



Mackenzie

DISTRICT COUNCIL

Notice is given of a Strategy Committee Meeting to be held on:

Date: Tuesday, 10 May 2022

Time: Following the Planning and Regulations Committee

Location: Council Chambers

Fairlie

AGENDA

Strategy Committee Meeting

10 May 2022

Note: This meeting will be digitally recorded by the minute-taker .

Strategy Committee Membership:

James Leslie (Chair)
Stuart Barwood
Anne Munro
Graham Smith
Emily Bradbury
Murray Cox
Matt Murphy

The purpose of local government:

(1) The purpose of local government is—

- (a) to enable democratic local decision-making and action by, and on behalf of, communities; and
- (b) to meet the current and future needs of communities for good-quality local infrastructure, local public services, and performance of regulatory functions in a way that is most cost-effective for households and businesses.

(2) In this Act, good-quality, in relation to local infrastructure, local public services, and performance of regulatory functions, means infrastructure, services, and performance that are—

- (a) efficient; and
- (b) effective; and
- (c) appropriate to present and anticipated future circumstances.

(Local Government Act 2002)

Order Of Business

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 5.1 Minutes of Strategy Committee Meeting - 16 November 20216

 5.2 Update on Te manahuna Ki Uta Project.....10

- 1 OPENING**
- 2 APOLOGIES**
- 3 DECLARATIONS OF INTEREST**
- 4 VISITORS**

5 REPORTS

5.1 MINUTES OF STRATEGY COMMITTEE MEETING - 16 NOVEMBER 2021

Author: **Arlene Goss, Governance Advisor**

Authoriser:

Attachments: **1. Minutes of Strategy Committee Meeting - 16 November 2021**

RECOMMENDATION

1. That the Minutes of the Strategy Committee Meeting held on Tuesday 16 November 2021 be received and confirmed as an accurate record of the meeting.



Mackenzie

DISTRICT COUNCIL

Unconfirmed MINUTES

Strategy Committee Meeting

16-17 November 2021

MINUTES OF Mackenzie District Council
Strategy Committee Meeting
HELD AT THE Council Chambers, Fairlie
ON November 17, 2021, at 11.20am

PRESENT: Deputy Mayor James Leslie (chairman)(by Zoom), Cr Stuart Barwood, Mayor Graham Smith, Cr Emily Bradbury (by Zoom), Cr Murray Cox, Cr Matt Murphy

IN ATTENDANCE: Angela Oosthuizen (Chief Executive - Acting), David Adamson (General Manager Operations - Acting), Paul Numan (General Manager Corporate Services), Alexis Gray (Manager People and Culture), Arlene Goss (Governance Advisor), Chris Clarke (Communications Advisor), Aaron Hakkaart (Planning Manager),

This meeting was originally scheduled for November 16 but was delayed by the business of other committee meetings. It took place at 11.20am on Wednesday, November 17.

1 OPENING

The chairman opened the meeting.

2 APOLOGIES

An apology was received from Cr Anne Munro.

3 DECLARATIONS OF INTEREST

There were no declarations of interest.

4 VISITORS

There were no visitors.

5 REPORTS

5.1 MINUTES OF STRATEGY COMMITTEE MEETING - 17 AUGUST 2021

COMMITTEE RESOLUTION STR/2021/35

Moved: Cr Emily Bradbury

Seconded: Deputy Mayor James Leslie

1. That the Minutes of the Strategy Committee Meeting held on Tuesday 17 August 2021 be received and confirmed as an accurate record of the meeting.

CARRIED

5.2 RMA REFORM UPDATE

David Adamson said consultants had been appointed to work through the RMA reforms on behalf of Council, and the issue would come to a councillor workshop on December 7. The consultants would also be meeting with staff next week.

They would look at how the issues would be prioritised so a strategic plan could be drawn up. Aaron Hakkaart joined the meeting and explained the process to be followed and who was involved.

He then read out an email from the Ministry for the Environment to update the committee on the latest regarding the RMA reforms. He believed the new legislation would be in place by the end of next year. Council would need to provide submissions to the new legislation early next year.

Cr Cox asked about how the District Plan review would be affected by the new legislation. It would be taken into account when setting priorities.

Cr Stuart Barwood left the meeting at 11.33am.

The Mayor was concerned that the spatial plan work might be wasted, but councillors and staff agreed that the spatial planning was valuable to Council, especially at that level of detail.

Cr Leslie congratulated Mr Hakkaart on the work he was doing.

The Meeting closed at 11.38am.

The minutes of this meeting were confirmed at the Strategy Committee Meeting held on .

.....
CHAIRPERSON

5.2 UPDATE ON TE MANAHUNA KI UTA PROJECT

Author: Angela Oosthuizen, Chief Executive

Authoriser: Angela Oosthuizen, Chief Executive

Attachments:

1. Programme Timetable [↓](#) 
2. Engagement Document - Te Manahuna Ki Uta [↓](#) 

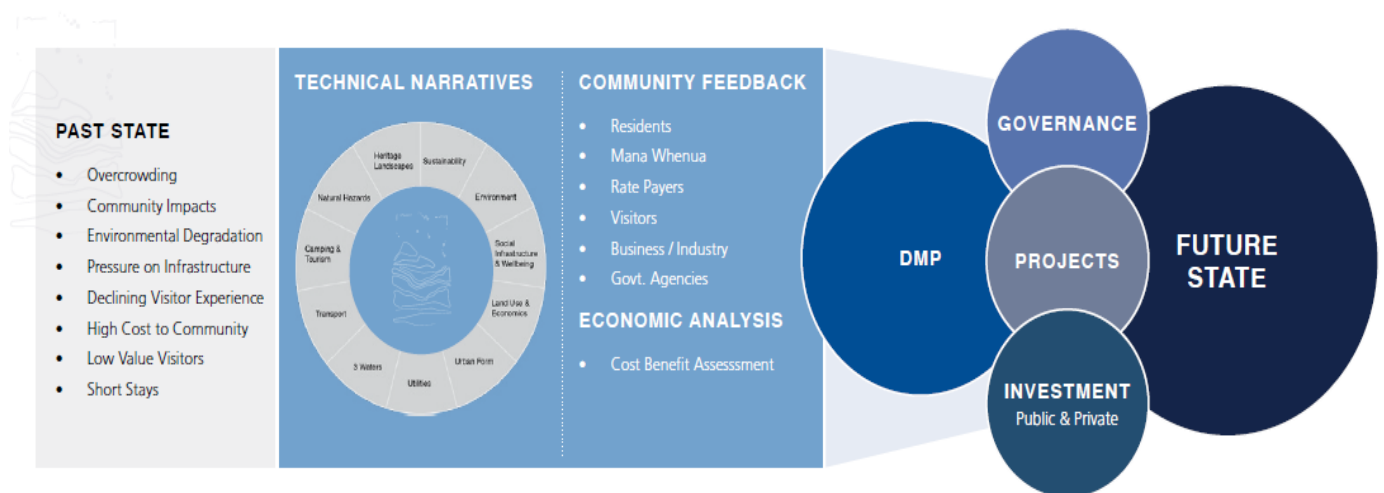
STAFF RECOMMENDATIONS

That the information be noted.

BACKGROUND

Mackenzie District Council, Manawhenua, Government and the community are working together to curate a 100-year vision for Te Manahuna/Mackenzie District.

The project was aimed at striking the right balance, keep what is love about living and visiting the Mackenzie District and Basin and creating a more sustainable future for Te Manahuna/the Mackenzie Basin.



The project has been led by Mackenzie District Council and manawhenua, the project will confirm a 100-year vision for Te Manahuna/Mackenzie Basin. It will develop a Destination Management Plan that will consider Te Manahuna/the Mackenzie Basin along with some of Aotearoa New Zealand's top natural attractions such as Aoraki Mt Cook National Park and the Lindis Pass.

The project recognised that the rapid growth of tourism pre COVID had put unsustainable pressure on local communities, the environment and infrastructure which has been challenging for a council with a small ratepayer base.

The Destination Management Plan will include actions, likely costs, and policy and regulation guidance to help the Mackenzie District move forward.

Vision and Principles have been finalised at the key workshops on 1 and 2 February and have been agreed with all the agencies and local Runaka.

VISION

Te Manahuna's wonder and treasures are restored, protected and thriving – to be loved and valued while sustaining us, our visitors, and those who come after us.

WHAKATAUKĪ

**Te Manahuna,
Ki uta, ki tai**

*There is wonder hidden
In the alpine peaks all the way to lapping
ocean tides*

Ko Te Manahuna

**He tapu ōna, he whakapapa ōna
He pirika takāta, he pirika tūpua
He taoka mō te āpōpō**
*Te Manahuna – the Mackenzie District
It is sacred and has a story
It is a home for people, a place of wonders
It is a gift to be treasured for future generations*

Ki te ora ki uta, ka ora ki tai

Ki te raru ki uta, ka raru rawa ki tai
*If inland thrives, the coastlines thrive
If there is neglect inland, the coastlines will suffer*

PRINCIPLES



Protecting our Treasures

- We acknowledge the role of mana whenua as kaitiaki for the wonders of Te Manahuna that Māori have a whakapapa connection to and have responsibility for.
- Our guardianship over the natural environment – from the mountains to the sea – protects, restores and regenerates Te Manahuna to support generations now and in the future.
- Use innovation, science and technology to provide sustainable management of water, energy, natural and built environment mitigating climate change risks.
- Holistic system management of Te Manahuna that protects our Dark Sky, water, flora and fauna.



Enduring Partnerships

- A living Treaty based partnership between Manawhenua and MDC and all agencies in Te Manahuna.
- A relationship where Manawhenua, Community, the rural sector and the Tourism Industry have a shared world-view and collaborate together.
- An integrated, collaborative, and sustainable approach to visitor and destination management.
- A sustainable revenue and funding model that delivers the vision and aspirations and outcomes for Te Manahuna Ki Uta, Community and stakeholders.



Thriving People & Places

- Thriving people and cohesive communities create a welcoming and inclusive place.
- An enriching and authentic experience that benefits wellbeing and contributes to the place.
- Re-establish Manawhenua pride, connection and presence in the stories, whakapapa and landscape of Te Manahuna.
- In supporting the visitor system, the people who live in Te Manahuna are enabled to build a cohesive community and have equitable access to quality services.
- All infrastructure servicing the community and visitor system is sympathetic to the landscape and supports resilient communities and improves the visitor experience.



A Unique Experience

- A world class visitor experience based on our peaceful and tranquil natural environment, outstanding landscape and guardianship values.
- Visitors learn and celebrate the hidden wonder of the place and its people – our whakapapa, shared history, nature and heritage.
- Visitors develop a meaningful connection to the Te Manahuna story and create future generations of Kaitiaki and Guardians.
- Visitor activities and tourism infrastructure are adaptive to change and resilient to risks.
- Innovative technology and approaches to support the visitor experience and protects our taoka and whakapapa.
- Te Manahuna's treasures are accessible and can be enjoyed by all.

Three draft scenarios were identified and feedback was sought the three scenarios from the working groups members, operators and agencies and the community (current engagement process underway). Economic analysis has been undertaken and the aspirational scenario was chosen as the preferred option for the project in terms of economic value add.

Aspirational

The aspirational scenario is focussed on increasing the value of visitors to the region, rather than focussing on the number of visitors

A Unique Experience

A unique, well and managed visitor landscape focussed on quality of experience not just quantity of visits.

A High Value Future

High value does not mean just luxury and high end.

We want a range of products that are accessible to all.

We want to see a strong and diverse workforce who come and live and live in our communities.

Regenerative Tourism

Regenerative tourism encourages and facilitates visitors to and 'gives back' to the places they visit.

A regenerative tourism system under destination management will support and encourage the visitor and industry to be more engaged with the community, government and manawhenua to achieve better environmental outcomes for the region.

Meaningful Journeys

We want to create visitor journeys and products that lead to longer stays, repeat visits, and celebrate the dark sky and outstanding landscapes and learn about our way of life.

Globally Recognised

A deeper connection to the land through storytelling and our sustainable approach to environmental systems and how the visitor interacts with the wonders of Te Manahuna will be a point of difference to visitors to the region

Sustainable Funding

We want to move to a model that captures the value and helps sustainably fund the outcomes for the environment and the community as well as infrastructure for the visitor.

Guardians and Katiakitanga

The visitor learning about our place, and how we value our place will create future generations of people who care about the places that they visit.

The engagement document also contained the key themes and broad direction for projects that could be implemented to achieve the agreed vision and principles.

Key project themes



Current Status of the Project

Appendix 1 is the timeline for the completion of the project and the associated deliverables.

The Engagement Document (attached Appendix 2) formed the basis of the recent community engagement.

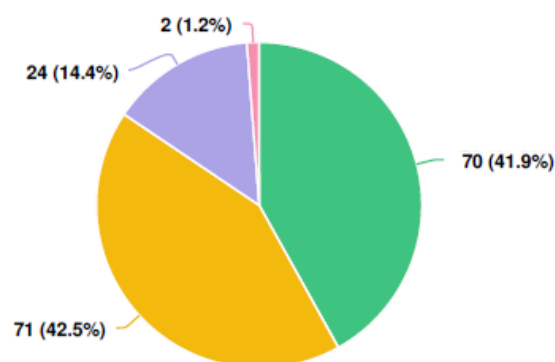
Drop in sessions were held in Tekapo, Twizel and Fairlie and we received a great turnout from community, stakeholders and tourism operators and providers.

Online engagement closed on 4 May 2022 and is in the process of being collated.

Some initial feedback from the engagement has shown that:



Respondents by location



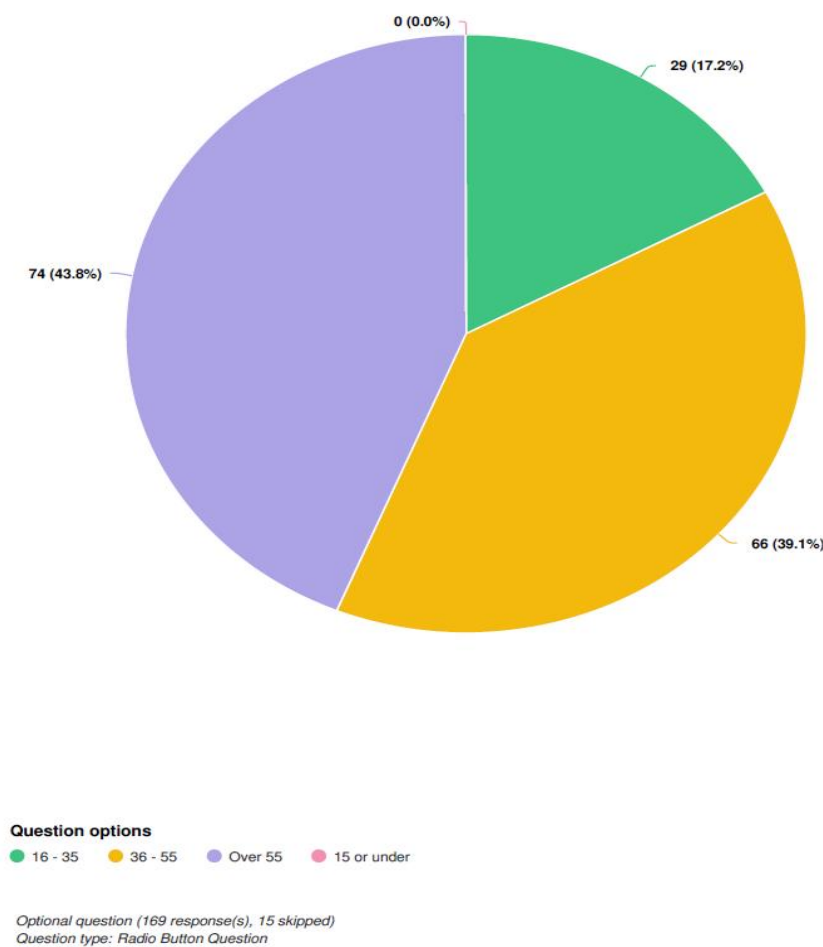
Question options

☒ In the Mackenzie District ☒ In the South Island of NZ ☐ Elsewhere in NZ ☐ I don't live in New Zealand

Optional question (167 response(s), 17 skipped)

Question type: Radio Button Question

Respondents by Age



This week sessions were held with Stafford Consulting to discuss the key projects and priorities that will arise from the Te Manahuna Ki Uta Project with the internal team. We are also awaiting feedback from the agencies. All of this feedback will be collated and will help identify and inform the Priority Projects..

The next steps of the project will be to :

1. To seek approval from the working groups for the approval of the priority Tourism Projects and costs (May 2022)
2. To undertake a cost benefit analysis on these initiatives (May 2022)
3. Draft the Destination Management Plan (June 2022)
4. Approve of the Destination Management Plan from Manawhenua and the agencies (early July 2022)
5. Determinne what the objectives of Phase 2 of TMKU will be and prepare a terms of reference for the project governance and funding costs for the implementation phase

BUDGET

The project has tracked well in terms of budget and overruns are as follows:

Detail	Amount
Runanga Governance (Variation approved)	\$ 26,460
Project Prolongation, MTAG Costs and Final Governance Group Budget	\$ 18,885
Project Management, Communications and Engagement	\$ 80,000
Total	\$ 125,345

KEY PROJECT RISKS

RISK	STATUS OF RISK
Engagement Fatigue	Engagement through the process was good – rural, community, and tourism sector and key stakeholders
Timeframes not met	Remains High
Maintain alignment with agencies and manawhenua	Medium risk given the critical stage of the project in project identification and prioritisation.
Risk of lack of Funding for Phase 2	High Risk
Risk that the DMP will; not produce realistic or tangible outcomes	Medium Risk

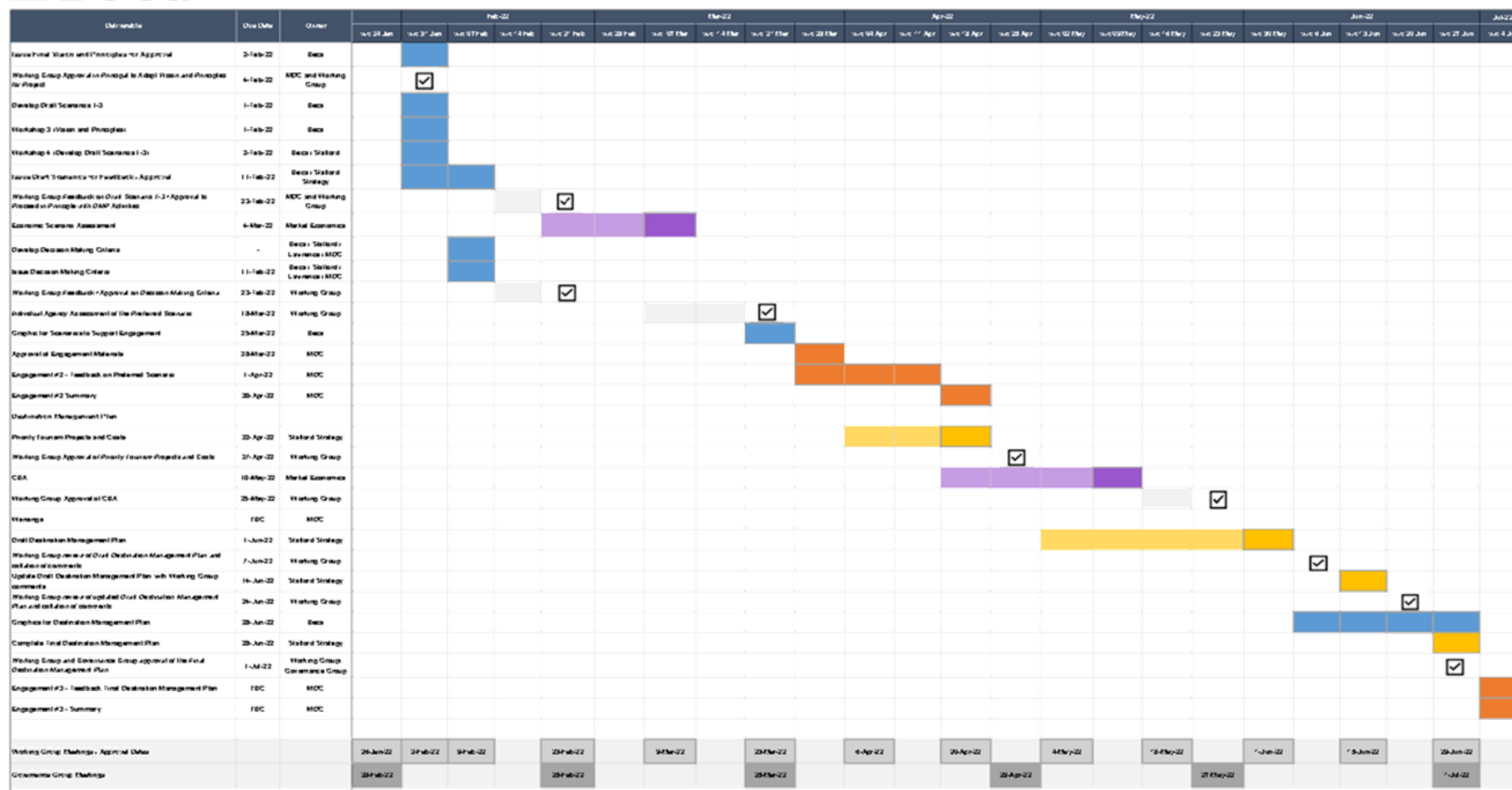
CONCLUSION

The project is tracking well and all agencies remain aligned with the direction of the DMP.

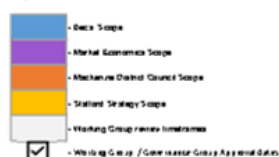


Te Manahuna Ki Uta Deliverables Programme

14/04/2022



Key:



Assumptions:

- The Working Group and Governance Group Agenda will be managed by MOC and guide deliverables review
- The impact of Covid-19 on resource approvals and timelines remains a risk
- Delays in any deliverables or feedback may impact on the Draft Destination Management Plan delivery



01 INTRODUCTION

The Purpose of this document

Our Project Partners

What is a Destination Management Plan?

02 THE JOURNEY SO FAR

What we Have Done so Far?

03 WHAT DID YOU TELL US?

Overall Themes

The Story of Manawhenua in

Te Manahuna

04 IDENTIFYING THE WAY FORWARD

Future Scenarios

**05 THE PREFERRED SCENARIO
(3. ASPIRATIONAL)**

Vision

Whakataukī

Principles

06 KEY PROJECT IDEAS

Next steps

07 TELL US WHAT YOU THINK!

01

INTRODUCTION

THE PURPOSE OF THIS DOCUMENT

This document outlines;

- The vision and principles
- The preferred scenario
- A sample of potential project ideas that could create a well-managed, sustainable visitor destination

These have been developed following a round of community and industry engagement last year, and through ongoing working group discussions with mana whenua, industry and government agency partners.

OUR PROJECT PARTNERS

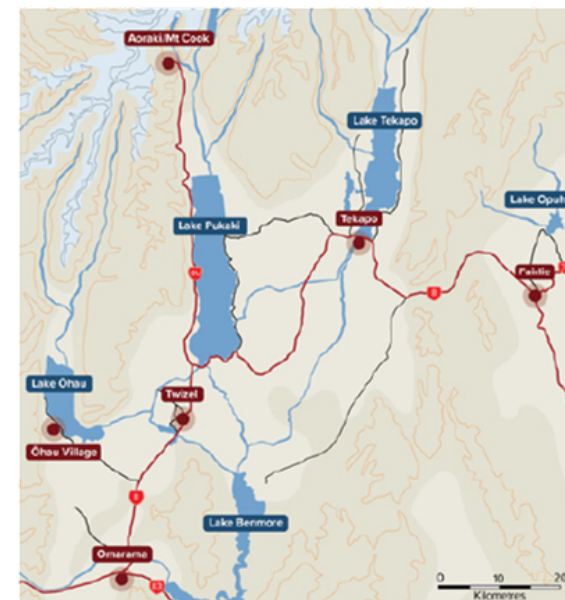


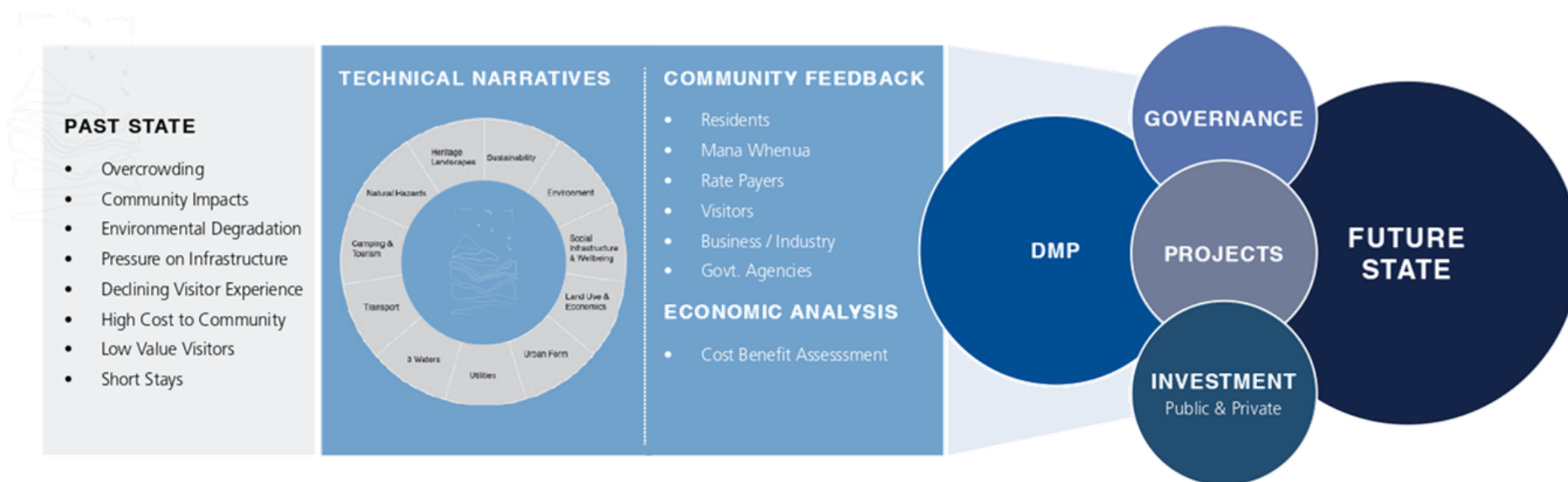
We want to hear what you think about the proposed vision and scenario for the future of the Destination Management Plan (DMP).

We also want to hear from you about some project ideas we are proposing and your level of support for these.

We'll use the feedback you give us to help fine tune the Destination Management Plan and associated before they go to Council for adoption later this year.

This is a really important step for the project as we are seeking mandate to move towards a future that protects our environmental treasures; creates a world class visitor journey and attracts investment; and supports our thriving communities.





WHAT IS A DESTINATION MANAGEMENT PLAN?

‘How do we strike the right balance, keep what we love about living and visiting here, and create a more sustainable future for Te Manahuna/ the Mackenzie Basin?’

The purpose of the Te Manahuna Ki Uta/Destination Mackenzie Project is to develop a long-term strategic Destination Management Plan for the Te Manahuna/ Mackenzie District as part of a wider tourism journey that includes Aoraki/Mt Cook National Park, the upper Waitaki Valley and the Lindis Pass.

The long-term goal is to achieve a vibrant, dynamic, and sustainable future: one that speaks to visitors and our community - manawhenua, locals, farmers, adventure seekers, artists and conservationists.

We are mapping out a more sustainable future for our taoka (treasure). The DMP will explore options to chart the way forward with regard to our visitor economy. This will inform investment planning across agencies to:

- manage pressure on infrastructure, conservation values, communities and the environment.
- deliver on community aspirations for the district.

- deliver on the strategic priorities of the member agencies and mana whenua.
- protect the cultural values and history within the environment.
- recover from the COVID-19 event in the form of a reset to value-based tourism.

02 THE JOURNEY SO FAR

The project team has been working hard in the background to bring together a huge amount of material that has helped us develop a draft scenario. This will inform what the future looks like in Te Manahuna and how Tourism can be managed in a way that improved the experience for locals, visitors, manawhenua and businesses.

We've brought together the results of community and stakeholder engagement, mana whenua aspirations and in depth analysis to develop the preferred option you see in this document.

The aim is that the DMP reflects the views of everyone who works, lives and plays in Te Manahuna



Photo Credit: Christopher Moss

WHAT HAVE WE DONE SO FAR?



03

WHAT DID YOU TELL US?

You've spoken and we've listened.

The first round of engagement for Te Manahuna Ki Uta/ Destination Mackenzie was carried out from 14 July to 23 August last year and had a great response, with a total of 352 individual responses (211 online and 141 notes from drop-in sessions).

As anyone who lives in the Mackenzie District knows, all our towns are very unique with different challenges and opportunities. Each town has its own individual personality and the results from the shortlist engagement certainly reflect this.

[Full interactive results are available online - click here](#)

OVERALL THEMES

What has been interesting about the results of this round of engagement is that the themes we are seeing match up closely to previous engagement work MDC has undertaken in the past 18 months. This means the results are consistent and we can be assured that the things people are saying in this survey can be relied on. Key themes include:

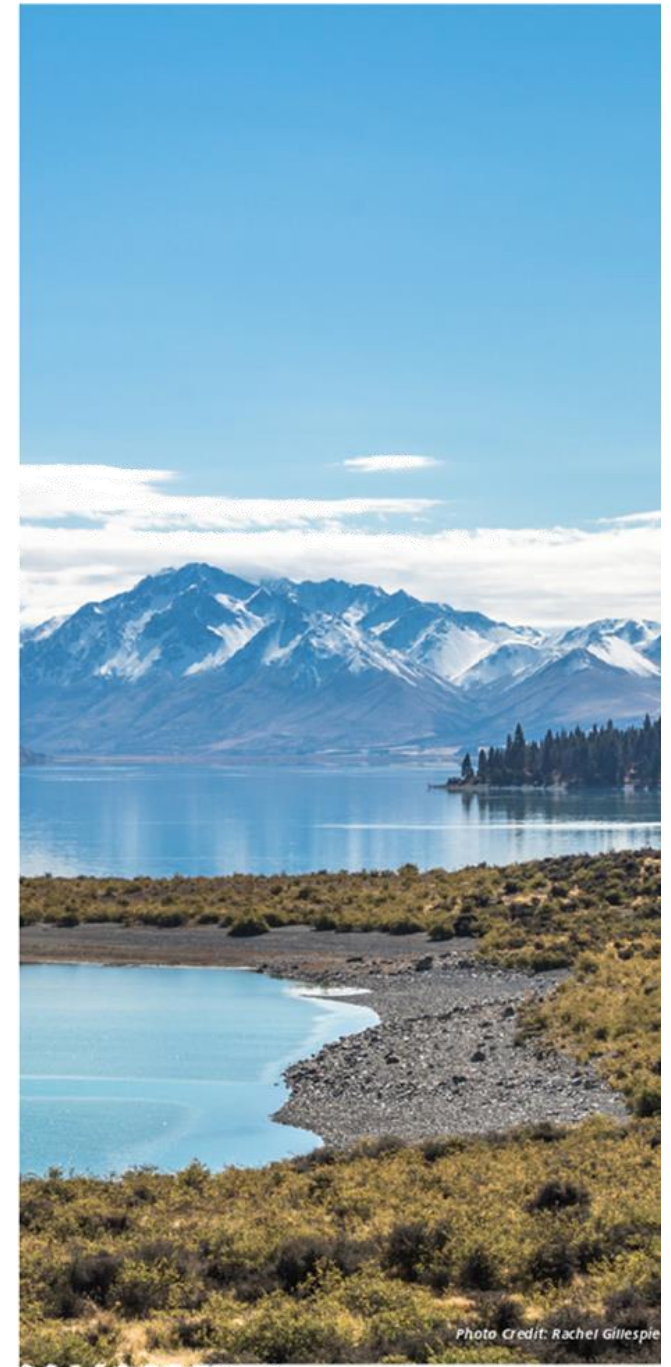
- Environmental preservation and protection
- The importance of the outdoors
- Community
- Guardianship of Te Manahuna
- Heritage and spiritual significance
- Better management of tourism and related infrastructure
- Heritage and history
- Using technology to enhance farming practices

THE STORY OF MANAWHENUA IN TE MANAHUNA

We have spent a lot of time learning about the importance and stories within Te Manahuna from manawhenua. This has helped to guide and inform a greater understanding of the history of mana whenua in Te Manahuna and their vision, values and aspirations for Te Manahuna.

Key themes that came through these meetings included:

- The region is significant to manawhenua, from a cultural, spiritual, social and economic perspective. It traditionally contributed to the wellbeing of Manawhenua communities.
- There is a true desire to be present, reconnected and involved in the future of Te Manahuna.
- Restoration, behavior change, and living in harmony with the environment to create system healing as key focus for the future of tourism and industry in Te Manahuna.
- There is an opportunity for the visitor and community to hear the stories and whakapapa of Te Manahuna and make sure they are visible and restored to the landscape.
- A desire to create community champions of authentic Te Manahuna stories and manawhenua place, and create a share future where manawhenua values become Te Manahuna values.
- Mana whenua desire to be closely involved in tourism.



04 IDENTIFYING THE WAY FORWARD



Using the results of the community, industry, manawhenua, agency and previous studies, the project team developed three future scenarios for Te Manahuna for evaluation. These were then scored by the project team, partner agencies, mana whenua and other stakeholders to identify the preferred scenario to be developed into the DMP.

FUTURE SCENARIOS

1. Status Quo - plus

The first scenario was a 'demand driven' scenario that represented life as it was pre-Covid but more mindful of avoiding sustainability issues and peak seasonal pinch points. This retained issues of uncertain, uneven demand, with development largely initiated by public sector initiatives.

2. Growth

This scenario was more ambitious and saw demand rebound and private investment follow. Sustainability principles are widely accepted and there is greater certainty post-2030 with consistent demand. Developments are initiated through a partnership approach between public and private sector.

3. Aspirational

This scenario saw a strong return of visitors but with a higher value – increasing the length of stay opportunities and appealing to a broader market with a focus on visitor experience and sustainable practices. This scenario would see earlier activation of projects leveraged by public sector funding strongly linked to private sector investment initiatives and development of key infrastructure ahead of time. This would see Te Manahuna become an exemplar of regenerative tourism and with manawhenua and pakeha stories woven together.



05

THE PREFERRED SCENARIO (3. ASPIRATIONAL)

Aspirational

The aspirational scenario is focussed on increasing the value of visitors to the region, rather than focussing on the number of visitors

A Unique Experience

A unique, well and managed visitor landscape focussed on quality of experience not just quantity of visits.

A High Value Future

High value does not mean just luxury and high end.

We want a range of products that are accessible to all.

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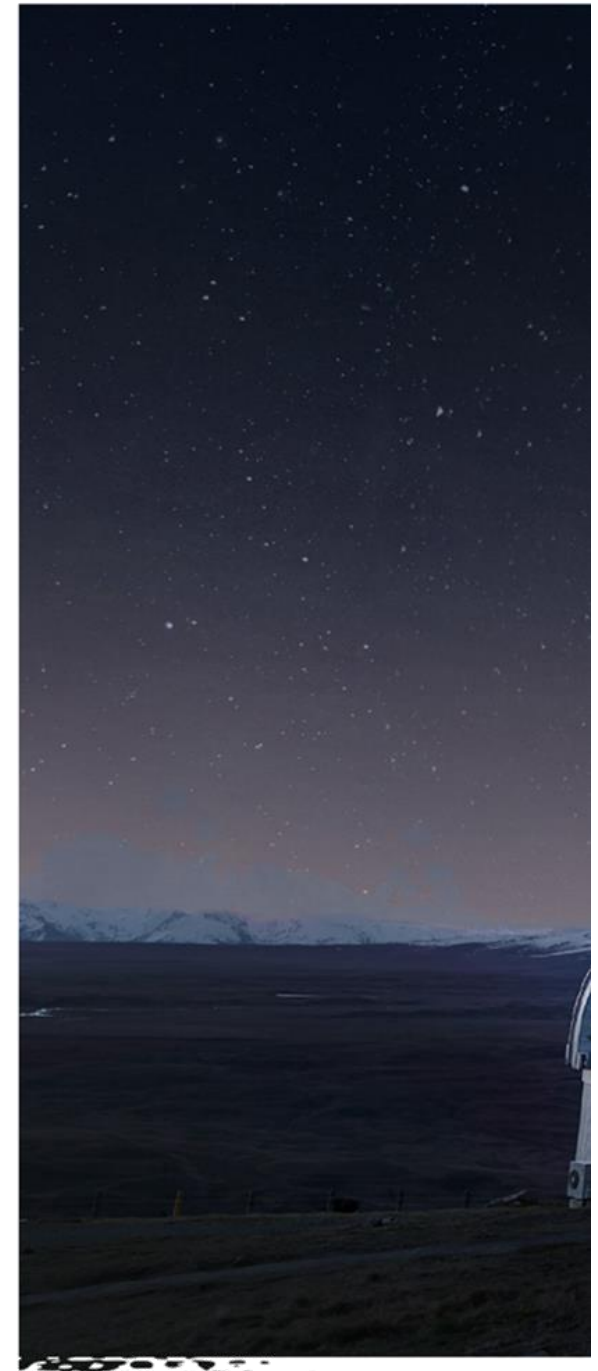
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*Te Manahuna – the Mackenzie District
It is sacred and has a story
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What is a Whare Wānaka / Place of Learning

The Destination Management plan is seeking to make enduring change and move to a high value tourism system through adding a 'depth of meaning' to the landscape. It is a concept which will guide the decision making, and support the change to a regenerative tourism system and model; promote the manawhenua voice and presence in Te Manahuna; connect the visitor with the natural environment to learn the concepts of stewardship and katiakitanga. These align with the vision and principles established for the project.

Whare wānaka are immersive spaces – they allow visitors to experience and build understanding of a place – We want the visitor to see the importance of Te Manahuna, its natural wonders and of the stories and histories unique to this place. We want to tell the story of the shared whakapapa of the region. And we want the visitor to understand and share our values, connect to the values of the people of Te Manahuna and take this concept of being a guardian of a place back to their own communities.

Learning through whare wānaka

There are times for guided learning, and there are times for self-reflection and contemplation.

There are times to move, for your feet and hands to connect to the land, and there are times to be still and for your back and head to rest on the land.

There are times for theory, for learning why and there are times for application and learning how.

There are times in day, there are times in night.

There are times to listen and other times to discuss, debate and challenge.

There are times to think big, to get a bird's eye view and there are times to dig into detail, at the molecular scale.

And importantly there are times to look back, to acknowledge our bones and how we came to be.

And through this we will know how to go forward, to raise new generations and be how we want to be.

POU WHENUA
Visual representation of manawhenua

PUBLIC REALM DESIGN
A strong cultural narrative for visitors to see the voice of the community and manawhenua



PRINCIPLES



Protecting our Treasures

- We acknowledge the role of mana whenua as kaitiaki for the wonders of Te Manahuna that Māori have a whakapapa connection to and have responsibility for.
- Our guardianship over the natural environment – from the mountains to the sea - protects, restores and regenerates Te Manahuna to support generations now and in the future.
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- Te Manahuna's treasures are accessible and can be enjoyed by all.



06 KEY PROJECT IDEAS

The project is actively exploring overarching concepts, further workstreams, and possible project ideas. Workstreams and projects will be tested against the vision and principles, from different perspectives, and on how well they could work together to support an integrated and systematic approach. The work will be sorted into three timeframes – short-term (2022-31), medium-term (2032-51), and long-term (2052-2120).

Based on the work done to date, we are seeking feedback and contributions on the following concepts and examples of possible project ideas:







NEXT STEPS

MAY 2022

Analysis of Engagement Results

The results of the community engagement will be analysed, and the results provided to the project team for consideration.

JUN 2022

Draft Destination Management Plan

Using the results of the community engagement and detailed economic analysis, the Destination Management will be drafted and shared with agency partners for review.

JUL 2022

Adoption of Destination Management Plan

If approved, the Spatial Plans will be used to help shape the future of Te Manahuna as a destination, guiding investment and ensuring we protect and grow in a sustainable way.

Photo Credit: Julian Apse

07

TELL US WHAT YOU THINK!



We really want to know what you think about the proposed scenario and project ideas. We'll use the feedback received to help fine tune the DMP before providing it to Council for adoption, so the more feedback we receive, the better the plan will reflect the wider community's wishes.

Please visit: <https://letstalk.mackenzie.govt.nz/te-manahuna-ki-uta> to fill out the online survey.

Alternatively, you can scan the below QR code.



For more information please follow us on Facebook @ mackenziedistrict or email us at info@mackenzie.govt.nz

