



New Zealand Regional Tourism Solutions

“In New Zealand an average of \$37.90 is spent per head of population on tourism promotion and projects led by councils. Much of that is funded by rates. The challenge is finding alternative funding solutions from the visitor industry itself.” (David Hammond, NZ Tourism Councils Chairman 2016)

Why Regional Tourism?

New Zealand is known as a highly successful tourism nation. This reflects the coordinated way that multiple councils join together to fund and support the sector, and the coordination which exists between councils, federal government and industry. Strategic tourism specialist, David Hammond, says, “We have in New Zealand the bones of a multi-sector approach to the visitor industry through the T-2025 Tourism Strategic Plan. Unfortunately the partners have not been good at the level of collaboration needed to make this entirely effective.

“As an example, the freedom camping (non self-contained vehicle) issues have emerged due to the growth of tourism and the mismatch of supporting infrastructure. The parties – councils, sector and federal government - have not effectively collaborated before the crisis became apparent.”

Who is David Hammond?

David is a friend of MAV who has spoken in the last three years in Victoria’s Futures of Local Government Conference. David is one of New Zealand’s foremost council specialists in the area of tourism. He founded and chaired the NZ Tourism Councils Workgroup. He undertakes research and provides solutions to the local government sector, and frequently answers media and government ministries’ enquiries on tourism issues.

David has just completed his last nine years as a highly successful Chief Executive in 2016 of two councils in tourism areas. He has now set up a family company with his wife, Jacqui Robertson Hammond (B.E Chem.), to offer his skills throughout Australasia.

Tourism Solutions Offered:

- **Regional tourism bodies:** Advise on establishment or performance improvement
- **Revitalising a Regional Tourism Sector:** Advising or leading the transformation of the visitor sector in a region
- **Progressing National Solutions:** To issues such as Freedom Camping vehicle problems
- **Reviewing or Developing Tourism Strategies:** Peer review of policies, strategies and tourism investment value for money
- **Tourism Funding Solutions:** Solutions to funding visitor infrastructure or accommodation rating
- **Tourism Regulatory Approaches:** Advising on or peer reviewing regulatory strategies
- **Destination Management:** Facilitating multi-agency partnerships to visitor pressures

[Read examples of David’s work](#)

Endorsement: Brett O’Riley, CEO of Auckland Tourism, Events, Economic Development, 2016

"It has been a great pleasure working with you. From my perspective you should be very proud of what you have achieved at TCDC; the potential for the region is huge. I am sure we will get an opportunity to work together again in the future; I certainly hope so."



In Practice:

David's Tourism Impact

1

The Kahui Tupua Tourism: Central North Island Recovery

David's Role: Partnership Chairman & Project Leader

Kia whanake to rohe; Kia tu pakari ai te whanau. In the wake of the Central North Island's recession even before the GFC, was a region with the worst economic performance in New Zealand. GDP stagnated at 0.1% growth (2.9% nationally) and the population of the region was fast declining.

Iwi with a population of 24% of that region stood to lose disproportionately.

From 2009 until the conclusion in 2011, David led the \$2.8M project pulling together 3 councils, over 120 tourism businesses, 12 different iwi, 4 Regional Tourism Organisations, Department of Conservation and Ministry for Economic Development.

The highly successfully regional collaboration won national awards from both the tourism and local government sectors (see image below). Importantly it achieved 90% satisfaction from tourism businesses and Ruapehu enjoyed 0.2% economic growth in 2010 (compared to national decline of -2.5%).

With \$6.5M of local property rates committed to tourism in the period, David calculated that a further \$26M from external funders was leveraged.

The programme was a sea-shift in regional tourism pathwaying a new era for the integration of Maori into a regional growth structure.

Instead of Maori being only commercial tourism



operators or 'stakeholders', in this region Maori were equal partners and the Strategic Plan began with parties signing off on Treaty of Waitangi principles.

2

Freedom Camping Issues

David led the response to Coromandel's approach to Freedom Camping including successfully defending a



legal case, overseeing new bylaw development, and fronting the issue on behalf of local government in the media.

He has an excellent local and national understanding of the issues and the strategies for addressing problems. David says, "I know our sector is looking for Law change to address issues. I personally don't believe that is needed. There is a lot that councils can do with the powers they have before looking to Central Government."

Extending his role to become the founding Chairman of the NZ Tourism Councils Workgroup, David liaised with government ministries, local councils, Tourism Industry Association, LGNZ, NZMCA, rental companies and NZTA. He is an advocate for a combined approach nationally.

3

Tourism Infrastructure Fund

David's team led the model to address Cathedral Cove visitor pressure by a public /



private partnership carpark which will not only pay back construction but the ongoing maintenance of the walkways. A collaboration with DoC and Iwi.

David's leadership on Coromandel pathwayed a nationally innovative funding model to achieve visitor funding of infrastructure, such as toilets in tourism locations.

Pictured here is paid carparking put in to Hot Water Beach which earned \$169,000 from visitor fees between 2013 and 2016. The money raised was ringfenced for the building of a new toilet and shower block for visitors at Hot Water Beach in 2016.