

PART 4: HOW WILL WE GET THERE?



4.1. Implementing the Strategic Initiatives

Table 7 - Table 9 provides the suggested pathway for the implementation of the strategic initiatives identified in Section 3.5. Some can be initiated through agency planning and prioritisation systems as resource allows, others may need further testing via statutory or legislative processes to determine if and how they happen. The second group require a long-term view, but this does not mean that work to test and shape them should not commence in the short term. Often, they link to national policy initiatives for which Te Manahuna can take a leadership role and potentially act as both a pilot area to test options and an exemplar region to help government apply initiatives nationwide when an agreed approach is confirmed. Policy links include the following.

- **Decarbonising the New Zealand economy**¹⁵ (including the tourism sector): Focusing activities on transport systems and mobilities, and the agricultural sector
- **Mitigating environmental damage from tourism**¹⁶ – funded via polluter/user pays mechanisms, with recommendations including greater use of user-pays mechanisms, better management of freedom camping, and better infrastructure design.
- **Giving back – to nature and people – via Regenerative Tourism initiatives**¹⁷: With future tourism development and management focussed on regenerative tourism that contributes to the unique essence, culture and health of local communities and their places” as well as generating durable financial returns to support further regenerative

development”. These principles are embodied in MBIE’s Destination Management Guidelines¹⁸ which provide specific guidance to this project.

- **Partnership with Mana whenua to fulfil the requirements of Te Tiriti o Waitang**¹⁹, as guidance to the above, and enhancements to Māori culture and the visitor experience.
- **Climate Change Adaptation**²⁰: Building resilience to our changing climate will mean we can better protect our communities, homes, and livelihoods. Our natural and cultural treasures are also at risk. Adaptation planning is essential at national, regional, and local levels, and we all have a role to play.

Table 7: Pathways to implement the strategic initiatives – mana whenua initiatives

Initiative/Recommendation	Actions	What	Timeframe	Budget
Equal share (mana whenua/wider community) participation in future Governance Structure for the delivery of this 100-year DMP.	<ul style="list-style-type: none"> ▪ Determination of a co-governance model which meets criteria established by mana whenua and agreed to at a national level by the government. 	Governance	Short term	< \$50k
A commitment to the core concepts of Protection, Presence and Pride for Mana whenua in Te Manahuna.	<ul style="list-style-type: none"> ▪ Promotion of cultural narratives developed and controlled by local rūnanga/mana whenua. 	Presence	Short term	To be scoped and costed in future stages
Mana whenua should have to opportunity to invest in the Te Manahuna economy moving forward and should be given opportunities and support to do so	<ul style="list-style-type: none"> ▪ A co-governance model for DMP delivery to provide opportunities for mana whenua to invest (IP, physical product development etc) in tourism opportunities. 	Presence	Short -long term	To be scoped and costed in future stages

¹⁵ Ināia tonu nei: a low emissions future for Aotearoa, NZ Climate Change Commission, Wellington, (31 May 2021) and Te Hau Mārohi Ki Anamata towards A Productive, Sustainable And Inclusive Economy: Aotearoa New Zealand’s First Emissions Reduction Plan, Ministry For The Environment Manatū Mō Te Taiao, Po Box 10362, Wellington 6143, New Zealand (Ref Me1639), 16 May 2022

¹⁶ Not 100% Pure – but four steps closer to sustainable tourism, Parliamentary commissioner for the Environment, February 2021

¹⁷ We are Aotearoa, The Tourism Futures Taskforce, Interim Report, MBIE, Wellington NZ December 2020

¹⁸ Destination Management Guidelines, MBIE, 2020

¹⁹ <https://teara.govt.nz/en/principles-of-the-treaty-of-waitangi-nga-matapono-o-te-tiriti>

²⁰ Ref - Climate adaptation » Climate Change Commission (climatecommission.govt.nz)

Initiative/Recommendation	Actions	What	Timeframe	Budget
Demonstrate the Whare Wānaka in partnership. It should be a principle that any approvals by Government Agencies giving access or use to crown land where storytelling is involved should require Mana whenua support and be documented in the consents or concessions.	<ul style="list-style-type: none"> Work with mana whenua to co-design implementation of the Whare Wānaka concept Mana whenua, agencies and community stakeholders collaborate on a framework to support storytelling projects using a range of methods, Education program to support local rūnanga on cultural narratives. Mana whenua are supported to protect their cultural narratives and intellectual property and tell their stories Mana whenua are encouraged to engage in: visitor management, environmental protection, regenerative tourism, and climate change mitigation and adaptation. 	Story Telling	Short-medium term	To be scoped and costed in future stages
Mana whenua should be able to provide guided storytelling in Te Manahuna.	<ul style="list-style-type: none"> Viewpoints/story boards. All interpretation boards delivered by council or other agencies should be done in partnership with mana whenua. All stories involving mana whenua IP will require prior agreement. All agreements should acknowledge the time and resources required by mana whenua experts and should have reasonable timeframes and incorporate appropriate fee structures. Pou Whenua visual representation of mana whenua. 	Story Telling/Cultural IP	Short-long term	>\$1m
Translation errors in place names get rectified as soon as practical with the support of MDC and Toitū Te Whenua/Land Information New Zealand (LINZ) Engage with the broader work before the New Zealand Geographic Board Ngā Pou Taunaha o Aotearoa process.	<ul style="list-style-type: none"> Priorities. Corrections. Dual Place Names. Other place names /naming conventions. 	Place Names	Short term	<\$1m
An interagency approach should be taken on this project for identified key sites within Te Manahuna with NZTA, DOC, MBIE, MDC and the Mana whenua Rūnanga. Design process to be mana whenua led.	<ul style="list-style-type: none"> Visible representation of mana whenua history, and access routes for journey mapping. Public realm design with mana whenua elements. 	Pou Whenua	Short term	<\$0.5m
For any major works involving design elements from mana whenua, these are discussed, and importance is placed on design elements and inclusion of interpretation at an appropriate level.	<ul style="list-style-type: none"> Visible representation of Mana whenua history. Public realm design with mana whenua elements. 	Public Realm Design	Short-medium term	Est. \$1m
MDC, the partner Government Agencies and the Te Manahuna Rūnanga explore an appropriate location and process to give effect to specific aspirations for a learning centre, and other mana whenua specific community needs identified.	<ul style="list-style-type: none"> Digital extension to site interpretation by AR, VR, and other innovative techniques. Whare ako. 	Visitor Journey	Short-medium term	Est. \$10m

Initiative/Recommendation	Actions	What	Timeframe	Budget
Continue cooperative work with Mana whenua and MDC to define those areas and the protection processes in the District Plan to identify wāhi tapu areas, and sites and identify where mana whenua approval on activity is required.	<ul style="list-style-type: none"> The tourism governance model includes mana whenua as a partner as part of co-governance. Areas that are wāhi tapu are delineated and protected from undesired development. Ongoing review of the co-governance model to ensure aspirations for mana whenua are being met. 	Wāhi Tapu Sites	Short term	To be scoped and costed in future stages

Table 8: Overarching infrastructure strategic initiatives - infrastructure initiatives

Initiative/Recommendation	Action	Where	Timeframe	Budget
Integrated spatial plan (rural)	<ul style="list-style-type: none"> An 'Integrated Spatial Plan (Rural)' that encompasses the entire Mackenzie district to provide landscape protection while identifying areas for tourism and recreational amenity and providing greater certainty to investors. The plan will need to set out pragmatic ways to protect the expansive landscapes and viewing corridors of Te Manahuna. Options for funding landscape protection will need to be considered which could focus on a user pays model with all relevant parties who impact the environment being contributors A focus on clustering tourism activities is created to support better management of rural lands and to reduce the risk of negative effects Infrastructure support needs to be provided to act as a catalyst to encourage and support private sector investment The intent of this integrated spatial plan for TMKU includes helping to create workable planning mechanisms within the current and future legislative framework to help activate private sector investment in rural areas of the region and to provide greater certainty for investors and developers of tourism products. The outcomes will enable Mackenzie District Council, its residents, and ratepayers, to support appropriate forms of tourism development, based on the assessment of locations and natural processes and features, ensuring Council's responsibilities under various pieces of resource management legislation and government policy are met. 	Regional	Short Term (2022 -2031)	Est. \$0.3m
Development of view corridors & parking bays to Aoraki/Mount Cook	<ul style="list-style-type: none"> To improve the visitor amenity, visitor safety and overall experience. 	Aoraki/Mount Cook	Short -medium Term (2022-2031)	<\$1.5m
Additional public toilet facilities throughout Te Manahuna.	<ul style="list-style-type: none"> Additional public toilet facilities throughout Te Manahuna and with applying green technology for the best biodiversity outcomes. 	Regional	Short Term (2022 -2031)	Est. \$5m

Initiative/Recommendation	Action	Where	Timeframe	Budget
Address funding shortfalls in infrastructure implementation and shorten timeframes.	<ul style="list-style-type: none"> Address funding shortfalls in infrastructure implementation and shorten timeframes, especially for critical urban centre infrastructure in Takapō, Twizel and Fairlie and relating to waste management, potable water, and sewerage systems. 	Regional	Short Term (2022-2031)	>\$10m
Tourism and rural community infrastructure.	<ul style="list-style-type: none"> Including water, wastewater, road, broadband, and power capacity improvements to better match community and visitor demand levels. 	Regional	Short Term (2022-2031)	To be scoped and costed in future stages
Wayfinding & connectivity.	<ul style="list-style-type: none"> To encourage visitor dispersal and improved journey mapping for self-drive circuits, cycle touring and walking tours, and spreading of visitor economy benefits more widely 	Regional	Short-medium Term (2022-2051)	>\$5m
New expanded waste and sewage management for Takapō.	<ul style="list-style-type: none"> Development of new/expanded waste and sewage management for Takapō specifically as current demand is exceeding supply capability at times, and introduction of best practice green technology sustainable options. 	Takapō	Short Term (2022-2031)	To be scoped and costed in future stages
Parking study capacity assessment.	<ul style="list-style-type: none"> Undertake a parking study to relocate car parking and expand capacity to better meet peak periods. Likely to require re-alignment of road network in Takapō commercial centre. 	Takapō	Short Term (2022-2031)	\$100k
Traffic planning and management.	<ul style="list-style-type: none"> Introduce traffic planning and management improvements to enhance pedestrian safety and improve pedestrian movements in town centres. 	Takapō + Twizel	Short Term (2022-2031)	<\$5m
Improved highway signage to Twizel	<ul style="list-style-type: none"> Develop improved highway signage to Twizel to encourage passing traffic to pull into the township to stop and visit as the township is off the highway and too easy to bypass. 	Twizel	Short Term (2022-2031)	<\$100k
Infrastructure for motor homes/camper vans, camping generally	<ul style="list-style-type: none"> Responsible camping needs to occur, and a user pays model must be implemented to recover costs. Competitive neutrality should also not disadvantage commercial caravan park operators who are trying to generate economic benefits for Te Manahuna, including local employment. Sites for caravan and camping should be caravan and camping holiday parks operated by commercial operators, or on designated caravan and camping areas managed by DOC. Freedom camping sites should be gradually phased out and/or user-pays systems introduced to allow for cost recovery to occur. Far higher environmental management standards need to be introduced and rate payers and the general taxpayer should not be required to subsidise those visiting and staying for free, as currently. Competitive neutrality should also not disadvantage commercial caravan park operators who are trying to generate economic benefits for Te Manahuna, including local employment. 	Regional	Short - Medium Term (2022-2051)	To be scoped and costed in future stages

Initiative/Recommendation	Action	Where	Timeframe	Budget
Worker accommodation for tourism and other sectors	<ul style="list-style-type: none"> To actively encourage more workers for the tourism and hospitality sector specifically along with other industry sectors generally, specific worker accommodation units are proposed for Twizel, Takapo and Fairlie. In more remote locations such as the ski fields, onsite worker accommodation is likely to be needed to avoid long journeys away from ski fields for accommodation. A model to help fund this requirement is being developed to support the ongoing need for worker accommodation and the growth in this need over the full length of this DMP but most especially for the next 30-year period. 	Regional	Short - Medium Term (2022-2051)	\$20m
Expanded trails and tracks network	<ul style="list-style-type: none"> Plan and assess trail and track options to link into existing trails and tracks where appropriate and for accessing new areas of the region Assess the potential for multi-trail/track activities to support guided tours (linking lake kayaking, walking tracks and mountain biking trails etc.) Determine ratings of difficulty to match various markets Focus on opportunities to develop on private land where possible and where appropriate, linking onto public lands Encourage day and overnight track and trail options with a focus on encouraging stronger overnight visitation Use towns in the region as base hubs for accommodation at the start and end of trails where possible Ensure ongoing maintenance budgets to protect trail quality and avoid environmental impacts 	Regional	Short – Long Term (2022 – 2122)	>\$10m
Public infrastructure improvements at Lake Ruataniwha.	<ul style="list-style-type: none"> This could include a pedestrian promenade along the lake edge, public seating and lighting, landscaping, a clear separation from vehicle movements (so pedestrian needs dominate), the development of an attractive urban edge to encourage retail and hospitality venues, and strong connectivity via cycleways and walking trails back to Twizel town centre. 	Twizel	Medium Term (2032-2051)	<\$20m
Improve pedestrian safety and accessibility across SH8 to link Takapō village to the commercial centre	<ul style="list-style-type: none"> To link Takapō village to the commercial centre and improve pedestrian safety to encourage less use of private vehicle movements across SH8. 	Takapō	Medium Term (2032-2051)	To be scoped and costed in future stages
Takapō village				
Parking for tourist buses and mini vans in Takapō	<ul style="list-style-type: none"> Parking for tourist buses and mini vans in town, to avoid parking on the lake edge and/or too close to the Church of the Good Shepherd on the Lake Takapō foreshore. Drop-off areas are required while longer-term parking should ideally be off-site, so pedestrian movements dominate, not vehicles 	Takapō	Medium Term (2032-2051)	<\$10m

Initiative/Recommendation	Action	Where	Timeframe	Budget
Infrastructure at Lake McGregor and Lake Alexandrina	<ul style="list-style-type: none"> This area has the potential, over time, to become an important visitor node, but where visitor numbers and local community numbers can be managed to protect the wildlife and community values, potentially be capped at daily limits, akin to best practice management levels Walking tracks, signage, seating, small-scale jetties 	Takapō	Medium Term (2032-2051)	<\$10m
Improved pedestrian connectivity & walkability	<ul style="list-style-type: none"> Most areas in urban centres are dominated by vehicle movements over pedestrian needs. This emphasis should be reversed to actively encourage more cycling and walking activities and to make all areas more pedestrian-friendly especially for those with young children, those with disabilities and those older residents and visitors. 	Regional	Medium Term (2032-2051)	>\$20m

The following strategic environmental initiatives do not have a timeframe allocated as they are expected to be actioned over the 100-year lifespan of this DMP.

Table 9: Pathways to implement the strategic initiatives – environmental initiatives

Initiative/ Recommendation	Actions	Where	Budget
Assessment of transport options into Aoraki Mount Cook National Park	<ul style="list-style-type: none"> The determination of what is desired for improving transport options into Aoraki/Mount Cook rests with DOC and its partnership with Ngāi Tahu/mana whenua, which is still being developed, and the Park planning process. This initiative is presented now not with the intent of helping to determine a preferred outcome, but rather, to reflect the importance of this for Te Manahuna. Options that could be considered may include a park and ride facility possibly on SH8 near Twizel, to help reduce peak season private vehicle congestion within the Mount Cook Village, or possibly at Glentanner, or other sites yet to be identified. Looking longer-term, other options that might offer alternatives may include some type of people mover (a rail-based experience – monorail, hydrogen, or electric-powered buses) or creating a private vehicle entry model into the park where only electric, hydrogen, and other forms of renewable energy vehicles can enter. Many possible solutions to managing transport into the Park originate in the wider District, and therefore need to be considered and integrated with other workstreams resulting from this plan. 	Aoraki/ Mount Cook	TBA

Initiative/ Recommendation	Actions	Where	Budget
Best practice Visitor Management Solutions (to avoid negative impacts)	<ul style="list-style-type: none"> ▪ Pre-COVID large numbers of people visited the District during peak periods, resulting in congestion on key tracks and at popular locations such as the Church of the Good Shepherd, the start of the Hooker Valley Track, and various campsites. Infrastructure, including toilets and carparks, was put under pressure. The increased popularity of informal camping in vehicles led to many more people spending time in places that were not set up to cope. All these effects led to impacts, some compounding, on cultural values, the environment (including wildlife and ecosystems), and local communities, as well as diminishing the quality of the visitor experience. We need to investigate and implement best practice visitor management solutions to avoid future impacts, particularly once international visitor numbers start to come back to Te Manahuna. ▪ Options that could be investigated include: actively encouraging overnight stays in the District, including the National Park, with the aim of encouraging a far better quality visitor experience; trying to spread visitation throughout the day, and avoiding the current trend of higher numbers from 10 am – midday especially; creating additional trails, places of interest and other experiences so visitors can be encouraged to stay longer (over 2 days or more) and visit more of the District, and determination of maximum daily numbers for experiences under pressure to ensure a quality visitor experience and to help protect and sustain the environment. 	Regional (where required)	TBA
Natural quiet settings for the long term	<ul style="list-style-type: none"> ▪ The natural quiet that can be experienced in many parts of the District is a hallmark of its appeal. Different natural quiet settings are needed for different locations within the Mackenzie District depending on the role they play and the noise pressures on that location. The introduction of ‘unnatural’ (human-caused) sounds from powered aircraft – including overflights, watercraft, vehicles, and other human activities – affects the naturalness of the soundscape. Noise can reduce the benefits people receive from being in a tranquil natural environment. It is noted that some visitor experiences are also enabled through motorised vehicles. ▪ Understanding what the longer-term noise policy will be important. Future options could include electric aircraft and other low-noise options which need to be considered in the long term. The potential for designated aircraft corridors so their visual presence is tightly controlled and noise is noted. 	Regional	TBA
Investigate issues and options for the long -term future of visitation to Aoraki/Mount Cook Village	<ul style="list-style-type: none"> ▪ Within the protected area network, operators and investors require certainty to enable them to invest and operate with confidence. Ongoing attention is required to determining satisfactory business timelines for existing operators. ▪ The impacts of climate change will influence the level of risk presented by natural hazards and likely consequences for both infrastructure and people. We need to understand these and the range of options that will be available in the future to manage these impacts and establish trigger points for any actions. ▪ The next severe earthquake on the Alpine Fault is likely to occur within the lifetime of most of us, or our children. This event is likely to result in a cascade of other hazards (such as landslides and flooding) for decades afterwards. It will have impacts across the South Island that could mean, despite disruption locally, that Aoraki experiences even more demand as a location to experience glaciers and snow. This suggests that it could be a trigger for changes to be initiated at Aoraki. ▪ Aoraki is highly significant to mana whenua and Ngāi Tahu, and to all of New Zealand for conservation and recreation, as well as being a location where people and businesses have invested heavily for decades. Any investigation needs to understand and take these factors into account. 	Aoraki/Mount Cook	TBA

Initiative/ Recommendation	Actions	Where	Budget
Climate change mitigation and adaptation	<ul style="list-style-type: none"> ▪ Climate change will have significant impacts on Te Manahuna in the long term, and the District can manage this best by proactively planning and preparing for likely changes. This could include developing resilient transport and communications options, visitor experiences that can be adapted and moved to different locations temporarily or over time and understanding the locations that will offer the most resilient future for significant investments. ▪ Glacier tourism is under threat from climate change and continued growth in carbon emissions will only accelerate these impacts. Stakeholders and agencies need to work together to mitigate the effects of climate change where they can. Every sector will have its part to play. In the future, Mackenzie District could be known for being on the leading edge of low emissions transport, accommodation, and experiences, and growing a sector that actively contributes to the protection, restoration and regeneration of the natural environment. 	Regional	TBA
Identification of macro disruptive changes	<ul style="list-style-type: none"> ▪ Major macro disruptive forces include events such as a rift of the alpine fault, which is likely to result in major changes to the mountain landscape and natural hazards due to rock movements and rockslides, river siltation and blockages, and subsequent destruction of roads, bridges, and other key supporting infrastructure. ▪ Another example is climate change impacts which are likely to see the reduction in snowfall, likely shrinkage of glaciers and ski fields, and associated impacts on flora and fauna due to an expected drier and warmer winter period and a wetter summer period, all of which may impact the visual amenity and scenic attractiveness of the region. ▪ Yet others include fast-moving global technological and social trends; widespread economic crises; pandemics; geopolitical events and wars; extreme weather events; and eruptions (elsewhere but with atmospheric effects). Often these events cascade or compound each other, and their timing and scale are hard to predict. ▪ Such events will most likely change the visitor economy and may necessitate very different product offerings for the longer term, all determined by the impact of macro disruptive forces. We can plan for these based on recent history and by recognising our inherent vulnerabilities. 	Regional	TBA
Regenerative tourism opportunities	<ul style="list-style-type: none"> ▪ Regenerative tourism encourages and facilitates visitors to 'give back' to the places they visit and will be key to achieving the vision of this plan. Te Manahuna is home to precious species and ecosystems, many not found anywhere else, which are under pressure from multiple threats, and climate change will only increase this problem. ▪ A range of conservation projects is underway to combat this, including some at landscape scale. Cultural values are under similar pressure, often from the same threats, and the mana whenua initiatives in this plan aim to turn that around. Visitors' engagement with the challenges and contributing to solutions could turn the situation around. The challenge is working out ways to make this happen at an operational or system level. ▪ Opportunities for encouraging all visitors (domestic and international) to contribute directly to regenerative tourism programs whilst in the region need to be developed and encouraged by operators so their visitor markets see the benefit and need to be contributors. Success will require strong collaboration, the ability to pilot and learn from experience over time, and innovative business models. A range of supporting funding sources is likely to be required, particularly in the short term. 	Regional	TBA

4.2. Implementing the “Big Moves”

While Mackenzie District Council is the guardian and driver of Te Manahuna, its future role will be one of ongoing coordination, advocacy, and support. Implementation will require a joint approach in partnership with tourism industry stakeholders, government, and mana whenua.

Table 10 - Table 13 indicates how the “Big Moves”(see Section 3.7) recommendations could be implemented, along with an indication of who could be involved. The ‘Who’ have been ordered alphabetically and is not an illustration of who will be the primary owner. The Industry Leaders Group will continue to meet regularly to oversee the implementation of the strategy. As previously noted, the recommended actions are non-exhaustive and will continually be validated over time.



Principle 1 - Protecting our Treasures

Short term: 2022-2031 **Medium term:** 2032 – 2051 **Long term:** 2052-2122

Table 10: Implementation Plan – Protecting Our Treasures

Recommendation	Actions	Who	Timeframe	Budget
Sustainable travel and transport options	<ul style="list-style-type: none"> Identify mechanisms to reduce private vehicle dependency throughout Te Manahuna. Possible options to investigate include park and ride facilities, public transit stations, electric charging stations, electric aviation etc. 	Tourism Governance Group, DOC, Waka Kotahi	Short Term	\$5.0m
Whare Wānaka (Pou concept & storytelling)	<ul style="list-style-type: none"> Work with mana whenua to identify and develop experiences around mana whenua stories of Te Manahuna in a way that not only attracts visitors but also provides a deeper connection for mana whenua and encourages their participation in the visitor economy. 	Mana whenua, Tourism Governance Group	Short Term	\$100k
Improve the provision of community services	<ul style="list-style-type: none"> Undertake an analysis, considering community feedback on community services and upgrades that are required including services related to pharmacy outlets, medical services more generally links to various tertiary training institutions for upskilling and additional entertainment amenities for local families etc. 	MDC	Medium Term	\$50k



Principle 2 - Enduring Partnerships

Short term: 2022-2031 **Medium term:** 2032 – 2051 **Long term:** 2052-2122

Table 11: Implementation Plan – Enduring Partnerships

Recommendation	Actions	Who	Timeframe	Indicative Costs
Storytelling via viewpoints/storyboards	<ul style="list-style-type: none"> Work with mana whenua and historical groups to develop a series of consistent and cohesive storytelling points throughout Te Manahuna. 	Mana whenua, MDC, historical groups, DOC	Short Term	\$1.0m
Centralised experience hub (booking & information centre).	<ul style="list-style-type: none"> Complete a feasibility study assessing the potential and interest in a centralised booking hub to centralise visitor experience information and create a “one-stop-shop” for visitors. The study should also assess the most suitable location to encourage visitor dispersal. 	RTO, industry operators, MDC, MBIE	Medium Term	\$7.0m



Principle 3 - Thriving People and Places

Short term: 2022-2031 **Medium term:** 2032 – 2051 **Long term:** 2052-2122

Table 12: Implementation Plan – Thriving People and Places

Recommendation	Actions	Who	Timeframe	Indicative Costs
Commercial centre expansion & upgrades for Takapō.	<ul style="list-style-type: none"> Develop an urban design plan for Takapō to ensure future growth is strategic and integrates better design guides to achieve a far more attractive and well-integrated urban feel. 	MDC, commercial property owners	Medium Term	\$16.0m
Stronger destination link for Fairlie to some of the surrounding ski fields.	<ul style="list-style-type: none"> Identify mechanisms to support a stronger link between the various ski fields throughout Te Manahuna to position Fairlie as a regional hub for skiing and other outdoor pursuits. 	MDC, ski field operators	Medium Term	\$100k
New/enhanced F&B experiences.	<ul style="list-style-type: none"> Consider introducing a more flexible development approval process to allow for seasonal pop-up food and beverage outlets in both urban and rural locations throughout Te Manahuna. Work with Food and Beverage (F&B) operators to upskill customer service standards, marketing, merchandising, and social/digital media. 	Tourism Governance Group, local F&B operators	Medium Term	\$250k



Principle 4 - A Unique Experience

Short term: 2022-2031 **Medium term:** 2032 – 2051 **Long term:** 2052-2122

Table 13: Implementation Plan – A Unique Experience

Recommendation	Actions	Who	Timeframe	Indicative Costs
Destination brand	<ul style="list-style-type: none"> Work with a nationally significant brand developer to create a Made in Te Manahuna produce brand that can feature food, produce, condiments, arts, crafts, accommodation, transport etc. It is important this is developed with the tourism sector and creative community's input to generate buy-in and support. 	MDC, Tourism Governance Group	Short Term	\$200k
Diversified accommodation mix.	<ul style="list-style-type: none"> Undertake a detailed accommodation audit across Te Manahuna looking at the size, range, scale, and quality of accommodation throughout Te Manahuna and identify specific gaps that could be filled via private investment. 	Tourism Governance Group, accommodation sector operators and investors	Short Term	\$85.0m
Lake Takapō on-lake recreational experiences.	<ul style="list-style-type: none"> Investigate options for introducing recreational experiences such as kayaking, boating etc to offer options for trail networks around parts of the lake and to show the diversity of products (cycling, trail running, tramping, kayaking etc). 	Tourism Governance Group, industry operators	Short Term	\$400k
New half- and full-day walking experiences.	<ul style="list-style-type: none"> Identify opportunities for new, shorter-day walking opportunities that may have appeal to a broader market. 	Tourism Governance Group, land holders	Short Term	\$250k
Takapō hillside activity precinct.	<ul style="list-style-type: none"> Work with the existing landholder to develop the hillside activity precinct at Takapō as a unique sustainable lakeside nature-based experience. 	Landholder, MDC	Short Term	\$7.0m
Water visitor experience hub with iconic design.	<ul style="list-style-type: none"> Work with the project proponent to assess the merit of developing a water resource experience hub with other components in a truly iconic design. 	Project Proponent, MBIE	Short Term	\$30.0m
Accommodation property (80+ rooms & conferencing).	<ul style="list-style-type: none"> Complete an accommodation demand assessment to identify the feasibility of and most suitable location for a new, larger-scale accommodation property to support larger groups as well as a conferencing and functions market. 	Tourism Governance Group, accommodation sector operators and investors	Medium Term	\$35.0m
Agri-tourism & aqua-tourism experiences.	<ul style="list-style-type: none"> Work with existing and new agri and aqua operators to identify mechanisms to grow the tourism profile of agri and aqua products throughout Te Manahuna. 	MDC, industry operators	Medium Term	\$5.0m
Agri-tourism showcase experience centre.	<ul style="list-style-type: none"> Complete a feasibility study assessing the potential to develop an agri-tourism centre to showcase the best of Te Manahuna's produce and to act as an information hub to encourage visitor dispersal throughout Te Manahuna. 	Tourism Governance Group, MDC, agri tourism operators	Medium Term	\$7.0m

Recommendation	Actions	Who	Timeframe	Indicative Costs
Eco-huts on the edge of Aoraki/ Mount Cook National Park.	<ul style="list-style-type: none"> Work with private landholders to identify opportunities for introducing new eco-huts on the edge of Aoraki/ Mount Cook National Park. 	Tourism Governance Group, landholders	Medium Term	\$5.0m
Electric & solar houseboats.	<ul style="list-style-type: none"> Investigate water-based recreation activities that could be encouraged on Te Manahuna's waterways including electric and solar houseboats to offer an alternative and unique form of accommodation. 	Tourism Governance Group, industry operators and investors	Medium Term	\$2.5m
Experiences/attractions for youth and 18-35-year-olds.	<ul style="list-style-type: none"> Assess possible youth experiences and attractions that could be introduced including indoor climbing facilities, pump tracks, gym and recreation equipment and other entertainment facilities. 	MDC, MBIE	Medium Term	\$1.5m
Guided storytelling and digital application.	<ul style="list-style-type: none"> Work with a digital developer, mana whenua and historical groups to develop a guided digital storytelling application to enable free independent travellers to explore Te Manahuna with guided narration. 	Tourism Governance Group	Medium Term	\$200k
Major fishing & hunting destination festival.	<ul style="list-style-type: none"> Develop a major fishing and hunting destination event to profile and leverage Te Manahuna's strengths in these recreational sports 	RTO, industry operators	Medium Term	\$300k
Max Smith storytelling experience.	<ul style="list-style-type: none"> Develop a narrative to explain the Max Smith story and investigate integration into a potential rowing sports centre of excellence. 	MDC, Tourism Governance Group, MBIE	Medium Term	\$1.5m
Meridian & Genesis sites for hydro-tourism experiences.	<ul style="list-style-type: none"> Identify experiences that showcase the importance of the two major hydro generating companies in Te Manahuna and leverage these for unique tourism experiences via journeys to sites of significance to better understand the hydro story. 	Genesis, Meridian, Tourism Governance Group	Medium Term	\$1.5m
New trails for accessing Aoraki/Mount Cook National Park.	<ul style="list-style-type: none"> Investigate the potential for the development of trails that start outside of the national park and either end within the national park or which utilise parts of the national park for the experience along with external landholder sites. 	DOC, Tourism Governance Group	Medium Term	\$450k
Series of seasonal fishing competitions.	<ul style="list-style-type: none"> Leverage Te Manahuna's strength as a high-quality recreational fishing location through the development of a series of seasonal fishing competitions which could be rotated through different locations in Te Manahuna. 	RTO, MDC, industry operators	Medium Term	\$90k
Ski touring experiences (packaging & profiling).	<ul style="list-style-type: none"> Work with ski field and ski tour operators to create cohesive packages to profile and showcase Te Manahuna's ski resorts. A collective approach is likely to have more strength when competing against much more well-known resorts near Queenstown. 	Ski field operators, RTO	Medium Term	\$1.0m
Unique dark skies experiences.	<ul style="list-style-type: none"> Work with existing and new tourism experience operators to identify ways to offer new and exciting dark skies experiences with value-adds that help the region maintain its position as a leader in dark skies experiences. 	Operators, Tourism Governance Group	Medium Term	\$3.0m

Recommendation	Actions	Who	Timeframe	Indicative Costs
Visitor attraction and a lakeside promenade (to better link Twizel with Lake Ruataniwha).	<ul style="list-style-type: none"> Complete an analysis looking at ways to create a stronger link between Twizel town centre and Lake Ruataniwha which offers an exciting and attractive natural asset to help support the positioning of Twizel as a more attractive destination hub for Te Manahuna. 	Tourism Governance Group, MDC	Medium Term	\$10.0m
Mackenzie Multi-Day Walk.	<ul style="list-style-type: none"> Investigate the potential to create a Multi-Day Walk experience in Te Manahuna (including cross-regional opportunities). 	Tourism Governance Group, land holders	Long Term	\$5.0m