



**MINISTRY OF BUSINESS,  
INNOVATION & EMPLOYMENT**  
HĪKINA WHAKATUTUKI



Department of Conservation  
*Te Papa Atawhai*

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# New Zealand-Aotearoa Government Tourism Strategy

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Te puāwai tonu o Aotearoa i te tupu tonu o te ao tāpoi

Enrich New Zealand-Aotearoa through sustainable tourism growth

MAY 2019



New Zealand Government



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# New Zealand-Aotearoa Government Tourism Strategy

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<b>MBIE</b>	Ministry of Business, Innovation and Employment
<b>DOC</b>	Department of Conservation
<b>TNZ</b>	Tourism New Zealand
<b>NZTE</b>	New Zealand Trade and Enterprise
<b>MFAT</b>	Ministry of Foreign Affairs and Trade
<b>NZMT</b>	New Zealand Māori Tourism
<b>TIA</b>	Tourism Industry Aotearoa
<b>NZTA</b>	New Zealand Transport Agency
<b>RTO</b>	Regional Tourism Organisations
<b>MCH</b>	Ministry of Culture and Heritage
<b>INZ</b>	Immigration New Zealand
<b>MPI</b>	Ministry for Primary Industries
<b>TPK</b>	Te Puni Kōkiri
<b>MOT</b>	Ministry of Transport
<b>DIA</b>	Department of Internal Affairs
<b>MHUD</b>	Ministry of Housing and Urban Development
<b>LINZ</b>	Land Information New Zealand



Photo: Fraser Clements

## Tourism is important to New Zealand-Aotearoa

New Zealand-Aotearoa is a special place, and more and more visitors want to see our beautiful country. Visitors, both Kiwis exploring their own backyard, as well as visitors from overseas, contribute significantly to our country.

Tourism creates inclusive growth by distributing economic opportunities and bringing social benefits across our regions, cities and communities. It allows us to celebrate our unique Māori culture. International visitors buy our products and services, which contributes to the success of other export sectors and grows our reputation internationally. Tourism provides a pathway for many to enter the workforce, gaining important skills. We also want people working in tourism to transition into high-value jobs and improve the productivity of the sector.

### STATISTICS

- › 35% growth in visitor arrivals in the last 5 years
- › 51% growth in spend in the last 5 years
- › 3.9 million annual international visitors
- › 60% tourism spending is by domestic visitors
- › 5.1 million annual visitors by 2025
- › \$16.2 billion or 20% of exports
- › \$15.9 billion direct, \$11.1 billion indirect contribution to GDP
- › 216,000 people employed – approx. 8% of total workforce
- › NZ population 4.9 million - half a million increase in the last six years



Recent visitor growth has increased the benefits of tourism, but it has also highlighted that the challenges need to be more carefully thought through. The costs and benefits from tourism do not always fall in the same place, which can lead to under-investment in the infrastructure required to support visitors and our communities. So visitor growth can create infrastructure pressures, overcrowding, increased pressure on our roads and environmental impacts.

The recent pace and scale of visitor growth has effectively outstripped the capacity of our system to respond in some areas. This means that the economic and other opportunities afforded by this growth are not being fully realised, and the pressures created are not always adequately managed.

We want our tourism growth to be productive, sustainable and inclusive. This is to help us grow New Zealand-Aotearoa for all, improve the wellbeing of New Zealanders and to protect and restore our natural environment.

To make sure of that, we are taking a more active, deliberate and coordinated approach to tourism.

## Steering the system in the right direction

Our current tourism system is not set up to make the most of these opportunities. It needs better coordination and planning as well as sustainable funding arrangements that are responsive to visitor growth. A coordinated approach is critical, with different government agencies, industry and local government working together for the best results.

We need to strengthen our stewardship of the tourism system and work more actively with iwi, hapū and tangata whenua, local government, industry, businesses, regions and communities to shape future growth, manage its impact and better coordinate investments.

The New Zealand-Aotearoa Government Tourism Strategy sets out how we propose to do this.

## Building meaningful partnerships

To have a well-functioning tourism system we need to build more meaningful partnerships. This will mean working with Treaty Partners to ensure effective engagement with Māori. We will encourage, enable and support partnerships between Māori tourism enterprise, iwi, hapū and tangata whenua and government, industry, businesses, regions as well as communities to engage and collaborate on projects that lead to improved tourism outcomes.

### TIKANGA VALUES

*This Tourism Strategy draws on tikanga values that underpin sustainable tourism growth in New Zealand -Aotearoa, they are:*

- › **ōhanga/whairawa** (economic prosperity and wellbeing),
- › **manaakitanga** (shared respect, hospitality, generosity and care for others),
- › **kaitiakitanga** (guardianship/sustainability),
- › **whanaungatanga** (a sense of family and belonging, relationships built on shared experiences and working together).



## A well-functioning tourism system

We want to make sure the many benefits of tourism are realised, while managing the impacts. This requires a tourism system that is able to create a clear direction, adapt to external changes, and bring communities along with it. The government plays an important role in ensuring the tourism system delivers this. It does this in two main ways:

- › As a **steward**, government looks across the whole tourism system to make sure that it is working effectively, and that the other participants have the incentives, information and capability to play their respective roles. Government has a role to ensure meaningful engagement with Māori, help shape visitor demand, help ensure the market can respond to that demand, and coordinate, facilitate and regulate activity and outcomes across the system.
- › Government also operates as an **actor** in the tourism system directly through its own investments and interventions – for instance by providing public goods used by visitors such as roads, broadband and amenities on public conservation lands. This requires it to ensure its own interventions are joined up across multiple agencies, and well-aligned with those of industry and regional players.

The government is taking a stronger role as the **steward** of the tourism system to improve coordination, planning and sustainable funding. Government will more actively partner with iwi, hapū and tangata whenua, local government, and other regional stakeholders on tourism development and dispersal, and better align its regional tourism-related investments and interventions. Government is also a regulator of some activities to help ensure the tourism system is functioning well. Tourism intersects with many other government policy levers including the management of and access to public conservation lands and waters, resource management, international air services, border security, biosecurity, and health and safety. All of these provide a framework to help manage tourism activity. Effective government coordination of these roles is important for the long-term performance of the tourism system.

## An All-of-Government approach to the tourism system

The government's tourism outcomes are long-term and aspirational in nature. The cross-cutting nature of tourism means that this Tourism Strategy sits in the context of a range of other intersecting government strategies and work programmes.

The Tourism Strategy is being led by the Ministry of Business, Innovation and Employment with the Department of Conservation. But there are other government agencies that have an important part to play in achieving our tourism outcomes such as Tourism New Zealand, the New Zealand Transport Agency, the Department of Internal Affairs, Immigration New Zealand, Te Puni Kōkiri, Ministry for Primary Industries, Ministry of Culture and Heritage, Ministry of Transport, New Zealand Trade and Enterprise and the Ministry of Foreign Affairs and Trade.

There are also other parts of government that sit separately but connect to the tourism system, such as, international education, health and regional economic development. There are also important roles in the tourism system for Treaty Partners, local government, industry, businesses, regions and communities.

A large number of government and non-government actors play interconnected roles to help ensure the tourism system functions effectively.

## Government Investment Framework for Tourism

To support the government's role as a **steward** and **actor**, we have developed a government investment framework for tourism to successfully coordinate activity across the tourism system and enable government to make choices about how, when and where it intervenes or invests to support the outcomes of the strategy – both at a national and a regional level.

At a regional level, there are five key areas to focus on to support well-functioning regional visitor destinations:



**Attractions** – visitors need things to do and see – this influences how long they stay and how much they spend

**Awareness** – visitors need to know what's on offer – this will drive visitor numbers and spend across the year

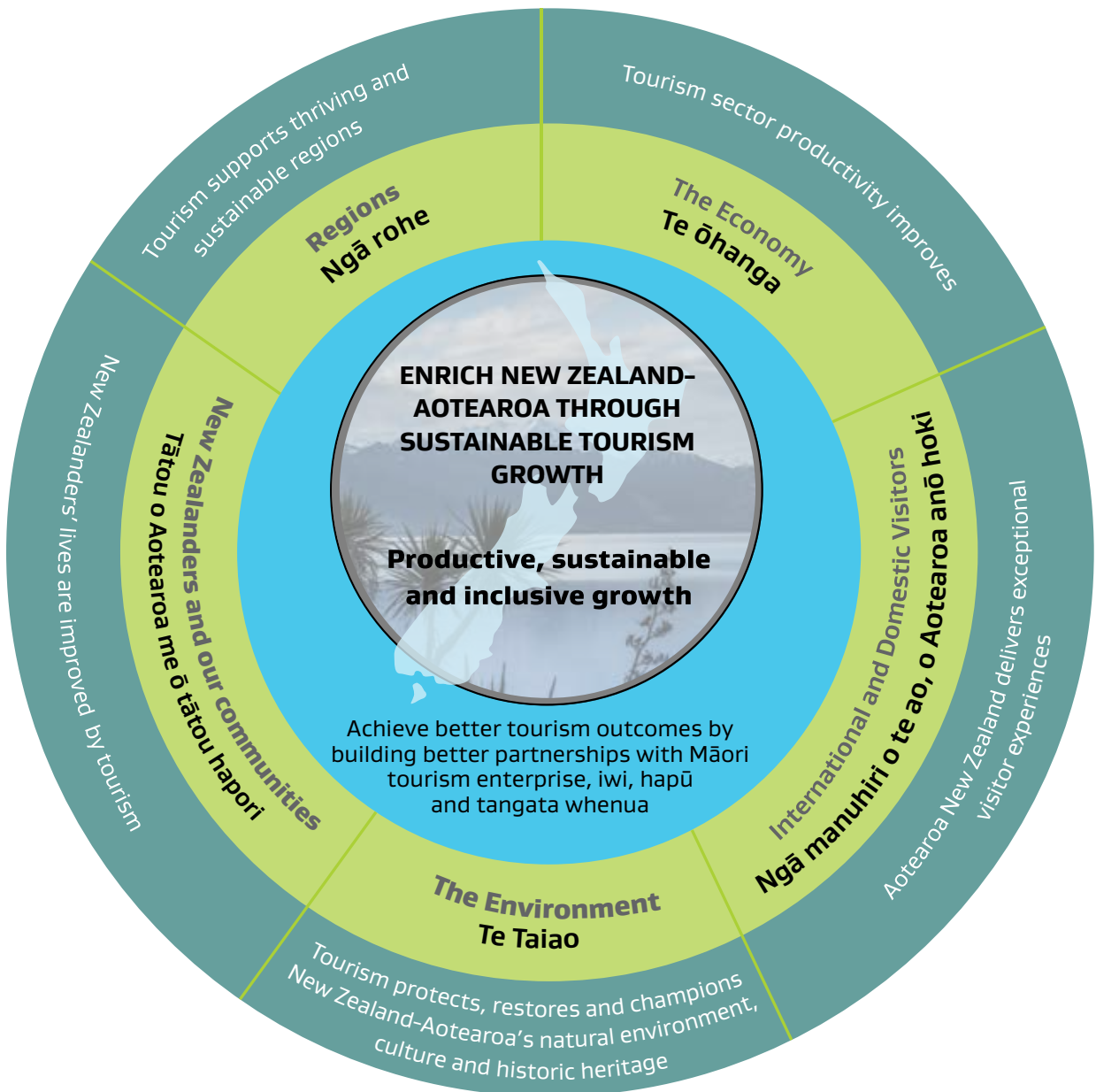
**Access** – visitors need to be able to get to where they want to visit safely in a timely way for an appropriate cost. This includes air, road, rail, sea, trails and cycleways

**Amenities** – visitors need accommodation, retail and hospitality, drinking and waste water and other infrastructure

**Attitudes** – communities need to want to welcome visitors to their region

## Government's goals for tourism

We want to te puāwai tonu o Aotearoa i te tupu tonu o te ao tāpoi  
- enrich New Zealand-Aotearoa through sustainable tourism growth.





## Enriching Aotearoa

'Enrich' means we want tourism to improve New Zealanders' social, cultural, environmental and economic wellbeing. It links back to the productive, sustainable and inclusive growth objectives of the government's economic strategy.

### 'Sustainable' growth

'Sustainable' includes environmental, social and economic sustainability. We need to make sure the natural environment is protected and enhanced, that communities embrace visitors, and that we are economically better off. These are not issues to be traded off against each other – a well-functioning tourism system will see these considerations working together.

This will mean building better partnerships with iwi, hapū and tangata whenua across all outcomes of the strategy.

It recognises the impacts of climate change on the industry, building a low-emissions and climate resilient economy and supports the government's focus for a just transition to a 'clean, green, and carbon-neutral New Zealand-Aotearoa'. Importantly, it recognises the environment – our natural capital – as the economic foundation of New Zealand-Aotearoa and growth will need to be created within ecological limits.

A focus on sustainable growth is a natural fit with where the industry is heading, as can be seen by Tourism Industry Aotearoa (TIA) emphasis on sustainability through its *Tourism 2025 and Beyond: Sustainable Growth Framework*.

Sustainable tourism growth has the potential to significantly boost our economy, bring greater prosperity to our regions, protect and support our environment, and improve New Zealanders' quality of life and wellbeing.



## The outcomes

Government cannot achieve these tourism outcomes alone. We need everyone – Treaty Partners, central and local government, the tourism industry and New Zealanders to work together to manage and mitigate the impacts of more visitors. Each actor plays an important role in the tourism system.

To enrich New Zealand-Aotearoa through sustainable tourism growth, the Tourism Strategy sets out five integrated outcomes. A productive te ōhanga/economy requires a healthy functioning te taiao/environment to support it. It's the drawcard for ngā manuhiri o te au, o Aotearoa anō hoki/ international and domestic visitors seeking quality experiences which we must protect and restore to sustain tourism in New Zealand-Aotearoa. Tourism should benefit tātou o Aotearoa me ō tātou hapori/New Zealanders and our communities through jobs, education and growth, and spread these benefits across our ngā rohe/regions.



Photo: Graeme Murray



Theme	Outcome	Focus
<b>Te ōhanga</b> The economy	Tourism sector productivity improves	This focuses on the type of growth that we want tourism to deliver – with an emphasis on lifting the productivity of the sector.
<b>Te Taiao</b> The environment	Tourism protects, restores and champions New Zealand-Aotearoa’s natural environment, cultural and historic heritage	Our natural environment is the backbone of New Zealand-Aotearoa’s economy, culture and wellbeing. To achieve sustainable tourism growth, we must protect the environment and manage activity within its limits so New Zealand-Aotearoa will be in great shape for the next generation.
<b>Ngā manuhiri o te ao, o Aotearoa anō hoki</b> International and domestic visitors	New Zealand-Aotearoa delivers exceptional visitor experiences	To ensure the sustainability of the tourism sector New Zealand-Aotearoa needs to develop and promote high-quality, authentic visitor experiences that draw on New Zealand-Aotearoa’s unique visitor proposition.
<b>Tātou o Aotearoa me ō tātou hapori</b> New Zealanders and our communities	New Zealanders’ lives are improved by tourism	For New Zealand-Aotearoa to achieve sustainable tourism growth we require the support of New Zealanders and our community.
<b>Ngā rohe</b> Regions	Tourism supports thriving and sustainable regions	We want to make sure that sustainable tourism growth is inclusive and the benefits of tourism are distributed across all regions in New Zealand-Aotearoa.

## Measuring the implementation of the Tourism Strategy

The Strategy signals that government take a more deliberative and active approach to manage the tourism system in New Zealand-Aotearoa. This will mean understanding and evaluating how we are doing and will be a key part of implementing the Strategy.

As an all-of-government strategy, progress of its implementation will be monitored by the Government Chief Executives' Tourism Group. This group consists of the heads of the government agencies with key roles within the tourism system: Ministry of Business, Innovation, and Employment, Department of Conservation, Tourism New Zealand, the Department of Internal Affairs, Ministry of Culture and Heritage, Ministry of Transport, New Zealand Transport Agency, State Services Commission and the Department of Prime Minister and Cabinet.

The Strategy will be used to ensure alignment of government activities and investment in tourism. It will inform the development of the international conservation and tourism visitor levy investment planning, guide the development of the regional destination management plans, and other government investment decisions in tourism like local and regional transport planning.

The Tourism Strategy will continue to evolve to the changing needs of communities and the industry. Government will assess its progress towards the outcomes and success indicators. The Strategy identifies the government's current work programme priorities. Agencies will track progress of the work streams and actions on an annual basis. The actions will be reset regularly and new actions to support the Strategy's outcomes and work streams will be added as we evaluate progress on the Strategy.

To do this, we will need to improve our ability to measure what matters. To track progress of the Strategy we will need to develop a full picture of how the tourism system is operating. MBIE is consulting with stakeholders to improve our data and insight and will be implementing the priority actions from the Tourism Data Domain Plan. Government will also undertake evaluations to help assess government interventions and investments and how we are tracking against the outcomes of the Strategy.

MBIE is developing a Sustainability Dashboard that will establish a set of indicators to help measure tourism in New Zealand-Aotearoa. The dashboard will be one tool for government and industry to measure change over time across a broad range of sustainability measures.

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# New Zealand-Aotearoa Government Tourism Strategy

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## IMPLEMENTING THE TOURISM STRATEGY



Government has developed a work programme and actions across the five outcomes. We have also prioritised four top actions for Government that will deliver across multiple outcomes.

## TOP PRIORITIES FOR GOVERNMENT FOR 2019/2020

The top priority actions for Government's stewardship role that will deliver across multiple outcomes are:



### Coordination across the tourism system

The Ministry of Business, Innovation and Employment and the Department of Conservation will take a leadership approach to coordinate the Government's tourism efforts across the public sector. We want to improve tourism outcomes by taking an all-of-Government approach to the tourism system and look for opportunities to engage and coordinate with whanau, iwi, hapū, tangata whenua, local government, industry, businesses, regions and communities.



### Long-term Sustainable Funding Mechanisms

Long-term Sustainable Funding Mechanisms, including implementing the International Visitor Conservation and Tourism Levy and accompanied strategic investment plan, identifying and responding to the tourism-related actions arising from the Productivity Commission Inquiry into local government funding and consider and evaluate options to allow more strategic revenue and pricing decisions by the Department of Conservation.



### Destination Management and Planning

Destination management and planning, including working with local government and other regional stakeholders to take a strategic, coherent and consistent approach when deciding how they want to plan, manage, market and develop their destinations. This includes collaborative spatial planning projects with local government. In the short term, Government will identify priority regions to work with directly and develop guidelines to be shared with other regions.



### Better Data and Insight

Better data and insight, including implementing the Tourism Data Domain Plan, identifying future trends that could impact on the tourism system and coordinate and share data and insight to support the industry.

## TE ŌHANGA THE ECONOMY

### Outcome: Tourism sector productivity improves

This focuses on the type of growth that we want tourism to deliver – with an emphasis on lifting the productivity of the sector. We want the value of tourism to continue to grow faster than volume, with visitor demand spread across the year and across our regions. We want tourism productivity to improve, creating higher value jobs and higher wages. We want to deliver greater value from tourism to New Zealanders. The tikanga principles that provide the foundation for productivity improvement in New Zealand-Aotearoa are ōhanga/whairawa (economic prosperity and wellbeing).

Focusing on these areas will help the economic sustainability of tourism, ensure our industry is resilient to shocks and the tourism system is underpinned by secure, responsive funding streams that can be used to maintain and build the quality infrastructure, amenities and attractions our visitors expect.

#### What would long-term success look like?

- › the value of the industry continues to grow faster than the volume of visitors
- › the regional spread of visitors has grown
- › the seasonal spread of visitors has expanded
- › the costs of managing attractions, access and amenities are being met through sustainable, secure, and equitable funding streams
- › the skill level and capability of the industry's workforce has grown
- › the industry is using more innovative technologies and systems to create higher quality jobs
- › capital investment in the industry and the utilisation of existing amenities has improved

#### Work streams and actions

<b>Increase tourism's value</b>	<p>Continue New Zealand-Aotearoa's marketing strategy of targeting for high-value visitors to travel to New Zealand-Aotearoa during off-peak and shoulder seasons (TNZ)</p> <p>Continue New Zealand-Aotearoa's marketing strategy to target and attract a diverse range of markets and high-value segments to ensure New Zealand-Aotearoa is resilient to shocks (TNZ)</p> <p>Government is joined up through the Tourism Chief Executives' group to address policy issues such as lifting value and addressing seasonality (MBIE, DOC, TNZ, NZTA, MoT, DIA, MCH)</p> <p>Identify markets where coordinated NZ Inc work is needed (NZ Inc agencies)</p>
<b>Establish long-term sustainable funding mechanisms</b>	<p>Implement the International Visitor Conservation and Tourism Levy (MBIE, DOC)</p> <p>Enhance compliance systems for concessions - high-impact sites and activities (DOC)</p> <p>Consider and evaluate options to allow more strategic revenue sites and pricing decisions by DOC (DOC)</p> <p>Support local government and industry to identify and develop reliable funding streams (DIA, MBIE)</p> <p>Identify and implement tourism-related actions arising from the Productivity Commission inquiry into local government funding (DIA, MBIE)</p>
<b>Lift tourism system capability</b>	<p>Continue to build up the skill levels in the workforce through education and training, addressing skill shortages through immigration settings and labour market policy such as minimum wages and employment laws (MBIE)</p> <p>Work with the industry and education providers to strengthen pathways from education into tourism employment (MBIE)</p> <p>Increase our understanding on the support needed for tourism businesses, including Māori tourism operators, to build capability (MBIE)</p>
<b>Strengthen data and insights</b>	<p>Implement the Tourism Data Domain Plan (MBIE)</p> <p>Identify future trends and global megatrends that could impact on the New Zealand-Aotearoa tourism system (MBIE, TNZ)</p> <p>Coordinate and share data and insights to support the industry (MBIE, TNZ)</p>

## TE TAI AO THE ENVIRONMENT

### Outcome: Tourism protects, restores and champions New Zealand-Aotearoa’s natural environment, cultural and historic heritage

Our natural environment is the backbone of New Zealand-Aotearoa’s economy, culture and wellbeing. To achieve sustainable tourism growth, we must protect the environment and manage activity within its limits so New Zealand-Aotearoa will be in great shape for the next generation. Our guiding tikanga principle for this outcome is kaitiakitanga – guardianship and sustainability.

This outcome signals the importance of restoring and protecting the quality of the natural environment, culture and historic heritage that international visitors come here to experience, and New Zealanders want to protect. This means focusing on tourism as part of the shift to a low emissions and climate resilient economy, the need to protect our natural environment from biosecurity and others risks, and how tourism can contribute to conservation and manage its impacts on public conservation lands.

Tourism can be a champion for the restoration of the natural environment and show other industries and sectors how it can be done successfully. Tourism can also encourage international visitors and New Zealanders to better connect to, and value, New Zealand-Aotearoa’s land, people, heritage and stories, particularly in relation to Māori tourism and culture.

#### What would long-term success look like?

- › the industry is leading the world in environmentally sustainable tourism
- › the industry is playing its role in response to climate change and New Zealand-Aotearoa’s transition to a low emissions economy
- › visitors and the industry are contributing more to restoring and protecting New Zealand-Aotearoa’s natural environment, cultural and historic heritage
- › visitors have greater awareness of conservation and biosecurity risks and the importance of following best practice to protect our natural environment, cultural and historic heritage
- › stories about the protection of the land, people and history are at the heart of New Zealand-Aotearoa’s tourism industry

#### Work streams and actions

<b>Protect and restore New Zealand-Aotearoa’s natural capital and indigenous biodiversity</b>	<p>Build a deeper understanding of the impacts of increased tourism and visitors on the natural environment, culture and historic heritage (DOC, MBIE)</p> <p>Consider and respond to the recommendations from the Parliamentary Commissioner for the Environment’s report into tourism (MBIE, DOC)</p> <p>Implement the International Visitor Conservation and Tourism Levy (DOC, MBIE)</p> <p>Build a pathway to enable tourism businesses to easily undertake conservation restoration (DOC)</p>
<b>Transition to a low-emissions and climate resilient New Zealand-Aotearoa</b>	<p>Deepen understanding of the implications for the tourism industry of climate change and the move towards a low-emissions economy (MBIE)</p>
<b>Encourage visitors to act as guardians of New Zealand-Aotearoa</b>	<p>Raise visitors’ awareness of their role in minimising the risk of introducing and spreading pests and diseases (MPI, DOC)</p> <p>Continue to build Tiaki Care for New Zealand and behaviour change initiatives alongside the industry to promote positive visitor behaviour (MBIE, TNZ, DOC)</p>



## NGĀ MANUHIRI O TE AO, O AOTEAROA ANŌ HOKI INTERNATIONAL AND DOMESTIC VISITORS

### Outcome: New Zealand-Aotearoa delivers exceptional visitor experiences

To ensure the sustainability of the tourism sector, New Zealand-Aotearoa needs to develop and promote high-quality, authentic visitor experiences that draw on New Zealand-Aotearoa's unique visitor proposition of our people and our place. The tikanga principle for this outcome is manaakitanga - reflecting the importance of our warm welcome and care for all our visitors and ensuring their safety whether hiking in the outdoors or driving in our communities.

This outcome signals the importance of a coherent national visitor proposition that links across all of New Zealand regions and supports regions to build their own unique proposition. We want to enable Treaty Partners to tell their stories and share the value of our places. Developing a stronger understanding of the future visitor markets – preference, travel patterns, and behaviour – will be central to delivering high-quality experiences, encouraging innovation in the industry, and ensuring New Zealand-Aotearoa remains an attractive destination.

### What would long-term success look like?

- › New Zealand-Aotearoa has a coherent visitor proposition that reflects the strengths of its regions
- › New Zealand-Aotearoa's tourism offering is delivering on its brand promise
- › Māori culture is at the heart of New Zealand-Aotearoa's tourism offering
- › tangata whenua are supported to tell their stories and share the value of our places
- › visitors enjoy world-class, authentic and safe experiences that showcase New Zealand-Aotearoa's nature, culture and history
- › New Zealand-Aotearoa welcomes visitors from a diverse range of overseas markets
- › the industry is generating 'game-changing' new ideas and initiatives
- › New Zealand-Aotearoa delivers safe experiences for visitors

### Work streams and actions

<b>Build and maintain New Zealand-Aotearoa's brand proposition</b>	<p>Maintain and invest in New Zealand's brand visitor proposition and marketing (TNZ)</p> <p>Incorporate people and culture into the destination brand (TNZ)</p> <p>Encourage clear regional brand propositions through Destination Management planning (MBIE)</p>
<b>Deliver high-quality, authentic visitor experiences</b>	<p>Enable and support iwi, hapū and tangata whenua to tell their stories and share the value of places (MBIE, DOC, TNZ, TPK, and MCH)</p> <p>Work with others to increase the awareness of the opportunities for Māori tourism and ways to deliver authentic experience that reflect tikanga (MBIE and others)</p> <p>Continue to develop experiences on public conservation land including, opening the Paparoa Track and Pike29 Memorial Track Great Walk, and identify at least one new Great Walk (DOC)</p> <p>Improve the quality of Tohu Whenua (MCH, Heritage NZ, DOC and MBIE)</p>
<b>Visitor market monitoring and forecasting data</b>	<p>Visitor analysis, insights and forecasting (MBIE, TNZ, DOC)</p>
<b>Encourage safe experiences</b>	<p>Continue work to improve visiting driver safety (NZTA, TNZ)</p> <p>Enhance coordination and collaboration among agencies and the industry on visitor safety in the outdoors (MOT- New Zealand Search and Rescue Council, DOC, TNZ)</p> <p>Continue work on appropriate risk tolerances for visitor experiences on public conservation land (DOC)</p>

## TĀTOU O AOTEAROA ME Ō TĀTOU HAPORI NEW ZEALANDERS AND OUR COMMUNITIES

### Outcome: New Zealanders' lives are improved by tourism

For New Zealand-Aotearoa to achieve sustainable tourism growth, we require the support of New Zealanders and our community. We need to address the system pressures in our communities to build the social sustainability and resilience of the industry. Our tikanga principle for this outcome is whanaungatanga (a sense of family and belonging, relationships built on shared experiences and working together), which characterises the connections between New Zealanders and visitors. Government must ensure meaningful engagement and involvement for tangata whenua.

This outcome signals the importance of tourism providing benefits beyond the economic, to focus on wellbeing. Well managed tourism can provide social and cultural improvements to New Zealanders' lives too – together these drive community support. It will mean better understanding of tangata whenua and community aspirations from tourism and enable meaningful involvement to manage tourism growth in their rohe and community. It also needs to enable New Zealanders to continue exploring New Zealand-Aotearoa, to be willing to showcase the best of their communities to visitors and to be confident to join the industry because it will provide a long-term career pathway.

### What would long-term success look like?

- › the experiences of New Zealanders in their own country are enhanced and tourism is helping create vibrant communities and connected places to live
- › New Zealanders are enjoying hosting visitors within their communities and manaakitanga is at the centre of the experience
- › employment within the industry is a valued career pathway and more New Zealanders are employed within the industry
- › tangata whenua are supported to engage in the tourism decision-making and planning processes
- › New Zealanders are able to be involved in the planning and decision-making about tourism within their communities

### Work streams and actions

<b>Opportunities for Māori, iwi and mana whenua</b>	Work with tangata whenua, iwi and hapū to support effective engagement in tourism destination management and planning at place (MBIE, DOC)
<b>Value New Zealanders' experiences'</b>	<p>Implement recommendations of the Responsible Camping Working Group (MBIE, DIA, DOC)</p> <p>Continue TNZ's destination readiness work programmes, including support to the industry (TNZ)</p> <p>Enhance coordination between agencies to communicate the success of the Strategy (MBIE, TNZ, DOC)</p>
<b>Contribute to vibrant New Zealand-Aotearoa communities</b>	<p>Work with the industry and education provides to strengthen pathways from education into tourism employment (MBIE)</p> <p>Community amenities and infrastructure in place – Tourism Infrastructure Fund (MBIE)</p> <p>Immigration settings (MBIE)</p>

## NGĀ ROHE REGIONS

### Outcome: Tourism supports thriving and sustainable regions

We want to make sure that sustainable tourism growth is inclusive and the benefits of tourism are distributed across all regions in New Zealand-Aotearoa. An optimal tourism system will have all regions in New Zealand-Aotearoa able to grow their tourism industries in a way that enhances the overall wellbeing of their communities – economic, social and environmental. This draws together all the tikanga principles of ōhanga/whairawa, manaakitanga, kaitiakitanga, and whanaungatanga.

This will mean working with local government and other regional stakeholders to support them to take a strategic and coherent approach when deciding how they want to plan, manage and develop their region, through supporting the development of destination management plans. To be successful, these plans need to be locally led and have clear roles and responsibilities for implementation. Government will prioritise capability development and partnerships with Treaty Partners and stakeholders such as local government, businesses and communities to ensure destination plans are in place and implemented. Government will use the Government's Investment Framework to guide intervention and investment through a more coherent and deliberate use of its levers, including links with local and regional transport plans. We will encourage regions to use the framework to support their own decision-making. We need to improve our understanding of the challenges and opportunities of domestic and international visitors in our regions, so we can strengthen our regional propositions and the connection between regions as our visitors' journey across New Zealand-Aotearoa.

#### What would long-term success look like?

- › destination management plans are in place to support regions to sustainably manage and realise their tourism offering
- › regional visitor propositions are strengthened increasing regional dispersal, new experience development and investment
  - established visitor destinations are able to successful plan and absorb future visitor growth
  - new visitor destinations are being developed
  - embryonic visitor destinations are benefiting from more tourism jobs and growth
- › leadership structures are in place to facilitate the implementation of destination management plans with appropriate resources and capability

#### Work streams and actions

<b>Destination management planning</b>	<p>Improve understanding of destination management practices and planning through best practice guidelines and support (MBIE)</p> <p>Work with regions to take a strategic, coherent and consistent approach when deciding how they want to plan, manage, market and develop their destinations (use 5 As framework) (MBIE, NZTA)</p> <p>Establish appropriate structures to support the development and implementation of destination management plans (MBIE, DOC)</p>
<b>Capability development and partnerships</b>	<p>Build capability of destination management planning across the sector and regions (MBIE)</p> <p>Support implementation of destination management plans through partnering with regions and enabling access to sustainable funding sources and investment (IVL – MBIE, DOC)</p> <p>Support collaborative spatial planning projects with local government to develop integrated solutions to plan and manage future growth (MBIE, DOC, LINZ, NZTA, DIA, MHUD)</p> <p>Ensure that land transport investment supports safe and resilient transport connections in regional New Zealand-Aotearoa (MOT, NZTA)</p>
<b>Regional data</b>	<p>Investigate/Commission new data to deepen understanding of regional visitation, flows, motivations and satisfaction (international and domestic markets) (MBIE)</p> <p>Improve the understanding of tourism's impact on regional economies, productivity, employment and the environment (MBIE)</p>





