *The general availability of technical expertise* - due to the low population there are a limited number of organisations in Kaikoura that are able to offer technical and other professional expertise.
- *Financial resources* - with limited finances available, implementation of projects tends to be as time and finances allow having the advantage that project feedback takes place prior to the next project occurring. Also tourism's dynamic nature often leads to changing priorities in a short time span, the incremental approach ensures that the strategies can be adapted to with more ease.

2.2 Planning Framework

2.2.1 Cascading Planning Process

In Kaikoura where no previous plan existed, an “Incremental Framework” planning approach was used, meaning that, the vision and goals will provide the broad framework within which tourism development is guided while resource development gathers momentum. Strategy is therefore developed over time as resources become available and other strategies come into place. The initial emphasis in Kaikoura placed on developing the human resources and getting the basics in place first.

2.2.2 Kaikoura Tourism & Development Committee (KTDC)

The District Council established the Kaikoura Tourism & Development Committee to represents all community stakeholders on a sectoral basis. The representation from the community was important from social welfare, Maori, environmental sectors, attractions and service industry and the business community and members are appointed to KTDAB by Kaikoura District Council.

As a result it has a legislative base by being a standing committee of the Council, decision making by members carry weight, reducing tokenism. An important feature of the board is that it is bottom-up community based organisation with continuity through its legislative base and representation from DoC, a higher order governmental organisation and participants also have a high level of enthusiasm.

2.2.3 Community Input

General citizens find access to the planning process through their representatives on KTDAB, arguments exist for having involved the general public at an earlier stage, which is debatable and in the Kaikoura context the process followed is appropriate given the need to create momentum for the strategy.

2.2.4 Current Situation Analysis

TREC’s research provides an excellent base and presents a picture of Kaikoura reflecting an analysis of the current situation. An important aspect of the strategy is that the situation analysis needs to be updated and developed to ensure that information does not become outdated.

2.2.5 National and Regional Bodies

An important component of the integrated planning approach is communication and linkages with national and regional bodies. This aspect needs serious attention and once the liaison portfolio is established the linkages will have to be fostered.

2.2.6 Implementation bodies and instruments

It is evident that not all implementation occurs through the same bodies or organisations, implementation is not directed at Kaikoura District Council only and is also not mandatory which emphasises the need to get the key stakeholders involved. It is important however that the Tourism Strategy feeds into the annual and district plans giving its implementation some standing.

2.3 Core Values

In the course of developing this strategy, the Kaikoura Tourism & Development Committee spent considerable time working with stakeholders within the community to gain an understanding of the needs and aspirations of the community. This research resulted in the development of a series of core values that are important to the community of Kaikoura.

These are values that are considered fundamental to and underpin the value systems of society and determine basic human rights and are often used to establish common ground in conflict situations. It is these core values that form the premise for establishing the documents strategies and they are as follows:

- Respecting and caring for the community of life for present and future generations.
- Improving the quality of life for all people.
- Minimising the earth's depletion of non renewable resources
- Enabling communities to care for their own environments.
- Value open participatory decision-making
- Value, safe healthy and hospitable communities
- Value culture and history
- Value freedom and equality of opportunity
- Respect and value the ownership of property
- The pursuit of creativity innovation and excellence
- Social equity - all people to be treated with decency fairness and justice

Maintain the diversity, health and productivity of coastal and marine areas

Chapter 3

Guiding goals, objectives and strategies

Goals and Objectives

The development of the community's vision for a sustainable tourism industry is guided by a framework of goals, objective and strategies, each of which reflects the three spheres underpinning integrated tourism development – namely economic, environmental and social development.

Goal	Objective
Economic Development	Balanced economic structure
	Sustained economic growth
	Distribution of wealth throughout the community
	Full employment
Ecological Development	The diversity, health and productivity of coastal and marine systems
	Conservation of wild life and natural vegetation
	Attractiveness of landscape and townscape to be maintained and improved
	Acceptable levels of water, air and noise pollution
	Green image to be lived out
Community Development	Improved local self-reliance
	Community pride to be fostered
	Tourism aware host community
	Participation in tourism decision-making
	Maintenance of local heritage value
	Acceptable levels of crowding
	Acceptable levels of social behaviour
	Maintenance of authentic cultural experiences
	Acceptable levels of safety and security

Strategies

The aim of the strategies recorded below is to:

- Provide the tourism industry and Kaikoura community with a planning framework, in which activities can be conducted
- Provide an organisational platform, at which the variety of aspirations of the industry and society can be raised and addressed
- Identify a future direction in terms of a vision statement and guiding principles
- To identify core needs and strategies that will ensure the momentum of the strategic planning process
- To establish a basis for the funding and implementation of the strategy
- To respond to the need expressed in the initial research by TREC.
- To initiate the development of partnerships with other stakeholders in the Kaikoura tourism delivery system

Tourism Strategy Actions

3.1 Institutional Development

3.1.1 Organisational Structure

Action	Priority	Complete
1. Develop terms of reference	✓	
2. Extend public invitations to stakeholders for representation on the board		

3.1.2 Facilitation and Lead Agent

Action	Priority	Complete	Ongoing
1. KDC shall make budgetary provision for facilitating its various functions in terms of this strategy.		✓	
2. Tourism and Development Committee constituted in terms of Clause 13, Schedule 7, Local Government Act 2002 to be executive body to implement the Tourism strategy.		✓	

3.1.3 Public Relations function – aspects of this function are covered by the Marketing strategy. In cases where a statement is made by K.D.C, Tourism & Development Committee to have input as necessary/where relevant

3.1.4 Alliances and Partnerships

Action	Ongoing	
1. Co-operative marketing strategies for local tourism businesses need to be fostered and enhanced.	✓	
2. Sister relationships to be developed including Lahaina, Hawaii	✓	
3. T & D Committee to investigate cost-effective ways business training needs can be met and to bring training to the local businesses through collaboration with the business community and Polytechnics.	✓	
5. T & D committee shall consult with Te Runanga O Kaikoura in respect of issues in which the Tangata Whenua has an interest.	✓	Consult some m happen committe have understan matters should be C

3.1.5 Finances – refer to Marketing plan

3.1.6 Research and Monitoring

Action	Ongoing	
1. The T & D Committee in consultation with the Environmental Services Officer and local tourism representatives (K.I.T.I) to design an integrated tourism information system.	✓	Via newslette websit
2. T & D committee should continue to foster close relationships with academic institutions such as Lincoln University & NZ Ecotourism Tai Poutini Polytechnic .	✓	

3.2 Human Resource Development

3.2.1 Leadership Development and Education & Skills development

3.4.3 Urban Development and Townscape

Action	Complete	Ongoing	
1. The T & D Committee to receive regular updates from Council (where possible) with regard to potential developments, new projects and any other issues which fall within the field of economic development			T & D Committee should work more closely with Council. Aim for an improved circulation of information between Council and T&D committee.

3.5 Marketing

Action		
	Complete	Ongoing
1. The T & D Committee should regularly consider the Marketing plan and update and refresh as necessary		✓