



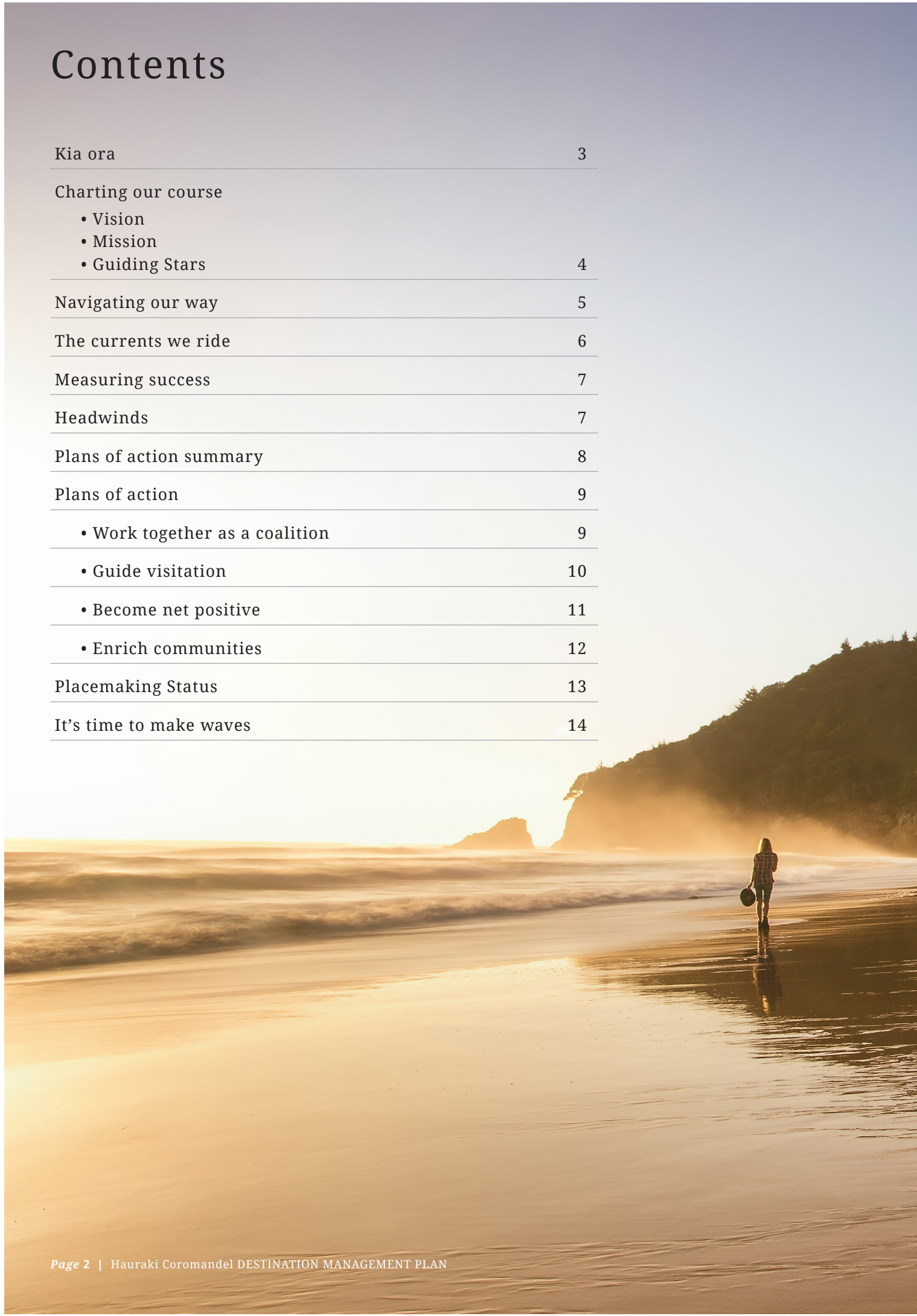
Hauraki Coromandel DESTINATION MANAGEMENT PLAN

Navigating together towards
A NET POSITIVE FUTURE FOR HAURAKI COROMANDEL

Tourism gives more than it takes, for our environment, society and people

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Kia ora & welcome

The destination management plan you're reading is about making sure tourism leads to a better future for all. It's equally about protecting and caring for everything we hold dear about Hauraki Coromandel.

Destination management provides a guiding framework that takes responsibility for all aspects of our region that contribute to our visitors' experience including attractions, amenities, access, marketing and infrastructure.

These are critical years for the planet and for the special place we call home. We will welcome all people who show care through their actions; people who respect our ways of life as communities along Te-Tara-O-Te-Ika-A-Māui, the barb of the fish of Māui, linked through our shared values.

This plan was shaped by the aspirations and perspectives of local communities, businesses, mana whenua and Councils; providing a holistic vision to align all future activities that impact our visitor eco-system.

To follow progress and contribute towards the action plans visit www.thecoromandel.com/destination-management-plan.

While uplifting one another, we acknowledge our past and future. This is the Hauraki Coromandel we want to live in, a place that is Forever good for your soul.

This plan belongs to everyone.

The Destination Hauraki Coromandel team

“He pai te tirohanga ki
nga mahara mo nga
raa pahemo engari ka
puta te maaramatanga
i runga i te titiro whakamua.”

It's fine to have recollections
of the past but wisdom comes
from being able to prepare
opportunities for the future

This plan has been produced by
Destination Hauraki Coromandel in
partnership with Destination Think
as part of Aotearoa New Zealand's
regenerative tourism initiative.

Charting our course

We imagine a world where travel brings people together, united in spirit and action.

Vision

Navigating together towards a net positive future for Hauraki Coromandel, where tourism gives more than it takes, for our environment, society and people.

Mission

Moving people, physically and emotionally, with the purpose of making the world a better place

Valuing actions more than words

Bring everyone together united by our Guiding Stars

Having a greater positive than negative impact

Collaborating to overcome obstacles

...starting in our backyard



Guiding Stars

Having the right frame of mind helps to make decisions that truly lead to change. If we are all committed to making a real difference, we must follow our Guiding Stars and always ask:

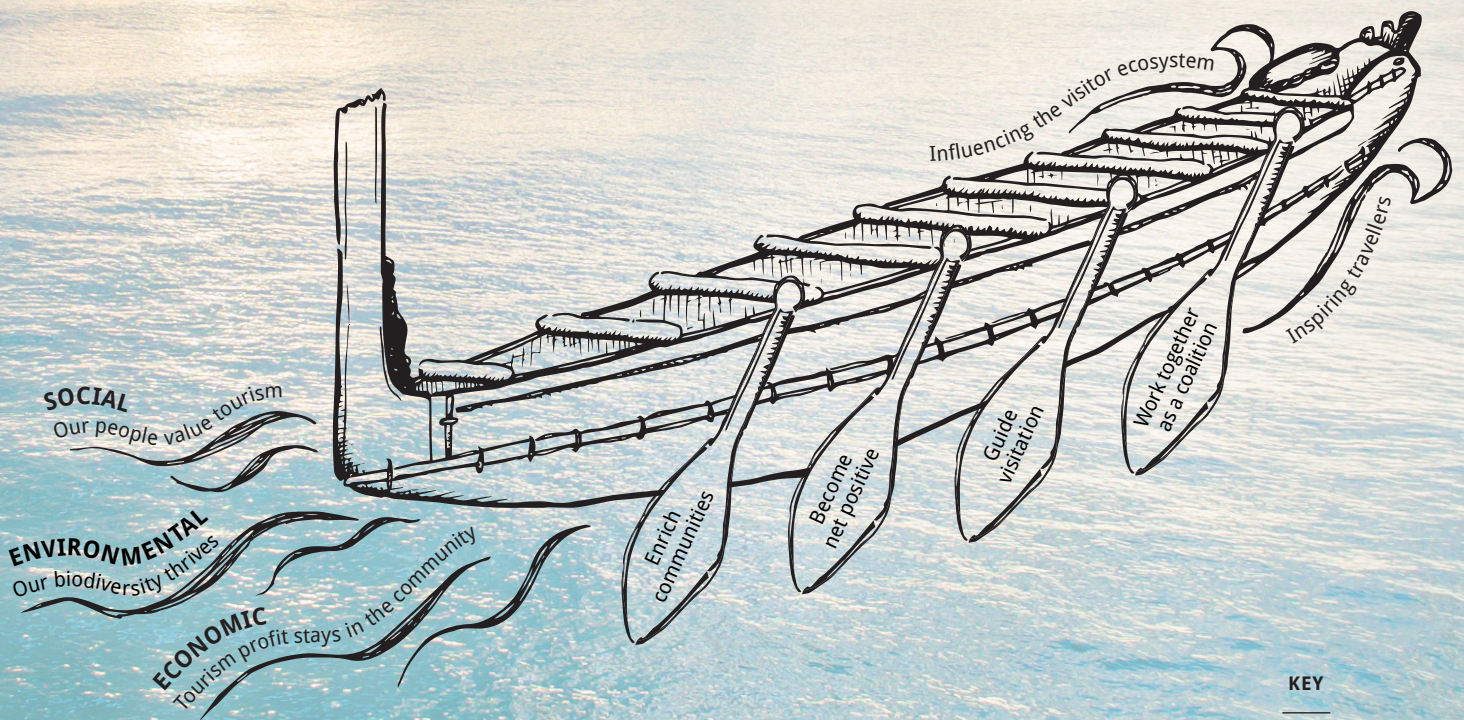
Does this action...

- Uphold the values and aspirations of mana whenua?
- Contribute to restoring the natural environment?
- Nourish creativity, arts, and culture?
- Honour our histories while caring for future generations?
- Reflect community priorities?

Navigating our way

Vision: navigate together towards a net positive future for Hauraki Coromandel, where tourism gives more than it takes for our environment, society and people.

Mission: undertake actions that will bring everyone together united by our Guiding Stars.



KEY



GUIDING STARS



PLANS OF ACTION



SUCCESS MEASURES



DESIRED OUTCOMES

Plan Development

This plan is shaped by the aspirations of our communities, which were shared in town workshops, surveys and many conversations. This will be an ongoing journey as we continue to paddle forward together.

The currents we ride

Obstacles and Opportunities

As we chart the waters ahead, we can see serious economic, social, and environmental challenges. But there are also great opportunities for regeneration. We must prepare for both.

Below, we describe the most important obstacles to address in this plan, as well as many opportunities for adaptation.

	OBSTACLES	OPPORTUNITIES
Addressing varying visitation levels.	Currently, visitation is concentrated in certain seasons and specific areas. Stakeholders hold various opinions of what the ideal level of visitation is, and how it should be distributed.	Balancing needs of different groups of people across the region will lead to happier communities and better visitor experiences.
Pursuing holistic visitor value.	The traditional focus on economic metrics of success, such as total visitor spend do not capture the full impact of tourism.	Optimise for a holistic set of environmental, societal, and economic metrics. This way, we can shape a visitor economy that is net positive; where people stay longer, mitigate tourism's negative impacts and boost the positive.
Accounting for the hidden costs of tourism.	The hidden economic, social and environmental costs of tourism leaves communities to foot the bill. A tourism industry whose negative impacts outweigh its positive contributions is unsustainable.	Be honest about the hidden costs of tourism, take accountability for negative impacts, eliminate them or mitigate the effects and transform this industry into a force for good.
The ongoing evolution towards destination management.	Many stakeholder concerns need to be addressed through sound destination management, which means doing more than promoting tourism. What is the right balance of roles and responsibilities of all partners to pursue this?	We can best maintain public support for tourism by a destination management focus. That continued evolution will allow us to tackle the high-priority challenges to improve the visitor economy, leading to resilience and prosperity for the regions.
Addressing infrastructure risks.	Gaps in infrastructure and the need for improvements poses a risk to the well-being of residents and to the vitality of the tourism industry. But what role is appropriate for the tourism industry in solving this problem?	Strategic infrastructure improvements can increase the well-being and experience of residents and visitors. The tourism industry can advocate that this be done in a way that resonates with people and addresses the needs of the place.
Improving collaboration and cooperation.	The answers to today's challenges involve many decision makers from both inside and outside of the tourism industry. Working in separate silos slows progress and means that fewer issues will be addressed.	Deeper collaboration among stakeholders and across industries will allow us to tackle the complex destination management challenges that can feel out of reach, and make progress toward our vision.

Measuring success

Our plans for regenerative tourism require new definitions of success. To stay on track, we need to measure environmental, social, and economic performance over time. Tourism’s true impact goes beyond dollars and visitor numbers. We want to inspire travellers, but also shape our visitor ecosystem to deliver net-positive outcomes.

This is a new way of planning tourism in Hauraki Coromandel, and some of the Key Performance Indicators (KPIs) we need to track will be added over time. Here is how we will measure progress towards our long-term vision of a future where the visitor economy puts back more into our society and the environment than it takes out - a net positive future.

	Initial KPIs	Future KPIs
Economic	Average visitor transaction value	Visitor length of stay
	Industry health assessment	Tourism profit that stays within the community: leakage estimate
Social	Tourism Sentiment Score®	Community Sentiment Score
	Community Sentiment Score	Māori leadership in tourism enterprise
		Workforce strength - career pathways created, % paid > minimum wage
Environmental	Coromandel kiwi population numbers	Coromandel kiwi population numbers
	Number of visitor related businesses measuring GHG emissions	The visitor economy’s greenhouse gas (GHG) footprint



Headwinds

As we look to action this plan, we want to be honest about the risks that could stand in the way of bringing it to life. There are four main risks that could prevent success:

- Securing funding to execute the plan
- The ability to unite stakeholders and encourage collaboration
- Capacity to carry out destination management activities
- Reverting to business as usual

Risk mitigation will be a key element of our plans of action.

Plans of action summary

Actions matter most.

There are four plans of action, that heed the Guiding Stars, to make the vision of a flourishing, net positive future for tourism in Hauraki Coromandel a reality. We must all help to:

Work together as a coalition <ul style="list-style-type: none">• Build relationships between the people and organisations that will shape tourism’s future.• Help the tourism industry work better together.• Measure the whole value of tourism.	Guide visitation <ul style="list-style-type: none">• Attract values-based visitors by actively managing visitor expectations.• Align tourism experiences to regional values.• Improve regional accessibility and way finding.
Become net positive <ul style="list-style-type: none">• Address climate change impacts on our region.• Redirect resources towards net positive initiatives.	Enrich communities <ul style="list-style-type: none">• Build relationships with residents.• Facilitate community placemaking aspirations (gathered from community consultation) including new product development and infrastructure upgrades.

Stakeholders and Partners

The detail of how to achieve these goals can be found on the next 5 pages. But it is important to remember that one entity alone cannot fulfil this plan. It belongs to everyone, and everyone will have a role to play at different times in the future of Hauraki Coromandel.

Tourism Industry Aotearoa **Thames-Coromandel District Council**
Communities Industry Businesses (tourism, hospitality, retail)
Hauraki Rail Trail Trust **Business Associations** Waikato Regional Council
Mana Whenua Central Government Agencies Hāpu Tourism New Zealand
Department of Conservation Predator Free Hauraki Coromandel Trust
Tourism Export Council NZ Ministry of Business, Innovation and Employment
Other DMP stakeholders **Waka Kotahi NZTA** Creative Coromandel
Hauraki District Council Iwi Destination Hauraki Coromandel

Plans of action

ONGOING

In Progress

SHORT TERM

1 Year

MEDIUM TERM

2-4 Years

LONG TERM

5+ Years

Work together as a coalition

Residents, mana whenua and visitors feel positively about tourism.

A tight-knit group of stakeholders who work together to create change. Together, they shape the tourism system more effectively than they would as individuals.

WORK TOGETHER AS A COALITION	ACTION	ACTIVITIES/PROJECTS	WHEN
Build relationships between the people and organisations that will shape tourism's future.	Establish a DMP leadership group.	- Constant cadence of reporting and communication of tourism projects and successes to all stakeholders.	SHORT TERM
	Bring stakeholders together to make collaborative decisions.	- Build a stakeholder engagement platform where stakeholders can provide feedback and have a visible voice. - Establish industry forums.	SHORT TERM
	Work with the Department of Conservation, Waikato Council, mana whenua and partners to align with their priorities.	- Develop joint relationships to prioritise efforts. - Support cultural tourism initiatives.	ONGOING
Help the tourism industry work better together.	Assist tourism businesses to build capability to effectively manage transaction values and marketing.	- Provide operator education regarding pricing and value of products. - Foster trade relationships with operators to maximise yield.	ONGOING
	Explore creating/partnering with another industry to manage off-season lows.	- Business case development opportunities. - Workforce deployment strategy to another industry/region.	LONG TERM
	Advocate for affordable housing solutions for tourism workforce.	- Advocacy plan and reporting.	LONG TERM
Measure the whole value of tourism.	Measure success based on yield and holistic visitor value that stays within the community.	- Tourism Sentiment Score® tracking. - Develop, track and report relevant tourism related economic metrics. - Evaluate tourism revenue leakage in the region.	SHORT TERM
	Reduce rate-payer funding burden for tourism infrastructure.	- Advocate to central government for national tourism funding solution.	MEDIUM TERM

Guide visitation

Visitation levels are spread across places and seasons in ways that help the tourism industry be more resilient – while, crucially, making sure the environment thrives, and that balance has been achieved.

Values-based visitors are travellers who help Hauraki Coromandel flourish environmentally, socially, and economically. They are in tune with local values, and they treat places with respect. These visitors may stay longer than others, are more deeply engaged, have a positive impact on the environment, and have great travel experiences too.

GUIDE VISITATION	ACTION	ACTIVITIES/PROJECTS	WHEN
Attract values-based visitors by actively managing visitor expectations.	Educate visitors and holiday homeowners on reasons to visit different parts of the region to share the benefits with all communities.	<ul style="list-style-type: none"> - Activate behavioural marketing initiatives. - Highlight regional eccentricities and unique propositions. - Create packages that encourage increased spending of time and money across the region. 	ONGOING
	Promote responsible behaviour and sustainable practices.	<ul style="list-style-type: none"> - Identify creative opportunities to deliver local values to protect our place. - Acknowledge seasonality and endorse off-season visitor expectations. 	ONGOING
	Strengthen unique selling point and key differentiators.	<ul style="list-style-type: none"> - Market based on passions and values alignment. - Trial loyalty programmes/annual passes. - Trial locals only pricing/times for visiting popular attractions. 	ONGOING
	Help showcase our values through storytelling.	<ul style="list-style-type: none"> - Support industry partners to showcase our heritage and values. - Roll out ambassador programme. - Grow knowledge of Hauraki Coromandel history and culture. 	MEDIUM TERM
Align tourism experiences to regional values.	Share DMP insights to encourage tourism experiences that generate positive word-of-mouth and attract values-based visitors.	<ul style="list-style-type: none"> - Advise entrepreneurs and existing businesses on inclusion of Guiding Stars into experience design. - Review food tourism strategy, incorporating Kaimoana Coast proposition. - Review regional events strategy. 	MEDIUM TERM
Regional accessibility and way finding.	Improve visitor flow via communications and signage.	<ul style="list-style-type: none"> - Develop regional signage plan. - Manage maps updates. - Review information centre network. - Promote Coromandel Loop touring route. 	MEDIUM TERM
	Help improve regional connectivity (road, sea and air).	<ul style="list-style-type: none"> - Identify safe access routes between communities. - Investigate alternative access routes (i.e. ocean based access, ferry and airport alternatives). 	MEDIUM TERM

Become net positive

Everything we do now is proactive and intentional and positively impacts the ecosystem from which we all benefit. Success will be measured as a holistic set of positive and negative economic, social and environmental impacts.

This leads to better protection of the environment and a stronger connection to the area and each other.

BECOME NET POSITIVE	ACTION	ACTIVITIES/PROJECTS	WHEN
Address climate change impacts on our region.	Work with the industry to develop a decarbonisation strategy (minimum target: reduce emissions by 50% by 2030).	<ul style="list-style-type: none"> - Conduct additional studies to better measure the true impact of tourism including carrying capacity, decarbonisation study, economic leakage, and greenhouse gas footprint. 	LONG TERM
	Help to identify infrastructure that will help mitigate and adapt to climate change and weather risks.	<ul style="list-style-type: none"> - TCDC Shoreline Management Plan. - Weather communication plan to visitor. - Assist tourism operators to develop weather-resilient plans. - DOC Climate Change Adaptation Action Plan. 	MEDIUM TERM
Redirect resources towards positive initiatives.	Encourage the development of sustainable visitor experiences where visitors give back.	<ul style="list-style-type: none"> - Develop opportunities for visitors to contribute e.g. voluntourism. - Generate revenue to invest in community initiatives. 	MEDIUM TERM
	Expand the existing sustainability program to support more tourism businesses.	<ul style="list-style-type: none"> - 200 businesses undertaking the Forever Good for your Soul programme. 	SHORT TERM
	Progress ecological restoration initiatives.	<ul style="list-style-type: none"> - Unite the people of Hauraki Coromandel to prioritise environmental protection. - Advocate for marine conservation. - Promote predator free protection areas. 	MEDIUM TERM
	Help lobby and obtain sustainable funding support for environmental protection and restoration initiatives.	<ul style="list-style-type: none"> - Establish a seat at the table to influence sustainable practices and regulations in areas such as fishing, freedom camping, pest control, cultural protection, etc. - Advocate for a visitor fee to offset the externalities of tourism. 	LONG TERM

Enrich communities

For a holistic view, we must consider cultural vitality, well-being, health, and the satisfaction of residents and travellers.

Hauraki Coromandel residents are proud of the place they live and can enjoy sharing it with visitors.

ENRICH COMMUNITIES	ACTION	ACTIVITIES/PROJECTS	WHEN
<p>Enrich and preserve vibrancy in our small towns in line with the region's Guiding Stars.</p>	<p>Support building relationships with residents.</p>	<ul style="list-style-type: none"> - Involve residents in tourism-related decisions. - Resident communication about what's going on in the area. 	<p>SHORT TERM</p>
	<p>Facilitate community placemaking aspirations (gathered from community consultation).</p> <p>Projects can include new product development and infrastructure upgrades</p>	<p>Region-wide Initiatives</p> <ul style="list-style-type: none"> ● Regional access and signage: road, sea and air ● Whole region walking and biking tracks ● Story telling initiatives ● Cathedral Cove reimagination project <p>Localised Initiatives</p> <ul style="list-style-type: none"> ● Marine conservation (Hauraki Gulf Marine Park) ● Shorebird conservation site (including Hauraki wetland protection) ● Kūaotunu dark sky community and regional biosphere ● Regional sports stadium (Thames or Hauraki) ● Karangahake Gorge corridor protection <p>Town Initiatives</p> <ul style="list-style-type: none"> ● Thames – Grahamstown visitor precinct ● Coromandel Town – waterfront development ● Kūaotunu – Dark Sky ● Whitianga – Cathedral Cove ● Hahei – Cathedral Cove ● Tairua – Pāuanui- river trail and ferry ● Whangamatā – bike park access to town ● Waihi – Hauraki Rail Trail CBD project ● Paeroa – Historical Maritime Park Wharf Street project ● Ngātea – visitor kiosk and street furniture ● Pūkoro / Miranda – Shorebird Centre 	<p>LONG TERM</p>
		<p>Key</p> <ul style="list-style-type: none"> ● CONCEPTS ● IN PROGRESS 	

Placemaking Status

The region-wide, localised and town initiatives are priorities determined by locals.

Some of these initiatives are simply **CONCEPTS** while others are **IN PROGRESS**.

These will evolve in line with ongoing feedback and the current visitor environment.

To see the latest version visit www.thecoromandel.com/destination-management-plan.

1] Region-wide Initiatives

- Regional access and signage: road, sea and air
- Whole region walking and biking tracks
- Story telling initiatives
- Cathedral Cove reimagination project

2] Localised Initiatives

- Marine conservation (Hauraki Gulf Marine Park)
- Shorebird conservation site (including Hauraki wetland protection)
- Kūaotunu dark sky community and regional biosphere
- Regional sports stadium (Thames or Hauraki)
- Karangahake Gorge corridor protection

3] Town Initiatives

See map →



Key

- **CONCEPTS**
- **IN PROGRESS**

It's time to make waves

Together, we have imagined what is possible.
Now it is time for action.

*The Destination Hauraki
Coromandel team*

“Kāhore taku toa i te toa
takitahi, he toa takitini”

We cannot succeed without
the support of those around us



Destination
**HAURAKI
COROMANDEL**