

Tourism Chatham Islands Destination Management Plan

2022 – 2025

June 2022





Our Endorsement & Collective Commitment

Since the mid-1990s the Chatham Islands have had a small but growing visitor industry. New air services using modern aircraft made this development possible, and it was welcomed by most Islanders because it offered essential diversification to the Island economy.

The immediate benefits to the Islands were seen as positive, including an increased range of employment opportunities, increased local services both on-Island and in air transport as a result of visitor demand, and an important opportunity for many families to add a second income stream to their businesses.

By 2019, visitor numbers had reached 1326 and two years later the impact of Covid created a very rapid acceleration almost doubling visitor numbers as high demand extended into the shoulders and accommodation was often virtually sold out.

Islanders have invested extensively in accommodation, services, visitor attractions and personnel. Tourism Chatham Islands was established in 2019.

Government initiatives in the last five years have included infrastructure investment of over \$100 million, including a new harbour at Waitangi, harbour works at Pitt Island, “longer and stronger” airport enhancement, and rural mobile and broadband coverage. In addition, a substantial number of small projects (parking, toilets, health and safety management, interpretation) have been funded.

The Islands now have a much more robust, modern infrastructure, extended product offering and formal management and marketing mechanisms for tourism.

Tourism is now cemented in as the third driver in the economy and provides important diversification. It has moved from \$2.1 m GDP in 2016 to \$5.1 million in 2021. The industry also provides further growth for existing businesses and the development of new businesses and employment. Further step changes may emerge through jet service on completion of the airport.

But tourism is not primarily about economic viability, business growth and visitor experience. It is also centred on preserving our environmental, cultural and heritage assets, community wellbeing, quality of life of the Islanders and meeting a balance.

A key to managing development has been the existence of the Strategic Plan 2019 – 2022. The past three years have proven that this structure, that engages the lead organisations and multiple businesses who are otherwise competitors in co-operative joint action, is essential for the health of the local industry.

The 2022-2025 Destination Management Plan is focused in the next stage on managing tourism for the island in a way that is sustainable, resilient and enduring. Importantly, the plan also aims to lay the foundations needed to elevate the industry to capitalise on and manage the future changes that may come from this recent investment.

Together with my fellow committee members who represent the leadership entities on the Chatham Islands and our industry, we show our united support for this plan and our commitment to work together to implement the actions contained within it.



Duane Emeny
Chair, Tourism Chatham Islands
Air Chathams

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Duane Emeny
Chair, Tourism Chatham Islands
Air Chatham

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Greg Horler
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Manaia Cunningham
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Flowerpot Bay Lodge

Kaai Silbery
Go Wild Apiary

Celestine Lanauze
Independent

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1. Executive Summary

The Chatham Islands, Rēkohu in Moriori and Wharekaui in Māori, is a bucket list destination for many people, mainly New Zealanders. Visitors, largely over 70 years, come to enjoy the scenery, wildlife, history, geology, fishing, culture and remote lifestyle. While a fledgling industry until 2018, it is now a significant economic driver alongside fishing and farming.

Tourism Chatham Islands was established in 2019 following a review of the industry and the development of a 2019-2022 Strategic Plan. At the time the industry was at a pivotal point. Planning was underway to extend the airport, broadband and mobile networks were in planning, significant growth had occurred in available accommodation bed nights, a new museum was in planning and a number of new businesses were in planning. All these developments have now occurred.

The Islands became positioned through the Covid pandemic, as the furthest destination domestic New Zealand holiday makers could fly to. With international borders closed, many mainlanders seeking a holiday and travel companies looking for product to sell, chose to visit the Chatham Islands. While capped by accommodation and availability of seats on the aircraft, this filled the remaining capacity in summer and the shoulder season, visitor numbers quickly almost doubling to around 2,500 per annum. This put pressure on the Island's infrastructure and community way of life. With international borders reopening, retention of this level of visitors is uncertain but an aspiration of TCI.

The 2019-2022 plan was developed in a similar way to the destination plans being prepared for tourism organised elsewhere today. Instead of looking solely at marketing, as has been common, it looked holistically at the Island, industry and community. The seven strategic goals developed were as follows;

1. Growing Strong, Collaborative, Focused Leadership
2. Gaining Community Acceptance and Social Licence
3. Developing the Islands' Authentic, Unique, Quality Visitor Experience
4. Developing Island Led Sustainable Practices
5. Protecting and Promoting the Globally Unique Chatham Islands Natural and Cultural Heritage
6. Supporting and Promoting Business, New Businesses and Business Opportunities
7. Delivering a Strategic, Collaborative, Measured Marketing Plan

Tourism Chatham Islands first three years work has been based on delivering to these goals. It is now timely that that plan has been reviewed.

This new Destination Plan consolidates and builds on the valuable work undertaken in the previous plan. It retains these seven goals as key areas of focus, albeit with some variations, and consolidates and builds on the valuable work undertaken previously. Because of this existing foundation of work, rather than focusing on just high level goals, it drills down to specific initiatives. The plan follows the guidelines as set out by the Ministry of Business, Innovation and Employment's Destination Management Guidelines 2020.

The guidelines focus on 16 main components to consider in the plan, as outlined in the diagram below. Some relate directly to planning considerations (in blue), seven have been developed within the standalone strategic priority areas (in orange) with the remaining two relating to evaluation and risk management.

The delivery of the plan proposes funding of \$300,000 in annual operating baseline funding, together with one-off funding of \$1.8 million for capital projects and \$500,000 for major events planning seed funding.

The Return on Investment from the implementation of this plan, calculated with Martin Jenkins, would be around \$25.4 million in additional visitor expenditure over the next five years, generating about \$16.7 million in regional GDP, or about \$3.3 million each year. The Events Strategy would result in a further 2,100 visitors contributing about \$5.9 million to the Island's GDP (about \$1.2 million annually), or \$8 for every dollar invested.

16 Components of a Destination Management Plan

- | | | |
|---|--|--|
|  Define the Destination |  Leadership & Structures |  Measuring Success |
|  Define the Vision |  Attitudes |  Risk & Crisis Management |
|  Data, Research and Analysis |  Amenities, Services & Infrastructure | |
|  Strategic Fit |  Experience & Product Development (attractions) | |
|  Brand Positioning |  Environmental Stewardship | |
|  Access |  Capability and Development | |
|  Target Markets |  Marketing & Promotion | |



Northern volcanic cones

2. Background

How the plan was prepared

An extensive body of consultation and three years implementation went into the 2019-2022 Strategic Plan. This formed a solid base from which to develop this new plan. In essence it is a future looking plan based on consolidation of the planning and work undertaken in the last three years.

The consultation undertaken to form the new plan has included feedback invited from all 37 members of Tourism Chatham Islands, a planning forum following the 2021 Tourism Chatham Islands AGM, consultation with the Hokotehi Moriori Trust and Ngāti Mutunga o Wharekauri Iwi Trust, meetings and phone discussions with representatives of the Chatham Islands Council, Chatham Islands Enterprise Trust, Department of Conservation, Air Chathams and Hotel Chathams. Invitations also went out to the community for feedback and some members were individually invited to contribute. The Tourism Chatham Islands Committee has also held discussions on the plan and has endorsed the final version once completed.

Defining the Destination

The Chatham Islands are an archipelago consisting of about 10 islands in the Pacific Ocean about 800 kilometres (430 nautical miles) east of New Zealand's South Island. The largest and only islands inhabited are Chatham Island and Rangihau/Pitt Island/Rangiauria). They constitute most of the total area of 793.87 square kilometres (307 sq mi).

The Chatham Islands had a resident population of 660 as of June 2021. Waitangi is the main port and settlement. The local economy depends largely on conservation, fishing, farming and tourism.



The Chatham Islands are the remotest eastern point of New Zealand and the furthest internal flight possible.

The Islands are part of New Zealand so no passport is needed and the currency is the same. The time zone is 45 minutes ahead of the mainland. Cellphone coverage now exists on the Island.

Most goods, including fuel, must be transported to the Island by ship or plane, so the costs of goods are around 40% more than on the mainland.

Accommodation and transport are limited on the Islands and with most of the land privately owned, it is essential to book tours well in advance.

Access

Chatham Island is a two-hour flight from Auckland, Wellington and Christchurch airports with domestic airline Air Chathams operating regular weekday flights to the Island in an ATR.

Air Chathams also operates flights from Chatham Island to Pitt Island. This is a small six-seater plane that is also the Islands' freight plane. Booking in advance is essential and the flight time is 20 minutes.

There are no taxis on the Island. Transport needs to be prearranged with accommodation providers or rental companies.

Strategic Fit

Tourism Chatham Islands is the Island entity charged with addressing tourism management and growth on the Island. As such this plan will be embedded within the Chatham Islands Investment Strategy. This overarching document is prepared to reflect the strategic investment priorities of the Island by the leadership stakeholders.

The plan also aligns with that of the New Zealand Government and Tourism New Zealand. The New Zealand - Aotearoa Government Tourism Strategy - Te puāwai tonu o Aotearoa i te tupu tonu o te ao tāpoi prepared in May 2019 has the vision of Enrich New Zealand-Aotearoa through sustainable tourism growth. It focuses on thriving sustainable regions, tourism sector productivity, quality visitor experiences, protecting the natural cultural and historic heritage and improving the lives of New Zealanders.

Tourism Industry Aotearoa's strategy Tourism 2025 Beyond - A Sustainable Growth Framework Kaupapa Whakapakari Ta-Poi has the vision of "Growing a sustainable tourism industry that benefits New Zealanders". The framework of this plan focuses on four goals based on great visitor experiences, community support and benefit, environmental benefit and economic benefit. It's 10 actions are Embedding Sustainability; Managing Destinations; Growing and Shaping Demand; Embracing Tikanga Māori; Living Tiaki/Tchieki; Engaging the Community; Measuring and managing Industry Carbon use; Investing in Infrastructure and Amenities; Fostering Domestic Tourism and Investing to Deliver Quality Information, Data and Research.

All themes carried in tourism today reflect similar values and are taken into account within the TCI plan. In addition, Tourism Chatham Islands retains its adopting of the Tiaki Promise that features in many of its publications and messaging and the New Zealand Sustainability Commitment.



Defining the Vision

The Vision for tourism on the Islands is:

A sustainable Chatham Islands visitor industry, providing engaging experiences and quality services to visitors for the benefit and enhancement of the Chatham Islands community.

This centres on four key areas:

Sustainability – of the natural and physical environment, tourism industry and businesses and the community.

Engaging experiences – ensuring all visitors leave having had a welcoming, authentic and enriching experience on the Island.

Quality services – that all operators are offering high quality, safe products, services and experiences.

Benefit and enhancement of the Chatham Islands community – the industry is adding positive tangible value back to the community.

The Mission of Tourism Chatham Islands is:

To develop the visitor industry on the Chatham Islands in a manner that is economically, environmentally and culturally resilient and providing benefits back to the Island community.

Hunautanga/ Whanautanga – Family and working together

TIAKI MEANS TO CARE FOR PEOPLE AND PLACE. THE TIAKI PROMISE IS A COMMITMENT TO CARE FOR NEW ZEALAND, FOR NOW AND FOR FUTURE GENERATIONS.

HOW TO CARE FOR NZ:



BE PREPARED



DRIVE CAREFULLY



KEEP NZ CLEAN



PROTECT NATURE



SHOW RESPECT

TIAKINEWZEALAND.COM | #TIAKIPROMISE



Chatham Islands Tourism Development

has agreed to adopt the

New Zealand Tourism Sustainability Commitment

HE KUPU TAURANGI KIA TOITŪ AI TE TĀPOITANGA

OUR VISION: LEADING THE WORLD IN SUSTAINABLE TOURISM

OUR BUSINESS WILL:

ECONOMIC

- 1 Focus on long term financial performance.
- 2 Invest capital to grow, and/ or to improve quality and productivity.
- 3 Innovate and have effective strategies to mitigate the effects of seasonality.

VISITOR

- 4 Undertake customer satisfaction monitoring, evaluation and reporting.
- 5 Innovate to improve or upgrade our offering to enhance visitor experience.
- 6 Educate visitors about New Zealand's cultural and behavioural expectations.

HOST COMMUNITY

- 7 Pay a fair wage to all staff.
- 8 Support our workforce to flourish and succeed.
- 9 Actively engage with the communities in which we operate.
- 10 Have socially and environmentally sustainable supply chains.

ENVIRONMENT

- 11 Contribute to ecological restoration initiatives.
- 12 Have carbon reduction programmes towards carbon neutrality.
- 13 Have waste reduction and management programmes.
- 14 Engage with our visitors and communities on the importance of restoring, protecting and enhancing New Zealand's natural environment.

We will also:

- Strive to live the sustainability values and outperform the requirements.
- Work purposefully to adopt the Commitments into our business practices.
- Monitor and report progress on each Commitment within our business.
- Respond to TIA's annual survey on our progress on each Commitment.
- Tell stories about what we and the industry are doing and achieving.



WWW.SUSTAINABLETOURISM.NZ

Antoinette Gregory-Hunt
Tourism Development Manager
Chatham Islands Tourism Development

Chris Roberts
CHIEF EXECUTIVE
TOURISM INDUSTRY AOTEAROA

C. Roberts

Tourism in 2025

Tourism Chatham Islands

Tourism Chatham Islands is a representative, proactive organisation with ongoing funding. A team of Chatham Island and mainland people have worked together to successfully deliver the projects in the Destination Plan. TCI has an office in Waitangi. It has a high, positive profile on the Island as an organisation that is proactively managing tourism and supporting the community. It is a Regional Tourism Organisation (RTO), is widely recognised on the mainland by the Government, tourism and other agencies as the voice for the Island and is collaborating with many as partners.

The Visitor Experience

Visitors are largely domestic New Zealanders, however, a small flow of high value international niche market environmental and heritage travellers are also visiting the Island.

All receive their arrival packs with information and goodies on the plane. They are welcomed through the new terminal visitor information hub that presents the Island story visually. They are greeted by their hosts and transported to Qualmark Certified accommodation.

During their stay they are shown around the Island by trained guides to attractions with well-kept amenities. FIT visitors have prearranged their own itineraries and entry fees with the landowners. All visitor itineraries include a highlight half day with a local, participating in an environmental project.

All willingly contribute the voluntary visitor levy, the funds expended back into Chatham Island and community projects.

The peak and shoulder seasons are well booked, and winter is also nearing capacity. New accommodation has been developed at the hotel and new accommodation options have emerged. Several new products have been developed including the Owenga arts trail.

What the Industry Will Look Like

What does the industry want tourism on the Islands to look like in five years time?

- The Islands lifestyle remains essentially the same.
- Chatham Islanders control tourism.
- Tourism businesses become financially viable standalone entities.
- There is a greater spread of visitation over the shoulders and winter period.
- All visitor sites are proactively managed with the assets protected and appropriate infrastructure in place.
- Visitors are at the higher value end of the market, largely in organised tours or as guided independents. All have accommodation booked before arriving. There is no freedom camping on the Island. Visitors are all fully versed in the protocols of tourism on the Island including the standing of mana whenua, Hokotehi Moriori Trust and Ngati Mutunga.
- The community welcomes tourism and receives a tangible return.
- Fish are plentiful, protected and the take by visitors is at levels the Islanders are agreeable with.
- More housing exists for tourism employee staff and families.
- More young Chatham Islanders are encouraged into tourism being introduced through programmes established within the school curriculum.
- The industry is implementing a proactive marketing strategy across traditional and online vehicles that is integrated with operators and has measured results.
- There is a unified approach to tourism with operators working together and engaged in Tourism Chatham Islands.
- The industry is leading sustainable practice on the Island including plastic reduction, recycling, water conservation, energy and carbon emissions.



3. Tourism on the Island – The Current Situation

Tourism Industry Overview

Since Tourism Chatham Island began recording visitor numbers from the Air Chathams arrival statistic, tourism has grown from around 80% from the 1326 arrivals in 2019 to 2391 in 2021. Covid – 19 and the halting of international travel was a main reason behind this growth. Both domestic travellers and tour companies looked to the Chathams as a visitor destination.

Business growth has also been continuous. There are 33 Island based businesses and five not-for-profit organisations advertising 51 products in the current brochure. This includes 26 individual businesses with direct tourism products and at least seven more with related businesses (e.g. retail, petrol). There are over 20 tourist attractions for which fees are charged or koha given. Fifteen accommodation outlets exist with approximately 90 rooms on the Islands.

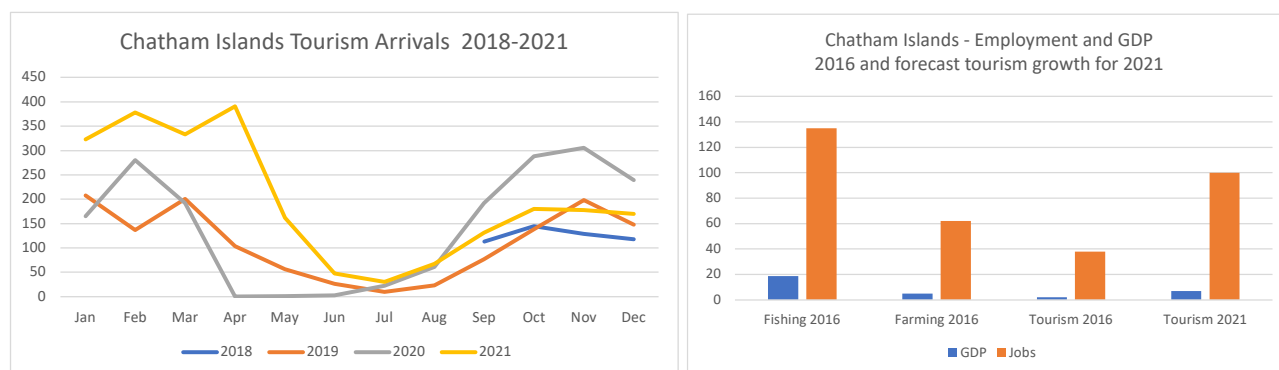
While Henga Lodge temporarily closed to visitors, Chatham Island has seen new accommodation in the 9 Forget-me-not suites at Hotel Chatham, Bayview Air BnB, the Owenga Container Cottage, Port Hutt Bay Stay and the Awatotara Cottage all opening. Further accommodation in planning includes eight new units developed within the Hotel Chathams Forget-me-not suites and three luxury chalets at Kopi Farm together with their aspiration to establish a sea to plate dining experience.

New attractions have included Go Wild Apiary Tours, Chatham Island Food Co Ltd factory tours and Kopi Farm Bush Walk. The new museum has also opened.

Kai Kona Café at Kaingaroa is promoting to visitors. Whare Weka/Te One Science House is playing a key role in tourism accommodation, education and other related specialists and assisting with events development. The Taiko Trust has aspirations to improve its facilities and expand its education tourism offering. The Island has also seen a significant increase in tours by existing mainland operators and several new ones beginning to run regular trips.

Tourism Chatham Islands currently has 37 financial members, comprising most of the tourism businesses on the Islands together with several mainland operators. The economic benefits from tourism are not only spread through these member businesses but also many other businesses.

In 2017 the Martin Jenkins report Enabling a Sustainable Economy, forecast a doubling of tourism in 10 years (2026) increasing employment from 38 to 100 and GDP from \$2.1m to \$6.8M. Covid-19 may already be elevating tourism close to this position. The industry may now be up with farming in its position as a further driver for the economy. This is outlined in the graph below that is based off the Martin Jenkins report.



Tourism Industry Challenges

This growth has not been without its challenges. Many issues around visitor management and infrastructure have arisen. Staffing and accommodation shortages and managing businesses through the various Covid-19 lockdowns and traffic light operating levels have been central issues for some operators. The excessive take of seafood by visitors, particularly paua, depleting local beds; visitors crossing private land; pressure on infrastructure and local concerns that air freight is being displaced by visitors have arisen. Understandably, resistance within sectors of the Island community is also being felt. This has elevated the need to increase the management and messaging to visitors, particularly around kaimoana take. While Tourism Chatham Islands is working on initiatives to resolve several of these, some issues sit with other organisations and do not have a quick solution.

Data Research and Analysis - The Visitor Profile

Tourism Chatham Islands has established a formal visitor survey that is analysed through Angus and Associates in Wellington using the GetSmart programme. This is largely gaining feedback through tour companies emailing their visitors post their trip. The FIT market is harder to pick up, however representation of some FIT visitors is being gained and will increase when the tourism office is established. The majority of visitors are however on tours. The survey results must be read recognising this bias towards tour groups.

Chatham Islands Target Market

The nature of the Island, its attractions and the costs associated with travelling to and enjoying an Island stay are behind current visitors being the ideal higher value market. As indicated by the visitor survey data they are older, most retired, many have discretionary money to spend, they stay for five to seven days and the majority are on group tours. Their interests are in history, heritage, culture, the environment, photography, geology, walking and fishing. Many have undertaken prior research on the Islands history. Even before Covid, most are also domestic New Zealanders.

The impact of border openings on the Island will be interesting. While the Islands may lose the current growth, with more tour companies selling the Chathams and its profile elevated, domestic and niche international visitors may increase, thus sustaining the current level of visitation.

Opportunities to expand the visitor demographic to be explored include proactively exploring dark skies, niche environmental and recreational interests and events.





Tame Horomona-Rehe (Tommy Solomon) Statue - Manukau Point



Ponga Whare – Wharekauri Station



Sunderland Flying Boat - Kaingaroa

Brand Positioning

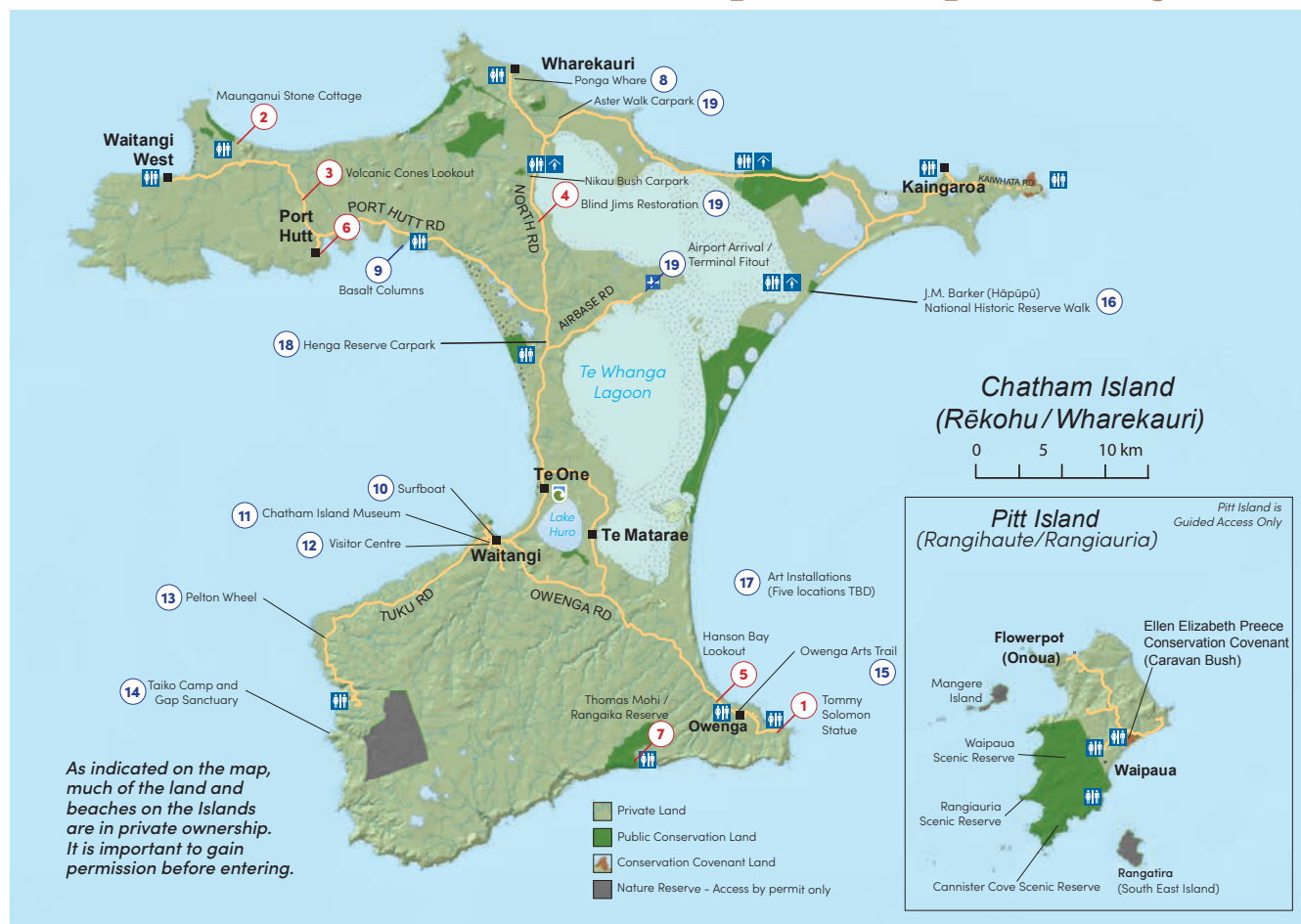
Tourism Chatham Islands worked through a branding exercise. The “Chatham Islands” has been established as its brand as this naturally and uniquely fits the Island and its location.

A professional logo has also been developed. It promotes the Islands’ name, has an outline of the map, utilises Moriori (Rēkohu), Māori (Wharekauri) and European (Chatham Islands) names. The strapline History, Heritage and Nature identifies the key tourism offerings for the Island. The colour pallet reflects the blues and browns of the Islands’ environment. Narratives and agreed statements have been developed for the Islands’ history, culture, nature, food, and landscape.

Measuring Success

Tourism Chatham Island has always recognised its role is not one of working in isolation on growth of visitor numbers and financial return. Rather, it recognises the impact of the industry on the Island’s infrastructure, supply of goods and services, the natural and physical environment and the community. All aspects of the four wellbeings (social, environmental, economic and cultural) are intrinsically embedded within the work of Tourism Chatham Islands. In essence too, Tourism Chatham Islands can be seen and used as a vehicle, where appropriate, to help achieve outcomes in these areas. Measures of the outcomes and success of the implementation of the plan have been identified throughout the strategic priorities.

Tourism Chatham Islands Proposed Capital Projects



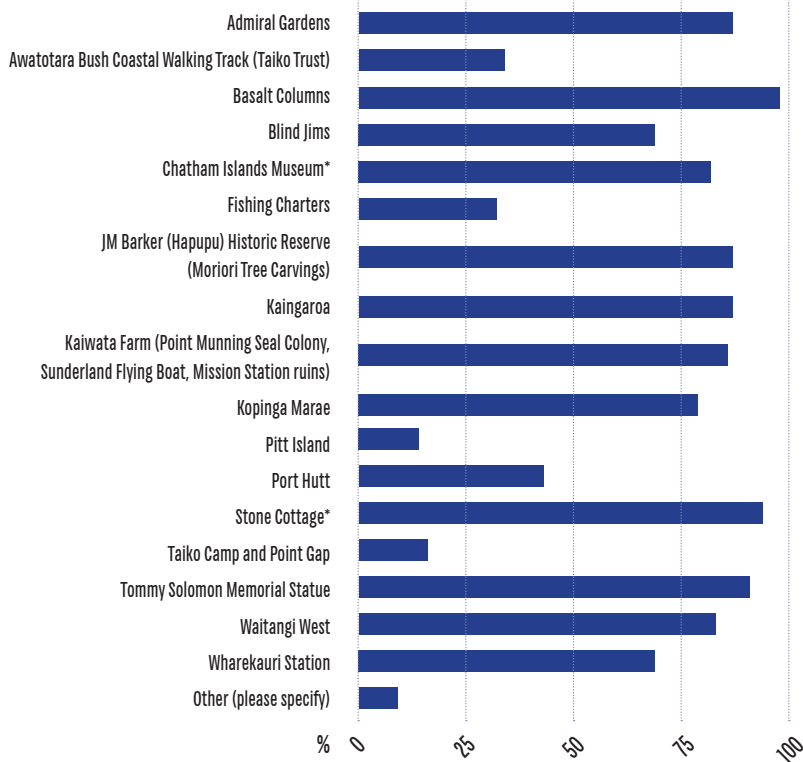
TIF Projects

1. The Tame Horomoana – Rehe Statue Site Development
2. The Stone Cottage restoration
3. The Northern Volcanoes Lookout
4. Blind Jims Enhancement
5. Hanson Bay Lookout
6. Port Hutt – Transit of Venus
7. Thomas Tuuta (Rangaika) Scenic Reserve Interpretation Panels

Other Projects

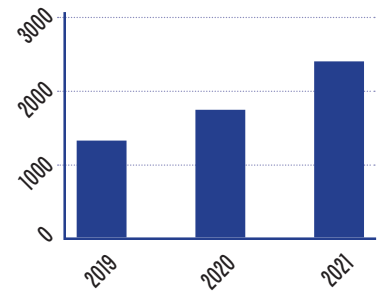
8. Ponga Whare protection and restoration
9. Basalt Columns protection and amenity enhancement
10. Surfboat restoration
11. Chatham Island Museum installation completed
12. Visitor Centre developed
13. Pelton Wheel interpretation
14. Taiko Trust amenities updated and education centre developed
15. Owenga Arts Trail
16. J.M. Barker (Hāpūpū) - DoC lead interpretation project
17. Art Installations - five locations to be determined
18. Carpark developments
19. Chatham Islands Airport Terminal Welcome/Interpretation and Fitout

Attractions visited¹



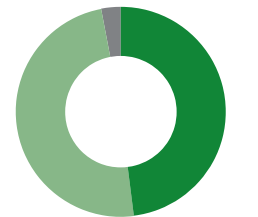
* Closed for part of the year

Visitor numbers³



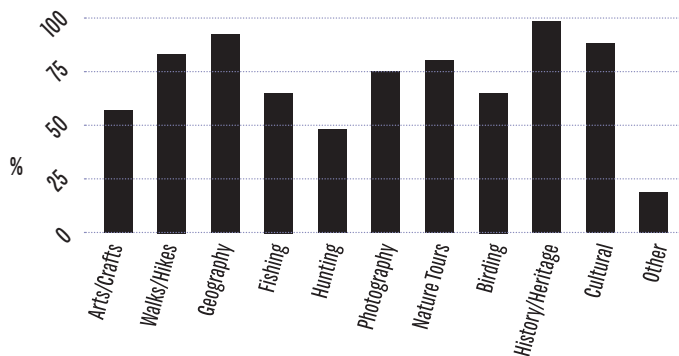
80% increase in 2 years

Visitor Gender¹

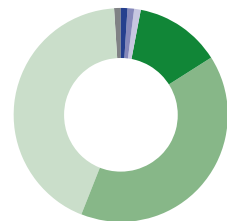


Male (48%)
Female (49%)
Prefer not to say (3%)

Visit motivations¹

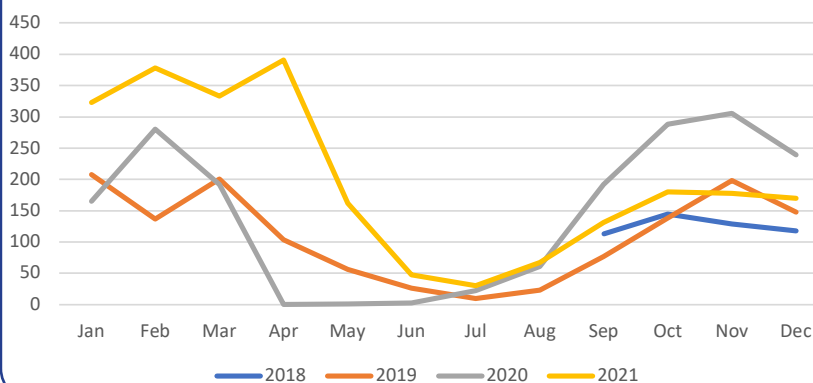


Visitor Age¹

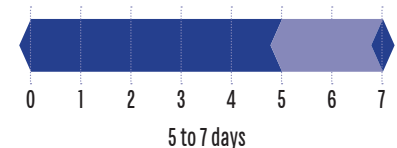


20-29 years (1%)
30-39 years (1%)
40-49 years (1%)
50-59 years (13%)
60-69 years (40%)
70+ years (43%)
Prefer not to say (1%)

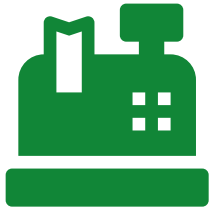
Chatham Islands Tourism Arrivals 2018-2021



Average length of stay¹



Sources:
1. Chatham Islands Visitor Industry Survey
2. Chatham Islands - Enabling a sustainable economy, Martin Jenkins
3. Chatham Islands Tourism Strategic Planning Research



26

on-Island businesses
directly involved in
tourism



50+

products advertised in
visitor guide



20+

fee or koha collecting
products



15

accommodation outlets
↑5 in last 5 years



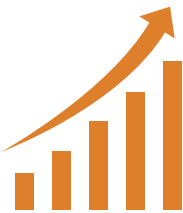
90

rooms*
↑25 in last 5 years



150

visitor capacity*



80%

growth in last two years



3

new businesses
in last 5 years



5

new products
in last 5 years



Vision

A sustainable Chatham Islands visitor industry, providing engaging experiences and quality services to visitors for the benefit and enhancement of the Chatham Islands community

Mission

To develop the visitor industry on the Chatham Islands in a manner that is economically, environmentally and culturally resilient and providing benefits back to the Island community.

Strategic Focus

1.

Consolidation of Strong Leadership

2.

Community Acceptance and Social License

3.

Quality Visitor Experience / Infrastructure, Services and Amenities

4.

Island Led Sustainable Practices

5.

Protecting Environmental and Cultural Tourism Assets

6.

Supporting Business Success

7.

Strategic, Collaborative Communications and Marketing Planning

Enablers

Industry Commitment and Leadership

Resourcing and Capability

Partnerships and Collaboration



4. Strategic Priorities



Chatham Island Oyster Catcher

Strategic Priority 1 –

Consolidation of Strong Leadership

Leadership is placed as the first goal. Without a leadership organisation to address issues and drive initiatives, very little is able to be achieved. Tourism Chatham Islands Inc. has developed into a relatively strong industry leadership group. Its financial membership includes virtually every entity involved in tourism on the Island, together with the main tour operators from the mainland, who bring visitors to the Chathams. The governance committee includes representation for the Islands' leadership bodies combined with industry representatives. A Tourism Manager and an assistant have been contracted. They are supported by other professionals with expertise in specific areas. Funding has predominantly come from the Government's Provincial Growth Fund, the Chatham Islands Enterprise Trust and its members. The Voluntary Visitor Levy of \$25 per visitor is being paid by the main inbound companies and this is being promoted to all new operators and Free Independent Travellers (FITs) to contribute to.

TCI is committed to ensuring Te Tiriti o Waitangi is instilled into the values of the organisation. TCI has Moriori and Ngati Mutunga representation on the Board and will work with these partners in the design, delivery and monitoring of the destination management plan.

Strategic Priority 1

Initiative	Rationale	Success Measure in three years
Initiative 1 - To maintain TCI as a proactive leadership group for the industry with a dedicated, representative committee. Key Actions 1. To retain a strong committee and continue to hold regular meetings, the AGM Annual Forum and maintain regular communication with members. 2. To establish an honorarium for the chair and others investing extensive time in leadership functions (as appropriate). 3. To retain a strong connection with the industry through regular emails, newsletters updates, the AGM Forum, presentations via Zoom or face-to-face with business and tourism related speakers to keep members up to date with happenings in the industry.	The strength of TCI going forward will be in retaining a committed committee and having well connected and informed industry members all working together.	All committee positions full. All committee members attending most meetings. Regular comms with industry.
Initiative 2 - To secure long term management, operational and project funding. Key Actions 1. The incorporation of the TCI Destination Plan within the Chatham Islands Investment Strategy. 2. To advocate to the Government for Baseline funding for TCI. 3. To secure existing funding and in-kind support and seek new funding for operations and project funding.	Initial funding and significant in-kind contributions have come from the Government's PGF fund, the Chatham Islands Enterprise Trust and members for the first three years of operation. Having proven the viability of TCI and the depth of project work, the organisation now aims to secure long term financial sustainability. Unlike other regions, TCI did not receive any Government support during Covid-19.	TCI Destination Plan incorporated into the Investment Strategy. Ongoing Baseline funding secured.
Initiative 3 - To establish an office and visitor centre at Waitangi. Key Actions 1. An office is established from current budgets. 2. Funding sought for a permanent office within the operational budget.	There is no central point from which the tourism manager, related staff/consultants can work, storage for materials and that can be a base for visitor information on the Island. As Tourism Chatham Islands matures, setting up some form of base would be advantageous. Colocation in the new Council office potentially as a permanent location for TCI is being explored.	Funding is gained and an office is established.
Initiative 4 - The development of a team of local and mainland people with specific expertise working collaboratively on the implementation of the Destination Plan. Key Actions 1. A Destination Manager role is engaged. 2. Funding is sought and personnel resources are engaged to assist the Manager achieve the projects being undertaken.	The projects within the plan require a range of skills and expertise that is not normally held by one person. This is best achieved through engaging the appropriate people to undertake the work. Offering opportunities to Chatham Islanders is part of the strategy.	A manager engaged and supported by a number of people actively delivering to the outcomes of the Destination Plan.

Strategic Priority 1

Initiative	Rationale	Success Measure in three years
Initiative 5 - All visitors being aware of and contributing to the Islands Voluntary Visitor Levy along with donations being made by visitors. Key Actions 1. The Voluntary Visitor Levy proactively promoted by Island tourism operators to all inbound tour companies not currently contributing to the levy and all FIT visitors. 2. Prominent promotion of the Levy in the Air Chathams inflight magazine, on the airline, at the airport and at touch points on Island.	The Voluntary Visitor Levy and donations from inbound operators are already providing important funding for TCI operational and project work. While the main inbound operators are contributing \$25 per visitor willingly to this, there are still some operators and most Free Independent Travellers (FIT) that are not aware of the fund. The aim is to have this widely known, visitors willingly contributing and the funding being invested back into the Island. Further, there are many projects that visitors may be willing to support if they become aware that funding or other resources are needed.	Prominent promotion of the Voluntary Visitor Levy at key visitor touchpoints. Levy being paid by all inbound operators and the majority of FIT visitors.
Initiative 6 - To grow the relationships established with partner organisations. Key Actions: 1. To maintain an active role in the Chatham Islands Stakeholder Forum. 2. To have continued liaison with entities and engagement in partner programmes.	Working with, and expanding, the range of strategic partners, will enable TCI to achieve its projects and play a much more effective role for the industry and Islands. TCI aims to elevate its position by growing the number and range of partners it is actively working with.	TCI is well connected and is maintaining relationships with leading organisations. Key Partners include but are not limited to: Tourism New Zealand, Qualmark, the Tourism Industry Association, Māori Tourism, WellingtonNZ, MBIE, MPI and MPs, Te Tumu Paeroa, DOC, Heritage New Zealand
Initiative 7 - To continue to seek recognition as a Regional Tourism Organisation. Key Actions 1. Continued negotiations with the national RTO network, Tourism New Zealand and Government Ministers. 2. Invitations to the RTO Chief Executive and Minister of Tourism to visit the Island to see first hand the different nature and challenges of this industry to that of the mainland.	The Government continues to recognise and direct funding for tourism through the RTO network. The Chatham Islands does not naturally align with any mainland RTO and continues to miss out on its needs being considered and funded and included in Government tourism planning.	TCI is formally recognised as an RTO or some other appropriate, proactive mechanism is established to incorporate the Island in Government initiatives and funding.
Initiative 8 - To provide leadership, assistance and facilitation for the industry in the management of Covid – 19 and any other major health, wellbeing and emergency events on the Island. Key Actions 1. To be the lead for the Chatham Islands tourism industry for the Canterbury DHB Covid-19 Response Committee. 2. To take a proactive industry role in any other major events of this nature.	The risk of visitors bringing Covid to the Island and managing the impact of an outbreak amongst visitors has been a component of the work of Canterbury DHB Covid Response committee. TCI has coordinated specific discussions within the industry on the committee's behalf. TCI needs to continue to play a leadership role for the industry for any major issues and events of this type.	TCI having been actively involved in supporting any health and emergency response that arises.



Mangere Island

Strategic Priority 2 –

Gaining Community Acceptance and Social License

The growth of tourism has added an additional driver industry to the Chatham Islands economy. As tourism grows it is important to gain community support for the industry, ensure the negative impacts are managed and that the community has a positive benefit back from tourism. Tourism Chatham Islands has already put in place strategies to manage the take of seafood by visitors (including an MOU agreement with members on limiting catch take and educating visitors), printing and facilitating the installation of over 40 private property signs, prepared communications to visitors not to take taonga from the Island and to conserve water. This has included full page adverts in the Air Chathams magazines, four centre pages in the new brochure coupled with DLE and flyers around the Island. TCI has also started to support local projects and is encouraging visitors to donate to local projects, although much more can be done.

Strategic Priority 2

Initiative	Rationale	Success Measure in three years
Initiative 9 - To address the issues created by the growth in tourism, establish benefits and a return back to the community and promote these to residents. Key Actions 1. To continue to address any direct negative impacts of tourism on the community. 2. To promote the size, scale, numbers of businesses and people involved and importance of the industry to the Chatham Islands economy. 3. To prepare ongoing community newsletters and contributions into other communications e.g. the Chatham Islands Council Newsletter, to keep the community informed about the work of TCI and tourism on the Islands.	Many residents are concerned about the development of tourism on the Island and the impact it may have on the Chatham Islands way of life. The growth in the number of visitors and the behaviour of some is impacting directly on the community e.g. taking paua from the local beds, crossing private land and reducing the availability of seats and freight on the plane. These issues need to be addressed and tourism needs to have positive benefits back to the community.	TCI has, where possible, addressed tourism issues impacting on the community. TCI has a list of community projects it has assisted with. The community is kept up to date with the work of TCI.
Initiative 10 - To work with the three primary schools to incorporate an understanding of tourism for students and support the schools in the delivery of the new localised school curriculum. Key Actions: 1. To work with the principals, staff and Board of Trustees of the three schools to implement the initiatives already proposed and to develop an ongoing partnership of programmes and support.	This is aimed at increasing the understanding and acceptance of tourism in the future generations of Chatham Islanders. It also aims to create an awareness of career and business opportunities and provide support and benefit back from tourism to the schools.	TCI has established activities that integrate with and support the schools.
Initiative 11. To support community organisations and projects including the CHART (Chatham Island Heritage, Arts and Restoration Trust) and the Norman Kirk Memorial Reserve.	In addition to economic wellbeing, TCI's aim is to provide social, environmental and cultural benefit back to the Chatham Islands and create a triple bottom line.	TCI can report on a number of community organisations it has supported.





Toroa / Antipodean Albatross Chick - Mt Hakepa, Pitt Island

Strategic Priority 3 –

🔧 *Developing a Welcoming, Quality Visitor Experience with Capable Infrastructure, Services and Amenities*

The visitor experience begins from the time the person starts to plan their trip, until the time they leave the Island, return home, and share their experiences with friends, family and work colleagues. It includes the arrival, accommodation, travel, attractions, meals, and interactions with local operators, other visitors and the community.

TCI has established monthly surveys from visitors to gain feedback on their experiences. It has managed the installation of eight toilets around the Island and is working with the Council on replacement of the main toilet at Waitangi. Directional and health and safety signage has been installed at sites.

Strategic Priority 3

Initiative	Rationale	Success Measure in three years
Initiative 12 - Continued installation of infrastructure to cater for the needs of visitors. Key Actions 1. To continue to work with the Chatham Islands Council, Chatham Island Enterprise Trust and other agencies to help address the major infrastructure issues of water, sewage, housing, freight and airport enhancements. 2. To develop better parking and access to attractions and amenities e.g. parking at the Nikau Bush and Henga Reserve; lookouts at Hanson Bay and across the northern volcanic cones north of Port Hutt. 3. To improve the tracks to and amenities at attractions including at the Basalt Columns, Stone Cottage and Taiko Camp. 4. To create signage and interpretation panels with input from landowners, iwi and imi at sites where this is lacking. 5. To improve directional signage on roads to attractions.	Tourism is impacting on the Island's infrastructure including water, sewage, fuel and energy. It is important that the industry plays a role in assisting the lead agencies in these sectors to address the issues. As tourism has grown, more buses and rentals are now parking in roadside parks or on the roadside itself. Some existing parks require enlarging and some areas require carparks and lookouts to be developed to ensure road safety.	TCI has actively supported infrastructure planning. Off road car parks exist at Henga and Nikau Reserves and the Hanson Bay and Northern Volcanoes lookouts have been created to cater for the increased demand in visitor vehicles. Tourism amenities are in place at the main attractions. Additional signage is installed directing visitors to attractions.
Initiative 13 - To work with Air Chathams the Chatham Islands Airport Company Ltd. to create a visitor welcome pack, a visitor friendly new airport terminal, and arrival and departure experience. Key Actions 1. To create welcome arrival and departure features and a visitor information hub as part of the new airport terminal development.	The Chatham Islands Airport Company Ltd. gained funding of \$42 million for the airport upgrade. This funding was for the runway and terminal structure upgrade. It did not cover the fitout. TCI is working with the Airport Company to fund and build an arrival and farewell experience and visitor hub.	An arrival and farewell experience and visitor hub have been developed at the airport. All visitors receive a welcome pack on their flight to the Chatham Islands.
Initiative 14. – To explore the development of ongoing presentations for visitors in the new facilities at the Chatham Islands Council and other locations.	With new facilities at the Council and Museum, the opportunity exists for evening talks to entertain and educate visitors on different aspects of the Island. This could also provide a fundraiser for projects.	If viable, a regular calendar of evening speakers on different topics is being delivered.





The Gap Sanctuary – South Coast

Strategic Priority 4 –

Protecting and Enhancing the Islands' Environmental and Cultural Tourism Assets

The Island is home to a number of ecologically significant conservation reserves and habitats. It hosts 30% of New Zealand's threatened and endangered species. In addition, there are many places important to human habitat. The retention of these attractions is important to the product offering on the Islands. In the first three years of operation Tourism Chatham Islands has begun work on preserving and restoring a number of sites and assets. Over the next three years the goal is to consolidate and complete this work.

Initiative	Rationale	Success Measure in three years
Initiative 15 -. To ensure the environmental and cultural tourism related assets on the Island are retained, restored, protected and enhanced. Key Actions 1. To complete the work already underway on the following: ▪ The Basalt Columns – track, boardwalk, interpretation, amenity area and plantings. ▪ The Ponga Whare – strengthening, restoring and interpretation. ▪ The Stone Cottage – strengthening and restoration, upgrading the track in. ▪ Hāpūpū Reserve – interpretation in conjunction with DOC and the Hokotehi Moriori Trust. ▪ Blind Jims – Preparation and implementation of the enhancement plan. ▪ The Taiko Camp – assisting with upgrading the facilities and development of the education centre at The Camp, support to the management of the Taiko Trust, upgrading the road in. ▪ The Chatham Islands Museum – assisting with the funding for the new displays, arrival video, exhibition curator and development of a virtual museum. ▪ Tame Horomoana – Rehe (Tommy Solomon) site development – working with the Tommy Solomon Memorial Trust Foundation to provide a toilet, shelter, new paving, fencing and interpretation at the site. ▪ Port Hutt – developing a replica of the 1874 Transit of Venus observatory as an interpretative kiosk. ▪ Thomas Mohi Tuuta (Rangaika) Scenic Reserve Development – working with DOC on upgrading the track, enhancing the interpretation and elevating the promotion of the walk. ▪ The surf boat on Waitangi Beach – protection, restoration, relocation and interpretation of the boat. ▪ The pelton wheel on the Chisholm farm – providing interpretation information so the stories aren't lost. Exploring the potential of creating the replica as the original wheel is past restoration. ▪ The Poumaumahara: Pai Marire-Ringatu project to establish a post as a marker of remembrance for the Pai Marire followers who were exiled in the Chatham Islands without trial from May 1866 – 4th July 1868 2. Enhancement of other assets that emerge as requiring support	Protecting and retaining natural, cultural and historic features is important to both the Chatham Islands in general and the tourism industry. TCI is an organisation with the legal structure, capability and a stakehold in this and is able to lead this work in partnership with the asset owners and other stakeholders.	The majority of the identified projects are completed.



Tūturuatū / Tchuriwat / Shore Plover

Strategic Priority 5 –

Developing Island Led Sustainable Practices

Sustainability historically referred to things like the use of natural products, elimination of plastics and management of waste. Today there is a much wider interpretation with greater emphasis on carbon emissions on travel, conservation of water and the impact of people on environment. The four well-beings (economic, social, environmental and cultural) are all considered. Developing more sustainable ways of operating will be important for the Chathams especially in areas of fuel and power costs. While individual companies have a number of sustainable practices in place, this is an area TCI has not developed any solid goals in. The aim was to develop a scorecard of sustainable practices. This has not been achieved and remains as the first step.

Initiative	Rationale	Success Measure in three years
Initiative 16 - To develop sustainable practices throughout the tourism industry. Key Actions 1. To work with industry experts to develop a plan and scorecard for sustainable practices and begin implementation. 2. To trace the visitor journey and identify areas where sustainability initiatives could be targeted. 3. To work with other Island entities already starting or progressing consultation on sustainability projects. 4. To work with Island operators to identify areas where better sustainability initiatives could be implemented. 5. To explore what mainland initiatives exist that could be adapted to the Chatham Islands.	While many companies are implementing sustainable practices in their daily operations, TCI has not undertaken any dedicated work around sustainability and requires support to become active in this.	TCI has developed its scorecard of achievements in sustainability and begun implementing the initiatives on it.
Initiative 17 - Assisting with Environmental Projects Key Actions 1. To support visitor participation in the following: ▪ The Hokotehi Moriori Trust Tree Planting Programme ▪ The Predator Free Initiative ▪ The Landscape Restoration Trust and Chatham Islands Alliance ▪ DOC Environmental projects yet to be developed. 2. To support the work of Apiculture Chatham Islands 3. To support Massey University's "citizen science" Pou-taiao environmental monitoring project. This places poles and signage at fixed locations for recording the changing landscape and environment	These organisations have plans in place to develop projects that they would like visitors to join in with. TCI has the ability to enable the links between the visitors and projects to facilitate this.	Environmental projects are part of tourism itineraries. Visitors on tour groups and travelling independently are involved in environmental projects.





Breezy Brew - Hotel Chathams



Beach House Accommodation - Hotel Chathams



Go Wild Apiary Tours

Strategic Priority 6 –

Supporting Business Success

Health and Safety and compliance has been a focus for TCI. Work has been undertaken with landowners and lessees managing attractions, and undertaking hazard management. Agreements have been drafted between them and tour operators outlining the hazards and requirements to access the sites. Signage has also been developed for gates to many attractions to help manage visitors and inform them of access and health and safety. TCI has engaged Directional Tourism Ltd. to assist businesses get their compliance in place and a number have already gained Qualmark Certification. More are working towards this. A guides training manual has been prepared. Funding was gained from MPI and a number of courses offering training in digital upskilling, particularly online content and social media have been delivered

Strategic Priority 6

Initiative	Rationale	Success Measure in three years
Initiative 18 - To support the development of existing and new businesses Key Actions 1. To assist all operators who can be encouraged to gain Qualmark certification and have all possible operational compliance in place. 2. To facilitate the same training and business development opportunities provided to the mainland tourism business operators by the Government and other funded agencies. 3. To build on the work undertaken in the development of the Guide for Guiding Manual, to deliver a series of training events for guides at the start of each season. 4. To facilitate visits by industry professionals and experts with skills and knowledge in areas that will enhance Chatham Island tourism businesses. 5. To support the development of new business opportunities.	Chatham Island businesses have largely been self started with little formal support and direction. As tourism has grown, the market is increasing and more people are looking at creating accommodation and activities. A need exists to support businesses and address operational and compliance issues.	Financial and organisational support is continued for gaining of Qualmark certification. Training support is offered to businesses where demand exists. The Guide to Guiding manual has been updated annually and training is delivered at the start of each season. Visiting experts have been brought to the Island as needs have been identified.
Initiative 19 - Exploring New Attractions Key Actions 1. To work with DOC to explore new walks or enhancements of those currently existing e.g. Developing the Thomas Mohi Tuuta (Rangaika) Scenic Reserve, walks along the South Coast and the potential of an iconic northern volcanic cones walk. 2. To seek out operators interested in farming and hunting experiences. 3. To explore the potential of new niche activities such as dark skies tours and rock climbing. 4. To identify the gaps in retail products for sale in the local outlets and promote these to retailers. 5. To increase the number of artists creating work and experiences for visitors. To support exploring the potential of and arts centre and the development of an arts trail.	Requests have been received for new experiences for existing markets. The opportunity also exists to diversify the range of products offered and appeal to a wider age range through niche active experiences. Some Chatham Islanders are also interested in diversifying their farming operations to include tourism. Market research has identified there is a demand from visitors to have art experiences and be able to purchase more Chatham Island artworks. Owenga artists are interested in setting up an arts trail. There is also scope to establish exhibitions in the temporary gallery within the museum and initial discussions around the establishment of an arts centre. With encouragement and training, more Chatham Islanders may consider displaying and selling their work.	New experiences including farm tours have been created. More Chatham Islander artists selling work and a greater range of art products available for purchase. The arts trail up and running. Support given to exploring the feasibility of an arts centre.

Initiative	Rationale	Success Measure in three years
Initiative 21 - Establish a programme of ongoing events that provide visitation, economic return and employment, together with educational, environmental and community benefits to the Chatham Islands. Key Actions 1. To gain funding for event management resource personnel. 2. Establishing 4-5 events based on education and environmental tourism over the winter including the Chatham Islands Festival of Science and around potential themes of Matariki, the Night Sky, history, food, arts, culture, honey, primary industries and environmental related topics. 3. Providing support to local events such as the Chatham Islands Jockey Club 150 year celebrations. 4. Supporting the planning of at least two major events, these being: ▪ The 150 year anniversary of the Transit of Venus and the first bilateral science collaboration between the United States of America and New Zealand. This project took place at Port Hutt and measured the solar system. The event is being planned for 2024. ▪ "Saving Glory" in January-February 2027 to commemorate the 200th anniversary of what is deemed to be the first shipwreck in the Chatham Islands and a most remarkable rescue of the crew. 5. Exploring the concept of a major Chatham Islands cultural and arts exhibition in prime mainland locations, including Te Papa, to promote the Islands.	The Chatham Islands winter sees very few visitors however the weather is still very suitable for tourism- albeit with extra layers. Increasing numbers through winter will also help retain employment. Events also celebrate anniversaries, provide opportunities to attract new groups and elevate the profile of the Islands. Support can also be given to existing local events and the creation of new ones, as appropriate.	An events manager resource is engaged. A calendar of 4-5 annual events have been established in winter. The Transit of Venus event has been successfully completed. Saving Glory event planning is resourced and is advancing.





Stone Cottage

Strategic Priority 7 –

Strategic, Collaborative Communications and Marketing Planning

Covid -19 has seen a near doubling of visitors, removing the immediate need to invest in marketing. When the borders open, this may change, with people choosing trips overseas, at least in the short term. As this becomes imminent so too does the need for a higher level of marketing albeit to create a greater awareness of the Islands. The need for new attractions that widen the visitor demographic may also be required.

Over the last three years TCI has established ongoing marketing research, developed its logo, upgraded the website, brochure and Facebook presence, established a CRM database and instigated an initial newsletter. Maintaining the online presence has been contracted to Directional Tourism Ltd. with the TCI assistant being trained. An events strategy to help fill the winter gap is being developed and the first Chatham Islands Festival of Science was launched in 2021.

TCI has provided input into many media articles including The Herald, Seven Sharp, Breakfast, and CNN.

Going forward, work in marketing and communications is likely to need to be stepped up.

Strategic Priority 7

Initiative	Rationale	Success Measure in three years
Initiative 22 - To maintain and be responsive to ongoing visitor research.	Market research plays an important role in tourism planning. TCI has plans to improve the current data collection and gain greater representation from FITs.	Representative monthly and annual visitor reports received.
Initiative 23 - To develop an integrated marketing plan and budget that incorporates the following: Key Actions 1. To continuously upgrade the website. 2. To maintain an ongoing online presence of Facebook and Instagram. Funding online and traditional media campaigns if visitor numbers appear to decline and to ensure an elevated Island project and presence. 3. To fund online and traditional media campaigns, as required, and to ensure an elevated Island project and presence. 4. To prepare regular online visitor newsletters. 5. To maintain the online presence with Tourism New Zealand and the Tourism Industry Association website and work with Tourism New Zealand campaigns. 6. To work on collective campaigns with Air Chathams. 7. To develop relationships with media and preparing regular articles. 8. To develop relationships and an online presence with national and international niche marketing organisations e.g. birding, geology, environmental and photography organisations. 9. To produce a new updated brochure annually.	This Island did not require any marketing through the last two years as Covid-19 saw the Island at maximum capacity and a number of media, including TV1, visited and ran stories. With the borders opening there is uncertainty on how this will impact on the Island. It is important that the Island profile is continuously promoted so it maintains a presence amongst the choices of New Zealand holiday destinations both domestically and internationally. The buyer decision for an island holiday is not usually instantaneous but can take quite a period of time.	Website continuously updated. Implementation of continuous initiatives within a formal market strategy across all channels. Database of domestic and international contacts for specific niche interests established and promoted to. New brochure, produced annually



5. Implementation of the Plan – Investment Required

Achieving the plan is largely dependent on the level of funding that can be achieved. This can be defined into three main areas of investment. The first is ongoing operational funding. The other two relate to one-off injections of funding to upgrade and address current infrastructure projects and provide the seed funding required to develop two specific national and international events.



\$300,000

Ongoing Operational Funding:

Covering the management of all initiatives, administration, an office/visitor hub; projects, events, training and marketing budgets; addressing climate change and environmental sustainable practices.



\$1.8m

One-Off Capital Projects Budget:

To complete all current identified capital projects including Stone Cottage restoration; Museum installation; Taiko Camp Education Centre upgrade; Airport welcome and fitout; Tame Horomona-Rehe (Tommy Solomon) statue project; signage and interpretation; attraction and track access development and upgrades; artwork and sculptural icons; and other restoration projects including the surf boat and pelton wheel replica creation.



\$500,000

One-Off Special Events Fund:

\$200,000 initial resource to develop 4-5 new events including the Chatham Islands Jockey Club Centennial. \$150,000 seed funding for the 150 year celebration of the Transit of Venus New Zealand/United States first bilateral science collaboration in 2024. \$150,000 seed funding for Saving Glory – commemorating the 200th anniversary in 2027 of what is deemed to be the first shipwreck in the Chathams Islands.

Return on Investment

Background

While considering the impact of the Destination Plan on the Island it is important to highlight that the Return on Investment (ROI) extends past financial measures and beyond the tourism industry to include many other sectors, particularly conservation, heritage, arts, business and community development. Further, the project is equally driven by the need to manage tourism and the destination planning outcomes. Growth is focused on the financial security of businesses, fuller employment of owner operators and their families, coupled with some new business and job creation. Visitor numbers are capped by the accommodation and flight availability and the natural carrying capacity of the Island in terms of staff availability, housing and infrastructure. The Plan is not about growth for the sake of growth.

The Current Situation

In 2017 the Martin Jenkins report Enabling a Sustainable Economy, proposed a scenario where tourism activity doubled in the ten years to 2026. This would result in employment increasing from 38 to 100 and GDP from \$2.1 million to \$6.8 million. In preparing this Destination Plan we have worked with Martin Jenkins to estimate the contribution of tourism in 2021 based on the information available. This 2021 analysis indicated FTE had increased to 41 FTEs and GDP to \$5.1 M.

Two Future Growth Scenarios

The Destination Plan considers two scenarios to 2028. The first is a business as usual (BAU) option where the plan is not implemented. Following a boost in activity in 2023, this scenario sees activity easing as the reopening of borders provides alternative options for domestic visitors wanting an overseas experience. This results in a 15% decline in visitor numbers in 2024. Minimal investment in infrastructure, activities, marketing and events sees growth of about 3% each year going forward.

Under this scenario activity declines before recovering through to 2028 but still not reaching the 2023 peak. This would have the industry attracting about 3,150 visitors spending about \$10.3 million and contributing about \$6.8 million to the Chatham Islands economy, in 2028.

The second scenario is one where the Destination Plan is implemented. Following the expected boost currently forecast in 2023, higher levels of marketing and a full events strategy programme developed in the off-season offset the expected decline in 2024 due to the border reopening. Further visitor growth increases to 4% each year, along with a 20% increase in visitor spend. The events strategy adds an extra 50 visitors in the winter months of May through September. This scenario sees about 4,300 visitors in 2028 spending about \$17.1 million and contributing about \$11.3 million to the Chatham Islands economy.

Overall ROI from Implementing the Destination Plan

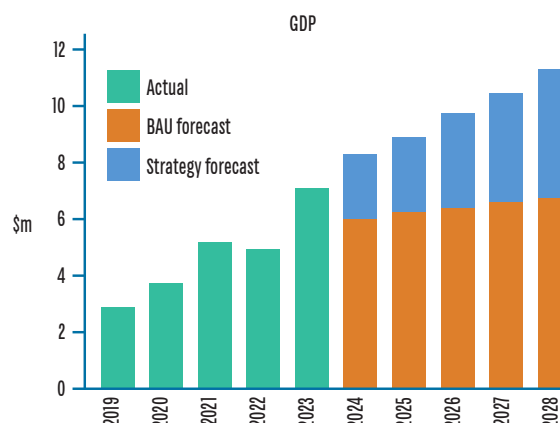
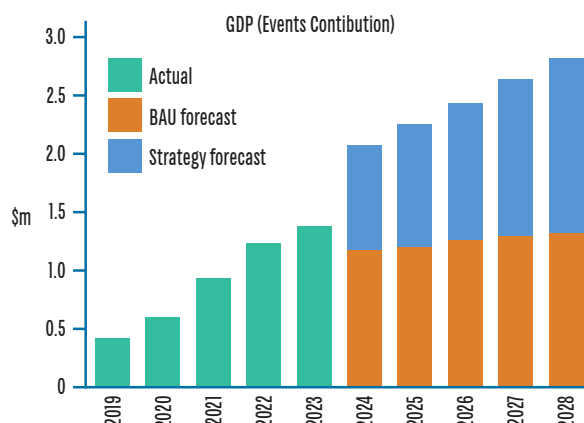
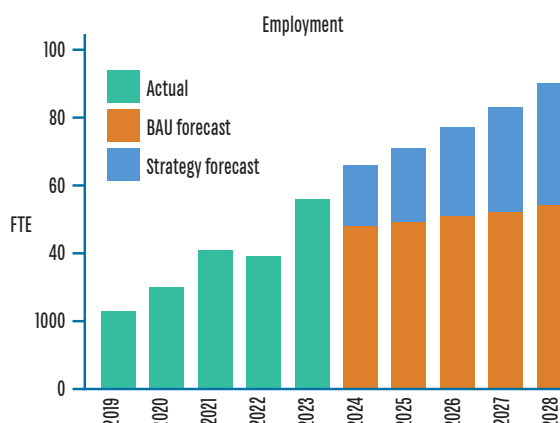
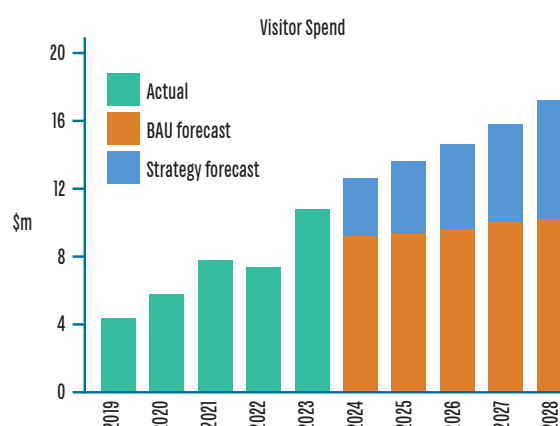
Considering these two scenarios the economic impact of the Destination Plan would be around \$25.4 million in additional visitor expenditure generating about \$16.7 million in regional GDP, or about \$3.3 million each year.

Impact of the Events Strategy

Just considering the Events Strategy, the initial aim is to bring at least 50 additional visitors to the Islands for each of the winter months (May-Sept). Cumulatively, through to 2028, this would result in a further 2,100 visitors contributing about \$5.9 million to the Island's GDP (about \$1.2 million annually).

These numbers do not include any additional visitors through supporting community events like the Jockey Club 150 year celebrations, the major Transit of Venus or Saving Glory events.

The ROI on the proposed \$500,000 for these major events and some resourcing into annual events (estimated at \$50,000 pa) is estimated at almost \$8 for every dollar invested.



Risk and Crisis Management

Three main risks have been identified in Tourism Chatham Islands achieving its aspirations within the strategic plan. These are around Capability, Funding and Community Support.

Capability – The Island with its small population has a limited number of people available to commit to roles on the committee and in working for TCI. Upskilling locals, utilising skills from the mainland and dividing the work into many smaller skills based functions are all options being considered to address this.

Funding – Several entities involved in the tourism sector are making significant cash and in-kind contributions to the work of TCI. The Island's tourism sector is, however, small. The Chatham Islands Council is not financially resourced to contribute and Chatham Islands Enterprise Trust is making a significant contribution given the demands and constraints on its limited finances. The Island is not an RTO so was not allocated any of the millions of dollars distributed to network members. The Provincial Growth Fund funding is concluding in June this year. If TCI is to achieve the goals set in the plan it requires ongoing funding for both the personnel resource and projects in planning. A bid is being made to establish a level of government baseline funding to support the work of TCI and give ongoing security to the organisation. TCI will continue to seek project funding where possible and have to work within the level of funding it is able to achieve.

Community Support – The issues created through the growth in tourism, actions of TCI, and those planned to address these sit as some of the highest priorities. It is increasingly becoming recognised how important the industry is to the Islands' economy and more and more families are now gaining some or all of their income from tourism. Community support is important to the success of TCI.



Fishing boats at Owenga Wharf