

MACKENZIE DISTRICT COUNCIL



TE MANAHUNA KI UTA/DESTINATION MACKENZIE PROJECT **SCOPE OF WORKS**

1 July 2020

Purpose

- The purpose of the Te Manahuna Ki Uta/Destination Mackenzie Project is to develop a long-term strategic Destination Management Plan (the Plan) for the Te Manahuna/Mackenzie District as part of a wider tourism journey that includes Aoraki/Mt Cook National Park, the upper Waitaki Valley and the Lindis Pass. The Plan will explore options to unlock and enable sustainable growth and resilience for the District going forward. This will inform investment planning across agencies to:
 - manage pressure on infrastructure, conservation values, communities and the environment
 - deliver on community aspirations for the district
 - deliver on the strategic priorities of the member agencies and the Crown's Treaty Partner who hold Mana Whenua status within the Mackenzie takiwā
 - protect the cultural values and history within the environment as defined by Mana Whenua
 - adhere to the principles of the Treaty of Waitangi/Tiriti o Waitangi
 - recover from the COVID-19 event in the form of a reset to value-based tourism

Background

- The Te Manahuna/Mackenzie District is an area of significance to Mana Whenua/Nga Rūnanga and as such there is a need to encompass and recognise the cultural values. A high level of protection is expected in order to preserve and maintain those values of the tīpuna that rest within the Te Manahuna/Mackenzie District, where sites of significance have or are defined by Mana Whenua such as Motu Ariki.
- Mana Whenua for Te Manahuna, Aoraki and Waitaki is held by Te Rūnanga o Arowhenua, Te Rūnanga o Moeraki, and Te Rūnanga o Waihao. Government agencies with key roles at place include Mackenzie District Council, Department of Conservation, Land Information New Zealand and Waka Kotahi New Zealand Transport Agency and Waitaki District Council.
- Te Manahuna/Mackenzie District has a special and unique character. It has been recognised as an Outstanding Natural Landscape due to its expansive basins with open grassland and valleys created by braided rivers. Kā Tiritiri o Te Moana/Southern Alps surround the landscape, with glaciers on its fringes, all in the shadow of our tallest peak, Aoraki/Mt Cook. Rare glacial derived ecosystems provide habitats for a disproportionately high number of threatened species.
- The District is a sparsely-populated region of small towns and high-country farming communities which gives visitors and residents a sense of isolation despite being located on a busy tourism route between Christchurch and Queenstown. Visitors arrive and journey along State Highway 8, seeking short experiences where they can interact with the landscape, take photos of known landmarks, and hear stories.
- With one of only thirteen certified Dark Sky Reserves (Gold Star Status) in the world, astronomy-related tourism near Lake Takapo and Aoraki/Mt Cook Village is an increasing contributor to the area's economy. Tū Te Rakiwhanoa Drylands, the proposed Mackenzie Drylands Heritage Area, is a further tourism opportunity with the conservation management story at the heart of its experience, having due regard to its pastoral history.

Issues, challenges, options and opportunities

- Prior to the Covid-19 event and despite a tiny population of 4,300, the Te Manahuna/Mackenzie District contributed \$221 million towards New Zealand's GDP. Tourism in the Mackenzie Tourism Region has been a growing contributor to that total as the most recent indicators show (see Appendix 1 for tourism data and analysis):
 - A regional tourism expenditure which was estimated at \$302 million in the year ending October 2019 (+ 86% in 5 years)
 - 891,000 commercial guest nights in the year to September 2019 (+74% in 5 years, compared to +19% for all New Zealand)
 - An average of 3,030 daily traffic movements along State Highway 8 in the Basin in 2018 (up more than 50% in 5 years)
 - The road trip to Aoraki/Mt Cook National Park becoming increasingly popular with visitors, with 1,262 daily traffic movements in 2018 (+99% in 5 years)
- Growth has been stronger than New Zealand as a whole, and rapid, but far from steady. Commercial guest nights in Te Manahuna/Mackenzie District had strong overall growth throughout the past ten years but suffered a short-lived reversal due to the Christchurch earthquakes and then surged to a peak of 23% annual growth in 2016, before settling back to previous growth rates (7%). Traffic flowing through the Te Manahuna/Mackenzie District has also grown, and growth rates for State Highway 80 which provides access to Aoraki/Mt Cook are very similar to those described for guest nights.
- The rapid growth has impacted public perceptions and community feeling about tourism due to congestion at key locations, including Twizel, Tekapo and Aoraki / Mt Cook villages, and facilities that are not fit for purpose.
- The major physical impacts are rubbish and human waste in the environment, and growing pressure on vulnerable conservation values at popular locations. The strategic location, provision and servicing of camping, toilets and rubbish facilities along the state highway network is critical to managing the cumulative impact and the quality of the visitor experience.
- The wider effects on the District have included a severe lack of accommodation (both visitor and residential) and labour, high stress on infrastructure and services, and impacts on the environment at Tekapo, Twizel, and popular visitor sites.

- The long-term growth of tourism expenditure follows much the same pattern although it is more volatile. By 2019 tourism expenditure was actually decreasing slightly (-2%) despite continued growth in guest nights and traffic which is concerning. Rapid strong growth combined with sudden large reversals which are not planned for set the context for a range of impacts and a loss of social licence for tourism in the District.
- Most recently, in early 2020, the pandemic due to the COVID-19 virus has delivered a major shock to nations globally. This has halted international travel, impacting tourism everywhere. To save lives our government has closed New Zealand's borders for an unknown period and the financial impacts of COVID-19 are expected to be enormous and long lasting. Te Manahuna/Mackenzie District's key visitor markets (estimated to be around two thirds international with half of those from Asia) are unlikely to return for an extended period.
- The impact of external shocks that reverse growth suddenly is the opposite: empty accommodation and attractions, loss of businesses and jobs, and severe hardship for parts of the community that takes years to recover from, if at all. These events can include global economic crises, effects of climate change such as increased threats from pest species, wildfire, storms, and glacier retreat, and natural disasters such as earthquakes and pandemics.
- When we are simply responding to dramatic growth and loss it becomes hard to prioritise the environmental, cultural and community values we depend upon to thrive. The strategy plays an important role in ensuring that we protect, maintain, and enhance, the environment, given the importance of the cultural values and give effect to the Rangatiratanga of the Mana Whenua/Nga Rūnanga within the District and the kaitiaki status they hold.
- Although data for this year is yet to be fully available the closure of the Hermitage Hotel at Aoraki/Mt Cook is a very real and painful indicator of the effects this event will have locally. Many tourism related jobs and some businesses have already been lost in the southern South Island and it is likely the number will grow given the uncertain outlook for the next few years.
- In the short to medium term tourism in New Zealand will be very different with consequences for tourism towns like Queenstown and small communities like those in Te Manahuna/Mackenzie District. However, as the Parliamentary Commissioner for the Environment has shown in his report *Pristine, Popular and Imperilled*, unless we make significant and deliberate changes, in the long-term the same issues will likely return with even greater impacts for communities and the environment.
- At the same time further shocks to tourism are certain, whether from further pandemics, financial downturns or effects of climate change including glacier retreat, increased threats from pest species and wildfire.
- The changing tourism context also brings opportunities to give the cultural context within Te Manahuna, as well as for the District and Basin stories to be shared with visitors, shape its reputation as a destination, create value for the District and its communities, and strategically target investment.
- The long-term goal is to achieve a vibrant, dynamic and sustainable future for the Mackenzie based on high quality visitor experiences its natural landscape, historic, cultural and community values. This project

enables the key partners to work together collaboratively to manage the pressures, take advantage of the opportunities and achieve that future.

- New Zealand tourism has conservation at its heart and community is its face, but roles and responsibilities are shared across many parties. Achieving integrated future planning for the Te Manahuna/Mackenzie District/ Waitaki / Aoraki is one of biggest challenges and opportunities we all face.

What is Destination Management?

- Destination Management is a coordinated management of all aspects of a destination that contribute to a visitor's experience, including visitors, residents, business and industry and Iwi.
- The purpose is to create sustainable growth and resilience for the benefit of the local community including:
 - Environmental, economic, social and cultural outcomes
 - Coordination of “the system” horizontally (across government, Mana Whenua and partners) & vertically (visitor journey)
 - A Destination Management Plan has vision and strategy that reflects Mana Whenua and stakeholders' aspirations
 - Alignment between national, regional and local tourism frameworks
 - A commitment to Kaitiakitanga and environmental stewardship as part of a sustainable approach to tourism development.

Why is a Destination Management Plan required?

The short to medium term is uncertain due to COVID-19, while in the long-term significant growth in visitor arrivals is forecast to continue with impacts on the environment and community. To address this, we need:

- A shared and clear long-term vision for the District
- To recognise, protect, maintain and enhance the values of Mana Whenua
- A clear strategy to manage growth and associated impacts, or sudden changes in demand, the environment or external shocks
- Integrated spatial / visitor management plans and resources to address pressure on conservation land and waters and Council reserves
- High quality, safe visitor experiences
- Communities to value and support the tourism sector and hosting visitors
- Long-term regional planning and investment to manage visitor growth that meets international and New Zealand best practice standards.

There are important lessons we must apply to re-shape the way we plan for and manage visitors to Te Manahuna/Mackenzie District in the long-term so that the system:

- Is inherently sustainable socially, environmentally and financially
- Is resilient to external shocks, including global economic crises, pandemics, and the wide-ranging effects of climate change
- Enables Mana Whenua and the community to shape opportunities to achieve their aspirations

- Protects the cultural, environmental and community values that are at the heart of our wellbeing and success

Partnership with Ngāi Tahu

Co-design with Mana Whenua is crucial to the process so that the planning work is informed by Mana Whenua values and aspirations for Te Manahuna, Aoraki and Waitaki. Treaty Partnership with Mana Whenua is enabled by representation via three seats on the Governance Group for Papatipu Rūnanga.

General Goals and Objectives

General goals and objectives of the project are:

- A long-term goal around achieving a vibrant, dynamic, resilient and sustainable future for the Mackenzie District based on high quality visitor experiences and its natural, landscape, historic, cultural and community values.
- To develop, in collaboration with Mana Whenua/Nga Rūnanga, the community and across agencies, an agreed clear vision and direction for the Te Manahuna/Mackenzie District over the next 100 years through a Plan for 30 – 50 years that will:
 - assist master planning for separate consideration for community processes to articulate accompanying infrastructure and high level spatial planning needs as outcomes
 - advise decision makers and investors' lead priorities for how to invest wisely
 - arrive at an overall vision to take all partners forward
 - address a variety of immediate and longer-term needs
 - identify key strategic locations to tell the stories
 - improve conservation
 - aid long term recovery from the COVID-19 event.
- The Plan will clearly articulate:
 - How Mana Whenua will give effect to their aspirations for whānau through opportunities to educate and inform visitors and the community on the cultural landscape of Te Manahuna/Mackenzie District
 - Aspirations, goals and objectives for tourism, community, conservation, business and employment, as well as Mana Whenua cultural values including economic development
 - Provide guidance to address Aoraki challenges including but not limited to those indicated in the Draft National Park Plan, transport data for the district, tourism sector sustainability for example
 - The connections between the tourism flow from Christchurch to Queenstown, present and future experiences in the District, and the infrastructure that supports them.
 - Spatial view of the District, Region and inter-regions
 - The proposed mechanisms to manage impacts and derive benefits of growth
 - Priorities for action in the short, medium and longer-term to achieve these aspirations, goals and objectives (including infrastructure)
 - Roles, responsibilities and inter-relationships to deliver these actions
 - Provide guidance as to how to work in co-management with our Treaty Partner.

In scope

- The Mackenzie District is an area of significance to Mana Whenua/Nga Rūnanga and as such there is a need to encompass and recognise the cultural values. Co-design with Mana Whenua is crucial to the process so that the planning work is informed by Mana Whenua values and aspirations for Te Manahuna/Mackenzie District, Aoraki and Waitaki. The Consultant will therefore have existing and established functional networks and strong relationships in the District with Mana Whenua and the wider community.
- The Consultant must be able to deliver the Plan as per the Scope of Works, meeting project deliverables on time and budget and as per indicative timelines.
- Development of the Plan in Partnership with Mana Whenua and other key partners and stakeholders in the community as per the Te Manahuna Ki Uta/Destination Mackenzie project work programme and deliverables
- Delivering the Plan in a form and manner that allows the results to be publically available.
- Connection to other projects as per the Consultant's Brief - there are multiple strategy and project connections that a comprehensive unified agency approach must be inclusive of, taking into account there are varying (but not competing) needs from this project. The Consultant is to ensure a full scoping of interconnection opportunities for inclusion in their project methodology and planning.

Out of scope

The Consultant not required to implement / operationalise the Plan.

Geographic scope

This plan is for the Te Manahuna/Mackenzie District, but recognises that visitors flow through to the Upper Waitaki with no awareness that they have crossed any boundary on their journey. Aoraki/Mt Cook National Park sits within the District Boundary but has a separate statutory planning process from the rest of the District.

The geographic scale of the Destination Plan is at three levels:

- Local level – master planning for townships in the District.
- Local level – master planning for the journey through the District along State Highway 8 (SH8), State Highway 80 (SH80) and State Highway 79 (SH79) between Fairlie and Geraldine.
- District level - contributing to the work that the District Plan will do.
- Pan Regional level – visitor flows and transport linkages through the Te Manahuna/ Mackenzie District, and particularly to and from the District from Christchurch and Queenstown and including wider Canterbury and Otago regions.

Why are we doing this project?

To set a long-term goal around achieving a vibrant, dynamic, resilient and sustainable future for the Te Manahuna/Mackenzie District based on high quality visitor experiences and its natural, landscape, historic, cultural and community values. To do that the project needs to:

- Arrive at a plan to reach our goal and advise how in the Te Manahuna/Mackenzie District a collaborative strategic process will provide direction towards:
 - Arriving at an overall vision to take all partners forward
 - Addressing a variety of immediate and longer-term needs
 - Identifying key strategic locations to tell the stories
 - Improving conservation
 - Long term recovery from the COVID-19 event.
- Provide a sustainable Plan, based on vision and principles to assist master planning for separate consideration for community processes to articulate accompanying infrastructure and high level spatial planning needs as outcomes.
- Advise decision makers and investors' lead priorities for how to invest wisely.
- Provide guidance as to how to work in co-management with our Treaty Partner.
- Provide guidance to address Aoraki challenges including those indicated in the Draft National Park Plan, transport data for the district, tourism sector sustainability, etc.

What do we need from the Plan?

Collaborative planning leading to a cross agency approach

- Identify if the current model is sustainable or not.
- Arrive at a sustainable vision and set of principles to interlink social acceptability with what is anticipated to be taken forward.
- Depict the integration reality of multiple projects.
- Factor in what success looks like and the compatibility with Treaty Partners.
- Identify where the opportunity will be to have connections with Treaty Partners.
- A value and principle should be the improvement of conservation values so that we can protect, connect and strive to improve conservation.
- Master planning processes for spatial and infrastructural planning to link with the strategic vision and principles for a series of strategic reactions based on these principles.
- Identify what a successful sustainable tourism approach looks like and link this with priorities to deliver on it.
- Link with the Spoke and Hub model, using the 'Tourism 5As' (Accommodation, Accessibility, Activities, Amenities, Attractions), 'key visitor journeys'.

Specific challenges in relation to the status quo

- The visitor experience is predominately the road journey. There appears to be a 'volume over value' tourism proposition we've inherited over successive campaigns being interpreted by our visitors. How do we move to a value over volume model?
- The business model is 'coping with' impact. How do we stop dealing with the coping and dealing with the inspiring?

- Consider 'pilot' approaches to undertake a trial of initiatives at key sites, e.g., investment in The Pines to perform the role of a trial campsite function in the Mackenzie District.
- How to get an integrated DOC/Local Government Self Registration Camping System operating consistently across the Mackenzie District e.g., one example being a similar approach the Waitaki District Council has achieved down Waitaki River. How can we improve on the Omarama initiative? What is The Pines' role in the camping system in the Mackenzie?
- How to address the Aoraki combined camping and car-parking loads and pressure to site and district?
- Can we separate out the 'Masterplanning' side of community form and spatial planning into a separate community process running alongside or soon after this strategy?
- Not going straight to solutions or outcomes when faced with the very question of the sustainability of tourism.
- Leading the benefit of long-term planning.
- A lack of storytelling.
- A lack of cultural recognition.
- A lack of resources.
- There is no 'one size fits' all approach; this has to be created from vision and follow a process to think beyond what we know and challenge our current beliefs and bias.

What is driving the project?

- Best practice and successful examples tells us the future is working together and an initial step around visioning options.
- The need for social license to operate and make changes without spoiling settings and experience.
- Infrastructural strain and the need for masterplanning to protect timeless values before they are lost by development predicated by coping with the current model. Current public infrastructure is inadequate under the current situation. What do we need in terms of infrastructure moving forward?
- Destination management to be a strategic and unified approach.
- Visioning options needs to include climate change and visitation management.
- Strategy needs to project long-term, advocated to be 50 years to best plan infrastructure and its affordability for securing investment in a continuing or fluctuating growth scenario, "to receive benefits yet still maintain the environment and natural attributes that bring tourists in".
- There needs to be some overview on the benefit to conservation values, the protection of conservation, maintaining existing values and settings, but the process to arrive at 'how?'
- Managing the relationships with Christchurch and Queenstown.
- The need for a staged approach inclusive of conservation values.
- Social media reality that between 60-80% of responsible campers use the camper mate app.
- We are not able to build our way to solutions that will factor in all considerations.
- Awareness of the risks of spoiling why people are coming.

Factors identified in addressing development concerns in the tourism sector

- Public infrastructure strain for the district sector. Tourism growth has been the driver putting immense pressure on our public infrastructure. Struggling public infrastructure stifles private growth and also investment.
- Business needs a strong public service and the stability of a unified approach for infrastructural planning and development if investment is to follow.

- Investment is recognised as pivotal to curating a resultant Destination Management Plan's implementation. This is in order to provide what is required for a sustainable economy as a result of a successful tourism sector.
- Conservation underpins everything we do and considering how conservation values can improve and be stronger as a result of the activities, not weaker, is a responsibility of the Principles setting role of the plan.
- GDP role for tourism to be included in strategy work with all agencies.
- The impacts of COVID-19 on the tourism industry, economy and community wellbeing.
- The potential for other external shocks from e.g., further pandemics, natural disasters, climate change or economic crises, and the need to be resilient across a range of scenarios.

Delivering the Plan

- Inclusive of a 100-year vision for the District.
- A high level spatial layout consistent with the spatial planning associated with the Mackenzie District Plan Review.
- A unified vision that protects the values underpinning the resultant principles in the plan.
- Analysis of investment and de-investment at sites.
- Agreed cross agency approach to management of accommodation, transport, camping and infrastructure.
- Analysis of the role of key sites and investment assessment.
- Transport and other connections with Aoraki/ Mt Cook National Park, and relationships between key sites.
- Work with agencies to define each agency's optimal role in the Mackenzie, including support for conservation, recreation and tourism values.
- Describe optimal connection to strategic projects.
- Co-design with Papatipu Rūnanga.
- Supports implementation for the Aoraki/Mt Cook National Park Plan, MDC LTP process and District Plan review.

Connected projects and work

There are multiple strategy and project connections that a comprehensive unified agency approach must be inclusive of, taking into account there are varying (but not competing) needs from this project. Planning work will not be done in isolation. Connection needs to be ensured with (but not limited to) the projects below:

- The MDC Long Term Plan process and 30-year Infrastructural Plan
- The MDC District Plan and respective Community Plans
- The DOC Tū Te Rakiwhanoa Drylands and Te Manahuna Aoraki (predator free) workstreams
- South Island Destination Management Plan
- Aotearoa New Zealand Tourism Strategy (MBIE and DOC)
- Tourism NZ programme of work with MBIE and DOC
- DOC's Heritage and Visitor Strategy
- Agency Alignment Programme (for Te Manahuna/Mackenzie Basin)
- DOC statutory documents (the Canterbury (Waitaha) Conservation Management Strategy 2016 and Aoraki/Mt Cook National Park Management Plan review).
- The Waka Kotahi NZTA Transportation/ Model and State Highway Corridor Planning, inclusive of the Road to Zero action plan
- LINZ Land Management Planning

- Business and commercial sector planning initiatives for accommodation capacity and attractions, investment and spatial planning
- Environment Canterbury Lake Tekapo Regional Park Management Plan and Master Plan review
- New Zealand Motor Caravan Association site planning in the Mackenzie District, inclusive of a proposed expansion in the above park
- Visitor Management Strategy work inclusive of tourism strategy and planning, Campermate data, displacement initiatives and whole-of-journey research.
- Mackenzie Country Trust
- COVID-19 Recovery Plans.

This by no means is a comprehensive or total list of project connections and the Consultant is to ensure a full scoping for inclusion in their project methodology and planning.

Project timeline to date

- In December 2018, Mackenzie District Council (MDC) received \$711,000 from the Ministry of Business, Innovation and Employment (MBIE) approved for destination management planning in collaboration with the Department of Conservation (DOC). Mackenzie District Council is contributing a further \$90,000 of rates revenue towards the project.
- A Governance Group is established to oversee the work. In addition to MDC (lead) and (DOC), the group is comprised of Papatipu Rūnanga, Land Information New Zealand (LINZ), MBIE, Waka Kotahi New Zealand Transport Agency (Waka Kotahi NZTA), Mackenzie Development Group (MDG) and an independent chair. The Governance Group had its first meeting in early June 2019 to consider project scope, a draft terms of reference and appointment of the independent Chair.
- Since then, further work has been undertaken including co-visioning workshops with all partners in the project that informs the Governance Group Terms of Reference and Scope of Works documents.
- We are now seeking to procure a Consultant for a fuller picture of the planning work required, challenges involved, detailed timeline and development and delivery of a Plan. The summary work programme sees the Plan to be substantially completed in 2021.

General Project Goals and Objectives

- A long-term goal around achieving a vibrant, dynamic, resilient and sustainable future for the Te Manahuna/Mackenzie District based on high quality visitor experiences and its natural, landscape, historic, cultural and community values.

- To develop, in collaboration with Mana Whenua/Nga Rūnanga, the community and across agencies, an agreed clear vision and direction for the Te Manahuna/Mackenzie District over the next 100 years through a Destination Management Plan for 30 – 50 years that will:
 - assist master planning for separate consideration for community processes to articulate accompanying infrastructure and high level spatial planning needs as outcomes
 - advise decision makers and investors’ lead priorities for how to invest wisely
 - arrive at an overall vision to take all partners forward
 - address a variety of immediate and longer-term needs
 - identify key strategic locations to tell the stories
 - improve conservation
 - aid long term recovery from the COVID-19 event.
- The Plan will clearly articulate:
 - How Mana Whenua will give effect to their aspirations for whānau through opportunities to educate and inform visitors and the community on the cultural landscape of Te Manahuna/Mackenzie District
 - Aspirations, goals and objectives for tourism, community, conservation, business and employment, as well as Mana Whenua cultural values including economic development
 - Provide guidance to address Aoraki challenges including but not limited to those indicated in the Draft National Park Plan, transport data for the district, tourism sector sustainability for example
 - The connections between the tourism flow from Christchurch to Queenstown, present and future experiences in the District, and the infrastructure that supports them.
 - Spatial view of the District, Region and inter-regions
 - The proposed mechanisms to manage impacts and derive benefits of growth
 - Priorities for action in the short, medium and longer-term to achieve these aspirations, goals and objectives (including infrastructure)
 - Roles, responsibilities and inter-relationships to deliver these actions
 - Provide guidance as to how to work in co-management with our Treaty Partner.

Consultant capacity and capability

The Consultant will have the capacity and capability to:

- Commission the programme of work outlined in the Scope of Works and in accordance with the requirements in the Consultant’s brief
- Appoint, second or co-opt sub-contractors for identified sub-studies
- Determine and allocate appropriate resources including project management and monitor costs in accordance with set budget
- Development for approval of project briefs and plans for projects and/or studies in consultation with the Mackenzie District Council Chief Executive and with the support of the Working Group
- Prepare and submit consultant programme level reports, project reports, governance group reports, working group reports, ministerial and agency briefings and reports
- Prepare and monitor Communications and Stakeholder Engagement Plans
- Prepare and monitor risk and issues registers
- Monitoring progress and completion of projects as per approved project plans.
- Can demonstrate relationships or have the ability to establish functional networks and strong relationships in the District with Mana Whenua and the wider community and able to foster new relationships where required.

- A strong background and track record working within the tourism sector.
- Specific experience in destination management matters and development of relevant strategies.
- Ability to facilitate workshops comprising participants from both the public and private sector.
- An understanding of central and local government planning processes.
- Commercial and political acumen.

Communication and Results

- Internal project related communications between the Governance Group, Working Group and contractors will be managed by the appointed Consultant under supervision of the Mackenzie District Council Chief Executive.
- All external communications will be the responsibility of the Chair of the Governance Group and after consultation with and approval by all partners in the Governance Group.
- The Consultant will prepare for approval by all partners, all written material to be communicated externally by the Chair on behalf of the Governance Group.
- External communications will be supported and managed by the Consultant through a Communications and Stakeholder Engagement Plan, supported by an approved Key Messages document for use by partners outside of formal communications.
- The Consultant will prepare Ministerial and Contract Briefings for communication by the Mackenzie District Council Chief Executive where required.
- The Governance Group will ensure that all requests to prepare and communicate material are made in a timely manner and will maintain a 'no surprises' approach with Mackenzie District Council.

Results

The Plan results will be publicised in such a form and manner that it is publicly available including the supporting data and final reports.

Appendix 1 – Tourism data to support project scoping

Appendix 2 – Work programme - Indicative project elements and results – Table

Stage	Workstream	Key outputs	Due By	Status	Achieved
1	Establishment and approval to progress	Governance Group appointed	May 2019		Complete
		Funding approved	Dec 2018		Complete
		Governance Group TOR signed off	June 2020		
		Scope of Works and Contractor Brief signed off	June 2020		
		Contractor appointed	July 2020		
2	Vision and principles creating (with Working Group)	Sourcing and analysing data and inputs			
		Consulting with the community and stakeholders to understand values, critical issues and aspirations for lifestyle, employment, social cohesion, recreation and business			
		Preparing a long-term vision and using data and community engagement input.			
3	Evaluation Framework creation	Demand analysis			
		Risk assessment			
		Carrying capacity (limits of acceptable change)			
		Spatial conflicts and implications			
		Synthesis of analysis			
4	Scenario development and selection	Three leading options			
		Actions required to implement options			
		Preparing rough order budgets for the three initiatives			
5	Selection of strategic options	Evaluating the options using financial modelling, cost-benefit analysis, cultural/social/environmental impact assessment, economic impact assessment, workforce strategy analysis			
		Reviewing with the community and stakeholders			
		Selecting preferred option/s			
		Refinement of policies and priorities around chosen option			
		Determining the funding and implementation pathway			
6	Development of the Destination Plan ongoing	The Crown's partnership with its Treaty Partners			
		Engagement and consultation with the public			
		Establishment of data sets			
		Visitor monitoring			
		Co-ordination with other strategic projects in the District			

Appendix 3 - Work Programme – Critical Detail

The Consultant will interpret the following stages in the Te Manahuna Ki Uta/ Destination Mackenzie Project and submit a proposal based on the following deliverables and stages, as a minimum:

Stage 1 – Set up

1. Governance structure (complete)
2. Terms of reference, project scope and Consultants Brief (complete)
3. RFP process (underway)

Stage 2 – Vision and principles creation- with Working Group

4. Sourcing and analysing data and inputs including:
 - a. Infrastructure assessment, including roads, three waters, public services, utilities, retail, camping
 - b. Visitor journey mapping, itineraries, flows, and congestion at key sites
 - c. Visitor typologies including expectations, sense of crowding, experience of NZ conditions and roads, motivations and constraints
 - d. Natural hazards and visitor risk review including road safety
 - e. Environmental/conservation values and impact analysis
 - f. Cultural and heritage impact assessment, values and aspirations of ManaWhenua
 - g. Understanding business operations (not limited to tourism). It is noted that farming, energy and other business (retail, support services) are also key players in theMackenzie
 - h. Landscape assessment
 - i. Spatial analysis
 - j. SWOT and Risk analysis
 - k. Gaps analysis
5. Consulting with the community and stakeholders to understand values, critical issues and aspirations for lifestyle, employment, social cohesion, recreation, business.
6. Preparing a long-term vision and using data and community engagement input.

Stage 3 – Evaluation framework creation

7. Demand analysis
8. Risk assessment
9. Carrying capacity (limits of acceptable change)
10. Spatial conflicts and implications
11. Synthesis of analysis

Stage 4 – Scenario development and selection

12. Three leading options

13. Actions required to implement options
14. Preparing rough order budgets for the three initiatives

Stage 5 - Selection of strategic options

15. Evaluating the options using financial modelling, cost-benefit analysis (including the value of externalities), cultural /social/environmental impact assessment, economic impact assessment, workforce strategy analysis
16. Reviewing with the community and stakeholders
17. Selecting preferred option/s
18. Refinement of policies and priorities around chosen option
19. Determining the funding and implementation pathway

Stage 6 – Development of the Plan ongoing

20. The Crown's partnership with its Treaty Partners
21. Engagement and consultation with the public
22. Establishment of data sets
23. Visitor monitoring
24. Co-ordination with other strategic projects in the District

Appendix 4 – Indicative timeframe

Key:

	Programme management
	Vision and principles creation
	Evaluation framework creation
	Scenario development and selection
	Selection of strategic options
	Developing the Destination Management plan

	Jan 2020	Feb 2020	Mar 2020	Apr 2020	May 2020	Jun 2020	Jul 2020	Aug 2020	Sep 2020	Oct 2020	Nov 2020	Dec 2020	Jan 2021	Feb 2021	Mar 2021	Apr 2021	May 2021	Jun 2021	Jul 2021
Programme Management																			
Project documentation development																			
Governance																			
RFP processes																			
Governance Reporting																			
Contract reporting (MBIE)																			
Working Group reporting																			
Stage II – Vision and principles creation- with Working Group																			
Consulting with the community and stakeholders to understand values, critical issues and aspirations for lifestyle, employment, social cohesion, recreation and business																			
Preparing a long-term vision and using data and community engagement input.																			
Consulting with the community and stakeholders to understand values, critical issues and aspirations for lifestyle, employment, social cohesion, recreation and business																			

Stage III – Evaluation framework creation																			
Demand analysis																			
Risk assessment																			
Carrying capacity (limits of acceptable change)																			
Spatial conflicts and implications																			
Synthesis of analysis																			
Stage IV – Scenario development and selection																			
Three leading options including ‘business as usual																			
Actions required to implement options																			
Preparing rough order budgets for the three initiatives																			
Stage V - Selection of strategic options																			
Evaluating the options																			
Reviewing with the community and stakeholders																			
Selecting preferred option/s																			
Refinement of policies and priorities around chosen option																			
Determining the funding and implementation pathway																			

Development of the Destination Plan Ongoing																			
The Crown's partnership with its Treaty Partners																			
Engagement and consultation with the public																			
Establishment of data sets																			
Visitor monitoring																			
Co-ordination with other strategic projects in the District																			