Towards a Tourism Plan for Kaikoura

David G Simmons
John R Fairweather

Kaikoura Case Study
Towards a Tourism Plan for Kaikoura

David G Simmons
Reader in Tourism, Human Sciences Division, Lincoln University.
Dsimmons@lincoln.ac.nz

John R Fairweather
Senior Research Officer in the Agribusiness and Economics Research Unit,
Lincoln University. Fairweat@lincoln.ac.nz

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# Contents

LIST OF TABLES ................................................................. iv
LIST OF FIGURES ............................................................... vi
ACKNOWLEDGEMENTS ............................................................... viii

CHAPTER 1 TOURISM PLANNING ................................................................. 1
1.1 Why Plan for Tourism? ................................................................. 1
1.2 The Need for Community Involvement ......................................... 1
1.3 Key Issues .................................................................................. 2

CHAPTER 2 SUMMARY OF RESEARCH REPORTS .................................................. 5
2.1 Kaikoura – Historical Overview.................................................. 5
2.2 Estimating the Number of Visitors to Kaikoura............................. 6
2.3 Summertime Visitors To Kaikoura: Characteristics, Attractions and Activities................................................................. 7
2.4 Visitor Decision Making, On-Site Spatial Behaviours, Cognitive Maps and Destination Perceptions .................................................. 9
2.5 Understanding Visitors’ Experiences in Kaikoura Using Photographs of Landscapes and Q Method .............................................. 11
2.6 Evolution and Change in Kaikoura: Responses to Tourism Development.................................................................................. 14
2.7 The Impact of Tourism on the Maori Community in Kaikoura ...... 17
2.8 The Economic Impact of Tourism on Kaikoura............................. 19
2.9 Tourist and New Zealand Fur Seal Interactions Along the Kaikoura Coast................................................................................. 21

CHAPTER 3 KEY ELEMENTS OF TOURISM POLICY ............................................. 25
3.1 Common Values And Aspirations................................................... 26
3.2 Issues and Tensions ..................................................................... 27

CHAPTER 4 DEVELOPING A PLANNING PROCESS ................................................. 29
4.1 A Proposed Structure for Planning............................................... 30
4.2 Key Outputs ................................................................................ 30
4.3 Means to Achieve Strategies ...................................................... 31

REFERENCES ................................................................................................................. 33

APPENDIX 1 LIST OF TITLES ....................................................................................... 35
# List of Tables

<table>
<thead>
<tr>
<th>Table No.</th>
<th>Description</th>
<th>Page No.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Summary Data for Kaikoura Visitor Groups</td>
<td>8</td>
</tr>
<tr>
<td>2.</td>
<td>Understanding Visitors’ Experiences in Kaikoura</td>
<td>12</td>
</tr>
<tr>
<td>3.</td>
<td>Summary of Economic Impacts of Tourism in Kaikoura</td>
<td>20</td>
</tr>
</tbody>
</table>
## List of Figures

<table>
<thead>
<tr>
<th>Figure No.</th>
<th>Page No.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Map of Study Area</td>
<td>5</td>
</tr>
</tbody>
</table>
Acknowledgements

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The authors also acknowledge the considerable efforts and expertise of all research team members who have contributed to the project.

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Chapter 1

Tourism Planning

1.1 Why Plan for Tourism?

Tourism, at least in its present highly commercialised form, is a new industry for Kaikoura. From small beginnings a decade ago, it has risen rapidly to 873,000 visits (356,000 overnight) per year. Current growth is estimated at 14 per cent per annum. While forecasting, is an inaccurate science, especially among diverse sets of domestic and international travellers, current trends indicate continuing growth in the medium term. While current increases in visitor numbers rates are unlikely to be sustained indefinitely, especially in domestic visitors, the five-year projection at the current growth rate would result in 1.6 million visitors by 2003. It is clear that if tourism is to continue to serve the key needs of locals (jobs, income), and if the town is to retain the essential elements of a ‘small coastal community’ which attract visitors and residents alike, tourism planning can not be left to chance.

Tourism, as well as being a generator of income, is also a pervasive agent of social and environmental change. Most important for tourism in Kaikoura is the fact that the key motivators for visitors are:

- Access to marine mammal species,
- The “small coastal town atmosphere” in an unspoilt natural environment,
- The friendliness and acceptance of local residents.

These features are public/common property resources that require careful management to ensure balanced growth and the longer term sustainability of Kaikoura as a tourism destination. A key starting point for any tourism plan has to be an examination of the needs and aspirations of local people. The fact that the community comprises a variety of groups suggests that community consultation and development, as well as the integration of public and private sector interests, are the fundamental building blocks of tourism planning.

1.2 The Need for Community Involvement

The rationale for including community input into the tourism planning is simple. The positive and negative impacts (economic, social and environmental) of tourism have their most profound effects on host communities. Whenever tourism activity is highly concentrated in time and space, grows rapidly, disrupts community life, or ignores community input, then the seeds of discontent are sown. Encounters between hosts and tourists can turn sour, negative feedback has its impact on visitors numbers, and the industry, like so many before it in
Kaikoura, will then peak and fade. However, tourism pressures are not necessarily at odds with locals’ aspirations. Our research demonstrates significant areas of agreement over expectations and values - as well as indicating evidence of potential issues and tensions. Key policy directions emerging from the study are the need to maintain local ownership of key facilities, retain local control in decision making, safeguard carefully tourism’s visual impact, and adequately resource and manage key public sites (parking, traffic, amenity areas).

Tourism is like being a little bit pregnant. It’s fun getting there - but poses increasing problems as the child grows and threatens to take over the parent.

R. Butler, 1989
Professor of Tourism, University of Surrey

1.3 Key Issues

In summary, successful tourism planning is founded in the acceptance that much of what the tourist experiences at any destination takes place beyond the direct control of the tourist industry. The tourism product is a “destination experience”, and its planning and management require a partnership of public and private sector interests. Planning also needs to be ongoing, to adjust to changing characteristics in visitor markets, and it must deliver a range of outputs that directly shape resource management plans, and public infrastructure development, as well as private developments, marketing and promotional activities.

This summary publication is directed towards addressing this need. In particular it proposes a process for tourism planning in Kaikoura, and outlines key findings and policy implications from the nine field research projects undertaken for Kaikoura under the public good science funded project, ‘Planning for Tourism Development’. Firstly, the key findings from each of these reports are summarised below.

The summary reports commence with a brief review of the historical development of human settlement in Kaikoura. The next four reports focus on various aspects of tourist visitation to Kaikoura. First a method utilised to describe the volume and seasonality of visitation to Kaikoura is described. These are essential data for tourism planning which have previously not been able to be collected. The second report in this theme describes the visitors to Kaikoura and provides a summary of the three main visitor types: ‘short stop’, ‘day trip’, and ‘overnight’. Important aspects of tourist decision making and experiences in Kaikoura are presented in the remaining two reports in this theme.
The host community is the next major research theme. In the first of two reports overall community aspirations from, and adaptations to, tourism are presented. This is followed by a parallel analysis of tourism and the Maori community. Aside from key social and cultural elements tourists and tourism have two other major effects, - economic and environmental. An analysis of these effects are presented in the final two reports, with a specific focus on seals as an example of the deployment of environmental resources for tourism.

Each of the summaries is supported by a full report which is available for the Tourism Research and Education Centre (TREC) at Lincoln University. Report titles are listed in Appendix 1.
Chapter 2

Summary of Research Reports

2.1 Kaikoura – Historical Overview

The historical study provides an introduction to the past record of human settlement and endeavour at Kaikoura. It reviews the myriad factors, both Maori and Pakeha that establish the context for contemporary patterns of tourism and development.

Historical patterns of settlement, Maori-Pakeha relations, and cycles of growth and decline based upon resource extraction and agriculture are described as the enduring themes that lay the foundation for understanding contemporary Kaikoura and its search for new forms of development. While other reports in this series describe in detail Maori, Pakeha, visitors’ experiences and impacts of them in Kaikoura, this report provides an essential understanding of the context into which, and out of which, recent tourism development has occurred.

![Figure 1](image)

Figure 1
Map of Study Area
2.2 Estimating the Number of Visitors to Kaikoura

The annual total of visitors to Kaikoura was estimated at 873,000. This number was derived from a method which involved four key steps: counting all traffic entering Kaikoura, observing a sample of vehicles to record licence plates and the number of people in each vehicle, identifying vehicles from outside of Kaikoura, and then estimating all visitor vehicle numbers and numbers of visitors. The four key steps are illustrated in more detail in the following diagram which shows all the 12 steps involved in the estimation of the annual total.

Annual Flow of Visitors into Kaikoura

1. Five samples taken:
   - November, December, January, Early March, Late March

2. Traffic counted for one week in each month:
   - Provides hourly flow data
   - Provides seven day average flow for each hour

3. Vehicles observed for a sample day of that week:
   - From 8:00am to 5:00pm (usually)

4. Each hour sampled to:
   - Identify visitor vehicles
   - Determine percentage of visitor vehicles
   - Count number of visitors per vehicles

5. Estimate number of vehicles, each hour from:
   - Seven day average flow for each hour
   - Percentage of visitor vehicles

6. Vehicle number adjusted for double counts caused by vehicles entering Kaikoura more than once.

7. Estimate visitors per hour from:
   - Adjusted vehicles per hour
   - Visitors per vehicle

8. Calculate daily total from sum of each hour

9. Multiply by 7 to get estimated number of visitors for the week

10. Repeat for each of the five sample months to get a weekly total for each month

11. Calculate the annual total from estimated flows for the weeks not sampled (regression analysis)

12. Add in the estimate number of visitors arriving by bus or train
2.3 Summertime Visitors To Kaikoura: Characteristics, Attractions and Activities

Kaikoura fulfils a variety of roles for visitors. Its geographical location on the main road from Christchurch to Picton and the well-established infrastructure supports the needs for many travellers for a ‘convenient break’ in their trips. For long stay visitors, who stop for a full day, or overnight, marine mammal species (whales and seals in particular) are the major attractions.

There are two major ways to present and analyse visitor data. First, there are distinct differences between the patterns of international and domestic visitors, and this distinction is often used as a basis for analysis. Second, length of stay can serve as the basis of analysis. For this study, length of stay provides a more useful and statistically robust framework for understanding visitor needs and patterns. Major visitor characteristics, attractions in Kaikoura, and activities are therefore summarised in the accompanying table for three groups: short stop visitors, day visitors, and overnight visitors.

For short stop visitors (those staying less than two hours), Kaikoura primarily fills the role of a ‘convenient break’ (79.7 per cent of first choice of attraction to Kaikoura). The core of this group comprises domestic (New Zealand) visitors (75 per cent) engaging in more extensive trips. While average expenditure per person per visit is relatively low (estimated at $2.40 per visitor) some activities are undertaken, including 16 per cent who visit the Kaikoura Information Tourism Incorporated (KITI) visitor centre. This activity alone indicates a wider interest in Kaikoura and signifies a potential for increasing length of stay or repeat visitation. Short stop visitors represent a large group – 44 per cent of all visitation or an estimated 380,000 visitors annually.

Day visitors to Kaikoura (those staying more than two hours, but not overnight) are numerically the smallest of the three visitor groups. Visitors’ numbers are estimated at 137,000 annually. For these visitors, Kaikoura is a specific destination, as evidenced by their high interest in whale watching (49 per cent) and visiting the seal colony (44 per cent). Engagement in commercial activities and supporting industries lifts daily average daily per person expenditure for this group to $47.50 the highest of all three groups.

Overnight visitors to Kaikoura, (those staying one or more nights) are mainly international visitors who make up seven of eight overnight visitors. Visitors’ numbers are estimated at 356,000 annually. Average length of stay is reported as 1.8 days. Within this pattern, domestic visitors tend to stay for shorter periods. Lower cost forms of accommodation (backpackers and motor camps) are used mostly, while commercial activities (whale watching and swimming/viewing dolphins especially) provide the key focus for commercial activity. Informal activities (visiting the seal colony (63 per cent) and the visitor centre (77.4 per cent)) are nonetheless important to their overall experience in Kaikoura. These activities are paced throughout their visit to indicate an average daily per person expenditure of $45.73.

Indices of satisfaction, measured as willingness to refer Kaikoura to others, and/or to re-visit, indicate high overall satisfaction by all three types of visitors regarding their experience in Kaikoura.
Table 1
Summary Data for Kaikoura Visitor Groups

<table>
<thead>
<tr>
<th></th>
<th>Unit</th>
<th>Short Stop (&lt;2 hours)</th>
<th>Day Visitor (&gt;2 hours to 1 day)</th>
<th>Overnight</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number (sample)</td>
<td>n</td>
<td>64</td>
<td>39</td>
<td>230</td>
</tr>
<tr>
<td>Estimated relative percentage</td>
<td>%</td>
<td>43.5</td>
<td>15.7</td>
<td>40.8</td>
</tr>
<tr>
<td><strong>Composition</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Domestic</strong></td>
<td>%</td>
<td>75.0</td>
<td>41.0</td>
<td>13.5</td>
</tr>
<tr>
<td><strong>International</strong></td>
<td></td>
<td>25.0</td>
<td>59.0</td>
<td>86.5</td>
</tr>
<tr>
<td><strong>Transport</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Main</strong></td>
<td>%</td>
<td>Private Car/van 57.8</td>
<td>Bus/shuttle 35.9</td>
<td>Hire car/van 38.3</td>
</tr>
<tr>
<td><strong>Secondary</strong></td>
<td></td>
<td>Bus/shuttle 28.1</td>
<td>Private Car/van 33.3</td>
<td>Bus/shuttle 33.0</td>
</tr>
<tr>
<td><strong>Attractions</strong></td>
<td></td>
<td>Conveniet break 79.7</td>
<td>Whales 38.5</td>
<td>Whales 49.6</td>
</tr>
<tr>
<td><strong>Main</strong></td>
<td></td>
<td>Whales 9.4</td>
<td>Convenient break 33.3</td>
<td>Swim dolphins 17.0</td>
</tr>
<tr>
<td><strong>Second</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Activity</strong></td>
<td>%</td>
<td>Visitor Centre 15.6</td>
<td>48.7</td>
<td>77.4</td>
</tr>
<tr>
<td><strong>Seal Colony</strong></td>
<td></td>
<td>10.9</td>
<td>43.6</td>
<td>63.0</td>
</tr>
<tr>
<td><strong>Whale(s)</strong></td>
<td>%</td>
<td>6.3</td>
<td>48.7</td>
<td>52.6</td>
</tr>
<tr>
<td><strong>Dolphins</strong></td>
<td></td>
<td>3.1</td>
<td>5.1</td>
<td>31.3</td>
</tr>
<tr>
<td><strong>Accommodation</strong></td>
<td>%</td>
<td>Nil</td>
<td>Nil</td>
<td>Backpackers 35.2</td>
</tr>
<tr>
<td><strong>Group Composition</strong></td>
<td></td>
<td>Family 32.8</td>
<td>Partner/spouse 30.8</td>
<td>Partner/spouse 42.6</td>
</tr>
<tr>
<td><strong>Main</strong></td>
<td></td>
<td>Alone 26.6</td>
<td>Family 25.6</td>
<td>Alone 21.3</td>
</tr>
<tr>
<td><strong>Secondary</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Group Size</strong></td>
<td>%</td>
<td>(3-6) 45.3</td>
<td>(3-6) 38.5</td>
<td>(2) 56.5</td>
</tr>
<tr>
<td><strong>Age</strong></td>
<td>%</td>
<td>Less than 30 years 21.9</td>
<td>30.8</td>
<td>43.0</td>
</tr>
<tr>
<td><strong>30-49 years</strong></td>
<td></td>
<td>46.9</td>
<td>35.9</td>
<td>38.3</td>
</tr>
<tr>
<td><strong>50+ years</strong></td>
<td></td>
<td>31.3</td>
<td>33.3</td>
<td>18.7</td>
</tr>
<tr>
<td><strong>Gender</strong></td>
<td>%</td>
<td>Male 58.7</td>
<td>38.5</td>
<td>45.2</td>
</tr>
<tr>
<td><strong>Female</strong></td>
<td></td>
<td>41.3</td>
<td>61.5</td>
<td>53.9</td>
</tr>
<tr>
<td><strong>Travel Direction</strong></td>
<td></td>
<td>North to South 57.1</td>
<td>26.3</td>
<td>36.4</td>
</tr>
<tr>
<td><strong>South to North</strong></td>
<td></td>
<td>38.1</td>
<td>39.5</td>
<td>47.7</td>
</tr>
<tr>
<td><strong>Return Trip</strong></td>
<td></td>
<td>4.8</td>
<td>34.2</td>
<td>15.9</td>
</tr>
<tr>
<td><strong>Expenditure</strong></td>
<td>$</td>
<td>Average person per day $2.40</td>
<td>$47.50</td>
<td>$45.73</td>
</tr>
<tr>
<td><strong>Volume</strong></td>
<td></td>
<td>Estimated Annual Volume 380,000</td>
<td>137,000</td>
<td>356,000</td>
</tr>
</tbody>
</table>
2.4 Visitor Decision Making, On-Site Spatial Behaviours, Cognitive Maps and Destination Perceptions

This study examined the decisions of visitors to travel to New Zealand (for international visitors only) and to Kaikoura, their on-site behaviours, cognitive maps and perceptions and experiences of Kaikoura. The literature on visitor decision making is large and has been studied from a number of perspectives in this study. Key elements of psychological approaches are reviewed, along with choice set theory from the consumer behaviour literature. The importance of both the affective and family context components of decision making is noted. A key finding from the literature is that on-site spatial behaviours, orientations and experiences can be examined by investigating visitors’ cognitive maps, that is, the way they mentally conceptualise Kaikoura. In the present study adding a consideration of visitors’ perceptions and experiences enhances previous approaches to decision making and cognitive maps.

Three related methods were used:
(1) a structured questionnaire survey of a random sample of visitors (n = 232);
(2) qualitative and quantitative analyses of sketch maps of the Kaikoura area drawn by a sub-sample of visitors (n = 148), and
(3) qualitative analyses of unstructured interview notes derived from a different sub-sample (n = 46).

The sample of visitors, while not drawn from a known sampling frame appears to be a reasonable approximation of a random sample, as the following key characteristics illustrate. There was an approximate balance of men and women and a reasonable distribution of ages. Most visitors were short stay, as expected, arriving from either the north or the south, although about one fifth were on return trips, mostly from Christchurch. About three quarters of the sample were international visitors and one quarter were domestic. Similarly, three-quarters had not been to Kaikoura before, while one quarter had. Visitors staying overnight typically used backpacker, motel or motor-camp accommodation. For all visitors in the sample, hire vehicles, buses or private cars were the typical means of transport. Finally, about three-quarters were travelling with partner or spouse, friends or family and one fifth were travelling alone.

The survey data also tell us about visitor decisions to go to Kaikoura. The main findings are that domestic visitors tend to make their decision and plan their itineraries at home, while international visitors make their decision and plan their itineraries while travelling. These patterns were linked to type of transport and type of accommodation. Travel books and friends were more influential on international visitors’ decisions than those of domestic visitors, the latter being more influenced by having been to Kaikoura before.

The visitors to Kaikoura were attracted to the whales, seals and dolphins, and most frequently visited places were the visitor information centre and the seal colony.
Qualitative analyses of the sketch maps showed that they were simplified, used a variety of scales, had spatial distortions and typically ignored the residential area of Kaikoura. Some maps had iconic features such as whales and trees and some emphasised the coastal features characteristic of Kaikoura.

Quantitative analysis of the sketch maps showed that landmarks were the predominant features. Typical landmarks included were the seal colony, accommodation and the information centre. Routes (roads and walkways) were the next most numerous features on the map with the main street being the most common route included. The most common edge feature was the beach with one or other of the mountain ranges being the next most common edge. Frequency of these different features was related to demographic and other characteristics of visitors. Generally, visitors’ knowledge of the area is based on landmarks rather than on routes, probably because of the short length of stay.

The main themes from the qualitative analysis of interviews with visitors were that visitors valued abundant marine life and Kaikoura as a nice coastal town in which to relax. Many were surprised at the unexpected beauty of Kaikoura.

The main implications for theory were the usefulness of a multi-method approach and the role of sketch maps as a way to investigate visitors understanding of their destination. Policy implications included the need to understand the different decision making processes involved for different visitor types (domestic and international) and the importance of the core environmental and landscape resources of Kaikoura for visitors.
2.5 Understanding Visitors’ Experiences in Kaikoura Using Photographs of Landscapes and Q Method

The primary objective of this study was to develop an understanding of visitors’ experiences of the Kaikoura landscape using photographs of landscape and Q method. The study was based on the fact that there is a fundamental linkage between tourism and experience of landscape.

The literature on landscape perception shows that there is a range of ways of understanding landscape, paradigms extending from expert assessments to a focus on individual experience, and that there is a need to focus on the latter. Therefore, this study examined:

- The way individuals represented their subjective experience of landscape through the selection of a particular array of photographs (a method known as Q Sat.)
- Verbal explanations of their choice
- The social and cultural significance of those choices

There is little New Zealand research specifically focusing on visitors’ experiences using photographs, and existing knowledge of visitor experiences has been lazily gained incidentally to other types of study. The literature also shows that photography is a widely used technique in landscape perception research but that typically, photographs are used as standardised psychometric tools. In this study they were used to present the widest possible range of landscape experiences.

The selection of photographs for Q sorting was based on a sampling frame of four main landscape categories derived from previous studies of landscape perception and experience. The photographs were taken on a sunny day and as close-ups of the scene.

A total of 38 visitors were selected as a diverse, non-random sample with roughly equal proportions of both men and women, and overseas and domestic visitors. Each visitor sorted the photographs into nine piles ranging from like to dislike and all Q sorts were factor analysed to identify five factors or types of experience. Each factor identifies photographs that were liked or disliked, and those that were distinctive of that factor.

The main results show that each factor comprised a group with similar characteristics. Each had a common viewpoint on landscape experiences and each group was given an identifying label. For each group, the table below shows: its label, the landscape experiences liked and disliked, and the landscape experiences that distinguish between groups.
<table>
<thead>
<tr>
<th>Group: Euro-visitors</th>
<th>Identifying Label: Iconic Kaikoura Mountains by the Living Sea</th>
</tr>
</thead>
<tbody>
<tr>
<td>(5 European, 1 Japanese, 1 Canadian)</td>
<td></td>
</tr>
</tbody>
</table>
| **Like:** | • Scenic appreciation for beach/ocean and mountains  
• Contrast between the above elements  
• Absence of people, except visitors  
• Experience of seals and whales important |
| **Dislike:** | • Photographs that do not involve activities they recognise  
• Photographs that weaken their appreciation of the distinctiveness of New Zealand |
| **Distinguishing Images:** | • People and seals  
• Sheep, pasture and mountains |

<table>
<thead>
<tr>
<th>Group: Recreational Fishermen</th>
<th>Identifying Label: Recreational Fishing Retreat</th>
</tr>
</thead>
<tbody>
<tr>
<td>(8 male New Zealanders of whom 7 were bach owners)</td>
<td></td>
</tr>
</tbody>
</table>
| **Like:** | • Fishing and snorkelling for recreation  
• Appreciation of coastal scenery (bush and sea) |
| **Dislike:** | • Deep concern about tourism development  
• Increasing number of people leads to crowding, congestion and noise  
• Dislike commercial fishing, dairy farming and paid work |
| **Distinguishing Image:** | • Fishing boat |

<table>
<thead>
<tr>
<th>Group: New Zealand Women</th>
<th>Identifying Label: Coastal Retreat</th>
</tr>
</thead>
<tbody>
<tr>
<td>(3 female New Zealanders, 1 German male [artist])</td>
<td></td>
</tr>
</tbody>
</table>
| **Like:** | • Natural settings including rocks and bush  
• Walking or fishing (pier or beach)  
• Isolation and absence of people |
| **Dislike:** | • Tourism and whale watching  
• Commercialisation of whale watching |
| **Distinguishing Image:** | • Bush clad hills and sea  
• Cafe street scene |

<table>
<thead>
<tr>
<th>Group: United Kingdom Visitors</th>
<th>Identifying Label: Coastal Community</th>
</tr>
</thead>
<tbody>
<tr>
<td>(3 United Kingdom)</td>
<td></td>
</tr>
</tbody>
</table>
| **Like:** | • Whales and dolphins (not seals)  
• Buildings, including historic house (museum) and visitor centre  
• The sense of Kaikoura as a community at one with the sea |
| **Dislike:** | • Crowding, commercialisation and ‘build up’  
• Beaches and scenery (six photos) neither liked nor disliked |
| **Distinguishing Image:** | • Whale Watch building  
• Fyffe House  
• Visitor Centre  
• Seafood Factory |

<table>
<thead>
<tr>
<th>Group: New Zealand Family</th>
<th>Identifying Label: Kiwi Family Holiday</th>
</tr>
</thead>
<tbody>
<tr>
<td>(3 female and 1 male New Zealander)</td>
<td></td>
</tr>
</tbody>
</table>
| **Like:** | • Scenery which is part of their coastal activity  
• Shore-based activities (visiting seals, fishing and diving)  
• To go on Whale Watch |
| **Dislike:** | • Little interest in the Visitor Information Centre, history, Maori or farming scenes |
| **Distinguishing Image:** | • People and seals |
The results above concur with other research on landscape perception showing that ‘naturalness’ is an important component of preferred experiences. However, they also show that this preference is expressed in different ways, largely reflecting the cultural context of the visitor. The particularity of the responses highlights the need for locally grounded contextual understanding in order to interpret variations around and within generic themes. The results also show that Q method has significant potential for landscape research, especially for research that seeks to combine the experiential and socio-cultural paradigms.

The main significance of the findings of Kaikoura are that:

- There are significant differences between the preferred experiences of different groups of visitors.
- Natural features figure very significantly in people’s preferences.
- Overseas visitors appear to be particularly sensitive to the negative effects of development – for example, car parks, service infrastructure, etc.. New Zealand visitors also dislike explicit evidence of development, but seem to accept the pressure of cars more readily.

These findings suggest the need for careful design and management of any further physical development, as it could easily impact negatively upon a significant proportion of visitors’ experiences.
2.6 Evolution and Change in Kaikoura: Responses to Tourism Development

International tourism began increasing in Kaikoura in 1988 when the first whalewatching venture started. Since then it has grown into a large sector of the local economy and currently, people in Kaikoura are mostly positive about tourism. This study documented the changes that tourism has brought to the Kaikoura community, however, the development of tourism is, in itself, an effect of changes that occurred across New Zealand because of restructuring, and technological change. These changes have had a large impact on rural areas across the country. Because the development of tourism in Kaikoura is so closely linked to the changes caused by these reforms it is difficult to separate out what has been caused by tourism and what has been caused by restructuring and technological change in general.

Tourism in Kaikoura has grown as a result of several factors. First, Kaikoura’s environment is both spectacular and geographically unusual which brings a range of marine life within easy reach of shore. Technological change has made travel and communications easier in recent years so that geographically isolated places, such as Kaikoura, are easily contacted in seconds using telephones, email and the worldwide web. At the same time, it is becoming cheaper and easier to visit the more isolated and distant parts of the globe - a fact which has benefited New Zealand tourism. These two factors provide Kaikoura with access to international tourism markets. A third, very important factor produced the need for the industry. Economic restructuring affected Kaikoura significantly and focused the attention of people on the need for employment, a factor that adds to their enthusiasm for tourism.

Restructuring in Kaikoura was especially hard on local Maori who were most vulnerable to the loss of employment. Through a range of developments, one of which included Whale Watch, local Maori moved from a position of relative powerlessness, and low socio-economic status, to become a major employer and economic force in the community. Thus, one of the most obvious changes that occurred in Kaikoura as a result of tourism development has been the change in status of local Maori.

The tourism literature highlights the importance of residents’ perceptions of tourism in any assessment of tourism development, and, overall, residents in Kaikoura are positive about tourism. In fact, Kaikoura shows all the signs of being at Butler’s (1980)-involvement stage of tourism development. Involvement is characterised by the positive attitude of residents, and an inclination towards further tourism development. At this stage also, tourism is mostly locally owned and operated by a number of small-scale businesses, with the benefits of tourism spread relatively well throughout the community. These are the characteristics of tourism in Kaikoura. Many local people, with their strong focus on employment, want more tourism development as means of solving the area’s unemployment problems.

However the suggestion of a new (outside owned) hotel development and the talk of Kaikoura becoming a possible wharf for fast ferries from Wellington indicates that tourism development in Kaikoura could begin to take on new characteristics over the next few years. Butler (1980) suggests that following involvement is a development stage where outside investors come into the area and begin to build large-scale tourism projects associated with escalation in tourist numbers. It is during this phase that major changes are forced onto the
community. The possibility of new tourism projects funded from outside the community may indicate the beginning of this phase of development in Kaikoura. This is clearly something that many residents do not want for Kaikoura, however, at the same time members of the community are also constantly thinking about employment opportunities in the area and the attraction of tourism development on this basis alone is, for some individuals at least, very high.

Of importance to residents are the economic, employment and social benefits of tourism. Tourism is bringing significant money into the area and is providing work for many people, although the amount and regularity of the work can be a problem for individuals who rely on it as their main source of income. In addition, and perhaps because, tourism is still in its infancy in Kaikoura, many operators talk about how much they enjoy meeting the visitors.

Seasonality is a factor that impacts on individuals and on the community in a variety of ways. The fluctuation in visitor numbers increases the need for individuals to work long hours during the tourist season that wears people down. A low season (in winter) provides the community with breathing space where they can return to a slow pace of life, know most of the people that they meet in the street and park easily anywhere in town. The low season allows some operators to have a long holiday and the chance to travel overseas. In fact, for some groups of residents, who can afford it, tourism in the town has increased their propensity to travel overseas. Going away depends on either finding someone to mind the business or on closing the business down for the time that people are away. Both strategies are used in Kaikoura.

The Kaikoura community is at once close knit and much divided. The small size and isolation of the people, who live in the area means that generally, people know each other. However, the community also contains a wide range of divisions that are largely a result of the history of the area. In addition to divisions there are different levels of involvement in politics. Some parts of the community are better represented than others on the local council and because of the nature of local government in New Zealand, this means that some parts of the community have no obvious and comfortable forum in which to express their views. In addition, many locals appear to think of tourism only as an economic sector or business and therefore they do not consider that the community as a whole needs to be involved in the process of planning for tourism.

Without outside help, the people for whom tourism is currently being developed are not necessarily the ones who will benefit most in the long term. Some in the community feel that they need outside investment in order to open up new tourist markets. They like the idea of attracting higher paying visitors who will require high levels of service and facilities such as an upmarket hotel - both things that will need considerable investment. The difficulty with this kind of development in a town with the socio economic and historical characteristics of Kaikoura is that outside investment will almost certainly mean outside control. Past experience of externally owned business indicates that it is much less committed than locally owned businesses to local development when economic conditions get tough.

The development of an upmarket hotel would also mean a change to the tourism product currently provided by Kaikoura. Backpackers and free independent tourists (FITs) currently enjoy the kinds of service and friendliness that Kaikoura has to offer. Changing the tourist type and type of hotel will change the way that local operators relate to their customers. It will
also make the kind of service that they provide less attractive to the backpacker and FIT market, who are looking for a more personal touch which they currently get in most of the businesses in Kaikoura. Bringing in new visitors will thus change the tourist product considerably from what it is at the present time. Furthermore the personal, people-related rewards that many people talk about are likely to diminish if the tourist type changes since higher paying visitors may see the social interactions in purely economic terms.

The important questions in relation to tourism are: What are the main groups in the community? Why do they want tourism? How can they achieve their aims for the least amount of negative impact for them and for investors? As yet, there is little sign that the community has given these questions sufficient consideration. Local people are also constrained by a general lack of resources - both human and financial. This means that there are few resources available for leading the way in planning for tourism growth in ways that sustain local involvement and high satisfaction for both locals and visitors. In addition, the current planning legislation does not appear to work to the advantage of local people. It appears, for example, that it is relatively easier for outsiders with experience of the Resource Management Act to come in and develop new business than it is for locals to set up small businesses.

Kaikoura is at a crossroads in its development: it has successfully managed its involvement stage and now there are signs that the development stage is occurring. If tourism is to grow and retain both its personal character and broad distribution of benefits then specific attention to planning is required to manage future growth.
### 2.7 The Impact of Tourism on the Maori Community in Kaikoura

This study described and evaluated the interactions between Kaikoura Maori, their culture and tourism. A cross section of the Maori community was canvassed so as to reflect both age and gender differences and iwi and hapu affiliations. A research process was followed which incorporated Maori values and tikanga, and allowed subjects to remain anonymous while revealing their perceptions of tourism in Kaikoura.

In considering aspects of Maori culture, the working definition includes carvings and other taonga, weaving, kapa haka, Takahanga Marae, and the oral histories told by guides working for Whale Watch Kaikoura Limited, the main tourism activity in Kaikoura.

Elders and young people believed that Maori had been involved in tourism for years, while the more middle aged believed that Maori tourism involvement began with the advent of Whale Watch. A possible explanation for this difference relates to the Maori development decade and cultural reawakening of the 1980s, which would have exerted more influence on those currently of middle age (young adults), than on those who were correspondingly older or younger.

Maori culture can be expressed in two ways: either internally as values, philosophies and concepts (e.g., wairua, manaakitanga, whanaungatanga, rangatiratanga), or externally as arts and crafts (e.g., weaving, carving) or kapa haka (e.g., songs, waiata-a-ria, haka, poi). Varying views exist amongst Whale Watch personnel about how Maori culture has been or is being expressed in tourism. They see it as being expressed through: the spirit, passion and pride of ‘being Maori’, the creation of a whanau atmosphere, the observance of traditional practices such as offering karakia before entering the realm of Tangaroa (i.e., the sea), or the fact that Whale Watch is Maori owned and operated.

Takahanga Marae is central to Maori cultural identity and although an informal cultural attraction does not actively cater to visitors. Beyond some informal kapa haka practices, cultural performances for visitors have never existed in Kaikoura, and although this could be a possibility for the future local Maori believe that such developments should take place away from the Marae in order to preserve its mana and mauri.

The examination of Whale Watch shows that it has evolved from a small-scale to a large-scale operation. There are differing views on the details of its early operations, however, it clearly had, and continues to have, a social purpose to provide employment opportunities and to promote cultural and environment issues. It has followed its principles of integrating these issues, although presentation of Maori culture is now more muted showing that there has been some evolution in the ways these principles have been applied.

Concerning Maori involvement in tourism, survey data show that:
- 70 per cent had been involved
- 60 per cent had other household members currently employed (on average, two persons per household)
Concerning perceived benefits or negative effects, the data show that:

- Most felt that Kaikoura had benefited through the presence of more
  - businesses
  - employment opportunities
  - township facilities
  - community spirit and open-mindedness

- 60 per cent felt they had benefited through, e.g.:
  - increased job prospects
  - personal development and training
  - interactions with other nationalities and cultures, which invites the sharing of Maori cultural values in return

- Adverse community impacts included:
  - high cost of living (rates, food, clothing, petrol)
  - selective employment practices
  - increase in crime rate

Concerning the impact of tourism on the natural environment:

- 40 per cent see negative impacts such as
  - water contamination, e.g., by giardia
  - loss of mana and status by kaitiaki
  - abuse of cultural values

- 10 per cent see positive effects, such as:
  - more non-Maori learning about or having an appreciation for the environment.

Concerning the expression of Maori culture in tourism, the data show that positive cultural changes include:

- Greater understanding of Maori culture
- More access to Maori arts and crafts
- More Maori encouraged to learn about cultural heritage

Negative cultural changes include:

- Commercialisation and modernisation of Maori culture
- Greater demand for `authenticity'; or cheaper materials being used; or mass production of cultural products
- Cultural products being sold through non-Maori outlets; or produced by non-Maori (and hence trading on Maori images to which they lack cultural entitlement)
- Compromising cultural integrity to accommodate other cultures

The research shows that Kaikoura Maori want tourism to better reflect Maori culture. This includes recognition of Maori knowledge and an accommodation of Maori views, such as the desire to exert control over Maori images in order to build a genuine Maori dimension into the industry. Kaikoura Maori also want opportunities for younger people to participate in tourism, e.g., through the learning of traditional skills. Equally importantly, they want to see an improvement in management and monitoring techniques to protect the natural environment from pollution and from exponentially increasing numbers of visitors.
2.8 The Economic Impact of Tourism on Kaikoura

Approximately 330 persons (Full-Time Equivalent - FTE) are employed directly in tourism. While almost 700 people in the district work in businesses that are wholly or partly tourism based, this figure is adjusted to reflect the part-time and seasonal nature of the work, and the fact that many businesses sell only part of their turnover to visitors.

Every job in tourism leads, on average, to a further 0.21 jobs elsewhere in the district economy. This flow-on effect is quite small, and reflects both the very limited business support infrastructure in Kaikoura and also the very low demand for external inputs in some businesses (such as homestay accommodation). The flow-on employment effects mean that in total approximately 400 FTE jobs are generated in the district by tourism. This excludes any jobs in social services (such as teaching) that might be lost if tourism (and hence employment) declined, and people emigrated from the district. Total employment in the Kaikoura district is believed to be around 1400 Full-Time Equivalent jobs (FTEs). Hence almost 30 per cent of all jobs depend either directly or indirectly on tourism. While tourism has generated a significant increase in employment, it has been brought about by growth in the volume of tourism, rather than by changes in the structure of the industry.

Total direct spending by visitors is estimated to be $28 million per year. Flow-on effects of visitor spending increase total visitor-dependent spending (sales) in the district to an estimated $36 million. However, the direct spending figure has a high error margin. An alternative measure of visitor expenditure was generated by surveying visitors to the town centre to find out the level of expenditure per visitor-day, and rating this up by total number of visitors to the town centre. The total established by this second method was $21 million, but note that the figure excludes spending by those who did not come to the town centre. The two figures provide some support for each other, and the results of this study suggest that either the number of visitors or the expenditure per tourist is greater than the visitor is and traffic surveys suggest.

Value added\(^1\) arising directly from tourist spending is estimated at $12 million (including $7 million of household income). These estimates are based on the estimates of turnover and the ratios of value-added to turnover and income to turnover in the various industries. Again, the value-added and household income estimation figures have a high error margin. Not only is the turnover figure approximate, but the ratios are also very approximate. The flow-on effects of visitor spending increase total visitor-dependent value added to $16 million (including $9 million of household income). Estimates of errors are calculated and included as Appendix I.

The impacts reported above arise from the on-going operation of the existing tourist facilities. In addition to these are impacts arising from the expansion of the industry (by people working in construction, boat fit-out, etc.). It seems that expansion of the tourism industry is currently generating an additional $4.4 million of output, 33 jobs (FTEs) and $1.5 million in value added per year in the district. The addition of flow-on effects means that total impacts of

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\(^1\) This is the total of returns to land, labour and capital. Hence it includes wages and salaries, income of the self-employed, rents on land profits, and depreciation of capital.
expansion are to increase employment by 50 FTEs, output by $6.5 million per year, and value added by $2.5 million per year. This level of additional activity may continue for some years yet, even if the number of visitors does not continue to rise. Operators suggest that for Kaikoura to maintain market share, it will have to continue to upgrade the facilities it offers.

Many residents feel that tourism is forcing up rates by imposing large demands on infrastructure, particularly water and sewerage treatment. It is estimated here that in fact tourism is directly responsible for about 10 per cent of peak demand for water and 25 per cent of peak demand from sewerage treatment. Primary processing (fish factory and dairy) are heavy users of water. These systems have to be designed to cope with both total demand and peak loads, and the seasonal nature of tourism raises the capacity requirement above what it would otherwise be. It is not part of this study to consider how such infrastructure should be funded. However, it is worth noting that the water and sewerage expansion costs seem relatively modest when compared with current operating costs.

Table 3
Summary of Economic Impacts of Tourism in Kaikoura

<table>
<thead>
<tr>
<th></th>
<th>Direct Impacts</th>
<th>Multipliers (Type II)</th>
<th>Total Impacts</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employment (FTEs)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accommodation</td>
<td>86</td>
<td>1.18</td>
<td>101</td>
</tr>
<tr>
<td>Food</td>
<td>92</td>
<td>1.15</td>
<td>106</td>
</tr>
<tr>
<td>Retail</td>
<td>40</td>
<td>1.30</td>
<td>52</td>
</tr>
<tr>
<td>Activities</td>
<td>85</td>
<td>1.25</td>
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<tr>
<td>Other</td>
<td>23</td>
<td>1.17</td>
<td>27</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>327</strong></td>
<td><strong>1.21 (implicit)</strong></td>
<td><strong>397</strong></td>
</tr>
<tr>
<td>Output ($m)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accommodation</td>
<td>4.6</td>
<td>1.41</td>
<td>6.5</td>
</tr>
<tr>
<td>Food</td>
<td>6.0</td>
<td>1.29</td>
<td>7.7</td>
</tr>
<tr>
<td>Other</td>
<td>17.2</td>
<td>1.28 (average)</td>
<td>22.2</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>27.9</strong></td>
<td><strong>1.31 (implicit)</strong></td>
<td><strong>36.4</strong></td>
</tr>
<tr>
<td>Value Added ($m)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accommodation</td>
<td>3.1</td>
<td>1.30</td>
<td>4.0</td>
</tr>
<tr>
<td>Food</td>
<td>2.0</td>
<td>1.42</td>
<td>2.8</td>
</tr>
<tr>
<td>Other</td>
<td>6.7</td>
<td>1.42 (average)</td>
<td>9.5</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>11.8</strong></td>
<td><strong>1.38 (implicit)</strong></td>
<td><strong>16.3</strong></td>
</tr>
<tr>
<td>Household Income ($m)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accommodation</td>
<td>1.7</td>
<td>1.30</td>
<td>2.2</td>
</tr>
<tr>
<td>Food</td>
<td>1.6</td>
<td>1.28</td>
<td>2.0</td>
</tr>
<tr>
<td>Other</td>
<td>3.5</td>
<td>1.37 (average)</td>
<td>4.8</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>6.8</strong></td>
<td><strong>1.32 (implicit)</strong></td>
<td><strong>9.0</strong></td>
</tr>
</tbody>
</table>

Notes: 1. Excludes impacts of capital expansion, which currently generates 50 jobs as well as $6.5 million of output and $2.5 million of added value annually.
2.9 Tourist and New Zealand Fur Seal Interactions Along the Kaikoura Coast

Kaikoura is a major tourist destination for people who want to experience a close encounter with marine mammals. In addition, the Kaikoura area offers a range of places where visitors can observe wildlife independently of commercial tours, especially fur seal viewing. No study, however, has looked at the effect of this tourism on fur seals in the region.

This study examined behavioural changes in fur seals in response to the activities of visitors, determined visitors' behaviour towards seals and determined the factors influencing this behaviour. The biological aspect of the study examined the relationship between visitor numbers and seal behaviour and determined disturbance thresholds, knowledge, of which is essential for future management of seal/tourist interactions. The social science aspect of the study examined the visitors' behaviour towards seals, factors affecting this behaviour, visitors' perceptions of their impacts upon seals and aspects of their satisfaction with their seal experience.

A range of methods was used to address the different objectives of the study. Observations were undertaken of the seals, visitors and their interactions; experimental design was used to test seal responses to a range of levels of human interference, and interviews and questionnaires were used to elicit responses from visitors about their seal encounter and related factors.

This study was carried out at three sites; Ohau Point, Kaikoura Peninsula and Barney’s Rock, chosen to reflect a range of tourist density, site regimentation and anticipated seal sensitivity. All sites include both breeding rookeries and non-breeding (haul out) sites.

Fur seal behaviour is influenced by sex. Adult females responded rapidly to human approach. Once adult femalea became aware of an approacher they responded by flight and in all cases they rapidly entered the sea. Juveniles (pups, year 1 and 2 age classes) also exhibited this behaviour although in the case of the pups they sought safety in rock crevices. In all cases the response of an adult female to an approacher and the presence of the approacher had a major effect – “the domino effect” - on neighbouring females and juveniles, triggering awareness and escape responses.

For adult males and sub-adult males there was a significant difference between when the animal first noticed an approacher and when they responded (t = 8.878, df = 29, p < 0.01). Fifty-three per cent (16/30) of bulls reacted to the approacher with a threat response, 44 per cent moved away from the approacher (1-5 m from their original resting spot) and, in contrast to the adult females, only one bull (3 per cent) entered the sea.

Fur seals hauled out on the Kaikoura Peninsula were exposed to many interactions with visitors and in 60 per cent (68/113) of the events observed fur seals actively responded to visitors and modified their behaviour. On average fur seals spent 16.7 per cent of their time while hauled out responding to visitors (5.0 ± 1.9 minutes out of a 30-minute sampling period; range = 0 - 23; n = 113). The cost to individual fur seals subjected to frequent tourist interactions may be high. Tourist activity, by modifying the behaviour of fur seals, is decreasing the amount of time the animals spend resting and, linked to this, decreasing the time spent passively thermoregulating (basking). The magnitude of the response can range...
from a minor change in behaviour with no long term effects, to a major change in behaviour that is energetically expensive and could potentially lead to decreased vigour. Even in the fur seal/tourist interactions where the fur seal made no obvious behavioural response the event may have triggered a physiological response.

The distance between visitors and a fur seal was not correlated to the type of seal response although threat behaviour was not exhibited unless the visitors were within five metres. There was no correlation between tourist group size and distance to the fur seal for any of the fur seal responses.

Tourist disturbance at the non-breeding (haul out) sites, where the majority of animals are adult males and sub-adult males, appear to be very localised affecting only the animal/s on which the tourist was focused and lasting only the duration of the tourist visit. At breeding colonies, where the majority of animals are adult females and juveniles, tourist activity causes widespread disturbance that lasts well after the tourist visit ends.

Most visitors passively viewed seals. The study sites differed in the nature of the fur seal/tourist interaction owing to differences in site configuration and the nature of the visitors’ visit. Ohau Point is a short stop ‘impromptu’ visit site, while a greater proportion of visitors to the Kaikoura Peninsula go there specifically to view seals.

Visitors’ behaviour towards fur seals cannot be differentiated by socio-economic characteristics – no one type of person is more likely to harm a seal than another. Therefore any tourist control measures, such as education, must address visitors generally. Most visitors felt they (individually and as a group) did not affect the seals. As some visitors clearly were affecting seals in a negative manner, visitors’ perception of their impact is misjudged. Similarly, it appeared that visitors did not perceive any danger from the seals, however each year some visitors are harmed by seals’ reactions to visitor behaviour.

Most people were satisfied with their seal experience. An important component in this satisfaction was seeing seals in their natural habitat. Connected to this, was the visitors’ interest in keeping the seal viewing sites natural and undeveloped. Most visitors did not read the on-site interpretation signs – and thus did not read the recommendation to remain five metres from seals. Despite this, many visitors wanted more information about seals.

Fur seals are protected under the Marine Mammals Protection Act 1978. Visitors are not supposed to approach a fur seal closer than five metres and harassing a fur seal is against the law. It was clear from the observations carried out during this study that these guidelines on appropriate behaviour around fur seals are inadequate and during this study many incidents of inappropriate behaviour (throwing stones, poking seals with a stick etc) were observed. Even visitors abiding by the guidelines and observing a fur seal from five metres will have normally triggered a response from the fur seal and the interaction is therefore modifying the fur seal’s behaviour. From the data collected on fur seal/tourist interactions a minimum approach distance of 20 metres is a more appropriate distance and this is recommended as a new distance guideline.
More information about fur seals and their behaviour would enhance the visitors’ visit and improve understanding about appropriate behaviour near fur seals. The nature and format of this information requires investigation.
Chapter 3

Key Elements of Tourism Policy

The following nine points are key summary research findings that can directly inform tourism policy and planning.

1. Tourism policy should be founded upon recognition of what locals’ value themselves (which is their sense of small town community) and be developed to sustain this preference. In this way locals’ preferences will better match visitors’ preferences that includes strong acceptance and appreciation of the small, quiet, coastal village community without obvious signs of significant tourist development. This approach would be compatible with the need to encourage more New Zealanders to visit in winter since most groups do not favour overt signs of development such as motels signs, people, crowding etc.

2. There is potential to encourage day visitors (mostly from Christchurch) to spend more time in Kaikoura.

3. Limitations and inaccuracies in existing measures of visitor numbers need to be improved if an accurate ongoing measure of visitation is needed.

4. Policy development needs to recognise that visitors value Kaikoura for its marine mammals, distinct landscape and as a “nice coastal town”.

5. There is potential to encourage international visitors to come to Kaikoura by influencing their itinerary planning in their home countries.

6. Since visitors are of at least five different types, each with distinct experiences of Kaikoura, any tourism planning must be sensitive to these preferred experiences. Many visitors react negatively to the visible manifestations of tourism provision.

7. Maori want to be involved in tourism in ways that acknowledge their priorities, aspirations and knowledge. A particular objective is to maintain their cultural heritage.

8. It is clear that both Maori and Pakeha want to have their interests promoted by tourism and should therefore be involved in tourism planning.

9. Better management of seal/tourist interactions requires that the recommended minimum distance be increased to 20m, prevention of tourist activity in breeding rookeries and improved understanding of seals by visitors.
3.1 Common Values And Aspirations

When taken together, the results of our research show that the goals and aspirations of both locals and visitors indicate some key common attributes enjoyed by both locals and visitors alike.

- **“Small, coastal town atmosphere”**
  Tourism is a difficult phenomenon to see and describe, however its effects on the natural and built environment provide a useful mechanism to draw out discussion and concerns about its more intangible effects. The results of our research show that visitors’ experiences of Kaikoura are notable for the strong focus on “uncrowded, natural landscapes”. All tourist types were averse to tourism crowding and congestion.

  Local residents’ views are well summarised by the commonly offered phrase: “We don’t want to become like Queenstown”. While such views are often articulated with reference to building styles, signage, and parking, further analyses indicate deep seated concerns about “loss of local control” and about the size, shape and business of “our place” in the future. The common desire to retain much of the present atmosphere, and size of Kaikoura indicates the need for both strong advocacy in design, proactive management of open space (e.g., car parking, beach front), and a strong link between the type of experience enjoyed both by residents and visitors and ongoing marketing and promotional efforts.

- **Avoiding negative environmental impacts**
  Elements of the environment, marine mammals, and the wider geographic context of proximate coast and mountains, are the key attractions (products) that Kaikoura offers as a tourist destination. While these are features for visitors, their management (planning, resourcing, and maintenance) is also a key concern for locals, Maori in particular. Active management of these key public resources secures the environment on which tourism grows.

- **The cafe scene**
  While these are a necessary support service for many groups of visitors, some residents also report enjoying the greater range and sophistication of dining opportunities. Various visitor groups, however, raise questions about the design and presentation of tourism infrastructure, and visibility, of specialised tourist facilities.

- **Meeting people**
  Residents do not report “being a stranger in their own town”, and a number report establishing enduring friendships (including correspondence and occasional reciprocal visits) with visitors. This qualitative dimension of tourist encounters becomes difficult to sustain at higher tourist volumes. Visitors similarly report on the friendliness of personal encounters in Kaikoura. Maintaining these qualities is a key challenge as tourism grows in scope and volume.
• Employment
Tourism has been an effective generator of employment in Kaikoura. In many respects, tourism has grown to fill the gap left by government-led restructuring of the public sector in the mid 1980s. Tourism currently generates approximately 30 per cent of all employment on an annual basis, although much of this work is seasonal. (Concerns about the potential over-dependence on tourism are discussed in the next section).

To date the growth of tourism in Kaikoura is largely perceived as positive. While some claim that “tourism found Kaikoura rather than Kaikoura finding tourism”, it has grown rapidly to become a significant sector in a town that was re-entering another cyclic decline, led by public sector restructuring. Tourism is, however, another ‘resource based’ industry, and can be subject to the same boom - bust scenarios. Initial high levels of support and local economic gains can be worn away by both a disenchanted public and the loss of investment to outside investors. Research in New Zealand (NZTB, 1988, 1989) confirms the increasingly recognised belief that a low or even moderate level of tourism can be a great boost to a community, but that those communities most at risk from tourism are those with high seasonality of visitation, and high levels of economic dependence on the sector. Difficulties also arise if tourism no longer delivers benefits to locals - be it in direct forms such as jobs or household income, or in indirect forms such as modifying a community’s sense of place through crowding, environmental degradation, or changes in the built environment.

Thus, while tourism generally appears to be well accepted in Kaikoura it is appropriate to consider emerging evidence of issues and tensions between tourism and locals’ aspirations and needs.

3.2 Issues and Tensions

• Risk Management
When tourism is introduced slowly to a location, the impacts are more easily absorbed, as the community develops adoptive strategies. However, Kaikoura has experienced consistently high rates of growth in visitation in the past decade. There are two sets of risks in an over-dependence in tourism.

♦ Because tourism is a “luxury good”, it fluctuates strongly with the availability of personal disposable income and perceptions of further economic stability and growth. This makes communities very vulnerable to a downturn in tourism especially when tourism is a significant factor in the local economy.

♦ The town’s and surrounding environment’s capacity to absorb tourism is not infinite. Over-expansion or poorly managed development can degrade the key qualities that visitors seek, or that local communities value. In other words, unmanaged tourism can be a significant risk to long-term community stability and well-being. Consideration, therefore, needs to be given to the overall style and size of tourism in Kaikoura. A significant concern lies in the lack of involvement of small communities such as Kaikoura in national level policies and plans for tourism.
• **Tourism versus non-tourism sectors**
  Various groups within the Kaikoura community express some level of concern about the longer-term growth of tourism in the district. This is especially evident among the older/retired age groups. Their views are important, not only because some have witnessed the longer-term patterns of growth and decline in Kaikoura, but also because most draw directly on the same core amenity values (uncrowded, safe, friendly) as visitors, in choosing Kaikoura as a suitable location for their retirement.

• **Lack of tourism plan**
  Few residents had given any specific attention to the future of tourism - yet constantly express a strong sense of place attachment. Willingness to participate in tourism planning declined with age.

Tourism is a difficult industry to describe - within the private sector it involves a large number of industries (some quite indirectly) and it also has a broad public sector interface involving both local and national agencies. Tourism planning is emerging as an increasingly specialised area that requires both a broad level of consultation and number of specific outputs. (These are addressed in the following sections.)

• **Maori aspirations**
  The recent growth of tourism in Kaikoura has drawn extensively on Maori taonga. While tourism has contributed to Maori employment, there are ongoing concerns about the presentation of Maori culture and about incorporating Maori concerns over environmental management. Any consideration of ongoing tourism development in Kaikoura must build on existing, and develop new, partnerships with local Maori.

• **Resourcing costs**
  Local government rates are reported as amongst the highest per capita in New Zealand. Recent moves to significantly increase rates in Kaikoura have met with widespread discussion and, in some cases, resistance. The need to fund public infrastructure has inevitably been linked to tourism.

  A fundamental principle of current economic practice is the notion that those who derive benefits from resources, or inflict costs on others, should pay. For tourism this indicates that the industry might be targeted as the primary source of funds for necessary infrastructure and resource protection works. This question has not escaped the PCE (Parliamentary Commissioner for the Environment, 1997: 107ff), or other commentators. It is not our intention to summarise the full debate here, aside from noting that residents in Kaikoura already have one of the highest per capita rating levels in New Zealand, and to note that the $28 million of tourism expenditure in Kaikoura generates $3.75 million of GST. This tax is not generally paid on export sectors, among which international tourism is generally categorised in so far as it brings ‘fresh money’ to an economy. Thus, the industry is making additional GST taxation payments to central government along with company and PAYE taxes.

  The problems of small communities (and public agencies, e.g., DOC) in finding funds for essential visitor infrastructure is receiving increasing recognition, and again Kaikoura’s experiences in this regard need to be incorporated into this wider debate.
Chapter 4
Developing A Planning Process

The above discussion highlights a need for a tourism planning process that sits alongside formal statutory planning processes (e.g., the District Scheme), agency plans (e.g., annual plans, DOC) and can give direction and shape to marketing efforts (strategic and annual plans).

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“Local communities must try to influence the nature and pace of tourism development. They must do it from a basis of understanding of what tourism can do for their communities.

What we suggest is that a style, and indeed a level of tourism development that does not have the support of the local population is not sustainable”

NZ Tourism Council, 1986:37
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A consideration of the nature of tourism and current state of development in Kaikoura, indicates the planning process needs to be:

- **Goal orientated**
The central questions for tourism planning are: “What sort of place do we wish Kaikoura to be?” How does tourism lead us to the goals of economic and social development?” Marketing and promotion are means to achieve wider community goals - they are not ends in themselves. Thus, the first step in a tourism plan lies in creating a future vision for Kaikoura.

- **Consultative**
Planning for tourism involves active input from a variety of stakeholders, including the industry, government (local and national), resource managers (natural and cultural) and the general public. This is the essential step to clarifying community aspirations and tourism’s contribution to these.

- **Ongoing**
As tourism evolves over time, markets and tastes change and there is a need to readjust plans in the light of new knowledge. Tourism is also a complex industry, and multifaceted. Ongoing involvement of all stakeholders is required to build a broad knowledge of its various aspects.
Systematic
Tourism planning must continually integrate across the boundaries of private and public sector interests. Such integration must also reach upwards and outwards from Kaikoura itself and inform national tourism strategies and plans. Without such links, Kaikoura will remain as a ‘price and volume taker’ in a much larger national tourism system, and its future tourism flows will be largely directed by other agencies with little detailed knowledge of local issues.

4.1 A Proposed Structure for Planning
Given the key issues described above, then probably the best structure to advance a tourism plan is a tourism advisory board. This would allow for representatives among key stakeholders and the development, over time, of the breadth of understanding necessary to achieve the level of integration required for sustainable tourism planning. Key representation would need to come from:

- The District Council
- The tourism industry (including larger and smaller operators)
- Local resource managers (e.g., DOC)
- Local Maori
- The general public (e.g., retirees, South Bay Residents Association)

Responsibilities for managing the environmental impacts of tourism fall within the broad mandate of the RMA and this, plus, tourism’s heavy reliance on public infrastructure, indicates that the District Council should be the lead agency. Because of the broad effects of tourism, and the need to draw on the experiences of other similar communities elsewhere, some outside assistance may be required to ‘kick start’ the process, but ultimately it must remain driven by the interests and needs of the local community.

4.2 Key Outputs
Key outputs from a planning process will vary depending on the structure and function of constituent agencies. These might include:

- A separate tourism strategy for the District Council (to sit alongside the District Plan, Annual Plan and Asset Management Plan)
  As a significant economic force in the town, tourism is beginning to generate significant ‘urbanising’ effects. Key policy issues derived from the research include:

  - Infrastructure (water and sewage reticulation especially)
    Tourism adds partially to current pressures and needs to make a fair contribution towards these essential elements of resource management.
Traffic flows and parking management
The most visible aspect of tourism in Kaikoura is the increasing traffic volumes and associated congestion in the township area. Parking and driving practices are issues of concern to locals. A key question is whether current parking and traffic flow management are adequate to meet growing tourism pressures.

Public facilities and sites
The significance of the “nice coastal town” ambience pervades all aspects of research on visitors to Kaikoura. The design of public parking, protection of views, seal visitation, nature interpretation etc are all elements that can add to (or if unplanned and unmanaged, distract from) the visitor experience. Resourcing of key public infrastructure and attractions is a key issue.

Townscape
The visual effects of tourism are where locals and visitors alike first notice growing tourism pressures. The development of performance strategy for building design and location, colour and signage will require both planning advocacy and management.

Mammal Management
Marine mammals are the key attraction for visitors to Kaikoura. The effects of human visitation on seals have been reported here, however dolphins and whales are also major attractions, and require active management in the face of increasing visitation.

Economic Development Strategies
Residents’ attitudes to tourism are significantly underscored by the economic returns (e.g., jobs, household income) they gain from tourism. Any economic development strategies need to ensure maximising local retention of the tourist dollar (e.g. by using local as opposed to outside suppliers). A second way for tourist dollars to enter the local economy is via wages and salaries. There is no evidence of a shortage of labour, but customer service skills are a priority for the industry. For Maori there are ongoing concerns about skills training, employment and representations of Maori Culture.

Strategic Direction
To date tourism enjoys a relatively harmonious relationship with Kaikoura. However, a key finding of this research has been the suggestion that Kaikoura is on the verge of entering what Butler has called the development stage of tourism evolution. This transition is marked by increasing outside investment and a gradual loss of local control over decision making. Other indicators of concern are a growing (over) reliance on tourism. Although the research literature is unclear on when a threshold point is reached, a level of 30 per cent of local economy dependence on tourism has been mooted as a possible limit. Kaikoura is rapidly approaching this point. Furthermore, visitation is marked by quite high seasonality that brings additional stresses in its wake. If the community is interested in further tourism development then building capacity in the slower winter months is one strategy that warrants further attention.

4.3 Means to Achieve Strategies

Develop a comprehensive community-based tourism strategy as outlined above
Key outputs will be advice on, and support for, a number of agency and district plans.

- **Develop a strategic marketing approach**
  Once the community values and goals are clarified marketing methods and approaches can be deployed to attract the style and volume of visitors (targets) that best take the community to its goals. Marketing is a means to achieve ends, not an end in itself.

- **Develop strong links to a national tourism strategy**
  First many of the contemporary issues of tourism development in Kaikoura have been recently discussed by the Parliamentary Commissioner for the Environment (PCE, 1997). In reviewing the environmental effects of tourism and its sustainability he has made the call for a national tourism strategy his only recommendation. As a small destination with already high levels of visitation, the experiences and approaches of places such as Kaikoura will be essential inputs into any such framework.

Second, without any direct influence on off-shore or domestic marketing, promotional activity, or image generation, the Kaikoura community will only have minimal long-term influence over visitor volumes or mix. Developing and enhancing national links is therefore an essential component in maintaining local control, and securing sustainable levels of tourism development.

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The goal for tourism planning is not necessarily more tourism, ...  

But ‘better tourism’.

Better for:

- **Tourists:** *satisfying experiences*
- **Hosts:** *jobs, income, “community”*
- **Resource Management:** *avoiding and mitigating the pressures of tourism*  
  - infrastructure
  - public sites
References


Appendix 1

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