

# NEW ZEALAND TOURISM STRATEGY 2015 IMPLEMENTATION PLAN

Action		Lead Agency	Contributing Agencies	Timing	Connections
1.1	Invest in strengthening New Zealand's global marketing campaign with more funding for Tourism New Zealand.	Tourism New Zealand	Ministry of Tourism Tourism Industry Association	Ongoing*  * Tourism New Zealand baseline funding is \$69m in outyears. Further funding subject to Budget bids.	Tourism New Zealand Baseline Review in 2006 recommended increased funding for offshore marketing.
1.2	Develop marketing initiatives that focus on changing consumer attitudes and expectations in China and other new markets.	Tourism New Zealand Inbound Tour Operators	Inbound Tour Operators Council of New Zealand	Underway - 2010	
1.3	Coordinate the investment in overseas marketing (public and private) to improve the conversion of preference to travel to actual travel.	Tourism New Zealand Inbound Tour Operators International Wholesalers International Airlines	Inbound Tour Operators Council of New Zealand Ministry of Tourism Tourism Industry Association	Ongoing	Tourism Industry Association and New Zealand Institute of Economic Research 2006 report on private sector investment in offshore marketing activities.

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1.4	Make sure that the unique elements of Maori culture are reflected in the way New Zealand's brand is positioned internationally, and in national and regional product development.	Tourism New Zealand New Zealand Maori Tourism Council (co-lead national and regional product development)	New Zealand Maori Tourism Council (primary contributor on international branding) Maori Regional Tourism Organisations Ministry for Culture and Heritage (refer to connections) Te Puni Kokiri Tourism Industry Association Inbound Tour Operators Council of New Zealand	Ongoing	Ministry for Culture and Heritage Cultural Diplomacy International Programme (offshore promotion of New Zealand culture including Maori culture) Tourism New Zealand storytelling workshops in trade training and Inbound Tour Operators Council conferences
1.5	Monitor how and where international and domestic visitors make their bookings, so that we invest in the most effective distribution channels, and educate tourism operators about how to get the most out	Tourism New Zealand	i-SITE New Zealand Inbound Tour Operators Council of New Zealand	Ongoing	

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	of those channels.				
1.6	Make sure that tourism operators invest in the technology they need to best manage their bookings and inventory.	Private Sector Tourism Industry Association (facilitation and project management)	Industry Associations	End 2008 and ongoing to 2015	
1.7	Make sure that quality Maori tourism products and services are better integrated throughout the full range of wholesale and retail distribution channels.	Tourism New Zealand	Inbound Tour Operators Council of New Zealand  New Zealand Maori Tourism Council  Poutama Trust Tourism Industry Association  Aviation, Tourism and Travel Training Organisation	Ongoing	Aviation, Tourism and Travel Training Organisation Cultural Strategy to be developed by mid 2008
1.8	Build on the common business and information systems in the i-SITE network	i-SITE New Zealand	Tourism New Zealand  i-SITE owners	Stage one underway Stage two mid 2008	Tourism New Zealand research programme

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	to make sure that i-SITEs across the country offer a consistent experience.		(steering group) Territorial Local Authorities Regional Tourism Organisations Aviation, Tourism and Travel Training Organisation		Regional Visitor Monitor research  Aviation, Tourism and Travel Training Organisation training programmes
1.9	Carry out research into ways in which the i-SITE network could be used to help improve visitor experiences. This would build on previous research into the information needs of i-SITE users.	i-SITE New Zealand	Tourism New Zealand Regional Tourism Organisations	Ongoing	Tourism New Zealand research programme Regional Visitor Monitor research
1.10	Broaden Qualmark's coverage by adding new categories into the existing range of gradings and endorsements, and increasing the uptake of Qualmark by tourism operators.	Tourism New Zealand Qualmark	Ministry of Tourism Tourism Industry Association National Services Te Paerangi	As required	
1.11	Make sure that Qualmark's assessment systems are	Tourism New Zealand	Ministry of Tourism	Ongoing	

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	consistently applied, and are recognised and supported by the tourism sector.	Qualmark			
1.12	Help domestic and international consumers get a better understanding of the Qualmark grading system, so that they feel more confident about selecting Qualmark-endorsed products, and they know what these services will deliver.	Tourism New Zealand Qualmark	i-SITE New Zealand	Ongoing	
1.13	Enhance the quality of the accuracy of the International Visitor Survey and Domestic Tourism Survey.	Ministry of Tourism	Statistics New Zealand Tourism New Zealand Tourism Industry Association Department of Conservation  Ministry for Culture and Heritage Regional Tourism	Stage 1: Underway – completion mid 2009 Stage 2: Sequentially from stage one	

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			Organisations New Zealand		
1.14	Integrate all the research about visitor satisfaction into one common platform or database.	Ministry of Tourism	Tourism New Zealand Tourism Industry Association Department of Conservation Regional Tourism Organisations New Zealand	Mid 2008 - 2010	Relates to 2.22
1.15	Extend the Regional Visitor Monitor (RVM) into more regions, and expand the focus of both the RVM and the Domestic Tourism Survey to provide information about buying behaviour and what drives travel trends.	Ministry of Tourism	Tourism New Zealand Regional Tourism Organisations New Zealand  Tourism Industry Association Ministry for Culture and Heritage	Mid 2009 – Mid 2012	
1.16	Make sure that there is enough investment in the	Ministry of	Department of	Ongoing	Relates to 4.17

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	infrastructure needed to meet growing visitor demand. This includes roads, the availability of broadband, especially in more rural and remote areas, water supplies, managing waste water, public toilets, signage, and car parks.	Tourism	Conservation Ministry of Health Ministry of Transport Local Government New Zealand Ministry of Economic Development Tourism Industry Association Land Transport New Zealand Local Authorities Tourism Waste National Working Group		Tourism Demand Subsidy Scheme – funding fully allocated. Note fund was oversubscribed by \$46 million by eligible applicants. Scheme covered underground water and sewerage infrastructure for peak pressure visitor demand Rating Inquiry Report, 2007 New Zealand Transport Strategy update – due mid 2008 Regional Land Transport Strategies to cover needs of growing visitor numbers Ministry of Health Drinking Water Assistance Programme; NZ Drinking Water Standards (2005)
1.17	Make sure that airport authorities and border control agencies have the information they need to plan for tourism growth so that they have the staff and resources they need	Ministry of Tourism	Tourism New Zealand Tourism Industry Association Ministry of Transport	Ongoing	Border Sector Governance Group passenger facilitation initiatives project.

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	to cope at peak times.		Local Authorities		
1.18	Investigate the case for developing national facilities such as a national convention centre and cruise-ship facilities.	Local Authorities Ministry of Economic Development – Government Urban and Economic Development Office (GUEDO) - Auckland co-ordination Port companies	Conventions and Incentives New Zealand Sport and Recreation New Zealand (sport and recreation perspective) Ministry of Transport – GUEDO Office (Auckland co-ordination) Ministry of Transport Tourism New Zealand Tourism Industry Association Ministry of Tourism	Ongoing <u>Auckland Cruise-ship facilities:</u> Investigations underway. Timing aligned with waterfront development proposals <u>National Convention Centre (Auckland)</u> Conceptual studies underway sponsored by Auckland City Council. Proposal to Government within the next 12 months.	Sport and Recreation New Zealand is piloting a national stocktake of sport and recreation facilities. This pilot will be completed by the end of June 2008. Auckland waterfront development proposal
1.19	Establish a domestic tourism working group to develop a domestic tourism plan.	New Zealand Automobile Association Regional	Department of Conservation Sport and Recreation New	Mid 2008 – Mid 2009	Tourism Industry Association report on domestic tourism marketing, 2006. Draft Cultural Tourism

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		Tourism Organisations New Zealand	Zealand Ministry for Culture and Heritage New Zealand Historic Places Trust Tourism Industry Association New Zealand Maori Tourism Council Te Puni Kokiri		Strategy being developed by the Ministry for Culture and Heritage  New Zealand Outdoor Recreation Strategy being developed by Sport and Recreation New Zealand
1.20	Encourage and support Regional Tourism Organisations to communicate with stakeholders the importance of regional campaigns in driving the domestic market and creating opportunities to increase domestic travel.	Regional Tourism Organisations New Zealand  New Zealand Automobile Association	Ministry for Culture and Heritage	2009 and ongoing to 2015	<a href="http://www.nzlive.com">www.nzlive.com</a> operated by the Ministry for Culture and Heritage
1.21	Keep building business capability through the Maori	Te Puni Kokiri New Zealand	Ministry of Tourism	Future of Maori Business Facilitation Service (MBFS) to	Linked to 1.22

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	Business Facilitation Service.	Maori Tourism Council		be decided Mid-2008  Proposed tourism-specific MBFS: Ministers decisions expected August 2008	
1.22	Increase the number of Maori tourism businesses involved in quality accreditation schemes such as Qualmark and Toi Iho.	Tourism New Zealand  New Zealand Maori Tourism Council	Creative New Zealand  Maori Regional Tourism Organisations  Te Puni Kokiri  Qualmark  National Services Te Paerangi  Tourism Industry Association	Ongoing	Linked to 1.21
1.23	Help tourism businesses to incorporate a Maori dimension into the products and services they provide.	Tourism New Zealand	New Zealand Maori Tourism Council  Tourism Industry Association	Ongoing	New Zealand Maori Tourism Council Kaitiakitanga Project (refer 3.2)

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		Ministry for Culture and Heritage National Services Te Paerangi			
1.24	Increase the range of Maori products and services being offered to the international and domestic markets.	Private sector	New Zealand Maori Tourism Council Poutama Trust Te Puni Kokiri Maori Regional Tourism Organisations Tourism New Zealand Ministry for Culture and Heritage (marketing of products via www.nzlive.com) New Zealand Historic Places Trust Tourism Industry	Ongoing	www.nzlive.com operated by the Ministry for Culture and Heritage

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			Association		
1.25	Strengthen relationships between Regional Tourism Organisations and Maori Regional Tourism Organisations to maximise the development of Maori tourism product that reinforces regional differentiation and meets visitor demand.	New Zealand Maori Tourism Council (NZMTC) Regional Tourism Organisations New Zealand	Tourism New Zealand Tourism Industry Association Ministry of Tourism	Mid 2008 and ongoing to 2015	Links to 3.2 and 4.9

Action		Lead Agency	Contributing Agencies	Timing	Connections
2.1	Improve resource efficiencies, workforce management, and profitability opportunities for all businesses through more clustering, joint ventures, and other industry cooperation initiatives.	Private sector  Tourism Industry Association (promotion to industry)	Tourism New Zealand  New Zealand Trade and Enterprise  Ministry of Economic Development  Economic Development Agencies  Regional Tourism Organisations New Zealand  National Services Te Paerangi	TIA year one project 2008-2009. Subject to outcomes of year one project, ongoing to 2015.	Unified Skills Strategy, for completion in mid-2008.
2.2	Encourage the hotel industry, inbound tour operators, and airlines to work together on things such as pricing, seasonal campaigns, and the way products are packaged to increase occupancy rates and profitability.	Tourism Industry Association	Tourism New Zealand  Inbound Tour Operators Council of New Zealand	Mid 2009 and ongoing to 2015	

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2.3	Streamline and improve the focus of existing business-assistance programmes to help operators increase their return on investment and develop quality products.	Ministry of Tourism	New Zealand Trade and Enterprise Tourism New Zealand Tourism Industry Association Te Puni Kokiri Poutama Trust	Mid 2008 - Mid 2010	
2.4	Build management capability by identifying and developing staff to undertake effective management training programmes.	Tourism Industry Association Ministry of Economic Development	Aviation, Tourism and Travel Training Organisation National Services Te Paerangi	Ongoing	Tourism and Hospitality Workforce Leadership Strategy Unified Skills Strategy. Government-sponsored PLATO business peer support and mentoring pilot programme, Mid 2008-2010
2.5	Make sure that tourism operators and destinations get better access to broadband services when the New Zealand Digital Strategy is being implemented.	Ministry of Economic Development	Ministry of Tourism Tourism Industry Association (advocacy)	2008-2013	Digital Strategy refresh (led by the Ministry of Economic Development)

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2.6	Target those markets that are likely to spend more than average.	Tourism New Zealand	Regional Tourism Organisations Conventions and Incentives New Zealand Ministry of Tourism	Ongoing	
2.7	Develop existing products and services so that they increase the value of the visitor experience and encourage higher levels of spending.	Tourism Industry Association Industry initiatives and investment	Tourism New Zealand New Zealand Trade and Enterprise Ministry for Culture and Heritage New Zealand Historic Places Trust Tourism Industry Associations Aviation, Tourism and Travel Training Organisation	Mid 2008 – Mid 2011	Aviation, Tourism and Travel Training Organisation - sales and service management training 2009-2012  Ministry for Culture and Heritage Draft Cultural Tourism Strategy and Implementation Plan

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			National Services Te Paerangi		
2.8	Provide better service delivery and interpretation, including on-site interpretation at visitor attractions.	National Services Te Paerangi  Department of Conservation and Interpretation New Zealand	Ministry for Culture and Heritage  New Zealand Historic Places Trust  Regional Tourism Organisations  Ministry of Tourism  Tourism Industry Association  New Zealand Maori Tourism Council  Aviation, Tourism and Travel Training Organisation  Hospitality Standards	Ongoing	Learnings from New Zealand Maori Tourism Council Kaitiakitanga Project

Action	Lead Agency	Contributing Agencies	Timing	Connections	
		Institute			
2.9	Ensure businesses have access to research and other market intelligence to assist them in their product development.	Tourism New Zealand Ministry of Tourism	Tourism Industry Association	Ongoing	
2.10	Implement the Tourism and Hospitality Workforce Strategy by: <ul style="list-style-type: none"> <li>• making sure the tourism sector has a strong voice with labour, education and training policy makers</li> <li>• identifying and promoting opportunities for the sector to increase its productivity.</li> </ul>	Tourism and Hospitality Workforce Leadership Group  (Chaired by the Tourism Industry Association)		Implementation of strategy ongoing to 2015  2008: Establishment of priorities and development activities	Related to 2.4, 2.11, 2.12 and 2.14
2.11	Get more benefits from education and training through an active partnership with the education and training sector. This should be underpinned by closer links between businesses, providers of training, and industry-training organisations. The industry also needs to coordinate its	Services Industry Training Alliance (SITA)	Tourism Industry Association  Ministry of Tourism  Tourism and Hospitality Workforce Leadership	Ongoing	Collaboration between industry training organisations, the Tourism Industry Association and other industry associations  Related to 2.10  TEC Investment plans – next round to take effect 2011

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	input to the Tertiary Education Commission reviews.		Group National Services Te Paerangi		
2.12	Identify opportunities to make the best use of people, including: <ul style="list-style-type: none"> <li>• investing in technology that improves business efficiency and means that employees are engaged in the most productive activities</li> <li>• developing visitor experiences that are less labour-intensive but do not compromise quality.</li> </ul>	Tourism and Hospitality Workforce Leadership Group  Industry initiatives and investment also required		Related to 2.10	Related to 1.6, 2.1, 2.3, 2.7, and 2.10  Tourism and Hospitality Workforce Strategy  Unified Skills Strategy, for completion in mid-2008.
2.13	Seek targeted immigration to fill critical skill gaps and provide workers during the peak period. This will require coordination within the industry, and cooperation with the Department of Labour.	Tourism Industry Association	Ministry of Tourism  Department of Labour (Immigration New Zealand)  Ministry of Foreign Affairs and Trade (facilitation)	Ongoing	Related to 2.10

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2.14	Develop ways for tourism businesses to monitor labour productivity and improve the contribution that their people make to the performance of their business.	Tourism and Hospitality Workforce Leadership Group	End 2008 to Mid 2009	Related to 2.10	
2.15	Bid for, and secure, major international events, which will help reduce seasonality.	New Zealand Major Events (NZME)	Interagency Events Group	2009-2015	
2.16	Coordinate existing conference and incentive marketing activities to increase the performance in this market.	Conventions and Incentives New Zealand	Tourism New Zealand Regional Tourism Organisations Ministry of Tourism	Ongoing	
2.17	Invest in marketing initiatives that target those domestic and international visitors who are more likely to travel in the shoulder and off-peak seasons.	Tourism New Zealand Regional Tourism Organisations New Zealand (RTONZ) New Zealand	Conventions and Incentives New Zealand	2008 - 2011	RTONZ role linked to 1.19

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		Automobile Association (AA)			
2.18	Identify and develop products that are likely to increase travel during the shoulder and off-peak seasons. Examples include Matariki and the Pasifika Festival. Products with all-weather options are another possibility.	Tourism New Zealand Regional Tourism Organisations	Ministry of Tourism Ministry for Culture and Heritage	Ongoing	Ministry for Culture and Heritage draft Cultural Tourism Strategy and Implementation Plan
2.19	Develop and fund an industry–government partnership model to advance sector research, including determining priority research and then directing, funding, and managing the delivery of this research.	Ministry of Tourism Tourism Industry Association	Foundation for Research and Science Technology Tourism New Zealand Department of Conservation Ministry for Culture and Heritage	Mid 2008 - 2011	Funding required would also implement 4.12 and 4.13
2.20	Establish quality measures for the Core Tourism Data Set and develop and implement ways of achieving the agreed	Ministry of Tourism	Statistics New Zealand Tourism New	Underway. Completion end 2009	

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	quality standards.		Zealand Tourism Industry Association Department of Conservation		
2.21	<p>Make more sectoral and regional data available to the sector through:</p> <ul style="list-style-type: none"> <li>• further analysis of existing data sources</li> <li>• collecting additional data through industry partnerships.</li> </ul>	Ministry of Tourism	Tourism New Zealand Tourism Industry Association Ministry for Culture and Heritage	Ongoing	
2.22	Establish a set of measures to track performance in the sector, including financial performance, managing seasonality, and increasing visitor satisfaction.	Ministry of Tourism	Tourism Industry Association Department of Conservation	Development of measures underway – completion mid 2009.	

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3.1	Seek the completion of a national environmental management plan to clearly articulate priorities for all of New Zealand by December 2008.	Ministry of Tourism	Ministry for the Environment Tourism New Zealand Tourism Industry Association Department of Conservation Local Authorities	Scoping and co-ordination of agencies: mid-end 2008.  Completion of plan dependent on agreed scope.  [Note: NZTS 2015 Secretariat agreement that work to complete this action will extend beyond December 2008]	
3.2	Understand and use the value of kaitiakitanga (guardianship) as the basis for the tourism sector's actions to enhance the environment.	New Zealand Maori Tourism Council Tourism New Zealand	Tourism on Conservation Lands Forum Tourism Industry Association Ministry of Tourism Department of Conservation Qualmark	Phase 1: Development of a national co-ordinator role: Mid 2008 - Mid 2009  Phase 2: Resource development and communications plan to industry, communities and wider Maori stakeholders: Mid 2009 - 2011	New Zealand Maori Tourism Council Kaitiakitanga Project

<b>Action</b>		<b>Lead Agency</b>	<b>Contributing Agencies</b>	<b>Timing</b>	<b>Connections</b>
3.3	Participate in and influence global forums and agreements on environmental issues that affect New Zealand tourism, and implement their requirements.	Ministry of Foreign Affairs and Trade Ministry of Tourism	Ministry for the Environment Ministry of Transport Tourism New Zealand Tourism Industry Association	Ongoing	
3.4	Both advocate for and actively support stronger environmental policies, standards and regulations throughout New Zealand.	Tourism Industry Association Ministry of Tourism Tourism New Zealand	Ministry for the Environment Department of Conservation Ministry of Transport Local Government New Zealand Regional Tourism Organisations New Zealand (regional level)	Ongoing	
3.5	Develop indicators for the sector (at both a national and operator level) to measure, manage, and	Ministry of Tourism	Statistics New Zealand	Phase 1 underway, completion Mid-2009	Related to 2.22

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	monitor environmental impacts, and use these to evaluate performance over time.		Ministry for the Environment (advisory role) Ministry of Transport (advisory role) Tourism Industry Association Department of Conservation Regional Tourism Organisations (regional level)	Measurement and monitoring ongoing from mid 2009 to 2015	
3.6	Understand the environmental aspirations of our current and future international visitors, and how they view New Zealand's environmental management.	Tourism New Zealand	Tourism Industry Association Ministry of Tourism	Ongoing	
3.7	Use this information in marketing and to develop tourism products, targeting visitors who support New Zealand's environmental values and whose ethics,	Tourism New Zealand	Tourism Industry Association Department of Conservation	Ongoing	Learnings from New Zealand Maori Tourism Council Kaitiakitanga project

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	behaviour, and impacts align with those values.				
3.8	Help consumers to make informed product choices that align with their environmental values by using environmental ratings and labelling, and making consumers aware of environmental accreditation schemes.	Tourism New Zealand	Tourism Industry Association Ministry of Tourism Department of Conservation Energy Efficiency and Conservation Authority i-SITE New Zealand Ministry for the Environment Ministry of Economic Development Qualmark Tourism Waste National Working Group	Ongoing	Linked to 3.19 Ministry of Economic Development web-based Eco-label Directory Sustainable Tourism Advisors in Regions (STAR) programme Ministry for the Environment Household Sustainability Programme and sustainability website
3.9	Make sure that tourism vehicle, aircraft, and boat fleets are	Tourism Industry	Ministry of Transport	Mid 2008 - Mid 2011	Ministry of Economic Development Biofuels Sales

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<p>New Zealand's most fuel-efficient and produce the lowest emissions possible by, for example:</p> <ul style="list-style-type: none"> <li>• using transport fuels that contain the highest available proportion of biofuels, and encouraging visitors to do the same</li> <li>• buying vehicles for commercial and rental fleets that are the most fuel-efficient for their intended use, such as diesel or hybrid vehicles</li> <li>• buying Euro IV standard engines for diesel transport fleets, and Euro V standard engines once compatible fuel is introduced on 1 January 2009.</li> </ul>	<p>Association (promotion to industry)</p>	<p>(vehicle policy role)</p>		<p>Obligation</p> <p>Energy Efficiency and Conservation Authority fuel labelling</p> <p>Ministry of Transport import standards</p> <p>Sustainable Tourism Advisors in Regions (STAR) programme</p>
<p>3.10 Improve the fuel efficiency of operators and visitors by, for example:</p> <ul style="list-style-type: none"> <li>• adopting best-practice standards for fuel-efficient fleet management. This includes engine maintenance, tyre pressure,</li> </ul>	<p>Tourism Industry Association (promotion to industry)</p>	<p>Ministry of Tourism</p> <p>Ministry of Transport</p>	<p>Ongoing</p>	<p>Sustainable Tourism Advisors in Regions (STAR) programme</p> <p>Ministry for the Environment Household Sustainability Programme and sustainability website</p>

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	<p>and reducing visible smoke emissions</p> <ul style="list-style-type: none"> <li>• recommending the most fuel-efficient transport to visitors to meet their travel needs</li> <li>• educating operators and visitors about driving to improve fuel efficiency.</li> </ul>				<p><a href="http://www.sustainability.govt.nz">www.sustainability.govt.nz</a></p> <p>Land Transport New Zealand RightCar initiative  <a href="http://www.rightcar.govt.nz">www.rightcar.govt.nz</a></p>
3.11	Work with Air New Zealand and other airlines to develop options that allow tourists to reduce and/or offset the carbon emissions they generate by flying to New Zealand.	Ministry of Tourism	<p>Ministry of Foreign Affairs and Trade</p> <p>Ministry for the Environment</p> <p>Ministry of Transport</p> <p>Tourism Industry Association</p>	Underway and ongoing to 2012	Tourism and Climate Change Stakeholder Group
3.12	Support government initiatives to adopt and enforce emissions testing and minimum emissions standards for importing vehicles into New Zealand.	Tourism Industry Association (promotion to industry)		Ongoing	<p>Ministry of Transport and Land Transport New Zealand rules setting. For example, changes to vehicle noise emissions rules by end 2008</p> <p>Sustainable Tourism Advisors in Regions (STAR) programme</p>

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3.13	Promote the use of public transport, rail, coaches, cycling, and walking as environmentally friendly modes of transport. Advocate for and support the development of the services and infrastructure needed to make these forms of transport possible.	Ministry of Transport (policy) Land Transport New Zealand (delivery) Local Authorities (delivery)	Tourism New Zealand Tourism Industry Association Local Government New Zealand Ministry of Tourism Sport and Recreation New Zealand	Ongoing	Local Government New Zealand 'Visitor Friendly Project' (Also relates to 3.18, 3.23, 4.5 and 4.6) New Zealand Transport Strategy update National Walking and Cycling Strategy: Getting There – On Foot, By Cycle Regional council promotions and Regional policy statements <a href="http://www.sustainability.govt.nz">www.sustainability.govt.nz</a>
3.14	Work with organisations such as the Energy Efficiency and Conservation Authority on initiatives to improve environmental management in tourism and to implement the goals of the New Zealand Energy Efficiency and Conservation Strategy.	Tourism Industry Association	Energy Efficiency and Conservation Authority (EECA) Ministry of Tourism	TIA contract with EECA: Mid 2008-2010	TIA and EECA agreement to roll out energy efficiency to the tourism industry. Sustainable Tourism Advisors in Regions (STAR) programme
3.15	Make sure new buildings and retrofits use the highest possible energy-efficient building standards, and that eco-verified procurement criteria are used	Tourism Industry Association (promotion to industry)	Energy Efficiency and Conservation Authority	Proposed TIA contract with EECA: Mid 2008-2010	Department of Building and Housing standards and website <a href="http://www.smarterhomes.org.nz">www.smarterhomes.org.nz</a> . Eco Design Advisors

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	when buying products and appliances.				available through local authorities Sustainable Tourism Advisors in Regions (STAR) programme <a href="http://www.sustainability.govt.nz">www.sustainability.govt.nz</a>
3.16	Adopt energy-management practices and new [renewable energy] technologies to reduce overall energy consumption. This includes using timers, thermostats, occupancy sensors, and renewable and local sources of energy wherever possible.	Tourism Industry Association (promotion to industry)	Energy Efficiency and Conservation Authority (EECA) Ministry of Tourism	TIA contract with EECA: Mid 2008-2010	Sustainable Tourism Advisors in Regions (STAR) programme <a href="http://www.sustainability.govt.nz">www.sustainability.govt.nz</a> Sustainable Living Programme
3.17	Tourism operators must regularly audit the amount of waste they produce, take steps to reduce, reuse, and recycle waste, and provide facilities that encourage visitors to do the same.	Tourism Industry Association (promotion to industry)	Qualmark Ministry of Tourism Tourism Waste National Working Group	Ongoing	Sustainable Tourism Advisors in Regions (STAR) programme <a href="http://www.sustainability.govt.nz">www.sustainability.govt.nz</a>
3.18	Work with local government to develop appropriate facilities, standards, and planning for waste management. Examples include public recycling in all main centres, developing	Tourism Industry Association Local Authorities	Ministry of Tourism Ministry for the Environment Department of	Public space recycling pilot underway. Freedom camping policy: Finalisation of	Freedom Camping Working Group

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	policies on freedom camping, and preparing regional waste strategies.		Conservation Local Government New Zealand Tourism Waste National Working Group	policy end 2008 Preparation of regional waste strategies: ongoing	
3.19	Make sure that tourism operators use the environmental elements in Qualmark to lift their environmental performance, and look at ways of increasing the uptake of these elements across the sector.	Tourism New Zealand Qualmark	Ministry of Tourism Ministry for the Environment Tourism Industry Association Department of Conservation  National Services Te Paerangi	Mid-2008 and ongoing to 2015	Sustainable Tourism Advisors in Regions (STAR) programme
3.20	Work with Qualmark or other service providers to build operator capability in delivering environmentally sustainable products and services.	Tourism New Zealand Qualmark	Ministry of Tourism Tourism Industry Association	Subject to funding, commence Mid-2008 and ongoing to 2015	Linked to 3.19 New Zealand Maori Tourism Council Kaitiakitanga Project

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			Ministry for the Environment  Department of Conservation  Energy Efficiency and Conservation Authority		
3.21	Take an early interest in the development of national park management plans, conservation management strategies, reserve management plans, marine plans, and other related processes, to make sure that they are developed in a collaborative, proactive style and address the interests and needs of operators, visitors, and local communities.	Tourism Industry Association  Department of Conservation (style)	Ministry of Tourism  Tourism on Conservation Lands Forum  Tourism New Zealand  Sport and Recreation New Zealand  Local Authorities	Ongoing	New Zealand Outdoor Recreation Strategy being developed by Sport and Recreation New Zealand
3.22	Make sure that all DOC visitor monitoring and evaluation is carried out in a consistent manner, and that the data is used to establish appropriate management objectives and	Department of Conservation	Tourism on Conservation Lands Forum  Tourism New Zealand	Ongoing	

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	shared with the relevant tourism agencies.		Tourism Industry Association  Ministry of Tourism		
3.23	Look at developing visitor services and facilities, such as walking and mountain biking tracks and interpretation centres, in places where they can provide social, cultural, economic, and conservation benefits.	Department of Conservation	Ministry of Tourism  Sport and Recreation New Zealand  Ministry of Health  Tourism Industry Association  Local Authorities	Department of Conservation (DOC) review of facilities and needs assessment: Mid 2010 – End 2010	New Zealand Outdoor Recreation Strategy being developed by Sport and Recreation New Zealand  Walking Access Review  Educational elements of proposed Local Government New Zealand Visitor Friendly Project  Ministry of Health 'Healthy Eating Healthy Action' Plan  Plans and policies of Territorial Local Authorities
3.24	Investigate potential funding mechanisms for visitors to contribute towards adding value to the visitor experience and the provision of facilities and services on lands and waters managed for the benefit of the public.	Tourism on Conservation Lands Forum  Tourism Industry Association	Department of Conservation  Sport and Recreation New Zealand	Mid 2008 – Mid 2011	Local Government Rates Inquiry 2007  Ongoing funding work of LGNZ, and the Society of Local Government Managers  New Zealand Outdoor Recreation Strategy being developed by Sport and

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					Recreation New Zealand
3.25	Manage issues at key sites where important values (environmental, social, or cultural) are perceived to be under pressure environmentally and/or socially.	Department of Conservation Local Authorities	Tourism New Zealand Ministry of Tourism Tourism Industry Association	As required	Destination management plans prepared for key sites  Department of Conservation and District planning
3.26	Develop products that make it possible for visitors to reduce their environmental footprint and leave New Zealand 'better than they found it'. Possibilities include conservation projects that encourage visitor interaction, such as ecological restoration, pest eradication, or investment in renewable energy.	Tourism Industry Association  Industry initiatives and investment required	Tourism New Zealand Department of Conservation MAF Biosecurity New Zealand  Regional Councils	TIA role: project scoping 2009. Deliverable projects dependent on scope.	MAF Biosecurity New Zealand awareness programmes: <ul style="list-style-type: none"> <li>• 'Check, Clean, Dry' programme</li> <li>• marine campaign</li> <li>• border campaign</li> </ul> National Pest Plant Accord (Department of Conservation and Local Government)  Sustainable Tourism Advisors in Regions (STAR) programme
3.27	Make sure all visitors and tourism operators have the	Ministry of Economic	Ministry of Tourism	Advice on possible roles of Government	

<b>Action</b>		<b>Lead Agency</b>	<b>Contributing Agencies</b>	<b>Timing</b>	<b>Connections</b>
	opportunity to participate in verified carbon offsetting programmes for any remaining emissions.	Development (policy development and co-ordination)  Tourism Industry Association (promotion to industry)	Ministry for the Environment  Department of Conservation	due end April 2008.	
3.28	Develop national guidelines for running major events within New Zealand that incorporate environmental requirements into any government-funded events.	New Zealand Major Events	Inter-agency Events Group  Ministry for the Environment	Underway – completion mid 2009	Local government planning  New Zealand Maori Tourism Council Kaitiakitanga Project

Action		Lead Agency	Contributing Agencies	Timing	Connections
4.1	Engage with communities at a strategic level through increased engagement at the governance level—for example, through community boards and councils.	Tourism Industry Association Regional Tourism Organisations New Zealand (RTONZ) Industry participation required	Ministry of Tourism National Services Te Paerangi	TIA role and industry participation: ongoing RTONZ project role: Mid 2008 – End 2008	
4.2	Contribute to local government processes by providing coordinated comments and submissions on, for example: <ul style="list-style-type: none"> <li>• district plans</li> <li>• long-term council community plans</li> <li>• annual business plans</li> <li>• regional tourism</li> <li>• destination-management or economic development strategies</li> <li>• Resource Management</li> </ul>	Tourism Industry Association Regional Tourism Organisations New Zealand (RTONZ) Industry participation	Tourism New Zealand Ministry of Tourism i-SITE New Zealand Maori Regional Tourism Organisations	Ongoing, subject to funding	

Action		Lead Agency	Contributing Agencies	Timing	Connections
	Act processes.				
4.3	Use the best available advice and information, such as <i>Have Your Say</i> , published by the Tourism Industry Association, to participate in local government processes.	Tourism Industry Association (TIA) Industry participation required		Update of <i>Have Your Say</i> : Mid-End 2008 Ongoing operator participation required	Tourism Industry Association update and publication of <i>Have Your Say</i>
4.4	Work with local authorities to increase the value that tourism brings to their communities and to manage and mitigate any undesirable effects.	Regional Tourism Organisations New Zealand (RTONZ) Tourism Industry Association (TIA)	Tourism New Zealand National Services Te Paerangi	TIA update of publication <i>Tourism: A guide</i> for local government: Mid-End 2008 Work with local authorities: ongoing	Tourism Industry Association update of <i>Tourism: A Guide for Local Government</i> for distribution in 2008 Local Government New Zealand 'Visitor Friendly Project' - implementation subject to resourcing (also relates to 3.13, 3.18, 3.23, 4.6)
4.5	Refine and promote the tools and statistical resources that now exist to help local authorities to plan for, invest in, and manage tourism.	Ministry of Tourism Tourism Industry Association	Regional Tourism Organisations New Zealand Tourism New Zealand Local Government New Zealand	Underway and ongoing to 2015	Local Government New Zealand proposed Visitor Friendly Project – implementation subject to resourcing (also relates to 3.13, 3.18, 3.23, 4.6)

Action	Lead Agency	Contributing Agencies	Timing	Connections	
		National Services Te Paerangi			
4.6	Prepare tourism strategies or destination-management plans that establish what strategic directions, management, infrastructure, and product development are needed and what the community outcomes of tourism will be.	Local Government New Zealand (LGNZ) Regional Tourism Organisations New Zealand (RTONZ)	Tourism New Zealand Ministry of Tourism Tourism Industry Association New Zealand Maori Tourism Council Maori Regional Tourism Organisations	Ongoing	
4.7	Review <i>Postcards From Home</i> , the Local Government New Zealand Tourism Strategy.	Local Government New Zealand	Ministry of Tourism	Internal review and independent research completed. Linking the goals of Postcards from Home with NZTS 2015 implementation plan to be completed June-September	

Action	Lead Agency	Contributing Agencies	Timing	Connections	
			2008.		
4.8	<p>Take part in national decision-making on tourism issues, such as strategy development, policy, and funding.</p>	<p>Local Government New Zealand</p> <p>Tourism Industry Association</p> <p>Industry participation required</p>	<p>Regional Tourism Organisations New Zealand</p>	<p>Ongoing</p>	<p>Central Local Government Forum, zone meetings, and central and local government consultation processes</p>
4.9	<p>Keep strengthening the governance, management, and operations of Regional Tourism Organisations through wider uptake of the <i>Roles and Guidelines for Tourism Organisations</i> advice produced as a result of the New Zealand Tourism Strategy 2010.</p>	<p>Regional Tourism Organisations New Zealand</p>		<p>End 2008 and ongoing to 2015</p>	
4.10	<p>Provide certainty of funding to Regional Tourism Organisations and i-SITEs through a more proactive use of the range of funding tools currently available.</p>	<p>Regional Tourism Organisations New Zealand (RTONZ)</p>	<p>Local Government New Zealand</p> <p>i-SITE New Zealand</p> <p>Tourism New</p>	<p>Estimated completion: End 2008</p>	

Action		Lead Agency	Contributing Agencies	Timing	Connections
			Zealand  Tourism Industry Association		
4.11	Make sure that high-quality research is available to local communities to inform decision-making by local government and the tourism sector, including information on the social, economic, environmental, and cultural benefits of tourism to communities.	Ministry of Tourism (co-ordination)	Tourism New Zealand  Regional Tourism Organisations New Zealand  Tourism Industry Association  Department of Conservation  Ministry for Culture and Heritage	Mid 2009 and ongoing to 2015	Relates to 4.13 and 4.12
4.12	Research affordability issues for domestic tourism, including expectations, price sensitivities, and pricing mitigation options, to inform business positioning, product differentiation, and market segmentation decisions.	Ministry of Tourism (co-ordination)	Tourism Industry Association  Department of Conservation  Ministry for Culture and	Mid 2009 – Mid 2010	Relates to 2.9, 2.19 and 4.11  To be advanced as part of tourism research and development strategy and its implementation plan.

Action		Lead Agency	Contributing Agencies	Timing	Connections
			Heritage		
4.13	Research the perceptions and experiences of crowding at times of peak capacity from a community perspective. This includes assessment of impacts on communities and visitor satisfaction, case studies, management options, and tools for local authorities to use. This should sit alongside work previously undertaken by DOC in relation to capacity issues on the conservation estate.	Ministry of Tourism (co-ordination)	Tourism on Conservation Lands Forum Department of Conservation Tourism Industry Association Local Authorities	Mid 2010 – Mid 2011 and Mid 2013 – Mid 2014	Relates to 2.9, 2.19 and 4.11 To be advanced as part of tourism research and development strategy and its implementation plan.
4.14	Strengthen existing events and set up new events and products that promote regional identity and differentiation.	New Zealand Major Events Regional Tourism Organisations Local Authorities	Tourism New Zealand Sport and Recreation new Zealand Ministry for Culture and Heritage New Zealand Maori Tourism Council	Ongoing	
4.15	Build the capability of the i-SITE	i-SITE New	Tourism New	Mid - 2008 and	Related to 4.17

<b>Action</b>		<b>Lead Agency</b>	<b>Contributing Agencies</b>	<b>Timing</b>	<b>Connections</b>
	network to promote local culture, and build connections with the local tangata whenua and with the iconic landscape of each region.	Zealand	Zealand Department of Conservation Aviation, Tourism and Travel Training Organisation Maori Regional Tourism Organisations i-SITE owners	ongoing to 2015	
4.16	Communicate and promote the concept of manaakitanga and its importance in hosting both domestic and international visitors.	Tourism New Zealand New Zealand Maori Tourism Council (resource development)	Maori Regional Tourism Organisations Ministry of Tourism i-SITE New Zealand Tourism Industry Association	Ongoing	Linked to 1.8 and 1.9
4.17	Assess core needs and investigate and consider funding models to improve the standard and provision of appropriate	Ministry of Tourism	Regional Tourism Organisations	Mid 2008 – Mid 2012	Relates to 1.16 Local Government Rating Inquiry 2007

Action	Lead Agency	Contributing Agencies	Timing	Connections
	infrastructure.	New Zealand The Department of Internal Affairs Department of Conservation Tourism Industry Association Ministry of Economic Development Ministry of Transport Ministry of Health		Ongoing funding work of Local Government New Zealand and the Society of Local Government Managers