# NELSON Emily

Southern DHB

Wakatipu

## Q. If you have a pre-prepared submission, you can upload it below. Please note that we can only accept .docx files.

PDF documents can be emailed to services@qldc.govt.nz

QLDC Annual Plan 2019 FINAL submission.docx - 86 KB

Southern District Health Board
Piki Te Ora

Public Health South
[redacted]

**SUBMISSION ON QUEENSTOWN-LAKES DISTRICT COUNCIL ANNUAL PLAN 2019-20**



| | |
|---|---|
| **To:** | **Queenstown Lakes District Council**<br>**Private Bag 50072**<br>**Queenstown 9348** |
| **Details of Submitter:** | **The Southern District Health Board** |
| **Address for Service:** | [redacted] |
| **Contact Person:** | **Emily Nelson**<br>[redacted] |
| **Our Reference:** | **19Mar03** |
| **Date:** | **02/04/2019** |



## Introduction

Southern District Health Board (Southern DHB) presents this submission through its public health service, Public Health South. This Service is the principal source of expert advice within Southern DHB regarding matters concerning Public Health. With 4,250 staff, we are located in the lower South Island (South of the Waitaki River) and deliver health services to a population of 319,200.

Public health services aim to enable, mediate and advocate for healthy social, physical and cultural environments through health protection and health promotion. Southern DHB has responsibility under the New Zealand Public Health and Disability Act 2000 to improve, promote and protect the health of people and communities. Reducing inequalities is core to the delivery of services by Public Health South (PHS). By working with communities that may experience inequalities, we can work to ensure equitable health outcomes for our population. This is evident by our commitment to the principles of the Treaty of Waitangi.

## General Comments

This submission is intended to provide general commentary on the Queenstown Lakes District Council (QLDC) Annual Plan 2019-20. PHS wishes to acknowledge the progress QLDC has made while highlighting areas where we see more focus is required for the health and wellbeing of the population.

The draft annual plan clearly outlines further detail on the major proposals intended over the 2019-20 period as outlined in the Long-term Plan 2018-2028. The plan acknowledges the challenges the district faces with resident and tourist population growth. Please find enclosed our feedback in the table below:

| QLDC Annual Plan Proposals | SDHB position | Comment |
|---|---|---|
| **The journey towards zero waste** | Support | We support the implementation of the new waste collection service. It shows steps in the right direction towards zero waste without a significant cost to ratepayers.<br><br>It would be good to see some extra communication around green waste and hazardous waste disposal. Safe collection of hazardous waste is a key priority from a public health perspective and should be free to ensure good utilisation.<br><br>It is noted that there is not currently plans for green waste bins, however the council does have bokashi buckets for sale. While there is other communication occurring it would be a good time to promote home composting options and provide some education around this. |
| **Queenstown town centre capital programmes** | Support | We support the development and delivery of the Queenstown Town Centre Masterplan. Within this PHS would like to highlight the following:<br>• A need to reduce traffic congestion, and enable further opportunities for active transport.<br>• Investment in alternative transport modes that are more sustainable and promote a healthy lifestyle. Cycleways on and off-road, and cycle parking should be supported.<br>• The bus service has improved, however more frequent and reliable services would encourage more use. An expanded service including direct routes from major subdivisions to Queenstown at peak times (e.g. Arrowtown, and Lakes Hayes Estate) and after school services to Frankton would increase usability.<br>• A ferry service should be prioritised for improvement before 2025. |
| | Recommendation | We recommend that investment in additional parking should not be at the expense of alternative transport. |
| | Recommendation | We recommend that Queenstown street upgrades incorporate policy on smokefree public outdoor areas.<br>PHS encourages pedestrianised streets, outdoor cafés or dining establishments, and all parks and green spaces to be smokefree. A survey conducted by PHS and the Cancer Society in 2016 indicated that tourists expected New Zealand to be smokefree. PHS would like to support QLDC to deliver this policy change to improve the health and wellbeing of our community and meet the national target of Smokefree 2025. |
| **New approach to delivering 3 waters** | Support | We support the targeted rates that have been implemented for Arthurs Point being implemented in Glenorchy, Hawea and Luggate. We encourage a collective equitable district-wide funding model to be considered as small communities will always struggle to fund their own infrastructure. |



| QLDC Annual Plan Proposals | SDHB position | Comment |
|---|---|---|
| | Recommendation | We stand by our recommendation presented in our submission for the Long Term Plan that funding for Glenorchy wastewater is budgeted for as part of this LTP rather than a "potential" change in the future.<br><br>We wish to reiterate our previous recommendation that funding for Glenorchy wastewater is budgeted for as part of the Long Term Plan rather than a "potential" change in the future. Glenorchy is a tourism gateway and adequate waste water facilities are required to cope with the increasing demand and to prevent pollution of the immediate environment and lake.<br><br>While we support the new approach to 3 waters delivery by bundling logical projects together we strongly recommend that this is done within a risk based framework to ensure that delays do not adversely affect high risk areas/projects. |
| **Lakeview development** | Support | We support the development of community friendly shared spaces. |
| | Recommendation | These areas must be inclusive spaces for those with disabilities and the elderly, for example inclusion of seating, and accessible pathways. The spaces should also be smoke free and encourage physical activity and include drinking fountains and bike racks. |
| Other issues | | |
| **Growth** | | PHS is increasingly concerned about the rapid and persistent growth throughout the district which is placing heavy demands on our people, environment and infrastructure. PHS has become aware of four new Special Housing Area (SHA) applications in the past month (Laurel Hills, Flints, Glenpanel, and Coneburn) in addition to the numerous other housing developments and commercial projects such as new hotels and retail developments.<br><br>During the resource consent application phase, each developer appears to have considered the impacts of their project on people, the environment and infrastructure, on their proposal individually. Our concern lies with the cumulative impact of each new development and the actual impacts felt by people living within it, neighbouring communities, and the ability of the environment and infrastructure being able to meet requirements. |
| | Recommendation | We recommend that the cumulative impact of all new developments need to be assessed before any further developments are approved. |
| **Wanaka masterplan** | Support | We support the LTP proposal to implement a considered town plan to address growth and congestion issues with aligned and complementary projects.<br>We support public transport, a shuttle loop bus park and ride, and the establishment of more cycle-ways. This is an opportunity to reduce traffic congestion by focussing on alternative |

| QLDC Annual Plan Proposals | SDHB position | Comment |
|---|---|---|
| | | transport methods. Buses must be low cost and frequent, and work for both residents and visitors. A coherent long-term plan is essential. |
| **Housing** | Support | We support the use of the Housing Infrastructure Fund to aid investment in the community. More housing suitable for worker accommodation is required in Queenstown. |
| | Recommendation | PHS would like to support QLDC to work with developers and employers to determine how to meet this need in order to make housing more affordable and available for staff. |
| **Freedom camping management** | Recommendation | Freedom camping is managed in order to protect our natural environment. Good attention to public toilets and waste water schemes will direct freedom campers to locations whereby waste is managed effectively. |
| **Smokefree environments** | Support | We support the Wakatipu/Central Otago Smokefree Coalition annual plan submission which encourages QLDC to endorse Smokefree Aotearoa 2025. |
| | Recommendation | We encourage QLDC to follow the lead of the Wellington City Council and create a bold action plan to achieve this goal. Smokefree and vape-free public spaces should be expanded and new policy implemented by 2021 as recommended by the coalition. |

**Summary**

Southern DHB appreciates the opportunity to comment on the Annual Plan consultation document. We wish to be heard in regards to this submission.

Yours sincerely

Emily Nelson
Health Promotion Advisor
Public Health South

# NELSON Emily

Central Otago and Wakatipu Smokefree Coalition
Wakatipu

## Q. If you have a pre-prepared submission, you can upload it below. Please note that we can only accept .docx files.

PDF documents can be emailed to services@qldc.govt.nz

QLDC Annual Plan 2019 Smokefree Coalition submission.docx - 259 KB

# Submission on the Queenstown Lakes District Council Draft Annual Plan 2019

This submission is made on behalf of the **Central Otago and Wakatipu Smokefree Coalition (The Coalition).**

The Coalition is an umbrella group of health agencies and individuals committed to improving the health of our population through Smokefree advocacy to reach the Government goal of Smokefree Aotearoa New Zealand 2025. We must work collectively for change and support this change through policy with less than 6 years to achieve this goal.

**The Coalition recommends:**

1. QLDC endorse the Government goal of Smokefree Aotearoa New Zealand 2025
2. QLDC commitment to a Smokefree policy for all public spaces
3. Smokefree and Vapefree CBD by 2021

The Coalition congratulates QLDC for supporting the creation of healthy environments for both individuals and our physical environment. QLDC's endorsement of the Fresh Air Project in Queenstown has confirmed public support for smokefree environments. We seek to extend this partnership and continue to work collaboratively with QLDC to take bold action towards achieving Smokefree Aotearoa New Zealand 2025.

Despite recent positive leadership, QLDC lags behind other councils with Smokefree policy (see map below). Wellington City Council released an updated Smokefree Wellington Action Plan[1] which includes extensive smokefree public places. The firm stance was based on 2018 survey results demonstrating 86% support for Wellington becoming increasingly smokefree [2].

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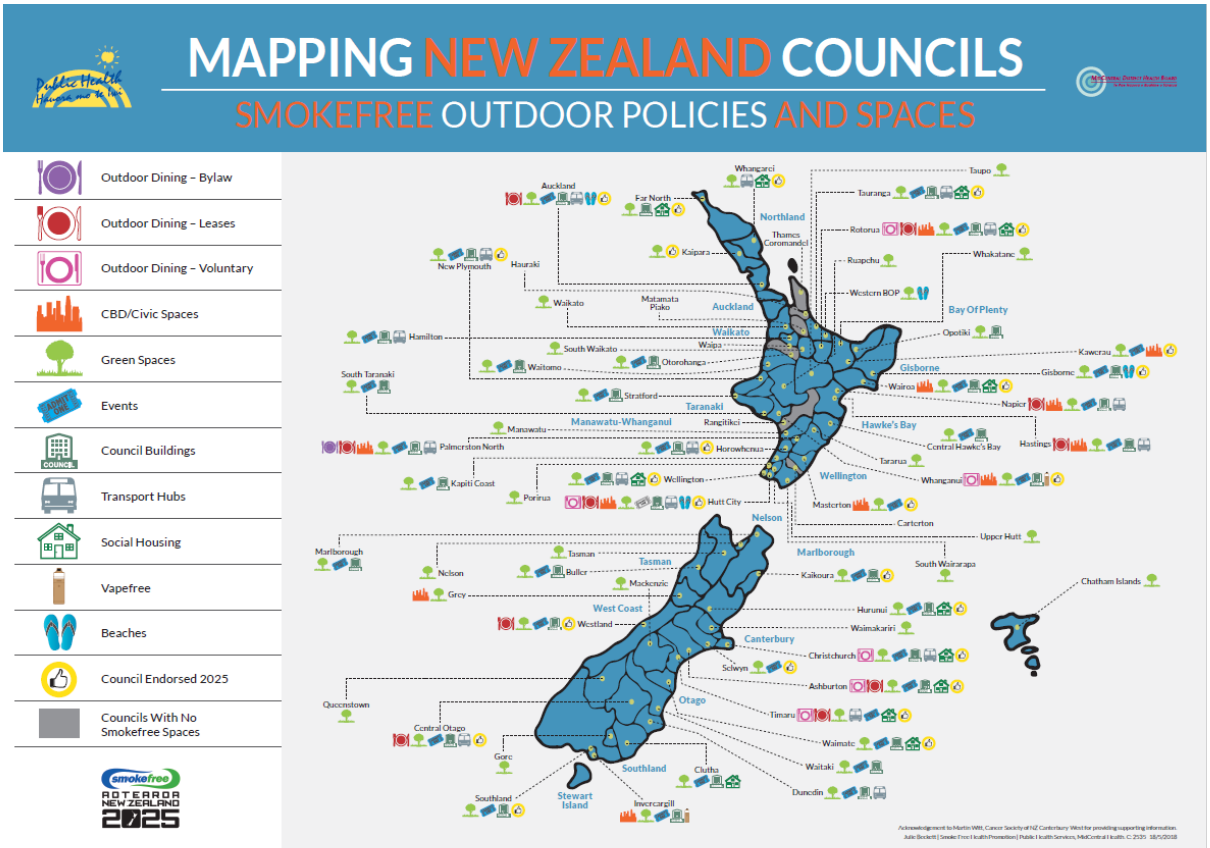
[1] https://wellington.govt.nz/~/media/your-council/plans-policies-and-bylaws/plans-and-policies/a-to-z/smokefree-wellington-action-plan/smokefree-wellington-action-plan-web.pdf?la=en
[2] https://wellington.govt.nz/~/media/your-council/plans-policies-and-bylaws/plans-and-policies/a-to-z/smokefree-wellington-action-plan/2018-smoke-free-survey-report.pdf?la=en

The 2018-19 Fresh Air Project in Queenstown demonstrated 95% prefer smokefree outdoor dining with 73% stating they would be more likely to visit the café again because it is smokefree (unpublished). This affirms the Wellington City Council research which reports that most non-smokers say they avoid areas that allow smoking[2]. Further studies in Hanmer Springs[3], and the Fresh Air Project in Whangarei and Christchurch[4] corroborate these findings.

Our community is receptive to change - QLDC will recall the strong support Liz Smith received in 2018 collecting 10,000 cigarette butts from our beaches in one month. In addition, people choose to travel and live here to enjoy the outdoors in our world-renowned natural environment. It is our responsibility to protect this from air pollution and litter created by cigarette smoking.

Note: The term Smokefree also includes Vapefree in this submission. E-cigarettes are not risk free, and are only intended to be used by people who smoke as a cessation tool[5].To ensure smoking is de-normalised and exposure of non-smokers and young people to e-cigarettes is reduced, Vapefree must be included in all Smokefree policy.

[3] https://canterbury-west-coast.cancernz.org.nz/reducing-cancer-risk/help-create-change/hanmer-springs/
[4] https://freshairproject.org.nz/
[5] Ministry of Health. E-cigarettes. Accessed from: https://www.health.govt.nz/our-work/preventative-health-wellness/tobacco-control/e-cigarettes




The Coalition recommends QLDC takes the following actions:

1. **Short term (next 12 months)**
   a. Council endorsement of the Smokefree NZ 2025 goal
   b. QLDC area become progressively smokefree by increasing the number of smokefree places in the district (Wellington Action Plan may provide guidance)
   c. Promote being smokefree to outdoor-dining and bar venues by offering discounted licences
   d. Develop policy to make the following spaces smokefree:
      - bus stops
      - cafes and all outdoor dining on council owned land,
      - playgrounds, parks, gardens and beaches,
      - council approved/endorsed events
      - within 10 metres of a civic building within all QLDC area
   e. Implementation of actions referred to Mayor Boult's letter dated 25th September 2018 in response to the Coalition's 2018 Long Term Plan submission
      - Proposed Corporate Smokefree policy to be presented to the Community and Services Committee

- Smokefree Policy for Parks 'in the near future' as noted in the QLDC Parks and Open Space Strategy 2017

f. Collaborate with community organisations - particularly groups and areas most affected by smoking - to create and promote smokefree spaces and events. Include stop smoking providers at public events

g. Improve awareness of Smokefree Spaces by developing a consistent signage strategy and logo

**2. Longer term (2021)**

a. Smokefree and vapefree CBD

**In summary, the Coalition recommends:**

1 QLDC endorse the Government goal of Smokefree Aotearoa New Zealand 2025

2 QLDC commitment to a Smokefree policy for all public spaces

3 Smokefree and Vapefree CBD by 2021

We wish to be heard in regards to this submission.

On behalf of the Central Otago and Wakatipu Smokefree Coalition

**Diana Power**
Chair
Health Promotion Coordinator
Cancer Society
[redacted]

**Emily Nelson**
Member
Health Promotion Advisor
Southern District Health Board
[redacted]

**Jo O'Connor**
Member
Health Promotion Specialist
WellSouth Primary Health Network
[redacted]

# NUMAGUCHI Annabelle

DCD

Wakatipu


## Q. FEEDBACK:

Thursday, 11 April 2019

Dear Council Members:

On behalf of Dowling Construction & Development, I am writing to encourage QLDC to employ an Eco Design Advisor (EDA).
Working within councils, EDAs advise local residents (homeowners / builders / designers) on how to design, build, and upgrade homes to be warm, dry, healthy, and also be energy and water efficient. An EDA at QLDC could also lead residential action in support of the Council's zero waste ambitions, promote & support solutions to climate change.
Councils who have an EDA provide considerable value to ratepayers in offering this free service, as well as upgrading local housing stock, improving housing affordability (through reduced operating costs) and housing-related health outcomes for residents by reducing residential demand on local infrastructure (e.g. water).
With the advisors being part of the EDA network it allows them to regularly meet, undertake training and attend industry conferences sharing resources with each other to keep the region up-to-date with industry trends and latest researches.
Our region has the most demanding climate zone for home performance and there needs to be a commitment from all levels of government to improving the expectations and education of homeowners, renters and the residential building industry. QLDC offering the services of an EDA would contribute greatly to this worthwhile goal.
Thanks,

Annabelle Numaguchi
NZGBC Homestar Assessor

# OAKES Robert

## Copthorne Hotel & Resort Queenstown Lakefront

Wakatipu

## Q. FEEDBACK:

Please refer to attached submission

# SUBMISSION FORM
# PUKA TĀPAETAKA

Please think about making your submission online at www.qldc.govt.nz/lets-talk

All submissions will be made public.

Name: COPTHORNE HOTEL + RESORT QUEENSTOWN LAKEFRONT

Organisation: MILLENNIUM + COPTHORNE HOTELS NEW ZEALAND LTD.

Email or postal address:

Locations: ☐ Arrowtown ☐ Albert Town ☐ Frankton ☐ Glenorchy ☐ Hāwea ☐ Kingston ☐ Luggate ☐ Makarora ☑ Queenstown ☐ Wānaka

Do you wish to speak at a hearing? ☑ Yes ☐ No

If yes, please provide a contact telephone number: [redacted]

Please use this space to comment on any aspect of the draft 2019-2020 Annual Plan or Council-related issues you want to provide feedback on. This is also your opportunity to seek community funding or grants.

PLEASE SEE THE ATTACHED SUBMISSION

Submissions close at 5.00pm on Friday 12 April 2019

*Please attach additional sheets if you run out of space.*

**Freepost to:** *No stamp required.* Queenstown Lakes District Council, Freepost 191078, Private Bag 50072, Queenstown 9348.

QUEENSTOWN LAKES DISTRICT COUNCIL

**SUBMISSION TO QUEENSTOWN LAKES DISTRICT COUNCIL ON THE 2019-2020 ANNUAL PLAN ON BEHALF OF MILLENNIUM & COPTHORNE HOTELS NEW ZEALAND LIMITED (TRADING AS COPTHORNE HOTEL AND RESORT QUEENSTOWN LAKEFRONT)**

Our submission deals with the 2019-2020 Annual Plan and the proposed referendum on a visitor levy.

Queenstown Town Centre Capital Programs:

We have read through both the Consultation Document and the Draft Annual Plan. While a reduction in expenditure might be seen as a cost saving, we note the following:

--Stage 1 of the Queenstown Town Centre Capital Program provides for significant roading upgrades to key arterials and provision for new multi-storey parking facilities as well as measures to reduce traffic in the city centre. We look forward to further updates about the Wakatipu to Go project from April 2019;

--However, If further time is needed to complete NZTA processes, does this mean that Stage 1 will be delayed or will all Stages be delayed ? We note in the Consultation Document that the business case for the arterial routes will not be completed by October 2019 followed by an "NZTA approval process". As Stages 1 and 4 have the potential to be the most disruptive to the Hotel, we would like more information and clarity on timing and the nature of the works;

--What further information is required by NZTA and can this be shared with ratepayers ? Both the draft Annual Plan and the Consultation Document refer to matters "as detailed above" but there are no references to the relevant issues and information provided so far has been vague.

--Will this also mean that additional expenditure will be required in future years or under future annual plans and what will the financial impact be for QLDC ? Will this mean that the ten year plan will need to be amended ?

Changes to the Destination Queenstown Tourism Promotion Rate:

A 25% increase in the proposed rate is not appropriate in our opinion for the simple reason that the region is so busy that it really does not need more promotion, particularly around the high seasons.

Given that Mayor Boult is highlighting the fact that the region cannot cope with more visitor unless a visitor levy is imposed, perhaps Destination Queenstown might be advised to reduce its activities in order to lessen the burden on QLDC ratepayers by having less visitors to the area ?

Over the last few years, there have been significant increases in commercial rates and another charge is not warranted especially where we now have a visitor levy being discussed by both QLDC and central government. In this context, the funding model for DQ looks either out of touch or irrelevant in relation to what it does. With that in mind, Council should look either to assume the functions carried out by Destination Queenstown itself and look to make savings that way by not having a separate board and management or disassociate itself completely from it and allow the private sector to assume all of DQ's functions.

**Proposed referendum and Visitor levy:**

With Mayor Boult's announcement of the referendum on the visitor levy earlier in March, we have several questions relating to how this would work and how effective the process will be:

-- We would note that the cover page of the consultation document was unnecessarily provocative and actually goes against what Mayor Boult has been saying in the past about there being 34 visitors to the region for every resident. The figure of 5.5 million annual would mean a daily average of 15,000 visitors per day which would give 0.6 of a visitor for every resident. The majority of these visitors would be staying in commercial accommodation premises which pay higher council rates than residential ratepayers in any event and this highlights the inaccurate messaging and lack of facts that we fear will be a feature of the referendum campaign in the coming weeks and months.

--What is the question that will be put in the referendum and when will we know it ? Will it be a straight "yes or no" question or will it provide for options ? Mayor Boult's press statement referred to a *"sustainable growth partnership"* with central government and suggested that this is what the referendum is about. That being the case, is it really possible to have a useful referendum on what sounds like a detailed proposal ? The obvious risk here is that the question to be voted on will be so biased or skewed that there really is only a pre-determined result or that details of the partnership were so vague and unclear that a vote would be meaningless . Both such outcomes would not be democratic.

--Who in fact will be eligible to vote in this referendum ? Will it be simply residents (temporary or otherwise) in the QLDC catchment area or anyone in the area on the day of the vote ? How will participation be scrutineered ?

--How will the views of commercial rate payers be expressed ? Commercial rate payers are not on the voting rolls (and not eligible to be) and the risk is that their views will not be captured in the process. If Council is to receive all views, commercial rate payers must be able to have a say otherwise Council is running an undemocratic process.

--How will Council ensure that QLDC residents / ratepayers will have access to accurate information from all sources to ensure that they are sufficiently informed to be able to vote properly ? Will ratepayers have an opportunity to circulate information alongside any information that Council wish to circulate at the same time ? If not, why not ?

Even though this referendum is said to be non-binding, we believe that Council will take a result in favour as a mandate to proceed with its own agenda. We do not believe that is right.

A one-sided debate would be totally inappropriate and to ensure that all Queenstown ratepayers get as much information as they need to make an informed decision on

**Dated 11 April 2019**

**Robert Oakes**

**General Manager**

**Copthorne Hotel & Resort Queenstown Lakefront (Millennium & Copthorne Hotels New Zealand Limited)**

# O'DONNELL Sarah 

Destination Queenstown Inc

Wakatipu

## Q. FEEDBACK:

Please refer to attached submission documents

# SUBMISSION ON QUEENSTOWN LAKES DISTRICT COUNCIL ANNUAL PLAN

**TO:** **Queenstown Lakes District Council**
**Private Bag 50072**
**Queenstown 9348**

**NAME OF SUBMITTER:** **Destination Queenstown Inc**
[redacted]

**11 April 2019**

To Whom It May Concern,

**RE: Destination Queenstown submission to QLDC Annual Plan**

Please accept the accompanying document in support of Destination Queenstown's official submission to Queenstown Lakes District Council's Annual Plan. The document is Destination Queenstown's 2019-20 Business Plan, as endorsed by its Strategic Review Board at a meeting held on 9 April 2019. Our submission seeks continued funding for DQ's role of destination tourism marketing, through the targeted tourism promotion levy on commercial, accommodation and mixed use rates.

Our submission to the annual plan seeks funding of $4.5 M for the 2019/20 year. Following extensive consultation this level of funding has been endorsed by a DQ member vote on 3 April, gaining 79.3% support for a $900,000 increase from the 2018/19 year. The vote format and threshold of member support required of 75% was agreed with QLDC prior to the commencement of the funding consultation. This is the first significant adjustment to funding sought since 2008.

Destination Queenstown has followed a robust process of engagement and consultation with our members and community during the development of the business plan and in seeking the increase in our base funding. The process is outlined below;

1/ DQ Members and stakeholders invited to give ideas to contribute to the development of the plan

2/ The DQ Executive team review current plan and scope new plan

3/ Separate funding increase consultation, communications and forums

4/ Draft business plan is presented to DQ Board for comment and amendments

5/ Draft business plan is circulated to DQ members, presented at the quarterly members meeting and posted on the DQ website for comment and input by all DQ Members.

6/ Member vote held regarding funding increase. 79.3% support achieved.

7/ Draft plan is sent to the Strategic Review Board (SRB) members to review, share with their sector and comment

8/ SRB meeting is held to ratify annual plan and funding level request from QLDC

At the SRB meeting two resolutions were successfully passed:

(i) That the SRB Members approve the Business Plan FY2019 - 2020 presented by the Destination Queenstown Board and Management

(ii) That the SRB Members approve the financial resources to be sought from the Queenstown Lakes District Council

**Based on the above process and support from the DQ membership we make this submission to the QLDC annual plan in order to secure funding for Destination Queenstown of $4,500,000 for the 2019-20 financial year.**

If more information is required please contact Destination Queenstown CEO Graham Budd on [redacted]

Yours sincerely,

**Sarah O'Donnell**
**Marketing and Communications Director**
[redacted]

# *Destination Queenstown*
# **Annual Plan FY19–20**

# Contents

# Introduction

***Destination Queenstown (DQ) is the regional tourism organisation responsible for marketing Queenstown domestically and internationally on behalf of the local business community.***

DQ is funded by all business in Queenstown via a targeted tourism promotion levy on all commercial rates. This funding mechanism and organisational structure offers a collective, neutral approach that provides destination marketing and promotion for the equal benefit of all businesses and the community.

The overall vision of DQ is to position Queenstown as the Southern Hemisphere's premier four season lake and alpine resort. Our mission is to work with our community to maintain our sense of place, to work with the industry to facilitate sustainable demand, to be the guardians of our brand and to work with partners that value and appreciate our unique and desirable proposition.

Over the last five years tourism in Queenstown has enjoyed sustained success with multiple tail winds including global growth in tourism, increased connectivity and affordability of air travel, strong local product development and investment and latent demand for Queenstown. However, we are entering a period with the potential for increased head winds such as capacity, reputation, resistance from our host community and changing national strategies. The FY19-21 three-year strategy (launched last year in FY19) focuses on four strategic priorities to address these headwinds and continue to create demand for Queenstown;

- Our brand and stories
- Growing visitor value
- Our visitor opportunity portfolio
- A sustainable host community.

The FY19-20 annual plan seeks to further develop the work begun in FY18-19 based around these four strategic priorities, working within DQ's guiding principles of PLACE MAKING, KNOWLEDGE SHARING, COLLABORATION AND STORYTELLING.

Destination Queenstown's focus will be on growing value over volume, encouraging a diverse portfolio of markets, further building our brand positioning to inspire visitors and strengthen Queenstown's reputation and engaging with our stakeholders to support positive community sentiment toward tourism.

# Situation analysis

***Queenstown has experienced a period of sustained growth over the last five years. Our annual visitor number is estimated at 3.3 million visitors – made up of 1.9 million overnight visitors and 1.4 million day visitors. The market split for international vs domestic visitors to Queenstown remains steady with international travellers accounting for 71% of all Queenstown visitors and domestic visitors accounting for 29% of Queenstown's visitors. Australians continue to make up the largest number of international visitors to Queenstown, followed by China, USA, UK, and Germany.***

Visitor expenditure has grown from $2.15B at YE Dec 2017 to $2.33B at YE Dec 2018, an 8.4% increase. Total guest nights in Queenstown grew, with commercial accommodation* up from 3.5 million guest nights at YE December 2017 to 3.6 million guest nights at YE December 2018. However, the average length of stay fell from 2.57 nights to 2.51 nights at YE December 2018.*

While visitor expenditure and guest nights were up from both the international and domestic markets, sustaining this trend will become more challenging. Issues we could face include community sentiment toward tourism in our region, increased competition from competing destinations (both internationally and domestically), supply constraints in accommodation that could turn into oversupply in the next three years with significant development coming online and national strategies that could encourage development outside core tourism regions.

While Queenstown airport passenger movements have seen growth, with total arrivals up 12% in 2018, we anticipate this rate of growth will slow. The airport is forecasting that they will reach their current noise boundaries in the next three years so they will need to carefully manage any growth over that time.

Trading patterns could become less predictable. While FY18-19 summer trading has tracked relatively strongly, forward bookings look softer going into 2019. This could reflect shortened booking lead times or could indicate softening demand. Anecdotally, winter 2018 was solid for on-mountain activities but softer for hotels, activities (non-ski) and hospitality. There has been a shift within the hotel sector to again work with wholesalers and group tour operators to fill winter months, following a period of reliance on FIT travellers. On a positive note ski wholesalers in Australia have reported growth in 2018 and anecdotally they believe the number of skiers and demand for skiing is growing in Australia.

The trend for the hotel sector across 2018 seems to have been flat occupancy versus 2017, but offset by higher room rate. Hotel capacity will increase in FY19-20 with growth in supply from new developments resulting in an approximate capacity increase of 30% by May 2020 – that's an increase from 3000 to 4000 rooms. Hotel visitor mix looks static, with FIT continuing to make up the largest proportion of visitors to hotels. Capacity in AirBNB accommodation has grown, with number of rentals up 18.9% in 2018 versus 2017***. This may plateau now with changes coming to local regulation.

In 2018 we have continued to see growth in the number and type of activity operators in Queenstown, with NZ's most diverse offering of activities and attractions. The volume of activities, with so much to see and do in Queenstown, means length of stay continues to be an important focus for DQ.

Looking further afield our competitive environment is changing with more competition from international destinations and increasing investment in their positioning. We have seen less direct representation of Queenstown in campaign activity from Tourism New Zealand with their strategy of driving regional growth. We have also seen increased investment from other New Zealand RTOs in the Australian and domestic markets, meaning it will be vital for Queenstown to maintain its share of voice in these markets.

Closer to home community sentiment is more important than ever before and retaining tourism's social license to operate in Queenstown will continue to be imperative. While issues like freedom camping in the region have received less negative attention this summer, Queenstown residents are still concerned with infrastructure constraints, maintenance of lifestyle and general pressure of growth. Driving positive brand perception of Queenstown, particularly in the domestic and Australian markets, is important as we manage our reputation.

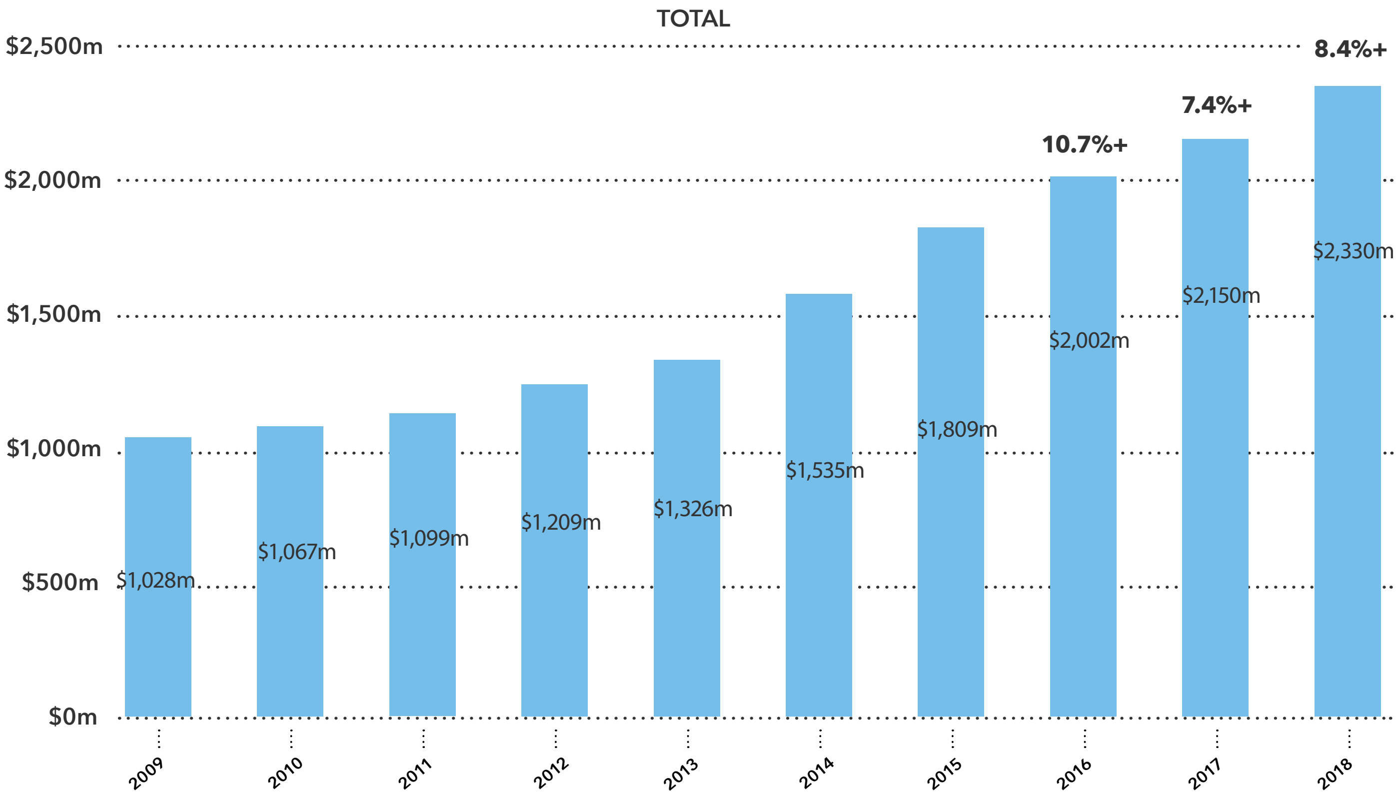
While tourism is still the backbone of our economy, as the region has grown and diversified many people within our community are now removed from being directly involved with tourism. This can lead to lack of understanding around the wider benefits directly connected to, or stemming from, tourism in our region. This includes things like facilities and activities in our region, airline connectivity, the vibrant hospitality scene and lifestyle choices arising from our exciting tourism industry. Maintaining a voice for the industry and the importance of it to our local economy is key.

These issues need to be top of mind for DQ as we position Queenstown domestically and internationally and shape demand for our destination.

*Source: Commercial Accommodation Monitor ** Source: Qrious mobile data *** Source: AirDNA

# Queenstown **performance**

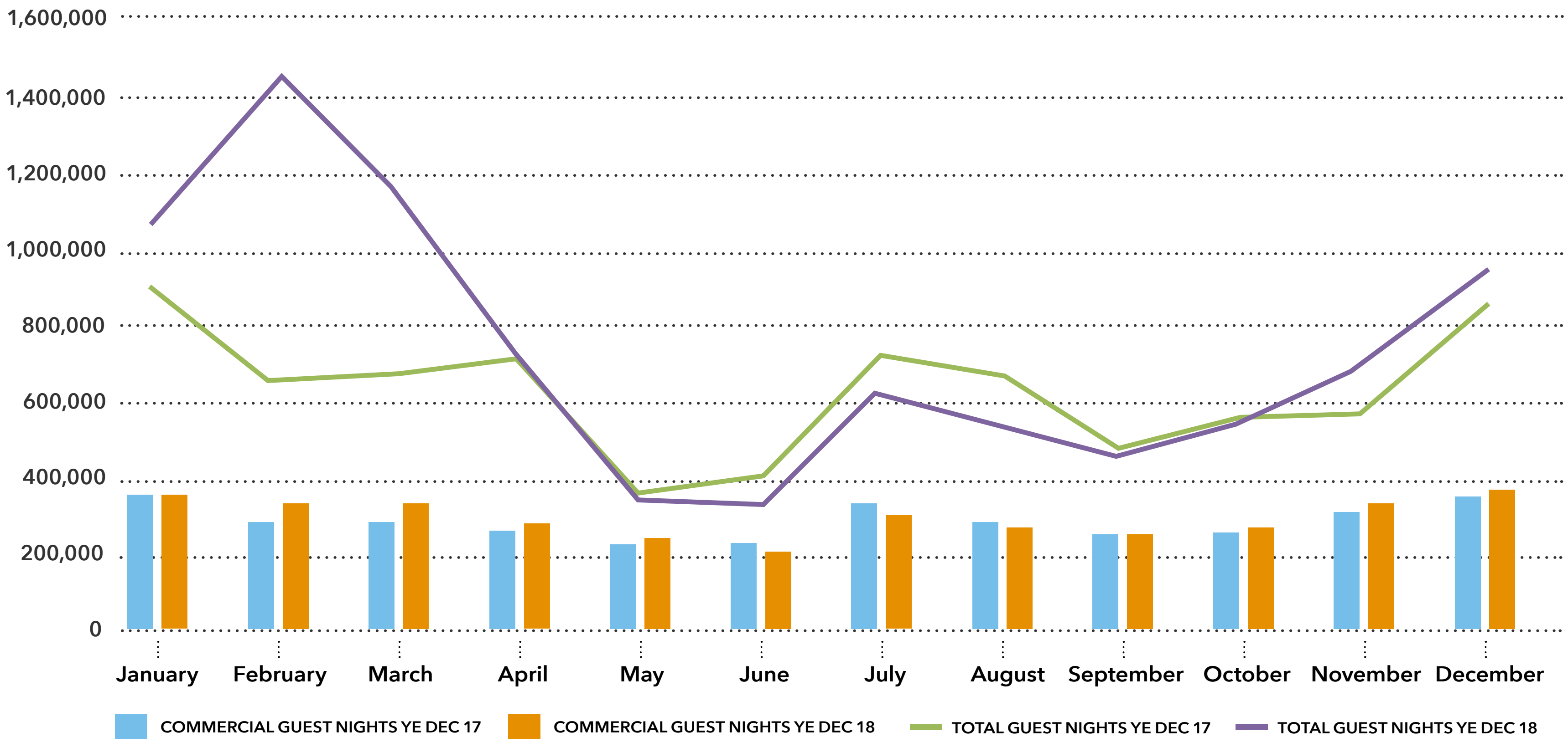
**Visitor Expenditure Growth (YE December 2018)**




[Data Source: Monthly Regional Tourism Estimates (MRTE), Ministry of Business, Innovation and Employment

# Queenstown **performance**

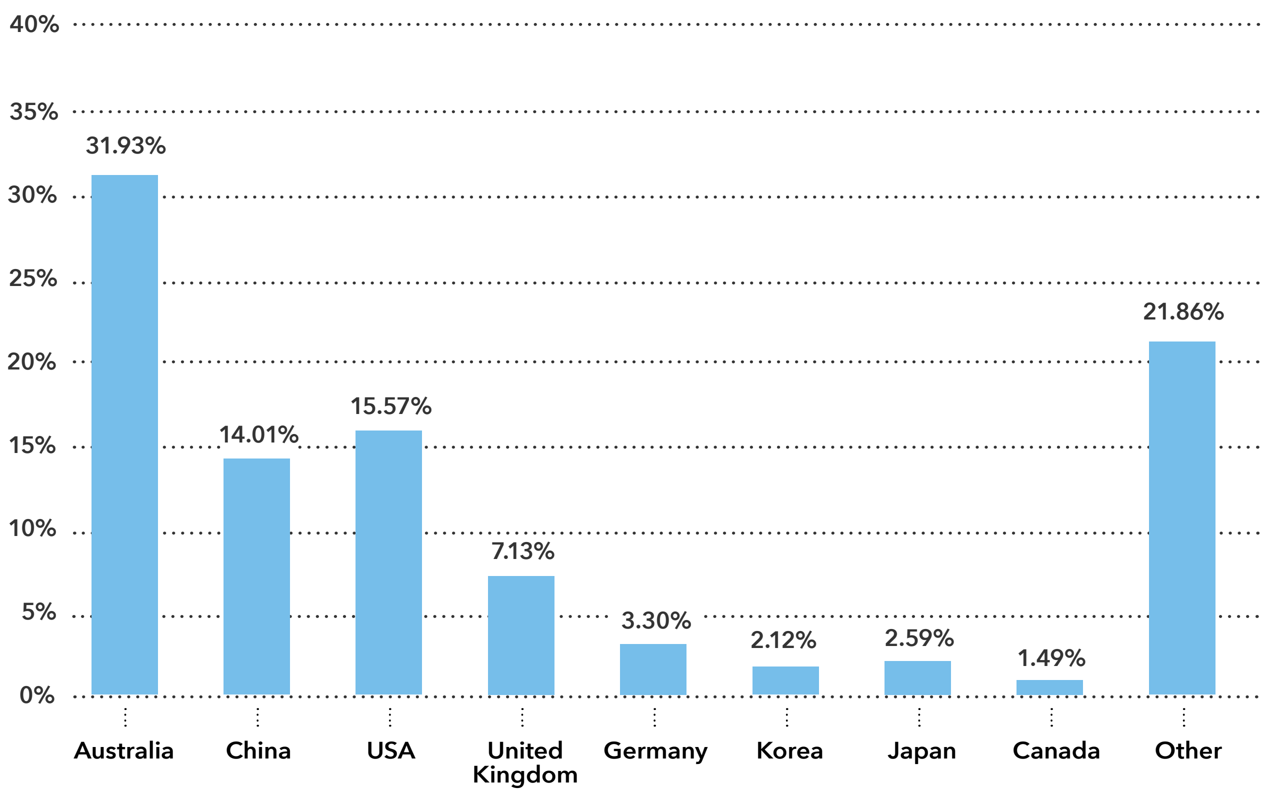
**Queenstown Guest Nights**
**Commercial & non-commercial YE December 2018**




[Source: Commercial Accommodation Monitor]

# Queenstown **performance**

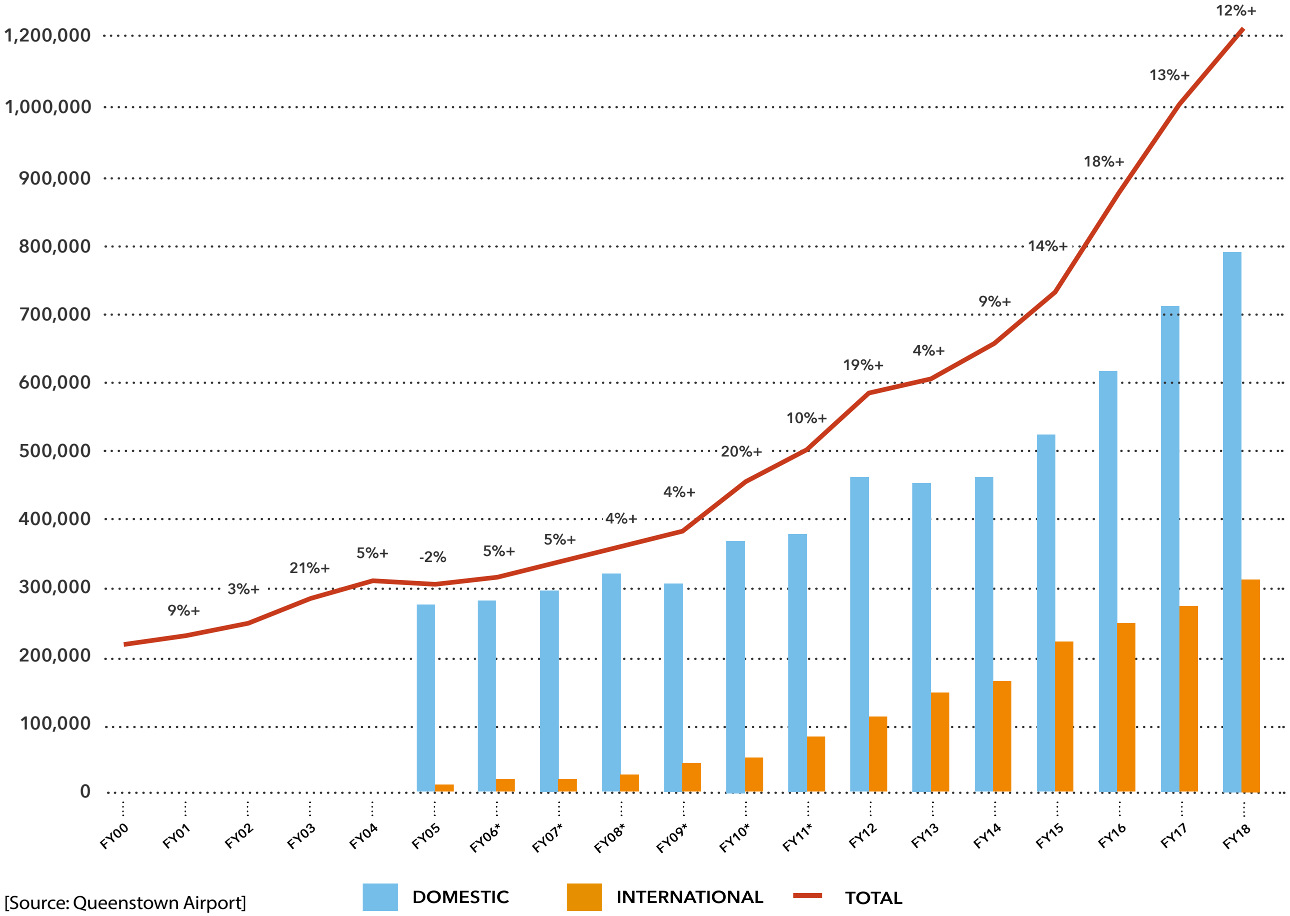
**International Visitors by Expenditure (YE December 2018)**




[Data Source:

# Queenstown **performance**

**Queenstown Airport**
**Passenger arrivals 2000–18**




[Source: Queenstown Airport]

# *Strategic* priorities FY19–21

## 1 Our Brand – Our Place – Our Stories

**GOAL: To further strengthen Queenstown's brand equity by leveraging our excitement proposition, our diversity and our adventure credentials inspiring visitors and cementing our reputation as the Southern Hemisphere's leading visitor destination.**

## 2 Growing Visitor Value

**GOAL: To target value from our visitors through a range of near term and long term strategies, including;**

Near term:

- Extend length of stay
- Drive growth in visitor expenditure
- Drive shoulder season visitation

Long term:

- Target high value visitors of all travel styles
- Target premium segments
- Driving preference for Queenstown by continuing to build brand proposition

## 3 Our Visitor Portfolio

**GOAL: To target a diverse portfolio of markets and visitors for Queenstown to benefit both the local business community (diversity of visitors) and our economic sustainability (diversity of markets) and limiting susceptibility to negative macro environment events/trends.**

Country/region approach:

- Mature markets: target for high value visitors, seasonal visitation, repeat visitation, growth in value
- Medium term developing markets: target for growth opportunities and seasonal visitation
- Emerging markets: target for long term growth

Visitors (target sector growth)

- Leisure
- Conference and incentive

## 4 A Sustainable Host Community

**GOAL: To ensure tourism retains its social licence to operate within our community and ensuring sustainability of the industry across five main areas;**

- Environment
- Visitor experience
- Host community support – economic, social, cultural, amenities that exist due to tourism
- Economic sustainability and prosperity
- Queenstown's reputation

# *Annual growth goals &* FY19–20 organisational objectives

Continue to build our brand positioning to inspire visitors and strengthen Queenstown's reputation.

Continue to target a diverse portfolio of visitors to optimise opportunities and drive sustainable future demand for our members

Grow the value of visitors to Queenstown by positioning Queenstown as an aspirational and accessible destination for travellers of all styles

Engage with our stakeholders to support positive community sentiment toward tourism

**Annual growth goals over three years:**

VALUE GROWTH BY 5%

VOLUME GROWTH BY 2.5%

THE GOAL IS TO ACHIEVE $2.5 BILLION VISITOR SPEND BY 2021

# Queenstown performance targets FY19–20

***Destination Queenstown's performance is measured annually by the key performance indicators, at a destination level, outlined in the table below. Specific metrics are identified, where possible, in the individual business plans.***

| Measure | Data Source | Frequency | Indicator |
|---|---|---|---|
| **1. Visitor volume - numbers**<br>• **Domestic**<br>• **International** | • Commercial Accommodation Monitor (CAM) | • Monthly<br>• Quarterly<br>• Annually | 1. 2.5% increase over prior year<br>2. Growth at national average.<br>3. Average length of stay increase from 2.51 to 2.60 nights at YE June 2020. |
| **2. Visitor value - spend** | • Monthly Regional Tourism Estimates (MRTE's) | • Monthly<br>• Annually | 1. 5% growth in visitor expenditure over prior year.<br>2. Visitor expenditure growth in Queenstown ahead of national average. |
| **3. Satisfaction** | • QLDC residents survey<br>• DQ members survey | • Annually | 1. Target 5 point increase in satisfaction<br>2. Achieve overall member satisfaction of 75% |

# Queenstown market overviews

## Domestic

The domestic market continues to be vital to Queenstown, it is our largest single market at 29% of all visitors and our most mature. The domestic market is particularly important in shoulder seasons, being the easiest to motivate travel from. Queenstown saw growth in domestic arrivals in both spring and autumn in 2018 and continuation of this trend will be important in 2019. The domestic market has shorter lead travel times, providing elasticity of demand, meaning we can stimulate travel more readily from this market when we need it. However the domestic market is more value driven which provides an opportunity in the shoulder seasons.

New Zealand's population is reaching 5 million people, with Auckland having the largest share of population at 1.6M people, followed by Christchurch (374k), Wellington (207k) and Hamilton (161k). While net migration in NZ slowed in 2018 it is still growing.  Key markets for Queenstown are Auckland (largest population and large flight connectivity), Christchurch (population and connectivity) and the drive zone markets of Otago and Southland which have a total population of nearly 330,000 people regionally. Wellington will also be included as a target market in 2019 due to increased air connectivity.

Domestic flight connectivity to Queenstown grew in 2018, with increased flights and more competition on multiple routes. We expect growth to continue in 2019, but more modestly, within the constraints of Queenstown airport's limitations.

Domestic expenditure in Queenstown grew in 2018, at $844M versus $771M at YE December 2018. While this is a positive trend we need to continue to focus on value from the domestic market - with the global economy starting to slow this may have an impact on NZ. Potential volatility of international markets in the future, highlights the importance of the domestic market to Queenstown in terms of providing resilience and sustainable demand.

The domestic market provides good opportunities to motivate travel more readily as it's easier to communicate our shoulder season propositions to this market. But we do need to continue to work on brand perception and barriers in the domestic market (too busy, expensive, not for NZers). New Zealanders are more exposed to negative media around tourism challenges, such as freedom camping, infrastructure constraints, perception of being too busy, environmental concerns such as health of our waterways, making our brand positioning work in NZ vital.

The majority of domestic visitors to Queenstown are holiday or VFR arrivals. The domestic market makes up only a small percentage of our C&I market, (with the majority of that from Auckland). Therefore the greatest investment in the domestic market needs to be in motivating FIT travel with direct to consumer marketing activity.  Queenstown needs to invest in the domestic market so we can motivate travellers when we need them, particularly if we face an international downturn, but also to create long term demand from this market. We can achieve this with marketing investment that seeks to protect our reputation and strengthening our brand position.

# Australia

Australia continues to be Queenstown's largest international market and our most important international market based on size, proximity, flight connectivity, ease of motivation and understanding of Queenstown's proposition. Whilst rate of growth of arrivals from Australia into Queenstown airport has slowed, they are still growing, from 21.4% growth to 8.4% growth over the last three years. Expenditure from the Australian market in Queenstown was up 5.18% at YE December 2018 versus YE December 2017.

The total Australian population is 24.6M. Sydney has a population of 5.1M, Melbourne 5M and Brisbane 2.4M. These cities are Queenstown's three key target markets in Australia. Direct flights from these eastern seaboard markets of Sydney, Melbourne and Brisbane have grown and this trend is expected to continue in 2019, though within the constraints of Queenstown airport's growth ability.

Overall outbound travel from Australia continues to grow, with more people travelling internationally than ever before. However overall Australian holiday arrivals into New Zealand are down with growth slowing.

The Australian economy continues to be strong and seems to be resilient to the softening in the US and UK economies, but any slowdown in China may impact Australia. Lack of leadership continuity also has the potential to negatively impact the economy.

Queenstown's competitive set in Australia has broadened with strong competition from a rage their domestic destinations, more investment from other regional NZ destinations, growth from relatively new markets such as Japan and Canada (due to increased connectivity and marketing investment), and continued strength from traditional holiday destinations such as Bali.

There is still a lack of understanding of Queenstown's product diversity and seasonal offering, with Queenstown's positioning as a ski destination still the predominant perception. There is a great opportunity to increase understanding of our shoulder season offering and motivate travel at this time.

Queenstown's investment in Australia needs to be long term and significant given it's our most important international market.

# China

China is Queenstown's second largest international market. China expenditure in Queenstown at YE December 2018 was $208M, up 12% on 2017 but only up 2% on YE December 2016. In 2018 the Chinese economy experienced the slowest rate of growth for 28 years. However outbound travel was still strong, with 13.5% growth. NZ receives 0.33% share of this, with 451,000 visitors from China. MBIE forecast this to grow to 800,000 by 2024.

Air capacity out of China to NZ is strong however the current pricing models may not be sustainable in the long term. Nevertheless growth from the Chinese market into Queenstown is expected to continue, however the rate may slow. The largest provinces for outbound travel to NZ are Guangdong, Shanghai and Beijing. Currently the FIT market is predominately from tier 1 and 2 cities, Beijing (8%), Shanghai (17.5%), Guangzhou (16.4%), Hangzhou (travel out of Shanghai), Shenzhen (4%) and Hong Kong (13%). This year the DQ trade team will be targeting tier 2 cities as well as tier 1 cities.

The type of Chinese traveller to Queenstown has evolved, in 2018 we saw more FIT travellers of a younger demographic. These travellers are very digitally savvy. They are also keen to explore off the beaten track or new activities. The 25-34 year old age group has grown from 39,000 to 79,000 visitors in the last 4 years. The speed of social change in China is very fast, facilitated by technology and a highly connected society.

As well as younger FIT couples from China, there has also been growth in the multi-generational family groups. These groups do a lot of independent research online ahead of their travel, making content on online platforms like Q-yer, Mafangwo (UGC platform) and CTrip vital. The DQ trade team has a growth strategy for high value FIT visitors out of China and a maintenance strategy for group business. Group tours tend to include a good range of activities which increases their value. It is important that DQ continues to be active in this market influencing the type of Chinese traveller that we want to attract, specifically high value market.

Annual leave in China is becoming more flexible, this creates opportunities for travel outside CNY and Golden Week. While landscapes are still the primary reason to visit we need to create more reasons to visit in May/June and September to capitalise on this opportunity. With the Beijing Winter Olympics happening in 2022, and a Chinese government goal to reach 20 million skiers by 2022, there is an opportunity to position Queenstown as the Southern Hemisphere's premier ski destination attracting Chinese skiers in their off season.

2019 is the China - NZ Year of Tourism. This will provide opportunities to strengthen relationships and economic ties through tourism, enhancing New Zealand's reputation in China.

# North America

The USA is the third largest international market by arrivals into Queenstown, after Australia and China. Total annual expenditure in Queenstown at YE December 2018 was $232M, up 17% over YE December 2017. In expenditure terms the US is our second largest international market behind Australia. NZ has a share of 0.47% of the total outbound market from the US. It is also the third largest inbound market into NZ in the shoulder seasons.

There is strong growth forecast for this market, from 343,000 total annual visitors to NZ to 516,000 by 2024. This represents 8.3% growth per annum over the next 5 years. Supporting this is very strong air capacity between US and NZ, with more growth expected in the short and medium term. While the US economy is predicted to slow in 2019, it still remains the largest economy in the world, with large outbound tourism and a vital market for Queenstown. The world economic growth forecast has the US market growing from 20T to 24T by 2050 and China growing from 14T to 58T over the same period.

Canada is the eighth largest international market into NZ, with nearly 7% growth in arrivals in 2018 versus 2017. Direct services to Vancouver have provided growth opportunities and Air NZ's Chicago service open up another route for Ontario, which is the biggest source province for Canadian visitors into NZ.

# UK and Germany

The United Kingdom is the fourth largest international market for NZ and Queenstown. It is NZ's most mature long-haul market but with limited growth opportunity. Annual expenditure at YE December 2018 was $106M, up 1.9% over YE December 2017.

Despite Brexit potentially slowing the UK economy, the UK is a steady visitor market for NZ with strong cultural ties. However the UK market could potentially plateau in 2019. It has the lowest growth forecast going from 234,000 visitors to NZ annually to 298,000 by 2024 (4.5% annual growth). UK visitors have a high average length of stay in NZ at 18.3 days, behind only Germany at 23.5 days and France at 19.2 days.

Germany is our fifth largest long haul market, with 74,000 holiday arrivals into NZ annually. Germany has the fourth largest economy in the world and has a stable outbound travel market. German visitors are attracted to NZ's landscapes predominantly and have a mature understanding of New Zealand.

# India

New Zealand arrivals from India have grown over the last four years, up from 35,000 to 68,000 thousand visitors. The size of the total outbound market from India is 22M, NZ's proportion of this represents 0.31%.

India has the fastest growing economy in the world, with GDP growth of 7.1% at YE Jan 2019, ahead of China's 6.5% growth. The size of the Indian economy is 2.85T and it is expected to overtake the UK economy this year.

India is an important market for Queenstown and New Zealand as visitors have a strong propensity to travel in shoulder seasons, with May being the peak travel month for this market. There are clear demographics linked to seasonal travel - Indian family groups tend to travel in May and honeymooners in October – January. Diwali festival is also in the NZ spring season and provides another holiday period for the Indian market to travel in. The Indian market also has a strong average length of stay at 14.5 days.

This market is high value with visitors generally staying in 4 * accommodation and participating in a range of activities. Currently 23% of arrivals are in the 25-34 year old age bracket and another 23% in the 55-64 year old bracket.

Auckland airport has recently appointed a full time market development manager based in India to focus on securing a direct flight between India and Auckland, which would result in further opportunities from this market.

The incentive market is also strong in India and provides another opportunity for Queenstown, showcasing our incentive credentials.

Food is very important to the Indian market due to religious beliefs, making this a key consideration for Queenstown operators. The majority of Indian travellers also speak English.

# South East Asia

For the purposes of the DQ FY19-20 plan, South East Asia refers to Singapore, Malaysia and Thailand. Combined these three countries provide 173k arrivals annually into NZ (Singapore 61k, Malaysia 55k and Thailand 31k). All three countries have direct air connectivity to NZ and due to a long history of strong connectivity, the South East Asian market is relatively mature.

Singapore and Malaysian visitors do not require a visitor's visa for NZ which reduces the barriers to travel.NZ currently has a 0.68% share of the total Singapore outbound market of 9M, a 0.47% of the Malaysian outbound market of 12M and a 0.38% share of the Thai outbound market of 8M.

Median length of stay for Singapore and Malaysian visitors is 9.8 days and for Thai visitors it is 9.6 days.

Most visitors from SE Asia are FIT, self-drive visitors that are English speaking. There is a strong incentive market out of South East Asia, which is another opportunity for Queenstown to showcase its incentive credentials, as well as a strong premium market out of Singapore.

Travel out of SEA is year round with no clear peak arrival period, however there is an opportunity to grow the Malaysian market in June in line with Ramadan.

# *Queenstown* **market matrix**

| Market Type | Market | Objective | Target Audiences |
|---|---|---|---|
| **Critical Core** | New Zealand | Grow domestic visitation in Autumn, Winter and Spring by continuing to build seasonal propositions. | • Independent professionals<br>• Active Boomers<br>• Conference & Incentive market |
| | Australia | Grow our share of Australian outbound travellers, targeting winter and spring visitation, maximising opportunities through integrated consumer and trade marketing activity. | • Independent professionals<br>• Active Boomers<br>• Conference & Incentive market |
| **Pacific Rim** | China | Influence high value segments to travel outside of peak Chinese travel seasons, specifically developing our winter and spring propositions, targeting tier 1 & 2 cities in China. | Influence high value segments to travel outside of peak Chinese travel seasons, specifically developing our winter and spring propositions, targeting tier 1 & 2 cities in China. |
| | North America | Target premium visitors across the channels, raising the profile of Queenstown in new ports as well existing ports | • High value young professionals & active boomers<br>• Incentive market |

| Market Type | Market | Objective | Target Audiences |
| --- | --- | --- | --- |
| **Pacific Rim** | South East Asia | Grow Queenstown's share of New Zealand arrivals from SEA | • Independent professionals<br>• Incentive market |
| **Long Haul** | India | Target high value visitors that travel in autumn and spring, aiming to both grow overall Indian arrivals into Queenstown in shoulder months and increase length of stay. | • Family market (travel in May)<br>• Honeymoon market (travel October - January)<br>• Incentive market |
| | UK & Germany | Reenergise and reinforce our adventure credentials, specifically with the youth market. | • High value travellers of all styles<br>• Youth market |
| **Emerging** | Indonesia, Brazil & Argentina | Develop market entry strategy and leverage TNZ-led opportunities | • TBC |

# *DQ functional* **area plans FY19–20**

## CONSUMER MARKETING

### *Continue to build our brand positioning to inspire visitors and strengthen Queenstown's reputation*

**Strategy 1** **Produce high quality branded materials and collateral to represent our destination.**

**KPI** **Collateral produced on time, on budget and according to brand guidelines.**

**Tactics:**

- Produce branded collateral including visitor guides, corporate gifts, event signage and others.
- Produce and license images for DQ image library as required.

**Strategy 2** **Utilise storytelling to position our brand and shape positive perception.**

**KPI** **Finalise production of assets in FY19-20.**

**Tactics:**

- Produce hero brand video to inspire potential travellers and engage our community, showcasing our unique proposition and solidifying Queenstown's position as the Southern Hemisphere's premier four season lake and alpine resort.
- Deliver a programme to launch the brand video and imbed brand messaging.

**Strategy 3** **Develop an integrated content strategy to drive preference in key consumer segments and continue building Queenstown's brand.**

**KPI** **Achieve a combined reach of 2 million people within target segments.**

**Tactics:**

- Develop an integrated content strategy to support tactical objectives, consolidate brand pillars and build brand equity. The ongoing content strategy should drive brand preference and visitation by growing the understanding of Queenstown's diverse activity offering, supporting seasonal activity and consolidating brand pillars to showcase Queenstown's unique positioning.
- Produce copy, imagery and video content to deliver the content strategy on organic and paid digital channels (monthly videos, web stories, image licensing).
- Produce or repurpose content for use in target long haul markets via DQ channels and/or third party channels.

**Strategy 4** **Provide marketing services support to the wider organisation ensuring appropriate brand representation.**

**KPI** **Brand application as per guidelines, delivering 100% brand compliance.**

Tactics:
- Support the development of trade show stand concepts as required.
- Support the production of specific collateral and sales materials as required.

## *Grow the value of visitors by positioning Queenstown as an aspirational destination for travellers of all styles*

**Strategy 1** **Continue to develop the Autumn proposition in the domestic market driving sustainable growth.**

**KPI**
1. **Increase domestic guest nights in May and June by 4%.**
2. **Increase domestic visitor expenditure by 5% in May and June.**

Tactics:
- Deliver a high impact campaign positioning autumn as a unique and desirable time to visit.
- Utilise autumn activity to continue communicating Queenstown's authentic experience through local stories.

**Strategy 2** **Utilise PR to position Queenstown as the Southern Hemisphere's leading four season destination.**

**KPI**
1. **Increase annual Australian visitor expenditure by 4%.**
2. **Increase annual domestic visitor expenditure by 6%.**

Tactics:
- Undertake ongoing PR activity in Australia and NZ to support our brand positioning and campaign activity.
- Utilise PR activity for the ongoing enhancement of the Queenstown brand in the domestic market, helping to mitigate any negative messaging in the media environment.
- Leverage events as reasons to visit Queenstown in shoulder seasons.

**Strategy 3** **Deliver a domestic spring campaign.**

**KPI** **Increase domestic guest nights in September – November by 5% as measured by CAM.**

Tactics:
- Deliver a spring campaign to motivate domestic travel in September – November, defining Queenstown's unique spring proposition.

**Strategy 4** **Drive preference for Queenstown as a winter destination amongst Australian and New Zealand travellers.**

**KPI**

1. **Increase Australian spend in winter (July, August, September) by 4% as measured by MRTEs.**
2. **Increase domestic spend in winter by 5% as measured by MRTEs.**

Tactics:

- Utilise the new winter brand video in a campaign to position Queenstown as the leading ski and winter holiday destination in the Southern Hemisphere, defending our position in the market and drive preference for Queenstown.
- Increase activity in the domestic market to ensure Queenstown remains top of mind as NZ's premium winter destination.
- Continue to position Queenstown as a ski destination with always on promotional activity on a year-round basis.
- Identify and support opportunities with strategic partners (e.g. trade channels, media and industry) to deliver messaging more effectively in the Australian market, in conjunction with the trade marketing team.
- Develop an overarching strategy for development of the Australian market over the next two years, seeking co-investment with industry partners to deliver activity targeting autumn, winter and spring.

**Strategy 5** **Support Winter Festival ensuring it continues to provide a platform to launch the winter season.**

**KPI** **Increase guest nights in June by 4% as measured by CAM.**

Tactics:

- Leverage Winter Festival as the primary winter marketing activation in the domestic and Australian markets

## *Continue to target a diverse portfolio of visitors to drive sustainable future demand for our members*

**Strategy 1** **Ongoing enhancement of the Queenstown Official Website maintaining its position as a leading source of visitor information.**

**KPI** **Deliver a 5% decrease in bounce rates and 5% increase in referrals.**

Tactics:

- Enhance website user experience to continue increasing engagement and driving referrals.
- Maximise Simpleview investment identifying capabilities that can be leveraged to enhance digital practices.
- Ongoing technical support, license fees and hosting.

**Strategy 2** **Maintain highly targeted always on activity on digital channels.**

**KPI** **Deliver a 5% growth in website visitation.**

Tactics:

- Ongoing delivery of targeted and integrated digital activity, including paid and organic, to communicate the variety of experiences in Queenstown to qualified potential visitors.
- Drive potential travellers' web visitation, engagement and referrals through Queenstown official website.
- Expand programme of activity to encompass select long haul markets, providing more targeted information by repurposing existing content and creating new where required, via market-specific channels.

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**Strategy 3** **Collaborate with lower SI RTOs on joint positioning initiatives.**

**KPI** **Create content to support this proposition.**

Tactics:

- Continue to support the Southern Scenic Route collective.
- Participate in SOUTH partnership.
- Leverage opportunities with neighbouring regions.

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**Strategy 4** **Create engaging social media content to inspire potential visitors and support the dreaming and planning phases.**

**KPI** **Grow Facebook to 360,000 followers and grow Instagram followers to 130,000 followers.**

Tactics:

- Utilise DQ's social media channels to support our brand positioning, delivering inspiring content that engages with our audience.
- Leverage events and high profile visitors on our social media channels to showcase Queenstown and encourage visitation.
- Leverage User Generated Content on our own social channels to share the positive experiences of our visitors.

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**Strategy 5** **Identify priority research requirements for investment in insights, data and research.**

**KPI** **Accurate and better information for DQ and to inform member decision making.**

Tactics:

- Explore research investments and projects to better understand and monitor trends and data to inform DQ marketing activity as well as community stakeholders and decision making.
- Seek co-investment opportunities with industry and regional partners.

## *Engage with our stakeholders to support positive community sentiment toward tourism*

**Strategy 1** **Continue to build our brand pillars to protect Queenstown's unique proposition as a world-class alpine destination.**

**KPI** **Publish 10 new local stories through DQ platforms.**

Tactics:

- Produce a launch program supporting and expanding on the new Queenstown brand video, consolidating core messages and reinvigorating our adventure credentials.
- Leverage local stories to showcase authentic Queenstown experiences.
- Celebrate Queenstown's uniqueness and diversity through our ongoing content strategy.

# *DQ functional* **area plans FY19–20**

## MEDIA & COMMUNICATIONS

### *Continue to build our brand positioning to inspire visitors and strengthen Queenstown's reputation*

**Strategy 1** **Support Queenstown's brand positioning by effectively communicating our region's key messages, specifically building our seasonal propositions and showcasing our adventure and activity credentials.**

**KPI** **Secure 100 pieces of positive international media coverage for Queenstown in FY18-19.**

**Tactics:**

- Drive awareness of Queenstown as the Southern Hemisphere's leading ski destination through increased coverage in the domestic and Australian media.
- Continue to grow the autumn proposition in the domestic market using the DQ media programme to drive positive content about autumn.
- Develop awareness of Queenstown's spring proposition in domestic and Australian markets through a programme of media activity to drive seasonal messaging.
- Ensure we maintain Queenstown's adventure positioning and credentials on an international stage by seeking media opportunities that support this.
- Use the International Media Programme to secure inspiring and engaging media coverage in key long haul markets.
- Respond to media opportunities that support summer proposition in long haul markets.
- Develop strong domestic media relationships to cement Queenstown's key messages on an ongoing basis and be at the forefront of new opportunities to do so.
- Utilise both targeted niche market influencers, as well as influencers with mass audiences, to share positive content about Queenstown.
- Explore a sponsored content campaign in domestic channels to tell positive Queenstown stories and address any barriers to travel here.

## *Grow the value of visitors by positioning Queenstown as an aspirational destination for travellers of all styles*

**Strategy 1** **Create engaging content to inspire visitors and support the dreaming and planning phase.**

**KPI** **Deliver a consistent programme of content development to deliver on market objectives.**

**Tactics:**

- Develop content for DQ's own channels, tailored for key long haul markets as well as domestic and Australian markets.
- Create content for distribution through third party channels to target key markets such as China.
- Develop content to address barriers to travel in the domestic market.
- Explore local and domestic sponsored content opportunities to further tell Queenstown's story.

**Strategy 2** **Grow Queenstown's autumn and spring propositions to inspire visitors to travel in shoulder seasons.**

**KPI** **Secure 25 pieces of positive domestic and Australian media coverage for Queenstown in FY19-20.**

Tactics:

- Utilise the DQ media programme to target relevant domestic and Australian media, showcasing Queenstown and the unique reasons to visit in autumn and spring.
- Create and distribute content and stories that authentically showcase the seasons and reasons to visit.
- Respond to reactive media and PR opportunities when results will deliver a strong return on investment in line with key objectives.

## *Continue to target a diverse portfolio of visitors to drive sustainable future demand for our members*

**Strategy 1** **Leverage the Queenstown Winter Festival to support Queenstown's position as the Southern Hemisphere's leading winter and ski destination.**

**KPI** **Grow awareness of Winter Festival and reasons to visit in winter in the domestic and Australian media.**

**Tactics:**

- Secure media coverage of Winter Festival outside of the Winter Festival event period itself, to generate demand out of season.
- Work with QWF to secure domestic broadcast media opportunities during Winter Festival that support the key messages of announcing the arrival of the winter season and positioning Queenstown as the Southern Hemisphere's leading winter destination.
- Utilise influencers and third party sponsored content to amplify Winter Festival messaging and showcase winter and ski in the Australian market.

## *Engage with our stakeholders to support positive community sentiment toward tourism*

**Strategy 1** **Enhance liaison, engagement and visibility within our community to shape positive sentiment toward tourism.**

**KPI** **Secure positive community sentiment toward tourism and our visitors.**

**Tactics:**

- Reinforce the value of tourism to Queenstown by sharing our stories about the key role tourism plays for our social diversity, cultural vibrancy, range of amenities and economic success.
- Explore a range of opportunities for the CEO to engage with local community groups to discuss tourism.
- Leverage and curate assets from the Tiaki Promise to encourage uptake of the initiative by the DQ Membership.
- Continue to develop "Queenstown Cares" as a platform for sharing positive environmental initiatives by local businesses and community organisations.
- Explore opportunities to share local stories at a national level.
- Continue to work with other local agencies in the destination reputation management group to create a coordinated strategic approach to destination reputation.
- Maintain availability for media comment on appropriate issues.
- Utilise local content created by DQ to engage with our local community and grow pride in our region.

**Strategy 2** **Enhance member and stakeholder engagement.**

**KPI**

1. **Grow the 'very informed' segment of members from 50% to 60% as measured by the DQ communications survey.**
2. **Grow overall member satisfaction from 72% to 75% as measured by the annual DQ member satisfaction survey.**

**Tactics:**

- Deliver consistent and relevant communications to DQ members to ensure we are engaged with our members (newsletters, briefings and trainings, member events) while being aware of ongoing opportunities to improve this.
- Deliver a schedule of member events including quarterly DQ member updates, Queenstown Connect and ad hoc member engagement opportunities as they are arise.
- Undertake an annual member communications survey to evaluate DQ's communications with members.
- Undertake an annual member satisfaction survey to evaluate DQ's performance and assess member needs and expectations.
- Explore ways to engage more deeply with a variety of sectors within our membership.

**Strategy 3** **Develop and manage organisational planning and reporting.**

**KPI** **Complete organisational documentation within allocated timeframe and achieving ratification where required.**

Tactics:

- Manage DQ's organisational plans and communications including the Annual Report, the Business Plan and Crisis Management plan.
- Review and refresh communications plan for DQ.
- Generate short lead media coverage via press releases and proactive communications activity based on relevant and newsworthy stories.
- Maintain confidence and support for DQ through proactive communications and transparency of process.
- Maintain a relevant and up to date media database via the Isentia subscription service.

# *DQ functional* **area plans FY19–20**

## TRADE

### *Grow the value of visitors by positioning Queenstown as an aspirational destination for travellers of all styles*

**Strategy 1** **Upskill and educate travel trade channel partners to attract high value visitors and drive demand over shoulder season.**

**KPI**

1. **Increase length of stay from 2.51 nights (at year end Dec 2018) to 2.60 nights (at year end June 2020).**
2. **Achieve higher y-o-y growth in value over shoulder months Vs peak months (delivering average of 5% growth in value over the year).**

**Tactics:**

- Attend TRENZ 2020 with 2 appointment streams.
- Undertake domestic sales calls to target key trade partners (IBOs, TNZ) and long haul Airlines in Auckland, Wellington and Christchurch.
- In conjunction with travel trade partners and TNZ, host famils, actively seek out opportunities to host key decision makers across three areas in shoulder season. 1) In Australia – Ski opportunities and Queenstown Winter Festival 2) In North American – Premium partners 3) China (including Premium & Ski), 4) South & SE Asia – Premium.
- Undertake an Australia Roadshow with Trade and QCB, targeting product managers, senior management, key ski wholesalers and reservations staff.
- Brief Ski wholesalers on DQ's consumer campaign and offer assets they can leverage to maintain Winter and encourage Spring Ski.
- Deliver a US Mission to increase the profile of Queenstown to maximize opportunity with the new Chicago route.
- Attend Kiwi Link China with supported sales trips in tier 1 and 2 cities, to develop China Ski market and travel outside peaks.
- Attend Kiwi Link India with extension to other tier 1 cities to increase length of stay in May.
- Develop resources for Halal market SEA; member capability building workshops.
- Develop youth adventure content for Trade in UK and Germany to push Queenstown's adventure credentials.
- Identify and support opportunities for Queenstown operators to push conversions in market for Autumn arrivals specifically in late booking Asian markets.

**Strategy 2** **Implement a luxury strategy for North America and China by influencing travel sellers in the luxury space.**

**KPI** **Influence 100 agents in key markets, including 80 in market and 20 famil participants.**

**Tactics:**

- Implement the luxury strategy developed in 2018-19 that identifies opportunities and targeted markets that offer best value for Queenstown.
- Target luxury sellers at TRENZ, Kiwi Links and on sales calls.
- Support DQ luxury strategy by participating in all TNZ premium famils. Influence and host TNZ premium famils from all markets.

**Strategy 3** **Implement an efficient communication platform to increase knowledge and updates in a timely manner for travel trade partners.**

**KPI** **Grow page views to the trade pages on the website by 10%.**

Tactics:

- Leverage the Trade website as a platform for up to date trade specific information including operator information/deals/contacts details/media releases.
- Continue online training on different platforms such as webinars.
- Set-up new communication channels to connect and engage with Trade globally.

**Strategy 4** **Utilise world class resources to support our premier four season destination proposition with the international travel trade.**

**KPI** **Measure trade feedback regarding collateral and booth via a post TRENZ survey.**

Tactics:

- Explore an evolved and sophisticated Queenstown presence at TRENZ.
- Continue development of additional presentations and sales tools for the Trade library for different trade segments.
- Further develop content for trade web pages.
- Video edits to enable Trade channels to deliver key Queenstown messages.

**Strategy 5** **Maintain and develop industry relationships to reinforce Queenstown as a preferred destination with capacity for growth.**

**KPI** **Increase guest nights in shoulder seasons (May/June and September/October) by 2% as measured by CAM.**

**Tactics:**

- Attend the annual TEC conference.
- Complete domestic sales calls and visit key TNZ and trade agents.
- Host famils – supporting TNZ and trade partner famils where objectives align.
- Reinforce the key SIGs and reason to visit in Queenstown, including ski, food & wine, golf, biking and adventure.
- Attend RTO training Day in Auckland.
- Attend TNZ RTO workshop in Australia.

## *Continue to target a diverse portfolio of visitors to drive sustainable future demand for our members*

**Strategy 1** **Deeper penetration into current markets and capitalise new opportunities both geographically and within different market segments.**

**KPI** **Increase length of stay from 2.51 nights (at year end Dec 2018) to 2.60 nights (at year end June 2020).**

Tactics:

- Attend Kiwi Link shows as either DQ or in IMA in consultation with partners.
- Undertake a US Mission in 2019-2020 taking 8-10 local operators into the US market targeting Chicago opportunity.
- Create opportunities for Queenstown operators to visit market for Sales Calls.

**Strategy 2** **Leverage Queenstown events in shoulder season to portray Queenstown as a year round destination.**

**KPI**

1. **Increase guest nights in shoulder seasons by 5% as measured by CAM.**
2. **Increase international visitor expenditure by 5% in shoulder seasons.**

Tactics:

- Support and influence TNZ famils into shoulder season events.
- Leverage events to drive visitation in shoulder season.

# *DQ functional* **area plans FY19–20**

## QUEENSTOWN CONVENTION BUREAU

### *Grow the value of visitors by positioning Queenstown as an aspirational destination for travellers of all styles*

**Strategy 1** **Grow value by upskilling and educating clients supplying them with the tools to promote conferences & incentive and upsell pre/post opportunities.**

**KPI** **Drive a 10% increase in leads generated in FY19-20 over FY18-19.**

**Tactics:**

- Undertake domestic sales calls to target PCOs and direct clients.
- Host five TNZ famils including SQ Corporate End User Famil Sep 2019.
- Host 20 site inspections for potential clients with active leads, genuine business.
- Attend MEETINGS tradeshow, coordinating regional presence and undertaking two appointment streams.
- Host a pre-MEETINGS famil - Qualified Australian Hosted Buyers (12-15 pax).
- Host a domestic famil event in Queenstown from potential clients and qualified leads; 15-20 PCOs/Corporate clients.
- Australian sales calls to targeted PCOs, Associations and direct clients - 3 x Sydney (August 2019, April 2020, December 2019), 1 x Brisbane (September 2019), ongoing Melbourne rotation.
- Deliver an Australian Roadshow for QCB (maybe combined with Trade).

**Strategy 2** **Develop a marketing strategy to generate leads and to grow awareness focusing on the Queenstown C&I sector and building on the QCB positioning pillars and key messages.**

**KPI** **Grow page views to the conference pages on the website by 20%.**

**Tactics:**

- Create a marketing strategy utilising both digital and traditional channels. Position Queenstown as a credible business destination for C&I in New Zealand, Australia and Incentive in USA & Asia to generate interest in shoulder seasons.
- Continue content curation on QCB website as key referral platform. Review all links and URLs.
- Continue to build image and video assets for promotional/marketing use.
- Target and secure media coverage in trade publications, with a specific focus on conference and incentive media.
- Quarterly distribution of Bureau Remarks newsletter to industry.

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## *Continue to target a diverse portfolio of visitors to drive sustainable future demand for our members*

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**Strategy 1** **Deeper penetration of current markets and identify new opportunities both geographically and within different market segments to ensure a diverse portfolio of markets.**

**KPI**

1. **Drive a 10% increase in leads generated from Incentive business.**
2. **Undertake 40 new corporate client engagement .**

Tactics:

- Identify and attend shows/forums to grow the corporate/direct client business.
- Attend IMEX USA and consider additional initiatives with TNZ in this market.
- Global meetings & incentives summit - 26 - 27 October 2019, Chicago, supporting TNZ.
- IMEX Frankfurt – 20 – 23 April 2020.
- Leverage Asian Trade representation in China & SSEA. Attend BE component training after Kiwi Link SSEA, or extend existing attendance in market for BE Asia sales call. Leverage success of Amway China Incentive to raise Queenstown's profile in Asian markets.
- US Mission to reach Incentive decision makers (Chicago or Houston/Dallas) potentially with Trade.
- Leverage Asian Trade domestic sales call.
- Encourage QCB involvement in Asia/Western IBO C&I specific famils and hosting opportunities.
- Participate in TNZ PCO/Association Showcase 2020.

**Strategy 2 Maintain existing and develop new industry relationships and partnership opportunities to generate more awareness, increase lead generation and improve lead management.**

**KPI**

1. **Grow leads generated from new sources to 15% of total leads.**

**Tactics:**

- Attend appropriate industry forums and events. CINZ conference, CINZ Gold Membership and Regional Bureaux meetings.
- Deliver a successful CINZ conference in Queenstown in October 2019, use the event to strengthen Queenstown's position as a leading C&I destination, using the welcome function, famils and hosted dinners, NZCB meeting.
- Continue with local industry advisory group meetings to help develop QCB strategies.
- Continue to build relationships with industry partners and influencers.
- Engage and participate in industry wide initiatives. NZ convention Bureaux group, CINZ, Tourism NZ Business Events team.
- Actively influence TNZ business events famils. Proactive in itinerary recommendations.
- Work proactively with the TNZ International Bids team in marketing/pitching Queenstown for international conference opportunities. Hold regional seminars with TNZ encouraging local academics to pitch Queenstown as a destination for their global conference.
- Maintain Auckland Convention Bureau and NZICC partnership.
- Leverage Denedin Bureau to drive more leads from Otago University.
- Maximise Simpleview capabilities for lead follow up to increase conversion.
- Research and work through databases acquired from industry partners and from past trade shows for new client leads.
- Develop partnerships for Conferences market in Australia. Maintain relationships with industry partners and influencers through regular contact – Air NZ, Virgin Australia, CINZ, TNZ Australian BE team.
- Develop partnership with TNZ Australia BE. Maintain ongoing communications with TNZ Australian BE team in marketing/pitching Queenstown for CAP opportunities, and work close with them on Australian business events famils.

# *DQ functional* **area plans FY19–20**

## ORGANISATION

**Strategy 1** **Destination Queenstown is an appropriately resourced, structured and motivated team to deliver the requirements of the strategic and annual plan.**

**KPI** **Engagement rating in employee engagement survey.**

**Tactics:**

- Focus on key elements of the DQ Team Charter via three team days over the year.
- Undertake a key skill and competency review to develop and deliver a targeted training and development plan for each team member.
- Deliver the induction plan for each new starter to ensure they are appropriately inducted over their first four weeks at DQ, this includes undertaking a Myers-Briggs Type Indicator assessment.
- Continue to embed 'The way we work at DQ' (organisation policies and procedures) throughout the organisation.
- Undertake annual employee engagement survey.

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**Strategy 2** **Workplace health and safety is a top priority in everything Destination Queenstown does and the organisation promotes active participation across the team regarding health and safety matters, initiatives, improvements and procedures.**

**KPI** **Zero serious harm incidents.**

Tactics:

- Provide internal training to the DQ team on the following: Health and Safety at Work Act (2015), hazard identification and reporting, DQ H&S policies and procedures, DQ office health and safety walkthrough, chains for winter driving.
- Provide an external Employee Assistance Program via EAP Services.
- All DQ staff who regularly host clients and media have a first aid certification.
- All DQ staff to undertake driver training.
- Undertake annual review and update of DQ's health and safety plan including emergency response and evacuation procedures, DQ procedures and hazard/risk assessment.

**Strategy 3** **Review, assess and develop a continuity and contingency plan in case of an emergency/natural disaster.**

**KPI** **Refresh Business Continuity Plan.**

Tactics:

- Develop a Business Continuity Plan for DQ including communication procedures, identification of key personnel, identification of business critical processes and files, IT backups and access, insurance and contact details.

**Strategy 4** **Elevate sustainability concepts across Destination Queenstown.**

**KPI** **Implement DQ Sustainability policy and plan.**

Tactics:

- DQ sustainability committee will continue to develop and execute our actions against the sustainability commitment framework.

**Strategy 5** **Destination Queenstown has the appropriate information and communication technology infrastructure, hardware and software to deliver the requirements of the strategic and annual plan.**

**KPI** **Review ICT Plan.**

Tactics:

- Review system and infrastructure requirements including the DQ servers.
- Review and refresh hardware devices as required.
- DQ Board room equipped with appropriate hardware for presentations and meetings.
- Utilise Simpleview CRM system effectively across the entire organization, optimizing functionality to deliver return on investment.

**Strategy 6** **Provide an outstanding service to DQ members.**

**KPI** **Measure Member Service satisfaction in the next member engagement survey to use as a baseline for future KPI development.**

Tactics:

- Deliver at least four member meetings during the financial year.
- Facilitate new member briefings as required and provide each new member the opportunity to meet one on one with DQ staff.
- Review process new member applications within five working days.
- News and updates to member listings are reviewed and published within two working to days.
- Monitor DQ member portal via Simpleview, providing an efficient platform for members to access relevant information, manage leads & update website listings.
- Provide training to members on how to access and use DQ's image library.
- Ensure all member information is recorded, maintained and updated in Simpleview.
- Review Uniform requirements.

**Strategy 7** **Industry Strategies and Destination Management.**

**KPI** **Effective input to collaborative activity with partner agencies and organisations.**

Tactics:

- Ensure DQ is an active participant in industry wide strategic initiatives. This includes the CEO's role in the development of Government and industry strategies and as Chairman of Regional Tourism New Zealand and a Board member of Tourism Industry Aotearoa.
- Work with Tourism NZ across the organisation, aligning and partnering on consumer, trade, media and C&I initiatives at multiple levels.
- Work with Lake Wanaka Tourism through the DQ/LWT Strategic Advisory Board with the objective of aligning key strategic tourism issues across the district. Various other operational partnerships with LWT.
- DQ will take an active role in destination management thinking as this develops further in the district, identifying our specific role and influence within this.

# *DQ functional* **area plans FY19–20**

## QUEENSTOWN WINTER FESTIVAL

**Strategy 1** **Announce to local, domestic and international markets through marketing, media and PR coverage that New Zealand's winter season has started. Solidify Queenstown's reputation as the leading ski and winter destination in New Zealand.**

**KPI** **Secure $5 million in ASR value across all media channels.**

**Tactics:**

- Create and deliver programming, media, and marketing strategies that engage with target markets and delivers coverage ahead, during and after festival.
- Solidify our message of 'NZ's winter has started' across all marketing and media channels.
- Engage with national TNZ campaigns.

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**Strategy 2** **Create a celebrated reason to visit Queenstown in an otherwise shoulder season, strengthening the business economy and encouraging early winter visitation.**

**KPI** **Increase attendance year on year as measured by Qrious data.**

Tactics:

- Deliver a high quality event that is both celebrated by our community and sought after by visitors.
- Strengthen marketing and ensure festival is on every Kiwi's 'bucket list.'
- Work with DQ and partners to utilise Winter Festival as a hook to promote winter/ ski in our region via marketing and travel trade.
- Drive increased visitor nights over the Winter Festival period.

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**Strategy 3** **Reflect the essence of Queenstown in our celebration.**

**KPI** **Increase entries to festival events year on year.**

Tactics:

- Deliver a dynamic programme that showcases the benefits of our region, encouraging participation in events, and generates the energy and vibrancy of Queenstown.
- Communicate participation opportunities within festival to our business and residential communities via our website, social channels, radio and eDM.
- Engage with community to showcase via Festival.

**Strategy 4** **Achieve key financial and business objectives while satisfying all key stakeholders.**

**KPI** **Build and maintain strong relationships with partners and adhere to agreed budget restrictions.**

**Tactics:**

- Provide partners with opportunity to leverage from festival by activating throughout Festival.
- Ensure communication is clear about longer term framework.

# STUDY

**Strategy 1** **Showcase Queenstown as a world class destination to Education trade channels.**

**Tactics:**

- Maintain and keep current Study Queenstown's website to showcase Queenstown's Education propositions.