

# Annual Business Plan

## **FY 2023–24**

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*Destination Queenstown Incorporated*

*1 July 2023 – 30 June 2024*



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# Queenstown Lakes inspires dreams and challenges people to fulfil their true potential.

## Introduction

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Visitors soak in the community spirit and feel a sense of awe within nature. The wairua (spirit) created by the landscape shapes the experiences that connect everyone who visits with the land and with local communities.

The region's magnetism will continue to beckon people to visit, work and live here, bringing welcome diversity. Many locals nurture a deep love for this unique place and have a strong desire to contribute to its future.\*

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In 2023 the Queenstown Lakes tourism industry is evolving to meet the great challenge and opportunity of our time: to achieve a regenerative visitor economy by 2030, including the ambition to reach carbon zero by 2030. Progress toward this vision will be made when local residents, communities, organisations, and businesses collaborate on the strategic pillars and projects outlined in *Travel to a thriving future* – the destination management plan (DMP) for the Queenstown Lakes. *Travel to a thriving future* is an output and a priority initiative of the Grow Well | Whaiora Spatial Plan. The Spatial Plan is a partnership between QLDC, Kāi Tahu and central government. Delivering on these initiatives will ensure that Queenstown Lakes remains a special place for future generations and one we can be proud to share with visitors.

The destination management plan is the overarching guide for the FY23-24 Destination Queenstown (DQ) Annual Business plan. This year's plan paves the way for DQ to commence delivery of initiatives from *Travel to a thriving future*. We will seek to work collaboratively with our partners and the community to achieve our goals. DQ's work will go beyond destination promotion and begin to include destination management initiatives that focus on moving the region to regenerative tourism.

The plan is also aligned with the Queenstown Lakes District Vision 2050 - 'A Unique Place, An Inspiring Future,' the government's tourism strategy and the New Zealand Tourism Sustainability Commitment.



# The Big Picture

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We all have a responsibility to take up the challenge of being good ancestors. This will help create the foundations for a thriving future for this place, long after we are gone.

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While the period 2020-2022 was incredibly challenging for the Queenstown Lakes and the tourism industry, recovery commenced in late 2022 and strong forward demand is evident in 2023. At year end December 2022 visitor spend was \$1.03 billion in Queenstown Lakes, just 2% behind year end December 2019, and commercial occupancy rates in December 2022 were approaching December 2019<sup>2</sup> levels.

This latent demand, coupled with community sentiment toward tourism, changing traveller trends and expectations, and our region's goal to protect our precious environment has meant a re-evaluation of how we invite our visitors, who we target and how we manage our relationship with them when they are here.

The visitor economy is critical to our region, so what we do matters, both as businesses and people who are part of the community. Business growth can no longer just equal growth in volume. To protect our place and prioritise our people we must look to an evolved tourism strategy that prioritises human connection, environmental stewardship and community wellbeing. This means identifying visitors with values akin to our own; evolving our experiences to make them environmentally and socially sustainable, understanding optimal visitor numbers to our region and ensuring that tourism supports the forging of social connection within our community. Queenstown's magnetism will continue to attract people into the future. While the pandemic has meant the focus for the last few years has been to survive and revive, now is the time to position ourselves to thrive.

It will mean working together with our partners such as Tourism New Zealand, airlines and travel trade in new and different ways, sharing our region's priorities and collaborating to evolve our work to meet the objectives of our DMP and deliver opportunities to Queenstown Lakes that meet our ambition for regenerative tourism.







Within our region DQ will build on the collaborative and constructive relationships it has with Queenstown Lakes District Council (QLDC), Lake Wānaka Tourism (LWT), Queenstown Airport Corporation (QAC), Iwi, Queenstown Chamber of Commerce and the Southern Way collective, to position our destination in an optimal way, supporting the work being done regionally to align with the goals of *Travel to a Thriving Future* and to work alongside other industries with regenerative ambition.

This collaboration acknowledges that the visitor economy is a system that includes far more than just tourism-related businesses; it consists of many sectors and businesses that connect with travellers. All this is inter-linked with communities and the environment. The visitor economy includes the places people stay, the transport that connects them, and the infrastructure that enables it. It includes activities of all kinds, the ecosystems where those activities happen, the culture and heritage people experience, and the industries behind them – the whole web of interdependent relationships and interactions that are part of the visitor experience. Recognition of this will help us to engage better with our visitors, to forge connections with community and harness opportunities for the region.

DQ's strategic focus has also evolved to incorporate the region's Carbon Zero goal; inviting high-contributing visitors; supporting the development of regenerative experiences; fostering connections with local communities and building economic resilience and capability in the visitor economy.

The goal is to ensure we create a future where both visitors and locals celebrate our majestic landscapes, our warm and welcoming culture, our diverse community, our rich heritage, our world-class experiences, and the spirit that makes Queenstown so extraordinary.

1. January 2022 – December 2022, Queenstown Lakes Territorial Authority, TECT, MBIE
2. December 2022, Queenstown Lakes Territorial Authority, Accommodation Data Programme



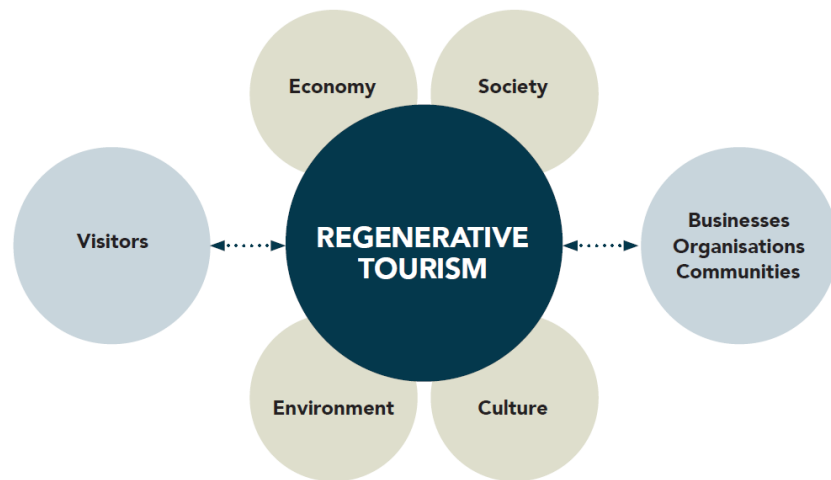
# What is regenerative tourism?

Regenerative tourism goes beyond typical sustainability projects that minimise environmental harm. Instead, it contributes holistic value that benefits communities, the environment, and the economy.

Regenerative tourism has a net-positive impact on the environment, society, culture and the economy, aiming to create a more just, vibrant, and sustainable world. While sustainable tourism seeks to reduce travel's potential harms, regenerative tourism takes a wider view, avoiding extractive economic models. It recognises that the visitor economy is part of an interconnected system. Simply put, regenerative tourism gives back more than it takes. It improves wellbeing and is the best path towards a tourism industry the Queenstown Lakes District can continue to be proud of.

For the Queenstown Lakes, we believe regenerative tourism looks like:

- Enriched communities and enhanced visitor experience.
- Restoration of the environment and decarbonisation of the visitor economy.
- Economic resilience, capability and productivity.



# Guiding Insights

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In recent years there has been a period of accelerated socioeconomic changes, largely due to the COVID pandemic. These changes have and will continue to affect communities and businesses of all kinds. At the same time, the effects of “longer-term” issues, such as climate change, are becoming more apparent.

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## Macro trends

### **Increasing severity and frequency of natural disasters and extreme weather events**

Climate change is causing worldwide humanitarian challenges, including food insecurity and financial strain. Extreme weather events such as floods, heatwaves, and droughts are becoming more severe and frequent globally. This has been felt closer to home in New Zealand where floods and cyclones have caused widespread damage.

### **Failure to move on climate action**

Despite decades of climate advocacy, the global community has not made sufficient progress on climate change. The IPCC reports a 50% chance of exceeding the 1.5°C target by 2030. The recent extreme weather events should serve as a turning point for energy-importing countries to invest in secure, affordable, and cleaner renewable energy sources.

### **Cost of living crisis**

The cost-of-living crisis is being felt globally. Prices of necessities were already increasing before COVID-19. In 2022, costs rose further due to supply chain disruptions from Russia and Ukraine. Today New Zealanders face high inflation, rising interest rates, and increased prices on products, reducing disposable income for leisure activities.

### **Recession**

Due to the pandemic and extreme weather events, governments and central banks are balancing managing inflation and protecting people from a cost-of-living crisis while servicing high debt loads. New Zealand is expected to enter a recession from late 2023-mid 2024. Encouragingly many countries have low unemployment rates despite heading into recessions which should help ease impacts and uncertainty.

### **Inflationary pressures in the visitor economy**

Inflationary pressures are already significantly impacting the tourism industry. Higher prices discourage travellers from booking, and inflation makes travel less affordable. This leads to lower demand and revenue for businesses in the industry. Long haul international flights are a major contributor to cost increases.

### **Geopolitical tensions**

Geopolitical tensions are increasing uncertainty and are likely impacting international travel, visitor flows. Current tensions include the war in Ukraine, Iranian instability, and increased tension between China and the West. Sanctions, embargoes, and trade wars resulting from geoeconomic tensions are exacerbating the cost-of-living and inflation.





### **Importance of equity, inclusion, and diversity**

The pandemic has amplified awareness of equity, inclusion, and diversity issues among consumers, fueled by social movements such as reproductive rights in the US, women's rights protests in Iran, and anti-COVID measures protests in China. Locally, there is growing recognition of the significance of Te Tiriti O Waitangi, Te Ao Māori and becoming good treaty partners.

## **Industry and visitor trends**

### **Pursuing conscious travel & enabling visitor contribution**

Travelers are becoming more conscious of their impact on destinations and communities, leading to a desire to make more thoughtful and intentional choices throughout their travel experience alongside an increasing desire to give back. Regenerative travel acknowledges that the visitor economy is interconnected and those who travel in a regenerative manner can have a net-positive impact on a destination.

### **Seeking well managed destinations & experiences**

People are seeking destinations where there is a well-managed balance between resident and visitor needs. Travellers will seek destinations and experiences which manage the impacts of tourism responsibly either through strategic marketing, technology or physical limitations to ensure a high-quality visitor experience while minimizing the impacts on destination and residents.

### **Shifting traveller motivations & experiences**

The pandemic prompted people to reevaluate their choices, priorities, and values, leading to a shift in lifestyle and travel preferences. Travelers, particularly millennials and Gen Z, seek authentic and meaningful connections with cultures and environments. They want to actively participate in unique experiences that align with their values.

### **Preparing for the unpredictable**

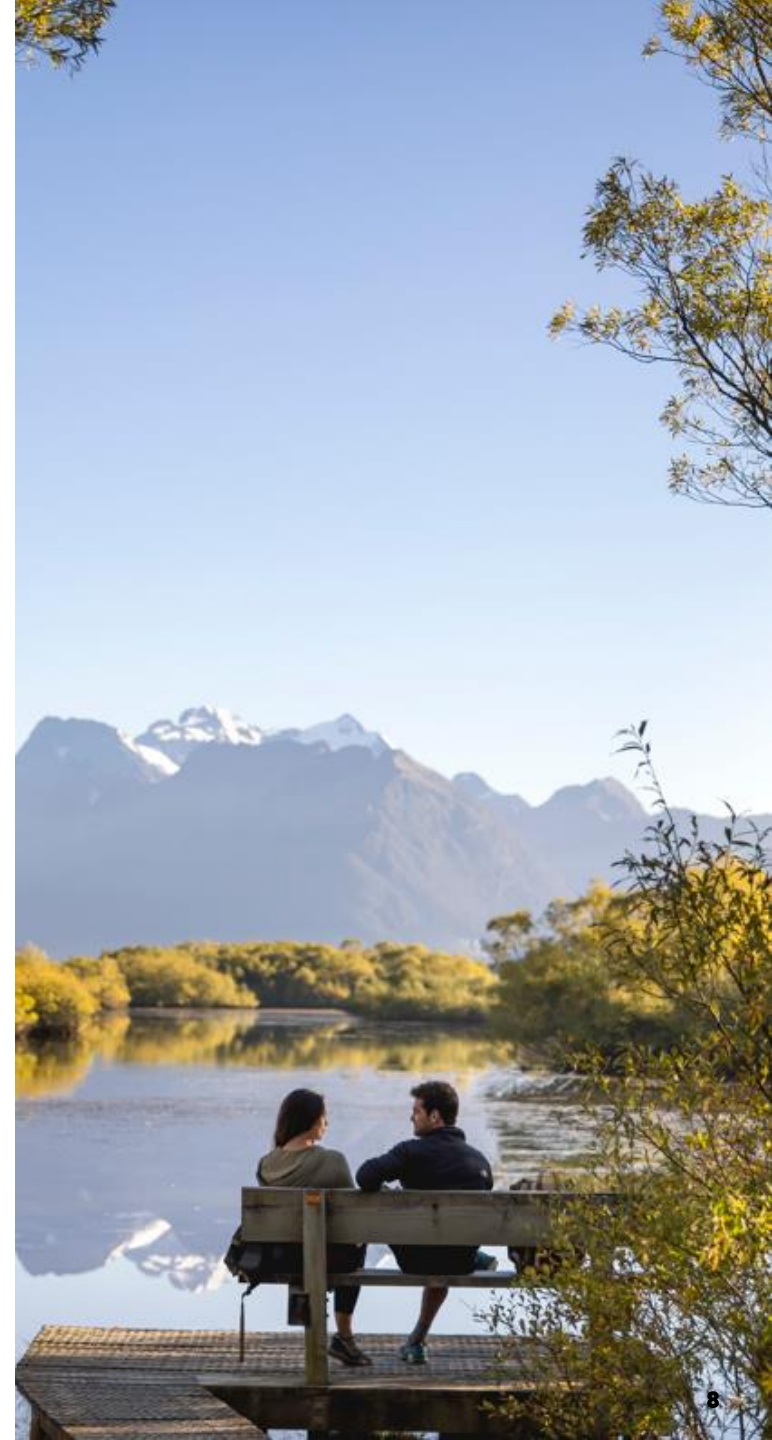
The travel and tourism systems are vulnerable to external events and global conditions, e.g., climate change impacts, pandemics, terrorism attacks, and financial crisis and shifting consumer behaviours could influence perceptions of destinations and the travellers' decisions. Building resilience will become crucial for ensuring the visitor economy can thrive and positively contribute to a destination

### **Capturing the value of domestic & short haul visitors**

The pandemic highlighted the essential role that domestic/ short haul travel plays in the visitor economy. Welcoming these visitors has many benefits – it helps address seasonality, disperses visitor flows to less frequented areas, usually has a lower environmental and carbon impact, can create repeat visitors and are less impacted by external influences.

### **Flexibility in the customer journey**

In the past, travel companies could enforce their terms and charge customers to change bookings. Over COVID-19 more flexibility for travellers was introduced, creating an expectation of support and information to feel confident in their booking process. Businesses must balance this with operational needs, and new technology and automation can help achieve this, benefiting both travellers and operators





A person with curly hair, seen from behind, stands on a grassy hill. They are looking out over a vast valley towards a range of mountains under a bright, low sun, creating a warm, golden glow. The scene is peaceful and scenic.

# Vision

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*Tourism in the Queenstown Lakes is regenerative and resilient, delivering benefits environmentally, socially, culturally and economically, enriching the lives of the people who live here and the people who visit.*

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# Purpose

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*Improving local and visitor wellbeing and experience, forging connections between people and places, and enabling healthy ecosystems, so that the district becomes known as a leading example of how travel creates a thriving future.*

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# Core Values

## **Manaakitaka | hospitality**

We give a warm welcome to visitors (manuhiri), building unity through authentic connections and the act of sharing so that those arriving as manuhiri leave as extended family (whānau whānui). We care for the health and wellbeing of everyone in our community because those who are least visible are an important indicator for the health of the whole.

## **Whanaukataka | family and community-focused**

Reciprocal relationships which are valued, strong and enduring weave us together as whānau. These relationships nourish our community, as well as enabling a productive and thriving visitor economy. We support and celebrate local whenever we can. Knowing what we wish to share with manuhiri, we invite them to share equally in the kinship of our communities through meaningful experiences and connections, rather than through transactions.

## **Tautiakitaka | guardianship**

We experience kinship with the environment, rather than dominance over it, so that nature thrives for the benefit of all species, whilst providing for the wellbeing of our people and our place. Within the tourism industry this is often referred to as the kaupapa of tiaki.

# Guiding Principles

## **Building communities**

Our communities are the living heart of the district. We understand, respect and treasure their unique essence, identity and values by giving them an authentic voice and opportunity to shape their futures.

## **Enabling regeneration**

We consciously nurture those people, activities and organisations that are already lively forces of regeneration, so that others will follow their lead and create the conditions for a regenerative community.

## **Demonstrating leadership**

We collaborate to innovate partnerships with nature, communities and places which will enrich manuhiri, locals, workers and the environment.

## **Working together**

We must work together, across the district and beyond, because no single organisation can achieve our vision alone. Organisations and agencies with a role to play openly share information and resources in the shared interests of achieving our goals.

## **Embracing change**

Ka mua, ka muri; we look backwards to learn from the past and plan with prudence to prepare for the future. We do not fear change but embrace it as an opportunity to improve and be of greater service to our communities





# Strategic Focus

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The future focus for the Queenstown Lakes RTOs will be sharing the values of our people and stories of our place, in a meaningful way, that goes beyond simply promoting and selling the destination.

The RTO strategy has evolved to support the goals of *Travel to a Thriving Future* as well as continuing to support the visitor economy with values-based marketing, product development and capability building in line with a regenerative tourism future.

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## Support the industry to start the journey to Carbon Zero by 2030

- Success for the visitor economy will not be measured through increased visitor numbers.
- Focus on identifying the district's optimal visitor number and supporting our businesses to increase yield within optimal capacity.
- Deliver member capability building initiatives to support the region's carbon zero ambition.

*Instead of presuming that more visitors will result in increased benefits, there must be careful focus on the overall value that communities and the environment receive. Yield and the holistic value of tourism will be prioritised over an increase in visitor numbers. Similarly, to a business maturing from top line growth to focus on their bottom line, the destination must consider all costs and benefits. This strategy helps mitigate impacts from reduction in capacity due to staff shortages, supporting businesses to yield within capacity pressures. This focus will support businesses to evolve their offerings as well as begin to, or progress, their journey toward understanding their carbon outputs and potential actions to reduce them.*

## Attract High Contributing Visitors

- Attract visitors who want to feel a sense of connection with our environment and people
- Target visitors interested in slower travel experiences, who take time to engage and experience more, venturing further than the norm, learning about and connecting with our people and culture and creating opportunities for reciprocity of knowledge.
- Focus our storytelling on our people and place, showcasing sustainable product and initiatives and widening our storytelling to promote community led initiatives connecting people with Love Queenstown.

*We define high contributing visitors as "visitors that take the time to become a temporary local, getting to know and appreciate our people and place, forging connections and giving back to the region."\**

\*see page 14



# Strategic Focus

## Support business capability building and product development

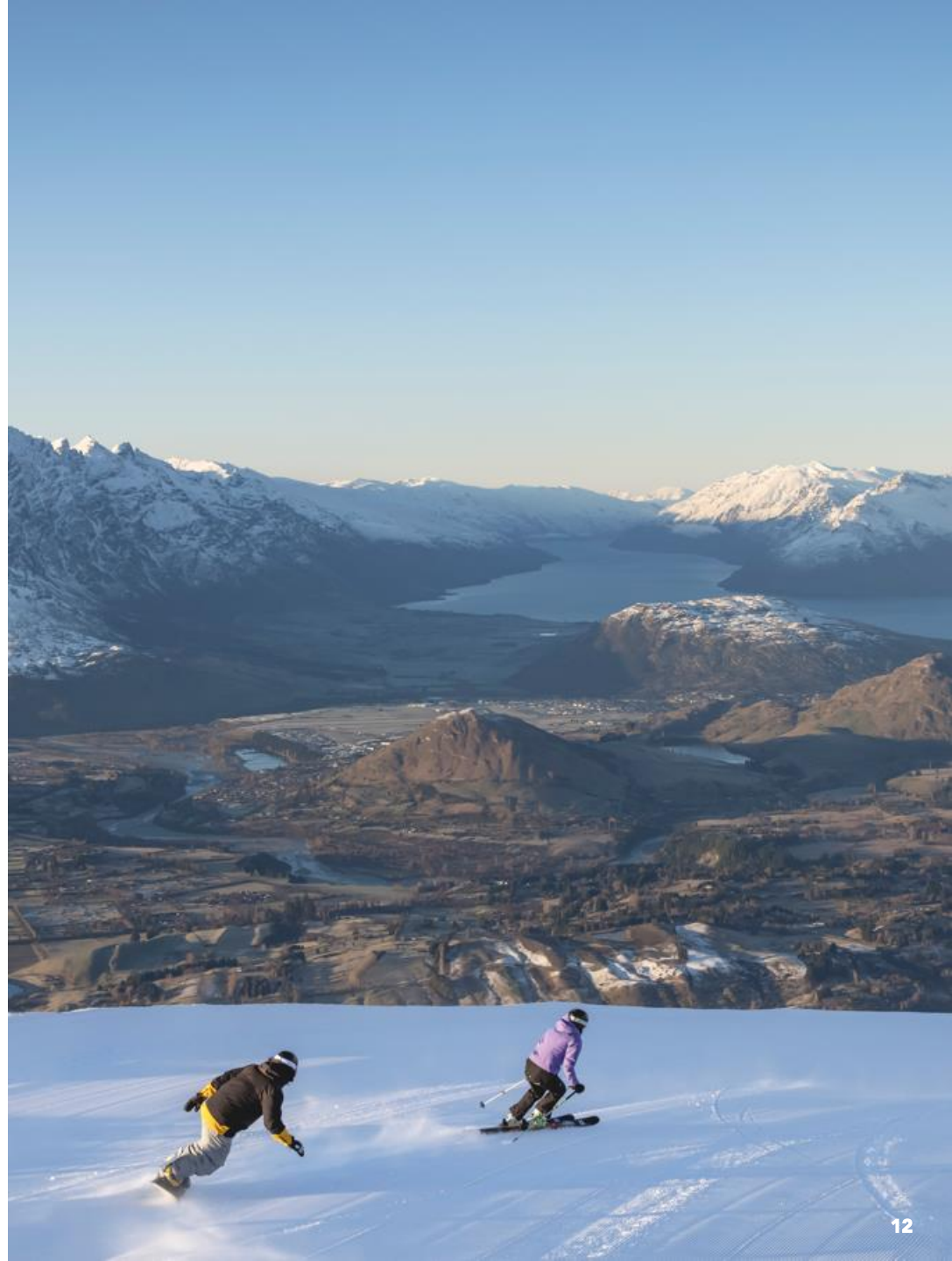
- Support our local visitor economy to provide rich visitor experiences that help to develop a greater understanding and connection to local communities, culture, and place.
- Support businesses to develop and evolve tourism product in line with the regenerative tourism vision, which in turn builds destination brand.
- Work with the tourism system to prepare for potential economic shocks brought on by natural disasters and climate change.
- Promote diversity, equity, inclusion and provide education to ensure that our tourism experiences are inclusive.

*The RTOs will collaborate to deliver product development and capability building across the Queenstown Lakes district. Ultimately the goal is to create experiences that simultaneously consider our visitor, community and environmental needs.*

## Shape the ideal visitor mix

- Shape the visitor mix to nurture short haul markets, targeting a mix of 50% domestic market visitors, versus the 30% Queenstown received pre-Covid.
- The Australian market is considered a short haul market and will continue to be an important focus for the RTOs based on strong length of stay, high expenditure, and lower scope 3 emissions.
- RTO trade teams will focus on building strong relationships with strategic partners offshore aiming to high contributing international visitors, supporting our regenerative tourism goals and in line with the changing face of consumer travel demands.

*An evolved visitor mix will support efforts to move the visitor economy toward an increase in yield where a higher volume of visitors is not necessary to be successful. It is crucial to ensure the region retains support from the domestic market, both to guard against external shocks and to protect our destination reputation in New Zealand. Short haul visitors to the region generate less carbon emissions through their travel to Queenstown.*





# Strategic Focus

## **Evolve Queenstown's brand strategy to align with regenerative tourism and economic diversification**

- Update the Queenstown brand identity and strategy to align with the intentions of the regenerative tourism strategy and reflect place-based values.
- Deliver a brand that can be adopted widely by business and the community.
- Utilise high quality storytelling to build deeper connections and a greater understanding of our place with our visitors and community.

*Place branding is presenting the reality of our place in a way than enhances its appeal and reputation for visitors, the local community and other stakeholders. The focus will be on building a place brand that is used by business and community, is the platform to attract high contributing visitors, aligns with the economic diversification strategy and underpins the long-term positioning of the destination.*

## **Leverage tourism as the gateway for economic development**

- Share our region's stories of innovation and ambition around Carbon Zero 2030 and regenerative tourism.
- Build the Queenstown Lakes reputation as a regenerative tourism destination and test bed for innovation.
- Amplify our stories of innovation to attract high value business events aligned with our destination values.

*Adopting technological innovations will allow the district to diversify the economy while decarbonising tourism. The range of innovation opportunities includes enhancing visitor experiences, measuring the impact of tourism, changing visitor behaviour, and supporting tourism and visitor businesses to be more financially productive.*

## **Be a data and insights led organisation and be the guardians of our destination values**

- Systemise and centralise regional tourism data to inform RTO activity and provide information and insights to our stakeholders and members.
- Be the guardians of our destination values, to inspire visitors and encourage authentic connections between people and place.



# Who is a High-Contributing Visitor?

Slower travel style and  
longer length of stay

Engagement with our community, making  
meaningful connections.

Venturing further than the norm. Encouraging  
visitors to do more while they are here.

Visitors that take the time to become a temporary local getting to  
know and appreciate our people and place, forging connections  
and giving back to the Queenstown region.

To know and care for  
our environment

To appreciate our  
district and understand  
our love of place

Supporting Love Queenstown initiative

Higher yield (longer more engaged  
stays, spread of spend)

Learning about our culture,  
respecting it and sharing their own

Reciprocity of knowledge. Share  
learnings with the world

Celebrate our history, our culture  
and diversity



# RTO Goals and Measures

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*The updated strategic focus has informed a new set of organisational goals and measurements for the RTOs. These goals are now aligned across both Destination Queenstown and Lake Wānaka Tourism, ensuring a cohesive and collaborative approach across the region.*

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# Goals and Measures FY23–24

## Goal 1: Environment

*Support businesses to start or progress their journey to carbon zero by 2030*

### Measures

- Decrease carbon intensity per visitor dollar in Queenstown Lakes district (new metric using emissions assessment from Carbon Zero 2030 project scoping).
- Target an increased length of stay from 2.8 nights average stay in the Queenstown Lakes region to 3.5 nights average stay (ADP and AirDNA).
- Benchmark the number of tourism businesses analysing their own emissions (new metric).
- Benchmark the number of available sustainable tourism experiences in region (new metric).

## Goal 2: Marketing

*Attract high contributing visitors who want to feel a sense of connection with this place and with our people*

### Measures

- Increase net promoter score from 66 to 70 (VIP).
- 3% increase in visitor expenditure over FY22-23 (Marketview).
- Measure uptake in sustainable tourism experience demand from visitors (new metric using evolved Visitor Insights Programme/VIP).
- Love Queenstown FY23-24 target contributions of \$250,000 (new metric).
- Measure the level of visitor engagement with local community (new metric using evolved VIP).

## Goal 3: Product and experience development

*Provide rich visitor experiences and help visitors to develop a connection to local communities, culture and places, honouring our role as Takata Tiriti (People of the Treaty) and in support of Te Ao Māori.*

### Measures

- Support members to evolve current, and develop new, regenerative tourism experiences (cultural storytelling, manaakitaka, sustainability practices)
- Increase the cultural history and stories of our place on queenstownNZ.nz (website metrics)
- Grow Tourism Approval Rating (TAR) toward domestic visitors from 67 to 70 and toward international visitors from 29 to 32 (Views on Tourism).
- Measure visitor satisfaction with sustainable or regenerative visitor experiences (new metric VIP)

## Goal 4: Capability building

*Build economic resilience and capability in the visitor economy to support a thriving community and environment.*

### Measures

- Deliver improved destination visitor yield by working within the identified optimal visitation numbers and ensuring a minimum 3% increase in visitor expenditure (Marketview).
- Target a domestic/international visitor portfolio split of 50/50, measured by anonymised cellphone data (Dataventures).
- Deliver a member capability building programme covering product development, visitor mix, climate adaptation and DEI.

## Goal 5: Brand evolution

*Develop a place-based Queenstown brand founded on community values that can be used widely by business, community, council and tourism.*

### Measures

- Complete Place DNA project. Community values identified and used to inform the development of a new brand for Queenstown.
- Complete foundation activity in FY23-24 to deliver new brand for Queenstown in FY24-25.
- Deliver a user friendly and shareable brand tool kit that enables business, community and local agencies to fully utilise the place brand.

## Goal 6: Organisation

*Be the guardians of our destination values while being a data led organisation and employer of choice.*

### Measures

- Target growth in the visitor perception score of Queenstown as a regenerative tourism destination from 51% to 55% of New Zealanders.
- Achieve annual carbon reduction goals to accelerate DQ's path to Carbon Zero.
- Development Plan for each staff member completed.
- Increase employee NPS from 75 to 80 (Employee Engagement Survey).
- Zero harm incidents at DQ.
- Update data hub annually to reflect team and member business requirements.



# Activity Plan

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*The activity plan includes destination management and destination marketing activity (inclusive of trade, consumer, media and business events).*

*12 essential projects from the Destination Management Plan will commence in year one, delivered by the RTOs. These stem from the three main pillars in Travel to a thriving future as well as the foundation projects. These will start in year one but are likely to be delivered across the next three years.*

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# Team Focus

## Destination Marketing

Destination marketing has a vital role to play in destination management, it defines the invitation we want to extend to visitors, and the experiences we want to create as a host community. Destination management cannot be effective if destination marketing is not undertaken in synergy.

Our marketing activity has two main areas of focus:

### 1 Awareness and positioning:

- Bringing to life our 'place story' in ways that reflect the richness and diversity of our place and our people, including our carbon zero ambition.
- Positioning our place to appeal to sustainably orientated, high contributing visitors.

### 2 Visitor contribution & connection:

- Encouraging visitors to do more while they are here (and to stay longer)
- Leveraging Love Queenstown to build a strong sense of connection and belonging between/with our community and visitors and to encourage contribution (financial and other).

## Trade and Business Events

The RTO trade and business events teams are expert relationship builders with excellent domestic and international networks and an understanding of market demand and trends.

The focus in 2023-2024 will be on building awareness within the trade distribution and business events networks. Educating and informing the travel distribution partners and the conference & incentive industry about Queenstown Lakes' regenerative tourism ambition, encouraging incorporation of regenerative travel opportunities in itineraries, building regenerative literacy and sharing Queenstown's values. The trade and business events teams will evolve the region's trade and business events strategies to focus on building resilience, supporting yield and raising awareness of our environmental goals through attracting market segments with a lower carbon-intensity & higher value. The industry's third-party partners present a significant opportunity to make an impact, shape consumer demand and influence supplier practice, supporting our regenerative tourism goal.

## Destination Management

Destination management brings together different stakeholders to achieve the common goal of developing a well-managed, sustainable visitor destination. It is an ongoing process that requires destinations to plan for the future and considers the social, economic, cultural and environmental risks and opportunities. DQ is in partnership with LWT and QLDC in the delivery of destination management activity from the region's destination management plan *Travel to a thriving future*.





Activity in **green** is from the Destination Management Plan, the numbers reference the specific projects from the DMP.  
Activity in **blue** is conventional RTO marketing activity.

## GOAL 1: Environment

*Support businesses to start or progress their journey to carbon zero by 2030.*

Objective: Support the visitor economy to begin to restore, repair and regenerate natural systems. Amplify storytelling associated with the visitor economy's carbon zero journey.

How	Activity
<b>DMP PROJECT 4: PLACE-BASED DESTINATION PLANNING*</b> 3. Define strategies that consider yield, value per visitor, length of stay and total income/value of the visitor economy.	<ul style="list-style-type: none"> <li>Investigate ways to support our businesses to increase yield within optimal capacity.</li> <li>Explore member capability building opportunities to help operators mitigate reduction in capacity due to staff shortages, supporting businesses to yield strongly within capacity pressures.</li> <li>Scope a project that researches strategies to support the region's ambition to evolve the tourism system to a higher yield, longer stay model within identified optimal capacity range.</li> <li>Undertake a project to scope how the Queenstown Lakes visitor economy can evolve toward a higher yield model, within identified optimal capacity range, reviewing business and market mix</li> </ul>
<b>DMP PROJECT 8: MEASURE GREENHOUSE GAS EMISSIONS*</b> 3. Ensures tourism businesses are analysing their own emissions.	<ul style="list-style-type: none"> <li>Connect operators with the resources and tools to support them to measure their carbon emissions.</li> </ul>
<b>DMP PROJECT 10: ZERO ENVIRONMENTAL FOOTPRINT*</b> 3. Develop and support existing education and outreach initiatives to change visitor behaviour regarding local environmental issues.	<ul style="list-style-type: none"> <li>Showcase Queenstown's environmental sustainability initiatives and organisations that are prioritising environmental management.</li> <li>Identify existing initiatives that focus on environmental education and protection and determine how to effectively communicate and connect visitors with these initiatives.</li> </ul>
<b>RTO MEDIA</b> Develop a PR strategy to showcase the region's initiatives to transition to a carbon zero industry.	<ul style="list-style-type: none"> <li>Create a bank of stories relating to the region's regenerative and sustainability initiatives.</li> <li>Investigate and create media opportunities to amplify our positive stories.</li> <li>Seek new and innovative PR opportunities to gain attention for the region's carbon zero initiatives relating to the visitor economy.</li> </ul>
<b>RTO MARKETING</b> Amplify storytelling associated with the carbon zero goal.	<ul style="list-style-type: none"> <li>Explore ways to share case studies and stories of our businesses and community groups that are leading the way transitioning to a carbon zero visitor economy.</li> </ul>
<b>RTO TRADE &amp; BUSINESS EVENTS</b> Support regenerative tourism by building connections with aligned industry partners.	<ul style="list-style-type: none"> <li>Identify industry partners that are aligned to the Queenstown Lakes regenerative tourism ambitions and explore opportunities to connect with visitors via these third party channels.</li> </ul>

\* Drawn directly from DMP, for further reference and detail see Appendix.

## GOAL 2: Marketing

*Attract high contributing visitors who want to feel a sense of connection with this place and with our people*

Objective: Align RTO marketing activity with community values and a regenerative mindset.

How	Activity
<b>DMP PROJECT 1: COMMUNITY ENGAGEMENT*</b>	
2. Use existing community plans to bring local values to life	<ul style="list-style-type: none"> <li>Collaborate with local community groups to establish an understanding of local values from existing place-based community plans.</li> </ul>
5. Identify opportunities to support local events, activities, facilities and initiatives which help reinforce community identity, values and a unique sense of place.	<ul style="list-style-type: none"> <li>Evolve the events hub on queenstownNZ.nz to support events which help reinforce community identity, values and a unique sense of place.</li> <li>Review the marketing and promotional support DQ provides to events to prioritise support for events which fulfil this criteria.</li> <li>Review and evolve event marketing strategy and activity to align with the DMP</li> </ul>
7. Work with Tourism New Zealand and third-party travel trade organisations to raise awareness of and support for our community values-based approach.	<ul style="list-style-type: none"> <li>Develop a regional strategy for both trade and business events for Queenstown and Wānaka that reflects the regenerative tourism strategy and enables us to attract high contributing visitors through third party channels</li> <li>Develop a new famil strategy for the RTOs to guide business development and media activity in conjunction with TNZ, sharing the region's destination management ambitions. Famil strategy to include: <ul style="list-style-type: none"> <li>Encouraging longer stays (through media famils, paid &amp; third-party content)</li> <li>Carbon footprint of famil is considered and limited where possible (sustainable transport, public transport, EV vehicles, ride sharing, walking/biking).</li> <li>Waste and pollution of famil is considered and limited where possible</li> </ul> </li> <li>Develop a matrix to evaluate TNZ famil opportunities that identifies prioritised outcomes from famils and ensure TNZ is aware of the region's requirements for hosting famils.</li> <li>Develop webinar programme for offshore TNZ and trade offices to communicate our destination priorities relating to positioning, destination reputation, media &amp; trade opportunities, and destination management projects such as Love QT/Love Wānaka.</li> <li>Develop direct relationships with TNZ offshore offices to work collaboratively to identify trade partners in market with values that align with Queenstown Lakes.</li> <li>Work with TNZ to target media opportunities that tell place-based long form stories which align with the region's regenerative strategies</li> </ul>

Activity in **green** is from the Destination Management Plan, the numbers reference the specific projects from the DMP.

Activity in **blue** is conventional RTO marketing activity.

\* Drawn directly from DMP, for further reference and detail see Appendix.



How	Activity
<p><b>RTO MARKETING</b></p> <p>Evolve the Queenstown marketing strategy from a funnel based conversion focused model, to an engagement and content focused model.</p> <p>Bring to life the stories of our place, showcasing the richness and diversity of our region, positioning our brand to appeal to high contributing visitors.</p> <p>Define audiences that align with the regenerative tourism plan and research visitor interests, behaviours and values to inform that marketing activity.</p>	<ul style="list-style-type: none"> <li>• Develop and implement a new consumer marketing model and plan that transitions us away from the traditional dream/plan/book model to a new system that enables us to position Queenstown, educate audiences, drive engagement and awareness to visit.</li> <li>• Review and develop a new RTO content strategy with a focus on people and place-based storytelling across all mediums – written and visual/video/social/edm. Strive to utilise every piece of content five times.</li> <li>• Concept and produce video content that authentically tells the story of our people and place, building the region's regenerative credentials.</li> <li>• Maintain the Queenstown website as the official and leading source of visitor information.</li> <li>• Review and evolve RTO strategy across paid and organic digital and social channels to ensure it aligns with updated approach.</li> <li>• Evolve the Queenstown eDM strategy to focus on building personalised and direct relationships with new and repeat visitors, building increased engagement with potential visitors.</li> <li>• Educate and influence existing Queenstown traveller market (those with high intent to visit) to become high contributing visitors.</li> <li>• Work with destination brand partners to support and reflect our regenerative tourism ambitions.</li> <li>• Work closely with TNZ teams to leverage and partner on relevant activity and opportunities aligned with our new marketing model and regenerative tourism strategy.</li> <li>• Develop and leverage PR tactics in line with the new marketing model.</li> <li>• Continue to produce high quality content (imagery and video) that effectively captures and promotes the destination and regenerative tourism ambitions.</li> <li>• Review and develop branded collateral, including corporate gifts, visitor guides, uniforms and signage.</li> <li>• Authentically tell the approved stories of place and raise awareness of Queenstown's cultural history.</li> <li>• Review and develop event marketing strategy in line with the new marketing model and regenerative tourism ambitions</li> </ul>
<p><b>RTO DATA &amp; INSIGHTS</b></p> <p>Collaborate with LWT to deliver region wide research and insights, visitor monitoring, community sentiment monitoring and emerging traveller trends.</p>	<ul style="list-style-type: none"> <li>• Facilitate region wide research programmes and insight gathering.</li> <li>• Deliver annual reporting for Views on Tourism community sentiment report and the new regional Visitor Insights Programme.</li> </ul>
<p><b>RTO COMMUNICATIONS</b></p> <p>Positively build Queenstown's brand through guiding positive media relations</p>	<ul style="list-style-type: none"> <li>• Maintain a communications schedule of key messaging and media opportunities, that supports Travel to a Thriving Future.</li> <li>• Leverage the news cycle to deliver positive Queenstown stories in national media.</li> <li>• Reinforce the value of tourism to Queenstown by sharing our stories about the key role regenerative tourism plays for our environment, communities, visitor experience and economic resilience.</li> <li>• Support our members to share their positive stories and gain media coverage where appropriate</li> </ul>

Activity in **green** is from the Destination Management Plan, the numbers reference the specific projects from the DMP.

Activity in **blue** is conventional RTO marketing activity.

How	Activity
<p><b>RTO MEDIA</b></p> <p>Ensure the RTO media programme is a tool to tell regenerative, community and place-based stories to support our regenerative tourism goals and attract visitors whose values align to our own.</p>	<ul style="list-style-type: none"> <li>• Ensure the media programme supports stories which honour our community values.</li> <li>• Work with Kāi Tahu to authentically tell the approved stories of place and raise awareness of Queenstown's cultural history via the media programme.</li> <li>• Ensure the media program works with third parties (eg TNZ, media, agencies) to raise awareness of community values approach (DMP/Carbon goal/ overall approach to media)</li> <li>• Use the Media program as a tool to celebrate examples of behaviour and practices that align with Tiaki</li> <li>• Utilise the media programme to build awareness of local environmental projects and initiatives.</li> <li>• Communicate with residents about regenerative tourism activity to support community spirit and create opportunities for connections between community and industry.</li> <li>• Ensure that media activity delivered is in alignment with optimal visitor number objectives</li> </ul>
<p><b>RTO TRADE</b></p> <p>Support the goals of the regenerative tourism strategy through educating and collaborating with aligned third-party travel trade partners.</p>	<ul style="list-style-type: none"> <li>• Identify trade partners whose values and priorities align to the regenerative tourism strategy and leverage these relationships to better position and promote Queenstown Lakes.</li> <li>• Continue to maintain and update a comprehensive global trade database to proactively share Queenstown Lakes updates, product and information to educate and support travel sellers.</li> <li>• Attend and represent Queenstown Lakes at relevant and appropriate trade shows, sales calls and engagement opportunities that support us to uncover new and existing opportunities to prioritise business that supports longer length of stay and immersive experiences in the Queenstown Lakes community. This could include but not limited to TRENZ, TNZ Kiwilink, ITO and third party led opportunities.</li> <li>• Facilitate Queenstown operators' presence at TRENZ.</li> <li>• Deliver DQ Trade &amp; Business Events Roadshow in Australian Market, ensuring efficiency and value for members and partners.</li> <li>• Deliver Inbound Tour Operator event in Auckland ahead of TRENZ 2024.</li> <li>• Explore small-scale, curated sales initiatives in-market to connect members with aligned partners in core visitor markets.</li> <li>• Attend the annual TEC conference and other industry events to position and educate distribution channel partners about the Queenstown Lakes regenerative tourism approach.</li> <li>• Leverage strategic airline and airport relationships to identify new value-aligned trade partners.</li> <li>• Evolve tools and assets for the travel industry that share Queenstown's position and regenerative tourism ambitions including video, presentations, and new tools on the trade microsite.</li> <li>• Delivering a regular schedule of newsletter and stream on demand communications to educate travel sellers about Queenstown Lakes updates. Translate newsletter communication to simplified and traditional Chinese.</li> <li>• Maintain engagement in DQ's travel trade social channels — Facebook, YouTube and WeChat.</li> <li>• Support TNZ, airlines, ITO and wholesaler famils that align with Queenstown Lakes regenerative tourism approach.</li> <li>• Host western and Asian market pre and post TRENZ famils.</li> <li>• Take a leadership position in developing and delivering the regional IMA strategy.</li> </ul>

Activity in **green** is from the Destination Management Plan, the numbers reference the specific projects from the DMP.

Activity in **blue** is conventional RTO marketing activity.



How	Activity
<b>RTO BUSINESS EVENTS</b>  Position ourselves as a business events destination that ignites innovative thinking, connects with and supports community and puts people and the place first.	<ul style="list-style-type: none"> <li>• Develop a region-wide Queenstown Lakes business events strategy.</li> <li>• Support existing relationships and contacts to understand Queenstown Lakes regenerative tourism ambitions and goals.</li> <li>• Continue to maintain and generate leads from high contributing business events across all markets for members.</li> <li>• Identify potential BE industry partners whose values and priorities align with Queenstown Lakes</li> <li>• Review and update the BE famil and site inspection strategy to ensure it is delivering the best value for our members and destination.</li> <li>• Attend and represent Queenstown Lakes at relevant and appropriate trade shows and networking opportunities that align with the regenerative tourism strategy and create the opportunity to connect with our definition of high contributing visitors. This could include but not limited to AIME, MEETINGS, IMEX US and TNZ/BEIA led opportunities.</li> <li>• Deliver an evolved schedule of sales calls to support buyer relationships and engagement.</li> <li>• Review the overall Queenstown led BE event programme to ensure activity aligns with the future focus for the destination as well as market needs.</li> <li>• Evolve the business events content, such as videos, presentations and toolkits, to reflect our destination priorities and regenerative tourism ambitions.</li> <li>• Review current BE digital marketing and content strategy to reflect the organisation's storytelling approach and to align with updated strategies across markets.</li> </ul>
<b>RTO TRADE &amp; BUSINESS EVENTS</b>  Review and evolve industry touchpoints and tools	<ul style="list-style-type: none"> <li>• Review the material and tools that DQ produces for industry education and support and streamline these in line with DMP strategy.</li> <li>• Deliver consistent and relevant communications to BE client and trade databases across all markets.</li> <li>• Foster strategic partnerships ensuring the RTO strategy is communicated and understood across key relationships (e.g TNZ, BEIA)</li> </ul>

Activity in **green** is from the Destination Management Plan, the numbers reference the specific projects from the DMP.

Activity in **blue** is conventional RTO marketing activity.



## GOAL 3: Product & Experience Development

*Provide rich visitor experiences and help visitors to develop a connection to local communities, culture and places, honouring our role as Takata Tiriti (People of the Treaty) and in support of Te Ao Māori.*

Objective: Align visitor experiences with the core values and guiding principles of the regenerative tourism strategy

How	Activity
<p><b>DMP PROJECT 2: TIAKI PROMISE : LEAD BY EXAMPLE*</b></p> <ol style="list-style-type: none"> <li>1. Amplify and reinforce the kaupapa (intention and principles) of the Tiaki Promise throughout the district in a consistent way so that the values of Tiaki become a commonly used benchmark of behaviours.</li> <li>2. Encourage local agencies, communities and tourism businesses to champion the Tiaki Promise so that all visitors are aware of it and understand it.</li> <li>3. Identify and acknowledge examples of behaviour and practices that align with the Tiaki Promise so that there are a growing number of leading examples to inspire others.</li> </ol>	<ul style="list-style-type: none"> <li>• Champion the local businesses that are actively living the values of Tiaki Promise and share these.</li> <li>• Investigate creating an ambassador to further the knowledge and capability around Tiaki Promise with local business</li> <li>• Implement a community awareness programme to promote living the values of Tiaki Promise (Be a Tiaki Kiwi)</li> <li>• Share and promote the Tiaki toolkit to businesses, encouraging them to use this within their organisations.</li> <li>• Explore ways the Kaupapa of the Tiaki Promise could be furthered amongst partners organisations such as QLDC, QAC and neighbouring RTOs.</li> <li>• Use the RTO media program as a tool to celebrate examples of behaviour and practices that align with Tiaki Promise.</li> </ul>
<p><b>DMP PROJECT 5: WELCOME PROGRAMME*</b></p> <ol style="list-style-type: none"> <li>1. Identify arrival touchpoints where visitors can receive a welcome, assistance, and education from the destination. Determine how existing visitor servicing can support the experience at these locations and times.</li> <li>3. Set a goal for number of visitors surveyed and connections made by email or other methods, and identify resources that can be used to reach the goal.</li> </ol>	<ul style="list-style-type: none"> <li>• Identify visitor arrival touch points in the region and investigate ways to enhance the sense of arrival and welcome to the district.</li> <li>• Ensure the Kaupapa of the Tiaki promise is reflected at visitor touchpoints.</li> <li>• Align visitor touchpoints communication with the principles of the regenerative tourism strategy.</li> <li>• Establish and evolve the visitor experience survey which aims to understand visitor experience, interaction and connection with our region.</li> </ul>

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Activity in **blue** is conventional RTO marketing activity.

\* Drawn directly from DMP, for further reference and detail see Appendix.



How	Activity
<p><b>DMP PROJECT 6: ARTS, CULTURE AND HERITAGE DEVELOPMENT*</b></p> <p>1. Work in partnership with Kāi Tahu as mana whenua to explore opportunities to increase cultural heritage experiences and emphasise the real Māori stories connected with this place.</p>	<ul style="list-style-type: none"> <li>• Work with QLDC and Three Lakes Cultural Trust to identify the authorized Kāi Tahu stories we can share.</li> <li>• Work with Iwi partners and New Zealand Māori Tourism to identify opportunities for cultural heritage experiences.</li> </ul>
<p><b>PROJECT 15: PRODUCT EVOLUTION PROGRAMME*</b></p> <p>1. Measure the quality of the destination experience according to visitor sentiment.</p>	<ul style="list-style-type: none"> <li>• Develop a region wide visitor experience monitoring programme.</li> </ul>
<p>3. Promote diversity, equity, and inclusion (DEI) and provide education to ensure that Queenstown Lakes and its tourism experiences welcome people of all kinds. This includes communities which are marginalised, vulnerable, oppressed or underrepresented along lines of race, ethnicity, socioeconomic status, age, sexual and gender orientations (LGBTQIA+), or disability.</p>	<ul style="list-style-type: none"> <li>• Identify partners who are experts in DEI and existing programmes the RTOs can work with to develop business capability building activity to support diversity, equity and inclusion in the Queenstown Lakes.</li> </ul>
<p>4. Improve accessibility throughout the district's visitor experiences, including its tourism facilities, products and services, to accommodate visitors and residents of all abilities.</p>	<ul style="list-style-type: none"> <li>• Work with external partners to promote and improve accessibility within the region, across tourism operations as well as local facilities. Work with these partners to delivery education programmes around accessibility.</li> <li>• Empower our operators and provide resource and toolkits to support product evolution and sales skills around regenerative tourism and destination positioning (sales ambassadors).</li> </ul>
<p><b>DMP PROJECT 16: TOURISM BUSINESS EXCELLENCE PROGRAMME*</b></p> <p>1. Ensure a common understanding of what Travel to a Thriving Future means among visitor economy stakeholders.</p>	<ul style="list-style-type: none"> <li>• Develop a short summary of Travel to a Thriving Future to share with stakeholders.</li> <li>• Create opportunities to share the goals and ambitions of the strategy with operators and industry.</li> </ul>
<p>3. Support tourism businesses, their guides and staff to build their knowledge and understanding of local cultural heritage.</p>	<ul style="list-style-type: none"> <li>• Advocate for the inclusion of cultural heritage elements in tourism products and experiences</li> <li>• Work with Kāi Tahu to identify legends and stories of place which are authorized by Kāi Tahu to be shared.</li> </ul>

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Activity in **blue** is conventional RTO marketing activity.

\* Drawn directly from DMP, for further reference and detail see Appendix.

How	Activity
<p><b>DMP PROJECT 16: TOURISM BUSINESS EXCELLENCE PROGRAMME (CONT.)*</b></p> <p>6. Help owners design business models that increase yield and where a higher volume of visitors and experiences is not necessary to be successful. Enable them to compete on quality and unique, rich experiences rather than on price.</p> <p>7. Share learning and case studies of businesses that are leading the way towards a regenerative future to provide practical examples for others to follow.</p>	<ul style="list-style-type: none"> <li>• Research methods to support a higher yield tourism system model that doesn't rely on an increase in visitor numbers, including things like technological developments, booking channels and adding value via cultural layers within experiences</li> <li>• Develop a library of case studies showcasing regenerative tourism.</li> </ul>
<p><b>RTO ALL TEAMS</b></p> <p>Utilise RTO trade expertise and knowledge to support product development in line with emerging traveller trends and regenerative tourism.</p>	<ul style="list-style-type: none"> <li>• In collaboration with LWT explore a product development programme for the region, focused on working alongside operators to evolve existing experiences or develop new product that supports regenerative tourism ambition but is also well set up to work within the travel trade distribution system.</li> </ul>
<p><b>RTO BUSINESS EVENTS</b></p> <p>Support business event organisers to create opportunities to connect delegates with our community and environment and give back to place.</p>	<ul style="list-style-type: none"> <li>• Identifying business event needs for member capability opportunities (e.g. digital influence)</li> <li>• Investigate opportunities to connect Queenstown operators with BE buyers.</li> </ul>
<p><b>RTO COMMUNICATIONS</b></p> <p>Create opportunities to engage with our community and help visitors to develop a connection to local communities, culture and places.</p>	<ul style="list-style-type: none"> <li>• Develop a strategic communications plan to guide RTO community engagement, sharing stories of work being undertaken in the visitor economy to support social, cultural and environmental sustainability.</li> <li>• Communicate with our visitors the importance of respect for place and values of our region.</li> </ul>

Activity in **green** is from the Destination Management Plan, the numbers reference the specific projects from the DMP.

Activity in **blue** is conventional RTO marketing activity.

\* Drawn directly from DMP, for further reference and detail see Appendix.



## GOAL 4 : Capability Building

*Build economic resilience and capability in the visitor economy to support a thriving community and environment.*

Objective: Build resilience and capability in the visitor economy by supporting a move to a new tourism system model that drives regenerative tourism outcomes, enabling our businesses to command higher yields and attract talent and operate within optimal visitor numbers.

How	Activity
<p><b>DMP PROJECT 14: LOVE WĀNAKA / LOVE QUEENSTOWN*</b></p> <p>1. Establish a community fund that targets visitor give-back and financial contributions to support social and environmental outcomes.</p> <p>Point 2. Develop platforms that enable visitor give-back programmes</p>	<ul style="list-style-type: none"> <li>• Launch Love Queenstown and Love Wānaka in support of conservation, biodiversity and positive environmental outcomes in the region. Promote the initiative to visitors to encourage contributions; to local businesses to participate; and to local community groups as recipients.</li> <li>• Launch Love Queenstown website and donation platform.</li> <li>• Create a toolkit for businesses to understand and adopt Love Queenstown locally.</li> <li>• Work with QAC and QLDC to brand the region Love Queenstown/ Love Wanaka at launch.</li> <li>• Leverage Love Queenstown to build a strong sense of connection between community and visitors.</li> </ul>
<p><b>DMP PROJECT 19: INNOVATION AND ECONOMIC DEVELOPMENT*</b></p> <p>4. Build a reputation as an innovative, early adopter in areas aligned with green tourism innovation and clean transportation.</p>	<ul style="list-style-type: none"> <li>• Celebrate business innovation to support Queenstown's reputation as a proving ground for innovation.</li> <li>• Profile regional economic development and business innovation stories via earned and third-party content.</li> <li>• Utilise the RTO media program to build awareness of business innovation throughout Queenstown.</li> <li>• Leverage inventive and environmental-focused business events in the region as a platform to showcase stories of innovation and progress.</li> <li>• Attract business events that align with the region's economic diversity strategy and prioritise regenerative practices.</li> </ul>
<p><b>RTO ALL TEAMS</b></p> <p>Provide capability building opportunities through DQ that support a thriving community and environment.</p>	<ul style="list-style-type: none"> <li>• Work with existing local initiatives and organisations to develop a programme of capability programme initiatives to support tourism businesses to develop and succeed relative to regenerative tourism, sustainability, decarbonisation, digital capability, data and insights.</li> <li>• Provide support to businesses through the evolution of the RTO capability building programme, regular communications and information sharing.</li> <li>• Ensure that the capability programme covers the region's key objectives relating to tourism system yield.</li> </ul>

Activity in **green** is from the Destination Management Plan, the numbers reference the specific projects from the DMP.

Activity in **blue** is conventional RTO marketing activity.

\* Drawn directly from DMP, for further reference and detail see Appendix.

## GOAL 5 : Brand Evolution

*Develop a place-based Queenstown brand founded on community values and reflecting our people and place, that can be used widely by business, community, council and tourism.*

Objective: Update the Queenstown brand to connect meaningfully with our community, businesses and visitors and support the intention and outcomes of the regenerative tourism strategy.

How	Activity
<p><b>DMP FOUNDATION PROJECT 4: UPDATE QUEENSTOWN LAKES BRAND AND MARKETING STRATEGIES*</b></p> <p>1. Effective use of data and analytics to improve knowledge about visitor motivators and behaviours.</p> <p>2. An informed understanding of visitor interests, behaviours and values to inform marketing activity.</p> <p>3. Align brand strategy to regenerative tourism and economic diversification</p> <p>4. Align marketing plans (including business goals, market segments and promotional/experience activities) to regenerative tourism and decarbonisation.</p>	<ul style="list-style-type: none"> <li>• Evolve the data and insights hub to further leverage available visitor economy data to guide RTO and operator activity.</li> <li>• Launch a region wide visitor insights programme to inform RTO marketing activity.</li> <li>• Develop a place-based Queenstown brand: <ul style="list-style-type: none"> <li>• Identify our community values to inform the development of a new brand identity and strategy for Queenstown.</li> <li>• Develop and articulate our brand proposition and what our brand represents (our why).</li> <li>• Ensure the brand resonates with high contributing visitors and our community.</li> <li>• Ensure the brand underpins our ambitions with the Destination Management Plan</li> </ul> </li> <li>• Undertake a rebrand process in line with the above process.</li> <li>• Develop a new hero brand video asset.</li> <li>• Undertake a website redevelopment project to reflect the new brand and align with the regenerative tourism objectives.</li> <li>• Develop an annual marketing plan that outlines the new RTO marketing model and tactical activity for the year.</li> <li>• Build our brand through owned and earned media channels, supporting storytelling that celebrates our people and place and drives positive PR.</li> <li>• Review and align brand marketing collateral to align with DMP and DQ organisation sustainability objectives.</li> </ul>

Activity in **green** is from the Destination Management Plan, the numbers reference the specific projects from the DMP.

Activity in **blue** is conventional RTO marketing activity.

\* Drawn directly from DMP, for further reference and detail see Appendix.



## Goal 6: Organisation

*Be the guardians of our destination values, show leadership in caring for place and prioritise communication and collaboration.*

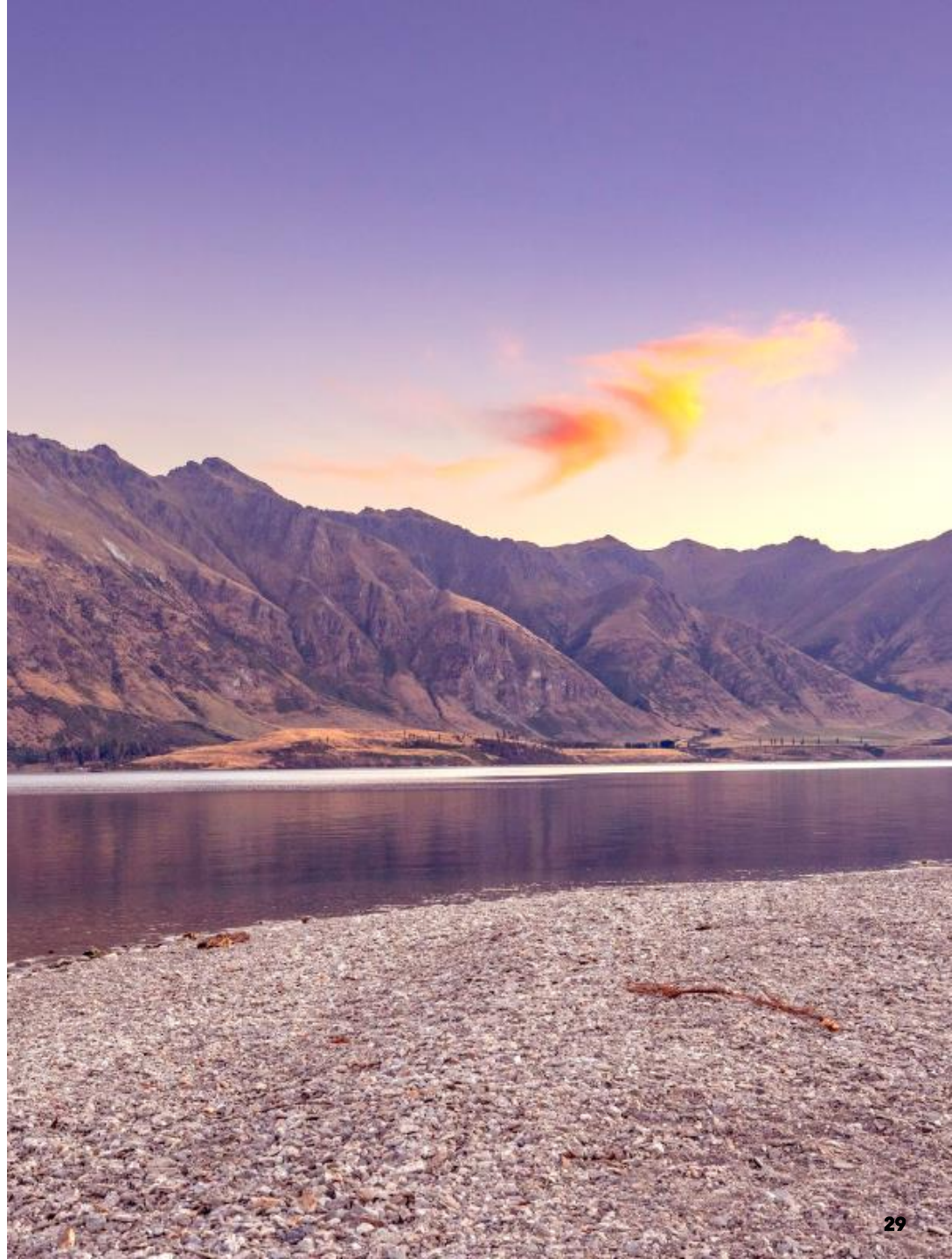
Objective: Continue to ensure the RTO is an appropriately resourced, structured and motivated team to deliver the requirements of this plan.

How	Activity
<b>DMP PROJECT 18: EMERGENCY AND CLIMATE ADAPTATION PREPAREDNESS*</b>  2. Ensure tourism operators are prepared and understand their responsibilities so that they can keep visitors safe during emergencies.	<ul style="list-style-type: none"><li>• Continue to facilitate the TORQUE group activity</li><li>• Identify member capability building opportunities in this space</li><li>• Support regional emergency management planning</li><li>• Support members to understand regional emergency management plans</li></ul>
<b>RTO ORGANISATION</b> Accelerate Destination Queenstown's journey to become carbon zero before 2030	<ul style="list-style-type: none"><li>• Collect and measure organisation emissions data.</li><li>• Review every organisational process – office and external setting reduction targets.</li><li>• Set minimum prerequisites for approvals within these processes based on carbon emissions.</li><li>• Adopt and test innovative sustainable initiatives across the organisation.</li><li>• Drive and promote regeneratively sustainable initiatives (Current Objective)</li><li>• Educate DQ Staff around carbon emission, data collection and measurement.</li><li>• Create and support staff transport plans</li></ul>

Activity in **green** is from the Destination Management Plan, the numbers reference the specific projects from the DMP.

Activity in **blue** is conventional RTO marketing activity.

\* Drawn directly from DMP, for further reference and detail see Appendix.



How	Activity
Continue to be appropriately resourced, structured, and motivated team to deliver our vision	<ul style="list-style-type: none"> <li>• Embed DQ Values to underpin every decision and action within the organisation.</li> <li>• Ensure the organisational structure evolves to meet the needs of delivering our vision.</li> <li>• Create and provide a comprehensive induction and continued support for staff.</li> <li>• Support staff to constantly develop and learn</li> <li>• Focus on improving in the areas recommended by the 2022 employee engagement survey.</li> <li>• Increase awareness of equity, inclusion and opportunity for all staff</li> <li>• Ensure staff have the technology required to carry out their roles with flexibility.</li> <li>• Facilitate the 2023 Employee Engagement Survey</li> </ul>
Continue to ensure workplace H&S standards are of a high level	<ul style="list-style-type: none"> <li>• Continue to educate and to promote active participation across the team regarding health and safety matters, initiatives, improvements and procedures.</li> <li>• Ensure the health and safety policy and plan continues to be adhered, implemented and updated.</li> <li>• Provide H&amp;S inductions, ShakeOuts and internal training to the DQ team including driving the H&amp;S Committee is involved in all decisions.</li> <li>• Annual review of health and safety plan including emergency response and evacuation, DQ policies and hazard/risk assessment</li> <li>• Provide ongoing mental health support and training.</li> <li>• Provide external Employee Assistance Program via EAP Services</li> <li>• All DQ Staff who regularly host clients and media have first aid certification.</li> <li>• Offer flexible support tailored to individual and team needs.</li> <li>• Maintain a Business Continuity Plan for DQ including communication procedures, identification of key personal, identification of business – critical processes and file, IT backups and access, insurance and contact details.</li> <li>• All DQ Staff to participate in the Active8 transport programme</li> </ul>
<b>RTO MARKETING</b>	
Foster and participate in collaborative initiatives with regional lower South Island RTO's and local partners	<ul style="list-style-type: none"> <li>• Continue the collaborative relationship with QAC, exploring opportunities to partner on activity that supports regional goals.</li> <li>• Collaborate with partners to support the development and promotion of the Southern Way RTO collective.</li> <li>• Support the development of an EV and E-Bike touring routes.</li> <li>• Be an active participant in the Southern Scenic Route and Central Otago Touring Route activity.</li> <li>• Be an active participant in the Central Otago Trails marketing network.</li> </ul>

Activity in **green** is from the Destination Management Plan, the numbers reference the specific projects from the DMP.

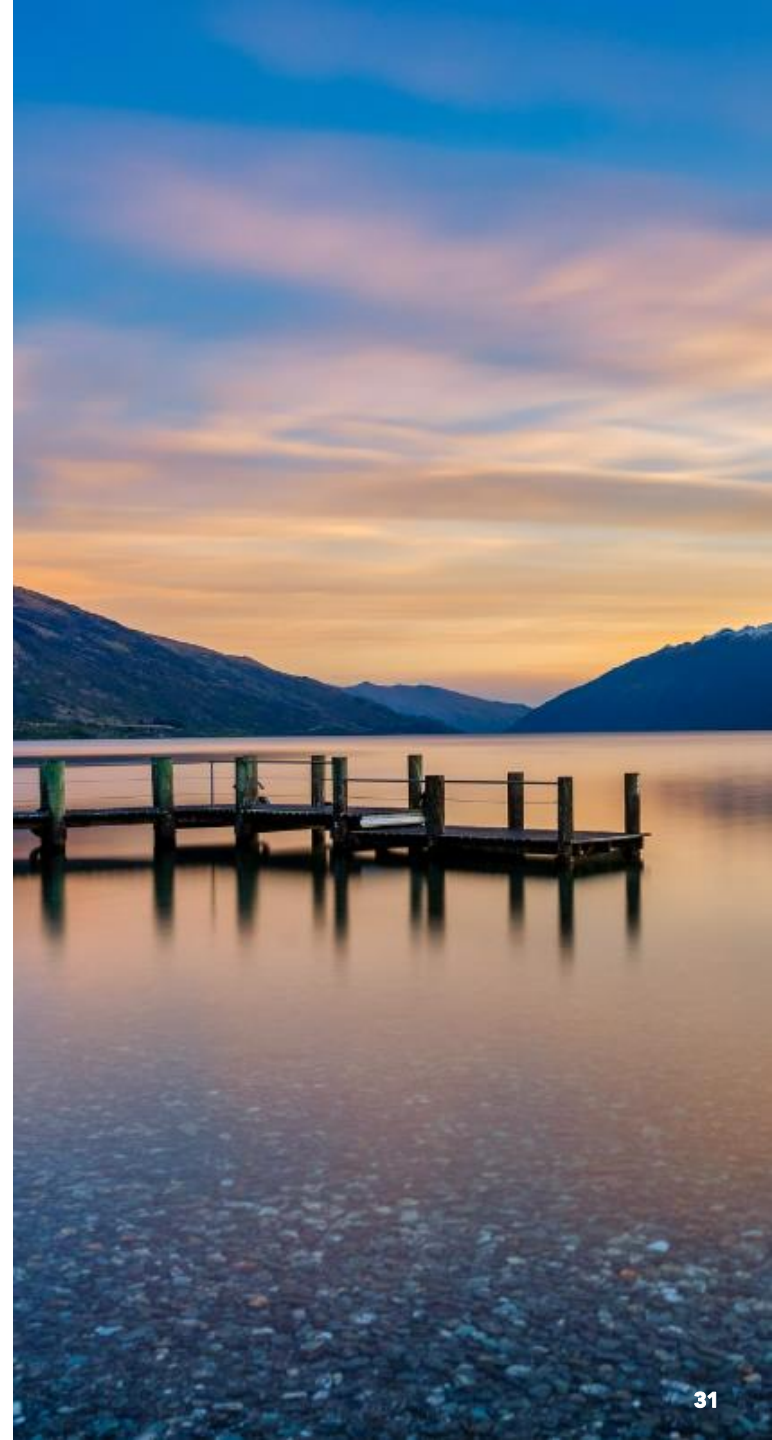
Activity in **blue** is conventional RTO marketing activity.



How	Activity
<b>RTO COMMUNICATIONS</b>	
Provide DQ members with regular communications and information sharing.	<ul style="list-style-type: none"> <li>• Deliver consistent and relevant communications to DQ members (newsletters, briefings and trainings, member events).</li> <li>• Deliver a schedule of member events including quarterly DQ member updates, business event updates, Queenstown Connects and ad hoc member engagement opportunities as required.</li> </ul>
Manage the reporting function for DQ	<ul style="list-style-type: none"> <li>• Report on DQ's organisational plans including the Annual Report, the Business Plan and DMP.</li> <li>• Carry out an annual member satisfaction survey.</li> <li>• Report DQ's organisational activity on a Quarterly basis</li> </ul>
Take a collaborative approach to our destination reputation position the region as a well-managed, safe and regenerative destination.	<ul style="list-style-type: none"> <li>• Co-ordinate the inter-agency destination reputation management group to collaboratively address and manage issues impacting destination reputation.</li> <li>• Maintain and update the DQ crisis communications plan and engage with and support lead agencies in response to crisis situations (QLDC, QAC, CDEM, TORQUE).</li> </ul>

Activity in **green** is from the Destination Management Plan, the numbers reference the specific projects from the DMP.

Activity in **blue** is conventional RTO marketing activity.



# Appendices

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# Destination Management Plan Summary

Below is the Destination Management Plan on a page. It is a summary of all projects in the DMP, 12 of these have been adopted into DQ's FY23-24 annual business plan. The DMP was endorsed by QLDC in February 2023. For an itemised explanation of what each project involves, and estimated start dates refer to the following pages.







Goal			
Regenerative tourism by 2030			
Keystone project			
The visitor economy of Queenstown Lakes reaches carbon zero by 2030			
Strategic pillar	PILLAR 1: Enrich communities and enhance the visitor experience.	PILLAR 2: Restore the environment and decarbonise the visitor economy.	PILLAR 3: Build economic resilience, capability and productivity.
Objectives	<ul style="list-style-type: none"> <li>Align actions with the core values and guiding principles.</li> <li>Positive community sentiment.</li> <li>Strong visitor satisfaction.</li> </ul>	<ul style="list-style-type: none"> <li>Reach carbon zero by 2030.</li> <li>Zero waste and pollution.</li> <li>Biodiversity health.</li> </ul>	<ul style="list-style-type: none"> <li>Increase the total value of the visitor economy, net of all costs and economic leakage.</li> <li>Ensure workforce availability and improve workforce retention.</li> <li>Maintain tourism business satisfaction.</li> </ul>
Projects	<ul style="list-style-type: none"> <li>Project 1: Community engagement.</li> <li>Project 2: Tiaki Promise: Lead by example.</li> <li>Project 3: Preserve and celebrate Kāi Tahu and mātauraka.</li> <li>Project 4: Place-based destination planning.</li> <li>Project 5: Welcome programme.</li> <li>Project 6: Arts, culture &amp; heritage development.</li> </ul>	<ul style="list-style-type: none"> <li>Project 7: Measure environmental footprint.</li> <li>Project 8: Measure greenhouse gas emissions.</li> <li>Project 9 (Keystone): Carbon zero by 2030.</li> <li>Project 10: Zero environmental footprint.</li> <li>Project 11: Restoring ecosystems.</li> </ul>	<ul style="list-style-type: none"> <li>Project 12: Economic leakage assessment and cost-benefit analysis.</li> <li>Project 13: Direct funding for infrastructure.</li> <li>Project 14: Love Wānaka / Love Queenstown.</li> <li>Project 15: Product evolution programme.</li> <li>Project 16: Tourism business excellence programme.</li> <li>Project 17: Thriving workforce programme.</li> <li>Project 18: Emergency and Climate Adaptation Preparedness.</li> <li>Project 19: Innovation and economic development.</li> </ul>
Foundations for success			
Objectives		Projects	
<ul style="list-style-type: none"> <li>Develop a robust governance model that includes a reporting and review cadence.</li> <li>Establish an implementation plan and communications structure.</li> <li>Establish data collection and reporting systems.</li> <li>Align brand and marketing activities with regenerative tourism goals.</li> </ul>		<ul style="list-style-type: none"> <li>Foundational project 1: Framework for governance and review.</li> <li>Foundational project 2: Operationalise projects.</li> <li>Foundational project 3: Data and measurement framework.</li> <li>Foundational project 4: Update Queenstown Lakes brand and marketing strategies.</li> </ul>	

[View the full Destination Management Plan](#)

# DMP Project Activity Time Plan

## Pillar 1: Enrich communities and enhance the visitor experience

Projects	Inputs/ thought starters/ actions	Responsibility	FY23-24	FY24-25	FY25-26
PROJECT 1: COMMUNITY ENGAGEMENT	1. Co-create a schedule of regular opportunities to listen to and engage proactively with communities across the district.	RTO lead, support from QLDC			
	2. Use existing community plans to bring local values to life, and work with council and community organisations to support the development of plans for communities that do not yet have them.	RTO lead, support from QLDC			
	3. Build a solid understanding of mātauraka Māori and cultural heritage stories that are accurate and told by the appropriate storytellers. Work closely with Kāi Tahu to honour stories and share the right ones in the right way to avoid cultural appropriation.	RTO lead, support from Kāi Tahu.			
	4. Continue to raise awareness about the mana of tikaka, taoka and mātauraka Māori (Māori knowledge, values and protocols) at the local level. Advocate for integrating these into community plans to enhance the visibility and connection of Māori cultural heritage.	QLDC lead, RTO support			
	5. Identify opportunities to support local events, activities, facilities and initiatives which help reinforce community identity, values and a unique sense of place	RTO, QLDC events office			
	6. Ensure that the Business excellence programme (Project 16) includes a toolkit and training that makes it easy for tourism businesses to integrate and support the values of the communities where they operate, enabling communities to support progress of those businesses	RTO lead			
	7. Work with Tourism New Zealand and third-party travel trade organisations to raise awareness of and support for our community values-based approach.	RTO lead			
PROJECT 2: TIAKI PROMISE: LEAD BY EXAMPLE	1. Amplify and reinforce the kaupapa (intention and principles) of the Tiaki Promise throughout the district in a consistent way so that the values of Tiaki become a commonly used benchmark of behaviours.	RTO lead, support from Tiaki.			
	2. Encourage local agencies, communities and tourism businesses to champion the Tiaki Promise so that all visitors are aware of it and understand it.	RTO lead, support from Tiaki.			
	3. Identify and acknowledge examples of behaviour and practices that align with the Tiaki Promise so that there are a growing number of leading examples to inspire others.	RTO lead, support from Tiaki.			
	4. Work with local environmental organisations to identify opportunities to better celebrate and share environmental actions and experiences with visitors and locals.	RTO lead, support from local environmental agencies and Tiaki.			
PROJECT 3: PRESERVE AND CELEBRATE KĀI TAHUTAKA AND MĀTAURAKA	1. Establish an effective and strong working partnership with authorised Kāi Tahu, Rūnaka and mana whenua representatives to enable their active involvement in destination planning.	QLDC lead			
	2. Work with takata whenua and mana whenua to develop a clear and shared understanding of the district's cultural taonga as a cultural values map.	QLDC lead			
	3. Enable and support broad community understanding and appreciation of Te Ao Māori, The Treaty of Waitangi and mātauraka Māori (Māori knowledge). This includes raising awareness of the Kāi Tahu legends and stories of place, which are authorised by Kāi Tahu to be	QLDC lead, RTO support			
PROJECT 4: PLACE-BASED DESTINATION PLANNING	1. Research capacity and optimal ranges of visitation in relation to desired outcomes for the community from visitation.	DMO lead, support from external			
	2. Determine optimal ranges of visitation (considering seasonality) and set objectives based on those levels.	DMO lead, support from QLDC.			
	3. Define strategies that consider yield, value per visitor, length of stay and total income/value of the visitor economy to achieve the objectives of this plan.	RTO lead			
	4. Use outcomes from the regular community forums (Project 1), community plans, and partnership with takata whenua and mana whenua to create a place-based planning approach.	QLDC with support from community groups			
	5. Ensure place-based plans bring the Vision Beyond 2050 goals to life by using it as a framework for initiatives, programmes and	QLDC lead			
	6. Align regional tourism organisation marketing and communication campaigns with community values, the place-based plans and a regenerative mindset.	RTO lead			
PROJECT 5: WELCOME PROGRAMME	1. Identify arrival touchpoints where visitors and migrants can receive a welcome, assistance, and education from the destination. Determine how existing visitor servicing can support the experience at these locations and times.	QLDC lead (migrants) RTO lead (visitors)			
	2. Develop the substance for visitor education related to local values and cultures.	RTO lead			
	3. Set a goal for number of visitors intercepted and connections made by email or other methods, and identify resources that can be used to reach the goal.	RTO lead			
	4. Determine if there is potential to connect with visitors (e.g., through email or more sophisticated technology) for repeat visitation and economic development. Align this effort with the forthcoming economic diversification plan and with the Welcoming Communities Programme (QLDC in partnership with Immigration NZ).	QLDC lead, RTO support			
PROJECT 6: ARTS, CULTURE & HERITAGE DEVELOPMENT	1. Work in partnership with Kāi Tahu as mana whenua to explore opportunities to increase cultural heritage experiences and emphasise the real Māori stories connected with this place.	QLDC support from RTO and Three Lakes trust (TLT) and Kai Tahu			
	2. Research and understand the level of visitor interest for existing or new cultural, arts and heritage experiences, and use the research to support investment in local arts, culture, heritage initiatives and infrastructure that will also appeal to visitors.	QLDC lead with TLT			
	3. Work with the district's creative communities and its local arts and cultural organisations to identify opportunities to celebrate and share arts and cultural experiences better with our visitors.	QLDC lead with TLT			
	4. Contribute to the ongoing development of arts, culture and heritage planning within the district to ensure that any future plans recognise the potential for visitor interest in this area (e.g., through a culture trail)	QLDC lead with TLT			

 Solid colours indicate activity  
 RTO's are leading or a key partner in leading.  
  
 Light colours indicate activity  
 other entities are leading – e.g. QLDC or DMO  




# DMP Project Activity Time Plan

## Pillar 2: Restore the environment and decarbonise the visitor economy





Projects	Inputs/ thought starters/ actions	Responsibility	FY23-24	FY24-25	FY25-26
<b>PROJECT 7: MEASURE ENVIRONMENTAL FOOTPRINT</b>	1. Understand tourism's contribution to landfill waste, if necessary in light of existing plans.	QLDC (links to Climate Biodiversity)			
	2. Develop a suite of SMART measurements to understand the state of biodiversity health.	QLDC to lead with ORC and DOC			
	3. Define all types of pollution as a result of the visitor economy and establish a baseline measurement. Consider a framework like the Biosphere Plan, which takes the 17 UN SDGs and tailors them to the tourism industry context.	QLDC to lead with ORC			
	4. Assess ecosystem degradation as a result of tourism.	QLDC to lead with ORC and DOC			
	5. Conduct assessment of existing environmental protection and restoration projects (and any contribution from the tourism industry).	QLDC			
	6. Determine an ongoing process for measurement of negative and positive impacts on environment as a result of tourism.	QLDC (link to P4)			
<b>PROJECT 8: MEASURE GREENHOUSE GAS EMISSIONS</b>	1. Engage a recognised expert to conduct a detailed assessment of total emissions and emissions per visitor dollar.	Project 9 team			
	2. Consider a top level estimate of in-destination vs Scope 3 (transportation emissions) to guide marketing plan (Foundational project 4).	Project 9 team			
	3. Ensures tourism businesses are analysing their own emissions.	RTO lead			
<b>PROJECT 9 (KEYSTONE): CARBON ZERO BY 2030</b>	1. Take responsibility for addressing the transportation emissions (Scope 3) that bring visitors and supplies to Queenstown Lakes.	Project 9 team			
	2. Decarbonise the built environment (hotels, restaurants, airport, meeting spaces, etc.) including improving energy efficiency.	Project 9 team			
	3. Decarbonise emissions associated with visitor experiences, hospitality and attractions.	Project 9 team			
	4. Identify system-wide initiatives that will increase the length of visitor stays, while reducing their emissions profile.	Project 9 team			
	5. Reduce polluting emissions from road vehicles and relieve traffic congestion by improving infrastructure and changing traveller	Project 9 team			
	6. Ensure support for businesses to make the transition, similar to the New Zealand Farm Assurance Programme Plus (NZFAP Plus).	Project 9 team			
	7. Consider incorporating a price on carbon or advocating for national carbon pricing to reduce complexity and increase adoption and or other high-leverage points.	Project 9 team			
	8. Secure funding to implement all of the above activities and any others that move the district toward decarbonisation. This plan is ambitious, and to be successful it will take all types of funding: private, public, access to debt finance, non-dilutive public capital, and	Project 9 team			
<b>PROJECT 10: ZERO ENVIRONMENTAL FOOTPRINT</b>	1. Disincentivise landfill use or otherwise align to existing waste management plan. Refer to QLDC's data to waste and materials diversion.	QLDC lead			
	2. Support businesses to reduce and eliminate adverse impacts on the district's biodiversity.	QLDC lead, support from RTO			
	3. Develop and support existing education and outreach initiatives to change visitor behaviour regarding local environmental issues.	RTO			
	4. By 2025, all visitor economy businesses have practical environmental, waste minimisation, light pollution and sustainability improvement plans in place.	QLDC lead, support from RTO			
	5. Pollution of waterways from visitor economy activities is eliminated. Refer to ORC data on the health of streams and lakes.	QLDC lead with ORC			
	6. Reduce waste in the design, construction, operation and end-of life of facilities and infrastructure associated with the visitor economy.	QLDC lead			
	7. Support the visitor economy in improving the health and quality of local water systems, as well as reforestation.	QLDC lead, support from RTO			
<b>PROJECT 11: RESTORING ECOSYSTEMS</b>	1. Select or create one pilot/hero project in year 1	DMO			
	2. Promote existing initiatives with practical opportunities for tourism businesses and visitors to give time and/or money toward improving biodiversity outcomes.	RTO lead with DMO			
	3. Investigate and support accreditation options for tourism businesses that partner with local environmental groups to deliver measurable, enduring outcomes for Te Taiao.	DMO			
	4. Support initiatives that enable businesses to offset carbon emissions through native forest planting projects that are local and permanent (aligned to Oxford Principles).	Project 9 team			
	5. Support relevant research to understand the health and economic value of deep alpine lakes: Whakatipu, Wānaka and Hāwea.	QLDC lead with ORC			
	6. Visitors and tourism businesses support and participate in local pest eradication and biodiversity restoration projects with firm targets.	RTO lead with DOC and Southern Lakes Sanctuary			

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# DMP Project Activity Time Plan

## Pillar 3: Build economic resilience, capability and productivity

Projects	Actions	Responsibility	FY23-24	FY24-25	FY25-26
<b>PROJECT 12: ECONOMIC LEAKAGE ASSESSMENT AND COST-BENEFIT ANALYSIS</b>	1. Quantify the income from the visitor economy that stays in the community, (i.e., net of leakage) including direct and indirect contributions to tax base.	QLDC lead, RTO support			
	2. Assess the hidden costs associated with infrastructure, environmental degradation and community quality of life.	QLDC lead			
	3. Quantify the non-financial benefits of tourism to the community, including reputation, the workforce, and economic development.	QLDC lead			
	4. Research initiatives and opportunities for minimising economic leakage and maximising the portion of visitor spending and tourism business profits that are reinvested within the local economy.	QLDC lead			
<b>PROJECT 13: DIRECT FUNDING FOR INFRASTRUCTURE</b>	1. Support existing work to establish an effective local visitor levy. Advocate for the levy to be aligned with the guiding principles of this plan, where the funds are protected to ensure that infrastructure and resources for visitors do not impose unfair costs on communities.	QLDC lead			
<b>PROJECT 14: LOVE WĀNAKA / LOVE QUEENSTOWN</b>	1. Establish a community fund that targets visitor give-back and financial contributions to support social and environmental outcomes.	RTO lead			
	2. Develop platforms that enable visitor give-back programmes	RTO lead			
<b>PROJECT 15: PRODUCT EVOLUTION PROGRAMME</b>	1. Measure the quality of the destination experience according to visitor sentiment.	RTO lead			
	2. Develop destination-wide experience(s).	RTO lead			
	3. Promote diversity, equity, and inclusion (DEI) and provide education to ensure that Queenstown Lakes and its tourism experiences welcome people of all kinds. This includes communities which are marginalised, vulnerable, oppressed or underrepresented along lines of race, ethnicity, socioeconomic status, age, sexual and gender orientations (LGBTQIA+), or disability.	RTO lead			
	4. Improve accessibility throughout the district's visitor experiences, including its tourism facilities, products and services, to accommodate visitors and residents of varying abilities.	RTO lead			
	5. Aid businesses to make their experiences more competitive (and subsequently higher-yield)	RTO lead			
<b>PROJECT 16: TOURISM BUSINESS EXCELLENCE PROGRAMME</b>	1. Ensure a common understanding of what Travel to a Thriving Future means among visitor economy stakeholders.	RTO lead			
	2. Work with local organisations to provide mentoring, training, information, resources and other useful ongoing support for tourism business owners, managers and employees.	RTO lead			
	3. Support tourism businesses, their guides and staff to build their knowledge and understanding of local cultural heritage.	RTO lead			
	4. Support existing and new local Māori tourism businesses.	RTO lead (KUMA & NZMT)			
	5. Establish an effective business collaboration and peer-learning forum to explore and address issues that can improve business productivity and resilience, increasing profitability per FTE.	RTO lead, support from chambers			
	6. Help owners design business models that increase yield and where a higher volume of visitors and experiences is not necessary to be successful. Enable them to compete on quality and unique, rich experiences rather than on price.	RTO lead			
	7. Share learning and case studies of businesses that are leading the way towards a regenerative future to provide practical examples for others to follow.	RTO lead			
	8. Encourage and support successful, sustainable local tourism businesses to enter relevant national and international business awards that recognise excellence in regenerative business practices.	RTO lead			
	9. Support existing local business awards programmes to create new award categories celebrating excellence in sustainable and regenerative business practices.	RTO lead			
	10. Support and recognise certification.	RTO lead			
	11. Collaborate with the Innovation and economic development project team to support a tourism technology cluster and other diversification opportunities that are adjacent to tourism.	QLDC lead, support from RTO			
<b>PROJECT 17: THRIVING WORKFORCE PROGRAMME</b>	1. Support tourism business owners to attract and retain experienced and appropriately skilled staff.	RTO lead			
	2. Work with existing local initiatives and organisations to develop a range of programmes that build the capabilities of the tourism	RTO lead, support from chambers			
	3. Work with relevant partners to understand how to support improved career opportunities in tourism, and support local initiatives that promote tourism as an attractive career path.	RTO lead			
	4. Establish a mechanism for understanding the cost of living in the district, average wage levels in different segments of the visitor economy, and the implications of establishing a recommended local living wage.	QLDC lead			
	5. Support and strengthen local housing initiatives and organisations, advocating for affordable housing and making more of the housing supply available to tourism workers.	QLDC lead			
	6. Determine the levers of change to manage the number and distribution of short-term accommodations. These may include advocating for regulation.	QLDC lead			
<b>PROJECT 18: EMERGENCY AND CLIMATE ADAPTATION PREPAREDNESS</b>	1. Develop plans to build local businesses resilience in order to adapt to climate change and more frequent extreme weather events.	QLDC (links to Climate Biodiversity)			
	2. Ensure tourism operators are prepared and understand their responsibilities so that they can keep visitors safe during emergencies.	RTO lead (TORQUE and CDEM)			
	3. Ensure that visitor support is integral to all aspects of the district's emergency management planning and that businesses understand existing Emergency Management Plans.	QLDC lead, support from RTO			
	4. Ensure that a recovery approach is in place that fully understands the needs of the visitor economy after an emergency.	QLDC lead			
<b>PROJECT 19: INNOVATION AND ECONOMIC DEVELOPMENT</b>	1. To improve business capabilities, support a tourism technology cluster to explore and develop ideas that can leverage technology and celebrate business achievement	QLDC lead			
	2. Collaborate throughout the district to test and encourage adoption of new technologies.	P9, DMO to scope			
	3. To support economic diversification (through supporting decarbonisation innovation, technology that can change impacts on environment and visitor behaviour	QLDC lead			
	4. Build a reputation as an innovative, early adopter in areas aligned with green tourism innovation, clean transportation, etc.	RTO lead			
	5. Use leadership in the area of regenerative tourism to attract aligned businesses to Queenstown Lakes.	QLDC lead			
	6. Collaborate with local research and innovation organisations to explore, develop and promote new, cost-effective solutions that radically improve environmental performance.	QLDC lead			

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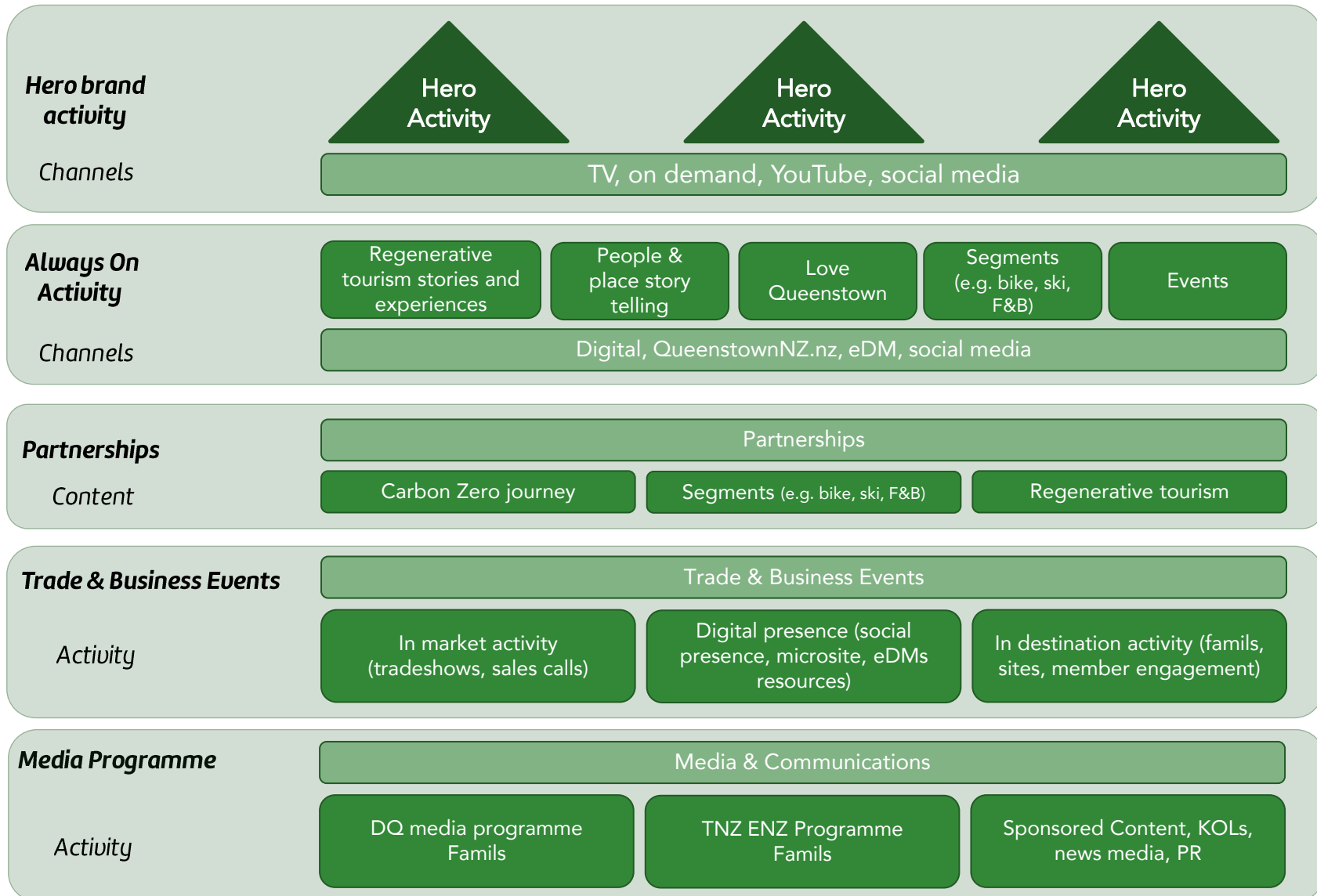
# DMP Project Activity Time Plan

## Foundations for success

Projects	Actions	Responsibility	FY23-24	FY24-25	FY25-26
<b>FOUNDATIONAL PROJECT 1: FRAMEWORK FOR GOVERNANCE AND REVIEW</b>	1. Develop a formal partnership for the delivery and future development of this plan which includes the RTOs, QLDC, Department of Conservation and Kāi Tahu as the initial core partners.	RTO and QLDC			
	2. Establish an independent governance group to oversee progress at a districtwide level. This will ensure a whole-system approach together with an appropriate balance of independence, accountability and expertise.	RTO and QLDC			
	3. Confirm reporting and review cadence. Regularly assess performance and progress, and identify opportunities for improvement.	RTO and QLDC			
	4. Establish inter-regional and international collaboration structures and ensure strategic alignment between RTOs, QLDC and interregional DMP network to support the plans objectives and with other regions DMPs	RTO and QLDC			
<b>FOUNDATIONAL PROJECT 2: OPERATIONALISE PROJECTS</b>	1. Develop an implementation plan to guide, in phases, the set of actions ahead for all projects. This needs to make the most of the connections between different areas of work. This will create a programme plan that spans all projects.	DMO			
	2. Identify funding for each project.	DMO			
	3. Assign a taskforce for projects in phase 1.	DMO			
	4. Ensure that communication structure exists: Between the DMG and project leaders and between DMG/project task forces and tourism industry / wider community.	DMO			
	5. Identify the capabilities (skills and expertise) and capacity (labour) required to successfully implement the plan. Develop appropriate programmes to address any issues or gaps.	DMO			
	6. Build capability and capacity of the regional tourism organisations (RTOs), Queenstown Lakes District Council (QLDC) and other relevant agencies to support implementation.	DMO			
	7. Research, identify, and secure appropriate funding from the public and private sectors to support projects that require financial support	DMO			
<b>FOUNDATIONAL PROJECT 3: DATA AND MEASUREMENT FRAMEWORK</b>	1. Initiate an expert-led project to build an optimum data and evidence-based methodology for monitoring and evaluating the transition to regenerative tourism	DMO			
	2. Support the development of a performance measurement and improvement system for tourism businesses, based on proven models from other sectors, that aligns with and accelerates progress towards a regenerative visitor economy (e.g., the New Zealand Farm Assurance Programme Plus (NZFAP Plus).	DMO			
	3. Encourage and support visitor economy-related research projects in the district (e.g., PhD studies), including identifying potential research customers.	DMO			
<b>FOUNDATION PROJECT 4: UPDATE QUEENSTOWN LAKES BRAND AND MARKETING STRATEGIES</b>	1. Effective use of data and analytics to improve knowledge about visitor motivators and behaviours.	RTO			
	2. An informed understanding of visitor interests, behaviours and values to inform marketing activity.	RTO			
	3. Align brand strategy to regenerative tourism and economic diversification.	RTO			
	4. Align marketing plans (including business goals, market segments and promotional/experience activities) to regenerative tourism and decarbonisation.	RTO			
	5. Align to place-based marketing plans in future.	RTO			

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# RTO Marketing Approach



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## Glossary

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<b>AIME</b>	Asia-Pacific Incentives and Meetings Expo	<b>QLDC</b>	Queenstown Lakes District Council
<b>APBA</b>	Arrowtown Promotion & Business Association	<b>QCB</b>	Queenstown Convention Bureau
<b>AUSAE</b>	Australasian Society of Association Executives	<b>QFT</b>	Quarantine-free travel
<b>BEIA</b>	Business Events Industry Aotearoa	<b>REF</b>	Regional Events Fund
<b>BRG</b>	Business Response Group	<b>RTNZ</b>	Regional Tourism New Zealand
<b>C&amp;I</b>	Conference and Incentive	<b>RTO</b>	Regional Tourism Organisation
<b>CINZ</b>	Conference Incentives New Zealand	<b>SLEIP</b>	Southern Lakes Events Investment Panel
<b>CIMS</b>	Co-ordinated Incident Management System	<b>SRB</b>	Strategic Review Board
<b>DEF</b>	Domestic Events Fund	<b>STAPP</b>	Strategic Asset Protection Program
<b>DMP</b>	Destination Management Plan	<b>TCO</b>	Tourism Central Otago
<b>DQ</b>	Destination Queenstown	<b>TECNZ</b>	Tourism Export Council of New Zealand
<b>IMA</b>	International Marketing Alliance	<b>TIA</b>	Tourism Industry Aotearoa
<b>IMP</b>	International Media Program (Tourism New Zealand)	<b>TNZ</b>	Tourism New Zealand
<b>ITO</b>	Inbound Tour Operator	<b>TORQUE</b>	Tourism Operator Responders of Queenstown
<b>LWT</b>	Lake Wānaka Tourism	<b>TREZN</b>	Tourism Rendezvous New Zealand
<b>MBIE</b>	Ministry of Business, Innovation & Employment	<b>TSI</b>	Tourism Sentiment Index
<b>MICE</b>	Meetings, Incentives, Conventions and Exhibitions		
<b>PCO</b>	Professional Conference Organiser		
<b>PIM</b>	Public Information Management		
<b>QAC</b>	Queenstown Airport Corporation		



*Destination Queenstown*

# Guiding Principles

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## Our Purpose

To be the guardians of our destination values, to inspire visitors and encourage authentic connections between people and place.

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## Our Vision

Queenstown Lakes visitor economy is carbon zero by 2030.

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## Our Values

### All In

Collaborate  
Communicate  
Respect

### Stay True

Empower  
Encourage  
Integrity  
Authentic

### Have Fun

Love what you do  
Wellbeing  
Celebrate



Destination Queenstown

Annual Business Plan FY23-24

