

Tourism for a Better Future

Te oraka o te tāpoi

A Regenerative Tourism Plan



Contents

WELCOME <i>NAU MAI, HAERE MAI</i>	03
EXECUTIVE SUMMARY <i>KŌRERO WHAKARĀPOPOTO WHAKAMUTUKA</i>	04
SECTION 1: BACKGROUND <i>WĀHAKA 1: TĀHUHU KŌRERO</i>	05
Challenges in Queenstown Lakes District	06
What this plan is for	08
Kāi Tahu values in Queenstown Lakes District	10
Process	11
SECTION 2: COMMUNITY VISION FOR TOURISM	
<i>WĀHAKA 2: KĀ WAWATA O TE HAPORI MŌ TE TĀPOI</i>	14
Vision	15
Purpose of the visitor economy in Queenstown Lakes District	16
Core values and guiding principles for the tourism and visitor economies	16
What is regenerative tourism?	19

SECTION 3: STRATEGIC PLAN <i>WĀHAKA 3: HE MAHERE RAUTAKI</i>	23
The plan at a glance	24
Regenerative tourism strategy: The plan in detail	25
Pillar 1: Enrich communities and enhance the visitor experience	26
Pillar 2: Foster an environmentally positive visitor economy	30
Pillar 3: Build business resilience, capability and productivity	34
Pillar 4: Collaborate to enable a regenerative visitor economy	37
Pillar 5: Foundations for success	41
Initial key performance indicators (KPIs)	45
SECTION 4: GOVERNANCE, MANAGEMENT AND IMPLEMENTATION	
<i>WĀHAKA 4: KĀWANATAKA, WHAKAHAERE, WHAKATINANA</i>	46
APPENDICES <i>KĀ ĀPITIHAHA</i>	48
Appendix 1: Challenges and frequently asked questions	49
Appendix 2: Impact logic model	53
Appendix 3: What is destination management?	54
Appendix 4: Kāi Tahu context	55
Appendix 5: How does this plan fit with other plans?	55
Appendix 6: Who was involved in the planning process?	57
Appendix 7: What is the visitor economy?	58

Welcome

Nau mai, Haere mai

Welcome to the Queenstown Lakes – our home, our passion, our place.

This land has a rich history of welcoming and providing for people, of forging deep connections to whenua and the environment. From the time of Waitaha arrival in 850 AD, through to the start of the 20th century, Kāi Tahu Whānui lived off the land, from the land, with the land and across the land.

It is a place steeped in whakapapa, from the Kāi Tahu Whānui settlements through to the early European settlers, the prospectors drawn by the allure of gold and then the tourism entrepreneurs who turned their passion into enterprise. Behind this history sits a host of characters and an abundance of stories. This past informs the present and the future of this place and its people.

Queenstown Lakes is a region rich in beauty, culture, heritage and diversity. The soaring peaks of Glenorchy, the beech forests of Makarora, the historic township of Arrowtown, the traditional gateway of Kingston, and the vibrant centres of Queenstown and Wānaka are some of the elements that shape this place's unique identity.

This is a place like no other. Queenstown Lakes inspires dreams, challenges people to go beyond their limits, to reach further, to seek and to fulfill their potential. People from near and far visit to explore the stunning environment, share in the spirit of community and interact with those who call this place home. The sheer beauty and majesty of nature evokes awe. The wairua (spirit) created by the landscape is what shapes the experience that connects everyone who visits — from those pursuing calm and reflection to those seeking adventures, to those who initially came as travellers but found something here that made them want to stay.

Queenstown Lakes communities are welcoming and inclusive of visitors, whether they are here for a few days or decide to make this place their home. People from different cultures are welcome, especially those seeking new experiences and a connection to the landscapes.

The region's magnetism will continue to beckon explorers, attracting people to visit, work and live here. The brightest future is one where visitors not only share rich and meaningful experiences but also connect with locals, develop a passion for the region, care for the environment and continue to enrich the wonderful diversity of the Queenstown Lakes District.

To achieve this future, Destination Queenstown, Lake Wānaka Tourism and Queenstown Lakes District Council, working with with Kāi Tahu and the Department of Conservation, have come together to create a destination management plan that maps a pathway to regenerative tourism by 2030. As an output of Grow Well | Whaiora Spatial Plan, this work has been undertaken as part of a formal partnership with Kāi Tahu and the Crown.

Executive summary

Kōrero whakarāpopoto whakamutuka

Tourism for a better future is the regenerative tourism plan that guides the Queenstown Lakes District toward a future that everyone can be proud of. True to this region's spirit, the past, present and future have been considered to understand what it means to take the right steps forward, which are not always the easiest ones. This journey will take time and effort, and it will be worth it. Many people and organisations will begin and lead from different points, but this is a path the district must travel together.

There are many inter-related challenges ahead. The COVID-19 pandemic exposed this region's reliance on tourism as a business sector. And as economic recovery continues, more people are becoming aware of the climate crisis and its potential disruptions locally and globally. Queenstown Lakes residents are not alone in questioning the value of tourism and how it will continue to have a positive impact.

Tourism for a better future is an output of the *Grow Well / Whaiora Spatial Plan*, a formal partnership between QLDC, Kai Tahu and the Crown. The detail of the plan has been developed in collaboration with the regional tourism organisations (Destination Queenstown and Lake Wānaka Tourism) with input from the Department of Conservation.

The partnership has led a thorough public engagement process and is grateful for many forms of input and feedback. The process has ensured that the values and vision of local communities, including iwi, are strongly represented in the resulting strategy.

A regenerative approach to tourism is the best path toward a resilient tourism industry the people of this district can support. A regenerative visitor economy is one that gives back more than it takes, a principle that is being adopted by leading places and tourism destinations internationally. Together, the Queenstown Lakes District has the opportunity to rethink how the visitor economy works and to imagine how it can deliver social, cultural, economic and environmental benefits through tourism that also provides exceptional visitor experiences.

The plan guides Queenstown Lakes on a journey towards regenerative tourism by 2030. There are four strategic priorities and projects to fulfill each one:

- › Enrich communities and enhance the visitor experience.
- › Foster an environmentally positive visitor economy.
- › Build business resilience, capability and productivity.
- › Collaborate to enable a regenerative visitor economy.

Tourism for a better future gives Queenstown Lakes the opportunity to ensure that tourism remains a positive force for the economy, for people and for nature. With this plan in place, the region can better prepare for the continued and increasing effects of climate change, while doing all it can to make a net-positive impact on the environment.

Are you passionate about the Queenstown Lakes District? If so, you have a role to play in making *Tourism for a better future* into reality. Read on, and then join the collective action toward regenerating the visitor economy, Queenstown Lakes and the world as a whole.

Section 1

Background

Tāhuhu Kōrero

CHALLENGES IN QUEENSTOWN LAKES DISTRICT

Kā taero o te rohe o kā roto o Tāhuna

We learn from the past and look ahead with optimism.

The tourism industry of Queenstown Lakes has much to be proud of. The region is known for strong economic performance and has seen incredible change over the last century. There is no doubt that the combination of majestic natural landscapes and a world-class tourism system has underpinned this success.

Prior to COVID-19, this region saw a tourism boom. Visitor expenditure grew exponentially, from \$1.3B in 2009 to \$3.1B in 2019, and the region hosted an estimated 3 million visitors annually. At the same time, the Queenstown Lakes District also experienced strong population growth, with 5.6% average annual population growth over the last 10 years. Tourism remains a foundation of the local economy, accounting for 55% of GDP and around half of all employment.*

Despite this success, the region's tourism industry faces significant, interrelated challenges driven by local, national and global factors. The most pressing challenges include:

LACK OF ECONOMIC DIVERSITY

With tourism as its primary industry, the district is susceptible to shock. The COVID-19 travel restrictions of 2019-2022 hit Queenstown Lakes harder than most areas of New Zealand. Businesses that relied on visitors were tested over this period, illustrating the region's dependence on the visitor economy.

CHANGING VISITOR EXPECTATIONS

There is a global move towards responsible tourism. Consumers are more conscious of their impact on destinations when they travel. They seek experiences that are sustainable and look for ways to engage and give back to the community to offset the negative impacts of travel. There is a heightened focus on travelling for mental and physical wellbeing, and a growing demand for trips that will have healing or transformational effects. Many global industry surveys indicate that when consumers are able to travel again, there will be a trend for staying longer and spending more on their holiday experiences.

*Destination Queenstown FY21-22 Business Plan

CLIMATE CHANGE AND OTHER ENVIRONMENTAL PRESSURES

There are several important issues at the national and global levels. Climate change, concerns about water and air quality, carbon costs, and decarbonization are all issues that will continue to shape local life and the tourism industry in particular. Tourism relies on travel by air and by road – two major sources of carbon emissions. Tourism activity can also add localized stresses to the environment and local infrastructure, especially during busy periods of visitation.

SHIFTING VALUES

As the world changes, so are the values of residents and their communities. Some people in the region have expressed concern that some visitor behaviour does not align with their expectations.

FALLING PUBLIC SUPPORT FOR TOURISM

Against this backdrop, Queenstown Lakes communities have started to raise questions about the future of tourism. A growing number of people have become concerned that the benefits of the visitor economy are beginning to be outweighed by disadvantages. A warm and friendly visitor welcome had set the region apart during the tourism boom. Now that welcome is under threat.

LACK OF GOOD DATA

Effective tourism strategy and management requires useful, consistent data. Otherwise, management of the visitor economy tends to be reactive instead of proactive, as has been an issue in the past.

The future of tourism in Queenstown Lakes is bright, but these challenges must be addressed collectively. This plan supports the district's journey toward a renewed pride in tourism that improves local well-being and the environment while offering exceptional experiences.

RELATED READING

Appendix 1:

Challenges and frequently asked questions (page 49)



PURPOSE OF THIS PLAN

Te Kaupapa o te mahere

Making the world better through tourism

Tourism for a better future addresses today's most significant tourism-related challenges with holistic solutions. This is part of a family of destination management plans being developed across Aotearoa New Zealand. Alongside community members, the partner organisations have considered the past, present and future to understand what it means to take the right step forward.

The right step forward is not necessarily the easiest. It means developing a thorough, sustainable solution; one that will create value not only for the tourism and visitor economies, but for the region's communities, partnerships with Kāi Tahu and the Department of Conservation, cultural values, the environment and wider economic wellbeing. At the heart of *Tourism for a better future* is a desire to recognise and realize the full value of tourism. This reflects what is known as *regenerative economics* – that is, economic activity that adds more than just financial value, through intentional design, to create broader social, cultural and environmental health. The plan is about more than avoiding harm; it is about making a positive, lasting impact.

THE PLAN SEEKS TO ADDRESS THE FOLLOWING QUESTIONS:

- › What if residents celebrated tourism as a solution to their challenges and as a means to a better quality of local life?
- › What if tourism could play a leading role in authentically activating the Treaty partnership with Kāi Tahu, acknowledging their unique connections with this place as well as the heritage of more recent settlers?
- › What if tourism could make our district more resilient to climate change, accelerate the restoration of pristine natural environments and lead the way towards a zero-carbon and circular economy?
- › What if tourism could help enable more economic diversity in our district and protect the community against future global shocks?

RELATED READING

What is regenerative tourism?
(page 19)

Appendix 2

Impact logic model (page 53)

EVERYONE NEEDS TO DO THEIR PART

This regenerative tourism plan is built upon the foundations of destination management. These foundations enable the collaboration that is needed for tourism to enrich this whole place and its visitors. No organisation has the mandate or power to regenerate economies, society, culture and the environment alone, so everyone must work together to make tourism's greatest potential impacts a reality.

Successful destination management planning has the potential to deliver enormous benefits for local communities, the environment and tourism businesses. All who participate help to create and share value that goes well beyond money and jobs. This plan guides Queenstown Lakes to a place that is healthy and thriving. It takes into account community and environmental interests in tandem with economic prosperity, which leads to better outcomes.

Adopting a united vision across the region will be vital to success. Having a collective goal to work towards will ensure success is measured according to what matters. The Queenstown Lakes District visitor economy is well-placed to take the lead on harnessing the potential of *Tourism for a better future*.

NOTE

This is the first iteration of the district's destination plan. Given the current economic environment and lower number of visitors, it does not focus on creating new visitor experiences. Instead, it concentrates on supporting existing businesses to recover and progress their development towards a regenerative tourism future. Moving forward, new visitor experiences will be intrinsically connected to what is special about the different places across the district. They will focus on the quality and nature of the experience and will authentically integrate stories that are culturally and environmentally unique.



RELATED READING

Appendix 3:

What is destination management?
(page 54)



KĀI TAHU VALUES IN QUEENSTOWN LAKES DISTRICT

Kā uara o Kai Tahu ki te rohe o kā roto o Tāhuna

The inland area of Otago encompassing the lakes of Whakatipu-wai-māori, Wānaka, Hāwea, and the headwaters of the Mata-au, with its inspiring landscape, majestic mountains, and significant ancestral sites, is a valued place for Kāi Tahu whānui as mana whenua in the district. This part of the plan will provide the cultural context, and identify the mana whenua values and aspirations for this valued place. We are grateful to be working closely with Rūnaka representatives in the delivery of the Spatial Plan, and look forward to continuing this work together for a regenerative future.

More content to be added here which is being provided by Kai Tahu.

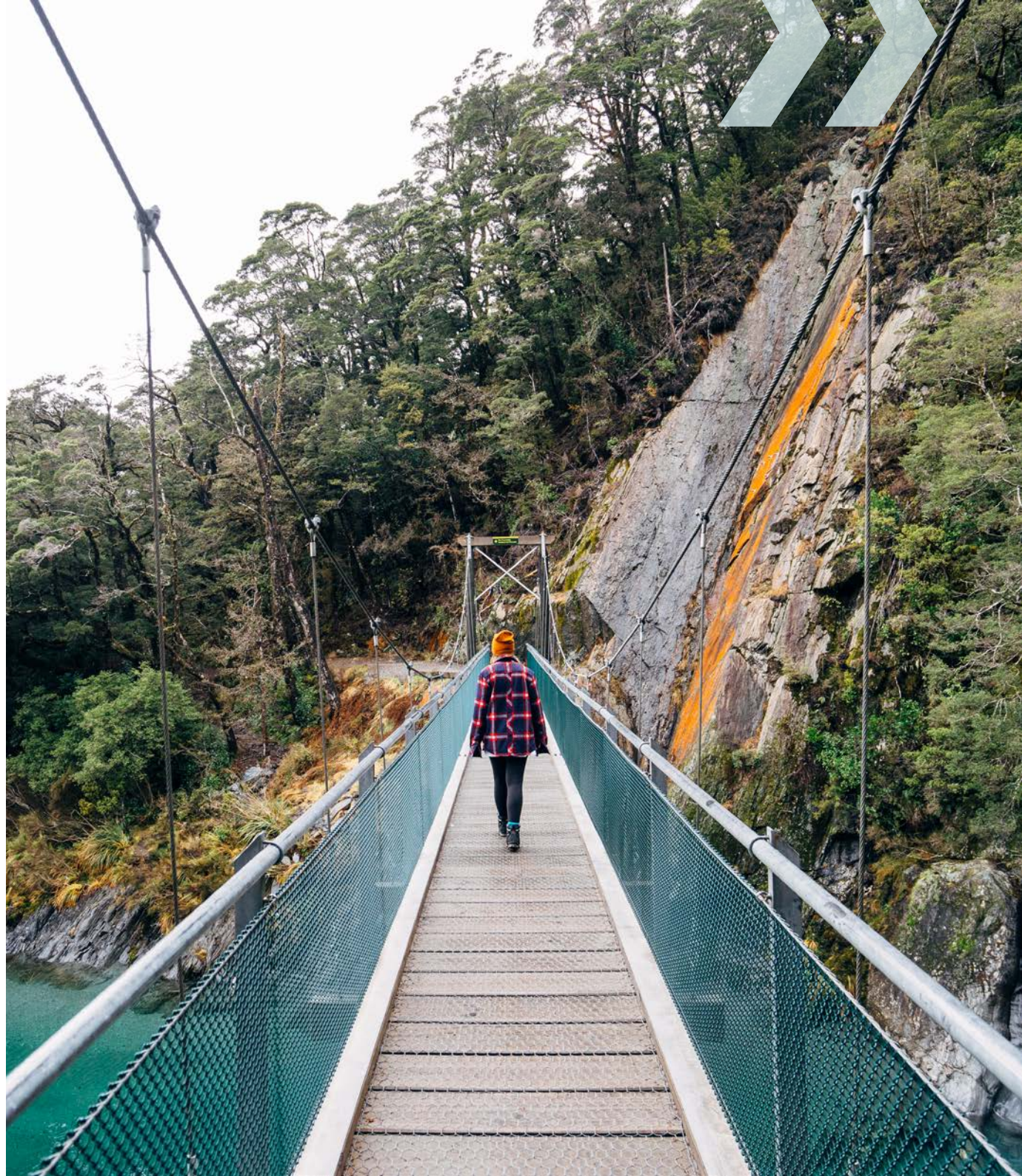
PROCESS

Hātepe

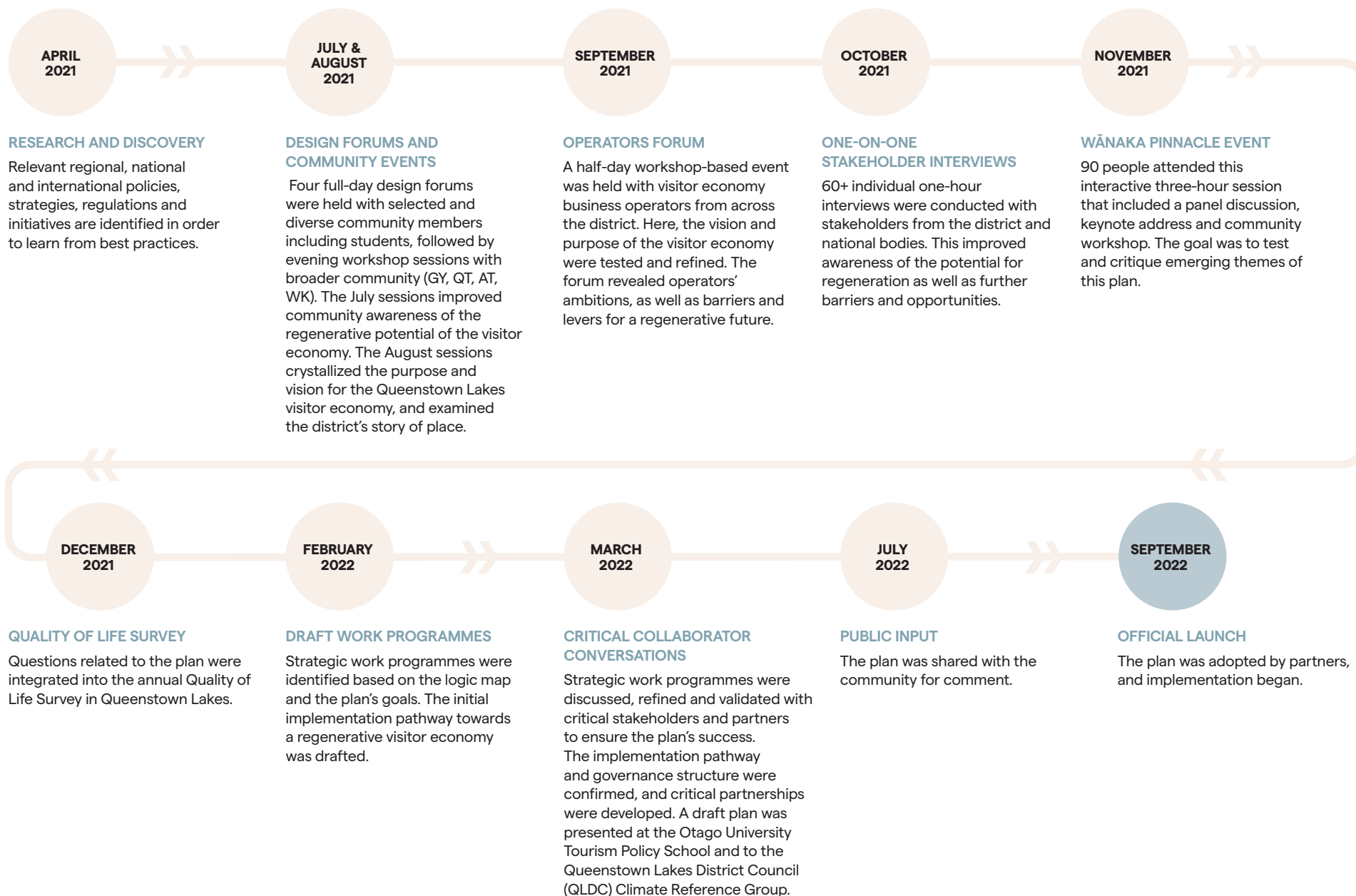
This plan was created with and for the local communities.

Tourism takes place in and cannot be separated from the community. It is crucial to understand what the people of Queenstown Lakes want from the visitor economy. That is why the destination planning process was designed to be community-driven from the start.

The process included Māori and iwi engagement. As this work is an output of the district's Spatial Plan, Kāi Tahu is represented within the governance structure at the highest level. Throughout the process, the partners have proactively engaged with Kāi Tahu to ensure their involvement in developing the plan. This is part of ongoing work to develop an enduring partnership with mana whenua relating specifically to tourism and the visitor economy.



KEY MILESTONES



WHO HAS LED THE PROCESS?

The plan development has been guided by a Steering Group made up of executive and senior representatives from Lake Wānaka Tourism, Destination Queenstown, and QLDC, with input from multiple hui with Kai Tahu and DoC representatives as we progressed through the process. The process has also been peer reviewed and guided by a Business Advisory Group comprising five experienced business leaders who have a range of relationships with the visitor economy which provide different perspectives. The plan development process has been facilitated by Proxima Consulting, an experienced sustainability and impact consulting company, with peer review provided by international tourism consultancy Destination Think, and Anna Pollock, an expert on regenerative tourism.

HOW THE PROCESS WILL CONTINUE

To match local government planning processes, this plan will be reviewed and updated every three years. That enables the partners to learn, revise the plan and improve moving forward. The timing also allows reviews of this plan to be aligned with the council's long-term planning and budgeting process. *Tourism for a better future* is also an output of the *Grow Well | Whaiora Spatial Plan*, a formal partnership between QLDC, Kāi Tahu and the Crown. The partners will create regular opportunities to engage proactively with the district's communities and hear their input about tourism.

The positive vision for what tourism can become in Queenstown Lakes, and the strategies to get there, rely on the consistent support of passionate residents and stakeholders who make this place what it is.



RELATED READING

Appendix 5:

How does this plan fit with other plans? (page 57)

Appendix 6:

Who was involved in the planning process? (page 59)

Section 2

Community vision for tourism

Kā wawata o te hāpori mō te tāpoi

Through the engagement process, the people of Queenstown Lakes expressed their aspirations for what tourism can become. The community's combined feedback led to the following vision, purpose for tourism, core values and guiding principles.

Vision

Matawhānui

Tourism for a better future

Residents see tourism's potential to make the world a better place to live. This vision recognises that the visitor economy has an important role in achieving value economically, socially, culturally and environmentally. The vision also aligns with Vision Beyond 2050, which is based upon the values that collectively define what is unique about the Queenstown Lakes District.

Purpose of the visitor economy in Queenstown Lakes

Te aroka o te ōhaka manuhiri ki te rohe o kā roto o Tāhuna

The purpose defined below was shaped by design forum workshops in the communities of Glenorchy, Arrowtown, Wānaka and Queenstown. These provided a wide range of perspectives, which were later complemented by wider community and business input.



*Improving local and visitor wellbeing and experience,
Forging connections between people and places, and
Enabling ecosystems to thrive, so that
The district becomes known as a leading example of
how tourism can create a better future.*



Core values and guiding principles for the tourism and visitor economies

Kā uara me kā whanoka pono e ārahina i te tāpoi me te ōhaka manuhiri

The core values and guiding principles are a set of agreed-upon behaviours and approaches that are embedded in the plan, its governance and implementation. The values and principles should guide all decision-making for the visitor economy to ensure a consistent and coherent approach. These values and principles were shaped by Kāi Tahu's values and by a design forum process, and so reflect the wisdom, views and values of the wider community.

CORE VALUES

HOSPITALITY MANAAKITAKA

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). 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.

FAMILY AND COMMUNITY-FOCUSSED WHANAUKATAKA

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.

GUARDIANSHIP KAITIAKITAKA

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

WHAKAAHU HAPORI

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

WHAKAMANA I TE WHAKAHAUMANU

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

WHAKAATU I TE HAUTŪTAKA

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

WORKING TOGETHER

MAHI TAHI

We must work together 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.

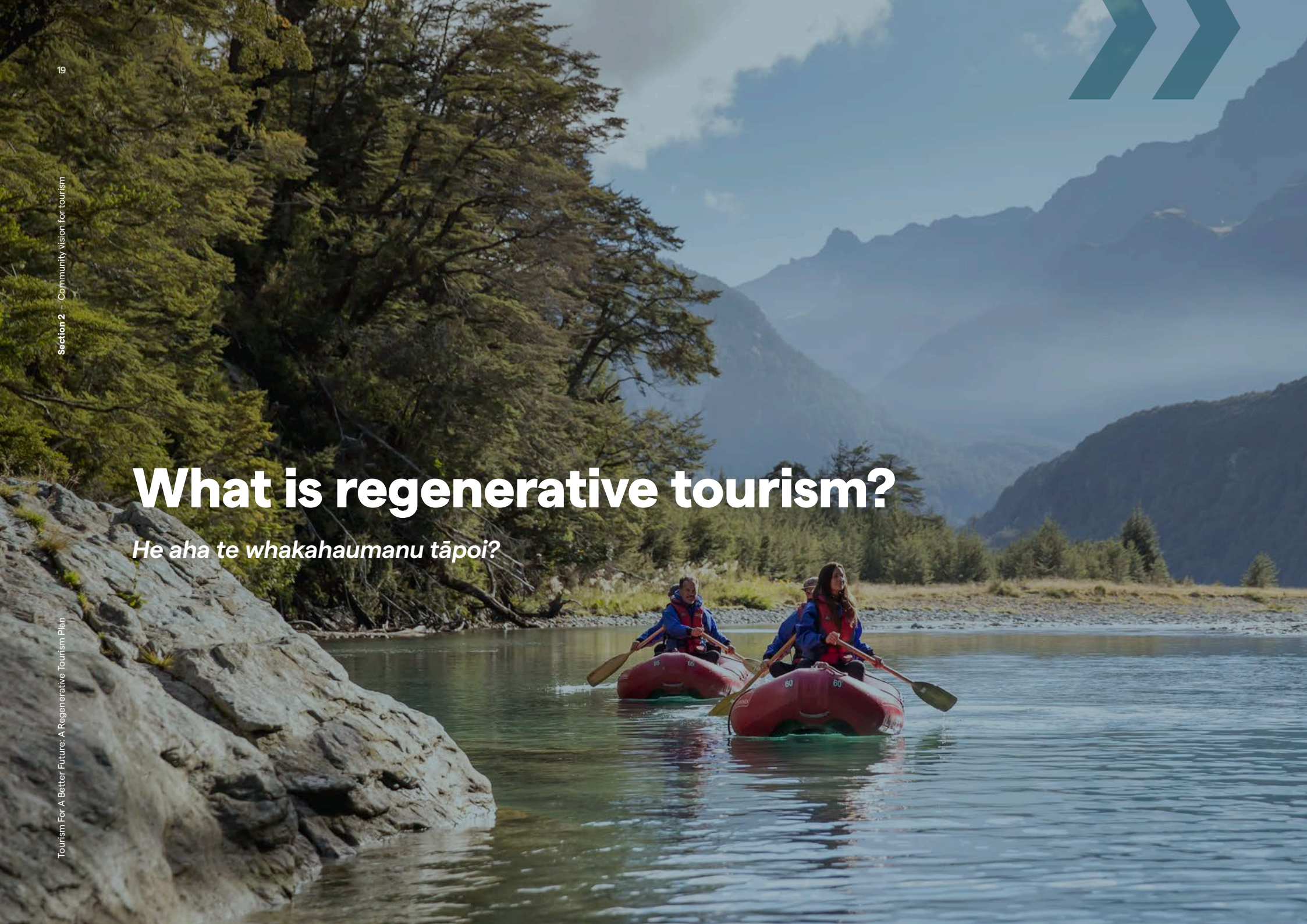
EMBRACING CHANGE

WHAKATINANA I KĀ PANONI

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.

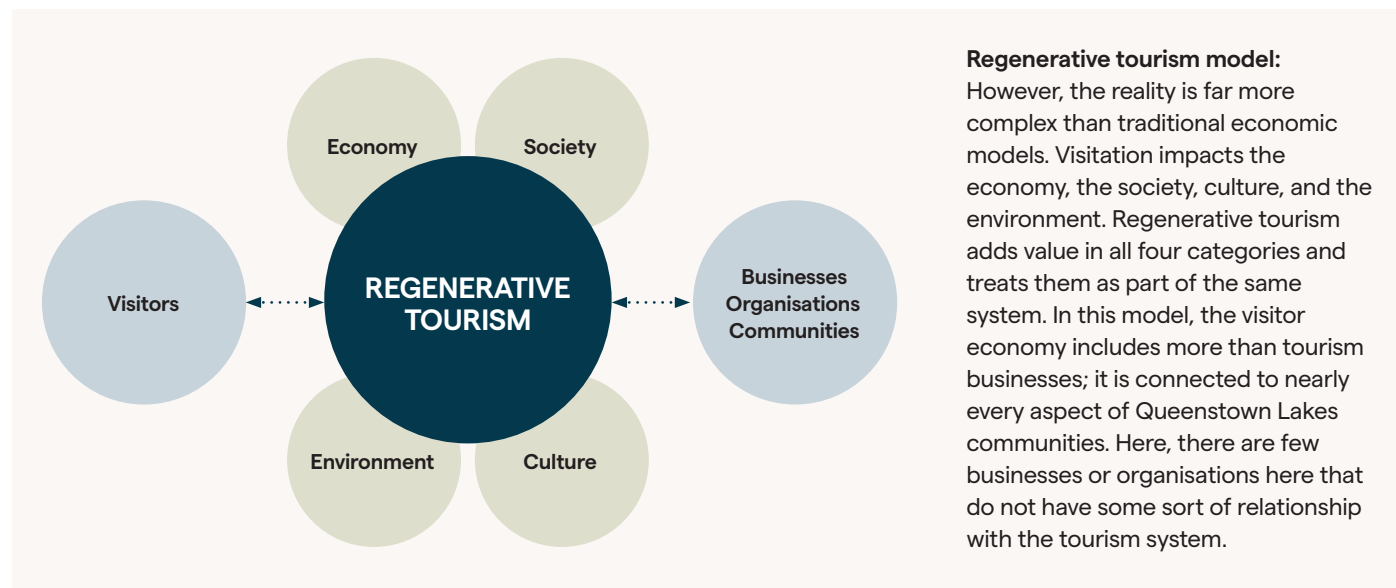
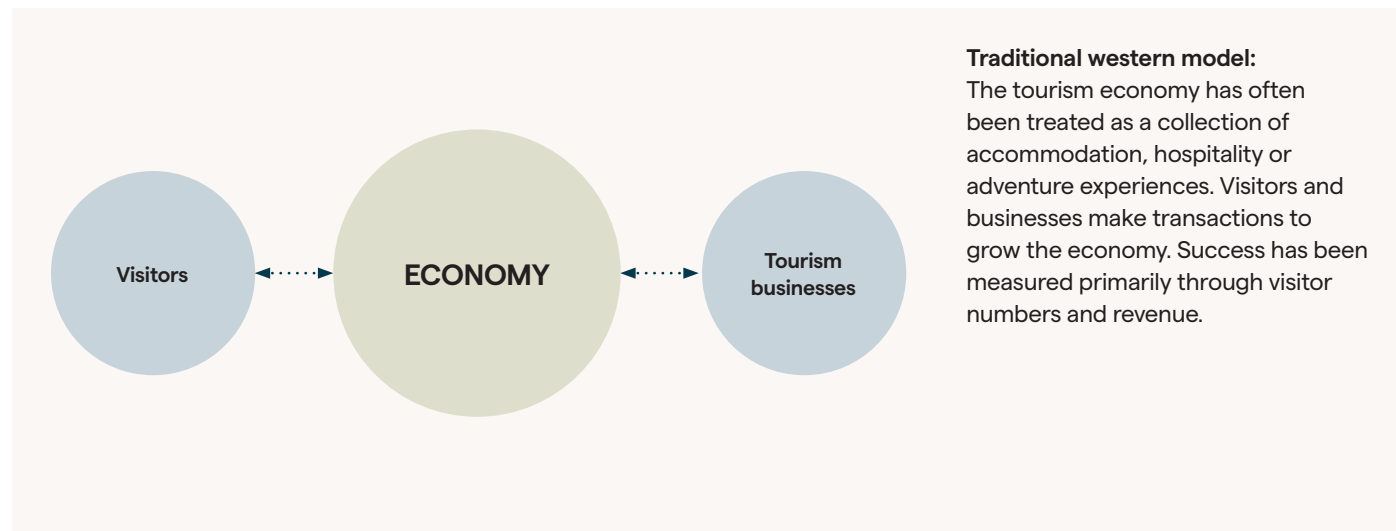
What is regenerative tourism?

He aha te whakahaumanu tāpoi?



REGENERATIVE TOURISM IS THE BEST PATH TOWARDS A TOURISM ECONOMY THE COMMUNITY CAN BE PROUD OF

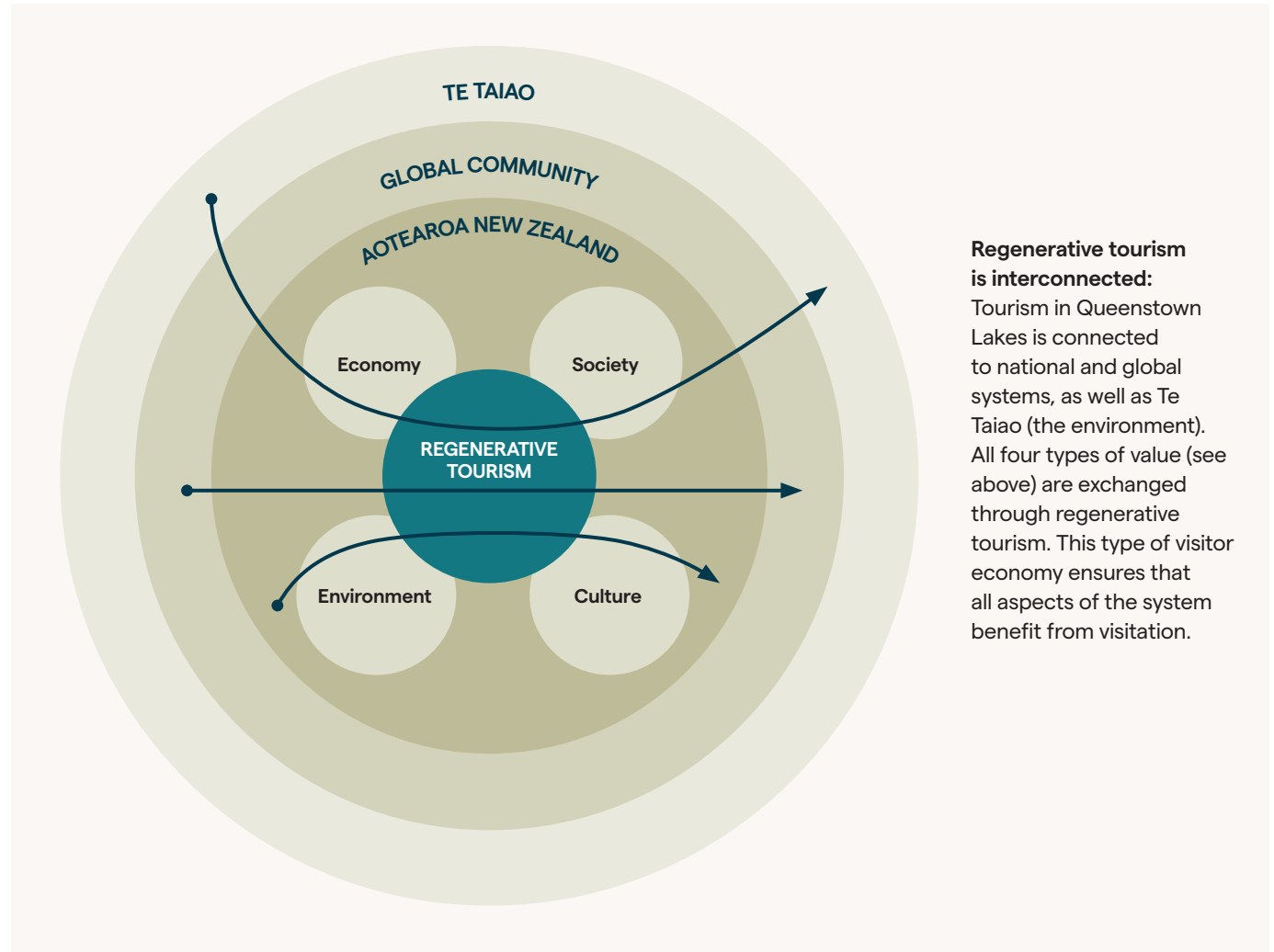
Regenerative tourism has a net-positive impact on the environment, society, culture and the economy, aiming to create a more just, vibrant, and sustainable world. While sustainable tourism seeks to reduce travel's potential harms, regenerative tourism takes a wider view, avoiding extractive economic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



REGENERATIVE TOURISM ADDRESSES TODAY'S CHALLENGES

This strategic plan follows the principles of regenerative tourism because they best address the region's challenges while staying true to the community's vision, purpose, core values, and guiding principles. The challenges ahead are complex and interwoven. The regenerative tourism model provides the perspective needed to address them in tandem.

Regenerative tourism creates an opportunity for those prepared to lead. Demand is continually growing for *green* and *sustainable* tourism, and the notion of *regenerative tourism* is fast gathering pace. Through this plan, the Queenstown Lakes District will remain globally competitive by establishing a credible reputation as a leader in that field. As carbon budgets take effect around the world, long-haul destinations like Aotearoa New Zealand will need an increasingly compelling proposition that is aligned with a low-carbon future. To build a better world through tourism that residents will be proud of, regenerative tourism is the best path forward.



Regenerative tourism is interconnected:
Tourism in Queenstown Lakes is connected to national and global systems, as well as Te Taiao (the environment). All four types of value (see above) are exchanged through regenerative tourism. This type of visitor economy ensures that all aspects of the system benefit from visitation.

WHAT DOES REGENERATIVE TOURISM MEAN IN PRACTICE?

In the Queenstown Lakes District, a regenerative tourism sector is one where business owners and workers:

- › Thrive, innovate and provide fair returns on investment.
- › Play an active role in making the whole community more resilient and more equitable.
- › Proactively protect the cultural values of tangata whenua and earlier generations who called this place home.
- › Ensure the environment and ecosystems are healthy, resilient and self-regenerating.

There are great examples of regenerative tourism activities and businesses already underway in the Queenstown Lakes District. Although there is not yet a region-wide regenerative visitor economy, the district is well-placed to take the lead as more businesses adopt this approach.



Regenerative tourism gives back more than it takes.



There are many frameworks and tools to support and measure progress towards sustainable and regenerative tourism. These include the United Nations Sustainable Development Goals, B Corp, Future-Fit Business Benchmark and the Tourism Industry Association's tourism-specific Sustainability Commitments. This plan does not commit to any particular framework, but we encourage tourism and other organisations to choose and use the tools and frameworks that are most suitable for their needs.



RELATED READING

Appendix 7:

What is the visitor economy? (page 60)



Section 3

Strategic plan

He Mahere Rautaki

TOURISM FOR A BETTER FUTURE

Guardianship *Manakitaka* | *Whanaukataka* | *Kaitiakitaka*

Building communities | Enabling regeneration | Demonstrating leadership | Working together | Foundations for success

PILLAR 1



ENRICH COMMUNITIES AND ENHANCE THE VISITOR EXPERIENCE

GOAL 1

Embrace the unique identity of local communities, empowering them to share their values and connection to place

PROJECT 1

Work with communities to understand their unique places and their values

PROJECT 2

Show leadership in caring for our place

PROJECT 3

Honour our role as Takata Tiriti (People of the Treaty) and support of Te Ao Māori

PROJECT 4

Make place-based plans

PROJECT 5

Support equitable funding solutions

PROJECT 6

Support local arts, culture and heritage

PILLAR 2



FOSTER AN ENVIRONMENTALLY POSITIVE VISITOR ECONOMY

GOAL 2

Demonstrate that the environmental footprint of the visitor economy is known and is being reduced

PROJECT 7

Understand and measure the tourism and visitor economy's environmental footprint

PROJECT 8

Support innovation and leadership to reduce the visitor economy's environmental footprint

PROJECT 9

Travel lighter

PROJECT 10

Improve biodiversity, water and ecosystem health outcomes

PILLAR 3



BUILD BUSINESS RESILIENCE, CAPABILITY AND PRODUCTIVITY

GOAL 3

Build on the resilience of the visitor economy to provide a positive and productive future for business owners and workers

PROJECT 11

Support business capability and resilience

PROJECT 12

Support a thriving and skilled workforce

PROJECT 13

Recognise and celebrate tourism business excellence

PROJECT 14

Support local investment of visitor economy spend

PILLAR 4



COLLABORATE TO BUILD SYSTEMS THAT SUSTAIN A REGENERATIVE VISITOR ECONOMY

GOAL 4

Create and support the relationships, structures and systems needed to enable a regenerative visitor economy to emerge

PROJECT 15

Develop systems to measure and support regenerative tourism

PROJECT 16

Establish community funding bodies

PROJECT 17

Create a single source of truth for destination data

PROJECT 18

Foster collective industry communication and understanding of tourism for a better future

PROJECT 19

Unlock the power of visitor technology

FOUNDATIONS FOR SUCCESS



GOAL 5

Set the foundations to realise the vision of 'tourism for a better future'

FOUNDATION 1

Create an effective governance approach to administer the plan

FOUNDATION 2

Develop effective strategy and plan to deliver the work programmes

FOUNDATION 3

Create an effective communication structure to support governance and implementation

FOUNDATION 4

Ensure necessary funding and resources

FOUNDATION 5

Establish collaboration structures and ensure strategic alignment

Regenerative tourism strategy

Te rautaki Whakahaumanu tāpoi

The plan in detail

THE TOURISM FOR A BETTER FUTURE STRATEGY LEADS QUEENSTOWN LAKES TOWARD REGENERATIVE TOURISM BY 2030.

The strategic pillars, foundations, and goals will bring the local vision for tourism to life through collaboration with stakeholders across the region. The strategy defines what success looks like, provides key performance indicators (KPIs) and outlines several projects toward each goal.

PILLAR 1

Enrich communities and enhance the visitor experience

Whakahaumako i kā hāpori kia pai kā wheako ō kā manuhiri

Tourism happens in Queenstown Lakes communities, which are core pieces of the visitor experience. Visitors are drawn to this region's magical, striking blend of natural beauty, its unparalleled variety of experiences, and its friendly communities who offer a warm welcome.

The nature of local communities is part of the reason why people visit. By understanding and reinforcing local values, and by bringing the cultural history and stories of Queenstown Lakes to life, we can celebrate and support our communities in a way that enriches them whilst also enhancing the experience that visitors have.

GOAL 1

Embrace the unique identity of local communities, empowering them to share their values and connection to place

Me poipoia i te tuakiri o te hāpori, kia whakamana i a rātou ki te tohatoha ō rātou uara, me tō rātou honoka ki te rohe.

Why this goal?

To keep a thriving visitor economy, Queenstown Lakes communities must provide positive tourism experiences in line with their values, so this goal aligns community wellbeing with visitor experiences in ways that enrich them both. The goal addresses challenges related to shifting local values and falling public support for tourism. The way to start is by listening to communities to understand their places and stories.

Ultimately, visitors will have more enriching, authentic experiences with the stories, culture and heritage of this region.

WHAT ARE THE PRIORITY ISSUES TO FOCUS ON?

- › Celebrate and support local community values.
- › Engage with and listen to communities to understand what they need and expect from the tourism system.
- › Support local arts, culture, stories and heritage.
- › Consistently communicate local values to attract visitors who want to feel a sense of connection with this place and its people.
- › Provide outstanding, memorable and inspirational visitor experiences.
- › Ensure the visitor economy does not impose unfair costs on our communities.



WHAT DOES SUCCESS LOOK LIKE?

- › By 2024, local place-based plans are introduced across the district to inform Queenstown Lakes District Council (QLDC)'s long-term plan.
- › Community identity and values of place are understood and supported by the community, tourism businesses and visitors.
- › The cultural heritage and stories of Kāi Tahu and settlers relating to place are accurately understood, acknowledged and valued.
- › Tourism businesses play a valuable role in protecting and enhancing cultural, heritage and community values.
- › Visitors enjoy unique and memorable experiences, having forged a strong sense of connection to local communities, culture and places.
- › Local infrastructure, amenities and facilities are developed consistently to reflect the values of this place and are sufficient to meet the needs of local communities and visitors.

WHAT WILL BE MEASURED?

- › Community sentiment (e.g., Views on Tourism survey, Quality of Life survey, TIA Mood of the Nation survey, Kāi Tahu satisfaction survey).
- › Visitor satisfaction (Visitor Insights Programme).



GAME-CHANGER PROJECTS

PROJECT 1: WORK WITH COMMUNITIES TO UNDERSTAND THEIR UNIQUE PLACES AND THEIR VALUES

This project is about listening regularly to local communities to better understand how tourism can support community values and cultural heritage. It is also an opportunity to learn what events or places local communities do not want actively promoted to visitors. Existing local community plans – which are already in place for some local communities like Glenorchy and Arrowtown – can be used to capture actions and ensure accountability.

To achieve this, work programmes will be developed in the following areas:

1. Co-create a schedule of regular opportunities to listen to and engage proactively with local communities about tourism. These ongoing forums will be organised in partnership with communities in a range of places across the district to ensure a broad and complete understanding of place-specific issues and desires.
2. Use existing local community plans to bring local community 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. Continue to raise awareness about the mana of tikanga, taoka and matauraka Māori (Māori knowledge, values and protocols) at the local level, and encourage these to be integrated into local community plans in ways that will enhance the visibility and connection of Māori cultural heritage.
4. Identify opportunities to support local events, activities, facilities and initiatives which help reinforce community identity, values and a unique sense of place.
5. Develop a toolkit 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.
6. Work with Tourism New Zealand and third-party travel trade organisations to raise awareness of and support our community values-based approach.

PROJECT 2: SHOW LEADERSHIP IN CARING FOR OUR PLACE

Residents cannot expect visitors to show greater care for this region than local residents do. Locals need to walk the talk and set appropriate standards for expected behaviours. The kaupapa of the Tiaki Promise provides a useful starting point because it enables a consistent way of communicating expectations to both overseas visitors and locals. Modelling these behaviours will make a positive impact towards the goals of a sustainable and regenerative tourism system.

To achieve this, work programmes will be developed in the following areas:

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 aligns with the Tiaki Promise so that there are a growing number of leading examples to inspire others.

PROJECT 3: HONOR OUR ROLE AS TAKATA TIRITI (PEOPLE OF THE TREATY) AND SUPPORT OF TE AO MĀORI

This project celebrates cultural diversity by sharing accurate stories about how Kāi Tahu is connected to special places in the district. Making these connections and stories more well-known and accessible will help locals better understand the region. It will also attract visitors who are interested in these stories and places.

To achieve this, work programmes will be developed in the following areas:

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 mātauranga 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.

OTHER PRIORITY PROJECTS

PROJECT 4: MAKE PLACE-BASED PLANS

Adopting an approach that recognises and supports the unique essence of the places and communities in this district is aligned with Vision Beyond 2050. It is a commitment to a process of local, place-based planning that will ensure we head in the right direction and are accountable locally.

While no one can control precisely who, or how many people travel here, the region can begin to target visitors who are more interested in the things that locals love about this place. That way, Queenstown Lakes will attract more visitors who enjoy what locals enjoy and have similar values.

To achieve this, work programmes will be developed in the following areas:

1. Use outcomes from the regular community forums, community plans and our partnership with takata whenua and mana whenua, to create a place-based planning approach.
2. Ensure place-based plans bring the Vision Beyond 2050 goals to life by using it as a framework for initiatives, programmes and communications.
3. Align Regional Tourism Organisation marketing and communication campaigns with community values, the place-based plans and a regenerative mindset.

PROJECT 5: SUPPORT EQUITABLE FUNDING SOLUTIONS

With a relatively small resident population and a significant number of visitors, the region faces the challenge of ensuring local infrastructure can cater to a larger number of people than the total amount of council-collected rates can cover. The community enjoys a range of facilities, amenities and lifestyle opportunities because of the success of the visitor economy. However, it is important to ensure the wider community does not pay for costs that should be covered by visitors or the visitor economy.

To achieve this, work programmes will be developed in the following area:

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, with the funds being ring-fenced to ensure that infrastructure and resources for visitors do not impose unfair costs on the community.

PROJECT 6: SUPPORT LOCAL ARTS, CULTURE AND HERITAGE

This district has a wealth of heritage and there is the opportunity for Māori and non-Māori to tell the stories of their connections to this place. There is the potential to share these unique stories with visitors more deeply. This district also has a vibrant arts and culture scene, which is an important part of our local identity.

To achieve this, work programmes will be developed in the following areas:

1. Work in partnership with iwi as mana whenua to explore opportunities related to Māoritanga, which will increase local cultural heritage experiences and emphasize 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 and heritage initiatives that will also appeal to manuhiri.
3. Work with the district's creative communities and its local arts and cultural organizations 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 local arts, culture and heritage.

PILLAR 2

Foster an environmentally positive visitor economy

Whāngai i te taiao kia ngākaupai te ōhaka manuhiri

Many tourism businesses have already shown excellent leadership by integrating conservation and sustainability into their business culture and the experiences they offer visitors.

However, a regenerative visitor economy does more than reduce its environmental impacts. It also uses commercial business models to restore, repair and regenerate the natural systems of the environment. This is an ambitious aspect of *Tourism for a better future*, and it will take time to achieve, but it is an essential commitment toward making the visitor economy sustainable and globally competitive over the long term.

GOAL 2

Kei te whakamimititia e mātou ki kā whakaaweawe kino ō te ōhaka manuhiri ki te taiao.

Demonstrate that the environmental footprint of the visitor economy is known and is being reduced

Why this goal?

The aim of this goal is to ensure the visitor economy takes action to address all significant aspects of its environmental footprint. It reduces negative impacts and begins to target positive environmental impacts that align with the vision of tourism for a better future. The Queenstown Lakes visitor economy will take a leadership approach around carbon emission reductions that will deliver over and above Aotearoa New Zealand's obligations under the Paris Agreement, using science-based reduction targets.



WHAT ARE THE PRIORITY ISSUES TO FOCUS ON?

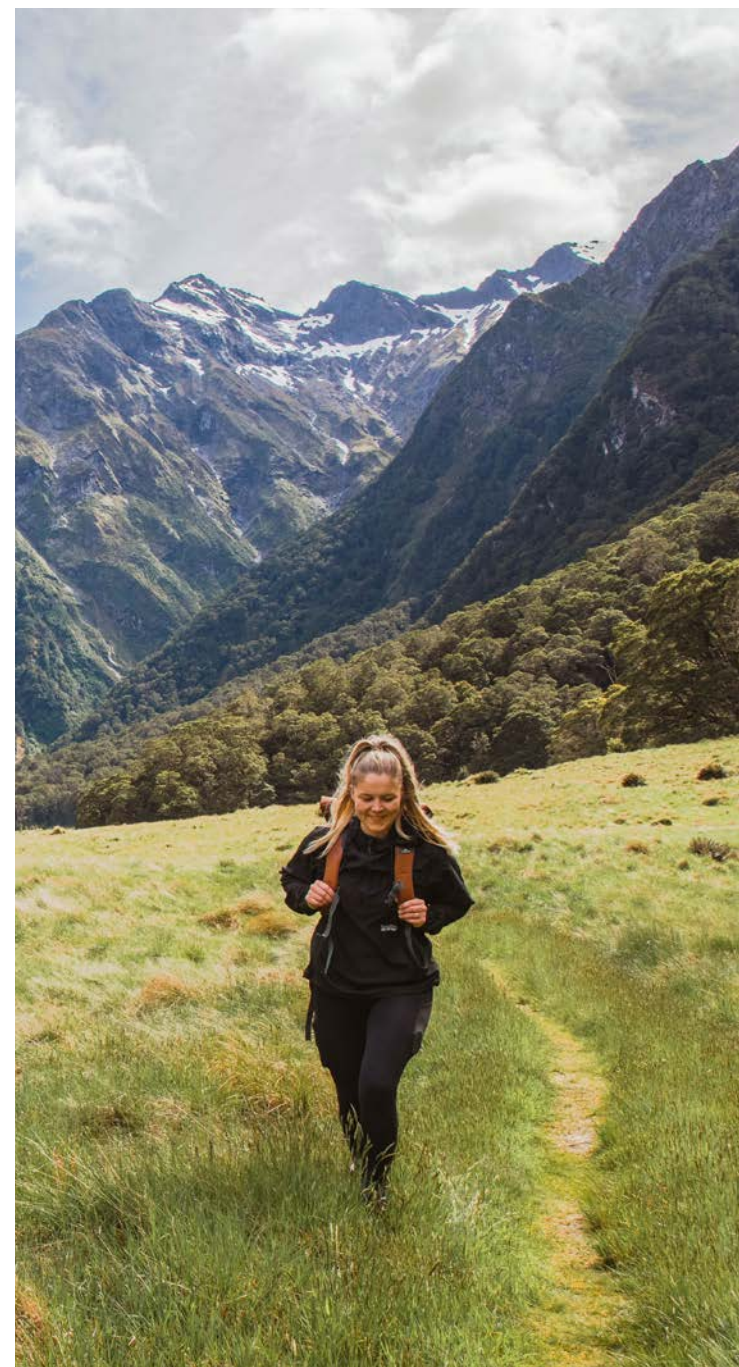
- › Work with partners and local organisations to reduce carbon emissions from the visitor economy – particularly those related to transport and buildings.
- › Ensure the energy efficiency of tourism businesses and the visitor economy.
- › Reduce waste from tourism businesses and the visitor economy, including waste from the demolition and construction of buildings.
- › Support the visitor economy to improve the health and resilience of local biodiversity, and the health and quality of local water systems.

WHAT DOES SUCCESS LOOK LIKE?

- › The visitor economy is carbon neutral by 2030.
- › By 2025, all tourism businesses are aware of their carbon footprint, measure it and are actively working to reduce it.
- › By 2025, tourism and hospitality businesses have eliminated single-use plastics and organic waste.
- › By 2025, all visitor economy businesses have practical environmental and sustainability improvement plans in place.
- › Visitor travel within the district is coordinated to reduce reliance on private vehicles and reduce carbon emissions.
- › Public transport is a first-choice option for visitors.
- › Visitors increasingly use local trails for biking and walking to move around and explore the district.
- › Pollution of waterways from visitor economy activities is eliminated.
- › There are strong and effective local and regional supply chains for food and materials.
- › Tourism businesses support and participate in local pest eradication and biodiversity restoration projects with firm targets.
- › Manuhiri support and participate in local pest eradication and biodiversity restoration projects.

WHAT WILL BE MEASURED?

- › Greenhouse gas emission measurements (Queenstown Lakes District Council (QLDC) data/ Otago Regional Council (ORC) data).
- › Vehicle movement numbers at measured state highway points (Waka Kotahi New Zealand Transport Agency).
- › Number and location of EV and e-bike charging facilities.
- › Waste and materials diversion (QLDC data).
- › Health of streams and lakes (ORC data).
- › Biodiversity health.
- › Amount of native reforestation.



GAME-CHANGER PROJECTS

PROJECT 7: UNDERSTAND AND MEASURE THE TOURISM AND VISITOR ECONOMY'S ENVIRONMENTAL FOOTPRINT

The first step in addressing environmental impacts is to understand, assess and measure what is currently happening. Many local initiatives and organisations are already leading the way on important environmental issues, and the tourism industry can draw on their expertise to chart the way forward and accelerate the district's progress as a whole. Knowledge and experience will be shared effectively so that efforts are not duplicated where others have already found useful solutions.

To achieve this, work programmes will be developed in the following areas:

1. Work with existing local initiatives and organisations to support the implementation of a district-wide programme to measure the carbon footprint of all tourism businesses, and then support initiatives to reduce emissions. This will be aligned with local Climate and Biodiversity Action Plans to coordinate the investment of resources for maximum effect.
2. Raise awareness among tourism businesses about the importance and benefits of managing their environmental footprints, and support them to create sustainability and environmental improvement plans.
3. Keeping the industry informed and educated around changing consumer expectations.

PROJECT 8: SUPPORT INNOVATION AND LEADERSHIP TO REDUCE THE VISITOR ECONOMY'S ENVIRONMENTAL FOOTPRINT

By involving the entire tourism system, this project will encourage the adoption of practices, behaviours and innovations that can effectively address environmental challenges. Not only will these initiatives help save money by avoiding waste, but they can create additional benefits such as stimulating the market for more local produce and products.

To achieve this, work programmes will be developed in the following areas:

1. Collaborate with local research and innovation organisations to explore, develop and promote new, cost-effective solutions that radically improve environmental performance.
2. Research the existing cost-effective solutions to measure, manage and reduce emissions. Share those solutions with tourism businesses to enable them to take action.
3. Support tourism businesses in incorporating carbon offset solutions at the points of sale for their products and experiences.
4. Work with existing local initiatives and organisations to support businesses in reducing waste. This specifically includes:
 - a. Continuing to reduce and then eliminate waste from single-use plastics.
 - b. Rescuing and reusing organic and food waste, with a particular focus on hospitality businesses.
 - c. Supporting accommodation providers and short-term rental providers to reduce waste and maximise waste diversion in ways that are easy for guests to implement.
5. Support existing initiatives and organisations working to reduce carbon emissions and waste through local product supply chains.
6. Encourage the development of new technologies and ways of working that reduce emissions and foster environmental regeneration.
7. Support existing initiatives and organisations aiming to improve the quality and reduce the impacts of buildings by using green and healthy building practices.
8. Champion locally and regionally produced products that showcase the very best of the Queenstown Lakes District and surrounding South Island regions (e.g., food and beverage).

PROJECT 9: TRAVEL LIGHTER

Reducing carbon and other polluting emissions from cars is a priority not only in this district but across Aotearoa New Zealand and globally. By reducing the number of drivers, we can also relieve the pressures of congestion and the need to continually upgrade road infrastructure. Current estimates show that we need to reduce the district's carbon emissions by more than 40% by 2030, with road transport being one of the priority areas for reductions.

To achieve this, work programmes will be developed in the following areas:

1. Support the development of infrastructure to enable lower and zero-carbon mobility in the short term, such as EV charging stations.
2. Encourage visitors to use alternative transport options like public transport, cycling and walking.
3. Work with partners within and beyond the district to support the development and promotion of EV and e-bike touring routes.
4. Identify further opportunities to develop walking and cycling transport networks that serve local communities, as well as visitors, to make cycling and walking a convenient way to get around.
5. Leverage the district's reputation as a premier biking destination, and identify opportunities for improving biking amenities that will benefit both the community and visitors.
6. Support collaboration between tourism businesses to reduce the total number of vehicle trips (and emissions) relating to visitor movements, making sure that vehicles are low- or zero-emission and are as full as possible (for example, providing a regular EV or hybrid shuttle to and from the airport).
7. Advocate for improved public transport services and trials of non-fossil fuel vehicles for public transport in the district. This might include exploring the options and benefits for trialing an electric public transport system.

PROJECT 10: IMPROVE BIODIVERSITY, WATER AND ECOSYSTEM HEALTH OUTCOMES

Nature (Te Taiao) and its health is very important to our community, with many people choosing to live here specifically because of our unique and special environment. It is vital for local communities to be proactive, as factors contributing to environmental degradation are complex and often hard to see until it is too late. There are already a wide range of local initiatives and programmes to protect and restore the beautiful forests, rivers lakes, and the unique flora and fauna that make up this region's diverse and delicate ecosystems. The tourism and visitor economy can be a powerful ally to these efforts, and it can provide unique experiences for visitors who want to be involved in nature conservation work.

To achieve this, work programmes will be developed in the following areas:

1. Support businesses to reduce and eliminate adverse impacts on the district's biodiversity.
2. Connect with education and outreach initiatives that engage visitors in local environmental issues. The issues include: water quality, conservation programmes, raising environmental awareness, ecological restoration programmes, environmental regeneration, predator trapping and relevant science programmes.
3. Promote existing initiatives with practical opportunities for tourism businesses and visitors to give time and/or money toward improving biodiversity outcomes.
4. Investigate and support accreditation options for tourism businesses that partner with local environmental groups to deliver measurable, enduring outcomes for Te Taiao.
5. Support initiatives that enable businesses to offset carbon emissions through native forest planting projects that are local and permanent.
6. Work with relevant partners to set an achievable, yet ambitious, target for the amount of native reforestation that the visitor economy will achieve by 2025.
7. Support relevant research to understand the health and economic value of deep alpine lakes: Whakatipu, Wānaka and Hāwea.
8. Support initiatives that simultaneously improve biodiversity and ecosystem health and help achieve desired community outcomes.

PILLAR 3

Build business resilience, capability and productivity

*Me whakaahu i kā pakihi manawaroa,
kia pai ake te āheitaka me te māpua*

Regenerative business is about designing and running a commercially successful and profitable organisation that is good for people and good for the planet.

There is a growing number of businesses like these in Aotearoa New Zealand and throughout this district. This trend is mirrored internationally. The success of these organisations is based on reciprocal relationships that create win-win outcomes for customers, employees, suppliers, the environment, communities and their investors. Integrating a regenerative tourism system approach will take time and effort, but that investment will be repaid in the creation of a resilient visitor economy that is more productive financially, socially, culturally and environmentally.

GOAL 3

Build on the resilience of the visitor economy to provide a positive and productive future for business owners and workers.

Whakatupu ki te manawaroa ō te ōhaka manuhiri hei ngākaupai, hei māpua mō kā kaipakihi me kā kaimahi

Why this goal?

This goal prepares businesses for the future. It supports them in building the knowledge and capability to move towards a regenerative visitor economy, which includes addressing workforce development and providing improved career options that attract talent. Both employees and business owners will benefit from this initiative.

Attracting enough qualified people to work in the tourism and visitor economy is likely to remain a challenge. However, over time, the district's vision of tourism for a better world aims to attract talented people who want to work with leaders and develop thriving, regenerative businesses.



WHAT ARE THE PRIORITY ISSUES TO FOCUS ON?

- › Give tourism operators more skills and knowledge related to regenerative business.
- › Develop skills, knowledge and opportunities for the tourism workforce.
- › Develop workforce career paths and opportunities.
- › Build a solid understanding of mātauraka Māori and cultural heritage stories that businesses can refer to.
- › Improve productivity of tourism and visitor economy businesses.
- › Ensure tourism businesses are resilient and future-ready.

WHAT DOES SUCCESS LOOK LIKE?

- › Local reinvestment of money generated from the visitor economy is maximised.
- › Tourism businesses collaborate to improve productivity of the tourism and visitor economy as a whole.
- › Resources, tools and training are available to support tourism businesses be more resilient and ready for the future.
- › Owners and managers of tourism businesses have the knowledge, confidence and support to invest in the development of their businesses in a way that is aligned with a regenerative tourism future.
- › Tourism operator achievements towards regenerative tourism are recognised and celebrated.
- › Workers benefit through increased wages as a result of improved business productivity.
- › Workers are attracted by the opportunities offered from tourism careers to build their knowledge and experience, whilst being able to have a positive impact through their work.

WHAT WILL BE MEASURED?

- › Economic performance of the district's visitor economy.
- › Workforce attraction and satisfaction.
- › Workforce turnover rates.
- › Average wage levels in different segments of the visitor economy.
- › Number of tourism and visitor economy businesses paying the Living Wage to all staff and contractors.



GAME-CHANGER PROJECTS

PROJECT 11: SUPPORT BUSINESS CAPABILITY AND RESILIENCE

This project will improve capability and resilience in regenerative tourism practices by working alongside existing initiatives in business learning and development. This will have short- and long-term benefits. By providing easily accessible educational courses, businesses can ensure a consistent level of understanding and awareness across their teams.

To achieve this, work programmes will be developed in the following areas:

1. Work with local organisations to provide mentoring, training, information, resources and other useful ongoing support for tourism business owners, managers and employees.
2. Support tourism businesses, their guides and staff to build their knowledge and understanding of local cultural heritage.
3. Support the establishment of local Māori tourism businesses.
4. Establish an effective business collaboration and peer-learning forum to explore and address issues that can improve business productivity and resilience.

PROJECT 12: SUPPORT A THRIVING AND SKILLED WORKFORCE

Finding and retaining skilled employees is likely to be an ongoing challenge for visitor and tourism businesses. Attracting talented people and investing in their capabilities and careers will support the visitor economy as it rebuilds while also creating more opportunities for locals to train for careers in tourism and hospitality.

To achieve this, work programmes will be developed in the following areas:

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 capability-building programmes specifically for the tourism workforce aligned with achieving the objectives of this plan.
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 and the implications of establishing a recommended local living wage.

PROJECT 13: RECOGNISE AND CELEBRATE TOURISM BUSINESS EXCELLENCE

Celebrating examples and sharing case studies of businesses that are leading the way towards a regenerative future will provide practical examples for others to follow. This project will acknowledge and reward the efforts of the bold innovators who bring regenerative values to life through their businesses.

To achieve this, work programmes will be developed in the following areas:

1. Showcase practical examples of tourism businesses that are successfully demonstrating achievement of this plan's values and objectives (e.g., reducing carbon emissions, eliminating waste, integrating mātauranga Māori, or achieving positive biodiversity and ecosystem health impacts).
2. Encourage and support local tourism businesses to enter relevant national and international business awards that recognise excellence in sustainable and regenerative business practices (e.g., Sustainable Business Network, Qualmark, TIA, GreenTec, Skål International Sustainable Tourism, Regenerative Travel Impact awards, etc.).
3. Support existing local business awards programmes to create new award categories celebrating excellence in sustainable and regenerative business practices.

OTHER PRIORITY PROJECTS

PROJECT 14: SUPPORT LOCAL INVESTMENT OF VISITOR ECONOMY SPEND

A portion of visitor spending does not stay in the local economy; it leaves the district to offshore companies that own, promote or sell experiences here. This is called tourism leakage. In a free-trade environment and global marketplace, some leakage is unavoidable, but there are benefits to ensuring that as much revenue as possible stays and re-circulates in the local economy.

To achieve this, work programmes will be developed in the following areas:

1. Research initiatives and opportunities for minimizing tourism leakage and maximising the portion of visitor spending and tourism business profits that are reinvested within the local economy.

PILLAR 4

Collaborate to build systems that sustain a regenerative visitor economy

Mahi ngātahi kia whakakaha i te whakahaumanu ōhaka manuhiri

Overcoming today's challenges requires the adoption of regenerative thinking, systems and actions. The shift is inevitable, but it also requires that underlying structures, conditions, connections and relationships are established across the district.

There are opportunities for the visitor economy to align with and support strategic initiatives beyond tourism. Many businesses are already taking a regenerative approach to achieve positive social and environmental benefits. The best results will happen when people across the district work together and share resources, costs and benefits as they learn and progress together.



GOAL 4

Create and support the relationships, structures and systems needed to enable a regenerative visitor economy to emerge

Ka hanga, ka tautoko ki kā whanaukataka, ki kā pūnaha kia whakamana i te whakahaumanu tāpoi manuhiri

Why this goal?

The aim of this goal is to develop the underlying conditions, structures and platforms needed to achieve and sustain a regenerative visitor economy throughout the district. These cannot be developed or created by any single business or organisation, but need to be shaped as part of the tourism system so that all businesses can access and make use of them.

WHAT ARE THE PRIORITY ISSUES TO FOCUS ON?

- › Effective use of data and analytics to improve knowledge about visitor motivators and behaviours.
- › Develop platforms that enable visitor give-back programmes and volunteering in local communities.
- › Migrant and visitor welcome programmes that support the community to be welcoming hosts.
- › Align the visitor economy with wider economic diversification.

WHAT DOES SUCCESS LOOK LIKE?

- › A holistic understanding of the broader value of the visitor economy, which includes economic, social, cultural and environmental impacts.
- › The community welcomes visitors and the positive impact they bring.
- › An informed understanding of visitor interests, behaviours and values.
- › Increased visitor participation in and financial support for local community projects to protect and restore the environment.
- › Visitors leave with a strong sense of connection to the district, its people and places.

WHAT WILL BE MEASURED?

- › Community sentiment (e.g., Views on Tourism survey, Quality of Life survey, Mood of the Nation).
- › Visitor satisfaction (Visitor Insights Programme).
- › Tourism business satisfaction.



GAME-CHANGER PROJECTS

PROJECT 15: DEVELOP SYSTEMS TO MEASURE AND SUPPORT REGENERATIVE TOURISM

Making regenerative tourism a reality requires a coordinated effort to evolve and transform business sectors. It also requires the investment of time and money, expert support and intelligent measurement frameworks. For example, in Aotearoa New Zealand, the primary sector has been working on regenerative agriculture for many years, and that local knowledge and experience can be beneficial.

To achieve this, work programmes will be developed in the following areas:

1. Support a science-based programme for regenerative tourism transformation. Begin with a pilot project that can be scaled up to enable lasting change.
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 tourism economy (e.g., the New Zealand Farm Assurance Programme Plus (NZFAP Plus).
3. Ensure ongoing alignment with global best practices for regenerative tourism and effective destination management.

PROJECT 16: ESTABLISH COMMUNITY FUNDING BODIES

Developing a local community fund provides opportunities to receive and hold funds for local community projects. A fund like this can enable and support social or environmental projects that visitors can get involved with, as well as providing an option for visitors to give back financially.

To achieve this, work programmes will be developed in the following areas:

1. Establish a community fund that targets visitor give-back and financial contributions to support social and environmental outcomes.

OTHER PRIORITY PROJECTS

PROJECT 17: CREATE A SINGLE SOURCE OF TRUTH FOR DESTINATION DATA

Currently, there is a lack of consistent data that provides relevant insights into visitor behaviours and how the tourism system performs. Without that data, it is difficult to make informed investments to achieve the outcomes we want and, in particular, to understand the flow and spread of visitors.

To achieve this, work programmes will be developed in the following areas:

1. Improve the collection and sharing of data and information. Do this through a collaborative approach between relevant regional and national organisations to facilitate improved visitor flows within the district and between surrounding districts.
2. Support research to understand the broader and longer-term economic value of visitors (e.g., the Lifetime Value of a Visitor research project).
3. Encourage and support visitor economy-related research projects in the district (e.g., PhD studies), including identifying potential research customers.

PROJECT 18: FOSTER COLLECTIVE INDUSTRY COMMUNICATION AND UNDERSTANDING OF TOURISM FOR A BETTER FUTURE

Developing a clear and shared understanding of what *tourism for a better future* means among visitor economy stakeholders. This knowledge will help guide their decisions and investments. Often, peer-to-peer learning, by sharing stories and examples, is one of the most effective ways to encourage change.

To achieve this, work programmes will be developed in the following areas:

1. Create regular forums to encourage a shared understanding of the district's vision for regenerative tourism across visitor economy businesses.
2. Foster collaboration between businesses to identify existing initiatives that can accelerate this outcome.
3. Consistently share stories of regenerative tourism locally, nationally and globally to raise understanding about the potential for tourism to create a better world.

PROJECT 19: UNLOCK THE POWER OF VISITOR TECHNOLOGY

Advances in technology present a range of opportunities that will help us achieve the vision for tourism, enhance visitor experiences, and support tourism and visitor businesses to be more financially productive. Some tourism operators adopt new technologies faster than others, but, by working collaboratively across the sector, support can be provided to those who need it most.

To achieve this, work programmes will be developed in the following areas:

1. Support a tourism technology cluster to explore and develop ideas that can leverage technology to:
 - a. Support the efficiency and productivity of tourism businesses.
 - b. Enable visitors to have a greater understanding and connection with place (such as by using augmented reality (AR) and virtual reality (VR) technology).
 - c. Deliver on the objectives of this plan (e.g., by using mobile technology to access information about place, culture and heritage, allowing tourism businesses to reduce their reliance on short-term labour).
2. Understand the range of options for using technology (e.g., blockchain or digital tokens) to enhance visitor experiences, participation and give-back initiatives.

FOUNDATIONS FOR SUCCESS

Kā tūāpapa ākitūtaka

The journey toward regenerative tourism will require long-term coordination across the district. This plan is built upon destination management principles that are essential to a thriving visitor economy. Once these foundations are established, the other goals can be addressed in full.

GOAL 5

Set the foundations to realise the vision of ‘tourism for a better future’

Me whakaahu i te whakaraupapa kia mōhio ki te matawhānui ō te ‘whakapuāwaitia tāpoi’

Why this goal?

The foundational work underpins all four goals of this regenerative tourism plan. It ensures the district is ready with the right governance, structures, change management programmes, and capabilities in place.



WHAT ARE THE PRIORITY ISSUES TO FOCUS ON?

- › Establish effective governance and implementation structures to oversee and manage implementation of the plan, aligned with the core values and guiding principles.
- › Develop a comprehensive change management methodology and programme.
- › Ensure alignment and coordination with local, regional and national planning and strategies for tourism and the visitor economy.
- › Raise broad awareness and understanding of the plan among tourism businesses, the wider community and relevant agencies.
- › Build capability and capacity of the regional tourism organizations (RTOs), Queenstown Lakes District Council (QLDC) and other relevant agencies to support implementation.
- › Embed the vision, values and guiding principles of the plan into the RTOs’ and QLDC’s ways of working.
- › Secure funding to implement work programmes.

WHAT DOES SUCCESS LOOK LIKE?

- › There is a broadly supported governance structure in place that provides guidance and accountability for delivering the plan.
- › A comprehensive implementation structure is in place to coordinate work programmes.
- › Plan implementation demonstrates the core values and guiding principles have been embedded and define decision-making.
- › The RTOs, QLDC, Kāi Tahu and Department of Conservation collaborate in an authentic partnership, along with other key stakeholders including tourism businesses, to implement the plan.
- › Tourism businesses are properly and adequately supported to play their role in achieving the plan's objectives.

WHAT WILL BE MEASURED?

- › Performance against and alignment with the core values and guiding principles.
- › Amount of funding secured.
- › Tourism business satisfaction.
- › Other relevant success measures from the plan.



FOUNDATION PROJECTS

FOUNDATION 1: CREATE AN EFFECTIVE GOVERNANCE APPROACH TO ADMINISTER THE PLAN

Getting the governance structure right is critical to ensuring the right leadership, guidance and accountability for delivering the plan. The structure will need to enable and support a more holistic and collaborative approach to overcome silos and leverage potential synergies across economic, social, cultural and environmental categories. The governance approach will also need to ensure relevant subject matter expertise is appropriately balanced with community knowledge, wisdom and support.

To achieve this, work programmes will be developed in the following areas:

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 initial governance structure to oversee and enable implementation of the plan at a district-wide level. This will ensure a whole-system approach together with an appropriate balance of independence, accountability and expertise.

FOUNDATION 2: DEVELOP EFFECTIVE STRATEGY AND PLAN TO DELIVER THE WORK PROGRAMMES

Achieving the plan's goals will require new ways of working that maximise coordination across a range of organisations and issues. To do this will require collaboration that avoids siloed work where individual perspectives take precedence. It is key that stakeholders demonstrate the commitment to the plan's core values and guiding principles, and see the potential of working at a whole-system level.

To achieve this, work programmes will be developed in the following areas:

1. Develop an approach to regularly assess performance and activity that gauges progress and identifies opportunities for improvement. The approach should include all relevant data and information about challenges and barriers as well as a performance assessment against the core values and guiding principles.
2. Develop a phased implementation plan designed to maximise the potential for a whole-system approach that will leverage the connections and synergies across different programmes of work. This could include ground-level change management support and pilot action groups to test and prove approaches. The plan should also leverage proven methodologies from other sectors.
3. Develop a taskforce structure that links implementation with appropriate groups of experts and community representatives to develop informed and connected programmes of work.
4. Identify initial quick-win projects and work programmes that can start immediately with oversight from the core partner group as the longer-term governance and implementation structures are formalised.

FOUNDATION 3: CREATE AN EFFECTIVE COMMUNICATION STRUCTURE TO SUPPORT GOVERNANCE AND IMPLEMENTATION

Good communication will be vital to the plan's success, which means that communities and relevant agencies across Queenstown Lakes need to understand why it is important and how they can be involved. This is the way to ensure that the development and implementation of different work programmes are connected to reinforce one another.

To achieve this, work programmes will be developed in the following areas:

1. Raise awareness of the plan with tourism sector leaders, tourism businesses, the community and all relevant agencies in a way that invites and encourages ongoing dialogue as part of the iterative process for future development of this plan. Ensure the community and tourism businesses are aware of the open invitation to collaborate.
2. Develop a communication structure and clear protocols to ensure the sort of timely and consistent communication needed to support successful delivery of the work programmes and achieve the plan's objectives.

FOUNDATION 4: ENSURE NECESSARY FUNDING AND RESOURCES

Adequate time, funding, resources and expertise are needed to reach the plan's goals. Earning community support for these investments will require a carefully considered, pragmatic approach to decision making.

To achieve this, work programmes will be developed in the following areas:

1. Understand and support the capability and capacity required to successfully implement the plan. Develop appropriate programmes to address any issues or gaps identified.
2. Research, investigate, identify and secure appropriate funding from the public and private sectors to support work programmes that require financial support.

FOUNDATION 5: ESTABLISH COLLABORATION STRUCTURES AND ENSURE STRATEGIC ALIGNMENT

Collaboration and strategic alignment are vital to a regenerative visitor economy and will create momentum as more people participate. This foundation will not only lead to positive outcomes locally, but will create wider benefits that flow into other regions and ripple out nationally. In this sense, the work done in this district can play an important role to support development of tourism and the visitor economy in line with the *New Zealand-Aotearoa Government Tourism Strategy*.

To achieve this, work programmes will be developed in the following areas:

1. Align RTO and QLDC processes and business plans with the regenerative tourism plan and embed the visions, values and guiding principles.
2. Develop an inter-regional destination management planning network to support the plan's objectives in collaboration with other regions and their own destination management plans.

INITIAL KEY PERFORMANCE INDICATORS (KPIs)

During year-one activities that include governance setup and work programme implementation, this list of KPIs will be reviewed, and a final framework of indicators and performance measures will be developed.

A broad range of potential KPIs will be considered across the following areas:

- › Community sentiment (e.g., Quality of Life survey, Tourism Industry Aotearoa (TIA) Mood of the Nation survey, Kāi Tahu satisfaction survey).
- › Visitor satisfaction (Visitor Insights Programme).
- › Greenhouse gas emissions (Queenstown Lakes District Council (QLDC) data/Otago Regional Council (ORC) data).
- › Vehicle movement numbers at measured state highway points (Waka Kotahi New Zealand Transport Agency).
- › Number and location of EV and e-bike charging facilities.
- › Waste and materials diversion (QLDC data).
- › Health of streams and lakes (ORC data).
- › Biodiversity health.
- › Amount of native reforestation.
- › Financial performance of the district's visitor economy.
- › Workforce attraction and satisfaction.
- › Workforce turnover rates.
- › Average wage levels in different segments of the visitor economy.
- › Number of tourism and visitor economy businesses paying the Living Wage to all staff and contractors.
- › Tourism business satisfaction.
- › Performance against and alignment with the core values and guiding principles.
- › Amounts of funding secured for plan initiatives.



Section 4

Governance, management and implementation

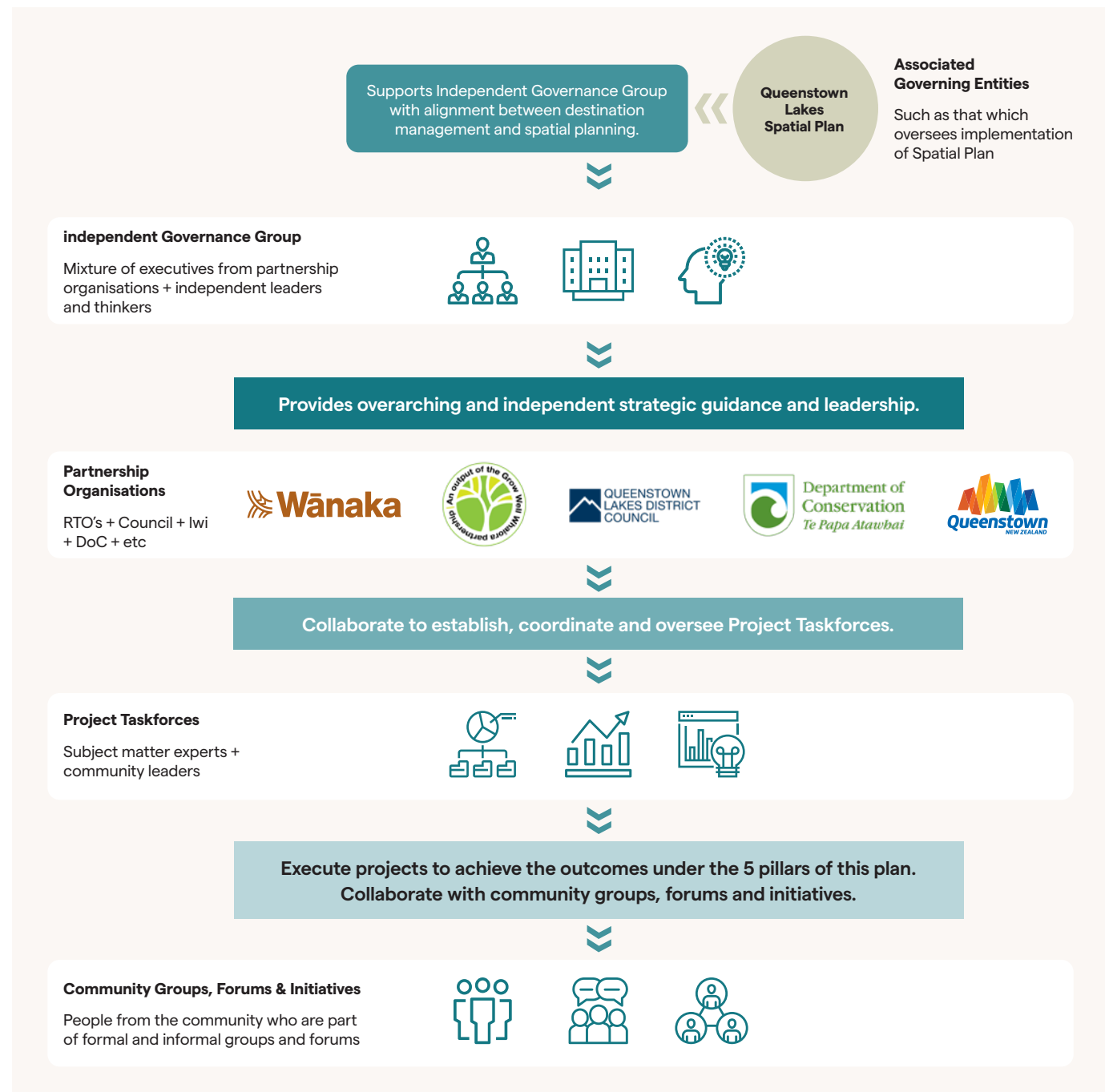
Kāwanataka, Whakahaere, Whakatinana

The Regenerative Tourism Plan has been developed as an outcome of the Spatial Plan developed by Queenstown Lakes District Council (QLDC) with the support of government in 2021. The governance structure for the Spatial Plan includes representatives from QLDC, the Crown and Kāi Tahu.

The Regenerative Tourism Plan will be delivered by a destination management organisation (DMO) and governed by a combination of independent directors and representatives of key organisations. This governance group will be responsible for establishing priorities, securing funding and ensuring strong performance.

This structure will be finalised in year one as the objectives of the plan are further prioritised, implementation begins and funding is sought.

The diagram right shows the potential structure for the DMO, the partners that will be involved in the work and the range of task forces and community forums that will progress and inform activity.



Appendices

Kā āpitihaka

APPENDIX 1

Challenges and frequently asked questions

The *Tourism for a better future* plan has been developed in light of the many dilemmas and challenges our community collectively faces. Tourism exists in a complex system, with many different players, and very few direct levers to pull. This section describes some of the challenges our region faces when it comes to destination management planning and answers common questions.

SOME PEOPLE THINK THERE HAVE BEEN TOO MANY VISITORS AND TOURISTS. WHY CAN'T WE JUST LIMIT THE NUMBER OF PEOPLE WHO COME IN THE FUTURE?

While some people would like to limit visitor numbers, there are currently no local control mechanisms to achieve that. The majority of the community has, however, made it clear they want to see better management of tourism and visitor movements. This plan is designed to achieve that, and will do so by supporting the whole tourism system to reach its potential as an economic sector that reflects our value whilst supporting local communities, the region's special places and a healthy natural environment. What matters is whether growth is aligned with increasing the health and wellbeing of people, place, and environment.

The Queenstown Lakes Spatial Plan sets out how and where communities will be developed to ensure social, environmental, and economic prosperity. In an economy that is currently dominated by tourism, it is essential that the impact of visitation is also taken into account. For this reason, the development of this plan has been a significant priority in the Spatial Plan and is being reported through the Spatial Plan governance structure to Ministerial level. This is a useful reminder that the district's transition to regenerative tourism is not only of local interest but will be nationally relevant.

COVID-19 HAS CREATED HUGE CHALLENGES AND HARDSHIP FOR MANY TOURISM BUSINESSES. WHAT DOES THIS PLAN MEAN FOR THEM?

While COVID-19 has been the catalyst for many people to pause and consider how the tourism system can be improved, it has equally been an incredibly difficult time for tourism businesses across the district. For many businesses, the challenge of business survival is of paramount importance right now.

The purpose of this plan is not to force change but to create and support the conditions for an evolution towards a regenerative visitor economy, at a point when businesses are ready and able to start or progress their journey. While there will be work on some quick win projects, more detailed governance and implementation planning will take up much of the first year's work, so change will not be immediate. As the work programmes begin, they will be designed and managed to enable change based on what has also been learned from similar approaches in other sectors.

RELATED READING

Section 1:
Challenges (page 06)

WHERE WILL THE NECESSARY LEADERSHIP COME FROM TO ACHIEVE THE PLAN'S AMBITIOUS GOALS?

No single group or agency has responsibility for all of the elements that need to be coordinated. Ownership of the complex range of interventions needed does not sit with any one business or organisation. To be successful, we will need to put the right issues on the table, confront them openly, and then work together with the appropriate organisations to find the right solutions. Success will come through meaningful collaboration, building effective networks, honest dialogue and a shared commitment to doing things differently for the right reasons.

Through a focused partnership between Destination Queenstown, Lake Wānaka Tourism, Kāi Tahu, QLDC and the Department of Conservation, making real progress and bringing about the desired change is possible. However, this isn't something that group can do alone – nearly every challenge will require a team effort from players across the tourism system. The tourism system is extremely broad, including government (QLDC, ORC, DoC, RTOs, MBIE and Immigration), tourism businesses (operators, accommodation and hospitality), as well as the wide range of other businesses that contribute to visitor services, like the construction sector, community groups, emergency services, transport and health providers.

HOW DOES THIS PLAN FIT WITH THE WORK ON ECONOMIC DIVERSIFICATION?

The economy in the Queenstown Lakes District has been dominated by the visitor economy for decades, but in recent years there have been higher levels of discomfort with some of the impacts that some visitors have on our communities and environment. It can be difficult to identify and understand the causes of these pressure points, especially when evidence and perception don't always match. One example of this was the local belief that visitors caused the majority of congestion on roads in our region. However with borders closed and no visitors in the region, it became evident that visitors are not solely accountable for this issue.

During the pandemic, we have been reminded that diversification of the economy can help provide more stability when the visitor economy is experiencing a downturn. The significant reduction in visitors has caused tourism businesses to contract and many workers have left the district. The implications for community wellbeing and mental health have been profound.

The Destination Management Plan (DMP) and the Economic Diversification Plan (EDP) are two sides of the same coin. One cannot be delivered effectively without the other and both need to focus on a regenerative approach. It would be counterproductive to aim towards a regenerative tourism system if new extractive, unethical or polluting industries are introduced to diversify the economy.

WHERE WILL THE MONEY COME FROM TO FUND INFRASTRUCTURE THAT SERVICES VISITORS AND THE VISITOR ECONOMY?

Residents have expressed concern about funding the infrastructure needed to support the visitor economy, and a local referendum asked QLDC to pursue a local visitor levy in 2019. That work is ongoing and this plan supports continuing that approach. A levy of this sort requires legislation and so needs to go through the Parliamentary process, which takes time. Funds from any such levy will need to be tied specifically to tourism-related infrastructure and the challenges of setting up an efficient and achievable collection mechanism need to be addressed.

WHAT IS THE ROLE OF THE REGIONAL TOURISM ORGANISATIONS (RTOs) AND WHAT DOES THE PLAN MEAN FOR THEIR FUTURE ROLES?

RTOs exist across Aotearoa New Zealand and play an important role in supporting the tourism systems. RTOs have been tasked by government to develop destination management plans for their regions. These plans, while specific to individual regions, will inform central government planning for broader tourism initiatives across Aotearoa New Zealand.

Tourism promotion and marketing have been the primary functions of Destination Queenstown and Lake Wānaka Tourism for many years, and they have been successful in achieving the targets set for them by their members and government partners. Both RTOs in this region, and the smaller Arrowtown Promotion & Business Association, are funded by commercial ratepayers. It is largely tourism businesses which opt in to become fully engaged members, but all commercial ratepayers can do so. The shift from a sole focus on destination *marketing* towards a broader destination management approach, means that changes to the mandate and functions of these

RTOs may be required. Balancing the needs of tourism businesses, other businesses, visitors and communities will become a primary consideration for RTOs as we work towards a destination management approach that supports regenerative tourism. The RTOs will need to work closely with QLDC, DoC and Kāi Tahu to reflect the genuine partnership that underlies the plan.

HOW WILL THE COMMUNITY BE KEPT UPDATED ON IMPLEMENTATION OF THE DESTINATION MANAGEMENT PLAN?

The website www.regenerativetourism.co.nz will be kept up to date with information and initiatives. This will assist with ongoing and meaningful engagement with our communities and businesses to make it easy and simple to provide the latest information that people are interested in. The partnering organizations also want to increase the visibility of the amazing work that is already happening across the district; help connect others who are keen to get involved; and collaborate with others to run campaigns and innovative education initiatives that exemplify good practice and behaviour-change principles in action.

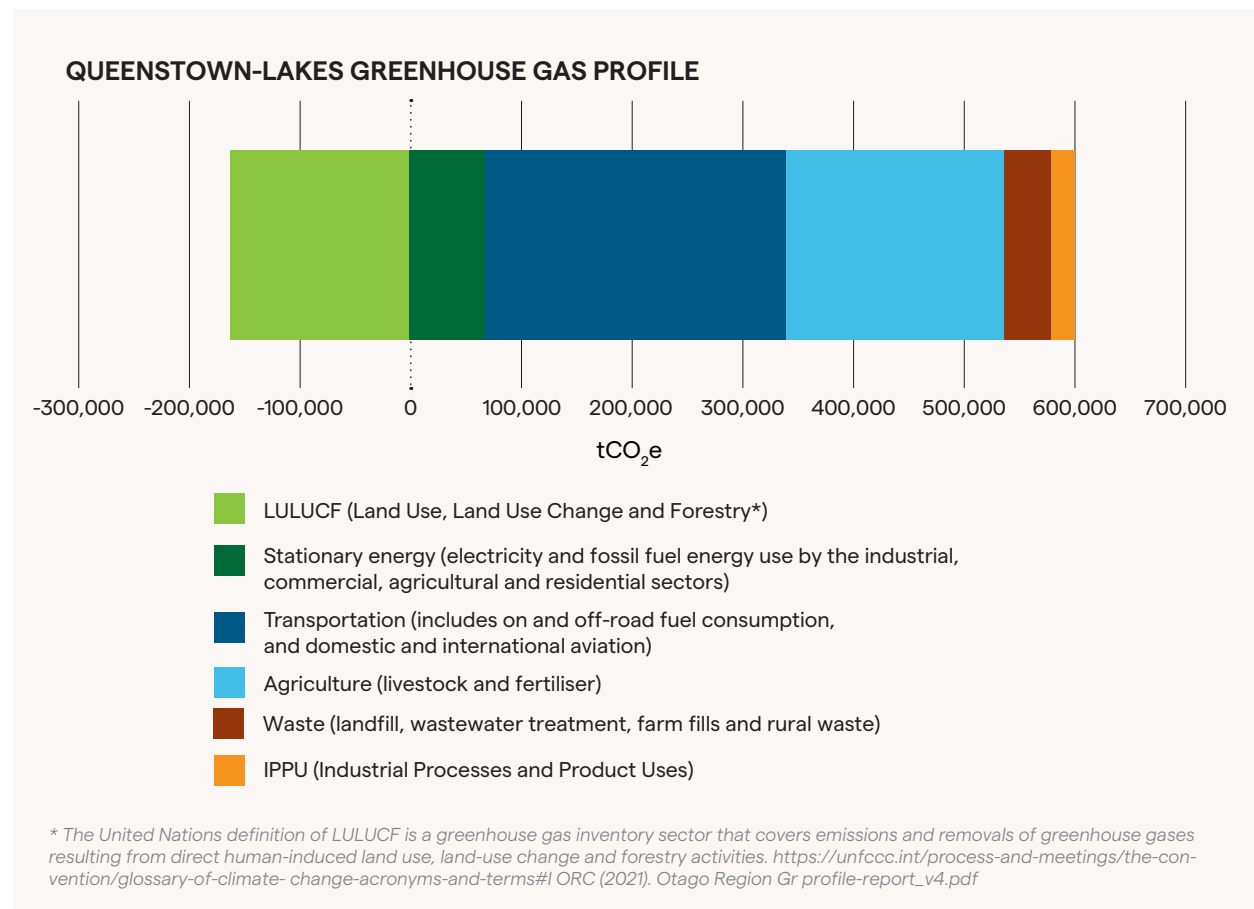
HOW WILL WE REDUCE THE DISTRICT'S CARBON EMISSIONS GIVEN THAT TOURISM IS SO DEPENDENT ON TRAVEL?

It is impossible to think about regenerative tourism without considering the means by which people arrive in the district and then move around it. Transport has huge implications for the district's emissions profile – for both visitors and residents. Queenstown Lakes needs to reduce greenhouse gas emissions by 44% by 2030. This is a very significant challenge and something everyone needs to be thinking about, both in their professional and personal lives.

The emissions profile for the district was summarised in the 2021 report *Otago Region Greenhouse Gas (GHG) Profile*:

In financial year 2018-2019 it was estimated that:

- Gross emissions for the Queenstown Lakes District were 600,895 tonnes of carbon dioxide equivalent (tCO₂e).
- Net emissions (once forestry is taken into account) were 438,591 tCO₂e.



ROAD

Road transport represents 20% of emissions within the district's emissions profile and it's something that nearly every household and every business has the power to change. Tourism businesses also have a particular role to play in reducing the number of group transport vehicles on the road and encouraging visitors to use public transport. This shift is likely to be incremental over time as logistical planning for each business will be complex and extremely cost-sensitive. This plan hopes to encourage better collaboration, operational design and investment decisions amongst businesses to prioritise emissions reduction.

The Otago Regional Council (ORC) is responsible for public transport and there is work underway to improve public transport services. Getting around by public transport helps reduce congestion on our roads, reduces the emissions from private cars and provides opportunities to interact with others. QLDC is partnering with the ORC to improve the bus service network for our residents and visitors, as well as advocating to decarbonise the bus fleet. Community bus trials are underway to understand the opportunities for public transport in the Upper Clutha.

AIR

Queenstown Airport Corporation (QAC, a Council-Controlled Trading Organisation) is the fourth-busiest airport for passenger numbers in the country and is an important link to Central Otago and the Southern Lakes regions. This makes Queenstown Airport an important economic driver of the region's visitor economy and the wider local economy. For many businesses and residents, the airport provides important and convenient connections to markets, families and friends elsewhere in the country as well as the wider world. By many, it is considered to be a positive benefit arising from the district's successful visitor economy.

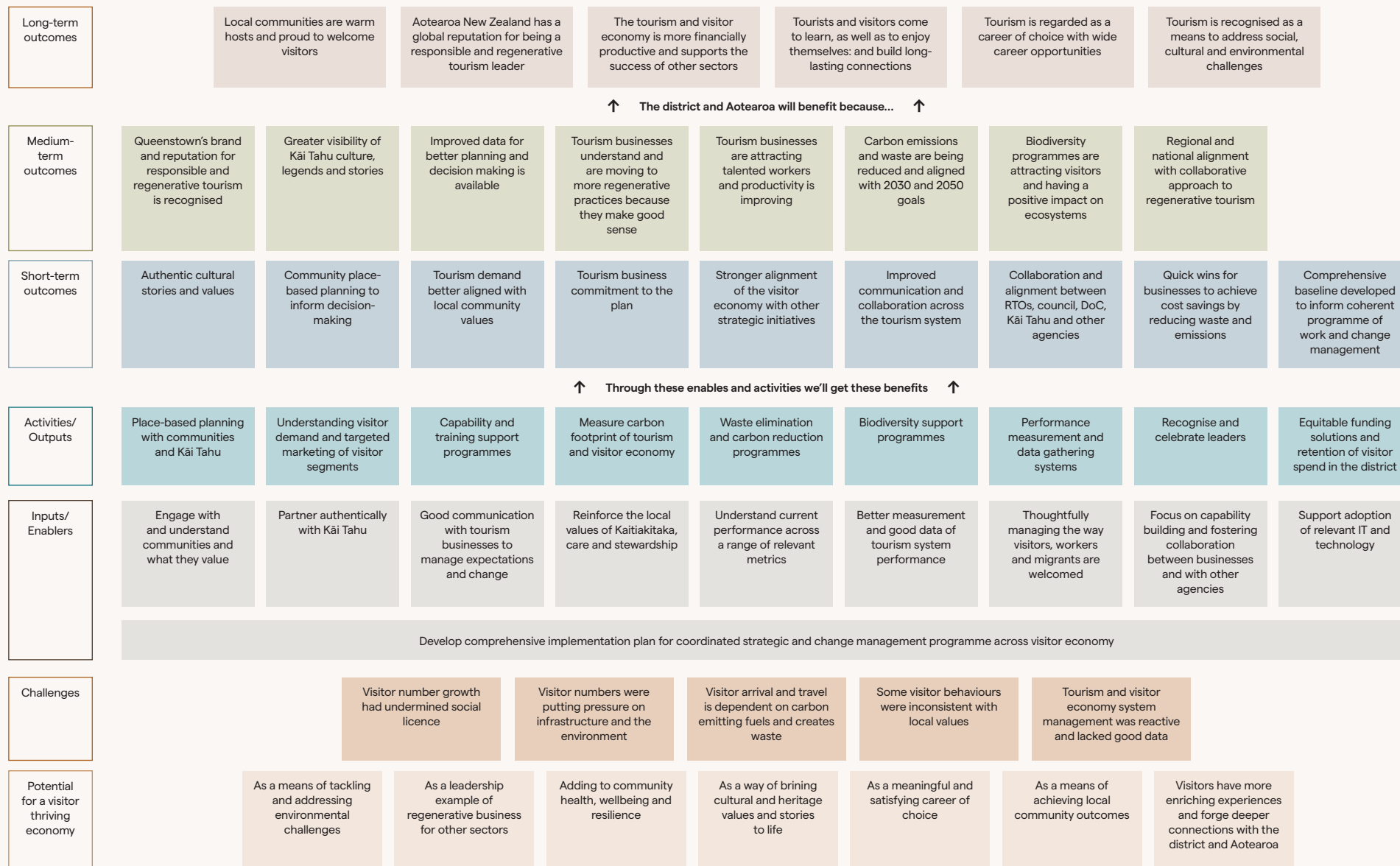
However, as in most places, community conversations about airports can also be divisive. People impacted by noise boundaries and those concerned about carbon emissions frequently express concerns with airport services and strategies. The proposal for a new airport to be built at Tarras means that this conversation will continue for some time.

Aviation accounts for 17.34% of total emissions in the district and the council has clearly signalled that sustainability and the reduction of QAC's carbon footprint are issues for QAC to focus on. This includes a commitment to work with, and influence, airline stakeholders in the pursuit of carbon reduction objectives and technologies.

The district's economic reliance on aviation, including the visitor economy, and the contribution of the aviation industry to emissions will continue to be a focus for the council, and this community. Evolving technology such as electric, hydrogen, or other alternatively powered aircraft will play a part in addressing this challenge, but it is still some years away from commercial viability. Choices matter at all levels. Our district has the opportunity to be a lead advocate of the aviation decarbonisation actions described in the National Emissions Reduction Plan (10.3.3).⁷ Businesses and communities can send economic demand signals to the airlines and the airport through travel choices. The district can also choose to focus marketing efforts on visitors from countries that are close by, whose carbon footprint to reach get here is smaller.

APPENDIX 2

Impact logic model



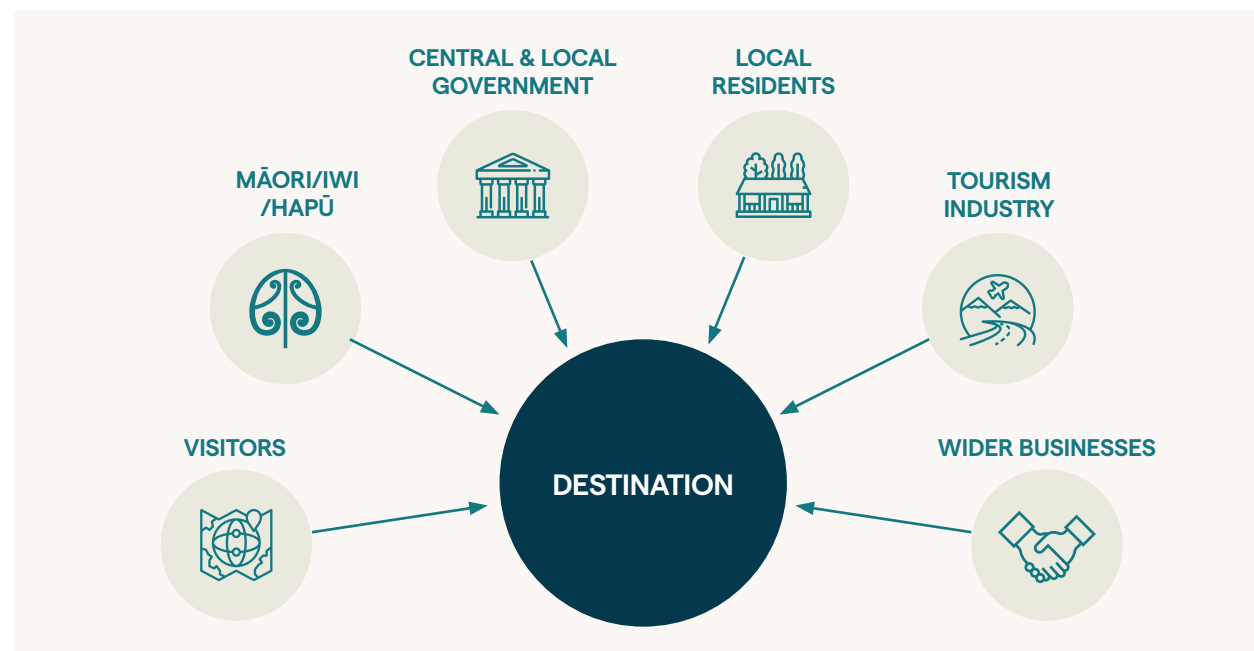
APPENDIX 3

What is destination management?

Destination management brings together different stakeholders to achieve the common goal of developing a well-managed, sustainable visitor destination. It is an ongoing process that requires destinations to plan for the future and considers the social, economic, cultural and environmental risks and opportunities. (Source: Ministry of Business, Innovation & Employment)

In 2020, MBIE published [Destination Management Guidelines for Destination Management in Aotearoa New Zealand](#). The guidelines are intended to support the New Zealand-Aotearoa Government Tourism Strategy launched in May 2019, which sets objectives aligned with the shift from sustainable to regenerative tourism.

Generally, destination management functions are carried out by a DMO (destination management organisation). DMOs have the role of coordinating across a range of issues from marketing, community engagement, events, environmental concerns, tourism business support services, transportation and other aspects that can enrich visitor experience, while ensuring the effects of tourism remain positive for the local community.



APPENDIX 5

How does this plan fit with other plans?

This plan is connected to several national and regional strategies, which have helped set the context for destination management planning.

PLANS OR STRATEGIES THAT DIRECT OR ENABLE THIS PLAN

Queenstown Lakes Spatial Plan: A vision and framework for how Upper Clutha and Wakatipu communities can grow and prosper. The Spatial Plan requires destination management plans to align decision making and sustainable development of the visitor economy. Both seek to improve coordination and collaboration across the visitor economy, ensure equitable funding for effective infrastructure, and achieve a low-carbon transport system.

Queenstown Lakes District Climate and Biodiversity Action Plan 2022-25: A plan to deliver significant reductions in emissions and improved environmental outcomes through biodiversity, mitigation, and adaptation actions.

Queenstown Lakes District Plan: Guides land use and development, defining which activities can be done immediately and which require consent. This is the local regulatory planning framework with which the regenerative tourism plan must align.

REPORTS OR RESEARCH THAT INFLUENCE OR GUIDE THIS PLAN

New Zealand-Aotearoa Government Tourism Strategy 2019: The government's vision for the visitor economy, outlining the work programmes and initiatives to support it. It seeks to enrich communities, businesses, visitors and the environment through tourism by taking a collaborative, restorative and coordinated approach.

Vision Beyond 2050: Articulates the district's future, including values, ambitions and defined outcomes.

Not 100% – but four steps closer to sustainable tourism:

A report from the Parliamentary Commissioner for the Environment. It makes four policy proposals that seek to address some of the major environmental pressures of tourism. It acknowledges that funding for the visitor economy should clearly reflect the views of a destination's local community, mana whenua and environment.

Tourism Futures Taskforce Interim Report

2020: A public-private initiative with recommendations supporting the NZ-Aotearoa Government Tourism Strategy.

PLANS OR STRATEGIES THAT THIS PLAN ALIGNS WITH OR SUPPORTS

Climate Action Plan *Te Mahere Āhurangi O Ngā Tau*

2019-2022: Sets out QLDC's work programme to achieve net zero carbon emissions and climate resilience across the district.

Heritage and Visitor Strategy: The Department of Conservation's uses this to guide management decisions related to heritage and visitors.

Ngāi Tahu 2025: Describes the Tribe's aspirations to 2025 and beyond, including the natural environment, culture and identity, and organizational development.

Queenstown Lakes Economic Diversification Plan

(in development): A long-term plan to diversify the economy, establishing the district as a thriving place to live, work and build a future.

Three Lakes Cultural Trust Master Plan for Arts &

Culture: Along with the associated Cultural Masterplan, this provides a for making cultural life a stronger driver of community wellbeing and economic benefit.

HELPFUL TOOLS OR FRAMEWORKS THAT MAY BE USED TO ACHIEVE THE PLAN'S OBJECTIVES

Tourism Sustainability Commitments: A programme managed by Tourism Industry Aotearoa that sets out 12 commitments individual businesses can achieve towards a vision of sustainable tourism.

The Tiaki Promise: A commitment for visitors enjoying Aotearoa. It is designed to be endorsed and promoted by entities within the visitor economy.

APPENDIX 6

Who was involved in the planning process?

The partners are incredibly grateful to those who generously gave their time to support the development of this plan during various stages.

PARTICIPATION INCLUDED:

- 66 people attended the Design Forums.
- 61 people providing one-on-one interviews (see list of organisations below).
- The many who attended community workshop events in Glenorchy, Arrowtown, Wānaka and Queenstown.
- 15 businesses attending the tourism operators' forum.
- All those attending the WAO Summit workshop.
- The Industry Leaders Advisory Group.

In addition to the views of partners – RTO board and staff, QLDC councillors and officers, Kāi Tahu, and Department of Conservation – stakeholder perspective interviews included people from the following organisations and groups:

- Ministry of Business, Innovation & Employment
- QLDC Climate Reference Group
- Waka Kotahi
- Otago Regional Council
- Queenstown Police
- Queenstown Lakes Community Housing Trust
- Queenstown Airport Corporation
- Findex
- The Lightfoot Initiative
- Conscious Wānaka
- Federal Diner
- Environmental Accounting Services (EAS)
- Highview Apartments
- Hilton Queenstown Resort & Spa
- Tourism Industry Aotearoa (TIA)

- Climatologist University of Canterbury
- Take Tuia, Leadership Lab
- Regional Tourism New Zealand (RTNZ)
- Porter Group
- Queenstown Resort College (QRC)
- RealNZ
- Check In NZ
- Sustainable Queenstown
- Cardrona Alpine Resort
- The Kiwi Kit Community Trust
- Lake Hawea Station
- Skyline Enterprises
- Mons Royale
- Aspiring Law
- Novotel Queenstown Lakeside
- Tourism New Zealand (TNZ)
- Queenstown Chamber of Commerce
- Ignite Wānaka
- Tourism Holdings Ltd (thl)
- Queenstown Trails Trust
- Regenerative Recovery Advisory Group
- Lakes District Accommodation Sector
- North Ridge Partners, Webjet
- NZ Maori Tourism
- NZSki
- E Calibar Ltd
- Wānaka Stakeholders Group
- Silverlight Studios

APPENDIX 7

What is the visitor economy?

The visitor economy includes far more than the businesses typically considered to be tourism-related. It is connected with many different sectors, and assessing an accurate financial value is difficult. This graphic shows how the visitor economy has a broad scope that is interwoven through different aspects of the community and the environment.

The visitor economy includes...

