

CHAPTER SECTIONS

- Introduction
- Phases of tourism development
- Elements and interactions
- Case study: A. J. Hackett Bungy
- Perspectives focus – *The Value of Values*
- Spatial patterns
- Queenstown tourism: impacts and issues

Introduction

In this section you will learn:

- about Queenstown's location and physical setting.



FIGURE 3.1 The Skyline Gondola, built in 1967, takes tourists from downtown Queenstown to a spectacular view of Lake Wakatipu and mountains. Skyline Enterprises has become a major New Zealand tourism operator, developing attractions complexes in Queenstown and Rotorua, owning a large property portfolio in central Queenstown, gaining the first casino licence in New Zealand and owning tourism operations in Singapore and Canada.

Source: Sullivan (2005)

As a country, New Zealand has benefited from increasing global interest in nature-based tourism. Within a relatively small and accessible country there is a huge variety of spectacular natural landscapes of wide appeal. New Zealand's isolation and distance from the highly urbanised, industrialised and polluted tourist-generating regions (TGRs) in the northern hemisphere has made it an increasingly popular international destination.

Queenstown is New Zealand's flagship destination. For overseas visitors it sums up what New Zealand is about: a stunning natural landscape with snow-capped mountains, clear blue lakes, forests and rivers – all unspoiled, clean and green.

Increasingly, people go to Queenstown to participate in activities in this landscape, such as jetboating, bungy jumping, whitewater rafting, skydiving, tramping and skiing. Queenstown claims to be the adventure capital of the world, a 'natural theme park' and is consistently rated by international tourists as one of the world's top tourism destinations.

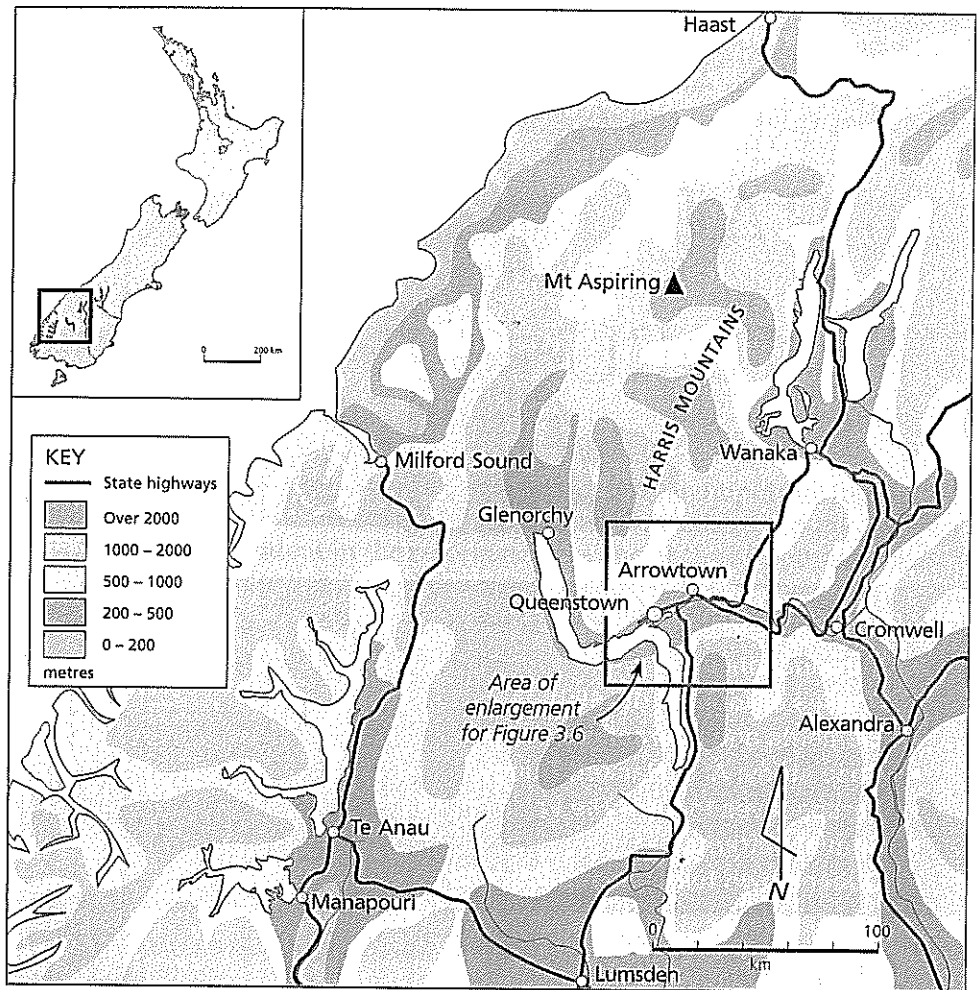
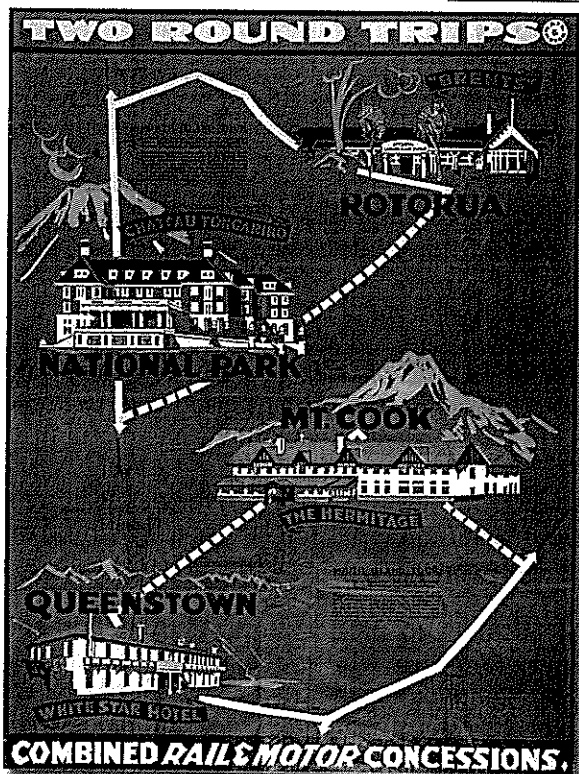


FIGURE 3.2 Queenstown regional map



Physical background

Queenstown is located in the Southern Lakes tourist region of New Zealand on Lake Wakatipu, 310 metres above sea level. It is in an inland basin sheltered by mountains, particularly the Remarkables in the south, which means that it gets very cold winters, hot summers and many clear days in all seasons.

Phases of tourism development

In this section you will learn:

- about ways in which tourism in Queenstown has changed
- about ways in which tourism has changed Queenstown.

FIGURE 3.3 This Mount Cook Company advertisement from around 1930 shows both vertical (rail and transport) and horizontal (hotels) linkages.

Source: Alexander Turnbull Library, Wellington. Ref. Eph-E-HOTEL-1930s-01.

Queenstown, along with nearby Arrowtown, became a boom town when gold was discovered in the Shotover River in the 1860s. However, the gold didn't last long and Queenstown eventually became a quiet summer holiday retreat for South Islanders.

In the 1960s and 1970s, with global tourism on the increase, Queenstown broadened its appeal with the establishment of a number of innovative adventure-style activities. New facilities at the Coronet Peak ski-fields (1947), the first jetboat operation (1957) and the Gondola (1967) were some significant developments. By the mid-1970s, Queenstown was able to attract around 150 000 visitors annually. Development snowballed as an increasing number of attractions brought in more tourists, who required facilities and who supported an increasing range and number of attractions (Figure 3.6).

The 1980s was a period of rapid development in Queenstown, with large increases in the number and range of attractions and supporting infrastructure. A construction boom provided large increases in retail space, upmarket accommodation, offices and restaurants. There was a reported 76% growth in hotel rooms from 1985 to 1988. However, by 1989 there were concerns about accommodation over-supply; retailers were going bankrupt because of over-heated land prices, and tourist numbers were levelling off. Rapid growth also created congestion and bottlenecks, with too much traffic for the roads to handle, particularly because of increases in independent travellers. Planners were hard-pressed to keep pace with development. Cycles of rapid growth through speculative investment followed by lean years became very common (a *boom-bust* growth cycle). Property prices and the cost of living became similar to those in Auckland and Wellington.

In the early 1990s confidence was again restored, with New Zealand's growing reputation as an adventure tourism Mecca providing increases in tourist numbers. This sparked a whole new round of attraction development and investment.

Queenstown in the last decade has continued to grow rapidly, with occasional drops in demand as a result of international economic and environmental conditions (such as the Asian financial crisis in 1997 and the SARS outbreak in 2003, and a short-term downturn in international travel following war and terrorism events (see Chapter 2 for details). There has been an increase in the numbers of both international and domestic tourists, and the whole Southern Lakes area has continued to increase and broaden its mix of attractions, facilities and infrastructure.

The property market in this region, and in Queenstown in particular, has run hot for most of the last decade, with rapid and continuing price increases. Both New Zealanders and foreigners have invested heavily in apartments and time-share properties. High-profile celebrities have bought property in the region. Many of these investors are absent for most of the year, renting their property to other visitors and then using it themselves as tourists for a short time. The average price for a property in the Wakatipu Basin in July 2005 was \$497 000, compared with a New Zealand median of \$284 000. This has made home ownership unattainable for many residents who have been forced to move to service towns further afield (such as Cromwell and Alexandra). It has also put pressure on existing landscapes and led to high-profile political conflicts over the shape of development.

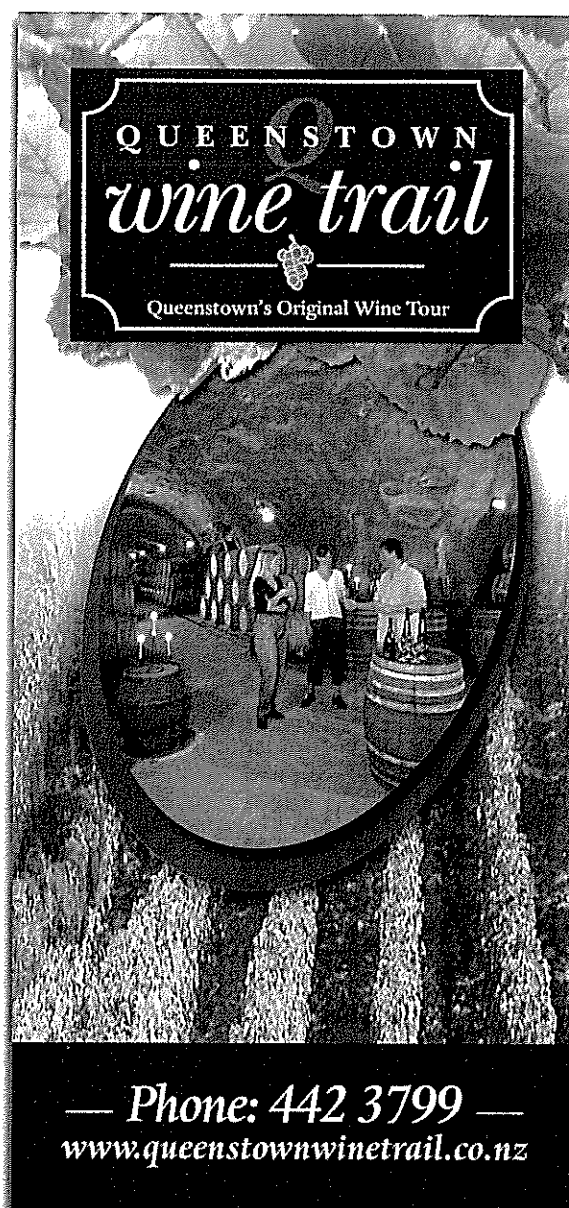


FIGURE 3.4 Several wineries, particularly in the Gibbston Valley, were developed in the 1990s and have now become significant secondary attractions.

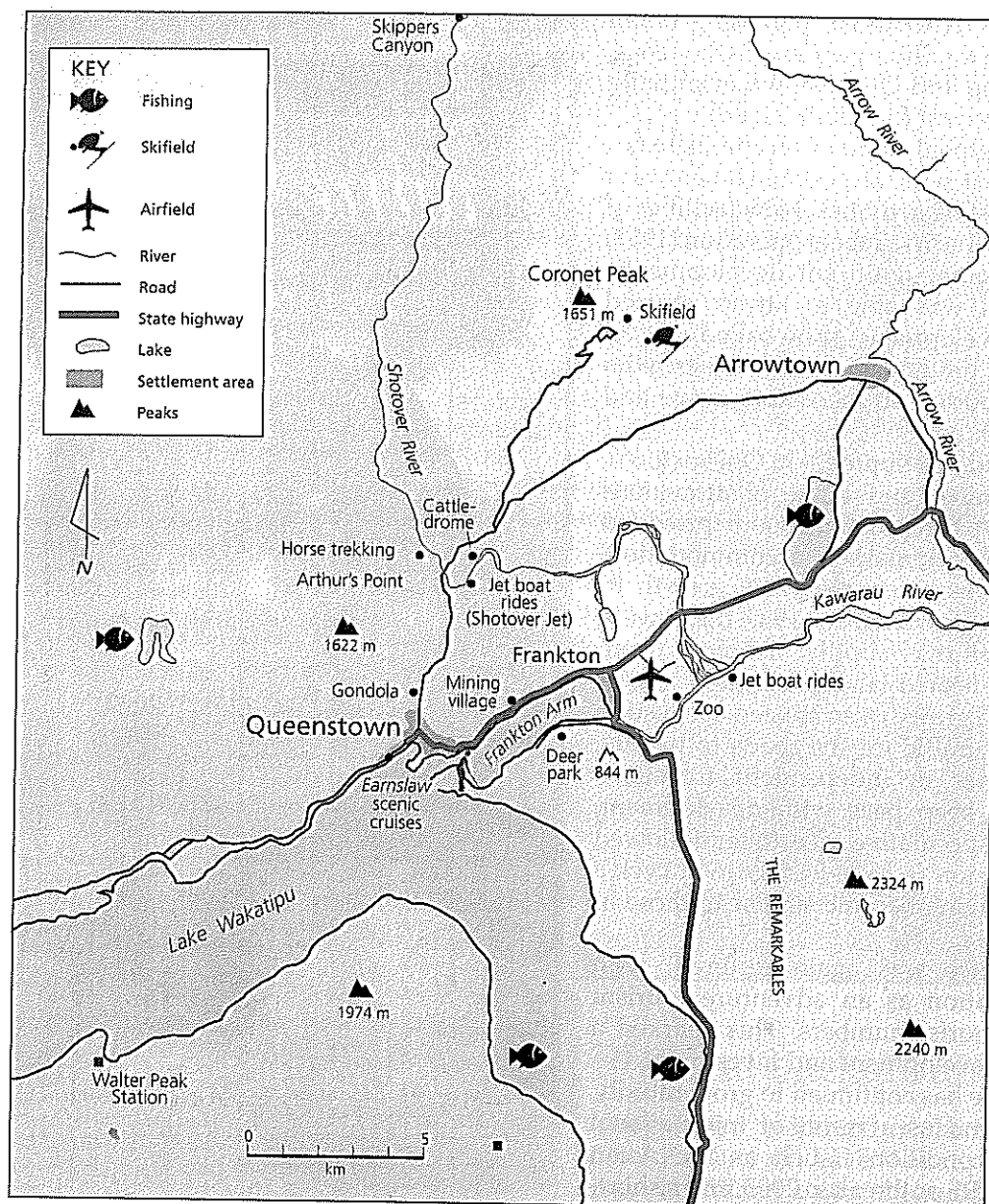


FIGURE 3.5 Queenstown area tourism 1975

The Queenstown area currently (in 2006) has a permanent population of about 20 000, and this is increasing at about 9% per year. In 1990 there were about 9000 residents and in 1970 fewer than 4000. The population is characterised by a mix of young, transient people working in the tourism industry and retired people, with very few under 20 years of age. Many properties are owned by people who do not live in Queenstown.

CHANGE IN TOURISM AT QUEENSTOWN – ACTIVITIES

The *Activities menu* at the back of this book has a selection of activities for this section.

Elements and interactions

Attractions

In this section you will learn about:

- the operation of tourism in Queenstown
- A. J. Hackett Bungy.

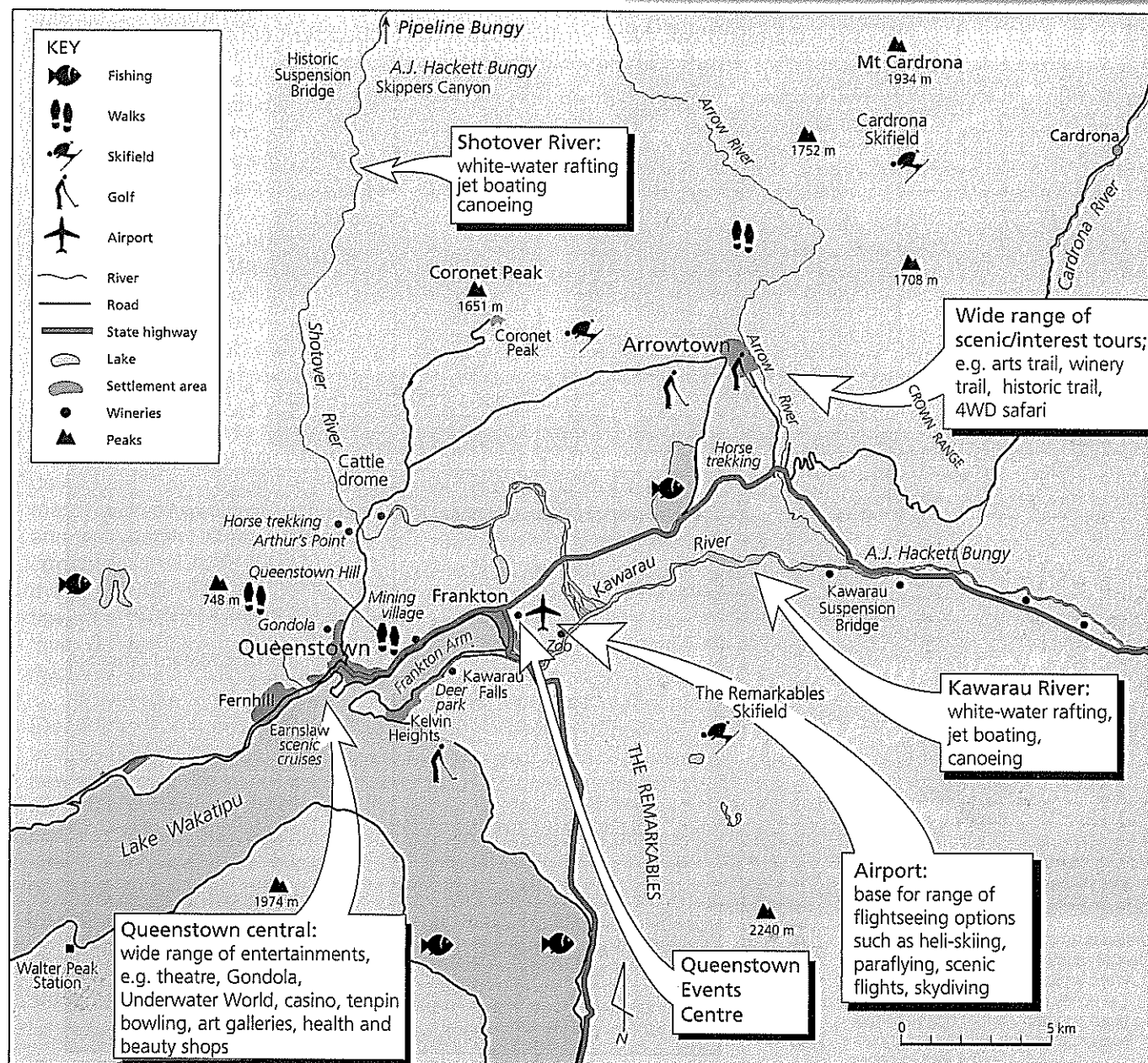


FIGURE 3.6 Queenstown area: attractions and infrastructure

Queenstown has dramatic scenery, and provides better outdoor experiences, ski facilities, adventure activities and alpine walks than does any other region of New Zealand. An increasing variety and number of activities and attractions take advantage of the climate and scenery to operate all year round, and these activities are spread along a continuum ranging from low-risk, passive viewing to 'extreme' high-risk action.

Queenstown has several attractions which are instantly recognisable as being a part of the New Zealand tourism experience.

- Bungy jumping was commercially established at Queenstown ahead of anywhere else in the world.
- Jetboating was another world-first activity, with New Zealand-designed boats and award-winning companies.
- TSS *Earnslaw*.
- Coronet Peak, New Zealand's first developed ski-field.

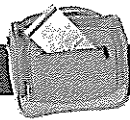


FIGURE 3.7 Skiing is the backbone of Queenstown's winter attractions.

PRIMARY ATTRACTION People would go to Queenstown just for this	UNIQUE?	
	NO Could easily find this in other parts of the world	YES It would be hard to find this anywhere in the world but here
• Lakes and mountain scenery • Skiing	• English-speaking, Southern hemisphere, ski resort • Lord of the Rings locations • Concentration of adventure activities in a tourist-friendly town • Milford Track/Milford Sound	
SECONDARY ATTRACTION People would go if they were in Queenstown already	• Wine Trails • SS <i>Earnslaw</i> Cruise	• A.J. Hackett Bungy

FIGURE 3.8 Attractions: importance and uniqueness

Queenstown has a mix of primary and secondary attractions of varying amounts of 'uniqueness'. Do you agree with where things have been placed on this grid? Decide where you would place other Queenstown attractions (e.g. jet boating, historic tour of Arrowtown, shopping in galleries). How would your placement change if the uniqueness rating changes from 'World' to 'New Zealand'?



CASE STUDY

A. J. Hackett Bungy

Bungy jumping started on a tiny island called Pentecost in Vanuatu, where men climbed to the top of 35-metre-high towers, tied vines to their feet and then jumped. In the late 1970s, a group in England called the Oxford University Dangerous Sports Club organised several jumps. A.J. Hackett, a New Zealander, saw a video of these jumps and, with skiing team mate Henry van Asch, developed a safe, predictable and therefore commercially viable form of bungy jumping.

This was done using latex rubber combined with a parachute harness. Numerous experiments were conducted at the University of Auckland, and in 1986 the pair began jumping off bridges around the country, including the Auckland Harbour Bridge. The system worked. In 1987 they travelled to Europe to go skiing but also began a series of jumps in spectacular sites, including one off the Eiffel Tower in Paris.

In 1988, Hackett and van Asch began operating the 'world's first bridge bungy' at the Kawarau suspension bridge, and a second at Skippers Canyon over the Shotover River. Many tourists come to Queenstown just to say they have done an A.J. Hackett Bungy jump. The company has been extraordinarily successful and has developed sites in a number of other countries to spread the bungy message. It has also diversified its product range with night-time and helicopter bungy (since banned). A.J. Hackett Bungy has consistently received top tourism awards in New Zealand. In 1999 the Nevis Highwire Bungy – at 134 metres it is more than three times the height of the Kawarau jump – was opened and included 'over 30 different worldwide patents' in its design. In 2003 the Auckland Harbour Bridge bungy experience opened.

Adventure packages are also available, such as a recent (December 2004) product, retailing at \$350, called the 'Thrillology' that combines three jumps at three Queenstown sites. Another new product is the 'Secrets of Bungy Tour' – a package designed for those who want to have fun and learn more about bungy jumping without their feet leaving the ground. This is a 45-minute, interactive guided tour retailing at \$20 on site at the World Home of Bungy or \$40 including transport from Queenstown. During the tour, people can:

- discover the origins and history of bungy through in a fascinating cinematic adventure
- be escorted through restricted areas to learn how a bungy cord is made
- learn the 'secrets' behind bungy jumping
- gain access to parts of the bungy viewing deck.

Source: Information is from A.J. Hackett promotional material. (c/o Bungy HQ, 209 Glenda Drive, Frankton Industrial, Queenstown, www.bungy.co.nz)

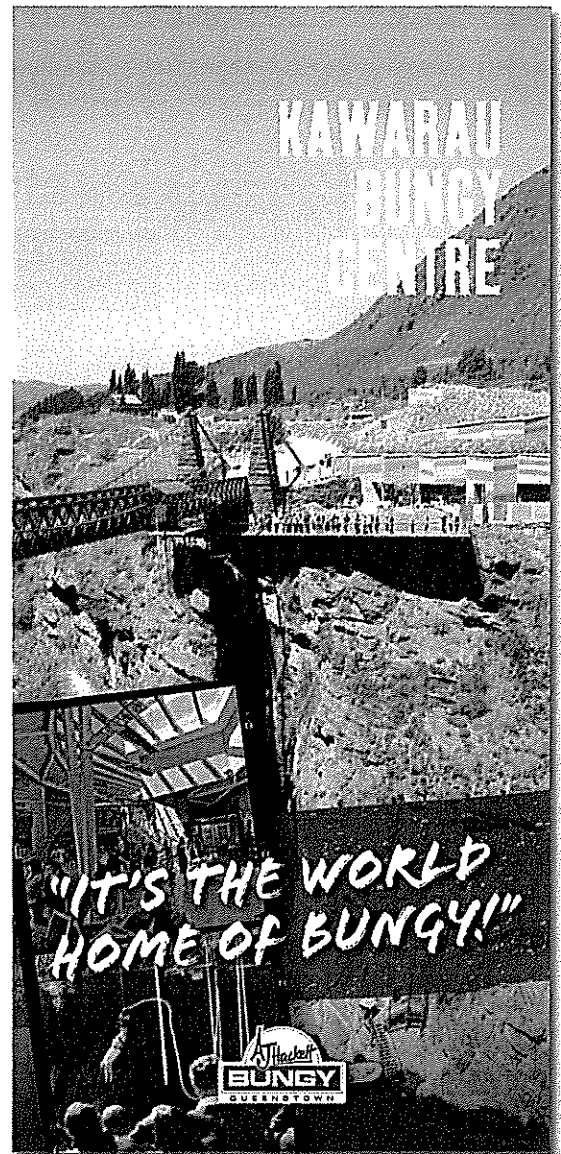


FIGURE 3.9 The bungy jump is carefully packaged to extract maximum tourist dollars for an event that takes a few minutes. Transport to the venue is provided and tourists can purchase a bungy hero T-shirt and personalised video of their jump.



ACTIVITIES

Explain how A.J. Hackett bungy is an example of:

- interaction between *Attractions* and *Tourists and markets* elements
- innovation
- horizontal and vertical integration
- a company adding maximum value to its products.





THINKING ABOUT TOURISM AT QUEENSTOWN – ACTIVITIES

- Do a brief survey of your class to find out who has been to Queenstown and what they thought of it. Suggest reasons for the patterns you find.
- Is this a place that you would go to? Why, or why not?

The *Activities menu* at the back of this book has a selection of activities for this section.



Tourists and markets

Date	Total	Overseas visitors		Domestic visitors	
		No.	%	No.	%
1966	107 000	21 000	20	86 000	80
1977	182 000	69 000	38	113 000	62
1987	378 000	252 000	67	126 000	33
1997	650 000	450 000	69	200 000	31
2003	957 000	649 000	68	308 000	32
2004	1 167 000	705 000	60	462 000	40
2005	1 103 900	765 900	69	338 000	31
2011	1 429 000	944 000	66	485 000	34

Sources: Pearce & Cant, Queenstown Promotion Board, Destination Queenstown and New Zealand Ministry of Tourism

FIGURE 3.10 Actual and predicted tourist numbers to Queenstown, 1966–2011. In 2005 there were an additional 181 500 international and 279 700 domestic travellers. (The 2011 figure is an estimate.)

Queenstown has experienced a huge growth in tourist numbers as it has gone from a small, domestic destination to a large, increasingly international resort town. Currently there are well over 1.5 million visitors a year to Queenstown. The discovery of Queenstown by international tourists in the 1980s is shown in Figure 3.10. For every domestic visitor, there are now almost two overseas tourists, which is a complete reversal of the 1960s' pattern. Continued large increases in tourist numbers are predicted for the next decade as well.

Queenstown is now highly dependent on overseas tourists, overseas economic cycles and the success of New Zealand as a whole in attracting tourists. Combined with its isolation and high cost structure, it is vulnerable to a range of factors, including changes in currency exchange rates, other competing international destinations, increases in fuel prices and political/economic factors in TGRs (see Chapter 2 for a discussion of some recent world events which have had an impact on international visitor numbers).

Some tourism statistics

- The New Zealand Tourism Research Council predicts that, by 2011, there will be 249 300 international and 416 100 domestic day-trippers to Queenstown annually. What implications does this hold for planners?
- In May 2006 there were 243 places offering accommodation in the Queenstown-Lakes/Central Otago area: 51 hotels, 93 motels, 43 hosted establishments, 34 backpackers/hostels and 22 caravan parks / camping grounds. Of these establishments, 132 were in Queenstown itself.
- In 2004, overseas tourists spent \$336.5 million, domestic tourists spent \$102.3 million, overseas day-trippers spent \$8.3 million and domestic day-trippers spent \$25.5 million. In total, \$472.6 million was spent.

- It is predicted that this figure will increase to \$669 million by 2011.
- Around 2400 people work directly in the tourism industry in the Queenstown Lakes area.

Source: *Tourism Monitor for Queenstown-Lakes/Central Otago* (Statistics New Zealand).

Some interesting facts

- The Frisbee Golf course in the Queenstown gardens was the first of its kind established in New Zealand.
- Snowmaking was introduced to Queenstown skifields in 1991.
- At the height of filming 'The Lord of the Rings' trilogy, more than 500 people a day queued outside the casting rooms in Queenstown.
- The Skyline Gondola was the most popular activity for international visitors to Queenstown in the year ended June 2002.
- There are 45 wineries in Central Otago.

Source: www.queenstown-nz.co.nz/information/InterestingFacts/

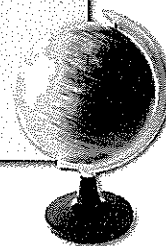


FIGURE 3.11 Queenstown tourism statistics and facts

Facilities and infrastructure

The huge increases in tourist numbers have been made possible by the rapid development of infrastructure, particularly accommodation.

Transport infrastructure

Queenstown has excellent transport linkages.

- International flights to Australia from Queenstown are operated by both Air New Zealand and Qantas.
- There are daily flights to Auckland, Christchurch, Queenstown and Wellington. About half a million visitors per year pass through Queenstown Airport.
- There are daily bus services to and from Christchurch; also from Dunedin, Invercargill, Te Anau, Milford Sound and the West Coast.
- Major international and all national rental car companies and campervan companies have offices in Queenstown.
- Christchurch is the South Island's gateway city and has numerous links with Queenstown.
- Most overseas visitors arrive by coach tour or hired vehicle; most domestic visitors use a private vehicle.

Accommodation facilities

Queenstown has beds for about 20 000 visitors, ranging in price from NZ\$20 per night for backpacker accommodation, to many hundreds of dollars a night for luxury hotel rooms. The past 30 years have seen a massive increase in the range and amount of accommodation, with several distinct categories, each appealing to different visitors:

- international/premier hotels
- standard hotels/motor inns
- condominiums/apartments/motels
- guesthouses/bed-and-breakfast establishments
- backpacker accommodation/camping facilities.

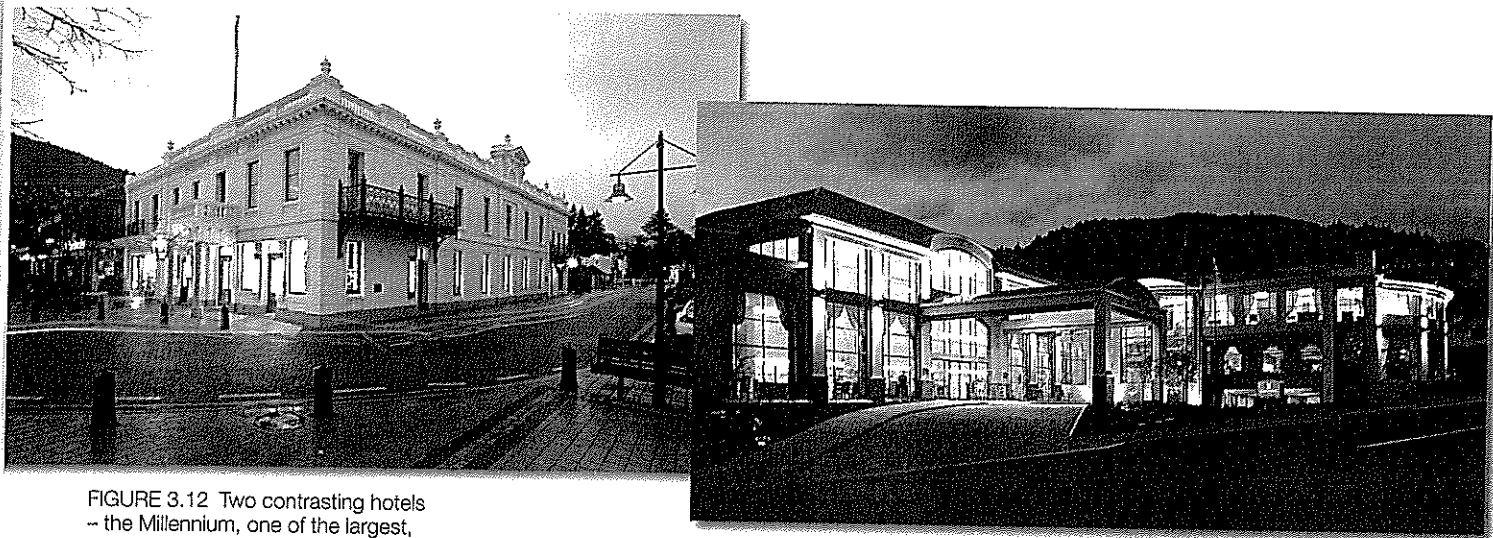


FIGURE 3.12 Two contrasting hotels – the Millennium, one of the largest, and Eichardt's Private Hotel (awarded Best New Small Hotel in the world by international travel expert, Andrew Harper), one of the smallest. Both are located in downtown Queenstown. It costs several hundreds of dollars to spend a night at these hotels. Which segment of the tourist market would choose this type of accommodation?

Other facilities and services

- wide range of banking/money services, and retail outlets
- wide range of restaurants and eating places
- a deserved reputation as a party town, with a large supply of evening entertainment in hotels, restaurants, bars and clubs
- recreational facilities/public amenities.

Other infrastructure

- water supply
- flood protection
- telecommunications
- waste and sewage management, which is still a difficult issue for the region, although existing services are adequate.

Tourism industry

Compared with the tourism industry at most other New Zealand destinations, that of Queenstown is highly developed. It is characterised by:

- innovation
- boom-bust development cycles
- intense competition
- capital-intensive development (Queenstown is big business and attracts capital from overseas as well as from within New Zealand).

Some of the key trends of the past 30 years are listed below.

- **Horizontal integration**, where companies merge similar or competing products into one operation; this was particularly evident in the 1970s, when a number of hotels were bought up and packaged into a chain or merged into an existing chain.
- The use of **overseas capital** in major accommodation projects.
- **Diversification** of tourism operators, as the range and number of tourism operations expand to meet the increased visitor numbers. (The growth of the adventure tourism market, for example, has led to an ever-expanding range of products.)

- As a result, some companies have been able to specialise in providing niche-market products.
- **Intensified tourist activity** at key sites, where companies add facilities and products in order to keep their commercial advantage (for example, the Coronet ski-field has added an increased range of facilities such as restaurants, additional chairlifts, artificial snow-making, in order to compete with the newer Remarkables ski-field).
- Involvement of large companies in a range of tourist operations (**vertical linkages**), such as the Mount Cook Group (transport, attractions and accommodation) and Skyline Enterprises (attractions, accommodation and restaurant).

The retail sector consists, for the most part, of small, owner-operated businesses. Ownership patterns tend to reflect the amount of capital required and the amount of dependence on overseas visitors (see Figure 3.13).

Perhaps more than at any other New Zealand destination, the various sectors of the tourism industry at Queenstown work together, with a Promotion Board ('Destination Queenstown') and well-developed strategic and marketing planning.

Seasonality is a major difficulty facing the owners of facilities which need to be utilised all year round to maximise profits. Destination Queenstown's mission statement is 'to position Queenstown as a four seasons alpine resort destination' and this is used in its marketing plans. A wide variety of activities and festivals are planned to draw visitors to Queenstown in 'off-peak' times.

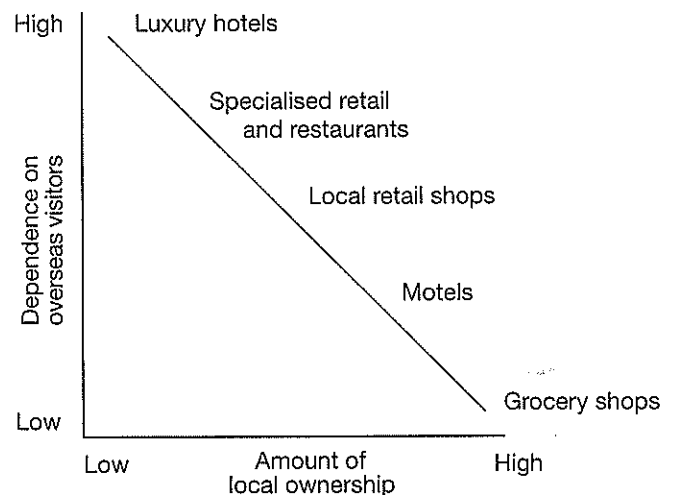


FIGURE 3.13 Ownership and dependence patterns

There is a range of other problems facing the industry:

- Dramatic changes in proportions/numbers of tourists from different TGRs. Given Queenstown's dependence on overseas markets, this is significant because there are wide variations in length of stay and expenditure between nationalities (for example, only 31% of the north Asian market goes to Queenstown).
- Aggressive competition and kickbacks, particularly with retailing, where it has been alleged that some tour companies refuse to allow their clients into particular stores unless commissions are paid on all purchases.
- Closure of retail outlets as a result of competition, high prices for land rentals and high costs of doing business.
- High prices, and the perception of Queenstown as an expensive destination.
- Boom-bust development cycles.

Regulators

Tourism can quite easily spoil or damage fragile natural environments. On the other hand, it can also help preserve them. Queenstown's tourism is built on its natural landscapes, and so the management of natural assets by regulators is particularly important. Further, differing values and perceptions of the managers and users of natural environments mean that there will always be potential for conflict.

A range of groups and agencies are involved in tourism development in the Southern Lakes region. Each has particular objectives based on what it believes to be important. Figure 3.14 shows the main groups involved and their main areas of operation.

Group	Descriptions/examples
Government organisations (local and regional levels)	<ul style="list-style-type: none"> • Southland, Central Otago and Queenstown-Lakes District Councils and Community Boards • Southland and Otago Regional Councils • Southland and Otago Conservation Boards
Government organisations (national level)	<ul style="list-style-type: none"> • Department of Conservation (DOC) • Transit New Zealand
Local communities and interest groups	<ul style="list-style-type: none"> • Concerned with local, specific issues, such as preservation of historic buildings or recreational areas
Ngai Tahu	<ul style="list-style-type: none"> • Tangata whenua, with a stated interest in developing sustainable and environment-friendly tourism
Regional Tourism Organisations (RTOs)	<ul style="list-style-type: none"> • Tourism Central Otago • Destination Queenstown • Fiordland Promotion Association • Tourism Southland
Local promotion groups/associations	<ul style="list-style-type: none"> • Wanaka Promotion Association • Alexandra & Districts Promotion Group • Arrowtown Promotion Association
Tourism organisations (national level)	<ul style="list-style-type: none"> • Hotel Association of New Zealand (HANZ)
Tourism organisations (local and regional levels)	<ul style="list-style-type: none"> • Airport and airline operators

FIGURE 3.14 Groups and agencies involved in tourism development in the Southern Lakes region

Three of the more significant regulators are described below.

The Department of Conservation (DOC)

- Manages many of the areas which attract visitors
- is a direct provider of a wide range of visitor facilities and services (for example, short and long walks, visitor centres, on-site information, car parks and toilets)
- controls, through its concession system, access by the private sector to business opportunities on lands managed by the Department – this involves companies paying for the right to use public land
- administers land where certain tourist attractions are located. Both Coronet Peak and the Remarkables ski fields are on land administered by the Department. There has been a large increase in heli-skiing over recent years on DOC-administered land.

Destination Queenstown

Destination Queensland is an RTO (Regional Tourism Organisation) which has the aim of promoting sustainable tourism development. To do that it has identified the following objectives:

- to provide 'satisfying and distinctive experiences' for visitors
- to provide reasonable long-term returns to investors
- to preserve/protect environmental qualities
- to maintain a level of tourism development that is acceptable to host communities.

Destination Queenstown markets Queenstown to the world through brochures, a web site, trade fairs, and media promotional campaigns.

Queenstown Lakes District Council (QLDC)

The QLDC serves the Southern Lakes area, including Queenstown, Wakatipu area, Wanaka and Arrowtown, as a local authority. A significant recent initiative has been the go-ahead for a \$30 million airport upgrade.

Issues facing regulators

- A lack of funding – although tourism is big business in Queenstown, the population base is small, which means it is difficult to generate funding for development. There are few regional resources compared with those of other international tourism destinations.
- Maintaining safety standards and adequate risk management for adventure tourism activities. The Adventure Tourism Council of the Tourism Industry Association of New Zealand is a forum where codes of practice have been developed.
- Managing different views about ownership and access to wilderness areas.
- Managing the amount and type of development in the towns.



OPERATION OF TOURISM AT QUEENSTOWN – ACTIVITIES

The *Activities menu* at the back of this book has a selection of activities for this section.



Perspectives focus

The Value of Values

Perspectives describe ways of seeing the world, of thinking about land, people and resources. These perspectives are based on values; that is, what we think is important and should guide our behaviour. Ngai Tahu are the recognised 'tangata whenua' of the South Island and have an influential role in the development of the Queenstown and Southern Lakes tourism areas. They are major investors and operators of a number of tourism-related operations. They aspire to apply Māori values to those operations.

Ngai Tahu settled their Treaty of Waitangi claim in 1998. One of the businesses set up was a subsidiary corporation called Ngai Tahu Tourism, which currently has an asset base of \$60.5 million, including:

- boating experiences – Shotover Jet, Dart River Safaris, Huka Jet, Aqua Taxi, Kaiteriteri Kayaks
- guided walks – Hollyford Track, The Guiding Company, Franz Josef Glacier Guides (50% owned)
- eco-tourism – Rainbow Springs, Kiwi Encounter, Whale Watch Kaikoura (partly owned).

Ngai Tahu's overriding philosophy is 'Tino Rangātiratanga – Mo tatou, a, mo ka uri a muri ake hei; Tino Rangātiratanga – For us and our children after us.' This philosophy, with its implied responsibility for the stewardship of assets for future generations, is fundamental to the tribe's thinking. It explains why the Ngai Tahu people decided, collectively, to invest their Treaty settlement, rather than splitting it among the constituent hapū; why it has a policy of the best person

for the job irrespective of whether they are Ngai Tahu; and why it has a policy of making prudent investments for the long term.

'From a Ngai Tahu perspective, good financial results are obviously important. However, it goes a lot deeper than that. At the end of the day I believe our Ngai Tahu shareholders want to also have a sense of pride in their companies. That pride might be reflected in obvious things such as financial results, good press, excellent employers and the like. However, it could also be measured in more simple things, such as having a recognised brand incorporating something that is recognisable to Ngai Tahu people. Good performance in areas like this will give shareholders a personal and emotional stake in the company' (Rakihia Tau, formerly Commercial Manager, Ngai Tahu Tourism).

The kaiwhakahaere (chairman) of Te Runanga o Ngai Tahu is Mark Solomon. 'Unashamedly we are a corporate structure, there's no two ways about that,' Solomon says. 'What makes us different is the values we have imposed upon the structure. It reminds us that we work for our people.'

Those values are listed as whanaukataka (family); manaakitaka (looking after our people); tohukataka (expertise); kaitakitaka (stewardship); and kaikorkiri (warriorship), rakatirataka (upholding the mana of Ngai Tahu).

'It's those values that make it different. We are not just a structure that has shareholders. Those shareholders are the actual owners and we are the servants who report to them.'

Solomon says: 'There is no one as blunt as your own family when they want information. When I go home to talk to Kaikoura I stand in front of my uncles, my aunts, my cousins, my brothers and sisters. Yep, if we make a muck-up here I have to stand in front of them and defend it or explain why it happened. Confrontation only comes up when people don't have the information. We might have a different view on what the result should be but at least they have the same information and we can have the appropriate debate on the marae on the direction we are going.'

Source: Much of the above is quoted from an *Unlimited* magazine article, which can be found at www.unlimited.net.nz/unlimited.nsf/UNID/1498169BE9F7A3A5CC256DE10074DCAB

ACTIVITY

- 1 Study the list of the core philosophy and the values that the tribe says it will bring to its operations. How might these be different for a non-Māori New Zealand company? How might they be different to a foreign-owned company operating in New Zealand?
- 2 Conduct a web search of the company's operations (for example, at www.ngaitahuholdings.co.nz/Holdings/Subsidiaries/Ngai%20Tahu%20Tourism). List examples of how the company implements each of its stated core values.
- 3 Is big business compatible with Ngai Tahu's approach?
- 4 In what ways might all New Zealanders benefit from the core values identified by Ngai Tahu?

Note: See also the Perspectives Focus in Chapter 6 (Rotorua).

► Language note: Ngai Tahu often replace the 'ng' sound with a 'k'.

Spatial patterns

In this section you will learn:

- about ways in which tourism operates in different parts of the Queenstown area
- about ways in which tourism creates spatial patterns of activity in the Queenstown area.

Tourism in Queenstown creates and modifies spatial patterns. Tourism also operates differently in different parts of the Queenstown area (these are spatial variations in the process).

Queenstown – a major New Zealand destination

Queenstown is on New Zealand's economic periphery, located well away from population centres. However, despite its small resident population, it is a significant secondary core and focus of tourism investment at a national level.

New Zealand's shape, and the distribution of tourism resources through it, encourages a linear flow of international tourists. Queenstown attracts large numbers of international tourists who use gateway airports at Auckland and Christchurch, often arriving at one and departing from the other. Queenstown forms the 'end of the line', creating a circular flow of tourists through the region. However, the development of the international airport in 2000 (and major up-coming expansion) has made direct flights from Australia possible, and larger aeroplanes from elsewhere in New Zealand are also able to use the airport. This has increased concentration and significantly reduced 'distance decay'.

Domestic tourist flows to the Queenstown area are quite different. Most domestic tourists are from the major population centres in the South Island. They tend to stay in one location. They have no need of a gateway and are much more likely to have linear, there-and-back trips.

► Distance decay: the further away an area is from where people are, the less influence or 'pulling power' it has.

Queenstown – a regional tourist centre

Study Figure 3.16. Queenstown area's attractions are dispersed through the environment. The effects of increasing tourist activity in the Southern Lakes region has led to an increase in population density and proportion of cultural features in a predominantly natural landscape. Several types of spatial pattern have emerged:

- hierarchy of settlements
- concentrations of phenomena at key service nodes
- clusters of secondary attractions around nodes
- circular pattern of tourist flows
- spatial sorting of tourist types
- dispersal of attractions and some facilities.

Hierarchy of settlements

There is a hierarchy of accommodation/service nodes, based on the quality and amount of attractions and facilities. Queenstown is by far the largest provider of accommodation and has the largest

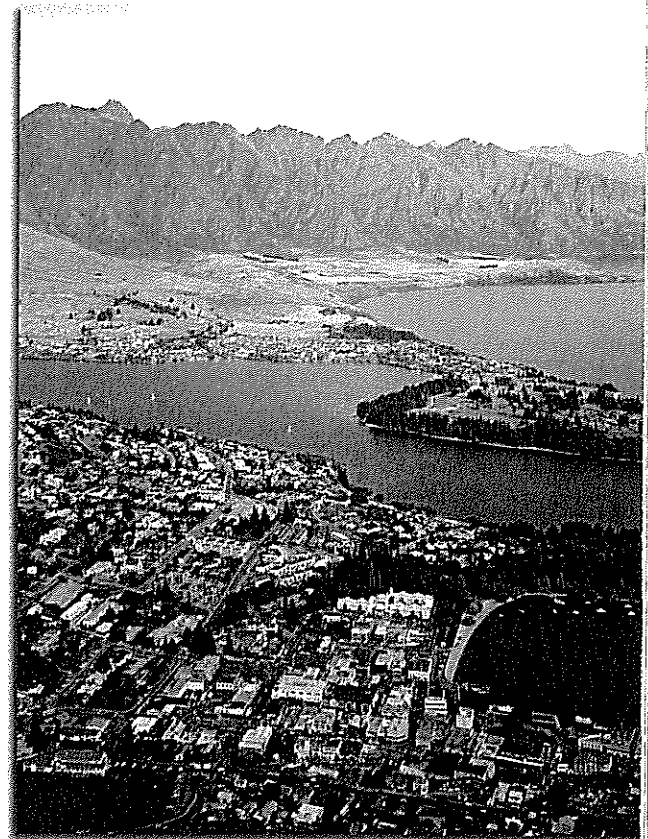
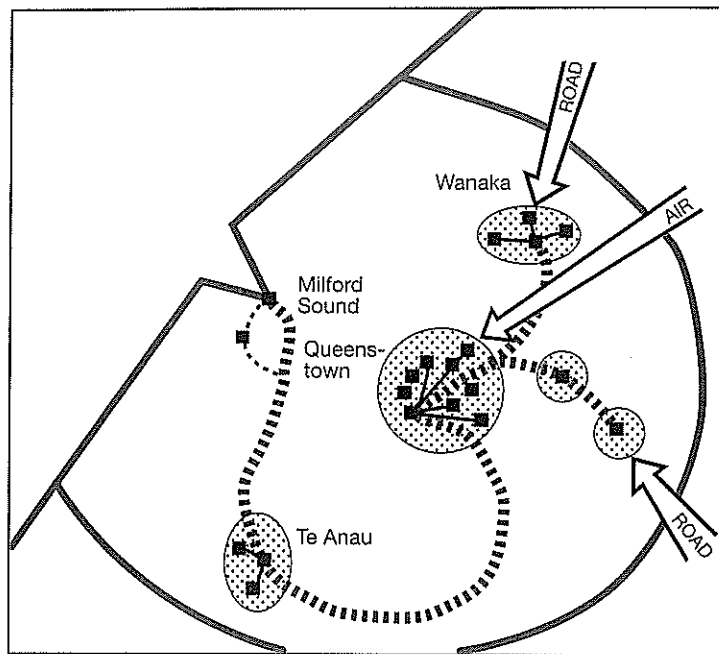


FIGURE 3.15 Queenstown's rapid growth has produced a sprawl of development along the lakeside. With large increases in population and tourist numbers predicted, will this continue or are there other options?



Key

Features

- Tourist region border
- Accommodation/Service node
- Area of tourist activity
- Area with no attractions, few access roads, not used by mid-centric tourists

Linkages

- Route/access into destination
- Circulation corridor
- Link corridor (route between node and attraction)
- Off Road linkage corridor (track)

Linkages not drawn to scale

FIGURE 3.16 Model of spatial flows and patterns in Southern Lakes region

population in the region. Tourist centres such as Queenstown, Arrowtown, Te Anau and Wanaka have a high proportion of tourist accommodation compared with their population, whereas service centres such as Cromwell and Alexandra have the reverse, reflecting their lack of attractions, alternative economic activities and lower cost of living which attracts workers in the tourism industry to live there.

Concentrations of phenomena at key service nodes

The accommodation service nodes consist of a concentration of tourist facilities and have grown out of settlements developed before tourism. The nodes are a focus for flows of tourists, investment capital and other resources. Queenstown, for example, has a concentration of facilities to support tourist activity, with retail, banking and restaurants typically located in the high-density central area of town.

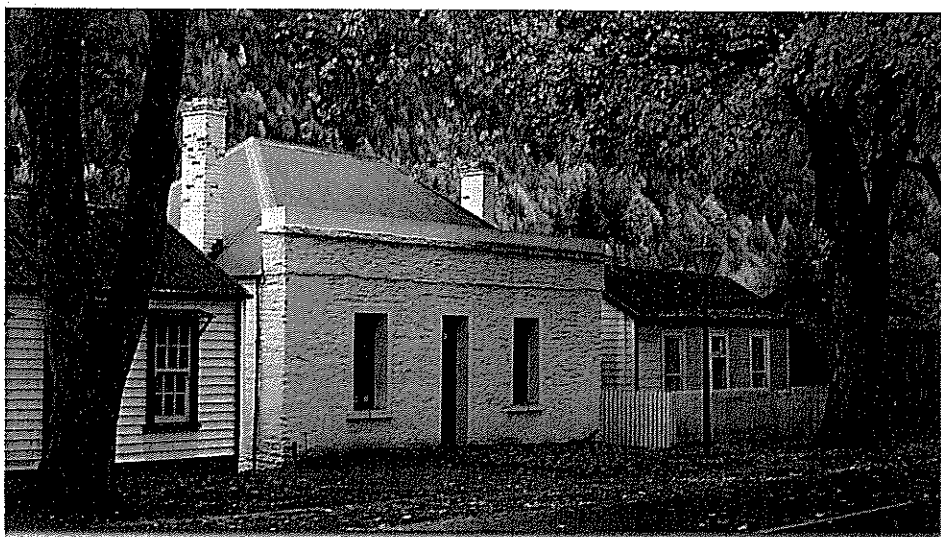
Clusters of secondary attractions around nodes

The nodes attract clusters of secondary 'footloose' attractions. These include pubs, nightclubs, museums and other displays, parks, rides, a fun parlour, a cinema and Māori culture performances.

A circular pattern of tourist flows

Transport linkages emphasise a circular flow of tourists.

- There are three major access routes which bring tourists to the Queenstown area (two road and one air), and these shape the accessibility patterns for all parts of the destination.



- There is a secondary route through the destination region, which links the service nodes together and becomes a 'circulation corridor'.
- Third-level roads link the nodes and attractions, and these roads become a 'linkage corridor'.
- The majority of tourists use Queenstown as a base, from which they visit other sites in the region such as Milford Sound and Arrowtown.

FIGURE 3.17 Arrowtown, with its gold-mining history, more than 70 protected buildings and photogenic setting, is a popular secondary attraction and accommodation centre.

Spatial sorting of tourist types

As tourist numbers increase, those who are sensitive to high levels of development will seek out alternative sites and activities, found in areas seldom used by psychocentric and mid-centric tourists and/or sites lower down the hierarchy such as Wanaka or Te Anau. In this way, the effects of tourism are spread through the region and individual sites each go through a range of development phases.

Dispersal of attractions and some facilities

Queenstown's appeal comes from particular sites where there is a natural attraction, such as mountains, snow, a canyon or rivers and lakes. These are at fixed locations, dispersed through the environment.

However, these attractions are accessed from the centre, with transport provided from Queenstown to the attraction and back, which increases the level of concentration. The majority of tourist trips are like this. At times the journey becomes a significant part of the attraction (for example, on the TSS *Earnslaw* or a ride through Skipper's Canyon).

► An enclave is a small, clearly defined space with a concentration of phenomena, situated in a larger area.

Spatial patterns at Queenstown

Tourism phenomena form a range of patterns.

- Linear patterns of accommodation and residential development (such as time-share and holiday homes) have formed along arterial routes. This is the result of rapid population and tourism growth, the rising cost of living at the centre, and high demand for views and accessibility. This has led to a sprawl of new development along the shores and hillsides of Lake Wakatipu (Figure 3.15).
- Some secondary attractions are also located along main roads leading out of town, such as the Cattledrome, wineries and Goldfields Town Museum Park.
- The clustering of accommodation, which forms a location hierarchy.
- The concentration of facilities in the central high-rent area, with services such as retail outlets, restaurants, banks/money-changers and tourist information.
- The concentration of secondary attractions in the town also, such as the Gondola, Motor Museum, Underwater World and the TSS *Earnslaw*.
- A service zone in the area surrounding the centre, with offices of tourism operators, transport hubs and collection points to take tourists to the dispersed attractions.



SPATIAL VARIATIONS OF TOURISM AT QUEENSTOWN – ACTIVITIES

The *Activities menu* at the back of this book has a selection of activities for this section. Note: See also the Perspectives Focus in Chapter 6 (Rotorua).

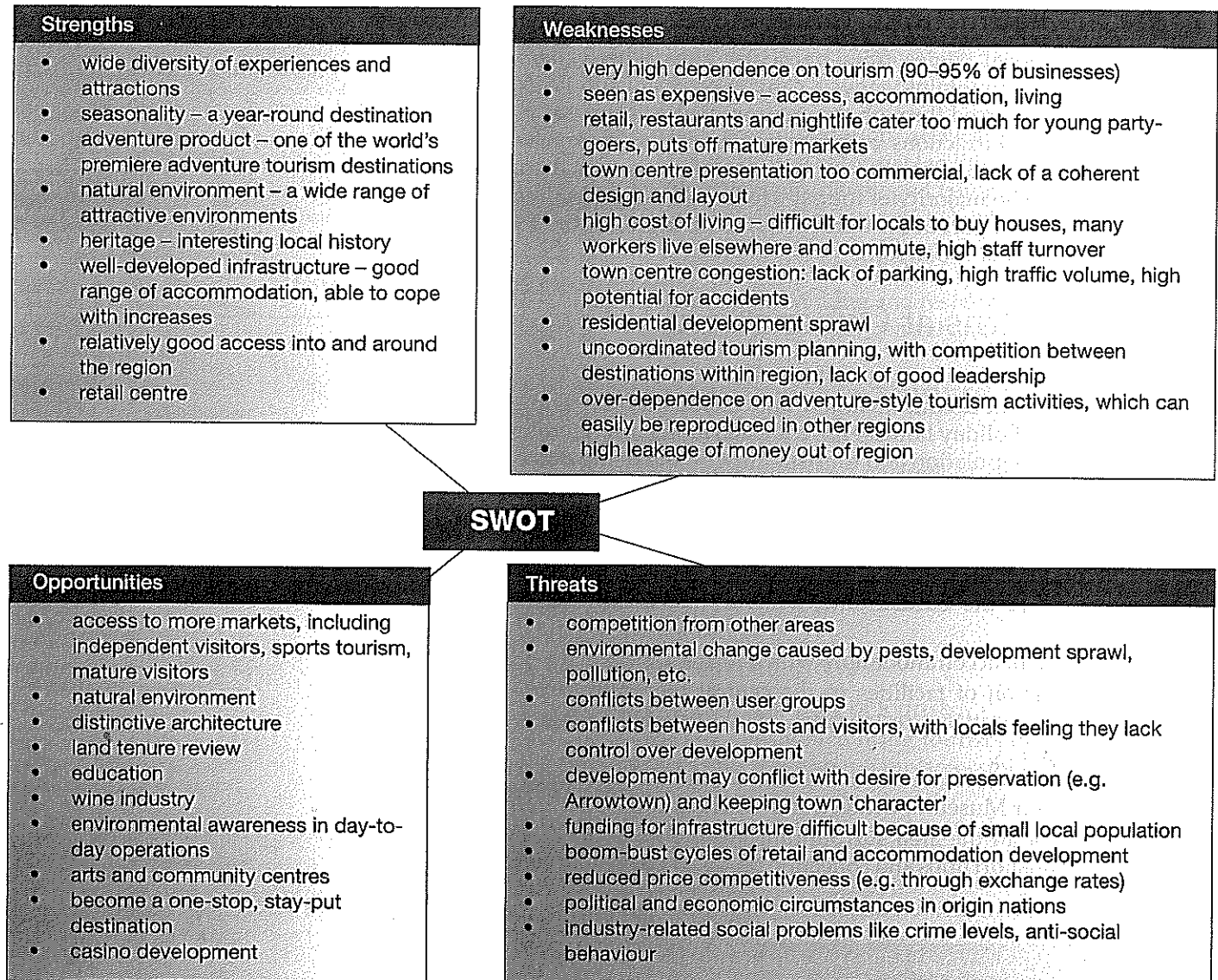


Queenstown tourism: impacts and issues

In this section you will learn about:

- the effects of tourism on people and places in Queenstown.

A SWOT analysis included in the first edition of this text highlighted a range of strengths, weaknesses, opportunities and threats facing Queenstown (summarised in Figure 3.16). What has happened in the 10 years since then? Is Queenstown making progress? What is 'progress' for Queenstown?



Source: Adapted from NZTB (1997)

FIGURE 3.18 SWOT analysis

EFFECTS OF TOURISM AT QUEENSTOWN – ACTIVITIES

The *Activities menu* at the back of this book has a selection of activities for this section.

PERSPECTIVES FOCUS – ACTIVITIES

The *Activities menu* at the back of this book has some other activities for this section.