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Mō tātou, ā mō kā uri,
ā muri ake nei.

For us and our children
after us.

*Kāi Tahu whakatauki

We acknowledge our takata whenua, Te Rūnaka o Moeraki, Kāti Huirapa Rūnaka ki Puketeraki, Te Rūnanga o Ōtākou and Hokonui Rūnanga, Te Rūnanga o Awarua, Hokonui Rūnanga, Ōraka Aparima Rūnanga and Waihōpai Rūnanga.

We recognise Te ao Māori emphasises the importance of relationships between nature and people. It is a holistic worldview that focuses on interconnections and is grounded in tikaka customary values and lore and mātauraka knowledge. Practices, values and principles from te ao Māori have been developed around marae to bring ancestors and communities together in one place in deep connection with whenua, and taiao environment.

The future of 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.

About Lake Wānaka Tourism

About us

Lake Wānaka Tourism (LWT) is a regional Tourism Organisation (RTO) responsible for destination marketing as well as destination management. LWT is predominantly funded by a tourism levy, determined as a percentage of the commercial and accommodation rate, and collected by Queenstown Lakes District Council (QLDC) on behalf of LWT. Members are either commercial ratepayers or businesses who pay a subscription levy. LWT also wholly owns the Wānaka isite Visitor Centre and runs it as a limited liability company

What we do

LWT's role is to communicate and connect with our visitors so that they understand our place and our values. We help businesses to be resilient and prepared for the future. Listen to 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.

We deliver on this by:

- » Providing a platform, frameworks and channels for marketing.
- » Telling stories of our people and our places in ways that make Wānaka a magnet for high contributing visitors, businesses and investment.
- » Supporting change that it is manageable and sustainable for our members.
- » Building relationships and working collaboratively with key partners that include Destination Queenstown, Queenstown Lakes District Council, Kai Tahu, Tourism New Zealand, TIA, and RTNZ.

Organisational Values

Guardianship for our people, our place, our planet. We want Wānaka to be and feel like a thriving place, with a thriving vibrant community that understands the contribution it can make towards the wellbeing of people and planet.

Inclusive and respectful

We are inclusive of everyone who visits, respectful of difference and appreciative of the diversity of people who live in and visit our place.

Living with a sense of balance

We cherish and make the most of our access to the outdoors and recognise the privilege and responsibility of living in such a beautiful place.



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 residents, communities, organisations, and businesses collaborate to deliver on the strategic pillars and projects outlined in Travel to a thriving future – the destination management plan (DMP) for the district.

Travel to a thriving future is a partnership between Lake Wānaka Tourism, Destination Queenstown, 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.

This is the second year of delivering the RTO’s operational plan under the strategic framework of the DMP. In FY24_25 LWT will deliver destination marketing activity, alongside selected projects from Travel to a thriving future, moving the region towards regenerative tourism.

Together, the Queenstown Lakes District has the opportunity to deliver social, cultural, economic and environmental benefits to our district through tourism that also provides exceptional visitor experiences. LWT will work collaboratively with our partners, stakeholders and the community to achieve our goals and continue to support the visitor economy through aligned marketing and destination stewardship.



The Big Picture

We learn from the past and look ahead to a regenerative, thriving world.

Visitor expenditure at year-end December 2023 reached \$267million - a significant increase compared to pre-pandemic 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.

A 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 means we must evolve to a tourism strategy that prioritizes human connection, environmental stewardship and community wellbeing.

The visitor economy is critical to our region, it is a system that provides benefits far beyond just tourism-related businesses. It consists of many sectors and businesses that connect with travellers, all this is interlinked with community and the environment.

The goal is to ensure we create a future where both visitors and residents celebrate our majestic landscapes, our unique culture, our diverse community, our rich heritage, our world-class experiences, and the wairua/spirit that makes this place so extraordinary.

To achieve this will require collaboration, alignment and working alongside other industries with regenerative ambition. Within our region LWT will build on the partnerships and relationships it has with Destination Queenstown (DQ), Queenstown Lakes District Council (QLDC), Queenstown Airport Corporation (QAC), Kai Tahu, Regional Arts Organisation Three Lakes Cultural Trust, and other community partners to position our district in an optimal way.



The LWT FY23-24 business plan is guided by *Travel to a thriving future* Regenerative Tourism Plan, which is an output and a priority initiative of the Grow Well | Whaiora Spatial Plan.

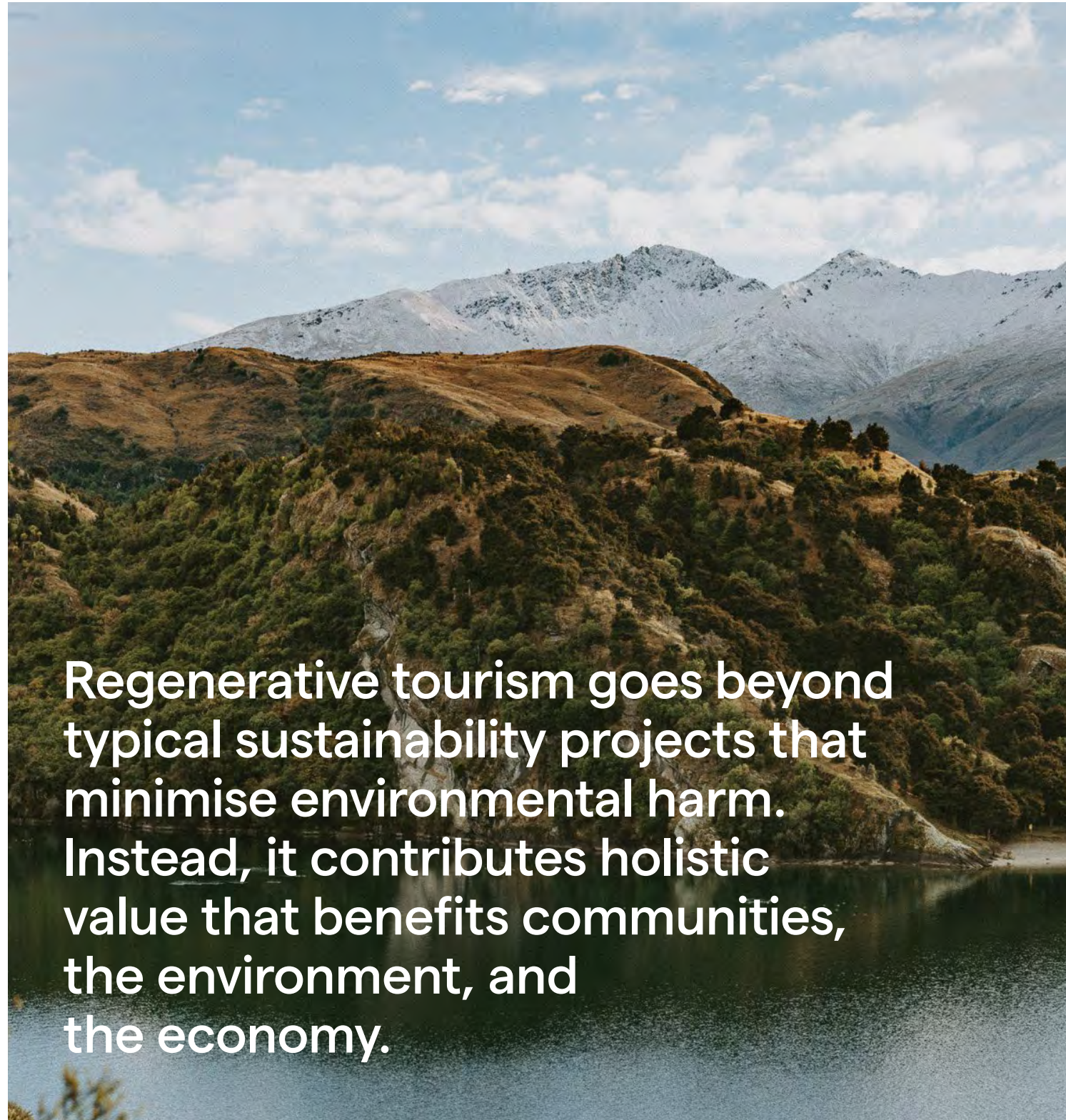
The plan is also aligned with:

- » Queenstown Lakes District Council Vision 2050 outcomes
- » Mahere Whakanorau Ōhaka Hukihuki mō kā Roto o Tāhuna Queenstown Lakes Economic Diversification Plan*
- » Welcoming Communities Programme*
- » Te Muka Toi - Te Muka Tākata, Creative, Culture and Heritage Strategy for the Queenstown Lakes District.

* Welcoming Plan, Creativity and Culture Strategy* and Economic Diversification Plan are currently under development and will be finalised in 2024.



What is regenerative tourism?

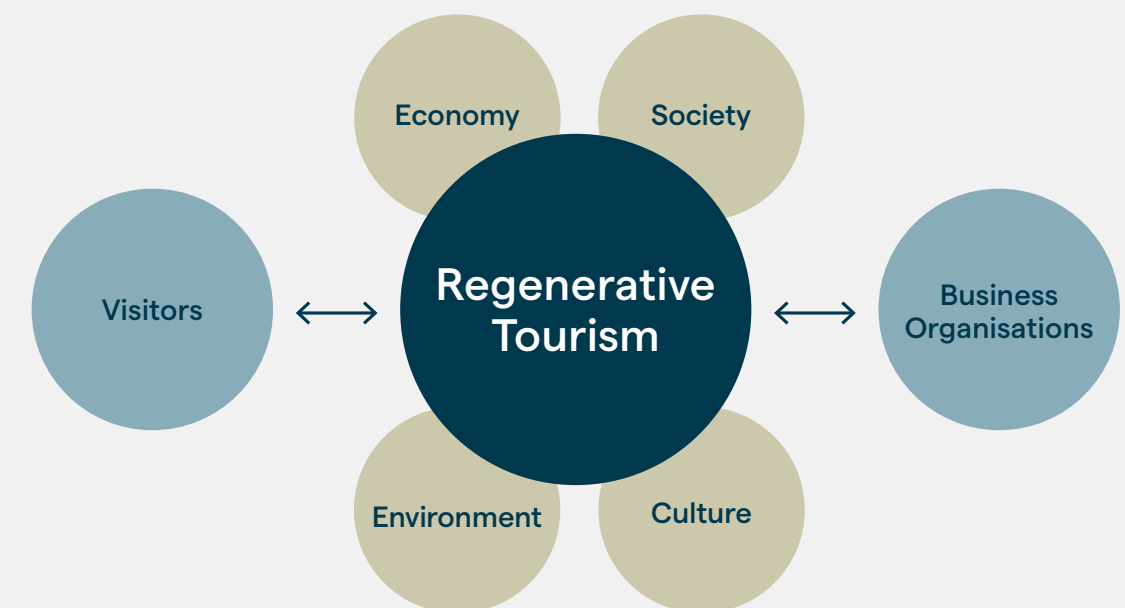


Regenerative tourism has a net-positive impact on the environment, society, culture and the economy, aiming to create a more just, vibrant, and sustainable world. While sustainable tourism seeks to reduce travel's potential harms, regenerative tourism takes a wider view, avoiding extractive economic 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 be proud of.

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

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



Guiding Insights

Tourism is a social, cultural and economic phenomenon related to the movement of people outside their usual place of residence. It has an impact on the economy, the natural and built environment, the local population at the places visited and the visitors themselves

* International Recommendations for Tourism Statistics

- » The tourism industry is constantly evolving, influenced by changing consumer preferences, emerging technologies, and global trends. As we look ahead a full global recovery seems in sight by the end of 2024, a focus on responsible tourism is quickly accelerating as the key influence on the industry.
- » AI and VR technology that enables personalised experiences and information to help visitors make decisions is on the rise, and travellers are increasingly placing importance on how spaces make them feel, with authenticity and cultural sensitivity of experiences essential.
- » While the UN adopted a new global standard to measure the sustainability of Tourism. With 34 countries inclusive New Zealand, 3 world regions and international organizations, agreeing on an international framework for measuring the economic, social and environmental aspects of tourism.
- » Destinations and operators that prioritise sustainable practices, cultural exchange, and authentic experiences hold the key to unlocking the future.

Joint RTO 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.



Strategic Focus

The Queenstown Lakes’ RTOs will support the goals of Travel to a Thriving Future and continue to support the visitor economy with values-based marketing, product development and capability building in line with a regenerative tourism future.

There are seven key strategic focus areas:

- » 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 visitor and seasonal mix
- » Align brand strategy with Travel to a thriving future
- » Showcase tourism to inspire economic development opportunities
- » Be a data and insights led organisation and guardians of our destination values

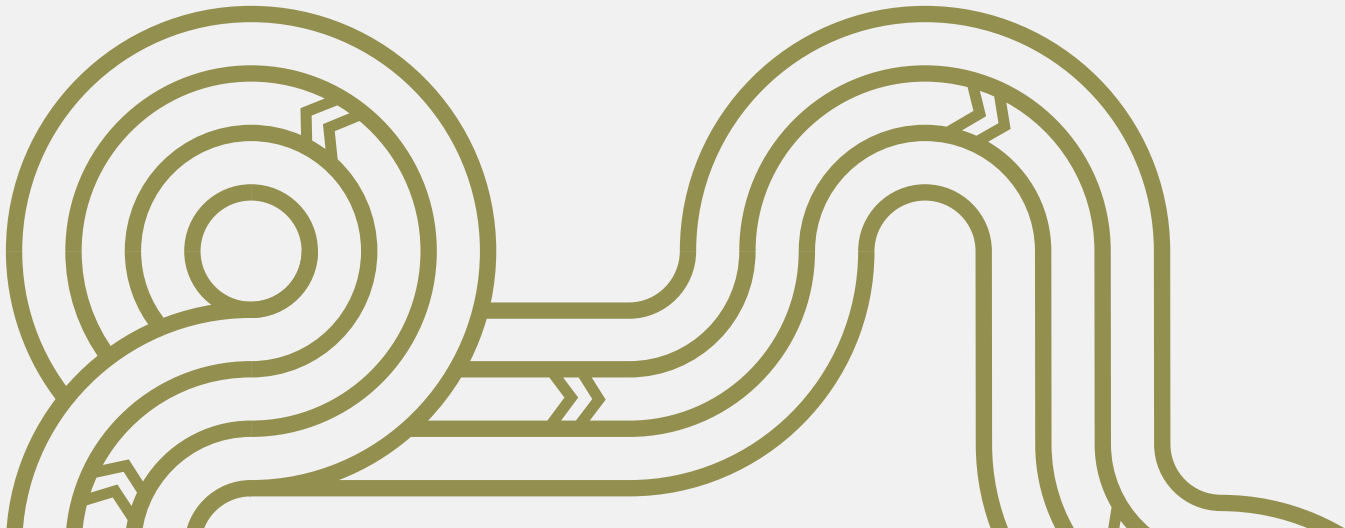
Support the industry to start the journey to Carbon Zero by 2030

- » Success for the visitor economy will not be measured through increased visitor numbers.
- » Focus on identifying the District’s optimal visitor number.
- » Support our businesses to increase yield within optimal capacity.

Instead of presuming that more visitors will result in increased benefits, there must be careful focus on the overall value that communities and the environment receive.

Yield and the holistic value of tourism will be prioritised over an increase in visitor numbers.

Similarly, to a business maturing from top line growth to focus on their bottom line, the destination must consider all costs and benefits. This strategy also helps mitigate reduction in capacity due to staff shortages, supporting businesses to yield at 100% with capacity pressures.



Strategic Focus (cont'd)

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.”

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 considers our visitors, community, environmental and economic needs.

Shape the ideal visitor 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.

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.



Strategic Focus (cont'd)

Brand strategy to align with Travel to a Thriving Future

- » Utilise high quality storytelling to build deeper connections and a greater understanding of our place.

Place branding is about how to present the reality of ‘our place’ in a way than enhances its appeal and reputation for visitors, the local community and other stakeholders 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

Learning about our culture, respecting it and sharing their own. Reciprocity of knowledge. Share learnings with the world. Celebrate our history and culture and diversity.

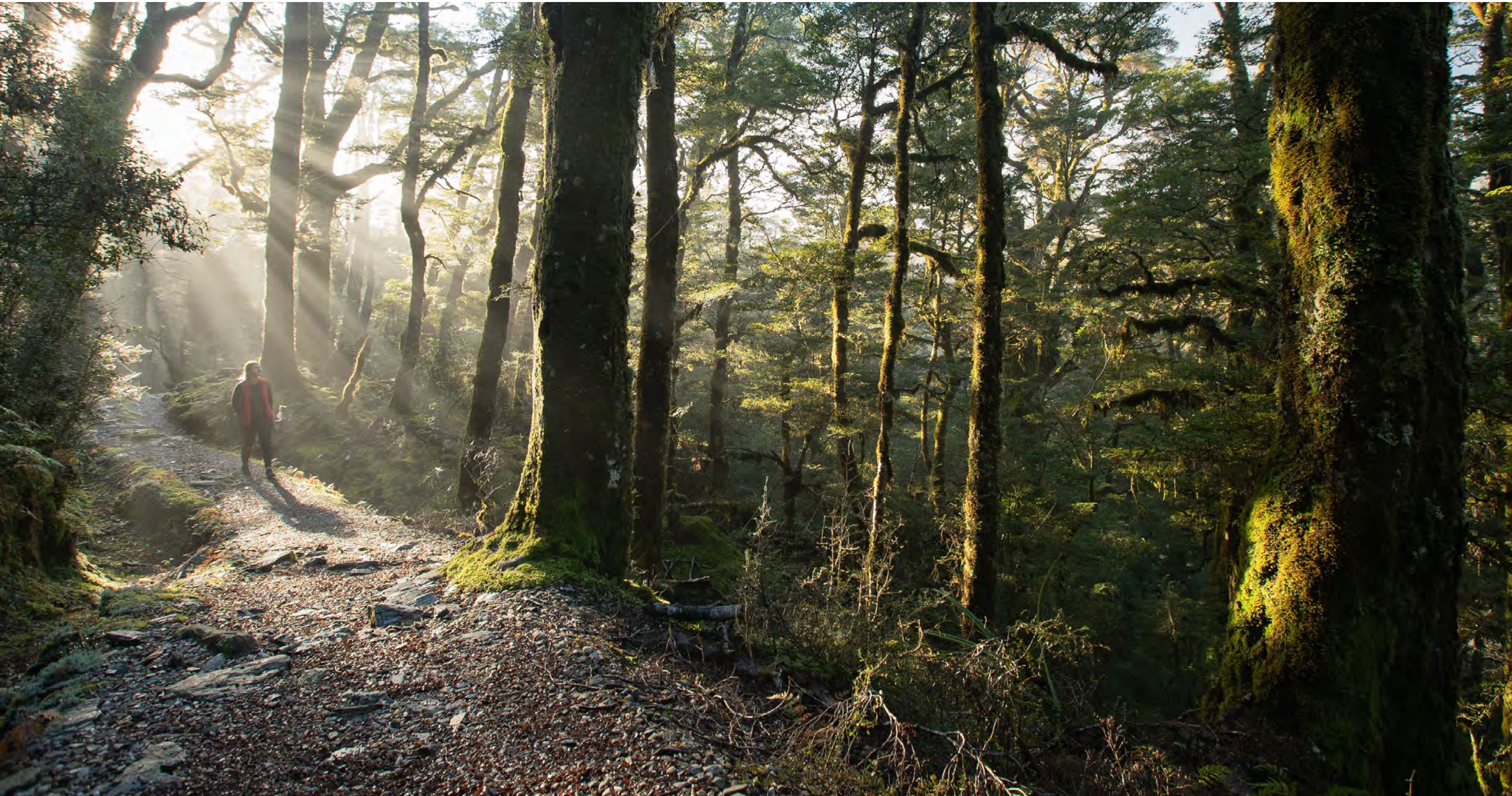
Engagement with our community, making meaningful connections. Venturing further than the norm. Encouraging visitors to do more while they are here.

Slower travel time and longer length of stay.

Visitors that take the time to become a part of our community, getting to know and appreciate our people and place, forging connections and giving back to the Wānaka region.

Supporting Love Wānaka initiative. Higher yield (longer more engaged stays, spread of spend).

To know and care for our environment. To appreciate our district and understand our love of place.



Goals and Measures

Goal 1: Marketing	Goal 2: Product and Experience Development
» Maintain net promoter score of 70 (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)	» Support members to evolve current, and develop new, regenerative tourism experiences » Increase cultural history and stories of our place on wanaka.co.nz (website metrics) » Increase the level of satisfaction with sustainable or regenerative visitor services/ products/ experiences from 26% to 35% (VIP)

Goal 3: Capability Building	Goal 4: Brand
» 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. » Support the integration of Love Wānaka initiatives in aligned and appropriate RTO activity	» Maintain organic search at 80% of overall website traffic » Increase the proportion of visitors who agree that Wānaka 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)
Goal 5: Environment and Community	Goal 6: Organisation
» Grow the percentage 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%	» Update data and insights resources and tools to reflect team and member business requirements » Achieve annual carbon reduction goals » Support member capability around Civil Defence and Emergency Management



Activity Plan



The LWT activity plan includes destination marketing activity inclusive of trade, consumer, media PR and communications. There are 14 projects from the Destination Management Plan that have been included in the annual plan, informed by the three main pillars in Travel to a thriving future as well as the foundational projects*



*note these projects may span multiple annual plans.

Activity Plan (cont'd)

Key Goals

1.

Marketing
Attract high contributing visitors who want to feel a sense of connection with this place and with our people.
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.
3.

Capability Building
Build economic resilience and capability in the visitor economy to support a thriving community and environment.
4.

Brand
Align brand strategy with the intention and outcomes of the regenerative tourism strategy and reflect place-based values
5.

Environment and Community
Support businesses to start or progress their journey to regenerative tourism and carbon zero by 2030.
6.

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

Key Projects/Activity

- »

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.
- »

Maintain wānaka.co.nz as the official and leading source of visitor information, education and inspiration.
- »

Launch (B2B) website platform, with a dedicated online hub, focused on member capability building programme, sharing resources, information, workshop opportunities and training to support members.
- »

Deliver region wide research and insights, visitor monitoring, community sentiment monitoring and emerging traveller trends.
- »

Work with Kāi Tahu and local heritage knowledge holders to understand and celebrate our diverse cultural heritage stories.
- »

Support events, activities and initiatives that reinforce our community identity and regenerative tourism ambition.
- »

Support the goals of the regenerative tourism strategy through educating and collaborating with aligned third - party travel trade partners.
- »

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.
- »

Celebrate and share arts and cultural experiences with our visitors.
- »

Establish the definition of a sustainable or regenerative tourism experience and measure the number of available sustainable tourism experiences in our region.
- »

Share our region’s stories of innovation and ambition around Carbon Zero 2030 and regenerative tourism.
- »

Deliver initiatives that support a tourism business excellence programme.
- »

Support existing and new local Māori tourism businesses.
- »

Continue to evolve the LWT EDM strategy inclusive bringing the isite online.
- »

Support Love Wānaka and its climate conservation and biodiversity goals.
- »

Collaborate with regional partners to support the development and promotion of the Southern Way RTO collective.
- »

Support the DMO with the optimal visitation project.
- »

Demonstrate the organisations commitment to become carbon zero before 2030.
- Activity in green is from Travel to a thriving future, the district-wide Destination Management Plan.
- Activity in blue is conventional RTO activity.

Activity Plan—

Goal One: Marketing

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

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

How	Activity
DMP project 1: Community Engagement	
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.	» Work with kai tahu 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.	» Promote events which help reinforce community identity, values and a unique sense of place via LWT marketing channels.
	» Review and evolve event marketing strategy and activity to align with the DMP in collaboration with the Destination Southern Lakes events office.

How	Activity
Work with Tourism New Zealand and third-party travel trade organisations to raise awareness of and support for our community values-based approach.	» Ensure TNZ their offshore offices and third-party travel trade are kept up to date with timely and relevant content on Wānaka's DMP approach through newsletters, trade update videos, and up to date resources and tools via the new B2B website platform.
	» Work with TNZ to target trade opportunities that tell place-based long form stories which align with the region’s regenerative strategies.
	» Collaborate with Queenstown to develop a regional trade and businesses events for Wānaka and Queenstown that reflects the regenerative tourism strategy and enables us to attract high contributing visitors through third party channels, inclusive of a famil strategy. - Encouraging longer stays (through media famils, paid & third-party content). - Carbon footprint of famil is considered and limited where possible (sustainable transport, public transport, EV vehicles, ride sharing, walking/biking). - Waste and pollution of famil is considered and limited where possible.
RTO Marketing	
Attract manuhiri who want to feel a sense of connection with this place and with us.	» Maintain wanaka.co.nz as the official and leading source of visitor information and inspiration.
	» Implement a new website platform to support people seeking information on live, work and doing business in Wānaka.
	» Develop content and assets to support this approach.
	» Consistently communicate Wānaka key brand values through owned and earned channels.
	» Deliver Wānaka Presents ‘The Monster Children Film Awards’. A short film award that celebrates authentic storytelling.
	» Deliver a cohesive content lead strategy that ties every piece of content back to educating the audience on our brand values.
	» Continue to evolve the LWT EDM strategy to communicate with visitors throughout the entire trip cycle; inclusive bringing the isite online.

Activity Plan—

Goal One: Marketing (cont'd)

How	Activity
Data and Insights Collaborate with DQ to deliver region wide research and insights, visitor monitoring, community sentiment monitoring and emerging traveller trends.	» 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.
RTO Trade Implement Trade Strategy alongside Destination Queenstown to guide domestic and overseas trade activity.	» Keep TNZ up to date on our region’s destination management ambitions and priorities; build capability and awareness/education to the TNZ onshore and offshore teams. » Educate the travel trade distribution system on Love Wānaka and how to incorporate this into their product offerings and how they can educate their audience before and after their visit to Wānaka. » Focus on educating and informing the travel distribution system market to incorporate regenerative travel opportunities into their itineraries and build understanding of regenerative literacy and Wānaka’s values. Emphasis on destination wide priorities + values and not individual products or companies when representing Wānaka in the travel trade distribution system. » Adhere to trade matrix when evaluating trade events; Carbon footprint of trade activity is considered.

How	Activity
Support the goals of the regenerative tourism strategy through educating and collaborating with aligned third-party travel trade partners.	» Foster trade relationships from recent tradeshow through digital education opportunities via new B2B web platform. » Undertake a value/ROI assessment of previously attended trade shows and evaluate future attendance at select key industry engagement opportunities. » Represent Wānaka (or work in conjunction with DQ/ Southern Lakes IMA) at relevant and appropriate trade shows and events that enable select key industry engagement opportunities enable us to uncover new and existing opportunities to prioritise business that aligns to our regenerative tourism strategy. » Deliver the regional travel trade strategy in collaboration with DQ.
RTO Media Ensure the RTO media program is a tool to tell regenerative, community and place-based stories to support our regenerative tourism goals and attract visitors whose values align to our own.	» Ensure the media program supports stories which honour our community values. » Utilse the Media program 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 Wānaka’s cultural history. » 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 program 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.

Activity Plan—

Goal Two: Environment

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

Objective

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

How	Activity
DMP Project 4: Place-based destination planning	
Align regional tourism organisation marketing and communication campaigns with community values, the place-based plans and a regenerative mindset.	» 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.
DMP Project 8: Measure greenhouse gas emissions	
Ensure tourism businesses are analysing their own emissions.	» Connect operators with the resources and tools to support them to measure their carbon emissions via member capability building programme.
	» Support businesses with emissions reduction and mitigation strategies.
	» Connect operators with the resources and tools to support them to measure their carbon emissions.

How	Activity
DMP Project 10: Zero environmental footprint	
Develop and support existing education and outreach initiatives to change visitor behaviour regarding local environmental issues.	» Showcase Wānaka’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.
DMP Project 11: Restoring ecosystems	
Support the work undertaken by Love Wānaka.	» 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 Showcase Wānaka’s environmental sustainability initiatives and organisations that are prioritising environmental management.
	» Work with local tourism operators to provide practical opportunities to support Love Wānaka and its climate, conservation and biodiversity goals, via both monetary donations and volunteering.
	» Ensure visitors are aware of pest eradication and biodiversity actions and how to support via Love Wānaka.
RTO Media	» Use media opportunities to amplify our positive stories.
Deliver a PR strategy to showcase the region’s initiatives to transition to a carbon zero industry.	

Activity Plan—

Goal Two: Environment (cont'd)

How	Activity
RTO Communications 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.	» Share a range of stories and educational pieces relating to regenerative and sustainability initiatives on a regular basis via community channels.
RTO Marketing Amplify storytelling associated with the carbon zero goal.	» 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. » Focus on opportunities in New Zealand and Australia which have lower carbon intensity and higher value.
RTO Trade Support regenerative tourism by building connections with aligned industry partners.	» Foster deeper relationships with 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
RTO Destination Development Provide support, thought leadership and development opportunities to LWT's member organisations and support the journey to a carbon zero visitor economy by 2030.	» Scope working with QLDC to determine how to champion and support a terms of reference and steering group to advance a future fit bike strategy. » Benchmark the number of businesses with sustainability measures and tracking in place (e.g. counting carbon, waste strategies). » Provide support, guidance and connections for members to appropriate resources and expertise. » 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. » 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.



Activity Plan—

Goal Three: 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.

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

How	Activity
DMP Project 2: Tiaki Promise: Lead by example	
Amplify and reinforce the kaupapa (intention and principles) of the Tiaki Promise throughout the district in a consistent way so that the values of Tiaki become a commonly used benchmark of behaviours.	» Champion the local businesses that are actively living the values of Tiaki Promise and share these.
	» 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.	» Work with region wide partners to 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.
	» Work with TNZ / Tiaki Group to host a facilitated workshop on incorporating Tiaki Promise into business operations.

How	Activity
Identify and acknowledge examples of behaviour and practices that align with the Tiaki Promise so that there are a growing number of leading examples to inspire others.	» Use the RTO media program as a tool to celebrate examples of behaviour and practices that align with Tiaki Promise.
	» Explore ways to share environmental initiatives with locals.
	» Work with TNZ / Tiaki Group to host a facilitated workshop on incorporating Tiaki Promise into business operations.
Work with local environmental organisations to identify opportunities to better celebrate and share environmental actions and experiences with visitors and locals.	» Utilise LWT owned channels to celebrate environmental initiatives with visitors.
DMP Project 5: Welcome programme	
Identify arrival touch points 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.	» Ensure tourism businesses are aware of the role the Welcoming Communities Programme plays and support them to connect for new resources for staff via member platforms.
	» Deliver a website platform that includes content on living, working and business in Wānaka.
Develop the substance for visitor education related to local values and cultures.	» Maintain the visitor experience and perceptions survey which aims to understand visitor experience, interaction and connection with our region.
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.	

Activity Plan—

Goal Three: Product and Experience Development (cont'd)

How	Activity
DMP Project 6: Arts culture and heritage	
Work in partnership with Kāi Tahu as mana whenua to explore opportunities to increase cultural heritage experiences and emphasise the real Māori stories connected with this place.	» Work with Work with Kai 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.	» Celebrate and share the region’s 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.
DMP Project 15: Product Evolution Programme	
Measure the quality of the destination experience according to visitor sentiment.	» Deliver the region wide visitor experience monitoring programme.
Develop destination-wide experience(s).	» Investigate resourcing for 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.

How	Activity
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.	» Continuously improve representation and diversity across all of LWT'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.	» 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.
DMP Project 16: Tourism Business Excellence Programme	
Ensure a common understanding of what Travel to a thriving future means among visitor economy stakeholders.	» 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.

Activity Plan—

Goal Three: Product and Experience Development (cont'd)

How	Activity
Work with local organisations to provide mentoring, training, information, resources and other useful ongoing support for tourism business owners, managers and employees.	» Launch the member capability hub online focused on sharing resources, information, workshop opportunities and training with LWT members. » Work with subject matter experts and local organisations to ensure LWT 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.	» 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.	» Work with KUMA and NZMT to identify opportunities to support Māori tourism businesses.
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.	» Support the DMO with the research into a higher yield tourism system model that doesn't rely on an increase in visitor numbers, including things like technological developments, booking channels and adding value via cultural layers within experiences. » Ensure B2B resource hub and the member capability programme delivers content focused on how to successful design and implement business practices that increase yield without relying on high volume.
Share learning and case studies of businesses that are leading the way towards a regenerative future to provide practical examples for others to follow.	» Build a library of case studies showcasing regenerative tourism.

How	Activity
Encourage and support successful, sustainable local tourism businesses to enter relevant national and international business awards that recognise excellence in regenerative business practices.	» Identify relevant local, National and International awards programmes and share these opportunities with members. » Work with Wanaka Chamber of Commerce on the Excellence in Visitor Experience Award.
Support and recognise certification.	» Build library of case studies that showcase the benefits of certification through the B2B website and connect operators to these opportunities.
RTO Communications Create opportunities to engage with our community and help visitors to develop a connection to local communities, culture and places.	» 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.



Activity Plan—

Goal Four: Capability Building

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

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

How	Activity
DMP Project 14: Love Wānaka / Love Queenstown	
Establish a community fund that targets visitor give-back and financial contributions to support social and environmental outcomes.	» Maintain Love Wānaka website and donation platform to continue to support conservation, biodiversity and positive environmental outcomes in the region via visitor contributions.
Develop platforms that enable visitor give-back programmes.	» Continue to raise awareness of Love Wānaka to local businesses, encouraging engagement in order to drive business contributions.
	» Ensure a strong Love Wānaka presence in the Wānaka isite.
	» Continue to produce Love Wānaka content and collateral.
	» Leverage Love Wānaka to build a strong sense of connection between community and visitors.
DMP Project 17: Thriving Workforce Programme	
Support tourism business owners to attract and retain experienced and appropriately skilled staff.	» Profile case studies of live/life work on the business website.
	» Explore opportunities with the Wānaka Chamber of Commerce to grow knowledge and capability around retention and attraction strategies.

How	Activity
Work with existing local initiatives and organisations to develop a range of programmes that build the capabilities of the tourism workforce.	» Ensure B2B Resource Hub and the member capability programme delivers content focused on growing the tourism workforce skill set.
RTO Capability Programme Provide capability building opportunities that support a thriving community and environment.	» Work with local organisations to connect businesses with mentoring, training, information, resources and other useful ongoing support.
	» Enable and facilitate connection and collaboration between member businesses.
	» Work with existing local initiatives and organisations to develop a programme of capability programme initiatives to support tourism businesses to develop and success relative to regenerative tourism, sustainability, decarbonisation, digital capability, data and insights.
	» Provide support to businesses through the evolution of the RTO capability building programme, online hub regular communications and information sharing.
	» Ensure that the capability programme covers the region’s key objectives relating to tourism system yield.

Activity Plan—

Goal Five: Brand

Align brand strategy with the intention and outcomes of the regenerative tourism strategy and reflect place-based values.

Objective
Brand strategy and marketing plans to reflect place-based values

How	Activity
DMP Foundation Project 4: Update Queenstown Lakes brand and marketing strategies	
Effective use of data and analytics to improve knowledge about visitor motivators and behaviours.	» 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.	» 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.	» Continue to evolve the website to align directly with regenerative tourism ambition, representing the destination as a place to visit work and live. » Promote our sustainable stories and product, prioritising stories of people and place.
Align marketing plans (including business goals, market segments and promotional/experience activities) to regenerative tourism and decarbonisation.	» Build our brand through owned and earned media channels, supporting storytelling that celebrates our people and place and drives positive PR. » Deliver brand marketing collateral that aligns with DMP and LWT organisation sustainability objectives. » Ensure visitor signage is cohesive informative and educational. » Implement visitor facing Nga Kete o Wānaka (educational tool) across a variety of channels both print and digital.



Activity Plan—

Goal Six: Organisation

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

Objective
Continue to ensure the RTO is an appropriately resourced, structured and motivated team, working collaboratively with regional stakeholders to deliver the strategic direction of the organisation.

How	Activity
DMP Project 18: Emergency and climate adaptation preparedness	
Ensure tourism operators are prepared and understand their responsibilities so that they can keep visitors safe during emergencies.	» Identify member capability building opportunities in this space.
	» Support regional emergency management planning.
	» Support members to understand regional emergency management plans.
Ensure that visitor support is integral to all aspects of the district’s emergency management planning and that businesses understand existing Emergency Management Plans.	» Work with QLDC and CDEM to support members to understand regional emergency management plans.

How	Activity
RTO Organisations Demonstrate the organisations commitment to become carbon zero before 2030.	» Establish accurate reporting systems.
	» Implement sustainable travel and trade policy.
	» Incentivise active transport days. Introduce further waste and recycling measures.
	» Reduce print capacity and paper usage; opt for eco-certified print and production options.
	» 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.
Continue to be appropriately resourced, structured, and motivated team to deliver our vision.	» Support sustainable staff transport plans.
	» LWT values to underpin every decision and action within the organisation.
	» Ensure the organisational structure evolves to meet the needs of delivering our vision.
	» Provide a comprehensive induction and continued support for staff.
	» Support staff to constantly develop and learn.
	» Increase awareness of equity, inclusion and opportunity for all staff.
	» Ensure staff have the technology required to carry out their roles with flexibility.
	» Facilitate employee survey.

Activity Plan—

Goal Six: Organisation (cont'd)

How	Activity
RTO Marketing Foster and participate in collaborative initiatives with regional lower South Island RTO's and local partners.	» 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.
RTO Communications Provide businesses with regular communications and information sharing.	» Deliver consistent and relevant communications (newsletters, briefings and trainings, member events).
Take a collaborative approach to our destination reputation and position the region as a well-managed, safe and regenerative destination.	» Participate in the inter-agency destination reputation management group to collaboratively address and manage issues impacting destination reputation. » Maintain and update the LWT crisis communications plan and engage with and support lead agencies in response to crisis situations (QLDC, QAC, CDEM, TORQUE).





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. Project details including lead roles and estimated start dates, are captured in 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	» Align actions with the core values and guiding principles. » Positive community sentiment » Strong visitor satisfaction	» Reach carbon zero by 2030 » Zero waste and pollution » Biodiversity health.	» 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	» 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.	» 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.	» 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 Adaption Preparedness. » Project 19: Innovation and economic development.
Foundations for success			
Objectives: » 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: » 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.	



Appendices (cont'd)

DMP Project 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				
	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		Yet to start		
	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	Kai Tahu			
	4. Continue to raise awareness about the mana of tikaka, taoka and matauraka Māori (Māori knowledge, values and protocols) at the local level. Advocate for integrating these into community plans to enhance the visibility and connection of Māori cultural heritage.	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				
PROJECT 2: TIAKI PROMISE: LEAD BY EXAMPLE	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		
	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	Under way		
	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		
PROJECT 3: PRESERVE AND CELEBRATE KĀI TAHUTAKA AND MĀTAURAKA	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			
	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		
PROJECT 4: PLACE-BASED DESTINATION PLANNING	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			
	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				

Projects	Actions	Responsibility	Support	FY23-24	FY24-25	FY25-26
PROJECT 5: WELCOME PROGRAMME	1. Identify arrival touch points 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 and 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		

Appendices (cont'd)

DMP Project 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				
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				
PROJECT 10: ZERO ENVIRONMENTAL FOOTPRINT	1. Disincentivise landfill use or otherwise align to existing waste management plan. Refer to QLDC's data to waste and materials diversion.	QLDC				
	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				
	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.	QLDC				
	7. Support the visitor economy in improving the health and quality of local water systems, as well as reforestation.	DMO				

Projects	Actions	Responsibility	Support	FY23-24	FY24-25	FY25-26
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 Taiao.	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.	QLDC	ORC			
	6. Visitors and tourism businesses support and participate in local pest eradication and biodiversity restoration projects with firm targets.	DMO	RTO			

DMP Project 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				
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				
	2. Develop platforms that enable visitor give-back programmes	RTO				
PROJECT 15: PRODUCT EVOLUTION PROGRAMME	1. Measure the quality of the destination experience according to visitor sentiment.	RTO				
	2. Develop destination-wide experience(s).	RTO				
	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				
	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				
	5. Aid businesses to make their experiences more competitive (and subsequently higher-yield).	RTO				

Appendices (cont'd)

DMP Project Timeline
Pillar 3: Build economic resilience, capability and productivity (cont'd)

Projects	Actions	Responsibility	Support	FY23-24	FY24-25	FY25-26
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			
	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		Yet to start		
	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				
	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			
PROJECT 17: THRIVING WORKFORCE PROGRAMME	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				
	6. Determine the levers of change to manage the number and distribution of short-term accommodations. These may include advocating for regulation.	QLDC				
PROJECT 18: EMERGENCY AND CLIMATE ADAPTATION PREPAREDNESS	1. Develop plans to build local businesses resilience in order to adapt to climate change and more frequent extreme weather events.	QLDC				
	2. Ensure tourism operators are prepared and understand their responsibilities so that they can keep visitors safe during emergencies.	RTO	TORQUE & 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		
	4. Ensure that a recovery approach is in place that fully understands the needs of the visitor economy after an emergency.	QLDC				

Projects	Actions	Responsibility	Support	FY23-24	FY24-25	FY25-26
PROJECT 19: INNOVATION AND ECONOMIC DEVELOPMENT	1. To improve business capabilities, support a tourism technology cluster to explore and develop ideas that can leverage technology and celebrate business achievement.	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				



Appendices (cont'd)

DMP Project 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 district wide 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		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	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				

Appendices (cont'd)

Destination Marketing

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

1. Awareness and positioning:

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

2. Visitor contribution & connection:

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

As well as website metrics and member referrals, success measures will include eDM sign ups and click through rates, engagement with regenerative stories, visitor mix, connection with community surveyed via Visitor Experience Survey and longer length of stay.

RTO Marketing Framework

	Q1	Q2	Q3	Q4
Brand Activity & Channels	wanaka.co.nz; organic social; cinema; film festivals; you tube; broadcast & digital			
Always on Activity & Channels	paid digital & social media; eDMs; organic socials; app; visitor map; guides			
Love Wānaka & Channels	paid digital & social media; organic socials; eDMs; media + PR; collateral; merchandise; lovewanaka.co.nz			
Media PR & Channels	LWT media programme famils; TNZ ENZ programme famils; news; media + PR merchandise; lovewanaka.co.nz			
Partnered Projects	Southern Way; DQ; MC Creative			





