

# AKAROA TOURISM CARRYING CAPACITY

Prepared for  
Christchurch City Council

by

Ray Sleeman

Report No.10



**Lincoln  
University**  
*Te Whare Wānaka o Aoraki*

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Land Environment and People Research Report No. 10

May 2009

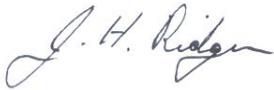
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## Abbreviations

ADP	Akaroa District Promotions
AHBSS	Akaroa Harbour Basin Settlements Study
CCC	Christchurch City Council
CCT	Christchurch & Canterbury Tourism
LTCCP	Long Term Council Community Plan
TCC	Tourism Carrying Capacity
VICE	Visitors, Industry, Community and Environment
WTO	World Tourism Organisation



## Executive Summary

Akaroa has been an attractive place for settlement since the Polynesian people arrived in New Zealand many centuries ago. Three successive waves of Maori have inhabited the Akaroa area: the Waitaha, the Kati Mamoe and then from the early 17th century, the Ngai Tahu. This was followed by French, English and Germans in the 1830s and 40s. After the railway was completed from Christchurch to Little River in 1886, a coach service over Hilltop brought holiday-makers to Akaroa. Tourism, which was to play an increasingly important role in Akaroa's life as the 20th century advanced, began in the 19th century and boarding houses and hotels were among the larger buildings put up in Akaroa before 1900<sup>1</sup>. In more recent years Akaroa has become a popular location for holiday homes as well as increasing numbers of domestic and international visitors.

Akaroa has many attributes that have drawn both permanent residents and visitors to the area. These include the landscapes, recreational opportunities (land and water), history and heritage, peace and tranquillity, a range of services (school, hospital) as well as the closeness of Akaroa to Christchurch. In more recent times the attractiveness of Akaroa and its broad appeal has seen a number of individuals/groups question whether the township can cope with a growing number of visitors, their impacts on the permanent residents and environment and ultimately the sustainability of the township.

Within New Zealand there are many small rural communities that rely on tourism for their economic base. Unlike larger cities where visitors can be accommodated relatively easily because tourism comprises a small component of the total population and utilises a small proportion of the services available, in rural areas small changes in visitor numbers can have significant and often negative impacts. The situation in Akaroa is made more complex by the physical characteristics of the town and that it is a destination. People do not pass through Akaroa unlike many tourism focused communities located alongside state highways (e.g. Punakaiki, Franz Josef and Arthurs Pass).

This study is concerned with understanding the existing and potential impacts of tourism as visitor numbers grow and developing a plan of action to ensure that the attributes valued by all those visiting and living in Akaroa are not devalued to the extent that the township loses its attractiveness and its economic base (tourism).

Through reviews of existing reports, research with visitors, businesses and residents as well as consultation with Christchurch City Council staff, Christchurch & Canterbury Tourism and other groups and individuals a number of key issues were identified (Table 1). The issues were identified as **constraints** (factors that cannot easily be managed); **bottlenecks** (limiting factors that managers can manipulate) and **impacts** (elements affected by the intensity and type of use). Together these comprise the major Tourism Carrying Capacity (TCC) issues for Akaroa. Table 1 also identifies strategies to mitigate the issues and prioritises them in line with the framework for the Akaroa Harbour Basin Settlements Study (AHBSS) prospective projects.

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<sup>1</sup> Akaroa Civic Trust; History of Akaroa

**Table 1  
Key Issues**

TCC Issues	Description	Options to Mitigate Issues and Ranking
<b>Constraints</b>		
<ul style="list-style-type: none"> <li>▪ Water Supply shortage</li> </ul>	<p>Insufficient water to meet all current public use requirements at peak times (eg watering gardens, washing boats) as well as potential future needs (increased businesses, residential developments).</p>	<p>1) While there is much discussion concerning the water supply, the initiatives being proposed by the Council will enable further tourism development if there is a demand and availability of land. (Medium: 2012-14).</p>
<ul style="list-style-type: none"> <li>▪ Wastewater management</li> </ul>	<p>Limited ability to increase wastewater capacity which could place restrictions on new development projects (business/residential). Some concern from day trip market regarding number of public toilets at peak times.</p>	<p>1) See AHBSS Detailed Planning Studies. Identify any necessary improvements to reticulated wastewater infrastructure to accommodate any anticipated settlement growth.</p>
<ul style="list-style-type: none"> <li>▪ Workforce availability</li> </ul>	<p>Limited availability of permanent and temporary workforce particularly for the tourism sector.</p>	<p>1) Investigate potential to free up “empty” holiday homes for rent to permanent and temporary employees. What incentives can be provided? (High:2009-11). 2) Investigate the potential for a scheme (eg housing trust) similar to that in operation in Queenstown to enable Akaroa workers to purchase affordable housing (High: 2009-11).</p>
<ul style="list-style-type: none"> <li>▪ Commercial land availability</li> </ul>	<p>Very little commercially zoned land of significant size, with the exception of the BP Meats site, and this restricts potential to increase tourism accommodation, activity and attraction development.</p>	<p>1) Identify existing sites that could be used for tourism development, determine potential activity, rank sites based on cost/benefit analysis (Low/Medium: 2009-14). 2) Investigate the potential for and encourage greater use of “empty” holiday homes for use by visitors and so negate the need for further motels (Low/Medium: 2009-14). 3) Investigate potential for commercial accommodation, in particular, to be located in other locations apart from Akaroa (Low/Medium: 2009-14).</p>

<b>Bottlenecks</b>		
<ul style="list-style-type: none"> <li>▪ Traffic congestion</li> </ul>	<p>During the peak months of December and January, as well as at other specific times (eg Easter) and for specific events (eg Le Race, French Festival) the township can become quite congested with mainly day visitors.</p>	<ol style="list-style-type: none"> <li>1) Identify and implement solutions that manage vehicle movements more effectively during the peak periods - eg one way systems, restrictions on vehicles in specific areas, directional signage to carparking (High: 2009-11).</li> </ol>
<ul style="list-style-type: none"> <li>▪ Parking availability</li> </ul>	<p>Related to the traffic congestion, parking is an issue for the same time periods.</p>	<ol style="list-style-type: none"> <li>1) Recognise that the period from 26 December to end of Easter is peak time and specific parking regulations should be in place for this period (High: 2009-11).</li> <li>2) Create specific parking for campervans at the northern end of the town (High: 2009-11)</li> <li>3) Create specific bus parking (High: 2009-11).</li> <li>4) Create all day parking at the northern end of the town and provide signage to direct people to it (eg adjacent to Recreation Ground) (High: 2009-11).</li> <li>5) Enforce parking regulations particularly in Beach Road between Bruce Terrace and Rue Jolie (High: 2009-11).</li> </ol>
<b>Impacts</b>		
<ul style="list-style-type: none"> <li>▪ Major events</li> </ul>	<p>The French Festival and Le Race in particular can cause major disruption to the township because of the number of people attracted to the events and their use of roads, recreation ground and other services.</p>	<ol style="list-style-type: none"> <li>1) Organise events outside the peak periods that are less likely to impact negatively on specific groups (eg residents, businesses) (Low: all periods).</li> </ol>
<ul style="list-style-type: none"> <li>▪ Cruise ship visits</li> </ul>	<p>Large cruise ship visits can bring around 2,500 passengers and 1000 or more crew to Akaroa. Approximately 50% of the passengers take day trips on buses to other locations in Canterbury. The remaining passengers either stay onboard or visit local attractions, retail shops and cafes.</p>	<ol style="list-style-type: none"> <li>1) Encourage visits (if possible) outside the peak periods (late December and January) (Medium: all periods).</li> <li>2) Ensure arrangements for transporting passengers outside of Akaroa minimise inconvenience to other visitors, businesses and residents (High: all periods).</li> </ol>

<ul style="list-style-type: none"> <li>■ Crowding</li> </ul>	<p>Crowding is specific to pedestrians created by increased visitors at peak periods and times during the day. Events and cruise ship visits can add to the crowding.</p>	<ol style="list-style-type: none"> <li>1) Reduce the number of vehicles seeking parking spaces through improved signage that informs and directs traffic to parking areas (Medium: 2009-11, becomes more important as visitor numbers increase, particularly at peak times).</li> <li>2) Reduce traffic in areas where pedestrian safety is a concern and the current infrastructure (eg footpaths) is narrow/limited) (Medium: 2009-11, increases in importance as visitor numbers increase, particularly at peak times).</li> <li>3) Encourage cruise ship visits and events outside the peak period of late December/January (Medium: 2012-14).</li> </ol>
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The importance of the tourism industry to the long term sustainability of Akaroa is undeniable. Without a strong tourism industry the permanent resident numbers are likely to shrink further as current services would be unsustainable, employment opportunities would be significantly reduced and the economy would shrink. At this time and for the short to medium term, it seems unnecessary to attempt to cap visitor numbers as the proposed actions outlined above should help to mitigate the major TCC issues in the period to 2015.

The future of Akaroa as a sustainable place to live, work and visit is however by no means assured. A careful monitoring of visitor impacts and development on Akaroa needs to be in place. This should be carried out on a regular basis for a range of key indicators (Table 13) that may be different and need to be undertaken more often than for Christchurch City in order to evaluate the impact of small changes in social, economic and environmental indicators.

The study identified that visitors, businesses and residents appear to have different views on the importance of some issues and potentially their solutions. It will be critical for Akaroa that these groups understand the need for open communication and where appropriate compromise on some issues if the township is to be a strong and sustainable community in 2030/40 which is the timeframe that this study has had to accommodate. The role of the Council in developing, implementing and monitoring the action plan is likely to be an essential ‘critical success factor’ for the future of Akaroa. It may well require the setting up of a specific group with wide ranging representation from the community to ensure that tourism is managed and provides solutions rather than problems for the long term sustainability of the township.

# Chapter 1 Background

## 1.1 Introduction

Christchurch City Council (CCC) undertook between 2007 and 2009 a strategic-level ‘issues and options’ planning study for the eight settlements of the Akaroa Harbour Basin. As part of the background research, issues related to the Economic Environment were identified. These issues included matters relating to tourism, particularly in relation to Akaroa township and are detailed in Table 2 below (refer ‘Statement of Issues, June 2008):

**Table 2  
Issues Related to Tourism**

No	Issue	Description
69	Effects of tourism	Over-expansion or poorly managed tourism development can degrade the key qualities that visitors seek and that local communities value.
70	Potential conflict	There can be a conflict of interest or value clash between objectives for tourism growth and community identity.
72	Seasonality of tourism	There is a widening gap between the least and most popular months to visit, which is reinforced by businesses closing in winter months. This accentuates issues of seasonality which, while enabling residents to enjoy a more peaceful environment, also impacts upon: <ul style="list-style-type: none"> <li>▪ the viability of tourism businesses and investment opportunities;</li> <li>▪ the ability to attract and retain experienced and qualified staff; and</li> <li>▪ infrastructural capacity.</li> </ul>
73	Tourist facilities	The existing provision of public toilet facilities may not be sufficient to meet projected increases in visitor numbers.

One means of obtaining more information to enable the Council to address these issues is through a ‘Tourism Carrying Capacity (TCC) study’ for Akaroa, to identify the current tensions and parameters around accommodating and catering for visitors within the town. Therefore, CCC identified that it was appropriate to commence this study and appointed Lincoln University to undertake the study.

The World Tourism Organisation (WTO) defines TCC as:

***“the maximum number of people that may visit a tourism destination at the same time, without causing destruction of the physical, economic and socio-cultural environment and an unacceptable decrease in the quality of the visitors’ satisfaction”.***

An example of a possible TCC issue is the cruise ship sector. Following the announcement in July 2008 of the summer (2009) cruise ship visits to Akaroa there were a number of comments from tourism industry representatives and local politicians.

The Christchurch Press reported that the previous Akaroa District Promotions Chairman Hugh Waghorn said “the cruise ship visit was going to be a challenge for businesses.” Christchurch

Mayor Bob Parker was quoted as saying “It needs to be treated very, very carefully, in my view. Akaroa is already bursting at the seams on Boxing Day.” Christchurch and Canterbury Tourism Chief Executive Christine Prince was quoted as saying “the visit would be a test to see if Akaroa was a suitable stop for the cruise industry.”

## **1.2 Purpose of the Study**

While the issues detailed in Table 1 above and the cruise ship programme were the drivers behind the study taking place at this time, the purpose is much broader.

The project aims to:

- a) Provide information and analysis concerning current and anticipated tourism pressures in Akaroa and the ability or otherwise for the host community (including its associated infrastructure and environment) to absorb associated effects; and
- b) Provide recommendations regarding any need and mechanisms to cap visitor numbers, and/or programmes required to ensure that tourism growth is successfully and sustainably accommodated.

## **1.3 Project Brief and Methodology**

The project brief indicates three stages for the study:

- Stage 1: Identification of issues and preliminary options based on initial research.
- Stage 2: Development of draft objectives and strategies for the desired futures of each stakeholder group.
- Stage 3: Provide recommendations concerning appropriate response options that the Council and local community may take to ensure that tourism demands and host community capacity are aligned.

This report is concerned with Stage 3. A number of technical reports have been completed as part of the project, together with extensive consultation with visitors, business and residents and these will be used to inform this part of the study. A list of the previous reports is detailed below:

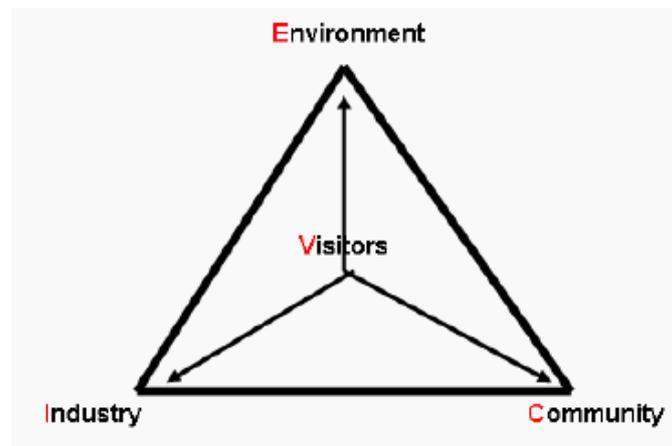
- a) Issues and Options Study (Stage 1)
- b) Cruise Ship Tourism in Akaroa (Lincoln Masters student research project)
- c) Tourism Carrying Capacity – Resident and Holiday Home Survey (part Stage 2)

In addition to the above a range of surveys and consultation exercises was undertaken with tourism related businesses. These included:

- d) Business capacity and utilisation survey
- e) Cruise ship feedback
- f) Tourism carrying capacity issues and options

A key component of the methodology used in this study is the VICE model.

**Figure 1**  
**VICE Model**



The focus of the model is that a successful, sustainable tourism industry needs to identify how to:

- Welcome, involve and satisfy VISITORS**
- Achieve a profitable and prosperous INDUSTRY**
- Engage and benefit host COMMUNITIES**
- Protect and enhance the local ENVIRONMENT**

#### **1.4 Defining Tourism Carrying Capacity (TCC)**

Academic research indicates that defining TCC is an ever changing target. While setting a defined limit was an early method of defining TCC, researchers are now more inclined to agree that social, cultural and environmental indicators are all important components of determining the TCC of an area or destination. By changing the focus from purely numerical assessments to more value judgements a series of decision making frameworks is required as indicated by the comments below.

Research on TCC undertaken by Stephen F McCool and David W Lime<sup>2</sup> suggest that having reviewed the range of TCC concepts “Our focus should, instead of a numerical approach, be on the deployment of frameworks and strategies that determine which of many plausible futures are desirable, what social, economic and environmental conditions are involved in tourism development, the acceptability of the tradeoffs that would occur, and how people affected can be given voice to articulate concerns and values involved.”

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<sup>2</sup> Stephen F McCool and David W Lime (2001) Tourism Carrying capacity: Tempting Fantasy or Useful Reality? Journal of Sustainable Tourism, Vol 9, No 5, (pp 372-388)

A study undertaken by University of Aegean, Greece<sup>3</sup> developed a framework for TCC in two parts.

- 1) Descriptive: Describes how the system under study works, including physical, ecological, social, political and economic aspects of tourist development. Within this context of particular importance is the identification of:
  - Constraints: limiting factors that cannot easily be managed. They are not flexible, in the sense that the application of organisational, planning and management approaches, or the development of appropriate infrastructure does not alter the thresholds associated with such constraints.
  - Bottlenecks: limiting factors of the system which managers can manipulate (numbers at a particular place).
  - Impacts: elements of the system affected by the intensity and type of use. The type of impact determines the type of capacity (ecological/physical, social etc)
  
- 2) Evaluative Part: Describes how an area should be managed and the level of acceptable impacts. This part starts with the identification (if it does not exist already) of the desirable condition/preferable type of development. Within this context goals and management objectives need to be defined, alternative actions evaluated and a strategy for tourism development formulated. Of key importance is the identification of:
  - Goals/objectives: define the type of experience or other outcomes that a tourism setting for Akaroa should provide
  - Evaluative criteria: specify acceptable levels of change

The implementation of TCC can be assisted, guided and monitored with a coherent set of indicators that will be developed later in the report.

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3 Environmental Planning Laboratory; Defining, Measuring and Evaluating Carrying Capacity in European Tourism Destinations, 2001

## **Chapter 2**

### **Akaroa Profile**

#### **2.1 Introduction**

To understand some of the TCC issues associated with Akaroa there is a need to recognise the physical, social and economic components of Akaroa township and their relationship to the tourism sector. This chapter describes the components and the relationships that will assist in understanding the TCC issues referred to in later chapters of this report.

#### **2.2 Physical Characteristics**

“The township of Akaroa is physically and visually separated from the neighbouring settlement areas by the steep slopes of the spurs and gullies inside the ancient crater rim that forms the main ridgeline around the harbour. Covered with a mosaic of native and exotic forest, bush and modified grasslands, the dominating character of the hill slopes and gullies above Akaroa create a visual contrast to the highly modified urban landscape and provide a distinct ‘edge’ which physically contains the Akaroa settlement”<sup>4</sup>. The harbour also limits the land development potential of Akaroa. The ability, therefore, for unlimited growth in terms of residential and/or business development is determined in part by the physical characteristics of the surrounding area and the availability of suitable land.

#### **2.3 Social**

Population projections for Akaroa prepared in 2005 indicate that while the population decreased from 1996 to 2006, it was projected<sup>5</sup> to grow from 699 (usually resident population) to between 750 and 850 by 2026. This seems a little optimistic based on anecdotal information since 2005. As the report emphasises the actual population by 2026 will depend on a number of potentially unknown factors at this stage. If there is little change in the current factors influencing population growth, then it is likely that the population will grow only marginally if at all during that period.

The population is ageing with more than 31% aged 65 years and over. This is significantly more than other parts of Banks Peninsula (14%) and for New Zealand (12.1%). The ageing of the population impacts on the available workforce.

Research referred to above by Lincoln University in 2003 indicated that there were approximately twice as many holiday homes as permanent residences (600:300). Discussions with residents during this study have indicated a lack of community where there are a large number of holiday homes not used for much of the time (particularly in winter and during the week).

#### **2.4 Economic**

Statistics from the 2001 and 2006 census as well as research by Lincoln University<sup>6</sup> indicates that the economic wellbeing of the Akaroa economy is very reliant on the tourism industry. More

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4 Akaroa Harbour Basin Settlements Study; Identifying the Issues, October 2007

5 Christchurch City Council technical document 2005

6 The Economic Impact of Tourism on Christchurch City Council and Akaroa Township, Lincoln University, Report No: 37/2003

than 50% of all jobs are directly or indirectly dependent on tourism. Spending by tourists is estimated to have been \$17.3 million in 2002 with flow on effects increasing the total visitor dependent output in Akaroa to \$19.2 million in 2002.

An important characteristic of tourism in Akaroa is that many of the jobs created are temporary and relatively low paid compared with other sectors. There is a risk associated with the economic wellbeing of a community which is overly reliant on one industry. Tourism has the potential to grow, but it also has risks associated with it. Tourist numbers can grow or decline depending on the perceived attractiveness of a destination by visitors and the economy of the source markets. The current recession is a reminder that tourist numbers are susceptible to changes in the availability of discretionary spending, which impacts on both the domestic and international markets.

## Chapter 3

### Akaroa's Tourism Carrying Capacity Issues

#### 3.1 Issue Analysis Framework and Assessment

This chapter identifies the current tourism carrying capacity (TCC) issues for Akaroa using the framework outlined in Chapter 1 and described here for clarification. The issues are the result of reviewing previous research, surveys and consultation with individuals and groups representing visitors, industry and residents.

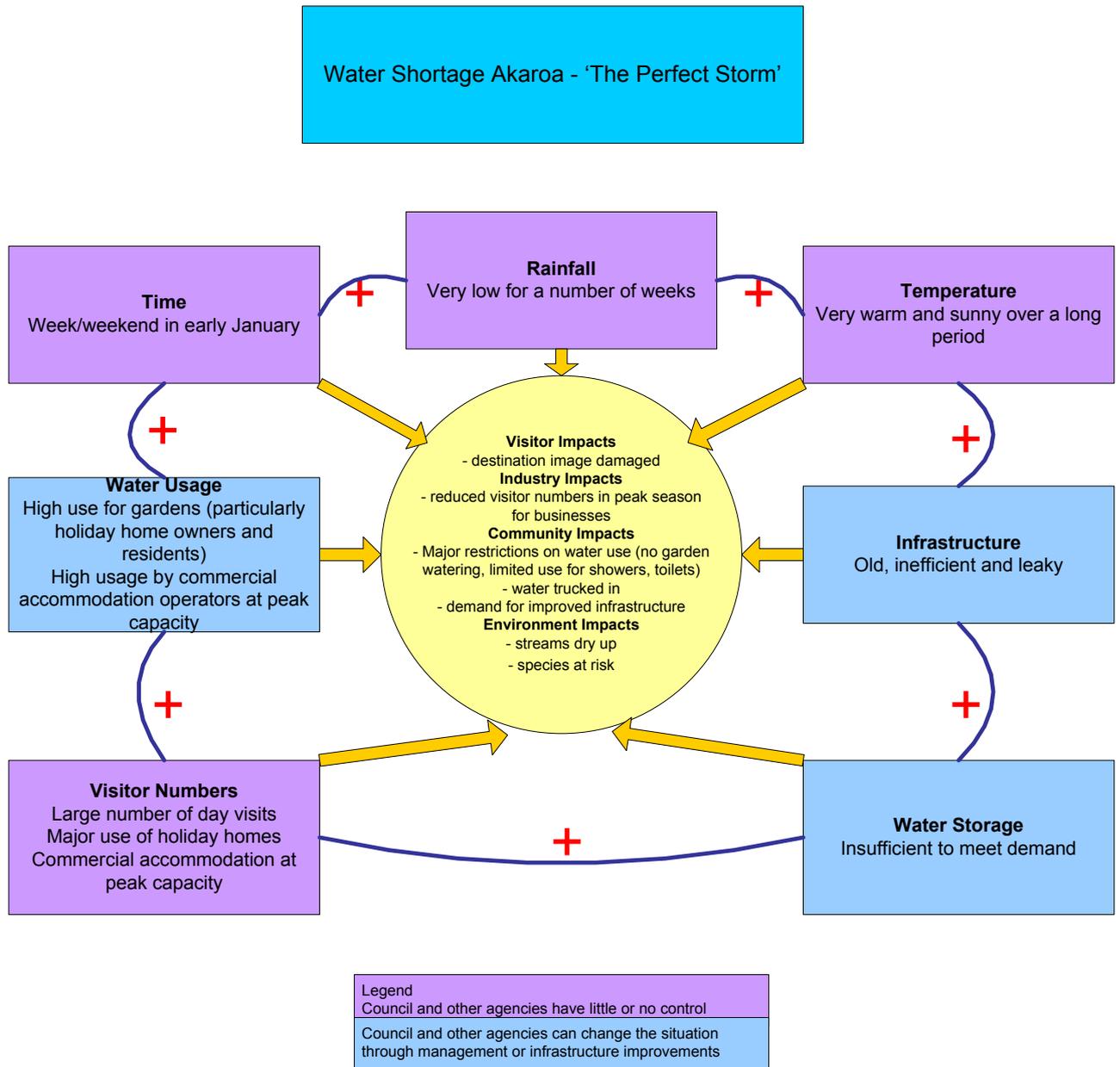
- **Constraints:** limiting factors that cannot easily be managed.
- **Bottlenecks:** limiting factors of the system which managers can manipulate (numbers at a particular place).
- **Impacts:** elements of the system affected by the intensity and type of use. The type of impact determines the type of capacity (ecological/physical, social etc)

**Table 3**  
**TCC Constraints**

<b>Issue 1:</b> Insufficient water to meet all current public use requirements at peak times (eg watering gardens, washing boats) as well as potential future needs (increased businesses, residential developments).
<i>Description:</i> Unlike other parts of Christchurch City there are no accessible aquifers on Banks Peninsula that can provide sufficient water to meet public demand at all times. Low precipitation rates during the summer in particular and lack of natural storage aggravate the problem. Demand management systems such as allowing use on alternative days at peak times is the major measure in place. Currently work is underway to investigate possible water availability from Takamatua and other measures including rain water collection for properties, grey water use, charging for water usage, and restricted water supply for new developments. The latter is already in place for some properties on the fringe of Akaroa and other communities on Banks Peninsula.
<i>Impact on Visitors, Industry (Business), Community and the Environment:</i> See Figure 1 below.
<i>Reference:</i> Akaroa Harbour Basin Settlements Study.
<b>Issue 2:</b> Limited ability to increase wastewater capacity which could place restrictions on new development projects (business/residential). Limited public toilets.
<i>Description:</i> The existing plant is old and nearing the end of its design life. Current systems involve the discharge of treated effluent into Akaroa Harbour, which has strong opposition from iwi, harbour users and the local and wider community of the basin. Stormwater infiltration can overload the treatment plant which can affect the capacity of the pipes resulting in sewage-contaminated water in streams when the system is full. The wastewater solution is problematic as finding both suitable alternative land for a treatment plant and land that is flat enough for wastewater disposal without pumping a considerable distance will be difficult. During peak times the number of public toilets may be insufficient.
<i>Impact on Visitors, Industry (Business), Community and the Environment:</i> See Figure 2 below.
<i>Reference:</i> Akaroa Harbour Basin Settlements Study.
<b>Issue 3:</b> Availability of permanent and temporary workforce particularly for the tourism sector.
<i>Description:</i> The major constraint revolves around the lack of affordable permanent and rental

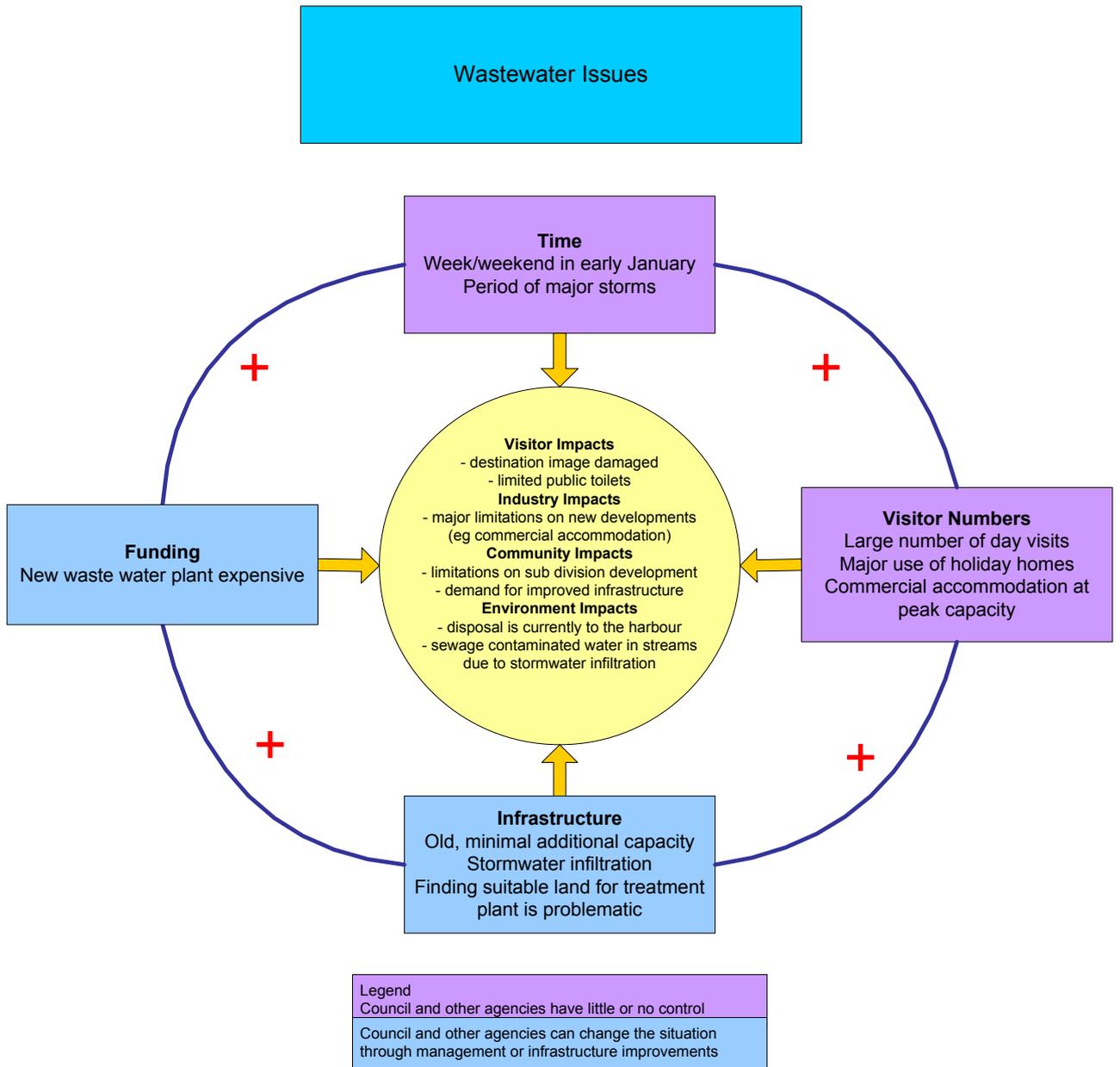
<p>accommodation. While some businesses have purchased places to provide their workforces with affordable rental accommodation, this is not possible for all businesses. The ageing population of permanent residents restricts the numbers who want to make themselves available for work. There is little affordable housing for young couples and families who could work in the tourism industry.</p>
<p><b>Impact on Visitors, Industry (Business), Community and the Environment:</b> See Figure 3 below.</p>
<p><b>Reference:</b> Christchurch Visitor Strategy, Akaroa Harbour Basin Settlement Study.</p>
<p><b>Issue 4: Availability of commercially zoned land.</b></p>
<p><b>Description:</b> Currently there is very little commercially zoned land of significant size, with the exception of the BP Meats site, and this restricts potential to increase tourism accommodation, activity and attraction development.</p>
<p><b>Impact on Visitors, Industry (Business), Community and the Environment:</b> The lack of commercially zoned land affects visitors (lack of facilities), businesses (inability to develop new businesses), community (reduced work opportunities).</p>
<p><b>Reference:</b> Akaroa Harbour Basin Settlements Study.</p>

**Figure 2**  
**Water Shortage Akaroa – ‘The Perfect Storm’**

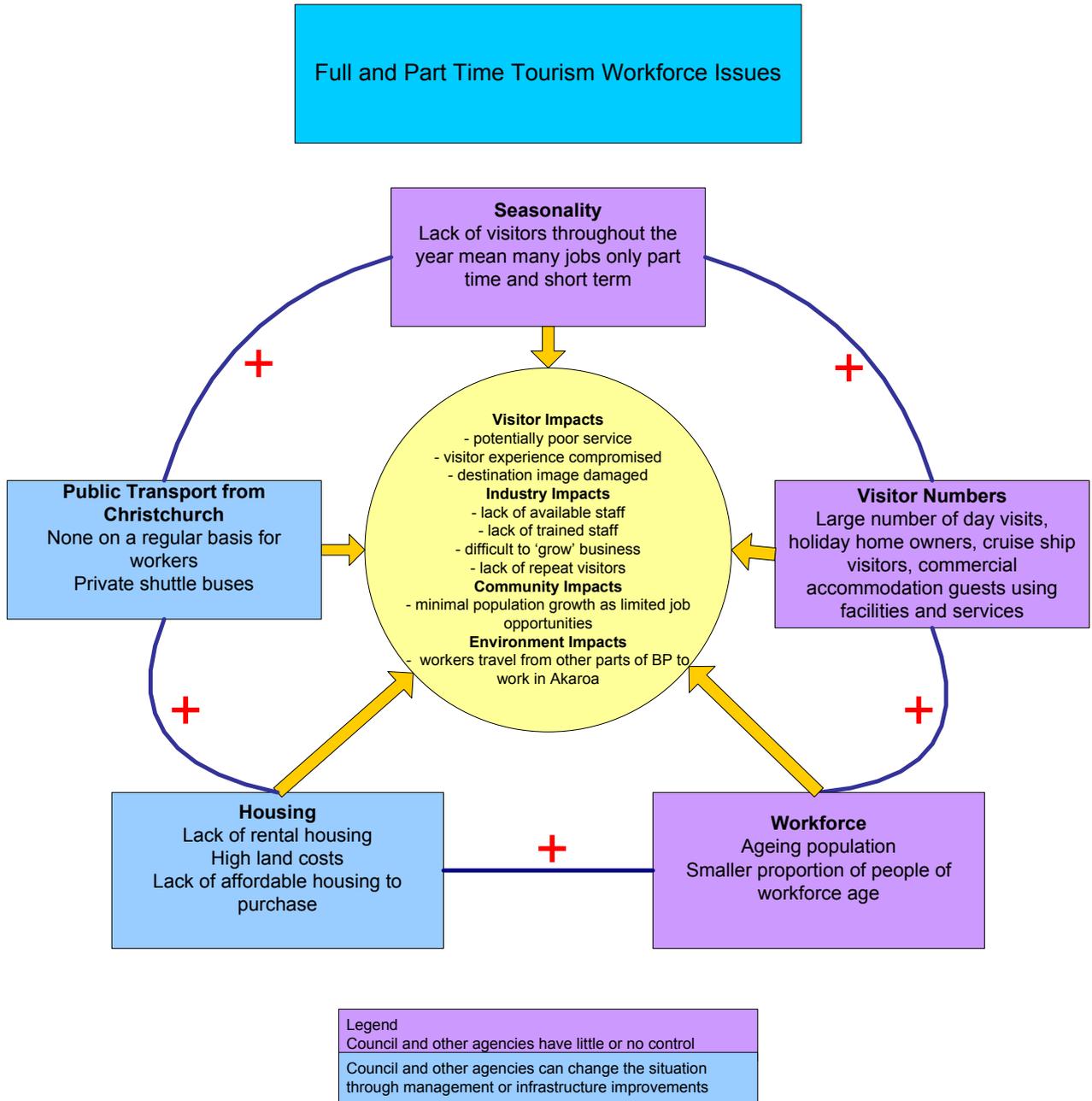


Discussions with Christchurch City Council staff responsible for the water supply indicate that current household needs in Akaroa (with the exception of water for gardens at peak times) are being met.

**Figure 3**  
**Wastewater Issues**



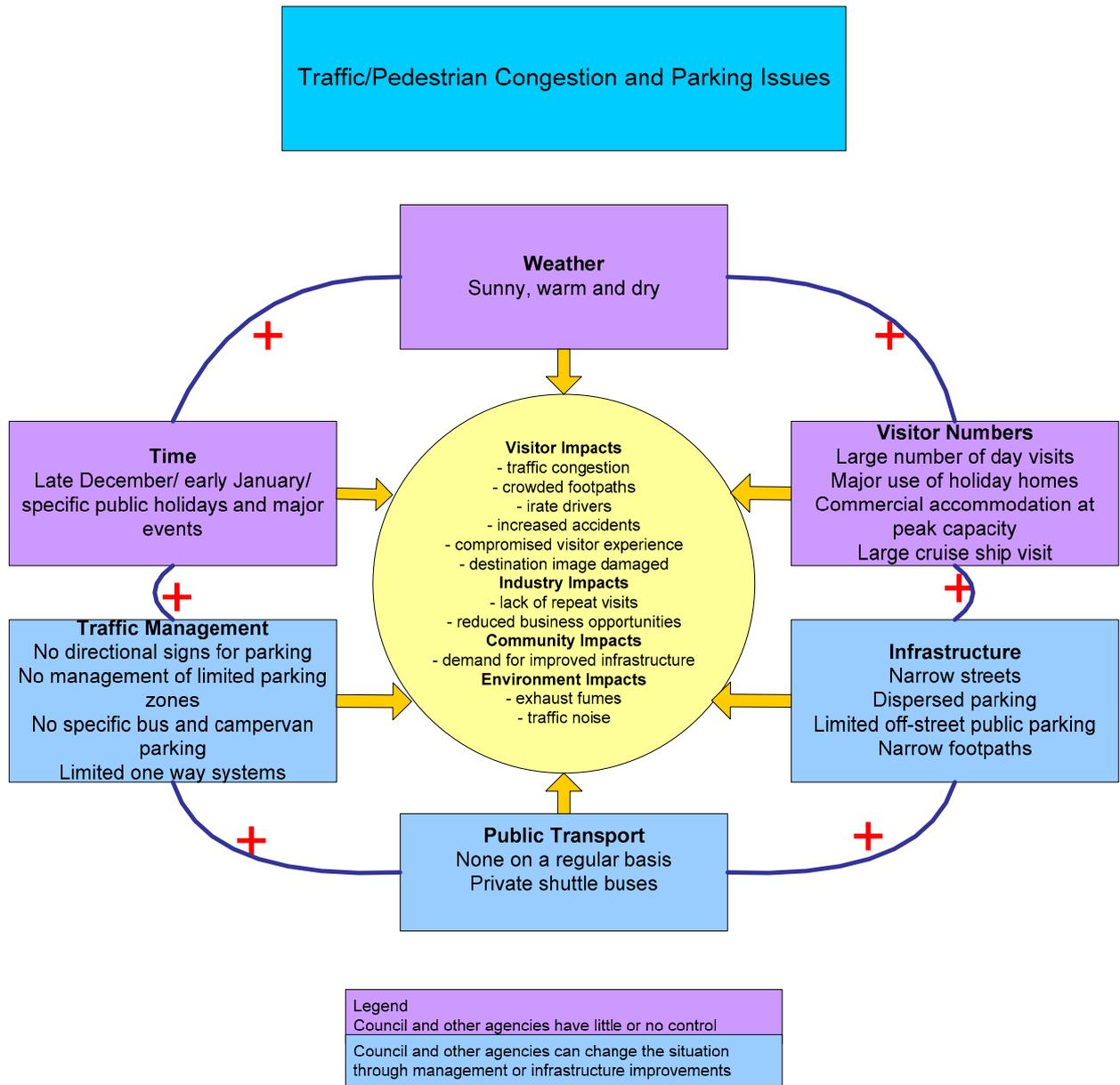
**Figure 4**  
**Full and Part Time Tourism Workforce Issues**



**Table 3**  
**TCC Bottlenecks**

<b>Issue 1: Traffic congestion at peak times.</b>
<b>Description:</b> During the peak months of December and January, as well as at other specific times (eg Easter) and for specific events (eg Le Race, French Festival) the township can become quite congested with mainly day visitors (the lowest yield of all visitor types) as they seek places to park, particularly between the hours of 10am and 4pm. The situation is exacerbated at weekends. People who are on their first visit to Akaroa (domestic and international visitors) in cars and campervans are unfamiliar with the layout of the town and without clear directional signage are unsure of where to go and where to park. The narrow streets particularly at the northern end can create pedestrian congestion and potentially conflict with vehicles.
<b>Impact on Visitors, Industry (Business), Community and the Environment:</b> See Figure 4 below.
<b>Reference:</b> Visitor survey, Opus Study, Parking Survey, Akaroa Harbour Basin Settlement Study.
<b>Issue 2: Parking availability at peak times.</b>
<b>Description:</b> Related to the traffic congestion, parking is an issue for the same time periods. Reports indicate that even at peak times there is still parking available, although some people may have difficulty accessing the spaces because of insufficient signage identifying parking areas and the unusual layout of Akaroa (two distinct business areas). A particular problem is the use of 60 minute and two hour parking zones on Rue Lavaud and Beach Road when many day visitors require all day parking and the availability of this, particularly for first time visitors, is not obvious.
<b>Impact on Visitors, Industry (Business), Community and the Environment:</b> See Figure 4 below.
<b>Reference:</b> Visitor survey, Opus Study, Parking Survey, Akaroa Harbour Basin Settlement Study.

**Figure 5**  
**Traffic/Pedestrian Congestion and Parking Issues**



**Table 4  
Impacts**

<b>Issue 1: Major events.</b>
<b>Description:</b> Major events such as the French Festival and Le Race are organised to bring people to Akaroa and to celebrate the French history associated with the township.
<b>Impact on Visitors, Industry (Business), Community and the Environment:</b> The French Festival and Le Race in particular cause major disruption to the township because of the number of people attracted to the events and their use of roads, recreation ground and other services. The events are very popular with Christchurch and Canterbury residents (visitors). Research undertaken for this study indicates these two events create opportunities for some Akaroa businesses but not all. Some residents are less enthusiastic because of the disruption caused.
<b>Reference:</b> Resident and business consultation
<b>Issue 2: Large cruise ship visits.</b>
<b>Description:</b> Large cruise ship visits can bring around 2,500 passengers and 1000 or more crew to Akaroa. Approximately 50% of the passengers take day trips on buses to other locations in Canterbury. The remaining passengers either stay onboard or visit local attractions, retail shops and cafes.
<b>Impact on Visitors, Industry (Business), Community and the Environment:</b> The negative impact of large cruise ships is less than initially thought. By tendering 120 people from the cruise ship at a time visitors are dispersed before the next tender arrives. Cruise ship visitors do not add to the traffic congestion caused particularly by day visitors. Businesses (except the accommodation sector) in Akaroa benefit significantly from cruise ship visits. Other visitors in Akaroa at the same time are likely to be the most impacted by cruise ship visitors as they tend to move in large groups, particularly when the larger ships are anchored in the harbour. Currently cruise ships arrive in Akaroa on approximately 15 days between November and March (10% of days available). Their impact on the environment is relatively small. Moving by bus and ship are relatively user friendly environmental transport options.
<b>Reference:</b> Visitor and business surveys.
<b>Issue 3: Crowding</b>
<b>Description:</b> Crowding is specific to pedestrians created by increased visitors at peak periods and times during the day. Events and cruise ship visits can add to the crowding.
<b>Impact on Visitors, Industry (Business), Community and the Environment:</b> Crowding can reduce the quality of the visitor and resident experience, while at the same time providing opportunities for businesses.
<b>Reference:</b> AHBSS, Visitor survey.

### 3.2 Ranking of Tourism Carrying Capacity Issues

A major aim of the project brief was “to provide recommendations regarding any need and mechanisms to cap visitor numbers, and/or programmes required to ensure that tourism growth is successfully and sustainably accommodated.” What follows takes this aim into account.

To understand the importance of specific TCC issues there needs to be criteria and weighting against which the issues can be evaluated. Table 5 identifies and describes the criteria used to determine the TCC issues likely to have the greatest negative impact currently, while also providing a weighting that indicates the importance of each criterion. The weighting is on a scale of 1 (low) to 5 (high). This assessment process will be used later on in the report to evaluate whether the existing TCC issues are likely to change over the 30 year planning period.

**Table 5**  
**TCC Issue Evaluation Criteria**

<b>Criteria</b>	<b>Description</b>	<b>Weighting</b>
Temporary/ permanent	The impact of the issue is for a specific period of time. The longer the period of the impact the higher the weighting.	1 to 5
Specific groups	The impact of the issue affects specific groups not all. The larger the number of groups the higher the weighting. Impacting on the whole community (including visitors) would attract a high weighting.	1 to 5
Economic	There is an impact on the economy of specific groups. The larger the number of groups the higher the weighting. Impacting on the whole community (including visitors) would attract a high weighting.	1 to 5
Social	There is a social impact on specific groups. The larger the number of groups the higher the weighting. Impacting on the whole community (including visitors) would attract a high weighting.	1 to 5
Environmental	There is an environmental impact. The larger the impact the higher the weighting.	1 to 5
Visitor experience	The quality of the visitor experience correlates with the level of visitor satisfaction. The lower the quality of the visitor experience the higher the weighting.	1 to 5

Table 6 takes the criteria and determines a weighting for each of the TCC issues identified in section 3.1. Those with the highest overall score are currently the most significant TCC issues. While the results are not statistically robust they will increase awareness of how some TCC issues are more important than others, as well as the impact on the key objective of the project detailed at the commencement of this section.

**Table 6  
TCC Evaluation and Ranking**

TCC Issue	Criteria and Scores						Total (Rank)
	Temp/Perm	Specific groups	Economic	Social	Environmental	Visitor experience	
<b>Constraints</b>							
Water supply shortage	2	3	2	2	2	2	13 (5=)
Waste-water	4	3	2	2	3	3	16 (4)
Workforce availability	5	4	4	2	-	3	17 (3)
Commercial land availability	5	3	3	-	-	2	13 (5=)
<b>Bottlenecks</b>							
Traffic congestion	2	5	3	3	3	4	20 (1)
Parking availability	2	5	3	3	2	4	19 (2)
<b>Impacts</b>							
Major events	2	3	-	2	2	2	11 (8)
Cruise ship visits	2	3	-	2	2	1	10 (9)
Crowding	2	3	-	3	1	3	12 (7)

The scoring clearly shows that most of the major TCC issues are temporary with the exception of the lack of commercially zoned land. The “Bottlenecks” – traffic congestion and parking availability have the most impact across all the criteria and are also the most visual along with crowding. Cruise ship visits, major events and water supply are the three TCC issues that score the lowest and are therefore of least concern.

# Chapter 4

## Managing and Enhancing Akaroa’s Tourism Carrying Capacity

### 4.1 Key Assumptions

The information so far in this report has focused on the “current” situation. This has enabled a series of TCC issues to be identified. The Akaroa Harbour Basin Settlements Study (AHBSS) from which this study was initiated looks forward 30 years. For this report to be meaningful it must reflect the potential changes in TCC issues over the 30 year timeframe.

To understand how the TCC issues may change over the 30 year timeframe a number of assumptions have been considered. These formed the basis of discussions/consultation with Christchurch City Council staff representing Roading/Parking, Water and Wastewater, Environment, Community facilities, Heritage and Planning. In addition the assumptions were part of broader surveys/consultation with Visitors, Industry (Business) and Community (key stakeholders in VICE methodology – Chapter 1.3; Figure 1).

**Table 7**  
**Key Assumptions (30 Year Timeframe)**

<p><b>Assumption (1):</b> Visitors numbers to Akaroa will increase significantly over the next 30 years.</p> <p><b>Rationale</b></p> <ul style="list-style-type: none"> <li>▪ International visitors to NZ have shown significant and consistent growth since 1960 (36,557) to 2008 (2,458,503) and with 3 million forecast up to 2014, it is likely that by the year 2040 there will be many more international visitors coming to NZ. This assumes the current NZ Tourism Strategy of visitor number growth and a focus on higher yielding visitors is retained, as well as the country avoiding any unforeseen internal and/or external factors that may impact on visitor arrivals.</li> <li>▪ International visitor numbers to Akaroa will be consistent with national trends.</li> <li>▪ Domestic visitor numbers to Akaroa will remain at current levels or grow slowly unless new attractions and activities are developed in and around the township which could increase the growth rate.</li> </ul>	<p><b>Source:</b> Ministry of Tourism, NZ Tourism Strategy</p>
<p><b>Assumption (2):</b> The largest increase will be international day visitors travelling in rental vehicles with the greatest growth (%) being in campervans.</p> <p><b>Rationale</b></p> <ul style="list-style-type: none"> <li>▪ From March 2004 to March 2009 international visitors increased by 11%. For the same period the use of campervans increased by 44% and in Canterbury by 50% (84,956). This trend is expected to continue.</li> </ul>	<p><b>Source:</b> Ministry of Tourism; International Visitor Survey</p>

<p><b>Assumption (3):</b> Two thirds of all visitors will arrive in Akaroa between October and March each year.</p> <p><b>Rationale</b></p> <ul style="list-style-type: none"> <li>▪ This is the situation for almost all tourism destinations in New Zealand except those that have a winter focus for skiing.</li> </ul>	<p><b>Source:</b> International Visitor Arrivals, and Domestic Travel Survey, Commercial Accommodation Monitor</p>
<p><b>Assumption (4):</b> Requests to the Harbour Master from cruise ship operators for visits to Akaroa will at least remain constant with 2008/9 and potentially grow if Lyttelton berths are not available.</p> <p><b>Rationale</b></p> <ul style="list-style-type: none"> <li>▪ Passenger growth tripled from 2005/6 to 2008/9 (6,500 approx).</li> <li>▪ Five large ships booked for 2010 so far.</li> </ul>	<p><b>Source:</b> McKay Shipping</p>
<p><b>Assumption (5):</b> The availability of part time and full time workforce to service the tourism industry will continue to be a major issue.</p> <p><b>Rationale</b></p> <ul style="list-style-type: none"> <li>▪ Projected increase in visitor arrivals.</li> <li>▪ Current issue plus potential increase in tourism related businesses.</li> <li>▪ A stagnant and projected declining permanent population.</li> <li>▪ An ageing population.</li> <li>▪ Lack of affordable housing for purchase or rent for workforce.</li> </ul>	<p><b>Source:</b> Statistics NZ, AHBSS Issues and Options Report</p>
<p><b>Assumption (6):</b> The availability of additional commercially zoned land in Akaroa will be minimal.</p> <p><b>Rationale</b></p> <ul style="list-style-type: none"> <li>▪ Existing availability limited, other than BP Meats site, with minimal expectation of more land being available.</li> <li>▪ The 30 year projected requirement for business zoned land in Akaroa Basin is 4.4 hectares with the majority required in Akaroa for accommodation purposes (2.33ha).</li> </ul>	<p><b>Source:</b> Property Economics</p>
<p><b>Assumption (7):</b> There will be increased demand for residential development with an emphasis on holiday homes.</p> <p><b>Rationale</b></p> <ul style="list-style-type: none"> <li>▪ Currently there are twice as many holiday homes as permanent residences.</li> <li>▪ The number of permanent residents is stagnant with a small decline projected over the longer term.</li> </ul>	<p><b>Source:</b> Statistics NZ, Property Economics</p>
<p><b>Assumption (8):</b> The current issues with the water supply for Akaroa will in the main not adversely affect the development of new tourism facilities (eg accommodation), if required, because of new initiatives that will better manage the supply while also seeking new sources.</p> <p><b>Rationale</b></p> <ul style="list-style-type: none"> <li>▪ Actions proposed in AHBSS prospective projects and Draft Water Supply Strategy (eg growth management, alternative water supplies, increasing storage, conservation measures) are being investigated by CCC staff.</li> </ul>	<p><b>Source:</b> CCC staff City Environments. AHBSS – Issues and Prospective Projects (draft)</p>

<p><b>Assumption (9):</b> The current wastewater issue is unlikely to be resolved in the short term because of the lack of suitable sites and the extensive consultation and planning required.</p> <p><b>Rationale</b></p> <ul style="list-style-type: none"> <li>▪ Council City Environments group investigating options to address situation.</li> </ul>	<p><b>Source:</b> Consultation with Water and Wastewater staff</p>
<p><b>Assumption (10):</b> Traffic congestion will increase during the peak months (January/February) and will expand into other months (December/March) and specific holiday times (eg Easter) as visitor numbers increase.</p> <p><b>Rationale</b></p> <ul style="list-style-type: none"> <li>▪ Projected increase in visitors, especially day visitors with rental cars and campervans.</li> </ul>	<p><b>Source:</b> Ministry of Tourism forecasts</p>
<p><b>Assumption (11):</b> Increased demand for visitor parking including all day.</p> <p><b>Rationale</b></p> <ul style="list-style-type: none"> <li>▪ Increased traffic will bring demand for more visitor parking at peak times.</li> </ul>	<p><b>Source:</b> Ministry of Tourism forecasts</p>
<p><b>Assumption (12):</b> Increased visitors will lead to crowding on streets at peak times and for major events.</p> <p><b>Rationale</b></p> <ul style="list-style-type: none"> <li>▪ Most popular months will have the greatest increase in additional visitors.</li> </ul>	<p><b>Source:</b> International Visitor Survey, Commercial Accommodation Monitor, Domestic Travel Survey</p>

## 4.2 Desirable Futures

Tourism is an industry that impacts on all sectors of society. Visitors use the same shops, cafes, transport systems, attractions and other services as residents within our communities. Therefore, where tourism is a major industry, communities and visitors mix in the same environment. In small rural areas such as Akaroa, where the visiting population can often far exceed the number of permanent residents, the impact of visitors is more apparent from a social, economic and potentially environmental perspective.

Taking into account the economic importance of visitors for Akaroa and their potential impact on the community (business and residents) it is essential that these three stakeholder groups are consulted when considering “what Akaroa should be like in 20-30 years time and what role should tourism play in determining its position.”

From reviews of previous research, surveys of visitors, businesses and residents, as well as consultation with these groups we have been able to identify their key requirements for the future of Akaroa. Tables 8 - 10 below incorporate the findings. In Table 8 visitors were not asked how they would like to see Akaroa in 30 years. They did however identify specific attributes that they found attractive and it can be assumed that these should be retained in the future. The future requirements/opportunities identified are linked with the Key Outcomes listed in the AHBSS Issues and Prospective Projects report. In addition preliminary discussions have been held with Ngai Tahu and their comments together with potential TCC issues are detailed at the end of this section.

**Table 8**  
**Visitor Future Requirements (Survey December 2008/January 2009)**

	<b>Future Requirements/ Opportunities</b>	<b>Link to AHBSS – Key Outcomes</b>
<b>Social</b>	<ul style="list-style-type: none"> <li>▪ 26% enjoyed the peaceful, tranquil, relaxing atmosphere</li> </ul>	<ul style="list-style-type: none"> <li>▪ Heritage and cultural values – existing character and/or heritage values (including cultural values) are identified, maintained and reflected in future urban change processes</li> </ul>
<b>Environmental</b>	<ul style="list-style-type: none"> <li>▪ 58% enjoyed the beautiful scenery</li> <li>▪ Don't destroy the nature by making it too touristy</li> </ul>	<ul style="list-style-type: none"> <li>▪ Natural systems – natural character and systems are recognised, enhanced and sustained</li> </ul>
<b>General</b>	<ul style="list-style-type: none"> <li>▪ Keep traffic out of town</li> <li>▪ Address parking concerns</li> </ul>	<ul style="list-style-type: none"> <li>▪ Infrastructure – land use planning is integrated with infrastructural capacity</li> </ul>

**Table 9**  
**Business Future Requirements**

	<b>Future Requirements/ Opportunities</b>	<b>Link to AHBSS – Key Outcomes Areas</b>
<b>Social</b>	<ul style="list-style-type: none"> <li>▪ Set up a housing trust or similar for rental and development of affordable housing</li> <li>▪ Build a community pool/leisure centre</li> <li>▪ Retain peace and quiet and lack of crowds</li> </ul>	<ul style="list-style-type: none"> <li>▪ Community – the ratio of houses used for permanent residents rather than holiday home increases</li> <li>▪ Community – demand for community and recreational/leisure facilities and networks is managed</li> </ul>
<b>Economic</b>	<ul style="list-style-type: none"> <li>▪ Encourage high yielding visitors who stay overnight and stay longer</li> <li>▪ Disperse visitors through accommodation and attraction development in other areas of Akaroa Harbour Basin</li> <li>▪ Develop a conference market</li> <li>▪ Develop businesses complementary to tourism (eg arts and crafts)</li> <li>▪ Accept that Akaroa is not a year round operation except for some activities and accommodation providers</li> </ul>	<ul style="list-style-type: none"> <li>▪ Economic – business growth, diversification and access to labour markets is encouraged</li> </ul>

<b>Environmental</b>	<ul style="list-style-type: none"> <li>▪ Retain physical size of town</li> <li>▪ Retain character of town</li> <li>▪ Enforce jet ski rules of no closer than 500m to shore at more than 5kph</li> </ul>	<ul style="list-style-type: none"> <li>▪ Urban growth – direction is given to where , when and how various forms of urban growth might be appropriate</li> <li>▪ Heritage and cultural values – existing character and/or heritage values (including cultural values) are identified, maintained and reflected in future urban change processes</li> </ul>
<b>General</b>	<ul style="list-style-type: none"> <li>▪ Increase the number of passing lanes on the hill</li> <li>▪ Promote the idea of a Tourism Liaison Group that is representative of all stakeholder groups (tourism and non tourism)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Infrastructure – land use planning is integrated with infrastructural capacity</li> <li>▪ Community – demand for community and recreational/leisure facilities and networks is managed</li> </ul>

**Table 10**  
**Resident/ Holiday Home Owners Future Requirements**

		<b>Future Requirements/ Opportunities</b>
<b>Social</b>	<ul style="list-style-type: none"> <li>▪ Maintain a village that is not over populated to the extent that it loses its relaxed friendly atmosphere</li> <li>▪ Retain a fully functioning community in which tourists and other commercial ventures form only part of the impression/experience of Akaroa</li> </ul>	<ul style="list-style-type: none"> <li>▪ Urban growth – direction is given to where , when and how various forms of urban growth might be appropriate</li> <li>▪ Community – demand for community and recreational/leisure facilities and networks is managed</li> </ul>
<b>Economic</b>	<ul style="list-style-type: none"> <li>▪ Akaroa is the tourist attraction of choice for discerning visitors who stay and spend</li> </ul>	<ul style="list-style-type: none"> <li>▪ Economic – business growth, diversification and access to labour markets is encouraged</li> </ul>
<b>Environmental</b>	<ul style="list-style-type: none"> <li>▪ Remains as it is today, no larger</li> <li>▪ Retain the character of the town</li> </ul>	<ul style="list-style-type: none"> <li>▪ Urban growth – direction is given to where, when and how various forms of urban growth might be appropriate</li> <li>▪ Heritage and cultural values – existing character and/or heritage values (including cultural values) are identified, maintained and reflected in future urban change processes</li> </ul>

There are some common themes regarding the desired future of Akaroa, particularly in respect of businesses and residents and these are listed below. This is not unusual as many business operators will live in Akaroa and their reasons for living there will be no different from other residents.

Key themes are:

- Akaroa is a vibrant community with a range of facilities and services as well as job opportunities that encourages a population with a demographic mix
- The physical size of the town should not increase to any great extent; limitation on new subdivision which would potentially comprise mostly holiday homes
- The protection of the environment is essential to continue the visitor appeal as well as ensuring the retention of permanent residents and holiday home owners who value their surroundings
- The impacts of tourism, particularly traffic congestion and parking issues at peak times mainly caused by increases in day visitors, are concerns for some visitors, some businesses and residents
- The sole reliance on the tourism industry for Akaroa's economic survival is both risky and potentially divisive for the community
- Accept that Akaroa is not a winter destination and some businesses will always close as it is not financially viable to remain open.

Ngāi Tahu own and operate a number of tourism ventures in the South Island, through both their subsidiary company Ngāi Tahu Tourism, and through ventures operated primarily from the local Ngāi Tahu communities, the best example being Whale Watch Kaikoura. A key strategy (Ngāi Tahu 2025) of the iwi in developing its economic base has been the establishment, procurement and operation of leading tourism ventures in Te Waipounamu (South Island), and the goal for the iwi is for this to increase. A key part of this strategy is to develop the capacity and opportunities at local Rūnanga level. In Christchurch several of the Rūnanga have been involved in a FRST funded research project (Te Tapoitanga) project investigating maori led regional tourism, as a part of the strong interest in and commitment to growing Ngāi Tahu capacity and participation in tourism in Christchurch, particularly Banks Peninsula.

In the preparation of the Christchurch Visitor Strategy 2007-17, Christchurch City Council worked with Te Rūnanga o Ngāi Tahu to identify and incorporate the interests of Ngāi Tahu in the Strategy. Key aspects of the Strategy that relate to Ngāi Tahu include Ngai Tahu's strong interest in the management of community responses to tourism and the benefits and impacts of this, and in the delivery of high quality tourism ventures that reflect the unique aspects of the area and of Ngai Tahu culture. The list below identifies some of the specific requirements to address the interests of Ngai Tahu in tourism management and planning in Christchurch (including Banks Peninsula) that could impact on Akaroa's TCC (tourism carrying capacity).

- Providing appropriate opportunities for dialogue with Maori communities when tourism management and planning is undertaken
- Protecting and fostering Ngai Tahu culture and identity and promoting authentic information and interpretations of Ngai Tahu culture
- Recognising and addressing constraints on Maori participation resulting from capacity issues
- Promoting innovative and sustainable responses to tourism growth
- Protecting the environment from the potential negative pressures of increasing tourism in the area.

### **4.3 Tourism Carrying Capacity Framework**

The Akaroa Harbour Basin Settlements Study (AHBSS) Draft Implementation Plan (June 2009) identifies three specific periods (2009-11, 2012-14 and 2015+) within the overall 30 year timeframe with a prioritisation of high/medium/low for specific projects. The timeframes relate

to the Long Term Council Community Plan (LTCCP). The recommendations from this report will feed into the AHBSS final outputs and inform decision-making on future projects.

**Table 11**  
**TCC Issues (30 Year Timeframe)**

<b>Commercially Zoned Land Availability</b>	
Impact over timeframe	<ul style="list-style-type: none"> <li>▪ 2009-2011 Minimal impact on the ability of Akaroa to provide visitor services to meet current and forecasted needs over the period.</li> <li>▪ 2012-2014 Depending on visitor growth may restrict some potential new initiatives (eg major visitor attraction or conference facility) but unlikely that significant new accommodation will be required over this period.</li> <li>▪ 2015+ If new commercially zoned land is not available the ability to meet visitor demand for overnight accommodation could potentially be restricted. Towards 2030 as particularly international visitor numbers increase more commercial accommodation and potentially other services will be required in Akaroa.</li> </ul>
Impact on VICE	Minimal impact except from 2015 onwards as financial viability is a major issue for some existing businesses.
Potential options to mitigate TCC issue including priority and timeframe	<ol style="list-style-type: none"> <li>1) Identify existing sites that could be used for tourism development, determine potential activity, rank sites based on cost/benefit analysis (Low/Medium: 2010-14).</li> <li>2) Investigate the potential for and encourage greater use of “empty” holiday homes for use by visitors and so negate the need for further motels (Low/Medium: 2010-14).</li> <li>3) Investigate potential for commercial accommodation, in particular, to be located in other locations apart from Akaroa (Low/Medium: 2010-14).</li> </ol>
Organisation responsible	<ul style="list-style-type: none"> <li>▪ CCC, CCT, ADP</li> </ul>
Relevance to AHBSS prospective projects plan	Business growth
<b>Surface and Wastewater Infrastructure</b>	
Impact over timeframe	<ul style="list-style-type: none"> <li>▪ 2009-2011 Limited impact from stormwater on tourism as capacity is larger than tourism needs. Current issues of stormwater infiltration and sewage-contaminated water into streams and harbour continues. The public toilets are not of the standard expected for a resort destination and will come under increasing pressure as visitor numbers increase.</li> <li>▪ 2012-14 As above. Planning for improvements in wastewater management occurs.</li> <li>▪ 2015+ New infrastructure in place with issues resolved.</li> </ul>
Impact on VICE	Industry and the community will have to accept the current situation. It is not a good look (or smell) with respect to visitors.

	In the short term (2009-11) the environment is at risk from the stormwater infiltration and sewage-contaminated water. In the medium term (2012-14) the environment will be improved.
Potential options to mitigate TCC issue including priority and timeframe	See AHBSS Detailed Planning Studies.
Organisation responsible	CCC
Relevance to AHBSS prospective projects plan	Essentially an infrastructure project that will have benefits for VICE.
<b>Traffic Congestion</b>	
Impact over timeframe	<ul style="list-style-type: none"> <li>▪ 2009-11 Depending on the length of the recession and the number of international visitor arrivals, the impact is unlikely to worsen significantly over this period, although it is still a major concern for the peak periods.</li> <li>▪ 2012-14 Assuming that the normal growth trend for international visitors is resumed the situation will worsen both in terms of increased numbers and the period in which congestion occurs.</li> <li>▪ 2015 + As above but with further increases in number and length of period.</li> </ul>
Impact on VICE	Traffic congestion will impact on all components of VICE, but particularly for residents and visitors causing frustration and potentially significant dissatisfaction.
Potential options to mitigate TCC issue including priority and timeframe	1) Identify and implement solutions that manage vehicle movements more effectively during the peak periods - eg one way systems, restrictions on vehicles in specific areas, directional signage to carparking (Medium: 2009-11).
Organisation responsible	CCC
Relevance to AHBSS prospective projects plan	Proposed Akaroa Places and Spaces Plan – traffic management plan.

<b>Workforce Availability</b>	
Impact over timeframe	<ul style="list-style-type: none"> <li>▪ 2009-2011 The existing situation, which is due to an insufficient temporary workforce in Akaroa and a lack of accommodation for workers from outside the district, is significant and unlikely to change even with the current downturn.</li> <li>▪ 2012-2014 The situation will get significantly worse as the tourism industry recovers and more visitors come to Akaroa. This will be the case even if no new businesses open. Visitor satisfaction will decrease.</li> <li>▪ 2015+ As above but an even more significant problem.</li> </ul>
Impact on VICE	Businesses in particular will find it difficult to serve existing visitors to the standard required leading to visitor dissatisfaction. Businesses will find it difficult to expand. Anecdotal evidence indicates some businesses have purchased properties to house staff.
Potential options to mitigate TCC issue including priority and timeframe	<ol style="list-style-type: none"> <li>1) Investigate potential to free up “empty” holiday homes for rent to permanent and temporary employees. What incentives can be provided? (High:2009-11).</li> <li>2) Investigate the potential for a scheme (eg housing trust) similar to that in operation in Queenstown to enable Akaroa workers to purchase affordable housing (High: 2009-11).</li> </ol>
Organisation responsible	CCC, Housing New Zealand
Relevance to AHBSS prospective projects plan	Housing Affordability
<b>Parking Availability</b>	
Impact over timeframe	<ul style="list-style-type: none"> <li>▪ 2009-11 To the visitor there appears to be a shortage of carparking spaces during the peak periods. Research undertaken indicates that this not always the case and in most circumstances it is about knowing where the spaces are located. The situation during this period is unlikely to change significantly if international visitors continue to decline. The increase in campervans during the last four years requires positive action to reduce the impact now and for the future.</li> <li>▪ 2012-14 Increasing visitor numbers will create more parking concerns over a longer peak period.</li> <li>▪ 2015+ Same as above only more visitors and even longer peak periods.</li> </ul>

Impact on VICE	Visitors will become frustrated leading to potential for increased accidents and dissatisfaction with their visit. The latter will reflect badly on businesses and potentially turn people off visiting Akaroa. Residents will become frustrated and/or stay away from the town centre during peak periods with the possibility of purchasing their weekly requirements elsewhere (eg Christchurch). The environment is impacted by emissions from vehicles chasing parking spots.
Potential options to mitigate TCC issue including priority and timeframe	<ol style="list-style-type: none"> <li>1) Recognise that the period from 26 December to end of Easter is peak time and specific parking regulations should be in place for this period (High: 2009-11)</li> <li>2) Create specific parking for campervans at the northern end of the town (High: 2009-11)</li> <li>3) Create specific bus parking (High: 2009-11)</li> <li>4) Create all day parking at the northern end of the town and provide signage to direct people to it (eg adjacent to Recreation Ground) (High: 2009-11)</li> <li>5) Enforce parking regulations particularly in Beach Road between Bruce Terrace and Rue Jolie (High: 2009-11)</li> </ol>
Organisation responsible	CCC
Relevance to AHBSS prospective projects plan	Proposed Akaroa Places and Spaces Plan – traffic management plan
<b>Water Supply Shortage</b>	
Impact over timeframe	<ul style="list-style-type: none"> <li>▪ 2009-11 Minimal impact in Akaroa except for watering gardens.</li> <li>▪ 2012-14 Minimal impact unless there is a significant increase in both residential and business development in Akaroa.</li> <li>▪ 2015+ As above.</li> </ul>
Impact on VICE	Visitors likely to be unaware of any issues except for seeing signage indicating water restrictions. Similar situation for businesses except for those with gardens as restrictions are generally in place during January and other months if particularly dry. Similar situation for residents. The environment reflects nature.
Potential options to mitigate TCC issue including priority and timeframe	1) While there is much discussion concerning the water supply, the initiatives being proposed by the Council will enable further tourism development if there is a demand and availability of land. (Medium: 2012-14)
Organisation responsible	CCC
Relevance to AHBSS prospective projects plan	Water Supply
<b>Major Events</b>	
Impact over timeframe	<ul style="list-style-type: none"> <li>▪ All periods The number of events in Akaroa is small on an annual basis. If this number remains, the impact is unlikely to change over the 30 year period.</li> </ul>

Impact on VICE	Large events will have a significant impact and potentially inconvenience for the period of the event (eg Le Race, French Festival). Larger and longer events (more than one day) will have a greater impact. Residents are the most likely group to be impacted in a negative sense, while for visitors and businesses the impact is more likely to be positive.
Potential options to mitigate TCC issue including priority and timeframe	1) Organise events outside the peak periods that are less likely to impact negatively on specific groups (eg residents, businesses) (Low: all periods).
Organisation responsible	Event organisers, ADP, CCC
Relevance to AHBSS prospective projects plan	Transport
<b>Cruise Ship Visits</b>	
Impact over timeframe	<ul style="list-style-type: none"> <li>▪ 2009-11 The number and size of ships and therefore passengers and crew is increasing. The impact is greater when ships such as the Millennium call during peak periods (late December/ January).</li> <li>▪ 2012-14 Number of ships difficult to estimate, may depend on availability of Lyttelton.</li> <li>▪ 2015+ As above.</li> </ul>
Impact on VICE	Research indicates many businesses in Akaroa benefit substantially from visits. A large number of cruise ship passengers walking in a group can cause crowding which impacts on the visitor experience of other visitors and residents.
Potential options to mitigate TCC issue including priority and timeframe	<ol style="list-style-type: none"> <li>1) Encourage visits (if possible) outside the peak periods (late December and January) (Medium: all periods)</li> <li>2) Ensure arrangements for transporting passengers outside of Akaroa minimise inconvenience to other visitors, businesses and residents (High: all periods).</li> </ol>
Organisation responsible	McKay Shipping, CCT, ADP, CCC
Relevance to AHBSS prospective projects plan	Proposed Akaroa Places and Spaces Plan – traffic management plan.
<b>Crowding</b>	
Impact over timeframe	<ul style="list-style-type: none"> <li>▪ 2009-11 Crowding will occur at peak times, particularly if there is a large cruise ship in port.</li> <li>▪ 2012-14 Increased visitors will intensify the crowding at peak times and the periods will be longer.</li> <li>▪ 2015+ As above but with more intensity and for longer periods. A significant increase in crowding will occur if cruise ship arrivals grow.</li> </ul>

Impact on VICE	Potentially a positive benefit for most businesses as long as there is the capacity to service visitors. Depending on the expectation of the visitors there is the potential for some to devalue their experience due to crowding, while others will not be affected. Residents are likely to be the most affected as visitor numbers increase and crowding becomes more widespread.
Potential options to mitigate TCC issue including priority and timeframe	<ol style="list-style-type: none"> <li>1) Reduce the number of vehicles seeking parking spaces through improved signage that informs and directs traffic to parking areas (Medium: 2009-11, becomes more important as visitor numbers increase, particularly at peak times).</li> <li>2) Reduce and/or slow traffic in areas where pedestrian safety is a concern and the current infrastructure (eg footpaths) is narrow/limited) by introducing for example one way systems, parking ban, calming devices. (Medium: 2009-11, increases in importance as visitor numbers increase, particularly at peak times).</li> <li>3) Encourage cruise ship visits and events outside the peak periods (Medium: 2012-14).</li> </ol>
Organisation responsible	CCC, CCT, McKay Shipping
Relevance to AHBSS prospective projects plan	Proposed Akaroa Places and Spaces Plan – traffic management plan.

## Chapter 5

### Conclusions and Recommendations

This section details the conclusions and recommendations for the study based on the research, analysis and prioritised projects aimed at mitigating the tourism carrying capacity (TCC) issues and/or enhancing the TCC capability.

#### 5.1 Conclusions

The project brief for this study detailed two key aims.

- Provide information and analysis concerning current and anticipated tourism pressures in Akaroa and the ability or otherwise for the host community (including its associated infrastructure and environment) to absorb associated effects.
- Provide recommendations regarding any need and mechanisms to cap visitor numbers, and/or programmes required to ensure that tourism growth is successfully and sustainably accommodated.

The tourism pressures (issues) and the ability of the host community to absorb them were researched and analysed in two ways. First the TCC issues were identified as “constraints”, “bottlenecks” or “impacts”. Second, the VICE model was used to determine the potential effects of the issues on Visitors, Industry and the Community.

Combining the results of Table 5 which identified the current TCC issues and Table 10 which evaluated the TCC issues over the next 30 years, it is assessed that the list below in Table 12 identifies the priorities for future action.

**Table 12**  
**Tourism Carrying Capacity Priorities for Action**

<b>TCC Issue</b>	<b>Priority Solutions</b>	<b>Rationale</b>
Traffic congestion	High (2009-11)	Current issue can only become a greater problem as visitor numbers increase, reduces quality of visitor experience.
Parking availability	High (2009-11)	Current issue can only become a greater problem as visitor numbers increase, reduces quality of visitor experience.
Workforce availability	High (2009-11)	Current issue can only become a greater problem as visitor numbers increase, impacts on quality of service and business profitability.
Wastewater	High (2012-14)	Currently not a major impact on the tourism sector. Time needed for assessment and planning. Upgrading of the public toilets may need to be considered separately from other wastewater issues.
Crowding	Medium (2012-14)	Linked to increase in visitors, traffic and parking issues, reduces quality of visitor experience.

Crowding	Medium (2012-14)	Linked to increase in visitors, traffic and parking issues, reduces quality of visitor experience.
Water supply shortage	Medium (2012-14)	Will depend on need for increased accommodation which is linked to availability of suitable land, not currently impacting on the quality of the visitor experience.
Cruise ship visits	Medium (all periods)	Will depend on growth of cruise ship market.
Commercially zoned land availability	Low/Medium (2010-14)	Currently not a major impact on the tourism sector.
Major events	Low (all periods)	Active on a few days a year.

The three TCC issues likely to be least absorbed by the host community (traffic, parking and workforce) and therefore given the highest priority in terms of timeframe, all can have a major impact on the quality of the visitor experience which is important for the long term sustainability of the tourism industry in Akaroa. The impact of the issues for visitors, businesses and residents supports the ranking.

It is apparent that not all the TCC issues identified impact on visitors, businesses and residents to the same degree and these groups may suggest different levels of priorities for some issues. A key factor for the success of Akaroa as a tourism destination will be for the different groups to accept that compromises will need to be made by all to ensure a strong and sustainable community.

There was agreement by different groups in the community on some areas which should form the basis of any future discussion regarding not only tourism but all aspects of the development of Akaroa.

- The character of the town and its colonial focus should not be compromised
- The environment within which Akaroa is located needs to be valued and protected
- The physical size of the township should not be enlarged
- The excessive growth of holiday homes rather than permanent residences should not be encouraged
- With certain exceptions Akaroa is not an all year round tourism resort and during the winter some businesses will close

With regard to the potential capping of visitor numbers this seems unnecessary at this time and will occur naturally as demand exceeds supply for some facilities and services and visitor perceptions influence their decision to visit. The recommended priority improvements summarised in Table 12 and described in more detail in Table 11 will mitigate and/or extend the major tourism carrying capacity issues, especially those connected to the day visitor market. It may enable tourism to grow without devaluing the visitor experience and the values appreciated by the residents.

While a focus on overnight visitors has significant financial benefits for all sectors of the tourism industry, it is not possible to reduce day trip visitors except by means of curtailing the number of vehicles in Akaroa by introducing park 'n ride or similar schemes. Therefore traffic management and parking initiatives to reduce congestion are appropriate at this time.

## 5.2 Recommendations

The AHBSS has shown the need for planning, and tourism as the major industry also needs to be planned. The lack of planning for tourism in Akaroa has allowed some of the TCC issues to develop beyond the level of acceptability for some groups in the community. It is critical that those responsible for managing the components that enable tourism to grow (mainly infrastructure) are proactive rather than reactive to the issues that arise. Research and planning are key components of a proactive strategy. To look 20-30 years ahead for an industry which strategically plans for six or seven years at the most is difficult. However, this report and the AHBSS projects start the process which is a very positive step forward.

A key factor in understanding the TCC of Akaroa in the future will be the development and monitoring of key indicators. Slight changes in some factors can adversely affect a small rural community such as Akaroa, so the monitoring of the indicators is essential in terms of planning future action. The results which should be reported on an agreed basis will provide a “state of Akaroa position” and also indicate whether the priorities listed and timeframes proposed were appropriate. Table 13 lists possible indicators that could be put in place.

**Table 13**  
**Akaroa Tourism Related Indicators**

Area	Indicator	Responsibility
1) Tourism Infrastructure	<ul style="list-style-type: none"> <li>▪ Number of beds by accommodation type</li> <li>▪ Capacity by accommodation type</li> <li>▪ Number of attractions and capacity</li> <li>▪ Number of activities and capacity</li> <li>▪ Number of retail and other tourism related services</li> </ul>	CCT, ADP All this information should be available from or be put together by CCT and ADP. Once it is in place it will be easy to update each year by surveying the businesses and including new and deleting old businesses.
2) Tourism Flows	<ul style="list-style-type: none"> <li>▪ Number of visitors by visitor type (monthly/annually)</li> <li>▪ Number of visitors - overnight, day trip and cruise ship</li> <li>▪ Number of visitors - international, domestic, local (Christchurch City)</li> </ul>	CCT, ADP This is a major task as except for the cruise ship numbers there is no accurate data for the other areas. While it is a major task it is the starting point for understanding the impact of tourism and TCC – SO I T IS ESSENTIAL. Information needs to be updated annually.
3) Demography	<ul style="list-style-type: none"> <li>▪ Usually resident population</li> <li>▪ Number of permanent residences</li> <li>▪ Number of holiday homes</li> <li>▪ Number of permanently rented homes</li> <li>▪ Number of homes available for holiday rentals</li> </ul>	CCC Stats NZ should be able to supply some data, but there has been a problem in the past with identifying the ownership and use of residences in Akaroa. Again this is important. Once completed it will not be necessary to update for some time. Could use the 5 year

		Census period.
4) Employment	<ul style="list-style-type: none"> <li>▪ Number of permanent, part time and casual staff directly employed in tourism</li> <li>▪ Tourism employment as a proportion of total employment</li> </ul>	ADP, CCT, CCC Analysis of Census data should provide most of this information, although it is not always possible to identify all jobs within the tourism industry. Again could be completed every 5 years.
5) Visitor Satisfaction	<ul style="list-style-type: none"> <li>▪ Satisfaction with visitor experience</li> <li>▪ Satisfaction by visitor type</li> <li>▪ Satisfaction by accommodation type</li> </ul>	CCT, ADP A critical component in understanding the needs of visitors. Should be completed every year or at least every two years.
6) Resident Satisfaction	<ul style="list-style-type: none"> <li>▪ Level of tourism</li> <li>▪ Issues associated with tourism</li> <li>▪ Level of services</li> <li>▪ General issues</li> </ul>	CCC Similar survey to that undertaken by Lincoln in 2003 is required. Every two to three years will be sufficient.
7) Economic	<ul style="list-style-type: none"> <li>▪ Visitor expenditure</li> <li>▪ Per capita visitor expenditure by visitor type</li> </ul>	CCT, ADP, CCC Every three years is likely to be sufficient. A combination of visitor and business data will provide most of the information required.
8) Public Expenditure	<ul style="list-style-type: none"> <li>▪ Investment in infrastructure for tourism (roading, water, sewage etc)</li> <li>▪ Value of per capita investment</li> <li>▪ Investment in conservation (heritage, environment)</li> </ul>	CCC Assume this can be completed annually as it only requires budgets to be analysed.

Other recommendations for Akaroa are:

- 1) CCC implements the projects detailed in Table 11 according to the priorities listed.
- 2) CCC prepares a project brief for the BP Meats site that determines:
  - the development options for the site
  - feasibility and viability of options that best meet the needs of Akaroa
- 3) A Tourism Liaison Group is constituted comprising the leaders of key organisations (tourism and non tourism and iwi to ensure that it is representative of the whole community) in Akaroa. The responsibility of the group will be to monitor the impacts of tourism from a VICE perspective, make recommendations to Council/CCT regarding potential issues and opportunities and generally be concerned with the long term sustainability of Akaroa as a place to live, work and play.
- 4) From a marketing perspective focus on attracting overnight visitors.
- 5) Evaluate tourism product development options in and around Akaroa that will reduce the seasonality, enhance tourism business viability and help to retain critical services for residents and a sustainable community.