

ANNUAL BUSINESS PLAN

FY2024-25 (1 July 2024 – 30 June 2025)

Destination Queenstown Incorporated





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ABOUT US

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

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

WHAT WE DO

DQ's role is to market Queenstown as a leading regenerative tourism destination, attracting high contributing visitors, and supporting the delivery of the destination management plan to ensure we have a resilient and future focused industry, within a thriving community and environment. DQ communicates and connects with our visitors, so they understand our place and our values. We help businesses to be resilient and prepared for the future and we engage with our community and show leadership in caring for our place.

The RTO strategy has evolved to support the goals of Travel to a thriving future, the district wide destination management plan, as well as continuing to support the visitor economy with values aligned marketing, product development and capability building in line with a regenerative tourism future.

INTRODUCTION

In 2024 the Queenstown Lakes tourism industry continues to build momentum toward meeting the great challenge and opportunity of our time: to achieve a regenerative visitor economy by 2030, including the ambitious goal of carbon zero by 2030.

Progress toward this vision will be made as local residents, communities, organisations, and businesses collaborate on the strategic pillars and projects outlined in Travel to a thriving future – the destination management plan (DMP) for the region. Travel to a thriving future is a partnership between Destination Queenstown, Lake Wānaka Tourism and Queenstown Lakes District Council. Delivering on the DMP initiatives will ensure that Queenstown Lakes remains a special place for future generations and one we can be proud to share with visitors.

The destination management plan continues to be the overarching guide for the Destination Queenstown (DQ) annual business plan. This is the second year of delivering the RTO's operational plan under the strategic framework of the DMP.

In FY24/25 DQ will deliver both conventional marketing work alongside selected projects from Travel to a thriving future, where it has been identified as logical for the RTOs to deliver the project.

DQ will work collaboratively with our partners, stakeholders and the community to achieve our goals and continue to support the visitor economy through enriched marketing and enhanced destination stewardship. As in FY23/24, DQ's work will go beyond destination promotion to include destination management initiatives that focus on moving the region toward regenerative tourism.

The FY24/25 plan is aligned with the Queenstown Lakes District Vision 2050 - 'A Unique Place, An Inspiring Future,' the government's tourism strategy, Tourism Industry Aotearoa's 'Tourism 2050 A Blueprint for Impact' and the New Zealand Tourism Sustainability Commitment.



THE BIG PICTURE

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

As the tourism industry enters a new era following the pandemic, Queenstown's recovery has outpaced expectations when compared to the overall New Zealand picture. Visitor expenditure at year-end December 2023 reached \$920 million, up significantly on 2022, and the visitor experience net promoter score continues to rise, returning to pre pandemic visitor satisfaction levels.

While it has been positive for the visitor economy to welcome visitors back to the region so strongly, our community's sentiment towards tourism remains at risk, with the region's Tourism Approval Rating score slipping significantly over the past year.

This return of strong visitor numbers, coupled with infrastructure challenges, community sentiment toward tourism, changing visitor expectations, and the goal to protect our environment, culture and communities has meant an evolution in DQ's conventional marketing work to reflect our values and focus our storytelling on people and place, to support the regenerative tourism ambition.

The visitor economy is critical to our region, so what we do matters, both as businesses and people who are part of the community. To protect our place and prioritise our people we must look to an evolved tourism strategy that priorities human connection, environmental stewardship and community wellbeing.

This means identifying visitors with values akin to our own; evolving our experiences to make them environmentally and socially sustainable, understanding optimal visitor numbers to our region and ensuring that tourism supports the forging of social connection within our community.



CONT.

Queenstown's magnetism will continue to attract people into the future. So, to thrive and build a strong tourism industry in the future, we are striving for regenerative tourism by 2030. This involves thinking about who we invite, which markets they come from, how they behave when they are here, experiencing our region more deeply, encouraging community connection, supporting industry to build capability in regenerative tourism, working together with our partners in new and improved ways; and working with stakeholders for collective betterment of the region.

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

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

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



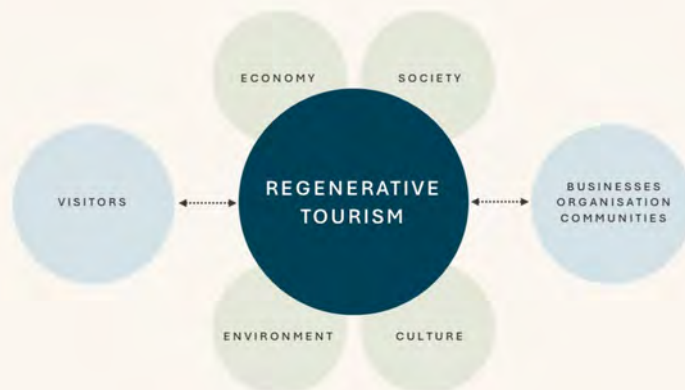
WHAT IS REGENERATIVE TOURISM?

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

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

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

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



Queenstown
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EVOLVED MARKETING MODEL

An evolved consumer marketing model has been developed to align with, and support, the region's regenerative tourism goal.

The model goes beyond the traditional 'dream | plan | book' funnel and introduces an additional focus on experience and engagement in-destination and advocacy, representing a virtuous cycle rather than a funnel. This new model is based around the visitor journey in a regenerative visitor economy, helping people discover and understand Queenstown's brand, positioning and vision, ensuring our activity educates audiences and influences the choices visitors make to deliver positive social, cultural, economic and environmental outcomes via tourism.

The **virtuous cycle model** focuses on growing awareness of both Queenstown's brand and regenerative tourism focus, encouraging people to visit, participate in more experiences and buy-in to the region's vision, foster deeper connections with our people and place, influence them to share their journey to help others discover Queenstown's vision, give back to the district and become advocates for our region and regenerative tourism.

Success measures include website metrics and member referrals, eDM sign ups and click through rate, engagement with regenerative stories and product, visitor mix, longer length of stay. And connection with community measured via Visitor Experience Survey.





GUIDING INSIGHTS

INDUSTRY OUTLOOK

As the travel industry enters a truly post-pandemic landscape, 2024 paints a picture of cautious optimism. While a full global recovery seems in sight by the end of 2024, with Asian markets and Europe and Australia providing strong activity, a focus on responsible tourism is quickly accelerating as the key influence on the industry. Sustainability is no longer a niche concern; it's rapidly becoming a central pillar for travellers' choices. Travellers are increasingly drawn to experiences that minimise environmental impact and empower local communities. Destinations and operators that prioritise sustainable practices, cultural exchange, and authentic experiences hold the key to unlocking this new market.

Economic uncertainties like inflation and high interest rates, geopolitical conflicts and tensions and climate change related impacts, may dampen travel enthusiasm and push travellers towards value-conscious choices and closer-to-home destinations. In Queenstown, while we have continued to see strong visitation from the domestic market, there has been a softening in domestic visitor spending as an outcome of the rising cost of living. Australia continues to be our largest and most valuable international market; however, visitor expenditure has been flat over the last calendar months of 2023. Additionally, the shift from "revenge travel" seen in the wake of the covid restrictions to more intentional, purpose-led travel decision making presents an opportunity for the industry to embrace sustainable practices and prioritise authentic experiences.

GUIDING INSIGHTS

KEY INSIGHTS

Sustainable/regenerative travel practices are front of mind

In today's travel landscape, sustainability has evolved from a niche to a critical determinant in trip destination selection and planning processes for travellers and operational processes for travel operators. There is a growing awareness of the environmental and social impacts of travel, amplified by the urgency of climate change. Travellers now seek out destinations that actively and authentically promote sustainable practices, seeking alternatives to overcrowded locations and favouring less impactful options. This shift reflects a global consciousness, emphasising the need for the travel industry to adapt swiftly and responsibly to mitigate its ecological footprint. The increased importance of sustainability underscores not only a change in consumer preferences but also a collective recognition of the industry's role in contributing to a more sustainable and resilient future.

Seeking transformative experiences

Travellers are increasingly seeking out transformative experiences, driven by a desire to engage in cultural immersion, connect with the natural environment and pursue activities aligned with their passions. The demand for unique and personalised adventures is on the rise, leading to a growing interest in innovative products and technology platforms that feel tailored to individual traveller needs. This trend is a departure from generic itineraries, with an increasing preference for unique, personalised encounters that resonate on an individual level. This emphasis on personalisation not only enhances the overall travel experience but also contributes to the sustainability and resilience of the industry. The travel

industry is working to become more inclusive working to deliver and cater to a more diverse range of needs and preferences and become more inclusive of all peoples. By aligning offerings with diverse interests and creating customised, memorable experiences, Queenstown can position itself as a destination that caters to the evolving preferences of the modern traveller, fostering a sustainable and thriving tourism industry.

Technological advancements revolutionising how the travel industry operates

The current and anticipated future technological advancements are set to revolutionise the travel industry, fundamentally altering how it operates. With the continuous evolution of technologies such as artificial intelligence, virtual reality, and the internet of things the industry is experiencing significant shifts in operating processes. From enhanced booking processes and personalised travel experiences to streamlined communication and efficient navigation, technology is becoming an indispensable tool for both travellers and operators. The utilisation of big data and machine learning allows for more accurate predictions of preferences, leading to tailored offerings and improved customer satisfaction. Emerging technologies are supporting sustainability efforts, as digital platforms enable transparent monitoring and management of environmental impacts. As the travel industry embraces these advancements, it not only enhances operational efficiency but also opens up new frontiers for innovative and immersive travel experiences, laying the groundwork for a technologically-driven future in travel.



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VISION

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

PURPOSE

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

CORE VALUES

MANAAKITAKA | HOSPITALITY

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

WHANAUKATAKA | FAMILY AND COMMUNITY-FOCUSED

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

TAUTIAKITAKA | GUARDIANSHIP

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

GUIDING PRINCIPLES

BUILDING COMMUNITIES

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

ENABLING REGENERATION

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

DEMONSTRATING LEADERSHIP

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

WORKING TOGETHER

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

EMBRACING CHANGE

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

STRATEGIC FOCUS

The Queenstown Lakes' RTOS strategic focus supports both the region's regenerative tourism ambition as well as continuing to assist the visitor economy with values-based marketing, product development and capability building in line with a regenerative tourism future.

The strategic focus areas represent the holistic direction that the Queenstown Lakes RTOS are guided by, and they inform the RTO business plan goals. They are shaped by the guiding insights, macro and micro trends, industry direction, the DMP and national and international governing bodies.



SUPPORT THE INDUSTRY ON THE JOURNEY TO REGENERATIVE TOURISM AND CARBON ZERO BY 2030



ATTRACT HIGH CONTRIBUTING VISITORS



SUPPORT BUSINESS CAPABILITY BUILDING AND PRODUCT DEVELOPMENT



SHAPE THE IDEAL MARKET AND SEASONAL MIX



EVOLVE QUEENSTOWN'S BRAND STRATEGY TO ALIGN WITH TRAVEL TO A THRIVING FUTURE



SHOWCASE TOURISM TO INSPIRE ECONOMIC DEVELOPMENT OPPORTUNITIES



BE A DATA AND INSIGHTS LED ORGANISATION AND BE THE GUARDIANS OF OUR DESTINATION VALUES

STRATEGIC FOCUS



SUPPORT THE INDUSTRY ON THE JOURNEY TO REGENERATIVE TOURISM AND CARBON ZERO BY 2030

- Support the visitor economy to restore, repair and regenerate natural systems and provide capability building initiatives to support the region's carbon zero ambition.
- Amplify storytelling associated with the visitor economy's regenerative and carbon zero journey.
- Build positive engagement and sentiment from our community toward tourism.

Leverage the region's optimal visitation project to support businesses to increase yield within optimal capacity, including a focus on the overall value that communities and the environment receive. This focus will support businesses to evolve their offerings as well as begin to, or progress, their journey toward understanding their carbon outputs and actions to reduce them.



ATTRACT HIGH CONTRIBUTING VISITORS

- Attract visitors who seek a sense of connection with our environment and people.
- Target visitors interested in slower travel experiences, who take time to engage and experience more, venturing further than the norm, learning about and connecting with our people and culture and give back.
- Focus our storytelling on our people and place, showcasing our values, our experiences and regenerative tourism ambitions.

We define high contributing visitors as “visitors that take the time to become a temporary local, getting to know and appreciate our people and place, forging connections and giving back to the region.” Refer to page 16 for further details.



SUPPORT BUSINESS CAPABILITY BUILDING AND PRODUCT DEVELOPMENT

- Support our local visitor economy to provide rich visitor experiences that help to develop a greater understanding and connection to local communities, culture, and place.
- Support businesses to develop and evolve tourism product in line with the core values and guiding principles of the regenerative tourism strategy.
- Work with the tourism system to prepare for potential economic shocks brought on by natural disasters and climate change.

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



SHAPE THE IDEAL MARKET AND SEASONAL MIX

- Shape the visitor mix to drive short haul markets, targeting a mix of 50% domestic visitors. The Australian market is a short haul market and will continue to be an important focus for the RTOs based on strong length of stay, high expenditure, and lower scope 3 emissions.
- RTO trade teams will focus on building strong relationships with strategic partners offshore aiming to attract high-contributing international visitors, supporting our regenerative tourism goals and four-season proposition.
- Support seasonal sustainability by enhancing Queenstown's four-season brand proposition.

An evolved visitor mix and balanced seasonal demand will support efforts for a regenerative visitor economy. It is crucial to retain support from the domestic and Australian markets, to guard against external shocks and to protect our destination reputation in New Zealand. Short haul visitors to the region also generate less carbon emissions through their travel.



EVOLVE QUEENSTOWN'S BRAND STRATEGY TO ALIGN WITH TRAVEL TO A THRIVING FUTURE

- Embed the refreshed interim Queenstown brand to align closer to our destination values while the place-based brand is being developed.
- Commence development of a new place-based destination brand and strategy to align with the intentions of the regenerative tourism strategy and that can be adopted widely by business and the community.
- Utilise high quality storytelling to build deeper connections and a greater understanding of our place with our visitors and community.

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



SHOWCASE TOURISM TO INSPIRE ECONOMIC DEVELOPMENT OPPORTUNITIES

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

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



BE A DATA AND INSIGHTS LED ORGANISATION AND BE THE GUARDIANS OF OUR DESTINATION VALUES

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

WHO IS A HIGH CONTRIBUTING VISITOR?



ACTIVITY PLAN

THE FY24-25 ACTIVITY PLAN INCLUDES DESTINATION MANAGEMENT AND DESTINATION MARKETING ACTIVITY, INCLUDING TRADE, CONSUMER, MEDIA/PR AND BUSINESS EVENTS.

- There are 14 projects from the Destination Management Plan that have been included in the annual plan.
- Last year there were 13 DMP projects. Two new projects have been added and one project has been removed
- The activity is organised under six main goals and each goal incorporates both destination marketing work and any destination management work relevant to that goal.
- The destination management projects are listed first under each goal, with conventional marketing activity following.
- DMP projects will be delivered by QLDC, Destination Queenstown, Lake Wānaka Tourism and Destination Southern Lakes.

GOAL 1: MARKETING

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

GOAL 2: PRODUCT AND EXPERIENCE DEVELOPMENT

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

GOAL 3: CAPABILITY BUILDING

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

GOAL 4: BRAND EVOLUTION

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

GOAL 5: ENVIRONMENT AND COMMUNITY

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

GOAL 6: ORGANISATION

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

GOAL 1: MARKETING

ATTRACT HIGH CONTRIBUTING VISITORS WHO WANT TO FEEL A SENSE OF CONNECTION WITH THIS PLACE AND WITH OUR PEOPLE.

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

Goals and measures

- Increase net promoter score from 66 to 74 (VIP).
- Increase the proportion of visitors who “interact a lot with locals” from 14% to 16% (VIP).
- Increase the proportion of visitors who “felt empowered to travel in a sustainable way” from 6.9 to 7.5. (Visitor Insights Programme/VIP).
- Grow visitor expenditure by 2% on FY23-24 (Marketview).
- Target an increased length of stay from 2.8 nights average stay in the Queenstown Lakes region to 3.5 nights average stay (ADP and AirDNA).
- Target a 70% short haul/30% long haul visitor portfolio mix (Marketview)

Key projects/activity

- Continue to build brand awareness and position Queenstown as a desirable, world-class destination.
- Bring to life the stories of our place, showcasing the richness and diversity of our region, positioning our brand to appeal to high contributing visitors driving sustainable year-round visitation.
- Deliver region wide research and insights, visitor monitoring, community sentiment monitoring and emerging traveller trends.
- Support events, activities and initiatives that reinforce our community identity and regenerative tourism ambition.
- Work with Kāi Tahu, Tohu Whenua and local heritage knowledge holders to understand and celebrate our diverse cultural heritage stories.
- Support the goals of the regenerative tourism strategy through educating and collaborating with aligned third-party travel trade partners.
- Position Queenstown as a business events destination that ignites innovative thinking, connects with and supports community and puts people and the place first.

HOW	ACTIVITY
COMMUNITY ENGAGEMENT (DMP PROJECT 1)	
Build a solid understanding of mātauraka Māori and cultural heritage stories that are accurate and told by the appropriate storytellers. Work closely with Kāi Tahu to honour stories and share the right ones in the right way to avoid cultural appropriation.	<ul style="list-style-type: none"> • Work with Iwi, Tohu Whenua and local heritage knowledge holders to understand our diverse cultural heritage story. • Forge a closer relationship with Kāi Tahu to better understand mātauraka Māori and the appropriate cultural heritage stories for our region.
Identify opportunities to support local events, activities, facilities and initiatives which help reinforce community identity, values and a unique sense of place.	<ul style="list-style-type: none"> • Leverage the events hub on queenstownNZ.nz to support events which help reinforce community identity, values and a unique sense of place. • Collaborate with Destination Southern Lakes event office to review and evolve DQ's event marketing strategy to align with the DMP. • Continue to deliver DQ's event marketing and promotional support, in collaboration with Destination Southern Lakes Events Office, to prioritise support for events which fulfil DQ's event marketing support criteria.
Work with Tourism New Zealand and third-party travel trade organisations to raise awareness of and support for our community values-based approach.	<ul style="list-style-type: none"> • Deliver a regional strategy for both trade and business events for Queenstown and Wānaka that reflects the regenerative tourism strategy and enables us to attract high contributing visitors through third party channels. • Develop a new famil strategy for the RTOs to guide business development and media activity in conjunction with TNZ, sharing the region's destination management ambitions. Famil strategy to include encouraging longer stays, consideration given to the environmental footprint (in particular carbon, waste and pollution). • Ensure TNZ, their off short offices and third-party travel trade are kept up to date with timely and relevant content on Queenstown's DMP approach through newsletters, trade update videos, and up to date resources and tools. • Work with TNZ to target media opportunities that tell place-based long form stories which align with the region's regenerative strategies.

HOW	ACTIVITY
CONSUMER MARKETING	
Embed the Queenstown marketing strategy from a traditional funnel-based conversion model to a virtuous cycle model focused on education, engagement and buy in, to both support members and the regenerative tourism strategy.	<ul style="list-style-type: none"> Educate audiences on how to experience our place, driving engagement and conversion through embedding the Discover - Educate - Buy In – Experience - Advocacy marketing model. Commence a project to analyse the technology platforms DQ uses to underpin the virtuous circle marketing model. Explore solutions that could support member engagement and product development as well as in-destination visitor engagement through technological innovation.
Bring to life the stories of our place, showcasing the richness and diversity of our region, positioning our brand to appeal to high contributing visitors.	<ul style="list-style-type: none"> Evolve Destination Queenstown's written and visual content strategy to continue shining a light on our people and place through storytelling mechanisms including blogs, eDMs and visual content. Ongoing maintenance of website content to meet SEO needs and ensure QueenstownNZ.nz remains relevant and the official source of information on Queenstown.
Continue to build brand awareness and position Queenstown as a desirable, world-class destination.	<ul style="list-style-type: none"> Concept and produce video content that authentically tells the story of our people and place, building the region's regenerative credentials. Embed the refreshed Queenstown NZ brand across all consumer marketing activity and channels. Maintain QueenstownNZ.nz as the official and leading source of information on Queenstown relating to and supporting visitor planning. Introduce information to support people seeking information on live, work, meet and business in Queenstown. Embed the evolved consumer marketing model across paid and organic digital and social channels, to target high contributing visitors and being highly active in the discover, educate, buy in and advocacy layers. Work closely with TNZ teams to leverage and partner on relevant activity and opportunities aligned with our consumer marketing strategy. Develop and leverage PR opportunities in line with the consumer marketing strategy. Review and develop branded collateral, including corporate gifts, visitor guides, uniforms and signage. Work with a range of destination brand partners, leveraging opportunities to further embed Queenstown's regenerative tourism ambitions and credentials, amplifying people and place storytelling. Continue to produce high quality content (imagery and video) that effectively captures and promotes the destination and regenerative tourism ambitions. Uncover and understand how DQ can authentically tell the approved stories of place and raise awareness of Queenstown's cultural history.
Define and refine audiences that align with the regenerative tourism plan and research visitor interests, behaviours and values to inform that marketing activity.	<ul style="list-style-type: none"> Evolve our audience strategy to continue to target QT Fans with segment-led activity and commence targeting Changemakers. Continue to promote Queenstown year-round via an always-on digital marketing strategy, focusing on targeting specific interest segments including biking, hiking, ski, adrenaline, food & drink and families, to drive visitation across all seasons. Evolve the Queenstown consumer eDM strategy to continue to grow our first party data and build personalised and direct relationships with core audiences of QT Fans and Changemakers through increased personalisation of content. Educate and influence existing traveller market (those with high intent to visit) to become high contributing visitors, via eDM content, owned storytelling and third-party partnerships.

HOW	ACTIVITY
MEDIA	
Ensure the RTO media programme not only promotes Queenstown's travel destination credentials, but is also a tool to tell regenerative, community and place-based stories to support our regenerative tourism goals and attract visitors whose values align to our own.	<ul style="list-style-type: none"> • Ensure the media programme supports stories which honour our community values. • Proactively seek out media whose values align with ours and reach an audience of potential high contributing visitors. • Utilise the DQ media programme to target earned content in New Zealand and Australian publications and work with TNZ on their media programme for the long-haul market. • Work with Kāi Tahu to authentically tell the approved stories of place and raise awareness of Queenstown's cultural history via the media programme. • Ensure the media program works with third parties (e.g. TNZ, media, agencies) to raise awareness of our values and regenerative approach. • Use the Media program as a tool to celebrate examples of behaviour and practices that align with Tiaki. • Utilise the media programme to build awareness of local regenerative projects and initiatives. • Communicate with residents about regenerative tourism activity to support community spirit and create opportunities for connections between community and industry. • Ensure that media activity delivered is in alignment with optimal visitor number objectives.
COMMUNICATIONS	
Positively build Queenstown's brand through guiding positive media relations.	<ul style="list-style-type: none"> • Maintain a communications schedule of key messaging and media opportunities, that supports Travel to a Thriving Future. • Leverage the news cycle to deliver positive Queenstown stories in national media. • Work with PR agency in Australia to create positive media opportunities for Queenstown in travel and news sections. • Reinforce the value of tourism to Queenstown by sharing our stories about the key role regenerative tourism plays for our environment, communities, visitor experience and economic resilience. • Support our members to share their positive stories and gain media coverage where appropriate.
DATA & INSIGHTS	
Collaborate with LWT to deliver region wide research and insights, visitor monitoring, community sentiment monitoring and emerging traveller trends.	<ul style="list-style-type: none"> • Compile and distribute regular destination data snapshots and forward outlook resources. • Facilitate region wide research programmes and insights gathering. • Deliver audience and market insights to educate and inform. • Deliver annual reporting for Views on Tourism community sentiment report and the regional Visitor Insights Programme.
BUSINESS DEVELOPMENT MARKETING	
Review and evolve industry touchpoints and tools.	<ul style="list-style-type: none"> • Evolve the business event and travel trade content, such as videos, presentations, imagery, website presence and toolkits to align our destination priorities and regenerative tourism strategy. • Review and support business event and travel trade digital marketing and content strategy to align our destination priorities and regenerative tourism strategy.

HOW	ACTIVITY
TRADE	
<p>Support the goals of the regenerative tourism strategy through educating and collaborating with aligned third-party travel trade partners.</p>	<ul style="list-style-type: none"> • Represent Queenstown at key industry engagement opportunities. This could include attending TNZ's Australian regional showcase, RTNZ's ITO day, TIA Summit and TEC conference and Christmas Symposium. • Represent Queenstown Lakes at relevant and appropriate trade shows and events that support us to uncover new and existing opportunities to prioritise business that aligns to our regenerative tourism strategy. ITO day with RTNZ to TRENZ, TNZ Kiwi link and Roadshows, ITO and third party led opportunities, including Kia Ora South. • Facilitate Queenstown operators' presence at TRENZ and influencing how Queenstown is positioned in market via our operators. • Deliver an evolved DQ Trade & Business Events Roadshow in Australian Market, ensuring efficiency and value for members and partners. • Continue MOU partnership with AIAL and Tātaki Auckland Unlimited for North American activity. • Host a Queenstown Immersion Famil event for IBO and influential wholesalers, enabling us to showcase our story and experiences. • Deliver an evolved DQ Trade & Business Events Roadshow in the Australian Market, ensuring efficiency and value for members and partners. • Host western and Asian market pre or post TRENZ famils. • Support TNZ, airline, ITO and wholesaler famils that align with Queenstown Lakes regenerative tourism approach. • Continue to maintain and update a comprehensive global trade database to proactively share Queenstown Lakes updates, product and information to educate and support travel sellers. • Delivering a regular schedule of newsletter and stream on demand communications to educate travel sellers about Queenstown Lakes updates. • Take a leadership position in developing and delivering the regional IMA strategy. • Deliver the regional trade strategy.
BUSINESS EVENTS	
<p>Position Queenstown as a business events destination that ignites innovative thinking, connects with and supports community and puts people and the place first.</p>	<ul style="list-style-type: none"> • Continue to service & support incoming business event enquiries (leads) to best benefit the region and members. • Represent Queenstown Lakes at relevant and appropriate BE shows and events and explore opportunities to showcase the regenerative tourism strategy in addition to exhibiting. For example, panel speaker opportunities, education sessions. • DQ will participate in AIME, MEETINGS, PCOA, and TNZ/BEIA/SITE ANZ and global led opportunities. • Explore opportunities in the South East Asian BE market. • Undertake a research project to identify the potential of the AU based incentive market. • Develop and embed a business events CSR programme. • Review the overall QCB activity calendar to ensure it aligns with the future focus for the destination as well as market needs. • Review and update the QCB famil and site inspection strategy to ensure it is delivering the best value for our members and destination. • Deliver a region-wide Queenstown Lakes business events strategy. • Support existing relationships and contacts to understand Queenstown Lakes regenerative tourism ambitions and goals. • Continue to maintain and update a comprehensive global business events database to proactively share Queenstown Lakes updates, product and information to educate and support event planners. • Review and develop Business Events resources and toolkit to better align with the regenerative tourism strategy and ambitions of the region, showcasing business capabilities and the movement toward this ambition.

GOAL 2: PRODUCT AND EXPERIENCE DEVELOPMENT

PROVIDE RICH VISITOR EXPERIENCES AND HELP VISITORS TO DEVELOP A CONNECTION TO LOCAL COMMUNITIES, CULTURE AND PLACES, HONOURING OUR ROLE AS TAKATA TIRITI (PEOPLE OF THE TREATY) AND IN SUPPORT OF TE AO MĀORI.

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

Goals and measures

- Support members to evolve current, and develop new, regenerative tourism experiences.
- Increase the cultural history and stories of our place on queenstownNZ.nz (website metrics).
- Increase the level of satisfaction with sustainable or regenerative visitor services/ products/ experiences from 26% to 35% (VIP).
- Increase the proportion of visitors who agree that Queenstown cares deeply about its region against the four pillars of wellbeing (environment (8.2), community (7.7), culture and heritage (7.9) and economic (8.1)) (VIP).

Key projects/activity

- Support the Kaupapa of the Tiaki promise in our region with both visitors and businesses.
- Welcome our visitors and educate them on our values and desired behaviours.
- Celebrate and share arts and cultural experiences with our visitors.
- Introduce a product development programme for the region that supports regenerative tourism ambition and is well set up to work within the travel trade system.
- Promote diversity, equity, and inclusion (DEI) to ensure that Queenstown Lakes welcomes people of all kinds and improve accessibility throughout the district's visitor experiences.
- Deliver initiatives that support a tourism business excellence programme.

HOW	ACTIVITY
TIAKI PROMISE: LEAD BY EXAMPLE (DMP PROJECT 2)	
Amplify and reinforce the kaupapa (intention and principles) of the Tiaki Promise throughout the district in a consistent way so that the values of Tiaki become a commonly used benchmark of behaviours.	<ul style="list-style-type: none"> • Champion the local businesses that are actively living the values of Tiaki Promise and share these. • Investigate creating an ambassador to further the knowledge and capability around Tiaki Promise with local business.
Encourage local agencies, communities and tourism businesses to champion the Tiaki Promise so that all visitors are aware of it and understand it.	<ul style="list-style-type: none"> • Implement a community awareness programme to promote living the values of Tiaki Promise. • Share and promote the Tiaki toolkit to businesses, encouraging them to use this within their organisations. • Explore ways the Kaupapa of the Tiaki Promise could be furthered amongst partners organisations such as QLDC, QAC and neighbouring RTOs. • Introduce a Tiaki training module to DQ's member capability building programme.
Identify and acknowledge examples of behaviour and practices that align with the Tiaki Promise so that there are a growing number of leading examples to inspire others.	<ul style="list-style-type: none"> • Use the RTO media program as a tool to celebrate examples of behaviour and practices that align with Tiaki Promise. • Explore ways to share environmental initiatives with locals.
Work with local environmental organisations to identify opportunities to better celebrate and share environmental actions and experiences with visitors and locals.	<ul style="list-style-type: none"> • Utilise DQ owned channels to celebrate environmental initiatives with visitors.
WELCOME PROGRAMME (DMP PROJECT 5)	
Identify arrival touchpoints where visitors can receive a welcome, assistance, and education from the destination. Determine how existing visitor servicing can support the experience at these locations and times.	<ul style="list-style-type: none"> • Identify visitor arrival touch points in the region and investigate ways to enhance the welcome to the district and educate visitors on our values and desired behaviours, aligning with our regenerative tourism strategy. • Ensure tourism business are aware of the role the Welcoming Communities Programme plays and support them to connect with resources for new staff. • Expand the QueenstownNZ.nz website to include content on living, working and business in Queenstown.
Develop the substance for visitor education related to local values and cultures.	<ul style="list-style-type: none"> • Build out the content relating to local values and culture on QueenstownNZ.nz.
Set a goal for number of visitors surveyed and connections made by email or other methods, and identify resources that can be used to reach the goal.	<ul style="list-style-type: none"> • Maintain the visitor experience and perceptions survey which aims to understand visitor experience, interaction and connection with our region.

HOW	ACTIVITY
ARTS, CULTURE AND HERITAGE DEVELOPMENT (DMP PROJECT 6)	
Work in partnership with Kāi Tahu as mana whenua to explore opportunities to increase cultural heritage experiences and emphasise the real Māori stories connected with this place.	<ul style="list-style-type: none"> • Work with Kāi Tahu, QLDC and Three Lakes Cultural Trust to identify the authorized Kāi Tahu stories we can share. • Work with Iwi partners and New Zealand Māori Tourism to identify opportunities for cultural heritage experiences.
Work with the district's creative communities and its local arts and cultural organisations to identify opportunities to celebrate and share arts and cultural experiences better with our visitors.	<ul style="list-style-type: none"> • Celebrate and share the regions arts, culture and heritage experiences with visitors. • Support Three Lakes Cultural Trust with understanding visitor behaviour connection to arts, culture and heritage in the area.
PRODUCT EVOLUTION PROGRAMME (DMP PROJECT 15)	
Measure the quality of the destination experience according to visitor sentiment.	<ul style="list-style-type: none"> • Deliver the region wide visitor experience monitoring programme.
Develop destination-wide experience(s).	<ul style="list-style-type: none"> • Investigate resourcing district-wide product development expertise. • In collaboration with LWT explore a product development programme for the region, focused on working alongside operators to evolve existing experiences or develop new product that supports regenerative tourism ambition but is also able to work in the travel trade distribution system.
Promote diversity, equity, and inclusion (DEI) and provide education to ensure that Queenstown Lakes and its tourism experiences welcome people of all kinds. This includes communities which are marginalised, vulnerable, oppressed or underrepresented along lines of race, ethnicity, socioeconomic status, age, sexual and gender orientations (LGBTQIA+), or disability.	<ul style="list-style-type: none"> • Identify partners who are experts in DEI and existing programmes the RTOs can work with to develop business capability building activity to support diversity, equity and inclusion in the Queenstown Lakes. • Continuously improve representation and diversity across all of DQ's activity.
Improve accessibility throughout the district's visitor experiences, including its tourism facilities, products and services, to accommodate visitors and residents of all abilities.	<ul style="list-style-type: none"> • Continue to work with external partners to promote and improve accessibility within the region, across tourism operations as well as local facilities. Work with these partners to delivery education programmes around accessibility.

HOW	ACTIVITY
TOURISM BUSINESS EXCELLENCE PROGRAMME (DMP PROJECT 16)	
Ensure a common understanding of what Travel to a Thriving Future means among visitor economy stakeholders.	<ul style="list-style-type: none"> Continue to share summary of Travel to a Thriving Future with stakeholders. Create opportunities to share the goals and ambitions of the strategy with operators and industry. Build capability around regenerative tourism with our operators and empower them to communicate the regions goals confidently.
Work with local organisations to provide mentoring, training, information, resources and other useful ongoing support for tourism business owners, managers and employees.	<ul style="list-style-type: none"> Launch a member capability hub online focused on sharing resources, information, workshop opportunities and training with DQ members. Work with subject matter experts and local organisations to ensure DQ provides a wide range of ongoing training, information and support for tourism businesses.
Support tourism businesses, their guides and staff to build their knowledge and understanding of local cultural heritage.	<ul style="list-style-type: none"> Advocate for the inclusion of cultural heritage elements in tourism products and experiences. Work with Kāi Tahu to identify legends and stories of place which are authorized by Kāi Tahu to be shared.
Support existing and new local Māori tourism businesses.	<ul style="list-style-type: none"> Work with Te Kupeka Umaka Māori ki Āraiteuru (KUMA) and New Zealand Maori Tourism (NZMT) to identify opportunities to support Māori tourism businesses.
Share learning and case studies of businesses that are leading the way towards a regenerative future to provide practical examples for others to follow.	<ul style="list-style-type: none"> Continue to build a library of case studies showcasing regenerative tourism.
Encourage and support successful, sustainable local tourism businesses to enter relevant national and international business awards that recognise excellence in regenerative business practices.	<ul style="list-style-type: none"> Continue to support the Queenstown Business Chamber of Commerce and Te Kupeka Umaka Māori ki Araiteuru (KUMA) awards. Identify relevant National and International awards programmes and share these opportunities with members.
Support existing local business awards programmes to create new award categories celebrating excellence in sustainable and regenerative business practices.	<ul style="list-style-type: none"> Continue to collaborate with Queenstown Business Chamber of Commerce to shape the sustainability award category toward more regenerative practices. Look to influence a similar alignment to regenerative practices with the Te Kupeka Umaka Māori ki Araiteuru (KUMA) awards where relevant.
Support and recognise certification.	<ul style="list-style-type: none"> Identify potential certification programmes for regenerative tourism. Explore the possibility of selected certification representation on DQ channels.
PROJECT 19: INNOVATION AND ECONOMIC DEVELOPMENT	
Build a reputation as an innovative, early adopter in areas aligned with green tourism innovation, clean transportation, etc.	<ul style="list-style-type: none"> Continue to showcase innovative regenerative activities and practices through content such as video series, blog content and media pitching. Building destination profile through identifying strategic speaking opportunities for CEO.

HOW	ACTIVITY
BUSINESS EVENTS	
Support business event organisers to create opportunities to connect delegates with our community and environment and give back to place.	<ul style="list-style-type: none"> • Identify business event needs and industry trends for education and capability building opportunities for members. • Define Queenstown's business events sustainability expectations and share with business event organisers. • Equip our business events industry to support and advocate for Love Queenstown to drive donations or volunteer work from business event groups.
COMMUNICATIONS	
Create opportunities to engage with our community and help visitors to develop a connection to local communities, culture and places.	<ul style="list-style-type: none"> • Develop a communications plan to guide RTO community engagement, sharing stories of work being undertaken in the visitor economy to support social, cultural and environmental sustainability. • Communicate with our visitors the importance of respect for place and values of our region.

GOAL 3: CAPABILITY BUILDING

BUILD ECONOMIC RESILIENCE AND CAPABILITY IN THE VISITOR ECONOMY TO SUPPORT A THRIVING COMMUNITY AND ENVIRONMENT.

Build resilience and capability in the visitor economy, supporting the move to regenerative tourism, enabling our businesses to command higher yields, attract talent and operate within optimal visitation.

Goals and measures

- Deliver a member capability building programme through a variety of flexible and engaging formats that enables our member operators to support a thriving community, environment and visitor economy.
- Engage at least 400 member businesses through the member capability programme.
- Support the integration of Love Queenstown initiatives in aligned and appropriate RTO activity.

Key projects/activity

- Launch a dedicated member capability building programme, with a dedicated online hub, focused on sharing resources, information, workshop opportunities and training to support DQ members with both regenerative tourism and conventional marketing.
- Continue to support and promote Love Queenstown to our visitors and businesses to raise awareness, encourage engagement and drive contributions to Love Queenstown.
- Explore what a thriving workforce programme could look like for the region.
- Support the DMO with the optimal visitation project.

HOW	ACTIVITY
LOVE WĀNAKA / LOVE QUEENSTOWN (DMP PROJECT 14)	
Establish a community fund that targets visitor give-back and financial contributions to support social and environmental outcomes.	<ul style="list-style-type: none"> • Maintain Love Queenstown website and donation platform to continue to support conservation, biodiversity and positive environmental outcomes in the region via visitor contributions. • Continue to share a toolkit for businesses to understand and adopt Love Queenstown locally. • Continue to raise awareness of Love Queenstown to local businesses, encouraging engagement in order to drive business contributions to Love Queenstown
Develop platforms that enable visitor give-back programmes	<ul style="list-style-type: none"> • Continue to produce Love Queenstown content. • Embed the eDM strategy and visitor contributions strategies. • Explore and leverage third party activity and partnerships • Continue to work with local partners to brand the region Love Queenstown/ Love Wānaka. • Leverage Love Queenstown to build a strong sense of connection between community and visitors.
THRIVING WORKFORCE PROGRAMME (PROJECT 17)	
Support tourism business owners to attract and retain experienced and appropriately skilled staff.	<ul style="list-style-type: none"> • Work with Queenstown Business Chamber of Commerce to explore opportunities to grow knowledge and capability around retention and attraction strategies.
Work with existing local initiatives and organisations to develop a range of programmes that build the capabilities of the tourism workforce.	<ul style="list-style-type: none"> • Ensure the DQ member capability programme delivers content focused on growing the tourism workforce skill set.
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.	<ul style="list-style-type: none"> • Identify potential partners currently working in tourism career development and find any existing projects DQ could support

HOW	ACTIVITY
DQ CAPABILITY SUPPORT	
<p>Provide capability building opportunities through DQ that support a thriving industry, community and environment.</p>	<ul style="list-style-type: none"> • Develop a programme of capability building initiatives to support tourism businesses to develop and succeed relative to regenerative tourism, sustainability, decarbonisation, digital capability, marketing and data and insights. • Work with existing local initiatives and organisations to support the capability programme. • Launch a dedicated member capability hub on Queenstownnz.nz to provide members with a platform to support their capability building journey, covering both conventional and regenerative tourism resources. • Investigate international accreditation programmes that recognise aspects of regenerative tourism. • Run a programme of workshops and seminars for members as well as offering individual business support from DQ's sustainability lead. • Provide support to businesses through the evolution of the RTO capability building programme, regular communications and information sharing.

GOAL 4: BRAND EVOLUTION

DEVELOP A PLACE-BASED QUEENSTOWN BRAND FOUNDED ON COMMUNITY VALUES AND REFLECTING OUR PEOPLE AND PLACE, THAT CAN BE USED WIDELY BY BUSINESS, COMMUNITY, COUNCIL AND TOURISM.

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

Goals and measures

- Develop a place-based Queenstown brand founded on community values that can be used widely by business, community, council and tourism.
- Complete Place DNA project. Community values identified and used to inform the development of a new brand for Queenstown.
- Complete foundation activity in FY24-25 to deliver new brand for Queenstown in FY25-26.
- Deliver a user friendly and shareable brand tool kit that enables business, community and local agencies to fully utilise the place brand. (in alignment with interim brand evolution completed to carry over until new place brand developed).

Key projects/activity

- Deliver region wide visitor insights and community sentiment research.
- Embed the refreshed interim Queenstown brand to align closer to our destination values while the place-based brand is being developed.
- Commence development of a new place-based destination brand and strategy to align with the intentions of the regenerative tourism strategy and that can be adopted widely by business and the community.

HOW	ACTIVITY
UPDATE QUEENSTOWN LAKES BRAND AND MARKETING STRATEGIES (DMP FOUNDATION PROJECT 4)	
Effective use of data and analytics to improve knowledge about visitor motivators and behaviours.	<ul style="list-style-type: none"> • Maintain and optimise the data and insights hub to further leverage available visitor economy data to guide RTO, member and stakeholder activity and direction.
An informed understanding of visitor interests, behaviours and values to inform marketing activity.	<ul style="list-style-type: none"> • Maintain and evolve where relevant a region wide visitor insights programme to inform RTO marketing activity.
Align brand strategy to regenerative tourism and economic diversification.	<ul style="list-style-type: none"> • Work with local partners to ensure they are equipped to leverage elements of Queenstown NZ's visual identify. • Embed the refreshed Queenstown NZ brand across all consumer, trade and business events marketing touch points, while the place-based brand is being developed. • Commence work on the development of a place-based Queenstown brand: <ul style="list-style-type: none"> • Identify our community values to inform the development of a new brand identity and strategy for Queenstown. • Develop and articulate our brand proposition and what our brand represents (our why). • Ensure the brand resonates with high contributing visitors and our community. • Ensure the brand underpins our ambitions with the Destination Management Plan. • Concept a new hero brand video asset in line with the place-based brand. • Undertake a website redevelopment project to reflect the new brand and align with the regenerative tourism objectives.
Align marketing plans (including business goals, market segments and promotional/experience activities) to regenerative tourism and decarbonisation.	<ul style="list-style-type: none"> • Review the annual marketing plan that outlines the new RTO marketing model and tactical activity for the year. • Build our brand through owned and earned media channels, supporting storytelling that celebrates our people and place and drives positive PR. • Review and align brand marketing collateral to align with DMP and DQ organisation sustainability objectives.

GOAL 5: ENVIRONMENT AND COMMUNITY

SUPPORT BUSINESSES TO START OR PROGRESS THEIR JOURNEY TO REGENERATIVE TOURISM & CARBON ZERO BY 2030.

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

Goals and measures

- Grow the number of tourism businesses analysing their own emissions as at June 2024.
- Establish the definition of a sustainable or regenerative tourism experiences and measure the number of available sustainable tourism experiences in region.
- Increase the proportion of residents that know about the Travel to a thriving future, the Queenstown Lakes Destination Management plan to 50%.
- Grow Tourism Approval Rating (TAR) toward domestic visitors from 51 to 53 and toward international visitors from 28 to 30 (Views on Tourism).
- Grow the number of visitors who felt empowered to travel in a sustainable way from 24% to 30% (VIP).

Key projects/activity

- Support the industry with the tools and resources to support carbon reduction and environmental protection in their businesses.
- Connect visitors with the region's environmental sustainability ambitions and initiatives to influence positive visitor behaviour and support environmental activity.
- Provide opportunities to support Love Queenstown and its climate, conservation and biodiversity goals.
- Showcase the region's initiatives to transition to a carbon zero and regenerative industry.

HOW	ACTIVITY
PLACE-BASED DESTINATION PLANNING (DMP PROJECT 4)	
Align regional tourism organisation marketing and communication campaigns with community values, the place-based plans and a regenerative mindset.	<ul style="list-style-type: none"> • Continue to deliver RTO marketing activity that reflects community values and regenerative tourism ambitions. • Reflect place-based community plans as and when they are developed.
MEASURE GREENHOUSE GAS EMISSIONS (DMP PROJECT 8)	
Ensures tourism businesses are analysing their own emissions.	<ul style="list-style-type: none"> • Connect operators with the resources and tools to support them to measure their carbon emissions via the member capability building programme. • Support businesses with emissions reduction and mitigation strategies.
ZERO ENVIRONMENTAL FOOTPRINT (DMP PROJECT 10)	
Develop and support existing education and outreach initiatives to change visitor behaviour regarding local environmental issues.	<ul style="list-style-type: none"> • Showcase Queenstown's environmental sustainability initiatives and organisations that are prioritising environmental management. • Identify existing initiatives that focus on environmental education and protection and determine how to effectively communicate and connect visitors with these initiatives.
RESTORING ECOSYSTEMS (DMP PROJECT 11)	
Select or create one pilot/hero project in year.	<ul style="list-style-type: none"> • Identify local initiatives and programmes that are protecting and restoring biodiversity and regeneration. • Explore ways to support these efforts and connect visitors with these experiences.
Promote existing initiatives with practical opportunities for tourism businesses and visitors to give time and/or money toward improving biodiversity outcomes.	<ul style="list-style-type: none"> • Work with local tourism operators to provide practical opportunities to support Love Queenstown and its climate, conservation and biodiversity goals, via both monetary donations and volunteering.
Visitors and tourism businesses support and participate in local pest eradication and biodiversity restoration projects with firm targets.	<ul style="list-style-type: none"> • Continue to facilitate activity between tourism operators and local environmental initiatives including the continuation of local tourism planting days. • Ensure visitors are aware of pest eradication and biodiversity actions and how to support via Love Queenstown.

HOW	ACTIVITY
MEDIA	
Develop a PR strategy to showcase the region's initiatives to transition to a carbon zero industry.	<ul style="list-style-type: none"> • Create a bank of stories relating to the region's regenerative and sustainability initiatives. • Investigate and create media opportunities to amplify our positive stories. • Seek new and innovative PR opportunities to gain attention for the region's carbon zero initiatives relating to the visitor economy.
COMMUNICATIONS	
Develop a resident communication approach to showcase the region's initiatives to transition to a carbon zero visitor economy and the industry's activity that gives back to people and place.	<ul style="list-style-type: none"> • Share a range of stories relating to regenerative and sustainability initiatives, on a regular cadence. • Leverage local news publications to run a series of op eds designed to educate and share activity that supports regeneration.
MARKETING	
Amplify storytelling associated with the carbon zero goal.	<ul style="list-style-type: none"> • Continue to share case studies and stories of our businesses and community groups that are leading the way transitioning to a carbon zero visitor economy.
RTO TRADE & BUSINESS EVENTS	
Support regenerative tourism by building connections with aligned industry partners.	<ul style="list-style-type: none"> • Identify industry partners and third parties that are aligned to the Queenstown Lakes regenerative tourism ambitions and explore opportunities to connect with visitors via these channels.

HOW	ACTIVITY
SUSTAINABILITY	
<p>Provide support, thought leadership and development opportunities to DQ's member organisations and support the journey to a carbon zero visitor economy by 2030.</p>	<ul style="list-style-type: none"> • Facilitate the Whakatipu Tourism Sustainability Leaders Group to enable collaborative progress toward system level changes for the benefit of all QLD businesses. • Develop a statement of intent for the Whakatipu Tourism Sustainability Leaders group. • Benchmark the number of businesses with sustainability measures and tracking in place (e.g. counting carbon). • Run a pilot programme with local businesses to understand the carbon outputs associated with the visitor economy supply chain. Explore solutions to reduce scope 2 and 3 emissions and share these solutions with local businesses via the member capability programme. • Provide support, guidance and connections for members with appropriate resources and expertise via the member capability programme. • Support the communication, understanding and sharing of the Queenstown Lakes decarbonisation road map and support businesses to integrate and adopt potential strategies in their businesses. • Research the range of projects and initiatives being undertaken in Queenstown that support the sustainability and regeneration goals of the DMP. Develop these relationships and connect the initiatives with the DMP. This would be inclusive of waste, water, pollution, energy management, climate action initiatives. • Work with key environmental organisations in New Zealand to stay up to date on relevant information to support businesses' decarbonisation journey and understand new and future legislation and/or regulations. • Provide education opportunities to increase knowledge and awareness about topics relating to the environment (inclusive of climate, biodiversity, carbon/ greenhouse gas emissions). Identify and share potential strategies, processes and ideas to support businesses on the decarbonisation journey. This could be achieved through seminars; one on one business catch ups or a range of written or recorded resources.

GOAL 6: ORGANISATION

BE THE GUARDIANS OF OUR DESTINATION VALUES, SHOW LEADERSHIP IN CARING FOR PLACE AND PRIORITISE COMMUNICATION AND COLLABORATION.

DQ is a well-resourced RTO supporting its membership and working collaboratively with regional stakeholders to deliver the strategic direction of the organisation and build positive destination reputation.

Goals and measures

- Update data and insights resources and tools to reflect team and member business requirements.
- Achieve annual carbon reduction goals to accelerate DQ's path to Carbon Zero.
- Increase employee NPS from 75 to 80 (Employee Engagement Survey).
- Play an active role in Civil Defence and Emergency Management planning through groups including TORQUE and supporting member capability.

Key projects/activity

- Support tourism operators to prepare for emergencies and climate adaptation.
- Collaborate with local stakeholders to support positive destination reputation and aligned regional messaging.
- Ensure DQ is an appropriately resourced, structured and motivated team to deliver the requirements of this plan.
- Support the region's carbon zero by 2030 goal by accelerating DQ's own journey to become a carbon zero organisation by 2030.
- Foster a culture of collaboration and an open-source approach to regenerative tourism initiatives.
- Leverage strategic partnerships and advocacy opportunities to showcase Queenstown's regenerative tourism ambitions to benefit or advance the region's progress.

HOW	ACTIVITY
EMERGENCY AND CLIMATE ADAPTATION PREPAREDNESS (DMP PROJECT 18)	
Ensure tourism operators are prepared and understand their responsibilities so that they can keep visitors safe during emergencies.	<ul style="list-style-type: none"> • Continue to facilitate the TORQUE group activity. • Identify member capability building opportunities to build knowledge relating to emergency management. • Support regional emergency management planning. • Support DQ team to attend CIM and PIM training where appropriate.
Ensure that visitor support is integral to all aspects of the district's emergency management planning and that businesses understand existing Emergency Management Plans.	<ul style="list-style-type: none"> • Work with QLDC and Civil Defence Emergency Management to support members to understand regional emergency management plans.

HOW	ACTIVITY
ORGANISATION	
Accelerate Destination Queenstown's journey to become carbon zero before 2030.	<ul style="list-style-type: none"> • Collect and measure organisation emissions data, reviewing organisational processes - both internal and external to adhere to our reduction targets. • Based on previous years emissions profiles establish a carbon budget and communicate with the DQ team. • Adopt and test innovative sustainable initiatives across the organisation. • Support sustainable staff transport plans.
Continue to be appropriately resourced, structured, and motivated team to deliver our vision.	<ul style="list-style-type: none"> • Embed DQ Values to underpin every decision and action within the organisation. • Ensure the organisational structure evolves to meet the needs of delivering our vision. • Create and provide a comprehensive induction and continued support for staff. • Support staff to constantly develop and learn and focus on improving in the areas recommended by the 2023 employee engagement survey. • Continue to be an inclusive organisation. • Enable and support the use and training of Simpleview CRM within DQ team. • Facilitate the 2024 Employee Engagement Survey.
Member support and facilitating access and connections for membership.	<ul style="list-style-type: none"> • Monitor the member engagement levels between DQ organisation and our membership. • Ensure all DQ team activity is captured in our CRM system. • Supporting members to provide awareness of available resources and role of what DQ can do for them. • Review and evolve the member onboarding process.
Continue to ensure workplace H&S standards are of a high level.	<ul style="list-style-type: none"> • Continue to educate and to promote active participation across the team regarding health and safety matters, initiatives, improvements and procedures. • Ensure the health and safety policy and plan continues to be adhered, implemented and updated. • Provide H&S inductions, participate in the National ShakeOut drill and internal training to the DQ team including consultation with team in all decisions. • Annual review of health and safety plan including emergency response and evacuation, DQ policies and hazard/risk assessment. • Provide ongoing mental health support to employees and implement the DQ Mental Health and Well being policy. • Provide external Employee Assistance Program via EAP Services. • All DQ Staff who regularly host clients and media have first aid certification. • Train and oversee the Famil H+S risk assessment. • Maintain a Business Continuity Plan for DQ including communication procedures, identification of key personal, identification of business – critical processes and file, IT backups and access, insurance and contact details.

HOW	ACTIVITY
MARKETING	
Foster and participate in collaborative initiatives with regional lower South Island RTO's and local partners.	<ul style="list-style-type: none"> • Continue the collaborative relationship with QAC, exploring opportunities to partner on activity that supports regional goals. • Collaborate with partners to support the development and promotion of the Southern Way RTO collective. • Support in the production and communication of EV and e-bike touring routes around Queenstown and between regions. • Be an active participant in the Southern Scenic Route and Central Otago Touring Route activity.
COMMUNICATIONS	
Provide DQ members with regular communications and information sharing.	<ul style="list-style-type: none"> • Deliver consistent and relevant communications to DQ members (newsletters, briefings and trainings, member events).
Take a collaborative approach to our destination reputation position the region as a well-managed, safe and regenerative destination.	<ul style="list-style-type: none"> • Co-ordinate the inter-agency destination reputation management group to collaboratively address and manage issues impacting destination reputation. • Maintain and update the DQ crisis communications plan and engage with and support lead agencies in response to crisis situations (QLDC, QAC, CDEM, TORQUE).
DATA & INSIGHTS	
Provide insights for DQ, member organisations.	<ul style="list-style-type: none"> • Maintain and evolve the RTO's visitor insights resources (Visitor Insights Dashboard). • Maintain the Forward Outlook resource. • Establish systems and processes to formally capture the number of businesses involved in external certification processes. • Deliver data and research led insights for the district to guide activity and inform strategic direction. Outputs include the monthly data snapshot, hero stats document, audience insights document, revision of emerging traveller trends.
LEADERSHIP TEAM	
Manage the reporting function.	<ul style="list-style-type: none"> • Manage business planning, annual reports, quarterly reports. • Carry out an annual member satisfaction survey. • Develop a framework for reporting the RTO DMP activity.
Leveraging strategic partnerships and advocacy opportunities.	<ul style="list-style-type: none"> • Work with the Destination Southern Lakes Board to co-ordinate and collaborate on the delivery of relevant destination management initiatives. • Participate in sister city relationships (Hangzhou, Aspen) for the benefit of the visitor economy. • Develop a fully integrated China market strategy, considering market education, development and influence across trade, BE, consumer marketing and PR channels. • Leverage strategic airline and airport relationships to advocate for strategic aviation route development. • Continue to build a positive relationship with central government including the Minister for Tourism and Hospitality and MBIE. • Communicate the DMP direction and vision with key stakeholders and identify and leverage opportunities for Queenstown. • Advocate on behalf of the Queenstown visitor economy. • Leverage global relationships and opportunities to showcase Queenstown's regenerative tourism ambitions to benefit or advance the region's progress.

GOALS AND MEASURES SUMMARY

<p>Goal 1: Marketing</p> <ul style="list-style-type: none"> • Increase net promoter score from 66 to 74 (VIP) • Increase the proportion of visitors who “interact a lot with locals” from 14% to 16% (VIP) • Increase the proportion of visitors who “felt empowered to travel in a sustainable way” from 6.9 to 7.5. (Visitor Insights Programme/VIP) • Grow visitor expenditure by 2% on FY23-24 (Marketview) • Target an increased length of stay from 2.8 nights average stay in the Queenstown Lakes region to 3.5 nights average stay (ADP and AirDNA) • Target a 70% short haul/30% long haul visitor portfolio mix (Marketview) 	<p>Goal 4: Brand Evolution</p> <ul style="list-style-type: none"> • Develop a place-based Queenstown brand founded on community values that can be used widely by stakeholders • Complete Place DNA project. Community values identified and used to inform the development of a new brand for Queenstown • Complete foundation activity in FY24-25 to deliver new brand for Queenstown in FY25-26 • Deliver a user friendly and shareable brand tool kit that enables business, community and local agencies to fully utilise the place brand. (in alignment with interim brand evolution completed to carry over until new place brand developed)
<p>Goal 2: Product and Experience Development</p> <ul style="list-style-type: none"> • Support members to evolve current, and develop new, regenerative tourism experiences • Increase the cultural history and stories of our place on queenstownNZ.nz (website metrics) • Increase the level of satisfaction with sustainable or regenerative visitor services/ products/ experiences from 26% to 35% (VIP) • Increase the proportion of visitors who agree that Queenstown cares deeply about its region against the four pillars of wellbeing (environment (8.2), community (7.7), culture and heritage (7.9) and economic (8.1)) (VIP) 	<p>Goal 5: Environment and Community</p> <ul style="list-style-type: none"> • Grow the number of tourism businesses analysing their own emissions as at June 2024 (DQ survey) • Establish the definition of a sustainable or regenerative tourism experiences and measure the number of available sustainable tourism experiences in region • Increase the proportion of residents that know about the Travel to a thriving future, the Queenstown Lakes Destination Management plan to 50% • Grow Tourism Approval Rating (TAR) toward domestic visitors from 51 to 53 and toward international visitors from 28 to 30 (Views on Tourism) • Grow the number of visitors who felt empowered to travel in a sustainable way from 24% to 30%
<p>Goal 3: Capability Building</p> <ul style="list-style-type: none"> • Deliver a member capability building programme through a variety of flexible and engaging formats that enables our member operators to support a thriving community, environment and visitor economy. • Engage at least 400 member businesses through the member capability programme • Support the integration of Love Queenstown initiatives in aligned and appropriate RTO activity 	<p>Goal 6: Organisation</p> <ul style="list-style-type: none"> • Update data and insights resources and tools to reflect team and member business requirements • Achieve annual carbon reduction goals to accelerate DQ’s path to Carbon Zero • Increase employee NPS from 75 to 80 (Employee Engagement Survey) • Play an active role in Civil Defence and Emergency Management planning through groups including TORQUE and supporting member capability

APPENDICES

TRAVEL TO A THRIVING FUTURE (DMP)

Below is the Destination Management Plan on a page. It is a summary of all projects in the DMP. The DMP was endorsed by QLDC in February 2023. For an itemised explanation of what each project involves, and estimated start dates, refer to the following pages. The full plan can be found at www.regenerativetourism.co.nz.

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

DMP PROJECT ACTIVITY TIMELINE

PILLAR 1: ENRICH COMMUNITIES AND ENHANCE THE VISITOR EXPERIENCE

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

DMP PROJECT ACTIVITY TIMELINE

PILLAR 2: RESTORE THE ENVIRONMENT AND DECARBONISE THE VISITOR ECONOMY

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

DMP PROJECT ACTIVITY TIMELINE

PILLAR 3: BUILD ECONOMIC RESILIENCE, CAPABILITY AND PRODUCTIVITY

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

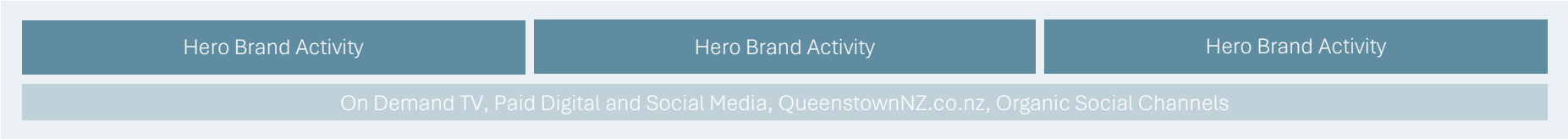
DMP PROJECT ACTIVITY TIMELINE

FOUNDATIONS FOR SUCCESS

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

RTO MARKETING FRAMEWORK

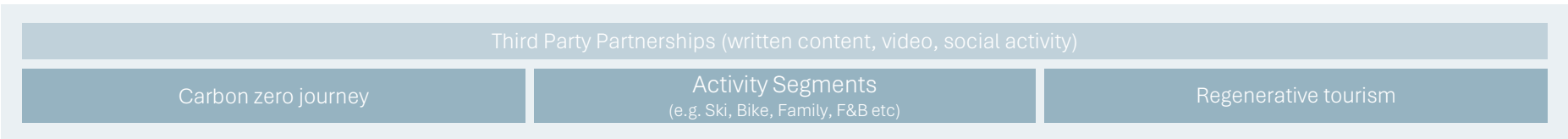
BRAND
ACTIVITY +
CHANNELS



ALWAYS ON
ACTIVITY +
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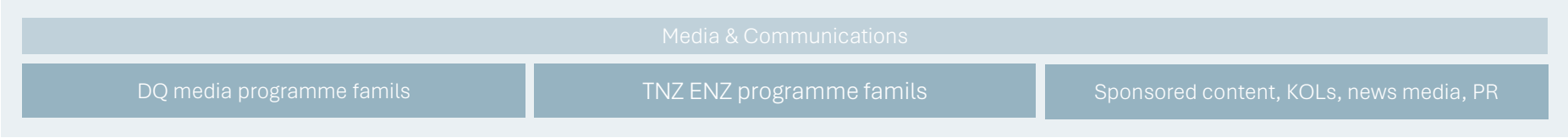
PARTNERSHIPS
+ CONTENT
THEMES



TRADE +
BUSINESS
EVENT
ACTIVITY



MEDIA
PROGRAMME +
ACTIVITY





GLOSSARY

AIME	Asia-Pacific Incentives and Meetings Expo
BEIA	Business Events Industry Aotearoa
DMP	Destination Management Plan
DQ	Destination Queenstown
ENZ	Experience New Zealand (Tourism New Zealand)
ITO	Inbound Tour Operator
LWT	Lake Wānaka Tourism
MBIE	Ministry of Business, Innovation & Employment
QAC	Queenstown Airport Corporation
QLDC	Queenstown Lakes District Council
QCB	Queenstown Convention Bureau
RTNZ	Regional Tourism New Zealand
RTO	Regional Tourism Organisation
SRB	Strategic Review Board
TECNZ	Tourism Export Council of New Zealand
TIA	Tourism Industry Aotearoa
TNZ	Tourism New Zealand
TORQUE	Tourism Operator Responders of Queenstown
TRENZ	Tourism Rendezvous New Zealand

TEAM CHARTER

OUR PURPOSE

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

OUR VISION

Queenstown Lakes visitor economy is
regenerative and carbon zero by 2030.

OUR VALUES

ALL IN

Collaborate
Communicate
Respect

STAY TRUE

Empower
Encourage
Integrity
Authentic

HAVE FUN

Love what you do
Wellbeing
Celebrate



FY2024-25 (1 July 2024 – 30 June 2025)

Destination Queenstown Incorporated