



# TAHIA KO PUANGA

Supplementary Report  
to the Destination  
Management Plan 2023



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Raetihi-Ohakune Road

# OUR DESTINATION

## We are Ruapehu



The Destination Management plan for Ruapehu has been developed as a blueprint to guide our region to achieve a more connected, holistic, values-based lifestyle where our people and our special place benefit from the visitor economy. Where there is a fair exchange of value between and amongst our natural environment, our local population and our visitors or manuhiri.

We are on a courageous journey together with many others to redesign a resilient, reciprocal eco-system across our region where environment is at the centre of the decisions we make. Tourism and the visitor economy is a key enabler of our entire eco-system, and it is connected to all other economies and realities of our local populations. It is a part of the system; it is not the system. It is however an enabler of wellbeing and reciprocal value exchange if the systems and processes that support it are designed with intention.

Destination Management is defined broadly by central government as bringing together different groups to achieve the common goal of developing a well-managed, sustainable 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 of the region.

Our communities are demanding that our destination management plan ensure the said groups work intelligently together to establish a regenerative

tourism system; forming the foundations of which are a focus of our plan.

If we want to develop a regenerative tourism system that leaves people, communities, and the environment better than it finds them, then we must place these things at the centre of our system and decision making.

Regeneration occurs in systems that are healthy, thriving, and self-healing, in contrast to systems that continuously degrade or extract value. A regenerative tourism system will inherently be more resilient and must be more than mindful of the climatic changes facing our region and the world.

We are already experiencing the effects of climate change in Ruapehu, the challenging realities on the ski-areas are one example. Hence, local authorities must ensure our businesses and communities are equipped to both lower our emissions to limit future impacts of climate change (mitigation) and prepare for the irreversible changes to our climate that are already set in motion (adaptation).

The plan seeks to combine efforts of many people who have responsibility to our shared region to apply pressure at pivotal points across our eco-system in order to shift the entire system into a new age. An age where environment and the local people of that environment are at the centre of the value exchange, creating an atmosphere where visitors are appreciated and equally grateful to be present and welcomed.



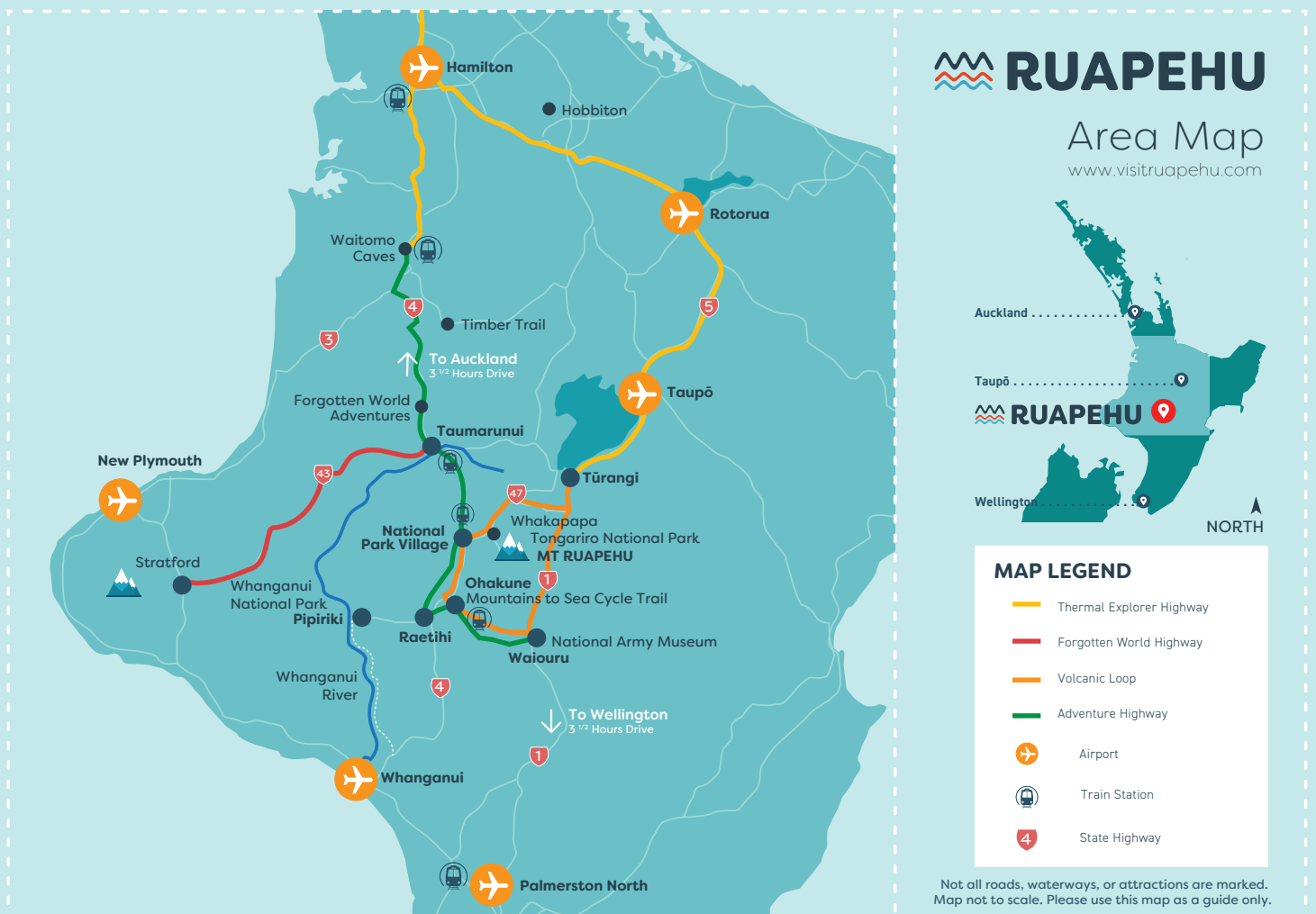
## We are vitality

Located in the heart of New Zealand's North Island, Ruapehu is home to two stunning New Zealand National Parks.

World renowned Tongariro National Park and Whanganui National Park set the backdrop for this truly breathtaking region. Our region covers from Pureora in the North, to Waiouru in the South, and Whanganui National Park in the West to Tongariro National Park in the East. This is the place where giants once roamed, where stories draw you in near to a place of inspiration that no one ever wants to leave. Home of Te Kāhui Maunga – the Mountain Clan who majestically watch over the region with

their ancient eyes. Their wisdom and their mauri permeate yours as you stop to take in the wonder of this unspoilt environment. Ruapehu's mythology is as rich and alive as its dramatic geology. Ruapehu is a place where nature transcends your senses. Something magical happens when you spend time in Ruapehu. Ruapehu is a living landscape with vast faces. There are forests, active volcanoes, sacred mountains, tranquil rivers (one with legal personhood,) rolling hills, farmlands, valleys, trails from mountains to sea, desert, lakes, waterfalls and forgotten worlds. A few hours yet a world away from our biggest cities, this natural getaway welcomes you, and wherever you stay you'll enjoy easy access to wilderness in our Greater Outdoors.

Figure 1: Ruapehu Map 'Access Routes and Visitor Flows'





Te Kanawa Carving, Timber Trail, Pureora



## We are a gateway to Our Greater Outdoors

**Being centrally located there are multiple ways to access our stunning region.**

### Road

The region is accessible primarily by state highways, with traffic flow from Wellington/Whanganui to the south, Auckland/Hamilton from the north and Taupō from the east. 80% of visitors travel to the region by road. This is concerning given the need to mitigate and adapt to climate change and our communities' desire to live in a low carbon, climate-resilient region.

### Cycling/Walking

The region has a strong network of cycle and walking trails, with two Great Ride Cycle Trails, five Heartland/Connector Rides, two Great Walks plus Te Araroa Walking and Tour Aotearoa bike-packing multi day trails passing through the region.

### Rail

The area is traversed by the main trunk railway with the Northern Explorer stopping in National Park, Ohakune and Taumarunui, providing strong access to our major towns and a range of activities. Work has also been done between our i-SITE and Glenbrook Vintage Railway on weekend excursions which have proven popular. There is an opportunity to increase use of the rail network and further investigate passenger rail transport systems.

### Bus

Regular Intercity bus services offer scheduled stops along SH4 including Taumarunui, National Park Village, Ohakune and Raetihi. Waiouru on SH1 is also accessible via bus between Auckland and Wellington.

### Air

The closest airports to the Ruapehu District are located at Taupō, Palmerston North and Whanganui.

### Local Transport Operators

There are fifteen Ruapehu based shuttle operators offering Ski Area, Tongariro Alpine Crossing and Mountain Bike shuttles. Work is underway with Ngāti Hikairo and DOC to protect the Tongariro Alpine Crossing from overtourism, and some thought has been given to the regulation of passenger-transit operators to limit carbon emissions starting within the National Parks.

### Enabling Infrastructure

Ruapehu District Council (RDC) looks after land transport infrastructure, with this activity representing the largest expenditure of their annual budget.

RDC work closely with Waka Kotahi NZ Transport Agency on the highway network and with KiwiRail to explore opportunities for future transport plans and investment programmes.

Broadband and mobile networks remain a key focus of the council to increase connectivity to homes and limit mobile black spots on State Highways.

### Accessible and Inclusive Attractions and Experiences

World Health Organisation data shows that 15% of the world's population lives with some form of disability. With the growing appeal of nature experiences, we acknowledge the need to work alongside operators and consider product development opportunities with access for all abilities.



## We are attracting a respectful visitor

Kantar TNS research completed in 2020 confirms our strongest markets as 'up-for-it' families and independent visitors. The region appeals to active travellers and adventure lovers who want to seek out authentic and nature-focused experiences based around a variety of year-round activities within a centrally located region.

Our market is maturing, comparing website visitor data from 2019 to 2022 shows the shift in the top three age groups from 2019 compared to 2022.

There has been a strong increase in older age groups reflecting the Active Relaxer market we are enjoying mid-week and year-round in the region.

Ongoing targeted marketing has boosted the appeal of Ruapehu to a wider audience by increasing awareness of low and shoulder season activity in the region.

There are four key markets for Ruapehu.

2019 Visitor Age Groups	2022 Visitor Age Groups
1) 25-34	1) 45-54
2) 35-44	2) 25-34
3) 45-54	3) 35-44

Figure 2: Ruapehu Key Markets



### UP FOR IT FAMILIES

Looking for family experiences in the outdoors, focused on health and wellbeing. Likely to bike/hike shorter trails and enjoy skiing. Keen to get kids away from their devices.



### ACTIVE MIDWEEK RELAXERS

Employed part time or retired. No kids at home, want to get out and be active. Enjoy luxury and convenience on their holidays, sometimes travelling in campervans.



### ADVENTUROUS COUPLES

Enjoy escaping from busy city lives, looking for rejuvenation and adventure. Tech savvy and enjoy sharing their travels on social media with their friends.



### NEW NZ RESIDENTS

Full time employed, skilled workers who love the outdoors and comforts of home. Snow play is a big drawcard for this market. Like to experience new things and places.



Data shows that we have the potential to increase yield over volume if we increase these types of visitors, and overall visitors who:

- share our values and come here to respectfully enjoy our region
- practice reciprocity
- are interested in the people as well as the outdoors
- are interested in learning more about the region, alongside experiencing what it has to offer.

## International Market

As borders open following Covid-19 restrictions, Ruapehu's international visitors come mainly in the summer, and are primarily made up of European, Australian, and US visitors coming to the region predominantly to hike in our National Parks, cycle our Great Rides and travel on the Whanganui River. Ruapehu is promoted alongside International Marketing Alliance neighbours Rotorua, Hamilton/Waikato and Taupō as well as a wider collaboration including Hawke's Bay, Bay of Plenty, Coromandel and Tairāwhiti Gisborne. The international marketing focus is aligned to Tourism NZ target markets of Vibrant Adventurers, Experienced Connectors, and Fun-Loving Trail Blazers.

[Tourism NZ Consumer Mindsets tool; tourismnewzealand.com]



Tongariro National Park from Waituhi Lookout



## Tiaki Ruapehu

### **Ruapehu is a landscape of national significance with outstanding natural assets.**

Therefore it is crucial that the brand promise and visual brand identity act as visible and memorable signposts to help people recognise and understand the district, ensuring they respect and care for the region alongside tāngata whenua.

Ruapehu is the home of New Zealand's first, and most visited, National Park and the source of the Whanganui River - the first river in the world to be acknowledged in legislation as a living person. This deep significance should be respected in how the brand is shared with domestic and international travellers.

Research shows that the current brand story is still relevant. However, through the confidence that the development process of this plan has unlocked for our region we wish to continue to build on our brand story by:

- using our stories to inform, educate and encourage respectful behaviours from visitors to entice the 'right' visitor to Ruapehu
- building on the Tiaki Promise by creating a bespoke Tiaki Ruapehu: Care for Ruapehu promise complimentary to the national Tiaki campaign, uniquely designed by Ruapehu aligned to our aspirational vision
- integrating the expression of our values
- integrating the learnings from the on-going implementation of our Destination Management plan
- evolving the depth of our messaging to reflect our learnings on the journey we are embarking upon to design a new eco-system
- increasing all-year round key messaging to promote the true immensity of our region and the offerings it holds to actively encourage repeat visitation throughout different times of the year
- enhancing the voice of our advocates and influencers.





## We are our shared histories

The Treaty settlement process is a staged process of negotiation between the Crown and mandated iwi entities. The process involves the parties working and negotiating to agree a redress package that will settle historical claims of breaches of Te Tiriti o Waitangi.

The historical settlement negotiation process does not end the relationship or obligations of the Crown and iwi to continue to give effect to Te Tiriti principles. In fact, it could be said that it correctly initiates responsiveness from the Crown to the intentions of Te Tiriti o Waitangi.

All Treaty settlements will have consequences on our destination, beginning with consequences of access and governance. There will be programmes of work that will require effort over years to establish new mechanisms of collective authority guaranteed through the negotiation process. The implementation work programmes will be a priority for iwi. Changes and projects will or could include: governance arrangements of national parks or conservation lands; social justice accords; natural asset concessions within iwi control.

Across our region and amongst our boundaries we have different tribal areas of interest with an expected eight historical treaty settlements. A significant settlement involving multiple iwi and a number of complexities will be the settlement of

the Tongariro National Park, which includes the majestic mountains.

The plan places an importance on the settlement processes occurring, and on our eco-system being ready and poised to respond to the outcomes. The capability programmes proposed in the projects will aim to prepare local operators and the wider community to understand how they can support implementation of the settlements and identify the opportunities that will come from them. To create genuine relationships of purpose, it is critical to understand our shared histories. The historical accounts detailed throughout the settlements are at times traumatic, but overall are an important part of our history that we all must learn from. Many tourism operators across New Zealand yearn to share cultural narratives. To understand the true and full history of the iwi in an area is to build a trusting and honest relationship from which strong partnerships can be formed, and at the right time cultural narratives can be shared with care and deep empathy.

Through the extensive engagement activities it was clear that the aspirations of our iwi, hapū and marae are shared with the operators and community. This places our region in a strong position to enact the true intentions of Te Tiriti o Waitangi for the wellbeing of all people and place.

## Feature Story

# RURUKU WHAKATUPUA



## Historical Treaty settlement of the Whanganui River

The Whanganui River is New Zealand's longest navigable river that starts from the slopes of Mount Tongariro and runs through a living and diverse landscape connecting to the Tasman Sea. In August 2014, the Whanganui Deed of Settlement - Ruruku Whakaturua was signed between the Crown and Whanganui Iwi which amongst other important matters for the tribes of the river, granted the Whanganui River legal personhood through the enactment of Te Awa Tupua legislation. This requires all who interact with the river to adhere to Te Awa

Tupua and Tupua Te Kawa, a legal framework of relationship to the river curated by the indigenous people of the river for the benefit and wellbeing of the river and its people. The Whanganui River and Te Awa Tupua legislation is being looked upon throughout the globe by people wanting to improve the health and wellbeing of their rivers. The opportunity for people of Ruapehu to truly recognise and understand this value, for most is unknown and is still underestimated.



# TUPUA TE KAWA



*Nō te kawa ora a Tupua te Kawa hei taura here nā Te Awa  
Tupua me ōna tāngata ki te kawa nō tawhito rangi.*

*The natural law and value system of Te Awa Tupua, which  
binds the people to the River and the River to the people.*



## KO TE AWA TE MĀTĀPUNA O TE ORA

The River is the source of spiritual and physical sustenance

Te Awa Tupua is a spiritual and physical entity that supports and sustains both the life and natural resources within the Whanganui River and the health and well-being of the iwi, hapū, and other communities of the River

## E RERE KAU MAI TE AWA NUI MAI I TE KAHUI MAUNGA KI TANGAROA

The great River flows from the mountains to the sea

Te Awa Tupua is an indivisible and living whole from the mountains to the sea, incorporating the Whanganui River and all of its physical and metaphysical elements.

## KO AU TE AWA, KO TE AWA KO AU

I am the River and the River is me

The iwi and hapū of the Whanganui River have an inalienable connection with, and responsibility to, Te Awa Tupua and its health and well-being.

## NGĀ MANGA ITI, NGĀ MANGA NUI E HONOHONO KAU ANA, KA TUPU HEI AWA TUPUA

The small and large streams that flow into one another form one River

Te Awa Tupua is a singular entity comprised of many elements and communities, working collaboratively for the common purpose of the health and well-being of Te Awa Tupua.

**- Ngā Tāngata Tiaki o Whanganui**

# OUR DIRECTION

We are guided by our environment



**Tahia te tau ko Puanga nui o te rangi, tāngaengae te mouri  
kia ū, he manawaora taku kura taiao!**

## The full story behind our Vision

Puanga is the Superstar of Ruapehu – the brightest star that traditionally Ruapehu ancestors would look to, to seek guidance for the year/s ahead. Puanga precedes Matariki.

Ruapehu's relationship and proximity to Puanga is ancient. This is a unique feature of the area. Traditionally, our Ruapehu ancestors followed the prominence and lessons of Puanga and Matariki intently. They observed Puanga and its relationships to other phenomena across the environment to gain a sharpened local intelligence that informed their lives, survival and decision making. They lived enlightened by, and in sync with the environment.

Just like other places across New Zealand we can also see and share stories of Matariki. The depth of our local stories, encounters, and learnings from Puanga alongside Matariki provide a unique proposition and experience to visitors attracted to the new NZ Inc Matariki story.

Our plan's Vision draws from the knowledge systems of the past to show how they hold resonance still in the pursuit of innovating into the future.

Puanga symbolises a time of preparation; the time just before the new year and new beginnings; a time of transition from one season and one year to the next. There is a similar sentiment as we transition from our previous plan to the distinct philosophies of our new one.

In the context of the Ruapehu Destination Management Plan, Puanga symbolises a time of change between an old way of being and a new way of being. Through the simple acknowledgement of Puanga it announces that we, as Ruapehu are learning to look to our natural environment for direction over our lifestyles, our decisions, and our actions as we seek to redesign systems of connection and prosperity for our entire region – for all who live here, and all who visit.

There is a binary relationship between the sky and the earth, so the tohu whetu or readings of the stars are connected to the readings of the earth (flora, fauna, waters and lands) when observing and taking guidance from our natural environment. If we liken the process of observing nature to destination planning and mapping, the stars provide the map and the waters, flora and lands the key.



Together they provide a complete guidance for managing the destination; of understanding what is required in our behaviours and investments to respond to the regenerative needs of nature. In doing so protecting and enhancing the wellbeing of the environment which is inextricably linked to the wellbeing of the people. When this wellbeing is in balance, we will have created a thriving prosperous eco-system where value is fairly exchanged between and across the environment and all peoples.

**Tāngaengae te mouri** builds on the notion that we are learning to protect our environment by acknowledging that we are in fact elements of the natural environment; we are the environment and it is us. Therefore our wellbeing and lifesource is intricately linked to the environment's. We all have deep connections to our natural environment, no matter our genealogy and yet because of our genealogy we too have unique and distinct connections to this region. This Vision celebrates all peoples of Ruapehu.

By celebrating all the connections to the area it also calls for all of us who are connected, to support

and participate in redesigning the destination management system for the wellbeing of all people and environments.

*Tāngaengae te mouri* acknowledges that there is a mauri, a lifesource, that beats here in our special region and anyone who lives or visits here benefits from it. That mauri comes from the natural environment and is a source of vitality and wellness. Tāngaengae more literally means to exchange oneself. So, to exchange oneself with the mauri of the region acknowledges the reciprocity of relationship and benefit that can be realised between people and nature.

**He manawaora taku kura taiao** needs to be explained in two parts. *Manawaora* is a term with deep meaning. It has origins in historical narratives of the Ruapehu area and mountain. *Manawaora* in the context of this plan refers to an ancient love, a deep love, a love that is connected to unlocking a pathway to wellness. *Taku kura taiao* refers to the knowledge systems (kura) that come from the natural world (taiao).

**Figure 3: Vision Interpretation and Explanation**

Vision	Interpretation	Explanation
<b>Tahia te tau</b> ko Puanga nui o te rangi	<b>Once a year</b> Puanga the great star in the sky can be seen	Puanga provides guidance once a year, for our attention and observation.
<b>tāngaengae te mouri</b> kia ū	<b>We exchange lifesources</b> and hold on tight to each other's	At this time, we pause to reflect; to understand, and to feel and exchange the life source of Ruapehu. When we do we hold on strongly to it as a source of vitality.
<b>he manawaora</b> taku kura taiao	<b>It is our deep, ancient love</b> that will help us to unlock the knowledge systems held by our environments to achieve wellness	Through an understanding and connection with the environment we unlock an ancient love that grounds and binds us to this special place. It is this love that sustains our shared efforts to achieve the aspirations of our plan.



## Our values

Extensive engagement revealed clear, shared values amongst the different collectives, families and businesses of all ethnicities across the region. The values can drive the implementation of the plan and

the conscious work that it will take to transform the tourism economy into a reciprocal system where value flow is shared across the local community and natural environments.

**Figure 4: Values Framework and Table**

### Mana Taiao

#### **He mana te taiao, ko ana kai he kōrero**

**The paramount mana of our natural environment protects and provides for the wellbeing of all**

We recognise the vast landscapes we are responsible to and the mana that vibrates throughout them. We will seek the skills to listen to those vibrations, to be guided by the whispers of our natural environment.

### Tiakitanga

#### **Ko te tiaki i te ao me ngā taonga katoa hei oranga mō tātou, mō ngā uri whakatupuranga**

**Presence and expression of the preservation, guardianship and enhancement of what we have for the future benefit of all**

Designing our own Ruapehu Tiaki promise of care for our environment that holds us all as community and visitors accountable for the wellbeing of our natural taonga to our future generations, passing on more than just the pride we have for our special place in the world.

### Manaakitanga

#### **Ko te mea nui ko te mana o te taiao, o te whānau, o te hāpori me te iwi**

**The presence and expression of mana enhancing behaviours and practices in everything we do across our shared region**

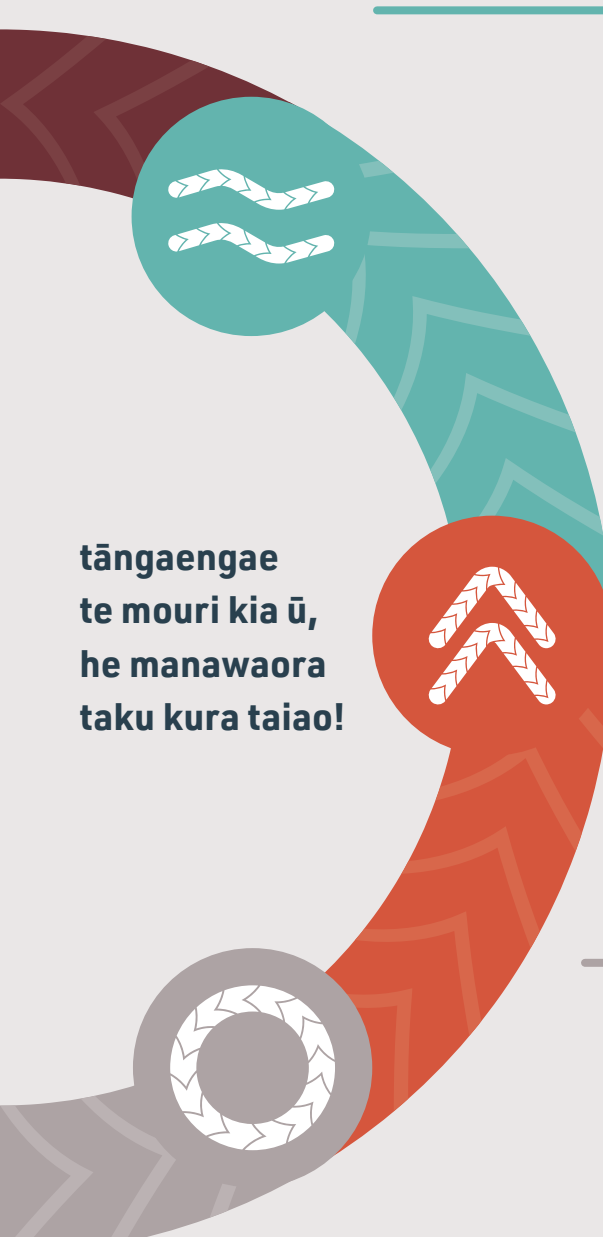
To care for each other, our communities, visitors and natural environment is fundamental to our identity as Ruapehu.

**Tahia te tau ko Puanga nui o te rangi,**

The values proposed originate from within te ao Māori because they beautifully and inclusively describe the shared priorities for all. They have been interpreted, rather than translated, in the context of the plan through their importance to the intended paradigm shift.

Our Values underpin the entire strategic framework of the plan. They hold us all to account in achieving the goals of the plan together while behaving in mana-enhancing ways - kia pupuri ai te mana tāngata me te mana o te taiao.

Six values have been identified. The values have been articulated in a way that describes the importance of the value in the context of the Ruapehu Destination Management Plan - Tahia Ko Puanga, alongside how we expect the expression of that value to be seen and realised. This approach seeks to breathe life into the values and the plan itself. Alongside the Vision these elements will provide the mauri; the lifesource of our plan.



**tāngaengae  
te mouri kia ū,  
he manawaora  
taku kura taiao!**

## Whānaungatanga

### **Mā te whānaungatanga te hāpori e kōtuitui, e whakatairanga, e manaaki hei oranga whānui**

**Connecting, fostering and maintaining relationships for the wellbeing of all**

Relationships bound to our environment where new understandings will be shared to enlighten our collective consciousness, based on authentic connections of trust and reciprocity creating an inviting atmosphere for all.

## Mana Tangata

### **Mā te wairua e ārahi te aroha, mā te aroha e ārahi te tāngata**

**People who are vibrant, flourishing and connected; whose actions express love for each other and their shared place**

Ruapehu is home to proud people, who respect each other's distinctiveness, who respect each other's contributions to community and unique townships.

## Tirohanga Māori

### **Mā ngā tikanga Māori te ture, te aronga Māori e whakatinanatia**

**Processes, practices, procedures that are consistent with a Māori worldview will guide our entire region**

We recognise the importance of a Māori worldview, tikanga Māori and mātauranga Māori. This is a respected lens steeped in ancient wisdom that will allow us all to navigate a responsible, ethical and innovative journey into the future.



## We are creating change through shared outcomes

Our direction is guided by our Strategic Framework which is explained and shown on the next page.

**The Vision** is a vision for the future that stretches the imagination of what our tourism system and therefore our regional eco-system could achieve if we follow the guidance of the rest of the framework.

**The Values** are a set of interdependent values that were informed by the Ruapehu region through an extensive engagement programme. The values will drive the implementation of the plan and the journey that it will take to transform the tourism sector into a reciprocal and regenerative system where value flow is shared across the local community and environment.

**The Outcome Areas** highlight strategic areas of focus that were identified as critical through quantitative and qualitative research phases of the plan development. They weave an obvious connection between the values and goals.

**The Goals** of the framework have a direct relationship to the Outcome Areas in that they are a statement of intention that articulate what impact the activity expected within the Outcome Area seeks to achieve.

**The Measures** of the plan will directly measure the progress toward achievement of the Goals; measuring meaningful, transformative outcomes achieved through the plan's activities. This includes environmental, economic, cultural, social and wellbeing outcomes.

**The Projects** are simple titles and explanations that introduce the initiatives or programmes of work to be undertaken to deliver on the intent of the Ruapehu Destination Management Plan - Tahia Ko Puanga.




**The Implementation Areas** provide four pathways that seek to achieve their distinct purpose: Protect, Enhance, Create and Connect.

**The Inputs** recognise the groups and investment required to achieve change through coordinated and considerate resource allocation into and across our system. Input decisions must ensure the environment gains the most value from all activities.








**Figure 5: Strategic Outcomes Framework for Change**

<b>VISION</b>	<b>Tahia te tau ko Puanga nui o te rangi, tāngaengae te mouri kia ū,</b>		
<b>VALUES</b>	 <b>MANA TAI AO</b>	 <b>TI AKITANGA</b>	 <b>MANA AKITANGA</b>
<b>OUTCOME AREAS</b>	<b>Taiao</b>	<b>Attractions</b>	<b>Workforce Development</b>
<b>GOALS</b>	We will nurture the environment and our connection to our mountains, waters and lands extending our understanding of the taiao together to guide our behaviours and lifestyles	We will undertake new activities that strengthen the foundation of our eco-system to provide resilient, competitive attractions and experiences for all	We will establish and maintain training pathways into sustainable employment producing a Ruapehu workforce that cares for manuhiri and the taiao
<b>MEASURES</b>	<ul style="list-style-type: none"> <li><b>1.1</b> KPI Framework in use</li> <li><b>1.2</b> KPI Report shows improvements</li> <li><b>1.3</b> Increase environmental protection activities</li> <li><b>1.4</b> # business decisions made due to environmental observations</li> </ul>	<ul style="list-style-type: none"> <li><b>2.1</b> Increase # Trail Experiences</li> <li><b>2.2</b> Increase # products with higher yield</li> <li><b>2.3</b> Increase domestic market</li> <li><b>2.4</b> Increase international market</li> <li><b>2.5</b> # Local narratives available</li> <li><b>2.6</b> Increase # experiences that connect to taiao</li> </ul>	<ul style="list-style-type: none"> <li><b>3.1</b> Vocational Training Centre business case</li> <li><b>3.2</b> Increased housing options for locals and workforce</li> <li><b>3.3</b> Investment in accommodation improvements</li> <li><b>3.4</b> Monitor % Living Wages across Region</li> </ul>
<b>PROJECTS</b>	<ul style="list-style-type: none"> <li><b>1</b> Rangatahi Taiao Cadets</li> <li><b>2</b> Environmental Curriculum &amp; KPI Framework</li> <li><b>3</b> Ruapehu Wellness Economy Study</li> <li><b>4</b> Tupua Te Kawa Hapū Water Monitoring</li> <li><b>5</b> Pōkākā Eco-Sanctuary</li> </ul>	<ul style="list-style-type: none"> <li><b>6</b> Te Hangaruru Cycleway</li> <li><b>7</b> Tongariro Alpine Crossing Review</li> <li><b>8</b> Puanga, Matariki &amp; Night Sky Experiences</li> <li><b>9</b> Trail Enhancement Programme</li> <li><b>10</b> Ruapehu Story Repository</li> <li><b>11</b> Pipiriki Community Hub</li> </ul>	<ul style="list-style-type: none"> <li><b>12</b> Map Employment Pathways</li> <li><b>13</b> Improve Accommodation Options</li> <li><b>14</b> Ruapehu Vocational Training Centre</li> </ul>
<b>IMPLEMENTATION AREAS</b>	<b>Protect, Enhance, Create and Connect.</b>		

he manawaora taku kura taiao!

 WHĀNAUNGATANGA	 MANA TANGATA	 TIROHANGA MĀORI
<p><b>Connections &amp; Relationships</b></p>	<p><b>Leadership &amp; Authority</b></p>	<p><b>Cultural Capability</b></p>
<p>We will build platforms to sustain networks of connection where groups are working together to benefit the environment, community and the local economy</p>	<p>We will establish leadership structures that align to tribal authorities, and resilient mechanisms to support sustainable delivery of the plan and its expected benefits</p>	<p>With care and respect, we will grow our collective capability and understanding of tikanga and Māturanga Māori</p>
<p>4.1 Increase % Package products 4.2 Satisfaction Survey results-Business Network 4.3 # Community Coin funded projects 4.4 % Community satisfaction - Events</p>	<p>6.1 Increase % visitor spend 6.2 Increase % target market 6.3 Governance arrangements include iwi leadership 6.4 Coordinated regional investment 6.5 Increase regional tourism GDP contribution</p>	<p>5.1 # Programme Graduates 5.2 Iwi &amp; community satisfaction survey results 5.3 Increased Climate Mitigation/ Adaptation awareness 5.4 Increase % te reo māori use region-wide</p>
<p>15 Packaging Projects 16 Grow Business Network capability 17 Regional Events Programme 18 Community Coin Fund</p>	<p>19 Establish Governance arrangements 20 Relationship Broker 21 Sustainable RTO Business Model 22 Ruapehu Measurement Framework</p>	<p>23 Te Tiriti o Waitangi Readiness 24 Tirohanga Māori Capability Programme</p>

INPUTS

Private Investors, Central Govt Investment, Research & Development, Operator Capacity & Capability, Visit Ruapehu, Ruapehu District Council, Iwi Activities, Department of Conservation, Horizons Regional Council, Community Support & Resource, NZ Cycle Trails



Foothills, Mt Ruapehu



## Our projects

The projects are a list of initiatives to be undertaken to support the establishment and implementation of the plan. The projects were informed through the quantitative and qualitative research, then later confirmed through further engagement with the community and leadership authorities across the region. The plan is a living document, thus the continued relevance of the projects will need to be reviewed annually and amended as required. This process is built into the new Ruapehu Destination Management Measurement Framework.

The projects are primarily listed under the Priority Area they relate to, and secondarily delegated to one of four implementation pathways. The Projects Table below includes a high-level project description against the project name and priority area, a project owner (where confirmed) who will lead the project.

The project owners may not necessarily be the entity resourcing the project but will be the entity driving and approving the project deliverables. In most cases the resourcing of the projects will need to be sought and dispersed fairly to the lead agent.

Owners of the projects have been confirmed through the work of the engagement approach toward developing the plan. Confirmation by key stakeholder, partner or other groups to self-determine leadership of projects is a demonstration of the collective consciousness of our region.

The four implementation pathways consolidate projects by their purpose and will help to guide implementation of the plan. The four implementation pathways are: Protect, Enhance, Create and Connect.



**Figure 6: Implementation Pathways**

Priority Area	Project	Implementation Pathway	Project Description	Owner
TE TAIAO	1 Rangatahi Taiao Cadets	Protect	Environmental Rangatahi (Youth) Group. Identify and advance environmental protection and regeneration projects across the region. Can be linked to Schools and Employers ie. Learning and Employment Pathways, Project-based activity. Supported by the Relationship Broker.	College Community
	2 Environmental Curriculum & KPI Framework	Protect	A KPI monitoring framework to protect, enhance and monitor impact on the environment, approved by Iwi. The framework will be designed and implemented with key metrics identified. A collection method and reporting process will be established. A curriculum designed around the KPI framework. Developed and delivered in modules to grow capacity and capability of environmental stewardship. Bespoke training modules for each of: Hapū Water Monitors; Operators; Educational Leaders; Community; Workforce Training.	Iwi-approved
	3 Ruapehu Wellness Economy Study	Create	A feasibility study identifying the best opportunities for how Ruapehu operators or future operators could best capitalise on the estimated \$4.2tn Wellness Economy.	Visit Ruapehu
	4 Tupua Te Kawa Hapū Water Monitoring	Protect	Creating a visitor experience that is consistent with the values of Te Awa Tupua and Tupua te Kawa encompassed with manaakitanga throughout the entire rohe. Hapū-led monitoring of all interactions with the river that will involve working with concessionaires, DOC and other relevant NGOs and authorities. Making decisions and acting upon the guidance of Te Awa Tupua and Tupua Te Kawa to maintain the health and wellbeing of the river and waterways.	Hapū led Ngā Tāngata Tiaki enabled Financed with partners
	5 Pōkākā Eco-Sanctuary	Protect	An inland eco-sanctuary on the western side of the Tongariro National Park; restoring biodiversity and connections to whenua and taonga species. A unique offering for visitors that also elevates scientific knowledge alongside mātauranga māori. An attraction presenting sustainable employment opportunities.	Uenuku Charitable Trust

ATTRACTIONS

6 Te Hangaruru Cycleway	Enhance	Another trail to enhance the Mountains to Sea Ngā Ara Tūhono cycleway journey. Stage one: 11 km of new trail connecting Horopito to the Last Spike. The full Te Hangaruru trail will eventually connect Horopito (and the end of the Ohakune Old Coach Rd) to National Park village via Pōkākā and Makatote valleys.	Uenuku Charitable Trust
7 Tongariro Alpine Crossing Review	Protect	Ngāti Hikairo and DOC to agree and implement a new management system to stop overtourism of the Tongariro Alpine Crossing.	Ngāti Hikairo, DOC
8 Puanga, Matariki & Night Sky Experiences	Create	Develop a plan and programme with product owners to support the establishment of Ruapehu regional star gazing experiences (including Dark Sky project) eg. Annual Puanga Expo, Virtual Reality experience.	Multi
9 Trail Enhancement Plan	Enhance	A separate plan identifying all trails for enhancement or creation across the Ruapehu region over the next 10 years with 3-5 year work programmes. Trail examples: A regional waterfall trail; Ancestors Footsteps trails. Includes Feasibility Reports.	Multi
10 Ruapehu Story Repository	Create	Establish a digital storehouse of historical, localised Ruapehu stories to enhance experiences, signage, local curriculums and capability programmes.	Multi
11 Pipiriki Community Hub	Create	E Tū Pipiriki! The Pipiriki Community Hub will be a place to connect where visitors retreat. Informed through community led codesign, the hub will reflect the unique history of Pipiriki, being a place to welcome, host and accommodate guests whilst also providing a base for community opportunity. (Project Value \$4M).	Pipiriki Community & Pipiriki Incorporation

WORKFORCE DEVELOPMENT

12 Map Employment Pathways	Enhance	A systems map of the possible Employment & Training Pathways for local rangatahi to easily see the learning/working path they can pursue to obtain the necessary skills, knowledge and enthusiasm to fill local tourism and hospitality careers, including business ownership.	College Community & Operator Forum
13 Improve Accommodation Options	Enhance	Collectively work to improve accommodation options for locals, visitors and the current and future workforce. This should include RDC reviewing/creating relevant bylaws.	RDC Supported by All
14 Ruapehu Vocational Training Centre	Create	A training facility with established partnerships to deliver training and qualifications that match the learning pathways needed to ensure a successive and sustainable workforce of vocational needs across the region. Tourism and Hospitality will be a focus, but the offerings of the Centre should not be limited to this. This Centre will be a destination in itself, where the learnings of the students can be put directly into action and industry partnerships are secured to support immediate transition into employment.	Multi

CONNECTIONS & RELATIONSHIPS	15 Packaging Projects	Connect	Provide a co-ordination service to support the formation of package deals between and across operators, businesses, trusts, marae, hapū and established community groups.	Visit Ruapehu RDC I-Sites
	16 Grow Business Network Capability	Enhance/ Connect	Establish an Operators Network and co-design Capability building programme for implementation beginning 2023.	Visit Ruapehu RDC
	17 Regional Events Programme	Enhance/ Connect	Ensure the Events Programme matches Community Insights gathered through the development of the plan. Promote events that connect Operators, Community and Visitors.	Visit Ruapehu RDC I-Sites
	18 Community Coin Fund	Connect/ Protect	Establish an @ POS donation collection programme. The donations are used to fund environmental protection and regeneration projects led by the local community including the Rangatahi Cadets (Project 1).	Rangatahi Cadets
LEADERSHIP & AUTHORITY	19 Establish Governance arrangements	Create	Establish Governance arrangements that include local Iwi reps and the three other regulatory bodies of the region (DOC, RDC, Horizons).	Iwi-led/approved
	20 Relationship Broker	Connect	Establish a role that connects community, operators, iwi hapū and whānau (all families) to achieve the systemic changes that our shared vision requires. This role will be integral to the establishment of the Governance arrangements.	Visit Ruapehu
	21 Sustainable RTO Business Model	Create	Identify and establish sustainable income streams for the RTO that provide for its extension of role to becoming a 'backbone support office' for the successful implementation of the plan. Begin with business model options.	Visit Ruapehu
	22 Ruapehu Measurement Framework	Create	Establish a monitoring framework to measure progress toward achieving the shared vision of this plan. Identify the metrics, collection methods and processes required to implement from 2023. Ensure user-design methods continue to guide the evolution and on-going implementation of the plan.	Visit Ruapehu
TIROHANGA MĀORI	23 Te Tiriti o Waitangi Readiness Prog	Connect	An iwi-approved curriculum delivered to lift capability, understanding and knowledge of Te Tiriti o Waitangi . Modular delivery with a graduate curriculum to understand how to acknowledge and learn from our histories, understand the paradigm shift required to harness the potential of learnings from local Treaty settlements.	Iwi-approved
	24 Tirohanga Māori Capability Programme	Enhance	An iwi-approved curriculum to lift understanding of a local Māori worldview across the region, starting with operators, centred on relationships with the natural environment to enhance lifestyle, learnings and business productivity.	Iwi-approved



Whio in flight on Te Awa Tupua, Whanganui River

# OUR RATIONALE

## We are designing a new normal



## We are resilient

Accepting the need for change is as important as finding the new pathways forward to achieve them, while identifying the precise balance of resource required to activate their potential. At a local level we choose to see opportunities in the challenges we have recently faced.

- We have **learnt from the work achieved from the 2017 Regional Ruapehu Visitor Development Plan (RRVDP)** and transitioned only the remaining elements that are aligned to local priorities.
- We want to prepare well for the much welcomed eight **historical treaty settlements** of our local iwi; our operators and wider community acknowledge the importance of these moments of reconciliation which are the beginning of much shared learning. **Settlements will eventuate in regulatory frameworks** that we should all be poised to support the implementation of.
- Covid addressed the over tourism that was occurring in some special places across the region, in particular the Tongariro Alpine Crossing; Iwi and DOC seek to establish new access policies that prioritise the wellbeing and protection of the environment.
- The recent **challenges of Ruapehu Alpine Lifts** to sustainably maintain their ski-field operations is an on-going learning. Observations of climatical trends suggest environmental change. We must

adapt our offerings with a lens that looks beyond the next 50 years if we are to create a more sustainable and resilient visitor economy for the entire region.

- We are resilient to a reduced international visitor market, and geographically are well positioned to take advantage of the **growth trend for major domestic markets.**
- We will **enhance our brand story** to acknowledge the activation of our shared vision and increase awareness of all-year round activities on offer.
- By 2030 we will have had time to **address gaps in our offerings, products and accommodation** supplies. We will have had time to ready ourselves as communities for increased manuhiri without compromising local lifestyles or the health and wellbeing of our natural environment.
- The refresh of our destination management plan has allowed us to **affirm the target market** of Ruapehu must be those who share a love and respect for our special place.
- We want to design products and experiences that achieve **quality and yield over volume**, and that includes experiences for our local communities.



*What we see and need now bears little resemblance to what we saw and did pre-Covid; determining what is still relevant and workable is key whilst acknowledging the need for change and resilience to reflect the significant new normal and prepare for a somewhat unknown future due to climate change, regulatory reforms and welcomed treaty settlements with elevated local iwi leadership.*

*The new approach encouraged by the Minister for Tourism supports a very Ruapehu way of viewing the world; our responsibilities to the natural environment and each other, as Ruapehu communities.*

### **- Destination Management Plan research analysis**

## **The evolution of Visit Ruapehu**

Visit Ruapehu is the Regional Tourism Organisation (RTO) established in 2009 through the support of annual funding from the local council.

This new system that our region wants to create requires an evolution of our RTO. Visit Ruapehu will need to hold the momentum of the plan by coordinating, supporting and, at times, leading the action required to transform our current tourism system to a regenerative eco-system.

In the new role Visit Ruapehu will integrate collective impact practices into its business as usual.

Collective Impact is a structured form of collaboration across groups of people who wish to address complex issues together. It has five conditions for success which have already been considered within and throughout the plan allowing for a collective impact approach to be employed for its successful implementation.

The conditions are:

- Common and Shared Agenda
- Continuous Communication
- Mutually Reinforcing Activities
- Shared Measurement
- Backbone Support

Our Collective Impact framework will be embodied in the new governance structure that the plan calls for. It provides a proven vehicle that can move toward achieving the theory of change required to create a new regenerative Ruapehu regional eco-system. Guided by the government's Investment Framework for Tourism and driven by Collective Impact practices Visit Ruapehu will build on its functions ensuring it continues to service the local operators, community and environment through a financially viable business model that supports strong destination management in a new era for our visitor economy.





## We are data-driven

There are significant data gaps in New Zealand tourism data. Consequently, data must be collected from several different sources, each of which uses a different methodology and often differing boundaries apply. This makes it extremely challenging to determine with accuracy, a complete picture of visitation to a region and perform trend analysis. Whilst all care was taken caveats in the data should be noted.

Unique to this plan has been the in-depth collation and analysis of the social data of the region providing a more informed picture of the current state of the communities, the wellbeing and education opportunities. This approach offers a much more holistic view of the region and produces an evidence base to support the qualitative analysis that allowed a more thorough systems mapping exercise for Ruapehu.

In 2021, Stafford Strategy was engaged by Visit Ruapehu to undertake a stocktake on the region's current state and produced:

- a summary of the 2017 Ruapehu Regional Visitor Development Plan and the achievements to date
- a summary of the then current economic state of the Ruapehu region, with projections through to 2030
- a summary of relevant global tourism trends and the implications these will have on the revitalisation of the visitor economy.

Appendix 1 contains the Executive Summary of the full Stocktake Report and the complete report can be made available on request.

Figure 7: Ruapehu Fast Facts

**414**

Accommodation

**84%**

Independent traveller



**\$101m (2020 increased from \$28m (2000))**

**20%**

Tourism-related employment. Higher than most other regions

**72%**

Holiday Homes

**16%**

'Package' traveller

**102** Attractions

**32** Trails

**15** Adventures

**4** Natural Assets

**9** Guided Tours

**9** Cultural

**6** Equipment Hire

**5** Golf

**4** Transport

**3** Ski Fields

**2** Visitor Centres

**1** Wildlife / Farm

**14** Natural Areas

**2** Food & Beverage Experiences

**12,948**

Regional Population

**24%**

Domestic visitors 2021 (Auckland)

**2033**

Population Growth Expected by 2033

**2030**

Forecasted Visitor Peak Expected by 2030

**43%**

Māori population

**89%**

NZ born population



## Social data

The following data provides insight into the social realities of our regional wide communities. The data emphasises the need for all groups to work together toward creating a more prosperous and opportune region for all.

**Figure 8: Summary of Ruapehu Liveability Data**

Category	Stat	Trend	Category	Stat	Trend
Median Household Income	\$61K	-	Rental Yield	2%	↑4.7%
Deprivation Index	9	1.1%	Years to save for deposit	8	↑0.6%
Crime Rate	36	↑0.8%	Damp Homes	3%	
Job Seeker Support Rate	9%	↑0.1%	Solar Power Users	0.8%	↑8%
Rental Affordability	25%	↓2.4%	Electric Vehicles	1%	
Purchasing Affordability	8%	↑0.2%	Safe Swimming Sites	0%	↓100%
Home Ownership	40%	↓13%	Air Quality (PM 10)	8	↑47%
Business Openings	9	↑80%	Water Quality (Total Nitrogen)	48%	-
Secondary School Retention	63%	↑0.7%	Cancer Registration Rate	420	-
Leaving with NCEA Level 3	20%	↓35%	Cancer Mortality Rate	189	-
Median Rent Price	\$295	↓2.4%	Average Age at Death	72	↑0.5%
Gaming Machine Processed per Capita	\$64	↑18%	Leaving with no NCEA Qual	23%	↑9.7%
Employment Rate	93%	↑0.9%	Leaving with NCEA Level 1	15%	↑46%
Job Seeker Support Rate	9%	↑0.1%	Leaving with NCEA Level 2	40%	↑56%
Means Tested Benefit Rate	6%	↑0.1%	Leaving with NCEA Level 3	23%	↓48%
Sole Parent Support Rate	4%	↑0.1%	Secondary School Retention	68%	↑5.3%
Home Ownership	45%	↓11%	Exclusion Rate	0	↓100%
Median Property Value	\$482K	↓0.2%	Stand-down Rate	102	↑92%
Purchasing Affordability	8%	↓0.2%	Suspension Rate	5	↑92%
Rental Affordability	15%	-			

The need for locally delivered education was a key theme throughout the community conversations of the engagement activities held to inform the plan. There is a significant opportunity for the region to gain from focusing in on education and training, as an Input into the Visitor Economy.

Ruapehu College and Taumarunui High School are the only secondary schools in the region. In 2021, Ruapehu College had 194 Students (115 identify

as Māori), and Taumarunui High School had 305 students (206 identify as Māori)<sup>1</sup>. Integrating a Māori worldview into the education, training and local workforce will attract and sustain more local learners into local employment. Colleges are our local pool of talent ripe for encouraging into employment and training pathways that lead to enhancing the visitor economy through a trained, connected and sustainable workforce.<sup>2</sup>

1. Education Count data, Ministry of Education ([www.educationcounts.co.nz](http://www.educationcounts.co.nz))

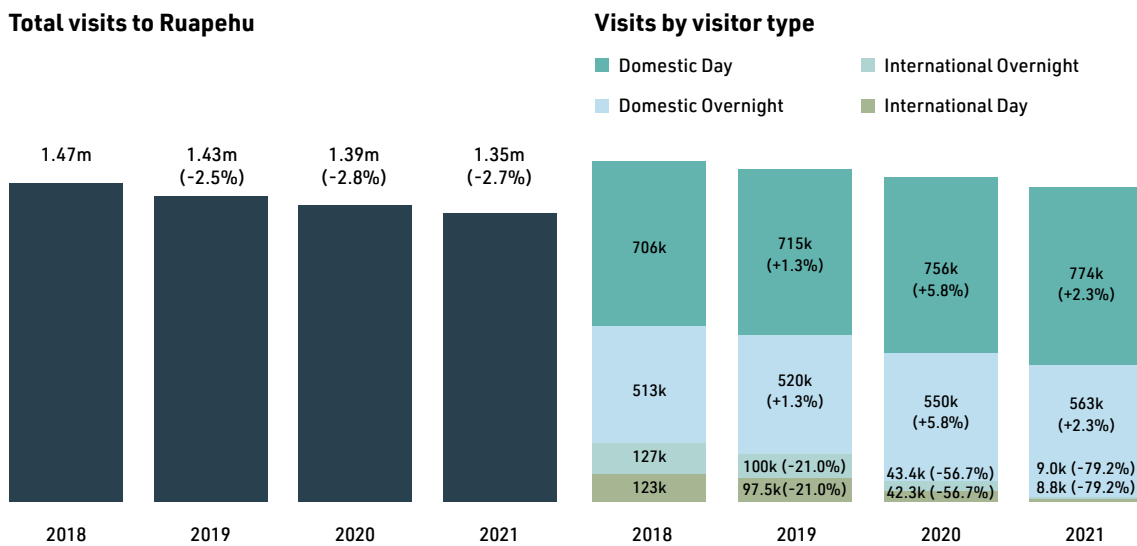
2. All data in this section has been sourced from Ruapehu District Council Liveability Study via Statistics NZ as at December 2022



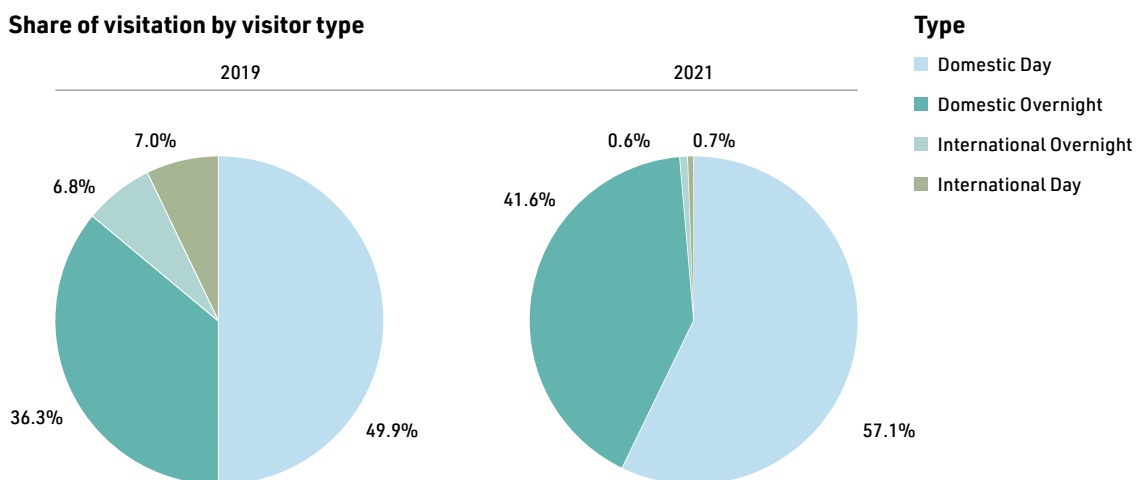
## Visitor economy data<sup>3</sup>

Ruapehu has traditionally been a domestic destination with 86% of visitors (2019) being New Zealanders. This has only been further accentuated due to Covid-19. In 2021, it is estimated that almost 99% of visitors were domestic. Breaking this down further demonstrates that domestic day travel is by far the largest market, comprising almost half of all travel to the region pre-Covid-19 and growing to just over 57% in 2021. This is potentially because of the perception of the region as a snow-based destination and its proximity to some major generating markets which means they can access the region for snow-based day trips. In addition, for those doing day experiences such as the Tongariro Alpine Crossing, a number are thought to be staying in Tūrangi and Taupō, which are outside of the Ruapehu region. In saying that the consequences of Covid-19 seem to have also caused a welcomed increase in overnight Domestic visitor types.

**Figure 9: Total Visits to Ruapehu 2018 – 2021 December YE**



**Figure 10: Visitation to Ruapehu by type 2019 – 2021**

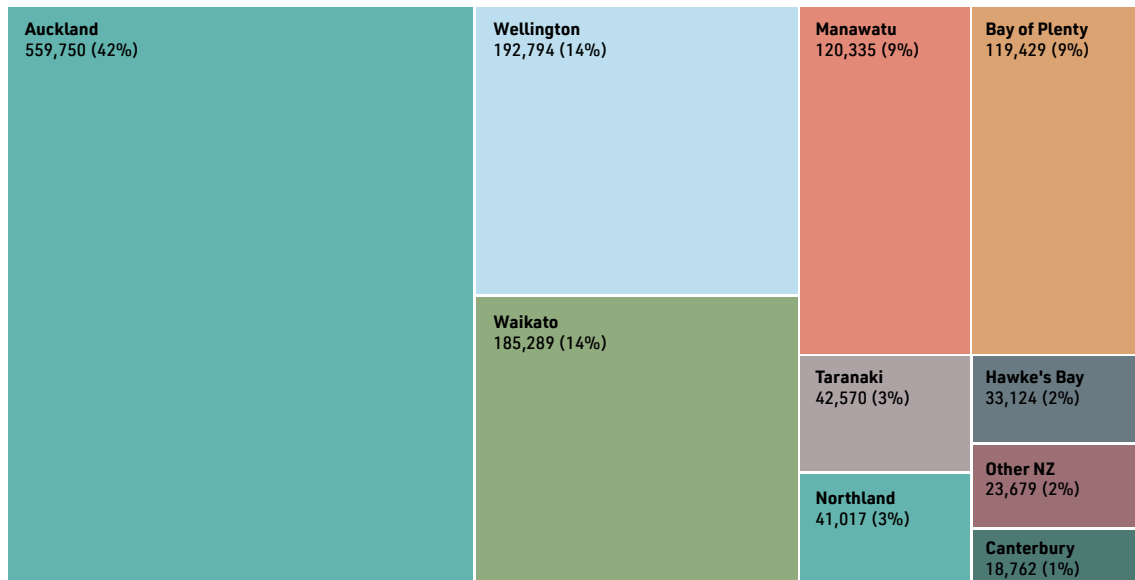


<sup>3</sup> Ruapehu Destination Management Stocktake: Stafford Strategy March 2022

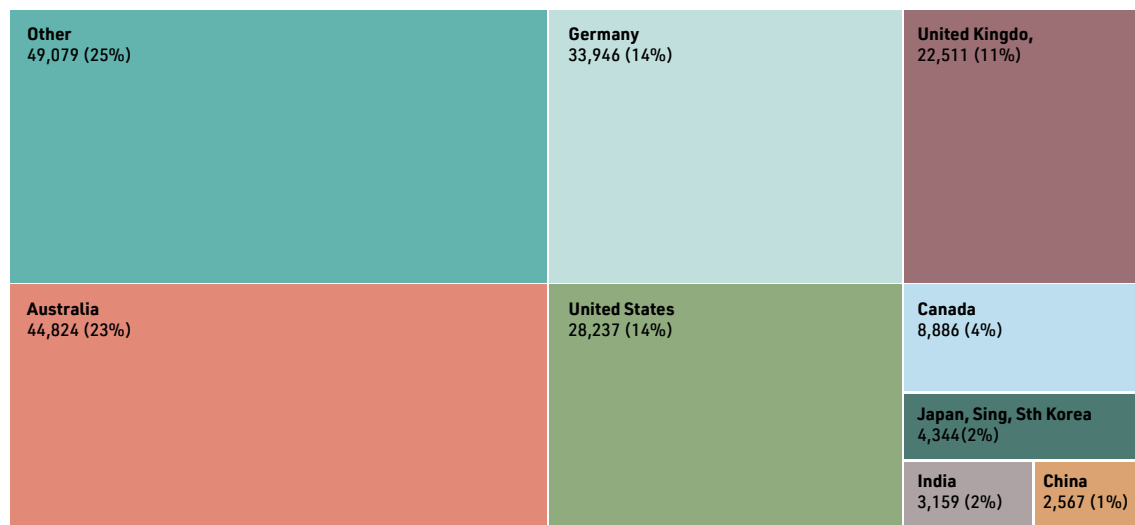
Auckland dominates the domestic visitor market, followed by Waikato, Wellington and Manawatu. The international visitor market is dominated by 'Other' countries closely followed by Australia. Interestingly, Figure 13 outlines the make-up of the 'Other' international visitor market. The findings show potential in international visitor growth likely constrained however by the low trajectory of the predicted visitor forecast in Figure 14. This market prefers a higher quality product and our communities prefer value and values over volume. The delay in the expected peak allows time for our region to create more higher yield product which is additionally required to lift our employment standards toward becoming a living wage region.

**Figure 11: Origin of Domestic Visitors 2021**

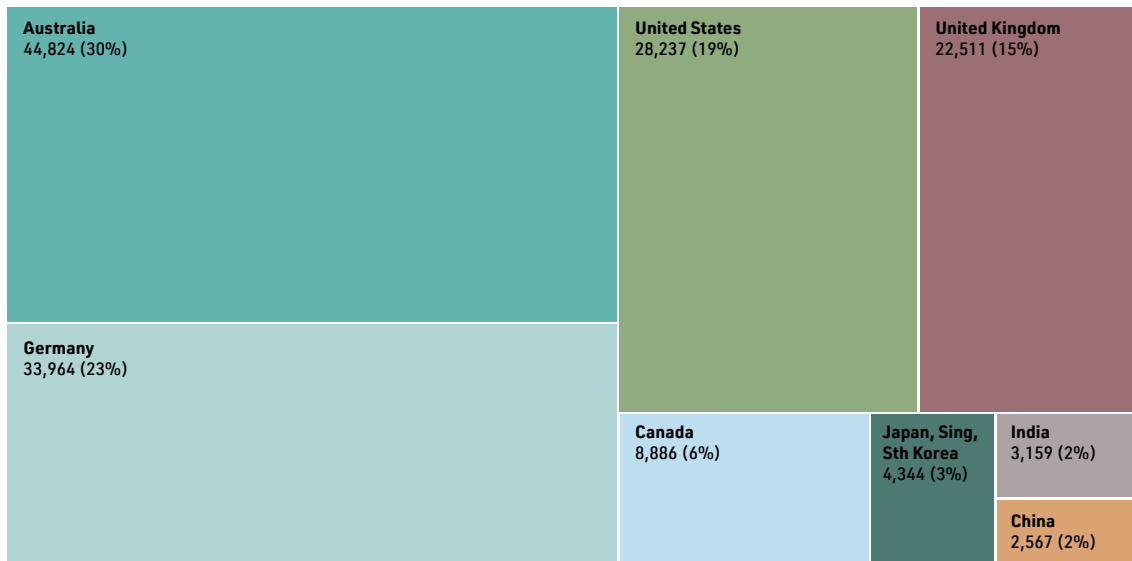
**Origin of Domestic Visitors, Day & Overnight (2021)**



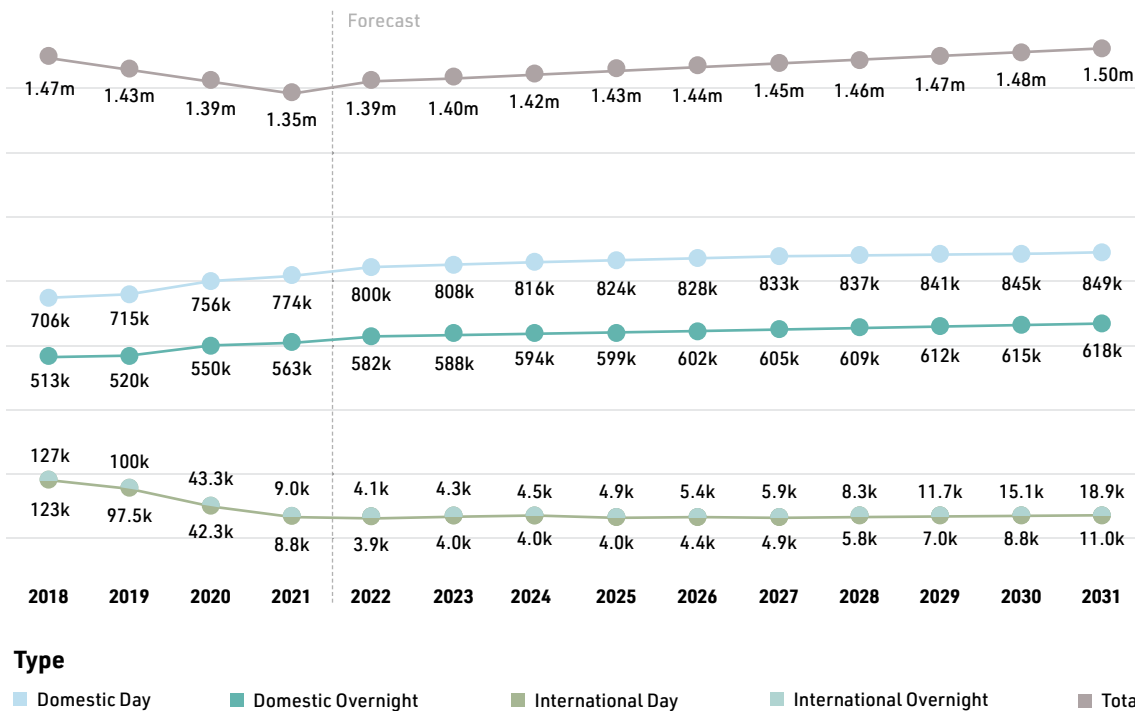
**Figure 12: Origin of International Visitor 2021**



**Figure 13: Origin of International Visitor 'Other' 2021**

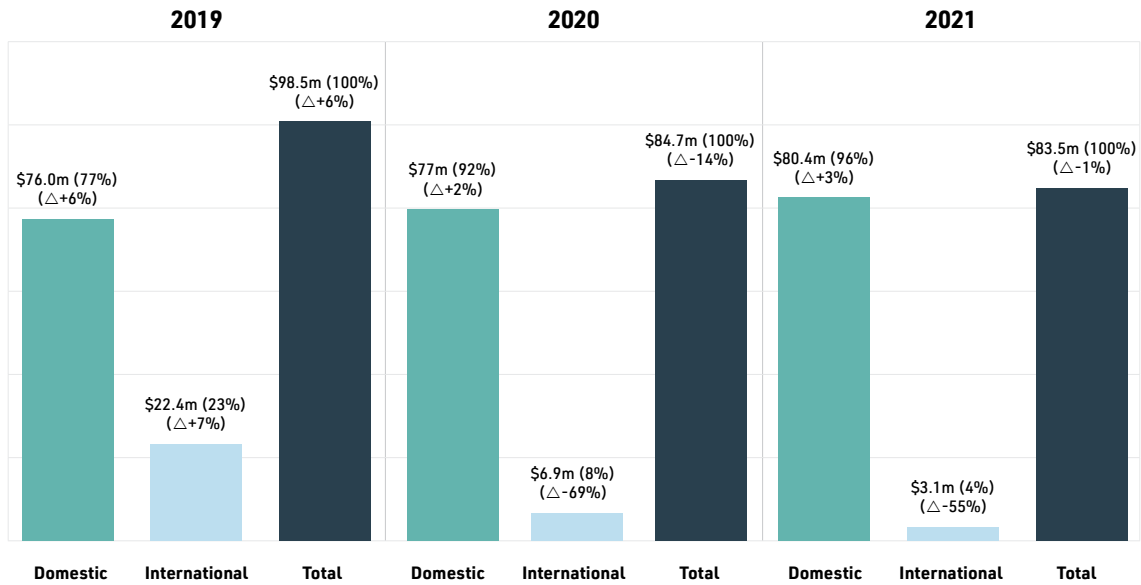


**Figure 14: Ruapehu Visitor Forecast (March YE 2021)**



Visitor Spend data shows that the domestic market, which represents the largest visitor market to Ruapehu, also spends the most. Pre-Covid-19, domestic spending represented 77% of all spending. In 2021, this increased to 96% and reflects the impact Covid-19 has had on tourism in New Zealand (and globally). Figure 15 shows that between 2019 and 2021, total visitor spending in the region declined by 15% (-\$15.0m), highlighting the impact Covid-19 has had on tourism throughout the country. The primary driver of this decline has been the drop in international spending, falling, in total, by -86% (-\$19.4m). Domestic spend, has, however, grown (by +\$4.4m or 13%) reflecting the increased propensity for New Zealanders to travel domestically due to international borders being closed.

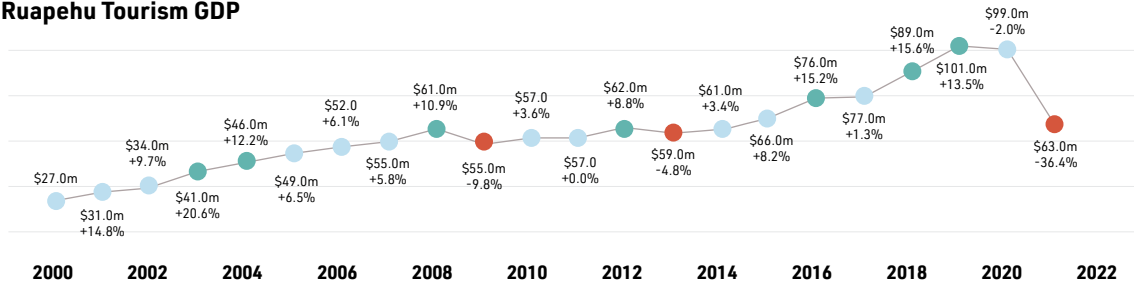
**Figure 15: Ruapehu Visitor Spend 2019 – 2021**



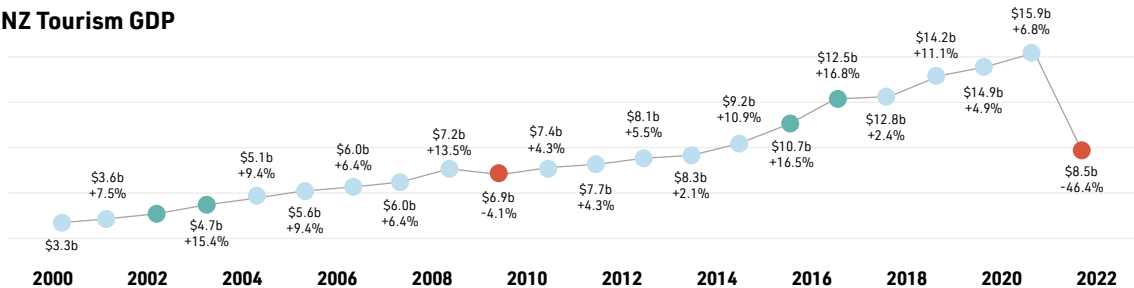
The impact Covid-19 has had on Ruapehu’s and New Zealand’s visitor economy is demonstrated below in Figure 16 by the significant drop in tourism GDP between 2019 and 2021. Over this period, the region lost -\$38m in tourism GDP (a drop of -38%). This was slightly lower than the decline experienced nationally of -43% (-\$6.4b).

**Figure 16: Changes to Tourism GDP 2021**

**Ruapehu Tourism GDP**

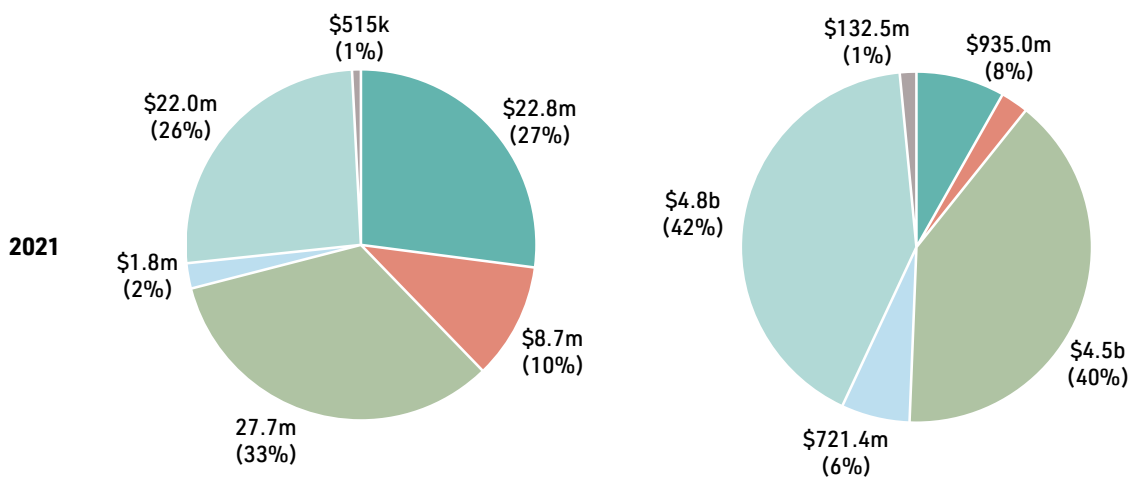
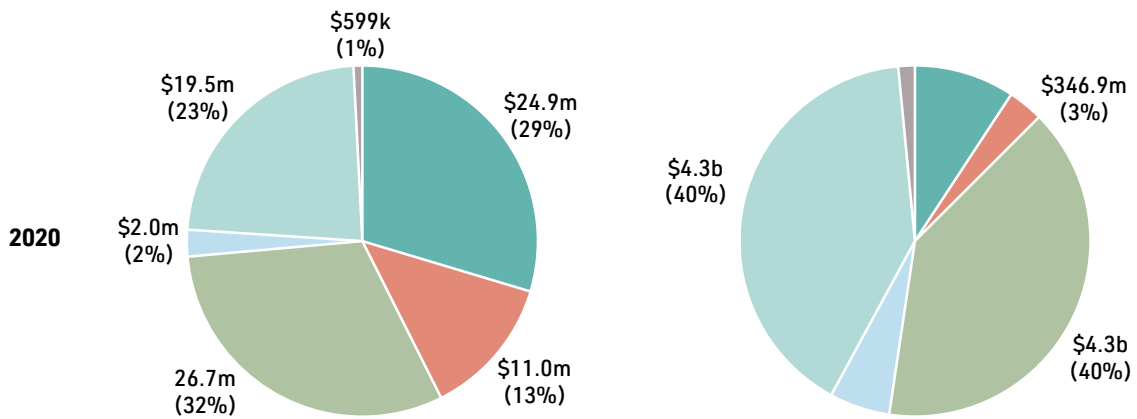
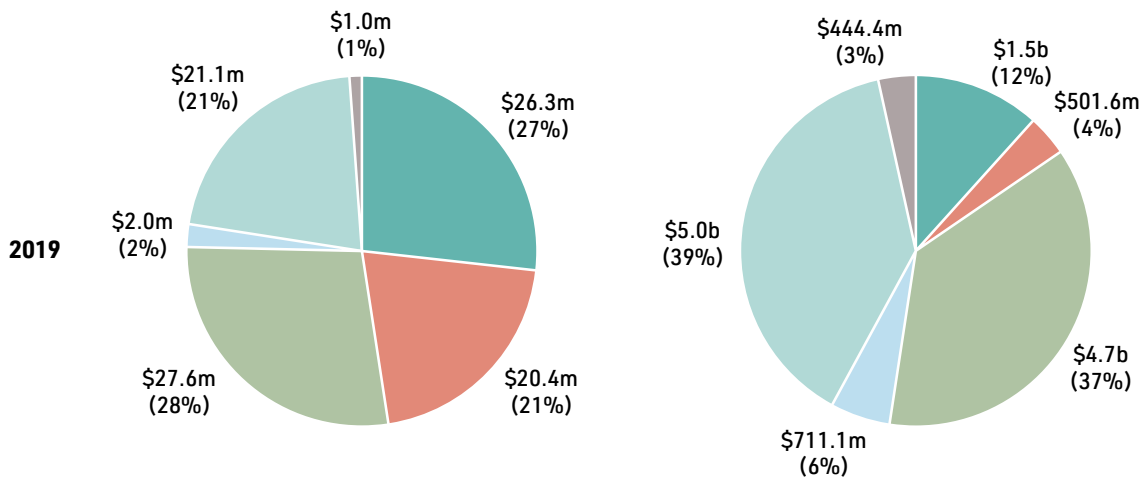


**NZ Tourism GDP**



The final figure (Figure 17) in this section shows the change in spend by Product Type. The most significant change is in the Culture and Recreation type (decreasing from \$20.4m in 2019, to \$8.7m in 2021), which includes the ski-field operations. The decrease is a sobering reality of the adaptation of product that is required to ensure our visitor economy is resilient. Despite the decrease in Culture and Recreation Ruapehu has a more even spend distribution compared to the rest of New Zealand though there are definite areas to increase spend potential.

**Figure 17: Visitor Spend by Product Type (Ruapehu v NZ)**



**Product Type**

- Accommodation
- F&B (cafes, bars, restaurants, retail)
- Retail
- Culture & Recreation
- Other Tourism
- Transport





Raetihi Te Puke Marae



## We are engaged with our community

An extensive engagement programme was undertaken for the development of this plan. Six engagement strategies were implemented. There was an elevated level of importance placed on genuine engagement with our community that has provided a platform of trust and connection to now embark upon a transformational journey together. The community statement themes below have been shared colloquially over the years and continue to ring true from our communities as recorded inside

the many engagement activities undertaken. The Engagement Timeline below depicts the extent of the activities undertaken to host conversations with our communities, youth, operators, Iwi, hapū, marae, whānau, partners, leaders and allies. Over 800 local people engaged in the development of the plan. Their voices will continue to be prioritised through the implementation of the plan and the Ruapehu Destination Management Measurement Framework.

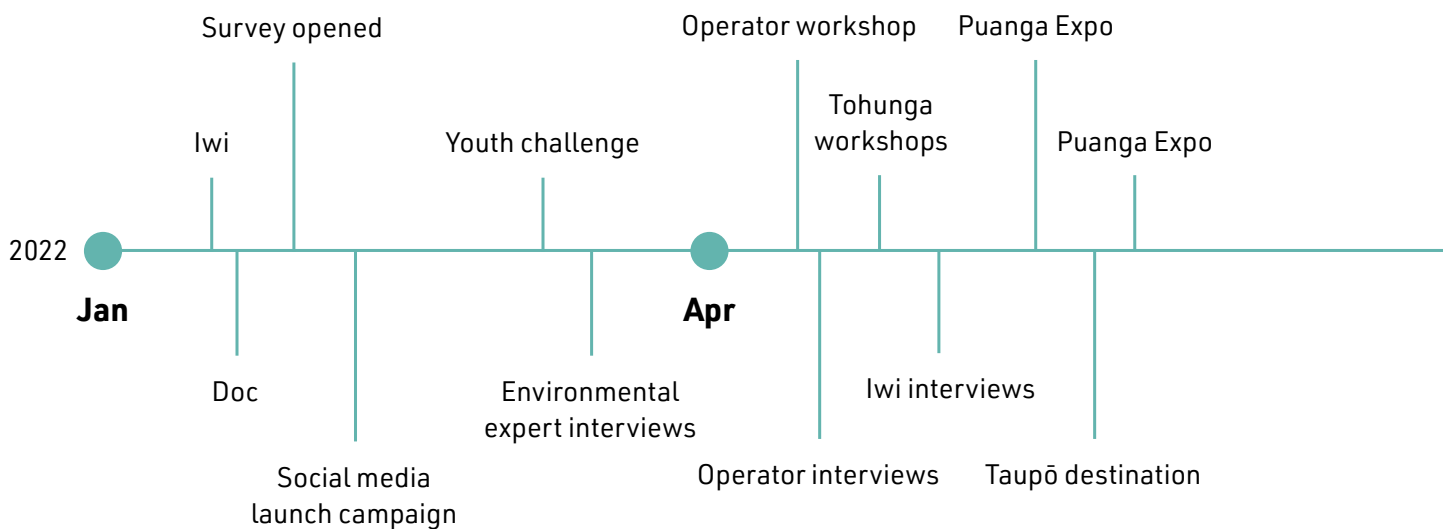
### Our Community wants:

- To be heard
- Tikanga to be upheld in our region
- Iwi trained environmental guides
- Local training opportunities for higher qualifications leading to a higher standard of living
- More youth projects and pathways
- Respectful visitors
- More things for locals to do
- Our marae to join in on package experiences
- Less plans, more action
- More job opportunities with a living wage and fair working conditions
- Better connections and relationships with each other and manuhiri
- More events that bring community, operators and visitors together
- To see operators 'giving back' to the community
- To share their love for their region
- To know and share more local stories
- To seek waterfalls for wellness with their friends
- To access products and experiences at a reduced rate
- To explore the Wellness Economy
- To establish knowledge tourism, starting with our own populations first
- To have access to more wellness experiences
- To learn how to 'read' the stars

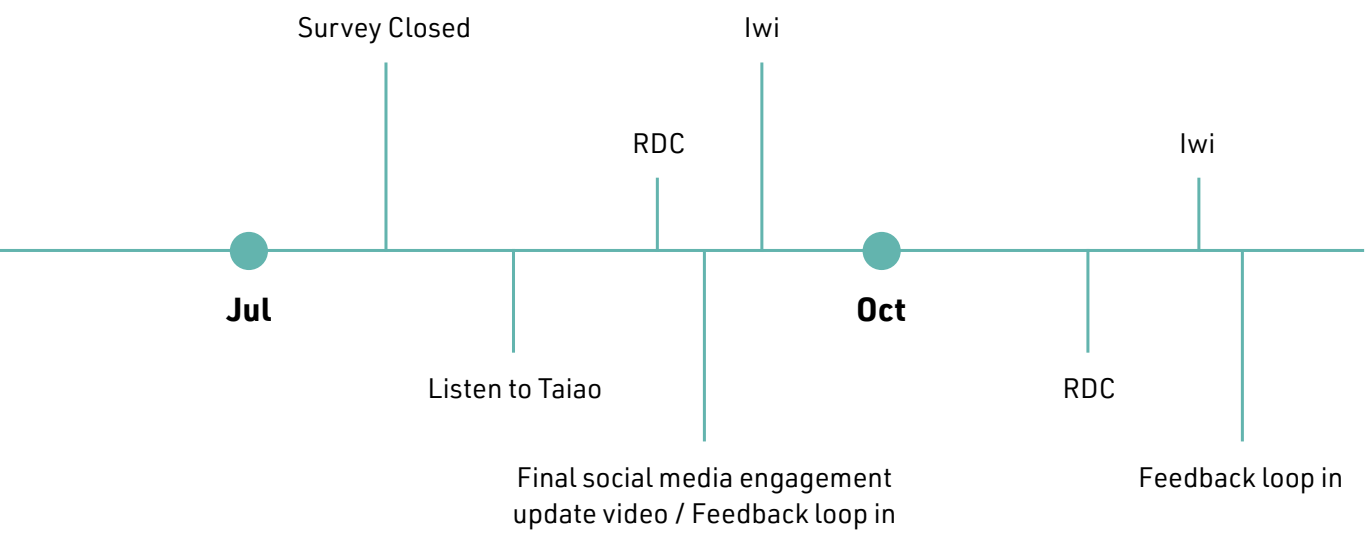


## Engagement timeline: toward a shared plan

### Ruapehu Destination Management Planning Engagement Timeline



Community Wide Survey	Community Connection Events	Strategic Engagements
<p>A survey was open for four months to collect community perspectives capitalising on the social media campaign and related DMP engagement events.</p>	<p>We hosted two Matariki/ Puanga Events which involved educational workshops on Puanga, Matariki and Maramataka. Followed up with a Tourism Operator expo and shared hangi dinner. Events were held at Raetihi Marae in the South, and Morero marae in the North (Taumarunui).</p>	<p>Strategic engagements were those completed with strategic partners, allies or authorities eg. Mandated Iwi Entities, DOC, RDC etc.</p>



<b>Feedback Loop</b>	<b>Social Media</b>	<b>Listen to Taiao</b>
<p>Opportunities to provide feedback on findings &amp; draft framework.</p> <p>Structured conversation stalls at Community Puanga Expo to gather feedback on earlier analysed findings.</p>	<p>The entire engagement approach was underpinned and supported by a uniquely designed for Ruapehu-local audience social media campaign.</p>	<p>Designed experiences based on ancient indigenous wisdom to collect insights from the environment to inform the plan; through ancient practices of listening to, and observing the taiao.</p>



## We are human centred systems designers

**Figure 18: Systems Thinking: How do we move from the old system to the new? How do we move from this to that?**

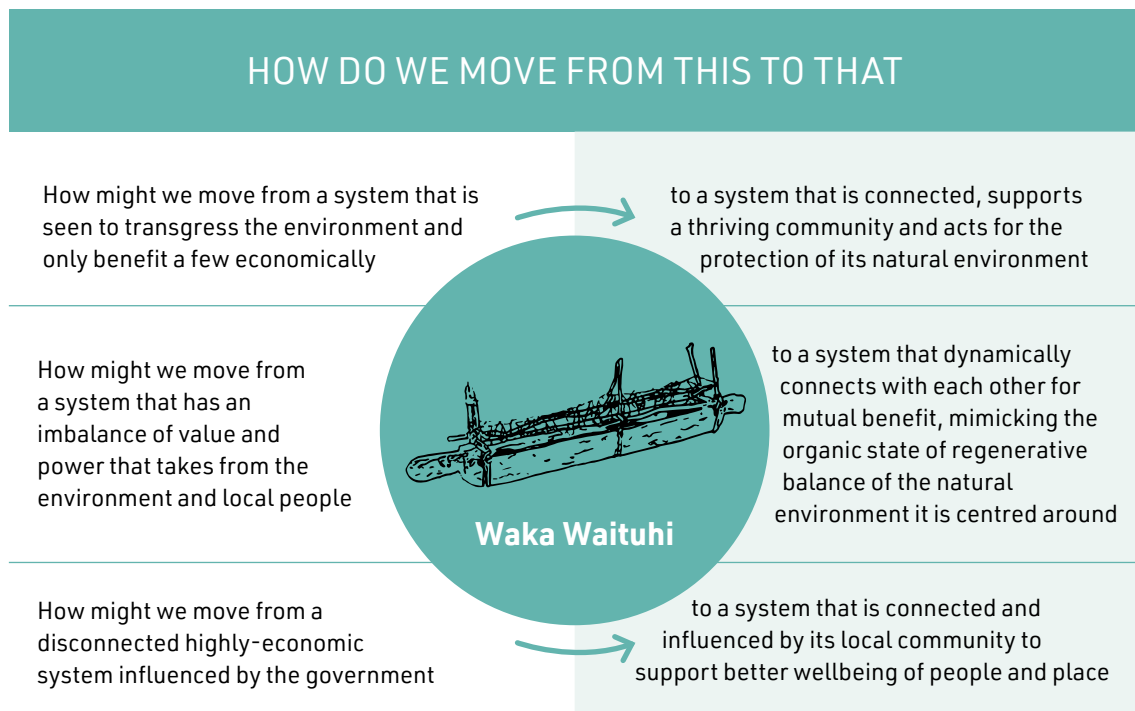


Figure 18 outlines questions curated to approach a systems challenge. Where there is a network of things, groups and ideas that live in a complex state and influence the lives of people and the wellbeing of places this is a systems challenge that requires a much wider lens than may have been utilised before in the tourism sector.

To solidify the problem being solved and the change required, a How Might We statement guides where the system currently is (and its faults that need changing) to where it needs to be.

Given the significant change of scope of destination management planning and the paradigm shift that

is required it made sense to use a proven approach to create the right transformative solution. Due to the innovation that Human Centred Systems thinking can ignite and to support our findings woven throughout the plan this section has been provided as a resource. **It has been written as a guideline stepping out key stages of our systems design change theory.**

Systems thinking requires us to visualise the System, then humanise the System, in order to redesign the System. Whilst Systems Thinking comes with many tools and tips, including a multitude of different maps a Network Map was used to visualise the Ruapehu tourism system.

**Figure 19: Ruapehu Tourism Systems Network Map**



The approach of the development of this plan has been represented in the Waka Waituhi, in this context as a symbol of reciprocity. The network map allowed us to identify the current state of reciprocal relationships that exist or were assumed to exist across the entire region.

At a surface level it may appear that the map looks beyond the scope of the normal 'tourism' lens, but it does not. To design solutions for the benefit of tourism across the region, we must design

solutions for the region in its entirety. For our small region especially, everything is connected and inter-connected with inter-dependencies and stretched resourcing hamstringing intelligence-driven growth.

The placement of the local people and natural environment, in all its different shapes and formations at the centre of our systems map was intentional. This placement acknowledges the mouri, the life sources within our region.

The lists above are not an exhaustive, and the intent of the systems map is not limited to the named lists in figure 19

## The Lens of Analysis

Though there are more, we considered five lenses to analyse the systems map and, in the end, chose to focus specifically on lens 5 - **Value**.

1. **Alignment.** What is the strength of alignment between groups? This can be based on priorities, perspectives, incentives or understanding.
2. **Communication.** What are the lines and directions of communication? These can be formal or informal ways of communicating across a network.
3. **Power.** What are the sources of power in the system? This can be related to formal authority, like the power to make and implement decisions, or the power to influence decision makers.
4. **Influence.** What is the nature and degree of influence? This can be based on things like money, emotion, knowledge, viability, trust etc.
5. **Value.** What are the exchanges of value? This could be anything of value to the system and its peoples eg. money, trust, spiritual sustenance, resources, information, knowledge.

The Ruapehu system map focused on identifying the flow of value in the forms of money, spiritual wellbeing, knowledge and unique experience.

## Design Levers

Levers of design are the 'how to take action' to redesign the system. Levers are used to influence behaviours in the system. Systems are made up of people. People control what happens and the pace of change that can be achieved. Consequently mechanisms and processes within the system if designed right, can influence the behaviours and the mindsets of the people who control the system. When examining common levers to influence behaviours of peoples within the system, we were inspired by Jay Galbraith's star model, and identified these six as having the most relevance for Ruapehu.

1. *Strategy* is a lever to align the system around a common direction.
2. *Structure* is a lever to define where authority resides for key decisions.
3. *Process* is a lever to direct the flow of activities and information.
4. *Infrastructure* is a lever to nudge behaviours through shared tools.
5. *Talent* is a lever to grow the right mix of mindsets and skills.
6. *Incentives* are levers to motivate people through hard and soft rewards.

Examples of how some of these levers can be initiated to transform the Ruapehu eco-system are:

- Strategy – promote the Vision of the plan as the vehicle to bring everyone on the journey of change together
- Structure – establish a new governance model that gives power to the people and clearly places the importance of the environment at the centre
- Infrastructure – build a physical structure that symbolises the manifestation of transformation the plan seeks, this could include initiatives from the Puanga, Matariki and Night Sky experiences project. It can have multiple meaning, function and/or purpose. Another example is to place more reuse, recycle stations around the region to improve environmental consciousness
- Talent – design a bespoke training programme to grow with intention the kind of leaders in the tourism sector that the new system requires, whose learning could be centred on the plan's shared community values and integrated into the capability programmes
- Incentives – incentivise participation and connections across community and the operator network, through establishing a community environmental funding programme like The Community Coin project.

Once Design Levers are confirmed the next step in Systems Thinking is to Prototype.

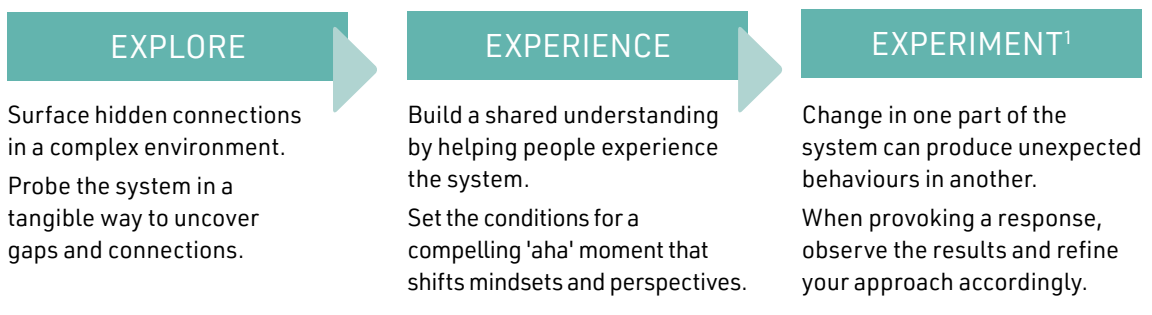


Morero Marae, Taumarunui

## Prototypes don't need to be Perfect

The goal of prototyping is not to learn whether or not an idea worked. The goal is actually to learn about the system as a whole in order to get to the next experiment. It's a cyclical process where we should be consciously testing and learning, not directly solving.

In complex systems, prototypes assist to explore the system to better understand how it works, experience the system to understand how it feels and experiment with the system to see how it responds.



The Puanga and Matariki Expos were engagement mechanisms to inform the plan and were also a prototype. We prototyped a mix of strategy and process to bring our operators and community together over a shared event that was of interest and unique significance to the region. The event created a space of connection through learning where people could meet in a safe, celebratory way where there was mutual benefit for all through a shared experience. After and during prototyping stage, to Reframe our Perspective was a powerful technique used in our approach.

## Reframing our Perspective!

Reframing Techniques help to look differently at the complex environment we are attempting to untangle. There are five techniques that were relevant to the systems thinking we undertook to inform the Ruapehu Destination Management Plan - Tahia Ko Puanga.

- 1. Zoom In** to view the system from a human perspective. By focusing on individual people within the system, you can uncover deep needs and meaningful solutions that can be hard to see from a distance. We conducted interviews with key representatives of groups from the network map. The results informed exploration of the following reframing techniques.
- 2. Explore** the system through **multiple different views**. By examining all the stakeholders and looking at the situation from each of their unique perspectives, we access a more holistic view of everything that may be happening within the environment.
- 3. Expand the boundaries** of the system to include your entire industry or eco-system. By widening your aperture, you can find inspiration in unexpected places.
- 4. Examine the analogous sectors** for inspiration. This is another way to expand perspective and find innovative solutions. We scanned the region and wider North Island for initiatives, strategies, relationships and significant change management projects across other sectors to learn from.
- 5. Study the natural world** for a fresh perspective. People, like nature, live within systems of relationships and resources. We can follow nature's example and design more holistic solutions. This perspective sits naturally within a te ao Māori worldview (tirohanga Māori). The inter-relational complexities of all living things include humans. Humans are simply another part of the natural world thus it makes sense to look at the environment for answers.



Maramataha Bridge, Timber Trail, Pureora Forest

# OUR MEASUREMENT FRAMEWORK

We are accountable for our actions



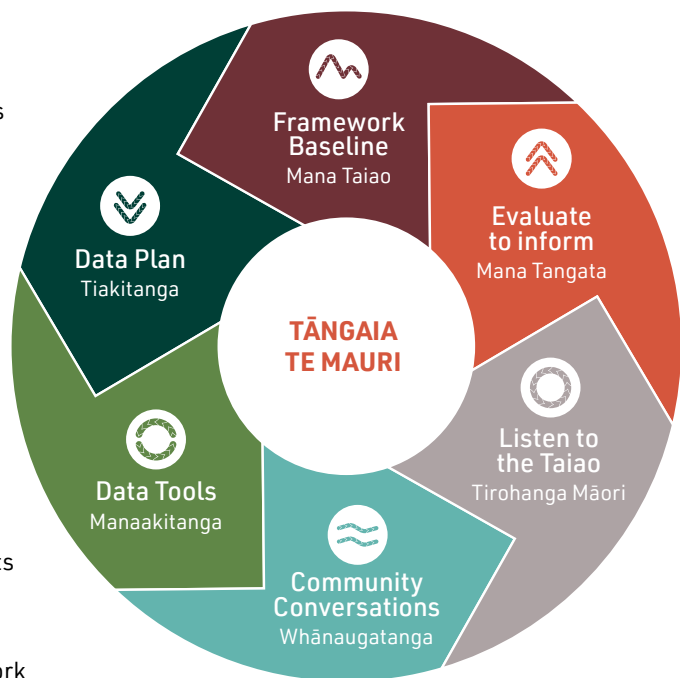
This Measurement Framework has been designed to provide guidance on how to robustly track progress toward the achievement of outcomes proposed by the Ruapehu Destination Management Plan - Tahia Ko Puanga. The figure below (Figure 20) and corresponding table outline how the

framework should be read and later implemented. The framework has a relationship to the baseline data and all research collated and analysed to date. The framework integrates strategic measures into an annual monitoring cycle.

**Figure 20: Ruapehu Destination Management Measurement Framework**







## Strategic Measures

- 1.1 KPI Framework in use
- 1.2 KPI Report shows improvements
- 1.3 Increase environmental protection activities
- 1.4 # business decisions made due to environmental observations
- 2.1 Increase # trail experiences
- 2.2 Increase # products with higher yield
- 2.3 Increase domestic market
- 2.4 Increase international market
- 2.5 # Local narratives available
- 2.6 Increase # experiences that connect to taiao
- 3.1 Vocational Training Centre business case
- 3.2 Increased housing options for locals and workforce
- 3.3 Investment in accommodation improvements
- 3.4 Monitor % Living Wages across Region
- 4.1 Increase % Package products
- 4.2 Satisfaction Survey results-Business Network
- 4.3 # Community Coin funded projects
- 4.4 % Community satisfaction - Events
- 5.1 # Programme Graduates
- 5.2 Iwi & community satisfaction survey results
- 5.3 Increased Climate Mitigation/ Adaptation awareness
- 5.4 Increase % te reo māori use region-wide



- 6.1 Increase % visitor spend
- 6.2 Increase % target market
- 6.3 Governance arrangements include iwi leadership
- 6.4 Coordinated regional investment
- 6.5 Increase regional tourism GDP contribution



Stage	Guiding Value	Focus	Explanatory Notes
1	 MANA TAIAO	Framework Baseline	The quantitative and qualitative research recorded and analysed to inform the Ruapehu Destination Management Plan. Ability to articulate how the research and analysis has informed the outcomes framework. Baseline Measures and Outputs recorded.
2	 TIAKITANGA	Data Plan	Collection, collation and analysis processes confirmed and scheduled in annual calendar. Identify any gaps, and/or tools that are required to be created to support full implementation and annual cyclical review as guided by the measurement framework.
3	 MANAAKITANGA	Data Tools	Data tools quality assured before use. Survey design completed for each of: Iwi, Marae, Visitor, Operator, Community. Measurement dimensions confirmed and corresponding information/data source identified. Any required data sharing arrangements to be agreed and formalised. Identification of any other data tools required.
4	 WHĀNAUNGATANGA	Community Conversations	All surveys delivered with a supporting engagement strategy to ensure genuine and wide uptake. In person engagements scheduled in annual event calendar.
5	 TIROHANGA MĀORI	Listen to the Taiao	<p>Annual environmental observations to deepen an understanding of how to listen to the taiao should be scheduled throughout the year. Look to environmental guides eg. Maramataka, Puanga, Matariki.</p> <p>Implement an annual review of Tirohanga Māori initiatives. The report could include but should not be limited to: use/incorporation of Mātauranga Māori in decision-making by operators, Visit Ruapehu and local government; use of Te Reo Māori by Operators; investment in Te Tiriti or Tirohanga Māori activities and capability by local government, Visit Ruapehu, industry operators and community; increase in Māori-owned product; uptake of Te Tiriti Readiness Programme.</p>
6	 MANA TANGATA	Evaluate to Inform	Review all findings from information and data collected and analysed throughout all stages of the measurement framework. Findings to inform: annual planning; review/changes to the Destination Management Plan projects or Outcomes Framework; Visit Ruapehu marketing strategy; Capability programme design.

# APPENDIX 1

## Extract summary of Ruapehu destination management stocktake April 2022: Stafford Strategy



### Executive summary

Stafford Strategy (Stafford) was engaged by Visit Ruapehu (the RTO for Ruapehu) to undertake a stocktake of where the region is currently at with activities already completed in your various plans and strategies (RRVDP etc) and those still outstanding etc. Specifically, you were keen that this Destination Management Stocktake Update focussed on:

- Where you were pre-COVID.
- Successes achieved with the RRVDP as the guiding document and vision for the region.
- Challenges with the RRVDP and any "unfinished business".
- Current visitor numbers/impact of COVID-19 on the Ruapehu regional economy.
- Where the region is now and in the short-medium term noting that due to COVID the new normal will not be the same as the pre-COVID.

#### 1.1. Key Findings

COVID-19 has had a dramatic effect on not only the Ruapehu region, but the entire country as well as globally. This has resulted in the need for a total recalibration of the future direction of tourism, based on major changes to demand-side factors impacting domestic and international global travel trends, and the types of supply-side products needed for the future to offer revised appeal.

There is also a growing community desire to ensure visitation numbers are better managed so over-tourism issues do not occur in the future and strong government direction for far more sustainable tourism outcomes with a focus on regenerative tourism with the sector needing to achieve far stronger productivity gains.

This stocktake shows that for the Ruapehu region:

- There is and will continue to be a heavy reliance on attracting an Auckland, Wellington, and Waikato domestic market for leisure purposes especially, noting that for Auckland and Wellington especially, there will likely be strong ongoing domestic and international market competition as many kiwis start to rekindle their strong desire for overseas travel especially from June 2022 onward
- International visitation is likely to continue to be dominated by Australian, German and USA visitors coming for leisure purposes and with a focus on trekking, mountain biking and niche sectors such as trout fishing, hunting, bird watching, and eco-adventures generally etc. To appeal to international visitor markets in the future will require the region to refresh existing products, introduce new products to expand the offering and raise greater destination awareness etc.
- A major factor for both domestic and international market growth and stronger appeal will be the ability of the region to continue to improve service



standards with sector staff training and upskilling, along with ensuring there are adequate staff numbers which currently is a major problem nationwide. We note, for example, that there is already a major drive by Australian companies to recruit younger kiwis to work in tourism and hospitality in Australia by offering higher wages, staff housing etc.

- The region appears to have been less impacted by COVID-19 (in terms of tourism employment), with tourism employment dropping by 15%, compared to the 33% drop experienced nationally. This is likely because of the focus on domestic visitation and the smaller boutique size of many tourism related businesses.
- The dominant market (by visitor spend) for Ruapehu is Auckland. Over the four years assessed, this market has always been the strongest generator of visitor spending. In 2018, this market represented 28% of visitor spending in Ruapehu. This was followed by The Waikato (15%), and Wellington (11%). Going forward, we suspect these three domestic generating markets are likely to remain the dominant markets for regional spending which is likely to grow beyond the 54% current spend share due to the stronger economic growth shown now in household income especially from the Auckland and Wellington regions compared to many other parts of the country.
- 84% of travellers to the region have historically been free independent travellers, rather than those coming on package tours. Changing global travel trends is likely to see this ratio continue into the future, with the potential for even fewer package tour visitors as domestic visitors are more likely to visit as couples, family groups and special interest groups travelling informally (hiking clubs etc.). This is important to note as much of the region's accommodation stock is provided via Airbnbs or smaller accommodation facilities which offer a product that appeals to the FIT market.
- The online survey of consumer sentiment indicates that smaller properties (homestays, farm stays, lodges, B&Bs etc.) rated very well whilst motel and hotel stock rated far lower for consumer appeal. Although the majority of properties (85%+) are smaller-scale accommodation facilities, the hotels and motels still provide 30% of the region's actual room/unit stock. The RTO needs to be looking at ways to work with motel and hotel operators to help improve consumer sentiment through either encouraging existing operators to refresh their product and service delivery or encouraging new facilities to help offer a refreshed offering. This is particularly important if the region is to retain a competitive edge to attract the key visitor markets for the future.
- Looking at attractions and experiences, there are limited all weather experiences for visitors to undertake during times of inclement weather (too cold or during periods of excessive wet weather), few family-friendly experiences for both visitors and locals alike to undertake, and unique food and beverage experiences (i.e., breweries, foodie tours, cooking schools etc.) to leverage the growing interest in food experiences globally.
- Importantly, existing tour operators rated very well so the operators in this sub-sector offer a solid base to potentially build new product offerings.
- The RRVDP is an important guiding document, and we note it has been well received. For some existing actions, modifications may need to be considered to now reflect:
  - changes in project priorities over the last 4-5 years since the RRVDP was crafted,
  - the significant change in visitor numbers
  - the removal of over-tourism, which was occurring in several locations previously before COVID, but which is now no longer an issue,
  - the likely slow and longer-term recovery of international visitor markets especially will mean a far greater reliance on domestic visitor markets from 2022-2030 if not beyond,
  - the need to reorientate product development options to primarily meet the needs and budgets of domestic markets and
  - the need to reassess brand positioning and promotional campaigns to help raise the profile of the region and its appealing assets available year-round, and not just over the high-profile winter ski season.
- The impact COVID-19 has had on Ruapehu's and New Zealand's visitor economy is demonstrated by the significant drop in tourism GDP between 2019 and 2021. Recovering back to where the region was pre COVID is likely going to need a strong marketing focus on all-year round tourism activity along with a refresh of existing product and introduction of new products. A status quo position is unlikely to offer the region a competitive edge as so many other regions throughout NZ compete for

the same visitor markets.

- The estimated visitation to the Ruapehu region may struggle to return to pre-COVID levels until 2030-2031 at the earliest, without the introduction of new and refreshed product options, and without stronger promotional spending to actively encourage greater visitation outside of the winter ski period. Most of this growth is estimated to originate from the domestic market and mostly ex Auckland, Wellington and Waikato regions which have represented approximately 70% of visitation previously.
- The regional data reflecting investment spending on RRVDP based projects indicates that many of the projects recommended in the RRVDP are taking longer to activate and have not been helped by the impact of COVID.
- A far more cautious approach to reinvestment into existing plant and equipment and new greenfield projects is expected to be seen for the short term at least. However, a stronger and faster uplift from both domestic and international visitation returning would help restore investor/owner confidence that the tourism sector can recover more quickly. This is yet to be seen nationally.

## 1.2. Recommendations

Based on the RRVDP strategic focus and the regional economy update, determining the timing for development is difficult. Nevertheless, the potential for new products and enhanced experiences and facilities needs to be contemplated to ensure that Ruapehu stays a highly competitive tourism region going forward. Based on changing market sentiment and product development opportunities, consideration should be given to refreshing the RRVDP with options including, but not limited to:

- Expanding the typology of accommodation options to help broaden options for consumers but with a continuing focus on boutique properties, established in unique locations and themed where appropriate
- Potential expansion and upgrading of camping and RV facilities to offer quality supporting amenities (showers, kitchens, toilet blocks, dumpsites etc)
- Assessing the growth of the health and wellness sector with both indoor and outdoor facilities including spas etc
- Geothermal pool experiences where the potential exists
- Expansion of the mountain biking trail network and e-bikes along with bridle trails and making sure these do link with chargeable product opportunities (cafes, transport providers, eco cabins and quality huts etc).
- Assessment of 2-3 night (2-4 day) walking and biking trails with bespoke accommodation offered as part of guided experiences
- Additional food and beverage experiences and potential for boutique eco-distilleries, cider and craft beer facilities which ideally can adopt local bush flavours
- New visitor attractions such as unique forms of canopy walkways (Totara Forest experiences at Pureora by way of example)
- Immersive indoor visitor experience centres which offer the potential to tell local history, Iwi storytelling, the geology and significance of the central plateau, the extensive river systems etc
- Expansion of existing major attractions such as the Waiouru Army Museum with seasonal outdoor guided experiences
- Ongoing development of the various ski fields' infrastructure (where shown to be viable)
- Evaluating other great walk options
- Clarifying how best to define and promote the boundaries of the region which are currently perceived to reflect the volcanic cones of the Central Plateau and the towns which are spread around the mountains, as the research evidence provided reflects a lack of market understanding of the vastness of the region and what it contains
- To expand journey mapping opportunities, whether via walking or cycling trails, river trails for kayaking, drive trails and mixes of many of these elements, to encourage far greater visitor dispersal within the region
- A stronger seasonal branding campaign to actively encourage repeat visitation throughout different times of the year
- Determination of primary gateways into the region, how these may be able to be visually linked through signage, landscaping, art, craft, design etc.

### 1.3. Conclusion

The purpose of this regional destination management stocktake for Ruapehu is to help determine where on the pathway Ruapehu is currently, and how it can best move forward with confidence to deliver its vision and aspirations as set out in its destination management plan and other guiding strategies and policies.

Ruapehu has been successful in delivering on a number of fronts, and in a physical landscape that is constantly changing and, in some areas, under threat. In conclusion, we note the following:

- The region is strategically well-positioned geographically to take advantage of growth trends for major domestic markets which are well located, and which have some understanding of the region's assets and appeal
- With a relatively small international visitor base pre-COVID, the region has avoided the significant downside pressures which other regions with much higher international visitor numbers have encountered (Queenstown Lakes, Fiordland, Mackenzie Country, Auckland, Rotorua, Bay of Islands)
- There is still much to do to raise the region's profile as an all-year-round destination along with explaining how vast the region is and the broad range of high-quality natural assets it contains
- Unlike a number of other regions, the accommodation and attraction assets of the region generally rate well
- The focus of the region is its various natural assets, some iconic and others significant, rather than the region's towns which are there to support the natural assets rather than being a destination attraction in their own right (however improving the attractiveness of the region's towns is also important going forward)
- The potential exists to update many of the development projects identified within the RRVDP to ensure that a manageable number can be activated in a realistic timeframe
- With much of the region being national park/DOC managed land, a focus on areas to prioritise for enhancement of experiences (tracks, trails, supporting eco-huts etc.) and the potential for new ones or extensions to existing ones, needs to be determined (having a far smaller list of priority projects to activate is likely to be a far better approach to generate faster outcomes)
- Local Iwi are a crucial partner requiring active involvement going forward on projects where they both need to lead, and where they need to be an active participant.
- Retaining local community's social licence for tourism will be essential, and is going to need to involve a recalibration of what tourism is likely to look like post-2022, with far fewer international visitors being seen, and recognising a flight to quality and yield, over volume and for domestic markets as well
- Opportunities for expansion of the visitor economy, either through increasing visitor yield and/or through increasing visitor numbers as well, need to be considered, as visitor markets are discerning, and constantly looking for value adds and new experiences to sample
- Competition from other regions will intensify now, as the realisation that international visitor numbers will be far slower to return than many had expected, and the focus on growing the domestic visitor markets will also intensify
- As international borders gradually start to open post-2022, the desire of New Zealanders to want to start travelling again will quickly grow, making for greater competition from international destinations along with domestic regional areas to secure a greater share of the visitor markets
- Maintaining the region's qualities and appeal will be essential in creating a sustainable pathway out of COVID for the visitor economy and this will also require refreshing existing products and facilities and developing new product options.

Inbound gateways will grow and compete hard to take market share (Queenstown, Christchurch, and Auckland especially) from each other. For some markets such as Australia, there will be a change in the profile of leisure visitors with a focus and desire on quality amenities and experiences and justified higher-yielding products, which Ruapehu has the potential to capitalise on; providing it can offer the product base to appeal to a more discerning inbound visitor market than had previously been experienced.

In summary, while this Stocktake Report paints a more challenging environment going forward in many respects, the updated research and analysis indicate that the Ruapehu region has the potential to remain highly competitive as a visitor destination and to achieve far stronger visitor spend and yield. This also aligns well with the Central Government's broad desire for the tourism sector going forward.

# APPENDIX 2



## Strategic alignment

The following strategies and plans have relevance to our region and the Ruapehu Destination Management Plan - Tahia Ko Puanga.

Strategy Title	Owner	Description
Ruapehu Economic Development Strategy 2018 - 2028	Ruapehu District Council	Describes current economy. Establishes an economic vision for the region with accompanying objectives and actions required to achieve the vision. The Plan focuses on five areas of investment: Visitor Sector Growth, Infrastructure and broadband enhancements, Town Centre refresh initiatives, Business and enterprise support, Skills and talent development.
Ruapehu Long Term Plan 2021 - 2031	Ruapehu District Council	In accordance with the Local Government Act 2022 the 10 year strategic plan of the local district council.
Ruapehu Infrastructure Strategy 2021 - 2051	Ruapehu District Council	A strategic direction for the provision of core infrastructure over 30yrs across the Ruapehu region.
Te Ara ki te Moungaroa 2035	Ngāti Rangī Group	The aspirational strategy of Ngāti Rangī guided by the vision "Ngāti Rangī will continue to vibrantly exist in 1000 years time". The strategy has four strategic initiatives: Ngāti Rangitanga, Rau Kotahi, Te Ao Tūroa, Tari.
Rukutia Te Mana	Ngāti Rangī Iwi	The Ngāti Rangī Historical Treaty Settlement between the iwi of Ngāti Rangī and the Crown.
Te Korowai o Wainuiarua	Ngāti Uenuku Ngāti Tamakana Ngāti Tamahaki	Initial Deed of Settlement to settle historical treaty claims between the tribes of Ngāti Uenuku, Tamahaki and Tamakana and the Crown.
Ruruku Whakatupua	Ngā Tāngata Tiaki	The Whanganui River Historical Treaty Settlement between the iwi of Whanganui and the Crown.
Te Whiringa Muka	Ngāti Hāua	Agreement in Principle to settle historical treaty claims, between the iwi of Ngāti Hāua and the Crown.
Uenuku 2020 Strategic Plan	Uenuku Charitable Trust	A strategy to promote, develop and sustain equality and equity amongst Ngāti Uenuku descendants as well as preserve the cultural, social and political independence of Uenuku people.
Town Revitalisation Plans	Ruapehu District Council	There are multiple town revitalisation plans in development or underway across the Ruapehu region. The work of this plan will seek to compliment and enable the community-informed town revitalisation plans.

Tongariro National Park Management Plan 2006 – 2016	Department of Conservation	In accordance with the National Parks Act 1980 sets out the intentions of the Department to manage the Tongariro National Park. Yet to be updated.
Whanganui National Park Management Plan 2012 - 2022	Department of Conservation	In accordance with the National Parks Act 1980 sets out the intentions of the Department to manage the Whanganui National Park.
Accelerate 25 Manawatū – Whanganui Economic Action Plan	Accelerate 25 Leadership Group	A practical roadmap to accelerate social and economic growth in the region through to 2025.
Te Mana o Te Taiao Aotearoa Biodiversity Strategy 2020	Department of Conservation	A strategic plan that weaves together ideas from multiple groups across communities and the nation toward restoring the biological species in our natural world to achieve its ultimate vision: Te Mouri Hikahika o te Taiao – the lifeforce of nature is vibrant and vigorous!
Heritage and Visitor Strategy 2021	Department of Conservation	The Strategy is designed for everyday use by DOC staff to inform visitor and heritage management decisions with or for others. The strategy has three goals: Protect (nature and heritage), Connect (visitors) and Thrive (local communities).
Tourism 2025 & Beyond	Tourism Industry Aotearoa	A growth framework focused on growing a sustainable tourism industry that benefits all New Zealanders with four goal areas: Visitor, Community, Environment, Economic.
New Zealand Aotearoa Government Tourism Strategy 2019	MBIE & Department of Conservation	Sets out government’s goals for sustainable tourism growth.
Better Work Action Plan	MBIE	Outlines the current state of the tourism workforce and what ways it needs to transform to ensure the workforce and working conditions in the industry reflect and support the intentions of sustainable and regenerative tourism across Aotearoa New Zealand.
Tourism Industry Transformation Plan – Te Taiao/the Environment Phase 2022	MBIE	Consolidating efforts and investment across government to cause action that seeks to establish a regenerative and resilient tourism system across Aotearoa New Zealand focused on three key areas: Climate Change Adaption, Climate Change Mitigation, Ecological Outcomes.
Destination Management Plan Guidelines	MBIE	Provides guidance on developing destination management plans for regions or communities.
Te Ihirangi Taupō Destination Management Plan	Taupō DMP Leadership Group	Taupō Destination Management Plan.
Whanganui Destination Management Plan	Whanganui & Partners	Whanganui Destination Management Plan.
VIN Inc Future Network Strategy	VIN Inc / i-SITE NZ	Review of international best practice leading to a re-branded two-tier model with higher standards of consistency, looking to greater integration of i-SITES into the wider tourism system



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