

Te Ihirangi

THE TAUPŌ REGIONAL DESTINATION
MANAGEMENT PLAN

KO TE MAHERE WHAKAHAERE MŌ TE
TAUNGA O TE ROHE O TAUPŌ

2022



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FOREWORD

KO TE ANGA WHAKAMUA



It is with great pride that we bring you Te Ihirangi, the region's first ever formal Destination Management Plan (DMP). This plan belongs to everyone who lives and works in our region, and it supports those who visit.

Ngā Pou E Toru has been embedded as the fundamental foundations for the DMP, to grow our region in a way that reflects Ngāti Tūwharetoa tikanga and creates a 'Destination of Excellence' for residents, visitors, the environment, and the economy.

We are grateful to the mana whenua of this region and their representatives who have joined us on this journey, bringing the values and priorities of Iwi and of mātāwaka to this work. Together, we work as partners for all in this region.

It is important to acknowledge the many people who have contributed to building this plan, community organisations, businesses, Iwi Māori, our rangatahi, and many others. All of you have given your time generously to help us create a plan for an inclusive and thriving region.

I would especially like to thank the members of the DMP Leadership Advisory Group, who not only brought a diverse range of perspectives, but also enabled a co-ordinated approach between key stakeholders.

Thank you to all who have contributed a voice to this mahi, it will be a foundation for the future of our region.



Tē tōia, tē haumatia

NOTHING CAN BE ACHIEVED WITHOUT A PLAN AND WAY OF DOING THINGS

David Wilks
Chairperson
Leadership Advisory Group

5 December 2022



Right: Tongariro River Trail

EXECUTIVE SUMMARY

KO TE WHAKARĀPOPOTANGA KAIHAUTŪ

Life flows from here

Te Ihirangi – the Taupō Regional Destination Management Plan represents a new dawn in tourism planning. It outlines a common vision and framework for a more holistic and regenerative approach to tourism across the destination. This approach ensures that tourism adds true value to the destination, its communities, environment, and culture.

Te Ihirangi is a collaboration with Iwi, the community, and the key stakeholders that make up the broader tourism eco-system. It has been developed to give clear direction to everyone within the destination that contributes in some way to the visitor experience. It takes a holistic, value-driven approach to charting a plan for the Taupō Region that ensures tourism benefits the region into the future. It is a strategic resource and action plan to support residents, businesses, industries, and Iwi in their tourism-related endeavours.

The destination faces environmental, cultural, and social challenges. Te Ihirangi provides an opportunity for tourism to positively address these challenges. The actions outlined within the plan are guided by our destination story and underpinned by the vision and values that are important to us as a community.

Te Ihirangi focusses on supporting long term regenerative change so that tourism enriches our people, communities, and manuhiri while strengthening the mauri of our lands and waters for generations to come. Through a collective approach Te Ihirangi will drive a prioritised programme of activities to ensure that our region is a destination of excellence founded on caring for our land and our people.



Above: Kayak fishing in the Western Bays



Vision

We will enrich our people, our communities and manuhiri who value the place as we do, strengthening the mauri of our lands and waters for generations to come



Values

TUKUTAONGA We are proud of our place	TAU RANGATIRATANGA We are leaders	MANAAKITANGA We value our visitors and our communities	
KOTAHITANGA We work collectively and collaboratively	KAITIAKITANGA We value our natural taonga	AWHI We embrace, support and care for our communities and visitors	PONO We are true to our place and our people



Strategic Directions

Sustaining a successful tourism industry into the future that thrives through its values	Supporting the growth of a thriving Māori and cultural tourism industry	Creating destination governance structures that reflect the place and people and its values	
Creating opportunities for tourism to support environmental protection and enhancement activities	A pathway to a regenerative destination	Infrastructure that supports an effective and functioning destination	A destination that is not afraid to try new things



Actions

- Destination Leadership
- Our Culture
- Te Taiao the Natural World
- Enterprise
- People and Workforce
- Infrastructure

1 INTRODUCTION AND CONTEXT - KO TE WHAKATAKINGA ME TE HOROPAKI

Te Ihirangi heralds a shift in thinking from economy-driven tourism to regenerative tourism. It considers the impact of tourism on our communities, cultures, our infrastructure, and our natural environments. It has a particular focus on the wellbeing of our communities and the role of kaitiakitanga (guardianship) in protecting and enhancing our environment for future generations.

1.1 Rethinking Tourism

The Ministry for Business, Innovation and Employment (MBIE), as part of its Covid-19 response, directed every destination to create a Destination Management Plan. This approach recognises that we can no longer aspire to exponential and unregulated growth in visitor numbers, and that we now need to focus on providing quality, high value experiences that deliver regenerative benefits to our communities and to the environment. The definition of value within this context has expanded from solely the economic to also include social, environmental, and cultural value. In turn, as an industry, we want visitation to the region to be valued by the destination's communities.

Te Ihirangi - the Taupō Regional Destination Management Plan has been developed using a guiding philosophy that tourism should leave this place better than before. This means moving to a more regenerative model focused on creating and sustaining a visitor industry that, over time, will have more apparent and positive impacts on the Taupō regional destination, enhancing the values that make it special. This shift will not happen quickly but is instead a journey that will take time. It will rely on the buy-in of local and central government, Iwi, business,

the community, and our visitors. Te Ihirangi has been developed with this long-term shift in mind. It aims to establish the social infrastructure that will be vital to creating and sustaining positive change.

Within the context of this plan the Tourism Industry is not limited solely to tourism operators. It includes the broader eco-system that connects an entire visitors' experience with the destination, such as accommodation and hospitality, private and public services and infrastructure, our environment, and our resident community. Visitors are those who choose to come to our destination whether it is for a holiday, business, to visit friends of family or are just passing through.

1.2 What is Te Ihirangi?

Te Ihirangi - A New Dawn

Destination management is the coordinated management of all aspects of a destination that contribute to a visitor's experience and needs. This includes considering the perspectives, needs and expectations of residents, Iwi, the business and tourism eco-system, and visitors themselves.

Destination management planning brings together different communities and stakeholders from within the region to achieve the common goal of developing a well-managed, regenerative visitor destination. It is an ongoing process that requires destinations to plan for the future and consider the social, economic, cultural, and environmental risks and opportunities. The Taupō region's destination management process arose out of an earlier collaborative kaupapa between Te Kotahitanga o Ngāti Tūwharetoa, MBIE, Destination Great Lake Taupō, Department of Conservation, Taupō and Ruapehu District Councils, and Visit Ruapehu with a focus on establishing a new dawn for tourism within the rohe.



The aim of Te Ihirangi is to weave two cultural perspectives together to outline a shared commitment and statement of intent for the future development, protection, and regeneration of our region. Te Ihirangi creates the foundations for a destination of excellence for visitors, residents, the environment, and the economy.

While the scope of the Destination Management Plan is wider than the Ngāti Tūwharetoa rohe, it is still underpinned by the foundational values of Ngā Pou e Toru, as expressed by manaaki tangata - creating better value for its residents and visitors alike, and manaaki whenua - protecting and enriching this place for future generations to come.

Te Ihirangi has been developed in partnership with mana whenua and the community over a two-year period. As well as looking at data and trends to understand what makes the destination tick, there has been significant partner, stakeholder and community engagement to identify and understand the views, aspirations and values of our destination's residents. This engagement tested the thinking at each step of the process and included over 1,200 conversations with Iwi, local community groups, cross-sector business entities, central and local government agencies, rangatahi(youth) from the local schools and

tourism operators. Many one-on-one sessions, a community survey, and stakeholder and community workshops were held across the region in Taupō, Tūrangi and Mangakino.

Te Ihirangi establishes a strong evidence base to support and guide the destination's future tourism direction, strategies, and actions.

It is aligned to a wide range of national, regional, and local strategies and is underpinned by substantive primary and secondary research provided by leading researchers and academics from across the country. The plan considers best practice examples of destination management from across New Zealand and other parts of the world and seeks to inject fresh thinking and a deeper connection with place into the future role of tourism in this destination.

The plan development process was overseen by a Leadership Advisory Group with representation from Iwi, Taupō and Ruapehu District Councils, Taupō and Ruapehu Regional Tourism Organisations, industry representatives, Amplify (the Taupō District economic development agency) and the Department of Conservation. This independently chaired group guided the development of the plan and provided valuable input and direction at key points of the process.



1.2.1 A Regenerative Approach - Ko te Aronga Whakatupu Rua

Te Ihirangi charts a course for moving to a more regenerative approach to tourism within the destination. Regenerative tourism represents a sustainable way of travelling and discovering new places. It seeks to ensure visitors have a positive impact on their holiday destination, leaving it in better condition than it was found. Regenerative tourism is a concept that goes beyond sustaining or avoiding damage to the environment and aims to actively revitalise and enhance it. This results in a positive cycle of impacts on local communities and economies: sustainable regeneration. This approach is recognised through the key components of Te Ihirangi that look to enrich the destination's communities, culture and environment whilst providing experiences for visitors that will be remembered for a lifetime.

While this approach reflects emerging global best practice, it also reflects the Māori world view (te ao Māori) which acknowledges the interconnectedness and interrelationship between all living and non-living things. This holistic approach drives a need to consider and understand the total ecosystem of a destination, and not just parts of it.

Tourism in the Taupō District has previously been driven by the economic benefit it provides to the region. Planning for the future of tourism has largely focused on the development and marketing of tourism experiences, and the attraction of greater numbers of visitors who will stay longer and spend more.

However, it is in fact an industry that affects, and is in turn affected by the wellbeing of our communities, culture, environment, and economy. Considering these connections and taking a more holistic approach is integral to moving to a richer and more positive future for tourism and the destination. This regenerative approach requires a holistic view when we think about and plan out a positive future for our destination.

Moving to regenerative tourism is a long journey that will not happen overnight. It is reliant on a collaborative approach between those parties shown in Figure 1, at all levels. Delivery of regenerative tourism is the responsibility of governance, industry, community, and the visitor, with all parties reaping its benefits over time. This worthy and necessary goal requires a change of mindset; looking at the destination in an all-inclusive way and ensuring it is embedded in all destination governance and management decision making.

2 THE TAUPŌ REGIONAL DESTINATION - KO TE TAUNGA WHENUA O TE ROHE O TAUPŌ

2.1 The Destination

There are no hard boundaries to a visitor destination. A destination is effectively defined by visitor flows and communities that transcend statutory boundaries. The Taupō Regional Destination essentially encompasses Lake Taupō and its surrounding settlements and landscapes and extends north up the Waikato River to include the settlements of Reporoa, Whakamaru and Mangakino. Towards the east the destination extends to the headwaters of the Rangitaiki River, and to the south it includes Tūrangi and many smaller lakeside villages and extends to Tongariro National Park and the rohe of Ngāti Hikairo

For the purposes of Te Ihirangi, the destination is loosely considered to be the Taupō District but the important linkages with the surrounding lands from a tourism, community and cultural perspective consider the wider context of the destination. Through Ngāti Hikairo ke Tongariro, the destination extends into the Ruapehu District to include Tongariro Maunga and Whakapapa.

For the purposes of the Destination Management Plan, this destination will be known as the Taupō Regional Destination.

The Taupō Regional Destination's central North Island location makes it one of the most accessible destinations in Aotearoa, particularly by road. The destination lies within 2-3 hours' drive of several main population centres including Auckland, Hamilton, Tauranga, Hawkes Bay, and Palmerston North.

2.2 Tourism

The region has long been regarded as one of the country's most important visitor destinations. It is very popular with both domestic and international visitors due to its stunning natural features and central location. The destination includes the globally iconic Tongariro National Park, Huka Falls and Lake Taupō. The destination has over 300,000 ha of publicly accessible lands and waters made up of national and forest parks, reserves, lakes, and rivers. It is home to over 170 tourism operators as well as many free attractions available on public land. There are 12,600 beds available for visitors in 1,750 commercial and short-term accommodation properties, excluding unlisted holiday homes. Pre-Covid, the destination was attracting 1.5 million domestic visitors and 500,000 international visitors per annum. This resulted in total bed nights to the value of \$3.6 million. There were 2 million key visitor experiences including 900,000 visits to Huka Falls and 140,000 people walking the Tongariro Alpine Crossing per annum, pre-Covid. The resulting financial benefit to the Taupō District from tourism was \$675 million YE Mar 2020, which accounted for 17% of the district's GDP.

From a workforce perspective, the industry accounted for 6,500 FTE's which is 39% of the district's workforce. It is estimated that tourism incomes within the destination were \$280 million per annum.

A 2021 survey of the destination's community indicated that 81% of the community engage in some way with visitors, whether it is through working within the industry or through casual engagement such as talking to visitors in the street. Thirteen percent of respondents said they have made friends with visitors

and keep in touch. The survey also indicated that there is community support for tourism, with over 90% of respondents in agreement that tourism is good for the Taupō region. The local community has a high degree of pride in the destination, with 92% of respondents indicating they were likely to recommend the Taupō destination as a place for people to visit.

Tourism is an important part of the fabric of the destination and provides significant financial benefits through visitor spend and employment. This is generally recognised by the community who welcome tourists and are proud of the destination in which they live.

2.3 Destination Issues and Opportunities - Ko ngā Take me ngā Huarahi o te Taunga Whenua

Through the review of data and insights, community engagement and a comprehensive analysis of the destination, a series of issues were identified. These issues are currently limiting the destination's ability to function to its full potential in a more regenerative setting. In many cases, these issues also represent opportunities for the destination, and resolving these challenges will see considerable benefits to the destination from both a community and visitor perspective.

Nine destination issues were identified:

- 1. Housing** - There is a lack of affordable housing and rental stock within the destination. This is a barrier for those wanting to relocate to the destination for tourism purposes and is also impacting commercial accommodation availability as motels and backpacker hostels pick up semi-permanent or permanent workers. High volumes of short-term accommodation and holiday homes are contributing to this shortage.
- 2. Workforce** - There is a growing lack of staff required to run tourism and hospitality businesses. Several factors contribute to this shortfall including, a shift out of the sector during Covid-19, low industry wage rates, a lack of support for tourism and hospitality careers from local tertiary education providers, a lack of

awareness by rangatahi (youth) of the diverse range of career options available, and the resulting lack of value youth place on careers within the industry.

3. Cultural Visibility - The Taupō region has a strong and rich cultural history that does not have a clear visual presence within the destination, nor within the experiences on offer to visitors. This is an opportunity for mana whenua and the destination to celebrate our cultural heritage and stories through enriched visitor experiences. An opportunity exists to better integrate Iwi values and tikanga throughout the destination to enable positive advancement of our people and place. This includes recognising mana whenua within destination management and governance.

4. Destination Governance and Management -

There are several entities managing aspects of the destination, often in a fragmented manner. These include Destination Great Lake Taupō (tourism marketing), Amplify (economic development), Taupō District Council, the Tūwharetoa Māori Trust Board, Te Kotahitanga o Ngāti Tūwharetoa Trust and the Department of Conservation etc. In some instances, this creates an overlapping of responsibilities, potential communication gaps and operational inefficiencies. Cross boundary issues can occur with the Ruapehu Destination. A lack of a dedicated Māori role within this structure is also hindering cultural capability and the development of new Māori tourism experiences.

5. Infrastructure - The destination faces specific infrastructure issues as it experiences visitor and population growth. Capacity issues at key locations such as the Tongariro Alpine Crossing and Huka Falls are creating pressure on the environment and affecting visitor experiences. In some cases, this pressure is also displacing locals. The destination has some tired and under-invested infrastructure, gaps in the experience and accommodation offering (especially for larger groups), and challenges with connectivity to the destination via road and air.

6. Seasonality - The region is seasonal in nature with quieter shoulder seasons between summer, school holiday periods, large events, and long weekends. Many retail, hospitality and other CBD businesses are not open in the evenings or for extended hours during peak periods, creating a perception that the Taupō

destination is not open for business as much as some destinations. Core services such as law enforcement and medical services are not resourced adequately to deal with the significant increase in visitor numbers during peak times.

7. Accommodation - The accommodation sector worldwide has seen a significant shift over the past few years with exponential growth in peer-to-peer and short-term accommodation (STA). The Taupō region is no exception with over 1,600 active properties listed on STA booking platforms such as Air BnB. Short-term accommodation is an important and much needed addition to the broader accommodation offering but the lack of regulation for STA does in some instances detract from the quality of a visitor's experience and can impact on the neighbourhoods where they are located. There are several gaps in the regions commercial accommodation offering including the need for a 4-5 star hotel that can accommodate large groups and business events.

8. Environmental Sustainability - While visitation has not yet drastically impacted the destination's environment, specific locations are suffering from the effects of tourism use. This has affected the community's appetite for continued and increased tourism. Freshwater quality, climate change and biodiversity are key environmental issues concerning the community. The community considers the environment is a key asset to the destination for both visitors and residents alike. To this end, there is a belief that the tourism sector is well placed to be more active in protecting and enhancing the environment.

9. Destination Definition - There is a perception that the destination's identity, regional branding, key values, and target markets lack clarity. This is affecting the destination's ability to market its diverse range of experiences. There is also a perception that this approach often leaves out the smaller settlements of Tūrangi, the southern Lake Taupō settlements, Mangakino and Whakamaru.



Right: Four Mile Bay, Lake Taupō

3 THE DESTINATION STORY - KO NGĀ KŌRERO MŌ TE TAUNGA WHENUA

Our Destination Story forms a key element of this plan. The key purpose of our Story is to identify the underlying essence of the region to guide all sectors, stakeholders, and communities in sharing a united narrative that can be applied across the marketing, planning, development, investment, and protection of our region. The story was developed through extensive engagement with the community as part of the development of Te Ihirangi.

Ka rere te oranga i konei.

He hononga hohonu rawa tō ia o tātou ki tēnei wāhi mīharo.

I konei, ka horoia tātou e te wairua o ō tātou maunga, tō tātou moana me ō tātou awa, ā, ka whāngaia ō tātou wairua ia te rā, ia te rā. Ka whakakahangia tātou e te manaakitanga o te iwi me te hapori. Ā, ka whakaata mai nei te mana o ēnei pakikōrero ko wai mātou, nō hea mātou, ā, kei te anga atu mātou ki hea.

Mā te mahitahi ka waihanga ake i tētahi ao anamata e whakamana ai, ā, e whakakaha ai i tō tātou iwi me te whakapakari i te kaitiakitanga i runga i ō tātou whenua hei ngā reanga e haere ake nei.

Nau mai, haere mai, e pōhiritia ana koutou ki konei kia rangona ai te aroha mō tēnei wāhi, ā, kia arohaina anōtia ia pērā i a mātou.

Life flows from here.

All of us, in our own way, have a deep connection to this remarkable place.

Here, the living spirit of our mountains, lake and rivers wash over us and nourish our souls every day.

The manaakitanga of our people and community guides us and gives us strength.

And the power of our stories reflects who we are, where we've been, and where we're going.

Together, we're building a future that'll both enrich and sustain our people and strengthen the kaitiakitanga of our landscapes for generations to come.

Nau mai haere mai, we welcome you to share our love of this place and treasure it as much as we do.

4 DESTINATION VISION - KO TE KITENGA TAUNGA WHENUA

Ka whakamana mātou i tō mātou iwi, ō mātou hapori, me ngā manuhiri e arohaina nei tēnei wāhi pērā i a mātou, e whakakahangia ana te mauri o ō tātou whenua me ōna wai mā ngā reanga e haere mai ai.

We will enrich our people, our communities, and manuhiri who value the place as we do, strengthening the mauri of our lands and waters for generations to come.

The destination vision was developed through engagement with the community and reflects those matters which are important to our place and people. It sets out the outcome of positive change that the community wants Te Ihirangi to achieve. The vision reflects key elements identified in Ngā Pou e Toru – the foundational values of Ngāti Tūwharetoa; *manaaki tangata* and *manaaki whenua* - strengthening and enriching land, water, and people. The vision identifies that, as a destination, we welcome visitors who share our values and respect and contribute to the place we all love.

This vision is the tohu (touchstone) of the plan that needs to direct its application by all. The values, strategic directions and actions that sit below this vision have been developed to collectively direct how the vision is to be achieved.

5 DESTINATION VALUES - KO NGĀ UARA TAUNGA WHENUA

The destination values express what is important to us as a community and place. They form the foundational parameters that will guide our decision making, funding and ongoing actions as we implement the plan. These values purposefully overlap and interrelate, which is significant. The overlap demonstrates that, for the values to be applied successfully, they need to be applied collectively and with a degree of balance - 'tau utu utu'.

Tukutaonga | We are proud of our place

We are proud of our place and those things that make our destination great. We will support those things and grow them for the betterment of everyone and everything. Our community will take pride in their destination and the experiences that manuhiri have when they visit. This sense of pride will, in turn, enhance the experience of visitors.

Tau rangatiranga | We are leaders

We will be acknowledged as leaders in the creation of a regenerative destination that provides for its people and taiao. Our destination, its lands, its waters, and its people are important to us. Our destination will lead by example and set expectations for visitors and not the other way around.

Manaakitanga | We value our visitors and our communities

We will look after those who visit our place and spend time here in a way that reflects our values. We want people to leave as whanau with positive experiences that will stay with them for a lifetime.

Kotahitanga | We work collectively and collaboratively

A collaborative and collective approach is taken, both within the destination and outside of it. We share and communicate issues and ideas; we work together to address these challenges and we realise opportunities that will benefit everyone.

Kaitiakitanga | We value our natural taonga

It is what sustains us and the destination. We must look after our environment and be part of enhancing it now for the benefit of our communities, visitors, and future generations.

Awahi | We embrace, support and care for our communities and visitors

We support our people to be part of the destination so that the destination benefits our communities as well as our visitors. We cherish those values that are important to us, embrace new ideas and opportunities and support them to become a reality. We will support and nurture people and initiatives that reflect our values, whilst respecting peoples' differences.

Pono | We are true to our place and our people

The destination will be a true reflection of our values and what is important to our communities and our place. We will support those things that make our destination unique.



Ngātoroirangi Mine Bay Māori Rock Carvings

6 STRATEGIC DIRECTIONS - KO TE ARONGA RAUTAKI

The following strategic directions provide a framework for implementing the actions so that they reflect the visions and values of Te Ihirangi. They provide direction on key activation areas which are vital to ensuring tangible change occurs through the implementation of the plan.

DIRECTION	DESCRIPTION
1 Sustaining a successful tourism industry into the future that thrives through its values	There is a need for the tourism industry to be successful in the long term to add value to the community and the place.
2 Supporting the growth of a thriving Māori and cultural tourism industry	There is an identified gap in the destination in respect to Māori-led and cultural-based tourism experiences. Development of such experiences will benefit the visitor and local communities through sharing their culture and knowledge with visitors.
3 Creating destination governance structures that reflect the place, the people, and its values	There are opportunities to improve destination governance and management, so it is more effective and responsive to the needs of the destination while reflecting its values.
4 Creating opportunities for tourism to support environmental protection and enhancement activities	Te Taiao (the natural world) is central to the destination's communities and visitors. It is important that tourism plays its part in protecting and restoring the environment.
5 A pathway to a regenerative destination	Regenerative tourism offers more benefits for the destination by giving back to the place and the people and aligning with the destination values. The current destination is not there yet, and work is required for the destination to be truly regenerative.
6 Infrastructure that supports an effective and functioning destination	Ensuring that the infrastructure required to deliver a successful destination, in line with the destination vision and values, is in place and working to its optimal ability
7 A destination that is not afraid to try new things	This direction provides guidance to the nature of the actions. The destination should not shy away from trying new things and taking steps into the unknown to create great outcomes and experiences for its community, manuhiri, and the destination itself. This direction reinforces the need to aim high for what is truly valuable, to be persistent and not to let challenges stop progress towards reaching goals.

Whāia te iti kahurangi ki te tūohu koe me he maunga teitei

7 ACTIONS - KO NGĀ MAHI

The following actions represent the combined insights of Māori, communities, the tourism industry, desktop research and stakeholders.

- 1** *Destination Leadership*
- 4** *Enterprise*
- 2** *Our Culture*
- 5** *People and Workforce*
- 3** *Te Taiao the natural world*
- 6** *Infrastructure*

Each focus area has specific action points that are set out in Section 7. Priority actions that are integral in transforming the destination vision are contained in the light blue rows of the following tables. Lead agencies for each action are identified, however it is assumed that they will be delivered in partnership with others depending on the nature of the action.

Implementation

There has been consistent feedback from the community asking how Te Ihirangi is to be implemented. The following implementation strategic steps have been developed with input from the community to specifically set out how the process will occur.

IMPLEMENTATION	LEAD AGENCY	TIMEFRAMES
Establish a Destination Management Plan (DMP) governance group that is mandated to oversee the implementation of the plan. The group will consist of representatives of Taupō District Council, Destination Great Lake Taupō (DGLT), Amplify, Iwi, DOC, and tourism industry representation.	DMP Leadership Group	Start Immediately
Ensure that there is suitable resource available to enable the initial implementation of the DMP actions.	Destination Great Lake Taupō	Start Immediately
Explore methods for developing a range of sustainable funding streams to enable the implementation of the DMP. Innovation will be needed when considering funding for the set up and ongoing operation of a Destination Management Unit and the implementation of the actions	Destination Great Lake Taupō	Start Immediately to ongoing
Review Te Ihirangi every three years to ensure it remains relevant and reflective of the destination's priorities and values.	Destination Management Plan Leadership Group	Every three years

ACTIONS	LEAD AGENCY	TIMEFRAMES
1 Destination Leadership		
<p>1.1 Destination governance and management review– Initiate an independent review of the existing governance and management of the destination. This will look at identifying a more effective, efficient, and collaborative approach to ‘destination management’ considering all the entities involved in this process. The review will identify a pathway, governance model and the resources required to implement the DMP.</p> <p>This will include the following:</p> <ul style="list-style-type: none"> • Consideration of the development of a Destination Management Unit to effectively lead and coordinate the implementation of the actions listed in the DMP. • Consideration of the need for the unit to effectively engage with and connect the wider visitor industry, visitors, Iwi, local and central government, and the community. • Effectiveness in delivering positive Māori and cultural tourism and regenerative tourism outcomes. • Ensuring that tangata whenua are represented in all levels of destination governance to delivery. • Enabling and facilitating youth to have an active voice in destination management. • Creating and sustaining strong and positive connections with the Ruapehu Destination. • Investigating real opportunities for destination entities to work together more effectively. • Ensuring the whole destination is supported, including the southern and western parts of the destination. 	Taupō District Council	Start Immediately Duration 4-6 months
<p>1.2 Awhi – Key agencies and stakeholders work in partnership with potential tourism developers and investors to ensure a co-ordinated and efficient approach to destination developments</p>	Economic Development Agencies	Ongoing
<p>1.3 Wananga – Hold an Iwi-led cultural tourism wananga to inform the development of a strategy for growing Māori-based tourism in the Taupō District.</p>	Destination Great Lake Taupō	Every three years
<p>1.4 Destination Identity – Review the regional destination brand to ensure it is reflective of the values, the place, and the people across the entire region. This will include specifically considering how southern and western parts of the destination are reflected in the brand.</p>	Destination Great Lake Taupō	Within 24 months

ACTIONS	LEAD AGENCY	TIMEFRAMES
<p>1.5 Our Southern destination – In partnership with local Iwi and communities, develop a strategic tourism plan for Tūrangi and the southern part of the destination. The strategy should look in more detail at the unique nature of those parts of the destination and the key opportunities and actions that could support and strengthen visitation to those areas in line with the destination values.</p>	Destination Great Lake Taupō	Start within 12 months Development time six months
<p>1.6 Look to the West – In partnership with local Iwi and communities, develop a strategic tourism plan for Mangakino, Whakamaru and the wider western part of the destination. The strategy should look in more detail at the unique nature of those parts of the destination and the key opportunities and actions that could support and strengthen visitation to those areas in line with the destination values.</p>	Destination Great Lake Taupō	Start within 12 months Development time six months
<p>1.7 Authentic experiences – Develop a system that recognises those operators and businesses who are delivering authentic cultural, environmental and or social outcomes. This includes prioritised marketing and partner benefits to accredited organisations</p>	Destination Great Lake Taupō	Initiate 24 months Four months development time
2 Our Culture		
<p>2.1 Māori tourism roopu – hold regular hui for Māori tourism operators to work collaboratively, network and upskill on good practice within the destination and wider motu.</p>	Destination Great Lake Taupō	Every three months
<p>2.2 Telling our stories – Seek opportunities to utilise and showcase Te Reo and the stories and values of tāngata whenua in public spaces to nurture and support the unique culture of the district</p>	District Councils and Department of Conservation	Immediately
<p>2.3 A visible culture and heritage – In partnership with Iwi, seek and support, storytelling projects stemming from new and existing cultural product and Hapu-lead nga toi initiatives to showcase our unique regional identity.</p>	Destination Great Lake Taupō	Within six months
<p>2.4 Gateways and identity – Advocate for the development of ‘cultural gateways’ at key locations throughout the destination that reflect the values and heritage of the place in which they are located.</p>	Taupō District Council	Within 24-36 months

ACTIONS	LEAD AGENCY	TIMEFRAMES
3 Te Taiao the natural world		
3.1 Tongariro Alpine Crossing – Support Iwi and DOC initiatives to manage user numbers and associated impacts on the Tongariro Alpine Crossing.	All	Immediately
3.2 Our Waterways – Support the implementation of Te Kopua Kanapanapa to restore, protect and enhance the environmental, cultural, and spiritual health and wellbeing of the Lake Taupō Catchment.	All	Immediately
3.3 Supporting a regenerative approach – Engage a regenerative tourism resource to support the tourism industry to develop regenerative tools and initiatives across the destination.	Destination Great Lake Taupō	Within twelve months
3.4 Climate Response – Develop a destination climate adaptation plan for the Tourism industry which includes: <ul style="list-style-type: none"> Measuring the impact of tourism on Climate Change including recording the carbon footprint of the region's tourism sector and identifying actions to reduce this footprint, and where this is not possible, offsetting it. Actions for the tourism industry to become more resilient in the face of climate change. Opportunities for the destination to become a destination of choice for the environmentally conscious traveller. 	Destination Great Lake Taupō	Within 24 months
3.5 Recognition of excellence – Work towards gaining Global Sustainable Tourism Council (GSTC) accreditation through Green Destinations.	Destination Great Lake Taupō	Within twelve months
3.6 Climate toolbox – Develop a climate action toolbox for tourism operators that identifies practical actions for the tourism industry to reduce its carbon footprint.	Taupō District Council	Within 24-36 months
3.7 Events for te taiao – Support and promote events that will actively contribute to positive environmental, community and cultural benefits and work with key event organisers to develop and trial carbon and waste reduction initiatives to aim for zero-carbon and zero-waste events.	Taupō District Council (Events team)	Ongoing
3.8 Carbon tool for events – Develop and trial a tool for event participants to offset carbon emissions related to event travel, where the offset funds go to local environmental restoration projects. If successful, expand to include wider environmental, social, and cultural initiatives.	Taupō District Council (Events team)	Within six months

ACTIONS	LEAD AGENCY	TIMEFRAMES
3.9 Regenerative events destination – Develop and adopt an events strategy that positions Taupō as the regenerative events capital of Aotearoa with a strong focus on Taupō as a leader in delivering sustainable and regenerative events. This strategy will cover all events including Corporate, cultural, and arts-based events.	Taupō District Council (Events team)	Within twelve months
3.10 Mangakino waste zero destination – Support Mangakino to become a zero-waste destination where visitors take their waste home with them.	Taupō District Council	Within 36 months
4 Enterprise		
4.1 Supporting Māori Initiatives – Engage a Māori Tourism resource to specifically work with Iwi, Hapū and Māori tourism operators to actively facilitate and support Māori and cultural tourism initiatives within the destination.	Destination Great Lake Taupō	Within six months
4.2 Supporting tāngata whenua – Support Iwi and Hapū-led cultural product development to strengthen cultural wellbeing, unique visitor experiences and employment pathways.	Destination Great Lake Taupō	Immediately
4.3 Invest in our values – Provide support for proposed tourism developments that are consistent with the values of the DMP and will have tangible environmental, social, or cultural benefits. This will include supporting permissions and funding applications to local and central government.	Regional Tourism Organisations	Ongoing
4.4 Supporting product development – Utilise the Destination Tourism Product Audit as a key resource to facilitate product development and inform investment and wider destination management decisions in the destination.	Amplify and Destination Great Lake Taupō	Ongoing
4.5 Game changers – Prioritise the development/advancement of 'Horizon', 'Catalyst' and 'Enabler' projects identified in the Destination Tourism Product Audit, for example bike trails, health and wellness, art and cultural experiences.	Amplify and Destination Great Lake Taupō	Ongoing
4.6 An inclusive destination – Support the development and promotion of Inclusive Tourism products and itineraries to ensure the destination welcomes all visitors.	Destination Great Lake Taupō	Ongoing
4.7 Te Huka – Support initiatives to upgrade visitor facilities at Huka Falls.	All	Ongoing
4.8 Ruapehu Maunga – Work collaboratively with Ruapehu District Council, DOC, and Iwi to support the continued use of Ruapehu Maunga for snow-based activities.	All	Ongoing

ACTIONS	LEAD AGENCY	TIMEFRAMES
4.9 Trails – Support the development of multiday cycling opportunities across the destination.	All	Ongoing
4.10 Developing conference capacity – Work with potential investors, landowners and developers to facilitate and support the development of a suitably sized conference centre that can cater for large business and corporate events.	All	Immediately
4.11 High impact events – Work with key event organisers to develop and trial carbon and waste reduction initiatives to aim for zero-carbon and zero-waste events.	Taupō District Council (Events team)	Ongoing
4.12 Audit Review – Review the Destination Tourism Product Audit.	Amplify and Destination Great Lake Taupō	Every two years
4.13 Tongariro Domain – Develop a feasibility assessment for the creation of a cultural precinct on the Tongariro Domain that will consider: <ul style="list-style-type: none"> the potential upgrade of the Great Lake Centre to better support conferences and events a collecting museum with storage facilities the development of a cultural, arts and heritage precinct suitable as a public and events space. 	Taupō District Council	Start in twelve months

5 People and Workforce

5.1 Tourism careers – DGLT and tourism operators will have an active presence at career events and other workforce-related events throughout the destination, promoting the range of careers in tourism and associated industries.	Destination Great Lake Taupō*	Ongoing
5.2 Growing capability and capacity – Work with tourism operators, key partners, and education providers to develop a collective and coordinated strategy to strengthen and grow the capability and capacity of the destination’s tourism workforce.	Amplify	Ongoing
5.3 Delivering exceptional experiences – Actively support tourism businesses and operators (including hospitality and accommodation sectors) to enhance their capability to deliver exceptional experiences consistent with the values of the destination.	Destination Great Lake Taupō	Ongoing
5.4 Housing our people – Support the development of quality papakāinga, social and affordable housing throughout the Taupō District and support the implementation of the Taupō Housing Strategy.	Taupō District Council	Ongoing

ACTIONS	LEAD AGENCY	TIMEFRAMES
5.5 Supporting permanent solutions – Work with government agencies to find a long term and positive solution to the use of motels for emergency housing.	Taupō District Council	Ongoing
5.6 Connecting with the community – As part of the development of the Long-Term Plan carry out a community survey every three years to determine the social license and perceived value of tourism within the community.	Destination Great Lake Taupō*	Every three years
5.7 Fostering tourism leaders – Foster the development of youth leadership initiatives to ensure rangatahi are actively involved and represented in tourism development, governance and management.	Taupō District Council	Within twelve months
5.8 Supporting rangatahi – Work with education providers and the wider tourism industry to develop a cadet programme to support local rangatahi (youth) starting a career in tourism within the destination.	Amplify	Within 24 months

6 Infrastructure

6.1 Manage manuhiri flow – Support landowners and managers of locations that are adversely affected by over-visitation to develop regenerative solutions to the issue.	All	Ongoing
6.2 State Highway One – Support the relocation of SH1 away from the Taupō lake edge so that it minimises environmental risk and provides a more effective, efficient, and safer road connection between Taupō and Tūrangi.	All	Ongoing
6.3 Mobility – Support the implementation of the Taupō District Mobility Strategy and other opportunities to support an accessible and inclusive destination.	Taupō District Council	Ongoing
6.4 Place Making – Ensure that the Destinations public facilities and spaces are maintained and enhanced to ensure the destination delivers an inclusive and exceptional experience for all visitors.	District Councils and DOC	Ongoing
6.5 Accommodating our manuhiri – Actively support the development of 150+ bed 4 star plus hotel(s), in Taupō town.	Amplify and Destination Great Lake Taupō	Ongoing
6.6 Quality accommodation – Actively work with commercial accommodation providers to ensure their premises are providing visitor experiences that are consistent with the values of the destination.	Destination Great Lake Taupō	Ongoing

ACTIONS	LEAD AGENCY	TIMEFRAMES
6.7 Transportation Review – Undertake a transportation review to identify opportunities to develop greater inter and intra-regional connectivity and more efficient visitor flows to and within the destination.	Amplify	Within six months
6.8 Support services – Advocate for increased capacity in local police and ambulance services during peak visitation (including event) times. Review options for more local support for these services by the industry, event operators and the community.	Destination Great Lake Taupō	Immediately

8 KEY PERFORMANCE INDICATORS - KO NGĀ TOHU MAHI MATUA

It is important to know what success looks like in the destination. The chosen approach means that a successful Taupō Regional Destination is not based on the number of visitors or economic impacts. Success is defined by how well the vision and values are being met.

Measuring the success of a regenerative approach means the social, economic, environmental, and cultural wellbeings need to be considered. Some of these are difficult to quantify, however several key performance indicators have been identified to provide a signal to the community that the destination is on the right track. The indicators are not meant to provide a report on the state of the destination, but instead rather show a positive progression in key areas.

ACTION	TOHU
<p>Plan Implementation Section 7 of Te Ihirangi contains a set of actions to implement the plan. First and foremost, it should be ensured that these actions are being undertaken and implemented successfully.</p>	<p>T1 A record of the successful delivery of actions listed in Section 7 of Te Ihirangi.</p>
<p>Te Taiao / The Natural World These indicators demonstrate an increase in positive activities by those involved in the tourism industry. The state of our waters has also been identified as an indicator and while it is acknowledged that there are many factors that impact on water quality, the importance of clean lakes and rivers is a fundamental element of a thriving visitor destination.</p>	<p>T2 The number of tourism businesses actively involved in enhancing te taiao T3 Carbon footprint of tourism industry³ T4 The number of trees planted by tourism businesses and events etc. T5 Water quality and ecological conditions⁴ of the lakes and the state of the rivers in the destination T6 the swim ability of the lakes and waterways in the destination⁵ T7 The health of our fishery</p>
<p>Cultural These indicators reflect a growth in Māori tourism and a greater cultural presence within the destination.</p>	<p>T8 The number of events annually that showcase and celebrate Māori culture within the destination T9 The number of Māori and or cultural tourism businesses in the Destination T10 New Māori art and sculpture installations within the public domain or at locations accessible by the public. T11 The number of authentic cultural visitor experiences as recognised under Action 5.6</p>
<p>Social These indicators pick up on key areas of social concern which are impacting on the destination. They also reflect the intent of the outcomes to create a more inclusive and accessible destination that is valued by the community.</p>	<p>T12 The % of the local community surveyed who feel that tourism is good for the destination T13 The number of rangatahi (youth) working in tourism T14 The number of Inclusive attractions and experiences within the destination T15 The number of people living in emergency housing in the destination T16 The general ‘wellness’ of the destination community</p>
<p>Economic These indicators look at the economic success of tourism within the destination. Tourism is a key part of the local economy, and its success is important to the wellbeing of the wider community.</p>	<p>T17 Economic contribution per person employed in tourism within the destination T18 The average wage of those employed locally in tourism</p>

³ To be determined by Action 3.4

⁴ As reported by Land Air Water Aotearoa (LAWA) <https://www.lawa.org.nz>

⁵ As reported by Land Air Water Aotearoa (LAWA) <https://www.lawa.org.nz>