

ANNUAL REPORT 2023-2024

Destination Queenstown Incorporated
1 July 2023 – 30 June 2024



TABLE OF CONTENTS

Introduction	01
Chairman's Report	01
Chief Executive's Report	02
Board Structure	03
About Us	04
Team Members	05
Year in Review	06
Organisational Focus	13
Vision and Purpose	14
Core Values and Guiding Principles	15
Strategic Focus	16
Performance Report	19
Goal 1: Environment	20
Goal 2: Marketing	23
Goal 3: Product and Experience Development	32
Goal 4: Capability Building	37
Goal 5: Brand Evolution	40
Goal 6: Organisation	42
Goals and Measures Summary	47
Destination Insights and Performance Trends	49
Destination Insights	50
Performance Trends	54
Appendices	58

CHAIRMAN'S REPORT

The Destination Queenstown team, members, partners and the community embraced the destination management plan, Travel to a Thriving Future, making solid progress in the 2023-2024 financial year.

In the first full year since Queenstown Lakes' destination management plan was unanimously endorsed by councillors, Destination Queenstown has evolved its conventional marketing activity and brought to life several initiatives to support the region's goal of regenerative tourism by 2030.

In 2023, Aotearoa New Zealand welcomed in a new Government and a new Minister for Tourism and Hospitality, the Hon Matt Doocey. DQ was quick to engage with the new Minister, connecting him to the industry and Queenstown operators, and he made several visits to the region within the first few months of his appointment.

Our summer season was solid, with strong recovery from North America as global borders fully opened again. The Australian market performed well, highlighting the continued popularity of the direct trans-Tasman route with Queenstown. Pleasingly, we saw good yields and expenditure across the visitor mix. However, the year was not without its challenges as rising interest rates, the cost of living and inflation brought softened domestic visitation and expenditure towards the end of the financial year.

Managing visitor expectations and satisfaction is something we can't lose sight of as infrastructure projects continue and we welcome back more visitors. With the town centre streetscape now complete and looking fantastic it's time to encourage locals into town, providing the opportunity for visitors to connect with the people who call Queenstown home.

It's been great to see the support behind the Love Queenstown community fund, a key project from the destination management plan, with many members contributing financially as well as volunteering time at tourism industry planting days.

In May, we saw the first funding grants distributed to three local organisations - a small step towards restoring native biodiversity in the region.

The development of a decarbonisation roadmap is progressing well and although we'd hoped to deliver it in the 2023-2024 financial year, it's important we take time to understand complexities with data and measurement so we can implement it well.

Another critical project is now underway to determine what optimal visitation looks like for the district. We're incredibly fortunate to have a team of top researchers from Griffith University leading this piece of work, including Professors Susanne Becken, James Higham, and Oz Sahin.

Looking ahead, we're excited about the recently announced shared services model with Lake Wānaka Tourism, which will create simpler and stronger alignment around our mutual destination goals as well as providing a range of opportunities and efficiencies. Both RTOs are committed to trialing and reviewing the new model, creating economies of scale to maximise resource across the organisations, while ensuring both destinations retain their unique brands.

I want to extend a huge amount of thanks to Jim Moore, who dedicated six remarkable years to the Destination Queenstown Board before moving on to a new opportunity in Fiji with Accor. Jim's contribution to the organisation and the Queenstown community will be greatly missed. I'd also like to thank my fellow Board members for all their support and robust discussion throughout the year.

To the DQ team, thank you. I say it every year, but you've all delivered a stellar performance and made significant contributions. I'm constantly impressed by the high-quality work and immense output from such a small, dedicated group. A special shout out to Mat, Sarah and Katie who have embraced the DMP and led the team through the new landscape, despite the challenges. Top job, team!



RICHARD THOMAS

Chairman
Destination Queenstown

CHIEF EXECUTIVE'S REPORT

Manaaki whenua, manaaki tangata, haere whakamua: Care for the land, care for the people, go forward.

This has been an incredible year for Tāhuna Queenstown. Destination Queenstown has completed the first 12 months of a new three-year strategic direction, integrating the destination management plan (DMP) into business plan activity. We set ambitious targets and have made solid progress on some of them.

The region was fortunate to experience strong visitor demand compared to other destinations around Aotearoa. Connections from North America to New Zealand, and direct flights from Australia to Queenstown, led to a solid 2023 winter followed by an even stronger summer.

Australia continues to be our most important international market, and Queenstown is in the enviable position to have the only New Zealand airport serviced by all four trans-Tasman airlines. New Zealanders are also a key market and come to Queenstown for our unique four-season experiences, providing us with a solid visitor base, which is incredibly important for Queenstown's reputation.

It's no surprise demand remains high, with the region's stunning natural landscapes and a well-deserved reputation as the Southern Hemisphere's premier visitor destination. Additionally, Destination Queenstown's extensive consumer marketing and trade activity has focused on attracting high contributing visitors, encouraging them to stay longer, get to know and appreciate our people and places, forge connections and give back to the region.

Still, we can't overlook the region's challenges including workforce shortages, housing, cost of living, and a shortage of reliable data.

Destinations like Queenstown struggle to fund infrastructure with a limited ratepayer base, as discussions around proposed visitor levies continue.

The November 2023 cryptosporidium outbreak raised the question over whether infrastructure should be funded locally by ratepayers or at a national level.

Despite the obstacles, we have seen incredible manaakitaka represented in Queenstown's net-promoter score, which is well above the New Zealand average. This is something our members and their teams can be extremely proud of.

There is no doubt Queenstown is unique. It is a special place to live and share with our manuhiri and it's important to protect it for our future generations. Managing community sentiment towards the visitor economy is vital to ensure tourism maintains its social licence to operate.

Our destination management plan (DMP), *Travel to a Thriving Future*, continues to be our North Star and I'm delighted to see the momentum behind the plan with many wonderful stories of tourism experiences and service propositions being presented in new and innovative ways.

Focusing on the year ahead, we look forward to continuing to work closely with our members. Destination Queenstown's new member capability building programme is a significant initiative that supports the development of skills in both conventional marketing activity as well as sustainable tourism practices and destination management principles.

I'd like to thank the Destination Queenstown team for their consistent focus throughout the year in supporting members with storytelling, shaping demand, hosting famils, tradeshow, nurturing our domestic market and reconnecting with international markets.

Finally, thank you to the Board for all their support, guidance and hours of work they volunteer. In particular, thanks to Chair Richard Thomas for his continuous support and knowledge.



MAT WOODS

Chief Executive
Destination Queenstown

BOARD STRUCTURE

Destination Queenstown is an Incorporated Society governed by a sector representative Board of Directors.

The DQ Board meets each month to ensure the organisation's objectives and strategic goals are being achieved by its executive staff.

A formal Strategic Review Board (SRB) meeting is held annually to ratify the DQ business plan.

The SRB encompasses broader representatives from 30 different sectors across Queenstown business, industry and community.

The group is tasked with reviewing the DQ business plan to ensure the organisation maintains a broad market, community and member focus.

BOARD MEMBERS

as at 30 June 2024

CHAIRMAN AND LARGE ACTIVITY SECTOR

Richard Thomas

SERVICES AND RETAIL SECTOR

Trish May

LARGE ACCOMMODATION SECTOR

Vacant (previously Jim Moore)

SMALL-MEDIUM ACCOMMODATION SECTOR

Carlyn Topp

GENERAL SECTOR

Matthew Day

Erik Barnes

SMALL-MEDIUM ACTIVITY SECTOR

Esther Lynott

QLDC REPRESENTATIVE

Mike Theelen

EX-OFFICIO

Mayor Glyn Lewers



ABOUT US

Queenstown's journey to becoming the Southern Hemisphere's premier four-season lake and alpine resort started when it became a popular summer holiday destination for Southerners as far back as the late 1800s.

As better roads and facilities were established, the town became a picturesque overnight stop for coach tours. The opening of Coronet Peak in 1947 brought ski resort popularity.

The region has always been a magnet for adventurers and entrepreneurs, and it was their innovative ways of enjoying the spectacular natural environment that forged Queenstown's enduring reputation as a world leader in adventure tourism.

Now, with its majestic beauty, unrivalled range of activities, attractions and accommodation and friendly southern hospitality, Queenstown has become one of the world's most desirable destinations.

DESTINATION QUEENSTOWN

Destination Queenstown (DQ) is a Regional Tourism Organisation (RTO) responsible for destination marketing, domestically and internationally, as well as destination management. In 2023, implementation of the region's destination management plan commenced (a partnership between DQ, Lake Wānaka Tourism and Queenstown Lakes District Council) following unanimous endorsement by councillors. The destination management plan focuses on regenerative tourism, and a carbon zero visitor economy, by 2030.

OUR HISTORY

Back in the early 1980s, Queenstown had two tourism groups. One was a private collective of the 'Top 5' companies each sending representatives to trade and travel expos to promote their own product and Queenstown. The second, the National Travel Association, included tourism representatives who met to discuss travel but didn't actively promote Queenstown.

In 1985, the Queenstown Promotion Bureau officially launched as an industry body with the purpose of marketing and promoting the region to visitors.

Over the years, the organisation grew and developed along with the town and in 1996 was renamed Destination Queenstown.

It now works with its members (commercial ratepayers in Queenstown and subscription members), partners, and industry groups (such as Tourism New Zealand and Tourism Industry Aotearoa), across a range of destination marketing and management initiatives.

HOW DQ IS FUNDED

DQ is funded by all businesses in Queenstown via contribution from their commercial rates. This is collected by Queenstown Lakes District Council on DQ's behalf. This structure was developed because tourism was recognised as Queenstown's primary industry, providing benefits to all local businesses. DQ's funding and organisational structure offers a unique, collective approach that provides destination level marketing as well as a region-wide approach to destination management.

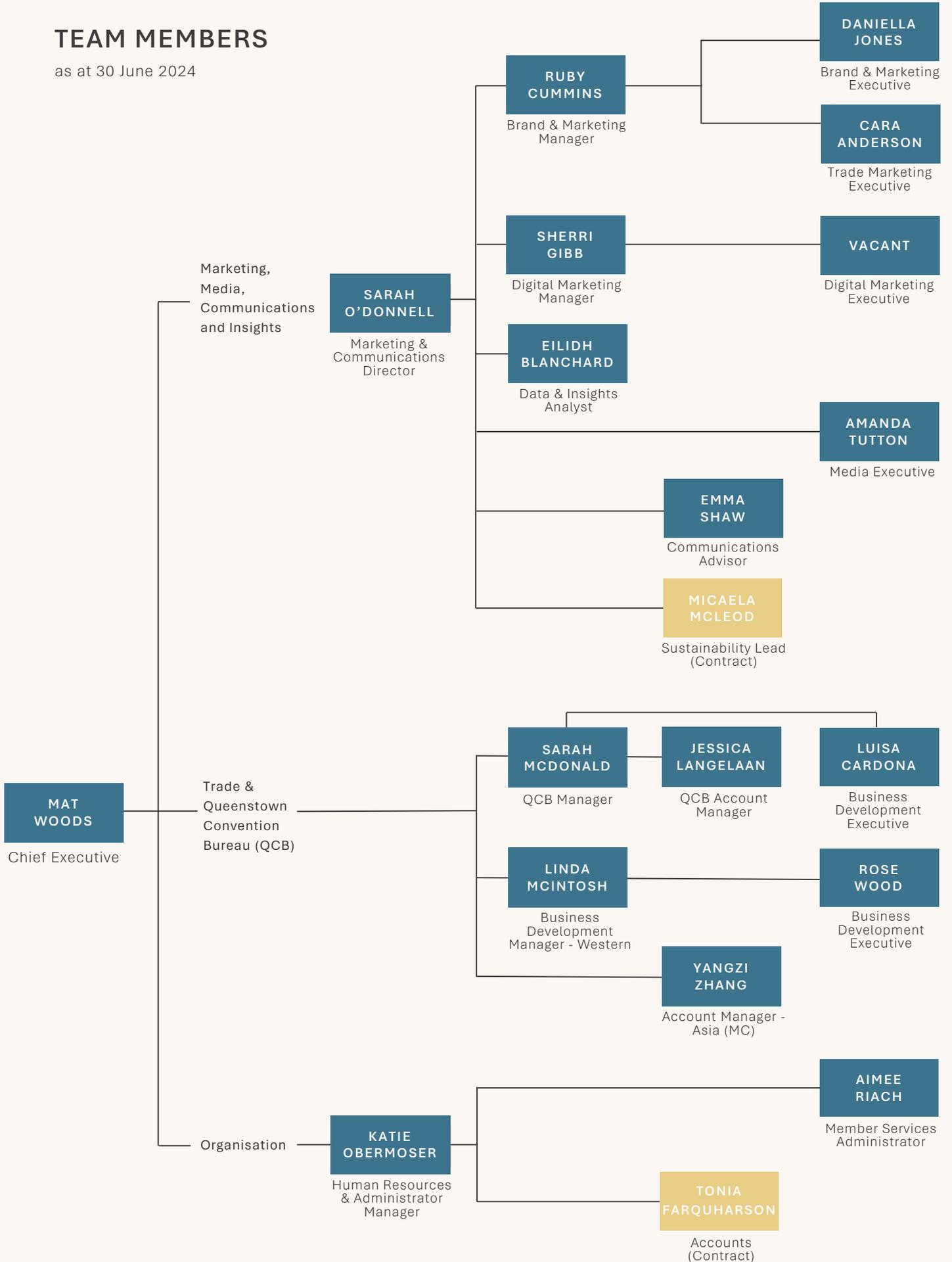
DQ MEMBERS

DQ has three types of membership: Commercial Rate Contributing Members, Individual Subscription Members and Corporate Subscription Members.

Businesses that contribute to the commercial rate, either directly or via commercial rent, pay no additional fee to join DQ. Businesses that do not contribute to the commercial rate and meet membership criteria are eligible to join DQ and receive benefits by paying an annual subscription fee.

TEAM MEMBERS

as at 30 June 2024





2

YEAR IN REVIEW
2023-2024

Queenstown
NEW ZEALAND

JULY 2023

NEW MARKETING MODEL INTRODUCED

DQ introduced the virtuous cycle marketing model to align with the regenerative tourism approach as well delivering conventional demand driving activity, focusing on attracting high contributing visitors.

NEW PARTNERSHIP BETWEEN POLESTAR AND QUEENSTOWNNZ

Polestar New Zealand partnered with DQ as the official vehicle provider, supporting the region's decarbonisation ambition with two fully electric Polestar 2 cars.



WHAKATIPU TOURISM LEADERS SUSTAINABILITY GROUP FORMED

The inaugural meeting of the Whakatipu Tourism Leaders Sustainability Group was held, designed for businesses to share, learn and find solutions for waste minimisation, biodiversity, decarbonisation and procurement standards.

EVOLUTION OF THE VISITOR EXPERIENCE PROGRAMME

An evolved Visitor Experience Programme for the Queenstown Lakes region was introduced, including research on sentiment, measuring visitor and local connection and demand for sustainable tourism.

AUGUST 2023

QCB ATTEND SITE CONFERENCE IN SYDNEY

The Queenstown Convention Bureau (QCB) attended the SITE Australia New Zealand Conference in Sydney, with the QCB Manager presenting from a young leader's perspective on the future of the incentive industry.



DQ ATTEND 2023 TEC CONFERENCE

The annual Tourism Export Council (TEC) conference took place in Rotorua, attended by the DQ Travel Trade team alongside ITOs and leading New Zealand tourism businesses, to discuss international tourism and its future direction.



SEPTEMBER 2023

'OUR PEOPLE, OUR HOME' CAMPAIGN

The second series of 'Our People, Our Home' introduced visitors to passionate locals and what they love about Queenstown. The four-part mini-series rolled out across DQ's paid social and digital channels and in local cinemas.

LOVE QUEENSTOWN SPRING PLANTING DAY

More than 70 volunteers joined the inaugural Tourism Industry Planting Day, in partnership with Love Queenstown, Mana Tāhuna and Whakatipu Reforestation Trust. More than 2,500 trees were planted at Slope Hill Reserve, Waiwhakaata Lake Hayes.



TOURISM NEW ZEALAND SOUTHEAST ASIA ROADSHOW

The DQ Travel Trade team participated in the TNZ Southeast Asia Roadshow across several Asian countries, followed by the Air New Zealand Vietnam trade engagement. The team also visited North American and European partners during the TNZ Western Markets Roadshow, connecting with over 240 agents across multiple cities to promote Queenstown and network.

DESTINATION SOUTHERN LAKES BOARD OF DIRECTORS APPOINTED

The Destination Southern Lakes (DSL) Board, the new destination management organisation (DMO) for the Queenstown and Wānaka region, were appointed. DSL is responsible for the governance and guardianship of the destination management plan.

OCTOBER 2023

DQ AUSTRALIA ROADSHOW 2023

Thirty Queenstown operators joined the DQ Travel Trade and QCB teams in Melbourne and Sydney, hosting trade and business events clients at three events. The trip was complemented by an industry event in partnership with Tourism New Zealand and Air New Zealand.



WAO SUMMIT TOURISM HUI

The WAO Summit Regenerative Tourism Hui was held at Rippon in Wānaka, attended by DQ and LWT members, staff and the community. The Hui focused on the journey toward decarbonising the visitor economy in the Queenstown Lakes.

IMEX LAS VEGAS

Queenstown was represented at IMEX Las Vegas, a three-day global business events expo attended by more than 5,000 business events professionals, connecting buyers and suppliers across all areas of the industry.

THE GLOBE MEDIA FAMIL

The DQ Media team hosted writer Marayam Siddiqi on a famil showcasing Queenstown operators and the region's regenerative tourism aspiration. The resulting feature in The Globe was published in print and online, sharing how Queenstown is focused on the future of climate-friendly travel.

NOVEMBER 2023

BUSINESS EVENTS EXPO 2023

Joined by six operators, QCB attended the inaugural Business Events Expo in Auckland, connecting New Zealand, Australia and Pacific Island suppliers with New Zealand Business Events buyers.

KIA ORA SOUTH CHINA AND HONG KONG

The Kia Ora South Guangzhou and Hong Kong events saw DQ Travel Trade along with four Queenstown operators provide product updates to more than 30 Hong Kong agents.

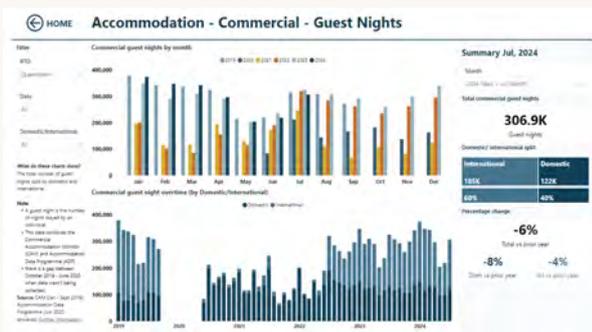
TNZ KIWI LINK GREATER CHINA

The TNZ Kiwi Link Greater China 2023 event in Shanghai connected the DQ Travel Trade team and 12 Queenstown operators with 90 agents.



VISITOR INSIGHTS DASHBOARD REFRESH

The Visitor Insights Dashboard was developed further in 2023. This update integrated a district-wide perspective, aligning with the Destination Management Plan (DMP).



DECEMBER 2023

MILES PARTNERSHIP DESTINATION STEWARDSHIP PROGRAMME

DQ's Marketing and Communications Director was invited to attend the inaugural Miles Partnership Destination Stewardship programme, supporting the development of the Wayfinder platform an innovative programme to support destinations to commence destination management.



NZ CYCLING JOURNAL FEATURE

A multi-page feature was published in the December issue of NZ Cycling Journal showcasing how to experience the Coronet Loop Trail.



THE PROFESSIONAL CONFERENCE ORGANISERS ASSOCIATION

The QCB team attended The Professional Conference Organisers Association (PCOA) Conference in Adelaide, alongside TNZ, BEIA and other business event professionals.

JANUARY 2024

QUEENSTOWN NZ BRAND REFRESH

The Queenstown NZ brand underwent a refresh to better align with the evolved storytelling approach. This refresh resulted in updated logos, colours, branded templates, and presentations. Updates to QueenstownNZ.co.nz are ongoing.

'IT ALL BEGINS IN QUEENSTOWN'

The new marketing creative platform 'It All Begins in Queenstown' goes live, with hero brand video assets leading consumer, trade and business event marketing.



SITE YOUNG LEADER ELECT

The QCB Manager was nominated as the SITE Young Leader elect on the 2024 SITE Australia/New Zealand (ANZ) board. SITE is a global business events association dedicated exclusively to incentive travel.

WE ARE EXPLORERS PARTNERSHIP

DQ partnered with content platform, We Are Explorers, in a lead generation campaign with a destination giveaway resulting in over 5,000 new sign-ups to DQ's consumer database.

FEBRUARY 2024

AIME 2024 MELBOURNE

QCB attended the Asia Pacific Incentives and Meetings Event (AIME) 2024 in Melbourne as part of the Tourism New Zealand stand. Across two exhibition days, 37 appointments were held with Australian and Asian buyers.



SIMPLEVIEW DIGITAL EXCELLENCE PROGRAMME

The third round of the Simpleview Digital Excellence Programme took place for DQ members, supporting capability building and best practice across online channels and digital marketing. DQ has now supported almost 50 members to complete the programme.

TNZ REGIONAL SHOWCASE

DQ Travel Trade team attended the TNZ Regional Showcase in Sydney, engaging with product and marketing managers showcasing Queenstown.

RTNZ-TNZ CONNECT

DQ attended the annual RTNZ-TNZ Connect, an opportunity for RTOs from around the country to come together with key Tourism New Zealand staff to discuss strategic direction, updates and activity.

MARCH 2024

WINTER CAMPAIGN LAUNCHES IN AUSTRALIA

DQ's 2024 winter marketing campaign launches in Australia with new ski enthusiast video assets, live across digital and social channels, connected TV, print, and media.

QCB DOMESTIC FAMIL 2024

QCB hosted the annual Queenstown Domestic famil, in partnership with Air New Zealand, welcoming 10 corporate event planners to the region. This three-day programme showcased the region as a business events destination with the final activity seeing attendees join the Love Queenstown Planting Day.



DQ MOVES TO NEW OFFICES

DQ relocated to The Mountaineer building, a historic landmark in the heart of Queenstown's CBD. The new space features an open-plan design with a communal work-space and a large conference-style area for meetings and workshops with members.

DQ JOINS THE RTNZ IBO EVENT

The DQ Travel Trade team attended the RTNZ IBO event in Auckland, holding 60 appointments and training over 200 inbound company representatives. Each 12-minute appointment covered product updates, as well as feedback on the inbound summer season.

TNZ KIWILINK IN KOREA AND JAPAN

The DQ Travel Trade team attended TNZ Kiwilink events in Korea and Japan.

APRIL 2024

LOVE QUEENSTOWN AUTUMN PLANTING DAY

Love Queenstown planting days saw more than 140 people across the tourism industry volunteer their time. This added to a total of more than 4,000 native seedlings planted in six months.

QUEENSTOWN HOSTS ASPEN DELEGATION

DQ, QLDC and Queenstown Business Chamber of Commerce hosted a delegation from Aspen Colorado, Queenstown's sister city in the USA. The visit provided opportunities to share ideas and discuss key focuses for both destinations including, marketing, regenerative tourism, housing, economic diversity, and arts and culture.

NEW DQ MEMBER HUB LAUNCHES

DQ launched the Member Hub on QueenstownNZ.nz, a platform for members to access capability building resources, training, events and workshops, business plans, reports, and the latest data and insights.

NEAT PLACES PARTNERSHIP LAUNCHES

DQ partnered with the Neat Places guide, to feature a range of neat things to do, eat and see in Queenstown in print, online and social media.

TRAVEL TRADE USA PARTNERSHIP ACTIVITY

The DQ Travel Trade team, in partnership with Tātaki Auckland Unlimited and Auckland International Airport, visited North America with 10 operators from Queenstown and Auckland to raise awareness of the diverse visitor experiences in both regions and motivate travel advisors to sell high-quality holiday itineraries.

MOUNTAIN TRAVEL SYMPOSIUM 2024

The DQ Trade Manager attended the Mountain Travel Symposium 2024, the largest annual gathering of mountain travel professionals, with more than 800 delegates from 24 countries.

MAY 2024

'FROM THE GROUND UP SERIES' LAUNCHED

A new video series, From the Ground Up, showcased some of the local business and community initiatives leading the way in regenerative tourism and sustainability.

QUEENSTOWNNZ.NZ SECONDARY NAVIGATION

The new Meet | Live| Business | Study secondary navigation on QueenstownNZ.co.nz launched with practical and useful information for those looking to live, work and do business in Queenstown.

INAUGURAL ELECTRIFYING QUEENSTOWN BUSINESS SUMMIT

The Electrifying Queenstown Business Summit was attended by 150 guests and included speakers, information sessions and a tradeshow. The event outlined the economic benefits of electrification, while supporting a carbon-zero visitor economy by 2030.

QUEENSTOWN WINTER CAMPAIGN LAUNCHED IN NEW ZEALAND

The 2024 winter campaign launched in New Zealand across TV, social and digital channels to drive preference and demand for Queenstown as a ski and winter destination.

TRENZ 2024

The DQ Travel Trade Team attended TRENZ 2024 in Wellington with 29 Queenstown operators, holding 92 buyer appointments. They also hosted the Southern Lakes function and a post-TRENZ famil for 15 buyers from China, India, and Southeast Asia.

KIA ORA MEDIA FAMIL

DQ hosted journalist Ben Fahy, resulting in a multi-page spread and front cover feature in the May issue of Kia Ora magazine, showcasing a range of operators leading the way in regenerative tourism.

JUNE 2024

MEETINGS 2024

MEETINGS 2024 in Rotorua had a record attendance of 24 Queenstown business events operators. Over two days, QCB had 47 appointments with Australian and New Zealand clients. After the event, QCB hosted three famils with Tourism New Zealand and Air New Zealand for clients from North America, Southeast Asia, and Hong Kong.



DIGITAL RESULTS FY23-24 REVEALED

DQ's upweighted always-on digital and social campaign in New Zealand and Australia resulted in a stronger year-round presence in key markets to shape demand and influence length of stay. This resulted in 2.4M combined sessions from the domestic and Australian markets at an increased conversion rate of 23.2% (+1% YoY). Onsite engagement rate improved to 68% (+25% YoY), indicating high quality of traffic.

KIA ORA SOUTH CHINA

The DQ Travel Trade team attended Kia Ora South China and workshops in Beijing, Chengdu, Guangzhou, and Shenzhen. The events promoted the South Island as a four-season destination with training sessions for travel agents, airlines, and educational representatives, along with gala dinners and media interviews in each city.

LOVE QUEENSTOWN FIRST FUNDING ROUND

Love Queenstown's first annual funding grants were awarded. Local climate, conversation and biodiversity organisations received a total of \$25,000 to support environmental action in the region throughout the year.

3

ORGANISATIONAL FOCUS



VISION

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.

PURPOSE

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.

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

FY23-24 was the first year in DQ's three year strategic planning cycle. The RTO strategy 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.

The Queenstown Lakes RTOs evolved their marketing to incorporate sharing the values of our people and stories of our place, in a meaningful way. This went beyond simply promoting and selling the destination and instead aimed to shape the invitation to our visitors in a way that reflects our regional ambition.

Integration of destination management principles alongside destination marketing activity introduced a new focus on understanding the overall value that communities and the environment receive from tourism, while ensuring a pipeline of demand for businesses. This was coupled with the development of a new definition and focus on high contributing visitors, shaping the market mix, an evolution of brand strategy and leveraging tourism for innovation and economic development opportunities.

This focus, in conjunction with the newly launched member capability programme, supported businesses to evolve their offerings and progress their journey toward regenerative tourism.



STRATEGIC FOCUS

The future focus for the Queenstown Lakes RTOs is 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.



SUPPORT THE INDUSTRY TO START THE JOURNEY TO CARBON ZERO

- 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.”



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.

STRATEGIC FOCUS



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 attract 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.



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 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.



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 that 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.



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.

4

PERFORMANCE
REPORT 2023-2024





GOAL 1: ENVIRONMENT

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

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

GOALS AND MEASURES	RESULTS
Decrease carbon intensity per visitor dollar in Queenstown Lakes district (new metric using emissions assessment from Carbon Zero 2030 project scoping).	Due to the complexities involved in establishing a FY23-24 emissions profile for the visitor economy, this assessment was not completed by year end FY23-24.
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).	Length of stay for commercial accommodation reached 2.5 nights (ADP). Length of stay for non-commercial accommodation reached 3.3 nights (AirDNA).
Benchmark the number of tourism businesses analysing their own emissions (new metric).	From a member survey it is estimated around 40% of members are measuring their emissions based on DQ member survey.
Benchmark the number of available sustainable tourism experiences in region (new metric).	Benchmark has not been undertaken at year end FY23-24.

GOAL 1: ENVIRONMENT

HOW	ACTIVITY	RESULT
PLACE-BASED DESTINATION PLANNING (DMP PROJECT 4)		
Define strategies that consider yield, value per visitor, length of stay and total income/value of the visitor economy.	Investigate ways to support our businesses to increase yield within optimal capacity.	Yet to commence. Optimal Visitation Project underway which will inform the yield and productivity project.
	Explore member capability building opportunities to help operators mitigate reduction in capacity due to staff shortages, supporting businesses to yield strongly within capacity pressures.	In progress. Work undertaken with the Chamber of Commerce combined with the Optimal Visitation Project will inform future member capability programme activity to support workforce capacity pressures.
	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.	Yet to commence. Optimal Visitation Project underway which will inform the yield and productivity project.
MEASURE GREENHOUSE GAS EMISSIONS (DMP PROJECT 8)		
Ensures tourism businesses are analysing their own emissions.	Connect operators with the resources and tools to support them to measure their carbon emissions.	Achieved. Surveyed members to establish an emissions baseline and identify barriers. Launched a pilot programme in Queenstown Lakes for carbon counting and supply chain emissions. Provided decarbonisation workshops, events, and support resources via Member Hub.
ZERO ENVIRONMENTAL FOOTPRINT (DMP PROJECT 10)		
Develop and support existing education and outreach initiatives to change visitor behaviour regarding local environmental issues.	Showcase Queenstown's environmental sustainability initiatives and organisations that are prioritising environmental management.	Achieved. A new video series titled 'From The Ground Up' followed the journey of six local businesses leading the way in regenerative tourism and sustainability and was promoted via website and social media channels. DQ produced a series of stories on QueenstownNZ.nz, along with a three-part 'SUCfree' video series profiling a range of tourism businesses dedicated to making change.
	Identify existing initiatives that focus on environmental education and protection and determine how to effectively communicate and connect visitors with these initiatives.	Achieved. Leveraged Love Queenstown across QueenstownNZ.nz to connect visitors with environmental protection opportunities to give back in the form of donation or volunteering. Production of low impact itineraries and 'good' trip planning tips to influence behaviour change. The DQ member capability programme is delivering education and workshops for members about local environmental initiatives and connecting businesses to these groups to create a visitor education pathway.

HOW	ACTIVITY	RESULT
MEDIA		
Develop a PR strategy to showcase the region's initiatives to transition to a carbon zero industry.	Create a bank of stories relating to the region's regenerative and sustainability initiatives.	Achieved.
	Investigate and create media opportunities to amplify our positive stories.	Achieved. Strong coverage for the carbon zero goal in travel, news and business events trade media.
	Seek new and innovative PR opportunities to gain attention for the region's carbon zero initiatives relating to the visitor economy.	Partly achieved. Strong traditional media coverage of the goal, research undertaken in Australia relating to perceptions of sustainable and regenerative travel.
MARKETING		
Amplify storytelling associated with the carbon zero goal.	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.	Achieved. A new video series titled 'From The Ground Up' was produced, alongside a series of written content and stories showcased via DQ online channels.
TRADE & BUSINESS EVENTS		
Support regenerative tourism by building connections with aligned industry partners.	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.	Ongoing. Progress made in developing new relationships in trade channels.



GOAL 2: MARKETING

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

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

GOALS AND MEASURES	RESULTS
Increase net promoter score (NPS) from 66 to 74 (VIP).	NPS increased significantly to +75.
3% increase in visitor expenditure over FY22/23 (Marketview).	Total visitor expenditure fell by 4%, with domestic spending dropping by 20% and international spending rising by 14%.
Measure uptake in sustainable tourism experience demand from visitors (new metric using evolved Visitor Insights Programme/VIP).	16% of visitors stated that it was important for the experiences they participated in to be sustainable or regenerative.
Love Queenstown FY23-24 target contributions of \$250,000 (new metric).	Local climate, conservation, and biodiversity organizations were awarded a total of \$25,000 in the first round of funding to support environmental initiatives in the region.
Measure the level of visitor engagement with local community (new metric using evolved VIP).	55% of visitors stated that they interacted with locals a lot or a moderate amount.

GOAL 2: MARKETING

HOW	ACTIVITY	RESULT
COMMUNITY ENGAGEMENT (DMP PROJECT 1)		
Use existing community plans to bring local values to life.	Collaborate with local community groups to establish an understanding of local values from existing place-based community plans.	Not Achieved. Contingent on the development of place-based community plans.
Identify opportunities to support local events, activities, facilities and initiatives which help reinforce community identity, values and a unique sense of place.	Evolve the events hub on queenstownNZ.nz to support events which help reinforce community identity, values and a unique sense of place.	Achieved. The online events hub has evolved to include volunteering opportunities and a focus on community events alongside major events to showcase the breadth of what Queenstown offers and ensures support prioritises events that deliver social, cultural, environment and economic wellbeing and provide a unique sense of place.
	Review the marketing and promotional support DQ provides to events to prioritise support for events which fulfil this criteria.	Achieved. The marketing and promotional support criteria is established and is reviewed on an annual basis. Opportunities identified as to how we can further continue to support local events next financial year.
	Review and evolve event marketing strategy and activity to align with the DMP.	Achieved. Event marketing activity evolved to include both community and major events that align with DMP on QueenstownNZ and both paid and organic digital activity.
Work with Tourism New Zealand and third-party travel trade organisations to raise awareness of and support for our community values-based approach.	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.	Partly Achieved. A draft regional strategy for trade and business events has commenced, however ongoing work is required as we continue to establish how we prioritise trade partners.
	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 Encouraging longer stays (through media famils, paid & third-party content), Carbon footprint of famil is considered and limited where possible (sustainable transport, public transport, EV vehicles, ride sharing, walking/biking), Waste and pollution of famil is considered and limited where possible.	Achieved. Destination stewardship and regenerative tourism goals have been shared with TNZ. DQ and LWT have evolved the approach inviting famils to align with our regenerative tourism strategy. The business development team is focused on educating TNZ offshore offices and third-party travel trade regarding the evolved values. Trade and BE famils have ensured consideration of all famil components have been aligned to new famil strategy while ensuring an inclusive approach for all operators. Worked with TNZ to deliver international media programme and influence famils to showcase slow travel and low carbon itineraries.
	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.	Partly achieved. Decision was made that the famil matrix was too limiting and a flexible approach was required. TNZ were made aware of the region's regenerative tourism aspirations and how famils should align.

HOW	ACTIVITY	RESULT
COMMUNITY ENGAGEMENT (DMP PROJECT 1) (CONT)		
Work with Tourism New Zealand and third-party travel trade organisations to raise awareness of and support for our community values-based approach.	Develop webinar programme for offshore TNZ and trade offices to communicate our destination priorities relating to positioning, destination reputation, media & trade opportunities, and destination management projects such as Love Queenstown/ Love Wānaka.	Partly Achieved. Completed through on-demand training content.
	Develop direct relationships with TNZ offshore offices to work collaboratively to identify trade partners in market with values that align with Queenstown Lakes.	Ongoing. Trade team connected with TNZ while in market. Business Events team connected with offshore TNZ teams regularly at industry events as well as delivering quarterly online catch ups. Media team partnered with TNZ regularly on PR opportunities.
	Work with TNZ to target media opportunities that tell place-based long form stories which align with the region's regenerative strategies.	Achieved. Supported TNZ to deliver international media programme and influenced famils to showcase operator's regenerative tourism ambition.
MARKETING		
Evolve the Queenstown marketing strategy from a funnel based conversion focused model, to an engagement and content focused model.	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.	Partly achieved. A new 'virtuous circle' marketing model was established to represent the visitor journey in a regenerative economy; Discover, Educate, Buy In, Connect and Advocate. This has enabled DQ to move further up the funnel and focus on attracting 'high contributing' visitors through building brand awareness and storytelling, while driving sustainable demand.
	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.	Achieved. DQ's content development over the year was focused on people and place-based storytelling, encouraging visitors to delve deeper and stay longer. Article content was repurposed across multiple channels including web, eDM, social and digital advertising platforms.
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.	Concept and produce video content that authentically tells the story of our people and place, building the region's regenerative credentials.	Achieved. A range of video content was produced to capture and showcase our people and place, highlighting various regenerative stories and initiatives, including 'Our People Our Home' series 2, SUCfree social series, and 'From The Ground Up' series.
	Maintain the Queenstown website as the official and leading source of visitor information.	Achieved. QueenstownNZ.nz continues to drive significant website visitation and maintain a strong organic ranking. Efforts ensured content remained relevant and up to date, and UX optimisation work was completed to continuously improve the user journey. Over FY23-24 QueenstownNZ.nz generated 2.86M sessions and 644k referrals at a conversion rate of 22.5%.

HOW	ACTIVITY	RESULT
MARKETING (CONT)		
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.	Review and evolve RTO strategy across paid and organic digital and social channels to ensure it aligns with updated approach.	Achieved. DQ's digital marketing strategy was updated to reflect the new virtuous circle model, promoting Queenstown year-round in the domestic and Australian markets. Activity was focused on attracting 'high contributing' visitors, influencing them to stay longer and create a deeper connection with our place. Digital activity operates across all layers of the visitor conversion funnel from building brand, to storytelling and planning content, and driving conversion.
Define audiences that align with the regenerative tourism plan and research visitor interests, behaviours and values to inform that marketing activity.	Evolve the Queenstown EDM strategy to focus on building personalised and direct relationships with new and repeat visitors, building increased engagement with potential visitors.	Achieved. DQ grew its first-party database to 27k, 40% of which are domestic and 56% of which are Australian. DQ sent 24 eDMs to its consumer database over FY FY23-24.
	Educate and influence existing Queenstown traveller market (those with high intent to visit) to become high contributing visitors.	Achieved. DQ targeted its 'QT Fans' audience and those showing travel intent with interest-led content, encouraging longer stays and a deeper level of engagement with our people and place.
	Work with destination brand partners to support and reflect our regenerative tourism ambitions.	Achieved. Proactively shared our regenerative tourism strategy and vision with key brand partners including TNZ and DQ's PR, digital and creative agencies. Reviewed and re-aligned our third-party partnerships strategy for FY23-24 activity.
	Work closely with TNZ teams to leverage and partner on relevant activity and opportunities aligned with our new marketing model and regenerative tourism strategy.	Achieved. DQ supported and worked with TNZ on relevant activity and opportunities aligned to both attracting potential visitors, as well as sharing our region's regenerative tourism commitment.
	Develop and leverage PR tactics in line with the new marketing model.	Not Achieved. While a range of work leveraged activity from the Australian based PR agency, there was no development of specific PR tactics in line with the new marketing model. Research was undertaken in the Australian market to explore views toward regenerative tourism which will be leveraged in FY24-25 for a PR campaign.
	Continue to produce high quality content (imagery and video) that effectively captures and promotes the destination and regenerative tourism ambitions.	Achieved. A range of shoots took place capturing high quality 'segment-led' imagery and video, as well as volunteer planting day photoshoots.
	Review and develop branded collateral, including corporate gifts, visitor guides, uniforms and signage.	Achieved. Branded collateral, including uniforms, signage, office fit out and visitor guides were updated in line with both the Queenstown NZ brand refresh and sustainability guidelines.

HOW	ACTIVITY	RESULT
MARKETING (CONT)		
Define audiences that align with the regenerative tourism plan and research visitor interests, behaviours and values to inform that marketing activity.	Authentically tell the approved stories of place and raise awareness of Queenstown's cultural history.	Not Achieved. Uncovering the authentic, and approved stories of place will be a focus of DQ's new brand work in FY24-25.
	Review and develop event marketing strategy in line with the new marketing model and regenerative tourism ambitions	Achieved. Event marketing has been woven into the virtuous circle strategy, within the educate layer of DQ's always-on digital activity, using events as a hook to drive sustainable demand throughout the year and flatten the curve in the shoulder seasons
DATA AND INSIGHTS		
Collaborate with LWT to deliver region wide research and insights, visitor monitoring, community sentiment monitoring and emerging traveller trends.	Facilitate region wide research programmes and insight gathering.	Achieved. DQ manages tourism related research programmes in the Queenstown Lakes district. In FY23-24, DQ launched a region-wide Visitor Insights Dashboard for DQ and LWT members.
	Deliver annual reporting for Views on Tourism community sentiment report and the new regional Visitor Insights Programme.	Achieved. DQ significantly evolved the Visitor Experience Programme to include insights around regenerative tourism understanding and managed the Views on Tourism research for DQ and LWT.
COMMUNICATIONS		
Positively build Queenstown's brand through guiding positive media relations.	Maintain a communications schedule of key messaging and media opportunities, that supports Travel to a Thriving Future.	Achieved. Maintained key messaging to ensure the DMP language was reflected across all media opportunities.
	Leverage the news cycle to deliver positive Queenstown stories in national media.	Achieved. Strong local media coverage about DMP progress and commitment from operators was achieved. The national news cycle was leveraged across radio and TV platforms via interviews with CE Mat Woods.
	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.	Achieved. Produced 24 regenerative tourism stories about operators and local organisations. Local media opportunities leveraged fully to ensure tourism's value to the region is promoted.
	Support our members to share their positive stories and gain media coverage where appropriate.	Achieved. Member capability programme included workshops on working with the media and PR media 101. Supported positive media coverage for members by sharing examples of progress and alignment with DMP from our operators.
MEDIA		
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.	Ensure the media programme supports stories which honour our community values.	Ongoing.
	Work with Kāi Tahu to authentically tell the approved stories of place and raise awareness of Queenstown's cultural history via the media programme.	Not Achieved.

HOW	ACTIVITY	RESULT
MEDIA (CONT)		
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.	Ensure the media program works with third parties (eg TNZ, media, agencies) to raise awareness of community values and destination management plan.	Achieved. TNZ and PEPR are both supportive in raising awareness of DMP. Paid partnerships include National Geographic New Zealand, North & South, Cuisine.
	Use the Media program as a tool to celebrate examples of behaviour and practices that align with Tiaki.	Achieved. Use of accommodation and activity providers in media famils that promote Tiaki.
	Utilise the media programme to build awareness of local environmental projects and initiatives.	Achieved. Many published features from media famils have focused on community environmental projects including Whakatipu Reforestation Trust, Southern Lakes Sanctuary and Mana Tāhuna.
	Communicate with residents about regenerative tourism activity to support community spirit and create opportunities for connections between community and industry.	Ongoing. Leveraged local media opportunities in Lakes Weekly Bulletin, Mountain Scene and QT Magazine to reach community audiences.
	Ensure that media activity delivered is in alignment with optimal visitor number objectives.	Not commenced.
TRADE		
Support the goals of the regenerative tourism strategy through educating and collaborating with aligned third-party travel trade partners.	Identify trade partners whose values and priorities align to the regenerative tourism strategy and leverage these relationships to better position and promote Queenstown Lakes.	Ongoing. A start has been made in FY23-24 to understand partners with aligned values.
	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.	Achieved. The global database has been consistently maintained and updated proactively sharing Queenstown Lakes updates and product information to educate and support travel sellers through training in person and online channels.
	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.	Achieved. Represented Queenstown Lakes at multiple tradeshows, sales calls and engagement opportunities in core markets, evolving new and existing relationships, consistently prioritising business that supports our regenerative tourism approach.
	Facilitate Queenstown operators' presence at TRENZ.	Achieved. Represented Queenstown and facilitated the presence of 29 Queenstown operators' at TRENZ 2024.
	Deliver DQ Trade & Business Events Roadshow in Australian Market, ensuring efficiency and value for members and partners.	Achieved. Successfully delivered the DQ Trade and Business Events roadshow in the Australian market during October 2023, hosting events in both Sydney and Melbourne.

HOW	ACTIVITY	RESULT
TRADE (CONT)		
Support the goals of the regenerative tourism strategy through educating and collaborating with aligned third-party travel trade partners.	Deliver Inbound Tour Operator event in Auckland ahead of TRENZ 2024.	Not Achieved. Due to offshore travel commitments and staff resource, we were not able to deliver an Inbound event in Auckland prior to TRENZ.
	Explore small-scale, curated sales initiatives in-market to connect members with aligned partners in core visitor markets.	Not Achieved. This was ambitious in a seeding phase of DMP and new strategic direction.
	Attend the annual TEC conference and other industry events to position and educate distribution channel partners about the Queenstown Lakes regenerative tourism approach.	Achieved. While achieved this is a long-term and ongoing commitment to sharing and educating our channel partners.
	Leverage strategic airline and airport relationships to identify new value-aligned trade partners.	Achieved. Delivered the Auckland Airport and Tātaki Auckland Unlimited USA Roadshow. Delivered the Christchurch Airport Kia Ora South roadshows in November 2023 and June 2024 in China.
	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.	Achieved. Updated existing Trade resources along with marketing materials to align with the region’s regenerative tourism strategy and incorporate the Queenstown NZ brand refresh.
	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.	Achieved. Four quarterly newsletters and two on-demand trainings have been shared with our global database of over 9K.
	Maintain engagement in DQ’s travel trade social channels — Facebook, YouTube and WeChat.	Achieved. Regular posting on Facebook and YouTube was undertaken to drive engagement. WeChat – not achieved as formal DQ account not yet approved.
	Support TNZ, airlines, ITO and wholesaler famils that align with Queenstown Lakes regenerative tourism approach.	Achieved. All famils hosted (TNZ, DQ and trade partner) have featured the goals and aspirations of our DMP and regenerative tourism approach.
	Host western and Asian market pre and post TRENZ famils.	Achieved. Hosted a post-TRENZ famil itinerary with 15 participants from Western and Asian markets.
	Take a leadership position in developing and delivering the regional IMA strategy.	Achieved. Led and executed the TNZ Western Markets IMA Roadshow across the US, UK, and Europe. Contributions from our IMA partners are highlighted in our quarterly communications.
BUSINESS EVENTS		
Position ourselves as a business events destination that ignites innovative thinking, connects with and supports community and puts people and the place first.	Develop a region-wide Queenstown Lakes business events strategy.	Partly achieved. A draft regional strategy for business events has commenced in FY23-24, however ongoing work is required in alignment with the shared services agreement in FY24-25.

HOW	ACTIVITY	RESULT
BUSINESS EVENTS (CONT)		
Position ourselves as a business events destination that ignites innovative thinking, connects with and supports community and puts people and the place first.	Support existing relationships and contacts to understand Queenstown Lakes regenerative tourism ambitions and goals.	Ongoing. A continued effort to share relevant stories, examples and opportunities that align with our existing relationships.
	Continue to maintain and generate leads from high contributing business events across all markets for members.	Achieved. QCB processed 136 leads in FY FY23-24.
	Identify potential BE industry partners whose values and priorities align with Queenstown Lakes.	Ongoing. DQ continue to support and collaborate with all BE industry partners and share our destination's ambition.
	Review and update the BE famil and site inspection strategy to ensure it is delivering the best value for our members and destination.	Ongoing. Practises have been put in place by DQ team to align programmes, itineraries and activity with the regenerative tourism strategy.
	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.	Achieved. Queenstown was represented at Asia Pacific Incentives and Meetings Event (AIME), MEETINGS, IMEX USA, Business Events Expo and Professional Conference Organisers Association (PCOA).
	Deliver an evolved schedule of sales calls to support buyer relationships and engagement.	Partly Achieved. Sales calls through FY23-24 evolved in line with client and market needs. Majority of calls were conducted adjacent to event activity or when clients were in Queenstown.
	Review the overall Queenstown led BE event programme to ensure activity aligns with the future focus for the destination as well as market needs.	Achieved. Activity such as DQ Australian Roadshow Queenstown regional area at Business Events Expo were delivered
	Evolve the business events content, such as videos, presentations and toolkits, to reflect our destination priorities and regenerative tourism ambitions.	Achieved. Updated existing business events resources along with marketing materials to align with the region's regenerative tourism strategy and incorporate the QueenstownNZ brand refresh.
Review current BE digital marketing and content strategy to reflect the organisation's storytelling approach and to align with updated strategies across markets.	Achieved. Guided by the newly developed LinkedIn strategy, digital storytelling has evolved to feature a more DMP-focused narrative. Additionally, the QCB quarterly newsletter now includes some regenerative tourism messaging.	

HOW	ACTIVITY	RESULT
TRADE & BUSINESS EVENTS		
Review and evolve industry touchpoints and tools.	Review the material and tools that DQ produces for industry education and support and streamline these in line with DMP strategy.	Achieved. Existing Trade and BE resources and marketing material were updated to reflect both the QueenstownNZ brand refresh and alignment with the region's regenerative tourism strategy.
	Deliver consistent and relevant communications to business events client and trade databases across all markets.	Achieved. Trade click-to-open rate 9.3% business events click-to-open rate 11.8%.
	Foster strategic partnerships ensuring the RTO strategy is communicated and understood across key relationships (e.g. TNZ, BEIA)	Achieved. Regular engagement with key stakeholders through industry events, sales meetings and newsletter communication.



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.

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

GOALS AND MEASURES	RESULTS
Support members to evolve current, and develop new, regenerative tourism experiences.	Supported through the member capability programme which was launched in January 2024.
Increase the cultural history and stories of our place on queenstownNZ.nz (website metrics).	In FY24-25 DQ will work with Kāi Tahu and undertake Place DNA research to create a new place brand for Queenstown that reflects local values, cultural history and stories of our place.
Grow Tourism Approval Rating (TAR) toward domestic visitors from 67 to 70 and toward international visitors from 29 to 32 (Views on Tourism).	Visitor approval rating sits at 46 for domestic visitors, and 20 for international visitors indicating declining acceptance of tourism activity from our local resident community.
Measure visitor satisfaction with sustainable or regenerative visitor experiences (new metric VIP).	25% of visitors were satisfied with the regenerative or sustainable experiences available, and just 14% found it easy to identify these options.

GOAL 3: PRODUCT AND EXPERIENCE DEVELOPMENT

HOW	ACTIVITY	RESULT
TIAKI PROMISE : LEAD BY EXAMPLE (DMP PROJECT 2)		
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.	Champion the local businesses that are actively living the values of Tiaki Promise and share these.	Yet to commence. Awaiting national strategy approach to gauge opportunities.
	Investigate creating an ambassador to further the knowledge and capability around Tiaki Promise with local business	Yet to commence.
	Implement a community awareness programme to promote living the values of Tiaki Promise (Be a Tiaki Kiwi)	Yet to commence.
Encourage local agencies, communities and tourism businesses to champion the Tiaki Promise so that all visitors are aware of it and understand it	Share and promote the Tiaki toolkit to businesses, encouraging them to use this within their organisations.	Partially Achieved. Tiaki assets for businesses to use are housed on QueenstownNZ.nz website.
	Explore ways the Kaupapa of the Tiaki Promise could be furthered amongst partners organisations such as QLDC, QAC and neighbouring RTOs.	Yet to commence.
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.	Use the RTO media program as a tool to celebrate examples of behaviour and practices that align with Tiaki Promise.	Achieved. Use of accommodation and activity providers in media famils that align with the Tiaki kaupapa.
WELCOME PROGRAMME (DMP PROJECT 5)		
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.	Identify visitor arrival touch points in the region and investigate ways to enhance the sense of arrival and welcome to the district.	Achieved. DQ is piloting a case study with a local operator via their induction programme to connect seasonal staff with volunteer groups. If successful, it will be offered to all members biannually for new staff. QueenstownNZ.nz now includes a portal on living, working, and doing business in Queenstown to profile economic development and diversity.
	Ensure the kaupapa of the Tiaki promise is reflected at visitor touchpoints.	Achieved. DQ celebrates examples of behaviours and practices that align with the Tiaki Promise through own story telling on DQ channels and via media programme.
	Align visitor touchpoints communication with the principles of the regenerative tourism strategy.	Achieved. Online and digital visitor communication touchpoints have been updated to align messaging with the regenerative tourism strategy including visitor blog content, and the development of the new Live, Work, Business section of the site which heroes Queenstown's vision to those looking to move and do business in the region.

HOW	ACTIVITY	RESULT
WELCOME PROGRAMME (DMP PROJECT 5) (CONT)		
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.	Establish and evolve the visitor experience survey which aims to understand visitor experience, interaction and connection with our region.	Achieved. The Queenstown Lakes visitor experience program has undergone a significant evolution to enhance the understanding of visitor experiences, with a particular focus on sustainable and regenerative tourism understanding, attitudes and behaviours.
ARTS, CULTURE AND HERITAGE DEVELOPMENT (DMP PROJECT 6)		
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.	Work with QLDC and Three Lakes Cultural Trust to identify the authorized Kāi Tahu stories we can share.	Yet to commence.
	Work with Iwi partners and New Zealand Māori Tourism to identify opportunities for cultural heritage experiences.	Yet to commence.
PRODUCT EVOLUTION PROGRAMME (DMP PROJECT 15)		
Measure the quality of the destination experience according to visitor sentiment.	Develop a region wide visitor experience monitoring programme.	Achieved. The Queenstown Lakes visitor experience programme evolved to align with the principles of regenerative tourism and is now also being delivered in Wānaka.
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.	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.	In progress. Accessibility and DEI modules are being added to the RTO member capability programme in partnership with subject matter experts.
Improve accessibility throughout the district's visitor experiences, including its tourism facilities, products and services, to accommodate visitors and residents of all abilities.	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 deliver education programmes around accessibility.	In progress. Partnership programme with experts 'Making Trax' is being developed to improve accessibility in tourism experiences and product development.
	Empower our operators and provide resource and toolkits to support product evolution and sales skills around regenerative tourism and destination positioning (sales ambassadors).	In progress. Accessibility modules are being added to the RTO member capability programme in partnership with subject matter experts.

HOW	ACTIVITY	RESULT
TOURISM BUSINESS EXCELLENCE PROGRAMME (DMP PROJECT 16)		
Ensure a common understanding of what Travel to a Thriving Future means among visitor economy stakeholders.	Develop a short summary of Travel to a Thriving Future to share with stakeholders.	Yet to commence.
	Create opportunities to share the goals and ambitions of the strategy with operators and industry.	Achieved. A regular schedule of member events were maintained. Four quarterly DQ member updates held, and nine member capability sessions held.
Support tourism businesses, their guides and staff to build their knowledge and understanding of local cultural heritage.	Advocate for the inclusion of cultural heritage elements in tourism products and experiences	Achieved.
	Work with Kāi Tahu to identify legends and stories of place which are authorized by Kāi Tahu to be shared.	Yet to commence. The place-based brand project should identify legends and stories of place which are authorised to be shared.
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.	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.	Yet to commence. The Optimal Visitation Project is currently underway and will significantly inform the yield and productivity project.
Share learning and case studies of businesses that are leading the way towards a regenerative future to provide practical examples for others to follow.	Develop a library of case studies showcasing regenerative tourism.	Achieved. A new video series titled 'From The Ground Up' followed the journey of six local businesses leading the way in regenerative tourism and sustainability, showcasing their ideas, commitment and initiatives, inspiring other local businesses.
ALL TEAMS		
Utilise RTO trade expertise and knowledge to support product development in line with emerging traveller trends and regenerative tourism.	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.	Not commenced. The RTOs have discussed a joint product and experience development programme and will deliver this in collaboration, however it will not commence until FY24-25.
BUSINESS EVENTS		
Support business event organisers to create opportunities to connect delegates with our community and environment and give back to place.	Identifying business event needs for member capability opportunities (e.g. digital influence).	Ongoing. DQ has offered member capability opportunities in RFP lead portal training and market updates from North America and India.
	Investigate opportunities to connect Queenstown operators with Business Events buyers.	Achieved. DQ continuously evaluates business events opportunities for the operators, coordinates regional representation and connects operators with appropriate clients.

HOW	ACTIVITY	RESULT
COMMUNICATIONS		
Create opportunities to engage with our community and help visitors to develop a connection to local communities, culture and places.	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.	Not Achieved. While regenerative tourism stories have highlighted Queenstown operators and organisations acting to support social, cultural and environmental sustainability, this has not been shared with the community on a regular cadence.
	Communicate with our visitors the importance of respect for place and values of our region.	Achieved. These values are included in all DQ media programme activity.



GOAL 4: CAPABILITY BUILDING

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

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.

GOALS AND MEASURES	RESULTS
Deliver improved destination visitor yield by working within the identified optimal visitation numbers and ensuring a minimum 3% increase in visitor expenditure (Marketview).	Total visitor expenditure fell by 4%, with domestic spending dropping by 20% but international spending rising by 14%.
Target a domestic/international visitor portfolio split of 50/50, measured by anonymised cellphone data (Dataventures).	Domestic / international visitor portfolio split was 54% domestic, 46% international.
Deliver a member capability building programme covering product development, visitor mix, climate adaptation and DEI.	The member capability programme was launched in January 2024 and a new online Member Hub launched in April 2024.

GOAL 4: CAPABILITY BUILDING

HOW	ACTIVITY	RESULT
LOVE WĀNAKA / LOVE QUEENSTOWN (DMP PROJECT 14)		
Establish a community fund that targets visitor give-back and financial contributions to support social and environmental outcomes.	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.	Achieved. The Love Queenstown community fund was launched to facilitate visitor give back and positively impact environmental action in the Queenstown Lakes region. Efforts to establish the initiative within local businesses and visitors is ongoing.
Develop platforms that enable visitor give-back programmes.	Launch Love Queenstown website and donation platform.	Achieved. LoveQT.co.nz launched to fund climate, conservation and biodiversity action in the Queenstown Lakes region. An always-on Love Queenstown digital campaign is running to drive awareness of the platform and its mission. Visitor donations can be made online, efforts are being made to embed and influence visitor giveback at point of sales systems.
	Create a toolkit for businesses to understand and adopt Love Queenstown locally.	Achieved. An operator business toolkit was created to engage local businesses, communicating the opportunity to get involved and support local environmental action. Trade business toolkit has been created to promote the initiative to trade partners.
	Work with QAC and QLDC to brand the region Love Queenstown/ Love Wānaka at launch.	Achieved. The launch of Love Queenstown was supported by activity with Queenstown Airport Corporation (QAC) and QLDC, including flags, billboards and a takeover of the Airport Nook.
	Leverage Love Queenstown to build a strong sense of connection between community and visitors.	Ongoing. Love Queenstown activity worked to establish a connection with visitors and locals alike, including physical point of sale assets, digital marketing, media stories, events and partnerships with local businesses.
INNOVATION AND ECONOMIC DEVELOPMENT (DMP PROJECT 19)		
Build a reputation as an innovative, early adopter in areas aligned with green tourism innovation and clean transportation.	Celebrate business innovation to support Queenstown's reputation as a proving ground for innovation.	Achieved. Celebrated innovation by showcasing regenerative activities and practices through a series of case study videos, blog content, media pitches, and hosting events. Identified speaking opportunities for CEO to further highlight these initiatives.
	Profile regional economic development and business innovation stories via earned and third-party content.	Partially achieved. A new secondary navigation was added to QueenstownNZ.nz to leverage the reach of the site to showcase Live, Work, Study and Meet content, not normally associated with the RTO site.
	Utilise the RTO media programme to build awareness of business innovation throughout Queenstown.	Achieved. Highlighted businesses in the media program that are implementing innovative developments in line with the regenerative tourism strategy.

HOW	ACTIVITY	RESULT
INNOVATION AND ECONOMIC DEVELOPMENT (DMP PROJECT 19)		
Build a reputation as an innovative, early adopter in areas aligned with green tourism innovation and clean transportation.	Leverage inventive and environmental-focused business events in the region as a platform to showcase stories of innovation and progress.	Not achieved. DQ has focused on influencing existing leads to evolve programmes to include more regenerative practises.
	Attract business events that align with the region's economic diversity strategy and prioritise regenerative practices.	Not Achieved. DQ has focused on influencing the programmes of converted leads to include more regenerative practises.
RTO ALL TEAMS		
Provide capability building opportunities through DQ that support a thriving community and environment.	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.	Achieved. Launched a new member capability building programme and Member Hub where members can access capability building and training resources, view upcoming events, access business plans, reports, and get the latest data and insights. Where appropriate DQ, have partnered with industry experts and local initiatives.
	Provide support to businesses through the evolution of the RTO capability building programme, regular communications and information sharing.	Achieved. Member Hub launched April 2024, extensive member capability event programme established, new Capability Connect communication channel established.
	Ensure that the capability programme covers the region's key objectives relating to tourism system yield.	Not commenced. It is expected the Optimal Visitation project will inform the project relating to system yield.



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.

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

GOALS AND MEASURES	RESULTS
Complete Place DNA project. Community values identified and used to inform the development of a new brand for Queenstown.	In FY24-25 DQ will work with Kāi Tahu to create a new place brand for Queenstown that reflects local values and can be utilised by both the community and businesses. Destination Think has been chosen to conduct the research phase of the Place DNA project.
Complete foundation activity in FY23-24 to deliver new brand for Queenstown in FY24-25.	DQ refreshed its brand to modernise and better align with the regenerative tourism strategy as an interim solution while developing a new place-based brand.
Deliver a user friendly and shareable brand tool kit that enables business, community and local agencies to fully utilise the place brand.	New marketing materials, including an interim hero brand video and updated assets for Trade and BE teams, were developed or updated. These updates align with the QueenstownNZ brand refresh and sustainability goals.

GOAL 5: BRAND EVOLUTION

HOW	ACTIVITY	RESULT
UPDATE QUEENSTOWN LAKES BRAND AND MARKETING STRATEGIES (DMP FOUNDATION PROJECT 4)		
Effective use of data and analytics to improve knowledge about visitor motivators and behaviours.	Evolve the data and insights hub to further leverage available visitor economy data to guide RTO and operator activity.	Achieved. The Data and Insights Hub has been enhanced to deliver an improved user experience with significant improvements in data visualisation. New data sources have been integrated where available. The dashboard has been moved to the Member Hub.
An informed understanding of visitor interests, behaviours and values to inform marketing activity.	Launch a region wide visitor insights programme to inform RTO marketing activity.	Achieved. Consumer marketing activities are continually informed and optimised using insights from visitor motivations and drivers, forward outlook data, and findings from DQ's quarterly visitor insights program.
Align brand strategy to regenerative tourism and economic diversification.	Develop a place-based Queenstown brand: <ul style="list-style-type: none"> - Identify our community values to inform the development of a new brand identity and strategy for Queenstown. - Develop and articulate our brand proposition and what our brand represents (our why). - Ensure the brand resonates with high contributing visitors and our community. - Ensure the brand underpins our ambitions with the Destination Management Plan 	Partly Achieved. DQ underwent a brand refresh project to modernise and better align the existing brand identity with the regenerative tourism strategy as an interim solution while the place-based brand is developed.
	Undertake a rebrand process in line with the above process.	Not Achieved. The place-brand project plan was developed however the project will formally commence in FY24-25.
	Develop a new hero brand video asset.	Achieved. An interim hero brand video asset was developed to support the shift in the consumer marketing strategy and approach to storytelling. New video assets have also been produced for both Trade and BE teams and their activity.
	Undertake a website redevelopment project to reflect the new brand and align with the regenerative tourism objectives.	Partly Achieved. A web design refresh and optimisation project is underway to reflect the refreshed brand identity and remain best-in-class for a destination website. This will launch in FY24-25.
Align marketing plans (including business goals, market segments and promotional/experience activities) to regenerative tourism and decarbonisation.	Develop an annual marketing plan that outlines the new RTO marketing model and tactical activity for the year.	Achieved. Annual FY23-24 Consumer Marketing Plan was delivered which communicated a new marketing model, audiences, channels and activity.
	Build our brand through owned and earned media channels, supporting storytelling that celebrates our people and place and drives positive PR.	Achieved. Activity that celebrated our people and place including 'Our People, Our Home' and 'From The Ground Up', were promoted via owned channels and earned media was targeted via press releases to local and national media.
	Review and align brand marketing collateral to align with DMP and DQ organisation sustainability objectives.	Achieved. Brand marketing collateral, including hero video assets, imagery, and DQ resources were produced or updated in line with both the Queenstown NZ brand refresh and sustainability objectives.



GOAL 6: ORGANISATION

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

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

GOALS AND MEASURES	RESULTS
Target growth in the visitor perception score of Queenstown as a regenerative tourism destination from 51% to 55% of New Zealanders.	The evolved Perceptions survey shows that 34% of visitors strongly agree Queenstown cares about its environment, 28% about its community, 30% about its culture and heritage, and 42% about its economy.
Achieve annual carbon reduction goals to accelerate DQ's path to Carbon Zero.	Carbon emission data was collected for the third year. An emissions budget and reduction target will be set early FY24-25.
Development Plan for each staff member completed.	Staff engaged in various development and training opportunities. The FY23-24 annual review process identified development opportunities for staff.
Increase employee NPS from 75 to 80 (Employee Engagement Survey).	Employee Net Promoter Score increased significantly to +100.
Zero harm incidents at DQ.	FY23-24 saw several incident reports completed. No major harm incidents occurred.
Update data hub annually to reflect team and member business requirements.	Data and Insights resources have been improved for better user experience. New data sources have been added, and the dashboard is now in the Member Hub.

GOAL 6: ORGANISATION

HOW	ACTIVITY	RESULT
EMERGENCY AND CLIMATE ADAPTATION PREPAREDNESS (PROJECT 18)		
Ensure tourism operators are prepared and understand their responsibilities so that they can keep visitors safe during emergencies.	Continue to facilitate the TORQUE group activity.	Achieved. This is an ongoing initiative.
	Identify member capability building opportunities in this space.	Ongoing. It has been identified that resilience and emergency management co-ordination are potential areas of development.
	Support regional emergency management planning.	Achieved. Collaborated with stakeholders at workshops and training sessions and supported lead agencies during State of Emergency and boil water notice.
	Support members to understand regional emergency management plans.	Not Achieved.
ORGANISATION		
Accelerate Destination Queenstown's journey to become carbon zero before 2030.	Collect and measure organisation emissions data.	Achieved. Carbon measurement data for FY23-24 collected, including increase of scope of measurement to capture staff commuting, food waste and famil attendees.
	Review every organisational process – office and external setting reduction targets.	Not Achieved. A reductions target will be developed and set for FY24-25 based on DQ's FY23/34 emissions report.
	Set minimum prerequisites for approvals within these processes based on carbon emissions.	Not Achieved. After reviewing the FY23-24 emissions report, a carbon budget will be developed and set for FY 24/35.
	Adopt and test innovative sustainable initiatives across the organisation.	Achieved. Significant efforts have been made to replace single-use items within the organisation with sustainable alternatives. Additionally, the collection of staff commuting data has been expanded, and a pilot programme to divert food scraps from landfills has begun.
	Drive and promote regeneratively sustainable initiatives.	Achieved. Continues to underpin all organisation work. Regenerative/ sustainability team day held. Sustainable meeting room guidelines developed for DQ offices.
	Educate DQ Staff around carbon emission, data collection and measurement.	Achieved. Consistent capturing of data and monthly reporting to the team.
	Create and support staff transport plans.	Achieved. Staff complete a personal commute tracking form daily. Monthly reporting creates discussions which has resulted in staff making reductions where viable, for example busing or carpooling.
Continue to be an appropriately resourced, structured, and motivated team to deliver our vision	Embed DQ Values to underpin every decision and action within the organisation.	Achieved. New staff are taken on the Queenstown Hill values induction walk. Weekly staff award linked to performance and activity that support the DQ team values.

HOW	ACTIVITY	RESULT
ORGANISATION (CONT)		
Continue to be appropriately resourced, structured, and motivated team to deliver our vision.	Ensure the organisational structure evolves to meet the needs of delivering our vision.	Achieved. A Sustainability Lead was contracted.
	Create and provide a comprehensive induction and continued support for staff.	Achieved. New employees have one-on-one meetings with all DQ staff to foster personal connections, reinforce team values and vision, communicate motivation, share role-specific goals, and ensure mutual support.
	Support staff to constantly develop and learn.	Achieved.
	Focus on improving in the areas recommended by the 2022 employee engagement survey.	Achieved. Relocating to a new office space designed to inspire creativity and facilitate effective team collaboration.
	Increase awareness of equity, inclusion and opportunity for all staff.	Achieved. DQ cultivates a culture of equity, inclusion, and opportunity for staff through effective management, positive workplace culture, and workplace policies.
	Ensure staff have the technology required to carry out their roles with flexibility.	Achieved.
	Facilitate the 2023 Employee Engagement Survey.	Achieved.
Continue to ensure workplace H&S standards are of a high level.	Continue to educate and to promote active participation across the team regarding health and safety matters, initiatives, improvements and procedures.	Achieved. Creation of new Health and Safety plan for new office. Creation of new Famil Risk Assessments.
	Ensure the health and safety policy and plan continues to be adhered, implemented and updated.	Achieved. New plan created for new office and induction held.
	Provide H&S inductions, ShakeOuts and internal training to the DQ team including driving the H&S Committee is involved in all decisions.	Achieved.
	Annual review of health and safety plan including emergency response and evacuation, DQ policies and hazard/risk assessment	Achieved. New plan and risk assessment for the new office.
	Provide ongoing mental health support and training.	Achieved.
	Provide external Employee Assistance Program via EAP Services	Achieved.
	All DQ Staff who regularly host clients and media have first aid certification.	Achieved.
	Offer flexible support tailored to individual and team needs.	Achieved.
	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.	Achieved.

HOW	ACTIVITY	RESULT
ORGANISATION (CONT)		
Continue to ensure workplace H&S standards are of a high level.	All DQ Staff to participate in the Active8 transport programme.	Not achieved. Due to rapid adoption and integration of concepts from the Active8 programme, completing the formal programme was not required.
MARKETING		
Foster and participate in collaborative initiatives with regional lower South Island RTOs and local partners.	Continue the collaborative relationship with QAC, exploring opportunities to partner on activity that supports regional goals.	Achieved. A range of activity in partnership with QAC launched during FY23-24, with highlights being the Love Queenstown and Love Wānaka takeover of 'The Nook' and the media support of DQ and LWT's 'Go SUCfree' campaign which aligned to QAC's sustainability goals.
	Collaborate with partners to support the development and promotion of the Southern Way RTO collective.	Achieved. DQ is an active partner in the Southern Way RTO collective, supporting marketing efforts and collaborative activity throughout the year.
	Support the development of an EV and E-Bike touring routes.	Partly Achieved. While DQ was not involved in the development of touring routes, two visitor facing blogs were produced to support visitor promotion of EV touring routes within Queenstown and the lower South Island. DQ is an active member of the Otago Trails Marketing Network.
	Be an active participant in the Southern Scenic Route (SSR) and Central Otago Touring Route (COTR) activity.	Achieved. DQ is an active partner in the ongoing conversations and promotional activity for both SSR and COTR.
	Be an active participant in the Central Otago Trails marketing network.	Achieved. DQ attended quarterly Otago Trails Marketing meetings with RTO and Trail Management representatives, assisting with marketing activity and content creation for the collective 'Trail Hub' website.
COMMUNICATIONS		
Provide DQ members with regular communications and information sharing.	Deliver consistent and relevant communications to DQ members (newsletters, briefings and trainings, member events).	Achieved. Maintained regular news through Fortnightly Remarks, Special Remarks, Data and Insights and shared important information during State of Emergency and boil water notice. Created a new monthly Member Capability Connect newsletter for training and capability building opportunities.
	Deliver a schedule of member events including quarterly DQ member updates, business event updates, Queenstown Connects and ad hoc member engagement opportunities as required.	Achieved. Maintained a regular schedule of member events. Four quarterly DQ member updates held (including AGM), and nine Member Capability sessions held.
Manage the reporting function for DQ	Report on DQ's organisational plans including the Annual Report, the Business Plan and DMP.	Achieved. Developed Annual Report FY23-24, Business Plan FY24-25 and supported Destination Management Plan.
	Carry out an annual member satisfaction survey.	Achieved.
	Report DQ's organisational activity on a quarterly basis	Achieved. DQ activity reported each quarter and published on the Member Hub.

HOW	ACTIVITY	RESULT
COMMUNICATIONS (CONT)		
Take a collaborative approach to our destination reputation position the region as a well-managed, safe and regenerative destination.	Coordinate the inter-agency destination reputation management group to collaboratively address and manage issues impacting destination reputation.	Achieved. Held quarterly meetings at DQ to address destination reputation.
	Maintain and update the DQ crisis communications plan and engage with and support lead agencies in response to crisis situations (QLDC, QAC, CDEM, TORQUE).	Achieved. Crisis communications plan maintained, and support provided to lead agencies during State of Emergency crisis.

GOALS AND MEASURES SUMMARY

GOAL 1: ENVIRONMENT

Decrease carbon intensity per visitor dollar in Queenstown Lakes district (new metric using emissions assessment from Carbon Zero 2030 project scoping).	Due to the complexities involved in establishing a FY23-24 emissions profile for the visitor economy, this assessment was not completed by year end FY23-24.
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).	Length of stay for commercial accommodation reached 2.5 nights (ADP). Length of stay for non-commercial accommodation reached 3.3 nights (AirDNA).
Benchmark the number of tourism businesses analysing their own emissions (new metric).	From a member survey it is estimated around 40% of members are measuring their emissions based on DQ member survey.
Benchmark the number of available sustainable tourism experiences in region (new metric).	Benchmark has not been undertaken at year end FY23-24.

GOAL 2: MARKETING

Increase net promoter score from 66 to 74 (VIP).	NPS increased significantly to +75.
3% increase in visitor expenditure over FY22/23 (Marketview).	Total visitor expenditure fell by 4%, with domestic spending dropping by 20% and international spending rising by 14%.
Measure uptake in sustainable tourism experience demand from visitors (new metric using evolved Visitor Insights Programme/VIP).	16% of visitors stated that it was important for the experiences they participated in to be sustainable or regenerative.
Love Queenstown FY23-24 target contributions of \$250,000 (new metric).	Local climate, conservation, and biodiversity organizations were awarded a total of \$25,000 in the first round of funding to support environmental initiatives in the region.
Measure the level of visitor engagement with local community (new metric using evolved VIP).	55% of visitors stated that they interacted with locals a lot or a moderate amount.

GOAL 3: PRODUCT AND EXPERIENCE DEVELOPMENT

Support members to evolve current, and develop new, regenerative tourism experiences (cultural storytelling, manaakitaka, sustainability practices).	Supported through the member capability programme which was launched in January 2024.
Increase the cultural history and stories of our place on QueenstownNZ.nz.	In FY24-25 DQ will work with Kāi Tahu and undertake Place DNA research to create a new place brand for Queenstown that reflects local values, cultural history and stories of our place.
Grow Tourism Approval Rating (TAR) toward domestic visitors from 67 to 70 and toward international visitors from 29 to 32 (Views on Tourism).	Visitor approval rating sits at 46 for domestic visitors, and 20 for international visitors indicating declining acceptance of tourism activity from our local resident community.
Measure visitor satisfaction with sustainable or regenerative visitor experiences (new metric VIP)	25% of visitors were satisfied with the regenerative or sustainable experiences available, and just 14% found it easy to identify these options.

GOALS AND MEASURES SUMMARY CONT.

GOAL 4: CAPABILITY BUILDING

Deliver improved destination visitor yield by working within the identified optimal visitation numbers and ensuring a minimum 3% increase in visitor expenditure (Marketview).	Total visitor expenditure fell by 4%, with domestic spending dropping by 20% but international spending rising by 14%.
Target a domestic/international visitor portfolio split of 50/50, measured by anonymised cellphone data (Dataventures).	Domestic / international visitor portfolio split was 54% domestic, 46% international.
Deliver a member capability building programme covering product development, visitor mix, climate adaptation and DEI.	The member capability programme was launched in January 2024 and a new online Member Hub launched in April 2024.

GOAL 5: BRAND EVOLUTION

Complete Place DNA project. Community values identified and used to inform the development of a new brand for Queenstown.	In FY24-25 DQ will work with Kāi Tahu to create a new place brand for Queenstown that reflects local values and can be utilised by both the community and businesses. Destination Think has been chosen to conduct the research phase of the Place DNA project.
Complete foundation activity in FY23-24 to deliver new brand for Queenstown in FY24-25.	DQ refreshed its brand to modernise and better align with the regenerative tourism strategy as an interim solution while developing a new place-based brand.
Deliver a user friendly and shareable brand tool kit that enables business, community and local agencies to fully utilise the place brand.	New marketing materials, including an interim hero brand video and updated assets for Trade and BE teams, were developed or updated. These updates align with the QueenstownNZ brand refresh and sustainability goals.

GOAL 6: ORGANISATION

Target growth in the visitor perception score of Queenstown as a regenerative tourism destination from 51% to 55% of New Zealanders.	The evolved Perceptions survey shows that 34% of visitors strongly agree Queenstown cares about its environment, 28% about its community, 30% about its culture and heritage, and 42% about its economy.
Achieve annual carbon reduction goals to accelerate DQ's path to Carbon Zero.	Carbon emission data was collected for the third year. An emissions budget and reduction target will be set early FY24-25.
Development Plan for each staff member completed.	Staff engaged in various development and training opportunities. The FY23-24 annual review process identified development opportunities for staff.
Increase employee NPS from 75 to 80 (Employee Engagement Survey).	Employee Net Promoter Score increased significantly to +100.
Zero harm incidents at DQ.	FY23-24 saw several incident reports completed. No major harm incidents occurred.
Update data hub annually to reflect team and member business requirements.	Data and Insights resources have been improved for better user experience. New data sources have been added, and the dashboard is now in the Member Hub.

5

DESTINATION
INSIGHTS &
PERFORMANCE
TRENDS

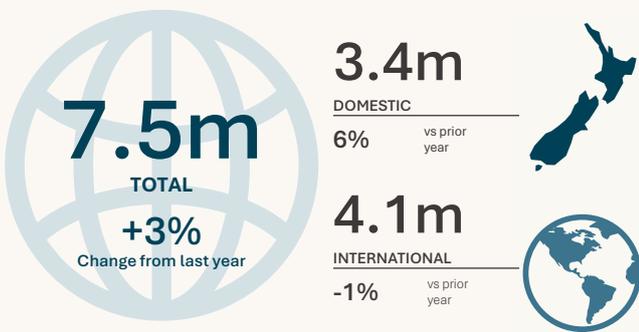


DESTINATION INSIGHTS

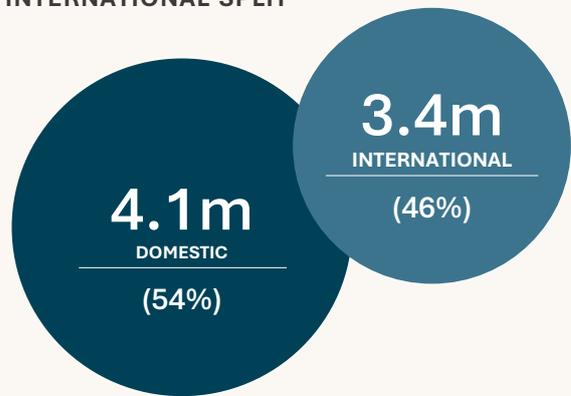
QUEENSTOWN VISITATION

In FY23-24, Queenstown recorded over 7.5 million cumulative visitor days, a 3% increase from FY22/23, reflecting the stabilisation of visitation trends after international borders reopened. Domestic visitors accounted for 4.1 million days, or 54% of the total, marking a 6% increase from the previous year. However, domestic visitation softened in the latter half of the year, likely due to New Zealand's ongoing cost of living crisis. International visitors contributed 3.4 million days, making up 46% of the total. While international visitation surged during the summer and autumn, winter saw a slight decline.

CUMULATIVE VISITOR DAYS (YE JUNE 24)

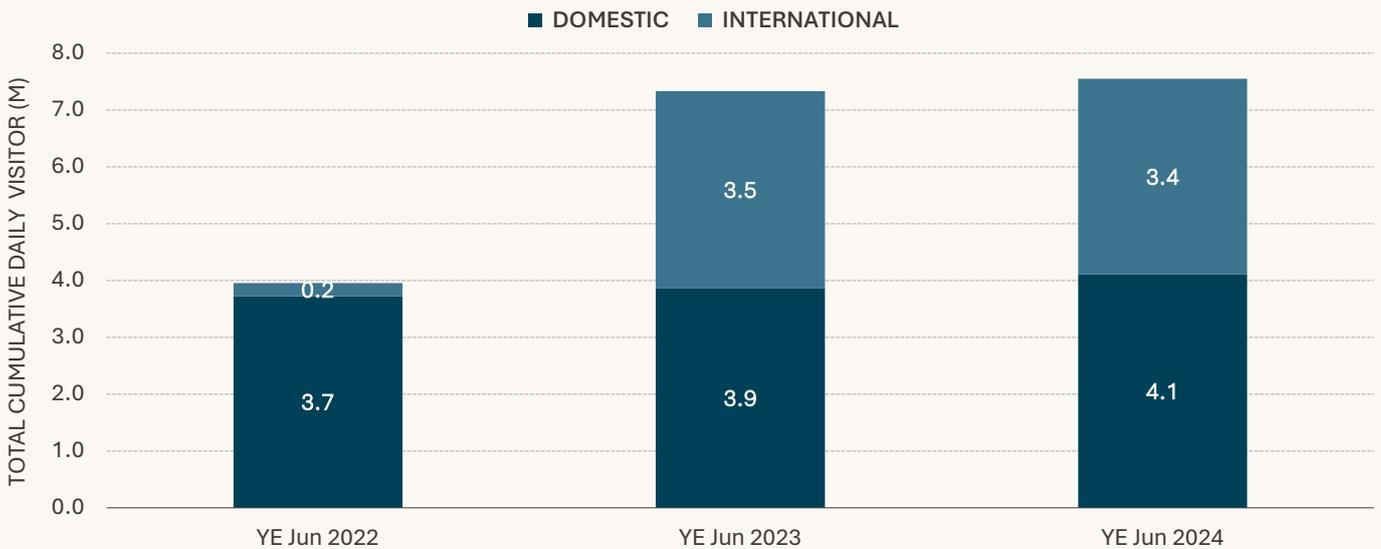


CUMULATIVE VISITOR DAYS BY DOMESTIC/INTERNATIONAL SPLIT



[Source: Vistr Visitor Volume Estimates. 1 July 2023 – 30 June 2024]

QUEENSTOWN VISITOR DAYS YE JUNE



Source: Vistr Visitor Volume Estimates. [Further information.](#)
Date range: 1 July 2021 – 30 June 2024.

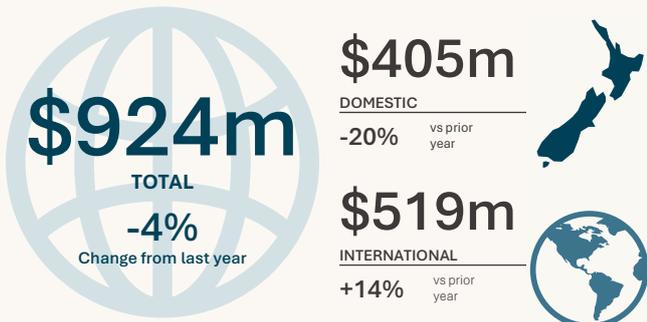
Note: Cumulative daily peak visitor estimated counts by month based on cellphone "pings". Visitor daily count estimates refer to peak daily visitor volumes (not unique visitors) for a specific market within a given geography and time of day. For example, a visitor in the region for three days is counted three times.

DESTINATION INSIGHTS

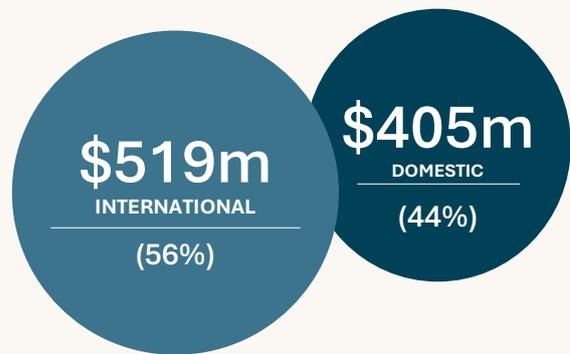
QUEENSTOWN VISITOR EXPENDITURE

Visitor-related electronic card expenditure in FY23-24 totaled \$924 million, with international visitors contributing 56% and domestic visitors 44%. Domestic spending saw a 20% decline, likely reflecting reduced discretionary spending and a constrained ability to travel.

QUEENSTOWN VISITOR EXPENDITURE (YE JUNE 24)



EXPENDITURE BY DOMESTIC/ INTERNATIONAL SPLIT



[Source: Marketview Tourism Data Tool. 1 July 2023 – 30 June 2024]

QUEENSTOWN VISITOR EXPENDITURE YE JUNE



Source: Marketview Tourism Data Tool. 1 July 2018 – 30 June 2024

DESTINATION INSIGHTS

QUEENSTOWN VISITOR NIGHTS

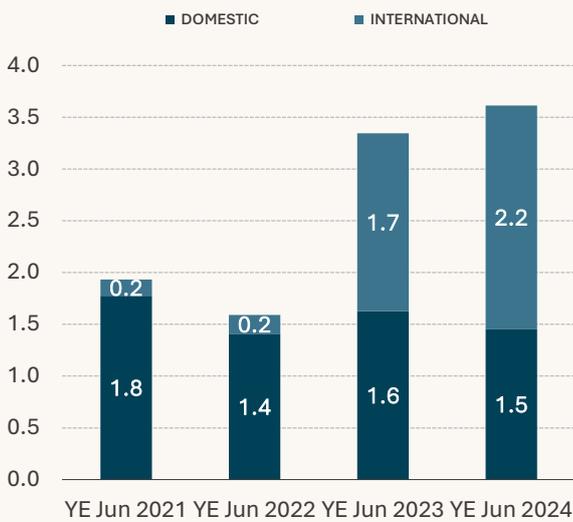
COMMERCIAL ACCOMMODATION

QUEENSTOWN GUEST NIGHTS (YE JUNE 2024)



Source: Accommodation Data Programme. 1 July 2023 – 30 June 2024.

GUEST NIGHTS (M) YE JUNE 2024



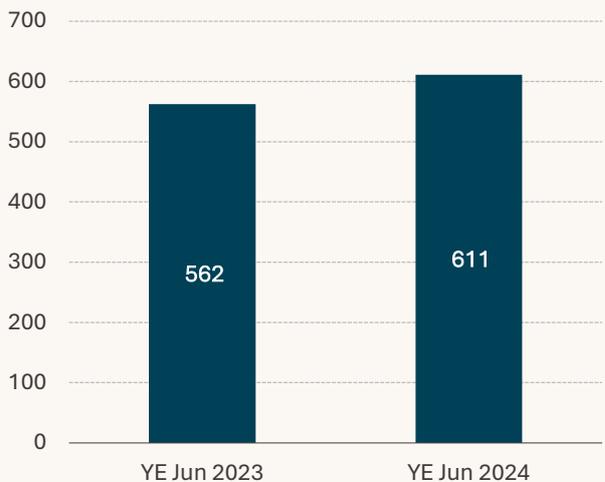
Source: Accommodation Data Programme. Date range: 1 July 2020 – 30 June 2024.
Note: the above data represents information gathered from the commercial properties who agreed to supply their information to the accommodation data programme, so it is an estimation only.

NON-COMMERCIAL ACCOMMODATION

QUEENSTOWN LISTING NIGHTS (YE JUNE 24)



LISTING NIGHTS (K) YE JUNE



Source: AirDNA. Date range: 1 July 2022 – 30 June 2024.
Notes: A property represents a listed property on a non-commercial rental website like Airbnb, it doesn't represent the number of stay units, beds or guest nights. Non-commercial is also known as short term rental or alternative rental.

DESTINATION INSIGHTS

QUEENSTOWN VISITOR EXPERIENCE

OVERALL SATISFACTION

Visitors to Queenstown express high satisfaction with their experience in the region with an overall experience score of 8.8 (out of 10). On average, domestic visitors rate their experience at 8.6 (out of 10), while international visitors rate it higher at 9.1 (out of 10). Overall satisfaction scores are notably higher among North Island residents, visitors aged 60+, and those visiting the region for the first time.

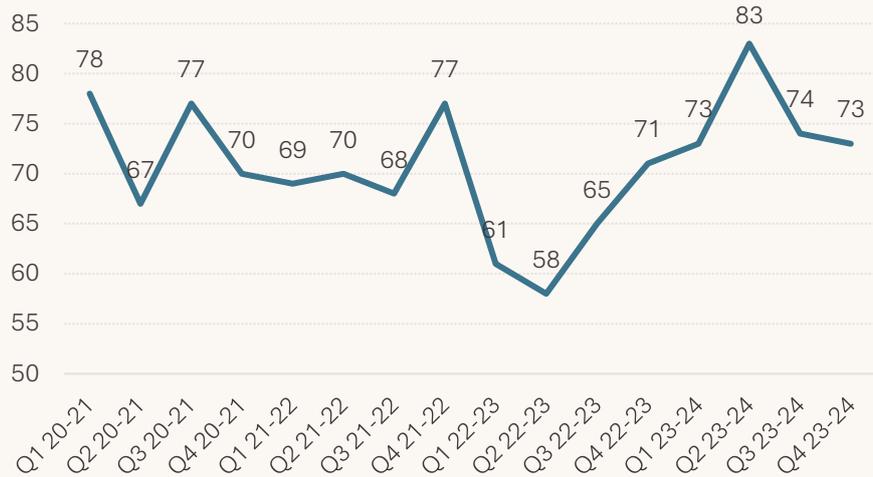
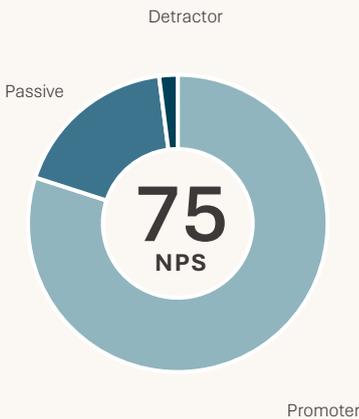
8.8

Overall visitor experience satisfaction



NET PROMOTER SCORE

Queenstown boasted an impressive Net Promoter Score (NPS) of +75 over the past 12 months indicating strong advocacy for the region. International visitors have an even higher NPS of +85 compared to domestic visitors at +66.



Source: Queenstown Lakes Visitor Experience Survey, Destination Queenstown and Lake Wānaka Tourism, conducted by Angus & Associates.
 Time period: 1 July 2023 – 30 June 2024.
 Base: Queenstown Visitors – total sample (n=663).

MARKET & PERFORMANCE TRENDS

QUEENSTOWN ONLINE

VISITS TO QUEENSTOWNNZ.CO.NZ

Full recovery of most international markets and strong levels of demand for Queenstown saw QueenstownNZ.co.nz generate a total of 2.8 million website visits for the year. The number of sessions were down 10% on the year prior, but the number of website users increased by 11.3% YoY to 2.2M for FY23-24, indicating that DQ attracted a highly motivated audience that found the information they sought in fewer sessions.

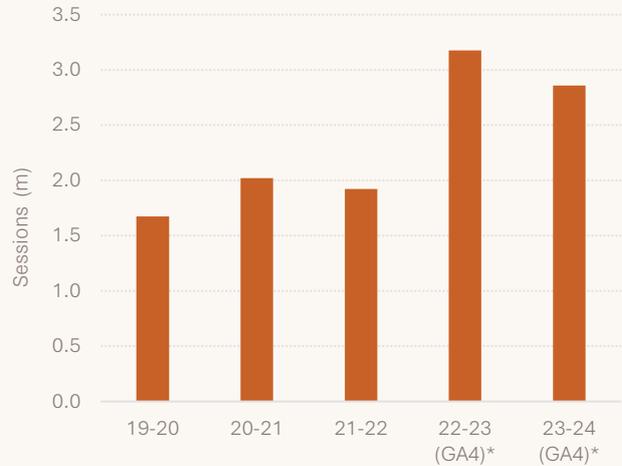
DQ generated 644k referrals to operator websites over FY23-24, at an improved conversion rate of 22.5% (+1% YoY). This conversion rate indicates the continued high-quality traffic to members, and the full-funnel strategy effectively drove potential visitors from consideration to booking. However, there was a drop in the volume of referrals generated over FY23-24, down 8% on the year prior. This was likely driven by macroeconomic factors causing booking hesitancy such as high cost of living, inflation, increased cost of domestic airfares, increased competition from international destinations and a slow start to winter snow conditions.

DQ continued to operate a significant always-on digital campaign in both Australia and New Zealand to ensure Queenstown had a brand presence in both markets year-round. The strategy was focused on attracting and converting 'high contributing' visitors, influencing longer stays and a building deeper connection between visitors and our place and community. Digital and social media marketing activity ran across all layers of the visitor booking funnel, from building brand awareness, providing storytelling and inspirational planning content, and driving conversion via retargeting.

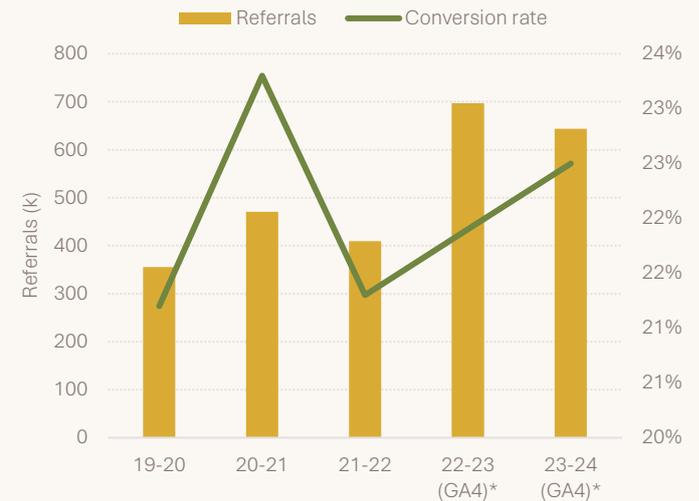
An ongoing web content development and maintenance strategy generated a strong average engagement rate of 67.3% (+23% YoY) and session duration increased by 4.5% YoY, meaning more visitors were actively interacting with content and the quality and relevancy of traffic visiting QueenstownNZ.co.nz was high.

QUEENSTOWNNZ.CO.NZ ANNUAL WEBSITE VISITATION

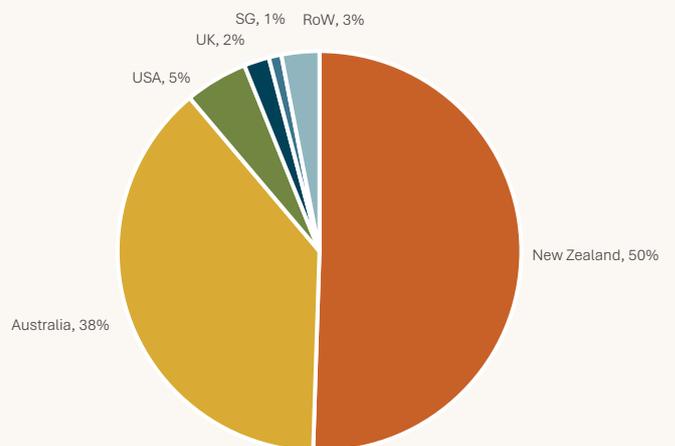
TOTAL SESSIONS



MEMBER REFERRALS AND CONVERSION RATE



USERS BY COUNTRY



*Google Analytics 4 (GA4) tracks website sessions differently compared to Universal Analytics (UA). The switch to GA4 provides better insights into user behaviour and actions on the site, thanks to its advanced data modelling. While this change may seem to increase the website session metric, it offers a more accurate record of who is visiting the website, capturing sessions that might have been omitted in UA.

MARKET & PERFORMANCE TRENDS

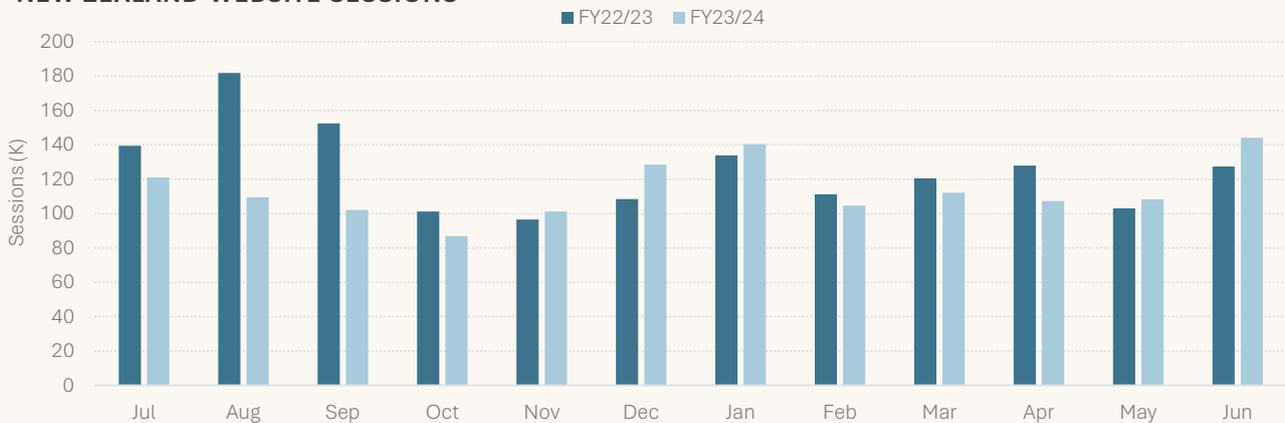
QUEENSTOWN ONLINE

NEW ZEALAND MARKET PERFORMANCE

The total number of domestic users to QueenstownNZ.co.nz increased 12% YoY but the number of annual domestic website sessions decreased 11% compared to FY22/23. This shows that DQ's ongoing efforts to find relevant audiences who will convert with less encouragement (fewer sessions) is working. Conversion rate remained healthy at 22.9% but total number of referrals from the domestic market decreased, reflecting the impacts of the challenging domestic macroeconomic forces. The domestic market continued to make up a significant share of our website visitation at 50% of all sessions and generated a strong engagement rate of 67.4%.

The top domestic user locations were Auckland (45%), Christchurch (21%), Queenstown (13%), and Wellington (6%). This indicates that visitors continue to access QueenstownNZ.co.nz once in destination to plan their activities and experiences.

NEW ZEALAND WEBSITE SESSIONS

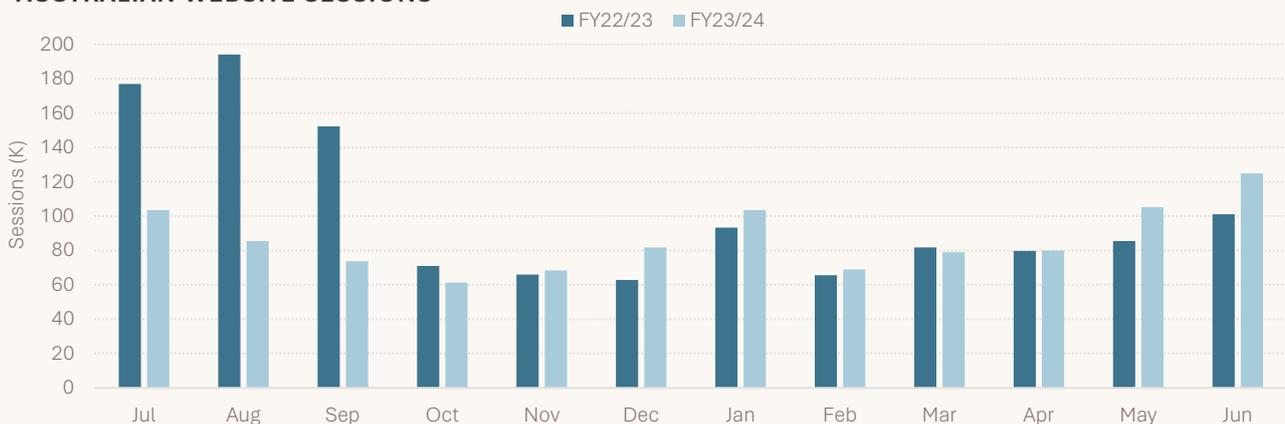


AUSTRALIAN MARKET PERFORMANCE

Total Australian website sessions reached 1 million for FY23-24, down 16% against prior year and the number of users were down -3.9%. Despite the decrease in sessions, we saw the number of member referrals hold steady against the year prior. The conversion rate also increased by 4% YoY to 24.3%, meaning that nearly a quarter of AU web traffic resulted in a referral out to an operator's website, demonstrating the quality intent-driven traffic.

Australian users made up 38% of all website sessions to QueenstownNZ.co.nz and the top user locations were Sydney (31%), Melbourne (20%) and Brisbane (19%).

AUSTRALIAN WEBSITE SESSIONS



MARKET & PERFORMANCE TRENDS

QUEENSTOWN ONLINE

SOCIAL MEDIA (ORGANIC) PERFORMANCE

DQ continued to increase its following across all organic social channels and maintain strong levels of engagement over FY23-24. The organic social content strategy aimed to encourage potential visitors to stay longer, do more, connect with our community and give back to the region.



177K FOLLOWERS | +6% YOY

1.6M reached
135k profile visits



341K FOLLOWERS | +1% YOY

8.7M reached
160k profile visits



2.1M VIEWS

23.4k watch time hours



198K LIKES | +83% YOY

3.1m reached
4.3m video views

EDM PERFORMANCE

DQ continued to focus its efforts on its direct-to-consumer EDM activity, curating tailored content for different audience segments, resulting in high levels of engagement.



29K SUBSCRIBERS | 24 EDMS

58% average open rate
13.2% average click to open rate



5 | APPENDICES



APPENDIX ONE:

GLOSSARY

AGM	Annual General Meeting
AIME	Asia Pacific Incentives and Meetings Event
BE	Business Events
BEIA	Business Events Industry Aotearoa
CDEM	Civil Defence Emergency Management
COTR	Central Otago Touring Route
DMO	Destination Management Organisation
DMP	Destination Management Plan
DQ	Destination Queenstown
DSL	Destination Southern Lakes
ITO	Inbound Tour Operator
LGBTQIA+	Lesbian, Gay, Bisexual, Transgender, Queer, Intersex, and Asexual plus
LWT	Lake Wānaka Tourism
NPS	Net Promoter Score
PCOA	Professional Conference Organisers Association
PEPR	DQ's PR agency in Australia (Phillip Englebert Public Relations)
QAC	Queenstown Airport Corporation
QCB	Queenstown Convention Bureau
QLDC	Queenstown Lakes District Council
RTO	Regional Tourism Organisation
SRB	Strategic Review Board
SSR	Southern Scenic Route
SUC free	Single Use Cup Free
TAR	Tourism Approval Rating
TECNZ	Tourism Export Council New Zealand
TIA	Tourism Industry Aotearoa
TNZ	Tourism New Zealand
TORQUE	Tourism Operator Responders of Queenstown
TRENZ	Tourism Rendezvous New Zealand
VIP	Visitor Insights Programme

APPENDIX TWO:

MEDIA RESULTS

PUBLICATION	MARKET	REACH	MEDIA TYPE	PUBLICATION DATE	MONTH OF VISIT	MEDIA PROGRAMME
NZ Herald	Domestic	1,346,000	Web	26/07/2023	Jul-23	PR Assist
Australasian Special Events	International	2000	Web	27/07/2023	N/A	PR Assist
Kia Ora	Domestic and International	421,000	Magazine	1/08/2023	N/A	PR Assist
The Daily Telegraph	International	734,000	Newspaper	19/08/2023	May-23	TNZ (Domestic)
NZ Herald	Domestic	1,346,000	Web	23/08/2023	N/A	PR Assist
Kia Ora	Domestic and International	421,000	Magazine	1/09/2023	Jul-23	DQMP
Stuff Travel - stuff.co.nz/travel	Domestic	793,000	web	4/09/2023	Jul-23	DQMP
Stuff Travel - stuff.co.nz/travel	Domestic	793,000	Web	25/09/2023	Jul-23	DQMP
Conde Naste Traveller	International	5,700,000	web	28/09/2023	N/A	PR Assist
Qantas Magazine	International	529,000	Magazine	25/10/2023	Jul-23	DQMP
The Globe	International	6,000,000	Magazine	26/10/2023	Mar-23	DQMP
Travel & Leisure SEA	International	4,800,000	web	30/10/2023	N/A	PR Assist
NZ Herald	Domestic	1,346,000	Newspaper	14/11/2023	N/A	PR Assist
Youtube - Influencer	International	162,000	Social Media	29/11/2023	Nov-23	TNZ (international)
International Traveller Magazine	International	80,000	Magazine	6/12/2023	Aug-23	DQMP
Your Ex	Domestic	20,000	Magazine	14/12/2023	Aug-23	DQMP
Our Place	Domestic	60,682	Magazine	14/12/2023	Aug-23	DQMP
The Weekend Australian - Travel + Luxury Weekend	Australia	2,900,000	Magazine	10/03/2024	Oct-23	TNZ (Australia) PEPR
The Weekend Australian - Travel + Luxury Weekend	Australia	2,900,000	Magazine	9/03/2024	Oct-23	TNZ (Australia) PEPR

PUBLICATION	MARKET	REACH	MEDIA TYPE	PUBLICATION DATE	MONTH OF VISIT	MEDIA PROGRAMME
Trip Advisor	Domestic		Web	13/03/2024	N/A	PR Assist
NZ Herald	Domestic	1.3m	Web	13/03/2024	N/A	PR Assist
YouTube - Influencer	International	81,800	Social Media	17/03/2024	Mar-24	EXNZ (International)
IG - Influencer	International	139,000	Social Media	18/03/2024	Mar-24	EXNZ (International)
Youtube - Influencer	International	66,100	Social Media	20/03/2024	Mar-24	EXNZ (International)
IG - Influencer	International	139,000	Social Media	20/03/2024	Mar-24	EXNZ (International)
IG - Influencer	International	81,800	Social Media	20/03/2024	Mar-24	EXNZ (International)
IG - Influencer	International	164,900	Social Media	1/04/2024	Mar-24	EXNZ (International)
IG - Influencer	International	113,350	Social Media	1/04/2024	Mar-24	EXNZ (International)
IG - Influencer	International	164,900	Social Media	1/04/2024	Mar-24	EXNZ (International)
IG - Influencer	International	327,000	Social Media	1/04/2024	Mar-24	EXNZ (International)
Escape	Australia	1.4m	Web	2/04/2024	Aug-23	DQMP - PEPR
Ski and Snowboard with Kids	Australia	600,000	Magazine	1/04/2024	Aug-23	DQMP - PEPR
Influencer	International	81,800	Social Media	4/04/2024	Apr-24	EXNZ (International)
Marie Claire Taiwan	International	5.5m	Web	9/04/2024	Apr-24	EXNZ (International)
Stuff Travel	Domestic	793,000	Web	16/04/2024	N/A	Other
Vogue Taiwan	International	4.8m	Web	16/04/2024	Apr-24	EXNZ (International)
Australian Geographic	Australia	600,000	Web	24/04/2024	Apr-24	TNZ (Australia)
ETtoday Taiwan	International	19m	Web	25/04/2024	Apr-24	EXNZ (International)

PUBLICATION	MARKET	REACH	MEDIA TYPE	PUBLICATION DATE	MONTH OF VISIT	MEDIA PROGRAMME
Stuff Travel - stuff.co.nz/travel	Domestic	793,000	Web	28/04/2024	N/A	PR Assist
EToday Taiwan	International	19m	Web	28/04/2024	Apr-24	EXNZ (International)
Marie Claire Taiwan	International	8.7m	Web	30/04/2024	Apr-24	EXNZ (International)
Stuff Travel - stuff.co.nz/travel	Domestic	793,000	Web	28/04/2024	N/A	PR Assist
EToday Taiwan	International	19m	Web	28/04/2024	Feb-24	EXNZ (International)
Marie Claire Taiwan	International	8.7m	Web	30/04/2024	Mar-24	EXNZ (International)
Travel & Leisure SEA	International	4.8m	Web	1/04/2024	Nov-23	PR Assist
Kia Ora	Domestic and international	421,000	Magazine	1/05/2024	Mar-24	DQMP
IG - Influencer	International	327,000	Social Media	10/05/2024	Mar-24	EXNZ (International)
Explore - exploretravel.com.au	Australia	363,050	Magazine	11/05/2024	Mar-24	DQMP
Youtube - Influencer	International	327,000	Social Media	17/05/2024	Mar-24	EXNZ (International)
Youtube - Influencer	International	327,000	Social Media	17/05/2024	Mar-24	EXNZ (International)
Youtube - Influencer	International	327,000	Social Media	24/05/2024	N/A	EXNZ (International)
Travel & Leisure SEA	International	4.8m	Web	30/05/2024	Mar-24	EXNZ (International)
Youtube - Influencer	International	327,000	Social Media	31/05/2024	Apr-24	EXNZ (International)
Explore - exploretravel.com.au	Australia	131,000	Web	13/06/2024	N/A	PR Assist Pick Up
Inside Hook	International	1.9m	Web	22/06/2024	N/A	DQMP
Cuisine	Domestic	237,000	Magazine	24/06/2024	N/A	DQMP
AccomNews	Australia	14,500	Web	12/04/2023	N/A	DQMP - PEPR
Robb Report	Australia	42,000	Magazine	01/08/2023	N/A	DQMP - PEPR
Executive Traveller	Australia	800,000	Web	20/12/2023	N/A	PEPR

PUBLICATION	MARKET	REACH	MEDIA TYPE	PUBLICATION DATE	MONTH OF VISIT	MEDIA PROGRAMME
Explore Travel - exploretravel.com.au	Australia	13,315	Web	21/05/2024	N/A	PEPR
Explore Travel	Australia	342,198	Print	21/05/2024	N/A	PEPR
Traveller - Sydney Morning Herald	Australia	1.1m	Print	22/06/2024	N/A	PEPR
Sunday Herald Sun	Australia	703,000	Print	23/06/2024	Aug-23	TNZ / DQMP - PEPR
Sunday Mail Brisbane	Australia	634,000	Print	23/06/2024	Aug-23	TNZ / DQMP - PEPR
Sunday Telegraph	Australia	851,000	Print	23/06/2024	Aug-23	TNZ / DQMP - PEPR
Sunday Territorian	Australia	16,000	Print	23/06/2024	Aug-23	TNZ / DQMP - PEPR
Sunday Mail Adelaide	Australia	325,000	Print	23/06/2024	Aug-23	TNZ / DQMP - PEPR
NZ Herald	Domestic	1.3m	web	28/06/2024	N/A	PR Assist Pick Up
Escape - escape.com.au	Australia	27,630	Web	30/06/2024	Aug-23	TNZ / DQMP - PEPR
Heraldsun	Australia	88,752	Web	30/06/2024	Aug-23	TNZ / DQMP - PEPR
Courier Mail	Australia	57,165	Web	30/06/2024	Aug-23	TNZ / DQMP - PEPR

APPENDIX THREE:

BUSINESS EVENTS FAMILS AND SITE INSPECTIONS

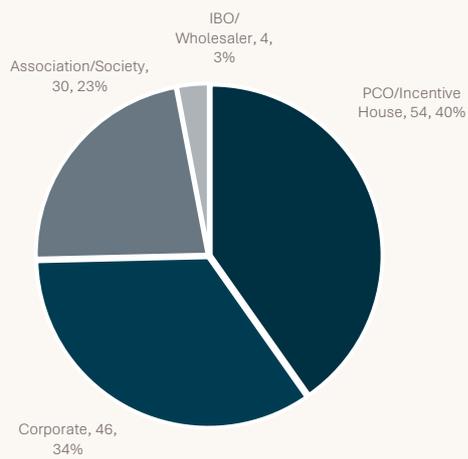
QUARTER	FAMIL/SITE INSPECTION	CLIENT	DATE	MARKET	GUESTS
Q1	Site Inspection	Iceberg Events	12/07/2023	AUSTRALIA	2
	Site Inspection	TRIBE	25/07/2023	AUSTRALIA	3
	Site Inspection	Eventify	8/08/2023	AUSTRALIA	2
	Site Inspection	NZDIA	6/09/2023	NEW ZEALAND	1
	Site Inspection	212F	12/09/2023	AUSTRALIA	3
Q2	Site Inspection	Lime & Soda	6/11/2023	REST OF WORLD	3
	Site Inspection	Destinations Inc	15/11/2023	NORTH AMERICA	1
	Site Inspection	The Association Specialists	20/11/2023	AUSTRALIA	1
	Site Inspection	Ampol National Distributors Association	27/11/2023	AUSTRALIA	1
	Site Inspection	Ravensdown	29/11/2023	NEW ZEALAND	1
	Site Inspection	Event Travel Management	1/12/2023	NEW ZEALAND	1
Q3	Site Inspection	FCM	19/02/2024	AUSTRALIA	3
	Site Inspection	Vyom Journey	20/02/2024	INDIA	4
	Site Inspection	Positive Events Plus	27/02/2024	NEW ZEALAND	2
	Famil	Queenstown Domestic Famil 2024	17/03/2024	NEW ZEALAND	10
Q4	Site Inspection	Fortis	29/04/2024	NEW ZEALAND	6
	Site Inspection	Aurora Creative Agency	29/05/2024	AUSTRALIA	4
	Famil	TNZ North America Meetings Famil 2024	15/06/2024	NORTH AMERICA	10
	Famil	TNZ SEA Meetings Famil & AirNZ Hong Kong Incentive Famil 2024	15/06/2024	ASIA	10

BUSINESS EVENTS FAMILIS AND SITE INSPECTIONS

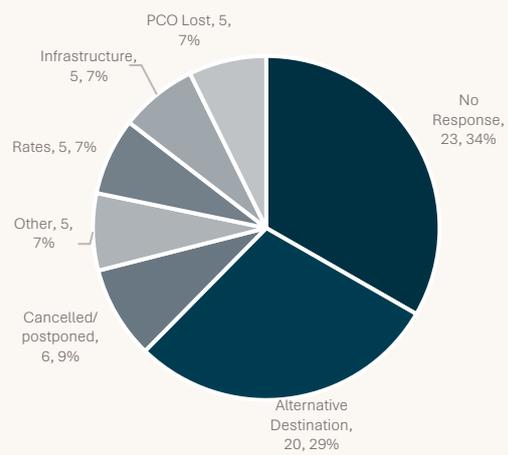
LEADS BY SOURCE COUNTRY

	NEWZEALAND	AUSTRALIA	ASIA	NORTHAMERICA	REST OF WORLD	TOTAL FY23-24
Generated	59	62	2	7	6	136
Prospective	20	22	2	3	2	49
Won	26	19	0	2	3	50
Lost	13	21	0	2	1	37

LEADS BY MARKET SEGMENT



LOST LEADS BY REASON



APPENDIX FOUR:

TRAVEL TRADE FAMILS AND SITE INSPECTIONS

QUARTER	FAMIL/SITE INSPECTION	FAMIL	DATE	MARKET	GUESTS
Q1	Famil	TNZ China product manager famil	14/09/2023	Asia	9
	Famil	TNZ Taiwan product manager famil	15/09/2023	Asia	9
Q2	Famil	WeChat Pay Oceania Team famil	10/12/2023	Asia	3
Q4	Famil	Air New Zealand Destination Dash Famil	26/05/2024	Australia	9
	Famil	RealNZ IBO Famil	27/05/2024	Australia	3
	Famil			New Zealand	11
	Famil	Southern Lakes Post-TRENZ Famil	12/05/2024	Asia	15
	Famil	TNZ Business Events Travel Trade Famil	3/05/2024	Asia	1
	Famil	TNZ China Trade Famil - Off Peak Experience	12/06/2024	Asia	10
	Famil	TNZ GTC Luxury Travel Advisor famil	15/05/2024	North America	8
	Famil	TNZ UK/DE Icons Famil	29/04/2024	Rest of world	11

TRAVEL TRADE ACTIVITY SUMMARY

	NEWZEALAND	AUSTRALIA	ASIA	NORTH AMERICA	REST OF WORLD	TOTAL FY23-24
Networking Meeting	99	138	114	106	17	474
Sales Call	8	11	2	15	2	38
Trade Show Appointment	98	281	416	648	155	1598
Training	0	87	6	225	0	318

APPENDIX FIVE:

DESTINATION MANAGEMENT PLAN

SUMMARY

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

DESTINATION MANAGEMENT PLAN

PROJECT ACTIVITY TIME PLAN: PILLAR 1 ENRICH COMMUNITIES AND ENHANCE THE VISITOR EXPERIENCE

Projects	Actions	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.			
	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.			
	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.			
	4. Continue to raise awareness about the mana of ūkaka, taoka and matauraka 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.			
	5. Identify opportunities to support local events, activities, facilities and initiatives which help reinforce community identity, values and a unique sense of place			
	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 where appropriate.			
	7. Work with Tourism New Zealand and third-party travel trade organisations to raise awareness of and support for our community values-based approach.			
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.			
	2. Encourage local agencies, communities and tourism businesses to champion the Tiaki Promise so that all visitors are aware of it and understand it.			
	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.			
	4. Work with local environmental organisations to identify opportunities to better celebrate and share environmental actions and experiences with visitors and locals.			
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.			
	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.			
	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 shared.			
PROJECT 4: PLACE-BASED DESTINATION PLANNING	1. Research capacity and optimal ranges of visitation in relation to desired outcomes for the community from visitation.			
	2. Determine optimal ranges of visitation (considering seasonality) and set objectives based on those levels.			
	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.			
	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.			
	5. Ensure place-based plans bring the Vision Beyond 2050 goals to life by using it as a framework for initiatives, programmes and communications.			
	6. Align regional tourism organisation marketing and communication campaigns with community values, the place-based plans and a regenerative mindset.			
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.			
	2. Develop the substance for visitor education related to local values and cultures.			
	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.			
	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 (GLDC in partnership with Immigration NZ).			
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.			
	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.			
	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.			
	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).			

PROJECT ACTIVITY TIME PLAN: PILLAR 2: RESTORE THE ENVIRONMENT AND DECARBONISE THE VISITOR ECONOMY

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

DESTINATION MANAGEMENT PLAN

PROJECT ACTIVITY TIME PLAN: PILLAR 3: BUILD ECONOMIC RESILIENCE, CAPABILITY AND PRODUCTIVITY

Projects	Actions	FY23-24	FY24-25	FY25-26
PROJECT 12: ECONOMIC LEAKAGE ASSESSMENT AND COST-BENEFIT ANALYSIS	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.			
	2. Assess the hidden costs associated with infrastructure, environmental degradation and community quality of life.			
	3. Quantify the non-financial benefits of tourism to the community, including reputation, the workforce, and economic development.			
	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.			
PROJECT 13: DIRECT FUNDING FOR INFRASTRUCTURE	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.			
PROJECT 14: LOVE WĀNAKA / LOVE QUEENSTOWN	1. Establish a community fund that targets visitor give-back and financial contributions to support social and environmental outcomes.			
	2. Develop platforms that enable visitor give-back programmes			
PROJECT 15: PRODUCT EVOLUTION PROGRAMME	1. Measure the quality of the destination experience according to visitor sentiment.			
	2. Develop destination-wide experience(s).			
	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.			
	4. Improve accessibility throughout the district's visitor experiences, including its tourism facilities, products and services, to accommodate visitors and residents of varying abilities.			
	5. Aid businesses to make their experiences more competitive (and subsequently higher-yield)			
PROJECT 16: TOURISM BUSINESS EXCELLENCE PROGRAMME	1. Ensure a common understanding of what Travel to a Thriving Future means among visitor economy stakeholders.			
	2. Work with local organisations to provide mentoring, training, information, resources and other useful ongoing support for tourism business owners, managers and employees.			
	3. Support tourism businesses, their guides and staff to build their knowledge and understanding of local cultural heritage.			
	4. Support existing and new local Māori tourism businesses.			
	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.			
	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.			
	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.			
	8. Encourage and support successful, sustainable local tourism businesses to enter relevant national and international business awards that recognise excellence in regenerative business practices.			
	9. Support existing local business awards programmes to create new award categories celebrating excellence in sustainable and regenerative business practices.			
	10. Support and recognise certification.			
	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.			
PROJECT 17: THRIVING WORKFORCE PROGRAMME	1. Support tourism business owners to attract and retain experienced and appropriately skilled staff.			
	2. Work with existing local initiatives and organisations to develop a range of programmes that build the capabilities of the tourism workforce.			
	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.			
	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.			
	5. Support and strengthen local housing initiatives and organisations, advocating for affordable housing and making more of the housing supply available to tourism workers.			
	6. Determine the levers of change to manage the number and distribution of short-term accommodations. These may include advocating for regulation.			
PROJECT 18: EMERGENCY AND CLIMATE ADAPTATION PREPAREDNESS	1. Develop plans to build local businesses resilience in order to adapt to climate change and more frequent extreme weather events.			
	2. Ensure tourism operators are prepared and understand their responsibilities so that they can keep visitors safe during emergencies.			
	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.			
	4. Ensure that a recovery approach is in place that fully understands the needs of the visitor economy after an emergency.			
PROJECT 19: INNOVATION AND ECONOMIC DEVELOPMENT	1. To improve business capabilities, support a tourism technology cluster to explore and develop ideas that can leverage technology and celebrate business achievement			
	2. Collaborate throughout the district to test and encourage adoption of new technologies.			
	3. To support economic diversification (through supporting decarbonisation innovation, technology that can change impacts on environment and visitor behaviour			
	4. Build a reputation as an innovative, early adopter in areas aligned with green tourism innovation, clean transportation, etc.			
	5. Use leadership in the area of regenerative tourism to attract aligned businesses to Queenstown Lakes.			
	6. Collaborate with local research and innovation organisations to explore, develop and promote new, cost-effective solutions that radically improve environmental performance.			

DESTINATION MANAGEMENT PLAN

PROJECT ACTIVITY TIME PLAN: FOUNDATIONS FOR SUCCESS

Projects	Actions	FY23-24	FY24-25	FY25-26
FOUNDATIONAL PROJECT 1: FRAMEWORK FOR GOVERNANCE AND REVIEW	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.			
	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.			
	3. Confirm reporting and review cadence. Regularly assess performance and progress, and identify opportunities for			
	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			
FOUNDATIONAL PROJECT 2: OPERATIONALISE PROJECTS	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.			
	2. Identify funding for each project.			
	3. Assign a taskforce for projects in phase 1.			
	4. Ensure that communication structure exists: Between the DMG and project leaders and between DMG/project task forces and tourism industry / wider community.			
	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.			
	6. Build capability and capacity of the regional tourism organisations (RTOs), Queenstown Lakes District Council (QLDC) and other relevant agencies to support implementation.			
	7. Research, identify, and secure appropriate funding from the public and private sectors to support projects that require financial support			
FOUNDATIONAL PROJECT 3: DATA AND MEASUREMENT FRAMEWORK	1. Initiate an expert-led project to build an optimum data and evidence-based methodology for monitoring and evaluating the transition to regenerative tourism			
	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).			
	3. Encourage and support visitor economy-related research projects in the district (e.g., PhD studies), including identifying potential research customers.			
FOUNDATION PROJECT 4: UPDATE QUEENSTOWN LAKES BRAND AND MARKETING STRATEGIES	1. Effective use of data and analytics to improve knowledge about visitor motivators and behaviours.			
	2. An informed understanding of visitor interests, behaviours and values to inform marketing activity.			
	3. Align brand strategy to regenerative tourism and economic diversification.			
	4. Align marketing plans (including business goals, market segments and promotional/experience activities) to regenerative tourism and decarbonisation.			
	5. Align to place-based marketing plans in future.			

APPENDIX SIX:

FINANCIAL REPORT

DESTINATION QUEENSTOWN INCORPORATED

**Statement of Financial Performance
For the Year Ended 30 June 2024**

	Note	2024	2023
Total Income	(1)	5,374,982	5,003,139
Total Expenditure	(1)	5,320,333	5,025,739
NET SURPLUS/(DEFICIT)		54,649	(22,600)

**Statement of Movements in Equity
For the Year Ended 30 June 2024**

	2024	2023
Total equity at the beginning of the year	1,154,429	1,177,029
Add Net Surplus (Deficit)	54,649	(22,600)
TOTAL EQUITY	1,209,077	1,154,429
Funds held as:		
Members Funds	1,209,077	1,154,429
TOTAL FUNDS	1,209,077	1,154,429



**Statement of Financial Position
For the Year Ended 30 June 2024**

	Note	2024	2023
Current Assets			
Cash & Bank	(4)	337,502	908,449
Term Deposit	(4)	1,551,631	1,624,789
Prepayments	(6)	121,115	37,934
Debtors		58,583	31,363
Accrued Income	(5)	27,673	-
Total Current Assets		2,096,505	2,602,535
Fixed Assets	(7)	175,796	80,182
Total Assets		2,272,301	2,682,717
Current Liabilities			
Creditors and Accruals	(8)	1,015,176	764,024
GST		22,448	(8,979)
Regional Events Fund	(9)	25,600	773,244
Total Liabilities		1,063,225	1,528,289
NET ASSETS		1,209,077	1,154,429
EQUITY		1,209,077	1,154,429

Notes to the Financial Statements

	Note	Actual 2024	Budget 2024 (Unaudited)	Actual 2023
Note 1 - Income and Expenditure				
Targeted tourism levy collected by QLDC		5,044,427	5,044,416	4,530,190
STAPP Funding		-	-	378,870
Miscellaneous Income		253,348	-	21,956
Interest Income		77,207	-	35,579
Gain on Depreciation Recovery		-	-	36,543
Total Income		5,374,982	5,044,416	5,003,139
Operational Costs		2,509,342	2,179,340	2,093,697
Marketing Costs:				
Consumer Marketing		1,635,289	1,948,000	1,936,392
Destination Management		478,689	477,493	-
Media and Communications		93,045	159,350	80,753
Trade		319,386	315,000	223,795
Conference and Incentive		233,992	214,400	219,335
Other Organisation Costs		50,590	57,002	45,772
STAPP Expenditure		-	-	425,994
Total Expenditure		5,320,333	5,350,585	5,025,739
NET SURPLUS		54,649	(306,169)	(22,600)

Notes to the Financial Statements

	Note	Actual 2024	Budget 2024 (Unaudited)	Actual 2023
Note 2 - Operational Costs				
Accident Compensation		2,997	3,000	2,710
Accountancy Fee		59,820	59,250	58,200
Audit Fees		9,950	8,900	9,500
Bank Fees		2,161	2,496	2,793
Chairman's Fees		7,500	7,500	7,500
Depreciation		28,623	36,000	39,675
Other Operational Costs		2,398,291	2,062,194	1,973,318
Total Operational Costs		2,509,342	2,179,340	2,093,697
Note 3 - Marketing Costs				
Consumer Marketing				
Branded Material & Collateral		97,210	60,500	50,062
Destination Video		-	-	47,639
Digital Media		496,153	430,000	522,082
Events		25,601	112,000	64,761
High impact Campaigns		212,630	150,000	613,324
Insights		139,460	130,500	61,799
Publicity & PR		108,900	99,000	107,808
Regional Partnerships		41,147	25,000	28,745
Special Projects		81,052	450,000	-
Storytelling		222,404	250,000	286,025
Website Hosting & Development		210,731	241,000	154,148
Total Consumer Marketing		1,635,289	1,948,000	1,936,392
Media and Communications				
Isential Media Database		2,280	2,350	2,280
Leveraged Events		-	10,000	-
Media Relationships - DQ Media Program		21,165	60,000	32,874
Member Engagement		16,373	20,000	19,894
PR Opportunities		43,874	54,000	13,358
Reporting		9,353	13,000	12,309
Community Sentiment		-	-	40
Total Media and Communications		93,045	159,350	80,753
Destination Management				
Brand Evolution		-	146,000	-
Collateral		-	27,500	-
Cultural Heritage Development		-	20,000	-
Data		5,833	10,000	-
Event Marketing		-	12,000	-
Love Qt		54,447	85,000	-
Members Capability		15,164	26,993	-
Projects		403,245	110,000	-
Tiaki		-	40,000	-
Total Destination Management		478,689	477,493	-



Notes to the Financial Statements

	Note	Actual 2024	Budget 2024 (Unaudited)	Actual 2023
Trade				
Asian Markets (China Mission)		52,202	20,000	42,130
Collective Marketing/Representation		21,360	24,000	36,653
Online Trade Training		-	6,000	10,023
Queenstown Famil Programme - Asia		4,336	20,000	4,502
Queenstown Famil Programme - Domestic		10	10,000	763
Queenstown Famil Programme - Western		13,569	50,000	50,062
Sales Calls - Australia		10,952	10,000	4,620
Sales Calls - Domestic Asia		12,804	6,000	1,653
Sales calls - Domestic Western		12,263	28,000	9,243
Southern Lakes Marketing		-	6,000	
Trade Australia Roadshow		48,765	40,000	-
Trade Marketing JV Campaign		-	30,000	-
TRENZ		40,016	35,000	45,809
Western Markets		103,109	30,000	18,336
Total Trade		319,386	315,000	223,795
Conference and Incentive				
AIME Tradeshow		12,646	15,000	14,988
Australian Sales Activity		4,479	10,000	22,651
Australian Trade Shows / Conference		177	-	2,076
Domestic Sales Activity		4,446	20,000	4,789
Famils & Site Inspections		7,187	14,400	12,196
Meetings Tradeshow		76,639	30,000	52,172
Memberships/Conferences		25,247	18,000	8,574
North America Sales Activity		19,253	20,000	56,010
NZ Trade Shows		5,463	10,000	9,052
QCB Australian Roadshow		47,686	10,000	-
QCB Marketing Activity		24,784	50,000	15,068
Remarkable Australian Famil		-	7,000	-
Remarkable Domestic Famil		5,985	10,000	5,851
ROW Sales Activity		-	-	11,252
Total Conference and Incentive		233,992	214,400	214,679
Marketing Organisation Costs				
Memberships		14,118	13,002	14,258
Simpleview Annual License		33,153	39,000	30,737
Uniforms		3,319	5,000	777
Total Marketing Organisation Costs		50,590	57,002	45,772



Notes to the Financial Statements

	Note	Actual 2024	Budget 2024 (Unaudited)	Actual 2023
STAPP Expenditure				
Destination Management & Planning (Development)		-	-	14,256
Destination Management & Planning (Implementation)		-	-	220,603
Destination Management & Planning (VEM))		-	-	65,869
Industry Capability		-	-	8,463
Sector Development		-	-	60,975
Domestic Marketing (Consumer)		-	-	55,065
Business Events		-	-	29
International Marketing		-	-	734
Total STAPP Expenditure		-	-	425,994
Total Costs		5,320,333	5,350,585	4,940,328
Total Income		5,374,982	5,044,416	5,003,139
SURPLUS/(DEFICIT)		54,649	(306,169)	62,810



Notes to the Financial Statements

	2024	2023
Note 4		
Cash & Bank		
Destination Queenstown Current Account ANZ	310,755	518,163
Destination Queenstown Deposit Account ANZ	1,207	3,509
Total Cash & Bank	<u>311,962</u>	<u>521,672</u>
Destination Queenstown Term Deposit Cash ANZ	1,423,375	1,000,082
Destination Queenstown Term Deposit ANZ	108,256	104,598
Destination Queenstown Term Deposit ANZ - Air NZ Security	20,000	20,068
Total Term Deposits	<u>1,551,631</u>	<u>1,124,748</u>
Regional Events Fund Current Account ANZ	25,540	386,777
Regional Events Fund Term Deposit Cash ANZ	-	500,041
Total Regional Events Fund Cash & Bank	<u>25,540</u>	<u>886,818</u>
Total Bank	<u>1,889,133</u>	<u>2,533,238</u>

Destination Queenstown Inc has credit cards with a limit of \$93,000. ANZ holds a term deposit of \$108,256 as a guarantee. ANZ also holds a term deposit of \$20,000 to secure a Letter of Credit to Air New Zealand for Destination Queenstown Incs travel card.

Note 5 Accrued Income

Interest accrued on Term Deposits	27,673	-
Total Accrued Income	<u>27,673</u>	<u>-</u>

Note 6 Prepayments

COVID Flight Credits	-	6,812
Other Flight Credits	-	547
Insurance	13,088	12,575
Prepaid Subscriptions & Deposits	108,027	18,000
Total Prepayments	<u>121,115</u>	<u>37,934</u>

Note 7 Fixed Assets

	2024		2023	
	Cost	Accum Depr	Book Value	Book Value
Computer Equipment	362,812	329,730	33,081	47,771
Plant and Office Equipment	135,162	61,266	73,896	30,418
Leasehold Improvements	70,612	1,793	68,819	1,994
Total Fixed Assets	<u>568,586</u>	<u>392,789</u>	<u>175,796</u>	<u>80,182</u>



Notes to the Financial Statements

	2024	2023
Depreciation		
Computer Equipment	21,181	28,540
Plant and Office Equipment	5,448	10,823
Leasehold Improvements	1,995	311
Total Depreciation	28,623	39,675

Note 8

Creditors & Accruals

DQ Accounts Payable	536,076	417,326
DQ Accrued Expenses	341,999	65,428
DQ Holiday Pay Accrued	117,908	105,981
DQ PAYE Accrued	19,194	35,345
Regional Events Fund Accounts Payable	-	139,945
Total Creditors & Accruals	1,015,176	764,025

Note 9

Regional Events Fund

Revenue

Grant received	-	3,080,000
Interest earned	15,606	24,410
Total funds available	15,606	3,104,410

Expenses

Operating expenses	23,000	51,634
Funds distributed	740,250	2,572,128
Total Expenses	763,250	2,623,762

2023/24 Surplus/(Deficit)

(747,644)	480,648
-----------	---------

Funds brought forward

773,244	292,596
---------	---------

Funds held at year end

25,600	773,244
---------------	----------------

Represented by:

Current Assets

Bank	25,540	886,818
GST refund	60	26,371
Total Current Assets	25,600	913,189

Current Liabilities

Creditors	-	139,945
-----------	---	---------

Regional Events Fund Equity

25,600	773,244
---------------	----------------

Note 10

STAPP Summary

	Actual 2024	Budget 2024 (Unaudited)	Actual 2023
Funding			
STAPP Funding	-	-	378,870
Total Funding	-	-	378,870
STAPP Expenditure	-	-	425,994
STAPP Surplus	-	-	(47,124)



NOTES FOR THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2024

Note 11 Statement of Accounting Policies

Reporting Entity

Destination Queenstown Incorporated was incorporated on the 11th day of March 1985 under the Incorporated Societies Act 1908.

Basis of preparation

The financial statements have been prepared under the Special Purpose Financial Reporting Framework for use by For-Profit Entities 2018 as issued by Chartered Accountants Australia New Zealand. The financial statements have been prepared for the use of the members of the incorporated society.

These financial statements have been prepared on a historical cost basis unless otherwise stated in the specific accounting policies. The financial statements are presented in New Zealand dollars. All values are rounded to the nearest dollar.

Destination Queenstown Inc's operation and viability is dependent upon the continued collection of targeted rates by Queenstown Lakes District Council.

Nature of Business

Destination Queenstown's role is to co-ordinate, facilitate, motivate and develop the marketing of Queenstown as a four-season lake and alpine destination.

Particular Accounting Policies

The following particular accounting policies have a material effect on the measurement and reporting of results and of financial position.

Accounts Receivable

Accounts Receivable are stated at expected realisable value.

Accounts Payable

Accounts payable represents liabilities for goods and services provided to the organization prior to the end of the financial year which are unpaid. Accounts payable are recorded at the amount of cash required to settle those liabilities.

Fixed Assets

Fixed assets are stated at cost less accumulated depreciation.

Depreciation

Depreciation has been charged at the following rates:

Computer Equipment	40% - 60% Diminishing value method
Office Plant and Equipment	10.5% - 67% Diminishing value method
Leasehold Improvements	10.5% Diminishing value method

Goods and Service Tax

The accounts have been prepared on a GST exclusive basis, except that all receivables and all payables are shown GST inclusive.

Taxation

Taxation had not been provided for as Destination Queenstown meets the criteria for exemption from income tax in terms of Section CW40(1)(a)(i) of the Income Tax Act 2007.



Revenue recognition

Revenue is measured at the fair value of the consideration received or receivable for the sale of goods and services, to the extent it is probable that the economic benefits will flow to the organisation and revenue can be reliably measured. Sales of services are recognised in the period by reference to the stage of completion of the transaction at the end of the reporting period. Interest received is recognised as interest accrues, gross of refundable tax credits received. Government grants are recognised as revenue on receipt where no performance conditions have been specified on receipt of the grant and in accordance with projected costs.

Note 12 Capital Expenditure

There are no capital expenditure commitments at balance date (2023 Nil).

Note 13 Contingent Liabilities

There are no contingent liabilities at balance date (2023 Nil)

Note 14 Disclosure of Remuneration

Destination Queenstown Inc has paid Wages and Salaries totaling \$1,631,219 (2023 \$1,427,673) during the financial year.

Note 15 Related Party Transactions

Destination Queenstown Inc carried out the following transactions with related parties during the year:

- Queenstown Lakes District Council (QLDC) collected income on behalf of Destination Queenstown Inc to the value of \$5,069,827 (2023 \$4,619,190). Destination Queenstown Inc purchased goods and services to the value of \$9,545 (2023 \$63,505) from QLDC. The CEO of QLDC, Mike Theelen, is a board member.
- Destination Queenstown Inc purchased goods and services to the value of \$4,434 (2023 \$4,651) from Novotel Queenstown of which Jim Moore was General Manager. Jim Moore resigned from the Destination Queenstown Inc board in June 2024.
- Destination Queenstown Inc purchased goods and services to the value of \$2,740 (2023 \$627) from RealNZ Ltd of which board member, Matthew Day was an employee until November 2023. RealNZ Ltd paid Destination Queenstown Inc \$13,507 (2023 \$5,250) for attendance at events.
- Board Chairman Richard Thomas received an honorarium of \$7,500 (2023 \$7,500) and reimbursement of expenses of nil (2023 \$108). Destination Queenstown Inc purchased goods and services to the value of \$959 (2023 \$1,000) from Skyline Enterprises Ltd of which Richard is a director. Skyline Enterprises Ltd paid Destination Queenstown Inc \$7,202 (2023 \$2,000) for attendance at events.
- Destination Queenstown Inc purchased goods and services to the value of \$217 (2023 nil) from May Communications and Marketing Ltd of which board member, Trish May is a director.
- Destination Queenstown Inc purchased goods and services to the value of \$4,687 (2023 nil) from Auxilium Ltd of which board member, Erik Barnes is a director.
- Destination Queenstown Inc is a member of Destination Southern Lakes Inc. Destination Southern Lakes Inc uplifted \$670,000 (2023 nil) from the Regional Events Fund. Destination Queenstown Inc purchased goods and services to the value of \$250,000 (2023 nil) from Destination Southern Lakes Inc.

Note 16 Member Funds

Destination Queenstown Inc holds reserves of \$1,209,077 (2023 \$1,154,429) of which \$700,000 has been allocated on the following basis:

- Capital Contingency \$100,000
- Contingency Marketing Fund \$225,000
- Operating Contingency \$375,000

The allocation of Reserves will be reviewed by the Destination Queenstown Board on an annual basis prior to the end of the financial year.



Note 17 Regional Events Fund

As part of the Government's Tourism Recovery Package, a \$47.75 million Regional Events Fund (REF) is available to the nine International Marketing Alliance (IMA) groupings of Regional Tourism Organisations (RTO). The purpose of the REF is to stimulate inter and intra-regional visitation through funding events that will encourage expenditure missed by international visitor markets.

Through the Ministry of Business, Innovation and Employment (MBIE) a maximum of \$8,500,000 (plus GST) over two years has been granted to the Southern Lakes District of which \$5,420,000 (plus GST) was received in the 2021 financial year. Destination Queenstown Inc was appointed Lead Entity with responsibility for overseeing the distribution of funds in accordance with the Regional Investment Plan approved by MBIE. \$645,000 (plus GST) was immediately distributed to the Southern Regional Development Agency. The remaining funds were received from MBIE in the 2023 financial year. The Regional Events Fund does not constitute members funds and this has been reflected in Destination Queenstown Inc's Statement of Financial Position.

Note 18 Strategic Tourism Asset Protection Programme (STAPP) Funding

STAPP was intended to protect the assets in the tourism landscape that form the core of our essential tourism offerings to ensure their survival through the disruption caused by COVID-19. The investment supported RTOs to implement destination management and planning and encourage more people to explore their regions. The funding also allowed RTOs to support the broader tourism industry, stimulate regional demand, increase industry capability and progress the goals of the New Zealand-Aotearoa Government Tourism Strategy. \$20.2 million was allocated to 31 RTO's. Destination Queenstown Inc received no funding in this financial year (\$378,870 plus GST in 2023). The STAPP funding was fully utilised at the completion of the 2023 financial year.

Note 19 Subsequent Events

There are no subsequent events affecting the reported financial year. (2023 - nil)

Note 20 Comparatives

There have been a number of prior period comparatives which have been reclassified to make disclosure consistent with the current year.

Signed: 

Richard Thomas
CHAIRMAN

Signed: 

Mat Woods
Chief Executive Officer



INDEPENDENT AUDITOR'S REPORT

To the Members of Destination Queenstown

Opinion

We have audited the special purpose financial statements of Destination Queenstown (the Society) on pages 1 to 11, which comprise the Statement of Financial Position as at 30 June 2024 and the Statement of Financial Performance and Statement of Movements in Equity for the year then ended, and notes to the special purpose financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying special purpose financial statements present fairly, in all material respects, the financial position of the Society as at 30 June 2024, and its financial performance for the year then ended in accordance with the Special Purpose Financial Reporting Framework for use by For-Profit Entities 2018 as issued by Chartered Accountants Australia New Zealand

Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing (New Zealand) (ISAs (NZ)). Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Special Purpose Financial Statements* section of our report. We are independent of the Society in accordance with Professional and Ethical Standard 1 *International Code of Ethics for Assurance Practitioners (including International Independence Standards) (New Zealand)* issued by the New Zealand Auditing and Assurance Standards Board, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other than in our capacity as auditor we have no relationship with, or interests in, the Society

Information Other Than the Special Purpose Financial Statements and Auditor's Report

The Board are responsible for the other information. Our opinion on the special purpose financial statements does not cover the other information included in the annual report and we do not and will not express any form of assurance conclusion on the other information. At the time of our audit, there was no other information available to us.

In connection with our audit of the special purpose financial statements, if other information is included in the annual report, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the special purpose financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work we have performed on the other information that we obtained prior to the date of our auditors' report, we concluded that there is a material misstatement of this other information, we are required to report that fact.

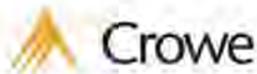
Board' Responsibilities for the Special Purpose Financial Statements

The Board are responsible on behalf of the Society for the preparation and fair presentation of the special purpose financial statements in accordance with the Special Purpose Financial Reporting Framework for use by For-Profit Entities 2018 as issued by Chartered Accountants Australia New Zealand and for such

Findex (Aust) Pty Ltd, trading as Crowe Australasia is a member of Crowe Global, a Swiss Verein. Each member firm of Crowe Global is a separate and independent legal entity. Findex (Aust) Pty Ltd and its affiliates are not responsible or liable for any acts or omissions of Crowe Global or any other member of Crowe Global. Crowe Global does not render any professional services and does not have an ownership or partnership interest in Findex (Aust) Pty Ltd.

Services are provided by Crowe New Zealand Audit Partnership an affiliate of Findex (Aust) Pty Ltd

© 2024 Findex (Aust) Pty Ltd



internal control as the Board determine is necessary to enable the preparation of special purpose financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Board are responsible for assessing the Society's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Board either intend to liquidate the Society or to cease operations, or have no realistic alternative but to do so.

Auditor's Responsibilities for the Audit of the Special Purpose Financial Statements

Our objectives are to obtain reasonable assurance about whether the special purpose financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (NZ) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of users taken on the basis of these special purpose financial statements.

As part of an audit in accordance with ISAs (NZ), we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the special purpose financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Society's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of the use of the going concern basis of accounting by the Board and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Society's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the special purpose financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Society to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the special purpose financial statements, including the disclosures, and whether the special purpose financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the Board regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.



Restriction on Use

This report is made solely to the Society's Board, as a body. Our audit has been undertaken so that we might state to the Society's Board those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Society and the Society's Board as a body, for our audit work, for this report, or for the opinions we have formed.

Crowe

Crowe New Zealand Audit Partnership
CHARTERED ACCOUNTANTS

Dated at Invercargill this 2nd day of September 2024

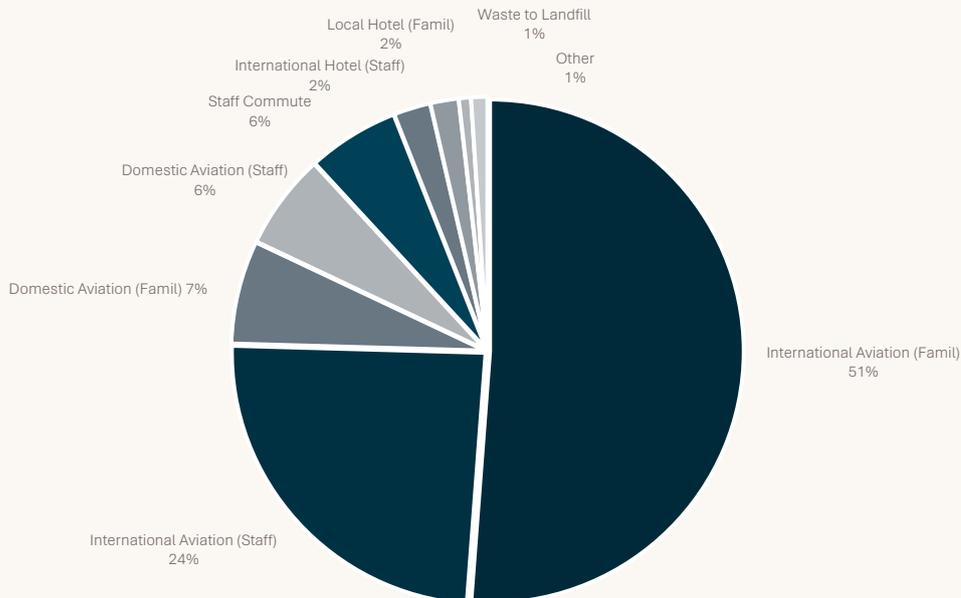
The title "Partner" conveys that the person is a senior member within their respective division and is among the group of persons who hold an equity interest (shareholder) in its parent entity, Findex Group Limited. The only professional service offering which is conducted by a partnership is external audit, conducted via the Crowe Australasia external audit division and Unison SMSF Audit. All other professional services offered by Findex Group Limited are conducted by a privately owned organisation and/or its subsidiaries.

APPENDIX SEVEN:

ORGANISATION EMISSIONS REPORT

MAIN CATEGORIES

SCOPE	ACTIVITY	EMISSIONS (TCO2E)	% OF TOTAL
1	Petrol For Transport (Litres)	0	0%
2	Electricity	0.75	0%
3	Domestic Aviation (Famil)	13.48	7%
3	Domestic Aviation (Staff)	12.51	6%
3	Domestic Hotel (Staff)	0.78	0%
3	Electricity	0.05	0%
3	International Aviation (Famil)	104.25	51%
3	International Aviation (Staff)	49.42	24%
3	International Hotel (Staff)	4.79	2%
3	Local Hotel (Famil)	3.65	2%
3	Staff Commute	11.92	6%
3	Taxi	0.51	0%
3	Waste to Landfill	1.56	1%
3	Organic Waste Composting	0.01	0%
Grand Total		203.7	



Source: Destination Queenstown’s Greenhouse Emissions Inventory Report, compiled by Environmental Accounting Services.
 Time period: 1 July 2023 – 30 June 2024.

Note: Categories have been consolidated for the DQ Annual Report to allow for easy interpretation, for further detail, full scope and boundary and methodology please reach out to DQ. Emissions factors and guidance has been outlined by the New Zealand Ministry for the Environment (MfE) in the ‘Measuring Emissions: Detailed Guide 2024’. The Greenhouse Gas Protocol Guidelines and ISO14064:1 have also been referenced for further guidance. The full report provides the greenhouse gas emissions inventory for the business during the defined reporting period to provide information for internal business management and operations purposes. For certification or verification claims, further review is required with an independent verifying body. Removals and carbon offsets are not considered in this report.

